

CABR • 97

Fiscal Year
1996-1997

City of Chattanooga
Comprehensive Annual Budget Report

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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City of Chattanooga,

Tennessee

For the Fiscal Year Beginning

July 1, 1995

Arthur R. Lynch
President

Jeffrey L. Esser
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Chattanooga for its annual budget for the fiscal year beginning July 1, 1995.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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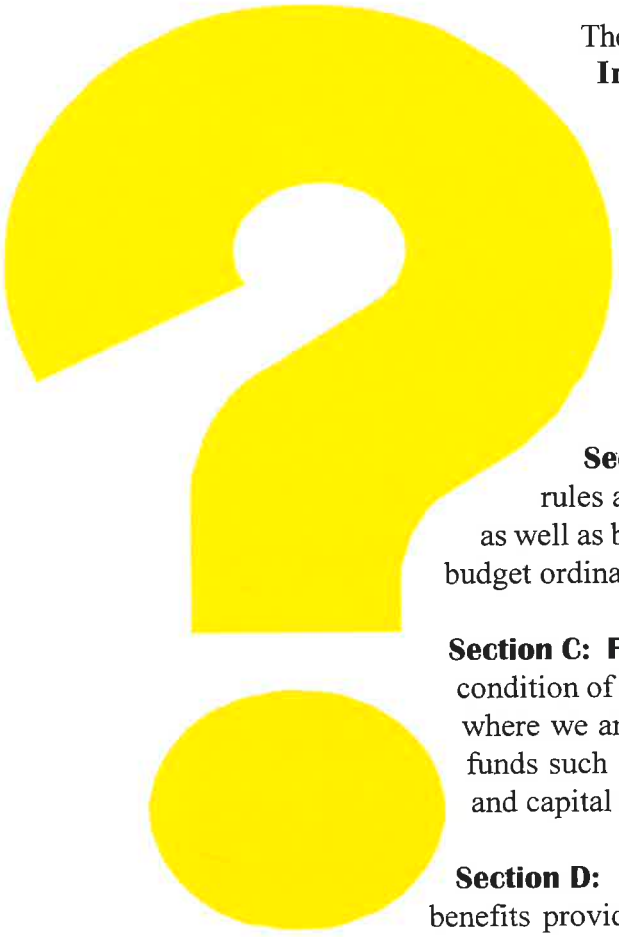
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How To Use This Document . . .



The **CABR '97** 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 a glossary and an index.

Acknowledgements

Donald A. Bain, CGFM
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The Budget Staff of the City Finance Department deserves recognition and credit for the production of this document.

The preparation of the FY 96/97 Budget is a product of cooperation between the Mayor, City Council, Department Administrators and Budget Staff. This marks the City of Chattanooga's second year publishing the Comprehensive Annual Budget Report (CABR), it continues to be very challenging creating a publication of this magnitude while continuing to increase our knowledge of the newest computer technology.

In addition to the Budget staff, a special thanks to *Kevin Boyer* for his endless PC Support skills, *Ken Kitchen* for his PC research, and *Jerrold White* for his assistance with helping us meet our deadlines.



Back (left to right): Randall Ray, Donald Bain, Christopher Haley, and Brian Smart.
Front (left to right): Fredia Forshee and Simone Gaddist.

About.....Chattanooga!



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 4,602 people full-time of which 2,074 work for the Department of Education and approximately 838 people part-time of which 577 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 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 153,154. 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 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 effort to foster economic growth in the Chattanooga area largely through the efforts of RiverValley Partners, Inc., formerly the RiverCity Company and Partners for Economic Progress. 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 area's central location in the South makes it a perfect distribution center for the eastern United States. Supplies and products for industry flow easily to and from the Chattanooga area by way of an extensive network of highway, water, air, and rail transportation systems. Beyond its advantages as a business location, Chattanooga is blessed with beautiful natural surroundings. A gracious lifestyle results from the community's commitment to preserving its culture and supporting the arts. Chattanooga offers excellence in education and quality health care as well as a virtually unlimited range of recreational activities--all at one of the lowest costs of living in the nation.

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.

During 1996, citizens of Chattanooga and Hamilton County told the Regional Planning Agency how they wanted their community to look in the Future. *Futurescape '96* presented slides of commercial, residential, and industrial development as well as transportation and open space land uses to over 2,500 participants. In this process, the community rated 240 slides and filled out a written questionnaire. The results of the survey indicated that most residents want more open space and protection of the environment, would like to have more public transportation options, and desire landscaping and aesthetically pleasing civic design. With the community's responses, the Regional Planning Agency is currently studying ways to update current zoning codes, most of which have not been updated for 30 years, and an updated long-range plan for the community.

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 intergral 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 opened. 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.

A new municipal stadium (the "Stadium") is scheduled for completion in Fall 1997. The proceeds of the Bonds will be utilized to pay a portion of the total costs associated with the construction. The site is located near Ross-Meechan on 8 acres of an approximate total tract of 35 acres along U.S. Highway 27, which is within the corporate limits of the City. Design plans call for a partially sunken athletic facility. The Stadium will offer 30 private skyboxes each seating 12 to 32 people, and 3,500 preferred seats with chairbacks, hospitality lounge and private concessions and restrooms. The cost of the skyboxes is being financed from other sources.

The Stadium is expected to be leased to The Stadium Corporation, a Tennessee not-for-profit corporation, which will operate the facilities and make them available for events, pursuant to the lease. It is anticipated that the Stadium will attract events such as the NCAA Division I-AA and II football and soccer championships, Tennessee Secondary School Athletic Association football and soccer championships, the RiverCity Football Classic, the Heritage Bowl, the Riverfront soccer tournament and professional sports exhibition games. The Stadium is hoped to attract 55,000 or more out-of-town visitors annually and to be responsible for positive economic impact for the City in excess of $11 million annually.

In addition to any increase in tourism dollars, construction of the Stadium is expected to create 225 construction-related jobs providing an average annual worker income of approximately $32,000 for total wages of approximately $7,230,000 annually. Also, it is expected that sustaining jobs will be created utilizing ticket takers, security personnel, maintenance workers, retail sales and souvenir attendants, ushers, parking attendants, concession services, program coordinators, and administrative officials.



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.

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, 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 was privileged to receive the 1994 City Livability Award for its *Renaissance on the River* presentation. The United States Conference of Mayors established the City Livability Awards Program to honor the outstanding leadership of Mayors devoted to enhancing "livability" across the country. The award highlights the mayors'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.

On March 28, 1996 in Toronto, Canada, the City of Chattanooga was selected by the Best Practices Jury as one of 12 winners of the Tokyo and Dubar "*Awards of Excellence in Improving the Living Environment*". This initiative was given special recognition at the City Summit in Istanbul, Turkey at a special awards ceremony June 4, 1996. The award included a special plaque, a scroll, and a grant that was used to cover costs of travel and per diem for two people directly involved in Best Practice project.



Other Awards

We are also honored by the distinction of receiving the Certificate of Achievement for Excellence in Financial Reporting for Fiscal Years 1992, 1993, 1994, and 1995 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 1996 CAFR is currently being submitted for review.


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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 $28,841,223,939 as of December 31, 1995, The thirty-eight credit unions reported 176,128 members owning $661,392,835 in assets in calendar year 1994. As of December 31, 1995, 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 with total deposits of $20,057,307,185.

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 casuality 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, the Chattanooga Boys Choir, and the Chattanooga Girls 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 was acquired for the development of the Hertiage Center which opened February 1996. this facility contains the Bessie Smith Performance Hall and Afro-American Museum.

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

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 US Air, Piedmont, Northwest Airlink, Comair, Atlantic Southeastern Airlines and AirTran. During 1995, passenger flow at Lovell Field was 541,792 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 four 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, Greyhound, 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 23 elementary, 8 middle and 7 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 20,245 students for the 1995/96 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	23	27
Junior	8	7
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
1994/95	20,186

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 1995/96 year is as followed:

Chattanooga State Technical Community College (10,300), The University of Tennessee at Chattanooga (8,331), Southern College of Seventh-Day Adventist (1,591), Tennessee Temple University (521), Covington Theological Seminary (350), Walker County Vocational Technical School (1,073), Covenant College (742), University of Tennessee - School of Medicine (125).

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.*

Health Care Services & 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 hospital 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	861	3,100
Memorial Hospital	365	1,531
Parkridge Hospital	296	675
East Ridge Hospital	128	300
North Park Hospital	88	340

Police & Fire Protection

The City has sworn police personnel numbering approximately 342 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	342	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

CBOD5	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 Year	Sq. mi. Area	City of Chatt.	Hamilton County	State of Tennessee	Decennial % Change City	County	State	US
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

Calendar Year	Per Capita Income	Median Age	Population
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
1995	14,613	37.1	151,600
1996	14,965	38.7	153,154

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

Elections (County-wide):

Registered Voters	107,078
Votes Cast in Last Election	113,901
Registered Voters Voting	66.97%

Source: County Election Commission

Racial Composition

	City	County	MSA
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

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

	City	County
Paved	1,100	2,239
Unpaved	---	180

Retail Sales and Effective Buying Income

Metropolitan Chattanooga is the 112th 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 1995 total retail sales in the MSA were $4,464,953,000.

Median Household Effective Buying Income

	1990	1991	1992	1993	1994	1995
City of Chattanooga	$21,323	$24,518	$25,187	$26,561	$28,157	$26,489
Tennessee	21,826	21,044	28,449	30,139	31,809	29,055
United States	24,488	27,912	33,178	35,056	37,070	32,238

Source: Sales & Marketing Management Survey of Buying Power.

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 by $20,800.

	1970	1980	1990
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.

Comparative Statistics Relating to the Distribution of Effective Buying Income:

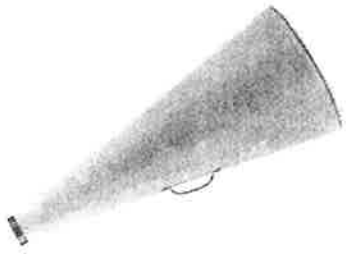
Effective Buying Income	City	County	State of Tennessee	United States
$20,000 - 34,999	24.0	23.2	24.3	22.1
$35,000 - 49,999	16.0	17.3	17.2	18.9
$50,000 and over	21.4	27.7	24.0	32.6

Source: Sales & Marketing Management Survey of Buying Power (1996).

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
1995	2,767,981	3,380,335	4,464,953

Source: Sales & Marketing Management Survey of Buying Power (1996).



Economic Statistics....

Employment and Unemployment Statistics

The total civilian labor force for the MSA based on August 1996 figures is estimated to be 221,900 with approximately 212,700 in non-agricultural employment. In August, 1996, the unemployment of 4.1 percent for the Chattanooga Metropolitan Statistical Area compares favorable to the state's average of 4.4 percent and a national average rate of 5.1 percent.

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

Calendar Year	MSA Civilian Labor-Force (in 000's)			Civilian Labor Force % Unemployed			
	Total	Employed	Unemployed	MSA	TN	US	City
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(Dec.)	225.1	215.4	9.7	4.3	4.3	5.2	4.3

Source: Tennessee Department of Employment Security.

Building Permits Issued

Year	Valuation	Number
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
1995	215,706,030	2,109

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's .....AA-

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

Company Name	Number of Employees	Type of Service
Tennessee Valley Authority	4,422	Utility Electric Service
Erlanger Medical Center	4,250	Hospital
Blue Cross & Blue Shield of Tennessee	3,067	Insurance
Hamilton County Dept. Education	2,667	Elementary & Secondary Schools
City of Chattanooga	2,511	Government
University of Tennessee at Chattanooga	2,407	University
Bi Lo Stores	2,125	Grocery Stores
Covenant Transport	2,100	Trucking
Chattanooga Public Schools	2,096	Elementary & Secondary Schools
Healthsource Provident Life & Accident Insurance Co.	1,933	Insurance

Top Ten Manufacturers

Company Name	Number of Employees	Type of Service
McKee Foods	2,700	Cakes & Cookies
Roper Corporation	1,950	Cooking Products
North American Royalities	1,697	Grey Iron, Casting, Oil Production
Synthetic Industries	1,630	Carpet Backing
DuPont Company	1,443	Synthetic Yarn
Dixie Yarns, Inc.	1,364	Yarn
Shaw Industries	1,200	Carpet
ABB/Combustion Engineering	865	Industrial Boilers
Buster Brown Apparel	810	Children's Playwear
US Pipe	761	Iron Pressure Fitting

Source: RiverValley Partners (December 1995)

Chattanooga City Council

District 1



John Lively

District 2



Mai Bell Hurley

District 3



Dave W. Crockett

District 4



Don Eaves

District 5



Ronald Swafford, Vice-Chairman

District 6



Marti Rutherford

District 7



David J. DiStefano

District 8



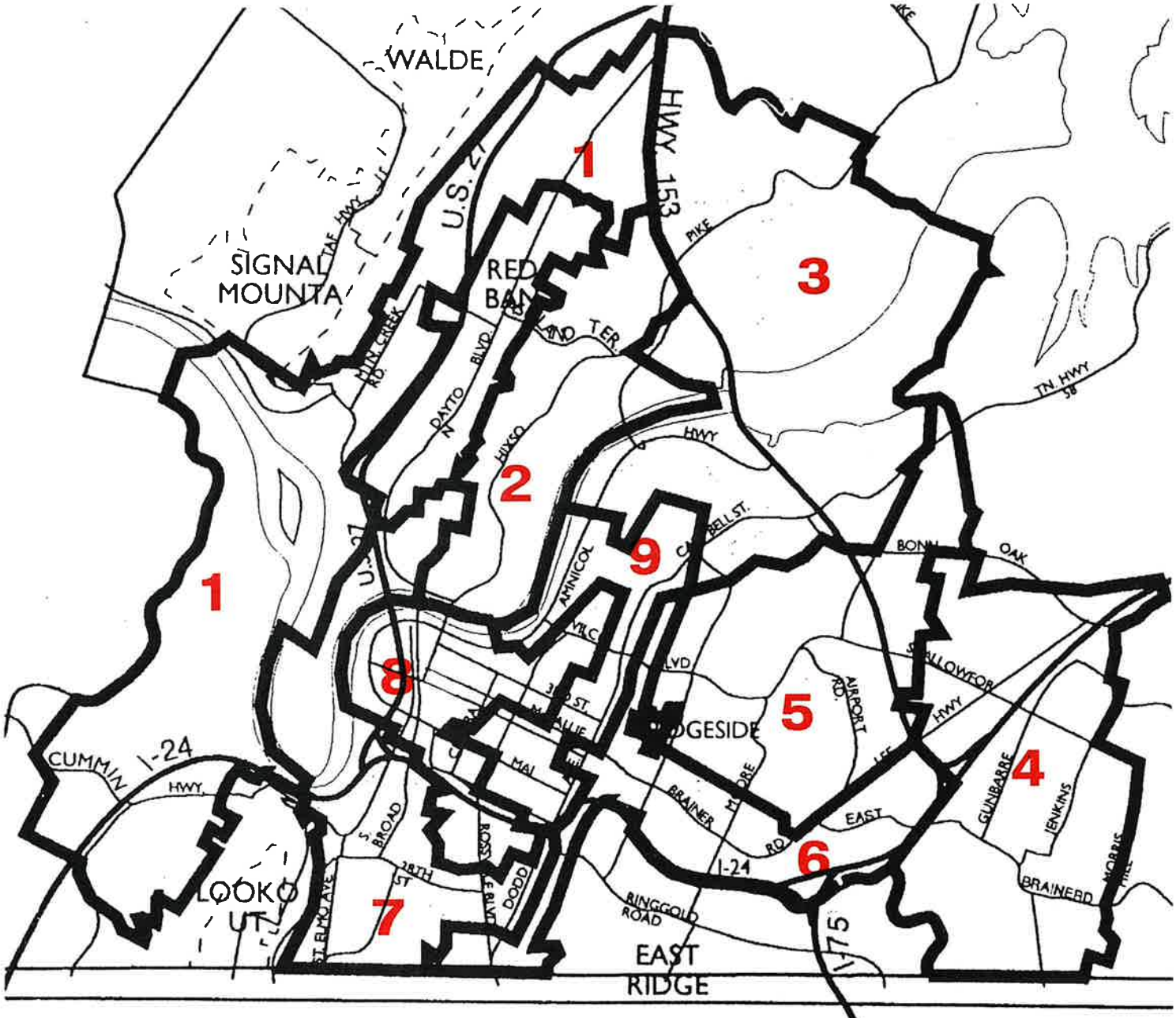
Leamon Pierce

District 9



Yusuf A. Hakeem, Chairman

CHATTANOOGA CITY COUNCIL DISTRICTS



DISTRICT 1-(John Lively) Valley View, Wauhatchie City, Mountain Creek, Northwoods North

DISTRICT 2-(Mrs. Mai Bell Hurley) North Chattanooga, Riverview, Sturart Heights, Lupton City, Northgate, Northwoods South

DISTRICT 3-(Dave Crockett) Hixson, Hixson 2, Dupont, Murray Hills, Kings Point, Lake Hills

DISTRICT 4-(Don Eaves) Tyner, Concord, East Brainerd

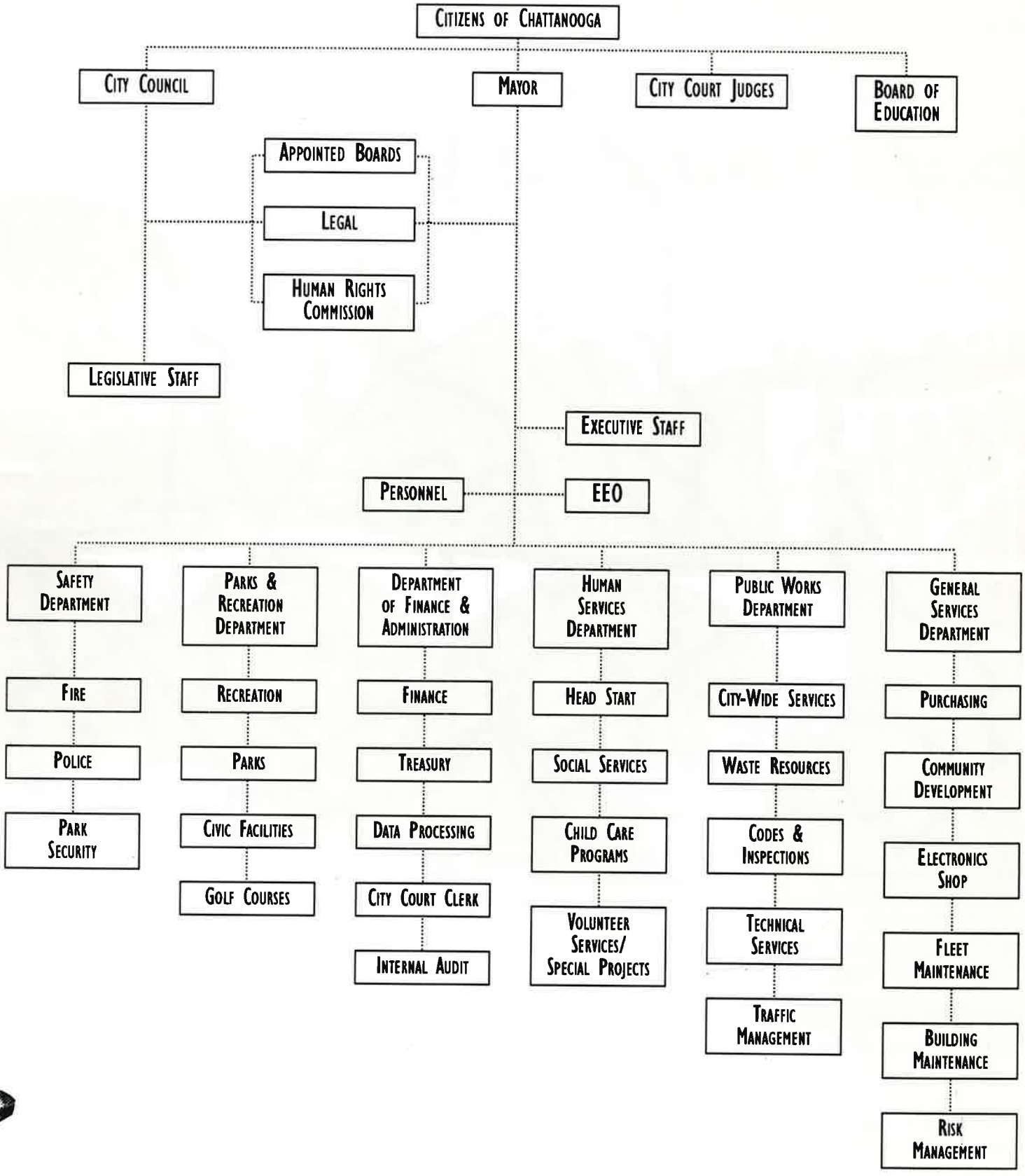
DISTRICT 5-(Ron Swafford) Bonny Oaks, Airport, Dalewood, Eastdale, Woodmore

DISTRICT 6-(Marti Rutherford) Brainerd Hills, Eastgate, Brainerd, Sunnyside, Missionary Ridge N., Missionary Ridge S., Ridgedale, Cedar Hill

DISTRICT 7-(David DiStefano) Moccassin Bend, Howard, St. Elmo, Alton Park, East Lake, Piney Woods

DISTRICT 8-(Leamon Pierce) Downtown, Courthouse, City Hall, Clifton Hills, Bushtown, Avondale

DISTRICT 9-(Yusuf Hakeem) Amnicola, East Chattanooga, Glenwood, Orchard Knob, Highland Park, East Side


CITIZENS OF CHATTANOOGA
CITY COUNCIL
MAYOR
CITY COURT JUDGES
BOARD OF EDUCATION
APPOINTED BOARDS
LEGAL
HUMAN RIGHTS COMMISSION
LEGISLATIVE STAFF
EXECUTIVE STAFF
PERSONNEL
EEO
SAFETY DEPARTMENT
FIRE
POLICE
PARK SECURITY
PARKS & RECREATION DEPARTMENT
RECREATION
PARKS
CIVIC FACILITIES
GOLF COURSES
DEPARTMENT OF FINANCE & ADMINISTRATION
FINANCE
TREASURY
DATA PROCESSING
CITY COURT CLERK
INTERNAL AUDIT
HUMAN SERVICES DEPARTMENT
HEAD START
SOCIAL SERVICES
CHILD CARE PROGRAMS
VOLUNTEER SERVICES/ SPECIAL PROJECTS
PUBLIC WORKS DEPARTMENT
CITY-WIDE SERVICES
WASTE RESOURCES
CODES & INSPECTIONS
TECHNICAL SERVICES
TRAFFIC MANAGEMENT
GENERAL SERVICES DEPARTMENT
PURCHASING
COMMUNITY DEVELOPMENT
ELECTRONICS SHOP
FLEET MAINTENANCE
BUILDING MAINTENANCE
RISK MANAGEMENT

City Officials

Mayor
Gene Roberts

City Council

John Lively	District 1	Ronald Swafford	District 5
Mai Bell Hurley	District 2	Marti Rutherford	District 6
Dave W. Crockett	District 3	David J. DiStefano	District 7
Don Eaves	District 4	Leamon Pierce	District 8

Yusef A. Hakeem, Chairman, District 9

Legislative Staff
Carol K. O'Neal, Clerk of the Council

Legal
Randall Nelson, City Attorney

City Court
Walter F.Williams, City Court Judge

Department Administrators

FINANCE & ADMINISTRATION
James S. Boney, Administrator — Daisy W. Madison, Deputy Administrator

SAFETY
Ervin Dinsmore, Administrator
Vacant, Police Chief — Jerry W. Evans, Fire Chief

PUBLIC WORKS
Jack C. Marcellis, Administrator — Beverly Pasley, Deputy Administrator

PARKS & RECREATION
Darrell McDonald, Administrator — Larry Zehnder, Deputy Administrator

GENERAL SERVICES
Rayburn Traughber, Administrator — George Morgan, Deputy Administrator
Sandra Gober, Director of Community Development

HUMAN SERVICES
Bernadine Turner, Administrator — Tommie Pruitt, Deputy Administrator

PERSONNEL
Donna Kelley, Administrator — Wallace Powers, Deputy Administrator

EQUAL EMPLOYMENT OPPORTUNITY
Moses Freeman, Administrator

HUMAN RIGHTS/RELATIONS
Jennifer Pugh-Nolan, Director

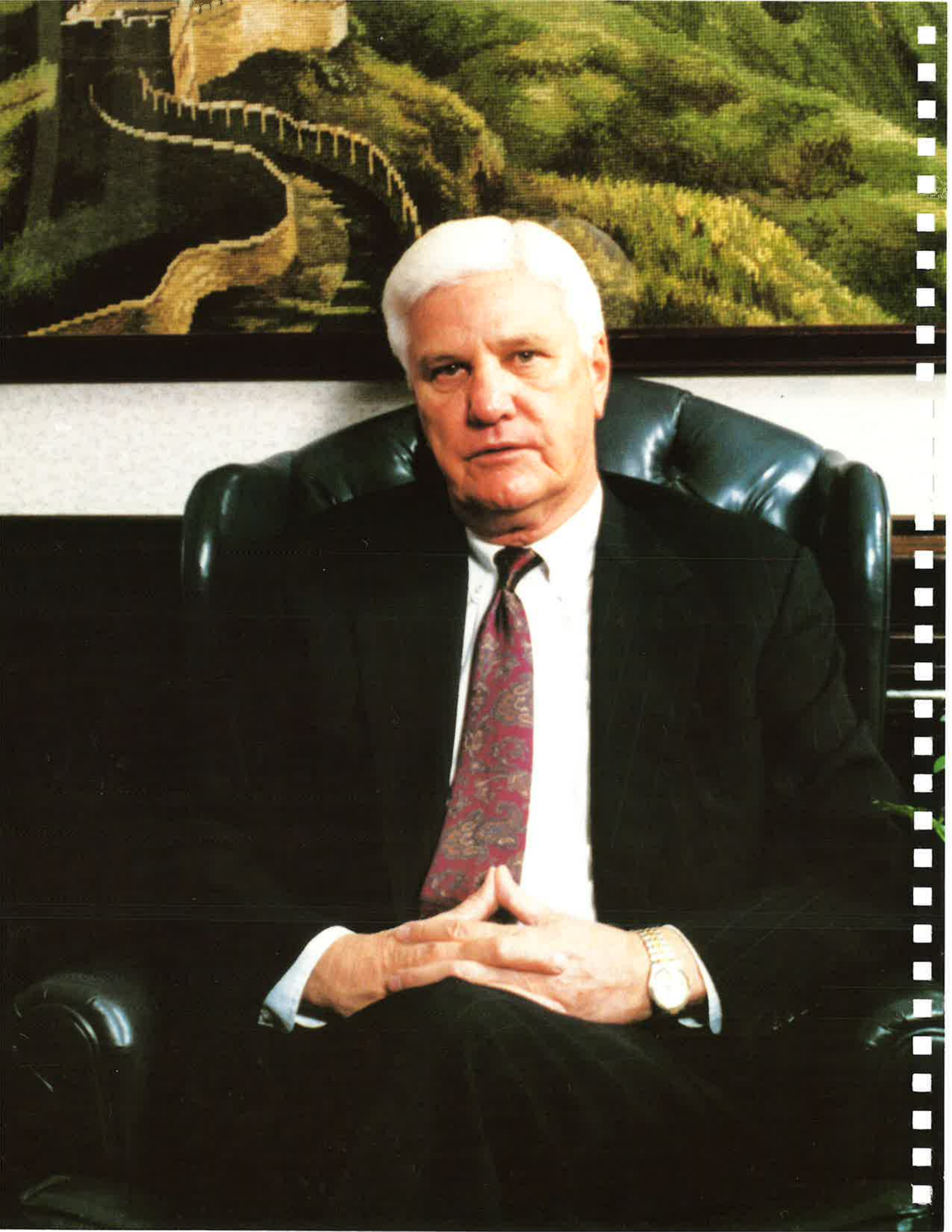
PLANNING COMMISSION
Ann Coulter, Director

AIR POLLUTION CONTROL
Robert H. Colby, Director

SCENIC CITIES BEAUTIFUL
Carolyn Skipper, Director

CHATTANOOGA CITY SCHOOLS
Harry Reynolds, Superintendent

CHATTANOOGA-HAMILTON COUNTY BICENTENNIAL LIBRARY
Jane McFarland, Director



City of Chattanooga

Department of Finance and Administration
City Hall Annex
Chattanooga, Tennessee 37402
(423) 757-5234
August 6, 1996



James S. Boney
City Finance Officer

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 ending June 30, 1997.

The agencies, boards and staff presented very conservative budgets which facilitated a smooth process and a sound financial plan for the 1997 budget year. Throughout the budget process, a team approach was used to develop the budgets for FY1996/97. 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 of 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, 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 will 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*



Daisy W. Madison, CPA
Deputy Finance Officer

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 improvement*
- *identify alternate service levels*
- *identify alternate funding wherever possible, i.e., special funds, funding from other agencies*

Development of this budget was guided by the need for positive economic development planning for the City's future and the anticipated loss of the city school system on July 1, 1997. At that time the city school system will be merged with the Hamilton County school system to form one unified school system within the county.

Based on the outcome of the referendum to form a unified school system and the passage of a one-half percent local sales tax, the City of Chattanooga cut its property tax rate by $.28 effective in this budget. The amount of the property tax decrease approaches the city subsidy to the city school system.

In January 1995, Chattanooga became one of only four cities to host a regional meeting of the President's Council on Sustainable Development. The Council came to see how Chattanooga, rated in 1969 by the U.S. Department of Health, Education and Welfare as having the worst air pollution in the nation, turned itself around and is now considered a "living laboratory" for sustainable development ideas that work. Vice President Al Gore, during a presentation to the President's Council on Sustainable Development said, *"The work that has been done on recycling, the Tennessee Aquarium, which is a fabulous success, the Riverwalk, the greenways network, the conservation program for the Tennessee River Gorge - all of these are examples of what can happen, the kind of transformation that needs to take place in our country as a whole and the rest of the world."*

Chattanooga's focus on sustainable development centers on creating an environment that will attract and retain companies that provide good jobs in businesses that will grow into the 21st century. Local initiatives include:

- **Electric Vehicle Technology** - Chattanooga is a leader in the development and use of electric powered vehicles for mass transit, with one of the largest fleets in the United States. These electric buses are manufactured locally.

- **Greenways Project** - Chattanooga was selected by the National Park Service as one of three model U.S. communities to create a network of greenways and linear parks through seven counties.

- **Eco-Industrial Parks Initiative** - This is a strategy to develop a range of site options to accommodate the site needs of businesses while adhering to the principles of sustainable development. The initiative addresses four site types. Included are:
  (1) A mixed-used greenfield business park,
  (2) Brownfield reclamation site,
  (3) Commercialization and re-use of the Volunteer Army Ammunition Plant (VAAP). The VAAP site is a 6,800 site, initially constructed for military production of TNT. Potential use of this site include several large-acreage business/warehouse parks and house a business incubator and technical school. This site has been designated as a National Environmental Test Center.
  (4) Inner city revitalization. Approximately 350 acres in Chattanooga's South Central Business District (SCBD) is the target for inner-city revitalization. Once bustling with industrial, commercial and residential activity, the site today includes abandoned and operating foundries, dilapidated and active commercial buildings, housing and vacant lots. Through a unique comprehensive planning process which included property owners, residents and nationally known experts, a plan was developed for the district to include zero-emissions manufacturing alongside incubator facilities, housing, a 20,000-seat football/ soccer community stadium (slated for completion in the fall of 1997), and an expanded trade center and greenways. The SCBD plan takes individual projects already proposed for the area and places them within framework that is more than the sum of its parts. Excluding the Stadium and the Trade Center expansion, it is estimated that the SCBD plan would generate over $542 million in retail sales and $459 million additional city and county tax revenues by 2015; over 4,300 permanent, direct and indirect non-construction jobs; and 600 multi-family units. It rebuilds the area's job base, it revitalizes and expands housing opportunities, it respects the historic fabric, and it extends the shuttle system to make Chattanooga's core area walkable and transit-friendly. It also draws upon the traditions and character of the city to once again bring residents and visitors downtown to shop, play, work, and live.

- **Tennessee River Gorge Trust** - a nonprofit land conservation organization, charged with protecting 25,000 acres of natural land filled with geological treasures, archaeological sites and one of the most diverse collections of flora and fauna in the world.

Chattanooga is becoming widely known for its public/private partnerships and its history of community involvement in planning its future. It is also known for its ability to implement those plans. The development of the Ross's Landing District with the $45 million Tennessee Aquarium as its centerpiece is a prime example of what can happen through 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 projects. To show support of the City's plans for sustainable development, the citizens of Chattanooga voted nearly two to one to increase the local option sales tax rate by one half percent to finance these and other initiatives. The increased tax is expected to generate over $16 million additional revenue annually to be split 50/50 between education and economic development. Additionally, several major companies in the Chattanooga area have already declared sustainable development as part of their corporate mission. Their assertion is that sustainability is consistent with good business practice and a profitable venture of a traditional manufacturing company. The revitalization of the riverfront continues as set forth in the Tennessee Riverpark Master Plan. To date, over $150 million of new development has been completed bringing more than 3,000 new jobs and new sales and tax revenues to our community.

I take pride in presenting for your consideration the Fiscal Year 1996/97 Budget. After careful review of this document, I am confident you will see it meets the long-term goals and objectives of the City of Chattanooga.

Also, I would like to express my gratitude and appreciation to the many people in the Finance Department who have contributed to the production of this document. Leading the way has been the Budget Staff who were responsible for the completion of the budgets contained herein. This is a tremendous undertaking. This is our second year to publish the Comprehensive Annual Budget Report. We submitted our first publication, last year, to the Government Finance Officers Association for review and I'm proud to say we earned the highest award given for effective budget presentation, the Government Finance Officers Association's Distinguished Budget Award. While it is a great task, we continue to learn from the work required. The efforts of the Budget Staff 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.

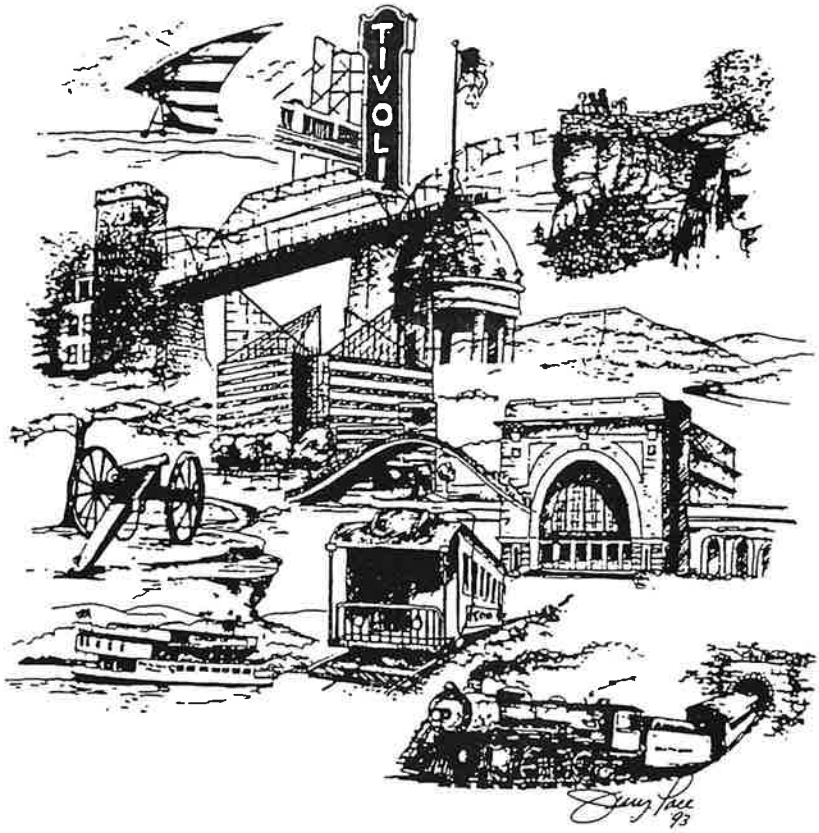
Finally, Mr. Mayor, I take this opportunity to thank you for your many years of public service to the City of Chattanooga. Your vision and leadership have enabled the City to make great strides in economic development and financial discipline. The tangible results of your leadership abound from our rejuvenated downtown area to our progressive suburbs to the awards garnered by virtually all City departments. But I see more lasting effects, I'm proud to say, in the faces of our employees--employees who have performed so well simply by being guided by your leadership and given the chance to perform. That impact will not soon fade away.

Respectfully submitted,

James S. Boney

James S. Boney

City Finance Officer


TIVOLI

Policies

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 96/97 Operating Budget:

- Budget Requests for Fiscal Year 1997 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 1995/96 expenditures less any one time nonrecurring expenditures.
  a. Request for one time, unavoidable costs that are anticipated for FY 96/97 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:

Water	5.0% (effective 11/1/96)

- 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 95/96 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%

LifeForce Medical Coverage:

	EPO	PPO
Individual	$129.35	$131.43
Family	$257.25	$264.23

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

FICA	6.20%
Medicare	1.45%

Union Pensions:

Operating Engineers	$1.01/hour
Laborers	$0.78/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 $200,000 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.

Included in your budget packages are listings of Descriptions, Goals & Objectives, and Performance Measures for each activity. These will have to be updated, if necessary, as they are included in our Comprehensive Annual Budget Report submitted to the Government Finance Officer's Association.

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 collaterlized. 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 distribut 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;

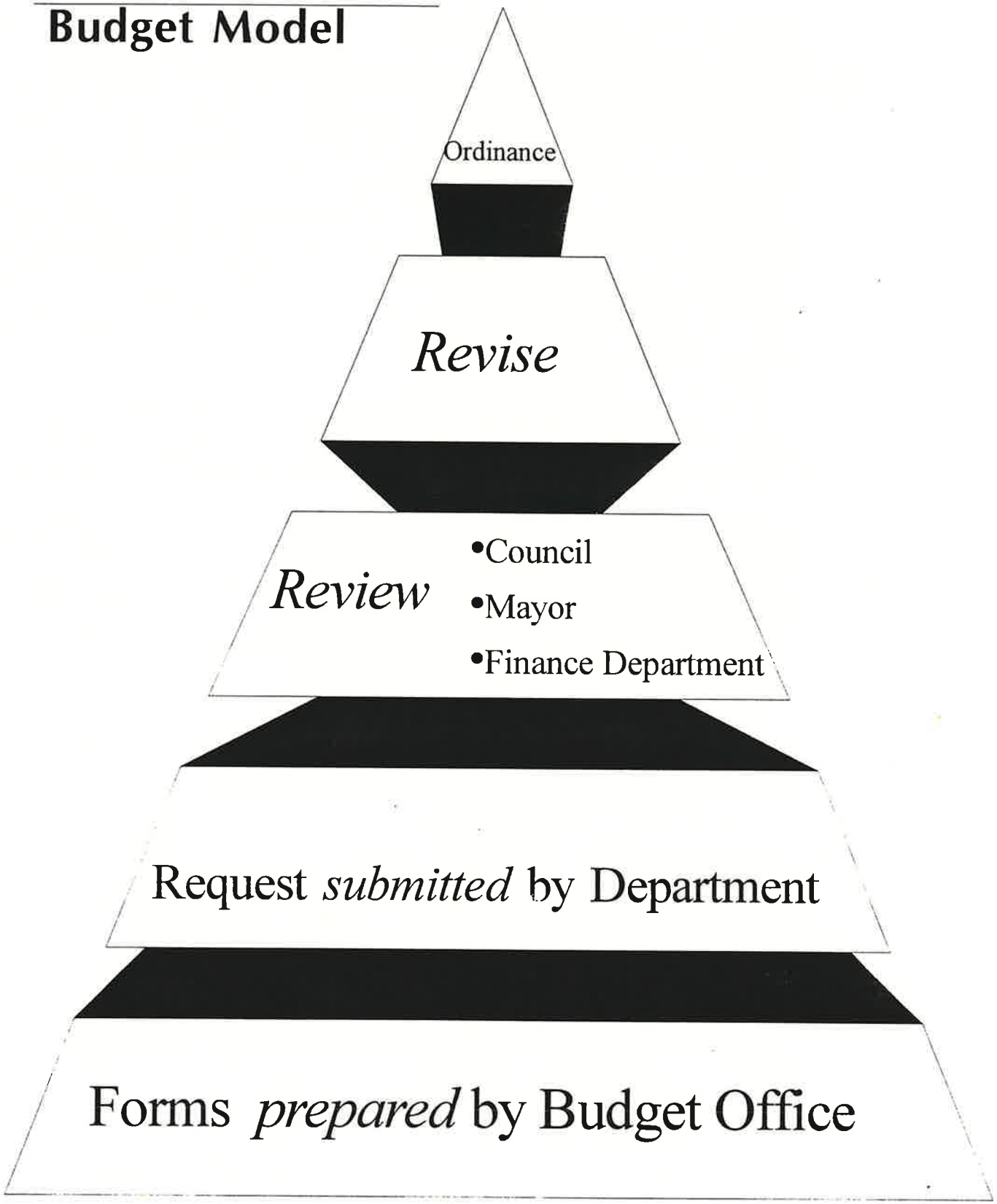
(5) a statement of pending capital projects and proposed new capital projects, relating to respective amounts proposed to be raised therefore by appropriations in the budget and the respective amounts, if any, proposed to be raised therefor by the issuance of bonds during the fiscal year; and

(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



Procedures

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 calender 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 calender 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 1996/97 fiscal year General Fund Budget on September 4, 1996. A summary of the adopted 1996/97 fiscal year General Fund Budget is below:

City of Chattanooga
General Fund - Adopted Budget
Fiscal Year Ending June 30, 1997

Revenue Estimates	
Real and Personal Property Taxes	$67,442,071
Other Local Taxes	5,476,750
Licenses and Permits	4,365,000
Fines, Forfeitures and Penalties	1,250,620
Use of Money and Property	2,794,000
Revenue from Other Agencies	38,341,032
Service Charges for Current Services	5,400,670
Total Revenues	$125,070,143
Appropriations	
General Government & Agencies	$38,614,904
Department of Finance & Administration	5,300,373
Department of Safety	41,350,401
Department of Public Works	14,005,713
Department of Parks & Recreation	7,907,843
Department of General Services	14,958,557
Department of Human Services	1,309,533
Department of Personnel	674,278
Department of Equal Employment Opportunity	148,541
Appropriation from Fund Balance	800,000
Total Appropriations	$125,070,143

Capital Improvements Budget

Immediatley after the passage of the Operating Budget Ordinance, the Capital Improvement budget process begins with departmental requests being submitted to the Finance Department. Budget procedures require these requests be presented over a five year period. These requests are submitted with a project purpose, description and estimated life in the priority order based on departmental need. Once all Budget Forms are collected by the City

Finance office a review process begins by the Budget Section. After a review of the requests and revenue sources, meetings are scheduled with Department heads to further define the Departmental priorities. At this point the City Finance Officer presents the requests to the Mayor and the process of refining the Departmental priorities into the City's priorities begins. When the Mayor and City Finance Officer have a balanced budget it is presented to the City Council Budget Committee for their review and input. Changes are made by the Council at their discretion before the Budget Ordinance is written up and presented to the City Council for approval.

The Capital Improvements Budget for FY 1996/97 shows an increased funding level of $8,329,452, or 87%. Seventy-four projects are in varying stages of funding in the current Capital Budget. These projects are to funded by the General Fund, a Public Improvement Loan, Community Development Funds, State of Tennessee fund, private and miscellaneous funds.

The City Council has identified several major improvements that are needed to meet citizens' demands for services and to safeguard the environment in conformity with applicable federal and state standards. These improvements included an upgrade of the safety department's communications system via the purchase of an 800 megahertz trunking radio system, expansion of the wastewater treatment capacity and continued road maintenance program whereby $4.5 million annually is expended on street improvements. Additionally, the city has implemented aggressive programs to ensure compliance with federal and state mandates with respect to landfills and storm water runoff.

City of Chattanooga
Capital Budget Summary
Fiscal Year Ending June 30, 1997

Sources of Funds

General Fund - FY 96/97 Appropriation	5,528,541
General Fund - Fund Balance	3,000,900
TML Loan	7,810,000
Community Development	200,000
Golf Course Fund /Computer System	30,000
Friends of the Zoo	31,623
Reappropriation of Unspent Public Works Capital Projects Fund (# 2046) Gunbarrel Road	200,000
Stormwater Capital Fund	184,500
Construction Trust Fund	60,000
Scenic Cities Beautiful Fund	2,000
State of Tennessee	885,976
Total Revenues	**17,933,540**

Uses of Funds

Street Paving	2,000,000
Street Improvements	2,917,507
ABB Combustion Building	1,700,000
Airport Road	109,000
Economic Development Initiative (Gunbarrel Rd-Healthsource)	1,500,000
Glenwood Center	25,000
School Equipment/Distance Learning	75,000
River Valley Partners	75,000
WTCI - TV	35,000
Chatt Ham Cty Library - Elevator	14,000
Chatt Ham Cty Library - Microfilm Reader/Printer	14,000
Area Beautification	75,000
AIM Center (3rd of three year commitment)	33,334
PACE	36,000
CARTA	50,000
CADAS (2nd of three year commitment)	75,000
Coolidge Park	500,000
Safety	2,290,000
Public Works (excluding Street paving & improvements)	2,055,976
Parks & Rec (includes Golf Course approp)	1,108,623
Engel Stadium	25,000
Tennessee Riverpark	125,000
General Services	2,980,000
Finance & Administration	115,100
Total Appropriations	**17,933,540**

March 1996

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April 1996

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May 1996

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June 1996

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August 1996

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March

28 *Distribute budget request forms and supplementary data to departmental personnel*

April

12 *Agencies submit request to City Council Office*

22 *Meet with Mayor to discuss revenue estimates; departments submit budget requests to finance department for budget review to begin*

29 - 30 *Budget staff meets with department to discuss FY 96/97 budget request*

May

1 - 3 *Budget staff continue with departments to discuss FY 96/97 budget request*

8 *Joint City/County budget hearings*

6 *Financial staff meets to review results from budget meetings to decide FY 96/97 balanced budget for presentation to Mayor*

15 *Financial staff presents the balanced budget to Mayor (preliminary)*

June

17 *Financial staff prepare the balanced budget to Council's Budget & Finance Committee (preliminary) after Mayor's recommendations*

July

17 *Financial staff presents the balanced budget to Council's Budget & Finance Committee (preliminary)*

August

6 *Financial staff meets with Council's Budget & Finance*

9 *Financial staff meets with Personnel to discuss personnel recommendations*

22 *Distribution of Capital budget material to departments*

26 *Education Department presents budget to Council's Budget & Finance Committee*

27 *First reading of FY 96/97 Budget Ordinance*

September

3 *Second and third reading of FY 96/97 Budget Ordinance*

6 *Capital budget submissions from departments to financial officer*

11 *In house Budget preparation to plan distribution of capital dollars*

12 *Preliminary Meeting with Budget & Finance Committee Chairman to discuss Capital Budget 1997*

16 - 20 *Budget staff meets with department to discuss FY 96/97 budget request*

17 *The FY 96/97 Budget Ordinance #10465 officially becomes effective*

October

2 *Meeting with Mayor with Capital Budget*

8 *Present capital budget to City Council Budget & Finance Committee*

15 *First reading of FY 96/97 Capital Budget Ordinance*

22 *Second and third reading of FY 96/97 Capital Budget Ordinance*

November

5 *The FY 96/97 Capital Budget Ordinance #10494 officially becomes effective*

December/January/February

Monitoring of All budget

September 1996

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December 1996

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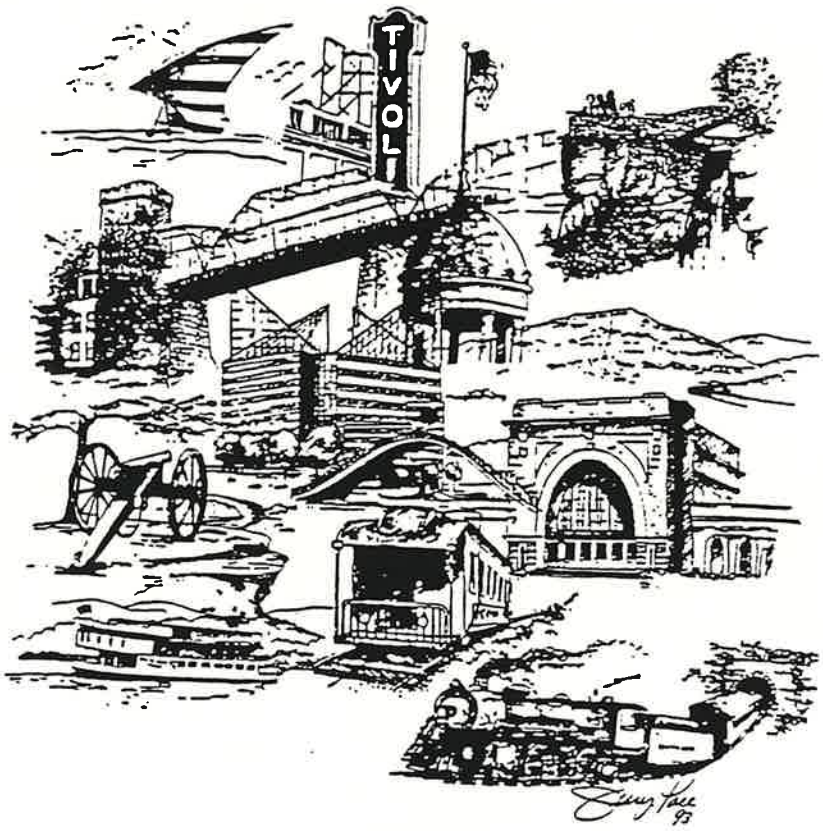
January 1997

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February 1997

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Budget Calendar 1996/1997


TIVOLI

ORDINANCE NO. 10465

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FY 96/97 BUDGET ORDINANCE", TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 1996, AND ENDING JUNE 30, 1997, 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 1996-1997 from all sources to be as follows:

PROPERTY TAXES:

Current Taxes on Real & Personal Property	$ 59,216,260
Electric Power Board in Lieu of Taxes	2,481,070
Interest & Penalty on Current Year Taxes	85,000
TVA - in Lieu of Taxes	837,038
Taxes on Real & Personal Property - Prior Years	2,300,000
Interest & Penalty on Delinquent Taxes	236,000
Jaycee Towers I & 2 - in Lieu of Taxes	2,448
Chattanooga Cable TV - in Lieu of Taxes	890,000
Delinquent Taxes Collection Fees	100,000
Good Neighbors Housing, Inc. - in Lieu of Taxes	2,808
Corporate Excise Taxes - State (Intangible Property)	260,000
Komatsu - in Lieu of Taxes	557,000
Southern HealthCare of TN - in Lieu of Taxes	161,400
Gibraltar Steel - in Lieu of Taxes	38,203
Huntco Steel - in Lieu of Taxes	546
Southern Champion Tray - in Lieu of Taxes	25,937
Sofix - in Lieu of Taxes	125,361
Chattanooga Neighborhood Enterprise-in Lieu of Taxes	58,000
Buster Brown - in Lieu of Taxes	65,000
TOTAL	$ 67,442,071

OTHER LOCAL TAXES:

Franchise Taxes	$ 261,250
Liquor Taxes	1,110,000
Beer Taxes	4,100,000
Local Litigation Taxes - City Court	5,500
TOTAL	$ 5,476,750

LICENSE, PERMITS, ETC.:

Motor Vehicle Licenses	$ 410,000
Parking Meters	425,000
Business Licenses (excluding Liquor)	125,000
Gross Receipts Tax	2,400,000
Fees for Issuing Business Licenses & Permits	51,000
Interest & Penalty on Business Licenses & Permits	64,300
Wrecker Permits	5,000
Building Permits	260,000
Electrical Permits	75,000
Plumbing Fixture Connection Permits	55,000
Street Cut-In Permits	28,000
Sign Permits	45,000
Liquor By the Drink Licenses	98,000
Hotel Permits	1,500
Gas Permits	8,500
Liquor By the Drink - Interest & Penalty	5,700
Plumbing Examiner Fees & Licenses	15,000
Electrical Examiner Fees & Licenses	80,000
Gas Examination Fees & Licenses	20,000
Permit Issuance Fees	45,000
Mechanical Code Permits	55,000
Beer Application Fees	35,000
Mechanical Exam Fee & Licenses	58,000
TOTAL	$ 4,365,000

FINES, FORFEITURES, AND PENALTIES:

City Court Fines	$ 508,620
Criminal Court Fines	270,000
Traffic Court Fines	252,000
Delinquent Tickets	220,000
TOTAL	$ 1,250,620

REVENUES FROM USE OF MONEY OR PROPERTY:

Interest on Investments	$ 2,650,000
Land & Building Rents	140,000
Telephone Commissions	2,000
Dock Rental (Wharf)	2,000
TOTAL	$ 2.794,000

REVENUES FROM OTHER AGENCIES:

Local Option Sales Tax-General Fund	$ 25,051,547
State Beer Tax	76,233
Hall Income Tax	1,527,141
State Sales Tax	8,215,349
State Mixed Drink Tax	894,576
State Gas Inspection Fees	376,591
State Maintenance of Streets	140,000
State Alcoholic Beverage Tax	79,000
TVA Impact Funds	94,000
HUD-Harriet Tubman Project	187,760
Cops Ahead - Crime Bill	185,738
Hamilton County Ross' Landing/Plaza	486,701
Chattanooga Recreation Projects	23,003
COPS Universal Hiring Grant	203,393
Revenue from Fund Balance	800,000
TOTAL	$ 38,341,032

SERVICE CHARGES FOR CURRENT SERVICES

City Court Costs	$ 51,600
State Court Costs	1,000
Charges for Financial Services-Elec. Power Board	7,200
Swimming Pools	8,500
Park Concessions	23,190
Bank Monitoring Services	3,300
Variance Request Fees	7,000
Data Processing Services	72,000
Information Services - Consulting Fees	35,000
Subrogation Claims	345
Payroll Deduction Charges	15,000
Indirect Costs	1,566,186
Plans & Specification Deposits	1,000
Departmental Reimbursement-Health Insurance	1,949,929
Employee Contributions-Health Insurance	1,21,320
Miscellaneous Revenue - Auditorium	100
Memorial Auditorium Concessions	40,000
Tivoli Concessions	13,000
Memorial Auditorium Rents	170,000
Tivoli Rents	115,000
TOTAL	$ 5,400,670

TOTAL GENERAL FUND ESTIMATED REVENUES $ 125,070,143

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 1996 of $2.70 upon every $100.00 in assessed value of such taxable property; and to the extent applicable there is also levied a tax of $2.70 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 1996 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, 1996, and shall become delinquent MARCH 1, 1997, 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, 1996, 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	$ 5,300,373
Department of Safety	41,350,401
Department of Public Works	14,005,713
Department of Parks & Recreation	7,907,843
Department of General Services	14,958,557
Department of Human Services	1,309,533
Department of Personnel	674,278
Department of Equal Employment Opportunity	148,541
Appropriation from Fund Balance	800,000
General Government & Supported Agencies	38,614,904
TOTAL	$125,070,143

DEPARTMENT OF FINANCE & ADMINISTRATION:

Finance Office	$ 1,475,156
Data Processing Division	2,153,657
City Treasurer	477,047
Telephone System	342,400
City Court Clerk's Office - Operations	760,113
City Court Clerk - Space Cost	92,000
TOTAL	$ 5,300,373

DEPARTMENT OF SAFETY:

Administration	$ 322,779
Police Division	22,733,084
Ross's Landing / Plaza	202,607
Fire Division	16,506,108
Utilities	1,585,823
TOTAL	$ 41,350,401

DEPARTMENT OF PUBLIC WORKS:

Administration		$ 357,966
City Engineer		1,509,741
City Wide Services		2,307,326
Street Cleaning	1,287,392	
Emergency	381,519	
City Yards	638,415	
Waste Resources		2,227,018
Sewer Construction & Maintenance	1,508,136	
Stormwater Subsidy	718,882	
Codes & Inspection		1,667,128
Inspection Division (Includes Better Housing)	1,635,678	
Board of Gas Fitters	10,900	
Board of Plumbing Examiners	2,000	
Board of Electrical Examiners	16,400	
Board of Mechanical Examiners	2,150	
Utilities		137,850

Pump Stations		140,029
Brainerd Levee 1,2,3	79,029	
Orchard Knob	61,000	
Traffic Management		1,787,742
Administration	423,146	
Control	1,364,596	
Solid Waste & Sanitation Fund Subsidy		3,870,913
TOTAL		$ 14,005,713

DEPARTMENT OF PARKS & RECREATION:

Administration		$ 490,111
Recreation		2,666,360
Supervision	279,263	
Recreation Centers	1,857,332	
Senior Citizen Recreation. . . A.O.	55,000	
Summer Youth Recreation	170,809	
Fitness Center	210,456	
Greater Chatt Sports Comm. . . A.O.	75,000	
Inner City Ministry. . . . . A.O.	18,500	
Parks Maintenance		2,080,559
Warner Park Zoo		233,410
Ross' Landing/Plaza		716,769
Municipal Forestry		295,626
Recreation Centers Maintenance		517,862
Auditorium/Tivoli		907,146
Auditorium Operations	489,057	
Auditorium Concessions	46.376	
Tivoli Operations	339,569	
Tivoli Concessions	32,144	
TOTAL		$ 7.907,843

DEPARTMENT OF GENERAL SERVICES:

Administration		$ 377,191
Bureau of Safety & Health		227,148
City Hall/Annex Maintenance		603,823
Electronic's Division		277,249
Employee Benefits Office		10,454,713
Administration	58,805	
Employee Insurance Program	8,886,908	
Job Injuries	1,500,000	
On-job-injury Physical Exams	9,000	
Purchasing		588,343
Street & Traffic Lighting		2,430,090
TOTAL		$ 14,958,557

DEPARTMENT OF HUMAN SERVICES:		
Administration . . . . . A.O.		$ 1,309,533
DEPARTMENT OF PERSONNEL		
Administration		$ 613,778
Physicals		60,500
		$ 674,278
DEPARTMENT OF EQUAL EMPLOYMENT & OPPORTUNITY:		
Administration		$ 148,541
		148,541
APPROPRIATION FROM FUND BALANCE		
School Fund . . . . . A.S.F.		$ 800,000

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		$ 419,934
City Council		486,895
Air Pollution Control Bureau . . . . . A.S.F.		246,010
Allied Arts Council. . . . . A.O.		263,000
General Operations	150,000	
African-American Museum	25,000	
Chattanooga Reg. Historical Museum	48,000	
Bessie Smith Hall & Museum	40,000	
Audits, Dues, & Surveys		148,750
Board of Appeals & Variances		7,650
Capital Improvements		5,528,541
CARCOG & Economic Development District . . . . . A.O.		46,413
CARTA Subsidy . . . . . A.O.		3,019,907
Carter Street Corporation Lease Agreement . . . . . A.O.		1,426,380
C-HC Bicentennial Public Library . . . . . A.S.F.		1,920,615
Chattanooga Neighborhood Enterprises . . . . . A.O.		2,000,000
Chattanooga Area Urban League. . . . . A.O		50,000
Chattanooga Chamber Foundation . . . . . A.O.		50,000
Chattanooga Const. Industry Corporation. . . . . A.S.F.		150,000

City Court (Judicial)			302,874
Community Foundation Scholarships	A.O.		200,000
Contingency Fund			500,000
Debt Service Fund	A.S.F.		6,230,255
Downtown Partnership	A.O.		100,000
Election Expense			150,000
Hamilton County 911 Board	A.O.		7,049
Heritage Hall Board	A.S.F.		35,000
Homeless Health Care Center	A.O.		17,500
Human Rights Commission			79,735
Humane Educational Society	A.O.		458,753
Intergovernmental Relations			266,000
Metro Council Community Services	A.O.		10,000
M.L. King Blvd. Development Corporation	A.O.		35,000
City Attorney's Office			1,978,242
Administration		666,882	
Liability Insurance Fund	A.S.F.	1,311,360	
City Code Revision			5,000
Rivervalley Partnership	A.O.		400,000
Renewal & Replacement			1,500,000
Pensions, FICA, & UIC			75,000
Real Estate Fund	A.S.F.		30,000
Regional Planning Commission	A.S.F.		630,634
Scenic Cities Beautiful	A.S.F.		24,241
School Fund	A.S.F.		9,231,036
Taxi Board			1,600
Tennessee RiverPark	A.O.		542,890
WTCI-TV-Channel 45	A.O.		40,000
TOTAL			$ 38,614,904

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 1996-1997:

Fund No.	Fund Title	Amount
1008	**Real Estate Fund**	
Estimated Revenue:		
City of Chattanooga General Fund		$ 30,000
Sale of Real Estate		34,500
Lease Agreement		6,000
Fund Balance		25,000
		$ 95,500
Appropriations:		
Administration		$ 95,500
Total		$ 95,500



3034 Centralize Food Service

Estimated Revenues:	
Sales -Service	$ 2,885,058
Other Local Revenues	103,138
State Funds	125,000
Federal Funds Thru State	4,134,899
Direct Federal Revenue	374,849
	$ 7,622,944
Appropriations:	
Operation of Non-Instructional Services	
Food Services	$ 7,147,944
Operating Transfers	475,000
	$ 7,622,944

3058 Education Operation

Estimated Revenues:	
Local Taxes	
Property	$ 26,124,909
Sales	14,289,137
Charges for Current Services	100,000
Other Local Revenue	116,484
State Education Fund	39,567,246
Direct Federal Revenue	148,000
Operating Transfers	680,000
City Allocation	9,231,036
City General Fund Balance	800,000
Fund Balance	1,143,190
Kirkman Funds	1,000,000
	$ 93,200,002
Appropriations	
Instruction	
Regular Instruction Program	$ 48,428,122
Special Education Program	10,337,419
Vocational Education Program	2,503,818
Adult Education Program	5,382
Support Services	
Students	3,415,508
Instructional Staff	4,961,521
General Administration	1,280,317
School Administration - Office of Principal	7,822,047
Business Administration	1,064,420
Operation and Maintenance of Plant	8,582,771
Student Transportation	3,860,140
Other Support Services - Central and Other	918,408
Operation of Non-Instructional Services	
Community Services	20,129
	$ 93,200,002

3060 **Public Law 89-10**

Estimated Revenues:	
Federal Funds Thru State	$ 5,287,669
Total	$ 5,287,669
Appropriations:	
Instruction	
Regular Instruction Program	$ 2,372,399
Special Education Program	963,647
Vocational Education Program	266,894
Support Services	
Students	392,203
Instructional Staff	1,021,961
Operation of Non-Instructional Services	
Community Services	65,565
Operating Transfers	205,000
	$ 5,287,669

3106 **State Street Aid**

Estimated Revenues:	
State of Tennessee	$ 4,101.335
Interest Earnings	40.000
	$ 4,141,335
Appropriations:	
Salaries & Wages	$ 2,837,898
Medical Services	4.000
Other Services	70.999
Office & Administration	3,750
Vehicle Rep. & Maint.	662,100
Materials & Supplies	521,138
Capital Outlay	9,250
Fixed Assets	32,200
	$ 4,141,335

5001 **Debt Service**

Estimated Revenues:	
General Fund	$ 6,230,255
Airport Authority	41,950
Erlanger	375,000
Hamilton County	863,073
Interceptor Sewer System	14,189,125
Private Industry Council	216,545
Stormwater Fund	1,087,622
Solid Waste Fund	1,299,276
Fund Balance	9,127,000
	$ 33,429,846
Appropriations:	
Principal	$ 13,536,368
Interest	10,731,478
Service Charges	35,000
Future Debt Payments	9,127,000
	$ 33,429,846

4010 **Economic & Community Development**

Estimated Revenues:	
Community Development Block Grant	$ 2,445,000
Fund Balance	4,058,784
Emergency Shelter	63,000
Program Income	188,000
THDA House Grant	253,000
Rental Rehab grant	7,246
	$ 7,015,030
Appropriations:	
Better Housing Commission	100,000
Boy's Club	7,342
CD Office Administration	613,511
CD Office Planning	61,781
CD Office Neighborhood Organization Support	25,000
CD Office Community Facade	110,000
Chattanooga Area Urban League	22,650
Chattanooga Neighborhood Enterprise - CHAS	2,330,257
Chattanooga Housing Authority	196,454
Community Kitchen	19,500
Emergency Shelter - Community Kitchen	63,761
Emergency Shelter - Family & Children Services	39,535
Emergency Shelter - Room-In-The-Inn	12,215
Emergency Shelter - Salvation Army	3,214
Family & Children's Services	72
Girl's Inc.	35,666

Inner City Development Corporation	102,955
Metropolitan Council, Inc.	7,200
MLK Development Corp - Rehab	90,000
Newton Child Development Center	29,994
Northside Neighborhood House	20,000
Orange Grove	242,762
Parks & Recreation	250,905
Police Athletic League	14,577
Private Industry Council	61,149
Public Works	380,189
Rental Rehab Grant	7,246
Rental Rehab (Program Income)	24,667
Special Transit Services, Inc.	45,600
Shelter Plus Care	581,919
THDA - CNE	285,532
UDAG Administration	12,000
University of Tennessee/Chatt - Peer Mediation Proj	1,905
Westside Community Development Corp	42,000
Contingency	443,058
Future Projects	657,886
	$ 7,015,030

4016 Economic & Community Development - HOME PROGRAM

Estimated Revenues:	
Federal Grant (HOME)	$ 1,076,000
Program Income	194,236
Fund Balance	1,454,140
	$ 2,724,376
Appropriations:	
HOME Administration	$ 104,004
Chatt Community Housing Development Org Projects	
CCHDO Operating Costs	32,450
CCHDO Project Costs	674,164
Rental Housing Rehab Projects/CNE	573,211
Homeowner Rehab Projects/CNE	1,062,107
ICDC Housing Projects	100,000
Future Projects	178,440
	$ 2,724,376

3119 **Human Services Department**

Estimated Revenue:	
Federal-State Grants	$ 8,877,250
City of Chattanooga	1,309,533
Contributions	105,308
	$ 10,292,091
Appropriations:	
Headstart	$ 4,614,533
Day Care	1,495,482
Weatherization	744,879
Foster Grandparents	305,165
LIEAP	817,007
CSBG	476,216
Occupancy	226,221
Human Services Programs	1,401,625
Neighborhood Family Services	105,361
City General Relief	105,602
	$ 10,292,091

3127 **Solid Waste & Sanitation Fund**

Estimated Revenue:	
Landfill Dumping Charges	$ 5,375,750
Landfill Dumping Permits	1,000
City of Chattanooga Subsidy	3,870,913
	$ 9,247,663
Appropriations:	
Garbage Collection	$ 2,749,798
Recycle	441,017
Brush & Trash Collection	1,741,144
Sanitary Landfill	1,804,837
Wood Recycle	639,896
Solid Waste Reserve	537,575
Renewal & Replacement	34,120
Debt Service	1,299,276
	$ 9,247,663

3128 **Stormwater Fund**

Estimated Revenue:	
Stormwater Fee	$ 4,983,570
General Fund Subsidy	718,882
	$ 5,702,452
Appropriations:	
Stormwater Management	$ 1,796,877
Renewal & Replacement	50,000
Capital Improvements	2,767,953
Debt Service	1,087,622
	$ 5,702,452

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 $1,800,000 to the Department of Education; said appropriation being for Fiscal Year 1996 - 1997 only and not to be considered for funding in future fiscal years. This additional appropriation is to be used for costs associated with the merger of City and County schools.

SECTION 7 (a). That all persons within the "City of Chattanooga Classification System" and covered by the "Pay Plan" on the effective date of this Ordinance shall receive a three percent (3%) 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, 1996 only for those persons employed by the City on July 1, 1996 and still employed by the City. In addition to this raise, all persons within the "City of Chattanooga Classification system" on the effective date of this Ordinance shall receive, if approved by their supervisor, their regularly scheduled 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. Employees covered by the "Pay Plan" and receiving a salary or wage at step 14 in their respective pay grade shall receive a "one time" payment equal to three percent (3%) of their annual salary. Also, all persons within the "City of Chattanooga Classification System" but not covered by the "Pay Plan" shall receive six percent (6%) more per pay period than they are presently being paid effective July 1, 1996.

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.

SECTION 7(d). In addition to the regular pay provided under the "Pay Plan" sworn officers of the police department who possess demonstrated competency, in languages other than English (and including sign language) shall receive supplemental pay of $40 per bi-weekly pay period for each additional language skill. Demonstrated competency shall be defined as the ability to speak and to comprehend the spoken language at issue. No officer shall be eligible to receive this supplemental compensation for more than three languages.

SEE PERSONNEL ADMINISTRATION SECTION FOR FY1996/1997 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 1996-1997 annual dues of the City to the Tennessee Municipal League, $24,252, and the National League of Cities, $6,892.

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, 1996.

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 Chattanooga City Code, Part II, Section 11-1 be and is hereby amended by striking therefrom the words and figures "first one thousand one hundred dollars ($1,100.00)" and substituting in lieu thereof "maximum base set by Tennessee Code Annotated, Section 67-6-702(a)."

SECTION 15. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 1996.

SECTION 16. 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 17. That this Ordinance shall take effect two (2) weeks from and after its passage as provided by law.

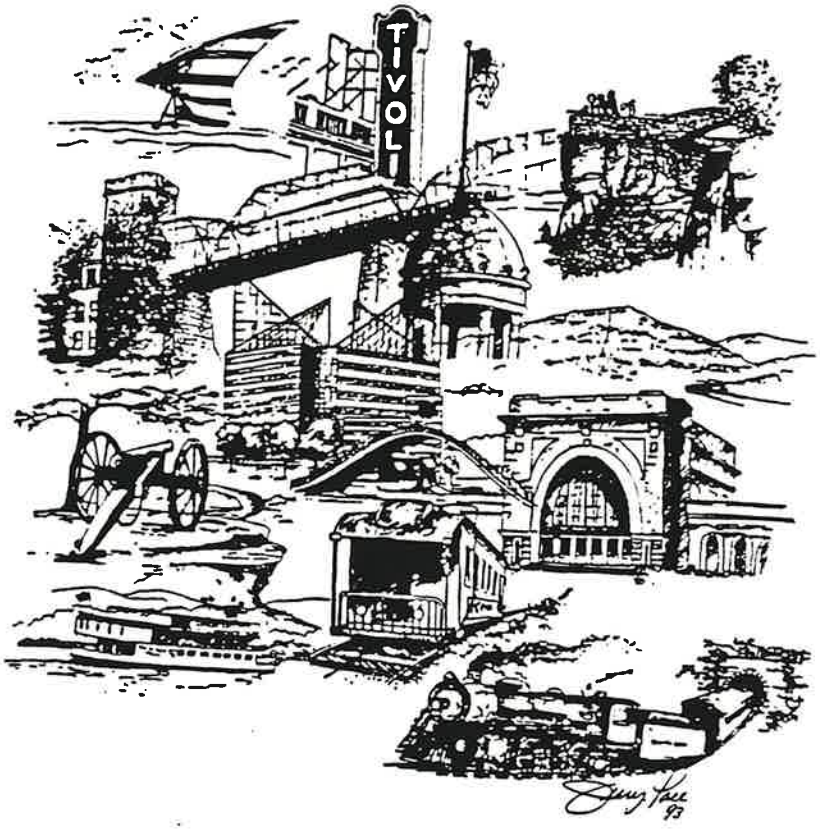
PASSED on Third and Final
Reading : **September 3, 1996**

Yusuf A. Hakeem /s/
CHAIRPERSON
APPROVED X DISAPPROVED

DATE 09/04 ,1996

Gene Roberts /s/
MAYOR

JSB/RR/RLN:cjc
(08/09/96)


TIVOLI

Financial 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 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. Two of these are complete and are now operational. One is located next to the Chattanooga Choo-Choo complex. The other is located near the Tennessee Aquarium and opened in June 1996. The third garage will be constructed in a location about halfway between these first two and should be completed and operational in 1997. These three garages will provide parking spaces for persons working downtown, the occasional downtown visitor, and 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 and visitor use.

Continued Support of Development 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 and the $14 million 3-D IMAX Theatre recently opened. 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 1996 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. Opened in the spring of 1996, 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, is a centerpiece of activity for the African-American community of Chattanooga. Local, regional, and nationally known Blues and Jazz artists are 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 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 are geared towards school-age children, college students and adult participants. The Hall also house the Chattanooga African-American Museum. This Museum provides the Chattanooga

community access to historical data, educational curricula and creative works for, by, and about African-Americans. Special programs offered by the Museum 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 operation 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.

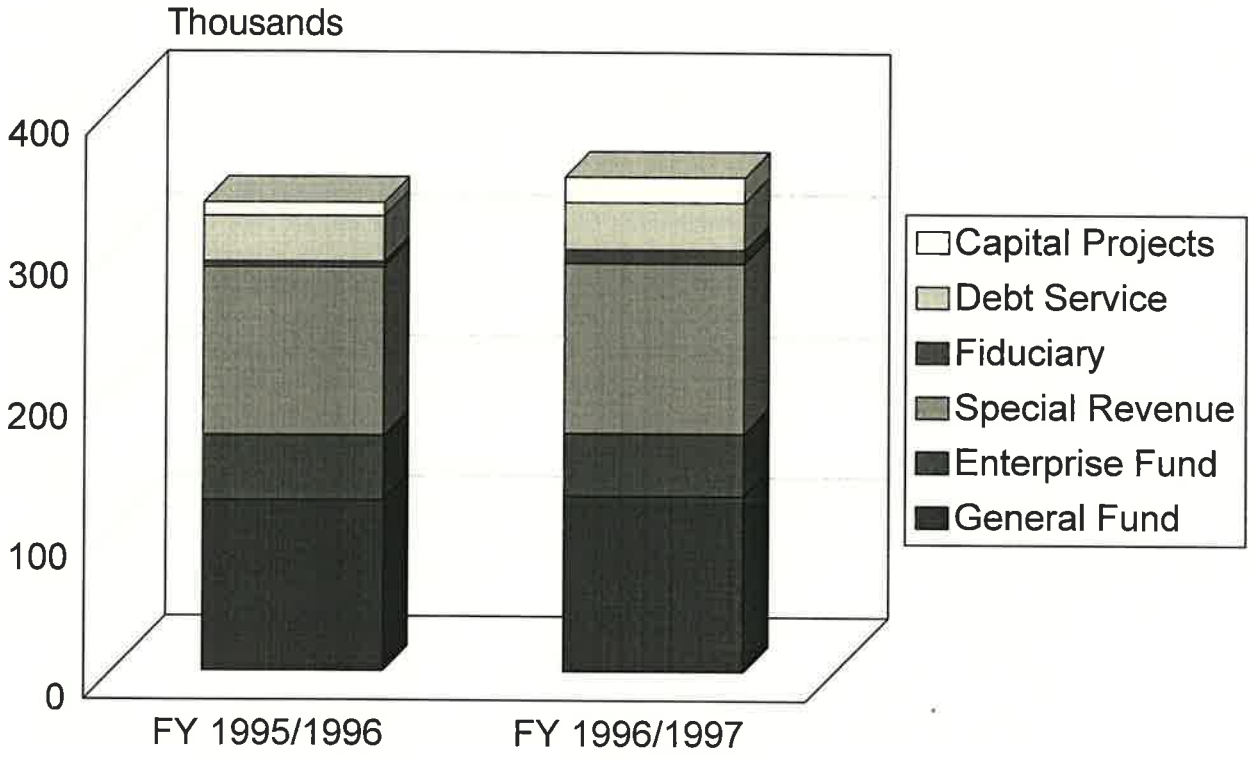
Volunteer Army Ammunition Plant. During World War II Chattanooga was selected as a site for the manufacture of ammunition for the war effort. Plans are now being studied in conjunction with the County for use of the VAAP property. This is a large area of land and if placed back on the tax rolls could 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. With the additional funds estimated to be produced with the increased sales tax rate, the development of this area should begin to take place in FY 1996/97.

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 presently, they represent a sizable investment from 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.

All Funds Summary

Budgeted Revenues & Appropriations



Operating Budget

The operating budget for FY 1996/97 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 1995/96. 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 1996/97 request. The "Maintain Budget" was compared to the estimated revenues. Excess estimated revenues over the "Maintain Budget" were used to fund a 3% 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 total budgeted revenues and appropriations for FY 1996/97 was $351,630,516. Comparing this to last year's budget amount of $333,018,696 reveals an increase of $18,611,820 or 5.59%. Major contributors to this net increase for 1996/97 are a combination of Capital Projects, Fiduciary, and General Fund. Highlights are as followed:

All Funds Summary
Budgeted Revenues
Fiscal Years 1996-1997

Fund	Budget FY 95/96	Actual FY 95/96	Budget FY 96/97	Budget '96 vs Budget '97 Inc/(Dec)	%
General	121,894	122,926	125,070	3,176	2.61%
Enterprise					
Interceptor Sewer	32,163	30,918	29,868	(2,295)	-7.14%
Solid Waste & Sanitation	9,328	8,958	9,248	(80)	-0.86%
Storm Water Management	4,616	4,511	5,702	1,086	23.53%
Special Revenue					
Real Estate	96	287	96	0	0.00%
Education Operating	89,102	88,653	93,200	4,098	4.60%
Centralized Food Service	6,919	6,412	7,623	704	10.17%
Public Law	7,437	6,204	5,288	(2,149)	-28.90%
State Street Aid	5,047	4,818	4,141	(906)	-17.95%
Human Services	10,626	8,851	10,292	(334)	-3.14%
Fiduciary					
Community Development	2,830	2,252	7,015	4,185	147.88%
CD Home Program	1,192	636	2,724	1,532	128.56%
Debt Service	32,165	23,080	33,430	1,265	3.93%
Capital Projects	9,604	9,604	17,934	8,329	86.73%
	333,019	318,110	351,631	18,612	5.59%

(expressed in 1,000)

Capital Projects

Some major projects planned for FY 96/97 are:

General Government

1. Property Acquisition and building renovation of the ABB/Combustion Building
2. Phase 2 of Coolidge Park on the Northshore of the Tennessee Riverpark
3. Infrastructure/Economic Development Initiative - Gunbarrel Road area

Safety

1. Police Fleet Replacement Program
2. 800 MHz Police Radios
3. One pumper

General Services

1. 800 MHZ Trunked Radio System

Public Works

1. Paving of Streets
2. Street Improvements

Fiduciary Funds

As projects continue and the instability of Federal Funding emerges, these funds are turning to the use of Fund Balance to keep needed projects going for the upcoming year. Because of this first time practice of budgeting with fund balance dollars, the budgeted revenue will appear to look as if there is a enormous increase.

General Fund

Major contributors to a net increase in General Fund spending are a combination of the property tax decrease, the sales tax increase, the 3% employee cost of living increase, and a one-time appropriation to the School fund to be used for cost association with the merger of the City and County Schools.

Below is an all fund summary of budgeted appropriations:

All Funds Summary
Budgeted Appropriations
Fiscal Years 1996-1997

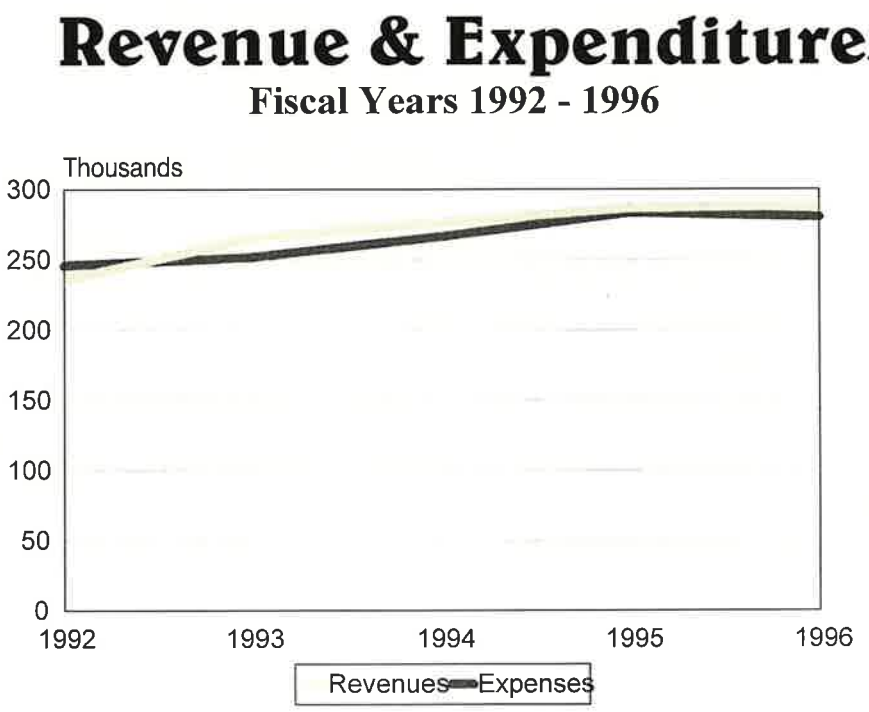
Fund	Budget FY 95/96	Actual FY 95/96	Budget FY 96/97	Budget '96 vs Budget '97 Inc/(Dec)	%
General	121,894	120,316	125,070	3,176	2.61%
Enterprise					
Interceptor Sewer	32,163	32,824	29,868	(2,295)	-7.14%
Solid Waste & Sanitation	9,328	11,098	9,248	(80)	-0.86%
Storm Water Management	4,616	4,906	5,702	1,086	23.53%
Special Revenue					
Real Estate	96	122	96	0	0.00%
Education Operating	89,102	87,606	93,200	4,098	4.60%
Centralized Food Service	6,919	6,409	7,623	704	10.17%
Public Law	7,437	6,225	5,288	(2,149)	-28.90%
State Street Aid	5,047	6,139	4,141	(906)	-17.95%
Human Services	10,626	9,722	10,292	(334)	-3.14%
Fiduciary					
Community Development	2,830	1,974	7,015	4,185	147.88%
CD Home Program	1,192	540	2,724	1,532	128.56%
Debt Service	32,165	23,081	33,430	1,265	3.93%
Capital Projects	9,604	13,285	17,934	8,329	86.73%
	333,019	324,247	351,631	18,612	5.59%

(expressed in 1,000)



Revenue and Expenditure History

Total City revenue for the fiscal year ended June 30, 1992 was $235,567,075. Total City revenue for the fiscal year ended June 30, 1996 was $288,107,414. This difference of $52,540,339 represents a 22% increase over this five year period. During this same time period total City expenditures increased from $245,891,368 in 1992 to $280,351,998 in 1996. This difference of $34,460,630 represents a 14% increase. The chart below plots the relationship between revenues and expenditures during this time period.



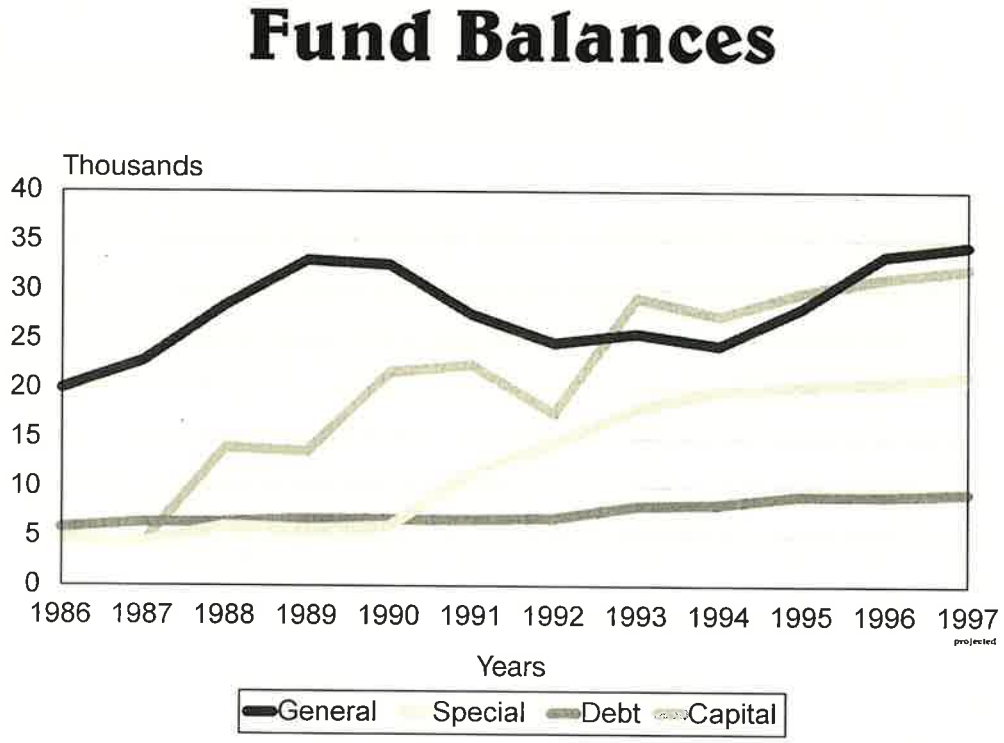
(expressed in 1,000)

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.

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 %) increase in fund balance was a direct result of a 36-cent increase in property taxes imposed during the current fiscal year.

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



(expressed in 1,000)

Following are schedules of Fund types with Fiscal Year 1996/1997 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, 1994 - 1997

	FY 93/94	FY 94/95	FY 95/96	Projected FY 96/97
FUND BALANCE at beginning of year	$25,589,450	$24,349,098	$28,193,451	$33,470,093
Revenues				
Taxes	66,404,490	76,195,422	77,470,447	73,290,000
Licenses and permits	4,131,628	4,159,161	5,059,012	6,568,000
Intergovernmental Revenues	106,978,387	109,936,199	35,087,609	35,324,000
Charges for Services	1,790,563	1,989,369	2,064,176	2,138,000
Fines, forfeitures and penalties	1,266,112	1,482,496	1,645,901	2,029,000
Miscellaneous Revenues	7,915,127	10,369,379	11,014,097	11,967,000
Total Revenues	$188,486,307	$204,132,026	$132,341,242	$131,316,000
Expenditures				
General Government	16,850,273	18,347,812	18,928,476	17,661,000
Finance & Administration	4,765,127	4,608,795	5,213,623	5,015,000
Safety	34,799,810	36,882,582	38,654,339	40,576,000
Public Works	8,756,727	8,900,374	9,502,786	9,314,000
Parks & Recreation	7,986,372	8,435,220	8,982,076	7,492,000
General Services	14,057,624	16,537,302	14,225,442	14,744,000
Total Expenditures	$87,215,933	$93,712,085	$95,506,742	$94,802,000
Excess (deficiency) of revenues over expenditures	101,270,374	110,419,941	36,834,500	36,514,000
Other Financing Sources (Uses)				
Operating transfers in	758,853	42,689	26,747	23,003
Operating transfers out	(101,343,365)	(103,740,433)	(29,127,264)	(28,809,775)
Operating transfers to component units	(2,193,597)	(2,728,497)	(3,026,102)	(3,169,907)
Total other financing sources (uses)	(102,778,109)	(106,426,241)	(32,126,619)	(31,956,679)
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(1,507,735)	3,993,700	4,707,881	4,557,321
Adjustment for encumbrances	756,214	(149,347)	568,761	760,085
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(751,521)	3,844,353	5,276,642	5,317,406
Residual Equity Transfer Out	(488,831)	0	0	0
FUND BALANCE at end of year	$24,349,098	$28,193,451	$33,470,093	$38,787,499

City of Chattanooga, Tennessee

Enterprise Fund

Combining Statement of Revenues, Expenses and Changes in Retained Earnings
Year Ended June 30, 1994 - 1997

	FY 93/94	FY 94/95	FY 95/96	Projected FY 96/97
REVENUES				
Residential Service	0	0	0	0
Commercial Service	0	0	0	0
Customer Charges	34,101,396	40,809,372	39,276,365	39,228,245
Other	0	0	0	
Total Revenues	34,101,396	40,809,372	39,276,365	39,228,245
OPERATING EXPENSES				
Power Purchases	0	0	0	0
Sewer Plant Operation	10,889,767	10,422,383	10,717,689	12,417,323
Solid Waste Operation	6,683,914	8,166,237	10,434,275	7,948,387
Storm Water Operation	0	2,083,964	1,401,296	4,614,830
Maintenance and Repairs	0	0	0	0
Depreciation and Amortization	6,961,945	7,817,131	8,106,380	7,817,131
Closure/Postclosure Costs	668,238	5,389,015	1,489,908	2,000,000
Other	224,942	91,303	82,316	20,000
Total Operating Expenses	25,428,806	33,970,033	32,231,864	34,817,671
OPERATING INCOME (LOSS)	8,672,590	6,839,339	7,044,501	4,410,574
NONOPERATING REVENUES (EXPENSES)				
Tax equivalents	0	0	0	0
Interest Income	1,712,676	2,848,484	4,592,149	1,000,000
Interest Expense	(7,049,691)	(7,033,560)	(6,981,250)	(8,933,051)
Other Income (expense)	(42,521)	(515,154)	74,968	0
Total Nonoperating Rev. (Exp.)	(5,379,536)	(4,700,230)	(2,314,133)	(7,933,051)
INCOME (LOSS) BEFORE OPERATING TRANSFERS	3,293,054	2,139,109	4,730,368	(3,522,477)
Operating Transfers In	2,540,893	3,436,071	3,740,459	4,589,795
Operating Transfers Out	0	0	(294,381)	0
NET INCOME (LOSS)	5,833,947	5,575,180	8,176,446	1,067,318
Amortization of Contributed Capital	2,643,153	2,633,192	2,503,960	2,633,192
RETAINED EARNINGS (DEFICIT)				
Beginning	79,567,203	88,385,068	96,593,440	107,273,846
Changes in Acct. for Solid Waste Cost	(4,136,162)	0	0	0
Residual Equity Transfers In	1,860,526	0	0	0
RETAINED EARNINGS (DEFICIT) Ending	85,768,667	96,593,440	107,273,846	110,974,356

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, 1994 - 1997

	FY 93/94	FY 94/95	FY 95/96	Projected FY 96/97
FUND BALANCE at beginning of year	$9,111,940	$9,247,379	$10,322,525	13,645,368
Revenues				
Intergovernmental Revenues	23,062,029	24,367,257	103,303,548	83,550,805
Interest Income	173,664	207,454	314,563	142,284
Miscellaneous Revenues	1,048,872	847,338	1,299,335	4,015,860
Taxes	0	0	0	26,124,909
Charges for Services	607,284	1,137,185	2,396,615	3,030,058
Total Revenues	$24,891,849	$26,559,234	$107,314,061	$116,863,916
Expenditures				
Safety	0	0	277,207	611,645
Education	0	0	98,716,585	106,110,615
General Government	108,348,168	106,432,851	13,676,330	14,911,348
Public Works	4,593,448	6,132,874	3,993,435	4,099.885
Capital Outlay/Fixed Assets	0	0	2,568,274	79,950
Total Expenditures	$112,941,616	$112,565,725	$119,231,831	$125,813,443
Excess (deficiency) of revenues over expenditures	(88,049,767)	(86,006,491)	(11,917,770)	(8,949,527)
Other Financing Sources (Uses)				
Operating transfers in	88,015,028	85,740,454	12,379,021	8,949,527
Operating transfers out	(195,667)	0	0	0
Total other financing sources (uses)	87,819,361	85,740,454	12,379,021	8,949,527
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(230,406)	(266.037)	461,251	0
Adjustment for encumbrances	365,845	1,341,183	2,861,592	0
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	135,439	1,075,146	3,322,843	0
Residual Equity Transfer Out	0	0	0	0
FUND BALANCE at end of year	$9,247,379	$10,322,525	$13,645,368	$13,645,368

City of Chattanooga, Tennessee

Enterprise Fund

Combining Statement of Revenues, Expenses and Changes in Retained Earnings
Year Ended June 30, 1994 - 1997

	FY 93/94	FY 94/95	FY 95/96	Projected FY 96/97
REVENUES				
Residential Service	0	0	0	0
Commercial Service	0	0	0	0
Customer Charges	34,101,396	40,809,372	39,276,365	39,228,245
Other	0	0	0	
Total Revenues	34,101,396	40,809,372	39,276,365	39,228,245
OPERATING EXPENSES				
Power Purchases	0	0	0	0
Sewer Plant Operation	10,889,767	10,422,383	10,717,689	12,417,323
Solid Waste Operation	6,683,914	8,166,237	10,434,275	7,948,387
Storm Water Operation	0	2,083,964	1,401,296	4,614,830
Maintenance and Repairs	0	0	0	0
Depreciation and Amortization	6,961,945	7,817,131	8,106,380	7,817,131
Closure/Postclosure Costs	668,238	5,389,015	1,489,908	2,000,000
Other	224,942	91,303	82,316	20,000
Total Operating Expenses	25,428,806	33,970,033	32,231,864	34,817,671
OPERATING INCOME (LOSS)	8,672,590	6,839,339	7,044,501	4,410,574
NONOPERATING REVENUES (EXPENSES)				
Tax equivalents	0	0	0	0
Interest Income	1,712,676	2,848,484	4,592,149	1,000,000
Interest Expense	(7,049.691)	(7,033,560)	(6,981,250)	(8,933.051)
Other Income (expense)	(42,521)	(515,154)	74,968	0
Total Nonoperating Rev. (Exp.)	(5.379,536)	(4,700,230)	(2,314,133)	(7,933.051)
INCOME (LOSS) BEFORE OPERATING TRANSFERS	3,293.054	2,139,109	4,730,368	(3,522.477)
Operating Transfers In	2.540.893	3,436,071	3,740,459	4,589.795
Operating Transfers Out	(	0	(29 .,381)	0
NET INCOME (LOSS)	5,833,947	5,575,180	8,176,446	1,067.318
Amortization of Contributed Capital	2.643,153	2,633,192	2,503,960	2,633,192
RETAINED EARNINGS (DEFICIT)				
Beginning	79,567,203	88,385,068	96,593,440	107,273.846
Changes in Acct. for Solid Waste Cost	(4,136,162)	0	0	0
Residual Equity Transfers In	1,860.526	0	0	0
RETAINED EARNINGS (DEFICIT) Ending	85,768,667	96,593,440	107,273,846	110,974.356

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, 1994 - 1997

	FY 93/94	FY 94/95	FY 95/96	Projected FY 96/97
FUND BALANCE at beginning of year	$8,062,547	$8,268,907	$9,128,676	$9,127,569
Revenues				
Hamilton County, Tennessee Funds	361,250	345,950	330,650	863,073
Other intergovernmental funds	9,119	8,905	0	0
Other	322	12,980	9,172	416,950
Total Revenues	370,691	367,835	339,822	1,280,023
Expenditures				
Principal retirement	4,253,402	3,884,314	4,295,735	4,719,561
Interest	2,365,050	2,046,452	2,533,700	2,950,933
Fiscal agent fees	18,378	13,089	9,657	35,000
Total Expenditures	6,636,830	5,943,855	6,839,092	7,705,494
Excess (deficiency) of revenues over expenditures	(6,266,139)	(5,576,020)	(6,499,270)	(6,425,471)
Other Financing Sources (Uses)				
Operating transfers in	6,472,499	6,435,789	6,498,163	6,425,471
Proceeds of refunding bonds	0	0	0	0
Payment of refunding bonds	0	0	0	0
Total other financing sources (uses)	6,472,499	6,435,789	6,498,163	6,425,471
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	206,360	859,769	(1,107)	0
Adjustment for encumbrances	0	0	0	0
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	206,360	859,769	(1,107)	0
Residual Equity Transfer Out	0	0	0	0
FUND BALANCE at end of year	$8,268,907	$9,128,676	$9,127,569	$9,127,569

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, 1994 - 1997

	FY 93/94	FY 94/95	FY 95/96	Projected FY 96/97
FUND BALANCE at beginning of year	$29,203,649	$27,372,801	$29,743,640	31,211,618
Revenues				
Intergovernmental Revenues	11,360,714	89,108	407,128	1,562,476
Interest Income	871,358	1,522,584	1,081,685	0
Miscellaneous Revenues	1,784,740	1,169,480	289,088	31,623
Total Revenues	$14,016,812	$2,781,172	$1,777,901	$1,594,099
Expenditures				
General Government	9,809,444	11,514,413	11,349,851	4,431,434
Finance & Administration	514,701	535,413	949,372	0
Safety	1,958,675	2,762,054	3,271,647	2,290,000
Public Works	2,439,012	4,312,717	3,946,449	6,973,483
Parks & Recreation	1,446,506	1,282,149	1,688,833	1,258,623
General Services	0	125,704	0	2,980,000
Total Expenditures	$16,168,338	$20,532,450	$21,206,152	$17,933,540
Excess (deficiency) of revenues over expenditures	(2,151,526)	(17,751,278)	(19,428,251)	(16,339,441)
Other Financing Sources (Uses)				
Operating transfers in	3,247,456	7,015,159	8,263,509	8,529,441
Operating transfers out	(2,227,630)	(815,118)	(762,505)	0
Bond Proceeds	0	13,922,076	13,395,225	7,810,000
Total other financing sources (uses)	1,019,826	20,122,117	20,896,229	16,339,441
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(1,131,700)	2,370,839	1,467,978	0
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(1,131,700)	2,370,839	1,467,978	0
Residual Equity Transfer Out	(699,148)	0	0	0
FUND BALANCE at end of year	$27,372,801	$29,743,640	$31,211,618	$31,211,618

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***

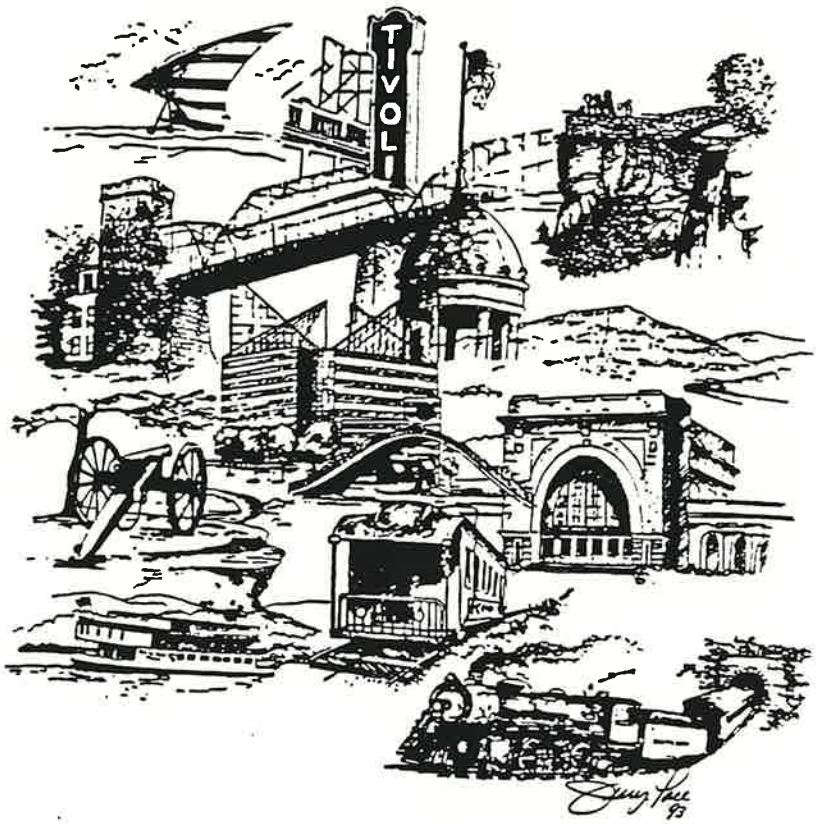
The details on each of the funds will contain:

Fund Type Summary. A description of the fund type structure, major funds or departments financed, basis of budgeting, and summary results for 1996.

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 1996/1997, historical trends, and summary schedules with four years of financial data (two years actual and two years budget).

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


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General Fund

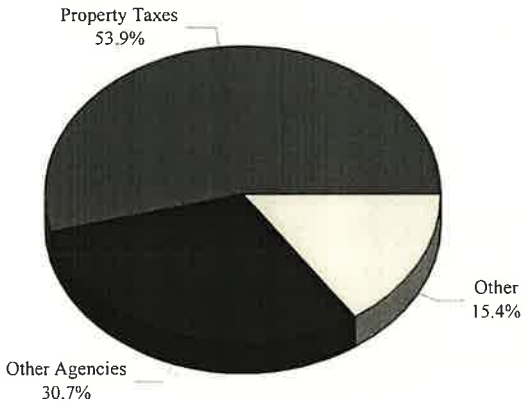
Fund Structure

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 budgeting is the modified accrual. As of June 30, 1996 the budgeted revenue and expenses were $121,894,089. On an actual budgetary basis revenue was $132,341,242, expenses actual was $128,228,869. In FY 1997 the budget revenue and expenses are $125,070,143.

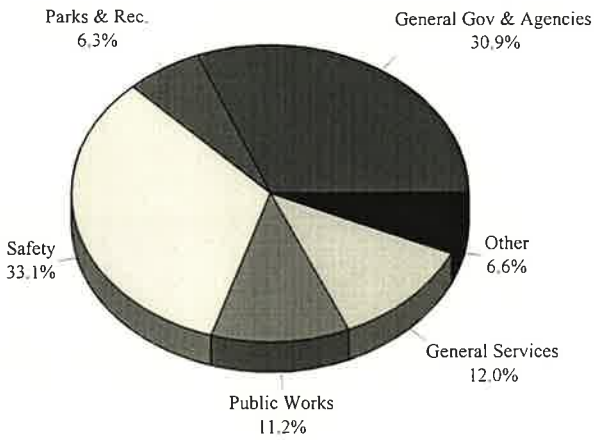
The major revenues of the general fund include: property taxes; other local taxes; licenses, permits, etc.; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

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

Budget Year 1996/1997



Revenues



Expenses

General Fund Revenue Summary

Fund Type:	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Increase (Decrease)	CHANGE FY 96/97
General Fund:						
Property Taxes	61,206	67,936	71,940	67,442	(4,498)	-6.3%
Other Local Taxes	5,048	5,134	5,138	5,477	339	6.6%
Licenses, Permits, Etc.	3,903	3,838	3,701	4,365	664	17.9%
Fines, Forfeitures & Penalties	1,225	1,302	1,335	1,251	(84)	-6.3%
Investment Income	1,361	2,418	2,645	2,794	149	5.6%
Revenue from Other Agencies	101,082	104,223	30,255	38,341	8,086	26.7%
Service Charges	6,204	6,796	6,879	5,401	(1,478)	-21.5%
Total General Fund	**$180,029**	**$191,647**	**$121,894**	**$125,070**	**3,176**	**2.6%**

expressed in 1,000

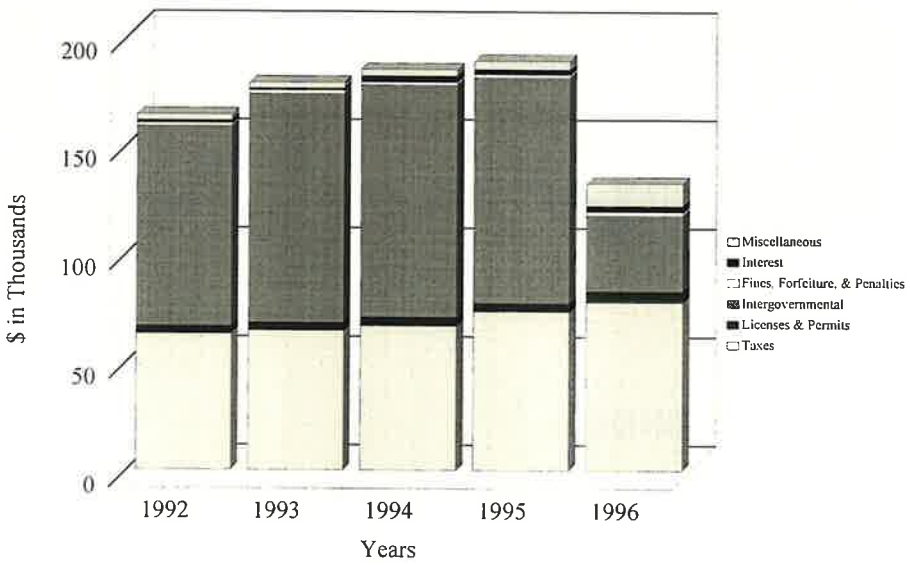
Revenues

Having no income tax, the City's two largest local revenue sources are *Sales* and *Property Taxes*. City voters elected to increase the local option sales tax rate from 1.75% to 2.25% effective October 1, 1996. This is a city only tax increase. The additional revenues generated by the sales tax increase are earmarked for schools and economic development. This is the first increase in the local option sales tax rate since 1972. Additionally, the property tax rate was reduced by twenty eight ($0.28) cents due to the reduction in school related costs anticipated from the City's general fund when the operation of city schools is turned over to Hamilton County in July 1997.

Historically, from 1992 thru 1995, the General Fund increased by 14.8%, $26,266,804. The single largest increase was due to taxes, which showed and increase of $13,558,215 or 21.6%. The largest decrease in intergovernmental revenues is due to accounting for Education funds in the Education Operating Fund rather than as pass thru funds in the General Fund.

General Fund Revenues by Source

Fiscal Year 1992 thru 1996

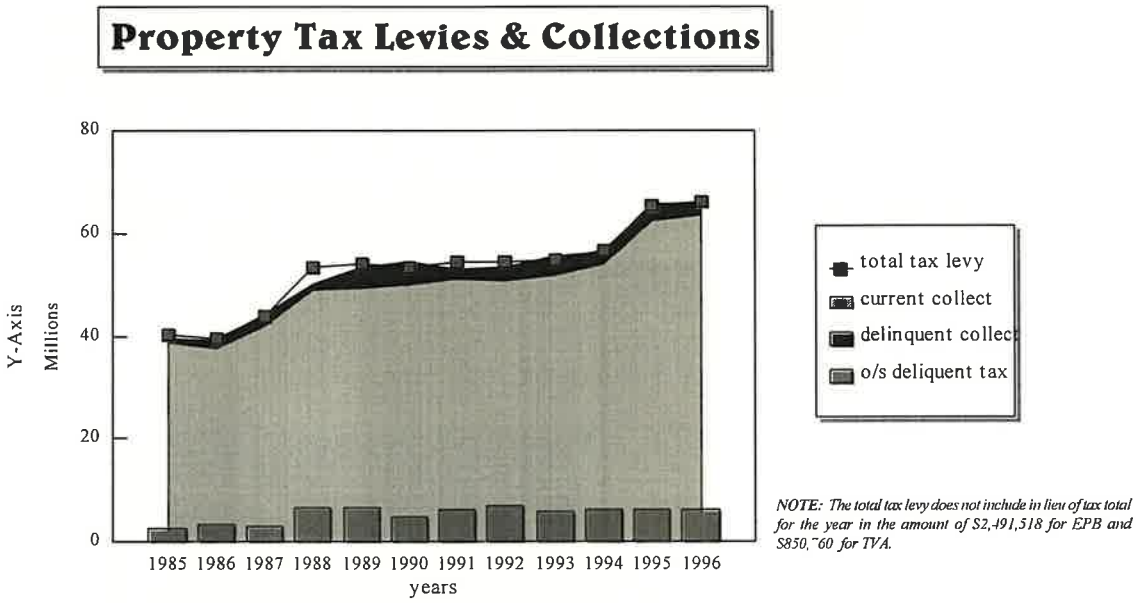


(expressed in 1,000)

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 was 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.

During budget making procedures for 1996/97, the City/County school merger came to the forefront once again. At this time, a decision was made by the City Council to inform the taxpayers that, if the school merger were approved in the August vote, there would be a $0.28 reduction in the tax rate for City property owners. This tax rate reduction is reflected in this budget and is apparent when comparing Property Tax estimated with actual for FY 95/96. This loss of revenue was replaced with an increase in local option tax revenue.

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



NOTE: The total tax levy does not include in lieu of tax total for the year in the amount of $2,491,518 for EPB and $850,760 for TVA.

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.

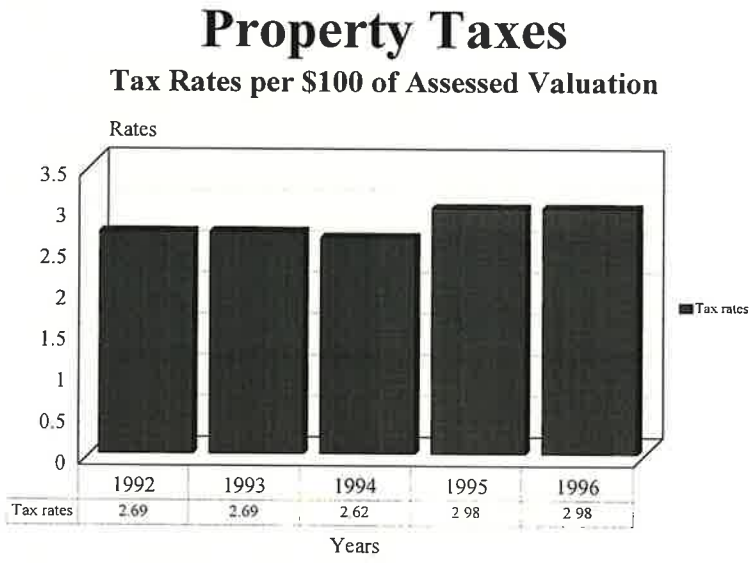
Taxes levied for the EPB in fiscal year 1989 were reduced to adjust for a change in law that occurred in fiscal year 1988. The change in law changed the EPB PILOT as previously set

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 $14,833,240, or 23.7%, from FY 92 through FY 96. This has been due to a steady climb in the assessments during this period. This category includes *current property taxes*, *In-lieu of taxes*, and *penalty charges*. From 1992 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:

1992	2.69	
1993	2.69	
1994	2.62	State Certified Tax Rate
1995	2.98	City Tax Increase
1996	2.70	City Tax Decrease

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. A one penny increase produces additional income of $219,319. Current City policy for budgeting is to estimate a collection for 95% of the estimated property tax.

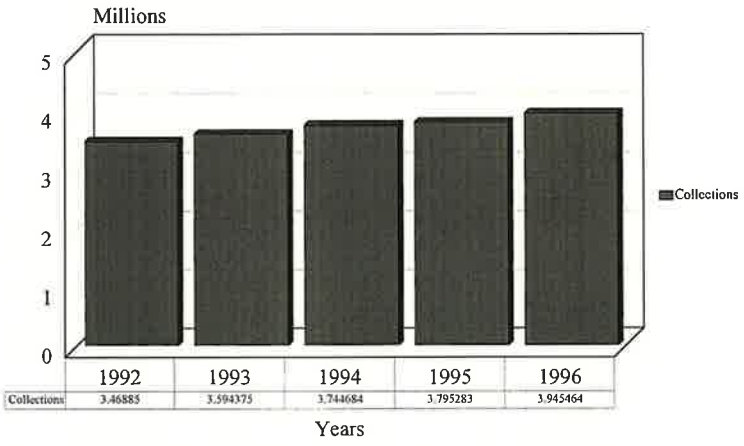


Property In Lieu of Taxes. Through a series of tax incentives and agreements the City receives sizeable In Lieu of Tax payments each year. The largest is received from the Electric Power Board of Chattanooga, a separate administrative agency of city government. Other major In-Lieu of payments received include: Chattanooga Cable TV, Chattanooga Housing Authority, Jaycee Towers 1& 2, Tennessee Valley Authority, Good Neighbors, Komatsu, Buster Brown, Southern Health of Tennessee, Gibraltar Steel, and Southern Champion Tray. 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 1992 thru 1996

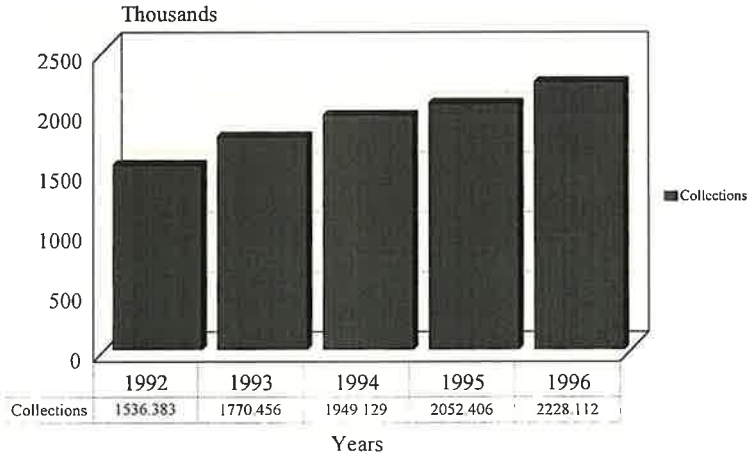


(expressed in 1,000,000)

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

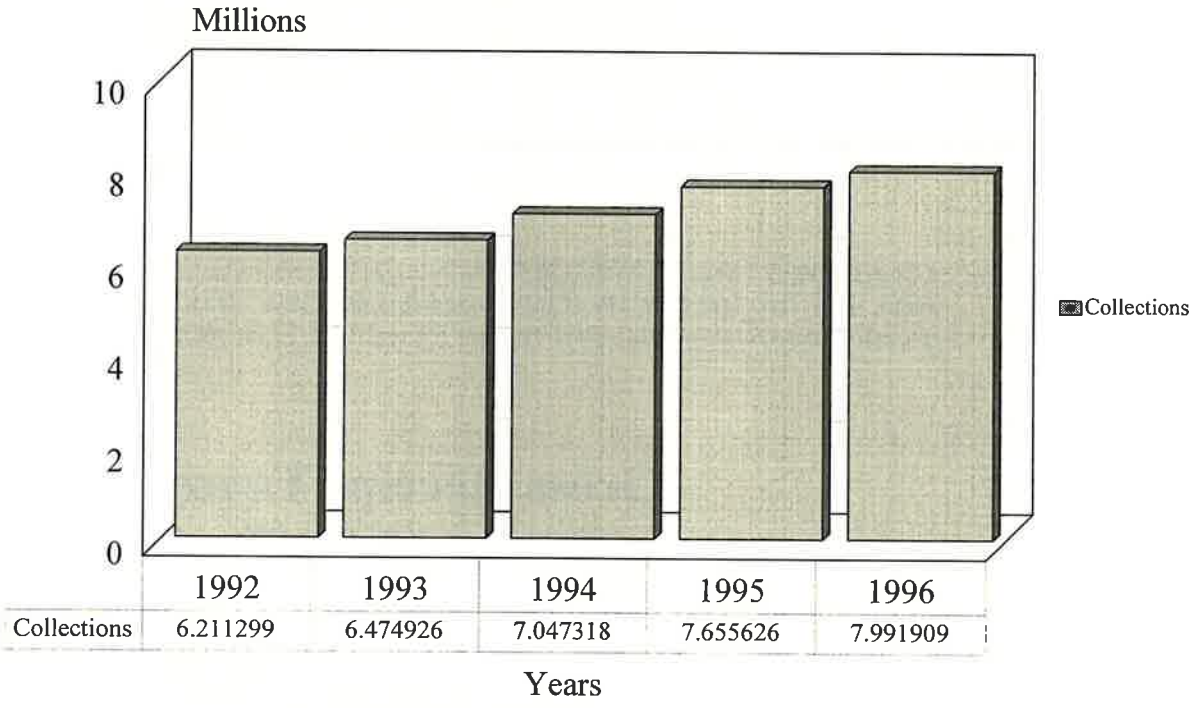
Fiscal Years 1992 thru 1996



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 1997 is $55.46, a 4% increase over Fiscal Year 1996 when the amount was $53.04. For the two previous years, this revenue account has shown an increase of 4.4% from FY 95 to FY 96 and 8.6% from FY 94 to FY 95. For FY 97, the City has estimated a conservative 3% increase in state sales tax revenue.

State Sales Tax

Fiscal Years 1992 thru 1996



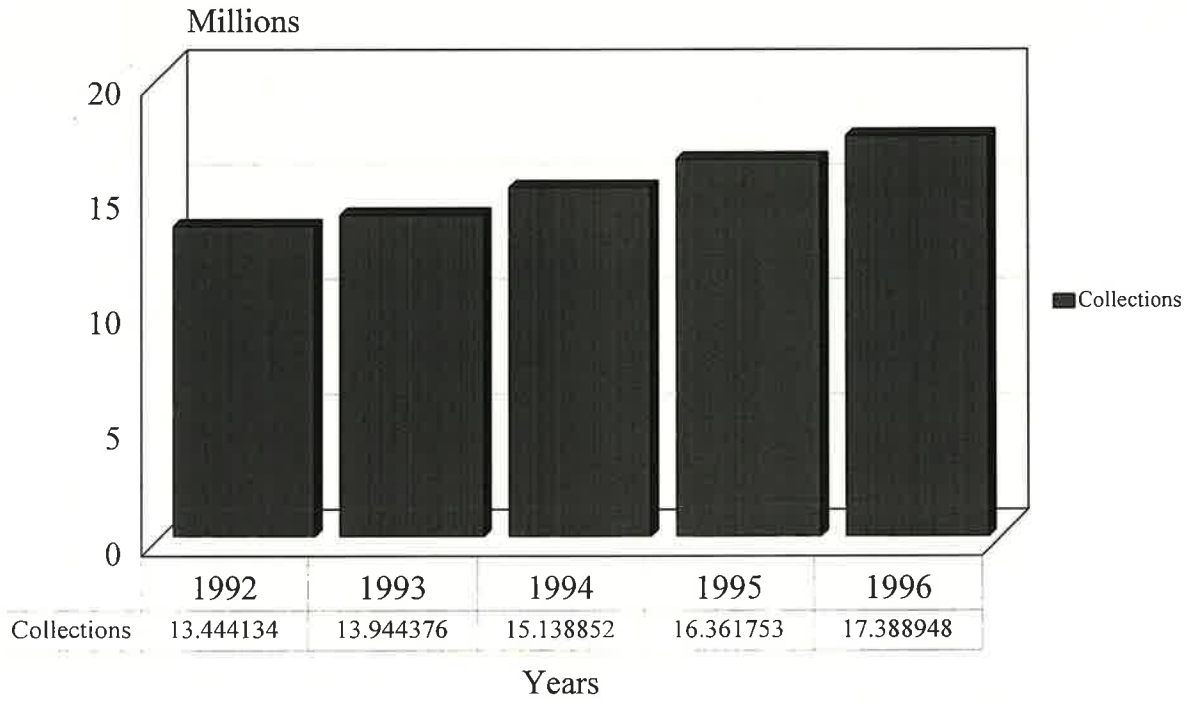
County-Wide Sales Tax. The County Wide Sales Tax, or Local Option Sales Tax, is a another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended, the City and County have adopted a Local Option 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.

In August, 1996, with the school merger and economic development needs on the horizon, the City Council presented to the voters of Chattanooga a plan to give assistance to both issues. A plan was presented to the voters requesting a one-half of one-percent (1/2 of 1%) increase in the Local Option Sales Tax, to be levied against the City only. The additional revenues generated by this tax rate increase would be split evenly between the appropriation to the school system and the capital improvements appropriation. This plan also called for a $0.28 property tax rate decrease, if approved. This Local Option Sales Tax increase was approved in the August vote and the increased revenues, estimated to be $7,140,932, is reflected in the FY 97 budget.

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 20% of the total General Fund revenues for FY 97.

County-Wide Sales Tax Collections
Fiscal Years 1992 thru 1996



General Fund Expense Summary

Fund Type:	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
General Fund						
General Government & Agencies	105,870	113,437	37,938	38,615	677	1.8%
Department of Finance & Administration	4,478	4,609	5,104	5,300	197	3.9%
Department of Safety	34,999	36,910	40,052	41,350	1,299	3.2%
Department of Public Works	11,268	11,679	13,001	14,006	1,005	7.7%
Department of Parks & Recreation	6,619	6,796	7,505	7,908	403	5.4%
Department of General Services	15,585	16,537	15,290	14,959	(331)	-2.2%
Department of Human Services	1,158	1,158	1,299	1,310	11	0.8%
Department of Personnel	505	565	657	674	17	2.6%
Department of EEO	111	126	131	149	18	13.4%
Retirement Incentive	1,990	0	0	0	0	N/A
Appropriation to Fund Balance	0	0	918	800	(118)	-12.9%
Total General Fund	$182,584	$191,816	$121,894	$125,070	3,176	2.6%

expressed in 1,000

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. Once again the City of Chattanooga is making a large commitment to the Capital Improvements Program. The appropriation for 1996/97 is $5,528,541. While this may seem to be a decrease in General Fund funding when compared to the 1995/96 Budget amount of $7,239,405, there was also $3,017,893 appropriated from the General Fund Fund Balance to Capital Improvements.

- *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. An additional $143,805 is proposed for CARTA to enable them to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping, etc., bringing their total appropriation to $3,019,207.

- *Carter Street Corporation Lease Agreement* - This appropriation of $1,426,380 represents the City of Chattanooga's two-thirds share of the retirement of bonds sold for the construction of the Chattanooga-Hamilton County Trade 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. The Debt Service Fund was increased for this fiscal year to reflect the sale of $35.270 million in general obligation bonds during FY1995/96. Of this amount $22.270 million is a refunding issue

which is self supporting for sewer related projects. $13 million Municipal Improvement Bonds were issued to cover the City and County share of the construction costs of the new multipurpose stadium being built in the City's Southside area. This accounted for the increased appropriation of $500,631 in 1996/97.

- *Renewal & Replacement* Funds are provided here to be distributed to the various departments for use in replacing equipment. Because of the lack of necessary funding in prior years, in many instances department are operating with old and outdated equipment. A proposed appropriation of $1,500,000 will provide some relief in these areas.

The projected increased funding for FY 97 is $1,046,623 net. Several off-setting factors cause this. The Capital Improvements appropriation decreased by $566,411; CARTA subsidy increased $143,805; Library appropriation increased by $91,000; Debt Service appropriation decreased by $98,869; appropriation to the Liability Insurance Fund increased by $536,780; and the appropriation to the School Fund increased by $1,000,000.

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 increase for FY 96/97 of $196,634 is a net result of changes within the department. Funds have been added for the 6% employee pay increase and also funds for the corresponding benefits increase. Increases were Finance and Administration ($82,448), Information Services ($16,018), Treasurer's Office ($24,322), City Court Clerk's Office ($70,326), and the joint City/County Court space usage ($8,020). There was a decrease in the Telephone System appropriation of $4,500.

Department of Safety. Expenses for the Department of Safety have risen 47% 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 increase from FY 95/96 to FY 96/97 is only 32%.

The projected increase for FY 96/97 is due to the 3% pay increase and benefits, and an increase cost in vehicle maintenance due to operation of older vehicles. The Police Division increased $599,840 and Fire $642,482.

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/Decreased 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 $3,576,078 to $3,870,913.

Another increase for FY 96/97 is the new appropriation of $718,882 to the Stormwater Fund. The balance of the increase is due to the 3% 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 $403,225 for FY 96/97 is primarily due to the 3% 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 has negotiating a new contract for its employees which resulted in savings for everyone.

The projected decrease of $331,177 for FY 96/97 is due to the new Health Insurance Contract negotiated 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 $10,703 is due to additional federal grants being approved for the City's Human Services Department along with the required City match for these grants.

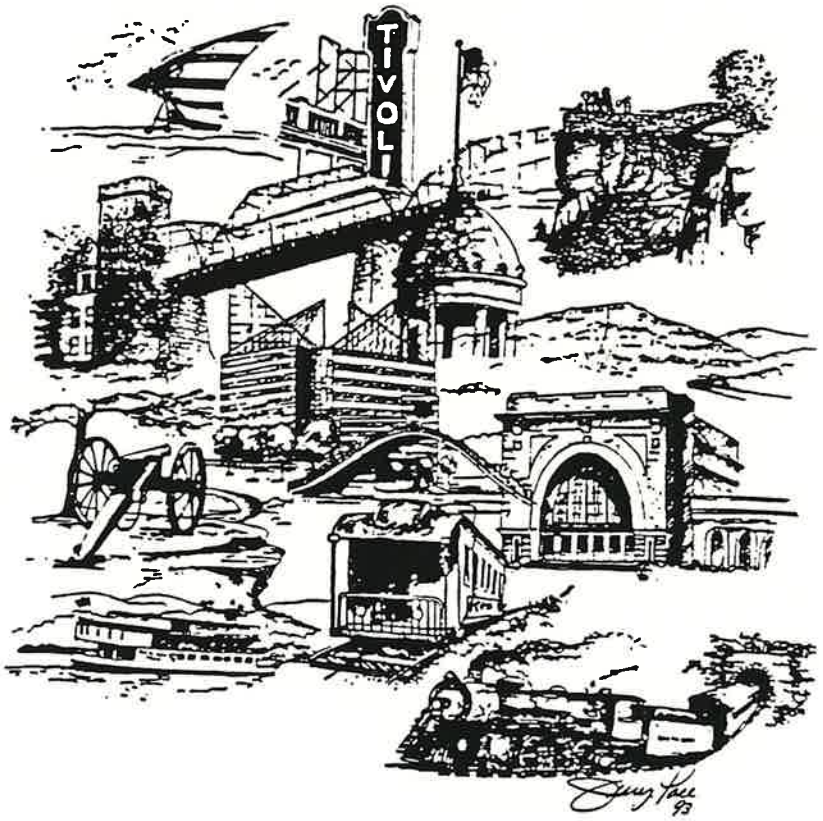
Department of Personnel. Major expenditures in this area represent personnel costs and occasional updates of personnel testing materials.

The projected increase for FY 96/97 is for the 3% pay increase and the corresponding benefits.

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

The projected increase of $17,561 for FY96/97 is due to the 3% pay increase and corresponding benefits, and an increase in the printing appropriation of $9,500.

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 in FY 95/96 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. Hopefully, this situation has stabilized for FY 96/97.


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General Fund Revenues

Fiscal Years 1994 - 1997

Revenue Source	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Property Taxes:							
Current Property Taxes Real	56,438,609	62,735,981	63,637,243	59,216,260	(4,420,983)	-6.9%	47.35%
Electric Power Board - in Lieu of Taxes	2,175,327	2,175,000	2,491,518	2,481,070	(10,448)	-0.4%	1.98%
Interest & Penalty - Current Year	85,622	84,594	85,000	85,000	0	0.0%	0.07%
TVA-in Lieu of Taxes	793,183	869,308	850,760	837,038	(13,722)	-1.6%	0.67%
Prior Year Real & Personal Taxes	0	0	2,500,000	2,300,000	(200,000)	-8.0%	1.84%
Interest & Penalty-Delinquent Taxes	171,041	231,776	206,000	236,000	30,000	14.6%	0.19%
Jaycee Towers 1 & 2 - in Lieu of Taxes	2,448	2,448	2,488	2,448	(40)	-1.6%	0.00%
CC-TV in Lieu of Taxes	848,024	832,614	833,000	890,000	57,000	6.8%	0.71%
Delinquent Taxes Collection Fees	99,387	118,016	110,000	100,000	(10,000)	-9.1%	0.08%
Good Neighbors - in Lieu of Taxes	2,808	2,808	2,808	2,808	0	0.0%	0.00%
Corporate Excise Tax-State	188,683	200,848	195,000	260,000	65,000	33.3%	0.21%
Komatsu-in Lieu of Taxes	374,259	419,335	556,955	557,000	45	0.0%	0.45%
Buster Brown- in Lieu of Taxes	26,119	63,350	64,920	65,000	80	0.1%	0.05%
Southern HealthCare of TN - In Lieu of Taxes	0	161,158	156,693	161,400	4,707	3.0%	0.13%
CNE- in Lieu of Taxes	0	0	58,000	58,000	0	0.0%	0.05%
Sofix - in Lieu of Taxes	0	0	125,361	125,361	0	0.0%	0.10%
Huntco Steel - in Lieu of Taxes	0	546	546	546	0	0.0%	0.00%
S. Champion Tray- in Lieu of Taxes	0	0	25,936	25,937	1	0.0%	0.02%
Gilbraltar Steel - in Lieu of Taxes	0	38,203	38,203	38,203	0	0.0%	0.03%
Total Property Tax	**$61,205,510**	**$67,935,985**	**$71,940,431**	**$67,442,071**	**(4,498,360)**	**-6.3%**	**53.92%**
Other Local Taxes:							
Franchise Taxes	241,821	251,413	253,750	261,250	7,500	3.0%	0.21%
Liquor Taxes	1,058,511	1,082,967	1,080,000	1,110,000	30,000	2.8%	0.89%
Beer Taxes	3,744,684	3,795,283	3,800,000	4,100,000	300,000	7.9%	3.28%
Local Litigation Taxes	3,305	3,917	3,800	5,500	1,700	44.7%	0.00%
Total Other Local Taxes	**$5,048,321**	**$5,133,580**	**$5,137,550**	**$5,476,750**	**339,200**	**6.6%**	**4.38%**
Licenses, Permits, Etc.:							
Motor Vehicle License	167,195	122,831	130,000	410,000	280,000	215.4%	0.33%
Parking Meters	455,139	415,445	420,000	425,000	5,000	1.2%	0.34%
Business License excluding Liquor	102,166	107,984	115,000	125,000	10,000	8.7%	0.10%
Gross Receipts Tax	1,949,129	2,052,406	2,100,000	2,400,000	300,000	14.3%	1.92%
Fees-Issuing Business License	46,030	48,185	51,000	51,000	0	0.0%	0.04%
Interest & Penalty on Business License	48,779	35,236	38,000	64,300	26,300	69.2%	0.05%
Taxi Permits	1,295	175	0	0	0	N/A	0.00%
Wrecker Permits	3,395	5,630	5,000	5,000	0	0.0%	0.00%
Building Permits	283,473	325,273	260,000	260,000	0	0.0%	0.21%
Electrical Permits	86,162	91,695	80,000	75,000	(5,000)	-6.3%	0.06%
Plumbing Fixture Connection Permits	85,973	87,674	65,000	55,000	(10,000)	-15.4%	0.04%
Street Cut-in Permits	42,147	39,891	28,000	28,000	0	0.0%	0.02%
Sign Permits	85,761	69,118	40,000	45,000	5,000	12.5%	0.04%
Liquor by Drink License	102,726	94,180	102,000	98,000	(4,000)	-3.9%	0.08%
Hotel Permits	1,125	1,350	1,400	1,500	100	7.1%	0.00%
Gas Permits	9,193	11,269	8,000	8,500	500	6.3%	0.01%
Liquor by Drink-Interest & Penalty	1,950	1,788	2,500	5,700	3,200	128.0%	0.00%
Plumbing Examiner Fee/License	16,685	15,065	15,000	15,000	0	0.0%	0.01%
Electrical Exam Fee/License	100,250	50,821	80,000	80,000	0	0.0%	0.06%
Gas Examination Fee/License	22,515	21,335	18,000	20,000	2,000	11.1%	0.02%
Fees-Cost/Renovation permit	68,825	67,550	0	45,000	45,000	N/A	0.04%
Mechanical Code Permits	129,836	65,478	48,000	55,000	7,000	14.6%	0.04%
Beer Permit Tax Application Fee	29,950	40,683	37,500	35,000	(2,500)	-6.7%	0.03%
Mechanical Exam Fee/License	63,670	66,440	57,000	58,000	1,000	1.8%	0.05%
Total Licenses & Permits	**$3,903,369**	**$3,837,502**	**$3,701,400**	**$4,365,000**	**$663,600**	**17.9%**	**3.49%**
Fines, Forfeitures, & Penalties:							
City Court Fines	592,206	461,234	500,000	508,620	8,620	1.7%	0.41%
Criminal Court Fines	149,454	357,344	159,500	270,000	110,500	69.3%	0.22%
Traffic Court Fines	298,578	273,507	330,000	252,000	(78,000)	-23.6%	0.20%
Delinquent Tickets	185,076	210,351	345,500	220,000	(125,500)	-36.3%	0.18%
Total Fines, Forfeitures, & Penalties	**$1,225,314**	**$1,302,436**	**$1,335,000**	**$1,250,620**	**($84,380)**	**-6.3%**	**1.00%**

General Fund Revenues

Fiscal Years 1994 - 1997

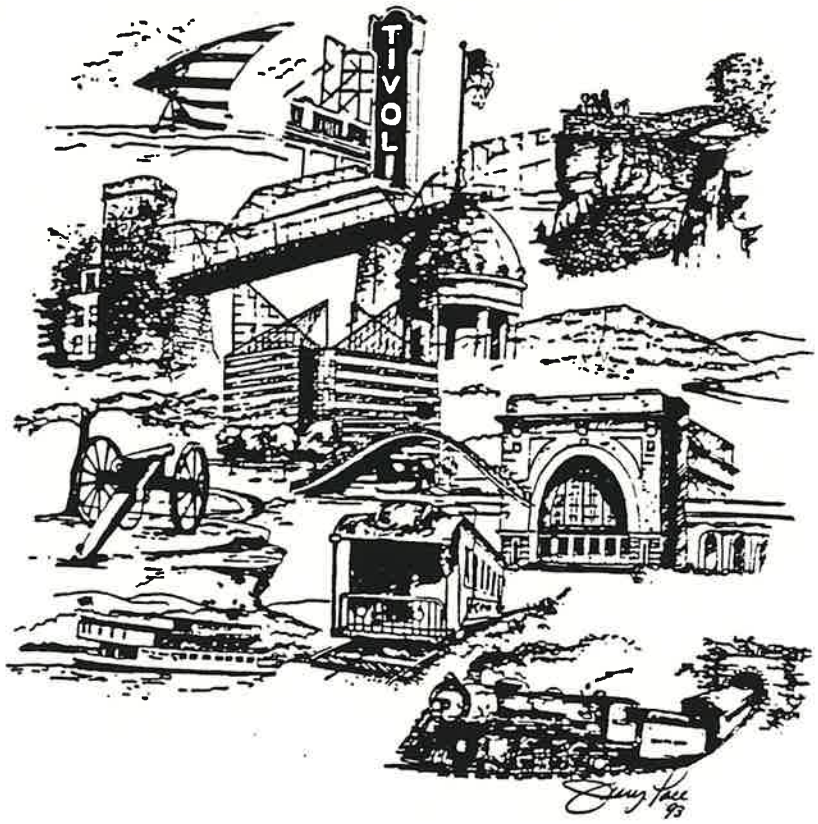
Revenue Source	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Revenues From Use of Money or Property:							
Interest on Investments	1,188,177	2,261,851	2,500,000	2,650,000	150,000	6.0%	2.12%
Land & Bldg. Rents	162,193	143,065	132,300	140,000	7,700	5.8%	0.11%
Telephone Commission	2,737	4,516	5,000	2,000	(3,000)	-60.0%	0.00%
Dock Rental	8,219	8,732	8,094	2,000	(6,094)	-75.3%	0.00%
Total Investment Income	**$1,361,326**	**$2,418,164**	**$2,645,394**	**$2,794,000**	**$148,606**	**5.6%**	**2.23%**
Revenue From Other Agencies:							
State of Tennessee	37,952,395	38,270,752	0	0	0	N/A	0.00%
County Tax - Education	21,951,044	22,371,077	0	0	0	N/A	0.00%
Misc. School Revenue	2,573,209	2,670,088	0	0	0	N/A	0.00%
Education-Local Option Sales Tax	11,965,887	12,732,565	0	0	0	N/A	0.00%
County wide Sales Tax - General Fund	15,138,892	16,361,753	16,574,550	17,910,615	1,336,065	8.1%	14.32%
1/2 Cent City Only Sales Tax	0	0	0	7,140,932	7,140,932	N/A	5.71%
State Beer Tax	76,592	75,344	68,609	76,233	7,624	11.1%	0.06%
Hall Income Tax	2,103,153	1,870,470	1,781,957	1,527,141	(254,816)	-14.3%	1.22%
State Sales Tax	7,047,318	7,655,626	8,086,796	8,215,349	128,553	1.6%	6.57%
State Mixed Drink Tax	882,021	825,242	825,000	894,576	69,576	8.4%	0.72%
State Gas Inspection Fees	401,162	396,672	385,738	376,591	(9,147)	-2.4%	0.30%
State Maintenance of Streets	129,033	123,911	130,000	140,000	10,000	7.7%	0.11%
State Alcohol Beverage Tax	63,121	49,421	63,000	79,000	16,000	25.4%	0.06%
TVA Impact Funds	86,320	96,138	96,000	94,000	(2,000)	-2.1%	0.08%
HUD-Harriet Tubman	312,044	364,622	556,397	187,760	(368,637)	-66.3%	0.15%
Cops Ahead - Crime Bill	0	0	190,188	185,738	(4,450)	-2.3%	0.15%
Ham. County-Ross Landing Plaza	333,723	334,792	470,624	486,701	16,077	3.4%	0.39%
Ham. Co. Ambulance Repairs	0	0	25,000	0	(25,000)	-100.0%	0.00%
Ham. Co. Bessie Smith Mgmt.	30,000	0	0	0	0	N/A	0.00%
Transfer from Comm. Dev-Planner	35,586	0	0		0	N/A	0.00%
Chattanooga Recreation Projects	0	0	23,500	23,003	(497)	-2.1%	0.02%
COPS Universal Hiring Grant	0	0	0	203,393	203,393	N/A	0.16%
IMS - GOS Grant-Federal	0	0	34,502	0	(34,502)	-100.0%	0.00%
Fund Balance Appropriation	0	0	918,491	800,000	(118,491)	-12.9%	0.64%
Lyndhurst - Livable Community	0	0	25,000	0	(25,000)	-100.0%	0.00%
Lyndhurst - Pres Council	0	25,000	0	0	0	N/A	0.00%
Total Revenue from Other Agencies	**$101,081,500**	**$104,223,473**	**$30,255,352**	**$38,341,032**	**$8,085,680**	**26.7%**	**30.66%**
Service Charges:							
City Court Cost	156,619	71,616	80,000	51,600	(28,400)	-35.5%	0.04%
State Court Cost	22,674	4,685	5,000	1,000	(4,000)	-80.0%	0.00%
Financial Service-Power Board	7,200	7,200	7,200	7,200	0	0.0%	0.01%
Swimming Pools	6,571	5,356	4,521	8,500	3,979	88.0%	0.01%
Park Concessions	26,602	24,067	23,190	23,190	0	0.0%	0.02%
Bank Alarm Monitoring	7,800	6,300	6,200	3,300	(2,900)	-46.8%	0.00%
Variance Request Fees	5,550	5,000	5,000	7,000	2,000	40.0%	0.01%
EDP Services	72,578	66,000	70,000	72,000	2,000	2.9%	0.06%
Information Services-Consulting Fees	0	0	0	35,000	35,000	N/A	0.03%
Subrogation Claims	437	6,922	500	345	(155)	-31.0%	0.00%
Payroll Deduction Charges	12,466	13,875	15,000	15,000	0	0.0%	0.01%
Indirect Cost	1,143,527	1,393,802	1,560,251	1,566,186	5,935	0.4%	1.25%
Plans & Specs Deposit	10,350	3,673	1,000	1,000	0	0.0%	0.00%
Department Reimb-Health Insurance	2,285,920	2,527,795	2,500,000	1,949,929	(550,071)	-22.0%	1.56%
Depart Reimbursement - Storm Water	559,738	584,848	570,000	0	(570,000)	-100.0%	0.00%
Reimbursements-Audit Fees	0	0	18,000	0	(18,000)	-100.0%	0.00%
Employee Share-Health Insurance	1,509,711	1,658,528	1,675,000	1,321,320	(353,680)	-21.1%	1.06%
Misc. Rev-Auditorium	0	141	100	100	0	0.0%	0.00%
Memorial Auditorium Concessions	43,500	43,417	40,000	40,000	0	0.0%	0.03%
Tivoli Concessions	17,716	17,157	13,000	13,000	0	0.0%	0.01%
Memorial Auditorium Rents	191,549	206,049	170,000	170,000	0	0.0%	0.14%
Tivoli Rents	123,303	149,070	115,000	115,000	0	0.0%	0.09%
Total Service Charges	**$6,203,811**	**$6,795,501**	**$6,878,962**	**$5,400,670**	**($1,478,292)**	**-21.5%**	**4.32%**
Grand Totals	**$180,029,151**	**$191,646,641**	**$121,894,089**	**$125,070,143**	**$3,176,054**	**2.6%**	**100.00%**

General Fund Expenditures
Fiscal Years 1994 - 1997

Expenditure	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
General Government & Agencies							
Agencies							
Air Pollution	232,304	246,010	246,010	246,010	0	0.0%	0.20%
Allied Arts:							
Operations	138,750	138,750	138,750	150,000	11,250	8.1%	0.12%
African American Museum	25,000	25,000	25,000	30,000	5,000	20.0%	0.02%
Chattanooga Regional History	24,000	48,000	48,000	48,000	0	0.0%	0.04%
Bessie Smith	25,000	25,000	25,000	35,000	10,000	40.0%	0.03%
CARCOG & SETDD	46,413	46,413	46,413	46,413	0	0.0%	0.04%
CARTA	2,142,547	2,578,497	2,876,102	3,019,907	143,805	5.0%	2.41%
Carter Street Corporation	109,180	98,045	95,000	0	(95,000)	-100.0%	0.00%
Carter Street Lease	1,401,598	1,396,396	1,445,018	1,426,380	(18,638)	-1.3%	1.14%
Challenger Center	100,000	100,000	0	0	0	N/A	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	50,000	50,000	0	0.0%	0.04%
Chatt. Construction Industry Corp.	51,050	150,000	150,000	150,000	0	0.0%	0.12%
C-HC Bicentennial Public Library	1,700,000	2,375,520	1,829,615	1,920,615	91,000	5.0%	1.54%
Chattanooga Neighborhood Enterprises	1,750,000	2,000,000	2,000,000	2,000,000	0	0.0%	1.60%
Community Foundation	0	6,000	0	0	0	N/A	0.00%
Community Foundation Scholarships	80,000	120,000	160,000	200,000	40,000	25.0%	0.16%
Downtown Partnership	0	100,000	100,000	100,000	0	0.0%	0.08%
Hamilton County 911 Board	0	0	0	7,049	7,049	N/A	0.01%
Heritage Hall Board	30,880	59,814	30,000	35,000	5,000	16.7%	0.03%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.0%	0.01%
Humane Society	409,264	457,464	443,365	458,753	15,388	3.5%	0.37%
Inner City Ministry	13,500	0	0	0	0	N/A	0.00%
Metro Council Community Services	0	0	0	10,000	10,000	N/A	0.01%
M.L.K. /CDC	35,000	35,000	35,000	35,000	0	0.0%	0.03%
Partnership for Economic Progress	400,000	0	0	0	0	N/A	0.00%
Planning Commission	569,873	590,933	618,884	630,634	11,750	1.9%	0.50%
Rivervalley Partnership	0	400,000	400,000	400,000	0	0.0%	0.32%
Scenic Cities	21,814	22,900	23,553	24,241	688	2.9%	0.02%
Tennesse Riverpark	360,839	412,781	423,932	542,890	118,958	28.1%	0.43%
World Trade Center	2,000	2,000	0	0	0	N/A	0.00%
WTCI - TV 45	30,000	35,000	40,000	40,000	0	0.0%	0.03%
General Government							
Audits, Dues & Surveys	111,356	124,501	303,250	148,750	(154,500)	-50.9%	0.12%
Board of Appeals & Variances	4,818	5,004	6,500	7,650	1,150	17.7%	0.01%
Capital Improvements	3,412,687	6,487,483	7,039,405	5,528,541	(1,510,864)	-21.5%	4.42%
City Attorney/Claims & Tort Liability	458,800	0	0	0	0	N/A	0.00%
City Attorney/Judgement & Costs	998,030	0	0	0	0	N/A	0.00%
City Attorney/Operations	401,553	587,875	643,878	666,882	23,004	3.6%	0.53%
City Attorney/Spec. Counsel & Litigation F	361,300		0	0	0	N/A	0.00%
City Attorney Liability Insurance Fund	0	879,679	774,580	1,311,360	536,780	69.3%	1.05%
City Code Revision	0	0	10,000	5,000	(5,000)	-50.0%	0.00%
City Council	355,868	413,009	475,198	486,895	11,697	2.5%	0.39%
City Court Judicial	340,702	319,871	283,034	302,874	19,840	7.0%	0.24%
Contingency Fund	122,168	450,194	600,000	500,000	(100,000)	-16.7%	0.40%
Criminal Court Clerk Costs	74	0	0	0	0	N/A	0.00%
Debt Service Fund	6,170,821	6,219,244	5,729,624	6,230,255	500,631	8.7%	4.98%
Election Expense	0	26,761	0	150,000	150,000	N/A	0.12%
Executive Office of Mayor	336,357	354,274	391,882	419,934	28,052	7.2%	0.34%
Human Rights/ Relation Commission	68,608	71,862	75,555	79,735	4,180	5.5%	0.06%
Intergovernmental Relations	133,553	255,799	372,550	266,000	(106,550)	-28.6%	0.21%
Pensions, FICA & UIC	87,901	102,820	150,000	75,000	(75,000)	-50.0%	0.06%
Real Estate Fund	30,000	30,000	30,000	30,000	0	0.0%	0.02%
Renewal & Replacement	0	1,257,023	1,500,000	1,500,000	0	0.0%	1.20%
School Fund	8,231,036	8,231,036	8,231,036	9,231,036	1,000,000	12.1%	7.38%
School Fund (Pass-throuth from State)	74,442,536	76,044,481	0	0	0	N/A	
Sister Cities	0	2,710	2,500	0	(2,500)	-100.0%	0.00%
Taxi Board	552	1,373	2,100	1,600	(500)	-23.8%	0.00%
total	**105,870,232**	**113,437,022**	**37,938,234**	**38,614,904**	**676,670**	**1.78%**	**30.87%**
Department of Finance & Administration:							
Finance Office	1,124,022	1,194,936	1,392,708	1,475,156	82,448	5.9%	1.18%
Information Systems	1,811,498	2,035,188	2,137,639	2,153,657	16,018	0.7%	1.72%
City Treasurer	401,787	397,825	452,725	477,047	24,322	5.4%	0.38%
Telephone System	240,353	320,917	346,900	342,400	(4,500)	-1.3%	0.27%
Renewal & Replacement	149,976	0	0	0	0	N/A	0.00%
City Court Clerk's Office	750,183	659,927	773,767	852,113	78,346	10.1%	0.68%
total	**4,477,819**	**4,608,793**	**5,103,739**	**5,300,373**	**196,634**	**3.85%**	**4.24%**

General Fund Expenditures
Fiscal Years 1994 - 1997

Expenditure	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Department of Safety:							
Administration	211,113	237,930	299,880	322,779	22,899	7.6%	0.26%
Police Division	18,286,366	19,809,359	22,133,244	22,733,084	599,840	2.7%	18.18%
Ross's Landing Division	0	21,691	194,040	202,607	8,567	4.4%	0.16%
Fire Division	14,494,626	15,350,382	15,863,626	16,506,108	642,482	4.1%	13.20%
Utilities	1,498,060	1,490,157	1,560,814	1,585,823	25,009	1.6%	1.27%
Renewal & Replacement	509,283	0	0	0	0	N/A	0.00%
total	**34,999,448**	**36,909,519**	**40,051,604**	**41,350,401**	**1,298,797**	**3.24%**	**33.06%**
Department of Public Works:							
Administration	315,931	329,074	333,208	357,966	24,758	7.4%	0.29%
City Engineer	1,219,478	1,306,317	1,433,977	1,509,741	75,764	5.3%	1.21%
City Wide Services	1,955,359	2,119,608	2,173,627	2,307,326	133,699	6.2%	1.84%
Sewer Construction & Maintenance	1,908,521	1,936,375	2,089,883	1,508,136	(581,747)	-27.8%	1.21%
Inspection	1,362,269	1,462,404	1,534,526	1,635,678	101,152	6.6%	1.31%
Board of Plumbing Examiners	2,249	2,704	2,300	2,000	(300)	-13.0%	0.00%
Board of Electrical Examiners	21,574	21,825	16,655	16,400	(255)	-1.5%	0.01%
Board of Mechanical Examiners	1,977	1,356	1,800	2,150	350	19.4%	0.00%
Board of Gas Fitters	1,765	2,787	1,800	10,900	9,100	505.6%	0.01%
Utilities	130,271	110,809	127,400	137,850	10,450	8.2%	0.11%
Pump Stations	45,995	43,635	65,400	140,029	74,629	114.1%	0.11%
Traffic Management	1,464,711	1,531,103	1,644,093	1,787,742	143,649	8.7%	1.43%
Renewal & Replacement	297,214	0	0	0	0	N/A	0.00%
Stormwater Subsidy	0	0	0	718,882	718,882	N/A	0.57%
Solid Waste & Sanitation Fund Subsidy	2,540,893	2,810,604	3,576,078	3,870,913	294,835	8.2%	3.09%
total	**11,268,207**	**11,678,601**	**13,000,747**	**14,005,713**	**1,004,966**	**7.73%**	**11.20%**
Department of Parks & Recreation:							
Administration	337,898	368,385	396,134	490,111	93,977	23.7%	0.39%
Recreation	2,115,249	2,353,028	2,541,370	2,666,360	124,990	4.9%	2.13%
Parks	3,184,284	3,215,375	3,688,189	3,844,226	156,037	4.2%	3.07%
Auditorium Tivoli & Memorial	827,020	858,906	878,925	907,146	28,221	3.2%	0.73%
Renewal & Replacement	154,604		0	0	0	N/A	0.00%
total	**6,619,055**	**6,795,694**	**7,504,618**	**7,907,843**	**403,225**	**5.37%**	**6.32%**
Department of General Services:							
Administration	300,325	340,382	351,930	377,191	25,261	7.2%	0.30%
OSHA	118,955	150,456	203,037	227,148	24,111	11.9%	0.18%
City Hall Annex	568,497	554,938	614,250	603,823	(10,427)	-1.7%	0.48%
Radio & Electronics	236,591	285,394	260,041	277,249	17,208	6.6%	0.22%
Employee Benefits	116,810	52,039	56,174	58,805	2,631	4.7%	0.05%
Insurance Program	8,137,672	10,677,904	9,386,908	8,886,908	(500,000)	-5.3%	7.11%
Job Injuries	1,547,646	1,616,630	1,506,500	1,500,000	(6,500)	-0.4%	1.20%
Physical Exams	0	3,842	0	9,000	9,000	N/A	0.01%
Purchasing	497,803	505,622	552,804	588,343	35,539	6.4%	0.47%
Street & Traffic Lighting	2,414,822	2,348,929	2,358,090	2,430,090	72,000	3.1%	1.94%
Renewal & Replacement	118,335	1,165	0	0	0	N/A	0.00%
Fleet Management (ASF)	1,527,552	0	0	0	0	N/A	0.00%
total	**15,585,008**	**16,537,301**	**15,289,734**	**14,958,557**	**(331,177)**	**-2.17%**	**11.96%**
Department of Human Services:							
Administration (AO)	1,158,364	1,158,364	1,298,830	1,309,533	10,703	0.8%	1.05%
total	**1,158,364**	**1,158,364**	**1,298,830**	**1,309,533**	**10,703**	**0.82%**	**1.05%**
Department of Personnel:							
Administration	455,789	487,202	582,912	613,778	30,866	5.3%	0.49%
Renewal & Replacement	11,560	74,919	0	0	0	N/A	0.00%
Physicals	37,598	3,313	74,200	60,500	(13,700)	-18.5%	0.05%
total	**504,947**	**565,434**	**657,112**	**674,278**	**17,166**	**2.61%**	**0.54%**
Department of EEO:							
Administration	110,611	122,719	130,980	148,541	17,561	13.4%	0.12%
Renewal & Replacement	506	2,848	0	0	0	N/A	0.00%
total	**111,117**	**125,567**	**130,980**	**148,541**	**17,561**	**13.41%**	**0.12%**
Retirement Incentive	**1,989,795**	**0**	**0**	**0**	**0**	**N/A**	**0.00%**
Appropriation from Fund Balance	**0**	**0**	**918,491**	**800,000**	**(118,491)**	**-12.9%**	**0.64%**
Expenditure Total	**182,583,992**	**191,816,295**	**121,894,089**	**125,070,143**	**3,176,054**	**2.61%**	**100.00%**


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Supported Agencies

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 1996/1997.

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.....$150,000

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.....$35,000

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.....$3,019,907

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.....$1,426,380

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.....$30,000

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 perso al ..eeds, 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.....$1,920,615

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.....$200,000

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

Hamilton County "911"
City's portion of funding for a receptionist position at the "911" emergency facility. This position is also supported by Hamilton County and the "911" entity.

City's Contribution.....$7,049

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.....$35,000

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.....$458,753

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

Metropolitan Council for Community Services
The Metropolitan Council is a citizen-led United way member agency that the community relies on to facilitate the problem solving process.

The Metropolitan Council 1) initiates and responds to requests for research about the well-being of the community; 2) assesses the adequacy and accuracy of data and identities trends in the areas of, a) economic development, b) education, c) family life, d) health and human services, e) housing, f) public safety, g) civic involvement, and h) the environment.
3) convenes broad-based community groups to plan prevention of and solutions to identified problems.

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

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.....$630,634

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.....$24,241

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

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.....$542,890

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



General Government

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 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 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$1,078,999	$1,124,671	$1,136,876	$1,201,932
Operating	30,347,360	34,902,220	36,193,349	36,691,672
Capital	1,337	1,265,650	1,526,500	1,521,300
Total	$31,427,696	$37,292,541	$38,856,725	$39,414,904
Positions Authorized	30	30	28	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 department administrators to monitor operations and to set departmental goals.

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 them with modifications. The operating budget ordinance includes authorized positions for each department.

The City is currently studying the economic feasibility of annexing additional areas contiguous 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 1994 - 1997

DIVISION: Executive Office of the Mayor

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	267,967	281,096	302,405	324.317
18 Fringe Benefits	43,587	47,157	49,147	50.967
Total Salaries & Benefits	**$311,554**	**$328,253**	**$351,552**	**$375,284**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	2,867	2,524	8,930	9,350
06 Travel	6,281	2,060	9,000	9,000
07 Office & Administration	12,991	15,322	17,900	21,500
08 Utilities				
09 Vehicle Operations	2,624	6,115	4,450	4,750
10 Insurance & Bonds	40	0	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	**$24,803**	**$26,021**	**$40,330**	**$44,650**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$336,357**	**$354,274**	**$391,882**	**$419,934**

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 Chattanoogans 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 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Number of Council meetings held	50	49	50
Ordinances passed	185	195	175
Resolutions passed	383	375	400

Budget Detail

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: City Council

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	255,087	299,227	309,691	325,411
18 Fringe Benefits	43,224	51,127	52,307	54,984
Total Salaries & Benefits	**$298,311**	**$350,354**	**$361,998**	**$380,395**
02 Professional Fees	312	0	500	500
03 Medical Services				
04 Engineering Services				
05 Other Services	20,779	23,653	24,400	24,000
06 Travel	20,494	14,660	40,000	40,000
07 Office & Administration	14,379	19,086	21,300	23,500
08 Utilities				
09 Vehicle Operations	93	0		
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	163	48	500	0
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$56,220**	**$57,447**	**$86,700**	**$88,000**
15 Capital Outlay	1,337	1,768	6,500	2,000
17 Fixed Assets		3,440	20,000	16,500
Total Capital	**$1,337**	**$5,208**	**$26,500**	**$18,500**
Grand Total	**$355,868**	**$413,009**	**$475,198**	**$486,895**

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 1994 - 1997

DIVISION: City Court Judicial

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	271,656	245,935	218,079	228,675
18 Fringe Benefits	45,603	38,735	35,455	36,921
Total Salaries & Benefits	**$317,259**	**$284,670**	**$253,534**	**$265,596**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	5,479	6,852	6,600	6,750
06 Travel	4,434	4,708	5,000	5,000
07 Office & Administration	4,758	9,721	8,300	12,128
08 Utilities				
09 Vehicle Operations	8,372	10,101	9,200	10,200
10 Insurance & Bonds	400	400	200	200
11 Buildings & Grounds				
12 Materials & Supplies			200	200
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$23,443**	**$31,782**	**$29,500**	**$34,478**
15 Capital Outlay		318		2,800
17 Fixed Assets		3,101		
Total Capital	**$0**	**$3,419**	**$0**	**$2,800**
Grand Total	**$340,702**	**$319,871**	**$283,034**	**$302,874**

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 93/94, FY 94/95 and FY 96/97 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 1994 - 1997

DIVISION: City Attorney
Activity: Office

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	78,367	82,747	88,042	93,078
18 Fringe Benefits	12,528	13,435	13,197	14,379
Total Salaries & Benefits	**$90,895**	**$96,182**	**$101,239**	**$107,457**
02 Professional Fees		182,153	204,800	205,000
03 Medical Services				
04 Engineering Services				
05 Other Services	264,114	252,290	279,189	290,350
06 Travel	358	375	1,000	1,500
07 Office & Administration	43,279	54,030	54,300	59,425
08 Utilities				
09 Vehicle Operations	2,807	2,845	3,250	3,050
10 Insurance & Bonds	100	0	100	100
11 Buildings & Grounds				
12 Materials & Supplies				
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$310,658**	**$491,693**	**$542,639**	**$559,425**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$401,553**	**$587,875**	**$643,878**	**$666,882**

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 1994 - 1997

DIVISION: City Attorney
Activity: Judgments & Costs

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	$0	$0	$0	$0
02 Professional Fees	44,595	0		
03 Medical Services				
04 Engineering Services				
05 Other Services	952,177	0		
06 Travel	1,258	0		
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	$998,030	$0	$0	$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$998,030	$0	$0	$0

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: City Attorney
Activity: Claims & Tort Liability Fund

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	458,800	0		
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$458,800	$0	$0	$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$458,800	$0	$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 1994 - 1997

DIVISION: City Attorney
Activity: Special Counsel & Litigation Fund

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	361,300	0		
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$361,300	$0	$0	$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$361,300	$0	$0	$0

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: City Attorney
Activity: Liability Insurance Fund

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	$0	$0	$0	$0
02 Professional Fees				
03 Medical Services				
04 Engineering Se ..es				
05 Other Services				
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds		879,679	774,580	1,311,360
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	$879,679	$774,580	$1,311,360
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$0	$879,679	$774,580	$1,311,360

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 1994 - 1997

DIVISION: City Attorney
Activity: City Code Revision

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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			10,000	5,000
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**	**$10,000**	**$5,000**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$0**	**$0**	**$10,000**	**$5,000**

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 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Number of inquiries	273	300	350
Number of complaints filed	45	45	54
Complaints resolved without investigation	20	25	26
Investigative panel meetings held	14	20	22
Number of commission meetings	28	28	32

Budget Detail

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Human Rights / Relations Commission

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	52,070	55,514	58,510	62,553
18 Fringe Benefits	8,910	9,698	10,043	10,647
Total Salaries & Benefits	**$60,980**	**$65,212**	**$68,553**	**$73,200**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	1,538	1,576	2,367	2,000
06 Travel	1,872	1,381	1,500	1,500
07 Office & Administration	4,218	3,693	3,135	3,035
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	**$7,628**	**$6,650**	**$7,002**	**$6,535**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$68,608**	**$71,862**	**$75,555**	**$79,735**

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Audits, Dues, & Surveys

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	$0	$0	$0	$0
02 Professional Fees	102,688	109,430	286,000	131,000
03 Medical Services				
04 Engineering Services				
05 Other Services		1,100	2,250	2,250
06 Travel				
07 Office & Administration	8,668	13,971	15,000	15,500
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	$111,356	$124,501	$303,250	$148,750
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$111,356	$124,501	$303,250	$148,750

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.

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Intergovernmental Relations

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	$0	$0	$0	$0
02 Professional Fees	71,571	71,000	83,000	83,000
03 Medical Services				
04 Engineering Services				
05 Other Services	13,001	133,451	113,000	78,000
06 Travel	17,470	18,764	47,000	47,000
07 Office & Administration	27,707	31,061	42,800	54,000
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	3,804	1,523	1,000	1,500
13 Debt Service				
14 Supply Inventory				
16 Matching Grants			85,750	2,500
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$133,553	$255,799	$372,550	$266,000
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$133,553	$255,799	$372,550	$266,000

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Board of Zoning Appeals & Variances

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	4,818	5,004	6,500	7,650
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	$4,818	$5,004	$6,500	$7,650
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$4,818	$5,004	$6,500	$7,650

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 1994 - 1997

DIVISION: Taxi Board

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	$0	$0	$0	$0
02 Professional Fees		420	600	600
03 Medical Services				
04 Engineering Services				
05 Other Services				
06 Travel				
07 Office & Administration	552	953	1,500	1,000
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	$552	$1,373	$2,100	$1,600
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$552	$1,373	$2,100	$1,600

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Contingencies

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	$0	$0	$0	$0
02 Professional Fees	64,026	5,775		
03 Medical Services				
04 Engineering Services				
05 Other Services	57,847	185,519		
06 Travel		361		
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	295	989		
13 Debt Service				
14 Supply Inventory				
16 Matching Grants		157,550	600,000	500,000
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$122,168	$350,194	$600,000	$500,000
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$122,168	$350,194	$600,000	$500,000

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 1994 - 1997

DIVISION: Criminal Court Clerk Costs

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	74	0	0	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				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$74	$0	$0	$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$74	$0	$0	$0

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Pension Supplements

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	36,763	27,875	50,000	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	51,138	74,945	100,000	25,000
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$87,901**	**$102,820**	**$150,000**	**$75,000**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$87,901**	**$102,820**	**$150,000**	**$75,000**

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 1994 - 1997

DIVISION: Capital Improvement Program

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	3,412,687	6,487,483	7,239,405	5,528,541
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$3,412,687**	**$6,487,483**	**$7,239,405**	**$5,528,541**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$3,412,687**	**$6,487,483**	**$7,239,405**	**$5,528,541**

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: R & R

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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		1,257,023	1,500,000	1,500,000
17 Fixed Assets				
Total Capital	$0	$1,257,023	$1,500,000	$1,500,000
Grand Total	$0	$1,257,023	$1,500,000	$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 1994 - 1997

DIVISION: School Fund Supplement

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	8,231,036	8,231,036	8,949,527	10,031,036
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$8,231,036	$8,231,036	$8,949,527	$10,031,036
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$8,231,036	$8,231,036	$8,949,527	$10,031,036

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Election Expense

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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		26,761		150,000
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	$26,761	$0	$150,000
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$0	$26,761	$0	$150,000

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 1994 - 1997

DIVISION: Appropriations to Special Funds

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	6,231,701	6,309,058	5,789,624	6,295,255
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$6,231,701	$6,309,058	$5,789,624	$6,295,255
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$6,231,701	$6,309,058	$5,789,624	$6,295,255

This activity contains appropriations for all of the supported agencies.

GENERAL GOVERNMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Appropriations to Supported Agencies

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	9,770,632	11,514,919	11,289,642	11,638,392
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$9,770,632	$11,514,919	$11,289,642	$11,638,392
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$9,770,632	$11,514,919	$11,289,642	$11,638,392

Finance & Administration

Summary

Description

The Finance and Administration Department 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 Years 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$3.307.773	$3.436.024	$3.768.116	$3.914.362
Operating	946.957	1.022.056	1.310.623	1.361.011
Capital	223.089	150.713	25.000	25.000
Total	$4.477.819	$4.608.793	$5.103.739	$5.300.373
Positions Authorized	115	108	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), the City's Comprehensive Annual Budget Report (CABR), the 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 4 years and received the Government Finance Officers Association Distinguished Budget Award for the first time last year.

Goals and Objectives

- **Monthly financial statements completed by the tenth of the month**
- **Schedules for CAFR prepared within thirty days of year end closeout**
- **98% of year end adjustments made prior to cutoff**
- **Analysis of Receivables/Payables within three months of CAFR finalization**
- **Implementation of 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 Aaa/AAA bond rating**
- **Maintain collateralization of 110% of face value on City investments**
- **Increase percentage of staff having professional certification**
- **Increase number of audits performed**

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

- Number or percent of error free checks issued
  FY 94/95 - 94% FY 95/96 - 98% FY 96/97 - 98%
- Percent of vendor discounts taken are within the control of accounts payable unit
  FY 94/95 - 95% FY 95/96 - 98% FY 96/97 - 100%
- Percent of vouchers filed correctly
  FY 94/95 - 90% FY 95/96 - 98% FY 96/97 - 100%
- Average days required to reissue stop payment checks
  FY 94/95 - 2 days FY 95/96 - 2 days FY 96/97 - 2 days
- Individual adjustments to payroll/month
  FY 94/95 - 7/month FY 95/96 - 5/month FY 96/97 - 5/month
- Number and percent of error free payroll checks - 12,000 or 98% per month
  FY 94/95 - 12,000/98% FY 95/96 - 12,000/98% FY 96/97 - 12,000/98%
- Number and percent of error free lines of timecard inout - 20,000 or 98% per month
  FY 94/95 - 98% FY 95/96 - 98% FY 96/97 - 98%
- Percent of payroll checks that were voided because of processing errors by payroll -
  FY 94/95 - .01% FY 95/96 - .01% FY 96/97 - .01%
- Percent of P/R benefits processed bi-weekly -
  FY 94/95 - 100% FY 95/96 - 100% FY 96/97 - 100%
- Percent of payroll warrants funded and charged daily -
  FY 94/95 - 94% FY 95/96 - 98% FY 96/97 - 100%
- Percent of transactions processed on time -
  FY 94/95 - 100% FY 95/96 - 100% FY 96/97 - 100%
- Percent of payroll checks processed within deadline -
  FY 94/95 - 100% FY 95/96 - 100% FY 96/97 - 100%
- Percent of weekly payrolls processe within 2 days -
  FY 94/95 - 98% FY 95/96 - 98% FY 96/97 - 98%
- Percent payrolls prepared on time with zero errors -
  FY 94/95 - 98% FY 95/96 - 98% FY 96/97 - 98%
- Void and rewritten payroll checks -
  FY 94/95 - 6-7/ month FY 95/96 - 5-6/month FY 96/97 - 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 1994 - 1997

DIVISION: Finance Administration

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	887,142	925,658	1,044,518	1,095,166
18 Fringe Benefits	148,498	160,121	178,090	187,840
Total Salaries & Benefits	**$1,035,640**	**$1,085,779**	**$1,222,608**	**$1,283,006**
02 Professional Fees	51	9,034	60,000	60,000
03 Medical Services				
04 Engineering Services				
05 Other Services	17,106	25,233	37,600	44,750
06 Travel	10,365	9,317	14,300	18,300
07 Office & Administration	27,761	36,519	42,250	53,500
08 Utilities				
09 Vehicle Operations	1,427	3,645	4,000	3,750
10 Insurance & Bonds	955	875	11,000	11,000
11 Buildings & Grounds	97	0	0	0
12 Materials & Supplies	1,468	486	950	850
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$59,230**	**$85,109**	**$170,100**	**$192,150**
15 Capital Outlay	20,118	7,493	0	0
17 Fixed Assets	9,034	16,555	0	0
Total Capital	**$29,152**	**$24,048**	**$0**	**$0**
Grand Total	**$1,124,022**	**$1,194,936**	**$1,392,708**	**$1,475,156**

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**
- **Finalize the goal of repositioning all City computer processing to a newer, more flexible, more investment protected technology with the last move to a new technology Finance package**
- **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 94/95: actual, FY 95/96: projected, FY 96/97: goal)

- Computer available - % of fiscal year
  FY 94/95 - 99% FY 95/96 - 99% FY 96/97 - 99 %
- Replace old technology software - % complete
  FY 94/95 - 90% FY 95/96 - 91% FY 96/97 - 100%
- Reduce manned computer operations - % complete
  FY 94/95 - 16% FY 95/96 - 45% FY 96/97 - 60%
- Programming requests - % outstanding vs. received
  FY 94/95 - 30% FY 95/96 - 28% FY 96/97 - 27%
- Offer PC support service - number PC's supported
  FY 94/95 - 25 FY 95/96 - 50 FY 96/97 - 150
- Users attending Office Automation classes
  FY 94/95 - 280 FY 95/96 - 520 FY 96/97 - 250
- Users attending Internet Access classes
  FY 94/95 - 400 FY 95/96 - 280 FY 96/97 - 250
- Users attending PC Training classes
  FY 94/95 - 0 FY 95/96 - 0 FY 96/97 - 50
- Number of network users
  FY 94/95 - 3,000 FY 95/96 - 5,000 FY 96/97 - 5,500

Budget Detail

FINANCE & ADMINISTRATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Information Services

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	1,198,682	1,282,636	1,356,972	1,379,867
18 Fringe Benefits	204,256	223,138	231,538	235,289
Total Salaries & Benefits	**$1,402,938**	**$1,505,774**	**$1,588,510**	**$1,615,156**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	316,415	405,946	485,345	480,767
06 Travel	5,358	2,183	6,500	6,500
07 Office & Administration	3,076	3,086	5,784	5,784
08 Utilities				
09 Vehicle Operations	1,086	965	1,500	1,500
10 Insurance & Bonds				
11 Buildings & Grounds	0	3,275	0	0
12 Materials & Supplies	37,506	47,660	50,000	43,950
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$363,441**	**$463,115**	**$549,129**	**$538,501**
15 Capital Outlay	16,468	23,290	0	0
17 Fixed Assets	28,651	43,009	0	0
Total Capital	**$45,119**	**$66,299**	**$0**	**$0**
Grand Total	**$1,811,498**	**$2,035,188**	**$2,137,639**	**$2,153,657**

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 94/95: actual, FY 95/96: projected, FY 96/97: 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 94/95 - 9,000 FY 95/96 - 9,000 FY 96/97 - 10,000

- 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 1994 - 1997

DIVISION: Office of City Treasurer

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	299,110	302,651	333,210	355,297
18 Fringe Benefits	48,836	50,574	54,425	57,346
Total Salaries & Benefits	**$347,946**	**$353,225**	**$387,635**	**$412,643**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	11,196	14,171	24,150	26,651
06 Travel	1,957	2,045	2,900	2,900
07 Office & Administration	21,280	20,226	27,750	25,153
08 Utilities				
09 Vehicle Operations	1,652	1,214	2,290	1,700
10 Insurance & Bonds	16,318	4,323	8,000	8,000
11 Buildings & Grounds				
12 Materials & Supplies	12	165	0	0
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$52,415**	**$42,144**	**$65,090**	**$64,404**
15 Capital Outlay	0	1,082	0	0
17 Fixed Assets	1,426	1,374	0	0
Total Capital	**$1,426**	**$2,456**	**$0**	**$0**
Grand Total	**$401,787**	**$397,825**	**$452,725**	**$477,047**

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*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97 goal)

- Reduce the number of public complaints filed during the 1995/96 years - 7 complaints
- Increase collections by ten percent (10%) as compared to the 1995/96 year
  Parking (July 1995 - March 1996 $ 526,037.72)
  Court (July 1995 - March 1996 $ 1,045,205.08)

Budget Comments

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

Budget Detail

FINANCE & ADMINISTRATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: City Court Clerk's Office

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	448,501	420,874	486,274	515,990
18 Fringe Benefits	72,748	70,372	83,089	87,567
Total Salaries & Benefits	**$521,249**	**$491,246**	**$569,363**	**$603,557**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	32,050	16,613	79,147	120,500
06 Travel	2,420	729	4,000	4,500
07 Office & Administration	12,783	12,942	16,366	17,306
08 Utilities				
09 Vehicle Operations	527	1,123	2,161	1,500
10 Insurance & Bonds	330	446	1,750	1,750
11 Buildings & Grounds				
12 Materials & Supplies	10,691	12,280	17,000	11,000
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$58,801**	**$44,133**	**$120,424**	**$156,556**
15 Capital Outlay	0	3,385	0	0
17 Fixed Assets	0	37,570	0	0
Total Capital	**$0**	**$40,955**	**$0**	**$0**
Grand Total	**$580,050**	**$576,334**	**$689,787**	**$760,113**

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 1994 - 1997

DIVISION: Telephone System

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	**$0**	**$0**	**$0**	**$0**
02 Professional Fees	14,401	30,192	34,000	32,000
03 Medical Services				
04 Engineering Services				
05 Other Services	51,385	48,668	47,900	45,400
06 Travel				
07 Office & Administration	174,567	225,102	240,000	240,000
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	**$240,353**	**$303,962**	**$321,900**	**$317,400**
15 Capital Outlay	0	16,955	25,000	25,000
17 Fixed Assets				
Total Capital	**$0**	**$16,955**	**$25,000**	**$25,000**
Grand Total	**$240,353**	**$320,917**	**$346,900**	**$342,400**

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 1994 - 1997

DIVISION: Court Space Usage

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	170,133	83,593	83,980	92,000
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	**$170,133**	**$83,593**	**$83,980**	**$92,000**
15 Capital Outlay				0
17 Fixed Assets				0
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$170,133**	**$83,593**	**$83,980**	**$92,000**

Renewal & Replacement

Description

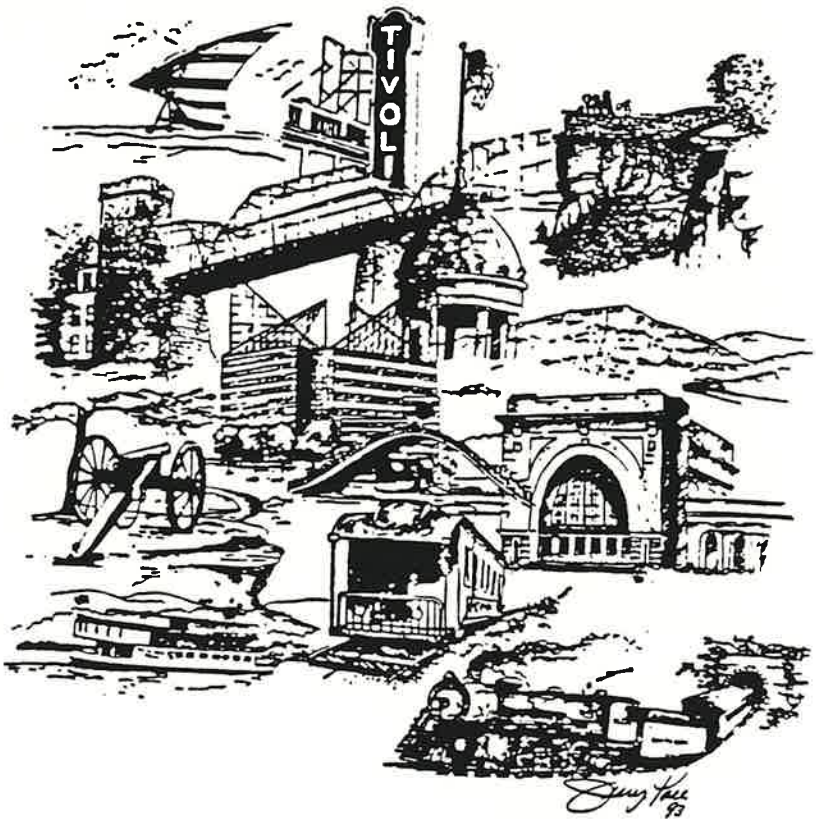
Through FY 93/94, this activity recorded the purchase of all capital outlay and fixed asset purchases for the activities under the jurisdiction of the Finance Administrator. This included all activities in the Finance and Administration Department and activities in the General Government Department such 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 1994 - 1997

DIVISION: Renewal & Replacement

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	2,584		0	
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$2,584**	**$0**	**$0**	**$0**
15 Capital Outlay	42,989	0	0	0
17 Fixed Assets	104,403	0	0	0
Total Capital	**$147,392**	**$0**	**$0**	**$0**
Grand Total	**$149,976**	**$0**	**$0**	**$0**


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Safety

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 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$30,187,317	$31,831,792	$34,778,032	$36,108,086
Operating	4,302,848	5,012,581	5,273,572	5,242,315
Capital	509,283	65,146	0	0
Total	$34,999,448	$36,909,519	$40,051,604	$41,350,401
Positions Authorized	924	942	1,032	979

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 1994 - 1997

DIVISION: ADMINISTRATION

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	168,997	190,996	242,194	261,687
18 Fringe Benefits	32,397	37,278	44,969	48,649
Total Salaries & Benefits	$201,394	$228,274	$287,163	$310,336
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	3,555	3,285	4,057	3,200
06 Travel	1,535	490	2,850	2,850
07 Office & Administration	4,252	5,796	5,760	6,393
08 Utilities	0	0	0	0
09 Vehicle Operations	350	85	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	27	0	50	0
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$9,719	$9,656	$12,717	$12,443
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$211,113	$237,930	$299,880	$322,779

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 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
• FBI crime statistics (1,000 pop)	92.55	90.82	89.75
• Number of officers trained	125.00	145.00	175.00
• Accidents Statistics	14,550.00	13,690.00	12,900.00

Budget Detail

SAFETY
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: POLICE

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	13,702,372	14,509,473	16,676,876	17,151,009
18 Fringe Benefits	2,673,243	2,902,481	3,108,105	3,304,309
Total Salaries & Benefits	$16,375,615	$17,411,954	$19,784,981	$20,455,318
02 Professional Fees	70,570	1,511	3,000	8,100
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	266,051	350,191	357,882	281,031
06 Travel	18,079	29,727	29,000	35,000
07 Office & Administration	92,395	95,453	97,656	105,675
08 Utilities	0	167	0	3,600
09 Vehicle Operations	1,071,851	1,453,299	1,413,184	1,588,836
10 Insurance & Bonds	0	40	40	0
11 Buildings & Grounds	20,884	28,703	14,395	30,000
12 Materials & Supplies	203,109	347,405	391,141	305,310
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	167,812	112,600	236,005	122,821
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$1,910,751	$2,419,096	$2,542,303	$2,480,373
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$18,286,366	$19,831,050	$22,327,284	$22,935,691

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.**

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
• Fire Calls	1,450	1,476	1,500
• Number of Emergency Calls	10,467	11,250	11,000
• First Responder Calls	5,384	5,650	5,675
• Fire Prevention Inspections	1,014	1,150	1,250

Budget Detail

SAFETY
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: FIRE

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	11,367,665	11,775,533	12,236,102	12,739,674
18 Fringe Benefits	2,242,643	2,416.031	2,469,786	2,602.758
Total Salaries & Benefits	$13,610,308	$14,191,564	$14,705,888	$15,342,432
02 Professional Fees	165	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	52.207	70.614	76.652	64.525
06 Travel	6.886	3.793	9.950	7,000
07 Office & Administration	37.606	21.348	22,344	22,371
08 Utilities	0	0	0	0
09 Vehicle Operations	494.839	723.243	603.710	640.609
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	98.165	59.976	150.221	169.100
12 Materials & Supplies	194.450	214.698	294.861	260.071
13 Debt Service				
14 Supply Inventory				
15 Capital Outlay	0	0	0	0
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$884,318	$1,093,672	$1,157,738	$1,163,676
15 Capital Outlay		34.896		
17 Fixed Assets	0	30.250		
Total Capital	$0	$65,146	$0	$0
Grand Total	$14,494.626	$15,350,382	$15,863,626	$16,506.108

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 1994 - 1997

DIVISION: UTILITIES

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	1.498.060	1.490.157	1.560.814	1.585.823
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	$1,498,060	$1,490,157	$1,560,814	$1,585,823
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$1,498,060	$1,490,157	$1,560,814	$1,585,823

Renewal and Replacement

Description

The Safety Department Renewal and Replacement 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 1994 - 1997

DIVISION: RENEWAL & REPLACEMENT

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	82,032	0	0	0
17 Fixed Assets	427,251	0	0	0
Total Capital	$509,283	$0	$0	$0
Grand Total	$509,283	$0	$0	$0

Public Works

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 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$6,679,836	$7,082,674	$7,498,439	$7,482,316
Operations	4,291,157	4,595,927	5,502,308	6,523,397
Capital	297,214	0	0	0
Total	$11,268,207	$11,678,601	$13,000,747	$14,005,713
Positions Authorized	249	248	250	236

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 weekly staff meetings.*
- *Monitoring departmental budget.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

Departmental Budget Performance (Budget vs Actual)

	Budget	Actual
FY 94/95	11,904,330	11,678,601
FY 95/96	13,182,268	13,039,783
FY 96/97	14,005,713	*14,005,713
*(Goal)		

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: ADMINISTRATION

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	259,290	272,271	272,075	288,141
18 Fringe Benefits	43,855	47,022	45,583	48,270
Total Salaries & Benefits	$303,145	$319,293	$317,658	$336,411
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	4,030	731	4,250	9,705
06 Travel	3,024	2,342	3,000	3,000
07 Office & Administration	3,780	4,820	5,450	6,300
08 Utilities				
09 Vehicle Operations	1,937	1,314	2,850	2,550
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	15	574	0	0
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$12,786	$9,781	$15,550	$21,555
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$315,931	$329,074	$333,208	$357,966

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 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual FY 94/95	Actual FY 95/96	Goal FY 96/97
Building Permits	$ 325,273	$ 363,250	$ 260,000
Electrical Permits	91,694	98,312	75,000
Gas Permits	11,269	12,129	8,500
Mechanical Permits	65,477	83,780	55,000
Plumbing Permits	87,673	80,230	55,000
Sign Permits	69,118	74,927	45,000
Street Cut Permits	39,890	37,356	28,000
Permit Issuance Fee	66,250	65,750	45,000

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: INSPECTION

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	990.905	1,061.906	1,125,435	1,197.269
18 Fringe Benefits	169.856	182.471	192,302	202.144
Total Salaries & Benefits	$1,160,761	$1,244,377	$1,317,737	$1,399,413
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	140.328	138.607	139,614	171.165
06 Travel	1.139	1.735	2.000	4.000
07 Office & Administration	18.263	21.731	20.850	22.350
08 Utilities				
09 Vehicle Operations	39.455	54.029	53.700	47.300
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	2.323	1.925	625	550
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$201,508	$218,027	$216,789	$245,365
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$1,362,269	$1,462,404	$1,534,526	$1,644,778

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 (part of Solid Waste & Sanitation Fund)
Emergency Response
Garbage Collection (part of Solid Waste & Sanitation Fund)
Street Cleaning
Recycling Collection (part of Solid Waste & Sanitation Fund)
Street Construction (part of State Street Aid Fund)
Street Maintenance (part of State Street Aid Fund)

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.*

Performance Indicators

Based on the performance measures of the divisions listed above

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: CITY YARDS

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	402.111	415,309	384,099	408.522
18 Fringe Benefits	69.095	70,136	65.582	69.978
Total Salaries & Benefits	$471,206	$485,445	$449,681	$478,500
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	57.917	66.984	62.200	61.425
06 Travel	41	17	1.500	5.000
07 Office & Administration	6.756	10.381	12.000	11.900
08 Utilities				
09 Vehicle Operations	7.140	24.571	14.850	13.040
10 Insurance & Bonds				
11 Buildings & Grounds	245	0	0	38.000
12 Materials & Supplies	25.225	27.127	29.100	28.550
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$97,324	$129,080	$119,650	$157,915
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$568,530	$614,525	$569,331	$636,415

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

Project Categories	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Construction Concrete Structures	12	14	16
Guardrail Repair/Installation	24	22	26
Sanitary Projects	4	6	5
Routine Storm Drain Maintenance	5,715	5,325	5,350
Storm Drain Installation/Repair	105	126	130

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: SEWER CONSTRUCTION & MAINTENANCE

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	1,210,612	1,266,118	1,330,125	1,040,954
18 Fringe Benefits	202,412	216,535	221,693	137,424
Total Salaries & Benefits	$1,413,024	$1,482,653	$1,551,818	$1,178,378
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	43,008	49,728	40,600	30,332
06 Travel	14	578	1,000	1,000
07 Office & Administration	1,014	1,015	2,625	3,150
08 Utilities	0	0	0	0
09 Vehicle Operations	145,473	160,747	163,300	109,435
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	305,988	241,654	330,540	185,841
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$495,497	$453,722	$538,065	$329,758
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$1,908,521	$1,936,375	$2,089,883	$1,508,136

Storm Water Subsidy

Description

The Storm Water Subsidy is a General Fund subsidy to the Storm Water Fund. This Fund Operates on revenue generated from the Storm Water fee.

Goals & Objectives

This subsidy funds the level of storm water projects expended through the General Fund prior to the creation of the Storm Water Fund.

Performance Indicators

Not applicable

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: STORM WATER SUBSIDY

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	0	0	0	718.882
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$0	$0	$0	$718,882
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$0	$0	$0	$718,882

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

Projects and Collections	Actual FY 94/95	Projected FY 95/96	Goal FY96/97
Gas Tanks	1,252	1,156	1,275
Tires	6,708	6,925	7,150
Illegal Dump Sites	530	495	500
Sand Calls	168	179	200
Trees	504	495	525
Emergency Signs	162	176	175
Emergency Calls (general)	480	492	520
Ditch Crews	164	190	185
Ice Calls	229	274	275
Sweeper Miles	2,509	2,750	2,750
*Bagged Litter	19,329	19,657	19,500
**Mileage Co. CCS			

* Bagged litter collected in support of the County Litter Abatement Program

** Number of road miles covered by the County Litter Abatement Program

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: EMERGENCY

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	263,559	240,273	260,043	278,054
18 Fringe Benefits	43,495	42,469	40,654	43,615
Total Salaries & Benefits	$307,054	$282,742	$300,697	$321,669
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	961	300	300
06 Travel	0	0	0	0
07 Office & Administration	1,601	1,770	2,000	3,000
08 Utilities	0	0	0	0
09 Vehicle Operations	44,112	48,684	54,950	55,000
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	380	1,349	1,550	1,550
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$46,093	$52,764	$58,800	$59,850
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$353,147	$335,506	$359,497	$381,519

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

Street Sweeping & Right-of-Way Mowing	Actual FY 94/95	Projected FY 95/96	Goal FY96/97
City Broom	13,560	13,775	14,000
Contract Brooms	1,775	1,650	1,700
Mowed by Tractor	13,398	13,650	13,650
Mowed by Hand Crew (in miles)	323	375	375

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: STREET CLEANING

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	624,970	676.568	765.501	811.182
18 Fringe Benefits	100,795	119.936	138,085	133.560
Total Salaries & Benefits	$725,765	$796,504	$903,586	$944,742
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	88.321	93.619	90.000	89.800
06 Travel				
07 Office & Administration	178	27		1.100
08 Utilities				
09 Vehicle Operations	205.556	267.734	239.013	233.650
10 Insurance & Bonds				
11 Buildings & Grounds				8.000
12 Materials & Supplies	13.862	11.693	12.200	12.100
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$307,917	$373,073	$341,213	$344,650
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$1,033,682	$1,169,577	$1,244,799	$1,289,392

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

Projects Administered	Actual FY 94/95	Projected FY 95/96	Goal FY96/97
Street Paving (miles)	82.42	88.95	95.00
Street Rehabilitated (miles)	3.62	4.55	5.00
New Streets Built	2.43	0.00	2.00
Intersections Improved	28.00	45.00	50.00
Bridges Improved	1.00	0.00	1.00

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: CITY ENGINEER

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	955,566	1,019,089	1,123,928	1,197,673
18 Fringe Benefits	161,729	176,762	190,261	197,668
Total Salaries & Benefits	$1,117,295	$1,195,851	$1,314,189	$1,395,341
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	41,471	34,799	34,938	35,600
06 Travel	761	1,767	3,500	3,500
07 Office & Administration	28,488	27,832	33,600	33,800
08 Utilities				
09 Vehicle Operations	22,407	37,031	39,700	33,400
10 Insurance & Bonds	40	50		
11 Buildings & Grounds	75	0		
12 Materials & Supplies	8,941	8,987	8,050	8,100
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$102,183	$110,466	$119,788	$114,400
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$1,219,478	$1,306,317	$1,433,977	$1,509,741

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

Traffic Engineering Design	Actual FY 94/95	Projected FY 95/96	Goal FY96/97
Parking lot designs	5	7	5
Channelization drawings	4	3	4
New signals	2	4	3
Revised signals	15	12	15
Flashers	5	7	5
Intersection improvements	9	8	7
On-street parking revisions	2	1	3
Roadway designs	2	2	1
Building permit review	241	252	240
Subdivision Design Review	18	17	15

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: TRAFFIC ENGINEERING ADMIN.

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	286,374	316,988	325,832	345,499
18 Fringe Benefits	47,130	55,476	55,528	59,367
Total Salaries & Benefits	$333,504	$372,464	$381,360	$404,866
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	610	1,921	3,050	2,300
06 Travel	775	1,010	1,750	1,750
07 Office & Administration	4,851	6,912	5,700	6,850
08 Utilities				
09 Vehicle Operations	6,369	5,889	8,430	7,030
10 Insurance & Bonds				
11 Buildings & Grounds	610	0	0	0
12 Materials & Supplies	250	201	300	350
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$13,465	$15,933	$19,230	$18,280
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$346,969	$388,397	$400,590	$423,146



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 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

Traffic Signal Repair/ Signs & Marking	Actual FY 94/95	Projected FY 95//96	Goal FY 96/97
New sign installation	888.00	975.00	1,000.00
Repaired signs	8,462.00	8,535.00	8,500.00
Parking meter service calls	3,602.00	3,745.00	3,750.00
Center Lines - Street painted (miles)	226.80	235.50	250.00
Crosswalks & Stop lines (linear feet)	135,139.00	136,145.00	137,000.00
Intersection Call-outs	710.00	722.00	725.00
Traffic Signal Upgrades	14.00	17.00	20.00
Traffic Loops Installed	22.00	26.00	30.00

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: TRAFFIC CONTROL

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	726.883	769,382	826.223	878.402
18 Fringe Benefits	121.199	133.963	135.490	144.594
Total Salaries & Benefits	$848,082	$903,345	$961,713	$1,022,996
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	49.127	47.639	53.700	55.600
06 Travel	212	903	1.500	1.500
07 Office & Administration	4.340	5.217	5.050	5.650
08 Utilities				
09 Vehicle Operations	43.434	55.584	59.540	56.550
10 Insurance & Bonds				
11 Buildings & Grounds	337	31		10.300
12 Materials & Supplies	172,210	129.987	162.000	212.000
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$269,660	$239,361	$281,790	$341,600
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	1,117,742	1,142,706	1,243,503	1,364,596

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual FY 94/95	Projected FY 95//96	Goal FY 96/97
Hours Operated	237.60	225.45	245.00
***Volume Pumped**	23.60	23.75	24.00

*(Billion Gals.)

Budget Details

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: LEVEE 1,2,3

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	13,325	18,538	28,600	66,700
06 Travel				
07 Office & Administration	68	758	100	750
08 Utilities	2,075	3,679	4,500	4,800
09 Vehicle Operations				
10 Insurance & Bonds	1,354	0	700	679
11 Buildings & Grounds	4,674	380	5,500	3,100
12 Materials & Supplies			2,250	3,000
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$21,496	$23,355	$41,650	$79,029
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0		
Grand Total	21,496	23,355	41,650	79,029

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual FY 94/95	Projected FY 95//96	Goal FY 96/97
Hours Operated	28.8	29.2	30.00
***Volume Pumped**	7.3	7.9	8.00

*(Billion Gals)

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: ORCHARD KNOB

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	944	432	1.500	37.750
06 Travel				
07 Office & Administration				
08 Utilities	18,881	19.848	20.000	20.000
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	4,674	0	1.000	2.000
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	$24,499	$20,280	$23,750	$61,000
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	24,499	20,280	23,750	61,000

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 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Plumbing Examination Fees & Licenses	$16,000	$16,000	$16,000

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: BOARD OF PLUMBING EXAMINERS

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	2,249	2,500	2,100	1,600
06 Travel				
07 Office & Administration		204	200	400
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	$2,249	$2,704	$2,300	$2,000
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$2,249	$2,704	$2,300	$2,000

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 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Electrical Examination Fees & Licenses	$40,000	$70,000	$95,000

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: BOARD OF ELECTRICAL EXAMINERS

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	16,958	17,957	12,400	13,000
06 Travel	760	0	930	0
07 Office & Administration	3,856	3,868	3,325	3,400
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	$21,574	$21,825	$16,655	$16,400
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$21,574	$21,825	$16,655	$16,400

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 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Mechanical Examination Fees & Licenses	$67,000	$67,000	$67,000

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: BOARD OF MECHANICAL EXAMINERS

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	$0	$0		
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	1,610	425	1,000	1,000
06 Travel				
07 Office & Administration	367	931	800	1,150
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	$1,977	$1,356	$1,800	$2,150
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$1,977	$1,356	$1,800	$2,150

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 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Gas Examination Fees & Licenses $20,000	$20,000	$20,000	

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: BOARD OF GAS FITTERS

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	1,765	2,620	1,800	1,800
06 Travel				
07 Office & Administration		167		
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	$1,765	$2,787	$1,800	$1,800
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$1,765	$2,787	$1,800	$1,800

Utilities

Description

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

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: UTILITIES

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	130,271	110,809	127,400	137,850
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	$130,271	$110,809	$127,400	$137,850
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	130,271	110,809	127,400	137,850

Renewal and Replacement

Description

The Public Works Renewal and Replacement activity pays for small items such as furniture and equipment. Small projects are also funded from here as resources permit. Beginning in FY 94/95, R & R is budgeted in the General Government area for all departments.

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: RENEWAL & REPLACEMENT

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	74,866	0	0	0
17 Fixed Assets	222,348	0	0	0
Total Capital	$297,214	$0	$0	$0
Grand Total	297,214	0	0	0

Solid Waste & Sanitation Subsidy

Description

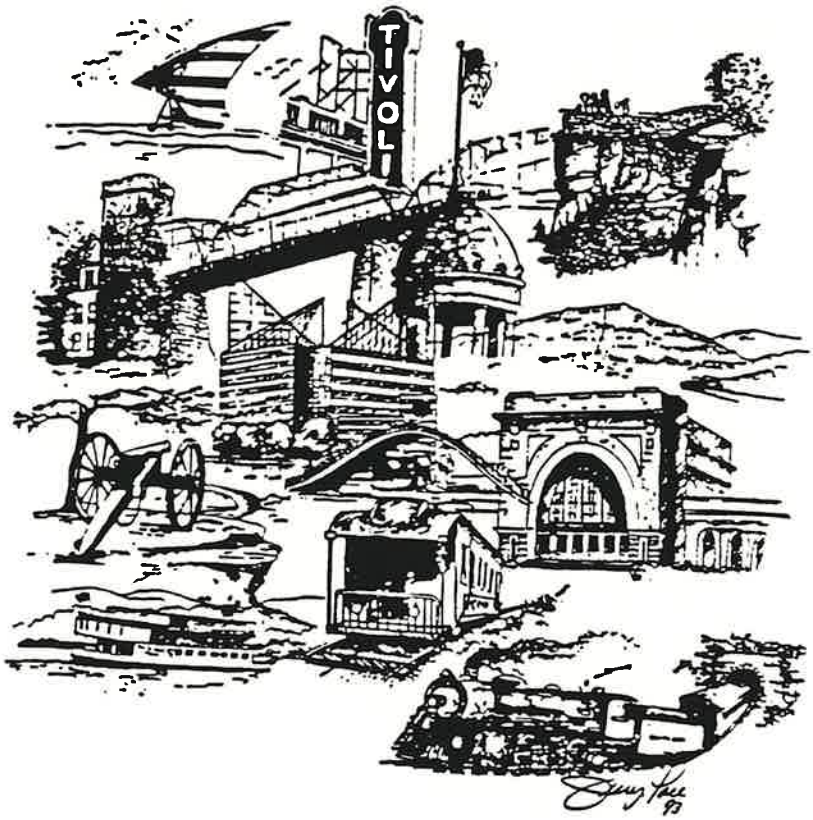
The Solid Waste and Sanitation Subsidy is a General Fund subsidy to the Solid Waste and Sanitation Fund. This Fund Operates on revenue generated from the Solid Waste Landfill Tipping fee which is insufficient to cover the total cost of operation.

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: SOLID WASTE & SANITATION

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	$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	2,540,893	2,810,604	3,576,078	3,870,913
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$2,540,893	$2,810,604	$3,576,078	$3,870,913
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	2,540,893	2,810,604	3,576,078	3,870,913


TIVOLI

Summary

Description

The Parks and Recreation Department strives to provide an excellent variety of leisure opportunities to enhance the individual's quality of life 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-two recreation facilities located throughout the Chattanooga area. In addition to these centers, there are twenty 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 centers. The three spacious and attractive auditoriums will accommodate nearly any concert, graduation event, or special assembly. The Department's newest indoor facilities includes the Eastgate Senior Center and the John A. Patten Arts Center. The Department is also helping to program the Westside Youth Center, along with other agencies.

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 Cemetary, 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 Park 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*
  - *Establish a preventive maintenance program for all buildings*
  - *Publish press releases to announce new facilities and upcoming events*
  - *Fund a maintenance program which will keep the facilities in top condition*
  - *Create four new program offerings for the general public*
- **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 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	4,507,143	4,758,229	5,180,571	5,524,028
Operating	1,879,782	1,979,654	2,226,644	2,289,665
Capital	232,130	57,811	97,403	94,150
Total	$6,619,055	$6,795,694	$7,504,618	$7,907,843
Positions Authorized	312	320	323	32.

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*
  - *Initiate new management training*
- **Develop a comprehensive plan for facility development**
  - *Assist the Regional Planning Agency in preparation of a comprehensive plan*
  - *Establish a system for monitoring progress*
- **Establish criteria for future park and facility design and placement**
  - *Determine community expectations for the depar...ient*
- **Develop public/private partnerships**
  - *Continue efforts with the Greater Chattanooga Sports Committee*
  - *Associate with at least three new entities to provide additional services*
- **Conduct a comprehensive participant survey**
  - *Initiate a participant comment program for all services*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Promotional brochures printed	135,000	80,000	80,000
News releases	67	80	95
Construction projects completed	19	22	20

Budget Detail

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Administration

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	251,284	267,021	285,660	308,002
18 Fringe Benefits	42,300	45,935	47,438	50,759
Total Salaries & Benefits	**$293,584**	**$312,956**	**$333,098**	**$358,761**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	11,740	30,813	30,200	97,500
06 Travel	3,492	3,366	3,750	3,750
07 Office & Administration	26,477	17,978	25,386	26,900
08 Utilities				
09 Vehicle Operations	2,326	3,052	3,200	2,700
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	279	220	500	500
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$44,314**	**$55,429**	**$63,036**	**$131,350**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$337,898**	**$368,385**	**$396,134**	**$490,111**

Recreation Supervision

Description

The recreation division facilitates the operations of 18 recreation centers, 1 senior center, 2 cultural art centers, 1 fitness center, 27 ballfields, 78 tennis courts, 20 playgrounds, and 2 swimming pools. The recreation management team is made up of 1 superintendent, 1 assistant superintendent, 3 supervisors, 1 fitness coordinator, 1arts coordinator, 1 outdoor coordinator, and 1 secretary. This team formulates and administers a broad public recreation program. These employees are also responsible for the planning, organizing, and implementation of programs and special events at each of their assigned facilities. Supervisors and coordinators are responsible for monthly and weekly reports, employee evaluations and appraisals, accident reports, daily attendants, event schedules and yearly program calendars. The management team prepares the annual division report, annual budget requests, grant proposals, and memoranda regarding achievement of goals and cost effectiveness to the department's administrator. Each member is also responsible for establishing partnerships with other government agencies, businesses, other youth providers, and the private sector to enhance effectiveness of effort and increase community involvement and awareness of recreation programming and facilities. Recreation supervisors and coordinators schedule staff meetings monthly; management team meets bi-weekly.

Goals & Objectives

➲ **Provide the highest quality of leisure services for all citizens**

- *Focus more on specialized programs by developing 6 sections within the Recreation Division; Recreation Centers, Sports, At-Risk Youth Services/Special Programs, Arts, Fitness and Wellness, and Outdoor Programming*
- *Identify buildings and spaces in different areas of the City to be used for recreation programming*
- *Seek sponsorships in providing programming for all citizens through partnerships and grants*
- *Develop programming advisory boards in all recreation facilities and specialized sections*
- *Develop employee advisory board to ensure that all employees have input in decisions that effect them directly*
- *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 youth providers to see that youth have programs such as Midnight Basketball, Overnight Campouts, and other programs scheduled during non-traditional hours*

➲ **Maximize staff effectiveness**

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

➲ **Increase funding for programs**

- *Establish a fee schedule for selected programs*
- *Establish partnership with other youth providers, agencies, and private sector*
- *Seek local, state, and federal grants*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Staff meetings with directors	30	50	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 1994 - 1997

DIVISION: Recreation
Activity: Supervision

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	180,854	197,239	210,722	222,564
18 Fringe Benefits	30,945	34,830	36,124	38,803
Total Salaries & Benefits	$211,799	$232,069	$246,846	$261,367
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	663	913	2,940	2,940
06 Travel	2,429	5,476	5,575	5,575
07 Office & Administration	1,666	1,776	2,743	2,730
08 Utilities				
09 Vehicle Operations	6,494	6,164	6,651	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	$11,252	$14,329	$17,909	$17,896
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$223,051	$246,398	$264,755	$279,263

Community Centers

Description

The recreation community centers employee 53 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, Senior Neighbors, Downtown Partnership, Adventure Guild, Allied Arts, Greater Chattanooga Sports Committee, Chattanooga Symphony and Opera , etc. Leisure opportunities are provided through a wide variety of sports, outdoor programs, arts and crafts and physical fitness programs. Several special events are also provided during the year such as *Punt Pass Kick, Haunted Crack House, In Your Face, Bessie Smith Bus, Thanksgiving Adult Football League, Sand Volleyball and Senior Games.* Passive programs include environmental classes, nature studies, art classes and 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 community center*
- *Focus on more specialized programming through sections*
- *Create a pool of trained volunteers*
- *Increase professional staff to meet recreational needs*
- *Seek sponsorships from area businesses located in the community of each recreation center*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Recreation center participation	559,950	603,543	650,000
Participation in various programs includes:			
Program			
Adult Softball	7,500	8,000	8,500
Youth Baseball & Softball Youth Association	4,825	5,109	5,500
Chattanooga Tennis Association	2,375	2,500	2,500
Basketball	3,050	3,131	4,000
Outdoors	800	1,067	1,200
Arts	4,550	4,961	5,100
Other Adult Activites/Events	4,200	4,286	4,500

Budget Detail

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Recreation
Activity: Community Centers

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	1,004,209	1,040,111	1,204,927	1,303,515
18 Fringe Benefits	170,660	181,534	204,974	210,973
Total Salaries & Benefits	**$1,174,869**	**$1,221,645**	**$1,409,901**	**$1,514,488**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	19,167	17,119	42,713	37,363
06 Travel	2,666	5,264	5,000	6,000
07 Office & Administration	18,950	15,989	19,904	17,600
08 Utilities	179,092	176,163	188,955	190,601
09 Vehicle Operations	12,325	20,156	23,000	23,000
10 Insurance & Bonds	753	0		
11 Buildings & Grounds	1,275	309		
12 Materials & Supplies	46,994	54,566	75,660	68,280
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$281,222**	**$289,566**	**$355,232**	**$342,844**
15 Capital Outlay	496	638		
17 Fixed Assets	1,130	0		
Total Capital	**$1,626**	**$638**	**$0**	**$0**
Grand Total	**$1,457,717**	**$1,511,849**	**$1,765,133**	**$1,857,332**

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 1994 - 1997

DIVISION: Recreation
Activity: InnerCity Ministry

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	18,500	18,500
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$0	$18,500	$18,500	$18,500
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$0	$18,500	$18,500	$18,500

Senior Neighbors

Description

The funds provided to the Senior Neighbors Association by the City are used to help support five 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 5.4% of this budget.
2. *Lunch* - Weekday lunches served at the Newby St. facility for participants. The City contribution makes up 11.4% of this budget.
3. *Senior Employment Services* - Placement of 1,200-1,500 seniors into jobs per year. The City contribution makes up 20.0% of this budget.
4. *Social Development (Recreation)* - Programs are conducted at 5 Senior Neighbor branches. The City contribution makes up 7.4% of this budget.
5. *Integenerational Program* - Children and seniors working together to promote better understanding between generations. The City contribution makes up 25.8% of this budget.

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

Budget Detail

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Recreation
Activity: Senior Citizen

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	50,000	55,000	55,000	55,000
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$50,000	$55,000	$55,000	$55,000
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$50,000	$55,000	$55,000	$55,000



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 begin at this time for the public and continue until the middle of August. Two swimming pools are open through the end of summer. Some of the programs offered to the general public in the summer months are free swimming lessons, eight (8) day camps, outdoor concerts, track and field events, tennis lessons, softball and baseball leagues, golf lessons, canoeing, backpacking, rafting, camping programs at no or little cost to participants. The Parks and Recreation Department offers all of the above programs to the disabled where possible or partner with organizations like SPARC to make sure all citizens have a fun and rewarding summer.

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*
- *Seek sponsors from community businesses and neighborhood organizations*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Number of pools open	2	2	2
Participants in:			
Kids Kamps	350	422	500
Fun & Picnic Day	1,200	1,355	1,455
Learn to Swim	200	218	240
Pools	7,820	8,600	8,800
Sand Volleyball	105	150	200
Horseshoes	400	418	450
Softball	5,250	5,828	6,000
Senior games	260	282	300
Summer's Eve Concert Series	0	625	650
Canoeing	508	777	900
Art in the Park	200	236	250
Baseball	4,630	5,332	5,550

Budget Detail

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Recreation
Activity: Summer Youth

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	94,123	107,254	128,850	143,599
18 Fringe Benefits	7,192	9,498	9,857	10,935
Total Salaries & Benefits	**$101,315**	**$116,752**	**$138,707**	**$154,534**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	9,755	21,591	1,625	1,425
06 Travel	0	0	800	800
07 Office & Administration	119	835	1,225	1,000
08 Utilities	22	0	0	0
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	23,631	2,308	0	0
12 Materials & Supplies	26,613	35,414	13,050	13,050
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$60,140**	**$60,148**	**$16,700**	**$16,275**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$161,455**	**$176,900**	**$155,407**	**$170,809**

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

➲ **Seek program growth opportunities**

- *Complete Phase One of the Fitness Center expansion project: includes expanding workout space, enhancing the staff's ability to monitor the facility, relocating front entrance/ improving parking and accessibility, and providing enhanced office space*
- *Develop new funding/revenue sources: enhance admission fee collection system, seek grants, donations, hold fund raising activities, etc.*
- *Pursue partnership opportunities with organizations that offer programs and/or services that complement our efforts*
- *Continue to encourage and support the revision/upgrade of Warner Park*

➲ **Assist with the implementation of CityFit, the City employee wellness program**

- *Provide input and expertise into all aspects of the program's formation and development*
- *Serve on employee wellness action team (committee)*

➲ **Provide growth opportunities for staff**

- *Challenge staff to increase their skills and knowledge by offering opportunities and resources through funding for membership in professional organizations, workshops, and certifications*
- *Offer skill- building training in areas such as teamwork, improving management skills, upgrading customer service skills, etc.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Attendance	110,995	110,999	111,000
Number of staff with fitness certification	2	6	6
Number of programs	2,500	2,500	2,500

Budget Detail

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Recreation
Activity: Fitness Center

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	105,252	111,608	118,034	132,951
18 Fringe Benefits	17,909	19,153	20,241	22,705
Total Salaries & Benefits	**$123,161**	**$130,761**	**$138,275**	**$155,656**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	29,885	31,131	32,650	41,650
06 Travel	859	2,088	2,200	2,200
07 Office & Administration	1,377	1,595	1,850	1,850
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	1,500	1,082	1,500	1,500
12 Materials & Supplies	3,744	6,980	7,600	7,600
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$37,365**	**$42,876**	**$45,800**	**$54,800**
15 Capital Outlay		1,010		
17 Fixed Assets				
Total Capital	**$0**	**$1,010**	**$0**	**$0**
Grand Total	**$160,526**	**$174,647**	**$184,075**	**$210,456**



Greater Chattanooga Sports Committee

Description

The Greater Chattanooga Sports and Events Committee was created in 1991 to market Chattanooga to the regional, 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 FY 96/97 is to bring in or create sports events that result in visitor spending of at least $15 million, which would generate $337,500 in local sales tax (@ 2.25%) revenues.**

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

Actual economic impact for 1995 was over $14 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 1994 - 1997

DIVISION: Recreation
Activity: Greater Chattanooga Sports Committee

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	62,500	87,500	75,000	75,000
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$62,500**	**$87,500**	**$75,000**	**$75,000**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$62,500**	**$87,500**	**$75,000**	**$75,000**

Parks Maintenance

Description

The Parks Maintenance Division is directly responsible for all repair activities for the Parks and Recreation Department, including 22 year-round recreation facilities and two seasonal ones, 14 parks, 100 softball fields, 78 tennis courts, the Greenway system, and two 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***
  - *ADA compliance - playgrounds & restrooms*
- **Increase physical facilities**
  - *Installation of new greenhouse*
  - *Completion of Carruthers Park, Portland Park, and soccer fields at Montague Park*
  - *Rehabilitation of East Lake Park pond, playground and pavilion*
  - *Completion of John A. Pc 'on Center and Rivermont Park softball field*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Number of work orders complete:			
Landscape & Construction	2,750	3,080	3,200
Custodial	4,180	4,300	3,850
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 1994 - 1997

DIVISION: Parks
Activity: Maintenance

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	1,349,049	1,392,788	1,223,559	1,266,428
18 Fringe Benefits	227,385	243,119	209,247	215,176
Total Salaries & Benefits	**$1,576,434**	**$1,635,907**	**$1,432,806**	**$1,481,604**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	93,355	116,932	108,650	118,650
06 Travel	2,184	3,269	3,500	3,500
07 Office & Administration	7,119	4,356	8,050	6,050
08 Utilities	158,944	149,819	158,000	159,000
09 Vehicle Operations	146,490	164,687	161,395	136,395
10 Insurance & Bonds				
11 Buildings & Grounds	28,074	16,338	21,000	21,000
12 Materials & Supplies	164,621	146,289	165,472	154,360
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$600,787**	**$601,690**	**$626,067**	**$598,955**
15 Capital Outlay		2,994		
17 Fixed Assets				
Total Capital	**$0**	**$2,994**	**$0**	**$0**
Grand Total	**$2,177,221**	**$2,240,591**	**$2,058,873**	**$2,080,559**

Zoo

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

➲ **Improve the educational opportunities at the Warner Park Zoo**

- *Complete another new exhibit in the South American Zone of the Zoo Enhancement Plan*
- *Create another primate social group*
- *Develop more educational programs for the zoo*
- *Create a teachers guide*

➲ **Improve the status of the zoo**

- *Apply for accreditation from AZA*
- *Continue to increase professional training opportunities for zookeepers and supervisors*

➲ **Increase Zoo funding**

- *Develop a marketing program for the zoo*
- *Apply for grants*
- *Implement an admission fee and policy*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Off-site programs completed	161	200	210
Participants in off-site programs	40,981	41,500	42,000
Grant applications completed	1	1	1
Grants received	0	2	1
Number of volunteers supervised	35	45	50

Budget Detail

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Parks
Activity: Zoo

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	91,284	94,023	156,114	147,328
18 Fringe Benefits	15,367	15,977	23,469	24,530
Total Salaries & Benefits	**$106,651**	**$110,000**	**$179,583**	**$171,858**
02 Professional Fees	3,326	3,256	4,118	4,500
03 Medical Services			500	500
04 Engineering Services				
05 Other Services	15,384	22,112	4,754	4,799
06 Travel	2,032	2,644	5,200	5,200
07 Office & Administration	856	658	1,660	1,660
08 Utilities	15,034	8,824	19,300	19,300
09 Vehicle Operations	572	1,453	1,675	2,675
10 Insurance & Bonds				
11 Buildings & Grounds	1,500	1,001	4,000	3,500
12 Materials & Supplies	18,482	14,059	18,789	19,418
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$57,186**	**$54,007**	**$59,996**	**$61,552**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$163,837**	**$164,007**	**$239,579**	**$233,410**

Ross's Landing / Plaza

Description

The Parks Department is responsible for the upkeep of the park and plaza area that surrounds the Tennessee Aquarium and extends to the Tennessee River at the north end of downtown. Included is the historic Walnut Street Bridge, a one-half mile pedestrian right-of-way spanning the Tennessee River. In addition, a portion of the Tennessee Riverwalk that unites Ross's Landing Park to the Walnut Street Bridge, the Hunter Art Museum, and the Sculpture Garden is also maintained. This park which is a 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 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Number of major events	5	10	20

Budget Detail

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Parks
Activity: Ross' Landing Plaza

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	309,197	306,046	289,540	343,881
18 Fringe Benefits	50,475	51,928	48,771	52,158
Total Salaries & Benefits	**$359,672**	**$357,974**	**$338,311**	**$396,039**
02 Professional Fees	103	0		
03 Medical Services				
04 Engineering Services				
05 Other Services	57,893	40,168	73,030	59,480
06 Travel	2,415	2,403	2,500	2,500
07 Office & Administration	795	405	2,115	1,450
08 Utilities	60,673	63,261	61,000	61,000
09 Vehicle Operations	1,527	3,474	4,050	8,150
10 Insurance & Bonds				
11 Buildings & Grounds	19,697	7,767	12,000	20,000
12 Materials & Supplies	54,968	63,527	74,350	74,000
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$198,071**	**$181,005**	**$229,045**	**$226,580**
15 Capital Outlay	38,826	10,424	58,603	58,250
17 Fixed Assets	39,054	42,745	38,800	35,900
Total Capital	**$77,880**	**$53,169**	**$97,403**	**$94,150**
Grand Total	**$635,623**	**$592,148**	**$664,759**	**$716,769**

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**
  - *Continue to implement 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*
  - *Assist in hosting the International Society of Arboriculture Southern Regional Conference in 1997*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Service requests performed	630	600	800
Number of trees pruned in the Streetscapes areas	100	100	300
Number of trees planted on South Broad	119	100	80

Budget Detail

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Parks
Activity: Urban Forestry

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	65,139	97,026	134,441	143,666
18 Fringe Benefits	10,989	16,547	22,588	24,195
Total Salaries & Benefits	**$76,128**	**$113,573**	**$157,029**	**$167,861**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	63,055	91,465	98,620	104,225
06 Travel	1,199	1,111	400	400
07 Office & Administration	1,331	1,623	2,555	2,475
08 Utilities				
09 Vehicle Operations	2,344	3,263	9,150	9,425
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	7,409	7,594	10,870	11,240
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$75,338**	**$105,056**	**$121,595**	**$127,765**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$151,466**	**$218,629**	**$278,624**	**$295,626**

Recreation Center Maintenance

Description

This budget is detailed to broad-form maintenance at twenty-four recreation 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**

- *Completion of security system installation at selected centers.*
- *Completion of termite and pest inspections, with treatment where indicated.*
- *Inspect each facility on a scheduled basis*
- *Privatization of maintenance of two recreation centers*
- *Develop a plan for long-range needs.*
- *Daily custodial maintenance*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Emergency service calls answered	300	395	350
Routine service calls	4,000	4,300	3,850

Budget Detail

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Parks
Activity: Recreation Center Maintenance

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages			251,840	293,124
18 Fringe Benefits			42,015	49,047
Total Salaries & Benefits	**$0**	**$0**	**$293,855**	**$342,171**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	3,739	17,632	65,571	77,401
06 Travel				
07 Office & Administration				
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	18,305	16,912	20,500	20,500
12 Materials & Supplies	34,093	47,690	89,928	77,790
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$56,137**	**$82,234**	**$175,999**	**$175,691**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$56,137**	**$82,234**	**$469,854**	**$517,862**

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 94/95: actual, FY 95/96: projected, FY 96/97: goal)

Combined facility usage:	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Attendance	335,332	340,000	350,000
Number of events	223	225	230
Number of days in use	392	395	400
Load-ins and rehearsals	75	75	80

Budget Details

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Memorial Auditorium
Activity: Operations

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	262,640	283,607	240,336	234,652
18 Fringe Benefits	42,810	49,474	41,281	39,928
Total Salaries & Benefits	$305,450	$333,081	$281,617	$274,580
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	36,012	28,978	46,035	58,995
06 Travel	1,951	2,214	1,750	2,250
07 Office & Administration	11,590	12,773	13,900	13,450
08 Utilities	110,830	96,876	104,690	101,775
09 Vehicle Operations	455	298	520	650
10 Insurance & Bonds	309	309	325	325
11 Buildings & Grounds	14,110	16,413	15,300	16,276
12 Materials & Supplies	17,350	25,624	19,850	20,756
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$192,607	$183,485	$202,370	$214,477
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$498,057	$516,566	$483,987	$489,057

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Memorial Auditorium
Activity: Concessions

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	19,428	22,337	26,000	27,560
18 Fringe Benefits	2,588	4,003	2,957	3,366
Total Salaries & Benefits	$22,016	$26,340	$28,957	$30,926
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	18,219	15,489	14,100	15,450
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	$18,219	$15,489	$14,100	$15,450
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$40,235	$41,829	$43,057	$46,376

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Tivoli Theatre
Activity: Operations

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	120,974	129,789	152,182	162,015
18 Fringe Benefits	20,559	22,685	26,044	27,174
Total Salaries & Benefits	$141,533	$152,474	$178,226	$189,189
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	20,245	24,398	35,610	43,805
06 Travel	1,917	1,275	1,750	2,250
07 Office & Administration	12,414	11,547	12,050	12,000
08 Utilities	72,556	70,511	73,050	70,665
09 Vehicle Operations	983	1,566	1,450	1,450
10 Insurance & Bonds	309	309	325	325
11 Buildings & Grounds	6,793	4,657	7,710	8,835
12 Materials & Supplies	9,109	11,065	11,200	11,050
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$124,326	$125,328	$143,145	$150,380
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$265,859	$277,802	$321,371	$339,569

PARKS & RECREATION
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Tivoli Theatre
Activity: Concessions

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	12,700	12,989	20,800	22,048
18 Fringe Benefits	1,831	1,708	2,560	2,946
Total Salaries & Benefits	$14,531	$14,697	$23,360	$24,994
02 Prof ional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	8,337	8,012	7,150	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	$8,337	$8,012	$7,150	$7,150
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$22,868	$22,709	$30,510	$32,144

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 1994 - 1997

DIVISION: R & R
Activity:

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	1,981	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				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$1,981**	**$0**	**$0**	**$0**
15 Capital Outlay	64,728	0		
17 Fixed Assets	87,896	0		
Total Capital	**$152,624**	**$0**	**$0**	**$0**
Grand Total	**$154,605**	**$0**	**$0**	**$0**

General Services

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 Years 1994 -1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$1,204,528	$1,196.645	$1,320.629	$1,438,406
Operating	14,260,300	15,330.248	13,969.105	13,520.151
Capital	120,180	10,411	0	0
Total	$15,585,008	$16,537.304	$15,289.734	$14,958.557
Positions Authorized	45	44	43	46

Administration

Description

The Administration division is the central authority for the Department of General Services. This divisions 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 96/97.*

- **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 1996/1997.*
  - *To gross a minimum of $150,000 in real estate sales for FY 96/97.*

Budget Detail

GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1994 -1997

DIVISION: Administration

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	201,908	223,768	239,472	255,455
18 Fringe Benefits	32,521	38,367	39,808	43,117
Total Salaries & Benefits	$234,429	$262,135	$279,280	$298,572
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	4,634	5,003	3,200	7,658
06 Travel	1,914	1,499	3,000	3,000
07 Office & Administration	5,239	9,928	7,000	8,411
08 Utilities				
09 Vehicle Operations	3,935	5,038	2,950	3,050
10 Insurance & Bonds	50,174	56,779	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	$65,896	$78,247	$72,650	$78,619
15 Capital Outlay	0	0	0	0
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$300,325	$340,382	$351,930	$377,191

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 94/95:actual, FY 95/96:projected, FY 96/97:goal)

Dollars spent for wage compensation cost
FY 94/95: $390,000 FY 95/96: $363,000 FY 96/97: $360,00
Dollars spent for I.O.D Direct medical cost
FY 94/95: $1,417,783 FY 95/96: $1,347,000 FY 96/97: $1,300,000
Number of lost time accidents
FY 94/95: 218 FY 95/96: 196 FY 96/97: 190
Number of days lost from OSHA Log
FY 94/95: 2,313 FY 95/96: 2,080 FY 96/97: 2,000
Percent accident review performed within 30 days: 100%
FY 94/95: 100% FY 95/96: 100% FY 96/97: 100%

Percent effective loss prevention programs:
FY 94/95: 40% FY 95/96: 45% FY 96/97: 47%
Percent of claimants contacted with 48 hours:
FY 94/95: 99+% FY 95/96: 100% FY 96/97: 100%
Percent reduction in worker's compensation:
FY 94/95: 9% FY 95/96: 12% FY 96/97: 10%
Public motor vehicle accidents (at fault):
FY 94/95: 70 FY 95/96: 60 FY 96/97: 55
Total insurance cost per capita: (worker's comp indemnity and medical)
FY 94/95: $765 FY 95/96: $765 FY 96/97: $765
Average man-hours lost per worker's compensation claim:
FY 94/95: 85 FY 95/96: 80 FY 96/97: 80
Cost per auto liability loss:
FY 94/95: $1,500 FY 95/96: $1,500 FY 96/97: $1,500
Cost per general liability loss:
FY 94/95: $500 FY 95/96: $500 FY 96/97: $500
Number of claims files closed during the fiscal year and total cost:
FY 94/95: 761/$146,228 FY 95/96: 723/$138,916 FY 96/97: 700/$120,000

Budget Detail

GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1994-1997

DIVISION: OSHA

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	65,352	98,271	139,828	179,263
18 Fringe Benefits	11,132	17,158	23,979	30,715
Total Salaries & Benefits	$76,484	$115,429	$163,807	$209,978
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	38,406	30,652	32,800	11,500
06 Travel	385	1,204	3,000	3,000
07 Office & Administration	1,630	2,136	1,560	2,000
08 Utilities				
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	2,050	1,035	1,870	670
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$42,471	$35,027	$39,230	$17,170
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$118,955	$150,456	$203,037	$227,148

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 94/95:actual, FY 95/96:projected, FY 96/97:goal)

Cost/square foot of carpet cleaned
FY 94/95: .03475/sq ft FY 95/96: .03475/sq ft FY 96/97: .03475/sq ft
Errands per day (hours spent per item)
FY 94/95: 1 FY 95/96: 1 FY 96/97: 1
Fluorescent light replaced (minutes spent per item)
FY 94/95: 3 FY 95/96: 3 FY 96/97: 3
Opening and closing (minutes spent per building)
FY 94/95: 15 FY 95/96: 10 FY 96/97: 10

Budget Detail

GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1994 -1997

DIVISION: City Hall / Annex Maintenance

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	239,191	194,626	243,434	255,764
18 Fringe Benefits	38,999	34,431	41,306	42,100
Total Salaries & Benefits	$278,190	$229,057	$284,740	$297,864
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	44,480	91,106	91,600	71,939
06 Travel	0	0	0	0
07 Office & Administration	42	1	0	0
08 Utilities	203,085	183,420	193,650	193,000
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	20,480	34,815	20,440	19,700
12 Materials & Supplies	20,375	15,977	23,820	21,320
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$288,462	$325,319	$329,510	$305,959
15 Capital Outlay	605	561	0	0
17 Fixed Assets	1,240	0	0	0
Total Capital	$1,845	$561	$0	$0
Grand Total	$568,497	$554,937	$614,250	$603,823

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, over 100 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.**

- **Send technicians to the factory training school for CRT Console instruction by the end of the fiscal 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 94/95:actual, FY 95/96:projected, FY 96/97:goal)

Minimum /Maximum response time in an emergency:

FY 94/95: 6/30 FY 95/96: 6/30 FY 96/97:6/30

Budget Detail

GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1994 -1997

DIVISION: Radio & Electronics

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	164,539	190,345	171,504	182,610
18 Fringe Benefits	28,522	32,239	29,418	31,569
Total Salaries & Benefits	**$193,061**	**$222,584**	**$200,922**	**$214,179**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	2,352	2,589	3,205	3,320
06 Travel	2,302	3,002	4,500	3,000
07 Office & Administration	697	460	889	750
08 Utilities				5,000
09 Vehicle Operations	4,795	13,614	5,100	5,100
10 Insurance & Bonds				
11 Buildings & Grounds	130	405	125	600
12 Materials & Supplies	33,254	36,627	45,300	45,300
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$43,530**	**$56,697**	**$59,119**	**$63,070**
15 Capital Outlay				
17 Fixed Assets	0	6,115	0	
Total Capital	**$0**	**$6,115**	**$0**	**$0**
Grand Total	**$236,591**	**$285,396**	**$260,041**	**$277,249**

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 94/95:actual, FY 95/96:projected, FY 96/97:goal)

Number and percent of *benefits* training workshops: (orientations scheduled and performed for general and sworn personnel)

FY 94/95: 29 FY 95/96: 32 FY 96/97: 33

Percent health care question/problems resolved within 2 days:

FY 94/95: 99+% FY 95/96: 99+% FY 96/97: 99+%

Percent of alcohol/drug referrals to employee assistance program who participate for one year:

FY 94/95: 100% FY 95/96: 100% FY 96/97: 100%

Budget Detail

GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1994 -1997

DIVISION: Employee Benefits Office

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	97,258	40,475	41,835	44,500
18 Fringe Benefits	16,540	7,652	7,179	7,645
Total Salaries & Benefits	$113,798	$48,127	$49,014	$52,145
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	562	845	2,800	2,800
06 Travel	0	294	1,000	500
07 Office & Administration	2,450	2,774	3,360	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	$3,012	$3,913	$7,160	$6,660
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$116,810	$52,040	$56,174	$58,805

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 96/97.**

Performance Indicators (FY 94/95:actual, FY 95/96:projected, FY 96/97:goal)

Number and percent of blanket order items converted to orders within 5 working days of reorder notice

FY 94/95: 300/80% FY 95/96: 85% FY 96/97: 85%

Number and percent of formal bid non-inventory requisitions converted to orders within 9 weeks

FY 94/95: 150/95% FY 95/96: 97% FY 96/97: 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 94/95: 30/95% FY 95/96:32/100% FY 96/97:32/ 100%

Number and percent of informal quotation for services or consultants converted contracts within 30 days

FY 94/95: 1,000/80% FY 95/96: 1,063/85% FY 96/97:1,063/ 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 94/95: 250/90% FY 95/96: 264/95% FY 96/97: 264/95%

Number and percent of items disposed of through city auctions within 6 months of being designated surplus

FY 94/95: 300/100% FY 95/96: 300/100% FY 96/97: 300/100%

Number and percent of non-inventory items lost or damaged in handling during the year

FY 94/95: 10/1% FY 95/96: 10/1% FY 96/97: 10/1%

Number and percent of office supplies delivered within 2 working days of requisition receipt

FY 94/95: 50/85% FY 95/96: 53/90% FY 96/97: 53/90%

Percent of requisition submitted for purchase action with 2 working days of reorder notice

FY 94/95: 100% FY 95/96: 100% FY 96/97: 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 94/95: 30/100% FY 95/96: 30/100% FY 96/97: 30/100%

Percent complete information given

FY 94/95: 90% FY 95/96: 95% FY 96/97: 95%

Percent of departmental requests responded to in 2 days

FY 94/95: 95% FY 95/96: 95% FY 96/97: 95%

Percent reduction in invitations to bid from previous year

FY 94/95: 1-3 hrs FY 95/96: 1-3 hrs FY 96/97: 1-3 hrs

Purchase orders generated — cost per unit

FY 94/95: $90.00 FY 95/96: $90.00 FY 96/97: $90.00

Budget Detail

GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1994 -1997

DIVISION: Purchasing

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	263,809	273,406	292,675	312,158
18 Fringe Benefits	44,757	45,907	50,191	53,510
Total Salaries & Benefits	$308,566	$319,313	$342,866	$365,668
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	14,922	10,883	17,919	18,844
06 Travel	3,128	4,048	2,050	4,000
07 Office & Administration	166,069	168,674	178,114	187,976
08 Utilities				
09 Vehicle Operations	867	29	1,055	1,055
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	4,251	105	10,800	10,800
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$189,237	$183,739	$209,938	$222,675
15 Capital Outlay		2,035		
17 Fixed Assets		535		
Total Capital	$0	$2,570	$0	$0
Grand Total	$497,803	$505,622	$552,804	$588,343



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 if 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 1994 -1997

DIVISION: Street & Traffic Lighting

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	101,908	0	100,886
06 Travel				
07 Office & Administration				
08 Utilities	2,410,738	2,246,400	2,358,090	2,329,204
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	4,084	621	0	0
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$2,414,822	$2,348,929	$2,358,090	$2,430,090
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$2,414,822	$2,348,929	$2,358,090	$2,430,090

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 1994-1997

DIVISION: R & R

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	88.732	1,165	0	0
17 Fixed Assets	29.603	0	0	0
Total Capital	$118,335	$1,165	$0	$0
Grand Total	$118,335	$1,165	$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 1994 -1997

DIVISION: Fleet Management

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	1.527.552	0	0	0
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$1,527,552	$0	$0	$0
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$1,527,552	$0	$0	$0



Personnel

Summary

Description

The City's Personnel Department has the responsibility for administering 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 administration of working with each department of city government in setting necessary standards and/or requirements for the recruitment and selection of employees for hiring and promotion; recruiting qualified candidates for city employment; assisting department heads in identifying qualified employees for promotion; and 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.*

➲ **To maintain and improve employee services**

- *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 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Applications taken	2,643	3,600	4,875
Job announcements	118	145	134
Jobs advertised (newspaper)	40	35	30
New hires	200	250	235
Retirements	20	20	45
Complaints filed	2	2	0

Departmental Budget Summary

DEPARTMENT OF PERSONNEL
Departmental Budget Summary
Fiscal Years 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$378,651	$403,576	$436,939	$460,249
Operating	114,736	158,545	220,173	214,028
Capital	11,560	3,313	0	0
Total	$504,947	$565,434	$657,112	$674,277
Positions Authorized	11	11	12	12

Budget Details

DEPARTMENT OF PERSONNEL
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Administration

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	323,232	343,516	374,031	393,262
18 Fringe Benefits	55,419	60,060	62,908	66,987
Total Salaries & Benefits	**$378,651**	**$403,576**	**$436,939**	**$460,249**
02 Professional Fees	24,511	27,767	75,208	71,208
03 Medical Services				
04 Engineering Services				
05 Other Services	6,017	13,234	30,770	36,817
06 Travel	5,874	4,423	7,650	7,650
07 Office & Administration	24,418	27,827	20,945	26,453
08 Utilities				
09 Vehicle Operations	852	5,364	3,900	3,900
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	15,466	5,011	7,500	7,500
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$77,138**	**$83,626**	**$145,973**	**$153,528**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$455,789**	**$487,202**	**$582,912**	**$613,777**

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 1994 - 1997

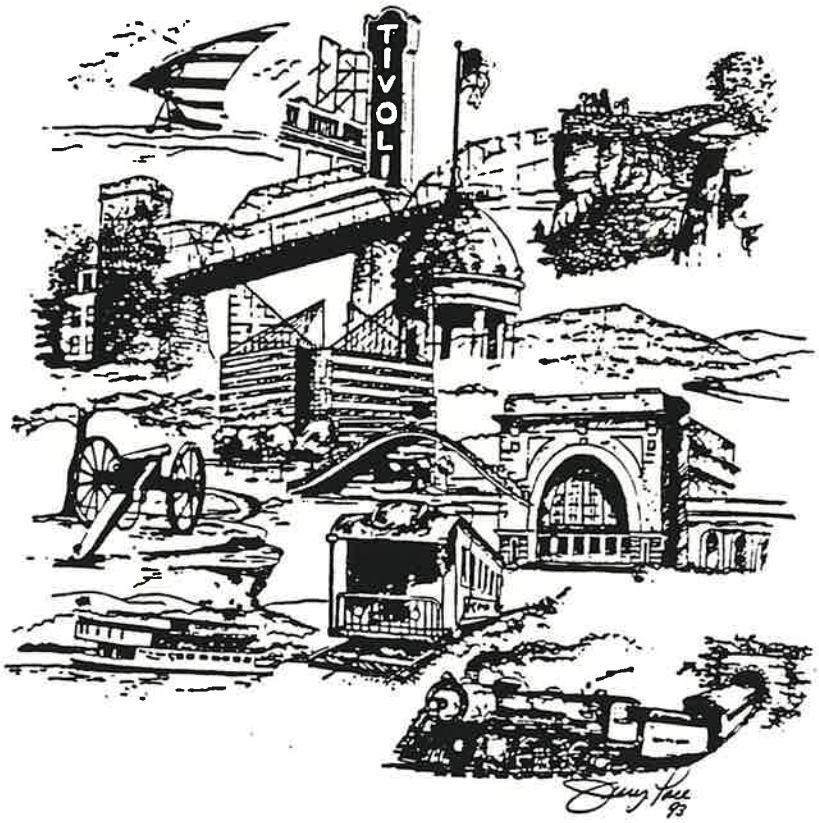
DIVISION: R & R

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	4,596	2,347		
17 Fixed Assets	6,964	966		
Total Capital	$11,560	$3,313	$0	$0
Grand Total	$11,560	$3,313	$0	$0

DEPARTMENT OF PERSONNEL
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION Physical Exams

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages				
18 Fringe Benefits				
Total Salaries & Benefits	$0	$0	$0	$0
02 Professional Fees				
03 Medical Services	37,598	74,919	74,200	60,500
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	$37,598	$74,919	$74,200	$60,500
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$37,598	$74,919	$74,200	$60,500


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EEO & Fair Housing

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 94/95: actual, FY 95/96: projected, FY 96/97: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Fair Housing Complaints	858	1,000	875
Rent Smart! Buy Smart! Booklets Requested	529	600	700
Handicapped Complaints	0	2	1
EEO Complaints	7	5	5
EEO Pre-Complaint Counseling	10	10	10
Public Telephone Contacts	945	1,000	1,000

Departmental Budget Summary

EQUAL EMPLOYMENT OPPORTUNITY/FAIR HOUSING
Departmental Budget Summary
Fiscal Years 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$101,998	$109,736	$111,380	$119,341
Operating	8,613	12,983	19,600	29,200
Capital	506	2,848	0	0
Total	$111,117	$125,567	$130,980	$148,541
Positions Authorized	3	3	3	3

EQUAL EMPLOYMENT OPPORTUNITY/FAIR HOUSING
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Administration

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	87,006	93,686	95,159	101,891
18 Fringe Benefits	14,992	16,050	16,221	17,450
Total Salaries & Benefits	$101,998	$109,736	$111,380	$119,341
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	2,257	4,042	10,300	19,800
06 Travel	1,365	2,058	1,500	2,500
07 Office & Administration	4,399	4,966	6,700	5,550
08 Utilities				
09 Vehicle Operations	592	1,917	1,100	1,350
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	$8,613	$12,983	$19,600	$29,200
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$110,611	$122,719	$130,980	$148,541

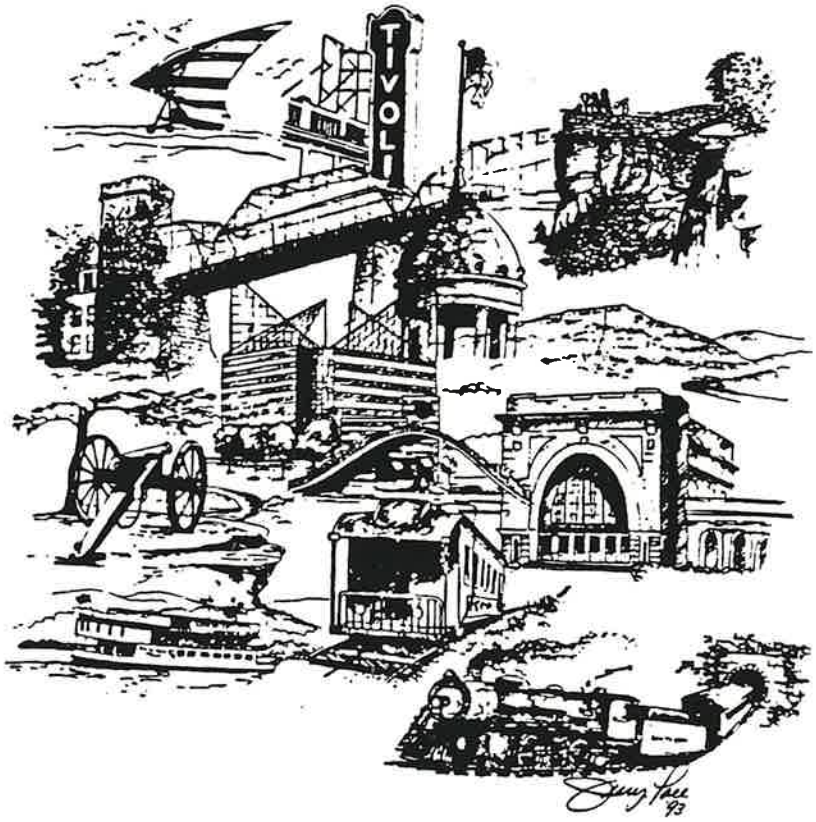
Description

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 1994 - 1997

DIVISION: R & R

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	506	223		
17 Fixed Assets		2,625		
Total Capital	$506	$2,848	$0	$0
Grand Total	$506	$2,848	$0	$0


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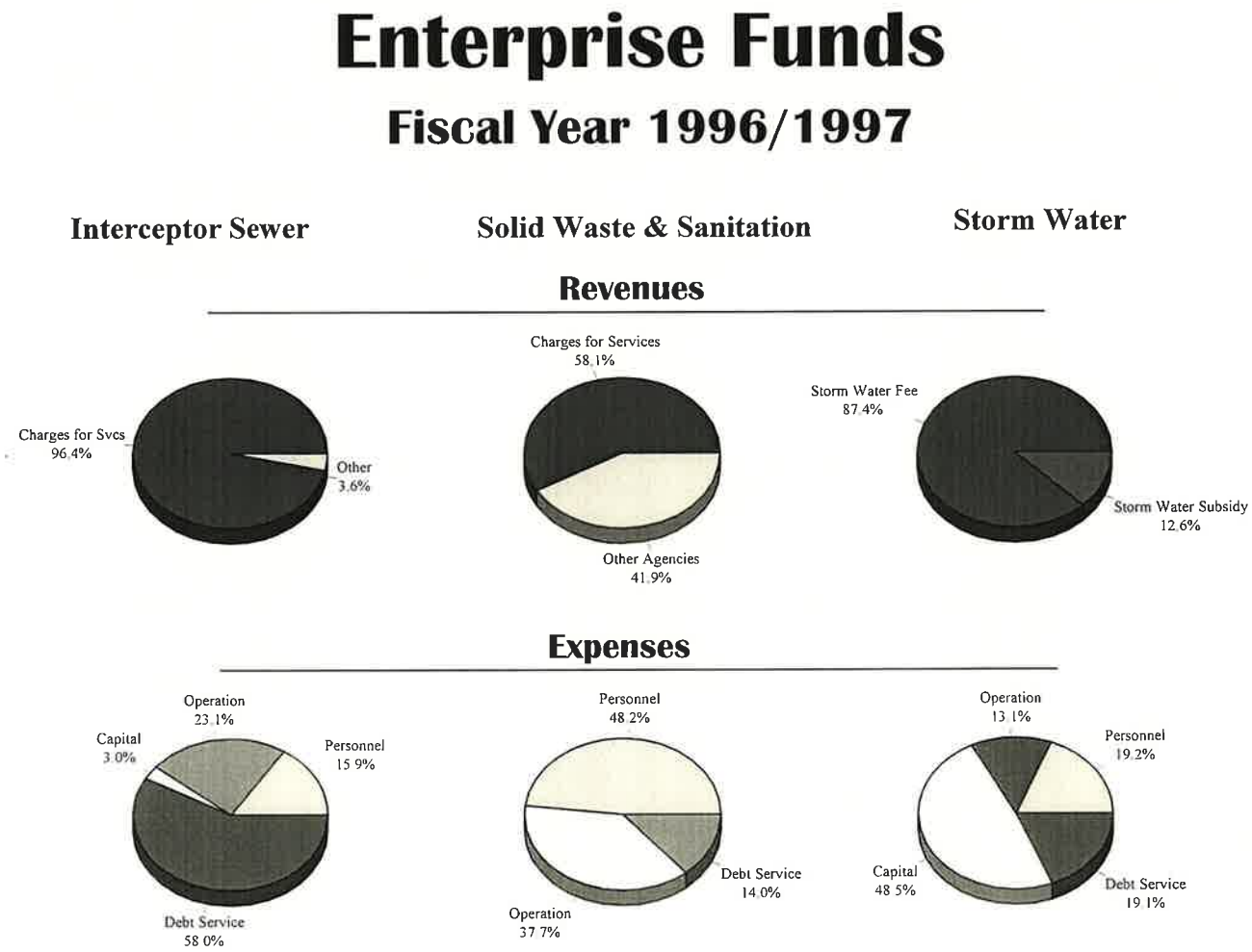
Enterprise Funds

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 budgeting 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, 1996 the budgeted revenue and expenses were as follows for these funds.

	Budgeted Revenue & Expenses	Actual Revenue	Actual Expenses
Interceptor Sewer Fund	$29,505,021	$30,918,437	$31,184,669
Solid Waste and Sanitation Fund	$ 9,327,540	$ 8,958,157	$10,837,898
Storm Water Management Fund	$ 4,616,299	$ 4,510,790	$ 4,886,887

The FY 96/97 Enterprise budgets are $29,867,925; $9,247,663; and $5,702,452 respectively.



Enterprise Funds Revenue Summary

Fund Type:	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
Enterprise Funds:						
Interceptor Sewer System	28,864	29,686	29,505	29,868	363	1.2%
Solid Waste & Sanitation	7,778	9,356	9,278	9,248	(30)	-0.3%
Storm Water Fund	4,652	4,890	4,616	5,702	1,086	23.5%
Total Enterprise Funds	**$41,294**	**$43,932**	**$43,399**	**$44,818**	**1,419**	**3.3%**

(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 either through the Tennessee-American Water Company or the Hixson Utility District. The sewer service rates 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, 1996 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	0.57	2.86	3.43
Next 650,000 gallons	0.57	1.95	2.52
Next 1,250,000 gallons	0.57	1.46	2.03
Over 2,000,000 gallons	0.57	0.88	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; Red Bank, 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	$0.6342	$0.4995	$1.1337

If regional customers are billed directly through the water company, the rate shall be one and 14/100 ($1.14) 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	$0.3433	$0.2704	$0.6137

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. $0.076 per pound of 5-day biochemical oxygen demand (BOD_5) 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,

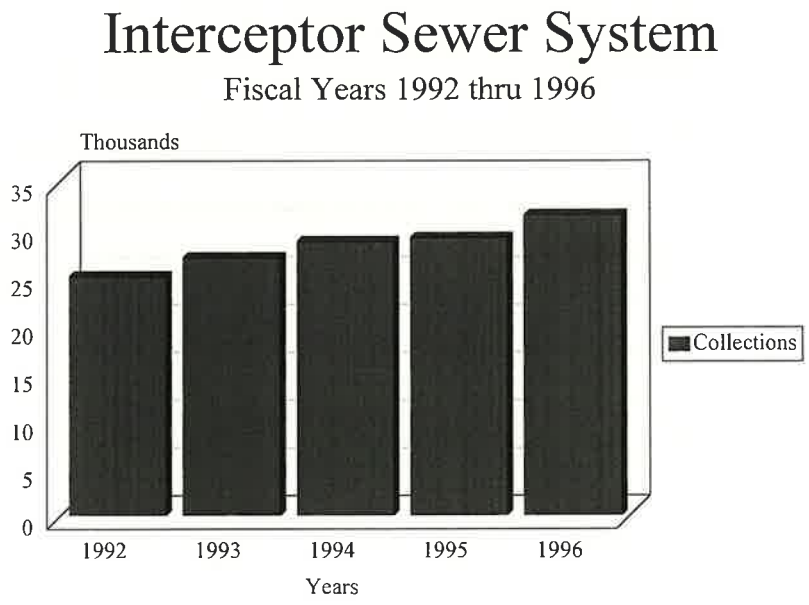
the City established its annual funding commitment of the System at $10,000,000 per year. Simultaneously, the City committed itself to enacting annual rate increases of at least 6.14% for each of the five consecutive years starting in July 1985 in order to support the $10,000,000 per year funding program. 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. The City is also proposing a 0% increase for FY 96/97 as well. 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	15.24%	FY 95/96	0.00%
FY 86/87	6.14%	FY 91/92	3.32%	FY 96/97	0.00%
FY 87/88	6.14%	FY 92/93	5.79%	(proposed)	
FY 89/90	6.14%	FY 94/95	0.00%		

Below is the sewer systems historical trend of collections.



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 96/97 decrease of $274,250, 4.9%, is due to a reduction in estimated revenue from landfill tipping fees.

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-two percent (41.8%) of the total budget. The FY 96/97 increase of $294,835, 8.2% 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.

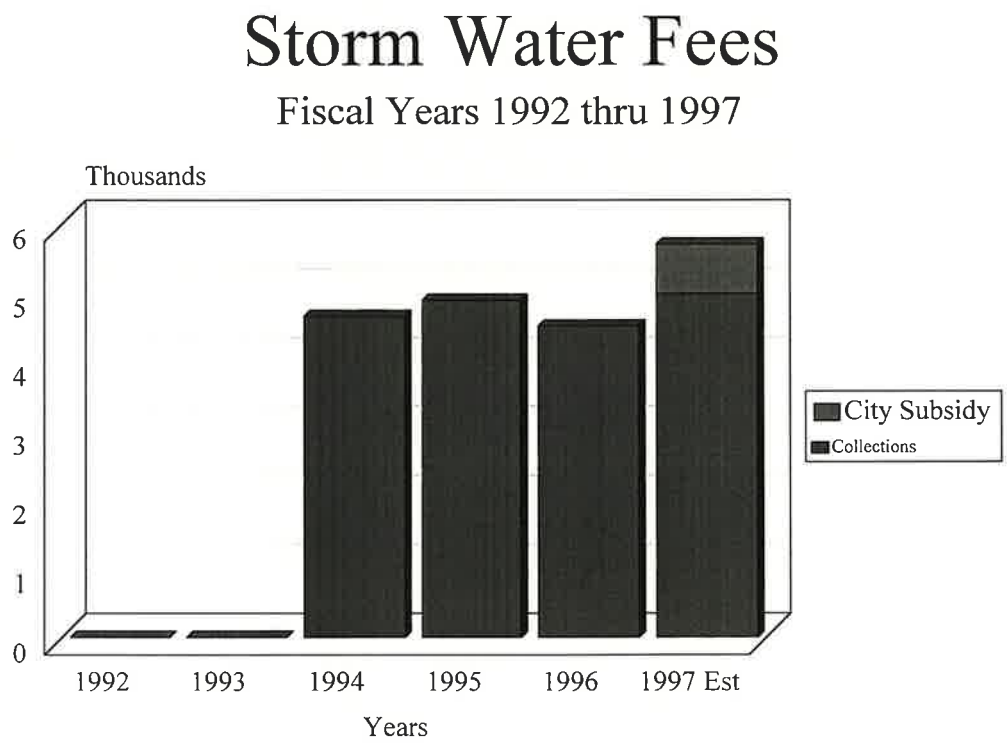


Storm Water Management Fund

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.



Enterprise Funds Expense Summary

Fund Type:	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
Enterprise Fund						
Interceptor Sewer System	30,254	30,195	29,505	29,868	363	1.2%
Solid Waste & Sanitation	7,793	8,626	9,278	9,248	(30)	-0.3%
Storm Water Fund	6,856	4,992	4,616	5,702	1,086	23.5%
Total Enterprise Fund	**$44,903**	**$43,813**	**$43,399**	**$44,818**	**1,419**	**3.3%**

(expressed in 1,000)

Expenses

Interceptor Sewer Fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs; chemical costs for liquid and solid handling; maintenance costs; electricity costs and depreciation. Major capital expenses needed for the Moccasin Bend Wastewater Treatment Plant, such as vehicle replacement, pump replacement and major system repairs occur here. In FY 96/97, the operations and maintenance increase of $560,753 , 5.3%, is due to city management proposing a 3% cost of living raise in addition to funding for employees to progress one pay plan step. This is about a 5% increase in salaries plus the associated fringe benefit costs. Allowances have been made for a minimal inflation increase on goods and services. The MMWWTP will decrease approved employment levels by 1 position during FY 96/97.

The capital improvement portion of the FY 96/97 ISS budget increased $512,000 over FY 95/96. This includes an additional $200,000 for the acceleration of recommended sewer rehabilitation point repairs and $205,000 for a vacuum/flush truck.

The debt service proposed budget for FY 96/97 decreased by $68,586 from FY 95/96 . This change is due to the varying interest and principal payments on bonded debt and/or capital outlay notes required from one fiscal year to the next.

Solid Waste 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 Fund budget for FY 96/97 decreased $29,846. This is due in part to the reduction of 3 full-time Garbage positions. The city is phasing in a new program that utilizes semi-automated curbside garbage pickup thus requiring less manpower on the routes.

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 96/97 Storm Water budgeted revenues increased $1,086,153, or 23.5%. The major underlying reason is due to management's desire to maintain the same level of General Fund support for storm water maintenance and repairs as it was prior to the implementation of the storm water fee. Therefore, 16 positions and related fringe benefit costs plus certain other operational costs were transferred from General Fund to the Storm water Fund with General Fund providing a funding source for these expenses.

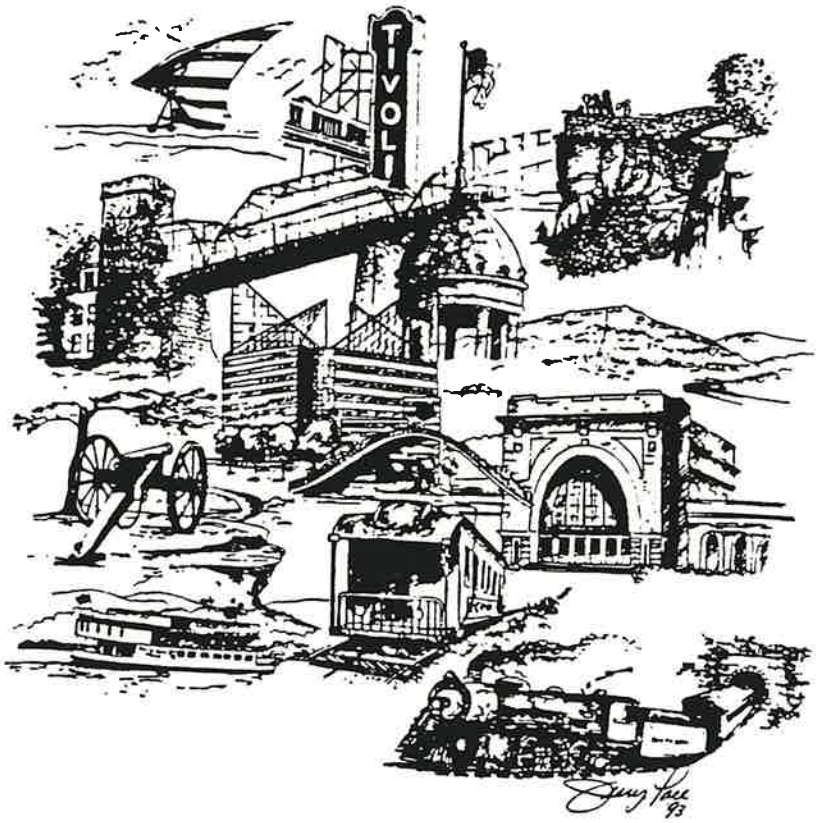
Enterprise Fund Revenues
Fiscal Years 1994 - 1997

Revenue Source	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Interceptor Sewer System (Fund 3051):							
Sewer Service Charges	24,862,454	24,528,653	24,625,932	24,509,652	(116,280)	-0.5%	54.69%
Industrial Surcharges	1,960,000	2,137,234	1,900,000	1,900,000	0	0.0%	4.24%
Septic Tank Charges	72,334	80,627	79,000	79,000	0	0.0%	0.18%
Weelage & Treatment							
Lookout Mountain, TN	94,084	83,634	74,079	81,477	7,398	10.0%	0.18%
Walker County, GA	268,737	246,310	252,546	241,687	(10,859)	-4.3%	0.54%
Collegedale, TN	259,990	269,922	278,480	262,614	(15,866)	-5.7%	0.59%
Soddy-Daisy, TN	52,932	43,866	45,136	48,527	3,391	7.5%	0.11%
East Ridge, TN	830,447	911,408	967,768	1,087,940	120,172	12.4%	2.43%
Windstone	4,167	5,360	4,799	7,247	2,448	51.0%	0.02%
Hamilton County, TN	18,692	34,020	17,427	31,430	14,003	80.4%	0.07%
Rossville, GA	0	280,718	290,116	319,385	29,269	10.1%	0.71%
Red Bank, TN	0	129,869	201,738	232,966	31,228	15.5%	0.52%
Refund to Regional Users		(735,101)	0	0	0	N/A	0.00%
Industrial User Permits	48,000	50,500	43,000	43,000	0	0.0%	0.10%
Garbage Grinder Fees	25,205	24,734	25,000	23,000	(2,000)	-8.0%	0.05%
Miscellaneous Revenue		57,486	0	0	0	N/A	0.00%
Fund Balance	0	0	0	0	0	N/A	0.00%
Interest Earnings	367,121	1,536,952	700,000	1,000,000	300,000	42.9%	2.23%
Total Intercepter Sewer	**$28,864,163**	**$29,686,192**	**$29,505,021**	**$29,867,925**	**362,904**	**1.2%**	**66.64%**
Solid Waste & Sanitation(Fund 3127):							
Landfill Dumping Charges	5,231,418	6,180,273	5,650,000	5,375,750	(274,250)	-4.9%	11.99%
Landfill Dumping Permits	5,590	12,544	1,000	1,000	0	0.0%	0.00%
City of Chattanooga Subsidy	2,540,893	2,810,604	3,576,078	3,870,913	294,835	8.2%	8.64%
State Sub Recycleable Material	0	84,774	0	0	0	N/A	0.00%
S/W Surcharge - State		289,735	0	0	0	N/A	0.00%
Misc Revenues		(21,975)	0	0	0	N/A	0.00%
Fund Balance	0	0	50,431	0	(50,431)	-100.0%	0.00%
Total Solid Waste & Sanitation	**$7,777,901**	**$9,355,955**	**$9,277,509**	**$9,247,663**	**(29,846)**	**-0.3%**	**20.63%**
Storm Water (Fund 3128):							
Stormwater Fee	4,652,297	4,889,640	4,616,299	4,983,570	367,271	8.0%	11.12%
General Fund Subsidy	0	0	0	718,882	718,882	N/A	1.60%
Total Stormwater	**$4,652,297**	**$4,889,640**	**$4,616,299**	**$5,702,452**	**1,086,153**	**23.5%**	**12.72%**
Grand Totals:	$41,294,361	$43,931,787	$43,398,829	$44,818,040	1,419,211	3.3%	100.00%

Enterprise Fund Expenditures

Fiscal Years 1994 - 1997

Expenditures	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Interceptor Sewer System (Fund 3051):							
Operations & Maintenance:							
Administration	1,078,706	1,098,330	1,118,811	1,027,639	(91,172)	-8.1%	2.29%
Safety & Training	95,075	56,760	33,554	30,409	(3,145)	-9.4%	0.07%
Laboratory	370,200	400,277	405,649	422,274	16,625	4.1%	0.94%
Pretreatment/Monitoring	254,343	270,635	242,999	257,982	14,983	6.2%	0.58%
Engineering	140,581	119,665	130,569	131,968	1,399	1.1%	0.29%
Plant Maintenance	1,130,242	1,071,578	1,044,977	1,077,542	32,565	3.1%	2.40%
Sewer Maintenance	744,875	769,110	710,852	704,857	(5,995)	-0.8%	1.57%
Moccasin Bend - Liquid Handling	3,412,242	3,282,433	3,195,342	3,293,129	97,787	3.1%	7.35%
Moccasin Bend - Solid Handling	2,516,370	2,176,360	2,141,081	2,156,355	15,274	0.7%	4.81%
Inflow & Infiltration	765,903	490,022	522,886	561,448	38,562	7.4%	1.25%
Combined Sewer Overflow	0	34,232	46,500	39,500	(7,000)	-15.1%	0.09%
Landfill Handling	0	0	125,000	500,000	375,000	300.0%	1.12%
	10,508,537	9,769,402	9,718,220	10,203,103	484,883	5.0%	
Pumping Stations							
Mountain Creek	17,823	15,435	17,250	21,850	4,600	26.7%	0.05%
Citico	164,963	148,745	170,150	180,345	10,195	6.0%	0.40%
Friar Branch	79,899	70,755	84,650	109,925	25,275	29.9%	0.25%
Hixson 1,2,3,&4	36,162	37,903	51,850	51,850	0	0.0%	0.12%
19th Street	25,297	22,678	31,300	37,300	6,000	19.2%	0.08%
Orchard Knob	38,104	41,886	38,100	44,100	6,000	15.7%	0.10%
South Chickamauga Creek	137,682	148,461	179,600	222,200	42,600	23.7%	0.50%
Tiftonia 1,2,3	28,880	22,485	30,450	30,950	500	1.6%	0.07%
23rd Street	81,299	75,069	113,250	88,350	(24,900)	-22.0%	0.20%
Minor Pump Stations	105,432	77,427	79,600	80,150	550	0.7%	0.18%
Residential Pump Stations	1,726	0	2,000	2,000	0	0.0%	0.00%
Murry Hills	454	1,991	6,100	6,100	0	0.0%	0.01%
Big Ridge 1 - 5	0	0	3,200	5,700	2,500	78.1%	0.01%
Highland Park	0	0	7,700	8,500	800	10.4%	0.02%
Dupont Parkway	0	0	11,150	12,900	1,750	15.7%	0.03%
	717,721	662,835	826,350	902,220	75,870	9.2%	
Depreciation	6,412,822	6,412,822	0	0	0	N/A	0.00%
Capital Improvements Program	0	278,508	800,000	1,312,000	512,000	64.0%	2.93%
Debt Service & Reserve							
Principal	5,550,000	6,006,500	6,484,776	7,622,972	1,138,196	17.6%	17.01%
Interest	7,049,691	7,048,744	7,642,154	6,546,153	(1,096,001)	-14.3%	14.61%
Service Charges	15,632	16,284	135,000	20,000	(115,000)	-85.2%	0.04%
Reserve Coverage	0	0	1,412,693	1,416,912	4,219	0.3%	3.16%
	12,615,323	13,071,528	15,674,623	15,606,037	(68,586)	-0.4%	
Reserve for Contingencies	0	0	2,485,828	1,844,565	(641,263)	-25.8%	4.12%
Total Intercepter Sewer	**$30,254,403**	**$30,195,095**	**$29,505,021**	**$29,867,925**	**$362,904**	**1.2%**	**66.64%**
Solid Waste & Sanitation(Fund 3127):							
Garbage Collection	3,123,798	2,648,721	2,839,918	2,749,798	(90,120)	-3.2%	6.14%
Recycle	308,590	408,480	479,818	441,017	(38,801)	-8.1%	0.98%
Capital Improvements	2,500	557,744	0	0	0	N/A	0.00%
Brush & Trash Collection	1,505,062	1,561,326	1,652,929	1,741,144	88,215	5.3%	3.88%
Sanitary Landfill	1,946,407	1,890,163	1,831,765	1,804,837	(26,928)	-1.5%	4.03%
Wood Recycle	382,656	422,946	576,637	639,896	63,259	11.0%	1.43%
Solid Waste Reserve	522,241	522,241	565,000	537,575	(27,425)	-4.9%	1.20%
Renewal & Replacement	2,094	1,776	36,782	34,120	(2,662)	-7.2%	0.08%
Debt Service	0	612,384	1,294,660	1,299,276	4,616	0.4%	2.90%
Total Solid Waste & Sanitation	**$7,793,348**	**$8,625,781**	**$9,277,509**	**$9,247,663**	**($29,846)**	**-0.3%**	**20.63%**
Storm Water (Fund 3128):							
Stormwater Management	719,012	1,658,852	1,122,982	1,796,877	673,895	60.0%	4.01%
Renewal & Replacement	145,699	19,681	53,400	50,000	(3,400)	-6.4%	0.11%
Capital Improvement	5,743,306	3,104,703	2,363,548	2,767,953	404,405	17.1%	6.18%
Debt Service	247,542	208,747	1,076,369	1,087,622	11,253	1.0%	2.43%
Total Stormwater	**$6,855,559**	**$4,991,983**	**$4,616,299**	**$5,702,452**	**1,086,153**	**23.5%**	**12.72%**
Grand Totals:	**$44,903,310**	**$43,812,859**	**$43,398,829**	**$44,818,040**	**1,419,211**	**3.3%**	**100.00%**


TIVOLI

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 hydraulictreatment 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.*

- *Implement a program to accomplish point repairs to sewer lines in a more timely and efficient manner such that overflows are minimized and flows to the treatment facilities are reduced.*

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
1996	59

Usage of the System also increased in terms of customer connections. Total sewer connections for City of Chattanooga residents increased from 43,870 in 1987 to approximately 55,000 customer connections as of June, 1996. 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 $29.5 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 metering of regional user discharges, which will capture additional revenue from infiltration and inflow, and the continued 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 Years 1994 - 1997

DIVISION: ISS OPERATIONS

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$4,350,386	$4,297,764	$4,291,631	$4,370,853
Operating	5,822,018	5,463,926	5,426,589	5,832,250
Capital	336,133	7,712	800,000	1,312,000
Total	$10,508,537	$9,769,402	$10,518,220	$11,515,103
Debt Service	12,615,323	13,071,528	15,674,623	15,606,037
Reserve for Contingencies	0	0	2,485,828	1,844,565
Positions Authorized	149	149	123	122

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: ISS Pumping Stations

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$0	$0	$0	$0
Operating	$717,721	$662,835	$826,350	$902,220
Capital	$0	$0	$0	$0
Total	$717,721	$662,835	$826,350	$902,220

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 (FY94/95: actual, FY 95/96: projected, FY 96/97: goal)

- Inventory should decrease from previous year or increase no more than 1%
- No second request calls for original credit request
  FY 94/95 - 98% FY 95/96 - 99% FY 96/97 - 100%
- Data for prior month's performance should be with the supervisors no later than the 10th of the month
  FY 94/95 - 97% FY 95/96 - 98% FY 96/97 - 100%

Budget Detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Administration

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	281,874	313,958	316,851	328,094
18 Fringe Benefits	78,959	88,795	91,366	75,544
Total Salaries & Benefits	**$360,833**	**$402,753**	**$408,217**	**$403,638**
02 Professional Fees	2,380	3,745	40,000	40,000
03 Medical Services	110	297	0	0
04 Engineering Services	0	0	0	0
05 Other Services	663,297	662,088	639,199	547,996
06 Travel	2,138	2,920	3,150	7,450
07 Office & Administration	23,411	18,395	19,295	19,115
08 Utilities	0	0	0	0
09 Vehicle Operations	2,794	4,921	4,450	4,620
10 Insurance & Bonds	40	0	0	0
11 Buildings & Grounds	5,211	914	2,250	2,250
12 Materials & Supplies	2,822	1,864	2,250	2,570
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	**$702,203**	**$695,144**	**$710,594**	**$624,001**
15 Capital Outlay	2,223	433	0	0
17 Fixed Assets	13,447	0	0	0
Total Capital	**$15,670**	**$433**	**$0**	**$0**
Grand Total	**$1,078,706**	**$1,098,330**	**$1,118,811**	**$1,027,639**

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

- **Utilization of Laboratory Information Management System (LIMS) in providing better services in meeting goals**
- **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 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Laboratory

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	218,518	222,964	225,952	238,345
18 Fringe Benefits	61,542	62,163	63,672	56,729
Total Salaries & Benefits	**$280,060**	**$285,127**	**$289,624**	**$295,074**
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	19,675	37,370	35,200	42,400
06 Travel	5,320	4,940	5,300	5,300
07 Office & Administration	947	1,844	1,550	2,500
08 Utilities	0	0	0	0
09 Vehicle Operations	1,502	1,466	1,775	2,550
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	3,203	12,542	12,000	12,500
12 Materials & Supplies	56,395	50,817	60,200	61,950
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	$87,042	$108,979	$116,025	$127,200
15 Capital Outlay	3,098	6,171	0	0
17 Fixed Assets	0	0	0	0
Total Capital	$3,098	$6,171	$0	$0
Grand Total	$370,200	$400,277	$405,649	$422,274

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 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Engineering

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	92,789	87,291	88,094	93,405
18 Fringe Benefits	21,695	20,563	20,900	19,758
Total Salaries & Benefits	**$114,484**	**$107,854**	**$108,994**	**$113,163**
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	16,692	4,373	10,650	7,225
06 Travel	1,626	691	3,425	2,925
07 Office & Administration	1,253	1,404	1,320	1,275
08 Utilities	0	0	0	0
09 Vehicle Operations	2,669	3,324	4,500	5,600
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	2,965	2,019	1,680	1,780
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	**$25,205**	**$11,811**	**$21,575**	**$18,805**
15 Capital Outlay	892	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$892**	**$0**	**$0**	**$0**
Grand Total	**$140,581**	**$119,665**	**$130,569**	**$131,968**

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**
- **Reduction in staffing by contracting out routine tasks such as custodial services and grass cutting**

  - *Reduce the size of work order backlog to near 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 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Plant Maintenance

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	794,619	768,781	762,098	809,875
18 Fringe Benefits	241,085	234,239	224,079	198,417
Total Salaries & Benefits	**$1,035,704**	**$1,003,020**	**$986,177**	**$1,008,292**
02 Professional Fees	0	0	0	0
03 Medical Services	2,960	156	1,000	1,000
04 Engineering Services	0	0	0	0
05 Other Services	20,957	16,188	7,000	12,800
06 Travel	57	269	1,600	1,600
07 Office & Administration	1,670	734	1,300	1,450
08 Utilities	0	0	0	0
09 Vehicle Operations	22,432	25,821	24,100	27,600
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	1,772	407	1,400	1,400
12 Materials & Supplies	43,827	24,983	22,400	23,400
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	**$93,675**	**$68,558**	**$58,800**	**$69,250**
15 Capital Outlay	863	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$863**	**$0**	**$0**	**$0**
Grand Total	**$1,130,242**	**$1,071,578**	**$1,044,977**	**$1,077,542**

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*
- **Provide repair services in support of the inflow-infiltration section**

Budget Detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Sewer Maintenance

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	400.198	406.120	398.366	410.044
18 Fringe Benefits	121.974	130.516	123.596	103.633
Total Salaries & Benefits	**$522,172**	**$536,636**	**$521,962**	**$513,677**
02 Professional Fees	0	0	0	0
03 Medical Services	1,366	49	800	0
04 Engineering Services	0	0	0	0
05 Other Services	97,501	101.269	74,040	75.240
06 Travel	14	0	1.175	1.175
07 Office & Administration	2,107	791	1.500	1.540
08 Utilities	10,466	9,489	11.000	7.000
09 Vehicle Operations	37,980	39.302	40,100	43.600
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	1,541	500	2.500
12 Materials & Supplies	73,130	80,033	59,775	60,125
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	**$222,564**	**$232,474**	**$188,890**	**$191,180**
15 Capital Outlay	139	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$139**	**$0**	**$0**	**$0**
Grand Total	**$744,875**	**$769,110**	**$710,852**	**$704,857**

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**
- **Reduce manpower and utility requirements through automation**
  - *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 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Moccasin Bend - Liquid Handling

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	803,866	758,065	752,693	794,989
18 Fringe Benefits	224,864	220,380	211,774	190,315
Total Salaries & Benefits	**$1,028,730**	**$978,445**	**$964,467**	**$985,304**
02 Professional Fees	1,452	1,810	0	0
03 Medical Services	0	980	1,200	1,200
04 Engineering Services	60,969	2,600	0	0
05 Other Services	141,467	278,806	218,800	237,500
06 Travel	2,393	2,808	4,000	3,000
07 Office & Administration	6,536	7,097	5,000	7,600
08 Utilities	1,655,282	1,425,051	1,500,500	1,501,500
09 Vehicle Operations	26,159	30,332	23,675	39,575
10 Insurance & Bonds	24,777	24,776	25,000	25,000
11 Buildings & Grounds	54,562	34,591	60,200	60,450
12 Materials & Supplies	376,045	494,328	392,500	432,000
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	**$2,349,642**	**$2,303,179**	**$2,230,875**	**$2,307,825**
15 Capital Outlay	33,870	809	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$33,870**	**$809**	**$0**	**$0**
Grand Total	**$3,412,242**	**$3,282,433**	**$3,195,342**	**$3,293,129**

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 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 two sewer flushing units, TV inspection van, grouting unit, and other related 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 pipeline inspections and flow monitoring to identify sources of I & I**
- **Corrective work to reduce or eliminate in flow & infiltration**
- **Pipeline inspections of trouble spots in the system as neeeded**
- **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 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Inflow & Infiltration

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	218,149	187,679	200,066	208,770
18 Fringe Benefits	57,135	50,534	53,715	50,403
Total Salaries & Benefits	**$275,284**	**$238,213**	**$253,781**	**$259,173**
02 Professional Fees -	0	0	0	0
03 Medical Services	1,261	0	500	500
04 Engineering Services	0	0	0	0
05 Other Services	90,580	77,621	89,600	117,600
06 Travel	70	621	1,150	1,150
07 Office & Administration	5,634	1,108	1,855	1,425
08 Utilities	0	0	7,500	2,000
09 Vehicle Operations	42,407	15,583	28,950	39,450
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	7,829	0	1,000	1,000
12 Materials & Supplies	160,192	156,876	138,550	139,150
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	**$307,973**	**$251,809**	**$269,105**	**$302,275**
15 Capital Outlay	0	0	0	0
17 Fixed Assets	182,646	0	0	0
Total Capital	**$182,646**	**$0**	**$0**	**$0**
Grand Total	**$765,903**	**$490,022**	**$522,886**	**$561,448**

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 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Safety & Training

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	50,664	35,016	24,046	24,772
18 Fringe Benefits	15,853	11,979	8,208	5,412
Total Salaries & Benefits	**$66,517**	**$46,995**	**$32,254**	**$30,184**
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	14,515	1,429	700	0
06 Travel	1,876	375	0	0
07 Office & Administration	3,697	744	200	0
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	300	0	100	0
12 Materials & Supplies	6,811	7,217	300	225
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	**$27,199**	**$9,765**	**$1,300**	**$225**
15 Capital Outlay	1,359	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$1,359**	**$0**	**$0**	**$0**
Grand Total	**$95,075**	**$56,760**	**$33,554**	**$30,409**

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 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Pretreatment/Monitoring

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	166,264	148,836	153,142	164,255
18 Fringe Benefits	48,184	50,045	46,957	39,313
Total Salaries & Benefits	**$214,448**	**$198,881**	**$200,099**	**$203,568**
02 Professional Fees	0	0	0	0
03 Medical Services	8	55	0	0
04 Engineering Services	0	0	0	0
05 Other Services	5,281	33,115	11,300	16,350
06 Travel	3,351	3,011	3,950	4,750
07 Office & Administration	3,316	2,444	2,425	3,289
08 Utilities	0	0	0	0
09 Vehicle Operations	13,957	12,466	15,550	16,550
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	433	600	600
12 Materials & Supplies	9,986	19,931	9,075	12,875
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	**$35,899**	**$71,455**	**$42,900**	**$54,414**
15 Capital Outlay	3,996	299	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$3,996**	**$299**	**$0**	**$0**
Grand Total	**$254,343**	**$270,635**	**$242,999**	**$257,982**

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.**
- **Implement land application program by contracting out these services.**
- **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 and average of 24,000 dry tons of sludge annually*

Budget Detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Moccasin Bend - Solid Handling

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	354,971	388,366	406,088	449,563
18 Fringe Benefits	97,183	111,474	119,968	109,217
Total Salaries & Benefits	**$452,154**	**$499,840**	**$526,056**	**$558,780**
02 Professional Fees	0	0	0	0
03 Medical Services	990	75	575	125
04 Engineering Services	0	0	0	0
05 Other Services	170,160	95,259	105,150	114,000
06 Travel	0	25	1,500	1,500
07 Office & Administration	696	245	650	900
08 Utilities	165,281	181,189	142,500	142,500
09 Vehicle Operations	183,841	208,364	183,350	191,350
10 Insurance & Bonds	0	9,351	8,000	8,000
11 Buildings & Grounds	28,321	9,839	19,800	15,200
12 Materials & Supplies	1,421,327	1,172,173	1,153,500	1,124,000
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	**$1,970,616**	**$1,676,520**	**$1,615,025**	**$1,597,575**
15 Capital Outlay	93,600	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$93,600**	**$0**	**$0**	**$0**
Grand Total	**$2,516,370**	**$2,176,360**	**$2,141,081**	**$2,156,355**

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.**
  - *Reduction in the number and/or pollutant load of combined sewer overflow*
  - *Meeting federal and state CSO control guideline*
- **Continue effective operation of the Ross's Landing CSO facility.**

Budget Detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Combined Sewer Overflow

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	13,902	17,000	15,000
06 Travel	0	0	0	0
07 Office & Administration	0	0	0	0
08 Utilities	0	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	20,330	27,500	22,500
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	**$0**	**$34,232**	**$46,500**	**$39,500**
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$0**	**$34,232**	**$46,500**	**$39,500**

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. Proposals have been received from land application contractors to land apply 20,000 wet tons annually of the sludge produced by MMWWTP. This program should begin on or about January 1, 1997.

Budget Detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: ISS Operations
ACTIVITY: Landfill Handling

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	500,000
06 Travel	0	0	0	0
07 Office & Administration	0	0	0	0
08 Utilities	0	0	0	0
09 Vehicle C erations	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**	**$500,000**
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**	**$500,000**

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 100 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 a'' pump station equipment to 65% of the time*

Budget Detail

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: ISS Pumping Stations
ACTIVITY: Pump Station Summary

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	600	0	0	0
05 Other Services	35,074	31,803	46,650	56,800
06 Travel	0	0	0	0
07 Office & Administration	1,777	1,208	1,800	2,400
08 Utilities	550,213	549,099	589,250	640,700
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	5,212	4,797	10,500	9,800
11 Buildings & Grounds	33,999	13,741	24,400	26,120
12 Materials & Supplies	90,846	62,187	153,750	166,400
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	**$717,721**	**$662,835**	**$826,350**	**$902,220**
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$717,721**	**$662,835**	**$826,350**	**$902,220**

Solid Waste & Sanitation

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 thought 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 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	4,438.284	4,091,238	4,443,389	4,457,970
Operations	3,346.196	3,968,167	4,757,553	4,755,573
Capital	8,868	566,376	126,898	34,120
Total	$7,793,348	$8,625,781	$9,327,840	$9,247,663
Positions Authorized	162	162	164	159

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%.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual	Projected	Goal
	FY 94/95	FY 95//96	FY 96/97
Revenue Produced			
Recycle Material Collection	$101,303	75,000	95,000

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Recycle

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	163.273	163.877	148.773	155.579
18 Fringe Benefits	52.638	48.944	37.783	39.398
Total Salaries & Benefits	215,911	212,821	186,556	194,977
02 Professional Fees				
03 Medical Services		90	250	250
04 Engineering Services				
05 Other Services	44.879	159,073	203.565	203.240
06 Travel	1.172	1,130	4.000	2.000
07 Office & Administration	9.626	2.382	12.871	6.450
08 Utilities				
09 Vehicle Operations	20.661	23.830	29.141	30.900
10 Insurance & Bonds				
11 Buildings & Grounds	242	0		
12 Materials & Supplies	14.925	2.248	3.300	3.200
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges	50	50	50	0
Total Operations	$91,555	$188,803	$253,177	$246,040
15 Capital Outlay	1.124	982	39.716	
17 Fixed Assets	0	5,874	50.400	0
Total Capital	$1,124	$6,856	$90,116	$0
Grand Total	$308,590	$408,480	$529,849	$441,017

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*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

Curbside Collections (tons)	Actual FY 94/95	Projected FY 95//96	Goal FY 96/97
Garbage	48,178	50,000	52,000
Recyclables	5,194	5,500	5,750

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Waste Pickup - Garbage Collection

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	1,607,380	1,361,444	1.457,937	1.482,727
18 Fringe Benefits	453,614	424.021	425.032	330.255
Total Salaries & Benefits	2,060,994	1,785,465	1,882,969	1,812,982
02 Professional Fees				
03 Medical Services	75	370	1.000	1.000
04 Engineering Services				
05 Other Services	428.382	208.731	236.377	216.816
06 Travel				
07 Office & Administration	568	195		1.300
08 Utilities				
09 Vehicle Operations	629.377	646.655	713.572	712.000
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	2.802	5.705	6.000	5.700
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges	1.600	1.600		
Total Operations	$1,062,804	$863,256	$956,949	$936.816
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$3,123,798	$2,648,721	$2,839,918	$2,749,798

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

Curbside Collections (tons)	Actual FY 94/95	Projected FY 95//96	Goal FY 96/97
Brush	26,972	27,500	28,750
Trash	5,522	5,500	5,750

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Waste Pickup - Brush & Trash

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	893,708	882,200	1,025,041	1,075,618
18 Fringe Benefits	226,571	264,661	230,953	256,886
Total Salaries & Benefits	1,120,279	1,146,861	1,255,994	1,332,504
02 Professional Fees				
03 Medical Services	530	140	800	800
04 Engineering Services				
05 Other Services	94,112	3,359	2,350	9,190
06 Travel				
07 Office & Administration	344	254		1,100
08 Utilities				
09 Vehicle Operations	284,308	404,662	387,615	390,800
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	4,339	6,050	6,170	6,750
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges	1,150	0		
Total Operations	$384,783	$414,465	$396,935	$408,640
15 Capital Outlay				
17 Fixed Assets				
Total Capital	$0	$0	$0	$0
Grand Total	$1,505,062	$1,561,326	$1,652,929	$1,741,144

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual	Projected	Goal
Revenue	FY 94/95	FY 95//96	FY 96/97
Tipping Fees Collected	6,180,273	5,650,000	5,375,750

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION :Solid Waste - Landfill

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	617.119	510.354	562.280	583.726
18 Fringe Benefits	163.986	151.734	168.332	148.685
Total Salaries & Benefits	781,105	662,088	730,612	732,411
02 Professional Fees				
03 Medical Services	1.825	310	1.500	500
04 Engineering Services				
05 Other Services	364.109	184.893	112.534	107.136
06 Travel	973	1.098	2.450	2.450
07 Office & Administration	6.307	3.553	7.200	4.790
08 Utilities	13.606	12.207	15.000	20.750
09 Vehicle Operations	402.570	594.305	508.700	452.700
10 Insurance & Bonds				
11 Buildings & Grounds	5.911	4.040	10.500	9.250
12 Materials & Supplies	80.597	122.809	135.269	169.850
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges	286.254	304.860	308.000	305.000
Total Operations	$1,162,152	$1,228,075	$1,101,153	$1,072,426
15 Capital Outlay				
17 Fixed Assets	3.150	0		
Total Capital	$3,150	$0	$0	$0
Grand Total	$1,946,407	$1,890,163	$1,831,765	$1,804,837

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual	Projected	Goal
Revenue	FY 94/95	FY 95//96	FY 96/97
Fees Collected	64,631	65,500	67,000



Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION : Compost Waste Collection

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	197,472	220,124	299,372	304,962
18 Fringe Benefits	62,523	63,879	87,886	80,134
Total Salaries & Benefits	**259,995**	**284,003**	**387,258**	**385,096**
02 Professional Fees				
03 Medical Services		90	150	150
04 Engineering Services				
05 Other Services	88,632	41,621	76,900	66,500
06 Travel				
07 Office & Administration	1,168	64	1,350	950
08 Utilities			2,300	3,000
09 Vehicle Operations	26,527	78,689	71,950	99,950
10 Insurance & Bonds				
11 Buildings & Grounds		619	3,200	5,750
12 Materials & Supplies	4,334	13,649	29,829	74,500
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges	2,000	4,211	4,000	4,000
Total Operations	**$122,661**	**$138,943**	**$189,679**	**$254,800**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$382,656**	**$422,946**	**$576,937**	**$639,896**

Capital Improvements

Description

The Solid Waste Fund Capital Improvements 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 1994 - 1997

DIVISION : Capital Improvements

Category	Actual FY 93/94	Actual FY 93/94	Budget FY 95/96	Budget FY 96/97
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	2,500	209,796		
17 Fixed Assets		347,948		
Total Capital	$2,500	$557,744	$0	$0
Grand Total	$2,500	$557,744	$0	$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 1994 - 1997

DIVISION : Renewal & Replacement

Category	Actual FY 93/94	Actual FY 93/94	Budget FY 95/96	Budget FY 96/97
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	1,776		
17 Fixed Assets			36,782	34,120
Total Capital	$2,094	$1,776	$36,782	$34,120
Grand Total	$2,094	$1,776	$36,782	$34,120

Debt Service

Description

The Solid Waste Fund Debt Service activity is set up to provide for payment of bonded debt.

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION : Debt Service

Category	Actual FY 93/94	Actual FY 93/94	Budget FY 95/96	Budget FY 96/97
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		612.384	1,294,660	1,299,276
19 Landfill Materials				
20 State Fees & Charges				
Total Operations		$612,384	$1,294,660	$1,299,276
15 Capital Outlay				
17 Fixed Assets				
Total Capital				
Grand Total	$0	$612,384	$1,294,660	$1,299,276

Solid Waste Reserve

Description

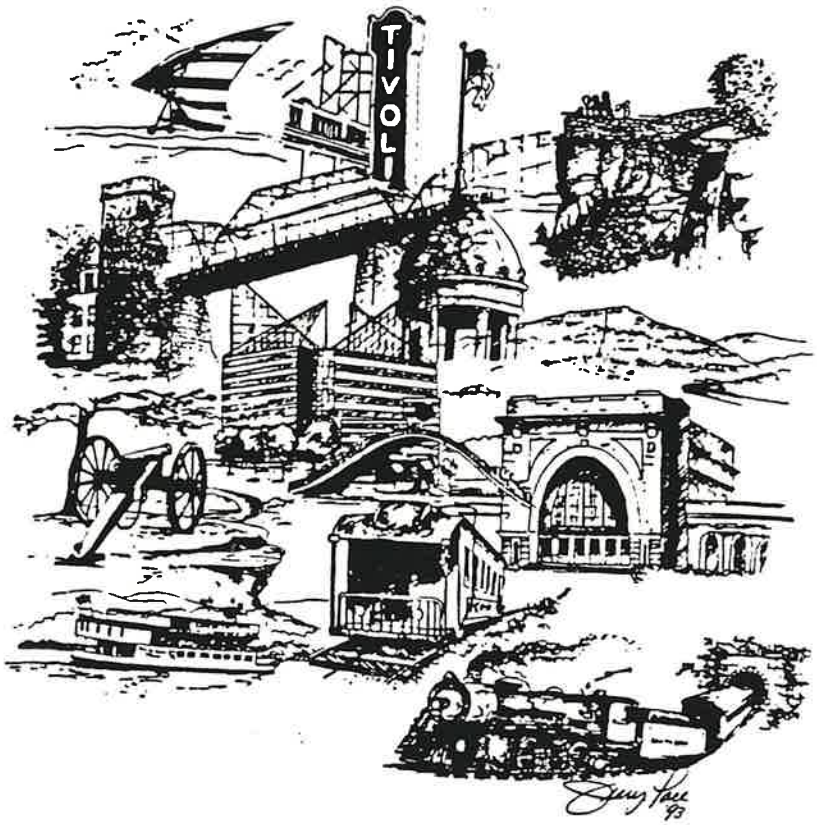
The Solid Waste Reserve activity is set up for the purpose of setting aside ten percent (10%) of the Landfill tipping fees to fund post closure care cost when the landfill is closed.

Budget detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION : Solid Waste Reserve

Category	Actual FY 93/94	Actual FY 93/94	Budget FY 95/96	Budget FY 96/97
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	522.241	565.000	537,575
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$522,241**	**$522,241**	**$565,000**	**$537,575**
15 Capital Outlay				
17 Fixed Assets				
Total Capital				
Grand Total	**$522,241**	**$522,241**	**$565,000**	**$537,575**


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Storm Water Management

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

STORM WATER FUND
Budget Summary
Fiscal Years 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$487,020	$923,777	$632,690	$1,097,700
Operations	1,042,765	4,039,450	3,930,209	4,551,082
Capital	5,325,774	28,756	53,400	53,670
Total	$6,855,559	$4,991,983	$4,616,299	$5,702,452
Positions Authorized	15	14	16	32

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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual	Projected	Goal
Revenue Produced	FY 94/95	FY 95//96	FY 96/97
Strom Water Fee	5,265,586	4,510,780	4,983,570

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: Storm Water Management

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	373,508	758,472	487,456	880,061
18 Fringe Benefits	113,512	165,305	145,234	217,639
Total Salaries & Benefits	**$487,020**	**$923,777**	**$632,690**	**$1,097,700**
02 Professional Fees				
03 Medical Services	110	0	250	0
04 Engineering Services	596	0		1,000
05 Other Services	174,345	506,536	390,717	335,959
06 Travel	702	2,969	5,000	6,000
07 Office & Administration	23,618	26,439	33,650	34,150
08 Utilities	4,289	10,183	13,000	37,300
09 Vehicle Operations	5,581	22,099	28,050	82,159
10 Insurance & Bonds				
11 Buildings & Grounds		428		
12 Materials & Supplies	22,751	157,346	19,625	202,609
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$231,992**	**$726,000**	**$490,292**	**$699,177**
15 Capital Outlay				
17 Fixed Assets		9,075		
Total Capital	**$0**	**$9,075**	**$0**	**$0**
Grand Total	**$719,012**	**$1,658,852**	**$1,122,982**	**$1,796,877**

Renewal & Replacement

Description

The function of the Storm Water Fund 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 1994 - 1997

DIVISION: Renewal & Replacement

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	16.323	18.400	
17 Fixed Assets	89.519	3,358	35.000	50.000
Total Capital	$145,699	$19,681	$53,400	$50,000
Grand Total	$145,699	$19,681	$53,400	$50,000

Debt Service

Description

Bonds have been sold to finance major stormwater projects spanning several years. The Storm Water 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 1994 - 1997

DIVISION: Debt Service

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	247,542	208,747	1,076,369	1,087,622
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$247,542**	**$208,747**	**$1,076,369**	**$1,087,622**
15 Capital Outlay				
17 Fixed Assets	0	0	0	0
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$247,542**	**$208,747**	**$1,076,369**	**$1,087,622**

Stormwater Capital

Description

Capital accounts are set up to provide for accounting for major storm water capital 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 1994 - 1997

DIVISION: Capital Improvements

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	3,104,703	2,363,548	2,764,283
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	$563,231	$3,104,703	$2,363,548	$2,764,283
15 Capital Outlay				3,670
17 Fixed Assets	5,180,075			
Total Capital	$5,180,075	$0	$0	$3,670
Grand Total	$5,743,306	$3,104,703	$2,363,548	$2,767,953



Special Revenue Funds

Fund Structure

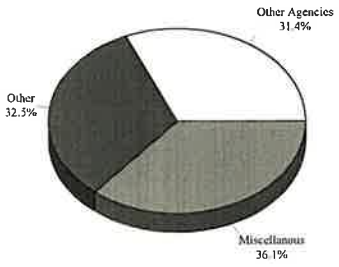
The Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose funds. The basis of budgeting for these funds is modified accrual. Included funds are the Real Estate Fund, Education Funds, State Street Aid, and Human Services. As of June 30, 1996 the budgeted revenue and expenses were as followed:

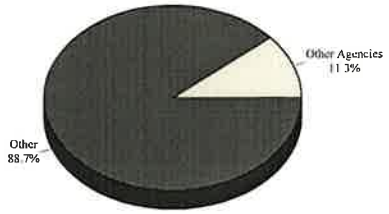
	Budgeted Revenue & Expenses	Actual Revenue	Actual Expenses
Real Estate	$ 95,500	$ 286,763	$ 122,081
Centralized Food Services	6,919,429	6,411,619	6,409,490
Education Operating	89,101,554	88,652,535	87,606,389
Public Law 89-10	7,437,042	7,204,342	6,224,617
State Street Aid	5,047,305	4,817,720	6,139,073
Human Services	10,625,700	8,850,507	9,721,853

The FY 96/97 budget $95,500; $6,919,429; $85,481,115; $5,575, $2210;4, $135,842; and $9,939,049 respectively.

Real Estate Fund

Fiscal Year 1996/1997

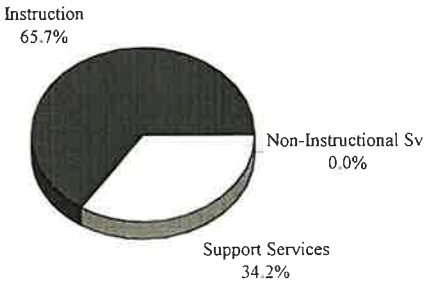




Education Funds

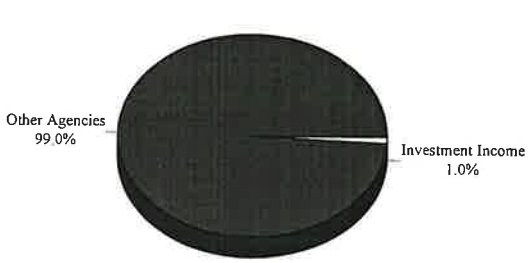
Fiscal Year 1996/1997





State Street Aid Fund

Fiscal Year 1996/1997

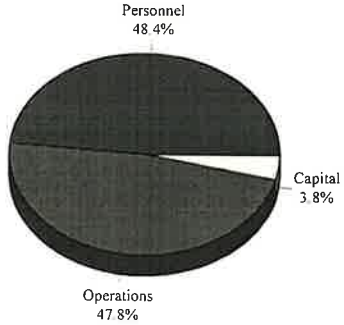




Human Services Fund

Fiscal Year 1996/1997





Special Funds Revenue Summary

Fund Type:	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
Special Revenue Funds:						
Real Estate	211	95	96	96	0	0.0%
Centralized Food Service	5,780	6,315	6,919	7,623	704	10.2%
Education Operation	0	0	85,481	93,200	7,719	9.0%
Public Law 89 - 10	7,391	7,211	5,575	5,288	(288)	-5.2%
State Street Aid	2,826	4,857	4,136	4,141	5	0.1%
Human Services	7,459	9,404	9,939	10,292	353	3.6%
Total Special Revenue Funds	**$23,668**	**$27,882**	**$112,146**	**$120,640**	**8,493**	**7.6%**

(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 96/97. The increase is projected to be $518,297. 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 $81,075, and the Direct Federal Revenue account, with an increase of $74,849, and additional State funds of $25,000.

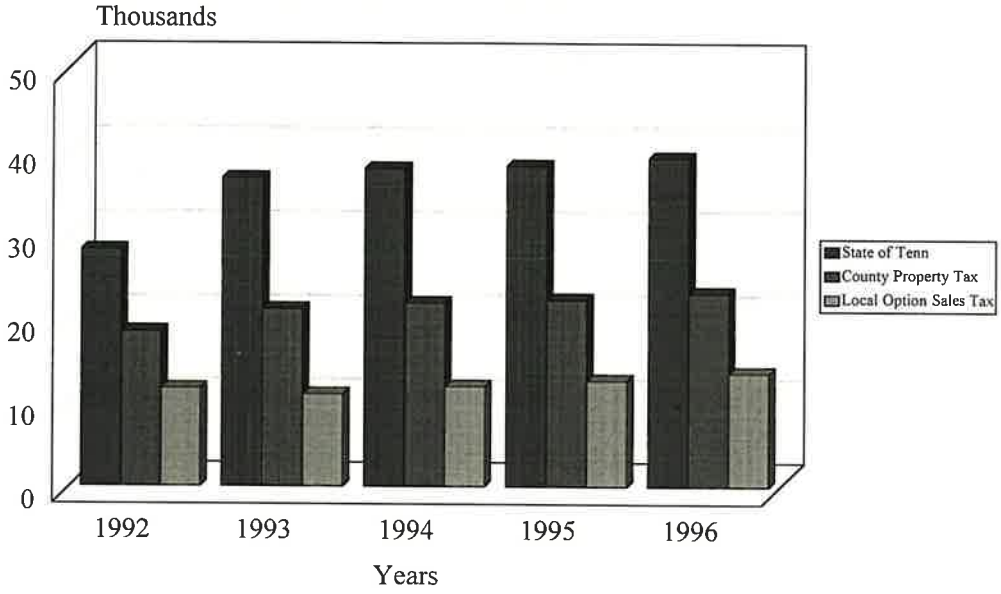
Education Operation - As pointed out in other areas of this document, the City will be out of the school business as of July 1, 1997. In order to prepare for the change in the cash flow that will come with this departure, the decision was made to start collecting all Education funds directly into the 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. The Education Operating Fund is reflects a sizeable increase for FY 96/97. The largest increase will be from City allocation - $8,231,036, County Property taxes, $3,248,545, Local option Sales Tax, $1,347,553, State Education funds, $970,252, an increase in the City's allocation of $1,000,000 and funds to be received from the sale of the closed Kirkman School, $1,000,000.

Public Law 89-10 - The $287,541 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

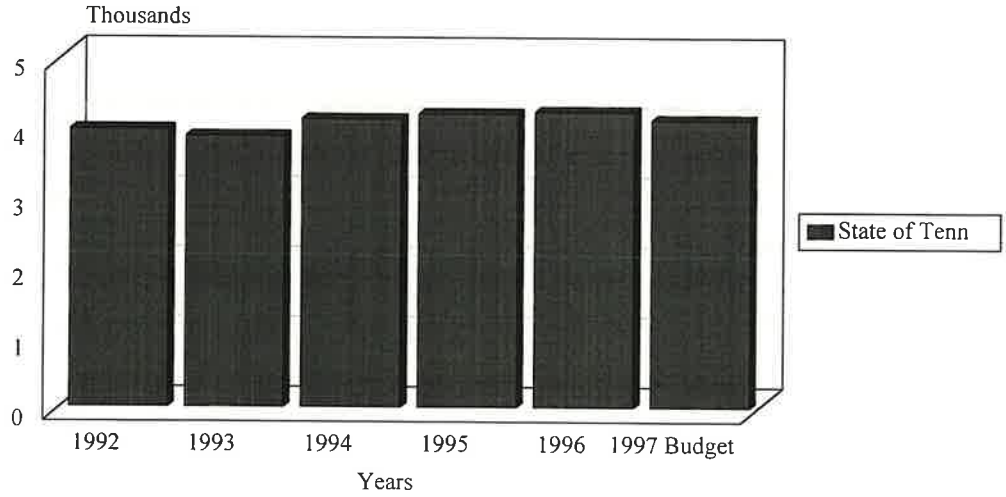
Fiscal Years 1992 thru 1996



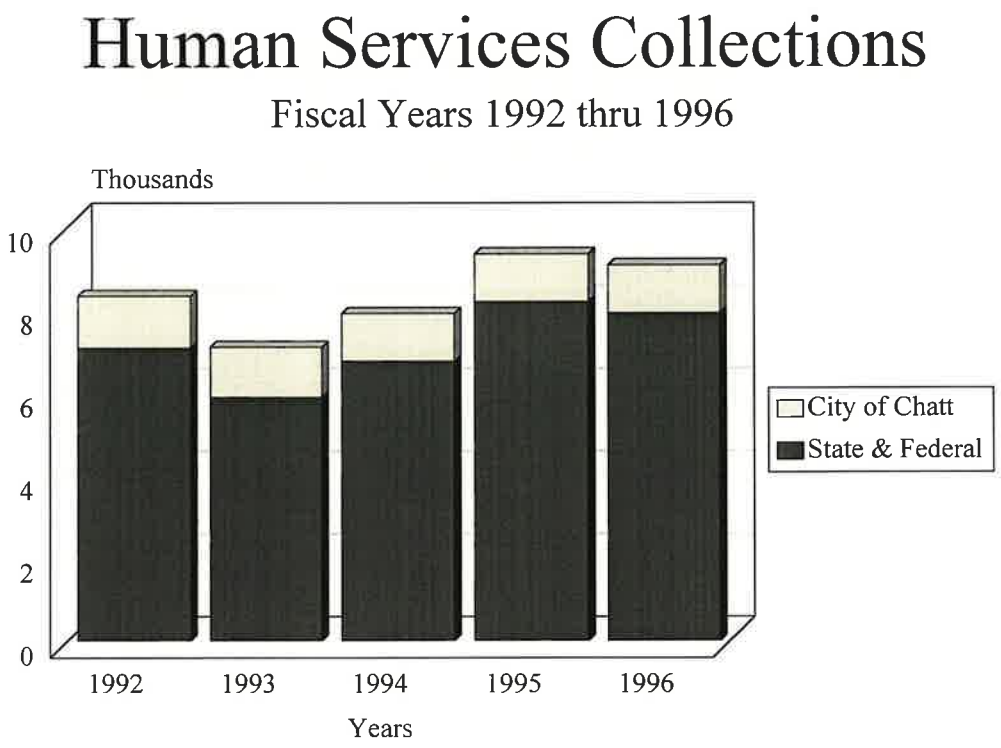
State Street Aid. This fund was established to receive and account for the State's distribution of the state gasoline tax. Funds received in this fund are restricted to road-type use. To qualify for a portion of this distribution, the City must meet state guidelines which require that a municipality 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 $30,493 more from the State of Tennessee in state-shared gas tax funds for FY 96/97. This is due to a slight increase in the per capita amount being used by the state. Also this fund shows a projected decrease in the amount being estimated for interest earnings, from $65,000 in FY95/96 to $40,000 in FY 96/97.

State Gasoline Tax Collection

Fiscal Years 1992 thru 1997



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.



Special Funds Expense Summary

Fund Type:	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
Special Revenue Fund						
Real Estate	149	91	96	96	0	0.0%
Centralized Food Service	6,177	6,404	6,919	7,623	704	10.2%
Education Operation	0	0	85,481	93,200	7,719	9.0%
Public Law 89 - 10	7,502	6,945	5,575	5,288	(288)	-5.2%
State Street Aid	4,593	6,051	4,136	4,141	5	0.1%
Human Services	8,546	9,490	9,939	10,292	353	3.6%
Total Special Revenue Fund	**$26,967**	**$28,982**	**$112,146**	**$120,640**	**8,493**	**7.6%**

(expressed in 1,000)

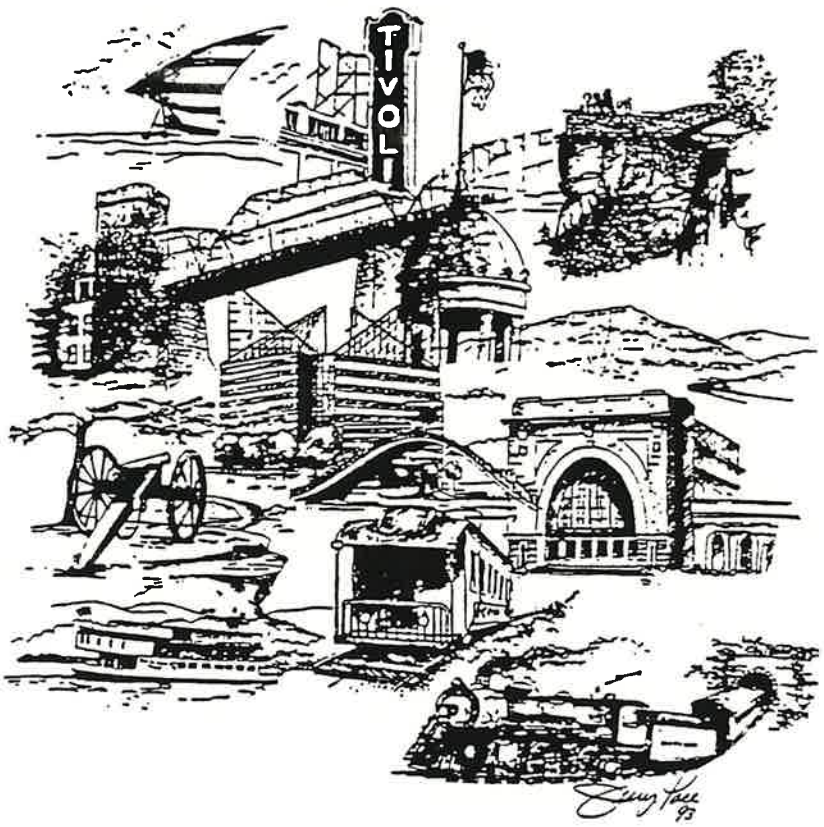
Expenses

Real Estate. Remains stable and sound.

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 96/97 are due to normal salaries and wage increases and fringe benefits associated.


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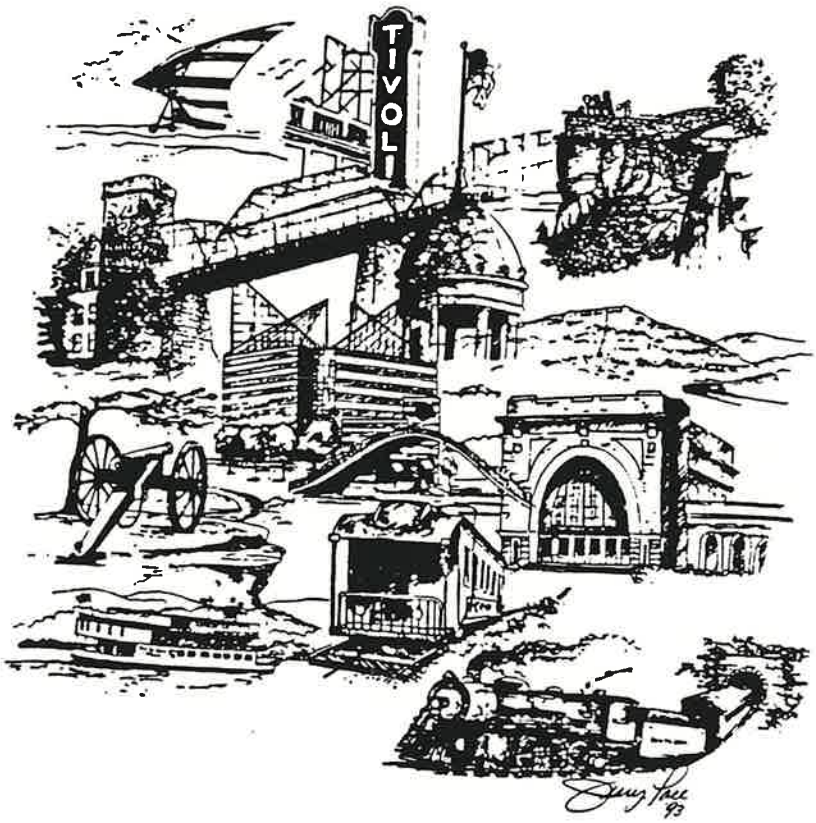
Special Fund Revenues
Fiscal Years 1994 - 1997

Revenue Source	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Real Estate (Fund 1008):							
City of Chattanooga General Fund	30,000	30,000	30,000	30,000	0	0.0%	0.02%
Sale of Real Estate	25,199	22,500	34,500	34,500	0	0.0%	0.03%
Lease Agreement	0	0	6,000	6,000	0	0.0%	0.00%
Sale of Back Tax Lots	154,342	20,417	0	0	0	N/A	0.00%
Miscellaneous	1,903	0	0	0	0	N/A	0.00%
Fund Balance	0	22,058	25,000	25,000	0	0.0%	0.02%
Total Real Estate Fund	**$211,444**	**$94,975**	**$95,500**	**$95,500**	**0**	**0.0%**	**0.08%**
Centralized Food Service (Fund 3034)							
Sales -Service	1,897,935	1,850,185	2,366,761	2,885,058	518,297	21.9%	2.39%
Other Local Revenues	48,777	143,106	98,844	103,138	4,294	4.3%	0.09%
State Funds	121,261	117,935	100,000	125,000	25,000	25.0%	0.10%
Federal Funds thru State	3,516,811	4,203,957	4,053,824	4,134,899	81,075	2.0%	3.43%
Direct Federal Revenue	195,667	0	300,000	374,849	74,849	24.9%	0.31%
Total Centralized Food Service	**$5,780,451**	**$6,315,183**	**$6,919,429**	**$7,622,944**	**703,515**	**10.2%**	**6.32%**
Education Operation(Fund 3058)							
Local Taxes							
Property	0	0	22,876,364	26,124,909	3,248,545	14.2%	21.66%
Sales	0	0	12,941,584	14,289,137	1,347,553	10.4%	11.84%
Licenses & Permits	0	0	0	0	0	N/A	0.00%
Charges for Current Services	0	0	78,500	100,000	21,500	27.4%	0.08%
Other Local Revenue	0	0	205,106	116,484	(88,622)	-43.2%	0.10%
State Education Fund	0	0	38,596,994	39,567,246	970,252	2.5%	32.80%
Other State Funds	0	0	0	0	0	N/A	0.00%
Federal Funds Received	0	0	5,000	0	(5,000)	-100.0%	0.00%
Direct Federal Revenue	0	0	158,000	148,000	(10,000)	-6.3%	0.12%
Other Sources	0	0	680,000	680,000	0	0.0%	0.56%
Operating Transfers	0	0	0	0	0	N/A	0.00%
City Allocation	0	0	8,231,036	9,231,036	1,000,000	12.1%	7.65%
City General Fund Balance	0	0	718,491	800,000	81,509	11.3%	0.66%
Kirkman Funds				1,000,000	1,000,000	N/A	0.83%
Fund Balance	0	0	990,040	1,143,190	153,150	15.5%	0.95%
Total Education Operation	**$0**	**$0**	**$85,481,115**	**$93,200,002**	**7,718,887**	**9.0%**	**77.25%**
Public Law 89 -10 (Fund 3060)							
Federal Funds thru State	7,390,607	7,211,302	5,575,210	5,287,669	(287,541)	-5.2%	4.38%
Total Public Law 89 - 10	**$7,390,607**	**$7,211,302**	**$5,575,210**	**$5,287,669**	**($287,541)**	**-5.2%**	**4.38%**
State Street Aid (Fund 3106)							
State of Tennessee	2,779,890	4,191,286	4,070,842	4,101,335	30,493	0.7%	3.40%
Railroad Reimbursement Mccallie Bridge	0	589,407	0	0	0	N/A	0.00%
Interest Earnings	46,336	76,460	65,000	40,000	(25,000)	-38.5%	0.03%
Total State Street Aid	**$2,826,226**	**$4,857,153**	**$4,135,842**	**$4,141,335**	**5,493**	**0.1%**	**3.43%**
Human Services (Fund 3119)							
Federal - State Grants	6,274,889	8,207,051	8,537,006	8,877,250	340,244	4.0%	7.36%
City of Chattanooga	1,158,364	1,158,364	1,298,830	1,309,533	10,703	0.8%	1.09%
Contributions	26,094	38,460	103,213	105,308	2,095	2.0%	0.09%
Total Human Services	**$7,459,347**	**$9,403,875**	**$9,939,049**	**$10,292,091**	**$353,042**	**3.6%**	**8.53%**
Grand Total:	$23,668,075	$27,882,488	$112,146,145	$120,639,541	8,493,396	7.6%	100.00%

Special Fund Expenditures

Fiscal Years 1994 - 1997

Expenditures	Actual FY 93/94	Acutal FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Real Estate (1008):							
Administration	148,622	90,968	95,500	95,500	0	0.0%	0.08%
Total Real Estate	**$148,622**	**$90,968**	**$95,500**	**$95,500**	**0**	**0.0%**	**0.08%**
Centralized Food Service (Fund 3034)							
Operation of Non-Instructional Services							
Food Services	6,177,019	6,404,489	6,444,429	7,147,944	703,515	10.9%	5.93%
Operating Transfers	0	0	475,000	475,000	0	0.0%	0.39%
Total Centralized Food Service	**$6,177,019**	**$6,404,489**	**$6,919,429**	**$7,622,944**	**703,515**	**10.2%**	**6.32%**
Education Operation (Fund 3058)							
Instruction							
Regular Instruction Program	0	0	43,203,967	48,428,122	5,224,155	12.1%	40.14%
Special Education Program	0	0	9,108,837	10,337,419	1,228,582	13.5%	8.57%
Vocational Education Program	0	0	2,394,020	2,503,818	109,798	4.6%	2.08%
Adult Education Program			5,382	5,382	0	0.0%	0.00%
Support Services							
Students	0	0	3,184,802	3,415,508	230,706	7.2%	2.83%
Instructional Staff	0	0	4,707,925	4,961,521	253,596	5.4%	4.11%
General Administration	0	0	1,202,029	1,280,317	78,288	6.5%	1.06%
School Administration	0	0	7,256,401	7,822,047	565,646	7.8%	6.48%
Business Administration	0	0	1,004,977	1,064,420	59,443	5.9%	0.88%
Operation and Maintenance of Plant	0	0	8,260,999	8,582,771	321,772	3.9%	7.11%
Student Transportation	0	0	3,616,125	3,860,140	244,015	6.7%	3.20%
Other Support Services	0	0	772,131	918,408	146,277	18.9%	0.76%
Operation of Non-Instrucitonal Services							
Community Services	0	0	45,029	20,129	(24,900)	-55.3%	0.02%
One time Expenditures							
Grant Matching	0	0	325,091	0	(325,091)	-100.0%	0.00%
21st Century Classroom Bundles (28)	0	0	224,000	0	(224,000)	-100.0%	0.00%
Upgrade Wide Area Network	0	0	169,400	0	(169,400)	-100.0%	0.00%
Total Education Operation	**$0**	**$0**	**$85,481,115**	**$93,200,002**	**7,718,887**	**9.0%**	**77.25%**
Public Law 89 -10 (Fund 3060)							
Instruction							
Regular Instruction Program	7,501,858	6,945,006	2,872,707	2,372,399	(500,308)	-17.4%	1.97%
Special Education Program	0	0	647,600	963,647	316,047	48.8%	0.80%
Vocational Education Program	0	0	303,770	266,894	(36,876)	-12.1%	0.22%
Support Services							
Students	0	0	400,316	392,203	(8,113)	-2.0%	0.33%
Instructional Staff	0	0	1,045,096	1,021,961	(23,135)	-2.2%	0.85%
Operation of Non-Instrucitonal Services							
Community Services	0	0	91,202	65,565	(25,637)	-28.1%	0.05%
Operating Transfers	0	0	214,519	205,000	(9,519)	-4.4%	0.17%
Total Public Law 89 - 10	**$7,501,858**	**$6,945,006**	**$5,575,210**	**$5,287,669**	**(287,541)**	**-5.2%**	**4.38%**
State Street Aid (Fund 3106)							
Capital Project	1,020,491	1,028,597	0	0	0	N A	0.00%
Paving City Wide	0	500,000	0	0	0	N A	0.00%
Equipment	0	463,097	0	0	0	N A	0.00%
Salaries & Wages	1,862,451	1,932,042	2,834,946	2,837,898	2,952	0.1%	2.35%
Medical Services	3,091	4,195	4,000	4,000	0	0.0%	0.00%
Engineering Services					0	N A	0.00%
Other Services	58,24-	56,738	57,500	70,999	13,499	23.5%	0.06%
Offices & Administration	200	304	3,250	3,750	500	15.4%	0.00%
Vehicle Repairs & Maintenance	436,052	665,855	670,000	662,100	(7,900)	-1.2%	0.55%
Material & Supplies	603,304	744,184	521,146	521,138	(8)	-0.0%	0.43%
Capital Outlay	0	3,106	5,000	9,250	4,250	85.0%	0.01%
Fixed Assets	15,969	27,950	40,000	32,200	(7,800)	-19.5%	0.03%
Fringe Benefits	593,645	624,797	0	0	0	N A	0.00%
Total State Street Aid	**$4,593,447**	**$6,050,865**	**$4,135,842**	**$4,141,335**	**5,493**	**0.1%**	**3.43%**
Human Services (Fund 3119)							
Headstart - 0135	3,826,269	4,825,080	4,643,472	4,614,533	(28,939)	-0.6%	3.83%
Daycare - 0136	1,136,591	1,120,467	1,456,998	1,495,482	38,484	2.6%	1.24%
Weatherization - 0137	305,879	279,443	319,911	744,879	424,968	132.8%	0.62%
Foster Grandparents - 0138	302,694	259,743	320,381	305,165	(15,216)	-4.7%	0.25%
LIEAP - 0139	746,591	754,970	966,106	817,007	(149,099)	-15.4%	0.68%
CSBG - 0141	500,420	438,189	497,979	476,216	(21,763)	-4.4%	0.39%
Occupancy - 0142	246,721	179,725	180,322	226,221	45,899	25.5%	0.19%
Human Services Programs - 0143	1,272,836	1,418,192	1,343,694	1,401,625	57,931	4.3%	1.16%
Neighborhood Family Services - 0143-0017	93,689	80,032	105,411	105,361	(50)	-0.0%	0.09%
City General Relief - 0155	113,925	134,393	104,775	105,602	827	0.8%	0.09%
Total Human Services	**$8,545,615**	**$9,490,234**	**$9,939,049**	**$10,292,091**	**353,042**	**3.6%**	**8.53%**
Grand Totals	**$26,966,561**	**$28,981,562**	**$112,146,145**	**$120,639,541**	**8,493,396**	**7.6%**	**100.00%**


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Real Estate Fund

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 Years 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$2,140	$2,198	$10,765	$10,765
Operating	117,032	70,626	84,735	84,735
Capital	29,450	1,334	0	0
Total	$148,622	$74,158	$95,500	$95,500
Positions Authorized	3	3	3	3

Budget Details

REAL ESTATE FUND
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: ADMINISTRATION

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	1,861	1,979	10,000	10,000
18 Fringe Benefits	279	219	765	765
Total Salaries & Benefits	**$2,140**	**$2,198**	**$10,765**	**$10,765**
02 Professional Fees	41,873	20,122	20,000	20,000
03 Medical Services				
04 Engineering Services				
05 Other Services	30,698	40,381	54,035	54,035
06 Travel				
07 Office & Administration	1,196	388	500	500
08 Utilities	7,632		3,000	3,000
09 Vehicle Operations				
10 Insurance & Bonds				
11 Buildings & Grounds	32,834	8,753	7,200	7,200
12 Materials & Supplies	2,799	982	0	0
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$117,032**	**$70,626**	**$84,735**	**$84,735**
15 Capital Outlay	29,450	1,334		
17 Fixed Assets				
Total Capital	**$29,450**	**$1,334**	**$0**	**$0**
Grand Total	**$148,622**	**$74,158**	**$95,500**	**$95,500**

Food Services

Summary

Description Food Service Fund

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.

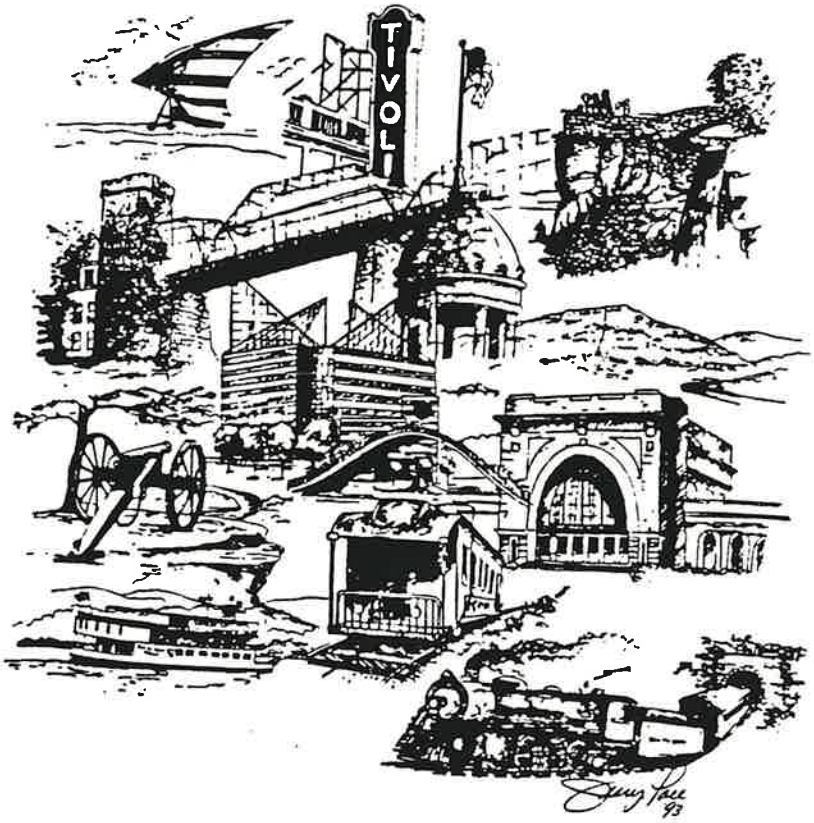
Departmental Goal

➲ **To daily provide hot, nutritional meals to students attending school.**

Food Service Operating Fund 3034
Expenditure Summary by Division
Fiscal Year 1994 - 1997

Division: Operation of Non Instructional Services - 73000
Food Services (73100)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
105	Supervisor/Director	58,630	64,539	184,854	192,248
119	Accountants/Bookkeppers				
162	Clerical Personnel	175,858	208,555	130,450	135,668
165	Cafeteria Personnel	1,737,482	1,783,795	1,905,750	1,886,460
189	Other Salaries & Wages	107,176	74,275	44,520	44,517
196	In-service Training				
201	Social Security	130,589	138,868	168,934	181,857
204	State Retirement	19,823	18,810	14,626	15,357
206	Life Insurance	4,060	4,140	4,424	4,500
207	Medical Insurance	441,682	474,367	501,435	521,492
208	Dental Insurance	10,796	9,987	11,789	11,907
209	Disability Insurance				
210	Unemployment Compensation	3,696	3,664	3,376	4,200
212	Medicare	30,105	32,542	28,214	28,623
299	Other Fringe Benefits	32,865	8,410	13,054	13,500
307	Communication				
336	Maintenance & Repair - Equipment	28,532	38,909	46,000	50,600
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	5,657	7,911	8,355	9,041
355	Travel	12,310	11,247	16,000	34,000
399	Other Contracted Services	15,900	44,811	174,400	169,260
421	Food Preparation Supplies				
422	Food Supplies	2,324,600	2,230,807	2,934,521	3,229,222
435	Office Supplies	0	0	22,500	28,500
451	Utilities				
452	Natural Gas				
457	In-Service/Staff Development	12,714	3,024	6,360	6,614
499	Other Supplies & Materials	160,667	147,886	190,378	190,378
599	Other Charges	109	1,709	0	0
710	Food Service Equipment	467,200	442,197	509,489	390,000
		$5,780,451	$5,750,453	$6,919,429	$7,147,944


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Education Operating

Summary

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. The figures provided are based on Education's reallocation of funds after the State's approval.

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 1996, 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 1996, finalize 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 1996, complete current review of Board Policies.*

- *By January 1997, complete preparation for all policies that have been approved in he update of each section of the Policy Book.*

- *By March 1997, 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 Year 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Instruction	53,538,632	59,086,900	55,014,093	64,877,681
Support Services	32,184,672	31,558,086	30,421,993	33,321,296
Operation of Non-Instructional Services	142,545	319,090	45,029	85 [illegible]94
Capital Outlay	155,163	40,879	0	0
	$86,021,012	$91,004,955	$85,481,115	$98,284,671
Positions Authorized	**1,776**	**1,817**	**1,822**	**1,822**

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 Year 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Regular Instruction	42,089,817	46,230,073	43,505,854	50,800,521
Special Education	8,582,981	9,627,424	9,108,837	11,301,066
Vocation Education	2,812,308	3,082,867	2,394,020	2,770,712
Student Body Education	0	66,578	0	0
Adult Education	53,526	79,958	5,382	5,382
Other	0	0	0	0
	$53,538,632	$59,086,900	$55,014,093	$64,877,681

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 Year 1994 - 1997

Division: Instruction - 71000
Regular Education Program
Elementary/Secondary (71100)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
116	Teachers	28,819,561	31,514,355	30,079,228	35,387,876
117	Career Ladder Program	1,028,014	898,830	1,771,074	1,633,387
127	Career Ladder Extended Contracts	584,850	428,739	705,400	705,400
128	Homebound Teachers				
162	Clerical Personnel				
163	Educational Assistants	411,101	797,022	543,190	961,174
189	Other Salaries & Wages	122,261	125,582	0	0
195	Substitute Teachers	523,784	557,356	650,025	513,499
201	Social Security	1,962,937	2,142,688	2,016,993	2,476,326
204	State Retirement	2,367,197	2,539,814	2,857,424	3,212,465
206	Life Insurance	26,331	33,992	28,399	31,023
207	Medical Insurance	3,458,165	3,909,226	2,710,774	2,964,115
208	Dental Insurance	102,542	134,563	100,414	106,914
210	Unemployment Compensation	43,658	47,139	40,592	42,840
212	Medicare	469,944	514,395	471,715	567,209
299	Other Fringe Benefits	209,898	90,545	179,163	225,037
336	Maintenance & Repair Equipment	0	6,851	0	15,000
356	Tuition				
399	Other Contracted Services	60,794	136,661	53,950	130,600
429	Instructional Supplies & Materials	325,407	562,058	427,965	979,124
449	Textbooks	239,813	419,924	440,288	440,288
499	Other Supplies & Materials	127,154	248,146	87,750	87,750
599	Other Charges	31,070	248,158	56,035	57,635
722	Regular Instruction Equipment	1,175,336	874,029	285,475	262,859
	Total	$42,089,817	$46,230,073	$43,505,854	$50,800,521

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 Year 1994 - 1997

Division: Instruction - 71000
Special Education Program (71200)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
116	Teachers	4,502,178	4,609,916	4,707,443	5,567,343
117	Career Ladder Program	128,294	134,215	0	0
127	Career Ladder Extended Contracts	41,500	51,500	0	0
128	Homebound Teachers	111,610	113,273	75,747	76,725
162	Clerical Personnel				
163	Educational Assistants	512,694	584,770	564,765	685,953
189	Other Salaries & Wages	157,153	155,338	167,178	181,990
195	Substitute Teachers				
201	Social Security	358,706	367,367	338,608	400,415
204	State Retirement	433,827	437,836	412,581	380,072
206	Life Insurance	4,842	5,885	6,480	6,935
207	Medical Insurance	635,018	681,729	617,440	658,264
208	Dental Insurance	18,846	23,943	22,929	24,211
210	Unemployment Compensation	8,013	8,447	9,286	9,712
212	Medicare	85,954	88,456	79,191	93,643
299	Other Fringe Benefits	38,622	15,605	36,301	40,268
310	Contracts W/Other Public Agencies	6,500	6,500	6,500	6,500
311	Contracts W/Other School Systems				
312	Contracts W/Private Agencies	1,463,637	2,240,636	2,002,096	2,931,035
336	Maintenance & Repair Equipment				
356	Tuition				
399	Other Contracted Services	0	3,124	0	0
429	Instructional Supplies & Materials	50,000	45,188	53,632	91,402
449	Textbooks	0	0	0	5,300
499	Other Supplies & Materials	1,710	4,617	5,300	300
599	Other Charges	1,967	0	3,360	4,960
725	Special Education Equipment	21,910	49,079	0	136,038
	Total	$8,582,981	$9,627,424	$9,108,837	$11,301,066

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 Year 1994 - 1997

Division: Instruction - 71000
Vocational Education Program (71300)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
116	Teachers	1,935,925	1,933,190	1,790,470	1,915,137
117	Career Ladder Program	61,202	54,525	0	
127	Career Ladder Extended Contracts	27,200	19,300	0	
162	Clerical Personnel	1,946	16,404	0	
163	Educational Assistants	0	40,421	0	15,000
189	Other Salaries & Wages	0	14,596	0	35,309
195	Substitute Teachers	0	7,641	0	9,000
201	Social Security	124,741	126,422	111,009	122,415
204	State Retirement	147,441	147,503	152,369	126,520
206	Life Insurance	1,645	1,986	1,533	1,514
207	Medical Insurance	215,819	226,789	146,091	145,049
208	Dental Insurance	6,341	7,726	5,425	5,270
210	Unemployment Compensation	2,673	2,717	2,197	2,110
212	Medicare	29,210	29,946	25,962	28,629
299	Other Fringe Benefits	12,695	5,249	10,333	10,734
311	Contracts W/Other School Systems				
336	Maintenance & Repair Equipment	7,883	16,103	21,000	26,000
355	Travel				
356	Tuition				
399	Other Contracted Services	36,930	27,351	0	138,244
429	Instructional Supplies & Materials	122,463	136,810	98,100	19,300
449	Textbooks				
499	Other Supplies & Materials	500	314	0	0
599	Other Charges	18,714	21,647	3,300	0
730	Vocational Instruction Equipment	58,980	246,227	26,231	170,481
	Total	$2,812,308	$3,082,867	$2,394,020	$2,770,712



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 Year 1994 - 1997

Division: Instruction - 71000
Student Body Education Program (71400)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	0	66,578	0	0
	Total	$0	$66,578	$0	$0

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 Year 1994 - 1997

Division: Instruction - 71000
Adult Education Program (71600)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
116	Teachers	35,232	37,615	5,382	5,382
117	Career Ladder Program				
127	Career Ladder Extended Contracts				
189	Other Salaries & Wages	4,601	14,255	0	0
201	Social Security	2,514	3,444	0	0
204	State Retirement	3,289	3,447	0	0
206	Life Insurance	22	56	0	0
207	Medical Insurance	2,478	5,010	0	0
208	Dental Insurance	67	135	0	0
210	Unemployment Compensation	29	40	0	0
212	Medicare	547	805	0	0
299	Other Fringe Benefits	132	137	0	0
336	Maintenance & Repair Equipment				
399	Other Contracted Services	1,539	4,001	0	0
429	Instructional Supplies & Materials	2,066	308	0	0
449	Textbooks				
499	Other Supplies & Materials	400	3,364	0	0
599	Other Charges	610	5,566	0	0
790	Other Equipment	0	1,775	0	0
	Total	$53,526	$79,958	$5,382	$5,382

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 Year 1994 - 1997

	Actual FY 93/94	Actual FY 93/94	Budget FY 95/96	Budget FY 95/96
Students	3,227,063	3,764,829	3,184,802	3,809,711
Instructional Staff	4,884,704	6,296,248	4,955,129	5,983,482
General Administration	4,736,201	1,271,976	1,202,029	1,280,317
School Administration	6,687,809	7,125,080	7,425,801	7,822,047
Business Administration	838,844	949,408	1,004,977	1,064,420
Operation of Maintenance	7,932,541	7,872,662	8,260,999	8,582,771
Student Transportation	3,470,413	3,514,617	3,616,125	3,860,140
Other Support Services	407,097	763,266	772,131	918,408
	$32,184,672	$31,558,086	$30,421,993	$33,321,296

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 Year 1994 - 1997

Division: Support Services - 72000
Students (72100)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
105	Attendance Supervisor/Director	72,103	84,770	0	0
117	Career Ladder Program	1,689,065	1,981,224	1,799,385	2,189,459
123	Guidance Personnel	0	0	0	0
124	Psycological Personnel	31,000	42,150	0	0
127	Career Ladder Extended Contracts	377,502	406,868	391,052	436,194
130	Social Workers	105,949	53,514	53,514	58,224
131	Medical Personnel	84,362	75,946	89,028	72,236
162	Clerical Personnel	112,789	183,618	80,620	161,725
189	Other Salaries & Wages	143,362	161,584	151,252	184,708
201	Social Security	170,782	191,014	191,134	178,884
204	State Retirement	1,924	2,582	2,231	2,480
206	Life Insurance	252,983	298,637	213,652	238,424
207	Medical Insurance	7,437	9,963	7,881	8,358
208	Dental Insurance	3,125	3,393	3,176	3,214
210	Unemployment Compensation	34,286	39,104	35,372	43,198
212	Medicare	15,000	6,699	14,336	16,034
299	Other Fringe Benefits	55,615	53,383	54,000	69,265
322	Evaluation & Testing	0	0	0	0
336	Maintenance & Repair Equipment	10,420	9,269	14,560	16,360
355	Travel	15,796	14,181	17,040	21,682
399	Other Contracted Services	0	59,602	8,000	5,600
413	Drugs & Medical Supplies	25,320	0	0	0
457	In-Service/Staff Development	18,243	43,922	40,405	69,327
499	Other Supplies & Materials	0	13,786	18,164	32,339
599	Other Charges	0	0	0	0
704	Attendance and Health Equipment	0	2,760	0	2,000
735	Health Equipment	0	26,860	0	0
790	Other Equipment	$3,227,063	$3,764,829	$3,184,802	$3,809,711



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 Year 1994 - 1997

Division: Support Services - 72000
Instructional Staff (72200)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
105	Attendance Supervisor/Director	1,234,357	1,469,568	1,185,836	1,369,875
117	Career Ladder Program	91,214	93,765	0	0
124	Psychological Personnel	231,322	264,352	284,608	317,110
126	Career Ladder Evaluators				0
127	Career Ladder Extended Contracts	20,700	49,679	0	0
129	Librarian(s)	1,359,072	1,372,191	1,411,659	1,552,412
130	Social Workers				0
137	Education Media Personnel	114,047	102,836	104,744	112,218
138	Instructional Computer Personnel	24,360	25,756	25,755	57,897
161	Secretary(s)	39,100	166,317	63,300	104,968
162	Clerical Personnel	186,940	184,372	155,686	189,980
189	Other Salaries & Wages	122,782	358,856	109,454	338,873
196	In-Service Training	89,028	105,985	48,604	122,181
201	Social Security	186,416	224,257	205,571	255,289
204	State Retirement	185,830	260,625	250,439	238,875
206	Life Insurance	2,394	3,978	2,481	2,714
207	Medical Insurance	313,142	375,876	237,071	261,605
208	Dental Insurance	9,241	12,703	8,768	9,286
210	Unemployment Compensation	3,886	4,379	3,539	3,658
212	Medicare	42,938	53,758	48,078	59,706
299	Other Fringe Benefits	25,035	10,273	42,826	46,047
307	Communication				0
308	Consultants	28,700	237,593	19,000	185,462
322	Evaluation & Testing	0	11,580	0	0
336	Maintenance & Repair Equipment	13,867	229,670	16,320	31,320
355	Travel	159,015	35,225	104,813	143,271
399	Other Contracted Services	4,146	188,760	6,000	78,999
432	Library Books	90,050	0	315,116	107,125
457	In-Service/Staff Development	176,470	172,696	148,292	246,992
499	Other Supplies & Materials	63,435	129,246	29,550	34,350
599	Other Charges	45,440	69,448	56,119	78,169
704	Attendance and Health Equipment				
790	Other Equipment	21,777	82,504	71,500	35,100
		$4,884,704	$6,296,248	$4,955,129	$5,983,482

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 Year 1994 - 1997

Division: Support Services - 72000
General Administration (72300)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
101	County Official/Administrive Officer	101,469	101,637	90,250	110,468
103	Assistant(s)	215,809	177,161	217,850	242,856
117	Career Ladder Program	9,271	12,169	0	0
118	Secretary to Board	0	0	0	0
161	Secreatary(s)	145,130	88,377	88,377	96,440
162	Clerical Personnel	142,627	0	0	0
189	Other Salaries & Wages	159,882	41,281	0	0
191	Board and Committee Member Fees	20,484	21,533	21,533	22,924
196	In-Service Training	10,000	0	0	0
201	Social Security	49,840	47,563	25,055	30,779
204	State Retirement	60,277	56,686	24,386	25,144
206	Life Insurance	672	762	203	202
207	Medical Insurance	88,232	88,262	19,295	43,767
208	Dental Insurance	2,619	3,100	716	714
209	Disability Insurance	0	1,077	0	0
210	Unemployment Compensation	1,114	11,297	290	289
212	Medicare	11,943	2,161	5,860	7,198
299	Other Fringe Benefits	5,366	30	17,274	15,596
305	Audit Services	14,372	17,461	21,400	21,400
307	Communication	138,901	0	0	0
320	Dues & Memberships	9,480	9,564	9,000	9,000
322	Evaluation & Testing	0	0	0	0
331	Legal Services	5,670	18,838	25,000	25,000
336	Maintenance & Repair Equipment	0	0	0	0
348	Postal Charges	0	0	0	0
355	Travel	28,672	25,432	27,552	27,552
399	Other Contracted Services	30,298	4,060	9,000	9,000
432	Library Books	12,882	0	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	43,621	46,869	43,000	43,000
510	Trustee Commissions	433,609	441,793	464,488	472,488
513	Workmen's compensation Insurance	11,776	27,620	15,000	15,000
599	Other Charges	2,977,750	27,243	61,500	61,500
701	Administrative Equipment	4,435	0	15,000	0
		$4,736,201	$1,271,976	$1,202,029	$1,280,317

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 Year 1994 - 1997

Division: Support Services - 72000
School Administration (72400)
Principal (72410)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
103	Assistant Principal(s)	1,406,344	1,529,461	1,550,648	1,907,107
104	Principal(s)	2,122,382	2,189,030	2,193,938	2,509,715
117	Career Ladder Program	111,833	124,250	0	0
119	Accountants/Bookkeppers				
127	Career Ladder Extended Contracts	47,250	82,600	0	0
161	Secretary(s)				
162	Clerical Personnel	1,580,247	1,646,143	1,675,797	1,823,214
189	Other Salaries & Wages				
196	In-Service Training				
201	Social Security	316,588	317,320	337,055	387,875
204	State Retirement	382,888	378,189	341,887	311,803
206	Life Insurance	4,273	5,083	5,323	5,493
207	Medical Insurance	560,456	588,856	507,183	521,410
208	Dental Insurance	16,633	20,681	18,835	19,178
210	Unemployment Compensation	7,072	7,296	7,627	7,694
212	Medicare	75,862	76,406	78,828	90,712
299	Other Fringe Benefits	0	0	0	69,842
307	Communication	0	119,030	120,000	145,164
322	Evaluation & Testing				
336	Maintenance & Repair Equipment				
355	Travel	3,674	5,324	6,840	6,840
399	Other Contracted Services				
432	Library Books				
457	In -Service/Staff Development	8,582	0	0	0
499	Other Supplies & Materials				
599	Other Charges	43,725	35,411	83,504	16,000
701	Administration Equipment	0	0	498,336	0
		$6,687,809	$7,125,080	$7,425,801	$7,822,047



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 Year 1994 - 1997

Division: Support Services - 72000
Business Administration (72500)
Fiscal Services (72510)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
105	Supervisor/Director	56,336	66,144	66,144	70,417
113	Internal Audit Personnel	45,285	48,018	48,018	52,397
119	Accountants/Bookkeepers	68,908	88,129	88,178	96,222
122	Purchasing Personnel	79,277	129,938	130,826	164,091
161	Secretary(s)	30,432	31,650	31,650	34,537
162	Clerical Personnel	231,026	215,690	218,574	216,347
189	Other Salaries & Wages	0	29,079	32,034	33,588
196	In-Service Training	0	2,293	10,000	10,000
201	Social Security	26,324	27,471	37,226	40,461
204	State Retirement	31,837	32,150	8,286	8,810
206	Life Insurance	355	432	550	577
207	Medical Insurance	46,601	50,059	52,372	54,709
208	Dental Insurance	1,383	1,758	1,945	2,041
210	Unemployment Compensation	588	639	788	826
212	Medicare	6,308	6,611	8,706	9,463
299	Other Fringe Benefits	2,834	1,146	7,381	7,635
317	Data Processing Services	72,084	72,000	89,000	89,000
320	Dues & Memberships				
336	Maintenance & Repair Svc. - Equipment	8,849	5,419	11,000	11,000
355	Travel	451	5,005	6,899	6,899
399	Other Contracted Services				
411	Data Processing Supplies				
435	Office Supplies	117,109	107,316	140,400	140,400
499	Other Supplies & Materials				
599	Other Charges	0	6,039	0	0
701	Administration Equipment	12,857	22,422	15,000	15,000
		$838,844	$949,408	$1,004,977	$1,064,420

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 Year 1994 - 1997

Division: Support Services - 72000
Operation of Maintenance (72600)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
105	Supervisor/Director	63,610	62,341	62,341	68,027
166	Custodial Personnel	1,975,463	2,068,729	2,157,534	2,352,691
189	Other Salaries & Wages	1,288,027	1,246,193	1,276,093	1,365,465
201	Social Security	205,678	202,673	218,796	234,744
204	State Retirement	248,750	241,550	48,244	51,113
206	Life Insurance	2,776	3,246	4,628	4,499
207	Medical Insurance	364,110	376,104	441,029	426,733
208	Dental Insurance	10,806	13,209	16,378	15,917
209	Disability Insurance	0	0	0	0
210	Unemployment Compensation	4,594	4,660	6,649	6,446
212	Medicare	49,285	48,800	51,171	54,900
299	Other Fringe Benefits	22,145	8,609	46,558	47,158
328	Janitorial Services	0	0	0	0
335	Maintenance & Repair - Building	36,673	52,827	44,000	44,000
336	Maintenance & Repair - Equipment	26,158	21,433	27,200	27,200
351	Rentals	0	0	0	0
355	Travel	0	0	0	0
399	Other Contracted Services	6,298	33,360	43,000	43,000
407	Coal	0	0	0	0
410	Custodial Supplies	140,706	95,602	120,828	120,828
415	Electricity	1,638,810	1,790,678	1,745,000	1,770,000
423	Fuel Oil	0	0	1,000	1,000
434	Natural Gas	904,025	645,885	900,000	900,000
454	Water and Sewer	282,257	289,169	300,000	300,000
499	Other Supplies & Materials	376,074	362,498	398,500	398,500
501	Boiler Insurance	4,833	4,000	5,200	5,200
502	Building & Content Insurance	96,265	103,004	130,000	130,000
511	Vehicle and Equipment Insurance	0	0	0	0
599	Other Charges	158,063	171,653	200,350	200,350
717	Maintenance Equipment	13,584	10,056	0	0
720	Plant Operation Equipment	13,551	16,383	16,500	15,000
790	Other Equipment	0	0	0	0
		$7,932,541	$7,872,662	$8,260,999	$8,582,771

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 Year 1994 - 1997

Division: Support Services - 72000
Student Transportation (72700)
Transportation (72710)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
105	Supervisor/Director	101,778	68,056	87,356	103,084
142	Mechanics	225,238	221,910	225,888	240,559
146	Bus Drivers	1,617,720	1,695,623	1,679,403	1,832,590
162	Clerical Personnel	21,380	20,610	20,089	21,557
189	Other Salaries & Wages	126,711	167,933	143,913	152,656
196	In-Service Training	0	4,977	7,000	0
201	Social Security	173,737	174,278	134,146	146,162
204	State Retirement	210,122	207,708	29,859	31,826
206	Life Insurance	2,345	2,792	4,513	4,296
207	Medical Insurance	307,567	323,409	430,003	407,584
208	Dental Insurance	9,128	11,358	15,969	15,203
210	Unemployment Compensation	3,881	4,007	6,467	6,157
212	Medicare	41,631	41,963	31,373	34,183
299	Other Fringe Benefits	18,706	7,403	33,246	33,383
311	Contract with Other School Systems				
312	Contracts with Private Agencies				
313	Contracts with Parents				
314	Contract with Public Carriers	0	930	2,000	2,000
315	Contracts with Vehicle Owners				
338	Maintenance & Repair - Equipment	13,336	16,521	15,000	15,000
351	Rentals				
355	Travel	2,729	2,906	3,000	3,000
399	Other Contracted Services	14,185	25,447	25,900	25,900
412	Diesel Fuel				
418	Equipment & Machinery parts				
424	Garage Supplies				
425	Gasoline	157,772	134,598	190,000	190,000
433	Lubricants	1,537	2,469	10,200	10,200
442	Propane Gas				
450	Tires & Tubes	34,778	36,562	71,000	71,000
453	Vehicle parts	179,866	122,558	138,000	120,000
457	In-Service/Staff Development				
499	Other Supplies & Materials				
511	Boiler Insurance	148,479	177,115	311,800	311,800
599	Other Charges	7,035	0	0	7,000
729	Transportation Equipment	50,752	43,484	0	75,000
		$3,470,413	$3,514,617	$3,616,125	$3,860,140

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 Year 1994 - 1997

Division: Support Services - 72000
Other Support Services (72800)
Central & Other (72810)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
105	Supervisor/Director	33,124	35,729	41,875	0
120	Computer Programmer	28,660	30,570	30,570	71,821
121	Data Processing Personnel				
162	Clerical personnel	22,760	221,917	186,550	206,485
189	Other Salaries & Wages	61,744	171,034	145,351	157,905
201	Social Security	8,775	6,744	29,169	27,045
204	State Retirement	10,612	8,038	6,389	5,789
206	Life Insurance	118	108	434	404
207	Medical Insurance	15,534	12,515	41,346	38,296
208	Dental Insurance	461	440	1,535	1,428
210	Unemployment Compensation	196	155	622	579
212	Medicare	2,103	1,624	6,822	6,325
299	Other Fringe Benefits	945	286	5,718	5,081
307	Communication				
308	Consultants				
317	Data Processing Services				
330	Operating Lease payments	40,084	32,185	50,000	50,000
336	Maintenance & Repair - Equipment	16,826	16,183	30,000	30,000
355	Travel	3,614	5,514	9,400	9,400
399	Other Contracted Services	0	8,125	32,500	32,500
411	Data Processing Supplies				
435	Offices supplies	7,336	4,193	9,500	9,500
499	Other Supplies & Materials	8,476	9,206	10,350	10,350
599	Other Charges	57,913	91,411	108,000	233,000
709	Data Processing Equipment	87,816	107,289	26,000	22,500
790	Other Equipment				
		$407,097	$763,266	$772,131	$918,408



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 Year 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Food Services	1,410	0	0	0
Community Services	141,135	319,090	45,029	85,694
	$142,545	$319,090	$45,029	$85,694

Budget Detail

Education Operating Fund 3058
Expenditure Summary by Division
Fiscal Year 1994 - 1997

Division: Operation of Non Instructional Services - 73000
Food Services (73100)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
105	Supervisor/Director				
119	Accountants/Bookkeppers				
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	1,410		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				
		$1,410	$0	$0	$0

Budget Detail

Education Operating Fund 3058
Expenditure Summary by Division
Fiscal Year 1994 - 1997

Division: Operation of Non Instructional Services - 73000
Community Services (73300)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
105	Supervisor/Director	3,200	28,712	10,760	32,805
162	Clerical Personnel				
188	Temporart/Part-time Personnel				
189	Other Salaries & Wages	70,062	142,285	24,000	37,054
201	Social Security	2,298	8,262	2,318	4,495
204	State Retirement	64	4,643	988	3,319
206	Life Insurance	11	112	17	65
207	Medical Insurance	1,239	12,704	1,645	6,851
208	Dental Insurance	34	270	51	152
209	Disability Insurance				
210	Unemployment Compensation	9	85	13	34
212	Medicare	63	1,560	231	740
299	Other Fringe Benefits	537	174	56	179
336	Maintenance & Repair - Equipment	1,008	0	0	0
355	Travel	6,354	3,332	0	0
399	Other Contracted Services	12,089	61,699	0	0
422	Food Supplies	0	0	2,000	0
499	Other Supplies & Materials	17,663	18,824	0	0
599	Other Charges	26,504	25,244	2,950	0
790	Other Equipment	0	11,184	0	0
		$141,135	$319,090	$45,029	$85,694

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 Year 1994 - 1997

Division: Capital Outlay - 76000
Regular Capital Outlay (76100)

		Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	5,000	0	0	0
308	Consultants				
321	Engineering Services				
331	Legal Services				
399	Other Contracted Services				
706	Building Construction				
707	Building Improvements	45,418	24,173	0	0
715	Land				
724	Site Development				
799	Other Capital Outlay	104,745	16,706	0	0
		$155,163	$40,879	$0	$0



Public Law

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.

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.

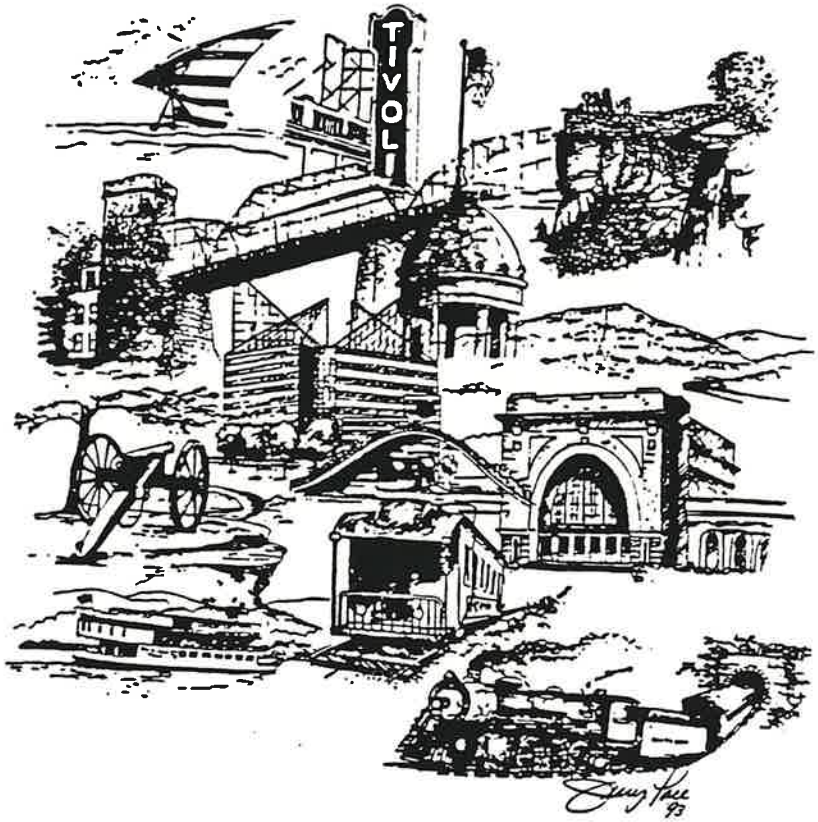
Title II. Title II funds are allocated to LEAS for the expansion and improvement of training, retraining, and in-service training for teacher and other personnel in the field of mathematics and science.

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.


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State Street Aid

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.

Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
$12,957,291	$13,036,686	$19,967,280

Departmental Budget Summary

PUBLIC WORKS
Departmental Budget Summary
Fiscal Years 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$2,456,096	$2,556,837	2,834,946	2,837,898
Operations	1,100,890	1,469,776	1,255,896	1,261,987
Capital	1,036,461	31,056	45,000	41,450
Total	$4,593,447	$4,057,669	4,135,842	4,141,335
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.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97: Goal)

	Actual FY 94/95	Projected FY 95//96	Goal FY 96/97
Work Orders Completed Maintenance/Rehab	1,790	1,875	1,975
Street Rehab Projects	2	2	3

Budget Detail

PUBLIC WORKS
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: State Street Aid

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	1,862,451	1,932,041	2,155,750	2,271,714
18 Fringe Benefits	593,645	624,796	679,196	566,184
Total Salaries & Benefits	**$2,456,096**	**$2,556,837**	**$2,834,946**	**$2,837,898**
02 Professional Fees				
03 Medical Services	3,090	2,695	4,000	4,000
04 Engineering Services				
05 Other Services	58,244	56,739	57,500	70,999
06 Travel	0	0		
07 Office & Administration	200	302	3,250	3,750
08 Utilities	0	0	0	0
09 Vehicle Operations	436,052	665,855	670,000	662,100
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	603,304	744,185	521,146	521,138
13 Debt Service				
14 Supply Inventory				
16 Matching Grants				
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$1,100,890**	**$1,469,776**	**$1,255,896**	**$1,261,987**
15 Capital Outlay	31,605	3,106	5,000	9,250
17 Fixed Assets	15,969	27,950	40,000	32,200
Total Capital	**$47,574**	**$31,056**	**$45,000**	**$41,450**
Grand Total	**$3,604,560**	**$4,057,669**	**$4,135,842**	**$4,141,335**

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 1994 - 1997

DIVISION: Capital Improvements

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	606.429	0	0	0
17 Fixed Assets	382.458	0	0	0
Total Capital	$988,887	$0	0	0
Grand Total	$988,887	$0	0	0

Human Services

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:

- •Head Start
- •Day Care
- •Weatherization
- •Foster Grandparents
- •City General Relief
- •Occupancy
- •HSD Programs
- •Neighborhood Family Services
- •Low Income Home Energy Assistance Program (LIHEAP)
- •Community Services Block Grants (CSBG)

Budget Note: Because of the many activities included in this department, reporting will be on a divisional basis only. Included in the "Budget Details" area will be an "area composition breakdown" which will reflect the trends of each activity within the division.

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 Years 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$4,075,748	$4,508,869	$5,455,602	$4,981,489
Operating	4,254,031	4,042,980	4,490,163	4,915,065
Capital	215,837	938,385	126,080	395,537
Total	$8,545,616	$9,490,234	$10,071,845	$10,292,091
Positions Authorized	301	301	314	270

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 647 preschool children in eight locations throughout the city and rural Hamilton County. The Head Start Program serves 597 three and four years old and the Early Head Start serves 50 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.*

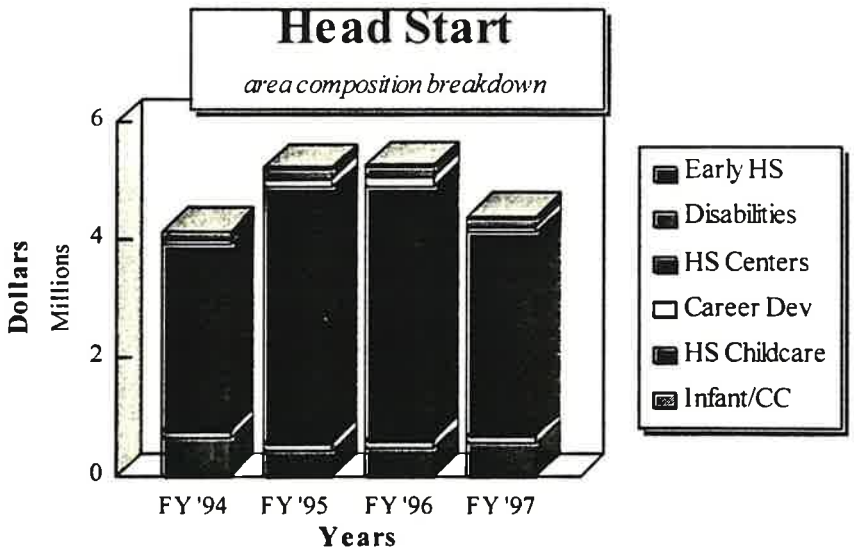
  - *Enhance the sense of dignity and self-worth within the child and his family.*

  - *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 94/95: actual, FY 95/96: projected, FY 96/97:goal)

	FY 94/95	FY 95/96	FY 96/97
Preschool children served	659	659	647
3 - 4 year old (Headstart)	579	607	597
Infant to 3 year old (PCC/Early Head Start)	80	52	50
Diagnostic evaluations	123	119	114
Children received special services	102	112	107
Children received up-to date immunizations	652	657	647
Parents received Adult Education/GED training	103	101	100
Parents received Parent Education/Parent training	232	474	400
Parents and Community volunteers	642	1165	700
Volunteer hours	25,341	28,500	24,000

Budget Details



HUMAN SERVICES
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: HEADSTART

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	1,799,392	2,100,372	2,667,736	2,281,496
18 Fringe Benefits	568,673	674,932	906,943	723,493
Total Salaries & Benefits	**$2,368,065**	**$2,775,304**	**$3,574,679**	**$3,004,989**
02 Professional Fees	340,655	4,940	104,150	101,732
03 Medical Services	16,631	8,226	18,003	10,012
04 Engineering Services	0	0	0	0
05 Other Services	492,020	499,035	476,783	440,100
06 Travel	31,819	41,206	35,920	59,436
07 Office & Administration	19,176	27,341	25,045	38,414
08 Utilities	73,455	81,021	71,014	108,828
09 Vehicle Operations	37,525	99,187	57,498	77,112
10 Insurance & Bonds	23,276	29,692	37,601	45,419
11 Buildings & Grounds	43,147	57,441	13,619	67,633
12 Materials & Supplies	305,899	378,204	327,381	413,927
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	**$1,383,604**	**$1,226,293**	**$1,167,014**	**$1,362,613**
15 Capital Outlay	14,698	43,843	875	34,895
17 Fixed Assets	59,902	779,641	33,700	212,036
Total Capital	**$74,600**	**$823,484**	**$34,575**	**$246,931**
Grand Total	**$3,826,269**	**$4,825,080**	**$4,776,268**	**$4,614,533**

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 (FY 94/95: actual, FY 95/96: projected, FY 96/97:goal)

CENTER PROGRAM

	FY 94/95	FY 95/96	FY 96/97
Children enrolled age 2 - 5	157	159	159
Parents maintained gainful employment	103	105	105
Children from child welfare provided a safe and nurturing environment	17	19	19
Children who received speech and hearing screening through Chattanooga Speech and Hearing Center	132	135	135
Field trips taken	12	12	12
Children received clothes from clothes pantry	157	157	157

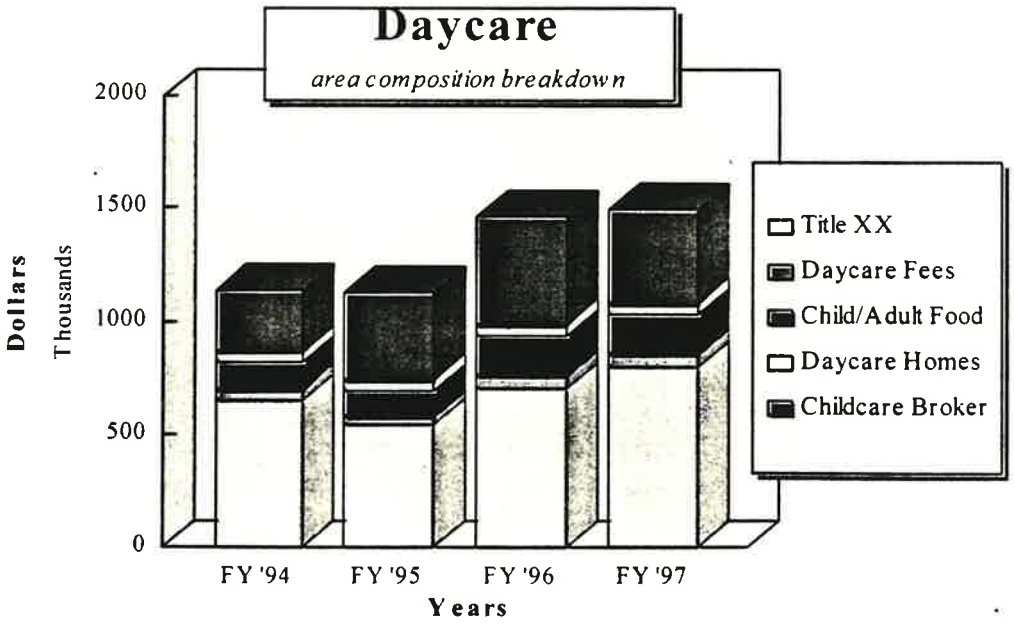
CENTER PROGRAM (continued)

	FY 94/95	FY 95/96	FY 96/97
Parent meeting each quarter	1	1	1
Individual family conferences	20	20	20
Meals served	86,220	86,220	86,220
Transportation services	20,582	22,477	25,000
Children		91	91

DAY CARE

	FY 94/95	FY 95/96	FY 96/ 97
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 1994 - 1997

DIVISION: DAYCARE

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	470,294	488,588	550,680	558,849
18 Fringe Benefits	149,840	165,364	196,937	191,714
Total Salaries & Benefits	**$620,134**	**$653,952**	**$747,617**	**$750,563**
02 Professional Fees	77,737	65,643	69,650	78,650
03 Medical Services	603	419	520	825
04 Engineering Services	0	0	0	0
05 Other Services	283,317	254,485	323,777	331,396
06 Travel	10,511	8,824	19,271	20,271
07 Office & Administration	9,129	9,788	10,830	22,831
08 Utilities	0	0	0	0
09 Vehicle Operations	2,641	1,795	4,000	7,500
10 Insurance & Bonds	3,566	5,789	11,000	18,800
11 Buildings & Grounds	31,893	5,252	12,649	20,500
12 Materials & Supplies	83,457	75,850	188,164	200,146
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	**$502,854**	**$427,844**	**$639,861**	**$700,919**
15 Capital Outlay	9,215	38,670	36,260	0
17 Fixed Assets	4,388	0	33,260	44,000
Total Capital	**$13,603**	**$38,670**	**$69,520**	**$44,000**
Grand Total	**$1,136,591**	**$1,120,467**	**$1,456,998**	**$1,495,482**

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

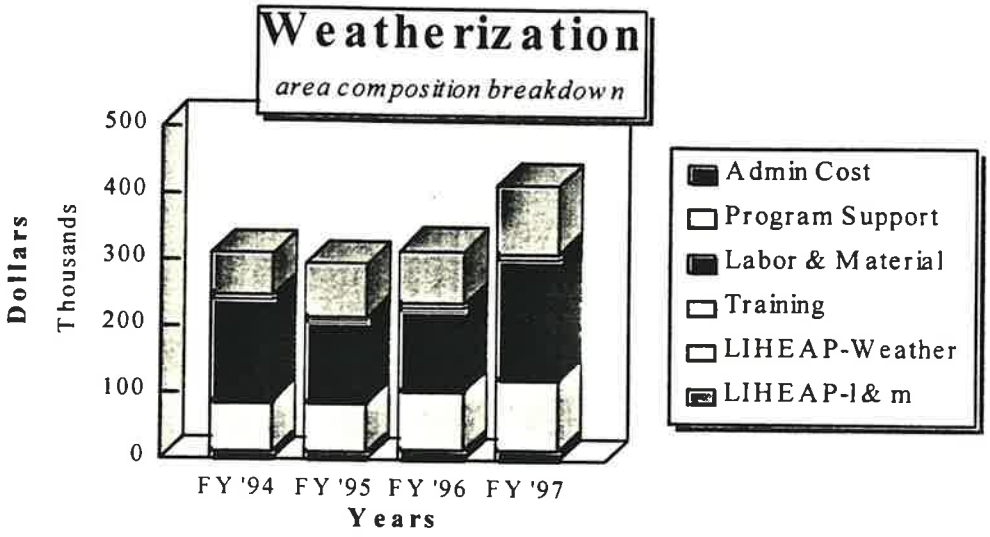
➲ **To assist low income individuals and families (home owners/rental) to weatherize their dwellings. Priorities to elderly and handicapped.**

- *To improve energy efficiency in 100 selected dwellings in FY 1996/1997 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 1996/ 1997 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, 1996.*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97:goal)

	FY 94/95	FY 95 /96	FY 96/ 97
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 1994 - 1997

DIVISION: WEATHERIZATION

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	35,236	52,947	58,854	57,048
18 Fringe Benefits	13,524	12,712	22,335	17,257
Total Salaries & Benefits	**$48,760**	**$65,659**	**$81,189**	**$74,305**
02 Professional Fees	73	75	100	200
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	114,738	98,244	112,634	244,007
06 Travel	8,890	7,844	8,000	37,500
07 Office & Administration	1,371	939	2,500	7,201
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	1,075	925	1,100	2,000
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	130,604	104,130	114,388	379,666
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	**$256,751**	**$212,157**	**$238,722**	**$670,574**
15 Capital Outlay	369	0	0	0
17 Fixed Assets	0	1,627	0	0
Total Capital	**$369**	**$1,627**	**$0**	**$0**
Grand Total	**$305,879**	**$279,443**	**$319,911**	**$744,879**



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 (69) volunteers to a minimum of 500 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*

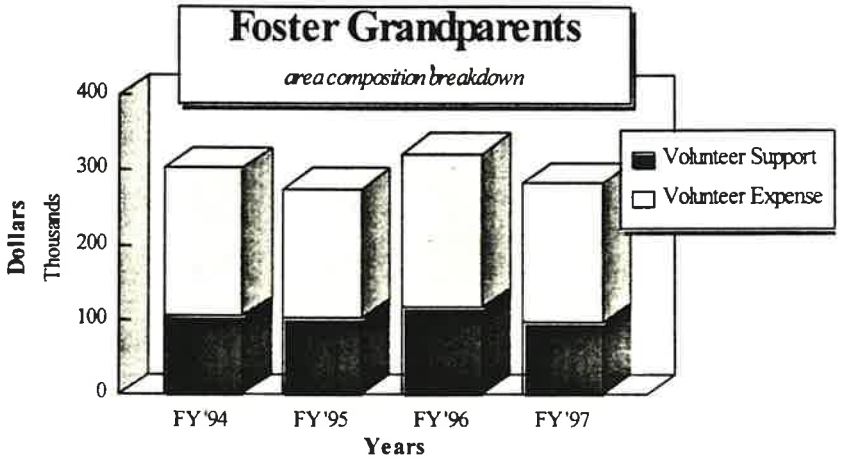
➲ **Increase private sector participation**

- *Address three or more organizations annually*
- *Annually submit proposal to businesses for funding non-federal volunteers and program activities*

Performance Indicators (FY 94/95: actual, FY 95/96: projected, FY 96/97:goal)

	FY 94/95	FY 95 /96	FY 96/ 97
Conduct site visits	17	19	26
Training suggestions from site coordinators	19	19/2	26
Assign volunteers and special children 500	68/138	68/138	
Negotiate Memo of Understandings with sites	25	25	28
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 15		11	11
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
Anr ..ally submit proposal to businesses for funding non-federal volunteers and program activities	0	0	2

Budget Details



HUMAN SERVICES
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: FOSTER GRANDPARENTS

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	239,794	221,860	239,014	231,492
18 Fringe Benefits	16,252	17,769	23,818	23,721
Total Salaries & Benefits	**$256,046**	**$239,629**	**$262,832**	**$255,213**
02 Professional Fees	122	75	1,500	0
03 Medical Services	585	279	2,069	3,000
04 Engineering Services	0	0	0	0
05 Other Services	19,489	8,341	17,679	16,000
06 Travel	18,745	8,253	28,625	24,471
07 Office & Administration	958	392	870	870
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	1,722	1,211	1,800	1,819
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	2,733	1,564	5,006	3,792
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	**$44,353**	**$20,115**	**$57,549**	**$49,952**
15 Capital Outlay	471	0	0	0
17 Fixed Assets	1,824	0	0	0
Total Capital	**$2,295**	**$0**	**$0**	**$0**
Grand Total	**$302,694**	**$259,743**	**$320,381**	**$305,165**

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 4,170 eligible low income households receive assistance to offset the high cost of energy during the fiscal year 1997. Assistance will be provided in the following program areas:**

- *Regular Heating Assistance: A minimum of 3,174 eligible households will be assisted beginning July 1, 1996 thru June 30, 1997 or until funds are exhausted. Total cost not to exceed $631,457.*

- *Emergency Heating Assistance: A minimum of 456 eligible households will be assisted from January 3, 1996 thru April 29, 1997 or until funds are exhausted. Total cost not to exceed $77,557.*

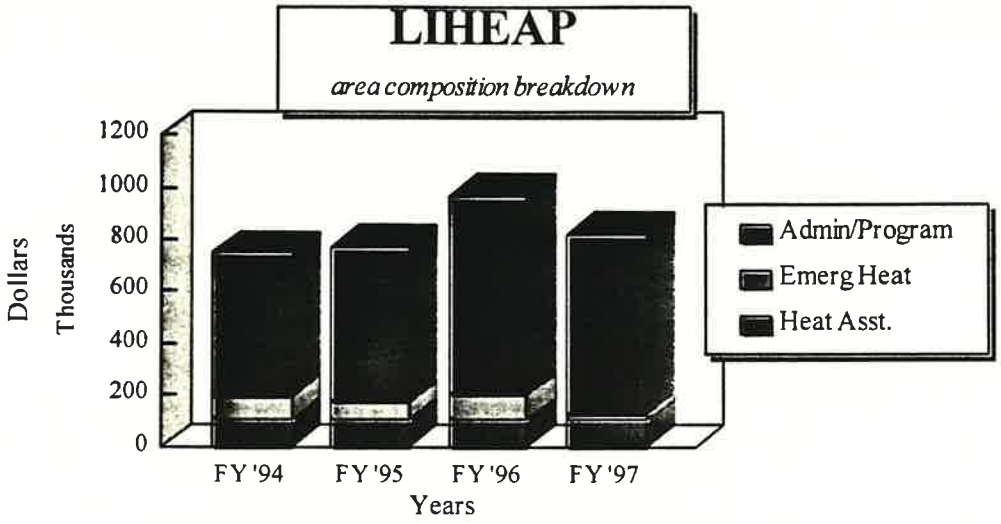
Performance Indicators

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 1994 - 1997

DIVISION: LIHEAP

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	54,495	56,735	58,363	55,291
18 Fringe Benefits	15,961	16,799	21,157	16,725
Total Salaries & Benefits	**$70,455**	**$73,533**	**$79,520**	**$72,016**
02 Professional Fees	293	300	300	430
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	667,965	672,757	869,081	731,061
06 Travel	1,458	1,653	2,915	2,500
07 Office & Administration	998	1,010	4,500	3,000
08 Utilities	0	0	0	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	3,619	3,699	5,199	4,500
11 Buildings & Grounds	0	0	0	0
12 Materials & Supplies	1,803	2,018	4,591	3,500
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	**$676,136**	**$681,437**	**$886,586**	**$744,991**
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$746,591**	**$754,970**	**$966,106**	**$817,007**

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 1,728 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 48 (forty-eight) 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 78 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 42 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 60 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

1,72
8 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.

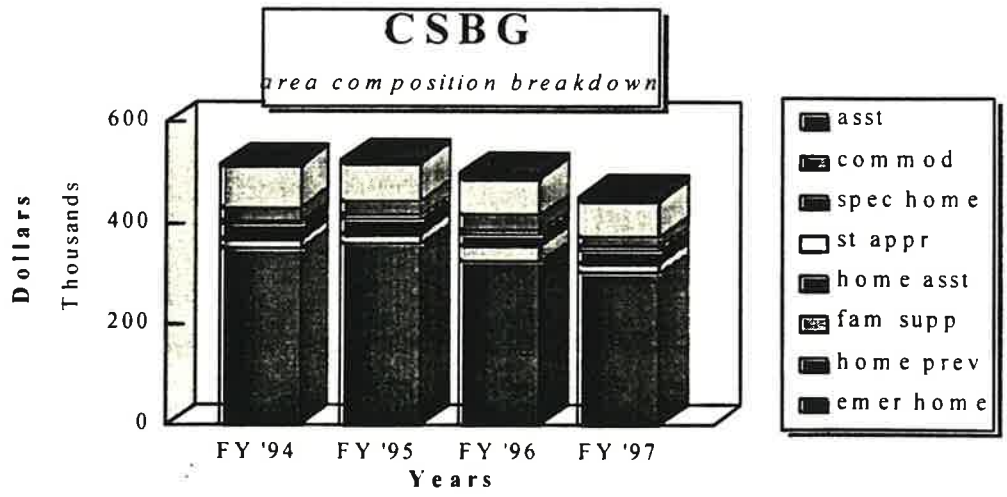
48 Families participated in family support services. Goals were not met in this area for FY 95/96.

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 1994 - 1997

DIVISION: CSBG

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	188,401	182,015	183,953	206,509
18 Fringe Benefits	54,043	62,694	66,682	62,468
Total Salaries & Benefits	**$242,444**	**$244,710**	**$250,635**	**$268,977**
02 Professional Fees	147	328	125	0
03 Medical Services	55	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	241,522	178,730	225,265	185,593
06 Travel	1,111	2,556	1,875	2,968
07 Office & Administration	5,797	7,321	5,625	5,632
08 Utilities	0	0	0	0
09 Vehicle Operations	469	231	200	0
10 Insurance & Bonds	1,514	1,541	3,004	2,546
11 Buildings & Grounds	0	0	7,000	0
12 Materials & Supplies	745	0	1,250	7,500
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	**$251,359**	**$190,707**	**$244,344**	**$204,239**
15 Capital Outlay	6,618	2,772	3,000	3,000
17 Fixed Assets	0	0	0	0
Total Capital	**$6,618**	**$2,772**	**$3,000**	**$3,000**
Grand Total	**$500,420**	**$438,189**	**$497,979**	**$476,216**

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.*
  - *Keep parking lots and driveways in good repair, continue to 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 window units to conserve energy.*

- **Priority 4: Maintenance work which reflects a negative impact of building if left undone.**

  - *Plant trees in 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 (FY 94/95: actual, FY 95/96: projected, FY 96/97:goal)

	FY95	FY96	FY97
• 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 • Windows cleaned, replace, or reglaze	4	7	3
• Remove large trees from playground area. • Strengthen wall affected by trees • Touch up paint areas as needed	0	0	2

Budget Details

HUMAN SERVICES
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: OCCUPANCY - 501 W 11TH STREET

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	34,929	13,085	14,196	14,162
18 Fringe Benefits	8,571	6,407	4,347	5,026
Total Salaries & Benefits	**$43,500**	**$19,492**	**$18,543**	**$19,188**
02 Professional Fees	73	50	1,600	1,500
03 Medical Services	0	0	120	350
04 Engineering Services	0	0	0	0
05 Other Services	34,680	55,242	56,276	32,485
06 Travel	60	0	0	0
07 Office & Administration	0	0	0	0
08 Utilities	36,015	30,185	32,093	31,399
09 Vehicle Operations	1,647	2,063	1,437	1,655
10 Insurance & Bonds	905	617	873	882
11 Buildings & Grounds	13,288	18,831	55,015	40,831
12 Materials & Supplies	16,182	10,871	14,365	13,581
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	**$102,850**	**$117,858**	**$161,779**	**$122,683**
15 Capital Outlay	95,506	36,422	0	38,000
17 Fixed Assets	4,865	5,952	0	46,350
Total Capital	**$100,371**	**$42,374**	**$0**	**$84,350**
Grand Total	**$246,721**	**$179,725**	**$180,322**	**$226,221**

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 f r 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.**

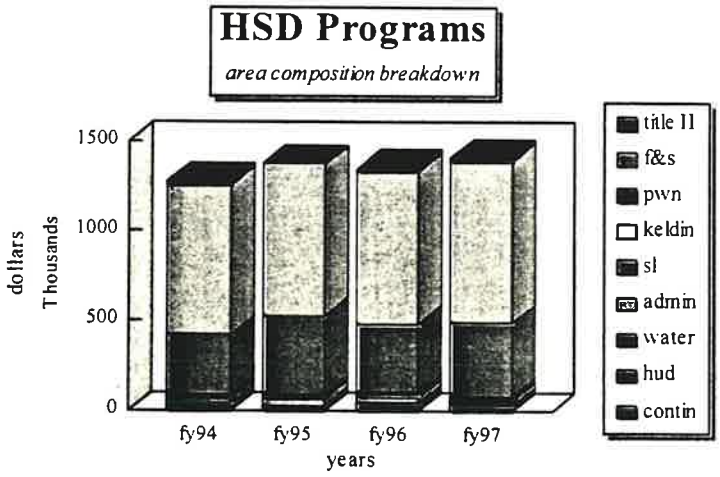
- *To encourage the involvement of the community in helping to assist approximately 169 or more households per year to maintain or reestablish water services.*

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 1994 - 1997

DIVISION: HSD PROGRAMS

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	259,778	265,329	271,493	354.107
18 Fringe Benefits	76,350	78,476	73,852	80,786
Total Salaries & Benefits	**$336,129**	**$343,805**	**$345,345**	**$434,893**
02 Professional Fees	440	7,753	6,025	8,855
03 Medical Services	177	0	175	0
04 Engineering Services	0	0	0	0
05 Other Services	658,628	973,317	908,197	879,661
06 Travel	16,799	17,852	21,129	21,830
07 Office & Administration	21,805	17,688	16,311	17,713
08 Utilities	0	0	0	0
09 Vehicle Operations	4,017	6,826	7,614	5,238
10 Insurance & Bonds	8,317	9,106	6,308	8,300
11 Buildings & Grounds	0	876	0	0
12 Materials & Supplies	12,877	13,154	13,605	7,879
13 Debt Service	0	0	0	0
14 Supply Inventory	0	0	0	0
16 Matching Grants	195,667	0	0	0
19 Landfill Materials	0	0	0	0
20 State Fees & Charges	0	0	0	0
Total Operations	**$918,726**	**$1,046,572**	**$979,364**	**$949,476**
15 Capital Outlay	10,801	11,110	11,000	10,800
17 Fixed Assets	7,180	16,706	7,985	6,456
Total Capital	**$17,981**	**$27,816**	**$18,985**	**$17,256**
Grand Total	**$1,272,836**	**$1,418,192**	**$1,343,694**	**$1,401,625**

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 94/95: actual, FY 95/96: projected, FY 96/97:goal)

	FY 94/95	FY95/96	FY 96/97
Family Need Assessments performed	120	125	125
Adult and Youth Activities	8	10	12

Budget Details

HUMAN SERVICES
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: NEIGHBORHOOD FAMILY SERVICE CENTER

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	50,545	51,042	52,155	54,241
18 Fringe Benefits	16,628	17,542	18,906	19,622
Total Salaries & Benefits	**$67,173**	**$68,584**	**$71,061**	**$73,863**
02 Professional Fees	0	0	0	40
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	13,392	2,475	23,083	24,808
06 Travel	2,074	2,151	1,750	1,400
07 Office & Administration	1,345	863	1,750	650
08 Utilities	2,300	1,100	2,285	750
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	550
11 Buildings & Grounds	550	215	215	300
12 Materials & Supplies	6,855	3,003	5,267	3,000
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	**$26,516**	**$9,806**	**$34,350**	**$31,498**
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	1,642	0	0
Total Capital	**$0**	**$1,642**	**$0**	**$0**
Grand Total	**$93,689**	**$80,032**	**$105,411**	**$105,361**

City General Relief

Description

Provides emergency financial assistance including mortgage/rent, utilities, food/nonfood household items and medications to City residents.

Goals & Objectives

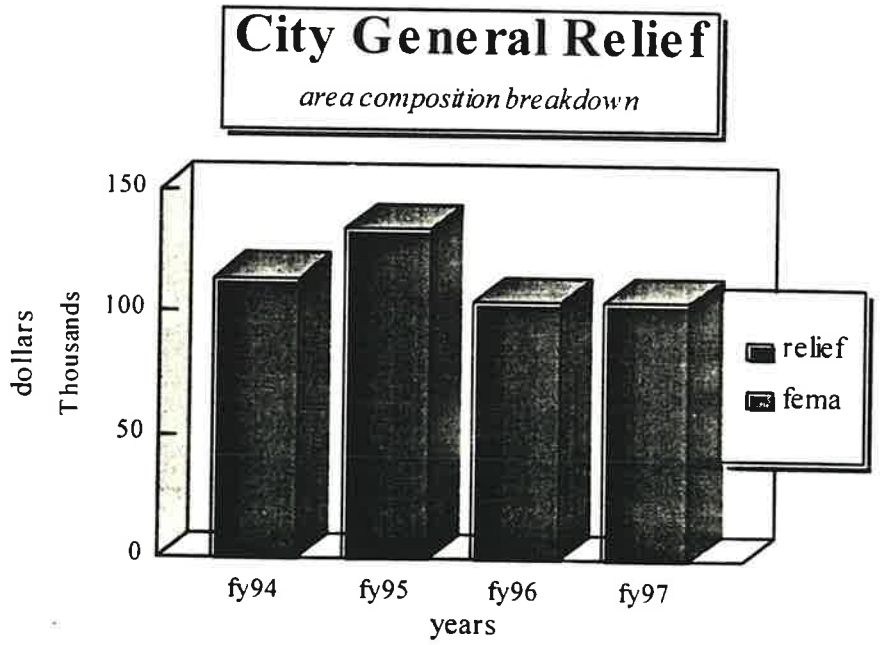
To provide assistance to residents of the-City of Chattanooga who are experiencing financial difficulties, who do not meet poverty guidelines, but are experiencing a crisis that prevents them from being able to meet their needs.

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 94/95: actual, FY 95/96: projected, FY 96/97:goal)

	FY 94/95	FY 95/96	FY 96/97
Number of households assistance planned	2,000	1,500	1,000
Dollars used in assistance	87,970	77,260	78,271

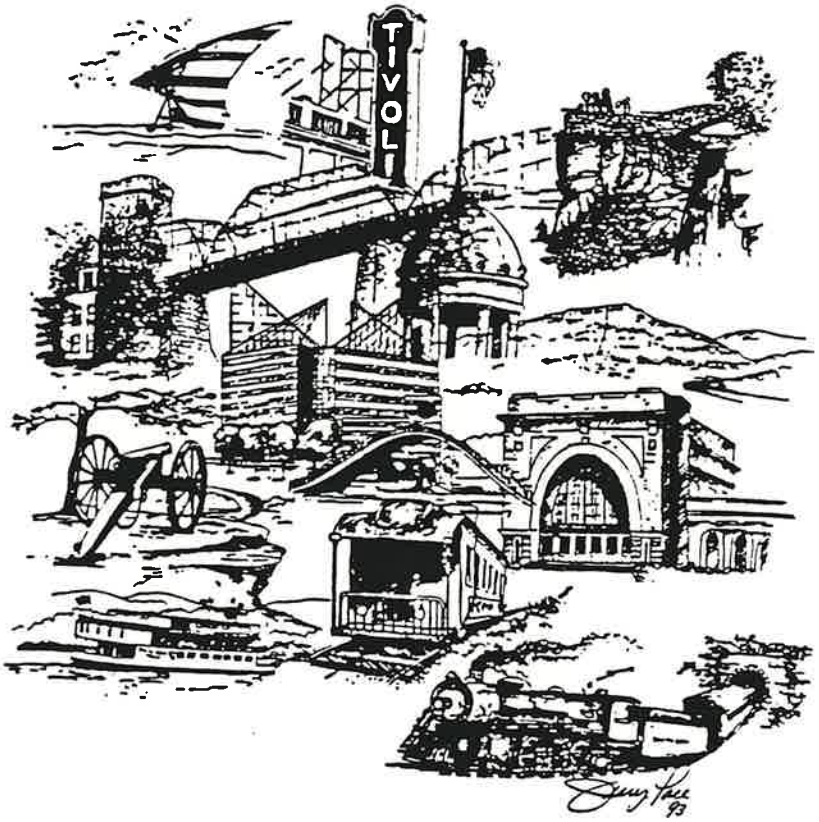
Budget Details



HUMAN SERVICES
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: CITY GENERAL RELIEF

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	18,047	18,770	20,482	20,170
18 Fringe Benefits	4,996	5,433	3,699	7,312
Total Salaries & Benefits	**$23,043**	**$24,203**	**$24,181**	**$27,482**
02 Professional Fees	0	0	0	0
03 Medical Services	0	0	0	0
04 Engineering Services	0	0	0	0
05 Other Services	87,971	109,932	80,022	78,120
06 Travel	0	0	0	0
07 Office & Administration	2,762	9	50	0
08 Utilities	0	0	287	0
09 Vehicle Operations	0	0	0	0
10 Insurance & Bonds	0	0	0	0
11 Buildings & Grounds	0	250	0	0
12 Materials & Supplies	150	0	235	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	**$90,883**	**$110,190**	**$80,594**	**$78,120**
15 Capital Outlay	0	0	0	0
17 Fixed Assets	0	0	0	0
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$113,925**	**$134,393**	**$104,775**	**$105,602**


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Fiduciary Funds

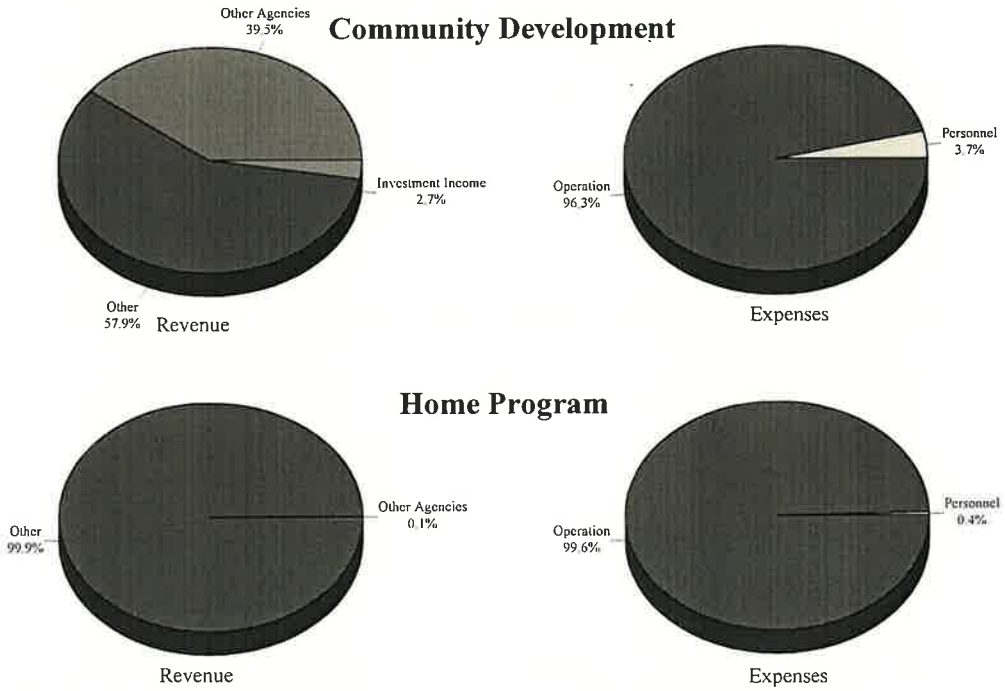
Fund Structure

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 budgeting is modified accrual. Funds included in this group are the Economic & Community Development Fund and the CD - Home Program Fund. As of June 30, 1996 the budgeted revenue and expenses were as followed:

	Budgeted	Actual	
	Revenue & Expenses	Revenue	Expenses
Economic & Community Development	$ 2,830,335	$2,252,069	$1,973,531
CD - Home Program	1,191,665	636,295	539,751

The FY 96/97 budget $7,015,030; $2,724,376 respectively.

Fiscal Year 1996/1997



(graph expressed in 1,000)

Fiduciary Revenue Summary

Fund Type:	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
Fiduciary Funds:						
Economic & Community Dev.	3,092	2,623	2,830	7,015	4,185	147.9%
E & CD - HOME Improvement	1,313	1,005	1,192	2,724	1,533	128.6%
Total Fiduciary Funds	$4,405	$3,627	$4,022	$9,739	5,717	142.2%

Revenues

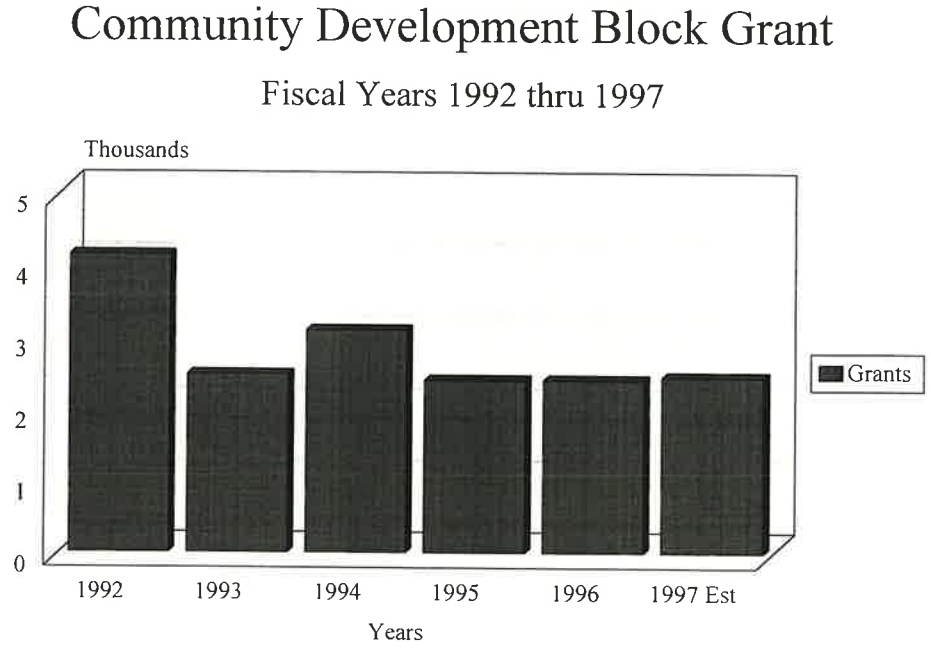
Economic & Community Development. Approval for this funding is done by the U.S. Department of Housing and Urban Development on an annual basis, which accounts for the fluctuation in the revenues received each year. When the funding decreases, the City must make budget decisions which will suit the community 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 increase for this fund is $5,717,406. This major increase is the use of Fund Balance in the amount of $4,058,784. Another large increase is the THDA House Grant, $253,000 which was reinstated in FY 96/97. As with most federal funds these sources are allocated to the City based on the Federal Government's budget year which is different than the city's fiscal reporting year and may vary from year to year.

The City of Chattanooga is currently in its 21st year of Community Development Block Grant funding. The estimate for FY 97 has been reduced by $39,000 to $2,445,000.

Historically, an analysis of Community Development Block Grant Funds received by the City reflects the variation in funding from year to year.

Home Investment Program. The increase in the Home Investment Program funding is due primarily to the use of Fund Balance, $1,454,140. Also, program income is expected to rise from $61,665 to $194,236.



Fiduciary Expense Summary

Fund Type:	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
Fiduciary Funds:						
Economic & Community Development	3,986	3,070	2,830	7,015	4,185	147.9%
E & CD - HOME Improvement	1,312	977	1,192	2,724	1,533	128.6%
Total Fiduciary Funds	$5,298	$4,047	$4,022	$9,739	5,717	142.2%

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 increase of $4,184,695 in the Economic and Community Development Fund and $1,532,711 in the Home Improvement Fund is due to the fact that City management changed the prior practice of not budgeting the Fund Balance.

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, 1996.

Pension Plan	Overfunded (Unfunded)	Percentage
TCRS	$ 3,376	114.04%
General	32,012	135.37%
Electric Power Board	4,040	114.81%
Firemen and Policemen	6,225	105.04%

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.

Fiduciary Fund Revenues

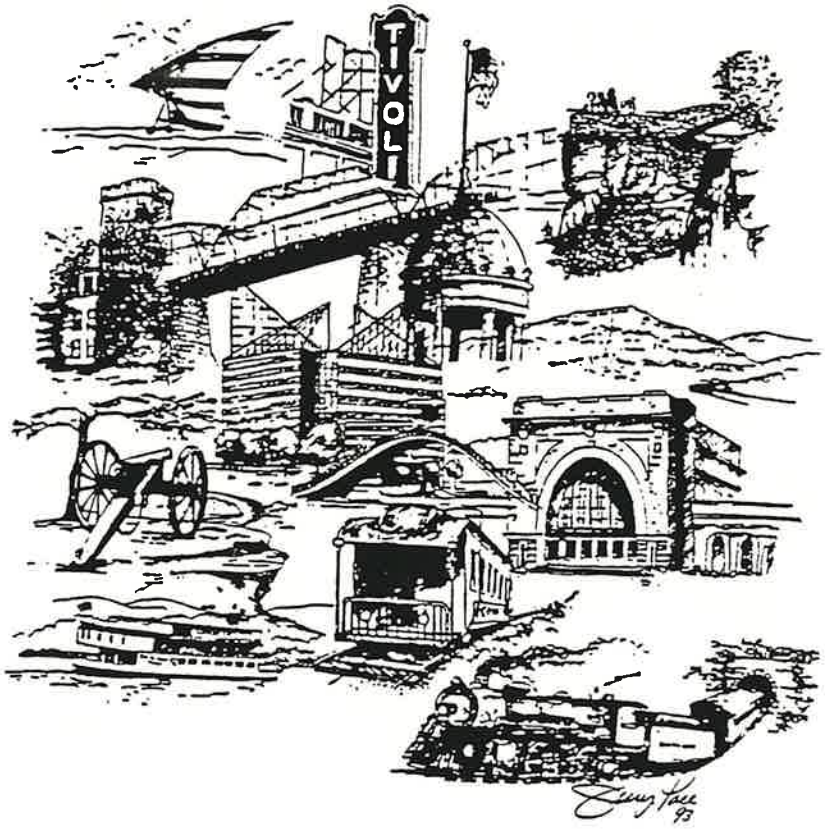
Fiscal Years 1994 - 1997

Revenue Source	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Economic & Community Development (Fund 4010):							
Community Development Block Grant	3,091,781	2,400,005	2,484,000	2,445,000	(39,000)	-1.6%	25.10%
Fund Balance	0	0	35,000	4,058,784	4,023,784	11496.5%	41.67%
Emergency Shelter	0	0	98,000	63,000	(35,000)	-35.7%	0.65%
THDA House Program	0	144,993	0	253,000	253,000	N/A	2.60%
Shelter Plus Care Grant	0	0	0	0	0	N/A	0.00%
Rental Rehab Grant	0	0	0	7,246	7,246	N/A	0.07%
Program Income	0	77,711	213,335	188,000	(25,335)	-11.9%	1.93%
Total Economic & Community Development	**$3,091,781**	**$2,622,709**	**$2,830,335**	**$7,015,030**	**4,184,695**	**147.9%**	**72.03%**
Economic & Community Development - HOME Program (Fund 4016):							
Federal Grant (HOME)	1,290,699	906,510	1,130,000	1,076,000	(54,000)	-4.8%	11.05%
Fund Balance	0	0	0	1,454,140	1,454,140	N/A	14.93%
Program Income	22,265	98,020	61,665	194,236	132,571	215.0%	1.99%
Total Economic & Community Development (HOME)	**$1,312,964**	**$1,004,530**	**$1,191,665**	**$2,724,376**	**1,532,711**	**128.6%**	**27.97%**
Grand Totals:	**$4,404,745**	**$3,627,239**	**$4,022,000**	**$9,739,406**	**5,717,406**	**142.2%**	**100.00%**

Fiduciary Fund Expenditures

Fiscal Years 1994 - 1997

Expenditures	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Economic & Community Development (Fund 4010):							
Bethlehem Center	0	0	30,000	0	(30,000)	-100.0%	0.00%
Better Housing Commission	0	50,000	40,000	100,000	60,000	150.0%	1.03%
Boy's Club of Chattanooga	0	17,908	0	7,342	7,342	N/A	0.08%
CD Commerical Facade	0	0	0	110,000	110,000	N/A	1.13%
CD Neighborhood Organization Support	0	15,000	0	25,000	25,000	N/A	0.26%
CD Office Administration & Planning	284,224	234,226	323,959	613,511	289,552	89.4%	6.30%
CD Planning	12,220	10,999	0	61,781	61,781	N/A	0.63%
Chattanooga Area Urban League	0	1,400	0	22,650	22,650	N/A	0.23%
Chattanooga Housing Authority	278,539	335,862	146,500	196,454	49,954	34.1%	2.02%
Chattanooga Housing Authority - Planning	0	0	35,000	0	(35,000)	-100.0%	0.00%
Chattanooga Human Services	0	155,741	0	0	0	N/A	0.00%
Chattanooga Neighborhood Enterprise - CHAS	1,698,761	1,121,848	1,210,955	2,330,257	1,119,302	92.4%	23.93%
Chattanooga Neighborhood Enterprise - Hill City	0	37,599	0	0	0	N/A	0.00%
Chatt. Neighborhood Enterprise - Neighborhood Rev.	401,415	265,552	0	0	0	N/A	0.00%
Chattanooga Neighborhood Enterprise - Special Projects	220,970	11,213	0	0	0	N/A	0.00%
Children's Advocacy Center	0	35,993	0	0	0	N/A	0.00%
Community Housing Resource Board	37,921	35,948	37,000	0	(37,000)	-100.0%	0.00%
Community Kitchen	23,100	0	49,500	19,500	(30,000)	-60.6%	0.20%
Contingency	0	0	162,500	443,058	280,558	172.7%	4.55%
Current & Future Projects	0	0	0	657,886	657,886	N/A	6.75%
Dodson Avenue Health Center	13,800	0	0	0	0	N/A	0.00%
East 9th Street Improvements	0	0	0	0	0	N/A	0.00%
Emergency Shelter - Community Kitchen	0	20,075	0	63,761	63,761	N/A	0.65%
Emergency Shelter - Dismas House	2,812	6,788	8,200	0	(8,200)	-100.0%	0.00%
Emergency Shelter - Family & Children Services	0	12,000	0	39,535	39,535	N/A	0.41%
Emergency Shelter - Room In the Inn	5,500	11,000	13,500	12,215	(1,285)	-9.5%	0.13%
Emergency Shelter - Salvation Army	0	4,000	5,300	3,214	(2,086)	-39.4%	0.03%
Family & Children's Services	0	67,360	76,500	72,600	(3,900)	-5.1%	0.75%
Girl's Incorporated	6,000	0	65,120	35,666	(29,454)	-45.2%	0.37%
Good Neighbor Incorporated	8,412	0	0	0	0	N/A	0.00%
Harriet Tubman	0	20,308	0	0	0	N/A	0.00%
Hosanna	0	15,000	0	0	0	N/A	0.00%
Housing Rehab	42,423	56,307	0	0	0	N/A	0.00%
Inner City Development Center	0	0	0	102,955	102,955	N/A	1.06%
Metropolitian Council for Community Services	0	14,442	0	7,200	7,200	N/A	0.07%
M. L. King Comm. Development Corp. - Rehab	61,772	16,850	0	90,000	90,000	N/A	0.92%
M. L. King Comm. Development Corp. - Planning	0	0	0	0	0	N/A	0.00%
Newton Child Development Center	0	0	14,376	29,994	15,618	108.6%	0.31%
Northside Neighborhood House	0	0	0	20,000	20,000	N/A	0.21%
Orange Grove	0	131,707	0	242,762	242,762	N/A	2.49%
Parks & Recreation	487,492	121,676	140,000	250,905	110,905	79.2%	2.58%
Private Industry Council	90,379	36,158	0	61,149	61,149	N/A	0.63%
Police Athletic League	8,529	27,969	0	14,577	14,577	N/A	0.15%
Public Works	59,676	0	180,189	380,189	200,000	111.0%	3.90%
Rental Rehab (Grant)	0	4,775	0	7,246	7,246	N/A	0.07%
Rental Rehab (Program Income)	0	0	0	24,667	24,667	N/A	0.25%
Roanoke Community Center	0	0	0	0	0	N/A	0.00%
Shelter Plus Care	0	10,491	0	581,919	581,919	N/A	5.97%
Special Transit Services, Inc.	0	0	0	45,600	45,600	N/A	0.47%
THDA House - CNE	210,031	144,993	0	285,532	285,532	N/A	2.93%
UDAG Administration	0	0	0	12,000	12,000	N/A	0.12%
United Methodist Neighborhood Centers	31,998	6,326	0	0	0	N/A	0.00%
University of Tennessee at Chattanooga	0	0	91,736	1,905	(89,831)	-97.9%	0.02%
VITAL Center	0	12,415	0	0	0	N/A	0.00%
Westside Community Development / Jr. League	0	0	200,000	42,000	(158,000)	-79.0%	0.43%
Total Economic & Community Development	**$3,985,974**	**$3,069,929**	**$2,830,335**	**$7,015,030**	**4,184,695**	**147.9%**	**72.03%**
Economic & Community Development - HOME Program (Fund 4016):							
Administrative & Planning	31,683	19,377	25,000	104,004	79,004	316.0%	1.07%
Chatt. Community Housing Dev. Organ. Operating	0	0	0	32,450	32,450	N/A	0.33%
Chatt. Community Housing Dev. Organ. Projects	0	0	169,500	674,164	504,664	297.7%	6.92%
Rental Housing Rehab Projects/CNE	0	0	250,000	573,211	323,211	129.3%	5.89%
Homeowner Rehab Projects/CNE	1,280,686	958,081	747,165	1,062,107	314,942	42.2%	10.91%
ICDC Housing Projects	0	0	0	100,000	100,000	N/A	1.03%
Future Projects	0	0	0	178,440	178,440	N/A	1.83%
Total Economic & Community Development (HOME)	**$1,312,369**	**$977,458**	**$1,191,665**	**$2,724,376**	**1,532,711**	**128.6%**	**27.97%**
Grand Totals:	**$5,298,343**	**$4,047,387**	**$4,022,000**	**$9,739,406**	**5,717,406**	**142.2%**	**100.00%**


TIVOLI

Community Development

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 Years 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$202,423	$202,446	$211,959	$260,000
Operating	3,776,068	3,676,792	2,613,376	6,735,030
Capital	7,483	3,271	5,000	20,000
Total	$3,985,974	$3,882,509	$2,830,335	$7,015,030
Positions Authorized	8	8	8	8

Planning and Administration

Description

The Office of Economic and Community Development, acting on behalf of the City of Chattannoga, 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 1994 - 1997

DIVISION: CD Planning & Administration

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	160,081	159,215	160,000	200.000
18 Fringe Benefits	42,342	43,231	51,959	60,000
Total Salaries & Benefits	**$202,423**	**$202,446**	**$211,959**	**$260,000**
02 Professional Fees				
03 Medical Services	250	165	0	0
04 Engineering Services				
05 Other Services	10,289	5,802	56,000	286,011
06 Travel	11,670	8,377	15,000	15.000
07 Office & Administration	16,156	14,537	35,000	30.000
08 Utilities				
09 Vehicle Operations	320	308	1,000	2.500
10 Insurance & Bonds				
11 Buildings & Grounds				
12 Materials & Supplies	47			
13 Debt Service				
14 Supply Inventory				
16 Matching Grants	35,586			
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$74,318**	**$29,189**	**$107,000**	**$333,511**
15 Capital Outlay	7,048	1,323	5,000	20.000
17 Fixed Assets	435	1,948	0	0
Total Capital	**$7,483**	**$3,271**	**$5,000**	**$20,000**
Grand Total	**$284,224**	**$234,906**	**$323,959**	**$613,511**

Program Highlights

1994/1995 PROGRAM:

- Under the homeowner 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 ctivity 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.

1995/1996 PROGRAM:

- Homeowner rehabilitation, emergency repairs, technical and financial assistance was given to 105 qualified homeoeners for the improvement of their home, as well as to eliminate life threatening conditions.

- Provided funds to help establish a North Chattanooga Head Start.

- Improved 6 recreation centers.

- Funds were used to renovate four multi-unit residential projects consisting of 27 units.

- Under the direct homeownership assistance program 62 single-unit homebuyers were assisted with down payment, closing costs, interest and/or principle reduction.

- Eight (8) dilapidated housing structures condemned by the City were cleared and demolished.

- The Fair Housing Info-Line answered 1,157 calls regarding fair housing issues from homeowners and renters.

- Completed the Impediments to Fair Housing Report for HUD.

- The department applied funds toward the renovation of an emergency shelter for abused/battered women and children.

Program Highlights (con't):

1996/1997 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 activites 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 othe 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**
  - *The homebuyer assistance program and the housing rehabilitation program have a goal to assist 179 households.*
  - *Under rental housing development, 32 housing units are scheduled to receive improvements..*
- **Remove barriers to the disabled**
  - *Funds will be used towards the purchase of 4 specially equipped vehicles to provide special needs transportation.*
  - *To make improvements to meet fire safety code standards at an emergency shelter abused/battered women and children.*
- **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 59 units of public housing at East Lake Courts.*
  - *Renovate the Girl's Inc. Center in Poss Homes public housing development.*
- **Encourage the involvement of neighborhood residents in the improvement of their neighborhoods and the ongoing maintenance of their properties.**
  - *Provide financial management classes and housekeeping training to public housing residents.*
  - *The Healthy Steps Program will assist parents in teaching their children acdemic skills through the Parents and First Teachers training.*
- **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 20 dilapidated houses in targeted neighborhoods, includes demoli tion, clearance, and asbestos/lead based paint removal.*

- *Assist a community organization in acquiring 8 residential structures (12 units) for the low/moderate income.*

➲ **Attempt to expand employment opportunities through commercial revialization, business and industrial expansion and new development, and other economic development efforts in partnership with the private sector.**

- *Purchase CD ROM drives, hardware and multimedia training software for an interactive training lab at the Chattanooga Business Skills Training Center.*

- *Establish a satellite learning center in the Westside at the former James A. Henry School to give Westside residents an opportunity to train and secure well paying employment.*

- *Provide one year's salary and fringes of an Economic Development Specialist who will work with Westside residents in developing business start-up opportunities, job creation, training and opportunities to work with area businesses.*

➲ **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 1994 - 1997

DIVISION: CDBG Supported Programs

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	3,701,750	3,647,603	2,506,376	6,401,519
19 Landfill Materials				
20 State Fees & Charges				
Total Operations	**$3,701,750**	**$3,647,603**	**$2,506,376**	**$6,401,519**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$3,701,750**	**$3,647,603**	**$2,506,376**	**$6,401,519**

Home Investment

Summary

Description

The Home Investment Grant 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 Years 1994 - 1997

	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
Personnel	$23,721	$17,390	$25,000	$41,600
Operating	1,288,648	960,068	1,166,665	2,682,776
Capital	0	0	0	0
Total	$1,312,369	$977,458	$1,191,665	$2,724,376

Planning & Administration

Description

The Economic & Community Development 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 1994 - 1997

DIVISION: HOME Planning & Administration

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
01 Salaries & Wages	18,576	12,936	25,000	32,000
18 Fringe Benefits	5,145	4,454	0	9,600
Total Salaries & Benefits	**$23,721**	**$17,390**	**$25,000**	**$41,600**
02 Professional Fees				
03 Medical Services				
04 Engineering Services				
05 Other Services	6,758	1,732	0	51,654
06 Travel	1,180	243	0	7,250
07 Office & Administration	24	12	0	3,500
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	**$7,962**	**$1,987**	**$0**	**$62,404**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$31,683**	**$19,377**	**$25,000**	**$104,004**

Home Loan Programs

Description

This activity all costs associated with loans made with the HOME Partnership Investment Funds.

Goals and Objectives

See Community Development goals and objectives

Performance Indicators

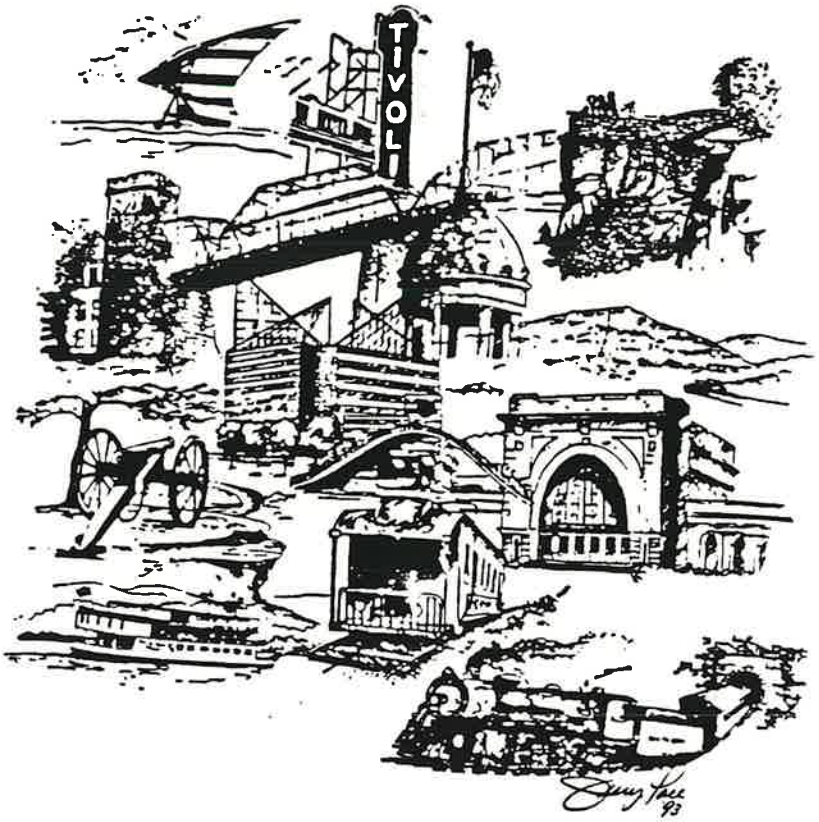
See community Development - Program Highlights

Budget Detail

ECONOMIC AND COMMUNITY DEVELOPMENT
Divisional Budget Summary
Fiscal Years 1994 - 1997

DIVISION: HOME Loans

Category	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97
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	1,280,686	958,081	1,166,665	2,620,372
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	**$1,280,686**	**$958,081**	**$1,166,665**	**$2,620,372**
15 Capital Outlay				
17 Fixed Assets				
Total Capital	**$0**	**$0**	**$0**	**$0**
Grand Total	**$1,280,686**	**$958,081**	**$1,166,665**	**$2,620,372**

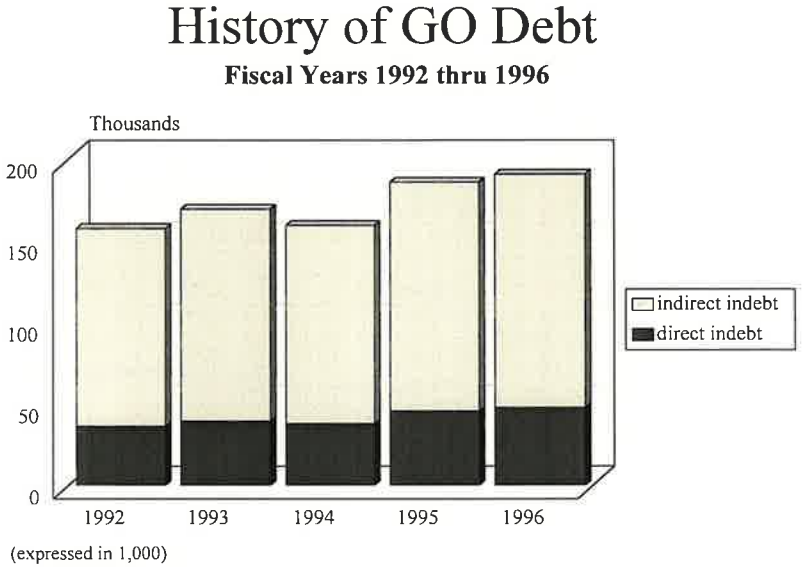

TIVOLI

Debt Service

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, 1996 is $ 204,479,351.



Debt Limit

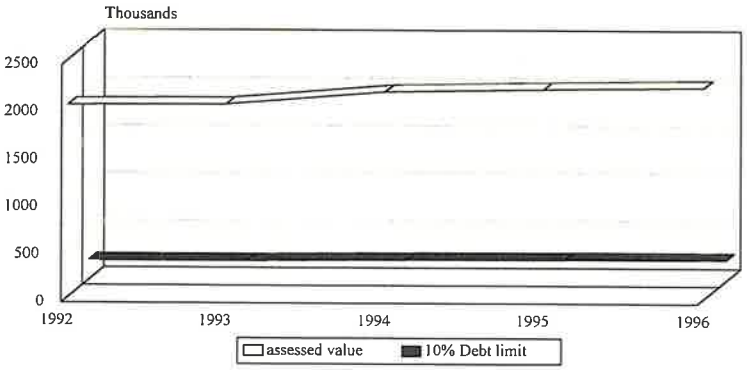
The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

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 1992 thru 1996

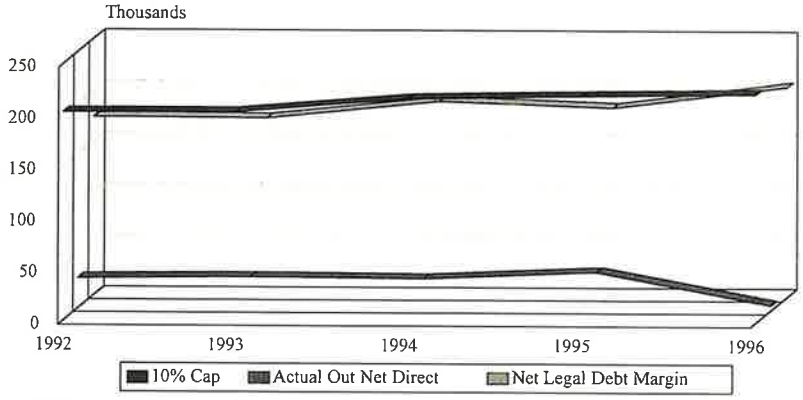


(expressed in 1,000)

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 1992 thru 1996



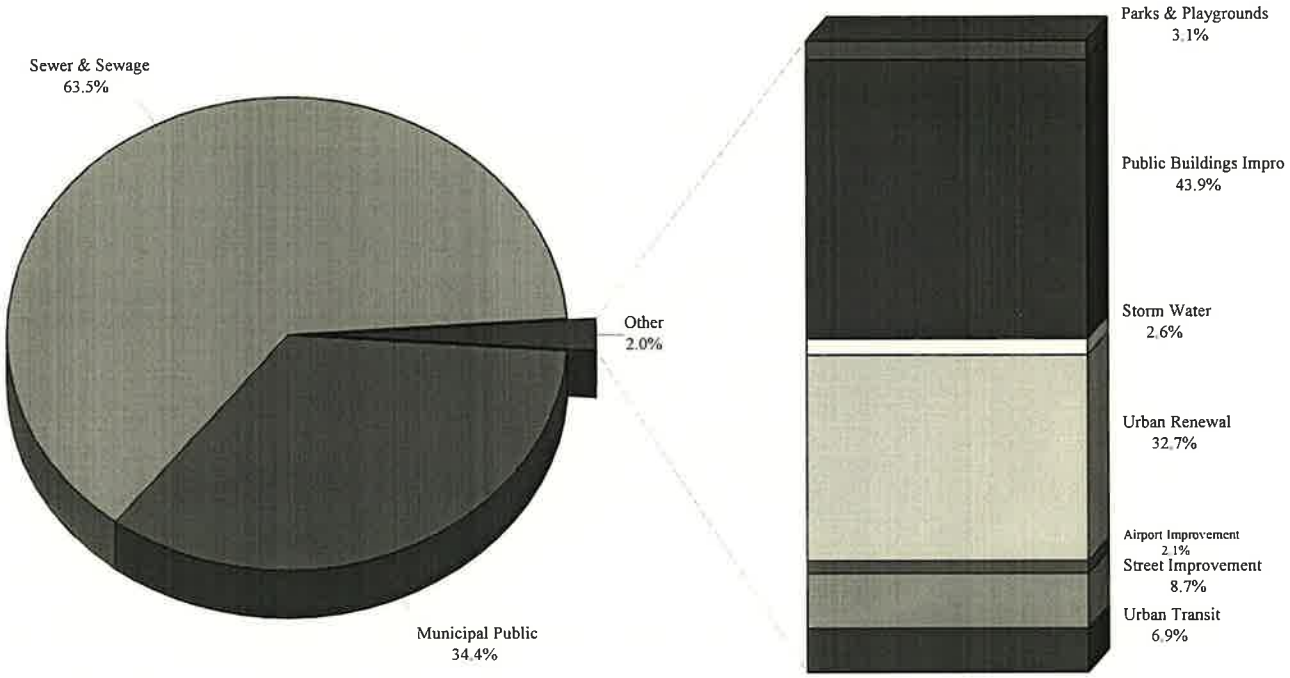
(expressed in 1,000)

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. In December, 1995 the City sold $22,270,000 Sewer and Sewage Facilities Refunding Bonds, Series 1995. In May, 1996 the City sold $13,000,000 Municipal Improvement Bonds specifically for the purpose of building a multi-purpose stadium.

The $204,479,351 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 1996 reflects the budget decisions being made by the City to meet its long-term goals.

General Obligation Bonds by Purpose

Fiscal Year 1996

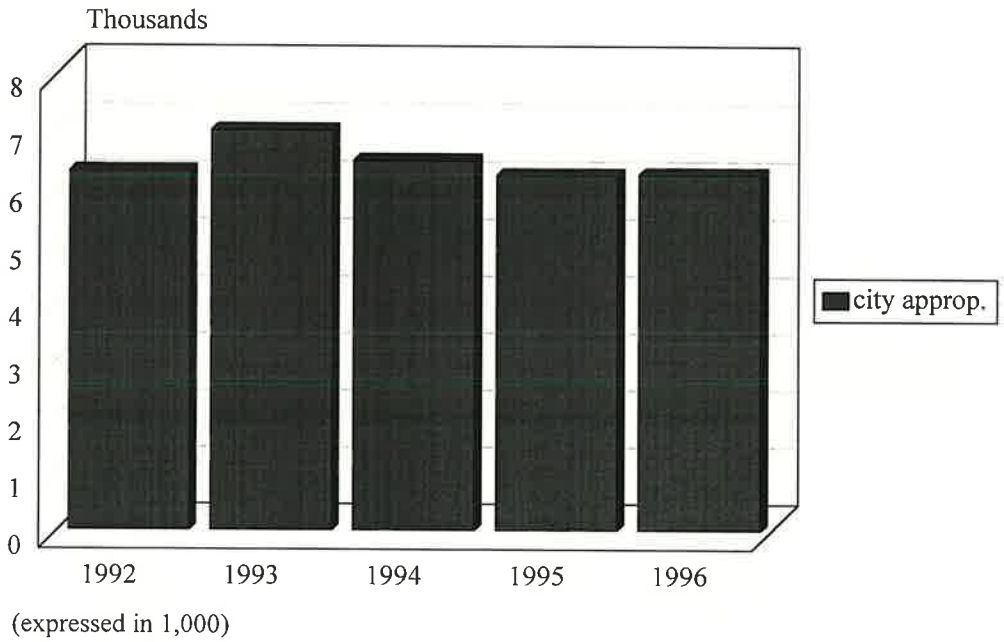


(expressed in 1,000)

As this charts 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 1992 thru 1996



This chart of City appropriations to the Debt Service Fund shows an increase of only $44,540 over this five year period. This represents less than a 1% 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 $137,418,732 at June 30, 1992 to $204,479,351 at June 30,1996, an increase of $67,060,619, or 48.8%. 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, 1996, the County had gross outstanding general obligation debt of $142,080,917 and net indebtedness of $128,015,012. The percentage of County net indebtedness applicable to the City if 62.4023% or $79,884,361. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 1996, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 1996.

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, 1996; amounts are not adjusted for the City's share of County debt.

General Obligation Bonds by Purpose		
Municipal Public Improvement	$65,632,948	
Street Improvement	340,000	
Bridge Improvement	0	
Municipal Airport Improvement	80,000	
Urban Renewal	1,275,000	
Public Buildings Improvement	1,710,000	
Municipal Parks and Playgrounds Improvement	120,000	
Urban Transit	270,000	
Storm Water Sewer Facilities	100,000	
Sewer and Sewage Facilities	121,157,052	
Total Bonded Indebtedness		$190,685,000
Other Long-Term Indebtedness		
General Obligation Capital Outlay Notes	$13,794,351	
Total Short-Term Indebtedness		$13,794,351
Gross Direct Indebtedness		204,479,351
Less: Self-Supporting Indebtedness		
Municipal Airport Improvement[1]	80,000	
Sewer and Sewage Facilities Bonds[2]	121,157,052	
State Revolving Loan-CSO (ISS portion)[4]	2,393,671	
State Revolving Loan-CSO (Storm Water portion)	2,393,671	
Municipal Public Improvement Bonds[3]	21,715,500	
Debt Service Fund[5]	9,127,569	
		156,867,463
Net Direct Indebtedness		47,611,888
Plus:Estimated Net Overlapping Indebtedness		79,884,361
Net Direct and Net Overlapping Indebtedness		$127,496,249

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) *$2,040,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose, $21,715,500 represents the outstanding balance of 1995 Municipal Public Improvement Bonds of which $8,833,305 is related to Storm Water and $12,882,195 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 Storm Water fund.*

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 1996.

Amount of Indebtedness	Per Capita	of Assessed Valuation[2]	Percentage of Full Valuation[3]	Percentage
Gross Direct Indebtedness[4]	$204,479,351	$1,349	9.19%	3.04%
Net Direct Indebtedness[4]	47,611,888	314	2.14	0.71
Gross Direct and Net Overlapping Indebtedness[5]	284,363,712	1,876	12.78	4.23
Net Direct and Net Overlapping Indebtedness[5]	127,496,249	841	5.73	1.90
Per Capita Assessed Valuation	*$14,671**			
Per Capita Full Valuation	*$44,357***			

**Based on 1996 population estimate.*

***Based on 1990 census*

Notes: (1) *The City's population in 1996 was estimated at 151,600.*

(2) *The City's preliminary assessed valuation of taxable property as of June 30, 1996 was $2,224,070,683.*

(3) *The City's estimated full valuation of taxable property as of June 30, 1996 was $6,724,514,166.*

(4) *See "Historical Debt Ratios" under this section.*

(5) *The County's net overlapping indebtedness is $128,015,012. The City's share is $79,884,361 (62.4%).*

Other Long-Term Indebtedness

As of June 30, 1996, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated Date	Maturity
State Revolving Loan	$4,787,342	03/01/93	02/28/2013
Capital Outlay Notes[1]	668,592	09/01/92	09/01/2006
Capital Outlay Notes 2	420,917	02/01/96	01/15/1998
Tennessee Municipal League Bond Pool (1990)	2,417,500	11/20/91	05/25/2001
Tennessee Municipal League Bond Pool (ALP-1993)	5,500,000	06/15/93	06/15/2003

Notes: *(1) City's share of Parking Garage at the Joint Courts Building.*
(2) Issued in February, 1996 for the purchase of the ABB/Combustion Building.

Future Capital Financing

The City has plans to issue $7,810,000 of Capital Outlay Notes for partial funding of the FY 96/97 Capital Improvement Budget. Aside from this issue, the City has no authorized or unissued general obligation debt.

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, 1996

Sewer & Sewage Facilities Bonds
Municipal Public Improvement Bonds
(Storm Water and Solidwaste)
and State Revolving Loan (CSO)

Fiscal Year	Principal*	Interest	Total P&I Requirements
1997	8,777,186	7,778,837	16,556,023
1998	8,828,845	7,288,976	16,117,821
1999	8,552,171	6,791,840	15,344,011
2000	8,406,573	6,370,205	14,776,778
2001	8,707,112	5,923,074	14,630,186
2002	8,582,324	5,483,240	14,065,564
2003	8,747,652	5,043,264	13,790,916
2004	8,621,044	4,601,994	13,223,038
2005	8,841,416	4,147,567	12,988,983
2006	8,907,531	3,700,476	12,608,007
2007	9,287,468	3,228,672	12,516,140
2008	9,459,032	2,729,718	12,188,750
2009	9,631,219	2,214,283	11,845,502
2010	7,663,203	1,689,382	9,352,585
2011	4,436,171	1,297,473	5,733,644
2012	4,542,083	1,052,803	5,594,886
2013	4,534,435	801,288	5,335,723
2014	3,353,926	582,542	3,936,468
2015	3,490,503	388,532	3,879,035
2016	1,340,000	213,400	1,553,400
2017	1,430,000	130,300	1,560,300
2018	1,520,000	43,700	1,563,700
TOTAL	$14,659,894	$71,511,563	$219,171,457

**Amount excludes $ 80,000 Municipal Airport Improvement Bonds which mature in 1998.*

CITY OF CHATTANOOGA, TENNESSEE
GENERAL OBLIGATION DEBT SERVICE REQUIREMENTS
AS OF JUNE 30, 1996

Fiscal Year	Principal	Interest	Total P&I Requirements
1997	4,719,182	2,950,690	7,669,872
1998	4,880,898	2,720,795	7,601,693
1999	4,480,826	2,487,829	6,968,655
2000	4,345,496	2,265,407	6,610,903
2001	3,799,389	2,048,078	5,847,467
2002	3,430,505	1,864,485	5,294,990
2003	3,275,389	1,686,585	4,961,974
2004	2,392,629	1,515,763	3,908,392
2005	2,478,321	1,389,198	3,867,519
2006	2,533,714	1,257,359	3,791,073
2007	2,625,753	1,119,113	3,744,866
2008	2,680,864	976,522	3,657,386
2009	2,811,649	827,183	3,638,832
2010	2,938,153	671,278	3,609,431
2011	1,414,225	513,822	1,928,047
2012	1,467,917	434,513	1,902,430
2013	1,523,975	351,146	1,875,121
2014	1,386,074	270,039	1,656,113
2015	1,454,497	190,850	1,645,347
2016	1,345,000	111,676	1,456,676
2017	365,000	33,376	398,376
2018	390,000	11,213	401,213
TOTAL	$56,739,457	$25,696,920	$82,436,377

City of Chattanooga
Analysis of General Obligation Debt
June 30, 1996

	Outstanding 07/01/95	Interest Paid FY 95/96	Issued FY 95/96	Retired FY 95/96	Outstanding 06/30/96	Maturing FY 96/97	Interest Payable FY 96/97
GENERAL LONG-TERM DEBT							
Serial Bonds:							
1972 Urban Renewal	195,000	5,915		65,000	130,000	65,000	3,169
1972 Public Building Improvement	180,000	5,460		60,000	120,000	60,000	2,925
1972 Parks & Playgrounds	60,000	1,820		20,000	40,000	20,000	975
1974 Urban Transit	360,000	17,100		90,000	270,000	90,000	12,150
1974 Urban Renewal	460,000	21,850		115,000	345,000	115,000	15,525
1974 Street Improvement	300,000	13,890		60,000	240,000	60,000	10,500
1974 Urban Renewal Series B	1,000,000	46,300		200,000	800,000	200,000	35,000
1974 Parks & Playgrounds	100,000	4,630		20,000	80,000	20,000	3,500
1978 Street Improvement	150,000	8,250		50,000	100,000	50,000	5,500
1978 Storm Water Sewer Facilities	150,000	8,250		50,000	100,000	50,000	5,500
1986 Municipal Public Improvement	400,000	28,100		100,000	300,000	100,000	20,700
1986 Series B Refunding	280,000	19,600		280,000	0		
1987 Jail/Court Building	1,855,000	109,445		265,000	1,590,000	265,000	92,485
1988 Municipal Public Improvement	350,000	28,000		150,000	200,000	100,000	14,500
1990 Municipal Public Improvement	2,950,000	224,580		755,000	2,195,000	570,000	156,630
1992 Municipal Public Improvement	4,925,000	306,971		105,000	4,820,000	110,000	298,640
1992 Series A Refunding	10,092,948	528,303		0	10,092,948	345,342	521,051
1995 Municipal Public Improvement	13,921,300	725,805		611,800	13,309,500	644,100	698,274
1996 Municipal Improvement	0	0	13,000,000	0	13,000,000	410,000	685,445
Sub Total Serial Bonds	37,729,248	2,104,269	13,000,000	2,996,800	47,732,448	3,274,442	2,582,469
Notes Payable:							
1990 TML Bond Fund	2,901,000	100,469		483,500	2,417,500	483,500	72,525
Hamilton County Appraisal	89,653	5,379		89,653	0		
1993 TML Bond Fund	6,165,000	281,340		665,000	5,500,000	690,000	256,735
Hamilton County Parking Garage	733,934	42,243		65,342	668,592	60,782	38,961
1996 Capital Outlay Notes	0	0	420,917	0	420,917	210,458	0
	9,889,587	429,431	420,917	1,303,495	9,007,009	1,444,740	368,221
PROPRIETARY FUNDS							
Interceptor Sewer System:							
1972 Sewer & Sewage Facilities	360,000	10,920		120,000	240,000	120,000	5,850
1974 Sewer & Sewage Facilities (03/74)	480,000	22,800		120,000	360,000	120,000	16,200
1974 Sewer & Sewage Facilities (10/74)	2,000,000	92,600		400,000	1,600,000	400,000	70,000
1976 Sewer & Sewage Facilities	1,560,000	75,920		260,000	1,300,000	260,000	61,360
1978 Sewer & Sewage Facilities	1,050,000	57,750		350,000	700,000	350,000	38,500
1986 Sewer & Sewage Facilities	24,650,000	970,363		22,350,000	2,300,000	1,150,000	156,975
1986 Sewer & Sewage Facilities Refunding A	1,145,000	58,550		600,000	545,000	545,000	19,075
1986 Sewer & Sewage Facilities Refunding B	1,170,000	85,925		1,170,000	0		
1988 Sewer & Sewage Facilities	2,350,000	183,500		750,000	1,600,000	800,000	116,000
1990 Sewer & Sewage Facilities	2,700,000	199,170		375,000	2,325,000	560,000	165,420
1992 Sewer & Sewage Facilities	19,225,000	1,198,291		415,000	18,810,000	435,000	1,165,354
1992 Sewer & Sewage Facilities Refunding	53,912,052	2,821,959		0	53,912,052	1,844,658	2,783,221
1995 Sewer & Sewage Facilities Refunding	0	521,681	22,270,000	205,000	22,065,000	420,000	1,034,751
1995 Sewer & Sewage Facilities	0	844,801	15,895,000	495,000	15,400,000	515,000	820,051
State Revolving Loan	2,390,430	97,086	102,196	98,955	2,393,671	103,314	93,396
Total Interceptor Sewer System	112,992,482	7,241,316	38,267,196	27,708,955	123,550,723	7,622,972	6,546,153
Solid Waste & Sanitation Fund:							
1995 Municipal Public Improvement	13,474,353	702,503	0	592,158	12,882,195	623,421	675,855
Total Solid Waste & Sanitation Fund	13,474,353	702,503	0	592,158	12,882,195	623,421	675,855
Stormwater Fund:							
State Revolving Loan	2,390,430	97,086	102,196	98,955	2,393,671	103,314	93,396
1995 Municipal Public Improvement	9,239,347	481,705	0	406,042	8,833,305	427,479	463,433
	11,629,777	578,791	102,196	504,997	11,226,976	530,793	556,829
TOTAL G.O. DEBT-PRIMARY GOVERNMENT	185,715,447	11,056,310	51,790,309	33,106,405	204,399,351	13,496,368	10,729,527
COMPONENT UNITS							
Metropolitan Airport Authority							
1972 Municipal Airport Improvement	120,000	3,640	0	40,000	80,000	40,000	1,950
	120,000	3,640	0	40,000	80,000	40,000	1,950
TOTAL GENERAL OBLIGATION DEBT	185,835,447	11,059,950	51,790,309	33,146,405	204,479,351	13,536,368	10,731,477

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 1990/91 through 1995/96, 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	**1991**	**1992**	**1993**	**1994**	**1995**	**1996**
Bridge Improvement	$3,760,000	$3,490,000	$820,000	$550,000	280,000	0
Street Improvement	1,770,000	1,440,000	1,110,000	780,000	450,000	340,000
Municipal Airport Improvement	520,000	420,000	320,000	220,000	120,000	80,000
Urban Renewal	3,175,000	2,795,000	2,415,000	2,035,000	1,655,000	1,275,000
Public Buildings Improvement	420,000	360,000	2,685,000	2,360,000	2,035,00	1,710,000
Municipal Parks & Playground Improvement	400,000	340,000	280,000	220,000	160,000	120,000
Urban Transit	705,000	620,000	535,000	450,000	360,000	270,000
Storm Water Sewer Facilities	350,000	300,000	250,000	200,000	150,000	100,000
Sewer and Sewage Facilities	105,940,000	120,765,000	127,195,367	116,517,052	110,602,052	121,157,052
Municipal Public Improvement	14,770,000	18,488,000	21,225,948	19,822,948	55,352,948	65,632,948
Total Bonded Indebtedness	$131,810,000	$149,018,000	$156,836,315	$143,155,000	$171,165,000	$190,685,000
Other Long-Term Indebtedness						
General Obligation Capital Outlay Notes	350,000	175,000	1,125,215	5,938,261	5,604,447	5,876,851
Tennessee Municipal Bond Fund and Capital Leases	4,621,090	8,225,732	11,314,981	10,195,209	9,068,345	7,917,500
Gross Direct Indebtedness	$136,781,090	$137,418,732	$169,276,511	$159,288,470	185,837,792	204,479,351
Less: Self-Supporting Indebtedness	106,460,000	121,245,000	130,073,419	121,598,982	140,426,612	147,739,894
Debt Service Fund	6,697,390	6,833,840	8,062,547	8,268,907	9128,675	9,127,569
Net Direct Indebtedness	$23,623,700	$29,339,892	$31,140,545	$29,420,581	$36,282,505	$47,611,888
Plus: Estimated Net Overlapping Indebtedness	41,160,822	50,120,961	72,122,174	84,898,036	75,913,865	79,884,361
Net Direct and Overlapping Indebtedness	$64,784,522	$79,460,853	$103,262,719	$114,318,617	$112,196,370	127,496,249

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.

(3) Includes $668,592 payable to Hamilton County for City's share of City/County Parking Garage, $4,787,342 State Revolving Loan for combined sewer overflow facilities and $420,917 TML Loan,.

Historical Debt Summary

Following this is a City debt summary for each of the fiscal years 1985 through 1996, 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	1996
165,200	152,466	153,800	155,000	154,700	154,700	151,600
$5,736,570,992	$5,853,614,974	$6,106,624,764	$6,125,657,228	$6,555,195,935	$6,637,392,236	6,724,514,166
1,983,706,249	2,024,180,058	2,030,902,854	2,039,234,429	2,171,396,746	2,198,869,948	2,224,070,683
$146,253,237	$136,781,090	$157,418,732	$169,276,511	$159,288,470	$185,837,792	204,479,351
111,620,000	106,460,000	121,245,000	130,073,419	121,598,982	140,426,612	147,739,894
6,703,864	6,697,390	6,833,840	8,062,547	8,268,907	9,128,675	9,127,569
27,929,373	23,623,700	29,339,892	31,140,545	29,420,581	36,282,505	47,611,888
42,818,221	41,160,822	50,120,961	112,449,066	136,492,653	75,913,865	79,884,361
$70,747,594	$64,784,522	$79,460,853	$143,589,611	$165,913,234	$112,196,370	$127,496,249
$885.31	$897.13	$1,023.53	$1,092.11	$1,029.66	$1,201.28	$1,348.81
169.06	154.94	190.77	200.91	190.18	234.53	314.06
428.25	424.91	516.65	926.38	1,072.48	725.25	841.00
2.55%	2.34%	2.58%	2.76%	2.43%	2.80%	3.04%
0.49%	0.40%	0.48%	0.51%	0.45%	0.55%	0.71%
1.23%	1.11%	1.30%	2.34%	2.53%	1.69%	1.90%
7.37%	6.76%	7.75%	8.30%	7.34%	8.45%	9.19%
1.41%	1.17%	1.44%	1.53%	1.35%	1.65%	2.14%
3.57%	3.20%	3.91%	7.04%	7.64%	5.10%	5.73%

Debt Service Fund Revenues

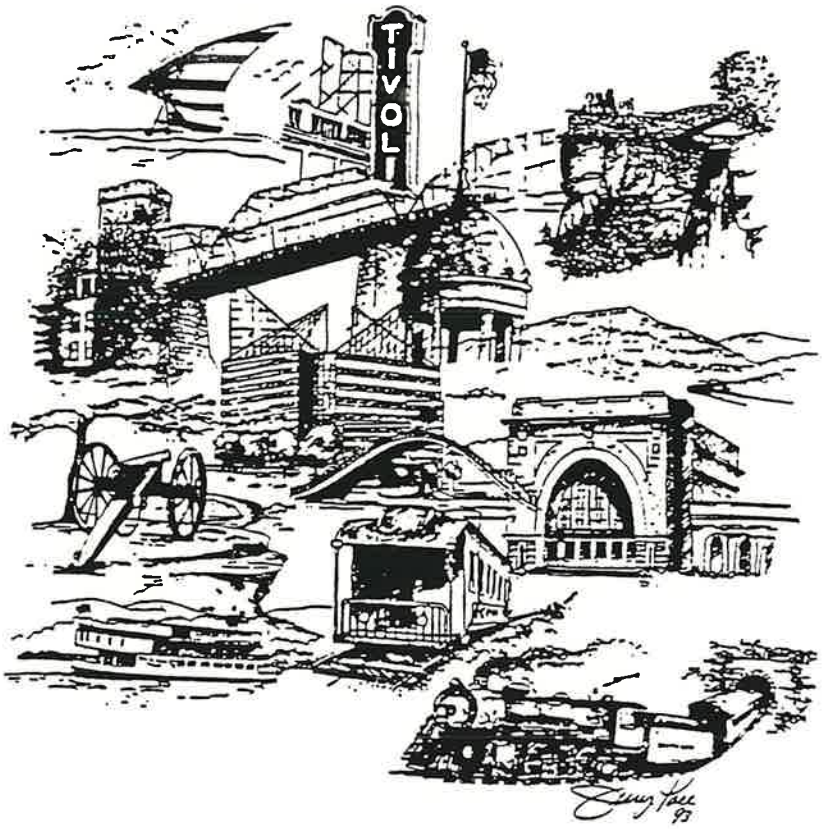
Fiscal Years 1994 - 1997

Revenue Source	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Debt Service (Fund 5001):							
General Fund	6,170,821	6,219,244	6,329,124	6,230,255	(98,869)	-1.6%	18.64%
CARTA Bonds	0	0	0	0	0	N/A	0.00%
Interceptor Sewer System	13,137,759	13,071,528	13,773,880	14,189,125	415,245	3.0%	42.44%
Airport Authority	112,760	107,520	43,640	41,950	(1,690)	-3.9%	0.13%
Hamilton County	361,250	345,950	330,650	1,238,073	907,423	274.4%	3.70%
Private Industry Council	54,136	216,545	206,222	216,545	10,323	5.0%	0.65%
Stormwater Fund	247,542	188,622	1,076,369	1,087,622	11,253	1.0%	3.25%
Solid Waste Fund	0	0	1,294,661	1,299,276	4,615	0.4%	3.89%
Fund Balance	0	0	9,110,000	9,127,000	17,000	0.2%	27.30%
Total Debt Service Fund	**$20,084,268**	**$20,149,409**	**$32,164,546**	**$33,429,846**	**1,265,300**	**3.9%**	**100.00%**
Grand Total	**$20,084,268**	**$20,149,409**	**$32,164,546**	**$33,429,846**	**1,265,300**	**3.9%**	**100.00%**

Debt Service Fund Expenditures

Fiscal Years 1994 - 1997

Expenditures	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Debt Service (Fund 5001):							
Principal	19,887,349	10,082,314	11,729,351	13,536,368	1,807,017	15.4%	40.49%
Interest		9,199,799	11,225,195	10,731,478	(493,717)	-4.4%	32.10%
Service Charges		29,413	100,000	35,000	(65,000)	-65.0%	0.10%
Future Debt Payments			9,110,000	9,127,000	17,000	0.2%	27.30%
Total Debt Service Fund	**$19,887,349**	**$19,311,526**	**$32,164,546**	**$33,429,846**	**1,265,300**	**3.9%**	**100.00%**
Grand Total	$19,887,349	$19,311,526	$32,164,546	$33,429,846	1,265,300	3.9%	100.00%


TIVOLI

Capital Budget Ordinance

ORDINANCE NO. 10494

AN ORDINANCE APPROPRIATING, AUTHORIZING OR ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS BUDGET FOR THE FISCAL YEAR 1996/97.

SECTION 1. BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CHATTANOOGA, TENNESSEE, That there be and is hereby appropriated, authorized, or allocated the hereinafter set funds from the sources specified for the public purposes indicated of the Capital Improvements Budget program for the Fiscal Year 1996/97:

		Source of Funds	Budget Appropriation
FROM	General Fund Capital Improvements Account	$ 5,528,541	
	General Fund - Fund Balance	3,000,900	
	Public Improvement Loan	7,810,000	
	Capital Projects Funds:		
	Fund 2017 - Construction Trust	60,000	
	Fund 2046 - Public Works	200,000	
	Fund 2075 - Storm Water	184,500	
	Fund 4010 - Community Development	200,000	
	Fund 1014 - Brainerd/Brown Acres Golf Course Fund	30,000	
	Fund 1005 - Scenic Cities Beautiful	2,000	
	Donations - Private	31,623	
	State of Tennessee	885,976	
		17,933,540	
TO:	Public Safety Capital Projects Fund 2010		2,290,000
	Public Works Capital Projects Fund 2046		6,573,483
	Parks & Recreation Capital Projects Fund 2070		1,258,623
	General Government Projects Fund 2071		4,431,434
	General Services Capital Projects Fund 2074		2,980,000
	State Street Aid Fund 3106		400,000
	TOTALS	$17,933,540	$17,933,540

SECTION 2. BE IT FURTHER ORDAINED, That the City Finance Officer is hereby authorized and directed to transfer amounts remaining including accrued interest from completed and/or inactive projects within and between the capital projects funds listed as sources in order to make necessary amounts available for re-appropriation to projects in section 1 of this ordinance and to close such funds as may be appropriate.

SECTION 3. BE IT FURTHER ORDAINED, That this Ordinance shall take effect two weeks from and after its passage as provided by law.

PASSED on Third and Final
Reading **October 22, 1996**

Yusuf A. Hakeem /s/
CHAIRPERSON

APPROVED X DISAPPROVED

DATE 10/25 , 1996

Gene Roberts /s/
MAYOR

Capital Project Funds

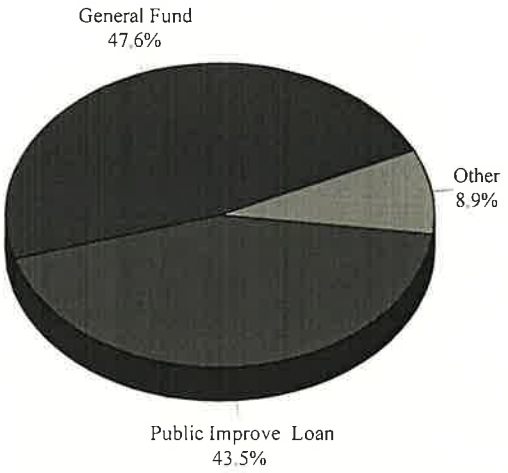
Fund Structure

The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of budgeting is modified accrual. Included funds are Safety, Public Works, Parks & Recreation, General Government, Finance & Administration, and General Services. As of June 30, 1996 the budgeted revenue and expenses were as followed:

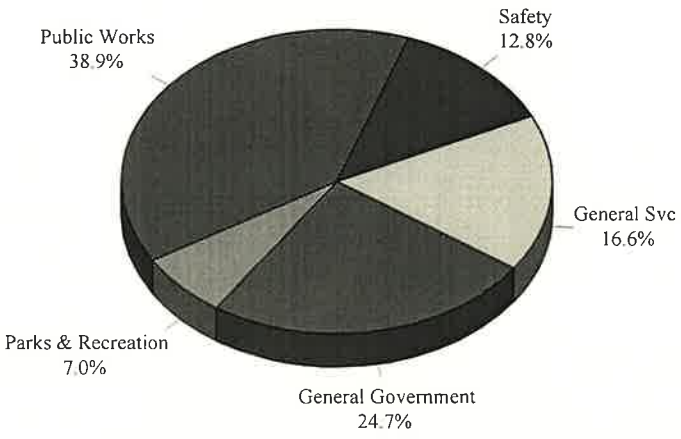
	Budgeted Revenue & Expenses
Finance & Administration	$ 64,500
General Government	2,313,697
General Services	252,400
Parks & Recreation	1,652,198
Public Works	4,130,000
Safety	968,181

The FY 96/97 Capital Budget $115,100; $4,316,334; $2,980,000; $1,258,623; $6,973,483; and $2,290,000 respectively.

Fiscal Year 1996/1997



Revenues



Expenses

(graph expressed in 1,000)

Capital Projects Revenue Summary

Fund Type:	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
General Fund	2,458	5,320	6,660	8,529	1,869	28.1%
TML Public Improvements Loan	0	0	0	7,810	7,810	N/A
General Obligation Bonds	4,030	9,703	0	0	0	N/A
State Street Aid	0	1,606	0	0	0	N/A
Other	2,611	1,840	2,721	1,594	(1,127)	-41.4%
Total Capital Projects Funds	$6,488	$16,628	$6,660	$16,339	9,679	145.3%

(expressed in 1,000)

Revenues

Budget '97 Increases (Decreases)

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 plans to go into the market for an additional funding source for $7,810,000 during FY 96/97. In the proposed Capital Budget, the capital improvements program received a significant increase from the General Fund fund balance, in addition to selling long term debt, to offset some of the decrease in funding from outside sources. This year's budget reflects that increase and allows for some level of effort capital projects to continue plus other projects are on a "pay-as-you-go" basis.

General Fund

The increase of $1,869,179 represents the use of certain deferred revenues in FY 95/96 generated from a property tax increase in FY 94/95 dedicated to fund major capital improvements such as street paving as well as other major General Fund needs. This appropriation is from the General Fund Operating Budget.

Improvement Loan

The City plans to issue long term debt in the amount of $7,810,000 either in Capital Outlay Notes or a loan from the Tennessee Municipal Bond Fund to fund a portion of the FY 96/97 Capital Budget.

Capital Projects Expense Summary

Fund Type:	Actual FY 93/94	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
Free Public Library Fund (Fund 2002)	232	0	0	0	0	N/A
Safety (Fund 2010)	1,955	4,610	968	2,290	1,322	136.5%
Public Works (Fund 2046)	2,138	9,107	3,860	6,573	2,714	70.3%
Parks & Recreation (Fund 2070)	998	1,617	1,606	1,259	(348)	-21.6%
General Government (Fund 2071)	2,242	2,069	2,189	4,316	2,128	97.2%
Finance & Administration (Fund 2071)	431	798	65	115	51	78.4%
General Services (Fund 2074)	120	267	252	2,980	2,728	1080.7%
State Street Aid (Fund 3106)	983	0	0	400	400	N/A
Total Capital Projects Fund	**$9,099**	**$18,468**	**$8,940**	**$17,934**	**8,994**	**100.6%**

(expressed in 1,000)

Expenses

The appropriations to the Capital Improvements Budget are analyzed on a year to year basis. As priorities shift, the Capital Improvements Budget will vary to reflect this.

ABB Combustion Building. Funds are being provided here to follow through on the City Council's joint agreement with Hamilton County to purchase the ABB Combustion Building and convert it to a "One-Stop Shop" for the citizens of Chattanooga and Hamilton County. This building, when completed, will house most joint City/County offices, providing a convenience to the citizens long needed.

Economic Development Initiative. Funds here are for the infrastructure on Gunbarrel Road, near Hamilton Place. This is very important for the continued growth around the largest mall in the State of Tennessee.

800 MHZ Replacement Program. Funds are being provided to replace police/fire radios to conform with the new 800 MHZ System being installed.

800 MHZ Trunked Radio System. Funds are being provided for 1996/97 estimated cost of constructing the 800 MHZ System.

Paving of Streets. The City of Chattanooga paving program is being continued with a $2,000,000 appropriation.

Shallowford Road-Polymer Drive to Lee Highway. The funding of $1,080,400 for this project should substantially complete this very important piece of roadwork in Chattanooga.

Parks & Recreation Projects. Various parks and recreation projects are funded with the $1,745,000 appropriated to the Department. These are discussed more in the Capital Projects section of this book.

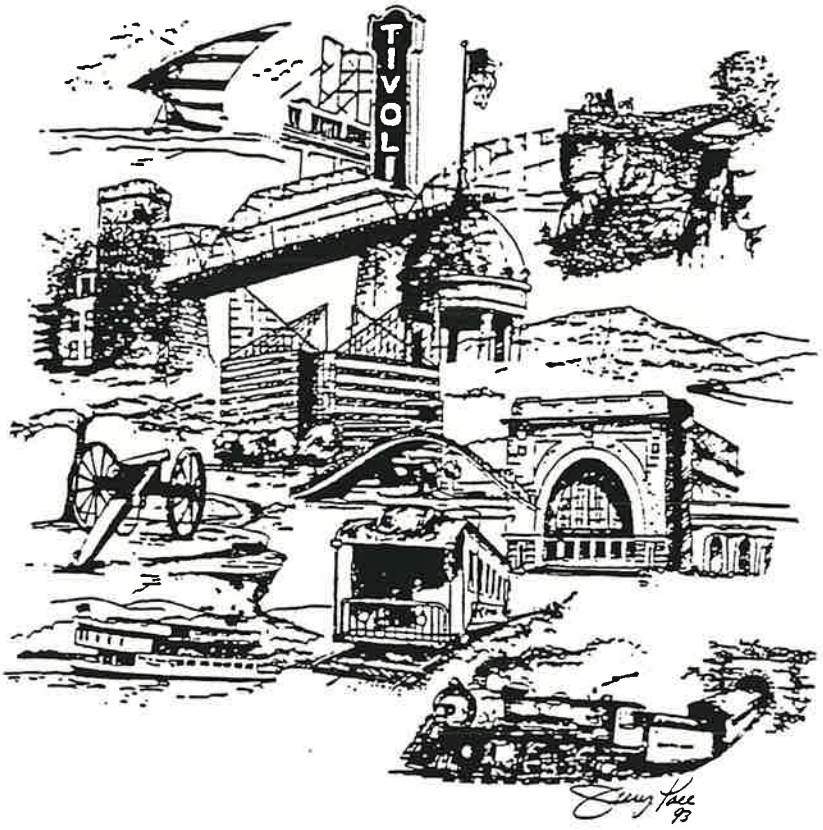
Capital Fund Revenues
Fiscal Years 1993 - 1996

Revenue Source	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
General Fund	2,457,964	5,319,557	6,660,262	8,529,441	1,869,179	28.1%	47.56%
TML Public Improvements Loan	0	0	0	7,810,000			
General Obligation Bonds	4,030,000	9,702,808	0	0	0	N/A	0.00%
State Street Aid	0	1,605,840	0	0	0	N/A	0.00%
Other	2,610,982	1,840,096	2,720,714	1,594,099	(1,126,615)	-41.4%	8.89%
	$9,098,946	**$18,468,301**	**$9,380,976**	**$17,933,540**	**742,564**	**7.9%**	**100.00%**
Grand Total	$9,098,946	$18,468,301	$9,380,976	$17,933,540	742,564	7.9%	100.00%

Capital Fund Expenditures

Fiscal Years 1993 - 1996

Expenditures	Actual FY 93/94	Budget FY 94/95	Budget FY 95/96	Budget FY 96/97	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Capital Projects:							
Free Public Library Fund (Fund 2002)	231,794	0	0	0	0	N/A	0.00%
Safety (Fund 2010)	1,954,863	4,609,584	968,181	2,290,000	1,321,819	136.5%	12.77%
Public Works (Fund 2046)	2,138,078	9,106,902	3,859,600	6,573,483	2,713,883	70.3%	36.65%
Parks & Recreation (Fund 2070)	997,740	1,617,440	1,606,198	1,258,623	(347,575)	-21.6%	7.02%
General Government (Fund 2071)	2,242,043	2,069,375	2,188,697	4,316,334	2,127,637	97.2%	24.07%
Finance & Administration (Fund 2071)	431,175	798,000	64,500	115,100	50,600	78.4%	0.64%
General Services (Fund 2074)	120,000	267,000	252,400	2,980,000	2,727,600	1080.7%	16.62%
State Street Aid (Fund 3106)	983,253	0	0	400,000	400,000	N/A	2.23%
Total Capital Projects	**$9,098,946**	**$18,468,301**	**$8,939,576**	**$17,933,540**	**8,993,964**	**100.6%**	**100.00%**
Grand Total	**$9,098,946**	**$18,468,301**	**$8,939,576**	**$17,933,540**	**8,993,964**	**100.6%**	**100.00%**


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Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01
School/Distance Learning	150,000	75,000				
CARTA - Local matching funds	302,500	50,000				
Emergency Medical Service	609,864					
AIM Center	33,333	33,334				
CHA - Westside Project	327,000					
Boy's Club of Chattanooga	175,000					
Area Beautification	120,000	75,000				
PACE	36,000	36,000				
CADAS	85,000	75,000				
PIC Building Improvements	300,000					
City Council Office Renovation	50,000					
RiverValley Partners		75,000				
Coolidge Park	125,000	500,000	500,000			
Economic Development Initiative		1,500,000				
Glenwood Center		25,000				
Airport Road		109,000				
WTCI		35,000				
Chattanooga Hamilton Cty Library Elevtor		14,000				
Chattanooga Hamilton Cty Library Microfilm		14,000				
ABB Combustion Building		1,700,000				
Total General Government	**$2,313,697**	**$4,316,334**	**$500,000**	**$0**	**$0**	**$0**

	1995/1996 budget	1996/1997 budget
1. School/Distance Learning		
Funding source: General Fund	**$ 150,000**	**$ 75,000**

This appropriation provides for the ongoing project of updating the City school lab equipment.

Prior Years Appropriation	$1,600,000	
Total	$1,750,000	$ 75,000

Impact on operating budget: *None*

	1995/1996 budget	1996/1997 budget
2. CARTA		
Funding source: General Fund	**$ 302,500**	**$ 50,000**

This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs for this Fiscal Year.

Prior Years Appropriation	$1,960,492	
Total	$2,262,992	$ 50,000

***Impact on operating budget**: None*

3. EMS Subsidy		
Funding Source: General Fund	**$ 609,864**	**$0**

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	$1,496,973	
Total	$2,106,837	$0

***Impact on operating budget**: NONE*

4. A.I.M. Center		
Funding Source: General Fund	**$ 33,333**	**$ 33,334**

This appropriation is to assist the A.I.M. Center (Achievement, 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	$ 66,666	
Total	$ 99,999	$ 33,334

***Impact on operating budget**: None*

5. Chattanooga Housing Authority - Westside Project		
Funding Source: General Fund	**$ 327,000**	**$0**

This appropriation will aid the Chattanooga Housing Authority in developing Recreation Centers in its Westside Project.

Prior Years Appropriation	$ 100,000	
Total	$ 427,000	$0

***Impact on operating budget**: NONE*

	1995/1996 budget	1996/1997 budget
6. Boy's Club of Chattanooga		
Funding Source: General Fund	**$ 175,000**	**$0**

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	$ 75,000	
Total	$ 250,000	$0

***Impact on operating budget**: NONE*

7. Area Beautification		
Funding Source: General Fund	**$ 120,000**	**$ 75,000**

This appropriation to the Chamber of Commerce is to help fund their landscaping projects along the City freeways.

Prior Years Appropriation	$ 312,000	
Total	$ 432,000	$ 75,000

***Impact on operating budget**: None*

8. PACE		
Funding Source: General Fund	**$ 36,000**	**$ 36,000**

This appropriation will fund support for the PACE's Parent Involvement Program implemented at the Chattanooga Middle Schools.

Prior Years Appropriation	0	
Total	$ 36,000	$ 36,000

***Impact on operating budget**: None*

9. CADAS		
Funding Source: General Fund	**$ 85,000**	**$ 75,000**

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	$ 85,000	$ 75,000

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
10. PIC Building Improvements		
Funding Source: General Fund	**$300,000**	**$0**

This appropriation funds improvements to the City owned building which is leased to the Private Industry Council.

Prior Years Appropriation	$0	
Total	$300,000	$0

***Impact on operating budget**: NONE*

11. City Council Office Renovation		
Funding Source: General Fund	**$ 50,000**	**$0**

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	$ 50,000	$0

***Impact on operating budget**: NONE*

12. Rivervalley Partners		
Funding Source: General Fund	**$0**	**$75,000**

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	$ 400,000	
Total	$ 400,000	$75,000

Impact on operating budget: *None*

13. Coolidge Park		
Funding Source: TML Public Improvements Loan	**$0**	**$500,000**

This appropriation funds part one of the creation of Coolidge Park as part of the North Shore expansion of the Tennessee Riverwalk.

Prior Years Appropriation	$0	
Total	$0	$500,000

***Impact on operating budget**: This project when complete will result in recurring operating costs for personnel, maintenance, supplies and other related charges.*

	1995/1996 budget	1996/1997 budget
14. Economic Development Initiative		
Funding Source: TML Public Improvements Loan	**$0**	**$1,500,000**

This appropriation funds creation of infrastructure to encourage new commercial development in the expanding East Brainerd area.

Prior Years Appropriation	$0	
Total	$0	$1,500,000

Impact on operating budget: *This project when complete will require periodic maintenance and repair.*

15. Glenwood Center		
Funding Source: CDBG	**$0**	**$ 25,000**

This appropriation funds renovation of the Glenwood Recreation Center.

Prior Years Appropriation	$0	
Total	$0	$ 25,000

Impact on operating budget: *NONE*

16. Airport Road		
Funding Source: General Fund	**$0**	**$ 109,000**

This appropriation funds the development of a new access road to the Chattanooga Metro Airport.

Prior Years Appropriation	$0	
Total	$0	$ 109,000

Impact on operating budget: *This project when complete will require periodic maintenance and repair.*

17. WTCI TV		
Funding Source: General Fund	**$0**	**$ 35,000**

This appropriation funds the purchase of new equipment for taping City Council Meetings.

Prior Years Appropriation	$0	
Total	$0	$ 35,000

Impact on operating budget: *None*

	1995/1996 budget	1996/1997 budget
18. Chattanooga Hamilton County Library Elevator		
Funding Source: General Fund	**$0**	**$ 14,000**

This appropriation funds the modification of the elevator equipment to meet Americans with Disabilities Act compliance.

Prior Years Appropriation	$0	
Total	$0	$ 14,000

Impact on operating budget: *None*

19. Chattanooga Hamilton County Library Microfilm		
Funding Source: General Fund	**$0**	**$ 14,000**

This appropriation funds the purchase of new microfilm reader/printer equipment to replace obsolete equipment with expensive maintenance costs.

	$0	
Total	$0	$ 14,000

Impact on operating budget: *None*

20. Chattanooga Hamilton County Library Microfilm		
Funding Source: General Fund	**$0**	**$ 14,000**

This appropriation funds the purchase of new microfilm reader/printer equipment to replace obsolete equipment with expensive maintenance costs.

	$0	
Total	$0	$ 14,000

Impact on operating budget: *None*

Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01
Upgrade to faster computer network	3,000	3,000	3,000	3,000	3,000	3,000
Microsoft CNE Certification		6,100				
Problem Mgmt Software/Hardware		13,000				
Computer Network Analyzer	7,500					
Lights Out Computer Operation	9,000					
Microfilming Service	45,000	55,000				
Network Mgmt Software		8,000				
Splitting Test Hardware from Production		14,000				
Computer Software for Property Mgmt			30,000			
Processors/computers		16,000		16,000		
Backup devices			13,000		13,000	
Total Finance & Administration	**$64,500**	**$115,100**	**$46,000**	**$19,000**	**$16,000**	**$3,000**

	1995/1996 budget	1996/1997 budget
1. Upgrade Computer Network		
Funding Source: General Fund	**$ 3,000**	**$ 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	$ 20,000	
Total	$ 23,000	$ 3,000

***Impact on operating budget**: None*

2. Microsoft CNE Certification		
Funding Source: General Fund	**$0**	**$ 6,100**

This appropriation funds training for Data Processing Personnel to be certified on Microsoft.

Prior Years Appropriation	$0	
Total	*$0*	*$ 6,100*

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
3. Problem Management Software/Hardware		
Funding Source: General Fund	**$0**	**$ 13,000**

This appropriation funds purchase of software/hardware to provide tracking, reporting and management of all systems to help desk/problem reporting.

Prior Years Appropriation	$0	
Total	$0	$0

Impact on operating budget: *None*

4. Computer Network Analyzer		
Funding Source: General Fund	**$ 7,500**	**$0**

This appropriation is to provide funding for equipment to aid in maintaining computer network service.

Prior Years Appropriation	$0	
Total	$ 7,500	$0

Impact on operating budget: *None*

5. Lights Out Computer Operation		
Funding Source: General Fund	**$ 9,000**	**$0**

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 predefined phone numbers if a problem is detected.

Prior Years Appropriation	$0	
Total	$ 9.000	$0

Impact on op rating budget: *N ne*

6. Microfilming Service		
Funding Source: General Fund	**$ 45,000**	**$ 55,000**

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.

Prior Years Appropriation	$0	$0
Total	$ 45,000	$ 55,000

Impact on operating budget: *None*

	1995/1996 budget	1996/1997 budget
7. Network Management Software		
Funding Source: General Fund	**$0**	**$ 8,000**

This will fund purchase of software to provide problem avoidance and proactive planning of the network.

Prior Years Appropriation	$0	$0
Total	$0	$ 8,000

***Impact on operating budget**: None*

8. Splitting Test Hardware from Production		
Funding Source: General Fund	**$0**	**$ 14,000**

This will fund a contract to separate the test hardware from production to improve network, system and application performance

Prior Years Appropriation	$0	$0
Total	$0	$ 14,000

***Impact on operating budget**: None*

9. Processors/Computers		
Funding Source: General Fund	**$0**	**$ 16,000**

This will fund purchase of new data processing equipment to maintain computer service level as new application are added as a part of the system balance for performance maintenance.

Prior Years Appropriation	$0	$0
Total	$0	$ 16,000

***Impact on operating budget**: None*

Safety

Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01
Police						
Police Vehicle Fleet Replacement	487.181	600,000	2,520,000	2,660,000	2,770,000	
Replace Heating & Cooling System	125,000					
800 MHZ Police Radios		1,100,000				
Firearms Range Equipment		15,000				
Vehicles for Support Divisions		50,000				
Subtotal Police	*612,181*	*1,765,000*	*2,520,000*	*2,660,000*	*2,770,000*	*0*
Fire						
Pumpers (3)		400,000				
Automatic Defibrillators (EMS)		60.000				
Exhaust Systems for Fire Stations			40.000			
Fire Hose	36.000	25.000	25.000			
Paging System	200.000					
Retrofitting Existing Apparatus	120.000					
Fire Vehicles		40,000	110.000	111.000	112.000	
Pave/Re-pave parking lots			15.000	15,000		
Subtotal Fire	*356,000*	*525,000*	*190,000*	*126,000*	*112,000*	*0*
Total Safety	**$968,181**	**$2,290,000**	**$2,710,000**	**$2,786,000**	**$2,882,000**	**$0**

Police

	1995/1996 budget	1996/1997 budget
1. Police vehicle fleet replacement **Funding source: General Fund**	**$ 487,181**	**$ 600,000**

This appropriation provides for an annual fleet replacement program for the replacement of a least 50 units per year.

Prior Years Appropriation	$2,170.407	
Total	$2,657.588	$ 600.000

Impact on operating budget: *The vehicle replacement program results in lower operating and maintenance costs* and safer fleet operations.

	1995/1996 budget	1996/1997 budget
2. Heating and cooling system replacement		
Funding source: General Fund	**$100,000**	**$0**
Golf Course Fund	**$ 25,000**	**$0**

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	$234,000	
Total	$359,000	$0

***Impact on operating budget**: This project will lower maintenance and utility cost.*

3. 800 MHZ Police Radios		
Funding Source: TML Public Improvements Loan	**$0**	**$1,100,000**

This appropriation funds the upgrade of police radio communications to operate on the city's 800 MHZ trunking system

Prior Years Appropriation	$0	
Total	$0	$1,100,000

***Impact on operating budget**: None*

4. Firearms Range Equipment		
Funding source: General Fund	**$0**	**$ 15,000**

This appropriation provides funds the purchase of a compact diesel four-wheel drive tractor and mowing deck for use in maintenance of grounds at the firing range. The large area to be maintained requires commercial duty equipment that can handle a variety of attachments to accomplish the task.

Prior Years Appropriation	$0	
Total	$0	$ 15,000

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
5. Vehicles for Support Division		
Funding source: General Fund	**$0**	**$ 50,000**

This appropriation provides funds the purchase of fifteen fullsize sport utility vehicles for use by support divisions that carry equipment. This would eliminate the need for a new crime scene van since the ID Techs work in teams and would be able to carry the necessary equipment directly to the scene instead of having to get the van.

Prior Years Appropriation	$0	
Total	$0	$ 50,000

Impact on operating budget: *None*

	1995/1996 budget	1996/1997 budget
1. Fire Pumpers		
Funding Source: TML Public Improvements Loan	**$0**	**$ 400,000**

This appropriation funds the purchase if three (3) Fire Pumpers.

Prior Year Appropriation	$0	
Total	$0	$ 400,000

***Impact on operating budget**: The vehicle replacement program results in lower operating and maintenance costs* and safer fleet operations.

2. Automatic Defibrillators (EMS)		
Funding Source: General Fund	**$0**	**$60,000**

This appropriation provides for the purchase of semiautomatic defibrillators. This will upgrade the City's level of first response to the critically injured Early defibrillation has proven to be beneficial to the cardiac arrest patient.

Prior Years Appropriation	$0	
Total	$0	$60,000

***Impact on operating budget**:* None

3. Retrofitting of existing Apparatus		
Funding Source: General Fund	**$120,000**	**$0**

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.

Prior Years Appropriation	$0	
Total	$120,000	$0

***Impact on operating budget**:* None

	1995/1996 budget	1996/1997 budget
4. Fire hose replacement		
Funding source: General Fund	**$ 25,000**	**$0**

This appropriation provides for replacing fire hoses that are seven to sixteen years old and to maintain current level of service.

Prior Years Appropriation	$ 150,000	
Total	$ 175,000	$0

Impact on operating budget: None

5. Paging System		
Funding Source: General Fund	**$200,000**	**$0**

This appropriation will fund a system which will allow the fire stations to be notified even when telephone lines are out of service.

Prior Years Appropriation	$0	
Total	$200,000	$0

Impact on operating budget: None

6. Fire Vehicles		
Funding Source: General Fund	**$0**	**$ 40,000**

This appropriation will fund six (6) vehicles needed for replacing high mileage vehicles.

Prior Years Appropriation	$0	
Total	$0	$ 40,000

Impact on operating budget: *The vehicle replacement program results in lower operating and maintenance costs* and safer fleet operations.

Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01
Paving of Streets	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	
State Steet Aid Equipment Replacement	25,000	400,000	400,000	400,000	400,000	
General Fund Equipment Replacement	300,000	250,000	650,000	650,000	650,000	
Bridge Rehabilitation	175,400	485,976	150,000	150,000	150,000	
Downtown Streetscape	250,000	150,000	750,000	750,000	750,000	
Traffic Signal & Parking Meters	170,000	75,000	163,000	166,000	170,000	
Loop Detector & Pavement Markings	25,000	50,000	50,000	50,000	50,000	
Curbs, Gutters & Sidewalks	75,000	75,000	200,000	200,000	200,000	
Street Improvements	1,609,600	2,917,507	3,372,900	1,867,800	1,596,800	
Third Street Bridge		20,000	1,000,000			
Traffic Signal System		50,000		90,000		
Household Hazardous Waste		500,000				
Total Public Works	**$4,130,000**	**$6,973,483**	**$8,735,900**	**$6,323,800**	**$5,966,800**	**$0**

	1995/1996 budget	1996/1997 budget
1. Paving of streets		
Funding sources: General Fund	**$ 132,074**	**$2,000,000**
Other	**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	$2,320,000	
Total	$3,820,000	$2,000,000

***Impact on operating budget**: This program will reduce the cost of annual street maintenance.*

2. State Street Aid Equipment Replacement		
Funding source: State Street Aid	**$ 25,000**	
General Fund		**$400,000**

This appropriation allows for the ongoing replacement of older State Street Aid equipment.

Prior Years Appropriation	$ 849,543	
Total	$ 874,543	$400,000

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
3. General Fund Equipment Replacement		
Funding source: General Fund	**$ 300,000**	**$250,000**

This appropriation allows for the ongoing replacement of older Public Works equipment.

Prior Years Appropriation	$2,423,405	
Total	$2,723,405	$250,000

***Impact on operating budget**: The vehicle replacement program results in lower operating and maintenance costs* and safer fleet operations.

4. Bridge Rehabilitation		
Funding source: General Obligation Bonds	**$ 150,000**	
General Fund	**25,400**	
TML Public Improvements Loan		**$ 150,000**
Other		**335,976**

City portion of state and federal funding availability for rehabilitating bridges with structural and utilization deficiencies.

Prior Years Appropriation	$ 151,561	
Total	$ 326,961	$485,976

***Impact on operating budget**: None*

5. Downtown Streetscape		
Funding sources: General Fund	**$ 125,000**	**$150,000**

This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.

Prior Years Appropriation	$3,348,000	
Total	$3,348,000	$150,000

***Impact on operating budget**: None*

6. Traffic Signal Projects & Parking Meters		
Funding Source: General Fund	**$ 170,000**	**$ 75,000**

This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.

Prior Years Appropriation	$1,087,349	
Total	$1,257,349	$ 75,000

***Impact on operating budget**: The replacement program results in lower maintenance costs.*

	1995/1996 budget	1996/1997 budget
7. Traffic Signal Loop Detector and Pavement Marking Replacement		
Funding Source: General Fund	**$ 25,000**	**$ 50,000**

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	$ 25,000	$ 50,000

***Impact on operating budget**: None*

8. Curbs, Gutters and Sidewalks		
Funding Source: General Fund	**$ 75,000**	**$ 75,000**

This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.

Prior Years Appropriation	$ 365,000	
Total	$ 440,000	$ 75,000

***Impact on operating budget**: None*

9. Street Improvements		
General Fund	**$1,309,600**	**$2,358,007**
CDBG	**200,000**	**175,000**
Completed Capital Projects	**100,000**	**200,000**
Other	**0**	**184,500**

This appropriation will fund a program of major street rehabilitation within the City.

Prior Year Appropriation	$7,500,137	
Total	$9,109,737	$2,917,507

***Impact on operating budget**: This program of major street Improvements results in lower street maintenance costs.*

10. Third Street Bridge		
Funding Source: General Fund	**$0**	**$ 20,000**

This appropriation funds Phase I of the replacement of the Third Street Bridge. Per State bridge inspector, this structure has limited life and must be replaced. The FY 1996/97 budget is for the City's 20% share of the $100,000 right-of-way cost.

Prior Years Appropriation	$0	
Total	$0	$ 20,000

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
11. Traffic Signal System		
Funding Source: General Fund	**$0**	**$ 50,000**

This appropriation funds Phase I of a Traffic Signal System Interconnection for Arterial Streets.

Prior Years Appropriation	$0	
Total	$0	$ 50,000

***Impact on operating budget**: None*

12. Household Hazardous Waste		
Funding Source: State of Tennessee	**$0**	**$ 500,000**

This appropriation is a grant from the Tennessee Department of Environment and Conservation to develop a permanent site for the collection of household hazardous waste.

Prior Years Appropriation	$0	
Total	$0	$ 500,000

***Impact on operating budget**: The development of this site will eventually result in increased personnel, supplies and related cost to operate the hazardous waste site.*

Parks & Recreation

Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01
Tennessee Riverwalk Expansion	125,000	125,000				
Tennessee Riverwalk Expansion	125,000					
Greenway Farm Conference Center	451,330	40,000				
Roof Repair & Replacement	150,000	35,000	100,000	101,000	100,000	
Paving Park & Recreation Facilities		30,000				
Parks & Recreation Equipment	55,868	100,000	51,000	62,000		
Greenway Support	25,000		50,000			
Warner Park Zoo Improvements		106,623				
Ross' Landing Marina	55,000	50,000				
Playground Improvements	30,000	27,000	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	185,000		150,000	150,000	150,000	
Lakeside Ballfield Completion	35,000					
Fencing Replacement	40,000	10,000				
Engel Stadium	80,000	25,000				
Greenway Farm Phases II & III			792,600			
Recreation Center Siding Replacementt		15,000				
Ballfield Lighting Systems						
Central Maintenance Complex			90,000	90,000	90,000	
Swimming Pool Filtration Systems		20,000				
East Lake Park Improvements		50,000	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	30,000				
Bethel/N. Chattanooga Greenway		40,000				
South Chickamauga Creek Greenway		40,000				
Rivermont Park Master Plan		200,000				
Rivermont Tennis Complex		50,000				
Warner Park Softball Stadium Const		125,000				
Gymnasium Fan/Exhaust Systems		15,000				
Shepherd Recreation Center Improvements		45,000				
Tennis Court Paving		30,000	40,500	35,000		
Eastdale Park Expansion Phase 2		50,000				
Total Parks & Recreation	**$1,652,198**	**$1,258,623**	**$1,349,100**	**$438,000**	**$340,000**	**$0**

	1995/1996 budget	1996/1997 budget
1. Tennessee Riverwalk Expansion		
Source: General Fund	**$ 125,000**	**$ 125,000**

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	$ 250,000	
Total	$ 375,000	$ 125,000

Impact on operating budget: *The development of the Riverwalk will eventually result in increased personnel, supplies and related cost to operate and maintain.*

2. Greenway Farm Conference Center		
Funding Source: General Fund	**$0**	**$ 40,000**

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	$0	$ 40,0000

Impact on operating budget: *The renovation of the Conference Center* will enhance its revenue production.

3. Recreation Center Roof Replacement		
Funding Source: General Obligation Bonds	**$ 150,000**	
General Fund		**$ 35,000**

This appropriation will fund the continuing project of replacing Recreation Center roofs.

Prior Years Appropriation	$ 0	
Total	$ 150,000	$ 35,000

Impact on operating budget: *Replacing the older Recreation Center Roofs will decrease the cost related to maintenance and repair.*

	1995/1996 budget	1996/1997 budget
4. Paving Parks & Recreation Facilities		
Funding Source: General Fund	**$0**	**$ 30,000**

This appropriation will fund the continuing project of paving Recreation Center.

Prior Years Appropriation	$165,000	
Total	$165,000	$ 30,000

***Impact on operating budget**: Well-defined, paved entrance roads and parking lots would decrease maintenance costs and provide a safer, more efficient vehicular access area.*

5. Recreation Center Equipment		
Funding Source: General Fund	**$ 55,868**	**$100,000**

This appropriation will fund the purchase of various equipment and machinery for the Parks and Forestry Department.

Prior Years Appropriation	$0	
Total	$ 55,868	$100,000

***Impact on operating budget**: The equipment replacement program results in lower operating and maintenance costs.*

6. Greenway Support		
Funding Source: Other	**25,000**	**$ 0**

This appropriation will fund the expansion of the City's Greenway network through design, construction and land easement acquisition.

Prior Year Appropriation	$ 127,000	
Total	$ 152,000	$0

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
7. Warner Park Zoo Improvements		
Funding Source: General Fund	**$0**	**$ 75,000**
Friends of Zoo	**0**	**31,623**

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 for fencing, landscaping and road removal and construction of a Admission and Gift shop building. Exhibit improvements include a Deer exhibit, water fowl pond, Tortoise & Crane exhibit and a Kinkajou exhibit.

Prior Years Appropriation	$ 265,940	
Total	$265,940	$106,623

***Impact on operating budget**: The development of the Zoo will result in increased personnel, supplies and related cost to operate and maintain.*

8, Ross' Landing Marina		
Funding Source: General Fund	**$ 55,000**	**$50,000**

This appropriation renovation of the Ross' Landing Marina to replace aging diesel and gasoline tanks as part of a fuel spill cleanup as well as the construction of a waste disposal system to service the Marina.

Prior Years Appropriation	$0	
Total	$ 55,000	$ 50,000

***Impact on operating budget**: None*

9. Playground Improvements		
Funding Source: General Fund	**$ 30,000**	**$ 27,000**

This appropriation will fund a continuing program of Playground improvements City wide.

Prior Years Appropriation	$0	
Total	$ 30,000	$ 27,000

***Impact on operating budget**: None*

10. Warner Park Pool Repair		
Funding Source: General Fund	**$ 13,000**	**$0**

This appropriation fund repair to leaking drain lines and expansion joint problems at the Warner Park Pool.

Prior Years Appropriation	$0	
Total	$ 13,000	$0

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
11. Miller & Phillips Parks Improvements		
Funding Source:	**$ 15,000**	**$0**

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	$ 15,000	$0

***Impact on operating budget**: None*

12. Tivoli Theatre Wall Repair		
Funding Source: General Fund	**$ 43,000**	**$0**

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	$ 43,000	$0

***Impact on operating budget**: None*

13. Spider Monkey Exhibit/Warner Park		
Funding Source: General Fund	**$139,000**	**$0**
Friends of the Zoo	**46,000**	

This appropriation funds the design and construction of a Spider Monkey Exhibit at the Warner Park Zoo.

Prior Years Appropriation	$0	
Total	$185,000	$0

***Impact on operating budget**: None*

14. Lakeside Ballfield Completion		
Funding Source: Completed Capital Projects	**$ 35,000**	**$0**

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	$ 35,000	$0

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
15. Fencing Replacement - City Wide		
Funding Source: Completed Parks Projects	**$ 40,000**	
General Fund		**$ 10,000**

This appropriation funds annual replacement of fencing of City parks, ballfields, tennis courts and recreation centers.

Prior Years Appropriation	$145,000	
Total	$185,000	$ 10,000

***Impact on operating budget**: None*

16. Engel Stadium		
Funding Source: General Fund	**$ 35,810**	**$ 25,000**
Completed Capital Projects	**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	$130,000	$ 25,000

***Impact on operating budget**: None*

17-21. City Golf Courses		
Funding source: Golf Course Fund	**$ 224,000**	**$ 30,000**

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	$242,000	
Total	$466,000	$ 30,000

***Impact on operating budget**: None*

22. Bethel/N. Chattanooga Greenway		
Funding source: General Fund	**$ 0**	**$ 40,000**

This appropriation will be used for the continued construction of the North Chickamauga Creek Greenway system

Prior Years Appropriation	$0	
Total	$0	$ 40,000

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
23. South Chickamauga Creek Greenway		
Funding source: General Fund	**$ 0**	**$ 40,000**

This appropriation will be used for the continued construction of the South Chickamauga Creek Greenway system

Prior Years Appropriation	$0	
Total	$0	$ 40,000

***Impact on operating budget**: None*

24. Rivermont Park Design & Construction		
Funding source: General Fund	**$ 0**	**$ 250,000**

This appropriation will be used to design and implement an comprehensive development plan for a sixty-two acre waterfront park. Rivermont Park will tie into the future development of the Tennessee Riverwalk. The facility will include a playground picnic area, walking and nature trail and a championship tennis facility.

Prior Years Appropriation	$0	
Total	$0	$ 250,000

***Impact on operating budget**: The development of the Rivermont Park will result in increased personnel, supplies and related cost to operate and maintain.*

25. Warner Park Softball Stadium Construction		
Funding source: General Fund	**$ 0**	**$ 125,000**

This appropriation will be used to design and construct a new softball stadium.

Prior Years Appropriation	$0	
Total	$0	$ 125,000

***Impact on operating budget**: The development of the softball stadium will result in increased personnel, supplies and related cost to operate and maintain.*

26 Gymnasium Fan/Exhaust systems		
Funding source: General Fund	**$ 0**	**$ 15,000**

This appropriation will be used to install a new exhaust ventilation system in the North Chattanooga Recreation Center Gym.

Prior Years Appropriation	$0	
Total	$0	$ 15,000

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
27. Shepherd Recreation Center Improvements		
Funding source: General Fund	**$ 0**	**$ 45,000**

This appropriation will be used for completion of improvements to the parking lot, ballfield, walking track, landscaping, security lighting and a new roof on the recreation center.

Prior Years Appropriation	$0	
Total	$0	$ 45,000

***Impact on operating budget**: None*

28. Tennis Court Paving		
Funding source: General Fund	**$ 0**	**$ 30,000**

This appropriation will be used for paving tennis courts at Warner Park, Riverside Park, Brainerd Community Park, Shepherd Recreation Center and East Lake Park.

Prior Years Appropriation	$0	
Total	$0	$ 30,000

***Impact on operating budget**: None*

29. Eastdale Park Expansion Phase II		
Funding source: General Fund	**$ 0**	**$ 50,000**

This appropriation will be used for baseball field rehabilitation, paving walking track, constructing an outdoor multipurpose paved sports court and the grade and reseed the soccer field at the Eastdale Center.

Prior Years Appropriation	$0	
Total	$0	$ 50,000

***Impact on operating budget**: None*

Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 95/96	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01
Tiftonia Industrial Park		60,000				
Warehouse Row Development	140,400					
Radio Building & Tower/Signal Mtn	50,000					
City Hall Renovation	50,000					
Underground Storage Tanks	12,000					
800 MHZ Trunked Radio System		2,460,000				
Joseph B. Smith Building - Demolition		150,000				
Charles A. Bell - Roof Replacement		60,000				
City Jail - Window Replacement/Cleaning		50,000				
St. Elmo Medal of Honor Museum		150,000				
Safe Neighborhood Walk Program		50,000				
Total General Services	$12,000	$2,980,000	$0	$0	$0	$0

	1995/1996 budget	1996/1997 budget
1. Tiftonia Industrial Park		
Funding Source: Construction Trust Fund	**$ 130,000**	**$ 60,000**

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	$ 60,000

Impact on operating budget: *None*

2. Warehouse Row Development		
Funding Source: General Fund	**$140,400**	**$0**

This appropriation funds the City's portion of preparation for expansion of Warehouse Row outlet mall.

Prior Years Appropriation	$0	
Total	$140,400	$0

Impact on operating budget: *None*

	1995/1996 budget	1996/1997 budget
3. Radio Building & Tower		
Funding Source: General Fund	**$50,000**	**$0**

This appropriation will fund completion of a radio system for the City's use at the Signal Mountain site.

Prior Years Appropriation	$0	
Total	$50,000	$0

***Impact on operating budget**: None*

4. City Hall Renovation		
Funding Source: General Fund	**$50,000**	**$0**

This appropriation funds continuing efforts to upgrade and remodel City Hall and City Hall Annex.

Prior Years Appropriation	$137,000	
Total	$187,000	$0

***Impact on operating budget**: None*

5. Underground Storage Tanks		
Funding Source: General Fund	**$ 12,000**	**$0**

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	$255,425	$0

***Impact on operating budget**: None*

6. 800 MHZ Trucked Radio System		
Funding Source: TML Public Improvement Loan	**$0**	**$2,460,000**

This appropriation funds a major upgrade of the City radio system with the latest technology and lay a foundation for a county-wide emergency radio system.

Prior Years Appropriation	$0	
Total	$0	$2,460,0000

***Impact on operating budget**: It is anticipated that this will increase the City's debt service by around $200,000.*

	1995/1996 budget	1996/1997 budget
7. Joseph B. Smith School Building - Demolition		
Funding Source: General Fund	**$0**	**$ 150,000**

This appropriation funds the demolition of the Joseph B. Smith School Building. This building has been declared surplus and a church in the community has a desire to build a new structure at the site.

Prior Years Appropriation	$0	
Total	$0	$ 150,000

***Impact on operating budget**: None*

8. Charles A. Bell School - Roof Repair		
Funding Source: General Fund	**$0**	**$ 60,000**

This appropriation funds the repair of the roof at the school. This property has been declared to be surplus and due to its location has limited sales potential. However, three community-based organization have submitted written proposals for the building. These organizations have as that the property be donated and held in trust for one year to allow them to raise funds. To prevent further deterioration the roof needs to be repaired.

Prior Years Appropriation	$0	
Total	$0	$ 60.000

***Impact on operating budget**: None*

9. City Jail - Window Replacement and Exterior Cleaning		
Funding Source: General Fund	**$0**	**$ 50,000**

This appropriation funds needed upkeep on the old City Jail building. To preserve the building it is necessary to replace all of the exterior windows with thermopane to protect the interior environment. In addition it is also important that the City maintain a commitment to downtown enhancement of buildings. In this regard the exterior of the building is in need of cleaning.

Prior Years Appropriation	$0	
Total	$0	$ 50,000

***Impact on operating budget**: None*

	1995/1996 budget	1996/1997 budget
10. St. Elmo Medal of Honor Museum		
Funding Source: General Fund	**$0**	**$ 150,000**

This appropriation funds needed repair of the St. Elmo School. The City plans to donate the building to the Medal of Honor Museum. This would allow the museum the opportunity to raise funds to relocate their operation to the St. Elmo site.

Prior Years Appropriation	$0	
Total	$0	$ 150,000

***Impact on operating budget**: None*

11. Safe Neighborhood Walk Program		
Funding Source: General Fund	**$0**	**$ 50,000**

This appropriation funds the City's match of a grant from the State of Tennessee to institute a safe neighborhood walk program.

Prior Years Appropriation	$0	
Total	$0	$ 50,000

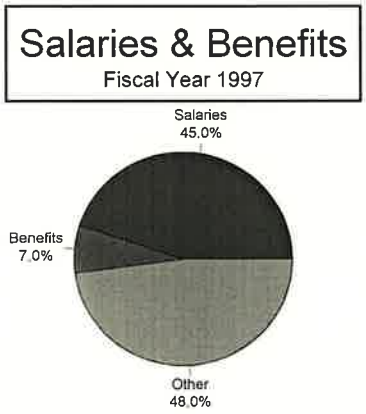
***Impact on operating budget**: None*

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 52% of the total FY97 operating budget.



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 97 the monthly City contribution for those employees on PPO contracts will be: Individual - $131.43, Family - $264.23. The monthly City contribution for those employees on EPO contracts will be: Individula - $129.35, Family - $257.25

In FY 97, an employee's Major Medical Health and Hospitalization group plan cost will amount to $8,886,908, with another $1,500,000 projected to be spent on job injuries.

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. For FY 96, the cost of this life insurance benefit will be $0.42 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 $62,700. Additionally, the Federal Insurance Program requires that an additional 1.45% be paid on all earnings.

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:	**0 - 10**	**11-17**	**18 +**
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 apples to civilian EMT's /Paramedics with the Fire Department (based on working a twenty-four hour shift):

Years of Service:	**0 - 10**	**11-17**	**18 +**
Hours accrued Bi-weekly	14.77	17.54	19.85
Hours accrued Annually	384	456	516
Days accrued Annually	32	38	43



Personal Leave shall be earned 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 the daily rate of pay of the employee, 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 the employee's daily rate of pay, not to exceed the maximum allowed.

Leave Buyback. Upon application of an employee, the City of Chattanooga may purchase back from its employees personal leave which they have accrued, but only under the following circumstances and conditions which must be agreed to by each employee seeking to sell the leave:

- No more than sixty (60) days of leave will be purchased from any employee during his/her lifetime;
- The City will pay to the employee seventy percent (70%) of the employees daily salary for each day of leave sold back to the City by the employee;
- The employee agrees in writing that the cap on the amount of days that employee is entitled to accumulate over his/her career will be reduced on a day-for-day basis for the number of days the City is purchasing;
- The city will not purchase any days which would lower the employees total accumulated leave below thirty (30) days;
- The practice of buying back leave will be subject to the availability of funds to do so at the time of the request, the determination of which availability will be at the sole discretion of the city administration; and
- Funds realized by employees from the sale of leave will be excluded from pension-eligible earnings.

Personnel Changes

During the FY95/96 and in the FY 96/97 budget process, a large number of position changes occurred. This was due to major reorganization of the Public Works Department. The position changes are as follows:

General Government & Agencies

Delete:

One Judicial Secretary	PG 7

Add:

One Judicial Assistant	1,033.83 Bi

Department of Finance & Administration

Delete:

One Programmer	PG 14
One Clerk VI	PG 8
One Clerk VI	PG 8
One Data Entry Clerk	PG 5

Add:

One Payroll Tech III	PG 9
One Payroll Tech II	PG 8
One Payroll Tech I	PG 7

Department of Safety

Add:

One Special Services Supervisor	PG 13
One Fire & Police Dispatcher	PG 10
Two Secretary	PG 8
One Assistant Fire Chief	PG 16
Five Fire Captain	PG 13
Four Fire Lieutenant	PG 12

Delete:

One Police Sergeant	PG 12
Two Administrative Secretary	PG 10
One Fire Dispatcher	PG 8
Fifty-three Reserve Officers	10.30/HR
One Deputy Fire Chief	PG18
Five Commander	PG 15
Four Firefighters	PG 10

Department of Public Works (Departmental Reorganization)

Moved: the following sixteen positions from Sewer Construction & Maintenance to Storm Water Management

Two Foreman	PG 10
Two Equipment Operator II	PG 8
Three Truck Driver II	PG 5
Six Laborer III	PG 5
One Truck Driver III	PG 6
Two Laborer II	PG 4

Add:

One Clerk III	PG 5
One Equipment Operator I	PG 7
One Laborer II	PG 4
Three Truck Driver IV	PG 7
One Equipment Operator I	PG 6

One Equipment Operator I/Foreman	PG 7
One Engineering Co-op	8.34/hr
Two Vactor Truck Operator	PG 6
One General Foreman	PG 11

Delete:

One Equipment Operator I	PG 6
Four Truck Driver III	PG 6
Four Laborer III	PG 5
Four Sanitation Worker I	PG 4
One Alt Sanitation Worker I/Laborer I	PG 3
One Clerk II	PG 4

Department of Parks & Recreation

Moved: the following 15 positions were moved from Municipal Parks Activity to the Recreation Center Maintenance

Thirteen Custodian	PG 1
One Laborer III	PG 5
One Custodian, PT	7.50/hr

Add:

One Recreation Specialist II	PG10
One Outdoor Coordinator	PG 10
One Recreation Program Coordinator	PG 11
One Special Youth Coordinator	PG 11
One Sports Coordinator	PG 10
One Recreation Specialist (Part time)	7.74/hr
Two Lifeguard	6.00/hr
One Clerk II	PG 4
One Maintenance Technician	PG 8
One Mechanic II	PG 10
One Safety Coordinator	PG 10
One Gardener	PG 5
Two Zookeeper	PG 4
One Education Curator	9.54/hr
Four Groundskeeper	6.36/hr
Two Greens Superintendent	PG 15
Two Food Clerk	PG 1
One Horticultural Specialist	PG 8

Delete:

One Recreation Specialist I	PG 8
One Recreation Specialist II	PG 10
One Recreation Specialist (PT)	6.75/hr
One Front Desk Clerk, P.T.	6.02/hr
One Custodial Supervisor	PG 12
One Carpenter	PG 11
One Mechanic I	PG 8
Three Laborer II	PG 4
Two Food Clerk	7.05/hr

Department of General Services
Add:

One Clerk IV	PG 6
One Loss Prevention Specialist	PG 10
One Building & Project Supervisor	PG 14
One Laborer II	PG 4

Delete:

One Occupational Safety Director	PG16

Department of Personnel:

Add:

One Clerk (Part time)	6.18/hr

Interceptor Sewer System

Upgrades:
Financial Coordinator from PG 13 to PG 15
Purchasing Coordinator from PG 8 to PG 10

Add: None

Delete:

One Clerk I	PG 3

Personnel Summary
Actual & Projected for Fiscal Years 1994 - 2001

Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
General Government & Agencies			**30**	**30**	**28**	**28**	**28**	**28**	**28**	**28**
City Attorney's Office										
C00150	City Attorney	26	1	1	1	1	1	1	1	1
City Court Judicial										
C00151	Judicial Secretary	7	1	1	1	0	0	0	0	0
C00152	Court Officer	8	3	3	2	2	2	2	2	2
C00153	Judicial Assistant	1,033.83	0	0	0	1	1	1	1	1
C00154	Police Officer	10	1	1	1	1	1	1	1	1
C20010	City Judges	3,672.81 BW	2	2	1	1	1	1	1	1
			7	7	5	5	5	5	5	5
Human Rights Commission										
C00155	Executive Director	15	1	1	1	1	1	1	1	1
C00157	Secretary	6	1	1	1	1	1	1	1	1
			2	2	2	2	2	2	2	2
City Council										
C00159	City Clerk	2,063.65/BW	1	1	1	1	1	1	1	1
C00160	Management Analyst	2,204.80/BW	1	1	1	1	1	1	1	1
C00161	Assistant Clerk to Council	12	1	1	1	1	1	1	1	1
C00163	Council Secretary	8	1	1	1	1	1	1	1	1
C20100	Council Chairperson	1,685.23/M	1	1	1	1	1	1	1	1
C20200	Council Vice Chairperson	1,476.90/M	1	1	1	1	1	1	1	1
C20300	Council Member	1,268.56/M	7	7	7	7	7	7	7	7
			13	13	13	13	13	13	13	13
Office of the Mayor										
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	Administrative 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
C00912	Executive Secretary (Part Time)	10.35/HR	1	1	1	1	1	1	1	1
C20001	Mayor	3,903.27/BW	1	1	1	1	1	1	1	1
			7	7	7	7	7	7	7	7
Department of Finance & Administration			**115**	**108**	**108**	**108**	**108**	**108**	**108**	**108**
Finance										
C00075	City Finance Officer	25	1	1	1	1	1	1	1	1
C00076	Deputy City Finance Officer	23	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	1	1	1	1	1	1
C00080	Internal Audit Supervisor	17	1	1	1	1	1	1	1	1
C00081	Disbursing Officer	13	1	1	1	1	1	1	1	1
C00083	Payroll Supervisor	16	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	4	4	4	4	4	4
C00088	Accounting Technician	8	1	1	1	1	1	1	1	1
C00089	Assistant Disbursing Officer	9	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	Payroll Tech II	8	1	1	1	1	1	1	1	1
C00099	Payroll Tech I	7	1	1	1	1	1	1	1	1
C00100	Secretary	8	1	1	1	1	1	1	1	1
C00101	Payroll Tech III	9	0	0	1	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	1	1	1	1	1	1
C00902	Cost Accounting Intern (Part time)	7.28/HR	2	2	2	2	2	2	2	2

Personnel Summary
Actual & Projected for Fiscal Years 1994 - 2001

Position Number	Position Name	Pay Grade	Actual FY 1994	FY 1995	FY 1996	FY 1997	Projected FY 1998	FY 1999	FY 2000	FY 2001
N/A	Accounting Supervisor	19	1	1	0	0	0	0	0	0
N/A	Accounting Analyst	15	1	1	0	0	0	0	0	0
N/A	Clerk V	7	1	1	0	0	0	0	0	0
			33	33	34	34	34	34	34	34
Information Services										
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	Assistant Director	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	Support Service Manager	20	1	1	1	1	1	1	1	1
C00115	System & Data Base Specialist II	18	1	2	2	2	2	2	2	2
C00116	System & Data Base Specialist I	16	2	1	1	1	1	1	1	1
C00117	Network Manager	18	0	0	1	1	1	1	1	1
C00118	Programmer Analyst	18	4	4	4	4	4	4	4	4
C00119	Programmer II	16	5	6	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	0	0	0	0	0	0
C00124	Computer Operator II	10	7	3	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	7	7	7	7	7	7
N/A	Information System Administrator	16	1	0	0	0	0	0	0	0
			40	36	35	35	35	35	35	35
City Treasurer										
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
C00138	Clerk V	7	1	1	1	1	1	1	1	1
C00139	Clerk IV	6	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
			15	15	15	15	15	15	15	15
City Court Clerk's Office										
C00055	City Court Clerk	18	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	11	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
C00072	Court Clerk II	7	2	2	2	2	2	2	2	2
C00068	Data Entry Clerk II	5	1	1	2	2	2	2	2	2
N/A	Mittimus Clerk	5	1	1	0	0	0	0	0	0
N/A	Court Coordinator	8	1	0	0	0	0	0	0	0
N/A	Cashier	5	2	0	0	0	0	0	0	0
N/A	Data Entry Clerk II (Part time 20 hrs.)	8.07 HR	1	1	0	0	0	0	0	0
			27	24	24	24	24	24	24	24

Personnel Summary
Actual & Projected for Fiscal Years 1994 - 2001

Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
Department of Safety			**924**	**942**	**1,032**	**979**	**979**	**979**	**979**	**979**
Administration										
C00799	Budget Officer	11	0	0	1	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	2	2	2	2	2	2
C00804	Executive Secretary	10	0	0	1	1	1	1	1	1
N/A	Executive Secretary	10	1	1	0	0	0	0	0	0
N/A	Personnel Investigator	12	0	0	0	0	0	0	0	0
			4	4	7	7	7	7	7	7
Police										
C00805	Police Chief	23	1	1	1	1	1	1	1	1
C00806	Deputy Police Chief	18	3	3	3	3	3	3	3	3
C00808	Major	16	2	3	0	0	0	0	0	0
C00809	Captain	15	15	14	17	17	17	17	17	17
C00810	Patrol Captain	15	7	7	7	7	7	7	7	7
C00811	Lieutenant (HUD)	13	0	0	1	1	1	1	1	1
C00812	Lieutenant	13	31	31	34	34	34	34	34	34
C00813	Sergeant	12	75	74	72	71	71	71	71	71
C00814	Inspector	12	34	34	34	34	34	34	34	34
C00815	Special Services Supervisor	13	0	0	0	1	1	1	1	1
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	221	204	204	204	204	204	204	204
C00820	Police Off. Crime Bill	10	0	31	31	31	31	31	31	31
C00824	Police Officer	10	13	13	20	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	9	9	9	9	9	9
C00842	Admin. Secretary	8	2	4	2	2	2	2	2	2
C00843	Fire Dispatchers	8	27	27	2	2	2	2	2	2
C00844	Fire & Police Dispatchers	10	0	0	25	25	25	25	25	25
C00847	Dispatcher Trainees	6	21	21	21	21	21	21	21	21
C00846	Clerk II	4	11	11	12	12	12	12	12	12
C00848	Clerk VI	8	4	4	1	1	1	1	1	1
C00849	Clerk III	5	1	1	1	1	1	1	1	1
C00850	Ranger	6	0	0	4	4	4	4	4	4
C00852	Clerk IV	6	2	2	1	1	1	1	1	1
C00853	Cle... 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	2	2	2	2	2	2
C00857	Clerk III	5	12	12	9	9	9	9	9	9
C00859	Secretary	6	5	4	6	6	6	6	6	6
C00860	Laborer II	4	3	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	4	4	4	4	4	4
C00863	Ranger Supervisor	9	0	0	1	1	1	1	1	1
C00953	Ranger (Part time)	8 11 HR	0	0	9	9	9	9	9	9
C00975	Lieutenant School Patrol	28 75 D	3	3	3	3	3	3	3	3
C00976	School Patrol Officer	20 27 D	30	30	30	30	30	30	30	30
C00977	Reserve Officer (Part time)	10 30 HR	0	0	66	13	13	13	13	13
N/A	Budget Officer	11	1	1	0	0	0	0	0	0
N/A	Warrant Officer	13	0	1	0	0	0	0	0	0
			559	574	662	609	609	609	609	609
Fire										
C00865	Fire Chief	23	1	1	1	1	1	1	1	1
C00867	Fire Marshal	18	1	1	1	1	1	1	1	1
C00866	Deputy Fire Chief	18	3	3	1	1	1	1	1	1
C00869	Assistant Fire Chief	16	6	6	7	7	7	7	7	7
C00870	Commander	15	20	19	15	14	14	14	14	14

Personnel Summary
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Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
C00871	Captain	13	57	58	62	63	63	63	63	63
C00873	Lieutenant	12	91	91	91	95	95	95	95	95
C00874	Firefighter	10	172	173	173	169	169	169	169	169
C00878	Maintenance Supervisor	14	1	1	1	1	1	1	1	1
C00877	Supply Officer	13	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
C00889	Truck Driver IV	7	1	1	1	1	1	1	1	1
C00882	Secretary	6	1	1	2	2	2	2	2	2
C00885	Clerk IV	6	1	1	1	1	1	1	1	1
C00887	Laborer II	4	2	2	2	2	2	2	2	2
C00883	Clerk II	4	1	1	1	1	1	1	1	1
N/A	Secretary	4	0	1	0	0	0	0	0	0
C00886	Secretary	6	1	1	1	1	1	1	1	1
			361	364	363	363	363	363	363	363
Department of Public Works			**527**	**530**	**529**	**528**	**519**	**519**	**519**	**519**
Administration										
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	0	0	0	0	0	0
C00459	Clerk III	5	1	1	1	1	1	1	1	1
			8	8	7	7	7	7	7	7
Inspection										
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	2	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	1	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	1	1	1	1	1	1	1	1
C00565	Code Enforcement Inspector	9	6	6	6	6	6	6	6	6
C00566	Signs Inspector	8	1	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	4	4	4	4	4
C00571	Clerk II	4	1	1	1	0	0	0	0	0
C00572	Clerk II	4	0	0	0	1	1	1	1	1
			37	37	38	39	39	39	39	39
City Yards										
C00474	City Wide Services Director	21	0	0	1	1	1	1	1	1
C00474	Construction Superintendent	18	1	1	0	0	0	0	0	0
C00476	Operations Coordinator	15	1	1	1	1	1	1	1	1
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
C00486	Secretary	6	1	1	1	1	1	1	1	1
C00487	Administrative Secretary	8	1	1	1	1	1	1	1	1
C00488	Clerk III	5	1	1	1	1	1	1	1	1

Personnel Summary
Actual & Projected for Fiscal Years 1994 - 2001

Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
C00490	Clerk II	4	1	1	1	1	1	1	1	1
C00491	Custodian	1	3	2	2	2	2	2	2	2
C00492	Laborer III	5	1	1	1	1	1	1	1	1
			16	15	15	15	15	15	15	15
Sewer Construction & Maintenance										
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	5	3	2	2	2	2
C00687	Foreman	10	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	4	2	2	2	2	2
C00694	Equipment Operator III	9	0	0	1	1	1	1	1	1
C00695	Truck Driver II	5	6	6	5	2	2	2	2	2
C00696	Laborer III	5	21	21	13	7	6	6	6	6
C00697	Truck Driver III	6	2	2	3	2	2	2	2	2
C00698	Concrete Worker	6	0	0	8	8	8	8	8	8
C00699	Float Operator	8	1	1	1	1	1	1	1	1
C00700	Laborer II	4	11	11	11	9	2	2	2	2
			59	59	59	43	34	34	34	34
Emergency										
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	1	1	1	1	1
C00500	Equipment Operator I	6	1	1	1	1	1	1	1	1
N/A	Truck Driver III	6	0	0	0	0	0	0	0	0
N/A	Sanitation Worker I	4	0	0	0	0	0	0	0	0
C00503	Equipment Oper I Foreman	7	0	0	0	1	1	1	1	1
			12	12	12	12	12	12	12	12
Street Cleaning										
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	7	4	3	3	4	4	4	4	4
C00705	Crew Leader	6	0	3	3	3	3	3	3	3
C00706	Laborer III	5	10	7	7	7	7	7	7	7
C00707	Laborer I	2	19	19	15	15	15	15	15	15
C00708	Alt Sanitation Worker I/ Laborer I	3	5	5	5	4	4	4	4	4
C00709	Equip Operator I	6	1	1	2	2	2	2	2	2
C00710	Laborer I I	4	0	0	3	3	3	3	3	3
			41	40	40	40	40	40	40	40
Traffic Engineering										
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	2	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	0	0	0	0	0	0	0	0
			10	10	10	10	10	10	10	10
Engineering										
C00505	City Engineer	24	1	1	1	1	1	1	1	1
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	1	1	1	1	1	1	1
C00512	Engineering Design Manager	17	0	0	1	1	1	1	1	1
C00512	Engineering Design Coordinator	16	0	1	0	0	0	0	0	0
C00513	Engineering Designer	13	1	1	1	1	1	1	1	1

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Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
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	4	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	1	1	1	1	1	1
C00965	Engineering Co-op	8.34/hr.	1	1	1	2	2	2	2	2
N/A	System Specialist	12	0	0	0	0	0	0	0	0
			34	34	36	37	37	37	37	37
Traffic Control										
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	1	1	1	1	1	1	1
C00747	Tool Room Supervisor	8	1	1	1	1	1	1	1	1
C00748	Tool Room Asst. Super	6	1	1	1	1	1	1	1	1
C00749	Laborer II	4	0	1	1	1	1	1	1	1
C00751	Traffic Electrician I	12	5	4	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	1	1	1	1	1	1	1
C00755	Secretary	6	1	1	1	1	1	1	1	1
C00756	Electronic Technician I	12	2	2	2	2	2	2	2	2
C00757	Electronic Tech II	13	1	1	1	1	1	1	1	1
C00759	Laborer III	5	1	1	1	1	1	1	1	1
C00760	Electrician Helper	5	1	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	3	3	3	3	3	3	3
C00765	Laborer II	4	1	1	1	1	1	1	1	1
C00766	Custodian	1	0	1	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	0	0	0	0	0	0	0
			32	33	33	33	33	33	33	33
Storm Water Management										
C00685	Foreman	10	0	0	0	2	2	2	2	2
C00693	Equipment Operator II	8	0	0	0	2	2	2	2	2
C00695	Truck Driver II	5	0	0	0	2	2	2	2	2
C00696	Laborer III	5	0	0	0	6	6	6	6	6
C00697	Truck Driver III	6	0	0	0	2	2	2	2	2
C00700	Laborer II	4	0	0	0	2	2	2	2	2
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/Education Manager	10	1	1	1	1	1	1	1	1
C00732	Flood Plain Mgmt Supervisor	14	1	1	1	1	1	1	1	1
C00733	Construction Site Program Manager	16	1	1	1	1	1	1	1	1
C00734	Civil Engineer Tech II	13	1	0	1	1	1	1	1	1
C00735	GIS Manager	12	1	1	1	1	1	1	1	1
C00736	Commercial / Residential Program Manager	16	0	0	1	1	1	1	1	1
C00737	Civil Engineer Tech I	10	1	1	1	1	1	1	1	1
C00738	Water Quality Analyst	8	5	5	5	5	5	5	5	5
C00740	Secretary	6	1	1	1	1	1	1	1	1
C00741	Data Entry Technician	6	1	1	1	1	1	1	1	1
			15	14	16	32	32	32	32	32

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Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
Street Maintenance										
C00710	Assistant Superintendent	14	1	1	1	1	1	1	1	1
C00711	Foreman	10	1	1	2	2	2	2	2	2
C00712	Equipment Operator II	8	6	6	5	5	5	5	5	5
C00713	Equipment Operator III	9	0	0	1	1	1	1	1	1
C00714	Truck Driver III	6	8	8	8	8	8	8	8	8
C00715	Laborer III	5	2	2	1	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
C00719	Foreman	8	5	5	5	5	5	5	5	5
C00721	Foreman	9	4	4	4	4	4	4	4	4
C00722	Equipment Operator II	8	7	7	7	7	7	7	7	7
C00723	Truck Driver II	5	11	11	11	11	11	11	11	11
C00725	Laborer III	5	19	19	17	17	17	17	17	17
C00726	Laborer II	4	34	34	34	34	34	34	34	34
C00727	Vactor Truck Operator	6	0	0	2	2	2	2	2	2
			101	101	101	101	101	101	101	101
Sanitary Fills										
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	1	1	1	1	1	1	1	1
C00666	Laborer III	5	0	0	2	2	2	2	2	2
C00667	Mechanic I	8	1	1	1	1	1	1	1	1
C00668	Vehicle Lubricator	6	1	1	0	0	0	0	0	0
C00669	Laborer II	4	6	4	4	4	4	4	4	4
C00670	Landfill Engineering Technician	13	0	0	1	1	1	1	1	1
C00671	Scale Operator	6	2	2	2	2	2	2	2	2
C00672	Equipment Operator III	9	9	9	10	10	10	10	10	10
C00673	Truck Driver II	5	1	1	0	0	0	0	0	0
C00674	Truck Driver III	6	0	0	1	0	0	0	0	0
			23	21	24	23	23	23	23	23
Wood Recycle										
C00780	Equipment Operator II	8	2	2	3	3	3	3	3	3
C00781	Scale Operator	6	1	1	1	1	1	1	1	1
C00782	Truck Driver IV	7	2	2	2	2	2	2	2	2
C00783	Wood Recycle Supervisor	10	0	0	1	1	1	1	1	1
C00784	Laborer II	4	4	4	4	5	5	5	5	5
C00785	Laborer III	5	0	0	0	0	0	0	0	0
C00786	Equipment Operator I	6	0	0	1	1	1	1	1	1
			9	9	12	13	13	13	13	13
Brush & Trash										
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	14	15	18	18	18	18	18	18
C00466	Equip Operator I Foreman	7	7	7	9	9	9	9	9	9
C00467	Laborer I	2	7	7	9	9	9	9	9	9
C00468	Truck Driver III	6	4	4	4	4	4	4	4	4
C00470	Truck Driver IV	7	1	7	0	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	0	0	0	0	0	0	0	0
			41	48	48	48	48	48	48	48

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Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
Recycle										
C00675	Recycle Foreman	8	0	0	1	1	1	1	1	1
C00676	Recycling Attendant III	6	2	2	2	2	2	2	2	2
C00677	Clerk II	4	1	1	0	0	0	0	0	0
C00679	Recycling Attendants II	4	2	3	3	3	3	3	3	3
C00680	Recycling Attendants	2	2	2	2	2	2	2	2	2
N/A	Recycling Coordinator	14	1	1	0	0	0	0	0	0
N/A	Truck Driver III	6	1	0	0	0	0	0	0	0
N/A	Laborer II	4	0	0	0	0	0	0	0	0
			9	9	8	8	8	8	8	8
Garbage Collection										
C00532	Division Superintendent	15	1	1	1	1	1	1	1	1
C00533	General Foreman	11	3	3	2	3	3	3	3	3
C00534	Clerk II	4	1	1	1	1	1	1	1	1
C00535	Sanitation Worker I	4	0	1	1	1	1	1	1	1
C00536	Truck Driver III	6	21	21	19	19	19	19	19	19
C00537	Sanitation Worker II	5	7	7	4	4	4	4	4	4
C00538	Sanitation Worker I	4	47	46	39	35	35	35	35	35
C00539	Truck Driver IV	7	0	0	3	3	3	3	3	3
			80	80	70	67	67	67	67	67
Department of Parks & Recreation			**312**	**320**	**323**	**326**	**326**	**326**	**326**	**326**
Administration										
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	1	1	0	0	0	0	0	0
C00308	Assistant Planner	8	1	1	1	1	1	1	1	1
C00309	Executive Secretary	8	1	1	1	1	1	1	1	1
			8	8	7	7	7	7	7	7
Recreation Supervision										
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	3	3	3	3
C00379	Cultural Arts Coordinator	12	1	1	1	1	1	1	1	1
			6	6	6	6	6	6	6	6
Recreation Centers										
C00373	Clerk II	4	0	1	1	1	1	1	1	1
C00377	Outdoor Coordinator	10	0	0	1	1	1	1	1	1
C00380	Recreation Specialist II	10	19	19	19	19	19	19	19	19
C00381	Recreation Program Coordinator	11	0	0	1	1	1	1	1	1
C00382	Recreation Specialist I	8	20	20	18	18	18	18	18	18
C00383	Adult Activities Coordinator	10	1	1	1	1	1	1	1	1
C00384	Special Youth Coordinator	11	0	0	1	1	1	1	1	1
C00388	Sports Coordinator	10	0	0	0	1	1	1	1	1
C00934	Director (Part time)	642.06. BW	1	1	1	1	1	1	1	1
C00935	Recreation Specialist (Part time 18 hrs.)	7.74/HR	2	2	3	3	3	3	3	3
C00937	Recreation Specialist (Part time 36 hrs.)	7.74/HR	9	9	8	8	8	8	8	8
C00938	Clerk (Part time 36 hrs.)	6.75/HR	1	0	0	0	0	0	0	0
			53	53	54	55	55	55	55	55
Recreation - Summer Youth										
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	250.00/WK	1	1	2	2	2	2	2	2
C00949	Swimming Pool Manager	300.00/WK	1	1	1	1	1	1	1	1
C00950	Aquatic Program Coordinator	250.00/WK	1	1	1	1	1	1	1	1

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C00951	Lifeguards	6.00/HR.	7	14	16	16	16	16	16	16
			57	64	67	67	67	67	67	67
Recreation - Fitness Centers										
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
C00391	Clerk II	4	0	0	0	1	1	1	1	1
C00960	Front Desk Clerk (Part time 18 hrs.)	6.02/ HR.	1	1	2	1	1	1	1	1
			5	5	6	6	6	6	6	6
Municipal Parks										
C00335	Parks 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	11	1	1	1	1	1	1	1	1
C00340	General Foreman	11	1	1	1	1	1	1	1	1
C00341	Custodial Supervisor	12	1	1	1	0	0	0	0	0
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	0	0	0	0	0
C00350	Maintenance Technician	8	0	0	0	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	10	0	0	0	1	1	1	1	1
C00355	Mechanic I	8	1	1	1	0	0	0	0	0
C00356	Custodian	1	14	14	0	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
C00931	Custodian (Part time)	7.50/HR.	1	1	1	0	0	0	0	0
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
			67	69	54	52	52	52	52	52
Recreation Center Maintenance										
C00341	Custodial Supervisor	12	1	1	1	1	1	1	1	1
C00356	Custodian	1	0	0	13	13	13	13	13	13
C00358	Laborer III	5	0	0	0	1	1	1	1	1
C00931	Custodian. P T	7.50/HR	0	0	0	1	1	1	1	1
			1	1	14	16	16	16	16	16
Zoo										
C00416	Zoo Supervisor	11	1	1	1	1	1	1	1	1
C00417	Assistant Zoo Supervisor	7	0	0	1	1	1	1	1	1
C00418	Zookeeper	4	4	4	5	5	5	5	5	5
C00980	Education Curator	9.54/HR	0	0	1	1	1	1	1	1
			5	5	8	8	8	8	8	8

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Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
Ross's Landing/Plaza										
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	2	2	2	2	2	2
C00393	Laborer II	4	11	11	13	13	13	13	13	13
C00985	Groundskeepers	6.36/HR	0	0	4	4	4	4	4	4
N/A	Ranger (Part time)	7.57/HR	9	9	0	0	0	0	0	0
N/A	Ranger Supervisor	9	1	1	0	0	0	0	0	0
N/A	Ranger	6	4	4	0	0	0	0	0	0
			27	27	21	21	21	21	21	21
Urban Forester										
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	1	1	1	1	1	1
C00332	Laborer II	4	0	0	1	1	1	1	1	1
C00333	Tree Trimmer	5	0	0	1	1	1	1	1	1
			2	2	5	5	5	5	5	5
Memorial Auditorium & Tivoli										
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	3	3	3	3	3
C00955	Concession Employee (Part time)	6.21/HR	18	18	18	18	18	18	18	18
C00956	Box Office Cashier (Part time 25 hrs)	7.34/HR	3	3	3	3	3	3	3	3
C00957	Receptionist (Part time 25 hrs)	7.98/HR	1	1	1	1	1	1	1	1
C00958	Phone Sales Clerk (Part time 25 hrs)	7.16/HR	5	5	5	5	5	5	5	5
			41	40	40	40	40	40	40	40
Municipal Golf Course										
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
C00317	Greens Superintendent	16	0	0	0	2	2	2	2	2
C00318	Superindent	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
C00321	Food Clerk	1	0	0	0	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)	7.16/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)	7.44/HR	6	6	6	6	6	6	6	6
C00927	Food Clerk (Part time)	6.21/HR	3	3	3	3	3	3	3	3
C00929	Food Clerk	7.05/HR	2	2	2	0	0	0	0	0
C00930	Horticultural Specialist	8	0	0	1	1	1	1	1	1
			39	39	40	42	42	42	42	42
Scenic Cities Beautiful										
C00396	Director	1,109.05 BW	1	1	1	1	1	1	1	1

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Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
Department of General Services			**53**	**52**	**51**	**54**	**54**	**54**	**54**	**54**
Administration										
C00175	Administrator	25	1	1	1	1	1	1	1	1
C00176	Deputy Administrator	21	1	1	1	1	1	1	1	1
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
			6	5	5	6	6	6	6	6
Bureau of Safety & Health										
C00182	Risk Manager	18	0	0	1	1	1	1	1	1
C00265	Occupational Safety Director	16	1	1	1	0	0	0	0	0
C00266	Loss Prevention Analyst	10	1	1	1	1	1	1	1	1
C00267	Clerk VI	8	0	0	1	1	1	1	1	1
C00268	Loss Prevention Specialist	10	0	0	0	1	1	1	1	1
N/A	Clerk IV	6	1	1	0	0	0	0	0	0
			3	3	4	4	4	4	4	4
City Hall/Annex Maintenance										
C00195	Building & Project Supervisor	14	0	0	0	1	1	1	1	1
C00196	Custodian Foreman	6	2	2	2	2	2	2	2	2
C00197	Custodian	1	9	9	10	10	10	10	10	10
C00198	Guard	7.04/HR	3	3	3	3	3	3	3	3
C00201	Laborer II	4	0	0	0	1	1	1	1	1
N/A	Custodian	1	1	1	0	0	0	0	0	0
N/A	Custodian Supervisor	13	0	0	0	0	0	0	0	0
N/A	Guard	1	0	0	0	0	0	0	0	0
			15	15	15	17	17	17	17	17
Electronics Division										
C00199	Electronics Supervisor	16	1	1	1	1	1	1	1	1
C00200	Electronics Technician II	13	4	4	4	4	4	4	4	4
			5	5	5	5	5	5	5	5
Employee Benefits Office										
C00183	Benefits Coordinator	9	1	1	1	1	1	1	1	1
C00186	Clerk II	4	1	1	1	1	1	1	1	1
N/A	Clerk VI	8	1	1	0	0	0	0	0	0
N/A	Assistant Manager	14	0	0	0	0	0	0	0	0
N/A	Life & Health Insurance Manager	16	1	1	0	0	0	0	0	0
			4	4	2	2	2	2	2	2
Purchasing										
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	3	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	1	1	1	1	1	1
N/A	Assistant Buyer	8	1	1	0	0	0	0	0	0
N/A	Clerk/Receptionist	2	1	1	0	0	0	0	0	0
			12	12	12	12	12	12	12	12
Community Development										
C00188	Director	18	1	1	1	1	1	1	1	1
C00189	Assistant Director	15	1	1	1	1	1	1	1	1
C00190	Fiscal Coordinator	12	1	1	1	1	1	1	1	1
C00192	Community Development Specialist	11	4	4	4	4	4	4	4	4
C00193	Secretary	6	1	1	1	1	1	1	1	1
			8	8	8	8	8	8	8	8

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Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
Department of Personnel			**11**	**11**	**12**	**12**	**12**	**12**	**12**	**12**
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
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	1	1	1	1	1	1	1	1
C00278	Personnel Coordinator	11	1	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
C00920	Clerk (part time)	6.18/HR	0	0	1	1	1	1	1	1
N/A	Personnel Assistant	6	0	0	0	0	0	0	0	0
Department of Equal Employment Opportunity			**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
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			**149**	**133**	**123**	**122**	**122**	**122**	**122**	**122**
Administration										
C00575	Waste Resources Director	22	1	1	1	1	1	1	1	1
C00576	Financial Coordinator	15	1	1	1	1	1	1	1	1
C00577	Purchasing Technician	10	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	0	0	0	0	0
			12	12	12	11	11	11	11	11
Laboratory										
C00591	Quality Control Manager	17	1	1	1	1	1	1	1	1
C00592	Laboratory Technician II	10	5	5	4	4	4	4	4	4
C00593	Laboratory Technician I	7	2	1	1	1	1	1	1	1
C00594	Laboratory Technician III	11	0	0	1	1	1	1	1	1
C00595	Laboratory Assistant	7	1	1	1	1	1	1	1	1
			9	8	8	8	8	8	8	8
Engineering										
C00597	System Engineer	19	1	1	1	1	1	1	1	1
C00598	Project Coordinator.	16	0	1	1	1	1	1	1	1
N/A	Engineer	16	1	0	0	0	0	0	0	0
N/A	Civil Engineer Tech I	10	1	0	0	0	0	0	0	0
			3	2	2	2	2	2	2	2
Plant Maintenance										
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	0	0	0	0	0
C00609	Computer Maintenance Technician	10	1	1	1	1	1	1	1	1
C00610	Maintenance Mechanic	10	7	7	9	9	9	9	9	9
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	2	1	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
C00619	Mechanic Helper	4	5	3	0	0	0	0	0	0
C00621	Laborer II	4	6	4	4	4	4	4	4	4

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Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
N/A	Custodian	1	2	0	0	0	0	0	0	0
N/A	Machinist	11	1	1	0	0	0	0	0	0
			38	31	29	29	29	29	29	29
Sewer Maintenance										
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	3	3	8	8	8	8	8	8
C00629	Truck Driver II	5	3	3	3	3	3	3	3	3
N/A	Laborer II	4	8	8	0	0	0	0	0	0
			21	21	18	18	18	18	18	18
Moc Bend Treatment Plant - Liquid Handling										
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	2	4	4	4	4	4	4
C00639	Operator II	8	5	5	4	4	4	4	4	4
C00642	Secretary	6	1	1	1	1	1	1	1	1
N/A	Operator II P/S	8	4	4	0	0	0	0	0	0
N/A	Summer Laborer	4.25 HR	0	0	0	0	0	0	0	0
N/A	Engineer	17	1	0	0	0	0	0	0	0
			29	26	23	23	23	23	23	23
Inflow & Infiltration										
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	3	3	3	3	3	3	3
			13	9	9	9	9	9	9	9
Safety & Training										
C00650	Guard	1	1	1	1	1	1	1	1	1
N/A	Safety Training Coordinator	12	1	1	0	0	0	0	0	0
			2	2	1	1	1	1	1	1
Pretreatment/Monitoring										
C00652	Pretreatment Coordinator	12	1	1	1	1	1	1	1	1
C00653	Monitor Technician II	8	3	3	3	3	3	3	3	3
C00654	Monitor Technician I	6	2	2	1	1	1	1	1	1
C00655	Pretreatment Inspector	9	0	0	0	0	0	0	0	0
C00656	Secretary	6	1	1	1	1	1	1	1	1
			7	7	6	6	6	6	6	6
Moc Bend Treatment Plant - Solid Handling										
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	9	9	9	9	9	9	9	9
C00661	Operator III	10	4	4	4	4	4	4	4	4
			15	15	15	15	15	15	15	15
Human Services			**301**	**301**	**313**	**270**	**270**	**270**	**270**	**270**
Administration										
C1A010	Administrator	25	1	1	1	1	1	1	1	1
C1A030	Assistant Administrator-Fiscal Operation	1,529.36/BW	1	1	1	1	1	1	1	1
C1A080	Executive Assistant	1,006.96/BW	1	1	1	1	1	1	1	1
C1A120	Senior Accounting Clerk	1,052.21/BW	2	2	2	2	2	2	2	2
C1A171	Deputy Administrator	1,638.72/BW	1	1	1	1	1	1	1	1
C1A220	Clerk	807.63/BW	1	1	1	1	1	1	1	1
C1A300	Receptionist	685.59/BW	1	1	1	1	1	1	1	1
C1A310	Data Entry	6.49/HR	1	1	1	1	1	1	1	1
C1A330	Data Technician	685.00/BW	1	1	1	0	0	0	0	0
C1A910	Data Entry		0	0	1	0	0	0	0	0
			10	10	11	9	9	9	9	9
Occupancy										
C1B050	Utility Worker	521.31/BW	1	1	1	0	0	0	0	0

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C1B270	Building & Ground Supervisor	894/BW	1	1	1	0	0	0	0	0
			2	2	2	0	0	0	0	0
Community Services Block Grant										
C1C020	Bookkeeper/Record Clerk	963.96/BW	0	0	0	1	1	1	1	1
C1C040	Service Delivery Worker II	722.97/BW	0	0	0	4	4	4	4	4
C1C050	Social Service Manager	1,279.50/BW	0	0	0	1	1	1	1	1
C1C160	Service Delivery Worker IV	1,254.74/BW	0	0	0	2	2	2	2	2
C1C170	Energy Specialist	964.04/BW	0	0	0	1	1	1	1	1
C1C180	WAP Specialist	939.42/BW	0	0	0	1	1	1	1	1
C1C190	Lead Service Delivery Worker III	817.15/BW	0	0	0	1	1	1	1	1
C1C200	Data Entry Clerk	722.97/BW	0	0	0	1	1	1	1	1
C1C210	Intake Specialist/Service Delivery Worker	722.97/BW	0	0	0	1	1	1	1	1
			0	0	0	13	13	13	13	13
Day Care										
C1D010	Child Care Manager	1,414.03/BW	1	1	1	1	1	1	1	1
C1D060	Clerk Typist V	878.89/BW	1	1	1	1	1	1	1	1
C1D071	Teacher	669.48/BW	8	8	8	8	8	8	8	8
C1D100	Teacher Assistant	426.17/BW	9	9	7	7	7	7	7	7
C1D111	Social Service Assist/Placement Worker	699.31/BW	1	1	1	1	1	1	1	1
C1D120	Cook	477.74/BW	2	2	2	2	2	2	2	2
C1D130	Maintenance Repair Worker	554.00/BW	1	1	1	0	0	0	0	0
C1D241	Lead Teacher	903.28/BW	1	1	1	1	1	1	1	1
C1D270	Cook II	608.22/BW	1	1	1	1	1	1	1	1
C1D320	Social Services Coordinator	1,105.78/BW	1	1	1	1	1	1	1	1
C1D340	Child Care Broker	996.01/BW	4	4	8	5	5	5	5	5
C1D350	Invoice Clerk I	600.02/BW	1	1	1	1	1	1	1	1
C1D360	Field Placement Worker	650.66/BW	2	2	2	2	2	2	2	2
C1D370	Receptionist	461.72/BW	1	1	1	0	0	0	0	0
C1D380	Broker Service Manager	1,470.60/BW	0	0	0	1	1	1	1	1
			34	34	36	31	31	31	31	31
Energy Project										
C1E020	Weatherization Coordinator	1,206.49/BW	1	1	1	0	0	0	0	0
C1E080	Eligibility Counselor	968.42/BW	1	1	1	0	0	0	0	0
			2	2	2	0	0	0	0	0
Foster Grandparents										
C1F020	Foster Grand Field Supervisor	856.09/BW	1	1	1	0	0	0	0	0
C1F030	Foster Grand Coordinator	980/BW	1	1	1	1	1	1	1	1
C1F060	Clerk	756.28/BW	1	1	1	1	1	1	1	1
			3	3	3	2	2	2	2	2
Head Start Centers										
C1H020	Family Service Assistant	503.19/BW	5	5	5	3	3	3	3	3
C1H041	Head Start CC Teacher Assist I	552/BW	2	2	1	0	0	0	0	0
C1H060	Health Nutrition Coordinator	966/BW	1	1	1	1	1	1	1	1
C1H080	Teacher	887.60/BW	28	28	30	25	25	25	25	25
C1H081	CCDBG Teacher	991/BW	1	1	1	0	0	0	0	0
C1H085	Teacher	760/BW	1	1	1	0	0	0	0	0
C1H087	Teacher Assistant	365.40/BW	1	1	3	0	0	0	0	0
C1H089	Teacher Assistant	685.31/BW	36	36	36	26	26	26	26	26
C1H140	Family Service Coordinator	1,509.74/BW	1	1	2	1	1	1	1	1
C1H150	Family Service Supervisor	668.31/BW	2	2	3	3	3	3	3	3
C1H155	Parent Involvement Supervisor	985.60/BW	0	0	0	1	1	1	1	1
C1H190	Family Service Assistant	774.44/BW	16	16	16	12	12	12	12	12
C1H210	Secretary III	865.60/BW	1	1	1	0	0	0	0	0
C1H220	Administrative Assistant	1,211.54/BW	1	1	1	0	0	0	0	0
C1H230	Associate Director	2,000/BW	0	0	1	0	0	0	0	0
C1H240	Head Start / PCC Manager	2,203.41/BW	1	1	1	1	1	1	1	1
C1H250	Fiscal Officer	1,226.93/BW	0	0	0	2	2	2	2	2
C1H270	Dietary Supervisor	559.03/BW	0	0	0	2	2	2	2	2
C1H310	Nurse	833.97/BW	2	2	2	2	2	2	2	2
C1H320	Lead Teacher/ Center Supervisor	1,096.90/BW	3	3	3	2	2	2	2	2
C1H350	Center Clerk	530.03/BW	1	1	2	2	2	2	2	2
C1H370	Data Systems Coordinator	961.60/BW	1	1	1	0	0	0	0	0
C1H380	Dietary Assistant	405.39/BW	4	4	5	4	4	4	4	4
C1H390	Clerk III	731.71/BW	3	3	4	2	2	2	2	2
C1H400	Transportation Janitorial Coordinator	1,356.30/BW	1	1	1	1	1	1	1	1
C1H410	Clerk IV	891.58/BW	3	3	3	4	4	4	4	4

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C1H420	General Maintenance	891.34/BW	2	2	2	1	1	1	1	1
C1H430	CCDBG Teacher Assistant	533.40/BW	5	5	5	2	2	2	2	2
C1H440	Special Project Coordinator	1,465.77/BW	1	1	1	1	1	1	1	1
C1H450	Parent Involvement Supervisor	1,155/BW	1	1	0	0	0	0	0	0
C1H500	Mental Health Counselor/ Educator	1,576.08/BW	1	1	1	1	1	1	1	1
C1H510	Asst Lead Teacher Center Supervisor	815.37/BW	4	4	4	4	4	4	4	4
C1H600	Assistant Education Coordinator	1,297.62/BW	1	1	1	0	0	0	0	0
C1H601	Education Coordinator	1,803.20/BW	0	0	0	1	1	1	1	1
C1H602	Behavior Assistant	481.43/BW	0	0	0	1	1	1	1	1
C1H603	Multi-Disciplinary Team Manager	1,803.20/BW	0	0	0	2	2	2	2	2
			125	125	133	104	104	104	104	104
LIEAP										
C1L095	LIEAP Coordinator	926.88/BW	1	1	1	0	0	0	0	0
C1L110	Project Manager	1,117.81/BW	1	1	1	0	0	0	0	0
			2	2	2	0	0	0	0	0
Head Start Mental Health										
C1M120	Special Education Teacher	671/BW	1	1	1	0	0	0	0	0
C1M132	Disability Service Assistant II	532/BW	2	2	2	0	0	0	0	0
C1M140	Clerk III	639/BW	1	1	1	0	0	0	0	0
C1M145	Clerk IV	930.03/BW	0	0	0	1	1	1	1	1
C1M147	Clerk IV	892/BW	1	1	1	0	0	0	0	0
C1M150	Disability SFE Coordinator	1,624.10/BW	1	1	1	1	1	1	1	1
C1M160	Behavior Assistant	410.31/BW	1	1	1	0	0	0	0	0
C1M165	Teacher	820.21/BW	0	0	0	1	1	1	1	1
			7	7	7	3	3	3	3	3
Neighborhood Family Services										
C1N001	Family Service Counselor	1,044.45/BW	2	2	2	2	2	2	2	2
Parent/Child Center										
C1P092	Teacher Assistant	418.88/BW	1	1	1	1	1	1	1	1
C1P125	Lead Teacher Center Supervisor	1359/BW	1	1	1	0	0	0	0	0
C1P170	Dietary Assistant I	377/BW	1	1	1	0	0	0	0	0
C1P180	Nurse	841.27/BW	1	1	1	1	1	1	1	1
C1P190	Family Services Supervisor	904.58/BW	2	2	2	1	1	1	1	1
C1P200	Teacher	870.77/BW	3	3	3	2	2	2	2	2
C1P220	Assistant Education Coordinator	1,723.08/BW	1	1	1	0	0	0	0	0
C1P230	Teacher Assistant I	357/BW	3	3	3	0	0	0	0	0
C1P250	Teacher Assistant	653.81/BW	5	5	5	2	2	2	2	2
C1P260	Center Clerk	470.40/BW	1	1	1	1	1	1	1	1
C1P270	Clerk III	735.20/BW	0	0	0	1	1	1	1	1
C1P280	Family Service Assistant	606.56/BW	0	0	0	1	1	1	1	1
C1P300	Clerk IV	836/BW	0	0	0	1	1	1	1	1
			19	19	19	10	10	10	10	10
Temporary Head Start										
T50250	Groundskeeper	5.00/HR	0	0	0	1	1	1	1	1
T80030	Lead Monitor	7.25/HR	2	2	2	0	0	0	0	0
T80040	Substitute Center Clerk	7.00/HR	8	8	8	2	2	2	2	2
T80050	Secretary	7.25/HR	2	2	2	0	0	0	0	0
T80060	Janitor	6.00/HR	8	8	8	1	1	1	1	1
T80070	Family Service Assistant	8.75/HR	1	1	1	1	1	1	1	1
T80080	Site Supervisor Coordinator	6.76/HR	1	1	1	0	0	0	0	0
T80090	Even Start Supervisor	17.00/HR	1	1	1	1	1	1	1	1
T80100	Substance Abuse Trainer	10.00/HR	0	0	0	1	1	1	1	1
T90010	Dietary Assistant I	7.00/HR	0	0	0	6	6	6	6	6
T90020	GED Instructor	13.00/HR	0	0	0	1	1	1	1	1
			23	23	23	14	14	14	14	14
Temporary Classroom Substitute										
T10010	Classroom Substitutes	4.75	30	30	30	35	35	35	35	35
T10050	Teacher Assistant I	4.80/HR	1	1	1	1	1	1	1	1
T10051	Teacher Assistant	7.00/HR	1	1	1	3	3	3	3	3
T10060	Family Literacy Teacher	15.00/HR	4	4	4	3	3	3	3	3
T10100	Bus Driver	8.75/HR	11	11	11	18	18	18	18	18
T10150	Clerk II	5.50/HR	2	2	2	0	0	0	0	0
T10180	Teacher (Consultant)	1152/BW	0	0	1	1	1	1	1	1
T80080	Teacher	12.32/HR	0	0	0	2	2	2	2	2
			49	49	50	63	63	63	63	63

Personnel Summary
Actual & Projected for Fiscal Years 1994 - 2001

Position Number	Position Name	Pay Grade	Actual FY 1994	Actual FY 1995	Actual FY 1996	Actual FY 1997	Projected FY 1998	Projected FY 1999	Projected FY 2000	Projected FY 2001
Temporary Summer Lunch										
T80090	Clerical Assistant	5.25/HR	1	1	1	3	3	3	3	3
T80100	Coordinator	7.25/HR	0	0	0	2	2	2	2	2
T80110	Assistant Coordinator	7.00/HR	1	1	1	1	1	1	1	1
			2	2	2	6	6	6	6	6
Temporary Cafeteria Substitute										
T90010	Dietary Assistant I	7.00/HR	4	4	4	4	4	4	4	4
Temporary Family Service Counseling										
T12001	Family Services Counselor Aide	5.92/HR	0	0	0	2	2	2	2	2
Temporary Day Care										
T14010	Day Care Substitute	6.40/HR	10	10	10	4	4	4	4	4
T14020	Dietary Aide	5.00/HR	2	2	2	3	3	3	3	3
T61050	Utitlity Worker	5.00/HR	1	1	1	0	0	0	0	0
T73010	Teacher Assistant I	4.25/HR	1	1	1	0	0	0	0	0
T73020	Classroom Substitute	4.25/HR	1	1	1	0	0	0	0	0
T77110	Clerk	6.00/HR	2	2	2	0	0	0	0	0
			17	17	17	7	7	7	7	7
Department of Education			**1,776**	**1,817**	**1,822**	**1,822**	**0**	**0**	**0**	**0**
1771890	Superintendent	N/A	1	1	1	1	0	0	0	0
178969	Deputy Superintendent	N/A	1	1	1	1	0	0	0	0
177334	Assistant Superintendent	N/A	2	2	2	2	0	0	0	0
344850	Professional	N/A	10	10	10	10	0	0	0	0
344869	Director - Staff Development	N/A	1	1	1	1	0	0	0	0
177571	Director	N/A	4	4	4	4	0	0	0	0
177598	Supervisor	N/A	4	4	4	4	0	0	0	0
209627	Coordinator - Vocational	N/A	1	1	1	1	0	0	0	0
178950	Specialist	N/A	2	2	2	2	0	0	0	0
450502	Data Processing Director	N/A	1	1	1	1	0	0	0	0
499366	Programmer	N/A	1	1	1	1	0	0	0	0
179620	Logistical Director	N/A	1	1	1	1	0	0	0	0
179744	Pupil Transportation Supervisor	N/A	2	2	2	2	0	0	0	0
441236	Maintenance Foreman	N/A	2	2	2	2	0	0	0	0
451495	Teacher - Resource	N/A	1	0	0	0	0	0	0	0
179043	Teacher - Visiting	N/A	11	11	11	11	0	0	0	0
179159	Psychological Examiner	N/A	7	7	7	7	0	0	0	0
177776	Aide - Clerical	N/A	27	32	33	33	0	0	0	0
177814	Secretaries Clerks	N/A	76	75	77	77	0	0	0	0
179612	Clerical	N/A	6	7	6	6	0	0	0	0
413607	Occupational Therapist	N/A	1	1	1	1	0	0	0	0
281557	Teacher - Bible	N/A	4	3	3	3	0	0	0	0
177849	Teacher - Music	N/A	31	25	26	26	0	0	0	0
499161	Teacher - Librarian	N/A	39	39	39	39	0	0	0	0
177865	Teacher - Regular	N/A	790	804	803	803	0	0	0	0
574589	Teacher - Regular	N/A	0	1	3	3	0	0	0	0
193359	Teacher - Vocational	N/A	57	57	53	53	0	0	0	0
499293	Teachers - Kindergarten	N/A	77	80	84	84	0	0	0	0
178454	Teachers	N/A	2	2	2	2	0	0	0	0
178500	Teacher	N/A	1	1	1	1	0	0	0	0
178691	Teacher	N/A	15	14	12	12	0	0	0	0
178721	Teacher	N/A	3	2	2	2	0	0	0	0
178756	Teacher	N/A	109	113	113	113	0	0	0	0
178780	Teacher	N/A	9	9	9	9	0	0	0	0
178802	Teacher	N/A	8	9	9	9	0	0	0	0
239186	Teacher - Guidance	N/A	43	51	51	51	0	0	0	0
427098	Staff	N/A	1	1	1	1	0	0	0	0
499404	Teacher - Regular	N/A	1	1	1	1	0	0	0	0
499447	Teacher - Guidance	N/A	2	2	2	2	0	0	0	0
499439	Teacher - Regular	N/A	1	1	1	1	0	0	0	0
177830	Instructional Assistant	N/A	3	5	8	8	0	0	0	0
178497	Instructional Assistant	N/A	33	37	38	38	0	0	0	0
239194	Instructional Assistant	N/A	50	58	60	60	0	0	0	0
351547	Instructional Assistant	N/A	1	0	0	0	0	0	0	0
343773	Instructional Assistant	N/A	5	5	5	5	0	0	0	0
179167	Health Attendant	N/A	15	15	15	15	0	0	0	0
441171	Parts Clerk	N/A	2	2	1	1	0	0	0	0

Personnel Summary
Actual & Projected for Fiscal Years 1994 - 2001

Position Number	Position Name	Pay Grade	Actual FY 1994	FY 1995	FY 1996	FY 1997	Projected FY 1998	FY 1999	FY 2000	FY 2001
441198	Dispatcher	N/A	4	4	5	5	0	0	0	0
179892	Materials Handler	N/A	6	6	6	6	0	0	0	0
441201	Drivers	N/A	1	1	1	1	0	0	0	0
179930	Grounds Crew	N/A	2	2	2	2	0	0	0	0
441228	Custodian	N/A	5	5	5	5	0	0	0	0
180203	Roofers	N/A	2	2	2	2	0	0	0	0
179728	Mechanic	N/A	9	8	9	9	0	0	0	0
179965	Building Managers	N/A	6	5	6	6	0	0	0	0
179981	Craftsmen	N/A	19	19	20	20	0	0	0	0
180025	Painter	N/A	1	1	1	1	0	0	0	0
179698	Bus Driver	N/A	140	144	138	138	0	0	0	0
180181	Custodians	N/A	108	108	108	108	0	0	0	0
177121	Board Member	N/A	9	9	9	9	0	0	0	0

CITY OF CHATTANOOGA Proposed Pay Plan Table Listing with 3% Increase Added
Fiscal Year 1996/1997

A/E

GR	STEP #1	MO	STEP #2	MO	STEP #3	MO	STEP #4	MO	STEP #5	MO	STEP #6	MO	STEP #7	MO	STEP #8	MO	STEP #9	MO	STEP #10	MO	STEP #11	MO	STEP #12	MO	STEP #13	MO	STEP #14	GR
01	12,483	6	12,873	6	13,263	6	13,654	12	14,043	12	14,433	12	14,825	12	15,214	12	15,605	12	16,072	12	16,555	12	17,052	12	17,564	12	18,091	01
02	13,232	6	13,646	6	14,060	6	14,473	12	14,887	12	15,300	12	15,714	12	16,127	12	16,541	12	17,036	12	17,547	12	18,073	12	18,615	12	19,173	02
03	14,026	6	14,464	6	14,902	6	15,341	12	15,780	12	16,218	12	16,656	12	17,095	12	17,533	12	18,050	12	18,600	12	19,158	12	19,733	12	20,325	03
04	14,868	6	15,333	6	15,796	6	16,262	12	16,726	12	17,190	12	17,655	12	18,120	12	18,585	12	19,143	12	19,715	12	20,307	12	20,917	12	21,545	04
05	15,834	6	16,329	12	16,824	12	17,318	12	17,813	12	18,309	12	18,804	12	19,298	12	19,792	12	20,306	12	20,997	12	21,628	12	22,277	12	22,945	05
06	16,864	6	17,391	12	17,917	12	18,444	12	18,972	12	19,498	12	20,025	12	20,553	12	21,079	12	21,711	12	22,362	12	23,034	12	23,725	12	24,437	06
07	17,959	6	18,521	12	19,083	12	19,643	12	20,203	12	20,765	12	21,326	12	21,889	12	22,449	12	23,122	12	23,817	12	24,530	12	25,266	12	26,024	07
08	19,127	6	19,725	12	20,322	12	20,920	12	21,518	12	22,116	12	22,714	12	23,310	12	23,907	12	24,625	12	25,365	12	26,125	12	26,909	12	27,716	08
09	20,370	6	21,007	12	21,643	12	22,280	12	22,915	12	23,553	12	24,190	12	24,825	12	25,462	12	26,226	12	27,013	12	27,822	12	28,657	12	29,517	09
10	21,321	12	22,121	12	22,921	12	23,721	12	24,520	12	25,319	12	26,119	12	26,919	12	27,718	12	28,550	12	29,408	12	30,289	12	31,198	12	32,134	10
11	22,813	12	23,669	12	24,524	12	25,381	12	26,236	12	27,092	12	27,947	12	28,803	12	29,658	12	30,549	12	31,464	12	32,409	12	33,380	12	34,381	11
12	24,411	12	25,327	12	26,243	12	27,157	12	28,074	12	28,988	12	29,904	12	30,820	12	31,734	12	32,686	12	33,668	12	34,677	12	35,717	12	36,789	12
13	26,120	12	27,100	12	28,079	12	29,058	12	30,038	12	31,017	12	31,998	12	32,976	12	33,956	12	34,975	12	36,024	12	37,104	12	38,218	12	39,365	13
14	27,482	12	28,684	12	29,886	12	31,088	12	32,291	12	33,494	12	34,696	12	35,898	12	37,100	12	38,212	12	39,359	12	40,541	12	41,757	12	43,010	14
15	29,542	12	30,835	12	32,128	12	33,420	12	34,713	12	36,005	12	37,298	12	38,590	12	39,883	12	41,078	12	42,311	12	43,580	12	44,887	12	46,234	15
16	31,759	12	33,147	12	34,537	12	35,926	12	37,316	12	38,705	12	40,095	12	41,484	12	42,874	12	44,159	12	45,484	12	46,850	12	48,256	12	49,704	16
17	34,140	12	35,635	12	37,128	12	38,621	12	40,114	12	41,608	12	43,102	12	44,596	12	46,089	12	47,472	12	48,896	12	50,363	12	51,874	12	53,430	17
18	36,104	12	37,908	12	39,715	12	41,518	12	43,324	12	45,129	12	46,934	12	48,740	18	50,545	18	52,060	18	53,623	18	55,232	18	56,889	18	58,596	18
19	38,993	12	40,941	12	42,890	12	44,841	12	46,790	12	48,740	12	50,688	12	52,639	18	54,588	18	56,227	18	57,912	18	59,650	18	61,440	18	63,283	19
20	42,112	12	44,216	12	46,321	12	48,426	12	50,533	12	52,639	12	54,743	12	56,850	18	58,954	18	60,724	18	62,545	18	64,421	18	66,354	18	68,345	20
21	45,480	12	47,753	12	50,027	12	52,301	12	54,576	12	56,850	12	59,123	12	61,397	18	63,672	18	65,581	18	67,548	18	69,575	18	71,662	18	73,812	21
22	48,339	12	51,057	12	53,776	12	56,496	12	59,214	18	61,933	18	64,652	18	67,372	18	70,090	18	72,193	18	74 358	18	76,590	18	78,887	18	81,254	22
23	52,447	12	55,398	12	58,347	12	61,298	12	64,247	18	67,198	18	70,148	18	73,099	18	76,049	18	78,329	18	80,680	18	83,099	18	85,593	18	88,161	23
24	56,904	12	60,106	12	63,307	12	66,507	12	69,708	18	72,910	18	76,110	18	79,311	18	82,512	18	84,988	18	87,538	18	90,164	18	92,869	18	95,655	24
25	61,742	12	65,215	12	68,688	12	72,162	12	75,633	18	79,107	18	82,579	18	86,052	18	89,526	18	92,211	18	94,978	18	97,827	18	100,762	18	103,785	25
26	65,952	12	70,075	12	74,196	18	78,319	18	82,440	18	86,563	18	90,684	18	94,807	24	98,928	24	101,896	24	104,954	24	108,102	24	111,345	24	114,685	26
27	71,889	12	76,382	12	80,874	18	85,367	18	89,860	18	94,353	18	98,847	18	103,339	24	107,831	24	111,066	24	114,398	24	117,830	24	121,365	24	125,006	27

Approved by: Irene Roberts Date: 9/4/96

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 is 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 are 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 the purchasing power of money as compared to a certain point in time in the past.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).
Contingency	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
Cost-of-living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
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 top 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, municipal service station and garage 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.

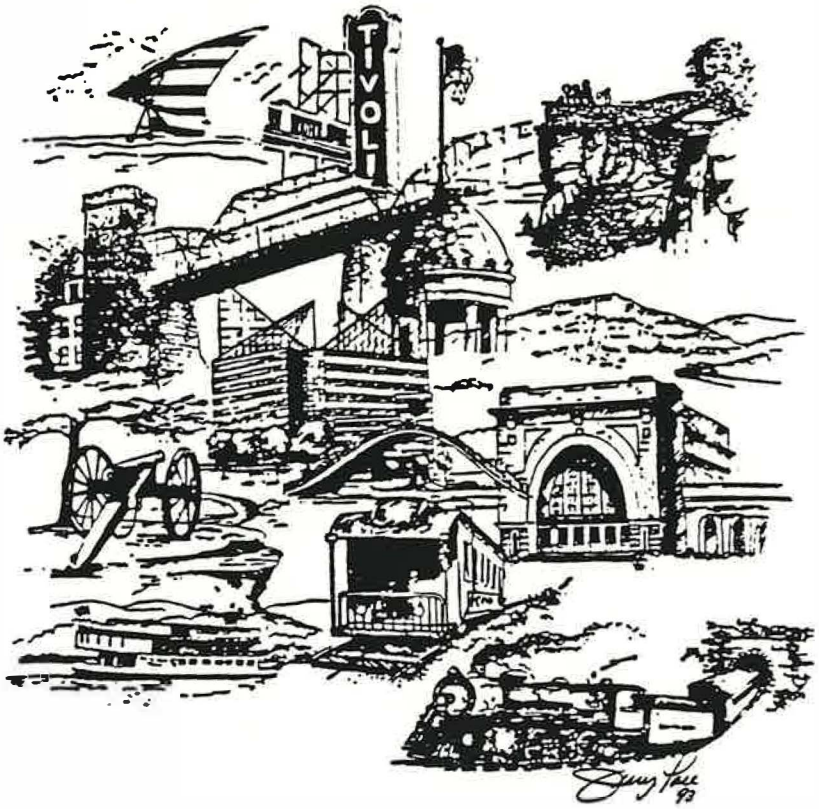
Modified Accrual	Revenue is recognized in the accounting period when it becomes "susceptible" to accrual, that is, when it becomes measurable and available.
MPO	Metropolitan Planning Organization
MTAS	Municipal Technical Advisory Service
Net Budget	The legally adopted budget less all interfund transfers 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 perfo..ned.
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 Appropriation	An additional appropriation made by the governing body after the budget year or biennium has started.
Supplemental Requests	Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.
Target Budget	Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.
Tax Levy	The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.
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.
VAAP	Volunteer Army Ammunition Plant
Variable Cost	A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.
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 expressedin 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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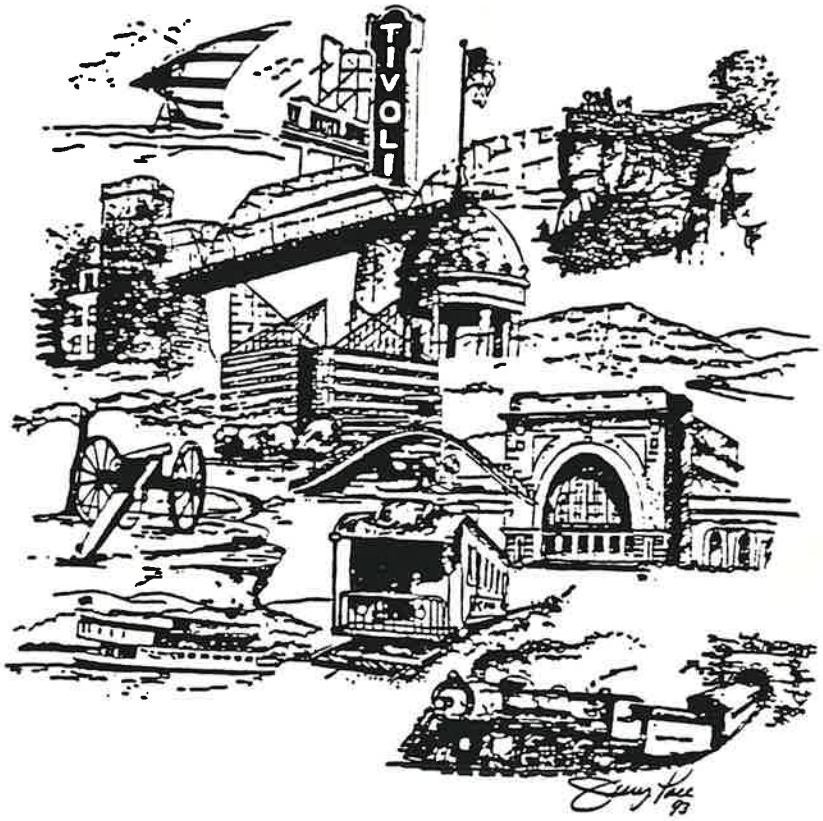
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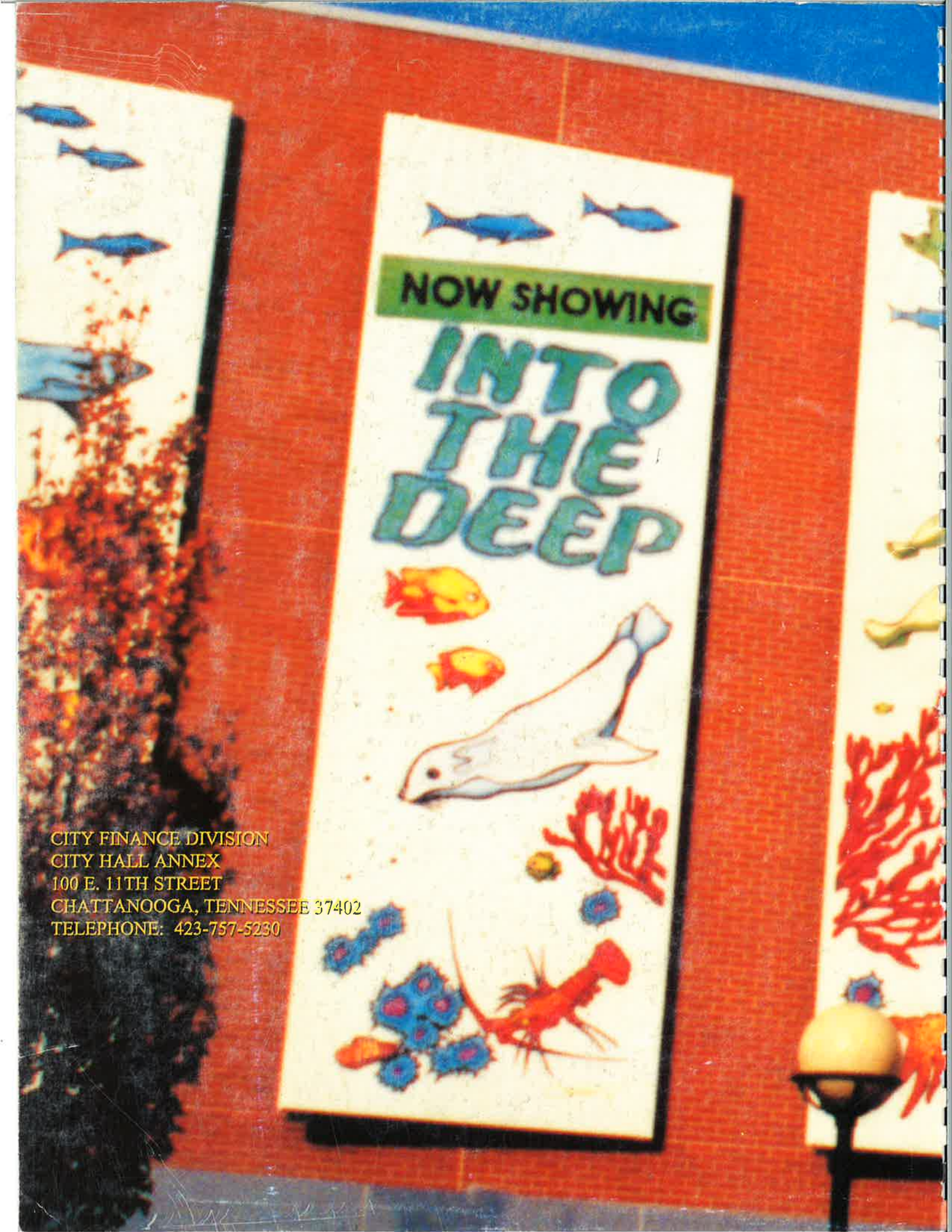
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