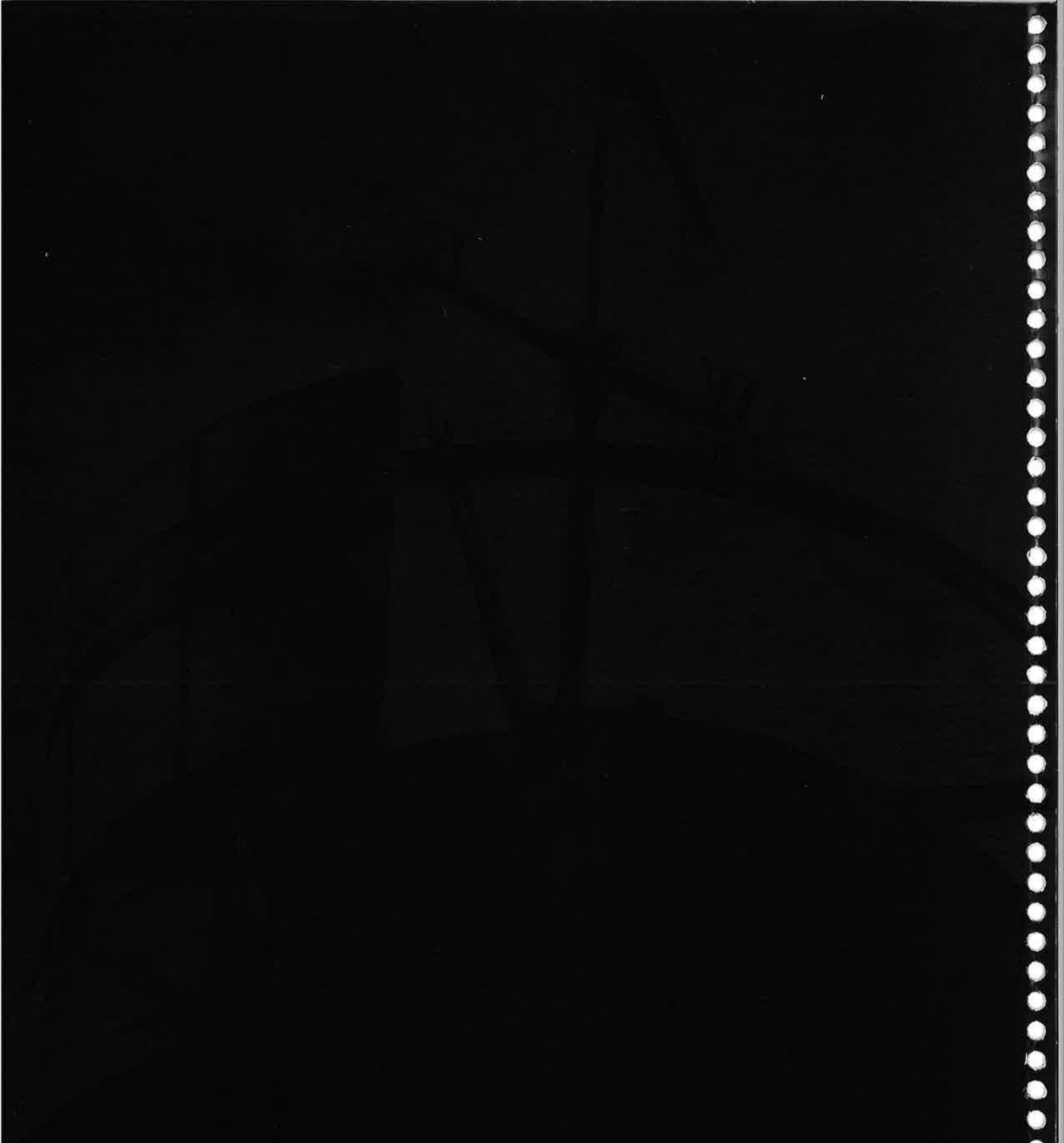






About the cover: The Creative Discovery Museum, located on Chestnut Street near many of Chattanooga's other downtown attractions, houses high-tech studios and hands-on exhibits designed especially for children in its 42,000 square-foot facility. The museum was planned with the aid of 68 children, ages 8 through 12. Since opening in May 1995 the Creative Discovery Museum has proven to be a first-class educational facility as well as a popular tourist attraction.

City of Chattanooga



Comprehensive Annual Budget Report

Fiscal Year 1995 -1996

**Gene Roberts,
Mayor**

**James S. Boney,
City Finance Officer**

**Daisy W. Madison,
Deputy Administrator**

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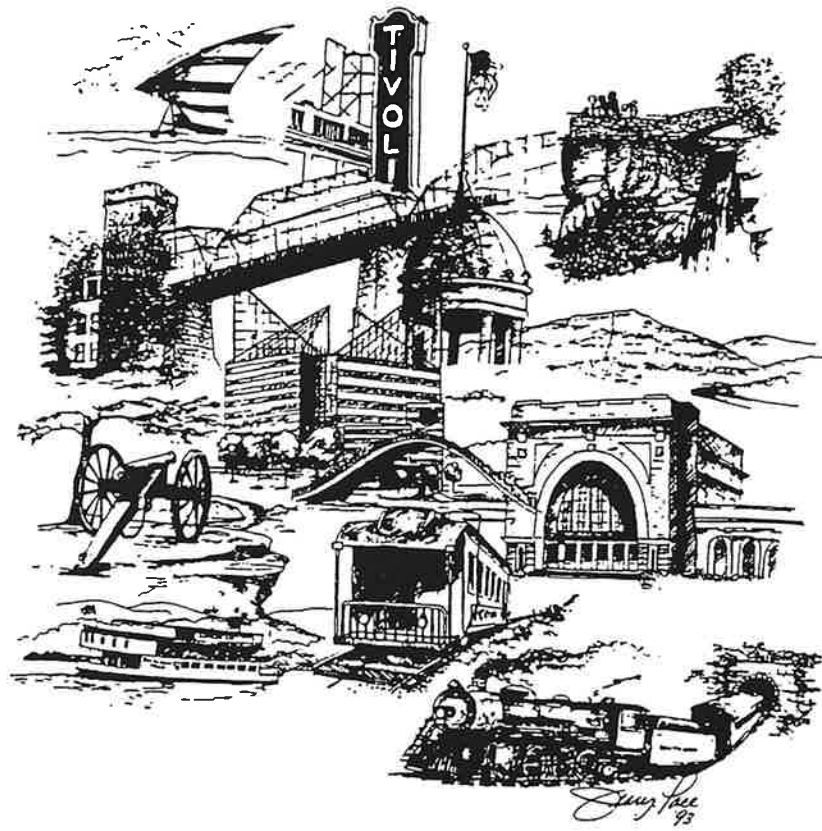
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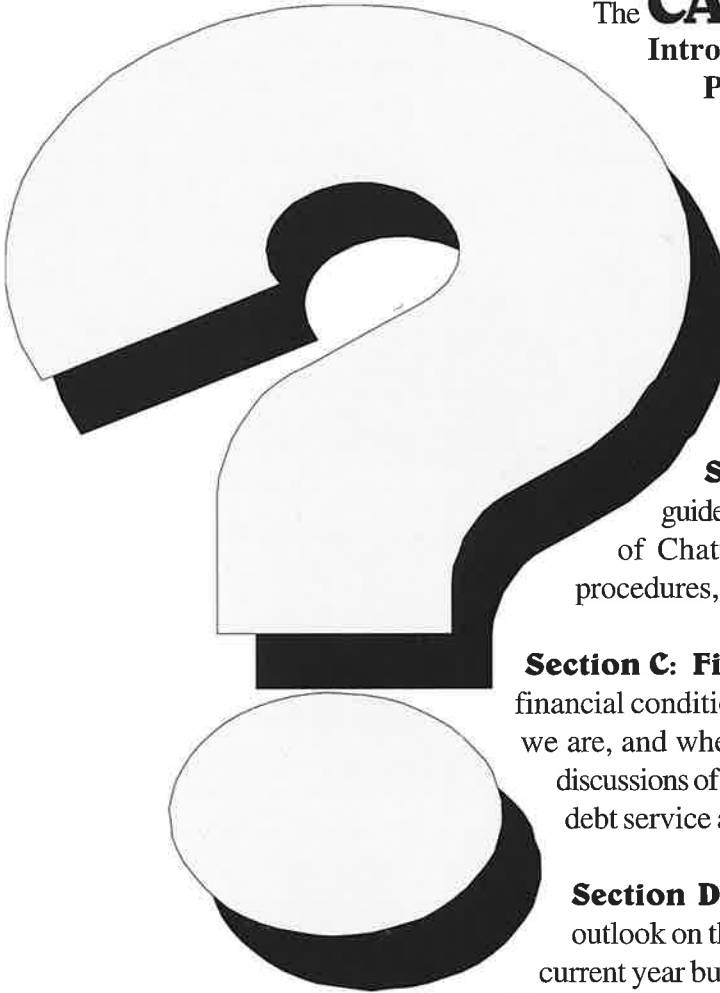
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how to use this document . . .



The **CABR '96** is divided into five major sections: **Introduction, Guidelines, Financial Overview, Personnel Administration, and the Appendix.**

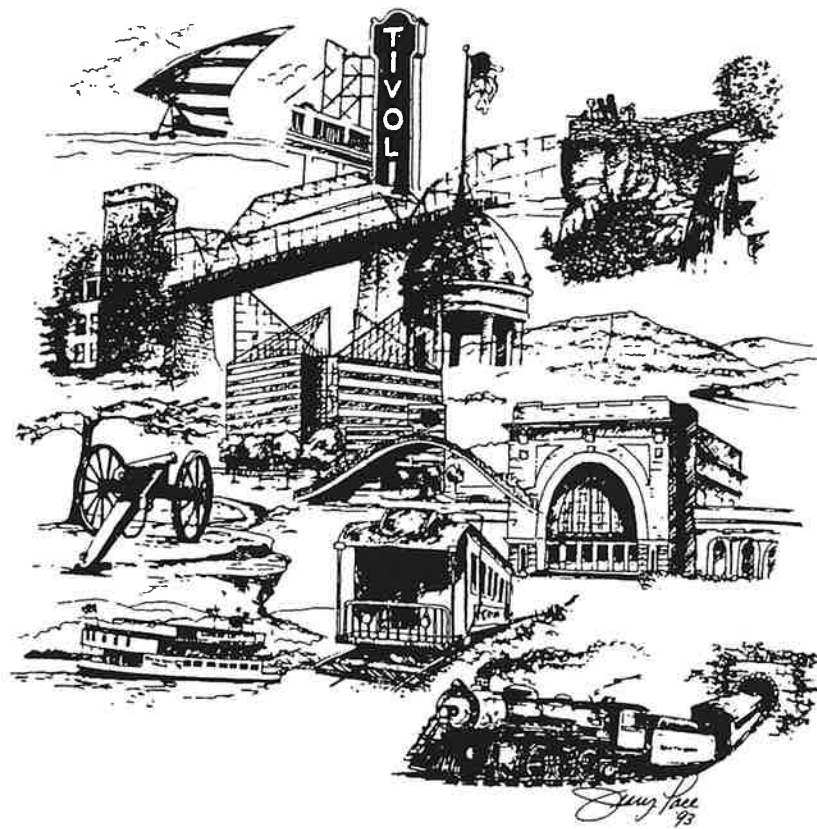
Section A: Introduction - gives a profile of Chattanooga with selected useful service, demographic, economical, and statistical information, City officials, the Council Members' districts of Chattanooga, an organizational chart, and a message from the Finance Administrator.

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

Section C: Financial Overview - summarizes the overall financial condition of Chattanooga, where we have been, where we are, and where we are going. This is followed by detailed discussions of funds such as general, enterprise, special, fiduciary, debt service and capital projects.

Section D: Personnel Administration - gives an outlook on the benefits provided by the City of Chattanooga, current year budget changes, its personnel detail, and a pay plan table.

Section E: Appendix - includes miscellaneous acknowledgments and a glossary.



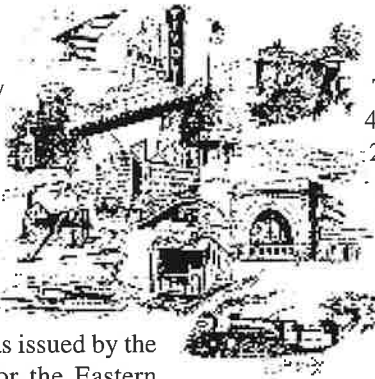
In recognition of our accomplishments in improving the quality of life for our citizens and the encouragement of diverse creativity in our community, the City of Chattanooga was awarded a City Livability Award by the U.S. Conference of Mayors (USCM) in June 1994 for its "Renaissance on the River" - the renovated Walnut Street Bridge, Ross's Landing Plaza, the downtown segment of the Tennessee Riverwalk, and the downtown streetscape program. It honored Chattanooga for its innovative public/private partnerships and for the successful emphasis on the arts in its riverfront revitalization. During the same month, Partners for Livable Communities designated Chattanooga as

"One of America's Most Livable Communities".

form of government

Since June 11, 1990, the City has operated under a Mayor/Council form of government. Previously it operated under the Commission form of government consisting of the Mayor and four Commissioners who were each elected at-large and headed a City department. An Agreed Order was issued by the United States District Court for the Eastern District of Tennessee, Southern Division, on January 18, 1990, abolishing the Board of Commissioners of the City and the offices of Mayor and Commissioners.

The Agreed Order provided that the City Charter be amended to create the office of Mayor, with all executive and administrative authority formerly vested in the Board of Commissioners. Further, the City Council was created with all legislative and quasi-judicial authority formerly vested in the Board of Commissioners. Under the provisions of the Agreed Order, the Mayor is elected at-large and is not a member of the City Council, while the City Council is composed of nine members, with each member being elected from one of nine districts within the geographic boundaries of the City. The Mayor is the City's chief executive officer and oversees the operation of all city departments including the nine principal departments - General Government, Finance and Administration, Safety, Public Works, Parks and Recreation, General Services, Human Services, Personnel, and Equal Employment Opportunity.



The City employs approximately 4,589 people full-time of which 2,051 work for the Department of Education and approximately 786 people part-time of which 543 work for the Department of Education. The next City election for the Mayor and Council is March, 1997.

history and development

Founded as a ferry landing and warehouse site in 1815, the City was incorporated under State of Tennessee Private Acts of 1839. The City is commercially and industrially developed and is situated in the center of the six-county Metropolitan Statistical Area ("MSA"), which includes the Hamilton County and the counties of Marion and Sequatchie, Tennessee, and the counties of Catoosa, Dade and Walker, Georgia. The City is the county seat of Hamilton County and is located near the southeastern corner of the state on the Tennessee-Georgia border. The City encompasses an area of 126.9 square miles and a population of 154,700. The Tennessee River flows through the center of the City, which has a diversified terrain. The MSA is centrally located in relation to other major population centers of the Southeast, being within a 150-mile radius of Knoxville and Nashville, Tennessee; Birmingham, Alabama; and Atlanta, Georgia.



The Tennessee Aquarium



The City currently enjoys a favorable economic environment and local indicators point to continued stability. Economic diversity in the region provides long-term resilience and protection against a decline in any one sector. The City continues its joint public and private effort to foster economic growth in the Chattanooga area. RiverValley Partners, Inc. has been instrumental in stimulating new industry and commercial activity. Its mission is to develop and implement a realistic economic strategy that will create jobs for all the Chattanooga region's citizens through growth while building on the character and quality of life that makes this a unique and special community in which to live and work. The Chattanooga area is attractive to business and industry because of its central location, attractive housing conditions, the work ethic of its people, comprehensive educational and technical training facilities and a generous system of tax incentives for business, and the Tennessee Valley Authority (TVA), which provides dependable, low-cost power.

The City's commitment to long-range development along the Tennessee River corridor is still receiving major emphasis from local public and private leaders. The goal is set to add an additional eight miles of new Riverwalk during the next four years with financial commitments sought from city, county, state, federal and various private sources. A private sector foundation has already announced its commitment to provide funding of up to three million dollars on a \$1 to \$3 matching basis. That is, for every three dollars committed from public or other private sources toward Riverwalk expansion, they will commit one dollar. With this strong private commitment, additional funding is being sought and several specific projects are ongoing. Additionally, Coolidge Park is planned to provide a wonderful public facility along the north shore of the Tennessee River.

The Tennessee Riverpark is already a remarkable achievement of public and private cooperation. Local citizens, Chattanooga Venture, the Moccasin Bend Task Force, RiverValley Partners and local charitable foundations have all worked in conjunction with the City of Chattanooga and Hamilton County, the State of Tennessee and the federal government - each playing integral roles in the

planning, financing, construction and management of the various Riverwalk segments.

The development of the Ross's Landing district is a prime example of the catalytic effect of Chattanooga's riverfront renaissance. One hundred and eighty years ago, the trading post that would one day become Chattanooga was established on the banks of the Tennessee River. From the settlement, known as Ross's Landing, has grown what some say is the most scenic city in the country. Today, that birthplace has been reborn. With the \$45 million Tennessee Aquarium as its centerpiece, Ross's Landing holds the key to Chattanooga's dramatic renaissance and is the catalyst for the City's resurgence. It is the linchpin for 20 miles of riverfront revitalization to be undertaken over the next 20 years as set forth in the Tennessee Riverpark Master Plan. It is the first major aquarium in the country to focus on freshwater habitats. The 13,000 square foot facility features more than 3,500 living specimens representing 350 species of fish, mammals, birds, reptiles, and amphibians. The aquarium takes visitors to all the places a river goes, from small mountain streams, to raging currents, to deep reservoirs to the sea. It was founded as a non-profit organization and is dedicated to the understanding, conservation and enjoyment of the Tennessee River and other river systems of the world.

In May of 1995, the new \$16 million Creative Discovery Museum opened. In May of 1996, a new 3-D IMAX Theatre will open. To date, nearly \$150 million of new development has been completed or is under construction in the Ross's Landing area, bringing more than 3,000 new jobs as well as new sales and property tax revenues to our community. When

completed, the Ross's Landing district will become the signature for the City, serving as the featured component of civic marketing for the foreseeable future.

Tourism is major industry for the City with over 12 million people visiting the City and surrounding area annually. Notable nearby attractions include historic Lookout Mountain, containing scenic Rock City and Ruby Falls; the Tennessee Aquarium, the TVA's "Great Lakes of the South"; the "Chattanooga Choo Choo", a reconstructed rail terminal facility now used as a tourist and convention attraction, Signal Mountain, and the historic Chickamauga and Chattanooga National Military Park where the



"Battle Above the Clouds" was fought during the Civil War. Chickamauga Military Park, the nation's largest military park, is located ten miles south of the City. Numerous nearby forests and mountain streams provide camping, fishing, boating and other outdoor activities.

The City recently acquired the OCS Technologies Fire Management Information System (FMIS). It provides tools and function which, if used properly, furnish Fire Department leadership the information needed to operate with greatly improved efficiency.

Management modules are included for time and attendance, manpower scheduling, incident reporting, fire prevention, apparatus and equipment management and water supply. By design, the FMIS communicates with the OCS Computer Aided Dispatch (CAD) system used by the Chattanooga-Hamilton County 911 Board through a two-way interface which greatly enhances the functionality of both systems. This interface gives CAD dispatchers access to valuable FMIS information which increases response effectiveness and enhances safety of responding personnel. The FMIS system also provides the backbone for upgrading the radio system for the Police Department with an 800 MHZ system which provides the ability to transmit both data and voice messages.

Efforts are well under way to improve the quality of our environment through compliance with various state and federal regulatory requirements. As one step in Chattanooga's comprehensive plan to reduce the amount of solid waste going into our landfill by 25 percent by 1996, the City began a curbside recycling program in neighborhoods which has proven to be convenient, environmentally sound and cost effective. As of November 1994, the City completed the expansion of its Dual Blue Bag Curbside Recycling Collection Program. Approximately 52,000 households are served by this program and over 3,411 tons of recyclable materials were diverted from the landfill during the current fiscal year.

An integral part of any recycling program is a materials recovery facility, or MRF. The Orange Grove Recycling Center (OGRC) is the MRF in Chattanooga. The OGRC is part of the vocational training which Orange Grove offers persons with developmental disabilities. About



90 handicapped persons provide the workforce for the Recycling Center. This means that as citizens recycle household waste, they are also helping a person with disabilities to become a trained and productive citizen. Currently, the OGRC has contracts to process recyclables from

11 collectors, including the City of Chattanooga. Since January, the OGRC has processed 2,019,744 pounds of aluminum, glass, plastic, steel, mixed paper and newspaper. The City also has plans to spend over \$38 million on landfills and storm

water runoff programs as mandated by the state and federal government.

Companies with headquarters in the Chattanooga area include Dixie Yarns, Inc., North American Royalties, Blue Cross/Blue Shield of Tennessee, and the Krystal Company. The area also serves as headquarters for the division of Power for the Tennessee Valley Authority.

In addition, the City received the 1994 City Livability Award for its *Renaissance on the River*. The US Conference of Mayors established the City Livability Awards Program to honor the leadership of Mayors devoted to enhancing "livability" across the country. The award highlights commitment to improving cities and their encouragement of the diverse creativity in our community. The focus for the 1994 City Livability Awards was on the arts and culture. Chattanooga was also designated as one of America's most livable communities by Partners for Livable Places in Washington, D. C. In January 1995, the President's Council on Sustainable Development Conference was conducted in the City of Chattanooga.



other awards

The City was the current year recipient of the "Tennessee Recreation & Parks Association Four Star Award for Excellence in Parks & Recreation." This was in recognition of the Tennessee Riverpark-Rowing Center.

We are also honored by the distinction of receiving the Certificate of Achievement for Excellence in Financial Reporting for Fiscal Years 1992, 1993, and 1994 for our Comprehensive

Annual Financial Report (CAFR). The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports. The Fiscal Year 1995 CAFR is currently being submitted for review.

Certificate of Achievement for Excellence in Financial Reporting

Presented to

City of Chattanooga,
Tennessee

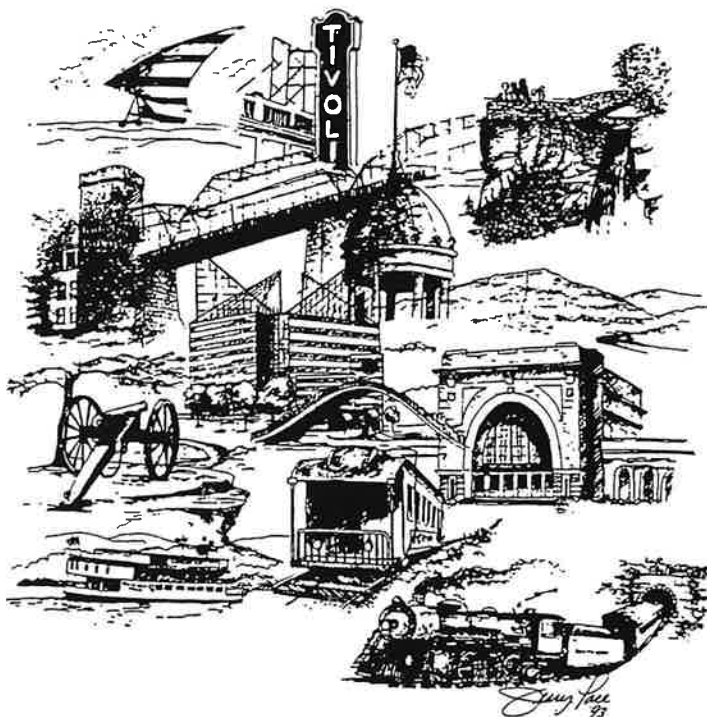
For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended
June 30, 1994

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.



Sam Krieb
President

Jeffrey L. Evers
Executive Director



service statistics....

financial institutions

There are ten commercial banks, two savings and loan institutions, and thirty-eight credit unions in the MSA. Eight of the ten commercial banks reported total assets of \$28,630,325,000 as of December 31, 1994. The thirty-eight credit unions reported 176,128 members owning \$661,392,835 in assets in calendar year 1994. As of December 31, 1994, the eight major commercial banks serving the area are SunTrust Bank, Nations Bank, AmSouth Bank, First Tennessee Bank, Pioneer Bank, First American Bank of Chattanooga, Union Planters National Bank, and Volunteer Bank & Trust Company.

There are over 200 insurance companies represented in the Chattanooga area. Blue Cross/Blue Shield of Tennessee, a major health insurer, is headquartered in Chattanooga. In addition, Healthsource Provident Life and Accident Insurance Company, a major life and casualty insurance company, has headquarters in the Chattanooga area.

convention and meeting facilities

Convention and meeting facilities in the city include:

seating capacity	
Solider's and Sailer's Memorial Auditorium	4,843
Chattanooga-Hamilton County Convention & Trade Center	7,500
Tivoli Theater	1,800
UTC Roundhouse Arena	12,000
Engel Stadium	7,000
UTC Chamberlain Field	12,500

Hotel and motel accommodations provide over 5,500 available rooms and additional convention and meeting facilities within the immediate Chattanooga area.

cultural activities and facilities

Cultural activities in the City are promoted through the Allied Arts of Greater Chattanooga (the "AAGC") which serves to foster and improve the artistic, cultural and educational life of the City. Agencies funded by the AAGC

include the Hunter Museum of Art, the Houston Antique Museum, the Chattanooga Symphony and Opera Association, the Arts & Education Council and the Chattanooga Boys Choir.

In addition, the AAGC serves as an advocate and provides technical assistance to an additional twenty-eight organizations in the City and surrounding area, including the Chattanooga Public School System, the Dance-Theatre Workshop, WSMC (FM radio) and the Chattanooga Ballet. The AAGC has also recently created the "Enhancement Fund". The purpose of this fund is to make available \$10,000 awards for special local performing and visual arts projects.

The development of three other notable cultural facilities has been initiated by the City. About \$7.075 million was raised for the renovation of the Tivoli Theater. Having been completed, the theater provides a center for performing arts activities. Additionally, property has also been acquired for the development of the Bessie Smith Performance Hall/Afro-American Museum which should be completed in the Spring of 1996.

The City has completed the renovation of the Soldier's and Sailor's Memorial Auditorium at a total project cost of \$7,283,938. This total consists of \$2,983,938 contributed by the City, \$2,500,000 raised from the Hotel-Motel Tax and \$1,800,000 in private funds.

recreational facilities

Recreational facilities in the City and surrounding areas include 27 parks; 7 public golf courses and 11 private golf courses; 30 recreation centers; 48 supervised summer playgrounds; 105 lighted ball fields including Engel Stadium, which is the home of the Chattanooga Lookouts, the City's professional baseball team; over 200 public tennis courts, 62 of which are lighted; 2 public swimming pools and other facilities for auto racing, horseback riding, bicycling, boating, fishing, water-skiing, hunting, mountain climbing, hang gliding, and camping.



Recreation Quick Tips

Parks	27
Golf Courses	18
Recreation Centers	30
Summer Playgrounds	10 (supervised)
Ball Fields	105
Public Tennis Courts	200
Swimming Pools	55
Theaters	15
Bowling Alleys	3

transportation services

The City is one of the region's major transportation hubs. Air transportation services are provided at Lovell Field, which is operated by the Chattanooga Metropolitan Airport Authority. A \$40 million expansion for runway and terminal improvements was completed in early Spring 1992. Currently, Lovell Field is served by airline carriers such as American Eagle, US Air, Piedmont, Northwest Airlink, Comair, Atlantic Southeastern Airlines and CC Air. During 1994, passenger flow at Lovell Field was 576,899 passengers, while in 1960 the total flow was 184,845 passengers. Privately owned and operated airport facilities include Collegedale Municipal Airport and Dallas Bay Skypark. All airport facilities are conveniently located from the downtown area of the City and provide such services as aircraft sales, instruction, charter service, and maintenance.

Railway service is provided by four divisions of the Norfolk Southern Railway System and two divisions of the CSX Transportation System (formerly the L&N Railway), all with switching service throughout the entire area. Modern "piggyback" service is provided by all lines. The City is served by three interstate highways, seven US highways and five State highways. Approximately 114 common and contract carrier truck lines with 75 local terminals provide services throughout 49 states, while 37 contract and private carriers service Canada. One interstate bus line operates from the City to all other major cities. Local mass transportation service is furnished by the Chattanooga Area Regional Transportation Authority, with 55 buses operating 21 routes through the City and surrounding areas.

In addition, channelization of the Tennessee river to a nine-foot minimum navigable depth from its junction with the Ohio River at Paducah, Kentucky to Knoxville, Tennessee gives the City the benefits of year round, low-cost water transportation and a port on the nation's 10,000 mile inland waterways system. This system, formed largely by the Mississippi River and its tributaries, effectively links the City with the Great Lakes in the north and the Gulf of Mexico in the south. The Tennessee-Tombigbee Waterway cuts the distance to the Gulf of Mexico by 850 miles.

education facilities

The City public school system includes 22 elementary, 8 middle and 6 senior high schools. Additionally, there is one school for the Arts and Sciences for grades K to 12. The county public school system includes 27 elementary, 8 middle and 6 high schools. On November 8, 1994, the City voters elected to turn the operation of a consolidated school system over to Hamilton County. State law requires counties to provide an education for all residents. The actual merger is set to take place on July 1, 1997. The City public school system has a total enrollment of approximately 20,186 students for the 1994/95 school year. The trend in public school enrollment for past years based upon average daily attendance at the end of the first month has been as followed:

Education Quick Tips

	city	county
K-12	1	—
Elementary	22	27
Junior	8	6
Senior	6	5
Colleges	8	

1988/89	21,389
1989/90	20,388
1990/91	19,857
1991/92	19,354
1992/93	19,364
1993/94	19,311

In addition to public school facilities, there are various private elementary and secondary educational facilities providing primary and secondary educational opportunities for students within the City and County including approximately 20 parochial schools and 8 private schools in addition to 3 preparatory schools.

There are eight universities and colleges located in the Chattanooga metropolitan area. Enrollment for the 1994/95 year is as followed:

Chattanooga State Technical Community College (9,582), The University of Tennessee at Chattanooga (8,281), Southern College of Seventh-Day Adventist (1,652), Tennessee Temple University (500), Covington Theological Seminary (312), Walker County Vocational Technical School (947), Covenant College (589), University of Tennessee - School of Medicine (664).

Source: City of Chattanooga, TN; University and College officials

There are three public libraries in the Chattanooga area: *Chattanooga/Hamilton County Bicentennial Library, University of Tennessee at Chattanooga, and the Chattanooga State Technical Community College.*

medical facilities

The County's medical community includes five large hospitals. Erlanger Medical Center ("Erlanger") is the third largest hospital complex in Tennessee and the largest public hospital in the State. Since its creation in 1891, Erlanger has grown into an 811-bed teaching facility. The County has appropriated at least \$3,000,000 annually to the Erlanger Medical Center since 1976. The facility is operated by the Chattanooga Hamilton County Hospital Authority, a public corporation.

Erlanger's services include the region's only Level I Trauma Center, the James L. Fowle Regional Cancer Center, The Willie D. Miller Eye Center, the TC Thompson Children's Hospital, the Regional Heart Center and the Regional Women's Center. Erlanger is affiliated with the Chattanooga Unit of the University of Tennessee College of Medicine. Erlanger also provides LIFE FORCE, the region's only air ambulance and the Regional Kidney Transplant Center, the region's first and only organ transplantation program.

The other four hospitals have a total of 872 beds and employ approximately 3,127 people. Selected information about the hospitals are as follows:

Hospital	Beds	Employees
Erlanger Medical Center	811	3,300
Memorial Hospital	365	1,600
Parkridge Hospital	296	641
East Ridge Hospital	128	575
North Park Hospital	83	311

police & fire protection

The City has sworn police personnel numbering approximately 395 and an additional auxiliary civilian force of 153. The County Sheriff supervises all Hamilton County law enforcement officers including 114 sworn officers, 98 correctional officers, 10 communications personnel, and 24 civilians. Police protection is also provided by the other municipalities and counties through the MSA.

The City has 350 sworn firefighters who provide fire protection, firefighting, rescue, and first responder services to all City inhabitants.

The City Fire Department operates 20 fire stations with 20 pumper companies, 20 fire engines, 8 tankers, 8 aerial ladder trucks and 2 elevating snorkels. The City has been assigned a Class 3 fire insurance rating.

Surrounding areas are served by both public and organized volunteer fire departments. An organized fire mutual aid system (Tri-State Mutual Aid Association) services over 30 communities in the area, including the City, all of which are on one common emergency radio system.

Safety Quick Tips

	police	fire	
Sworn Officers	395	350	
Park Officers	12	--	
Civilians:			
Park Rangers	Ft (Pt)	4 (5)	--
School Patrol	Ft (Pt)	2 (32)	--
All other	98	10	
Police:			
Crime Index		14,299	
Crime rate (per 1,000 pop.)		90.82	
Traffic Accidents		13,690	
Traffic Citations		23,682	
Calls for Service		168,037	
Average response time		4.12 min	

other Statistics:

	customers	rate
Electric Power Board	147,217	\$60.33/1,000 kw-hr

Public Works:

Solid Waste Collected (tons)	453.320
Street Miles (Center line)	276 miles
Signalized Intersections	260

FACTS INTERCEPTOR SEWER SYSTEM MOCCASIN BEND WASTEWATER TREATMENT PLANT CHATTANOOGA, TENNESSEE

History

- * 1956 Pumping Station and Outfall
120 MGD (peak)
- * 1961 Primary Treatment and Solids Handling
120 MGD (peak)
- * 1970 Secondary Treatment and Solids Handling
42 MGD (average daily)
120 MGD (peak)
- * 1984 Advanced Secondary Treatment and Solids Handling
65 MGD (average daily)
120 MGD (peak)

Investment

- * Total Investment \$100 million

Unit Operations

Liquid

- *Primary Pumping
- *Screening & Grit Removal
- *Primary Clarification
- *Flow Equalization
- *High-Purity oxygen Activated Sludge
- *Secondary Clarification
- *Disinfection (chlorination)
- *Dechlorination
- *Discharge at Tennessee River Mile 457.8

Solids

- *Sludge Thickening (gravity)
- *Sludge Digestion (anaerobic)
- *Sludge Blending
- *Chemical Conditioning
 - *FeCl₃; & CaO
 - *Polymer
- *Sludge Dewatering
 - *Filter Press
 - *Centrifuge
- *Disposal
 - *Landfill
 - *Land Application

Volumes

- *Approximately 48*5 MGD 17.7 billion gallons per year
- *39.3 million lbs per year BOD removed at 95% efficiency
- *51.4 million lbs per year Suspended Solids removed at 94% efficiency
- *40 million lbs per year Dewatered Sludge to Summitt Landfill at approximately
660 cubic yards per day
- *3.5 million gallons of septage per year

Waste Load Distribution

- *50% Domestic Waste approximately 220,000 persons
- *50% Industrial Waste 100 permitted industries

NPDS Permit Requirements

CBOD ₅	25 mg/l monthly average; 85% removal
Suspended Solids	30 mg/l monthly average; 85% removal
Ammonia Nitrogen	15 mg/l monthly average
Fecal Coliform	100 counts/ml gm
pH	6.0 - 9.0 range standard units
D.O.	<1.0 mg/l
Chlorine Residual	0.6 mg/l daily maximum
Settleable Solids	1.0 ml/l daily maximum
Dissolved Solids	5,000 mg/l daily maximum

Areas Served

- *City of Chattanooga, TN
- *City of Soddy-Daisy, TN
- *City of Collegedale, TN
- *Hamilton County, TN
- *City of East Ridge, TN
- *Walker County, GA
- *Town of Lookout Mountain, TN
- *Catoosa County, GA
- *Town of Lookout Mountain, GA
- *City of Red Bank, TN
- *City of Rosville, GA

Sewer and Pump Stations

- *Approximately 2,000 miles of sewer 4 inch to 84 inch diameter
- *7 Major Pump Stations
- *35 Minor Pump Stations

demographic statistics

demographic trends

The City, largely reflecting annexations, had a substantial expansion of its area and its population during the 1970's. However, the County and the City experienced a decline in population for the period 1980-1990. Population and growth trends since 1950 are shown in the following table.

Census <u>Year</u>	Sq. mi. <u>Area</u>	City of <u>Chatt.</u>	Hamilton <u>County</u>	State of <u>Tennessee</u>	Decennial % Change			
					<u>City</u>	<u>County</u>	<u>State</u>	<u>US</u>
1950	28.0	131,041	208,255	3,291,718	+2.2	+15.4	+12.9	+14.5
1960	36.7	130,009	237,905	3,567,089	-0.8	+14.2	+8.4	+18.5
1970	52.5	119,923	255,077	3,926,018	-7.8	+7.2	+10.1	+13.3
1980	126.9	169,565	287,740	4,591,120	+41.4	+12.8	+16.9	+11.4
1990	126.9	152,466	285,536	4,877,855	-10.1	-0.8	+6.2	+9.8

Source: US. Bureau of the Census, 1950-1990.

Note: The 1994 estimated population of the City of Chattanooga is 154,700.

Per Capita Personal Income, Median Age, and Population

<u>Calendar Year</u>	<u>Per Capita Income</u>	<u>Median Age</u>	<u>Population</u>
1984	\$9,243	32.3	167,500
1985	9,683	32.6	167,500
1986	10,046	33.0	166,900
1987	10,439	33.2	165,700
1988	10,694	33.2	165,700
1989	11,196	34.8	165,200
1990	12,944	34.8	152,466
1991	12,906	35.1	153,800
1992	13,566	35.3	155,000
1993	14,328	35.7	154,700
1994	15,170	36.1	154,700

Source: Survey of Buying Power, Sales & Marketing Management Magazine

Elections (County-wide):

Registered Voters	136,345
Votes Cast in Last Election	56,516
Registered Voters Voting	41.45%

Racial Composition

	<u>City</u>	<u>County</u>	<u>MSA</u>
Asian & Pacific Islanders	1.35%	1.19%	.88%
African-American	34.09	18.99	13.34
Caucasian	64.09	79.34	85.35
Other	.47	.48	.43

source: Chamber of Commerce

Housing Units - City of Chattanooga

Housing units over the past three decades have increased by 37%. Even though single unit structures decreased by more than 12.5%, owner occupation increased 2.2%. Also the median value has increased to \$20,800.

	<u>1970</u>	<u>1980</u>	<u>1990</u>
Total Housing Units	43,819	66,630	69,601
Single Unit Structures	64.2%	72.7%	60.2%
Owner Occupied	50.0%	52.4%	54.2%
Median value of Owner-Occupied Housing	\$11,050	\$33,300	\$54,100

Source: US. Bureau of the Census, 1970-1990.

Land Area and Usage

The county's land use is predominately agricultural woodland with approximately 73,419 acres or 21.2% having been developed.

Miles of Streets

	<u>City</u>	<u>County</u>
Paved	1,100	2,239
Unpaved	---	180

Retail Sales and Effective Buying Income

Metropolitan Chattanooga is the 108th largest population center in the nation and ranks 107th largest in retail sales. According to the Sales and Marketing Management Survey of Buying Power, the 1994 total retail sales in the MSA were \$4,157,068,000.

median household effective buying income

	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>
City of Chattanooga	\$20,102	\$21,323	\$24,518	\$25,187	\$26,561	28,157
Tennessee	18,640	21,826	21,044	28,449	30,139	31,809
United States	25,976	24,488	27,912	33,178	35,056	37,070

Source: Sales & Marketing Management Survey of Buying Power (1995).

Comparative statistics relating to the distribution of Effective Buying Income:

Effective Buying Income	City	County	State of Tennessee	United States
\$10,000 - 19,999	18.9%	16.4%	16.9%	15.6%
\$20,000 - 34,999	23.1	22.2	23.1	22.4
\$35,000 - 49,999	17.2	18.2	18.2	19.0
\$50,000 and over	22.9	29.6	27.2	31.1

Source: Sales & Marketing Management Survey of Buying Power (1995).

Retail Sales Growth

Year	Chattanooga (\$000)	Hamilton County (\$000)	Chattanooga MSA (\$000)
1984	\$1,479,971	\$1,823,911	\$2,354,728
1985	1,585,540	1,947,542	2,529,888
1986	1,720,792	2,116,850	2,758,409
1987	1,704,154	2,115,292	2,793,955
1988	1,738,909	2,172,434	2,876,668
1989	1,759,663	2,193,484	2,797,506
1990	1,923,629	2,355,926	3,008,397
1991	1,977,974	2,424,327	3,105,428
1992	2,229,363	2,739,684	3,447,221
1993	2,454,374	3,014,438	3,793,730
1994	2,578,700	3,136,683	4,157,068

Source: Sales & Marketing Management Survey of Buying Power (1995).

economic statistics....

Employment and Unemployment Statistics

The total civilian labor force for the MSA based on June 1991 figures is estimated to be 225,000 with approximately 199,000 in non-agricultural employment. Over the past five years unemployment has been at average of 11.3%.

The total civilian labor force for the MSA for the past ten years is set forth below:

Calendar	<u>MSA Civilian Labor-Force (in 000's)</u>			<u>Civilian Labor Force % Unemployed</u>			
	<u>Total</u>	<u>Employed</u>	<u>Unemployed</u>	<u>MSA</u>	<u>TN</u>	<u>US</u>	<u>City</u>
1985	198.5	184.1	14.4	7.3	8.0	7.2	7.9
1986	200.8	186.6	14.2	7.1	8.0	7.0	7.3
1987	206.0	194.4	11.7	5.7	6.6	6.2	6.8
1988	212.6	200.9	11.7	5.5	5.8	5.5	5.3
1989	209.8	199.0	10.8	5.1	5.1	5.3	5.1
1990	211.9	202.1	9.8	4.6	5.2	5.5	4.7
1991	212.9	200.2	12.7	6.0	6.6	6.7	4.2
1992	212.4	200.3	12.1	5.7	6.3	7.1	5.9
1993	214.3	203.3	11.0	5.1	5.7	6.8	6.1
1994	224.4	214.3	10.1	4.5	4.8	6.1	4.3
1995(Sept.)	225.0	214.1	10.9	4.8	5.2	5.6	4.3

Source: Tennessee Department of Employment Security.

Building Permits Issued

<u>Year</u>	<u>Valuation</u>	<u>Number</u>
1985	\$160,107,691	1,934
1986	137,416,810	1,847
1987	154,319,823	2,106
1988	156,045,678	1,899
1989	144,296,761	1,693
1990	173,606,864	1,858
1991	154,924,706	1,728
1992	145,429,449	1,920
1993	155,101,163	2,077
1994	188,231,830	2,106

Source: City Building Inspection Department

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

Bond Ratings

Moody's.....A1
Fitch.....AA-
Standard & Poor'sAA-

Largest Employers in the Chattanooga Area

The largest employers within the Chattanooga area in the manufacturing and non-manufacturing sectors are:

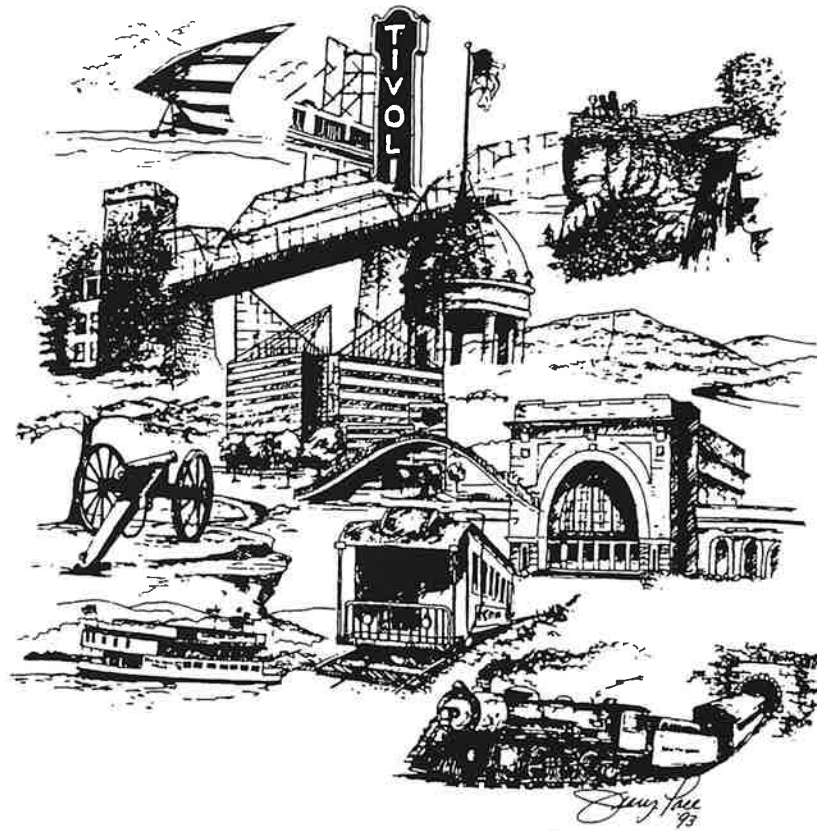
Top Ten Non-Manufacturers

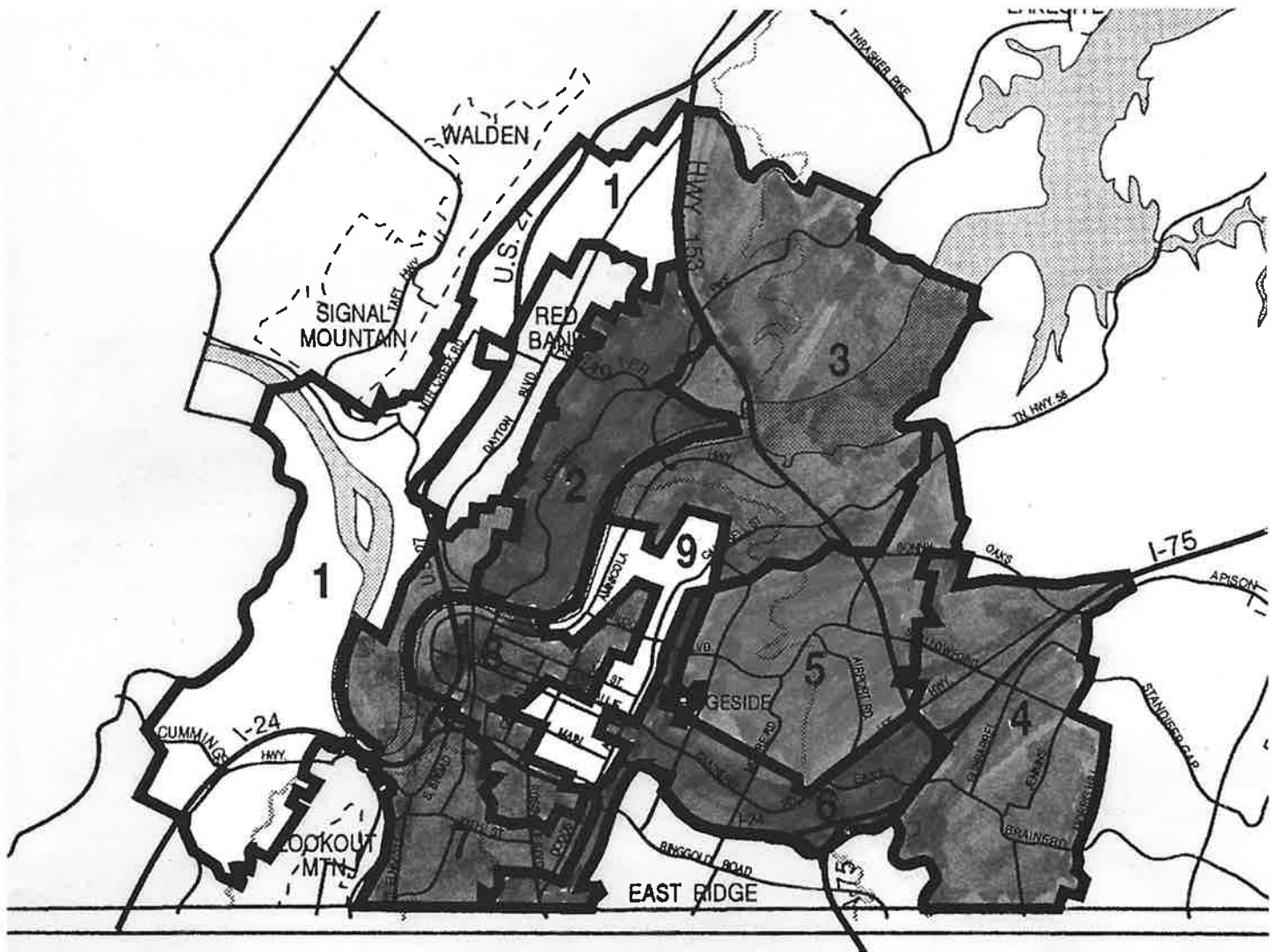
<u>Company Name</u>	<u>Number of Employees</u>	<u>Type of Service</u>
Tennessee Valley Authority	5,771	Utility Electric Service
Bi Lo Stores	5,000	Grocery Stores
Erlanger Medical Center	3,601	Hospital
Healthsource Provident Life & Accident Insurance Co.	2,559	Insurance
Chattanooga Public Schools	2,438	Elementary & Secondary Schools
City of Chattanooga	2,372	Government
Hamilton County Dept. Education	2,251	Elementary & Secondary Schools
Blue Cross & Blue Shield of Tennessee	2,300	Insurance
Memorial Hospital	1,569	Hospital
Hutcheson Medical Center	1,428	Hospital

Top Ten Manufacturers

<u>Company Name</u>	<u>Number of Employees</u>	<u>Type of Service</u>
McKee Foods	2,700	Cakes & Cookies
Roper Corporation	2,100	Cooking Products
Shaw Industries	1,000	Carpet
Synthetic Industries	1,650	Carpet Backing
DuPont Company	1,261	Synthetic Yarn
Dixie Yarns, Inc.	1,185	Yarn
ABB/Combustion Engineering	1,031	Industrial Boilers
Buster Brown Apparel	866	Children's Playwear
Seaboard Farms of Chattanooga	775	Process Broiler Chickens
Brock Candy Company	726	Candy

Source: City of Chattanooga, Tennessee



[illegible]

City Council:

John Lively

Mai Bell Hurley

Dave W. Crockett

Don Eaves

District 1

District 2

District 3

District 4

Yusuf A. Hakeem District 9

Ronald Swafford

Marti Rutherford

David J. DiStefano

Leamon Pierce

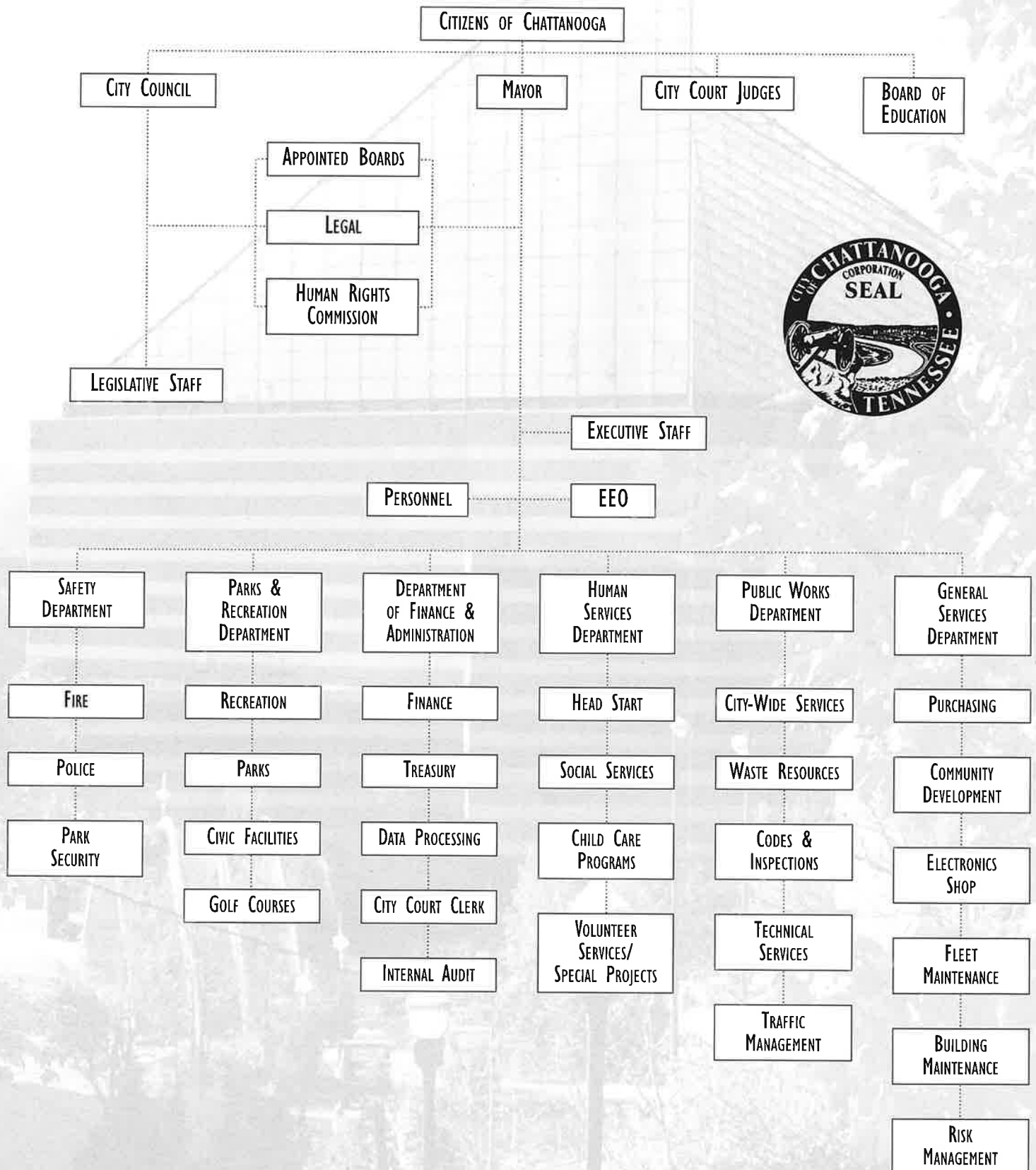
District 5

District 6

District 7

District 8

organizational chart



Mayor
Gene Roberts

City Council

John Lively	District 1	Marti Rutherford	District 6
Dave W. Crockett	District 3	David J. DiStefano	District 7
Don Eaves	District 4	Leamon Pierce	District 8
Ronald Swafford	District 5	Yusuf A. Hakeem	District 9

Mai Bell Hurley, Chairman, District 2

Legislative Staff

Carol K. O'Neal, Clerk of the Council

Legal

Randall Nelson, City Attorney

City Court

Walter A. Williams, City Court Judge

Department Administrators

FINANCE & ADMINISTRATION

James S. Boney, Administrator	Daisy W. Madison, Deputy Administrator
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SAFETY

Ervin Dinsmore, Administrator	
Ralph H. Cothran, Police Chief	Jerry W. Evans, Fire Chief

PUBLIC WORKS

Jack C. Marcellis, Administrator	Beverly Pasley, Deputy Administrator
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PARKS & RECREATION

Darrell McDonald, Administrator	Larry Zehnder, Deputy Administrator
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GENERAL SERVICES

Rayburn Traughber, Administrator	George Morgan, Deputy Administrator
Joe Whitson, Fleet Maintenance	
Sandra Gober, Acting Director of Community Development	

HUMAN SERVICES

Bernadine Turner, Administrator

PERSONNEL

Donna Kelley, Administrator

EQUAL EMPLOYMENT OPPORTUNITY

Moses Freeman, Administrator

HUMAN RIGHTS/RELATIONS

Jennifer Pugh-Nolan, Director

PLANNING COMMISSION

Ann Coulter, Director

AIR POLLUTION CONTROL

Robert H. Colby, Director

SCENIC CITIES BEAUTIFUL

Carolyn Skipper, Director

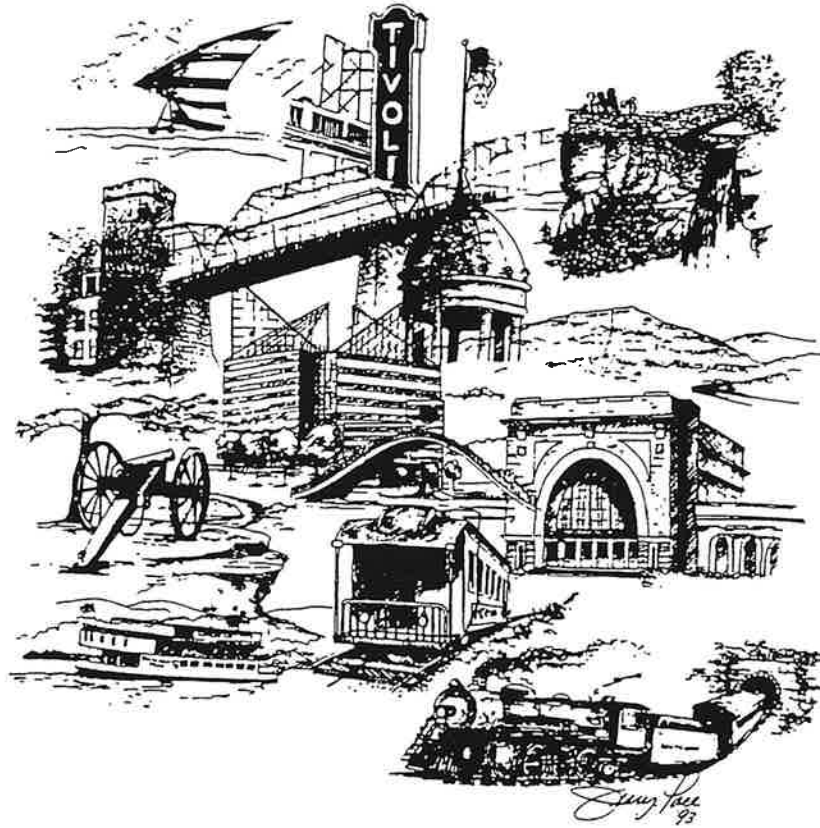
CHATTANOOGA CITY SCHOOLS

Harry Reynolds, Superintendent

CHATTANOOGA-HAMILTON COUNTY

BICENTANNIAL LIBRARY

Jane McFarland, Director



July 17, 1995



Mayor Gene Roberts
Suite 100, City Hall
Chattanooga, Tennessee 37402

Submitted herewith for your consideration is the proposed budget for all funds of the City of Chattanooga for the fiscal year ended June 30, 1996. Development of this budget was much smoother this year than the past several years because of the council's decision to raise property taxes during the 1995 budget year. This \$0.36 increase in property taxes, along with a modest increase in property assessments, has provided the revenues needed to continue the level of services necessary to keep the City viable and maintain its strong financial position. The agencies, boards and staff also presented very conservative budgets which facilitated a smooth process and a sound financial plan for the 1996 budget year.

Throughout the budget process, a team approach was used to develop the budgets for FY1995/96. The continuing loss of State and Federal funds by the City has created the need for a more sophisticated budget-making mechanism to be put in place to better identify revenue sources and more thoroughly review their use within City programs. The budget-making procedure put in place is a necessity designed to preserve the City's long-term goals while providing for the City's short-term financial and operational needs. The key to this process is closer cooperation between the budget analysts in the Finance Department and their contacts in each department of the City, carefully reviewing possible revenue sources within each particular department and looking more closely at budget requests and expenditures. This method approached zero-based budgeting and, while it was very time consuming, I think in the end the time spent was more than justified.

In adopting a budget each year, the City of Chattanooga faces the challenge of maintaining essential services within the constraints imposed by anticipated revenues. The following general guidelines were applied to all City programs in order to meet this challenge.

The City should continue to:

- *promote the protection of life, health, safety, and property*
- *preserve revenue related programs*
- *preserve the City's investment in capital facilities*
- *retain grant support programs*
- *retain programs mandated by law*
- *retain widely used services, to the extent funding is available*

All City management officials were instructed to exercise sound management principles in budget formulation to stay within available resources. Conscientious efforts have been made to:

- *reduce non-critical expenditures*
- *implement cost saving management or operational improvements*
- *identify alternate service levels*
- *identify alternate funding wherever possible, i.e. special funds*
- *funding from other agencies*

The budget for FY 1995/96 was developed in two phases. During Phase I, budget analysts from

the Finance Department worked with the resource managers in each department to develop a "Maintain Budget" which covered only existing programs and services funded at the same basic level as FY 1994/95. Planned step increases were also included based on the existing pay plan. Of course, unavoidable increases were taken into account, but at the same time, one-time expenditures were identified and removed from the 1995/96 request. The "Maintain Budget" was compared to the estimated revenues. Excess estimated revenues over the "Maintain Budget" were used to fund a 2% cost of living increase to all employees, expand existing services and fund new programs as part of Phase II of the budget process. These new services and program changes along with salary increases were added to the "Maintain Budget," bringing us to our "Recommended Budget."

The recommended General Fund budget for FY 1995/96 presented for your review and consideration totals \$121,289,634. This is a marked decrease from the FY 1994/95 budget, which totaled \$192,213,464. This \$70,923,830 decrease was largely due to the exclusion of the general purpose school fund revenues and expenditures. These flow-through funds totaled \$76,531,588 for fiscal year 1995/96. In past years all revenues for the Department of Education were collected into the General Fund of the City and transferred to the School Fund. During the development of the FY 1995/96 budget, the \$76,531,588 estimated revenues for the school system are collected directly into the Education Operating Fund, a Special Revenue Fund. This accounts for most of the drastic reduction in the General Fund operating budget for FY 1995/96. This change enables the City to more accurately reflect the operations of the General Fund.

The change in the method of accounting for the school revenues was primarily due to a decision by the electorate to turn the operation of the City school system over to the Hamilton County Government. Tennessee law requires county governments to provide for the education of all children within its boundaries. This school merger will take place July 1, 1997.

While the education collections had the single largest impact on the dollar amount of the FY 1995/96 budget, it was by no means the only significant issue under consideration. With the increased estimated revenues projected for FY 1995/96, we considered the following to be the most important issues to dictate our priorities.

Budget Highlights

Capital Improvements - The General Fund allotment for capital improvements programs has been increased significantly over the past two years. This additional funding is made possible due to tax revenues generated to fund 33 sworn police officers under the Federal Crime Bill. Seventy-five percent of the funding (\$1.2 million) for these officers will be provided by the Federal government for four years. At the end of the four year period the City will be required to increase its funding level to 100 percent. In the interim the excess funding due to temporary federal funding is being applied to one time capital expenditures. The general appropriations for capital improvements for FY 1994/95 and FY 1995/96 are \$5,893,483 and \$6,094,952 respectively. This amount compares to around one million dollars during prior years. The bulk of this temporary capital funding has been earmarked for paving and street improvements.

The five year program, covering fiscal years 1995/96 thru 1999/2000, totals \$58 million of which \$34 million is for street improvement and other public works related projects. The proposed capital improvement program for FY 1995/96 is \$9 million. Major projects include street paving and other public works improvements (\$3.9 million), parks & recreation projects (\$1.3 million), CARTA buses (\$.3 million), Private Industry Council building improvements (\$.3 million), Tennessee Riverpark (\$.25 million), Westside Project (\$.3 million), and Safety vehicles and equipment (\$1 million).

Compensation, Benefits & Staffing - To attract and maintain competent employees at all levels, the City's policy is to maintain competitive salary ranges for all personnel. In keeping with this policy, over \$2,000,000 has been allocated to upgrading employee compensation. The increase is composed of a 3 percent merit increase and a 2 percent cost of living adjustment. Health costs have been stabilized for the past two years due to cost savings measures implemented by the General Services Department.

Chattanooga Area Regional Transportation Authority - An additional \$297,605 is proposed for CARTA to enable them to provide additional service to those citizens using bus service as their only means of transportation to work, school, shopping, etc.

Annexation Study - To ensure the continued growth of the City's tax base, the current budget includes \$160,000 for an annexation study. The purpose of this study is to provide a detailed plan of how to expand the City's tax base in order to provide additional revenue and ensure the City's continued existence as a going concern.

Debt Service Fund - The debt service fund was increased for this fiscal year to reflect the sale of \$52.5 million in general obligation bonds during FY 1994/95. Of this amount \$38.3 million is self supporting for sewer related projects (\$15.9 million), stormwater system improvements (\$9.1 million) and solid waste facilities improvements (\$13.3). Additional general fund appropriations this year of \$109,880 were offset by reductions in debt service requirements of previously outstanding bonds.

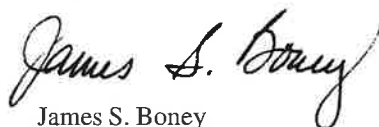
Renewal & Replacement Appropriations - Because of the lack of necessary funding in prior years, in many instances departments are operating with old and outdated equipment. A proposed additional appropriation of \$235,582 will provide some relief in these areas.

The FY 1995/96 budget allows the City to maintain and in some instances increase the services provided to its citizens as well as provide the City with the ability to maintain a strong financial position. This is due in part by the sound management practices by all City departments and the additional revenues generated by the property tax increase imposed during FY 1994/95. As you know, the City Council increased the property tax rate during fiscal year 1994/95 from \$2.62 to \$2.98 per \$100 of assessed valuation. The City had not imposed a tax increase since the 1986 tax year (8 years prior). With the continued growth of the City and prudent management, I feel that we are in a very good position to face the challenges of the future.

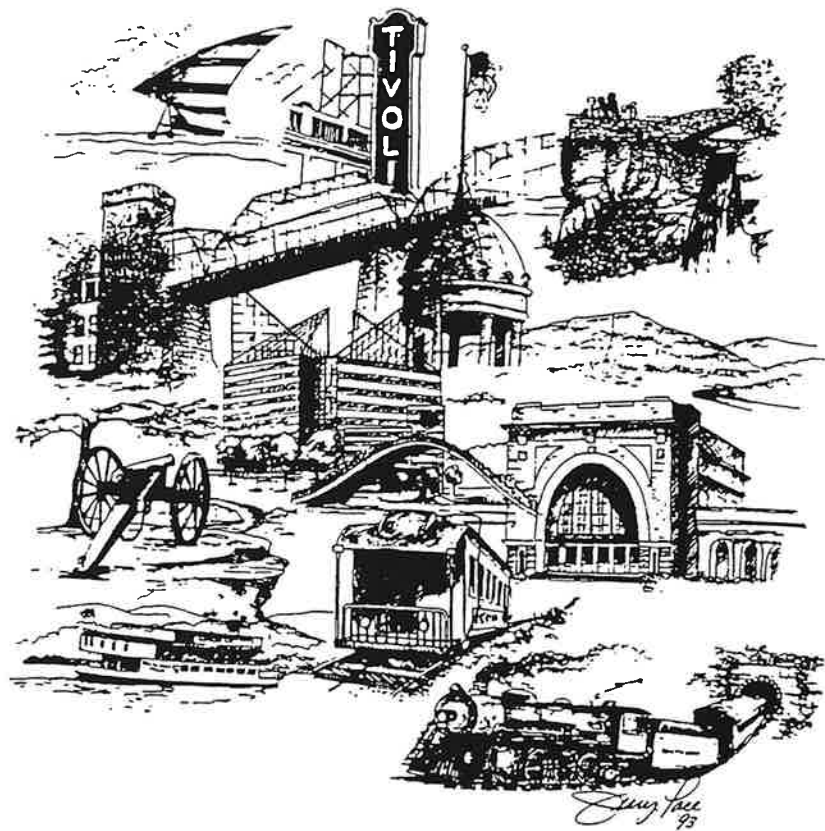
Finally, I would like to extend a word of thanks to the many people who have contributed to the production of this document. Leading the way has been the Budget Staff of the Finance Department who were responsible for the completion of the budgets contained herein. This is a tremendous undertaking. Their efforts have not gone unnoticed. Also, many thanks to the budget personnel in the departments and agencies who were crucial to the completion of this budget.

I take pride in presenting for your consideration the Fiscal Year 1995/96 Budget. After careful review of this document, I am confident you will see that it meets the long-term goals and objectives of the City of Chattanooga.

Respectfully submitted,

A handwritten signature in dark ink, reading "James S. Boney". The signature is written in a cursive, flowing style.

James S. Boney
City Finance Officer



budget policies

The City of Chattanooga has as its highest priority not only the maintenance of basic public services and facilities necessary to meet the needs of its citizens, but also any future needs necessary to keep it the growing, thriving metropolitan area it has become over the years. Current basic public services are those services that would not be provided without public action, and future basic public services could not be provided without the proper planning necessary to provide them. Within this framework the City prepares its Operating Budget each year.

The overall goal of the City's financial plan is to establish and maintain effective top quality management of the City's financial resources. By effectively managing these financial resources through sound budget policies and the monitoring of the results of these policies throughout the fiscal year, the City builds itself a "better mousetrap" for subsequent years. Because the City involves each Department/Division so heavily in the budget process, the policies serve as an excellent training guide, even for the budget novice. And because the City involves each Department/Division Administrator so heavily in the budget process, the finished product, i.e. the Budget Ordinance, serves as an excellent management tool for use in day to day decision making in the operation of a department. The Budget Ordinance also provides the basis of financial control to ensure compliance and prevent any overspending. Monthly reports comparing budgeted amounts to actual amounts are furnished to each department for review. These reports are also used to search for funding sources, or unexpended appropriations, needed if a departmental mission is adjusted in midyear.

The City's budget policies are written up each year by the Budget Section of the City Finance Administrator's Office. These proposed policies are reviewed by the Finance Administrator to insure they contain all information known at that time to provide the desired results of the current year budget process. Working together, the Finance

Administrator, Deputy Finance Officer, Assistant Finance Officer and the budget staff insure that the budget policies to be presented for consideration by the Mayor and City Council do contain the means to provide the basic public services. Basic public services can be defined as those services that are

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

After the budget policies have met the satisfaction of the Finance Administrator and his staff, the Finance Administrator presents them to the Mayor. They undergo further review; additions, deletions, and changes by the Mayor based upon his personal knowledge of the direction the City needs to be taking. After the Mayor has reviewed the budget policies, he then presents them to the City Council for review and adoption. Here the City Council can add, delete, or change any portion of the policies they deem necessary. Once the Council is in agreement, the policies are formally adopted in a City Council budget meeting. Once adopted, the budget policies are set in place to serve as the guide for the fiscal year.

The following section outlines the budget policies adopted by the City Council for use in preparation of the City's FY 95/96 Operating Budget:

- ♦ Budget Requests for Fiscal Year 1996 will be submitted on line-item (Object Code) basis. Generally, any growth in funding must be fully justified and will be at the expense of some other line item, barring a specific revenue generated to cover the additional expense.

- ♦ Budget Requests will be divided into two parts: The Maintain Requests, and the Additional Requests. Requests for additional funding must be accompanied by narrative justification.

- ♦ Maintain Requests will be based upon the projected 1994/1995 expenditures less any one time nonrecurring expenditures.

a. Request for one time, unavoidable costs that are anticipated for FY 95/96 will be included in the Additional Requests with justification.

b. Requests for recurring unavoidable increases, including such items as street lighting, other utilities, pension costs, FICA, etc., will be included in the Maintain Budget Requests.

- ♦ Personnel Issues:

a. Maintain Requests for Salaries & Wages will include all positions authorized at the current Pay Plan Amount plus anniversary step increases due in this Budget period. Salary and wage projections will be provided by the Finance Office.

b. Maintain Requests will not include any requests for funding of additional personnel.

c. Maintain Requests will not include any funds for pay raises or pending pay reclassifications. Step increases are provided for by the projections, as stated above.

d. Budget Requests for overtime must be from a zero base, consistent with overtime ordinances, and not justified by prior year experience only.

e. If you plan to hire temporary workers, your budget estimate should include payroll taxes. Do not create a "Zoe Baird" problem with contract employees that will not stand up to IRS scrutiny.

- ♦ Renewal & Replacement:

Budget Requests will include capital operating requirements, to be funded from the amount appropriated for Renewal & Replacement of Equipment. Generally, a capital operating requirement has a useful

life of less than 15 years and involves a cost less than \$25,000.00. Items with a longer useful life and greater cost will be included in the Capital Budget.

- ♦ The price factor to be used for forecasting fuel costs is \$0.85 per gallon.

- ♦ The factors to be used in computing increased utility costs in budget requests are:

Gas	4.0% (effective 11/1/95)
-----	--------------------------

- ♦ All departments will include in each activity funds for vehicle repairs at City Garage. Parts will be billed by the Garage at a 25% markup. Labor cost has been set at \$36.00 per hour. Vehicle maintenance cost expenses should be based on hours experienced during FY 94/95 execution.

- ♦ Fringe Benefit costs are to be included in each Activity Request which has Personnel costs. These Fringe Benefit costs are:

General Pension	9%
Fire & Police Pension	20%

Blue Cross Medical Coverage:

Individual	\$128.58
Family	\$297.00

Fortis Life Insurance Coverage:
\$0.42/ \$1,000 coverage/month

FICA	6.20%
Medicare	1.45%

Union Pensions:

Operating Engineers	\$0.92/hour
Laborers	\$0.71/hour

These costs are subject to update as additional information becomes available. Fringe Benefit cost projections will be provided by the Finance Office.

- ♦ Budget Request will include \$1,500,000 for Capital Improvements Appropriation.

- ♦ Budget Request will include \$1,500,000 for Renewal & Replacement Appropriation.

- ♦ Budget Request will include \$1,000,000 for Contingency Fund.
- ♦ Budget Request will include \$250,000 for Community Foundation Scholarships.
- ♦ Budget Request will include \$2,000,000 for Chattanooga Neighborhood Enterprises.

Budget Execution Guidance:

Salary and wage funds are "generally untouchable" to use as funding sources for other line items during the fiscal year.

Use of the city's garage services is mandatory for applicable procedures/ services unless specific approval of the Mayor is obtained in advance.

revenue policies

The City of Chattanooga's revenue programs are administered by the Budget Section of the Department of Finance & Administration. The Budget Section adheres to long-standing principles which insure stability and financial health. The cornerstone of these principles followed by the City is an air of conservatism. The City never has, nor never will, intentionally overestimate a revenue source merely to fund a project or additional personnel. The revenue policies of the City remain fairly constant from year to year, changing to include new revenue sources and an extension of the tax base when appropriate. These revenue policies give a good insight into the reasoning being considered by the City at budget time. The policies themselves reflect the conservative approach used by the City.

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

- ♦ The City will maintain effective collection systems and implement aggressive enforcement strategies to maximize revenues from all sources.
- ♦ The City will attempt to maintain a diversified revenue base, which will not emphasize any one revenue source.
- ♦ The City will attempt to maintain a revenue

system which will encourage development of alternative revenue sources.

- ♦ The City will continually monitor the local tax effort, such as Property Tax and Sales Tax, and compare it with other cities of comparable size.
- ♦ The City will maintain a broad revenue base; that is, a large number of widely diversified revenue sources will be established and maintained in order to distribute the revenue burden equitably and protect the City from short-term fluctuations in any one revenue source.
- ♦ The City will follow a conservative approach in the projection of revenues so that actual revenues at year end will consistently equal or exceed budgeted amounts.
- ♦ The City will actively seek Federal and State grants and insure a fair proportion is received.
- ♦ The City will review all user fees and licenses annually, adjust these fees and licenses when appropriate, and establish new fees and licenses when necessary.
- ♦ The City will establish all user charges and fees at a level related to the full cost of providing the operating, direct, indirect, and capital services.
- ♦ The City will limit the designation of General Fund revenues for specified purposes in order to maximize flexibility and utilize revenues more efficiently.
- ♦ The City will continue to maintain its low Debt Ratio in providing funding through general obligation bond sales.

cash management & investment policy

1.0 Policy

It is the policy of the City of Chattanooga to invest public funds in a manner which will maximize investment return with the maximum security while meeting the daily cash

flow demands of the City and conforming to all state and local statutes governing the investment of public funds. The City Treasurer is authorized to manage the investments described herein.

2.0 Scope

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

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

2.1 Funds

- (1) General Funds
- (2) Special Revenue Funds
- (3) Debt Service Funds (unless prohibited by bond indentures)
- (4) Capital Project Funds
- (5) Enterprise Funds
- (6) Trust and Agency Funds
- (7) Any new fund created by the City Council, unless specifically exempted.

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

3.0 Prudence

The standard of prudence to be used by investment personnel shall be the "Prudent Investor Rule" and will be in the context of managing an overall portfolio: "Investments shall be made with judgment and care-under circumstances then prevailing-which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

Investment officials meeting this standard will

be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

4.0 Investment Objectives

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

- 4.1 Safety:** Safety of principal is the foremost objective of the investment program. Investments of the City of Chattanooga shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, 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:

Chattanooga City Charter 6.1 Empowers the Mayor, Finance Officer and Treasurer with the investment responsibility for the City. There is created within the Department of Finance, a Treasury Division. The Treasurer is responsible for day-to-day investment decisions and activities and the development and maintenance of written procedures for the operation of the investment program, consistent with these policies.

Procedures should include reference to: safekeeping, 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 shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

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

6.0 Ethics and Conflicts of Interest:

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

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

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

7.0 Authorized Financial Dealers and Institutions:

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

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

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

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

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

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

8.0 Authorized and Suitable Investments:

The City of Chattanooga shall limit its investments to those allowed by the Tennessee Code Annotated 6-56-106, which states:

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

- (1) Bonds, Notes or Treasury Bills of the United States;
- (2) 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 Derivatives: The City will not engage in rate speculation (e.g. through purchase of "derivative" securities).

8.4 Risk: The City's investing maxim is that public funds should never be put at risk.

9.0 Collateralization

All certificates of deposit and repurchase agreements will be collateralized. In order to anticipate market changes and provide a level of security for all funds, the Collateralization level will be 105% (Tennessee Code Annotated

9-4-105 "Required Collateral") of market value of principal and accrued interest.

- (1) Eligible Collateral: (Tennessee Code Annotated 9-4-103)
 - a. Bonds of the United States and its agencies
 - b. Obligations guaranteed by the United States
 - c. Obligations of Local Public Agencies and Public Housing Agencies (Section 110(c) of the Housing Act of 1949 amended:

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

10.0 Safekeeping and Custody:

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

11.0 Diversification

The City will diversify its investments by security type and institution. With the exception of U.S. Treasury securities and the Tennessee State Local Government Investment Pool, 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.

12.0 Maximum Securities:

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

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

practicable with the expected use of the funds.

13.0 Internal Control:

The Treasurer shall establish an annual process of independent review by an external auditor. The review will provide internal controls by assuring compliance with policies and procedures.

14.0 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.

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

15.0 Reporting:

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

Schedules in the quarterly report should include the following:

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

- (5) Percentage of the Portfolio represented by each investment category

16.0 Investment Policy Adoption:

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

debt policies

- ♦ The City will maintain a bond retirement fund reserve which is equivalent to the amount of debt services due on tax-supported General Obligation Bonds in the next fiscal year.
- ♦ The City will not issue notes to finance operating deficits.
- ♦ The City will issue bonds for capital improvements and moral obligations.
- ♦ The City will publish and distribute an official statement for each bond and note issue.

reserve policies

- ♦ The City will maintain a revenue reserve in the General Operating Fund which represents between 10-20% of the fund's expenditures.
- ♦ The City will maintain a revenue reserve in the Interceptor Sewer Fund and the Solid Waste/Sanitation Fund.

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 matter 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;

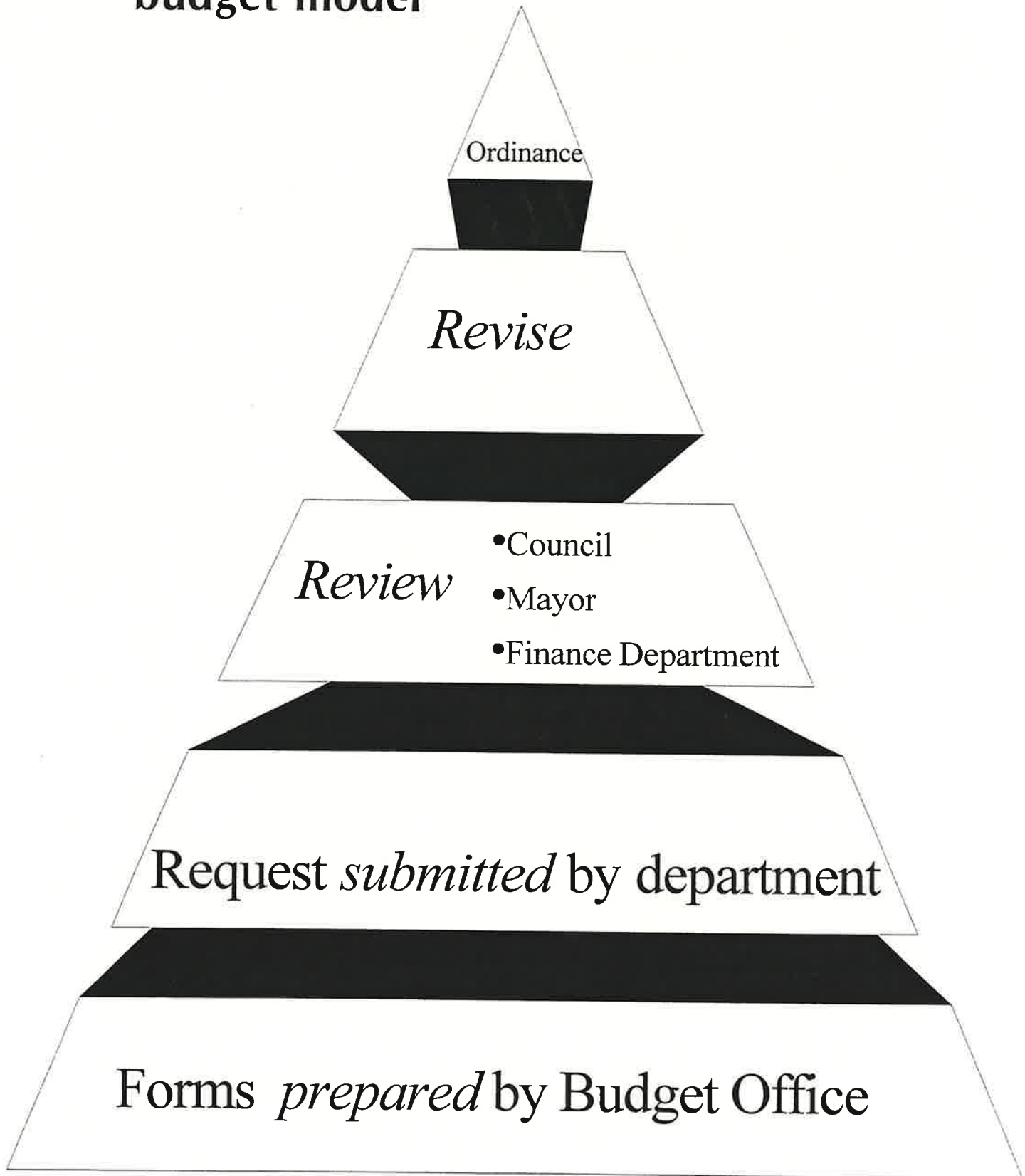
(5) a statement of pending capital projects and proposed new capital projects, relating to respective amounts proposed to be raised therefore by appropriations in the budget and the respective amounts, if any, proposed to be raised therefor by the issuance of bonds during the fiscal year; and

(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.

budget model



budget procedures

The Charter of the City of Chattanooga designates the City Council as being the party responsible for the preparation and passage of the annual budget. This is found in Title 6, Finance & Taxation, Chapter III, Section. 6.80 and states:

Section. 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 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 members of the 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.

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

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

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

A governmental budget should:

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

To insure these criteria are met, the Budget section of the City Finance Department prepares a budget calendar and budget policies to facilitate the decision-making process by providing overall direction to City departments. The budget calendar and the budget policies form the nucleus of the budget-making process for the City of Chattanooga. Following these two tools City Departments and Agencies develop their budget requests as well as their performance data to reflect the goals and objectives for the upcoming fiscal year.

The first budget procedure to be put into place is the formal adoption of the budget calendar and the budget policies by the City Council. In early April, the Budget Section, working under the direction of the Finance Administrator, compiles draft copies of the proposed budget calendar as well as the proposed budget policies. When the Finance Administrator is satisfied the proposals meet the needs of the Departments/Agencies, they are presented to the Mayor for review. The Mayor can at this time add to or delete from either document. When his review is finished the Mayor then presents the finished products to the City Council for review and approval. The City Council can then change either document. When the review is completed the City Council formally adopts both the budget calendar and the budget policies. This provides the guidelines needed by the Departments/Agencies to begin budget preparation for the upcoming fiscal year.

After the City Council has adopted the budget calendar and the budget policies, the Mayor meets with his Department Administrators and Department Budget Personnel to distribute them. While the budget calendar and budget policies are being discussed, the Budget Section of the City Finance Officer's Department is preparing the budget forms and supplementary data for distribution to the various Departments and Agencies. A budget request form is prepared for each activity within each department of city government. This budget request form, along with the supplementary data, provides the detailed expenditures of the prior fiscal year, the detailed expenditures for the current fiscal year-to-date, a projection of these detailed current year-to-date through the end of the fiscal year, a detailed maintain budget request, and a detailed improvement request. Each increase requested in appropriations by a department or agency must be accompanied by a detailed justification sheet. Once the departments receive these budget request forms they are given a set time to return them to the City Finance Office, per the budget calendar. Detailed estimates are prepared of all anticipated revenues to the City from all sources. The Budget Section prepares these revenue estimates working in conjunction with the various departments and outside agencies or governmental units who plan to contribute funds to the City. The Revenue Budget Form contains data on the prior fiscal year, current year-to-date, a projection through the end of the fiscal year, and the amount estimated to be collected in the next fiscal year. These estimates are monitored throughout the budget-making process and changed as required using updated data. When the Revenue Budget Form is completed it is discussed in detail with the Mayor.

The Departments and Agencies are given a deadline in the budget calendar by which to turn in their budget requests to the City Finance Office. During this time their budgets are finalized by their budget personnel working closely with the Budget Section analyst assigned to their department. The goals and objectives of each activity are spelled out, and the financial means to accomplish them are incorporated into their budgets. Each activity is a stand alone document, virtually a teaching

tool. When presented to the City Finance Office, a department's budget consists of Budget Forms for each activity within the department, overlaid with a departmental summary form. The department's overall goals and objectives are stated here on the summary forms.

Once all Budget Forms for all departments and agencies are collected by the City Finance Office a review process begins by the Budget Section. This budget documentation turned in by the departments should include a statement of proposed departmental goals and objectives, performance measures, an estimate on the status of performance at the end of the current year as well as traditional object code line item expenditure requests and justification for maintaining current and expanded expenditure requests. The Budget Section reviews each budget request to insure compliance with the budget policies.

It is at this time that budget sessions are held with departmental Administrators and budget personnel to discuss various issues and gain a thorough understanding of the budget requests. After meetings with the departments, the Budget Section is ready to balance the budget request to the estimated revenues. When this is accomplished, the balanced budget is presented to the Mayor for review. At this point the Mayor can add or delete items to the budget. When the Mayor is satisfied that the budget presented represents the goals and objectives of the City and the financial means of reaching those goals and objectives, he will present the balanced budget to the City Council at a Budget and Finance Committee meeting.

The City Council begins a budget review of its own once it receives the balanced budget proposal. This is done through the Budget Committee, where numerous work sessions are held to examine all aspects of the proposal. Department Administrators are called in to explain differences in their current year budget and the proposed budget. Changes are made by the Council at their discretion. Finally, when the budget is agreed upon, a Budget Ordinance is written up by the Budget Section for passage by the City Council at a regularly scheduled meeting. In this Budget Ordinance the City Council sets the Tax Rate for the next year to support the budget being submitted. The City Council holds public hearings on the budget proposal during the time the budget is first

presented and when it is finally passed. The Budget Ordinance, like all City Ordinances, must pass three readings of the Council to become law.

The City of Chattanooga's budget process has evolved into a comprehensive system. The process is being constantly upgraded to provide the best tool possible for the departments and agencies to work with and to produce a budget document that is easy to read and follow and at the same time complex enough to allow for the many changes confronted by the City each year.

During May and June, the City Council hears budget requests from agencies and departments at its regularly scheduled meetings. Prior to July 1, the City adopts an interim budget appropriating funds for the usual and ordinary expenses of the City government in an amount not to exceed one-twelfth of the preceding fiscal year operating budget for each month that the interim budget is in effect. Subsequently, the budget is legally enacted through passage of an ordinance with an operative date of July 1. Upon adoption of the annual budget ordinance by the Council, it becomes the formal budget for City operations. After the budget ordinance is adopted, the council can increase the budget only if actual receipts exceed the estimated, or from accumulated surplus in the amount of an unexpended appropriation from the previous year. Budget control is maintained by recording encumbrances as purchase orders are written. Financial reports, which compare actual performance with the budget, are prepared monthly and presented to the Council, allowing the council to review the financial status and measure the effectiveness of the budgetary controls. Open encumbrances are reported as reservations of fund balance at June 30. All unencumbered and unexpended appropriations lapse at year-end.

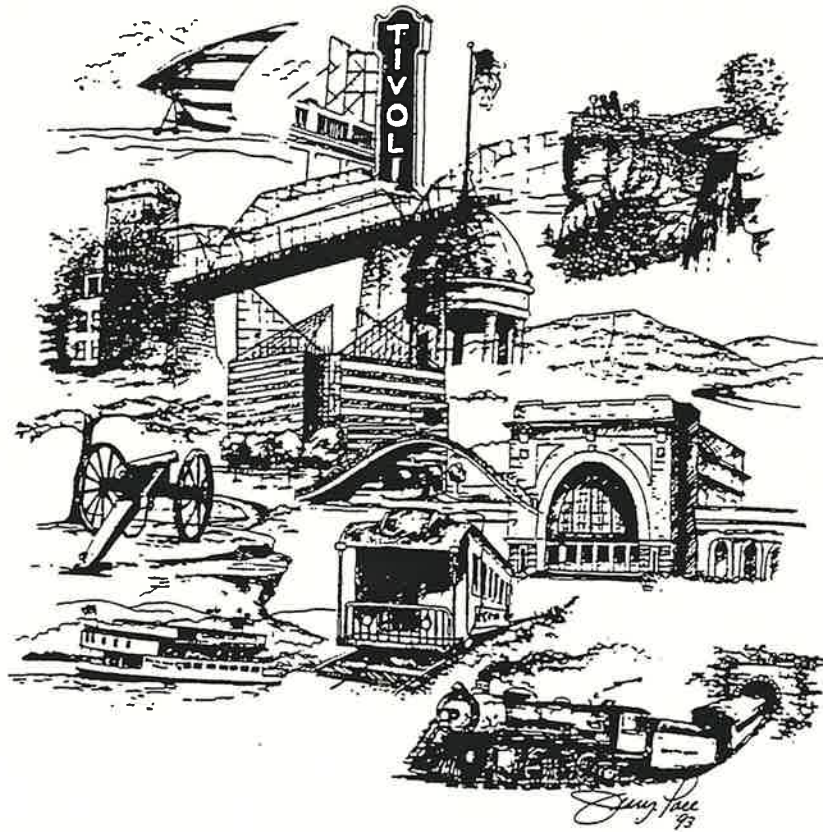
The City Finance Officer is authorized to transfer budgeted amounts within divisions within the General Fund, but the authorization does not apply to funds other than the General Funds.

Formal budgets are adopted for the General Fund, Debt Service Fund, all enterprise funds and for a majority of the Special Funds, including the State Street Aid Fund. These formal budgets are adopted on a departmental

basis. Line item amounts from the budget preparation phase are booked on the appropriation ledger at the object class level, which is a summary of object codes in that class.

The City Council adopted the 1995/1996 fiscal year General Fund Budget on August 29, 1995. A summary of the adopted 1995/1996 fiscal year General Fund Budget is below:

City of Chattanooga General Fund - Adopted Budget Fiscal Year Ending June 30, 1996	
<u>Revenue Estimates</u>	
Realand Personal Property Taxes	\$71,595,478
Other Local Taxes	5,137,550
Licenses and Permits	3,701,400
Fines, Forfeitures and Penalties	1,335,000
Use of Money and Property	2,645,394
Revenue from Other Agencies	29,995,850
Service Charges for Current Services	6,878,962
Total Revenues	\$121,289,634
<u>Appropriations</u>	
General Government & Agencies	\$37,568,281
Department of Finance & Administration	5,103,739
Department of Safety	40,051,604
Department of Public Works	13,000,747
Department of Parks & Recreation	7,470,116
Department of General Services	15,289,734
Department of Human Services	1,298,830
Department of Personnel	657,112
Department of Equal Employment Opportunity	130,980
Appropriation from Fund Balance	718,491
Total Appropriations	\$121,289,634



budget calendar

april 1995

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may 1995

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june 1995

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important dates

april

- 13 Distribute budget request forms and supplementary data to departmental personnel
- 28 Agencies submit request to City Council Office

may

- 8 Meet with Mayor to discuss revenue estimates; departments submit budget requests to finance department for budget review to begin
- 10 Joint City/County budget hearings
- 22 - 26 Meetings with budget staff on departmental submissions
- 26 - 31 Budget staff meets with department to discuss FY 95/96 budget request

june

- 1, 2, 6, 8 Budget staff meets with department to discuss FY 95/96 budget request
- 15 Financial staff meets to review results from budget meetings to decide FY 95/96 balanced budget for presentation to Council's Budget and Finance Committee

july

- 17 Financial staff presents the balanced budget to Council's Budget & Finance Committee (preliminary)
- 31 Education Department presents budget to Council's Budget & Finance Committee

august

- 14 Financial staff meets with Council's Budget & Finance Committee to finalize the FY 95/96 budget
- 22 First reading of FY 95/96 Budget Ordinance
- 29 Second and third reading of FY 95/96 Budget Ordinance

september

- 6 Distribution of Capital budget material to departments
- 12 The FY 95/96 Budget Ordinance #10252 officially becomes effective
- 25 Capital budget submissions from departments to financial officer

october

- 18 In house Budget preparation to plan distribution of capital dollars
- 19 Review Department Request
- 20 Present proposed Capital Budget to Mayor for review and changes

november

- 7 Meeting with Mayor with revised capital budget Present capital budget to City Council Budget & Finance Committee
- 16 Financial Staff meeting for status report
- 17 Meeting with Mayor to discuss final capital budget draft
- 28 First reading of FY 95/96 Capital Budget Ordinance

december

- 5 Second and third reading of FY 95/96 Capital Budget Ordinance
- 19 The FY 95/96 Capital Budget Ordinance #10341 officially becomes effective

october 1995

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january 1996

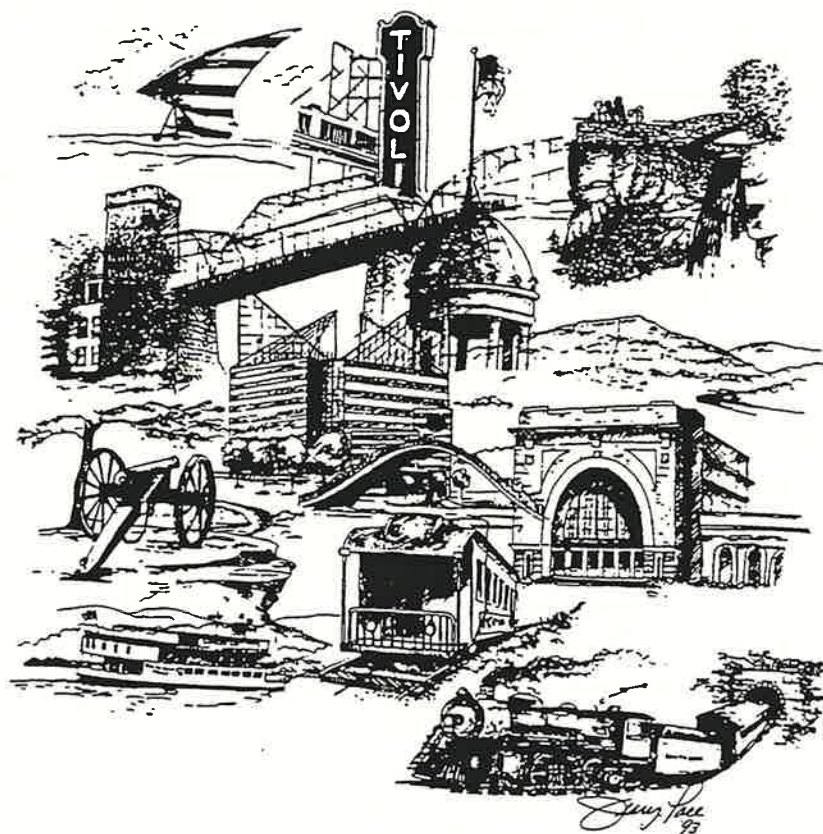
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ORDINANCE NO. 10282

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FY 95/96 BUDGET ORDINANCE", TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 1995, AND ENDING JUNE 30, 1996, AND 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; AND PROVIDING FOR INTEREST AND PENALTY ON DELINQUENT TAXES AND PRIVILEGES.

WHEREAS, pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee, the revenue has been estimated for operating the Municipal Government for the fiscal year 1995-1996 from all sources to be as follows:

Property Taxes:

Current Taxes on Real & Personal Property	\$ 63,637,243
Electric Power Board In Lieu of Taxes	2,491,518
Interest & Penalty on Current Year Taxes	85,000
TVA in Lieu of Taxes	850,760
Taxes on Real & Personal Property-Prior Years	2,500,000
Interest & Penalty on Delinquent Taxes	206,000
Jaycee Towers 1 & 2 In Lieu of Taxes	2,488
CC-TV in Lieu of Taxes	833,000
Delinquent Taxes Collection Fees	110,000
Good Neighbors Housing, Inc., In Lieu of Taxes	2,808
Corporate Excise Taxes - State (Intangible Property)	195,000
Komatsu-In Lieu of Taxes	419,000
Buster Brown - In Lieu of Taxes	63,300
Southern Health Care of Tennessee - In Lieu of Taxes	161,158
Gibraltar Steel - In Lieu of Taxes	38,203
Total	<u>\$ 71,595,478</u>

Other Local Taxes:

Franchise Taxes	\$ 253,750
Liquor Taxes	1,080,000
Beer Taxes	3,800,000
Litigation Taxes - City Court	3,800
Total	<u>\$ 5,137,550</u>

License, Permits, Etc.:

Motor Vehicle Licenses	\$ 130,000
Parking Meters	420,000
Business Licenses (excluding liquor)	115,000
Gross Receipts Taxes	2,100,000
Fees for Issuing Business Licenses & Permits	51,000
Interest & Penalty on Business Licenses & Permits	38,000
Wrecker Permits	5,000
Building Permits	260,000
Electrical Permits	80,000
Plumbing Fixture Connection Permits	65,000
Street Cut In Permits	28,000
Sign Permits	40,000
Liquor By the Drink Licenses	102,000
Hotel Permits	1,400
Gas Permits	8,000
Liquor By the Drink - Interest & Penalty	2,500
Plumbing Examiner Fees & Licenses	15,000
Electrical Examiner Fees & Licenses	80,000
Gas Examination Fees & Licenses	18,000
Mechanical Code Permits	48,000
Beer Application Fees	37,500
Mechanical Examination Fees & Licenses	57,000
Total	\$ 3,701,400

Fines, Forfeitures, and Penalties:

City Court Fine	\$ 500,000
Criminal Court Fines	159,500
Traffic Court Fines	330,000
Delinquent Tickets	345,500
Total	\$ 1,335,000

Revenues From Use of Money or Property:

Interest on Investments	\$ 2,500,000
Land & Building Rents	132,300
Telephone Commissions	5,000
Dock Rental (Wharf)	8,094
Total	\$ 2,645,394

Revenue From Other Agencies:

Local Option Sales Tax-General Fund	\$ 16,574,550
State Beer Taxes	68,609
State Income Taxes	1,781,957
State Sales Taxes	8,086,796
State Mixed Drink Taxes	825,000
State Gas Inspection Fees	385,738
State Maintenance of Streets	130,000
State Alcoholic Beverage Taxes	63,000
TVA Impact Funds	96,000
HUD-Harriet Tubman Project	556,397
Cops Ahead - Crime Bill	190,188
Hamilton County Ross' Landing/Plaza	470,624
Hamilton County - Ambulance	25,000
Chattanooga Recreation Projects	23,500
Revenue from Fund Balance	718,491
Total	\$ 29,995,850

Service Charges for Current Services:

City Court Costs	\$ 80,000
State Court Costs	5,000
Charges for Financial Services-Electric Power Board	7,200
Swimming Pools	4,521
Park Concessions	23,190
Bank Monitoring Services	6,200
Variance Request Fees	5,000
Data Processing Services	70,000
Subrogation Claims	500
Payroll Deduction Charges	15,000
Indirect Costs	1,560,251
Plans & Specification Deposits	1,000
Departmental Reimbursement-Health Insurance	2,500,000
Department Reimbursement - Stormwater	570,000
Audit Fees Reimbursements	18,000
Employee Contributions-Health Insurance	1,675,000
Miscellaneous Revenue - Auditorium	100
Memorial Auditorium Concessions	40,000
Tivoli Concessions	13,000
Memorial Auditorium Rents	170,000
Tivoli Rents	115,000
Total	\$ 6,878,962

Total General Fund Estimated Revenues**\$ 121,289,634**

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 1995 of \$2.98 upon every \$100.00 in assessed value of such taxable property; and to the extent applicable there is also levied a tax of \$2.98 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 Public Service Commission for 1995 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, 1995, and shall become delinquent MARCH 1, 1996, after which date unpaid taxes shall bear interest at six (6%) percent per annum, and a penalty of (6%) percent 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 Chapter 387, Public Acts of 1971, as amended by Chapter 850, Public Acts of 1972, and as further amended by the Public Acts of 1973, and as further amended, 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 City Treasurer is authorized and directed to collect such 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. In addition to said taxes, the City Treasurer is hereby authorized and directed to collect a fee of Five and 00/100 (\$5.00) Dollars upon the issuance of any privilege license under said Business Tax Act and also upon receipts of each payment of the Gross Receipts tax authorized by said Act, except that this fee may not be charged persons paying the annual minimum tax under the provisions of Chapter 58, Title 67, of the Tennessee Code Annotated, if paid on the same date as the respective and related return is filed.

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, 1995, 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:

Department of Finance & Administration	\$ 5,103,739
Department of Safety	40,051,604
Department of Public Works	13,000,747
Department of Parks & Recreation	7,470,116
Department of General Services	15,289,734
Department of Human Services	1,298,830
Department of Personnel	657,112
Department of Equal Employment Opportunity	130,980
Appropriation from Fund Balance	718,491
General Government & Supported Agencies	37,568,281
Total	\$ 121,289,634

Department of Finance & Administration:

Finance Office	\$ 1,392,708
Data Processing Division	2,137,639
City Treasurer	452,725
Telephone System	346,900
City Court Clerk's Office- Operations	689,787
City Court Clerk - Space Cost	83,980
Total	\$ 5,103,739

Department of Safety:

Administration	\$ 229,880
Police Division	22,133,244
Ross's Landing / Plaza	194,040
Fire Division	15,863,626
Utilities	1,560,814
Renewal & Replacement	0
Total	\$ 40,051,604

Department of Public Works:

Administration	\$ 333,208
City Engineer	1,433,977
City Wide Services	2,173,627
Street Cleaning	1,244,799
Emergency	359,497
City Yards	569,331
Waste Resources	2,089,883
Sewer Construction & Maintenance	2,089,883
Codes & Inspection	1,557,081
Inspection Division (includes Better Housing)	1,534,526
Board of Gas Fitters	1,800
Board of Plumbing Examiners	2,300
Board of Electrical Examiners	16,655
Board of Mechanical Examiners	1,800
Utilities	127,400

Pump Stations		65,400
Brainerd Levee 1,2,3	41,650	
Orchard Knob	23,750	
Traffic Management		1,644,093
Administration	400,590	
Control	1,243,503	
Solid Waste & Sanitation Fund Subsidy		3,576,078
Total		<u>\$ 13,000,747</u>

Department of Parks & Recreation:

Administration		\$ 396,134
Recreation		2,541,370
Supervision	264,755	
Recreation Centers	1,788,633	
Senior Citizen Recreation. . . A.O.	55,000	
Summer Youth Recreation	155,407	
Fitness Center	184,075	
Greater Chattanooga Sports Comm. . . A.O.	75,000	
Inner City Ministry A.O.	18,500	
Parks Maintenance		2,058,873
Warner Park Zoo		205,077
Ross' Landing/Plaza		664,759
Municipal Forestry		278,624
Recreation Centers Maintenance		446,354
Auditorium/Tivoli		878,925
Auditorium Operations	483,987	
Auditorium Concessions	43,057	
Tivoli Operations	321,371	
Tivoli Concessions	30,510	
Total		<u>\$ 7,470,116</u>

Department of General Services:

Administration		\$ 351,930
Bureau of Safety & Health		203,037
City Hall/Annex Maintenance		614,250
Electronics Division		260,041
Employee Benefits Office		10,949,582
Administration	56,174	
Employee Insurance Program	9,386,908	
Job Injuries	1,506,500	
Physical Exams	0	
Purchasing		552,804
Street & Traffic Lighting		2,358,090
Fleet Management (A.S.F.)		0
Total		<u>\$ 15,289,734</u>

Department of Human Services:	
Administration A.O.	\$ 1,298,830
	=====
Department of Personnel:	
Administration	\$ 582,912
Physicals	74,200
	=====
Total	\$ 657,112
	=====
Department of Equal Employment & Opportunity:	
Administration	\$ 130,980
	=====
Appropriation From Fund Balance:	
School Fund. A.S.F	\$ 718,491
	=====

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:	
Executive Office of Mayor	\$ 391,882
City Council	475,198
Air Pollution Control Bureau A.S.F.	246,010
Allied Arts Council. A.O.	236,750
General Operations	138,750
African-American Museum	25,000
Chattanooga Regional Historical Museum	48,000
Bessie Smith Hall & Museum	25,000
Audits, Dues, & Surveys	303,250
Board of Appeals & Variances	6,500
Capital Improvements	6,094,952
CARCOG & Economic Development District . . . A.O.	46,413
CARTA Subsidy A.O.	2,876,102
Carter Street Corporation A.O.	95,000
Carter Street Corporation Lease Agreement . . A.O.	1,445,018
C-HC Bicentennial Public Library A.S.F.	1,829,615
Chattanooga Neighborhood Enterprises A.O.	2,000,000
Chattanooga Area Urban League. A.O.	50,000
Chattanooga Chamber Foundation A.O.	50,000
Chattanooga Construction Industry Corporation. . . A.O.	150,000

City Court (Judicial)	\$	283,034
Community Foundation Scholarships. .A.O.		160,000
Contingency Fund		600,000
Debt Service FundA.S.F.		6,329,124
Downtown PartnershipA.O.		100,000
Heritage Hall Board.A.S.F		30,000
Homeless Health Care CenterA.O.		17,500
Human Rights Commission		75,555
Humane Educational SocietyA.O.		443,365
Intergovernmental Relations		347,550
M.L. King Blvd. Development CorporationA.O.		35,000
City Attorney's Office		1,418,458
Administration	643,878	
Liability Insurance Fund. . .A.S.F.	774,580	
Rivervalley Partnership.A.O.		400,00
Renewal & Replacement		1,500,000
Pensions, FICA, & UIC		150,000
Real Estate FundA.S.F.		30,000
Regional Planning CommissionA.S.F.		618,884
Scenic Cities Beautiful.A.S.F.		23,553
School FundA.S.F.		8,231,036
Sister Cities.A.O.		2,500
Taxi Board		2,100
Tennessee RiverParkA.O.		423,932
WTCI-TV-Channel 45A.O.		40,000

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 1995-1996:

<u>Fund No.</u>	<u>Fund Title</u>	<u>Amount</u>
1008	Real Estate Fund	
Estimated Revenues:		
	City of Chattanooga General Fund	\$ 30,000
	Sale of Real Estate	34,500
	Lease Agreement	6,000
	Fund Balance	25,000
	Total	<u>\$95,500</u>
Appropriations:		
	Administration	\$ 95,500
	Total	<u>\$ 95,500</u>

3034 Centralize Food Service

Estimated Revenues:

Sales -Service	\$ 2,366,761
Other Local Revenues	98,844
State Funds	100,000
Federal Funds Thru State	4,053,824
Direct Federal Revenue	300,000

Total	\$ 6,919,429
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Appropriations:

Food Services	\$ 6,444,429
Operating Transfers	475,000

Total	\$ 6,919,429
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3058 Education Operation

Estimated Revenues:

Local Taxes	\$
Property	22,876,364
Sales	12,941,584
Licenses & Permits	0
Charges for Current Services	78,500
Other Local Revenue	205,106
State Education Fund	38,596,994
Other State funds	0
Federal Funds Received	5,000
Direct Federal Revenue	158,000
Other Sources	680,000
Operating Transfers	0
City Allocation	8,231,036
City General Fund Balance	718,491
Fund Balance	990,040

Total	\$ 85,481,115
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Appropriations:

Instruction	
Regular Instruction Program	\$ 43,203,967
Special Education Program	9,108,837
Vocational Education Program	2,394,020
Adult Education Program	5,382
Support Services	
Students	3,184,802
Instructional Staff	4,707,925
General Administration	1,202,029
School Administration - Office of Principal	7,256,401
Business Administration	1,004,977
Operation and Maintenance of Plant	8,260,999
Student Transportation	3,616,125
Other Support Services - Central and Other	772,131

Operation of Non-Instructional Services	
Community Services	\$ 45,029
One-time Expenditures	
Grant Matching	325,091
21st Century Classroom Bundles (28)	224,000
Upgrade Wide Area Network	169,400
Total	\$ 85,481,115

3060 Public Law 89-10

Estimated Revenues:	
Federal Funds Thru State	\$ 5,757,210
Total	\$ 5,575,210

Appropriations:	
Instruction	
Regular Instruction Program	\$ 2,872,707
Special Education Program	6,477,600
Vocational Education Program	303,770
Support Services	
Students	400,316
Instructional Staff	1,045,096
Operation of Non-Instructional Services	
Community Services	91,202
Operating Transfers	214,519
Total	\$ 5,575,210

3106 State Street Aid

Estimated Revenues:	
State of Tennessee	\$4,070,842
Interest Earnings	65,000
Total	\$ 4,135,842

Appropriations:	
Salaries & Wages	\$ 2,834,946
Medical Services	4,000
Other Services	57,500
Office & Administration	3,250
Vehicle Repairs & Maintenance	670,000
Materials & Supplies	521,146
Capital Outlay	5,000
Fixed Assets	40,000
Total	\$ 4,135,842

5001**Debt Service**

Estimated Revenues:

General Fund	\$ 6,329,124
Interceptor Sewer System	13,773,880
Airport Authority	43,640
Hamilton County	330,650
Private Industry Council	206,222
Stormwater Fund	1,076,369
Solid Waste Fund	1,294,661
Fund Balance	9,110,000

Total	\$ 32,164,546
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Appropriations:

Principal	\$ 11,729,351
Interest	11,225,195
Service Charges	100,000
Future Debt Payments	9,110,000

Total	\$ 32,164,546
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4010**Economic & Community Development**

Estimated Revenues:

Community Development Block Grant	\$ 2,484,000
Fund Balance	35,000
Emergency Shelter	98,000
Program Income	213,335

Total	\$ 2,830,335
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Appropriations:

Chattanooga Neighborhood Enterprise - CHAS	\$ 1,210,955
Chattanooga Housing Authority	146,500
Housing Authority - Planning	35,000
Parks & Recreation	140,000
Public Works	180,189
Better Housing	40,000
Community Housing Resource Board	37,000
Community Kitchen	49,500
Family & Children's Services	76,500
Emergency Shelter - Room-In-The-Inn	13,500
Emergency Shelter - Dismas House	8,200
Emergency Shelter - Salvation Army	5,300
CD Office Administration & Planning	323,959
Newton Child Development Center	14,376
Girl's Inc.	65,120
Bethlehem Center	91,736
Westside Community Development/Jr. League	200,000
Contingency	162,500

Total	\$ 2,830,335
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4016

Economic & Community Development - HOME PROGRAM

Estimated Revenues:

Federal Grant	\$ 1,130,000
Program Income	61,665

Total	\$ 1,191,665
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Appropriations:

Administrative & Planning	\$ 25,000
CCHDO Projects	169,500
Rental Rehab	250,000
Housing Rehab	747,165

Total	\$ 1,191,665
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3119

Human Services Department

Estimated Revenue:

Federal-State Grants	\$ 8,537,006
City of Chattanooga	1,298,830
Contributions	103,213

\$ 9,939,049

Appropriations:

Headstart	\$ 4,643,472
Day Care	1,456,998
Weatherization	319,911
Foster Grandparents	320,381
LIEAP	966,106
CSBG	497,979
Occupancy	180,322
Human Services Programs	1,343,694
Neighborhood Family Services	105,411
City General Relief	104,775

Total	\$ 9,939,049
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3127

Solid Waste & Sanitation Fund

Estimated Revenue:

Landfill Dumping Charges	\$ 5,650,000
Landfill Dumping Permits	1,000
City of Chattanooga Subsidy	3,576,078
Fund Balance	50,431

Total	\$ 9,277,509
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Appropriations:	
Garbage Collection	\$ 2,829,918
Recycle	479,818
Brush & Trash Collection	1,652,929
Sanitary Landfill	1,831,765
Wood Recycle	576,637
Solid Waste Reserve	565,000
Renewal & Replacement	36,782
Debt Service	1,294,660

Total	\$ 9,277,509
	=====

3128 Stormwater Fund

Estimated Revenue:	
Stormwater Fee	\$4,616,299

Total	\$ 4,616,299
	=====

Appropriations:	
Stormwater Management	\$ 1,122,982
Renewal & Replacement	18,400
Capital Improvements	2,398,548
Debt Service	1,076,369

Total	\$ 4,616,299
	=====

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

SECTION 6 (b). That for the Department of Education, the county and State Funds for education are based on the average daily attendance in the City schools, grades One(1) through Twelve (12). The Department of Education shall certify to the City Finance officer every month the average daily attendance in all of the public schools of the City in order that the City Council may, in the event of a reduction in average daily attendance below that estimated, reduce said budget so as to meet the problem caused by such decrease in average daily attendance. The Department of Education shall also certify to the City Finance Officer the salary schedule of all employees of said Department.

SECTION 6 (c). There is hereby appropriated an additional sum of \$718,491.00 to the Department of Education from the Unreserved Fund Balance of the General Fund; said appropriation being for Fiscal Year 1995 - 96 only and not to be considered for funding in future fiscal years. This additional appropriation is to be used solely to pay for Grant Matching, Classroom Computer Bundles, and Wide Area Network upgrade.

SECTION 7 (a). That all persons permanently and regularly employed by the City and covered by the "Pay Plan" on the effective date of this Ordinance shall receive a two percent (2%) increase in pay in addition to the amount they are being paid on the effective date of this Ordinance. This raise shall be retroactive to July 1, 1995 only for those persons employed by the City on July 1, 1995 and still employed by the City. In addition to this raise, all persons permanently and regularly employed by the City on the effective date of this Ordinance shall receive, if approved by their supervisor, a step increase as incorporated in the "Pay Plan" attached hereto and made a part by reference thereof. However, a Department head can certify that an employee is not qualified for step increase. Also, all persons permanently and regularly employed by the City but not covered by the "Pay Plan" shall receive four percent (4%) more per pay period that they are presently being paid effective July 1, 1995.

SECTION 7 (a)(1). In addition to the maximum rate of pay provided for positions of Police Officer and Firefighter in Pay Grade 10 (14), each incumbent after 15 (Fifteen) years of total service in that position, shall receive an additional increase in pay prorated per pay period, a total of \$400.00 per year.

SECTION 7 (a)(2). In addition to the regular pay provided under the "Pay Plan", positions classified as Relief drivers shall receive a supplement of \$25.00 bi-weekly. A limit of 80 relief driver positions is established by this provision.

SECTION 7 (a)(3). In addition to the regular pay provided under the "Pay Plan", certain positions within the Department of Safety shall receive supplemental pay as follows: Paramedics- \$65.00 per pay period; Emergency Medical Technician-I.V. - \$45.00 per pay period; Emergency Medical Technicians- \$35.00 per pay period; First Responders- \$20.00 per pay period; State Certified fire Prevention Technician - \$75.00 per pay period.

SECTION 7 (a)(4). In addition to the minimum rate of pay established in the Classification Plan, a rate of pay less than Step (1) one of the designated pay grade may be assigned to the newly employed or promoted incumbent for a period of time specified for that pay grade. This Step is identified in the Classification Plan as 'probation step'.

SECTION 7 (a)(5). Any person employed on a temporary basis in positions authorized within the Classification Plan shall be paid at a rate not more than Step (1) one of the position's pay grade. As provided in the Chattanooga City Code, Part II, temporary employment shall not exceed a period of 6 months on any occasion.

SECTION 7 (a)(6). In addition to positions provided for hereinafter, known as positions within the "City of Chattanooga Classification Plan", which includes only permanent full time positions, the City recognizes and authorizes the following types of designation of positions as exempt from the Classification Plan: Permanent Part-Time, Temporary Part-Time, Permanent Daily, Permanent Full-Time Elected Officials, and Temporary Full-Time.

SECTION 7(b). That the attached "Pay Plan Table" being two pages, and authenticated by the signature of the Mayor thereon, is hereby adopted for this Fiscal Year.

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

**SEE PERSONNEL ADMINISTRATION SECTION FOR FY1995/1996
AUTHORIZED PERSONNEL AND APPROVED "PAY PLAN"**

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

SECTION 9. That the City Finance Officer is authorized to pay the payroll and/or costs of personal services, whether on the payroll, voucher or otherwise, of the Chattanooga Public Library, Chattanooga-Hamilton County Regional Planning Commission, Special Counsels and personnel of the Office of the City Attorney, Human Services Department, 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 herein before, as certified to him by the respective administrative official.

SECTION 9(a). That the City Finance Officer is authorized to pay the 1995-1996 annual dues of the City to the Tennessee Municipal League, \$24,252, and the National League of Cities, \$6,627.

SECTION 9(b). That the City Finance Officer is authorized to pay a uniform and equipment maintenance allowance of five hundred (\$500.00) dollars for all sworn policemen, detectives, inspectors, and firefighters as of July 1, 1995.

SECTION 9(c). That the City Finance Officer is authorized to match the total salaries of all participants in the Fire and Police Pension Fund with a contribution from the General Fund not to exceed twenty (20%) percent.

SECTION 9(d). That for purposes of calculation of Fire & Police Pension benefits, the "basic salary" as defined in Section 13.66, Part I (Charter), Chattanooga City Code, shall be deemed to be Pay Grade 12, Step 14, of the City's Position Classification and Compensation Plan.

SECTION 9(e). That the City Finance Officer is authorized to match the total salaries of all participants in the General Pension Plan with a nine (9%) percent contribution from the General Fund.

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

Central Pension Fund	\$.92 Per Hour
LIUNA (Laborers) Pension Fund	\$.71 Per Hour

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

SECTION 12. 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 judgement of the City Council, should be made.

SECTION 13. That any person, firm or corporation who engages in any business, occupation or vocation without first obtaining a license or permit therefor as provided herein shall, upon conviction, be fined not less than Two Dollars (\$2.00) nor more than Five Hundred Dollars (\$500.00) for each violation, and each day or violation shall constitute a separate offense.

SECTION 14. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 1995.

SECTION 15. 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 16. That this Ordinance shall take effect two (2) weeks from and after its passage as provided by law.

PASSED on Third and Final Reading.

Reading : **August 29, 1995**

Mai Bell Hurley /s/

CHAIRPERSON

APPROVED X DISAPPROVED

DATE 8/31 ,1995

Gene Roberts /s/

MAYOR

JSB/RR:cjc
(8/29/95)

budget overview

The City of Chattanooga is committed to excellence in financial reporting and budget preparation. Chattanooga is indeed a city on the move with a great number of diverse projects, funded either with public funds, private funds, or a combination of both, requiring more than just a passing thought during the budget-making process.

Over the years many changes have occurred in Chattanooga. During the 1960's the city experienced urban flight to the suburbs. With this flight the City's budget policies shifted from mainly mainstream downtown priorities to also encompass suburbia. These new policies had to provide for new and additional city services in the outlying districts, while maintaining the same services as before in the core city. During the 1970's the city nearly doubled its size through a series of annexation actions. Having extended the city limits even farther from the core city, Chattanooga now was faced with an even greater expansion of services. Budget policies were developed that provided new services to these newly annexed areas, with the broadened tax base providing the necessary funding.

The late 1980's and the 1990's have brought on a new direction in budget policies for city government. This is due in large part to a refocusing on the downtown area of the City. Many long-range plans have been developed which require year-to-year budgeting, both in the capital budget and the operating budget. When a new project is constructed with capital budget funds it usually requires funds in the operating budget to maintain. Some of the major projects now under way and requiring funding attention in the operating budget are:

Development of Warehouse Row - Phase III. Negotiations are almost complete for Phase III of the ongoing development of a series of old warehouses into retail shops and factory outlets in downtown Chattanooga. This is a joint funded project and really serves three purposes: the construction clears up a blighted area, it will put property back on the tax roll, and the businesses located there generate additional sales taxes. Being located in the downtown area Warehouse Row is especially attractive to the tourists.

Development of Parking Plan. The City is working with the Chattanooga Area Regional Transportation Authority (CARTA) in the development of three parking areas within the downtown section. One of these is complete and is now operational, this being the one located next to the Chattanooga Choo Choo Hotel complex. Another one is presently under construction near the Tennessee Aquarium and should be operational in May 1996. The third garage will be constructed in a location about halfway between these first two and should be completed and operational sometime in 1997. These three garages will provide parking spaces for persons working downtown, the occasional downtown visitor, or tourists. The three parking garages will have paving requirements associated with them as well as police security and garbage service.

Riverwalk. Chattanooga is now in Phase IV of the Riverwalk project. This project is the construction of a walking/jogging trail which, when completed, will reach from the Chickamauga Dam, located approximately five miles upstream on the Tennessee River from downtown Chattanooga, to Ross's Landing, located on the river bank in downtown. This project is being funded with City, County, State, Federal and private funds. Maintenance of the completed project will be in the hands of the City and County.

North Shore Plan. This is a bold plan to revitalize the area across the Tennessee River from downtown Chattanooga. Centerpiece of this project will be Coolidge Park, which will be located on a site presently occupied by the Naval-Marine Reserve. This four-acre park will serve as a passive recreational resource for nearby neighborhoods and the entire community.

The Plan will provide a link between the proposed Coolidge Park, the Walnut Street Bridge and the Little Theatre. It will present one of the best opportunities for a strong mix of local community use and visitor use.

Continued Support of Build Up of Businesses Surrounding Tennessee Aquarium . With the \$45 million Tennessee Aquarium as its centerpiece, the riverfront area known as Ross's Landing holds the key to Chattanooga's dramatic renaissance and is the catalyst for the City's resurgence. Ross's Landing serves as a gateway to the Tennessee Aquarium, the city center and the Riverpark. Since the building of the Tennessee Aquarium at Ross's Landing there has been an abundance of construction in this area. The \$3 million Riverset Apartments, \$7 million Riverplace shop area, \$4 million Trolley Barns, \$1 million 212 Market Restaurant and the \$1.5 million 2nd/Market Retail area are just to name a few. Also, the \$16.5 million Creative Discovery Museum recently opened. Scheduled to be completed and opened soon is the \$14 million 3-D IMAX Theatre. All of these substantial investments will bring great rewards to Chattanooga through the years to come, but they will also require budget attention in the meantime.

Chattanooga Area Regional Transportation System Shuttle System. The city will continue its support of CARTA's shuttle system. This shuttle system operates between Ross's Landing on one end of downtown and the Chattanooga Choo Choo on the other end of downtown. The shuttle system, which is free of charge to passengers, gives the opportunity for people who work in the downtown area to park in the CARTA garage and ride to work. It also provides tourists the ride from the Choo Choo Hotel to points downtown and to the Aquarium. The shuttle system and the parking garages when completed will represent a total investment of \$20 million.

Streetscape Projects. With all the construction happening in the downtown area it goes without saying that there will continue to be a great deal of streetscape work done. New businesses need new streets. At the end of 1995 over \$3 million had been spent on this project.

Southside Plan. This is a vigorous plan intended to clean up one of the most blighted areas of Chattanooga. The centerpiece of this plan is a new 30,000 seat football/soccer stadium. The stadium is a joint funding effort between the city, county, state, University of Tennessee at Chattanooga, and private investors. The benefits of this stadium are immeasurable and will be felt by the community almost on the completion date of construction. Another part of the Southside Plan is the expansion of the Chattanooga-Hamilton County Trade & Convention Center. Since its opening in 1985 the Trade Center has experienced tremendous success. Almost from the beginning it was noted that an expansion project was going to be needed. A third major part of the Southside Plan would be a United Nations University, which would make Chattanooga a home for environmental studies.

Bessie Smith Preservation Hall. Due to have its grand opening in the spring of 1996 is the Bessie Smith Preservation Hall. This Hall is a memorial to one of the leading blues singers of all time, Bessie Smith, who was a Chattanooga native. The Hall, which is located on Martin Luther King Boulevard, will be a centerpiece of activity for the African-American community of Chattanooga. Local, regional, and nationally known Blues and Jazz artists will be featured in special concert series throughout the year. An annual Jazz festival will be sponsored in conjunction with outside organizations. The Bessie Smith Hall programming will consist of film and lecture series, featuring noted scholars whose insight has made an impact on the history of Blues and Jazz music. Workshops/demonstrations will be geared towards school-age children, college students and adult participants. The Hall will also house the Chattanooga African-American Museum. This Museum will provide the Chattanooga community access to historical data, educational curricula and creative works for, by, and about

African-Americans. Special programs to be offered by the Museum will include guided tours, lectures, educational seminars, a speaker's bureau, an African Ball, exhibitions featuring local and regional African-American artists, and African Cultural Festival, co-sponsorship of "A Night to Remember" concert series, awards to local role models, and cooperative programs with other organizations. Currently, an organization called the Heritage Hall Board oversees the construction of the Bessie Smith Hall. This Board is funded jointly by the City and County.

Chattanooga Neighborhood Enterprises. Chattanooga is committed to appropriate \$2 million per year to Chattanooga Neighborhood Enterprises to assist in providing housing for low-income families. This commitment will continue for several years.

Volunteer Army Ammunition Plant. During World War II Chattanooga was selected as a site for the manufacture of ammunition for the war effort. Plans are now being studied in conjunction with the County for use of the VAAP property. This is a large area of land and if placed back on the tax rolls could produce a sizeable increase in property tax revenues. But, here again, this decision will require shifting budgetary policies to provide necessary improvements and follow-up maintenance.

City-Wide Paving Program. The size of the city-wide paving program has grown steadily since the annexation actions of the 1970's. With all the construction going on around the downtown area and in the suburbs as well, paving will continue to grow.

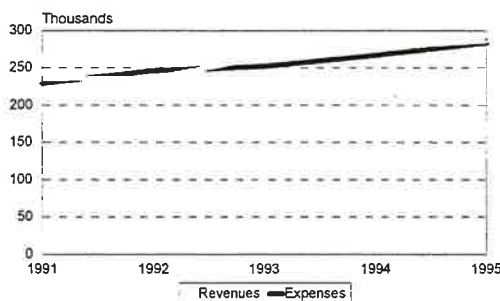
While these are not all of the projects going on in Chattanooga at the present, they represent a sizable investment by various sources, including the City, County, State, and Federal Governments, along with private donations. Any shift in the plans affecting one of these projects could alter not only the capital budget but also the operating budget. It is with these long term goals in place that the City of Chattanooga begins its budget preparations each year.

Revenue and Expenditure Highlights

Total City revenue for the fiscal year ended June 30, 1991 was \$235,196,349. Total City revenue for the fiscal year ended June 30, 1995 was \$286,502,772. This difference of \$51,306,423 represents a 22% increase over this five year period. During this same time period total City expenditures increased from \$228,811,137 in 1991 to \$283,394,229 in 1995. This difference of \$54,583,092 represents a 24% increase. The chart below plots the relationship between revenues and expenditures during this time period.

Revenue & Expenditures

Fiscal Years 1991 - 1995



This chart shows for most years the total City revenues exceeded the expenditures, particularly in 1993. This is indicative of the economic climate of Chattanooga. The City of Chattanooga's unemployment is among the lowest in the United States, with the rate being below the national average.

The following schedules present a summary of General Fund, Special Revenue Funds, Capital Projects Funds, and Debt Service Fund revenues (rounded in thousands) for the fiscal years ended June 30, 1994 thru 1996, and the amount and percentage of increases or decreases in relation to the prior years. Actual based on audited figures.

	Budget 1996	Actual 1995	Actual 1994	Increases(Decreases) From			
				1995		1994	
				Amount	Percent	Amount	Percent
Revenues							
Taxes	94,472	76,195	66,404	18,277	23.99%	9,791	14.74%
Licenses & Permits	3,701	4,159	4,132	(458)	-11.01%	27	0.65%
Intergovernmental	132,017	139,099	147,162	(7,082)	-5.09%	(8,063)	-5.48%
Charges for Services	49,656	45,212	37,791	4,444	9.83%	7,421	19.64%
Fines, Forfeitures & Penalties	1,335	1,482	1,266	(147)	-9.92%	216	17.06%
Investment Earnings	3,265	6,972	4,07	(3,707)	-53.17%	2,925	72.27%
Miscellaneous	11,678	6,325	6,916	5,353	84.63%	(591)	-8.55%
Total Revenue	296,124	279,444	267,718	16,680	5.97%	11,726	4.38%
Expenditures & Other Uses							
General Government	45,480	35,693	28,107	9,787	27.42%	7,586	26.99%
Education	106,924	97,160	99,958	9,764	10.5%	(2,798)	-2.80%
Finance & Administration	5,104	4,543	4,772	561	12.35%	(229)	-4.80%
Safety	40,052	37,067	34,807	2,985	8.05%	2,260	6.49%
Public Works	50,522	49,685	40,270	837	1.68%	9,415	23.38%
Parks & Recreation	7,470	8,419	7,985	(949)	-11.27%	434	5.44%
General Services	15,290	10,429	10,169	4,681	46.61%	260	2.56%
Capital Outlay	8,940	22,460	17,566	(13,520)	-60.20%	4,894	27.86%
Debt Service	16,342	13,493	13,730	2,849	21.11%	(237)	-1.73%
Total Expenditures & Other Uses	296,124	278,949	257,364	17,175	6.16%	21,585	8.39%
Beginning Fund Balance	77,388	69,238	71,968	8,150	11.77%	(2,729)	-3.79%
Ending Fund Balance	81,722	77,388	69,238	4,334	5.60%	8,150	11.77%
Total Resources Available	(\$4,334)	(\$7,655)	\$13,083	\$3,322	-43.39%	(\$20,739)	-158.51%

Revenues for all Governmental Fund types totaled \$279,444,000 in 1995, a decrease of 5.97 percent under 1996. In 1995, revenues for all Governmental Fund types showed an increase of 4.38 percent over 1994. This minimal increase is primarily due to an increase of \$9,791,000 or 14.74 percent in taxes, a \$7,421,000 or 19.64 percent increase in charges for services, and a \$2,925,000 or 72.28 percent increase in investment earnings. The additional tax revenue was generated by a property tax increase of 36 cents per \$100 of assessed valuation effective for the 1994 tax year. The increase in charges for services is primarily due to a \$504,495 increase in food service revenues for the Department of Education. Looking below, taxes and charges for services are expected to continue increasing for the 1995/1996 budget year.

In 1995, investment income was up largely because of slightly higher interest rates and the availability of more funds to invest generated by higher tax revenues and longer term investment

strategies by management. These increases were offset by a \$8,063,000 or 5.48 percent reduction in intergovernmental revenues. In 1994, intergovernmental revenues included \$11,272,000 in bond proceeds for the Department of Education.

An analysis of expenditures shows an increase of 6.16 percent over the previous year. In 1995, increases were due primarily to inflation and an average pay increase of about 5 percent for all City employees, including the Department of Education, a \$4,894,000 or 27.86 percent increase in capital outlay, and a \$7,586,000 or 26.99 percent increase in general government. The increase in capital outlay results from the use of school bond proceeds received from Hamilton County during the prior fiscal year, and additional funding for street improvements (\$2.4 million), the 911 communications building (\$1.1 million) and resource management system (\$1.1 million). The increase in general government is primarily due to inflation, employee raises and additional appropriations for the Chattanooga Neighborhood Enterprises (\$250,000), Narcotics Programs (\$677,000), and Downtown Partnership (\$100,000). These increases were offset by a \$2,798,000 or 2.8 percent reduction in Education and \$237,000 or 1.73 percent reduction in Debt Service. The reduction in Education is largely attributable to the early retirement incentive offered during the prior year. Debt Service costs reflects the effects of refunding and normal retirement of principals.

On the following is a schedule of actual revenue and expenditures by fund type for year ended June 30, 1995.

City of Chattanooga, Tennessee
Revenue & Expenditures by Fund Type
Year Ended June 30, 1995
(Audited Actual)

	Governmental Fund Types			
	General	Special Revenue	Debt Service	Capital Projects
Revenues:				
Taxes	\$76,195,422	--	--	--
Licenses and permits	4,159,161	--	--	--
Intergovernmental	109,936,199	25,267,520	354,855	89,108
Charges for services	1,989,369	2,413,159	--	--
Fines, forfeitures and penalties	1,482,496	--	--	--
Interest	2,261,857	328,406	--	1,522,584
Miscellaneous	3,921,199	1,123,672	12,980	1,169,480
Total revenues	\$199,945,703	\$29,132,757	\$367,835	\$2,781,172
Expenditures:				
Current:				
General government	18,340,407	12,802,508	--	--
Education	--	97,159,632	--	--
Finance and Administration	4,542,789	--	--	--
Safety	36,890,730	176,810	--	--
Public Works	9,051,128	4,031,323	--	--
Parks and Recreation	8,418,986	--	--	--
General Services	10,428,911	--	--	--
Capital outlay/fixed assets	--	1,927,585	--	20,532,450
Debt service:	--	--	--	--
Principal retirement	--	--	3,884,314	--
Interest and fiscal agent fees	--	--	2,059,541	--
Total expenditures	\$87,672,951	\$116,097,858	\$5,943,855	\$20,532,450

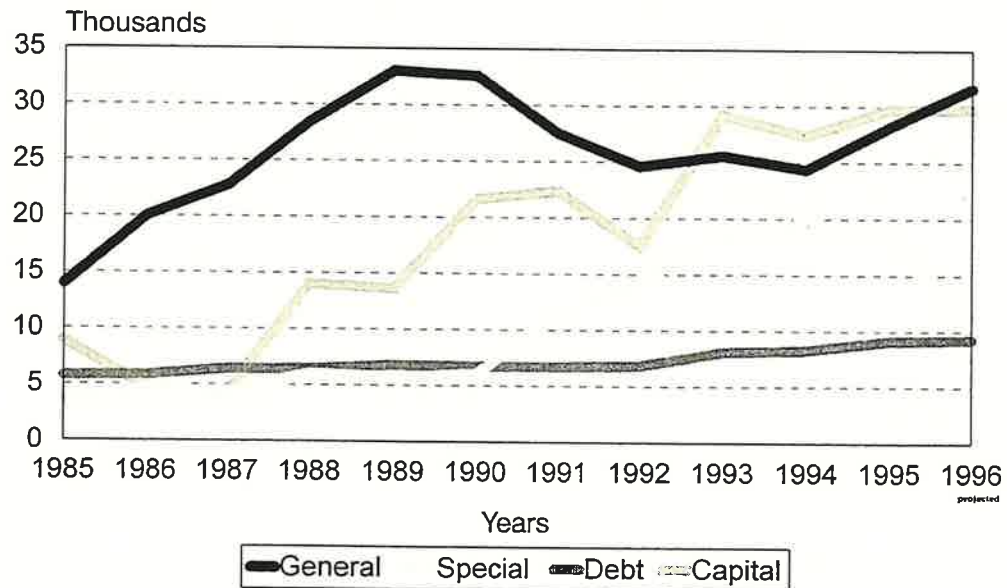
Fiduciary Fund Type	Proprietary Fund Type	Fiduciary Fund Type	Primary Government Totals
Expendable Trust	Enterprise	Pension Trust	(Memorandum Only)
--	--	--	\$76,195,422
--	--	--	\$4,159,161
3,451,508	--	--	\$139,099,190
--	40,809,572	--	\$51,787,677
--	--	--	\$1,482,496
11,783	2,848,484	26,535,398	\$33,508,512
573,271	--	10,793,139	\$17,599,051
<u>\$4,036,562</u>	<u>\$43,658,056</u>	<u>\$37,328,537</u>	<u>\$323,831,509</u>
4,550,055	--	9,482,567	45,175,537
--	--	--	97,159,632
--	--	--	4,542,789
--	--	--	37,067,540
--	41,518,747	--	54,601,198
--	--	--	8,418,986
--	--	--	17,207,229
--	--	--	22,460,035
--	--	--	--
--	--	--	3,884,314
--	--	--	2,059,541
<u>\$4,550,055</u>	<u>\$41,518,747</u>	<u>\$9,482,567</u>	<u>\$292,576,801</u>

fund balances

Fund balances reflect the accumulated excess of revenues and other financing sources over expenditures and other uses of general governmental functions. Of the total fund balance at June 30, 1995, \$4,015,485 is designated for subsequent year's expenditure. The undesignated portion of the General Fund balance is necessary for the City to operate on a responsible financial basis. The \$3,844,353 (15.8 percent) increase in fund balance was a direct result of a 36-percent increase in property taxes imposed during the current fiscal year.

An analysis of the growth in fund balance follows (in thousands):

Fund Balances



(expressed in 1,000)

Following are schedules of Governmental Fund types with Fiscal Year 1995/1996 projected figures.

City of Chattanooga, Tennessee

General Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual on Budgetary Basis Year Ended June 30, 1993 - 1996

	FY 92/93	FY 93/94	FY 94/95	FY 95/96
FUND BALANCE at beginning of year	\$24,602,914	\$25,589,450	\$24,349,098	\$28,193,451
Revenues				
Taxes	64,186,246	66,404,490	76,195,422	77,700,000
Licenses and permits	3,707,760	4,131,628	4,159,161	4,150,000
Intergovernmental Revenues	105,567,264	106,978,387	109,936,199	29,000,000
Charges for Services	1,840,655	1,790,563	1,989,369	2,000,000
Fines, forfeitures and penalties	1,349,297	1,266,112	1,482,496	1,450,000
Miscellaneous Revenues	13,838,537	7,915,127	10,369,379	10,400,000
Total Revenues	\$190,489,759	\$188,486,307	\$204,132,026	\$124,700,000
Expenditures				
General Government	34,692,473	16,850,273	18,347,812	9,568,987
Finance & Administration	3,826,061	4,765,127	4,608,795	5,000,000
Safety	27,710,331	34,799,810	36,882,582	40,000,000
Public Works	8,067,783	8,756,727	8,900,374	13,000,000
Parks & Recreation	5,342,817	7,986,372	8,435,220	7,400,000
General Services	13,667,961	14,057,624	16,537,302	15,300,000
Total Expenditures	\$93,307,426	\$87,215,933	\$93,712,085	\$90,268,987
Excess (deficiency) of revenues over expenditures	97,182,333	101,270,374	110,419,941	34,431,013
Other Financing Sources (Uses)				
Operating transfers in	40,962	758,853	42,689	50,000
Operating transfers out	(96,777,825)	(101,343,365)	(103,740,433)	(28,000,000)
Operating transfers to component units	0	(2,193,597)	(2,728,497)	(2,876,102)
Total other financing sources (uses)	(96,736,863)	(102,778,109)	(106,426,241)	(30,826,102)
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	445,470	(1,507,735)	3,993,700	3,604,911
Adjustment for encumbrances	541,066	756,214	(149,347)	(175,000)
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	986,536	(751,521)	3,844,353	3,429,911
Residual Equity Transfer Out		(488,831)		
FUND BALANCE at end of year	\$25,589,450	\$24,349,098	\$28,193,451	\$31,623,362

City of Chattanooga, Tennessee

Special Revenue Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual on Budgetary Basis Year Ended June 30, 1993 - 1996

	FY 92/93	FY 93/94	FY 94/95	FY 95/96
FUND BALANCE at beginning of year	\$7,131,252	\$9,111,940	\$9,247,379	\$10,322,525
Revenues				
Intergovernmental Revenues	20,407,920	23,062,029	24,367,257	64,309,994
Interest Income	150,845	173,664	207,454	228,000
Miscellaneous Revenues	931,835	1,048,872	847,338	2,671,644
Taxes	0	0	0	35,817,948
Charges for Services	612,759	607,284	1,137,185	1,272,500
Total Revenues	\$22,103,359	\$24,891,849	\$26,559,234	\$104,300,086
Expenditures				
General Government	98,576,042	108,348,168	106,432,851	107,497,000
Public Works	3,192,725	4,593,448	6,132,874	6,439,517
Total Expenditures	\$101,768,767	\$112,941,616	\$112,565,725	\$113,936,517
Excess (deficiency) of revenues over expenditures	(79,665,408)	(88,049,767)	(86,006,491)	(9,636,431)
Other Financing Sources (Uses)				
Operating transfers in	83,052,040	88,015,028	85,740,454	8,949,527
Operating transfers out	(237,857)	(195,667)	0	0
Total other financing sources (uses)	82,814,183	87,819,361	85,740,454	8,949,527
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	3,148,775	(230,406)	(266,037)	(686,904)
Adjustment for encumbrances	(1,168,087)	365,845	1,341,183	1,500,000
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	1,980,688	135,439	1,075,146	813,096
Residual Equity Transfer Out	0	0	0	0
FUND BALANCE at end of year	\$9,111,940	\$9,247,379	\$10,322,525	\$11,135,621

City of Chattanooga, Tennessee

Debt Service Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual on Budgetary Basis Year Ended June 30, 1993 - 1996

	FY 92/93	FY 93/94	FY 94/95	FY 95/96
FUND BALANCE at beginning of year	\$6,833,840	\$8,062,547	\$8,268,907	\$9,128,676
Revenues				
Hamilton County, Tennessee Funds	354,750	361,250	345,950	330,650
Other intergovernmental funds	9,487	9,119	8,905	10,000
Other	102	322	12,980	10,000
Total Revenues	364,339	370,691	367,835	350,650
Expenditures				
Principal retirement	4,435,743	4,253,402	3,884,314	4,298,459
Interest	2,056,068	2,365,050	2,046,452	2,520,593
Fiscal agent fees	31,605	18,378	13,089	20,000
Total Expenditures	6,523,416	6,636,830	5,943,855	6,839,052
Excess (deficiency) of revenues over expenditures	(6,159,077)	(6,266,139)	(5,576,020)	(6,488,402)
Other Financing Sources (Uses)				
Operating transfers in	6,996,920	6,472,499	6,435,789	6,578,986
Proceeds of refunding bonds	10,483,812	0	0	0
Payment of refunding bonds	(10,092,948)	0	0	0
Total other financing sources (uses)	7,387,784	6,472,499	6,435,789	6,578,986
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	1,228,707	206,360	859,769	90,584
Adjustment for encumbrances	0	0	0	0
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	1,228,707	206,360	859,769	90,584
Residual Equity Transfer Out	0	0	0	0
FUND BALANCE at end of year	\$8,062,547	\$8,268,907	\$9,128,676	\$9,219,260

City of Chattanooga, Tennessee

Capital Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual on Budgetary Basis Year Ended June 30, 1993 - 1996

	FY 92/93	FY 93/94	FY 94/95	FY 95/96
FUND BALANCE at beginning of year	\$17,509,138	\$29,203,649	\$27,372,801	\$29,743,640
Revenues				
Intergovernmental Revenues	17,865,928	11,360,714	89,108	1,361,388
Interest Income	405,497	871,358	1,522,584	0
Miscellaneous Revenues	133,937	1,784,740	1,169,480	1,167,926
Total Revenues	\$18,405,362	\$14,016,812	\$2,781,172	\$2,529,314
Expenditures				
General Government	8,836,241	9,809,444	11,514,413	2,188,697
Finance & Administration	418,220	514,701	535,413	64,500
Safety	1,018,958	1,958,675	2,762,054	968,181
Public Works	4,955,162	2,439,012	4,312,717	3,859,600
Parks & Recreation	1,151,569	1,446,506	1,282,149	1,606,198
General Services	0	0	125,704	252,400
Total Expenditures	\$16,380,150	\$16,168,338	\$20,532,450	\$8,939,576
Excess (deficiency) of revenues over expenditures	2,025,212	(2,151,526)	(17,751,278)	(6,410,262)
Other Financing Sources (Uses)				
Operating transfers in	3,550,295	3,247,456	7,015,159	6,410,262
Operating transfers out	(1,310,996)	(2,227,630)	(815,118)	0
Bond Proceeds	7,430,000	0	13,922,076	0
Total other financing sources (uses)	9,669,299	1,019,826	20,122,117	6,410,262
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	11,694,511	(1,131,700)	2,370,839	0
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	11,694,511	(1,131,700)	2,370,839	0
Residual Equity Transfer Out	0	(699,148)	0	0
FUND BALANCE at end of year	\$29,203,649	\$27,372,801	\$29,743,640	\$29,743,640

introduction

Following are the detailed sections on the City's fund types. The Fund types are:

- ♦ *General Fund*
- ♦ *Enterprise Funds*
- ♦ *Special Revenue Funds*
- ♦ *Fiduciary Funds*
- ♦ *Debt Service Fund*
- ♦ *Capital Project Funds*

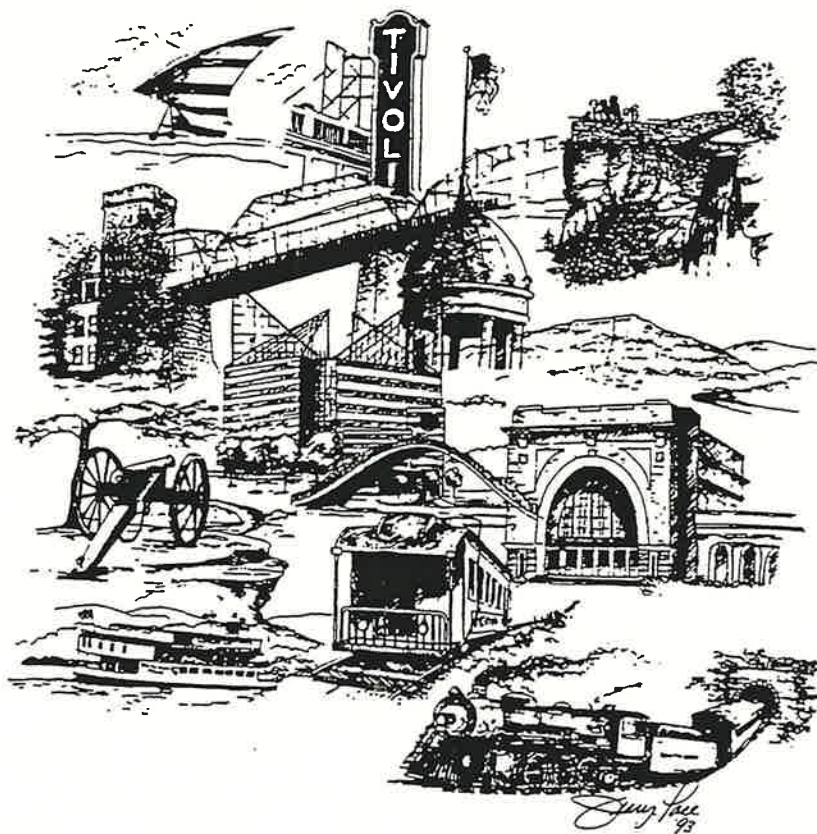
The details on each of the funds will contain:

Fund Type Summary. A description of the fund type structure, major funds or departments financed, basis of accounting, and summary results for 1995.

Current Year Budget Proposal. A graphical outlook on the current year's revenues verses the expenses.

Summary of Revenue and Expenses. Discussion of details on major revenue and expenses, changes for Fiscal Year 1995/1996, historical trends, and summary schedules with four years of financial data (two years actual and two years budget).

Details. Description, goals and *objectives*, performance indicators, and budget details on major funds or departments included within fund type.



general fund

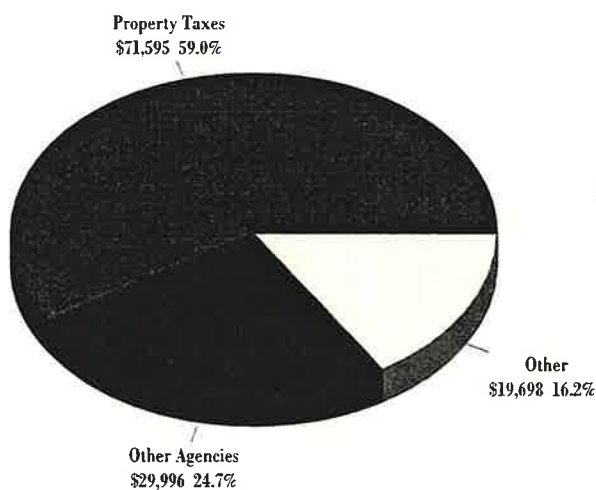
fund structure

The General fund accounts for all financial resources applicable to the general operations of city government which are not properly accounted for in another fund. This fund is the only unrestricted fund of a government unit. The basis of accounting is the modified accrual. As of June 30, 1995 the budgeted revenue and expenses were \$200,676,326. On an actual budgetary basis revenue was \$204,132,026, expenses actual was \$200,330,362. In FY 1996 the budget revenue and expenses are \$121,289,634.

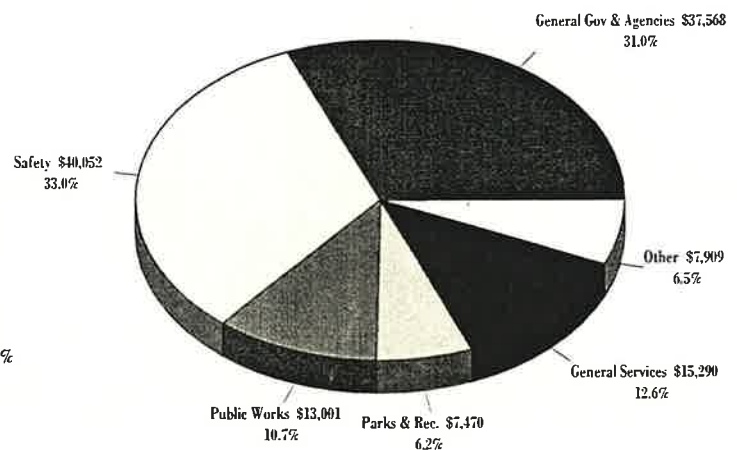
The major revenues of the general fund include: property taxes; other local taxes; licenses, permits, etc.; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

- *General Government & Agencies*
- *Finance & Administration*
- *Safety*
- *Public Works*
- *Park & Recreation*
- *General Services*
- *Human Services*
- *Personnel*
- *Equal Employment Opportunity*

Budget Year 1995/1996



Revenues



Expenses

(graph expressed in 1,000)

General Fund Revenue Summary

Fund Type:	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Increase (Decrease)	CHANGE FY 95/96
General Fund:						
Property Taxes	55,766	58,893	68,989	71,595	2,606	3.8%
Other Local Taxes	4,919	5,048	5,262	5,138	(125)	-2.4%
Licenses, Permits, Etc.	3,632	3,840	3,913	3,701	(211)	-5.4%
Fines, Forfeitures & Penalties	1,197	1,225	1,230	1,335	105	8.5%
Investment Income	1,202	1,361	1,236	2,645	1,409	114.0%
Revenue from Other Agencies	97,949	97,652	104,320	29,996	(74,324)	-71.2%
Service Charges	11,675	2,366	7,264	6,879	(385)	-5.3%
Total General Fund	\$176,341	\$170,386	\$192,213	\$121,290	(70,924)	-36.9%

expressed in 1,000

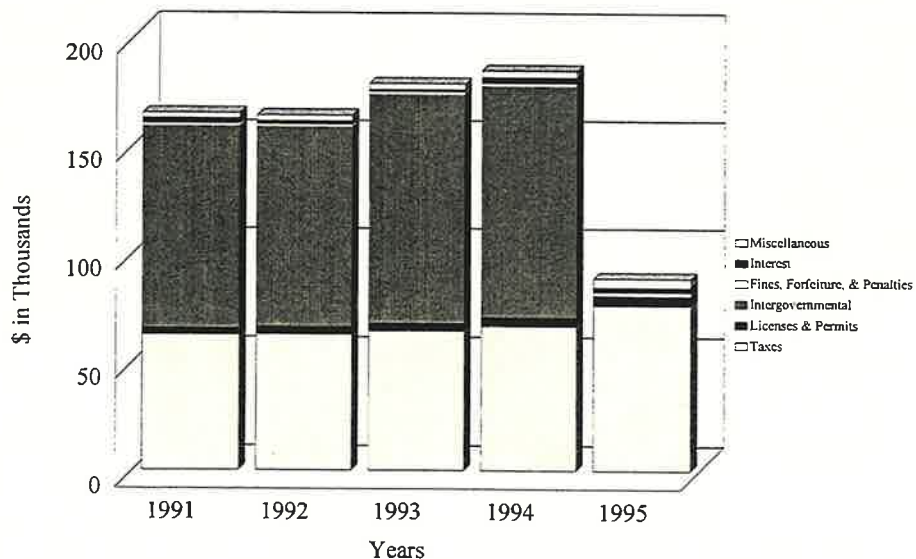
revenues

Having no income tax, the City's two largest local revenue sources are *Property Taxes* and *Revenue From Other Agencies* (which include sales taxes). In fiscal year 1995, property taxes accounted for only 36% of revenue budgeted for the City's General Fund. Property taxes in FY 1996 account for 59% of revenue budgeted based on the fact the City voters elected to go out of the education business and turn to the operations of a consolidated school system over to Hamilton County. Therefore the accounting procedures for the education funds were revised to no longer pass through the General Fund's *Revenue from Other Agencies* accounts resulting in a significant decrease in General Fund's Revenues for the Fiscal Year 1996.

Historically, the General Fund over the last five year has increased by 18% , \$31,087,511. The single largest increase was due to taxes that showed an increase of 22%, \$13,886,087.

General Fund Revenues by Source

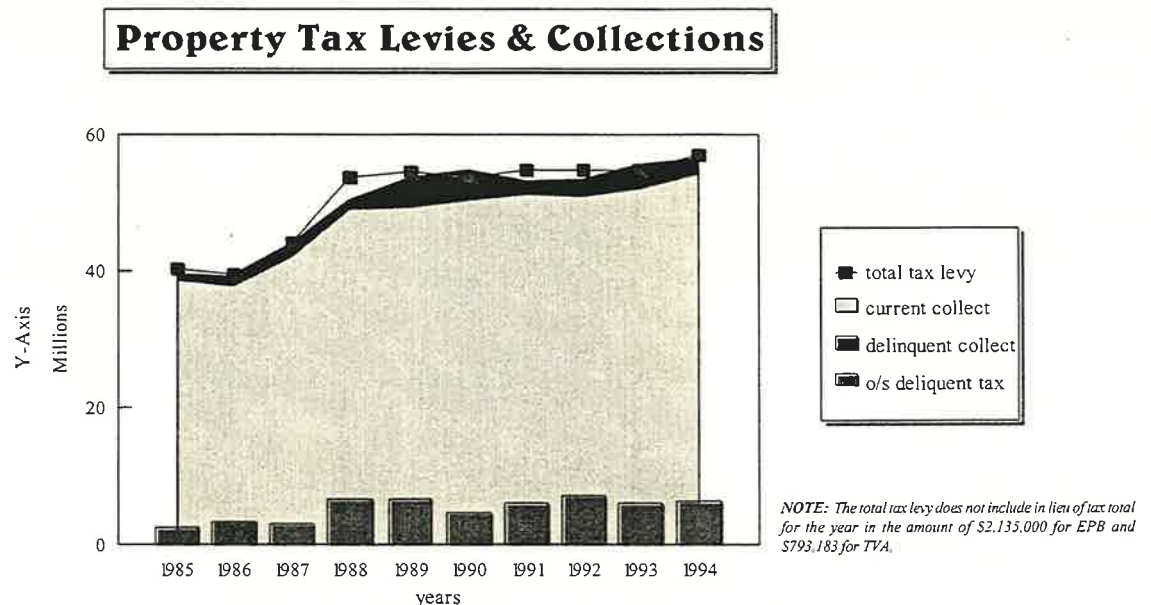
Fiscal Year 1991 thru 1995



(expressed in 1,000)

Property Tax. Faced with increasing demands for additional services and compliance with mandates, the City Council voted to increase the property tax rate by thirty-six (36) cents per hundred dollars of assessed valuation effective calendar year 1994 fiscal year 1995/1996. This is the first property tax increase enacted by the City Council since 1987. Plans for the revenue generated by this increase included financing state and federal mandates with respect to landfills, the Americans with Disabilities Act (ADA), increasing police protection, road and other improvements, as well as fighting inflationary effects on the cost of providing existing services.

The property taxes levied on taxable assessed valuation in the City are billed by the City on October 1st of each year and are due without penalty by the last day of February of the following year. For failure to pay the tax bill by the due date, a penalty of 1/2 of 1% and interest of 1% is added on the first of March and each month thereafter until the tax bill is paid. 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.



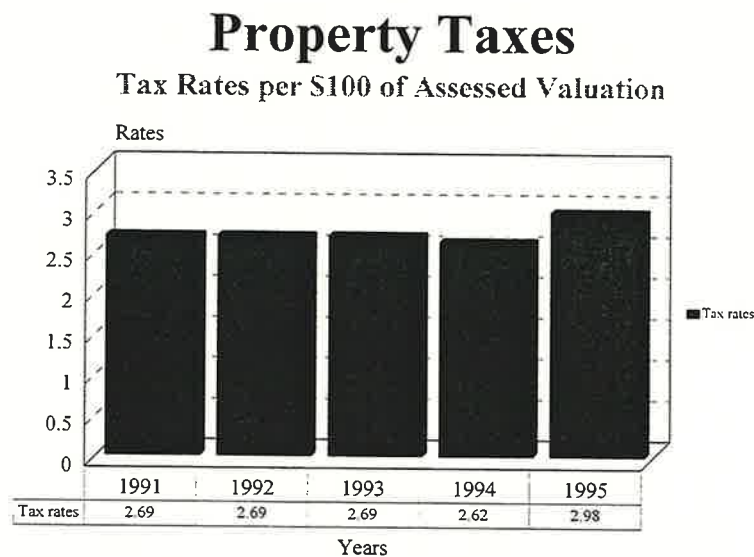
Above is a graphical outlook of Property Tax Levies and Collections for the last ten years. Not included in the totals are PILOT received from the EPB and certain other entities within the City.

Taxes levied for the EPB in fiscal year 1989 were reduced to adjust for a change in law that occurred in fiscal year 1988. The change in law changed the EPB PILOT as previously set forth in the City of Chattanooga charter to the provision as set forth in the Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987. The \$2,296,692 is the minimum levy for the EPB based pursuant to a new formula specified in the 1987 Law based on a revenue floor of \$5,635,434. This revenue floor was exceeded in fiscal year 1994 resulting in a calculation which generated less PILOT collection for the City.

Historically property taxes have increased by 22% during the past five years. This category includes *current property taxes*, *In-lieu of taxes*, and *penalty charges*. Current property taxes have shown an increase of 24% over the last five year period. From 1991 to present current property taxes have funded an average of 31% of the general fund's expenses. This percentage has remained relatively constant even while the City went through a reappraisal of property requiring a new State Certified Tax Rate in August, 1993. Tax rates per \$100 of assessed valuation during this period were as follows:

1991	\$2.69	
1992	2.69	
1993	2.69	
1994	2.62	State Certified Tax Rate
1995	2.98	City Tax Increase

The 1995 increase in tax rates was the first tax increase imposed by the City since 1987 and was imposed primarily to provide funds for capital purposes. The one penny increase produced additional income of \$213,548. Current City policy for budgeting is to estimate a collection for 95% of the estimated property tax.

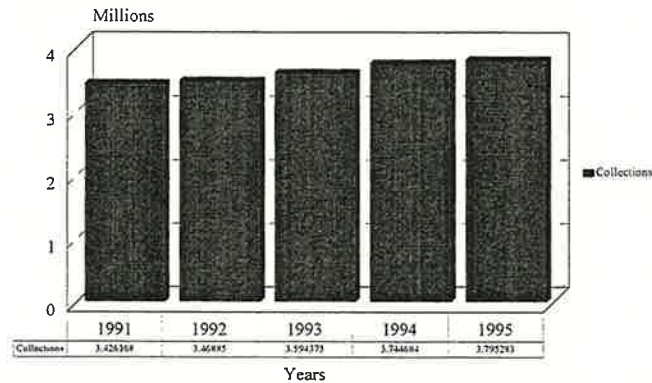


Property In Lieu of Taxes. Through a series of tax incentives and agreements the City receives sizeable In Lieu of Tax payments each year. The largest is received from the Electric Power Board of Chattanooga, a separate administrative agency of city government. Other major In-Lieu of payments received include: Chattanooga Cable TV, Chattanooga Housing Authority, Jaycee Towers 1& 2, Tennessee Valley Authority, Good Neighbors, Komatsu, Buster Brown, Southern Health of Tennessee, and Gibraltar Steel. The collection of In Lieu of Taxes accounts for approximately two percent (2%) of the operating budget each year.

Wholesale Beer Tax. The Wholesale Beer Tax is a steady source of revenue to the City. The 17% tax is authorized by the State of Tennessee and is based on wholesalers' sales to retailers in the city. The collection from this source represents an average of 2% of General Funds revenues each year. The average growth in these collection is also about 2%. Revenues estimates for these collections are based on these known growth factors.

Wholesale Beer Tax Collections

Fiscal Year 1991 thru 1995

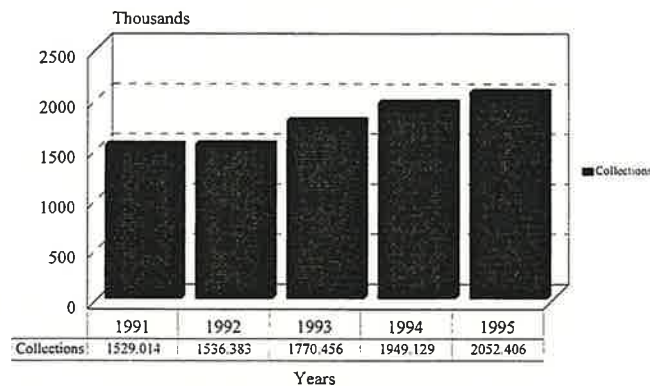


(expressed in 1,000,000)

Gross Receipts Taxes. Even though Gross Receipts Taxes are a steady source in the General Fund, they represent only 1% of total collections each year. Over the past five years the growth of this collection has varied between 5% and 15%, as shown in the chart.

Gross Receipt Taxes

Fiscal Years 1991 thru 1995

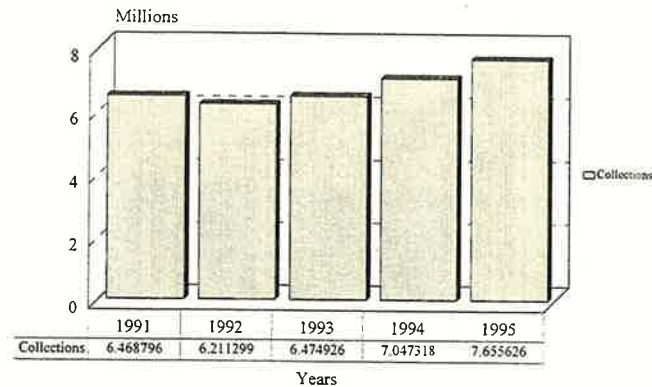


City Allocation State Sales Tax. The State of Tennessee imposes a 6% tax on sales. Under TCA 67-6-103(3)(A), around 4 1/2% to 4 3/4% is returned to all municipalities. This distribution is based on a population figure from the latest certified census. The City of Chattanooga has a certified population of 152,466 and its per capital amount for Fiscal Year 1996 is \$53.04, a 9%

increase over Fiscal Year 1995 when the amount was \$48.64. Over the past two years this revenue account has experienced a 9% growth in each year. Following a conservative approach, the city has estimated a 6% growth for Fiscal Year 1996.

State Sales Tax

Fiscal Years 1991 thru 1995



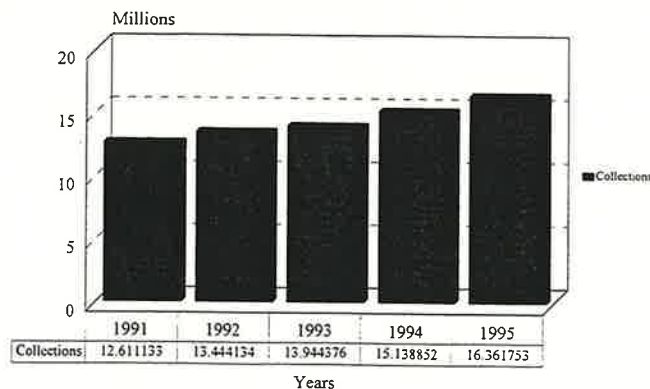
County-Wide Sales Tax. The County Wide Sales Tax, or Local Option Sales Tax, is a another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended, the City and County have adopted a Local Option Sales Tax. The City of Chattanooga and Hamilton County levied a county-wide 1 3/4 cent Local Option Sales Tax which was adopted by referendum by the citizens of the City and the County.

The revenues from the county-wide sales tax are distributed pursuant to the provisions of the Act and other provisions of the Tennessee Code Annotated. Fifty percent of the revenues raised through a county wide sales tax are directed to education based upon the average daily attendance of each school system therein. The remaining portion is distributed to the County and the municipalities therein based upon an agreed formula.

The County-wide sales tax represents an average of 8% of the total General Fund Revenues each year. This is conservatively budgeted for FY 95/96 to increase only 2%.

County-Wide Sales Tax Collections

Fiscal Years 1991 thru 1995



General Fund Expense Summary

Fund Type:	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget '96 Increase (Decrease)	% CHANGE FY 95/96
General Fund						
General Government & Agencies	116,554	105,870	113,990	38,287	(75,704)	-66.4%
Department of Finance & Administration	3,714	4,478	5,002	5,104	102	2.0%
Department of Safety	27,905	34,999	37,182	40,052	2,870	7.7%
Department of Public Works	9,778	11,268	11,904	13,001	1,096	9.2%
Department of Parks & Recreation	5,204	6,619	6,961	7,470	509	7.3%
Department of General Services	15,439	15,585	15,145	15,290	145	1.0%
Department of Human Services	1,214	1,158	1,158	1,299	140	12.1%
Department of Personnel	330	505	744	657	(87)	-11.7%
Department of EEO	92	111	127	131	4	3.0%
Appropriation to Fund Balance	0	1,990	0	0	0	N/A
Total General Fund	\$180,230	\$182,584	\$192,213	\$121,290	(70,924)	-36.9%

expenses

General Government & Agencies. General Government is the area where all appropriations to other funds and joint-funded and outside agencies are accounted. These appropriations can vary from year to year based on outside agency requests or budget meeting decisions reached during the joint meeting with the County Commission.

Primary major expenses in the General Government area year-to-year are:

- *Capital Improvements* which provide funds for the City's on-going Capital Improvements Program
- *CARTA subsidy* - The City finances part of the Chattanooga Area Regional Transportation Authority's operating loss - this is a great benefit to the citizens of the city
- *Carter Street Corporation Lease Agreement* - This is the City's agreed-to two-thirds share of the bonded indebtedness of the Chattanooga Trade & Convention Center
- *Chattanooga-Hamilton County Bicentennial Library* - The City funds on an equal basis with the County the cost of the public library system
- *Chattanooga Neighborhood Enterprises* - The City has agreed to provide funds to upgrade housing in Chattanooga
- *Debt Service Fund* - Funds are provided for appropriation to the Debt Service Fund for payment of current interest and principal on the City's outstanding debt.
- *Renewal & Replacement* Funds are provided here to be distributed to the various departments for use in replacing old/worn equipment

The projected decreases for FY 95/96, \$76,422,000 is due to the City changing its method of accounting for the Department of Education. All Education Funds in previous years were collected directly into the General Fund and then appropriated to the Education Operating Fund. Due to the change General Government's expenditures will be reduced by \$76,044,481. Other major decreases are the amounts appropriated to the Chattanooga Public Library (\$545,905) and the Capital Improvement Fund (\$392,531). The major increase is the annual appropriation to the Chattanooga Area Regional Transportation Authority (\$297,605).

Department of Finance & Administration. This department is primarily the “money” department for the City. Located here are the Finance Office, Information Services, City Treasurer, Telephone System costs, and City Court Clerk. The major expenses for this department are personnel costs and information service's maintenance costs.

The projected decrease for FY 95/96 of \$102,000 is a net result of changes within the department. Throughout the department an approximate five percent (5%) has been added for additional employees and benefits. Increases were Finance and Administration (\$132,877), Information Systems (\$72,901), and Treasurer (\$24,708). Decreases were the Telephone system (\$12,455) and the City Court (\$116,207). The City Court was due to one City Court Judge retiring and a shift of responsibilities in case loads going to the General Sessions Court.

Department of Safety. Expenses for the Department of Safety have risen 43% in the past three years due primarily to increased personnel costs and costs associated with meeting new Fire Standards. Part of the personnel costs are funded with Federal grants, which cover many of the new activities of the Police Department.

The projected increase for FY 95/96 is due to the 2% pay increase and benefits, and an increase cost in vehicle maintenance due to operation of older vehicles. The Police Division increased \$2,109,292 and Fire \$650,462.

Department of Public Works. The Department of Public Works General Fund operations has remained fairly stable over the past several years. This is due primarily to the shifting of functions to newly created funds, such as the Storm Water Fund and the Solidwaste/Sanitation Fund. Increased expenditures in this department represent personnel pay increases and increased motor vehicle maintenance. The largest expenditure associated with this department is the appropriation to the Solid Waste/Sanitation Fund, which increased from \$2,810,604 to \$3,452,302.

The projected increase for FY 95/96 is due mainly to the \$765,474 increase in the amount the City is subsidizing the Solid Waste/Sanitation Fund. The balance of the increase is due to the 2% pay increase and corresponding benefits.

Department of Parks & Recreation. The Department of Parks & Recreation has remained fairly stable over the past several years, with major expenditures occurring only in the area of increased personnel costs and benefits.

The projected increase of \$509,000 for FY 95/96 is primarily due to the 2% pay increase and corresponding benefits. Also, there was an increase for several new positions in the department.

Department of General Services. The General Services Department has been a flatline trend with one exception: the cost of employee hospitalization insurance. This has fluctuated during the past several years, reflecting the insecurity in the health-care field. The City is currently negotiating a new contract for its employees.

The projected increase of \$145,000 for FY 95/96 is due to the 2% pay increase and corresponding benefits. There was also an increase of \$86,090 for street lighting for the city.

Department of Human Services. The expenditure here merely represents a city match for federal funds. It has remained fairly constant over the years.

The projected increase of \$140,000 is due to additional federal grants being approved for the City's Human Services Department along with the corresponding required City match for these grants.

Department of Personnel. Major expenditures in this area represent personnel costs and occasional updates of personnel testing materials.

The projected increase for FY 95/96 for the 2% pay increase is offset by a decrease in the appropriation for Physical Exams in the safety department of \$123,000. This sharp decrease is due to the fact that the number of personnel required to undergo physical exams in the Safety Department will decline in FY 95/96.

Department of EEO. This is the smallest department in city government. The only costs associated with this department are personnel and office costs.

The projected increase of \$4,000 for FY95/96 is due to the 2% pay increase and corresponding benefits.

Appropriation From Fund Balance. From time to time it becomes necessary to make one time appropriations from the City's Fund Balance due to the lack of resources to meet the need at the time. This is not an everyday occurrence at the City and requires a special need.

The projected increase in appropriations from fund balance for FY 95/96 are due to a onetime payment to the Department of Education. This \$718,000 appropriation is made up of \$325,000 for Grant Matching, \$224,000 for 21st Century Classroom Bundles and \$169,400 to Upgrade Wide Area Network.

Summary. As with the estimated revenues, the initial outlook on expenditures is that they will reduce considerably. However, with the decrease for the loss of revenues collected for the Education Department being subsequently appropriated in the amount of \$76,044,481, the increases in appropriations lower the actual decrease to \$70,924,000. This is reflected in the departmental sections of this document.

General Fund Revenues

Fiscal Years 1993 - 1996

Revenue Source	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Property Taxes:							
Current Property Taxes Real	51,507,690	54,126,092	61,899,322	63,637,243	1,737,921	2.8%	52.47%
Property Tax Discount	(454,633)	0	0	0	0	N/A	0.00%
Electric Power Board - in Lieu of Taxes	2,296,692	2,175,327	2,175,000	2,491,518	316,518	14.6%	2.05%
Interest & Penalty - Current Year	77,733	85,622	65,789	85,000	19,211	29.2%	0.07%
TVA-in Lieu of Taxes	808,732	793,183	820,267	850,760	30,493	3.7%	0.70%
Prior Year Real & Personal Taxes	0	0	2,350,000	2,500,000	150,000	6.4%	2.06%
Interest & Penalty-Delinquent Taxes	307,206	171,041	175,000	206,000	31,000	17.7%	0.17%
Jaycee Towers 1 & 2 - in Lieu of Taxes	2,448	2,448	2,448	2,488	40	1.6%	0.00%
CC-TV in Lieu of Taxes	640,191	848,024	850,000	833,000	(17,000)	-2.0%	0.69%
Delinquent Taxes Collection Fees	143,935	99,387	100,958	110,000	9,042	9.0%	0.09%
Good Neighbors - in Lieu of Taxes	2,808	2,808	2,808	2,808	0	0.0%	0.00%
Corporate Excise Tax-State	94,641	188,683	190,000	195,000	5,000	2.6%	0.16%
Komatsu-in Lieu of Taxes	308,595	374,259	331,581	419,000	87,419	26.4%	0.35%
Buster Brown- in Lieu of Taxes	29,832	26,119	26,000	63,300	37,300	143.5%	0.05%
Southern HealthCare of TN - In Lieu of Taxes	0	0	0	161,158	161,158	N/A	0.13%
Gilbraltar Steel - in Lieu of Taxes	0	0	0	38,203	38,203	N/A	0.03%
Total Property Tax	\$55,765,870	\$58,892,993	\$68,989,173	\$71,595,478	2,606,305	3.8%	59.03%
Other Local Taxes:							
Franchise Taxes	234,041	241,821	246,250	253,750	7,500	3.0%	0.21%
Liquor Taxes	1,082,153	1,058,511	1,035,386	1,080,000	44,614	4.3%	0.89%
Beer Taxes	3,594,375	3,744,684	3,977,160	3,800,000	(177,160)	-4.5%	3.13%
Local Litigation Taxes	8,782	3,305	3,300	3,800	500	15.2%	0.00%
Total Other Local Taxes	\$4,919,351	\$5,048,321	\$5,262,096	\$5,137,550	(124,546)	-2.4%	4.24%
Licenses, Permits, Etc.:							
Motor Vehicle License	174,970	167,195	170,000	130,000	(40,000)	-23.5%	0.11%
Parking Meters	419,787	455,138	460,000	420,000	(40,000)	-8.7%	0.35%
Business License excluding Liquor	100,661	102,166	102,500	115,000	12,500	12.2%	0.09%
Gross Receipts Tax	1,770,456	1,949,129	2,100,000	2,100,000	0	0.0%	1.73%
Fees-Issuing Business License	45,200	46,030	46,000	51,000	5,000	10.9%	0.04%
Interest & Penalty on Business License	36,130	48,779	48,000	38,000	(10,000)	-20.8%	0.03%
Taxi Permits	1,650	1,295	1,300	0	(1,300)	-100.0%	0.00%
Wrecker Permits	3,470	3,395	3,500	5,000	1,500	42.9%	0.00%
Building Permits	254,291	283,473	254,000	260,000	6,000	2.4%	0.21%
Electrical Permits	79,769	86,162	79,000	80,000	1,000	1.3%	0.07%
Plumbing Fixture Connection Permits	87,002	85,973	76,000	65,000	(11,000)	-14.5%	0.05%
Street Cut-in Permits	33,548	42,147	38,000	28,000	(10,000)	-26.3%	0.02%
Sign Permits	71,595	85,761	54,000	40,000	(14,000)	-25.9%	0.03%
Liquor by Drink License	89,415	102,700	102,000	102,000	0	0.0%	0.08%
Hotel Permits	1,025	1,125	1,200	1,400	200	16.7%	0.00%
Gas Permits	6,807	9,193	9,000	8,000	(1,000)	-11.1%	0.01%
Liquor by Drink-Interest & Penalty	1,600	1,950	1,700	2,500	800	47.1%	0.00%
Annual Electrical Contractor License	49,350	0	0	0	0	N/A	0.00%
Plumbing Examiner Fee/License	16,375	16,685	16,000	15,000	(1,000)	-6.3%	0.01%
Electrical Exam Fee/License	39,060	100,250	95,000	80,000	(15,000)	-15.8%	0.07%
Gas Examination Fee/License	22,300	22,515	22,000	18,000	(4,000)	-18.2%	0.01%
Fees-Cost/Renovation permit	64,515	68,825	74,332	0	(74,332)	-100.0%	0.00%
Mechanical Code Permits	41,679	66,166	60,000	48,000	(12,000)	-20.0%	0.04%
Beer Permit Tax Application Fee	14,700	29,950	32,000	37,500	5,500	17.2%	0.03%
Fire Ambulance Service Fee	138,047	0	0	0	0	N/A	0.00%
Mechanical Exam Fee/License	68,290	63,670	67,000	57,000	(10,000)	-14.9%	0.05%
Total Licenses & Permits	\$3,631,692	\$3,839,672	\$3,912,532	\$3,701,400	(\$211,132)	-5.4%	3.05%
Fines, Forfeitures, & Penalties:							
City Court Fines	820,021	592,206	600,000	500,000	(100,000)	-16.7%	0.41%
Criminal Court Fines	48,324	149,454	145,000	159,500	14,500	10.0%	0.13%
Traffic Court Fines	234,522	298,578	300,000	330,000	30,000	10.0%	0.27%
Delinquent Tickets	94,020	185,076	185,000	345,500	160,500	86.8%	0.28%
Total Fines, Forfeitures, & Penalties	\$1,196,887	\$1,225,314	\$1,230,000	\$1,335,000	\$105,000	8.5%	1.10%

General Fund Revenues

Fiscal Years 1993 - 1996

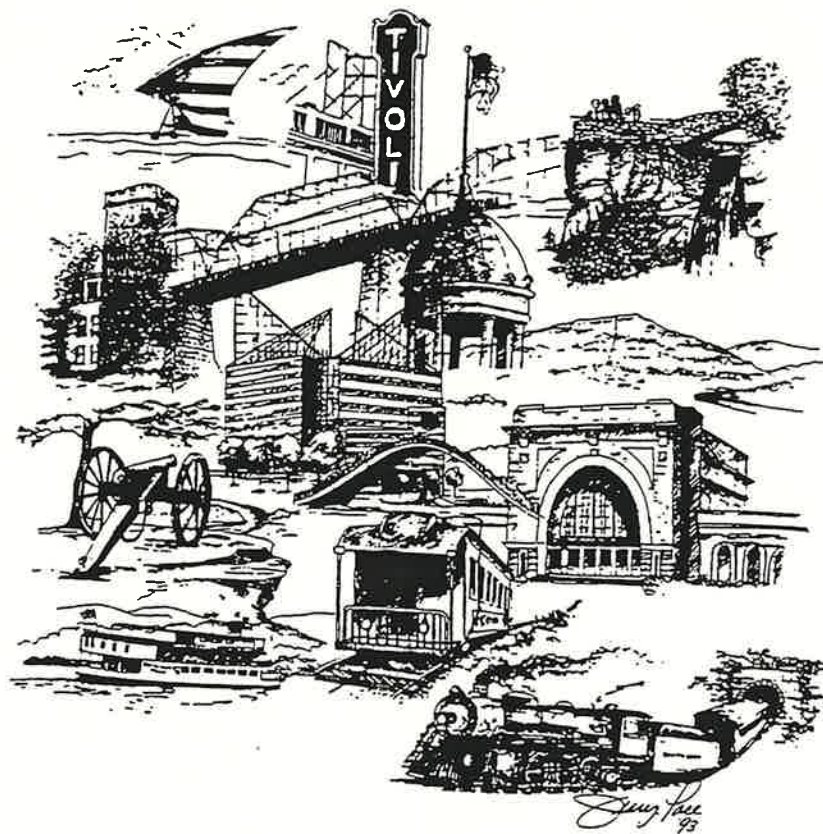
Revenue Source	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Revenues From Use of Money or Property:							
Interest on Investments	1,073,665	1,188,177	1,100,000	2,500,000	1,400,000	127.3%	2.06%
Land & Bldg. Rents	118,419	162,193	125,000	132,300	7,300	5.8%	0.11%
Telephone Commission	2,383	2,737	2,700	5,000	2,300	85.2%	0.00%
Dock Rental	7,880	8,219	8,200	8,094	(106)	-1.3%	0.01%
Total Investment Income	\$1,202,347	\$1,361,326	\$1,235,900	\$2,645,394	\$1,409,494	114.0%	2.18%
Revenue From Other Agencies:							
State of Tennessee	36,809,694	34,523,099	38,270,752	0	(38,270,752)	-100.0%	0.00%
Education Fund Balance	0	0	0	0	0	N/A	0.00%
County Tax - Education	21,259,576	21,951,044	22,371,077	0	(22,371,077)	-100.0%	0.00%
Misc. School Revenue	3,457,884	2,573,209	2,670,088	0	(2,670,088)	-100.0%	0.00%
Education-Local Option Sales Tax	11,059,882	11,965,887	12,732,565	0	(12,732,565)	-100.0%	0.00%
County wide Sales Tax - General Fund	13,944,376	15,138,892	15,593,056	16,574,550	981,494	6.3%	13.67%
State Beer Tax	74,875	76,592	70,134	68,609	(1,525)	-2.2%	0.06%
Hall Income Tax	2,727,935	2,103,153	2,187,278	1,781,957	(405,321)	-18.5%	1.47%
State Sales Tax	6,474,926	7,047,318	7,415,946	8,086,796	670,850	9.0%	6.67%
State Mixed Drink Tax	874,368	882,021	905,040	825,000	(80,040)	-8.8%	0.68%
State Gas Inspection Fees	403,430	401,162	394,886	385,738	(9,148)	-2.3%	0.32%
State Maintenance of Streets	163,165	129,033	120,000	130,000	10,000	8.3%	0.11%
State Alcohol Beverage Tax	79,842	63,121	85,000	63,000	(22,000)	-25.9%	0.05%
TVA Impact Funds	87,601	86,320	86,320	96,000	9,680	11.2%	0.08%
HUD-Harriet Tubman	241,077	312,044	291,628	556,397	264,769	90.8%	0.46%
Cops Ahead - Crime Bill	0	0	0	190,188	190,188	N/A	0.16%
Ham. County-Ross Landing Plaza	221,785	333,723	466,025	470,624	4,599	1.0%	0.39%
Ham. Co. Ambulance Repairs	0	0	35,000	25,000	(10,000)	-28.6%	0.02%
Ham. Co. Bessie Smith Mgmt.	0	30,000	0	0	0	N/A	0.00%
Transfer from Comm. Dev-Planner	0	35,586	0	0	0	N/A	0.00%
Chattanooga Recreation Projects	0	0	0	23,500	23,500	N/A	0.02%
Transfer from Ross Landing (2073)	23,755	0	0	0	0	N/A	0.00%
Parks Concessions	35,734	0	0	0	0	N/A	0.00%
Donations - Softball Program	9,258	0	0	0	0	N/A	0.00%
Fund Balance Appropriation	0	0	0	718,491	718,491	N/A	0.59%
LGIP - Refund of Deposit	0	0	600,000	0	(600,000)	-100.0%	0.00%
Lyndhurst - Pres Council	0	0	25,000	0	(25,000)	-100.0%	0.00%
Total Revenue from Other Agencies	\$97,949,163	\$97,652,204	\$104,319,795	\$29,995,850	(\$74,323,945)	-71.2%	24.73%
Service Charges:							
City Court Cost	145,102	156,619	165,248	80,000	(85,248)	-51.6%	0.07%
State Court Cost	57,860	22,674	25,000	5,000	(20,000)	-80.0%	0.00%
Financial Service-Power Board	7,200	7,200	7,200	7,200	0	0.0%	0.01%
Swimming Pools	6,906	6,571	6,000	4,521	(1,479)	-24.7%	0.00%
Park Concessions	35,734	26,602	25,500	23,190	(2,310)	-9.1%	0.02%
Bank Alarm Monitoring	9,300	7,800	9,300	6,200	(3,100)	-33.3%	0.01%
Variance Request Fees	5,600	5,550	5,400	5,000	(400)	-7.4%	0.00%
EDP Services	80,476	72,578	68,000	70,000	2,000	2.9%	0.06%
Subrogation Claims	600	437	500	500	0	0.0%	0.00%
Payroll Deduction Charges	9,136	12,466	11,700	15,000	3,300	28.2%	0.01%
Indirect Cost	894,912	1,143,527	1,393,802	1,560,251	166,449	11.9%	1.29%
Plans & Specs Deposit	4,151	10,350	4,000	1,000	(3,000)	-75.0%	0.00%
Department Reimb-Health Insurance	1,610,115	0	2,303,118	2,500,000	196,882	8.5%	2.06%
Depart Reimbursement - Storm Water	0	559,738	610,000	570,000	(40,000)	-6.6%	0.47%
Depart Reimbursement - Life Insurance	52,474	0	0	0	0	N/A	0.00%
Depart Reimbursement - FICA	4,690,104	0	0	0	0	N/A	0.00%
Depart Reimbursement - UIC	18,035	0	0	0	0	N/A	0.00%
Depart Reimbursement - Pension	1,111,547	0	0	0	0	N/A	0.00%
Depart Reimbursement - Medicare	1,099,101	0	0	0	0	N/A	0.00%
Reimbursements-Audit Fees	0	0	18,000	18,000	0	0.0%	0.01%
Employee Share-Health Insurance	1,463,367	0	2,360,000	1,675,000	(685,000)	-29.0%	1.38%
Misc. Rev-Auditorium	90	0	0	100	100	N/A	0.00%
Memorial Auditorium Concessions	39,862	43,500	25,000	40,000	15,000	60.0%	0.03%
Tivoli Concessions	18,313	17,716	11,200	13,000	1,800	16.1%	0.01%
Memorial Auditorium Rents	159,034	157,442	120,000	170,000	50,000	41.7%	0.14%
Tivoli Rents	156,438	115,729	95,000	115,000	20,000	21.1%	0.09%
Total Service Charges	\$11,675,457	\$2,366,499	\$7,263,968	\$6,878,962	(\$385,006)	-5.3%	5.67%
Grand Totals	\$176,340,767	\$170,386,329	\$192,213,464	\$121,289,634	(\$70,923,830)	-36.9%	100.00%

General Fund Expenditures
Fiscal Years 1993 - 1996

Expenditure	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
General Government & Agencies							
<i>Agencies</i>							
A.I.M. Center	30,000	0	0	0	0	N/A	0.00%
Air Pollution	232,304	232,304	246,010	246,010	0	0.0%	0.20%
Allied Arts:							
Operations	138,750	138,750	138,750	138,750	0	0.0%	0.11%
African American Museum	25,000	25,000	25,000	25,000	0	0.0%	0.02%
Chattanooga Regional History	24,000	24,000	48,000	48,000	0	0.0%	0.04%
Bessie Smith	25,000	25,000	25,000	25,000	0	0.0%	0.02%
CARCOG & SETDD	46,413	46,413	46,413	46,413	0	0.0%	0.04%
CARTA	1,912,240	2,142,547	2,578,497	2,876,102	297,605	11.5%	2.37%
Carter Street Corporation	107,483	109,180	98,045	95,000	(3,045)	-3.1%	0.08%
Carter Street Lease	1,402,147	1,401,598	1,396,017	1,445,018	49,001	3.5%	1.19%
Challenger Center	50,000	100,000	100,000	0	(100,000)	-100.0%	0.00%
Chatt. Chamber Foundation (Marketing)	50,000	50,000	50,000	50,000	0	0.0%	0.04%
Chattanooga Urban League	35,000	35,000	35,000	50,000	15,000	42.9%	0.04%
Chatt. Construction Industry Corp.	0	51,050	150,000	150,000	0	0.0%	0.12%
Chatt. Convention & Visitors' Bureau	51,500	0	0	0	0	N/A	0.00%
C-HC Bicentennial Public Library	1,600,000	1,700,000	2,375,520	1,829,615	(545,905)	-23.0%	1.51%
Chattanooga Neighborhood Enterprises	1,500,000	1,750,000	2,000,000	2,000,000	0	0.0%	1.65%
Community Foundation	0	0	6,000	0	(6,000)	-100.0%	0.00%
Community Foundation Scholarships	50,000	80,000	120,000	160,000	40,000	33.3%	0.13%
Downtown Partnership	0	0	100,000	100,000	0	0.0%	0.08%
Hertiage Hall Board	20,979	30,880	30,000	30,000	0	0.0%	0.02%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.0%	0.01%
Humane Society	393,225	409,264	457,464	443,365	(14,099)	-3.1%	0.37%
Inner City Ministry	0	13,500	18,500	0	(18,500)	-100.0%	0.00%
M.L.K. /CDC	35,000	35,000	35,000	35,000	0	0.0%	0.03%
Partnership for Economic Progress	227,000	400,000	0	0	0	N/A	0.00%
Planning Commission	569,433	569,873	590,933	618,884	27,951	4.7%	0.51%
Rivervalley Partnership	0	0	400,000	400,000	0	0.0%	0.33%
Scenic Cities	21,084	21,814	22,900	23,553	653	2.9%	0.02%
Tennessee Riverpark	316,418	360,839	412,781	423,932	11,151	2.7%	0.35%
World Trade Center	22,000	2,000	2,000	0	(2,000)	-100.0%	0.00%
WTCI - TV 45	25,000	30,000	35,000	40,000	5,000	14.3%	0.03%
<i>General Government</i>							
Audits, Dues & Surveys	111,450	111,356	139,475	303,250	163,775	117.4%	0.25%
Board of Appeals & Variances	5,213	4,818	6,500	6,500	0	0.0%	0.01%
Capital Improvements	2,299,341	3,412,687	6,487,483	6,094,952	(392,531)	-6.1%	5.03%
City Attorney/Claims & Tort Liability	185,350	458,800	0	0	0	N/A	0.00%
City Attorney/Judgement & Costs	227,937	998,030	0	0	0	N/A	0.00%
City Attorney/Operations	371,243	401,553	600,768	643,878	43,110	7.2%	0.53%
City Attorney/Spec. Counsel & Litigation F	387,800	361,300	0	0	0	N/A	0.00%
City Attorney Liability Insurance Fund	0	0	879,679	774,580	(105,099)	-11.9%	0.64%
City Code Revision	0	0	0	10,000	10,000	N/A	0.01%
City Council	298,804	355,868	461,489	475,198	13,709	3.0%	0.39%
City Court Judicial	276,246	340,702	383,391	283,034	(100,357)	-26.2%	0.23%
Contingency Fund	481,333	122,168	600,000	600,000	0	0.0%	0.49%
Criminal Court Clerk Costs	0	74	3,000	0	(3,000)	-100.0%	0.00%
Debt Service Fund	6,996,920	6,170,821	6,219,244	6,329,124	109,880	1.8%	5.22%
Election Expense	109,969	0	75,000	0	(75,000)	-100.0%	0.00%
Executive Office of Mayor	263,788	336,357	376,351	391,882	15,531	4.1%	0.32%
Fringe Benefits	14,230,737	0	0	0	0		
Human Rights/Relation Commission	56,596	68,608	71,854	75,555	3,701	5.2%	0.06%
Intergovernmental Relations	85,918	133,553	347,800	347,550	(250)	-0.1%	0.29%
Pensions, FICA & UIC	411,415	87,901	202,500	150,000	(52,500)	-25.9%	0.12%
Real Estate Fund	0	30,000	30,000	30,000	0	0.0%	0.02%
Renewal & Replacement	0	0	1,264,418	1,500,000	235,582	18.6%	1.24%
School Fund	8,231,036	8,231,036	8,231,036	8,949,527	718,491	8.7%	7.38%
School Fund (Pass-through from State)	72,587,036	74,442,536	76,044,481	0	0		
Sister Cities	8,041	0	2,500	2,500	0	0.0%	0.00%
Taxi Board	0	552	3,000	2,100	(900)	-30.0%	0.00%
total	116,553,649	105,870,232	113,990,299	38,286,772	(75,703,527)	-66.41%	31.57%
Department of Finance & Administration:							
Finance Office	842,246	1,124,022	1,259,831	1,392,708	132,877	10.5%	1.15%
Information Systems	1,633,059	1,811,498	2,064,738	2,137,639	72,901	3.5%	1.76%
City Treasurer	319,782	401,787	428,020	452,725	24,705	5.8%	0.37%
Telephone System	208,080	240,353	359,355	346,900	(12,455)	-3.5%	0.29%
Renewal & Replacement	86,632	149,976	0	0	0	N/A	0.00%
City Court Clerk's Office	623,827	750,183	889,974	773,767	(116,207)	-13.1%	0.64%
total	3,713,626	4,477,819	5,001,918	5,103,739	101,821	2.04%	4.21%

General Fund Expenditures
Fiscal Years 1993 - 1996

Expenditure	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Department of Safety:							
Administration	170,898	211,113	222,298	299,880	77,582	34.9%	0.25%
Police Division	14,206,176	18,286,366	20,023,952	22,133,244	2,109,292	10.5%	18.25%
Ross's Landing Division	0	0	193,216	194,040	824	0.4%	0.16%
Fire Division	11,175,332	14,494,626	15,213,164	15,863,626	650,462	4.3%	13.08%
Ambulance Division (EMS)	242,213	0	0	0	0	N/A	0.00%
Utilities	1,420,728	1,498,060	1,529,041	1,560,814	31,773	2.1%	1.29%
Renewal & Replacement	689,706	509,283	0	0	0	N/A	0.00%
total	27,905,053	34,999,448	37,181,671	40,051,604	2,869,933	7.72%	33.02%
Department of Public Works:							
Administration	252,459	315,931	337,107	333,208	(3,899)	-1.2%	0.27%
City Engineer	1,022,638	1,219,478	1,295,314	1,433,977	138,663	10.7%	1.18%
City Wide Services	1,604,148	1,955,359	2,123,641	2,173,627	49,986	2.4%	1.79%
Sewer Construction & Maintenance	1,600,526	1,908,521	2,095,715	2,089,883	(5,832)	-0.3%	1.72%
Inspection	1,027,867	1,362,269	1,457,203	1,534,526	77,323	5.3%	1.27%
Board of Plumbing Examiners	2,137	2,249	2,700	2,300			
Board of Electrical Examiners	23,685	21,574	16,550	16,655			
Board of Mechanical Examiners	1,520	1,977	1,820	1,800			
Board of Gas Fitters	3,007	1,765	1,800	1,800			
Utilities	126,033	130,271	131,300	127,400	(3,900)	-3.0%	0.11%
Pump Stations	51,959	45,995	73,700	65,400	(8,300)	-11.3%	0.05%
Traffic Management	1,205,618	1,464,711	1,556,876	1,644,093	87,217	5.6%	1.36%
Renewal & Replacement	337,954	297,214	0	0	0	N/A	0.00%
Solid Waste & Sanitation Fund Subsidy	2,518,461	2,540,893	2,810,604	3,576,078	765,474	27.2%	2.95%
total	9,778,012	11,268,207	11,904,330	13,000,747	1,096,417	9.21%	10.72%
Department of Parks & Recreation:							
Administration	219,601	337,898	379,821	396,134	16,313	4.3%	0.33%
Recreation	1,756,385	2,115,249	2,330,630	2,541,370	210,740	9.0%	2.10%
Parks	2,391,945	3,184,284	3,401,283	3,653,687	252,404	7.4%	3.01%
Auditorium Tivoli & Memorial	689,394	827,020	849,437	878,925	29,488	3.5%	0.72%
Renewal & Replacement	147,050	154,604	0	0	0	N/A	0.00%
total	5,204,375	6,619,055	6,961,171	7,470,116	508,945	7.31%	6.16%
Department of General Services:							
Administration	216,554	300,325	314,703	351,930	37,227	11.8%	0.29%
OSHA	58,679	118,955	150,449	203,037	52,588	35.0%	0.17%
City Hall Annex	526,431	568,497	606,708	614,250	7,542	1.2%	0.51%
Radio & Electronics	190,036	236,591	267,727	260,041	(7,686)	-2.9%	0.21%
Employee Benefits	86,053	116,810	119,117	56,174	(62,943)	-52.8%	0.05%
Insurance Program	9,450,711	8,137,672	9,386,908	9,386,908	0	0.0%	7.74%
Job Injuries	267,578	1,547,646	1,502,150	1,506,500	4,350	0.3%	1.24%
Physical Exams	106,924	0	0	0	0	N/A	0.00%
Purchasing	398,340	497,803	524,868	552,804	27,936	5.3%	0.46%
Street & Traffic Lighting	2,229,953	2,414,822	2,272,000	2,358,090	86,090	3.8%	1.94%
Renewal & Replacement	68,823	118,335	0	0	0	N/A	0.00%
Fleet Management (ASF)	1,839,063	1,527,552	0	0	0	N/A	0.00%
total	15,439,145	15,585,008	15,144,630	15,289,734	145,104	0.96%	12.61%
Department of Human Services:							
Administration (AO)	1,213,662	1,158,364	1,158,364	1,298,830	140,466	12.1%	1.07%
total	1,213,662	1,158,364	1,158,364	1,298,830	140,466	12.13%	1.07%
Department of Personnel:							
Administration	323,007	455,789	546,678	582,912	36,234	6.6%	0.48%
Renewal & Replacement	7,059	11,560					
Physicals	0	37,598	197,200	74,200	(123,000)	-62.4%	0.06%
total	330,066	504,947	743,878	657,112	(86,766)	-11.66%	0.54%
Department of EEO:							
Administration	90,372	110,611	127,203	130,980	3,777	3.0%	0.11%
Renewal & Replacement	1,915	506					
total	92,287	111,117	127,203	130,980	3,777	2.97%	0.11%
Retirement Incentive	0	1,989,795	0	0	0	N/A	0.00%
Expenditure Total	180,229,875	182,583,992	192,213,464	121,289,634	(70,923,830)	-36.90%	100.00%



summary

Supported agencies are primarily in two different categories. The first category is appropriations to special funds that are either jointly supported with Hamilton County and / or some other agency which are accounted for in another fund on the City's books. These include the Library, Planning Commission, and the Air Pollution Control Bureau. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose which are not accounted for on the City's books. These include agencies such as the Chattanooga Area Regional Transportation Authority (CARTA). 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. Figures are provided for Fiscal Year 1995/1996.

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 dirtiest 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.....\$246,010

Allied Arts of Greater Chattanooga

The overall mission is to provide a united voice for all cultural organizations and activities, further the significance of their roles in the life of the community, provide financial assistance and such other measures necessary to strengthen the area's cultural resources, and work with other agencies in the public and private sectors to make quality of life a priority issue for the community.

Through its annual fund drive, Allied Arts provides essential operating funds to eight cultural institutions:

*The Hunter Museum of Art
Chattanooga Symphony & Opera Assoc.
Chattanooga Boys Choir
Houston Museum of Decorative Arts
Arts & Education Council
Chattanooga Regional History Museum*

*Association for Visual Artists
Choral Arts Society.*

City's Contribution.....\$138,750

Bessie Smith Hall, Inc.

The mission of the Bessie Smith Hall is to celebrate the performance of blues, jazz, its antecedents and derivatives, by embracing the style and charisma of Bessie Smith in a setting reminiscent of her career surroundings, with emphasis on the multicultural and educational aspects of her contributions. Over the past three years, the BSH organization has focused its efforts on developing and implementing a successful assembly of programs and services designed to provide instruction, interpretation, exposure to and advocacy of African-American music traditions and practices. The activities sponsored by the organization have attracted some of the largest culturally diverse audiences and participants of any other organization or venture. The annual Bessie Smith Strut is part of a community-wide festival which takes place each year and includes participants from all walks of life.

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

Chattanooga Area Regional Transportation Authority (CARTA)

The overall mission is the provision of public transit services. The Authority operates the regional bus service, the Lookout Mountain Incline Railway, and the free Downtown Shuttle. Specialized transportation services are offered for the disabled in Hamilton County.

CARTA is the sole provider in the Chattanooga-Hamilton County area of public transportation.

City's Contribution.....\$2,876,102

Carter Street Corporation

The corporation's missions is to improve, equip, own, lease, operate and manage the Chattanooga-Hamilton County Convention and Trade Center and adjoining parking garage as well as to provide coordination for the operation and management by others of a hotel located adjacent to the Trade Center and Parking Garage.

The Chattanooga-Hamilton County Convention and Trade Center provides rental space for conventions, meetings, banquets, etc. which will bring outside dollars into the community as well as providing a place for local organizations to hold events. The facility also provides 38 full-time and approximately 70 part-time jobs to the community.

City's Contribution.....\$95,000

Carter Street Lease

This represents the City's share of debt service on the jointly funded Chattanooga-Hamilton County Convention and Trade Center. Bonds were sold in several issues, with the City being responsible for two-thirds of the primary debt, and the County government being responsible for the remaining one-third. A small portion of the debt is shared equally between the City and County governments.

City's Contribution.....\$1,445,018

Chattanooga African-American Museum

The museum's mission is to develop, coordinate, and provide a facility to house research materials and artifacts of the African-American culture, as well as documenting the contributions of African-Americans to the development of Chattanooga and this nation.

The programs promote ethnic pride, self-esteem, cultural enrichment, cross-cultural

awareness, improved human relations within the community and sensitivity to the African-American experience. The museum helps one to understand the culture and heritage of African-Americans.

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

Chattanooga Area Urban League

The overall mission is the elimination of discriminatory behavior by empowering African-Americans and other minorities through educational and vocational training which will increase economic power. The tools of social work, economic law and business are utilized to secure equal opportunities throughout all sectors of society. The essence of this program is to assist the Hamilton County and City of Chattanooga governments in improving minority representation on construction sites which are funded with public funds. It will also provide technical assistance and make available to contractors a pool of applicants for employment consideration. This will create avenues for employment opportunities and also ensure that the county is in compliance with local, state, and federal regulations governing minority representation in the construction industry and have an impact on affirmative action goals throughout the local governments.

City's Contribution.....\$50,000

Chattanooga Downtown Partnership

The mission of the organization is development in the downtown area of Chattanooga. The Partnership directory of available office and retail space provides a comprehensive inventory for investors and new growth. Representatives attend regional and national leasing and retail recruiting expositions. Seasonal promotions are conducted throughout the year. The Partnership Windows Program fills vacant storefronts with banners and exhibits installed by businesses and civic organizations. Through efforts of the organization, Chattanooga is one of thirty U.S. cities selected to establish a benchmark of leading indicators to be used to measure downtown progress for

the International Downtown Association.

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

**Chattanooga - Hamilton County
Bicentennial Library**

The library serves the community by making materials and services available to all residents. To meet patron's 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 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.....\$1,829,615

Chattanooga Neighborhood Enterprises

The mission of the organization is to rid the Chattanooga area of all substandard housing. The City government joined in this effort in 1989 with a commitment of funding over a ten year period.

City's Contribution.....\$2,000,000

Chattanooga Regional History Museum

The overall mission is to collect, preserve, research, interpret and display the written, spoken, pictorial and artifactual record of the Chattanooga and Tri-State region from the earliest times to the present. This is accomplished by operating a museum and providing appropriate publications, exhibits and educational programs for all segments of the community in the context of the museum's permanent theme, "*Chattanooga Country: Its Land, Rivers and People*".

The museum has a working board and staff, and a proven track record of helping to improve the quality of life for current and future Hamilton County residents. Over

25,000 visitors were served in 1994. Education is the primary purpose, which the education department fulfills with a full schedule of school tours, adult programs and outreach programs. The "Traveling Trunks" outreach program includes hands-on activities that bring to life specific historical periods in our area.

City's Contribution.....\$48,000

**Chattanooga Area Regional Council of
Governments / Southeast Tennessee
Development District**

The mission is to provide area-wide planning and coordination on a regional basis and to assist local governments in project and program development within the thirteen counties of Southeast Tennessee and the bi-state metropolitan Chattanooga region.

This agency's program represents local governments in their relationships to State and Federal programs and seeks to maximize the amount of external funding that can be brought to bear on the area's development needs. Examples of funding secured in past years include funding for CARTA, the regional sewage treatment facility, industrial parks, water and sewer projects and a number of social service agencies for the elderly.

City's Contribution.....\$46,413

Community Foundation Scholarships

This is a partnership of public and private funds to provide for scholarships to qualified and deserving students who would not otherwise be able to further their education beyond the public school system. The Foundation is committed to raising, on a two-to-one basis, funds from the community to match the City's contribution. Scholarships are awarded annually to students who meet the established criteria.

City's Contribution.....\$160,000

**Greater Chattanooga Construction
Industry Corporation**

The mission of this organization is to increase participation and enhance the profitability of minorities, women, and the disadvantaged in Chattanooga's construction industry. The CIC

exists to serve construction-related Minority Business Enterprises, Women-Owned Business Enterprises, and Disadvantaged Business Enterprises in their entrepreneurial efforts to become more highly involved in Chattanooga's and Hamilton County's economy and community development.

City's Contribution.....\$150,000

Heritage Hall Board

The overall mission of the board is to complete the construction of the Bessie Smith Heritage Hall and to develop and initiate an overall management plan for the facility. The building will house the Bessie Smith Hall, Inc., and the Chattanooga African-American Museum. The board has the responsibility of managing the facility while taking into consideration the needs of the two organizations which will occupy the building.

City's Contribution.....\$30,000

Homeless Healthcare Center

The Chattanooga - Hamilton County Homeless Healthcare Center provides outreach, primary care, substance abuse, and mental health services to Chattanooga's homeless population. Clients are provided assistance with locating housing, applying for entitlement programs and with obtaining jobs.

City's Contribution.....\$17,500

Humane Educational Society, Inc.

This organization investigates and enforces laws on animals. This includes enforcement of leash laws on dogs, investigation of cruelty and neglected animals, control of dogs and cats running loose. Animal control officers also pick up injured and unwanted animals.

The Society strives to educate the public on responsible pet ownership, including control of animals and the risks of overpopulation of animals. A primary responsibility is to keep stray, sick, unwanted, or vicious animals off the streets. Control of rabies in the community is a primary concern.

City's Contribution.....\$443,365

Marketing - Chamber of Commerce

This is an effort of the Chattanooga Area Chamber of Commerce to bring favorable publicity for the City to all areas of the country. The City's contribution defrays costs associated with purchasing advertising in national publications and for costs associated with promoting Chattanooga to national publications.

City's Contribution.....\$50,000

Martin Luther King Boulevard/Community Development Corporation.

The MLKBCDC's mission is to facilitate, develop, coordinate and be a catalyst in the revitalization of the Martin Luther King Boulevard area. Promotion of the area and its environment through economic development works to the mutual benefit of the organization and the citizens and business people of the community and the surrounding areas .

The program promotes economic development in the historic inner city commercial and residential Martin Luther King Blvd. neighborhood. It helps individuals, groups and the community by planning and implementing efforts designed to revitalize existing commercial and housing structures and attracting new businesses which will result in increased job opportunities.

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

Chattanooga / Hamilton County Regional Planning Commission

The mission of the CHCRPC 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.....\$618,884

RiverValley Partners, Inc.

RiverValley Partners, Inc. will bring together the Chattanooga region's economic, civic and government interests to develop and implement a realistic economic strategy that will create jobs for all its citizens through growth, while building on the character and quality of life that makes this a unique and special community in which to live and work.

RiverValley Partners, Inc. implements the economic development strategy for the Chattanooga Region. The Chattanooga region will strive to attract companies that provide high-paying "export" jobs in sustainable businesses that will grow into the 21st century. These "export" businesses will, in turn, stimulate growth in existing, emerging and minority businesses in the region.

Specific goals are:

1. Build on existing strengths of the community.
2. Create more and better jobs in the Chattanooga region.
3. Increase the tax base, which will enable more community investment in infrastructure (e.g. education, "hard" infrastructure improvements, development opportunities).

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

Scenic Cities Beautiful

The organization's focus is to study, investigate, develop, and carry out programs for improving the cleanliness and beauty of the community through organized cleanups and beautification efforts. The organization also works with groups to implement proper waste handling practices, and to support and promote community wide recycling.

Scenic Cities serves as the coordinating body for county-wide cleanups and beautification programs, and provides support, information and materials to those involved in promoting

a cleaner community. It also provides speakers and environmental exhibits for community affairs, garden clubs, civic groups, neighborhood organizations.

City's Contribution.....\$23,553

Senior Neighbors

The organization's mission is to enable older persons to maintain adequate functioning and foster as independent a life style as possible for as long as possible, preferably within the person's own home or community, by advocating on behalf of older persons and opportunities, ancillary services and counseling.

Senior Neighbors provides opportunities for persons age 50 and above to apply for full or part-time work at no charge. It brings prospective employers and employees together, and also makes the community and private sector more aware of the benefits of employing older workers.

City's Contribution.....\$55,000

Sister Cities

The focus of this activity is to promote public relations with cities in other nations with similar geographical areas and other similarities, such as manufacturing-based economies. This effort fosters an exchange of idea and cultural experiences. Past programs have included programs with Wuxi, China and Hamm, Germany.

City's Contribution.....\$2,500

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 downtown area with the Chickamauga Dam. This park is overseen by the County government, with the City contributing half of the cost of operations.

City's Contribution.....\$423,932

WTCI TV 45

The overall mission is to provide informational, educational, and quality cultural television programs to the people of the Greater Chattanooga and Hamilton County community on Channel 45. The station provides information on the Chattanooga and Hamilton County governments, getting the public involved by way of television.

City's Contribution.....\$40,000

summary

description

The General Government section contains 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, as well as the supplement for the Department of Education. The Mayor's Office, City Council Office and City Court Judge's Office 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. The Human Rights and Relations Commission performs a valuable service for the City in arbitrating complaints lodged among citizens of the community.

Other functions in the General Government section include funding to pay for public relations functions for the City, such as Sister City activities, and memberships in organizations such as the National League of Cities and the Tennessee Municipal League. Funds are also provided for promotion of the city through various means as determined by the Mayor or the City Council. Administrative expenses for the annual audit, various general studies and surveys which the City deems necessary are administered through this department.

departmental goals & objectives

- ➔ Adhere to all legal and legislative requirements
 - Utilize the legal staff to monitor daily activities

departmental budget summary

GENERAL GOVERNMENT Departmental Budget Summary Fiscal Years 1993 - 1996				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$873,396	\$1,078,999	\$1,199,384	\$1,136,876
Operating	43,056,997	30,347,360	35,454,316	35,623,396
Capital	36,220	1,337	1,292,118	1,526,500
Total	\$43,966,613	\$31,427,696	\$37,945,818	\$38,286,772
 Positions Authorized	 31	 30	 30	 28

office of the mayor

description

The Mayor is a full-time official elected at large every four years in the City General Election, with a limit of two four-year terms. This office is the frontline contact with the citizens of the City of Chattanooga. The Mayor is responsible for the day to day operations of the City and is responsible to the citizens for the financial well-being of the City Government. Weekly staff meetings are held with the department administrators to monitor operations and set goals for the departments.

A primary function connected with fiscal responsibility is the submission of a balanced operating budget to the City Council each fiscal year, followed by a capital budget submission. The City Council may accept the budget proposals, or pass it with modifications. The operating budget ordinance includes authorized positions for each department.

The City is currently conducting a study to determine the economic feasibility of annexing additional areas contingent to the corporate limits of the City of Chattanooga for the purpose of providing the area citizens with the best possible quality of life available in this area. Annexations bring stability to a city's fiscal health as the population moves into new subdivisions in urban areas outside the city limits.

goals & objectives

➤ **Maintain a solid property tax base within the city limits**

- *Encourage economic development within the corporate limits.*
- *Eliminate substandard housing through the cooperative efforts with Chattanooga Neighborhood Enterprises*

➤ **Provide area citizens with the best value for their tax dollar**

- *Operate the city government within its revenue stream*
- *Establish an operating budget that will provide services at the priority expected by the general population.*

budget detail

GENERAL GOVERNMENT Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Executive Office of the Mayor				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	248,985	267,967	289,823	302,405
18 Fringe Benefits		43,587	46,198	49,147
Total Salaries & Benefits	\$248,985	\$311,554	\$336,021	\$351,552
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	2,914	2,867	8,930	8,930
06 Travel	4,218	6,281	9,000	9,000
07 Office & Administration	4,859	12,991	17,900	17,900
08 Utilities				
09 Vehicle Operations	2,642	2,624	4,450	4,450
10 Insurance & Bonds	170	40	50	50
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$14,803	\$24,803	\$40,330	\$40,330
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$263,788	\$336,357	\$376,351	\$391,882

office of the city council

description

There are nine City Council members elected to represent citizens of their respective districts. Elections are concurrent with the Mayoral Election every four years. They represent their constituents through the establishment of policies which generally take the form of ordinances, resolutions, or motions which establish the laws, proceedings and service levels for the community. Responsibilities of the Council cover a wide range, including reviewing and adopting the annual budget, establishing policies and measures to promote the general welfare of the City and health of its residents, and representing the City at official functions. The City Council conducts business in public sessions held in the Council Assembly Room of the City Hall Building typically on Tuesday night of each week.. The city Council administrative staff includes a Clerk, an Assistant Clerk, a Secretary, and an Analyst. The Council's administrative staff is responsible for official governmental and council records as well as other administrative duties such as preparation and storage of City Council meeting and committee meeting minutes, organizing City Council travel arrangements, general secretarial services and conducting financial and managerial research for City council members.

goals & objectives

- Establishment of legislation that will improve the quality of life for all the residents of Chattanooga.
- Consider the short and long term ramifications when making policy decisions to ensure that future generations of Chattanoogaans can enjoy the same if not improved benefits of living in our City.
- Respond to each inquiry made by constituents as soon as possible.
 - To complete all City Council Committee meeting minutes within 1 1/2 work days.
 - To complete City Council meeting minutes within 2 work days.
 - To respond to all City Council member's research requests within 1 week.

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual FY 93/94	Projected FY 94/95	Goal FY 95/96
Number of Council meetings held	48	49	50
Ordinances passed	167	185	175
Resolutions passed	396	383	400

budget detail

GENERAL GOVERNMENT Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: City Council				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	239,659	255,087	299,278	309,691
18 Fringe Benefits		43,224	50,511	52,307
Total Salaries & Benefits	\$ 239,659	\$ 298,311	\$ 349,789	\$ 361,998
02 Professional Fees		312	1,000	500
03 Medical Services				
04 Engineering Services				
05 Other Services	18,628	20,779	21,900	24,400
06 Travel	23,961	20,494	40,000	40,000
07 Office & Administration	13,142	14,379	20,600	21,300
08 Utilities				
09 Vehicle Operations	12	93		
10 Insurance & Bonds	1,530			
11 Buildings & Grounds				
12 Materials & Supplies	127	163	500	500
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 57,400	\$ 56,220	\$ 84,000	\$ 86,700
15 Capital Outlay	1,745	1,337	11,200	6,500
17 Fixed Assets			16,500	20,000
Total Capital	\$ 1,745	\$ 1,337	\$ 27,700	\$ 26,500
Grand Total	\$ 298,804	\$ 355,868	\$ 461,489	\$ 475,198

office of the city court judge

description

The City Court is the judicial branch for the City of Chattanooga. The court decides all cases involving City ordinance violations that affect a city population of over 155,000 or a metropolitan population of over 432,300. The court dedicates specific scheduled time to hear environmental related ordinance violations as cited by the departments of Public Works, Safety, etc. The city judge swears in newly trained police officers, persons who have special police commissions, and provides assistance, when requested, in the police academy and in-service training. The city judge is asked occasionally to perform civil marriages. Other duties include speaking at community and civic groups and schools throughout the city.

goals & objectives

➤ Facilitate the collection of all fines charged by the court

- *Refine computer programs and techniques available to municipal departments for tracking defendants*

➤ Improve the quality of life for area citizens

- *Reduce the rate of recidivism through alternative sentencing where appropriate*
- *Increase compliance with environmental regulations and other codes through enforcement and citizen education*

budget detail

GENERAL GOVERNMENT Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: City Court Judicial				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	259,993	271,656	302,765	218,079
18 Fringe Benefits		45,603	50,620	35,455
Total Salaries & Benefits	\$259,993	\$317,259	\$353,385	\$253,534
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	4,113	5,479	6,156	6,600
06 Travel	1,078	4,434	6,000	5,000
07 Office & Administration	4,525	4,758	8,050	8,300
08 Utilities				
09 Vehicle Operations	5,548	8,372	9,200	9,200
10 Insurance & Bonds	400	400	200	200
11 Buildings & Grounds				
12 Materials & Supplies	60		400	200
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$15,724	\$23,443	\$30,006	\$29,500
15 Capital Outlay	529			
17 Fixed Assets				
Total Capital	\$529	\$0	\$0	\$0
Grand Total	\$276,246	\$340,702	\$383,391	\$283,034

office of the city attorney

description

The City Attorney's Office functions as the sole legal counsel to the City and its various departments. The City Attorney is paid as an employee of the City, with all other attorneys and support staff being paid by the law firm. The City reimburses the law firm for all attorneys and support staff on a pro-rata basis. This staff defends the City in all legal disputes and files litigation on the City's behalf as appropriately directed. Staff attorneys advise elected officials and employees of the city on all legal questions concerning municipal law and personnel issues. A division of the City Attorney's Office handles all accident and property damage claims in which the City is involved.

goals & objectives

➤ Provide the City with the best municipal legal service available

- *Maintain state-of-the-art equipment to facilitate research in all areas of law*
- *Maintain a professional staff*

budget detail

This activity covers the daily operation of the office. The primary difference between FY 92/93 - 93/94 and FY 94/95 - 95/96 is that the time charged by staff attorneys for general City business (i.e.- on items other than specific cases) is paid for from here instead of through the Special Counsel and Litigation Fund, which has been discontinued.

GENERAL GOVERNMENT Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: City Attorney Activity: Office				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	74,977	78,367	82,711	88,042
08 Fringe Benefits		12,528	12,623	13,897
Total Salaries & Benefits	\$74,977	\$90,895	\$95,334	\$101,239
02 Professional Fees			18,189	204,800
03 Medical Services				
04 Engineering Services				
05 Other Services	241,953	264,114	274,295	279,189
06 Travel	1,495	358	1,000	1,000
07 Office & Administration	43,405	43,279	45,150	54,300
08 Utilities				
09 Vehicle Operations	1,867	2,807	3,000	3,250
10 Insurance & Bonds	100	100	100	100
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
15 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$288,820	\$310,658	\$505,434	\$542,639
15 Capital Outlay	7,446			
17 Fixed Assets				
Total Capital	\$7,446	\$0	\$0	\$0
Grand Total	\$371,243	\$401,553	\$600,768	\$643,878

This activity was established to cover expenditures for litigated judgments against the City, or some expense incurred in defending a court case, such as the payment of court reporters, or hiring of an expert witness.

GENERAL GOVERNMENT Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: City Attorney Activity: Judgments & Costs				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees	35,328	44,595		
03 Medical Services				
04 Engineering Services				
05 Other Services	189,749	952,177		
06 Travel	2,860	1,258		
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$227,937	\$998,030	\$0	\$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$227,937	\$998,030	\$0	\$0

GENERAL GOVERNMENT Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: City Attorney Activity: Claims & Tort Liability Fund				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	185,350	458,800		
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$185,350	\$458,800	\$0	\$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$185,350	\$458,800	\$0	\$0

This activity was used to appropriate funds to the Claims and Tort Liability Fund, which was used for payment of accident claims that did not result in litigation. The Claims Investigator was paid from this fund as well. All expenditures associated with the Claims and Tort Liability Fund are now paid from an activity within the new Liability Insurance Fund.

This activity was used to appropriate funds to the Special Counsel and Litigation Fund, which paid for staff attorneys working on all City business. Staff attorneys are now paid from the Operating account in the General Fund, or from the Liability Insurance Fund, depending upon whether they are working on general business (answering departmental questions, public inquiry, etc.) or working to represent the City in cases involving litigation.

GENERAL GOVERNMENT Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: City Attorney Activity: Special Counsel & Litigation Fund				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 93/94	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
15 Matching Grants	387,800	361,300		
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$387,800	\$361,300	\$0	\$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$387,800	\$361,300	\$0	\$0

GENERAL GOVERNMENT Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: City Attorney Activity: Liability Insurance Fund				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds			879,679	774,580
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
15 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$0	\$879,679	\$774,580
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$0	\$0	\$879,679	\$774,580

This activity funds the Liability Insurance Fund, the purpose of which is to cover unlitigated claims against the City, litigated judgments and related expenses, and to pay for the portion of staff attorney's time spent on specific cases. The goal of the Liability Insurance Fund is to build up enough reserve to meet the requirements of GASB 10.

The City Code was revised and reprinted in 1994. This activity will provide for reprints as well as supplements as changes are made. Copies are available for sale to the public, specifically marketed for other law firms.

GENERAL GOVERNMENT Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: City Attorney Activity: City Code Revision				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
08 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				10,000
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$0	\$0	\$10,000
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$0	\$0	\$0	\$10,000

human rights / human relations commission

description

The Human Rights and Relations Commission exists to receive, investigate, and mediate complaints of discrimination and pervasive poor human relations between various segments of the public and private sectors of the City of Chattanooga. Included in this is the charge to inform and educate members of the Chattanooga citizenry regarding the status of the relationships between the police and civilians and among various minority-status groups and to assist in the formulation of community-wide solutions to conflicts involving such groups.

goals & objectives

➔ Promote good human relations within the community

- *Present and assist in the presentation of educational civic forums and workshops*
- *Increase the community's awareness of the Commission*
- *Stay abreast of the latest and most efficient techniques of conflict resolution*
- *Encourage Commissioners to attend workshops, seminars, and conferences on conflict management and resolution*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual FY 93/94	Projected FY 94/95	Goal FY 95/96
Number of inquiries	300	273	300
Number of complaints filed	37	45	45
Complaints resolved without investigation	19	20	20
Complaints accepted for investigation	18	21	20
Investigative panel meetings held	13	23	20
Number of commission meetings	26	24	24

budget detail

GENERAL GOVERNMENT Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Human Rights / Relations Commission				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	49,782	52,070	55,351	58,510
18 Fringe Benefits		8,910	9,504	10,043
Total Salaries & Benefits	\$49,782	\$60,980	\$64,855	\$68,553
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	1,776	1,538	1,499	2,367
06 Travel	1,213	1,872	2,000	1,500
07 Office & Administration	3,825	4,218	3,500	3,135
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$6,814	\$7,628	\$6,999	\$7,002
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$56,596	\$68,608	\$71,854	\$75,555

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Audits, Dues, & Surveys

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees	103,638	102,688	129,725	286,000
03 Medical Services				
04 Engineering Services				
05 Other Services	750		750	2,250
06 Travel				
07 Office & Administration	7,062	8,668	9,000	15,000
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$111,450	\$111,356	\$139,475	\$303,250
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$111,450	\$111,356	\$139,475	\$303,250

other activities

The City pays for an annual audit, an indirect cost study, and membership dues in the National League of Cities, the U.S. Conference of Mayors, and other governmental organizations. Special audits and studies are also done on an occasional basis.

Lobbyists are hired to represent the City on the state and federal levels. This also covers membership in the Tennessee Municipal League, and pays for special events in which the City participates or hosts. This year the City will host an International Airport Roundtable and the National Recreation and Parks Association Regional Conference. Ongoing participation in the President's Council for Sustainable Development are finance from this activity.

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Intergovernmental Relations

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees	41,429	71,571	83,000	83,000
03 Medical Services				
04 Engineering Services				
05 Other Services	12,302	13,001	180,000	113,000
06 Travel	7,539	17,470	42,000	47,000
07 Office & Administration	24,648	27,707	42,800	42,800
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies		3,804		1,000
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				60,750
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$85,918	\$133,553	\$347,800	\$347,550
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$85,918	\$133,553	\$347,800	\$347,550

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Board of Zoning Appeals & Variances

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration	5,213	4,818	6,500	6,500
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$5,213	\$4,818	\$6,500	\$6,500
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$5,213	\$4,818	\$6,500	\$6,500

The appeals board hears cases such as requests to build closer to a property line than is allowed by the City's zoning laws. The expenses connected with publishing the required legal notices and mailing notices to adjoining property owners are paid from this activity.

This is the governing body of the taxi industry with the City of Chattanooga. Expenses associated with advertisement of meeting and other related expenses are paid from this activity.

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Taxi Board

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				600
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration		552	3,000	1,500
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$552	\$3,000	\$2,100
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$0	\$552	\$3,000	\$2,100

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Contingencies

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees	34,224	64,026		
03 Medical Services				
04 Engineering Services				
05 Other Services	4,522	57,847		
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	2,514			
12 Materials & Supplies		295		
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	413,573		600,000	600,000
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$454,833	\$122,168	\$600,000	\$600,000
15 Capital Outlay	26,500			
17 Fixed Assets				
Total Capital	\$26,500	\$0	\$0	\$0
Grand Total	\$481,333	\$122,168	\$600,000	\$600,000

Funds are set aside each year to cover unexpected expenditures which the City must pay for from its operating budget. Some payments are made directly from this activity. In other situations funds are re-appropriated from this to other activities to pay for these unexpected expenditures.

This activity was used in past fiscal years to pay for court costs on certain cases transferred from City Court to the Criminal Court of Hamilton County. Cases from which these costs arose now originate in the County court and are no longer billable to the City.

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Criminal Court Clerk Costs

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	0	74	3,000	
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$74	\$3,000	\$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$0	\$74	\$3,000	\$0

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Pension Supplements

Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	84,892	36,763	77,500	50,000
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	326,523	51,138	125,000	100,000
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$411,415	\$87,901	\$202,500	\$150,000
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$411,415	\$87,901	\$202,500	\$150,000

Unemployment costs associated with former City employees are paid from this activity. Also, a policy to allow City employees to "buy back" past pension service time for which they were formerly ineligible under the original policy requires matching funds from the City to the General Pension Plan.

This is the General Fund's portion of the Capital Improvement Program in each fiscal year. Funding levels vary depending on availability of funds and on priorities set by the administration.

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Capital Improvement Program

Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	800,000	1,141,000	6,487,483	6,094,952
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$800,000	\$1,141,000	\$6,487,483	\$6,094,952
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$800,000	\$1,141,000	\$6,487,483	\$6,094,952

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: R & R

Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
08 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
15 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$0	\$0	\$0
15 Capital Outlay			1,264,418	1,500,000
17 Fixed Assets				
Total Capital	\$0	\$0	\$1,264,418	\$1,500,000
Grand Total	\$0	\$0	\$1,264,418	\$1,500,000

This is the replacement fund for small items such as furniture and equipment. Small projects are also funded here as resources permit. Departmental R & R was appropriated prior to FY 94/95.

This supplement is over and above the designated tax revenue collected by the county or through the county from the State of Tennessee which is statutorily mandated to be used for education. The last year for which the City will operate an education system separate from Hamilton County is FY 96/97.

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: School Fund Supplement

Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
08 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
15 Matching Grants	8,231,036	8,231,036	8,231,036	8,949,527
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$8,231,036	\$8,231,036	\$8,231,036	\$8,949,527
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$8,231,036	\$8,231,036	\$8,231,036	\$8,949,527

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Election Expense

Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
08 Fringe Benefits				
Total Salaries & Benefits	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	109,969		75,000	
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	<u>\$109,969</u>	<u>\$0</u>	<u>\$75,000</u>	<u>\$0</u>
15 Capital Outlay				
17 Fixed Assets				
Total Capital	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	<u><u>\$109,969</u></u>	<u><u>\$0</u></u>	<u><u>\$75,000</u></u>	<u><u>\$0</u></u>

This activity is used to pay for City Elections or referendums that are added to a County or State General Election. Regular City Elections are held in the spring of each year following a Presidential Election, with the exception that an election for City Court Judge is held every eight years, the next election being in the spring of 1999. Primary elections are held in March with a runoff, if needed, in April during a City Election year.

This activity covers transfers made from the General Fund to other funds. This includes the Debt Service Fund, Heritage Hall Fund, and the Real Estate Fund.

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Appropriations to Special Funds

Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
08 Fringe Benefits				
Total Salaries & Benefits	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	7,017,899	6,231,701	6,279,244	6,389,124
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	<u>\$7,017,899</u>	<u>\$6,231,701</u>	<u>\$6,279,244</u>	<u>\$6,389,124</u>
15 Capital Outlay				
17 Fixed Assets				
Total Capital	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	<u><u>\$7,017,899</u></u>	<u><u>\$6,231,701</u></u>	<u><u>\$6,279,244</u></u>	<u><u>\$6,389,124</u></u>

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Appropriations to Supported Agencies

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
08 Fringe Benefits				
Total Salaries & Benefits	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
15 Matching Grants	8,914,538	9,770,632	11,532,830	11,289,642
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	<u>\$8,914,538</u>	<u>\$9,770,632</u>	<u>\$11,532,830</u>	<u>\$11,289,642</u>
15 Capital Outlay				
17 Fixed Assets				
Total Capital	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	<u><u>\$8,914,538</u></u>	<u><u>\$9,770,632</u></u>	<u><u>\$11,532,830</u></u>	<u><u>\$11,289,642</u></u>

This activity contains appropriations for all of the supported agencies.

This activity contains fringe benefits which were paid for out of the general government area prior to FY 93/94. This includes all employer contributions for FICA, Medicare, Pension benefits.

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Fringe Benefits

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
08 Fringe Benefits				
Total Salaries & Benefits	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	4,230,737	0		
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
15 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	<u>\$14,230,737</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
15 Capital Outlay				
17 Fixed Assets				
Total Capital	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	<u><u>\$14,230,737</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>

summary

description

The Department of Finance and Administration provides financial and management information, control, and guidance to the Mayor, department Administrators and the City Council. This department supports the other departments of the City with accounting services and financial reporting, management of all investments of the City, debt financing for capital projects, and collections of all revenues (including property taxes, court fines, etc.). They are responsible for coordinating the annual budget and monitoring compliance after adoption. There are five divisions/activities of Finance and Administration: Finance, Information Services, City Treasurer, City Court Clerk's Office and the Telephone System.

departmental goals

- Provide assistance and timely responses to the City Council, Mayor, and City Administrator's request for special projects and financial analysis.
- Prepare the City's Comprehensive Annual Financial Report and receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting.
- Ensure budgetary and legal compliance with the City's adopted budget.
- Review disbursement vouchers and issue checks in a timely manner within the payable cycle that the disbursement voucher was received.
- Prepare the City's Operating and Capital Improvements Budget and receive the GFOA Distinguished Budget Presentation Award.
- Provide City departments, School Board and intergovernmental agencies with accurate and timely financial reporting.
- Maintain and improve the City's reputation for management excellence.
- Recommend action on year-end adjustments to minimize overspending by General Fund departments.

departmental budget summary

FINANCE & ADMINISTRATION Departmental Budget Summary Fiscal Year 1993 - 1995				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$2,577,768	\$3,307,773	\$3,632,087	\$3,768,116
Operating	990,937	946,957	1,360,556	1,310,623
Capital	144,921	223,089	9,275	25,000
Total	<u>\$3,713,626</u>	<u>\$4,477,819</u>	<u>\$5,001,918</u>	<u>\$5,103,739</u>
Positions Authorized	115	115	108	108

finance office

description

The Finance Office is responsible for managing all of the City's fiscal affairs. The department supports the operating departments through accounting and administrative services and financial reporting. This activity is the centralized accounting office of the City. Activity functions include maintaining a fund accounting system, posting accounts and funds, performing financial analyses, paying city obligations, establishing internal controls, preparing financial statements and processing payroll for all City and Education employees. The activity also administers the City's cash management program, invests funds accordingly and performs the internal auditing function for the City. Of primary departmental responsibility and significance is the development and publishing of the City's Comprehensive Annual Financial Report (CAFR), annual operating budget and the capital improvements budget (CIP). The City of Chattanooga has received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the past 3 years.

goals and objectives

- **Monthly financial statements completed by the tenth of the month**
- **Schedules for CAFR prepared within thirty days of year end closeout**
- **95% of year end adjustments made prior to cutoff.**
- **Analysis of Receivables/Payables within three months of CAFR finalization**
- **Contribute to the search for new financial software**
- **Maintain a < 2% error rate in accounting transactions.**
- **Contribute to the financial stability of the City**
- **Provide timely financial data to City management**
- **Safeguard city assets**
- **Optimally manage available cash funds**
- **Maintain and improve the current AA bond rating**
- **Maintain collateralization of 110% of face value on City investments**
- **Increase percentage of staff having professional certification**
- **Increase number of audits performed**
- **Decrease time delay between receipt and payment of telephone bills**

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

- Number or percent of error free checks issued
FY 93/94 - 94% FY 94/95 - 94% FY 95/96 - 98%
- Percent of vendor discounts taken are within the control of accounts payable unit
FY 93/94 - 95% FY 94/95 - 95% FY 95/96 - 98%
- Percent of vouchers filed correctly
FY 93/94 - 90% FY 94/95 - 90% FY 95/96 - 98%
- Average days required to reissue stop payment checks
FY 93/94 - 2 days FY 94/95 - 2 days FY 95/96 - 2 days
- Individual adjustments to payroll/month
FY 93/94 - 10/month FY 94/95 - 7/month FY 95/96 - 5/month
- Number and percent of error free payroll checks - 12,000 or 98% per month
FY 93/94 - 12,000/98% FY 94/95 - 12,000/98% FY 95/96 - 12,000/98%
- Number and percent of error free lines of timecard in/out - 20,000 or 98% per month
FY 93/94 - 97% FY 94/95 - 98% FY 95/96 - 98%
- Percent of payroll checks that were voided because of processing errors by payroll -
FY 93/94 - .02% FY 94/95 - .01% FY 95/96 - .01%
- Percent of P/R benefits processed bi-weekly -
FY 93/94 - 100% FY 94/95 - 100% FY 95/96 - 100%
- Percent of payroll warrants funded and charged daily - 100%
FY 93/94 - 98% FY 94/95 - 94% FY 95/96 - 98%
- Percent of transactions processed on time -
FY 93/94 - 100% FY 94/95 - 100% FY 95/96 - 100%
- Percent of payroll checks processed within deadline -
FY 93/94 - 100% FY 94/95 - 100% FY 95/96 - 100%
- Percent of weekly payrolls processed within 2 days -
FY 93/94 - 98% FY 94/95 - 98% FY 95/96 - 98%
- Percent payrolls prepared on time with zero errors -
FY 93/94 - 98% FY 94/95 - 9% FY 95/96 - 98%
- Void and rewritten payroll checks -
FY 93/94 - 7-8/ month FY 94/95 - 6-7/month FY 95/96 - 5-6/month
- Cost per payroll check issued - \$1.63 per check
- Paychecks processed per payroll employee/month - 12,000 per month

budget detail

FINANCE & ADMINISTRATION Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: Finance Administration				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	786,446	887,142	959,039	1,044,518
18 Fringe Benefits	0	148,498	160,292	178,090
Total Salaries & Benefits	\$786,446	\$1,035,640	\$1,119,331	\$1,222,608
02 Professional Fees	0	51	60,000	60,000
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	15,304	17,106	22,350	37,600
06 Travel	8,796	10,365	12,000	14,300
07 Office & Administration	25,777	27,761	31,400	42,250
08 Utilities	0	0	0	0
09 Vehicle Operations	1,396	1,427	3,600	4,000
10 Insurance & Bonds	1,400	955	11,000	11,000
11 Buildings & Grounds	494	97	0	0
12 Materials & Supplies	0	1,468	150	950
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$53,167	\$59,230	\$140,500	\$170,100
15 Capital Outlay	138	20,118	0	0
17 Fixed Assets	2,495	9,034	0	0
Total Capital	\$2,633	\$29,152	\$0	\$0
Grand Total	\$842,246	\$1,124,022	\$1,259,831	\$1,392,708

information services

description

The mission of Information Services is to benefit the City of Chattanooga's business of governing with cost-effective information processing.

To support the gathering/reporting of management specified information.

To protect computer information.

To orchestrate computer hardware, software, and network.

To provide reliable information access.

To support computer users.

goals and objectives

- **Maintain a high level of computer availability.**
- **Progress with the goal of repositioning all City computer processing to a newer, more flexible, more investment protected technology.**
- **Promote Information Services consulting on the technology needed to do projects/to solve business problems.**
- **Empower users with more business tools without the technology burden.**

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

- Computer available - % of fiscal year
FY 93/94 - 99% FY 94/95 - 99% FY 95/96 - 99 %
- Replace old technology software - % complete
FY 93/94 - 40% FY 94/95 - 90% FY 95/96 - 95%
- Offer Internet worldwide access- % complete
FY 93/94 - 95% FY 94/95 - 100% FY 95/96 - 100%
- Network expansion - % of increase
FY 93/94 - 30% FY 94/95 - 30% FY 95/96 - 50%
- Reduce manned computer operations - % complete
FY 93/94 - 0% FY 94/95 - 16 % FY 95/96 - 25%
- Programming requests outstanding vs. received - 30%

- Offer PC support service - number PC's supported
FY 93/94 - 5 FY 94/95 - 25 FY 95/96 - 40
- Number of users attending Office Automation classes
FY 93/94 - 200 FY 94/95 - 280 FY 95/96 - 280
- Number of users attending Internet Access classes
FY 93/94 - 0 FY 94/95 - 400 FY 95/96 - 400
- Number of network users
FY 93/94 - 2,000 FY 94/95 - 3,000 FY 95/96 - 3000

budget detail

FINANCE & ADMINISTRATION Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: Information Services				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	1,109,591	1,198,682	1,303,021	1,356,972
18 Fringe Benefits	0	204,256	222,638	231,538
Total Salaries & Benefits	\$1,109,591	\$1,402,938	\$1,525,659	\$1,588,510
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	439,812	316,415	478,345	485,345
06 Travel	583	5,358	6,500	6,500
07 Office & Administration	3,500	3,076	5,784	5,784
08 Utilities	0	0	0	0
09 Vehicle Operations	341	1,086	950	1,500
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	147	0	0	0
12 Materials & Supplies	28,714	37,506	47,500	50,000
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$473,097	\$363,441	\$539,079	\$549,129
15 Capital Outlay	7,196	16,468	0	0
17 Fixed Assets	43,175	28,651	0	0
Total Capital	\$50,371	\$45,119	\$0	\$0
Grand Total	\$1,633,059	\$1,811,498	\$2,064,738	\$2,137,639

treasurer's office

description

The City Treasurer's Office is responsible for receiving and balancing all revenue from all City government offices, depositing it into local banks, and reporting the collection of this revenue to the Finance Officer. The office balances approximately forty (40) bank statements monthly in order to ensure proper credit for same. The City Treasurer's Office processes the billing and collection of real, personal and public utility tax for property located inside the corporate limits of the City of Chattanooga, which includes the collection of stormwater fees assessed on property. The collection of minimum business licenses, gross receipts taxes and other fees and permits (including wholesale beer and liquor taxes) are processed as required by City ordinances and the State of Tennessee. This office is responsible for investing available funds with local banks obtaining the highest yield on interest rates.

goals and objectives

- **The Treasurer's Office continues to maximize the percentage rate on collection of revenues authorized to the City of Chattanooga under State statutes, city codes and ordinances. It continues to strive for good rapport between the City government and the citizens of Chattanooga.**

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

- Number of current business license holders for which a renewal notice was mailed by deadline: Approximately 9,000 renewal notices mailed before deadline.
FY 93/94 - 9,000 FY 94/95 - 9,000 FY 95/96 - 9,000
- Number of times a business license is issued within 45 days from date of application: Business applications are processed as the customer waits approximately 10 minutes: All applications received in the mail are processed same day.
- Percent of permits issued within one hour of application: A large number of permits must have City Council approval but they are issued the day of approval.
- Current vs. prior year collections -- delinquent property tax: 16% over FY 94

budget detail

FINANCE & ADMINISTRATION Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: Office of City Treasurer				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	275,458	299,110	321,987	333,210
18 Fringe Benefits	0	48,836	51,983	54,425
Total Salaries & Benefits	\$275,458	\$347,946	\$373,970	\$387,635
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	13,553	11,196	11,000	24,150
06 Travel	1,314	1,957	3,150	2,900
07 Office & Administration	17,987	21,280	23,650	27,750
08 Utilities	0	0	0	0
09 Vehicle Operations	795	1,652	2,250	2,290
10 Insurance & Bonds	10,675	16,318	14,000	8,000
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	0	12	0	0
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$44,324	\$52,415	\$54,050	\$65,090
15 Capital Outlay		0	0	0
17 Fixed Assets	0	1,426	0	0
Total Capital	\$0	\$1,426	\$0	\$0
Grand Total	\$319,782	\$401,787	\$428,020	\$452,725

city court clerk's office

description

The Office of City Court Clerk monitors all court and parking fines collected and disbursed, ensures that all monies are deposited with the City Treasurer, maintains adequate records of the operations, and serves the general public in an effective manner.

goals and objectives

- Provide a higher degree of service to the general public as compared to the previous year.
- Reduce the number of complaints received by the clerk's office as compared to the previous year.
- Reduce operational errors as a whole as compared to the previous year.
- Increase collection efforts on outstanding accounts by ten percent (10%) as compared to the previous year.
 - *Implementation of upgraded telephone systems to increase quality and efficiency of communication with the public.*
 - *Implementation of upgraded computer systems to increase quality and efficiency of record keeping.*
 - *Implementation of training and development for staff to increase interpersonal and professional skills, so that they may better serve the public - not available*
 - *Compare 1994/95 public complaint file with 1995/96 records - not available*
 - *Compare 1994/95 collection reports with 1995/96 records - not available*

performance indicators

Not applicable

budget comments

This office will become more aggressive in collecting delinquent accounts so as to continue to be recognized as a leading department in generating revenue on behalf of the city. This office will also strive to heighten its public image as one of professionalism and courtesy with regard to its customers, the general public, and of efficiency with regard to the work performed by the staff.

budget detail

FINANCE & ADMINISTRATION Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: City Court Clerk's Office				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	406,273	448,501	527,350	486,274
18 Fringe Benefits	0	72,748	85,777	83,089
Total Salaries & Benefits	\$406,273	\$521,249	\$613,127	\$569,363
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	300	0
04 Engineering Services	0	0	0	0
05 Other Services	192,981	32,050	67,534	79,147
06 Travel	1,672	2,420	4,000	4,000
07 Office & Administration	10,302	12,783	15,212	16,366
08 Utilities	0	0	0	0
09 Vehicle Operations	502	527	1,118	2,161
10 Insurance & Bonds	250	330	1,550	1,750
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	6,562	10,691	17,000	17,000
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$212,269	\$58,801	\$106,714	\$120,424
15 Capital Outlay	1,097	0	0	0
17 Fixed Assets	4,188	0	0	0
Total Capital	\$5,285	\$0	\$0	\$0
Grand Total	\$623,827	\$580,050	\$719,841	\$689,787

telephone system

description

The Telephone System activity is used to accumulate all telephone related expenditures for the entire city system. All local line charges are accumulated and paid from this activity. The long distance charges are likewise paid from this activity, then charged to the incurring department as a part of their operating budget. In January, 1993, the City obtained the services of a telephone management company. Their task was to review the current telephone situation and make recommendations on how the City could improve its system. Through this alternative the City has been able to consolidate and improve its services and has resulted in significant savings. All major telephone system enhancements are charged to this area.

goals and objectives

- To continue to work with the management consultant to maximize the use of the telephone system in the most cost-effective manner.

budget detail

FINANCE & ADMINISTRATION Divisional Budget Summary FISCAL YEARS 1993 - 1995				
DIVISION: Telephone System				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	0	0	0	0
18 Fringe Benefits	0	0	0	0
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees	0	14,401	28,800	34,000
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	45,112	51,385	56,052	47,900
06 Travel	0	0	0	0
07 Office & Administration	162,968	174,567	265,228	240,000
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	0	0	0	0
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$208,080	\$240,353	\$350,080	\$321,900
15 Capital Outlay	0	0	9,275	25,000
17 Fixed Assets	0	0	0	0
Total Capital	\$0	\$0	\$9,275	\$25,000
Grand Total	\$208,080	\$240,353	\$359,355	\$346,900

court space usage

description

In 1992, the City of Chattanooga entered into an agreement with Hamilton County to combine their previously separate jail and court facilities. Within the agreement the County government maintains the facilities and the City pays its prorata share of the space occupied for City Court, City Court Clerk's Office and the support staff. The prorata share of cost the City pays include utilities, security, maintenance and custodial services. The original agreement provided that the city would pay 29% of the total operating costs. In FY 94/95, as a result of the changing needs of City Court, the agreement was reviewed and the negotiated rate was dropped to 15%.

The City also pays a share of the debt service incurred when bonds were sold by the County to fund the building of the new facility. This debt service cost will be discussed in the debt service section

goals and objectives

- Periodically review the space needs of City Court and the City Court Clerk's Office and negotiate with Hamilton County as necessary

budget detail

FINANCE & ADMINISTRATION Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: Court Space Usage				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	0	0	0	0
18 Fringe Benefits	0	0	0	0
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	0	170,133	170,133	83,980
06 Travel	0	0	0	0
07 Office & Administration	0	0	0	0
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	0	0	0	0
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$0	\$170,133	\$170,133	\$83,980
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$0	\$170,133	\$170,133	\$83,980

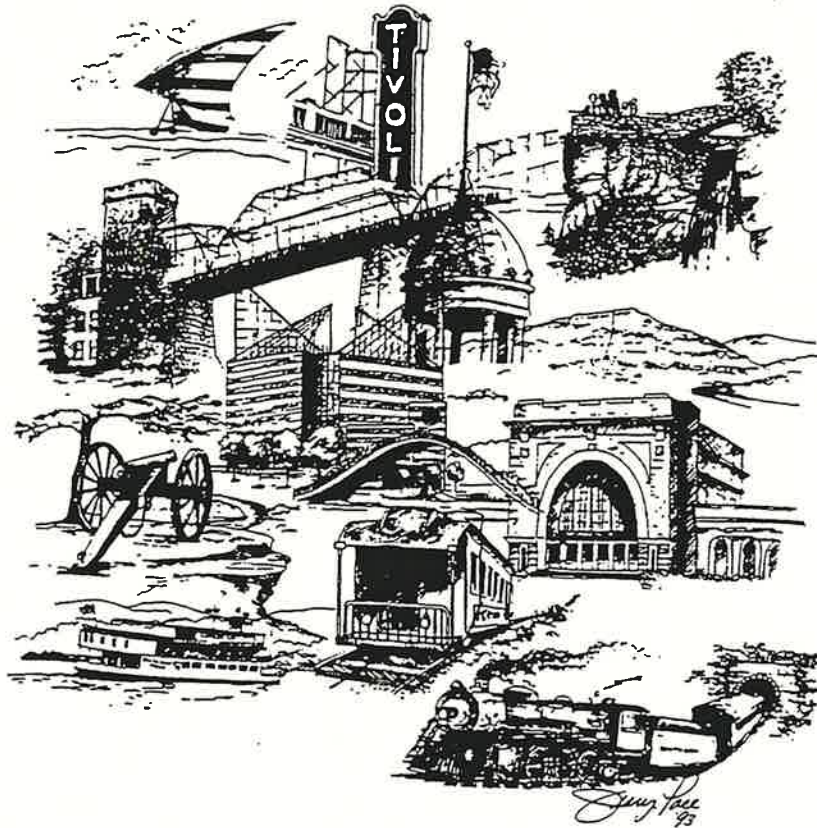
renewal & replacement

description

Through FY 93/94, this activity recorded the purchase of all capital outlay and fixed asset purchases for the activities under the jurisdiction of the Finance Administrator. This included all activities in the Finance and Administration Department and activities in the General Government Department such as the Office of the Mayor, City Attorney and City Court. Beginning with FY 94/95, all renewal and replacement appropriations are recorded in the General Government area.

budget detail

FINANCE & ADMINISTRATION Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: Renewal & Replacement				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	0	0	0	0
18 Fringe Benefits	0	0	0	0
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	0	0	0	0
06 Travel	0	0	0	0
07 Office & Administration	0	0	0	0
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	0	2,584	0	0
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$0	\$2,584	\$0	\$0
15 Capital Outlay	13,609	42,989	0	0
17 Fixed Assets	73,023	104,403	0	0
Total Capital	\$86,632	\$147,392	\$0	\$0
Grand Total	\$86,632	\$149,976	\$0	\$0



summary

description

The Safety Department is divided into three sections for organization and budget purposes:

Fire
Police
Administrator

Each division of the department is necessary and serves a different area of need.

The Fire division provides fire protection services to business and residents. The division also responds to requests for emergency medical assistance. Other services provided by the Fire division include prevention and inspection.

The Police division responds to requests from citizens to document and investigate reported criminal activity. The division also serves to prevent crime through patrol and prevention programs. The newest program underway to combat crime is community policing.

The Administrator's division of the department serves to provide fiscal oversight and personnel functions for the other divisions of the department. The section provides policy and direction to the other divisions in order to promote safety (fire and police) throughout the city. The division also searches for resources available to improve safety from other than local tax revenues.

departmental goals & objectives

- **Promote fire safety. Reduce the number of deaths and injuries, the amount of fire losses, and number of fires.**
 - *Maintain an adequate level of readiness to reduce death, injuries, and loss from fires.*
 - *Inspect buildings and businesses to promote prevention of fires.*
- **Reduce crime and the effects of crime in our city.**
 - *Maintain reasonable response to citizen complaints. Document and investigate criminal activity. Apprehend and charge the perpetrator.*
 - *Prevent crime through the use of patrols and other safety programs which target specific needs.*
 - *Provide the optimum use of resources and identify and recruit other available resources from outside city government.*
 - *Plan deployment of financial and personnel resources to maintain a good level of readiness while still pursuing prevention measures.*

departmental budget summary

SAFETY Departmental Budget Summary Fiscal Years s 1993 - 1996				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$23,729,015	\$30,187,317	\$32,223,267	\$34,778,032
Operating	3,244,119	4,302,848	4,958,404	5,273,572
Capital	689,706	509,283	0	0
Total	<u>\$27,662,840</u>	<u>\$34,999,448</u>	<u>\$37,181,671</u>	<u>\$40,051,604</u>
Positions Authorized	905	924	942	1,032

administration

description

The Administrator's division is responsible for the oversight of budget and personnel matters for both the Fire and Police divisions. The sections of this division include: Payroll and Personnel, Budgeting and Planning, and the Licensing Office (beer, taxi, and wrecker).

goals & objectives

- **Develop policy and coordinate resources to provide sound fiscal management of the Safety Department.**
 - *Implement policy that promotes the safety of residents through the proper deployment of fire and police resources.*
 - *Monitor spending of divisions and coordinate purchases to provide savings of financial resources.*
 - *Maintain payroll and documents to ensure compliance with the Budget Ordinance and City Code.*

budget detail

SAFETY Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ADMINISTRATION				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	161,770	168,997	177,018	242,194
18 Fringe Benefits	0	32,397	33,597	44,969
Total Salaries & Benefits	\$161,770	\$201,394	\$210,615	\$287,163
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	2,698	3,555	3,677	4,057
06 Travel	1,900	1,535	2,850	2,850
07 Office & Administration	4,492	4,252	4,243	5,760
08 Utilities	0	0	0	0
09 Vehicle Operations	0	350	863	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	38	27	50	50
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$9,128	\$9,719	\$11,683	\$12,717
15 Capital Outlay	0			
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$170,898	\$211,113	\$222,298	\$299,880

police

description

The Police division is organized into four (4) major functional areas:

- *administration*
- *uniform patrol*
- *investigation*
- *services*

Administration is responsible for planning, organizing, staffing, developing, coordinating, reporting, budgeting, and public relations to provide the most efficient and effective services to the citizens through the discharge of the Police Department's duties.

Uniform patrol is responsible for the deployment of police officers throughout the twenty-nine (29) police patrol districts contained in seven (7) police patrol team areas in the city. Each police team provides officers for patrol and response to citizen requests for service or assistance on a twenty-four hour basis. Police teams and team areas were created to provide permanently assigned officers to confined neighborhood areas in order for them to become familiar with neighborhood residents and particular problems within a given neighborhood. These officers are responsible for working on crime problems independently and in conjunction with other divisions such as crime prevention, investigative, narcotics, etc., in order to solve the neighborhood problems. Patrol manpower is distributed in accordance with area and calls for service in order to provide the maximum visibility while keeping response time to a minimum. The Patrol Division uses both marked units and unmarked units (special assignment) and applies manpower management within a directed patrol setting whereby the patrol officers target problem areas when not on calls. Directed patrol activities are determined through an analysis of crimes and incidents utilizing a study of data in the records management system.

Investigative area Inspectors are responsible for follow-up investigations of all crime incidents reported to the department. Inspectors apprehend offenders through identification techniques; recover, identify and preserve property and evidence; and conduct court preparation for cases set for prosecution in court. This division makes extensive use of the case management component within the records management system and utilizes the crime analysis function of this system to develop leads, identify suspects and solve cases. This division also provides identification and evidence processing through the I.D. Section.

The *Services* area is responsible for all support operations to include communications, training, property section, and police records and information services. Communication personnel are responsible for answering of citizen calls for service on the E-911 emergency lines and other police on fire telephone lines and for the dispatch of all calls to patrol, detective or departmental personnel. The police academy and the training instructors are responsible for providing 14 weeks of intensive basic training to police recruits as needed each year and to provide a forty (40) hour in-service training session each year to all sworn personnel as well as providing selected specialized training sessions. The property and evidence section is responsible for the processing and maintenance of all property and evidence in criminal cases and found property not associated with criminal cases. This division also provides crime prevention programs to the public through public education programs and crime prevention surveys to businesses and individual citizens.

goals & objectives

➤ The mission of the Chattanooga Police Department is the prevention of crime through high visibility patrol and public education in addition to suppression of crime through criminal apprehension and prosecution. Its mission is also to protect citizens in their life and property, preserve their peace and thereby improve the quality of life in Chattanooga.

- *Contain or reduce the crime rate per 1,000 population based upon prior year averages for a total of five (5) prior years.*
- *Provide basic training for up to 30 police recruits in FY 1994 and provide in-service or specialized training for all incumbent officers in FY 1994.*
- *Maintain an initial police response time for citizen calls for service or assistance under four (4) minutes.*
- *Continue to expand and improve crime prevention techniques through crime data analysis and use of directed patrol activities based upon intensive and specific area analysis.*
- *Continue the team policing or community policing concept to provide and improve upon the close working relationship between the police department and defined neighborhoods.*
- *Continue to expand team efforts between the team police officers and citizens by assigning officers to attend neighborhood association meetings, neighborhood watch group meetings and other civic group functions in order to work more closely with neighborhood residents on crime problems.*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	<u>Actual FY 93/94</u>	<u>Projected FY 94/95</u>	<u>Goal FY 95/96</u>
• FBI crime statistics (1,000 pop)	92.55	90.82	89.75
• Number of officers trained	125	145	175
• Accidents Statistics	14,550	13,690	12,900

budget details

SAFETY Divisional Budget Summary Fiscal Years s 1993 - 1996				
DIVISION: POLICE				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	12,881,372	13,702,372	14,998,770	16,676,876
18 Fringe Benefits	0	2,673,243	2,960,387	3,108,105
Total Salaries & Benefits	\$12,881,372	\$16,375,615	\$17,959,157	\$19,784,981
02 Professional Fees	1,172	70,570	1,000	3,000
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	194,238	266,051	310,865	357,882
06 Travel	19,274	18,079	18,000	29,000
07 Office & Administration	84,797	92,395	93,361	97,656
08 Utilities	840	0	1,200	0
09 Vehicle Operations	737,781	1,071,851	1,309,777	1,413,184
10 Insurance & Bonds	0	0	0	40
11 Buildings & Grounds	18,431	20,884	50,210	14,395
12 Materials & Supplies	219,729	203,109	333,598	391,141
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	48,542	167,812	140,000	236,005
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$1,324,804	\$1,910,751	\$2,258,011	\$2,542,303
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$14,206,176	\$18,286,366	\$20,217,168	\$22,327,284

fire

description

To promote efficiency, the Fire division is divided into four major areas:

- *administration*
- *fire prevention*
- *supply & maintenance*
- *fire fighting*

The *Administration* area of the Fire division is headed by the Fire Chief. This division is responsible for all personnel, operation, and policy administration. Sections of this division include Fire Records and Water Supply. The division is staffed by a total of 8 employees.

The *Fire Prevention* area is responsible for inspections to ensure compliance with safety ordinances for all buildings in Chattanooga. The Arson Investigation Section is also operated by this division. The division is staffed by a total of 6 employees.

The *Supply and Maintenance* area is responsible for ensuring that each Fire Station is adequately provided with working equipment and to maintain all building and ground for the Safety Department. The Supply Section operates on a 24 hour a day basis to supply air and other necessary equipment to all fire scenes. This section is staffed by a total of 4 employees. The Maintenance Section maintains all Safety Department buildings and grounds and supervises all repair projects. This section is staffed by a total of 7 employees.

The *Fire Fighting* area with 93% of the all employees is the largest division in the department. In addition to responding to requests for service, this division is also responsible for supplementing the Fire Prevention Bureau's building inspections and inspecting all fire hydrants.

goals & objectives

- ➔ **The mission of the Fire Department is to protect life, prevent injury, and preserve property. This mission is carried out by maintaining an excellent level of preparedness to respond to emergency situations. The types of responses requested of the department include extinguishing fires, rescue requests, and medical emergencies.**

budget detail

SAFETY Divisional Budget Summary Fiscal Years s 1993 - 1996				
DIVISION: FIRE				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	10,685,873	11,367,665	11,696,864	12,236,102
18 Fringe Benefits	0	2,242,643	2,356,631	2,469,786
Total Salaries & Benefits	\$10,685,873	\$13,610,308	\$14,053,495	\$14,705,888
02 Professional Fees	0	165	220	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	40,889	52,207	77,033	76,652
06 Travel	6,895	6,886	9,950	9,950
07 Office & Administration	32,916	37,606	32,108	22,344
08 Utilities	0	0	0	0
09 Vehicle Operations	150,184	494,839	590,862	603,710
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	96,640	98,165	160,923	150,221
12 Materials & Supplies	161,935	194,450	288,573	294,861
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$489,459	\$884,318	\$1,159,669	\$1,157,738
15 Capital Outlay				
17 Fixed Assets		0		
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$11,175,332	\$14,494,626	\$15,213,164	\$15,863,626

utilities

The Safety Department Utilities Activity is used to pay the departmental utility bills and the water bill for the fireplugs.

budget detail

SAFETY Divisional Budget Summary Fiscal Years s 1993 - 1996				
DIVISION: UTILITIES				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities	1,420,728	1,498,060	1,529,041	1,560,814
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$1,420,728	\$1,498,060	\$1,529,041	\$1,560,814
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$1,420,728	\$1,498,060	\$1,529,041	\$1,560,814

renewal and replacement

description

This activity pays for small items such as furniture and equipment. Small projects are also funded from here as resources permit. R & R is currently budgeted in the General Government area for all departments (beginning in FY 94/95).

budget detail

SAFETY Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: RENEWAL & REPLACEMENT				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$0	\$0	\$0
15 Capital Outlay	74,655	82,032	0	0
17 Fixed Assets	615,051	427,251	0	0
Total Capital	\$689,706	\$509,283	\$0	\$0
Grand Total	\$689,706	\$509,283	\$0	\$0

summary

description

The mission of the Public Works Department is to maintain the basic infrastructure of the City of Chattanooga. Maintenance services include street repair; curbs, gutters, and sidewalks repair; and storm sewer repair. Other services include street cleaning, garbage pickup, recycling, brush and trash pickup, sanitary landfill operation, traffic control, and better housing. The Public Works Department is also responsible for the sanitary sewer and storm water systems. Major capital projects such as street paving and rehab and bridge rehab are also handled by this department.

departmental goals & objectives

- The major goals of the Public Works Department are in the areas of solid waste and storm water and interceptor sewer improvements.
 - Continue to increase the recycling rate and reduce waste going into the landfills.
 - Continue to develop improvements to our delivery of services at a less cost to our citizens.
 - Convert to a subtitle D landfill.
 - Continue to be customer friendly.
 - Institute new waste reducing initiatives at the landfill.
 - Continue to develop more landfill space.
 - Continue to eliminate CSO's and SSO's.
 - Develop an application for sludge from ISS to reduce sludge going into the Landfill.

departmental summary

PUBLIC WORKS Departmental Budget Summary Fiscal Years 1993 - 1996				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$5,565,196	\$6,671,609	\$7,267,761	\$7,498,439
Operations	3,874,862	4,304,127	4,636,569	5,502,308
Capital	337,954	297,214	0	0
Total	<u>\$9,778,012</u>	<u>\$11,272,950</u>	<u>\$11,904,330</u>	<u>\$13,000,747</u>
Positions Authorized	254	249	248	250

administration

description

Public Works Administration is responsible for providing management coordination, including policy and budget, for the five operating divisions of the department. This office also operates the Public Works Action Line, taking requests for services from the public.

goals & objectives

☞ To improve coordination between the various divisions to better carry out the overall plans of the department.

- Conduct Regular staff meetings.
- Monitoring departmental budget.

performance indicators

Not applicable

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ADMINISTRATION				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	243,700	259,290	279,044	272,075
18 Fringe Benefits	0	43,855	46,943	45,583
Total Salaries & Benefits	\$243,700	\$303,145	\$325,987	\$317,658
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	1,240	4,030	1,400	4,250
06 Travel	2,222	3,024	3,000	3,000
07 Office & Administration	4,083	3,780	4,100	5,450
08 Utilities				
09 Vehicle Operations	1,214	1,937	2,620	2,850
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies		15	0	0
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$8,759	\$12,786	\$11,120	\$15,550
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$252,459	\$315,931	\$337,107	\$333,208

inspection

description

The Inspection Division is responsible for enforcing the regulatory codes and ordinances dealing with building codes adopted by the City of Chattanooga. This office issues permits governing housing, building construction, electrical, plumbing, mechanical and sign installation. Codes relating to condemnation and demolition of houses & buildings, litter, overgrowth, illegal dumping and inoperative and abandoned vehicles are also enforced through this office.

goals & objectives

➤ **To continue to enforce the City's minimum housing ordinance in an effort to encourage rehabilitation or removal of buildings which are dilapidated, unsafe or substandard and which adversely affect public health and safety.**

- *Maintain a schedule for inspection of substandard housing to recommend improvements or demolition.*
- *Issue building, electrical, gas, mechanical, and plumbing permits to insure City building standards are met.*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: Goal)

	<u>Actual</u> <u>FY 93/94</u>	<u>Projected</u> <u>FY 94/95</u>	<u>Goal</u> <u>FY 95/96</u>
Building Permits	\$ 254,291	283,473	254,000
Electrical Permits	79,770	86,162	79,000
Gas Permits	6,800	9,192	9,000
Mechanical Permits	109,970	66,166	60,000
Plumbing Permits	87,000	85,972	76,000
Sign Permits	71,595	85,760	54,000
Street Cut Permits	33,595	42,147	38,000
Permit Issuance Fee	64,500	68,825	65,000

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: INSPECTION				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	929,984	990,905	1,074,290	1,125,435
18 Fringe Benefits	0	169,856	182,719	192,302
Total Salaries & Benefits	\$929,984	\$1,160,761	\$1,257,009	\$1,317,737
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	57,278	140,328	135,086	139,614
06 Travel	1,651	1,139	2,000	2,000
07 Office & Administration	12,506	18,263	19,373	20,850
08 Utilities				
09 Vehicle Operations	25,312	39,455	43,210	53,700
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	1,136	2,323	525	625
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$97,883	\$201,508	\$200,194	\$216,789
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$1,027,867	\$1,362,269	\$1,457,203	\$1,534,526

city yards

description

City Yards is responsible for providing daily logistical planning, resource and personnel management services, and oversight of the implementation of the various services which encompass the Division of City-Wide Services. These Divisions include:

Sewer Construction and Maintenance
Brush and Trash Collection
Emergency Response
Garbage Collection
Street Cleaning
Recycling Collection
Street Construction
Street Maintenance

goals & objectives

- **To establish effective monetary control measures which allow City-Wide Services to maximize the level of service provided to City residents while keeping within budgetary guidelines.**
 - *Conduct regular planning meetings with Division heads to assess expenditure levels.*
 - *Maintain a schedule of services in order to project their costs.*
 - *Analyze service schedules periodically to improve efficiency and reduce waste of resources.*
 - *Ensure the public is informed of changes in services in a timely manner to prevent duplication of effort.*
 - *Work closely with other City Divisions to coordinate service support requirements.*

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: CITY YARDS				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	388,575	402,111	417,458	384,099
18 Fringe Benefits	0	69,093	71,455	65,582
Total Salaries & Benefits	\$388,575	\$471,204	\$488,913	\$449,681
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	56,705	57,915	61,680	62,200
06 Travel	1,645	41	1,500	1,500
07 Office & Administration	11,907	6,756	7,153	12,000
08 Utilities				
09 Vehicle Operations	4,467	7,137	8,450	14,850
10 Insurance & Bonds				
11 Buildings & Grounds	831	245	245	0
12 Materials & Supplies	21,702	25,011	20,825	29,100
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$97,257	\$97,105	\$99,853	\$119,650
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$485,832	\$568,309	\$588,766	\$569,331

sewer construction & maintenance

description

The Sewer Construction and Maintenance Division is responsible for the installation and maintenance of storm drains and concrete drainage structures. This Division is also responsible for installation of storm and sanitary sewers, guardrails, curbs and gutters, sidewalks and roadway concrete as required for rehabilitation jobs in order to insure streets adequate for the safe flow of traffic.

goals & objectives

- **Timely installation and preactive preventive maintenance and repair of storm drainage systems to minimize flooding and water damage to streets and private property.**
 - *Reduce costs to the City from damage to public and private property due to flooding. Work cooperatively with Storm Water Management on storm drain maintenance and installation.*

budget details

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: SEWER CONSTRUCTION & MAINTENANCE				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	1,159,715	1,210,610	1,328,100	1,330,125
18 Fringe Benefits	0	202,412	222,495	221,693
Total Salaries & Benefits	\$1,159,715	\$1,413,022	\$1,550,595	\$1,551,818
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	50,517	43,006	42,370	40,600
06 Travel	300	14	300	1,000
07 Office & Administration	1,150	1,012	785	2,625
08 Utilities	0	0	0	0
09 Vehicle Operations	65,761	145,470	157,085	163,300
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	323,083	320,884	344,580	330,540
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$440,811	\$510,386	\$545,120	\$538,065
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$1,600,526	\$1,923,408	\$2,095,715	\$2,089,883

emergency

description

The Emergency Division is responsible for ensuring the safe movement of traffic along city streets. This involves clearing city streets and right-of-ways of any trees or litter blocking them as a result of storms or accidents. The Division also places flashers at road hazards and stop signs where traffic control signals are out. Emergency also spreads sand and/or salt on icy road surfaces during winter weather conditions. It is also this Division's responsibility to clear illegal dump sites and provide garbage collection service for special community events.

goals & objectives

- **Safe movement of traffic along city streets and the development of a cooperative relationship with community organizations designed to improve the efficiency of waste collection efforts associated with community events.**
 - *Reduce City's liability and associated costs through quick and accurate response to roadway emergencies.*
 - *Become an active partner in the planning of large scale community events to help reduce the cost of waste collection for these events.*

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: EMERGENCY				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	311,164	263,559	267,937	260,043
18 Fringe Benefits	0	43,495	42,011	40,654
Total Salaries & Benefits	\$311,164	\$307,054	\$309,948	\$300,697
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	0	0	0	300
06 Travel	17	0	0	0
07 Office & Administration	775	1,601	2,046	2,000
08 Utilities	0	0	0	0
09 Vehicle Operations	19,855	44,112	50,051	54,950
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	330	380	550	1,550
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$20,977	\$46,093	\$52,647	\$58,800
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$332,141	\$353,147	\$362,595	\$359,497

engineering

description

The Engineering Division is responsible for maintaining records on and overseeing city projects. Records are kept on the location of sanitary and storm sewers, right-of-ways, construction schedules, topographic and flood maps, subdivision plats, street utility, and property information. This information is available to the general public or contractors. In overseeing city projects the Engineering Division administers engineering contracts for sewers, storm water projects, streets and sidewalks, and curbs and gutters. This involves surveying as needed, writing specifications and plans and specs review, and for selected projects, designing, preparing construction plans, specifications and right of ways and easements and inspecting progress of work of contractors and developers.

goals & objectives

- **To upgrade the information capabilities of the division.**
- **Timely completion of engineering projects.**
 - *Completion of the automation of the design and survey functions.*
 - *Upgrade the scanning/digitizing capabilities to provide computer-stored access of all drawings.*
 - *Design and/or review of design for the rehabilitation of streets in the City five and ten year roadway improvement program.*
 - *Completion of all sewer collection system construction contracts and additional extensions as required.*
 - *Provide a means to improve substandard streets to minimum acceptability.*
 - *Evaluate street paving needs and recommend and monitor the progress of a paving program.*

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: CITY ENGINEER				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	920,152	955,566	1,021,454	1,123,928
18 Fringe Benefits	0	161,727	173,051	190,261
Total Salaries & Benefits	\$920,152	\$1,117,293	\$1,194,505	\$1,314,189
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	56,962	41,717	34,445	34,938
06 Travel	1,831	761	3,500	3,500
07 Office & Administration	21,829	28,937	29,031	33,600
08 Utilities				
09 Vehicle Operations	18,339	22,405	26,268	39,700
10 Insurance & Bonds		40		
11 Buildings & Grounds	198	75	0	
12 Materials & Supplies	3,327	8,940	7,565	8,050
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$102,486	\$102,875	\$100,809	\$119,788
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$1,022,638	\$1,220,168	\$1,295,314	\$1,433,977

street cleaning

description

The Street Cleaning Division is responsible for clean streets and right-of-ways. This involves sweeping the city streets and mowing right-of-ways on a regular basis. During the leaf collection season, this division also assists in the collection of leaves.

goals & objectives

- ➔ **Effective use of crews and equipment to improve the appearance and safety of streets and right-of-ways, thereby reducing the City's liability from accidents and reducing our landfill costs.**
 - *Reduce expenditures for personnel and equipment by developing a schedule for sweeping City streets and mowing right-of ways.*
 - *Reduce landfill cost through the diversion of organic materials to our compost mulch operation.*

budget details

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: STREET CLEANING				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	624,788	624,970	726,652	765,501
18 Fringe Benefits	0	100,795	122,508	138,085
Total Salaries & Benefits	\$624,788	\$725,765	\$849,160	\$903,586
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	48,924	88,321	89,240	90,000
06 Travel				
07 Office & Administration	124	178	395	
08 Utilities				
09 Vehicle Operations	97,227	205,556	223,280	239,013
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	15,112	13,862	10,205	12,200
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$161,387	\$307,917	\$323,120	\$341,213
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$786,175	\$1,033,682	\$1,172,280	\$1,244,799

traffic engineering administration

description

The office of Traffic Engineering Administration is responsible for the management of traffic functions for the City. This involves oversight of the Traffic Operations Division function of installation and maintenance of traffic signs and markings and their implementation of proposed traffic engineering improvements. Preparation of traffic studies, plans and engineering designs to identify, evaluate, and correct traffic operational and safety deficiencies are carried out through this office. Review of subdivision plats, building permits, roadway designs, variance request, zoning cases and special events permits are also handled through this office. Traffic Administration also assists contractors, utility companies, and other city departments in the development of work zones.

goals & objectives

➤ Safe and efficient traffic flow and patterns for the City.

- *Improve response time for citizen requests*
- *Become more active in long range transportation planning with MPO.*

budget details

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: TRAFFIC ENGINEERING ADMIN.				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	249,415	286,374	307,864	325,832
18 Fringe Benefits	0	47,130	52,731	55,528
Total Salaries & Benefits	\$249,415	\$333,504	\$360,595	\$381,360
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	23,930	610	800	3,050
06 Travel	1,296	775	1,750	1,750
07 Office & Administration	3,582	4,851	4,577	5,700
08 Utilities				
09 Vehicle Operations	4,725	6,369	8,709	8,430
10 Insurance & Bonds				
11 Buildings & Grounds	0	610	0	0
12 Materials & Supplies	390	250	325	300
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$33,923	\$13,465	\$16,161	\$19,230
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$283,338	\$346,969	\$376,756	\$400,590

traffic operation

description

The Division of Traffic Control is responsible for the traffic signals, signs and markings, and parking meters throughout the City.

This involves:

Installation of new signalized intersections throughout the City.

Rebuilding and maintaining 243 signalized intersections, 15 beacons (flashing intersections) and 30 school flashers.

Installation and maintenance of traffic signs throughout the City.

Installation of center lines and edge lines with thermoplastic on City streets.

Repainting center and edge lines.

Installation of crosswalks, stop bars, parking stalls and cross hatching.

Repainting curbs for loading zones downtown.

Installation and maintenance of parking meters.

Collecting money from parking meters.

Traffic Control is also responsible for ordering, storing and issuing supplies for the City Wide Services and Traffic Operations Divisions.

goals & objectives

➤ *Safe and steady vehicle and pedestrian traffic flow throughout the City*

- *Meet or exceed the average performance indicators for sign installation and repair.*
- *Meet or exceed the average performance indicator for parking meter service calls.*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: Goal)

	<u>Actual</u> <u>FY 93/94</u>	<u>Projected</u> <u>FY 94/95</u>	<u>Goal</u> <u>FY 95/96</u>
New sign installation	1,041	888	975
Repaired signs	8,268	8,462	8,535
Parking meter service calls	3,714	3,602	3,745

budget details

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: TRAFFIC CONTROL				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	737,703	726,883	800,018	826,223
18 Fringe Benefits	0	121,199	131,031	135,490
Total Salaries & Benefits	\$737,703	\$848,082	\$931,049	\$961,713
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	42,390	49,127	37,200	53,700
06 Travel	66	212	600	1,500
07 Office & Administration	1,413	4,340	3,380	5,050
08 Utilities				
09 Vehicle Operations	38,934	43,434	41,278	59,540
10 Insurance & Bonds				
11 Buildings & Grounds	703	337	0	
12 Materials & Supplies	101,071	172,210	166,613	162,000
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$184,577	\$269,660	\$249,071	\$281,790
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	922,280	1,117,742	1,180,120	1,243,503

brainerd levee 1,2,3

description

The Levee system was set up to provide stormwater pump services for the Brainerd area to prevent possible flooding from high levels of South Chickamauga Creek.

goals & objectives

- To prevent flooding in the Brainerd area of South Chickamauga Creek.
 - Monitoring of rising creek levels brought on by excessive rainy periods.
 - To have the pump station fully operational at all times.

budget details

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: LEVEE 1,2,3				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	25,783	13,325	28,500	28,600
06 Travel				
07 Office & Administration	40	68	0	100
08 Utilities	3,440	2,075	12,000	4,500
09 Vehicle Operations				
10 Insurance & Bonds	0	1,354	700	700
11 Buildings & Grounds	0	4,674	5,500	5,500
12 Materials & Supplies	206		2,250	2,250
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$29,469	\$21,496	\$48,950	\$41,650
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	
Grand Total	29,469	21,496	48,950	41,650

orchard knob storm station

description

The Levee system was set up to provide stormwater pump services for the Orchard Knob area to prevent possible creek flooding from high levels of the Tennessee River.

goals & objectives

- To prevent flooding in the Orchard Knob area.
 - *Monitoring of rising creek levels brought on by excessive rainy periods.*
 - *To have the pump station fully operational at all times.*

budget details

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ORCHARD KNOB				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	0	944	2,500	1,500
06 Travel				
07 Office & Administration				
08 Utilities	22,490	18,881	20,000	20,000
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	0	4,674	1,000	1,000
12 Materials & Supplies	0	0	1,250	1,250
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$22,490	\$24,499	\$24,750	\$23,750
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	22,490	24,499	24,750	23,750

board of plumbing examiners

description

It is the responsibility of the Board of Plumbing Examiners to examine, certify and issue certificates of competency for Master, Journeyman, Temporary Journeyman and Apprentice Plumbers.

goals & objectives

- ☛ Plumbers with a high degree of competency to ensure plumbing which meets City codes.

- Annual examinations for certification.

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: Goal)

	<u>Actual FY 93/94</u>	<u>Projected FY 94/95</u>	<u>Goal FY 95/96</u>
Plumbing Examination Fees & Licenses	\$16,000	\$16,000	\$16,000

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: BOARD OF PLUMBING EXAMINERS				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	1,745	2,249	2,400	2,100
06 Travel				
07 Office & Administration	392		300	200
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$2,137	\$2,249	\$2,700	\$2,300
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$2,137	\$2,249	\$2,700	\$2,300

board of electrical examiners

description

The Board of Electrical Examiners is responsible for examination of applicants to determine their knowledge of the rules and regulations for the installation of electrical wiring, devices, appliances and equipment as set forth in the statutes of the City, State and the National Electrical Codes. Licenses and certificates are issued for the class of work covered by the application.

goals & objectives

- ➔ Electricians with a high degree of competency to ensure electrical work meeting required codes.

- Annual examination for certification.

performance indicators(FY 93/94: actual, FY 94/95: projected, FY 95/96: Goal)

	<u>Actual</u> <u>FY 93/94</u>	<u>Projected</u> <u>FY 94/95</u>	<u>Goal</u> <u>FY 95/96</u>
Electrical Examination Fees & Licenses	\$40,000	\$70,000	\$95,000

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: BOARD OF ELECTRICAL EXAMINERS				
Category	<u>Actual</u> <u>FY 92/93</u>	<u>Actual</u> <u>FY 93/94</u>	<u>Budget</u> <u>FY 94/95</u>	<u>Budget</u> <u>FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	17,678	16,958	12,275	12,400
06 Travel	0	760	650	930
07 Office & Administration	6,007	3,856	3,625	3,325
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	<u>\$23,685</u>	<u>\$21,574</u>	<u>\$16,550</u>	<u>\$16,655</u>
15 Capital Outlay				
17 Fixed Assets				
Total Capital	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	<u><u>\$23,685</u></u>	<u><u>\$21,574</u></u>	<u><u>\$16,550</u></u>	<u><u>\$16,655</u></u>

board of mechanical examiners

description

The Board of Mechanical Examiners is responsible for the examination of applicants to determine their qualifications, as established by the Board, for licensing of mechanical journeymen and contractors.

goals & objectives

- ☉ Mechanical journeymen and contractors with a high degree of competency to insure mechanical work which meets City codes

- Annual examination for certification.

performance measures (FY 93/94: actual, FY 94/95: projected, FY 95/96: Goal)

	<u>Actual FY 93/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>
Mechanical Examination Fees & Licenses	\$67,000	\$67,000	\$67,000

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: BOARD OF MECHANICAL EXAMINERS				
Category	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	733	1,610	1,170	1,000
06 Travel				
07 Office & Administration	787	367	650	800
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	<u>\$1,520</u>	<u>\$1,977</u>	<u>\$1,820</u>	<u>\$1,800</u>
15 Capital Outlay				
17 Fixed Assets				
Total Capital	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	<u><u>\$1,520</u></u>	<u><u>\$1,977</u></u>	<u><u>\$1,820</u></u>	<u><u>\$1,800</u></u>

board of gas fitters

description

The Board of Gas Fitters is responsible for examination of applicants to determine their knowledge of the rules and regulations for the installation of gas piping devices, appliances and equipment as set forth in the statutes of the City, State and the Standard Gas Codes. Licenses and certificates are issued for the class of work covered by the application.

goals & objectives

- Gas Fitters with a high degree of competency to insure gas installation which meets required codes.

- Annual examination for certification.

performance measures (FY 93/94: actual, FY 94/95: projected, FY 95/96: Goal)

	<u>Actual FY 92/93</u>	<u>Projected FY 93/94</u>	<u>Goal FY 94/95</u>
Gas Examination Fees & Licenses	\$20,000	\$20,000	\$20,000

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: BOARD OF GAS FITTERS				
Category	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	3,007	1,765	1,800	1,800
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	<u>\$3,007</u>	<u>\$1,765</u>	<u>\$1,800</u>	<u>\$1,800</u>
15 Capital Outlay				
17 Fixed Assets				
Total Capital	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	<u><u>\$3,007</u></u>	<u><u>\$1,765</u></u>	<u><u>\$1,800</u></u>	<u><u>\$1,800</u></u>

utilities

description

The Utilities Activity for Public Works is used for paying operational utility bills.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: UTILITIES				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities	126,033	130,271	131,300	127,400
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$126,033	\$130,271	\$131,300	\$127,400
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	126,033	130,271	131,300	127,400

renewal and replacement

description

This activity pays for small items such as furniture and equipment. Small projects are also funded from here as resources permit. R & R is currently budgeted in the General Government area for all departments (beginning in FY 94/95).

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: RENEWAL & REPLACEMENT				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$0	\$0	\$0
15 Capital Outlay	79,130	74,866	0	0
17 Fixed Assets	258,824	222,348	0	0
Total Capital	\$337,954	\$297,214	\$0	\$0
Grand Total	337,954	297,214	0	0

solid waste & sanitation subsidy

description

The Solid Waste and Sanitation Subsidy is a General Fund subsidy to the Solid Waste and Sanitation Fund. This Fund Operates on revenue generated from the Solid Waste Landfill Tipping fee which is insufficient to cover the total cost of operation.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: SOLID WASTE & SANITATION				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	2,518,461	2,540,893	2,810,604	3,576,078
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$2,518,461	\$2,540,893	\$2,810,604	\$3,576,078
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	2,518,461	2,540,893	2,810,604	3,576,078

summary

description

The Parks and Recreation Department strives to provide an excellent variety of leisure opportunities to enhance the individual's quality of life through sports, fitness programs, and the arts in attractive and well maintained parks and facilities. This is accomplished through our many parks and recreation facilities, as well as organized community activities. Community recreation centers are provided within easy driving or walking distance for all of our citizens. There are numerous parks throughout the community for individual, family, or group enjoyment. The department works closely with all community, civic, and educational organizations to provide the best possible use of all available facilities. A quarterly "Chattanooga Parks and Recreation Leisure Guide" is published to keep the public informed of our community efforts and achievements.

There are twenty-three recreation centers located throughout the Chattanooga area. In addition to these centers, there are eighteen separate playgrounds. Numerous public tennis courts are available, and the City also operates two swimming pools during the summer months and two golf courses year-round. Other facilities include a public fitness center and several cultural arts center. The two civic auditoriums will accommodate nearly any concert, graduation event, or special assembly.

The City's numerous parks add to the quality of life. Some of the parks, such as Boynton Park on Cameron Hill and the Confederate and Citizen's Cemetery, highlight the area's historic Civil War heritage. Other parks bring citizens back into the downtown area after hours. Miller Park and Plaza is located in the center of the downtown area and provides lunchtime or evening entertainment several times during the summer months. The Ross's Landing Plaza surrounds the Tennessee Aquarium on the north end of the downtown area and is a popular spot for residents and tourists alike. A recent addition is the opening of a 3/4 mile linear park over the Tennessee River. Made possible through the renovation of the Walnut Street Bridge, this is the only such park in the Southeast, and is the world's largest pedestrian bridge.

The Warner Park Zoo offers education and entertainment for all ages. This facility is undergoing a continual transformation to improve the quality of life for animals. Private donations and capital funding make these physical improvements possible. There are currently over 150 mammals, reptiles and birds, including endangered species and exotic animals from all over the world.

The department takes advantage of every opportunity available to enhance the quality of life for its citizens. In addition to our year-round facilities and activities, the department is continually offering opportunities to the public for entertainment. The Ross' Landing Marina has hosted the world's largest paddlewheel boat, the *American Queen*, and is the site of the region's premier summer festival, Riverbend.

departmental goals & objectives

➤ Provide the best parks and recreation facilities in the region

- *Publish a quarterly brochure outlining the facilities and events available*
- *Publish press releases to announce new facilities and upcoming events*
- *Fund a maintenance program which will keep the facilities in top condition*

➤ Obtain funding from outside agencies to enhance our building plans

- *Apply for grants from private and governmental agencies to supplement local government funds*

departmental budget summary

PARKS & RECREATION Departmental Budget Summary Fiscal Years 1993 - 1996				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	3,590,113	4,507,143	4,822,603	5,157,767
Operating	1,459,326	1,879,782	2,051,231	2,214,946
Capital	154,936	232,130	87,337	97,403
Total	<u>\$5,204,375</u>	<u>\$6,619,055</u>	<u>\$6,961,171</u>	<u>\$7,470,116</u>
Positions Authorized	251	246	253	256

administration

description

The administrative unit of the Department of Parks & Recreation consists of six employees and one volunteer. The functional components of the unit include the Department Administration, Facility Design and Planning, Public Relations, and the Budget and Clerical support services. The Department's business activities, such as the processing of all payrolls, and purchasing vouchers and requisitions, in addition to accounting and budgeting is handled by the Administrative support personnel. The office functions to coordinate all the activities of the four major departmental divisions and sets and approves policy and direction for the entire department of 195 full time employees. Included in this management activity is the department's Safety and Training program. Through the efforts of the Planning and Design section, the office carries out the supervision of all capital projects that are provided annually through Community Development Block Grant programs, City Capital funding, and all state and federal grants. The planning professionals are evaluating existing facilities and developing a comprehensive plan for refurbishment and development, all based on community and city-wide needs. Coordination of activities involved in the development of the multimillion dollar Tennessee River Park is also a major responsibility.

goals & objectives

➤ Establish and monitor goals and objectives with each of the operating divisions

- *Conduct weekly staff meetings*

➤ Develop a comprehensive plan for facility utilization

- *Set administrative staff goals for facilities and programming*

➤ Establish criteria for future park and facility design and placement

- *Determine community expectations for the department*

➤ Develop public/private partnerships

- *Continue efforts with the Greater Chattanooga Sports Committee*

➤ Conduct a comprehensive participant survey on softball

- *Develop a questionnaire for community input*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	<u>Actual</u> <u>FY 93/94</u>	<u>Projected</u> <u>FY 94/95</u>	<u>Goal</u> <u>FY 95/96</u>
Promotional brochures printed	130,000	135,000	80,000
News releases	88	67	80
Construction projects completed		19	22

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Administration				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	197,144	251,284	273,294	285,660
18 Fringe Benefits		42,300	45,731	47,438
Total Salaries & Benefits	\$ 197,144	\$ 293,584	\$ 319,025	\$ 333,098
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	4,433	11,740	31,596	30,200
06 Travel	2,628	3,492	3,500	3,750
07 Office & Administration	13,468	26,477	22,650	25,386
08 Utilities				
09 Vehicle Operations	1,787	2,326	2,700	3,200
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	141	279	350	500
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 22,457	\$ 44,314	\$ 60,796	\$ 63,036
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 219,601	\$ 337,898	\$ 379,821	\$ 396,134

recreation supervision

description

The recreation division oversees programming at 23 recreation centers, 4 art facilities, 1 senior building, 78 tennis courts, 81 youth and adult ballfields, 2 swimming pools, 1 fitness center, 4 greenways, 14 parks and various walking trails. The supervision unit of the Recreation Division is made up of 1 Recreation Superintendent, 1 Assistant Recreation Superintendent, 3 Program Supervisors, 1 Cultural Arts Coordinator, and 1 Secretary. The supervisory staff formulates and administers a broad public recreation program. This staff also plans, organizes, and directs 59 recreation specialists and activities, with immediate supervision of staff for major functions or phases of the recreation program itself. Numerous records such as monthly reports, staff and zone evaluations, program advertisements and results, attendance totals, annual employee appraisals, accident reports, event schedules, etc., are prepared and maintained. The staff prepares the annual recreation division budget request for presentation to the Parks and Recreation Administrator and compiles reports and memoranda regarding achievement of goals and cost effectiveness. Members of this staff work with other governments, businesses and private agencies to enhance effectiveness of effort and increase community involvement and awareness of recreation activities and facilities. Recreation supervisors staff meetings are held biweekly, and routine visits are made to recreation facilities on a regular basis.

goals & objectives

➤ Provide the highest quality of leisure services for all citizens

- *Increase programming*
- *Add backpacking and horseback riding.*
- *Continue the expansion of our Outdoors Program*
- *Increase the number of cultural arts programs offered to our citizens*
- *Add special events through the use of guest art instructors and volunteers*
- *Expand programs to meet leisure needs of communities where recreation centers are nonexistent*
- *Add additional staff in order to maintain quality service and meet future trends in recreation programming*
- *Continue to be a positive force in the reduction of crime and violence by working with various agencies to see that youth have programs such as Midnight Basketball, Wall Climbing, Baseball, Overnight Campouts etc.*

➤ Maximize staff effectiveness

- *Provide uniforms for recreation staff*
- *Increase professional training of the supervisory staff*

➤ **Increase funding for programs**

- *Establish a fee schedule for selected programs*
- *Increase city appropriation*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual FY 93/94	Projected FY 94/95	Goal FY 95/96
Staff meetings with directors	30	30	30
Supervisory staff meetings	50	50	50
Training classes	8	10	17
Seminars	11	11	11

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Recreation				
Activity: Supervision				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	157,433	180,854	198,801	210,722
18 Fringe Benefits		30,945	34,099	36,124
Total Salaries & Benefits	\$ 157,433	\$ 211,799	\$ 232,900	\$ 246,846
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	11	663	4,040	2,940
06 Travel	2,155	2,429	5,295	5,575
07 Office & Administration	1,379	1,666	2,440	2,743
08 Utilities				
09 Vehicle Operations	4,587	6,494	7,530	6,651
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 8,132	\$ 11,252	\$ 19,305	\$ 17,909
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 165,565	\$ 223,051	\$ 252,205	\$ 264,755

community centers

description

The recreation community centers employee 59 full time recreation professionals in its daily effort to provide programs to all citizens. General activities include providing programs in our recreation centers, conducting city wide recreation and sporting events, and participating in joint efforts with over 80 other agencies in providing community services in the recreational and cultural development areas. These agencies include the Chattanooga Housing Authority, Chattanooga Board of Education, Boy Scouts, Girls Inc., Girl Scouts, Chattanooga Tennis Association, Chattanooga Table Tennis Club, Habitat For Humanities, Allied Arts, Association of Visual Arts; Sports, Arts, and Recreation Commission National Youth Sports Association, Chattanooga Youth Corp., etc. Leisure opportunities are provided through sports, (baseball, softball, basketball, tennis, soccer, football, golf, badminton, table tennis, etc.); the arts (drama, dance, water colors, photography, doll making, pottery, etc.); physical fitness (aerobics classes, step aerobics, water aerobics, weight and body conditioning, etc.); outdoor programs (canoeing, camping, white water rafting, horseback riding, wall climbing, etc.); special events (Winds of the Water, Punt Pass Kick, Riverfest, Kite Flight, Halloween Boo-Hoo Preview, Fund and Picnic Day, Sportsfest, Black Top Basketball, Home Run 5K, etc.); and passive programs (card and table games, bird watching, environmental classes, nature studies, creative writing, music appreciation, etc.).

goals & objectives

- **Offer leisure time activities that are physically wholesome, mentally stimulating and socially sound.**
 - *Form recreation advisory boards or committees for each recreation center community.*
 - *Develop more instructional classes for recreational programs.*
 - *Expand outdoor programming.*
 - *Increase professional staff to meet recreational needs.*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual FY 93/94	Projected FY 94/95	Goal FY 95/96
Recreation center participation	662,580	559,950	650,000
Participation in various programs includes:			
<u>Program</u>			
Adult Softball	7,500	8,000	8,500
Youth Baseball & Softball Youth Association	4,825	5,109	5,500
Rock 'N Read	4,200	4,500	4,750
Week of the Young Child	3,000	4,000	4,000
Chattanooga Tennis Association	2,375	2,500	2,500

	Actual FY 93/94	Projected FY 94/95	Goal FY 95/96
Basketball	3,050	3,131	4,000
Track	1,000	1,085	1,125
July Parks & Recreation Month	3,780	4,000	4,300
Youth Associations	5,500	5,667	5,800
Outdoors	800	1,067	1,200
Cultural Arts	4,550	4,961	5,100
Adult Activities	4,200	4,286	4,500

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Recreation				
Activity: Community Centers				
<u>Category</u>	<u>Actual</u> <u>FY 92/93</u>	<u>Actual</u> <u>FY 93/94</u>	<u>Budget</u> <u>FY 94/95</u>	<u>Budget</u> <u>FY 95/96</u>
01 Salaries & Wages	959,360	1,004,209	1,089,093	1,215,794
18 Fringe Benefits		170,660	186,944	205,805
Total Salaries & Benefits	\$959,360	\$1,174,869	\$1,276,037	\$1,421,599
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	10,310	19,167	18,730	21,015
06 Travel	1,751	2,666	5,000	5,000
07 Office & Administration	18,406	18,950	19,320	19,904
08 Utilities	161,497	179,092	181,750	198,955
09 Vehicle Operations	7,772	12,325	15,500	23,000
10 Insurance & Bonds		753		
11 Buildings & Grounds	3,452	1,275		
12 Materials & Supplies	54,185	46,994	63,605	99,160
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$257,373	\$281,222	\$303,905	\$367,034
15 Capital Outlay	359	496		
17 Fixed Assets		1130		
Total Capital	\$359	\$1,626	\$0	\$0
Grand Total	\$1,217,092	\$1,457,717	\$1,579,942	\$1,788,633

The Roanoak Center is operated by the Chattanooga InnerCity Ministries. These funds provide for the programming at the center.

PARKS & RECREATION				
Divisional Budget Summary				
Fiscal Years 1993 - 1996				
DIVISION: Recreation				
Activity: InnerCity Ministry				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				18,500
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 0	\$ 0	\$ 0	\$ 18,500
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 0	\$ 0	\$ 0	\$ 18,500

senior neighbors

description

The funds provided to the Senior Neighbors Association by the City are used to help support four senior programs. The programs and funding are as follows:

1. *Portable meals* - 2 meals per day 5 days per week. The City contribution makes up 5% of this budget.
2. *Lunch* - Weekday lunches served at the Newby St. facility for participants. The City contribution makes up 11% of this budget.
3. *Senior Employment Services* - Placement of 1,200-1,500 seniors into jobs per year. The City contribution makes up 18% of this budget.
4. *Social Development (Recreation)* - Programs are conducted at 5 Senior Neighbor branches. The City contribution makes up 7% of this budget.

(Senior Neighbors is a supported agency. This represents the support from the City of Chattanooga only).

budget detail

summer youth programs

description

The summer youth program, operated by the City Recreation Division, begins the first week school is out and continues for nine weeks. Additional summer staff are hired to help support the added programs. Numerous playground programs are began at this time for the public and continue until the middle of August. The two swimming pools are open through the end of summer. Added programs include six summer camps, the Hershey Hall of Fame Track Meet, Junior Olympics, Softball Leagues, Roscoe Tanner Tennis, National Junior League Tennis Program, tennis lessons, tennis tournaments, horseshoe tournaments, a free Learn to Swim Program, canoeing, backpacking, campouts, wall climbing, the Art Camp in July, Youth Craft Day at Warner Park, Parent/Child Saturday Woodworking, Parent/Child Saturday Photography, clay and pottery classes, Storytelling and Puppet Show in the Park, horseback riding, white water rafting, and golf lessons. (All events and programs are provided for the disabled where possible).

goals & objectives

☉ Operate a well rounded nine week summer youth program

- *Expand the summer day camp programs*
- *Provide additional outdoor program opportunities*
- *Continue to work with other agencies (Chattanooga, Human Services, Boys Club, etc.) in development of programs that have a positive influence on our youth*
- *Reestablish evening basketball through the Police Athletic League*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual FY 93/94	Projected FY 94/95	Goal FY 95/96
Number of pools open	2	2	2
Participants in:			
Kids Kamps	350	385	500
Fun & Picnic Day	1,200	1,255	1,375
Learn to Swim	200	175	200
Pools	7,820	7,989	8,500
Sand Volleyball	105	150	250
Horseshoes	400	429	650
Softball	5,250	5,828	6,000
Senior games	260	275	300
Summer's Eve Concert Series	0	625	650
Summer Storytelling (participants)	0	91	100
Art in the Park	200	236	250
Baseball	4,630	5,332	5,550

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Recreation				
Activity: Summer Youth				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	90,539	94,123	114,119	128,850
18 Fringe Benefits		7,192	8,730	9,857
Total Salaries & Benefits	\$ 90,539	\$ 101,315	\$ 122,849	\$ 138,707
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	620	9,755	19,475	1625
06 Travel		0	500	800
07 Office & Administration	491	119	1,200	1,225
08 Utilities		22	8,000	0
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	468	23,631	10,000	0
12 Materials & Supplies	11,345	26,613	17,430	13,050
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 12,924	\$ 60,140	\$ 56,605	\$ 16,700
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 103,463	\$ 161,455	\$ 179,454	\$ 155,407

fitness center

description

The fitness center offers health and fitness programs designed to meet the needs of all men, women, and children of all ages. It is a safe and effective nonprofit public health and fitness facility. These programs fill a void not being met by other area providers for physically and mentally challenged, the indigent, youth at risk, and the elderly. The center serves as a health and fitness resource advisor to area organizations, businesses, the community at large, and to all City Government departments.

goals & objectives

- **Increase the knowledge and skill levels of current staff in order to provide more diverse programming**
 - *Attainment of professional certifications and specialized training by staff*
 - *Implement an internship program, utilizing the talents and skills of newly trained undergraduate and graduate students*
- **Initiate a City employee wellness program**
 - *Achieve the Chattanooga Area Wellness Council's Well Workplace Award*
 - *Obtain a financial commitment by City upper management to employee wellness*
 - *Implement a testing and counseling program and increase health education opportunities*
- **Upgrade / expand the fitness center, increasing the effectiveness and decreasing the liability**
 - *Complete a user profile and satisfaction survey, conducted as a project by the University of Tennessee at Chattanooga marketing students*
 - *Implement a voluntary fee / donation collection system to help offset operating costs and to ensure present and future growth opportunities*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual FY 93/94	Projected FY 94/95	Goal FY 95/96
Attendance	105,459	110,995	120,000
Number of staff with fitness certification	6	6	6
Number of programs	2,500	2,500	2,500

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Recreation				
Activity: Fitness Center				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	103,125	105,252	113,628	118,034
18 Fringe Benefits		17,909	19,501	20,241
Total Salaries & Benefits	\$ 103,125	\$ 123,161	\$ 133,129	\$ 138,275
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	32,300	29,885	32,250	32,650
06 Travel	2,256	859	2,200	2,200
07 Office & Administration	1,783	1,377	1,600	1,850
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	333	1,500	500	1,500
12 Materials & Supplies	7,968	3,744	6,850	7,600
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 44,640	\$ 37,365	\$ 43,400	\$ 45,800
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 147,765	\$ 160,526	\$ 176,529	\$ 184,075

greater chattanooga sports committee

description

The Greater Chattanooga Sports and Events Committee was created in 1991 to market Chattanooga to the national and international sports community as a site for events, training, other related sports activities, and sports meetings and conventions. GCSEC will aggressively pursue sports events that will enhance the local economy as well as provide positive publicity about the community and its assets.

goals & objectives

- ➔ **Our goal for 1995 is to bring in or create sports events that result in visitor spending of at least \$12 million, which would generate \$210,000 in local sales tax (@ 1 3/4%) revenues.**

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

Actual economic impact for 1994 was over \$10 million. Visitor days are calculated by adding the number of participants and spectators, then multiplying that number by a conservative \$100 per visitor day spending average, or \$80 per visitor day for youth events. Visitor Days are calculated by tracking participant numbers, estimating out-of-town spectator numbers, and the number of room nights reported by local hotel/motel properties.

(The Greater Chattanooga Sports Committee is a supported agency. This represents the support from the City of Chattanooga).

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Recreation				
Activity: Greater Chattanooga Sports Committee				
<u>Category</u>	<u>Actual FY 92/92</u>	<u>Actual FY 93/94</u>	<u>Budget FY 93/94</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	72,500	62,500	87,500	75,000
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	<u>\$72,500</u>	<u>\$62,500</u>	<u>\$87,500</u>	<u>\$75,000</u>
15 Capital Outlay				
17 Fixed Assets				
Total Capital	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	<u><u>\$72,500</u></u>	<u><u>\$62,500</u></u>	<u><u>\$87,500</u></u>	<u><u>\$75,000</u></u>

parks maintenance

description

The Parks Maintenance Division is directly responsible for all repair activities for the Parks and Recreation Department, including 23 recreation centers, 14 parks, 100 softball fields, 78 tennis courts, the Greenway system, and 2 swimming pools. Additionally, it is responsible for installation and maintenance of all landscaped areas at city facility locations. The division has administrative responsibility for the Zoo, Urban Forestry, and Ross's Landing Park and Plaza, for which separate budgets are submitted. A custodial unit serves to clean recreation centers daily and a Greenhouse is maintained for the seasonal growing of annual plantings. The division is diverse and capable in many areas of expertise through its skilled craftsmen, operators, and landscape specialists to fulfill its mission.

goals & objectives

- **Increase efficiency and reduce down time of a facility or program**
 - *Additional use of private contractors for maintenance where possible.*
- **Relocate maintenance functions from Warner Park to a new location**
 - *Request capital funds to build a new maintenance facility*
- **Increase emphasis on employee safety and training**
 - *Reclassify one position to Safety Coordinator to conduct safety and training seminars and assist in safety monitoring*
 - *ADA compliance*
- **Increase physical facilities**
 - *Installation of a second greenhouse*
 - *Completion of Carruthers Park, Portland Park, a baseball field at Montague Park, and a soccer field at the Tyner Recreation Area*
 - *Complete the rehabilitation at the Confederate Cemetery*
- **TRPA Convention participation**
 - *Host the 1996 convention with the Recreation Division*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual <u>FY 93/94</u>	Projected <u>FY 94/95</u>	Goal <u>FY 95/96</u>
Number of work orders complete:			
Landscape & Construction	2,750	3,080	3,200
Custodial	4,180	4,400	4,600
Major rehab projects completed	6	7	10
Major construction projects completed	10	12	15
Major events overseen	11	12	15

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Parks				
Activity: Maintenance				
<u>Category</u>	<u>Actual</u> <u>FY 92/93</u>	<u>Actual</u> <u>FY 93/94</u>	<u>Budget</u> <u>FY 94/95</u>	<u>Budget</u> <u>FY 95/96</u>
01 Salaries & Wages	1,286,255	1,349,049	1,421,655	1,223,559
18 Fringe Benefits		227,385	248,441	209,247
Total Salaries & Benefits	\$1,286,255	\$1,576,434	\$1,670,096	\$1,432,806
02 Professional Fees	1,065			
03 Medical Services				
04 Engineering Services				
05 Other Services	104,281	93,355	79,850	108,650
06 Travel	1,179	2,184	2,500	3,500
07 Office & Administration	6,168	7,119	9,250	8,050
08 Utilities	132,672	158,944	148,445	158,000
09 Vehicle Operations	60,835	146,490	158,000	161,395
10 Insurance & Bonds				
11 Buildings & Grounds	22,086	28,074	15,000	21,000
12 Materials & Supplies	170,613	164,621	148,649	165,472
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$498,899	\$600,787	\$561,694	\$626,067
15 Capital Outlay	443			
17 Fixed Assets	9,765			
Total Capital	\$10,208	\$0	\$0	\$0
Grand Total	\$1,795,362	\$2,177,221	\$2,231,790	\$2,058,873

description

The Warner Park Zoo exhibits living specimens for the purpose of recreation and education of Chattanooga and surrounding communities. Included in the educational purpose is a highly successful outreach program for schools, churches, scout groups, and special citizen's groups. The mission of the Warner Park Zoo is to provide an educational and recreational opportunity for all of the citizens of the community. The educational mission stresses an understanding of and respect for all living things. A strong commitment to conservation is also implicit in the mission. The zoo also seeks to provide a dignified and aesthetically pleasing environment for the animals.

goals & objectives

➤ Increase on-site programming at the zoo

- *Complete a new exhibit in the South American Zone of the Zoo Enhancement Plan*
- *Create some primate social groups*
- *Install new graphics for all current exhibits*
- *Add manpower*

➤ Improve status of the zoo

- *Apply for accreditation from AZA*
- *Increase professional training opportunities for zookeepers and supervisors*
- *Production of a descriptive brochure of services*

➤ Increase Zoo funding

- *Apply for grants*
- *Implement an admission fee and policy*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual	Projected	Goal
	<u>FY 93/94</u>	<u>FY 94/95</u>	<u>FY 95/96</u>
Off-site programs completed	161	171	180
Participants in off-site programs	40,000	40,981	42,000
Grant applications completed	1	1	1
Grants received	0	2	1
Number of volunteers supervised	40	35	35

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Parks Activity: Zoo				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	89,836	91,284	95,582	124,064
18 Fringe Benefits		15,367	15,894	21,017
Total Salaries & Benefits	\$ 89,836	\$ 106,651	\$ 111,476	\$ 145,081
02 Professional Fees	1,407	3,326	3,000	4,118
03 Medical Services			500	500
04 Engineering Services				
05 Other Services	10,379	15,384	18,259	4,754
06 Travel	500	2,032	2,644	5,200
07 Office & Administration	869	856	2,130	1,660
08 Utilities	15,036	15,034	17,800	19,300
09 Vehicle Operations	316	572	1,025	1,675
10 Insurance & Bonds				
11 Buildings & Grounds		1,500	2,000	4,000
12 Materials & Supplies	13,374	18,482	13,572	18,789
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 41,881	\$ 57,186	\$ 60,930	\$ 59,996
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 131,717	\$ 163,837	\$ 172,406	\$ 205,077

ross's landing / plaza

description

This park of the Parks Department is responsible for the upkeep of a new park and plaza area that surrounds the Tennessee Aquarium and extends to the Tennessee River at the north end of the downtown area. This gateway to the city from the river provides some visitors with their first look at Chattanooga. The Hamilton County Government contributes half of the operating funds for this area as a continuation of the joint funding of the Tennessee Riverpark System. Ross's Landing Park is located on the Tennessee River across from the Aquarium. It consists of a marina, boat ramp, a dock area, and restrooms. The Ross's Landing Park surrounds the Tennessee Aquarium and consists of a series of paved bands which move back in time toward the river. All facilities in the park are designed for interaction, education, and discovery.

goals & objectives

➤ Maintenance of the area as a premier entrance to the City

- *Keep a full staff on qualified maintenance and repair personnel*
- *Keep adequate equipment to perform maintenance*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual	Projected	Goal
	<u>FY 93/94</u>	<u>FY 94/95</u>	<u>FY 95/96</u>
Number of major events	5	8	12

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Parks				
Activity: Ross' Landing Plaza				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	267,448	309,197	279,404	289,540
18 Fringe Benefits		50,475	44,782	48,771
Total Salaries & Benefits	\$267,448	\$359,672	\$324,186	\$338,311
02 Professional Fees	65	103	303	
03 Medical Services				
04 Engineering Services				
05 Other Services	23,040	57,893	77,329	73,030
06 Travel	444	2,415	2,500	2,500
07 Office & Administration	274	795	2,115	2,115
08 Utilities	49,948	60,673	61,000	61,000
09 Vehicle Operations	842	1,527	5,350	4,050
10 Insurance & Bonds				
11 Buildings & Grounds	1,811	19,697	12,000	12,000
12 Materials & Supplies	22,484	54,968	78,638	74,350
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$98,878	\$198,071	\$239,235	\$229,045
15 Capital Outlay	1211	38,826	16,082	58,603
17 Fixed Assets		39,054	71,255	38,800
Total Capital	\$1,211	\$77,880	\$87,337	\$97,403
Grand Total	\$367,537	\$635,623	\$650,758	\$664,759

urban forestry

description

The Urban Forestry Division is generally responsible for the maintenance and care of the city's forest and tree resources. Great importance is placed on public safety; i.e., large trees on rights-of-way can pose a serious hazard to health, safety, and property if not identified and dealt with effectively. Other major programs include resolving the 700+ annual citizen-generated service requests; coordinating the Krystal Farm tree harvest, Streetscapes, permits and inspection, public information, and the Gateways program; assisting the Greenways Coordinator, carrying out routine maintenance on selected trees; large tract management; and Arbor Day and Tree City U.S.A. programs.

goals & objectives

➤ Reduce the 450 unresolved service requests

- *Complete the implementation of the Comprehensive Urban Forestry Plan*
- *Prune 300+ trees in the downtown Streetscapes area*

➤ Increase public appreciation of forestry and horticulture

- *Continue the Forestry Intern Program*
- *Complete planting program on South Broad from I-24 to Lookout Mountain*
- *Assist in the growing, harvesting, distribution, and planting of 1200 Krystal Farm trees*
- *Produce a Tree Selection and Planting brochure*
- *Host the 1995 Society of Municipal Arborists and Tennessee Urban Forestry Council joint annual conference*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual	Projected	Goal
	<u>FY 93/94</u>	<u>FY 94/95</u>	<u>FY 95/96</u>
Service requests performed	720	460	600
Number of trees pruned in the Streetscapes areas	349	175	100
Number of trees planted on South Broad	N/A	119	100
Number of brochures produced	N/A	N/A	15,000

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Parks Activity: Urban Forestry				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	60,710	65,139	124,123	134,441
18 Fringe Benefits		10,989	21,065	22,588
Total Salaries & Benefits	\$ 60,710	\$ 76,128	\$ 145,188	\$ 157,029
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	26,272	63,055	89,506	98,620
06 Travel	1,057	1,199	1,200	400
07 Office & Administration	1,858	1,331	2,075	2,555
08 Utilities				
09 Vehicle Operations	2,064	2,344	5,950	9,150
10 Insurance & Bonds				
11 Buildings & Grounds	575			
12 Materials & Supplies	4,793	7,409	8,500	10,870
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 36,619	\$ 75,338	\$ 107,231	\$ 121,595
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 97,329	\$ 151,466	\$ 252,419	\$ 278,624

recreation center maintenance

description

This budget is detailed to broad-form maintenance at twenty-three Recreation Center facilities, including ballfields, tennis courts and playground areas at those locations. It also includes repairs to various game boards and repairs, major or incidental, that occur in the recreation facilities. Requests for service are continual and many are of an “emergency” nature. All repairs are done by or at the direction of the Parks Maintenance Division.

goals & objectives

➤ Improve safety and appearance of facilities

- *Initiate security system installation at selected centers.*
- *Initiate termite and pest inspections, with treatment where indicated.*
- *Inspect each facility on a scheduled basis*
- *Develop a plan for long-range needs.*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual <u>FY 93/94</u>	Projected <u>FY 94/95</u>	Goal <u>FY 95/96</u>
Emergency service calls answered	300	400	400
Routine service calls	4,000	4,500	4,500

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Parks				
Activity: Recreation Center Maintenance				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				251,840
18 Fringe Benefits				42,015
Total Salaries & Benefits	\$ 0	\$ 0	\$ 0	\$ 293,855
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services		3,739	17,910	42,071
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds		18,305	20,500	20,500
12 Materials & Supplies		34,093	55,500	89,928
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 0	\$ 56,137	\$ 93,910	\$ 152,499
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 0	\$ 56,137	\$ 93,910	\$ 446,354

memorial auditorium and tivoli theatre

description

Manage, maintain and promote the use of the Soldier's and Sailor's Memorial Auditorium and the Tivoli Theatre and their respective concessions areas. These facilities offer a gathering place for all citizens to enjoy the arts, travel via video all over the world, celebrate their love of country, and generally enrich their lives by participating in or observing a public event. These facilities offer many special events as well as regular programming for the public.

goals & objectives

➤ Offer the best public facility available

- *Provide a clean well-maintained facility*
- *Increase use through maximum availability for civic organizations and schools*
- *Continued offering of Broadway productions*

performance indicators (FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	<u>Actual</u> <u>FY 93/94</u>	<u>Projected</u> <u>FY 94/95</u>	<u>Goal</u> <u>FY 95/96</u>
Combined facility usage:			
Attendance	277,322	327,269	350,000
Number of events	213	216	225
Number of days in use	375	393	400
Load-ins and rehearsals	50	75	75

budget details

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Memorial Auditorium				
Activity: Operations				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	256,598	262,640	328,961	240,336
18 Fringe Benefits		42,810	39,275	41,281
Total Salaries & Benefits	\$ 236,598	\$ 305,450	\$ 268,236	\$ 281,617
02 Professional Fees	120			
03 Medical Services				
04 Engineering Services				
05 Other Services	32,637	36,012	45,525	46,035
06 Travel	1,275	1,951	1,750	1,750
07 Office & Administration	15,645	11,590	14,500	15,900
08 Utilities	98,969	110,830	108,250	104,690
09 Vehicle Operations	527	455	1,020	520
10 Insurance & Bonds	308	309	325	325
11 Buildings & Grounds	15,206	14,110	14,250	15,300
12 Materials & Supplies	14,496	17,350	18,000	19,850
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 177,183	\$ 192,607	\$ 203,620	\$ 202,370
15 Capital Outlay	741			
17 Fixed Assets				
Total Capital	\$ 741	\$ 0	\$ 0	\$ 0
Grand Total	\$ 414,522	\$ 498,057	\$ 471,856	\$ 483,987

budget details

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Memorial Auditorium				
Activity: Concessions				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	17,869	19,428	25,000	26,000
18 Fringe Benefits		2,588	3,115	2,957
Total Salaries & Benefits	\$ 17,869	\$ 22,016	\$ 28,115	\$ 28,957
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	14,689	18,219	14,100	14,100
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 14,689	\$ 18,219	\$ 14,100	\$ 14,100
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 32,558	\$ 40,235	\$ 42,215	\$ 43,057

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: Tivoli Theatre				
Activity: Operations				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	111,274	120,974	144,173	152,182
18 Fringe Benefits		20,559	24,705	26,044
Total Salaries & Benefits	\$ 111,274	\$ 141,533	\$ 168,878	\$ 178,226
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	18,939	20,245	28,665	35,610
06 Travel	1,720	1,917	1,750	1,750
07 Office & Administration	10,216	12,414	12,375	12,050
08 Utilities	67,968	72,556	74,930	73,050
09 Vehicle Operations	1,006	983	1,475	1,450
10 Insurance & Bonds	309	309	325	325
11 Buildings & Grounds	8,810	6,793	7,680	7,710
12 Materials & Supplies	8,582	9,109	10,650	11,200
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 112,550	\$ 124,326	\$ 137,850	\$ 143,145
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 223,824	\$ 265,859	\$ 306,728	\$ 321,371

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: Tivoli Theatre
Activity: Concessions

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	12,522	12,700	20,000	20,800
8: Fringe Benefits		1831	2,490	2,560
Total Salaries & Benefits	\$12,522	\$14,531	\$22,490	\$23,360
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	5,968	8,337	6,150	7,150
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$5,968	\$8,337	\$6,150	\$7,150
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$18,490	\$22,868	\$28,640	\$30,510

renewal & replacement

description

This activity pays for small items such as furniture and equipment. Small projects are also funded from here as resources permit. R & R is currently budgeted in the General Government area for all departments (beginning in FY 94/95).

budget detail

PARKS & RECREATION Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: R & R Activity:				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	4,633	1,981		
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$4,633	\$1,981	\$0	\$0
15 Capital Outlay	34,957	64,728		
17 Fixed Assets	107,460	87,896		
Total Capital	\$142,417	\$152,624	\$0	\$0
Grand Total	\$147,050	\$154,605	\$0	\$0

summary

description

The department of General Services was created in 1990 after the reorganization of the City into the Council-Mayor form of Government. Most of its divisions were parts of other departments such as Parks & Recreation and Safety. The department's divisions consist of the following:

- administration
- osha
- city hall & annex maintenance
- radio & electronics
- fleet maintenance
- employee benefits
- insurance programs
- purchasing
- street & traffic lighting
- community development*

*Financial detail for this fund is found in Fiduciary Funds.

departmental goals

- ➔ Provide more Occupational & Safety training and support for City departments and Personnel divisions.
- ➔ Continue to improve the upkeep and provide effective space utilizations for City Hall and the Annex buildings.
- ➔ Maintain services for efficient departmental and city-wide radio communication upkeep.
- ➔ Provide the most effective city-wide departmental service for Employee Benefits and Life Insurance capacity.
- ➔ Coordinate efficient City Purchasing efforts.

departmental budget summary

GENERAL SERVICES Departmental Budget Summary Fiscal Year 1993 - 1996				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$978,299	\$1,204,528	\$1,286,390	\$1,320,629
Operating	14,388,203	14,260,300	13,858,240	13,969,105
Capital	72,643	120,180	0	0
Total	<u>\$15,439,145</u>	<u>\$15,585,008</u>	<u>\$15,144,630</u>	<u>\$15,289,734</u>
Positions Authorized	50	44	44	44

administration

description

The Administration division is the central authority for the Department of General Services. This division coordinates all departmental activities and sets general administrative policies. It translates policy objectives of the Mayor's Office and City Council into management programs. The management of the Real Estate, Community Development, and Garage Funds are handled through the administration of this department.

The division consists of five employees: the Administrator, Deputy Administrator, Assistant Administrator, Project Coordinator, and a Secretary.

goals & objectives

- **To achieve all objectives in each division of the Department of General Services.**
 - *Comprehensive review to establish whether all objectives in each division were achieved.*
- **To stay within departmental projected budgetary expenditures.**
 - *To end the fiscal year within 5% of the projected budget.*
- **To maximize resources for the Garage Enterprise Fund.**
 - *To end the fiscal year in the Garage Enterprise Fund with a minimum surplus of \$100,000 for FY 95/96.*
- **To continue to aggressively sale city surplus Real Estate.**
 - *Keep city surplus at a minimum of sixty percent (60%) of peak sale for fiscal year 1995/1996.*
 - *To gross a minimum of \$150,000 in real estate sales for FY 95/96.*

budget detail

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Administration				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	155,039	201,908	209,122	239,472
18 Fringe Benefits	0	32,521	33,431	39,808
Total Salaries & Benefits	\$155,039	\$234,429	\$242,553	\$279,280
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	2,811	4,634	3,200	3,200
06 Travel	2,258	1,914	2,500	3,000
07 Office & Administration	5,141	5,239	7,000	7,000
08 Utilities				
09 Vehicle Operations	2,536	3,935	2,950	2,950
10 Insurance & Bonds	48,248	50,174	56,500	56,500
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$60,994	\$65,896	\$72,150	\$72,650
15 Capital Outlay	521	0	0	0
17 Fixed Assets				
Total Capital	\$521	\$0	\$0	\$0
Grand Total	\$216,554	\$300,325	\$314,703	\$351,930

occupational safety & health administration

description

The division of OSHA is responsible for administering the City-wide Injury and Illness Prevention Program. It is also responsible for the management of the Medical component of City-wide Injured on Duty Program.

OSHA's objective is a safety and health program that will reduce the number of injuries and illnesses to an absolute minimum. Only through approaching this goal can the City preserve the full potential of its human resources, and continue offering its vital services to the community in a cost-effective manner.

The success of this program relies on proper attitudes toward injury and illness prevention on the part of top management, supervisors, and employees. It requires cooperation in all safety and health matters, not only between management and employee, but also between each employee and their coworkers. This cooperative effort is a necessity in the establishment and preservation of an effective safety program.

goals & objectives

- **Develop supervisor's Safety and Health Manual**
- **Implement Job Hazard Analysis Program**
 - *Reduce number of lost time accidents by 10%.*
- **Provide management with monthly Departmental Safety Performance Reports to include medical and wage compensation costs.**
 - *Reduce wage compensation cost by 7%.*
- **Separate retiree/terminated employee I.O.D. cost from Active Employee I.O.D. cost.**
 - *Reduce I.O.D. Direct medical costs by 5%.*
- **Gain regulatory compliance with hazard communication, bloodborne pathogen, confined space entry TOSHA standards.**

performance indicators (FY 93/94:actual, FY 94/95: projected, FY 95/96:goal)

Dollars spent for wage compensation cost		
FY 93/94: \$389,622	FY 94/95: \$390,000	FY 95/96: \$363,000
Dollars spent for I.O.D Direct medical cost		
FY 93/94: \$1,562,839	FY 94/95: \$1,417,783	FY 95/96: \$1,347,000
Number of lost time accidents		
FY 93/94: 250	FY 94/95: 218	FY 95/96: 196
Number of days lost from OSHA Log		
FY 93/94: 2,372	FY 94/95: 2,313	FY 95/96: 2,080
Percent accident review performed within 30 days: 100%		
FY 93/94: 92%	FY 94/95: 100%	FY 95/96: 100%

Percent effective loss prevention programs:
 FY 93/94: 33% FY 94/95: 40% FY 95/96: 45%

Percent of claimants contacted with 48 hours:
 FY 93/94: 97% FY 94/95: 99+% FY 95/96: 100%

Percent reduction in worker's compensation:
 FY 93/94: 7% FY 94/95: 9% FY 95/96: 12%

Public motor vehicle accidents (at fault):
 FY 93/94: 99 FY 94/95: 70 FY 95/96: 60

Total insurance cost per capita: (worker's comp indemnity and medical)
 FY 93/94: \$782 FY 94/95: \$765 FY 95/96: \$765

Average man-hours lost per worker's compensation claim:
 FY 93/94: 85 FY 94/95: 85 FY 95/96: 80

Cost per auto liability loss:
 FY 93/94: \$1,500 FY 94/95: \$1,500 FY 95/96: \$1,500

Cost per general liability loss:
 FY 93/94: \$500 FY 94/95: \$500 FY 95/96: \$500

Number of claims files closed during the fiscal year and total cost:
 FY 93/94: 792/\$149,322 FY 94/95: 761/\$146,228 FY 95/96: 723/\$138,916

budget detail

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: OSHA				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	53,344	65,352	97,873	139,828
18 Fringe Benefits	0	11,132	16,796	23,979
Total Salaries & Benefits	\$53,344	\$76,484	\$114,669	\$163,807
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	1,874	38,406	30,980	32,800
06 Travel	937	385	1,500	3,000
07 Office & Administration	1,730	1,630	1,500	1,560
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	794	2,050	1,800	1,870
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$5,335	\$42,471	\$35,780	\$39,230
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$58,679	\$118,955	\$150,449	\$203,037

city hall & annex maintenance

description

The maintenance/custodial division is responsible for the maintenance and repair of both City Hall and the City Hall Annex. Custodial Services for the Annex are provided by an outside contractor. Minor maintenance and repair is done by city employees, while major or more extensive maintenance and repair is contracted to private organizations.

goals & objectives

- ➔ **Ensure maximum cost life cycle utilization of facilities at minimum cost and provide the public and employees with functional facilities.**
- ➔ **Increase productivity of staff personnel through in-service training.**
 - *Provide each employee with at least five hours of in-service training per budget year.*
- ➔ **Maintain city facilities in an attractive, neat, clean, sanitary, and safe condition.**
 - *Measure goals and objectives through frequent daily building inspections.*

performance indicators (FY 93/94:actual, FY 94/95: projected, FY 95/96:goal)

Cost/square foot of carpet cleaned

FY 93/94:	FY 94/95: .03475/sq ft	FY 95/96: .03475/sq ft
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Errands per day (hours spent per item)

FY 93/94: 1	FY 94/95: 1	FY 95/96: 1
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Fluorescent light replaced (minutes spent per item)

FY 93/94: 6	FY 94/95: 3	FY 95/96: 3
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Opening and closing (minutes spent per building)

FY 93/94: 20	FY 94/95: 15	FY 95/96: 10
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budget detail

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: City Hall / Annex Maintenance				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	296,140	239,191	239,638	243,434
18 Fringe Benefits	0	38,999	39,501	41,306
Total Salaries & Benefits	\$296,140	\$278,190	\$279,139	\$284,740
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	5,259	44,480	91,605	91,600
06 Travel	495	0	0	0
07 Office & Administration	0	42	100	0
08 Utilities	191,406	203,085	193,642	193,650
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	12,193	20,480	16,972	20,440
12 Materials & Supplies	20,938	20,375	25,250	23,820
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$230,291	\$288,462	\$327,569	\$329,510
15 Capital Outlay	0	605	0	0
17 Fixed Assets	0	1,240	0	0
Total Capital	\$0	\$1,845	\$0	\$0
 Grand Total	 \$526,431	 \$568,497	 \$606,708	 \$614,250

radio & electronics

description

The Radio Shop provides 24 hour Emergency Service for the Police and Fire Department Radio Systems, and provide maintenance for all departments within the City and also several other agencies. The shop maintains approximately 500 Police radios, 125 Fire department radios, over 200 Public Work units, 70 Moccasin Bend radios, 10 building inspection radios, 10 Better Housing radios, 40 public utility radios, and 5 General Services radios. In addition to these owned radios, maintenance is also performed on 5 radios for Air Pollution Bureau, 80 radios for Chattanooga School System, most of them school buses, 10 radios for the Humane Society, and 20 radios for the Airport Authority. The Radio Shop by contract with the Hamilton County Emergency Services maintains their ambulance and supervisor's radios totaling about 20 units. Full service maintenance on the above radios total over 1,100 units. They maintain all base stations and repeater and 800 Trunking system which are associated with the above mobile units. The equipment on one site is worth in excess of \$1 million.

goals & objectives

- **Our goal is to continue to provide as prompt and efficient maintenance as possible to every department within the City.**
 - *Allow the lowest downtime to electronic equipment as possible by keeping an inventory of parts to accomplish repairs.*
- **Accomplishing last year's goal to installing computer equipment that allows our on call personnel to control a large amount of maintenance from home by computer over the phone we maintain to cut down on overtime travel and cut downtime on equipment.**
- **Expand the outside base station maintenance program.**
- **Accomplishing last year's goal to send technicians to the factory training school for CRT Console instruction by the end of the 94/95 year, we maintain to send two more during 95/96 year.** This is necessary due to the new trucking system we have installed. This new system is highly technical and this training should provide more efficient service in the years to come.
- **Expand the 800 Mhz System**
 - *Continue the growth of the 800 Mhz System by including the numerous other departments and entities showing interest in coming onto the system.*

performance indicators (FY 93/94:actual, FY 94/95: projected, FY 95/96:goal)

Minimum /Maximum response time in an emergency:

FY 93/94: 6/30 FY 94/95: 6/30 FY 95/96: 6/30

budget detail

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Radio & Electronics				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	153,985	164,539	179,897	171,504
18 Fringe Benefits	0	28,522	29,679	29,418
Total Salaries & Benefits	\$153,985	\$193,061	\$209,576	\$200,922
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	1,706	2,352	3,205	3,205
06 Travel	26	2,302	4,500	4,500
07 Office & Administration	312	697	740	889
08 Utilities				
09 Vehicle Operations	3,201	4,795	4,281	5,100
10 Insurance & Bonds				
11 Buildings & Grounds	0	130	125	125
12 Materials & Supplies	27,507	33,254	45,300	45,300
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$32,752	\$43,530	\$58,151	\$59,119
15 Capital Outlay				
17 Fixed Assets	3,299	0	0	0
Total Capital	\$3,299	\$0	\$0	\$0
Grand Total	\$190,036	\$236,591	\$267,727	\$260,041

employee benefits

description

The division of Employee Benefits centralizes the administration and coordination of two primary city employee benefits, medical and life insurance. The City maintains a third party administration.

goals & objectives

- **To ensure that all employees are properly oriented regarding all employee benefits.**
 - *To develop test documents to measure the understanding of employees' benefits after orientation.*
- **To establish a better communication with the payroll department regarding status changes of new and existing employees.**
- **To maintain data input into the Blue Cross network system for all Blue Cross subscribers.**
- **To accurately and timely reconcile monthly insurance billing statements.**
 - *Significantly reduce the number of errors on billing statements as reviewed by the Department of Finance and Administration.*
- **To accurately and timely record payments of direct pay employees and retirees.**
- **To accurately and timely record payments of COBRA, and notify employees of terminations and qualifications of COBRA.**
 - *Increase the timely deposit of COBRA payments to a period of no more than 24 hours.*

performance indicators (FY 93/94:actual, FY 94/95: projected, FY 95/96:goal)

Number and percent of *benefits* training workshops: (orientations scheduled and performed for general and sworn personnel)

FY 93/94: 24	FY 94/95: 29	FY 95/96: 32
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Percent health care question/problems resolved within 2 days:

FY 93/94: 95%	FY 94/95: 99+%	FY 95/96: 99+%
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Percent of alcohol/drug referrals to employee assistance program who participate for one year:

FY 93/94: 100%	FY 94/95: 100%	FY 95/96: 100%
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budget detail

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Employee Benefits Office				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	78,864	97,258	95,817	41,835
18 Fringe Benefits	0	16,540	16,446	7,179
Total Salaries & Benefits	\$78,864	\$113,798	\$112,263	\$49,014
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	4,077	562	2,500	2,800
06 Travel	503	0	1,000	1,000
07 Office & Administration	2,609	2,450	3,354	3,360
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$7,189	\$3,012	\$6,854	\$7,160
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$86,053	\$116,810	\$119,117	\$56,174

purchasing

description

The Purchasing Division is responsible for obtaining the maximum value for the tax dollar.

This division encompasses a centralized purchasing, organization, which enhances the requirement for economy and need for the strict budgeting as well as consideration for social implications. The City Mail Room, which collects, sorts, and stamps all outgoing mail and collects, sorts, and distributes all incoming mail, is also a function of the Purchasing Division.

The Purchasing Division provides a cohesive, organized operation geared to furnishing adequate and timely material support to all who require it, in a tactful and courteous manner. Purchasing strives to maintain good relations with all personnel other departments, making great effort to insure that the using departments are kept informed of each other's needs, problems, and methods of operation, keeping in mind that the division's function is essentially service.

The Purchasing Division provides all traffic and transportation services necessary.

Purchasing also obtains the greatest possible revenue for the disposal of by-products and of surplus, damages scrap or obsolete materials and equipment.

During the past year, Purchasing has implemented a \$150 purchasing voucher system, which has streamlined the acquisition of small purchases, has been involved in the Greater Chattanooga Construction Industry's efforts to increase minority participation in the mainstream of the construction industry and has performed with the highest ideals of honest and integrity in all public and personal relationships.

The City Purchasing Agent has attained certification as a public Purchasing Officer through the National Institute of Governmental Purchasing.

goals & objectives

- **Continue to strive for advantageous prices and lowest ultimate material costs.**
- **Continuity of supply on schedule.**
- **Consistency of proper level of quality of purchased materials.**
- **Favorable relations with suppliers and good interdepartmental relationships.**
- **Promotion of value analysis.**
- **Reduction of paperwork and more efficient systematization, allowing prompt payment of invoices by disbursing.**
- **Development of specialized capability and progression of personnel.**
- **Implementation of new software program during 95/96.**

performance indicators (FY 93/94:actual, FY 94/95: projected, FY 95/96:goal)

Number and percent of blanket order items converted to orders within 5 working days of reorder notice

FY 93/94: 76% FY 94/95: 300/80% FY 95/96: 85%

Number and percent of formal bid non-inventory requisitions converted to orders within 9 weeks

FY 93/94: 94% FY 94/95: 150/95% FY 95/96: 97%

Number and percent of formal bid specifications/invitations prepared by user and received by purchasing which are mailed within seven working days of receipt of requisition

FY 93/94: 29/92% FY 94/95: 30/95% FY 95/96:32/100%

Number and percent of informal quotation for services or consultants converted contracts within 30 days

FY 93/94: 975/78 FY 94/95: 1,000/80% FY 95/96: 1,063/85%

Number and percent of informal quotation non-inventory quotations for material, supplies and equipment which are mailed within five working days of receipt of purchase requisition

FY 93/94: 294/85% FY 94/95: 250/90% FY 95/96: 264/95%

Number and percent of items disposed of through city auctions within 6 months of being designated surplus

FY 93/94: 294/98% FY 94/95: 300/100% FY 95/96: 300/100%

Number and percent of non-inventory items lost or damaged in handling during the year

FY 93/94: 10/1% FY 94/95: 10/1% FY 95/96: 10/1%

Number and percent of office supplies delivered within 2 working days of requisition receipt

FY 93/94: 47/80% FY 94/95: 50/85% FY 95/96: 53/90%

Percent of requisition submitted for purchase action with 2 working days of reorder notice

FY 93/94: 100% FY 94/95: 100% FY 95/96: 100%

Number and percent of written request for informal quotations for material, supplies and equipment which are mailed within 5 working days of receipt of purchase requisition

FY 93/94: 30/100% FY 94/95: 30/100% FY 95/96: 30/100%

Percent complete information given

FY 93/94: 87% FY 94/95: 90% FY 95/96: 95%

Percent of departmental requests responded to in 2 days

FY 93/94: 89% FY 94/95: 95% FY 95/96: 95%

Percent reduction in invitations to bid from previous year

FY 93/94: 1-3 hrs FY 94/95: 1-3 hrs FY 95/96: 1-3 hrs

Purchase orders generated — cost per unit

FY 93/94: \$90.00 FY 94/95: \$90.00 FY 95/96: \$90.00

budget detail

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Purchasing				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	240,927	263,809	280,132	292,675
18 Fringe Benefits	0	44,757	48,058	50,191
Total Salaries & Benefits	\$240,927	\$308,566	\$328,190	\$342,866
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	8,075	14,922	17,919	17,919
06 Travel	2,490	3,128	2,050	2,050
07 Office & Administration	146,787	166,069	164,854	178,114
08 Utilities				
09 Vehicle Operations	0	867	1,055	1,055
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	61	4,251	10,800	10,800
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$157,413	\$189,237	\$196,678	\$209,938
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$398,340	\$497,803	\$524,868	\$552,804

street & traffic lighting

description

Street Lighting is installed and maintained by the Electric Power Board of Chattanooga. The City of Chattanooga, through its contract with the EPB is responsible for all cost of maintenance, installation, current, and investment charges associated with its street lighting program.

Traffic control equipment is installed and maintained by the Traffic Engineering Division of Public Works Department. The General Services Department is responsible for the cost of electrical power necessary to operate the system.

goals & objectives

- **Respond to citizens complaints in minimum time.**
 - *Respond to citizens complaints within five working days.*
- **Installation of additional lights in reasonable time.**
 - *Installation of additional of lights within ninety calendar days.*
- **Survey lights for correct operation by districts.**
 - *100% survey of each district, at least, annually.*

budget detail

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Street & Traffic Lighting				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities	2,229,953	2,410,738	2,272,000	2,358,090
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	0	4,084	0	0
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$2,229,953	\$2,414,822	\$2,272,000	\$2,358,090
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$2,229,953	\$2,414,822	\$2,272,000	\$2,358,090

renewal & replacement

description

Through FY 93/94, this activity recorded the purchase of all capital outlay and fixed asset purchases for the activities under the jurisdiction of the General Services Administrator. Beginning with FY 94/95, all renewal and replacement appropriations are recorded in the General Government area.

budget detail

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: R & R				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$0	\$0	\$0
15 Capital Outlay	24,807	88,732	0	0
17 Fixed Assets	44,016	29,603	0	0
Total Capital	\$68,823	\$118,335	\$0	\$0
Grand Total	\$68,823	\$118,335	\$0	\$0

fleet management

description

- This activity was set up to supplement the Fleet Management Service's cost of maintenance for vehicle maintenance. This activity has been deleted in the Fiscal Year 1995 due to departmental efforts to budget \$36.00 instead of the original \$18.00/hour for any vehicle maintenance.

budget detail

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Fleet Management				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	1,839,063	1,527,552	0	0
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$1,839,063	\$1,527,552	\$0	\$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$1,839,063	\$1,527,552	\$0	\$0

summary

description

The City's Personnel Department has the responsibility for carrying on a comprehensive personnel program for all city employees in keeping with the provisions of the city charter and ordinances as they apply to personnel matters. Duties include departmental administration of a comprehensive personnel program in keeping with the provisions of the city charter and ordinances; working with each department of city government in setting necessary standards and/or requirements for the recruitment and selection of employees for hiring and promotional; recruiting qualified candidates for city employment; assisting department heads in identifying qualified employees for promotion; establishing and maintaining employee improvement programs. The department also maintains a classification plan; keeps a list of job descriptions; and maintains personnel records.

departmental goals & objectives

➤ To serve the departments and employees of City government

- *Recruit a skilled, diverse, and representative workforce for City managers*
- *Promote excellence through the ongoing development of professional and ethical standards and personal and career development*
- *Promote communication and sharing of information among City Managers, professionals, and others.*

➤ Help maintain and improve morale among employees

- *Foster fairness and equity by promoting application of merit principles and equal opportunity for all;*
- *Assist City management in rewarding employees by recognizing their contributions to public service;*

departmental performance indicators

(FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	Actual FY 93/94	Projected FY 94/95	Goal FY 95/96
Applications taken	3,476	2,643	3,600
Job announcements	141	118	145
Jobs advertised (newspaper)	40	40	35
New hires	200	200	250
Retirements	20	20	20
Complaints filed	3	2	2

departmental budget summary

DEPARTMENT OF PERSONNEL Departmental Budget Summary Fiscal Year 1993 - 1996				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$274,140	\$378,651	\$402,280	\$436,939
Operating	48,867	114,736	341,598	220,173
Capital	7,059	11,560	0	0
Total	\$330,066	\$504,947	\$743,878	\$657,112
Positions Authorized	11	12	12	12

budget details

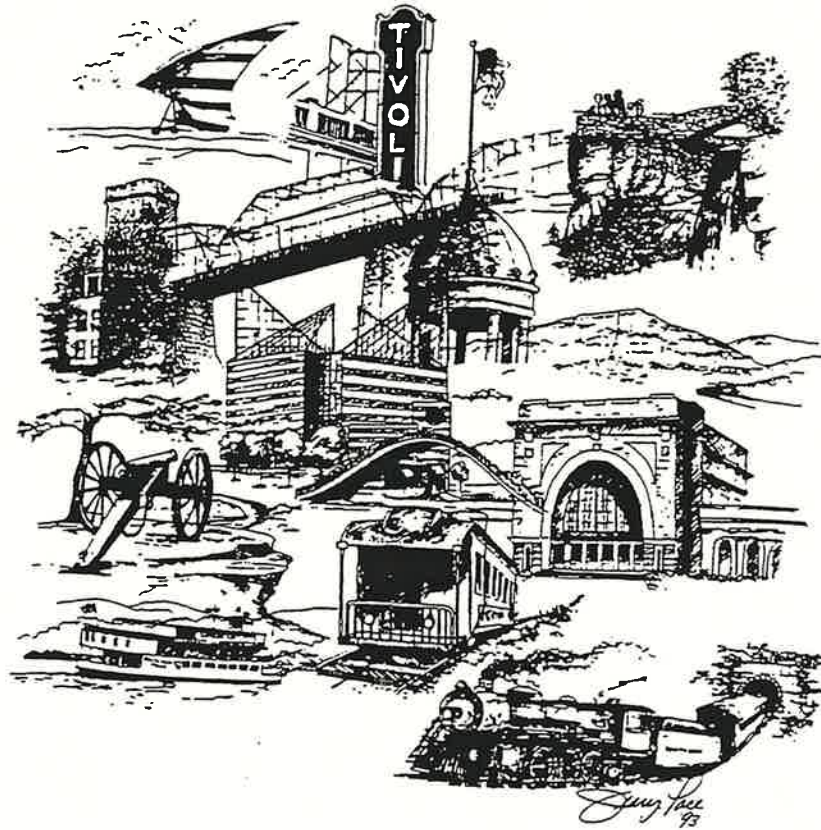
DEPARTMENT OF PERSONNEL Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Administration				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	274,140	323,232	343,418	374,031
18 Fringe Benefits	0	55,419	58,862	62,908
Total Salaries & Benefits	\$274,140	\$378,651	\$402,280	\$436,939
02 Professional Fees	18,631	24,511	73,208	75,208
03 Medical Services				
04 Engineering Services				
05 Other Services	4,788	6,017	33,180	30,770
06 Travel	8,619	5,874	9,300	7,650
07 Office & Administration	12,704	24,418	18,910	20,945
08 Utilities				
09 Vehicle Operations	1,025	852	2,150	3,900
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	3,100	15,466	7,650	7,500
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$48,867	\$77,138	\$144,398	\$145,973
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$323,007	\$455,789	\$546,678	\$582,912

description

This activity pays for small items such as furniture and equipment. Small projects are also funded from here as resources permit. R & R is currently budgeted in the General Government area for all departments (beginning in FY 94/95).

DEPARTMENT OF PERSONNEL Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: R & R				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$0	\$0	\$0
15 Capital Outlay	3,962	4,596	0	
17 Fixed Assets	3,097	6,964	0	
Total Capital	\$7,059	\$11,560	\$0	\$0
Grand Total	\$7,059	\$11,560	\$0	\$0

DEPARTMENT OF PERSONNEL Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: PHYSICAL EXAMS				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services	0	37,598	\$97,200	74,200
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$37,598	\$197,200	\$74,200
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$0	\$37,598	\$197,200	\$74,200



summary

description

The EEO/Fair Housing office educates landlords and tenants on the Tennessee Landlord/Tenant Act and Federal Fair Housing provisions. We assist landlords and tenants in favorably resolving complaints and conflicts and we participate with the Chattanooga Housing Resource Board in developing Fair Housing projects and activities. Booklets defining rights and responsibilities of the landlord and tenant are available to the public. The department also monitors the employment data of the City of Chattanooga, and receives, investigates, and resolves complaints of employees and the public with regard to equal employment opportunity practices of the City of Chattanooga.

departmental goals & objectives

- **To minimize landlord/tenant conflicts which come to the attention of this department.**
 - *Increase understanding by landlords and tenants concerning the respective parties rights and responsibilities.*
 - *Keep landlords informed of applicable laws*
 - *Arbitrate complaints*
- **To resolve satisfactorily all EEO complaints against the City.**
 - *Keep employers informed of applicable laws*
 - *Report findings to proper individuals*
- **To insure the City is in compliance with the American Disabilities Act.**
 - *Implement provisions of the act that apply to City facilities through construction and/or modification to existing structures*
 - *To resolve any complaint received from individuals with disabilities.*
- **To minimize employee complaints**
 - *Distribute affirmative action information to department heads and other appropriate managers and supervisors.*
 - *To recommend training programs available by MTAS to the Personnel Department.*

departmental performance indicators

(FY 93/94: actual, FY 94/95: projected, FY 95/96: goal)

	<u>Actual</u> <u>FY 93/94</u>	<u>Projected</u> <u>FY 94/95</u>	<u>Goal</u> <u>FY 95/96</u>
Fair Housing Complaints	1,085	1,050	1,000
Rent Smart! Buy Smart! Booklets Requested	485	450	500
Handicapped Complaints	0	2	0
EEO Complaints	4	8	3
EEO Pre-Complaint Counseling	19	20	10

departmental budget summary

EQUAL EMPLOYMENT OPPORTUNITY/FAIR HOUSING Departmental Budget Summary Fiscal Year 1993 - 1996				
	<u>Actual</u> <u>FY 92/93</u>	<u>Actual</u> <u>FY 93/94</u>	<u>Budget</u> <u>FY 94/95</u>	<u>Budget</u> <u>FY 95/96</u>
Personnel	\$ 82,962	\$ 101,998	\$ 108,953	\$ 111,380
Operating	7,410	8,613	18,250	19,600
Capital	1,915	506	0	0
Total	<u>\$ 92,287</u>	<u>\$ 111,117</u>	<u>\$ 127,203</u>	<u>\$ 130,980</u>
Positions Authorized	3	3	3	3

EQUAL EMPLOYMENT OPPORTUNITY/FAIR HOUSING
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: ADMINISTRATION

Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	82,962	87,006	93,029	95,159
08 Fringe Benefits	0	4,992	5,924	6,221
Total Salaries & Benefits	\$82,962	\$101,998	\$108,953	\$111,380
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	1,972	2,257	9,700	10,300
06 Travel	1,262	1,365	1,500	1,500
07 Office & Administration	3,737	4,399	5,750	6,700
08 Utilities				
09 Vehicle Operations	439	592	1,500	1,100
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$7,410	\$8,613	\$18,250	\$19,600
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$90,372	\$110,611	\$127,203	\$130,980

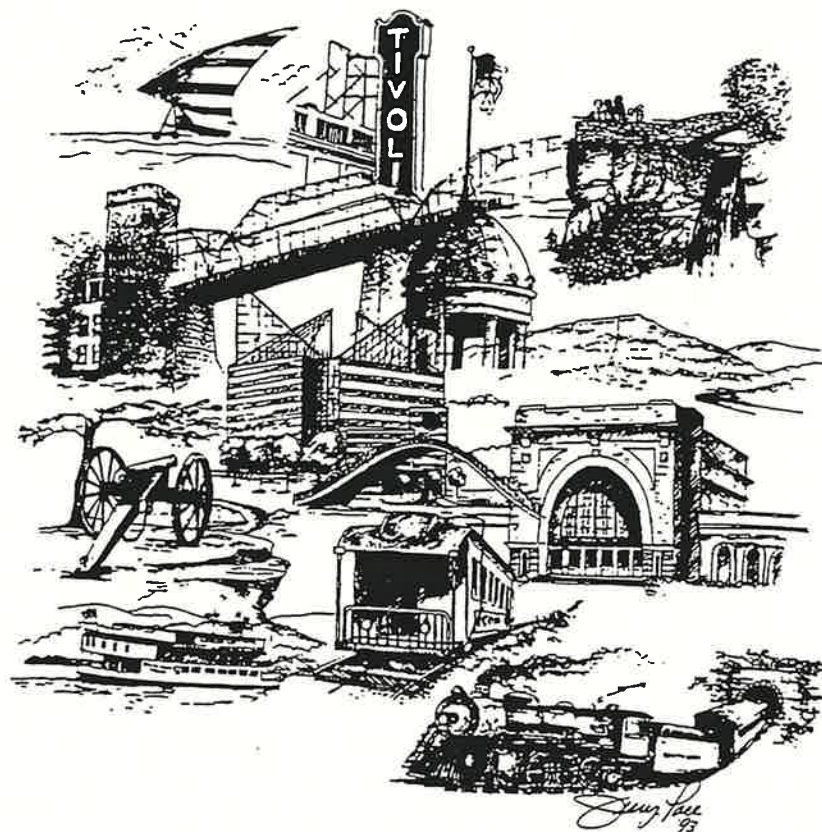
description

This activity pays for small items such as furniture and equipment. Small projects are also funded from here as resources permit. R & R is currently budgeted in the General Government area for all departments (beginning in FY 94/95).

EQUAL EMPLOYMENT OPPORTUNITY/FAIR HOUSING
Divisional Budget Summary
Fiscal Years 1993 - 1996

DIVISION: R & R

Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
08 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$0	\$0	\$0
15 Capital Outlay		506		
17 Fixed Assets	1,915			
Total Capital	\$1,915	\$506	\$0	\$0
Grand Total	\$1,915	\$506	\$0	\$0



enterprise funds

fund structure

Enterprise Funds are established for operations that the City chooses to account for as though they were private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes it is necessary to account for income and capital maintenance. The basis of accounting for these funds is full accrual. The City of Chattanooga has three (3) Enterprise Funds: Interceptor Sewer Fund; Solid Waste and Sanitation Fund and Storm Water Management Fund. As of June 30, 1995 the budgeted revenue and expenses were as follows for these funds.

	<u>Budgeted</u> <u>Revenue & Expenses</u>	<u>Actual</u> <u>Revenue</u>	<u>Expenses</u>
Interceptor Sewer Fund	\$32,669,341	\$29,686,192	\$32,305,478
Solid Waste and Sanitation Fund	\$ 8,765,128	\$ 9,355,954	\$13,824,938
Storm Water Management Fund	\$ 4,576,000	\$ 5,265,586	\$ 5,499,417

The FY 95/96 Enterprise budgets are \$29,505,021; \$9,277,509; and \$4,616,299 respectively.

Fiscal Year 1995/1996

Interceptor Sewer

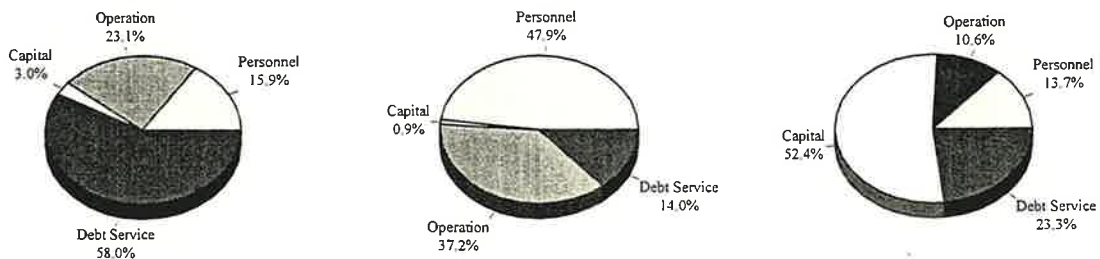
Solid Waste & Sanitation

Storm Water

Revenues



Expenses



(graphs expressed in 1,000)

Enterprise Funds Revenue Summary

Fund Type:	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget '96 Increase (Decrease)	% CHANGE FY 95/96
Enterprise Funds:						
Interceptor Sewer System	27,778	28,864	32,669	29,505	(3,164)	-9.7%
Solid Waste & Sanitation	6,679	7,778	8,765	9,278	512	5.8%
Storm Water Fund	309	4,652	4,576	4,616	40	0.9%
Total Enterprise Funds	\$34,766	\$41,294	\$46,010	\$43,399	(2,612)	-5.7%

(expressed in 1,000)

revenues

interceptor sewer fund

Sewer Service Charges. Revenues to operate, maintain, and finance the System are derived primarily from sewer service charges collected from residential, commercial, and industrial customers using the System. Sewer service charges for the City are collected through the Tennessee-American Water Company's monthly billing system. Sewer charges for customers in the Hixson area are collected through the Hixson Utility District. The sewer service rates for these areas are based upon the quantity of water used and are expressed as cents per thousand gallons.

Regional users such as Walker County, Georgia, and 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, some inflow and infiltration is paid for. The City of Chattanooga has installed flow metering station on the discharge line connecting regional users so that they may be billed on the basis of total measured wastewater flows, as required by the EPA approved user charge system. Contract negotiations with each respective government will be required before this method of billing can begin.

The sewer service charges for the regional users, which includes Rossville, Collegedale, Lookout Mountain, Hamilton County, East Ridge, 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 cessation of successful contract negotiations 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, 1995 rate schedule, which is currently in effect, is as follows:

Enumeration Of Charges - Quantity of Water Used

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

User Class	Operation and Maintenance Charge (\$/1,000 gal)	Debt Charge (\$/1,000 gal)	Total Charge (\$/1,000 gal)
First 100,000 gallons	0.47	2.96	3.43
Next 650,000 gallons	0.47	2.05	2.52
Next 1,250,000 gallons	0.47	1.56	2.03
Over 2,000,000 gallons	0.47	0.98	1.45

Regional Service Charge Rates (Wheelage and Treatment)

The regional sewer service user charge (wheelage and treatment) shall be collected from regional users of the system including Collegedale, Tennessee; Lookout Mountain, Tennessee; Hamilton County, Tennessee; East Ridge, Tennessee; Windstone and Walker County, Georgia 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)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$0.6051	\$0.4773	\$1.0824

If regional customers are billed directly through the water company, the rate shall be one and 09/100 (\$1.09) 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	\$0.3304	\$0.2606	\$0.5910

Monthly Minimum Sewer Service Charges

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

Meter Size	Monthly Minimum
5/8 inch meter	\$ 7.12
3/4 inch meter	25.42
1 inch meter	44.41
1 1/2 inch meter	99.40
2 inch meter	176.00
3 inch meter	412.56
4 inch meter	762.42
6 inch meter	1,815.97
8 inch meter	3,212.12

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:

1. \$0.081 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of 300 milligrams per liter, and,
2. \$0.056 per pound of total suspended solids for concentrations in excess of 400 milligrams per liter.

The City has also established the following fees and charges:

1. A Sewer Service Line Connection Fee of \$500;
2. A Truck Discharge Operation Permit Fee of \$40 per truck per year;
3. A Septic Tank Discharge Fee of \$21.62 per 1,000 gallons of waste;
4. Holding Tank Waste Fee of \$3.43 per 1,000 gallons of waste; and
5. Garbage Grinders Fee of \$87.09 per month per unit.

In 1985 the City, in conjunction with the consulting Engineers and the financial advisors, developed a five year financial analysis which examined the System's capital improvement program at different yearly funding commitments of the City; other anticipated revenue requirements of the System during the five year period including the full-time operation of Moccasin Bend, and the associated sewer rate structures necessary to meet the financial requirements of the system under different financial alternatives. As a result of this analysis, the City established its annual funding commitment of the System at \$10,000,000 per year.

Simultaneously, the City committed itself to enacting annual rate increases of at least 6.14% for each of the five consecutive years starting in July 1985 in order to support the \$10,000,000 per year funding program. The 6.14% rate increase schedule through fiscal year ending June 30, 1990 was formulated by the Consulting Engineers pursuant to the five year financial analysis. Enactment of the rate increases requires adoption of the city ordinance by the City Council each year. The five year program and the related future rate increases were announced publicly in the City proceedings in 1985 and they received widespread community support.

The City has followed through with its commitment to raise rates to support the program since 1985. As of April 1990, the City had adopted five consecutive annual sewer rate increases of 6.14%. The first 6.14% rate increase took place July 1985, followed by four more 6.14% rate increases in July 1986, July 1987, July 1988, and July 1989, respectively. Annually, the Consulting Engineers review the financial operations of the System and its revenue requirements for the upcoming fiscal year to determine the size of the rate increase needed for the next fiscal year.

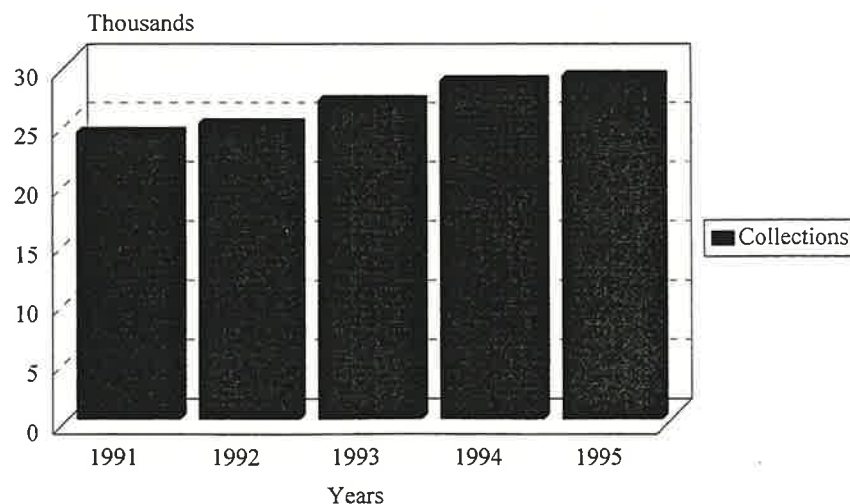
Since the City successfully accomplished its goal of enacting 6.14% sewer rate increases for the five consecutive fiscal year, the City is planning to enact future annual rate increases at a lower level than 5%. The City has increased sewer rates for nine consecutive year in support of its program. However, in fiscal year 94/95 and 95/96 the rate increase was 0% due to improved efficiency of the system and implementation of management policies. As evidenced by its program since 1985, the City remains committed to keeping the System self-supporting from sewer revenues including adoption of any necessary sewer rate increases to ensure that it remains self supporting. Following is a history of rate increases since 1985:

FY 85/86	6.14%	FY 90/91	5.24%	FY 95/96	0.00%
FY 86/87	6.14%	FY 91/92	3.32%		
FY 87/88	6.14%	FY 92/93	5.79%		
FY 88/89	6.14%	FY 93/94	4.26%		
FY 89/90	6.14%	FY 94/95	0.00%		

Below is the sewer systems historical trend of collections.

Interceptor Sewer System

Fiscal Years 1991 thru 1995



solid waste and sanitation fund

This fund accounts for the costs associated with the collection and 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, 1992, each municipality which collected solid waste and/or operated a landfill was required to account for them separately in individual funds. Effective July 1, 1993, it became a requirement to account for the operation of a landfill as an enterprise fund.

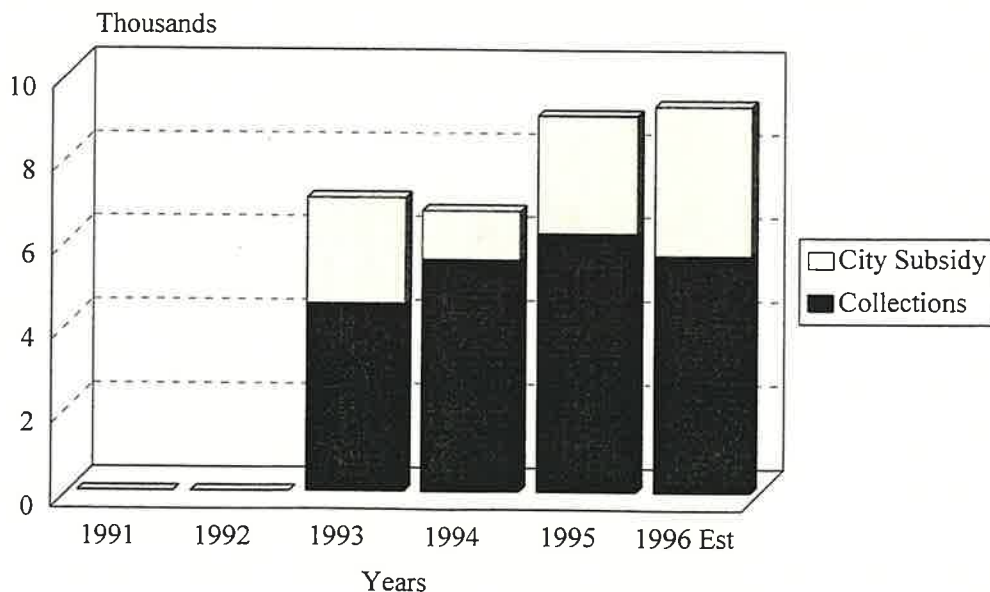
Landfill Dumping Charges. Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from landfill dumping charges. Municipalities may impose a tipping fee upon each ton of municipal solid waste or its volume equivalent received at such solid waste disposal facility. The FY 95/96 increase of \$730,097, 14.8%, is due to additional revenue generated by an annual \$2.00 fee increase.

Solid Waste Subsidy. Since the revenue from the landfill dumping charges does not totally fund the expenditures of the fund it is necessary for the General Fund to subsidize the Solid Waste & Disposal Fund. This subsidy accounts for approximately forty percent (40%) of the total budget. The FY 95/96 increase of \$765,474, 27.2% is due to additional funding needed to cover additional positions and the associated fringe benefits.

Below is a chart showing the historical trend of collections and subsidy. The primary sources of revenues for this fund are Landfill Dumping Charges and a City of Chattanooga subsidy. A look at the revenues for this fund since its inception will reveal that while the collections appear to be increasing steadily for the first three years, the City subsidy has grown more.

Solid Waste & Sanitation

Fiscal Years 1991 thru 1996



storm water management fund

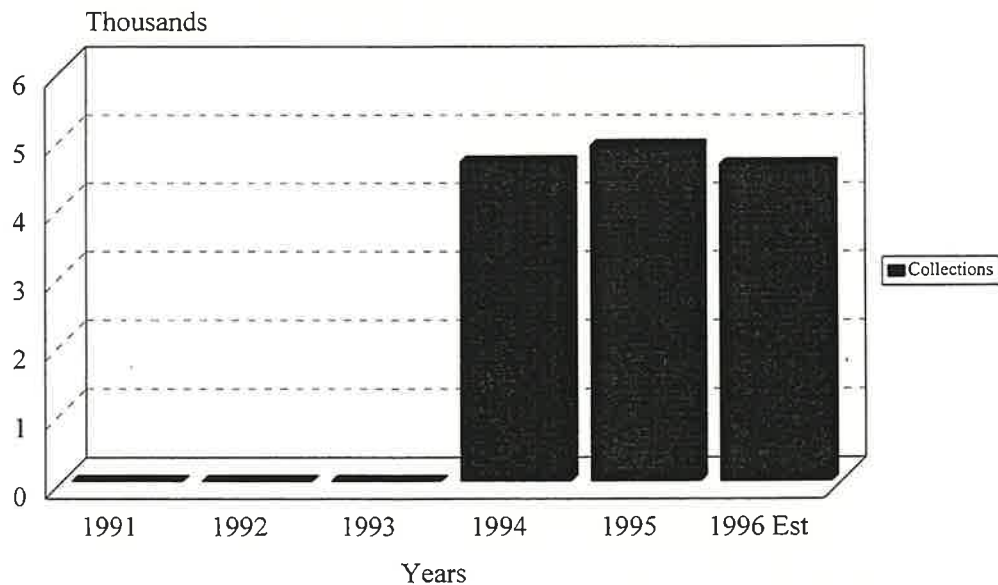
The Storm Water Management Fund was established in 1993 to comply with a Federal Mandate for the City to control storm water run-off. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques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

For the purpose of operating the storm water program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, there is imposed a storm water user's fee upon the owner of property served directly or indirectly by the City's storm sewer system.

Below is a chart showing the historical trend of fees collected.

Storm Water Fees

Fiscal Years 1991 thru 1996



Enterprise Funds Expense Summary

Fund Type:	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget '96 Increase (Decrease)	% CHANGE FY 95/96
Enterprise Fund						
Interceptor Sewer System	29,219	30,254	27,794	29,505	1,711	6.2%
Solid Waste & Sanitation	5,523	7,793	8,765	9,278	512	5.8%
Storm Water Fund	309	6,856	4,576	4,616	40	0.9%
Total Enterprise Fund	\$35,051	\$44,903	\$41,135	\$43,399	2,264	5.5%

(expressed in 1,000)

expenses

interceptor sewer fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs; chemical costs; maintenance costs; electricity costs and depreciation. Major capital expenditures occur here also. In FY 95/96 the operations and maintenance decrease of (\$104,525), 1.1%, is due to a reduction of positions, which is a result in salaries and associated fringe benefits.

solid waste and sanitation fund

Expenses in the Solid Waste & Sanitation Fund include:

- Recycle Center
- Waste Disposal - Landfill
- Compost Waste Center
- Waste Pickup - Garbage
- Waste Pickup - Brush and Trash
- Debt Service
- Capital Projects

Major expenditures of this fund are personnel costs and vehicle related costs. The Solid Waste for FY 95/96 increased \$512,381, due to new positions transferred from the General Fund's Public Works Department.

In February, 1995 the City issued \$13,291,500 General Obligation Bonds for Solid Waste facilities improvements and equipment purchases. This issue provided financing for the capital improvements necessary for the capital requirements of the landfill while the City continues to subsidize the operational costs.

storm water management fund

As this is an Enterprise Fund , its major revenue is derived from the Storm Water Fee. Expenses in the Storm Water Management Fund include:

- Personnel
- Operations
- Capital Projects

In FY 95/96 Storm Water increased \$40,299, .9%, this is due to normal increases in salaries and associated fringe benefits.

Enterprise Fund Revenues

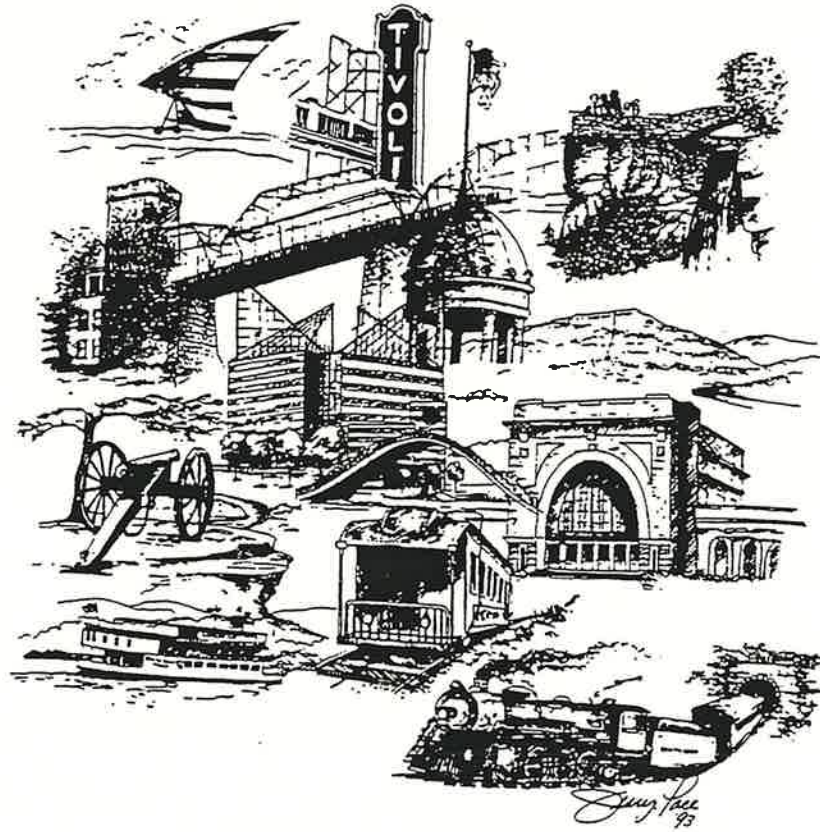
Fiscal Years 1993 - 1996

Revenue Source	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Interceptor Sewer System (Fund 3051):							
Sewer Service Charges	23,447,163	24,862,454	23,237,691	24,625,932	1,388,241	6.0%	56.74%
Industrial Surcharges	2,147,363	1,960,000	2,060,000	1,900,000	(160,000)	-7.8%	4.38%
Septic Tank Charges	86,275	72,334	68,000	79,000	11,000	16.2%	0.18%
Weelage & Treatment							
Lookout Mountain, TN	72,323	94,084	89,442	74,079	(15,363)	-17.2%	0.17%
Walker County, GA	302,560	268,737	274,512	252,546	(21,966)	-8.0%	0.58%
Collegedale, TN	243,202	259,990	176,111	278,480	102,369	58.1%	0.64%
Soddy-Daisy, TN	49,193	52,932	14,126	45,136	31,010	219.5%	0.10%
East Ridge, TN	883,175	830,447	769,744	967,768	198,024	25.7%	2.23%
Windstone	2,373	4,167	2,726	4,799	2,073	76.0%	0.01%
Hamilton County, TN	18,252	18,692	7,633	17,427	9,794	128.3%	0.04%
Rossville, GA	0	0	262,579	290,116	27,537	10.5%	0.67%
Red Bank, TN	0	0	213,014	201,738	(11,276)	-5.3%	0.46%
Industrial User Permits	50,500	48,000	43,000	43,000	0	0.0%	0.10%
Garbage Grinder Fees	22,767	25,205	24,000	25,000	1,000	4.2%	0.06%
Fund Balance	0	0	4,875,763	0	(4,875,763)	-100.0%	0.00%
Interest Earnings	452,656	367,121	551,000	700,000	149,000	27.0%	1.61%
Total Interceptor Sewer	\$27,777,802	\$28,864,163	\$32,669,341	\$29,505,021	(3,164,320)	-9.7%	67.99%
Solid Waste & Sanitation(Fund 3127):							
Landfill Dumping Charges	4,122,951	5,231,418	4,919,903	5,650,000	730,097	14.8%	13.02%
Landfill Dumping Permits	3,767	5,590	1,000	1,000	0	0.0%	0.00%
City of Chattanooga Subsidy	2,518,461	2,540,893	2,810,604	3,576,078	765,474	27.2%	8.24%
State Sub Recycleable Material	33,577	0	33,621	0	(33,621)	-100.0%	0.00%
Fund Balance	0	0	1,000,000	50,431	(949,569)	-95.0%	0.12%
Total Solid Waste & Sanitation	\$6,678,756	\$7,777,901	\$8,765,128	\$9,277,509	512,381	5.8%	21.38%
Storm Water (Fund 3128):							
Stormwater Fee	309,046	4,652,297	4,576,000	4,616,299	40,299	0.9%	10.64%
Total Stormwater	\$309,046	\$4,652,297	\$4,576,000	\$4,616,299	40,299	0.9%	10.64%
Grand Totals:	\$34,765,604	\$41,294,361	\$46,010,469	\$43,398,829	(2,611,640)	-5.7%	100.00%

Enterprise Fund Expenditures

Fiscal Years 1993 - 1996

Expenditures	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Interceptor Sewer System (Fund 3051):							
<i>Operations & Maintenance:</i>							
Administration	870,767	1,078,706	1,109,410	1,118,811	9,401	0.8%	2.58%
Safety & Training	72,838	95,075	81,830	33,554	(48,276)	-59.0%	0.08%
Laboratory	421,465	370,200	365,376	405,649	40,273	11.0%	0.93%
Pretreatment/Monitoring	232,296	254,343	259,235	242,999	(16,236)	-6.3%	0.56%
Engineering	145,405	140,581	127,904	130,569	2,665	2.1%	0.30%
Plant Maintenance	1,090,961	1,130,242	1,109,872	1,044,977	(64,895)	-5.8%	2.41%
Sewer Maintenance	688,420	744,875	772,091	710,852	(61,239)	-7.9%	1.64%
Moccasin Bend - Liquid Handling	3,601,230	3,412,242	3,242,086	3,195,342	(46,744)	-1.4%	7.36%
Moccasin Bend - Solid Handling	1,985,551	2,516,370	2,057,512	2,141,081	83,569	4.1%	4.93%
Inflow & Infiltration	513,724	765,903	533,429	522,886	(10,543)	-2.0%	1.20%
Combined Sewer Overflow	1,795	0	39,000	46,500	7,500	19.2%	0.11%
Landfill Handling	0	0	125,000	125,000	0	0.0%	0.29%
	9,624,452	10,508,537	9,822,745	9,718,220	(104,525)	-1.1%	
<i>Pumping Stations</i>							
Mountain Creek	13,744	17,823	15,950	17,250	1,300	8.2%	0.04%
Citico	135,150	164,963	157,700	170,150	12,450	7.9%	0.39%
Friar Branch	68,088	79,899	81,700	84,650	2,950	3.6%	0.20%
Hixson 1,2,3,&4	32,914	36,162	48,750	51,850	3,100	6.4%	0.12%
19th Street	55,135	25,297	36,050	31,300	(4,750)	-13.2%	0.07%
Orchard Knob	35,631	38,104	50,650	38,100	(12,550)	-24.8%	0.09%
South Chickamauga Creek	161,576	137,682	142,500	179,600	37,100	26.0%	0.41%
Tiftonia 1,2,3	22,863	28,880	33,500	30,450	(3,050)	-9.1%	0.07%
23rd Street	82,225	81,299	75,420	113,250	37,830	50.2%	0.26%
Minor Pump Stations	68,252	105,432	78,300	79,600	1,300	1.7%	0.18%
Residential Pump Stations	6,277	1,726	3,600	2,000	(1,600)	-44.4%	0.00%
Murry Hills	0	454	13,900	6,100	(7,800)	-56.1%	0.01%
Big Ridge 1 - 5	0	0	0	3,200	3,200	N/A	0.01%
Highland Park	0	0	0	7,700	7,700	N/A	0.02%
Dupont Parkway	0	0	0	11,150	11,150	N/A	0.03%
	681,855	717,721	738,020	826,350	88,330	12.0%	
Depreciation	6,703,901	6,412,822	0	0	0	N/A	0.00%
<i>Capital Improvements Program</i>	0	0	800,000	800,000	0	0.0%	1.84%
<i>Debt Service & Reserve</i>							
Principal	5,295,000	5,550,000	6,006,500	6,484,776	478,276	8.0%	14.94%
Interest	6,896,629	7,049,691	7,493,297	7,642,154	148,857	2.0%	17.61%
Service Charges	17,176	15,632	135,000	135,000	0	0.0%	0.31%
Reserve Coverage	0	0	1,349,980	1,412,693	62,713	4.6%	3.26%
	12,208,805	12,615,323	14,984,777	15,674,623	689,846	4.6%	
<i>Reserve for Contingencies</i>	0	0	1,448,036	2,485,828	1,037,792	71.7%	5.73%
Total Interceptor Sewer	\$29,219,013	\$30,254,403	\$27,793,578	\$29,505,021	\$1,711,443	6.2%	67.99%
Solid Waste & Sanitation(Fund 3127):							
Garbage Collection	2,223,444	3,123,798	3,039,496	2,839,918	(199,578)	-6.6%	6.54%
Recycle	218,146	308,590	476,787	479,818	3,031	0.6%	1.11%
Capital Improvements	300	2,500	1,000,000	0	(1,000,000)	-100.0%	0.00%
Brush & Trash Collection	1,147,577	1,505,062	1,479,542	1,652,929	173,387	11.7%	3.81%
Sanitary Landfill	1,701,271	1,946,407	1,608,672	1,831,765	223,093	13.9%	4.22%
Wood Recycle	33,794	382,656	340,496	576,637	236,141	69.4%	1.33%
Solid Waste Reserve	198,000	522,241	491,990	565,000	73,010	14.8%	1.30%
Renewal & Replacement	0	2,094	3,800	36,782	32,982	867.9%	0.08%
Debt Service	0	0	324,345	1,294,660	970,315	299.2%	2.98%
Total Solid Waste & Sanitation	\$5,522,532	\$7,793,348	\$8,765,128	\$9,277,509	\$512,381	5.8%	21.38%
Storm Water (Fund 3128):							
Stormwater Management	309,046	719,012	915,439	1,122,982	207,543	22.7%	2.59%
Renewal & Replacement	0	145,699	224,200	53,400	(170,800)	-76.2%	0.12%
Capital Improvement	0	5,743,306	2,981,007	2,363,548	(617,459)	-20.7%	5.45%
Debt Service	0	247,542	455,354	1,076,369	621,015	136.4%	2.48%
Total Stormwater	\$309,046	\$6,855,559	\$4,576,000	\$4,616,299	40,299	0.9%	10.64%
Grand Totals:	\$35,050,591	\$44,903,310	\$41,134,706	\$43,398,829	2,264,123	5.5%	100.00%



summary

description

The Interceptor Sewer System was conceived in 1952 to provide sewers for the City in a planned and orderly manner. The System encompasses approximately 1,200 miles of sewer lines, 7 large custom-built pumping stations, 4 custom-built storm stations, 35 underground, wetwell-mounted, submersible pumping stations and one (1) major regional wastewater treatment plant (Moccasin Bend).

A construction program to expand the secondary treatment capacity of Moccasin Bend to 65 MGD was completed in March 1984. The plant is now in its eleventh year of operation. The System currently treats approximately 55 million gallons per day (MGD) of wastewater.

The completion of the expansion of Moccasin Bend has allowed treatment operations at smaller treatment plants to be phased out and diverted to Moccasin Bend. The System serves the City and a surrounding metropolitan area which together have a population of approximately 400,000. In addition to the City, the System serves the following seven (7) suburban areas: City of Collegedale, Tennessee; part of Hixson Utility District service area in Hamilton County, Tennessee; area of Red Bank, Tennessee; City of East Ridge, Tennessee; City of Rossville, Georgia; Town of Lookout Mountain, Tennessee; and portions of Walker County, Georgia.

The System is inspected on an annual basis. A detailed inspection of the System conducted in June 1995 by the Consulting Engineers and the staff of the System found the overall System to be well maintained and in good condition.

sewer use ordinance

Some of the key relationships that exist between the City, the Federal regulatory agencies and the users of the system, which affect the System's operations, are defined and documented by the City's Sewer Use Ordinance. The current Ordinance was put into effect in 1977 and amended in 1978. The Ordinance is intended to ensure the fair and equitable treatment of all industrial users of the System in the City's efforts to protect the integrity of the System's treatment plant facilities and the quality of wastewater discharged by the system into the Tennessee River.

Through the efforts of the City, working in conjunction with the Chattanooga Manufacturers Association and the Tennessee Department of Health and Environment, the Ordinance is the cornerstone of the City's industrial waste control program. The principal thrust in the City's efforts for implementing the Ordinance was in the area of improving the monitoring of surcharge to the System and its pretreatment. In 1982, the pretreatment program was the first program in Tennessee to be approved and certified by the Environmental Protection Agency (EPA) and has been widely acknowledged as one of the most advanced in the nation.

In 1979, the Ordinance was revised to incorporate provisions for establishing a user charge system and to add a schedule of surcharges and miscellaneous fees. Public Law 92-500 requires that a user charge system be developed for wastewater systems awarded federal construction grants. The user charge system is intended to ensure that each user pays his proportionate share of the operation and maintenance costs of treatment plants and his fair share of system costs.

Initially, interim user charge rates were utilized by the System until final user charges were developed. The final user charge system, implemented as part of the revised sewer rate schedule, went into effect in September 1983. After a review of the user charges in May 1985, it was recommended by the Consulting Engineers that the user charges be reviewed annually and increased by an approximately equal percentage in order to avoid large, single-rate increases such as that of 1983.

The Ordinance, which was added to Chapter 31 of the Code of the City, includes administrative reporting and permit procedures. In 1984, Chapter 31 of the City Code was reviewed to modify administrative procedures based on experience since its implementation. This review has been approved by the Interceptor Sewer System Wastewater Regulations and Appeals Board.

departmental goals & objectives

- **Meeting NPDES permit requirements with no violations.**
- **Eliminate any localized flooding damage resulting from operation of Brainerd Flood Control System.**
- **Minimize overflows by increasing hydraulic treatment capacity of the plant.**
- **Eliminate color and foam from discharge.**
- **Provide remote operations and control for all pump stations to minimize manpower requirement.**
- **Reduce manpower through automation of controls at Treatment Plant.**
- **Develop a more closely defined cost center approach.**
- **Promote growth of regional system through elimination of smaller plants.**
- **Improve public image and perception of ISS.**
- *Install telemetry in all pump stations by the time the plant expansion is completed.*
- *Optimize the use of current operational and maintenance personnel.*
- *Implement predictive maintenance programs.*
- *Evaluate other alternatives of sludge disposal for implementation after plant expansion.*
- *Provide constant evaluation of personnel utilization for increased efficiencies (i.e. elimination or combining of duties - or evaluation of need).*
- *Stabilize chemical use by improving the review and use of new technologies or processes.*
- *Improve cleaning and sealing of sewer lines,; to provide increased line capacity to decrease the requirement for additional interceptor construction.*
- *Provide, through the use of available GIS technology, maps and charts, for better customer service and faster response time for emergency repairs - will also provide data to eliminate bottlenecks in the system.*

- *Improve planning capabilities to schedule and evaluate equipment upgrades and replacements by use of best available technology.*
- *Attempt, through improved communication with industrial users, to reduce the number of violations occurring by regulated industries.*
- *Schedule of an enhanced open door policy.*
- *Optimize the use of utilities.*

performance and growth (departmental indicator)

Usage of the system has increased consistently since 1985, except for fiscal year ended June 30, 1988 when drought conditions prevailed in Chattanooga and much of the Southeast. In fiscal year ended June 30, 1989, usage rebounded as more normal water conditions prevailed. In 1990, Chattanooga experienced very wet conditions in late winter and spring. This required the system to treat heavier flows than normal. Years 1991 through 1995 show continued growth as more local and regional users are added to the system as a result of a very aggressive sewer construction program and bringing additional regional municipalities into the system.

Average Daily Treated Flow

Fiscal Year Ended June 30	Million Gallons Per Day (MGD)
1985	35
1986	37
1987	50
1988	41
1989	51
1990	68
1991	54
1992	55
1993	60
1994	59
1995	57

Usage of the System also increased in terms of customer connections. Total sewer connections increased from 43,870 in 1987 to approximately 55,000 customer connections as of June, 1995. The connections will continue to increase as the City completes the last phase of sewer construction to all annexed areas.

With the increased usage of the System, and the sewer rate increases imposed in recent years, the System's operating revenues have increased from \$15.1 million as of June 30, 1985 to a budgeted \$32.1 million for fiscal year ending June 30, 1996. Since fiscal year ended June 30, 1983, the System has consistently maintained positive income before extraordinary items.

The System's revenues should increase over the next several years due to expected increased System usage and flows, future rate increases, flow low metering of regional user discharges, which will capture additional revenue from infiltration and inflow, and the continue vigorous monitoring of industrial waste discharges, as well as completion of the collector construction program.

departmental budget summaries

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Departmental Budget Summary Fiscal Year 1993 - 1996				
DIVISION: ISS OPERATIONS				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$4,287,466	\$4,350,386	\$4,467,436	\$4,291,631
Operating	5,006,286	5,822,018	5,355,309	5,426,589
Capital	330,700	336,133	0	0
Total	<u>\$9,624,452</u>	<u>\$10,508,537</u>	<u>\$9,822,745</u>	<u>\$9,718,220</u>
Positions Authorized	151	149	133	123

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Pumping Stations				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$0	\$0	\$0	\$0
Operating	\$681,855	\$717,721	\$738,020	\$826,350
Capital	\$0	\$0	\$0	\$0
Total	<u>\$681,855</u>	<u>\$717,721</u>	<u>\$738,020</u>	<u>\$826,350</u>

administration

description

The administrative functions are for the support of the ISS as a total entity. These activities are comprised of general supervision of the ISS: payroll and human resource management; accounting, budgeting, billing and collection of charges and fees; requisitioning and warehousing of materials, supplies and equipment; processing of sewer service charge credits and preparation of payment documents. All these duties are performed with a staff of 11 employees.

goals & objectives

- Process credit requests in a timely manner
- Provide courteous customer service
- Provide monthly performance data to operating entities
- Proposed budget should provide sufficient funds for operations
- The warehouse should have all needed supplies on hand
- Establish a data base that gives minimum order quantity
- Process payment request in time for discount to be taken

performance indicators (FY93/94: actual, FY 94/95: projected, FY 95/96: goal)

- Inventory should decrease from previous year or increase no more than 1%
- No second request calls for original credit request FY 93/94 - 95% FY 94/95 - 98%
- Data for prior month's performance should be with the supervisors no later than the 10th of the month

FY 93/94 - 95%

FY 94/95 - 97%

FY 95/96 - 98%

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM				
Divisional Budget Summary				
Fiscal Years 1993 - 1996				
DIVISION: ISS Operations				
ACTIVITY: Administration				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	289,852	281,874	313,824	316,851
18 Fringe Benefits	81,792	78,959	93,115	91,366
Total Salaries & Benefits	\$371,644	\$360,833	\$406,939	\$408,217
02 Professional Fees	2,809	2,380	40,000	40,000
03 Medical Services	0	110	0	0
04 Engineering Services	0	0	0	0
05 Other Services	460,756	663,297	629,346	639,199
06 Travel	2,581	2,138	3,150	3,150
07 Office & Administration	18,731	23,411	21,425	19,295
08 Utilities	0	0	0	0
09 Vehicle Operations	3,385	2,794	3,550	4,450
10 Insurance & Bonds	0	40	0	0
11 Buildings & Grounds	1,871	5,211	2,400	2,250
12 Materials & Supplies	757	2,822	2,600	2,250
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$490,890	\$702,203	\$702,471	\$710,594
15 Capital Outlay	5,372	2,223	0	0
17 Fixed Assets	2,861	13,447	0	0
Total Capital	\$8,233	\$15,670	\$0	\$0
Grand Total	\$870,767	\$1,078,706	\$1,109,410	\$1,118,811

laboratory

description

The laboratory function associated with wastewater facilities and systems primarily serves as support to provide data and other information to ensure proper performance of treatment facilities and compliance with applicable regulatory requirements. The laboratory facility located at the Moccasin Bend Wastewater Treatment Plant is an integral part of the overall Interceptor Sewer System (ISS) operations for the City of Chattanooga. Data and information generated by the laboratory are provided for the purposes of pretreatment permitting and monitoring, treatment plant influent organic loadings and wastewater characteristics, in-plant process control, wastewater effluent quality and NPDES Permit compliance, effluent receiving water quality as it relates to combined sewer overflow (CSO) regulatory requirements.

goals and objectives

- **Implementation and utilization of Laboratory Information Management System (LIMS)**
- **High quality output using good laboratory practices**
- **Cost-effective laboratory operations**
- **Continued safe environment for employees and outstanding safety record**
 - *Participation in DMR-QA studies with acceptable results of at least 90%*
 - *Regulatory and compliance acceptance*

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Operations ACTIVITY: Laboratory				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	215,888	218,518	215,419	225,952
18 Fringe Benefits	60,877	61,542	61,297	63,672
Total Salaries & Benefits	\$276,765	\$280,060	\$276,716	\$289,624
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	10,839	19,675	18,250	35,200
06 Travel	1,639	5,320	5,350	5,300
07 Office & Administration	1,177	947	1,410	1,550
08 Utilities	0	0	0	0
09 Vehicle Operations	245	1,502	1,975	1,775
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	179	3,203	4,250	12,000
12 Materials & Supplies	40,175	56,395	57,425	60,200
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$54,254	\$87,042	\$88,660	\$116,025
15 Capital Outlay	0	3,098	0	0
17 Fixed Assets	90,446	0	0	0
Total Capital	\$90,446	\$3,098	\$0	\$0
Grand Total	\$421,465	\$370,200	\$365,376	\$405,649

engineering

description

The emphasis of the engineering section is to provide engineering and logistical support to the I & I, CSO and Sewer Maintenance program. Engineering reviews and approves plans and specifications submitted by dischargers to the sewer system. Flow data from numerous metering points in the system is analyzed and used in the formulation for collection system expansion, construction of wastewater storage systems for times of extremely heavy flows, and the elimination of sanitary as well as combined sewer overflows. This activity is responsible for contract evaluation and administration of sewer performance, maintenance and rehabilitation contracts. The engineers also are responsible for sewer collection system policy enforcement.

goals & objectives

- **Administer program to improve the performance of the collection system and to correct overflows**
- **Administer program to maintain and rehabilitate the collection system**
 - *Improve the performance of the collection system*
 - *Reduction in the number of overflows*
 - *Reduction in the number of emergency repairs*
 - *Reduction in the number of customer complaints*

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Operations ACTIVITY: Engineering				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	99,280	92,789	84,012	88,094
18 Fringe Benefits	21,644	21,695	20,067	20,900
Total Salaries & Benefits	\$120,924	\$114,484	\$104,079	\$108,994
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	12,375	16,692	12,525	10,650
06 Travel	3,087	1,626	3,425	3,425
07 Office & Administration	2,190	1,253	1,770	1,320
08 Utilities	0	0	0	0
09 Vehicle Operations	2,224	2,669	4,450	4,500
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	2,312	2,965	1,655	1,680
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$22,188	\$25,205	\$23,825	\$21,575
15 Capital Outlay	2,293	892	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$2,293	\$892	\$0	\$0
Grand Total	\$145,405	\$140,581	\$127,904	\$130,569

plant maintenance

description

The plant maintenance staff is responsible for all maintenance activities (mechanical, electrical, buildings and grounds) associated with the liquids and solids treatment processes at the wastewater treatment plant and the remote wastewater and stormwater pumping stations. The Interceptor Sewer System has in-place a maintenance program that includes predictive, preventive and corrective maintenance. A computerized data management system is used for scheduling and documenting maintenance activities. Plant Maintenance is performed under the supervision of the Plant Maintenance Supervisor.

goals and objectives

- **Reduce frequency of unscheduled corrective maintenance**
 - **Document equipment condition**
 - **Control of inventory to provide needed parts on an as-needed basis**
 - **Detailed documentation of all maintenance activities**
 - **Planned equipment replacement based on detailed repair/replacement evaluation**
 - **Maintains equipment in like new condition**
- *Reduce the size of work order backlog to less than zero.*
 - *Reduce size of inventory of parts on hand by improving planned maintenance by 1%*
 - *Reduce unscheduled overtime by better planning by 2%*
 - *Completes an average of 4,000 work orders annually*
 - *Insures availability of all equipment 80% of the time*

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary FISCAL YEARS 1993 - 1996				
DIVISION: ISS Operations ACTIVITY: Plant Maintenance				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	799,029	794,619	803,818	762,098
18 Fringe Benefits	229,373	241,085	235,354	224,079
Total Salaries & Benefits	\$1,028,402	\$1,035,704	\$1,039,172	\$986,177
02 Professional Fees	0	0	0	0
03 Medical Services	526	2,960	2,700	1,000
04 Engineering Services	0	0	0	0
05 Other Services	7,388	20,957	7,950	7,000
06 Travel	4,015	57	1,600	1,600
07 Office & Administration	2,823	1,670	1,700	1,300
08 Utilities	0	0	0	0
09 Vehicle Operations	16,359	22,432	25,350	24,100
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	118	1,772	3,300	1,400
12 Materials & Supplies	26,884	43,827	28,100	22,400
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$58,113	\$93,675	\$70,700	\$58,800
15 Capital Outlay	3,283	863	0	0
17 Fixed Assets	1,163	0	0	0
Total Capital	\$4,446	\$863	\$0	\$0
Grand Total	\$1,090,961	\$1,130,242	\$1,109,872	\$1,044,977

sewer maintenance

description

The Sewer Maintenance is primarily responsible for the proper operation of the system's collector lines and interceptors excluding the operation of the pump stations. The crews clean, repair and replace smaller diameter sewer lines on a preventive as well as an emergency basis.

goals & objectives

- Minimize the number of stoppages and failures in the collection system
- Make necessary pipe repairs
 - *Reduction in the number of customer complaints, sewer backups, stoppages, pipe failures and overflows*

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Operations				
ACTIVITY: Sewer Maintenance				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	383,696	400,198	425,607	398,366
18 Fringe Benefits	109,071	121,974	133,059	123,596
Total Salaries & Benefits	\$492,767	\$522,172	\$558,666	\$521,962
02 Professional Fees	0	0	0	0
03 Medical Services	477	1,366	2,000	800
04 Engineering Services	0	0	0	0
05 Other Services	79,723	97,501	98,625	74,040
06 Travel	677	14	1,175	1,175
07 Office & Administration	1,135	2,107	1,500	1,500
08 Utilities	10,529	10,466	11,000	11,000
09 Vehicle Operations	33,111	37,980	39,650	40,100
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	500	500
12 Materials & Supplies	65,431	73,130	58,975	59,775
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$191,083	\$222,564	\$213,425	\$188,890
15 Capital Outlay	112	139	0	0
17 Fixed Assets	4,458	0	0	0
Total Capital	\$4,570	\$139	\$0	\$0
Grand Total	\$688,420	\$744,875	\$772,091	\$710,852

moccasin bend - liquid handling

description

The Moccasin Bend WWTP is a major regional treatment facility that processes both liquid and solids in the wastewater 24 hours/day, 365 days/year. It is designed to treat 65 MGD with a peak hydraulic capacity of 120 MGD. The liquid handling portion of the wastewater represents a significant portion of the treatment at the facility and more than half of the cost of the treatment works and O & M costs.

The liquid handling portion of the plant includes the following unit processes: screening, grit removal, septage receiving, comminution, primary clarification for solids and scum removal, flow equalization, high purity oxygen activated sludge process, final clarification, disinfection, and dechlorination. Other unit processes under the liquid handling section include anaerobic sludge digestion, plant water system, and sludge thickening. Operation of the liquid handling section is under the supervision of the Plant Operation Supervisor - Liquids.

goals and objectives

- ➔ **Increase unit process efficiency**
- ➔ **Reduce the overall unit cost of operation**
- ➔ **Improve effluent quality**
- ➔ **Improve the operational integrity of the system**
 - *Meet NPDES permit discharge requirement 99% of the time.*
 - *Reduce utility usage by 1%*
 - *Reduce unscheduled overtime by 1%*
 - *Treat an average of 20 billion gallons/year*

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Operations				
ACTIVITY: Moccasin Bend - Liquid Handling				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	790,033	803,866	793,817	752,693
18 Fringe Benefits	217,008	224,864	221,819	211,774
Total Salaries & Benefits	\$1,007,041	\$1,028,730	\$1,015,636	\$964,467
02 Professional Fees	24,190	1,452	0	0
03 Medical Services	412	0	1,500	1,200
04 Engineering Services	1,830	60,969	0	0
05 Other Services	200,688	141,467	136,400	218,800
06 Travel	2,834	2,393	4,000	4,000
07 Office & Administration	7,917	6,536	6,700	5,000
08 Utilities	1,449,773	1,655,282	1,510,000	1,500,500
09 Vehicle Operations	88,583	26,159	19,200	23,675
10 Insurance & Bonds	19,200	24,777	25,000	25,000
11 Buildings & Grounds	33,073	54,562	51,750	60,200
12 Materials & Supplies	554,399	376,045	471,900	392,500
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$2,382,899	\$2,349,642	\$2,226,450	\$2,230,875
15 Capital Outlay	98,258	33,870	0	0
17 Fixed Assets	113,032	0	0	0
Total Capital	\$211,290	\$33,870	\$0	\$0
Grand Total	\$3,601,230	\$3,412,242	\$3,242,086	\$3,195,342

inflow & infiltration

description

As with many communities throughout the United States, the City of Chattanooga has experienced a high degree of inflow and infiltration in its Interceptor and Collection Sewer System. The significance of this inflow and infiltration has resulted in periodic dry weather overflows as well as with stormwater related overflows. Overflow conditions have impacted many receiving water systems throughout the country and, consequently, regulations have been promulgated to reduce and/or eliminate inflow and infiltration overflows from occurring. The City's Inflow and Infiltration program has been concentrated in the moratorium areas set by the State of Tennessee Commissioner's Order which requires reduction of overflows by the end of 1994. The I/I work consists of inspection and repair to reduce the number of overflow events which occur each year. The current effort of I & I work includes the use of three sewer flushing units, TV inspection van, grouting unit, and other related construction and repair equipment.

The Inflow and Infiltration section is responsible for the inspection, cleaning and sealing of sewer lines. The elimination of excessive inflow and infiltration into the sewer system allows the freed up line capacity to be used by additional revenue generating customers. A tight sewer system also reduces the need to construct additional interceptors, pump stations or plant capacity.

goals and objectives

- **Conduct system field inspections and flow monitoring to identify sources of I & I**
- **Corrective work to reduce or eliminate in flow & infiltration**
- **Ongoing preventive maintenance of the system.**
- **Understand the system capacity; the response to rain events and characteristic of overflows.**
 - *Reduction in the number of wet weather backups and overflows*
 - *Increase pipe capacity through infiltration reduction*

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Operations ACTIVITY: Inflow & Infiltration				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 93/94</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	217,961	218,149	206,171	200,066
18 Fringe Benefits	59,690	57,135	59,805	53,715
Total Salaries & Benefits	\$277,651	\$275,284	\$265,976	\$253,781
02 Professional Fees	0	0	0	0
03 Medical Services	415	1,261	1,150	500
04 Engineering Services	0	0	0	0
05 Other Services	75,909	90,580	86,748	89,600
06 Travel	66	70	1,200	1,150
07 Office & Administration	5,437	5,634	5,905	1,855
08 Utilities	0	0	7,500	7,500
09 Vehicle Operations	17,897	42,407	31,950	28,950
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	7,829	1,400	1,000
12 Materials & Supplies	135,917	160,192	131,600	138,550
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$235,641	\$307,973	\$267,453	\$269,105
15 Capital Outlay	432	0	0	0
17 Fixed Assets	0	182,646	0	0
Total Capital	\$432	\$182,646	\$0	\$0
Grand Total	\$513,724	\$765,903	\$533,429	\$522,886

safety & training

description

The Safety program establishes safe work practices, increases safety awareness and provides ongoing safety training opportunities for all employees. The existing training program includes a detailed schedule of activities for safety, general and job-specific training. It is the intent that all ISS employees receive the required training to meet current safety regulations. The safety program is under the supervision of an employee control safety committee chaired by the Director of Waste Resources.

goals and objectives

- Provide a safe work environment for all personnel
- Enhance employee skills and capabilities
- Improve employee morale
- Reduce workman's compensation cases & rates
- Maintain compliance with applicable rules & regulations
 - *Reduce lost time accidents by 10%*
 - *Reduce lost time by 5%*
 - *Provide at least 24 hours of safety training for each employee annually*

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Operations ACTIVITY: Safety & Training				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	48,826	50,664	52,842	24,046
18 Fringe Benefits	14,597	15,853	16,513	8,208
Total Salaries & Benefits	\$63,423	\$66,517	\$69,355	\$32,254
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	100	0
04 Engineering Services	0	0	0	0
05 Other Services	625	14,515	3,400	700
06 Travel	3,346	1,876	2,500	0
07 Office & Administration	1,985	3,697	1,000	200
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	300	200	100
12 Materials & Supplies	3,459	6,811	5,275	300
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$9,415	\$27,199	\$12,475	\$1,300
15 Capital Outlay	0	1,359	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$0	\$1,359	\$0	\$0
Grand Total	\$72,838	\$95,075	\$81,830	\$33,554

pretreatment/monitoring

description

The primary purpose of an Industrial Pretreatment Program is to protect the operational performance of a wastewater treatment facility and water quality of the receiving stream through control limits on industry discharges into the sewer collection system. These industries must meet specific wastewater constituent limits in their discharge before an IPP permit is issued by the City. Industrial monitoring issues permits needed for the operation of industrial wastewater discharges, samples permitted discharges and ensures that all laws and regulations are complied with; they are the enforcement section of the ISS. Data samples collected by the monitoring and pretreatment section is used in the calculation of surcharge fees.

goals and objectives

- **Protection of the treatment facility process and receiving stream**
- **Conformance to all applicable rules and regulations of regulatory agencies**
- **Effective and valid documentation and reporting**
- **Enforcement of permit requirements**
 - Fewer than 10 industrial non compliance incidents
 - Reduce the number of upsets to wastewater treatment plant

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Operations ACTIVITY: Pretreatment/Monitoring				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	159,615	166,264	172,621	153,142
18 Fringe Benefits	44,368	48,184	50,314	46,957
Total Salaries & Benefits	\$203,983	\$214,448	\$222,935	\$200,099
02 Professional Fees	0	0	0	0
03 Medical Services	25	8	0	0
04 Engineering Services	0	0	0	0
05 Other Services	4,893	5,281	8,750	11,300
06 Travel	1,594	3,351	3,950	3,950
07 Office & Administration	1,251	3,316	2,325	2,425
08 Utilities	0	0	0	0
09 Vehicle Operations	10,260	13,957	14,300	15,550
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	8	0	350	600
12 Materials & Supplies	8,187	9,986	6,625	9,075
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$26,218	\$35,899	\$36,300	\$42,900
15 Capital Outlay	2,095	3,996	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$2,095	\$3,996	\$0	\$0
Grand Total	\$232,296	\$254,343	\$259,235	\$242,999

moccasin bend - solid handling

description

The Moccasin Bend WWTP has the design capability to produce over 200 dry tons of solids per day. The solids handling portion of the plant includes the following unit processes: sludge blending, chemical conditioning, and sludge dewatering (filter press and centrifuges). The combination of these processes reduce the solid pollutants and by-products removed from the liquid processes to a suitable form for disposal. Dewatered sludge is trucked to the City's landfill for ultimate disposal. The dewatered sludge product by the plant meets all EPA and State guidelines for use in land application. With a reduction in prime landfill space and more stringent guidelines governing the operating and maintaining of the landfill, alternative methods for sludge disposal needs to be evaluated. The sludge processing and disposal operations are under the supervision of the Plant Operations Supervisor-Solids.

goals and objectives

- Improving the efficiency of the process.
- To continue to explore other disposal options and various forms of beneficial reuse such as, land application, composting and use as a cooling agent in contaminated soil reclamation.
- To develop a comprehensive approach to residuals management.
- To continue in the most economical manner of disposing sludge
- To reduce overall cost of solids treatment
 - *Reduce chemical costs by 1%*
 - *Reduce utility usage by 1%*
 - *Reduce unscheduled overtime by 1%*
 - *Produces an average of 22,000 dry tons of sludge annually*

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Operations				
ACTIVITY: Moccasin Bend - Solid Handling				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	355,609	354,971	393,750	406,088
18 Fringe Benefits	89,257	97,183	114,212	119,968
Total Salaries & Benefits	\$444,866	\$452,154	\$507,962	\$526,056
02 Professional Fees	0	0	0	0
03 Medical Services	175	990	1,000	575
04 Engineering Services	0	0	0	0
05 Other Services	112,548	170,160	150,650	105,150
06 Travel	89	0	1,500	1,500
07 Office & Administration	120	696	1,250	650
08 Utilities	192,110	165,281	164,500	142,500
09 Vehicle Operations	137,808	183,841	174,400	183,350
10 Insurance & Bonds	0	0	0	8,000
11 Buildings & Grounds	19,146	28,321	30,000	19,800
12 Materials & Supplies	1,071,794	1,421,327	1,026,250	1,153,500
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$1,533,790	\$1,970,616	\$1,549,550	\$1,615,025
15 Capital Outlay	0	93,600	0	0
17 Fixed Assets	6,895	0	0	0
Total Capital	\$6,895	\$93,600	\$0	\$0
Grand Total	\$1,985,551	\$2,516,370	\$2,057,512	\$2,141,081

cso - combined sewer overflows

description

The Interceptor Sewer System includes 18 combined sewer overflow point locations within approximately a 5 square mile area of downtown Chattanooga. In 1991, the State of Tennessee issued a Commissioner's Order that provides for specific activities to control combined sewer overflow by July 1, 2000.

The City has one CSO facility in operation, located at Ross's Landing. A very aggressive capital plan has been implemented to have the other 6 CSO facilities on line by the year 2000.

goals and objectives

- **Compliance with the nine minimum controls of the National CSO Control Strategy Final Policy**
- **Control of the frequency and quantity of overflows to minimize water quality impacts on receiving waters.**
- **Continue effective operation of the Ross's Landing Park CSO facility.**
 - *Reduction in the number and/or pollutant load of combined sewer overflow*
 - *Meeting federal and state CSO control guideline*

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Operations ACTIVITY: Combined Sewer Overflow				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	0	0	0	0
18 Fringe Benefits	0	0	0	0
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	0	0	10,000	17,000
06 Travel	0	0	0	0
07 Office & Administration	0	0	0	0
08 Utilities	1,795	0	2,000	2,000
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	0	0	27,000	27,500
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$1,795	\$0	\$39,000	\$46,500
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$1,795	\$0	\$39,000	\$46,500

iss - landfill handling

description

The Interceptor Sewer System generates and disposes an average of 88,000 tons of sludge a year. Sludge disposal in 1993 was 77,649 tons, 89,868 in 1994 and estimated at 87,500 in 1995. The System has entered into a contract with SR-2, a private contractor, for the experimental purpose of soil restoration and recycling. The proposed results of this contract will be to reduce the amount of sludge sent to the City's landfill each year..

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM				
Divisional Budget Summary				
Fiscal Years 1993 - 1996				
DIVISION: ISS Operations				
ACTIVITY: Landfill Handling				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	0	0	0	0
18 Fringe Benefits	0	0	0	0
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	0	0	125,000	125,000
06 Travel	0	0	0	0
07 Office & Administration	0	0	0	0
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	0	0	0	0
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$0	\$0	\$125,000	\$125,000
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$0	\$0	\$125,000	\$125,000

iss pumping stations

description

The ISS currently operates and maintains seven (7) major pump stations and 35 minor pump stations throughout the sewer system. These stations range in capacity from 0.04 MGD to 120 MGD. These stations are necessary because of hill and valley terrain in the Chattanooga region.

Reliable operation and maintenance of these stations is critical to minimize potential overflows and nuisance odors. Therefore, it is necessary for these stations to be operational 24 hours/day, 365 days per year. To ensure that these stations are operational, constant monitoring of each station is provided by remote radio telemetry communication with MBWWTP. Any alarm condition is responded to by a plant operator.

There are an additional 80 plus residential/grinder type pump stations that are maintained by the system. These stations are installed at individual homes where gravity sewer connections are not feasible.

Operations of the pump stations are under the supervision of the Plant Operations Supervisor - Liquids while maintenance is under the supervision of the Plant Maintenance Supervisor.

goals and objectives

- **Provide an experience-based inspection program based on flow conditions, mechanical dependability of pump station equipment and maintenance requirements.**
- **Improve the predictive maintenance program in addition to preventive maintenance.**
- **Maintain effective 24 hour per day monitoring of pump station operation**
 - *Reduce number of alarms at pump stations by 5% by increasing reliability of pumps via improved maintenance*
 - *Reduce any odor complaints from station to zero*
 - *Improve availability of all pump station equipment to 65% of the time*

budget detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ISS Pumping Stations ACTIVITY: Pump Station Summary				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	0	0	0	0
18 Fringe Benefits	0	0	0	0
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	600	0	0
05 Other Services	19,825	35,074	51,650	46,650
06 Travel	0	0	0	0
07 Office & Administration	2,005	1,777	2,400	1,800
08 Utilities	559,659	550,213	501,200	589,250
09 Vehicle Operations	1,839	0	0	0
10 Insurance & Bonds	5,210	5,212	7,200	10,500
11 Buildings & Grounds	34,840	33,999	47,470	24,400
12 Materials & Supplies	58,477	90,846	128,100	153,750
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$681,855	\$717,721	\$738,020	\$826,350
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$681,855	\$717,721	\$738,020	\$826,350

summary

description

The Solid Waste and Sanitation fund is a division of the Department of Public Works. This division is responsible for the collection and disposal of most solid waste within the City. Garbage collection, brush and trash pickup, recycling, and landfill operation are the main functions of this division.

At the present time this division, specifically the landfill, is undergoing major changes to conform with new guidelines for operation and preparation for closure of aging landfill sites. These guidelines are promulgated by the Tennessee Department of Environment and Conservation to prevent contamination of underground water supplies and to provide for funding to cover the cost of care and maintenance of landfills after they are taken out of service.

departmental goals & objectives

- **Improve facility and collection operations to reduce cost of services**
- **Ensure operations are in compliance with State and Federal guidelines**
- **Maximize the level of public service provided by this division.**
 - *Reduce the impact of subtitle D compliance through diversion of solid waste through recycling.*
 - *Cost account the delivery of waste collection services in order to quantify savings which result from recycling.*
 - *Reduce overall cost of waste collection and processing through the expansion of recycling programs.*

departmental budget detail

SOLID WASTE FUND Budget Summary Fiscal Years 1993 - 1996				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	3,498,771	4,438,284	4,390,994	4,443,389
Operations	1,992,275	3,346,196	3,368,134	4,747,338
Capital	31,486	8,868	1,006,000	86,782
Total	\$5,522,532	\$7,793,348	\$8,765,128	\$9,277,509
Positions Authorized	148	162	167	164

recycling center

description

The City Recycle Division is made up of two sub-components: the City Recycle Center and the Dual Blue Bag curbside recycling program. The Center is a manned collection point for area residents and businesses to dispose of the recyclable fraction of their solid waste and is aimed primarily at residents and businesses not served by the curbside program. The Recycling Division is also engaged in environmental education, waste reduction survey and audits, and waste reduction program development.

goals & objectives

- **Extend the life of the Solid Waste Landfill.**
- **Expand the level of environmental awareness through in-school programs.**
- **Work with the Downtown Business Partnership to expand the Downtown Recycle waste reduction project.**
- **With the use of Americorp support, develop a door-to-door information campaign targeted at areas with low participation.**
- **Develop information campaign for waste oil disposal.**
- **Expand the concept of backyard composting.**
 - *Increase the number of in-school visits by 20%.*
 - *Complete the compost demonstration site at the Recycle Center.*
 - *Increase the number of community educational programs (visits to community groups) by 20%.*
 - *Increase the total curbside set out rate to 30%.*

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Recycle				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	112,432	163,273	177,964	148,773
18 Fringe Benefits	33,069	52,638	59,658	37,783
Total Salaries & Benefits	145,501	215,911	237,622	186,556
02 Professional Fees				
03 Medical Services				250
04 Engineering Services				
05 Other Services	22,200	44,879	196,216	203,565
06 Travel	925	1,172	1,500	1,500
07 Office & Administration	4,909	9,626	10,575	5,456
08 Utilities				
09 Vehicle Operations	6,067	20,661	18,381	29,141
10 Insurance & Bonds				
11 Buildings & Grounds	1,163	242	0	
12 Materials & Supplies	6,195	14,925	10,293	3,300
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges		50		50
Total Operations	\$41,459	\$91,555	\$236,965	\$243,262
15 Capital Outlay		1,124	0	
17 Fixed Assets	31,186	0	2,200	50,000
Total Capital	31,186	\$1,124	\$2,200	\$50,000
Grand Total	218,146	\$308,590	\$476,787	\$479,818

waste pickup - garbage

description

The Garbage Department is responsible for the collection of garbage one day a week and curbside collection of recyclables one day a week within the City. The Curbside collection program is in an expansion phase and is part of the City's solid waste reduction plan, offering curbside collection of recyclables using blue plastic bags as a collection vehicle. The service will be available to all city residents and to a limited degree, commercial waste generators along the collection routes.

goals & objectives

- ➔ To work with the Recycle and Landfill Divisions in the City's solid waste reduction plan.
 - Safe and timely collection of garbage and recyclables each week.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Waste Pickup - Garbage Collection				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	1,299,148	1,607,380	1,599,814	1,457,937
18 Fringe Benefits	361,394	453,614	477,740	425,032
Total Salaries & Benefits	1,660,542	2,060,994	2,077,554	1,882,969
02 Professional Fees				
03 Medical Services		75		1,000
04 Engineering Services				
05 Other Services	202,464	428,382	234,777	236,377
06 Travel				
07 Office & Administration	243	568	595	
08 Utilities				
09 Vehicle Operations	357,970	629,377	722,750	713,572
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	2,225	2,802	2,220	6,000
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges		1,600	1,600	
Total Operations	\$562,902	\$1,062,804	\$961,942	\$956,949
15 Capital Outlay				
17 Fixed Assets				
Total Capital	0	\$0	\$0	\$0
Grand Total	2,223,444	\$3,123,798	\$3,039,496	\$2,839,918

waste pickup - brush

description

The Brush and Trash Department is responsible for disposal of trash along the City right-of-ways. This involves removal of brush and trash left at the curb as well as providing free collection of appliances and furniture (Trash Flash) for City residents. Residents are also provided sway-car service on a first come first serve basis once per year. These trailers allow residents to dispose of large quantities of bulky trash at no expense.

goals & objectives

➔ **This division's mission is to provide City residents with a safe and efficient collection system of brush, wood, organic waste and bulky waste materials (old furniture and appliances, etc.) and to keep right-of-ways clear of debris.**

- *Organize collection crews into teams which provide residents with service at least once each month.*
- *Perform cost benefit analysis of collection program to ensure collection practices are cost efficient.*
- *Develop data collection systems which will facilitate cost analysis.*
- *Help reduce the cost of landfilling by diverting compostable materials to wood waste processing facilities.*

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Waste Pickup - Brush & Trash				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	739,327	893,708	884,187	1,025,041
18 Fringe Benefits	207,355	226,571	262,688	230,953
Total Salaries & Benefits	946,682	1,120,279	1,146,875	1,255,994
02 Professional Fees				
03 Medical Services		530	500	800
04 Engineering Services				
05 Other Services	1,954	94,112	1,000	2,350
06 Travel				
07 Office & Administration	175	344	500	
08 Utilities				
09 Vehicle Operations	194,615	284,308	324,617	387,615
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	4,151	4,339	4,900	6,170
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges		1,150	1,150	
Total Operations	\$200,895	\$384,783	\$332,667	\$396,935
15 Capital Outlay				
17 Fixed Assets				
Total Capital	0	\$0	\$0	\$0
Grand Total	1,147,577	\$1,505,062	\$1,479,542	\$1,652,929

waste disposal - landfill

description

The function of the Landfill is to provide a location for the disposal of all City solid waste. All waste is compacted and covered daily and if possible metals are sorted out and sold to a recycle company.

goals & objectives

☉ To maintain an efficient and environmentally safe landfill.

- *Continue the landfill seeding program.*
- *Reduce Leachate production.*
- *Prevent ground water contamination.*
- *Conduct the filling operation according to all State of Tennessee rules and guidelines.*
- *Operate Gas recovery system so that off site migration of gas is prevented.*

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION :Solid Waste - Landfill				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	584,406	617,119	512,101	562,280
18 Fringe Benefits	161,640	163,986	156,596	168,332
Total Salaries & Benefits	746,046	781,105	668,697	730,612
02 Professional Fees				
03 Medical Services	1,252	1,825	500	1,500
04 Engineering Services				
05 Other Services	171,596	364,109	122,800	112,534
06 Travel	3,696	973	2,050	2,450
07 Office & Administration	3,261	6,307	6,525	7,200
08 Utilities	2,453	13,606	16,800	15,000
09 Vehicle Operations	397,954	402,570	409,250	508,700
10 Insurance & Bonds				
11 Buildings & Grounds	17,903	5,911	9,000	10,500
12 Materials & Supplies	112,745	80,597	90,050	135,269
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges	244,365	286,254	283,000	308,000
Total Operations	\$955,225	\$1,162,152	\$939,975	\$1,101,153
15 Capital Outlay				
17 Fixed Assets		3,150		
Total Capital	0	\$3,150	\$0	\$0
Grand Total	1,701,271	\$1,946,407	\$1,608,672	\$1,831,765

compost waste center

description

The function of the Compost Waste Center is to provide facilities for disposal of all burnable non air contaminating wood wastes or recyclable wood waste and leaves. This is done through chipping and partial composting. The Center also sorts mixed waste loads with daily transfer of non recyclables to the landfill.

goals & objectives

☉ To provide for disposal or recycling of wood waste to reduce the volume of waste at the landfill.

- Increase the amount of waste being chipped over that being burned.
- Increase the sale and giveaway of wood chips.
- Provide leaf compost to be used by public and City departments.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION : Compost Waste Collection				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages		197,472	200,422	299,372
18 Fringe Benefits		62,523	59,824	87,886
Total Salaries & Benefits		259,995	260,246	387,258
02 Professional Fees				
03 Medical Services			150	150
04 Engineering Services				
05 Other Services	4,610	88,632	18,900	76,900
06 Travel				
07 Office & Administration	766	1,168	1,600	1,350
08 Utilities			1,800	2,000
09 Vehicle Operations	9,857	26,527	45,450	71,950
10 Insurance & Bonds				
11 Buildings & Grounds			2,700	3,200
12 Materials & Supplies	18,561	4,334	9,650	29,829
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges		2,000		4,000
Total Operations	\$33,794	\$122,661	\$80,250	\$189,379
15 Capital Outlay				
17 Fixed Assets				
Total Capital		\$0	\$0	\$0
Grand Total	\$33,794	\$382,656	\$340,496	\$576,637

capital improvements

description

This activity is set up to provide for capital improvements to the Solid Waste and Sanitation Department. This includes providing for purchasing new equipment, expansion of the facilities.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION : Capital Improvements				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits				
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations				
15 Capital Outlay	300	2,500		
17 Fixed Assets			1,000,000	
Total Capital	300	\$2,500	\$1,000,000	\$0
Grand Total	300	\$2,500	\$1,000,000	\$0

renewal & replacement

description

This activity is set up to provide for replacement of small equipment.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION : Renewal & Replacement				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits				
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations				
15 Capital Outlay		2,094	3,800	
17 Fixed Assets				36,782
Total Capital	\$0	\$2,094	\$3,800	\$36,782
Grand Total	\$0	\$2,094	\$3,800	\$36,782

debt service

description

This activity is set up to provide for payment of bonded debt.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION : Debt Service				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits				
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants			324,345	1,294,660
19 Landfill Materials				
20 State Fees & Charges				
Total Operations			\$324,345	\$1,294,660
15 Capital Outlay				
17 Fixed Assets				
Total Capital				
Grand Total			\$324,345	\$1,294,660

solid waste reserve

description

This activity is set up for the purpose of setting aside ten percent (10%) of the Landfill tipping fees to fund post closure care cost when the landfill is closed.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION : Solid Waste Reserve				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits				
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants		522,241	491,990	565,000
19 Landfill Materials				
20 State Fees & Charges				
Total Operations		\$522,241	\$491,990	\$565,000
15 Capital Outlay				
17 Fixed Assets				
Total Capital				
Grand Total		\$522,241	\$491,990	\$565,000

summary

description

Stormwater Management is a division of Public Works Department. This division was set up as a result of federal law 33 U.S.C. 1342 (p) and 40 CFR 122.26 to obtain a National Pollutant Discharge Elimination System (NPDES) permit from the Tennessee Department of Environment and Conservation for stormwater discharges from the Chattanooga stormwater system. City-wide drainage investigation, solution design and construction scheduling are the main functions of this division.

goals & objectives

- To halt or prevent uncontrolled stormwater drainage and discharge carrying pollutants into the receiving community waters which could cause adverse impact on the health, safety, and general welfare of the citizens of Chattanooga.

- *Develop a Pollution Prevention Program.*
- *Monitor and sample City-wide rainfall events and dry weather sampling*
- *Upgrade the pre-development site investigations.*
- *Complete the contractor certification program.*
- *Insure that proper maintenance programs are in effect for commercial sites and that permits are obtained.*

performance indicators

Annual report to The State Legislature

Maintain program development schedule required in Part 2 of the NPDES program.

budget detail

STORM WATER FUND				
Budget Summary				
Fiscal Years 1993 - 1996				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$290,888	\$487,020	\$541,949	\$632,690
Operations	18,153	1,039,270	828,844	1,566,661
Capital	0	2,716,855	3,283,707	2,416,948
Total	<u>\$309,041</u>	<u>\$4,243,145</u>	<u>\$4,654,500</u>	<u>\$4,616,299</u>
Positions Authorized	9	15	14	16

storm water operations

description

Storm Water Operations is the administration section of the division. This office is responsible for budgeting, planning and carrying out the requirements for obtaining the National Pollutant Discharge Elimination System (NPDES) permit from the Tennessee Department of Environment and Conservation. Areas of responsibility include water quality analysis, flood water management and control of illicit discharge. This office is also responsible for negotiating contracts for major storm water capital projects.

goals & objectives

☛ To carry out the requirements of federal and state resolutions for the control of storm water within the City.

- Take periodic storm water samples for analysis.
- Make necessary improvements in the storm sewer system to prevent flooding.
- Inspect and approve major storm water projects when completed.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Storm Water Management				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	290,888	373,508	418,760	487,456
18 Fringe Benefits	0	113,512	123,189	145,234
Total Salaries & Benefits	\$290,888	\$487,020	\$541,949	\$632,690
02 Professional Fees				
03 Medical Services	94	110	0	250
04 Engineering Services		596		
05 Other Services	2,089	174,345	298,520	390,717
06 Travel	847	702	5,000	5,000
07 Office & Administration	3,766	23,618	24,140	33,650
08 Utilities	0	4,289	14,600	13,000
09 Vehicle Operations	5,155	5,580	11,750	28,050
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	6,202	22,751	19,480	19,625
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$18,153	\$231,991	\$373,490	\$490,292
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$309,041	\$719,011	\$915,439	\$1,122,982

renewal & replacement

description

The function of the renewal and replacement activity is to provide for purchasing replacement equipment and vehicles.

goals & objectives

➔ To insure that departmental equipment is always up to date.

- *Maintain records on equipment to indicate when old equipment is in need of replacement.*

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Renewal & Replacement				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$0	\$0	\$0
15 Capital Outlay		56,180		18,400
17 Fixed Assets		89,519	224,200	35,000
Total Capital	\$0	\$145,699	\$224,200	\$53,400
Grand Total	\$0	\$145,699	\$224,200	\$53,400

debt service

description

Bonds have been sold to finance major stormwater projects spanning several years. The debt service activity provides for funding for repayment of the bonded debt.

goals & objectives

➤ To provide funding for major capital projects which the City could not otherwise accomplish.

- To insure that funds are available for annual debt service cost.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Debt Service				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants		247,542	455,354	1,076,369
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	<u>\$0</u>	<u>\$247,542</u>	<u>\$455,354</u>	<u>\$1,076,369</u>
15 Capital Outlay				
17 Fixed Assets	0	0	0	0
Total Capital	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	<u><u>\$0</u></u>	<u><u>\$247,542</u></u>	<u><u>\$455,354</u></u>	<u><u>\$1,076,369</u></u>

stormwater capital

description

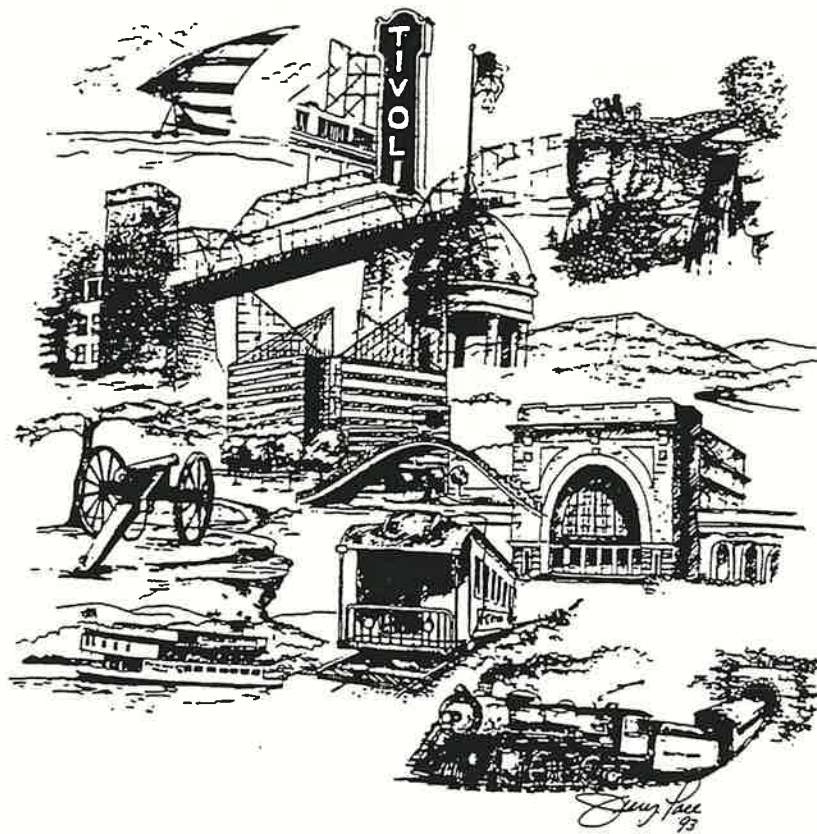
Capital accounts are set up to provide for accounting for major stormwater projects. Each project is funded and accounted for separately.

goals & objectives

- ➔ The goal of the capital program is to insure adequate storm drainage both for normal and heavy periods of rain while eliminating the flow of pollutant into streams and protecting environmentally sensitive areas and wetlands.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Capital Improvements				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services		3,494		
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants		559,737	2,981,007	2,363,548
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$563,231	\$2,981,007	\$2,363,548
15 Capital Outlay				
17 Fixed Assets		5,180,075		
Total Capital	\$0	\$5,180,075	\$0	\$0
Grand Total	\$0	\$5,743,306	\$2,981,007	\$2,363,548



special revenue funds

fund structure

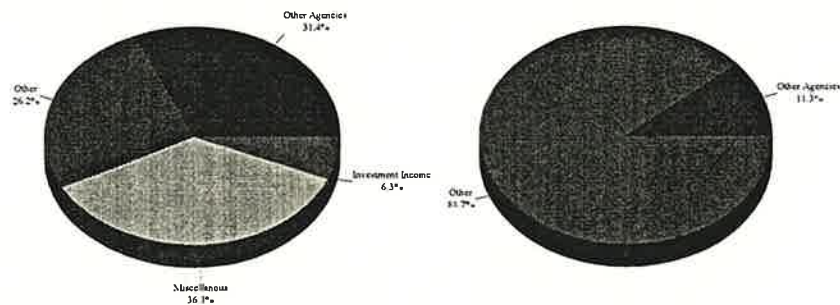
The Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose funds. The basis of accounting for these funds is modified accrual. Included funds are the Real Estate Fund, Education Funds, State Street Aid, and Human Services. As of June 30, 1995 the budgeted revenue and expenses were as followed:

	Budgeted		Actual
	<u>Revenue & Expenses</u>	<u>Revenue</u>	<u>Expenses</u>
Real Estate	\$ 97,058	\$ 80,822	\$ 74,158
Centralized Food Services	6,644,644	6,315,183	6,225,453
Education Operating	0	0	0
Public Law 89-10	7,698,032	7,211,302	6,589,681
State Street Aid	6,856,450	4,857,154	6,132,875
Human Services	9,545,136	9,446,894	9,410,204

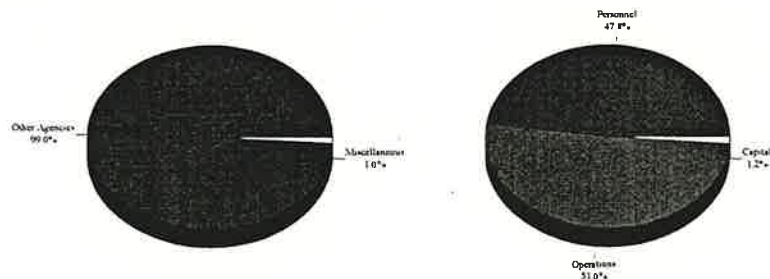
The FY 95/96 budget \$95,500; \$6,919,429; \$85,481,115; \$5,575, \$2210;4, \$135,842; and \$9,939,049 respectively.

Fiscal Year 1995/1996

Real Estate Fund

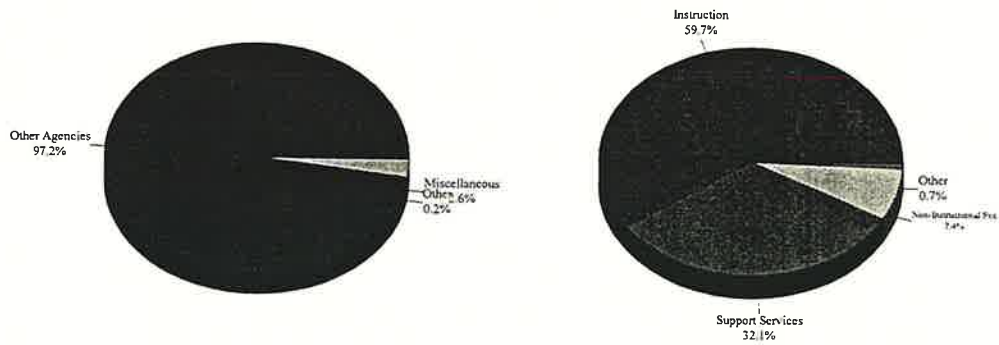


Human Services Fund

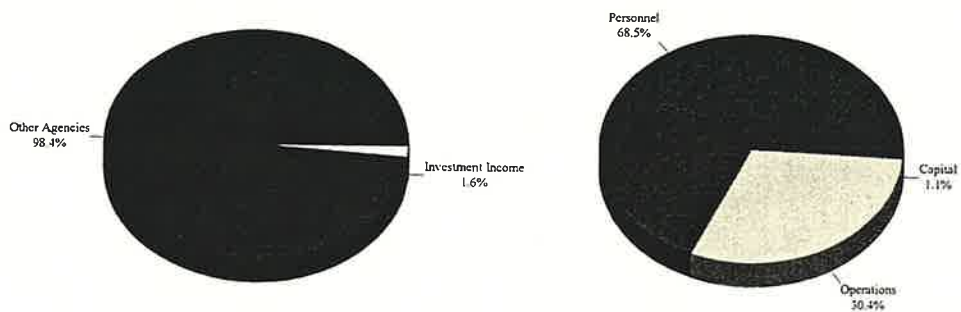


Fiscal Year 1995/1996

Education Funds



State Street Aid Fund



Special Funds Revenue Summary

Fund Type:	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget '96 Increase (Decrease)	% CHANGE FY 95/96
Special Revenue Funds:						
Real Estate	158	211	97	96	(2)	-1.6%
Centralized Food Service	5,881	5,780	6,645	6,919	275	4.1%
Education Operation	0	0	0	85,481	85,481	N/A
Public Law 89 - 10	5,841	7,391	7,698	5,575	(2,123)	-27.6%
State Street Aid	2,645	2,826	6,856	4,136	(2,721)	-39.7%
Human Services	7,115	7,459	9,545	9,939	394	4.1%
Total Special Revenue Funds	\$21,640	\$23,668	\$30,841	\$112,146	81,305	263.6%

(expressed in 1,000)

revenues

The Education Funds are: Centralized Food Services, Education Operation, and Public Law 89-10.

Centralized Food Services - A slight increase in attendance based upon an increase in enrollment should produce slightly higher cafeteria sales in the city schools for FY 95/96. The increase is projected to be \$78,635. This trend is also expected to produce additional federal funding for the school system as reflected in the projected additional Federal Funds thru State account in the amount of \$104,156, and the Direct Federal Revenue account, with an increase of \$100,000.

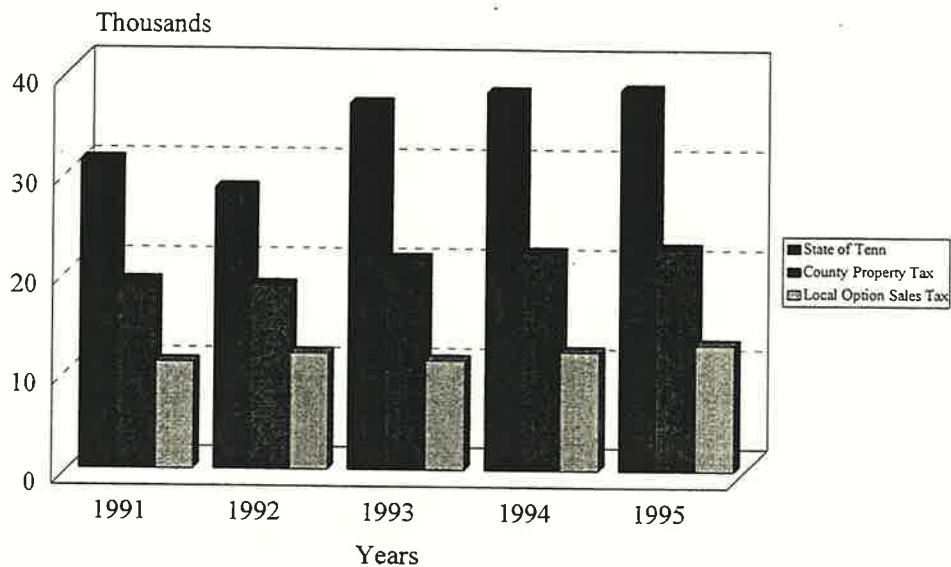
Education Operation - As pointed out in other areas of this document, the City will be out of the school business as of July 1, 1997. In order to prepare for the change in the cash flow that will come with this departure, the decision was made to start collecting all Education funds directly into the Education Operating Fund as of July 1, 1995. The Education Operating Fund is a Special Revenue Fund of the City of Chattanooga, making for some very large increases in this area. All Education funds had before been collected into the City's General Fund. There actually is an increase in Education funds projected which is not readily apparent, due to the shift from General Fund to Special Revenue Funds. This increase is comprised of City Allocation - County Property Taxes, \$505,287, Education - Local Option Sales Tax, \$209,020, and the amount to be received in the Better Education Program - State of Tennessee account, \$3,284,074.

Public Law 89-10 - The \$2,122,822 decrease projected here reflects a drop in federally funded education programs.

A five year history of Education collections is presented in the chart follows.

Education Revenue

Fiscal Years 1991 thru 1995

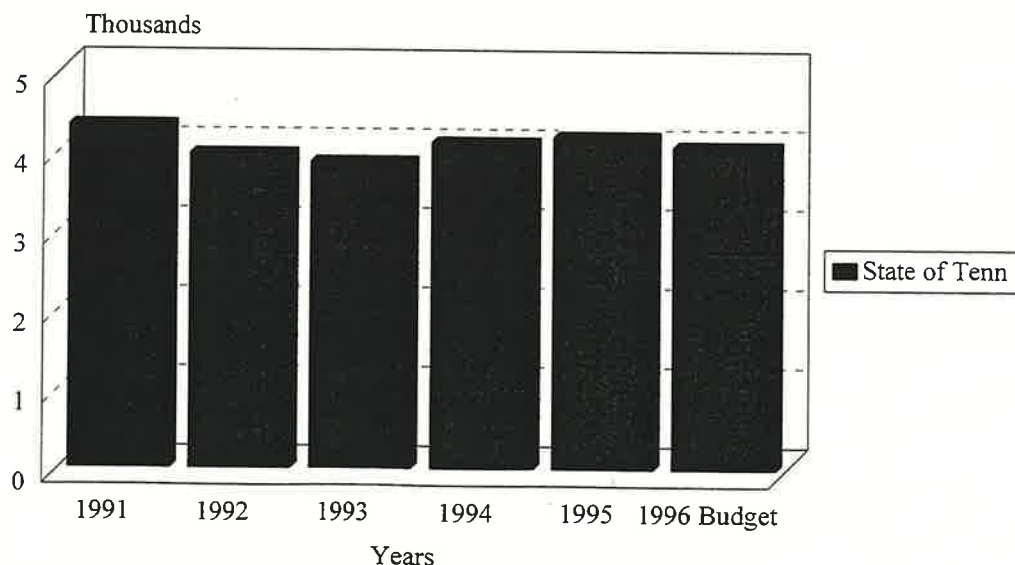


State Street Aid. This fund was established to receive and account for the State's distribution of the state gasoline tax. Funds received in this fund are restricted to road-type use. To qualify for a portion of this distribution, the City must meet state guidelines which require that a municipality appropriate an amount equal to at least the average appropriations for road work for the previous five years. Collections in this fund have not increased much in the past several years due to the City's loss of population in the last census and the fluctuation in gasoline prices causing the state distribution to drop. The City expects to receive about \$860,057 less from the State of Tennessee in state-shared gas tax funds for FY 95/96. This is due to a slight drop in the population figure being used by the state. Also this fund shows a projected decrease in the amount being appropriated from Fund Balance for FY 95/96 of \$1,860,551.

A review of the past five years is reflected in the chart below.

State Gasoline Tax Collection

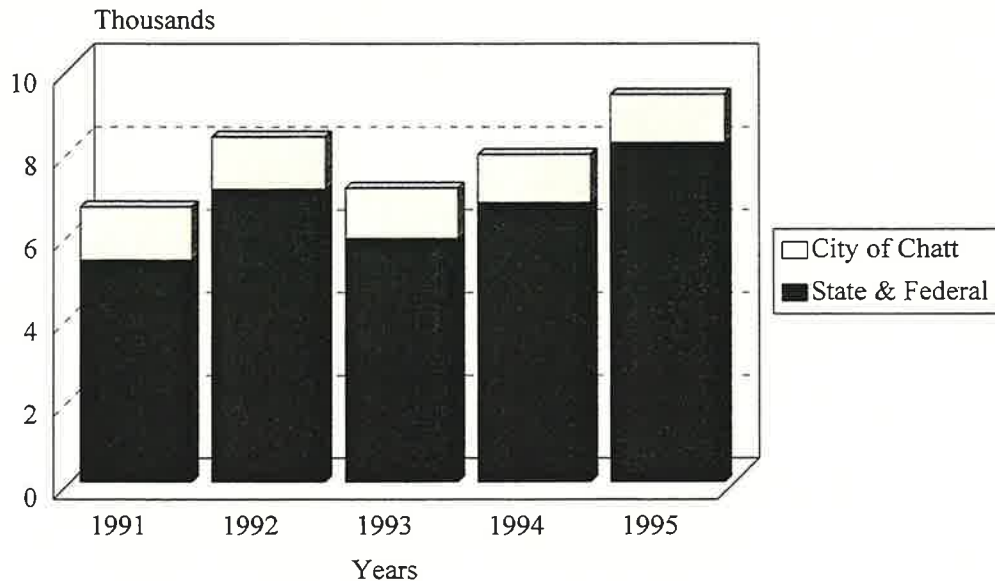
Fiscal Years 1991 thru 1996



Human Services. The area of Human Services receives Federal, State, and City appropriations. This fund has increased by 41% over-all during the past five-year period, with the Federal and State portion growing by 53% while the City portion was declining by 9%. The City Appropriation has been increased for FY 95/96 by \$140,466, primarily to recover Indirect Costs being billed by the City. The expected increase in the Federal - State Grants account is \$174,734. The chart below shows how this fund has varied through the years, and the erratic increase from FY 93/94 to FY 94/95 when Federal guidelines greatly increased Headstart Programs.

Human Services Collections

Fiscal Years 1991 thru 1995



Special Funds Expense Summary

Fund Type:	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget '96 Increase (Decrease)	% CHANGE FY 95/96
Special Revenue Fund						
Real Estate	132	149	97	96	(2)	-1.6%
Centralized Food Service	5,548	6,177	6,645	6,919	275	4.1%
Education Operation	0	0	0	85,481	85,481	N/A
Public Law 89 - 10	6,239	7,502	7,698	5,575	(2,123)	-27.6%
State Street Aid	3,193	4,593	6,856	4,136	(2,721)	-39.7%
Human Services	7,577	8,546	9,545	9,939	394	4.1%
Total Special Revenue Fund	\$22,688	\$26,967	\$30,841	\$112,146	81,305	263.6%

(expressed in 1,000)

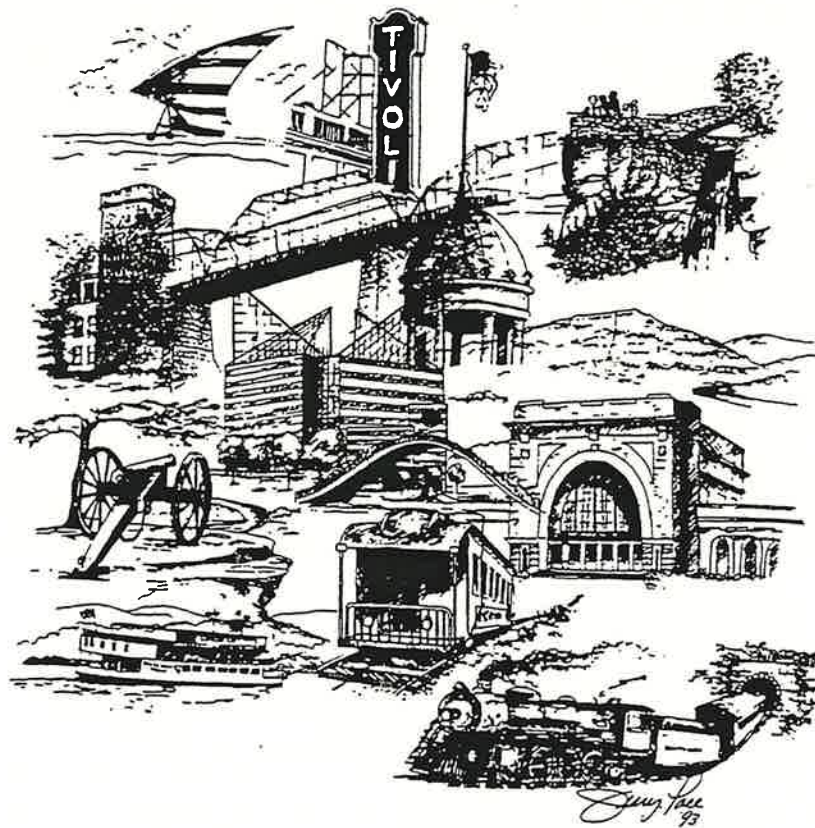
expenses

Real Estate. Increase to fund for the FY 95/96 are due to normal salaries and wage increases and fringe benefits associated.

Education. Normal operating expenses incurred to run a large school system are reflected in this fund. Major expense is personnel.

State Street Aid. State gasoline tax distribution is collected into this fund and used for major street work in the Chattanooga area, under State guidelines. Personnel, vehicle costs and construction costs used most of the funds deposited in this fund.

Human Services. Increase to fund for the FY 95/96 are due to normal salaries and wage increases and fringe benefits associated.



Special Fund Revenues

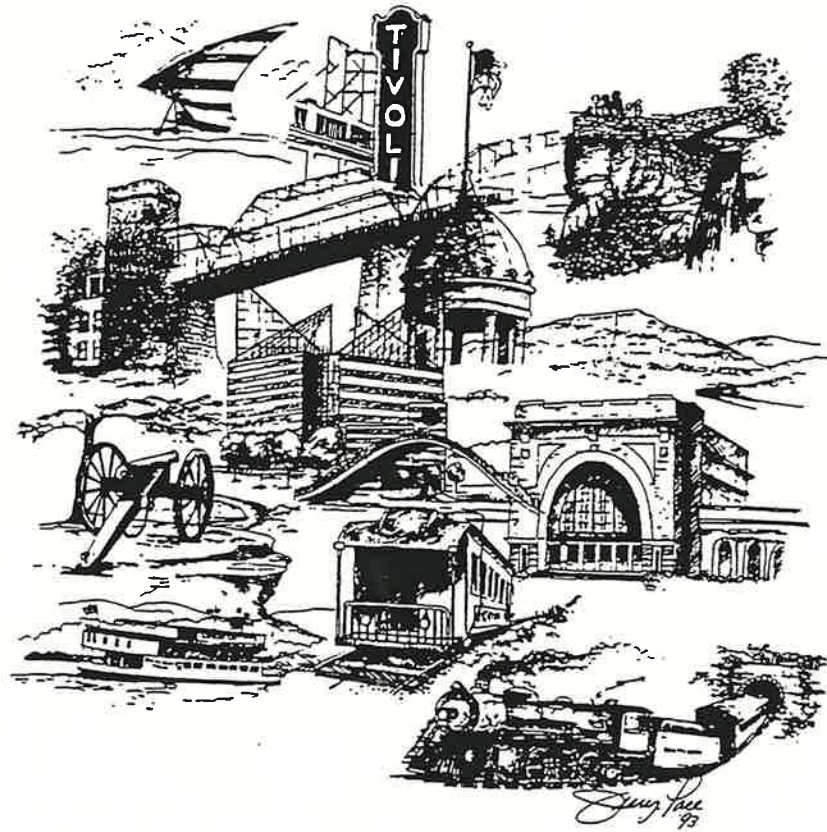
Fiscal Years 1993 - 1996

Revenue Source	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Real Estate (Fund 1008):							
City of Chattanooga General Fund	0	30,000	30,000	30,000	0	0.0%	0.03%
Sale of Real Estate	79,388	25,199	25,000	34,500	9,500	38.0%	0.03%
Lease Agreement	0	0	0	6,000	6,000	N/A	0.01%
Sale of Back Tax Lots	76,602	154,342	20,000	0	(20,000)	-100.0%	0.00%
Miscellaneous	2,203	1,903	0	0	0	N/A	0.00%
Fund Balance	0	0	22,058	25,000	2,942	13.3%	0.02%
Total Real Estate Fund	\$158,193	\$211,444	\$97,058	\$95,500	(1,558)	-1.6%	0.09%
Centralized Food Service (Fund 3034)							
Sales -Service	1,945,918	1,897,935	2,288,126	2,366,761	78,635	3.4%	2.11%
Other Local Revenues	38,782	48,777	96,850	98,844	1,994	2.1%	0.09%
State Funds	166,912	121,261	110,000	100,000	(10,000)	-9.1%	0.09%
Federal Funds thru State	3,491,238	3,516,811	3,949,668	4,053,824	104,156	2.6%	3.61%
Direct Federal Revenue	237,886	195,667	200,000	300,000	100,000	50.0%	0.27%
Total Centralized Food Service	\$5,880,736	\$5,780,451	\$6,644,644	\$6,919,429	274,785	4.1%	6.17%
Education Operation(Fund 3058)							
Local Taxes	0						
Property	0	0	0	22,876,364	22,876,364	N/A	20.40%
Sales	0	0	0	12,941,584	12,941,584	N/A	11.54%
Licenses & Permits	0	0	0	0	0	N/A	0.00%
Charges for Current Services	0	0	0	78,500	78,500	N/A	0.07%
Other Local Revenue	0	0	0	205,106	205,106	N/A	0.18%
State Education Fund	0	0	0	38,596,994	38,596,994	N/A	34.42%
Other State Funds	0	0	0	0	0	N/A	0.00%
Federal Funds Received	0	0	0	5,000	5,000	N/A	0.00%
Direct Federal Revenue	0	0	0	158,000	158,000	N/A	0.14%
Other Sources	0	0	0	680,000	680,000	N/A	0.61%
Operating Transfers	0	0	0	0	0	N/A	0.00%
City Allocation	0	0	0	8,231,036	8,231,036	N/A	7.34%
City General Fund Balance	0	0	0	718,491	718,491	N/A	0.64%
Fund Balance	0	0	0	990,040	990,040	N/A	0.88%
Total Education Operation	\$0	\$0	\$0	\$85,481,115	85,481,115	N/A	76.22%
Public Law 89 -10 (Fund 3060)							
Federal Funds thru State	5,841,408	7,390,607	7,698,032	5,575,210	(2,122,822)	-27.6%	4.97%
Total Public Law 89 - 10	\$5,841,408	\$7,390,607	\$7,698,032	\$5,575,210	(2,122,822)	-27.6%	4.97%
State Street Aid (Fund 3106)							
State of Tennessee	2,618,875	2,779,890	4,930,899	4,070,842	(860,057)	-17.4%	3.63%
Fund Balance	0	0	1,860,551	0	(1,860,551)	-100.0%	0.00%
Interest Earnings	25,688	46,336	65,000	65,000	0	0.0%	0.06%
Total State Street Aid	\$2,644,563	\$2,826,226	\$6,856,450	\$4,135,842	(2,720,608)	-39.7%	3.69%
Human Services (Fund 3119)							
Federal - State Grants	5,872,316	6,274,889	8,362,272	8,537,006	174,734	2.1%	7.61%
City of Chattanooga	1,213,662	1,158,364	1,158,364	1,298,830	140,466	12.1%	1.16%
Contributions	28,988	26,094	24,500	103,213	78,713	321.3%	0.09%
Total Human Services	\$7,114,966	\$7,459,347	\$9,545,136	\$9,939,049	393,913	4.1%	8.86%
Grand Total:	\$21,639,866	\$23,668,075	\$30,841,320	\$112,146,145	81,304,825	263.6%	100.00%

Special Fund Expenditures

Fiscal Years 1993 - 1996

Expenditures	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Real Estate (1008):							
Administration	132,120	148,622	97,058	95,500	(1,558)	-1.6%	0.09%
Total Real Estate	\$132,120	\$148,622	\$97,058	\$95,500	(1,558)	-1.6%	0.09%
Centralized Food Service (Fund 3034)							
Operation of Non-Instructional Services							
Food Services	5,547,579	6,177,019	6,644,644	6,444,429	(200,215)	-3.0%	5.75%
Operating Transfers	0	0	0	475,000	475,000	N/A	0.42%
Total Centralized Food Service	\$5,547,579	\$6,177,019	\$6,644,644	\$6,919,429	274,785	4.1%	6.17%
Education Operation (Fund 3058)							
Instruction							
Regular Instruction Program	0	0	0	43,203,967	43,203,967	N/A	38.52%
Special Education Program	0	0	0	9,108,837	9,108,837	N/A	8.12%
Vocational Education Program	0	0	0	2,394,020	2,394,020	N/A	2.13%
Adult Education Program				5,382	5,382	N/A	0.00%
Support Services							
Students	0	0	0	3,184,802	3,184,802	N/A	2.84%
Instructional Staff	0	0	0	4,707,925	4,707,925	N/A	4.20%
General Administration	0	0	0	1,202,029	1,202,029	N/A	1.07%
School Administration	0	0	0	7,256,401	7,256,401	N/A	6.47%
Business Administration	0	0	0	1,004,977	1,004,977	N/A	0.90%
Operation and Maintenance of Plant	0	0	0	8,260,999	8,260,999	N/A	7.37%
Student Transportation	0	0	0	3,616,125	3,616,125	N/A	3.22%
Other Support Services	0	0	0	772,131	772,131	N/A	0.69%
Operation of Non-Instructional Services							
Community Services	0	0	0	45,029	45,029	N/A	0.04%
One time Expenditures							
Grant Matching	0	0	0	325,091	325,091	N/A	0.29%
21st Century Classroom Bundles (28)	0	0	0	224,000	224,000	N/A	0.20%
Upgrade Wide Area Network	0	0	0	169,400	169,400	N/A	0.15%
Total Education Operation	\$0	\$0	\$0	\$85,481,115	\$5,481,115	N/A	76.22%
Public Law 89 -10 (Fund 3060)							
Instruction							
Regular Instruction Program	6,238,856	7,501,858	4,207,699	2,872,707	(1,334,992)	-31.7%	2.56%
Special Education Program	0	0	91,282	647,600	556,318	609.4%	0.58%
Vocational Education Program	0	0	0	303,770	303,770	N/A	0.27%
Support Services							
Students	0	0	1,664,421	400,316	(1,264,105)	-75.9%	0.36%
Instructional Staff	0	0	1,496,695	1,045,096	(451,599)	-30.2%	0.93%
Operation of Non-Instructional Services							
Community Services	0	0	0	91,202	91,202	N/A	0.08%
Operating Transfers	0	0	237,935	214,519	(23,416)	-9.8%	0.19%
Total Public Law 89 - 10	\$6,238,856	\$7,501,858	\$7,698,032	\$5,575,210	(2,122,822)	-27.6%	4.97%
State Street Aid (Fund 3106)							
Capital Project	376,980	1,020,491	1,539,089	0	(1,539,089)	-100.0%	0.00%
Paving City Wide	0	0	500,000	0	(500,000)	-100.0%	0.00%
Equipment	32,902	0	686,000	0	(686,000)	-100.0%	0.00%
Salaries & Wages	1,737,084	1,862,451	2,022,334	2,834,946	812,612	40.2%	2.53%
Medical Services	250	3,091	4,000	4,000	0	0.0%	0.00%
Engineering Services	2,650				0	N/A	0.00%
Other Services	296,121	58,244	44,729	57,500	12,771	28.6%	0.05%
Offices & Administration	40	200	0	3,250	3,250	N/A	0.00%
Vehicle Repairs & Maintenance	241,056	436,052	503,320	670,000	166,680	33.1%	0.60%
Material & Supplies	451,477	603,304	830,877	521,146	(309,731)	-37.3%	0.46%
Capital Outlay	54,166	0	5,100	5,000	(100)	-2.0%	0.00%
Fixed Assets	0	15,969	64,900	40,000	(24,900)	-38.4%	0.04%
Fringe Benefits	0	593,645	656,101	0	(656,101)	-100.0%	0.00%
Total State Street Aid	\$3,192,726	\$4,593,447	\$6,856,450	\$4,135,842	(2,720,608)	-39.7%	3.69%
Human Services (Fund 3119)							
Headstart - 0135	3,395,024	3,826,269	4,646,903	4,643,472	(3,431)	-0.1%	4.14%
Daycare - 0136	1,093,996	1,136,591	1,051,613	1,456,998	405,385	38.5%	1.30%
Weatherization - 0137	171,197	305,879	304,288	319,911	15,623	5.1%	0.29%
Foster Grandparents - 0138	273,449	302,694	300,515	320,381	19,866	6.6%	0.29%
LIEAP - 0139	681,038	746,591	797,573	966,106	168,533	21.1%	0.86%
CSBG - 0141	504,859	500,420	396,870	497,979	101,109	25.5%	0.44%
Occupancy - 0142	253,990	246,721	182,221	180,322	(1,899)	-1.0%	0.16%
Human Services Programs - 0143	1,116,710	1,272,836	1,655,007	1,343,694	(311,313)	-18.8%	1.20%
Neighborhood Family Services - 0143-0017	0	93,689	105,411	105,411	0	0.0%	0.09%
City General Relief - 0155	86,915	113,925	104,735	104,775	40	0.0%	0.09%
Total Human Services	\$7,577,178	\$8,545,615	\$9,545,136	\$9,939,049	393,913	4.1%	8.86%
Grand Totals	\$22,688,459	\$26,966,561	\$30,841,320	\$112,146,145	\$1,304,825	263.6%	100.00%



summary

description

The real estate fund was originally established to account for sales or purchase of real estate by the City of Chattanooga. The need arose over the years to provide funds to maintain several closed school buildings and their surrounding grounds. That, plus maintenance of certain rights-of-way, comprise the primary function of this fund. Real estate transactions still take place as needed. The primary source of income for the fund to use in property maintenance is the general fund and the sale of surplus real estate and back tax lots. Expenditures may vary widely from year to year due to the fact that some large parcels of real estate are traded or purchased through this fund, but not on a consistent basis from one fiscal year to the next. Salaries are paid out of this fund for General Services Departments employees on a pro-rata basis, depending on what representative amount of time is spent administering the activity.

departmental goals & objectives

- To maintain surplus city property
 - *Schedule regular maintenance procedures, such as grass cuttings*
 - *Perform periodic inspections*
 - *Respond to citizen complaints*
- To market surplus city real estate
 - *Keep abreast of market trends*
 - *Maintain files of potential buyers*

departmental budget summary

REAL ESTATE FUND Departmental Budget Summary Fiscal Year 1993 - 1996				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$0	\$2,140	\$3,628	\$10,765
Operating	132,120	117,032	93,430	84,735
Capital	0	29,450	0	0
Total	\$132,120	\$148,622	\$97,058	\$95,500
Positions Authorized	3	3	3	3

budget details

REAL ESTATE FUND Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: ADMINISTRATION				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages		1,861	3,360	10,000
18 Fringe Benefits		279	268	765
Total Salaries & Benefits	\$ 0	\$ 2,140	\$ 3,628	\$ 10,765
02 Professional Fees	45,240	41,873	55,100	20,000
03 Medical Services				
04 Engineering Services				
05 Other Services	84,417	30,698	33,330	54,035
06 Travel				
07 Office & Administration	170	1,196		500
08 Utilities	2,293	7,632		3,000
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds		32,834		7,200
12 Materials & Supplies		2,799	5,000	
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$ 132,120	\$ 117,032	\$ 93,430	\$ 84,735
15 Capital Outlay		29,450		
17 Fixed Assets				
Total Capital	\$ 0	\$ 29,450	\$ 0	\$ 0
Grand Total	\$ 132,120	\$ 148,622	\$ 97,058	\$ 95,500

summary

description

The Food Service (Fund 3034) is used to operate the food service functions of the school system. It is maintained as a separate fund for ease in accounting and to keep this activity separate from other system functions. The food services operation currently requires no local tax supplement other than building space allocation. Food services operations are funded by federal and state revenue and sale of meals.

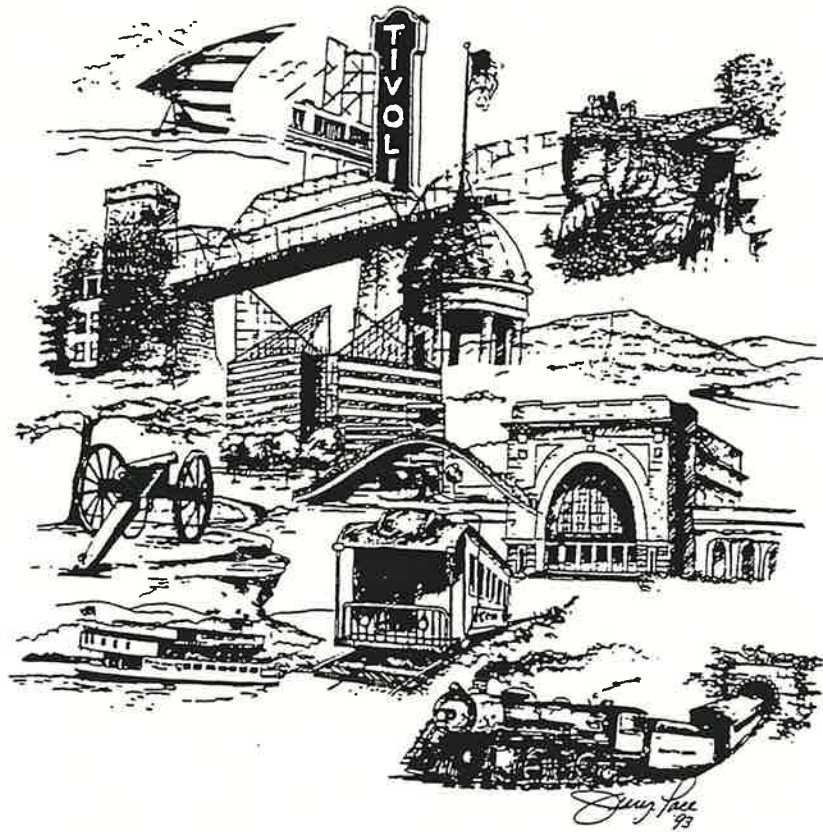
departmental goal

- ➔ To daily provide hot, nutritional meals to students attending school.

Food Service Operating Fund 3034 Expenditure Summary by Division Fiscal Years 1994 - 1996

Division: Operation of Non Instructional Services - 73000 Food Services (73100)

	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
105 Supervisor/Director	59,803	58,630	179,308	184,854
119 Accountants/Bookkeepers	0			
162 Clerical Personnel	179,375	175,858	130,450	130,450
165 Cafeteria Personnel	1,772,232	1,737,482	1,814,155	1,905,750
189 Other Salaries & Wages	109,320	107,176	44,520	44,520
196 In-service Training				
201 Social Security	133,201	130,589	168,934	168,934
204 State Retirement	20,219	19,823	14,626	14,626
206 Life Insurance	4,141	4,060	4,424	4,424
207 Medical Insurance	450,516	441,682	455,638	501,435
208 Dental Insurance	11,012	10,796	11,789	11,789
209 Disability Insurance				
210 Unemployment Compensation	3,770	3,696	3,376	3,376
212 Medicare	30,707	30,105	28,214	28,214
299 Other Fringe Benefits	33,522	32,865	13,054	13,054
307 Communication				
336 Maintenance & Repair - Equipment	29,103	28,532	46,000	46,000
342 Payment to Schools - Breakfast				
343 Payment to Schools - Lunch				
344 Payment to Schools - Other				
345 Payment to Schools - Other USDA				
354 Transportation - Other than Students	5,770	5,657	8,355	8,355
355 Travel	12,556	12,310	16,000	16,000
399 Other Contracted Services	16,218	15,900	146,064	174,400
421 Food Preparation Supplies				
422 Food Supplies	2,371,092	2,324,600	2,846,485	2,934,521
435 Office Supplies			22,500	22,500
451 Utilities				
452 Natural Gas				
457 In-Service/Staff Development	12,968	12,714	6,169	6,360
499 Other Supplies & Materials	163,880	160,667	190,378	190,378
599 Other Charges	111	109		
710 Food Service Equipment	476,544	467,200	494,204	509,489
	<u>\$5,896,060</u>	<u>\$5,780,451</u>	<u>\$6,644,644</u>	<u>\$6,919,429</u>



description

The mission of the Chattanooga Board of Education and the Chattanooga Public School System is to recommit to focus efforts and resources of the Chattanooga Public School System to provide the best education opportunities possible for all students. Their purpose is to produce academically competent graduates who have career and life skills necessary to be contributing and productive citizens in society. This fund, Education Operating, is used to finance the ordinary operations of the school district. It is available for any legally authorized purpose and consists of all school money not specifically designated for some particular purpose. The operating is divided into four divisions: Instruction, Support Services, Operation of Non-Instructional Services, and Capital Outlay. Effective with the 1993/1994 school year, the State of Tennessee revised the chart of accounts for local education agencies. Because of this change, the 1992/1993 Actual figures were not available for comparison, instead the Budget 1993/1994 figures will be provided.

departmental goals

- **Develop a clear and concise spending and financial reporting plan to provide effective and efficient use of resources for student learning.**
 - *By December 1995, formalized a fiscal and financial reporting plan that will ensure effective and efficient use of district resources for the duration of the school system's existence.*
 - *By August 1995, develop a plan to communicate with school site administrators and department heads regarding budget building, maintaining a school/department budget, and budget forecasting for the transition time frame.*
- **Strengthen instruction and relationships in all schools and classrooms.**
 - *Demonstrate increased scores in achievement data.*
 - *Develop and implement subject-area standards and benchmarks with accompanying standards-based instruction and performance assessments.*
 - *Demonstrate improved teacher performance instruction and assessment.*
- **Improve student support services by involving all appropriate Chattanooga Public Schools personnel and agencies in problem identification and resolution.**
 - *Seek, involve, and create with in the Chattanooga Public Schools and community agencies innovative alternative educational placement programs for students.*
 - *Review and recommend revisions to individual schools' student behavior management plan to decrease the number of suspensions by 20%*
 - *Develop and monitor operations of the proactive guidance and counseling program.*

➤ **Conduct ongoing, systematic review of Board policies and complete update of Policy Book.**

- *By August 1995, complete current review of Board Policies.*
- *By January 1996, complete preparation for all policies that have been approved in the update of each section of the Policy Book.*
- *By March 1996, begin cyclical review of Board Policies (Activities will entail systematic review, revision, and approval of each policy identified for review, followed by systematic publication and distribution of approved policy(ies) to owners of Policy Books.)*

➤ **Engage in a collaborative process with all appropriate bodies to ensure a successful transition to a new school system.**

- *As standard operating procedure, Superintendent and designated staff members will initiate, or respond immediately to, contact with the Hamilton County Commission and or Hamilton County Board of Education and designated agents.*
- *On ongoing basis, initiate, or respond to, dialogue with all units of government, as well as Public Education Foundation, to promote and ensure successful transition.*
- *Combine non-instruction operation and resources with Hamilton County Schools on a planned, two-year time frame*

departmental budget summary

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Instruction	51,944,459	53,538,632	53,415,286	55,014,093
Support Services	28,950,178	32,184,672	29,712,097	30,421,993
Operation of Non-Instructional Services	20,261	142,545	20,000	45,029
Capital Outlay	200,000	155,163	0	0
	<u>\$81,114,898</u>	<u>\$86,021,012</u>	<u>\$83,147,383</u>	<u>\$85,481,115</u>
Positions Authorized				

instruction (71000)

description

The Instruction Division consists of those activities which improve the quality of teaching and aid students in learning. In order to be successful in the twenty-first century, students must have a vastly improved core of knowledge and use of science and mathematics. This division consist programs in the 71000 series such as regular instruction (71100), special education (71200), vocation education (71300), student body education (71400), adult education (71600), and other (71900).

goals & objectives

- **Mathematics:** District results indicate 99% of state expected gain was achieved in mathematics.
- **Science:** District results indicate 96% of state expected gain was achieved in science.
- **Language Arts:** District results indicate 129% of state expected gain was achieved in language arts.
- **Reading:** District results indicated 95% of state expected gain was achieved in reading.
- **Social Studies:** District results indicate 109% of state expected gain was achieved in social studies.

divisional budget summary

Education Operating Fund 3058 Summary of Instruction Division (71000) Fiscal Years 1994 - 1996				
	<u>Budget FY 93/94</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
Regular Instruction	40,721,070	42,089,817	41,869,109	43,505,854
Special Education	8,655,560	8,582,981	9,036,292	9,108,837
Vocation Education	2,567,829	2,812,308	2,480,822	2,394,020
Student Body Education	0	0	0	0
Adult Education	0	53,526	29,063	5,382
Other	0	0	0	0
	<u>\$51,944,459</u>	<u>\$53,538,632</u>	<u>\$53,415,286</u>	<u>\$55,014,093</u>

regular education program (71100)

Regular instruction consists of those activities which provide students in grades K-12 with learning experiences to prepare them for activities as citizens, family members, and non-vocational workers. These programs contrast with those designed to improve or overcome physical, mental, social and/or emotional handicaps. Instruction includes the activities dealing directly with the interaction between teachers and students.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Instruction - 71000 Regular Education Program Elementary/Secondary (71100)				
	<u>Budget</u> <u>FY 93/94</u>	<u>Actual</u> <u>FY 93/94</u>	<u>Budget</u> <u>FY 94/95</u>	<u>Budget</u> <u>FY 95/96</u>
116 Teachers	28,514,306	28,819,561	28,800,072	30,079,228
117 Career Ladder Program	2,101,900	1,028,014	2,102,000	1,771,074
127 Career Ladder Extended Contracts	0	584,850	0	705,400
128 Homebound Teachers				
162 Clerical Personnel				
163 Educational Assistants	381,090	411,101	445,215	543,190
189 Other Salaries & Wages	0	122,261	0	0
195 Substitute Teachers	436,375	523,784	476,775	650,025
201 Social Security	1,976,767	1,962,937	2,023,978	2,016,993
204 State Retirement	2,856,450	2,367,197	2,939,170	2,857,424
206 Life Insurance	31,720	26,331	27,977	28,399
207 Medical Insurance	3,176,082	3,458,165	3,160,584	2,710,774
208 Dental Insurance	99,426	102,542	98,977	100,414
210 Unemployment Compensation	19,794	43,658	32,669	40,592
212 Medicare	462,309	469,944	461,069	471,715
299 Other Fringe Benefits	89,251	209,898	178,273	179,163
336 Maintenance & Repair Equipment				
356 Tuition				
399 Other Contracted Services	57,950	60,794	53,950	53,950
429 Instructional Supplies & Materials	254,965	325,407	245,565	427,965
449 Textbooks	75,000	239,813	445,650	440,288
499 Other Supplies & Materials	87,750	127,154	87,750	87,750
599 Other Charges	56,435	31,070	89,435	56,035
722 Regular Instruction Equipment	43,500	1,175,336	200,000	285,475
Total	<u>\$40,721,070</u>	<u>\$42,089,817</u>	<u>\$41,869,109</u>	<u>\$43,505,854</u>

special education program 71200

Special Education consists of those activities primarily for students having special needs. The Special Education Programs include pre-kindergarten, kindergarten, elementary, and secondary services for the gifted and talented, mentally retarded, physically handicapped, emotionally disturbed, culturally different, students with learning disabilities, bilingual students, and special programs for other types of students.

goal & objective

- It is the goal of the department to provide settings where students can achieve to their potential in the least restrictive environment.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Instruction - 71000 Special Education Program (71200)				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
116 Teachers	4,635,254	4,502,178	4,777,371	4,707,443
117 Career Ladder Program	0	128,294	0	0
127 Career Ladder Extended Contracts	0	41,500	0	0
128 Homebound Teachers	70,407	111,610	72,518	75,747
162 Clerical Personnel				
163 Educational Assistants	506,098	512,694	572,770	564,765
189 Other Salaries & Wages	156,594	157,153	161,302	167,178
195 Substitute Teachers				
201 Social Security	337,139	358,706	344,656	338,608
204 State Retirement	426,657	433,827	422,254	412,581
206 Life Insurance	7,116	4,842	6,487	6,480
207 Medical Insurance	713,170	635,018	734,288	617,440
208 Dental Insurance	22,327	18,846	22,911	22,929
210 Unemployment Compensation	4,445	8,013	7,540	9,286
212 Medicare	78,848	85,954	80,605	79,191
299 Other Fringe Benefits	14,926	38,622	36,387	36,301
310 Contracts W/Other Public Agencies	6,500	6,500	6,500	6,500
311 Contracts W/Other School Systems	0	0	0	0
312 Contracts W/Private Agencies	1,614,147	1,463,637	1,728,411	2,002,096
336 Maintenance & Repair Equipment				
356 Tuition				
399 Other Contracted Services				
429 Instructional Supplies & Materials	53,632	50,000	53,632	53,632
449 Textbooks				
499 Other Supplies & Materials	5,300	1,710	5,300	5,300
599 Other Charges	0	1,967	3,360	3,360
725 Special Education Equipment	3,000	21,910	0	0
Total	<u>\$8,655,560</u>	<u>\$8,582,981</u>	<u>\$9,036,292</u>	<u>\$9,108,837</u>

vocational educational program 71300

Vocational Education consists of those activities which provide students with the opportunity to develop knowledge, skills, and attitudes needed for employment in an occupational area. Vocational instruction includes those activities dealing directly with the interaction between teachers and students.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Instruction - 71000 Vocational Education Program (71300)				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
116 Teachers	1,898,407	1,935,925	1,829,536	1,790,470
117 Career Ladder Program	0	61,202	0	0
127 Career Ladder Extended Contracts	0	27,200	0	0
162 Clerical Personnel	0	1,946	0	0
163 Educational Assistants				
189 Other Salaries & Wages				
195 Substitute Teachers				
201 Social Security	119,442	124,741	113,432	111,009
204 State Retirement	169,374	147,441	155,692	152,369
206 Life Insurance	1,897	1,645	1,652	1,533
207 Medical Insurance	189,965	215,819	186,651	146,091
208 Dental Insurance	5,947	6,341	5,849	5,425
210 Unemployment Compensation	1,184	2,673	1,930	2,197
212 Medicare	27,934	29,210	26,529	25,962
299 Other Fringe Benefits	5,279	12,695	10,791	10,333
311 Contracts W/Other School Systems				
336 Maintenance & Repair Equipment	21,000	7,883	21,000	21,000
355 Travel	3,000	0	0	0
356 Tuition				
399 Other Contracted Services	0	36,930	0	0
429 Instructional Supplies & Materials	114,400	122,463	109,600	98,100
449 Textbooks				
499 Other Supplies & Materials	0	500	0	0
599 Other Charges	0	18,714	3,360	3,300
730 Vocational Instruction Equipment	10,000	58,980	14,800	26,231
Total	<u>\$2,567,829</u>	<u>\$2,812,308</u>	<u>\$2,480,822</u>	<u>\$2,394,020</u>

student body education program 71400

Student Body Education consists of those activities that provide students in grades K-12 with learning experiences not included in the preceding program codes. At this time we have no activities in this area.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Instruction - 71000 Student Body Education Program (71400)				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
189 Other Salaries & Wages				
201 Social Security				
204 State Retirement				
206 Life Insurance				
207 Medical Insurance				
208 Dental Insurance				
210 Unemployment Compensation				
212 Medicare				
299 Other Fringe Benefits				
399 Other Contracted Services				
429 Instructional Supplies & Materials				
449 Textbooks				
499 Other Supplies & Materials				
599 Other Charges				
Total	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

adult education program 71600

Adult Education consists of those activities that develop knowledge and skills to meet immediate and long range educational objectives of adults who, having completed or interrupted formal schooling, have accepted adult roles and responsibilities. Adult basic education programs are included in this category.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Instruction - 71000 Adult Education Program (71600)				
	<u>Budget FY 93/94</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
116 Teachers	0	35,232	20,000	5,382
117 Career Ladder Program				
127 Career Ladder Extended Contracts				
189 Other Salaries & Wages	0	4,601	3,250	0
201 Social Security	0	2,514	1,441	0
204 State Retirement	0	3,289	1,747	0
206 Life Insurance	0	22	33	0
207 Medical Insurance	0	2,478	1,313	0
208 Dental Insurance	0	67	101	0
210 Unemployment Compensation	0	29	27	0
212 Medicare	0	547	337	0
299 Other Fringe Benefits	0	132	814	0
336 Maintenance & Repair Equipment				
399 Other Contracted Services	0	1,539	0	0
429 Instructional Supplies & Materials	0	2,066	0	0
449 Textbooks				
499 Other Supplies & Materials	0	400	0	0
599 Other Charges	0	610	0	0
790 Other Equipment				
Total	<u>\$0</u>	<u>\$53,526</u>	<u>\$29,063</u>	<u>\$5,382</u>

support services (72000)

description

The Support Services Division consists of those activities which improve the quality of services provided to the student that meets the needs of all students. This division consist programs in the 72000 series such as Students (72100), Instructional Staff (72200), General Administration (72300), School Administration (72400), Business Administration (72500), Operation of Maintenance (72600), Student Transportation (72700), and Other Support Services (72800).

budget detail

Education Operating Fund 3058 Summary of Instruction Division (72000) Fiscal Years 1994 - 1996				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Students	3,065,511	3,227,063	3,138,856	3,184,802
Instructional Staff	4,573,135	4,884,704	4,886,655	4,955,129
General Administration	1,305,897	4,736,201	1,293,142	1,202,029
School Administration	6,779,193	6,687,809	6,840,594	7,425,801
Business Administration	879,072	838,844	996,604	1,004,977
Operation of Maintenance	7,939,022	7,932,541	8,161,425	8,260,999
Student Transportation	3,650,074	3,470,413	3,676,083	3,616,125
Other Support Services	758,274	407,097	718,738	772,131
	<u>\$28,950,178</u>	<u>\$32,184,672</u>	<u>\$29,712,097</u>	<u>\$30,421,993</u>

students 72100

The Students division of Support Services consist of three areas of support: Attendance (72110), Health Services (72120), and Other Student Support (72130), there descriptions are as followed:

Attendance - 72110. Attendance consists of those activities designed to improve student attendance at school and which attempt to prevent or solve student problems involving the home, the school, and the community. Attendance support services are designed to improve the well-being of students and to supplement the teaching process.

Health Services - 72120. Health services consist of physical and mental health services which are not direct instruction. Included are activities that provide students with appropriate medical, dental-, and nursing services.

Other Student Support - 72130. Other student support consists of support not classified in any other student support services. This includes the guidance function and other services designed to assess and improve the well-being of students.

goals & objectives

The promotion and improvement of children's attendance at school through enforcement of compulsory attendance laws.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996

Division: Support Services - 72000 Students (72100)

	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
105 Attendance Supervisor/Director				
117 Career Ladder Program	0	72,103	0	0
123 Guidance Personnel	1,684,004	1,689,065	1,761,933	1,799,385
124 Psychological Personnel	0	0	0	0
127 Career Ladder Extended Contracts	0	31,000	0	0
130 Social Workers	401,992	377,502	394,892	391,052
131 Medical Personnel	52,295	105,949	54,394	53,514
162 Clerical Personnel	103,112	84,362	84,847	89,028
189 Other Salaries & Wages	76,380	112,789	76,075	80,620
201 Social Security	145,853	143,362	145,260	151,252
204 State Retirement	189,853	170,782	183,908	191,134
206 Life Insurance	2,296	1,924	2,174	2,231
207 Medical Insurance	229,958	252,983	245,594	213,652
208 Dental Insurance	7,199	7,437	7,697	7,881
210 Unemployment Compensation	1,446	3,125	2,540	3,176
212 Medicare	34,110	34,286	33,971	35,372
299 Other Fringe Benefits	6,513	15,000	13,939	14,336
322 Evaluation & Testing	52,000	55,615	52,000	54,000
336 Maintenance & Repair Equipment	0	0	0	0
355 Travel	13,000	10,420	14,560	14,560
399 Other Contracted Services	17,000	15,796	12,000	17,040
413 Drugs & Medical Supplies	0	0	0	8,000
457 In-Service/Staff Development	10,000	25,320	0	0
499 Other Supplies & Materials	38,500	18,243	40,405	40,405
599 Other Charges	0	0	6,667	18,164
704 Attendance and Health Equipment	0	0	0	0
735 Health Equipment	0	0	0	0
790 Other Equipment	0	0	6,000	0
	<u>\$3,065,511</u>	<u>\$3,227,063</u>	<u>\$3,138,856</u>	<u>\$3,184,802</u>

instructional staff 72200

The Instructional Staff division consist of five areas they are for Regular (72210), Special Education (72220), Vocation Education (72230), Adult Program (72260), and Other (72290). Their descriptions are as followed:

Regular Instructional Staff Support - 72210. The regular instructional staff support consists of activities which assist instructional staff in planning, developing, and evaluating the process of providing learning experiences for students. These activities include curriculum development, techniques of instruction, child development and understanding, staff training, etc.

Special Education Instructional Staff - 72220. The Special Education instructional staff support consists of those activities which assist special education instructional staff in planning, developing, and evaluating the process of providing learning experiences for students having special needs. These activities include curriculum development, techniques of instruction, child development and understanding, staff training, etc.

Vocational Educational Instructional Staff - 72230. The Vocational Education instructional staff support consists of those activities which assist Vocational Education instructional staff in planning, developing, and evaluating the process of providing learning experiences for students. These activities include curriculum development, techniques of instruction, child development and understanding, staff training, etc.

Adult Program Instructional Staff - 72260. The Adult Program instructional staff support consists of those activities as in the regular instruction programs, but primarily for adults who have completed or interrupted schooling.

Other Support Services - 72290. Services supporting the instructional staff not properly classified elsewhere.

budget detail

Education Operating Fund 3058
Expenditure Summary by Division
Fiscal Years 1994 - 1996

Division: Support Services - 72000
Instructional Staff (72200)

	<u>Budget</u> <u>FY 93/94</u>	<u>Actual</u> <u>FY 93/94</u>	<u>Budget</u> <u>FY 94/95</u>	<u>Budget</u> <u>Fy 95/96</u>
105 Attendance Supervisor/Director	1,148,591	1,234,357	1,170,792	1,185,836
117 Career Ladder Program	0	91,214	0	0
124 Psychological Personnel	257,752	231,322	286,503	284,608
126 Career Ladder Evaluators	0	0	0	0
127 Career Ladder Extended Contracts	0	20,700	0	0
129 Librarian(s)	1,363,431	1,359,072	1,400,419	1,411,659
130 Social Workers	0	0	0	0
137 Education Media Personnel	100,268	114,047	102,575	104,744
138 Instructional Computer Personnel	22,048	24,360	25,091	25,755
161 Secretary(s)	60,864	39,100	60,368	63,300
162 Clerical Personnel	173,042	186,940	155,970	155,686
189 Other Salaries & Wages	40,512	122,782	93,591	109,454
196 In-Service Training	53,619	89,028	37,042	48,604
201 Social Security	187,386	186,416	193,741	205,571
204 State Retirement	244,498	185,830	247,006	250,439
206 Life Insurance	2,628	2,394	2,326	2,481
207 Medical Insurance	256,686	313,142	262,465	237,071
208 Dental Insurance	8,242	9,241	8,245	8,768
210 Unemployment Compensation	1,760	3,886	2,725	3,539
212 Medicare	43,824	42,938	45,310	48,078
299 Other Fringe Benefits	24,552	25,035	41,287	42,826
307 Communication	30,000	0	0	0
308 Consultants	0	28,700	0	19,000
322 Evaluation & Testing	0	0	0	0
336 Maintenance & Repair Equipment	16,320	13,867	16,320	16,320
355 Travel	49,000	159,015	89,813	104,813
399 Other Contracted Services	0	4,146	6,000	6,000
432 Library Books	107,125	90,050	190,195	315,116
457 In-Service/Staff Development	239,250	176,470	141,292	148,292
499 Other Supplies & Materials	28,878	63,435	29,550	29,550
599 Other Charges	112,859	45,440	248,029	56,119
704 Attendance and Health Equipment				
790 Other Equipment	0	21,777	30,000	71,500
	<u>\$4,573,135</u>	<u>\$4,884,704</u>	<u>\$4,886,655</u>	<u>\$4,955,129</u>

general administration 72300

The General Administration division consists of two areas, they are Board of Education (72310) and Superintendent (72320). Their description are as followed:

Board of Education - 72310. Support Services-Board of Education consists of those activities concerned with establishing and administering policy for operating the LEA.

Office of the Superintendent - 72320. These support services consist of those activities performed by the Superintendent and such assistants as deputy, associate, and assistant superintendents in generally directing and managing all affairs of the LEA. These include all personnel and materials in the office of the chief executive officer. Activities of the offices of the Associate Superintendents are also included here.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Support Services - 72000 General Administration (72300)				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
101 County Official/Administrive Officer	90,250	101,469	90,250	90,250
103 Assistant(s)	214,269	215,809	201,667	217,850
117 Career Ladder Program	0	9,271	0	0
118 Secretary to Board	0	0	0	0
161 Secreatary(s)	71,046	145,130	90,510	88,377
162 Clerical Personnel	0	142,627	0	0
189 Other Salaries & Wages	0	159,882	0	0
191 Board and Committee Member Fees	20,875	20,484	21,287	21,533
196 In-Service Training	0	10,000	0	0
201 Social Security	64,201	49,840	58,290	25,055
204 State Retirement	46,234	60,277	45,401	24,386
206 Life Insurance	825	672	703	203
207 Medical Insurance	83,285	88,232	79,088	19,295
208 Dental Insurance	2,608	2,619	2,498	716
209 Disability Insurance	1	0	0	0
210 Unemployment Compensation	519	1,114	829	290
212 Medicare	15,015	11,943	13,632	5,860
299 Other Fringe Benefits	22,669	5,366	20,247	17,274
305 Audit Services	15,000	14,372	16,200	21,400
307 Communication	0	138,901	0	0
320 Dues & Memberships	9,000	9,480	9,000	9,000
322 Evaluation & Testing	0	0	0	0
331 Legal Services	25,000	5,670	25,000	25,000
336 Maintenance & Repair Equipment	0	0	0	0
348 Postal Charges	0	0	0	0
355 Travel	24,600	28,672	27,552	27,552
399 Other Contracted Services	9,000	30,298	9,000	9,000
432 Library Books	0	12,882	0	0
457 In-Service/Staff Development	0	0	0	0
499 Other Supplies & Materials	0	0	0	0
506 Liability Insurance	0	0	0	0
508 Premium on Corporate Surety Bonds	40,000	43,621	43,000	43,000
510 Trustee Commissions	422,000	433,609	464,488	464,488
513 Workmen's compensation Insurance	12,000	11,776	12,000	15,000
599 Other Charges	117,500	2,977,750	62,500	61,500
701 Administrative Equipment	0	4,435	0	15,000
	<u>\$1,305,897</u>	<u>\$4,736,201</u>	<u>\$1,293,142</u>	<u>\$1,202,029</u>

school administration 72400

Office of the Principal - 72410. The Office of the Principal consists of those activities concerned with directing and managing the operation of a particular school. They include the duties performed by the principal, assistant principals, and other assistants while they supervise all operations of the school, evaluate the staff members of the school, assign duties to staff members, supervise and maintain the records of the school, and coordinate school instructional activities with those of the LEA. These activities also include the duties performed by the teaching and administrative supporting clerical staff.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Support Services - 72000 School Administration (72400) Principal (72410)				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
103 Assistant Principal(s)	1,432,933	1,406,344	1,460,500	1,550,648
104 Principal(s)	2,184,356	2,122,382	2,132,819	2,193,938
117 Career Ladder Program	0	111,833	0	0
119 Accountants/Bookkeepers				
127 Career Ladder Extended Contracts	0	47,250	0	0
161 Secretary(s)				
162 Clerical Personnel	1,603,352	1,580,247	1,658,553	1,675,797
189 Other Salaries & Wages				
196 In-Service Training				
201 Social Security	329,501	316,588	325,865	337,055
204 State Retirement	349,972	382,888	332,037	341,887
206 Life Insurance	5,958	4,273	5,305	5,323
207 Medical Insurance	596,557	560,456	599,249	507,183
208 Dental Insurance	18,675	16,633	18,779	18,835
210 Unemployment Compensation	3,749	7,072	6,197	7,627
212 Medicare	77,061	75,862	76,211	78,828
299 Other Fringe Benefits	34,579	0	0	0
307 Communication	120,000	0	136,080	120,000
322 Evaluation & Testing				
336 Maintenance & Repair Equipment				
355 Travel	6,500	3,674	6,944	6,840
399 Other Contracted Services				
432 Library Books				
457 In -Service/Staff Development	0	8,582	0	0
499 Other Supplies & Materials				
599 Other Charges	16,000	43,725	82,055	83,504
701 Administration Equipment	0	0	0	498,336
	<u>\$6,779,193</u>	<u>\$6,687,809</u>	<u>\$6,840,594</u>	<u>\$7,425,801</u>

business administration 72500

Fiscal Services - 72410. Fiscal Services consists of activities concerned with the fiscal operations of the LEA. This function includes budgeting, receiving and disbursing, financial and property accounting, payroll, inventory control, internal auditing and managing

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Support Services - 72000 Business Administration (72500) Fiscal Services (72510)				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
105 Supervisor/Director	55,562	56,336	65,508	66,144
113 Internal Audit Personnel	45,283	45,285	46,644	48,018
119 Accountants/Bookkeepers	68,391	68,908	85,427	88,178
122 Purchasing Personnel	77,966	79,277	126,593	130,826
161 Secretary(s)	30,432	30,432	28,962	31,650
162 Clerical Personnel	231,624	231,026	214,267	218,574
189 Other Salaries & Wages	15,342	0	30,802	32,034
196 In-Service Training	0	0	10,000	10,000
201 Social Security	33,012	26,324	36,158	37,226
204 State Retirement	8,485	31,837	9,733	8,286
206 Life Insurance	599	355	544	550
207 Medical Insurance	59,989	46,601	61,718	52,372
208 Dental Insurance	1,878	1,383	1,914	1,945
210 Unemployment Compensation	374	588	628	788
212 Medicare	7,721	6,308	8,456	8,706
299 Other Fringe Benefits	6,454	2,834	6,951	7,381
317 Data Processing Services	89,000	72,084	89,000	89,000
320 Dues & Memberships				
336 Maintenance & Repair Svc. - Equipment	11,000	8,849	11,000	11,000
355 Travel	3,960	451	6,899	6,899
399 Other Contracted Services				
411 Data Processing Supplies				
435 Office Supplies	120,000	117,109	140,400	140,400
499 Other Supplies & Materials				
599 Other Charges				
701 Administration Equipment	12,000	12,857	15,000	15,000
	<u>\$879,072</u>	<u>\$838,844</u>	<u>\$996,604</u>	<u>\$1,004,977</u>

operation of maintenance**72600**

Operation of Plant - 72610. Operation and Maintenance of Plant Services consists of those activities that are concerned with keeping the physical plant open, comfortable, and safe for use, and keeping the grounds, building, and equipment in effective working condition and state of repair. These include heating, lighting, ventilation, and building insurance.

Maintenance of Plant - 72620. Maintenance of plant consists of activities concerned with keeping the physical plant open, comfortable, and safe for use, and keeping the grounds, buildings, and equipment in effective working condition and state of repair.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Support Services - 72000 Operation of Maintenance (72600)				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
105 Supervisor/Director	60,894	63,610	60,394	62,341
166 Custodial Personnel	2,098,492	1,975,463	2,148,141	2,157,534
189 Other Salaries & Wages	1,298,979	1,288,027	1,262,536	1,276,093
201 Social Security	217,630	205,678	215,207	218,796
204 State Retirement	55,875	248,750	55,044	48,244
206 Life Insurance	5,291	2,776	4,610	4,628
207 Medical Insurance	529,903	364,110	520,659	441,029
208 Dental Insurance	16,588	10,806	16,316	16,378
209 Disability Insurance	0	0	0	0
210 Unemployment Compensation	3,302	4,594	5,384	6,649
212 Medicare	50,897	49,285	50,332	51,171
299 Other Fringe Benefits	42,142	22,145	46,400	46,558
328 Janitorial Services	0	0	0	0
335 Maintenance & Repair - Building	49,868	36,673	44,000	44,000
336 Maintenance & Repair - Equipment	27,200	26,158	27,200	27,200
351 Rentals	0	0	0	0
355 Travel	12,180	0	0	0
399 Other Contracted Services	10,000	6,298	10,000	43,000
407 Coal	0	0	0	0
410 Custodial Supplies	108,266	140,706	107,828	120,828
415 Electricity	1,627,000	1,638,810	1,662,000	1,745,000
423 Fuel Oil	1,000	0	1,000	1,000
434 Natural Gas	770,140	904,025	850,000	900,000
454 Water and Sewer	280,693	282,257	290,000	300,000
499 Other Supplies & Materials	387,250	376,074	398,500	398,500
501 Boiler Insurance	4,832	4,833	5,200	5,200
502 Building & Content Insurance	130,000	96,265	130,000	130,000
511 Vehicle and Equipment Insurance	46,900	0	0	0
599 Other Charges	88,700	158,063	235,674	200,350
717 Maintenance Equipment	0	13,584	0	0
720 Plant Operation Equipment	15,000	13,551	15,000	16,500
790 Other Equipment	0	0	0	0
	<u>\$7,939,022</u>	<u>\$7,932,541</u>	<u>\$8,161,425</u>	<u>\$8,260,999</u>

student transportation 72700

Transportation -72710 . Transportation services consist of those activities concerned with conveying students to and from school. This includes supervision of student transportation services, vehicle operation services, monitoring services, vehicle servicing and maintenance services, and other student transportation services.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Support Services - 72000				
Student Transportation (72700)				
Transportation (72710)				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
105 Supervisor/Director	98,050	101,778	90,486	87,356
142 Mechanics	234,778	225,238	210,536	225,888
146 Bus Drivers	1,630,488	1,617,720	1,679,403	1,679,403
162 Clerical Personnel	23,398	21,380	19,897	20,089
189 Other Salaries & Wages	133,944	126,711	133,679	143,913
196 In-Service Training	0	0	0	7,000
201 Social Security	133,699	173,737	132,556	134,146
204 State Retirement	34,359	210,122	33,936	29,859
206 Life Insurance	5,259	2,345	4,674	4,513
207 Medical Insurance	526,570	307,567	527,706	430,003
208 Dental Insurance	16,484	9,128	16,557	15,969
210 Unemployment Compensation	3,282	3,881	5,468	6,467
212 Medicare	31,268	41,631	31,000	31,373
299 Other Fringe Benefits	26,090	18,706	33,753	33,246
311 Contract with Other School Systems				
312 Contracts with Private Agencies				
313 Contracts with Parents				
314 Contract with Public Carriers	2,000	0	2,000	2,000
315 Contracts with Vehicle Owners				
338 Maintenance & Repair - Equipment	15,000	13,336	15,000	15,000
351 Rentals	3,000	0	0	3,000
355 Travel	0	2,729	3,360	25,900
399 Other Contracted Services	19,900	14,185	24,900	0
412 Diesel Fuel				
418 Equipment & Machinery parts				
424 Garage Supplies				
425 Gasoline	224,505	157,772	194,505	190,000
433 Lubricants	11,200	1,537	11,200	10,200
442 Propane Gas				
450 Tires & Tubes	71,000	34,778	71,000	71,000
457 In-Service/Staff Development	4,000			
453 Vehicle parts	140,000	179,866	120,000	138,000
499 Other Supplies & Materials				
511 Boiler Insurance	211,800	148,479	311,800	311,800
599 Other Charges	50,000	7,035	2,667	
729 Transportation Equipment		50,752		
	<u>\$3,650,074</u>	<u>\$3,470,413</u>	<u>\$3,676,083</u>	<u>\$3,616,125</u>

other supported services 72800

Central and Other - 72810. These support services consist of those activities concerned with data processing services, mail room services, and all other support services not elsewhere classified.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Support Services - 72000 Other Support Services (72800) Central & Other (72810)				
	<u>Budget FY 93/94</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
105 Supervisor/Director	43,024	33,124	40,384	41,875
120 Computer Programmer	28,075	28,660	29,520	30,570
121 Data Processing Personnel	23,704	0		0
162 Clerical personnel	208,530	22,760	181,404	186,550
189 Other Salaries & Wages	185,837	61,744	180,061	145,351
201 Social Security	10,586	8,775	8,886	29,169
204 State Retirement	2,599	10,612	3,182	6,389
206 Life Insurance	199	118	123	434
207 Medical Insurance	19,996	15,534	13,597	41,346
208 Dental Insurance	626	461	446	1,535
210 Unemployment Compensation	145	196	151	622
212 Medicare	2,476	2,103	2,079	6,822
299 Other Fringe Benefits	1,977	945	1,744	5,718
307 Communication	75,500			
308 Consultants				
317 Data Processing Services				
330 Operating Lease payments	30,000	40,084	30,000	50,000
336 Maintenance & Repair - Equipment	30,000	16,826	30,000	30,000
355 Travel	7,400	3,614	8,288	9,400
399 Other Contracted Services	7,500	0	7,500	32,500
411 Data Processing Supplies				
435 Offices supplies	9,500	7,336	9,500	9,500
499 Other Supplies & Materials	10,350	8,476	10,350	10,350
599 Other Charges	37,750	57,913	139,023	108,000
709 Data Processing Equipment	22,500	87,816	22,500	26,000
790 Other Equipment				
	<u>\$758,274</u>	<u>\$407,097</u>	<u>\$718,738</u>	<u>\$772,131</u>

operation of non-instructional services (73000)

Community Services - 73300. Community services consists of those activities concerned with providing community services to students, staff or other community participants. An example of this function is the operation of the work study program.

budget detail

Education Operating Fund 3058 Summary of Instruction Division (73000) Fiscal Years 1994 - 1996			
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95
Food Services	0	1,410	0
Community Services	20,261	141,135	45,029
	<u>\$20,261</u>	<u>\$142,545</u>	<u>\$20,000</u>
			<u>\$45,029</u>

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Operation of Non Instructional Services - 73000 Food Services (73100)				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
105 Supervisor/Director				
119 Accountants/Bookkeepers				
162 Clerical Personnel				
165 Cafeteria Personnel				
189 Other Salaries & Wages				
196 In-service Training				
201 Social Security				
204 State Retirement				
206 Life Insurance				
207 Medical Insurance				
208 Dental Insurance				
209 Disability Insurance				
210 Unemployment Compensation				
212 Medicare				
299 Other Fringe Benefits				
307 Communication				
336 Maintenance & Repair - Equipment				
342 Payment to Schools - Breakfast				
343 Payment to Schools - Lunch				
344 Payment to Schools - Other				
345 Payment to Schools - Other USDA				
354 Transportation - Other than Students	0	1,410	0	0
355 Travel				
399 Other Contracted Services				
421 Food Preparation Supplies				
422 Food Supplies				
435 Office Supplies				
451 Utilities				
452 Natural Gas				
457 In-Service/Staff Development				
499 Other Supplies & Materials				
599 Other Charges				
710 Food Service Equipment				
	<u>\$0</u>	<u>\$1,410</u>	<u>\$0</u>	<u>\$0</u>

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Operation of Non Instructional Services - 73000 Community Services (73300)				
	Budget FY 93/94	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
105 Supervisor/Director	0	3,200	0	10,760
162 Clerical Personnel				
188 Temporat/Part-time Personnel				
189 Other Salaries & Wages	18,800	70,062	18,800	24,000
201 Social Security	1,200	2,298	1,200	2,318
204 State Retirement	0	64	0	988
206 Life Insurance	0	11	0	17
207 Medical Insurance	0	1,239	0	1,645
208 Dental Insurance	0	34	0	51
209 Disability Insurance				
210 Unemployment Compensation	0	9	0	13
212 Medicare	261	63	0	231
299 Other Fringe Benefits	0	537	0	56
336 Maintenance & Repair - Equipment	0	1,008	0	0
355 Travel	0	6,354	0	0
399 Other Contracted Services	0	12,089	0	0
422 Food Supplies	0	0	0	2,000
499 Other Supplies & Materials	0	17,663	0	0
599 Other Charges	0	26,504	0	2,950
790 Other Equipment				
	<u>\$20,261</u>	<u>\$141,135</u>	<u>\$20,000</u>	<u>\$45,029</u>

capital outlay (76000)

regular capital outlay - 76100. These activities are concerned with site acquisition services, site improvement services, architecture and engineering services, educational specifications development services, building acquisition and construction services, building improvements services and other facilities acquisition and construction services. Financing of these activities are with the use of State and Local funds.

budget detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Years 1994 - 1996				
Division: Capital Outlay - 76000 Regular Capital Outlay (76100)				
	<u>Budget</u> <u>FY 93/94</u>	<u>Actual</u> <u>FY 93/94</u>	<u>Budget</u> <u>FY 94/95</u>	<u>Budget</u> <u>FY 95/96</u>
189 Other Salaries and Wages				
201 Social Security				
204 State Retirement				
206 Life Insurance				
207 Medical Insurance				
208 Dental Insurance				
209 Disability Insurance				
210 Unemployment Compensation				
212 Medicare				
299 Other Fringe Benefits				
304 Architects	0	5,000	0	0
308 Consultants				
321 Engineering Services				
331 Legal Services				
399 Other Contracted Services				
706 Building Construction				
707 Building Improvements	0	45,418	0	0
715 Land				
724 Site Development				
799 Other Capital Outlay	200,000	104,745	0	0
	<u>\$200,000</u>	<u>\$155,163</u>	<u>\$0</u>	<u>\$0</u>

summary

description

The Public Law (Fund 3060) is a Fund used to finance the special project operations of the school district. It is reserved to account for money specifically designated for some particular purpose. Some of the Projects covered through this fund are Chapter I, Chapter II, Title II, Even Start, and Drug Free Schools. Effective with the 1993./1994 school year, the State of Tennessee revised the chart of accounts for location education agencies. Because of this change, the 1992/1993 Actual figures were not available for comparison, instead the Budget 1993/1994 figures will be provided.

goals & objectives

Chapter I. Chapter I funds are allocated to LEAS to meet the special educational needs of educationally deprived children in school attendance are with high concentrations of children from low-income families and of children in local institutions for neglected or delinquent children.

Chapter II. Chapter II funds are allocated to LEAS for the planning, development, operation, and expansion of programs to meet the educational needs of students at risk of failure in school; to purchase instructional and education material; for school site improvement projects; for staff training and professional development; for personal excellence of students and student achievement; and innovative projects.

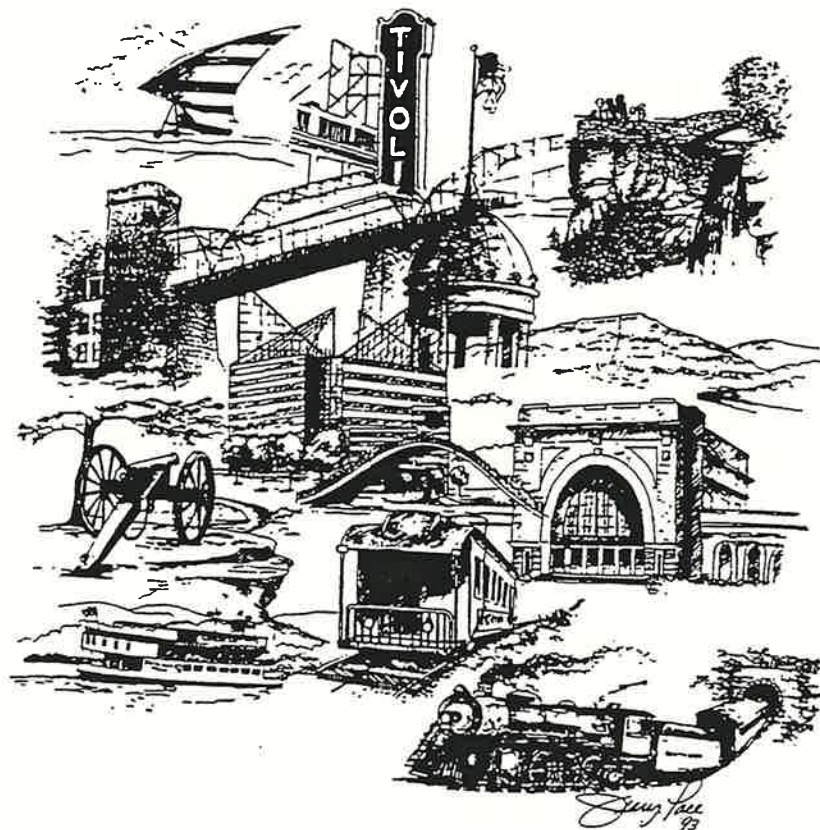
Title II. Title II funds are allocated to LEAS for the expansion and improvement of training, retraining, and in-service training for teacher and other personnel in the field of mathematics and science.

Even Start. Funds are allocated to LEAS under the Even Start program for the purpose of providing a special family-centered program that combines adult literacy, parent education, and early childhood education in collaboration with other agencies.

Drug Free Schools. Funds are allocated to LEAS under the Drug Free Schools and Communities Act for the purpose of providing drug and alcohol abuse education programs and activities for students in grades K-12 that clearly and consistently teach that illicit drug use is harmful, and that stress early intervention and prevention strategies, including education for parents.

department budget summary

Note: Financial details are included within the Education Operating information.



summary

description

State Street Aid is a division of the Department of Public Works. This fund accounts for all revenue and expenditures from the City's share of State gasoline taxes. The State distributes the taxes to municipalities based on population. Tennessee State Law requires that these funds be used for the construction and maintenance of city streets.

departmental goals & objectives

- Develop and maintain a system of monetary controls which enables the Division to effectively apply State funds in the construction and maintenance of City streets.
 - Accurately track expenditures for approved projects.
 - Track projects at least monthly to ensure the division stays within budgetary guidelines.
 - Reduce the City's liability through timely repair and maintenance of City streets.
 - Maintain an automated data collection/filing system for projects and expenditures within this division to assist in budgetary compliance.

departmental performance indicators

A report is sent to the State of Tennessee annually showing the total spent on streets by the City. Each year the total spent has to equal or exceed the average for the past five years.

<u>Actual</u> <u>FY 93/94</u>	<u>Projected</u> <u>FY 94/95</u>	<u>Goal</u> <u>FY 95/96</u>
\$12,957,291	\$13,036,686	\$19,967,280

departmental budget summary

PUBLIC WORKS Departmental Budget Summary Fiscal Years 1993 - 1996				
	<u>Actual</u> <u>FY 92/93</u>	<u>Actual</u> <u>FY 93/94</u>	<u>Budget</u> <u>FY 94/95</u>	<u>Budget</u> <u>FY 95/96</u>
Personnel	\$1,994,917	\$2,456,096	\$2,678,435	2,834,946
Operations	733,761	1,100,890	1,382,926	1,255,896
Capital	464,048	1,036,461	2,795,089	45,000
Total	<u>\$3,192,726</u>	<u>\$4,593,447</u>	<u>\$6,856,450</u>	<u>4,135,842</u>
Authorized Positions	101	101	101	101

state street aid operations

description

The State Street Aid operations activity is used to account for general administrative expenditures. This includes personnel cost and benefits, purchase and rental of small equipment, vehicle operation and Maintenance as well as general repair and rehab of City streets. Other costs accounted for in this activity include engineering services relative to maintaining the Pavement Management System which is a study of City streets and their particular needs. This study is used to prioritize street maintenance.

goals & objectives

- ➔ Put into place positive control measures (automated and manual data collection tasks) which help the division accurately track all fund expenditures to ensure expenditures meet State fund guidelines.

- Ensure automated and manual data collection systems are updated on a daily basis.
- Hold regular meetings to assess street repair priorities and track expenditure levels.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: State Street Aid				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	1,737,084	1,862,451	2,022,334	2,155,750
18 Fringe Benefits	257,833	593,645	656,101	679,196
Total Salaries & Benefits	\$1,994,917	\$2,456,096	\$2,678,435	\$2,834,946
02 Professional Fees				
03 Medical Services	250	3,090	4,000	4,000
04 Engineering Services	2,650			
05 Other Services	38,288	58,244	44,729	57,500
06 Travel	0	0	0	
07 Office & Administration	40	200	0	3,250
08 Utilities	0	0	0	0
09 Vehicle Operations	241,056	436,052	503,320	670,000
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	451,477	603,304	830,877	521,146
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$733,761	\$1,100,890	\$1,382,926	\$1,255,896
15 Capital Outlay	54,166	31,605	5,100	5,000
17 Fixed Assets	0	15,969	64,900	40,000
Total Capital	\$54,166	\$47,574	\$70,000	\$45,000
Grand Total	\$2,782,844	\$3,604,560	\$4,131,361	\$4,135,842

state street aid capital

description

Capital accounts are set up to provide for accounting for large equipment purchases and major street projects. This includes City wide paving as well as major street rehabilitation. Each project is funded and accounted for individually.

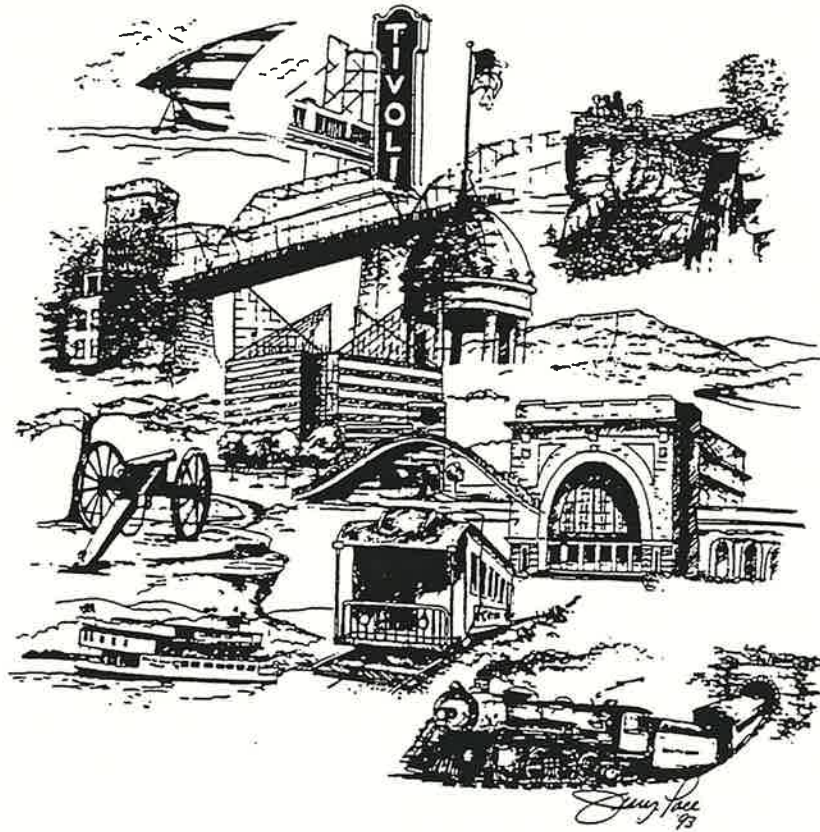
goals & objectives

➔ Provide for the adequate repair and maintenance of City streets through the effective use of capital expenditures designated for equipment and projects which meet funding criteria.

- Analyze each project and/or equipment expenditure to ensure expenditure criteria are met.
- Prioritize all paving projects to match annual budgetary limits.
- Monitor projects to avoid cost overruns.

budget detail

PUBLIC WORKS Divisional Budget Summary Fiscal Years 1993 - 1996				
DIVISION: Capital Improvements				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$0	\$0	\$0	0
15 Capital Outlay	212,960	606,429	2,039,089	0
17 Fixed Assets	196,922	382,458	686,000	0
Total Capital	\$409,882	\$988,887	\$2,725,089	0
Grand Total	\$409,882	\$988,887	\$2,725,089	0



summary

description

The department operates 18 separate programs funded totally or in part by federal, state and local funds. Services include early childhood development (head start & day care), energy assistance, feeding programs, housing for poor, elderly, handicapped residents of Hamilton County and City of Chattanooga. Individuals with emergency needs are assisted daily in an effort to restore their lives to normalcy. Attempts to render services to families in crisis situation and return them to the road of self-sufficiency and remove dependency for constant monetary assistance. Divisions are:

- headstart
- day care
- weatherization
- foster grandparents
- low income home energy assistance program (liheap)
- community services block grants (csbg)
- city general relief
- occupancy
- hsd programs
- neighborhood family services

departmental goals

- Provide headstart for some 750 poor children, day care for 920 working on training parents until they rise to an income level to be self-sufficient.
- Provide and distribute of surplus food commodities quarterly to 4,300 poor families.
- Assist poor and elderly in paying heating and cooling utility bills, helping 3,000 families.
- Through an intensive case management concept we plan to lead 125 individuals to a life of self-sufficiency and away from dependency on entitlement programs.
- With the eroding funds for various social and community services we will seriously consider program consolidation, reorganization and staffing in order to release funds for needed services for the poor, elderly and handicapped.

departmental budget summary

HUMAN SERVICES Departmental Budget Summary Fiscal Year 1993 - 1995				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$2,737,406	\$3,746,266	\$4,697,252	\$4,992,288
Operating	4,610,674	4,556,170	4,812,478	4,820,681
Capital	229,098	243,179	35,406	126,080
Total	<u>\$7,577,178</u>	<u>\$8,545,615</u>	<u>\$9,545,136</u>	<u>\$9,939,049</u>
Positions Authorized	408	417	423	432

head start

description

The Head Start program is a federally funded comprehensive, family focused child development program for children of low-income families. The local program, which is funded by the United States Department of Health and Human Services, serves 660 preschool children in eight locations throughout the city and rural Hamilton County. The Head Start Program serves 607 three and four years old and the Early Head Start serves 52 pregnant women and infants to age three. The program provides evaluation, diagnosis, and special services to children with disabilities.

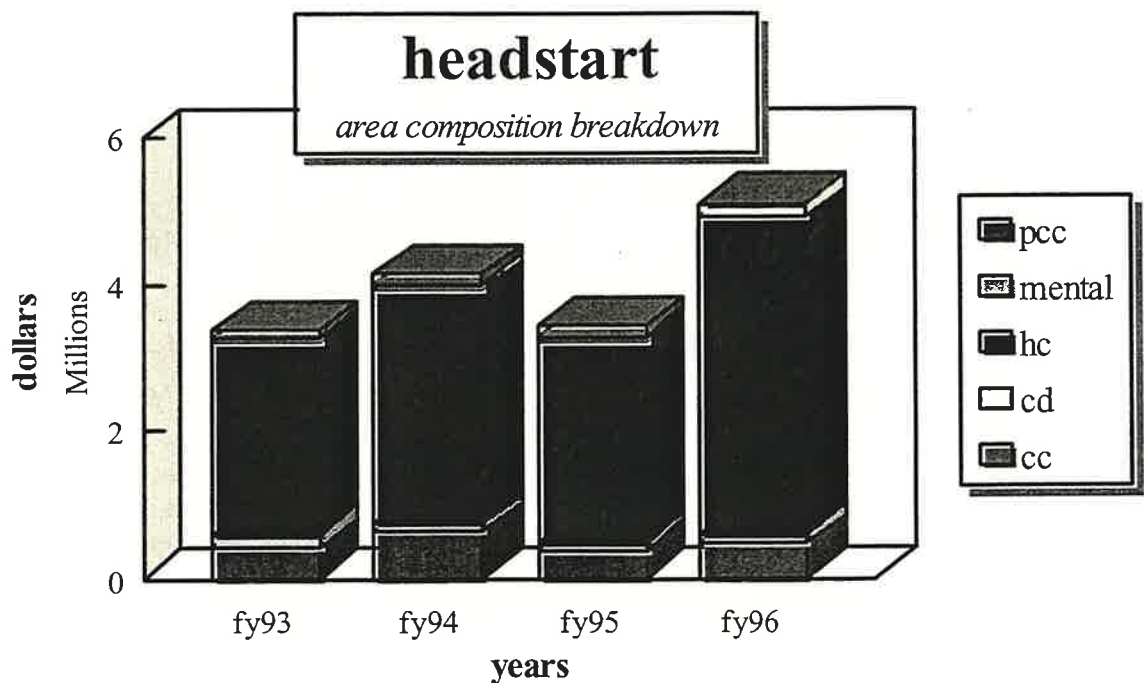
goals & objectives

- **Bring about a greater degree of social competence in young children to help ensure they begin school ready to learn and they can effectively deal with both present environment and later responsibilities in school and life.**
- **Early Head Start provides intensive continuous, comprehensive child development and family support services to low-income infants, toddlers and pregnant women.**
 - *Improve the child's health and physical abilities, including appropriate steps to correct present physical and mental problems and to enhance every child's access to an adequate diet.*
 - *Encourage self-confidence, spontaneity, curiosity, and self-discipline which will assist in the development of the child's social and emotional health.*
 - *Enhance the child's mental processes and skills with particular attention to conceptual and communications skills.*
 - *Establish patterns and expectations of success for the child, which will create a climate of confidence for present and future learning efforts and overall development.*
 - *Increase the ability of the child and the family to relate to each other and to others.*
 - *Enhance the sense of dignity and self-worth within the child and his family.*
 - *Provide support services to parents and involve them in program planning and implementation, decision making, parent education and adult literacy; and improve the family's attitude toward future education, health care and physical abilities.*

performance indicators (FY 93/94:actual, FY 94/95: projected, FY 95/96:goal)

note: PCC Program converted to Early Headstart on October 1, 1995 with more intensive services to Children and Families

	<u>FY 93/94</u>	<u>FY 94/95</u>	<u>FY 95/96</u>
Preschool children served	657	658	659
3 - 4 year old (Headstart)	567	569	607
Infant to 3 year old (PCC/Early Head Start)	80	80	52
Diagnostic evaluations	118	118	118
Children received special services	102	102	100
Children received up-to date immunizations	640	646	657
Parents received Adult Education/GED training	100	103	100
Parents received Parent Education/Parent training	228	232	200
Parents and Community volunteers	640	642	600
Volunteer hours	25670	25,341	24,000



HUMAN SERVICES
Divisional Budget Summary
Fiscal Years 1993 - 1995

DIVISION: HEADSTART

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	1,491,080	1,535,323	2,228,073	2,312,493
18 Fringe Benefits	0	489,723	740,050	796,549
Total Salaries & Benefits	\$ 1,491,080	\$ 2,025,046	\$ 2,968,123	\$ 3,109,042
02 Professional Fees	138,363	385,674	391,092	11,150
03 Medical Services	7,570	16,631	18,071	18,003
04 Engineering Services	0	0	0	0
05 Other Services	1,104,479	717,620	682,003	980,597
06 Travel	30,181	31,819	30,531	30,860
07 Office & Administration	20,190	19,176	18,233	23,658
08 Utilities	71,882	86,255	76,929	85,884
09 Vehicle Operations	37,195	37,525	46,105	55,498
10 Insurance & Bonds	17,845	23,276	30,016	31,431
11 Buildings & Grounds	43,708	43,147	14,979	12,919
12 Materials & Supplies	304,986	331,499	363,296	249,855
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$ 1,776,399	\$ 1,692,623	\$ 1,671,255	\$ 1,499,855
15 Capital Outlay	17,137	14,698	0	875
17 Fixed Assets	110,408	93,902	7,525	33,700
Total Capital	\$ 127,545	\$ 108,600	\$ 7,525	\$ 34,575
Grand Total	\$ 3,395,024	\$ 3,826,269	\$ 4,646,903	\$ 4,643,472

day care

description

Provides comprehensive day care services to assist low-income and disadvantaged citizens in obtaining and maintaining employment and to provide a supportive influence to parents. Day care includes areas of Day care Title 20, Day care Fees, Child/Adult food, CACFP, and Childbrokers.

goals & objectives

CENTER PROGRAM

- To provide quality child care services to enable parents an opportunity to secure and maintain gainful employment and/or training.
 - To provide a safe nurturing environment for children at risk for potential abuse and/or neglect, and at the same time serve as a resource for the whole family.
 - To provide a developmentally appropriate environment that will aid in improving the intellectual, social, physical, and emotional needs of each child.
 - To empower parents, to assume and sustain the responsibility of the day to day care of their children.
 - To provide a social services component to include intake, information an (referral, eligibility determination, family social assessment, and other social services as needed to assist families in their own efforts to improve the quality and conditions of life.
 - To provide comprehensive health and nutrition information to the parent so that families can provide proper care for their children on a continuous basis.
- *To act in accordance with all applicable local and state licensing requirements annually as mandated by TDHS.*
 - *To keep all required information and records on families, children and staff accurate and current on a daily basis.*
 - *To have training/meetings on a quarterly basis with staff and parents.*
 - *To provide transportation for 115 daily to and from the center.*
 - *To provide breakfast, lunch and snack daily as required by CACFP.*

DAY CARE HOMES

- To provide quality child care for parents or caretakers of infants and toddlers while they are away from the children as they pursue employment, educational or training opportunities

- To provide a warm nurturing family environment for infants and toddlers.
- To provide a developmentally appropriate setting for infants and toddlers.
- To strengthen parents in self sufficiency by encouraging them in assumption of day to day responsibilities in caring for their children.
- To ensure health, nutrition and ethical practices and procedures are met.
 - To comply with all applicable state, local and federal requirements.
 - To keep family and group day care home records current and complete on a daily basis.
 - To provide quarterly training for all home providers.
 - To ensure that breakfast, lunch and snack served daily meet the requirements of CACFP by monitoring the homes monthly.
 - Monitor homes monthly to ensure that each home is providing care to encompass the parents needs appropriately.
 - To ensure that children in care a - receiving stimulation to enhance their overall growth by requiring monthly progress reports.
 - The overall goal of the Child Care Program is to maintain the National Accreditation through the National Academy of Early Childhood Programs in Washington, DC

performance indicators

CENTER PROGRAM

	<u>FY 93/94</u>	<u>FY 94/95</u>	<u>FY 95/96</u>
Children enrolled age 2 - 5	142	157	159
Parents maintained gainful employment	100	103	105
Children from child welfare provided a safe and nuturing environment	16	17	19
Children who received speech and hearing screening through Chattanooga Speech and Hearing Center	132	132	135
Field trips taken	12	12	12
Children received clothes from clothes pantry	157	157	157
Parent meeting each quarter	1	1	1
Individual family conferences	20	20	20
Meals served	86,220	86,220	86,220

Transportation services

22,477

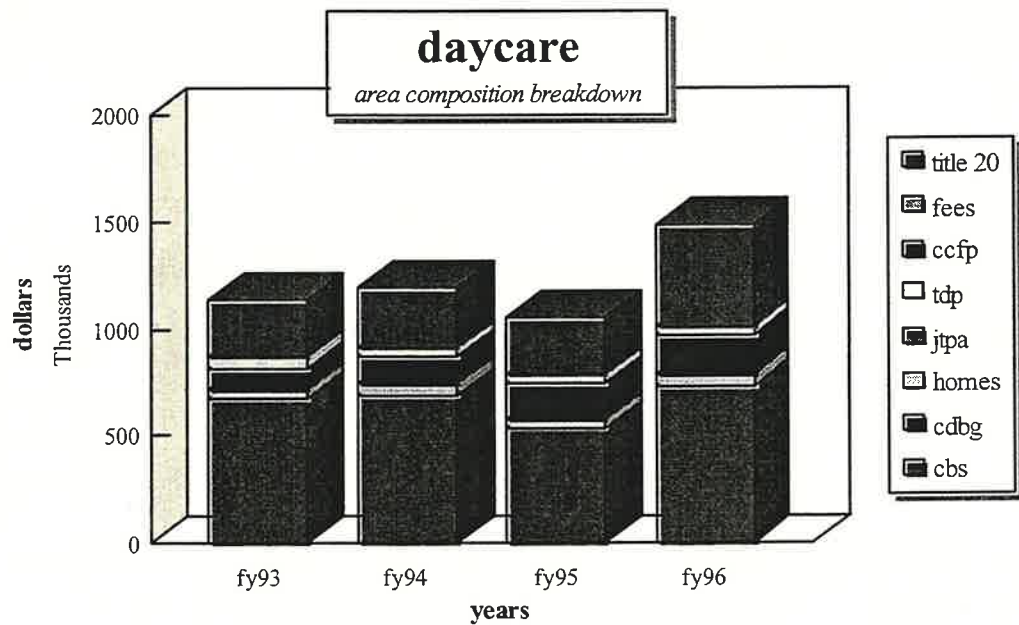
Children

91

Day Care

	<u>FY 93/94</u>	<u>FY 94/95</u>	<u>FY 95/96</u>
Children enrolled	50	50	50
Parents maintained gainful employment	35	39	42
Meals served	39,525	41,364	42,350
Day care home for infants through 12 years	12	12	12
Parent meeting per quarter	1	1	1
Monitoring visits	144	144	144

budget details



HUMAN SERVICES
Divisional Budget Summary
Fiscal Years 1993 - 1995

DIVISION: DAYCARE

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages	461,431	470,294	449,041	550,680
18 Fringe Benefits	0	149,840	162,923	196,937
Total Salaries & Benefits	\$ 461,431	\$ 620,134	\$ 611,964	\$ 747,617
02 Professional Fees	68,196	82,737	375	69,650
03 Medical Services	360	603	668	520
04 Engineering Services	0	0	0	0
05 Other Services	454,697	269,036	223,251	310,811
06 Travel	4,371	10,511	14,475	19,271
07 Office & Administration	9,838	9,129	10,490	10,830
08 Utilities	0	0	0	0
09 Vehicle Operations	1,454	2,641	2,960	4,000
10 Insurance & Bonds	13,313	3,566	5,730	11,000
11 Buildings & Grounds	1,128	41,174	22,100	52,515
12 Materials & Supplies	71,392	83,457	153,400	161,264
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$ 624,750	\$ 502,854	\$ 433,449	\$ 639,861
15 Capital Outlay	3,269	9,215	6,200	36,260
17 Fixed Assets	4,546	4,388	0	33,260
Total Capital	\$ 7,815	\$ 13,603	\$ 6,200	\$ 69,520
Grand Total	\$ 1,093,996	\$ 1,136,591	\$ 1,051,613	\$ 1,456,998

weatherization

description

The Weatherization Program is a Federally funded project conducted in a single geographical area which undertakes to weatherize dwelling units that are energy inefficient. The weatherization project includes areas of Administration, Program Support, Training, Department of Energy (DOE), and Low - Income Energy (LIHEAP) funds for weatherization and material & labor.

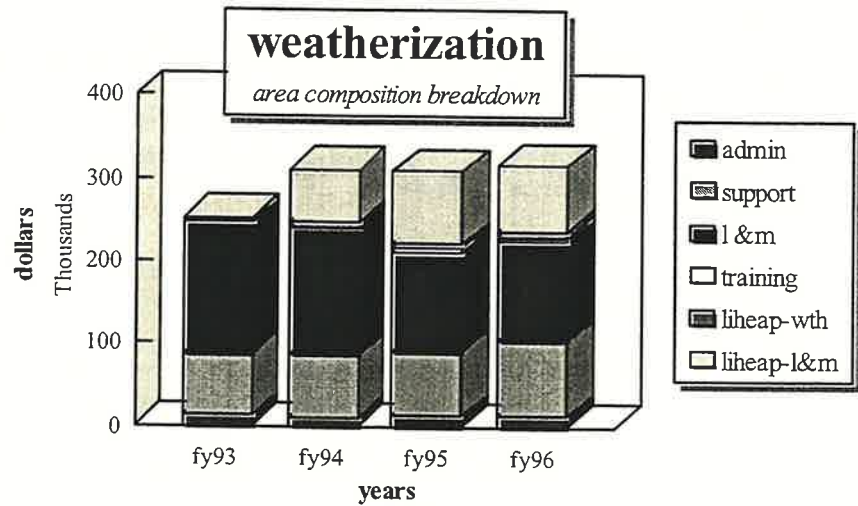
goals & objectives

- ➔ **To assist low income individuals and families (home owners/rental) to weatherize their dwellings. Priorities to elderly and handicapped.**
 - *To improve energy efficiency in fifty (50) selected dwellings in FY 1995/1996 in Hamilton County/Chattanooga.*
 - *Weatherization measures installed will reduce energy cost and conserve heat loss.*
 - *Weatherization measures are selected from energy surveys completed by certified WAP Staff. All measures are prioritized and expenditures limited according to the FY 1995/1996 State Plan.*
 - *To contract all weatherization work with private contractors in accordance with minimum requirements of the Tennessee Department of Human Services.*
 - *To assure quality workmanship and materials by:*
 - (1) obtaining certified post inspections on all units completed,*
 - (2) by reinspecting all units failed by the initial inspection, and*
 - *To provide on-site client educational materials on energy conservation measures to all clients served on or after July 1, 1995.*

performance indicators

	<u>FY 93/94</u>	<u>FY 94 /95</u>	<u>FY 95/ 96</u>
Units of weatherized dwellings	120	122	122
Material & Labor cost	-0-	199,803	238,722
Inspections completed	118	122	122
Number of applicants (5 moved, 3 deceased)	125	130	130

budget details



HUMAN SERVICES Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: WEATHERIZATION				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	33,278	50,911	56,745	58,854
18 Fringe Benefits	0	13,524	19,120	22,335
Total Salaries & Benefits	\$ 33,278	\$ 64,435	\$ 75,865	\$ 81,189
02 Professional Fees	84	73	75	100
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	65,576	118,658	105,691	104,857
06 Travel	2,424	2,030	5,500	8,000
07 Office & Administration	678	1,690	2,000	1,000
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	702	905	925	1,100
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	68,456	117,720	114,232	123,665
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$ 137,919	\$ 241,076	\$ 228,423	\$ 238,722
15 Capital Outlay	0	369	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$ 0	\$ 369	\$ 0	\$ 0
Grand Total	\$ 171,197	\$ 305,879	\$ 304,288	\$ 319,911

foster grandparents

description

Mutually benefits senior citizens and special and exceptional needs children with specific needs in development for Hamilton, McMinn and Bradley counties. Areas include Foster Grandparent Volunteer support, and Foster Grandparent Volunteer Expense.

goals & objectives

➞ Assign Volunteers to sites to address basic need of community.

- *Conduct site visits*
- *Training suggestions from site coordinators*
- *Assign sixty-five (65) volunteers to 130 special children*
- *Negotiate Memorandum of Understandings with sites.*

➞ Recruit and placement of volunteers

- *Recruit sites that serve special needs children*
- *Interview potential volunteers*
- *Conduct site training's*
- *Provide forty (40) hours of training for new volunteers*
- *Provide four (4) hours of additional training monthly*
- *Evaluate volunteers*
- *Conduct volunteer needs assessment*
- *Volunteer comply with income requirements*
- *Increase number of volunteer service years*
- *Annual physical for volunteers*
- *Transportation provided by sites for In-kind contributions*

➞ Develop advisory council

- *Educate and train council on FGP affairs*
- *Assign to committees for advisory council*
- *Meet four time a year*
- *Procure private sector funding*
- *Provide annual program evaluation*
- *Accomplish specific goal each year.*

➞ Volunteer recognition for their Performance

- *Participate in events for volunteers*
- *Program receives media coverage*
- *FGP provide 2 events*

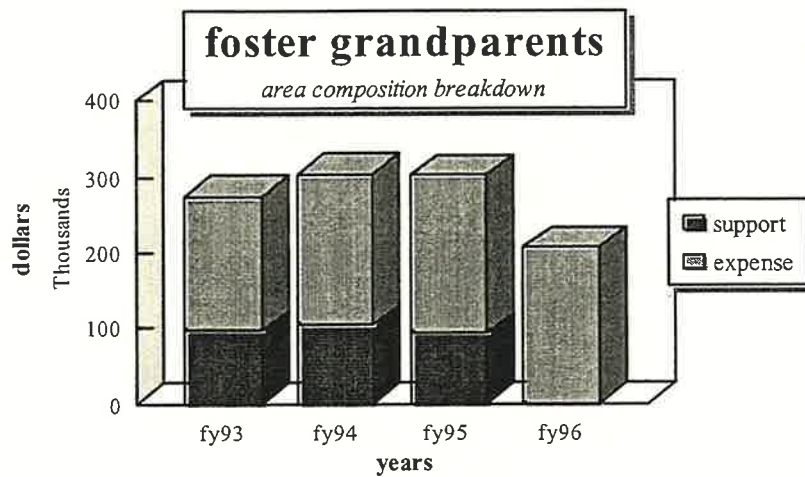
➞ Increase private sector participation

- *Address three or more organizations annually*
- *Annually submit proposal to businesses for funding non-federal volunteers and program activities*

performance indicators

	<u>FY 93/94</u>	<u>FY 94 /95</u>	<u>FY 95/ 96</u>
Conduct site visits	17	19	26
Training suggestions from site coordinators	19	19/2	26
Assign volunteers and special children	68/138	68/138	69/140
Negotiate Memo of Understandings with sites	25	25	26
Recruit sites that serve special needs children	4 _{new}	4 _{new}	26 maintain
Volunteers interviewed and hired	39/11	39/11	15
Conduct site training's		3	as needed
Forty (40) hours of training for new volunteers	11	11	15
Sessions of four (4) hours of additional training	10	10	12
Volunteers evaluated	24	24	69
Conduct volunteer needs assessment	58	58	69
Volunteer comply with income requirements	56	56	69
Increase number of volunteer service years	4	4	0
Annual physical for volunteers	42	42	69
Trans by sites for In-kind contributions	\$9,600	\$9,600	\$10,000
Educate and train council on FGP affairs	8	8	12
Assign to committees for advisory council	6	6	12
Advisory council meetings per year	2	2	4
Procure private sector funding	7	7 _{given}	2 _{new}
Provide annual program evaluation		revise process	input/output
Participate in events for volunteers	3	3	5
Program receives media coverage	3	3	5
FGP provide 2 events	0	0	2
Address three or more organizations annually	2	2	3
Annually submit proposal to businesses for funding non-federal volunteers and program activities	0	0	2

budget details



HUMAN SERVICES Divisional Budget Summary Fiscal Years 1993 - 1995

DIVISION: FOSTER GRANDPARENTS

Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	217,926	239,794	230,670	239,04
18 Fringe Benefits	0	16,252	23,350	23,818
Total Salaries & Benefits	\$ 217,926	\$ 256,046	\$ 254,020	\$ 262,832
02 Professional Fees	84	122	1,500	1,500
03 Medical Services	48	585	1,802	2,069
04 Engineering Services	0	0	0	0
05 Other Services	34,510	19,489	0	17,982
06 Travel	17,571	18,745	29,568	28,322
07 Office & Administration	509	958	863	870
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	1,222	1,722	1,513	1,800
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	1,581	2,733	11,249	5,006
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$ 55,524	\$ 44,353	\$ 46,495	\$ 57,549
15 Capital Outlay	0	471	0	0
17 Fixed Assets	0	1,824	0	0
Total Capital	\$ 0	\$ 2,295	\$ 0	\$ 0
Grand Total	\$ 273,449	\$ 302,694	\$ 300,515	\$ 320,381

liheap

(low income home energy assistance program)

description

The program is designed to assist eligible households with home energy costs through payments to energy suppliers. Priority is given to the lowest income households. LIHEAP includes areas of Program support, Emergency Heating, and Regular Heating.

goals & objectives

- ➔ **To ensure that approximately 2,954 eligible low income households receive assistance to offset the high cost of energy during the fiscal year 1996. Assistance will be provided in the following program areas:**
 - *Regular Heating Assistance: A minimum of 2,659 eligible households will be assisted beginning July 1, 1995 thru June 30, 1996 or until funds are exhausted. Total cost not to exceed \$319,057.*
 - *Emergency Heating Assistance: A minimum of 295 eligible households will be assisted from January 3, 1996 thru April 29, 1996 or until funds are exhausted. Total cost not to exceed \$35,451.*

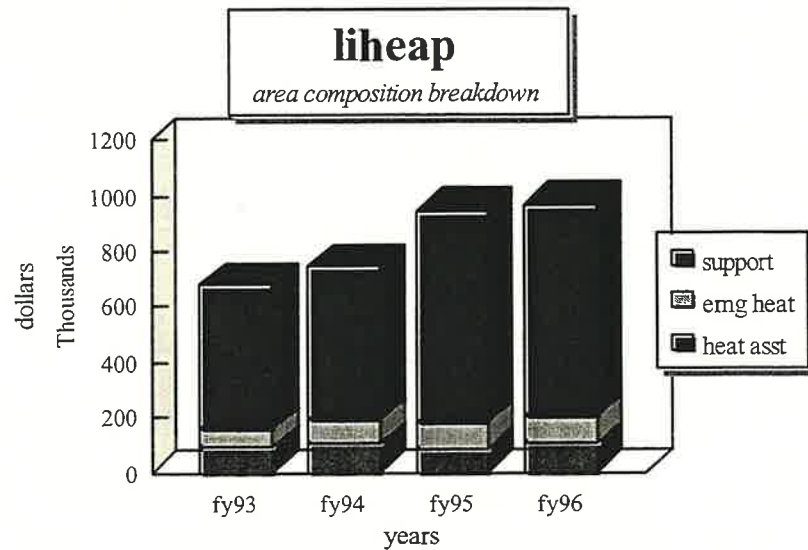
performance indicators

LIHEAP met all performance goals and objectives proposed for fiscal year 1995 by assisting a total of 3,577 low income households with the high cost of heating their homes. Assistance was provided in the following areas:

Regular Heating: Total of 3,231 households assisted with funds totaling \$615,092.11.

Emergency Heating: Total of 346 households assisted with funds totaling \$65,140.

budget details



HUMAN SERVICES Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: LIHEAP				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Proposed FY 95/96
01 Salaries & Wages	52,529	54,495	56,118	58,363
18 Fringe Benefits	0	15,961	20,343	21,157
Total Salaries & Benefits	\$ 52,529	\$ 70,455	\$ 76,461	\$ 79,520
02 Professional Fees	251	293	300	300
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	620,735	667,965	712,613	877,672
06 Travel	1,438	1,458	1,500	915
07 Office & Administration	1,012	998	3,699	1,500
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	3,096	3,619	3,000	3,699
11 Buildings & Grounds	1,975	0	0	0
12 Materials & Supplies	0	1,803	0	2,500
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$ 628,508	\$ 676,136	\$ 721,112	\$ 886,586
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 681,038	\$ 746,591	\$ 797,573	\$ 966,106

csbg (community services block grant)

description

Improves the quality of living by providing for long and short range service activities and referrals. CSBG includes areas of Emergency Assistance, Assistance II commodity, Special Home, State Appropriation, Homeless Assistance, Family support, Home Prevention, and Emergency Homeless.

goals & objectives

Comprehensive Emergency Assistance

- ➔ **Provide emergency financial assistance with rent, utilities, food, medicine to low income residents of Hamilton County. To provide services to reduce the immediate threat of eviction, services being disconnected and hunger.**

- *Elimination of immediate threat to families through financial assistance. Reduce level of stress in crisis situations to enable workers to develop long range plans for the family to become self-reliant. To assist at least 2,400 households this fiscal year.*

Family Support Services

- ➔ **Provide counseling, referrals, assistance in developing long range goals with the family, networking with other agencies to provide services for the family.**

- *To provide moral support and encouragement as well as pertinent information that helps the family in developing and setting long range plans to become independent. Assist the family in locating the appropriate services and identification of barriers that prevent them from becoming self sufficient. Plans are to assist 60 (sixty) households this year.*

Homeless Assistance

- ➔ **To provide transitional housing to help family regain its financial balance. Provide counseling, referrals to other agencies for long assistance. Aids families in locating permanent housing. Helps families learn to maximize their resources to achieve financial stability.**

- *To help families move to permanent housing and to become self reliant. To assist families in prioritizing their goals and objectives to achieve success. Provisions have been made to assist 156 families.*

Homeless Prevention

- ➔ **To provide financial assistance and or assist client in making arrangements with the landlord or mortgage company to prevent eviction from housing.**

- *Provide an estimated 84 households with services and or to intervene on their behalf to assist in making the necessary arrangements to maintain housing.*

Emergency Homeless

- Interview and locate shelter for homeless families/individuals. Assist in locating permanent housing. Provide letters of referral to Chattanooga Housing Authority to expedite the application process.

- Provide emergency shelter for those who need it. Elimination of homelessness. Placement of families or individuals in affordable housing. An estimated 100 individuals will be served.

Special Home, State Appropriations

- To provide funding to provide services to the low income individuals living within Hamilton County.

- Provide matching fund to assist low income families/individuals residing in Hamilton county. To aid in improving the quality of life for low income families/individuals.

performance indicators

1,798 units of service provided in the area of payment of rent/mortgage, utilities for those meeting the eligibility criteria for the Comprehensive Emergency Assistance program under Community Services Block Grant funding. Goals were not met in this area, for provided documented units of service.

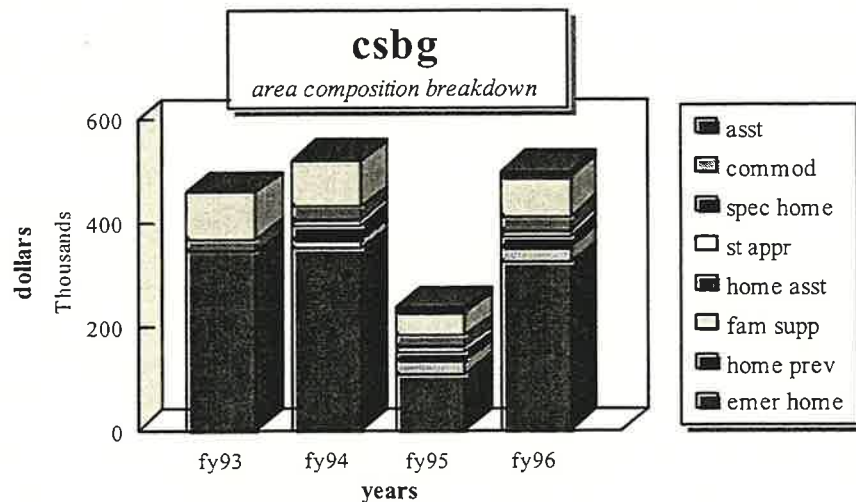
20 Families participated in family support services. Goals were not met in this area for FY 94/95.

119 households were served in homeless assistance.

31 households were served in homeless prevention

206 households were served in emergency homeless

budget details



HUMAN SERVICES
Divisional Budget Summary
Fiscal Years 1993 - 1995

DIVISION: CSBG

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Proposed FY 95/96</u>
01 Salaries & Wages	187,286	188,401	176,150	183,953
18 Fringe Benefits	0	54,043	63,855	66,682
Total Salaries & Benefits	\$ 187,286	\$ 242,444	\$ 240,005	\$ 250,635
02 Professional Fees	112	147	156	125
03 Medical Services	500	55	0	0
04 Engineering Services	0	0	0	0
05 Other Services	305,218	248,051	137,108	225,265
06 Travel	1,666	1,111	1,875	1,875
07 Office & Administration	8,462	5,797	1,875	5,625
08 Utilities	0	0	0	0
09 Vehicle Operations	0	469	175	200
10 Insurance & Bonds	1,376	1,603	1,250	3,004
11 Buildings & Grounds	0	0	0	7,000
12 Materials & Supplies	241	745	9,500	1,250
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$ 317,573	\$ 257,977	\$ 151,939	\$ 244,344
15 Capital Outlay	0	0	3,926	3,000
17 Fixed Assets	0	0	1,000	0
Total Capital	\$ 0	\$ 0	\$ 4,926	\$ 3,000
Grand Total	\$ 504,859	\$ 500,420	\$ 396,870	\$ 497,979

occupancy

description

Provides a safe, clean and comfortable facility for conducting business at 501 West 12th Street and other leased facilities to include everything from picking up litter on the properties, to maintaining and upgrading the physical structure.

goals and objectives

➤ **Priority 1: Abatement of problems that represents threats to life, health and safety or to the property itself.**

- *Fire inspection annually*
- *Daily cleaning and janitorial services*
- *Keep sanitary supplies stocked as needed*
- *Keep all plumbing items working properly*
- *Cleaning and/or replacing air filters as needed, but not less than quarterly*

➤ **Priority 2: Maintenance needs related to curb appeal and facility appearance.**

- *Keep grass mowed at least weekly, in season; as needed other times.*
- *Keep awnings and fences in good repair, replace 3 awning as needed.*
- *Keep parking lots and driveways in good repair, reconfigure arrangements, repair areas as needed, reseal and restripe to meet handicap recommendations.*
- *Keep litter and other debris removed for area daily and create colorful flower beds.*

➤ **Priority 3: Maintenance required to update or modernized older sections of the building.**

- *Repair or replace air condition units as needed (3 planned this year).*
- *Replace all carpet on first floor level and improve three office environments on first floor with module furniture. Clean all windows and replace and reglaze as needed on an annual basis.*

➤ **Priority 4: Maintenance work which reflects a negative impact of building if left undone.**

- *Remove large trees from playground area.*

➤ **Priority 5: Maintenance work which may detract from the overall appearance of the building or work which replacement later on will no more if work is left undone.**

performance indicators

	<u>Fy94</u>	<u>Fy95</u>	<u>FY96</u>
• Fire inspection	1	1	1
• Cleaning/replacing air filters	3	4	4
• Grass mowed	26	26	26
• Replaced awnings	3	5	3
• Repair/replace air condition units	4	7	3
• Windows cleaned, replace, or reglaze			
• Remove large trees from playground area.	0	0	2
• Strengthen wall affected by trees			
• Touch up paint areas as needed			

budget details

HUMAN SERVICES Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: OCCUPANCY - 501 W 11TH STREET				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Proposed FY 95/96</u>
01 Salaries & Wages	19,575	34,929	35,994	14,196
18 Fringe Benefits	0	8,571	8,358	4,347
Total Salaries & Benefits	\$ 19,575	\$ 43,500	\$ 44,352	\$ 18,543
02 Professional Fees	56	73	90	1,600
03 Medical Services	200	0	120	120
04 Engineering Services	0	0	0	0
05 Other Services	50,414	34,680	38,276	56,276
06 Travel	0	60	0	0
07 Office & Administration	0	0	0	0
08 Utilities	34,816	36,055	39,661	32,093
09 Vehicle Operations	1,573	1,647	1,437	1,437
10 Insurance & Bonds	706	905	905	873
11 Buildings & Grounds	63,044	13,288	43,015	55,015
12 Materials & Supplies	11,673	16,182	14,365	14,365
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$ 162,483	\$ 102,890	\$ 137,869	\$ 161,779
15 Capital Outlay	70,110	95,506	0	0
17 Fixed Assets	1,821	4,825	0	0
Total Capital	\$ 71,931	\$ 100,331	\$ 0	\$ 0
Grand Total	\$ 253,990	\$ 246,721	\$ 182,221	\$ 180,322

human services programs

description

Human services programs include areas of Title II commodity, Emergency Food & Shelter, Project Warm Neighbors, MC Mckeldin, Summer Lunch, Administration, Water Help, and HUD Counsel.

goals & objectives

Title II Commodity

- **Improve the nutritional needs of low income individuals in Chattanooga and Hamilton County.**

- *Provide two distribution sites, one site in Chattanooga, and one site in northern Hamilton County.*
- *Distribute commodities quarterly at designated sites.*

Summer Food Service Program

- **Provide free nutritious meals to eligible children, ages 1-18 during the summer vacation. similar to those offered under the National School Lunch and Breakfast Program, during the school year.**

- *Secure 90 or more sites where meals can be served.*
- *To reach 50% or more of those children who received free and /or reduced lunches during the school year.*
- *Provide free nutritional lunches daily for 10 weeks, (49) days, during summer vacation.*
- *Develop positive attitudes toward nutritious meals.*

Emergency Food & Shelter

- **Assist families/individuals with past, due mortgage/rent or first month's rent payment. Payment of one months' past due electric and or gas bills; issue one month food orders during the program year.**

- *To improve the quality of life for the family/individuals by providing assistance with payment of an estimated 70 (seventy) rent/mortgage or providing first month's rental assistance. These services prevents evictions, foreclosures or homelessness for the families/individuals receiving services.*
- *Provide and estimated 3,240 meals to families or single persons given a one month food voucher that can be used at the grocery store of their choice.*
- *Payment of an estimated 45 (forty-five) electric/gas bills to prevent services from being disconnected.*

Warm Neighbors

- **Maintain electric/gas services or purchase of home heating oil/fuel for low income households and or households who are experiencing financial difficulties and are not able to pay their bills due to illness, loss of employment, death of primary bread winner etc.**

- *To involve the community in helping to approximately 210 households to maintain services with the electric and gas companies, also the purchase of coal and kerosene. To raise community awareness about the needs within the community and encourage*

contributions be made to the program to aid the agency in providing services.

Harry McKeldin Fund

- To meet needs in the community that are not addressed in the catalog of services or those who are not eligible for assistance based on Community Services Block Grant guidelines.

- To address the needs within the community of 7-10 families per year that are not met through CSBG Program. Involvement of the community in making contributions that enable us to provide special assistance to those who would otherwise fall through the cracks.

Project Water Help

- Maintain or restore water services for families/individuals who are not able to pay their bills.

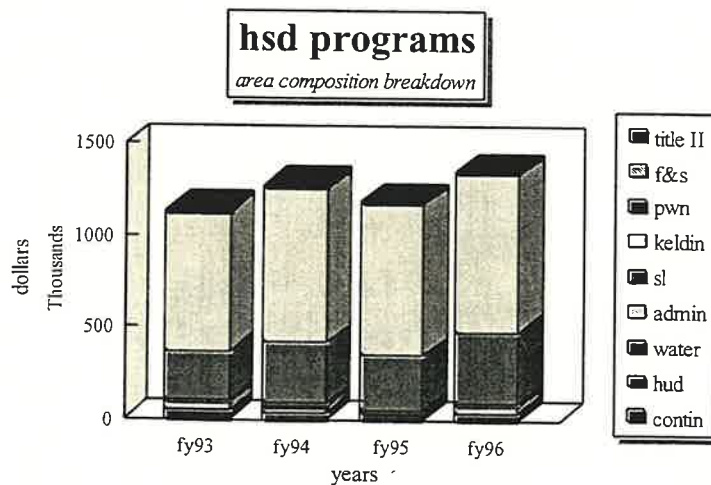
- To encourage the involvement of the community in helping to assist approximately 169 or more households per year to maintain or reestablish water services.

HUD Counsel

- Provide information to perspective home buyers, first time renters, and assistance to homeowners to prevent foreclosures and provide information and implementation of the reverse mortgage program.

- To assist families in obtaining a home, providing information as to the responsibility of home ownership, rental responsibility and rights. Assists the elderly in making decisions about reverse mortgages which enables eligibility for other programs that are based on poverty guidelines Works with families/ individuals to avoid foreclosure proceedings. Estimated number households to be served are 489.

budget details



HUMAN SERVICES
Divisional Budget Summary
Fiscal Years 1993 - 1995

DIVISION: HSD PROGRAMS

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Proposed FY 95/96</u>
01 Salaries & Wages	257,050	259,778	259,800	271,493
18 Fringe Benefits	0	76,350	72,859	73,852
Total Salaries & Benefits	\$ 257,050	\$ 336,129	\$ 332,659	\$ 345,345
02 Professional Fees	11,639	440	6,317	6,025
03 Medical Services	175	177	130	175
04 Engineering Services	0	0	0	0
05 Other Services	768,879	658,628	975,146	902,923
06 Travel	17,956	16,799	22,550	26,403
07 Office & Administration	23,238	21,805	14,935	16,311
08 Utilities	0	0	0	0
09 Vehicle Operations	3,675	4,017	4,938	7,614
10 Insurance & Bonds	5,663	8,317	274,777	6,308
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	6,629	12,877	6,800	13,605
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	195,667	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$ 837,854	\$ 918,726	\$ 1,305,593	\$ 979,364
15 Capital Outlay	6,286	10,801	2,500	11,000
17 Fixed Assets	15,521	7,180	14,255	7,985
Total Capital	\$ 21,806	\$ 17,981	\$ 16,755	\$ 18,985
Grand Total	\$ 1,116,710	\$ 1,272,836	\$ 1,655,007	\$ 1,343,694

family neighborhood centers

description

Operates center in public housing developments which provide social services, family counseling, referral services, intervention, and after-school activities. This division helps families living in Public Housing toward self sufficiency.

As case managers, we intervene with intensive, unconditional support to provide services needed to keep families together. These cases are referred by Hamilton County Managed Care for Children.

goals & objectives

To move public housing families toward educational opportunities.

Perform monthly reports on all activities held in Neighborhood Centers and refer families to other appropriate resources.

To move family unit toward self sufficient living.

Complete a Family Needs Assessment on at least 125 families coming through Neighborhood Centers located in Public Housing Developments.

Plan, schedule and carry out organized adult activities in Centers that are both creative and educational on an ongoing basis during the year.

Keep an ongoing list of all planned and carried out youth activities.

In the Managed Care program, we try to normalized and stabilized the family situation without the case going back into State custody.

Through Managed Care for Children, evaluate and update at least 25 families for individual help. Write a Family Plan of Action, agreed to by the entire family, and approved by case manager. This plan will hopefully move family toward stated goals and individualized needs.

performance indicators (FY 93/94:actual, FY 94/95: projected, FY 95/96:goal)

	<u>FY 93/94</u>	<u>FY94/95</u>	<u>FY 95/96</u>
Family Need Assessments performed	120	125	125
Adult and Youth Activities	8	10	12

budget details

HUMAN SERVICES Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: NEIGHBORHOOD FAMILY SERVICE CENTER				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Proposed FY 95/96</u>
01 Salaries & Wages	0	48,407	50,149	52,155
18 Fringe Benefits	0	16,628	18,179	18,906
Total Salaries & Benefits	\$0	\$65,035	\$68,328	\$71,061
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	0	18,326	23,083	23,083
06 Travel	0	815	1,500	1,750
07 Office & Administration	0	864	2,000	1,750
08 Utilities	0	1,666	2,500	2,285
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	128	8,000	215
12 Materials & Supplies	0	6,855	0	5,267
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$0	\$28,654	\$37,083	\$34,350
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$0	\$93,689	\$105,411	\$105,411

city general relief

description

Provides emergency financial assistance including mortgage/rent, utilities, food/nonfood household items and medications to City residents.

goals & objectives

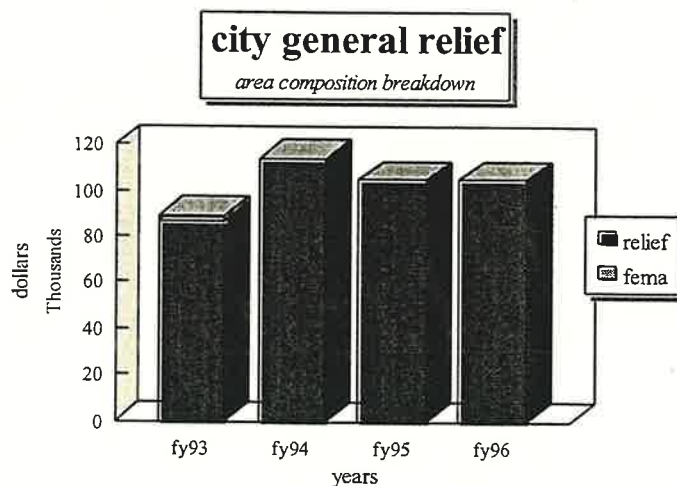
To provide assistance to residents of the-City of Chattanooga who are experiencing financial difficulties, who do not meet poverty guidelines, but are experiencing a crisis that prevents them from being able to meet their needs.

To acknowledge that crisis situations can arise in everyone's life and assistance is required to alleviate or reduce the impact of the circumstances. To meet the needs of all citizens within our community. Assistance is planned for approximately 1,000 households.

performance indicators (FY 93/94:actual, FY 94/95: projected, FY 95/96:goal)

	<u>FY 93/94</u>	<u>FY 94/95</u>	<u>FY 95/96</u>
Number of households assistance planned	2,000	1,500	1,000
Dollars used in assistance	87,970	77,260	78,271

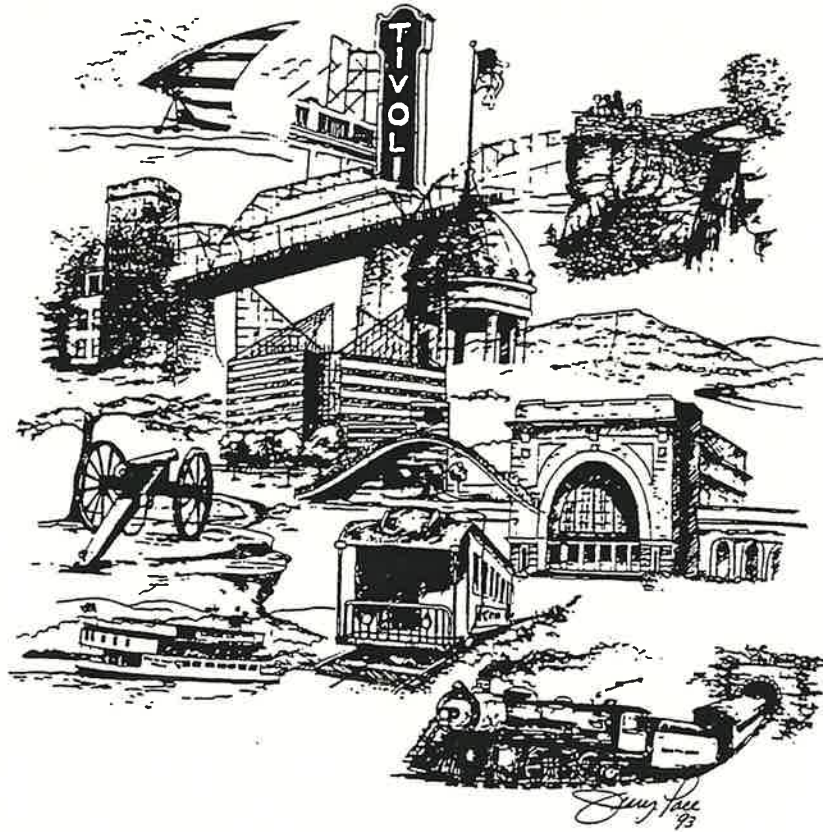
budget details



HUMAN SERVICES
Divisional Budget Summary
Fiscal Years 1993 - 1995

DIVISION: CITY GENERAL RELIEF

<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Proposed FY 95/96</u>
01 Salaries & Wages	17,251	18,047	18,697	19,455
18 Fringe Benefits	0	4,996	6,778	7,049
Total Salaries & Benefits	\$ 17,251	\$ 23,043	\$ 25,475	\$ 26,504
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	69,664	87,970	77,260	78,221
06 Travel	0	0	0	0
07 Office & Administration	0	2,762	2,000	50
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	0	150	0	0
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	0	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$ 69,664	\$ 90,882	\$ 79,260	\$ 78,271
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	\$ 0	\$ 0	\$ 0	\$ 0
Grand Total	\$ 86,915	\$ 113,924	\$ 104,735	\$ 104,775



fiduciary funds

fund structure

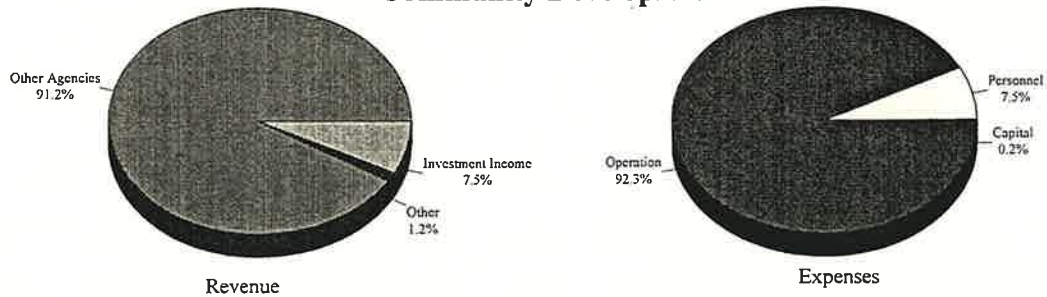
The Fiduciary Funds are held by the government unit either as a trustee or an agent for others. The City of Chattanooga established the Community Development Fund to account for a major federal entitlement grant which funds a variety of programs and services within Chattanooga. This is a very important source of funding for Chattanooga, as without it several programs, projects and services would have to be incorporated into the City's operating budget, or be eliminated altogether. The basis of accounting is modified accrual. Included funds are the Economic & Community Development and the CD - Home Program Fund. As of June 30, 1995 the budgeted revenue and expenses were as followed:

	Budgeted Revenue & Expenses	Actual Revenue	Actual Expenses
Economic & Community Development	\$ 8,370,551	\$3,030,348	\$3,070,611
CD - Home Program	1,624,507	1,004,530	977,459

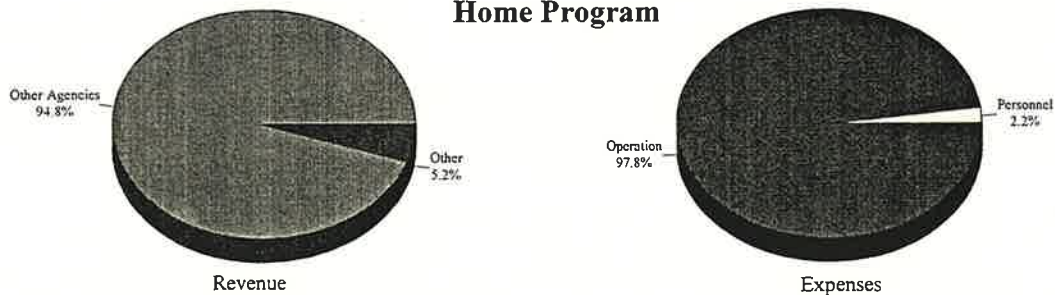
The FY 95/96 budget \$2,830,335; \$1,191,665 respectively.

Fiscal Year 1995/1996

Community Development



Home Program



(graph expressed in 1,000)

Fiduciary Revenue Summary

Fund Type:	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget '96 Increase (Decrease)	% CHANGE FY 95/96
Fiduciary Funds:						
Economic & Community Dev.	2,426	3,092	8,371	2,830	(5,540)	-66.2%
E & CD - HOME Improvement	0	1,313	1,625	1,192	(433)	-26.6%
<i>Total Fiduciary Funds</i>	<i>\$2,426</i>	<i>\$4,405</i>	<i>\$9,995</i>	<i>\$4,022</i>	<i>(5,973)</i>	<i>-59.8%</i>

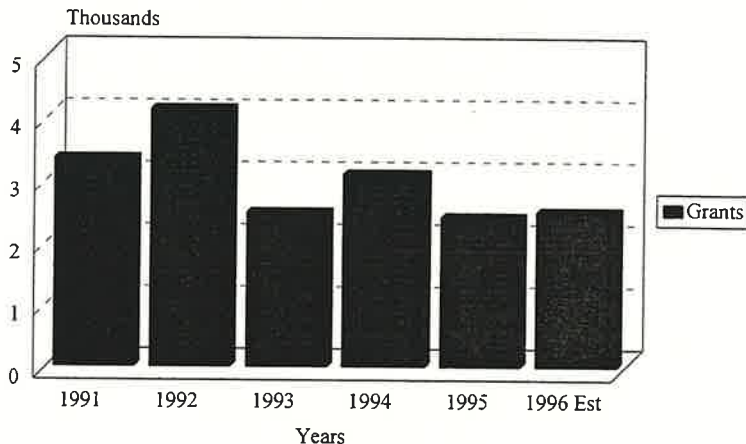
revenues

Economic & Community Development. Approval for this funding is done by the U.S. Department of Housing and Urban Development on an annual basis, which accounts for the fluctuation in the revenues received each year. When the funding decreases, the City must make budget decisions which will suit the community as a whole, by either shifting priorities to accommodate the completion of Community Development plans or hold up on them, waiting for next year's funding.

The total decrease for this fund is \$5,540,216. This decrease does not look quite as bad when you observe that \$4,757,051 of the decrease represents the reduction being transferred from Fund Balance. Most of the Fund Balance was used during FY 94/95. Another large decrease is due to the Shelter Plus Care Grant being dropped by the federal government. This resulted in a decrease of \$652,500. The THDA House Program funding was also lost for FY 95/96, in the amount of \$172,000. Added to these, there was a general decrease by HUD in the amount of \$224,000.

Community Development Block Grant

Fiscal Years 1991 thru 1996



The City of Chattanooga is currently in its 20th year of Community Development Block Grant funding. The estimate for FY 96 has been dropped to \$2,484,000.

Historically, an analysis of Community Development Block Grant Funds received by the City reflects the variation in funding from year to year.

Economic and Community Development - Home Program

This decrease of \$432,842 represents a general decrease by the Federal government in this area.

Fiduciary Expense Summary

Fund Type:	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget '96 Increase (Decrease)	% CHANGE FY 95/96
Fiduciary Funds:						
Economic & Community Development	3,152	3,986	8,371	2,830	(5,540)	-66.2%
E & CD - HOME Improvement	473	1,312	1,625	1,192	(433)	-26.6%
<i>Total Fiduciary Funds</i>	\$3,625	\$5,298	\$9,995	\$4,022	(5,973)	-59.8%

expenses

The Fiduciary funds receive federal grants directly from HUD as well as grants administered through the State of Tennessee. Each year the expenses from one block grant year to the next spans multiple fiscal years because the City's fiscal year is different than the Federal government 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.

The decrease of \$5,540,216 and \$432,832 in the Economic and Community Development Fund and the Home Improvement Fund, respectively, is due to the fact that City management changed the prior practice of budgeting the fund's Fund Balance.

Fiduciary Fund Revenues

Fiscal Years 1993 - 1996

Revenue Source	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Economic & Community Development (Fund 4010):							
Community Development Block Grant	2,425,768	3,091,781	2,708,000	2,484,000	(224,000)	-8.3%	61.76%
Fund Balance	0	0	4,792,051	35,000	(4,757,051)	-99.3%	0.87%
Emergency Shelter	0	0	73,000	98,000	25,000	34.2%	2.44%
THDA House Program	0	0	172,000	0	(172,000)	-100.0%	0.00%
Shelter Plus Care Grant	0	0	625,500	0	(625,500)	-100.0%	0.00%
Program Income	0	0	0	213,335	213,335	N/A	5.30%
Total Economic & Community Development	\$2,425,768	\$3,091,781	\$8,370,551	\$2,830,335	(5,540,216)	-66.2%	70.37%
Economic & Community Development - HOME Program (Fund 4016):							
Federal Grant (HOME)	0	1,290,699	1,049,000	1,130,000	81,000	7.7%	28.10%
Program Income	0	22,265	575,507	61,665	(513,842)	-89.3%	1.53%
Total Economic & Community Development (HOME)	\$0	\$1,312,964	\$1,624,507	\$1,191,665	(432,842)	-26.6%	29.63%
Grand Totals:	\$2,425,768	\$4,404,745	\$9,995,058	\$4,022,000	(5,973,058)	-59.8%	100.00%

Fiduciary Fund Expenditures

Fiscal Years 1993 - 1996

Expenditures	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Economic & Community Development (Fund 4010):							
Bethlehem Center	0	0	0	30,000	30,000	N/A	0.75%
Better Housing Commission	0	0	50,000	40,000	(10,000)	-20.0%	0.99%
Boy's Club of Chattanooga	0	0	25,250	0	(25,250)	-100.0%	0.00%
CD Commerical Facade	0	0	110,000	0	(110,000)	-100.0%	0.00%
CD Neighborhood Organization Support	0	0	40,000	0	(40,000)	-100.0%	0.00%
CD Office Administration & Planning	316,456	284,224	354,890	323,959	(30,931)	-8.7%	8.05%
CD Planning	0	12,220	81,780	0	(81,780)	-100.0%	0.00%
Chattanooga Area Urban League	0	0	20,000	0	(20,000)	-100.0%	0.00%
Chattanooga Housing Authority	217,876	278,539	402,728	146,500	(256,228)	-63.6%	3.64%
Chattanooga Housing Authority - Planning	0	0	12,000	35,000	23,000	191.7%	0.87%
Chattanooga Human Services	0	0	275,000	0	(275,000)	-100.0%	0.00%
Chattanooga Neighborhood Enterprise - CHAS	1,443,067	1,698,761	1,381,658	1,210,955	(170,703)	-12.4%	30.11%
Chattanooga Neighborhood Enterprise - Hill City	0	0	40,000	0	(40,000)	-100.0%	0.00%
Chatt. Neighborhood Enterprise - Neighborhood Rev.	22,782	401,415	580,738	0	(580,738)	-100.0%	0.00%
Chattanooga Neighborhood Enterprise - Special Projects	478,064	220,970	0	0	0	N/A	0.00%
Children's Advocacy Center	149,007	0	35,993	0	(35,993)	-100.0%	0.00%
Community Housing Resource Board	34,946	37,921	36,133	37,000	867	2.4%	0.92%
Community Kitchen	16,260	23,100	19,500	49,500	30,000	153.8%	1.23%
Contingency	0	0	0	162,500	162,500	N/A	4.04%
Current & Future Projects	0	0	2,113,757	0	(2,113,757)	-100.0%	0.00%
Dodson Avenue Health Center	0	13,800	0	0	0	N/A	0.00%
East 9th Street Improvements	24,398	0	0	0	0	N/A	0.00%
Emergency Shelter - Community Kitchen	11,610	0	38,800	0	(38,800)	-100.0%	0.00%
Emergency Shelter - Dismas House	3,931	2,812	7,200	8,200	1,000	13.9%	0.20%
Emergency Shelter - Family & Children Services	0	0	12,000	0	(12,000)	-100.0%	0.00%
Emergency Shelter - Room In the Inn	18,075	5,500	11,000	13,500	2,500	22.7%	0.34%
Emergency Shelter - Salvation Army	0	0	4,000	5,300	1,300	32.5%	0.13%
Family & Children's Services	6,000	0	129,920	76,500	(53,420)	-41.1%	1.90%
Girl's Incorporated	0	6,000	0	65,120	65,120	N/A	1.62%
Good Neighbor Incorporated	0	8,412	0	0	0	N/A	0.00%
Harriet Tubman	0	0	40,000	0	(40,000)	-100.0%	0.00%
Hosanna	0	0	15,000	0	(15,000)	-100.0%	0.00%
Housing Rehab	64,000	42,423	166,249	0	(166,249)	-100.0%	0.00%
Metropolitan Council for Community Services	0	0	17,000	0	(17,000)	-100.0%	0.00%
M. L. King Comm. Development Corp. - Rehab	0	61,772	92,618	0	(92,618)	-100.0%	0.00%
M. L. King Comm. Development Corp. - Planning	0	0	10,000	0	(10,000)	-100.0%	0.00%
Newton Child Development Center	0	0	15,618	14,376	(1,242)	-8.0%	0.36%
Orange Grove	0	0	470,000	0	(470,000)	-100.0%	0.00%
Parks & Recreation	38,248	487,492	835,324	140,000	(695,324)	-83.2%	3.48%
Private Industry Council	23,464	90,379	36,158	0	(36,158)	-100.0%	0.00%
Police Athletic League	17,206	8,529	29,716	0	(29,716)	-100.0%	0.00%
Public Works	200,000	59,676	0	180,189	180,189	N/A	4.48%
Rental Rehab	52,020	0	0	0	0	N/A	0.00%
Roanoke Community Center	13,604	0	0	0	0	N/A	0.00%
Shelter Plus Care	0	0	625,500	0	(625,500)	-100.0%	0.00%
THDA House - CNE	0	210,031	172,000	0	(172,000)	-100.0%	0.00%
United Methodist Neighborhood Centers	0	31,998	50,000	0	(50,000)	-100.0%	0.00%
University of Tennessee at Chattanooga	0	0	0	91,736	91,736	N/A	2.28%
VITAL Center	537	0	13,021	0	(13,021)	-100.0%	0.00%
Westside Community Development / Jr. League	0	0	0	200,000	200,000	N/A	4.97%
Total Economic & Community Development	\$3,151,551	\$3,985,974	\$8,370,551	\$2,830,335	(5,540,216)	-66.2%	70.37%
Economic & Community Development - HOME Program (Fund 4016):							
Administrative & Planning	6,897	31,683	94,895	25,000	(69,895)	-73.7%	0.62%
Chatt. Community Housing Dev. Organ. Operating	0	0	32,450	0	(32,450)	-100.0%	0.00%
Chatt. Community Housing Dev. Organ. Projects	0	0	280,707	169,500	(111,207)	-39.6%	4.21%
Rental Housing Rehab Projects/CNE	0	0	426,555	250,000	(176,555)	-41.4%	6.22%
Homeowner Rehab Projects/CNE	466,515	1,280,686	789,900	747,165	(42,735)	-5.4%	18.58%
Total Economic & Community Development (HOME)	\$473,412	\$1,312,369	\$1,624,507	\$1,191,665	(432,842)	-26.6%	29.63%
Grand Totals:	\$3,624,963	\$5,298,343	\$9,995,058	\$4,022,000	(5,973,058)	-59.8%	100.00%

employee pension system

General Pension Plan

The City provides a general pension plan for permanent employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of earnings subject to social security tax and 5% of earnings not subject to social security tax. The balance of the cost of benefits is borne by the City.

Retirement Plans

The City maintains three single-employer defined benefit pension plans which cover all employees except the Department of Education. Each of these systems is maintained separately: one system (General Pension Plan) covers general City employees; a second plan covers employees of the Electric Power Board; and the third covers Firemen and Policemen. The remaining employees, (primarily in the Education Department) are covered by the Tennessee Consolidated Retirement System (TCRS), a multiple-employer public employee retirement system. Each plan also has its own consulting actuary. The following schedule shows the amount of overfunded and unfunded pension obligation in thousands at June 30, 1995.

Pension Plan	Overfunded (Unfunded)	Percentage
TCRS	\$ 5,013	125.14%
General	43,108	169.64%
Electric Power Board	2,789	110.86%
Firemen and Policemen	(11,183)	90.95%

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

Firemen's and Policemen's Insurance And Pension Fund

The City provides a firemen's and policemen's pension plan. Employee contributions are 8.5% of actual salary paid by the City to regular firemen and policemen up to the pay grade of sergeant after any probationary period. The City is currently contributing 20% of the total payroll of the participants.

Tennessee Consolidated Retirement System

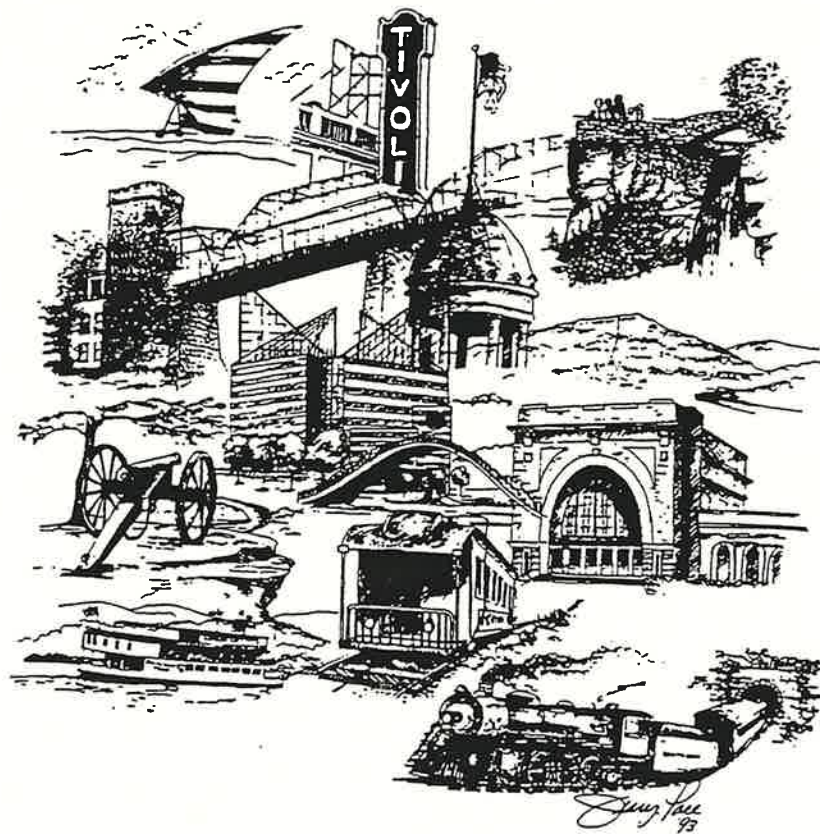
Certain employees of the City are members of the Tennessee Consolidated Retirement System (the "TCRS"). The TCRS is a contributory retirement plan covering general employees and teachers of the State as well as employees of political subdivisions that have elected coverage.

Contributions to the system are determined on an actuarial basis and provide funding for both normal and unfunded actuarial liability costs. At June 30, 1993, the last actuarial valuation date, the City's unfunded actuarial accrued liability for its pension plan was zero. All unfunded actuarial accrued liabilities are amortized over a 28-year period which began July 1, 1975. The accrued liability for basic benefits and cost-of-living benefits is amortized as a level dollar amount. It is the policy of the plan to fund pension costs accrued. Political subdivisions such as the City participate in the TCRS as individual entities and are liable for all costs associated with the operation and administration of their plan.

Electric Power Board Pension Plan

The Board has a contributory pension plan that is actuarially determined converging substantially all employees.

Effective August 1, 1984, the Board implemented a 401(k) plan, which permits employees to invest up to 7.5% of salary in a tax-deferred savings plan. EPB contributes up to 2.5% of the employee's salary.



summary

description

It is the mission of the City of Chattanooga's Office of Economic and Community Development to have a significant and positive impact on our City by identifying and supporting neighborhood revitalization projects. In keeping with this mission, the following activities are designed to benefit low and moderate income people and neighborhoods:

- Quality, Affordable Housing
- Employment Opportunities
- Opportunities for Economic Development
- Social Services
- Public Facility Improvements
- Infrastructure Enhancements

departmental goals and objectives

In carrying out these activities, the Office of Economic and Community Development seeks to:

- Support a neighborhood-based comprehensive approach
- Serve as a catalyst for additional activity
- Be pro-active rather than reactive
- Promote coordination among other key players in economic and community development
- Encourage leveraging of other private and public funds for particular projects
- Limit the duplication of existing services
- Promote the most effective use of available resources

departmental budget summary

ECONOMIC AND COMMUNITY DEVELOPMENT Departmental Budget Summary Fiscal Year 1993 - 1995				
	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$164,182	\$202,423	\$201,040	\$211,959
Operating	2,985,170	3,776,068	8,159,511	2,613,376
Capital	2,199	7,483	10,000	5,000
Total	\$3,151,551	\$3,985,974	\$8,370,551	\$2,830,335
 Positions Authorized	 8	 8	 8	 8

planning and administration

description

The Office of Economic and Community Development, acting on behalf of the City of Chattanooga, is responsible for the administration and use of the Community Development Block Grant (CDBG) funds, Emergency Shelter Grant (ESG), Shelter Plus Care, and the Home Investment Program (HOME) received from the U. S. Department of Housing and Urban Development (HUD).

The mission of the Office of Economic and Community Development is to have a significant and positive impact on our City by identifying and supporting neighborhood revitalization projects. All activities are designed to benefit low and moderate income people and neighborhoods. In keeping with this mission, the department funds affordable housing activities, employment opportunities, economic development, social services activities, public facility improvements and infrastructure improvements.

budget detail

ECONOMIC & COMMUNITY DEVELOPMENT Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: CD Planning & Administration				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	164,182	160,081	152,303	160,000
18 Fringe Benefits	0	42,342	48,737	51,959
Total Salaries & Benefits	\$164,182	\$202,423	\$201,040	\$211,959
02 Professional Fees	455	0	0	0
03 Medical Services	250	250	0	0
04 Engineering Services	0	0	0	0
05 Other Services	119,645	10,289	100,850	56,000
06 Travel	8,856	11,670	12,000	15,000
07 Office & Administration	18,602	16,156	30,000	35,000
08 Utilities	0	0	0	0
09 Vehicle Operations	425	320	1,000	1,000
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	0	47	0	0
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	1,842	35,586	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	\$150,075	\$74,318	\$143,850	\$107,000
15 Capital Outlay	1,764	7,048	10,000	5,000
17 Fixed Assets	435	435	0	0
Total Capital	\$2,199	\$7,483	\$10,000	\$5,000
Grand Total	\$316,456	\$284,224	\$354,890	\$323,959

program highlights

1993/1994 PROGRAM:

- Homeowner rehabilitation, emergency repairs, technical and financial assistance was given to 75 qualified homeowners for the improvement of their home, as well as to eliminate emergence of life threatening conditions.
- Provided funds to help renovate 10 recreation centers
- Under the direct homeownership assistance program 64 single unit homebuyers were assisted with down payment, closing costs, and interest and/or principal reduction.
- A total of 8 public housing sites received assistance in meeting Section 504 handicap accessibility standards.
- Emergency Shelter Grant Funds aided five community agencies with administrative costs incurred from assisting the homeless.
- The Community Development Office administered the HOME program which provides decent and affordable housing for low/moderate income people through grants and loans for rental rehabilitation and homeowner rehabilitation projects.

1994/1995 PROGRAM:

- Under the HOME rehabilitation program, 104 units of single family housing were assisted while 53 homebuyers benefited from down payment, closing costs, interest and/or principal reduction
- The department applied for and received a Shelter Plus Care Grant. This grant provides rental assistance for homeless individuals with AIDS of a chemical dependency. This activity will receive \$625,500 throughout the next five years.
- Replaced 151 electrical meters not meeting safety codes in the East Lake Courts public housing complex.
- Assisted the HOSANNA House acquire property to develop special needs housing for interdependent living. When completed, the facility will house 8 persons with disabilities.
- Funds were used to purchase and install playground equipment in five public housing complexes.
- The department provided funds to clear and demolish 12 dilapidated housing structures condemned by the City.
- The multi-unit residential program consisted of six projects with 22 units receiving infrastructure improvements.
- The Fair Housing Counseling Service received 1,332 phone calls regarding fair housing issues.

program highlights (con't):

1995/1996 PROGRAM OBJECTIVES:

The Community Development Office certifies that its program has been developed so as to give maximum feasible priority to activities which will benefit low and moderate income families, or aid in the prevention of slums or blight, or activities which the City verifies are designed to meet other Community Development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available to meet such need.

The Chattanooga Community Development Program attempts to address the following objectives:

- **Provide needed physical redevelopment coupled with incentives to promote housing rehabilitation**
 - *Install effective identification signs on buildings at 10 public housing sites*
 - *The homebuyer assistance program and the housing rehabilitation program has a goal to assist 150 households.*
 - *Under rental housing development, 12 housing units are scheduled to receive improvements.*
- **Remove barriers to the disabled**
- **Encourage the more rational use of land and a better arrangement of residential, commercial, recreational, industrial and public activity centers within the City.**
 - *Replacement of dual meter electric system with single meter system at 75 units of public housing at East Lake Courts.*
 - *To make improvements to meet fire safety code standards at the Bethlehem Center, a multi-purpose neighborhood center in Alton Park.*
 - *Public facility improvements at 8 recreation centers, 2 public housing complexes, and 2 homeless shelters using CDBG funds and ESG funds.*
- **Encourage the involvement of neighborhood residents in the improvement of their neighborhoods and the ongoing maintenance of their properties.**
- **Attempt to halt blight and decline in the City's commercial areas through various improvements, including major redevelopment efforts and land acquisition where necessary and appropriate**
 - *Demolition of 10 dilapidated houses in targeted neighborhoods, includes demolition, clearance, and asbestos/lead based paint removal.*
- **Attempt to expand employment opportunities through commercial revitalization, business and industrial expansion and new development, and other economic development efforts in partnership with the private sector.**

- *To establish an alternative dispute mediation program for students in South Chattanooga. The program is under direction of the University of Tennessee at Chattanooga.*

- **To provide fair housing activities and homebuyer counseling for primarily low/moderate income people in the City.**

The City of Chattanooga's Community Development Program states as its primary objective the development of viable urban communities, by providing decent housing and suitable living environment, as well as, expanding economic opportunities, particularly for persons of low and moderate income.

cdbg supported programs

description

This summarizes the dollar amount of federal funding spent on Community Development Block Grant eligible programs.

goals & objectives

See Community Development goals and objectives

performance indicators

See Community Development Program Highlights

budget detail

ECONOMIC & COMMUNITY DEVELOPMENT Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: CDBG Supported Programs				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	2,835,095	3,701,750	8,015,661	2,506,376
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$2,835,095	\$3,701,750	\$8,015,661	\$2,506,376
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$2,835,095	\$3,701,750	\$8,015,661	\$2,506,376

summary

description

The Home Improvement Fund is for the administration of federal funds to provide decent and affordable housing for low and moderate income families.

goals and objectives

See Community Development goals and objectives

performance indicators

See Community Development - Program Highlights

budget summary

ECONOMIC AND COMMUNITY DEVELOPMENT Departmental Budget Summary Fiscal Year 1993 - 1995

	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
Personnel	\$3,673	\$23,721	\$34,000	\$25,000
Operating	469,739	1,288,648	1,590,507	1,166,665
Capital	0	0	0	0
Total	<u>\$473,412</u>	<u>\$1,312,369</u>	<u>\$1,624,507</u>	<u>\$1,191,665</u>

planning & administration

description

The HOME Planning and Administration office reviews all requests for HOME funds. This activity records all operating expenditures such as personnel costs, including fringe benefits, travel and office expense.

goals and objectives

See Community Development goals and objectives

performance indicators

See Community Development - Program Highlights

budget detail

ECONOMIC AND COMMUNITY DEVELOPMENT Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: HOME Planning & Administration				
Category	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96
01 Salaries & Wages	3,673	18,576	25,000	25,000
18 Fringe Benefits	0	5,145	9,000	0
Total Salaries & Benefits	\$3,673	\$23,721	\$34,000	\$25,000
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	2,755	6,758	49,895	0
06 Travel	469	1,180	7,500	0
07 Office & Administration		24	2,500	0
08 Utilities				
09 Vehicle Operations			1,000	
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$3,224	\$7,962	\$60,895	\$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$6,897	\$31,683	\$94,895	\$25,000

home loan programs

description

This activity all costs associated with loans made with the HOME Improvement funds.

goals and objectives

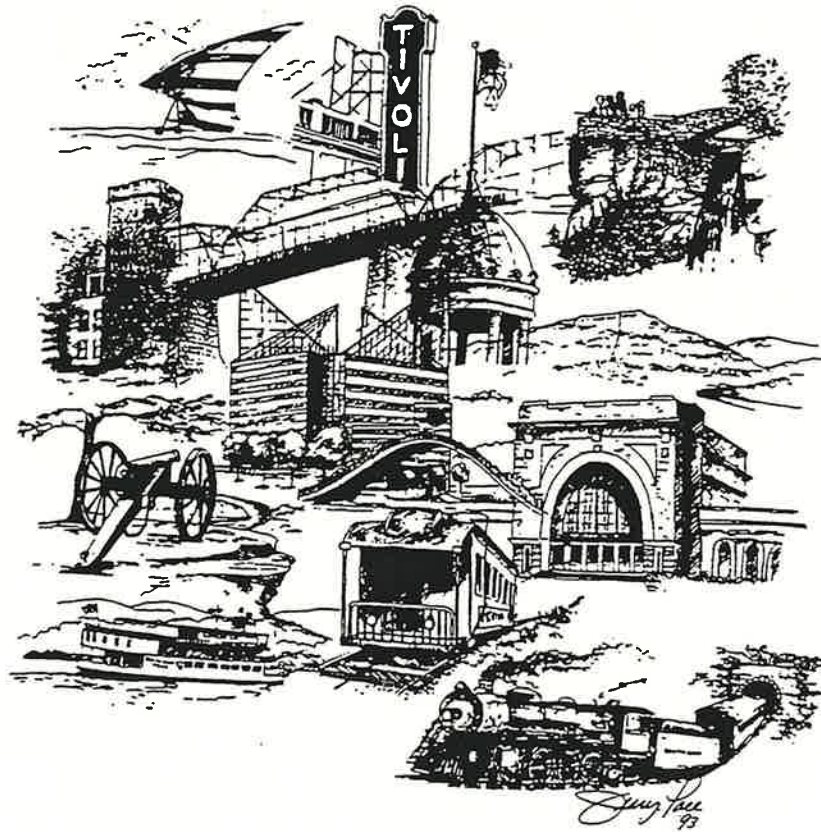
See Community Development goals and objectives

performance indicators

See community Development - Program Highlights

budget detail

ECONOMIC AND COMMUNITY DEVELOPMENT Divisional Budget Summary Fiscal Years 1993 - 1995				
DIVISION: HOME Loans				
<u>Category</u>	<u>Actual FY 92/93</u>	<u>Actual FY 93/94</u>	<u>Budget FY 94/95</u>	<u>Budget FY 95/96</u>
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	\$0	\$0	\$0	\$0
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	466,515	1,280,686	1,529,612	1,166,665
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	\$466,515	\$1,280,686	\$1,529,612	\$1,166,665
15 Capital Outlay				
17 Fixed Assets				
Total Capital	\$0	\$0	\$0	\$0
Grand Total	\$466,515	\$1,280,686	\$1,529,612	\$1,166,665



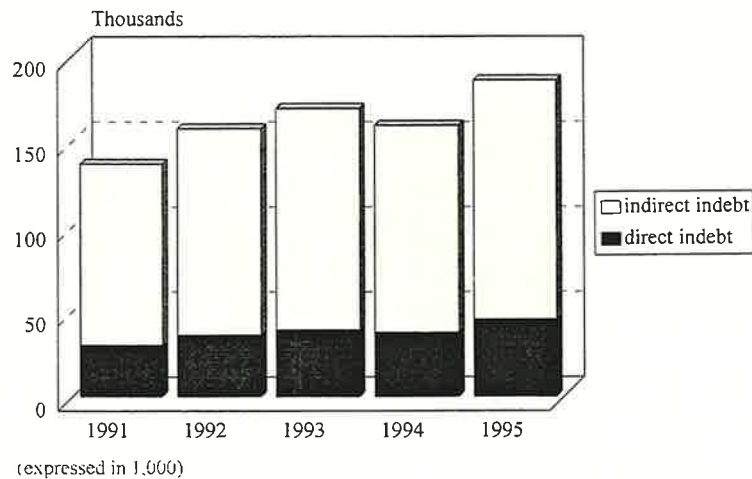
summary

The Debt Service Fund was established to account for all principal and interest payments on the City's 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 five years and the relationship between Direct and Indirect Indebtedness.

Gross outstanding indebtedness as of June 30, 1995 is \$185,837,792.

History of GO Debt

Fiscal Years 1991 thru 1995



debt limit

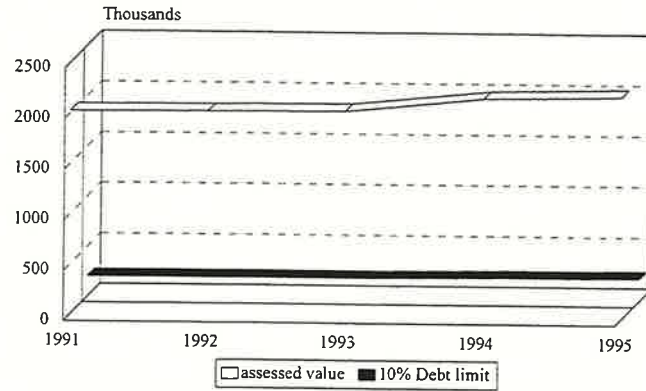
The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

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 per cent (10%) of the assessed valuation for the preceding year of all taxable property in said City.

The chart below shows the debt limit for the past five years, based upon the assessed property valuation for the same period of time.

General Obligation Debt Cap

Fiscal Years 1991 thru 1995

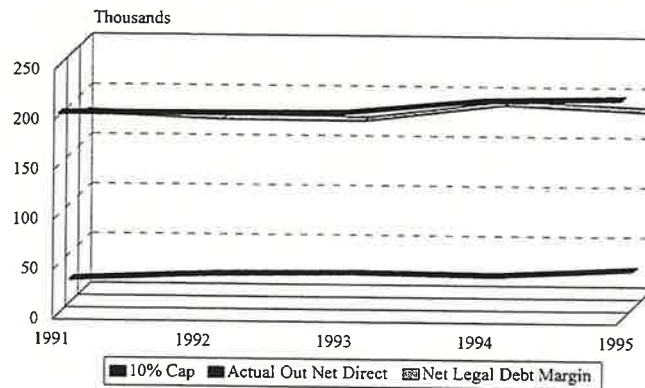


(expressed in 1,000)

After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, a chart is presented which compares the Net Direct Indebtedness with the 10% Debt Limit.

Actual Outstanding Debt vs Debt Capital

Fiscal Year 1991 thru 1995



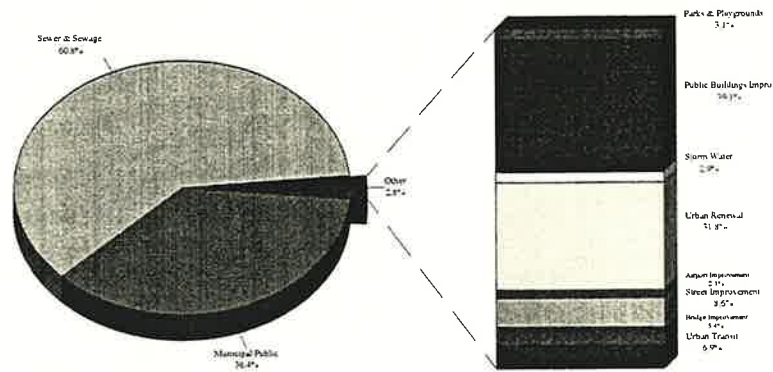
(expressed in 1,000)

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 this chart, the City's Net Legal Debt Margin is very favorable. The City issued \$64,005,000 in Refunding Bonds in 1993 and \$36,635,000 Public Improvement bonds in 1995 which account for the slight increases in outstanding balances for those years. For November, 1995 the City plans to offer for sale \$21,200,000 Sewer and Sewage Facilities Refunding Bonds, Series 1995.

The \$185,837,792 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 1995 reflects the budget decisions being made by the City to meet its long-term goals.

General Obligation Bonds by Purpose

Fiscal Year 1995

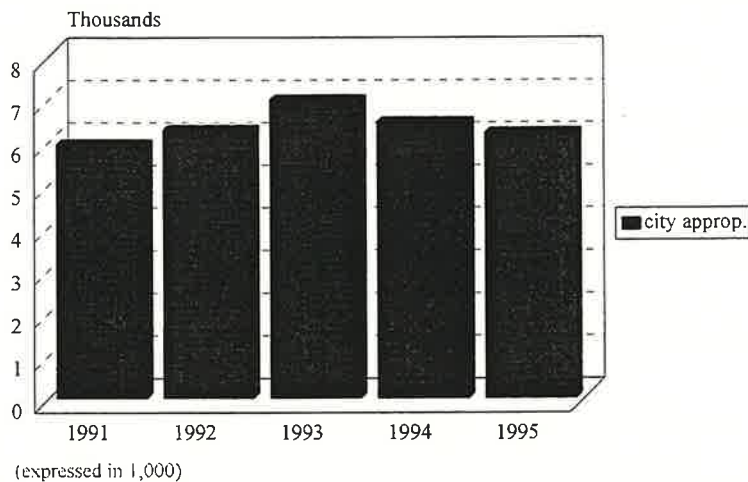


(expressed in 1,000)

As this chart points out, the City is concentrating on Sewers and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. The Sewer portion of the debt and a portion of the debt for Municipal Public Improvements is self supported debt. The City is in an excellent position to issue additional debt if required to 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 following.

General Fund Appropriation

Fiscal Year 1991 thru 1995



This chart of City appropriations to the Debt Service Fund shows an increase of only \$271,301 over this five year period. This represents only a 5% increase, far below the inflation rate for the same period. At the same time, as chart #1 reveals, for this time frame total Gross Direct Indebtedness increased from \$136,781,090 at June 30, 1991 to \$185,837,792 at June 30, 1995, an increase of \$49,056,702, or 36%. Here again, this reflects the City's concentration on the sewer work and other municipal improvements being self supported to meet long range goals, primarily in the downtown area of Chattanooga.

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, 1995, the County had gross outstanding general obligation debt of \$136,130,253 and net indebtedness of \$120,662,062. The percentage of County net indebtedness applicable to the City is 62.9144% or \$75,913,865. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 1995, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 1995.

Outstanding General Obligation Debt

The following table sets forth all outstanding general obligation bond and note indebtedness of the City less applicable exclusions as of June 30, 1995; amounts are not adjusted for the City's share of County debt.

General Obligation Bonds by Purpose

Municipal Public Improvement	\$55,352,948	
Street Improvement	450,000	
Bridge Improvement	280,000	
Municipal Airport Improvement	120,000	
Urban Renewal	1,655,000	
Public Buildings Improvement	2,035,000	
Municipal Parks and Playgrounds Improvement	160,000	
Urban Transit	360,000	
Storm Water Sewer Facilities	150,000	
Sewer and Sewage Facilities	110,602,052	
Total Bonded Indebtedness		\$171,165,000

Other Long-Term Indebtedness

General Obligation Capital Outlay Notes	<u>\$14,672,792</u>	
Total Short-Term Indebtedness		<u>\$14,672,792</u>

Gross Direct Indebtedness

Less: Self-Supporting Indebtedness		185,837,792
Municipal Airport Improvement ¹	120,000	
Sewer and Sewage Facilities Bonds ²	110,602,052	
State Revolving Loan-CSO (ISS portion) ⁴	2,390,430	
State Revolving Loan-CSO (Stormwater portion)	2,390,430	
Municipal Public Improvement Bonds ³	24,923,700	
Debt Service Fund ⁵	9,128,675	

Net Direct Indebtedness

	<u>149,555,287</u>	
	36,282,505	
Plus: Estimated Net Overlapping Indebtedness		<u>75,913,865</u>

Net Direct and Net Overlapping Indebtedness		<u>\$112,196,370</u>
---	--	----------------------

- Note: (1) Through an agreement between the City and the Metropolitan Airport Authority, created on July 1, 1985, Municipal Airport Improvement Bonds and Airport Improvements Bonds are repaid from revenues of the Metropolitan Airport Authority.
- (2) 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.
- (3) \$2,210,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose. \$22,713,700 represents the outstanding balance of 1995 Municipal Public Improvement Bonds of which \$9,239,347 is related to Stormwater and \$13,474,353 is related to Solid Waste of which will be paid by the city from the revenue derived from the operations of these funds.
- (4) This amount represents 100 percent of the outstanding balance on a State revolving loan which 50% will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and 50% from the operations of the Stormwater fund.

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 1995.

	<u>Percentage Amount of Indebtedness</u>	<u>Percentage Per Capital</u>	<u>of Assessed Valuation²</u>	<u>of Full Valuation³</u>
Gross Direct Indebtedness ⁴	\$185,837,792	\$1,205	8.45%	2.80%
Net Direct Indebtedness ⁴	36,282,505	235	1.65	0.55
Gross Direct and Net Overlapping Indebtedness ⁵	261,751,657	1,697	11.90	3.94
Net Direct and Net Overlapping Indebtedness ⁵	112,196,370	728	5.10	1.69
Per Capita Assessed Valuation	\$14,259*			
Per Capita Full Valuation	\$44,044**			

*Based on 1993 population estimate.

**Based on 1990 census

- Notes: (1) The City's population in 1993 was estimated at 154,200.
- (2) The City's preliminary assessed valuation of taxable property as of June 30, 1995 was \$2,198,869,948.
- (3) The City's estimated full valuation of taxable property as of June 30, 1995 was \$6,637,392,236.
- (4) See "Debt Limit and Calculation of Net Debt Contracting Margin" under "Current Debt Summary" herein.
- (5) The County's net overlapping indebtedness is \$120,662,062. The City's share is \$75,913,865 (62.9%).

Other Long-Term Indebtedness

As of June 30, 1995, the City had the following other outstanding long-term indebtedness.

	<u>Outstanding Amount</u>	<u>Issue Dated Date</u>	<u>Maturity</u>
State Revolving Loan	\$4,780,860	03/01/93	02/28/2013
Reappraisal Loan ¹	89,653	09/30/91	09/30/1995
Capital Outlay Notes ²	733,934	09/01/92	09/01/2006
Tennessee Municipal League Bond Pool (1990)	2,901,000	11/20/91	05/25/2001
Tennessee Municipal League Bond Pool (ALP-1993)	6,165,000	06/15/93	06/15/2003

Notes: (1) Payable to Hamilton County for Property Reappraisal Loan.
(2) City's share of Parking Garage at the Joint Courts Building.

Future Capital Financing

The City is authorized to issue \$36,635,000 of general obligation bonds. Aside from this issue, the City has no authorized but unissued general obligation bonds.

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 as set forth below. 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.

**CITY OF CHATTANOOGA, TENNESSEE
GENERAL OBLIGATION SELF SUPPORTING BONDED DEBT SERVICE
REQUIREMENTS
AS OF JUNE 30, 1995**

**Sewer & Sewage Facilities Bonds
and State Revolving Loan (CSO)**

<u>Fiscal Year</u>	<u>Principal*</u>	<u>Interest</u>	<u>Total P&I Requirements</u>
1996	6,898,612	7,877,070	14,775,682
1997	7,833,693	7,372,931	15,206,624
1998	7,845,003	6,926,806	14,771,809
1999	7,522,981	6,475,248	13,998,229
2000	7,366,999	6,067,716	13,434,715
2001	7,657,154	5,635,754	13,292,908
2002	7,521,958	5,210,750	12,732,708
2003	7,676,860	4,786,868	12,462,728
2004	7,529,826	4,359,350	11,889,176
2005	7,739,729	3,930,001	11,669,730
2006	7,790,376	3,488,704	11,279,080
2007	8,154,815	3,030,636	11,185,451
2008	8,300,881	2,560,212	10,861,093
2009	8,537,528	2,075,966	10,613,494
2010	8,703,954	1,582,824	10,286,778
2011	5,426,352	1,113,466	6,539,818
2012	3,471,664	794,121	4,265,785
2013	3,408,798	602,284	4,011,082
2014	2,173,926	446,136	2,620,062
2015	2,245,503	318,501	2,564,004
2016	1,340,000	213,400	1,553,400
2017	1,430,000	130,300	1,560,300
2018	<u>1,520,000</u>	<u>43,700</u>	<u>1,563,700</u>
TOTAL	<u>\$138,096,612</u>	<u>\$75,041,744</u>	<u>\$213,138,356</u>

**Amount excludes \$120,000 Municipal Airport Improvement Bonds which mature in 1998.*

CITY OF CHATTANOOGA, TENNESSEE
GENERAL OBLIGATION DEBT SERVICE REQUIREMENTS
AS OF JUNE 30, 1995

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total P&I Requirements</u>
1996	4,298,459	2,520,593	6,819,052
1997	4,099,102	2,265,788	6,365,590
1998	4,245,820	2,054,022	6,299,842
1999	4,036,206	1,840,160	5,875,366
2000	3,885,876	1,637,741	5,523,617
2001	3,319,770	1,442,241	4,762,011
2002	2,925,885	1,281,422	4,207,307
2003	2,750,769	1,127,739	3,878,508
2004	1,843,010	982,617	2,825,627
2005	1,903,702	883,529	2,787,231
2006	1,929,094	780,991	2,710,085
2007	1,996,133	674,181	2,670,314
2008	2,015,864	564,967	2,580,831
2009	2,111,649	451,538	2,563,187
2010	2,203,153	333,433	2,536,586
2011	644,225	216,402	860,627
2012	652,917	179,443	832,360
2013	668,975	141,716	810,691
2014	486,074	108,489	594,563
2015	504,497	79,700	584,197
2016	345,000	54,676	399,676
2017	365,000	33,376	398,376
2018	<u>390,000</u>	<u>11,213</u>	<u>401,213</u>
TOTAL	<u>\$47,621,180</u>	<u>\$19,665,676</u>	<u>\$67,286,857</u>

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 1989-90 through 1994-95, less applicable exclusions, adjusted to reflect the City's applicable share of County debt except that 1993 and 1994 are not adjusted to reflect only the City's share of County debt.

General Obligation Bonds by Purpose	1990	1991	1992	1993	1994	1995
Bridge Improvement	\$4,025,000	\$3,760,000	\$3,490,000	\$820,000	\$550,000	280,000
Street Improvement	2,100,000	1,770,000	1,440,000	1,110,000	780,000	450,000
Municipal Airport Improvement	620,000	520,000	420,000	320,000	220,000	120,000
Urban Renewal	3,555,000	3,175,000	2,795,000	2,415,000	2,035,000	1,655,000
Public Buildings Improvement	480,000	420,000	360,000	2,685,000	2,360,000	2,035,000
Municipal Parks & Playground Improvement	460,000	400,000	340,000	280,000	220,000	160,000
Urban Transit	790,000	705,000	620,000	535,000	450,000	360,000
Storm Water Sewer Facilities	400,000	350,000	300,000	250,000	200,000	150,000
Sewer and Sewage Facilities	111,000,000	105,940,000	120,765,000	127,195,367	116,517,052	110,602,052
Municipal Public Improvement	<u>16,275,000</u>	<u>14,770,000</u>	<u>18,488,000</u>	<u>21,225,948</u>	<u>19,822,948</u>	<u>55,352,948</u>
Total Bonded Indebtedness	\$139,705,000	\$131,810,000	\$149,018,000	\$156,836,315	\$143,155,000	\$171,165,000
Other Long-Term Indebtedness						
General Obligation Capital Outlay Notes	525,000	350,000	175,000	1,125,215	5,938,261 ¹	5,604,447 ²
Tennessee Municipal Bond Fund and Capital Leases	<u>6,023,237</u>	<u>4,621,090</u>	<u>8,225,732</u>	<u>11,314,981</u>	<u>10,195,209</u>	<u>9,068,345</u>
Gross Direct Indebtedness	\$146,253,237	\$136,781,090	\$137,418,732	\$169,276,511	\$159,288,470	185,837,792
Less: Self-Supporting Indebtedness	111,620,000	106,460,000	121,245,000	130,073,419	121,598,982	140,426,612
Debt Service Fund	<u>6,703,864</u>	<u>6,697,390</u>	<u>6,833,840</u>	<u>8,062,547</u>	<u>8,268,907</u>	<u>9,128,675</u>
Net Direct Indebtedness	\$27,929,373	\$23,623,700	\$29,339,892	\$31,140,545	\$29,420,581	\$36,282,505
Plus: Estimated Net Overlapping Indebtedness	42,818,221	41,160,822	50,120,961	72,122,174	84,898,036	75,913,865
Net Direct and Overlapping Indebtedness	\$70,747,594	\$64,784,522	\$79,460,853	\$103,262,719	\$114,318,617	\$112,196,370

Notes: (1) Includes \$179,306 and \$795,095 payable to Hamilton County for City's share of reappraisal loan and City/County Parking Garage respectively \$4,963,860 State Revolving Loan for combined sewer overflow facilities.

(2) Includes \$89,653 and \$733,934 payable to Hamilton County for City's share of reappraisal loan and City/County Parking Garage respectively, \$4,780,860 State Revolving Loan for combined sewer overflow facilities.

Historical Debt Summary

Following this is a City debt summary for each of the fiscal years 1985 through 1995, which summaries include past general obligation indebtedness of the city and pertinent ratios relating thereto.

City of Chattanooga, Tennessee

Historical Debt Ratios

	1985	1986	1987	1988	1989
Estimated population	167,500	167,500	166,900	165,700	165,700
Appraised property valuation	\$3,803,103,274	\$3,879,108,657	\$4,177,947,904	\$4,425,321,142	\$4,479,859,090
Assessed property valuation	1,309,028,147	1,369,265,050	1,438,049,669	1,530,032,420	1,541,155,331
Gross indebtedness	\$96,020,000	\$108,635,000	\$112,834,548	\$133,237,600	\$132,330,169
Less: Self-supporting indebtedness	72,190,000	90,595,000	91,157,572	106,096,054	101,565,000
Debt Service Fund	5,749,135	5,836,109	6,403,646	6,418,362	6,792,659
Net direct indebtedness	18,080,865	12,203,891	15,273,330	20,723,184	23,972,510
Plus: Estimated overlapping indebtedness	36,774,615	32,807,352	42,074,235	49,266,092	47,303,370
Net direct and overlapping indebtedness	\$54,855,480	\$45,011,243	\$57,347,565	\$69,989,276	\$71,275,880
Gross debt per capita	\$573.25	\$648.57	\$676.06	\$804.09	\$798.61
Net direct debt per capita	107.95	72.86	91.51	125.06	144.67
Net direct and overlapping debt per capita	327.50	268.72	343.60	422.39	430.15
Gross debt to appraised valuation	2.52%	2.73%	2.70%	3.01%	2.95%
Net direct debt to appraised valuation	0.48%	0.31%	0.37%	0.47%	0.54%
Net direct debt and overlapping debt to appraised valuation	1.44%	1.13%	1.37%	1.58%	1.59%
Gross debt to assessed valuation	7.34%	7.93%	7.85%	8.71%	8.59%
Net direct debt to assessed valuation	1.38%	0.89%	1.06%	1.35%	1.56%
Net direct and overlapping debt to assessed valuation	4.19%	3.29%	3.99%	4.57%	4.62%

1990	1991	1992	1993	1994	1995
165,200	152,466	153,800	155,000	154,700	154,700
\$5,736,570,992	\$5,853,614,974	\$6,106,624,764	\$6,125,657,228	\$6,555,195,935	\$6,637,392,236
1,983,706,249	2,024,180,058	2,030,902,854	2,039,234,429	2,171,396,746	2,198,869,948
\$146,253,237	\$136,781,090	\$157,418,732	\$169,276,511	\$159,288,470	\$185,837,792
111,620,000	106,460,000	121,245,000	130,073,419	121,598,982	140,426,612
6,703.864	6,697.390	6,833.840	8,062.547	8,268.907	9,128.675
27,929,373	23,623,700	29,339,892	31,140,545	29,420,581	36,282,505
42,818,221	41,160,822	50,120,961	112,449,066	136,492,653	75,913,865
\$70,747,594	\$64,784,522	\$79,460,853	\$143,589,611	\$165,913,234	\$112,196,370
\$885.31	\$897.13	\$1,023.53	\$1,092.11	\$1,029.66	\$1,201.28
169.06	154.94	190.77	200.91	190.18	234.53
428.25	424.91	516.65	926.38	1,072.48	725.25
2.55%	2.34%	2.58%	2.76%	2.43%	2.80%
0.49%	0.40%	0.48%	0.51%	0.45%	0.55%
1.23%	1.11%	1.30%	2.34%	2.53%	1.69%
7.37%	6.76%	7.75%	8.30%	7.34%	8.45%
1.41%	1.17%	1.44%	1.53%	1.35%	1.65%
3.57%	3.20%	3.91%	7.04%	7.64%	5.10%

CITY OF CHATTANOOGA
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 1995

	Interest		Issued	Retired		Outstanding	Maturing	Interest Payable
	Outstanding	Paid	FY 1994-95	FY 1994-95	FY 1994-95	June 30, 1995	FY 1995-96	FY 1995-96
July 1, 1994	FY 1994-95	FY 1994-95	FY 1994-95	FY 1994-95	FY 1994-95	June 30, 1995	FY 1995-96	FY 1995-96
GENERAL LONG-TERM DEBT								
Serial bonds:								
1969 Street Improvement	100,000	3,000	0	100,000	0	0	0	0
1969 Municipal Park Improvement	20,000	600	0	20,000	0	0	0	0
1970 Street Improvement	120,000	5,400	0	120,000	0	0	0	0
1972 Urban Renewal	260,000	9,295	0	65,000	0	195,000	65,000	5,915
1972 Public Buildings Improvement	240,000	8,580	0	60,000	0	180,000	60,000	5,460
1972 Parks and Playground Improvement	80,000	2,860	0	20,000	0	60,000	20,000	1,820
1974 Urban Transit	450,000	22,050	0	90,000	0	360,000	90,000	17,100
1974 Urban Renewal	575,000	28,175	0	115,000	0	460,000	115,000	21,850
1974 Street Improvement	360,000	17,655	0	60,000	0	300,000	60,000	13,890
1974 Urban Renewal - Series B	1,200,000	58,850	0	200,000	0	1,000,000	200,000	46,300
1974 Parks and Playground Improvement	120,000	5,885	0	20,000	0	100,000	20,000	4,630
1978 Street Improvement	200,000	11,000	0	50,000	0	150,000	50,000	8,250
1978 Storm Water Sewer Facilities	200,000	11,000	0	50,000	0	150,000	50,000	8,250
1985 Bridge Improvement	245,000	20,825	0	245,000	0	0	0	0
1986 Municipal Public Improvement	500,000	37,100	0	100,000	0	400,000	100,000	28,100
1986 Series B Refunding	305,000	21,300	0	25,000	0	280,000	280,000	19,600
1987 Jail/Court Building	2,120,000	126,008	0	265,000	0	1,855,000	265,000	109,445
1988 Municipal Public Improvement	500,000	41,500	0	150,000	0	350,000	150,000	28,000
1990 Municipal Public Improvement	3,705,000	292,530	0	755,000	0	2,950,000	755,000	224,580
1992 Municipal Public Improvement	5,025,000	314,915	0	100,000	0	4,925,000	105,000	306,971
1992 Series A Refunding	10,092,948	528,303	0	0	0	10,092,948	0	528,303
1995 Municipal Public Improvement	0	0	13,921,300	0	0	13,921,300	611,800	725,805
Total serial bonds	26,417,948	1,566,831	13,921,300	2,610,000	37,729,248	2,996,800	2,104,269	

Notes payable:

1990 Tennessee Municipal Bond Fund	3,384,500	120,356	0	483,500	2,901,000	483,500	87,030
Hamilton County Reappraisal	179,306	10,758	0	89,653	89,653	89,653	5,379
1993 Tennessee Municipal Bond Fund	6,805,000	302,780	0	640,000	6,165,000	665,000	281,340
Hamilton County Parking Garage	795,095	45,687	0	61,161	733,934	60,782	42,243
State Revolving Loan	2,481,930	0	0	2,481,930 (2)	0	0	0

Total notes payable

Capital leases:

3M Corporation	5,709	255	0	3,364	2,345	2,345	68
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Liability for compensated absences (1)

	12,872,721	0	683,714	0	13,556,435	0	0
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PROPRIETARY FUNDS

Interceptor Sewer System:

1969 Sewer and Sewage Facilities	200,000	6,000	0	200,000	0	0	0
1970 Sewer and Sewage Facilities	200,000	9,000	0	200,000	0	0	0
1972 Sewer and Sewage Facilities	480,000	17,160	0	120,000	360,000	120,000	10,920

CITY OF CHATTANOOGA
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 1995

	Outstanding July 1, 1994	Interest Paid FY 1994-95	Issued FY 1994-95	Retired FY 1994-95	Outstanding June 30, 1995	Maturing FY 1995-96	Interest Payable FY 1995-96
1974 Sewer and Sewage Facilities (03-01-74)	600,000	29,400	0	120,000	480,000	120,000	22,800
1974 Sewer and Sewage Facilities (10-01-74)	2,400,000	117,700	0	400,000	2,000,000	400,000	92,600
1976 Sewer and Sewage Facilities	1,820,000	90,220	0	260,000	1,560,000	260,000	75,920
1978 Sewer and Sewage Facilities	1,400,000	77,000	0	350,000	1,050,000	350,000	57,750
1985 Sewer and Sewage Facilities	775,000	65,875	0	775,000	0	0	0
1986 Sewer and Sewage Facilities	25,800,000	1,802,150	0	1,150,000	24,650,000	1,150,000	1,698,650
1986 Sewer and Sewage Facilities Refunding A	1,805,000	100,730	0	660,000	1,145,000	600,000	58,550
1986 Sewer and Sewage Facilities Refunding B	1,330,000	100,830	0	160,000	1,170,000	1,170,000	85,925
1988 Sewer and Sewage Facilities	3,100,000	251,000	0	750,000	2,350,000	750,000	183,500
1990 Sewer and Sewage Facilities	3,075,000	232,920	0	375,000	2,700,000	375,000	199,170
1992 Sewer and Sewage Facilities	19,620,000	1,229,678	0	395,000	19,225,000	415,000	1,198,290
1992 Sewer and Sewage Facilities - Refunding	53,912,052	2,821,959	0	0	53,912,052	0	2,821,959
1995 Sewer and Sewage Facilities	0	0	0(3)	0	0	495,000	844,801
State Revolving Loan	2,481,930	97,122	0	91,500	2,390,430	98,958	97,083
Total Interceptor Sewer System	118,998,982	7,048,744	0	6,006,500	112,992,482	6,303,958	7,447,918
Solidwaste Fund:							
1995 Municipal Public Improvement	0	0	13,474,353	0	13,474,353	592,158	702,503
Total Solidwaste Fund	0	0	13,474,353	0	13,474,353	592,158	702,503
Stormwater Fund:							
State Revolving Loan	0	97,122	2,481,930(2)	91,500	2,390,430	98,958	97,083
1995 Municipal Public Improvement	0	0	9,239,347	0	9,239,347	406,042	481,705
Total Stormwater Fund	0	97,122	11,721,277	91,500	11,629,777	505,000	578,788
COMPONENT UNITS							
Metropolitan Airport Authority:							
1969 Airport Improvements	60,000	1,800	0	60,000	0	0	0
1972 Municipal Airport Improvement	160,000	5,720	0	40,000	120,000	40,000	3,640
Total Metropolitan Airport Authority	220,000	7,520	0	100,000	120,000	40,000	3,640
Total general obligation debt	172,161,191	9,200,053	39,800,644	12,567,608	199,394,227	11,739,196	11,253,178

Debt Service Fund Revenues

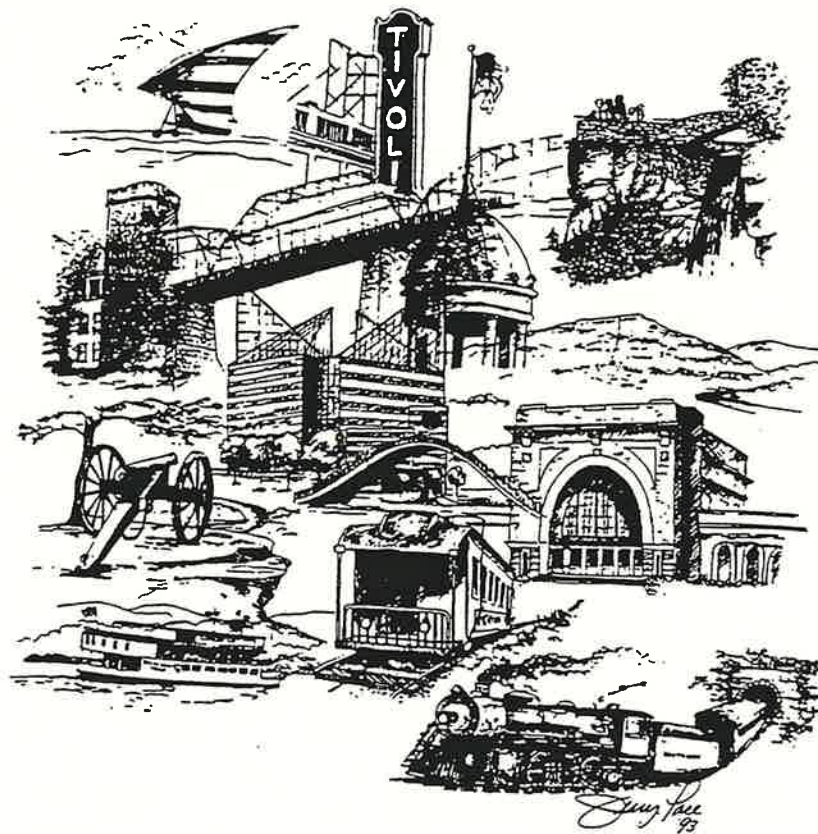
Fiscal Years 1993 - 1996

Revenue Source	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Debt Service (Fund 5001):							
General Fund	6,996,920	6,170,821	6,219,244	6,329,124	109,880	1.8%	19.68%
CARTA Bonds	9,487	0	0	0	0	N/A	0.00%
Interceptor Sewer System	12,396,379	13,137,759	13,549,797	13,773,880	224,083	1.7%	42.82%
Airport Authority	117,980	112,760	107,520	43,640	(63,880)	-59.4%	0.14%
Hamilton County	354,750	361,250	345,950	330,650	(15,300)	-4.4%	1.03%
Private Industry Council	0	54,136	206,222	206,222	0	0.0%	0.64%
Stormwater Fund	0	247,542	455,354	1,076,369	621,015	136.4%	3.35%
Solid Waste Fund	0	0	0	1,294,661	1,294,661	N/A	4.03%
Fund Balance	0	0	8,268,000	9,110,000	842,000	10.2%	28.32%
Total Debt Service Fund	\$19,875,516	\$20,084,268	\$29,152,087	\$32,164,546	3,012,459	10.3%	100.00%
Grand Total	\$19,875,516	\$20,084,268	\$29,152,087	\$32,164,546	3,012,459	10.3%	100.00%

Debt Service Fund Expenditures

Fiscal Years 1993 - 1996

Expenditures	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Debt Service (Fund 5001):							
Principal	19,037,775	19,887,349	10,082,314	11,729,351	1,647,037	16.3%	36.47%
Interest	0	0	10,701,773	11,225,195	523,422	4.9%	34.90%
Service Charges	0	0	100,000	100,000	0	0.0%	0.31%
Future Debt Payments	0	0	8,268,000	9,110,000	842,000	10.2%	28.32%
Total Debt Service Fund	\$19,037,775	\$19,887,349	\$29,152,087	\$32,164,546	3,012,459	10.3%	100.00%
Grand Total	\$19,037,775	\$19,887,349	\$29,152,087	\$32,164,546	3,012,459	10.3%	100.00%



capital project funds

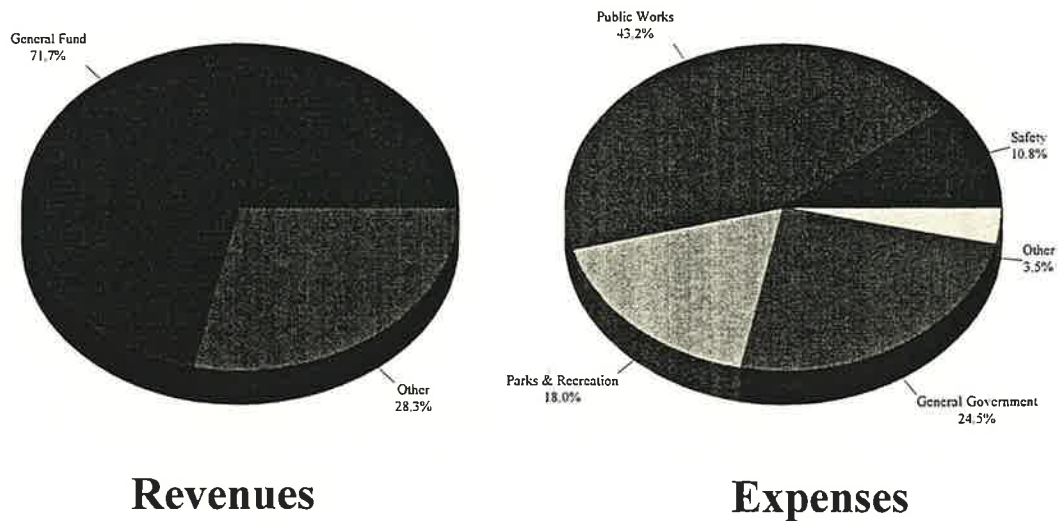
fund structure

The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of accounting is modified accrual. Included funds are Safety, Public Works, Parks & Recreation, General Government, Finance & Administration, and General Services. As of June 30, 1995 the budgeted revenue and expenses were as followed:

Budgeted Revenue & Expenses	
Safety	\$4,609,584
Public Works	9,106,902
Parks & Recreation	1,617,440
General Government	2,069,375
Finance & Administration	798,000
General Services	267,000

The FY 95/96 budget \$968,181; \$3,859,600; \$1,606,198; \$2,188,697; \$64,500; and \$252,400 respectively.

Fiscal Year 1995/1996



(graph expressed in 1,000)

Capital Projects Revenue Summary

Fund Type:	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget '96 Increase (Decrease)	% CHANGE FY 95/96
Capital Projects Funds:						
General Fund	2,299	2,458	5,320	6,410	1,091	20.5%
General Obligation Bonds	5,925	4,030	9,703	0	(9,703)	-100.0%
State Street Aid	0	0	1,606	0	(1,606)	-100.0%
Other	1,851	2,611	1,840	2,529	689	37.5%
<i>Total Capital Projects Funds</i>	\$10,075	\$9,099	\$18,468	\$8,940	(9,529)	-51.6%

revenues

Budget '96 Increases(Decreases)

General Fund

The increase of \$1,090,705 represents the additional funds being appropriated from the General Fund to capital projects in the FY 95/96 General Fund Operating Budget.

General Obligation Bonds

The City has no plans at present to issue General Obligation Bonds during FY 95/96, creating a decrease in funding of \$9,702,808. This issue was for Stormwater purposes.

State Street Aid Fund

State Street Aid appropriated funds from the Fund Balance in the amount of \$1,605,840 during FY 94/95 to the Capital Projects Funds. This will not be repeated during FY 95/96.

Capital Projects Expense Summary

Fund Type:	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget '96 Increase (Decrease)	% CHANGE FY 95/96
Capital Projects Fund						
Free Public Library Fund (Fund 2002)	0	232	0	0	0	N/A
Safety (Fund 2010)	1,114	1,955	4,610	968	(3,641)	-79.0%
Public Works (Fund 2046)	3,822	2,138	9,107	3,860	(5,247)	-57.6%
Parks & Recreation (Fund 2070)	2,237	998	1,617	1,606	(11)	-0.7%
General Government (Fund 2071)	2,557	2,242	2,069	2,189	119	5.8%
Finance & Administration (Fund 2071)	95	431	798	65	(734)	-91.9%
General Services (Fund 2074)	250	120	267	252	(15)	-5.5%
State Street Aid (Fund 3106)	0	983	0	0	0	N/A
Total Capital Projects Fund	\$10,075	\$9,099	\$18,468	\$8,940	(9,529)	-51.6%

(expressed in 1,000)

expenses

In FY 94/95, the City of Chattanooga issued \$36,635,000 Municipal Public Improvement general obligations bonds, only \$13,921,300 of which was to be used for general capital project purposes. The City will not be going into the market for additional funding sources during FY 95/96. In the proposed Capital Budget, the capital improvements program received a significant increase from the General Fund to offset some of the decrease in funding from outside sources, such as the sale of additional bonds. This year's budget reflects that decrease and allows for some level of effort capital projects to continue plus other projects are on a "pay-as-you-go" basis.

Capital Fund Revenues

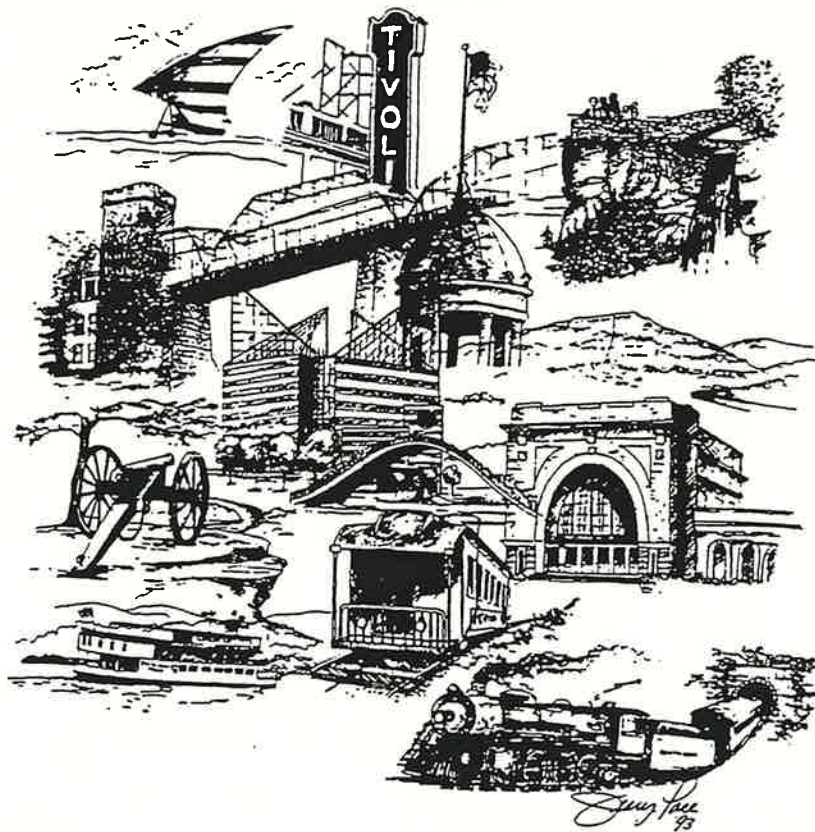
Fiscal Years 1993 - 1996

Revenue Source	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
General Fund	2,299,341	2,457,964	5,319,557	6,410,262	1,090,705	20.5%	71.71%
General Obligation Bonds	5,925,157	4,030,000	9,702,808	0	(9,702,808)	-100.0%	0.00%
State Street Aid	0	0	1,605,840	0	(1,605,840)	-100.0%	0.00%
Other	1,850,639	2,610,982	1,840,096	2,529,314	689,218	37.5%	28.29%
	<u>\$10,075,137</u>	<u>\$9,098,946</u>	<u>\$18,468,301</u>	<u>\$8,939,576</u>	<u>(9,528,725)</u>	<u>-51.6%</u>	<u>100.00%</u>
Grand Total	<u>\$10,075,137</u>	<u>\$9,098,946</u>	<u>\$18,468,301</u>	<u>\$8,939,576</u>	<u>(9,528,725)</u>	<u>-51.6%</u>	<u>100.00%</u>

Capital Fund Expenditures

Fiscal Years 1993 - 1996

Expenditures	Actual FY 92/93	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Capital Projects:							
Free Public Library Fund (Fund 2002)	0	231,794	0	0	0	N/A	0.00%
Safety (Fund 2010)	1,114,000	1,954,863	4,609,584	968,181	(3,641,403)	-79.0%	10.83%
Public Works (Fund 2046)	3,822,000	2,138,078	9,106,902	3,859,600	(5,247,302)	-57.6%	43.17%
Parks & Recreation (Fund 2070)	2,237,000	997,740	1,617,440	1,606,198	(11,242)	-0.7%	17.97%
General Government (Fund 2071)	2,557,137	2,242,043	2,069,375	2,188,697	119,322	5.8%	24.48%
Finance & Administration (Fund 2071)	95,000	431,175	798,000	64,500	(733,500)	-91.9%	0.72%
General Services (Fund 2074)	250,000	120,000	267,000	252,400	(14,600)	-5.5%	2.82%
State Street Aid (Fund 3106)	0	983,253	0	0	0	N/A	0.00%
Total Capital Projects	\$10,075,137	\$9,098,946	\$18,468,301	\$8,939,576	(9,528,725)	-51.6%	100.00%
 Grand Total	 \$10,075,137	 \$9,098,946	 \$18,468,301	 \$8,939,576	 (9,528,725)	 -51.6%	 100.00%



general government

Capital Budget

Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 94/95	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00
School Lab Equipment	150,000	150,000				
CARTA - Local matching funds	491,178	302,500				
Emergency Medical Service	609,864	609,864				
AIM Center	33,333	33,333	33,334			
CHA - Westside Project	100,000	327,000				
Boy's Club of Chattanooga	75,000	175,000				
Area Beautification	100,000	120,000				
PACE		36,000				
CADAS		85,000				
PIC Building Improvements		300,000				
City Council Office Renovation		50,000				
RiverValley Partners	50,000					
Americans with Disabilities Act Complia	750,000					
1200 Block of Market Street	460,000					
Total General Government	\$2,819,375	\$2,188,697	\$33,334	\$0	\$0	\$0

	1994/1995 budget	1995/1996 budget
1. School Lab Equipment		
Funding source: General Obligation Bonds	\$ 150,000	
General Fund		\$150,000

This appropriation provides for the ongoing project of updating the City school lab equipment.

Prior Years Appropriation	\$1,450,000	
Total	\$1,600,000	\$150,000

2. CARTA		
Funding source: General Obligation Bonds	\$ 491,178	
General Fund		\$302,500

This appropriation funds the current year matching funds for Federal grant to fund construction of new parking garages in the downtown area with free shuttle service between the garages to provide greater access to the entire City.

Prior Years Appropriation	\$1,469,314	
Total	\$1,960,492	\$302,500

	1994/1995 budget	1995/1996 budget
3. EMS Subsidy		
Funding Source: General Fund	\$ 609,864	\$ 609,864

This appropriation funds an agreement with Hamilton County whereby the City agreed to pay \$4.00 per person per fiscal year for ambulance services provided to City residents. This is year (4) four of a four year agreement.

Prior Years Appropriation	\$ 887,109	
Total	\$1,496,973	\$609,864

4. A.I.M. Center		
Funding Source: General Fund	\$ 33,333	\$ 33,333

This appropriation is to assist the A.I.M. Center (Acheivement, Independence, Motivation) in meeting its projected operating needs. The purpose of the Center is to provide psychosocial rehabilitation services for the disabled, mentally ill of the Community.

Prior Years Appropriation	\$ 33,333	
Total	\$ 33,333	\$ 33,333

5. Chattanooga Housing Authority - Westside Project		
Funding Source: General Fund	\$ 100,000	\$327,000

This appropriation will aid the Chattanooga Housing Authority in developing Recreation Centers in its Westside Project.

Prior Years Appropriation	\$ 0	
Total	\$ 100,000	\$327,000

6. Boy's Club of Chattanooga		
Funding Source: General Fund	\$ 75,000	\$175,000

This appropriation is a one time City donation to the Boy's Club of Chattanooga to help fund the building of a Boy's Club facility in the East Lake area.

Prior Years Appropriation	\$ 0	
Total	\$ 75,000	\$175,000

	1994/1995 budget	1995/1996 budget
7. Area Beautification		
Funding Source: General Fund	\$ 100,000	\$ 120,000

This appropriation to the Chamber of Commerce is to help fund their landscaping projects along the City freeways.

Prior Years Appropriation	\$ 212,000	
Total	\$ 312,000	\$ 120,000

8. PACE		
Funding Source: General Fund	\$0	\$ 36,000

This appropriation will fund a one time support for the PACE's Parent Involvement Program implemented at the Chattanooga Middle Schools.

Prior Years Appropriation	\$0	
Total	\$0	\$ 36,000

9. CADAS		
Funding Source: General Fund	\$0	\$ 85,000

This appropriation funds a request from the Alcohol and Drug Abuse Services, Inc. (CADAS) for support in the expansion and remodeling campaign of their facility. The facility needs remodeling to meet the requirements of the Joint Commission for Accreditation of Healthcare Organizations.

Prior Years Appropriation	\$0	
Total	\$0	\$ 85,000

10. PIC Building Improvements		
Funding Source: General Fund	\$0	\$300,000

This appropriation funds improvements to the City owned building which is leased to the Private Industry Council.

Prior Years Appropriation	\$0	
Total	\$0	\$300,000

11. City Council Office Renovation		
Funding Source: General Fund	\$0	\$ 50,000

This appropriation is to fund remodeling and renovation of the City Council staff offices to improve the functionality of the existing layout.

Prior Years Appropriation	\$0	
Total	\$0	\$ 50,000

	1994/1995 budget	1995/1996 budget
12. Rivervalley Partners		
Funding Source: General Fund	\$ 50,000	\$0

This appropriation is a loan to the Rivervalley Partner to fund the completion of the Bessie Smith Hall commemorating the life and music of the famous jazz singer from Chattanooga.

Prior Years Appropriation	\$ 350,000	
Total	\$ 400,000	\$0

13. 1200 block - Market Street		
Funding source: General Obligation Bonds	\$ 460,000	\$0

This appropriation provides for improvements to the 1200 block of Market Street which will be needed as the City prepares to sell the property for development.

Prior Years Appropriation	\$ 0	\$0
Total	\$ 460,000	\$0

14. American with Disabilities Act Compliance		
Funding Source: General Obligation Bonds	\$ 750,000	\$0

This appropriation funds improvements to City buildings and other City facilities to insure access by the handicapped.

Prior Years Appropriation	\$ 0	\$0
Total	\$ 750,000	\$0

finance & administration

Capital Budget Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 94/95	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00
Upgrade to faster computer network	20,000	3,000	3,000	3,000	3,000	3,000
Network computer disk storage	25,000					
Security/monitoring System	3,000					
Computer Network Analyzer		7,500				
Lights Out Computer Operation		9,000				
Computer Software for Property Mgmt			30,000			
Processors/computers			16,000		16,000	
Microfilming Service		45,000				
Backup devices				13,000		13,000
Total Finance & Administration	\$48,000	\$64,500	\$49,000	\$16,000	\$19,000	\$16,000

	1994/1995 budget	1995/1996 budget
1. Upgrade Computer Network		
Funding Source: General Fund	\$ 20,000	\$ 3,000

This appropriation funds an upgrade of the computer network to maintain computer service levels with new technology. The computer network speed must increase to handle the additional load. The ongoing challenge is to keep the major components of the system in balance to avoid "bottlenecks" and get the most performance from the system.

Prior Years Appropriation	\$ 0	
Total	\$ 20,000	\$ 3,000

2. Network Computer Disk Storage		
Funding Source: General Fund	\$ 25,000	\$0

This appropriation is a compliment to the upgrade to the computer network. Along with the network upgrade the computer disk must utilize the faster FDDI network. This is a part of the system balance for performance maintenance.

Prior Years Appropriation	\$ 0	
Total	\$ 25,000	\$0

	1994/1995 budget	1995/1996 budget
3. Security/Monitoring System		
Funding Source: General Fund	\$ 3,000	\$0

This appropriation funds a system of sensors to monitor temperature, moisture, motion, etc. and call pre-defined phone numbers if a problem is detected. It also funds voice computer software to notify application/other problems and cellular phones for personnel responding to computer operations problems.

Prior Years Appropriation	\$ 0	
Total	\$ 3,000	\$0

4. Computer Network Analyzer		
Funding Source: General Fund	\$0	\$ 7,500

This appropriation is to provide funding for equipment to aid in maintaining computer network service.

Prior Years Appropriation	\$0	
Total	\$0	\$ 7,500

5. Lights Out Computer Operation		
Funding Source: General Fund	\$0	\$ 9,000

This appropriation funds the purchase of a monitoring system to reduce manned computer operations. The system is composed of sensors to monitor temperature, moisture, motion, etc. and call pre-defined phone numbers if a problem is detected.

Prior Years Appropriation	\$0	
Total	\$0	\$ 9,000

6. Microfilming Service		
Funding Source: General Fund	\$0	\$ 45,000

This will fund a contract for microfilming and destruction of City Court documents dating back to 1942. The implementation of this type of record keeping would free up a large amount of storage space. It would also simplify retrieval and processing of records. This will be a one time appropriation only.

Prior Years Appropriation	\$0	\$ 45,000
Total	\$0	\$ 45,000

Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 94/95	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00
<i>Police</i>						
Police Vehicle Fleet Replacement	780,000	487,181	2,380,000	2,520,000	2,660,000	2,770,000
Replace Heating & Cooling System	200,000	125,000				
Communication Center Expansion	2,500,000					
<i>Subtotal Police</i>	<i>3,480,000</i>	<i>612,181</i>	<i>2,380,000</i>	<i>2,520,000</i>	<i>2,660,000</i>	<i>2,770,000</i>
<i>Fire</i>						
Computers for Fire Stations	125,220					
Radios	44,364					
New Fire Station #12	343,446					
Exhaust Systems for Fire Stations	40,000		40,000	40,000		
Fuel Truck	95,000					
Fire Hose	25,000	36,000	25,000	25,000		
Paging System		200,000				
Retrofitting Existing Apparatus		120,000				
Fire Vehicles			109,000	110,000	111,000	112,000
Pave/Re-pave parking lots			15,000	15,000	15,000	
<i>Subtotal Fire</i>	<i>673,030</i>	<i>356,000</i>	<i>189,000</i>	<i>190,000</i>	<i>126,000</i>	<i>112,000</i>
Total Safety	\$4,153,030	\$968,181	\$2,569,000	\$2,710,000	\$2,786,000	\$2,882,000

police

	1994/1995 budget	1995/1996 budget
1. Police vehicle fleet replacement		
Funding source: General Fund	\$ 780,000	\$ 487,181

This appropriation provides for an annual fleet replacement program for the replacement of a least 50 units per year in order to provide for low maintenance and safe fleet operations.

Prior Years Appropriation	\$1,390,407	
Total	\$2,170,407	\$ 780,000

	1994/1995 budget	1995/1996 budget
2. Heating and cooling system replacement		
Funding source: General Obligation Bonds	\$200,000	
General Fund		\$100,000
Golf Course Fund		\$ 25,000

This appropriation provides funds for replacing the original heating system installed in the Roberts Service Center in 1972. The present system is expensive to maintain and some portions of the existing system are beyond reasonable repair. Since the building was not designed to contain separate zones, the remaining units are functioning above their designed capacity and will soon be depleted.

The life expectancy of this project is twenty years.

Prior Years Appropriation	\$ 34,000	
Total	\$234,000	\$ 125,000

3. Communication Center Expansion		
Funding Source: General Obligation Bonds	\$2,500,000	\$0

This appropriation is to provide additional operation space for 911 operators. Space is estimated at approximately 32,000 square feet. This will be unfinished at the completion of the building and could be utilized for office and operations.

The life expectancy of this project is thirty years.

Prior Years Appropriation	\$ 130,000	\$0
Total	\$2,630,000	\$0

fire

	1994/1995 budget	1995/1996 budget
1. Computers for Fire Stations		
Funding Source: General Obligation Bonds	\$ 125,220	\$0

This appropriation provides for computers for all 20 fire stations to implement the Fire Management Information System (FMIS). Needed to provide communications system through a computer network.

Prior Year Appropriation	\$ 0	
Total	\$ 125,220	\$0

2. Radio/Communications System Replacement		
Funding Source: General Obligation Bonds	\$ 44,364	\$0

This appropriation provides for fourteen MTS2000 I series portable radios needed to complete the 800 MHz upgrade; three Spectra mobile radios, needed for installation in newly purchased apparatuses for the department; one MaxTrac mobile radio, needed to backup dispatch and other apparatuses within the department which do not have rear control; and one MTS 2000 III series portable radio needed to complete the 800 MHz upgrade for the Deputy Chiefs within the Department.

The life expectancy of this project is fifteen years.

Prior Years Appropriation	\$860,000	
Total	\$ 904,364	\$0

3. New Fire Station for #12 - North Chattanooga		
Funding Source: General Obligation Bonds	\$ 343,446	\$0

The building presently used to house #12 engine was built in 1929. The building is 64 old and has deteriorated over the years to where it now presents an unsafe and impractical atmosphere to house personnel and equipment. This appropriation provides for replacement of antiquated structure.

The life expectancy of this project is fifty years.

Prior Year Appropriation	\$ 106,554	
Total	\$ 450,000	\$0

	1994/1995 budget	1995/1996 budget
4. Paging System		
Funding Source: General Fund	\$0	\$200,000

This appropriation will fund a system which will allow the fire stations to be notified even when telephone lines are out of service.

The life expectancy of this project is 15 years.

Prior Years Appropriation	\$0	
Total	\$0	\$200,000

5. Retrofitting of existing Apparatus		
Funding Source: General Fund	\$0	\$120,000

This appropriation funds retrofitting of two 1500 gallon per minute pumpers. This will provide the department the luxury of having a 50-foot aerial ladder and a 1500 gallon per minute pumper.

The life expectancy of this project is 15 years.

Prior Years Appropriation	\$0	
Total	\$0	\$120,000

6. Exhaust Systems for Fire Station		
Funding Source: General Obligation Bonds	\$ 40,000	\$0

Researchers now estimate the average active firefighter, responding with diesel apparatus, on 4 to 6 calls per shift, may increase the danger of lung cancer by up to 200%, breathing diesel exhaust at a daily exposure average of 172-748 milligrams per cubic meter. This appropriation provides for the pulling of diesel fumes from engine bays to alleviate entering living quarters in fire stations.

The life expectancy of this project is fifteen years.

Prior Years Appropriation	\$ 40,000	
Total	\$ 80,000	\$ 40,000

	1994/1995 budget	1995/1996 budget
7. Fuel Truck		
Funding Source: General Obligation Bonds	\$ 95,000	\$0

Fuel truck needed to replace current truck which is constantly breaking down and in need of repair due to extremely high mileage and age.

The life expectancy of this project is ten years.

Prior Years Appropriation	\$ 0	
Total	\$ 95,000	\$0

8. Fire hose replacement		
Funding source: General Fund	\$ 25,000	\$25,000

This appropriation provides for replacing fire hoses that are seven to sixteen years old and to maintain current level of service.

The life expectancy of this projects is ten years.

Prior Years Appropriation	\$ 125,000	
Total	\$ 150,000	\$ 25,000

public works

Capital Budget

Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 94/95	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00
Paving of Streets	2,320,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
State Street Aid Equipment Replacement	686,000		400,000	400,000	400,000	400,000
General Fund Equipment Replacement	500,000	300,000	650,000	650,000	650,000	650,000
Bridge Rehabilitation	150,000	150,000	150,000	150,000	150,000	150,000
Downtown Streetscape	626,000	125,000	750,000	750,000	750,000	750,000
East Lake Courts Access Road	87,000					
Traffic Signal & Parking Meters	75,000	75,000	156,000	163,000	166,000	170,000
Loop Detector & Pavement Markings	30,000	25,000	50,000	50,000	50,000	50,000
Curbs, Gutters & Sidewalks	50,000	75,000	200,000	200,000	200,000	200,000
Tennessee Riverbank Stabilization	150,000					
Street Improvements	4,362,300	1,609,600	1,919,200	3,372,900	1,867,800	1,596,800
Third Street Bridge			20,000	1,000,000		
Total Public Works	\$9,036,300	\$3,859,600	\$6,275,200	\$7,735,900	\$6,233,800	\$5,966,800

	1994/1995 budget	1995/1996 budget
1. Paving of streets		
Funding sources: General Fund	\$1,500,000	\$ 132,074
State Street Aid	500,000	0
Other	320,000	1,367,926

This appropriation funds the resurfacing of streets City wide. It also provides for replacement of pavement markings and traffic signal loop detector wiring damaged due to pavement milling and resurfacing.

Prior Years Appropriation	\$ 0	
Total	\$2,320,000	\$1,500,000

2. State Street Aid Equipment Replacement		
Funding source: State Street Aid	\$ 686,000	\$0

This appropriation allows for the ongoing replacement of older State Street Aid equipment.

Prior Years Appropriation	\$ 849,543	
Total	\$1,535,543	\$0

	1994/1995 budget	1995/1996 budget
3. General Fund Equipment Replacement		
Funding source: General Obligation Bonds	\$ 500,000	
General Fund		\$300,000

This appropriation allows for the ongoing replacement of older Public Works equipment.

Prior Years Appropriation	\$1,923,405	
Total	\$2,423,405	\$ 300,000

4. Bridge Rehabilitation		
Funding source: General Obligation Bonds	\$ 150,000	
General Fund		\$ 150,000

City portion of state and federal funding availability for rehabilitating bridges with structural and utilization deficiencies. The current years funds will match funds for the Vine Street Bridge removal and a replacement bridge at Old Hixson Pike at North Chickamauga Creek.

Prior Years Appropriation	\$ 151,561	
Total	\$ 301,561	\$150,000

5. Downtown Streetscape		
Funding sources: General Obligation Bonds	\$ 250,000	\$ 0
Other	376,000	0
General Fund	0	125,000

This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.

Prior Years Appropriation	\$2,722,000	
Total	\$3,348,000	\$125,000

6. East Lake Courts Access Road		
Funding Source: General Obligation Bonds	\$ 87,000	\$0

This appropriation is to fund the balance of construction of a dead-end access road within the East Lake Courts to limit ingress and egress and to improve police surveillance and enforcement of the intensive drug-free program.

Prior Years Appropriation	\$ 87,000	
Total	\$ 87,000	\$0

	1994/1995 budget	1995/1996 budget
7. Traffic Signal Projects & Parking Meters		
Funding Source: General Fund	\$ 75,000	\$ 75,000

This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.

Prior Years Appropriation	\$1,012,349	
Total	\$1,087,349	\$ 75,000

8. Traffic Signal Loop Detector and Pavement Marking Replacement		
Funding Source: General Fund	\$ 30,000	\$ 25,000

This appropriation provides for repair and replacement of traffic signal loop detectors and pavement markings damaged due to the City paving contract.

Prior Years Appropriation	\$ 0	
Total	\$ 30,000	\$ 75,000

9. Curbs, Gutters and Sidewalks		
Funding Source: General Fund	\$ 50,000	\$ 75,000

This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.

Prior Years Appropriation	\$ 315,000	
Total	\$ 365,000	\$ 75,000

10. Tennessee Riverbank Stabilization		
Funding Source: General Obligation Bonds	\$ 150,000	\$0

This appropriation fund stabilization of the Tennessee riverbank along the improvements on the river: Tennessee Riverwalk, Stairs to Riverfront and widening of Riverstreet.

Priors Year Appropriation	\$ 0	
Total	\$ 150,000	\$0

	1994/1995 budget	1995/1996 budget
11. Street Improvements		
General Obligation Bonds	\$2,748,600	\$ 0
General Fund	1,193,860	1,309,600
CDBG	0	200,000
Completed Capital Projects	0	100,000
State Street Aid	419,840	0

This appropriation will fund a program of major street rehabilitation within the City.

Prior Year Appropriation	\$3,137,837	
Total	\$7,500,137	\$1,609,600

parks & recreation

Capital Budget

Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 94/95	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00
Tennessee Riverwalk Expansion		125,000				
Tennessee Riverwalk Expansion	125,000	125,000				
Greenway Farm Conference Center	30,000	451,330				
Warner Park Field House Upgrade	75,000					
Roof Repair & Replacement	50,000	150,000	100,000	100,000	101,000	100,000
Recreation Center Equipment	20,000					
Tennis Court Rehabilitation	50,000		55,000	40,500	35,000	
Paving Park & Recreation Facilities	30,000					
Parks & Recreation Equipment	170,000	55,868	100,000	51,000	62,000	
Golf Course Improvements	100,000					
Recreation/Community Center Renovat	470,900					
Rivermont Waterfront Park	150,000					
Greenway Support	17,500	25,000	50,000	50,000		
Administrative Office Renovation	38,100					
Warner Park Zoo Improvements	90,940					
Ross' Landing Maintenance Complex	150,000					
Ross' Landing Marina		55,000				
Playground Improvements		30,000	20,000	15,000		
Warner Park Pool Repair		13,000				
Miller & Phillips Parks Improvements		15,000				
Tivoli Theatre Wall Repair		43,000				
Spider Monkey Exhibit/ Warner Park		139,000	150,000	150,000	150,000	150,000
Imagination Station Playground	50,000					
Lakeside Ballfield Completion		35,000				
Fencing Replacement		40,000				
Engel Stadium		80,000				
Greenway Farm Phases II & III			468,400	792,600		
Recreation Center Siding Replacement			32,500			
Ballfield Lighting Systems			25,000			
Central Maintenance Complex			90,000	90,000	90,000	90,000
East Lake Park Improvements			25,000	60,000		
Brainerd Golf Course Clubhouse Ren		40,000				
Golf Course Equipment		79,000				
Brown Acres Maintenance Facility		30,000				
Golf Course Landscaping		40,000				
Golf Course Computer System		35,000				
Total Parks & Recreation	\$1,617,440	\$1,606,198	\$1,115,900	\$1,349,100	\$438,000	\$340,000

	1994/1995 budget	1995/1996 budget
1. Tennessee Riverwalk Expansion		
Source: General Obligation Bonds	\$ 125,000	
General Fund		\$ 250,000

This project involves the continued expansion of the Tennessee Riverwalk based on a funding strategy committed to by the City and County. The strategy involves both governments providing \$500,000 each divided over a four-year period. This will leverage both foundation and other public monies to complete the project.

Prior Years Appropriation	\$ 125,000	
Total	\$ 250,000	\$ 250,000

2. Greenway Farm Conference Center		
Funding Source: Capital Project		
Fund Balance	\$ 30,000	\$0

These funds will be used to renovate the existing building to better accommodate meetings and educational sessions, as well as to meet ADA standards. The scope of work will include kitchen improvements, restroom modernization, redesign of the entrance and remodeling meeting rooms.

Prior Years Appropriation	\$ 0	\$0
Total	\$ 30,000	\$0

3. Warner Park Field House Upgrade		
Funding Source: General Obligation Bonds	\$ 75,000	\$0

This appropriation will fund phase one and will include renovation and expansion of the PowerHouse. This will include meeting ADA, OSHA and ACSM (American College of Sports Medicine) standards and guidelines.

Prior Years Appropriation	\$ 0	
Total	\$ 75,000	\$0

4. Recreation Center Roof Replacement		
Funding Source: General Obligation Bonds	\$ 50,000	
General Fund		\$ 150,000

This appropriation will fund the continuing project of replacing Recreation Center roofs.

Prior Years Appropriation	\$ 0	
Total	\$ 50,000	\$ 150,000

	1994/1995 budget	1995/1996 budget
5. Recreation Center Equipment		
Funding Source: General Fund	\$ 20,000	\$0

This appropriation will fund the purchase of rolling game cabinet units for several Recreation Centers. Each unit contains action games, board games, puzzles, tables and stands that are stable and sturdy. It will also fund leisure activity equipment for the Eastgate Activity Center.

Prior Years Appropriation	\$ 0	
Total	\$ 20,000	\$0

6. Tennis Court Rehabilitation		
Funding Source: General Fund	\$ 50,000	\$0

The purpose of this project is to ensure that our tennis court facilities are brought up to an acceptable standard, in a timely manner, and then maintained on a regularly scheduled basis. This maintenance plan provides for rebuilding the courts which are at a sub-standard level and putting all of the courts on a five-year rotating preventative maintenance schedule.

Prior Years Appropriation	\$ 0	
Total	\$ 50,000	\$0

7. Paving at various Parks & Recreation Facilities		
Funding Source: General Fund	\$ 30,000	\$0

These funds will be used to pave parking lots and driveways as a part of our ongoing maintenance program of parks and recreation facilities. Well-defined, paved entrance roads and parking lots would decrease maintenance costs and provide a safer, more efficient vehicular access area.

Prior Years Appropriation	\$ 135,000	
Total	\$ 165,000	\$0

8. Parks & Recreation Equipment		
Funding Source: General Obligation Bonds	\$ 137,000	\$ 0
General Fund	33,000	50,000
Other	0	5,868

This appropriation allows for the ongoing replacement of older Parks and Recreation Capital equipment.

Prior Years Appropriation	\$ 0	
Total	\$ 170,000	\$58,868

	1994/1995 budget	1995/1996 budget
9. Golf Course Improvements		
Funding Source: General Fund	\$ 64,000	\$0
Golf Course		
Fund Balance	36,000	0

This appropriation will fund improvements in several buildings as well as purchase of miscellaneous maintenance equipment. I will also provide for general landscaping, driving range, bunker and tee improvements.

Prior Years Appropriation	\$ 0	
Total	\$ 100,000	\$0

10. Recreation/Community Center Renovation		
Funding Sources: General Obligation Bonds	\$ 56,000	\$0
General Fund	387,400	0
Other	27,500	0

This appropriation funds renovation, expansion and improvements to several Recreation and Community Centers.

Prior Years Appropriation	\$ 0	
Total	\$ 470,900	\$0

11. Rivermont Waterfront Park		
Funding Source: General Fund	\$ 150,000	\$0

This appropriation will fund the design and implementation of a comprehensive development plan for a sixty-two acre waterfront park. Program elements will include reconstruction and expansion of the waterfront boat ramp area featuring family oriented recreation. An expanded parking lot and walkway system connecting the waterfront park to the existing recreation facility will also be a part of the project.

Prior Years Appropriation	\$ 0	
Total	\$ 150,000	\$0

12. Greenway Support		
Funding Source: General Fund	\$ 10,000	\$ 0
Other	7,500	25,000

This appropriation will fund the expansion of the City's Greenway network through design, construction and land easement acquisition.

Prior Year Appropriation	\$ 110,000	
Total	\$ 127,500	\$25,000

	1994/1995 budget	1995/1996 budget
13. Administrative Office Renovation		
Funding Source: General Obligation Bonds	\$ 38,100	\$0

This project will fund the renovation of the administrative office to accomodate the new Planning and Design Division, as well as improve the organization and daily function of the office. The project will involve expansion of the Planning and Design office, separtion of office managment and rection areas, upgrade of the phone system, installation of a HVAC system and overall interior design enhancement.

Prior Years Appropriation	\$ 0	
Total	\$ 38,100	\$0

14. Warner Park Zoo Improvements		
Funding Source: General Fund	\$ 50,000	\$0
Friends of Zoo	22,735	0
Other	18,205	0

This appropriation will fund step one in the first phase of the long term development of the Zoo. The current year funds will be used site preparation for the South Amaerican Zone. This will include an expanded and improved jaguar exhibit and replacement of the current bird cage with an aviary.

Prior Years Appripiation	\$ 174,060	
Total	\$265,940	\$0

15. Ross' Landing Maintenance Complex		
Funding Sources: General Obligation Bonds	\$ 75,000	\$0
Hamilton County	75,000	0

This aproppiation funds a joint City/County project to construct a permanent maintenance facility that will service Ross' Landing Park and Plaza as well as sections to the Tennessee Riverwalk.

Prior Years Appropriation	0	
Total	\$ 150,000	

16, Ross' Landing Marina		
Funding Source: General Fund	\$0	\$55,000

This appropriation renovation of the Ross' Landing Marina to replace aging diesel and gasoline tanks as part of a fuel spill clean-up as well as the construction of a waste disposal system to service the Marina.

Prior Years Appropriation	\$0	
Total	\$0	\$55,000

	1994/1995 budget	1995/1996 budget
17. Playground Improvements		
Funding Source: General Fund	\$0	\$ 30,000
This appropriation will fund a continuing program of Playground improvements City wide.		
Prior Years Appropriation	\$0	
Total	\$0	\$ 30,000
18. Warner Park Pool Repair		
Funding Source: General Fund	\$0	\$ 13,000
This appropriation fund repair to leaking drain lines and expansion joint problems at the Warner Park Pool.		
Prior Years Appropriation	\$0	\$ 13,000
Total	\$0	\$ 13,000
19. Miller & Phillips Parks Improvemets		
Funding Source:	\$0	\$ 15,000
This appropriation fund landscaping the area where the bank shell was removed at Miller Park and completion of the installation of a flag pole and plaque honoring E. Cecil Phillips at Phillips Park.		
Prior Years Appropriation	\$0	
Total	\$0	\$ 15,000
20. Tivoli Theatre Wall Repair		
Funding Source: General Fund	\$0	\$ 43,000
This appropriation funds repair the to southern exterior wall at the Tivoli Theatre to improve drainage, pressure wash and paint the entire wall.		
Prior Years Appropriation	\$0	
Total	\$0	\$ 43,000
21 Spider Monkey Exhibit/Warner Park		
Funding Source:	\$0	\$139,000
This appropriation funds the design and construction of a Spider Monkey Exhibit at the Warner Park Zoo.		
Prior Years Appropriation	\$0	\$139,000

	1994/1995 budget	1995/1996 budget.
22. Imagination Station Playground		
Funding Source: General Fund	\$ 50,000	\$0
This appropriation will fund the purchase of materials for the construction of a large, community-based playground. A majority of the labor would be provided on a volunteer basis by the community, local contractors along with City workers.		
Prior Years Appropriation	0	
Total	\$ 50,000	\$0
23. Lakeside Ballfield Completion		
Funding Source: Completed Capital Projects	\$ 27,500	\$ 35,000
This appropriation will fund the completion of fencing of the ballfield at Lakeside to bring this complex up to par.		
Prior Years Appropriation	\$0	
Total	\$ 27,500	\$ 35,000
24. Fencing Replacement - City Wide		
Funding Source: Fund 1014	\$0-	\$ 40,000
This appropriation funds annual replacement of fencing of City parks, ballfields, tennis courts and recreation centers.		
Prior Years Appropriation	\$145,000	\$ 40,000
25. Engel Stadium		
Funding Source: General Fund	\$0	\$ 35,810
Completed Capital Projects	0	44,190
This appropriation will fund improvements to the City's historic Engel Stadium, home of the Lookouts the City's minor league baseball team.		
Prior Years Appropriation	\$ 50,000	
Total	\$ 50,000	\$ 80,000
26-30. City Golf Courses		
Funding Source: General Fund	\$ 64,000	\$ 0
Golf Course Fund	\$ 36,000	224,000
These appropriations fund equipment replacement, annual upgrade and maintenance, landscape improvements and purchase of a computerized point-of-sale system for the City's two municipal golf courses.		
Prior Years Appropriation	\$142,000	
Total	\$242,000	\$224,000

general services

Capital Budget						
<i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 94/95	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00
Remodel City Hall Annex, Phase II	137,000					
Tiftonia Industrial Park	130,000					
Warehouse Row Development		140,400				
Radio Building & Tower/Signal Mtn		50,000				
City Hall Renovation		50,000				
Underground Storage Tanks		12,000				
Total General Services	\$267,000	\$252,400	\$0	\$0	\$0	\$0

	1994/1995 budget	1995/1996 budget
1. Remodel City Hall Annex		
Funding Source: General Fund	\$ 137,000	\$0

This appropriation will fund the continuation of remodeling and system upgrade of the City Hall Annex building. This phase consists of possible replacement or repair of the roof and remodeling the third floor.

Prior Years Appropriation	\$ 0	
Total	\$ 137,000	\$0

2. Tiftonia Industrial Park	
Funding Source: Construction Trust Fund	\$ 130,000

This project involves the completion of infrastructure development for the Tiftonia Industrial Park. This phase involves minimum landscaping and street lights.

Prior Years Appropriation	\$ 0	
Total	\$ 130,000	\$0

3. Warehouse Row Development	
Funding Source: General Fund	\$0 \$140,400

This appropriation funds the City's portion of preparation for expansion of Warehouse Row outlet mall.

Prior Years Appropriation	\$0	
Total	\$0	\$140,400

	1994/1995 budget	1995/1996 budget
4. Radio Building & Tower		
Funding Source: General Fund	\$0	\$50,000

This appropriation will fund completion of a radio system for the City's use at the Signal Mountain site.

Prior Years Appropriation	\$0	
Total	\$0	\$50,000

5. City Hall Renovation		
Funding Source: General Fund	\$0	\$50,000

This appropriation funds continuing efforts to upgrade and remodel City Hall and City Hall Annex.

Prior Years Appropriation	\$137,000	\$50,000
Total	\$137,000	\$50,000

6. Underground Storage Tanks		
Funding Source: General Fund	\$0	\$12,000

This appropriation funds the City's continuing effort to meet environmental requirements for cleaning up underground storage tank sites belonging to the City.

Prior Years Appropriation	\$243,425	
Total	\$243,425	\$12,000

personnel administration

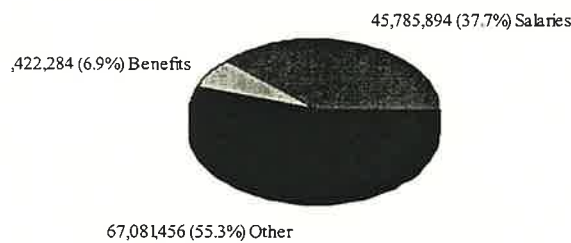
Chattanooga's number one priority is to provide the most effective and efficient services to the citizens. Our program is designed to provide one with challenging and rewarding opportunities and a chance to build a career and future.

The City's compensation package includes: **salaries, major medical health insurance, life insurance, social security, retirement plans, deferred compensation plans, worker's compensation, leave, and unused leave pay, leave buyback.**

Salaries. Salaried and hourly employees are paid on a weekly or biweekly basis, dependent upon position. Employee salaries and fringe benefits represent 44.7% of the total FY96 operating budget.

Salaries & Benefits

Fiscal Year 1996



On January 31, 1995 there was an ordinance passed (Ordinance 10163) that provided for overtime pay and compensatory leave. All non-exempt (any pay grade) and exempt employees in pay grades 1 through 11 who work more than 40 hours during a work week or more than his or her normally scheduled work day or exceeds the maximum work hours in his/her normal work period are to receive overtime pay.

Premium compensatory leave has been deleted. A provision has been established for exempt employees in pay grades 12 through 15 who work in excess of the maximum allowable hours worked to be credited with compensatory leave equal to one times the number of excess hours so worked.

Employees in pay grade 16 and above shall be ineligible to receive overtime pay or compensatory leave unless expressly authorized by the mayor and/or City Council.

Major Medical Health Insurance. Chattanooga provides major medical health and hospitalization group plan to all full-time employees. Coverage begins on the first day coincident with or immediately following completion of 90 days of active employment. For FY 95, the annual contribution was \$3,564 for each employee while the employee contributes \$402 annually. Employees who elect dependent coverage pay a fixed monthly fee for spouse and/or dependents coverage.

In FY 96, an employee's Major Medical Health and Hospitalization group plan cost will amount

to \$10,893,400.

Life Insurance. On July 1, 1986 the death benefits of the group term life insurance program sponsored by the city for all eligible employees was upgraded to equal to 100% of an employee's annual salary, with a maximum benefit of \$40,000. In FY 95, the cost of this life insurance benefit was \$0.65 per \$1,000 of Salary.

Social Security(FICA). All employees are enrolled in the Social Security Act. 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 \$55,500. Additionally, the Federal Insurance Program requires that an additional 1.45% be paid on earnings of \$55,501 and over up to a maximum of \$130,000.

Deferred Compensation. The City provides a voluntary Deferred compensation Plan opportunity through ITT Hartford Life Insurance Company for its employees to supplement the City-provided retirement plan. The City does not contribute to this supplemental plan.

Personal Leave. Personal leave is a combination of annual, sick and holiday leave into one paid leave system.

The City observes nine (9) paid holidays throughout its fiscal year. Holidays included are as followed:

New Year's Day	July 4th
Martin Luther King's Birthday	Labor Day
Good Friday	Thanksgiving Day
Memorial Day (May 30)	Day After Thanksgiving
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:	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
Hours accrued Bi-weekly	9.54	10.77	12.00
Hours accrued Annually	248	280	312
Days accrued Annually	31	35	39

The following accrual schedule applies to civilian EMT's /Paramedics with the Fire Department (based on working a twenty-four hour shift):

Years of Service:	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
Hours accrued Bi-weekly	14.77	17.54	19.85
Hours accrued Annually	384	456	516
Days accrued Annually	32	38	43

Personal Leave shall be earned 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 calendar year to the next is 150. Every employee shall be eligible to carry over from one calendar year to the next no more than ten day (150 maximum) of personal leave in addition to his/her personal leave days carried over from the previous calendar year. Any leave that is required to be taken, but not used, shall be deducted at the end of the

calendar year.

Special Leaves with pay include: Reservists leave of absence, Court attendance, meetings to attend professional and technical institutions, or conferences, that are job-related and may contribute to the effectiveness of the employee's services, and educational leave less than 14 days (if longer than fourteen days must be approved by the City Council).

Unused Leave Pay. Upon retirement, unused personal leave shall be paid in cash, at your daily rate of pay, not to exceed the maximum allowed.

Upon retirement because of disability, the employee is entitled 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 your daily rate of pay, not to exceed the maximum allowed.

Leave Buyback. Upon application of an employee, the City of Chattanooga may purchase back from its employees personal leave which they have accrued, but only under the following circumstances and conditions which must be agreed to by each employee seeking to sell the leave:

- No more than sixty (60) days of leave will be purchased from any employee during his/her lifetime;
- The City will pay to the employee seventy percent (70%) of the employee's 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 employee's total accumulated leave below thirty (30) days;
- The practice of buying back leave will be subject to the availability of funds to do so at the time of the request, the determination of which availability will be at the sole discretion of the city administration; and
- Funds realized by employees from the sale of leave will be excluded from pension-eligible earnings.

personnel changes

During the FY94/95 and in the FY 95/96 budget process, a large number of position changes occurred. This was due to major reorganization of the Public Works and Safety Departments. The position changes are as follows:

General Government & Agencies

Delete:

One City Judge	3,572 BI
One Court Officer	PG 8

Department of Finance & Administration

Upgrade:

Accounting Supervisor PG19/ upgrade to Financial Operations Director PG20

Delete:

One Accounting Analyst	PG15
One Clerk V	PG 7
One Mitimus Clerk	PG 5
One Data Entry Clerk (PT)	8.07 hr

Add:

One Data Entry Clerk IV	PG 9
One Clerk VI	PG 8
One Court Clerk I	PG 5
Data Entry Clerk II	PG 5

Department of Safety (Departmental Reorganization)

Upgrade:

One Secretary PG4 to Secretary PG 6

Downgrade:

One Executive Secretary PG10 to Administrative Secretary PG 8

Moved:

One Budget Officer & Two Clerk IV positions from Police to Administration

One Ranger Supervisor, four Ranger and nine Ranger (P.T.) from Parks & Recreation to Police

Add:

Three Captain	PG15
Three Lieutenant	PG13
Seven Police Officer	PG10
Two Meter Patrol Officer	PG 5
One RMS Trainer	PG 7
One Clerk II	PG 4
One Lieutenant (HUD)	PG13
Four RMS Data Analyst	PG 6
Sixty-six Reserve Officer (P.T.)	10.00 hr

Delete:

Three Sergeant	PG12
One Warrant Officer	PG13
One Clerk IV	PG 6
One Clerk VI	PG 8
One Deputy Fire Chief	PG18

The Dispatcher and Communication Clerk Positions were reorganized as follows:

Three Fire Dispatcher; 24 Fire & Police Dispatcher and 21 Dispatcher Trainee positions

Department of Public Works

Upgrade:

One Construction Superintendent PG18 to City Wide Services Director PG21
Civil Engineer Technician II PG 13 to Engineering Design Coordinator PG 16

Moved:

One Clerk III PG 5 from Administration to Engineering

Add:

One Combination Inspector	PG12
Two Truck Driver III	PG 6
One Equipment Operator I	PG 6
Three Laborer II	PG 4
One Civil Engineer Tech II	PG13
One Commercial/Residential Manager	PG16
Two Equipment Operator III	PG 9
Two Laborer III	PG 5
Two Equipment Operator III	PG 9
Two Laborer III	PG 5
One Landfill Engineering Technician	PG13
One Truck Driver III	PG 6
One Equipment Operator II	PG 8
Two Equipment Operator I/Foreman	PG 7
Three Truck Driver II	PG 5
Two Laborer I	PG 2
One Recycle Foreman	PG 8

Delete:

One Equipment Operator II	PG 8
One Truck Driver II	PG 5
Eight Laborer III	PG 5
Four Laborer I	PG 2
Equipment Operator II	PG 8
One Laborer III	PG 5
One Vehicle Lubricator	PG 6
One Truck Driver II	PG 5
Seven Truck Driver IV	PG 7
One Recycling Coordinator	PG14
One General Foreman	PG11
Three Sanitation Worker II	PG 5
Seven Sanitation Worker I	PG 4

Department of Parks & Recreation

Add:

One Recreation Specialist II	PG10
One Front Desk Clerk (P.T.)	5.68 hr
One Gardener	PG 5
One Mechanic II	PG10
One Safety Coordinator	PG 8
One Assistant Zoo Supervisor	PG 7
Two Laborer II	PG4
Two Crew Leader	PG 5
One Forestry Crew Leader	PG 8
One Tree Trimmer	PG 5

Delete:

One Environmental Center Director	PG13
One Recreation Specialist I	PG 8
One Mechanic I	PG 8
Three Laborer III	PG4
One Zookeeper	PG4
One Custodian	PG 1

Department of General Services

Add:

One Risk Manager	PG18
One Buyer	PG10
Purchasing Technician	PG 6

Delete:

One Life & Health Insurance Manager	PG16
One Assistant Buyer	PG 8
One Clerk/Receptionist	PG2

Interceptor Sewer System

Add:

One Laboratory Technician III	PG12
One Pump Station Mechanic	PG11
Five Laborer III	PG 5
Two Operator II	PG 8
One Pretreatment Inspector	PG 9

Delete:

One Laboratory Technician II	PG10
One Machinist	PG11
One Mechanic Helper	PG4
Eight Laborer II	PG4
One Operator II	PG 8
Four Operator II P/S	PG 8
One Safety/Training Coordinator	PG12
One Monitor Technician II	PG 8
One Monitor Technician I	PG 6

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
General Government & Agencies										
C00150	City Attorney	26	1	1	1	1	1	1	1	1
C20010	City Judges	3,572.77 BI	2	2	2	1	1	1	1	1
C00151	Judicial Secretary	7	1	1	1	1	1	1	1	1
C00152	Court Officer	8	3	3	3	2	2	2	2	2
C00154	Police Officer	10	1	1	1	1	1	1	1	1
C00157	Secretary	6	1	1	1	1	1	1	1	1
C00155	Executive Director	15	1	1	1	1	1	1	1	1
C20100	Council Chairperson	1,648.82/M	1	1	1	1	1	1	1	1
C20200	Council Vice Chairperson	1,440.48/M	1	1	1	1	1	1	1	1
C20300	Council Member	1,232.15/M	7	7	7	7	7	7	7	7
C00159	City Clerk	1,946.46/B	1	1	1	1	1	1	1	1
C00163	Council Secretary	8	1	1	1	1	1	1	1	1
C00161	Assistant Clerk to Council	12	1	1	1	1	1	1	1	1
C00160	Management Analyst	2,080.00/B	1	1	1	1	1	1	1	1
C20001	Mayor	3,791.23 BI	1	1	1	1	1	1	1	1
N/A	Special Assistant (Part Time)	659.20 BI	1	0	0	0	0	0	0	0
C00912	Executive Secretary (Part Time)	10.04/HR.	1	1	1	1	1	1	1	1
C00165	Executive Assistant	15	1	1	1	1	1	1	1	1
C00166	Special Assistant	12	1	1	1	1	1	1	1	1
C00167	Executive Secretary	8	1	1	1	1	1	1	1	1
C00169	Administrative Assistant	13	1	1	1	1	1	1	1	1
C00170	Deputy Administrator	21	1	1	1	1	1	1	1	1
Department of Finance & Administration										
C00075	City Finance Officer	25	1	1	1	1	1	1	1	1
C00076	Deputy City Finance Officer	22	1	1	1	1	1	1	1	1
C00077	Assistant City Finance Officer	22	1	1	1	1	1	1	1	1
C00079	Financial Operations Director	20	0	0	0	1	1	1	1	1
C00080	Internal Audit Supervisor	16	1	1	1	1	1	1	1	1
C00081	Disbursing Officer	13	1	1	1	1	1	1	1	1
C00083	Payroll Supervisor	12	1	1	1	1	1	1	1	1
C00084	Internal Auditor	15	2	2	2	2	2	2	2	2
C00085	Budget Analyst	15	4	4	4	4	4	4	4	4
C00087	Accountant	15	3	3	3	4	4	4	4	4
C00088	Accounting Technician	8	1	1	1	1	1	1	1	1
C00089	Assistant Disbursing Officer	8	1	1	1	1	1	1	1	1
C00091	Clerk II	4	1	1	1	1	1	1	1	1
C00092	Clerk II	4	1	1	1	1	1	1	1	1
C00093	Data Entry Clerk II	5	1	1	1	1	1	1	1	1
C00095	Data Entry Clerk III	6	1	1	1	1	1	1	1	1
C00096	Clerk IV	6	2	2	2	2	2	2	2	2
C00097	Clerk VI	8	1	1	1	1	1	1	1	1
C00099	Data Entry Clerk II	5	1	1	1	1	1	1	1	1
C00100	Secretary	6	1	1	1	1	1	1	1	1
C00101	Clerk VI	8	0	0	0	1	1	1	1	1
C00103	Executive Secretary	10	1	1	1	1	1	1	1	1
C00104	Clerk III	5	1	1	1	1	1	1	1	1
C00123	Data Entry Clerk IV	9	0	0	0	1	1	1	1	1
C00902	Cost Accounting Intern (Part time)	7.28/HR.	2	2	2	2	2	2	2	2
N/A	Accounting Supervisor	19	1	1	1	0	0	0	0	0

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
N/A	Accounting Analyst	15	1	1	1	0	0	0	0	0
N/A	Clerk V	7	1	1	1	0	0	0	0	0
C00107	Information System Director	22	1	1	1	1	1	1	1	1
C00108	System/ Program Manager	20	1	1	1	1	1	1	1	1
C00109	Technical Support Manager	20	1	1	1	1	1	1	1	1
C00111	Operations Manager	18	1	1	1	1	1	1	1	1
C00112	Control Supervisor	9	1	1	1	1	1	1	1	1
C00113	System & Data Base Specialist III	20	1	1	1	1	1	1	1	1
C00115	System & Data Base Specialist II	18	1	1	2	2	2	2	2	2
C00116	System & Data Base Specialist I	16	2	2	1	1	1	1	1	1
C00118	Programmer Analyst	18	4	4	4	4	4	4	4	4
C00119	Programmer II	16	5	5	6	6	6	6	6	6
C00122	Office Automation Specialist	10	1	1	1	1	1	1	1	1
C00123	Data Entry Clerk IV	9	1	1	1	0	0	0	0	0
C00124	Computer Operator II	10	7	7	3	3	3	3	3	3
C00126	Computer Operator I	8	4	4	4	4	4	4	4	4
C00127	Programmer I	14	8	8	8	8	8	8	8	8
N/A	Information System Administrator	16	1	1	0	0	0	0	0	0
C00130	Treasurer	22	1	1	1	1	1	1	1	1
C00131	Assistant Treasurer	17	1	1	1	1	1	1	1	1
C00132	Business Tax Supervisor	13	1	1	1	1	1	1	1	1
C00134	Property Tax Supervisor	11	1	1	1	1	1	1	1	1
C00135	Clerk VI	8	1	1	1	1	1	1	1	1
C00136	Business Tax Inspector	8	1	1	1	1	1	1	1	1
C00139	Clerk IV	6	1	1	1	1	1	1	1	1
C00138	Clerk V	7	1	1	1	1	1	1	1	1
C00140	Clerk IV	6	1	1	1	1	1	1	1	1
C00142	Clerk IV	6	1	1	1	1	1	1	1	1
C00143	Clerk IV	6	1	1	1	1	1	1	1	1
C00904	Property Tax Clerk I	5.68/HR.	2	2	2	2	2	2	2	2
C00905	Property Tax Clerk II	7.03/HR.	1	1	1	1	1	1	1	1
C00906	Property Tax Clerk III	7.58/HR.	1	1	1	1	1	1	1	1
C00055	City Court Clerk	17	1	1	1	1	1	1	1	1
C00056	Deputy City Court Clerk	13	1	1	1	1	1	1	1	1
C00057	Parking Supervisor	10	1	1	1	1	1	1	1	1
C00059	Court Supervisor	10	1	1	1	1	1	1	1	1
C00060	Records & Collection Officer	8	1	1	1	1	1	1	1	1
C00061	Probation Officer/Clerk	6	1	1	1	1	1	1	1	1
C00063	Court Clerk I	5	10	10	10	11	11	11	11	11
C00065	Warrant Officer	5	1	1	1	1	1	1	1	1
C00067	Bench Clerk	7	2	2	2	2	2	2	2	2
C0068	Data Entry Clerk II	5	1	1	1	2	2	2	2	2
C00072	Court Clerk II	7	2	2	2	2	2	2	2	2
N/A	Court Coordinator	8	1	1	0	0	0	0	0	0
N/A	Mittimus Clerk	5	1	1	1	0	0	0	0	0
N/A	Cashier	5	2	2	0	0	0	0	0	0
N/A	Data Entry Clerk II (Part time 20 hrs.)	8.07/HR.	1	1	1	0	0	0	0	0

Department of Safety

C00799	Budget Officer	11	0	0	0	1	1	1	1	1
C00800	Administrator	25	1	1	1	1	1	1	1	1
C00801	Assistant Occupational Safety Director	15	1	1	1	1	1	1	1	1
C00802	Executive Secretary	10	1	1	1	1	1	1	1	1
C00803	Clerk IV	6	0	0	0	2	2	2	2	2

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C00804	Administrative Secretary	8	0	0	0	1	1	1	1	1
N/A	Executive Secretary	10	1	1	1	0	0	0	0	0
N/A	Personnel Investigator	12	1	0	0	0	0	0	0	0
C00805	Police Chief	23	1	1	1	1	1	1	1	1
C00806	Deputy Police Chief	18	3	3	3	3	2	2	2	2
C00808	Major	16	2	2	3	0	0	0	0	0
C00809	Captain	15	12	15	14	17	17	17	17	17
C00810	Patrol Captain	15	0	7	7	7	7	7	7	7
C00811	Lieutenant (HUD)	13	0	0	0	1	1	1	1	1
C00812	Lieutenant	13	41	31	31	34	34	34	34	34
C00813	Sergeant	12	75	75	74	72	72	72	72	72
C00814	Inspector	12	34	34	34	34	34	34	34	34
C00816	Polygraph Examiner	15	1	1	1	1	1	1	1	1
C00817	Police ID Officer	12	2	2	2	2	2	2	2	2
C00818	Police Officer	10	200	221	204	204	204	204	204	204
C00820	Police Off. Crime Bill	10	0	0	31	31	31	31	31	31
C00824	Police Officer	10	13	13	13	20	20	20	20	20
C00826	Crime Prevention Technician	12	2	2	2	2	2	2	2	2
C00828	Police ID Technician	10	1	1	1	1	1	1	1	1
C00829	Photo Lab Tech	8	1	1	1	1	1	1	1	1
C00832	Meter Patrol Supervisor	8	1	1	1	1	1	1	1	1
C00833	School Patrol Chief	10	1	1	1	1	1	1	1	1
C00834	School Patrol Captain	6	1	1	1	1	1	1	1	1
C00836	Park Police Chief	14	1	1	1	1	1	1	1	1
C00837	Assistant Park Police Chief	12	1	1	1	1	1	1	1	1
C00838	Park Police Officer II	9	6	6	6	6	6	6	6	6
C00840	Park Police Officer I	8	6	6	6	6	6	6	6	6
C00841	Meter Patrol Officer	5	7	7	7	9	9	9	9	9
C00842	Admin. Secretary	8	2	2	4	4	4	4	4	4
C00843	Fire Dispatchers	8	27	27	27	3	3	3	3	3
C00844	Fire & Police Dispatchers	10	0	0	0	24	24	24	24	24
C00845	Dispatcher Trainees	6	21	21	21	21	21	21	21	21
C00846	Clerk II	4	11	11	11	12	12	12	12	12
C00848	Clerk VI	8	4	4	4	1	1	1	1	1
C00849	Clerk III	5	1	1	1	1	1	1	1	1
C00850	Ranger	6	0	0	0	4	4	4	4	4
C00852	Clerk IV	6	2	2	2	1	1	1	1	1
C00853	Clerk III	5	1	1	1	1	1	1	1	1
C00854	Clerk IV	6	1	1	1	1	1	1	1	1
C00856	RMS Trainer	7	1	1	1	2	2	2	2	2
C00857	Clerk III	5	12	12	12	9	9	9	9	9
C00859	Secretary	6	5	5	4	4	4	4	4	4
C00860	Laborer II	4	4	3	3	3	3	3	3	3
C00861	ID Data Clerk (AFIS System)	7	1	1	1	1	1	1	1	1
C00862	RMS Data Analyst	6	0	0	0	4	4	4	4	4
C00863	Ranger Supervisor	9	0	0	0	1	1	1	1	1
C00953	Ranger (Part time)	7.87/HR	0	0	0	9	9	9	9	9
C00975	Lieutenant School Patrol	27.91/D	3	3	3	3	3	3	3	3
C00976	School Patrol Officer	19.68/D	30	30	30	30	30	30	30	30
C00977	Reserve Officer (Part time)	10.00/HR.	0	0	0	66	66	66	66	66
N/A	Warrant Officer	13	0	0	1	0	0	0	0	0
N/A	Budget Officer	11	1	1	1	0	0	0	0	0
C00865	Fire Chief	23	1	1	1	1	1	1	1	1
C00866	Deputy Fire Chief	18	3	3	3	2	2	2	2	2
C00867	Fire Marshal	18	1	1	1	1	1	1	1	1
C00869	Assistant. Fire Chief	16	6	6	6	6	6	6	6	6

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C00870	Commander	15	20	20	19	19	19	19	19	19
C00871	Captain	13	57	57	58	58	58	58	58	58
C00873	Lieutenant	12	91	91	91	91	91	91	91	91
C00874	Firefighter	10	172	172	173	173	173	173	173	173
C00877	Supply Officer	13	0	0	1	1	1	1	1	1
C00878	Maintenance Supervisor	14	0	1	1	1	1	1	1	1
C00879	Maintenance Technician	8	1	1	1	1	1	1	1	1
C00881	Executive Secretary I	8	1	1	1	1	1	1	1	1
C00882	Secretary	6	1	1	1	2	2	2	2	2
C00883	Clerk II	4	1	1	1	1	1	1	1	1
C00885	Clerk IV	6	1	1	1	1	1	1	1	1
C00886	Secretary	6	1	1	1	1	1	1	1	1
C00887	Laborer II	4	2	2	2	2	2	2	2	2
C00889	Truck Driver IV	7	1	1	1	1	1	1	1	1
N/A	Secretary	4	1	0	1	0	0	0	0	0

Department of Public Works

C00450	Administrator	25	1	1	1	1	1	1	1	1
C00451	Assistant Public Works Administrator	21	1	1	1	1	1	1	1	1
C00452	Budget Officer	15	1	1	1	1	1	1	1	1
C00454	Office Manager	11	1	1	1	1	1	1	1	1
C00455	Administrative Secretary	8	1	1	1	1	1	1	1	1
C00456	Clerk II	4	1	1	1	1	1	1	1	1
C00458	Clerk III	5	1	1	1	0	0	0	0	0
C00459	Clerk III	5	1	1	1	1	1	1	1	1
C00540	Codes & Inspection Director	19	1	1	1	1	1	1	1	1
C00541	Building Official	18	1	1	1	1	1	1	1	1
C00542	Better Housing Manager	14	1	1	1	1	1	1	1	1
C00544	Chief Building Inspector	15	1	1	1	1	1	1	1	1
C00545	Chief Electrical Inspector	15	1	1	1	1	1	1	1	1
C00546	Chief Plumbing Inspector	15	1	1	1	1	1	1	1	1
C00548	Electrical Inspector II	12	1	1	1	1	1	1	1	1
C00549	Gas/Mechanical Insp. II	12	1	1	1	1	1	1	1	1
C00550	Plumbing Inspector II	12	1	1	1	1	1	1	1	1
C00552	Combination Inspector	12	1	1	1	2	2	2	2	2
C00553	Building Inspector I	11	3	3	3	3	3	3	3	3
C00554	Electrical Inspector I	11	3	3	3	3	3	3	3	3
C00556	Gas/Mechanical Inspector I	11	1	1	1	1	1	1	1	1
C00557	Plumbing Inspector I	11	2	2	2	2	2	2	2	2
C00558	Codes Coordinator I	15	1	1	1	1	1	1	1	1
C00560	Chief Signs Inspector	13	1	1	1	1	1	1	1	1
C00561	Electrical Sign Inspector	9	0	1	1	1	1	1	1	1
C00562	Assistant Codes Coordinator	13	1	1	1	1	1	1	1	1
C00564	Senior Codes Enforcement Inspector	9	0	1	1	1	1	1	1	1
C00565	Code Enforcement Inspector	9	7	6	6	6	6	6	6	6
C00566	Signs Inspector	8	2	1	1	1	1	1	1	1
C00568	Office Manager	8	1	1	1	1	1	1	1	1
C00569	Secretary	6	1	1	1	1	1	1	1	1
C00570	Clerk III	5	3	3	3	3	3	3	3	3
C00571	Clerk II	4	1	1	1	1	1	1	1	1
C00474	City Wide Services Director	21	0	0	0	1	1	1	1	1
C00474	Construction Superintendent	18	1	1	1	0	0	0	0	0
C00476	Operations Coordinator	15	1	1	1	1	1	1	1	1
C00488	Clerk III	5	0	1	1	1	1	1	1	1
C00486	Secretary	6	1	1	1	1	1	1	1	1

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C00478	Safety & Training Coordinator	11	1	1	1	1	1	1	1	1
C00479	Accident Investigator	9	1	1	1	1	1	1	1	1
C00480	Industrial Nurse	11	1	1	1	1	1	1	1	1
C00482	Purchasing Coordinator	8	1	1	1	1	1	1	1	1
C00483	Clerk II	4	1	1	1	1	1	1	1	1
C00484	Personnel Assistant	6	1	1	1	1	1	1	1	1
C00487	Administrative Secretary	8	1	1	1	1	1	1	1	1
C00490	Clerk II	4	2	1	1	1	1	1	1	1
C00491	Custodian	1	3	3	2	2	2	2	2	2
C00492	Laborer III	5	1	1	1	1	1	1	1	1
C00683	Assistant. Superintendent	14	1	1	1	1	1	1	1	1
C00684	General Foreman	12	1	1	1	1	1	1	1	1
C00685	Foreman	10	4	4	4	5	5	5	5	5
C00687	Foreman	10	1	1	1	0	0	0	0	0
C00688	Carpenter Foreman	11	2	2	2	2	2	2	2	2
C00689	Utility Servicer	7	1	1	1	1	1	1	1	1
C00691	Brick Mason	11	2	2	2	2	2	2	2	2
C00692	Carpenter	11	1	1	1	1	1	1	1	1
C00693	Equipment Operator. II	8	5	5	5	4	4	4	4	4
C00694	Equipment Operator III	9	0	0	0	1	1	1	1	1
C00695	Truck Driver II	5	6	6	6	5	5	5	5	5
C00696	Laborer III	5	21	21	21	13	13	13	13	13
C00697	Truck Driver III	6	2	2	2	3	3	3	3	3
C00698	Concrete Worker	6	0	0	0	8	8	8	8	8
C00699	Float Operator	8	1	1	1	1	1	1	1	1
C00700	Laborer II	4	11	11	11	11	11	11	11	11
C00494	General Foreman	11	1	1	1	1	1	1	1	1
C00495	Truck Driver I	3	1	1	1	1	1	1	1	1
C00496	Truck Driver II	5	1	1	1	1	1	1	1	1
C00498	Laborer III	5	6	6	6	6	6	6	6	6
C00499	Equipment Operator I	6	2	2	2	2	2	2	2	2
C00500	Equipment Operator I	6	1	1	1	1	1	1	1	1
N/A	Truck Driver III	6	1	0	0	0	0	0	0	0
N/A	Sanitation Worker I	4	3	0	0	0	0	0	0	0
C00702	General Foreman	11	1	1	1	1	1	1	1	1
C00703	Foreman	8	1	1	1	1	1	1	1	1
C00704	Equip. Operator. I	6	4	4	3	3	3	3	3	3
C00705	Crew Leader	6	0	0	3	3	3	3	3	3
C00706	Laborer III	5	11	10	7	7	7	7	7	7
C00707	Laborer I	2	19	19	19	15	15	15	15	15
C00708	Alt Sanitation Worker I/ Laborer I	3	5	5	5	5	5	5	5	5
C00709	Equip Operator I	6	0	1	1	2	2	2	2	2
N/A	Laborer II	4	0	0	0	3	3	3	3	3
C00768	City Traffic Engineer	20	1	1	1	1	1	1	1	1
C00769	Assistant Traffic Engineering Manager	18	1	1	1	1	1	1	1	1
C00770	Traffic Operations Analyst	15	1	1	1	1	1	1	1	1
C00772	Computer Tech.	12	1	1	1	1	1	1	1	1
C00773	Drafter	8	1	1	1	1	1	1	1	1
C00774	Traffic Engineering Tech	10	1	2	2	2	2	2	2	2
C00776	Traffic Signal Tech.	14	1	1	1	1	1	1	1	1
C00777	Administrative Secretary	8	1	1	1	1	1	1	1	1
C00778	Clerk II	4	1	1	1	1	1	1	1	1
N/A	Traffic Engineering Aide	6	1	0	0	0	0	0	0	0
C00505	City Engineer	24	1	1	1	1	1	1	1	1

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C00506	Asst. City Engineer	20	1	1	1	1	1	1	1	1
C00507	Civil Engineer III	18	1	1	1	1	1	1	1	1
C00509	Development Coordinator	12	1	1	1	1	1	1	1	1
C00510	Construction. Inspector II	13	1	1	1	1	1	1	1	1
C00511	Civil Engineer II	16	2	2	1	1	1	1	1	1
C00512	Engineering Design Coordinator.	16	0	0	1	0	0	0	0	0
C00512	Engineering Design Manager	17	0	0	0	1	1	1	1	1
C00513	Engineering Designer	13	1	1	1	1	1	1	1	1
C00514	Prop. Acquisition Agent	11	1	1	1	1	1	1	1	1
C00515	Plans & Survey Analyst	15	1	1	1	1	1	1	1	1
C00517	Survey Party Chief II	13	1	1	1	1	1	1	1	1
C00518	Survey Party Chief	12	3	3	3	3	3	3	3	3
C00519	Civil Engineer Tech II	13	3	3	3	4	4	4	4	4
C00521	Construction. Inspector I	11	3	3	3	3	3	3	3	3
C00522	Survey Instrument Tech.	9	4	4	4	4	4	4	4	4
C00523	Survey Technician	6	5	5	5	5	5	5	5	5
C00525	Information Tech	8	1	1	1	1	1	1	1	1
C00526	Administrative Secretary	8	1	1	1	1	1	1	1	1
C00527	Records Technician	4	1	1	1	1	1	1	1	1
C00528	Clerk III	5	1	1	1	1	1	1	1	1
C00529	Assistant Information Technician	6	0	0	0	1	1	1	1	1
C00965	Engineering Co-op	7.87/hr.	1	1	1	1	1	1	1	1
N/A	System Specialist	12	1	0	0	0	0	0	0	0
C00743	Traffic Control Super.	15	1	1	1	1	1	1	1	1
C00744	Traffic Electrical Foreman	14	1	1	1	1	1	1	1	1
C00745	Traffic Control Foreman	11	1	1	1	1	1	1	1	1
C00746	Traffic Electrician II	13	0	0	1	1	1	1	1	1
C00747	Tool Room Supervisor	10	1	1	1	1	1	1	1	1
C00748	Tool Room Asst. Super.	7	1	1	1	1	1	1	1	1
C00749	Laborer II	4	0	0	1	1	1	1	1	1
C00751	Traffic Electrician I	12	5	5	4	4	4	4	4	4
C00752	Mechanic II	10	1	1	1	1	1	1	1	1
C00753	Parking Meter Servicer	7	1	1	1	1	1	1	1	1
C00754	Crew Leader	6	0	0	1	1	1	1	1	1
C00755	Secretary	6	1	1	1	1	1	1	1	1
C00756	Electronic Technician. I	11	1	2	2	2	2	2	2	2
C00757	Electronic Tech II	13	2	1	1	1	1	1	1	1
C00759	Laborer III	5	1	1	1	1	1	1	1	1
C00760	Electrician Helper	5	0	1	1	1	1	1	1	1
C00761	Equipment Operator I	6	2	2	2	2	2	2	2	2
C00763	Traffic Sign Fabricator	7	1	1	1	1	1	1	1	1
C00764	Laborer III	5	4	4	3	3	3	3	3	3
C00765	Laborer II	4	2	1	1	1	1	1	1	1
C00766	Custodian	1	0	0	1	1	1	1	1	1
C00767	Laborer II	4	5	5	5	5	5	5	5	5
N/A	Tool Room Attendant	3	1	1	0	0	0	0	0	0
C00728	Storm Water Manager	19	1	1	1	1	1	1	1	1
C00729	Illicit Discharge Program Manager	14	1	1	1	1	1	1	1	1
C00730	Public Relations/Edu Manager	10	0	1	1	1	1	1	1	1
C00732	Flood Plain Mgmt Super	14	0	1	1	1	1	1	1	1
C00733	Construction Site Program Manager	16	2	1	1	1	1	1	1	1
C00734	Civil Engineer Tech II	13	0	1	0	1	1	1	1	1
C00735	GIS Manager	12	0	1	1	1	1	1	1	1
C00736	Commercial / Residential Program. Manager	16	0	0	0	1	1	1	1	1

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C00737	Civil Engineer Tech I	10	1	1	1	1	1	1	1	1
C00738	Water Quality Analyst	8	4	5	5	5	5	5	5	5
C00740	Secretary	6	0	1	1	1	1	1	1	1
C00741	Data Entry Technician	6	0	1	1	1	1	1	1	1
C00710	Assistant. Superintendent	14	1	1	1	1	1	1	1	1
C00711	Foreman	10	1	1	1	2	1	1	1	1
C00712	Equipment Operator II	8	6	6	6	5	5	5	5	5
C00713	Equipment Operator III	9	0	0	0	1	1	1	1	1
C00714	Truck Driver III	6	8	8	8	8	8	8	8	8
C00715	Laborer III	5	2	2	2	1	1	1	1	1
C00717	Assistant Superintendent	14	1	1	1	1	1	1	1	1
C00718	General Foreman	11	2	2	2	2	2	2	2	2
C00721	Foreman	9	2	4	4	4	4	4	4	4
C00719	Foreman	8	7	5	5	5	5	5	5	5
C00722	Equipment Operator II	8	6	7	7	7	7	7	7	7
C00723	Truck Driver II	5	11	11	11	11	11	11	11	11
C00725	Laborer III	5	11	19	19	19	19	19	19	19
C00726	Laborer II	4	43	34	34	34	34	34	34	34
C00663	Waste Resources Director	15	1	1	1	1	1	1	1	1
C00664	Landfill Supervisor	12	1	1	1	1	1	1	1	1
C00665	Landfill Technician	11	0	1	1	1	1	1	1	1
C00672	Equipment Operator. III	9	10	9	9	10	10	10	10	10
C00666	Laborer III	5	0	0	0	2	2	2	2	2
C00667	Mechanic I	8	1	1	1	1	1	1	1	1
C00668	Vehicle Lubricator	6	1	1	1	0	0	0	0	0
C00669	Laborer II	4	1	6	4	4	4	4	4	4
C00670	Landfill Engineering Technician	13	0	0	0	1	1	1	1	1
C00671	Scale Operator	6	3	2	2	2	2	2	2	2
C00673	Truck Driver II	5	1	1	1	0	0	0	0	0
C00674	Truck Driver III	6	0	0	0	1	0	0	0	0
C00780	Equipment Operator II	8	0	2	2	3	3	3	3	3
C00781	Scale Operator	6	0	1	1	1	1	1	1	1
C00782	Truck Driver IV	7	0	2	2	2	2	2	2	2
C00783	Equipment Operator III	9	0	0	0	1	1	1	1	1
C00784	Laborer II	4	0	4	4	4	4	4	4	4
C00785	Laborer III	5	0	0	0	2	2	2	2	2
C00462	General Foreman	11	2	2	2	2	2	2	2	2
C00463	Receptionist	2	1	1	1	1	1	1	1	1
C00464	Truck Driver II	5	16	14	15	18	18	18	18	18
C00466	Equip Operator I/Foreman	7	7	7	7	9	9	9	9	9
C00467	Laborer I	2	8	7	7	9	9	9	9	9
C00468	Truck Driver III	6	2	4	4	4	4	4	4	4
C00470	Truck Driver IV	7	3	1	7	0	0	0	0	0
C00471	Alt Sanitation Worker I/Laborer I	3	5	5	5	5	5	5	5	5
N/A	Equipment Operator II	8	1	0	0	0	0	0	0	0
C00675	Recycle Foreman	8	0	0	0	1	1	1	1	1
C00676	Recycling Attendant III	6	0	2	2	2	2	2	2	2

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C00677	Clerk II	4	0	1	1	1	1	1	1	1
C00679	Recycling Attendants II	4	2	2	3	3	3	3	3	3
C00680	Recycling Attendants	2	2	2	2	2	2	2	2	2
N/A	Truck Driver III	6	1	1	0	0	0	0	0	0
N/A	Laborer II	4	2	0	0	0	0	0	0	0
N/A	Recycling Coordinator	14	1	1	1	0	0	0	0	0
C00532	Division Superintendent	15	1	1	1	1	1	1	1	1
C00533	General Foreman	11	3	3	3	2	2	2	2	2
C00534	Clerk II	4	1	1	1	1	1	1	1	1
C00535	Sanitation Worker I	4	1	0	1	1	1	1	1	1
C00536	Truck Driver III	6	20	21	21	22	22	22	22	22
C00537	Sanitation Worker II	5	7	7	7	4	4	4	4	4
C00538	Sanitation Worker I	4	43	47	46	39	39	39	39	39

Department of Parks & Recreation

C00300	Administrator	25	1	1	1	1	1	1	1	1
C00301	Operation Director (Deputy Administrator)	22	1	1	1	1	1	1	1	1
C00302	Executive Assistant	12	1	1	1	1	1	1	1	1
C00304	Public Information Officer	12	1	1	1	1	1	1	1	1
C00305	Planner/Designer	13	1	1	1	1	1	1	1	1
C00306	Environmental Center Director	13	0	1	1	0	0	0	0	0
C00308	Assistant Planner	8	0	1	1	1	1	1	1	1
C00309	Executive Secretary	8	1	1	1	1	1	1	1	1
C00374	Superintendent	16	1	1	1	1	1	1	1	1
C00375	Assistant Recreation Supervisor	15	1	1	1	1	1	1	1	1
C00376	Recreation Supervisor	13	3	3	3	3	2	2	2	2
C00379	Cultural Arts Coordinator	12	1	1	1	1	1	1	1	1
C00373	Clerk II	4	0	0	1	1	1	1	1	1
C00380	Recreation Specialist II	10	19	19	19	20	20	20	20	20
C00382	Recreation Specialist I	8	20	20	20	19	19	19	19	19
C00383	Adult Activities Coordinator	10	1	1	1	1	1	1	1	1
C00934	Director (Part time)	605.72 BI	1	1	1	1	1	1	1	1
C00935	Recreation Specialist (Part time 18 hrs.)	7.30/HR.	2	2	2	2	2	2	2	2
C00937	Recreation Specialist (Part time 36 hrs.)	7.30/HR.	10	9	9	9	9	9	9	9
C00938	Clerk (Part time 36 hrs.)	6.75/HR	1	1	0	0	0	0	0	0
C00940	Assistant Tennis Coordinator	160.00/WK	1	1	1	1	1	1	1	1
C00941	Supervisor	160.00/WK	2	2	2	2	2	2	2	2
C00942	Softball Coordinator	200.00/WK	1	1	1	1	1	1	1	1
C00943	Playground Leaders	4.25/HR.	37	37	37	37	37	37	37	37
C00945	Track Instructor	100.00/WK	1	1	1	1	1	1	1	1
C00946	Assistant Instructor	135.00/WK	5	5	5	5	5	5	5	5
C00947	Swimming Pool Supervisor I	200.00/WK	1	1	1	2	2	2	2	2
C00949	Swimming Pool Manager	250.00/WK	1	1	1	1	1	1	1	1
C00950	Aquatic Program Coordinator	200.00/WK	1	1	1	1	1	1	1	1
C00951	Lifeguards	6.00/HR.	7	7	14	14	14	14	14	14

Personnel Summary

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Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C00378	Fitness Program Coordinator	13	1	1	1	1	1	1	1	1
C00385	Recreation Specialist II	10	1	1	1	1	1	1	1	1
C00386	Recreation Specialist II	10	1	1	1	1	1	1	1	1
C00387	Fitness Specialist	10	1	1	1	1	1	1	1	1
C00960	Front Desk Clerk (Part time 18 hrs.)	5.68/HR.	1	1	1	2	2	2	2	2
C00341	Custodial Supervisor	12	1	1	1	1	1	1	1	1
C00356	Custodian	1	16	14	14	14	13	13	13	13
C00931	Custodian (Part time)	7.08/HR.	1	1	1	1	1	1	1	1
C00335	Superintendent	17	1	1	1	1	1	1	1	1
C00336	Assistant Superintendent	14	1	1	1	1	1	1	1	1
C00337	Maintenance Supervisor	14	1	1	1	1	1	1	1	1
C00339	General Foreman	10	1	1	1	1	1	1	1	1
C00340	General Foreman	10	1	1	1	1	1	1	1	1
C00343	Assistant Maintenance Supervisor	9	1	1	1	1	1	1	1	1
C00345	Hear & Air Specialist	11	1	1	1	1	1	1	1	1
C00347	Electrician	12	1	1	1	1	1	1	1	1
C00348	Plumber	11	1	1	1	1	1	1	1	1
C00349	Carpenter	11	1	1	1	1	1	1	1	1
C00351	Painter	9	1	1	1	1	1	1	1	1
C00352	Equipment Operator II	8	4	4	4	4	4	4	4	4
C00353	Welder	8	1	1	1	1	1	1	1	1
C00354	Mechanic II	10	0	0	0	1	1	1	1	1
C00355	Safety Coordinator	8	0	0	0	1	1	1	1	1
C00355	Mechanic I	8	1	1	1	0	0	0	0	0
C00357	Laborer II	4	5	4	4	4	4	4	4	4
C00359	Laborer III	5	7	14	14	14	14	14	14	14
C00360	Truck Driver III	6	1	1	1	1	1	1	1	1
C00361	Plumber Helper	5	1	1	1	1	1	1	1	1
C00363	Electrician Helper	5	1	1	1	1	1	1	1	1
C00364	Laborer II	4	5	5	5	2	2	2	2	2
C00365	Gardener	5	1	1	0	1	1	1	1	1
C00367	Laborer II	4	7	5	5	5	5	5	5	5
C00368	Truck Driver II	5	2	2	2	2	2	2	2	2
C00369	Equipment Operator II	8	1	1	1	1	1	1	1	1
C00371	Clerk III	5	1	1	1	1	1	1	1	1
C00372	Administrative Secretary	8	1	1	1	1	1	1	1	1
N/A	Small Engine Mechanic	5	1	0	0	0	0	0	0	0
N/A	Electrician Helper	5	1	0	0	0	0	0	0	0
C00416	Zoo Supervisor	11	1	1	1	1	1	1	1	1
C00417	Assistant Zoo Supervisor	7	0	0	0	1	1	1	1	1
C00418	Zookeeper	4	4	4	4	3	3	3	3	3
C00389	General Foreman	11	1	1	1	1	1	1	1	1
C00390	Assistant Grounds Foreman	8	1	1	1	1	1	1	1	1
C00392	Crew Leader	5	0	0	0	2	2	2	2	2
C00393	Laborer II	4	11	11	11	13	13	13	13	13
N/A	Ranger (Part time)	7.57/HR	9	9	9	0	0	0	0	0

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
N/A	Ranger Supervisor	9	0	1	1	0	0	0	0	0
N/A	Ranger	6	5	4	4	0	0	0	0	0
C00311	Municipal Forester	16	1	1	1	1	1	1	1	1
C00312	Arborist	12	1	1	1	1	1	1	1	1
C00313	Forestry Crew Leader	8	0	0	0	1	1	1	1	1
C00332	Laborer II	4	0	0	0	1	1	1	1	1
C00333	Tree Trimmer	5	0	0	0	1	1	1	1	1
C00400	Auditorium/ Tivoli Manager	19	1	1	1	1	1	1	1	1
C00401	Business Coordinator	14	1	1	1	1	1	1	1	1
C00402	Operations Coordinator	13	1	1	1	1	1	1	1	1
C00404	Technical Director	12	1	1	1	1	1	1	1	1
C00405	Stage Manager	9	2	1	1	1	1	1	1	1
C00406	Marketing Coordinator	10	1	1	1	1	1	1	1	1
C00408	Painter	11	1	1	1	1	1	1	1	1
C00409	Concession Supervisor	6	1	1	1	1	1	1	1	1
C00410	Box Office Manager	8	1	1	1	1	1	1	1	1
C00412	Custodian Foreman	6	1	1	1	1	1	1	1	1
C00413	Custodian	1	3	3	3	4	2	2	2	2
C00955	Concession Employee (Part time)	5.86/HR.	18	18	18	18	18	18	18	18
C00956	Box Office Cashier (Part time 25 hrs.)	6.93/HR.	3	3	3	3	3	3	3	3
C00957	Receptionist (Part time 25 hrs.)	7.53/HR.	1	1	1	1	1	1	1	1
C00958	Phone Sales Clerk (Part time 25 hrs.)	6.75/HR.	5	5	5	5	5	5	5	5
272										
C00314	Pro Manager	17	1	1	1	1	1	1	1	1
C00315	General Administration Manager	15	1	1	1	1	1	1	1	1
C00316	General Greens Superintendent	17	1	1	1	1	1	1	1	1
C00318	Superintendent	14	1	1	0	0	0	0	0	0
C00319	Assistant Superintendent	12	1	1	2	2	2	2	2	2
C00320	Pro Shop Manager	10	1	1	2	2	2	2	2	2
C00322	Grill Manager	5	2	2	2	2	2	2	2	2
C00323	Operator II	8	4	4	4	4	4	4	4	4
C00324	Laborer II	4	6	6	6	6	6	6	6	6
C00925	Proshop Attendant (Part time)	6.75/HR.	2	2	2	2	2	2	2	2
C00326	Golf Course Ranger	4	3	3	3	3	3	3	3	3
C00327	Mechanic II	10	2	2	2	2	2	2	2	2
C00328	Assistant Manager - Proshop	7	1	1	0	0	0	0	0	0
C00330	Proshop Clerk	3	2	2	2	2	2	2	2	2
C00331	Clerk III	5	1	1	1	1	1	1	1	1
C00926	Laborer (Part time)	7.02/HR.	6	6	6	6	6	6	6	6
C00927	Food Clerk (Part time)	5.86/HR.	3	3	3	3	3	3	3	3
C00929	Food Clerk	7.05/HR.	2	2	2	2	2	2	2	2
C00396	Director	1,046.28 BI	1	1	1	1	1	1	1	1
Department of General Services										
C00175	Administrator	25	1	1	1	1	1	1	1	1
C00176	Deputy Administrator	21	1	1	1	1	1	1	1	1

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C00177	Assistant Administrator	12	1	1	1	1	1	1	1	1
C00179	Department Coordinator	12	1	1	1	1	1	1	1	1
C00180	Secretary	6	1	1	1	1	1	1	1	1
C00184	Clerk IV	6	0	0	0	1	1	1	1	1
N/A	Project Coordinator	12	1	0	0	0	0	0	0	0
C00182	Risk Manager	18	0	0	0	1	1	1	1	1
C00265	Occupational Safety Director	16	1	1	1	1	1	1	1	1
C00266	Loss Prevention Analyst	11	0	1	1	1	1	1	1	1
C00267	Clerk VI	8	0	0	0	1	1	1	1	1
N/A	Clerk IV	6	1	1	1	0	0	0	0	0
C00196	Custodian Foreman	6	1	2	2	2	2	2	2	2
C00197	Custodian	1	13	9	9	10	10	10	10	10
C00198	Guard	6.64/HR.	5	3	3	3	3	3	3	3
N/A	Custodian	1	1	1	1	0	0	0	0	0
N/A	Custodian Supervisor	13	1	0	0	0	0	0	0	0
N/A	Guard	1	1	0	0	0	0	0	0	0
C00199	Electronics Supervisor	15	1	1	1	1	1	1	1	1
C00200	Electronics Technician II	13	4	4	4	4	4	4	4	4
C00183	Benefits Coordinator	9	0	1	1	1	1	1	1	1
C00186	Clerk II	4	1	1	1	1	1	1	1	1
N/A	Assistant Manager	14	1	0	0	0	0	0	0	0
N/A	Clerk VI	8	1	1	1	0	0	0	0	0
N/A	Life & Health Insurance Manager	16	1	1	1	0	0	0	0	0
C00250	Purchasing Agent	18	1	1	1	1	1	1	1	1
C00251	Assistant Purchasing Agent	15	1	1	1	1	1	1	1	1
C00252	Buyer	10	2	2	2	3	3	3	3	3
C00255	Secretary	6	1	1	1	1	1	1	1	1
C00256	Purchasing Technician	6	1	1	1	1	1	1	1	1
C00258	Purchasing Technician	6	1	1	1	1	1	1	1	1
C00259	Clerk I	3	1	1	1	1	1	1	1	1
C00260	Mail/File Clerk	2	1	1	1	1	1	1	1	1
C00262	Contract Technician	7	1	1	1	1	1	1	1	1
C00263	Purchasing Technician	6	0	0	0	1	1	1	1	1
N/A	Assistant Buyer	8	1	1	1	0	0	0	0	0
N/A	Clerk/Receptionist	2	0	1	1	0	0	0	0	0
C00188	Director	18	1	1	1	0	1	1	1	1
C00189	Assistant Director	15	1	1	1	0	1	1	1	1
C00190	Fiscal Coordinator	13	1	1	1	0	4	4	4	4
C00192	Community Development Specialist	11	4	4	4	0	1	1	1	1
C00193	Secretary	6	1	1	1	0	1	1	1	1
Department of Personnel										
C00270	Director	20	1	1	1	1	1	1	1	1
C00271	Assistant Personnel Director	17	1	1	1	1	1	1	1	1
C00272	Class/Comp Analyst	15	1	1	1	1	1	1	1	1

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C00274	Personnel Analyst	13	2	2	2	2	2	2	2	2
C00275	Records Review Officer	13	1	1	1	1	1	1	1	1
C00276	Personnel Investigator	12	0	1	1	1	1	1	1	1
C00278	Personnel Coordinator	11	0	1	1	1	1	1	1	1
C00279	Personnel Technicians	9	2	2	2	2	2	2	2	2
C00280	Secretary	6	1	1	1	1	1	1	1	1
C00282	Clerk II	4	1	1	1	1	1	1	1	1
N/A	Personnel Assistant	6	1	0	0	0	0	0	0	0

Department of Equal Employment Opportunity

C00050	Director	20	1	1	1	1	1	1	1	1
C00051	E. E. O. Specialist	11	1	1	1	1	1	1	1	1
C00052	Secretary	6	1	1	1	1	1	1	1	1

Interceptor Sewer System

C00575	Waste Resources Director	22	1	1	1	1	1	1	1	1
C00576	Financial Coordinator	13	1	1	1	1	1	1	1	1
C00577	Purchasing Coordinator	8	1	1	1	1	1	1	1	1
C00579	System Technician	13	1	1	1	1	1	1	1	1
C00580	Warehouse Supervisor	8	1	1	1	1	1	1	1	1
C00581	Administrative Secretary	8	1	1	1	1	1	1	1	1
C00583	Clerk IV	6	1	1	1	1	1	1	1	1
C00584	Clerk IV	6	1	1	1	1	1	1	1	1
C00585	Clerk IV	6	1	1	1	1	1	1	1	1
C00587	Clerk II	4	1	1	1	1	1	1	1	1
C00588	Clerk II	4	1	1	1	1	1	1	1	1
C00589	Clerk I	3	1	1	1	1	1	1	1	1
C00591	Quality Control Manager	17	1	1	1	1	1	1	1	1
C00592	Laboratory Technician II	10	5	5	5	4	4	4	4	4
C00593	Laboratory Technician I	7	2	2	1	1	1	1	1	1
C00594	Laboratory Technician III	12	0	0	0	1	1	1	1	1
C00595	Laboratory Assistant	7	1	1	1	1	1	1	1	1
C00597	System Engineer	19	1	1	1	1	1	1	1	1
C00598	Project Coordinator	16	0	0	1	1	1	1	1	1
	Engineer	16	1	1	0	0	0	0	0	0
	Civil Engineer Tech I	10	1	1	0	0	0	0	0	0
C00601	Plant Maintenance Supervisor	14	1	1	1	1	1	1	1	1
C00602	Foreman	8	1	1	1	1	1	1	1	1
C00603	Instrument Maintenance Foreman	12	1	1	1	1	1	1	1	1
C00605	Chief Mechanic	12	2	2	2	2	2	2	2	2
C00606	Electrician	11	1	1	1	1	1	1	1	1
C00607	Pump Station Mechanic	11	0	0	0	1	1	1	1	1
C00609	Computer Maintenance Technician	10	1	1	1	1	1	1	1	1
C00610	Maintenance Mechanic	10	7	7	7	7	7	7	7	7
C00611	Instrument Technician	11	3	3	3	3	3	3	3	3
C00613	Clerk II	4	1	1	1	1	1	1	1	1
C00614	Laborer III	5	1	2	1	1	1	1	1	1
C00615	Laborer III	5	2	2	2	2	2	2	2	2
C00618	Maintenance Lubricator	5	2	2	2	2	2	2	2	2

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C00619	Mechanic Helper	4	5	5	3	1	1	1	1	1
C00621	Laborer II	6	7	6	4	4	4	4	4	4
	Custodian	1	2	2	0	0	0	0	0	0
	Machinist	11	1	1	1	0	0	0	0	0
C00622	Sewer Maintenance Supervisor	13	1	1	1	1	1	1	1	1
C00623	Foreman	8	4	4	4	4	4	4	4	4
C00625	Equipment Operator II	8	2	2	2	2	2	2	2	2
C00626	Laborer III	5	2	3	3	8	8	8	8	8
C00629	Truck Driver II	5	4	3	3	3	3	3	3	3
	Laborer II	4	8	8	8	0	0	0	0	0
C00630	Plant Superintendent	20	1	1	1	1	1	1	1	1
C00631	Plant Operation Supervisor	13	1	1	1	1	1	1	1	1
C00633	Operator IV	12	4	4	4	4	4	4	4	4
C00634	Operator III	10	4	4	4	4	4	4	4	4
C00635	Operator III	10	4	4	4	4	4	4	4	4
C00638	Operator II	8	4	4	2	4	4	4	4	4
C00639	Operator II	8	5	5	5	4	4	4	4	4
C00642	Secretary	6	1	1	1	1	1	1	1	1
	Operator II P/S	8	4	4	4	0	0	0	0	0
	Summer Laborer	4.25/hr	3	0	0	0	0	0	0	0
	Engineer	17	1	1	0	0	0	0	0	0
C00644	Inflow & Infiltration Supervisor	16	1	1	1	1	1	1	1	1
C00645	TV Truck Operator	7	3	3	3	3	3	3	3	3
C00646	Vactor Truck Operator	6	2	2	2	2	2	2	2	2
C00648	Laborer III	5	7	7	3	3	3	3	3	3
C00650	Guard	1	1	1	1	1	1	1	1	1
	Safety/Training Coordinator	12	1	1	1	0	0	0	0	0
C00652	Pretreatment Coordinator	12	1	1	1	1	1	1	1	1
C00653	Monitor Technician II	8	3	3	3	2	2	2	2	2
C00654	Monitor Technician I	6	2	2	2	1	1	1	1	1
C00655	Pretreatment Inspector	9	0	0	0	1	1	1	1	1
C00656	Secretary	6	1	1	1	1	1	1	1	1
C00657	Plant Operations Supervisor	13	1	1	1	1	1	1	1	1
C00658	Truck Driver / Instructor	7	1	1	1	1	1	1	1	1
C00660	Truck Driver III	6	8	9	9	9	9	9	9	9
C00661	Operator III	10	4	4	4	4	4	4	4	4

Human Services

C1A010	Administrator	25	1	1	1	1	1	1	1	1
C1A030	Assistant Administrator-Fiscal Operation	1,471/bi	1	1	1	1	1	1	1	1
C1A080	Executive Assistant	968/bi	1	1	1	1	1	1	1	1
C1A120	Senior Accounting Clerk	974/bi	2	2	2	2	1	1	1	1
C1A171	Deputy Administrator	1,515/bi	1	1	1	1	1	1	1	1
C1A220	Clerk	747/bi	1	1	1	1	1	1	1	1
C1A300	Clerk III	719/bi	1	1	1	1	1	1	1	1
C1A310	Data Entry	6.24/hr	1	1	1	1	1	1	1	1

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C1A330	Data Technician	685/bi	1	1	1	1	1	1	1	1
C1A910	Data Entry	0	0	0	0	1	1	1	1	1
C1B050	Utility Worker	579/bi	1	1	1	1	1	1	1	1
C1B270	Building & Ground Supervisor	894/bi	1	1	1	1	1	1	1	1
C1M120	Special Education Teacher	671/bi	1	1	1	1	1	1	1	1
C1M132	Disability Service Assistant II	532/bi	2	2	2	2	1	1	1	1
C1M140	Clerk III	639/bi	1	1	1	1	1	1	1	1
C1M147	Clerk IV	892/bi	1	1	1	1	1	1	1	1
C1M150	Disability /SFE Coordinator	1,624/bi	1	1	1	1	1	1	1	1
C1M160	Behavior Assistant	423/bi	1	1	1	1	1	1	1	1
C1P092	Teacher Assistant	415/bi	1	1	1	1	1	1	1	1
C19125	Lead Teacher Center Supervisor	1359/bi	1	1	1	1	1	1	1	1
C1P170	Dietary Assistant I	377/bi	1	1	1	1	1	1	1	1
C1P180	Nurse	833/bi	1	1	1	1	1	1	1	1
C1P190	Family Service Supervisor	870/bi	2	2	2	2	1	1	1	1
C1P200	Teacher	733/bi	3	3	3	3	1	1	1	1
C1P220	Education Coordinator	1657/bi	1	1	1	1	1	1	1	1
C1P230	Teacher Assistant I	357/bi	3	3	3	3	1	1	1	1
C1P250	Teacher Assistant	629/bi	5	5	5	5	1	1	1	1
C1P260	Center Clerk	452/bi	1	1	1	1	1	1	1	1
C1D010	Child Care Manager	1360/bi	1	1	1	1	1	1	1	1
C1D060	Clerk Typist V	813/bi	1	1	1	1	1	1	1	1
C1D071	Teachers	639/bi	8	8	8	8	1	1	1	1
C1D100	Teacher Assistant	481/bi	9	9	9	7	1	1	1	1
C1D111	Social Service Assist/Placement Worker	809/bi	1	1	1	1	1	1	1	1
C1D120	Cook	442/bi	2	2	2	2	1	1	1	1
C1D130	Maintenance/ Repair Worker	533/bi	1	1	1	1	1	1	1	1
C1D241	Lead Teachers	835/bi	1	1	1	1	1	1	1	1
C1D270	Cook II	562/bi	1	1	1	1	1	1	1	1
C1D320	Social Services Coordinator	934/bi	1	1	1	1	1	1	1	1
C1D340	Child Care Brokers	1360/bi	4	4	4	8	1	1	1	1
C1D350	Invoice Clerk I	584/bi	1	1	1	1	1	1	1	1
C1D360	Field Placement Worker	602/bi	2	2	2	2	1	1	1	1
C1D370	Receptionist	444/bi	1	1	1	1	1	1	1	1
C1E020	Weatherization Coordinator	1,160/bi	1	1	1	1	1	1	1	1
C1E080	Eligibility Counselor	931/bi	1	1	1	1	1	1	1	1
C1L095	LIEAP Coordinator	927/bi	1	1	1	1	1	1	1	1
C1L110	Project Manager	1,118/bi	1	1	1	1	1	1	1	1
C1F020	Foster Grand Field Supervisor	823/bi	1	1	1	1	1	1	1	1
C1F030	Foster Grand Coordinator	955/bi	1	1	1	1	1	1	1	1
C1F060	Clerk	699/bi	1	1	1	1	1	1	1	1
41-0122-0020	Senior Office Clerk/Bookkeeper	891/bi	1	1	1	1	1	1	1	1
41-0122-0040	Service Delivery Worker I	739/bi	5	5	5	5	1	1	1	1
41-0122-0140	Data Records Clerk	668/bi	1	1	1	1	1	1	1	1
41-0122-0150	Social Service Manager	1,183/bi	1	1	1	1	1	1	1	1
C1H020	Family Service Assistant	503/bi	5	5	5	5	1	1	1	1
C1H041	Head Start/ CC Teacher Assist I	552/bi	2	2	2	1	1	1	1	1
C1H060	Health/ Nutrition Coordinator	966/bi	1	1	1	1	1	1	1	1
C1H080	Teacher	888/bi	28	28	28	30	1	1	1	1
C1H081	CCDBG Teacher	991/bi	1	1	1	1	1	1	1	1

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
C1H085	Teacher	760/bi	1	1	1	1	1	1	1	1
C1H087	Teacher Assistant	365/bi	1	1	1	3	1	1	1	1
C1H089	Teacher Assistant	685/bi	36	36	36	36	1	1	1	1
C1H140	Family Service Coordinator	1,510/bi	1	1	1	2	1	1	1	1
C1H150	Family Service Supervisor	668/bi	2	2	2	3	1	1	1	1
C1H190	Family Service Assistant	774/bi	16	16	16	16	1	1	1	1
C1H210	Secretary III	866/bi	1	1	1	1	1	1	1	1
C1H220	Administrative Assistant	1,212/bi	1	1	1	1	1	1	1	1
C1H240	Head Start / PCC Manager	2,139/bi	1	1	1	1	1	1	1	1
C1H250	Fiscal Officer	1,154/bi	1	1	1	1	1	1	1	1
C1H270	Dietary Supervisor	522/bi	3	3	3	3	1	1	1	1
C1H310	Nurse	834/bi	2	2	2	2	1	1	1	1
C1H320	Lead Teacher/ Center Supervisor	986/bi	3	3	3	3	1	1	1	1
C1H350	Center Clerk	528/bi	1	1	1	2	1	1	1	1
C1H370	Data Systems Coordinator	962/bi	1	1	1	1	1	1	1	1
C1H380	Dietary Assistant	405/bi	4	4	4	5	1	1	1	1
C1H390	Clerk III	710/bi	3	3	3	4	1	1	1	1
C1H410	Clerk IV	866/bi	3	3	3	3	1	1	1	1
C1H420	General Maintenance	891/bi	2	2	2	2	1	1	1	1
C1H430	CCDBG Teacher Assistant	533/bi	5	5	5	5	1	1	1	1
C1H440	Special Project Coordinator	1,466/bi	1	1	1	1	1	1	1	1
C1H450	Parent Involvement Supervisor	1,155/bi	1	1	1	0	1	1	1	1
C1H500	Mental Health Counselor/ Educator	1,530/bi	1	1	1	1	1	1	1	1
C1H510	Asst Lead Teacher Center Supervisor	815/bi	4	4	4	4	1	1	1	1
C1H600	Assistant Education Coordinator	1,298/bi	1	1	1	1	1	1	1	1
41-126-0650	Associate HS/ PCC Director	2,000/bi	1	1	1	0	1	1	1	1
C1H400	Transportation/ Janitorial Coordinator	1,317/bi	1	1	1	1	1	1	1	1
C1T050	EEO Counselor/SFP Coordinator	1,479/bi	1	1	1	1	1	1	1	1
C1S010	Homeless Service Coordinator	756/bi	1	1	1	1	1	1	1	1
C1S030	Homeless Out Reach Worker	668/bi	1	1	1	1	1	1	1	1
41-134-0001	Family Service Counselors	966/bi	2	2	2	2	1	1	1	1
51-018-0010	Foster Grandparents	2.45/hr	95	95	95	95	1	1	1	1
61-005-0220	Driver	7.00/hr	1	1	1	1	1	1	1	1
61-005-0240	Clerk III	7.00/hr	2	2	2	2	1	1	1	1
61-005-0250	Ground Keeper	5.00/hr	1	1	1	1	1	1	1	1
61-008-0010	Coordinator	8.00/hr	1	1	1	1	1	1	1	1
61-008-0020	Assistant Coordinator	7.00/hr	1	1	1	1	1	1	1	1
T80030	Lead Monitor	7.25/hr	2	2	2	2	1	1	1	1
T80040	Monitor	6.00/hr	8	8	8	8	1	1	1	1
T80050	Secretary	7.25/hr	2	2	2	2	1	1	1	1
T80060	Site Supervisor	6.76/hr	8	8	8	8	1	1	1	1
T80070	Site Distribution Coordinator	6.96/hr	1	1	1	1	1	1	1	1
T80080	Site Supervisor Coordinator	6.76/hr	1	1	1	1	1	1	1	1
T80090	Clerical Assistant	5.25/hr	1	1	1	1	1	1	1	1
T90010	Dietary Assistant I	7.00/hr	4	4	4	4	1	1	1	1
T10010	Classroom Substitutes	7.00/hr	30	30	30	30	1	1	1	1
T10050	Teacher Assistant I	4.80/hr	1	1	1	1	1	1	1	1
T10051	Teacher Assistant	7.00/hr	1	1	1	1	1	1	1	1
T10060	Family Literacy Teacher	15.00/hr	4	4	4	4	1	1	1	1
T10100	Bus Driver	8.75/hr	11	11	11	11	1	1	1	1

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
T10150	Clerk II	5.50/hr	2	2	2	2	1	1	1	1
T10170	Clerical Assistant	0	0	0	0	1	1	1	1	1
T10180	Teacher (Consultant)	0	0	0	0	1	1	1	1	1
T10190	Case Manager	0	0	0	0	3	1	1	1	1
C1N001	Family Service Counselor Aid	5.92/hr	2	2	2	2	1	1	1	1
T14010	Day Care Substitute	4.25/hr	10	10	10	10	1	1	1	1
T14020	Dietary Aide	5.00/hr	2	2	2	2	1	1	1	1
T61050	Utility Worker	5.00/hr	1	1	1	1	1	1	1	1
T73010	Teacher Assistant I	4.25/hr	1	1	1	1	1	1	1	1
T73020	Classroom Substitute	4.25/hr	1	1	1	1	1	1	1	1
T77110	Clerk	6.00/hr	2	2	2	2	1	1	1	1

Department of Education

1771890	Superintendent	N/A	1	1	1	1	1	0	0	0
178969	Deputy Superintendent	N/A	1	1	1	1	1	0	0	0
177334	Assistant Superintendent	N/A	2	2	2	2	2	0	0	0
344850	Professional	N/A	10	10	10	10	10	0	0	0
344869	Director - Staff Development	N/A	1	1	1	1	1	0	0	0
177571	Director	N/A	4	4	4	4	4	0	0	0
177598	Supervisor	N/A	4	4	4	4	4	0	0	0
209627	Coordinator - Vocational	N/A	1	1	1	1	1	0	0	0
178950	Specialist	N/A	2	2	2	2	2	0	0	0
450502	Data Processing Director	N/A	1	1	1	1	1	0	0	0
499366	Programmer	N/A	1	1	1	1	1	0	0	0
179620	Logistical Director	N/A	1	1	1	1	1	0	0	0
179744	Pupil Transportation Supervisor	N/A	2	2	2	2	2	0	0	0
441236	Maintenance Foreman	N/A	2	2	2	2	2	0	0	0
451495	Teacher - Resource	N/A	1	1	0	0	0	0	0	0
179043	Teacher - Visiting	N/A	11	11	11	11	11	0	0	0
179159	Psychological Examiner	N/A	7	7	7	7	7	0	0	0
177776	Aide - Clerical	N/A	22	27	32	33	33	0	0	0
177814	Secretaries/Clerks	N/A	80	76	75	77	77	0	0	0
179612	Clerical	N/A	7	6	7	6	6	0	0	0
413607	Occupational Therapist	N/A	1	1	1	1	1	0	0	0
281557	Teacher - Bible	N/A	4	4	3	3	3	0	0	0
177849	Teacher - Music	N/A	28	31	25	26	26	0	0	0
499161	Teacher - Librarian	N/A	0	39	39	39	39	0	0	0
177865	Teacher - Regular	N/A	851	790	804	803	803	0	0	0
574589	Teacher - Regular	N/A	0	0	1	3	3	0	0	0
193359	Teacher - Vocational	N/A	43	57	57	53	53	0	0	0
499293	Teachers - Kindergarten	N/A	80	77	80	84	84	0	0	0
178454	Teachers	N/A	6	2	2	2	2	0	0	0
178500	Teacher	N/A	1	1	1	1	1	0	0	0
178691	Teacher	N/A	14	15	14	12	12	0	0	0
178721	Teacher	N/A	3	3	2	2	2	0	0	0
178756	Teacher	N/A	103	109	113	113	113	0	0	0
178780	Teacher	N/A	11	9	9	9	9	0	0	0
178802	Teacher	N/A	8	8	9	9	9	0	0	0

Personnel Summary

Actual & Projected for Fiscal Years 1993 - 2000

Position Number	Position Name	Pay Grade	Actual				Projected			
			FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
239186	Teacher - Guidance	N/A	42	43	51	51	51	0	0	0
427098	Staff	N/A	0	1	1	1	1	0	0	0
499404	Teacher - Regular	N/A	0	1	1	1	1	0	0	0
499447	Teacher - Guidance	N/A	0	2	2	2	2	0	0	0
499439	Teacher - Regular	N/A	0	1	1	1	1	0	0	0
177830	Instructional Assistant	N/A	2	3	5	8	8	0	0	0
178497	Instructional Assistant	N/A	37	33	37	38	38	0	0	0
239194	Instructional Assistant	N/A	39	50	58	60	60	0	0	0
351547	Instructional Assistant	N/A	1	1	0	0	0	0	0	0
343773	Instructional Assistant	N/A	6	5	5	5	5	0	0	0
179167	Health Attendant	N/A	14	15	15	15	15	0	0	0
441171	Parts Clerk	N/A	2	2	2	1	1	0	0	0
441198	Dispatcher	N/A	4	4	4	5	5	0	0	0
179892	Materials Handler	N/A	6	6	6	6	6	0	0	0
441201	Drivers	N/A	1	1	1	1	1	0	0	0
179930	Grounds Crew	N/A	2	2	2	2	2	0	0	0
441228	Custodian	N/A	7	5	5	5	5	0	0	0
180203	Roofers	N/A	2	2	2	2	2	0	0	0
179728	Mechanic	N/A	9	9	8	9	9	0	0	0
179965	Building Managers	N/A	6	6	5	6	6	0	0	0
179981	Craftsmen	N/A	19	19	19	20	20	0	0	0
180025	Painter	N/A	1	1	1	1	1	0	0	0
179698	Bus Driver	N/A	113	140	144	138	138	0	0	0
180181	Custodians	N/A	105	108	108	108	108	0	0	0
177121	Board Member	N/A	9	9	9	9	9	0	0	0

14-STEP PAY PLAN TABLE

steps 1 thru 7

PAY GRADE

STEPS	#1	month #2	month #3	month #4	month #5	month #6	month #7
01	12,119	06 12,498	06 12,877	06 13,256	12 13,634	12 14,013	12 14,393
02	12,847	06 13,249	06 13,650	06 14,051	12 14,453	12 14,854	12 15,256
03	13,617	06 14,043	06 14,468	06 14,894	12 15,320	12 15,746	12 16,171
04	14,435	06 14,886	06 15,336	06 15,788	12 16,239	12 16,689	12 17,141
05	15,373	06 15,853	12 16,334	12 16,814	12 17,294	12 17,776	12 18,256
06	16,373	06 16,884	12 17,395	12 17,907	12 18,419	12 18,930	12 19,442
07	17,436	06 17,982	12 18,527	12 19,071	12 19,615	12 20,160	12 20,705
08	18,570	06 19,150	12 19,730	12 20,311	12 20,891	12 21,472	12 22,052
09	19,777	06 20,395	12 21,013	12 21,631	12 22,248	12 22,867	12 23,485
10	20,700	12 21,477	12 22,253	12 23,030	12 23,806	12 24,582	12 25,358
11	22,149	12 22,980	12 23,810	12 24,642	12 25,472	12 26,303	12 27,133
12	23,700	12 24,589	12 25,479	12 26,366	12 27,256	12 28,144	12 29,033
13	25,359	12 26,311	12 27,261	12 28,212	12 29,163	12 30,114	12 31,066
14	26,682	12 27,849	12 29,016	12 30,183	12 31,350	12 32,518	12 33,685
15	28,682	12 29,937	12 31,192	12 32,447	12 33,702	12 34,956	12 36,212
16	30,834	12 32,182	12 33,531	12 34,880	12 36,229	12 37,578	12 38,927
17	33,146	12 34,597	12 36,047	12 37,496	12 38,946	12 40,396	12 41,847
18	35,052	12 36,804	12 38,558	12 40,309	12 42,062	12 43,815	12 45,567
19	37,857	12 39,749	12 41,641	12 43,535	12 45,427	12 47,320	12 49,212
20	40,885	12 42,928	12 44,972	12 47,016	12 49,061	12 51,106	12 53,149
21	44,155	12 46,362	12 48,570	12 50,778	12 52,986	12 55,194	12 57,401
22	46,931	12 49,570	12 52,210	12 54,850	12 57,489	18 60,129	18 62,769
23	50,919	12 53,784	12 56,648	12 59,513	12 62,376	18 65,241	18 68,105
24	55,247	12 58,355	12 61,463	12 64,570	12 67,678	18 70,786	18 73,893
25	59,944	12 63,316	12 66,687	12 70,060	12 73,430	18 76,803	18 80,174
26	64,031	12 68,034	12 72,035	18 76,038	18 80,039	18 84,042	18 88,043
27	69,795	12 74,157	12 78,518	18 82,881	18 87,243	18 91,605	18 95,968

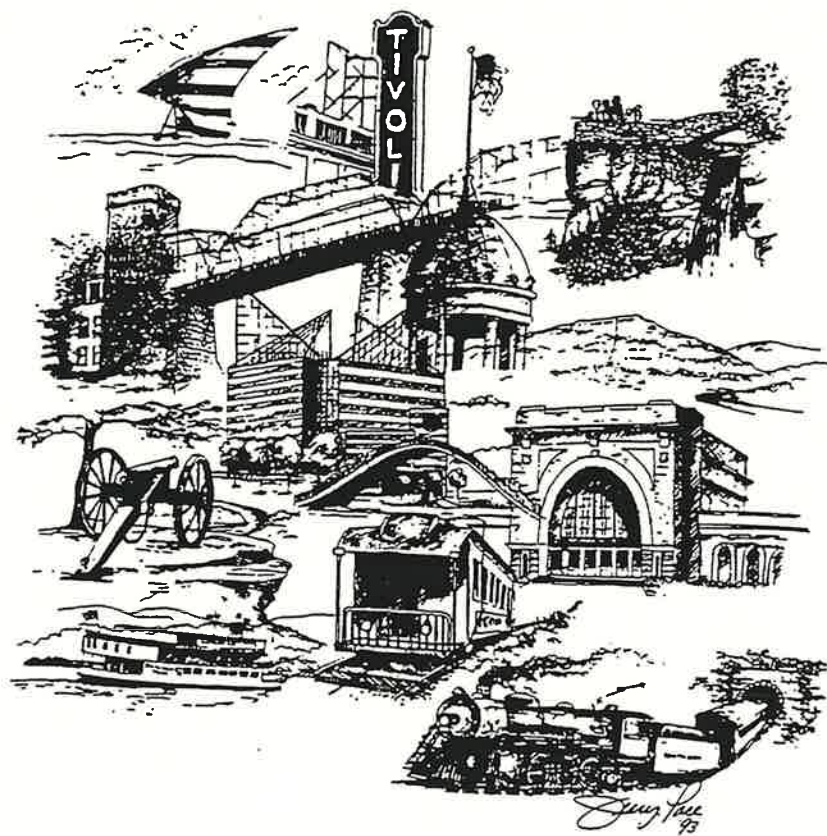
Approved by: Gene Roberts, Mayor

Date: August 29, 1995

14-STEP PAY PLAN TABLE

steps 8 thru 14

month #8	month #9	month #10	month #11	month #12	month #13	month #14
12 14,771	12 15,150	12 15,604	12 16,073	12 16,555	12 17,052	12 17,564
12 15,657	12 16,059	12 16,540	12 17,036	12 17,547	12 18,073	12 18,615
12 16,597	12 17,022	12 17,532	12 18,058	12 18,600	12 19,158	12 19,733
12 17,592	12 18,044	12 18,585	12 19,141	12 19,716	12 20,308	12 20,917
12 18,736	12 19,216	12 19,792	12 20,385	12 20,998	12 21,628	12 22,277
12 19,954	12 20,465	12 21,079	12 21,711	12 22,363	12 23,034	12 23,725
12 21,251	12 21,795	12 22,449	12 23,123	12 23,816	12 24,530	12 25,266
12 22,631	12 23,211	12 23,908	12 24,626	12 25,364	12 26,125	12 26,909
12 24,102	12 24,720	12 25,462	12 26,226	12 27,012	12 27,822	12 28,657
12 26,135	12 26,911	12 27,718	12 28,551	12 29,407	12 30,289	12 31,198
12 27,964	12 28,794	12 29,659	12 30,548	12 31,465	12 32,408	12 33,380
12 29,922	12 30,810	12 31,734	12 32,687	12 33,667	12 34,677	12 35,717
12 32,016	12 32,967	12 33,956	12 34,975	12 36,023	12 37,105	12 38,218
12 34,852	12 36,019	12 37,099	12 38,213	12 39,360	12 40,541	12 41,757
12 37,466	12 38,721	12 39,882	12 41,079	12 42,311	12 43,580	12 44,887
12 40,276	12 41,625	12 42,873	12 44,159	12 45,485	12 46,850	12 48,256
12 43,297	12 44,747	12 46,089	12 47,472	12 48,896	12 50,363	12 51,874
12 47,320	18 49,073	18 50,544	18 52,061	18 53,623	18 55,232	18 56,889
12 51,106	18 52,998	18 54,589	18 56,225	18 57,913	18 59,650	18 61,440
12 55,194	18 57,237	18 58,955	18 60,723	18 62,545	18 64,421	18 66,354
12 59,609	18 61,817	18 63,671	18 65,581	18 67,549	18 69,575	18 71,662
18 65,410	18 68,049	18 70,090	18 72,192	18 74,359	18 76,589	18 78,887
18 70,970	18 73,834	18 76,048	18 78,330	18 80,679	18 83,100	18 85,593
18 77,001	18 80,109	18 82,513	18 84,988	18 87,538	18 90,164	18 92,869
18 83,546	18 86,918	18 89,525	18 92,212	18 94,978	18 97,827	18 100,762
18 92,046	24 96,047	24 98,928	24 101,897	24 104,953	24 108,102	24 111,345
18 100,329	24 104,690	24 107,831	24 111,066	24 114,398	24 117,830	24 121,365



acknowledgements

Donald A. Bain, CGFM
Assistant City Finance Officer

Fredia F. Forshee, CGFM
Budget Analyst

Simone Mona Lisa Gaddist
Budget Analyst (Project Director)

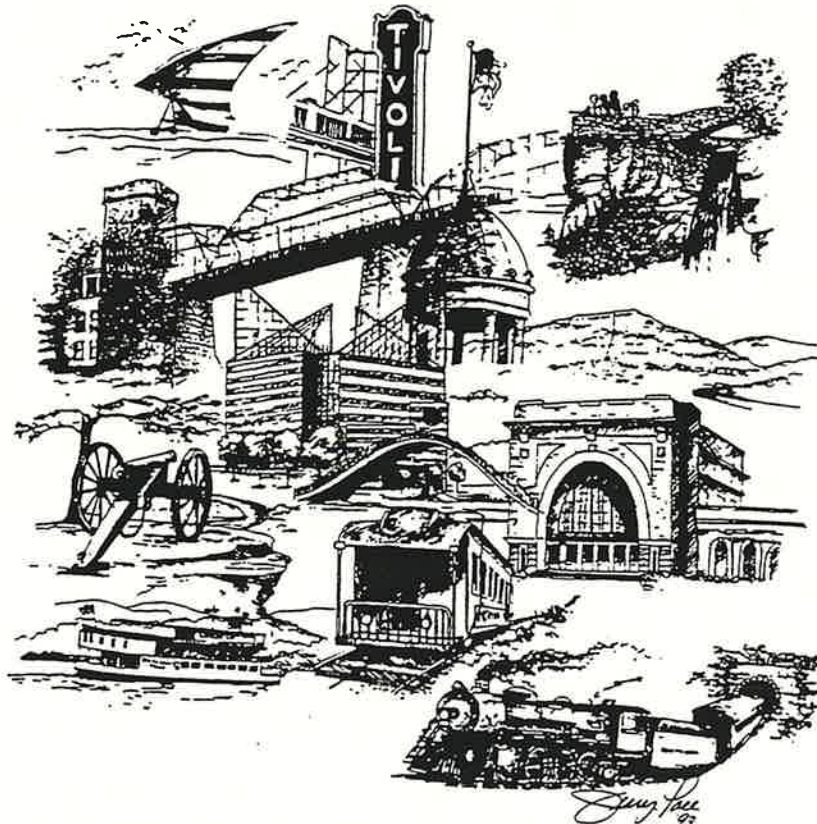
Randall E. Ray, CGFM
Budget Analyst

Brian H. Smart, CGFM
Budget Analyst

The preparation of the FY95/96 Budget is a product of cooperation between the Mayor, City Council, Department Administrators and Budget Staff.

The Budget Staff of the City Finance Department is due a very special thanks for preparation of this budget document. As this was the City of Chattanooga's first year to publish a comprehensive annual budget report (CABR), it was particularly challenging to create a new publication of this magnitude while learning how to use the new computers and software.

This book is dedicated to the
memory of
Police Chief Ralph Cothran,
who recently lost a valiant fight
against cancer.



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 which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.
Ad Valorem Taxes	Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.
Allot	To divide an appropriation into amounts which may be encumbered or expended during an allotment period.
Annualize	Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.
Appropriation	A legal authorization to incur obligations and to make expenditures for specific purposes.
Assessed Valuation	The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.
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.
Attrition	A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the year.
Available (Undesignated) Fund Balance	This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.
AZA	American Zoological Association
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.

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.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.
Budget Calendar	The schedule of key dates which a government follows in the preparation and adoption of the budget.
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.
Capital Assets	Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
Capital Budget	The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.
Capital Improvements	Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.
Capital Improvements Program (CIP)	A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.
Capital Outlay	Fixed assets which have a value of less than \$500 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 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.
COBRA	Consolidated Omnibus Budget Reconciliation Act
Collective Bargaining Agreement	A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Commodities	Expendable items that re consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.
Constant or Real Dollars	The presentation of dollar amounts adjusted for inflation to reflect purchasing power of money as compared to a certain point in time in the past.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).
Contingency	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
Cost-of-living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
CSO	Combined Sewer Overflow
Debt Service	The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.
Dedicated Tax	A tax levied to support a specific government program or purpose.
Deficit	The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.
Department	The basis organizational unit of government which is functionally unique in its delivery of services.
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.
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.
Employee (or Fringe) Benefits	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.

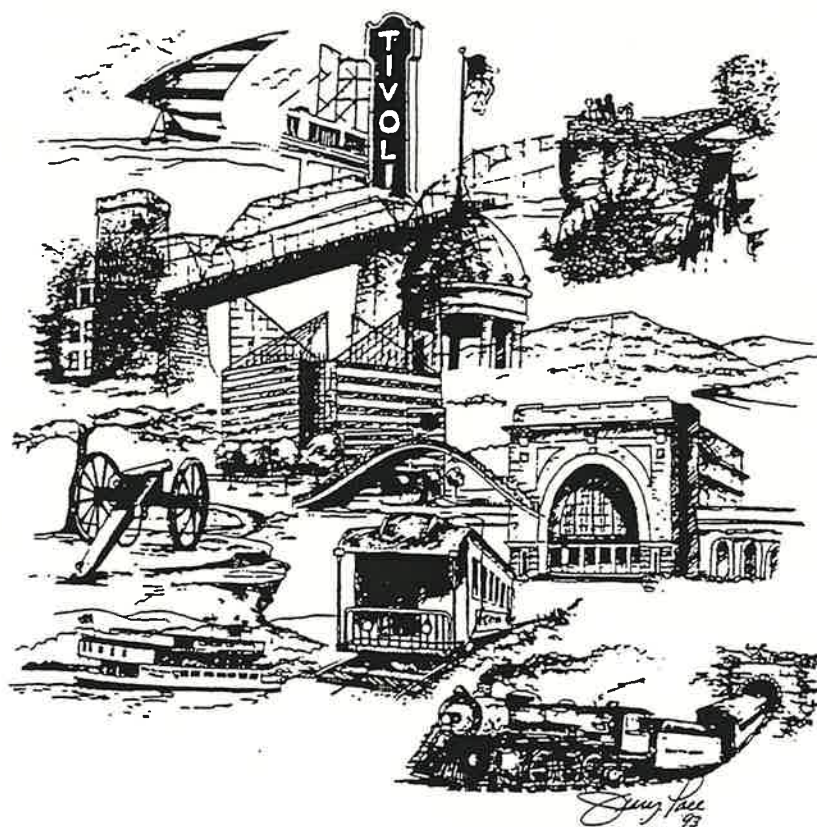
	To encumber funds means to set aside or commit funds for a specified future expenditure.
Entitlements	Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, services or settling a loss.
Expenses	Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.
Fiscal Policy	A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.
Fiscal Year	A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.
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	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 (e.g., public safety).
Fund	A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.
Fund Balance	The excess of the assets of a fund over its liabilities, reserves, and carryover.
GAAP	Generally Accepted Accounting Principles. Uniform minimum standard for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
General Obligation (GO) Bond	This type of bond is backed by the full faith, credit and taxing power of the government.
Goal	A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grants	A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.
Hourly	An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing need. Hourly employees are paid on a per hour basis, and receive limited benefits.
Indirect Cost	A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.
Infrastructure	The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).
Interfund Transfers	The movement of monies between funds of the same governmental entity.
Intergovernmental Revenue	Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.
Internal Service Charges	The charges to user departments for internal services provided by another government agency, such as data processing, or insurance funded from a central pool.
I.O.D.	Injury-on-duty
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.
Levy	To impose taxes for the support of government activities.
Line-item Budget	A budget prepared along departmental lines that focuses on what is to be bought.
Long-term Debt	Debt with a maturity of more than one year after the date of issuance.
Materials and Supplies	Expendable materials and operating supplies necessary to conduct departmental operations.
Mill	The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.
MPO	Metropolitan Planning Organization
MTAS	Municipal Technical Advisory Service
Net Budget	The legally adopted budget less all interfund transfers and interdepartmental charges.

Nominal Dollars	The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.
Object of Expenditure	An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.
Objective	Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.
Obligations	Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.
Operating Expenses	The cost for personnel, materials and equipment required for a department to function.
Operating Revenues	Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.
Output Indicator	A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.
Pay-as-you-go Basis	A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.
Performance Budget	A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.
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 objectives.
Personal Services	Expenditures for salaries, wages, and fringe benefits of a government's employees.
Prior-Year Encumbrances	Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PILOT	Payment in lieu of taxes
Program	A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.
Program Budget	A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.
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, license and permits, fees, and fines.
Purpose	A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.
Reserve	An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.
Resolution	A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.
Resources	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
Revenue	Sources of income financing the operations of government.
Revenue Bond	This type of bond is backed only by the revenues from the specific enterprise for project, such as a hospital or toll road.
Service Lease	A lease under which the lessor maintains and services the asset.
Service Level	Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.
Site-based Budgeting	A decentralized budget process whereby budget preparation and development are based on individual school (and department) sites.
Source of Revenue	Revenues are classified according to their source or point of origin.
SSO	Sanitary Sewer Overflow
Supplemental	An additional appropriation made by the governing

Appropriation	body after the budget year or biennium has started.
Supplemental Requests	Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.
Target Budget	Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.
Tax Levy	The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.
Transfers In/Out	Amounts transferred from one fund to another to assist in financing the services for the recipient fund.
TRPA	Tennessee Recreation and Parks Association
Unencumbered Balance	The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.
Unreserved Fund Balance	The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.
User Charges	The payment of a fee for direct receipt of a public service by the party who benefits from the service.
Variable Cost	A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.
Working Cash	Excess of readily available assets over current liabilities. Or cash on hand equivalents which may be used to satisfy cash flow needs.
Workload Indicator	A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).
Work Years	The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.





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