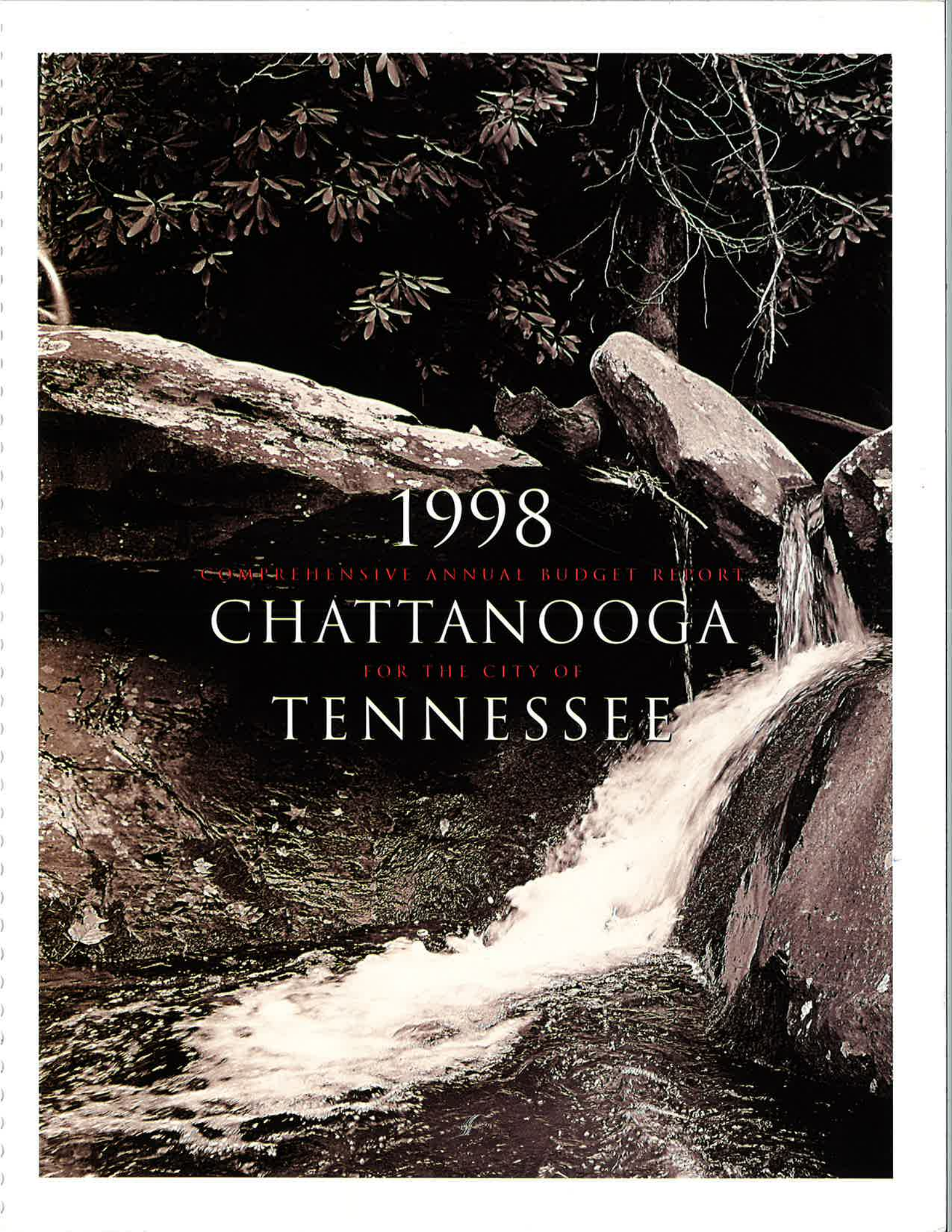




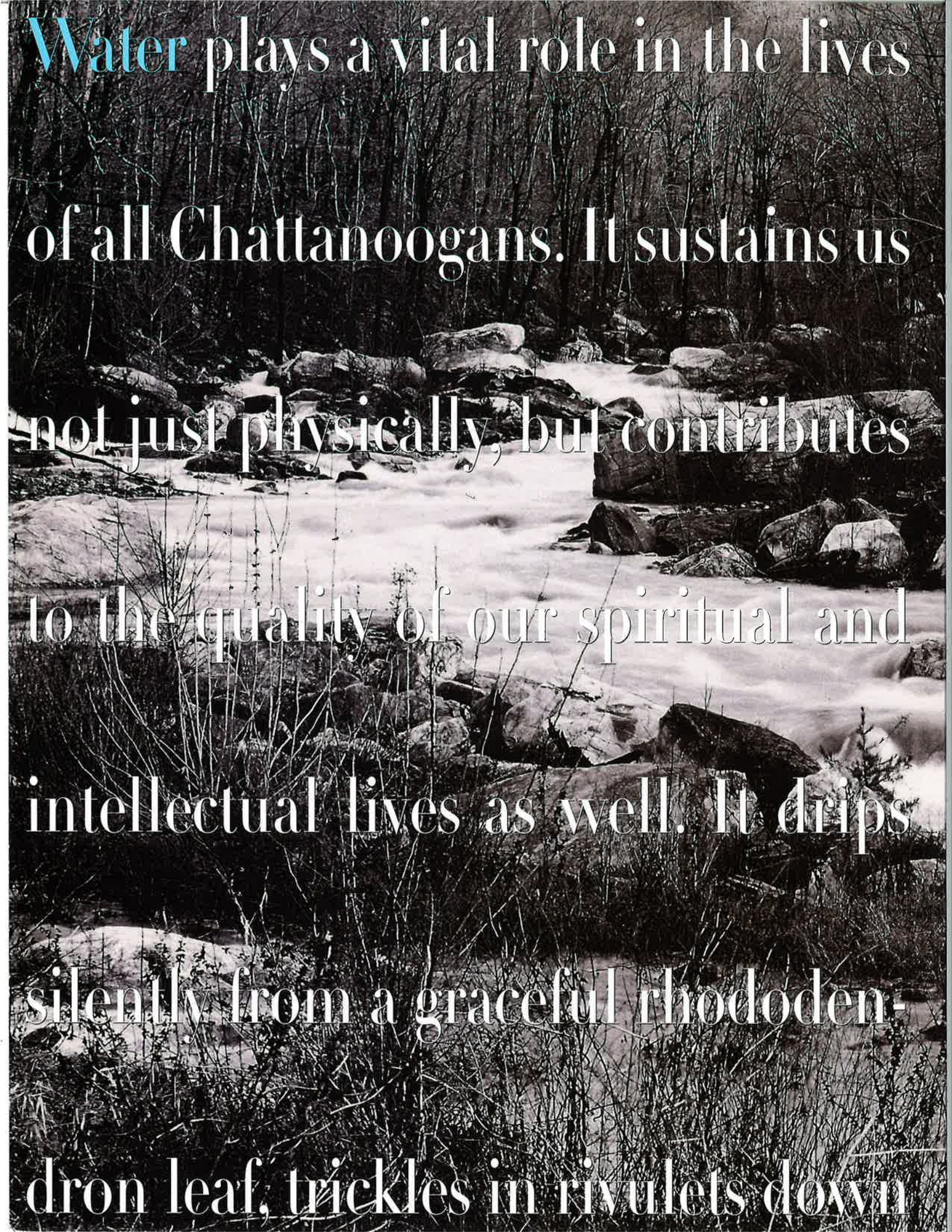
1998

COMPREHENSIVE ANNUAL BUDGET REPORT

CHATTANOOGA

FOR THE CITY OF

TENNESSEE



Water plays a vital role in the lives
of all Chattanoogaans. It sustains us
not just physically, but contributes
to the quality of our spiritual and
intellectual lives as well. It drips
silently from a graceful rhododen-
dron leaf, trickles in rivulets down



Comprehensive Annual Budget Report Fiscal Year 1997-1998

Presented By:

The Department of Finance & Administration

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The **CABR '98** 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, a message from the Finance Administrator, an organizational chart, and City officials .

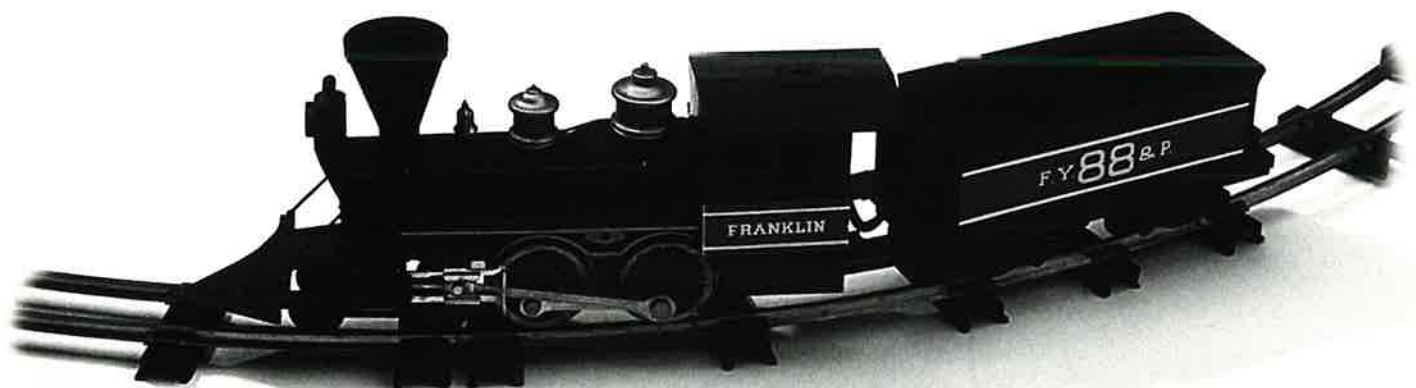
Section B: Guidelines - informs you of guidelines and rules adhered to by the finance department of Chattanooga, as well as budget policies, model, procedures, a calendar, and the budget ordinance.

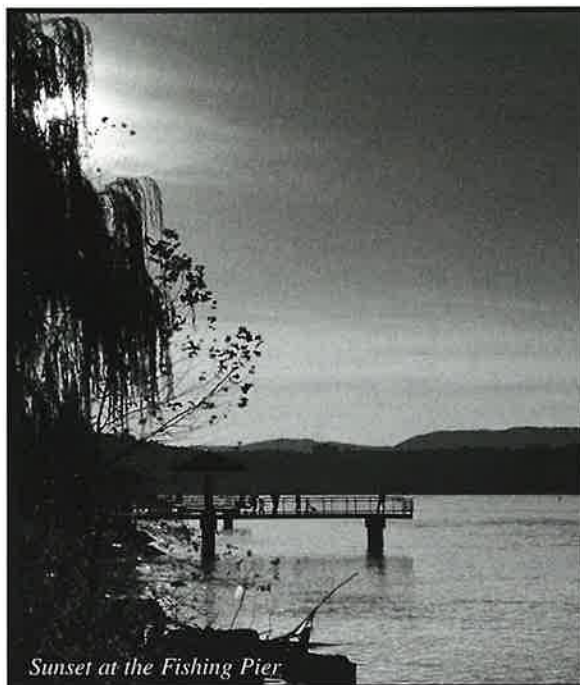
Section C: Financial Overview - summarizes the overall financial condition of Chattanooga, where we have been, where we are, and where we are going. This is followed by detailed discussions of funds such as general, enterprise, special, fiduciary, debt service and capital projects.

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.

**Welcome to the
City of Chattanooga, TN**





Sunset at the Fishing Pier

History and Development

Founded as a ferry landing and warehouse site in 1815, the City of Chattanooga was incorporated under the 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 150,300. 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's commitment to long-range development along the Tennessee River corridor is still receiving major emphasis from local public and private leaders. The opening of the \$28.5 million Max Finley Stadium/Gordon Davenport Field in October is the latest in a string of major downtown projects that have transformed the City during the 1990s. The \$45 million Tennessee Aquarium began the downtown renaissance five years ago when it opened as the world's largest freshwater aquarium; the renovated Walnut Street Bridge reopened a year later as the longest

pedestrian parkway over water; the \$16 million Children's Discovery Museum opened the following year; and the \$14 million IMAX Theater was added last year.

The economic impact of the aquarium has been more than \$500 million. By any measure, that is a phenomenal return on the facility's \$45 million cost, most of which was provided by individuals, business, foundations and others. Last year alone, the spillover included a new hotel, the Bijou theater and an adjacent garage used for parking and as a deposit for the electric shuttle. They joined more than 100 new stores, restaurants and coffee shops in the area.

Around Downtown, along with the restaurants and retail shops that are opening, the Tennessee Riverwalk has been extended much of the way from Ross's Landing to the Chickamauga Dam. The area around the Hunter Museum of American Art has developed into the Bluff View Arts District. Also, plans of construction are already under way for a new \$2 million softball stadium at Warner Park and the continued development of the Tennessee Riverwalk, including the opening next year of the initial \$3 million phase of Coolidge Park. Even more ambitious plans are taking shape near the stadium in the Southside, where consultants are studying a \$40 million expansion of the downtown Trade Center and a \$15 million conference and training complex.

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.

These and other initiatives have generated record amounts of global attention and an increasing amount of investment. During the past year the City landed one of the biggest job generators in its history when AT&T announced plans for a 1,000-employee telemarketing office and one of the City's biggest corporate investments in history when DuPont announced plans to spend another \$150 million at its Hixson plant. These additions are part of an estimated \$425 million of new investment decisions announced in the past year. Collectively, these moves are projected to eventually add an estimated 4,000 jobs in Hamilton County. AT&T will lease 67,000 square feet of space vacated by Proffitt's in early 1996. This will be the beginning of the revitalization of Eastgate (the city's oldest shopping center) and Brainerd Road. Eastgate is now targeting

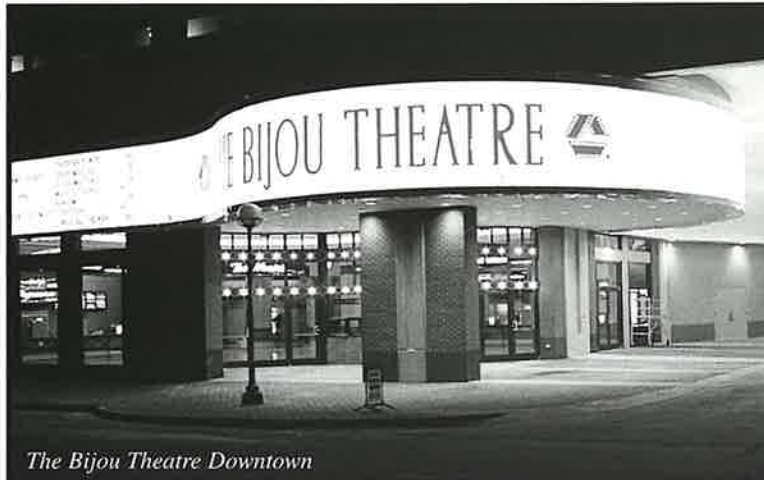
office users, entertainment businesses and restaurants to fill more than 250,000 square feet of vacant space in the Brainerd complex. To mark the changed focus at Eastgate, the complex has been renamed the Eastgate Town Hall Center.

Other planned investments in the area include Koch Meat Company, a \$250 million-a-year chicken processing company that plans to locate its headquarters from Chicago to Chattanooga and build a new 70,000 sq. ft. plant on North Hawthorne Street. The move is expected to add more than 300 jobs and establish another corporate base for Chattanooga's food processing industry, which already employs more than 7,500 local workers. Construction is scheduled to begin this fall. The Industrial Development Board of Chattanooga will issue up to \$10 million of tax-exempt bonds to finance the new plant.

Burner Systems International, which manufactures manifolds and burners for gas-fired appliances, will relocate to Lookout Valley. Burner Systems will consolidate its Rossville, Georgia and Lewisburg, Tennessee plants at this location. A major portion of the \$13.5 million plant will be financed by industrial revenue bonds arranged through the Industrial Development Board of Chattanooga. It is estimated to employ between 200 and 250 employees.

With over 12 million people visiting the City and surrounding area annually, tourism is a major industry for the City. 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,





The Bijou Theatre Downtown

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.

Tennessee's largest Mall, Hamilton Place, celebrated its 10th anniversary this year. It remains a magnet for millions of people. The 1.4 million-square-foot mall has reeled in tourists and locals with a savvy mix of new and familiar stores, theme restaurants and movie theaters. Thanks to the mall, the area has become a retail hotbed with more than 15 million visitors a year. Sales at Hamilton Place have grown steadily over the past decade and now averages 30 percent above the national average for regional malls. That success has quickly spilled across Gunbarrell Road and Interstate 75. The number of businesses and amount of traffic in the mall area have more than doubled over the past decade. An area real estate agent described the development in the area as being like a "nuclear explosion."

The City recognizes its role as a major partner in the continued development of this community and remains committed to the goal of making Chattanooga the best "mid-size" city in America.

Awards of Achievement

In addition to the development in and around town, 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 The Best Practice project.

We are honored with the distinction of receiving, for the past five years, the Certificate of Achievement for Excellence in Financial Reporting 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 1997 CAFR is currently being submitted for review.

Also, for the past two years we are honored with the distinction of receiving the Distinguished Budget Presentation Award.

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, 1996.

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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

**PRESENTED TO
City of Chattanooga,
Tennessee**

**For the Fiscal Year Beginning
July 1, 1996**

Linda M. Savitsky *Jeffrey L. Esser*
President Executive Director

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, Police, Fire, Public Works, Parks and Recreation, General Services, Personnel, and Neighborhood Services. The City employs approximately 2,589* people. The next City election for the Mayor and Council is March, 2001. *(As of July 1, 1997)

Form of Government

Date of Organization: 1839

Form of Government is Council/Mayor, adopted June 11, 1990.

The City Council is composed of nine members, with each being elected from one of nine districts within the geographic boundaries of the City.

The Mayor is elected at-large and not a member of the City Council.

Service Statistics**Financial Institutions**

Major commercial banks: 8

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

Convention & Meeting Facilities

	<u>Capacity</u>
Soilder's and Sailor'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
Finley Stadium.	20,000

Cultural Activities & Facilities

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, Bessie Smith Performance Hall, Afro-American Museum, Tivoli Theater, and Soldier's and Sailor's Memorial Auditorium

Recreational Facilities

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

Airport:

Lovell Field operated by the Chattanooga Metropolitan Airport Authority.

Airline carriers:

US Air, Piedmont, Northwest Airlinck, Comair, Atlantic Southeastern Airlines

Passenger flow 473,771
Air Freight 7,396,975lbs.
Air Mail 99,161lbs.

Chattanooga Metropolitan Airport (1996)

Privately owned and operated airport facilities:
Collegedale Municipal Airport and Dallas Bay Skypark

Railway service:

Norfolk Southern Railway System
CSX Transportation System

Highway:

Interstate highways. 4
US highways. 7
State highways 5

Local mass transportation service:
Chattanooga Area Regional Transportation Authority

Buses 55

Routes 14

Educational Facilities

	<u>City</u>	<u>County</u>
K-12	0	1
Elementary	0	50
Junior	0	15
Senior	0	11
College		8

Public libraries 3

Health Care Facilities

Hospitals 5

Police Protection

Sworn Officers.....	342
Park Officers.....	12
Civilians:	
Park Rangers FT(PT).....	4(5)
School Rangers FT(PT).....	2(32)
All other.....	98
Crime Index.....	14,688
Crime rate (per 1,000 pop.).....	93.84
Traffic Accidents.....	13,502
Traffic Citations.....	26,110
Calls for Service.....	159,286
Average response time.....	4.12 min

Fire Protection

Sworn Officers.....	350
All other.....	10
Fire Stations.....	20
First Line Fire Trucks.....	8
First Line Fire Engines.....	17
Fire Runs.....	5,100
EMS Runs.....	5,200
Average response time:	
Fire.....	4.5min
Medic.....	4.5min

Other Statistics:**Electric Power Board**

Customers.....	147,217
Rate.....	\$60.33/1,000 kw-hr

Public Works:

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

Interceptor Sewer System:

Total Investment.....	\$100 million
Volumes:	
*Approx. 48*5 MGD	17.7 billion gallons per year
*39.3 mil lbs/yr BOD removed at 95% efficiency	
*51.4 mil lbs/year Suspended Solids removed at 94% efficiency	
*40 mil lbs/yr 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 approx.	220,000 persons
*50% Industrial Waste	100 permitted industries
Areas Served	11
Sewer and Pump Stations:	
Miles of sewer.....	2,000
Diameter.....	4 to 84 inches
Major Pump Stations.....	7
Minor Pump Stations.....	3

Demographics

Per Capita Personal Income, Median Age, and Population

Calendar Year	Per Capita Income	Median Age	Population
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

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)

Paved.....1,100

Miles of Streets (County)

Paved.....2,239
Unpaved.....180

Elections (County-wide):

Registered Voters.....170,078
Votes Cast in Last Election.....113,901
Registered Voters Voting.....66.97%

Source: County Election Commission (November 1996)

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

Area per Square Mile

1950.....	28.0
1960.....	36.7
1970.....	52.5
1980.....	126.9
1990.....	126.9

1996 Median Household Effective Buying Income

Chattanooga.....	\$27,929
Tennessee.....	\$30,437
United States.....	\$33,482

Source: Sales & Marketing Management Survey of Buying Power

1990 Housing Units-Chattanooga

Total Housing Units.....	69,601
Single Unit Structures.....	60.2%
Owner Occupied.....	54.2%
Median value of Owner-Occupied Housing.....	\$54,100

Source: US Bureau of the Census

Retail Sales Growth (000's)

1990.....	1,923,629
1991.....	1,977,974
1992.....	2,229,363
1993.....	2,454,374
1994.....	2,578,700
1995.....	2,767,981
1996.....	2,871,417

Sales & Marketing Management Survey of Buying Power (1997).

Economic

Bond Ratings

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

Building Permits Issued & Value

1992	1,920	145,429,449
1993	2,077	155,101,163
1994	2,106	188,231,830
1995	2,109	215,706,030
1996	2,258	289,913,419

Source: City Building Inspection Department

1997 Unemployment Rates

Chattanooga.....	5.1%
Hamilton County.....	5.0%
Tennessee.....	5.3%
United States.....	4.8%

Tennessee Dept. of Employment Security (August 1997)

Largest Employers in the Chattanooga Area

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

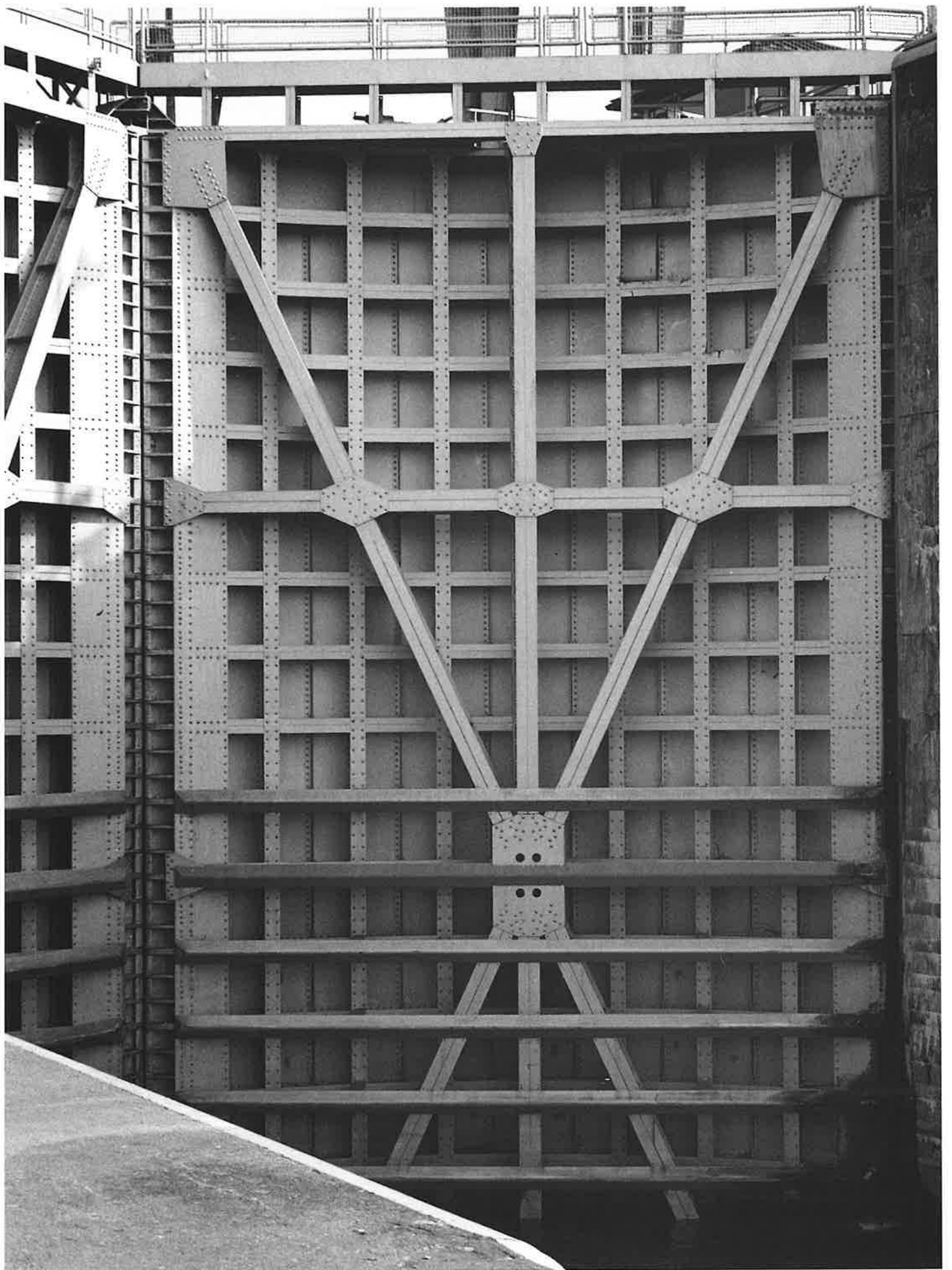
Top Ten Non-Manufacturers

<u>Company Name</u>	<u>Number of Employees</u>	<u>Type of Service</u>
Tennessee Valley Authority	4,995	Utility Electric Service
Erlanger Medical Center	3,466	Hospital
Blue Cross & Blue Shield of Tennessee	3,067	Insurance
City of Chattanooga	2,519	Government
University of Tennessee at Chattanooga	2,381	University
Memorial Hospital	2,361	Hospital
Hamilton County Dept. Education	2,323	Elem & Secondary Schools
Bi-Lo, Incorporated	2,175	Grocery Stores
Chattanooga Public Schools	2,171	Elem & Secondary Schools
Provident Life/ Accident Insurance	1,933	Insurance

Top Ten Manufacturers

<u>Company Name</u>	<u>Number of Employees</u>	<u>Type of Service</u>
McKee Foods	2,755	Cakes & Cookies
Roper Corporation	1,930	Ranges
Covenant Transport	1,863	Trucking
Synthetic Industries	1,700	Carpet Backing
North American Royalties	1,697	Grey Iron, Casting, Oil Production
Dixie Yarns, Inc.	1,393	Yarn
DuPont Company	1,380	Synthetic Yarn
Shaw Industries	1,200	Carpet
US Xpress Enterprises, Inc	1,114	Transportation Service
Olan Mills, Inc.	1,092	Portrait Studio

Source: RiverValley Partners (December 1996)



CHATTANOOGA MAYOR AND CITY COUNCIL



JON KINSEY, MAYOR



RONALD SWAFFORD, CHAIRMAN
DISTRICT 5



JOHN LIVELY
DISTRICT 1



MAI BELL HURLEY
DISTRICT 2



DAVE W. CROCKETT
VICE-CHAIRMAN, DISTRICT 3



DON EAVES
DISTRICT 4



MARTI RUTHERFORD
DISTRICT 6



JOHN TAYLOR
DISTRICT 7



LEAMON PIERCE
DISTRICT 8



YUSUF A. HAKEEM
DISTRICT 9

June 2, 1997

To

THE HONORABLE MAYOR,
MEMBERS OF THE CITY COUNCIL, AND
THE CITIZENS OF CHATTANOOGA, TENNESSEE

I respectfully present, for your consideration, the budgets of the City of Chattanooga for the fiscal year ending June 30, 1998. These budgets are reflective of this City's goal of being the best "Mid-Size City in America." For the first time in 14 years, the City has a new mayor. As the first budgets under Mayor Kinsey's administration, the FY1998 budgets incorporate several changes in operations which demonstrate a commitment to provide quality service to the citizens of Chattanooga through sound financial operations. Some of the budget highlights are as follows:

MERGER OF CITY SCHOOLS WITH HAMILTON COUNTY SCHOOLS. Established by City ordinance July 18, 1872, the City of Chattanooga saw its last graduating class this year. Effective July 1, 1997, the City will no longer operate a school system separate from that of Hamilton County. For nearly 125 years, the City's school system has provided quality education to the children of this community. We are in no way abandoning our children. This budget includes funding \$102,843 for four resource officers for schools located within the City as one indication of our commitment to ensure sustainability of our most valuable resource -our children. An additional \$6.5 million of city only sales taxes has been appropriated for education.



JAMES S. BONEY
CITY FINANCE OFFICER



DAISY W. MADISON, CPA
DEPUTY FINANCE OFFICER

PROPERTY TAX RATE. The budget as presented includes estimated property tax revenues based on prior years' growth experience. A property tax rate has not been established as the Assessor of property has not completed the quadrennial property reappraisal. Upon completion of the reappraisal it is anticipated that the certified tax rate will be calculated at \$2.515 (down from \$2.70) per \$100 of assessed valuation. At the Mayor's recommendation, and further review of the financial operations of the City, the property tax rate should be further reduced by 20.5 cents to \$2.31 per \$100 of assessed valuation. We feel this can be accomplished as a result of new residential and commercial development over the past several year. The new development, combined with the expansion of the region's economy, is also expected to generate an additional sales tax revenue which helps reduce the City's dependency on property taxes. Savings were also realized due to reduced pension contribution requirements resulting from a recent actuarial study of the City's general pension plan.

RESTRUCTURE OF SAFETY DEPARTMENT. Previously, the Safety Department was comprised of the Fire and Police divisions. Under the FY98 budget, these divisions are restructured as separate departments, each headed by a chief.

Additional funding is included for operational and support functions for the newly created departments. This new organizational structure should increase the operational efficiencies of both departments.

COMPENSATION AND BENEFITS. Maintain a compensation and benefit package sufficient for attracting and retaining a qualified and highly motivated work force. In addition to the step increases (approximately 3%), this budget includes funding for an overall pay increase of two percent for all employees covered by the current pay plan. Employees not covered by the pay plan will receive similar increases. Funding is also included for a comprehensive study of all city positions to determine classification or pay range. The study will also address pay rates and salary as well as fringe benefits. As we anticipate a separate pay plan for the Fire and Police departments, funds are also provided for salary adjustments in these areas.

NEIGHBORHOOD FOCUS. To reflect more of a neighborhood focus, the Better Housing Division has been reassigned from Public Works to the Department of Equal Employment Opportunity. Further, the staff of the Division has been increased allowing the City to provide better response time to citizen's needs. In this same area, an additional \$70,000 has been included for cleaning up vacant lots throughout the city. As a result of the added responsibilities, the EEO Department has been renamed the Neighborhood Services Department.

DELINQUENT PROPERTY TAX COLLECTIONS. The collection of delinquent property taxes has been reassigned to the office of the City Attorney. A special attorney is no longer retained for that function.

ELIMINATION OF STATE LOBBYIST. Funding for a state lobbyist has been eliminated from the FY98 budget as the current administration feels that this function could best be performed by the Mayor's office.

CITY-ONLY SALES TAX. This budget includes the first full year of funding (\$13 million) for the city-only sales tax which was implemented October 1, 1996. As you know, these funds have been earmarked for schools (50%) and economic development (50%). These revenues are no longer reported in the general fund but are budgeted in a separate special revenue fund. Specific use of the economic development portion of these funds will be decided when a more definitive economic development strategy has been decided upon.

CAPITAL FUNDS. This budget includes \$10,348,635 in capital appropriations, \$1.5 million of which is a reappropriation of prior year's funding for the Gunbarrel Road project to reflect a shift in priorities. Major projects include the following:

AREA BEAUTIFICATION and bicentennial neighborhood programs.

BUILDING MAINTENANCE. New heating and cooling system in the police service center.

VEHICLE REPLACEMENT. Replacement of approximately 45 police vehicles due to the age of the current fleet. While the target was to provide funds to replace 25% of the existing fleet, this was not possible this year. With a new Chief of Police on board, we expect a comprehensive review of vehicle management and replacement policies.

AGGRESSIVE UPGRADE PROGRAM FOR FIRE APPARATUS. This year's funding completes the purchase of five pumpers with the anticipation of additional ladder trucks to be funded later.

STREET IMPROVEMENTS. An ambitious program for paving and improving streets through a combination of City-funded projects (more than \$1.0 million) as well as surface transportation matching funds (another \$1.7 million) for state and federal grants.

TENNESSEE RIVERWALK EXPANSION. The City continues its commitment with Hamilton County to provide an annual appropriation for Tennessee Riverwalk Expansion. This year, the amount increases

to \$250,000 to further leverage additional grants from private foundations as well as other public funds.

SOFTBALL STADIUM. This budget provides the final increment of City funds for construction of a women's championship softball stadium at Warner Park. Funded jointly with Hamilton County, the University of Tennessee at Chattanooga, and the private sector, this stadium will enhance an already successful athletic program which brings significant economic benefit to the community.

PARKS & RECREATION. An appropriation is included to implement a Roof Management Program in the Parks & Recreation Department.

Due to the age of the pump room and the filtration system at the Warner Park swimming pool, funds are included for replacement.

THE INTERCEPTOR SEWER SYSTEM. This budget includes funding to pay 100% of the cost of sludge disposal. In the prior fiscal year, half this cost was absorbed by the Solid Waste Fund. Once again, there is no user rate increase for the fund.

THE STORMWATER FUND. This budget reduction is to correct an over-estimating of revenues in FY 97. The Solid Waste & Sanitation Fund. This budget is increased to reflect an increase in tipping fees.

1997/1998 BUDGET IN BRIEF

Revenues for all appropriable funds total \$225,274,508 for the fiscal year 1998 budget, a decrease of 37.00% or (132,311,272) from the previous year. Most of the decrease was due to the transfer of the operations for the school system to Hamilton County. The prior year's budget included \$106,110,615 for schools. As mentioned earlier, the property tax should be reduced by 20.5 cents resulting in a reduction of \$4,923,485 in property tax revenues.

Expenditures are \$132,311,272 less than the fiscal year 1997 budget. Again, much of the decrease is due to the elimination of the city school system for the fiscal year 1998 budget. Another major reduction in expenditures results from the reduction in the city's general pension plan contribution rate from 9 percent to 4.95 percent. The reduction in contributions was possible because the plan was overfunded by more than 27 percent. These reductions are offset somewhat by the increased cost of operations explained earlier.

Fund balances are anticipated to decrease \$4,000,000 to fund many of the one time capital projects explained earlier. All of the fund balance reduction is expected to be from the general fund, which has experienced continual growth over the past five years.

OTHER OBSERVATIONS

Revenues. Over-all, the General Fund Operating Budget estimated revenues decreased by \$6,502,582, or 5%. This is primarily due to the removal of the City-only sales tax revenue and placing it into a new fund for

REVENUES (EXPRESSED IN 1,000)	FY97/98	FY96/97	INC(DEC)	% CHANGE
Taxes	73,751	73,554	197	0.27%
Licenses & Permits	8,640	9,416	(776)	-8.24%
Intergovernmental	76,567	202,288	(125,722)	-62.15%
Charges for Services	38,313	40,250	(1,937)	-4.81%
Fines, forfeitures and penalties	1,345	3,564	(2,219)	-62.26%
Investment earnings	3,014	3,690	(676)	-18.31%
Miscellaneous	23,645	24,824	(1,179)	-4.75%
Total Revenues	\$225,275	\$357,586	(132,311)	-37.00%

accounting purposes. This is accommodated in the operating budget primarily by elimination of the operating subsidy for City schools.

The City of Chattanooga is on a solid financial footing. I am sure the budgets contained herein preserve the soundness and progress we have experienced in the recent past.

EXPENDITURES (EXPRESSED IN 1,000)	FY97/98	FY96/97	INC(DEC)	% CHANGE
General Fund	118,568	128,968	(10,400)	-8.06%
Enterprise Funds	45,374	44,818	556	1.24%
Special Revenue Funds	14,986	121,078	(106,092)	-87.62%
Fiduciary Funds	4,382	9,784	(5,402)	-55.21%
Debt Service Fund	33,407	33,430	(22)	-0.07%
Capital Project Funds	8,557	19,508	(10,951)	-56.13%
Total Expenditures	\$225,275	\$357,586	(132,311)	-37.00%

DEBT SERVICES. The Debt Service appropriation from the General Fund shows an increase in the amount of \$1,110,085. This 17.8% increase is due mainly to the start of debt service payments for the new Football/Soccer Stadium.

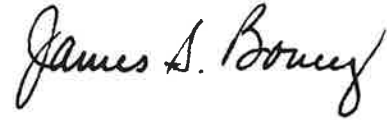
Fund Balance. The Fund Balance of the General Fund increased by \$2,128,828 for the fiscal year ended June 30, 1997. This continues the steady growth trend of the General Fund Fund Balance over the past several years, as shown below.

Fiscal Year	Fund Balance
93	\$ 25,289,450
94	\$ 24,349,098
95	\$ 28,193,451
96	\$ 33,470,093
97	\$ 35,598,921

These figures reflect an increase of \$10,309,471 in Fund Balance during the past five years, a growth of over forty percent.

Concluding, I would like to thank the many people involved in the preparation and analysis of budget submissions, from my own budget staff to the Administrators and staff members in each department. It is not an easy task and all personnel involved should be commended.

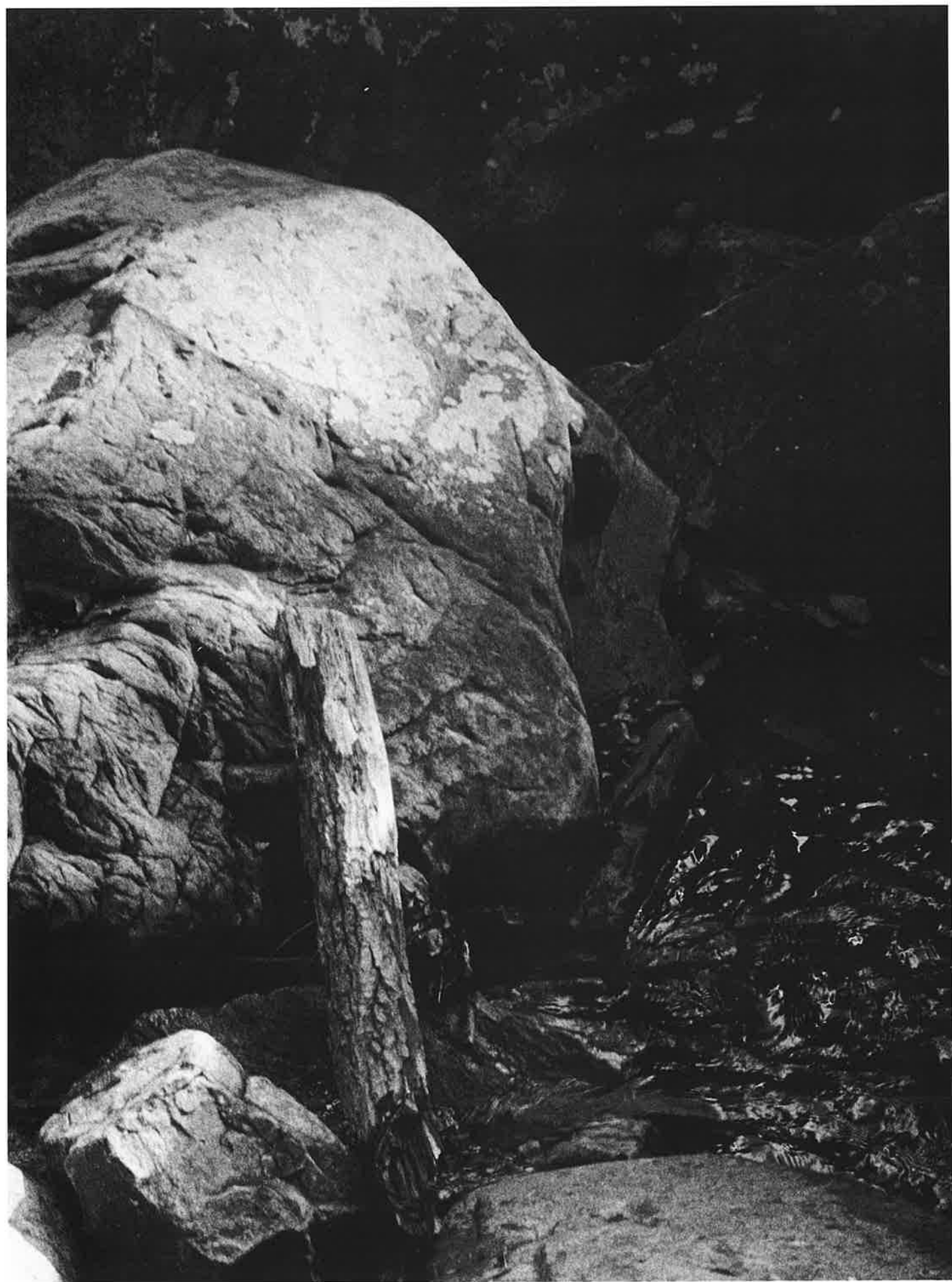
Respectfully submitted,



JAMES S. BONEY
City Finance Officer

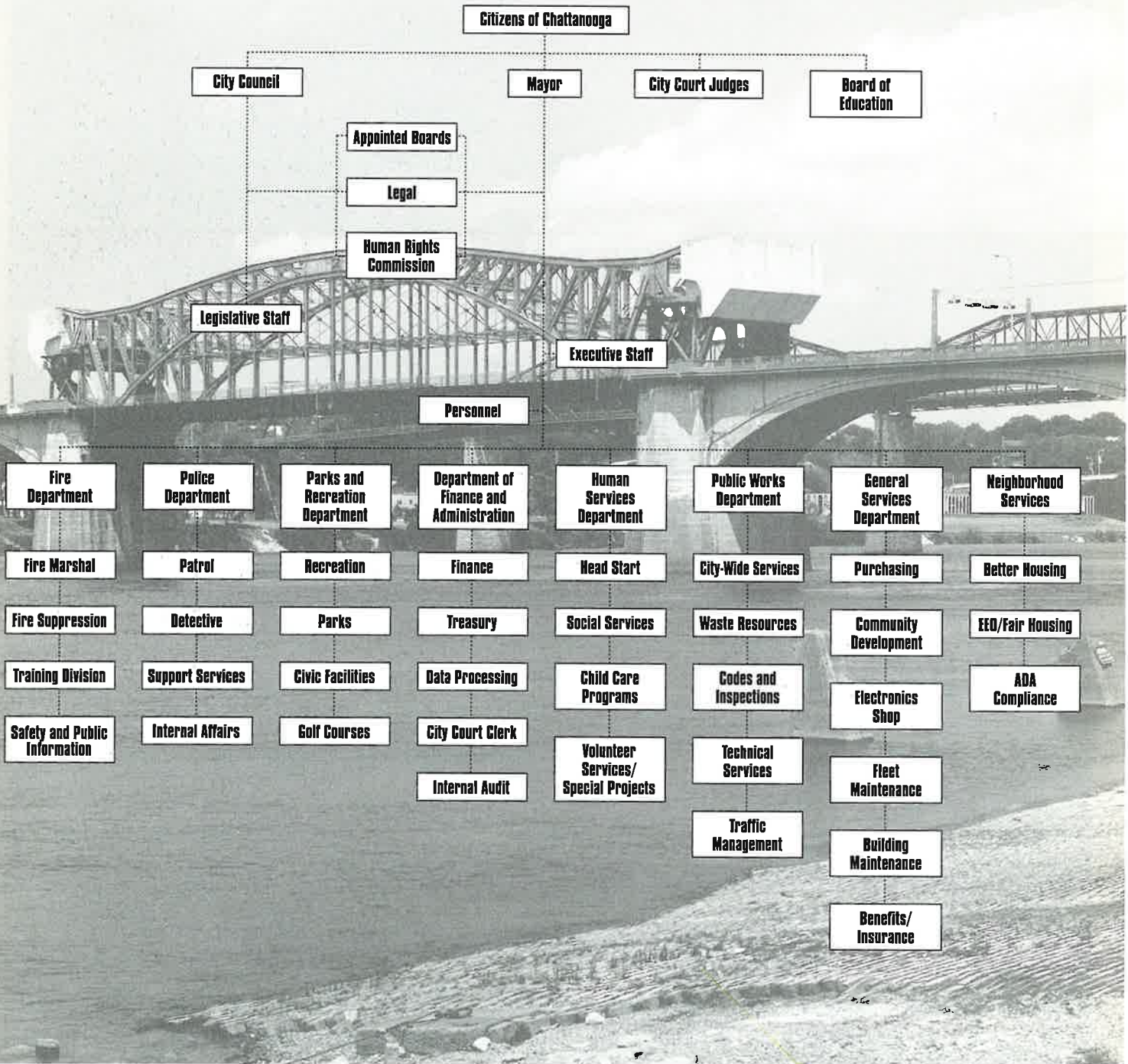
City of Chattanooga

Department of Finance & Administration
400 City Hall Annex
Chattanooga, Tennessee 37402
423.757.5234



ORGANIZATIONAL CHART

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MAYOR: Jon Kinsey

CITY COUNCIL:

Ronald Swafford, Chairman, District 5			
John Lively	District 1	Marti Rutherford	District 6
Mai Bell Hurley	District 2	John Taylor	District 7
Dave W. Crockett	District 3	Leamon Pierce	District 8
Don Eaves	District 4	Yusuf A. Hakeem	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
Richard M. Dyer, City Court Clerk

DEPARTMENT ADMINISTRATORS AND DIRECTORS:

Finance & Administration:

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

Police: Jimmie L. Dotson, Chief

Fire: Jim M. Coppinger, 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

Human Services:

Bernadine Turner, Administrator Tommie Pruitt, Deputy Administrator

Personnel:

Donna Kelley, Administrator Wallace Powers, Deputy Administrator

Neighborhood Services:

Moses Freeman, Administrator

Community Development:

Sandra Gober, Director

Human Rights/Relations:

Jennifer Pugh-Nolan, Director

Regional Planning Agency:

Ann Coulter, Director

Air Pollution Control:

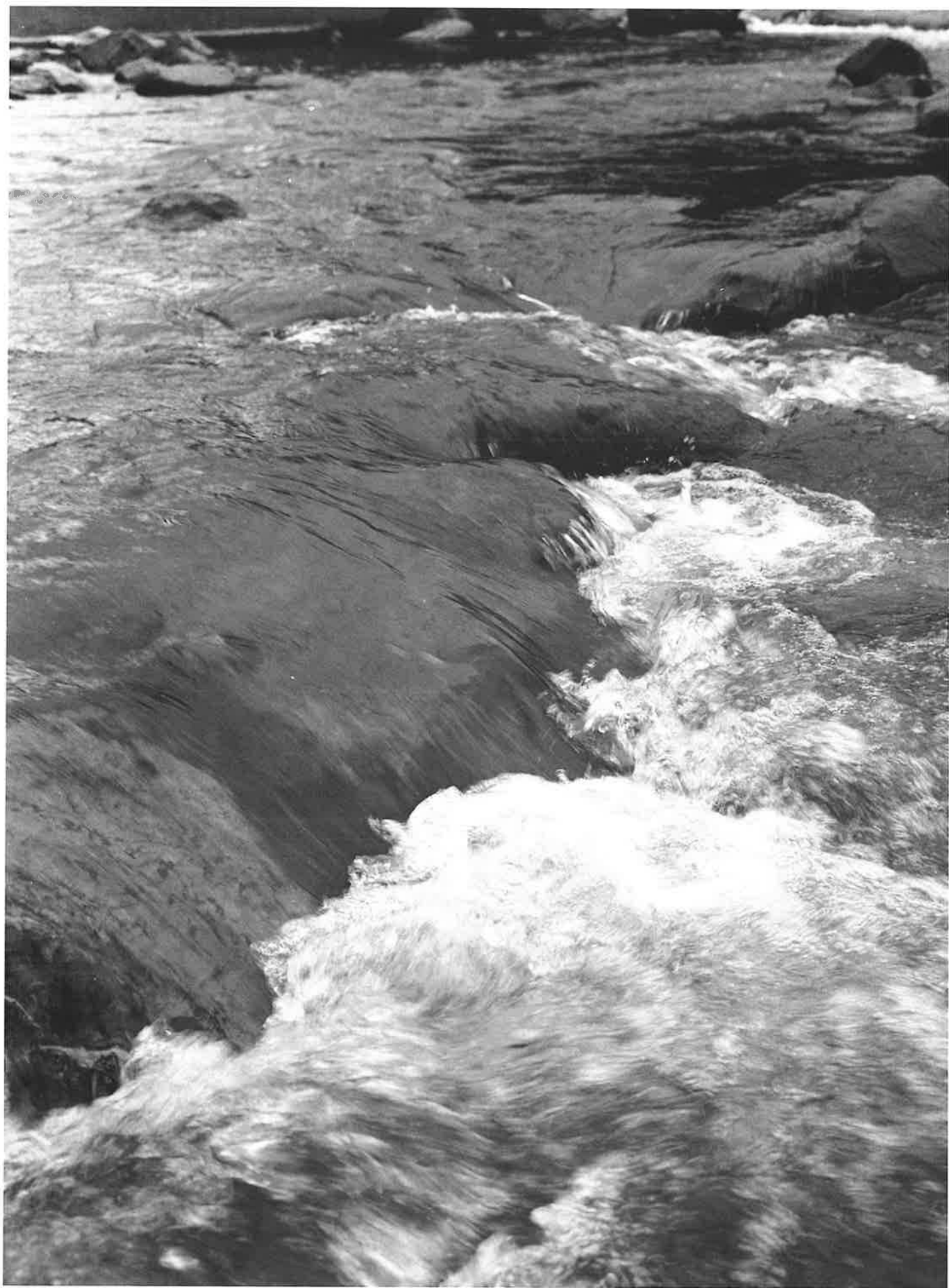
Robert H. Colby, Director

Scenic Cities Beautiful:

Carolyn Skipper, Director

Chattanooga-Hamilton County Bicentennial Library:

Jane McFarland, Director



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 97/98 Operating Budget:

- ♦ Budget Requests for Fiscal Year 1998 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 1996/97 expenditures less any one time nonrecurring expenditures.

a. Request for one time, unavoidable costs that are anticipated for FY 97/98 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 \$0.90 per gallon.

♦ The factors to be used in computing

increased utility costs in budget requests are:

Electricity 2.75% (effective 07/01/97)

♦ 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 96/97 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	\$135.82	\$138.00
Family	\$270.11	\$277.44

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

♦ Telephone charges will be added to each activity request for FY 98.

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 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 Investment Pool

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

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

10.0 Collateralization

All certificates of deposit and repurchase agreements will be collateralized. In order to anticipate market changes and provide a level of security for all funds, the Collateralization level will be 105% (Tennessee Code Annotated 9-4-105 "Required Collateral") of market value of principal and accrued interest.

- (1) **Eligible Collateral:** (Tennessee Code Annotated 9-4-103)
 - a. Bonds of the United States and its agencies
 - b. Obligations guaranteed by the United States
 - c. Obligations of Local Public Agencies and Public Housing Agencies (Section 110(c) of the Housing Act of 1949 amended:
- (2) **Custodial Agreement:** Collateral will always be held by an independent third party with whom the City has a current custodial agreement. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. All financial institutions doing business with the City are required to sign a Bond and Deposit Agreement with the City and it will be updated annually. The right of collateral substitution is granted.

11.0 Safekeeping and Custody:

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

12.0 Diversification

The City will diversify its investments by security type and institution. With the exception of U.S. Treasury securities and the Tennessee State Local Government Investment Pool, no more than 50% of the City's total investment portfolio will be invested in a single security type or with a single financial institution.

13.0 Maximum Securities:

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

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

14.0 Internal Control:

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

15.0 Performance Standards:

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

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

16.0 Reporting:

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

Schedules in the quarterly report should include the following:

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

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

- ♦ The City will maintain a strong internal audit capability.

17.0 Investment Policy Adoption:

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

Debt Policies

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

Reserve Policies

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

Accounting, Auditing, and Financial Reporting Policies

- ♦ An independent audit will be performed annually.
- ♦ The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board.

Capital Budget Policies

- ♦ The City shall invest a percentage of its general operating funds to finance ongoing infrastructure maintenance, repair and replacement programs, and to implement approved plans that foster economic and neighborhood development each year.
- ♦ The City will develop a multi-year plan for ongoing capital improvements, update it annually, and make all capital improvements in accordance with the plan. Funding of repair and replacement schedule projects will have funding priority before discretionary capital projects.
- ♦ Capital improvement projects which violate the principles and concepts of an adopted City plan or which duplicate other public and/or private services will not be considered.
- ♦ The City Council will use the following criteria to evaluate the relative merit of each capital project:

Projects which will increase property values in a neighborhood, residential or business district;

Projects identified by a priority board or a department as important;

Projects which will directly benefit a community development area of the City;

Projects which are part of a multi-year funding commitment;

Projects which are an element of an approved matter plan adopted by City Council;

Projects which result in the creation of permanent jobs and/or generate additional net revenue to the city;

Projects specifically included in an approved replacement schedule.

Legal Requirements

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

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

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

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

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

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

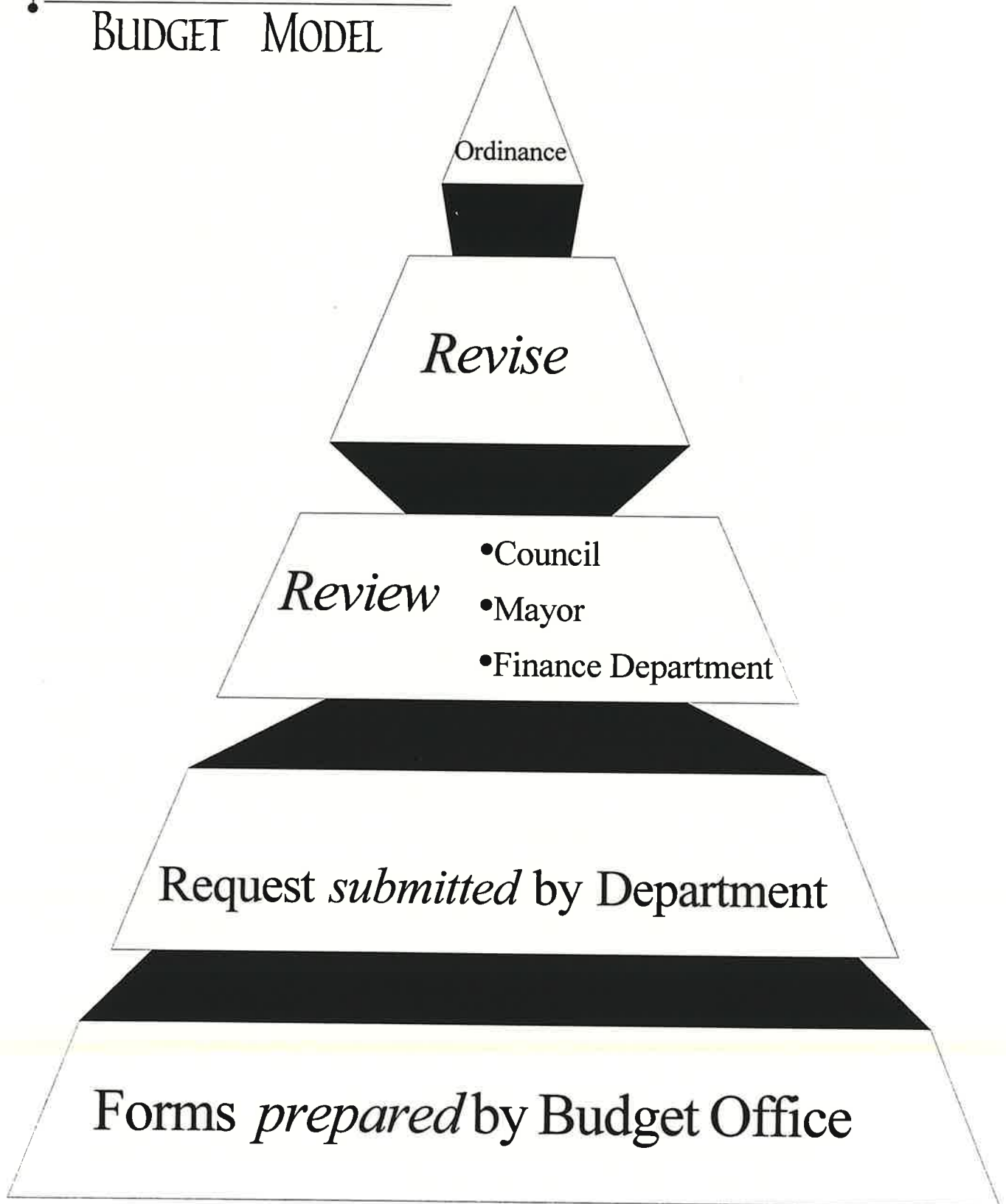
(5) a statement of pending capital projects and proposed new capital projects, relating to respective amounts proposed to be raised therefore by appropriations in the budget and the respective amounts, if any, proposed to be raised therefor by the issuance of bonds during the fiscal year; and

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

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

Sect. 6.80. Annual Budget not to exceed estimated revenue except in cases of extraordinary emergencies. It shall be the duty of the City Council elected under this act to prepare and pass an annual budget each year. The budget for the ordinary and extraordinary expenses of said city for any one year shall not exceed the estimated amount of revenue to be collected for said year; and in no event shall there be appropriated by the City Council any sum or sums in excess of the estimated revenues of said City, for the fiscal year in which said appropriation is made. Provided, however, said City Council may, in extraordinary emergencies such as floods, epidemics, or destructive fires, make appropriations in excess of the estimated revenue when the public health, safety, and welfare demand same.

BUDGET MODEL



Budget Procedures

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

Section. 6.80 Annual budget not to exceed estimated revenue except in cases of extraordinary emergencies. It shall be the duty of the City Council elected under this act to prepare and pass an annual budget each year. The budget for the ordinary and extraordinary expenses of said city for any one year shall not exceed the estimated amount of revenue to be collected for said year; and in no event shall there be appropriated by the Council any sum or sums in excess of the estimated revenues of said city, for the fiscal year in which said appropriation is made. Provided, however, said members of the Council may, in extraordinary emergencies such as floods, epidemics, or destructive fires, make appropriations in excess of the estimated revenue when the public health, safety, and welfare demand same.

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

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

The operating budget of the City is the single most important decision making document passed by the Council each year. This budget document passed each year must effectively

accomplish several criteria as well as meet certain governmental budgeting standards. The Government Finance Officers Association has established four (4) criteria that governmental budgets should meet:

A governmental budget should:

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

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

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

After the City Council has adopted the budget calendar and the budget policies, the Mayor meets with his Department Administrators and Department Budget

Personnel to distribute them. While the budget calendar and budget policies are being discussed, the Budget Section of the City Finance Officer's Department is preparing the budget forms and supplementary data for distribution to the various Departments and Agencies. A budget request form is prepared for each activity within each department of city government. This budget request form, along with the supplementary data, provides the detailed expenditures of the prior fiscal year and the detailed expenditures for the current fiscal year-to-date. Each department/Agency is responsible for projecting its expenditures thru the end of the fiscal year. 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 by the Finance Administrator.

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.

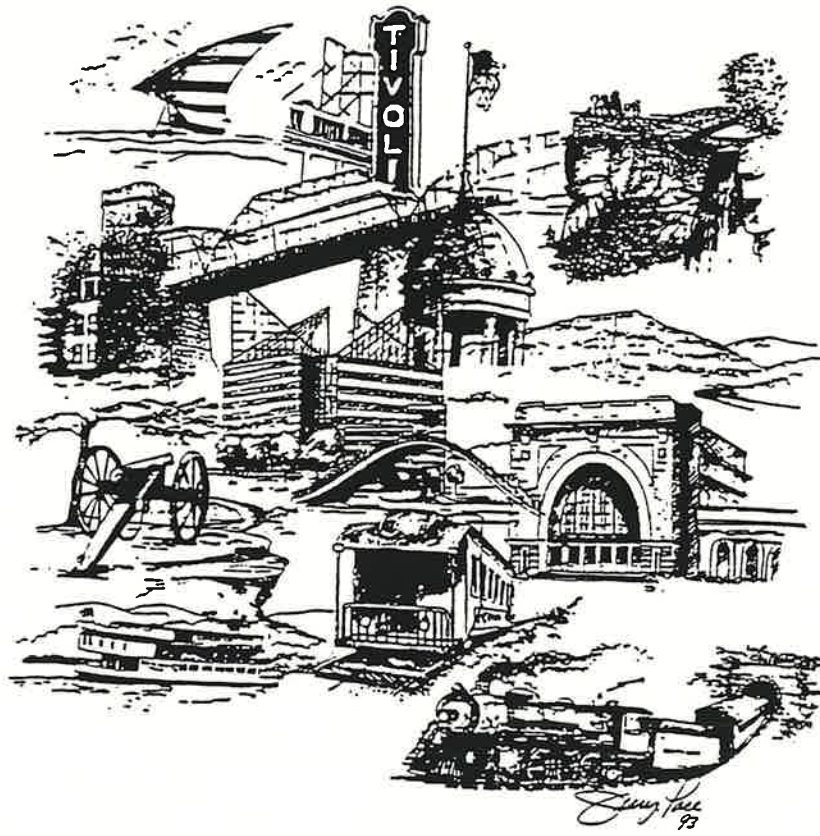
Formal budgets are adopted for the General Fund, Debt Service Fund, all enterprise funds and for a majority of the Special Revenue Funds, including the State Street Aid Fund. These formal budgets are adopted on a departmental basis. Line item amounts from the budget preparation phase are booked on the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

Capital Improvements Budget

Immediately 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 Proposed Capital Improvements Budget for FY 1997/98 shows a decreased funding level of \$9,376,153, or 52.2%. Seventy-four projects are in varying stages of funding in the current Capital Budget. These projects are to be funded by the General Fund.

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 a continuing effort for area beautification, updating computer technology, to update the police vehicle fleet, Fire department emergency equipment, various park projects and continued road maintenance program whereby \$3.3 million will be spent for paving and 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.



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JULY 1997

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March

27 Distribute budget request forms and supplementary data to departmental personnel

April

11 Agencies submit request to City Council Office

21 Meet with Mayor to discuss revenue estimates

28 Departments submit budget requests to finance department for budget review to begin

May

5 - 9 Budget staff meets with department to discuss FY 97/98 budget request

14 Joint City/County budget hearings

6 Financial staff meets to review results from budget meetings to decide FY 97/98 balanced budget for presentation to Mayor

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

June

6 Financial staff meets with Council's Budget & Finance

9 Financial staff meets with Personnel to discuss personnel recommendations

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

24 First reading of FY 97/98 Budget Ordinance

July

1 Second and third reading of FY 97/98

15 The FY 96/97 Budget Ordinance #10589 officially becomes effective

August

22 Distribution of Capital budget material to departments

September

5 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 1998

October

2 Meeting with Mayor with Capital Budget

November

4 Present capital budget to City Council Budget & Finance Committee

December/January/February
Monitoring of All budget

SEPTEMBER 1997

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DECEMBER 1997

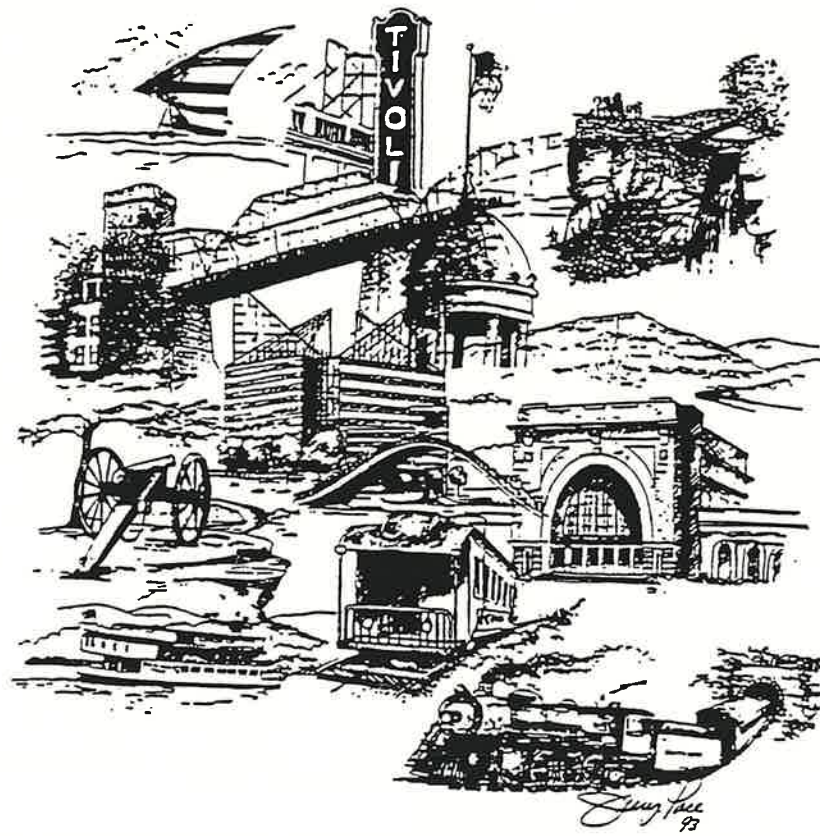
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ORDINANCE NO. 10589

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FY 97/98 BUDGET ORDINANCE", TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 1997, AND ENDING JUNE 30, 1998, AND APPROPRIATING SAME TO THE PAYMENT OF EXPENSES OF THE MUNICIPAL GOVERNMENT; FIXING 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 1997-1998 from all sources to be as follows:

PROPERTY TAXES:

Current Taxes on Real & Personal Property	\$ 60,375,000
Electric Power Board in Lieu of Taxes	2,305,353
Interest & Penalty on Current Year Taxes	81,000
TVA in Lieu of Taxes	895,774
Taxes on Real & Personal Property-Prior Years	2,450,000
Interest & Penalty on Delinquent Taxes	210,363
Jaycee Towers 1 & 2 - in Lieu of Taxes	2,448
Delinquent Taxes Collection Fees	115,000
Good Neighbors Housing, Inc. - in Lieu of Taxes	2,808
Corporate Excise Taxes - State (Intangible Property)	300,000
Southern HealthCare of TN - in Lieu of Taxes	161,394
Gibraltar Steel - in Lieu of Taxes	34,624
Huntco Steel - In Lieu of Taxes	494
S. Champion Tray - In lieu of Taxes	38,851
Sofix - In Lieu of Taxes	100,308
CNE - In Lieu of Taxes	58,000
TOTAL	\$ 67,131,417

OTHER LOCAL TAXES:

Franchise Taxes - Chatt Gas	\$ 268,750
Franchise Taxes - CCTV	890,000
Liquor Taxes	1,155,000
Beer Taxes	4,300,000
Local Litigation Taxes - City Court	5,700
TOTAL	\$ 6,619,450

LICENSE, PERMITS, ETC.:

Motor Vehicle Licenses	\$ 375,000
Parking Meters	430,000
Business Licenses (excluding Liquor)	122,000
Gross Receipts Tax	2,550,000
Fees for Issuing Business Licenses & Permits	52,000
Interest & Penalty on Business Licenses & Permits	59,000
Wrecker Permits	5,000
Building Permits	311,722
Electrical Permits	69,374
Plumbing Permits	70,275
Street Cut-In Permits	35,020
Sign Permits	60,888
Liquor By the Drink Licenses	93,000
Hotel Permits	1,465
Gas Permits	8,118
Liquor By the Drink - Interest & Penalty	3,500
Plumbing Examiner Fees & Licenses	13,540
Electrical Examiner Fees & Licenses	29,857
Gas Examination Fees & Licenses	11,744
Mechanical Code Permits	52,779
Permit Issuance Fees	52,515
Beer Application Fees	30,000
Mechanical Exam Fee & Licenses	67,106
TOTAL	\$ 4,503,903

FINES, FORFEITURES, AND PENALTIES:

City Court Fines	\$ 520,000
Criminal Court Fines	180,000
Traffic Court Fines	275,000
Delinquent Tickets	370,000
TOTAL	\$ 1,345,000

REVENUES FROM USE OF MONEY OR PROPERTY:

Interest on Investments	\$ 1,989,300
Land & Building Rents	144,000
Telephone Commissions	2,000
Dock Rental (Wharf)	8,442
TOTAL	\$ 2,143,742

REVENUES FROM OTHER AGENCIES:

Local Option Sales Tax-General Fund	\$ 17,948,479
State Beer Tax	76,196
Hall Income Tax	1,500,000
State Sales Tax	8,686,401
State Mixed Drink Tax	906,250
State Gas Inspection Fees	373,362
State Maintenance of Streets	100,000
State Alcoholic Beverage Tax	79,000
TVA Impact Funds	76,000
HUD-Harriet Tubman Project	524,640
Cops Ahead - Crime Bill	193,768
Cops Universal Hiring	488,824
Hamilton County Ross' Landing/Plaza	510,166
TOTAL	\$ 31,463,086

SERVICE CHARGES FOR CURRENT SERVICES

City Court Costs	\$ 200,000
State Court Costs	1,000
Charges for Financial Services-Elec. Power Board	7,200
Swimming Pools	8,500
Park Concessions	23,600
Bank Monitoring Services	3,300
Variance Request Fees	3,744
Subrogation Claims	345
Payroll Deduction Charges	17,900
Indirect Costs	1,644,549
Plans & Specification Deposits	1,500
Departmental Reimbursement-Health Insurance	1,822,825
Employee Contributions-Health Insurance	1,300,000
Miscellaneous Revenue - Auditorium	3,500
Memorial Auditorium Concessions	40,000
Tivoli Concessions	13,000
Memorial Auditorium Rents	170,000
Tivoli Rents	100,000
TOTAL	\$ 5,360,963

TOTAL GENERAL FUND ESTIMATED REVENUES **\$ 118,567,561**

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 1997 at a rate to be determined following completion of the quadrennial property reappraisal upon every \$100.00 in assessed value of such taxable property; and to the extent applicable there is also levied a tax at the same rate upon every \$100.00 of Merchant and other Ad Valorem within the corporate limits of the City of Chattanooga, Tennessee.

SECTION 2. That the assessment made by the Assessor of Property of Hamilton County, Tennessee, and by the Tennessee Regulatory Agency for 1997 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, 1997, and shall become delinquent MARCH 1, 1998, 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 receipt 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, 1997, 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	\$ 5,353,447
Department of Police	24,667,840
Department of Fire	18,058,618
Department of Public Works	13,876,090
Department of Parks & Recreation	8,424,254
Department of General Services	15,130,300
Department of Personnel	808,406
Department of Equal Employment Opportunity	745,306
General Government & Supported Agencies	31,503,300
TOTAL	\$ 118,567,561

DEPARTMENT OF FINANCE & ADMINISTRATION:

Finance Office	\$ 1,541,901
Information Services	2,287,641
City Treasurer	518,449
Telephone System	132,000
City Court Clerk's Office - Operations	777,456
City Court Clerk - Space Cost	96,000
TOTAL	\$ 5,353,447

DEPARTMENT OF POLICE

Police	\$ 24,472,382
Utilities	195,458
TOTAL	\$ 24,667,840

DEPARTMENT OF FIRE

Fire	\$ 16,623,354
Utilities	1,435,264
TOTAL	\$ 18,058,618

DEPARTMENT OF PUBLIC WORKS:

Administration	\$ 453,175
City Engineer	1,564,489
City Wide Services	2,378,612
Street Cleaning	1,345,928
Emergency	399,170
City Yards	633,514
Waste Resources	2,347,456
Sewer Construction & Maintenance	1,628,574
Storm Water Subsidy	718,882

Codes & Inspection		1,164,514
Inspection Division	1,135,264	
Board of Gas Fitters	2,600	
Board of Plumbing Examiners	2,000	
Board of Electrical Examiners	17,000	
Board of Mechanical Examiners	2,000	
Board of Variances	5,650	
Utilities		130,000
Pump Stations		135,770
Brainerd Levee 1,2,3	83,170	
Orchard Knob	52,600	
Traffic Management		1,804,988
Administration	398,834	
Control	1,406,154	
Solid Waste & Sanitation Fund Subsidy		3,897,086
TOTAL		\$ 13,876,090

DEPARTMENT OF PARKS & RECREATION:

Administration		\$ 521,384
Recreation		2,828,706
Supervision		296,777
Recreation Centers		1,968,525
Senior Citizen Recreation. . . A.O.		56,650
Summer Youth Recreation		196,452
Fitness Center		216,802
Greater Chatt Sports Comm. . . A.O.		75,000
Inner City Ministry. A.O.		18,500
Parks Maintenance		2,192,793
Warner Park Zoo		260,875
Ross' Landing/Plaza		756,978
Municipal Forestry		302,790
Recreation Centers Maintenance		566,056
Auditorium/Tivoli		994,672
Auditorium Operations	554,962	
Auditorium Concessions	47,790	
Tivoli Operations	359,392	
Tivoli Concessions	32,528	
TOTAL		\$ 8,424,254

DEPARTMENT OF GENERAL SERVICES:

Administration		\$ 344,642
City Hall/Annex Maintenance		712,787
Electronic's Division		303,746
Employee Benefits Office		10,733,287
Administration	267,687	
Employee Insurance Program	9,000,000	
Job Injuries	1,465,600	

BUDGET ORDINANCE

45

Purchasing	605,748
Street & Traffic Lighting	2,430,090
TOTAL	\$ 15,130,301

DEPARTMENT OF PERSONNEL:

Administration	\$ 777,056
Physicals	31,350
	\$ 808,406

DEPARTMENT OF EQUAL EMPLOYMENT & OPPORTUNITY:

E.E.O.	\$ 157,117
Better Housing	588,189
	\$ 745,306

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		\$ 514,608
City Council		470,423
Air Pollution Control Bureau	A.S.F.	246,010
Allied Arts Council	A.O.	263,000
General Operations	150,000	
African-American Museum	30,000	
Chattanooga Reg. History Museum	48,000	
Bessie Smith Hall & Museum	35,000	
Audits, Dues, & Surveys		159,200
Capital Improvements		4,853,809
CARCOG & Economic Development District	A.O.	49,413
CARTA Subsidy	A.O.	3,110,504
Carter Street Corporation Lease Agreement	A.O.	1,433,140
C-HC Bicentennial Public Library	A.S.F.	2,028,233
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
Children's Advocacy Center	A.O.	30,000
City Court (Judicial)		297,825
Community Foundation Scholarships		240,000

Contingency Fund		1,000,000
Debt Service Fund	A.S.F.	7,340,340
Downtown Partnership	A.O.	100,000
Heritage Hall Board	A.S.F.	35,000
Homeless Health Care Center	A.O.	17,500
Human Rights Commission		84,812
Human Services	A.S.F.	1,347,250
Humane Educational Society	A.O.	492,516
Intergovernmental Relations		245,200
M.L. King Blvd. Development Corporation	A.O.	33,000
Metro Council Community Services	A.O.	10,000
City Attorney's Office		1,448,359
Administration		691,472
Liability Insurance Fund	A.S.F.	756,887
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.	100,000
Regional Planning Agency	A.S.F.	698,240
Scenic Cities Beautiful	A.S.F.	25,431
Taxi Board	A.O.	1,600
Tennessee RiverPark	A.O.	537,887
WTCI-TV-Channel 45	A.O.	60,000
TOTAL		\$ 31,503,300

SECTION 6. There is hereby created by this Ordinance an Economic Development/ Education Fund. Revenue to be collected in this Fund will be derived from the City-Only Sales Tax. This revenue has been designated 50% for Economic Development and 50% for Educational purposes.

SECTION 7. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 1997-1998:

<u>Fund Number</u>	<u>Fund Title</u>	<u>Amount</u>
1119	ECONOMIC DEVELOPMENT/EDUCATION FUND	
Estimated Revenue		
	City -Only Sales Tax (1/2 cent)	\$ 13,000,000
		<u>\$ 13,000,000</u>
Appropriations:		
	Education - Hamilton County	\$ 6,500,000
	Chattanooga Economic Development	6,500,000
		<u>\$ 13,000,000</u>

BUDGET ORDINANCE

47

1105

REAL ESTATE FUND

Estimated Revenue:

City of Chattanooga General Fund	\$ 100,000
Fund Balance	<u>569,943</u>
	<u>\$ 669,943</u>

Appropriations:

Administration	<u>\$ 669,943</u>
	<u>\$ 669,943</u>

2014

STATE STREET AID

Estimated Revenues:

State of Tennessee	\$ 4,174,044
Interest Earnings	<u>25,000</u>
	<u>\$ 4,199,044</u>

Appropriations:

Salaries & Wages	\$ 2,822,025
Medical Services	4,000
Other Services	65,900
Office & Administration	2,750
Vehicle Rep. & Maint.	628,099
Materials & Supplies	588,960
Fixed Assets	87,310
	<u>\$ 4,199,044</u>

3100

DEBT SERVICE

Estimated Revenues:

General Fund	\$ 7,340,340
Interceptor Sewer System	13,744,514
Airport Authority	40,650
Hamilton County	847,748
Private Industry Council	216,545
Stormwater Fund	1,090,129
Solid Waste Fund	1,303,078
Fund Balance	<u>8,824,563</u>
	<u>\$33,407,567</u>

Appropriations:

Principal	\$14,102,643
Interest	10,445,361
Service Charges	35,000
Future Debt Payments	8,824,563
	<u>\$33,407,567</u>

7100

Community Development

Estimated Revenues:

Community Development Block Grant	\$ 2,452,000
Fund Balance	241,000
Emergency Shelter	63,000
Program Income	475,000
	\$ 3,231,000

Appropriations:

Better Housing	\$ 200,000
CD Office Administration	100,000
Chattanooga Housing Authority	60,000
Chambliss Children's Home	50,000
Chattanooga Area Urban League	70,300
Chattanooga Homeless Coalition	14,450
Chattanooga Neighborhood Enterprise	1,835,000
Contingency	75,490
ICDC	50,000
Maurice Kirby Child Care Center	24,000
Metropolitan Council	7,600
Newton Child Development Center	13,700
Parks & Recreation	535,000
Police Athletic League	21,600
Private Industry Council	21,000
Special Transit Services	45,760
Westside Community Development Corp	44,100
Family & Children's Services	53,000
Dismas House	5,000
Room in the Inn	5,000
	\$ 3,231,000

7101 Economic & Community Development - HOME PROGRAM

Estimated Revenues:

Federal Grant (HOME)	\$ 1,050,000
Program Income	100,000
Fund Balance	1,000
	\$ 1,151,000

Appropriations:

Administrative & Planning	\$ 1,000
Chatt Community Housing Development Org Projects	335,000
CNE Housing Rehab	565,000
CNE Rental Rehab	250,000
	\$ 1,151,000

BUDGET ORDINANCE

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2102**Human Services Department****Estimated Revenue:**

Federal-State Grants	\$ 8,664,202
City of Chattanooga	1,347,250
Contributions	105,361
	\$10,116,813

Appropriations:

Headstart	\$ 4,777,084
Day Care	1,452,667
Weatherization	263,751
Foster Grandparents	298,408
LIEAP	879,802
CSBG	577,772
Occupancy	226,221
Human Services Programs	1,430,144
Neighborhood Family Services	105,361
City General Relief	105,603
	\$10,116,813

5200**Solid Waste & Sanitation Fund****Estimated Revenue:**

Landfill Tipping Fees	\$ 5,975,750
Permits	1,000
General Fund Subsidy	3,897,086
	\$ 9,873,836

Appropriations:

Garbage Collection	\$ 2,701,176
Recycle	670,206
Brush & Trash Collection	1,908,994
Sanitary Landfill	1,963,477
Wood Recycle	666,630
Solid Waste Reserve	597,575
Renewal & Replacement	62,700
Debt Service	1,303,078
	\$ 9,873,836

5300**Stormwater Fund****Estimated Revenue:**

Stormwater Fee	\$ 4,069,118
General Fund Subsidy	718,882
	\$ 4,788,000

Appropriations:

Stormwater Management	\$ 2,055,608
Renewal & Replacement	48,000
Capital Improvements	1,594,163
Debt Service	1,090,229
	\$ 4,788,000

SECTION 7 (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 8 (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 two percent (2%) increase in pay in addition to the amount they are being paid on the effective date of this Ordinance. This raise shall be retroactive to July 1, 1997 only for those persons employed by the City on July 1, 1997 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 on their appropriate step date 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 two percent (2%) of their annual salary. Also, all persons within the "City of Chattanooga Classification System" but not covered by the "Pay Plan" shall receive four percent (4%) more per pay period than they are presently being paid effective July 1, 1997.

SECTION 8 (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 8 (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 8 (a)(3). In addition to the regular pay provided under the "Pay Plan", certain positions within the Fire Department 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 8 (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 8 (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 8 (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 8(b). That the attached "Pay Plan Table" being one page, and authenticated by the signature of the Mayor thereon, is hereby adopted for this Fiscal Year.

SECTION 8(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 8(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 FY1997/1998
AUTHORIZED PERSONNEL AND APPROVED "PAY PLAN"***

SECTION 9. 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 10. 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 Agency 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 hereinbefore, as certified to him by the respective administrative official.

SECTION 10(a). That the City Finance Officer is authorized to pay the 1997-1998 annual dues of the City to the Tennessee Municipal League, \$24,252, and the National League of Cities, \$7,168.

SECTION 10(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, 1997.

SECTION 10(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 10(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 10(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 10(f). That the City Finance Officer is authorized to pay the following Union Pension Plans the specified amounts per participation agreements:

Central Pension Fund \$.97 Per Hour
LIUNA (Laborers) Pension Fund \$.75 Per Hour

SECTION 11. 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 12. 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 13. If at any time the actual receipt of revenues is projected to be less than the estimated revenues, it shall be the duty of the Mayor to forthwith initiate an ordinance amending this budget ordinance so as to appropriately reduce or otherwise change the various appropriations made herein which, in the judgment of the City Council, should be made.

SECTION 14. 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 15. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 1997.

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 July 1, 1997

Yusuf A. Hakeem /s/
CHAIRPERSON

APPROVED ☒ DISAPPROVED

DATE 07/02 ,1997

Jon Kinsey /s/
MAYOR

JSB/RR/RLN:cjc
(06/20/97)

A generation ago, Chattanooga's smog was the worst of any city in America. A decade and a half later as the air began to clear, a new cloud of economic uncertainty moved in when Chattanooga suffered the biggest population and job losses of any metropolitan area in the Southeast. But as Chattanoogaans prepare for a new millennium, there is a new sense of optimism about the Scenic City. The local unemployment rate that spiked to double-digit levels in the 1980 has since been cut in half. Chattanooga's air pollution—the nation's worst in 1969—has been reduced more than in any other city in the region. With the economy looking up and crime, joblessness and pollution on the decline, Chattanoogaans are well satisfied with their hometown.

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 those current and future major projects are as followed:

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 are completed and operational. One is located next to the Chattanooga Choo-Choo complex and the other opened in June 1996 near the Tennessee Aquarium. The third garage is planned to be located between the existing ones. The garages will provide parking spaces for persons working downtown, the occasional downtown visitor, and tourists. The three parking garages will have cost associated with paving, 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 the responsibility of the City and County.

North Shore Plan. This is a bold plan to revitalize the area across the Tennessee River from downtown Chattanooga. The centerpiece of this project, Coolidge Park, will be located on a site previously 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 between the community and visitors.

Continued Development of Businesses Surrounding Tennessee Aquarium. With the \$45 million Tennessee Aquarium as its centerpiece, the riverfront area, known as Ross's Landing, is 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. 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 to its 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 a ride from the Choo Choo Hotel to points of interest 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 1997 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 and the Chattanooga native, Bessie Smith. 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 houses 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. Chattanooga Neighborhood Enterprises is a private, non-profit organization founded to provide the opportunity for all Chattanoogaans to live in decent, fit, an affordable housing. Its goal is to eliminate substandard housing as a major community problem by developing, financing, renovation, and managing housing for Chattanooga's low to moderate income citizens. 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. The site has been designated as the First National Environmental Test Center by the United States Army. This land, if placed back on tax rolls would produce a sizeable increase in property tax revenues, but will require building improvements and maintenance costs.

Stadium of 1,000 Dreams. For many year Chattanooga has been recognized as the 'capital' of girls' fast-pitch softball in the Eastern United States. Thousands of young women play their hearts out each year in this exciting sport on the fields at Warner Park. Their dream, and the dream of their parents, coaches, and sponsors, is to have a mini-stadium that will showcase their talents. This past summer, scores of Chattanooga business men and women have joined together to make this dream come true. Funding for this Stadium of 1,000 Dreams is being provided by the City of Chattanooga, Hamilton County, The University of Tennessee-Chattanooga, and private donations. This is more than just a stadium, it is a monument to the past, present, and future generations of our community. This past summer over 600 girls' teams from all over the world, gathered in Chattanooga for a World Series Tournament. The economic impact is still being gauged, but with the completion of this stadium, this economic impact should grow by leaps and bounds. While the exact estimated dollar amount is unknown at this time, it should be staggering.

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.

Above were a few of the current major projects, following are other proposed projects, such as:

- New minor league baseball stadium on the river. Lookouts owner has proposed replacing Historic Engel Stadium with a new stadium and has suggested one site might be on the north shore of the river near the aquarium.
- Trail of Tears exhibit in a new national park on Moccasin Bend, an encampment site for Cherokees who were forced to relocate to Oklahoma in 1838. The Friends of Moccasin Bend want to build an interpretive center on the Bend.
- Outdoor amphitheater. The Tennessee Outdoor Drama Association wants to build an 1,800 seat amphitheater and has proposed sites on Raccoon Mountain and Moccasin Bend.
- A new zoo. The Chattanooga Jaycees proposed building a major zoo more than a decade ago. Efforts continue to upgrade the City's zoo at Warner Park
- Music theaters, Branson, Mo., and Pigeon Forge, Tennessee attract tens of thousands of tourists with their musician-owned theaters. The Forester Sisters, who have limited their touring because of family commitments, could be a candidate for a theater bearing their name.

- Water or amusement park. Chattanooga has been mentioned in the past as a site for an amusement of water park to capitalize on the City's growing tourism appeal.

As in many cities across the country, Chattanoogaans have taken a renewed liking to downtown. But very few can live there. A national consulting firm hired by RiverValley Partners last year found a "demonstrated and statistical demand for downtown housing. The study showed that the market for rental housing - mostly students, downtown workers and the elderly- would support 600 new multifamily units built over a 12-year period. Civic leaders are realizing that tourists can only support so much development in a small city. Provident Companies, an insurance concern that is one of Chattanooga's largest employers, is contemplating the biggest land-development project this city has seen in many years. Provident is the sole owner of about 30 acres of land between the riverfront and the campus of UTC that is currently used as parking lots for its 2,700 employees. A study suggests that Provident could build between 600 and 1,000 apartments. Both planners and developers point to the \$3 million, 41-unit Riverset apartments- located east of the aquarium on the river front- as proof that a market exists for downtown living. Civic leaders hope that boosting downtown's population will spur the relocation of even more business to the financial districts.

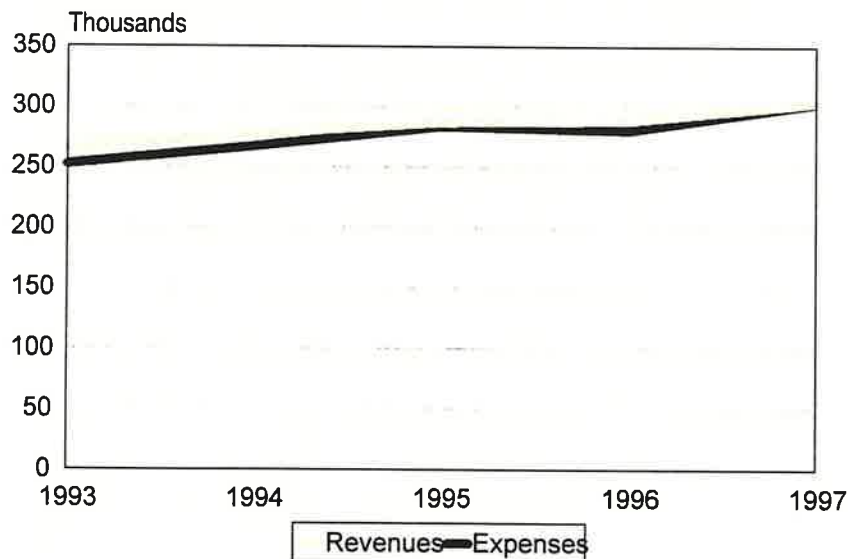
While these are not all of the projects going on in Chattanooga presently, they represent a sizable investment from various sources, including the City, County, State, and Federal Governments, along with private donations. Any shift in the plans affecting one of these projects could alter not only the 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.

Revenue and Expenditure History

Total City revenue for the fiscal year ended June 30, 1993 was \$265,556,928. Total City revenue for the fiscal year ended June 30, 1997 was \$303,127,930. This difference of \$37,571,002 represents a 14% increase over this five year period. During this same time period total City expenditures increased from \$251,744,729 in 1993 to \$302,934,562 in 1997. This difference

REVENUE & EXPENDITURES

Fiscal Years 1993 - 1997



(expressed in 1,000)

of \$51,189,833 represents a 20% increase. The chart on the previous page plots the relationship between revenues and expenditures during this time period.

In this chart, 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.

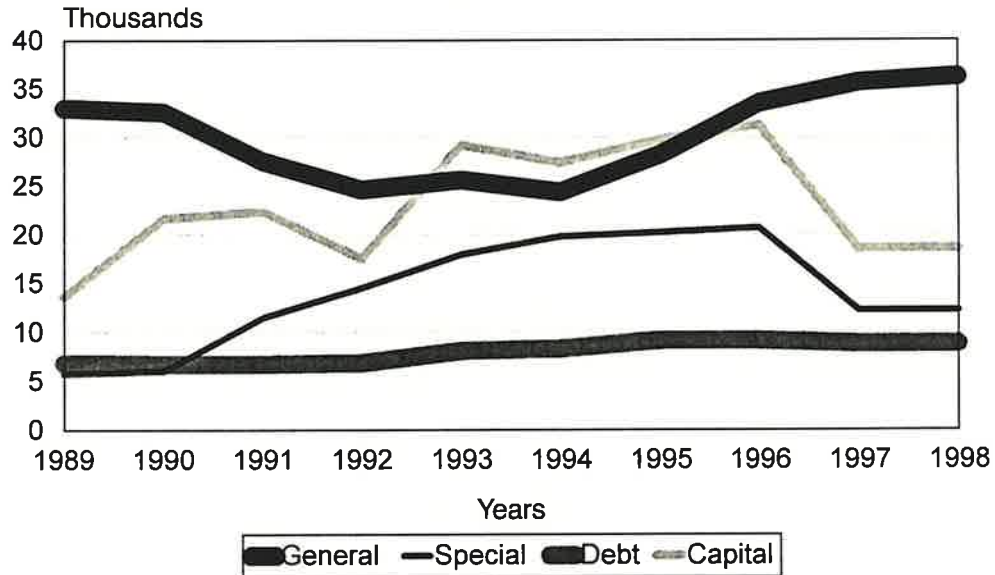
Fund Balances

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, 1997, \$5,164,981 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 \$2,128,828 (6%) increase in fund balance reflects the collection of \$7,449,710 in city-only sales tax for the first time during FY97.

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

FUND BALANCES

10 Year Analysis



(expressed in 1,000)

Following are schedules of Fund types with Fiscal Year 1997/1998 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, 1995 - 1998

	FY 94/95	FY 95/96	FY 96/97	Projected FY 97/98
FUND BALANCE at beginning of year	\$24,349,098	\$28,193,451	\$33,470,093	35,598,921
Revenues				
Taxes	76,195,422	77,470,447	83,231,182	73,750,867
Licenses and permits	4,159,161	5,059,012	5,315,140	4,503,903
Intergovernmental Revenues	109,936,199	35,087,609	36,932,088	31,463,086
Charges for Services	1,989,369	2,064,176	2,117,435	265,589
Fines, forfeitures and penalties	1,482,496	1,645,901	1,760,268	1,345,000
Miscellaneous Revenues	10,369,379	11,014,097	9,412,424	7,239,116
Total Revenues	\$204,132,026	\$132,341,242	\$138,768,537	\$118,567,561
Expenditures				
General Government	18,347,812	18,928,476	20,339,047	12,365,308
Finance & Administration	4,608,795	5,213,623	5,200,443	5,353,447
Safety	36,882,582	38,654,339	40,952,113	42,726,458
Public Works	8,900,374	9,502,786	9,280,119	13,876,090
Parks & Recreation	8,435,220	8,982,076	9,612,392	8,424,254
General Services	16,537,302	14,225,442	14,309,868	15,130,300
Total Expenditures	\$93,712,085	\$95,506,742	\$99,693,982	\$97,875,857
Excess (deficiency) of revenues over expenditures	110,419,941	36,834,500	39,074,555	20,691,704
Other Financing Sources (Uses)				
Operating transfers in	42,689	26,747	25,501	25,000
Operating transfers out	(103,740,433)	(29,127,264)	(33,237,675)	(17,431,200)
Operating transfers to component units	(2,728,497)	(3,026,102)	(3,169,907)	(3,260,504)
Total other financing sources (uses)	(106,426,241)	(32,126,619)	(36,382,081)	(20,666,704)
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	3,993,700	4,707,881	2,692,474	25,000
Adjustment for encumbrances	(149,347)	568,761	(563,646)	595,787
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	3,844,353	5,276,642	2,128,828	620,787
FUND BALANCE at end of year	\$28,193,451	\$33,470,093	\$35,598,921	\$36,219,708

City of Chattanooga, Tennessee

Enterprise Fund

Combining Statement of Revenues, Expenses and Changes in Retained Earnings Year Ended June 30, 1995 - 1998

	FY 94/95	FY 95/96	FY 96/97	Projected FY 97/98
REVENUES				
Residential Service	0	0	0	0
Commercial Service	0	0	0	0
Customer Charges	40,809,372	39,276,365	40,009,369	39,758,225
Other	0	0	5,118	0
Total Revenues	40,809,372	39,276,365	40,014,487	39,758,225
OPERATING EXPENSES				
Power Purchases	0	0	0	0
Sewer Plant Operation	10,422,383	10,717,689	10,838,022	11,210,594
Solid Waste Operation	8,166,237	10,434,275	9,778,448	9,873,836
Storm Water Operation	2,083,964	1,401,296	2,030,321	4,788,000
Maintenance and Repairs	0	0	0	0
Depreciation and Amortization	7,817,131	8,106,380	8,778,258	7,000,000
Closure/Postclosure Costs	5,389,015	1,489,908	3,377,853	2,000,000
Other	91,303	82,316	105,653	25,000
Total Operating Expenses	33,970,033	32,231,864	34,908,555	34,897,430
OPERATING INCOME (LOSS)	6,839,339	7,044,501	5,105,932	4,860,795
NONOPERATING REVENUES (EXPENSES)				
Tax equivalents	0	0	0	0
Interest Income	2,848,484	4,592,149	4,211,749	1,000,000
Interest Expense	(7,033,560)	(6,981,250)	(7,016,120)	(7,288,976)
Other Income (expense)	(515,154)	74,968	72,649	0
Total Nonoperating Rev. (Exp.)	(4,700,230)	(2,314,133)	(2,731,722)	(6,288,976)
INCOME (LOSS) BEFORE OPERATING TRANSFERS	2,139,109	4,730,368	2,374,210	(1,428,181)
Operating Transfers In	3,436,071	3,740,459	4,589,795	4,615,968
Operating Transfers Out	0	(294,381)	(60,000)	0
NET INCOME (LOSS) BEFORE EXTRAORDINARY LOSS	5,575,180	8,176,446	6,904,005	3,187,787
Extraordinary loss on sale of land	0	0	(567,635)	0
NET INCOME (LOSS)	5,575,180	8,176,446	6,336,370	3,187,787
Amortization of Contributed Capital	2,633,192	2,503,960	2,584,640	2,000,000
RETAINED EARNINGS (DEFICIT)				
Beginning	88,385,068	96,593,440	107,273,846	116,194,856
RETAINED EARNINGS (DEFICIT)				
Ending	96,593,440	107,273,846	116,194,856	121,382,643

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, 1995 - 1998

	FY 94/95	FY 95/96	FY 96/97	Projected FY 97/98
FUND BALANCE at beginning of year	\$9,247,379	\$10,322,525	13,645,368	12,209,991
Revenues				
Intergovernmental Revenues	24,367,257	103,303,548	108,172,653	12,838,246
Interest Income	207,454	314,563	260,381	25,000
Miscellaneous Revenues	847,338	1,299,335	778,178	105,361
Charges for Services	1,137,185	2,396,615	2,569,285	0
Total Revenues	<u>\$26,559,234</u>	<u>\$107,314,061</u>	<u>\$111,780,497</u>	<u>\$12,968,607</u>
Expenditures				
Safety	0	277,207	185,683	0
Education	0	98,716,585	108,393,840	0
General Government	106,432,851	13,676,330	14,467,461	10,116,813
Public Works	6,132,874	3,993,435	3,835,370	4,111,734
Capital Outlay/Fixed Assets	0	2,568,274	1,284,943	87,310
Total Expenditures	<u>\$112,565,725</u>	<u>\$119,231,831</u>	<u>\$128,167,297</u>	<u>\$14,315,857</u>
Excess (deficiency) of revenues over expenditures	(86,006,491)	(11,917,770)	(16,386,800)	(1,347,250)
Other Financing Sources (Uses)				
Operating transfers in	85,740,454	12,379,021	14,826,080	1,347,250
Operating transfers out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total other financing sources (uses)	<u>85,740,454</u>	<u>12,379,021</u>	<u>14,826,080</u>	<u>1,347,250</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(266,037)	461,251	(1,560,720)	0
Adjustment for encumbrances	<u>1,341,183</u>	<u>2,861,592</u>	<u>125,343</u>	<u>0</u>
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	1,075,146	3,322,843	(1,435,377)	0
FUND BALANCE at end of year	<u><u>\$10,322,525</u></u>	<u><u>\$13,645,368</u></u>	<u><u>\$12,209,991</u></u>	<u><u>\$12,209,991</u></u>

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, 1995 - 1998

	FY 94/95	FY 95/96	FY 96/97	Projected FY 96/97
FUND BALANCE at beginning of year	\$8,268,907	\$9,128,676	\$9,127,569	\$8,802,830
Revenues				
Hamilton County, Tennessee Funds	345,950	330,650	824,040	847,748
Other intergovernmental funds	8,905	0	0	0
Rental revenue	0	0	216,545	0
Other	12,980	9,172	14,875	257,195
Total Revenues	367,835	339,822	1,055,460	1,104,943
Expenditures				
Principal retirement	3,884,314	4,295,735	4,719,182	5,233,898
Interest	2,046,452	2,533,700	2,882,166	3,155,735
Fiscal agent fees	13,089	9,657	9,106	35,000
Total Expenditures	5,943,855	6,839,092	7,610,454	8,424,633
Excess (deficiency) of revenues over expenditures	(5,576,020)	(6,499,270)	(6,554,994)	(7,319,690)
Other Financing Sources (Uses)				
Operating transfers in	6,435,789	6,498,163	6,230,255	7,340,340
Proceeds of refunding bonds	0	0	0	0
Payment of refunding bonds	0	0	0	0
Total other financing sources (uses)	6,435,789	6,498,163	6,230,255	7,340,340
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	859,769	(1,107)	(324,739)	20,650
Adjustment for encumbrances	0	0	0	0
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	859,769	(1,107)	(324,739)	20,650
FUND BALANCE at end of year	\$9,128,676	\$9,127,569	\$8,802,830	\$8,823,480

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, 1995 - 1998

	FY 94/95	FY 95/96	FY 96/97	Projected FY 96/97
FUND BALANCE at beginning of year	\$27,372,801	\$29,743,640	\$31,211,618	\$18,536,069
Revenues				
Intergovernmental Revenues	89,108	407,128	503,182	0
Interest Income	1,522,584	1,081,685	1,153,325	0
Sale of property	0	0	1,000,000	0
Miscellaneous Revenues	1,169,480	289,088	347,962	0
Total Revenues	<u>\$2,781,172</u>	<u>\$1,777,901</u>	<u>\$3,004,469</u>	<u>\$0</u>
Expenditures				
General Government	11,514,413	11,349,851	12,829,762	457,000
Finance & Administration	535,413	949,372	599,624	492,060
Safety	2,762,054	3,271,647	3,245,197	2,323,755
Public Works	4,312,717	3,946,449	5,212,103	3,307,572
Parks & Recreation	1,282,149	1,688,833	1,844,803	1,647,000
General Services	125,704	0	263,610	330,000
Total Expenditures	<u>\$20,532,450</u>	<u>\$21,206,152</u>	<u>\$23,995,099</u>	<u>\$8,557,387</u>
Excess (deficiency) of revenues over expenditures	(17,751,278)	(19,428,251)	(20,990,630)	(8,557,387)
Other Financing Sources (Uses)				
Operating transfers in	7,015,159	8,263,509	9,157,032	8,557,387
Operating transfers out	(815,118)	(762,505)	(1,182,489)	0
Bond Proceeds	13,922,076	13,395,225	340,538	0
Total other financing sources (uses)	<u>20,122,117</u>	<u>20,896,229</u>	<u>8,315,081</u>	<u>8,557,387</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	2,370,839	1,467,978	(12,675,549)	0
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	2,370,839	1,467,978	(12,675,549)	0
Residual Equity Transfer Out	0	0	0	0
FUND BALANCE at end of year	<u>\$29,743,640</u>	<u>\$31,211,618</u>	<u>\$18,536,069</u>	<u>\$18,536,069</u>

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*

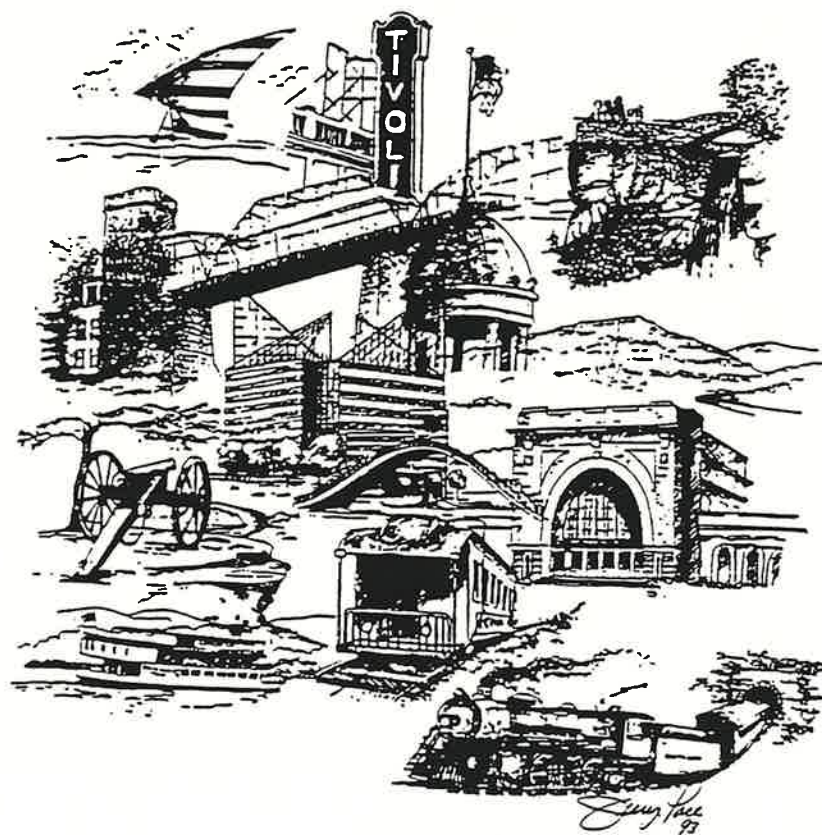
The details on each of the funds will contain:

Fund Type Summary. A description of the fund type structure, major funds or departments financed, basis of budgeting, and summary results for 1997.

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 1997/1998, 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.



General Fund

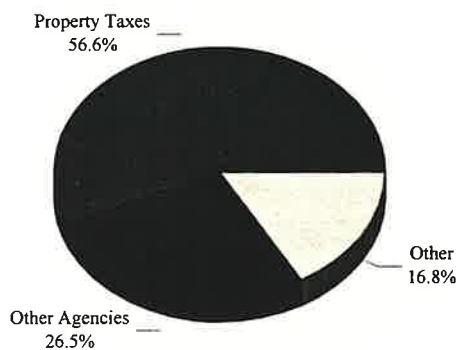
Fund Structure

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, 1997 the budgeted revenue and expenses were \$128,967,518. On an actual budgetary basis revenue was \$129,685,430, expenses actual was \$127,178,089. In FY 1998 the budget revenue and expenses are \$118,567,561.

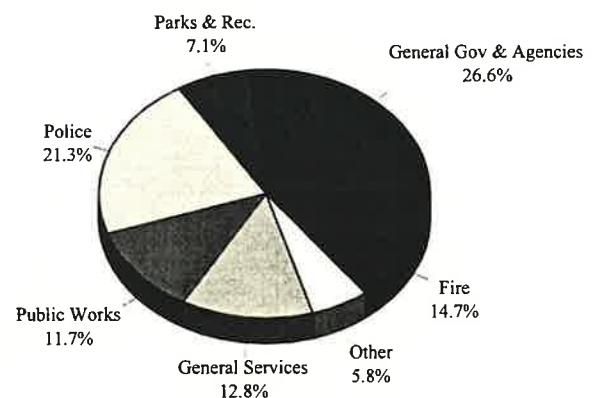
The major revenues of the general fund include: property taxes; other local taxes; licenses, permits, etc.; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

- *General Government & Agencies*
- *Finance & Administration*
- *Police*
- *Fire*
- *Public Works*
- *Park & Recreation*
- *General Services*
- *Human Services*
- *Personnel*
- *Neighborhood Services*

Budget Year 1997/1998



REVENUES



EXPENSES

Revenues

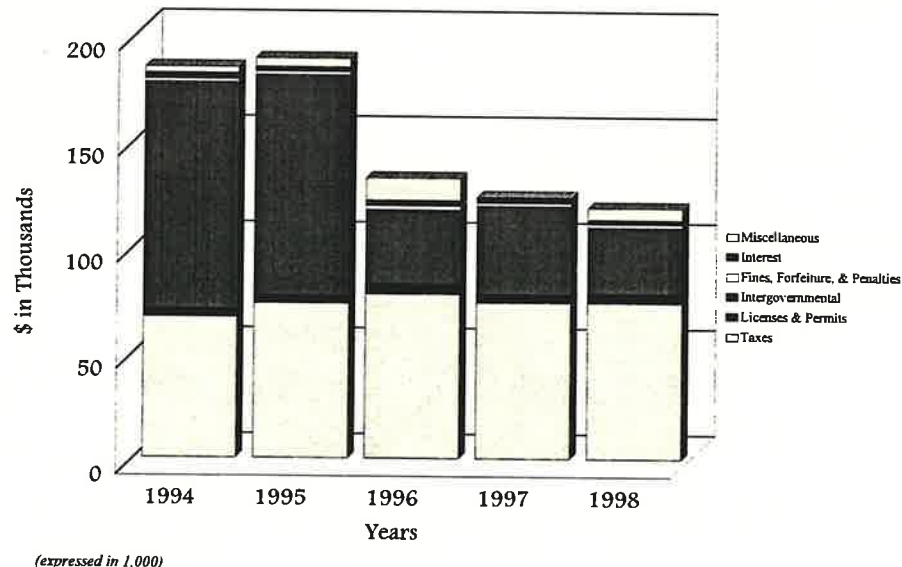
The proposed Budget for FY 98 shows a decrease in Estimated Revenues of \$10,388,413 or 8.1% when compared to FY 97 Estimated Revenues. City voters elected to increase the Local Option Sales Tax from 1.75% to 2.25% effective October, 1996. During FY 97 these funds were collected and accounted for in the General Fund. In the FY 98 budgets these funds are collected and accounted for in a new fund, The Economic Development/Education Fund. These additional revenues are earmarked for schools and economic development. Also, the Mayor has plans under way to request a decrease in the property tax rate when the reappraisal is completed. This will be due to the reduction in school related costs brought about by the operation of city schools being turned over to Hamilton County on July 1, 1997.

FUND REVENUE SUMMARY FISCAL YEAR ENDING JUNE 30, 1998 (EXPRESSED IN \$,000)

Fund Type:	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	Budget '97 Increase (Decrease)	% CHANGE FY 97/98
GENERAL FUND:						
Property Taxes	67,936	72,145	68,077	67,131	(946)	-1.4%
Other Local Taxes	5,134	5,322	5,477	6,619	1,143	20.9%
Licenses, Permits, Etc.	3,838	4,360	4,365	4,504	139	3.2%
Fines, Forfeitures & Penalties	1,302	1,434	1,251	1,345	94	7.5%
Investment Income	2,418	2,761	2,794	2,144	(650)	-23.3%
Revenue from Other Agencies	104,223	30,821	41,603	31,463	(10,140)	-24.4%
Service Charges	6,796	6,513	5,401	5,361	(40)	-0.7%
Total General Fund	\$191,647	\$123,357	\$128,968	\$118,568	(10,400)	-8.1%

Historically, from 1994 thru 1995, the General Fund increased by 9%, \$16,378,560. The single largest increase was due to taxes, which showed an increase of \$9,790,932 or 14.7%. From FY 96 thru FY 98 the revenues should decrease by \$5,402,536, or 4.4%. This is due in large part to the property tax decrease of \$0.28 per \$100.00 assessed valuation in the FY 97 Budget. Also, the City-Only Sales Tax is being accounted for in a new fund in the FY 98 Budget.

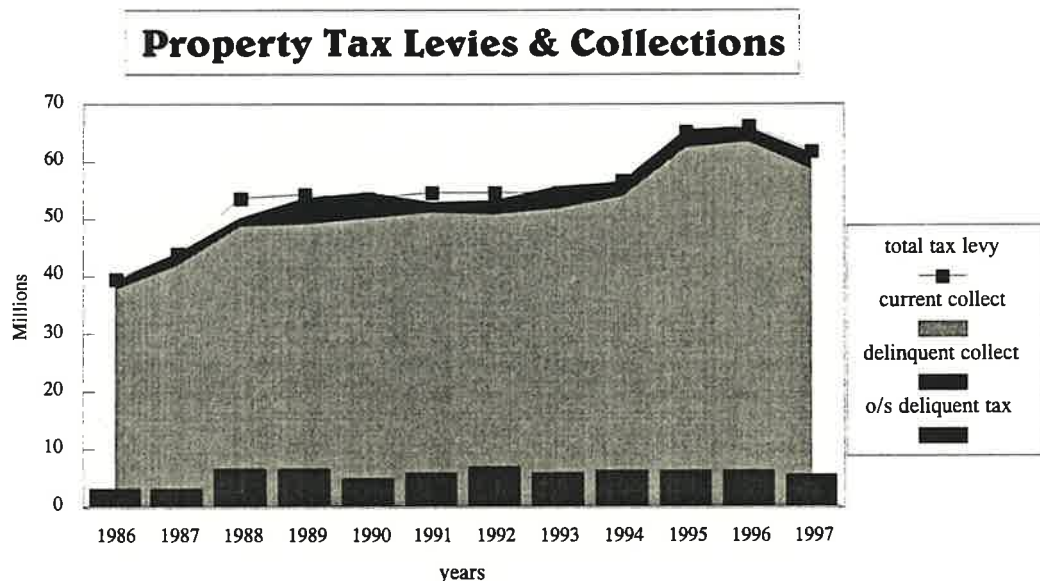
GENERAL FUND REVENUES BY SOURCE Fiscal Year 1993 thru 1997



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 the 96/97 budget and is apparent when comparing Property Tax estimated with actual for FY 95/96. In the FY 98 Budget proposed here, the tax rate remains the same as it was in FY 97, \$2.70 per \$100.00 assessed valuation. Assessed valuation increased by \$44,025,405.

The property taxes levied on taxable assessed valuation in the City are billed by the City on October 1st of each year and are due without penalty by the last day of February of the following year. For failure to pay the tax bill by the due date, a penalty of 1/2 of 1% and interest of 1% is added on the first of March and each month thereafter until the tax bill is paid. If a tax bill continues to be unpaid through June of such following year, it is turned over to a Delinquent Tax Attorney to be filed in the Clerk and Master's office of Chancery Court on July 1 of such year for collection. An additional fee of 10% is charged representing a 5% attorney's collection fee and a 5% City General Fund fee. Property is subject to a tax sale once taxes are delinquent for three years.

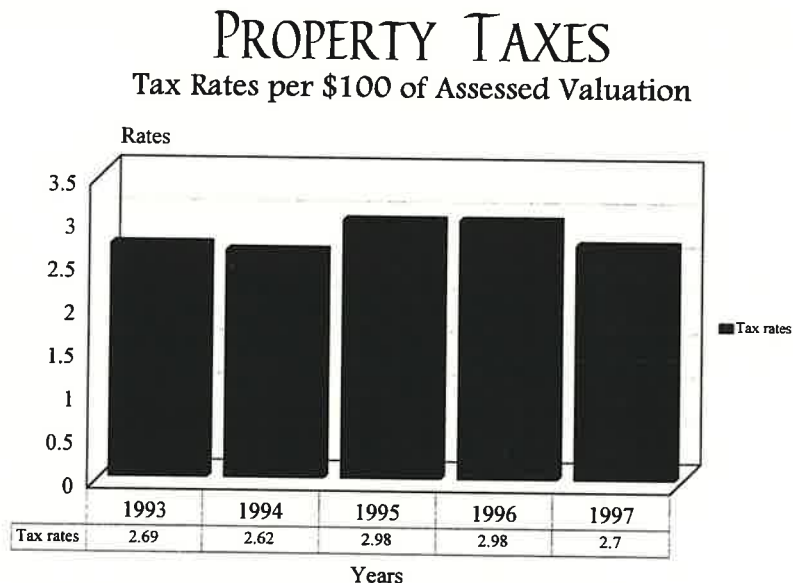


Above is a graphical outlook of Property Tax Levies and Collections for the last ten years. Not included in the totals are PILOT received from the EPB and certain other entities within the City.

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

Historically property taxes have increased by \$19,044,936, or 29.7%, from FY 93 through FY 97. 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:

1993	2.69	
1994	2.62	State Certified Tax Rate
1995	2.98	City Tax Increase
1996	2.98	
1997	2.70	



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 \$222,289. Current City policy for budgeting is to estimate a collection for 95% of the estimated property tax.

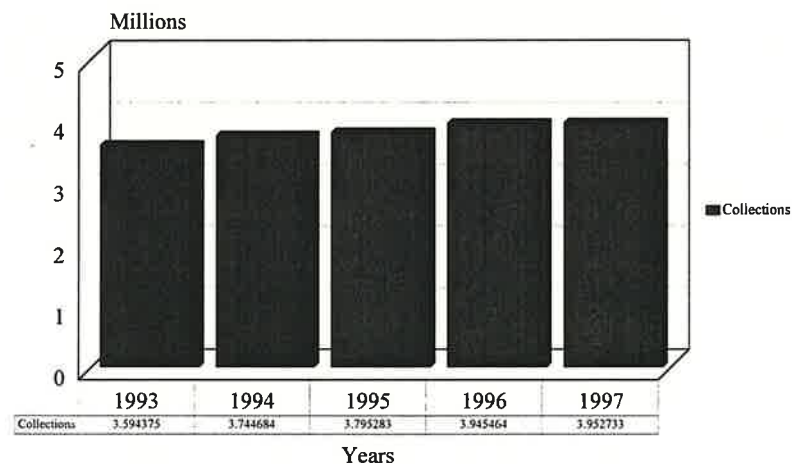
Property In Lieu of Taxes. Through a series of tax incentives and agreements the City receives sizeable In Lieu of Tax payments each year. The largest is received from the Electric Power Board of Chattanooga, a separate administrative agency of city government. Other major In-Lieu of payments received include: Jaycee Towers 1 & 2, Tennessee Valley Authority,

Good Neighbors, Southern Health of Tennessee, Gibraltar Steel, Southern Champion Tray, Sofix, and Chattanooga Neighborhood Enterprise. 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 1993 thru 1997

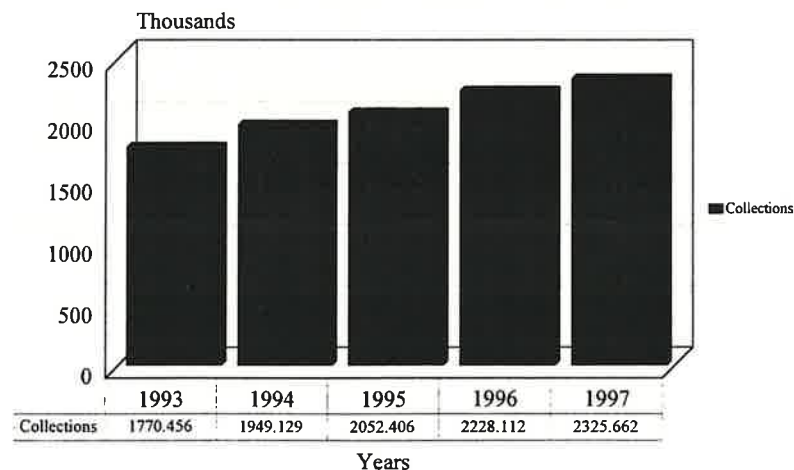


(expressed in 1,000,000)

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

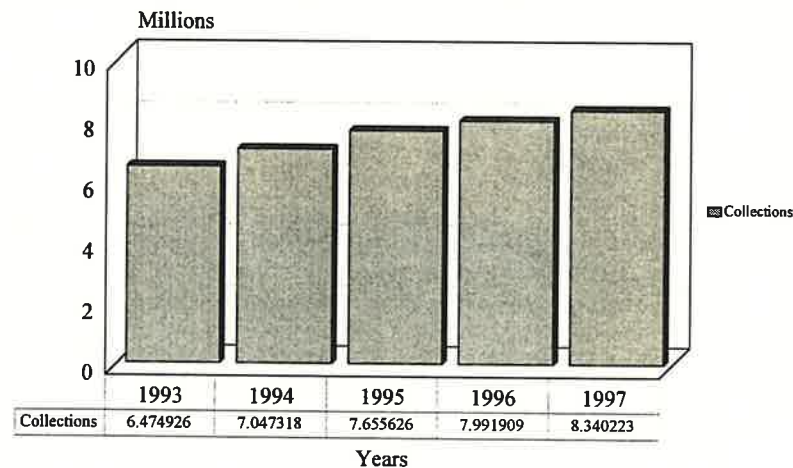
Fiscal Years 1993 thru 1997



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 capita amount for Fiscal Year 1998 is \$56.96, a 2.7% increase over Fiscal Year 1997 when the amount was \$55.46. For the two previous years, this revenue account has shown an increase of 4% from FY 96 to FY 97 and 4.4% from FY 95 to FY 96. For FY 98, the City has estimated a 5% increase in state sales tax revenue.

STATE SALES TAX

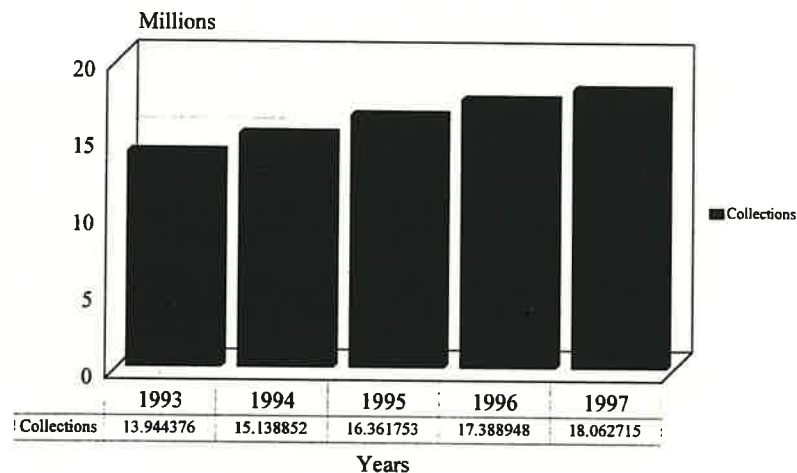
Fiscal Years 1993 thru 1997



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

COUNTY-WIDE SALES TAX COLLECTIONS

Fiscal Years 1993 thru 1997



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 \$13,000,000, is reflected in the FY 98 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 15% of the total General Fund revenues for FY 98.

FUND EXPENDITURE SUMMARY
FISCAL YEAR ENDING JUNE 30, 1998
(EXPRESSED IN \$1,000)

Fund Type:	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
GENERAL FUND						
General Government & Agencies	113,437	37,840	39,511	31,503	(8,008)	-20.3%
Department of Finance & Administratio	4,609	4,809	5,300	5,353	53	1.0%
Department of Safety	36,910	38,677	41,350	42,726	1,376	3.3%
Department of Public Works	11,679	13,078	14,006	13,876	(130)	-0.9%
Department of Parks & Recreation	6,796	7,365	7,908	8,424	516	6.5%
Department of General Services	16,537	14,219	14,959	15,130	172	1.1%
Department of Human Services	1,158	1,299	1,310	0	(1,310)	-100.0%
Department of Personnel	565	564	674	808	134	19.9%
Department of EEO	126	126	149	745	597	401.8%
Appropriation to Fund Balance	0	918	3,801	0	(3,801)	-100.0%
Total General Fund	\$191,816	\$118,895	\$128,968	\$118,568	(10,400)	-8.1%

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. The appropriation for 1997/98 is \$4,853,809.
- *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. The CARTA appropriation of 3,110,504 enables them to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping, etc.
- *Carter Street Corporation Lease Agreement* - This appropriation of \$1,433,380 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 payment of principal and interest on Stadium Bonds coming due in FY 98. \$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.
- *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.

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 97/98 of \$53,074 is a net result of changes within the department. Funds have been added for the 2% employee pay increase and also funds for the corresponding benefits increase. Increases were Finance and Administration (\$66,745), Information Services (\$133,984), Treasurer's Office (\$41,402), City Court Clerk's Office (\$17,343). There was a decrease in the Telephone System appropriation of \$210,400 due to charging out of the telephone expense to the various departments.

Department of Police. The Department of Safety was reorganized by the incoming mayor and the Department of Police and the Department of Fire were separated into two separate Departments. The increase from FY 96/97 to FY 97/98 of \$953,213 is only 5%.

The projected increase for FY 97/98 is due to the 2% pay increase and benefits, and absorbing expenses previously budget in Safety Administration.

Department of Fire. The increase from FY 96/97 to FY 97/98 of \$134,172 is only 2%. The projected increase for FY 97/98 is due to the 2% pay increase and benefits

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 \$3,870,913 to \$3,897,086.

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 \$516,411 for FY 97/98 is primarily due to the 2% pay increase and corresponding benefits. Also, there was an increase for several new positions in the department.

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

The projected increase of \$171,143 for FY 97/98 is due to the 2% pay increase and corresponding benefits

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 \$37,717 is due to additional federal grants being approved for the City's Human Services Department along with the required City match for these grants.

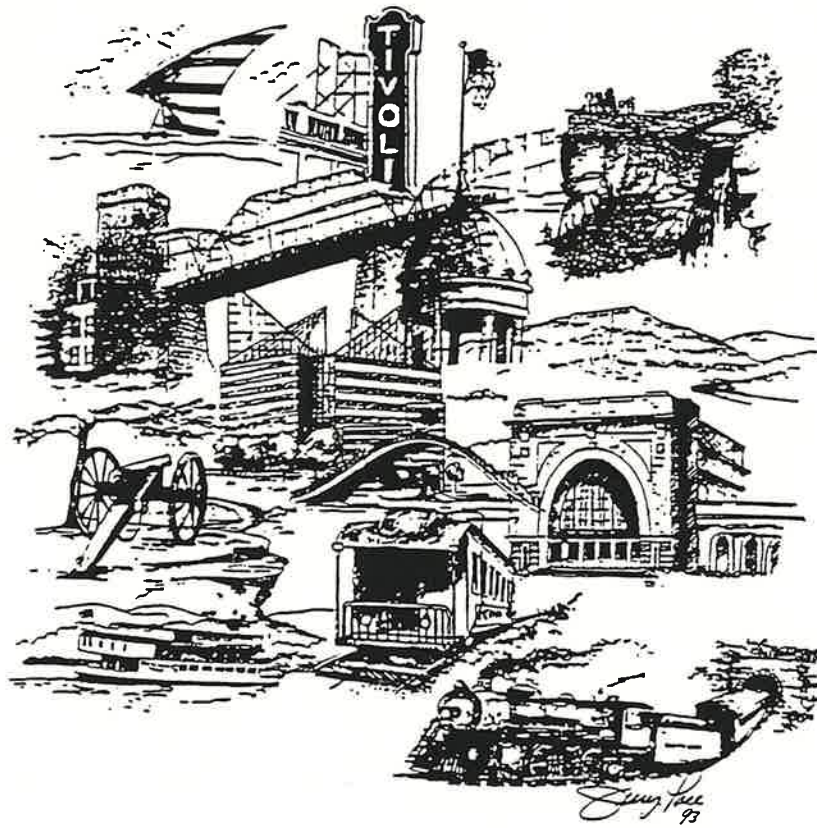
Department of Personnel. Major expenditures in this area represent personnel costs and occasional updates of personnel testing materials.

The projected increase of \$134,129 for FY 97/98 is mainly for a consulting contract for a new personnel study and the 2% pay increase and the corresponding benefits.

Department of Neighborhood Services. Formerly the Department of Equal Employment Opportunity, this is one of the smaller departments in our city government. As a part of reorganization the new mayor transferred the Better Housing division from the Public Works Department to the newly created Department of Neighborhood Services.

The projected increase of \$596,765 for FY97/98 is due to the transfer of personnel and operations from Better Housing and the 2% pay increase and corresponding benefits.

Summary. In an attempt to hold the budget and operate within the newly reduced property tax the FY97/98 budget changed very little. The projected increase of \$2,834,287 is due mainly to the 2% pay increase and corresponding benefits.



General Fund Revenues
Fiscal Years 1995 - 1998

Revenue Source	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '98 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Property Taxes:							
Current Property Taxes Real	62,735,981	63,642,764	59,216,260	60,375,000	1,158,740	2.0%	50.92%
Electric Power Board - in Lieu of Taxes	2,175,000	2,808,036	2,481,070	2,305,353	(175,717)	-7.1%	1.94%
Interest & Penalty - Current Year	84,594	83,231	85,000	81,000	(4,000)	-4.7%	0.07%
TVA-in Lieu of Taxes	869,308	835,045	837,038	895,774	58,736	7.0%	0.76%
Prior Year Real & Personal Taxes	0	2,273,018	2,688,507	2,450,000	(238,507)	-8.9%	2.07%
Interest & Penalty-Delinquent Taxes	231,776	216,770	444,974	210,363	(234,611)	-52.7%	0.18%
Jaycee Towers 1 & 2 - in Lieu of Taxes	2,448	2,448	2,448	2,448	0	0.0%	0.00%
CC-TV in Lieu of Taxes	832,614	888,353	890,000	0	(890,000)	-100.0%	0.00%
Delinquent Taxes Collection Fees	118,016	95,416	137,450	115,000	(22,450)	-16.3%	0.10%
Good Neighbors - in Lieu of Taxes	2,808	2,808	2,808	2,808	0	0.0%	0.00%
Corporate Excise Tax-State	200,848	265,148	260,000	300,000	40,000	15.4%	0.25%
Komatsu-in Lieu of Taxes	419,335	556,955	557,000	0	(557,000)	-100.0%	0.00%
Buster Brown- in Lieu of Taxes	63,350	65,570	65,000	0	(65,000)	-100.0%	0.00%
Southern HealthCare of TN - In Lieu of Taxes	161,158	161,395	161,400	161,394	(6)	-0.0%	0.14%
CNE- in Lieu of Taxes	0	58,000	58,000	58,000	0	0.0%	0.05%
Sofix - in Lieu of Taxes	0	125,361	125,361	100,308	(25,053)	-20.0%	0.08%
Huntco Steel - in Lieu of Taxes	546	546	546	494	(52)	-9.5%	0.00%
S. Champion Tray- in Lieu of Taxes	0	25,937	25,937	38,851	12,914	49.8%	0.03%
Gilbraltar Steel - in Lieu of Taxes	38,203	38,203	38,203	34,624	(3,579)	-9.4%	0.03%
Total Property Tax	\$67,935,985	\$72,145,004	\$68,077,002	\$67,131,417	(945,585)	-1.4%	56.62%
Other Local Taxes:							
Franchise Taxes	251,413	263,224	261,250	268,750	7,500	2.9%	0.23%
Franchise Taxes - CCTV	0	0	0	890,000	890,000	N/A	0.75%
Liquor Taxes	1,082,967	1,107,800	1,110,000	1,155,000	45,000	4.1%	0.97%
Beer Taxes	3,795,283	3,945,464	4,100,000	4,300,000	200,000	4.9%	3.63%
Local Litigation Taxes	3,917	5,972	5,500	5,700	200	3.6%	0.00%
Total Other Local Taxes	\$5,133,580	\$5,322,460	\$5,476,750	\$6,619,450	1,142,700	20.9%	5.58%
Licenses, Permits, Etc.:							
Motor Vehicle License	122,831	400,615	410,000	375,000	(35,000)	-8.5%	0.32%
Parking Meters	415,445	421,081	425,000	430,000	5,000	1.2%	0.36%
Business License excluding Liquor	107,984	112,158	125,000	122,000	(3,000)	-2.4%	0.10%
Gross Receipts Tax	2,052,406	2,228,112	2,400,000	2,550,000	150,000	6.3%	2.15%
Fees-Issuing Business License	48,185	50,185	51,000	52,000	1,000	2.0%	0.04%
Interest & Penalty on Business License	35,236	65,898	64,300	59,000	(5,300)	-8.2%	0.05%
Taxi Permits	175	0	0	0	0	N/A	0.00%
Wrecker Permits	5,630	4,875	5,000	5,000	0	0.0%	0.00%
Building Permits	325,273	363,251	260,000	311,722	51,722	19.9%	0.26%
Electrical Permits	91,695	98,313	75,000	69,374	(5,626)	-7.5%	0.06%
Plumbing Fixture Connection Permits	87,674	80,230	55,000	70,275	15,275	27.8%	0.06%
Street Cut-in Permits	39,891	37,356	28,000	35,020	7,020	25.1%	0.03%
Sign Permits	69,118	74,927	45,000	60,888	15,888	35.3%	0.05%
Liquor by Drink License	94,180	98,150	98,000	93,000	(5,000)	-5.1%	0.08%
Hotel Permits	1,350	1,450	1,500	1,465	(35)	-2.3%	0.00%
Gas Permits	11,269	12,129	8,500	8,118	(382)	-4.5%	0.01%
Liquor by Drink-Interest & Penalty	1,788	5,265	5,700	3,500	(2,200)	-38.6%	0.00%
Plumbing Examiner Fee/License	15,065	29,750	15,000	13,540	(1,460)	-9.7%	0.01%
Electrical Exam Fee/License	50,821	51,740	80,000	29,857	(50,143)	-62.7%	0.03%
Gas Examination Fee/License	21,335	42,290	20,000	11,744	(8,256)	-41.3%	0.01%
Fees-Cost/Renovation permit	67,550	0	45,000	52,515	7,515	16.7%	0.04%
Mechanical Code Permits	65,478	83,780	55,000	52,779	(2,221)	-4.0%	0.04%
Beer Permit Tax Application Fee	40,683	33,600	35,000	30,000	(5,000)	-14.3%	0.03%
Mechanical Exam Fee/License	66,440	65,052	58,000	67,106	9,106	15.7%	0.06%
Total Licenses & Permits	\$3,837,502	\$4,360,207	\$4,365,000	\$4,503,903	\$138,903	3.2%	3.80%
Fines, Forfeitures, & Penalties:							
City Court Fines	461,234	585,843	508,620	520,000	11,380	2.2%	0.44%
Criminal Court Fines	357,344	333,952	270,000	180,000	(90,000)	-33.3%	0.15%
Traffic Court Fines	273,507	268,200	252,000	275,000	23,000	9.1%	0.23%
Delinquent Tickets	210,351	245,593	220,000	370,000	150,000	68.2%	0.31%
Total Fines, Forfeitures, & Penalties	\$1,302,436	\$1,433,588	\$1,250,620	\$1,345,000	\$94,380	7.5%	1.13%

General Fund Revenues

Fiscal Years 1995 - 1998

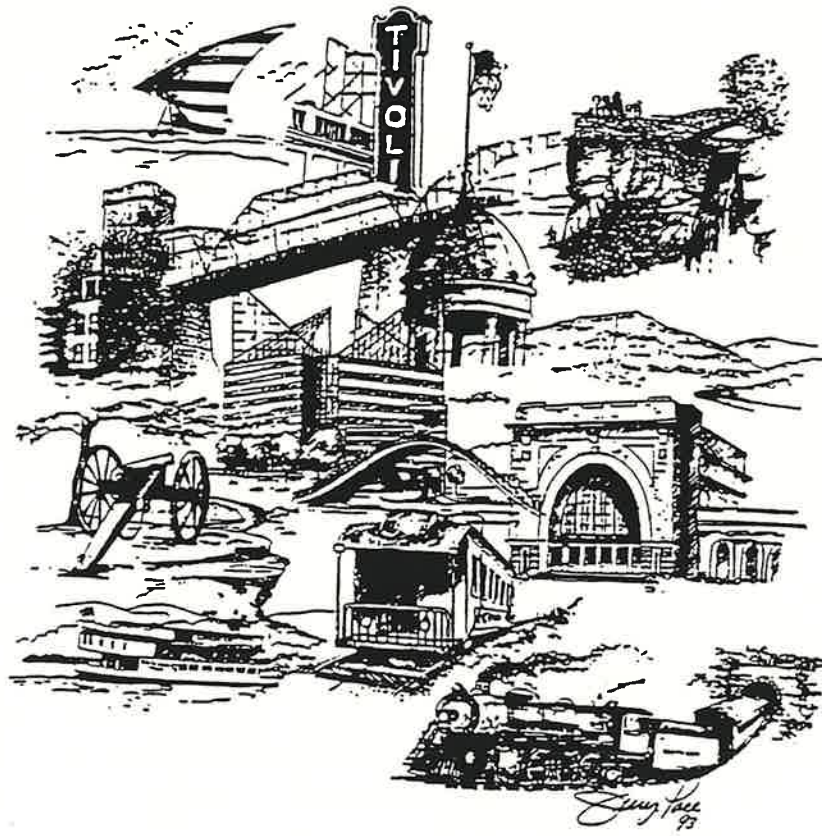
Revenue Source	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '98 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Revenues From Use of Money or Property:							
Interest on Investments	2,261,851	2,626,035	2,650,000	1,989,300	(660,700)	-24.9%	1.68%
Land & Bldg. Rents	143,065	126,392	140,000	144,000	4,000	2.9%	0.12%
Telephone Commission	4,516	1,844	2,000	2,000	0	0.0%	0.00%
Dock Rental	8,732	7,210	2,000	8,442	6,442	322.1%	0.01%
Total Investment Income	\$2,418,164	\$2,761,481	\$2,794,000	\$2,143,742	(\$650,258)	-23.3%	1.81%
Revenue From Other Agencies:							
State of Tennessee	38,270,752	0	0	0	0	N/A	0.00%
County Tax - Education	22,371,077	0	0	0	0	N/A	0.00%
Misc. School Revenue	2,670,088	0	0	0	0	N/A	0.00%
Education-Local Option Sales Tax	12,732,565	0	0	0	0	N/A	0.00%
County wide Sales Tax - General Fund	16,361,753	17,388,948	17,851,837	17,948,479	96,642	0.5%	15.14%
1/2 Cent City Only Sales Tax	0	0	7,449,710	0	(7,449,710)	-100.0%	0.00%
PY Revenue Public Affairs & Finance			11,544				
State Beer Tax	75,344	75,642	76,233	76,196	(37)	-0.0%	0.06%
Hall Income Tax	1,870,470	1,781,865	1,527,141	1,500,000	(27,141)	-1.8%	1.27%
State Sales Tax	7,655,626	7,991,909	8,215,349	8,686,401	471,052	5.7%	7.33%
State Mixed Drink Tax	825,242	858,792	894,576	906,250	11,674	1.3%	0.76%
State Gas Inspection Fees	396,672	390,805	376,591	373,362	(3,229)	-0.9%	0.31%
State Maintenance of Streets	123,911	147,868	140,000	100,000	(40,000)	-28.6%	0.08%
State Alcohol Beverage Tax	49,421	79,053	79,000	79,000	0	0.0%	0.07%
TVA Impact Funds	96,138	93,151	94,000	76,000	(18,000)	-19.1%	0.06%
HUD-Harriet Tubman	364,622	457,362	187,760	524,640	336,880	179.4%	0.44%
Cops Ahead - Crime Bill	0	184,778	185,738	193,768	8,030	4.3%	0.16%
Ham. County-Ross Landing Plaza	334,792	391,385	486,701	510,166	23,465	4.8%	0.43%
Chattanooga Recreation Projects	0	23,003	23,003	0	(23,003)	-100.0%	0.00%
COPS Universal Hiring Grant	0	0	203,393	488,824	285,431	140.3%	0.41%
IMS - GOS Grant-Federal	0	12,938	0	0	0	N/A	0.00%
Fund Balance Appropriation	0	918,491	3,800,900	0	(3,800,900)	-100.0%	0.00%
Lyndhurst - Livable Community	0	25,000	0	0	0	N/A	0.00%
Lyndhurst - Pres Council	25,000	0	0	0	0	N/A	0.00%
Total Revenue from Other Agencies	\$104,223,473	\$30,820,990	\$41,603,476	\$31,463,086	(\$10,128,846)	-24.3%	26.54%
Service Charges:							
City Court Cost	71,616	54,843	51,600	200,000	148,400	287.6%	0.17%
State Court Cost	4,685	874	1,000	1,000	0	0.0%	0.00%
Financial Service-Power Board	7,200	7,200	7,200	7,200	0	0.0%	0.01%
Swimming Pools	5,356	12,200	8,500	8,500	0	0.0%	0.01%
Park Concessions	24,067	22,152	23,190	23,600	410	1.8%	0.02%
Bank Alarm Monitoring	6,300	3,300	3,300	3,300	0	0.0%	0.00%
Variance Request Fees	5,000	8,005	7,000	3,744	(3,256)	-46.5%	0.00%
EDP Services	66,000	78,250	72,000	0	(72,000)	-100.0%	0.00%
Information Services-Consulting Fees	0	0	35,000	0	(35,000)	-100.0%	0.00%
Subrogation Claims	6,922	239	345	345	0	0.0%	0.00%
Payroll Deduction Charges	13,875	15,950	15,000	17,900	2,900	19.3%	0.02%
Indirect Cost	1,393,802	1,486,293	1,566,186	1,644,549	78,363	5.0%	1.39%
Plans & Specs Deposit	3,673	1,539	1,000	1,500	500	50.0%	0.00%
Department Reimb-Health Insurance	2,527,795	2,246,145	1,949,929	1,822,825	(127,104)	-6.5%	1.54%
Depart Reimbursement - Storm Water	584,848	569,999	0	0	0	N/A	0.00%
Employee Share-Health Insurance	1,658,528	1,655,846	1,321,320	1,300,000	(21,320)	-1.6%	1.10%
Misc. Rev-Auditorium	141	3,413	100	3,500	3,400	3400.0%	0.00%
Memorial Auditorium Concessions	43,417	48,178	40,000	40,000	0	0.0%	0.03%
Tivoli Concessions	17,157	17,090	13,000	13,000	0	0.0%	0.01%
Memorial Auditorium Rents	206,049	181,134	170,000	170,000	0	0.0%	0.14%
Tivoli Rents	149,070	100,350	115,000	100,000	(15,000)	-13.0%	0.08%
Total Service Charges	\$6,795,501	\$6,513,000	\$5,400,670	\$5,360,963	(\$39,707)	-0.7%	4.52%
Grand Totals	\$191,646,641	\$123,356,730	\$128,967,518	\$118,567,561	(\$10,388,413)	-8.1%	100.00%

General Fund Expenditures
Fiscal Years 1995 - 1998

Expenditure	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
General Government & Agencies							
Agencies							
Air Pollution	246,010	246,010	246,010	246,010	0	0.0%	0.21%
Allied Arts:							
Operations	138,750	138,750	150,000	150,000	0	0.0%	0.13%
African American Museum	25,000	25,000	30,000	30,000	0	0.0%	0.03%
Chattanooga Regional History	48,000	48,000	48,000	48,000	0	0.0%	0.04%
Bessie Smith	25,000	25,000	35,000	35,000	0	0.0%	0.03%
CARCOG & SETDD	46,413	46,413	46,413	49,413	3,000	6.5%	0.04%
CARTA	2,578,497	2,876,102	3,019,907	3,110,504	90,597	3.0%	2.62%
Carter Street Corporation	98,045	95,000	0	0	0	N/A	0.00%
Carter Street Lease	1,396,396	1,438,068	1,426,380	1,433,140	6,760	0.5%	1.21%
Challenger Center	100,000	0	0	0	0	N/A	0.00%
Chatt. Chamber Foundation (Marketin	50,000	50,000	50,000	50,000	0	0.0%	0.04%
Chattanooga Urban League	35,000	50,000	50,000	50,000	0	0.0%	0.04%
Chatt. Construction Industry Corp.	150,000	150,000	150,000	150,000	0	0.0%	0.13%
C-HC Bicentennial Public Library	2,375,520	1,829,615	1,920,615	2,028,233	107,618	5.6%	1.71%
Chattanooga Neighborhood Enterprise	2,000,000	2,000,000	2,000,000	2,000,000	0	0.0%	1.69%
Children's Advocacy Center	0	0	0	30,000	30,000	N/A	0.03%
Community Foundation	6,000	0	0	0	0	N/A	0.00%
Community Foundation Scholarships	120,000	160,000	200,000	240,000	40,000	20.0%	0.20%
Downtown Partnership	100,000	100,000	100,000	100,000	0	0.0%	0.08%
Hamilton County 911 Board	0	0	7,049	0	(7,049)	-100.0%	0.00%
Hertiage Hall Board	59,814	30,000	35,000	35,000	0	0.0%	0.03%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.0%	0.01%
Human Services	0	0	0	1,347,250	1,347,250	N/A	1.14%
Humane Society	457,464	443,365	458,753	492,516	33,763	7.4%	0.42%
International Towing Museum			8,818	0	0	0.0%	0.00%
Metro Council Community Services	0	0	10,000	10,000	0	0.0%	0.01%
M.L.K. /CDC	35,000	35,000	69,931	33,000	(36,931)	-52.8%	0.03%
Planning Commission	590,933	618,884	630,634	698,240	67,606	10.7%	0.59%
Rivervalley Partnership	400,000	400,000	400,000	400,000	0	0.0%	0.34%
Scenic Cities	22,900	23,553	24,241	25,431	1,190	4.9%	0.02%
Southeast Local Development Corp			600,000	0	0	0.0%	0.00%
Tennessee Riverpark	412,781	484,467	542,890	537,887	(5,003)	-0.9%	0.45%
World Trade Center	2,000	0	0	0	0	N/A	0.00%
WTCI - TV 45	35,000	40,000	40,000	60,000	20,000	50.0%	0.05%
General Government							
Audits, Dues & Surveys	124,501	291,482	148,750	159,200	10,450	7.0%	0.13%
Board of Appeals & Variances	5,004	0	7,650	0	(7,650)	-100.0%	0.00%
Capital Improvements	6,487,483	7,070,766	5,956,041	4,853,809	(1,102,232)	-18.5%	4.09%
City Attorney/Operations	587,875	636,971	666,882	691,472	24,590	3.7%	0.58%
City Attorney Liability Insurance Fun	879,679	774,580	1,311,360	756,887	(554,473)	-42.3%	0.64%
City Code Revision	0	10,000	5,000	5,000	0	0.0%	0.00%
City Council	413,009	430,644	486,895	470,423	(16,472)	-3.4%	0.40%
City Court Judicial	319,871	270,783	302,874	297,825	(5,049)	-1.7%	0.25%
Contingency Fund	450,194	667,054	325,226	1,000,000	674,774	207.5%	0.84%
Debt Service Fund	6,219,244	5,682,118	6,230,255	7,340,340	1,110,085	17.8%	6.19%
Election Expense	26,761	0	150,000	0	(150,000)	-100.0%	0.00%
Executive Office of Mayor	354,274	378,301	419,934	514,608	94,674	22.5%	0.43%
Human Rights/ Relation Commission	71,862	73,676	79,735	84,812	5,077	6.4%	0.07%
Intergovernmental Relations	255,799	240,613	266,000	245,200	(20,800)	-7.8%	0.21%
Pensions, FICA & UIC	102,820	44,916	75,000	75,000	0	0.0%	0.06%
Real Estate Fund	30,000	30,000	30,000	100,000	70,000	233.3%	0.08%
Renewal & Replacement	1,257,023	1,633,192	1,500,000	1,500,000	0	0.0%	1.27%
School Fund	8,231,036	8,231,036	9,231,036	0	(9,231,036)	-100.0%	0.00%
School Fund (Pass-through from State	76,044,481	0	0	0	0	N/A	0.00%
Sister Cities	2,710	2,500	0	0	0	N/A	0.00%
Taxi Board	1,373	684	1,600	1,600	0	0.0%	0.00%
total	113,437,022	37,840,043	39,511,379	31,503,300	(7,399,261)	-18.73%	26.57%
Department of Finance & Administration:							
Finance Office	1,194,936	1,277,026	1,475,156	1,541,901	66,745	4.5%	1.30%
Information Systems	2,035,188	1,984,317	2,153,657	2,287,641	133,984	6.2%	1.93%
City Treasurer	397,825	441,470	477,047	518,449	41,402	8.7%	0.44%
Telephone System	320,917	344,430	342,400	132,000	(210,400)	-61.4%	0.11%
City Court Clerk's Office	659,927	761,435	852,113	873,456	21,343	2.5%	0.74%
total	4,608,793	4,808,678	5,300,373	5,353,447	53,074	1.00%	4.52%

General Fund Expenditures
Fiscal Years 1995 - 1998

Expenditure	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Department of Safety:							
Administration	237,930	376,443	322,779	0	(322,779)	-100.0%	0.00%
Police Division	19,831,050	20,941,401	22,935,691	24,472,382	1,536,691	6.7%	20.64%
Fire Division	15,350,382	15,824,896	16,506,108	16,623,354	117,246	0.7%	14.02%
Utilities	1,490,157	1,534,301	1,585,823	1,630,722	44,899	2.8%	1.38%
total	36,909,519	38,677,041	41,350,401	42,726,458	1,376,057	3.33%	36.04%
Department of Public Works:							
Administration	329,074	355,528	357,966	453,175	95,209	26.6%	0.38%
City Engineer	1,306,317	1,394,557	1,509,741	1,564,489	54,748	3.6%	1.32%
City Wide Services	2,119,608	2,172,846	2,307,326	2,378,612	71,286	3.1%	2.01%
Sewer Construction & Maintenance	1,936,375	2,195,779	1,508,136	1,628,574	120,438	8.0%	1.37%
Inspection	1,462,404	1,494,858	1,635,678	1,135,264	(500,414)	-30.6%	0.96%
Board of Plumbing Examiners	2,704	811	2,000	2,000	0	0.0%	0.00%
Board of Electrical Examiners	21,825	26,101	16,400	17,000	600	3.7%	0.01%
Board of Mechanical Examiners	1,356	648	2,150	2,000	(150)	-7.0%	0.00%
Board of Gas Fitters	2,787	1,093	10,900	2,600	(8,300)	-76.1%	0.00%
Board of Appeals & Variances	0	0	0	5,650	5,650	N/A	0.00%
Utilities	110,809	127,461	137,850	130,000	(7,850)	-5.7%	0.11%
Pump Stations	43,635	65,549	140,029	135,770	(4,259)	-3.0%	0.11%
Traffic Management	1,531,103	1,666,292	1,787,742	1,804,988	17,246	1.0%	1.52%
Stormwater Subsidy	0	0	718,882	718,882	0	0.0%	0.61%
Solid Waste & Sanitation Fund Subsid	2,810,604	3,576,078	3,870,913	3,897,086	26,173	0.7%	3.29%
total	11,678,601	13,077,601	14,005,713	13,876,090	(129,623)	-0.93%	11.70%
Department of Parks & Recreation:							
Administration	368,385	394,329	490,111	521,384	31,273	6.4%	0.44%
Recreation	2,353,028	2,400,072	2,666,360	2,828,706	162,346	6.1%	2.39%
Parks	3,215,375	3,646,121	3,844,226	4,079,492	235,266	6.1%	3.44%
Auditorium Tivoli & Memorial	858,906	924,603	907,146	994,672	87,526	9.6%	0.84%
total	6,795,694	7,365,125	7,907,843	8,424,254	516,411	6.53%	7.11%
Department of General Services:							
Administration	340,382	356,323	377,191	344,642	(32,549)	-8.6%	0.29%
OSHA	150,456	157,987	227,148	0	(227,148)	-100.0%	0.00%
City Hall Annex	554,938	564,807	603,823	712,787	108,964	18.0%	0.60%
Radio & Electronics	285,394	258,990	277,249	303,746	26,497	9.6%	0.26%
Employee Benefits	52,039	53,828	58,805	267,686	208,881	355.2%	0.23%
Insurance Program	10,677,904	8,388,124	8,886,908	9,000,000	113,092	1.3%	7.59%
Job Injuries	1,616,630	1,429,965	1,500,000	1,465,600	(34,400)	-2.3%	1.24%
Physical Exams	3,842	8,109	9,000	0	(9,000)	-100.0%	0.00%
Purchasing	505,622	533,021	588,343	605,749	17,406	3.0%	0.51%
Street & Traffic Lighting	2,348,929	2,467,392	2,430,090	2,430,090	0	0.0%	2.05%
Renewal & Replacement	1,165	0	0	0	0	N/A	0.00%
total	16,537,301	14,218,546	14,958,557	15,130,300	171,743	1.15%	12.76%
Department of Human Services:							
Administration (AO)	1,158,364	1,298,803	1,309,533	0	(1,309,533)	-100.0%	0.00%
total	1,158,364	1,298,803	1,309,533	0	(1,309,533)	-100.00%	0.00%
Department of Personnel:							
Administration	487,202	527,922	613,778	777,056	163,278	26.6%	0.66%
Renewal & Replacement	74,919	0	0	0	0	N/A	0.00%
Physicals	3,313	36,167	60,500	31,350	(29,150)	-48.2%	0.03%
total	565,434	564,089	674,278	808,406	134,128	19.89%	0.68%
Department of Neighborhood Services:							
Administration	122,719	126,430	148,541	157,117	8,576	5.8%	0.13%
Better Housing	0	0	0	588,189	588,189	N/A	0.50%
Renewal & Replacement	2,848	0	0	0	0	N/A	0.00%
total	125,567	126,430	148,541	745,306	596,765	401.75%	0.63%
Appropriation from Fund Balance	0	918,491	3,800,900	0	(3,800,900)	-100.0%	0.00%
Expenditure Total	191,816,295	118,894,847	128,967,518	118,567,561	(9,791,139)	-7.59%	100.00%



Summary

Supported agencies are primarily in two different categories. The first category is appropriations to special funds that are either jointly supported with Hamilton County and / or some other agency which are accounted for in another fund on the City's books. These include the Library, Planning Commission, and the Air Pollution Control Bureau. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose which are not accounted for on the City's books. These include agencies such as the Chattanooga Area Regional Transportation Authority (CARTA). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. Figures are provided for Fiscal Year 1997/1998.

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.....\$3,110,504

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.....\$1,433,140

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 personal needs, the library provides current information, promotes learning, and preserves the community's history.

The library provides access to information through books, periodicals, newspapers, pamphlets, government documents, phonograph records, audiocassettes, videocassettes, films and brochures. Through state, regional, national and international networks, the library can provide access to resources. The library encourages the love of reading in children and adults and provides information for both leisure and professional use.

City's Contribution.....\$2,028,233

Chattanooga Neighborhood Enterprise

The mission of the organization is to rid the Chattanooga area of all substandard housing. The City government joined in this effort in 1989 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.....\$49,413

Children's Advocacy Center

Mission is to provide a safe environment where a child's voice is heard and respected. This includes the coordination and facilities for the state-mandated team responsible for the investigation, intervention and treatment for the child and family, and prosecution of the abuser. Extended assessments, crisis counseling, therapeutic groups and support groups for children and their families are also provided.

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

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.....\$240,000

Greater Chattanooga Construction Industry Corporation

The mission of this organization is to increase participation and enhance the profitability of minorities, women, and the disadvantaged in Chattanooga's construction industry. The CIC exists to serve construction-related Minority Business Enterprises, Women-Owned Business Enterprises, and Disadvantaged Business Enterprises in their entrepreneurial efforts to become more highly involved in Chattanooga's and Hamilton County's economy and community development.

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

Heritage Hall Board

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

City's Contribution.....\$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.....\$492,516

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.....\$33,000

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.....\$698,240

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.....\$25,431

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.....\$56,650

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.....\$537,887

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.....\$60,000

Summary

Description. The General Government section contains legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. 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 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$1,124,671	\$1,116,849	\$1,201,932	\$1,299,949
Operating	34,902,220	35,090,002	36,691,672	30,050,601
Capital	1,265,650	1,633,192	1,521,300	1,500,000
Total	\$37,292,541	\$37,840,043	\$39,414,904	\$32,850,550
Positions Authorized	30	30	28	29

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 1995 - 1998				
DIVISION: Executive Office of the Mayor				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$328,253	\$342,050	\$375,284	\$470,358
Operating	26,021	36,251	44,650	44,250
Capital	0	0	0	0
Total	<u>\$354,274</u>	<u>\$378,301</u>	<u>\$419,934</u>	<u>\$514,608</u>

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 Chattanooga residents 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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
Number of Council meetings held	46	46	50
Ordinances passed	184	152	185
Resolutions passed	358	408	385

Budget Detail

General Government Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: City Council</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$350,354	\$362,166	\$380,395	\$380,497
Operating	57,447	68,478	88,000	89,926
Capital	5,208	0	18,500	0
Total	<u>\$413,009</u>	<u>\$430,644</u>	<u>\$486,895</u>	<u>\$470,423</u>

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 1995 - 1998				
<i>DIVISION: City Court Judicial</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$284,670	\$242,022	\$265,596	\$260,500
Operating	31,782	28,761	34,478	37,325
Capital	3,419	0	2,800	0
Total	<u>\$319,871</u>	<u>\$270,783</u>	<u>\$302,874</u>	<u>\$297,825</u>

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

General Government Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: City Attorney</i>				
<i>Activity: Office</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$96,182	\$101,949	\$107,457	\$111,672
Operating	491,693	535,022	559,425	579,800
Capital	0	0	0	0
Total	<u>\$587,875</u>	<u>\$636,971</u>	<u>\$666,882</u>	<u>\$691,472</u>

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.

General Government Divisional Budget Summary Fiscal Years 1995 - 1998				
DIVISION: City Attorney				
Activity: Liability Insurance Fund				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	879,679	774,580	1,311,360	756,887
Capital	0	0	0	0
Total	<u>\$879,679</u>	<u>\$774,580</u>	<u>\$1,311,360</u>	<u>\$756,887</u>

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 1995 - 1998				
DIVISION: City Attorney				
Activity: City Code Revision				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	0	10,000	5,000	5,000
Capital	0	0	0	0
Total	<u>\$0</u>	<u>\$10,000</u>	<u>5,000</u>	<u>\$5,000</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	Actual FY 95/96	Projected FY 96/97	Goal FY 97/98
Number of inquiries	300	370	390
Number of complaints filed	45	45	55
Complaints resolved without investigation	25	16	25
Investigative panel meetings held	20	24	30
Number of commission meetings	28	30	30

Budget Detail

General Government Divisional Budget Summary Fiscal Years 1995 - 1998				
DIVISION: Human Rights / Relations Commission				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$65,212	\$68,662	\$73,200	\$76,922
Operating	6,650	5,014	6,535	7,890
Capital	0	0	0	0
Total	<u>\$71,862</u>	<u>\$73,676</u>	<u>\$79,735</u>	<u>\$84,812</u>

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.

General Government Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Audits, Dues, & Surveys</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	124,501	291,482	148,750	159,200
Capital	0	0	0	0
Total	<u>\$124,501</u>	<u>\$291,482</u>	<u>\$148,750</u>	<u>\$159,200</u>

This covers lobbying activities; 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 1995 - 1998				
<i>DIVISION: Intergovernmental Relations</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	255,799	240,613	266,000	245,200
Capital	0	0	0	0
Total	<u>\$255,799</u>	<u>\$240,613</u>	<u>\$266,000</u>	<u>\$245,200</u>

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 1995 - 1998				
<i>DIVISION: Taxi Board</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	1,373	684	1,600	1,600
Capital	0	0	0	0
Total	<u>\$1,373</u>	<u>\$684</u>	<u>1,600</u>	<u>\$1,600</u>

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.

General Government Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Contingendes</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	350,194	667,054	500,000	1,000,000
Capital	0	0	0	0
Total	<u>\$350,194</u>	<u>\$667,054</u>	<u>500,000</u>	<u>\$1,000,000</u>

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.

General Government Divisional Budget Summary Fiscal Years 1995 - 199				
<i>DIVISION: Pension Supplements</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	102,820	44,916	75,000	75,000
Capital	0	0	0	0
Total	<u>\$102,820</u>	<u>\$44,916</u>	<u>75,000</u>	<u>\$75,000</u>

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 1995 - 199				
<i>DIVISION: Capital Improvement Program</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	6,487,483	7,070,766	5,528,541	4,853,809
Capital	0	0	0	0
Total	<u>\$6,487,483</u>	<u>\$7,070,766</u>	<u>5,528,541</u>	<u>\$4,853,809</u>

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.

General Government Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: R & R</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	0	0	0	0
Capital	1,257,023	1,633,192	1,500,000	1,500,000
Total	<u>\$1,257,023</u>	<u>\$1,633,192</u>	<u>1,500,000</u>	<u>\$1,500,000</u>

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 1995 - 1998				
<i>DIVISION: School Fund Supplement</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	8,231,036	8,231,036	10,031,036	0
Capital	0	0	0	0
Total	<u>\$8,231,036</u>	<u>\$8,231,036</u>	<u>10,031,036</u>	<u>\$0</u>

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

General Government Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Election Expense</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	26,761	0	150,000	0
Capital	0	0	0	0
Total	<u>\$26,761</u>	<u>\$0</u>	<u>150,000</u>	<u>\$0</u>

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

General Government Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Appropriations to Special Funds</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	6,309,058	5,742,118	6,295,255	8,822,590
Capital	0	0	0	0
Total	<u>\$6,309,058</u>	<u>\$5,742,118</u>	<u>6,295,255</u>	<u>\$8,822,590</u>

This activity contains appropriations for all of the supported agencies.

General Government Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Appropriations to Supported Agencies</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	11,514,919	11,343,227	11,638,392	13,372,124
Capital	0	0	0	0
Total	<u>\$11,514,919</u>	<u>\$11,343,227</u>	<u>11,638,392</u>	<u>\$13,372,124</u>

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 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$3,436,024	\$3,603,645	\$3,914,362	\$4,104,428
Operating	1,022,056	1,083,254	1,361,011	1,224,019
Capital	150,713	121,779	25,000	25,000
Total	<u>\$4,608,793</u>	<u>\$4,808,678</u>	<u>\$5,300,373</u>	<u>\$5,353,447</u>
Positions Authorized	108	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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

- Number or percent of error free checks issued
FY 95/96 - 98% FY 96/97 - 98% FY 97/98 - 98%
- Percent of vendor discounts taken are within the control of accounts payable unit
FY 95/96 - 98% FY 96/97 - 99% FY 97/98 - 100%
- Percent of vouchers filed correctly
FY 95/96 - 98% FY 96/97 - 98% FY 97/98 - 100%
- Average days required to reissue stop payment checks
FY 95/96 - 2 days FY 96/97 - 2 days FY 97/98 - 2 days
- Individual adjustments to payroll/month
FY 95/96 - 5/month FY 96/97 - 5/month FY 97/98 - 5/month
- Number and percent of error free payroll checks - 12,000 or 98% per month
FY 95/96 - 12,000/98% FY 96/97 - 12,000/98% FY 97/98 - 12,000/98%
- Number and percent of error free lines of timecard input - 20,000 or 98% per month
FY 95/96 - 98% FY 96/97 - 98% FY 97/98 - 98%
- Percent of payroll checks that were voided because of processing errors by payroll -
FY 95/96 - .01% FY 96/97 - .01% FY 97/98 - .01%
- Percent of P/R benefits processed bi-weekly -
FY 95/96 - 100% FY 96/97 - 100% FY 97/98 - 100%
- Percent of payroll warrants funded and charged daily -
FY 95/96 - 98% FY 96/97 - 98% FY 97/98 - 100%
- Percent of transactions processed on time -
FY 95/96 - 100% FY 96/97 - 100% FY 97/98 - 100%
- Percent of payroll checks processed within deadline -
FY 95/96 - 100% FY 96/97 - 100% FY 97/98 - 100%
- Percent of weekly payrolls processed within 2 days -
FY 95/96 - 98% FY 96/97 - 98% FY 97/98 - 98%
- Percent payrolls prepared on time with zero errors -
FY 95/96 - 98% FY 96/97 - 98% FY 97/98 - 98%
- Void and rewritten payroll checks -
FY 95/96 - 5-6/ month FY 96/97 - 5-6/month FY 97/98 - 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 1995 - 1998**

Division: Finance Administration

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$1,085,779	\$1,148,142	\$1,283,006	\$1,347,051
Operating	85,109	107,943	192,150	194,850
Capital	24,048	20,941	0	0
Total	<u>\$1,194,936</u>	<u>\$1,277,026</u>	<u>\$1,475,156</u>	<u>\$1,541,901</u>
Positions Authorized	33	34	34	34

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 removal of the City's outdated mainframe technology; once the Financial software package is implemented this fiscal year, all City computer software applications and computer processing will have been replaced.**
- **Steer City processing towards the next technology island.**
- **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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

- Computer available - % of fiscal year
 FY 95/96 - 99% FY 96/97 - 99% FY 97/98 - 99 %
- Replace old technology software - % complete
 FY 95/96 - 91% FY 96/97 - 94% FY 97/98 - 100%
- Reduce manned computer operations - % complete
 FY 95/96 - 45% FY 96/97 - 98% FY 97/98 - 100%
- Programming requests - % outstanding vs. received
 FY 95/96 - 28% FY 96/97 - 27% FY 97/98 - 15%
- Offer PC support service - number PC's supported
 FY 95/96 - 50 FY 96/97 - 230 FY 97/98 - 500
- Users attending Office Automation classes
 FY 95/96 - 520 FY 96/97 - 360 FY 97/98 - 250
- Users attending Internet Access classes
 FY 95/96 - 280 FY 96/97 - 160 FY 97/98 - 60
- Users attending PC Training classes
 FY 95/96 - 0 FY 96/97 - 48 FY 97/98 - 200
- Number of network users
 FY 95/96 - 5,000 FY 96/97 - 6,000 FY 97/98 - 7,000
- Client/Server Technology Implementation
 FY 95/96 - 0 FY 96/97 - 16% FY 97/98 - 36%
- Users attending PC Mail classes
 FY 95/96 - 0 FY 96/97 - 0 FY 97/98 - 200

Budget Detail

**Finance & Administration
Divisional Budget Summary
Fiscal Years 1995 - 1998**

Division: Information Services

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$1,505,774	\$1,558,557	\$1,615,156	\$1,695,227
Operating	463,115	351,297	538,501	592,414
Capital	66,299	74,463	0	0
Total	<u>\$2,035,188</u>	<u>\$1,984,317</u>	<u>\$2,153,657</u>	<u>\$2,287,641</u>
Positions Authorized	36	35	35	34

Treasurer's Office

Description. The City Treasurer's Office is responsible for receiving, balancing and depositing all revenue from all City government offices into our local banks and reporting the collection of this revenue to the Finance Officer. The office balances the 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 95/96: actual, FY 96/97: projected, FY 97/98: 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 95/96 - 9,000 FY 96/97 - 9,000 FY 97/98 - 9,000
- Number of times a business license is issued within 45 days from date of application: Business applications are processed as the customer waits approximately 10 minutes: All applications received in the mail are processed same day.
- Percent of permits issued within one hour of application: A large number of permits must have City Council approval but they are issued the day of approval.

Budget Detail

**Finance & Administration
Divisional Budget Summary
Fiscal Years 1995 - 1998**

Division: Office of City Treasurer

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$353,225	\$379,679	\$412,643	\$447,539
Operating	42,144	61,791	64,404	70,910
Capital	2,456	0	0	0
Total	<u>\$397,825</u>	<u>\$441,470</u>	<u>\$477,047</u>	<u>\$518,449</u>
Positions Authorized	15	15	15	16

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 95/96: actual, FY 96/97: projected, FY 97/98 goal)

- Reduce the number of public complaints filed during the 1996/97 years - 7 complaints
- Increase collections by ten percent (10%) as compared to the 1996/97 year

Parking	- July 1995 - March 1996	\$ 526,037.72
	July 1996 - March 1997	\$ 618,689.00
Court	- July 1995 - March 1996	\$ 1,045,205.08
	July 1996 - March 1997	\$ 1,112,345.00

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 1995 - 1998**

Division: City Court Clerk's Office

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$491,246	\$517,267	\$603,557	\$614,611
Operating	44,133	159,783	156,556	162,845
Capital	40,955	405	0	0
Total	<u>\$576,334</u>	<u>\$677,455</u>	<u>\$760,113</u>	<u>\$777,456</u>
Positions Authorized	24	24	24	24

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 1995 - 199				
Division: Telephone Sys tem				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	303,962	318,460	317,400	107,000
Capital	16,955	25,970	25,000	25,000
Total	<u>\$320,917</u>	<u>\$344,430</u>	<u>\$342,400</u>	<u>\$132,000</u>
Positions Authorized				

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

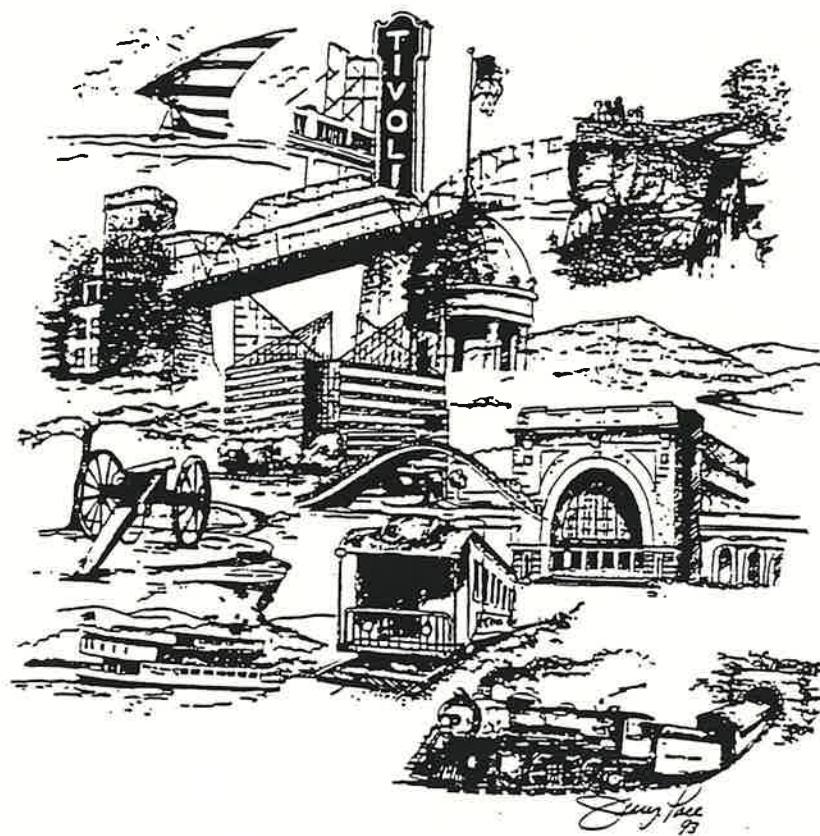
Finance & Administration Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Court Space Usage				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	83,593	83,980	92,000	96,000
Capital	0	0	0	0
Total	<u>\$83,593</u>	<u>\$83,980</u>	<u>\$92,000</u>	<u>\$96,000</u>
Positions Authorized				

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 1995 - 1998				
<i>Division: R & R</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	2,584	0	0	0
Capital	147,392	0	0	0
Total	<u>\$149,976</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>



Summary

Description. The Safety Department was formerly divided into three sections Fire, Police and Administration for organization and budget purposes. The new Mayor has chosen to reorganize this Department and split the Fire and Police into two separate Departments under their own individual administrations.

The Police Department under the administration of the Police Chief responds to requests from citizens to document and investigate reported criminal activity. The department also serves to prevent crime through patrol and prevention programs. The newest program underway to combat crime is community policing.

Departmental Goals & Objectives

➤ 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

Department of Public Works Departmental Budget Summary Fiscal Years 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$17,640,228	\$18,626,524	\$20,765,654	\$21,516,260
Operating	3,918,909	4,225,622	4,078,639	3,151,580
Capital	0	0	0	0
Total	<u>\$21,559,137</u>	<u>\$22,852,146</u>	<u>\$24,844,293</u>	<u>\$24,667,840</u>
Positions Authorize	574	662	609	619

Police

Description. The Police Department under the Administration of the Police Chief 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)

	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
• FBI crime statistics (1,000 pop)	90.82	89.75	85.00
• Number of officers trained	145	175	150
• Accidents Statistics	13,690	12,900	12,000

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Police				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$17,411,954	\$18,263,901	\$20,455,318	\$21,516,260
Operating	2,419,096	2,677,501	2,480,373	2,956,122
Capital	0		0	
Total	<u>\$19,831,050</u>	<u>\$20,941,402</u>	<u>\$22,935,691</u>	<u>\$24,472,382</u>

Utilities

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

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: utilities</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	
Operating	1,490,157	1,534,301	1,585,823	195,458
Capital	0		0	
Total	<u>\$1,490,157</u>	<u>\$1,534,301</u>	<u>\$1,585,823</u>	<u>\$195,458</u>

Summary

Description The Safety Department was formerly divided into three sections Fire, Police and Administration for organization and budget purposes. The new Mayor has chosen to reorganize this Department and split the Fire and Police into two separate Departments under their own individual administrations.

The Fire Department under the administration of the Fire Chief provides fire protection services to business and residents. The department also responds to requests for emergency medical assistance. Other services provided by the Fire Department include prevention and inspection.

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.*

Departmental Budget Summary

Department of Public Works Departmental Budget Summary Fiscal Years 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	14,191,564	14,622,489	15,342,432	15,476,504
Operating	1,093,672	1,202,407	1,163,676	2,582,114
Capital	65,146	0	0	0
Total	15,350,382	15,824,896	16,506,108	18,058,618
Positions Authorized	530	529	528	513

Fire

Description. To promote efficiency, the Fire Department is divided into four major areas administration, fire prevention, supply & maintenance and fire fighting.

The *Administration* area of the Fire Department 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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	Actual FY 95/96	Projected FY 96/97	Goal FY 97/98
• 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

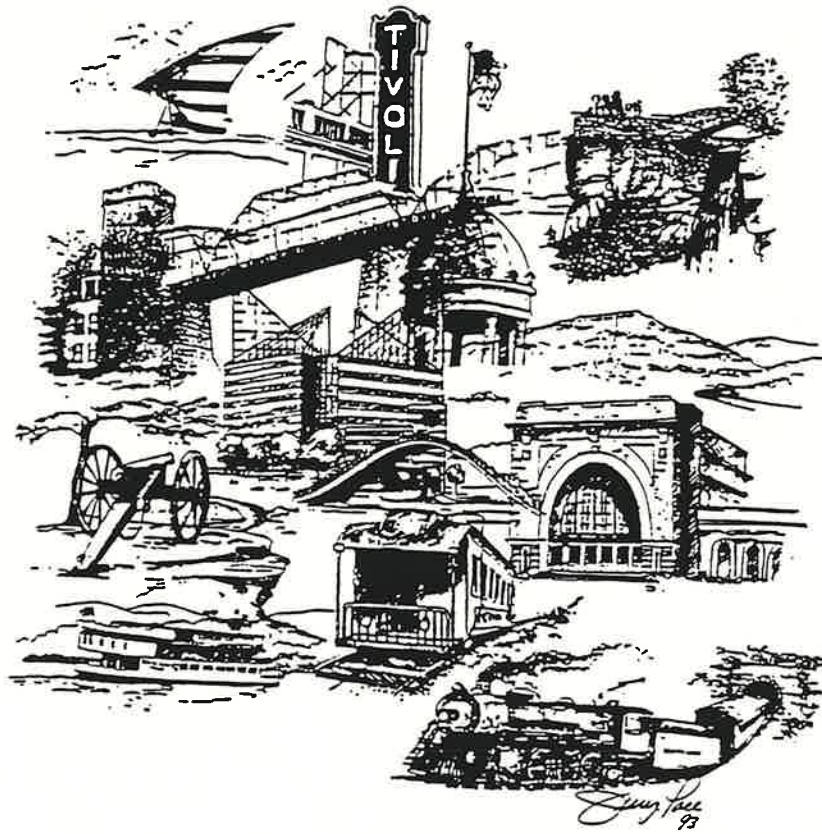
Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Fire</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	14,191,564	14,622,489	15,342,432	15,476,504
Operating	1,093,672	1,202,407	1,163,676	1,146,850
Capital	65,146	0	0	0
Total	<u>15,350,382</u>	<u>15,824,896</u>	<u>16,506,108</u>	<u>16,623,354</u>

Utilities

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

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Utilities</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	0	0	0	0
Operating	0	0	0	1,435,264
Capital	0		0	0
Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,435,264</u>



Summary

Description. The mission of the Public Works Department is to maintain the basic infrastructure of the City of Chattanooga and to continually improve services in meeting the expectations of our customers. Construction and maintenance services include: street repair; curbs, gutters, and sidewalks repair; bridges and storm sewer repair. Other services include street cleaning, garbage collection, recycling collection and drop-off, brush and trash collection, sanitary landfill operation, traffic control, and building inspection and code enforcement.

The Public Works Department is also responsible for the sanitary sewer and storm water systems. Major capital projects such as street paving and rehabilitation, and bridge rehabilitation are also handled by the department. With its staff of over 600 employees, the Department aims to provide quality and efficient service in a timely manner to ensure the safety and welfare of all Chattanoogaans.

Departmental Goals & Objectives

☛ The major goals of the Public Works Department are in the areas of solid waste and storm water.

- Continue to increase the recycling rate and reduce waste going into the landfills.
- Continue expansion of mechanized refuse collection garbage routes.
- Continue to provide, through inspection and codes enforcement, safe buildings.
- Continue to improve the water quality of our storm water.
- Institute new waste reducing initiatives at the landfill.
- Continue to develop more landfill space.
- Develop beneficial uses for biosolids.

Departmental Summary

Department of Public Works Departmental Budget Summary Fiscal Years 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$7,082,674	\$7,397,183	\$7,482,316	\$7,307,423
Operating	\$4,595,927	\$5,707,328	\$6,523,397	\$6,568,667
Capital	\$0	\$0	\$0	\$0
Total	\$11,678,601	\$13,104,511	\$14,005,713	\$13,876,090
Positions Authorized	248	250	256	219

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 our customers.

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

Departmental Budget Performance (Budget vs Actual)

	Budget	Actual
FY 95/96	13,182,268	13,039,783
FY 96/97	14,005,713	13,905,116
FY 97/98	13,876,090	* 13,876,090
*(Goal)		

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Administration</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$319,293	\$341,348	\$336,411	\$417,074
Operating	9,781	14,180	21,555	36,101
Capital	0		0	
Total	<u>\$329,074</u>	<u>\$355,528</u>	<u>\$357,966</u>	<u>\$453,175</u>

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. In addition, Inspection issues street cut permits, land disturbing and pollution prevention permits.

The Better Housing Commission was formerly a part of this division but due to reorganization this function has been transferred to the EEO & Fair Housing Department.

Goals & Objectives

- To continue to enforce the City's minimum housing ordinance through the issuance of building, electrical, gas, mechanical and plumbing permits to ensure City building standards are met in new construction and remodeling.
 - Issue building, electrical, gas, mechanical, and plumbing permits to insure City building standards are met.

Performance Indicators (FY 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual FY 95/96</u>	<u>Actual FY 96/97</u>	<u>Goal FY 97/98</u>
Building Permits	\$ 363,250	\$393,835	\$ 311,722
Electrical Permits	98,312	95,151	69,374
Gas Permits	12,129	9,979	8,118
Mechanical Permits	83,780	78,649	52,779
Plumbing Permits	80,230	98,378	70,275
Sign Permits	74,927	86,711	60,888
Street Cut Permits	37,356	43,704	35,020

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Inspection</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$1,244,377	\$1,269,412	\$1,399,413	\$1,040,583
Operating	218,027	225,446	245,365	94,681
Capital	0		0	
Total	<u>\$1,462,404</u>	<u>\$1,494,858</u>	<u>\$1,644,778</u>	<u>\$1,135,264</u>

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 & Maintenance (part of State Street Aid Fund)
 Street Cleaning

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 section 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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: City Yards</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$485,445	\$443,159	\$476,500	\$502,944
Operating	129,080	111,029	157,915	130,570
Capital	0		0	
Total	\$614,525	\$554,188	\$634,415	\$633,514

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

Project Categories	Actual FY 95/96	Projected FY 96/97	Goal FY 97/98
Construction Concrete Structures	15	9	12
Guardrail Repair/Installation	19	27	30
Sanitary Projects	4	0	5
Routine Storm Drain Maintenance	5,721	7,352	7,500
Storm Drain Installation/Repair	109	89	125

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Sewer Construction & Maintenance				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$1,482,653	\$1,528,778	\$1,178,378	\$1,231,578
Operating	453,722	667,001	329,758	396,996
Capital	0		0	
Total	<u>\$1,936,375</u>	<u>\$2,195,779</u>	<u>\$1,508,136</u>	<u>\$1,628,574</u>

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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Storm Water Subsidy</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	718,882	718,882
Capital	0		0	
Total	<u>\$0</u>	<u>\$0</u>	<u>\$718,882</u>	<u>\$718,882</u>

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)

<u>Projects and Collections</u>	<u>Actual FY 95/96</u>	<u>Projected FY96/97</u>	<u>Goal FY 97/98</u>
Gas Tanks	1,274	1,275	1,525
Tires	6,713	7,150	7,475
Illegal Dump Sites	537	500	415
Sand Calls	164	200	190
Trees	509	525	60
Emergency Signs	167	175	250
Emergency Calls (general)	1,976	2,050	2,200
Ditch Crews	167	185	160
Ice Calls	223	565	225
Sweeper Miles	2,512	2,750	3,625
*Bagged Litter	19,276	19,500	26,165
*Number of road miles covered by the County Litter Abatement Program			

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Emergency</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$282,742	\$321,669	\$321,669	\$327,592
Operating	52,764	59,850	59,850	71,578
Capital	0		0	
Total	<u>\$335,506</u>	<u>\$381,519</u>	<u>\$381,519</u>	<u>\$399,170</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

<u>Street Sweeping & Right-of-Way Mowing</u>	<u>Actual FY 95/96</u>	<u>Projected FY96/97</u>	<u>Goal FY97/98</u>
City Broom	13,475	13,560	11,725
Contract Brooms	1,650	1,700	2,130
Mowed by Tractor	13,276	13,650	13,575
Mowed by Hand Crew	365	375	375
(in miles)			

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Street Cleaning</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$796,504	\$867,171	\$946,742	\$939,919
Operating	373,073	396,878	344,650	406,009
Capital	0		0	
Total	<u>\$1,169,577</u>	<u>\$1,264,049</u>	<u>\$1,291,392</u>	<u>\$1,345,928</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

<u>Projects Administered</u>	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY97/98</u>
Street Paving (miles)	67.53	75.00	75.00
Street Rehabilitated (miles)	4.55	5.00	7.00
New Streets Built	0.00	2.00	0.00
Intersections Improved	28.00	30.00	35.00
Bridges Improved	0.00	1.00	0.00

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: City Engineer</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$1,195,851	\$1,286,142	\$1,395,341	\$1,446,942
Operating	110,466	108,415	114,400	117,547
Capital	0		0	
Total	<u>\$1,306,317</u>	<u>\$1,394,557</u>	<u>\$1,509,741</u>	<u>\$1,564,489</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

<u>Traffic Engineering Design</u>	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY97/98</u>
Parking lot designs	7	5	5
Channelization drawings	3	4	7
New signals	4	3	6
Revised signals	12	15	19
Flashers	7	5	5
Intersection improvements	8	7	7
On-street parking revisions	1	3	3
Roadway designs	2	1	2
Building permit review	252	240	247
Subdivision Design Review	17	15	35

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Traffic Engineering Administration</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$372,464	\$381,048	\$404,866	\$373,351
Operating	15,933	18,926	18,280	25,483
Capital	0		0	
Total	<u>\$388,397</u>	<u>\$399,974</u>	<u>\$423,146</u>	<u>\$398,834</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

<u>Traffic Signal Repair/ Signs & Marking</u>	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Traffic Control</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$903,345	\$958,456	\$1,022,996	\$1,027,440
Operating	239,361	307,862	341,600	378,714
Capital	0	0	0	0
Total	<u>\$1,142,706</u>	<u>\$1,266,318</u>	<u>\$1,364,596</u>	<u>\$1,406,154</u>

Brainerd Levee 1,2,3

Description. The Levee system was set up to provide storm water 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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
Hours Operated	224.00	240.00	245.00
*Volume Pumped	423.36	454.10	460.00
*(Million Gals.)			

Budget Details

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Levee 1,2,3				
	<u>Actual</u> <u>FY 94/95</u>	<u>Actual</u> <u>FY 95/96</u>	<u>Budget</u> <u>FY 96/97</u>	<u>Budget</u> <u>FY 97/98</u>
Personnel	\$0	\$0	\$0	\$0
Operating	23,355	43,504	79,029	83,170
Capital	0		0	
Total	<u>\$23,355</u>	<u>\$43,504</u>	<u>\$79,029</u>	<u>\$83,170</u>

Orchard Knob Storm Station

Description. The Levee system was set up to provide storm water 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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
Hours Operated	29.2	30.00	26.00
*Volume Pumped	7.9	8.00	7.5
*(Million Gals)			

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Orchard Knob Levee</i>				
	<u>Actual</u> <u>FY 94/95</u>	<u>Actual</u> <u>FY 95/96</u>	<u>Budget</u> <u>FY 96/97</u>	<u>Budget</u> <u>FY 97/98</u>
Personnel	\$0	\$0	\$0	\$0
Operating	20,280	22,045	61,000	52,600
Capital	0	0	0	0
Total	<u>\$20,280</u>	<u>\$22,045</u>	<u>\$61,000</u>	<u>\$52,600</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
Plumbing Examination Fees & Licenses	\$29,750	\$29,360	\$13,540

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Board of Plumbing Examiners				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$0	\$0	\$0	\$0
Operating	2,704	811	2,000	2,000
Capital	0		0	
Total	<u>\$2,704</u>	<u>\$811</u>	<u>\$2,000</u>	<u>\$2,000</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
Electrical Examination Fees & Licenses	\$51,740	\$36,740	\$29,857

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Board of Electrical Examiners</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$0	\$0	\$0	\$0
Operating	21,825	26,101	16,400	17,000
Capital	0		0	
Total	<u>\$21,825</u>	<u>\$26,101</u>	<u>\$16,400</u>	<u>\$17,000</u>

Board of Mechanical Examiners

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

Goals & Objectives

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

- Annual examination for certification.

Performance measures (FY 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
Mechanical Examination Fees & Licenses	\$65,052	\$64,500	\$67,106

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Board of Mechanical Examiners</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$0	\$0	\$0	\$0
Operating	1,356	648	2,150	2,000
Capital	0		0	
Total	<u>\$1,356</u>	<u>\$648</u>	<u>\$2,150</u>	<u>\$2,000</u>

Board of Gas Fitters

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

Goals & Objectives

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

- *Annual examination for certification.*

Performance measures (FY 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
Gas Examination Fees & Licenses	\$42,290	\$23,250	\$11,744

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Board of Gas Fitters</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$0	\$0	\$0	\$0
Operating	2,787	1,093	1,800	2,600
Capital	0		0	
Total	<u>\$2,787</u>	<u>\$1,093</u>	<u>\$1,800</u>	<u>\$2,600</u>

Board of Zoning Appeals & Variances

Description. The Board of Appeals and Variances is responsible for hearing cases such as request 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 activity was formerly budgeted in General Government but was moved to The Department of Public Works to budget all boards in the same area.

Goals & Objectives

- ☛ To insure that the City of Chattanooga's zoning laws are met or amended in a proper manner.

- Monthly Board meetings to hear variance request.

Performance measures (FY 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
Variance Request Fees	\$8,005	\$5,716	\$3,744

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Board of APPEALS & VARIANCES</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	5,650
Capital	0		0	
Total	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$5,650</u>

Utilities

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

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Utilities</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	110,809	127,461	137,850	130,000
Capital	0		0	
Total	<u>\$110,809</u>	<u>\$127,461</u>	<u>\$137,850</u>	<u>\$130,000</u>

Renewal and Replacement

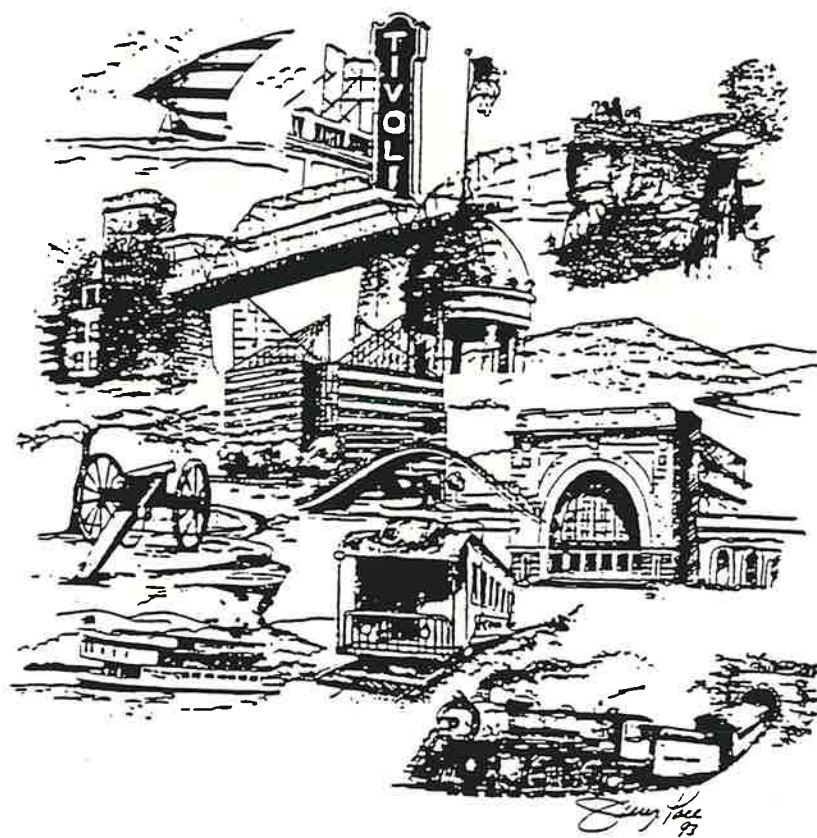
Description The Public Works Renewal and Replacement activity pays for small items such as furniture and equipment. Small projects are also funded from here as resources permit. Beginning in FY 94/95, R & R is budgeted in the General Government area for all departments.

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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Solid Waste & Sanitation Subsidy</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	2,810,604	3,576,078	3,870,913	3,897,086
Capital	0		0	
Total	<u>\$2,810,604</u>	<u>\$3,576,078</u>	<u>\$3,870,913</u>	<u>\$3,897,086</u>



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

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

The department takes advantage of every opportunity available to enhance the quality of life for its citizens. In addition to our year-round facilities and activities, the department is continually offering opportunities to the public for entertainment. The Ross' Landing 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 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$4,758,229	\$5,083,810	\$5,524,028	\$5,927,357
Operating	1,979,654	2,180,987	2,289,665	2,404,622
Capital	57,811	100,328	94,150	92,275
Total	<u>\$6,795,694</u>	<u>\$7,365,125</u>	<u>\$7,907,843</u>	<u>\$8,424,254</u>
Positions Authorized	320	323	326	340

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 department*
- **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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
Promotional brochures printed	80,000	80,000	120,000
News releases	63	78	84
Construction projects completed	19	20	15

Budget Detail

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Administration</i>				
	<u>Actual</u> <u>FY 94/95</u>	<u>Actual</u> <u>FY 95/96</u>	<u>Budget</u> <u>FY 96/97</u>	<u>Budget</u> <u>FY 97/98</u>
Personnel	\$312,956	\$333,533	\$358,761	\$392,634
Operating	55,429	60,796	131,350	128,750
Capital	0	0	0	0
Total	<u>\$368,385</u>	<u>\$394,329</u>	<u>\$490,111</u>	<u>\$521,384</u>

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, 1 arts 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

- *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 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

- *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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
Staff meetings with directors	30	50	50
Supervisory staff meetings	50	50	50
Training classes	10	20	20
Seminars	11	13	13

Budget Detail

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Recreation</i> <i>Activity: Supervision</i>				
	<u>Actual</u> <u>FY 94/95</u>	<u>Actual</u> <u>FY 95/96</u>	<u>Budget</u> <u>FY 96/97</u>	<u>Budget</u> <u>FY 97/98</u>
Personnel	\$232,069	\$243,181	\$261,367	\$275,652
Operating	14,329	15,296	17,896	21,125
Capital	0	0	0	0
Total	<u>\$246,398</u>	<u>\$258,477</u>	<u>\$279,263</u>	<u>\$296,777</u>

Community Centers

Description. The recreation community centers employ 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, 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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	Actual	Projected	Goal
	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>
Recreation center participation	559,950	603,543	700,000
Participation in various programs includes:			
<u>Program</u>			
Adult Softball	7,500	8,000	8,500
Youth Baseball & Softball Youth Association	4,825	5,109	5,800
Chattanooga Tennis Association	2,375	2,500	3,000
Basketball	3,050	3,131	4,500
Outdoors	800	1,067	1,700
Arts	4,550	4,961	5,600
Other Adult Activities/Events	4,200	4,286	5,000

Budget Detail

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Recreation</i>				
<i>Activity: Community Centers</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$1,221,645	\$1,312,336	\$1,514,488	\$1,590,162
Operating	289,566	367,468	342,844	378,363
Capital	638	0	0	0
Total	<u>\$1,511,849</u>	<u>\$1,679,804</u>	<u>\$1,857,332</u>	<u>\$1,968,525</u>

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

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Recreation</i>				
<i>Activity: InnerCity Ministry</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	18,500	18,500	18,500	18,500
Capital	0	0	0	0
Total	<u>\$18,500</u>	<u>\$18,500</u>	<u>\$18,500</u>	<u>\$18,500</u>

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. *Intergenerational 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 1995 - 1998				
DIVISION: Recreation				
Activity: Senior Citizen				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	55,000	55,000	55,000	56,650
Capital	0	0	0	0
Total	<u>\$55,000</u>	<u>\$55,000</u>	<u>\$55,000</u>	<u>\$56,650</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	Actual	Projected	Goal
	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>
Number of pools open	2	2	2
Participants in:			
Kids Kamps	385	455	900
Fun & Picnic Day	1,255	1,375	1,400
Learn to Swim	175	200	225
Pools	7,989	8,500	8,600
Sand Volleyball	150	250	275
Horseshoes	429	650	675
Softball	5,828	6,000	6,150
Senior games	275	330	355
Summer's Eve Concert Series	625	650	700
OutVenture	0	1,080	1,200
Art in the Park	236	250	260
Baseball	5,332	5,550	5,700

Budget Detail

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Recreation</i>				
<i>Activity: Summer Youth</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$116,752	\$113,220	\$154,534	\$180,852
Operating	60,148	14,917	16,275	15,600
Capital	0	0	0	0
Total	<u>\$176,900</u>	<u>\$128,137</u>	<u>\$170,809</u>	<u>\$196,452</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	<u>Actual</u> <u>FY 94/95</u>	<u>Projected</u> <u>FY 95/96</u>	<u>Goal</u> <u>FY 96/97</u>
Attendance	110,999	102,000	120,000
Number of staff with fitness certification	6	6	6
Number of programs	2,500	2,500	2,500

Budget Detail

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Recreation</i>				
<i>Activity: Fitness Center</i>				
	<u>Actual</u> <u>FY 94/95</u>	<u>Actual</u> <u>FY 95/96</u>	<u>Budget</u> <u>FY 96/97</u>	<u>Budget</u> <u>FY 97/98</u>
Personnel	\$130,761	\$136,932	\$155,656	\$174,302
Operating	42,876	48,222	54,800	42,500
Capital	1,010	0	0	0
Total	<u>\$174,647</u>	<u>\$185,154</u>	<u>\$210,456</u>	<u>\$216,802</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

Actual economic impact for 1996 was over \$15 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 1995 - 1998				
DIVISION: Recreation				
Activity: Greater Chattanooga Sports Committee				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	87,500	75,000	75,000	75,000
Capital	0	0	0	0
Total	<u>\$87,500</u>	<u>\$75,000</u>	<u>\$75,000</u>	<u>\$75,000</u>

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*
 - *Complete the rehabilitation of East Lake Park pond, playground and pavilion*
 - *Completion of John A. Patton Center and Rivermont Park softball field*
 - *Completion of Lakeside Ball Field*

Performance Indicators (FY 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	Actual FY 94/95	Projected FY 95/96	Goal FY 96/97
Landscape & construction work orders completed	3,000	3,200	3,500
Major rehab projects completed	7	10	14
Major construction projects completed	12	14	16
Major events overseen	10	15	17

Budget Detail

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Parks</i>				
<i>Activity: Maintenance</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$1,635,907	\$1,579,137	\$1,481,604	\$1,590,099
Operating	601,690	627,081	598,955	602,694
Capital	2,994	1,252	0	0
Total	<u>\$2,240,591</u>	<u>\$2,207,470</u>	<u>\$2,080,559</u>	<u>\$2,192,793</u>

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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	Actual	Projected	Goal
	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>
Off-site programs completed	200	235	210
Participants in off-site programs	41,500	41,000	42,000
Grant applications completed	1	1	3

Budget Detail

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Parks</i>				
<i>Activity: Zoo</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$110,000	\$129,328	\$171,858	\$178,871
Operating	54,007	50,362	61,552	82,004
Capital	0	0	0	0
Total	<u>\$164,007</u>	<u>\$179,690</u>	<u>\$233,410</u>	<u>\$260,875</u>

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 (FY95/96: actual, FY96/97: projected, FY97/98: goal)

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

Budget Detail

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
DIVISION: Parks				
Activity: Ross' Landing Plaza				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$357,974	\$412,843	\$396,039	\$423,883
Operating	181,005	178,438	226,580	240,820
Capital	53,169	99,076	94,150	92,275
Total	<u>\$592,148</u>	<u>\$690,357</u>	<u>\$716,769</u>	<u>\$756,978</u>

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 380 unresolved service requests

- *Continue to implement the Comprehensive Urban Forestry Plan*
- *Prune 500+ trees in the downtown Streetscapes area*

➤ Increase public appreciation of forestry and horticulture

- *Continue the Forestry Intern Program*
- *Continue in the growing, harvesting, distribution, and planting of 1000 Krystal Farm trees*

Performance Indicators (FY 95/96: actual, FY 96/97: projected, FY97/98: goal)

	<u>Actual FY 94/95</u>	<u>Projected FY 95/96</u>	<u>Goal FY 96/97</u>
Service requests performed	600	488	600
Number of trees pruned in the Streetscapes areas	100	500	400

Budget Detail

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Parks</i>				
<i>Activity: Urban Forestry</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$113,573	\$132,954	\$167,861	\$163,190
Operating	105,056	141,134	127,765	139,600
Capital	0	0	0	0
Total	<u>\$218,629</u>	<u>\$274,088</u>	<u>\$295,626</u>	<u>\$302,790</u>

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 all centers.*
- *Placement of recreation centers under pest control contract.*
- *Inspect each facility and playground on a scheduled basis*
- *Privatization of maintenance of four recreation centers*
- *Develop a plan for long-range needs.*
- *Daily custodial maintenance*

Performance Indicators (FY 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
Emergency service calls answered	385	375	370
Routine service calls	4,250	4,275	4,000

Budget Detail

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
DIVISION: Parks				
Activity: Recreation Center Maintenance				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$0	\$134,150	\$342,171	\$358,197
Operating	82,234	160,366	175,691	207,859
Capital	0	0	0	0
Total	<u>\$82,234</u>	<u>\$294,516</u>	<u>\$517,862</u>	<u>\$566,056</u>

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

- *Improve customer service by installing computerized box office outlets*
- *Provide a clean well-maintained facility*
- *Increase share of local corporate meetings & convention business*
- *Continued offering of Broadway productions*

Performance Indicators (FY 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	Actual FY 95/96	Projected FY 96/97	Goal FY 97/98
Combined facility usage:			
Attendance	319,352	325,000	330,000
Number of events	213	220	225
Number of days in use	372	380	390
Load-ins and rehearsals	70	75	80

Budget Details

**Parks & Recreation
Divisional Budget Summary
Fiscal Years 1995 - 1998**

***DIVISION: Memorial Auditorium
Activity: Operations***

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$333,081	\$330,607	\$274,580	\$337,895
Operating	183,485	194,683	214,477	217,067
Capital	0	0	0	0
Total	<u>\$516,566</u>	<u>\$525,290</u>	<u>\$489,057</u>	<u>\$554,962</u>

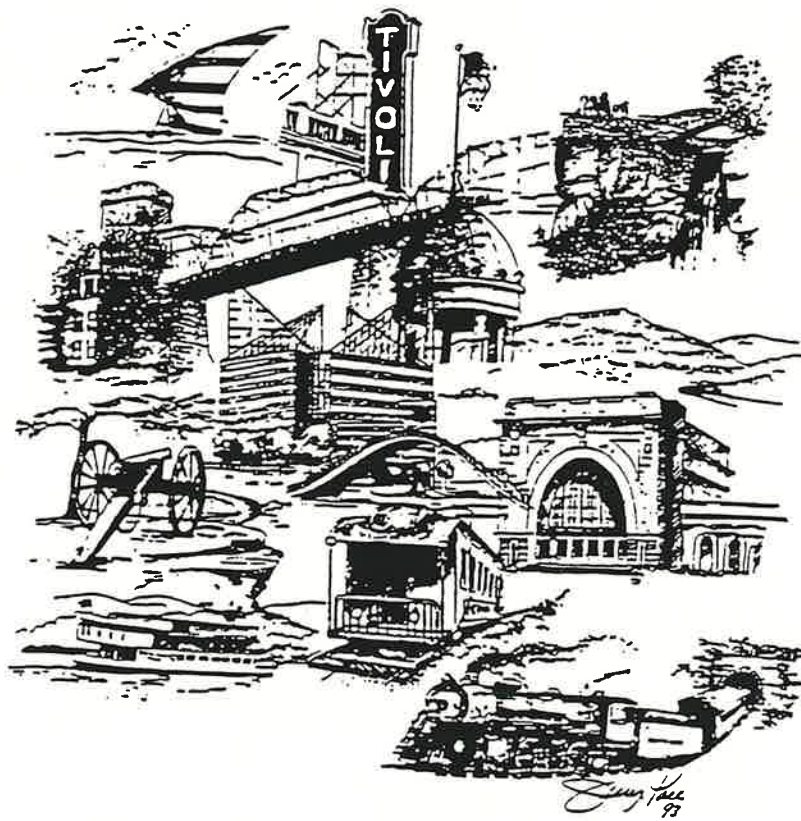
**Parks & Recreation
Divisional Budget Summary
Fiscal Years 1995 - 1998**

***DIVISION: Memorial Auditorium
Activity: Concessions***

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$26,340	\$27,252	\$30,926	\$32,440
Operating	15,489	17,915	15,450	15,350
Capital	0	0	0	0
Total	<u>\$41,829</u>	<u>\$45,167</u>	<u>\$46,376</u>	<u>\$47,790</u>

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Tivoli Theatre</i>				
<i>Activity: Operations</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$152,474	\$183,529	\$189,189	\$203,402
Operating	125,328	148,773	150,380	155,990
Capital	0	0	0	0
Total	<u>\$277,802</u>	<u>\$332,302</u>	<u>\$339,569</u>	<u>\$359,392</u>

Parks & Recreation Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: Tivoli Theatre</i>				
<i>Activity: Concessions</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$14,697	\$14,808	\$24,994	\$25,778
Operating	8,012	7,036	7,150	6,750
Capital	0	0	0	0
Total	<u>\$22,709</u>	<u>\$21,844</u>	<u>\$32,144</u>	<u>\$32,528</u>



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, Fire, and Police. 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 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$1,196,645	\$1,242,600	\$1,438,406	\$1,505,548
Operating	15,330,248	12,971,824	13,520,151	13,624,753
Capital	10,411	4,122	0	0
Total	<u>\$16,537,304</u>	<u>\$14,218,546</u>	<u>\$14,958,557</u>	<u>\$15,130,301</u>
Positions Authorized	44	43	46	47

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.

In FY 97/98, this division consists of five employees, a decrease of one employee FY 96/97. This position was transferred to the City Hall & Annex Maintenance division to better assist with their day to day operation. Also the Secretary position was upgraded to an Executive Secretary position, a pay grade change from 6 to 10.

Goals & Objectives

- **To achieve all objectives in each division of the Department of General Services.**
 - *Annual 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 97/98.*
- **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 1997/1998.*
 - *To gross a minimum of \$150,000 in real estate sales for FY 97/98.*

Budget Details

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Administration</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$262,135	\$283,153	\$298,572	\$264,352
Operating	78,247	72,909	78,619	80,290
Capital	0	261	0	0
Total	<u>\$340,382</u>	<u>\$356,323</u>	<u>\$377,191</u>	<u>\$344,642</u>

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.

Fiscal Year 1997/1998 Note: Due to a duplication of services provided by this division and the Benefits office, it was decided to combine the efforts of those divisions to become more effective and efficient.

In FY 97/98, this division consists of no employees, a decrease of four employee FY 96/97. These position were transferred to the Benefit Office division .

Also the goals and objective have also been combined with the Benefit Office.

Performance Indicators (FY 95/96:actual, FY 96/97:projected, FY 97/98:goal)

Dollars spent for wage compensation cost		
FY 95/96: \$390,000	FY 96/97: \$363,000	FY 97/98: \$0
Dollars spent for I.O.D Direct medical cost		
FY 95/96: \$1,417,783	FY 96/97: \$1,347,000	FY 97/98: \$0
Number of lost time accidents		
FY 95/96: 218	FY 96/97: 196	FY 97/98: 0
Number of days lost from OSHA Log		
FY 95/96: 2,313	FY 96/97: 2,080	FY 97/98: 0
Percent accident review performed within 30 days: 100%		
FY 95/96: 100%	FY 96/97: 100%	FY 97/98: 0%
Percent effective loss prevention programs:		
FY 95/96: 40%	FY 96/97: 45%	FY 97/98: 0%
Percent of claimants contacted with 48 hours:		
FY 95/96: 99+%	FY 96/97: 100%	FY 97/98: 0%
Percent reduction in worker's compensation:		
FY 95/96: 9%	FY 96/97: 12%	FY 97/98: 0%
Public motor vehicle accidents (at fault):		
FY 95/96: 70	FY 96/97: 60	FY 97/98: 0
Total insurance cost per capita: (worker's comp indemnity and medical)		
FY 95/96: \$765	FY 96/97: \$765	FY 97/98: \$0
Average man-hours lost per worker's compensation claim:		
FY 95/96: 85	FY 96/97: 80	FY 97/98: 0
Cost per auto liability loss:		
FY 95/96: \$1,500	FY 96/97: \$1,500	FY 97/98: \$0
Cost per general liability loss:		
FY 95/96: \$500	FY 96/97: \$500	FY 97/98: \$0
Number of claims files closed during the fiscal year and total cost:		
FY 95/96: 761/\$146,228	FY 96/97: 723/\$138,916	FY 97/98: 0/\$0

Budget Detail

**GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1995 - 1998***Division: OSHA*

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$115,429	\$121,798	\$209,978	\$0
Operating	35,027	36,189	17,170	0
Capital	0	0	0	0
Total	<u>\$150,456</u>	<u>\$157,987</u>	<u>\$227,148</u>	<u>\$0</u>

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, minor maintenance and repair is done by city employees, while major or more extensive maintenance and repair is contracted to private organizations.

In FY 97/98, this division consists of eighteen employees, an increase of one employee FY 96/97. This position was transferred from the Administration division to better assist with thier day to day operation.

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

Cost/square foot of carpet cleaned

FY 95/96: .03475/sq ft FY 96/97: .03475/sq ft FY 97/98: .03475/sq ft

Errands per day (hours spent per item)

FY 95/96: 1 FY 96/97: 1 FY 97/98: 1

Fluorescent light replaced (minutes spent per item)

FY 95/96: 3 FY 96/97: 3 FY 97/98: 3

Opening and closing (minutes spent per building)

FY 95/96: 15 FY 96/97: 10 FY 97/98: 10

Budget Detail

General Service Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: City Hall / Annex Maintenance				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$229,057	\$261,321	\$297,864	\$413,912
Operating	325,319	303,486	305,959	298,875
Capital	561	0	0	0
Total	<u>\$554,937</u>	<u>\$564,807</u>	<u>\$603,823</u>	<u>\$712,787</u>

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.

In FY 97/98, this division consists of five employees, no change from FY 96/97.

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 95/96:actual, FY 96/97:projected, FY 97/98:goal)

Minimum /Maximum response time in an emergency:

FY 95/96: 6/30

FY 96/97: 6/30

FY 97/98:6/30

Budget Detail

GENERAL SERVICES				
Divisional Budget Summary				
Fiscal Years 1995 - 1998				
<i>Division: Radio & Electronics</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$222,584	\$202,084	\$214,179	228,826
Operating	56,697	56,906	63,070	74,920
Capital	6,115	0	0	0
Total	<u>\$285,396</u>	<u>\$258,990</u>	<u>\$277,249</u>	<u>\$303,746</u>

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. This year FY 97/98 this department has combined with the OSHA division to also administer the City-wide Injury and Illness Prevention Program. and management of the Medical component of City-wide Injured on Duty Program.

In FY 97/98, this division consists of five employees, an increase of three employees in FY 96/97. These positions were transferred from the OSHA division.

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.*
- **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 95/96:actual, FY 96/97:projected, FY 97/98:goal)

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

FY 95/96: 29 FY 96/97: 32 FY 97/98: 33

Percent health care question/problems resolved within 2 days:

FY 95/96: 99+% FY 96/97: 99+% FY 97/98: 99+%

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

FY 95/96: 100% FY 96/97: 100% FY 97/98: 100%

Dollars spent for wage compensation cost

FY 95/96: \$390,000 FY 96/97: \$363,000 FY 97/98: \$360,00

Dollars spent for I.O.D Direct medical cost

FY 95/96: \$1,417,783 FY 96/97: \$1,347,000 FY 97/98: \$1,300,000

Number of lost time accidents

FY 95/96: 218 FY 96/97: 196 FY 97/98: 190

Number of days lost from OSHA Log

FY 95/96: 2,313 FY 96/97: 2,080 FY 97/98: 2,000

Percent accident review performed within 30 days: 100%

FY 95/96: 100% FY 96/97: 100% FY 97/98: 100%

Budget Details

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Employee Benefits Office				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$48,127	\$48,897	\$52,145	217,397
Operating	3,913	4,931	6,660	50,290
Capital	0	0	0	0
Total	<u>\$52,040</u>	<u>\$53,828</u>	<u>\$58,805</u>	<u>267,687</u>

Budget Detail

GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1995 - 1998

Division: Employee Insurance Program

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	0
Operating	10,677,905	8,388,124	8,886,908	9,000,000
Capital	0	0	0	0
Total	<u>\$10,677,905</u>	<u>\$8,388,124</u>	<u>\$8,886,908</u>	<u>\$9,000,000</u>

GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1995 - 1998

Division: Job Injury

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	0
Operating	1,616,630	1,429,965	1,500,000	1,465,600
Capital	0	0	0	0
Total	<u>\$1,616,630</u>	<u>\$1,429,965</u>	<u>\$1,500,000</u>	<u>\$1,465,600</u>

GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1995 - 1998

Division: OJI Exams

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	0
Operating	3,842	8,109	9,000	0
Capital	0	0	0	0
Total	<u>\$3,842</u>	<u>\$8,109</u>	<u>\$9,000</u>	<u>\$0</u>

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.

In FY 97/98, this division consists of thirteen employees, an increase of one employee in FY 96/97.

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 97/98.

Performance Indicators (FY 95/96:actual, FY 96/97:projected, FY 97/98:goal)

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

FY 95/96: 300/80% FY 96/97: 85% FY 97/98: 85%

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

FY 95/96: 150/95% FY 96/97: 97% FY 97/98: 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 95/96: 30/95% FY 96/97:32/100% FY 97/98:32/ 100%

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

FY 95/96: 1,000/80% FY 96/97: 1,063/85% FY 97/98:1,063/ 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 95/96: 250/90% FY 96/97: 264/95% FY 97/98: 264/95%

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

FY 95/96: 300/100% FY 96/97: 300/100% FY 97/98: 300/100%

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

FY 95/96: 10/1% FY 96/97: 10/1% FY 97/98: 10/1%

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

FY 95/96: 50/85% FY 96/97: 53/90% FY 97/98: 53/90%

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

FY 95/96: 100% FY 96/97: 100% FY 97/98: 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 95/96: 30/100% FY 96/97: 30/100% FY 97/98: 30/100%

Percent complete information given

FY 95/96: 90% FY 96/97: 95% FY 97/98: 95%

Percent of departmental requests responded to in 2 days

FY 95/96: 95% FY 96/97: 95% FY 97/98: 95%

Percent reduction in invitations to bid from previous year

FY 95/96: 1-3 hrs FY 96/97: 1-3 hrs FY 97/98: 1-3 hrs

Purchase orders generated — cost per unit

FY 95/96: \$90.00 FY 96/97: \$90.00 FY 97/98: \$90.00

Budget Detail

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Purchasing</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$319,313	\$325,347	\$365,668	381,061
Operating	183,739	203,813	222,675	224,688
Capital	2,570	3,861	0	0
Total	<u>\$505,622</u>	<u>\$533,021</u>	<u>\$588,343</u>	<u>605,749</u>

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

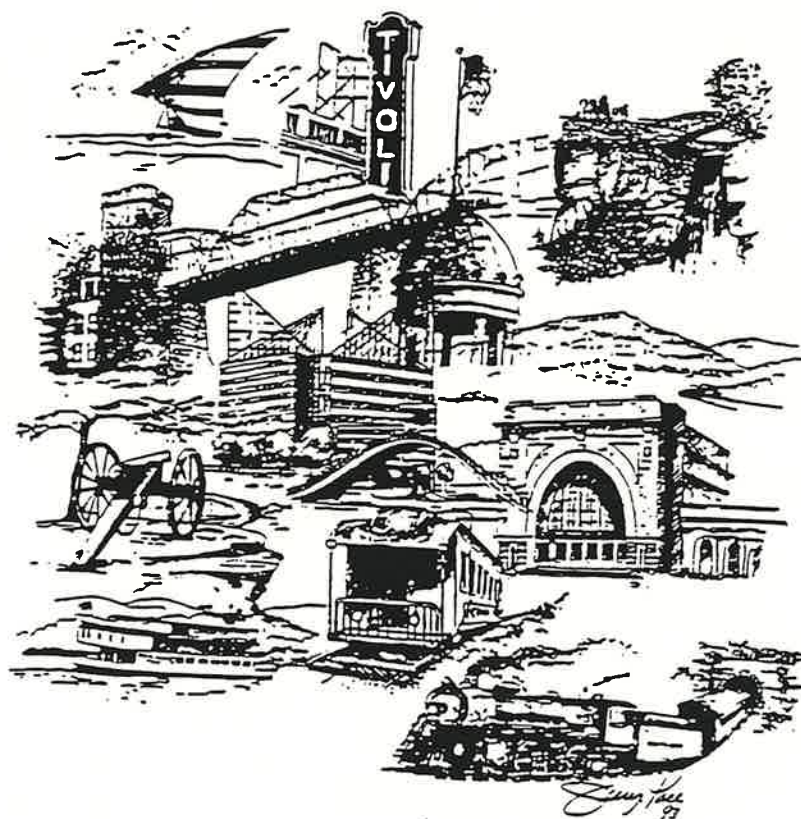
GENERAL SERVICES Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Street & Traffic Lighting				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	0
Operating	2,348,929	2,467,392	2,430,090	2,430,090
Capital	0	0	0	0
Total	<u>\$2,348,929</u>	<u>\$2,467,392</u>	<u>\$2,430,090</u>	<u>2,430,090</u>

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 1995 - 1998				
<i>Division: R & R</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	0
Operating	0	0	0	0
Capital	1,165	0	0	0
Total	<u>\$1,165</u>	<u>\$0</u>	<u>\$0</u>	<u>0</u>



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 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
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 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$403,576	\$427,112	\$460,249	\$483,345
Operating	158,545	136,977	214,028	325,061
Capital	3,313	0	0	0
Total	<u>\$565,434</u>	<u>\$564,089</u>	<u>\$674,277</u>	<u>\$808,406</u>
Positions Authorized	11	12	12	13

Budget Summary

Department of Personnel Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Administration</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$403,576	\$427,112	\$460,249	\$483,345
Operating	83,626	100,810	153,528	293,711
Capital	0	0	0	0
Total	<u>\$487,202</u>	<u>\$527,922</u>	<u>\$613,777</u>	<u>\$777,056</u>

Department of Personnel Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Physical Exams</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	74,919	36,167	60,500	31,350
Capital	0	0	0	0
Total	<u>\$74,919</u>	<u>\$36,167</u>	<u>\$60,500</u>	<u>\$31,350</u>

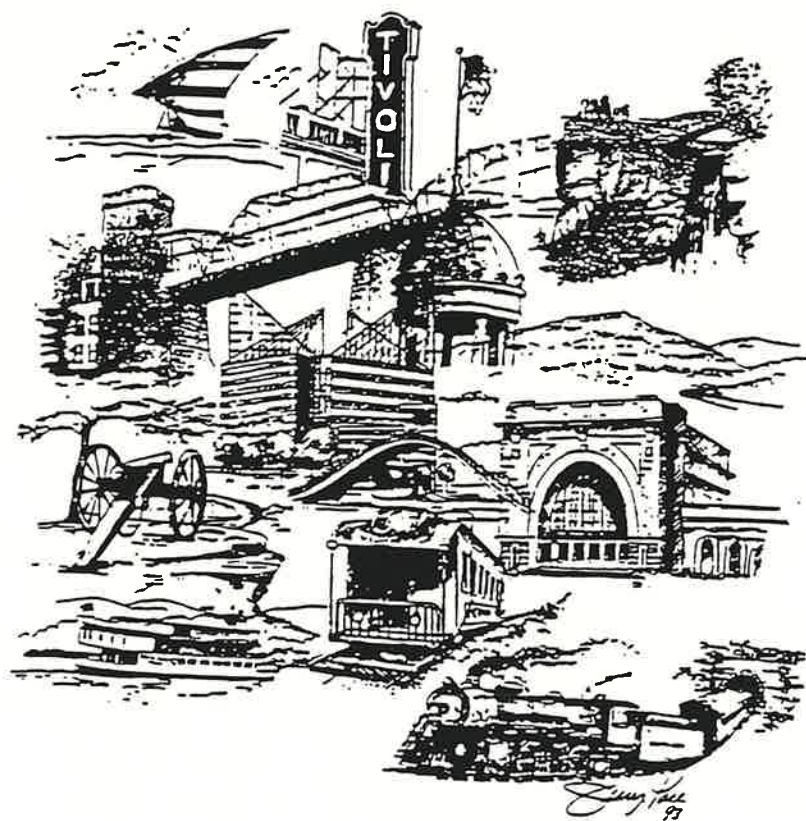
Description

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 1995 - 1998**

Division: R & R

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	3,313	0	0	0
Total	<u>\$3,313</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>



Summary

Description. The Neighborhood Services Department is responsible for insuring that the neighborhoods of the City of Chattanooga maintain minimum housing codes and to assist landlords and tenants in favorably resolving complaints and conflicts. The division of this department are Better Housing and EEO/Fair Housing. This Department also oversees the capital expenditures for ADA compliance.

Departmental Goals & Objectives

- **To insure that Tennessee Landlord/Tenant Act and Federal Fair Housing provisions are applied within the City**
 - *Making available booklets defining rights and responsibilities of the landlord and tenants.*
- **To insure that the neighborhoods and housing of the city are safe and clean**
 - *Maintain up to date inspection schedules for various City Codes*

Departmental Performance Indicators

(FY 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	Actual FY 95/96	Projected FY 96/97	Goal FY 97/98
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

Departmental Budget Summary

Neighborhood Services Departmental Budget Summary Fiscal Years 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$109,736	\$111,147	\$119,341	\$485,665
Operating	12,983	15,283	29,200	259,641
Capital	2,848	0	0	0
Total	\$125,567	\$126,430	\$148,541	\$745,306
Positions Authorized	3	3	3	15

EEO/Fair Housing

Description. The Neighborhood Services Department 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.

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

Budget Summary

Neighborhood Services Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: EEO/Administration				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$109,736	\$111,147	\$119,341	\$129,014
Operating	12,983	15,283	29,200	28,103
Capital	0	0	0	0
Total	<u>\$122,719</u>	<u>\$126,430</u>	<u>\$148,541</u>	<u>\$157,117</u>

Better Housing

Description. The Better Housing Division of the Department of Neighborhood Services is the agency which has the responsibility of enforcing the City's minimum housing, anti-litter, overgrowth, abandoned and inoperable vehicle codes. This task is accomplished through the combined efforts of the Code Enforcement Inspectors and support staff and the Environmental Court system.

Goals & Objectives

- To enforce the Minimum Housing Code for maintenance and condition for existing structures within the city limits.
 - *Maintain a schedule for inspection of substandard housing to recommend improvements or demolition.*
- To enforce the requirements for upkeep of yards and lots within the city limits.
 - *Maintain a schedule of litter lot complaints.*

Departmental Performance Indicators

(FY 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	Actual FY 95/96	Projected FY 96/97	Goal FY 97/98
Better Housing Complaints	0	0	9,500
Rehabilitation	0	0	200
Litter & Overgrowth Enforcement	0	0	2000
Abandoned Vehicle Code Enforcement	0	0	950

Budget Summary

Neighborhood Services Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Better Housing				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$356,651
Operating	0	0	0	231,538
Capital	0	0	0	0
Total	\$0	\$0	\$0	\$588,189

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).

Neighborhood Services Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: R & R				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	2,848	0	0	0
Total	<u>\$2,848</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

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, 1997 the budgeted revenue and expenses were as follows for these funds.

	Budgeted	Actual	
	<u>Revenue & Expenses</u>	<u>Revenue</u>	<u>Expenses</u>
Interceptor Sewer Fund	\$29,867,925	\$29,201,823	\$32,729,962
Solid Waste and Sanitation Fund	\$ 9,247,663	\$ 9,817,761	\$ 9,477,143
Storm Water Management Fund	\$ 5,702,452	\$ 5,569,082	\$ 5,255,725

The FY 97/98 Enterprise budgets are \$30,712,357; \$9,873,836; and \$4,788,000 respectively.

ENTERPRISE FUNDS

Fiscal Year 1997/1998

Interceptor Sewer

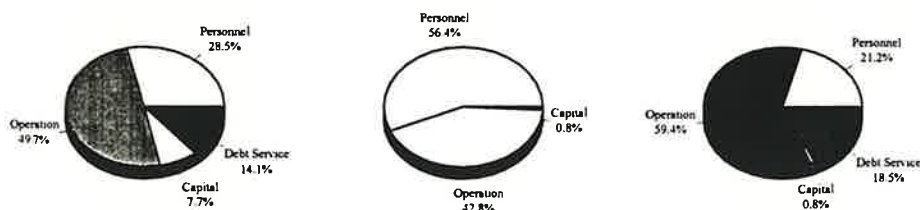
Solid Waste & Sanitation

Storm Water

Revenues



Expenses



FUND REVENUE SUMMARY
FISCAL YEAR ENDING JUNE 30, 1998
(EXPRESSED IN \$1,000)

Fund Type:	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	Budget '97 Increase (Decrease)	% CHANGE FY 97/98
ENTERPRISE FUNDS:						
Interceptor Sewer System	29,686	31,358	29,868	30,712	844	2.8%
Solid Waste & Sanitation	9,356	9,276	9,248	9,874	626	6.8%
Storm Water Fund	4,890	4,758	5,702	4,788	(914)	-16.0%
<i>Total Enterprise Funds</i>	\$43,932	\$45,392	\$44,818	\$45,374	556	1.2%

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, 1997 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	0.66	2.77	3.43
Next 650,000 gallons	0.66	1.86	2.52
Next 1,250,000 gallons	0.66	1.37	2.03
Next 30,000,00 gallons	0.66	0.79	1.45
Over 32,000,000 gallons	0.66	0.51	1.17

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	\$0.7324	\$0.5061	\$1.2385

If regional customers are billed directly through the water company, the rate shall be one and fourteen cents (\$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	\$0.4121	\$0.2848	\$0.6969

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. \$0.079 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of 300 milligrams per liter, and,
2. \$0.057 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 \$21.64 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 \$87.11 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.

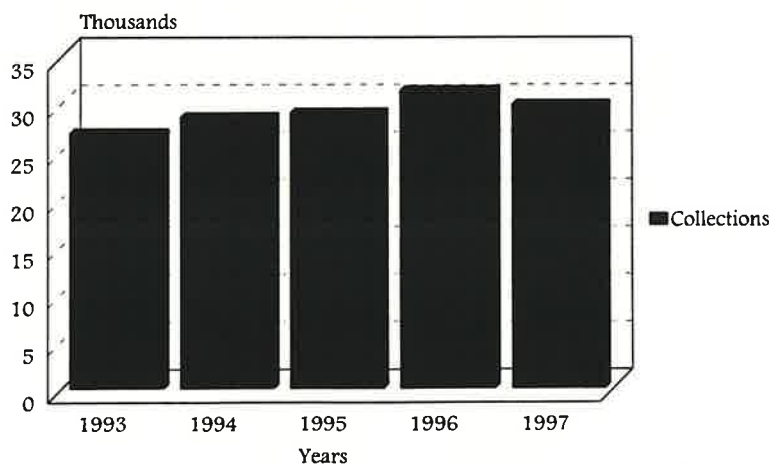
Since the City successfully accomplished its goal of enacting 6.14% sewer rate increases for the five consecutive fiscal year, the City is planning to enact future annual rate increases at a lower level than 5%. The City has increased sewer rates for nine consecutive year in support of its program. However, 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%	FY 97/98	0.00%
FY 89/90	6.14%	FY 94/95	0.00%		

Below is the sewer systems historical trend of collections.

INTERCEPTOR SEWER SYSTEM

Fiscal Years 1993 thru 1997



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.

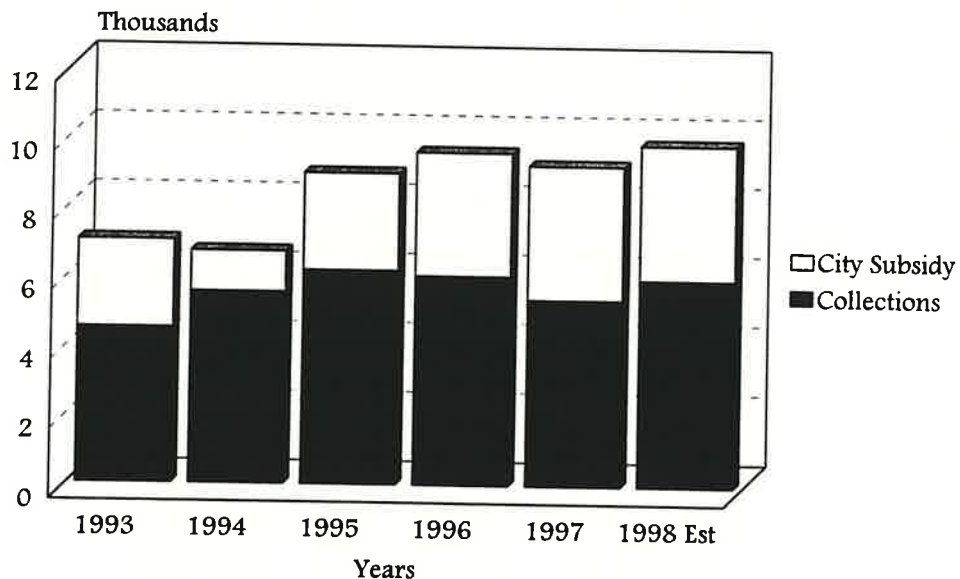
Landfill Dumping Charges. Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from landfill dumping charges. Municipalities may impose a tipping fee upon each ton of municipal solid waste or its volume equivalent received at such solid waste disposal facility. The FY 97/98 increase of \$626,173, 6.8%, is due to an increase of \$600,000 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 thirty-nine percent (39.5%) of the total budget. The FY 97/98 increase of \$26,173, .7% is due to additional funding needed to cover additional positions and the associated fringe benefits.

Below is a chart showing the historical trend of collections and subsidy. The primary sources of revenues for this fund are Landfill Dumping Charges and a City of Chattanooga subsidy. A look at the revenues for this fund since its inception will reveal that while the collections appear to be increasing steadily for the first three years, the City subsidy has grown more.

SOLID WASTE & SANITATION

Fiscal Years 1993 thru 1998



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.

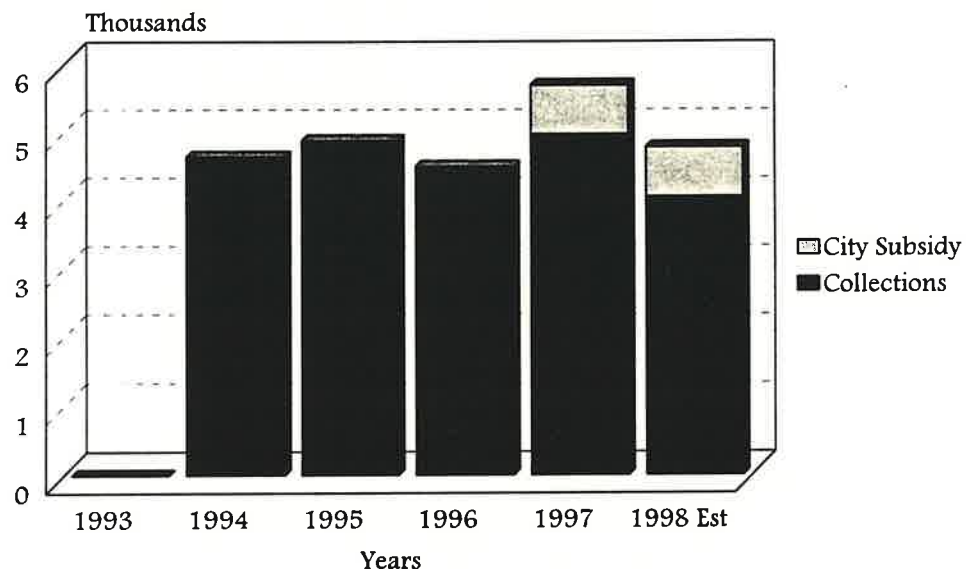
For the purpose of operating the storm water program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, 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.

The revenue for this fund is derived from Stormwater fees, \$4,069,118 or 85% and a City of Chattanooga General Fund subsidy of \$718,882, or 15% of the total revenues.

Below is a chart showing the historical trend of fees collected.

STORM WATER FEES

Fiscal Years 1993 thru 1998



FUND EXPENDITURE SUMMARY
FISCAL YEAR ENDING JUNE 30, 1998
(EXPRESSED IN \$1,000)

Fund Type:	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
ENTERPRISE FUND						
Interceptor Sewer System	30,195	31,154	29,868	30,712	844	2.8%
Solid Waste & Sanitation	8,626	8,855	9,248	9,874	626	6.8%
Storm Water Fund	4,992	4,097	5,702	4,788	(914)	-16.0%
Total Enterprise Fund	\$43,813	\$44,106	\$44,818	\$45,374	556	1.2%

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 97/98, the operations and maintenance increase of \$1,090,463, 10.7%, 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. However, the biggest single factor is that the MBWWTP will be paying sludge disposal fees either to an independent party or the City's Landfill. In the past, the sludge has been disposed at the landfill without charge or at a minimal charge to the Treatment Plant.

The capital improvement portion of the FY 97/98 ISS budget decreased \$103,800 over FY 96/97. This appropriation provides for the renewal and replacement of plant facilities, vehicles and equipment as necessary.

The debt service proposed budget for FY 97/98 decreased by \$489,072 from FY 96/97. 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

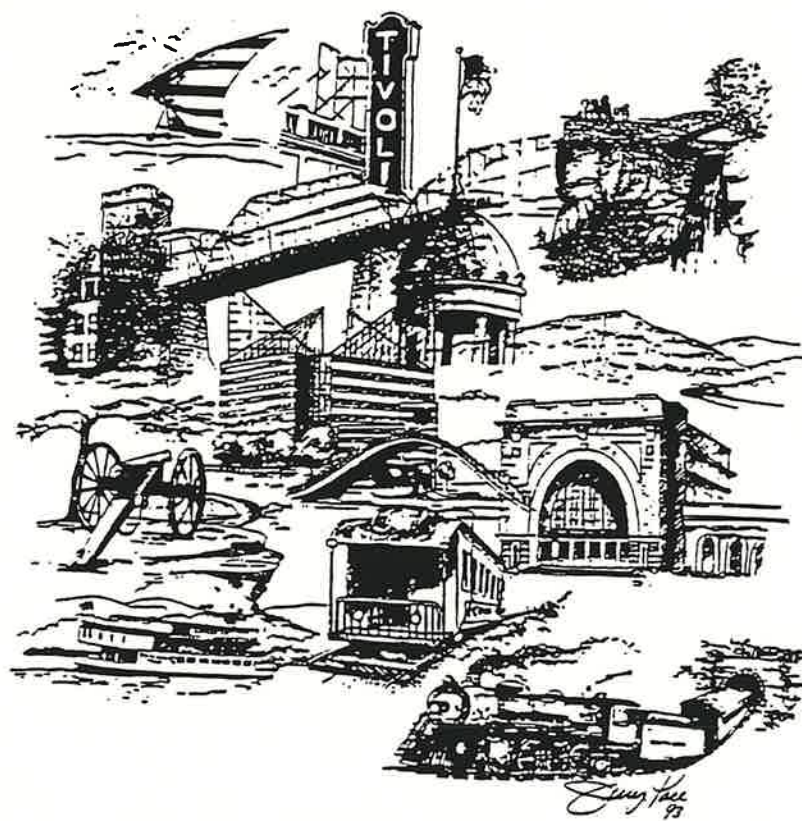
Fiscal Years 1995 - 1998

Revenue Source	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '98 INC/(DEC)	% CHANGE FY 97/98	% OF TOTAL
Interceptor Sewer System (Fund 3051):							
Sewer Service Charges	24,528,653	25,160,024	24,509,652	24,997,242	487,590	2.0%	55.09%
Industrial Surcharges	2,137,234	2,158,512	1,900,000	1,900,000	0	0.0%	4.19%
Septic Tank Charges	80,627	79,883	79,000	79,000	0	0.0%	0.17%
Weelage & Treatment							
Lookout Mountain, TN	83,634	85,915	81,477	95,544	14,067	17.3%	0.21%
Walker County, GA	246,310	201,864	241,687	254,687	13,000	5.4%	0.56%
Collegedale, TN	269,922	217,208	262,614	295,920	33,306	12.7%	0.65%
Soddy-Daisy, TN	43,866	40,391	48,527	56,325	7,798	16.1%	0.12%
East Ridge, TN	911,408	966,128	1,087,940	1,214,368	126,428	11.6%	2.68%
Windstone	5,360	8,358	7,247	9,030	1,783	24.6%	0.02%
Hamilton County, TN	34,020	52,437	31,430	43,744	12,314	39.2%	0.10%
Rossville, GA	280,718	299,043	319,385	392,497	73,112	22.9%	0.87%
Red Bank, TN	129,869	216,962	232,966	308,000	75,034	32.2%	0.68%
Refund to Regional Users	(735,101)	(54,285)	0	0	0	N/A	0.00%
Industrial User Permits	50,500	52,000	43,000	43,000	0	0.0%	0.09%
Garbage Grinder Fees	24,734	23,173	23,000	23,000	0	0.0%	0.05%
Miscellaneous Revenue	57,486	22,037	0	0	0	N/A	0.00%
Fund Balance	0	0	0	0	0	N/A	0.00%
Interest Earnings	1,536,952	1,827,874	1,000,000	1,000,000	0	0.0%	2.20%
Total Interceptor Sewer	\$29,686,192	\$31,357,524	\$29,867,925	\$30,712,357	\$844,432	2.8%	67.69%
Solid Waste & Sanitation(Fund 3127):							
Landfill Dumping Charges	6,180,273	5,374,774	5,375,750	5,975,750	600,000	11.2%	13.17%
Landfill Dumping Permits	12,544	7,305	1,000	1,000	0	0.0%	0.00%
City of Chattanooga Subsidy	2,810,604	3,576,078	3,870,913	3,897,086	26,173	0.7%	8.59%
State Sub Recycleable Material	84,774	50,431	0	0	0	N/A	0.00%
S/W Surcharge - State	289,735	267,657	0	0	0	N/A	0.00%
Misc Revenues	(21,975)	0	0	0	0	N/A	0.00%
Total Solid Waste & Sanitation	\$9,355,955	\$9,276,245	\$9,247,663	\$9,873,836	\$626,173	6.8%	21.76%
Storm Water (Fund 3128):							
Stormwater Fee	4,889,640	4,757,899	4,983,570	4,069,118	(914,452)	-18.3%	8.97%
General Fund Subsidy	0	0	718,882	718,882	0	0.0%	1.58%
Total Stormwater	\$4,889,640	\$4,757,899	\$5,702,452	\$4,788,000	(\$914,452)	-16.0%	10.55%
Grand Totals:	\$43,931,787	\$45,391,668	\$44,818,040	\$45,374,193	\$556,153	1.2%	100.00%

Enterprise Fund Expenditures

Fiscal Years 1995 - 1998

Expenditures	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '98 INC/(DEC)	% CHANGE FY 97/98	% OF TOTAL
Interceptor Sewer System (Fund 3051):							
<i>Operations & Maintenance:</i>							
Administration	1,098,330	1,101,373	1,027,639	1,039,091	11,452	1.1%	2.29%
Safety & Training	56,760	32,907	30,409	74,906	44,497	146.3%	0.17%
Laboratory	400,277	404,747	422,274	437,295	15,021	3.6%	0.96%
Pretreatment/Monitoring	270,635	268,435	257,982	266,648	8,666	3.4%	0.59%
Engineering	119,665	139,670	131,968	138,787	6,819	5.2%	0.31%
Plant Maintenance	1,071,578	1,029,038	1,077,542	1,050,514	(27,028)	-2.5%	2.32%
Sewer Maintenance	769,110	788,555	704,857	746,792	41,935	5.9%	1.65%
Moccasin Bend - Liquid Handling	3,282,433	3,864,424	3,293,129	3,415,703	122,574	3.7%	7.53%
Moccasin Bend - Solid Handling	2,176,360	2,200,836	2,156,355	2,191,693	35,338	1.6%	4.83%
Inflow & Infiltration	490,022	439,672	561,448	609,665	48,217	8.6%	1.34%
Combined Sewer Overflow	34,232	3,817	39,500	39,500	0	0.0%	0.09%
Landfill Handling	0	0	500,000	1,200,000	700,000	140.0%	2.64%
	9,769,402	10,273,474	10,203,103	11,210,594	1,007,491	9.9%	22.77%
<i>Pumping Stations</i>							
Mountain Creek	15,435	21,956	21,850	22,010	160	0.7%	0.05%
Citico	148,745	237,255	180,345	222,585	42,240	23.4%	0.49%
Friar Branch	70,755	82,296	109,925	105,610	(4,315)	-3.9%	0.23%
Hixson 1,2,3,&4	37,903	54,065	51,850	60,474	8,624	16.6%	0.13%
19th Street	22,678	25,703	37,300	38,760	1,460	3.9%	0.09%
Orchard Knob	41,886	28,675	44,100	44,680	580	1.3%	0.10%
South Chickamauga Creek	148,461	214,842	222,200	191,905	(30,295)	-13.6%	0.42%
Tiftonia 1,2,3	22,485	30,432	30,950	31,515	565	1.8%	0.07%
23rd Street	75,069	84,194	88,350	129,230	40,880	46.3%	0.28%
Minor Pump Stations	77,427	76,023	80,150	81,243	1,093	1.4%	0.18%
Residential Pump Stations	0	691	2,000	6,000	4,000	200.0%	0.01%
Murry Hills	1,991	2,156	6,100	5,350	(750)	-12.3%	0.01%
Big Ridge 1 - 5	0	2,651	5,700	6,930	1,230	21.6%	0.02%
Highland Park	0	2,697	8,500	17,780	9,280	109.2%	0.04%
Dupont Parkway	0	1,300	12,900	21,120	8,220	63.7%	0.05%
	662,835	864,936	902,220	985,192	82,972	9.2%	2.01%
Depreciation	6,412,822	7,419,250	0	0	0	N/A	0.00%
<i>Capital Improvements Program</i>	278,508	641,426	1,312,000	1,208,200	(103,800)	-7.9%	2.66%
<i>Debt Service & Reserve</i>							
Principal	6,006,500	5,710,000	7,622,972	7,614,643	(8,329)	-0.1%	16.78%
Interest	7,048,744	6,228,685	6,546,153	6,109,871	(436,282)	-6.7%	13.47%
Service Charges	16,284	16,000	20,000	20,000	0	0.0%	0.04%
Reserve Coverage	0	0	1,416,912	1,372,451	(44,461)	-3.1%	3.02%
	13,071,528	11,954,685	15,606,037	15,116,965	(489,072)	-3.1%	34.82%
<i>Reserve for Contingencies</i>	0	0	1,844,565	2,191,406	346,841	18.8%	4.83%
Total Interceptor Sewer	\$30,195,095	\$31,153,771	\$29,867,925	\$30,712,357	\$844,432	2.8%	66.64%
Solid Waste & Sanitation(Fund 3127):							
Garbage Collection	2,648,721	2,648,516	2,749,798	2,701,176	(48,622)	-1.8%	5.95%
Recycle	408,480	395,166	441,017	670,206	229,189	52.0%	1.48%
Capital Improvements	557,744	0	0	0	0	N/A	0.00%
Brush & Trash Collection	1,561,326	1,677,331	1,741,144	1,908,994	167,850	9.6%	4.21%
Sanitary Landfill	1,890,163	1,772,712	1,804,837	1,963,477	158,640	8.8%	4.33%
Wood Recycle	422,946	523,166	639,896	666,630	26,734	4.2%	1.47%
Solid Waste Reserve	522,241	1,144,113	537,575	597,575	60,000	11.2%	1.32%
Renewal & Replacement	1,776	2,227	34,120	62,700	28,580	83.8%	0.14%
Debt Service	612,384	691,399	1,299,276	1,303,078	3,802	0.3%	2.87%
Total Solid Waste & Sanitation	\$8,625,781	\$8,854,630	\$9,247,663	\$9,873,836	\$626,173	6.8%	20.63%
Storm Water (Fund 3128):							
Stormwater Management	1,658,852	1,153,740	1,796,877	2,055,608	258,731	14.4%	4.53%
Renewal & Replacement	19,681	8,807	50,000	48,000	(2,000)	-4.0%	0.11%
Capital Improvement	3,104,703	2,363,548	2,767,953	1,594,163	(1,173,790)	-42.4%	3.51%
Debt Service	208,747	571,177	1,087,622	1,090,229	2,607	0.2%	2.40%
Total Stormwater	\$4,991,983	\$4,097,272	\$5,702,452	\$4,788,000	(\$914,452)	-16.0%	12.72%
Grand Totals:	\$43,812,859	\$44,105,673	\$44,818,040	\$45,374,193	\$556,153	1.2%	100.00%



Summary

Description. The Interceptor Sewer System was conceived in 1952 to provide sewers for the City in a planned and orderly manner. The System encompasses approximately 1,200 miles of sewer lines, 7 large custom-built pumping stations, 4 custom-built storm stations, 35 underground, wetwell-mounted, submersible pumping stations and one (1) major regional wastewater treatment plant (Moccasin Bend).

A construction program to expand the secondary treatment capacity of Moccasin Bend to 65 MGD was completed in March 1984. The plant is now in its eleventh year of operation. The System currently treats approximately 55 million gallons per day (MGD) of wastewater.

The completion of the expansion of Moccasin Bend has allowed treatment operations at smaller treatment plants to be phased out and diverted to Moccasin Bend. The System serves the City and a surrounding metropolitan area which together have a population of approximately 400,000. In addition to the City, the System serves the following seven (7) suburban areas: City of Collegedale, Tennessee; part of Hixson Utility District service area in Hamilton County, Tennessee; area of Red Bank, Tennessee; City of East Ridge, Tennessee; City of Rossville, Georgia; Town of Lookout Mountain, Tennessee; and portions of Walker County, Georgia.

The System is inspected on an annual basis. A detailed inspection of the System conducted in June 1995 by the Consulting Engineers and the staff of the System found the overall System to be well maintained and in good condition.

Sewer Use Ordinance

Some of the key relationships that exist between the City, the Federal regulatory agencies and the users of the system, which affect the System's operations, are defined and documented by the City's Sewer Use Ordinance. The current Ordinance was put into effect in 1977 and amended in 1978. The Ordinance is intended to ensure the fair and equitable treatment of all industrial users of the System in the City's efforts to protect the integrity of the System's treatment plant facilities and the quality of wastewater discharged by the system into the Tennessee River.

Through the efforts of the City, working in conjunction with the Chattanooga Manufacturers Association and the Tennessee Department of Health and Environment, the Ordinance is the cornerstone of the City's industrial waste control program. The principal thrust in the City's efforts for implementing the Ordinance was in the area of improving the monitoring of surcharge to the System and its pretreatment. In 1982, the pretreatment program was the first program in Tennessee to be approved and certified by the Environmental Protection Agency (EPA) and has been widely acknowledged as one of the most advanced in the nation.

In 1979, the Ordinance was revised to incorporate provisions for establishing a user charge system and to add a schedule of surcharges and miscellaneous fees. Public Law 92-500 requires that a user charge system be developed for wastewater systems awarded federal construction grants. The user charge system is intended to ensure that each user pays his proportionate share of the operation and maintenance costs of treatment plants and his fair share of system costs.

Initially, interim user charge rates were utilized by the System until final user charges were developed. The final user charge system, implemented as part of the revised sewer rate schedule, went into effect in September 1983. After a review of the user charges in May 1985, it was

recommended by the Consulting Engineers that the user charges be reviewed annually and increased by an approximately equal percentage in order to avoid large, single-rate increases such as that of 1983.

The Ordinance, which was added to Chapter 31 of the Code of the City, includes administrative reporting and permit procedures. In 1984, Chapter 31 of the City Code was reviewed to modify administrative procedures based on experience since its implementation. This review has been approved by the Interceptor Sewer System Wastewater Regulations and Appeals Board.

Departmental Goals & Objectives

- **Meeting NPDES permit requirements with no violations.**
- **Eliminate any localized flooding damage resulting from operation of Brainerd Flood Control System.**
- **Minimize overflows by increasing hydraulic treatment capacity of the plant.**
- **Eliminate color and foam from discharge.**
- **Provide remote operations and control for all pump stations to minimize manpower requirement.**
- **Reduce manpower through automation of controls at Treatment Plant.**
- **Develop a more closely defined cost center approach.**
- **Promote growth of regional system through elimination of smaller plants.**
- **Improve public image and perception of ISS.**
 - *Install telemetry in all pump stations by the time the plant expansion is completed.*
 - *Optimize the use of current operational and maintenance personnel.*
 - *Implement predictive maintenance programs.*
 - *Evaluate other alternatives of sludge disposal for implementation after plant expansion.*
 - *Provide constant evaluation of personnel utilization for increased efficiencies (i.e. elimination or combining of duties - or evaluation of need).*
 - *Stabilize chemical use by improving the review and use of new technologies or processes.*
 - *Improve cleaning and sealing of sewer lines,; to provide increased line capacity to decrease the requirement for additional interceptor construction.*
 - *Provide, through the use of available GIS technology, maps and charts, for better customer service and faster response time for emergency repairs - will also provide data to eliminate bottlenecks in the system.*
 - *Improve planning capabilities to schedule and evaluate equipment upgrades and replacements by use of best available technology.*

- *Attempt, through improved communication with industrial users, to reduce the number of violations occurring by regulated industries.*
- *Schedule of an enhanced open door policy.*
- *Optimize the use of utilities.*
- *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, 1997. 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 \$29.8 million for fiscal year ending June 30, 1997. 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 1995-1998				
DIVISION: ISS Operations				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	4,297,764	4,215,250	4,370,853	4,447,074
Operating	5,463,926	5,459,040	5,832,250	6,763,520
Capital	286,220	1,240,610	1,312,000	1,208,200
Total	<u>\$10,047,910</u>	<u>\$10,914,900</u>	<u>\$11,515,103</u>	<u>\$12,418,794</u>
Debt Service	\$13,071,528	\$11,954,685	\$15,606,037	\$15,116,965
Reserve for Contingencies	0	0	\$1,844,565	\$2,191,406
Positions Authorized	135	123	122	122

Public Works - Interceptor Sewer System Divisional Budget Summary Fiscal Years 1995-1998				
DIVISION: ISS Pumping Stations ACTIVITY: Pump Station Summary				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	0	0	0	0
Operating	662,835	822,693	902,220	985,192
Capital	0	42,243	0	0
Total	<u>\$662,835</u>	<u>\$864,936</u>	<u>\$902,220</u>	<u>\$985,192</u>

Administration

Description. The administrative functions are for the support of the ISS as a total entity. These activities are comprised of general supervision of the ISS: payroll and human resource management; accounting, budgeting, billing and collection of charges and fees; requisitioning and warehousing of materials, supplies and equipment; processing of sewer service charge credits and preparation of payment documents. All these duties are performed with a staff of 11 employees.

Goals & Objectives

- Process credit requests in a timely manner
- Provide courteous customer service
- Provide monthly performance data to operating entities
- Proposed budget should provide sufficient funds for operations
- The warehouse should have all needed supplies on hand
- Establish a data base that gives minimum order quantity
- Process payment request in time for discount to be taken

Performance Indicators (FY95/96: actual, FY 96/97: projected, FY 97/98: goal)

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

Budget Detail

Public Works - Interceptor Sewer System Divisional Budget Summary Fiscal Years 1995-1998				
DIVISION: ISS Operations				
ACTIVITY: Administration				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	402,753	396,698	403,638	426,876
Operating	695,144	698,761	624,001	612,215
Capital	433	5,914	0	0
Total	<u>\$1,098,330</u>	<u>\$1,101,373</u>	<u>\$1,027,639</u>	<u>\$1,039,091</u>
Positions Authorized	12	12	11	11

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 1995-1998				
DIVISION: ISS Operations				
ACTIVITY: Laboratory				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	285,127	288,333	295,074	308,095
Operating	108,979	83,592	127,200	129,200
Capital	6,171	32,822	0	0
Total	\$400,277	\$404,747	\$422,274	\$437,295
Positions Authorized	8	8	8	8

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*
- **Enforce sewer use policies and suggest updates**

Budget Detail

Public Works - Interceptor Sewer System Divisional Budget Summary Fiscal Years 1995-1998				
DIVISION: ISS Operations ACTIVITY: Engineering				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	107,854	111,006	113,163	118,542
Operating	11,811	6,347	18,805	20,245
Capital	0	22,317	0	0
Total	<u>\$119,665</u>	<u>\$139,670</u>	<u>\$131,968</u>	<u>\$138,787</u>
Positions Authorized	2	2	2	2

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 1995-1998				
DIVISION: ISS Operations				
ACTIVITY: Plant Maintenance				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	1,003,020	956,837	1,008,292	973,114
Operating	68,558	71,856	69,250	77,400
Capital	0	345	0	0
Total	\$1,071,578	\$1,029,038	\$1,077,542	\$1,050,514
Positions Authorized	33	29	29	28

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 1995-1998				
DIVISION: ISS Operations				
ACTIVITY: Sewer Maintenance				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	536,636	504,929	513,677	545,167
Operating	232,474	196,869	191,180	201,625
Capital	0	86,757	0	0
Total	\$769,110	\$788,555	\$704,857	\$746,792
Positions Authorized	21	18	18	18

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 1995-1998				
DIVISION: ISS Operations				
ACTIVITY: Moccasin Bend - Liquid Handling				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	978,445	969,368	985,304	993,153
Operating	2,303,179	2,464,813	2,307,825	2,422,550
Capital	809	430,243	0	0
Total	<u>\$3,282,433</u>	<u>\$3,864,424</u>	<u>\$3,293,129</u>	<u>\$3,415,703</u>
Positions Authorized	26	23	23	23

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 needed
- 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 1995-1998**

DIVISION: ISS Operations

ACTIVITY: Inflow & Infiltration

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	238,213	228,921	259,173	272,415
Operating	251,809	210,751	302,275	337,250
Capital	0	0	0	0
Total	<u>\$490,022</u>	<u>\$439,672</u>	<u>\$561,448</u>	<u>\$609,665</u>
Positions Authorized	9	9	9	9

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 1995-1998				
DIVISION: ISS Operations				
ACTIVITY: Safety & Training				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	46,995	31,205	30,184	67,271
Operating	9,765	1,702	225	7,635
Capital	0	0	0	0
Total	\$56,760	\$32,907	\$30,409	\$74,906
Positions Authorized	2	1	1	2

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 1995-1998				
DIVISION: ISS Operations				
ACTIVITY: Pretreatment/Monitoring				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	198,881	203,902	203,568	210,798
Operating	71,455	45,512	54,414	55,850
Capital	299	19,021	0	0
Total	<u>\$270,635</u>	<u>\$268,435</u>	<u>\$257,982</u>	<u>\$266,648</u>
Positions Authorized	7	6	6	6

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 85,000 wet tons of sludge annually*

Budget Detail

Public Works - Interceptor Sewer System Divisional Budget Summary Fiscal Years 1995-1998				
DIVISION: ISS Operations				
ACTIVITY: Moccasin Bend - Solid Handling				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	499,840	524,051	558,780	531,643
Operating	1,676,520	1,675,020	1,597,575	1,660,050
Capital	0	1,765	0	0
Total	<u>\$2,176,360</u>	<u>\$2,200,836</u>	<u>\$2,156,355</u>	<u>\$2,191,693</u>
Positions Authorized	15	15	15	15

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 1995-1998				
DIVISION: ISS Operations				
ACTIVITY: Combined Sewer Overflow				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	0	0	0	0
Operating	34,232	3,817	39,500	39,500
Capital	0	0	0	0
Total	<u>\$34,232</u>	<u>\$3,817</u>	<u>\$39,500</u>	<u>\$39,500</u>
Positions Authorized				

ISS ~ Landfill Handling

Description. The Interceptor Sewer System generates and disposes an average of 85,000 wet tons of sludge a year. Sludge disposal in 1993 was 77,649 wet tons, 89,868 wet tons in 1994, 84,931 wet tons in 1995 and 84,936 wet tons in 1996. The System has entered into a contract with SR-2, a private contractor, for the experimental purpose of soil restoration and recycling, which will be completed during October, 1997.

Budget Detail

Public Works - Interceptor Sewer System				
Divisional Budget Summary				
Fiscal Years 1995-1998				
DIVISION: ISS Operations				
ACTIVITY: Landfill Handling				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	0	0	0	0
Operating	0	0	500,000	1,200,000
Capital	0	0	0	0
Total	\$0	\$0	\$500,000	\$1,200,000
Positions Authorized				

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 all pump station equipment to 65% of the time*

Budget Detail

Public Works - Interceptor Sewer System
Divisional Budget Summary
Fiscal Years 1995-1998

DIVISION: ISS Pumping Stations
ACTIVITY: Pump Station Summary

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Proposed FY 97/98
Personnel	0	0	0	0
Operating	662,835	822,693	902,220	985,192
Capital	0	42,243	0	0
Total	<u>\$662,835</u>	<u>\$864,936</u>	<u>\$902,220</u>	<u>\$985,192</u>

Summary

Description. The Solid Waste and Sanitation fund is a division of the Department of Public Works. This division is responsible for the collection and disposal of most solid waste within the City. Garbage collection, brush and trash pickup, recycling, and landfill operation are the main functions of this division.

At the present time this division, specifically the landfill, is undergoing major changes to conform with new guidelines for operation and preparation for closure of aging landfill sites. These guidelines are promulgated by the Tennessee Department of Environment and Conservation to prevent contamination of underground water supplies and to provide for funding to cover the cost of care and maintenance of landfills after they are taken out of service.

Departmental Goals & Objectives

- **Improve facility and collection operations to reduce cost of services**
- **Ensure operations are in compliance with State and Federal guidelines**
- **Maximize the level of public service provided by this division.**
 - *Reduce the impact of subtitle D compliance through diversion of solid waste through recycling.*
 - *Cost account the delivery of waste collection services in order to quantify savings which result from recycling.*
 - *Reduce overall cost of waste collection and processing through the expansion of recycling programs.*

Departmental Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$4,091,238	\$4,084,322	\$4,457,970	\$4,601,425
Operating	\$3,968,167	\$4,761,288	\$4,755,573	\$5,209,711
Capital	\$566,376	\$9,020	\$34,120	\$61,700
Total	\$8,625,781	\$8,854,630	\$9,247,663	\$9,872,836
Positions Authorized	162	164	159	158

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
Revenue Produced			
Recycle Material Collection	\$ 70,789	45,852	46,000

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Recycle Center</i>				
	<u>Actual</u> <u>FY 94/95</u>	<u>Actual</u> <u>FY 95/96</u>	<u>Budget</u> <u>FY 96/97</u>	<u>Budget</u> <u>FY 97/98</u>
Personnel	\$212,821	\$179,511	\$194,977	\$205,179
Operating	188,803	208,862	246,040	465,027
Capital	6,856	6,793	0	
Total	<u>\$408,480</u>	<u>\$395,166</u>	<u>\$441,017</u>	<u>\$670,206</u>
Positions Authorized				

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

<u>Curbside Collections (tons)</u>	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
Garbage	51,630	52,000	52,000
Recyclables	5,385	5,500	5,750

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Waste Pickup - Garbage</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$1,785,465	\$1,698,979	\$1,812,982	\$1,805,006
Operating	863,256	949,537	936,816	896,170
Capital	0		0	
Total	<u>\$2,648,721</u>	<u>\$2,648,516</u>	<u>\$2,749,798</u>	<u>\$2,701,176</u>
Positions Authorized				

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

<u>Curbside Collections (tons)</u>	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
Brush	26,675	27,226	27,500
Trash	5,450	5,475	5,750

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Waste Pickup - Brush				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$1,146,861	\$1,225,733	\$1,332,504	\$1,373,888
Operating	414,465	451,598	408,640	535,106
Capital	0		0	
Total	<u>\$1,561,326</u>	<u>\$1,677,331</u>	<u>\$1,741,144</u>	<u>\$1,908,994</u>
Positions Authorized				

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

<u>Revenue</u>	<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
Tipping Fees Collected	5,374,774	5,375,750	5,975,750

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Waste Disposal - Landfill				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$662,088	\$670,709	\$732,411	\$827,091
Operating	1,228,075	1,102,003	1,072,426	1,136,386
Capital	0		0	
Total	<u>\$1,890,163</u>	<u>\$1,772,712</u>	<u>\$1,804,837</u>	<u>\$1,963,477</u>
Positions Authorized				

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

<u>Revenue</u>	<u>Actual FY 95/96</u>	<u>Projected FY 96/97</u>	<u>Goal FY 97/98</u>
Fees Collected	64,631	65,500	67,000

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
Division: Compost Waste Collection				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$284,003	\$309,390	\$385,096	\$390,261
Operating	138,943	213,776	254,800	276,369
Capital	0		0	
Total	<u>\$422,946</u>	<u>\$523,166</u>	<u>\$639,896</u>	<u>\$666,630</u>
Positions Authorized				

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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Capital Improvements</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	557,744		0	0
Total	557,744	\$0	\$0	\$0
Positions Authorized				

Renewal & Replacement

Description. This activity is set up to provide for replacement of small equipment.

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Renewal & Replacements</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	1,776	2,227	34,120	61,700
Total	\$1,776	\$2,227	\$34,120	\$61,700
Positions Authorized				

Debt Service

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

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Debt Service</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	612,384	691,399	1,299,276	1,303,078
Capital	0	0	0	0
Total	612,384	691,399	1,299,276	1,303,078
Positions Authorized				

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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Solid Waste Reserve</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	522,241	1,144,113	537,575	597,575
Capital	0	0	0	0
Total	<u>522,241</u>	<u>1,144,113</u>	<u>537,575</u>	<u>597,575</u>
Positions Authorized				

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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$923,777	\$620,749	\$1,097,700	\$1,248,624
Operating	\$4,039,450	\$3,467,716	\$4,551,082	\$3,491,376
Capital	\$28,756	\$8,807	\$53,670	\$48,000
Total	<u>\$4,991,983</u>	<u>\$4,097,272</u>	<u>\$5,702,452</u>	<u>\$4,788,000</u>
Positions Authorized				

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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
Revenue Produced			
Storm Water Fee	4,757.899	4,083,570	4,069,118

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Storm Water Management</i>				
	<u>Actual</u> <u>FY 94/95</u>	<u>Actual</u> <u>FY 95/96</u>	<u>Budget</u> <u>FY 96/97</u>	<u>Budget</u> <u>FY 97/98</u>
Personnel	\$923,777	\$620,749	\$1,097,700	\$1,248,624
Operating	726,000	532,991	699,177	806,984
Capital	9,075		0	
Total	<u>\$1,658,852</u>	<u>\$1,153,740</u>	<u>\$1,796,877</u>	<u>\$2,055,608</u>
Positions Authorized				

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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Renewal & Replacement</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	19,681	8,807	50,000	48,000
Total	<u>\$19,681</u>	<u>\$8,807</u>	<u>\$50,000</u>	<u>\$48,000</u>
Positions Authorized				

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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Debt Service</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	208,747	571,177	1,087,622	1,090,229
Capital	0	0	0	0
Total	<u>\$208,747</u>	<u>\$571,177</u>	<u>\$1,087,622</u>	<u>\$1,090,229</u>
Positions Authorized				

Stormwater Capital

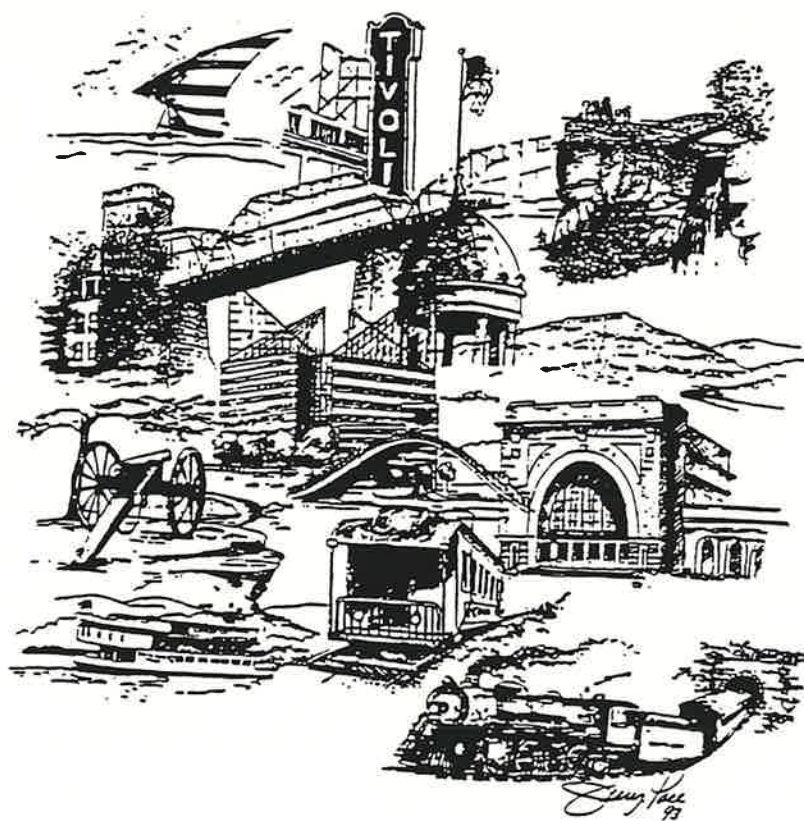
Description. Capital accounts are set up to provide for accounting for major storm water capital projects. Each project is funded and accounted for separately.

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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Capital Improvements</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	3,104,703	2,363,548	2,764,283	1,594,163
Capital	0	0	3,670	0
Total	<u>\$3,104,703</u>	<u>\$2,363,548</u>	<u>\$2,767,953</u>	<u>\$1,594,163</u>
Positions Authorized				



Special Revenue Funds

Fund Structure

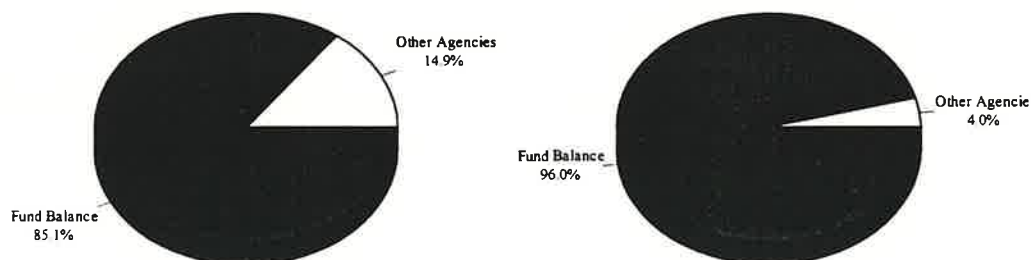
The Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose funds. The basis of budgeting for these funds is modified accrual. Included funds are the Real Estate Fund, Education Funds, State Street Aid, and Human Services. As of June 30, 1997 the budgeted revenue and expenses were as followed:

	<u>Budgeted</u>	<u>Actual</u>	
	<u>Revenue & Expenses</u>	<u>Revenue</u>	<u>Expenses</u>
Real Estate	\$ 134,136	\$ 252,439	\$ 225,845
Centralized Food Services	7,622,944	6,8778,086	7,109,372
Education Operating	93,200,002	93,440,297	93,649,612
Public Law 89-10	5,287,669	7171,340	6,851,065
State Street Aid	4,141,335	4608,855	4,128,671
Human Services	10,292,091	9,396767	8,621,014

The FY 97/98 budget \$669,943; \$0; \$0; \$0; \$4,199,044; and \$10,116,813 respectively.

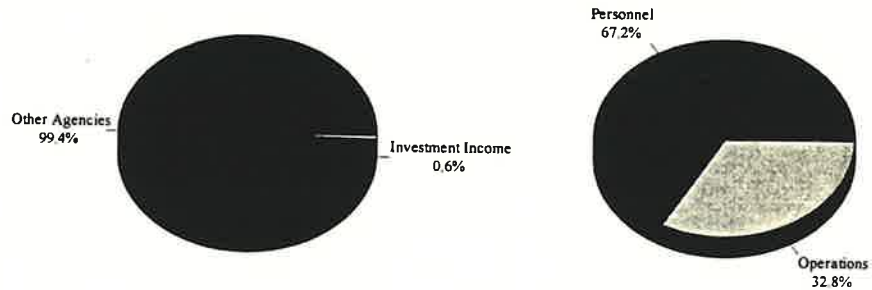
REAL ESTATE FUND

Fiscal Year 1997/1998



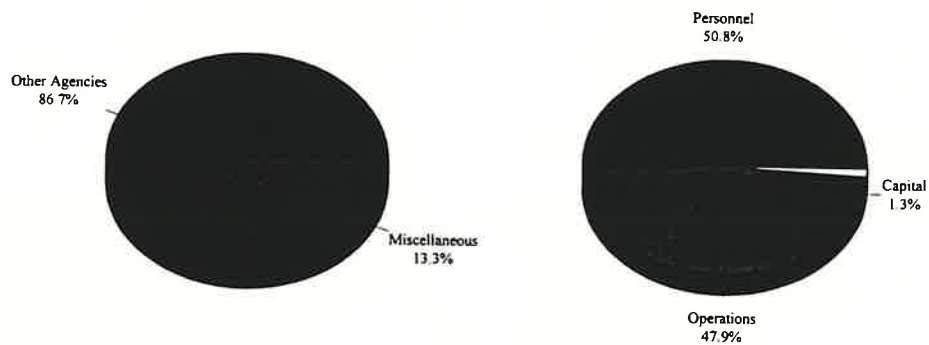
STATE STREET AID FUND

Fiscal Year 1997/1998



HUMAN SERVICES FUND

Fiscal Year 1997/1998



FUND REVENUE SUMMARY
FISCAL YEAR ENDING JUNE 30, 1998
(EXPRESSED IN \$1,000)

Fund Type:	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	Budget '97 Increase (Decrease)	% CHANGE FY 97/98
SPECIAL REVENUE FUNDS:						
Real Estate	95	284	96	670	574	601.5%
Centralized Food Service	6,315	6,442	7,623	0	(7,623)	-100.0%
Education Operation	0	88,653	93,200	0	(93,200)	-100.0%
Public Law 89 - 10	7,211	6,204	5,288	0	(5,288)	-100.0%
State Street Aid	4,857	3,277	4,141	4,199	58	1.4%
Human Services	9,404	8,851	10,292	10,117	(175)	-1.7%
<i>Total Special Revenue Funds</i>	\$27,882	\$113,710	\$120,640	\$14,986	(105,654)	-87.6%

Revenues

The Education Funds are: Centralized Food Services, Education Operation, and Public Law 89-10.

Centralized Food Services - The revenue for this fund has been transferred to the Hamilton County School System as part of school consolidation.

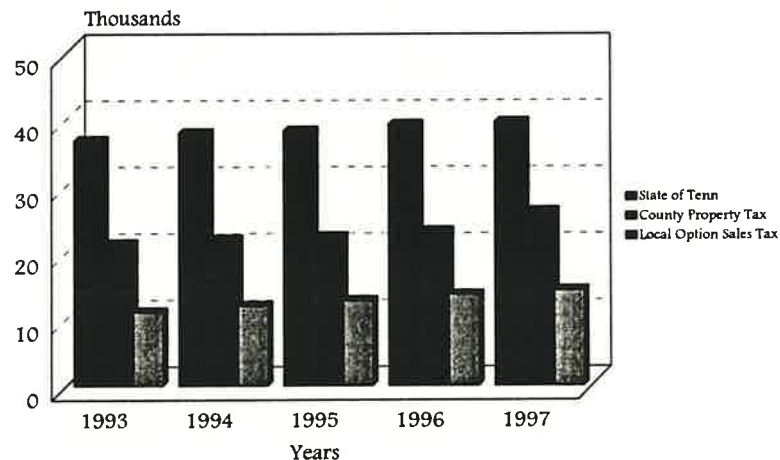
Education Operation - The revenue for this fund has been transferred to the Hamilton County School System as part of school consolidation.

Public Law 89-10 - The revenue for this fund has been transferred to the Hamilton County School System as part of school consolidation.

A five year history of Education collections is presented in the chart follows.

EDUCATION REVENUE

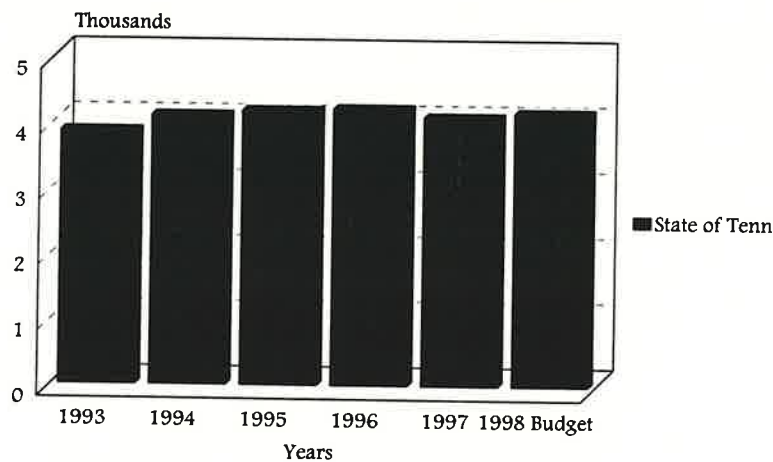
Fiscal Years 1993 thru 1997



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 \$72,710 more from the State of Tennessee in state-shared gas tax funds for FY 97/98. 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 \$40,000 in FY96/97 to \$25,000 in FY 97/98.

STATE GASOLINE TAX COLLECTION

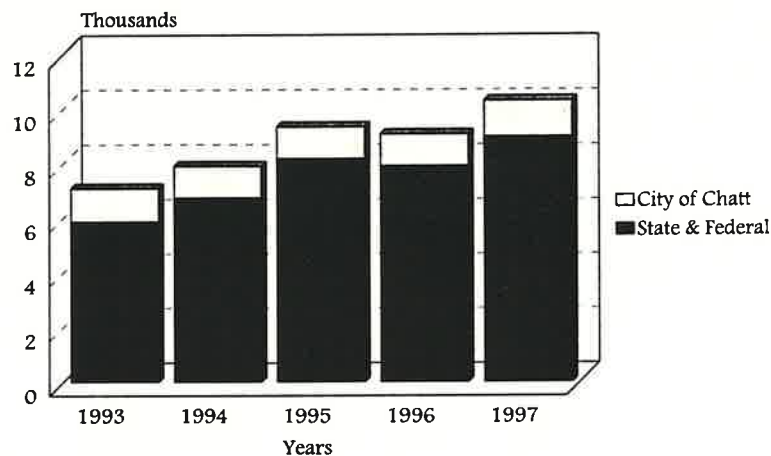
Fiscal Years 1993 thru 1998



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 97/ 98 by \$37,717, primarily to recover Indirect Costs being billed by the City. The expected decrease in the Federal - State Grants account is \$213,048. The chart below shows how this fund has varied through the years, and the erratic increase from FY 93/94 to FY 94/95 when Federal guidelines greatly increased Headstart Programs.

HUMAN SERVICES COLLECTIONS

Fiscal Years 1993 thru 1997



FUND EXPENDITURE SUMMARY
FISCAL YEAR ENDING JUNE 30, 1998
(EXPRESSED IN \$,000)

Fund Type:	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
SPECIAL REVENUE FUND						
Real Estate	91	83	96	670	574	601.5%
Centralized Food Service	6,404	6,367	7,623	0	(7,623)	-100.0%
Education Operation	0	87,869	93,200	0	(93,200)	-100.0%
Public Law 89 - 10	6,945	6,146	5,288	0	(5,288)	-100.0%
State Street Aid	6,051	4,078	4,141	4,199	58	1.4%
Human Services	9,490	9,842	10,292	10,117	(175)	-1.7%
<i>Total Special Revenue Fund</i>	<i>\$28,982</i>	<i>\$114,384</i>	<i>\$120,640</i>	<i>\$14,986</i>	<i>(105,654)</i>	<i>-87.6%</i>

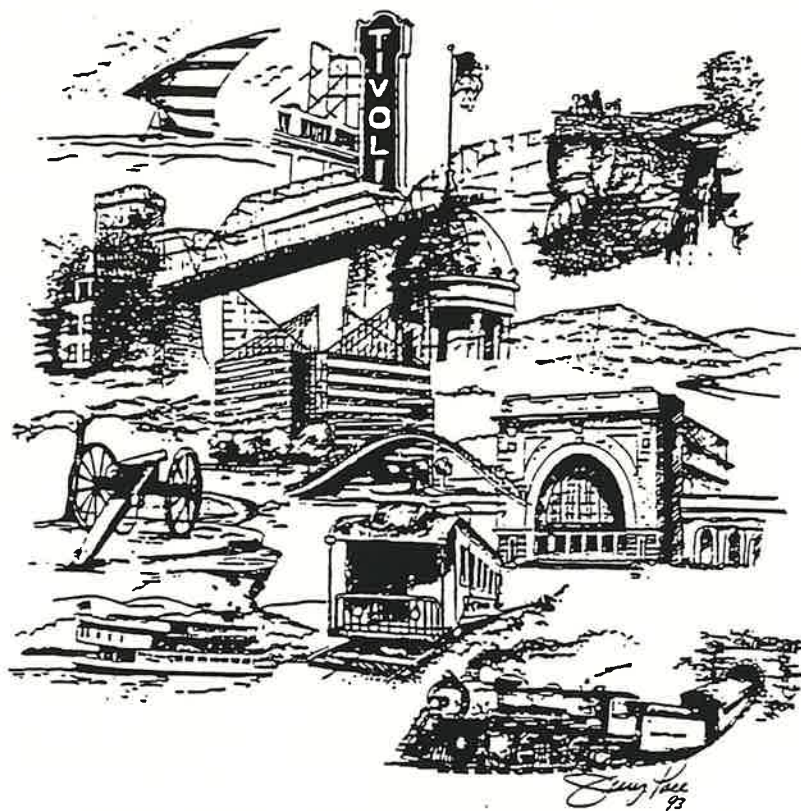
Expenses

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 97/98 are due to normal salaries and wage increases and fringe benefits associated.



Special Fund Revenues

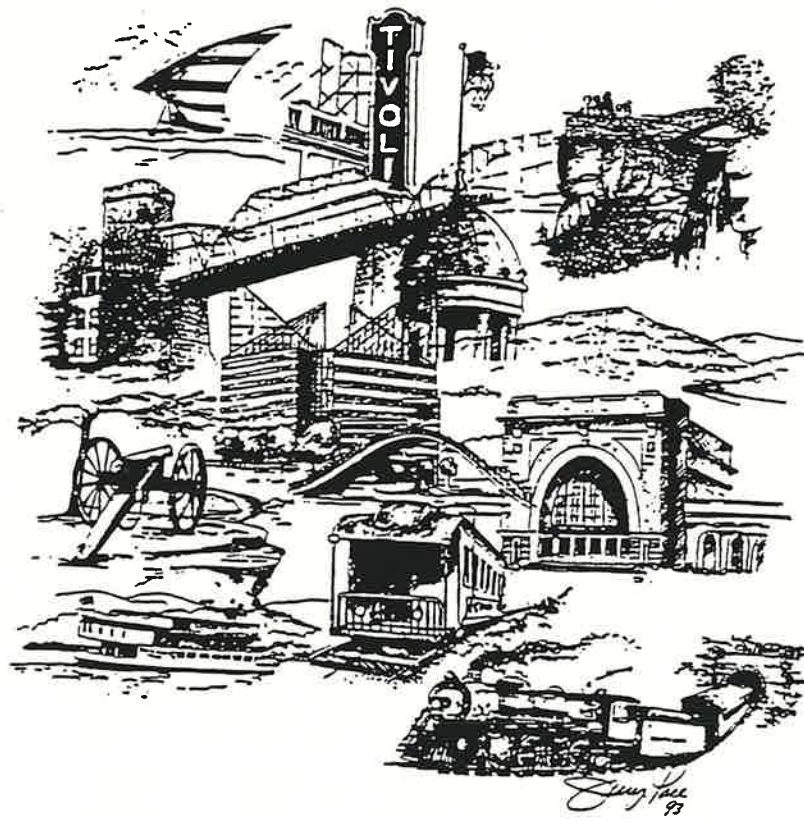
Fiscal Years 1995 - 1998

Revenue Source	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	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	100,000	70,000	233.3%	0.67%
Sale of Real Estate	22,500	79,361	34,500	0	(34,500)	-100.0%	0.00%
Lease Agreement	0	0	6,000	0	(6,000)	-100.0%	0.00%
Sale of Back Tax Lots	20,417	175,032	0	0	0	N/A	0.00%
Miscellaneous	0	0	0	0	0	N/A	0.00%
Fund Balance	22,058	0	25,000	569,943	544,943	2179.8%	3.80%
Total Real Estate Fund	\$94,975	\$284,393	\$95,500	\$669,943	574,443	601.5%	4.47%
Centralized Food Service (Fund 3034)							
Sales -Service	1,850,185	1,891,973	2,885,058	0	(2,885,058)	-100.0%	0.00%
Other Local Revenues	143,106	91,874	103,138	0	(103,138)	-100.0%	0.00%
State Funds	117,935	117,762	125,000	0	(125,000)	-100.0%	0.00%
Federal Funds thru State	4,203,957	3,792,013	4,134,899	0	(4,134,899)	-100.0%	0.00%
Direct Federal Revenue	0	547,997	374,849	0	(374,849)	-100.0%	0.00%
Total Centralized Food Service	\$6,315,183	\$6,441,619	\$7,622,944	\$0	(7,622,944)	-100.0%	0.00%
Education Operation(Fund 3058)							
Local Taxes							
Property	0	23,044,329	26,124,909	0	(26,124,909)	-100.0%	0.00%
Sales	0	13,623,391	14,289,137	0	(14,289,137)	-100.0%	0.00%
Licenses & Permits	0	0	0	0	0	N/A	0.00%
Charges for Current Services	0	67,667	100,000	0	(100,000)	-100.0%	0.00%
City/Special School Dist. Property Taxes	0	114,420	0	0	0	N/A	0.00%
Other Local Revenue	0	1,942,648	116,484	0	(116,484)	-100.0%	0.00%
State Education Fund	0	39,556,267	39,567,246	0	(39,567,246)	-100.0%	0.00%
Other State Funds	0	100,648	0	0	0	N/A	0.00%
Federal Funds Received	0	194,961	0	0	0	N/A	0.00%
Direct Federal Revenue	0	236,598	148,000	0	(148,000)	-100.0%	0.00%
Other Sources	0	0	680,000	0	(680,000)	-100.0%	0.00%
Operating Transfers	0	699,084	0	0	0	N/A	0.00%
City Allocation	0	9,072,521	9,231,036	0	(9,231,036)	-100.0%	0.00%
City General Fund Balance	0	0	800,000	0	(800,000)	-100.0%	0.00%
Kirkman Funds	0	0	1,000,000	0	(1,000,000)	-100.0%	0.00%
Fund Balance	0	0	1,143,190	0	(1,143,190)	-100.0%	0.00%
Total Education Operation	\$0	\$88,652,534	\$93,200,002	\$0	(\$93,200,002)	-100.0%	0.00%
Public Law 89 -10 (Fund 3060)							
Federal Funds thru State	7,211,302	5,633,668	5,287,669	0	(5,287,669)	-100.0%	0.00%
Other Local Revenue	0	23,095	0	0	0	N/A	0.00%
Direct Federal Revenue	0	547,579	0	0	0	N/A	0.00%
Total Public Law 89 - 10	\$7,211,302	\$6,204,342	\$5,287,669	\$0	(\$5,287,669)	-100.0%	0.00%
State Street Aid (Fund 3106)							
State of Tennessee	4,191,286	2,870,799	4,101,335	4,174,044	72,709	1.8%	27.85%
Railroad Reimbursement Mccallie Bridge	589,407	365,221	0	0	0	N/A	0.00%
Interest Earnings	76,460	40,896	40,000	25,000	(15,000)	-37.5%	0.17%
Total State Street Aid	\$4,857,153	\$3,276,916	\$4,141,335	\$4,199,044	\$57,709	1.4%	28.02%
Human Services (Fund 3119)							
Federal - State Grants	8,207,051	7,529,957	8,877,250	8,664,202	(213,048)	-2.4%	57.82%
City of Chattanooga	1,158,364	1,298,803	1,309,533	1,347,250	37,717	2.9%	8.99%
Contributions	38,460	21,747	105,308	105,361	53	0.1%	0.70%
Total Human Services	\$9,403,875	\$8,850,507	\$10,292,091	\$10,116,813	(\$175,278)	-1.7%	67.51%
Grand Total:	\$27,882,488	\$113,710,311	\$120,639,541	\$14,985,800	(105,653,741)	-87.6%	100.00%

Special Fund Expenditures

Fiscal Years 1995 - 1998

Expenditures	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '97 INC/(DEC)	% CHANGE FY 96/97	% OF TOTAL
Real Estate (1008):							
Administration	90,968	82,502	95,500	669,943	574,443	601.5%	4.47%
Total Real Estate	\$90,968	\$82,502	\$95,500	\$669,943	574,443	601.5%	4.47%
Centralized Food Service (Fund 3034)							
Operation of Non-Instructional Services							
Food Services	6,404,489	5,891,845	7,147,944	0	(7,147,944)	-100.0%	0.00%
Operating Transfers	0	475,000	475,000	0	(475,000)	-100.0%	0.00%
Total Centralized Food Service	\$6,404,489	\$6,366,845	\$7,622,944	\$0	(7,622,944)	-100.0%	0.00%
Education Operation (Fund 3058)							
Instruction							
Regular Instruction Program	0	44,707,812	48,428,122	0	(48,428,122)	-100.0%	0.00%
Special Education Program	0	9,058,271	10,337,419	0	(10,337,419)	-100.0%	0.00%
Vocational Education Program	0	2,678,053	2,503,818	0	(2,503,818)	-100.0%	0.00%
Adult Education Program		60,490	5,382	0	(5,382)	-100.0%	0.00%
Support Services							
Students	0	3,301,292	3,415,508	0	(3,415,508)	-100.0%	0.00%
Instructional Staff	0	5,127,915	4,961,521	0	(4,961,521)	-100.0%	0.00%
General Administration	0	1,290,692	1,280,317	0	(1,280,317)	-100.0%	0.00%
School Administration	0	7,611,177	7,822,047	0	(7,822,047)	-100.0%	0.00%
Business Administration	0	1,012,794	1,064,420	0	(1,064,420)	-100.0%	0.00%
Operation and Maintenance of Plant	0	8,455,674	8,582,771	0	(8,582,771)	-100.0%	0.00%
Student Transportation	0	3,507,550	3,860,140	0	(3,860,140)	-100.0%	0.00%
Other Support Services	0	783,370	918,408	0	(918,408)	-100.0%	0.00%
Operation of Non-Instructional Services							
Community Services	0	192,383	20,129	0	(20,129)	-100.0%	0.00%
Other Capital Outlay	0	66,661	0	0	0	N/A	0.00%
Operating Transfers	0	14,821	0	0	0	N/A	0.00%
Total Education Operation	\$0	\$87,868,955	\$93,200,002	\$0	(93,200,002)	-100.0%	0.00%
Public Law 89 - 10 (Fund 3060)							
Instruction							
Regular Instruction Program	6,945,006	2,942,928	2,372,399	0	(2,372,399)	-100.0%	0.00%
Special Education Program	0	839,361	963,647	0	(963,647)	-100.0%	0.00%
Vocational Education Program	0	348,019	266,894	0	(266,894)	-100.0%	0.00%
Student Body Education Program	0	111,233	0	0	0	N/A	0.00%
Support Services							
Students	0	374,988	392,203	0	(392,203)	-100.0%	0.00%
Instructional Staff	0	1,260,115	1,021,961	0	(1,021,961)	-100.0%	0.00%
Operation of Non-Instructional Services							
Community Services	0	60,135	65,565	0	(65,565)	-100.0%	0.00%
Operating Transfers	0	209,252	205,000	0	(205,000)	-100.0%	0.00%
Total Public Law 89 - 10	\$6,945,006	\$6,146,031	\$5,287,669	\$0	(5,287,669)	-100.0%	0.00%
State Street Aid (Fund 3106)							
Capital Project	1,028,597	0	0	0	0	N/A	0.00%
Paving City Wide	500,000	0	0	0	0	N/A	0.00%
Equipment	463,097	0	0	0	0	N/A	0.00%
Salaries & Wages	1,932,042	2,528,231	2,837,898	2,822,025	(15,873)	-0.6%	18.83%
Medical Services	4,195	2,015	4,000	4,000	0	0.0%	0.03%
Other Services	56,738	96,258	70,999	65,900	(5,099)	-7.2%	0.44%
Offices & Administration	304	2,708	3,750	2,750	(1,000)	-26.7%	0.02%
Vehicle Repairs & Maintenance	665,855	731,057	662,100	628,099	(34,001)	-5.1%	4.19%
Material & Supplies	744,184	683,949	521,138	588,960	67,822	13.0%	3.93%
Capital Outlay	3,106	1,782	9,250	0	(9,250)	-100.0%	0.00%
Fixed Assets	27,950	31,766	32,200	87,310	55,110	171.1%	0.58%
Fringe Benefits	624,797	0	0	0	0	N/A	0.00%
Total State Street Aid	\$6,050,865	\$4,077,766	\$4,141,335	\$4,199,044	57,709	1.4%	28.02%
Human Services (Fund 3119)							
Headstart	4,825,080	5,114,071	4,614,533	4,777,084	162,551	3.5%	31.88%
Daycare	1,120,467	1,187,388	1,495,482	1,452,667	(42,815)	-2.9%	9.69%
Weatherization	279,443	237,671	744,879	263,751	(481,128)	-64.6%	1.76%
Foster Grandparents	259,743	299,018	305,165	298,408	(6,757)	-2.2%	1.99%
LIEAP	754,970	669,110	817,007	879,802	62,795	7.7%	5.87%
CSBG	438,189	443,514	476,216	577,772	101,556	21.3%	3.86%
Occupancy	179,725	193,818	226,221	226,221	0	0.0%	1.51%
Human Services Programs	1,418,192	1,503,326	1,401,625	1,430,144	28,519	2.0%	9.54%
Neighborhood Family Services	80,032	84,755	105,361	105,361	0	0.0%	0.70%
City General Relief	134,393	108,847	105,602	105,603	1	0.0%	0.70%
Total Human Services	\$9,490,234	\$9,841,518	\$10,292,091	\$10,116,813	(175,278)	-1.7%	67.51%
Grand Totals	\$28,981,562	\$114,383,617	\$120,639,541	\$14,985,800	(105,653,741)	-87.6%	100.00%



Summary

Description. The real estate fund was originally established to account for sales or purchase of real estate by the City of Chattanooga. The need arose over the years to provide funds to maintain several closed school buildings and their surrounding grounds. That, plus maintenance of certain rights-of-way, comprise the primary function of this fund. Real estate transactions still take place as needed. The primary source of income for the fund to use in property maintenance is the general fund and the sale of surplus real estate and back tax lots. Expenditures may vary widely from year to year due to the fact that some large parcels of real estate are traded or purchased through this fund, but not on a consistent basis from one fiscal year to the next. Salaries are paid out of this fund for General Services Departments employees on a pro-rata basis, depending on what representative amount of time is spent administering the activity.

Departmental Goals & Objectives

➤ To maintain surplus city property

- *Schedule regular maintenance procedures, such as grass cuttings*
- *Perform periodic inspections*
- *Respond to citizen complaints*

➤ To market surplus city real estate

- *Keep abreast of market trends*
- *Maintain files of potential buyers*

Departmental Budget Summary

REAL ESTATE FUND Departmental Budget Summary Fiscal Years 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$2,198	\$10,760	\$10,765	\$26,972
Operating	70,626	85,500	84,735	642,971
Capital	1,334	0	0	0
Total	\$74,158	\$96,260	\$95,500	\$669,943
Positions Authorized	3	3	3	3

Budget Details

**Real Estate Fund
Divisional Budget Summary
Fiscal Years 1995 - 1998**

Division: Administration

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$2,198	\$10,760	\$10,765	\$26,972
Operating	70,626	85,500	84,735	642,971
Capital	1,334	0	0	0
Total	<u>\$74,158</u>	<u>\$96,260</u>	<u>\$95,500</u>	<u>\$669,943</u>

Summary

Description . The Food Service (Fund 3034) is used to operate the food service functions of the school system. It is maintained as a separate fund for ease in accounting and to keep this activity separate from other system functions. The food services operation currently requires no local tax supplement other than building space allocation. Food services operations are funded by federal and state revenue and sale of meals.

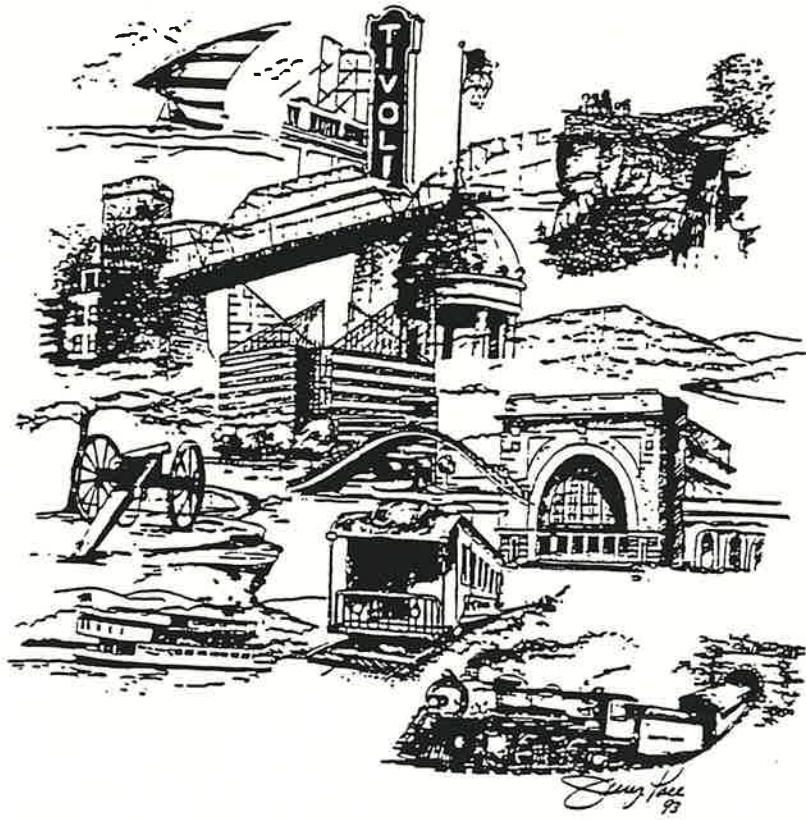
Departmental Goal

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

**Food Service Operating Fund 3034
Expenditure Summary by Division
Fiscal Year 1995 - 1998**

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

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
105 Supervisor/Director	64,539	192,441	192,248	0
119 Accountants/Bookkeepers				
162 Clerical Personnel	208,555	94,116	135,668	0
165 Cafeteria Personnel	1,783,795	1,781,218	1,886,460	0
189 Other Salaries & Wages	74,275	39,440	44,517	0
196 In-service Training				
201 Social Security	138,868	133,396	181,857	0
204 State Retirement	18,810	16,931	15,357	0
206 Life Insurance	4,140	4,254	4,500	0
207 Medical Insurance	474,367	479,658	521,492	0
208 Dental Insurance	9,987	10,032	11,907	0
209 Disability Insurance				
210 Unemployment Compensation	3,664	3,096	4,200	0
212 Medicare	32,542	31,212	28,623	0
299 Other Fringe Benefits	8,410	4,928	13,500	0
307 Communication				
336 Maintenance & Repair - Equipment	38,909	137,422	50,600	0
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	7,911	4,702	9,041	0
355 Travel	11,247	11,889	34,000	0
399 Other Contracted Services	44,811	55,569	169,260	0
421 Food Preparation Supplies				
422 Food Supplies	2,230,807	2,371,437	3,229,222	0
435 Office Supplies	0		28,500	0
451 Utilities				
452 Natural Gas				
457 In-Service/Staff Development	3,024	95	6,614	0
499 Other Supplies & Materials	147,886	247,529	190,378	0
599 Other Charges	1,709	3,986	0	0
710 Food Service Equipment	442,197	268,494	390,000	0
	<u>\$5,750,453</u>	<u>\$5,891,845</u>	<u>\$7,147,944</u>	<u>\$0</u>



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 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Instruction	59,086,900	60,746,167	64,877,681	0
Support Services	31,558,086	ERR	33,321,296	0
Operation of Non-Instructional Services	319,090	0	83,694	0
Capital Outlay	40,879	0	0	0
	<u>\$91,004,955</u>	<u>ERR</u>	<u>\$98,284,671</u>	<u>\$0</u>
Positions Authorized	1,817	1,822	1,822	0

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 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Regular Instruction	46,230,073	47,650,740	50,800,521	0
Special Education	9,627,424	9,897,632	11,301,066	0
Vocation Education	3,082,867	3,026,072	2,770,712	0
Student Body Education	66,578	111,233	0	0
Adult Education	79,958	60,490	5,382	0
Other	0	0	0	0
	<u>559,086,900</u>	<u>\$60,746,167</u>	<u>\$64,877,681</u>	<u>\$0</u>

Regular Education Program (71100)

Regular instruction consists of those activities which provide students in grades K-12 with learning experiences to prepare them for activities as citizens, family members, and non-vocational workers. These programs contrast with those designed to improve or overcome physical, mental, social and/or emotional handicaps. Instruction includes the activities dealing directly with the interaction between teachers and students.

Budget Detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Year 1994 - 1997				
Division: Instruction - 71000 Regular Instruction Program Elementary/Secondary (71100)				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
116 Teachers	31,514,355	32,430,866	35,387,876	0
117 Career Ladder Program	898,830	932,932	1,633,387	0
127 Career Ladder Extended Contracts	428,739	380,300	705,400	0
128 Homebound Teachers				
162 Clerical Personnel		9,131		
163 Educational Assistants	797,022	801,405	961,174	0
189 Other Salaries & Wages	125,582	172,548	0	0
195 Substitute Teachers	557,356	542,895	513,499	0
201 Social Security	2,142,688	2,182,304	2,476,326	0
204 State Retirement	2,539,814	2,868,048	3,212,465	0
206 Life Insurance	33,992	30,859	31,023	0
207 Medical Insurance	3,909,226	2,812,398	2,964,115	0
208 Dental Insurance	134,563	123,769	106,914	0
210 Unemployment Compensation	47,139	50,470	42,840	0
212 Medicare	514,395	522,199	567,209	0
299 Other Fringe Benefits	90,545	102,022	225,037	0
336 Maintenance & Repair Equipment	6,851	4,365	15,000	0
356 Tuition				
399 Other Contracted Services	136,661	108,624	130,600	0
429 Instructional Supplies & Materials	362,058	882,578	979,124	0
449 Textbooks	419,924	1,506,512	440,288	0
499 Other Supplies & Materials	248,146	206,463	87,750	0
599 Other Charges	248,158	35,847	57,635	0
722 Regular Instruction Equipment	874,029	944,205	262,859	0
Total	<u>\$46,230,073</u>	<u>\$47,650,740</u>	<u>\$50,800,521</u>	<u>\$0</u>

Special Education Program 71200

Special Education consists of those activities primarily for students having special needs. The Special Education Programs include pre-kindergarten, kindergarten, elementary, and secondary services for the gifted and talented, mentally retarded, physically handicapped, emotionally disturbed, culturally different, students with learning disabilities, bilingual students, and special programs for other types of students.

Goal & Objective

- It is the goal of the department to provide settings where students can achieve to their potential in the least restrictive environment.

Budget Detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Year 1994 - 1997				
Division: Instruction - 71000 Special Education Program (71200)				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
116 Teachers	4,609,916	4,798,045	5,567,343	0
117 Career Ladder Program	134,215	135,915	0	0
127 Career Ladder Extended Contracts	51,500	55,000	0	0
128 Homebound Teachers	113,273	101,911	76,725	0
162 Clerical Personnel				
163 Educational Assistants	584,770	706,017	685,953	0
189 Other Salaries & Wages	155,338	157,415	181,990	0
195 Substitute Teachers				
201 Social Security	367,367	367,453	400,415	0
204 State Retirement	437,836	441,247	380,072	0
206 Life Insurance	5,885	6,686	6,935	0
207 Medical Insurance	681,729	605,388	658,264	0
208 Dental Insurance	23,943	27,611	24,211	0
210 Unemployment Compensation	8,447	11,408	9,712	0
212 Medicare	88,456	87,904	93,643	0
299 Other Fringe Benefits	15,605	18,201	40,268	0
310 Contracts W/Other Public Agencies	6,500	5,450	6,500	0
311 Contracts W/Other School Systems				
312 Contracts W/Private Agencies	2,240,636	2,316,295	2,931,035	0
336 Maintenance & Repair Equipment				
356 Tuition				
399 Other Contracted Services	3,124	0	0	0
429 Instructional Supplies & Materials	45,188	43,775	91,402	0
449 Textbooks	0	0	5,300	0
499 Other Supplies & Materials	4,617	2,985	300	0
599 Other Charges	0	3,174	4,960	0
725 Special Education Equipment	49,079	5,752	136,038	0
Total	\$9,627,424	\$9,897,632	\$11,301,066	\$0

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 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
116 Teachers	1,933,190	1,880,389	1,915,137	0
117 Career Ladder Program	54,525	52,825	0	0
127 Career Ladder Extended Contracts	19,300	11,900	0	0
162 Clerical Personnel	16,404	15,688	0	0
163 Educational Assistants	40,421	3,473	15,000	0
189 Other Salaries & Wages	14,596	39,737	35,309	0
195 Substitute Teachers	7,641	5,846	9,000	0
201 Social Security	126,422	124,065	122,415	0
204 State Retirement	147,503	164,922	126,520	0
206 Life Insurance	1,986	1,599	1,514	0
207 Medical Insurance	226,789	147,303	145,049	0
208 Dental Insurance	7,726	6,332	5,270	0
210 Unemployment Compensation	2,717	2,539	2,110	0
212 Medicare	29,946	29,598	28,629	0
299 Other Fringe Benefits	5,249	5,630	10,734	0
311 Contracts W/Other School Systems				
336 Maintenance & Repair Equipment	16,103	26,066	26,000	0
355 Travel				
356 Tuition				
399 Other Contracted Services	27,351	30,279	138,244	0
429 Instructional Supplies & Materials	136,810	122,429	19,300	0
449 Textbooks				
499 Other Supplies & Materials	314	7,530	0	0
599 Other Charges	21,647	12,358	0	0
730 Vocational Instruction Equipment	246,227	335,544	170,481	0
Total	<u>\$1,082,867</u>	<u>\$3,026,072</u>	<u>\$2,770,712</u>	<u>\$0</u>

Student Body Education Program 71400

Student Body Education consists of those activities that provide students in grades K-12 with learning experiences not included in the preceding program codes. At this time we have no activities in this area.

Budget Detail

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

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

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
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	66,578	111,233	0	0
Total	<u>\$66,578</u>	<u>\$111,233</u>	<u>\$0</u>	<u>\$0</u>

Adult Education Program 71600

Adult Education consists of those activities that develop knowledge and skills to meet immediate and long range educational objectives of adults who, having completed or interrupted formal schooling, have accepted adult roles and responsibilities. Adult basic education programs are included in this category.

Budget Detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Year 1994 - 1997				
Division: Instruction - 71000 Adult Education Program (71600)				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
116 Teachers	37,615	38,420	5,382	0
117 Career Ladder Program				
127 Career Ladder Extended Contracts				
189 Other Salaries & Wages	14,255	5,204	0	0
201 Social Security	3,444	2,959	0	0
204 State Retirement	3,447	3,322	0	0
206 Life Insurance	56	29	0	0
207 Medical Insurance	5,010	2,505	0	0
208 Dental Insurance	135	67	0	0
210 Unemployment Compensation	40	16	0	0
212 Medicare	805	692	0	0
299 Other Fringe Benefits	137	134	0	0
336 Maintenance & Repair Equipment				
399 Other Contracted Services	4,001	3,859	0	0
429 Instructional Supplies & Materials	308	1,181	0	0
449 Textbooks				
499 Other Supplies & Materials	3,364	659	0	0
599 Other Charges	5,566	1,443	0	0
790 Other Equipment	1,775	0	0	0
Total	<u>\$79,958</u>	<u>\$60,490</u>	<u>\$5,382</u>	<u>\$0</u>

Support Services (72000)

Description. The Support Services Division consists of those activities which improve the quality of services provided to the student that meets the needs of all students. This division consist programs in the 72000 series such as Students (72100), Instructional Staff (72200), General Administration (72300), School Administration (72400), Business Administration (72500), Operation of Maintenance (72600), Student Transportation (72700), and Other Support Services (72800).

Budget Detail

Education Operating Fund 3058 Summary of Instruction Division (72000) Fiscal Year 1994 - 1997				
	Actual FY 93/94	Actual FY 93/94	Budget FY 96/97	Budget FY 96/97
Students	3,764,829	ERR	3,809,711	0
Instructional Staff	6,296,248	0	5,983,482	0
General Administration	1,271,976	0	1,280,317	0
School Administration	7,125,080	0	7,822,047	0
Business Administration	949,408	0	1,064,420	0
Operation of Maintenance	7,872,662	0	8,582,771	0
Student Transportation	3,514,617	0	3,860,140	0
Other Support Services	763,266	0	918,408	0
	<u>\$31,558,086</u>	<u>ERR</u>	<u>\$33,321,296</u>	<u>\$0</u>

this is summary sheet for 72100

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 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
105 Attendance Supervisor/Director				
117 Career Ladder Program	84,770	78,042	0	0
123 Guidance Personnel	1,981,224	2,005,753	2,189,459	0
124 Psychological Personnel	0	35,000	0	0
127 Career Ladder Extended Contracts	42,150	3,000	0	0
130 Social Workers	406,868	417,053	436,194	0
131 Medical Personnel	53,514	54,691	58,224	0
162 Clerical Personnel	75,946	64,761	72,236	0
189 Other Salaries & Wages	183,618	111,663	161,725	0
201 Social Security	161,584	36,923	184,708	0
204 State Retirement	191,014	40,795	178,884	0
206 Life Insurance	2,582	463	2,480	0
207 Medical Insurance	298,637	51,418	238,424	0
208 Dental Insurance	9,963	1,860	8,358	0
210 Unemployment Compensation	3,393	756	3,214	0
212 Medicare	39,104	8,823	43,198	0
299 Other Fringe Benefits	6,699	1,755	16,034	0
322 Evaluation & Testing	53,383	0	69,265	0
336 Maintenance & Repair Equipment	0	0	0	0
355 Travel	9,269	8,089	16,360	0
399 Other Contracted Services	14,181	9,575	21,682	0
413 Drugs & Medical Supplies	59,602	6,754	5,600	0
457 In-Service/Staff Development	0	0	0	0
499 Other Supplies & Materials	43,922	1,800	69,327	0
599 Other Charges	13,786	ERR	32,339	0
704 Attendance and Health Equipment	0	0	0	0
735 Health Equipment	2,760	ERR	2,000	0
790 Other Equipment	26,860	0	0	0
	<u>\$3,764,829</u>	<u>LRR</u>	<u>\$3,809,711</u>	<u>\$0</u>

Instructional Staff 72200

The Instructional Staff division consist of five areas they are for Regular (72210), Special Education (72220), Vocation Education (72230), Adult Program (72260), and Other (72290). Their descriptions are as followed:

Regular Instructional Staff Support - 72210. The regular instructional staff support consists of activities which assist instructional staff in planning, developing, and evaluating the process of providing learning experiences for students. These activities include curriculum development, techniques of instruction, child development and understanding, staff training, etc.

Special Education Instructional Staff - 72220. The Special Education instructional staff support consists of those activities which assist special education instructional staff in planning, developing, and evaluating the process of providing learning experiences for students having special needs. These activities include curriculum development, techniques of instruction, child development and understanding, staff training, etc.

Vocational Educational Instructional Staff - 72230. The Vocational Education instructional staff support consists of those activities which assist Vocational Education instructional staff in planning, developing, and evaluating the process of providing learning experiences for students. These activities include curriculum development, techniques of instruction, child development and understanding, staff training, etc.

Adult Program Instructional Staff - 72260. The Adult Program instructional staff support consists of those activities as in the regular instruction programs, but primarily for adults who have completed or interrupted schooling.

Other Support Services - 72290. Services supporting the instructional staff not properly classified elsewhere.

Budget Detail

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

Division: Support Services - 72000
Instructional Staff (72200)

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
105 Attendance Supervisor/Director	1,469,568	0	1,369,875	0
117 Career Ladder Program	93,765	0	0	0
124 Psychological Personnel	264,352	0	317,110	0
126 Career Ladder Evaluators			0	0
127 Career Ladder Extended Contracts	49,679	0	0	0
129 Librarian(s)	1,372,191	0	1,552,412	0
130 Social Workers			0	0
137 Education Media Personnel	102,836	0	112,218	0
138 Instructional Computer Personnel	25,756	0	57,897	0
161 Secretary(s)	166,317	0	104,968	0
162 Clerical Personnel	184,372	0	189,980	0
189 Other Salaries & Wages	358,856	0	338,873	0
196 In-Service Training	105,985	0	122,181	0
201 Social Security	224,257	0	255,289	0
204 State Retirement	260,625	0	238,875	0
206 Life Insurance	3,978	0	2,714	0
207 Medical Insurance	375,876	0	261,605	0
208 Dental Insurance	12,703	0	9,286	0
210 Unemployment Compensation	4,379	0	3,658	0
212 Medicare	53,758	0	59,706	0
299 Other Fringe Benefits	10,273	0	46,047	0
307 Communication			0	0
308 Consultants	237,593	0	185,462	0
322 Evaluation & Testing	11,580	0	0	0
336 Maintenance & Repair Equipment	229,670	0	31,320	0
355 Travel	35,225	0	143,271	0
399 Other Contracted Services	188,760	0	78,999	0
432 Library Books	0	0	107,125	0
457 In-Service/Staff Development	172,696	0	246,992	0
499 Other Supplies & Materials	129,246	0	34,350	0
599 Other Charges	69,448	0	78,169	0
704 Attendance and Health Equipment				
790 Other Equipment	82,504	0	35,100	0
	<u>\$6,296,248</u>	<u>\$0</u>	<u>\$5,983,482</u>	<u>\$0</u>

General Administration 72300

The General Administration division consists of two areas, they are Board of Education (72310) and Superintendent (72320). Their description are as followed:

Board of Education - 72310. Support Services-Board of Education consists of those activities concerned with establishing and administering policy for operating the LEA.

Office of the Superintendent - 72320. These support services consist of those activities performed by the Superintendent and such assistants as deputy, associate, and assistant superintendents in generally directing and managing all affairs of the LEA. These include all personnel and materials in the office of the chief executive officer. Activities of the offices of the Associate Superintendents are also included here.

Budget Detail

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

Division: Support Services - 72000
General Administration (72300)

	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
101 County Official/Administrive Officer	101,637	0	110,468	0
103 Assistant(s)	177,161	0	242,856	0
117 Career Ladder Program	12,169	0	0	0
118 Secretary to Board	0	0	0	0
161 Secreatary(s)	88,377	0	96,440	0
162 Clerical Personnel	0	0	0	0
189 Other Salaries & Wages	41,281	0	0	0
191 Board and Committee Member Fees	21,533	0	22,924	0
196 In-Service Training	0	0	0	0
201 Social Security	47,563	0	30,779	0
204 State Retirement	56,686	0	25,144	0
206 Life Insurance	762	0	202	0
207 Medical Insurance	88,262	0	43,767	0
208 Dental Insurance	3,100	0	714	0
209 Disability Insurance	1,077	0	0	0
210 Unemployment Compensation	11,297	0	289	0
212 Medicare	2,161	0	7,198	0
299 Other Fringe Benefits	30	0	15,596	0
305 Audit Services	17,461	0	21,400	0
307 Communication	0	0	0	0
320 Dues & Memberships	9,564	0	9,000	0
322 Evaluation & Testing	0	0	0	0
331 Legal Services	18,838	0	25,000	0
336 Maintenance & Repair Equipment	0	0	0	0
348 Postal Charges	0	0	0	0
355 Travel	25,432	0	27,552	0
399 Other Contracted Services	4,060	0	9,000	0
432 Library Books	0	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	46,869	0	43,000	0
510 Trustee Commissions	441,793	0	472,488	0
513 Workmen's compensation Insurance	27,620	0	15,000	0
599 Other Charges	27,243	0	61,500	0
701 Administrative Equipment	0	0	0	0
	<u>\$1,271,976</u>	<u>\$0</u>	<u>\$1,280,317</u>	<u>\$0</u>

School Administration 72400

Office of the Principal - 72410. The Office of the Principal consists of those activities concerned with directing and managing the operation of a particular school. They include the duties performed by the principal, assistant principals, and other assistants while they supervise all operations of the school, evaluate the staff members of the school, assign duties to staff members, supervise and maintain the records of the school, and coordinate school instructional activities with those of the LEA. These activities also include the duties performed by the teaching and administrative supporting clerical staff.

Budget Detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Year 1994 - 1997				
Division: Support Services - 72000 School Administration (72400) Principal (72410)				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
103 Assistant Principal(s)	1,529,461		1,907,107	0
104 Principal(s)	2,189,030		2,509,715	0
117 Career Ladder Program	124,250		0	0
119 Accountants/Bookkeepers				
127 Career Ladder Extended Contracts	82,600		0	0
161 Secretary(s)				
162 Clerical Personnel	1,646,143		1,823,214	0
189 Other Salaries & Wages				
196 In-Service Training				
201 Social Security	317,320		387,875	0
204 State Retirement	378,189		311,803	0
206 Life Insurance	5,083		5,493	0
207 Medical Insurance	588,836		521,410	0
208 Dental Insurance	20,681		19,178	0
210 Unemployment Compensation	7,296		7,694	0
212 Medicare	76,406		90,712	0
299 Other Fringe Benefits	0		69,842	0
307 Communication	119,030		145,164	0
322 Evaluation & Testing				
336 Maintenance & Repair Equipment				
355 Travel	5,324		6,840	0
399 Other Contracted Services				
432 Library Books				
457 In-Service/Staff Development	0		0	0
499 Other Supplies & Materials				
599 Other Charges	35,411		16,000	0
701 Administration Equipment	0		0	0
	<u>\$7,125,080</u>	<u>\$0</u>	<u>\$7,822,047</u>	<u>\$0</u>

Business Administration 72500

Fiscal Services - 72410. Fiscal Services consists of activities concerned with the fiscal operations of the LEA. This function includes budgeting, receiving and disbursing, financial and property accounting, payroll, inventory control, internal auditing and managing

Budget Detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Year 1994 - 1997				
Division: Support Services - 72000 Business Administration (72500) Fiscal Services (72510)				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
105 Supervisor/Director	66,144		70,417	0
113 Internal Audit Personnel	48,018		52,397	0
119 Accountants/Bookkeepers	88,129		96,222	0
122 Purchasing Personnel	129,938		164,091	0
161 Secretary(s)	31,650		34,537	0
162 Clerical Personnel	215,690		216,347	0
189 Other Salaries & Wages	29,079		33,588	0
196 In-Service Training	2,293		10,000	0
201 Social Security	27,471		40,461	0
204 State Retirement	32,150		8,810	0
206 Life Insurance	432		577	0
207 Medical Insurance	50,059		54,709	0
208 Dental Insurance	1,758		2,041	0
210 Unemployment Compensation	639		826	0
212 Medicare	6,611		9,463	0
299 Other Fringe Benefits	1,146		7,635	0
317 Data Processing Services	72,000		89,000	0
320 Dues & Memberships				
336 Maintenance & Repair Svc. - Equipment	5,419		11,000	0
355 Travel	5,005		6,899	0
399 Other Contracted Services				
411 Data Processing Supplies				
435 Office Supplies	107,316		140,400	0
499 Other Supplies & Materials				
599 Other Charges	6,039		0	0
701 Administration Equipment	22,422		15,000	0
	<u>\$949,408</u>	<u>\$0</u>	<u>\$1,064,420</u>	<u>\$0</u>

this is a summary spreadsheet for operation & maintenance of plant (72600)

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 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
105 Supervisor/Director	62,341	0	68,027	0
166 Custodial Personnel	2,068,729	0	2,352,691	0
189 Other Salaries & Wages	1,246,193	0	1,365,465	0
201 Social Security	202,673	0	234,744	0
204 State Retirement	241,550	0	51,113	0
206 Life Insurance	3,246	0	4,499	0
207 Medical Insurance	376,104	0	426,733	0
208 Dental Insurance	13,209	0	15,917	0
209 Disability Insurance	0	0	0	0
210 Unemployment Compensation	4,660	0	6,446	0
212 Medicare	48,800	0	54,900	0
299 Other Fringe Benefits	8,609	0	47,158	0
328 Janitorial Services	0	0	0	0
335 Maintenance & Repair - Building	52,827	0	44,000	0
336 Maintenance & Repair - Equipment	21,433	0	27,200	0
351 Rentals	0	0	0	0
355 Travel	0	0	0	0
399 Other Contracted Services	33,360	0	43,000	0
407 Coal	0	0	0	0
410 Custodial Supplies	95,602	0	120,828	0
415 Electricity	1,790,678	0	1,770,000	0
423 Fuel Oil	0	0	1,000	0
434 Natural Gas	645,885	0	900,000	0
454 Water and Sewer	289,169	0	300,000	0
499 Other Supplies & Materials	362,498	0	398,500	0
501 Boiler Insurance	4,000	0	5,200	0
502 Building & Content Insurance	103,004	0	130,000	0
511 Vehicle and Equipment Insurance	0	0	0	0
599 Other Charges	171,653	0	200,350	0
717 Maintenance Equipment	10,056	0	0	0
720 Plant Operation Equipment	16,383	0	15,000	0
790 Other Equipment	0	0	0	0
	<u>\$7,872,662</u>	<u>\$0</u>	<u>\$8,582,771</u>	<u>\$0</u>

Student Transportation 72700

Transportation - 72710. Transportation services consist of those activities concerned with conveying students to and from school. This includes supervision of student transportation services, vehicle operation services, monitoring services, vehicle servicing and maintenance services, and other student transportation services.

Budget Detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Year 1994 - 1997				
Division: Support Services - 72000 Student Transportation (72700) Transportation (72710)				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
105 Supervisor/Director	68,056		103,084	0
142 Mechanics	221,910		240,559	0
146 Bus Drivers	1,695,623		1,832,590	0
162 Clerical Personnel	20,610		21,557	0
189 Other Salaries & Wages	167,933		152,656	0
196 In-Service Training	4,977		0	0
201 Social Security	174,278		146,162	0
204 State Retirement	207,708		31,826	0
206 Life Insurance	2,792		4,296	0
207 Medical Insurance	323,409		407,584	0
208 Dental Insurance	11,358		15,203	0
210 Unemployment Compensation	4,007		6,157	0
212 Medicare	41,963		34,183	0
299 Other Fringe Benefits	7,403		33,383	0
311 Contract with Other School Systems				
312 Contracts with Private Agencies				
313 Contracts with Parents				
314 Contract with Public Carriers	930		2,000	0
315 Contracts with Vehicle Owners				
338 Maintenance & Repair - Equipment	16,521		15,000	0
351 Rentals				
355 Travel	2,906		3,000	0
399 Other Contracted Services	25,447		25,900	0
412 Diesel Fuel				
418 Equipment & Machinery parts				
424 Garage Supplies				
425 Gasoline	134,598		190,000	0
433 Lubricants	2,469		10,200	0
442 Propane Gas				
450 Tires & Tubes	36,562		71,000	0
453 Vehicle parts	122,558		120,000	0
457 In-Service/Staff Development				
499 Other Supplies & Materials				
511 Boiler Insurance	177,115		311,800	0
599 Other Charges	0		7,000	0
729 Transportation Equipment	43,484		75,000	0
	<u>\$3,514,617</u>	<u>\$0</u>	<u>\$3,860,140</u>	<u>\$0</u>

Other Supported Services 72800

Central and Other - 72810. These support services consist of those activities concerned with data processing services, mail room services, and all other support services not elsewhere classified.

Budget Detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Year 1994 - 1997				
Division: Support Services - 72000 Other Support Services (72800) Central & Other (72810)				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
105 Supervisor/Director	35,729		0	0
120 Computer Programmer	30,570		71,821	0
121 Data Processing Personnel				
162 Clerical personnel	221,917		206,485	0
189 Other Salaries & Wages	171,034		157,905	0
201 Social Security	6,744		27,045	0
204 State Retirement	8,038		5,789	0
206 Life Insurance	108		404	0
207 Medical Insurance	12,515		38,296	0
208 Dental Insurance	440		1,428	0
210 Unemployment Compensation	155		579	0
212 Medicare	1,624		6,325	0
299 Other Fringe Benefits	286		5,081	0
307 Communication				
308 Consultants				
317 Data Processing Services				
330 Operating Lease payments	32,185		50,000	0
336 Maintenance & Repair - Equipment	16,183		30,000	0
355 Travel	5,514		9,400	0
399 Other Contracted Services	8,125		32,500	0
411 Data Processing Supplies				
435 Offices supplies	4,193		9,500	0
499 Other Supplies & Materials	9,206		10,350	0
599 Other Charges	91,411		233,000	0
709 Data Processing Equipment	107,289		22,500	0
790 Other Equipment				
	<u>\$763,266</u>	<u>\$0</u>	<u>\$918,408</u>	<u>\$0</u>

Operation of Non-Instructional Services (73000)

Community Services - 73300. Community services consists of those activities concerned with providing community services to students, staff or other community participants. An example of this function is the operation of the work study program.

Budget Detail

Education Operating Fund 3058 Summary of Instruction Division (73000) Fiscal Year 1994 - 1997			
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97
Food Services	0	0	0
Community Services	319,090	0	85,694
	<u>\$319,090</u>	<u>\$0</u>	<u>\$85,694</u>

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 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
105 Supervisor/Director				
119 Accountants/Bookkeepers				
162 Clerical Personnel				
165 Cafeteria Personnel				
189 Other Salaries & Wages				
196 In-service Training				
201 Social Security				
204 State Retirement				
206 Life Insurance				
207 Medical Insurance				
208 Dental Insurance				
209 Disability Insurance				
210 Unemployment Compensation				
212 Medicare				
299 Other Fringe Benefits				
307 Communication				
336 Maintenance & Repair - Equipment				
342 Payment to Schools - Breakfast				
343 Payment to Schools - Lunch				
344 Payment to Schools - Other				
345 Payment to Schools - Other USDA				
354 Transportation - Other than Students				
355 Travel				
399 Other Contracted Services				
421 Food Preparation Supplies				
422 Food Supplies				
435 Office Supplies				
451 Utilities				
452 Natural Gas				
457 In-Service/Staff Development				
499 Other Supplies & Materials				
599 Other Charges				
710 Food Service Equipment				
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

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 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
105 Supervisor/Director	28,712		32,805	0
162 Clerical Personnel				
188 Temporar/Part-time Personnel				
189 Other Salaries & Wages	142,285		37,054	0
201 Social Security	8,262		4,495	0
204 State Retirement	4,643		3,319	0
206 Life Insurance	112		65	0
207 Medical Insurance	12,704		6,851	0
208 Dental Insurance	270		152	0
209 Disability Insurance				
210 Unemployment Compensation	85		34	0
212 Medicare	1,560		740	0
299 Other Fringe Benefits	174		179	0
336 Maintenance & Repair - Equipment	0		0	0
355 Travel	3,332		0	0
399 Other Contracted Services	61,699		0	0
422 Food Supplies	0		0	0
499 Other Supplies & Materials	18,824		0	0
599 Other Charges	25,244		0	0
790 Other Equipment	11,184		0	0
	<u>\$319,090</u>	<u>\$0</u>	<u>\$85,694</u>	<u>\$0</u>

Capital Outlay (76000)

Regular Capital Outlay - 76100. These activities are concerned with site acquisition services, site improvement services, architecture and engineering services, educational specifications development services, building acquisition and construction services, building improvements services and other facilities acquisition and construction services. Financing of these activities are with the use of State and Local funds.

Budget Detail

Education Operating Fund 3058 Expenditure Summary by Division Fiscal Year 1994 - 1997				
Division: Capital Outlay - 76000 Regular Capital Outlay (76100)				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
189 Other Salaries and Wages				
201 Social Security				
204 State Retirement				
206 Life Insurance				
207 Medical Insurance				
208 Dental Insurance				
209 Disability Insurance				
210 Unemployment Compensation				
212 Medicare				
299 Other Fringe Benefits				
304 Architects	0	0	0	0
308 Consultants				
321 Engineering Services				
331 Legal Services				
399 Other Contracted Services				
706 Building Construction				
707 Building Improvements	24,173		0	0
715 Land				
724 Site Development				
799 Other Capital Outlay	16,706		0	0
	<u>\$40,879</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Summary

Description. The Public Law (Fund 3060) is a Fund used to finance the special project operations of the school district. It is reserved to account for money specifically designated for some particular purpose. Some of the Projects covered through this fund are Chapter I, Chapter II, Title II, Even Start, and Drug Free Schools.

Goals & Objectives

Chapter I. Chapter I funds are allocated to LEAS to meet the special educational needs of educationally deprived children in school attendance are with high concentrations of children from low-income families and of children in local institutions for neglected or delinquent children.

Chapter II. Chapter II funds are allocated to LEAS for the planning, development, operation, and expansion of programs to meet the educational needs of students at risk of failure in school; to purchase instructional and education material; for school site improvement projects; for staff training and professional development; for personal excellence of students and student achievement; and innovative projects.

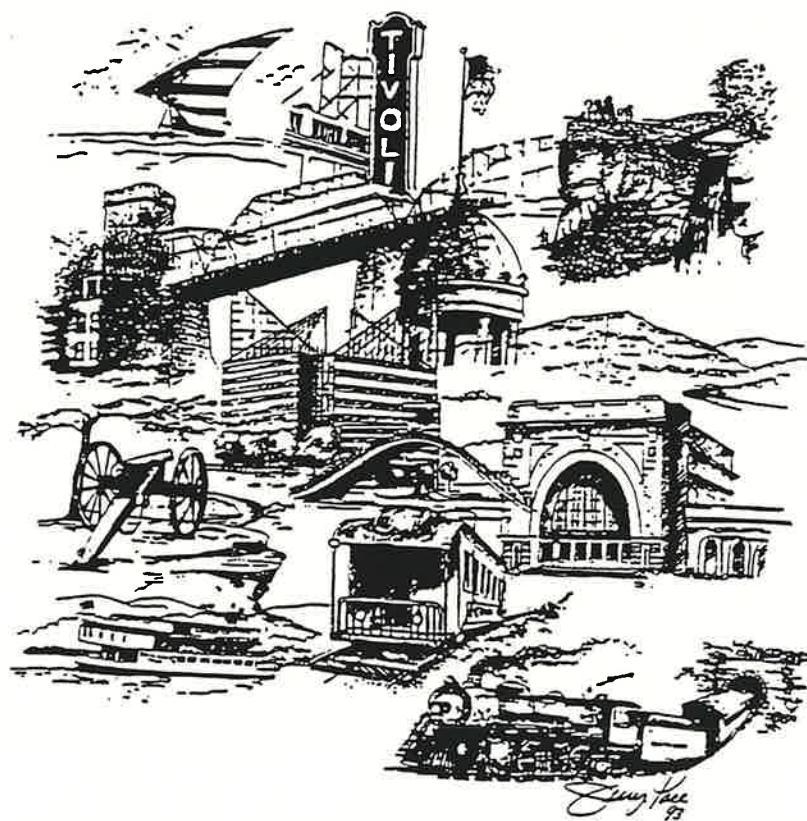
Title II. Title II funds are allocated to LEAS for the expansion and improvement of training, retraining, and in-service training for teacher and other personnel in the field of mathematics and science.

Even Start. Funds are allocated to LEAS under the Even Start program for the purpose of providing a special family-centered program that combines adult literacy, parent education, and early childhood education in collaboration with other agencies.

Drug Free Schools. Funds are allocated to LEAS under the Drug Free Schools and Communities Act for the purpose of providing drug and alcohol abuse education programs and activities for students in grades K-12 that clearly and consistently teach that illicit drug use is harmful, and that stress early intervention and prevention strategies, including education for parents.

Department Budget Summary

Note: Financial details are included within the Education Operating information.



Summary

Description. State Street Aid is a division of the Department of Public Works . This fund accounts for all revenue and expenditures from the City's share of State gasoline taxes. The State distributes the taxes to municipalities based on population. Tennessee State Law requires that these funds be used for the construction and maintenance of city streets.

Departmental Goals & Objectives

➤ **Develop and maintain a system of monetary controls which enables the Division to effectively apply State funds in the construction and maintenance of City streets.**

- *Accurately track expenditures for approved projects.*
- *Track projects at least monthly to ensure the division stays within budgetary guidelines.*
- *Reduce the City's liability through timely repair and maintenance of City streets.*
- *Maintain an automated data collection/filing system for projects and expenditures within this division to assist in budgetary compliance.*

Departmental Performance Indicators

A report is sent to the State of Tennessee annually showing the total spent on streets by the City. Each year the total spent has to equal or exceed the average for the past five years.

<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
\$12,643,595	\$14,610,075	\$15,750,000

Departmental Budget Summary

Department of Public Works Departmental Budget Summary Fiscal Years 1995 - 1998				
	<u>Actual</u> <u>FY 94/95</u>	<u>Actual</u> <u>FY 95/96</u>	<u>Budget</u> <u>FY 96/97</u>	<u>Budget</u> <u>FY 97/98</u>
Personnel	\$2,556,837	\$2,528,231	\$2,837,898	\$2,822,025
Operating	1,469,776	1,551,253	1,261,987	1,377,019
Capital	1,266,478	823,085	441,450	0
Total	<u>\$5,293,091</u>	<u>\$4,902,569</u>	<u>\$4,541,335</u>	<u>\$4,199,044</u>
Positions Authorized	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 95/96: actual, FY 96/97: projected, FY 97/98: Goal)

	<u>Actual</u> <u>FY 95/96</u>	<u>Projected</u> <u>FY 96/97</u>	<u>Goal</u> <u>FY 97/98</u>
Work Orders Completed			
Maintenance/Rehab	1,790	2,100	1,975
Street Rehab Projects	2	3	3

Budget Detail

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: State Street Aid</i>				
	<u>Actual</u> <u>FY 94/95</u>	<u>Actual</u> <u>FY 95/96</u>	<u>Budget</u> <u>FY 96/97</u>	<u>Budget</u> <u>FY 97/98</u>
Personnel	\$2,556,837	\$2,528,231	\$2,837,898	\$2,822,025
Operating	1,469,776	1,551,253	1,261,987	1,377,019
Capital	31,056		41,450	
Total	<u>\$4,057,669</u>	<u>\$4,079,484</u>	<u>\$4,141,335</u>	<u>\$4,199,044</u>

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.

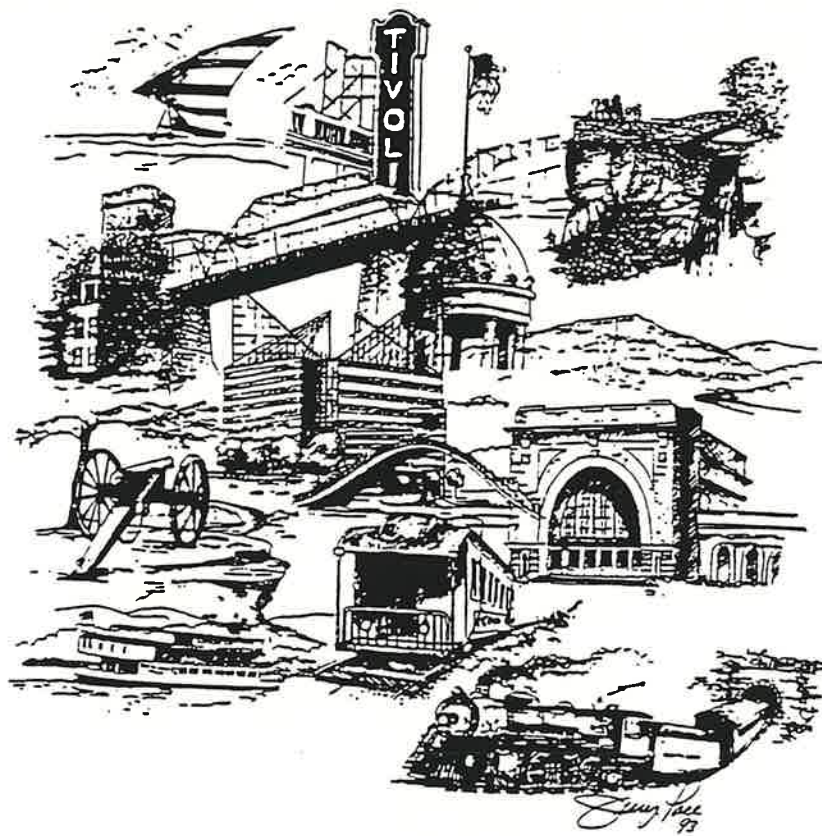
Goals & Objectives

- **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

Department of Public Works Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: State Street Aid Capital</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	1,235,422	823,085	400,000	
Total	\$1,235,422	\$823,085	\$400,000	\$0



Summary

Description. The department operates 18 separate programs funded totally or in part by federal, state and local funds. Services include early childhood development (head start & day care), energy assistance, feeding programs, housing for poor, elderly, handicapped residents of Hamilton County and City of Chattanooga. Individuals with emergency needs are assisted daily in an effort to restore their lives to normalcy. Attempts to render services to families in crisis situation and return them to the road of self-sufficiency and remove dependency for constant monetary assistance. Divisions are:

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

Departmental Goals

- Provide headstart for some 750 poor children, day care for 920 working on training parents until they rise to an income level to be self-sufficient.
- Provide and distribute of surplus food commodities quarterly to 4,300 poor families.
- Assist poor and elderly in paying heating and cooling utility bills, helping 3,000 families.
- Through an intensive case management concept we plan to lead 125 individuals to a life of self-sufficiency and away from dependency on entitlement programs.
- With the eroding funds for various social and community services we will seriously consider program consolidation, reorganization and staffing in order to release funds for needed services for the poor, elderly and handicapped.

Departmental Budget Summary

Human Services Departmental Budget Summary Fiscal Years 1995 - 1998				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$4,508,869	\$4,675,619	\$4,981,489	\$5,141,597
Operating	4,042,980	4,797,597	4,915,065	4,848,630
Capital	938,385	372,302	395,537	126,586
Total	<u>\$9,490,234</u>	<u>\$9,845,518</u>	<u>\$10,292,091</u>	<u>\$10,116,813</u>
Positions Authorized	301	314	270	266

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 95/96: actual, FY 96/97: projected, FY 97/98:goal)

	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>
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

Performance Indicators (FY 95/96: actual, FY 96/97: projected, FY 97/98:goal)

	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>
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 1995 - 1998				
<i>DIVISION: HEADSTART</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$2,775,304	\$2,942,256	\$3,004,989	\$3,125,261
Operating	1,226,293	1,900,981	1,362,613	1,627,200
Capital	823,484	270,834	246,931	24,623
Total	<u>\$4,825,080</u>	<u>\$5,114,071</u>	<u>\$4,614,533</u>	<u>\$4,777,084</u>

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 95/96: actual, FY 96/97: projected, FY 97/98:goal)

CENTER PROGRAM

	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>
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
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	91

DAY CARE

	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>
Children enrolled	50	50	50
Parents maintained gainful employment	35	39	42
Meals served	39,525	41,364	42,350
Day care home for infants through 12 years	12	12	12
Parent meeting per quarter	1	1	1
Monitoring visits	144	144	144

Budget Details

Human Services Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: DAYCARE</i>				
	<u>Actual FY 94/95</u>	<u>Actual FY 95/96</u>	<u>Budget FY 96/97</u>	<u>Budget FY 97/98</u>
Personnel	\$653,952	\$648,472	\$750,563	\$708,913
Operating	427,844	520,892	700,919	713,630
Capital	38,670	18,024	44,000	30,124
Total	<u>\$1,120,467</u>	<u>\$1,187,388</u>	<u>\$1,495,482</u>	<u>\$1,452,667</u>

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 1997/1998 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 1997/1998 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, 1997.*

Performance Indicators (FY 95/96: actual, FY 96/97: projected, FY 97/98: goal)

	<u>FY 95/96</u>	<u>FY 96 /97</u>	<u>FY 97/ 98</u>
Units of weatherized dwellings	120	122	122
Material & Labor cost	-0-	199,803	238,722
Inspections completed	118	122	122
Number of applicants (5 moved, 3 deceased)	125	130	130

Budget Details

Human Services Divisional Budget Summary Fiscal Years 1995 - 1998				
DIVISION: WEATHERIZATION				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$65,659	\$65,295	\$74,305	\$83,583
Operating	212,157	172,376	670,574	176,168
Capital	1,627	0	0	4,000
Total	<u>\$279,443</u>	<u>\$237,671</u>	<u>\$744,879</u>	<u>\$263,751</u>

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 95/96: actual, FY 96/97: projected, FY 97/98:goal)

	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>
Conduct site visits	17	19	26
Training suggestions from site coordinators	19	19/2	26
Assign volunteers and special children	68/138	68/138	500
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	as needed
Forty (40) hours of training for new volunteers	11	11	15
Sessions of four (4) hours of additional training	10	10	12
Volunteers evaluated	24	24	69
Conduct volunteer needs assessment	58	58	69
Volunteer comply with income requirements	56	56	69
Increase number of volunteer service years	4	4	0
Annual physical for volunteers	42	42	69
Trans by sites for In-kind contributions	\$9,600	\$9,600	\$10,000
Educate and train council on FGP affairs	8	8	12
Assign to committees for advisory council	6	6	12
Advisory council meetings per year	2	2	4
Procure private sector funding	7	7 given	2 new
Provide annual program evaluation		revise process	input/output
Participate in events for volunteers	3	3	5
Program receives media coverage	3	3	5
FGP provide 2 events	0	0	2
Address three or more organizations annually	2	2	3
Annually submit proposal to businesses for funding non-federal volunteers and program activities	0	0	2

Budget Details

Human Services Divisional Budget Summary Fiscal Years 1995 - 1998				
DIVISION: FOSTER GRANDPARENTS				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$239,629	\$253,989	\$255,213	\$237,751
Operating	20,115	45,029	49,952	57,668
Capital	0	0	0	2,989
Total	<u>\$259,743</u>	<u>\$299,018</u>	<u>\$305,165</u>	<u>\$298,408</u>

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 1998. 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, 1997 thru June 30, 1998 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, 1997 thru April 29, 1998 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 1996 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 1995 - 1998				
<i>DIVISION: LIHEAP</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$73,533	\$74,901	\$72,016	\$74,898
Operating	681,437	594,209	744,991	804,904
Capital	0	0	0	0
Total	<u>\$754,970</u>	<u>\$669,110</u>	<u>\$817,007</u>	<u>\$879,802</u>

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

1,728 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 97/98.

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 1995 - 1998				
DIVISION: CSBG				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$244,710	\$248,464	\$268,977	\$308,630
Operating	190,707	\$196,772	204,239	\$266,142
Capital	2,772	\$2,278	3,000	\$3,000
Total	<u>\$438,189</u>	<u>\$447,514</u>	<u>\$476,216</u>	<u>\$577,772</u>

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 95/96: actual, FY 96/97: projected, FY 97/98:goal)

	<u>FY95/96</u>	<u>FY96/97</u>	<u>FY97/98</u>
• Fire inspection	1	1	1
• Cleaning/replacing air filters	3	4	4
• Grass mowed	26	26	26
• Replaced awnings	3	5	3
• Repair/replace air condition units	4	7	3
• Windows cleaned, replace, or reglaze			
• Remove large trees from playground area.	0	0	2
• Strengthen wall affected by trees			
• Touch up paint areas as needed			

Budget Details

Human Services Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: OCCUPANCY - 501 W 11TH STREET</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$19,492	\$16,887	\$19,188	\$49,801
Operating	117,858	132,620	122,683	135,645
Capital	42,374	44,311	84,350	40,775
Total	<u>\$179,725</u>	<u>\$193,818</u>	<u>\$226,221</u>	<u>\$226,221</u>

Human Services Programs

Description. Human services programs include areas of Title II commodity, Emergency Food & Shelter, Project Warm Neighbors, MC Mckeldin, Summer Lunch, Administration, Water Help, and HUD Counsel.

Goals & Objectives

Title II Commodity

- **Improve the nutritional needs of low income individuals in Chattanooga and Hamilton County.**
 - *Provide two distribution sites, one site in Chattanooga, and one site in northern Hamilton County.*
 - *Distribute commodities quarterly at designated sites.*

Summer Food Service Program

- **Provide free nutritious meals to eligible children, ages 1-18 during the summer vacation. similar to those offered under the National School Lunch and Breakfast Program, during the school year.**
 - *Secure 90 or more sites where meals can be served.*
 - *To reach 50% or more of those children who received free and /or reduced lunches during the school year.*
 - *Provide free nutritional lunches daily for 10 weeks, (49) days, during summer vacation.*
 - *Develop positive attitudes toward nutritious meals.*

Emergency Food & Shelter

- **Assist families/individuals with past, due mortgage/rent or first month's rent payment. Payment of one months' past due electric and or gas bills; issue one month food orders during the program year.**
 - *To improve the quality of life for the family/individuals by providing assistance with payment of an estimated 70 (seventy) rent/mortgage or providing first month's rental assistance. These services prevents evictions, foreclosures or homelessness for the families/individuals receiving services.*
 - *Provide and estimated 3,240 meals to families or single persons given a one month food voucher that can be used at the grocery store of their choice.*
 - *Payment of an estimated 45 (forty-five) electric/gas bills to prevent services from being disconnected.*

Warm Neighbors

- **Maintain electric/gas services or purchase of home heating oil/fuel for low income households and or households who are experiencing financial difficulties and are not able to pay their bills due to illness, loss of employment, death of primary bread winner etc.**
 - *To involve the community in helping to approximately 210 households to maintain services with the electric and gas companies, also the purchase of coal and kerosene. To raise community awareness about the needs within the community and encourage contributions be made to the program to aid the agency in providing services.*

Harry McKeldin Fund

- To meet needs in the community that are not addressed in the catalog of services or those who are not eligible for assistance based on Community Services Block Grant guidelines.

- To address the needs within the community of 7-10 families per year that are not met through CSBG Program. Involvement of the community in making contributions that enable us to provide special assistance to those who would otherwise fall through the cracks.

Project Water Help

- Maintain or restore water services for families/individuals who are not able to pay their bills.

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

HUD Counsel

- Provide information to perspective home buyers, first time renters, and assistance to homeowners to prevent foreclosures and provide information and implementation of the reverse mortgage program.

- To assist families in obtaining a home, providing information as to the responsibility of home ownership, rental responsibility and rights. Assists the elderly in making decisions about reverse mortgages which enables eligibility for other programs that are based on poverty guidelines Works with families/ individuals to avoid foreclosure proceedings. Estimated number households to be served are 489.

Budget Details

Human Services Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: HSD PROGRAMS</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$343,805	\$322,323	\$434,893	\$451,965
Operating	1,046,572	\$1,144,148	949,476	\$957,104
Capital	27,816	\$36,855	17,256	\$21,075
Total	<u>\$1,418,192</u>	<u>\$1,503,326</u>	<u>\$1,401,625</u>	<u>\$1,430,144</u>

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 95/96: actual, FY 96/97: projected, FY 97/98:goal)

	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>
Family Need Assessments performed	120	125	125
Adult and Youth Activities	8	10	12

Budget Details

Human Services Divisional Budget Summary Fiscal Years 1995 - 1998				
DIVISION: NEIGHBORHOOD FAMILY SERVICE CENTER				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$68,584	\$73,903	\$73,863	\$73,473
Operating	9,806	10,852	31,498	31,888
Capital	1,642	0	0	0
Total	<u>\$80,032</u>	<u>\$84,755</u>	<u>\$105,361</u>	<u>\$105,361</u>

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.

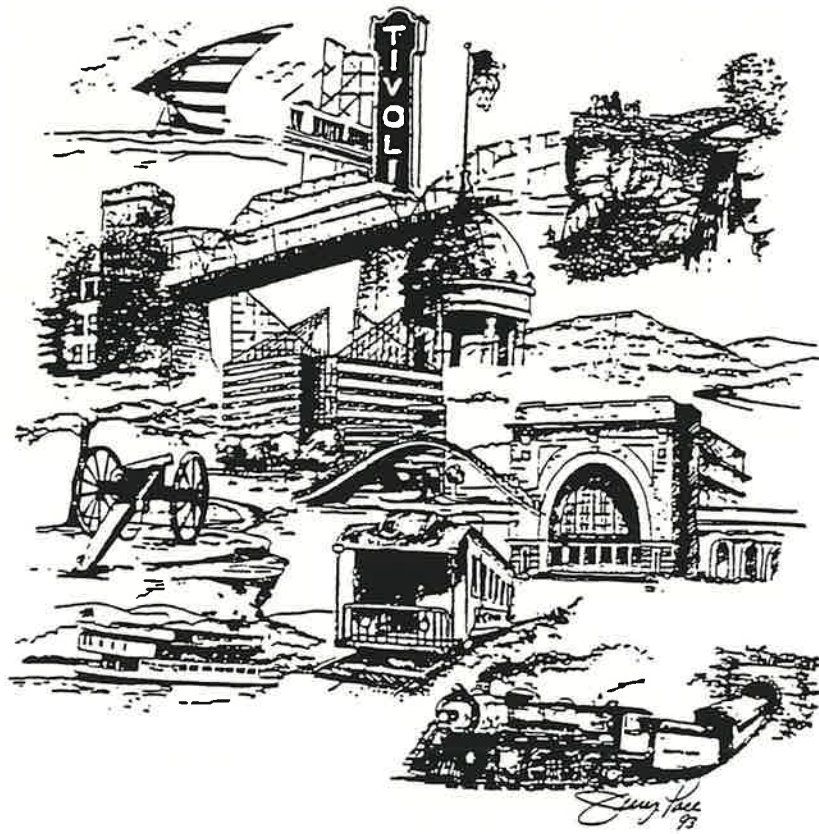
To acknowledge that crisis situations can arise in everyone's life and assistance is required to alleviate or reduce the impact of the circumstances. To meet the needs of all citizens within our community. Assistance is planned for approximately 1,000 households.

Performance Indicators (FY 95/96: actual, FY 96/97: projected, FY 97/98:goal)

	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>
Number of households assistance planned	2,000	1,500	1,000
Dollars used in assistance	87,970	77,260	78,271

Budget Details

Human Services Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>DIVISION: CITY GENERAL RELIEF</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$24,203	\$29,129	\$27,482	\$27,322
Operating	110,190	79,718	78,120	78,281
Capital	0	0	0	0
Total	<u>\$134,393</u>	<u>\$108,847</u>	<u>\$105,602</u>	<u>\$105,603</u>



Fiduciary Funds

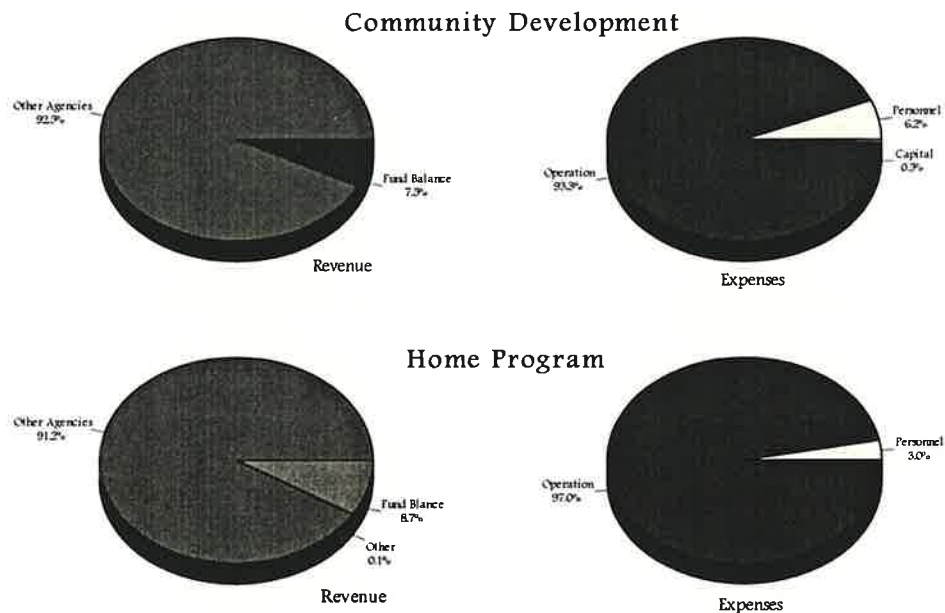
Fund Structure

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, 1997 the budgeted revenue and expenses were as followed:

	Budgeted <u>Revenue & Expenses</u>	Actual <u>Revenue</u>	<u>Expenses</u>
Economic & Community Development	\$ 7,015,030	\$2,252,069	\$1,973,531
CD - Home Program	2,724,376	636,295	539,751

The FY 97/98 budget \$3,231,000; \$1,151,000 respectively.

FISCAL YEAR 1997/1998



graph expressed in 1,000's

FUND REVENUE SUMMARY
FISCAL YEAR ENDING JUNE 30, 1998
(EXPRESSED IN \$1,000)

Fund Type:	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	Budget '97 Increase (Decrease)	% CHANGE FY 97/98
FIDUCIARY FUNDS:						
Economic & Community Development	3,070	2,906	7,015	3,231	(3,784)	-53.9%
E & CD - HOME Improvement	977	540	2,724	1,151	(1,573)	-57.8%
<i>Total Fiduciary Funds</i>	\$4,047	\$3,446	\$9,739	\$4,382	(5,357)	-55.0%

Revenues

Economic & Community Development. Approval for this funding is done by the U.S. Department of Housing and Urban Development on an annual basis, which accounts for the fluctuation in the revenues received each year. When the funding decreases, the City must make budget decisions which will suit the community as a whole, by either shifting priorities to accommodate the completion of Community Development plans or hold up on them, waiting for next year's funding.

The total decrease for this fund is \$3,784,030. This major decrease is \$3,817,784 which is the use of Fund Balance. This information was unavailable at FY 97/98 budget submission. Another large decrease is the THDA House Grant, \$253,000 which was not reinstated in FY 97/98. However this fund projects a \$287,000 increase in the Program Income. 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.

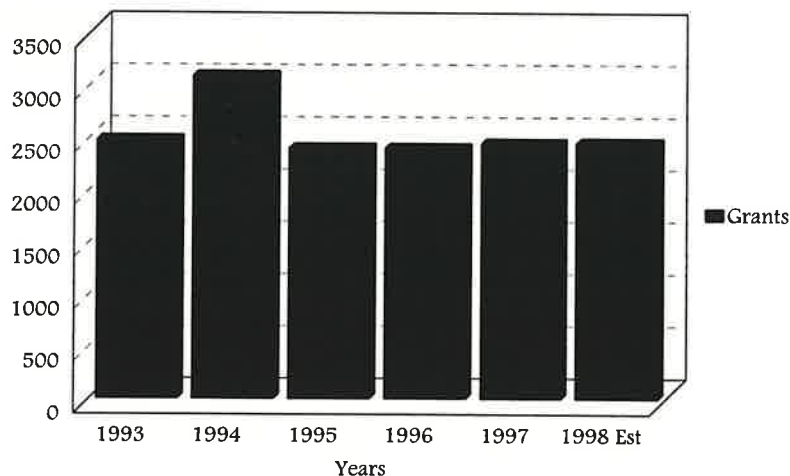
The City of Chattanooga is currently in its 22nd year of Community Development Block Grant funding. The estimate for the 23rd year is \$2,452,000, an increase of \$7,000.

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 decrease in the Home Investment Program funding is due primarily to the use of Fund Balance, \$1,354,140. The FY 98 figure is unavailable at budget submission. Also, program income is expected to decrease by \$193,236. Also the Federal (HOME) grant will be decrease by \$26,000 to \$1,050,000.

COMMUNITY DEVELOPMENT BLOCK GRANT

Fiscal Years 1992 thru 1997



FUND EXPENDITURE SUMMARY
FISCAL YEAR ENDING JUNE 30, 1998
(EXPRESSED IN \$1,000)

Fund Type:	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
FIDUCIARY FUNDS:						
Economic & Community Development	3,070	2,906	7,015	3,231	(3,784)	-53.9%
E & CD - HOME Improvement	977	540	2,724	1,151	(1,573)	-57.8%
<i>Total Fiduciary Funds</i>	\$4,047	\$3,446	\$9,739	\$4,382	(5,357)	-55.0%

Expenses

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

The decrease of \$3,784,030 in the Economic and Community Development Fund and \$1,573,376 in the Home Improvement Fund is due to FY 97 Fund Balance figures unavailability at budget submission and will be reappropriated at a later date..

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.

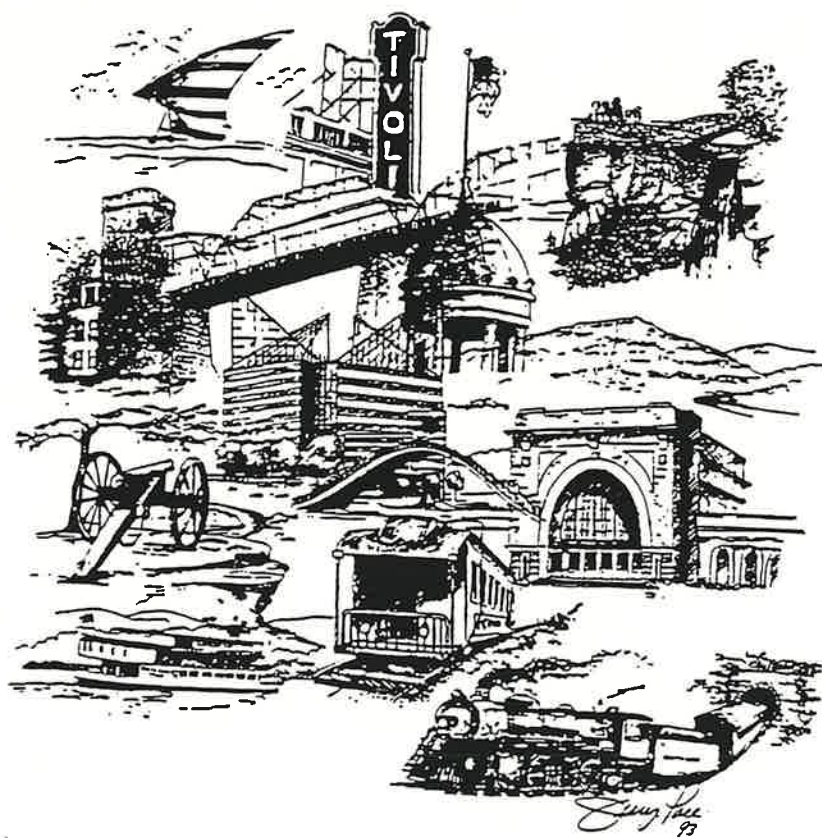
Fiduciary Fund Revenues
Fiscal Years 1995 - 1998

Revenue Source	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '98 INC/(DEC)	% CHANGE FY 97/98	% OF TOTAL
Economic & Community Development (Fund 4010):							
Community Development Block Grant	2,400,005	2,151,045	2,445,000	2,452,000	7,000	0.3%	55.96%
Fund Balance	0	0	4,058,784	241,000	(3,817,784)	-94.1%	5.50%
Emergency Shelter	0	0	63,000	63,000	0	0.0%	1.44%
THDA House Program	144,993	247,475	253,000	0	(253,000)	-100.0%	0.00%
Shelter Plus Care Grant	0	0	0	0	0	N/A	0.00%
Rental Rehab Grant	0	6,219	7,246	0	(7,246)	-100.0%	0.00%
Program Income	77,711	101,024	188,000	475,000	287,000	152.7%	10.84%
Total Economic & Community Development	\$2,622,709	\$2,505,763	\$7,015,030	\$3,231,000	(3,784,030)	-53.9%	73.73%
Economic & Community Development - HOME Program (Fund 4016):							
Federal Grant (HOME)	906,510	510,972	1,076,000	1,050,000	(26,000)	-2.4%	23.96%
Fund Balance	0	0	1,454,140	100,000	(1,354,140)	-93.1%	2.28%
Program Income	98,020	125,323	194,236	1,000	(193,236)	-99.5%	0.02%
Total Economic & Community Development	\$1,004,530	\$636,295	\$2,724,376	\$1,151,000	(1,573,376)	-57.8%	26.27%
Grand Totals:	\$3,627,239	\$3,142,058	\$9,739,406	\$4,382,000	(5,357,406)	-55.0%	100.00%

Fiduciary Fund Expenditures

Fiscal Years 1995 - 1998

Expenditures	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '98 INC/(DEC)	% CHANGE FY 97/98	% OF TOTAL
Economic & Community Development (Fund 4010):							
Better Housing Commission	50,000	40,000	100,000	200,000	100,000	100.0%	4.56%
Boy's Club of Chattanooga	17,908	0	7,342	0	(7,342)	-100.0%	0.00%
CD Commerical Facade	0	0	110,000	0	(110,000)	-100.0%	0.00%
CD Neighborhood Organization Support	15,000	0	25,000	0	(25,000)	-100.0%	0.00%
CD Office Administration & Planning	234,226	195,194	613,511	100,000	(513,511)	-83.7%	2.28%
CD Planning	10,999	9,000	61,781	0	(61,781)	-100.0%	0.00%
Chambliss Children's Home	0	0	0	50,000	50,000	N/A	1.14%
Chattanooga Area Urban League	1,400	4,600	22,650	70,300	47,650	210.4%	1.60%
Chattanooga Homeless Coalition	0	0	0	14,450	14,450	N/A	0.33%
Chattanooga Housing Authority	335,862	102,580	196,454	60,000	(136,454)	-69.5%	1.37%
Chattanooga Human Services	155,741	119,259	0	0	0	N/A	0.00%
Chattanooga Neighborhood Enterprise - C	1,121,848	717,573	2,330,257	1,835,000	(495,257)	-21.3%	41.88%
Chattanooga Neighborhood Enterprise - Hil	37,599	0	0	0	0	N/A	0.00%
Chatt. Neighborhood Enterprise - Neighbo	265,552	199,275	0	0	0	N/A	0.00%
Chattanooga Neighborhood Enterprise - Sp	11,213	0	0	0	0	N/A	0.00%
Children's Advocacy Center	35,993	0	0	0	0	N/A	0.00%
Community Housing Resource Board	35,948	37,185	0	0	0	N/A	0.00%
Community Kitchen	0	0	19,500	0	(19,500)	-100.0%	0.00%
Contingency	0	0	443,058	75,490	(367,568)	-83.0%	1.72%
Current & Future Projects	0	0	657,886	0	(657,886)	-100.0%	0.00%
Emergency Shelter - Community Kitchen	20,075	12,500	63,761	0	(63,761)	-100.0%	0.00%
Emergency Shelter - Dismas House	6,788	8,200	0	5,000	5,000	N/A	0.11%
Emergency Shelter - Family & Children Se	12,000	21,500	39,535	0	(39,535)	-100.0%	0.00%
Emergency Shelter - Room In the Inn	11,000	13,500	12,215	5,000	(7,215)	-59.1%	0.11%
Emergency Shelter - Salvation Army	4,000	5,300	3,214	0	(3,214)	-100.0%	0.00%
Family & Children's Services	67,360	117,560	72,600	53,000	(19,600)	-27.0%	1.21%
Girl's Incorporated	0	65,120	35,666	0	(35,666)	-100.0%	0.00%
Harriet Tubman	20,308	19,692	0	0	0	N/A	0.00%
Hosanna	15,000	0	0	0	0	N/A	0.00%
Housing Rehab	56,307	81,987	0	0	0	N/A	0.00%
Inner City Development Center	0	0	102,955	50,000	(52,955)	-51.4%	1.14%
Maurice Kirby Child Care Center	0	0	0	24,000	24,000	N/A	0.55%
Metropolitan Council for Community Serv	14,442	2,558	7,200	7,600	400	5.6%	0.17%
M. L. King Comm. Development Corp. - R	16,850	0	90,000	0	(90,000)	-100.0%	0.00%
Newton Child Development Center	0	0	29,994	13,700	(16,294)	-54.3%	0.31%
Northside Neighborhood House	0	0	20,000	0	(20,000)	-100.0%	0.00%
Orange Grove	131,707	95,531	242,762	0	(242,762)	-100.0%	0.00%
Parks & Recreation	121,676	602,743	250,905	535,000	284,095	113.2%	12.21%
Private Industry Council	36,158	0	61,149	21,000	(40,149)	-65.7%	0.48%
Police Athletic League	27,969	1,747	14,577	21,600	7,023	48.2%	0.49%
Public Works	0	0	380,189	0	(380,189)	-100.0%	0.00%
Rental Rehab (Grant)	4,775	0	7,246	0	(7,246)	-100.0%	0.00%
Rental Rehab (Program Income)	0	0	24,667	0	(24,667)	-100.0%	0.00%
Shelter Plus Care	10,491	33,257	581,919	0	(581,919)	-100.0%	0.00%
Special Transit Services, Inc.	0	0	45,600	45,760	160	0.4%	1.04%
THDA House - CNE	144,993	247,475	285,532	0	(285,532)	-100.0%	0.00%
UDAG Administration	0	0	12,000	0	(12,000)	-100.0%	0.00%
United Methodist Neighborhood Centers	6,326	73,674	0	0	0	N/A	0.00%
University of Tennessee at Chattanooga	0	78,744	1,905	0	(1,905)	-100.0%	0.00%
VITAL Center	12,415	0	0	0	0	N/A	0.00%
Westside Community Development / Jr. Le	0	0	42,000	44,100	2,100	5.0%	1.01%
Total Economic & Community Development	\$3,069,929	\$2,905,754	\$7,015,030	\$3,231,000	(3,784,030)	-53.9%	73.73%
Economic & Community Development - HOME Program (Fund 4016):							
Administrative & Planning	19,377	31,514	104,004	1,000	(103,004)	-99.0%	0.02%
Chatt. Community Housing Dev. Organ. O	0	0	32,450	0	(32,450)	-100.0%	0.00%
Chatt. Community Housing Dev. Organ. Pr	0	1,409	674,164	335,000	(339,164)	-50.3%	7.64%
Rental Housing Rehab Projects/CNE	0	129,543	573,211	250,000	(323,211)	-56.4%	5.71%
Homeowner Rehab Projects/CNE	958,081	377,285	1,062,107	565,000	(497,107)	-46.8%	12.89%
ICDC Housing Projects	0	0	100,000	0	(100,000)	-100.0%	0.00%
Future Projects	0	0	178,440	0	(178,440)	-100.0%	0.00%
Total Economic & Community Development	\$977,458	\$539,751	\$2,724,376	\$1,151,000	(1,573,376)	-57.8%	26.27%
Grand Totals:	\$4,047,387	\$3,445,505	\$9,739,406	\$4,382,000	(5,357,406)	-55.0%	100.00%



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 & Community Development Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: COMMUNITY DEVELOPMENT</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$202,446	\$160,020	\$260,000	\$200,000
Operating	3,676,792	2,745,734	6,735,030	3,016,000
Capital	3,271	0	20,000	15,000
Total	<u>\$3,882,509</u>	<u>\$2,905,754</u>	<u>\$7,015,030</u>	<u>\$3,231,000</u>
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 Partnership Act funds (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 1995 - 1998				
<i>Division: CD Planning & Administration</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$202,446	\$160,020	\$260,000	\$200,000
Operating	29,189	35,174	333,511	42,500
Capital	3,271	0	20,000	15,000
Total	<u>\$234,906</u>	<u>\$195,194</u>	<u>\$613,511</u>	<u>\$257,500</u>
	8	8	8	8

Program Highlights

1996/1997 PROGRAM OBJECTIVES:

➤ **Provide needed physical redevelopment coupled with incentives to promote housing rehabilitation**

- *Under the homeowner rehabilitation program, 262 units of single family housing were assisted while 60 homebuyers benefited from down payment, closing costs, interest and/or principle reduction..*
- *The multi-unit residential program consisted of three projects with 14 units receiving infrastructure improvements.*

➤ **Remove barriers to the disabled**

- *Funds were used to purchase four specially equipped vehicles to provide special needs transportation.*
- *The department applied funds toward the renovation of an emergency shelter for 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.**

- *Replaced 68 electrical meters not meeting safety codes in the East Lake Courts public housing complex.*
- *Renovated a 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.**

- *Provided financial management classes and housekeeping training to 404 public housing residents.*

➤ **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**

- *The department provided funds to clear and demolish 21 dilapidated housing structures condemned by the City in low income areas.*
- *Assisted a community organization in acquiring 4 of 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.**

- *Purchased hardware and multimedia training software for an interactive training lab at the Chattanooga Business Skills Training Center where 116 individuals were provided computer training..*

- *Established a satellite learning center in the Westside at the former James A. Henry School and provided 97 Westside residents with an opportunity to train and secure well paying employment.*
- *Provided one year's salary and fringes of an Economic Development Specialist who worked with Westside residents in developing business start-up opportunities, job creation, training and opportunities to work with area businesses.*

1997/98 PROGRAM OBJECTIVES:

The Community Development Office certifies that its program has been developed so as to give maximum feasible priority to activities which will benefit low and moderate income families, or aid in the prevention of slums or blight, or activities which the city verifies are designed to meet other Community Development needs having a particular urgency because existing conditions pose a serious and immediated threat to the health or welfare of the community and other financial resources are not available to meet such need.

The Chattanooga Community Development Program attempts to address the following objectives:

- **Provide needed physical redevelopment coupled with incentives to promote housing rehabilitation.**
 - *The homebuyer assistance program and the housing rehabilitation program have a goal to assist 161 households.*
 - *Under rental housing development, 26 housing units are scheduled to receive improvements.*
 - *Work with the chattanooga Housing Authority to acquire property on southern Street to be used for developing homes.*
- **Remove barriers to the disabled.**
 - *Funds will be used towards the purchase of 4 fifteen passenger vans and one wheelchair lift equipped bus to provide special needs transportation.*
- **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 40 housing units of public housing at East Lake Courts.*
 - *Make improvements to 8 chattanooga Parks and Recreation facilities.*
 - *Remove an outdated boiler in a neighborhood child care center.*
 - *Funds will be used towards the costs associated with the demolition of a swimming pool and construction of a new, larger pool for The Children's Home-Chambliss Shelter.*
 - *Renovate the Inner City Ministries building enabling the center to house more programs.*

- *Provide the funding to the Children's Advocacy Center (a center for sexually abused children) which will allow the center to renovate and expand.*
- **Attempt to halt blight and decline in the City's commercial areas through various improvements, including major redevelopment efforts and land acquisition where necessary.**
 - *Demolition of 40 dilapidated houses in targeted neighborhoods, includes demolition, clearance and asbestos/lead based paint removal.*
 - *Acquire two parcels of property in the M. L. King area for future development by an area housing agency.*
- **Attempt to expand employment opportunities through commercial revitalization, business and industrial expansion and new development, and other economic development efforts in partnership with the private sector.**
 - *Expand the Maurice Kirby Child Care Center's operation by providing the necessary funds for an additional teacher..*
 - *Establish a computer training lab at the McCallie Homes Training Facility.*
 - *Purchase computers and workstations for a job skills training lab at the Chattanooga Area Urban League.*
 - *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.*
 - *Fund the salary for a part-time staff person for the Chattanooga Homeless Coalition which assists area homeless shelters and programs.*
 - *The Westside Community Development Corporation will be given funds for the architectural and engineering fees associated with developing the Grove Street Center.*
 - *Expand the Community Kitchen facility by acquiring a warehouse located next to the current shelter site.*
- **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 1995 - 1998				
<i>Division: CDBG Supported Programs</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	3,647,603	2,710,560	6,401,519	2,973,500
Capital	0	0	0	0
Total	<u>\$3,647,603</u>	<u>\$2,710,560</u>	<u>\$6,401,519</u>	<u>\$2,973,500</u>

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 & Community Development Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: HOME IMPROVEMENT</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$17,390	\$29,428	\$41,600	\$34,500
Operating	\$960,068	\$510,323	\$2,682,776	\$1,116,500
Capital	0	0	0	0
Total	<u>\$977,458</u>	<u>\$539,751</u>	<u>\$2,724,376</u>	<u>\$1,151,000</u>
Positions Authorized				

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 & Community Development Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: HOME Planning & Administration</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$17,390	\$29,428	\$41,600	\$34,500
Operating	1,987	2,086	62,404	7,000
Capital	0	0	0	0
Total	<u>\$19,377</u>	<u>\$31,514</u>	<u>\$104,004</u>	<u>\$41,500</u>
Positions Authorized				

Home Loan Programs

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

Goals and Objectives

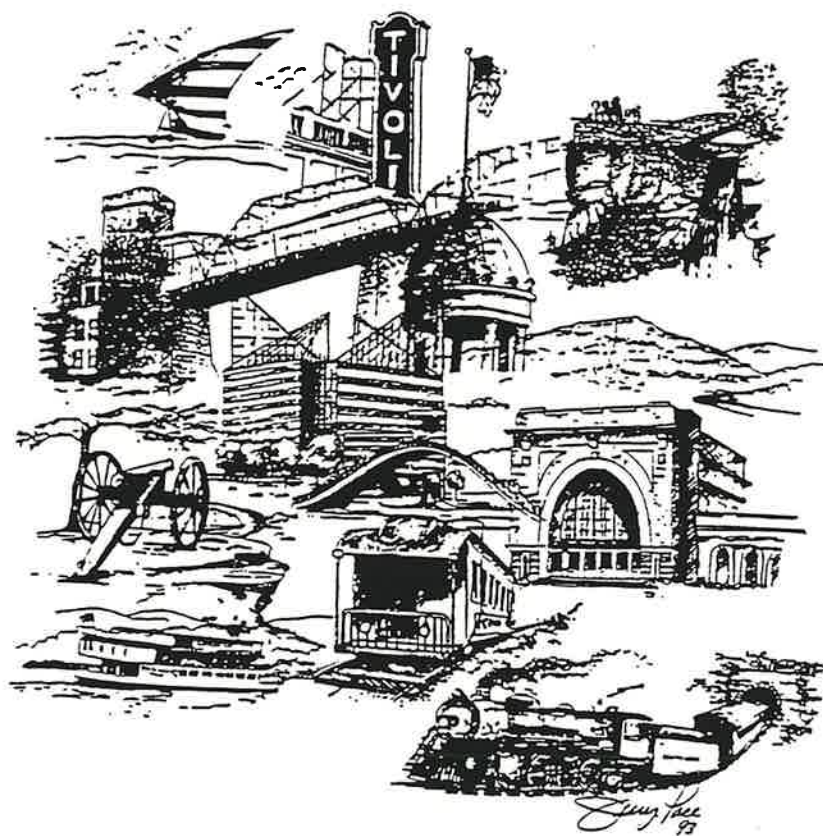
See Community Development goals and objectives

Performance Indicators

See Community Development - Program Highlights

Budget Detail

Economic & Community Development Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: HOME Loans</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	\$0	\$0
Operating	958,081	508,237	2,620,372	1,109,500
Capital	0	0	0	0
Total	<u>\$958,081</u>	<u>\$508,237</u>	<u>\$2,620,372</u>	<u>\$1,109,500</u>
Positions Authorized				



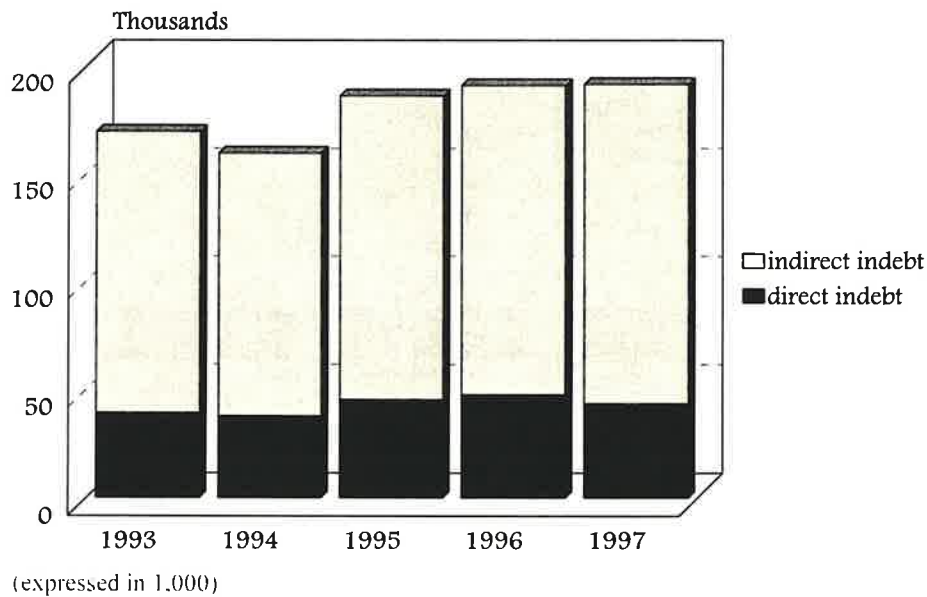
Summary

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, 1997 is \$ 191,243,521.

HISTORY OF GO DEBT

Fiscal Years 1993 thru 1997



Debt Limit

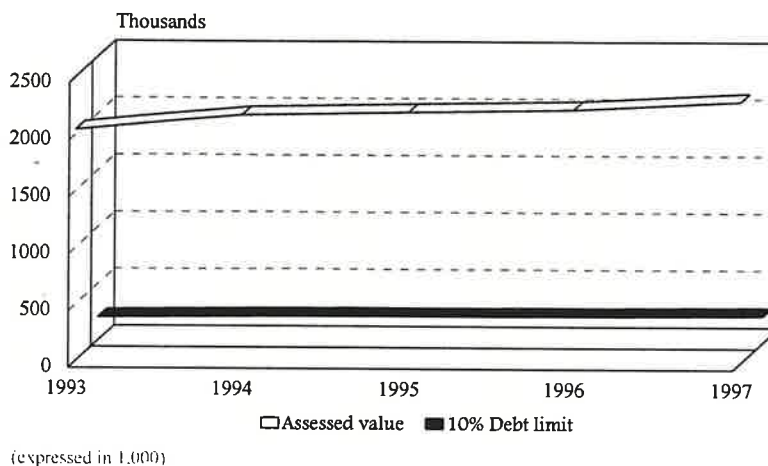
The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

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

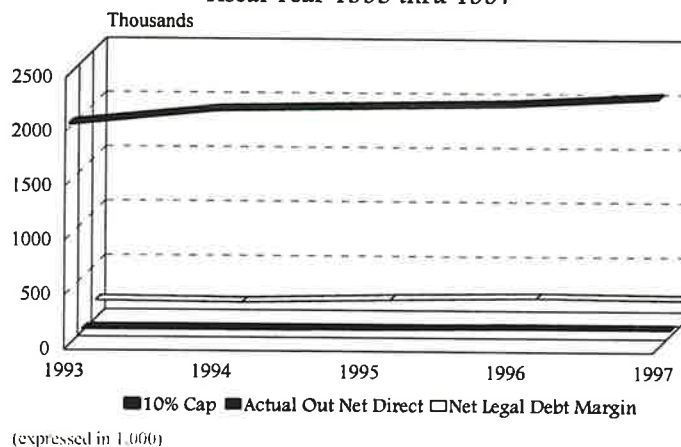
Fiscal Years 1993 thru 1997



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 1993 thru 1997

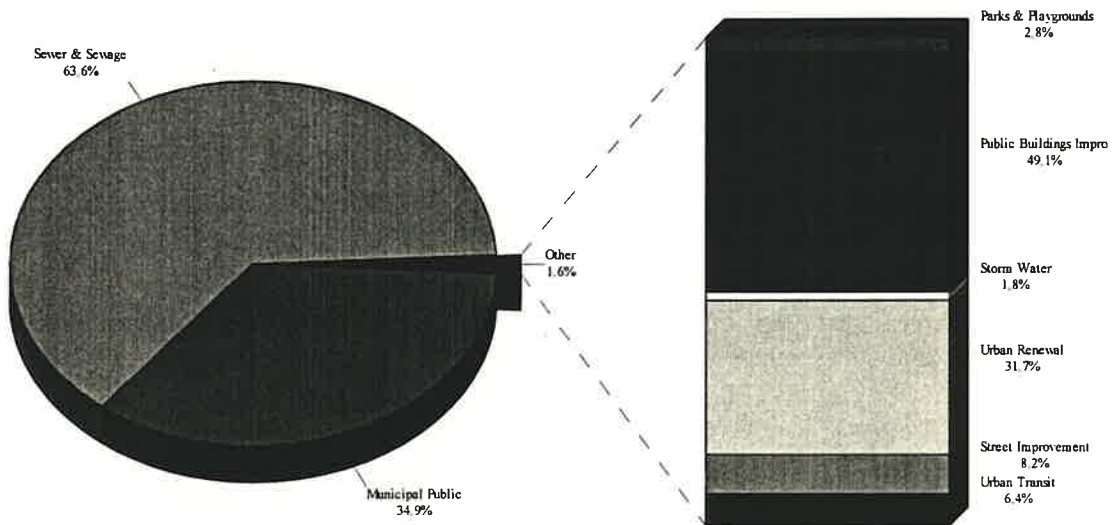


The Net Direct Indebtedness is the Gross Indebtedness less the Self-Supporting Indebtedness and the Debt Service Fund Balance for each year. As is evidenced by this chart, the City's Net Legal Debt Margin is very favorable. The City issued \$64,005,000 in Refunding Bonds in 1993 and \$36,635,000 Public 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 \$191,243,521 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 1997 reflects the budget decisions being made by the City to meet its long-term goals.

GENERAL OBLIGATION BONDS BY PURPOSE

Fiscal Year 1997

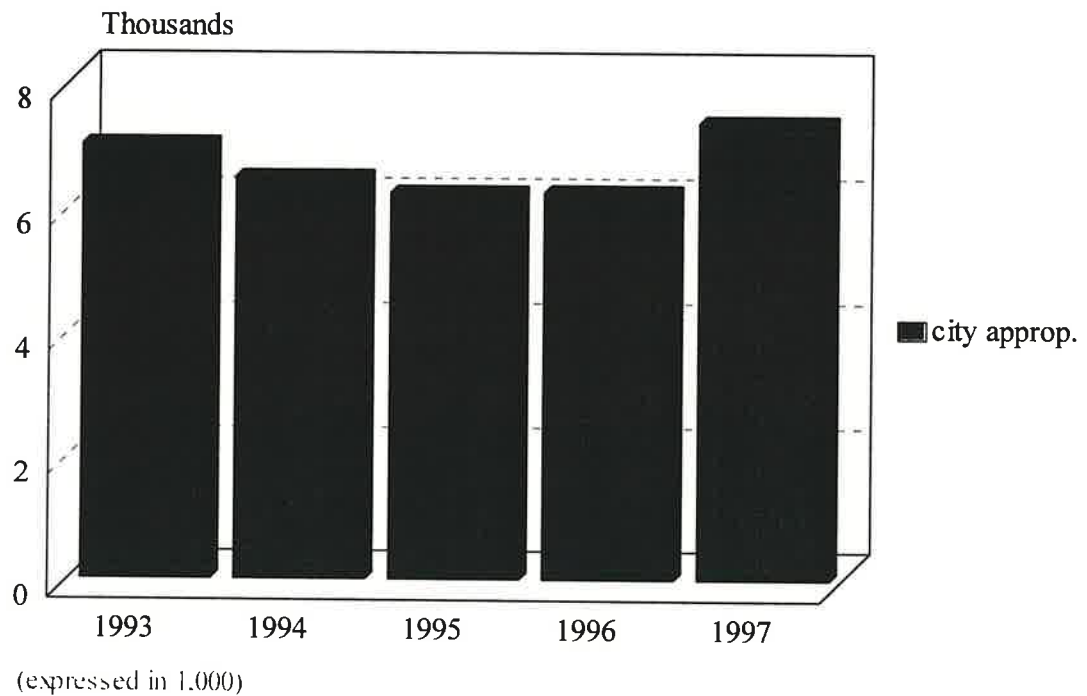


(expressed in 1,000)

As this chart points out, the City is concentrating on Sewers and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. The Sewer portion of the debt and a portion of the debt for Municipal Public Improvements is self supported debt. The City is in an excellent position to issue additional debt if required 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 1993 thru 1997



This chart of City appropriations to the Debt Service Fund shows an decrease of \$516,215 over this five year period. This represents a 7.65% decrease. At the same time, as chart #1 reveals, for this time frame total Gross Direct Indebtedness increased from \$169,276,511 at June 30, 1993 to \$191,243,521 at June 30, 1997, an increase of \$21,967,010, or 13.0%. Here again, this reflects the City's concentration on the sewer work, stormwater and solidwaste initiatives 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, 1997, the County had gross outstanding general obligation debt of \$179,521,458 and net indebtedness of \$161,659,657. The percentage of County net indebtedness applicable to the City is 62.2723% or \$100,669,117. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 1997, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 1997.

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, 1997; amounts are not adjusted for the City's share of County debt.

General Obligation Bonds by Purpose		
Municipal Public Improvement	\$62,302,606	
Street Improvement	230,000	
Urban Renewal	895,000	
Public Buildings Improvement	1,385,000	
Municipal Parks and Playgrounds Improvement	80,000	
Urban Transit	180,000	
Storm Water Sewer Facilities	50,000	
Sewer and Sewage Facilities	113,637,394	
Total Bonded Indebtedness		\$178,760,000
Other Long-Term Indebtedness		
General Obligation Capital Outlay Notes	<u>\$12,483,521</u>	
Total Short-Term Indebtedness		<u>\$12,483,521</u>
Gross Direct Indebtedness		191,243,521
Less: Self-Supporting Indebtedness		
Sewer and Sewage Facilities Bonds ²	113,637,394	
State Revolving Loan-CSO (ISS portion) ⁴	2,290,357	
State Revolving Loan-CSO (Storm Water portion)	2,290,357	
Municipal Public Improvement Bonds ³	20,664,600	
Debt Service Fund ⁵	8,802,830	
		<u>147,685,538</u>
Net Direct Indebtedness		43,557,983
Plus: Estimated Net Overlapping Indebtedness		<u>100,669,117</u>
Net Direct and Net Overlapping Indebtedness		<u>\$144,227,100</u>

- Note:
- (1) Through an agreement between the City and the Metropolitan Airport Authority, created on July 1, 1985, Municipal Airport Improvement Bonds and Airport Improvements Bonds are repaid from revenues of the Metropolitan Airport Authority.
 - (2) Sewer and Sewage Facilities Bonds have the pledge of unlimited ad valorem taxes on all taxable property in the City for their repayment. However, such bonds have been paid by the City from revenues derived from the operation of the City's Interceptor Sewer System.
 - (3) \$1,870,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose, \$20,664,600 represents the outstanding balance of 1995 Municipal Public Improvement Bonds of which \$8,405,826 is related to Storm Water and \$12,258,774 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.
 - (5) This represents unaudited Fund Balance at June 30, 1996.

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 1997.

	<u>Amount of Indebtedness</u>	<u>Per Capita</u>	<u>Percentage of Assessed Valuation²</u>	<u>Percentage of Full Valuation³</u>
Gross Direct Indebtedness ⁴	\$ 191,243,521	\$1,272	8.33%	2.75%
Net Direct Indebtedness ⁴	43,557,983	290	1.90	0.63
Gross Direct and Net Overlapping Indebtedness ⁵	280,724,506	1,868	12.23	4.04
Net Direct and Net Overlapping Indebtedness ⁵	144,227,100	960	6.28	2.07
Per Capita Assessed Valuation	\$15,275*			
Per Capita Full Valuation	\$46,255**			

*Based on 1997 population estimate.

**Based on 1990 census

- Notes:
- (1) The City's population in 1997 was estimated at 150,300.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 1997 was \$2,295,859,675.
 - (3) The City's estimated full valuation of taxable property as of June 30, 1997 was \$6,952,125,326.
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$161,659,657. The City's share is \$100,669,117 (62.2723%).

Other Long-Term Indebtedness

As of June 30, 1997, the City had the following other outstanding long-term indebtedness.

	<u>Outstanding Amount</u>	<u>Issue Dated Date</u>	<u>Maturity</u>
State Revolving Loan	\$4,580,714	03/01/93	02/28/2013
Capital Outlay Notes ¹	607,810	09/01/92	09/01/2006
Capital Outlay Notes 2	210,459	02/01/96	01/15/1998
Tennessee Municipal League Bond Pool (1990)	1,934,000	11/20/91	05/25/2001
Tennessee Municipal League Bond Pool (ALP-1993)	4,810,000	06/15/93	06/15/2003
Tennessee Municipal League Bond Pool (1997) 05/25/2012	340,538		02/01/97

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

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, 1997

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

<u>Fiscal Year</u>	<u>Principal*</u>	<u>Interest</u>	<u>Total P&I Requirements</u>
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	<u>1,520,000</u>	<u>43,700</u>	<u>1,563,700</u>
TOTAL	<u>\$138,882,708</u>	<u>\$63,732,721</u>	<u>\$202,615,429</u>

*Amount excludes \$ 40,000 Municipal Airport Improvement Bonds which mature in 1998.

City of Chattanooga, Tennessee
General Obligation Debt Service Requirements
As of June 30, 1997

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total P&I Requirements</u>
1998	5,221,436	2,735,404	7,956,840
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	<u>390,000</u>	<u>11,213</u>	<u>401,213</u>
TOTAL	<u>\$52,360,812</u>	<u>\$ 22,760,839</u>	<u>\$ 75,121,651</u>

GENERAL LONG-TERM DEBT

Serial Bonds:

	Outstanding 7/1/96	Interest Pd FY'96-97	Issued FY'96-97	Retired FY'96-97	Outstanding 6/30/97	Maturing FY'97-98	Interest Payable FY'97-98
1972 Urban Renewal	130,000	3,169		65,000	65,000	65,000	1,056
1972 Republic Building Improvement	120,000	2,925		60,000	60,000	60,000	975
1972 Parks & Playground Improvement	40,000	975		20,000	20,000	20,000	325
1974 Urban Transit	270,000	12,150		90,000	180,000	90,000	8,100
1974 Urban Renewal	345,000	15,525		115,000	230,000	115,000	10,350
1974 Street Improvement	240,000	10,500		60,000	180,000	60,000	7,500
1974 Urban Renewal-Series B	800,000	35,000		200,000	600,000	200,000	25,000
1974 Parks and Playground Improv.	80,000	3,500		20,000	60,000	20,000	2,500
1978 Street Improvement	100,000	5,500		50,000	50,000	50,000	2,750
1978 Storm Water Sewer Facilities	100,000	5,500		50,000	50,000	50,000	2,750
1986 Municipal Public Improvement	300,000	20,700		100,000	200,000	100,000	13,950
1986 Series B Refunding	0	0		0	0		
1987 Jail/Court Building	1,590,000	92,485		265,000	1,325,000	265,000	75,260
1988 Municipal Public Improvement	200,000	14,500		100,000	100,000	100,000	7,000
1990 Municipal Public Improvement	2,195,000	156,630		570,000	1,625,000	565,000	111,030
1992 Municipal Public Improvement	4,820,000	298,640		110,000	4,710,000	115,000	289,921
1992 Series A Refunding	10,092,948	521,051		345,342	9,747,606	432,859	504,275
1995 Municipal Public Improvement	13,309,500	698,274		644,100	12,665,400	678,300	668,001
1996 Municipal Improvement	13,000,000	685,445		410,000	12,590,000	425,000	666,995
Subtotal- Serial Bonds	47,732,448	2,582,469	0	3,274,442	44,458,006	3,411,159	2,397,738

Notes payable:

1990 TML Bond Fund	2,417,500	72,525		483,500	1,934,000	483,500	58,020
Hamilton County Reappraisal	0	0		0	0		
1993 TML bond Fund	5,500,000	256,735		690,000	4,810,000	715,000	229,480
Hamilton Count Parking Garage	668,591	38,961		60,781	607,810	60,781	35,557
1996 Capital Outlay Notes	420,917	0	0	210,458	210,459	210,459	0
1997 TML Bond Fund	0	0	340,538	0	340,538	340,538	14,609
	9,007,008	368,221	340,538	1,444,739	7,902,807	1,810,278	337,666

PROPRIETARY FUNDS

Interceptor Sewer System:

1972 Sewer & Sewage Facilities	240,000	5,850	120,000	120,000	1,950
1974 Sewer & Sewage Facilities(03-74)	360,000	16,200	120,000	120,000	10,800
1974 Sewer & Sewage Facilities(10-74)	1,600,000	70,000	400,000	1,200,000	50,000
1976 Sewer & Sewage Facilities	1,300,000	61,360	260,000	1,040,000	46,800
1978 Sewer & Sewage Facilities	700,000	38,500	350,000	350,000	19,250
1986 Sewer & Sewage Facilities	2,300,000	156,975	1,150,000	1,150,000	79,350
1986 Sewer & Sewage Facilities Refunding A	545,000	19,075	545,000	0	0
1988 Sewer & Sewage Facilities	1,600,000	116,000	800,000	800,000	56,000
1990 Sewer & Sewage Facilities	2,325,000	165,420	560,000	1,765,000	120,620
1992 Sewer & Sewage Facilities	18,810,000	1,165,354	435,000	18,375,000	1,130,865
1992 Sewer & Sewage Facilities Refunding	53,912,052	2,783,221	1,844,658	52,067,394	2,693,616
1995 Sewer & Sewage Facilities Refunding	22,065,000	1,034,751	420,000	21,645,000	1,017,111
1995 Sewer & Sewage Facilities	15,400,000	820,051	515,000	14,885,000	794,301
State Revolving Loan	2,393,671	93,396	103,314	2,290,357	89,208
Total Interceptor Sewer System	123,550,723	6,546,153	0	7,622,972	115,927,751
				7,614,643	6,109,871

Solid Waste & Sanitation Fund:

1995 Municipal Public Improvement	12,882,195	675,855	0	623,421	12,258,774	656,523	646,555
Total Solid Waste & Sanitation Fund	12,882,195	675,855	0	623,421	12,258,774	656,523	646,555

Stormwater fund

State Revolving Loan	2,393,671	93,396	0	103,314	2,290,357	107,502	89,208
1995 Municipal Public Improvement	8,833,305	463,433	0	427,479	8,405,826	450,177	443,342
Total Stormwater Fund	11,226,976	556,829	0	530,793	10,696,183	557,679	532,550

TOTAL G.O. DEBT- PRIMARY GOVERNMENT

	204,399,350	10,729,527	340,538	13,496,367	191,243,521	14,050,282	10,024,380
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COMPONENT UNITS

Metropolitan Airport Authority:

1972 Municipal Airport Improvements	80,000	1,950	0	40,000	40,000	40,000	650
Total Metropolitan Airport Authority	80,000	1,950	0	40,000	40,000	40,000	650

Total General Obligation Debt

	204,479,350	10,731,477	340,538	13,536,367	191,283,521	14,090,282	10,025,030
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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 1991/92 through 1996/97, 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	1992	1993	1994	1995	1996	1997
Bridge Improvement	\$3,490,000	\$820,000	\$550,000	\$280,000	0	0
Street Improvement	1,440,000	1,110,000	780,000	450,000	340,000	230,000
Municipal Airport Improvement	420,000	320,000	220,000	120,000	80,000	0
Urban Renewal	2,795,000	2,415,000	2,035,000	1,655,000	1,275,000	895,000
Public Buildings Improvement	360,000	2,685,000	2,360,000	2,035,000	1,710,000	1,385,000
Municipal Parks & Playground Improvement	340,000	280,000	220,000	160,000	120,000	80,000
Urban Transit	620,000	535,000	450,000	360,000	270,000	180,000
Storm Water Sewer Facilities	300,000	250,000	200,000	150,000	100,000	50,000
Sewer and Sewage Facilities	120,765,000	127,195,367	116,517,052	110,602,052	121,157,052	113,637,394
Municipal Public Improvement	<u>18,488,000</u>	<u>21,225,948</u>	<u>19,822,948</u>	<u>55,352,948</u>	<u>65,632,948</u>	<u>62,302,606</u>
Total Bonded Indebtedness	\$149,018,000	\$156,836,315	\$143,155,000	\$171,165,000	\$190,685,000	\$178,760,000
Other Long-Term Indebtedness						
General Obligation Capital Outlay Notes	175,000	1,125,215	5,938,261	5,604,447	5,876,851	5,398,983
Tennessee Municipal Bond Fund and Capital Leases	<u>8,225,732</u>	<u>11,314,981</u>	<u>10,195,209</u>	<u>9,068,345</u>	<u>7,917,500</u>	<u>7,084,538</u>
Gross Direct Indebtedness	\$137,418,732	\$169,276,511	\$159,288,470	\$185,837,792	204,479,351	191,243,521
Less: Self-Supporting Indebtedness	121,245,000	130,073,419	121,598,982	140,426,612	147,739,894	138,882,708
Debt Service Fund	<u>6,833,840</u>	<u>8,062,547</u>	<u>8,268,907</u>	<u>9,128,675</u>	<u>9,127,569</u>	<u>8,802,830</u>
Net Direct Indebtedness	\$29,339,892	\$31,140,545	\$29,420,581	\$36,282,505	\$47,611,888	\$43,557,983
Plus: Estimated Net Overlapping Indebtedness	50,120,961	72,122,174	84,898,036	75,913,865	79,884,361	100,669,117
Net Direct and Overlapping Indebtedness	\$79,460,853	\$103,262,719	\$114,318,617	\$112,196,370	\$127,496,249	\$144,227,100

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.
- (3) Includes \$607,810 payable to Hamilton County for City's share of City/County Parking Garage, \$4,580,714 State Revolving Loan for combined sewer overflow facilities and \$210,459 TML Loan.

Historical Debt Summary

Following this is a City debt summary for each of the fiscal years 1988 through 1997, which summaries include past general obligation indebtedness of the city and pertinent ratios relating thereto.

Year ended June 30	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997
Estimated population(1)	165,700	165,700	165,200	152,488	153,800	155,000	154,700	154,200	151,600	150,300
Appraised property valuation	4,425,321,142	4,479,859,090	5,739,570,992	5,853,814,974	8,108,824,764	8,125,857,228	8,555,195,935	8,837,392,238.00	6,724,514,166.10	6,952,125,328
Assessed property valuation	1,530,032,420	1,541,155,331	1,983,708,249	2,024,180,058	2,030,902,854	2,039,234,429	2,171,398,746	2,188,869,948.00	2,224,070,662.77	2,295,859,675
Gross indebtedness (2)	133,237,800	132,330,169	148,253,237	136,781,080	154,338,109	169,276,511	159,288,470	185,837,762	204,478,351	191,243,521
Less Self supporting indebtedness(3)	108,098,054	101,565,000	111,620,000	106,480,000	123,885,000	130,073,419	121,598,982	140,426,812	147,739,894	138,882,708
Debt Service Fund	6,418,362	6,792,859	6,703,864	6,697,390	6,834,968	8,062,547	8,268,907	9,128,678	9,127,589	8,802,830
Net direct indebtedness	20,723,184	23,972,510	27,929,373	23,623,700	23,818,141	31,140,545	29,420,581	36,282,504	47,811,888	43,557,983
Plus Estimated net overlapping indebtedness	49,268,092	47,303,370	42,818,221	41,160,822.00	50,120,961	112,449,068	84,898,036	75,913,865.00	79,884,360.96	100,668,117
Net direct and overlapping indebtedness	69,991,276	71,275,880	70,747,594	64,784,522	73,739,102	143,589,611	114,318,617	112,196,369	127,696,249	144,227,100
Gross debt per capita	804.09	798.61	885.31	897.13	1,003.50	1,092.11	1,028.66	1,205.17	1,348.81	1,272.41
Net direct debt per capita	125.08	144.67	169.06	154.94	153.58	200.91	180.18	235.30	314.06	289.81
Net direct and overlapping debt per capita	422.39	430.15	428.25	424.91	479.45	928.38	738.97	727.60	841.00	959.59
Gross debt to appraised valuation	3.01%	2.95%	2.55%	2.34%	2.53%	2.76%	2.43%	2.80%	3.04%	2.75%
Net direct debt to appraised valuation	0.47%	0.54%	0.49%	0.40%	0.39%	0.51%	0.45%	0.55%	0.71%	0.63%
Net direct debt and overlapping debt to appraised valuation	1.58%	1.59%	1.23%	1.11%	1.21%	2.34%	1.74%	1.69%	1.90%	2.07%
Gross debt to assessed valuation	8.71%	8.59%	7.37%	6.76%	7.60%	8.30%	7.34%	8.45%	9.19%	8.33%
Net direct debt to assessed valuation	1.35%	1.56%	1.41%	1.17%	1.16%	1.53%	1.35%	1.65%	2.14%	1.90%
Net direct and overlapping debt to assessed valuation	4.57%	4.62%	3.57%	3.20%	3.63%	7.04%	5.28%	5.10%	5.73%	6.28%

(1) Population figures for all years are estimates except 1991; population used for 1991 is the 1990 Census Count

(2) Gross indebtedness excludes revenue bonds payable by the Electric Power Board of Chattanooga and the Metropolitan Airport Authority

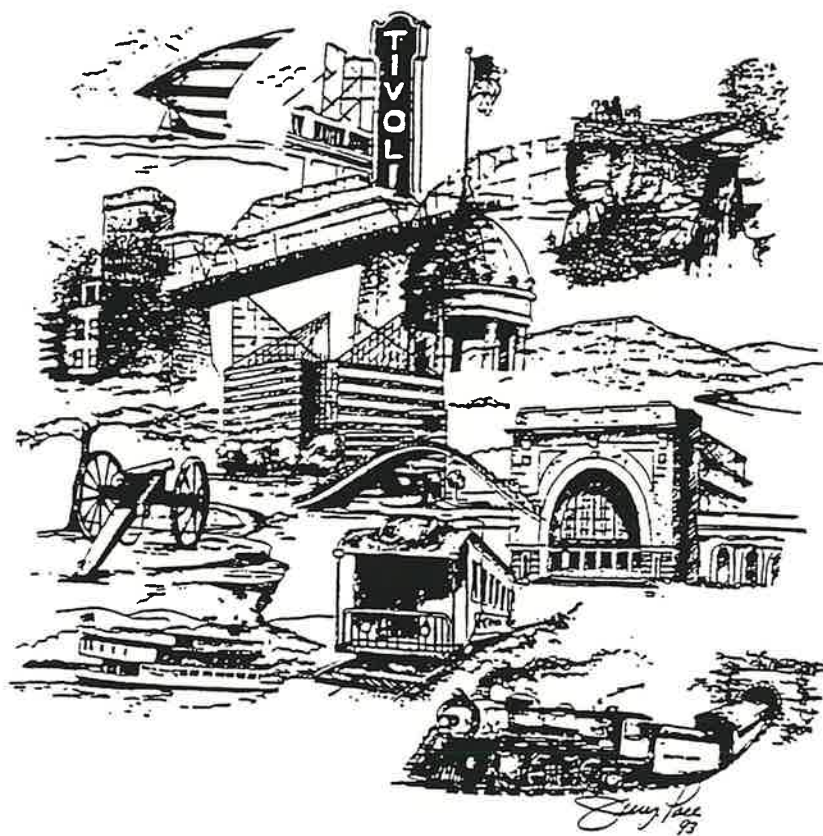
(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes

Debt Service Fund Revenues
Fiscal Years 1995-1998

Revenue Source	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '98 INC/(DEC)	% CHANGE FY 97/98	% OF TOTAL
Debt Service (Fund 5001):							
General Fund	6,219,244	5,682,118	6,230,255	7,340,340	1,110,085	17.8%	21.97%
CARTA Bonds	0	8,511	0	0	0	N/A	0.00%
Interceptor Sewer System	13,071,528	13,819,805	14,189,125	13,744,514	(444,611)	-3.1%	41.14%
Airport Authority	107,520	43,640	41,950	40,650	(1,300)	-3.1%	0.12%
Hamilton County	345,950	330,650	1,238,073	847,748	(390,325)	-31.5%	2.54%
Private Industry Council	216,545	216,545	216,545	216,545	0	0.0%	0.65%
Stormwater Fund	188,622	1,083,789	1,087,622	1,090,129	2,507	0.2%	3.26%
Solid Waste Fund	0	1,294,661	1,299,276	1,303,078	3,802	0.3%	3.90%
Capital Improvement Bond Fund	0	599,500	0	0	0	N/A	0.00%
Fund Balance	0	0	9,127,000	8,824,563	(302,437)	-3.3%	26.41%
Total Debt Service Fund	\$20,149,409	\$23,079,219	\$33,429,846	\$33,407,567	(22,279)	-0.1%	100.00%
Grand Total	\$20,149,409	\$23,079,219	\$33,429,846	\$33,407,567	10,350,627	31.0%	100.00%

Debt Service Fund Expenditures
Fiscal Years 1995 - 1998

Expenditures	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '98 INC/(DEC)	% CHANGE FY 97/98	% OF TOTAL
Debt Service (Fund 5001):							
Principal	10,082,314	11,941,851	13,536,368	14,102,643	566,275	4.2%	42.21%
Interest	9,199,799	11,059,944	10,731,478	10,445,361	(286,117)	-2.7%	31.27%
Service Charges	29,413	79,224	35,000	35,000	0	0.0%	0.10%
Future Debt Payments		0	9,127,000	8,824,563	(302,437)	-3.3%	26.41%
Total Debt Service Fund	\$19,311,526	\$23,081,019	\$33,429,846	\$33,407,567	(22,279)	-0.1%	100.00%
Grand Total	\$19,311,526	\$23,081,019	\$33,429,846	\$33,407,567	(22,279)	-0.1%	100.00%



ORDINANCE NO. (Proposed)

*AN ORDINANCE APPROPRIATING, AUTHORIZING OR
ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS
BUDGET FOR THE FISCAL YEAR 1997/98.*

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 1997/98:

	<u>Source of Funds</u>	<u>Budget Appropriation</u>
FROM	General Fund Capital Improvements \$	<u>8,557,387</u>
		8,557,387
TO:	Police Department Capital Projects Fund 4101	1,700,000
	Fire Department Capital Projects Fund 4101	623,755
	Public Works Capital Projects Fund 4106	2,757,572
	Parks & Recreation Capital Projects Fund 4101	1,647,000
	Finance & Administration Projects Fund 4103	492,060
	General Government Projects Fund 4103	457,000
	General Services Capital Projects Fund 4104	330,000
	State Street Aid Fund 2104	<u>550,000</u>
	TOTALS	<u>\$8,557,387</u> <u>\$8,557,387</u>

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

CHAIRPERSON

APPROVED__DISAPPROVED

DATE

MAYOR

Capital Project Funds

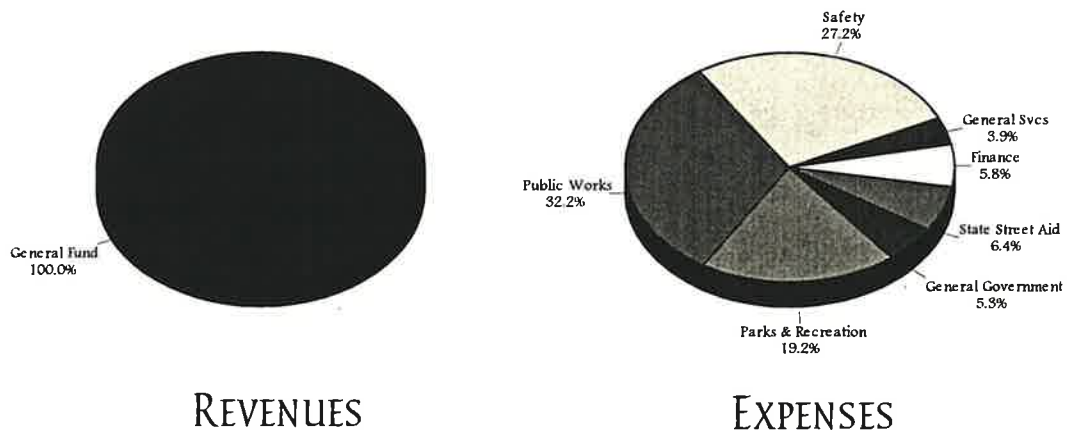
Fund Structure

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, 1998 the budgeted revenue and expenses were as follows:

	Budgeted
	<u>Revenue & Expenses</u>
Finance & Administration	\$ 492,060
General Government	457,000
General Services	330,000
Parks & Recreation	1,647,000
Public Works	3,307,572
Police	1,700,000
Fire	623,755

The FY 96/97 Capital Budget \$115,100; \$4,291,334; \$2,980,000; \$1,258,623; \$6,573,483; and \$1,765,000; \$525,000 respectively.

FISCAL YEAR 1997/1998



(graph expressed in 1,000)

Revenues

Budget '98 Increases (Decreases)

To help fund the FY96/97 Capital Budget the City borrowed \$7,810,000 from the Tennessee Municipal Bond Fund. The Capital Budget also received a significant increase from the General Fund fund balance to offset some of the decrease in funding from outside sources. Also, \$1,869,179 of deferred revenues generated from a property tax increase in FY 94/95 was dedicated to fund major capital improvements. This year's budget reflects a decrease in budgeted revenue and expenditure as the city plans to fund the Capital Budget with General Fund revenue and General Fund fund balance revenue.

FUND REVENUE SUMMARY FISCAL YEAR ENDING JUNE 30, 1998 (EXPRESSED IN \$1,000)

Fund Type:	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	Budget '97 Increase (Decrease)	% CHANGE FY 97/98
CAPITAL PROJECTS FUNDS:						
General Fund	2,458	6,660	8,957	8,557	(400)	-4.5%
TML Public Improvements Loan	0	0	7,810	0	(7,810)	-100.0%
General Obligation Bonds	4,030	0	0	0	0	N/A
State Street Aid	0	0	0	0		
Other	2,611	2,721	2,741	0	(2,741)	-100.0%
<i>Total Capital Projects Funds</i>	\$9,099	\$9,381	\$19,508	\$8,557	(10,951)	-56.1%

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.

Police Department

The Police Department capital appropriation reflects the continuation of police fleet replacement and replacement of the heating and cooling system at the Police Service Center.

Fire Department

The Fire Department capital appropriation reflects an increase due to the funding of the purchase of one new Quint fire engine.

Public Works Department

The Public Works capital appropriation reflects a significant decrease due mainly to the reduction in paving and street rehabilitation funding.

Parks and Recreation Department

The Parks and Recreation appropriation reflects a decrease due to the completion of funding from certain State of Tennessee Grants.

General Government

The General Government appropriation reflects a significant decrease due to the discontinuation of certain projects in order to use the funds for other projects.

Finance and Administration

The Finance and Administration appropriation reflects an increase to fund the purchase of new Human Resources System and other software.

General Services Department

The General Services appropriation reflects a significant decrease due to the completion of funding for a new 800 MHZ Trunked Radio System.

FUND EXPENDITURE SUMMARY FISCAL YEAR ENDING JUNE 30, 1998 (EXPRESSED IN \$1,000)						
Fund Type:	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98	Budget '97 Increase (Decrease)	% CHANGE FY 96/97
CAPITAL PROJECTS FUND						
Free Public Library Fund (Fund 1112)	209	0	0	0	0	N/A
Safety (Fund 4101)	3,199	968	2,290	2,324	34	1.5%
Public Works (Fund 4106)	7,283	3,860	6,804	2,758	(4,047)	-59.5%
Parks & Recreation (Fund 4105)	1,837	1,606	2,260	1,647	(613)	-27.1%
General Government (Fund 4103)	956	2,189	4,571	457	(4,114)	-90.0%
Finance & Administration (Fund 4103)	211	65	115	492	377	327.5%
General Services (Fund 4104)	1,167	252	3,068	330	(2,738)	-89.2%
State Street Aid (Fund 2104)	2,074	0	400	550	150	37.5%
Total Capital Projects Fund	\$16,936	\$8,940	\$19,508	\$8,557	(10,951)	-56.1%

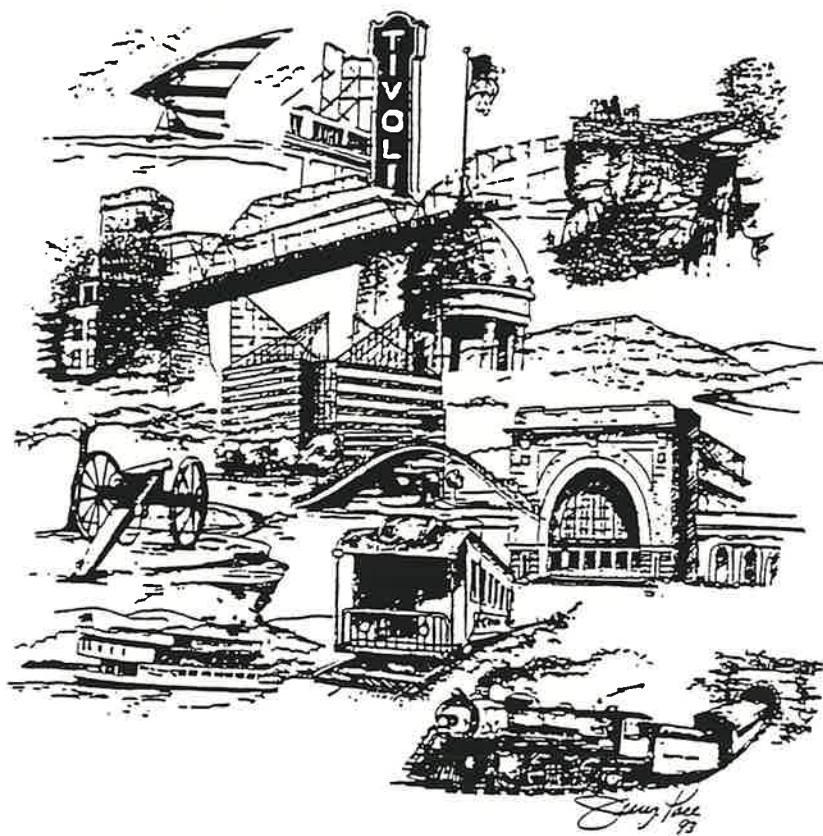
Capital Fund Revenues
Fiscal Years 1995 - 1998

Revenue Source	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
General Fund	2,457,964	6,660,262	8,956,941	8,557,387	(399,554)	-4.5%	7217.31%
TML Public Improvements Loan	0	0	7,810,000	0	(7,810,000)		
General Obligation Bonds	4,030,000	0	0	0	0	N/A	0.00%
State Street Aid	0	0	0	0	0	N/A	0.00%
Other	2,610,982	2,720,714	2,741,412	0	(2,741,412)	-100.0%	0.00%
	\$9,098,946	\$9,380,976	\$19,508,353	\$8,557,387	(10,950,966)	-56.1%	7217.31%
Grand Total	\$9,098,946	\$9,380,976	\$19,508,353	\$8,557,387	(10,950,966)	-56.1%	7217.31%

Capital Fund Expenditures

Fiscal Years 1995 - 1998

Expenditures	Actual FY 94/95	Budget FY 95/96	Budget FY 96/97	Budget FY 97/98	BUDGET '96 INC/(DEC)	% CHANGE FY 95/96	% OF TOTAL
Capital Projects:							
Free Public Library Fund (Fund 1112)	208,952	0	0	0	0	N/A	0.00%
Safety (Fund 4101)	3,199,338	968,181	2,290,000	2,323,755	33,755	1.5%	27.15%
Public Works (Fund 4106)	7,282,669	3,859,600	6,804,318	2,757,572	(4,046,746)	-59.5%	32.22%
Parks & Recreation (Fund 4105)	1,836,876	1,606,198	2,260,101	1,647,000	(613,101)	-27.1%	19.25%
General Government (Fund 4103)	956,157	2,188,697	4,571,334	457,000	(4,114,334)	-90.0%	5.34%
Finance & Administration (Fund 4103)	211,048	64,500	115,100	492,060	376,960	327.5%	5.75%
General Services (Fund 4104)	1,167,204	252,400	3,067,500	330,000	(2,737,500)	-89.2%	3.86%
State Street Aid (Fund 2104)	2,073,703	0	400,000	550,000	550,000	137.5%	6.43%
Total Capital Projects	\$16,935,947	\$8,939,576	\$19,508,353	\$8,557,387	(10,950,966)	-56.1%	100.00%
Grand Total	\$16,935,947	\$8,939,576	\$19,508,353	\$8,557,387	(10,950,966)	-56.1%	100.00%



Capital Budget <i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01	FY2001/02
School/Distance Learning	75,000	0				
CARTA - Local matching funds	50,000	132,000				
AIM Center	33,334					
Area Beautification	75,000	100,000				
PACE	36,000	0				
CADAS	75,000	0				
City Council Office Renovation	0	50,000				
RiverValley Partners	75,000	0				
Coolidge Park	500,000	0				
Economic Development Initiative	1,500,000	0				
Glenwood Center	25,000	0				
Airport Road	109,000	0				
WTCI	35,000	0				
Chattanooga Hamilton Cty Library Elevator	14,000	0				
Chattanooga Hamilton Cty Library Microfilm	14,000	0				
ABB Combustion Building	1,700,000	0				
Bicentennial Neighborhood Program	0	125,000				
Urban Impact Study US27	0	50,000				
Total General Government	\$4,316,334	\$457,000	\$0	\$0	\$0	\$0

	1996/1997 budget	1997/1998 budget
1. School/Distance Learning		
Funding source: General Fund	\$ 75,000	\$ 0

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

Prior Years Appropriation	\$1,750,000	
Total	\$1,825,000	\$ 0

Impact on operating budget: None

2. CARTA		
Funding source: General Fund	\$ 50,000	\$ 132,000

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

Prior Years Appropriation	\$2,262,992	
Total	\$2,312,992	\$ 132,000

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
3. A.I.M. Center		
Funding Source: General Fund	\$ 33,333	\$ 0

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	\$ 99,999	
Total	\$ 133,332	\$ 0

Impact on operating budget: None

4. Area Beautification		
Funding Source: General Fund	\$ 75,000	\$ 100,000

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

Prior Years Appropriation	\$ 432,000	
Total	\$ 507,000	\$ 100,000

Impact on operating budget: None

5. PACE		
Funding Source: General Fund	\$ 36,000	\$ 0

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

Prior Years Appropriation	\$ 36,000	
Total	\$ 72,000	\$ 0

Impact on operating budget: None

6. CADAS		
Funding Source: General Fund	\$ 75,000	\$ 0

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	\$ 85,000	
Total	\$ 160,000	\$ 0

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
7. City Council Office Renovation		
Funding Source: General Fund	\$ 0	\$ 50,000

This appropriation is to fund remodeling and renovation of the City Council staff offices to improve the functionality of the existing layout.

Prior Years Appropriation	\$ 50,000	
Total	\$ 50,000	\$ 50,000

Impact on operating budget: NONE

8. Rivervalley Partners		
Funding Source: General Fund	\$ 75,000	\$ 0

This appropriation is a loan to the Rivervalley Partner to fund the completion of the Bessie Smith Hall commemorating the life and music of the famous jazz singer from Chattanooga.

Prior Years Appropriation	\$ 400,000	
Total	\$ 475,000	\$ 0

Impact on operating budget: None

9. Coolidge Park		
Funding Source: TML Public Improvements Loan	\$ 500,000	\$ 0

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	\$ 500,000	\$ 0

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

10. Economic Development Initiative		
Funding Source: TML Public Improvements Loan	\$1,500,000	\$ 0

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

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

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

	1996/1997 budget	1997/1998 budget
11. Glenwood Center		
Funding Source: CDBG	\$ 25,000	\$ 0

This appropriation funds renovation of the Glenwood Recreation Center.

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

Impact on operating budget: NONE

12. Airport Road		
Funding Source: General Fund	\$ 109,000	\$ 0

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

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

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

13. WTCI TV		
Funding Source: General Fund	\$ 35,000	\$ 0

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

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

Impact on operating budget: None

14. Chattanooga Hamilton County Library Elevator		
Funding Source: General Fund	\$ 14,000	\$ 0

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

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

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
15. Chattanooga Hamilton County Library Microfilm		
Funding Source: General Fund	\$ 14,000	\$ 0

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

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

Impact on operating budget: None

16. ABB Combustion Building		
Funding Source: TML Public Improvements Loan	\$1,700,000	\$ 0

Prior Years Appropriation	\$ 0	
Total	\$1,700,000	\$ 0

This appropriation funds the purchase of the AAB Combustion Building to house certain Municipal Offices.

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

17. Bicentennial Neighborhood Program		
Funding Source:	\$ 0	\$ 125,000

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 125,000
This appropriation funds		

Impact on operating Budget:

18. Urban Impact Study US27 Planning Agency		
Funding Source:	\$ 0	\$ 50,000

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 50,000

This appropriation funds

Impact on operating budget:



Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01	FY2001/02
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					
Microfilming Service	55,000					
Network Mgmt Software	8,000					
Splitting Test Hardware from Producti	14,000	14,000				
Processors/computers	16,000		16,000		16,000	
Human Resources System		305,360				
Security Protection		39,000				
Network Dial-In		5,000				
Virus Protection		8,000				
CD Server		5,200				
Backup Devices/Storage Equipment		13,000		13,000		13,000
Expand Help Desk		10,000				
Data Entry License		4,500				
Remodeling		35,000				
Better Housing Software		50,000				
Total Finance & Administration	\$115,100	\$492,060	\$19,000	\$16,000	\$19,000	\$16,000

	1996/1997 budget	1997/1998 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	\$ 6,100	\$ 0

This appropriation funds training for Data Processing Personnel to be certified on Microsoft.

Prior Years Appropriation	\$ 0	
Total	\$ 6,100	\$ 0

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
3. Problem Management Software/Hardware		
Funding Source: General Fund	\$ 13,000	\$ 0

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	\$ 13,000	\$ 0

Impact on operating budget: None

4. Microfilming Service		
Funding Source: General Fund	\$ 55,000	\$ 0

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	\$ 45,000	\$ 0
Total	\$ 100,000	\$ 0

Impact on operating budget: None

5. Network Management Software		
Funding Source: General Fund	\$ 8,000	\$ 0

This will fund purchase of software to provide problem avoidance and proactive planning of the network.

Prior Years Appropriation	\$ 0	
Total	\$ 8,000	\$ 0

Impact on operating budget: None

6. Splitting Test Hardware from Production		
Funding Source: General Fund	\$ 14,000	\$ 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	
Total	\$ 14,000	\$ 14,000

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
7. Processors/Computers		
Funding Source: General Fund	\$ 16,000	\$ 0

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	
Total	\$ 16,000	\$ 0

Impact on operating budget: None

8. Human Resources System		
Funding Source:	\$ 0	\$ 305,360

This will fund purchase of new Human Resources and Payroll System software.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 305,360

Impact on operating budget: None

9. Security Protection		
Funding Source:	\$ 0	\$ 39,000

This will fund purchase of software and hardware to implement security protection of network and City systems.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 39,000

Impact on operating budget: None

10. Network Dial-In		
Funding Source:	\$ 0	\$ 5,000

This will fund purchase of a Dial-In Server to provide network dial-in access to various applications.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 5,000

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
11. Virus Protection		
Funding Source:	\$0	\$ 8,000

This will fund purchase of Virus protection software against viruses in files and e-mail.

Prior Years Appropriation	\$0	
Total	\$0	\$ 8,000

Impact on operating budget: None

12. CD Server		
Funding Source:	\$0	\$ 5,200

This will fund purchase of a compact disc server to provide access to multiple information databases.

Prior Years Appropriation	\$0	
Total	\$0	\$ 5,200

Impact on operating budget: None

13. Backup Devices/Storage Equipment		
Funding Source:	\$0	\$ 13,000

This will fund purchase of storage equipment for growing stored information , tape drives and juke boxed for making cipies of growing stored information in case of on-line storage device failure.

Prior Years Appropriation	\$0	
Total	\$0	\$ 13,000

Impact on operating budget: None

14. Expand Help Desk		
Funding Source:	\$0	\$ 10,000

This will fund purchase of software for expanded problem management.

Prior Years Appropriation	\$0	
Total	\$0	\$ 10,000

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
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15. Data Entry License

Funding Source:	\$0	\$ 4,500
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This will fund purchase of Data Entry License for newer machinery so that costly older machinery can be surplus.

Prior Years Appropriation	\$0	
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Total	\$0	\$ 4,500
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Impact on operating budget: This will result in lower maintenance and maintenance contracts for the Data Processing Department.

16. Remodeling

Funding Source:	\$0	\$ 35,000
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This will fund the remodeling of the Data Processing control office

Prior Years Appropriation.	\$0	
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Total	\$0	\$ 35,000
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Impact on operating budget: None

17. Better Housing Software

Funding Source:	\$0	\$ 50,000
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This will fund the purchase of software to track Better Housing work load.

Prior Years Appropriation	\$0	
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Total	\$0	\$ 50,000
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Impact on operating budget: None



Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01	FY2001/02
Police Vehicle Fleet Replacement	600,000	1,098,892	2,323,335	2,439,502	2,561,477	2,689,551
Replace Heating & Cooling System	0	601,108				
800 MHZ Police Radios	1,100,000	0				
Firearms Range Equipment	15,000	0				
Vehicles for Support Divisions	50,000	0				
Total Police	1,765,000	1,700,000	2,323,335	2,439,502	2,561,477	2,689,551

	1996/1997 budget	1997/1998 budget
1. Police vehicle fleet replacement		
Funding source: General Fund	\$ 600,000	\$ 1,098,892

This appropriation provides for an annual fleet replacement program for the replacement of a least 50 units per year.

Prior Years Appropriation	\$2,657,588	
Total	\$3,257,588	\$ 1,098,892

Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.

2. Heating and cooling system replacement		
Funding source: General Fund	\$ 0	\$ 601,108

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	\$ 359,000	
Total	\$ 359,000	\$ 601,108

Impact on operating budget: This project will lower maintenance and utility cost.

	1996/1997 budget	1997/1998 budget
3. 800 MHZ Police Radios		
Funding Source: TML Public Improvements Loan \$ 1,100,000		\$0
This appropriation funds the upgrade of police radio communications to operate on the city's 800 MHZ trunking system		
Prior Years Appropriation	\$ 0	
Total	\$ 1,100,000	\$0

Impact on operating budget: None

4. Firearms Range Equipment		
Funding source: General Fund	\$ 15,000	\$0
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	\$ 15,000	\$0

Impact on operating budget: None

5. Vehicles for Support Division		
Funding source: General Fund	\$ 50,000	\$0
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	\$ 50,000	\$0

Impact on operating budget: None

Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01	FY2001/02
Pumpers (3)	400,000	0				
Automatic Defibrillators (EMS)	60,000	0				
Fire Hose	25,000	0				
Fire Vehicles	40,000	0				
Fire Apparatus	0	350,000	500,000	500,000	500,000	500,000
Fire Apparatus-Quint	0	150,000	0	0	0	0
Portable Radios	0	107,755	0	0	0	0
Traffic Light Emitters	0	16,000	16,000	16,000	0	0
Total Fire	525,000	623,755	516,000	516,000	500,000	500,000

	1996/1997 budget	1997/1998 budget
1. Fire Pumpers		
Funding Source: TML Public Improvements Loan \$	400,000	\$0

This appropriation funds the purchase of three (3) Fire Pumpers.

Prior Year Appropriation	\$ 0	
Total	\$ 400,000	\$0

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	\$ 60,000	\$0

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	\$ 60,000	\$0

Impact on operating budget: None

3. 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

	1996/1997 budget	1997/1998 budget
4. Fire Vehicles		
Funding Source: General Fund	\$ 40,000	\$ 0

This appropriation will fund six (6) vehicles needed for replacing high mileage vehicles.

Prior Years Appropriation	\$0	
Total	\$ 40,000	\$ 0

Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.

5. Fire Apparatus		
Funding Source:	\$0	\$350,000

This appropriation will fund the upgrade of the Fire Department Fleet to maintain the current service level.

Prior Years Appropriation	\$0	
Total	\$0	\$350,000

Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.

6. Fire Apparatus - Quint		
Funding Source:	\$0	\$150,000

This appropriation will fund the purchase of (1) one new Quint.

Prior Years Appropriation	\$0	
Total	\$0	\$150,000

Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.

7. Portable Radios		
Funding Source:	\$0	\$107,755

This appropriation will fund the purchase of additional portable radios for each apparatus for better communication.

Prior Years Appropriation	\$0	
Total	\$0	\$107,755

Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.

8. Traffic Light Emitters		
Funding Source:	\$ 0	\$ 16,000

This appropriation will fund the purchase of (3) Traffic Light Emitters. These will assist in the prevention of vehicle accidents at dangerous intersections resulting in enhanced response time to emergency situations

Prior Years Appropriation	\$0	
Total	\$0	\$ 16,000

Impact on operating budget: None.

Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY 2000/01	FY 2001/02
Paving of Streets	2,000,000	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000
State Street Aid Equipment Replacem	400,000	550,000	400,000	400,000	400,000	400,000
General Fund Equipment Replaceme	250,000	450,000	550,000	550,000	550,000	550,000
Bridge Rehabilitation	485,976	200,000	200,000	200,000	200,000	200,000
Downtown Streetscape	150,000	0	750,000	750,000	750,000	750,000
Traffic Signal & Parking Meters	75,000	75,000	200,000	200,000	200,000	200,000
Loop Detector & Pavement Markings	50,000	50,000	120,000	120,000	120,000	120,000
Curbs, Gutters & Sidewalks	75,000	75,000	200,000	200,000	200,000	200,000
Street Improvements	2,917,507	782,572	1,607,472	2,167,000	2,586,940	1,710,200
Third Street Bridge	20,000	0	1,000,000	0	0	0
Traffic Signal System	50,000	50,000	50,000	50,000	50,000	50,000
Tennessee Riverbank Stabilization	0	0	200,000	200,000	200,000	200,000
Household Hazardous Waste	500,000	0	0	0	0	0
Traffic Signal Modernization	0	75,000	200,000	200,000	200,000	200,000
Total Public Works	\$6,973,483	\$3,232,572	\$7,277,472	\$6,837,000	\$7,256,940	\$6,380,200

	1996/1997 budget	1997/1998 budget
1. Paving of streets		
Funding sources: General Fund	\$2,000,000	\$1,000,000

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	\$3,820,000	
Total	\$5,820,000	\$1,000,000

Impact on operating budget: This program will reduce the cost of annual street maintenance.

2. State Street Aid Equipment Replacement		
Funding source: General Fund	\$ 400,000	\$ 550,000

This appropriation allows for the ongoing replacement of older State Street Aid equipment.

Prior Years Appropriation	\$ 874,543	
Total	\$1,274,543	\$ 550,000

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
3. General Fund Equipment Replacement		
Funding source: General Fund	\$ 250,000	\$450,000

This appropriation allows for the ongoing replacement of older Public Works equipment.

Prior Years Appropriation	\$ 2,723,405	
Total	\$ 2,973,405	\$450,000

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 Fund		\$ 200,000
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	\$ 326,961	
Total	\$ 812,937	\$200,000

Impact on operating budget: None

5. Downtown Streetscape		
Funding sources: General Fund	\$ 150,000	\$ 0

This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.

Prior Years Appropriation	\$ 3,348,000	
Total	\$ 3,498,000	\$ 0

Impact on operating budget: None

6. Traffic Signal Projects & Parking Meters		
Funding Source: General Fund	\$ 75,000	\$ 75,000

This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.

Prior Years Appropriation	\$ 1,257,349	
Total	\$ 1,332,349	\$ 75,000

Impact on operating budget: The replacement program results in lower maintenance costs.

	1996/1997 budget	1997/1998 budget
7. Traffic Signal Loop Detector and Pavement Marking Replacement		
Funding Source: General Fund	\$ 50,000	\$ 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	\$ 25,000	
Total	\$ 75,000	\$ 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	\$ 440,000	
Total	\$ 515,000	\$ 75,000

Impact on operating budget: None

9. Street Improvements		
General Fund	\$ 2,358,007	\$ 782,572
CDBG	175,000	
Completed Capital Projects	200,000	
Other	184,500	

This appropriation will fund a program of major street rehabilitation within the City.

Prior Year Appropriation	\$ 9,109,737	
Total	\$12,027,244	\$ 782,572

Impact on operating budget: This program of major street Improvements results in lower street maintenance costs.

10. Third Street Bridge		
Funding Source: General Fund	\$ 20,000	\$0

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	\$ 20,000	\$0

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
11. Traffic Signal System		
Funding Source: General Fund	\$ 50,000	\$ 50,000

This appropriation funds Phase I of a Traffic Signal System Interconnection for Arterial Streets.

Prior Years Appropriation	\$ 0	
Total	\$ 50,000	\$ 50,000

Impact on operating budget: None

12. Traffic Signal Modernization		
Funding Source: General Fund	\$ 0	\$ 75,000

This appropriation funds the upgrading of signal displays and installation of mast arm poles to continue modernization of signalized intersections city-wide.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 75,000

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.

13. Household Hazardous Waste		
Funding Source: State of Tennessee	\$ 500,000	\$ 0

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	\$ 500,000	\$ 0

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.

Capital Budget <i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY2000/01	FY2001/02
Tennessee Riverwalk Expansion	125,000	250,000	250,000	250,000	250,000	250,000
Greenway Farm Conference Center	40,000	70,000	15,000	10,000	15,000	0
Roof Repair & Replacement	35,000	145,000	195,500	169,000	170,000	0
Paving Park & Recreation Facilities	30,000	60,000	50,000	50,000	50,000	50,000
Parks & Recreation Equipment	100,000	0				
Greenway Support	0	50,000	240,000	150,000	200,000	150,000
Warner Park Zoo Improvements	106,623	75,000	125,000	125,000	125,000	125,000
Ross' Landing Marina	50,000	30,000	0	10,000	0	0
Playground Improvements	27,000	75,000	100,000	100,000	100,000	100,000
Warner Park Pool Repair	0	205,000	15,000	10,000	0	0
Fencing Replacement	10,000	60,000	75,000	100,000	75,000	100,000
Engel Stadium	25,000	0	25,000	25,000	25,000	25,000
Recreation Center Siding Replaceme	15,000	0				
Swimming Pool Filtration Systems	20,000	0				
East Lake Park Improvements	50,000	50,000	100,000	25,000	100,000	25,000
Golf Course Computer System	30,000	0				
Bethel/N. Chattanooga Greenway	40,000	0	150,000	75,000	0	0
South Chickamauga Creek Greenwa	40,000	0				
Rivermont Park Master Plan	200,000	0				
Rivermont Tennis Complex	50,000	0	250,000	0	0	0
Warner Park Softball Stadium Const	125,000	0	250,000			
Gymnasium Fan/Exhaust Systems	15,000	0				
Shepherd Recreation Center Improve	45,000	0	20,000	20,000	15,000	10,000
Tennis Court Rehab	30,000	67,000	85,000	50,000	50,000	50,000
Tennis Court Paving	30,000	0				
Eastdale Park Expansion Phase 2	50,000	0				
Warner Park Ph I	0	150,000	1,400,000	1,500,000	1,500,000	1,500,000
Pringle Park	0	45,000	0	0	0	0
Paint & Rehab Rect Ctrs	0	25,000	30,000	30,000	30,000	30,000
Dalewood/Woodmore Park	0	10,000				
Ross's Ldg Pier Rennov	0	30,000				
Landscape Equip.	0	70,000	75,000	75,000	75,000	75,000
Construction Div Eq	0	120,000	150,000	150,000	150,000	150,000
Tivoli Computer Auto.	0	20,000	30,000	0	0	0
Powerhouse Expansion.	0	15,000	70,000	50,000	0	0
W.P. Fieldhouse Upgrade	0	10,000	40,000	30,000	10,000	0
Washington Hills Improvements	0	15,000	80,000	10,000	0	0
Total Parks & Recreation	\$1,258,623	\$1,647,000	\$3,820,500	\$3,014,000	\$2,940,000	\$2,640,000

	1996/1997 budget	1997/1998 budget
1. Tennessee Riverwalk Expansion		
Source: General Fund	\$ 125,000	\$ 250,000

This project involves the continued expansion of the Tennessee Riverwalk based on a funding strategy committed to by the City and County. The strategy involves both governments providing \$500,000 each divided over a four-year period. This will leverage both foundation and other public monies to complete the project.

Prior Years Appropriation	\$ 375,000	
Total	\$ 500,000	\$ 250,000

Impact on operating budget: The development of the Riverwalk will eventually result in increased personnel, supplies and related cost to operate and maintain.

	1996/1997 budget	1997/1998 budget
2. Greenway Farm Conference Center		
Funding Source: General Fund	\$ 40,000	\$ 70,000

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	
Total	\$ 40,000	\$70,000

Impact on operating budget: *The renovation of the Conference Center will enhance its revenue production.*

3. Recreation Center Roof Replacement		
Funding Source: General Fund	\$ 35,000	\$145,000

This appropriation will fund the continuing project of replacing Recreation Center roofs.

Prior Years Appropriation	\$ 150,000	
Total	\$ 185,000	\$145,000

Impact on operating budget: *Replacing the older Recreation Center Roofs will decrease the cost related to maintenance and repair.*

4. Paving Parks & Recreation Facilities		
Funding Source: General Fund	\$ 30,000	\$ 60,000

This appropriation will fund the continuing project of paving Recreation Center.

Prior Years Appropriation	\$ 165,000	
Total	\$ 195,000	\$ 60,000

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	\$ 100,000	\$ 0

This appropriation will fund the purchase of various equipment and machinery for the Parks and Forestry Department.

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

Impact on operating budget: *The equipment replacement program results in lower operating and maintenance costs.*

	1996/1997 budget	1997/1998 budget
6. Greenway Support		
Funding Source: Other	\$ 0	\$ 50,000

This appropriation will fund the expansion of the City's Greenway network through design, construction and land easement acquisition.

Prior Year Appropriation	\$152,000	
Total	\$152,000	\$ 50,000

Impact on operating budget: None

7. Warner Park Zoo Improvements		
Funding Source: General Fund	\$ 75,000	\$ 75,000
Friends of Zoo	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	\$372,563	\$ 75,000

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	\$ 50,000	\$ 30,000

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	\$ 55,000	
Total	\$105,000	\$ 30,000

Impact on operating budget: None

9. Playground Improvements		
Funding Source: General Fund	\$ 27,000	\$ 75,000

This appropriation will fund a continuing program of Playground improvements City wide.

Prior Years Appropriation	\$ 30,000	
Total	\$ 57,000	\$ 75,000

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
10. Warner Park Pool Repair		
Funding Source: General Fund	\$ 0	\$205,000

This appropriation fund repair to leaking drain lines and expansion joint problems at the Warner Park Pool.

Prior Years Appropriation	\$ 13,000	
Total	\$ 13,000	\$205,000

11. Fencing Replacement - City Wide		
Funding Source: General Fund	\$ 10,000	\$ 60,000

This appropriation funds annual replacement of fencing of City parks, ballfields, tennis courts and recreation centers.

Prior Years Appropriation	\$185,000	
Total	\$195,000	\$ 60,000

Impact on operating budget: None

12. Engel Stadium		
Funding Source: General Fund	\$ 25,000	\$ 0

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	\$130,000	
Total	\$155,000	\$ 0

Impact on operating budget: None

13. East lake Park Improvements		
Funding Source: General Fund	\$ 50,000	\$ 50,000

This appropriation will fund to complete Phase I of the master plan of renovation of the pavilion, building new playground and new maintenance facility

Prior Years Appropriation	\$ 0	
Total	\$ 50,000	\$ 50,000

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
14. City Golf Courses		
Funding source: Golf Course Fund	\$ 30,000	\$0

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	\$466,000	
Total	\$496,000	\$0

Impact on operating budget: None

15. Bethel/N. Chattanooga Greenway		
Funding source: General Fund	\$ 40,000	\$0

This appropriation will be used for the continued construction of the North Chickamauga Creek Greenway system

Prior Years Appropriation	\$ 0	
Total	\$ 40,000	\$0

Impact on operating budget: None

16. South Chickamauga Creek Greenway		
Funding source: General Fund	\$ 40,000	\$0

This appropriation will be used for the continued construction of the South Chickamauga Creek Greenway system

Prior Years Appropriation	\$ 0	
Total	\$ 40,000	\$0

Impact on operating budget: None

17. Rivermont Park Design & Construction		
Funding source: General Fund	\$250,000	\$0

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	\$250,000	\$0

Impact on operating budget: The development of the Rivermont Park will result in increased personnel, supplies and related cost to operate and maintain.

	1996/1997 budget	1997/1998 budget
18. Warner Park Softball Stadium Construction		
Funding source: General Fund	\$ 125,000	\$0

This appropriation will be used to design and construct a new softball stadium.

Prior Years Appropriation	\$0	
Total	\$ 125,000	\$0

Impact on operating budget: The development of the softball stadium will result in increased personnel, supplies and related cost to operate and maintain.

19. Gymnasium Fan/Exhaust systems		
Funding source: General Fund	\$ 15,000	\$0

This appropriation will be used to install a new exhaust ventilation system in the North Chattanooga Recreation Center Gym.

Prior Years Appropriation	\$0	
Total	\$ 15,000	\$0

Impact on operating budget: None

20. Shepherd Recreation Center Improvements		
Funding source: General Fund	\$ 45,000	\$0

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	\$ 45,000	\$0

Impact on operating budget: None

21. Tennis Court Rehab		
Funding source: General Fund	\$ 30,000	\$ 67,000

This appropriation will be used for preventive maintenance measures to prevent substantial costs for replacement of courts

Prior Years Appropriation	\$ 0	
Total	\$ 30,000	\$ 67,000

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
22. Tennis Court Paving		
Funding source: General Fund	\$ 30,000	\$ 0

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	\$ 30,000	\$ 0

Impact on operating budget: None

23. Eastdale Park Expansion Phase II		
Funding source: General Fund	\$ 50,000	\$ 0

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	\$ 50,000	\$ 0

Impact on operating budget: None

24. Warner Park Development Phase I		
Funding source: General Fund	\$ 0	\$ 150,000

This appropriation will be used for architectural fees; a new road at Stadium site; new plaza at Stadium site; improvements for parking lot at existing tennis courts; and two (2) new softball fields.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000

Impact on operating budget: None

25. Pringle Park		
Funding source: General Fund	\$ 0	\$ 45,000

This appropriation will be used to acquire two lots which are currently leased by the City for a neighborhood park and playground area.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 45,000

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
26. Paint & Rehab Recreation Centers		
Funding source: General Fund	\$0	\$ 25,000

This appropriation will be used for painting and rehabilitation of Glenwood, John A. Patton, St. Elmo, Colville Street and Avondale parks.

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

Impact on operating budget: None

27. Dalewood/Woodmore Park		
Funding source: General Fund	\$ 0	\$ 10,000

This appropriation will be used to create a passive park area with a playground on school property.

Prior Years Appropriation	\$0	
Total	\$0	\$ 10,000

Impact on operating budget: None

28. Ross' Landing Pier Renovation		
Funding source: General Fund	\$0	\$ 30,000

This appropriation will be used to install utility bollards and access for transient boaters.

Prior Years Appropriation	\$0	
Total	\$0	\$ 30,000

Impact on operating budget: The improvements have the potential to generate \$35,000 in revenue each year.

29. Landscape Equipment		
Funding source: General Fund	\$0	\$ 70,000

This appropriation will be used to purchase new equipment and replace older Parks Department equipment.

Prior Years Appropriation	\$0	
Total	\$0	\$ 70,000

Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.

	1996/1997 budget	1997/1998 budget
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30. Construction Division Equipment

Funding source: General Fund

\$ 0

\$ 120,000

This appropriation will be used to purchase new equipment and replace older Parks Department equipment.

Prior Years Appropriation

\$0

Total

\$0

\$ 120,000

***Impact on operating budget:** The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.*

31. Tivoli Theatre Computer Automation

Funding source: General Fund

\$ 0

\$ 20,000

This appropriation will be used to install an internal computerized ticketing network and automated ticketing stations at satellite sites.

Prior Years appropriation

Total

\$0

\$ 20,000

***Impact on operating budget:** Installing the computerized systems will enhance the Tivoli's ability to collect additional revenue.*

32. Powerhouse Expansion

Funding source: General Fund

\$0

\$ 15,000

This appropriation will be used improve the safety, accessibility and service capabilities of the fitness program.

Prior Years Appropriation

\$0

Total

\$0

\$ 15,000

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

33. Warner Park Fieldhouse Upgrade

Funding source: General Fund

\$0

\$ 10,000

This appropriation will be used to construct additional administrative offices, employee restrooms; and install a HVAC system in the offices, Power House and the Arts & Crafts area.

Prior Years Appropriation

\$0

Total

\$0

\$ 10,000

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

	1996/1997 budget	1997/1998 budget
34. Washington Hills Improvements		
Funding source: General Fund	\$ 0	\$ 15,000

This appropriation will be used construct a meeting room with kitchen, new entrance/reception area, outdoor basketball area and install lights on the football and softball fields.

Prior Years Appropriation	\$0	
Total	\$0	\$ 15,000

Impact on operating budget: None

Capital Budget
Five Year Plan

Project Name	Estimated Project Cost by Fiscal Year					
	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY 2000/01	FY 2001/02
Tiftonia Industrial Park	60,000	0				
800 MHZ Trunked Radio System	2,460,000	0				
Joseph B. Smith Building - Demolition	150,000	0				
Charles A. Bell - Roof Replacement	60,000	0				
City Jail - Window Replacement/Clean	50,000	50,000				
St. Elmo Medal of Honor Museum	150,000	0				
Safe Neighborhood Walk Program	50,000	0				
City Hall Upgrade	0	250,000	0	0	0	0
Parking Security	0	30,000	0	0	0	0
Total General Services	\$2,980,000	\$330,000	\$0	\$0	\$0	\$0

**1996/1997
budget**

**1997/1998
budget**

1. Tiftonia Industrial Park

Funding Source: Construction Trust Fund \$ 60,000 \$ 0

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 \$ 60,000 \$ 0

Impact on operating budget: None

2. 800 MHZ Trunked Radio System

Funding Source: TML Public Improvement Loan \$2,460,000 \$0

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 \$2,460,000 \$0

Impact on operating budget: It is anticipated that this will increase the City's debt service by around \$200,000.

3. Joseph B. Smith School Building - Demolition

Funding Source: General Fund \$ 150,000 \$ 0

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 \$ 150,000 \$0

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
4. Charles A. Bell School - Roof Repair		
Funding Source: General Fund	\$ 60,000	\$ 0

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	\$ 60,000	\$ 0

Impact on operating budget: None

5. City Jail - Window Replacement and Exterior Cleaning		
Funding Source: General Fund	\$ 50,000	\$ 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	\$ 50,000	\$ 50,000

Impact on operating budget: None

6. St. Elmo Medal of Honor Museum		
Funding Source: General Fund	\$ 150,000	\$ 0

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	\$ 150,000	\$ 0

Impact on operating budget: None

7. Safe Neighborhood Walk Program		
Funding Source: General Fund	\$ 50,000	\$ 0

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	\$ 50,000	\$ 0

Impact on operating budget: None

	1996/1997 budget	1997/1998 budget
8. City Hall Renovation		
Funding Source: General Fund	\$0	\$250,000

This appropriation funds continuing efforts to upgrade and remodel City Hall and City Hall Annex.

Prior Years Appropriation	\$0	
Total	\$0	\$250,000

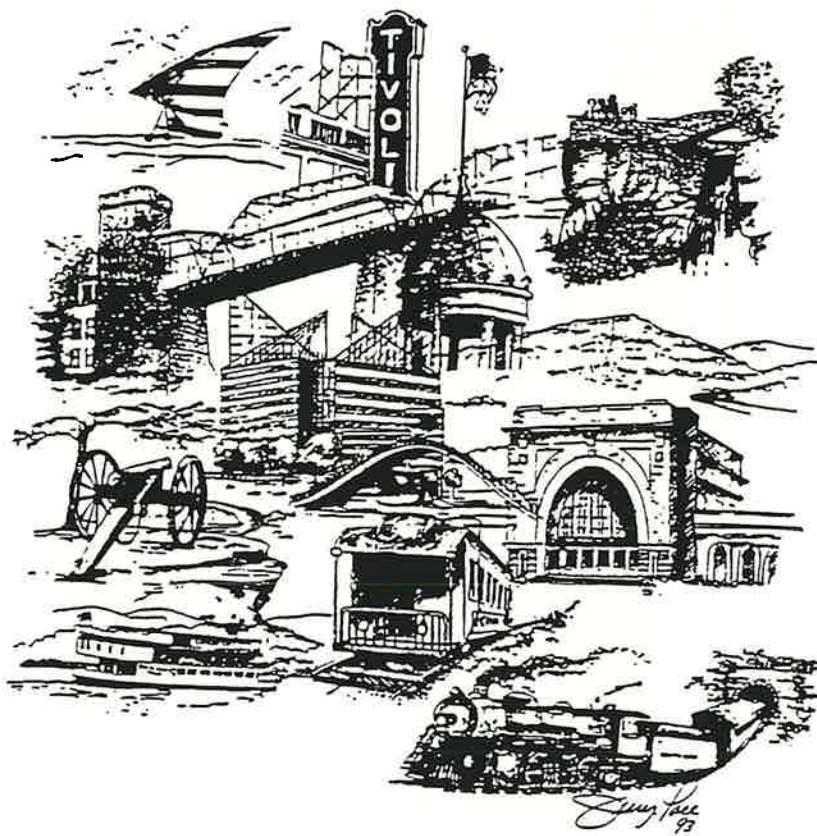
Impact on operating budget: None

9. Parking Security		
Funding Source: General Fund	\$0	\$ 30,000

This appropriation funds a employee parking security system

Prior Years Appropriation	\$0	
Total	\$0	\$ 30,000

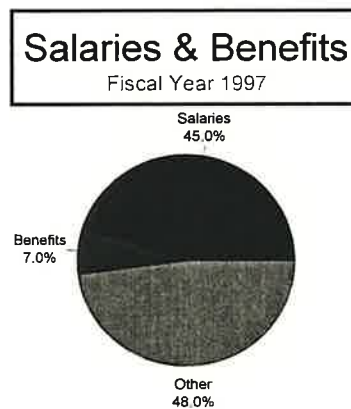
Impact on operating budget: None



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: Individual - \$129.35, Family - \$257.25

In FY 98, an employee's Major Medical Health and Hospitalization group plan cost will amount to \$9,000,000, 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:	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
Hours accrued Bi-weekly	9.54	10.77	12.00
Hours accrued Annually	248	280	312
Days accrued Annually	31	35	39

The following accrual schedule applies to civilian EMT's /Paramedics with the Fire Department (based on working a twenty-four hour shift):

Years of Service:	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
Hours accrued Bi-weekly	14.77	17.54	19.85
Hours accrued Annually	384	456	516
Days accrued Annually	32	38	43

Personal Leave shall be earned before it is taken. New employees shall earn Personal Leave after working one complete two week accrual period. Employees completing ten or seventeen years of employment shall earn Personal Leave at the new rate after working one full two week accrual period after his/her anniversary date. The maximum number of Personal Leave days that can be carried over from one calendar year to the next is 150. Every employee shall be eligible to carry over from one calendar year to the next no more than ten day (150 maximum) of personal leave in addition to his/her personal leave days carried over from the previous calendar year. Any leave that is required to be taken, but not used, shall be deducted at the end of the calendar year.

Special Leaves with pay include: Reservists leave of absence, Court attendance, meetings to attend professional and technical institutions, or conferences, that are job-related and may contribute to the effectiveness of the employee's services, and educational leave less than 14 days (if longer than fourteen days must be approved by the City Council).

Unused Leave Pay. Upon retirement, unused personal leave shall be paid in cash, at 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 Deputy Administrator	PG 21
One Executive Secretary (Part Time)	10.35/HR

Add:

One Special Assistant II	PG 13
One Chief of Staff	PG 26
One Special Projects Officer	PG 16

Department of Finance & Administration**Delete:**

One Budget Analyst	PG 15
One Accountant	PG 15
One Operations Manager	PG 18
One Computer Operator I	PG 08
One Revenue Data Specialist/Clerk IV	PG 06

Add:

One Senior Budget Analyst	PG 16
One Senior Accountant	PG 16
One PC Technician	PG 09

Department of Safety

Moved: The following positions from Administration to Police.

One Administrator	PG 25
One Budget Officer	PG 11
One Assistant Occupation Safety Director	PG 15
One Executive Secretary	PG 10
One Clerk IV	PG 06
One Executive Secretary	PG 10

Department of Police**Delete:**

Seven Patrol Captains	PG 15
Two Police ID Officers	PG 12
One Police Officers	PG 10
One Police Officer (HUD)	PG 10
Five Dispatcher Trainees	PG 06
One Clerk III	PG 05
Three Laborer II	PG 05

Add:

Five Captains	PG 15
Seven Sergeants	PG 12
One Sergeant (HUD)	PG 12
Seven School Resource Officers	PG 13
Five Fire & Police Dispatchers	PG 10

Department of Fire**Add:**

One Resource Technician	PG 06
Two Laborer II (Moved from Police)	PG 05
One Information Safety Officer	PG 13
One Budget Officer	PG 11

Department of Public Works**Moved:** the following position from Inspection to Traffic Control.

One Clerk II	PG 04
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Delete:

One Codes Inspection Director	PG 19
One Better Housing Manager	PG 14
One Building Inspector I	PG 11
One Electrical Inspector I	PG 11
One Secretary	PG 06
Seven Laborer II	PG 04
Four Truck Driver III	PG 06
Two Sanitation Worker I	PG 04

Add:

One Administrative Assistant	PG 19
One Building Inspector II	PG 12
One Electrical Inspector	PG 09
One Assistant Storm Water Manager	PG 17
One Vector Truck Driver	PG 06
Four Truck Driver IV	PG 07

Department of Parks & Recreation**Delete:**

One Track Instructor	100.00/WK
Five Assistant Instructors	135.00/WK
One Custodian	PG 01
One Box Office Cashier	7.63/HR
One Receptionist (Part Time)	7.98/HR
One Grill Manager	PG 05

Add:

One Budget Coordinator	PG 12
Ten Playground Leaders	5.15/HR
One Fitness Trainer (Part Time)	7.50/HR
One Stadium/Sports Director	PG 13
One Work Foreman	PG 07
One Safety Aide	PG 03
One Forestry Intern	9.00/HR
Three Receptionists	PG 01
One Cashier	PG 03
Three Temporary Clerks	7.45/HR
Three Food Clerks	PG 01

Department of General Services**Delete:**

One Guard	7.32/HR
One Clerk II	PG 04

Add:

One Custodian	PG 01
One Assistant Purchasing Agent	PG 15

Department of Equal Employment Opportunity:**Delete:**

None

Add:

One Better Housing Manager	PG 15
One Senior Codes Enforcement Inspector	PG 09
Eight Code Enforcement Inspectors	PG 09
One Secretary	PG 06
One Clerk II	PG 04

Interceptor Sewer System**Delete:**

One Laborer II	PG 04
Two Truck Driver II	PG 05
One Truck Driver III	PG 06

Add:

Two Truck Driver III	PG 06
One Safety/Training Coordinator	PG 12

Personnel Summary **Actual & Projected for Fiscal Years 1995 - 2002**

Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
General Government & Agencies			30	28	28	29	29	29	29	29
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	0	0	0	0	0	0
C00152	Court Officer	10	3	2	2	2	2	2	2	2
C00153	Judicial Assistant	1,075.18	0	0	1	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	1	1	1	1	1	1	1
			7	5	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	2,145.78/BW	1	1	1	1	1	1	1	1
C00160	Management Analyst	2,000.00/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	801.33/BW	1	1	1	1	1	1	1	1
C20200	Council Vice Chairperson	705.18/BW	1	1	1	1	1	1	1	1
C20300	Council Member	609.02/BW	7	7	7	7	7	7	7	7
			13	13	13	13	13	13	13	13
Office of the Mayor										
C00165	Executive Assistant	12	1	1	1	1	1	1	1	1
C00166	Special Assistant I	12	1	1	1	1	1	1	1	1
C00167	Administrative Secretary	8	1	1	1	1	1	1	1	1
C00168	Special Assistant II	13	0	0	0	1	1	1	1	1
C00169	Administrative Assistant	16	1	1	1	1	1	1	1	1
C00170	Deputy Administrator	21	1	1	1	0	0	0	0	0
C00171	Chief of Staff	26	0	0	0	1	1	1	1	1
C00912	Executive Secretary (Part Time)	10.35/HR	1	1	1	0	0	0	0	0
C00172	Special Projects Officer	16	0	0	0	1	1	1	1	1
C20001	Mayor	4,060.00/BW	1	1	1	1	1	1	1	1
			7	7	7	8	8	8	8	8
Department of Finance & Administration			108	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	1	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	3	3	3	3	3
C00086	Senior Budget Analyst	16	0	0	0	1	1	1	1	1
C00087	Accountant	15	3	4	4	3	3	3	3	3
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
C00090	Senior Accountant	16	0	0	0	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	1	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	1	1	1	1	1	1	1
C00902	Cost Accounting Intern (Part time)	7.28/HR	2	2	2	2	2	2	2	2
N/A	Accounting Supervisor	19	1	0	0	0	0	0	0	0
N/A	Accounting Analyst	15	1	0	0	0	0	0	0	0
N/A	Clerk V	7	1	0	0	0	0	0	0	0
			33	34	34	34	34	34	34	34

Personnel Summary **Actual & Projected for Fiscal Years 1995 - 2002**

Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
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	0	0	0	0	0
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	2	2	2	2	2	2	2	2
C00116	System & Data Base Specialist I	16	1	1	1	1	1	1	1	1
C00117	Network Manager	18	0	1	1	1	1	1	1	1
C00118	Programmer Analyst	18	4	4	4	4	4	4	4	4
C00119	Programmer II	16	6	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	0	0	0	0	0	0	0
C00124	Computer Operator II	10	3	3	3	3	3	3	3	3
C00125	PC Technician	9	0	0	0	1	1	1	1	1
C00126	Computer Operator I	8	4	4	4	3	3	3	3	3
C00127	Programmer I	14	8	7	7	7	7	7	7	7
N/A	Information System Administrator	16	0	0	0	0	0	0	0	0
			36	35	35	34	34	34	34	34
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
C00141	Revenue Data Specilist/Clerk IV	6	0	0	0	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	6.50/HR.	2	2	2	2	2	2	2	2
C00905	Property Tax Clerk II	7.58/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	16	16	16	16	16
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	7	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	11	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	2	2	2	2	2	2	2
N/A	Mittimus Clerk	5	1	0	0	0	0	0	0	0
N/A	Court Coordinator	8	0	0	0	0	0	0	0	0
N/A	Cashier	5	0	0	0	0	0	0	0	0
N/A	Data Entry Clerk II (Part time 20 hrs.)	8.07/HR.	1	0	0	0	0	0	0	0
			24	24	24	24	24	24	24	24
Department of Safety			942	1,032	979	0	0	0	0	0
Administration										
C00799	Budget Officer	11	0	1	1	0	0	0	0	0
C00800	Administrator	25	1	1	1	0	0	0	0	0
C00801	Assistant Occupational Safety Director	15	1	1	1	0	0	0	0	0
C00802	Executive Secretary	10	1	1	1	0	0	0	0	0
C00803	Clerk IV	6	0	2	2	0	0	0	0	0
C00804	Executive Secretary	10	0	1	1	0	0	0	0	0
N/A	Executive Secretary	10	1	0	0	0	0	0	0	0
N/A	Personnel Investigator	12	0	0	0	0	0	0	0	0
			4	7	7	0	0	0	0	0
Department of Police			0	0	0	619	618	618	618	618
Police										
C00805	Police Chief	25	1	1	1	1	1	1	1	1
C00799	Budget Officer	11	1	0	0	1	1	1	1	1
C00800	Administrator	25	0	0	0	1	0	0	0	0
C00801	Information Safety Officer	13	0	0	0	1	1	1	1	1
C00802	Police Chief Assistant	11	0	0	0	1	1	1	1	1

Personnel Summary **Actual & Projected for Fiscal Years 1995 - 2002**

Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
C00803	Clerk IV	6	0	0	0	1	1	1	1	1
C00804	Executive Secretary	10	0	0	0	1	1	1	1	1
C00806	Deputy Police Chief	18	3	3	3	3	3	3	3	3
C00808	Major	16	3	0	0	0	0	0	0	0
C00809	Captain	15	14	17	17	22	22	22	22	22
C00810	Patrol Captain	15	7	7	7	0	0	0	0	0
C00811	Lieutenant (HUD)	13	0	1	1	1	1	1	1	1
C00812	Lieutenant	13	31	34	34	34	34	34	34	34
C00813	Sergeant	12	74	72	71	78	78	78	78	78
C00814	Inspector	12	34	34	34	34	34	34	34	34
C00815	Special Services Supervisor	13	0	0	1	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	0	0	0	0	0
C00818	Police Officer	10	204	204	204	201	201	201	201	201
C00820	Police Off. Crime Bill	10	31	31	31	31	31	31	31	31
C00821	Sergeant - HUD	12	0	0	0	1	1	1	1	1
C00824	Police Officer	10	13	20	20	19	19	19	19	19
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
C00830	School Resource Officer	13	0	0	0	7	7	7	7	7
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	9	9	9	9	9	9	9
C00842	Admin. Secretary	8	4	2	2	2	2	2	2	2
C00843	Fire Dispatchers	8	27	2	2	2	2	2	2	2
C00844	Fire & Police Dispatchers	10	0	25	25	30	30	30	30	30
C00846	Clerk II	4	11	12	12	12	12	12	12	12
C00847	Dispatcher Trainees	6	21	21	21	16	16	16	16	16
C00848	Clerk VI	8	4	1	1	1	1	1	1	1
C00849	Clerk III	5	1	1	1	0	0	0	0	0
C00850	Ranger	6	0	4	4	4	4	4	4	4
C00852	Clerk IV	6	2	1	1	1	1	1	1	1
C00853	Clerk III	5	1	1	1	1	1	1	1	1
C00854	Clerk IV	6	1	1	1	1	1	1	1	1
C00856	RMS Trainer	7	1	2	2	2	2	2	2	2
C00857	Clerk III	5	12	9	9	10	10	10	10	10
C00859	Secretary	6	4	6	6	6	6	6	6	6
C00860	Laborer II	4	3	3	3	0	0	0	0	0
C00861	ID Data Clerk (AFIS System)	7	1	1	1	1	1	1	1	1
C00862	RMS Data Analyst	6	0	4	4	4	4	4	4	4
C00863	Ranger Supervisor	9	0	1	1	1	1	1	1	1
C00953	Ranger (Part time)	8.27/HR	0	9	9	9	9	9	9	9
C00975	Lieutenant School Patrol	29.33/D	3	3	3	3	3	3	3	3
C00976	School Patrol Officer	20.68/D	30	30	30	30	30	30	30	30
C00977	Reserve Officer (Part time)	10.51/HR	0	66	13	13	13	13	13	13
N/A	Warrant Officer	13	1	0	0	0	0	0	0	0
			574	662	609	619	618	618	618	618

Department of Fire

Fire

			0	0	0	368	368	368	368	368
C00839	Resource Technician	6	0	0	0	1	1	1	1	1
C00865	Fire Chief	25	1	1	1	1	1	1	1	1
C00866	Deputy Fire Chief	18	3	1	1	1	1	1	1	1
C00867	Fire Marshal	18	1	1	1	1	1	1	1	1
C00868	Information Safety Officer	13	0	0	0	1	1	1	1	1
C00869	Assistant Fire Chief	16	6	7	7	7	7	7	7	7
C00870	Commander	15	19	15	14	14	14	14	14	14
C00871	Captain	13	58	62	63	63	63	63	63	63
C00873	Lieutenant	12	91	91	95	95	95	95	95	95
C00874	Firefighter	10	173	173	169	169	169	169	169	169
C00877	Resource Manager	15	1	1	1	1	1	1	1	1
C00878	Maintenance Supervisor	14	1	1	1	1	1	1	1	1
C00879	Maintenance Technician	8	1	1	1	1	1	1	1	1
C00880	Budget Officer	11	0	0	0	1	1	1	1	1
C00881	Administrative Secretary	8	1	1	1	1	1	1	1	1
C00882	Secretary	6	1	2	2	2	2	2	2	2
C00883	Clerk II	4	1	1	1	1	1	1	1	1
C00885	Clerk V	8	1	1	1	1	1	1	1	1
C00886	Secretary	6	1	1	1	1	1	1	1	1
C00887	Laborer II	5	2	2	2	4	4	4	4	4
C00889	Truck Driver IV	7	1	1	1	1	1	1	1	1
N/A	Secretary	4	1	0	0	0	0	0	0	0
			364	363	363	368	0	368	368	368

Personnel Summary **Actual & Projected for Fiscal Years 1995 - 2002**

Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
Department of Public Works			530	529	528	513	513	513	513	513
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
C00453	Administrative Assistant	19	0	0	0	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	0	0	0	0	0	0	0
C00459	Clerk III	5	1	1	1	1	1	1	1	1
			8	7	7	8	8	8	8	8
Inspection										
C00540	Codes & Inspection Director	19	1	1	1	0	0	0	0	0
C00541	Building Official	18	1	1	1	1	1	1	1	1
C00542	Better Housing Manager	14	1	1	1	0	0	0	0	0
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
C00847	Building Inspector II	12	0	0	0	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	2	2	2	2	2	2	2
C00553	Building Inspector I	11	3	3	3	2	2	2	2	2
C00554	Electrical Inspector I	11	3	3	3	2	2	2	2	2
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	2	2	2	2	2
C00562	Assistant Codes Coordinator	13	1	1	1	1	1	1	1	1
C00564	Senior Codes Enforcement Inspector	9	1	1	1	0	0	0	0	0
C00565	Code Enforcement Inspector	9	6	6	6	0	0	0	0	0
C00566	Signs Inspector	8	1	1	1	0	0	0	0	0
C00568	Office Manager	8	1	1	1	1	1	1	1	1
C00569	Secretary	6	1	1	1	0	0	0	0	0
C00570	Clerk III	5	3	3	4	4	4	4	4	4
C00571	Clerk II	4	1	1	0	0	0	0	0	0
C00572	Clerk II	4	0	0	1	0	0	0	0	0
			37	38	39	27	27	27	27	27
City Yards										
C00474	City Wide Services Director	21	0	1	1	1	1	1	1	1
C00474	Construction Superintendent	18	1	0	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
C00490	Clerk II	4	1	1	1	1	1	1	1	1
C00491	Custodian	1	2	2	2	2	2	2	2	2
C00492	Laborer III	5	1	1	1	1	1	1	1	1
			15	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	5	3	3	3	3	3	3
C00687	Foreman	10	1	0	0	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	4	2	2	2	2	2	2
C00694	Equipment Operator III	9	0	1	1	1	1	1	1	1
C00695	Truck Driver II	5	6	5	2	2	2	2	2	2
C00696	Laborer III	5	21	13	7	7	7	7	7	7
C00697	Truck Driver III	6	2	3	2	2	2	2	2	2
C00698	Concrete Worker	6	0	8	8	8	8	8	8	8
C00699	Float Operator	8	1	1	1	1	1	1	1	1

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Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
C00700	Laborer II	4	11	11	9	2	2	2	2	2
			59	59	43	36	36	36	36	36
Emergency										
C00494	General Foreman	11	1	1	1	1	1	1	1	1
C00495	Laborer II	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	1	1	1	1	1	1
C00500	Equipment Operator I	6	1	1	1	1	1	1	1	1
C00503	Equipment Oper I/Foreman	7	0	0	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
			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	6	3	3	4	4	4	4	4	4
C00705	Crew Leader	6	3	3	3	3	3	3	3	3
C00706	Laborer III	5	7	7	7	7	7	7	7	7
C00707	Laborer I	2	19	15	15	15	15	15	15	15
C00708	Alt Sanitation Worker I/Laborer I	3	5	5	4	4	4	4	4	4
C00709	Equip Operator I	6	1	2	2	2	2	2	2	2
C00710	Laborer I I	4	0	3	3	3	3	3	3	3
			40	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 P. T.	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	1	1	1	1	1	1	1	1
C00512	Engineering Design Manager	17	0	1	1	1	1	1	1	1
C00512	Engineering Design Coordinator	16	1	0	0	0	0	0	0	0
C00513	Engineering Designer	13	1	1	1	1	1	1	1	1
C00514	Prop. Acquisition Agent	11	1	1	1	1	1	1	1	1
C00515	Plans & Survey Analyst	15	1	1	1	1	1	1	1	1
C00517	Survey Party Chief II	13	1	1	1	1	1	1	1	1
C00518	Survey Party Chief	12	3	3	3	3	3	3	3	3
C00519	Civil Engineer Tech II	13	3	4	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	1	1	1	1	1	1	1
C00965	Engineering Co-op	8.67/hr.	1	1	2	2	2	2	2	2
N/A	System Specialist	12	0	0	0	0	0	0	0	0
			34	36	37	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	1	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	1	1	1	1	1	1	1	1
C00751	Traffic Electrician I	12	4	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	1	1	1	1	1	1	1	1

Personnel Summary **Actual & Projected for Fiscal Years 1995 - 2002**

Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
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	3	3	3	3	3	3	3	3
C00765	Laborer II	4	1	1	1	1	1	1	1	1
C00766	Custodian	1	1	1	1	1	1	1	1	1
C00767	Laborer II	4	5	5	5	5	5	5	5	5
C00778	Clerk II	4	0	0	0	1	1	1	1	1
			33	33	33	34	34	34	34	34
Storm Water Management										
C00685	Foreman	10	0	0	2	2	2	2	2	2
C00686	Assistant Storm Water Manager	17	0	0	0	1	1	1	1	1
C00690	Vactor Truck Driver	6	0	0	0	1	1	1	1	1
C00693	Equipment Operator II	8	0	0	2	2	2	2	2	2
C00695	Truck Driver II	5	0	0	2	2	2	2	2	2
C00696	Laborer III	5	0	0	6	6	6	6	6	6
C00697	Truck Driver III	6	0	0	2	2	2	2	2	2
C00700	Laborer II	4	0	0	2	2	2	2	2	2
C00701	Laborer III	5	0	0	0	1	1	1	1	1
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	0	1	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	1	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
			14	16	32	35	35	35	35	35
Street Maintenance										
C00710	Assistant Superintendent	14	1	1	1	1	1	1	1	1
C00711	Foreman	10	1	2	2	2	2	2	2	2
C00712	Equipment Operator II	8	6	5	5	5	5	5	5	5
C00713	Equipment Operator III	9	0	1	1	1	1	1	1	1
C00714	Truck Driver III	6	8	8	8	8	8	8	8	8
C00715	Laborer III	5	2	1	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	17	17	17	17	17	17	17
C00726	Laborer II	4	34	34	34	34	34	34	34	34
C00727	Vactor Truck Operator	6	0	2	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	2	2	3	3	3	3	3
C00667	Mechanic I	8	1	1	1	1	1	1	1	1
C00668	Vehicle Lubricator	6	1	0	0	0	0	0	0	0
C00669	Laborer II	4	4	4	4	4	4	4	4	4
C00670	Landfill Engineering Technician	13	0	1	1	1	1	1	1	1
C00671	Scale Operator	6	2	2	2	2	2	2	2	2
C00672	Equipment Operator III	9	9	10	10	10	10	10	10	10
C00673	Truck Driver II	5	1	0	0	0	0	0	0	0
C00674	Truck Driver III	6	0	1	0	0	0	0	0	0
			21	24	23	24	24	24	24	24
Wood Recycle										
C00780	Equipment Operator II	8	2	3	3	3	3	3	3	3

Personnel Summary

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Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
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	1	1	1	1	1	1	1
C00784	Laborer II	4	4	4	5	5	5	5	5	5
C00785	Laborer III	5	0	0	0	0	0	0	0	0
C00786	Equipment Operator I	6	0	1	1	1	1	1	1	1
			9	12	13	13	13	13	13	13
Brush & Trash										
C00462	General Foreman	11	2	2	2	2	2	2	2	2
C00463	Clerk I	2	1	1	1	1	1	1	1	1
C00464	Truck Driver II	5	15	18	18	18	18	18	18	18
C00466	Equip Operator I/Foreman	7	7	9	9	9	9	9	9	9
C00467	Laborer I	2	7	9	9	9	9	9	9	9
C00468	Truck Driver III	6	4	4	4	4	4	4	4	4
C00470	Truck Driver IV	7	7	0	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
			48	48	48	48	48	48	48	48
Recycle										
C00675	Recycle Foreman	8	0	1	1	1	1	1	1	1
C00676	Recycling Attendant III	6	2	2	2	2	2	2	2	2
C00677	Clerk II	4	1	0	0	0	0	0	0	0
C00679	Recycling Attendants II	4	3	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	0	0	0	0	0	0	0
N/A	Truck Driver III	6	0	0	0	0	0	0	0	0
N/A	Laborer II	4	0	0	0	0	0	0	0	0
			9	8	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	2	3	3	3	3	3	3
C00534	Clerk II	4	1	1	1	1	1	1	1	1
C00535	Sanitation Worker I	4	1	1	1	1	1	1	1	1
C00536	Truck Driver III	6	21	19	19	15	15	15	15	15
C00537	Sanitation Worker II	5	7	4	4	4	4	4	4	4
C00538	Sanitation Worker I	4	46	39	35	33	33	33	33	33
C00539	Truck Driver IV	7	0	3	3	7	7	7	7	7
			80	70	67	65	65	65	65	65
Department of Parks & Recreation			320	323	324	341	336	336	336	336
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
C00302	Budget Coordinator	12	0	0	0	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	0	0	0	0	0	0	0
C00308	Assistant Planner	10	1	1	1	1	1	1	1	1
C00309	Executive Secretary	8	1	1	1	1	1	1	1	1
			8	7	7	8	8	8	8	8
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	13	1	1	1	1	1	1	1	1
			6	6	6	6	6	6	6	6
Recreation Centers										
C00373	Clerk III	5	1	1	1	1	1	1	1	1
C00377	Outdoor Coordinator	10	0	1	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	1	1	1	1	1	1	1
C00382	Recreation Specialist I	8	20	18	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	1	1	1	1	1	1	1
C00388	Sports Coordinator	10	0	0	1	1	1	1	1	1
C00934	Director (Part time)	667.74/ BW	1	1	1	1	1	1	1	1
C00935	Recreation Specialist (Part time 18 hrs.)	8.05/HR.	2	3	3	3	3	3	3	3

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Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
C00937	Recreation Specialist (Part time 36 hrs.)	8.05/HR.	9	8	8	8	8	8	8	8
C00938	Clerk (Part time 36 hrs.)	6.75/HR.	0	0	0	0	0	0	0	0
			53	54	55	55	55	55	55	55
Recreation - Summer Youth										
C00940	Assistant Tennis Coordinator	200.00/WK	1	1	1	1	1	1	1	1
C00941	Supervisor	200.00/WK	2	2	2	2	2	2	2	2
C00942	Softball Coordinator	208.00/WK	1	1	1	1	1	1	1	1
C00943	Playground Leaders	5.15/HR.	37	37	37	47	47	47	47	47
C00945	Track Instructor	100.00/WK	1	1	1	0	0	0	0	0
C00946	Assistant Instructor	135.00/WK	5	5	5	0	0	0	0	0
C00947	Swimming Pool Supervisor I	250.00/WK	1	2	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
C00951	Lifeguards	6.00/HR.	14	16	16	16	16	16	16	16
			64	67	67	71	71	71	71	71
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	1	1	1	1	1	1
C00954	Fitness Trainer (Part Time 30 hrs.)	7.50/HR.	0	0	0	1	1	1	1	1
C00960	Front Desk Clerk (Part time 18 hrs.)	6.26/HR.	1	2	1	1	1	1	1	1
			5	6	6	7	7	7	7	7
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	0	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	0	0	0	0	0	0
C00350	Maintenance Technician	8	0	0	1	1	1	1	1	1
C00351	Painter	9	1	1	1	1	1	1	1	1
C00352	Equipment Operator II	8	4	4	4	4	4	4	4	4
C00353	Welder	8	1	1	1	1	1	1	1	1
C00354	Mechanic II	10	0	0	1	1	1	1	1	1
C00355	Safety Coordinator	10	0	0	1	1	1	1	1	1
C00355	Mechanic I	8	1	1	0	0	0	0	0	0
C00356	Custodian	1	14	0	0	0	0	0	0	0
C00357	Laborer II	4	4	4	4	4	4	4	4	4
C00359	Laborer III	5	14	14	14	15	15	15	15	15
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
C00362	Stadium/Sports Director	13	0	0	0	1	1	1	1	1
C00363	Electrician Helper	5	1	1	1	1	1	1	1	1
C00364	Laborer II	4	5	5	2	2	2	2	2	2
C00365	Gardener	5	1	0	1	1	1	1	1	1
C00366	Work Foreman	7	0	0	0	1	1	1	1	1
C00367	Laborer II	4	5	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	0	0	0	0	0	0
N/A	Small Engine Mechanic	5	0	0	0	0	0	0	0	0
N/A	Electrician Helper	5	0	0	0	0	0	0	0	0
			69	54	52	55	55	55	55	55
Recreation Center Maintenance										
C00341	Custodial Supervisor	12	1	1	1	1	1	1	1	1
C00342	Safety Aide	3	0	0	0	1	1	1	1	1
C00356	Custodian	1	0	13	13	12	12	12	12	12
C00358	Laborer III	5	0	0	1	1	1	1	1	1
C00931	Custodian, P T	7.50/HR.	0	0	1	1	1	1	1	1
			1	14	16	16	16	16	16	16

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Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
Zoo										
C00416	Zoo Supervisor	11	1	1	1	1	1	1	1	1
C00417	Assistant Zoo Supervisor	7	0	1	1	1	1	1	1	1
C00418	Zookeeper	4	4	5	5	5	5	5	5	5
C00980	Education Curator	9.92/HR	0	1	1	1	1	1	1	1
			5	8	8	8	8	8	8	8
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	2	2	2	2	2	2	2
C00393	Laborer II	4	11	13	13	13	13	13	13	13
C00985	Groundskeepers	6.36/HR	0	4	4	4	4	4	4	4
N/A	Ranger (Part time)	7.57/HR	9	0	0	0	0	0	0	0
N/A	Ranger Supervisor	9	1	0	0	0	0	0	0	0
N/A	Ranger	6	4	0	0	0	0	0	0	0
			27	21	21	21	21	21	21	21
Urban Forester										
C00311	Municipal Forester	16	1	1	1	1	1	1	1	1
C00312	Forestry Technician	11	1	1	1	1	1	1	1	1
C00313	Forestry Crew Leader	8	0	1	1	1	1	1	1	1
C00332	Laborer II	4	0	1	1	1	1	1	1	1
C00333	Tree Trimmer	5	0	1	1	1	1	1	1	1
C00933	Forestry Intern	9.00/HR	0	0	0	1	1	1	1	1
			2	5	5	6	6	6	6	6
Memorial Auditorium & Tivoli										
C00400	Facilities 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
C00403	Receptionist	1	0	0	0	3	1	1	1	1
C00404	Technical Director	12	1	1	1	1	1	1	1	1
C00405	Stage Manager	9	1	1	1	1	1	1	1	1
C00406	Marketing Coordinator	10	1	1	1	1	1	1	1	1
C00407	Cashier	3	0	0	0	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
C00944	Temporary Clerk	7.45/HR	0	0	0	3	0	0	0	0
C00955	Concession Employee (Part time)	6.46/HR	18	18	18	18	18	18	18	18
C00956	Box Office Cashier (Part time 25 hrs.)	7.63/HR	3	3	3	2	2	2	2	2
C00957	Receptionist (Part time 25 hrs.)	7.98/HR	1	1	1	0	0	0	0	0
C00958	Phone Sales Clerk (Part time 25 hrs.)	7.45/HR	5	5	5	5	5	5	5	5
			40	40	40	45	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	2	2	2	2	2	2
C00318	Superintendent	14	1	0	0	0	0	0	0	0
C00319	Assistant Superintendent	10	1	2	2	2	2	2	2	2
C00320	Pro Shop Manager	10	1	2	2	2	2	2	2	2
C00321	Food Clerk	1	0	0	0	3	3	3	3	3
C00322	Grill Manager	5	2	2	2	1	1	1	1	1
C00323	Operator II	8	4	4	4	4	4	4	4	4
C00324	Laborer II	4	6	6	6	6	6	6	6	6
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	0	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
C00925	Proshop Attendant (Part time)	7.45/HR	2	2	2	2	2	2	2	2
C00926	Laborer (Part time)	7.74/HR	6	6	6	6	6	6	6	6
C00927	Food Clerk (Part time)	6.46/HR	3	3	3	3	3	3	3	3
C00929	Food Clerk	7.05/HR	2	2	0	0	0	0	0	0
C00930	Horticultural Specialist	8	0	1	1	1	1	1	1	1
			39	40	40	42	42	42	42	42
Scenic Cities Beautiful										
C00396	Director	1,153.41 BW	1	1	1	1	1	1	1	1

Personnel Summary

Actual & Projected for Fiscal Years 1995 - 2002

Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
Department of General Services			49	50	53	53	53	53	53	53
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
C00180	Executive Secretary	10	1	1	1	1	1	1	1	1
C00184	Clerk IV	6	0	0	1	1	1	1	1	1
N/A	Project Coordinator	12	0	0	0	0	0	0	0	0
			4	4	5	5	5	5	5	5
Bureau of Safety & Health										
C00182	Risk Manager	18	0	1	1	0	0	0	0	0
C00265	Occupational Safety Director	16	1	1	0	0	0	0	0	0
C00266	Loss Prevention Analyst	10	1	1	1	0	0	0	0	0
C00267	Clerk VI	8	0	1	1	0	0	0	0	0
C00268	Loss Prevention Specialist	10	0	0	1	0	0	0	0	0
N/A	Clerk IV	6	1	0	0	0	0	0	0	0
			3	4	4	0	0	0	0	0
City Hall/Annex Maintenance										
C00179	Department Coordinator	12	1	1	1	1	1	1	1	1
C00195	Building & Project Supervisor	14	0	0	1	1	1	1	1	1
C00196	Custodian Foreman	6	2	2	2	2	2	2	2	2
C00197	Custodian	1	9	10	10	11	11	11	11	11
C00198	Guard	7.32/HR	3	3	3	2	2	2	2	2
C00201	Laborer II	4	0	0	1	1	1	1	1	1
N/A	Custodian	1	1	0	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	17	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										
C00182	Risk Manager	18	0	0	0	1	1	1	1	1
C00183	Benefits Coordinator	9	1	1	1	1	1	1	1	1
C00186	Clerk II	4	1	1	1	0	0	0	0	0
C00266	Loss Prevention Analyst	10	0	0	0	1	1	1	1	1
C00267	Clerk VI	8	0	0	0	1	1	1	1	1
C00268	Loss Prevention Specialist	10	0	0	0	1	1	1	1	1
			2	2	2	5	5	5	5	5
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	3	3	3	3	3	3	3
C00253	Assistant Purchasing Agent	15	0	0	0	1	1	1	1	1
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	1	1	1	1	1	1	1
N/A	Assistant Buyer	8	1	0	0	0	0	0	0	0
N/A	Clerk/Receptionist	2	1	0	0	0	0	0	0	0
			12	12	12	13	13	13	13	13
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
Department of Personnel			11	12	12	12	12	12	12	12
C00270	Director	23	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

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Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
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)	6.43/HR	0	1	1	1	1	1	1	1
Department of Equal Employment Opportunity			3	3	3	15	15	15	15	3
Equal Employment Opportunity										
C00050	Director	23	1	1	1	1	1	1	1	1
C00051	E. E. O. Specialist	15	1	1	1	1	1	1	1	1
C00052	Secretary	6	1	1	1	1	1	1	1	1
Better Housing			3	3	3	3	3	3	3	
C00542	Better Housing Manager	15	0	0	0	1	1	1	1	1
C00564	Senior Code Enforcement Inspector	9	0	0	0	1	1	1	1	1
C00565	Code Enforcement Inspector	9	0	0	0	8	8	8	8	8
C00569	Secretary	6	0	0	0	1	1	1	1	1
C00572	Clerk II	4	0	0	0	1	1	1	1	1
			0	0	0	12	12	12	12	
Interceptor Sewer System			133	123	122	121	121	121	121	121
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	0	0	0	0	0	0
			12	12	11	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	4	4	4	4	4	4	4
C00593	Laboratory Technician I	7	1	1	1	1	1	1	1	1
C00594	Laboratory Technician III	11	0	1	1	1	1	1	1	1
C00595	Laboratory Assistant	7	1	1	1	1	1	1	1	1
			8	8	8	8	8	8	8	8
Engineering										
C00597	System Engineer	19	1	1	1	1	1	1	1	1
C00598	Project Coordinator	16	1	1	1	1	1	1	1	1
N/A	Engineer	16	0	0	0	0	0	0	0	0
N/A	Civil Engineer Tech I	10	0	0	0	0	0	0	0	0
			2	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	9	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	1	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	3	0	0	0	0	0	0	0
C00621	Laborer II	4	4	4	4	3	3	3	3	3
N/A	Custodian	1	0	0	0	0	0	0	0	0
N/A	Machinist	11	1	0	0	0	0	0	0	0
			31	29	29	28	28	28	28	28
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	8	8	8	8	8	8	8

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Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
C00628	Truck Driver III	6	0	0	0	2	2	2	2	2
C00629	Truck Driver II	5	3	3	3	1	1	1	1	1
N/A	Laborer II	4	8	0	0	0	0	0	0	0
			21	18	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	2	4	4	4	4	4	4	4
C00639	Operator II	8	5	4	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	0	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	0	0	0	0	0	0	0	0
			26	23	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	3	3	3	3	3	3	3	3
			9	9	9	9	9	9	9	9
Safety & Training										
C00650	Guard	1	1	1	1	1	1	1	1	1
C00651	Safety/Training Coordinator	12	1	0	0	1	1	1	1	1
			2	1	1	2	2	2	2	2
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	1	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	6	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	8	8	8	8	8
C00661	Operator III	10	4	4	4	4	4	4	4	4
			15	15	15	14	14	14	14	14
Human Services			301	313	270	266	266	266	266	266
Administration										
C1A010	Administrator	25	1	1	1	1	1	1	1	1
C1A030	Assistant Administrator-Fiscal Operation	1,590.54/BW	1	1	1	1	1	1	1	1
C1A080	Executive Assistant	1,047.24/BW	1	1	1	1	1	1	1	1
C1A120	Senior Accounting Clerk	1,053.22/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	777.82/BW	1	1	1	1	1	1	1	1
C1A310	Data Entry	6.49/HR	1	1	1	1	1	1	1	1
C1A320	Information Management Coordinator	1,279.50/BW	0	0	0	1	1	1	1	1
C1A330	Data Technician	712.19/BW	1	1	0	1	1	1	1	1
C1A910	Data Entry		0	1	0	0	0	0	0	0
			10	11	9	11	11	11	11	11
Occupancy										
C1B050	Utility Worker	542.20/BW	1	1	0	1	1	1	1	1
C1B270	Building & Ground Supervisor	894/BW	1	1	0	0	0	0	0	0
			2	2	0	1	1	1	1	1
Community Services Block Grant										
C1C020	Bookkeeper/Record Clerk	963.96/BW	0	0	1	1	1	1	1	1
C1C040	Service Delivery Worker II	798.86/BW	0	0	4	4	4	4	4	4
C1C050	Social Service Manager	1,288.46/BW	0	0	1	1	1	1	1	1
C1C160	Service Delivery Worker IV	1,254.74/BW	0	0	2	2	2	2	2	2
C1C170	Energy Specialist	964.04/BW	0	0	1	1	1	1	1	1
C1C180	WAP Specialist	939.42/BW	0	0	1	0	0	0	0	0
C1C190	Lead Service Delivery Worker III	817.15/BW	0	0	1	0	0	0	0	0
C1C200	Data Entry Clerk	722.97/BW	0	0	1	1	1	1	1	1
C1C210	Intake Specialist/Service Delivery Worker	722.97/BW	0	0	1	1	1	1	1	1
C1C220	Director of Social Services	1,269.23/BW	0	0	13	1	1	1	1	1
C1C300	Data Entry Operator	800.00/BW	0	0	0	1	1	1	1	1

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Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
			0	0	26	13	13	13	13	13
Day Care										
C1D010	Child Care Manager	1,470.59/BW	1	1	1	1	1	1	1	1
C1D060	Clerk Typist V	879.01/BW	1	1	1	1	1	1	1	1
C1D071	Teacher	690.83/BW	8	8	8	8	8	8	8	8
C1D100	Teacher Assistant	520.63/BW	9	7	7	7	7	7	7	7
C1D111	Social Service Assist/Placement Worker	875.43/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	0	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	1,010.38/BW	1	1	1	1	1	1	1	1
C1D340	Child Care Broker	1,470.59/BW	4	8	5	5	5	5	5	5
C1D350	Invoice Clerk I	624.00/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	480.19/BW	1	1	0	1	1	1	1	1
C1D380	Broker Service Manager	1,470.60/BW	0	0	1	1	1	1	1	1
C1D400	Payment Technician	634.61/BW				1	1	1	1	1
			34	36	31	32	32	32	32	32
Energy Project										
C1E020	Weatherization Coordinator	1,254.75/BW	1	1	0	1	1	1	1	1
C1E030	Weatherization Clerk	692.31/BW				1	1	1	1	1
C1E080	WAP Specialist/SS Delivery Clerk	1,007.15/BW	1	1	0	1	1	1	1	1
			2	2	0	3	3	3	3	3
Foster Grandparents										
C1F020	Foster Grand Field Supervisor	890.33/BW	1	1	0	0	0	0	0	0
C1F030	Foster Grand Coordinator	1,032.96/BW	1	1	1	1	1	1	1	1
C1F060	Clerk	756.28/BW	1	1	1	1	1	1	1	1
			3	3	2	2	2	2	2	2
Head Start Centers										
C1H020	Family Service Assistant	503.19/BW	5	5	3	5	5	5	5	5
C1H041	Head Start/ CC Teacher Assist I	552/BW	2	1	0	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	30	25	29	29	29	29	29
C1H081	CCDBG Teacher	991/BW	1	1	0	0	0	0	0	0
C1H085	Teacher	760/BW	1	1	0	0	0	0	0	0
C1H087	Teacher Assistant	365.40/BW	1	3	0	0	0	0	0	0
C1H089	Teacher Assistant	685.31/BW	36	36	26	33	33	33	33	33
C1H140	Family Service Coordinator	1,509.74/BW	1	2	1	1	1	1	1	1
C1H150	Family Service Supervisor	668.31/BW	2	3	3	3	3	3	3	3
C1H155	Parent Involvement Supervisor	985.60/BW	0	0	1	1	1	1	1	1
C1H190	Family Service Assistant	774.44/BW	16	16	12	13	13	13	13	13
C1H210	Secretary III	865.60/BW	1	1	0	0	0	0	0	0
C1H220	Administrative Assistant	1,211.54/BW	1	1	0	0	0	0	0	0
C1H230	Associate Director	2,000/BW	0	1	0	0	0	0	0	0
C1H240	Head Start / PCC Manager	2,139.23/BW	1	1	1	1	1	1	1	1
C1H250	Fiscal Officer	1,153.85/BW	0	0	2	2	2	2	2	2
C1H270	Dietary Supervisor	521.66/BW	0	0	2	2	2	2	2	2
C1H310	Nurse	833.97/BW	2	2	2	2	2	2	2	2
C1H320	Lead Teacher/ Center Supervisor	986.46/BW	3	3	2	2	2	2	2	2
C1H350	Center Clerk	527.79/BW	1	2	2	2	2	2	2	2
C1H370	Data Systems Coordinator	961.60/BW	1	1	0	0	0	0	0	0
C1H380	Dietary Assistant	405.39/BW	4	5	4	6	6	6	6	6
C1H390	Clerk III	710.40/BW	3	4	2	3	3	3	3	3
C1H400	Transportation/Janitorial Coordinator	1,153.85/BW	1	1	1	1	1	1	1	1
C1H410	Clerk IV	891.58/BW	3	3	4	4	4	4	4	4
C1H420	General Maintenance	891.34/BW	2	2	1	1	1	1	1	1
C1H430	CCDBG Teacher Assistant	533.40/BW	5	5	2	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	0	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	3	3	3	3	3
C1H600	Assistant Education Coordinator	1,297.62/BW	1	1	0	0	0	0	0	0
C1H601	Education Coordinator	1,803.20/BW	0	0	1	1	1	1	1	1
C1H602	Behavior Assistant	481.43/BW	0	0	1	1	1	1	1	1
C1H603	Multi-Disciplinary Team Manager	1,803.20/BW	0	0	2	2	2	2	2	2
C1H610	Transportation Supervisor/Mentor Teacher	972.92/BW	0	0	0	1	1	1	1	1
C1H615	Community Part/Education Specialist	1,239.00/BW	0	0	0	1	1	1	1	1
			125	133	104	118	118	118	118	118
LIEAP										
C1L095	LIEAP Coordinator	926.88/BW	1	1	0	0	0	0	0	0
C1L110	Project Manager	1,117.81/BW	1	1	0	0	0	0	0	0
			2	2	0	0	0	0	0	0

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			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
Head Start Mental Health										
C1M120	Special Education Teacher	671/BW	1	1	0	0	0	0	0	0
C1M132	Disability Service Assistant II	532/BW	2	2	0	0	0	0	0	0
C1M140	Clerk III	639/BW	1	1	0	0	0	0	0	0
C1M145	Clerk IV	930.03/BW	0	0	1	1	1	1	1	1
C1M147	Clerk IV	892/BW	1	1	0	0	0	0	0	0
C1M150	Disability /SFE Coordinator	1,576.80/BW	1	1	1	1	1	1	1	1
C1M160	Behavior Assistant	410.31/BW	1	1	0	0	0	0	0	0
C1M165	Teacher	820.21/BW	0	0	1	1	1	1	1	1
C1M170	Facilities & Grounds Supervisor	1,156.00/BW	0	0	0	1	1	1	1	1
C1M175	Parent Envolvement Coordinator	1,410.00/BW	0	0	0	1	1	1	1	1
			7	7	3	5	5	5	5	5
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
C19125	Lead Teacher Center Supervisor	1359/BW	1	1	0	0	0	0	0	0
C1P170	Dietary Assistant I	377/BW	1	1	0	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	1	1	1	1	1	1
C1P200	Teacher	870.77/BW	3	3	2	2	2	2	2	2
C1P220	Assistant Education Coordinator	1,723.08/BW	1	1	0	0	0	0	0	0
C1P230	Teacher Assistant I	357/BW	3	3	0	0	0	0	0	0
C1P250	Teacher Assistant	653.81/BW	5	5	2	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	1	1	1	1	1	1
C1P280	Family Service Assistant	606.56/BW	0	0	1	1	1	1	1	1
C1P300	Clerk IV	836/BW	0	0	1	1	1	1	1	1
			19	19	10	10	10	10	10	10
Temporary Head Start										
T50250	Groundskeeper	5.00/HR	0	0	1	0	0	0	0	0
T80030	Lead Monitor	7.25/HR	2	2	0	0	0	0	0	0
T80040	Substitute Center Clerk	7.00/HR	8	8	2	1	1	1	1	1
T80050	Secretary	7.25/HR	2	2	0	0	0	0	0	0
T80060	Janitor	6.00/HR	8	8	1	0	0	0	0	0
T80070	Family Service Assistant	8.75/HR	1	1	1	1	1	1	1	1
T80080	Site Supervisor Coordinator	6.76/HR	1	1	0	0	0	0	0	0
T80081	Education Consultant	15.50/HR	0	0	0	1	1	1	1	1
T80090	Even Start Supervisor	17.00/HR	1	1	1	0	0	0	0	0
T80100	Substance Abuse Trainer	10.00/HR	0	0	1	0	0	0	0	0
T90010	Dietary Assistant I	7.00/HR	0	0	6	3	3	3	3	3
T90020	GED Instructor	13.00/HR	0	0	1	2	2	2	2	2
			23	23	14	8	8	8	8	8
Temporary /Classroom Substitute										
T10010	Classroom Substitutes	4.75	30	30	35	32	32	32	32	32
T10050	Teacher Assistant I	4.80/HR	1	1	1	1	1	1	1	1
T10051	Teacher Assistant	7.00/HR	1	1	3	0	0	0	0	0
T10060	Family Literacy Teacher	15.00/HR	4	4	3	2	2	2	2	2
T10100	Bus Driver	8.75/HR	11	11	18	16	16	16	16	16
T10150	Clerk II	5.50/HR	2	2	0	0	0	0	0	0
T10180	Teacher (Consultant)	1152/BW	0	1	1	0	0	0	0	0
T80080	Teacher	12.32/HR	0	0	2	2	2	2	2	2
			49	50	63	53	53	53	53	53
Temporary Summer Lunch										
T80030	Monitor	8.75/HR	0	0	0	8	8	8	8	8
T80040	Monitor	8.75/HR	0	0	0	8	8	8	8	8
T80050	Secretary	8.75/HR	0	0	0	2	2	2	2	2
T80060	Site Supervisor	12.32/HR	0	0	0	20	20	20	20	20
T80070	Site Distribution Coordinator	12.32/HR	0	0	0	1	1	1	1	1
T80080	Site Supervisor Coordinator	12.32/HR	0	0	0	1	1	1	1	1
T80090	Clerical Assistant	5.25/HR	1	1	3	3	3	3	3	3
T80100	Coordinator	7.25/HR	0	0	2	2	2	2	2	2
T80110	Assistant Coordinator	7.00/HR	1	1	1	1	1	1	1	1
T800200	Assistant Distribution Clerk	7.00/HR	0	0	0	1	1	1	1	1
			2	2	6	6	6	6	6	6
Temporary Cafeteria Substitute										
T90010	Dietary Assistant I	7.00/HR	4	4	4	6	6	6	6	6
mporary Family Service Counseling										
T12001	Family Services Counselor Aide	5.92/HR	0	0	2	2	2	2	2	2
Temporary Day Care										
T14010	Day Care Substitute	6.40/HR	10	10	4	4	4	4	4	4

Personnel Summary **Actual & Projected for Fiscal Years 1995 - 2002**

Position Number	Position Name	Pay Grade	Budgeted				Projected			
			FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
T14020	Dietary Aide	5.00/HR	2	2	3	2	2	2	2	2
T61050	Utility Worker	5.00/HR	1	1	0	0	0	0	0	0
T73010	Teacher Assistant I	4.25/HR	1	1	0	0	0	0	0	0
T73020	Classroom Substitute	4.25/HR	1	1	0	0	0	0	0	0
T77110	Clerk	6.00/HR	2	2	0	0	0	0	0	0
			17	17	7	6	6	6	6	6
Department of Education			1,817	1,822	1,822	0	0	0	0	0
1771890	Superintendent	N/A	1	1	1	0	0	0	0	0
178969	Deputy Superintendent	N/A	1	1	1	0	0	0	0	0
177334	Assistant Superintendent	N/A	2	2	2	0	0	0	0	0
344850	Professional	N/A	10	10	10	0	0	0	0	0
344869	Director - Staff Development	N/A	1	1	1	0	0	0	0	0
177571	Director	N/A	4	4	4	0	0	0	0	0
177598	Supervisor	N/A	4	4	4	0	0	0	0	0
209627	Coordinator - Vocational	N/A	1	1	1	0	0	0	0	0
178950	Specialist	N/A	2	2	2	0	0	0	0	0
450502	Data Processing Director	N/A	1	1	1	0	0	0	0	0
499366	Programmer	N/A	1	1	1	0	0	0	0	0
179620	Logistical Director	N/A	1	1	1	0	0	0	0	0
179744	Pupil Transportation Supervisor	N/A	2	2	2	0	0	0	0	0
441236	Maintenance Foreman	N/A	2	2	2	0	0	0	0	0
451495	Teacher - Resource	N/A	0	0	0	0	0	0	0	0
179043	Teacher - Visiting	N/A	11	11	11	0	0	0	0	0
179159	Psychological Examiner	N/A	7	7	7	0	0	0	0	0
177776	Aide - Clerical	N/A	32	33	33	0	0	0	0	0
177814	Secretaries/Clerks	N/A	75	77	77	0	0	0	0	0
179612	Clerical	N/A	7	6	6	0	0	0	0	0
413607	Occupational Therapist	N/A	1	1	1	0	0	0	0	0
281557	Teacher - Bible	N/A	3	3	3	0	0	0	0	0
177849	Teacher - Music	N/A	25	26	26	0	0	0	0	0
499161	Teacher - Librarian	N/A	39	39	39	0	0	0	0	0
177865	Teacher - Regular	N/A	804	803	803	0	0	0	0	0
574589	Teacher - Regular	N/A	1	3	3	0	0	0	0	0
193359	Teacher - Vocational	N/A	57	53	53	0	0	0	0	0
499293	Teachers - Kindergarten	N/A	80	84	84	0	0	0	0	0
178454	Teachers	N/A	2	2	2	0	0	0	0	0
178500	Teacher	N/A	1	1	1	0	0	0	0	0
178691	Teacher	N/A	14	12	12	0	0	0	0	0
178721	Teacher	N/A	2	2	2	0	0	0	0	0
178756	Teacher	N/A	113	113	113	0	0	0	0	0
178780	Teacher	N/A	9	9	9	0	0	0	0	0
178802	Teacher	N/A	9	9	9	0	0	0	0	0
239186	Teacher - Guidance	N/A	51	51	51	0	0	0	0	0
427098	Staff	N/A	1	1	1	0	0	0	0	0
499404	Teacher - Regular	N/A	1	1	1	0	0	0	0	0
499447	Teacher - Guidance	N/A	2	2	2	0	0	0	0	0
499439	Teacher - Regular	N/A	1	1	1	0	0	0	0	0
177830	Instructional Assistant	N/A	5	8	8	0	0	0	0	0
178497	Instructional Assistant	N/A	37	38	38	0	0	0	0	0
239194	Instructional Assistant	N/A	58	60	60	0	0	0	0	0
351547	Instructional Assistant	N/A	0	0	0	0	0	0	0	0
343773	Instructional Assistant	N/A	5	5	5	0	0	0	0	0
179167	Health Attendant	N/A	15	15	15	0	0	0	0	0
441171	Parts Clerk	N/A	2	1	1	0	0	0	0	0
441198	Dispatcher	N/A	4	5	5	0	0	0	0	0
179892	Materials Handler	N/A	6	6	6	0	0	0	0	0
441201	Drivers	N/A	1	1	1	0	0	0	0	0
179930	Grounds Crew	N/A	2	2	2	0	0	0	0	0
441228	Custodian	N/A	5	5	5	0	0	0	0	0
180203	Roofers	N/A	2	2	2	0	0	0	0	0
179728	Mechanic	N/A	8	9	9	0	0	0	0	0
179965	Building Managers	N/A	5	6	6	0	0	0	0	0
179981	Craftsmen	N/A	19	20	20	0	0	0	0	0
180025	Painter	N/A	1	1	1	0	0	0	0	0
179698	Bus Driver	N/A	144	138	138	0	0	0	0	0
180181	Custodians	N/A	108	108	108	0	0	0	0	0
177121	Board Member	N/A	9	9	9	0	0	0	0	0

Date: 06/12/1997
Time: 14:16

CITY OF CHATTANOOGA Proposed Pay Plan Table Listing with 2% Increase Added
Fiscal Year 1997/1998

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A/E

B/F 1												3	4	5														
GR	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP	STEP														
#1	MO	#2	MO	#3	MO	#4	MO	#5	MO	#6	MO	#7	MO	#8	MO	#9	MO	#10	MO	#11	MO	#12	MO	#13	MO	#14	GR	
01	12,733	6	13,130	6	13,528	6	13,927	12	14,324	12	14,722	12	15,122	12	15,518	12	15,917	12	16,393	12	16,886	12	17,393	12	17,915	12	18,453	01
02	13,497	6	13,919	6	14,341	6	14,762	12	15,185	12	15,606	12	16,028	12	16,450	12	16,872	12	17,377	12	17,898	12	18,434	12	18,987	12	19,556	02
03	14,307	6	14,753	6	15,200	6	15,648	12	16,096	12	16,542	12	16,989	12	17,437	12	17,884	12	18,419	12	18,972	12	19,541	12	20,128	12	20,732	03
04	15,165	6	15,640	6	16,112	6	16,587	12	17,061	12	17,534	12	18,008	12	18,482	12	18,957	12	19,526	12	20,109	12	20,713	12	21,335	12	21,976	04
05	16,151	6	16,656	12	17,160	12	17,664	12	18,169	12	18,675	12	19,180	12	19,684	12	20,188	12	20,794	12	21,417	12	22,061	12	22,723	12	23,404	05
06	17,201	6	17,739	12	18,275	12	18,813	12	19,351	12	19,888	12	20,426	12	20,964	12	21,501	12	22,145	12	22,809	12	23,495	12	24,200	12	24,926	06
07	18,318	6	18,891	12	19,465	12	20,036	12	20,607	12	21,180	12	21,753	12	22,327	12	22,898	12	23,584	12	24,293	12	25,021	12	25,771	12	26,544	07
08	19,510	6	20,120	12	20,728	12	21,338	12	21,948	12	22,558	12	23,168	12	23,776	12	24,385	12	25,118	12	25,872	12	26,648	12	27,447	12	28,270	08
09	20,777	6	21,427	12	22,076	12	22,726	12	23,373	12	24,024	12	24,674	12	25,322	12	25,971	12	26,751	12	27,553	12	28,378	12	29,230	12	30,107	09
10	21,747	12	22,563	12	23,379	12	24,195	12	25,010	12	25,825	12	26,641	12	27,457	12	28,272	12	29,121	12	29,996	12	30,895	12	31,822	12	32,777	10
11	23,269	12	24,142	12	25,014	12	25,889	12	26,761	12	27,634	12	28,506	12	29,379	12	30,251	12	31,160	12	32,093	12	33,057	12	34,048	12	35,069	11
12	24,899	12	25,834	12	26,768	12	27,700	12	28,635	12	29,568	12	30,502	12	31,436	12	32,369	12	33,340	12	34,341	12	35,371	12	36,431	12	37,525	12
13	26,642	12	27,642	12	28,641	12	29,639	12	30,639	12	31,637	12	32,638	12	33,636	12	34,635	12	35,675	12	36,744	12	37,846	12	38,982	12	40,152	13
14	28,032	12	29,258	12	30,484	12	31,710	12	32,937	12	34,164	12	35,390	12	36,616	12	37,842	12	38,976	12	40,146	12	41,352	12	42,592	12	43,870	14
15	30,133	12	31,452	12	32,771	12	34,088	12	35,407	12	36,725	12	38,044	12	39,362	12	40,681	12	41,900	12	43,157	12	44,452	12	45,785	12	47,159	15
16	32,394	12	33,810	12	35,228	12	36,645	12	38,062	12	39,479	12	40,897	12	42,314	12	43,731	12	45,042	12	46,394	12	47,787	12	49,221	12	50,698	16
17	34,823	12	36,348	12	37,871	12	39,393	12	40,916	12	42,440	12	43,964	12	45,488	12	47,011	12	48,421	12	49,874	12	51,370	12	52,911	12	54,499	17
18	36,826	12	38,666	12	40,509	12	42,348	12	44,190	12	46,032	12	47,873	12	49,715	18	51,556	18	53,101	18	54,695	18	56,337	18	58,027	18	59,768	18
19	39,773	12	41,760	12	43,748	12	45,738	12	47,726	12	49,715	12	51,702	12	53,692	18	55,680	18	57,352	18	59,070	18	60,843	18	62,669	18	64,549	19
20	42,954	12	45,100	12	47,247	12	49,395	12	51,544	12	53,692	12	55,838	12	57,987	18	60,133	18	61,938	18	63,796	18	65,709	18	67,681	18	69,712	20
21	46,390	12	48,708	12	51,028	12	53,347	12	55,668	12	57,987	12	60,305	12	62,625	18	64,945	18	66,893	18	68,899	18	70,967	18	73,095	18	75,288	21
22	49,306	12	52,078	12	54,852	12	57,626	12	60,398	18	63,172	18	65,945	18	68,719	18	71,492	18	73,637	18	75,845	18	78,122	18	80,465	18	82,879	22
23	53,496	12	56,506	12	59,514	12	62,524	12	65,532	18	68,542	18	71,551	18	74,561	18	77,570	18	79,896	18	82,294	18	84,761	18	87,305	18	89,924	23
24	58,042	12	61,308	12	64,573	12	67,837	12	71,102	18	74,368	18	77,632	18	80,897	18	84,162	18	86,688	18	89,289	18	91,967	18	94,726	18	97,568	24
25	62,977	12	66,519	12	70,062	12	73,605	12	77,146	18	80,689	18	84,231	18	87,773	18	91,317	18	94,055	18	96,878	18	99,784	18	102,777	18	105,861	25
26	67,271	12	71,477	12	75,680	18	79,885	18	84,089	18	88,294	18	92,498	18	96,703	24	100,907	24	103,934	24	107,053	24	110,264	24	113,572	24	116,979	26
27	73,327	12	77,910	12	82,491	18	87,074	18	91,657	18	96,240	18	100,824	18	105,406	24	109,988	24	113,287	24	116,686	24	120,187	24	123,792	24	127,506	27

Approved by:  Date: July 2, 1997

Accrual Basis	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
Activity	Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.
Ad Valorem Taxes	Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.
Allot	To divide an appropriation into amounts which may be encumbered or expended during an allotment period.
Annualize	Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.
Appropriation	A legal authorization to incur obligations and to make expenditures for specific purposes.
Assessed Valuation	The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.
Assessment Ratio	The ratio at which the tax rate is applied to the tax base.
Asset	Resources owned or held by a government which have monetary value.
Attrition	A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the year.
Available (Undesignated) Fund Balance	This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.
AZA	American Zoological Association
Base Budget	Cost of continuing the existing levels of service in the current budget year.
Bond	A long-term I.O.U. of promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

Bond Refinancing	The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.
Budget	A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.
Budget Calendar	The schedule of key dates which a government follows in the preparation and adoption of the budget.
Budgetary Control	The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.
Capital Assets	Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
Capital Budget	The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.
Capital Improvements	Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.
Capital Improvements Program (CIP)	A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.
Capital Outlay	Fixed assets which have a value of less than \$500 and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.
Capital Project	Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.
Capital Reserve	An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.
Cash Basis	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
COBRA	Consolidated Omnibus Budget Reconciliation Act
Collective Bargaining Agreement	A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of

	employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).
Commodities	Expendable items that 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 basic organizational unit of government which is functionally unique in its delivery of services.
Depreciation	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.
Development-related Fees	Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.
Disbursement	The expenditure of monies from an account.
Distinguished Budget Presentation Awards Program	A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Employee (or Fringe) Benefits	Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.
Encumbrance	The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.
Entitlements	Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, services or settling a loss.
Expenses	Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.
Fiscal Policy	A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.
Fiscal Year	A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.
Fixed Assets	Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
Full Faith and Credit	A pledge of a government's taxing power to repay debt obligations.
Full-time Equivalent	A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.
Function	A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).
Fund	A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.
Fund Balance	The excess of the assets of a fund over its liabilities, reserves, and carryover.
GAAP	Generally Accepted Accounting Principles. Uniform minimum standard for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Obligation (GO) Bond	This type of bond is backed by the full faith, credit and taxing power of the government.
Goal	A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.
Grants	A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.
Hourly	An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing need. Hourly employees are paid on a per hour basis, and receive limited benefits.
Indirect Cost	A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.
Infrastructure	The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).
Interfund Transfers	The movement of monies between funds of the same governmental entity.
Intergovernmental Revenue	Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.
Internal Service Charges	The charges to user departments for internal services provided by another government agency, such as data processing, 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.

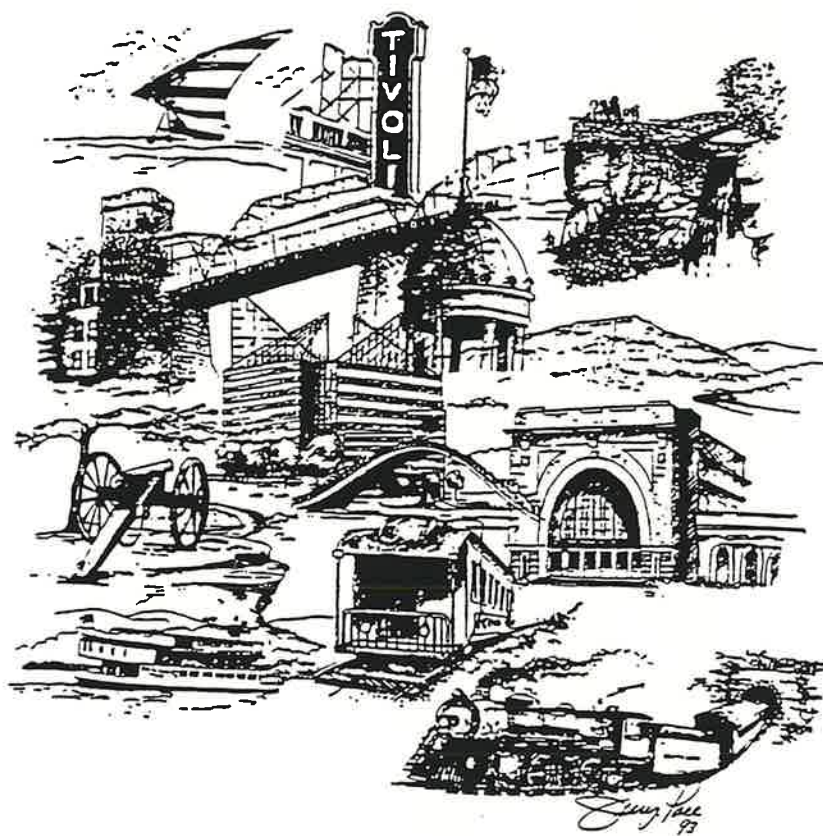
Modified Accrual	Revenue is recognized in the accounting period when it becomes "susceptible" to accrual, that is, when it becomes measurable and available.
MPO	Metropolitan Planning Organization
MTAS	Municipal Technical Advisory Service
Net Budget	The legally adopted budget less all interfund transfers 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 performed.
Pay-as-you-go Basis	A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.
Performance Budget	A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.
Performance Indicators	Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.
Performance Measure	Data collected to determine how effective or efficient a program is in achieving its objectives.
Personal Services	Expenditures for salaries, wages, and fringe benefits of a government's employees.

Prior-Year Encumbrances	Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.
PILOT	Payment in lieu of taxes
Program	A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.
Program Budget	A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.
Program Performance Budget	A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.
Program Revenue (Income)	Revenues earned by a program, including fees for services, license and permits, fees, and fines.
Purpose	A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.
Reserve	An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.
Resolution	A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.
Resources	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
Revenue	Sources of income financing the operations of government.
Revenue Bond	This type of bond is backed only by the revenues from the specific enterprise for project, such as a hospital or toll road.
Service Lease	A lease under which the lessor maintains and services the asset.
Service Level	Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.
Site-based Budgeting	A decentralized budget process whereby budget preparation and development are based on individual school (and department) sites.

Source of Revenue	Revenues are classified according to their source or point of origin.
SSO	Sanitary Sewer Overflow
Supplemental 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 expressed in terms of the “full-time equivalent” number of employees. One “work year” is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of “work years” for the position.



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the steep sides of Lookout Mountain, roars in wild torrents down

Suck Creek, fills the placid reser-

voir behind Chickamauga Dam,

Photography by John White, Layout and design by John Craig and Tony Smith, Wind River Company

courses through the breathtakingly

beautiful Tennessee River Gorge,

and touches all our lives every day.

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