

“ Our mission is to break down the barriers that prevent people ”
from living the lives they want in our community.

SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

CITY OF CHATTANOOGA

CABR

2019

Comprehensive Annual Budget Report for the Year Ending June 30, 2019

CHATTANOOGA, TENNESSEE

HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES

About the Cover

Through Budgeting for Outcomes, Chattanooga Mayor Andy Berke has ensured the priorities of City Government are aligned with those established by the community – safer streets, smarter students and stronger families, a growing economy, stronger neighborhoods, and high performing government. Whether it's working alongside neighborhood volunteers to clean up graffiti, investing in technology training to prepare workers for the innovation economy, or providing great essential services like street-sweeping and collecting recyclables, the City of Chattanooga City is committed to providing the very best services as we build the best mid-size city in America.



2019

COMPREHENSIVE ANNUAL BUDGET REPORT

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Chattanooga
Tennessee**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

For over twenty years, the City of Chattanooga has received the Distinguished Budget Presentation Award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2019 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





Daisy W. Madison, CPA, CGFM
City Finance Officer



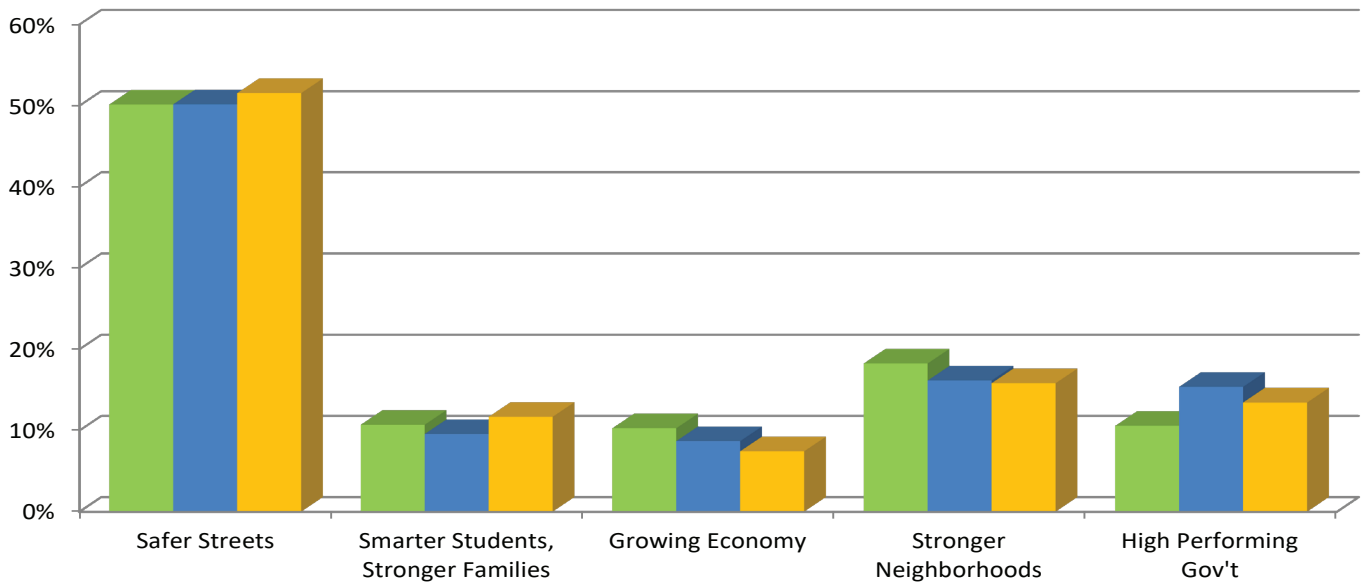
To the Honorable Mayor Andy Berke, Members of City Council, and the Citizens of Chattanooga , Tennessee

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

Presented is the adopted Operating Budget and Capital Improvement Plan for the Fiscal Year Ending June 30, 2019. The budget is the single most important document presented by the Mayor and adopted by City Council. It establishes the strategic plan for the upcoming fiscal year. The budget is built on conservative financial principles that reflect citizen priorities while ensuring long term sustainability and fiscal stability. It captures the growth in our local and state economy while maintaining a tax rate of \$2.277 that is 3 cents less than the previous year.

Results Area Allocation FY17 - FY19

FY17 % of Allocation FY18 % of Allocation FY19 % of Allocation



Budgeting for Outcomes, which has been named a “recommended practice” by the Government Finance Officers Association (GFOA), starts with what the results citizens want from their City government and works to align those priorities with the budget decision-making process. Budgeted results area allocation each year is based on priorities & values, available funding, community engagement & input, and therefore will fluctuate.

↑ **2.70 %**
Property Taxes

↑ **5.10 %**
State & Local Taxes

↓ **6.98 %**
Charges for Services

Major impacts to available funding which results in area funding allocation are increases in Property taxes and State/Local Taxes offset by decreases in Charges for Service.



Budgeting for Outcomes

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

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

Budgeting For Outcomes (BFO) starts with a set of results and requires City administrators and agencies to work collaboratively to achieve the outcomes in a cost-effective and efficient manner. Rather than submitting department-wide proposals focused on total expenditures, departments and agencies submit “offers” to explain how they can achieve the best results that matter to citizens for the lowest cost and explain what performance measures they will use to demonstrate success. Budgeting for Outcomes, which has been named a “recommended practice” by the Government Finance Officers Association (GFOA), starts with the results citizens want from their City government and works to align those priorities with the budget decision-making process. The BFO process

focuses on services the public receives, how much it costs, and how outcomes will be measured. The results allocation is broken down by offers funded by general fund.

The BFO process focuses on services the public receives

This budget reflects a government relentlessly focused on the priorities of its residents: safer streets, stronger neighborhoods, a growing economy, smarter students & stronger families, and a high performing government. These priorities have been elevated with an eye toward effectiveness. Through this budgeting approach, each dollar must be justified based on how it delivers results to constituents.

The following summary by priority is presented:

This budget builds upon the investments the City has made over the last few years, including

allocating funds to implement innovative and effective policing strategies, increased technology to support the work of our officers, prevention programs for our young people, and high-quality emergency response.

Safer Streets 52%

RESULTS AREA SUMMARY

Safer Streets support neighborhoods, the wellbeing of our youth, and the health of all of our community's citizens. The Safer Streets results area funds important public safety initiatives and technology that keep guns out of the hands of violent criminals, increase investigation of crimes, and decrease family violence in Chattanooga. The security of our community is not only impacted by the crimes police officers investigate but also by the programs and organizations that are focused on prevention and awareness. Safer Streets funds services, programs, and policies that protect life, property, and community resources in the most effective manner to improve the outcomes of all Chattanoogaans.

Total funded: \$135,191,472

Total number of offers funded: 34

KEY STRATEGIES

Combine modern technology with motivated, goal oriented CPD investigators to ensure a lasting positive effect in neighborhoods impacted by violence

Use intelligence-led policing and focused deterrence principles to work in a more timely, effective, successful manner

Increase trust and respect among victims of crimes and their families through police chaplains

Increase investigators responsiveness to victims of violent crimes and be proactive in confronting and reducing incidents or organized crime

Ensure streetlights and traffic signals are working efficiently and maintained to allow walkable neighborhoods and controlled intersections for traffic

Effectively investigate crimes involving property crimes and family crimes

Support educational awareness and prevention programs

Coordinated services to respond to child abuse as quickly as possible, providing community outreach to at-risk juveniles who may have been violated, and providing tailored, trauma-focused therapy to child victims

Provide housing and supportive services needed to help end homelessness

Support training, workforce development, transitional employment and mentoring for ex-offenders

Increase access to a diverse array of co-located services for those experiencing intimate partner violence, elder abuse, or human trafficking

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

Growing Economy

7%

RESULTS AREA SUMMARY

Chattanooga's economy is improving, and now is the time to continue our progress. The Growing Economy results area is all about making the best use of our resources and breaking down the barriers that keep Chattanoogaans from reaching prosperity - at work, home, or as a small business owner. Through these offers, the City is developing and managing programs, projects, and policies that support infrastructure, produce housing and jobs, and deliver crucial social services to meet the needs of citizens in all of Chattanooga's neighborhoods.

Total funded: \$19,514,412

Total number of offers funded: 23

KEY STRATEGIES

Manage ongoing maintenance of the street assets, including major repaving and resurfacing projects

Provide alternative transportation options to existing

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

workers at Enterprise South and opportunities for employment for those who are currently unemployed

Support the development, growth, and success of minority, women, and veteran owned businesses in Chattanooga

Provide services that protect human health and safety, including air monitoring services

Pursue opportunities to make brownfield sites viable for future residential, commercial or light industrial development

Develop and manage programs, projects, and policies that impact the lives of citizens in the areas of housing, jobs, safety, and social services

Produce structures that are healthy and safe, while also adding long-lasting value to our built environment

Expand job opportunities for adults with disabilities within the competitive labor market

Boost job skills and employment opportunities to help ensure the lowest income Chattanoogaans can benefit from the area's growing economy

Provide planning services which include community/land use planning, transportation projects and review private development for transportation needs such as access, pedestrian infrastructure, new streets, and parking

Establish funding opportunities that give entrepreneurs who are traditionally excluded by lending institutions access to zero interest loans

Ensure a continuous pipeline of quality Chattanooga talent that can be matched to open jobs with local employers

Stronger Neighborhoods 16%

RESULTS AREA SUMMARY

When Chattanooga's neighborhoods are flourishing, our community wins. The Stronger Neighborhoods results area focuses on empowering citizens and community leaders to take ownership of the preservation, progress, and prosperity of where they live. Through increasing affordable housing, creating new units, and planning and developing parks and greenways, the City is supporting initiatives and policies that contribute to the health, safety, and welfare of Chattanooga. Whether its providing essential services like recycling and garbage collection, transportation options for all Chattanoogaans, or public art that reflects our culture and identity, the City is supporting the growth of strong communities. We are building a stronger Chattanooga together through investing in neighborhoods.

Total funded: \$41,487,754

Total number of offers funded: 21

KEY STRATEGIES

Increase affordable housing stock through creating new housing units and preserve exiting affordable housing

Increase use of all public transportation within the City of Chattanooga

Effectively use income generated through loan servicing to invest in affordable housing

Provide multiple options for transit dependent riders and visitors

Ensure continued garbage and recycling collection and street and tree maintenance of high traffic areas

Support community revitalization and affordable housing

Protect public health, safety, and welfare by enforcing codes related to minimum housing standards

Strengthen Chattanooga neighborhoods by fostering community partnerships, cultivating neighborhood leadership, identifying revitalization opportunities, and spearheading activities that reduce blight

Expand planning and developing of the parks and greenway system, ensuring a long term view and community engagement

Support work with low income residents to reduce their energy bills and promote economic mobility

Provide curbside garbage, recycle, brush, and bulky trash collection as well as household hazardous waste, recycling, refuse, and wood collection at centers

Help homeless veterans and chronically homeless secure permanent housing in the Chattanooga area

Reflect the unique culture and identity of the city and its neighborhoods through public art and creative placemaking

Smarter Students and Stronger Families 12%

RESULTS AREA SUMMARY

Chattanooga thrives when families are supported in their daily lives and students are set up for success. The Smarter Students, Stronger Families results area funds the programs, policies, and initiatives that help remove obstacles to leading the best life possible. That means investing in early childhood education and services for children and adults with disabilities as well as improving the outcomes for citizens who experienced childhood violence or are facing abuse. When the City equips youth and families with the resources to succeed, we are ensuring productive citizens have access to opportunities to change their outcomes.

Total funded: \$30,565,525

Total number of offers funded: 45

KEY STRATEGIES

Increase access to interventional services for children and adults with hearing impairments

Ensure that the earliest health, safety, and developmental needs of babies are met

Equip students and their families with the resources to become productive citizens

Provide access to technology, programs, and materials at the Library which serves as a location for community meetings, job skills training, and classroom instruction

Increase use of the zoo through inspiring and engaging specific Chattanooga citizens

Serve those affected by child abuse or neglect by offering help, hope, and healing

Provide evidence based clinical interventions to improve the outcomes for people who experienced childhood violence

Eliminate barriers, increase access to available resources and provide direction for Chattanooga's Latino community

Improve early learning outcomes for 0-5 year olds in Chattanooga so that every child has the foundation for a bright future

Preserve African American culture and provide cultural education programs that celebrate, enhance, and embrace cultural diversity in our community

Provide quality programs and services aimed at educational enrichment, leadership, character development, career exploration, health, fitness, sports, aquatics, therapeutic, culture, and the arts

Provide college financial assistance to eligible graduating public high school seniors residing in the city of Chattanooga

High Performing Government 13%

RESULTS AREA SUMMARY

A high performing government matches the priorities of citizens in delivering crucial services in the most efficient and effective manner, while increasing access to City of Chattanooga divisions and departments to help citizens live the best life possible. The High Performing Government results area ensures timely and accurate financial reporting, storage and retention of public records, and optimal use of limited resources. By promoting transparency and accountability in all operations, the City provides citizens with the best service possible while increasing quality of life in Chattanooga.

Total funded: \$35,260,837

Total number of offers funded: 28

KEY STRATEGIES

Meet outstanding healthcare and pension obligations

Improve the 311 Call Center to decrease wait time, provide better training, and ensure excellent customer service

Create better access to City of Chattanooga services for citizens living with disabilities

Ensure that implementation of capital projects move forward.

Enhance the civic environment through public art and enrich the lives of visitors and residents

Strengthen City Council Operations through focused goals and support of strategies to make Chattanooga a better place for everyone

Improve efficiencies in court docket and work toward eliminating unnecessary paper in courtroom processes

Promote transparency and accountability by providing independent and objective evaluation of the performance of various operations in the City

Support cultural, educational, and artistic excellence and foster research and education of African and African American heritage

Save on utility costs allowing taxpayer dollars to be spent on beneficial programs as well as increase city employee job performance and satisfaction

Provide citizens with the best service possible and strive to make each citizen feel valued by ensuring efficient and effective service

Ensure long-term storage and retention of city records of importance to citizens and the City of Chattanooga

Better serve citizens through enhancements in information technology that increase the city's system availability, increase overall user satisfaction, and increase security compliance

Optimal use of limited resources in the most cost effective manner to help assure the fiscal integrity of the City of Chattanooga

Timely and accurate financial reporting of all financial transactions and activities with ultimate transparency to the citizens of Chattanooga

Streamline the process for tracking and analyzing progress on performance measures

RESULTS AREA	FY 2017	FY 2018	FY 2019
Safer Streets	50%	50%	52%
Growing Economy	10%	9%	7%
Smarter Students, Stronger Families	11%	10%	12%
Stronger Neighborhoods	18%	16%	16%
High-Performing Government	11%	15%	13%
TOTAL	100%	100%	100%



Investment	Value at Year end
339 970	373 967
56 969	804 029
817	1 296 731
58	1 859 317
6	2 499 808
	3 227 076
	4 050 935
	R 28 331

Investment	Value at Year end
424 963	
446 211	1 0
468 522	1 0
491 948	2 3
516 545	3 1
542 372	4 0
569 491	5 0

Start at monthly
Can we do this

Financial Highlights

The current tax rate of \$2.277 per \$100 of assessed valuation is maintained. However, overall assessments and property tax collections are up 2.7% from last year's budget, along with positive retail consumer spending, state sales tax, and the local option sales tax collections. Gross receipt taxes are estimated to slightly grow at a 2% rate in the FY2019 budget.

Estimated revenues, excluding other financing sources for all appropriated funds, total \$511,191,059 an increase of \$26 million or 5% over the previous year. The increases in taxes, charges for services, intergovernmental, interest earning, and miscellaneous all contribute to this average of 11.5% increase over FY18. There was no increase in the proposed 2019 tax rate. Capturing the growth in property taxes while reducing the rate, the rate remains at \$2.277 which is over 3 cents less than 2017 budgeted rate of \$2.309. While this adjusts the assessor's certified rate of \$2.05, the tax rate in FY 2018 and 2019 will be lower than in any year since 1958 except one. Homeowners whose property values increased by less than 1.4% will pay \$8.00 less than they were paying in 2017 or two years ago.

Revenues				
<i>Fiscal Year Ending June 30,</i>	2019	2018	inc(dec)	% change
Taxes	193,306,377	189,489,895	3,816,482	2.01%
Licenses & Permits	4,900,297	4,752,420	147,877	3.11%
Intergovernmental	116,789,478	105,112,379	11,677,099	11.11%
Charges for services	135,776,087	128,844,513	6,931,574	5.38%
Fines, forfeitures and penalties	1,260,700	1,230,500	30,200	2.45%
Interest Earnings	3,620,500	2,679,000	941,500	35.14%
Miscellaneous	55,537,620	53,408,828	2,128,792	3.99%
Total Revenues	\$ 511,191,059	\$ 485,517,535	25,673,524	5.29%
Other Financing Sources				
Transfers in	87,375,204	73,789,372	13,585,832	18.41%
Fund Balance	41,690,180	40,419,695	1,270,485	3.14%
Bond Proceeds	56,365,647	47,219,000	9,146,647	19.37%
Total Other Financing Sources	\$ 185,431,031	\$ 161,428,067	24,002,964	14.87%
Total Revenues & Other Sources	\$ 696,622,090	\$ 646,945,602	49,676,488	7.68%

Intergovernmental increase is due to additional funds from state and local sales tax, along with federal & state transportation for capital. Sewer service charges accounts for the majority of the change in charges for services.

Appropriations				%
<i>Fiscal Year Ending June 30,</i>	2019	2018	inc(dec)	Change
General Fund (undesignated)	227,970,709	224,299,757	3,670,952	1.64%
Special Revenue Funds ⁽¹⁾	63,105,437	50,598,321	12,507,116	24.72%
Debt Service Fund	27,710,150	28,012,565	(302,415)	-1.08%
Capital Project Funds	60,971,157	47,224,194	13,746,963	29.11%
Enterprise Funds	170,369,606	164,070,072	6,299,534	3.84%
Internal Service	73,299,827	74,243,390	(943,563)	-1.27%
<small>(1) includes Economic Development Fund</small>				
Total Expenditures	\$ 623,426,886	\$ 588,448,299	34,978,587	5.94%
Other Financing Uses				
Transfers Out	73,195,204	58,497,303	14,697,901	25.13%
Total Other Financing Uses	\$ 73,195,204	\$ 58,497,303	14,697,901	25.13%
Total Expenditures & Other Uses	\$ 696,622,090	\$ 646,945,602	49,676,488	7.68%

Other financing sources of \$185 million include \$87.3 million in transfers from governmental funds (\$65.9 million), proprietary (\$20.6 million), and internal service (\$800,000); \$41.6 million from fund balance of governmental funds (\$23.6 million), proprietary (\$13 million) and internal service (\$5 million); and \$56.3 million bond proceeds for governmental funds (\$7.3 million), and State Revolving Loans (\$49 million) for proprietary funds a change from the \$4.3 million in FY 2018.

Appropriations, excluding other financing uses are \$623,426,886, a \$35 million or 6% increase over the FY18 budget. Special Revenue and Capital Project Fund showed a marked increase over 29%. These increase are due to an growth in infrastructure projects being funded by paygo capital from General Fund and an expansion in the number of proprietary capital projects scheduled for consent decree requirements. The reduction in Internal Service is a net result of reductions in Fleet Services (\$943K) and Liability insurance (\$1.2M) offset by an increase in Health & Wellness (\$1.2M).

General Fund - The City's Undesignated General Fund accounts for all resources related to the general operations of city government that are not accounted elsewhere. The total appropriation for FY19 budget is \$273,552,000 including transfers of \$37,371,146, a \$736,266 or 1.93% decrease over FY18 budget. Salaries and fringes increased by \$7.7 million or 5.46% which is due primarily to a civilian employee increase of an average 2.5%, includes a \$2.1 million increase in fire & police pension; \$817,553 in other post employment benefits, and \$1.2 million in hospitalization.

The FY19 budget includes \$2,124,852 in pay-go capital, while last year had \$4,957,569.

Special Revenue Funds - The City's Special Revenue Funds are set by City resolution to account for funds that are restricted as to use. Special Revenue Funds itemized in the budget ordinance include State Street Aid, Social Services, Narcotics, Economic Development, Community Development, Hotel/Motel Tax and Automated Traffic Enforcement. Funding for all other designated funds are authorized by ordinance and restricted as to use. The 2019 budget for the Special Revenue Funds totals \$63,105,437. The Economic Development Fund accounts for \$0.25 of the City's share of the local option sales tax. These funds are earmarked to pay long term lease rental payments to fund the debt service for revenue bonds issued by the Chattanooga Downtown Redevelopment Corporation and other economic development initiatives. The Community Development Fund is used to account for Community Development Block Grants and other projects funded by the Federal Housing and Urban Development Programs.

Debt Service Fund - The City is authorized to finance capital improvements through various financing instruments, including but not limited to, general obligation bonds, revenue bonds, loan agreements and capital leases. The

City Council may authorize the issuance of tax-supported bonds by a simple majority vote, with notification of the action published in local newspapers. Unless 10 percent of the qualified voters protest the issuance by petition within 20 days of notification, the bonds may be issued as proposed. Both principal and interest on general obligation bonds are payable from ad valorem taxes which may be levied by the City Council subject to a legal debt limit of 10 percent of assessed valuation of property. Revenue bonds may be issued for various enterprise operations.

The City anticipates issuing debt not to exceed \$56.3 million to fund the FY19 Capital Budget, including \$7.3 million of GO bonds and \$49 million state revolving loans which is self-supporting debt paid through Interceptor Sewer System revenues.

Capital Project Funds - These funds are used to account for the financial resources for the acquisition or construction of major capital projects. The approved Capital Budget for the 2019 fiscal year is \$150,358,657 of which \$60,971,157 will be applied to General Government projects, \$83,762,500 to sewer infrastructure, \$1,000,000 to Solid Waste, and \$4,625,000 to Water Quality improvements. This is a \$23,272,463 or 18.3% increase over last year's approved budget of \$127,086,194. The current capital included \$21 million for Transportation, \$18.4 million in public works projects and \$5.4 million in general government.

Enterprise Funds - The City maintains six enterprise operations as part of the primary government. These funds are used to account for entities that are financed and operated in a manner similar to a private business. User fees are charged to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. Combined Enterprise Funds' net position at June 30, 2018, excluding EPB, was \$451.2 million. A brief discussion of the major operations follows:

The Electric Power Board is not presented because it is a separate administrative agency of the government, having exclusive control and management of the Electric Distribution System. It is the sole distributor of electric power within the boundaries of the City and County (600 square miles). It accounts for 85% of total Enterprise Fund operating revenues and reported net position of \$369,500,000 million for fiscal year 2017. At the time of publication, the FY18 preliminary unaudited numbers for EPB are not available.

The Interceptor Sewer Fund accounts for sanitary sewer services provided to the residents of the City and to portions of Northwest Georgia. The fund's revenues are derived primarily from user fees and investment earnings.

The strong growth in the City and increased federal mandates have necessitated ongoing expansion of the Interceptor Sewer System. Their total assets account for almost 81% of total Enterprise Fund assets, excluding the Electric Power Board; the unaudited net position at June 30, 2018 was \$362.6 million. Total approved budget for FY2019 including Debt Service and Capital is \$96,850,000, of which \$51,324,938 is for operations.

The Solid Waste Fund was established in accordance with state mandate to account for the operations of the City's landfill. The FY 2019 budget including capital is \$5,878,200. Landfill fees are charged to commercial customers for use of the landfill, while the cost of the City landfill needs are funded by the General Fund. A new cell is in its 6th year of operation. At June 30, 2018, the fund had an unaudited net position of \$9.4 million.

The Water Quality Management Fund accounts for the operations of the City's water quality management program as mandated by the Environmental Protection Agency and the state. Since the inception of this program in 1994, the investment in property, plant, and equipment has grown to a net position of \$73.6 million at year ending June 30, 2018. The 2019 budget including capital is \$22,458,635.

The Chattanooga Downtown Redevelopment Corporation (CDRC), accounts for the operations of a facility funded by lease-rental revenue bonds in the Tourist Development Zone, comprising more than 631,210 square feet at a cost of over \$120 million. Facilities include (1) the Chattanooga conference center, (2) parking garage, (3) the Development Resource Center, and (4) an expansion of the Chattanooga-Hamilton County Convention and Trade Center. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service requirements on \$129 million in revenue bonds issued by the Industrial Development Board of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. The IDB bonds are secured by payments to be made by the CDRC. The lease payments are funded by the City's share (.25%) of the 0.5% increase in the county-wide sales tax passed by county-wide referendum, income from the Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service reserve fund in excess of \$9 million included as part of the bond issue. In the event these sources are insufficient, the City agreed to appropriate sufficient monies from other sources to make the lease payments. The net position June 30, 2018 is \$5.7 million. The outstanding debt at June 30, 2018 is \$90,930,000.

The Tennessee Valley Regional Communications System (TVRCS) accounts for the operations, management, and maintenance of the regional communications system. The TVRCS is a jointly funded Interoperable Public Safety

communication system made up of partners from the City of Chattanooga, fourteen (14) counties in Tennessee & Georgia and the State of Tennessee. The FY 2019 budget is \$1,431,536.

Internal Service Funds - The City maintains three Internal Service Funds - Municipal Fleet Services Fund, Liability Insurance Fund, and the Health & Wellness Fund. Internal Service Funds provide goods or services for a fee to other governmental units, departments, and agencies. The Fleet Services Fund 2019 budget is \$24,134,945. The City of Chattanooga is self-insured for judgments and claims, including health care. The Liability Insurance Fund was established to fund and pay for all judgments and costs or liability claims against the City. The 2019 General Fund premium to the Liability Insurance Fund is \$800,000. The 2019 Health & Wellness Fund budget is \$46,992,077.

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

Retirement and OPEB Plans. The City maintains three single-employer defined benefit pension plans and one Other Post Employment Benefit (OPEB) Trust which cover all employees. Each of these systems is maintained separately: one system covers general City employees; a second plan covers employees of the Electric Power Board; and the third covers Firefighters and Police Officers and the fourth covers all medical costs for city retirees from civilian and sworn service classifications.

Trend Information.

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

General Pension Plan. The City provides a pension plan for permanent general city employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of total earnings. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan, at an actuarially computed contribution rate of 20.5% or 4.7% increase for FY2019.

Fire and Police Pension Fund. The City Finance Officer is authorized to fund based on the total salaries of all active employees participating in the Fire & Police Pension Fund with a contribution from the General Fund. The annual required contribution rate for FY2019 is 45.56% or 6.08% increase of total salaries.

Electric Power Board Pension Plan. The Plan provides retirement benefits to plan members. Plan members are not required to contribute to the Plan. EPB's contributions are calculated based on an actuarially determined rate, which is currently 11.4% of annual covered payroll. Effective August 1, 1984, EPB implemented a 401(k) defined contribution plan, the EPB Retirement Savings Plan, which allows employees to invest up to 15.0% of their salary in the savings plan. EPB contributes up to 4.0% of an employee's salary after one year of employment.

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

Program	Actual 2016	Actual 2017	Budget 2018	Budget 2019	FY18 vs FY19	% Change
Population	173,366	176,588	177,571	179,139	983	0.56%
General Government	351.51	335.93	437.19	447.90	101.26	30.14%
Human Resources	9.84	10.32	10.77	13.23	0.45	4.36%
Economic & Community Dev	35.03	34.38	44.54	46.15	10.16	29.55%
Economic Development	70.27	74.62	71.54	128.65	(3.08)	-4.13%
Executive Branch	9.71	10.32	10.37	10.55	0.05	0.48%
Finance & Administration	31.07	31.14	36.12	37.14	4.98	15.99%
Police	351.00	382.40	405.69	407.67	23.29	6.09%
Fire	213.99	220.43	247.09	256.56	26.66	12.09%
Public Works	755.29	853.37	931.06	920.89	77.69	9.10%
Social Services	91.82	93.18	95.13	95.46	1.95	2.09%
Youth & Family Development	52.03	56.41	57.49	61.95	1.08	1.91%
Transportation	56.38	58.44	58.00	61.42	(0.44)	-0.75%
General Services	81.70	83.85	-	-	(83.85)	-100.00%
Debt Service	143.40	144.41	157.75	131.11	13.34	9.24%
Total	2,253.04	2,389.20	2,562.74	2,618.68	173.54	16.19%

*General Services combined with Fire and Public Works Departments

Personnel Highlights - The fiscal year budget provides for 2,630 positions within the City. This is an increase of twenty-eight (28) positions citywide. This increase is primarily safety personnel for the Fire Department of fourteen (14) sworn positions that will be continued in operation from a previous year's SAFER (Staffing for Adequate Fire and Emergency Response) grant. This increases Fire department authorized sworn positions from 429 to 443 in fiscal year 2019. Other large increases were in Public Works (7) followed by Police (4). For more detailed information see the Human Resource Administration section of this document.

Per Capita Budget

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

Financial Assessment

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

General Fund Balance

One measure of a city's fiscal health is the level of its fund balance. At June 30, 2018 the City's unaudited total and unassigned fund balance of \$84.3 million and \$80.4 million respectively are 29.89% and 28.52% of total revenues and transfers in. The City strives to maintain an undesignated general fund balance of 20% of operating revenues and transfers in. The City periodically uses fund balance to fund pay-go capital projects instead of adding new debt.

Financial Reserves of Other Operating Funds

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

Bond Ratings

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

Conclusion

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





About Chattanooga

Chattanooga, a Cherokee word for “Rock coming to a point” was incorporated under State of Tennessee Private Acts of 1839. Today the City serves as the County seat of Hamilton County, is commercially and industrially developed and is the center of a six-county Metropolitan Statistical Area (the “MSA”), which includes Hamilton County and the counties of Marion and Sequatchie, Tennessee and the counties of Catoosa, Dade and Walker, Georgia.

Located near the southeastern corner of the state on the Tennessee-Georgia border, the City encompasses an area of 145 square miles and a population of 179,139. The City is centrally located in relation to other major population centers of the southeast, being within a 150-mile radius of Knoxville and Nashville, TN; Birmingham, AL; and Atlanta, GA. Over 11 million people live within a 2 to 2 ½ hour drive of Chattanooga.

Date of Organization: 1839

Form of Government: Mayor/Council

The Mayor, elected at-large, serves as the City’s Chief Executive Officer and oversees the operation of all City departments. The Mayor does not serve as a member of the Council. The City Council is composed of nine members, with each member being elected from one of the nine

districts within the geographic boundaries of the City. The Mayor and Council are elected to four-year terms. The City provides a full range of municipal services including, but not limited to, fire and police protection; sanitation services; construction and maintenance of highways, streets and infrastructure; recreation and cultural activities; youth and family development; public library; economic and community development; planning and zoning; social services; and general administrative services. It also operates a water quality program and a regional sewer and sewage facility system serving southeast Tennessee and northwest Georgia.

The City is empowered to levy a property tax on both real and personal property located within its boundaries. It also has the power to extend its corporate limits by annexation in accordance with procedures under an “Urban Growth Plan” agreed to between the City and Hamilton County. Annexation for selected areas included in the Urban Growth Plan occurred in 2009-2013 adding an additional 4 square miles and over \$313 million of appraised property value.

The City employs approximately 2,192 authorized positions. The City’s Electric Power Board has approximately 512 active time employees.

During 2000 thru 2010, the population for Chattanooga increased 10.2 percent and Hamilton County showed an increase of approximately 9.3 percent.

Demographics

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

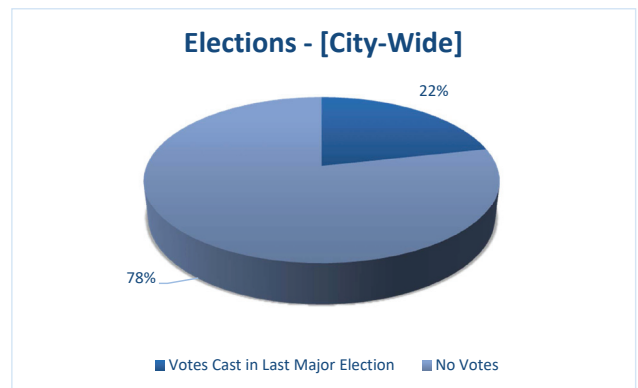
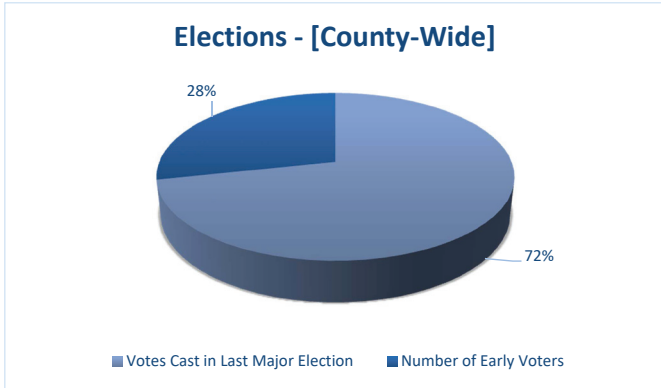
Census Year	City Area	City of Chattanooga	Hamilton County	State of TN	United States	Decennial % Change			
						City	County	State	US
1960	36.7	130,009	237,905	3,567,089	180,670,000	-0.8	14.2	8.4	18.5
1970	52.5	119,923	255,077	3,926,018	205,050,000	-7.8	7.2	10.1	13.5
1980	126.9	169,565	287,740	4,591,120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

Building Permits Issued & Value

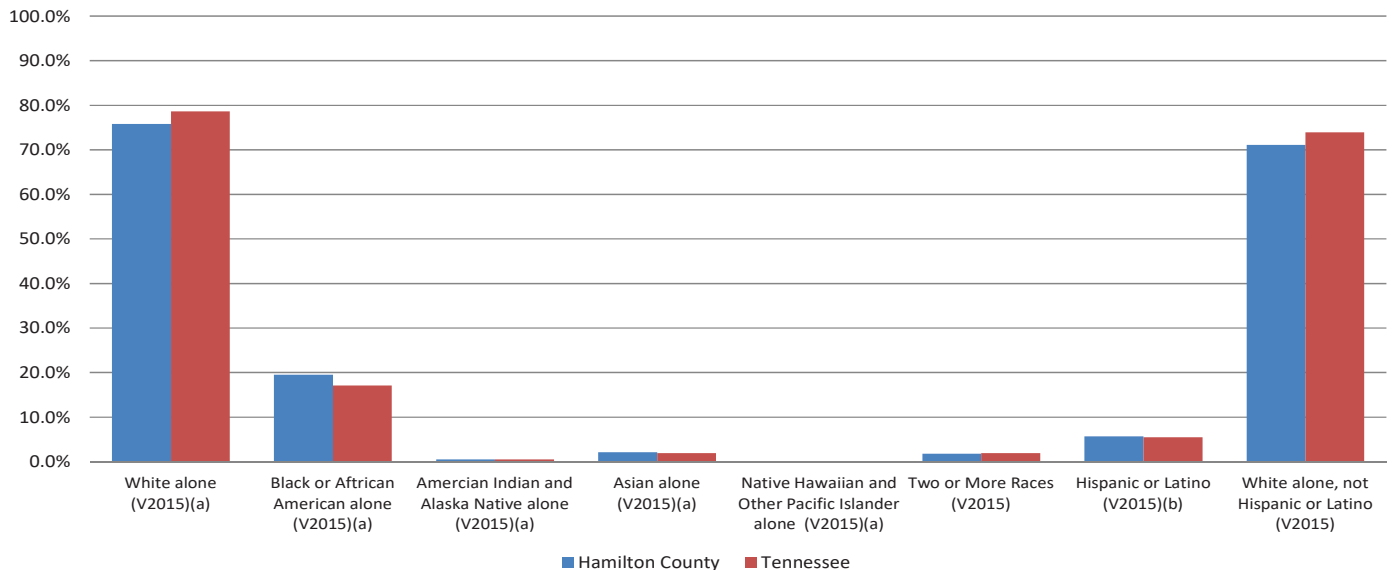
Year	Issued	Value
2009	1,360	\$ 435,957,827
2010	1,896	\$ 266,466,115
2011	2,105	\$ 392,043,677
2012	2,383	\$ 619,129,674
2013	2,182	\$ 372,191,371
2014	1,925	\$ 334,477,743
2015	2,204	\$ 450,372,187
2016	2,258	\$ 558,707,905
2017	2,803	\$ 693,072,192
2018	2,835	\$ 519,933,699

Source: Chattanooga Land Development Office

Source: US Census Bureau State & County QuickFacts (V2015, V2014 and V2010) as of July 2018



Racial Comparison



Quality of Life

Cultural Activities & Facilities

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

Attractions

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

Recreation & Facilities

Parks (approx/4,000 total acres)	75+
Bike Lanes (Miles)	75
White Water Rafting (area rivers)	3
Golf Courses (9 Public / 8 Private)	17
Mountain Climbing (Mountains)	3
Country Clubs	8
Community Centers	16
Hotels and Motels (9,000+ total Rooms)	67
Bed & Breakfasts	14
Regional Malls	5
Public Library (Branches)	4

Housing Costs

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

2018-2019 / 2017-2018 10th DAY ENROLLMENT COMPARISON

	2018-19		2018-19	
	10th Day		10th Day	
	Locations	Enrollment	Locations	Enrollment
High Schools	12	8,996	12	8,953
Middle-High	7	5,185	7	5,146
Middles Schools	13	7,092	12	6,822
Elementary-High*	2	1,055	2	1,079
Elementary-Middle	3	1,867	3	1,809
Elementary Schools	39	19,609	39	19,740
School at Chattanooga State	1	169	1	120
Specialty Programs**	2	55		
TOTAL	79	44,028	76	43,669

Climate

Annual High Temperature	71 Degrees
Annual Low Temperature	50.1 Degrees
Average Temperature	60.9 Degrees
Average Annual Rainfall	52.4 Inches
Average Annual Snowfall	4 Inches

Source: US Climate Data

Bond Ratings

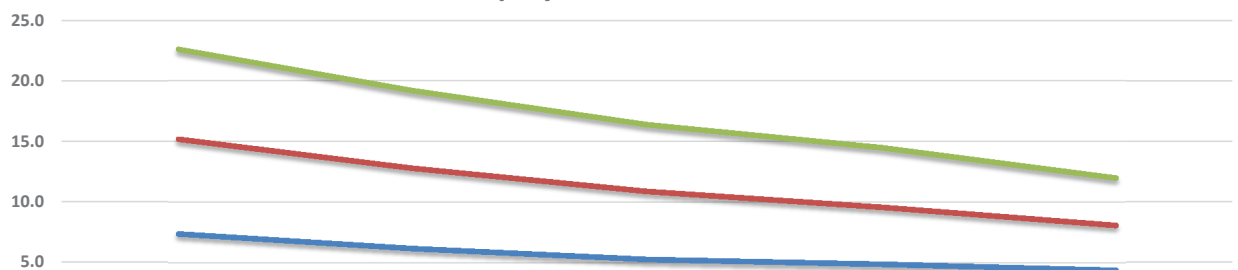
Fitch	AA+
Standard & Poor's	AAA

*Includes Hamilton County Virtual School

**Includes Washington & Dawn School

Source: Hamilton County Board of Education

Unemployment Rates



	2013	2014	2015	2016	2017
Chattanooga	7.4	6.4	5.5	4.9	3.9
TN	7.8	6.6	5.6	4.7	3.7
U.S.	7.4	6.2	5.3	4.9	4.4

Service Statistics

<u>Electric Power Board</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Electric Customers	178,289	180,262	182,000	183,500
Residential Rate (cents per kwh)	10.71	10.58	10.93	10.86
Fiber Optics Residential Customers	67,000	77,000	84,000	89,300

Source: EPB Financial Highlights - Annual Report

<u>Public Works / Transportation</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Solid Waste Accepted as Landfill (tons)	67,546	69,677	24,605	3,745
Curbside Recycling Tonnage	3,797	5,208	5,400	5,261
Signalized Intersections	327	335	334	330

Source: Chattanooga Public Works & Transportation

<u>Fire Protection</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Sworn Officers	429	429	429	443
Fire Stations	19	19	20	20
Front Line Ladder Trucks	2	1	1	1
Front Line Fire Engines	11	11	11	11
Front Line Quints (Engine/Truck Combination)	14	14	14	14
Fire Reserves	8,564	9,267	11,097	10,103
EMS Responses	7,926	8,726	9,141	9,496
Average Response Time (minutes)	5:08	5:12	5:13	5:20

Source: Chattanooga Fire Department - Calendar Year Data

<u>Police Protection</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Sworn Officers	486	486	500	500
Crime Index	11,230	10,374	12,273	12,451
Crime Rate (per 1,000 pop)*	64.04	58.37	69.12	70.12
Average Response Time	0:09:23	0:08:53	0:08:39	0:07:45
Parking Violations (7 Zones plus Traffic & K-9)	1,202	1,525	1,471	1,469
Moving Violations (7 Zones plus Traffic & K-9)	38,124	23,648	22,776	24,618
Calls for Service	230,544	226,610	245,939	237,775

Source: Chattanooga Police Department - Calendar Year Data

Transportation Infrastructure

2,302 Lane miles	37 Protected Route miles
56,355 Traffic Signs	38 Bike Route miles
106 Bicycle Facility miles	26,528 Street Lights
30 Greenway miles	330 Signalized Intersections
490 Sidewalk miles	1 Tunnel
1 Bike Lane	80 Bridges

Source: Chattanooga Transportation Department

CHATTANOOGA TENNESSEE
Major Employers List - 2018

TOP NON-MANUFACTURERS

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Type of Product / Service</u>
Erlanger Health System	6,202	Health System
BlueCross BlueShield of Tennessee	6,083	Health Care Financing
Hamilton County Dept. of Education	4,558	Elementary & Secondary Schools
Tennessee Valley Authority	3,402	Utility - Electric Service
CHI Memorial	2,869	Health Care
Unum	2,800	Insurance
City of Chattanooga	2,282	Government
Amazon.com LLC	1,955	Distribution Center
Hamilton County Government	1,842	Government
Parkridge Medical Center, Inc.	1,366	Health Care - Hospital
Cigna Health Care	1,350	Health Services
The University of TN at Chattanooga	1,247	University

TOP MANUFACTURERS

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Industry</u>
McKee Foods Corporation	3,000	Cakes & Cookies
Volkswagen Chattanooga	2,444	Automobiles
Roper Corporation	1,800	Cooking Products
Astec Industries, Inc	1,655	Asphalt & Construction Equip.
Pilgrim's Pride Corporation	1,175	Poultry Slaughtering & Processing
Sanofi Consumer Health Care	817	Health & Beauty Products
Koch Foods, LLC	647	Poultry Producer, Processor
Chatt. Coca-Cola Bottling Co.	638	Soft Drinks
Miller Indust. Towing Equip. Inc.	559	Towing Equipment
Southern Champion Tray, LP	481	Folding Cartons
Gestamp Chattanooga, LLC	415	Auto metal stamping & welded assemblies
Lawson Electric Company	405	Electrical Contractors & Engineers

Source: Chattanooga Area Chamber of Commerce Major Employers List - 2018.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Chattanooga
Tennessee**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrell
Executive Director



Government Finance Officers Association

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

Presented to

**City of Chattanooga
Tennessee**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2017

Christopher P. Morrell
Executive Director/CEO



Government Finance Officers Association

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

Presented to

**City of Chattanooga
Tennessee**

For its Annual
Financial Report
for the Fiscal Year Ended

June 30, 2017

Christopher P. Morrell
Executive Director/CEO

ACHIEVEMENTS

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

The Distinguished Budget Presentation Award has been awarded to the City for twenty-two (22) years. We are proud our document has met program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2019 budget continues to conform to program requirements.

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

goal. The City has received this award for twenty-six (26) years.

The GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) was established by GFOA to encourage and assist state and local governments to extract information from their comprehensive annual financial report specifically designed to be readily accessible and easily understandable to the general public. We have received this for seven (7) consecutive years that it has been published.

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

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

- **U.S. Green Building Council** recognized Chattanooga as America’s first City to be certified for a new environmental distinction for electric power systems due to the energy efficient smart grid technology. The city and EPB were awarded the first municipal PEER Certification in 2016.
- **WalletHub** rated Chattanooga number 4 of 150 as the best city to start a business in 2015. Chattanooga not only attracts manufacturing and logistics companies, the City places an emphasis on entrepreneurial opportunities.
- **USA Today** readers have ranked Chattanooga’s downtown riverfront as the seventh best in the country.
- **Money Magazine** recognized Chattanooga as one of 20 cities that were chosen as the “Best Places to Retire” in 2015. Chattanooga was also the only Tennessee city on the list.
- **Outside Magazine** named Chattanooga as “Best Outdoor Town in America” in 2015.
- **Matador Network** named Chattanooga as one of America’s 20 Coolest Outdoor Towns in 2016
- Chattanooga has the distinction of being the first city in the United States to have its very own typeface: “Chatype”.
- The **Wall Street Journal** calls Chattanooga home to “one of the nation’s strongest local economies” in 2012.
- **CNN Travel** calls Chattanooga a “regional gem”, and “Scenic City USA” with “literally dozens of attractions packed along the city’s downtown riverfront.”
- **Chattanooga Time Free Press** reported “Chattanooga’s population growth outpaces other [Tennessee] cities” in July 2012.
- **Utne Reader** magazine as one of the 10 “Most Enlightened Cities.”
- **Walking Magazine** as one of “America’s Best Walking Cities.”
- **U.S. News & World Report** as one of the “Cities that Work.
- **National Geographic** established the “Tennessee River Valley” Geotourism, which features the Tennessee River Valley region in one of only 15 such projects in the world, and the only river region in the world to be featured.
- **Forbes Magazine** says “technology makes Chattanooga a great place for business.”
- **MSN Money** calls Chattanooga a “New Hot Retirement Spot...where the amenities include hiking and biking trails, an aquarium and a thriving local arts scene.”



Mayor Andy Berke

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



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

He was elected to serve as Mayor of Chattanooga on March 5, 2013, winning over 70% of the electoral vote. Mayor Berke has focused his public service on making streets safer, providing every child with the opportunity for success, promoting economic and community development, and ensuring that government budgets on outcomes and effectiveness. Mayor Berke was re-elected to a second term in March 2017. He and his wife Monique Prado Berke have two daughters: Hannah and Orly.

MISSION

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

www.chattanooga.gov



VISION

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

City Council



Chip Henderson

District 1

His favorite quotation is “Government should provide collectively what we cannot provide individually.” Councilman Henderson is currently the Chair of the Public Safety Committee.

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



Jerry Mitchell

District 2

Jerry has committed himself full time to connecting with his fellow District 2 neighbors and voters, learning what is important to them, and helping people understand his own thoughts about the future of the district and the city. Under prior administrations, Jerry played an integral part in expanding the City’s parkland, directed the creation of the Public Art Plan and the development of the Outdoor initiative. Councilman Mitchell currently serves as Chair of the Council’s Public Works & Transportation Committee.

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



Ken Smith, Chairman

District 3

Ken believes there are short and long-term needs that need to be better addressed for Chattanooga to reach its potential. These include managing growth and development, creating strong and vibrant neighborhoods, bringing better transparency and more accountability to city government, and addressing our critical infrastructure needs. His focus is to bring inclusive and positive leadership to the City Council by being a voice of the citizens and getting back to the basics of providing essential services to the taxpayers of Chattanooga. Councilman Smith currently serves as Chair of the Council for 2018-2019.

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

City Council



Darrin Ledford

District 4

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

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



Russell Gilbert

District 5

Councilman Gilbert has worked to revitalize the Washington Hills Recreation Center and football field. These areas provide a safe haven for community children to spend time and play. He also coordinates the McKenzie Football Camp for Kids and is the coordinator of the Highway 58 Neighborhood Association Coalition. Councilman Gilbert serves as Chair of the Human Resources Committee.

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



Carol B. Berz

District 6

Carol Berz is the Chief Executive Officer of Private Dispute Resolution Services, LLC. A civil and family mediator, Dr. Berz is listed by the Supreme Court of Tennessee as a Rule 31 Neutral and Trainer in General Civil and Family Mediation and as a Trainer in the special circumstance of Domestic Violence. In addition, Dr. Berz does extensive teaching in both the public and private sectors regarding mediation, law and ethics, and collaborative problem-solving in the areas of health care, labor/management issues and government relations. Councilwoman Berz serves as Chair of the Budget & Finance Committee.

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

City Council



Erskine Oglesby, Jr., Vice-Chairman
District 7

Mr. Oglesby has worked as Associate Director of Corporate Engagement for the United Way of Greater Chattanooga responsible for cultivating relations with community and corporate partners to enhance annual giving and providing marketing and technical support to nonprofit agencies throughout the region. Councilman Oglesby currently serves as Vice-Chair of the Council for 2018-2019.

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



Anthony Byrd
District 8

Anthony Byrd has served in his role at Hamilton County General Sessions Court for over 20 year, fighting for human rights and civil liberties for those without a public voice. Byrd is a property owner and developer that understands the people of his community. Councilman Bryd serves as Chair of the Economic & Community Development Committee.

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



Demetrus Coonrod
District 9

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

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

Council Chair and Vice Chair are elected each year in April. Councilmembers are elected for a four-year term. Current term expires April 2021.

2018 - 2019 City Officials

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

Legislative Staff: Nicole Gwyn, Clerk to Council

Legal Staff: Wade A. Hinton, City Attorney

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

Department Administrators and Directors:

Economic & Community Development
 Donna C. Williams, Administrator

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

Finance & Administration:
 Daisy W. Madison, CPA, City Finance Officer

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

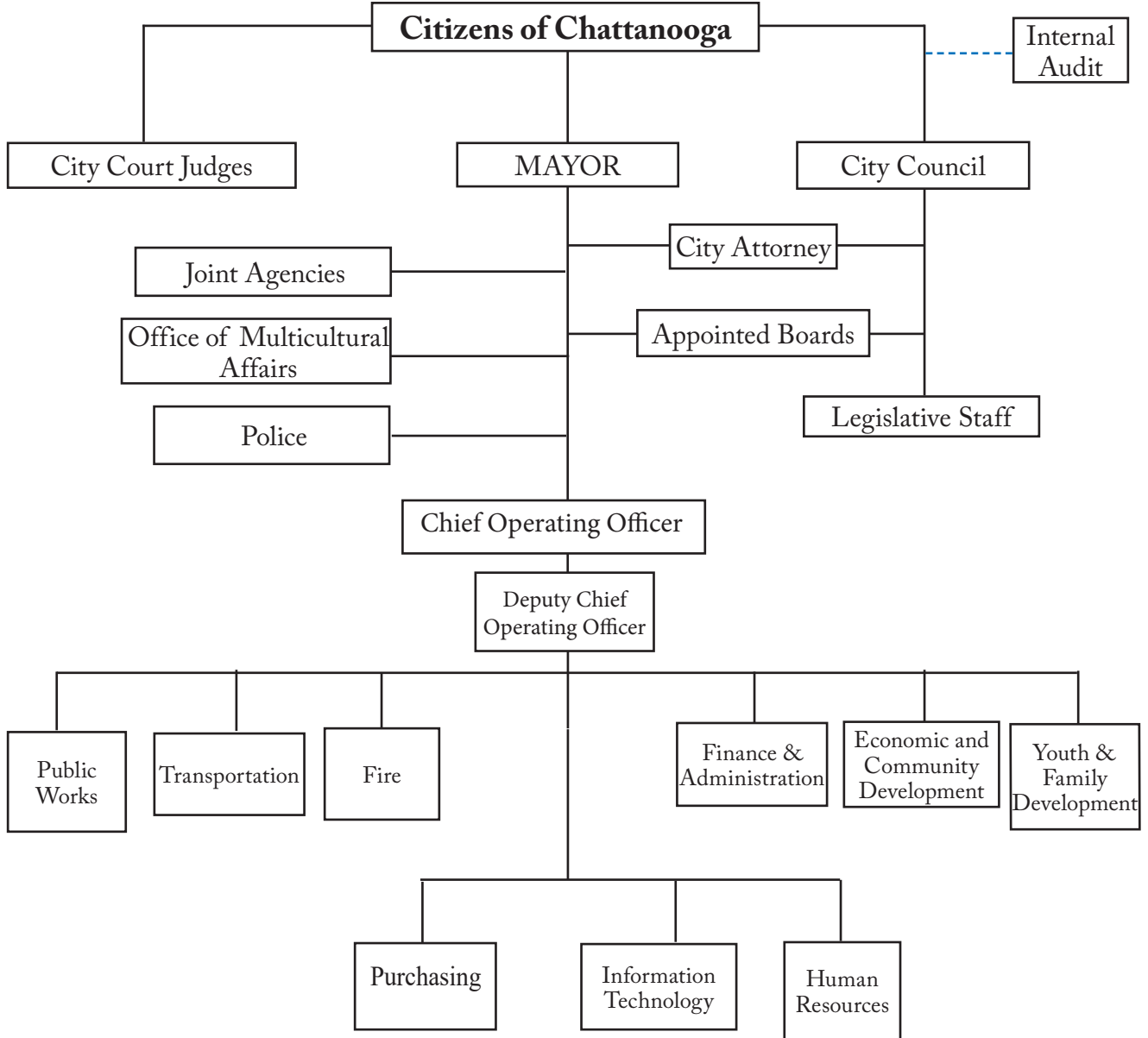
Fire:
 Phil Hyman, Chief
 Seth Miller, Deputy Fire Chief

Transportation:
 Blyth Bailey, Administrator
 Jim Luebbering, Deputy Administrator

Human Resources:
 Beverly Moultrie, Director
 Tyna Hector, Deputy Director

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

Organizational Chart



Finance Staff

Daisy W. Madison, CPA, CGFM

City Finance Officer

Daisy W. Madison was hired as Deputy Finance Officer in 1992 and appointed to the position of City Finance Officer by Mayor Ron Littlefield in 2005. She is a graduate of Alabama State University with a Bachelor of Science in Accounting and also attended University of Cincinnati. She is a Certified Public Accountant with over 38 years of experience in financial accounting and auditing which include 10 years as staff auditor for the U.S. General Accounting Office, Arthur Andersen & Company and audit manager for the internal audit division of Hamilton County government. Prior to coming to the City, she served as Director of Financial Management for Hamilton County government for over 10 years. Mrs. Madison initiated the first successful attempt by the City to obtain the GFOA certificate of achievement in financial reporting and the first GFOA Budget Award which was instrumental in the city's achieving a AAA bond rating. She is past president of the Tennessee Government Finance Officers Association, past treasurer of the Chattanooga Chapter of the TN Society of CPAs and served on the GFOA standing committee on Debt Management; also served on the Wastewater Financing Board for the State of TN. and is a member and past president of the local chapter Association of Government Accountants and Tennessee Society of Certified Public Accountants (TSCPA). She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her late husband of 37 years, Sam, are the proud parents of four children and eight grandchildren.

Fredia F. Forshee, CPA, CGFM

Director of Management & Budget Analysis

Fredia Forshee was promoted to Budget Officer in March, 2000. She holds a Bachelor of Science/Business Administration degree from Austin Peay State University located in Clarksville, TN. She has obtained certificates for Certified Public Accountancy and the Certified Government Financial Manager issued by the Association of Government Accountants. Prior to her promotion to the position of Budget Officer, her career with the City began in 1980 where she started in Payroll, moving to Budget in 1984 as a Budget Analyst, then gaining promotion to Senior Budget Analyst, and later to her current position of Director of Management & Budget Analysis. This position provides assistance to and reports directly to the Administrator City Finance Officer. She is responsible to direct, manage, supervise and coordinate the development, preparation, implementation and analysis of the city-wide municipal operating and capital budgetary process in a manner to implement city-wide objectives to maintain a sound fiscal spending plan.

Office Phone: (423) 643-7380

Finance Staff



From left to right: Kendra Yates, Chris Brown, Teresa DiDonato, Jason Silvers, Fredia Forshee

Teresa McDougal-DiDonato

Management & Budget Analyst 2

Teresa DiDonato was hired by the City in September 2012 as a Management & Budget Analyst. She has over 20 years experience in Budget Administration and Healthcare Management which includes, supervision, governmental compliance, corporate & governmental budgeting, and extensive internal/external auditing background including LEAN and ISO Certification. Teresa holds a Bachelor of Science in Finance from University of Tennessee at Chattanooga. She oversees budgets for City Council, City Attorney, City Judges, Internal Audit, Information Technology, Purchasing, 311 Operations, Regional Planning Agency, Health & Wellness Funds. Her other responsibilities include Capital Projects Bond Investment Reconciliation and Arbitrage, the City's monthly revenue and general government expense projections. Teresa is originally from St. Petersburg, FL and has two children.

Kendra Yates

Management & Budget Analyst 1

Kendra Yates was hired with the City of Chattanooga February 2017 as a Management & Budget Analyst. Prior to joining the city she was a Branch Manager for Enterprise, and did Financial Reconciliation for JPMorgan Chase. Her areas of responsibility for the City include Transportation, Economic and Community Development, Human Resources, and City-wide Expenditures. Kendra holds a Bachelor of Business Administration in Finance from the Stephen F. Austin State University in Nacogdoches, Texas. Kendra is originally from Dallas Texas, has a loving husband (Reginald), and 3 beautiful children (Kyra, Kaylee, and Reginald II).
Office Phone: (423) 643-7367

Finance Staff

Christopher P. Brown

Management & Budget Analyst 1

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

Office Phone: (423) 643-7365

Jason Silvers

Management & Budget Analyst 1

Jason was hired in April 2008 and has spent the last nine years within City-Wide Services with wide ranging responsibilities from data analysis to grant management and began working in the Finance department in September 2017 as a Management and Budget Analyst. Jason graduated with a Bachelor's Degree in Political Science from the University of Alabama in Huntsville. He has been married to Tiffany for ten blessed years and have two beautiful children, Isabella (8) and Isaac (5). His areas of responsibility include Public Works, State Street Aid, Water Quality, Solid Waste, Interceptor Sewer System and the Fire department.

Office Phone: (423) 643-7366

Simone M. White

Management & Budget Analyst 3

Simone White has over 20+ years experience in Management & Budget with the City of Chattanooga. Her areas of responsibility include Finance, Police, Interceptor Sewer, Capital planning for the City, and oversees the preparation of the City's CABR. Prior to joining the City, she was a Business Analyst for the City of Charleston (South Carolina). Simone holds a Bachelor of Science in Accounting from Clemson University. She has been a reviewer for the GFOA's Distinguished Budget Awards Program for over 15 years. Her other activities include serving on the leadership team and past president of the Chattanooga Chapter Association of Government Accountants and other community/church activities in the Chattanooga Area. Simone and her husband, Jerrold, are busy parents of teenage triplets.

Office Phone: (423) 643-5142







Budget Process Overview

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

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

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

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

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

Step One: Determine Available Funding

City Finance department staff analyzed historical information and evaluated current trends to estimate revenues from varying sources for fiscal year 2019. Estimated general fund revenue for fiscal year 2019 is \$262,020,000, a 3.39% increase over the budgeted revenues for fiscal year 2018.

Step Two: Establish Prioritized Results

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

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

Step Three: Allocate Revenues to Results Areas

Once the result areas were identified, the Administration allocated available funding to each result area based on estimated cost of services and priority of result area. The largest result area, making up 51.56% of the budget, is safer streets. Not only does safer streets include the operation of the Police and Fire Departments, but it also includes all crime prevention initiatives as well as transportation operations. Stronger neighborhoods ranks second highest, making up 15.83% of the budget. Stronger neighborhoods include all city-wide services to ensure the health, vitality, and cleanliness of City neighborhoods. Smarter students, growing economy, and high performing government are all equally split for the remaining 32.61% of the total budget.

Step Four: Offers to Achieve Results

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

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

Results maps summarize the components of



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

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

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

- Sustainable practices: Agencies and Departments that harness environmental sustainability will be given extra consideration. These projects should detail the environmental and fiscal return on the investment to City taxpayers.

- Research/Evidence based best practices: All funded offers must employ documented best practices or thorough research.

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

Step Five: Prioritizing the Offers

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

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

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

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

Step Six: Identify Performance Measures

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

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

Step Seven: Monitor Performance and Track Results

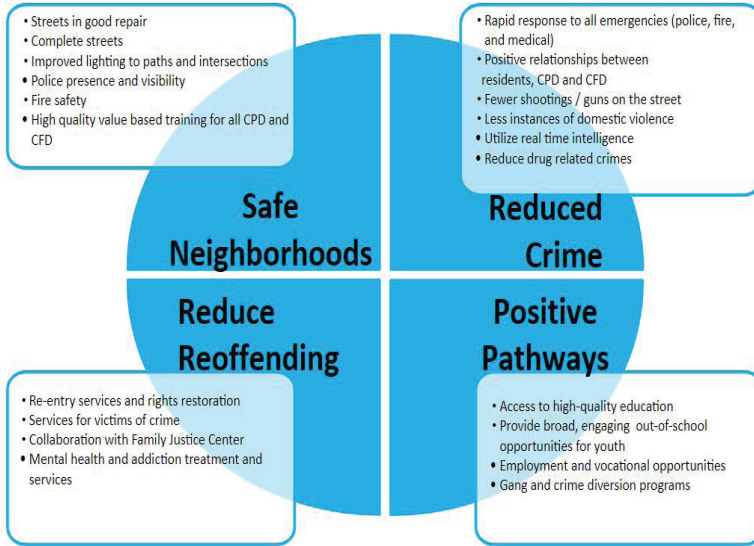
Currently, departments must acquire, verify, and track data manually to measure performance. The Office of Performance Management is responsible for ChattaData, which complements current open government initiatives and provides a central clearing house for all performance data. This office has improved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

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

Budget Amendments

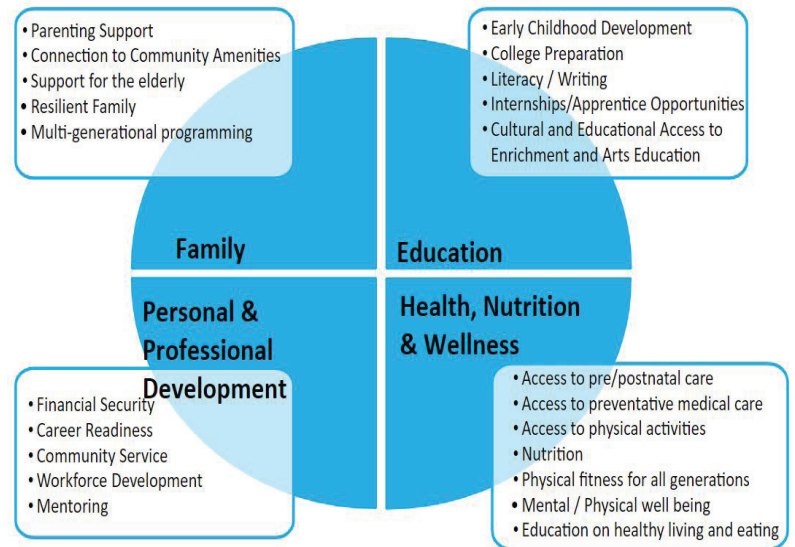
If circumstances or issues arise, the annual budget may be amended by majority vote of the City Council.

Safer Streets



2019 Results Maps

Smarter Students, Stronger Families



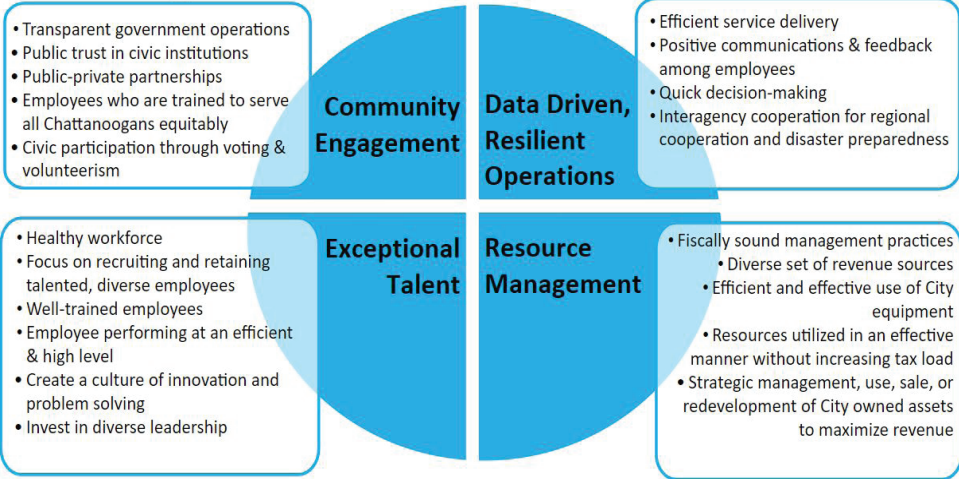
Growing Economy



Stronger Neighborhoods



High-Performing Government

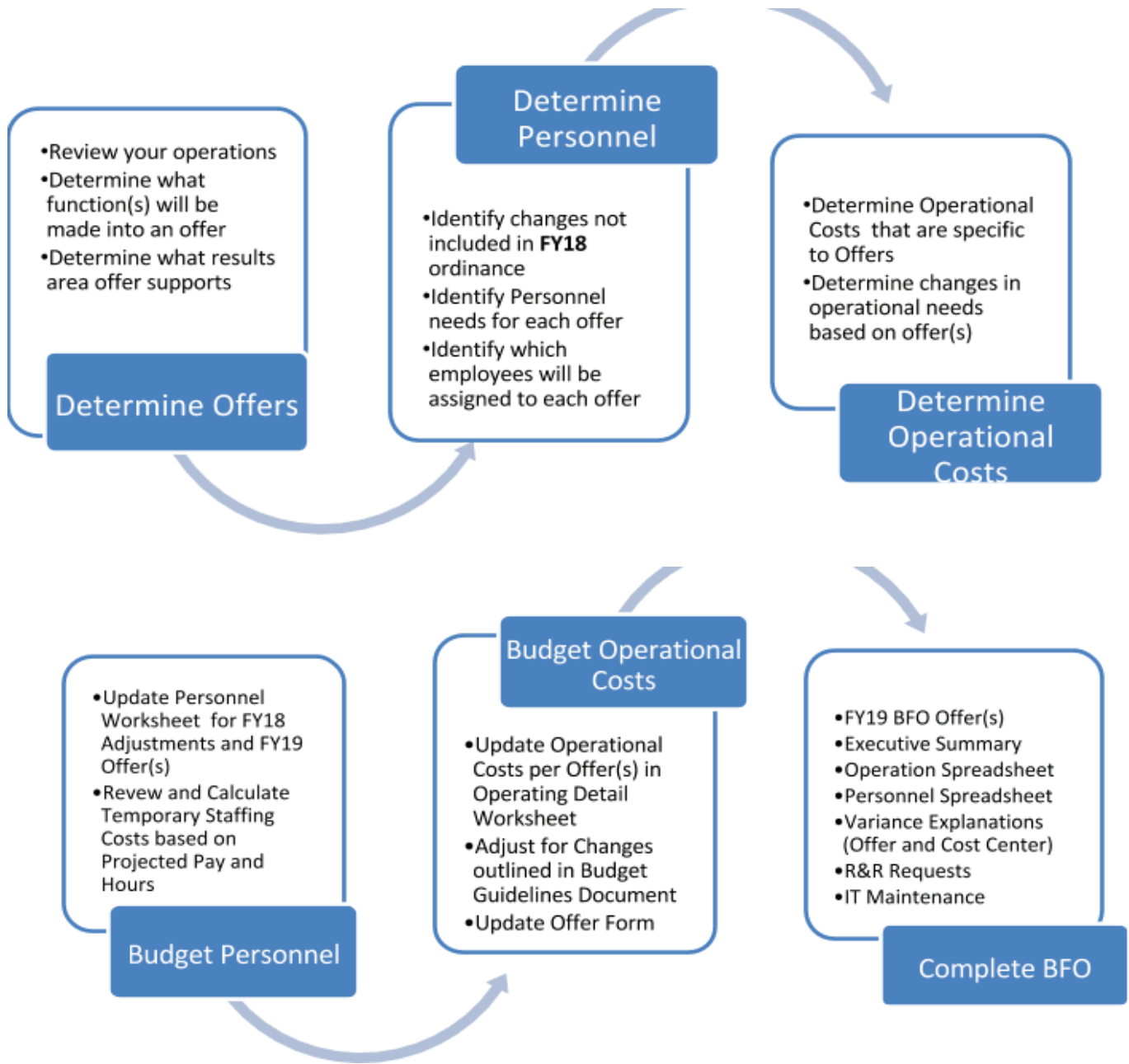




City of Chattanooga

Budgeting for Outcomes

FY19 Financial Overview



Budget Approach Model



Budget Calendar Outline

September

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

October

Establish Structure

- Preliminary Revenue Projections
- Cutoff date for FY18 actual expenditures and encumbrances included on Budget Forms
- Training to Departments on Budget policies & instructions
- Develop Results Maps
- Develop Budget App Instructions
- Develop personnel / operations spreadsheet and ancillary forms

November - January

Develop High- Quality Offers

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

February - April

Review Offers

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

May - June

Council Approval

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

July - September

- File Budget with State
- Mid Year Review and preparation for Budget Projections
- Budget staff finalize CABR 2019
- Deadline date for CABR submission to GFOA
- Track Performance year-round
- Request user feedback on BFO process

Revenue Policies

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

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

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

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

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

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

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

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

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

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

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

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

Cash Management & Investment Policy

1.0 Policy. T.C.A. 9-1-107(a)(1) authorizes municipalities to deposit and invest funds. It is the policy of the City of Chattanooga for the City Treasurer to invest excess public funds in a manner which will maximize investment return with maximum security while meeting daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds.

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

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

2.1 Funds

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

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

3.0 Prudence. TCA 6-56-106 details the types of allowable investments for public funds (section 8.0). Within those standards, prudence and good faith must be used in investing City funds. Investments are to be made using judgment and care, ensuring safety of the capital, as well as the expected income to be derived. Investment officials meeting this standard will be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

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

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

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

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

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

5.0 Delegation of Authority. The Treasurer is responsible for day-to-day investment decisions and activities and development and maintenance of written procedures for the operation of the investment program.

Procedures should include: safekeeping, SPA repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except

as provided under the terms of this policy and the procedures established by the Finance Officer. The Treasurer is responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The Treasurer will train other investment personnel to assist and provide relief in the day-to-day placement of investments.

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

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

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

7.0 Authorized Financial Dealers and Institutions. The Treasurer will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by credit worthiness who are authorized to provide investment services in the State of Tennessee. These may include "primary dealers" or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule). No public deposit shall be made except in a qualified public depository as established by the laws of the State of Tennessee.

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

- (1) Audited financial statements
- (2) Proof of National Association of Security Dealers certification.

- (3) Trading resolution
- (4) Proof of State of Tennessee registration
- (5) Completed broker/dealer questionnaire
- (6) Certification of having read the City of Chattanooga's investment policy and depository contracts.

An annual review of the financial condition of qualified bidders will be conducted by the Treasurer. A current audited financial statement is required to be on file for each financial institution and broker/dealer in which the city of Chattanooga invests.

8.0 Authorized and Suitable Investments. Except for funds listed in section 2.0 of this policy, the City of Chattanooga shall limit its investments to those allowed by the TCA 6-56-106, which states:

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

- (1) Bonds, Notes or Treasury Bills of the United States;
- (2) Non-convertible debt securities of the following issues:
 - (A) The Federal Home Loan Bank;
 - (B) The National Mortgage Association;
 - (C) The Federal Farm Credit Bank; and
 - (D) The Student Loan Marketing Association;
- (3) Any other obligations not listed above which are guaranteed as to principal and interest by the United States or any of its agencies;
- (4) Certificates of deposit and other evidences of deposit at state and federal chartered banks and savings and loan associations.
- (5) Obligations of the United States or its agencies.
- (6) The Tennessee Local Government Investment Pool
- (7) Repurchase Agreements (provided a Master repurchase agreement has been executed and approved by the state director of local finance, such investments are made in accordance with procedures established by the state funding board)"

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

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

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

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

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

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

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

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

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

11.0 Safekeeping and Custody. All security transactions, including collateral for repurchase agreements will be held by a third party custodian designated by the Treasurer and evidenced by safekeeping receipts.

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

13.0 Maximum Securities. The City will attempt to match its investments with anticipated cash flow requirements. Under current State policy, the City follows TCA 6-56-106(9) (b), with no investments in securities maturing more than four years from date of purchase.

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

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

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

Schedules in the quarterly report should include:

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

Debt Policies

To maintain a high quality debt management program, the City of Chattanooga (the "City") has adopted the guidelines and policies set forth in this document titled "Debt Management Policy" ("The Policy"). The purpose of creating the Debt Policy is to establish the objectives and practices for debt management for the City and to assist all concerned parties in understanding the City's approach to debt management.

The Policy is intended to guide current and future decisions related to debt issued by the City by providing written

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

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

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

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

Reserve Policies

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

Accounting, Auditing, and Financial Reporting Policies

An independent audit will be performed annually. The City will produce annual financial reports in accordance with

Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board.

The City will maintain a strong internal audit capability.

Capital Budget Policies

The City shall invest a percentage of its general operating funds to finance ongoing infrastructure maintenance, repair and replacement programs, and to implement approved plans that foster economic and neighborhood development each year.

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

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

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

Legal Requirements

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

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

(1) Estimates of proposed expenditures for each department, board, office or other agency of the municipality, showing in addition, the expenditures for corresponding items for the last preceding fiscal year,

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

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

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

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

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

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

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

Sect. 6.80. Annual Budget not to exceed estimated revenue except in cases of extraordinary emergencies. It shall be the duty of the City Council elected under this act to prepare and pass an annual budget each year. The budget for the

ordinary and extraordinary expenses of said city for any one year shall not exceed the estimated amount of revenue to be collected for said year; and in no event shall there be appropriated by the City Council any sum or sums in excess of the estimated revenues of said City, for the fiscal year in which said appropriation is made. Provided, however, said City Council may, in extraordinary emergencies such as floods, epidemics, or destructive fires, make appropriations in excess of the estimated revenue when the public health, safety, and welfare demand same.



Chattanooga Clerk of the City Council

1000 Lindsay Street

Chattanooga, Tennessee 37402

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

NOTICE OF CERTIFICATION

I, Nicole S. Gwyn, Clerk of the City Council of Chattanooga, Tennessee, and as such keeper of the records of the City Council of said City, do hereby certify that the attached record is a true, compared and correct copy of Ordinance No. 13334 passed at the City Council meeting on July 3, 2018.

A handwritten signature in black ink that reads "Nicole S. Gwyn".

Nicole S. Gwyn

Clerk to the City Council

WITNESS my hand and the Seal of the City of Chattanooga, Tennessee on this 9th day of July 2018.

First Reading: June 26, 2018
Second Reading: July 3, 2018

ORDINANCE NO. 13334

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FISCAL YEAR 2018-2019 OPERATIONS BUDGET", PROVIDING REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2018, AND ENDING JUNE 30, 2019; APPROPRIATING SAME TO THE PAYMENT OF EXPENSES OF THE MUNICIPAL GOVERNMENT; FIXING THE RATE OF TAXATION ON ALL TAXABLE PROPERTY IN THE CITY, AND THE TIME TAXES AND PRIVILEGES ARE DUE, HOW THEY SHALL BE PAID, WHEN THEY SHALL BECOME DELINQUENT; PROVIDING FOR INTEREST AND PENALTY ON DELINQUENT TAXES AND PRIVILEGES; AMENDING CHATTANOOGA CITY CODE, PART II, CHAPTER 2, SECTION 2-267, RELATIVE TO PAID LEAVE FOR ACTIVE-DUTY TRAINING AND TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 31, SECTIONS 31-36, 31-37, 31-41, AND 31-43, SECTIONS 31-322 AND 31-354.

WHEREAS, Pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee, the revenues have been estimated for operating the Municipal Government for the fiscal year 2018-2019 from all sources to be as follows:

	FY17 Actual	FY18 Projected	FY19 Proposed
PROPERTY TAXES			
Current Taxes on Real & Personal Property	\$116,309,641	\$129,517,179	\$132,754,669
Taxes on Real & Personal Property - Prior Years	4,746,740	4,512,862	5,200,000
PAYMENTS IN LIEU OF TAXES			
Chattanooga Housing Authority	\$150,743	\$166,901	\$140,900
Tennessee Valley Authority	1,934,875	1,944,354	1,944,354
Chattem, Inc	65,359	64,455	64,500
UnumProvident Group	31,062	86,102	-
Invista	18,728	18,642	-
Wm Wrigley Jr Co	29,301	29,290	29,300
Astec Industries	-	19,078	-

	FY17 Actual	FY18 Projected	FY19 Proposed
Blue Cross Blue Shield	905,756	973,266	948,300
Roadtec	18,970	18,691	-
Jarnigan Road III, LLC	46,933	51,081	51,100
Alstom Power, Inc	3,327,222	-	-
Gestamp Chattanooga, LLC	198,183	292,325	292,300
Scannell Properties	92,214	19,077	-
Westinghouse Electric Co	92,163	75,063	75,100
EPB Electric	6,271,433	6,466,441	6,709,903
EPB Telecom	249,294	251,576	278,493
EPB Internet	316,689	326,556	358,655
Plastic Omnium Auto Exteriors, LLC	-	98,591	98,600
Total Other	123,676	117,578	72,804
TOTAL PAYMENT IN LIEU OF TAXES	\$13,872,601	\$11,019,067	\$11,064,309
Interest & Penalty on Current Year Taxes	\$217,000	\$1,526	\$2,000
Interest & Penalty on Delinquent Taxes	1,250,030	1,359,229	1,370,000
Delinquent Taxes Collection Fees	277,704	298,569	279,000
TOTAL PROPERTY TAXES	\$136,673,716	\$146,708,432	\$150,669,978
OTHER LOCAL TAXES			
Liquor Taxes	\$2,667,404	\$2,705,704	\$2,773,000
Beer Taxes	5,981,553	5,681,346	5,738,000
Local Litigation Taxes - City Court	2,852	2,628	3,000
Gross Receipts Taxes	5,864,697	5,536,295	5,647,000
Corp Excise Taxes – State	747,855	655,272	550,000
Franchise taxes- Application Fee	750	-	-
Franchise Taxes – Chattanooga Gas	1,829,286	1,951,288	2,051,000
Franchise Taxes – Comcast Cable	1,211,124	1,101,696	1,013,000
Franchise Taxes - Century Tel	9,536	9,484	9,400
Franchise Taxes – AT&T Mobility	98,484	72,146	70,000
Franchise Taxes - EPB Fiber Optic	1,362,885	1,526,996	1,658,000
Franchise Taxes - Zayo Group	9,000	20,500	20,500
TOTAL OTHER LOCAL TAXES	\$19,785,426	\$19,263,355	\$19,532,900
LICENSES, FEES & PERMITS			
Wrecker Permits	\$5,500	\$8,238	\$7,500
Liquor By the Drink Licenses	151,730	184,282	150,000
Liquor By the Drink – Interest & Penalty	3,825	5,126	2,500

	FY17 Actual	FY18 Projected	FY19 Proposed
Transient Vendor License	2,450	2,777	2,200
Motor Vehicle Licenses	418,770	411,457	411,500
Original Business License	23,325	27,050	23,400
Over & Under Business Licenses	90	75	-
Building Permits	1,893,282	1,938,961	1,750,000
Electrical Permits	425,493	397,388	383,272
Plumbing Permits	243,975	248,088	248,100
Street Cut-In Permits	416,112	316,386	316,400
Mechanical Code Permits	278,460	246,621	230,000
Hotel Permits	4,500	3,983	4,000
Gas Permits	49,021	44,536	44,500
Sign Permits	149,492	132,547	132,500
Taxi Permits	6,560	3,064	3,000
Temporary Use Permits	4,400	4,142	4,100
Going Out of Business Permits	100	-	-
Traffic Eng Special Events Permits	12,150	17,546	10,818
Push Cart Permits	275	138	100
Issuing Business Licenses & Permits	59,787	59,950	58,000
Plumbing Examiner Fees & Licenses	46,430	26,000	43,100
Electrical Examiner Fees & Licenses	181,580	72,000	171,000
Gas Examination Fees & Licenses	46,900	17,940	44,000
Beer Application Fees	129,200	140,723	140,700
Mechanical Exam Fees & Licenses	20,280	137,266	20,280
Permit Issuance Fees	58,104	54,324	54,300
Exhibitor's Fees	696	871	750
Subdivision Review/Inspection Fees	25,335	27,670	26,000
Adult Entertainment Application Fee	10,100	8,326	8,300
Zoning Letter	17,025	13,660	13,700
Variance Request Fees	8,200	7,065	6,000
Certificates of Occupancy	27,195	33,554	26,800
Sewer Verification Letter	225	-	-
Code Compliance Letter Fees	2,000	1,846	1,700
Modular Home Site Investigation	50	100	50
Plan Checking Fees	369,227	331,895	315,177
Phased Construction Plans Review	12,857	7,971	4,000
Construction Board of Appeals	1,550	1,000	1,200
Sign Board of Appeals	1,000	1,714	1,350
Fire Department Permits	250,048	223,245	200,000
Northshore Downtown Plan Review Fee	-	1,175	-
Miscellaneous	50,378	99,558	40,000
TOTAL LICENSES, FEES & PERMITS	\$5,407,677	\$5,260,258	\$4,900,297

INTERGOVERNMENTAL REVENUE	FY17 Actual	FY18 Projected	FY19 Proposed
State – Specialized Training Supplement	\$496,200	\$535,800	\$535,000
State Maintenance of Streets	251,244	126,199	235,000
State Sales Taxes	13,901,449	14,165,384	14,448,692
State Income Taxes	3,268,174	2,380,210	1,600,000
State Beer Taxes	80,960	79,410	80,000
State Mixed Drink Taxes	3,066,428	3,275,535	3,308,000
State – Telecommunication Sales Taxes	18,416	306,204	220,000
State Alcoholic Beverage Taxes	139,533	141,068	136,000
State Gas Inspection Fees	338,876	337,777	335,000
Commission from State of TN/Gross Receipts	538,334	499,559	501,371
Hamilton County Ross' Landing/Plaza	1,336,566	1,089,750	1,477,000
Local Option Sales Taxes-General Fund	45,012,507	49,454,320	52,432,493
Miscellaneous	98,448	31,000	20,000
TOTAL INTERGOVERNMENTAL REVENUE	\$68,547,135	\$72,422,216	\$75,328,556
CHARGES FOR SERVICE			
Current City Court Costs	\$187,080	\$178,868	\$168,000
Court Commissions	6,006	5,813	5,000
Court Clerk's Fees	612,516	580,629	586,400
Service of Process	110	430	400
Processing of Release Forms	15,439	15,524	15,000
Court Administrative Costs	371	801	500
Current State Court Costs	1,305	986	1,000
Court Translation Fee	9,643	8,464	8,500
Other Facility Rent	5,305	1,614	1,600
Land & Building Rents	151,312	180,230	178,000
Ballfield Income	46,398	60,710	50,000
Skateboard Park	32,866	31,118	-
Carousel Ridership	130,906	128,021	128,000
Walker Pavilion Rents	24,863	32,688	25,000
Heritage Park House Rent	24,137	17,090	21,800
Greenway Facilities Rent	12,453	20,407	13,169
Fitness Center	33,783	33,989	15,000
Dock Rental	32,523	29,656	28,000
Ross' Landing Rent	73,590	70,155	70,200
Champion's Club	37,226	36,900	35,700
Recreation Center Rental	50,679	53,770	50,000
Carousel Room Rental	15,210	14,737	13,000
Coolidge Park Rental	14,667	17,571	16,000
Program Fees	5,415	8,177	7,100
Park Event Fee	6,926	5,979	5,000
Kidz Kamp	7,424	10,949	-

	FY17 Actual	FY18 Projected	FY19 Proposed
Sports Program Fees	3,600	9,800	3,000
Non-Traditional Program Fees	1,877	3,620	2,100
OutVenture Fees	24,034	26,249	25,000
Therapeutic Kamp Fees	1,274	1,286	1,200
Swimming Pools	108,438	108,999	107,000
Arts & Culture	903	1,007	900
Police Report Fees	14,208	12,131	11,000
Credit Card Processing Fees	85,920	41,880	41,900
Concessions	62,113	102,669	85,000
Charges for Services - Electric Power Board	7,200	7,200	7,200
General Pension Admin Costs & Other Misc	45,000	45,000	45,000
Returned Check Fee	3,497	1,817	1,800
Waste Container Purchases	7,852	10,000	10,000
Non-Profit Request Fee	2,248	2,659	2,200
TOTAL SERVICE CHARGES	\$1,906,317	\$1,919,593	\$1,785,669
FINES & FORFEITURES			
City Court Fines Current	\$8,917	\$7,778	\$6,000
City Court Fines-Speeding Current	86,688	82,796	80,000
City Court Fines Other Driving Offenses	388,103	378,332	350,000
City Court Fines Non Driving Offenses	21,544	19,374	19,000
Criminal Court Fines	125,356	109,755	100,000
Traffic Court Parking Ticket Fines	48,089	46,029	45,000
Traffic Court Parking Tickets Delinquent	1,474	1,953	2,000
Traffic Court Parking Delinquent Court Cost	3,279	2,987	3,000
Air Pollution Penalties	295	15,500	-
Miscellaneous	243	-	-
TOTAL FINES & FORFEITURES	\$683,988	\$664,504	\$605,000
REVENUES FROM USE OF MONEY OR PROPERTY			
Interest on Investments	\$2,301,638	\$1,455,191	\$2,500,000
Sale of City Owned Property	2,289	-	-
Sale of Back Tax Lots	340,283	300,000	300,000
Sale of Equipment	452,644	122,663	320,000
TOTAL FROM USE OF MONEY OR PROPERTY	3,096,854	1,877,854	3,120,000
MISCELLANEOUS REVENUE			
Loss & Damage	\$13,810	\$3,304	\$3,300
Indirect Cost	4,747,751	5,423,780	5,750,000
Payroll Deduction Charges	893	806	800
Plans and Specification Deposits	21,080	7,226	7,200
Municipal Lien	117,251	96,389	75,000
Purchase Card Rebate	53,903	41,896	43,000

	FY17 Actual	FY18 Projected	FY19 Proposed
Take Home Vehicle Fee	74,873	73,320	73,300
Municipal Lien - Interest & Penalty	275	100	-
Miscellaneous Revenue	395,214	248,993	125,000
TOTAL MISCELLANEOUS REVENUE	\$5,425,050	\$5,895,814	\$6,077,600
SUBTOTAL GENERAL FUND REVENUE	\$241,528,196	\$254,012,025	\$262,020,000
GOLF COURSE REVENUE	\$2,287,355	\$1,211,109	\$1,711,385
TOTAL GENERAL FUND REVENUE	\$243,815,551	\$255,223,134	\$263,731,385

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 2018 at a rate of \$2.277 upon every \$100.00 in assessed value of such taxable property; and to the extent applicable there is also levied a tax at the same rate upon every \$100.00 of Merchant and other Ad Valorem within the corporate limits of the City of Chattanooga, Tennessee.

SECTION 2. That the assessment made by the Assessor of Property of Hamilton County, Tennessee, and by the Tennessee Regulatory Agency for 2018 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, 2018, and shall become delinquent MARCH 1, 2019, on which date unpaid taxes shall bear interest at twelve percent (12%) per annum, and a penalty of six percent (6%) per annum, plus other penalties as provided by law, which shall be paid by the taxpayer; provided, that except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705.

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

SECTION 5. That the budgets of the various departments, agencies, boards, commissions, offices, divisions, or branches of Municipal Government for the fiscal year beginning July 1, 2018, 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

	FY17 Actual	FY18 Projected	FY19 Proposed
General Government & Supported Agencies	\$59,321,572	\$76,872,651	\$80,235,593
Executive Department	1,788,641	1,710,658	1,890,342
Department of Finance & Administration	5,220,728	5,126,404	6,653,647
Department of General Services	4,138,587	-	-
Department of Human Resources	1,849,753	1,965,870	2,369,155
Department of Economic & Community Development	6,158,028	6,774,018	8,268,037
Department of Police	64,119,189	65,664,067	73,029,049
Department of Fire	38,214,850	42,109,927	45,960,072
Department of Public Works	27,491,786	31,981,163	33,046,258
Department of Youth & Family Development	9,779,654	10,237,616	11,097,411
Department of Transportation	10,468,663	10,389,853	11,002,436
SUBTOTAL	\$228,551,451	\$252,832,227	\$273,552,000
Golf Course	\$1,733,476	\$1,680,953	\$1,711,385
TOTAL GENERAL FUND	\$230,284,927	\$254,513,180	\$275,263,385
Estimated Incr(Decr) in Fund Balance	\$13,530,624	\$709,954	\$(11,532,000)
Beginning Unassigned Fund Balance July 1	\$70,009,765	\$83,540,389	\$84,250,343
Ending Unassigned Fund Balance June 30	\$83,540,389	\$84,250,343	\$72,718,343
Ending Unassigned Fund Balance (% of Total Appropriations)	36.28%	33.10%	26.42%
DEPARTMENT OF EXECUTIVE BRANCH			
Executive Office Administration	\$1,426,677	\$1,346,347	\$1,593,367
Multicultural Affairs	361,964	364,311	296,975
TOTAL	\$1,788,641	\$1,710,658	\$1,890,342

DEPARTMENT OF FINANCE & ADMINISTRATION

	FY17 Actual	FY18 Projected	FY19 Proposed
City General Tax Revenue	\$481,809	\$476,026	\$500,000
Finance Office	2,536,174	2,142,603	2,999,053
City Treasurer	657,942	779,386	980,234
Delinquent Tax	172,361	242,232	240,775
City Court Clerk's Office	1,078,634	1,183,226	1,426,721
Office of Performance Management	211,803	228,556	305,630
Capital Planning	82,005	74,375	201,234
TOTAL	\$5,220,728	\$5,126,404	\$6,653,647

DEPARTMENT OF GENERAL SERVICES

General Services Admin	\$547,773	-	-
Mail Room	60,407	-	-
Office of Sustainability	102,785	-	-
Building Maintenance	1,911,915	-	-
Storage on Main Street	49,973	-	-
Real Estate Office	37,733	-	-
Farmer's Market	3,000	-	-
Chattanooga Zoo at Warner Park	675,000	-	-
Memorial Auditorium	214,196	-	-
Tivoli Theatre	534,984	-	-
Civic Facilities Administration	821	-	-
TOTAL	\$4,138,587	-	-

DEPARTMENT OF HUMAN RESOURCES

Human Resources Admin	\$1,283,039	\$1,348,421	\$1,102,394
Employees Insurance Office	330,478	\$364,757	365,146
Employees Safety Program	100,048	\$121,567	368,663
On Job Injury Admin	74,400	\$74,400	75,000
Physical Exam - Police	22,040	\$14,500	22,500
Employee Training	39,748	42,225	435,452
TOTAL	\$1,849,753	\$1,965,870	\$2,369,155

DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

ECD Neighborhood Serv - Admin	\$641,938	\$861,828	\$378,147
ECD Neighborhood Serv- Affordable Housing Prog	58,648	83,071	-
ECD Economic Development	263,520	288,043	612,449
ECD Homeless Outreach Program	103,358	114,215	481,644
Community and Neighborhood Relations	365,635	396,009	402,581

	FY17 Actual	FY18 Projected	FY19 Proposed
Outdoor Chattanooga	463,007	591,906	971,214
Trust For Public Land	119,500	100,000	-
Real Estate Office	-	91,341	142,411
Shared Maint Riverpark Art Maint & Mgmt	132,294	180,592	238,525
Land Development Office	2,663,760	2,153,156	2,947,079
Board of Plumbing Examiners	1,806	2,100	2,100
Board of Electrical Examiners	3,592	7,028	7,150
Board of Mechanical Examiners	544	2,054	1,850
Board of Gas Fitters	1,215	2,050	2,050
Board of Appeals & Variances	11,004	76,814	11,925
Back Tax Properties Abatement	-	100,000	100,000
Code Enforcement	1,328,207	1,723,811	1,968,912
TOTAL	\$6,158,028	\$6,774,018	\$8,268,037

DEPARTMENT OF POLICE

Chief of Police	\$1,408,576	\$1,092,405	\$2,403,555
Internal Affairs	885,580	925,432	1,205,637
Uniform Services Command Office	466,710	558,669	443,542
Community Outreach Services	233,677	26,049	418,152
Special Operations Division	3,717,387	4,121,202	4,123,100
Police Patrol Alpha	3,479,981	3,527,266	4,149,448
Police Patrol Bravo	2,972,736	2,565,751	3,322,904
Police Patrol Charlie	3,169,290	3,663,990	4,181,190
Police Patrol Delta	3,361,376	3,166,927	4,021,820
Police Patrol Echo	3,407,186	3,200,393	4,172,894
Police Patrol Fox	2,869,589	2,909,011	3,541,783
Police Patrol George	3,205,807	3,101,164	3,985,343
Police Bike Patrol	396,010	300,712	691,684
Investigative Services	812,902	964,450	1,198,690
Major Crimes	4,278,722	4,374,440	4,176,615
Special Investigations	5,009,939	4,926,995	6,204,949
CPD SVU at FJC	-	409,940	1,280,414
Police Admin & Support Service Command	5,477	4,173	-
Police Admin. Support & Technical Services	3,694,658	4,412,635	2,471,072
Police Training Recruiting	5,696,530	6,558,224	2,549,060
Police Budget & Finance	304,106	330,866	392,376
Police Facilities & Security	6,521,402	6,333,716	7,111,696
Police Facilities - East 11th Street	12,154	12,901	28,474

	FY17 Actual	FY18 Projected	FY19 Proposed
Real Time Intelligence Center (RTIC)	-	298,834	1,902,464
Records Management & Services	997,288	627,288	1,350,868
Polygraph	120,140	119,963	136,653
Police Communications Center	4,482,088	4,810,000	4,983,894
Animal Services	1,659,639	1,675,000	1,725,250
Family Justice Center	481,782	348,648	776,689
Violence Reduction Initiative -GF	425,690	272,500	-
Safety Minority Internship	42,767	24,523	78,833
TOTAL	\$64,119,189	\$65,664,067	\$73,029,049
DEPARTMENT OF FIRE			
Fire Administration	\$872,508	\$975,960	\$936,231
Fire Inventory Purchases	11,395	-	-
Fire Operations	32,453,371	36,397,931	40,008,959
Fire Station # 1	77,068	80,410	53,567
Fire Station # 3	28,826	30,335	24,572
Fire Station # 4	25,624	28,955	22,973
Fire Station # 5	27,863	29,798	18,108
Fire Station # 6	31,212	32,520	26,672
Fire Station # 7	41,608	42,587	32,252
Fire Station # 8	23,478	25,940	19,972
Fire Station # 9	21,359	28,535	23,472
Fire Station # 10	48,331	52,245	46,524
Fire Station # 11	8,187	19,780	16,632
Fire Station # 12	-9,440	23,335	17,472
Fire Station # 13	35,064	27,773	17,508
Fire Station # 14	23,440	26,135	19,672
Fire Station # 15	17,357	18,035	12,572
Fire Station # 16	24,286	25,435	20,072
Fire Station # 17	15,526	18,135	12,672
Fire Station # 19	29,221	30,307	19,608
Fire Station # 20	17,347	17,944	13,672
Fire Station # 21	27,324	26,235	20,472
Fire Station # 22	21,567	18,735	13,272
Hamilton County Rescue	6,480	9,100	8,100
Fire Tactical Services	247,199	389,623	406,121
Fire Training Division	1,331,026	723,292	862,494
Fire Deputy Chief Admin	1,621	1,588	-
Fire Marshall Staff	1,335,611	1,487,265	1,558,964
Fire Logistics & Technology	1,420,391	1,521,994	1,727,467
TOTAL	\$38,214,850	\$42,109,927	\$45,960,072

DEPARTMENT OF PUBLIC WORKS

	FY17 Actual	FY18 Projected	FY19 Proposed
Public Works Administration	\$964,488	\$537,073	\$693,689
City Engineer	1,464,769	1,608,505	1,328,382
Field Surveyors	265,860	128,767	231,626
Facilities Management	-	338,480	421,263
Mail Room	-	76,667	47,363
Office of Sustainability	-	84,853	109,948
Building Maintenance	-	1,797,993	1,987,310
Storage on Main Street	-	55,722	51,120
GIS	-	164,016	251,979
PW Summer Youth Work Program	-	-	100,000
Public Works Utilities	185,497	185,258	185,772
Solid Waste Disposal	6,210,400	6,210,400	6,150,400
Farmer's Market	-	12,950	7,000
CWS Admin	1,247,735	1,412,794	1,500,719
CWS Emergency	626,629	753,430	648,003
CWS Street Cleaning	677,483	103,649	-
Central Business District	347,629	328,496	374,233
CWS Street Cleaning Crews	411,787	731,690	668,193
CWS Mowing Tractors/Leaf Collection	639,333	903,495	972,185
CWS Street Sweeping	615,119	842,339	956,338
Brush Pick-up	1,333,487	1,314,710	1,425,826
Garbage Pick-up	4,032,431	4,065,384	3,808,042
Trash Flash Pick-up	636,688	775,783	713,648
Recycle Pick-up	980,138	1,078,684	1,084,973
Refuse Collection Centers	502,776	538,919	540,654
Blighted Property Abatement	13,487	-	-
Container Management	287,255	369,524	442,335
Municipal Forestry	806,743	972,425	953,138
Brainerd Levee 1, 2, 3	53,527	-	-
Orchard Knob Storm Station	73,951	-	-
Minor Storm Station	38,922	-	-
Park Maint - Admin	1,063,917	1,114,736	1,024,459
Park Maint - Playgrounds & Hardscapes	173,149	193,903	227,411
Park Maint - Buildings & Structures	5,978	-	-
Park Maint - Landscape	863,829	1,136,279	1,193,243
Park Maint - City-Wide Security	55,337	58,197	55,844
Park Mgmt - Heritage Park	20,569	33,371	16,640
Park Mgmt - Greenway Farm	9,797	2,188	16,640
Park Mgmt - Rivermont Park	2,801	-	-
Park Mgmt - Landscape Miller Park	-	-	516,214
Park Mgmt - Landscape Mechanic	72,803	73,868	72,831

	FY17 Actual	FY18 Projected	FY19 Proposed
Shared Maint - TN Riverpark Downtown- North	1,608,472	1,600,580	2,218,065
Shared Maint - TN Riverpark Downtown- Riverwalk	936,177	658,415	301,401
Shared Maint - Carousel Operations	65,001	71,995	117,424
Shared Maint - TN Riverpark Security	195,881	220,625	206,947
Shared Maint - Renaissance Park	193	-	-
Shared Maint - Walnut Street Bridge	1,748	-	-
Chattanooga Zoo at Warner Park	-	675,000	675,000
Tivoli Theatre	-	750,000	750,000
TOTAL	\$27,491,786	\$31,981,163	\$33,046,258

DEPARTMENT OF YOUTH & FAMILY DEVELOPMENT

Youth & Family Development Admin	\$311,130	\$218,212	\$358,726
Office of Early Learning	125,001	210,456	425,302
Recreation Admin	996,048	1,001,648	1,027,441
Recreation Support Services	681,412	719,860	744,118
Recreation Public Information	105,754	104,732	98,634
Recreation Special Programs	49,395	43,553	176,956
Rec Prog - Summer Camps	349,175	360,867	315,762
Sports Programs	481,604	554,785	305,602
Aquatics Programs	236,462	230,748	212,305
Therapeutic Programs	159,795	175,894	181,632
Fitness Center	273,023	279,300	260,969
Youth Dev - CAPS	224,955	275,474	259,779
Youth Dev - Education	780,633	848,294	1,049,867
Youth Dev - Career Development	77,894	110,600	115,176
Youth Dev - Alton Park Partnership	-	21,040	21,215
Rec Facility - Skatepark	63,007	75,184	74,704
Rec Facility - Champion's Club	353,230	345,626	395,377
Rec Facility - Summit of Softball	407,535	462,513	509,097
Rec Ctr - Avondale	173,685	152,395	215,592
Rec Ctr - Brainerd	314,837	315,972	317,307
Rec Ctr - Carver	225,873	233,856	248,412
Rec Ctr - East Chattanooga	248,286	236,418	252,757
Rec Ctr - East Lake	225,800	259,647	279,929
Rec Ctr - Eastdale	185,336	183,394	199,718
Rec Ctr - First Centenary	125,991	72,872	53,277
Rec Ctr - Frances B. Wyatt	108,546	117,222	129,211
Rec Ctr - Glenwood	253,030	250,829	267,063
Rec Ctr - John A. Patten	248,394	244,208	296,851

	FY17 Actual	FY18 Projected	FY19 Proposed
Rec Ctr - North Chattanooga	156,682	172,537	159,242
Rec Ctr - Shepherd	260,986	259,802	247,168
Rec Ctr - South Chattanooga	344,738	300,406	332,544
Rec Ctr - Tyner	199,439	189,364	229,003
Rec Ctr - Washington Hills	252,038	223,258	284,106
Rec Ctr - Westside Community Ctr	91,148	167,996	151,502
Rec Ctr - Hixson	186,398	247,983	277,253
Rec Ctr - Cromwell Community Ctr	96,221	137,869	110,124
North River Center Programs	105,365	110,175	118,693
Eastgate Center Programs	210,129	225,081	284,517
Culture Arts Programs	42	-	-
Heritage House Programs	90,637	97,546	110,480
TOTAL	\$9,779,654	\$10,237,616	\$11,097,411
DEPARTMENT OF TRANSPORTATION			
Traffic Engineering Admin	\$829,631	\$1,116,599	-
Street Lighting	3,134,054	3,114,940	-
Smart Cities Operations	-	134,635	4,986,411
Traffic Operations	2,229,381	2,366,763	4,525,023
Complete Streets	-	-	993,931
Transportation Admin	508,052	430,489	497,071
Transportation Design and Engineering	836,545	1,101,575	-
Street Paving	2,931,000	2,124,852	-
TOTAL	\$10,468,663	\$10,389,853	\$11,002,436
Golf Course			
Brainerd	\$852,531	\$805,219	\$823,734
Brown Acres	880,945	875,734	887,651
	\$1,733,476	\$1,680,953	\$1,711,385

SECTION 5(a). GENERAL GOVERNMENT & SUPPORTED AGENCIES. The initials "A.O." as they appear in this Section, or elsewhere in the Ordinance, shall mean "Appropriation Only" which is hereby defined to mean that the amount as is shown being appropriated is only the appropriation of the City toward the total budget of such department, agency, board, commission, office or division or branch of government and is not to be construed to mean that such amount is its total budget or appropriation. The initials "A.S.F." as they

appear in this Section, or elsewhere in this Ordinance, shall mean "Appropriation to Special Fund" which is hereby defined to mean that the amount as is shown being appropriated is to a Special Fund that will not revert to the General Fund at the end of the fiscal year.

GENERAL GOVERNMENT & SUPPORTED AGENCIES

		FY17 Actual	FY18 Projected	FY19 Proposed
City Attorney Operations		\$1,474,042	\$1,555,010	\$1,689,150
City Council		710,053	629,573	819,851
City Judges Division 1		464,627	487,298	511,491
City Judges Division 2		444,587	461,905	479,381
Information Technology		6,211,930	8,499,195	8,115,593
Internal Audit		628,406	681,360	691,663
Purchasing		685,300	728,642	905,896
311 Call Center		610,976	635,443	717,655
AIM Center, Inc	A.O.	60,000	60,000	65,000
Air Pollution Control Bureau	A.S.F.	270,820	270,820	270,820
Arts Build	A.O.	275,000	275,000	275,000
Bessie Smith Cultural Center	A.O.	60,000	80,000	80,000
CARTA Subsidy	A.O.	5,049,676	5,012,420	5,352,440
Carter Street Corporation	A.O.	200,000	200,000	-
Chambliss Center for Children	A.O.	350,000	350,000	350,000
Chattanooga Area Urban League	A.O.	125,000	115,000	120,000
Chattanooga Basketball	A.O.	-	-	100,000
Chattanooga Design Studio	A.O.	-	-	50,000
Chattanooga Football Club Foundation	A.O.	-	-	40,000
Chattanooga Goodwill Industries	A.O.	10,000	10,000	15,000
Chattanooga Junior Golfers Development Program	A.O.	-	-	25,000
Chattanooga Kids on the Block	A.O.	-	20,000	20,000
Chattanooga Neighborhood Enterprises	A.O.	662,520	705,000	705,000
Chattanooga Room in the Inn	A.O.	25,000	25,000	25,000
Chattanooga State Community College	A.O.	-	-	25,000
Children's Advocacy Center	A.O.	60,000	65,000	65,000
Community Foundation	A.O.	106,300	106,300	100,000

		FY17	FY18	FY19
		Actual	Projected	Proposed
Enterprise Center	A.O.	200,000	270,000	-
Enterprise South Nature Park	A.O.	509,760	700,585	834,863
ESIP Security	A.O.	54,834	55,352	-
Family Promise of Greater Chattanooga	A.O.	64,400	-	150,000
Friends of Moccasin Bend Nat'l Park	A.O.	30,000	-	-
Friends of the Zoo, Inc	A.O.	25,000	25,000	25,000
Girls, Inc.	A.O.	30,000	110,000	110,000
Grassroots midTown	A.O.	10,000	-	-
Greater Chattanooga Sports & Events	A.O.	225,000	225,000	100,000
Green Spaces	A.O.	15,000	15,000	25,000
Habitat for Humanity of Greater Chattanooga	A.O.	50,000	50,000	40,000
Helen Ross McNabb (Fortwood Center)	A.O.	57,000	62,000	62,000
Heritage Hall Fund	A.S.F.	68,685	69,500	74,725
Homeless Coalition	A.O.	70,000	70,000	70,000
Hope for the Inner City	A.O.	60,000	-	-
Joe Johnson Mental Health	A.O.	60,000	60,000	60,000
LaPaz Chattanooga	A.O.	50,000	50,000	50,000
Lookout Mountain Conservancy	A.O.	-	-	20,000
Orange Grove	A.O.	105,188	105,188	106,000
Partnership for Families, Children & Adults	A.O.	65,000	65,000	65,000
Public Library	A.S.F.	5,970,000	6,045,000	6,545,000
Regional Planning Agency	A.S.F.	2,351,557	2,203,663	2,003,663
Signal Center	A.O.	75,000	75,000	275,000
Speech & Hearing Center	A.O.	67,700	67,700	67,700
Tech Town Foundation	A.O.	40,000	40,000	40,000
Tennessee RiverPark	A.O.	1,143,630	1,363,171	1,255,640
United Methodist Neigh. Centers (Bethlehem Center)	A.O.	45,000	65,000	65,000
United Way of Greater Chattanooga	A.O.	35,000	135,000	160,000
WTCI-TV-Channel 45	A.O.	75,000	75,000	93,000
Youth & Family Development-Social Services	A.S.F.	1,165,000	1,426,650	1,259,643
Debt Service Fund	A.S.F.	20,514,537	22,434,479	23,487,712
Capital Improvements		1,859,202	12,813,717	11,532,000
Election Expense		194,614	-	25,000
City Code Revision		7,080	15,420	9,000
Unemployment Insurance		32,350	60,000	50,000
Contingency Fund Appropriation		800,744	1,255,140	4,999,407
Renewal & Replacement		350,745	1,331,339	1,500,000

		FY17	FY18	FY19
		Actual	Projected	Proposed
Audits, Dues & Surveys		105,820	125,200	150,000
Intergovernmental Relations		303,466	293,525	285,000
City Water Quality Management Fees		432,230	515,578	503,800
Liability Insurance Premiums	A.S.F.	1,966,580	2,000,000	800,000
Education Contribution (per TCA 57-4-306)		1,538,019	1,597,159	1,687,500
Enterprise South Industrial Park Admin.		1,776	10,500	10,000
Tuition Assistance Program		12,418	18,819	25,000
Total		\$59,321,572	\$76,872,651	\$80,235,593

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2018-2019

1111 ECONOMIC DEVELOPMENT

ESTIMATED REVENUE	FY17	FY18	FY19
	Actual	Projected	Proposed
Local Option Sales Tax	\$12,827,046	\$13,464,968	\$13,484,968
Local Option Tourist Development Zone	4,344,062	5,794,536	2,000,000
Total	\$17,171,108	\$19,259,504	\$15,484,968

APPROPRIATIONS

Economic Development Capital Projects		\$3,268,622	\$1,140,000	\$2,686,099
Approp to Capital From Fund Balance		525,000	-	7,561,701
Chattanooga Chamber of Commerce	A.O.	-	450,000	450,000
Chamber of Commerce-Marketing & Ind Ser	A.O.	-	75,000	75,000
Enterprise Ctr - Innov Center	A.O.	231,000	257,146	-
Enterprise Ctr - Innov District	A.O.	181,000	195,700	850,000
Enterprise Ctr - Operating Support	A.O.	369,000	409,654	1,002,500
Enterprise Ctr-Innov District Master Plan	A.O.	-	140,000	-
Enterprise Ctr - Digital Equity Programs	A.O.	-	-	325,000
Enterprise Ctr- Bessie Smith/Mapp Building	A.O.	-	-	50,000
Transfer to IDB - Workforce Develop Fund		-	350,000	-
Public Edu. Foundation STEP-UP Chatt.	A.O.	-	25,000	25,000
Sales Tax Commission		128,181	127,829	134,850
Thrive Regional Partnership		-	-	100,000

	FY17 Actual	FY18 Projected	FY19 Proposed
Carter Street Corporation	-	-	200,000
TN Reconnect Grant	-	-	65,750
Lease Payments - Tourist Development Zone	7,949,081	9,532,219	9,520,769
Total	\$12,651,884	\$12,702,548	\$23,046,669
Estimated Incr(Decr) in Fund Balance	\$4,519,224	\$6,556,956	-\$7,561,701
Beginning Fund Balance July 1	\$5,570,846	\$10,090,070	\$16,647,026
Ending Fund Balance June 30	\$10,090,070	\$16,647,026	\$9,085,325
Ending Fund Balance as a % of Total Appropriations	79.75%	131.05%	39.42%

2030 YFD - OFFICE OF FAMILY EMPOWERMENT

ESTIMATED REVENUE

Federal	\$11,656,035	\$12,025,729	\$12,025,729
State	3,224,525	3,720,428	3,791,465
City of Chattanooga - Transfer In	1,165,000	1,426,650	1,259,653
Other - Transfer In	354,913	-	-
Interest Income	77	500	500
Charges for Service	30,436	25,000	-
Contributions & Donations	59,598	24,048	23,648
Total	\$16,490,584	\$17,222,355	\$17,100,995

APPROPRIATIONS

Administration	\$1,275,479	\$836,998	\$1,052,743
Headstart	11,495,719	12,187,995	12,125,045
Day Care	325,051	324,063	-
Foster Grandparents	487,088	497,670	505,860
Low Income Energy Assistance Program	2,234,151	2,656,039	2,656,039
Community Services Block Grant (CSBG)	649,256	603,200	603,200
Social Services Programs	26,569	47,858	85,358
City General Relief	13,580	25,000	25,000
Emergency Food and Shelter	21,646	22,750	22,750
Other	18,350	1,085	25,000
Total	\$16,546,889	\$17,202,658	\$17,100,995

Estimated Incr(Decr) in Fund Balance	-\$56,305	\$19,697	\$0
Beginning Fund Balance July 1	\$741,314	\$685,009	\$704,706
Ending Fund Balance June 30	\$685,009	\$704,706	\$704,706
Ending Fund Balance as a % of Total Appropriations	4.14%	4.10%	4.12%

2050 STATE STREET AID

ESTIMATED REVENUE

	FY17 Actual	FY18 Projected	FY19 Proposed
State Shared Ops St Aid 1989 Amended Gas Tax	\$512,032	\$544,484	\$555,374
State Shared Ops Street Aid Gas Tax	3,193,482	3,391,303	3,459,129
State Shared Ops Street Aid Add 3 Cent Tax IMPROVE Act	950,335	1,009,230	1,029,415
	-	966,024	1,100,000
State Maintenance of Streets	117,459	-	-
Other	58,156	-	-
Total	\$4,831,464	\$5,911,041	\$6,143,918

APPROPRIATIONS

Operations	\$3,716,498	\$4,236,221	\$4,968,770
Transfer Out - Transportation Capital	224,340	975,148	1,765,148
Total	\$3,940,838	\$5,211,369	\$6,733,918

Estimated Incr(Decr) in Fund Balance	\$890,626	\$699,672	-\$590,000
Beginning Fund Balance July 1	\$3,559,897	\$4,450,523	\$5,150,195
Ending Fund Balance June 30	\$4,450,523	\$5,150,195	\$4,560,195
Ending Fund Balance as a % of Total Appropriations	112.93%	98.83%	67.72%

2060 COMMUNITY DEVELOPMENT FUND

ESTIMATED REVENUE

Federal and State	\$2,909,140	\$2,240,000	\$2,725,143
Miscellaneous/Other	911,181	500,000	713,000
Total	\$3,820,321	\$2,740,000	\$3,438,143

APPROPRIATIONS

Administration	\$445,062	\$466,000	\$573,770
Chattanooga Neighborhood Enterprise	216,561	124,650	250,000
Other Community Development Projects	2,003,555	2,026,798	3,376,553
Transfers	843,552	125,000	-
Total	\$3,508,730	\$2,742,448	\$4,200,323

Estimated Incr(Decr) in Fund Balance	\$311,591	-\$2,448	-\$762,180
Beginning Fund Balance July 1	\$1,426,877	\$1,738,468	\$1,736,020
Ending Fund Balance June 30	\$1,738,468	\$1,736,020	\$973,840
Ending Fund Balance as a % of Total Appropriations	49.55%	63.30%	23.18%

2070 HOTEL/MOTEL TAX FUND

ESTIMATED REVENUE	FY17 Actual	FY18 Projected	FY19 Proposed
Occupancy Tax	\$6,984,506	\$7,396,632	\$7,618,531
Parking Garage Revenue	430,370	325,000	325,000
Interest Revenue	3,103	2,666	-
Total	\$7,417,979	\$7,724,298	\$7,943,531

APPROPRIATIONS

PW Capital Fund Walnut St Bridge & Holmberg Bridge	\$1,350,000	\$4,700,000	\$6,800,000
River Pier Garage Operations	189,346	325,000	325,000
Hotel/Motel County Trustee Collection Fee	138,738	147,933	152,371
CDOT Street Alley Sidewalks	-	100,000	-
Debt Service	3,997,381	5,124,182	3,758,039
Hamilton County Accounting Fee	30,000	73,966	76,185
Total	\$5,705,465	\$10,471,081	\$11,111,595

Estimated Incr(Decr) in Fund Balance	\$1,712,514	-\$2,746,783	-\$3,168,064
Beginning Fund Balance July 1	\$5,476,188	\$7,188,702	\$4,441,919
Ending Fund Balance June 30	\$7,188,702	\$4,441,919	\$1,273,855
Ending Fund Balance as a % of Total Appropriations	126.00%	42.42%	11.46%

3100 DEBT SERVICE FUND

ESTIMATED REVENUE

General Fund	\$20,514,537	\$22,434,479	\$23,487,712
CDBG (Fannie Mae Loan)	416,743	402,957	388,957
Hotel/Motel Tax	3,997,381	5,124,526	3,758,039
Capital Improvement Bond	178,558	-	-
Other Sources	67,338	50,603	75,442
Total	\$25,174,557	\$28,012,565	\$27,710,150

APPROPRIATIONS

Principal	\$18,058,024	\$20,623,507	\$20,868,462
Interest	7,426,697	6,904,674	6,731,688
Bank Service Charges	73,417	70,000	110,000
Total	\$25,558,138	\$27,598,181	\$27,710,150

Estimated Incr(Decr) in Fund Balance	-\$383,581	\$414,384	\$0
Beginning Fund Balance July 1	\$2,161,977	\$1,778,396	\$2,192,780
Ending Fund Balance June 30	\$1,778,396	\$2,192,780	\$2,192,780
Ending Fund Balance as a % of Total Appropriations	6.96%	7.95%	7.91%

6010 INTERCEPTOR SEWER SYSTEM

ESTIMATED REVENUE

	FY17 Actual	FY18 Projected	FY19 Proposed
Sewer Service Charges	\$61,613,137	\$67,748,385	\$69,708,636
Industrial Surcharges	4,334,978	2,722,181	2,540,453
Septic Tank Charges	326,481	347,466	371,153
Wheelage and Treatment:			
Hamilton County, TN	1,252,963	1,245,791	1,228,714
Lookout Mountain, TN	463,619	455,298	442,548
Lookout Mountain, GA	110,025	116,458	110,491
Walker County, GA	716,473	625,404	659,618
Collegedale, TN	1,465,631	1,475,569	1,423,846
Soddy-Daisy, TN	378,475	358,498	424,396
East Ridge, TN	2,664,329	2,710,222	2,930,502
Windstone	43,596	54,569	40,501
Rossville, GA	763,717	788,313	798,281
Red Bank, TN	1,281,330	1,306,033	1,237,167
Northwest Georgia	1,274,679	849,251	714,599
Catoosa-Ringgold, GA	693,779	593,132	555,554
Dade County, GA	20,306	21,071	21,622
Debt Service Northwest Georgia	447,353	447,353	286,273
Industrial User Permits	80,404	84,867	75,000
Industrial User Fines	-	6,300	-
Garbage Grinder Fees	91,933	77,464	80,645
Other Revenue/Charges	23,262	18,333	-
Operating Revenue:	\$78,046,470	\$82,051,958	\$83,650,000
Interest Earnings	904,676	333,450	500,000
Total Revenues	\$78,951,146	\$82,385,408	\$84,150,000

APPROPRIATIONS

Operations & Maintenance:			
Administration	\$3,418,635	\$5,467,502	\$7,724,625
Laboratory	760,483	829,045	929,120
Engineering	906,819	944,287	1,103,693
Plant Maintenance	2,949,497	3,404,313	4,136,590
Sewer Maintenance	3,792,378	4,405,225	5,446,585
Moccasin Bend - Liquid Handling	13,328,015	13,794,454	14,751,890
Inflow & Infiltration	1,823,339	2,362,642	2,472,045
Safety & Training	147,158	275,382	372,235
Pretreatment/Monitoring	586,639	626,429	719,130
Moccasin Bend - Solid Handling	3,856,338	4,397,645	4,216,070

	FY17 Actual	FY18 Projected	FY19 Proposed
Moccasin Bend - Landfill Handling	1,433,202	1,609,878	1,600,800
Combined Sewer Overflow	247,583	558,418	524,400
Inventory Moc Bend	427,940	-	-
Municipal Billing	259,644	367,804	-
Pump Station Operations	7,380	1,281,283	1,234,860
Total Operations & Maintenance	\$33,945,050	\$40,324,307	\$45,232,043
Pumping Stations:			
Mountain Creek Pump Station	\$132,143	\$127,996	\$88,800
Citico Pump Station	616,229	696,529	630,250
Friar Branch Pump Station	224,373	251,210	393,300
Hixson 1, 2, 3, & 4 Pump Stations	381,195	629,358	558,050
19th Street Pump Station	279,255	208,775	153,750
Orchard Knob Pump Station	68,069	69,331	69,700
South Chickamauga Pump Station	643,078	800,203	721,250
Tiftonia 1 & 2 Pump Stations	149,601	247,164	247,850
23rd Street Pump Station	248,293	280,726	281,750
Latta Street Pumping Stations	32,513	41,741	37,225
Residential Pump Stations	67,638	67,308	67,400
Murray Hills Pump Station	131,176	79,676	75,950
Highland Park Pump Station	39,245	63,078	61,800
Big Ridge 1-5 Pump Stations	158,717	220,241	237,600
Dupont Parkway Pump Station	93,318	45,332	56,200
VAAP Pump Station	7,376	10,942	13,350
Northwest Georgia Pump Station	63,190	244,957	172,100
Brainerd Pump Station	50,596	92,549	81,450
East Brainerd Pump Station	177,623	74,664	84,250
North Chattanooga Pump Station	104,476	55,814	64,000
South Chattanooga Pump Station	17,849	19,769	22,720
Ooltewah-Collegedale Pump Station	-195,646	43,033	45,600
Odor Control Pump Stations	1,363,367	1,563,166	1,700,000
Enterprise South Pump Station	40,073	31,125	29,200
River Park Pump Station	3,206	4,965	3,900
Ringgold Pump Station	141,533	132,915	142,850
Regional Metering Stations	11,667	19,769	44,800
Park #1 Pump Station	1,069	9,747	6,600
West Chickamauga	9,160	25,011	-
Davidson Place	-	1,103	1,200
Total Pumping Stations	\$5,060,382	\$6,158,197	\$6,092,895
Total Operations, Maint. & Pump Stations	\$39,005,432	\$46,482,504	\$51,324,938

Capital Improvement	FY17 Actual	FY18 Projected	FY19 Proposed
Appropriation to Capital	\$21,350,000	\$30,900,000	\$33,300,000
Debt Service			
Principal	\$6,677,020	\$9,377,632	\$9,190,674
Interest	2,215,430	2,635,749	2,921,106
Bank Fees	52,453	77,998	113,282
Sub Total Debt Service	8,944,903	12,091,379	12,225,062
Total	\$69,300,335	\$89,473,883	\$96,850,000
Estimated Incr(Decr) in Fund Balance	\$9,650,811	-\$7,088,475	-\$12,700,000
Beginning Fund Balance July 1	\$82,632,546	\$92,283,357	\$85,194,882
Ending Fund Balance June 30	\$92,283,357	\$85,194,882	\$72,494,882
Ending Fund Balance as a % of Total Appropriations	133.16%	95.22%	74.85%

6020 SOLID WASTE & SANITATION FUND
ESTIMATED REVENUE

Landfill Tipping Fees	\$293,420	\$329,978	\$350,000
City Tipping Fees	5,670,906	5,483,200	5,483,200
Sale of Property / Scrap	72,897	24,891	35,000
Investment Income		2,365	-
Sale of Mulch	161,942	63,772	-
Miscellaneous	35,128	63,694	10,000
Total	\$6,234,293	\$5,967,900	\$5,878,200

APPROPRIATIONS

Recycling Center	\$914,030	\$1,544,481	\$868,305
Waste Disposal – Birchwood Monitoring	-	2,538	-
Waste Disposal – City Landfill	966,283	1,137,234	1,149,993
Compost Waste Center	764,942	728,603	490,600
Debt Service			
Principal	1,887,929	1,917,677	1,816,599
Interest	321,456	419,037	238,699
Bank Fees	1,852	-	1,374
Capital Improvement	1,865,719	1,930,384	1,000,000
Landfill Closure & Postclosure	-	-	312,630
Household Hazardous Waste	277	-	-
Total	\$6,722,488	\$7,679,954	\$5,878,200

	FY17 Actual	FY18 Projected	FY19 Proposed
Estimated Incr(Decr) in Fund Balance	-\$488,195	-\$1,712,054	\$0
Beginning Fund Balance July 1	\$6,648,106	\$6,159,911	\$4,447,857
Ending Fund Balance June 30	\$6,159,911	\$4,447,857	\$4,447,857
Ending Fund Balance as a % of Total Appropriations	91.63%	57.92%	75.67%

6030 WATER QUALITY FUND
ESTIMATED REVENUE

Water Quality Fee	\$20,077,734	\$20,456,772	\$21,719,000
Water Quality Permits	106,231	87,700	362,400
Revenue Adjustments	1,024,496	-	-
Other	89,592	205,850	1,000
Total	\$21,298,053	\$20,750,322	\$22,082,400

APPROPRIATIONS

Water Quality Management Administration	\$3,365,139	\$4,393,876	\$4,298,605
Water Quality Maintenance & Operations	6,327,447	6,756,241	8,917,275
Water Quality Site Development	743,537	878,949	1,092,639
Water Quality Engineering & Project Management	1,245,940	1,218,995	1,313,092
Water Quality Public Education	95,090	98,827	90,830
Renewal & Replacement	52,029	156,907	72,808
Brainerd Levee 1, 2, 3	-	63,664	60,000
Orchard Knob Storm Station	-	26,000	26,000
Minor Storm Stations	-	15,465	14,000
Debt Service			
Principal	1,897,395	1,999,738	1,340,002
Interest	662,050	576,961	608,234
Bank Service Charges	276	3,796	150
Appropriation to Capital Project Fund	4,071,805	6,343,000	4,625,000
Total	\$18,460,708	\$22,532,419	\$22,458,635

Estimated Incr(Decr) in Fund Balance	\$2,837,345	-\$1,782,097	-\$376,235
Beginning Fund Balance July 1	\$27,965,889	\$30,803,234	\$29,021,137
Ending Fund Balance June 30	\$30,803,234	\$29,021,137	\$28,644,902
Ending Fund Balance as a % of Total Appropriations	166.86%	128.80%	127.55%

6070 TVRCS OPERATIONS
ESTIMATED REVENUE

Federal Maintenance Fees	\$21,974	\$25,417	\$22,348
State Maintenance Fee	\$41,663	\$37,301	\$42,562

	FY17 Actual	FY18 Projected	FY19 Proposed
Other Government Maintenance Fee	780,302	884,828	978,679
Mobile Communications Services	200,905	208,544	210,899
Outside Sales		57,114	
Miscellaneous Revenue	45,902	26,745	57,048
Master Site Buy-In Revenue to Capital Replacement	-	240,000	120,000
Total	\$1,090,746	\$1,479,949	\$1,431,536
APPROPRIATIONS			
Operations	875,238	1,069,996	1,431,536
Total	\$875,238	\$1,069,996	\$1,431,536
Estimated Incr(Decr) in Fund Balance	\$215,508	\$409,953	\$0
Beginning Fund Balance July 1	\$235,190	\$450,698	\$860,651
Ending Fund Balance June 30	\$450,698	\$860,651	\$860,651
Ending Fund Balance as a % of Total Appropriations	51.49%	80.43%	60.12%
9091 AUTOMATED TRAFFIC ENFORCEMENT ESTIMATED REVENUE			
Automated Traffic & Speeding Fines	\$1,391,182	\$655,700	\$655,700
Miscellaneous	2,586	-	-
Total	\$1,393,768	\$655,700	\$655,700
APPROPRIATIONS			
Traffic Enforcement Operations	1,107,939	655,700	655,700
Total	\$1,107,939	\$655,700	\$655,700
Estimated Incr(Decr) in Fund Balance	\$285,829	\$0	\$0
Beginning Fund Balance July 1	\$776,266	\$1,062,095	\$1,062,095
Ending Fund Balance June 30	\$1,062,095	\$1,062,095	\$1,062,095
Ending Fund Balance as a % of Total Appropriations	95.86%	161.98%	161.98%
9250 NARCOTICS FUND			
Federal	-	-	-
State	-	-	-
Confiscated Narcotics Funds	407,850	302,626	250,000
Fines, Forfeitures and Penalties	42,432	-	-
Other	34,414	60,472	60,000
Total	\$484,696	\$363,098	\$310,000
APPROPRIATIONS			

	FY17 Actual	FY18 Projected	FY19 Proposed
Operations	\$312,651	\$363,016	\$310,000
Capital	314,187	314,187	-
Total	\$626,838	\$677,203	\$310,000
Estimated Incr(Decr) in Fund Balance	-\$142,142	-\$314,105	\$0
Beginning Fund Balance July 1	\$523,186	\$381,044	\$66,939
Ending Fund Balance June 30	\$381,044	\$66,939	\$66,939
Ending Fund Balance as a % of Total Appropriations	60.79%	9.88%	21.59%
9252 FEDERAL ASSET FORFEITURE FUND			
ESTIMATED REVENUE			
Federal	\$19,389	-	-
Other	6,832	-	-
Total	\$26,221	\$0	\$0
APPROPRIATIONS			
Capital	386,000	386,000	-
Total	\$386,000	\$386,000	\$0
Estimated Incr(Decr) in Fund Balance	-\$359,779	-\$386,000	\$0
Beginning Fund Balance July 1	\$861,458	\$501,679	\$115,679
Ending Fund Balance June 30	\$501,679	\$115,679	\$115,679
Ending Fund Balance as a % of Total Appropriations	129.97%	29.97%	-%

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

SECTION 6(b). That the Chattanooga City Council adopted Resolution 25862 on March 24, 2009, authorizing the City to enter into an Airport Operations Service Contract (“Contract”) with the Chattanooga Metropolitan Airport Authority (“Airport Authority”). In accordance with Section 5.1 of the Contract, the City hereby appropriates the sum of \$3,158,131 from the Debt Service Fund (which represents the total debt service

requirements for the Airport Authority's fiscal year 2019), to be used only in the event that the Airport Authority is unable to meet its debt service requirement for fiscal year 2019.

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

SECTION 7(a). The Mayor is authorized to apply a two and one half percent (2.5%) increase in base pay for full time civilian employees effective July 1, 2018, with annual base pay of fifty thousand dollars (\$50,000.00) and above. Employees with annual base pay of less than fifty thousand dollars (\$50,000.00) will receive an increase of one thousand two hundred fifty dollars (\$1,250.00) to their annual base pay, or \$0.60 cents per hour to employees not working in a full time capacity and excluding those employees whose pay is governed by federal and/or state formula. If necessary to achieve this pay increase, an employee's pay may exceed the maximum in the pay range. This pay increase shall apply to all employees hired prior to April 1, 2018.

SECTION 7(b). Any person employed full time as a City employee shall not be paid less than the Federal Living Wage rate, except for those employees whose pay is governed by federal formula.

SECTION 7(c). Any person employed on a temporary basis in positions authorized within the Classification Plan shall be paid at a rate not more than the minimum of the position's pay range. As provided in the Employee Information Guide, Section IV, temporary employment is for a specified period, not to exceed twelve (12) consecutive months.

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

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

DEPARTMENT OF GENERAL GOVERNMENT

Office of City Attorney

0000150	1	City Attorney	GS.34	
0001029	1	Claims & Risk Analyst	GS.16	
0002142	1	Compliance Officer	GS.17	
0004131	1	Deputy City Attorney	GS.32	
0000026	4	Legal Assistant	GS.13	
NEW	1	Public Records Manager	NR	
0002963	1	Receptionist PT	NP	(1 frozen)
0030020	4	Staff Attorney	GS.25	
0000028	1	Staff Attorney 2	GS.27	
Subtotal	15			

City Judges Division 1

0000152	2	City Court Officer	NP	
0020010	1	City Judge	*	
0000153	1	Judicial Assistant	NP	
Subtotal	4			

City Judges Division 2

0000152	2	City Court Officer	NP	
0020010	1	City Judge	*	
0000153	1	Judicial Assistant	NP	
Subtotal	4			

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

City Council

0004047	1	Administrative Support Assistant 2	GS.07	
0000159	1	Clerk to Council	GS.20	
0020100	1	Council Chairperson	***	
0020300	7	Council Member	*	

0004201	1	Council Support Specialist	GS.15	
0020200	1	Council Vice Chairperson	**	
0000039	<u>1</u>	Legislative & Management Analyst	GS.25	(1 frozen)
Subtotal	13			

*Members of the Council shall be paid fifteen percent (15%) of the Mayor's salary.

**The Vice-Chairperson shall be paid fifteen percent (15%) of the Mayor's salary plus an additional \$2,500.

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

Internal Audit

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

Information Technology

0004037	1	Administrative Support Specialist	GS.10	
0000024	1	Assistant Director IT Operations	GS.30	
0000023	1	Assistant Director Project Management	GS.30	
0000107	1	Chief Information Officer	GS.33	
0004046	1	Database Administrator	GS.25	(1 frozen)
0000109	1	Deputy Chief Information Officer	GS.31	
0004021	1	Executive Assistant	GS.14	
0004011	1	Fiscal Analyst	GS.17	
0004004	3	IT Business Project Analyst	GS.25	(1 frozen)
0000089	3	IT Project Manager	GS.26	
0004009	3	IT Specialist	GS.19	
0000120	1	IT Support Services Supervisor	GS.21	
0001008	1	IT Technical Trainer	GS.18	
0004015	5	IT Technician	GS.15	(3 frozen)
0000108	1	Manager Applications Development	GS.28	
0004062	1	Manager IT Operations	GS.27	
0000113	1	Manager IT Support Services	GS.28	
0000110	3	Network Analyst	GS.22	(2 frozen)
0000127	4	Programmer 1	GS.18	
0000119	4	Programmer 2	GS.20	
0000116	3	System & Database Specialist 1	GS.22	(1 frozen)
0000115	2	System & Database Specialist 2	GS.23	(1 frozen)
0000147	1	Telecommunications Supervisor	GS.21	
0001009	1	UX Designer	GS.20	
0004008	<u>1</u>	Web Master	GS.20	
Subtotal	46			

311 Call Center

0002110	1	Call Center Manager	NR	
0002107	10	Customer Service Representative 1	GS.07	

0002108	<u>1</u>	Customer Service Supervisor	GS.15
Subtotal	12		

Purchasing

0004037	1	Administrative Support Specialist	GS.10
0000252	3	Buyer	GS.16
NEW	2	Buyer 2	NR
0000267	1	Deputy Director Purchasing	GS.21
0000250	1	Director Purchasing	GS.23
0000997	1	Grants Specialist	GS.15
0004167	1	Procurement Analyst	GS.17
0000046	<u>1</u>	Supplier Engagement Coordinator	GS.16
Subtotal	11		

GENERAL GOVERNMENT	
TOTAL	<u>111</u>

EXECUTIVE DEPARTMENT OF THE MAYOR

Administration

0004200	2	Administrative Specialist	NP
0004057	1	Administrative Support Assistant 1	GS.04
NEW	1	Project Coordinator	NR
0000171	1	Chief of Staff	NP
0004195	1	Chief Operating Officer	NP
0000112	1	Constituent Services Coordinator	NP
0004197	1	Deputy Chief of Staff	NP
0001517	1	Director Special Projects	NP
0020001	1	Mayor*	NP
0004209	1	Public Safety Coordinator	NP
0004292	1	Sr. Advisor & Dir. of Multi-Cultural Affairs	NP
0004289	<u>1</u>	Senior Policy Analyst	NP
Subtotal	13		

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

Office of Multicultural Affairs

0004264	1	Community Outreach Coordinator	GS.18
NEW	<u>1</u>	Multicultural Affairs Coordinator	NR
Subtotal	2		

EXECUTIVE	
BRANCH TOTAL	<u>15</u>

DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office

0000087	4	Accountant 1	GS.19	
0000090	1	Accountant 2	GS.21	
0000091	1	Accountant 3	GS.23	
0000082	1	Accounting Manager	GS.24	
0001402	4	Accounting Technician 1	GS.08	
0004035	2	Accounting Technician 2	GS.10	
0000081	1	Accounts Payable Supervisor	GS.17	
0004047	2	Administrative Support Assistant 2	GS.07	
0000075	1	Administrator City Finance Officer	GS.35	
0000077	1	Budget Officer	GS.27	
0004143	1	Business Systems Analyst	GS.24	
0004282	1	Capital Projects Coordinator	GS.16	
0000076	1	Deputy Administrator Finance	GS.29	
0004210	1	Deputy Chief Operating Officer	NP	
0000051	1	Director Open Data & Performance Mgmt.	GS.26	
0004021	1	Executive Assistant	GS.14	
0000085	4	Management Budget Analyst 1	GS.19	(1 frozen)
0000086	1	Management Budget Analyst 2	GS.21	
0000088	1	Management Budget Analyst 3	GS.23	
0000079	1	Manager Financial Operations	GS.27	
NEW	1	Open Data & Performance Mgmt. Analyst	NR	
0000099	1	Payroll Assistant	GS.09	
0000083	1	Payroll Supervisor	GS.19	
0000102	1	Payroll Technician	GS.11	
0000103	1	Payroll Technician 2	GS.12	
0004281	1	Strategic Capital Planning Manager	GS.26	
Subtotal	<u>37</u>			

Office of City Treasurer

0000131	1	Assistant City Treasurer	GS.22	
0000133	1	City Treasurer	GS.27	
0000906	4	Property Tax Clerk III	\$10.50	
0000132	1	Revenue Supervisor	GS.16	
0004242	7	Revenue Specialist 2	GS.10	
0004243	1	Utility Billing Analyst	GS.13	
Subtotal	<u>15</u>			

Municipal Billing & Collection Office

0000165	1	Municipal Billing Analyst	GS.17	
0000166	1	Tax Manager	GS.20	
0004243	1	Utility Billing Analyst	GS.13	
Subtotal	<u>3</u>			

City Court Clerk's Office

0004037	1	Administrative Support Specialist	GS.10	
0000055	1	City Court Clerk	GS.24	
0001101	10	Court Operations Assistant	GS.05	(3 frozen)
0004054	3	Court Operations Technician 1	GS.06	
0004044	2	Court Operations Technician 2	GS.08	(1 frozen)
0000059	1	Deputy City Court Clerk	GS.17	
Subtotal	<u>18</u>			

FINANCE &
ADMIN TOTAL

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DEPARTMENT OF HUMAN RESOURCES

Administration

0000272	1	Compensation Analyst	GS.18	
0000273	1	Deputy Director Human Resources	GS.29	
0000270	1	Director Human Resources	GS.32	
0001030	1	Employment Services Manager	GS.23	
0004021	1	Executive Assistant	GS.14	
0004286	3	Human Resources Generalist 1	GS.17	
0004033	1	Human Resources Generalist 2	GS.11	
Subtotal	<u>9</u>			

Employees Insurance Office

0000185	2	Benefits Specialist	GS.12	
0004258	1	Director of Employee Benefits	GS.27	
0004169	1	Pension and Data Analyst	GS.21	
Subtotal	<u>4</u>			

Employees Safety Program

0004257	1	Director of Safety, Compliance & Risk Mgmt.	GS.27
0004280	1	Safety & Compliance Coordinator	GS.18
0000275	1	HRMS Records Coordinator	GS.17
0002147	1	Human Resources Quality Assurance Officer	GS.20
Subtotal	<u>4</u>		

Training

0000037	1	Employee Relations Coordinator	GS.18
0004278	1	Training Specialist	GS.15
0004275	1	Training Assistant	GS.10
0000080	1	Training & Development Coordinator	GS.18
Subtotal	<u>4</u>		

HUMAN RESOURCES

TOTAL

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WELLNESS INITIATIVE

0004037	1	Administrative Support Spec	GS.10
0000014	1	Manager Employee Wellness & Occup Health	GS.23
Subtotal	<u>2</u>		

DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

Administration

0004037	1	Administrative Support Specialist	GS.10
0004206	1	Administrator	GS.32
0004208	1	Deputy Administrator	GS.29
0004016	1	Neighborhood Program Specialist	GS.15
0004021	1	Executive Assistant	GS.14
0004011	1	Fiscal Analyst	GS.17
0004223	1	Affordable Housing Specialist	NP
0004290	1	Communications Director	NR
Subtotal	<u>8</u>		

Economic Development

0004273	1	Director of Workforce Development	NR
0004284	1	Brownfield Coordinator	GS.22
0004263	1	Director Economic Development Prog	NP
0004208	<u>1</u>	Deputy Administrator	GS.29
Subtotal	4		

Real Estate

0004163	1	Real Property Coordinator	GS.18
0004057	<u>1</u>	Administrative Support Assistant 1	GS.04
Subtotal	2		

Homeless Outreach

0000043	1	Homeless Program Coordinator	GS.16
0000969	1	Homeless Vet Outreach Specialist	NP
NEW	<u>4</u>	Homeless Vet Outreach Specialist PT	NP
Subtotal	6		

Neighborhood Service Development

0004016	1	Neighborhood Program Specialist	GS.15
0000155	2	Neighborhood Relations Specialist	GS.14
0000053	1	Neighborhood Services Development Mgn	GS.23
0004086	<u>1</u>	Project Specialist	GS.14
Subtotal	5		

Code Enforcement Office

0004047	2	Administrative Support Assistant 2	GS.07	
0000542	1	Chief Neighborhood Code Enforcement Insp.	GS.19	
0000565	8	Code Enforcement Inspector 1	GS.12	1 Frozen
0004133	4	Code Enforcement Inspector 2	GS.14	
0000574	3	Code Enforcement Inspector Supervisor	GS.16	
0000137	<u>1</u>	Demolition Abatement Specialist	GS.14	
Subtotal	19			

Outdoor Chattanooga

0002137	1	Customer Relations Specialist	GS.15
0001012	1	Director of Open Spaces	NR
0004270	1	Open Spaces Activation & Engag Spec	GS.14
0001013	1	Parks Planner	GS.19
0004007	1	Recreation Division Manager	GS.20
0000378	1	Recreation Program Coordinator	GS.16
0004083	1	Recreation Program Specialist	GS.13
0000382	1	Recreation Specialist	GS.09
0000935	<u>1</u>	Recreation Specialist (PT)	\$11.38
Subtotal	9		

Public Art

0001003	1	Director Public Art	GS.16
0000301	<u>1</u>	Public Art Project Manager	NR
Subtotal	2		

Land Development Office

0004047	3	Administrative Support Assistant 2	GS.07	
0000052	1	Applications Analyst	GS.20	
0000541	1	Assistant Director Dev Svcs	GS.25	
0000578	1	Assistant Director Land Use Dev. Serv.	GS.21	1 Frozen
0000553	1	Building Inspector 1	GS.14	
0000555	1	Building Inspector 2	GS.15	
0000544	1	Chief Building Inspector	GS.19	
0000545	1	Chief Electrical Inspector	GS.19	
0000546	1	Chief Plumbing Inspector	GS.19	
0004133	2	Code Enforcement Inspector 2	GS.14	
0000552	5	Combination Inspector	GS.15	1 Frozen
0000521	2	Construction Inspector 1	GS.14	
0001955	1	Development Ombudsman	GS.16	
0001408	1	Development Review Planner	GS.17	
0000567	1	Director	GS.27	

0000548	2	Electrical Inspector 1	GS.14	
0000554	1	Electrical Inspector 2	GS.15	
0000559	1	Gas Mechanical Inspector 2	GS.15	
0004165	1	Manager Land Use Development	GS.19	1 Frozen
0004032	1	Office Supervisor	GS.12	
0001004	5	Permit Clerk	GS.06	
0004101	2	Plans Review Specialist 1	GS.09	
0004096	1	Plans Review Specialist 2	GS.12	
0004080	1	Plans Review Specialist 3	GS.15	
0000550	1	Plumbing Inspector 1	GS.14	
0000551	<u>1</u>	Plumbing Inspector 2	GS.15	
Subtotal	40			

ECON & COMM	
DEVELOP TOAL	<u>95</u>

Community Development

0000192	4	Community Development Specialist	GS.16
0004011	1	Fiscal Analyst	GS.17
0000188	<u>1</u>	Manager ECD Community Development	GS.23
Subtotal	6		

COMMUNITY DEVELOP	
TOTAL	<u>6</u>
TOTAL	<u>6</u>

POLICE DEPARTMENT

SWORN

0000796	4	Assistant Police Chief	PD.9
0004060	90	Master Police Officer	PD.5
0000809	6	Police Captain	PD.8
0000805	1	Police Chief	GS.34
0000806	1	Police Chief of Staff	GS.30
0000812	19	Police Lieutenant	PD.7

0000818	292	Police Officer	PD.2
0000813	<u>85</u>	Police Sergeant	PD.6
Subtotal	498		

NON-SWORN

0004035	1	Accounting Technician 2	GS.10
0004057	3	Administrative Support Assistant 1	GS.04
0004047	10	Administrative Support Assistant 2	GS.07
0004037	3	Administrative Support Specialist	GS.10
0004040	2	Building Maintenance Mechanic 1	GS.09
0003003	4	Crime Analyst	GS.15
0003004	1	Crime Analyst Supervisor	GS.17
0004245	3	Crime Scene Technician	GS.13
0004020	1	Electronics Surveillance Tech	GS.14
0004021	1	Executive Assistant	GS.14
0004267	1	Finance Manager	GS.25
0000861	1	Fingerprint Technician	GS.09
0004042	1	Fiscal Technician	GS.09
0001301	1	Inventory Clerk	GS.05
0004014	1	Occupational Safety Specialist	GS.17
0000556	2	Pawn Technician	GS.06
0004052	2	Personnel Assistant	GS.08
0000829	2	Photographic Lab Technician	GS.09
0004271	1	Police Fleet & Facilities Manager	GS.19
0001010	1	Police Information Center Manager	GS.17
0000061	21	Police Information Center Technician 1	GS.05
0001011	5	Police Information Center Technician 2	GS.10
0000840	9	Police Property Technician	GS.07
0000841	1	Police Property Technician Supervisor	GS.14
0000168	1	Public Relations Coordinator 2	GS.18
0000975	2	School Patrol Lieutenant	\$21.84
0000976	30	School Patrol Officer	N/A
0000834	1	School Patrol Officer Supervisor	GS.09
0004214	1	Special Assistant City Attorney	NP
0002205	1	Terminal Agency Coordinator	GS.11
NEW	<u>1</u>	Victim Services Chaplain Coordinator	NR
Subtotal	115		

Family Justice

0004037	1	Administrative Support Specialist	GS.10
0000135	1	Clinical Coordinator/Internship Facilitator	GS.21
0000027	1	Family Justice Center Executive Director	NP
0001103	1	Family Justice Center Outreach Coord.	GS.14
0000134	2	Navigator	GS.11
NEW	<u>3</u>	Re-Entry Program Navigator	NR
Subtotal	9		

POLICE TOTAL	<u>622</u>		
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AUTOMATED TRAFFIC FUND**SWORN**

0004060	2	Master Police Officer	P5
Subtotal	2		

AUTOMATED TRAFFIC TOTAL	<u>2</u>		
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FIRE DEPARTMENT**SWORN**

0004001	3	Assistant Fire Chief	FD.6C	
0000866	1	Deputy Fire Chief	FD.7C	
0004211	1	Deputy Fire Marshall	FD.5A	
0004115	1	Executive Deputy Fire Chief	GS.29	
0000869	9	Fire Battalion Chief	FD.5A	
0004003	81	Fire Captain	FD.4A	(3 frozen)
0000865	1	Fire Chief	GS.34	
0000873	81	Fire Lieutenant	FD.3A	(3 frozen)
0000867	1	Fire Marshall	FD.7C	
0000874	132	Firefighter	FD.1A	(6 frozen)
0000060	47	Firefighter Engineer	FD.1F	
0000892	64	Firefighter Senior	FD.2A	(3 frozen)
NEW	1	Safety Battalion Chief	NR	

0004111	12	Staff Captain	FD.4C	(1 frozen)
NEW	2	Staff Firefighter Engineer	NR	
0004113	1	Staff Firefighter Senior	FD.2C	
0004112	5	Staff Lieutenant	FD.3C	(2 frozen)
Subtotal	<u>443</u>			

NON - SWORN

0004291	1	Administrative Services Coordinator	GS.19	
0004047	2	Administrative Support Assistant 2	GS.07	
0004037	2	Administrative Support Specialist	GS.10	
0004040	3	Building Maintenance Mechanic 1	GS.09	
0004029	1	Building Maintenance Mechanic 2	GS.12	
0000891	3	Fire Equipment Specialist	GS.11	
0004011	1	Fiscal Analyst	GS.17	
0004010	1	General Supervisor	GS.18	
0004051	1	Inventory Technician	GS.08	
0000168	1	Public Relations Coordinator 2	GS.18	
Subtotal	<u>16</u>			

FIRE TOTAL

459**TN Valley Regional Communications**

0004047	1	Administrative Support Assistant 2	GS.07	
0004019	2	Electronics Communication Technician 1	GS.14	
0000213	3	Electronics Communication Technician 2	GS.16	
0004116	1	Electronics Shop Supervisor	GS.18	
0000199	1	Manager Electronics Communication	GS.25	
Subtotal	<u>8</u>			

DEPARTMENT OF PUBLIC WORKS

Public Works Administration

0004000	1	Administrative Services Manager	GS.23
0004047	2	Administrative Support Assistant 2	GS.07
0000450	1	Administrator	GS.34
0000451	1	Deputy Administrator	GS.31
0001926	1	Digital Specialist	GS.15
0004021	1	Executive Assistant	GS.14
0004267	1	Finance Manager	GS.25
0004011	2	Fiscal Analyst	GS.17
0004028	1	Inventory Coordinator	GS.13
0004255	<u>1</u>	Quality Assurance Manager	GS.20
Subtotal	12		

CWS Administration

0000479	1	Accident Investigator	GS.10
0004035	1	Accounting Technician 2	GS.10
0004068	1	Administrative Manager	GS.22
0004057	2	Administrative Support Assistant 1	GS.04
0004037	3	Administrative Support Specialist	GS.10
0004059	1	Crew Worker 1	GS.02
0000209	1	Data Analyst	GS.12
0004065	1	Deputy Director CWS	GS.26
0000474	1	Director, City Wide Services	GS.27
0001301	1	Inventory Clerk	GS.05
0004028	1	Inventory Coordinator	GS.13
0004051	1	Inventory Technician	GS.08
0004014	<u>1</u>	Occupational Safety Specialist	GS.17
Subtotal	16		

Municipal Forestry

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

Central Business District

0004038	1	Crew Supervisor 2	GS.12	
0004059	5	Crew Worker 1	GS.02	(1 frozen)
0004102	<u>1</u>	Equipment Operator 3	GS.08	
Subtotal	7			

Emergency

0004058	1	Crew Worker 2	GS.04	
0004105	1	Equipment Operator 1	GS.05	
0004102	1	Equipment Operator 3	GS.08	(1 frozen)
0004100	<u>7</u>	Equipment Operator 4	GS.10	
Subtotal	10			

Refuse Collection Centers

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

Engineering

0004253	1	Accounts Coordinator	GS.17	
0004057	1	Administrative Support Assistant 1	GS.04	(1 frozen)
0000512	1	Assistant City Engineer	GS.28	
0000505	1	City Engineer	GS.31	
0000513	2	Civil Engineer	GS.19	
0004135	1	Construction Inspector 2	GS.15	
0000965	1	Engineer Coop	\$12.33	(1 frozen)
0000516	3	Engineering Coordinator	GS.21	
0004064	1	Engineering Manager	GS.27	
0000582	1	Engineering Technician	GS.13	
0004150	<u>2</u>	Senior Engineer	GS.25	
Subtotal	15			

Street Cleaning Crews

0004045	4	Crew Supervisor 1	GS.08	
0004038	1	Crew Supervisor 2	GS.12	
0004059	3	Crew Worker 1	GS.02	(2 frozen)
0004058	4	Crew Worker 2	GS.04	(2 frozen)

0004010	<u>1</u>	General Supervisor	GS.18	
Subtotal	13			
Street Sweeping				
0004100	<u>6</u>	Equipment Operator 4	GS.10	
Subtotal	6			
Mowing Tractors/Leaf Collection				
0004038	1	Crew Supervisor 2	GS.12	
0004100	<u>8</u>	Equipment Operator 4	GS.10	(2 frozen)
Subtotal	9			
Brush Pick-up				
0004126	1	Crew Supervisor 3 CDL	GS.14	
0004100	10	Equipment Operator 4	GS.10	(1 frozen)
0004010	<u>1</u>	General Supervisor	GS.18	
Subtotal	12			
Trash Flash				
0004100	<u>4</u>	Equipment Operator 4	GS.10	
Subtotal	4			
Recycle Pick-up				
0004030	1	Crew Supervisor 3 CDL	GS.14	
0004059	2	Crew Worker 1	GS.02	
0004124	3	Equipment Operator 5	GS.12	
0004019	1	General Supervisor	GS.18	
0000031	<u>1</u>	Recycling Coordinator	GS.16	
Subtotal	8			
Garbage Pick-up				
0004126	1	Crew Supervisor 3 CDL	GS.14	
0004059	3	Crew Worker 1	GS.02	
0004058	1	Crew Worker 2	GS.04	
0004102	1	Equipment Operator 3	GS.08	(1 frozen)
0004124	18	Equipment Operator 5	GS.12	
0004010	1	General Supervisor	GS.18	

0000532	<u>1</u>	Manager Sanitation	GS.22	
Subtotal	26			
Container Management				
0004126	1	Crew Supervisor 3 CDL	GS.14	
0004058	<u>2</u>	Crew Worker 2	GS.04	
Subtotal	3			
Parks Maintenance Administration				
0004037	1	Administrative Support Specialist	GS.10	
0002934	1	Director Parks	GS.25	
0004028	1	Inventory Coordinator	GS.13	
0000123	<u>1</u>	Parks Outreach Coordinator	GS.15	
Subtotal	4			
Parks Maintenance - City-Wide Security				
0000850	<u>2</u>	Park Ranger	GS.04	(1 frozen)
Subtotal	2			
Parks Maintenance - Landscape				
0004045	2	Crew Supervisor 1	GS.08	
0004038	5	Crew Supervisor 2	GS.12	
0004059	1	Crew Worker 1	GS.02	(1 frozen)
0004058	5	Crew Worker 2	GS.04	
0004010	<u>1</u>	General Supervisor	GS.18	
Subtotal	14			
Landscape Mechanic				
0000208	<u>1</u>	Equipment Mechanic 1	GS.10	
Subtotal	1			
Playgrounds & Hardscapes				
0004038	1	Crew Supervisor 2	GS.12	
0004010	<u>1</u>	General Supervisor	GS.18	
Subtotal	2			
Field Survey				
0000522	1	Survey Instrument Technician	GS.09	

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

Rivermont Park

0004045	<u>1</u>	Crew Supervisor 1	GS.08	(1 frozen)
Subtotal	1			

East Lake

0004045	<u>1</u>	Crew Supervisor 1	GS.08	(1 frozen)
Subtotal	1			

Carousel Operations

0000968	<u>2</u>	Carousel Assistant PT	\$7.78	(1 frozen)
Subtotal	2			

Tennessee Riverpark Downtown

0002943	1	Assistant Director Parks	GS.21	
0004040	1	Building Maintenance Mechanic 1	GS.09	
0004029	1	Building Maintenance Mechanic 2	GS.12	
0004045	4	Crew Supervisor 1	GS.08	
0004030	2	Crew Supervisor 3	GS.14	
0004059	11	Crew Worker 1	GS.02	(4 frozen)
0004058	4	Crew Worker 2	GS.04	
0004105	1	Equipment Operator 1	GS.05	
0004010	<u>1</u>	General Supervisor	GS.18	
Subtotal	26			

Tennessee Riverpark Security

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

Facilities Management

0004057	1	Administrative Support Assistant 1	GS.04	
0004037	1	Administrative Support Specialist	GS.10	
0000187	1	Building Information Specialist	GS.22	

0004220	1	Manager Facilities Operations	GS.22	
0000198	<u>1</u>	Security Guard	GS.04	
Subtotal	5			

Mail Room

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

Office of Sustainability

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

Building Maintenance

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

GIS Positions

0004075	3	GIS Analyst 1	GS.18	
0004076	2	GIS Analyst 2	GS.19	
0004069	1	GIS Systems & Database Manager	GS.24	
0004090	1	GIS Technician	GS.13	
0005024	1	Manager IT	GS.24	
0000598	<u>1</u>	Sewer Project Coordinator	GS.15	
Subtotal	9			

PUBLIC	
WORKS TOTAL	<u>252</u>

Municipal Golf Courses

0004047	1	Administrative Support Asst 2	GS.07	
0001521	8	Crew Worker 2	GS.04	

	0000224	2	Equipment Mechanic 2	GS.12
	0001512	2	Equipment Operator 3	GS.08
	0000317	2	Golf Course Superintendent	GS.16
	0000330	1	Pro Shop Clerk	
	0004260	1	Manager Golf Courses	GS.22
	0004262	1	Golf Operations Assistant	
	0004261	2	Golf Operations Coordinator	GS.15
GOLF				
TOTAL		<u>20</u>		

Development Resource Center

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

Municipal Garage - Amnicola

	0004155	1	Asset Management Systems Coordinator	GS.13
	0004059	2	Crew Worker 1	GS.02
	0000209	1	Data Analyst	GS.12
	0004286	1	Deputy Director Fleet Management	GS.25
	0004249	1	Director Fleet Management	GS.27
	0000208	3	Equipment Mechanic 1*	GS.10
	0000224	9	Equipment Mechanic 2*	GS.12
	0000206	6	Equipment Mechanic 3*	GS.13
	0000204	1	Fleet Maintenance Shift Supervisor	GS.16
	0000218	3	Fleet Maintenance Shop Supervisor	GS.18
	0004028	1	Inventory Coordinator	GS.13
	0004051	<u>3</u>	Inventory Technician	GS.07
	Subtotal	32		

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

12th Street Garage

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

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

SOLID WASTE

Sanitary Fills

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

Wood Recycle

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

Recycle Center

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

SOLID	<u> </u>
WASTE TOTAL	<u>15</u>

WATER QUALITY MANAGEMENT FUND POSITIONS

Water Quality Management

0004037	1	Administrative Support Specialist	GS.10
0000512	1	Assistant City Engineer	GS.28
0000516	1	Engineering Coordinator	GS.21
0000582	1	Engineering Technician	GS.13
0004237	1	Landscape Architect 1	GS.15
0000334	1	Landscape Inspector	GS.14
0004140	1	Manager Water Quality	GS.25
0000740	2	Water Quality Specialist 1	GS.14
0001016	5	Water Quality Specialist 2	GS.18
0000736	2	Water Quality Supervisor	GS.19
0000738	4	Water Quality Technician	GS.12
0000965	4	Water Quality Trainee	NR
Subtotal	24		

Water Quality Operations

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

Water Quality Site Development

0004057	1	Administrative Support Assistant 1	GS.04
0000733	1	Construction Program Supervisor	GS.21
0004182	1	Landscape Architect 2	GS.18
0004183	1	Manager Site Development	GS.25
0004101	1	Plans Review Specialist 1	GS.09
0004071	2	Project Engineer	GS.22

0000742	5	Soil Engineering Specialist	GS.19
0000052	<u>1</u>	Applications Analyst	GS.22
Subtotal	13		

Water Quality Engineering & Project Management

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

Water Quality Public Education

0000600	<u>1</u>	Public Information Specialist	GS.15
Subtotal	1		

WATER	
QUALITY TOTAL	<u>149</u>

STATE STREET AID

SSA - Street Maintenance

0004045	1	Crew Supervisor 1	GS.08	
0004038	3	Crew Supervisor 2	GS.12	
0004126	4	Crew Supervisor 3 CDL	GS.14	(3 frozen)
0004059	20	Crew Worker 1	GS.02	(5 frozen)
0004058	11	Crew Worker 2	GS.04	(4 frozen)
0000516	1	Engineering Coordinator	GS.21	(1 frozen)
0004102	7	Equipment Operator 3	GS.08	
0004100	8	Equipment Operator 4	GS.10	(1 frozen)
0004124	10	Equipment Operator 5	GS.12	(4 frozen)
0004010	1	General Supervisor	GS.18	
0004142	<u>1</u>	Manager Street Maintenance	GS.22	
Subtotal	67			

SSA - Transportation

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

STATE STREET			
AID TOTAL	<u>69</u>		

INTERCEPTOR SEWER SYSTEM**Administration**

0004252	1	Accounts Coordinator	GS.17
0004068	1	Administrative Manager	GS.22
0004037	1	Administrative Support Specialist	GS.10
NEW	1	Assistant Director for Operations	GS.27
NEW	1	Assistant Director for Engineering	GS.27
NEW	1	Assistant Director for Maintenance	GS.27
NEW	1	Assistant Director for Administration	GS.26
0004204	1	Deputy Director of Wastewater Utility	GS.28
0004300	1	Director Wastewater Systems	GS.31
0004011	1	Fiscal Analyst	GS.17
0004052	1	Personnel Assistant	GS.08
0004293	1	SCADA Specialist	GS.19
0000045	<u>1</u>	Utility Financial Service Manager	GS.23
Subtotal	13		

Laboratory

0000594	1	Chemist	GS.17
0004094	4	Laboratory Technician 1	GS.12
0004091	2	Laboratory Technician 2	GS.13
0000591	<u>1</u>	Manager Laboratory Services	GS.23
Subtotal	8		

Engineering

0004047	1	Administrative Support Assistant 2	GS.07
0000596	1	Construction Inspector Supervisor	GS.18
0001530	1	Crew Scheduler	GS.08
0000516	1	Engineering Coordinator	GS.21

0004064	2	Engineering Manager	GS.27
0004071	1	Project Engineer	GS.22
0000598	2	Sewer Project Coordinator	GS.15
0000590	1	Waste Resources Plant Engineer	GS.22
0000597	<u>1</u>	Waste Resources System Engineer	GS.25
Subtotal	11		

Plant Maintenance

0004035	1	Accounting Technician 2	GS.10
0004252	1	Accounts Coordinator	GS.17
0004047	1	Administrative Support Assistant 2	GS.07
0004155	1	Asset Management Systems Coordinator	GS.13
0004040	1	Building Maintenance Mechanic 1*	GS.09
0000603	2	Chief Electrical Instrument Technician*	GS.19
0000605	4	Chief Maintenance Mechanic*	GS.19
0004038	1	Crew Supervisor 2*	GS.12
0004058	2	Crew Worker 2	GS.04
0000516	2	Engineering Coordinator	GS.21
0004067	11	Industrial Electrician 1*	GS.15
0004073	2	Industrial Electrician 2*	GS.16
0004301	7	Industrial Maintenance Mechanic 1	GS.12
0004302	4	Industrial Maintenance Mechanic 2	GS.13
0001301	2	Inventory Clerk	GS.05
0004028	2	Inventory Coordinator	GS.13
0004051	1	Inventory Technician	GS.08
0000618	2	Plant Maintenance Lubricator*	GS.05
0004170	1	Plant Maintenance Planner	GS.13
0000601	<u>1</u>	Waste Resource Maintenance Manager*	GS.24
Subtotal	49		

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

Sewer Maintenance

0004030	1	Crew Supervisor 3	GS.14
0004126	4	Crew Supervisor 3 CDL	GS.14
0004058	7	Crew Worker 2	GS.04
0004049	1	Crew Worker 3	GS.07

0004100	5	Equipment Operator 4	GS.10
0004124	4	Equipment Operator 5	GS.12
0004010	1	General Supervisor	GS.18
0000683	<u>1</u>	Manager Sewer Construction	GS.22
Subtotal	24		

Moccasin Bend Treatment Plant - Liquid Handling

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

Inflow and Infiltration

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

Safety & Training

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

Pretreatment/Monitoring

0004047	1	Administrative Support Assistant 2	GS.07
0000653	4	Pretreatment Inspector 1	GS.12
0000655	2	Pretreatment Inspector 2	GS.14
0000652	<u>1</u>	Pretreatment Supervisor	GS.19
Subtotal	8		

Moccasin Bend Treatment Plant - Solid Handling

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

Moccasin Bend Treatment Plant - Pump Station

0000633	1	Chief Plant Operator	GS.15
0000638	2	Plant Operator 1	GS.09
0004034	8	Plant Operator 2	GS.11
0000636	2	Plant Operator 3	GS.13
0004236	<u>1</u>	Pump Station Operations Supervisor	GS.21
Subtotal	14		

INTERCEPTOR SEWER SYSTEM TOTAL	<u>181</u>
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DEPARTMENT OF YOUTH AND FAMILY DEVELOPMENT

Administration

0004207	1	Administrator	GS.32
NEW	1	Development Coordinator	NR
0004221	1	Deputy Administrator	GS.29
0004011	<u>1</u>	Fiscal Analyst	GS.17
Subtotal	4		

Office of Early Learning

00001515	1	Director of Early Learning	NP
NEW	1	Early Learning Business Navigator	NR
NEW	<u>1</u>	Parent/Family Community Engag Coord.	NR
Subtotal	3		

Recreation Community Centers

0004037	1	Administrative Support Specialist	GS.10
0004120	1	Assistant Director Recreation	GS.21
0002938	1	Director Recreation	GS.25
0004007	1	Recreation Division Manager	GS.20
0000378	<u>2</u>	Recreation Program Coordinator	GS.16
Subtotal	6		

Recreation Support Services

0004045	1	Crew Supervisor 1	GS.08
0004059	4	Crew Worker 1	GS.02
0004058	3	Crew Worker 2	GS.04
0000208	1	Equipment Mechanic 1	GS.10 (1 frozen)
0004010	<u>1</u>	General Supervisor	GS.18
Subtotal	10		

Public Information

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

Recreation Special Programs

0004025	1	Recreation Facility Manager 1	GS.14
0004083	<u>1</u>	Recreation Program Specialist	GS.13 (1 frozen)
Subtotal	2		

Kidz Kamp

0000378	<u>1</u>	Recreation Program Coordinator	GS.16
Subtotal	1		

Sports Programs

0000378	<u>1</u>	Recreation Program Coordinator	GS.16
Subtotal	1		

Aquatics Programs

000421	<u>1</u>	Aquatics Program Coordinator	GS.16
Subtotal	1		

Therapeutic Programs

0004083	1	Recreation Program Specialist	GS.13
000420	<u>1</u>	Therapeutic Program Coordinator	GS.16
Subtotal	2		

Fitness Center

0004057	1	Administrative Support Assistant 1	GS.04
0000954	1	Fitness Trainer PT	\$10.61
0000960	1	Front Desk Clerk PT	\$8.86 (1 frozen)
0004007	<u>1</u>	Recreation Division Manager	GS.20
Subtotal	4		

Chattanooga Ambassador Program

0004083	<u>1</u>	Recreation Program Specialist	GS.13
Subtotal	1		

Career Development

0000032	<u>1</u>	Career Development Coordinator	GS.16
Subtotal	1		

Champion's Club

0004059	1	Crew Worker 1	GS.02
0004083	1	Recreation Program Specialist	GS.13
0000981	2	Tennis Assistant PT	\$8.02
0000394	<u>1</u>	Tennis Professional	GS.16
Subtotal	5		

Summit of Softball Complex

0004038	1	Crew Supervisor 2	GS.12
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0004058	<u>5</u>	Crew Worker 2	GS.04
Subtotal	6		

Recreation Center - Avondale

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

Recreation Center - Brainerd

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

Recreation Center - Carver

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

Recreation Center - East Chattanooga

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

Recreation Center -East Lake

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

Recreation Center - Eastdale

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

Recreation Center - First Centenary

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

Recreation Center -Francis B. Wyatt

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

Recreation Center - Glenwood

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

Recreation Center - John A. Patton

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

Recreation Center - North Chattanooga

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

Recreation Center - Shepherd

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

Recreation Center - South Chattanooga

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

Recreation Center - Tyner

0004059	1	Crew Worker 1	GS.02
0004025	1	Recreation Facility Manager 1	GS.14
0000382	<u>1</u>	Recreation Specialist	GS.09
Subtotal	3		

Recreation Center - Washington Hills

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

Recreation Center - Westside

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

Recreation Center - Hixson

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

Recreation Center - Cromwell

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

Civic Facility - North River Center

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

Civic Facility - Eastgate Senior Center

0004026	1	Administrative Support Specialist	GS.10
0004025	<u>1</u>	Recreation Facility Manager 1	GS.14
Subtotal	2		

Civic Facility - Heritage House

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

YOUTH &
FAMILY TOTAL 110

SOCIAL SERVICES FUND POSITIONS

Social Services Administration

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

Social Services - Occupancy

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

SOCIAL
SERVICES TOTAL 10

DEPARTMENT OF TRANSPORTATION

Complete Streets

0004217	1	Assistant Transportation Engineer	GS.19	
0000513	1	Civil Engineer	GS.19	
0004117	1	Contracts & Accounts Coordinator	GS.11	(1 frozen)
0000516	1	Engineering Coordinator	GS.21	
0000513	1	Engineering Designer	GS.19	
0004064	1	Engineering Manager	GS.27	
0000582	1	Engineering Technician	GS.13	
0004063	1	Public Engagement & Policy Coordinator	GS.15	
0003006	1	Transportation Accounts Coordinator	GS.17	
0004215	1	Transportation Designer	GS.17	
0000029	1	Transportation Design Manager	GS.23	
0001200	<u>1</u>	Transportation Project Coordinator	GS.18	
Subtotal	12			

Smart Cities

0004049	1	Crew Worker 3	GS.07	
0004027	3	Electrician 1	GS.13	
0004018	1	Electrician 2	GS.14	
0000756	2	Electronics Tech 1	GS.14	
0004100	2	Equipment Operator 4	GS.10	
0000078	1	Manager Intelligent Trans Systems	GS.22	
0004228	2	Signal Technician Apprentice	GS.09	
0004272	1	Smart Cities Director	NR	
0000770	1	Traffic Operations	GS.16	(1 frozen)
0004186	2	Traffic Signal Designer Specialist	GS.19	
0004141	<u>1</u>	Traffic Signal Systems Engineer	GS.25	
	17			

Traffic Operations

0004037	2	Administrative Support Specialist	GS.10	
0004217	1	Assistant Transportation Engineer		
0004135	1	Construction Inspector 2	GS.15	
0004038	1	Crew Supervisor 2	GS.12	

0004059	7	Crew Worker 1	GS.02	(1 frozen)
0004058	2	Crew Worker 2	GS.04	
0004049	1	Crew Worker 3	GS.07	
0004288	1	Director Transportation Operations	GS.27	
0000206	1	Equipment Mechanic 3	GS.13	(1 frozen)
0004100	3	Equipment Operator 4	GS.10	
0004010	1	General Supervisor	GS.18	
0000743	1	Manager	GS.24	
0000771	1	Public Space Coordinator	GS.13	
0004150	1	Senior Engineer	GS.25	
0000774	3	Traffic Engineering Technician	GS.10	
0004287	1	Transportation Inspector 1	GS.14	
Subtotal	28			

Traffic Administration

0004202	1	Administrator Transportation	GS.32	
0004239	1	Deputy Administrator	GS.31	
0004021	1	Executive Assistant	GS.14	
0004267	1	Finance Manager	GS.25	
Subtotal	4			

TRANSPORTATION	<u> </u>
TOTAL	<u>61</u>
GRAND TOTAL	<u>2,347</u>

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

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

SECTION 7(g). This ordinance further provides longevity bonus pay for permanent, full time classified service employees who have five (5) or more years of continuous service as of October 31, 2018. The longevity pay shall be seventy-five dollars (\$75.00) for each full year of continuous service up to a maximum of thirty (30) years or two thousand two hundred fifty dollars (\$2,250). Employees terminated prior to October 31, 2018 shall not qualify for the longevity bonus pay.

SECTION 8. That the City Finance Officer is authorized to pay a uniform and equipment maintenance allowance of five hundred dollars (\$500.00) for all sworn police officers and firefighters as of July 1, 2018, except for those new employees who have received from the city a new uniform since July 1, 2017. Further, the City Finance Officer is authorized to pay a supplemental tool allowance of two hundred dollars (\$200.00) for certain employees as set forth in Resolution No. 18381, dated December 5, 1989, as amended; and is authorized to pay a supplemental uniform allowance of two hundred fifty dollars (\$250.00) for City Court Officers. It shall be the duty of employees receiving these supplements to use the funds for the specified purpose and retain receipts to that effect.

SECTION 9. That the City Finance Officer is authorized to make contributions to the Pension and Other Post-Employment Benefits (OPEB) Trust funds on behalf of all participants as specified in the most recent actuarial valuation for each plan.

SECTION 9(a). That the City Finance Officer is authorized to match the total salaries of all participants in the Fire and Police Pension Fund with a contribution not to exceed forty five and fifty-six hundredth percent (45.56%) as specified in the most recent actuarial valuation.

SECTION 9(b). That the City Finance Officer is authorized to contribute to the General Pension Plan an amount equal to twenty and fifty hundredth percent (20.50%) of all participants' salaries as specified in the most recent actuarial valuation.

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

Central Pension Fund \$1.59 per hour

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

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

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

SECTION 12. That all salaries and wages and other expenditures shall be paid only upon the authorization of the official who has the responsibility of expending the appropriation against which the salaries or wages or other expenditures are charged, pursuant to Private Acts of 1953, Chapter 105, Section 2 (4). That all funds appropriated in this Ordinance for payment of salaries and/or wages shall be spent for salaries and wages only unless proper authorization is given to do otherwise.

SECTION 13. That the City Finance Officer is authorized to pay the payroll and/or costs of personal services, whether on the payroll, voucher or otherwise, of the Air Pollution Control Bureau, The Public Library, Regional Planning Agency, Youth & Family Development – Social Services, Scenic Cities Beautiful, and any other department, agency, board, commission, office, division, or branch of Municipal Government heretofore or hereafter established, notwithstanding that same is not specified hereinbefore, as certified to him by the respective administrative official.

SECTION 14 That employees called to active duty and deployed outside the continental United States (“OCONUS”) to a combat zone or a qualified hazardous duty area, as those terms are defined by federal law, shall be paid the difference that their City pay exceeds their total military base pay, up to \$850.00 per month, from the time called to active duty until relieved from active duty status or until June 30, 2019, whichever occurs first. Payments beyond the current fiscal year shall be subject to future appropriations by City Council. The City Finance Officer be and is authorized to appropriate the necessary money from other available funds. The difference in pay shall be calculated without regard to any payment of combat pay. Further, with the concurrence of the General Pension Fund and the Fire and Police Pension Fund, or any union fund participation agreement, the City shall pay such contributions necessary, both the employee’s and the employer’s share, based on their pension-eligible salary at the time of call-up (not counting overtime pay) to ensure the continued enrollment and pension-eligibility of employees while called-up for deployment OCONUS for the same period as referenced above. In this manner, the affected employees shall not be penalized nor incur financial hardship as relates to their pension eligibility.

If the City’s medical insurance provider will extend medical coverage to families affected by the call-up of reservists for deployment OCONUS beyond the customary six (6) month period, the City shall pay the

employers share of the premium for any employee called-up to active duty. The employee's share of the coverage shall remain the responsibility of the employee and may be paid in the most convenient method by the employee. During the time of active duty, the employee may request the City to make such payments on his/her behalf and reconcile the amounts paid upon his/her return to City employment.

SECTION 15. As provided by the Employee Information Guide, Section V, Military Leave:

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

SECTION 16. Whenever a request is made by a member of the public for copies of City records, the following fees are hereby levied and shall be paid by the requesting party in order to defray the City's costs:

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

SECTION 17. That, pursuant to the Charter, it shall not be lawful for any department, agency, or branch of the Government to expend any money other than the purpose for which it was appropriated, nor shall the expenditures for a purpose exceed the appropriation for said purpose.

SECTION 18. If at any time the actual receipt of revenues is projected to be less than the estimated revenues, it shall be the duty of the Mayor to forthwith initiate an ordinance amending this budget ordinance so as to appropriately reduce or otherwise change the various appropriations made herein which, in the judgment of the City Council, should be made.

SECTION 19. The City Finance Officer is hereby authorized to transfer monies from one appropriation to another within the same fund as may be necessary to meet expenditures for the fiscal year 2018.

SECTION 20. In addition to FY18 appropriations for current year expenditures, funds shall be appropriated to meet obligations carried forward from prior year open purchase order balances in each fund. Such appropriation shall be from the fund balance of each respective fund.

SECTION 21. That Ordinance 11941 dated March 14, 2007 amended the Chattanooga City Code, Part II, Chapter 24 relative to parking, per Section 24-335, the City delegated the Management responsibilities for parking meters within the Special Parking Management Districts to Chattanooga Area Regional Transportation Authority. By this Budget Ordinance, any revenue in excess of the cost to CARTA for operation of metered parking spaces within the Special Parking Management Districts be appropriated to CARTA to be utilized for CARTA's parking management operations, including the costs of acquiring and maintaining parking equipment and systems and enforcement of these ordinances, as well as the acquisition, construction, and maintenance of off-street parking facilities and the provision of passenger shuttle services in the downtown Chattanooga area.

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

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

User Class <u>(gallons)</u>	FY19 Total Charges <u>(\$/1,000 gallons)</u>
First 100,000	\$10.92
Next 650,000	8.12
Next 1,250,000	6.60
Next 30,000,000	5.57
Over 32,000,000	5.42

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

SECTION 23. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36(c) as relates to sewer service charges and fees be and the same is hereby deleted and the following substituted in lieu thereof:

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

	Regional Operation & Maintenance Charge (\$/1,000 gallons)	Regional Debt Charge (\$/1,000 gallons)	Total Regional Charge Regional (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	\$3.1020	\$ 0.7147	\$ 3.8167

If regional customers are billed directly through the water company, the rate to be charged shall be three dollars and eighty-two cents (\$3.82) per one thousand (1,000) gallons.

SECTION 24. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36 (d), be and the same hereby deleted and the following substituted in lieu thereof:

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

	Regional Operation & Maintenance Charge (\$/1,000 gallons)	Debt Charge (\$/1,000 gallons)	Total Regional Charge (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	\$ 1.7454	\$ 0.4434	\$ 2.1888

SECTION 25. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-37, be and the same is hereby deleted and the following substituted in lieu thereof:

Minimum sewer service charges based upon water meter connection size shall be as follows:
Monthly Minimum Sewer Service Charges

<u>Meter Size</u> (inches)	FY19 10/1/2018 <u>Charge per Month</u>
5/8	22.43
3/4	80.03
1	139.84
1-1/2	312.97
2	554.14
3	1,298.96
4	2,400.51
6	5,717.62
8	10,113.44

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

SECTION 26. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-41(c), be and the same is hereby deleted and the following substituted in lieu thereof:

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

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

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

SECTION 27. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-43 (b), (f) and (g) be and the same are hereby deleted and the following substituted in lieu thereof:

- (b) *Fees for garbage grinders.* Any user of a garbage grinder, except users in a premise used exclusively for an individual residence, shall be charged at a rate of

three hundred thirty six dollars (\$336.00) per month. The superintendent shall bill users on a quarterly basis and the bills shall be due and payable within fifteen (15) days following the last day of the billing period.

- (f) *Fees for septic tank discharge.* All persons discharging concentrated, domestic septic tank sewage waste from a truck under the provisions of Article III of this Chapter shall be charged at the rate of one hundred twenty-nine dollars (\$129.00) per one thousand (1,000) gallons of such waste. The minimum charge for septic tank discharges shall be one half (1/2) of the rate for one thousand (1,000) gallons of the rate in effect at the time of such discharge.
- (g) *Fees for holding tank wastes.* All persons discharging any holding tank waste authorized pursuant to division 6 of this article shall be charged at the rate of ten dollars and ninety-two cents (\$10.92) per one thousand (1,000) gallons of such discharge, plus any surcharge rate authorized by Article III of this chapter for concentrations of pollutants in excess of normal waste water without regard to the definition of the industrial user or other limitations set forth in such section. The Plant Manager may also require a chemical analysis of such waste and charge therefore.
- (h) Late fees of 10% (ten) shall be applied to all amounts billed but not received by the due date indicated on the invoice.
- (i) An applicable disconnect fee may be assessed for delinquent accounts.

SECTION 28. Notwithstanding any other provision of this Ordinance to the contrary, water providers within the City of Chattanooga shall bill according to the new Chattanooga sewer service charges effective on the 1st day of October 2018 until further notice.

SECTION 29. That per ordinance 12377 Section 2 Amending City Code, Part II, Chapter 31, Article VIII, Division 7, Fees, Section 31-354 the annual City of Chattanooga Water Quality fee for bills issued on or about October 1, 2018 for calendar year 2018 will be \$126.49 per Equivalent Residential Unit (ERU) for Residential and Non-residential Properties.

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

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

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

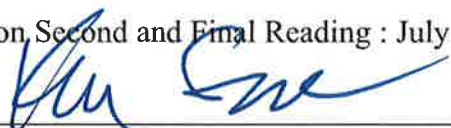
Permit	Fee
Simple residential	\$250 min. (up to 1 acre distributed area)
Comple	\$250 per acre or part thereof
Revision after second review (each)	\$1,000
Post-issued revision (each)	\$1,000
Variance or Infeasibility Request	\$1,375
Bonds/Letter of credit (each)	\$675
Driveway Tile/Culvert Sized by City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

SECTION 31. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2018.

SECTION 32. That if any section, sentence, word or figures contained in this Ordinance should be declared invalid by a final decree of a Court of competent jurisdiction, such holding shall not affect the remaining sentences, sections, words or figures contained in this Ordinance, but the same shall remain in full force and effect.

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

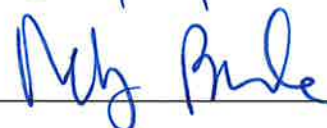
PASSED on Second and Final Reading : July 3, 2018



CHAIRPERSON

APPROVED: DISAPPROVED:

DATE July 18, 2018, 2018



MAYOR

Public Hearing Took Place DATE: June 12, 2018

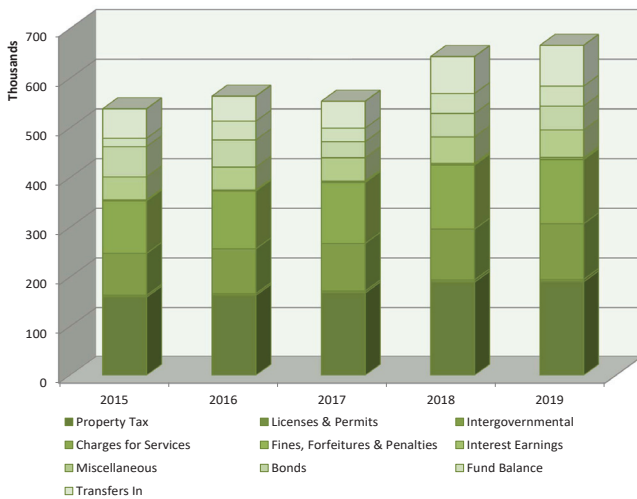
<i>FY 19 General Pay Plan</i>			
Grade	Min Annual	Mid Annual	Max Annual
GS.01	OPEN		
GS.02	\$25,100	\$27,792	\$30,484
GS.03	\$25,100	\$28,554	\$32,008
GS.04	\$25,100	\$29,354	\$33,608
GS.05	\$25,133	\$30,211	\$35,289
GS.06	\$25,560	\$31,307	\$37,053
GS.07	\$25,995	\$32,450	\$38,905
GS.08	\$26,437	\$33,644	\$40,851
GS.09	\$27,254	\$35,073	\$42,893
GS.10	\$28,615	\$36,827	\$45,038
GS.11	\$30,046	\$38,668	\$47,289
GS.12	\$31,548	\$40,601	\$49,654
GS.13	\$33,127	\$42,632	\$52,138
GS.14	\$34,782	\$44,763	\$54,744
GS.15	\$36,521	\$47,001	\$57,481
GS.16	\$38,348	\$49,351	\$60,355
GS.17	\$40,265	\$51,819	\$63,373
GS.18	\$42,279	\$54,410	\$66,541
GS.19	\$44,392	\$57,130	\$69,869
GS.20	\$46,612	\$59,987	\$73,362
GS.21	\$48,942	\$62,986	\$77,031
GS.22	\$51,390	\$66,136	\$80,882
GS.23	\$53,959	\$69,442	\$84,926
GS.24	\$56,657	\$72,915	\$89,173
GS.25	\$59,490	\$76,561	\$93,631
GS.26	\$62,464	\$80,388	\$98,312
GS.27	\$65,587	\$84,408	\$103,229
GS.28	\$68,867	\$88,628	\$108,390
GS.29	\$72,311	\$93,060	\$113,809
GS.30	\$75,926	\$97,713	\$119,500
GS.31	\$79,723	\$102,599	\$125,474
GS.32	\$83,708	\$107,728	\$131,748
GS.33	\$87,894	\$113,115	\$138,335
GS.34	\$92,289	\$118,770	\$145,252
GS.35	\$96,903	\$124,709	\$152,514

SWORN			
Grade	Min Annual	Mid Annual	Max Annual
Fire			
F0C	\$32,524	\$32,524	\$32,524
F1A	\$33,039	\$37,446	\$41,853
F1C	\$36,039	\$40,446	\$44,853
F1E	\$37,186	\$42,146	\$47,106
F1F	\$40,186	\$45,146	\$50,106
F2A	\$41,853	\$46,664	\$51,474
F2C	\$44,853	\$49,664	\$54,474
F3A	\$44,402	\$52,038	\$59,673
F3C	\$47,402	\$55,038	\$62,673
F4A	\$51,474	\$59,318	\$67,162
F4C	\$54,474	\$62,318	\$70,162
F5A	\$61,463	\$69,661	\$77,859
F6C	\$67,162	\$76,121	\$85,079
F7C	\$70,637	\$88,915	\$107,192
Police			
P1	\$35,142	\$35,142	\$35,142
P2	\$36,990	\$41,924	\$46,858
P5	\$46,858	\$51,405	\$55,951
P6	\$46,858	\$54,916	\$62,974
P7	\$59,359	\$67,276	\$75,194
P8	\$66,809	\$75,720	\$84,631
P9	\$75,443	\$91,180	\$106,916

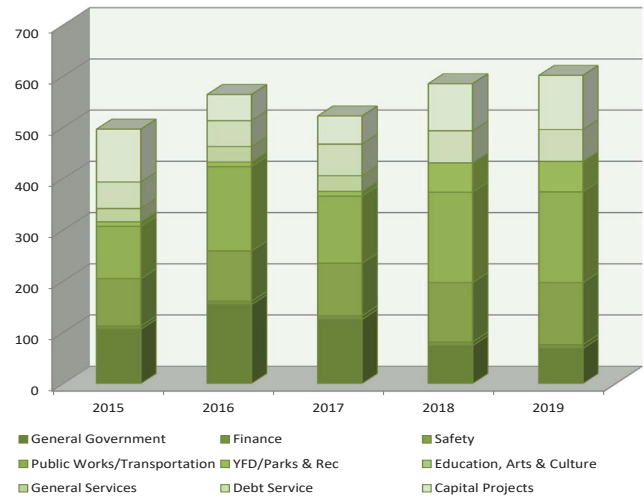




Financial Overview



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

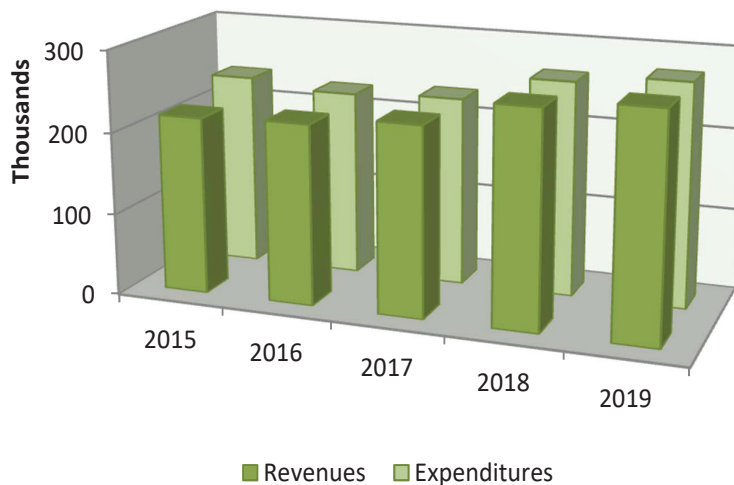


Budgeted Expenditures
(in 1,000)

Revenue and Expenditure History

Total City revenues and operating transfers in for the fiscal year ended June 30, 2015 were \$538,546,284. Total projected City revenue and transfers in for the fiscal year ended June 30, 2019 is \$696,622,090 an increase of \$158,075,806 or 29.4% over this five year period. Increases include water quality fees, capital, sewer fees, and cost of operations largely due to large capital improvements because of the consent decree. Also below are comparisons of total revenues and expenditures.

Undesignated General Fund



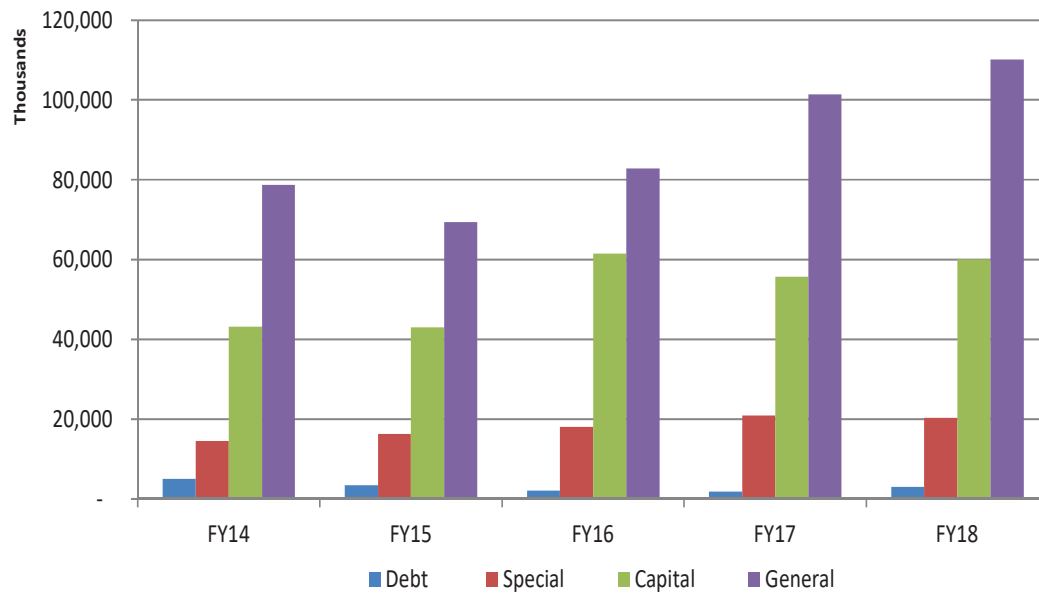
**BUDGETED Sources & Uses of Funds
BY FUND TYPE
Fiscal Year Ending June 30, 2019**

Sources	Governmental Fund Types						Internal Service Funds	Budget Total Revenue/Uses 2019	Budget Total Revenue/Uses 2018	Actual Total Revenue/Uses 2017
	Undesignated General	Special Revenue	Debt Service	Capital Projects	Proprietary Fund Types					
Taxes	170,202,878	23,103,499	-	-	-	-	193,306,377	189,489,895	167,873,306	
Licenses & Permits	4,900,297	-	-	-	-	-	4,900,297	4,752,420	3,989,300	
Intergovernmental	75,328,556	24,936,255	388,957	16,135,710	-	-	116,789,478	105,112,379	95,873,004	
Charges for services	1,785,669	2,036,385	-	-	112,819,088	19,134,945	135,776,087	128,844,513	122,381,213	
Fines, forfeitures and penalties	605,000	655,700	-	-	-	-	1,260,700	1,230,500	2,158,500	
Interest earnings/Use of Property	3,120,000	500	-	-	500,000	-	3,620,500	2,679,000	1,181,250	
Miscellaneous	6,077,600	796,648	75,442	-	223,048	48,364,882	55,537,620	53,408,828	46,687,000	
Bonds	-	-	-	7,365,647	49,000,000	-	56,365,647	47,219,000	32,355,467	
Fund Balance	11,532,000	12,081,945	-	-	13,076,235	5,000,000	41,690,180	40,419,695	27,338,493	
Transfers In	-	1,259,653	27,245,751	37,469,800	20,600,000	800,000	87,375,204	73,789,372	53,890,401	
Total Revenues	273,552,000	64,870,585	27,710,150	60,971,157	196,218,371	73,299,827	696,622,090	646,945,602	553,727,934	
Uses										
General Government	34,654,302	26,844,359	-	-	-	800,000	62,298,661	65,673,270	61,753,854	
Finance & Administration	6,653,647	655,700	-	-	-	-	7,309,347	6,916,914	7,243,405	
Safety	118,989,121	310,000	-	-	1,431,536	-	120,730,657	115,779,816	102,644,352	
Public Works	33,046,258	4,968,770	-	-	113,714,950	24,134,945	175,864,923	165,964,416	119,933,958	
Youth & Family Development	11,097,411	-	-	-	-	48,364,882	59,462,293	57,464,044	9,650,432	
Human Resources	2,369,155	-	-	-	-	-	2,369,155	1,910,192	44,791,589	
Economic & Community Dev	8,268,037	-	-	-	-	-	8,268,037	7,948,903	7,013,526	
Executive Branch	1,890,342	-	-	-	-	-	1,890,342	1,840,738	1,665,375	
General Services	-	-	-	-	-	-	-	-	30,283,760	
Transportation	11,002,436	-	-	-	-	-	11,002,436	10,389,873	10,592,268	
Debt Service	-	13,278,808	27,710,150	-	16,230,120	-	57,219,078	47,846,194	61,926,652	
Capital Projects	-	17,047,800	-	60,971,157	38,993,000	-	117,011,957	100,873,939	54,808,962	
Transfers Out	45,581,291	1,765,148	-	-	25,848,765	-	73,195,204	58,497,303	41,419,801	
Total Appropriations	273,552,000	64,870,585	27,710,150	60,971,157	196,218,371	73,299,827	696,622,090	646,945,602	553,727,934	

Fund Balance/Net Position Summary

During the past five years the City of Chattanooga has seen a total net increase in its Governmental Fund Balances of \$52.0 million or 36.8%. This is due to the increase in the fund balance for the Capital Fund of \$16.8 million or 39.0%, an increase in General Fund of \$31.4 million or 39.9% and an increase in Special Revenue Funds of \$5.8 million or 39.9%. Debt Service Fund balance decreased \$2.0 million or 40.4% during this period.

Changes in Fund Balance Governmental Funds Includes Designated Funds



	FY14	FY15	FY16	FY17	FY18
Debt	5,020,752	3,446,011	2,161,978	1,778,396	2,990,089
Special	14,507,137	16,272,869	18,046,815	20,904,478	20,297,519
Capital	43,202,659	43,042,465	61,573,139	55,695,064	60,054,687
General	78,711,978	69,436,164	82,843,492	101,405,891	110,140,534
TOTAL	141,442,526	132,197,509	164,625,424	179,783,829	193,482,829

Fund Balance/Net Position Summary

The General Fund Balance was \$78,711,978 in FY14. This has risen to a current unaudited balance of \$110,140,534 for FY 2018. The increase is primarily due to conservative budgeting resulting in positive variances in expenditures largely because of funded vacancies and conservative revenue estimates.

The Special Revenue Fund Balance increased from a balance of \$14,507,137 in FY14 to a FY18 unaudited balance of \$20,297,519. The City earmarks .25 percent of its share of the local option sales tax for economic development. These funds are dedicated to supported capital and the payments for the retirement of the Lease Rental Revenue Bonds.

Debt Service Fund Balance was \$5,020,752 in FY14, decreasing to \$2,990,089 by the beginning of FY19.

The Capital Fund Balance has fluctuated most during the past few years. This is primarily because the city recorded \$33 million bond proceeds in FY16. Since FY14, the balance has increased from \$43,202,659 to an unaudited \$60,054,687 at the beginning of FY19.

The Net Position within the Enterprise Funds (excluding the Electric Power Board) has been most dramatic. Net Position of \$318,414,643 in FY14 has increased to a FY18 unaudited balance of \$462,544,215. For more than fifteen years, the City has been subject to federal mandates relative to water quality and landfill operations which necessitated the imposition of a water quality fee and increased landfill rates to fund such mandates. In FY11, 5% increase was applied to sewer rates. In FY 12 and subsequent years rates have increased 9% per year to meet requirements of the consent decree. The Water Quality fee had remained constant at \$24.00 for two (2) or less residential units on a lot of 10,000 square feet or less since 1993. Due to increased Federal and State requirements for the current NPDES Permit, the Water Quality fee has been adjusted to \$126.49 per ERU (equivalent residential unit). One ERU is equal to 3,200 square feet of impervious area of residential property.

The Internal Service Fund Net Position was \$43,202.659 in FY14. At the beginning of FY19, this fund is projected to have an unaudited Net Position of \$45,913,533. This fund is not intended to generate profits. The Internal Service fund also includes a Health & Wellness Fund which

includes On Site Pharmacy, On Site Clinic & Wellness and employee healthcare costs. Balance includes \$12.2 million in reserves to pay medical claims.

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

City of Chattanooga, Tennessee

General Fund

Includes Designated General Funds
Statement of Revenues, Expenditures, and Changes in Fund Balance
Budget and Actual on Budgetary Basis
Years Ended June 30, 2016 - 2019

	2016	2017	Unaudited 2018	Budget 2019
FUND BALANCE at beginning of year	69,436,164	82,843,493	101,405,893	110,140,534
Revenues				
Taxes	149,130,912	156,459,144	165,804,410	170,202,878
Licenses and permits	6,843,906	6,984,927	6,322,290	4,900,297
Intergovernmental Revenues	83,396,137	87,479,926	95,381,643	91,196,511
Charges for Services	4,067,721	4,110,133	3,941,195	5,463,329
Fines, forfeitures and penalties	2,544,953	2,075,169	1,322,265	1,383,700
Interest Income	1,891,715	2,395,919	2,671,878	2,500,000
Sale of Property	736,984	795,216	437,601	620,000
Contributions and donations	745,075	694,882	339,274	
Miscellaneous Revenues	5,361,993	5,638,149	5,966,315	6,443,955
Total Revenues	254,719,396	266,633,465	282,186,871	282,710,670
Expenditures				
General Government	53,919,849	49,795,282	46,818,327	20,766,480
Finance & Administration	5,244,946	5,217,730	5,572,409	6,885,682
Economic and Community Development	-	6,542,353	7,470,259	8,268,037
CARTA appropriation	5,045,361	5,049,676	5,084,598	5,352,440
Public Safety	95,998,982	103,253,476	111,456,136	119,177,058
Public Works and Transportation	34,316,845	35,491,052	43,540,321	44,198,944
Youth & Family Development	9,836,909	10,292,055	11,026,536	11,232,411
Total Expenditures	204,362,892	215,641,624	230,968,586	215,881,052
Excess (deficiency) of revenues over expenditures	50,356,504	50,991,841	51,218,285	66,829,618
Other Financing Sources (Uses)				
Operating transfers in	48,000	-	-	10,351,986
Operating transfers out	(36,997,175)	(32,429,443)	(42,483,644)	(95,935,759)
Issuance of debt/Capital Lease	-	-	-	-
Total other financing sources (uses)	(36,949,175)	(32,429,443)	(42,483,644)	(85,583,773)
Prior Year Surplus	-	-		
Excess (deficiency) of revenues and other financing sources over (under) expenditures	13,407,329	18,562,398	8,734,641	(18,754,155)
Prior Period Adjustment				
FUND BALANCE at end of year	82,843,493	101,405,893	110,140,534	91,386,379

City of Chattanooga, Tennessee

Special Revenue Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2016 - 2019

	2016	2017	Unaudited 2018	Budget 2019
FUND BALANCE at beginning of year	<u>16,272,869</u>	<u>18,046,817</u>	<u>20,904,481</u>	<u>20,297,519</u>
Revenues				
Taxes	6,668,896	6,984,506	7,175,882	7,618,531
Licenses and permits	508,562	584,154	616,373	475,075
Intergovernmental Revenues	24,170,785	25,354,027	25,541,972	25,774,210
Charges for Services	424,034	448,138	453,654	420,000
Fines, forfeitures and penalties	54,632	42,432	45,587	-
Interest Income	81,601	131,104	156,407	500
Sale of Property	26,304	59,368	8,276	-
Contributions and donations	67,288	49,038	2,008	-
Prior Year Surplus	-	-	-	41,522
Miscellaneous Revenues	<u>517,507</u>	<u>960,286</u>	<u>1,838,013</u>	<u>989,148</u>
Total Revenues	<u>32,519,609</u>	<u>34,613,053</u>	<u>35,838,172</u>	<u>35,318,986</u>
Expenditures				
General Government/Econ Dev	7,488,137	8,207,183	7,914,622	9,503,765
Public safety	261,566	312,652	229,103	310,000
Public Works	3,517,759	3,716,498	3,748,209	4,968,770
Social Services	15,936,011	16,214,643	17,045,154	17,100,995
Capital Outlay/Fixed Assets	-	-	-	6,800,000
Total Expenditures	<u>27,203,473</u>	<u>28,450,976</u>	<u>28,937,088</u>	<u>38,683,530</u>
Excess (deficiency) of revenues over expenditures	5,316,136	6,162,077	6,901,084	(3,364,544)
Other Financing Sources (Uses)				
Operating transfers in	3,801,877	3,787,377	3,901,131	4,002,023
Operating transfers out	<u>(7,344,065)</u>	<u>(7,091,793)</u>	<u>(11,409,177)</u>	<u>(5,523,187)</u>
Total other financing sources (uses)	<u>(3,542,188)</u>	<u>(3,304,416)</u>	<u>(7,508,046)</u>	<u>(1,521,164)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>1,773,948</u>	<u>2,857,661</u>	<u>(606,962)</u>	<u>(4,885,708)</u>
FUND BALANCE at end of year	<u>18,046,817</u>	<u>20,904,481</u>	<u>20,297,519</u>	<u>15,411,811</u>

City of Chattanooga, Tennessee

Debt Service Fund

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2016 - 2019

	2016	2017	Unaudited 2018	Budget 2019
FUND BALANCE at beginning of year	<u>3,446,011</u>	<u>2,161,977</u>	<u>1,778,396</u>	<u>2,990,089</u>
Revenues				
Intergovernmental funds	455,012	-	-	-
Other	-	-	-	-
Total Revenues	<u>455,012</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures				
Principal retirement	17,164,347	18,058,024	20,689,981	20,868,462
Interest	7,338,465	7,426,698	7,391,467	6,731,688
Fiscal agent fees	87,651	73,417	62,918	110,000
Total Expenditures	<u>24,590,463</u>	<u>25,558,139</u>	<u>28,144,366</u>	<u>27,710,150</u>
Excess (deficiency) of revenues over expenditures	<u>(24,135,451)</u>	<u>(25,558,139)</u>	<u>(28,144,366)</u>	<u>(27,710,150)</u>
Other Financing Sources (Uses)				
Operating transfers in	22,851,417	25,174,558	29,356,059	27,710,150
Total other financing sources (uses)	<u>22,851,417</u>	<u>25,174,558</u>	<u>29,356,059</u>	<u>27,710,150</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditure	<u>(1,284,034)</u>	<u>(383,581)</u>	<u>1,211,693</u>	<u>-</u>
FUND BALANCE at end of year	<u><u>2,161,977</u></u>	<u><u>1,778,396</u></u>	<u><u>2,990,089</u></u>	<u><u>2,990,089</u></u>

City of Chattanooga, Tennessee

Capital Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance Years Ended June 30, 2018 - 2019

	2018	2017	Unaudited 2018	Budget 2019
FUND BALANCE at beginning of year	<u>43,042,485</u>	<u>61,573,143</u>	<u>55,885,085</u>	<u>60,054,887</u>
Revenues				
Intergovernmental Revenues	1,581,889	542,801	1,820,571	8,145,710
Interest Income	150,130	186,304	277,840	-
Contributions and Donations	804,804	480,354	4,981,171	8,780,000
Sale of Property	-	-	1,085,832	-
Miscellaneous Revenues	712	2,727	-	-
Total Revenues	<u>2,517,525</u>	<u>1,232,076</u>	<u>8,165,214</u>	<u>15,925,710</u>
Expenditures				
General Government	2,127,884	2,403,885	2,007,215	3,879,284
Finance & Administration	878,002	1,873,888	1,020,302	1,800,111
Safety	8,820,823	7,751,488	3,811,278	3,231,217
Public Works	5,088,829	4,582,321	1,822,829	18,400,000
Transportation	7,580,818	4,807,019	7,787,423	21,528,585
Parks & Recreation	328,405	803,543	94,987	-
Youth and Family Development	788,384	807,878	1,723,004	2,550,000
Economic & Community Development	10,138,405	3,425,758	7,008,357	8,782,000
General Services	1,455,740	7,085,180	128,802	-
Capital outlay/financed assets	205	-	-	-
Total Expenditures	<u>35,147,388</u>	<u>33,351,247</u>	<u>25,288,423</u>	<u>60,971,157</u>
Excess (deficiency) of revenues over expenditures	<u>(32,629,863)</u>	<u>(32,119,171)</u>	<u>(17,121,209)</u>	<u>(45,035,447)</u>
Other Financing Sources (Uses)				
Operating transfers in	17,753,388	10,737,859	21,980,431	37,888,800
Operating transfers out	(82,500)	(178,585)	(1,324,800)	-
Refunding bonds issued	47,200,000	12,840,000	-	-
General Obligation bonds issued	-	8,200,000	-	7,385,847
Premium on refunding bonds issued	7,884,371	3,782,822	-	-
Premium on general obligation bonds issued	-	-	-	-
Note Proceeds	-	5,977,735	-	-
Capital Leases	-	-	845,200	-
Payments to refunded Bond Escrow Agent	(21,414,828)	(14,888,585)	-	-
Total other financing sources (uses)	<u>51,160,440</u>	<u>28,241,083</u>	<u>21,480,831</u>	<u>45,035,447</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>18,530,677</u>	<u>(5,878,078)</u>	<u>4,359,622</u>	<u>-</u>
FUND BALANCE at end of year	<u>61,573,143</u>	<u>55,885,085</u>	<u>60,054,887</u>	<u>60,054,887</u>

City of Chattanooga, Tennessee

Enterprise Funds

Statement of Revenues, Expenses and Changes in Net Position Years Ended June 30, 2016 - 2019

	2016	2017	Unaudited 2018	Budget 2019
OPERATING REVENUES				
Customer Charges	117,259,173	121,883,682	130,574,698	135,764,409
Other	13,751	4,395,281	64,717	397,273
Total Revenues	<u>117,272,924</u>	<u>126,278,963</u>	<u>130,639,415</u>	<u>136,161,682</u>
OPERATING EXPENSES				
Sewer Plant Operation	32,883,935	37,599,467	41,730,442	51,324,938
Solid Waste Operation	3,059,121	3,148,865	2,563,153	2,508,898
Water Quality Management Operation	11,854,844	12,645,344	13,591,058	15,780,305
TN Valley Regional Communication Sys	930,444	1,038,356	867,586	1,431,536
Chattanooga Downtown Redevelopment	11,655,858	12,891,110	11,489,318	19,955,155
Depreciation and Amortization	14,171,111	14,113,458	16,092,498	11,172,310
Closure/Postclosure Costs	203,216		121,984	1,592,689
Total Operating Expenses	<u>74,758,529</u>	<u>81,436,600</u>	<u>86,456,039</u>	<u>103,765,831</u>
OPERATING INCOME	<u>42,514,395</u>	<u>44,842,363</u>	<u>44,183,376</u>	<u>32,395,851</u>
NONOPERATING REVENUES (EXPENSES)				
Investment Income	1,543,617	1,544,682	2,411,133	1,041,720
Interest Expense	(6,980,248)	(6,885,829)	(6,586,974)	(7,915,182)
Intergovernmental	-	-	-	1,043,589
Other Income (expense)	178,876	80,657	478,421	73,766
Total Nonoperating Rev. (Exp.)	<u>(5,257,755)</u>	<u>(5,260,490)</u>	<u>(3,697,420)</u>	<u>(5,756,107)</u>
INCOME (LOSS) BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM	<u>37,256,640</u>	<u>39,581,873</u>	<u>40,485,956</u>	<u>26,639,744</u>
Capital Contributions	120,000	649,203	-	-
Operating Transfers In	927,808	-	10,047,603	460,278
Operating Transfers Out	(978,760)	-	-	(39,385,278)
Special Item	-	-	-	-
CHANGE IN NET POSITION	<u>37,325,688</u>	<u>40,231,076</u>	<u>50,533,559</u>	<u>(12,285,256)</u>
NET POSITION as previously reported	347,199,588	384,525,276	412,010,656	462,544,215
PRIOR PERIOD ADJUSTMENT				
CHANGE IN ACCOUNTING PRINCIPAL	-	(12,745,696)	-	-
NET POSITION, as restated	347,199,588	371,779,580	412,010,656	462,544,215
CHANGE IN NET POSITION	<u>37,325,688</u>	<u>40,231,076</u>	<u>50,533,559</u>	<u>(12,285,256)</u>
NET POSITION - Ending	<u>384,525,276</u>	<u>412,010,656</u>	<u>462,544,215</u>	<u>450,258,959</u>

City of Chattanooga, Tennessee

Internal Service Funds

Statement of Revenues, Expenses, and Changes in Net Position
Years Ended June 30, 2018 - 2019

	2018	2017	Unaudited 2018	Budget 2019
OPERATING REVENUES				
Billing to Departments	48,888,738	48,888,738	47,887,188	48,888,738
Claim reimbursed by Other Trust	11,857,178	19,272,880	9,440,187	19,272,880
Other	2,775,880	2,775,880	4,877,880	2,775,880
Total Operating Revenue	<u>63,521,800</u>	<u>70,937,500</u>	<u>62,205,255</u>	<u>70,937,500</u>
OPERATING EXPENSES				
Repairs & Maintenance - Assets	4,819,301	4,185,488	3,885,388	4,819,301
Repairs & Maintenance - 12th St	4,189,883	3,885,388	3,788,018	4,889,883
Operations - Assets/Service Station	704,481	807,388	788,888	788,888
Operations - 12th Service Station	1,884,388	1,884,388	1,781,018	1,781,388
Fleet Leasing Capital	88,887	75,388	88,888	-
Fleet Leasing Operations	2,107,738	2,707,311	1,888,888	3,288,888
Judgments & Costs	-	888,888	(418,341)	287,388
Claims & Tort Liabilities	288,888	307,388	888,388	288,888
Special Council	38,888	887,348	481,087	388,888
TRAC Rate Hearing	38,888	-	-	-
Employee Healthcare	28,884,878	28,188,888	21,888,881	27,888,888
Passenger Healthcare	384,888	888,388	488,888	888,388
On-Site Pharmacy	8,704,887	8,778,870	8,788,888	7,887,888
On-Site Clinic & Walk-ins	2,378,884	2,388,888	2,388,881	2,881,888
Retire Healthcare	11,281,488	8,888,888	10,887,888	8,888,887
Technical Personnel Fund/Retire	137,888	488,888	888,888	788,887
Depreciation	2,874,388	4,878,788	3,781,488	-
Total Operating Expenses	<u>68,788,888</u>	<u>88,788,888</u>	<u>88,888,888</u>	<u>88,888,888</u>
OPERATING INCOME	<u>5,732,912</u>	<u>12,148,612</u>	<u>3,316,367</u>	<u>12,048,612</u>
NONOPERATING REVENUES (EXPENSES)				
Other income (expense)	488,488	388,818	1,888,888	-
Total nonoperating revenue (expense)	<u>488,488</u>	<u>388,818</u>	<u>1,888,888</u>	<u>-</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	<u>6,221,400</u>	<u>12,537,430</u>	<u>5,205,255</u>	<u>12,048,612</u>
Capital contributions	-	-	-	-
Transfers in	3,878,888	4,878,888	7,081,881	8,888,888
Transfers out	(8,878,888)	(6,878,888)	(7,081,881)	(8,888,888)
CHANGE IN NET POSITION	<u>697,452</u>	<u>875,082</u>	<u>4,780,188</u>	<u>5,844,388</u>
NET POSITION, beginning of year	<u>41,888,881</u>	<u>41,888,881</u>	<u>41,888,881</u>	<u>41,888,881</u>
NET POSITION, ending of year	<u>42,586,333</u>	<u>42,763,963</u>	<u>46,669,069</u>	<u>47,733,269</u>

City of Chattanooga, Tennessee

Fiduciary Funds

Statement of Changes in Fiduciary Net Position Years Ended June 30, 2016 - 2019

	2016	2017	Unaudited 2018	Budget 2019
ADDITIONS				
Contributions:				
Employer	32,981,873	36,120,968	43,887,432	44,000,000
Plan Member	7,767,171	8,248,595	8,488,022	8,500,000
Other	326,393	151,146	135,260	135,000
	<u>41,075,437</u>	<u>44,520,709</u>	<u>52,510,714</u>	<u>52,635,000</u>
Investment Income				
Net appreciation (depreciation) in fair market value of investments	(12,002,773)	50,383,173	41,899,765	42,000,000
Interest	348,586	384,099	456,367	456,000
Dividends	4,973,077	5,074,553	6,659,930	6,700,000
	<u>(6,681,110)</u>	<u>55,838,825</u>	<u>49,016,062</u>	<u>49,156,000</u>
Less investment income (loss)	<u>(1,034,930)</u>	<u>(930,403)</u>	<u>(1,081,753)</u>	<u>(1,100,000)</u>
Net investment income (loss)	(7,716,040)	54,908,422	47,934,309	48,056,000
Total Additions	33,359,397	99,429,131	100,445,023	100,691,000
DEDUCTIONS				
Benefits paid to participants	60,138,574	59,558,957	62,839,271	63,000,000
Administrative expenses	1,472,714	943,131	1,498,036	1,500,000
Total Deductions	<u>61,611,288</u>	<u>60,502,088</u>	<u>64,337,307</u>	<u>64,500,000</u>
CHANGE IN NET POSITION	(28,251,891)	38,927,043	36,107,716	36,191,000
NET POSITION, beginning	<u>542,467,889</u>	<u>514,215,998</u>	<u>553,143,041</u>	<u>589,250,757</u>
NET POSITION, ending	<u>514,215,998</u>	<u>553,143,041</u>	<u>589,250,757</u>	<u>625,441,757</u>



Undesignated General Fund

Fiscal Year Ending June 30, 2019

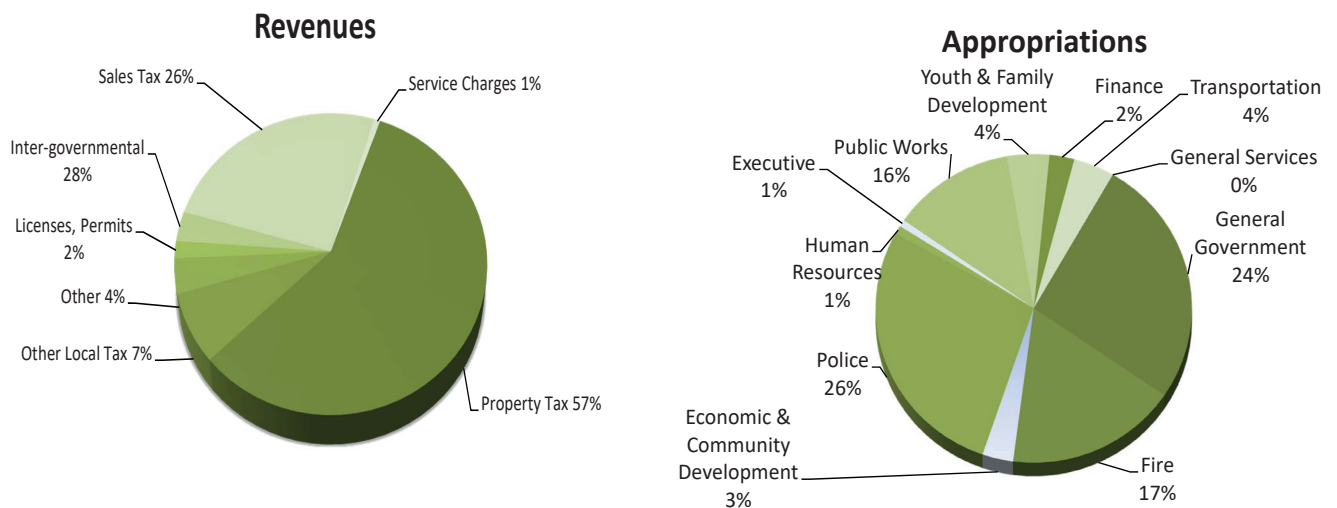
Fund Structure

The Undesignated General Fund accounts for all financial resources applicable to the general operations of city government which are not accounted for in another fund. This fund is the only unrestricted fund of a government unit. The basis of budgeting is modified accrual. Revenue is recognized in the accounting period when it becomes “susceptible” to accrual, that is, when it becomes measurable and available to finance expenditures of the fiscal period. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations which should be recognized when due. Undesignated general fund operations budget is \$273,552,000 This includes funds of \$11,532,000 from reserves designated for Capital Improvements. The charts on this page relate to the undesignated general fund operations. In FY 2019, the budgeted expenditures for all reported General Fund is \$296,598,669 including designated general government and supported agencies. The largest designated fund is the Economic Development Fund with a budget of \$23,046,669.

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

Undesignated Revenues & Appropriations

\$273,552,000

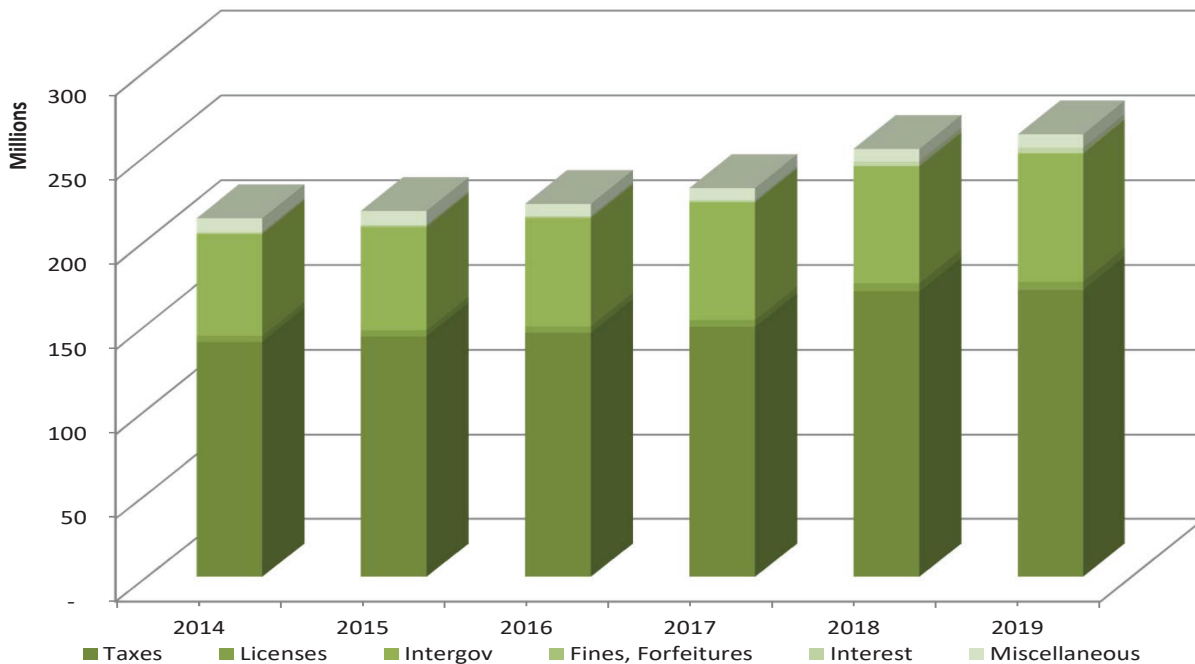


Undesignated General Fund Revenue Summary						
	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg
Undesignated General Fund:						
Property Tax	130,379,113	136,673,718	149,679,945	150,669,978	990,033	0.66%
Other Local Taxes	18,751,799	19,785,426	19,777,100	19,532,900	(244,200)	-1.23%
Licenses & Permits	4,993,752	5,407,677	4,752,420	4,900,297	147,877	3.11%
Other Intergovernmental Revenues	5,909,698	6,365,006	6,592,852	6,847,371	254,519	3.86%
State Sales Tax	13,491,087	13,901,449	13,852,000	14,448,692	596,692	4.31%
State Income Tax	3,532,771	3,268,174	2,500,000	1,600,000	(900,000)	-36.00%
Local Option Sales Tax	45,479,387	45,012,507	45,800,000	52,432,493	6,632,493	14.48%
Charges for Services	2,207,041	1,908,347	1,728,900	1,785,669	56,769	3.28%
Fines, Forfeitures & Penalties	857,886	683,988	574,800	605,000	30,200	5.25%
Use of Property/Interest	2,556,570	3,096,854	2,423,000	3,120,000	697,000	28.77%
Miscellaneous Revenues	5,254,649	5,425,050	5,749,983	6,077,600	327,617	5.70%
Fund Balance	-	-	9,981,000	11,532,000	1,551,000	15.54%
Grand Totals	233,413,753	241,528,196	263,412,000	273,552,000	10,140,000	3.85%

Revenues

The proposed Budget for FY 2019 shows an increase of \$10,140,000 or 3.85%. The increase is primarily in the Property Taxes and Sales Tax, both Local Option as well as state shared sales tax. The chart shows the Undesignated General Fund Revenues by Source for the fiscal years 2014 thru 2019. The State's IMRPOVE act reduces income tax rate by 1% beginning January 1, 2017 until complete phase out in year beginning January 1, 2020.

General Fund Revenues by Source



Property Taxes

FY 2019 Estimate: **\$150,669,978**
% of General Fund: **57.5%**
Growth From FY 18: **990,033**
Change: **.66%**

Current Real Property Taxes remain the primary source of funds for the City of Chattanooga, with the FY 2019 estimate of \$132,754,669 representing 48.52% of the total undesignated General Fund Budget. All property tax estimates inclusive of delinquencies and in lieu of tax payments total \$150,669,978 or 55.08% of the total undesignated General Fund budget. The current tax rate is \$2.277 per \$100 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98. Revenues generated in 1997 with a \$2.70 tax rate amounted to \$61,533,569, while the estimate for FY 2019 is \$150,669,978, an increase of \$89 million.

Assessments for 1997 were \$2,295,859,675. This figure has risen to \$5,917,809,652, an increase of \$3,613,603,257 or 157% in the last 20 years. In recent years, assessments have trended upward slightly based on lateral reappraisals. Therefore, Current Real Property Tax revenue is expected to have minimal increases in the next few years.

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

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

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

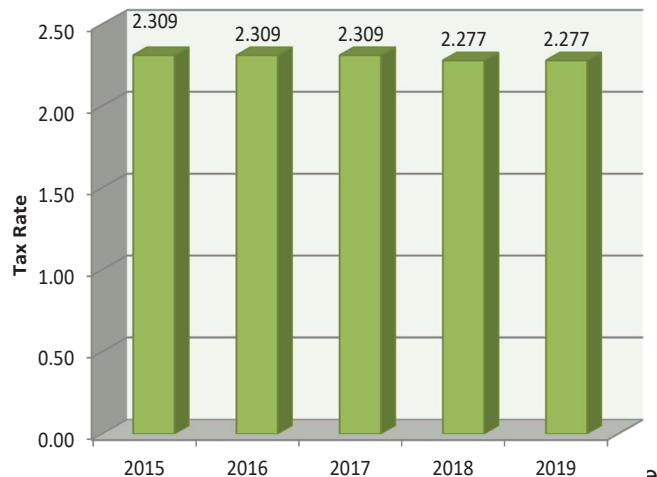
Fiscal Years		
Ending	Rate	Rate Change Explanation
1994	2.620	
1995-1996	2.980	City Tax Increase - 1995 Tax Year
1997	2.700	Property Reappraisal - 1997 Tax Year
1998-2001	2.310	City Tax Decrease - 1997 Tax Year
2002-2005	2.516	City Tax Increase - 2001 Tax Year
2006-2009	2.202	Property Reappraisal - 2005 Tax Year
2010	1.939	Property Reappraisal - 2009 Tax Year
2011-2017	2.309	City Tax Increase - 2010 Tax Year
2018	2.277	City Tax Decrease - 2018 Tax Year
2019	2.277	City Tax - 2019 Tax Year

The 1995 increase in tax rates from \$2.62 to \$2.98 was the first tax increase imposed by the City since 1987 and was imposed primarily to provide funds for capital purposes. In FY02, a property tax increase of \$0.48 was approved increasing the rate to \$2.516. After the reappraisal in FY06, the tax rate was decreased to \$2.202. FY10 was a reappraisal year resulting in a decrease to \$1.939. In FY11, the City Council approved a \$0.37 or 19% increase in the tax rate. The approved rate is \$2.309. A one penny increase produces additional income of \$567,105.

Current City policy for budgeting is to estimate collections at 96% of the property tax levy. In 2014, the certified tax rate resulting from reappraisal is \$2.3139; Council elected not to increase the current City tax rate. In 2018, the reappraisal certified rate is \$2.057. The tax rate changed to \$2.277. The rate for 2019 remains the same.

Payments In Lieu of Taxes.

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



City receives sizeable in lieu of tax payments each year. Companies paying in lieu of taxes include, but not limited to, Tennessee Valley Authority, Blue Cross Blue Shield, Gestamp, Westinghouse, and Plastic Omnium. The collection of in lieu of taxes (excluding EPB) accounts for \$3,358,654, or 1.28% of the operating budget in FY19. Several PILOTS, including Volkswagon, include a waiver of 100% of City taxes in favor of school only for Hamilton County.

Pursuant to Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987, the minimum levy for the EPB is \$2,296,692, according to a new formula specified in the 1987 Law based on a revenue floor of \$5,635,434. This revenue floor was exceeded in fiscal year 1994, resulting in a calculation which generated less PILOT collection for the City. The estimate to be received from Electric Power Board for FY 2019 is \$7,347,051, which is 4.26% over FY18. The EPB in lieu of tax is made of three pieces; Electric, Telecom, and Internet.

Other Local Taxes:

FY 2019 Estimate:	\$19,532,900
% of General Fund:	7.45%
Decrease From FY 18:	(244,200)
Change:	-1.23%

Gross Receipts Taxes

FY 2019 Estimate:	\$5,647,000
% of General Fund:	2.16%
Decrease From FY 18:	(471,000)
Change:	-7.7%

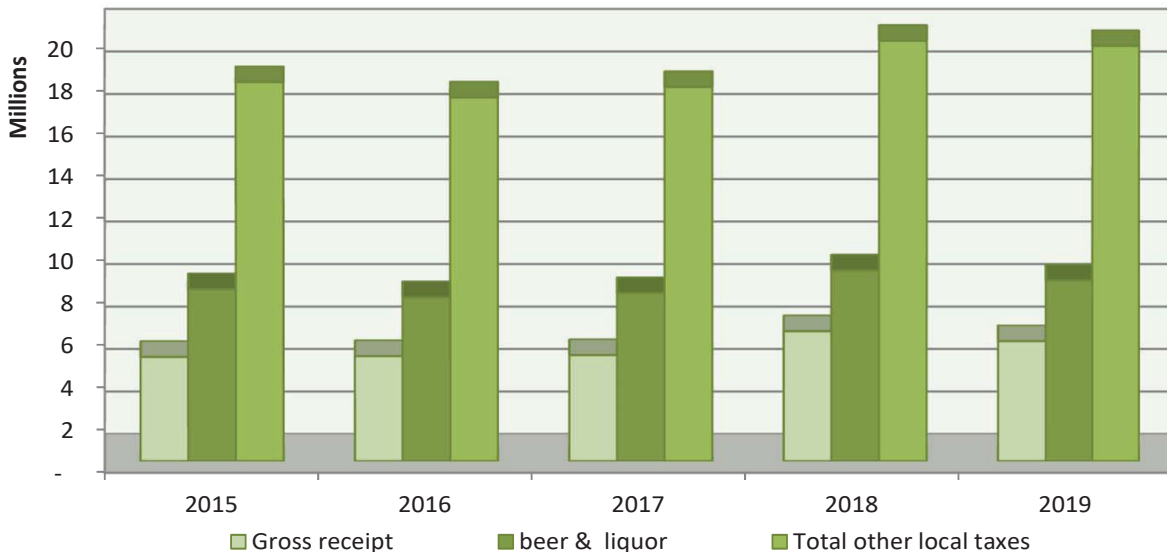
Even though Gross Receipts Taxes are a steady source in the General Fund, they represent only 2.16% of total collections this year. The trend over the past five years shows a slight upturn which is not expected to continue for FY19.

Beer & Liquor Taxes

FY 2019 Estimate:	\$8,511,000
% of General Fund:	3.25%
Decrease From FY 18:	(465,000)
Change:	-5.18%

Beer & Liquor Taxes make up approximately 44% of Other Local Taxes. There was a downturn in Beer Taxes because of a change in how the rates were calculated at the state level in FY15.

Other Local Taxes



Licenses & Permits:

FY 2019 Estimate:	\$4,900,297
% of General Fund:	1.87%
Growth from FY 18:	147,877
% Change:	3.11%

Building Permits

FY 2019 Estimate:	\$1,750,000
% of General Fund:	.67%
Increase from FY 18:	99,400
% Change:	6.02%

Building Permits are the single greatest revenue generator in the category of Licenses & Permits. As shown in the chart below, revenue estimates for Building Permits have increased since 2013, reflecting the rebuilding of the housing market over that period of time. Revenues declined in 2013 - 2014. Permits spiked in 2015, mostly due to incoming industry in Chattanooga. FY 2019 shows an expected increase of more than 6% due to a strong economy and increase in construction for commercial and residential properties.

Revenue from Other Agencies:

FY 2019 Estimate:	\$75,328,566
% of General Fund:	28.75%
Growth From FY 18:	6,583,704
% Change:	9.58%

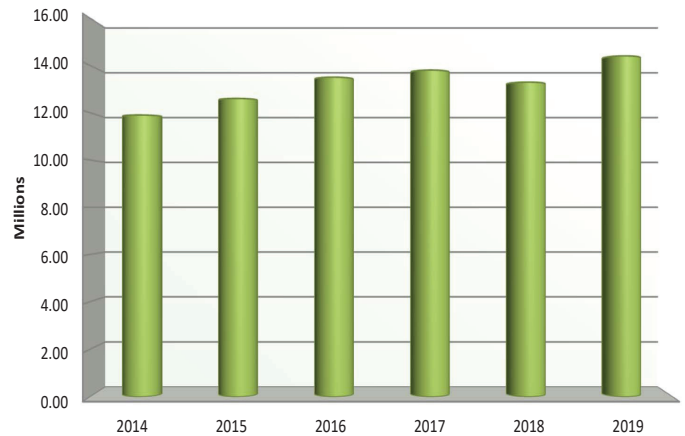
City Allocation State Sales Tax

FY 2019 Estimate:	\$14,448,692
% of General Fund :	5.51%
Growth From FY 18:	596,692
% Change:	4.31%

The State of Tennessee imposes a 7% tax on sales. Under TCA 67-6-103(3)(A), 4.603% is returned to all municipalities. This distribution is based on population data from the latest certified census. The City of Chattanooga has a certified population of 176,588 and its per capita allocation from state sales tax for Fiscal Year 2017 was \$81.00. In 2018, the per capita allocation is \$80.40, or a slight decrease of .7% with a population of 177,571.

State Sales Tax

Building Permits



Local Option Sales Taxes

FY 2019 Estimate:	\$52,432,493
% of General Fund:	20.01%
Growth From FY 18:	6,632,4930
% Change:	14.48%

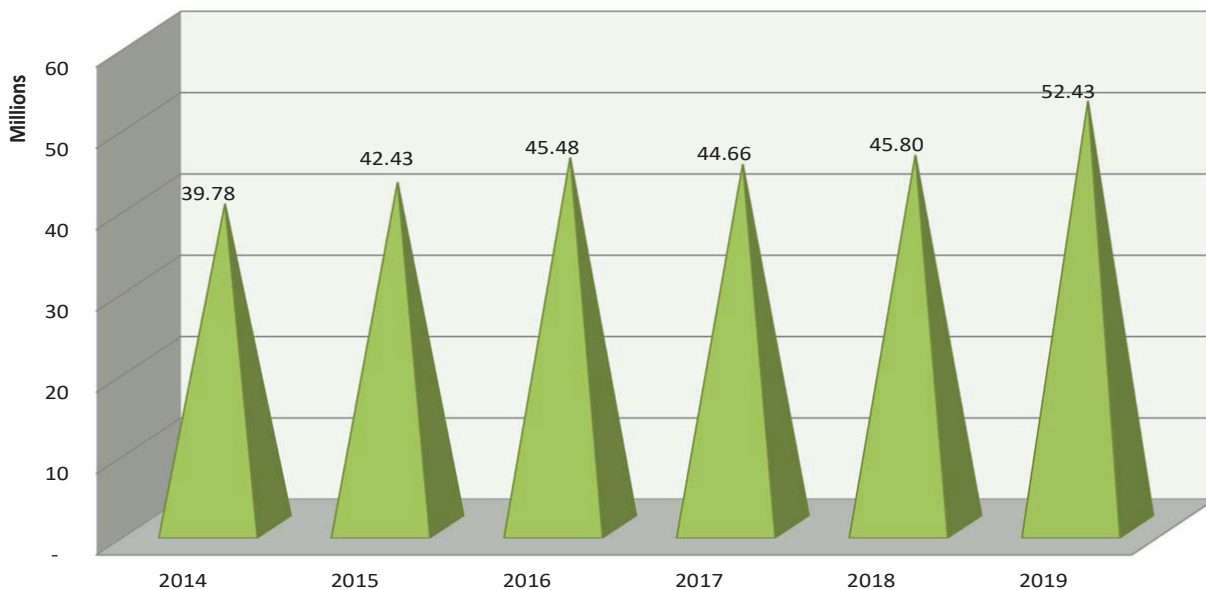
The Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended. The City of Chattanooga and the citizens of Hamilton County have adopted, by referendum, a county-wide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

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

There was a steady incline in Local Option sales tax revenues since 2010. This was a reflection of the economic climate during those years. In FY2012, the City regained control of approximately \$10 million of sales tax managed on its behalf by Hamilton County under a 1966 Sales Tax agreement. The Local Option Sales Tax is expected to increase \$6,632,493 in FY19.

The Local Option Sales Tax represents 20.01% of the total General Fund revenues for FY 2019.

Local Option Sales Tax



Undesignated General Fund Expenditure Summary General Fund	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg
General Government ⁽¹⁾	60,939,525	57,862,380	78,827,637	80,235,593	1,407,956	1.79%
Executive Branch	1,682,518	1,788,641	1,840,733	1,890,342	49,609	2.70%
Finance & Administration	5,209,271	5,220,727	6,261,214	6,653,647	392,433	6.27%
General Services ⁽²⁾	4,159,865	4,138,588	-	-	-	0.00%
Human Resources	1,763,519	1,849,750	1,910,192	2,369,155	458,963	24.03%
Economic & Community Dev.	6,275,208	6,158,026	7,948,903	8,268,037	319,134	4.01%
Police	58,564,339	64,119,196	70,022,979	73,029,049	3,006,070	4.29%
Fire	37,099,439	38,214,850	43,876,842	45,960,072	2,083,230	4.75%
Public Works	26,634,754	27,491,788	32,035,189	33,046,258	1,011,069	3.16%
Youth & Family Development	9,172,554	9,779,668	10,298,434	11,097,411	798,977	7.76%
Transportation	10,099,177	10,468,663	10,389,873	11,002,436	612,563	5.90%
Total General Fund	221,600,169	227,092,277	263,412,000	273,552,000	10,140,000	3.85%

(1) Amount includes capital appropriations from general fund reserves of \$1,459,202 in FY17, \$9,981,000 in FY18 and \$11,532,000 in FY19.

(2) General Services Department was combined with Public Works Department in 2018

Expenditures

General Government

FY 2019 Appropriation: **\$80,235,593**
% of General Fund: **29.33%**
Increase From FY 18: **1,407,956**
Change: **1.79%**

General Government is the area where all appropriations to other funds, joint-funded and outside agencies are accounted for. These appropriations can vary from year to year based on outside agency requests or decisions reached during the Budgeting for Outcomes process and hearings with the City Council. The increase is due to a higher appropriation pertaining to Capital Improvements. Major appropriations in the General Government area year-to-year are:

Capital Improvements

FY 2019 Appropriation: **\$11,532,000**
% of General Fund: **4.22%**
Increase From FY 18: **1,551,000**
Change: **15.53%**

Funds are provided for appropriation to the pay as you go capital. Increase due to the IMPROVE act, the largest cut in state history. This act enhanced revenue related to highway factors, specifically by increasing fuel taxes and vehicle registration.

CARTA Subsidy

FY 2019 Appropriation: **\$5,352,440**
% of General Fund: **1.96%**
Increase From FY 18: **340,020**
% Change: **6.78%**

The City finances part of the Chattanooga Area Regional Transportation Authority's (CARTA) operating cost. The appropriation consists of \$5,352,440 to enable CARTA to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping and other activities.

Chattanooga Public Library

FY 2019 Appropriation: **\$6,545,000**
% of General Fund: **2.39%**
Increase From FY 18: **500,000**
% Change: **8.27%**

The City assumed full funding of the cost of the public library system as a result of the expiration of Sales Tax Agreement with Hamilton County in FY 2011. The total appropriation consists of \$6,545,000 for Operating costs. The increase is due to the new library in Avondale community center.

Debt Service Fund

FY 2019 Appropriation: **\$23,487,712**
% of General Fund: **8.59%**
Increase From FY 18: **1,053,233**
% Change: **4.69%**

Funds are provided for the appropriation to the Debt Service Fund for payment of current interest and principal on the City's outstanding General Fund debt and to fund planned or anticipated new debt. The FY19 increase is in anticipation of issuing new debt for capital improvements.

Information Technology

FY 2019 Appropriation: **\$8,115,593**
% of General Fund: **2.97%**
Increase From FY 18: **325,064**
Change: **4.17%**

Funds are provided for telecommunications and information technology for all City departments and some agencies. The increase is due to the increased IT Maintenance and Digital Connectivity costs.

Regional Planning Agency

FY 2019 Appropriation	\$2,003,633
% of General Fund:	0.73%
Decrease From FY18:	(200,000)
% Change:	-9.08%

The City finances part of RPA operating costs. Funds are provided to ensure land resources support, enhance, and sustain our community and its quality of life.

Executive Branch

FY 2019 Appropriation:	\$1,890,342
% of General Fund:	0.70%
Growth From FY 18:	49,609
Change:	2.70%

The Executive Branch consists of functions under direct control of the Office of the Mayor. A new position, Multicultural Affairs Coordinator, was added which increased overall salary and fringe costs.

Department of Finance & Administration

FY 2019 Appropriation:	\$6,653,647
% of General Fund:	2.43%
Increase From FY 18:	392,433
% Change:	6.27%

This department oversees all aspects of the City’s financial management. The major expenses for this department are personnel costs. New positions added include an Open Data & Performance Management Analyst and a Revenue Specialist 2.

Department of Human Resources

FY 2019 Appropriation:	\$2,369,155
% of General Fund :	0.87%
Increase From FY 18:	456,963
Change:	24.03%

The department oversees the recruitment and hiring of all City personnel. The increase in appropriations for FY19 is due to an increased change in pay grades as well as a civilian pay equity study and GARE (Government Alliance on Race and Equity) training, totaling \$175,000.

Department of Economic & Community Development

FY 2019 Appropriation:	\$8,268,037
% of General Fund:	3.02%
Increase From FY 18:	319,134
%Change:	4.01%

The department administers initiatives regarding affordable housing, neighborhood leadership development, economic development, code enforcement, Outdoor Chattanooga, and public art.

Department of Police

FY 2019 Appropriation:	\$73,029,049
% of General Fund:	26.7%
Increase From FY 18:	3,006,070
%Change:	4.29%

In FY19, increases due to medical and benefit costs increases, along with addition of four (4) positions. In Operations the main increases are due to additional Police Protection Equipment, Fleet Leased Vehicles (replacements for older vehicles) and the Capital portion of Radio Maintenance fees. Also increases in InformationTechnology Costs/Data Processing Services and contract costs for 911 Emergency Services.

Department of Fire

FY 2019 Appropriation:	\$45,960,072
% of General Fund:	16.8%
Increase From FY 18:	2,083,230
Change:	4.75%

In FY19, increase due to continued funding for the new sworn pay plan based on years of service structure and full funding for 14 additional firefighters due to SAFER grant expiration.

Department of Public Works

FY 2019 Appropriation:	\$33,046,258
% of General Fund:	12.08%
Increase from FY 18:	1,011,069
Change:	3.16%

The Department of Public Works General Fund increase in FY19 due to the addition of 3 new positions and rise in operational costs.

Department of Youth & Family Development

FY2019 Appropriation:	\$11,097,411
% of General Fund:	4.06%
Increase from FY18:	798,977
Change:	7.76%

The Department of Youth & Family Development was a newly created department in FY14 which resulted from the restructure of the former Parks & Recreation and Education, Arts, and Culture Departments. The FY19 appropriation for the Youth & Family Department increased as a result of the rise in Office of Early Learning by \$257,867 while Baby University saw an increase of \$175,000.

Department of Transportation

FY2019 Appropriation:	\$11,002,436
% of General Fund:	4.02%
Increase from FY18:	612,563
Change:	5.90%

The Department of Transportation includes Complete

Streets, Smart Cities, Traffic Operations & Transportation Administration. Increase in FY 2019 due to Finance Manager position being added. Digital Connectivity saw an increase of \$300,000. Electricity Plant Charges saw a corresponding decrease of \$771,631, as Street Lighting rose \$1,103,420. Transportation also saw an increase in Fleet Leased Vehicle costs as newer vehicles were added to its fleet.

Undesignated General Fund Revenue							
Source	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg	% of total
Property Taxes:							
Current Property Taxes	112,106,910	116,309,641	131,828,000	132,754,669	926,669	0.70%	50.67%
Interest & Penalty-Current Year	289,556	217,000	300,000	2,000	(298,000)	-99.33%	0.00%
Interest & Penalty-Prior Year	1,309,269	1,250,030	1,309,000	1,370,000	61,000	4.66%	0.52%
Prior Year Property Taxes	5,040,575	4,746,740	5,200,000	5,200,000	-	0.00%	1.98%
City Fee-Collection of Delinquent Taxes	319,056	277,704	300,000	279,000	(21,000)	-7.00%	0.11%
Payments in Lieu of Taxes	11,313,747	13,872,603	10,742,945	11,064,309	321,364	2.99%	4.22%
Total Property Tax	\$ 130,379,113	\$ 136,673,718	\$ 149,679,945	\$ 150,669,978	990,033	0.66%	57.50%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	1,692,850	1,829,286	1,869,000	2,051,000	182,000	9.74%	0.78%
Franchise Taxes-Comcast	1,319,793	1,211,124	1,111,000	1,013,000	(98,000)	-8.82%	0.39%
Franchise Taxes-Century Tel	13,481	9,536	9,600	9,400	(200)	-2.08%	0.00%
Franchise Taxes-AT&T Mobility	122,637	98,484	98,000	70,000	(28,000)	-28.57%	0.03%
Franchise taxes-Zayo Group	-	9,000	20,500	20,500	-	0.00%	0.01%
Franchise Taxes-EPB Fiber Optics	1,241,696	1,362,885	1,372,000	1,658,000	286,000	20.85%	0.63%
Franchise Taxes-Application Fee	-	750	-	-	-	0.00%	0.00%
Corporate Excise Tax-State	219,192	747,855	200,000	550,000	350,000	175.00%	0.21%
Liquor Taxes	2,774,584	2,667,404	3,000,000	2,773,000	(227,000)	-7.57%	1.06%
Beer Taxes	5,756,278	5,981,553	5,976,000	5,738,000	(238,000)	-3.98%	2.19%
Gross Receipts Tax	5,608,405	5,864,697	6,118,000	5,647,000	(471,000)	-7.70%	2.16%
Local Litigation Taxes	2,883	2,852	3,000	3,000	-	0.00%	0.00%
Total Other Local Taxes	\$ 18,751,799	\$ 19,785,426	\$ 19,777,100	\$ 19,532,900	(244,200)	-1.23%	7.45%
Licenses & Permits.:							
Motor Vehicle License	460,790	418,770	412,700	411,500	(1,200)	-0.29%	0.16%
Liquor by the Drink	142,915	151,730	130,000	150,000	20,000	15.38%	0.06%
Building Permits	1,762,394	1,893,282	1,650,600	1,750,000	99,400	6.02%	0.67%
Other Licenses,Permits, Fees	2,627,653	2,943,895	2,559,120	2,588,797	29,677	1.16%	0.99%
Total Licenses & Permits	\$ 4,993,752	\$ 5,407,677	\$ 4,752,420	\$ 4,900,297	147,877	3.11%	1.87%
Fines, Forfeitures, & Penalties:							
City Court Fines	673,900	505,252	388,300	455,000	66,700	17.18%	0.17%
Criminal Court Fines	133,085	125,356	137,000	100,000	(37,000)	-27.01%	0.04%
Parking Ticket Fines	50,704	48,089	45,000	45,000	-	0.00%	0.02%
Other Fines Forfeitures, & Penalties	196	5,291	4,500	5,000	500	11.11%	0.00%
Total Fines, Forfeitures, & Penalties	\$ 857,885	\$ 683,988	\$ 574,800	\$ 605,000	30,200	5.25%	0.23%
Investment Income							
Interest on Investments	1,811,495	2,301,638	1,800,000	2,500,000	700,000	38.89%	0.95%
Sale of Back Tax Lots	378,722	340,283	300,000	300,000	-	0.00%	0.11%
Sale of City Owned Property	-	2,289	-	-	-	#DIV/0!	0.00%
Other Sales	366,353	452,644	323,000	320,000	(3,000)	-0.93%	0.12%
Total Investment Income	\$ 2,556,570	\$ 3,096,854	\$ 2,423,000	\$ 3,120,000	697,000	28.77%	1.19%

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Undesignated General Fund Revenue Source	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg	% of total
Revenue from Other Agencies							
Local Option Sales Taxes-GF	45,479,387	45,012,507	45,800,000	52,432,493	6,632,493	14.48%	19.17%
State Beer Tax	81,872	80,960	82,000	80,000	(2,000)	-2.44%	0.03%
Hall Income Tax	3,532,771	3,268,174	2,500,000	1,600,000	(900,000)	-36.00%	0.58%
State Sales Tax	13,491,087	13,901,449	13,852,000	14,448,692	596,692	4.31%	5.28%
State Mixed Drink Tax	2,909,666	3,066,428	3,254,000	3,308,000	54,000	1.66%	1.21%
State Gas Inspection Fees	341,126	338,876	338,000	335,000	(3,000)	-0.89%	0.12%
State Maintenance of Streets	189,696	251,244	235,000	235,000	-	0.00%	0.09%
State Alcohol Beverage Tax	158,134	139,533	135,000	136,000	1,000	0.74%	0.05%
State-Special Training Funds	496,800	496,200	535,800	535,000	(800)	-0.15%	0.20%
State-Telecom Sales Tax	14,076	18,416	14,000	220,000	206,000	1471.43%	0.08%
Ham.County-Ross Landing Plaza	1,139,011	1,336,566	1,489,052	1,477,000	(12,052)	-0.81%	0.54%
Miscellaneous	579,318	636,783	510,000	521,371	11,371	2.23%	0.19%
Total Revenue from Other Agencies	\$ 68,412,944	\$ 68,547,136	\$ 68,744,852	\$ 75,328,556	6,583,704	9.58%	27.54%
Service Charges:							
City Court Cost	246,165	187,080	193,000	168,000	(25,000)	-12.95%	0.06%
Clerk's Fee	800,985	612,516	473,610	586,400	112,790	23.81%	0.21%
State Court Cost	1,403	1,305	1,000	1,000	-	0.00%	0.00%
Service Charges	1,127,276	1,107,446	1,061,290	1,030,269	(31,021)	-2.92%	0.38%
Total Service Charges	\$ 2,175,829	\$ 1,908,347	\$ 1,728,900	\$ 1,785,669	56,769	3.28%	0.65%
Miscellaneous Revenues:							
Indirect Cost	4,538,235	4,747,751	5,423,780	5,750,000	326,220	6.01%	2.10%
Capital			9,981,000	11,532,000			
Other General Government Misc.	716,414	677,299	326,203	327,600	1,397	0.43%	0.12%
Total Miscellaneous Revenues	\$ 5,254,649	\$ 5,425,050	\$ 15,730,983	\$ 17,609,600	1,878,617	11.94%	6.44%
Grand Totals	\$ 233,382,541	\$ 241,528,196	\$ 263,412,000	\$ 273,552,000	10,140,000	3.85%	100.00%

Undesignated General Fund Expenditure Summary	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg	% of Total
General Government & Agencies:							
AIM Center, Inc.	60,000	60,000	60,000	65,000	5,000	8.33%	0.02%
Air Pollution Control Board	270,820	270,820	270,820	270,820	-	0.00%	0.10%
Arts Build	275,000	275,000	275,000	275,000	-	0.00%	0.10%
Bessie Smith Cultural Center	60,000	60,000	80,000	80,000	-	0.00%	0.03%
Bethlehem Center	25,000	45,000	65,000	65,000	-	0.00%	0.02%
CARTA	5,045,361	5,049,676	5,012,420	5,352,440	340,020	6.83%	1.96%
Carter Street Corporation	200,000	200,000	200,000	-	(200,000)	-100.00%	0.00%
Chattanooga Urban League	125,000	125,000	115,000	120,000	5,000	4.00%	0.04%
Chattanooga Neighborhood Enterprises	705,000	662,520	705,000	705,000	-	0.00%	0.26%
Chattanooga Basketball	-	-	-	100,000	100,000	N/A	0.04%
Chattanooga Design Studio	-	-	-	50,000	50,000	N/A	0.02%
Chattanooga Football Club Foundation	-	-	-	40,000	40,000	N/A	0.01%
Chattanooga Junior Golfers' Dev. Program	-	-	-	25,000	25,000	N/A	0.01%
Chattanooga Room in the Inn	25,000	25,000	25,000	25,000	-	0.00%	0.01%
Chattanooga's Kids on the Block	-	-	20,000	20,000	-	N/A	0.01%
Chattanooga State Comm College	-	-	-	25,000	25,000	N/A	0.01%
Children's Advocacy Center	60,000	60,000	65,000	65,000	-	0.00%	0.02%
Children's Home - Chambliss Shelter	350,000	350,000	350,000	350,000	-	0.00%	0.13%
Community Foundation Scholarships	101,300	106,300	106,300	100,000	(6,300)	-6.22%	0.04%
Enterprise Center	210,000	200,000	270,000	-	(270,000)	-128.57%	0.00%
Enterprise South Industrial Park Admin	9,533	-	10,500	-	(10,500)	N/A	0.00%
Enterprise South Nature Park	551,557	509,760	700,585	834,863	134,278	19.36%	0.31%
ESIP Security	53,740	54,834	55,352	-	(55,352)	-89.17%	0.00%
Family Promise of Greater Chattanooga	-	64,400	-	150,000	150,000	N/A	0.05%
Friends of Moccasin Bend	30,000	30,000	-	-	-	0.00%	0.00%
Friends of the Zoo	25,000	25,000	25,000	25,000	-	0.00%	0.01%
Fortwood Center (Helen Ross McNabb)	57,000	57,000	62,000	62,000	-	0.00%	0.02%
Girls, Inc	30,000	30,000	110,000	110,000	-	0.00%	0.04%
Goodwill	-	10,000	10,000	15,000	5,000	N/A	0.01%
Grassroots Midtown	-	10,000	-	-	-	N/A	0.00%
Greater Chattanooga Sports Comm	130,000	225,000	225,000	100,000	(125,000)	-96.15%	0.04%
Green Spaces	15,000	15,000	15,000	25,000	10,000	66.67%	0.01%
Habitat for Humanity	-	50,000	50,000	40,000	(10,000)	N/A	0.01%
Heritage Hall Fund	65,866	68,685	69,500	74,725	5,225	7.93%	0.03%
Homeless Coalition	50,000	70,000	70,000	70,000	-	0.00%	0.03%
Hope for the Inner City	60,000	60,000	-	-	-	0.00%	0.00%
Human Services	-	1,165,000	-	1,259,643	1,259,643	N/A	0.46%
Joe Johnson Mental Health	60,000	60,000	60,000	60,000	-	0.00%	0.02%
LaPaz Chattanooga	50,000	50,000	50,000	50,000	-	0.00%	0.02%
Lookout Mountain Conservancy	-	-	-	20,000	20,000	N/A	0.01%
Orange Grove	105,188	105,188	105,188	106,000	812	0.77%	0.04%
Partnership/Rape Crisis	65,000	65,000	65,000	65,000	-	0.00%	0.02%
Public Library	5,815,000	5,970,000	6,045,000	6,545,000	500,000	8.60%	2.39%
Regional Planning Agency	2,351,557	2,351,557	2,203,663	2,003,663	(200,000)	-8.51%	0.73%
Signal Center	75,000	75,000	75,000	275,000	200,000	266.67%	0.10%
Speech & Hearing Center	67,700	67,700	67,700	67,700	-	0.00%	0.02%
Tech Town Foundation	-	40,000	40,000	40,000	-	N/A	0.01%
Tennessee Riverpark	1,032,924	1,143,630	1,363,171	1,255,640	(107,531)	-9.50%	0.46%
United Way of Greater Chattanooga	-	35,000	135,000	160,000	25,000	N/A	0.06%
WTCI -TV 45	75,000	75,000	75,000	93,000	18,000	24.00%	0.03%
Youth and Family Dev/ Social Services	1,165,000	-	1,426,650	-	(1,426,650)	-122.46%	0.00%
Audits, Dues & Surveys	126,726	105,820	175,000	150,000	(25,000)	-10.79%	0.05%
Capital Improvements	9,008,728	400,000	12,813,717	11,532,000	(1,281,717)	-14.23%	4.22%
City Attorney/Operations	661,083	1,474,044	1,696,716	1,689,150	(7,566)	-0.48%	0.62%
City Attorney Liability Insurance Fund	1,000,000	1,966,580	2,000,000	800,000	(1,200,000)	-120.00%	0.29%
City Code Revision	14,823	7,080	14,000	9,000	(5,000)	N/A	0.00%
City Council	661,083	710,053	781,878	819,851	37,973	5.16%	0.30%
City Judges Division 1	465,127	464,627	486,925	511,491	24,566	5.24%	0.19%
City Judges Division 2	438,541	444,588	463,107	479,381	16,274	3.67%	0.18%
Contingency Fund	738,554	800,745	3,790,840	4,999,407	1,208,567	107.43%	1.83%
Debt Service Fund	17,504,272	20,514,537	22,434,479	23,487,712	1,053,233	6.02%	8.59%
Education Contribution per TCA 57-4-306	1,438,503	1,538,018	1,363,500	1,687,500	324,000	25.92%	0.62%
ESIP Administration	-	1,776	-	10,000	10,000	N/A	0.00%
Election Expense	-	194,614	-	25,000	25,000	N/A	0.01%
Information Technology	5,612,089	6,211,932	7,790,529	8,115,593	325,064	5.30%	2.97%
Internal Audit	580,413	628,409	662,875	691,663	28,788	4.78%	0.25%
Intergovernmental Relations	298,383	303,466	285,000	285,000	-	0.00%	0.10%
Purchasing	732,578	685,299	822,256	905,896	83,640	10.15%	0.33%
Renewal & Replacement	316,985	350,747	1,300,000	1,500,000	200,000	43.32%	0.55%

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Undesignated General Fund Expenditure Summary							
	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg	% of Total
T.A.P (tuition & books)	22,353	12,418	25,000	25,000	-	0.00%	0.01%
Unemployment Insurance	56,657	32,350	60,000	50,000	(10,000)	-12.50%	0.02%
Water Quality Management Fee	425,606	432,232	458,000	503,800	45,800	10.18%	0.18%
311 Call Center	517,285	610,975	669,966	717,655	47,689	7.92%	0.26%
Total	\$ 60,072,335	\$ 57,862,380	\$ 78,827,637	\$ 80,235,593	\$ 1,407,956	\$ 0	29.33%
Executive Branch:							
Mayor's Office	1,325,656	1,426,678	1,488,005	1,568,367	80,362	6.11%	0.57%
Multicultural Affairs	357,192	361,963	352,733	321,975	(30,758)	-9.20%	0.12%
Total	\$ 1,682,848	\$ 1,788,641	\$ 1,840,738	\$ 1,890,342	\$ 49,604	3.01%	0.69%
Department of Finance & Administration							
Finance Office	2,553,750	2,536,173	2,850,314	2,999,053	148,739	5.39%	1.10%
City Treasurer	582,539	657,939	975,413	980,234	4,821	0.64%	0.36%
City Court Clerk's Office	1,215,765	1,078,636	1,338,903	1,426,721	87,818	7.32%	0.52%
Delinquent Tax	78,393	172,362	240,775	240,775	-	0.00%	0.09%
Capital Planning	79,915	82,005	140,104	201,234	61,130	77.06%	0.07%
Office of Performance Management	208,970	211,803	215,705	305,630	89,925	48.16%	0.11%
City General Tax Revenue (Trustee Fee) ⁽¹⁾	489,941	481,809	500,000	500,000	-	0.00%	0.18%
Total	\$ 5,209,273	\$ 5,220,727	\$ 6,261,214	\$ 6,653,647	\$ 392,433	7.00%	2.43%
⁽¹⁾ Was previously reported in Gen Gov & Agencies							
Department of General Services⁽¹⁾ :							
General Services Administration	643,162	547,774	-	-	-	0.00%	0.00%
Office of Sustainability	101,594	102,785	-	-	-	0.00%	0.00%
Building Maintenance	1,733,128	1,911,915	-	-	-	0.00%	0.00%
Storage on Main Street	57,159	49,973	-	-	-	0.00%	0.00%
Real Estate	101,772	37,733	-	-	-	0.00%	0.00%
Farmer's Market Operations	15,098	3,000	-	-	-	0.00%	0.00%
Mailroom	82,965	60,407	-	-	-	0.00%	0.00%
Chattanooga Zoo	675,000	675,000	-	-	-	0.00%	0.00%
Memorial Auditorium	213,087	214,196	-	-	-	0.00%	0.00%
Tivoli Theatre	471,682	534,984	-	-	-	N/A	0.00%
Civic Facilities	65,234	821	-	-	-	N/A	0.00%
Total	\$ 4,159,881	\$ 4,138,588	\$ -	\$ -	-	0.00%	0.00%
Department of Human Resources:							
Administration	1,247,214	1,283,036	1,355,468	1,102,394	(253,074)	-18.79%	0.40%
Physicals	10,150	22,040	14,000	22,500	8,500	42.50%	0.01%
Employee's Insurance Office	327,918	330,477	354,913	365,146	10,233	3.12%	0.13%
Safety Programs	101,957	100,049	106,531	368,663	262,132	265.23%	0.13%
Employee Training	1,766	39,748	4,880	435,452	430,572	N/A	0.16%
Employee's Insurance Program	-	-	-	-	-	N/A	0.00%
Job Injury Administration	74,400	74,400	74,400	75,000	600	0.92%	0.03%
Total	\$ 1,763,405	\$ 1,849,750	\$ 1,910,192	\$ 2,369,155	458,963	24.70%	0.87%
Dept of Economic & Community Dev:							
Administration	583,699	641,937	711,556	378,147	(333,409)	-58.23%	0.14%
Affordable Housing Program	-	58,645	-	-	-	N/A	0.00%
Grants Administration	44,735	-	-	-	-	N/A	0.00%
Neighborhood Services	64,745	365,635	132,527	402,581	270,054	150.58%	0.15%
Economic Development	506,199	263,520	350,243	612,449	262,206	42.63%	0.22%
Homeless Outreach Program	76,284	103,359	194,204	481,644	287,440	308.24%	0.18%
Community and Neighborhood Relations	379,619	-	484,806	-	(484,806)	-99.95%	0.00%
Code Enforcement Office	-	1,328,209	2,137,607	1,968,912	(168,695)	N/A	0.72%
Outdoor Chattanooga	336,479	463,007	718,587	971,214	252,627	50.68%	0.36%
Trust for Public Land	100,000	119,500	100,000	-	(100,000)	-100.00%	0.00%
Riverpark Art Maint & Mgmt	94,297	132,293	205,611	238,525	32,914	26.28%	0.09%
Land Development Office	4,023,460	2,663,762	2,726,255	2,947,079	220,824	5.27%	1.08%
Board of Plumbing Examiners	1,660	1,805	2,100	2,100	-	0.00%	0.00%
Board of Electrical Examiners	19,971	3,592	7,150	7,150	-	0.00%	0.00%
Board of Mechanical Examiners	947	544	1,850	1,850	-	0.00%	0.00%
Board of Gas Fitters	1,206	1,214	2,050	2,050	-	0.00%	0.00%
Board of Appeals & Variances	10,400	11,004	11,925	11,925	-	0.00%	0.00%
Abatement & Demolition	31,509	-	-	100,000	100,000	200.00%	0.04%
Real Estate Office	-	-	162,432	142,411	-	-	0.05%
Total	\$ 6,275,210	\$ 6,158,026	\$ 7,948,903	\$ 8,268,037	319,134	4.64%	3.02%

(1) General Services Department was combined with Public Works Department in 2018

Undesignated General Fund Expenditure Summary					Inc(Dec)	% chg	% of Total
	Actual 16	Actual 17	Budget 18	Budget 19			
Department of Police:	\$ 58,854,344	\$ 64,119,196	\$ 70,022,978	\$ 73,029,049	3,006,071	4.96%	26.70%
Department of Fire:	\$ 37,099,441	\$ 38,214,850	\$ 43,876,842	\$ 45,960,072	2,083,230	5.58%	16.80%
Department of Public Works:							
Administration	751,804	964,489	752,086	693,689	(58,397)	-13.08%	0.25%
City Engineer	1,496,363	1,464,767	1,345,948	1,680,361	334,413	18.80%	0.61%
Field Surveyors	240,341	265,861	249,740	231,626	(18,114)		0.08%
City Wide Services	4,943,500	5,369,232	5,211,788	6,102,660	890,872	17.92%	2.23%
Utilities	190,774	185,498	199,600	185,772	(13,828)	-7.49%	0.07%
Pump Stations, Levee & Storm Stations	119,606	166,399	-	-	-	N/A	0.00%
Solid Waste Disposal	6,210,400	6,210,400	6,210,400	6,150,400	(60,000)	-0.97%	2.25%
Municipal Forestry	825,877	806,744	894,015	953,138	59,123	6.70%	0.35%
Waste Pickup - Brush	1,241,162	1,333,487	1,456,430	1,425,826	(30,604)	-2.80%	0.52%
Waste Pickup -Garbage, Trash Flash & Recyc	5,851,831	5,649,260	6,515,216	5,606,663	(908,553)	-14.02%	2.05%
Parks Maintenance	4,763,103	5,075,651	5,256,281	5,967,119	710,838	15.02%	2.18%
Facilities Management	-	-	327,856	421,263	93,407	N/A	0.15%
Mailroom	-	-	73,769	47,363	(26,406)	N/A	0.02%
Office of Sustainability	-	-	108,057	109,948	1,891	N/A	0.04%
Building Maintenance	-	-	1,938,485	1,987,310	48,825	N/A	0.73%
Storage on Main Street	-	-	55,420	51,120	(4,300)	N/A	0.02%
Farmer's Market Operations	-	-	15,098	7,000	(8,098)	N/A	0.00%
Chattanooga Zoo	-	-	675,000	675,000	-	N/A	0.25%
Tivoli Theatre	-	-	750,000	750,000	-	N/A	0.27%
Total	\$ 26,634,761	\$ 27,491,788	\$ 32,035,189	\$ 33,046,258	\$ 1,011,069	3.78%	12.08%
Department of Youth & Family Dev:							
Administration	1,298,256	1,537,932	1,518,492	1,910,103	391,611	58.71%	0.70%
Recreation Support Services	660,933	681,412	719,843	744,118	24,275	0.33%	0.27%
Programs	2,471,804	3,039,066	3,060,021	3,412,953			
Recreation Facilites	818,643	823,772	923,429	979,178	55,749	14.99%	0.36%
Recreation Centers	3,770,796	3,697,428	4,076,649	4,051,059	(25,590)	-3.89%	1.48%
Total	\$ 9,020,432	\$ 9,779,611	\$ 10,298,434	\$ 11,097,411	\$ 798,977	8.88%	4.06%
Department of Transportation:							
Traffic Engineering Admin	929,351	829,631	1,243,464	-	(1,243,464)	-150.56%	0.00%
Street Lighting	2,882,255	3,134,055	3,114,940	-	(3,114,940)	-110.38%	0.00%
Smart Cities Operations	-	-	-	4,986,411	4,986,411	N/A	1.82%
Complete Streets	-	-	-	993,931	993,931	N/A	0.36%
Traffic Operations	2,155,099	2,229,382	2,350,537	4,525,023	2,174,486	100.11%	1.65%
Transportation Admin	290,299	508,052	419,799	497,071	77,272	18.90%	0.18%
Engineering	911,177	836,543	1,136,281	-	(1,136,281)	-103.75%	0.00%
Paving	2,931,000	2,931,000	2,124,852	-	(2,124,852)	-72.50%	0.00%
Total	\$ 10,099,181	\$ 10,468,663	\$ 10,389,873	\$ 11,002,436	\$ 612,563	5.97%	4.02%
Expenditure Total	\$ 220,871,111	\$ 227,092,220	\$ 263,412,000	\$ 273,552,000	10,140,000	4.47%	100.00%

Special Revenue Funds

Fund Structure

Fiscal Year Ending June 30, 2019

Special Revenue Funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government. The basis of budgeting for these funds is modified accrual. Revenue is recognized in the accounting period when it becomes “susceptible” to accrual, that is, when it becomes measurable and available to finance expenditures of the fiscal period. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations which should be recognized when due. Included funds are State Street Aid, Youth & Family Development (YFD) - Social Services, Economic Development, Narcotics, Community Development, Hotel/Motel Occupancy Tax Fund, and Municipal Golf Course Fund. While presented in the chart & graphs below, the Economic Development Fund, Golf Course, and Automated Traffic Enforcement are reported as a designated portion of General Fund.

FY 18 Results	Budget	Unaudited	
	Rev & Exp	Actual Rev	Actual Exp
State Street Aid	5,653,148	5,130,366	4,712,024
YFD - Social Services*	16,930,745	14,562,741	16,631,608
Economic Development Fund	12,782,850	18,522,083	11,787,742
Narcotics	310,000	389,134	223,005
Federal Asset Forfeiture Fund ⁽²⁾	500,000	23,719	-
Hotel/Motel Tax Fund ⁽¹⁾	10,367,026	6,507,183	9,662,630
Community Development Fund	2,650,000	3,731,759	2,238,849
Municipal Golf Course	1,724,000	1,436,108	1,733,918
Automated Traffic Enforcement	655,700	639,552	607,609
Total Special Revenue Fund	51,573,469	50,942,645	47,597,385

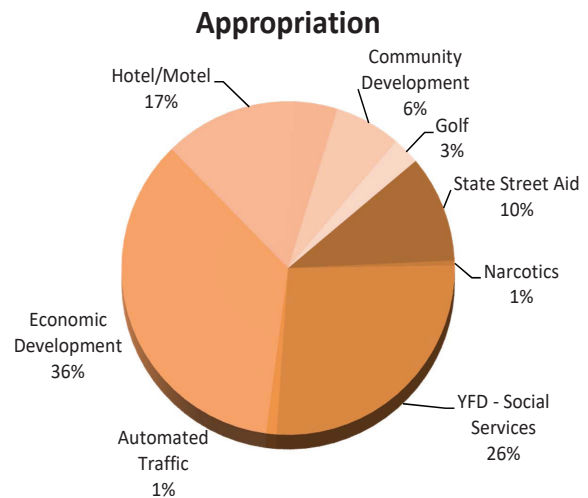
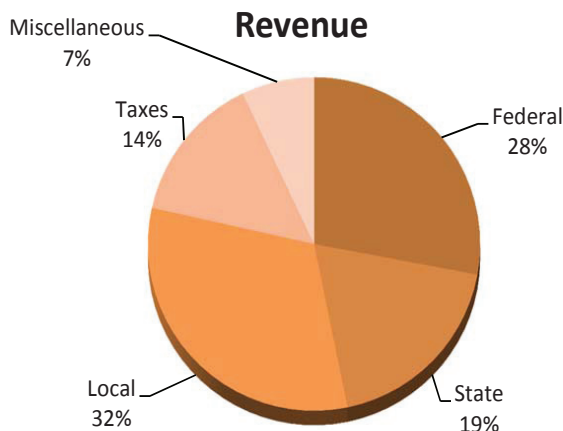
**Some Federal/State Grants are October-September and data above is the City of Chattanooga Fiscal Year July-June*

(1) Hotel/Motel Tax Fund Revenue includes planned use of Fund Balance (FY18-\$2,792,026)

(2) Federal Asset Forfeiture Fund Revenue includes planned use of Fund Balance (FY18-\$395,000)

Revenue & Appropriation by Fund

\$64,870.585



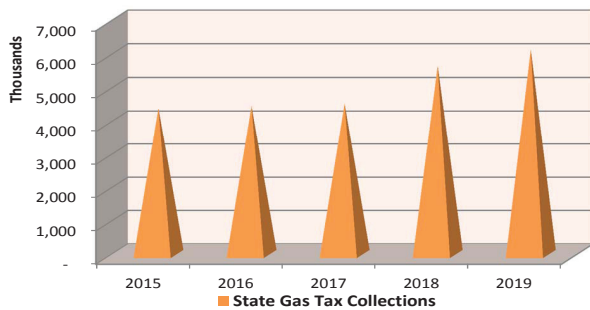
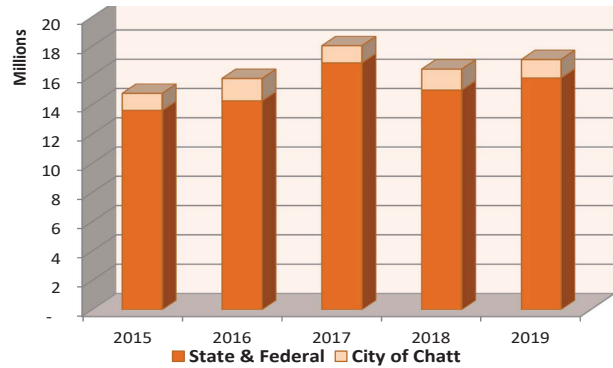
Special Revenue Fund Summary	Actual 16	Actual 17	Budget 18	Budget 19	Budget Inc(Dec)	% chg
REVENUES						
State Street Aid ⁽²⁾	4,804,006	4,831,464	5,653,148	6,733,918	1,080,770	19.12%
YFD - Social Services	16,203,155	16,490,584	16,930,745	17,100,995	170,250	1.01%
Economic Development Fund ⁽³⁾	12,154,000	17,171,108	12,782,850	23,046,669	10,263,819	80.29%
Narcotics	390,352	484,696	310,000	310,000	-	0.00%
Federal Asset Forfeiture Fund ⁽⁵⁾	123,845	26,221	500,000	-	(500,000)	-100.00%
Hotel/Motel Tax Fund ⁽¹⁾	7,066,763	7,417,979	10,367,026	11,111,595	744,569	7.18%
Community Development Fund ⁽⁴⁾	2,741,430	3,820,321	2,650,000	4,200,323	1,550,323	58.50%
Municipal Golf Course	1,540,018	1,577,335	1,724,000	1,711,385	(12,615)	-0.73%
Automated Traffic Enforcement	1,547,805	1,393,768	655,700	655,700	-	0.00%
Total Special Revenue Fund	46,571,374	53,213,476	51,573,469	64,870,585	13,297,116	25.78%

(1) Hotel/Motel Tax Fund Revenue includes planned use of Fund Balance (FY18-\$2,792,026) & (FY19-\$3,168,064)
 (2) State Street Aid Fund Revenue includes planned use of Fund Balance (FY19-\$590,000)
 (3) Economic Development Fund Revenue includes planned use of Fund Balance (FY19-\$7,561,701)
 (4) Community Development Fund Revenue includes planned use of Fund Balance (FY19-\$762,180)
 (5) Federal Asset Forfeiture Fund Revenue includes planned use of Fund Balance (FY18-\$395,000)

Revenues

State Street Aid

This fund was established to receive and account for the State's distribution of the gasoline fuel tax. Funds received in this fund are restricted to municipal street related projects. In FY18 the State Legislature passed the IMPROVE Act. One of the main things it enhances existing revenues for the highway fund by increasing fuel taxes and identified over 900 transportation projects to be paid for with the increase. The fuel tax dedicated to the State Street Aid fund increased from \$975K in FY18 to \$1.1M in FY19. The allocation to cities is based on per capita and set annually by the Tennessee State Legislature. The rate for FY19 is \$34.30 per capita. The revenue



trend has been increasing slightly and is expected to continue in FY19.

YFD - Social Services Fund

YFD - Social Services receives Federal, State, and City appropriations as well as some program fees. The City's funding has decreased from last year. FY18 had \$1,426,650 while FY19 budget totaled \$1,259,643. Overall, the fund has a 1.01% increase resulting from non-City revenue sources.

Economic Development Fund

In August 1997, the citizens of Chattanooga approved a half-percent tax on retail sales in the city. Revenues from this tax were shared on a 50/50 basis for education and economic development. In a county-wide election in February 2004, the residents of Hamilton County voted to increase the county-wide local option tax rate from 1.75% to 2.25% thereby repealing the city-only 1/2% tax. The additional taxes generated by the 1/2% increase in the county-wide tax will be distributed to the county, city and education in accordance with TCA 67-6-712 which requires that 50% is used for education and the remainder on a situs basis. The education component is distributed directly to the Hamilton County Department of Education. Local Option Sales Tax budget has risen \$702,068 to \$13,484,968 in FY 19 from 12,782,850 in FY 18, 5.5% increase.



Hotel-Motel Occupancy Privilege Tax Fund

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

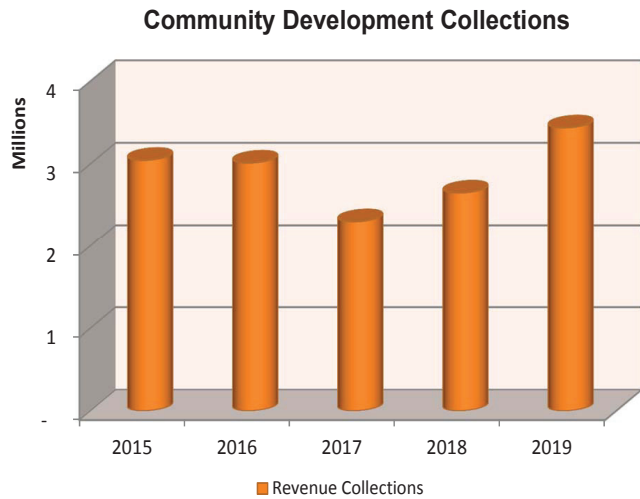
The FY19 budgeted revenue totals \$7,943,531, which is \$368,531 higher than FY18 totals of \$7,575,000.



Community Development

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

The FY19 budgeted revenue totals \$3,438,143, which is a 29.7% increase over FY18. This increase is due to an expected increase in program income.



Municipal Golf Course Fund

Revenues come mainly from green fees and golf cart rentals. Overall, estimated revenues are expected to be \$1,711,385 which is -0.73% lower than last fiscal year.

Automated Traffic Enforcement Fund

Revenues comes primarily from automated traffic and speeding fines. The FY19 revenues are estimated at \$655,700. Collections are being decreased based on the steady decrease in actual collections resulting from services with a new vendor which was established in FY14 and legislature change resulting in a phase out of certain fixed or mobile camera subject to enforcement.

Narcotics Fund

Revenues come mainly from confiscated funds which include forfeited cash and proceeds from the sale of items seized. Funds are also received from Federal and State. Total collections tripled in FY15 due to a significant increase in confiscated funds. However, this increase is not expected to be sustainable long term. FY19 budgeted revenue totals \$310,000, which is the same as FY18. Revenue fluctuates from year to year based on police drug investigations and activities

Federal Asset Foreiture Fund

Revenues come mainly from Federal Funds. FY19 has no appropriated budget and FY18 Budget of \$500,000 consisted of a one-time capital appropriation of \$250,000. to capital.

Special Expenditure Fund Summary	Actual 16	Actual 17	Budget 18	Budget 19	Budget Inc(Dec)	% chg
EXPENDITURES						
State Street Aid	3,517,759	3,940,838	5,653,148	6,733,918	1,080,770	19.12%
YFD - Social Services	16,223,528	16,546,889	16,930,745	17,100,995	170,250	1.01%
Economic Development Fund	12,409,224	12,651,884	12,782,850	23,046,669	10,263,819	80.29%
Narcotics	390,352	626,838	310,000	310,000	-	0.00%
Federal Asset Forfeiture Fund	4,937	386,000	500,000	-	(500,000)	-100.00%
Hotel/Motel Tax Fund	6,223,688	5,705,465	10,367,026	11,111,595	744,569	7.18%
Community Development Fund	2,700,574	3,508,730	2,650,000	4,200,323	1,550,323	58.50%
Municipal Golf Course	1,789,474	1,733,477	1,724,000	1,711,385	(12,615)	-0.73%
Automated Traffic Enforcement	1,433,692	1,107,939	655,700	655,700	-	0.00%
Total Special Expenditure Fund	44,693,228	46,208,060	51,573,469	64,870,585	13,297,116	25.78%

Expenditures

State Street Aid

State gasoline fuel tax distribution is collected into this fund and used for major street improvements and construction in the Chattanooga area, under State guidelines. The primary use of these funds are personnel, vehicle, and road repair and construction costs. Expenses for FY19 are estimated to increase approximately 12.48% from FY18 mainly due to an increase in the planned appropriation to paving capital as a result of the 2017 IMPROVE Act increasing fuel taxes to fund highway and transportation projects. The City is proposing \$1,100,000 for this Act specifically.

YFD - Social Services

This fund supports numerous Federal and State Funded Programs which are offset by Federal & State Grants. The expenses to administer the program are also included within the fund overall expenses. Social Service's expenses in FY19 are estimated to increase 1.01%. The Headstart Program has decreased due to reduction of Federal/State Funding.

Economic Development Fund

There is an overall increase of 80.29% in FY19 due to the increase in the capital fund appropriation as well as new programs including Chattanooga State and Carter Street Corporation. There was not any expenditures relating to the Industrial Development Board, a change from the previous year.

During FY2019, \$9,520,769 will be allocated to lease rental payments for Lease Rental Revenue Bonds on behalf of the Chattanooga Downtown Redevelopment Corporation. The remaining funds are dedicated to economic development projects in downtown Chattanooga and Enterprise South.

Narcotics Fund

This fund accounts for the cost of drug enforcement activity which includes purchase of surveillance equipment, drug identification kits, maintenance on narcotics officers'

vehicles and pay to informants. Funds can also be used for local drug treatment and educational programs.

Hotel-Motel Occupancy Privilege Tax Fund

This tax is used to fund improvements in the downtown and riverfront area to encourage tourism and enhance quality of life. This tax is dedicated to the 21st Century Waterfront Plan which involved redevelopment of the city waterfront. The Waterfront Plan, with an estimated cost of \$120 million of which the City funded \$55 million, was funded jointly by the public and the private sectors. Current funds will be used to pay debt service on the Hotel-Motel Tax Bonds and fund any additional waterfront related capital costs. There was \$6,800,000 appropriated for capital in FY19 while FY18 had \$4,700,000.

Community Development

This fund receives federal grants directly from HUD as well as grants administered through the State of Tennessee. Each year the expenses from one block grant year to the next spans multiple fiscal years because the City's fiscal year is different than the Federal government's fiscal year. The federal funding is on a draw down basis as expended by the entity; therefore due to the spending rate of specific qualified programs the expenses will vary from year to year. Expenses for FY19 are expected to increase 58.5%.

Municipal Golf Course Fund

Funds are used to cover the operational cost of the City's two golf courses; Brainerd and Brown Acres. The primary costs are personnel and purchased services. Expenses for FY19 are estimated to decline approximately 0.73% from FY18.

Automated Traffic Enforcement Fund

Funds used to account for automated traffic enforcement operations including student driver training. Expenses for FY19 are estimated to remain the same as the previous year.

Special Revenue Revenue Summary	Actual 16	Actual 17	Budget 18	Budget 19	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
State of Tennessee	4,595,344	4,655,849	5,653,148	6,143,918	490,770	8.68%	9.47%
State Maintenance of Streets	205,030	117,459	-	-	-	N/A	0.00%
Other (EPA, FEMA, TEMA)	3,632	58,156	-	-	-	N/A	0.00%
Fund Balance	-	-	-	590,000	590,000	N/A	0.91%
Total State Street Aid	\$ 4,804,006	\$ 4,831,464	\$ 5,653,148	\$ 6,733,918	\$ 1,080,770	19.12%	10.38%
YFD - Social Services (Fund 2030)							
Federal - State Grants	14,658,341	14,880,560	14,990,945	15,817,194	826,249	5.51%	24.38%
City of Chattanooga	1,165,000	1,165,000	1,426,650	1,259,653	(166,997)	-11.71%	1.94%
Miscellaneous	373,374	444,947	507,150	23,648	(483,502)	-95.34%	0.04%
Interest Income	6,440	77	6,000	500	(5,500)	-91.67%	0.00%
Total YFD - Social Services	\$ 16,203,155	\$ 16,490,584	\$ 16,930,745	\$ 17,100,995	\$ 170,250	1.01%	26.36%
Economic Development (Fund 1111)							
Local Option Sales Tax	12,154,000	17,171,108	12,782,850	15,484,968	2,702,118	21.14%	23.87%
Fund Balance	-	-	-	7,561,701	7,561,701	N/A	11.66%
Total Economic Development	\$ 12,154,000	\$ 17,171,108	\$ 12,782,850	\$ 23,046,669	\$ 10,263,819	80.29%	35.53%
Narcotics (Fund 9250)							
Confiscated Narcotics Funds	309,416	407,850	250,000	250,000	-	0.00%	0.39%
Other	80,936	76,846	60,000	60,000	-	0.00%	0.09%
Total Narcotics	\$ 390,352	\$ 484,696	\$ 310,000	\$ 310,000	\$ -	0.00%	0.48%
Fed. Asset Forfeitures (Fund 9252)							
Federal	116,500	19,389	100,000	-	(100,000)	-100.00%	0.00%
Other	7,345	6,831	5,000	-	(5,000)	-100.00%	0.00%
Fund Balance	-	-	395,000	-	(395,000)	-100.00%	0.00%
Total Fed. Asset Forfeitures	\$ 123,845	\$ 26,221	\$ 500,000	\$ -	\$ (500,000)	-100.00%	0.00%
Hotel/Motel Tax (Fund 2070)							
Occupancy Tax	6,668,896	6,984,506	7,250,000	7,618,531	368,531	5.08%	11.74%
SRC Parking Garage Revenue	395,566	430,370	325,000	325,000	-	0.00%	0.50%
Fund Balance	-	-	2,792,026	3,168,064	376,038	13.47%	4.88%
Interest Income	2,301	3,103	-	-	-	N/A	0.00%
Total Hotel/Motel Tax	\$ 7,066,763	\$ 7,417,979	\$ 10,367,026	\$ 11,111,595	\$ 744,569	7.18%	17.13%
Community Development (Fund 2060) <i>(includes HOME program)</i>							
Federal	2,200,649	2,909,140	2,200,000	2,725,143	525,143	23.87%	4.20%
Fund Balance	-	-	-	762,180	-	-	-
Miscellaneous/Program	540,781	911,181	450,000	713,000	263,000	58.44%	1.10%
Total Community Development	\$ 2,741,430	\$ 3,820,321	\$ 2,650,000	\$ 4,200,323	\$ 1,550,323	58.50%	6.47%
Total Municipal Golf Course (1105)	\$ 1,540,018	\$ 1,577,335	\$ 1,724,000	\$ 1,711,385	\$ (12,615)	-0.73%	2.64%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic & Speeding Fines	1,521,573	1,391,182	655,700	655,700	-	0.00%	1.01%
Other	26,232	2,586	-	-	-	N/A	0.00%
Total Automated Traffic Enforcement	\$ 1,547,805	\$ 1,393,768	\$ 655,700	\$ 655,700	\$ -	0.00%	1.01%
Grand Total	\$ 46,571,374	\$ 53,213,476	\$ 51,573,469	\$ 64,870,585	\$ 13,297,116	25.78%	100.00%

Special Revenue Expenditure Summary	Actual 16	Actual 17	Budget 18	Budget 19	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
Street Maintenance	3,517,759	3,940,838	5,653,148	6,733,918	1,080,770	19.12%	10.38%
Total State Street Aid	\$ 3,517,759	\$ 3,940,838	\$ 5,653,148	\$ 6,733,918	\$ 1,080,770	19.12%	10.38%
YFD - Social Services (Fund 2030)							
Administration	1,224,442	1,275,479	1,547,990	1,052,743	(495,247)	-31.99%	1.62%
Headstart	11,116,218	11,495,719	11,514,131	12,125,045	610,914	5.31%	18.69%
Daycare	292,497	325,051	290,406	-	(290,406)	-100.00%	0.00%
Foster Grandparents	497,852	487,088	502,886	505,860	2,974	0.59%	0.78%
LIHEAP	2,361,298	2,234,151	2,338,881	2,656,039	317,158	13.56%	4.09%
Community Service Block Grant	635,327	649,256	589,801	603,200	13,399	2.27%	0.93%
YFD - Social Services Programs	48,766	26,569	36,150	85,358	49,208	136.12%	0.13%
City General Relief	62	13,580	25,000	25,000	-	0.00%	0.04%
Other	47,066	39,996	85,500	47,750	(37,750)	-44.15%	0.07%
Total YFD - Social Services	\$ 16,223,528	\$ 16,546,889	\$ 16,930,745	\$ 17,100,995	\$ 170,250	1.01%	26.36%
Economic Development (Fund 1111)							
Capital Projects_Economic Development	3,448,460	3,268,622	1,140,000	2,686,099	1,546,099	135.62%	4.14%
Approp to Capital From Fund Balance	-	525,000	-	7,561,701	7,561,701	N/A	11.66%
Enterprise Center	200,000	369,000	409,654	1,002,500	592,846	144.72%	1.55%
Enterprise Center-Innovation District & Innovation Center	275,000	412,000	592,846	850,000	257,154	43.38%	1.31%
Chattanooga Chamber of Commerce	450,000	-	450,000	450,000	-	0.00%	0.69%
Chamber of Comm Marketing-Enterprise South	75,000	-	75,000	75,000	-	0.00%	0.12%
Commission to Hamilton County	129,618	128,181	127,829	134,850	7,021	5.49%	0.21%
Transfers to Indus. Dev. Board	-	-	350,000	-	(350,000)	-100.00%	0.00%
Agency Appropriations	-	-	25,000	765,750	740,750	2963.00%	1.18%
Lease Payments	9,313,022	7,949,081	9,532,219	9,520,769	(11,450)	-0.12%	14.68%
Less: Chattanooga Lease Payment offset	(1,481,876)	-	-	-	-	N/A	0.00%
Contingency	-	-	80,302	-	(80,302)	-100.00%	0.00%
Total Economic Development	\$ 12,409,224	\$ 12,651,884	\$ 12,782,850	\$ 23,046,669	\$ 10,263,819	80.29%	35.53%
Narcotics (Fund 9250)							
Operations	390,352	626,838	310,000	310,000	-	0.00%	0.48%
Total Narcotics	\$ 390,352	\$ 626,838	\$ 310,000	\$ 310,000	\$ -	0.00%	0.48%
Fed. Asset Forfeitures (Fund 9252)							
Operations	4,937	-	250,000	-	(250,000)	-100.00%	0.00%
Transfer to Police Capital	-	386,000	250,000	-	(250,000)	-100.00%	0.00%
Total Fed. Asset Forfeitures	\$ 4,937	\$ 386,000	\$ 500,000	\$ -	\$ (500,000)	-100.00%	0.00%
Hotel/Motel Tax (Fund 2070)							
Public Works Capital Fund	1,020,563	1,350,000	4,700,000	6,800,000	2,100,000	44.68%	10.48%
River Pier Garage Operations	187,924	189,346	325,000	325,000	-	0.00%	0.50%
Hamilton County	30,000	138,738	72,500	152,371	79,871	110.17%	0.23%
Debt Service	4,849,629	3,997,381	5,124,526	3,758,039	(1,366,487)	-26.67%	5.79%
Hotel/Motel Collection Fee	135,572	30,000	145,000	76,185	(68,815)	-47.46%	0.12%
Total Hotel/Motel Tax	\$ 6,223,688	\$ 5,705,465	\$ 10,367,026	\$ 11,111,595	\$ 744,569	7.18%	17.13%
Community Development (Fund 2060) (includes HOME Program)							
Administration	471,984	445,062	460,000	573,770	113,770	24.73%	0.88%
Chattanooga Neighborhood Enterprise	158,604	216,561	125,000	250,000	125,000	100.00%	0.39%
Other Community Development Projects	1,495,718	2,003,555	1,750,000	3,376,553	1,626,553	92.95%	5.21%
Transfers	574,268	843,552	150,000	-	(150,000)	-100.00%	0.00%
Contingency	-	-	165,000	-	(165,000)	-100.00%	0.00%
Total Community Development	\$ 2,700,574	\$ 3,508,730	\$ 2,650,000	\$ 4,200,323	\$ 1,550,323	58.50%	6.47%
Total Municipal Golf Course (1105)	\$ 1,789,474	\$ 1,733,477	\$ 1,724,000	\$ 1,711,385	\$ (12,615)	-0.73%	2.64%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic	1,433,692	1,107,939	655,700	655,700	-	0.00%	1.01%
Total Automated Traffic Enforcement	\$ 1,433,692	\$ 1,107,939	\$ 655,700	\$ 655,700	\$ -	0.00%	1.01%
Grand Totals	\$ 44,693,228	\$ 46,208,060	\$ 51,573,469	\$ 64,870,585	\$ 13,297,116	25.78%	100.00%

Enterprise Funds

Fiscal Year Ending June 30, 2019

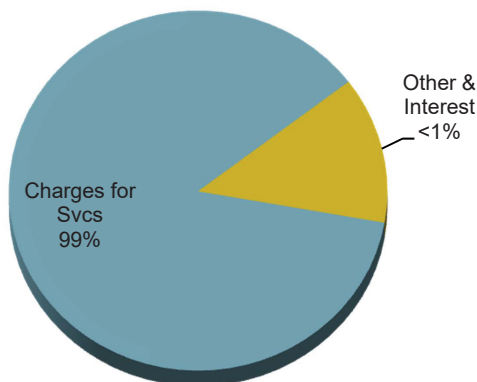
Fund Structure

Enterprise Funds are used to account for activities that the City operates as private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes it is necessary to account for income and capital maintenance. The budgetary basis of accounting for these funds is the full accrual method where measurement focus is their economic resources, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. The Comprehensive Annual Financial Report (CAFR) shows the status of the funds finances on the basis of Generally Accepted Accounting Principals (GAAP). The City of Chattanooga has four (4) budgeted Enterprise Funds: Interceptor Sewer Fund, Water Quality Management Fund, Solid Waste, and Tennessee Valley Regional Communication. For fiscal year ending June 30, 2018 the budgeted and unaudited revenue and expenses are in the table below. The FY 2019 Budget for revenues and expenses is provided in the graphs below:

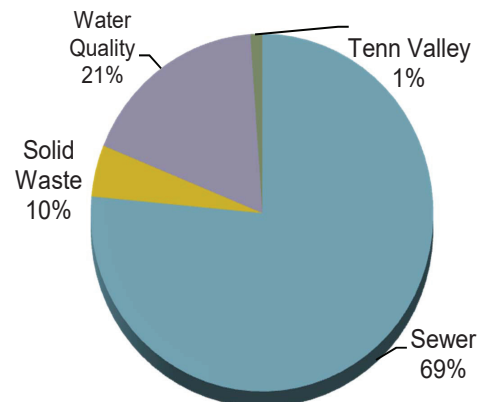
FY 18 Results	Budget	Unaudited	
	Rev & Exp	Actual Rev	Actual Exp
Interceptor Sewer Fund	84,150,000	110,062,374	111,481,018
Solid Waste Fund	5,878,200	6,092,969	6,416,513
Water Quality Fund	22,082,400	19,576,235	21,531,069
Tenn Valley Regional Comm	1,431,536	1,295,536	1,488,234
Total Enterprise Funds	113,542,136	137,027,114	140,916,835

Revenue & Appropriation by Fund \$126,618,371

Revenues



Appropriation



Enterprise Funds						
Revenue Fund Summary	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg
Interceptor Sewer System	71,216,297	78,951,145	96,150,000	96,850,000	700,000	0.73%
Solid Waste	8,272,202	8,659,293	6,510,888	5,878,200	(632,688)	-9.72%
Water Quality Fund	26,089,217	24,498,061	23,180,100	22,458,635	(721,465)	-3.11%
Tenn Valley Regional Comm	1,306,785	1,090,746	1,069,996	1,431,536	361,540	33.79%
Total Enterprise Funds	106,884,501	113,199,245	126,910,984	126,618,371	(292,613)	-0.23%

Revenues

Interceptor Sewer Fund

Sewer Service Charges. Revenues to operate, maintain and finance the System are derived primarily from sewer service charges collected from residential, commercial and industrial customers using the System. Effective June 26, 2015 sewer service charges for the City are collected via the City Treasurer's Office, based on water meter data provided by the Tennessee-American Water Company, or they are collected through the Hixson Utility District and Eastside Utilities. The sewer service charge rates are based upon the quantity of water used and are expressed as cents per thousand gallons.

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

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

user sewer surcharge, truck discharge operation permit fees, septic tank discharge fees, holding tank discharge fees, service line connection fees and garbage grinder usage fees.

The City operates the System on a self-supporting basis from sewer service charges and fees. The July 1, 2018 approved rate schedule, is as follows:

Enumeration Of Charges - Quantity of Water Used

Sewer service charges are based upon the quantity of water registered by water meters. The dollar amount is derived by applying the total charge in dollars per one thousand (1,000) gallons for the following quantities of water:

User Class	FY 19 Total Charges (\$/1,000 gal)
First 100,000	\$ 10.92
Next 650,000	8.12
Next 1,250,000	6.60
Next 30,000,000	5.57
Over 32,000,000	5.42

Regional Service Charge Rate (Wheelage and Treatment)

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

Billable Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Total Regional Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 3.1020	\$ 0.7147	\$ 3.8167

If regional customers are billed directly through the water company, the rate shall be three dollars and eighty-two cents (\$3.82) per one thousand (1,000) gallons.

Total Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$1.7454	\$ 0.4434	\$2.1888

Monthly Minimum Sewer Service Charges

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

FY19 10/1/2018

Meter Size	Charge per Month
5/8"	\$ 22.43
3/4"	80.03
1"	139.84
1 1/2"	312.97
2"	554.14
3"	1,298.96
4"	2,400.51
6"	5,717.62
8"	10,113.44

Industrial User Sewer Surcharge

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

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

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

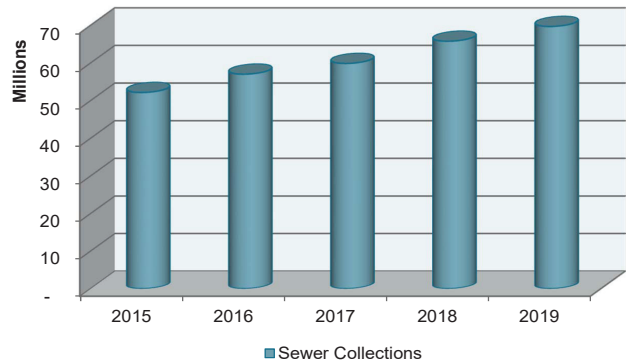
The City has also established the following fees and charges:

- A Sewer Service Line Connection Fee of \$800;
- A Truck Discharge Operation Permit Fee of \$100 per truck per year;
- A Septic Tank Discharge Fee of \$129.00 per 1,000 gallons of waste;
- Holding Tank Waste Fee of \$10.92 per 1,000 gallons of waste and
- Garbage Grinders Fee of \$336.00 per month per unit.

The City remains committed to keeping the System self-supported from sewer revenues including adoption of any necessary sewer rate increases to ensure that it remains self supporting. Increases since FY2013, reflect financing to provide for continuing program of upgrading the City's interceptor sewer system in compliance with EPA consent decree requirements. The following is a history of rate increases since 1988:

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

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



Solid Waste Fund

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

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

Solid Waste Disposal Fee. Since the City garbage service is the primary customer, General Fund supports the Solid Waste Fund through a General Fund Waste Disposal Fee. The FY 19 budget is \$149,600 less than the year prior at \$1,109,275 due to the continued scaling back of landfill operations at Birchwood.

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

Solid Waste Revenue



Water Quality Management Fund

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

For the purpose of operating the water quality program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, there is imposed a water quality user's fee upon the owner of property served directly or indirectly by the City's storm water system. Based on an analysis of service levels, rates, and cash flow, the Council determined that it was in the best interest of the City, its citizens, and the users of the City storm water system to revise the mechanism for the financing of storm water and water quality facilities, systems, and services provided by the City through a revised water quality fee. While the residential fee of \$126.49 per ERU was implemented immediately following the study in 2011 per Ordinance 12523, the commercial rate was phased in over a 5 year period that ended in fiscal year 2015.

The revenue, \$22,082,400, for this fund is primarily derived from water quality fees which is up 15.12% over FY2018. The current year budget is \$2.9 million increase over the previous year's budget. This rate increase is for capital projects in targeted areas that will most benefit. The includes multiple sites such as Avondale YFD GI Project, Central Avenue Ext Separation Project, East Lake Restoration Project, and Green Alley Program.

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

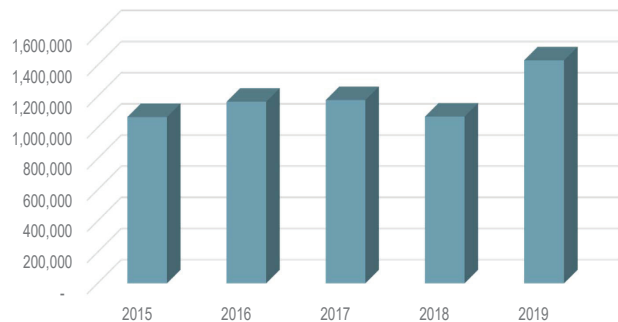
Water Quality Collections



Tennessee Valley Regional Communication Fund

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

TN Valley Regional Communications Revenue



Enterprise Funds						
Expend Fund Summary	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg
Interceptor Sewer System	97,817,077	69,300,335	96,150,000	96,850,000	700,000	0.73%
Solid Waste	7,127,663	6,722,488	6,510,888	5,878,200	(632,688)	-9.72%
Water Quality Fund	22,445,100	18,460,708	23,180,100	22,458,635	(721,465)	-3.11%
Tenn Valley Regional Comm	1,165,670	875,238	1,069,996	1,431,536	361,540	33.79%
Total Enterprise Funds	128,555,510	95,358,769	126,910,984	126,618,371	(292,613)	-0.23%

Expenses

Interceptor Sewer Fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs, chemical costs for liquid and solid handling, maintenance costs, electricity costs, pump stations, combined sewer overflow facilities and depreciation. Major capital expenses needed for the Moccasin Bend Wastewater Treatment Plant (MBWWTP), such as vehicle replacement, pump replacement, and major system repairs occur here. In FY19, the operations and maintenance budget increased \$1.4 million, or 3.14%, due primarily to increases in admin costs.

The debt service portion of the proposed budget for FY19 decreased \$2,473,533 or 16.83% in FY18. This change is due to the varying interest and principal payments on bonded debt and/or capital outlay notes required from one fiscal year to the next.

Solid Waste Fund

Expenses in the Solidwaste Fund include:

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

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

In March 1998 and March 2001, the City issued general obligation bonds totaling \$17.9 million and \$6.7 million respectively, to fund capital improvements at the Summit landfill and the new landfill located in Birchwood. In fiscal year 2004, the City issued \$540,000 general obligation bonds for capital improvements at the Summit landfill and \$5,705,097 in fiscal year 2006 for construction of additional landfill area located in Birchwood.

Major expenses of this fund are personnel, services, vehicle, and debt related costs. In FY19, there was an overall decrease in budget of \$632K or 9.72% due to a reduction in personnel. This reduction is due to the City contracting out its mulch operations to a third party vendor.

Water Quality Management Fund

As this is an Enterprise Fund, its major revenue is derived from the Water Quality Fee. Expenses in the Water Quality Management Fund include:

- Personnel
- Operations
- Debt Service
- Capital Projects

Due to requirements from the Tennessee Department of Environment and Conservation to obtain a NPDES Phase I permit, the City is required to implement new programs to improve the quality of storm water entering the system. As a part of this process the Public Works Department was reorganized in fiscal year 2011 to consolidate Water Quality related expenses. General Fund and State Street Aid costs were transferred to Water Quality along with thirty (30) General Fund and nineteen (19) State Street Aid positions. Currently, Water Quality has one hundred forty-three (149) funded positions.

The appropriation to capital for FY 2019 is \$4,625,000, a decrease from the \$6,343,000 from the year prior. These funds are to be used for creation and maintenance of existing sites to ensure proper storm water flow.

Tennessee Valley Regional Communication Fund

The Fund is for the Operations, Management, & Maintenance of the Regional Communications System. The TVRCS is a jointly funded Interoperable Public Safety communications system made up of Partners from the City of Chattanooga, 13 Counties in Tennessee & Georgia, & the State of Tennessee. The governance of the system is handled by an Advisory Committee composed of a member from each of the Partners. Expenses for FY19 are estimated to be \$1,431,536.

Enterprise Funds Revenue Fund Summary	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Sewer Service Charges	61,135,372	64,020,046	65,786,773	69,708,636	3,921,863	6.0%	55.05%
Sewer Surcharges (Industrial)	3,480,068	4,334,978	2,500,000	2,540,453	40,453	1.6%	2.01%
Septic Tank Charges	377,155	326,481	350,145	371,153	21,008	6.0%	0.29%
Wheelage & Treatment:					-	N/A	0.00%
<i>Lookout Mountain, TN</i>	320,066	463,619	442,548	442,548	-	0.0%	0.35%
<i>Dade County, GA</i>	15,036	20,306	21,622	21,622	-	0.0%	0.02%
<i>Walker County, GA</i>	487,110	716,473	659,618	659,618	-	0.0%	0.52%
<i>Collegedale, TN</i>	1,020,817	1,465,631	1,423,846	1,423,846	-	0.0%	1.12%
<i>Soddy-Daisy, TN</i>	299,170	378,475	424,396	424,396	-	0.0%	0.34%
<i>East Ridge, TN</i>	2,095,279	2,664,329	2,930,502	2,930,502	-	0.0%	2.31%
<i>Windstone</i>	34,620	43,596	40,501	40,501	-	0.0%	0.03%
<i>Hamilton County, TN</i>	851,359	1,252,963	1,228,714	1,228,714	-	0.0%	0.97%
<i>Northwest Georgia</i>	1,022,246	1,274,679	714,599	714,599	-	0.0%	0.56%
<i>Lookout Mountain, GA</i>	79,166	110,025	110,491	110,491	-	0.0%	0.09%
<i>Ringgold, GA</i>	523,403	693,779	555,554	555,554	-	0.0%	0.44%
<i>Rossville, GA</i>	566,687	763,717	798,281	798,281	-	0.0%	0.63%
<i>Red Bank, TN</i>	884,610	1,281,330	1,237,167	1,237,167	-	0.0%	0.98%
Debt Service Northwest Georgia	447,353	447,353	447,354	286,273	(161,081)	-36.0%	0.23%
Industrial User Permits	46,000	46,004	44,500	45,000	500	1.1%	0.04%
Industrial Violation Fines	4,200	-	-	-	-	N/A	0.00%
Garbage Grinder Fees	69,167	76,033	83,389	80,645	(2,744)	-3.3%	0.06%
Miscellaneous Revenue	98,929	93,341	-	30,000	30,000	N/A	0.02%
Bad Debt Expense	(3,364,010)	(2,426,689)	-	-	-	N/A	0.00%
Interest Earnings	722,494	904,676	250,000	500,000	250,000	100.0%	0.39%
Fund Balance for Capital	-	-	16,100,000	12,700,000	(3,400,000)	-21.1%	10.03%
Total Interceptor Sewer	71,216,297	78,951,145	96,150,000	96,850,000	700,000	0.7%	76.5%
Solid Waste (Fund 6020):							
Landfill Tipping Fees	407,425	293,420	349,000	350,000	1,000	0.3%	0.28%
City of Chattanooga Tipping Fees	6,210,400	5,670,906	5,483,200	5,483,200	-	0.0%	4.33%
Sale of Mulch	169,654	161,942	150,000	-	(150,000)	-100.0%	0.00%
State THHWG	32,701	-	-	-	-	N/A	0.00%
Misc Revenues	181,701	108,025	45,600	45,000	(600)	-1.3%	0.04%
Fund Balance for Capital	1,270,321	2,425,000	483,088	-	(483,088)	-100.0%	0.00%
Total Solid Waste	8,272,202	8,659,293	6,510,888	5,878,200	(632,688)	-9.7%	4.6%
Water Quality (Fund 6030):							
Water Quality Fee	19,849,406	20,077,740	19,154,100	21,719,000	2,564,900	13.4%	17.15%
Land Disturbing Fee	77,684	75,721	25,000	362,400	337,400	1349.6%	0.29%
Bad Debt Expense	-	1,024,496	-	-	-	N/A	0.00%
Misc Revenue	778	120,104	1,000	1,000	-	0.0%	0.00%
Fund Balance for Capital	6,161,349	3,200,000	4,000,000	376,235	(3,623,765)	-90.6%	0.30%
Total Water Quality	26,089,217	24,498,061	23,180,100	22,458,635	(721,465)	-3.1%	17.7%
Tenn Valley Regional Communications (Fund 6070)							
Federal Operations Funds	24,390	21,974	20,102	22,348	2,246	11.2%	0.02%
State Operations Funds	41,373	41,663	41,776	42,562	786	1.9%	0.03%
Ham Co Ops Radio & Electronics	218,001	-	215,953	-	(215,953)	-100.0%	0.00%
Other Intergovernmental Operation	700,446	780,302	508,603	978,679	470,076	92.4%	0.77%
Outside Sales Radio Shop	46,745	-	55,027	-	(55,027)	-100.0%	0.00%
Mobile Communications Services	215,113	200,905	212,472	210,899	(1,573)	-0.7%	0.17%
Miscellaneous Revenue	60,717	45,902	16,063	177,048	160,985	1002.2%	0.14%
Total TVRC	1,306,785	1,090,746	1,069,996	1,431,536	361,540	33.8%	1.1%
Grand Totals:	106,884,501	113,199,245	126,910,984	126,618,371	(292,613)	-0.2%	100.0%

Enterprise Funds Expenditure Fund Summary	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
<i>Operations & Maintenance:</i>							
Administration	3,212,467	3,418,635	3,914,772	7,724,625	3,809,853	97.32%	6.10%
Laboratory	749,218	760,483	901,616	929,120	27,504	3.05%	0.73%
Engineering	701,308	906,819	1,026,946	1,103,693	76,747	7.47%	0.87%
Plant Maintenance	2,730,093	2,949,497	3,702,313	4,136,590	434,277	11.73%	3.27%
Sewer Maintenance	3,149,502	3,792,378	4,790,840	5,446,585	655,745	13.69%	4.30%
Moccasin Bend - Liquid Handling	11,093,858	13,328,015	15,001,967	14,751,890	(250,077)	-1.67%	11.65%
Inflow & Infiltration	1,743,321	1,823,339	2,569,458	2,472,045	(97,413)	-3.79%	1.95%
Safety & Training	155,134	147,158	299,489	372,235	72,746	24.29%	0.29%
Pretreatment/Monitoring	588,267	586,639	681,263	719,130	37,867	5.56%	0.57%
Moccasin Bend - Solid Handling	3,004,008	3,856,338	4,782,598	4,216,070	(566,528)	-11.85%	3.33%
Landfill Handling	1,617,706	1,433,202	1,750,800	1,600,800	(150,000)	-8.57%	1.26%
ISS Contingency	-	-	2,031,338	-	(2,031,338)	-100.00%	0.00%
Inventory Moc Bend	-	427,940	-	-	-	N/A	0.00%
Combined Sewer Overflow	242,167	247,583	607,300	524,400	(82,900)	-13.65%	0.41%
Municipal Billing	296,964	259,644	400,000	-	(400,000)	-100.00%	0.00%
Pump Station Operations	-	7,380	1,393,441	1,234,860	(158,581)	-11.38%	0.98%
Subtotal O & M	29,284,013	33,945,050	43,854,141	45,232,043	1,377,902	3.14%	35.7%
<i>Pumping Stations</i>							
19th Street	235,745	279,255	227,050	153,750	(73,300)	-32.28%	0.12%
23rd Street	390,376	248,293	305,300	281,750	(23,550)	-7.71%	0.22%
Big Ridge 1 - 5	237,818	158,717	239,520	237,600	(1,920)	-0.80%	0.19%
Brainerd	77,972	50,596	100,650	81,450	(19,200)	-19.08%	0.06%
Citico	838,755	616,229	757,500	630,250	(127,250)	-16.80%	0.50%
Davidson	1,075	-	1,200	1,200	-	0.00%	0.00%
Dupont Parkway	40,946	93,318	49,300	56,200	6,900	14.00%	0.04%
East Brainerd	86,340	177,623	81,200	84,250	3,050	3.76%	0.07%
Enterprise South	26,749	40,073	33,850	29,200	(4,650)	-13.74%	0.02%
Friar Branch	180,444	224,373	273,200	393,300	120,100	43.96%	0.31%
Highland Park	38,698	39,245	68,600	61,800	(6,800)	-9.91%	0.05%
Hixson 1,2,3,& 4	354,649	381,195	684,450	558,050	(126,400)	-18.47%	0.44%
Latta Street	31,522	32,513	45,395	37,225	(8,170)	-18.00%	0.03%
Mountain Creek	37,424	132,143	139,200	88,800	(50,400)	-36.21%	0.07%
Murray Hills	334,795	131,176	86,650	75,950	(10,700)	-12.35%	0.06%
North Chattanooga	77,725	104,476	60,700	64,000	3,300	5.44%	0.05%
Northwest Georgia	222,543	63,190	266,400	172,100	(94,300)	-35.40%	0.14%
Odor Control Pump Stations	1,348,076	1,363,367	1,700,000	1,700,000	-	0.00%	1.34%
Ooltewah-Collegedale	448,862	(195,646)	46,800	45,600	(1,200)	-2.56%	0.04%
Orchard Knob	55,460	68,069	75,400	69,700	(5,700)	-7.56%	0.06%
Regional Metering Stations	11,583	11,667	21,500	44,800	23,300	108.37%	0.04%
Residential Pump Stations	27,307	67,638	73,200	67,400	(5,800)	-7.92%	0.05%
Ringgold Pump Station	88,333	141,533	144,550	142,850	(1,700)	-1.18%	0.11%
River Park	5,531	3,206	5,400	3,900	(1,500)	-27.78%	0.00%
South Chattanooga	15,966	17,849	21,500	22,720	1,220	5.67%	0.02%
South Chickamauga Creek	836,375	643,078	870,250	721,250	(149,000)	-17.12%	0.57%
Tiftonia 1&2	123,595	149,601	268,800	247,850	(20,950)	-7.79%	0.20%
West Chickamauga	7,803	9,160	27,200	-	(27,200)	-100.00%	0.00%
Other (Warner Park #1)	7,578	1,069	10,600	6,600	(4,000)	-37.74%	0.01%
VAAP	4,136	7,376	11,900	13,350	1,450	12.18%	0.01%
Subtotal Pumping Stations	6,194,181	5,060,382	6,697,265	6,092,895	(604,370)	-9.02%	4.8%
Other	(113,180)	-	-	-	-	N/A	0.00%
Capital Improvements Reserves	33,814,889	-	-	-	-	N/A	0.00%
<i>Debt Service & Reserve</i>							
Principal	6,397,701	6,677,020	12,578,774	9,190,674	(3,388,100)	-26.94%	7.26%
Interest	2,011,507	2,215,430	2,069,044	2,921,106	852,062	41.18%	2.31%
Reserve Coverage / Other	27,966	52,453	50,777	113,282	62,505	123.10%	0.09%
	8,437,174	8,944,903	14,698,595	12,225,062	(2,473,533)	-16.83%	9.7%
Appropriation to Capital	20,200,000	21,350,000	30,900,000	33,300,000	2,400,000	7.8%	26.3%
Total Interceptor Sewer	97,817,077	69,300,335	96,150,001	96,850,000	699,999	0.7%	76.5%

Enterprise Funds Expenditure Fund Summary	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg	% of total
Solid Waste (Fund 6020):							
Recycle	790,424	914,030	863,678	868,305	4,627	0.54%	0.69%
Capital Improvements	1,474,698	1,865,719	1,750,000	1,000,000	(750,000)	-42.86%	0.79%
Waste Disposal - City Landfill	1,520,401	966,283	1,109,275	1,149,993	40,718	3.67%	0.91%
Compost Waste Recycle	537,560	764,942	450,000	490,600	40,600	9.02%	0.39%
Household Hazardous Waste	32,701	277	-	-	-	N/A	0.00%
Solid Waste Reserve	539,801	-	-	-	-	N/A	0.00%
Other	12,031	2,211,237	-	312,630	312,630	N/A	0.25%
Debt Service	2,220,047	-	2,337,935	2,056,672	(281,263)	-12.03%	1.62%
Total Solid Waste	7,127,663	6,722,488	6,510,888	5,878,200	(632,688)	-9.7%	4.6%
Water Quality (Fund 6030):							
Water Quality Management	3,202,180	3,365,139	4,179,416	4,298,605	119,189	2.85%	3.39%
Water Quality Operations	6,443,366	6,327,447	7,447,705	8,917,275	1,469,570	19.73%	7.04%
Water Quality Site Development	619,967	743,537	836,303	1,092,639	256,336	30.65%	0.86%
Water Quality Engineering	1,088,414	1,245,940	1,432,307	1,313,092	(119,215)	-8.32%	1.04%
Water Quality Public Education	72,480	95,090	88,079	90,830	2,751	3.12%	0.07%
Renewal & Replacement	149,696	52,029	156,191	72,808	(83,383)	-53.39%	0.06%
Levee & Storm Stations	-	-	100,000	100,000	-	0.00%	0.08%
Capital Improvement	9,081,977	4,071,805	6,343,000	4,625,000	(1,718,000)	-27.08%	3.65%
Depreciation and Bad Debt	(23)	-	-	-	-	N/A	0.00%
Debt Service & Reserve	1,787,043	2,559,721	2,597,099	1,948,386	(648,713)	-24.98%	1.54%
Total Water Quality	22,445,100	18,460,708	23,180,100	22,458,635	(721,465)	-3.11%	17.74%
Tenn Valley Regional Communications (Fund 6070)							
Operations	1,165,670	875,238	1,069,996	1,431,536	361,540	33.79%	1.13%
Total TVRC	1,165,670	875,238	1,069,996	1,431,536	361,540	33.79%	1.13%
Grand Totals:	128,555,510	95,358,769	126,910,985	126,618,371	(292,614)	-0.23%	100.00%



Internal Service Funds

Fiscal Year Ending June 30, 2019

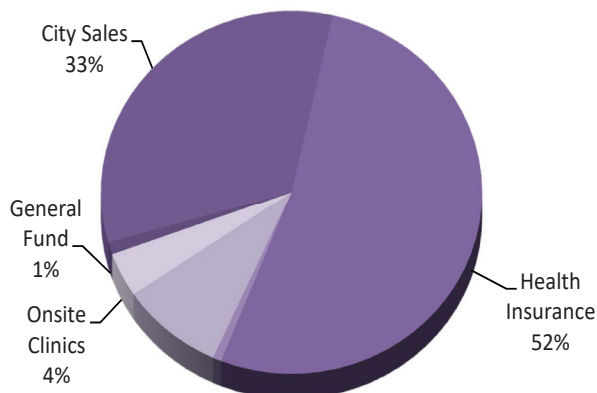
Fund Structure

Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services is usually recovered from those governmental units that receive benefits. The budgetary basis of accounting for these funds is the accrual method with economic resources measurement focus, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. Funds are reported on GAAP basis in CAFR. For fiscal year ending June 30, 2018 the budgeted and unaudited revenue and expenses are in the table below. The FY 2019 Budget for revenues and expenses is provided in the graphs below:

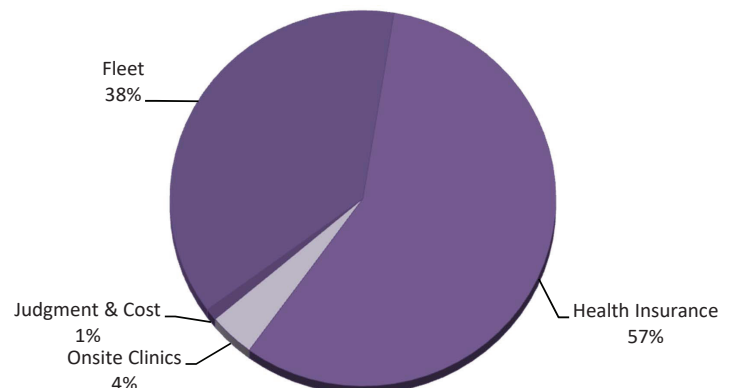
FY 18 Results	Budget	Unaudited	
	Rev & Exp	Actual Rev	Actual Exp
Municipal Service Station	\$ 3,005,609	\$ 2,514,327	\$ 2,545,166
Municipal Garage	\$ 8,425,827	\$ 6,723,263	\$ 8,009,871
Fleet Leasing Capital	\$ 12,000,000	\$ 10,842,059	\$ 8,190,604
Fleet Leasing Operations	\$ 3,104,110	\$ 3,252,441	\$ 2,089,587
Liability Insurance	\$ 2,179,986	\$ 2,000,000	\$ 2,091,141
Technology Replacement Fund	\$ 670,259	\$ 670,259	\$ 556,156
Health & Wellness Fund	\$ 48,075,540	\$ 39,776,698	\$ 39,421,824
Total Internal Service Fund	\$ 77,461,331	65,779,046	62,904,349

Revenue & Appropriation \$71,927,022

Revenue



Appropriation



Internal Services Funds					Budget	
Revenue Summary	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg
Municipal Service Station	2,272,262	2,282,054	2,561,898	2,520,000	(41,898)	-1.6%
Municipal Garage	7,476,811	6,768,538	7,716,899	8,084,445	367,546	4.8%
Fleet Leasing Operations	3,903,177	3,995,821	3,903,177	3,259,000	(644,177)	-16.5%
Fleet Leasing Capital	8,938,664	5,221,506	10,895,806	10,271,500	(624,306)	-5.7%
Liability Insurance	1,000,000	1,994,580	2,000,000	800,000	(1,200,000)	-60.0%
Health & Wellness Fund	39,393,546	38,507,524	47,165,610	46,992,077	(173,533)	-0.4%
Total Internal Services	62,984,460	58,770,023	74,243,390	71,927,022	(2,316,368)	-3.1%

Municipal Fleet Services Fund accounts for revenues and expenditures associated with the operation of the City's garage, service station, and fleet leasing services. The cost for these services are paid by the departments and agencies of City government and charges to external agencies.

Liability Insurance Fund accounts for the City self-insurance programs for claims and losses due to liabilities arising under the laws of State and Federal governments. The costs for these programs are funded through premiums paid by the departments and agencies of City government.

Health & Wellness Fund accounts for the health insurance, onsite clinic, and wellness program benefits for current employees and retirees. The costs are funded by employee and department/agency premiums as well as retiree cost through the Other Post Employment Benefit Trust Fund.

Revenues

Municipal Fleet Services Fund

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

The estimated garage collections are budgeted to increase in FY2019 while the service station will be slightly down by 1.6%. Users will pay a \$85.00 per hour charge for garage services for vehicles that are not part of the lease program. For budgeting or planning purposes during FY19, a 25% premium is applied to parts billed to departments. Gasoline and diesel fuel will be billed to departments with an approximate 10% premium applied to cost.

Fleet Leasing Program. Beginning in FY19 is the Vehicle Replacement Program, a change from the Fleet Leasing Program in which departments will bear more fiscal responsibility when unavoidable damage occurs to the vehicle. The program will continue to have new vehicles purchased, owned and maintained by Fleet Services and leased to the various departments and agencies at a fixed rate. Started in FY07 and designed to replace the entire fleet over a period of six years, the program is expected to both provide the capital for vehicle replacement going forward and reduce maintenance costs with the progressive replacement of the oldest vehicles in the city fleet with new vehicles. In FY14, in order to relieve some expenses to the departments, the capital replacement component of the lease rate was suspended temporarily. The capital replacement component of the lease rate was restored in FY15 and has continued thru FY19.

Internal Services Funds					Budget	
Expenditure Summary	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg
Municipal Service Station	2,205,701	2,272,150	2,561,898	2,520,000	(41,898)	-1.6%
Municipal Garage	8,107,464	8,029,811	7,716,899	8,084,445	367,546	4.8%
Fleet Leasing Operations	3,107,769	2,913,244	3,903,177	3,259,000	(644,177)	-16.5%
Fleet Leasing Capital	10,030,858	8,321,841	10,895,806	10,271,500	(624,306)	-5.7%
Liability Insurance	358,465	1,659,250	2,000,000	800,000	(1,200,000)	-60.0%
Health & Wellness Fund	41,991,621	40,719,140	48,075,540	46,992,077	(1,083,463)	-2.3%
Total Internal Services	65,801,878	63,915,436	75,153,320	71,927,022	(3,226,298)	-4.3%

Liability Insurance Fund

Revenues to operate this fund are primarily premium payments from the General Fund. Revenue and expenses have fluctuated over the past four years. The premium requirement from General Fund fluctuates from fiscal year to fiscal year depending on the outstanding liabilities and potential outcomes based on the opinion and advice of the City Attorney.

Health & Wellness Fund

Revenues are generated from health insurance premiums charged to employees, retirees, departments, agencies, and from charges to departments and agencies for the onsite medical clinics and wellness initiatives. The City currently operates a consolidated facility which houses a clinic, an employee fitness facility, and a pharmacy located at 612 East 11th Street.

Expenses

Municipal Fleet Services Fund

Disbursements for these funds are primarily for personnel, fuel, inventory supplies, and vehicle purchases. The City continues to purchase more fuel efficient vehicles in an effort to minimize costs. FY19 projects a decrease in expenses over FY18 budget for the Service Station. As more vehicles are added to the Fleet Leasing program, Leasing Operations cost may rise. The budget for fiscal year 2019 is approximately \$644,177 below prior year budget.

Liability Insurance Fund

Expenses fluctuate from year to year depending on advice of Counsel as a result of claims made against the City.

Health & Wellness Fund

Expenses are primarily for employee and retiree health insurance claims and the cost of operating the onsite clinic and wellness program. The City also invests in stop loss insurance so as to mitigate the financial impact of unusually large medical claims.

Internal Service Fund Revenue Summary	Actual 16	Actual 17	Budget 18	Budget 19	Budget Inc(Dec)	% chg	% of total Budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station:							
Fleet Fuel-City Sales	685,078	630,698	758,392	750,000	(8,392)	-1.11%	1.04%
Fleet Fuel-Outside Sales	6,870	3,329	3,117	3,000	(117)	-3.75%	0.00%
Miscellaneous Revenue	-	43	-	-	-	N/A	0.00%
Total Amnicola Station	691,948	634,026	761,509	753,000	\$ (8,509)	-1.12%	1.05%
12th & Park Service Station:							
Fleet Fuel- City Sales	1,561,590	1,632,443	1,777,458	1,750,000	(27,458)	-1.54%	2.43%
Fleet Fuel- Outside Sales	18,724	15,585	22,931	17,000	(5,931)	-25.86%	0.02%
Miscellaneous Revenue	-	43	-	-	-	N/A	0.00%
Total 12th & Park Station	1,580,314	1,648,028	1,800,389	1,767,000	(33,389)	-1.85%	2.46%
Total Municipal Service Station	\$ 2,272,262	\$ 2,282,054	\$ 2,561,898	\$ 2,520,000	\$ (41,898)	-1.64%	3.50%
Municipal Garage (Fund 6502):							
Amnicola Garage:							
Fleet - Sale of Parts	1,365,277	1,353,460	1,420,703	1,450,000	29,297	2.06%	2.02%
Outside Sale of Parts	210,132	228,449	209,413	210,000	587	0.28%	0.29%
Sales - Labor	1,549,398	1,568,321	1,656,774	1,709,360	52,586	3.17%	2.38%
Outside Sales - Labor	201,122	190,181	191,683	188,081	(3,602)	-1.88%	0.26%
Miscellaneous Revenue	250	1,230	-	-	-	N/A	0.00%
Total Amnicola Garage	3,325,929	3,340,412	3,478,573	3,557,441	\$ 78,868	2.27%	4.95%
12th & Park Garage:							
Fleet - Sale of Parts	2,277,000	1,921,495	2,337,851	2,400,000	62,149	2.66%	3.34%
Outside Sale of Parts	55	-	2,000	2,000	-	0.00%	0.00%
Sales - Labor	1,873,258	1,506,631	1,897,375	2,124,004	226,629	11.94%	2.95%
Outside Sales - Labor	396	-	1,100	1,000	(100)	-9.09%	0.00%
Miscellaneous Revenue	173	173	-	-	-	N/A	0.00%
Total 12th & Park Garage	4,150,882	3,428,126	4,238,326	4,527,004	288,678	6.81%	6.29%
Total Municipal Garage	\$ 7,476,811	\$ 6,768,538	\$ 7,716,899	\$ 8,084,445	\$ 367,546	4.76%	11.24%
Fleet Leasing Operations(Fund 6503)							
Fleet Leased Vehicles	3,306,190	3,519,681	3,306,190	2,784,000	(522,190)	-15.79%	3.87%
Fleet Mileage Surcharge	596,987	476,140	596,987	475,000	(121,987)	-20.43%	0.66%
Total Fleet Leasing Operations	\$ 3,903,177	\$ 3,995,821	\$ 3,903,177	\$ 3,259,000	\$ (644,177)	-16.50%	4.53%
Fleet Leasing Capital(Fund 6504-6505)							
Damage Settlements	262,629	40,615	120,000	120,000	-	0.00%	0.17%
Sale of Surplus Equip/Scrap	173,804	319,562	150,000	150,000	-	0.00%	0.21%
Vehicle Replacement Reserve	4,830,972	4,859,360	4,624,306	5,000,000	375,694	8.12%	6.95%
Fleet Mileage Surcharge	1,259	1,172	1,500	1,500	-	0.00%	0.00%
Use of Fund Balance	3,670,000	-	6,000,000	5,000,000	(1,000,000)	-16.67%	6.95%
Miscellaneous Revenue	-	798	-	-	-	N/A	0.00%
Total Fleet Leasing Capital	\$ 8,938,664	\$ 5,221,506	\$ 10,895,806	\$ 10,271,500	\$ (624,306)	-5.73%	14.28%
Total Fleet Services	\$ 22,590,914	\$ 18,267,919	\$ 25,077,780	\$ 24,134,945	\$ (942,835)	-3.76%	33.55%
Liability Insurance Fund (6511)							
General Fund Transfer-1100	1,000,000	1,994,580	2,000,000	800,000	(1,200,000)	-60.00%	1.11%
Total Liability Insurance	\$ 1,000,000	\$ 1,994,580	\$ 2,000,000	\$ 800,000	\$ (1,200,000)	-60.00%	1.11%
Health & Wellness Fund (6521-6526)							
Dept Prem Empl/Ret Healthcare	21,046,709	20,600,908	24,911,633	27,901,545	2,989,912	12.00%	38.79%
Dept Prem Pensioners	4,500	453,695	417,400	532,815	115,415	27.65%	0.74%
Dept Prem On Site Clinic & Wellness	3,422,158	2,708,237	3,487,694	2,879,290	(608,404)	-17.44%	4.00%
On Site Pharmacy Co Pay & OTC sales	6,108,611	6,456,779	6,860,000	6,424,022	(435,978)	-6.36%	8.93%
Ret Healthcare	8,811,568	8,287,905	10,820,302	9,254,405	(1,565,897)	-14.47%	12.87%
Use of Fund Balance	-	-	668,581	-	(668,581)	-100.00%	0.00%
Total Health & Wellness	\$ 39,393,546	\$ 38,507,524	\$ 47,165,610	\$ 46,992,077	\$ (173,533)	-0.37%	65.33%
Grand Total:	\$ 62,984,460	\$ 58,770,023	\$ 74,243,390	\$ 71,927,022	\$ (2,316,368)	-3.12%	100.00%

Internal Service Fund Expenditure Summary	Actual 16	Actual 17	Budget 18	Budget 19	Budget Inc(Dec)	% chg	% of total budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station							
Salaries & Wages	26,120	26,506	25,786	23,838	(1,948)	-7.55%	0.03%
Fringes	15,280	15,739	15,560	15,029	(531)	-3.41%	0.02%
Purchased Services	6,276	7,612	7,500	17,000	9,500	126.67%	0.02%
Materials & Supplies	4,298	1,413	2,500	1,000	(1,500)	-60.00%	0.00%
Vehicle Operating Expenses	15,541	-	500	-	(500)	-100.00%	0.00%
Inventory Supplies	621,215	542,407	1,000,000	677,700	(322,300)	-32.23%	0.94%
Capital Outlay	-	-	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	12,692	14,323	23,408	25,500	2,092	8.94%	0.04%
Total Amnicola Station	701,422	607,999	1,075,254	760,067	(315,187)	-29.31%	1.06%
12th & Park Service Station							
Salaries & Wages	47,209	48,962	45,102	43,779	(1,323)	-2.93%	0.06%
Fringes	26,937	28,143	27,091	27,669	578	2.13%	0.04%
Purchased Services	10,242	7,774	10,000	63,485	53,485	534.85%	0.09%
Materials & Supplies	1,286	1,436	1,500	-	(1,500)	-100.00%	0.00%
Vehicle Operating Expenses	374	5,996	1,000	1,000	-	0.00%	0.00%
Insurance, Claims, Damages	63	64	150	-	(150)	-100.00%	0.00%
Inventory Supplies	1,359,864	1,529,396	1,373,389	1,590,300	216,911	15.79%	2.21%
Capital Outlay	17,895	-	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	40,409	42,379	28,412	33,700	5,288	18.61%	0.05%
Total 12th & Park Station	1,504,279	1,664,151	1,486,644	1,759,933	273,289	18.38%	2.45%
Total Municipal Service Station	\$ 2,205,701	\$ 2,272,150	\$ 2,561,898	\$ 2,520,000	\$ (41,898)	-1.64%	3.50%
Municipal Garage (Fund 6502):							
Amnicola Garage - Repair & Maint.							
Salaries & Wages	1,180,759	1,147,544	1,174,275	1,295,268	120,993	10.30%	1.80%
Fringes	637,270	626,940	725,730	852,137	126,407	17.42%	1.18%
Purchased Services	301,400	385,263	273,222	251,062	(22,160)	-8.11%	0.35%
Materials & Supplies	79,578	71,747	47,600	65,700	18,100	38.03%	0.09%
Travel	-	320	-	-	-	N/A	0.00%
Vehicle Operation Expenses	179,700	228,651	178,050	172,000	(6,050)	-3.40%	0.24%
Insurance, Claim, Damages	6,561	6,625	-	-	-	N/A	0.00%
Inventory Supplies	1,283,081	1,327,599	1,445,000	989,000	(456,000)	-31.56%	1.38%
Capital Outlay	38,349	15,866	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	313,784	364,647	360,000	420,000	60,000	16.67%	0.58%
	4,020,482	4,175,202	4,203,877	4,045,167	\$ (158,710)	-3.78%	5.62%
12th & Park Garage - Repair & Maint.							
Salaries & Wages	1,009,933	1,037,465	1,081,282	1,060,457	(20,825)	-1.93%	1.47%
Fringes	547,388	540,966	597,428	646,870	49,442	8.28%	0.90%
Purchased Services	283,043	305,973	261,213	120,961	(140,252)	-53.69%	0.17%
Materials & Supplies	37,796	58,086	52,600	57,000	4,400	8.37%	0.08%
Travel	-	-	1,500	1,500	-	0.00%	0.00%
Vehicle Operating Expenses	162,044	155,095	153,750	243,000	89,250	58.05%	0.34%
Insurance, Claims, Damages	994	1,004	1,200	1,200	-	0.00%	0.00%
Inventory Supplies	1,721,213	1,392,560	1,003,872	1,477,115	473,243	47.14%	2.05%
Capital Outlay	11,459	17,557	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	313,112	345,903	360,177	431,175	70,998	19.71%	0.60%
	4,086,982	3,854,610	3,513,022	4,039,278	526,256	14.98%	5.62%
Total Municipal Garage	\$ 8,107,464	\$ 8,029,811	\$ 7,716,899	\$ 8,084,445	\$ 367,546	4.76%	11.24%
Fleet Leasing Operations(Fund 6503)							
Vehicle Operating Expenses	3,107,769	2,913,244	3,903,177	3,259,000	(644,177)	-16.50%	4.53%
Total Fleet Leasing Operations Progr	\$ 3,107,769	\$ 2,913,244	\$ 3,903,177	\$ 3,259,000	(644,177)	-16.50%	4.53%
Fleet Leasing Capital(Fund 6504-6505)							
Capital Outlay	6,360,858	4,021,841	4,895,806	5,271,500	375,694	7.67%	7.33%
Fund Balance Reserve	3,670,000	4,300,000	6,000,000	5,000,000	(1,000,000)	-16.67%	6.95%
Total Fleet Leasing Capital Program	\$ 10,030,858	\$ 8,321,841	\$ 10,895,806	\$ 10,271,500	(624,306)	-5.73%	14.28%
Total Fleet Services	\$ 23,451,792	\$ 21,537,046	\$ 25,077,780	\$ 24,134,945	(942,835)	-3.76%	33.55%
Liability Insurance (Fund 6511)							
Special Council & Claims	358,465	1,659,250	2,000,000	800,000	(1,200,000)	-60.00%	1.11%
Total Liability Insurance	\$ 358,465	\$ 1,659,250	\$ 2,000,000	\$ 800,000	(1,200,000)	-60.00%	1.11%

Internal Service Fund							
Expenditure Summary	Actual 16	Actual 17	Budget 18	Budget 19	Inc(Dec)	% chg	% of total
Health & Wellness (Fund 6521-6526)							
Employee/Retiree Healthcare	20,464,919	20,182,954	27,019,669	27,133,025	113,356	0.42%	37.72%
Pensioners	394,605	522,384	553,348	533,984	(19,364)	-3.50%	0.74%
On Site Clinic & Wellness	3,208,532	3,325,961	2,948,926	2,961,092	12,166	0.41%	4.12%
On Site Pharmacy	6,702,103	6,778,610	7,893,087	7,527,589	(365,498)	-4.63%	10.47%
Retiree Healthcare	11,221,462	9,909,230	9,660,510	8,836,387	(824,123)	-8.53%	\$ 0
Total Health & Wellness	\$ 41,991,621	\$ 40,719,140	\$ 48,075,540	\$ 46,992,077	(1,083,463)	-2.25%	65.33%
Grand Total:	\$ 65,801,878	\$ 63,915,436	\$ 75,153,320	\$ 71,927,022	(3,226,298)	-4.29%	100.00%



DEPARTMENTS

General Government

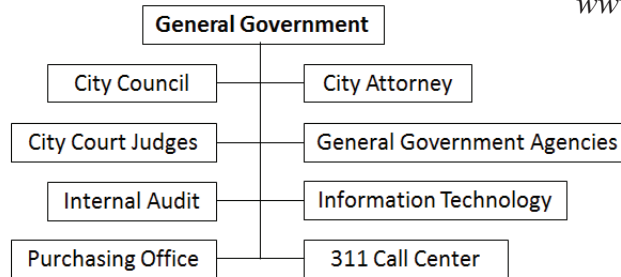
www.chattanooga.gov

Mission:

To administer the executive, legislative, legal and judicial affairs for the City of Chattanooga.

Description:

The General Government budget provides for legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. The City Council Office and City Court Judges represent the elected officials of the City and their respective operations. The City Attorney's Office represents the City in all legal matters, litigating on behalf of the City, as well as providing legal advice to the governing body and other departments where appropriate. 311 Call Center simplifies citizen access to government by providing a single point of contact for all City services. The Department of Information Technology provides, maintains, and innovates, the information and telecommunications systems across the City. It is the policy of the Mayor to maintain a comprehensive program of internal auditing as an overall control measure and as a service to the City. Its purpose is to aid City management in achieving City goals without undue risk. Internal control functions by measuring and evaluating the effectiveness of other controls. It also serves as a deterrent to fraud, waste, and abuse. The Purchasing Department provides support to every department, division, and function of City government. Services include procuring all supplies, equipment, materials, and services required for City operations.



Goals & Objectives

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

1. 100% consideration of all citizens requests and concerns which pertain to legislative matters.
2. Council minutes to be made available to any concerned party within 2 workdays after completion of a Council meeting.
3. Adopt a budget to operate within budget guidelines and parameters set forth within the budget ordinance.

Enforce all laws pertaining to City ordinances and to support the city in legal disputes in which the city is involved.

1. Hear 100% of cases reported to be in violation of any city ordinance and applicable traffic violations.
2. Reduce the number of legal claims against the City.

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

1. Identify high risk areas for audit or review and manage the City's Hotline.
2. Plan and conduct audits, projects and investigations in an independent and objective manner.
3. Ensure staff are sufficiently trained to perform duties at a professional level.
4. Conduct an annual survey of Citizen's level of satisfaction with City government.

To Increase the Department of Information Technology's Operational Excellence.

1. Increase overall partner satisfaction with IT services by more than 25%.
2. Increase technology standardization and reuse by 30%.
3. Increase the City's technological maturity and sustainability by 20%.

To Increase the customer experience of 311 callers

1. Reduce the average hold time to two minutes or less.
2. Maintain or increase the target service level of 135 calls per day per 311 call center representative.
3. Maintain satisfaction ratings of "good" or "excellent" for 90% of 311 contacts.

Improve the efficiency and quality of the Purchasing Process

1. Standardize, measure, evaluate, and innovate operations to improve the purchasing process and reducing paper processes.

Performance Measures	Actual FY17	Goal FY18	Actual FY18	Goal FY19
City Attorney - Amount of days to respond to record requests (days)	3	<7	4.10	<7
City Attorney - Reduce lifecycle of administrative claims (days)	168	<120	5.80	<120
City Attorney - Amount of time to review contracts/agreements (day)	8	<10	427	<10
City Attorney - Enhanced compliance with Title VI	70%	>80%	75%	>80%
City Council - Number of days from Council Meeting to minutes	3	3	3	3
City Auditor - Number of Projects (CY)	60	49	72	41
City Auditor - Pass rating on peer review (3 year)	Yes	Yes	Yes	Yes
City Auditor - All professional staff certified	Yes	Yes	Yes	Yes
IT - Percent system uptime	99.20%	97.00%	99.95%	99.99%
IT - Decrease % of legacy systems/equipment	25%	25%	N/A	N/A
IT - Helpdesk Service Performance Satisfaction	89%	85%	85%	85%
311 - Number of service requests created	86,125	140,000	84,394	140,000
311 - Number of calls received	227,358	290,000	204,527	290,000
311 - Number of calls answered	184,535	200,000	165,917	200,000
311 - Dropped call rate	18%	15%	15%	15%
311 - Average talk time (minutes)	3.47	2.50	4.50	2.50
Purchasing - Average cost per purchase order	\$32.81	\$53.00	\$ 29.05	N/A
Purchasing - Customer Satisfaction (internal) average	97%	90%	93%	90%
Purchasing - Percent of diverse suppliers	12.7%	15%	16%	16%
Purchasing - Percent of local suppliers	51.7%	50%	52%	55%

General Government

www.chattanooga.gov

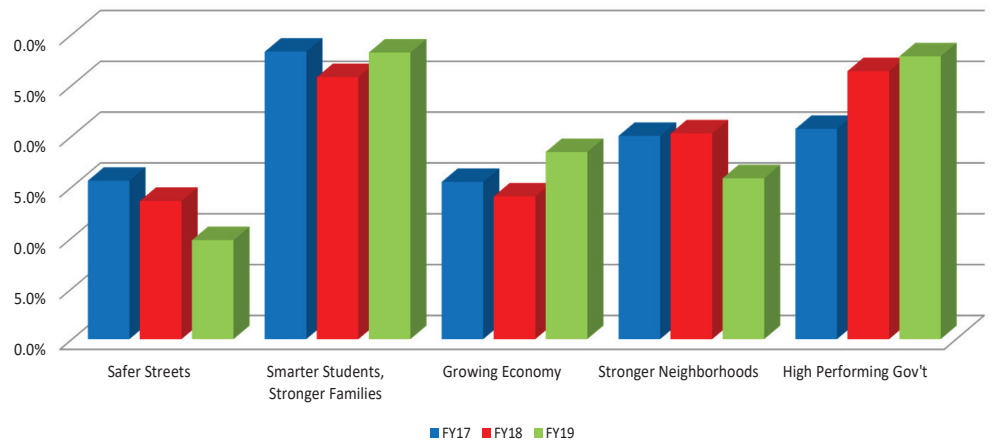
Department Summary

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
City Council Office	\$ 661,083	\$ 710,053	\$ 806,854	\$ 819,851
City Court Judges	903,668	909,215	991,899	990,872
City Attorney	1,529,505	1,474,042	1,753,706	1,689,150
Supported Agencies	19,447,036	19,972,070	20,723,349	21,240,494
Debt Service	17,504,272	20,514,537	22,434,479	23,487,712
Liability Insurance Fun	1,000,000	1,966,580	2,000,000	800,000
311 Call Center	517,285	610,976	682,883	717,655
Internal Audit	580,413	628,406	684,363	691,663
Information Technolog	5,612,089	6,211,930	7,790,529	8,115,593
Purchasing	732,578	685,300	842,525	905,896
Other Activities	12,451,601	5,638,468	18,921,412	20,776,707
Total Expenditures	\$ 60,939,530	\$ 59,321,577	\$ 77,631,999	\$ 80,235,593
Per Capita	\$ 351.51	\$ 342.18	\$ 437.19	\$ 447.90
Positions Authorized	111	111	111	111

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 7,700,604	\$ 7,625,357	\$ 8,550,967	\$ 11,347,005
Overtime	10,074	13,145	10,400	210,400
Operating	53,240,153	51,683,075	69,070,632	68,678,188

General Government Results Area Allocation % FY17-FY19





Supported Agencies

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

Supported agencies are a portion of General Government and are primarily in two different categories. The first category is appropriations to special funds that are jointly supported with Hamilton County and/or some other agency which are accounted for in another fund on the City's books. These include Public Library, Regional Planning Agency and the Air Pollution Control Bureau. The Sales Tax Agreement that jointly funded those agencies ended during FY2011. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose that are not accounted for on the City books. These include agencies such as Urban League, ARTS Build, and Chattanooga Neighborhood Enterprise (CNE). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. Amounts are provided for Fiscal year 2018/2019 per City of Chattanooga Ordinance #13334.

AIM Center, Inc.

AIM Center offers critically-needed psychosocial, employment, and housing services in the Chattanooga public System of Care for mentally ill adults age 18 and older. AIM Center seeks funding for a short term contract with a literacy specialist, training for AIM center staff, and a subscription for an online adult education program in addition to increase employment for individuals who successfully manage their mental illness.

City's Contribution.....\$65,000

Air Pollution Control Bureau

The overall mission is to achieve and maintain levels of air quality which will protect human health and safety and prevent injury to plant and animal life and property. The Chattanooga Area has progressed from being listed as one of the nation's most polluted cities in the late 1960's to being held out as a model of improvement. The City currently meets all federal air quality standards. The bureau provides a program of air pollution prevention, abatement, and control to foster the health, comfort and convenience of all citizens of Hamilton County.

City's Contribution.....\$270,820

ArtsBuild

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

City's Contribution.....\$275,000

Bessie Smith Cultural Center

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

The Cultural Center also houses artifacts and documents to support educational programs, services and resources for the community. The programs promote ethnic pride, self-esteem, cultural enrichment, cross-cultural awareness, improved human relations within the community and sensitivity to the African-American experiences. The Cultural Center also provides a venue that allows the multi-cultural community to celebrate through education, art and entertainment.

City's Contribution.....\$80,000

Chambliss Center for Children

The Children's Home has two programs, both of which care for the at-risk children in the City. The Extended Child Care Program focuses on early childhood education and school preparedness, while allowing parents to work or stay in school. Fees are based on income, so that low-income families can afford child care and continue to work or further their education. The residential side of the Home, called Chambliss Shelter, cares for children who have been removed from their homes either due to neglect, abuse, or delinquency. Children in this program are cared for in their group home or in their foster homes. Caring for the children in both of these programs allows for a better quality of life for the children, brings some of them out of the cycle of poverty, and helps families who struggle financially. The result is that more parents can hold down a job, more children begin school with the necessary skills, and hundred of children are kept safe every day.

City's Contribution.....\$350,000

Chattanooga Area Regional Transportation Authority (CARTA)

CARTA is the sole provider in the Chattanooga-Hamilton County area of public transportation. The Authority operates the regional bus service, the Lookout Mountain Incline Railway, and the free Downtown Electric Shuttle.

Specialized transportation services are offered for the disabled in Hamilton County. CARTA continues to pursue Grants for Federal/State funds to support future expansion.
 City's Contribution.....\$5,352,440

Chattanooga Basketball

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

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

Chattanooga Design Studio

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

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

Chattanooga Football Club Foundation

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

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

Chattanooga Goodwill Industries

Goodwill assists and empowers individuals with disabilities and disadvantage to achieve their potential, increase their independence and to improve quality of life. Funding for programs and services comes from the sale of donated items to Goodwill retail stores, from personal, corporate and Government financial contributions and contract labor services that Goodwill provides to businesses and government. Funding for FY19 is split between their walk in employment training and to supplement The Furniture Bank, which provides basic needs of citizens who are coming out of homelessness, fleeing domestic violence, suffered an emergency such as fire, flood etc. or a first time renter to give them furniture.

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

Chattanooga Kids on the Block

A licensed child abuse prevention agency created in 1977. This organization utilizes puppets with distinctive personalities to help children open up.

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

Chattanooga Junior Golfers Development Program

For 22 years, Kathleen McCarthy and Chattanooga Junior Golfers Development Program have worked closely with the City of Chattanooga to design and provide youth development golf programs specifically for the children involved in their centers.

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

Chattanooga Neighborhood Enterprise

Established in 1986 to find effective ways to address the housing needs of the city with it's main goal to remediate blighted housing, create new affordable housing through homeownership and rentals, and build stronger neighborhoods by investment activities and community engagement. The mission of the organization is to build and sustain livable Chattanooga neighborhoods by providing homeownership education and counseling; providing affordable loans; encouraging neighborhood engagement; and working in partnership with like-missioned organizations. The City government joined in this effort in 1989.

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

Chattanooga Public Library

The library serves the community by making materials and services available to all residents. To meet patrons' educational, professional, and personal needs, the library provides current information, promotes learning, and preserves the community's history. The library provides access to information through books, periodicals, newspapers, pamphlets, government documents, phonograph records, audiocassettes, videocassettes, films, internet, and brochures. Through state, regional, national and international networks, the library can provide access to resources. The library encourages the love of reading in children and adults and provides information for both leisure and professional use.

City's Contribution.....\$6,545,000

Chattanooga Regional Homeless Coalition

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

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

Chattanooga Room in the Inn

The overall purpose is to empower homeless women and children to become self-sufficient by providing temporary housing and offering support in accessing appropriate

community services for homeless women, and women with children who desire to make a commitment to bringing stability to their lives.
 City's Contribution.....\$25,000

Chattanooga Sports & Events

The mission of the Chattanooga Sports Committee is to maximize sports tourism related events and business that have an economic and social impact on the Chattanooga region. The vision is to define the region as a premier sports destination by creating new sporting events, capturing new sports business and cultivating the growth of sustainable annual sports activities which will have a positive impact on the economy and its citizens' quality of life. The appropriation was awarded to support the IRONMAN Chattanooga & the 70.3 IRONMAN Events.
 City's Contribution.....\$100,000

Chattanooga State Community College

Chattanooga State Community College will provide the English as a Second Language (ESL) Classes at a Highland Park Area Site for a maximum of 150 students for 32 weeks.
 City's Contribution.....\$25,000

Children's Advocacy Center

Mission is to provide a safe environment where a child's voice is heard and respected. This includes the coordination and facilities for the state-mandated team responsible for the investigation, intervention and treatment for the child and family, and prosecution of the abuser. Extended assessments, crisis counseling, therapeutic groups and support groups for children and their families are also provided.
 City's Contribution.....\$65,000

Community Foundation of Greater Chattanooga

Provides needs-based renewable college scholarships which target eligible graduating high school seniors from Hamilton County Public schools residing within the City Limits. This program is to provide our City's most financially challenged students a supplemental scholarship in addition to the primary funding from Federal and State Programs.
 City's Contribution.....\$100,000

Family Promise

This offer is a partnership between the City of Chattanooga Homeless Program and Family Promise of Greater Chattanooga to provide low-barrier emergency shelter to any veteran experiencing homelessness in the City of Chattanooga.
 City's Contribution.....\$150,000

Friends of the Zoo, Inc.

The mission is to engage and inspire the Chattanooga community to better understand and preserve wildlife by creating meaningful connections between people and animals. With its intimate, innovative exhibits, its wide-ranging education offerings, and its commitment to conservation, the Chattanooga Zoo is a top destination for all residents and visitors and the pride of the community.
 City's Contribution.....\$25,000

Girls, Inc.

The mission of Girls Inc. is to inspire and equip all girls to be strong, smart, bold, healthy, educated and independent on their journey to self-discovery. Girls Inc. offers in-school, afterschool, and school break programming for girls ages 6-18 that is age-appropriate, research-based, and outcome-focused. Since the established in 1961, 25,000 girls throughout Hamilton County have been served with 100% of girls who complete the high school afterschool programs (in their senior year) go on to college.
 City's Contribution.....\$110,000

GreenSpaces

The organization is engaged in charitable, scientific, literary or educational activities in developing and improving environmental standards and practices for commercial and residential buildings for the benefit of the general public.
 City's Contribution.....\$25,000

Habitat for Humanity of Greater Chattanooga

Habitat for Humanity of Greater Chattanooga Area partners with eligible low-income families to assist them in obtaining a affordable housing. These families spend a minimum of 350 hours investing in "sweat equity" in building their own home and the homes of their neighbors. The program assists these families with obtaining a 30-year zero percent mortgage.
 City's Contribution.....\$40,000

Hamilton County - Tennessee Riverpark

This is a jointly funded activity in partnership with the Hamilton County Government. The local leaders have committed to a redevelopment of the riverfront area which includes a park connecting the north shore and downtown area with the Chickamauga Dam. This park is maintained by the County government, with the City contributing half of the cost of operations.
 City's Contribution.....\$1,255,640

Hamilton County - Enterprise South Nature Park

This is the passive park area of the Enterprise South Industrial Park. It is jointly funded between Hamilton

County and the City. The park is managed by the County with the City contributing half of the cost of operations.
 City's Contribution.....\$834,863

Helen Ross McNabb (aka Fortwood Center)

Fortwood provides mental health services for adults and children residing in the City that are uninsured or underinsured.
 City's Contribution.....\$62,000

Heritage Hall

The City and Hamilton County are responsible for the overall management and maintenance of the Heritage Hall in which it houses the Bessie Smith Cultural Center and the African-American Museum.
 City's Contribution.....\$74,725

Joe Johnson Mental Health Center

Our community depends upon the mental wellness of its citizens. When citizens receive treatment for their mental illness and substance abuse problems, they increase their ability to live as contributing members of our community. When people are engaged in their treatment, they often use less community resources. For the mentally ill this often means less encounters with police officers and lower rates of jail incarceration, less visits to local emergency rooms, etc. Community mental health services are delivered in the least restrictive environment, which produces a savings to the City.
 City's Contribution.....\$60,000

La Paz Chattanooga

The organization's mission is to empower and engage Chattanooga's Latino community through advocacy, education, and inclusion. La Paz offers a full suite of programs and services which revolve around the needs of the fast-growing Latino community. La Paz is well-versed in addressing the social, psychological, domestic, health, and educational deficiencies of this demographic. One of the most prevalent needs encountered was a domestic violence initiative.
 City's Contribution.....\$50,000

Lookout Mountain Conservancy

The primary avenue for assisting the students in fulfilling their personal and academic goals is through problem-based learning curriculum (PBL). PBL is an instructional approach that is learner-centered and empowers learners to conduct research, and apply their new knowledge and skills to develop a solution to a defined problem.
 City's Contribution.....\$20,000

Orange Grove Center

The Center is a private, non-profit organization serving adults and children with developmental disabilities. The Adult Comprehensive Training Program provides individualized services and supports that enables enrollees to acquire, retain or improve self-help skills, participate in community activities, and work.
 City's Contribution.....\$106,000

Partnership for Families, Children and Adults/ Rape Crisis

The Partnership's Crisis Resource Center provides safe and secure shelter to victims of domestic and family violence, sexual assault, chronically homeless women and in the case of an emergency. The trained staff offer counseling to victims, assistance with legal matters, court advocacy and shelter. It is a "one stop shop" for victims of violence.
 City's Contribution.....\$65,000

Regional Planning Agency (RPA)

The mission of the RPA and its staff is to develop a comprehensive vision and guide for the region which ensures that our land resources support, enhance, and sustain our community and its quality of life. This vision should include both short and long-range goals and strategies which public and private community leaders can utilize to implement these objectives. The planning program facilitates government and various public and private decision-making by providing research, data, plans, studies and suggested strategies related to community land use, transportation, and social issues.
 City's Contribution.....\$2,003,663

Signal Centers

Signal Centers' Adult Services is designed to benefit adults with a primary diagnosis of a physical disability or low-income individuals over the age of sixty. The overall goals for Signal Centers is to increase or maintain independence, reduce feelings of isolation and depression, and to provide learning opportunities. These learning opportunities are designed to develop, maintain, or increase skills in employment/work, socialization, and daily living skills.
 City's Contribution.....\$275,000

Social Services (Youth & Family Dev.)

This City department provides for the administration and the operations of all public programs and projects of a human nature in the city such as the following:

- Foster Grandparents program enables eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood
- Offer emergency assistance including food vouchers,

clothing, and rent or utility funds to prevent eviction or service interruption

- Increase the availability of decent and affordable shelter through the Low Income Home Energy Assistance Program (LIHEAP), Mortgage Assistance, Rental Assistance and Reverse Mortgage counseling
- Reduce foreclosures, evictions and utility cutoffs within the very low income population
- Offer numerous channels to reduce hunger and improve nutrition
- Provide early education for low income children through Head Start and Early Head Start
- Seek constant improvement in each child’s skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness
- Increase the numbers of children in Early Head Start
- Increase childhood immunizations

City’s Contribution.....\$1,259,643

Speech and Hearing Center

The Center is the only nonprofit of its kind in the Chattanooga area that provides audiological and speech pathology services to individuals at or below the poverty line who are unable to afford the full fees for services. They also are an early identification and intervention program for children under five years old who have communication disorders. The services they provide the community ensure that children are prepared to enter school and perform at grade level, and that older individuals with communication disorders are able to find or maintain gainful employment, take part in educational opportunities, and remain connected to others socially.

City’s Contribution.....\$67,700

Tech Town

The purpose of TechTown is to offer a year-round after-school program and summer camps for children aged 7 to 17. The programs are dedicated to robotics, 3D design software development, and robotics.

City’s Contribution.....\$40,000

United Methodist Neighborhood Center / Bethlehem Center

The Bethlehem Center has been in the business of training leaders for the last 92 years. Leaders are important to our future; therefore The Bethlehem Center specializes in training leaders with the V-Team Leadership Curriculum, an international curriculum developed by the International Leadership Institute. The 8 core values of effective leadership include: 1) Intimacy with God, 2) Passion for People, 3) Visionary Leadership, 4) Culturally Relevant Communication, 5) Multiplication of Leaders, 6) Family as Priority, 7) Good Stewardship and 8) Integrity. Teaching these values reduces the chances of our youth being

involved with gangs, drugs and other criminal activities.
City’s Contribution.....\$65,000

United Way of Greater Chattanooga

The United Way helps bridge the gap between resources and the community and bring people to their passion and purpose. The Chattanooga Mentoring Collective targets both community and schools with quality mentoring services to help children succeed in school and life. The mission of this project is to convene, encourage, and coordinate efforts across a broad array of Chattanooga agencies. Additionally United Way is targeting the reduction of resident calls and subsequent service overlaps specific to both the City and United Way’s 211 call center. They will collect/enter and analyze data, respond to resident needs, and design a Father to Fatherless Program data evaluation. Trained on-site specialists will service the City’s Human Services waiting room to work with residents, enter data on-site, and make client-need community referrals. The system will build stronger community partnerships, increase the efficiency of resource referrals, and provide better accountability to both systems - leading to increased citizen stability.

City’s Contribution.....\$160,000

Urban League of Greater Chattanooga

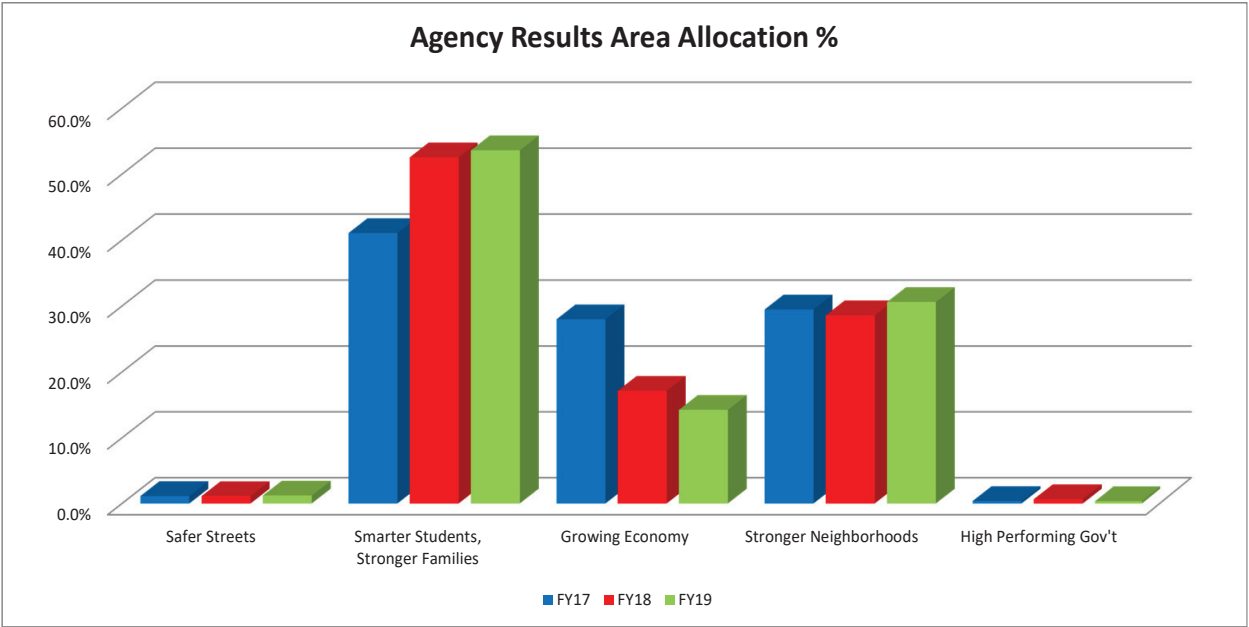
The overall mission is to help make Chattanooga a place where African Americans and other disadvantaged persons are able to secure economic self-reliance, parity, power, and civil rights. Impacting more than 9,000 individuals annually, the core empowerment areas consists of education, health and wellness,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

City’s Contribution.....\$120,000

WTCI Tennessee Valley PBS

This is a locally owned PBS licenced affiliate serving the Tennessee Valley. The overall mission is to provide informational, educational, and quality cultural television programs to the people of the Greater Chattanooga and Hamilton County community on Channel 45. The station provides information on the City of Chattanooga and Hamilton County governments, getting the public involved by way of television.

City’s Contribution.....\$93,000







Economic Development

www.chattanooga.gov

Description:

In 1997, the citizens of Chattanooga approved a half-cent tax on retail sales in the city. Revenues from this tax were shared on a 50/50 basis for education and economic development. In a county-wide election in February 2004, the residents of Hamilton County voted to increase the county-wide local option tax rate from 1.75% to 2.25% thereby repealing the city-only 1/2% tax. The additional taxes generated by the 1/2% increase in the county-wide tax are distributed to the county, city and education in accordance with TCA 67-6-712 which requires that 50% is used for education and the remainder on situs basis. The City should continue to receive a comparable amount for economic development from the county-wide local option sales tax as it has in prior years. With the passage of the county-wide tax increase the education component is distributed directly to the Hamilton County Department of Education.

Department Summary

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Capital Fund	\$ 3,448,460	\$ 3,268,622	\$ 1,140,000	\$ 2,686,099
Chamber of Commerce - Econ Dev.	450,000	450,000	450,000	450,000
Chamber of Commerce - Marketing & Ind. Serv.	75,000	75,000	75,000	75,000
Enterprise Center*	475,000	781,000	1,002,500	2,227,500
Industrial Dev. Board - Workforce Development	0	0	350,000	0
Public Education Foundation	0	0	25,000	25,000
Commission to Hamilton County	129,618	128,181	127,829	134,850
Thrive Regional Partnership	0	0	0	100,000
Carter Street Corporation**	0	0	0	200,000
TN Reconnect Program	0	0	0	65,750
Lease Payments	7,831,146	7,949,081	9,532,219	9,520,769
Appropriation to Capital from Fund Balance	0	525,000	0	7,561,701
Total Expenditures	\$ 12,409,224	\$ 13,176,884	\$ 12,702,548	\$ 23,046,669
Per Capita	\$ 71.58	\$ 76.01	\$ 71.54	\$ 128.65

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Revenue	12,961,844	17,171,108	12,782,850	15,484,968



Executive Branch

www.chattanooga.gov

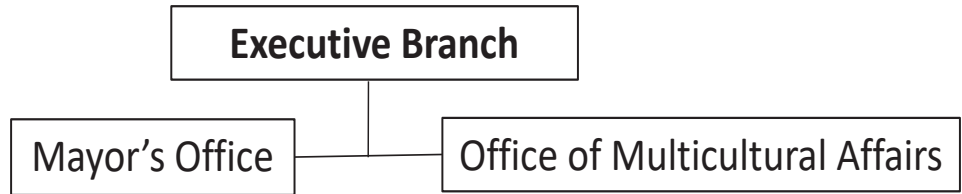
Mission:

To provide executive leadership for City government and enhance the City's capability to keep Chattanooga safe, build strong neighborhoods, grow our local economy, and retain the public trust with efficient use of taxpayer dollars.

Description:

The Executive Branch is comprised of the Mayor's Office and the Office of Multicultural Affairs. The Mayor is elected-at-large for a four year term. He serves as the chief executive officer and oversees the operations of all city departments. The Mayor sets administrative procedures and provides direction and leadership in carrying out the priorities of the citizens in matters of government operations.

The Office of Multicultural Affairs (OMA) is responsible for reviewing, implementing, and monitoring public policy that affects cultural communities in Chattanooga.



Goals & Objectives:

Mayor's Office

The Mayor serves as the chief executive for City government. He is responsible for setting the overall goals and vision of Chattanooga's municipal government. The Berke Administration has defined four principal goals for the upcoming budget year.

1. Ensure that every Chattanoogaan feels safe in their neighborhood.
2. Grow stronger neighborhoods and a thriving, diverse economy.
3. Provide opportunities for students to grow smarter and families to grow stronger.
4. Use every taxpayer dollar responsibly to have a sound and innovative City government.

Office of Multicultural Affairs

Promote opportunities for diverse constituents to do business with the City.

1. Provide the resources and information diverse businesses need to compete for opportunities with the City of Chattanooga.
2. Partner with the small business services community to prepare diverse businesses for City procurement opportunities.
3. Track quarterly the City's record of diverse business engagement; Report annually to Mayor and City Council.

Create a climate of dignity, respect and inclusion among City employees and citizens of Chattanooga

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

Performance Measures	Actual FY17	Goal FY18	Actual FY18	Goal FY19
Diverse business engagement*	N/A	14%	7%	10%
Host quarterly "Doing Business w/ City" workshops	N/A	Yes	Yes	Yes
Expand the reach of OMA (No. of community members)	N/A	5,000	4,992	5,000
Host quarterly city diversity council meetings*	N/A	Yes	Yes	Yes

*New measure beginning FY 2018

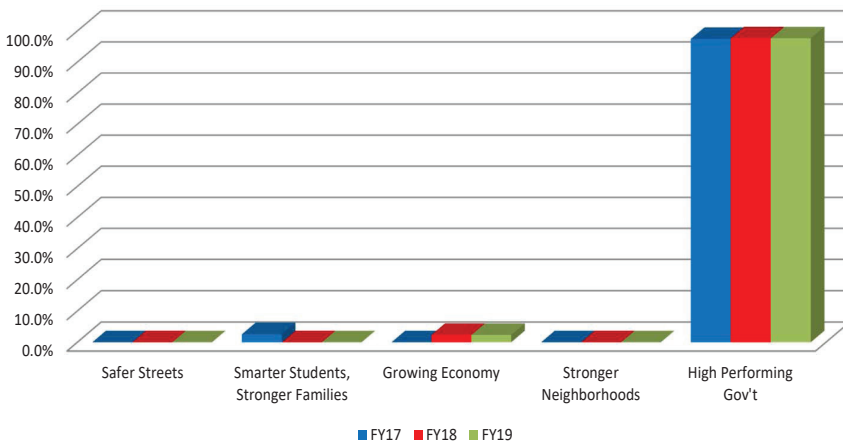
Department Summary

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Mayor's Office	\$ 1,325,656	\$ 1,426,678	\$ 1,488,005	\$ 1,593,367
Office of Multicultural Affairs	357,192	361,963	352,733	296,975
Total Expenditures	\$ 1,682,848	\$ 1,788,641	\$ 1,840,738	\$ 1,890,342
Per Capita	\$ 9.71	\$ 10.32	\$ 10.37	\$ 10.55
Positions Authorized	13	13	14	15

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 1,453,790	\$ 1,517,479	\$ 1,668,624	\$ 1,694,912
Overtime	277	0	0	0
Operating	228,781	271,162	194,715	195,430

Executive Branch Results Area Allocation % FY17 - FY19



Finance & Administration

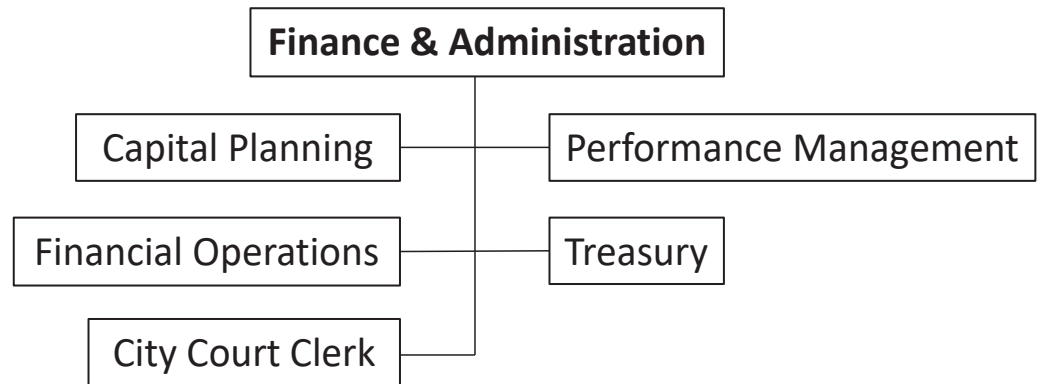
www.chattanooga.gov/finance

Mission:

To ensure the overall fiscal health of the City of Chattanooga and provide high quality support services to City departments and agencies.

Description:

The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, Department Administrators and the City Council. The department is responsible for all budget and finance related functions of the City including accounting and treasury operations. The department also provides support to other departments and agencies in the areas of City Court Clerk operations, Accounts Payable, Payroll, Capital Planning and Performance Management.



Goals & Objectives:

Using prudent economic forecasts, develop, monitor and help implement a balanced budget that secures the efficient and appropriate delivery of City Services.

1. Propose and maintain a balanced budget that accounts for recurring revenue and cost.
2. Develop an accurate and prudent economic revenue forecast.
3. Provide for the efficient and effective use of budgeted funds to eliminate wasteful spending, and maximizing the service and program results from each tax dollar spent.

To provide for the fair and efficient collection of and appropriate use and accounting of city revenues in a manner consistent with Federal, State and Local laws.

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

Performance Measures	Actual FY17	Goal FY18	Actual FY18	Goal FY19
Vendor Payments Issued*	18,684	19,000	30,968	25,000
Percent of Current Levy Collected	96.4%	95.0%	95.6%	95.0%
Annual Debt Service Requirements as % of General Fund	11.1%	<10%	11.0%	<10%
Bond Rating by Standard & Poor's	AAA	AAA	AAA	AAA
Bond Rating by Fitch Ratings Ltd.	AA+	AAA	AA+	AAA

*Disparity due to staffing levels

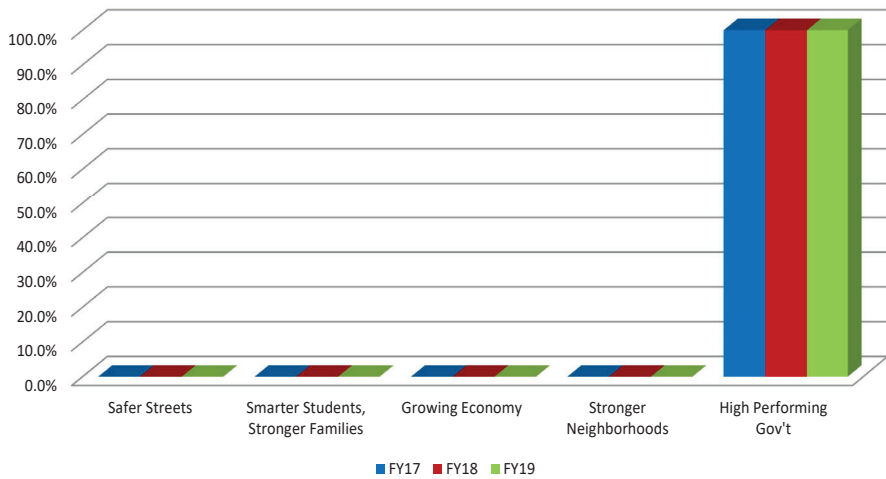
Department Summary

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Finance	\$ 3,043,691	\$ 3,017,982	\$ 3,350,313	\$ 3,499,053
Treasurer	660,932	830,301	1,216,188	1,221,009
City Court Clerk	1,215,765	1,078,636	1,338,903	1,426,721
Capital Planning	79,915	82,005	140,104	201,234
Performance Mgmt	208,970	211,803	215,705	305,630
Total Expenditures	\$ 5,209,273	\$ 5,220,727	\$ 6,261,213	\$ 6,653,647
Per Capita	\$ 30.05	\$ 30.11	\$ 35.26	\$ 37.14
Positions Authorized	69	69	71	73

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 3,798,936	\$ 3,833,401	\$ 4,498,541	\$ 4,828,958
Overtime	15,073	18,392	17,118	17,000
Operating	1,395,264	1,368,934	1,745,555	1,807,689
Revenue	225,343,466	232,579,320	245,071,213	253,921,584

Finance Results Area Allocation % FY17 thru FY19



Human Resources

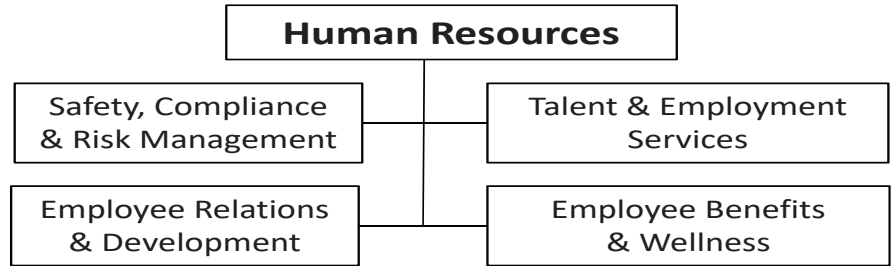
www.chattanooga.gov/human-resources

Mission:

Our Mission is to provide leadership, collaboration, and support services to departments in the selection, training, development, compensation, and well being of all employees. We will deliver best in class service to all customer groups including citizens, employees, retirees, dependents, and applicants with a positive, nurturing, and proactive approach. We strive to operate efficiently with integrity and transparency in support of the Mayor’s vision of Renewing Chattanooga.

Description:

Human Resources works with each department to develop specific standards for the recruitment and hiring of a qualified, diverse workforce, and to help identify those employees who should be considered for promotion. The department also assesses job classifications, compensation and benefits, and offers employee relations initiatives, training and skill development. Additionally, the Human Resources Department maintains a competitive and quality health and wellness program including an onsite medical clinic and pharmacy dedicated to employee wellness. All safety issues and on-the-job injuries are addressed by Human Resources. The department also offers an Employee Assistance Program for confidential counseling service.



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

1. Recruit and retain a well qualified, diverse workforce.
2. Monitor overall satisfaction with new hires from both the manager and new hire’s perspective.
3. Ensure a proactive and consistent process for monitoring pay equity and consistency.
4. Ensure there is consistent and transparent compliance with all federal, state and city regulations, policies and procedures.

Deliver best in class service to all customer groups

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

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

1. Determine percentage of employees who report they are satisfied with on-the-job learning and growth and development opportunities offered by the city.
2. Provide annual training needs assessments to determine development opportunities throughout the city.
3. Monitor feedback of all employee groups to ensure staff members, managers, peers and coworkers are displaying appropriate and professional employment behaviors that focus on a performance oriented work culture.

Performance Measures	Actual FY17	Goal FY18	Actual FY18	Goal FY19
Avg # of recruiting days from advertising to offer date	36	<30	N/A	<30
Turnover rate	10%	<7%	0%	<7%
Number of promotions	136	200	N/A	200
Number of non-supervisory training sessions completed	N/A	2,000	5,008	2,000
Number of supervisory training sessions completed	N/A	1,000	1,676	1,000
Employee satisfaction rate with onsite clinic	N/A	>95%	100%	>95%
Employee satisfaction rate with onsite pharmacy	N/A	>95%	100%	>95%
Employee satisfaction at work	N/A	>80%	100%	>80%
Number of grievances filed w/ HR by city employees	N/A	<5	4	<5
Injuries on the job	N/A	<207	125	<207
Percent of minority applicants hired compared to total hires	N/A	>65%	N/A	0

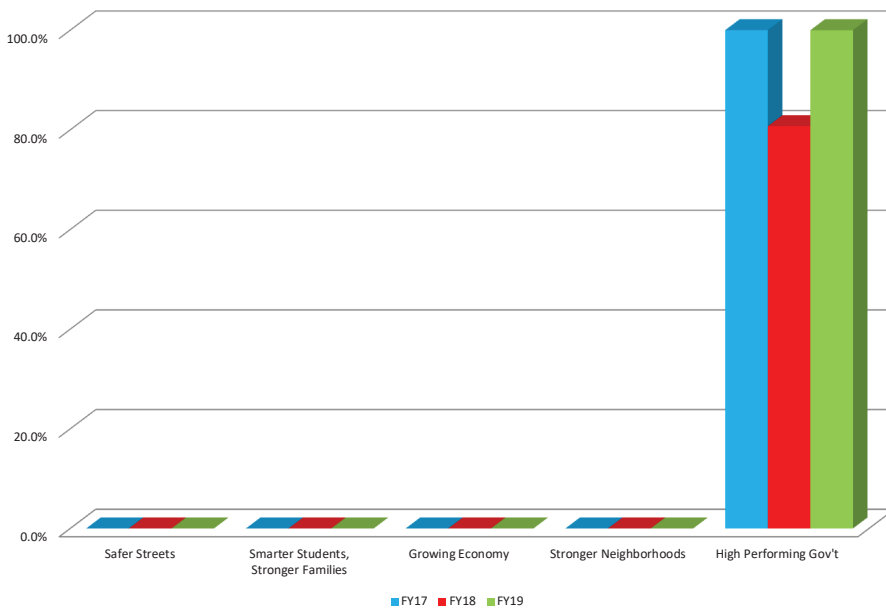
Department Summary

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Administration	\$ 1,247,214	\$ 1,283,036	\$ 1,355,468	\$ 1,102,394
Employee Insurance Office	327,918	330,477	354,913	365,146
Employee Insurance Prog.	0	0	0	0
Employee Safety Program	101,957	100,049	106,531	368,663
Job Injury Administration	74,400	74,000	74,400	75,000
Physical Exams	10,150	22,040	14,000	22,500
Employee Training	1,766	39,748	4,880	435,452
Total Expenditures	\$ 1,763,405	\$ 1,849,350	\$ 1,910,192	\$ 2,369,155
Per Capita	\$ 10.17	\$ 10.67	\$ 10.76	\$ 13.23
Positions Authorized	21	21	21	21

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 1,548,762	\$ 1,510,275	\$ 1,694,413	\$ 1,827,113
Overtime	0	0	0	0
Operating	214,643	339,475	217,884	542,042
Revenue	68,828	71,058	45,000	45,000

Human Resources Results Area Allocation % - FY17 to FY19



Economic & Community Development

www.chattanooga.gov/economic-community-development

Mission:

To develop and invest in economic and community development strategies that assist and promote the success of businesses, revitalized communities and vibrant public spaces in Chattanooga.

Description:

The Department of Economic & Community Development is comprised of the following divisions:

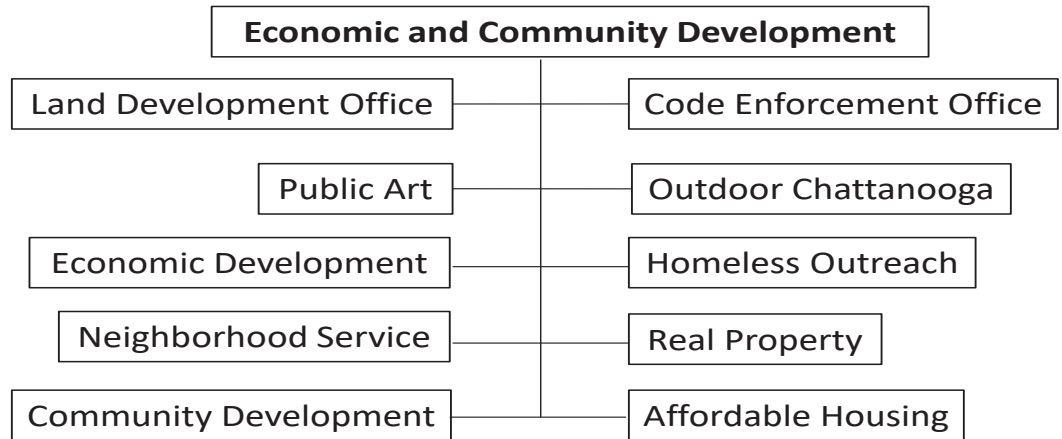
Neighborhood Services: develops strong neighborhoods through the Affordable Housing & Rehabilitation program, and provides leadership development and resolves community issues through the City's neighborhood associations.

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

Land Development Office: enforces all building, life safety codes, and zoning codes, advertising ordinance, safe housing, anti-litter, overgrowth, inoperable vehicle, proper brush/trash set out, spot blight aquisition code, and administration of the Board of Zoning Appeals, Board of Construction Appeals, Board of Sign Appeals, Board of Electrical Examiners, Board of Plumbing Examiners, Board of Gas Examiners, and Board of Mechanical Examiners.

Outdoor Chattanooga: responsible for City's "signature" outdoor lifestyle, with facilities dedicated to the recreational use, education, and stewardship of the regions natural areas.

Public Art: introduces a wide variety of high quality public art into the community, enhancing the civic environment and enriching the lives of visitors and residents.



Goals & Objectives:

To empower the community to use the tools of code enforcement and citizen participation to guarantee that every neighborhood throughout Chattanooga offers a pleasant and peaceful environment and makes an appealing choice for residents.

Increase the investment in housing in every neighborhood in the City annually.

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

Elimination of blight in Chattanooga

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

Performance Measures	Actual	Goal	Actual	Goal
	FY17	FY18	FY18	FY19
Avg number of recruiting days from advertising to offer date	36	<30	N/A	<30
Turnover rate	10%	<7%	11%	<7%
Number of promotions	136	200	N/A	200
Number of non-supervisory training sessions completed	*	2,000	5,008	2,000
Number of supervisory training sessions completed	*	1,000	1,676	1,000
Employee satisfaction rate with onsite clinic	*	>95%	98.25%	>95%
Employee satisfaction rate with onsite pharmacy	*	>95%	97%	>95%
Employee satisfaction at work	*	>80%	89%	>80%
Number of grievances filed with HR by city employees	*	<5	4	<5
Injuries on the job	*	<207	125	<207
Percentage of minority applicants hired compared to total number of new hires	*	>65%	N/A	>65%

Cases in litigation pending were excluded

**New measure beginning FY 2018*

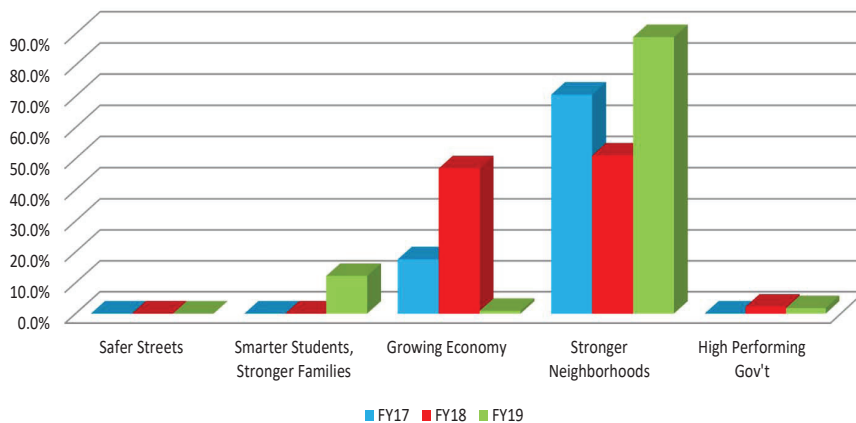
Department Summary

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Administration	\$ 583,699	\$ 641,937	\$ 798,026	\$ 378,147
Grants Administration	44,735	0	0	0
Comm. & Neigh. Relations	506,199	0	0	0
Affordable Housing Prog.	64,745	58,645	123,357	0
Economic Development	379,619	263,520	349,374	612,449
Homeless Outreach Prog.	76,284	103,359	202,309	481,644
Outdoor Chattanooga	336,479	463,007	777,788	971,214
Trust for Public Land	100,000	119,500	100,000	0
Riverpark Art Maint. & Mgmt	94,297	132,293	212,533	238,525
Code Enforcement Office	0	1,328,209	2,051,204	1,968,912
Back Tax Prop. Abatement	0	0	100,000	100,000
Real Estate Office	0	0	171,807	142,411
Land Development Office	4,023,460	2,663,762	2,570,710	2,947,079
Board of Plumbing Examiners	1,660	1,805	2,100	2,100
Board of Electrical Examiners	19,971	3,592	7,150	7,150
Board of Mechanical Examiner	947	544	1,850	1,850
Board of Gas Fitters	1,206	1,214	2,050	2,050
Board of Appeals & Variances	10,400	11,004	11,925	11,925
Neighborhood Services	0	365,635	496,468	402,581
Abatement & Demolition	31,509	0	0	0
Total Expenditures	\$ 6,275,210	\$ 6,158,026	\$ 7,978,651	\$ 8,268,037
Per Capita	\$ 36.20	\$ 35.52	\$ 44.93	\$ 46.15
Positions Authorized	78	88	94	95

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 4,826,671	\$ 4,799,053	\$ 6,119,014	\$ 6,016,633
Overtime	3,454	0	0	0
Operating	1,120,085	1,358,973	1,859,637	2,251,404
Revenue	3,269,223	3,867,219	4,330,114	3,835,027

Economic & Community Development Results Area Allocation % FY17 to FY19



Community Development

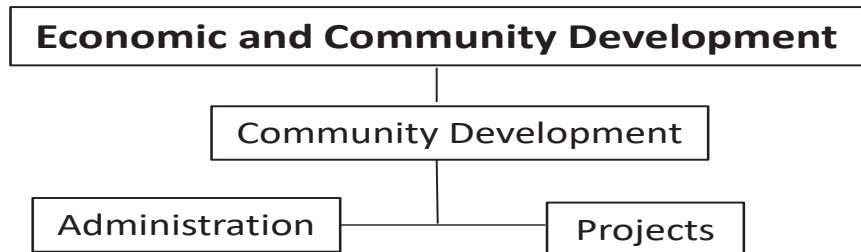
www.chattanooga.gov/communitydev

Mission:

To improve housing and employment opportunities for all low-to-moderate income Chattanooga residents and to provide the support needed to stabilize and revitalize low income communities.

Description:

Community Development, using grants from the U. S. Department of Housing and Urban Development, is dedicated to the revitalization of low-to-moderate income neighborhoods and the economic improvement of its residents. The department funds affordable housing initiatives, employment and business assistance, public facility and infrastructure improvements, and social services to assist the community as a whole. Due to Community Development being fully funded by Federal grants, their operating budget is not part of the Budgeting For Outcomes (BFO) process. Community Development is not subsidized by the City.



Goals & Objectives:

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

1. Increase neighborhood understanding of fair housing regulations to make sure good quality housing is accessible for lower income residents.
2. Increase the stock of available, quality housing by the creation of new homes and rental units or providing financing to enable residents to build a new home.
3. Help homeowners preserve existing housing and restore structures that have become uninhabitable.
4. Encourage home ownership as a means of further stabilizing the community.

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

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

To increase employment in lower income areas.

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

Performance Measures	Actual FY17	Goal FY18	Actual FY18	Goal FY19
Increase the stock of safe, affordable rental units	4	221	81	221
Rehabilitate substandard housing # of units	84	281	471	281
Assists low/moderate income households w/ access to homeownership opportunities	15	20	18	20
No. of participants in Housing Education Programs*	124	2,000	2,910	2,000

*FY17 goal increased due to expanding the types of education programs included in this category and expanding Fair Housing outreach

Department Summary				
	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Administration	\$ 471,984	\$ 445,062	\$ 460,000	\$ 573,770
Community Dev Proj	2,228,590	3,063,668	2,025,000	3,626,553
Total Expenditures	\$ 2,700,574	\$ 3,508,730	\$ 2,485,000	\$ 4,200,323
Per Capita	\$ 15.58	\$ 20.24	\$ 13.99	\$ 23.45
Positions Authorized	6	6	6	6

Resources				
	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 471,984	\$ 445,062	\$ 460,000	\$ 573,770
Operating	2,228,590	3,063,668	2,025,000	3,626,553
Revenue	2,741,430	2,820,321	2,650,000	3,438,143

Police

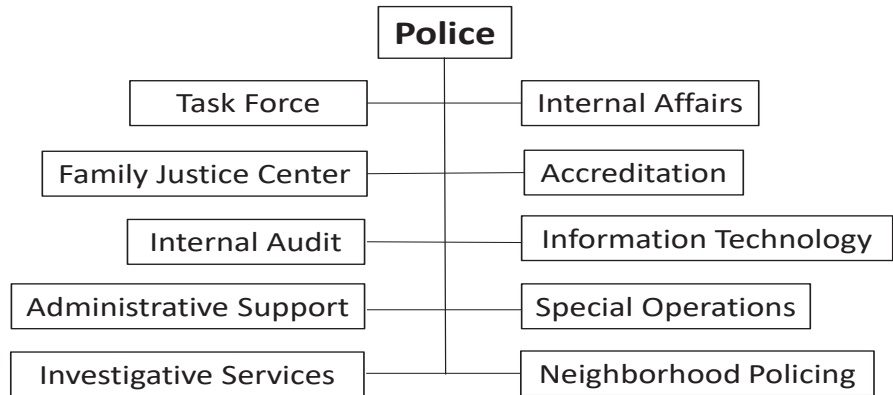
www.chattanooga.gov/police

Mission:

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

Description:

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



Goals & Objectives:

Be Safe, Feel Safe

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

Building Relationships, Creating Commitment

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

Innovative Strategies

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

Performance Measurements	Actual 2016	Goal 2017	Actual 2017	Goal 2018
Calls for Service	226,610	225,000	245,939	225,000
Type A Crimes: arson, assault, bribery and homicide	22,314	22,000	22,781	22,000
Type B Crimes: bad checks, loitering, drunkenness and trespassing	1,568	1,500	3,586	1,500
Traffic Accidents	14,807	14,500	15,019	14,500
Traffic Accidents w/ Injury	2,099	2,000	2,330	2,000
Alarm Calls	20,601	20,000	20,140	20,000

Based on calendar year

Department Summary

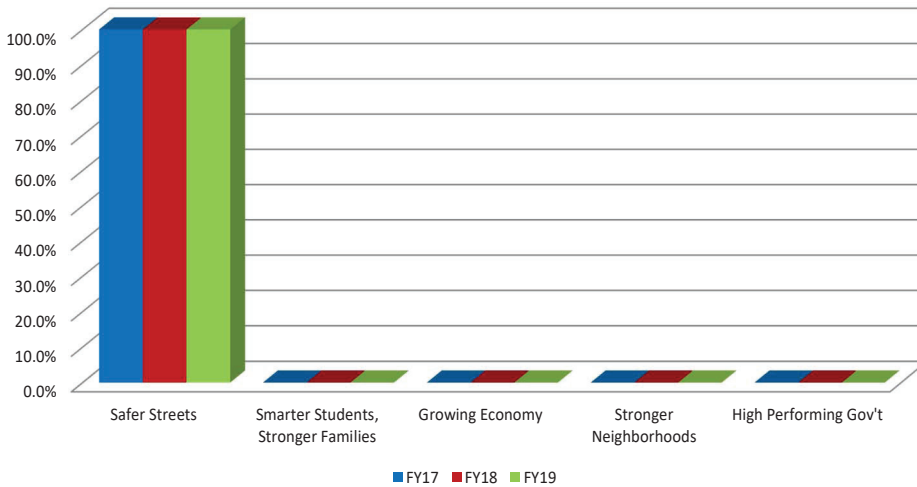
	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Police Administration	\$ 2,575,559	\$ 3,700,136	\$ 3,131,514	\$ 2,471,072
Operations	38,520,600	29,573,907	36,572,903	36,661,052
Support Services	15,520,831	28,235,276	27,765,800	31,316,153
Animal Services	1,611,299	1,659,639	1,675,000	1,725,250
Family Justice Center	336,055	481,782	526,661	776,689
Focused Deterrence	290,000	468,456	351,100	78,833
Total Expenditures	\$ 58,854,344	\$ 64,119,196	\$ 70,022,978	\$ 73,029,049
Per Capita	\$ 339.48	\$ 369.85	\$ 394.34	\$ 407.67
Positions Authorized	597	597	618	622
Sworn Authorized	486	486	498	498

*Automated Traffic Control (Special Revenue Fund) includes 2 authorized sworn positions. FY 19 total is 622.

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 42,813,238	\$ 44,040,540	\$ 52,838,421	\$ 55,122,232
Overtime	733,748	1,287,238	750,000	1,250,000
Operating	15,010,637	18,791,418	16,429,558	16,656,817
Revenue	497,284	479,832	446,600	411,600

Police Results Area Allocation % FY17 thru FY19



Fire

www.chattanooga.gov/fire-department

Mission:

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

Description:

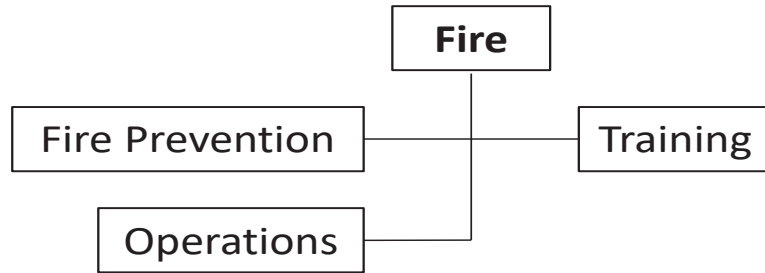
The department has four core divisions:

Fire Administration, Operations, Fire Prevention, and Training.

Operations includes 20 fire stations with 443 firefighters who respond to fire, automobile accidents, first response medical emergencies, hazardous materials incidents and other emergencies.

The Fire Prevention Bureau includes code enforcement, fire investigation, and fire safety education.

The Training Division provides instruction to all fire fighters on the latest tactics and technology in the fire service, and trains new recruits in fire academies.



Goals & Objectives:

Reduce fire fatalities and injuries for civilians and firefighters.

1. Meet or surpass National Fire Prevention Association (NFPA) reduction numbers for fatalities, injuries and total fires.
2. Pursue an aggressive fire prevention education program to reach throughout the community.

Reduce property loss resulting from fire.

Maintain or improve the City's Insurance Services Office (ISO) public protection classification in order to reduce insurance costs to residents and businesses.

Provide a timely first response to medical emergencies, and offer well-trained emergency personnel to administer appropriate treatment.

Provide a Homeland Security regional response.

1. Establish a regional response team that is capable and ready to respond to any chemical, biological, radiological, nuclear or explosive (CBRNE) incident, as well as hazardous spills or structural collapse emergencies.

Performance Measures	Actual FY17	Goal FY18	Actual FY18	Goal FY19
Average response time (Department)	5:13	5:20	5:20	5:20
Inspections	5,590	5,100	4,228	5100
Fire Calls	943	750	750	750
Non-Fire Calls	19,295	15,000	18,849	15,000

*Response time in minutes and seconds (mm:ss)

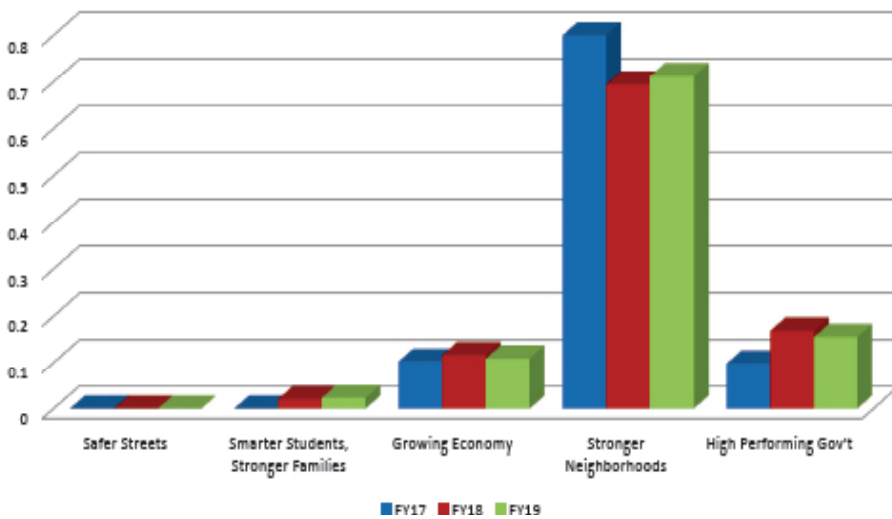
Department Summary

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Fire Administration	\$ 2,021,661	\$ 2,294,520	\$ 1,976,014	\$ 1,934,698
Operations	32,841,500	33,253,693	38,551,455	41,618,916
Prevention	1,305,374	1,335,611	2,516,062	1,558,964
Training	930,906	1,331,026	833,311	847,494
Total Expenditures	\$ 37,099,441	\$ 38,214,850	\$ 43,876,842	\$ 45,960,072
Per Capita	\$ 213.99	\$ 220.43	\$ 247.09	\$ 256.56
Positions Authorized	445	445	445	459
Sworn Authorized	429	429	429	443

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 33,997,427	\$ 34,353,348	\$ 39,970,096	\$ 41,647,271
Overtime	19,682	35,213	27,300	30,400
Operating	3,082,332	3,826,289	3,879,446	4,282,401
Revenue	497,284	662,845	446,600	434,000

Fire Results Area Allocation % FY17 thru FY19



Public Works

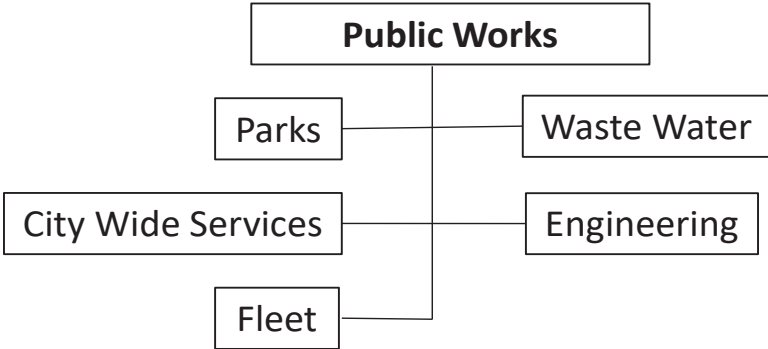
www.chattanooga.gov/public-works

Mission:

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

Description:

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



Goals & Objectives:

- Innovate**
Create efficiencies, reward excellent performance, reduce costs, improve effectiveness, leverage technology, and research and explore possibilities.
- Manage Risks**
Encourage and promote control measures to reduce negative consequences and increase safety in all operations.
- Promote Teamwork**
Invest in the workforce, encourage collaboration, strengthen community relationships and build partnerships.
- Improve Customer Service**
Ensure every customer interaction is positive by responding promptly, with cost effective solutions and service. Improve customer service with quality assurance and quality control programs.
- Promote Public Works**
Promote the importance of our services and the impact that these services have throughout the community.
- Ensure Sustainable Practices**
Ensure an appropriate balance between the environment, the community, and fiscal responsibility in all operations and practices. This includes maintaining total compliance with all environmental and facility permits and requirements.

Performance Measurements	Actual FY17	Goal FY18	Actual FY18	Goal FY19
Decrease incidents*	N/A	10%	8	0.05%
Provide and track an average per employee training hour	N/A	40	31	40
Review operational procedures, policies, and practices*	N/A	50%	95%	0.5%
Complete service requests on time*	N/A	90%	98%	98%

*New measure beginning FY 2018

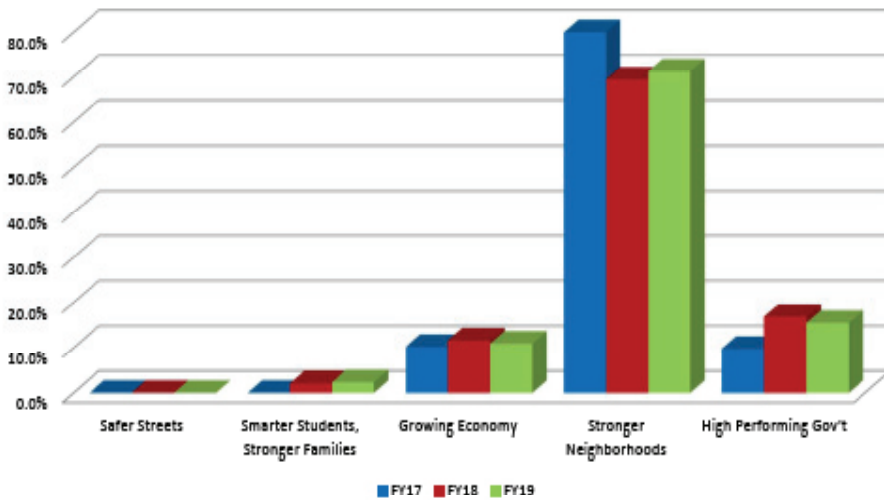
Department Summary

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
General Fund	\$ 26,634,761	\$ 27,491,788	\$ 32,035,189	\$ 33,046,258
Interceptor Sewer Fund	71,216,297	84,114,935	96,150,000	96,850,000
Solid Waste Fund	7,127,663	12,480,214	6,510,888	5,878,200
Water Quality Fund	22,445,100	19,917,159	23,180,100	22,458,635
State Street Aid Fund	3,517,758	3,940,839	5,653,148	6,733,918
Total Expenditures	\$130,941,579	\$ 147,944,935	\$ 163,529,325	\$164,967,011
Per Capita	\$ 755.29	\$ 853.37	\$ 920.92	\$ 920.89
Positions Authorized	601	618	743	752

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 29,200,638	\$ 35,001,115	\$ 43,556,870	\$ 45,332,801
Overtime	732,721	714,577	316,519	353,506
Operating	62,350,137	131,311,932	143,105,475	145,062,134
Revenue	102,560,577	135,597,825	138,018,022	139,307,448

Public Works Results Area Allocation % FY17 thru FY19



Youth & Family Development

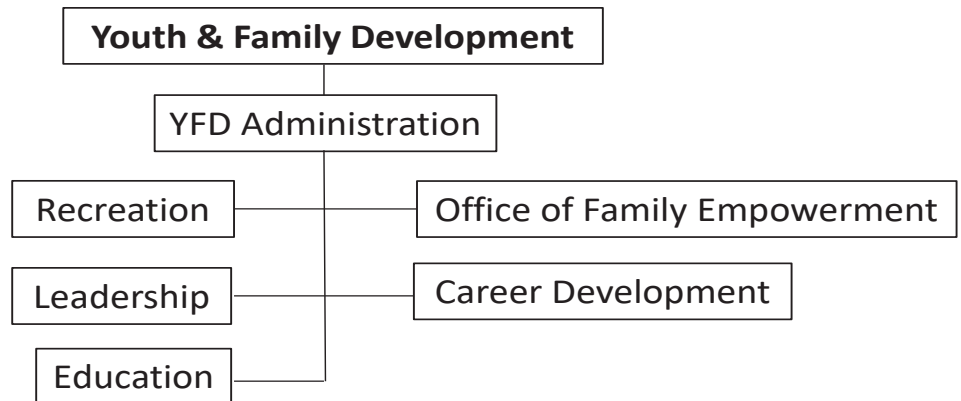
www.chattanooga.gov/youthandfamily

Mission:

To provide a strong emphasis on developing and educating youth and families in our community physically, socially, and morally. To provide safe, attractive and accessible facilities and programs that promote a healthy active lifestyle which will positively impact our community's economy and tourism. To expand, enhance and increase awareness and opportunities related to education, recreation and leadership development.

Description:

Youth and Family Development provides a wide variety of educational and recreational activities throughout a network of programs, parks and public facilities. The department includes Youth and Family Development Centers, Aquatics, Therapeutic Recreation activities, Sports, the Chattanooga Fitness Center, Champions Club tennis facility. The department is responsible for all athletic facilities maintenance including 65 athletic fields, a tournament quality tennis complex and 2 state of the art softball complexes. The Civic Centers promote the arts with programs that include art, craft, and music classes at Eastgate Senior Activity Center, Heritage House, and North River Civic Center. In addition to programs and information, publications are released to further enhance the awareness of the education and the arts.



Goals & Objectives:

To maximize usage and participation at the City's Youth and Family Development centers and recreational programs.

1. Increase the use/attendance of Youth and Family Development centers and programs, through an increased variety and number of quality program offerings in areas such as recreation, education, leadership and career development.
2. Enhance community participation through new approaches to marketing programs, facilities and services.

To increase access to resources and facilities for all residents, and to offer facilities and programs that appeal to all segments of our diverse community.

1. To ensure that all facilities are accessible to all city residents.
2. To ensure that a variety of programs are offered in diverse areas for youth and their families.
3. To reasonably anticipate the priorities or needs each community demands.
4. Provide safe and secure facilities with quality programs and training for all Chattanooga residents to enjoy and learn.
5. Identify and maintain opportunities for education, arts and recreation programs by actively seeking and sustaining sponsorships, partnerships and grants.
6. Cultivate new partnerships with public and private educational institutions and organizations.
7. Strengthen and develop effective community programming through collaboration with all City departments, as well as public and educational organizations.

To expand education, arts and recreational opportunities for underserved segments of the community.

1. Increase and develop networking and programming opportunities between education, arts and recreational groups, schools, non-profits and area churches.
2. Expand programming that addresses career and leadership development, diversity issues, social issues and community concerns.
3. Continue to work with area social services, art, and educational agencies to expand access to education, arts and recreational programs within the community.

Performance Measures	Actual FY17	Goal FY18	Actual FY18	Goal FY19
YFD Recreation Centers - Attendance	536,199	536,500	462,314	475,000
Civic Centers - Attendance	69,078	69,200	65,641	67,000
Civic Centers - Number of Events	1,008	1,100	715	740

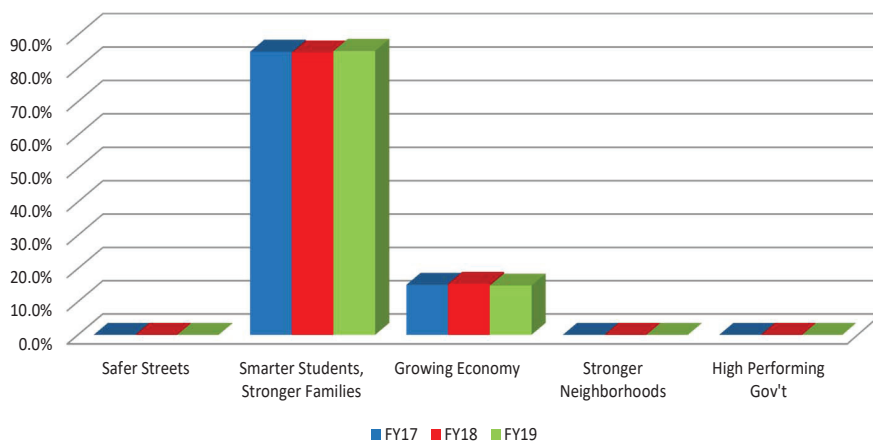
Department Summary

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Administration	\$ 1,298,256	\$ 1,537,932	\$ 1,518,492	\$ 1,910,103
Recreation Supp. Serv.	660,933	681,412	719,843	744,118
Programs	2,471,804	3,039,066	3,060,021	3,412,953
Recreation Facilities	818,643	823,772	923,429	979,178
Recreation Centers	3,770,796	3,697,428	4,076,649	4,051,059
Total Expenditures	\$ 9,020,432	\$ 9,779,610	\$ 10,298,434	\$ 11,097,411
Per Capita	\$ 52.03	\$ 56.41	\$ 58.00	\$ 61.95
Positions Authorized	106	106	108	110

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 6,438,174	\$ 6,597,195	\$ 6,909,972	\$ 6,909,972
Overtime	84,912	95,492	53,000	53,000
Operating	2,497,346	2,276,221	3,335,462	4,134,439
Revenue	511,129	514,281	406,790	378,800

Youth & Family Department Area Allocation % FY17 thru FY19



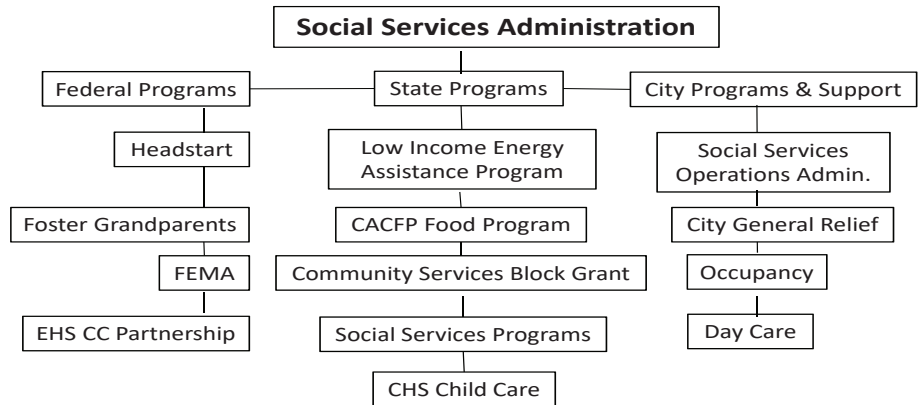
Youth & Family Development

Social Services - Federal Grants

www.chattanooga.gov

Mission:

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



Description:

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

Goals & Objectives:

To Provide emergency assistance and an array of support services to vulnerable residents of Chattanooga and Hamilton County, which strengthen family connections, improve quality of life issues, empower them to become community stakeholders, and help them achieve self-sufficiency and maintain independent living.

1. Maintain the Foster Grandparents program to enable eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood.
2. Improve family outcomes through wrap around supports services and comprehensive community partnerships.
3. Assist families with supplemental services needed to sustain their quality of life through the Low Income Home Energy Assistance Program and goal-based case management programs and provide emergency assistance to aid families experiencing crisis situations to prevent foreclosures, evictions, and utility cut offs.
4. Provide high quality early care and education and comprehensive family supports through Chattanooga Head Start.

Performance Measures	Actual FY17	Goal FY18	Actual FY18	Goal FY19
Energy assistance	5,456	5,500	4,438	5,500
Social services clients receiving employment	129	50	314	150
Stabilized families	79	50	151	190
Households assisted	6,247	6,300	5,542	5,500
85% literacy skill improvement for enrolled Head Start children	75%	85%	75%	85%
47% gain in literacy and math for FGP students	52%	47%	87%	85%
Number of special needs children	255	204	273	204

Department Summary

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Administration	\$ 1,224,442	\$ 1,275,479	\$ 1,297,990	\$ 1,052,743
Head Start	11,116,218	11,495,719	11,514,131	12,125,045
Day Care	292,497	325,051	502,372	0
Foster Grandparents	497,852	487,088	502,886	505,860
LIHEAP	2,361,298	2,234,151	2,338,881	2,656,039
CSBG	635,327	649,256	589,801	603,200
Social Services Programs	48,766	26,569	36,150	85,358
City General Relief	62	13,580	25,000	25,000
Emergency Food & Shelter	0	21,646	0	22,750
Other	37,953	18,350	85,500	25,000
Total Expenditures	\$ 16,214,415	\$ 16,546,889	\$ 16,892,711	\$ 17,100,995
Per Capita	\$ 93.53	\$ 95.44	\$ 95.13	\$ 95.46
Positions Authorized	317	317	298	298

Resources

	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 7,263,405	\$ 7,642,117	\$ 9,079,828	\$ 9,123,226
Overtime	3,625	22,272	1,500	6,000
Operating	8,951,010	7,123,977	9,116,161	7,971,770
Operating	15,145,682	14,533,800	18,197,489	17,100,995

Note: Due to Youth & Family Development Social Services being funded by Federal grants, their entire budget is not part of the Budgeting For Outcomes (BFO) process. However, a portion of Administration (\$1,259,643) is subsidized by the City and is subject to the BFO process. For both FY18 and FY19, this subsidy was entirely "Smarter Students Stronger Families" Results Area.

Transportation

www.chattanooga.gov/transportation

Mission:

To make efficient transportation viable for all commuters – cyclists, pedestrians, transit users and motorists while enhancing multi-use public spaces for all people.

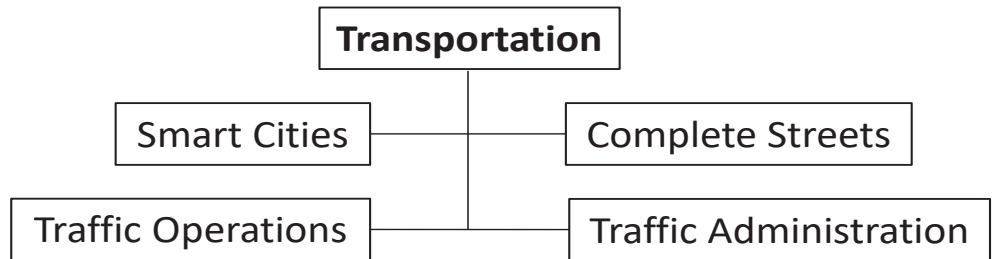
Description:

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

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

Chattanooga's transportation infrastructure includes:

- 2,302 Lane miles
- 56,355 Traffic Signs
- 106 Bicycle Facility miles
- 30 Greenway miles
- 1 Protected Lane mile
- 34 Bike Lane miles
- 39 Bike Route miles
- 26,528 Street Lights
- 335 Signalized Intersections
- 1 Tunnel
- 490 Sidewalk miles
- 80 Bridges



Goals & Objectives:

1. Safer Streets:

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

2. High Performing Government:

- Implement excellent project development from capital planning and programming to construction: collaborate with other departments, stakeholders, citizens and adhere to schedules and budgets.
- Interact with public:
 - Review of private development projects to protect the public right-of-way (ROW) and efficiency of the network such as the inclusion of multi-modal accommodation, congruence with long-range planning and vision, and day-to-day traffic engineering impacts.
 - Review citizen requests for improvements and suggestions to traffic conditions, such as neighborhood traffic management, maintenance of our street and traffic network, such as street light, traffic light, pavement marking, signage, paving and other conditions of our streets and sidewalks.
 - Review and approve Special Event Permits, Temporary Use Permits and Abandonment and Franchise Agreements in the ROW.

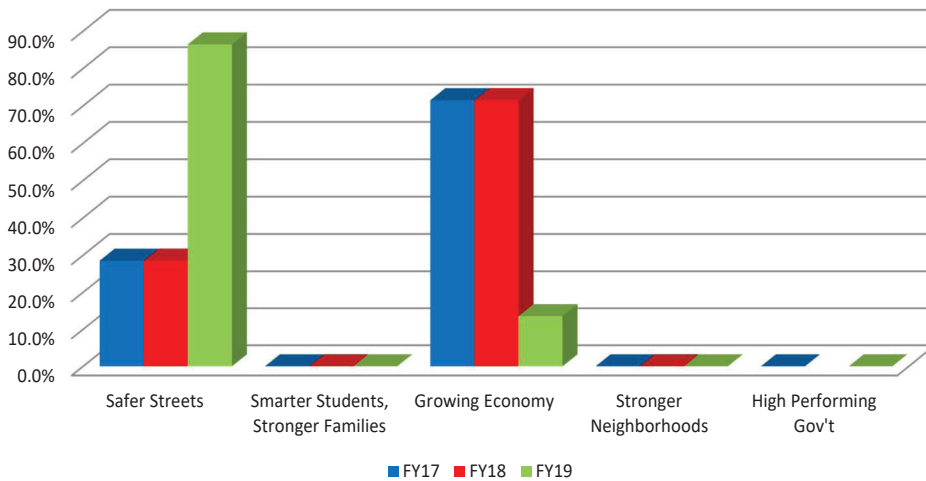
3. Growing Economy:

- Lead the capital planning process for CDOT projects with a focus toward maximum return on investment, long-term durability, low maintenance costs and efficient use of tax payer dollars: Guide long range planning efforts, manage Local Area Project Agreements with TDOT, lead collaboration with other departments to prioritize projects

Department Summary				
	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Traffic Eng. Admin	\$ 929,351	\$ 829,631	\$ 1,243,464	\$ -
Street Lighting	2,882,255	3,134,055	3,114,940	0
Traffic Operations	2,155,099	2,229,382	0	4,525,023
Transportation Admin	290,299	508,052	0	497,071
Transp. Design & Eng.	911,177	836,543	2,350,536	0
Smart Cities	0	0	419,799	4,986,411
Complete Streets	0	0	1,136,281	993,931
Paving	2,931,000	2,931,000	2,124,852	0
Total Expenditures	\$ 10,099,181	\$ 10,468,663	\$ 10,389,872	\$ 11,002,436
Per Capita	\$ 58.25	\$ 60.38	\$ 58.51	\$ 61.42
Positions Authorized	59	59	60	61

Resources				
	Actual FY15/16	Actual FY16/17	Budget FY17/18	Budget FY18/19
Personnel	\$ 3,733,264	\$ 3,787,211	\$ 4,319,968	\$ 4,421,311
Overtime	46,088	45,234	3,000	24,181
Operating	3,388,829	6,636,218	6,066,905	6,541,944
Revenue	23,280	38,125	10,300	10,818

Transportation Results Area Allocation % FY17 thru FY19





Debt Service Fund

Fiscal Year Ending June 30, 2019

The Debt Service Fund was established to account for all principal and interest payments on the City's general long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of City of Chattanooga General Obligation Bonds, Notes Payable, and Capital Leases. A majority of the outstanding debt is general obligation bonds. The debt can be either Direct Indebtedness, in which case an operating transfer is made from the General Fund for the maturity payments, or it can be an Indirect Indebtedness, with the supporting fund transferring funds for the maturities. The following chart shows the history of the City's debt over the past seven years and the relationship between Direct and Indirect Indebtedness.

Gross outstanding indebtedness as of June 30, 2018 is \$421,599,947. This amount includes a 30-year Chattanooga Downtown Redevelopment Lease Rental Revenue Bonds of \$90,930,000 with final payment due on October 1, 2030. Total authorized unissued debt from the State of Tennessee Revolving Loan Fund for sewer infrastructure improvements is \$62,730,716. Total authorized unissued General Obligation debt is \$13,815,647.

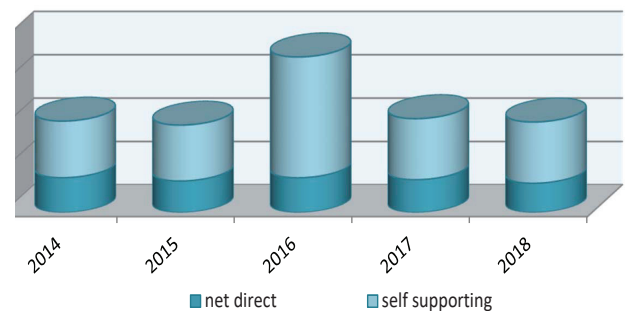
The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

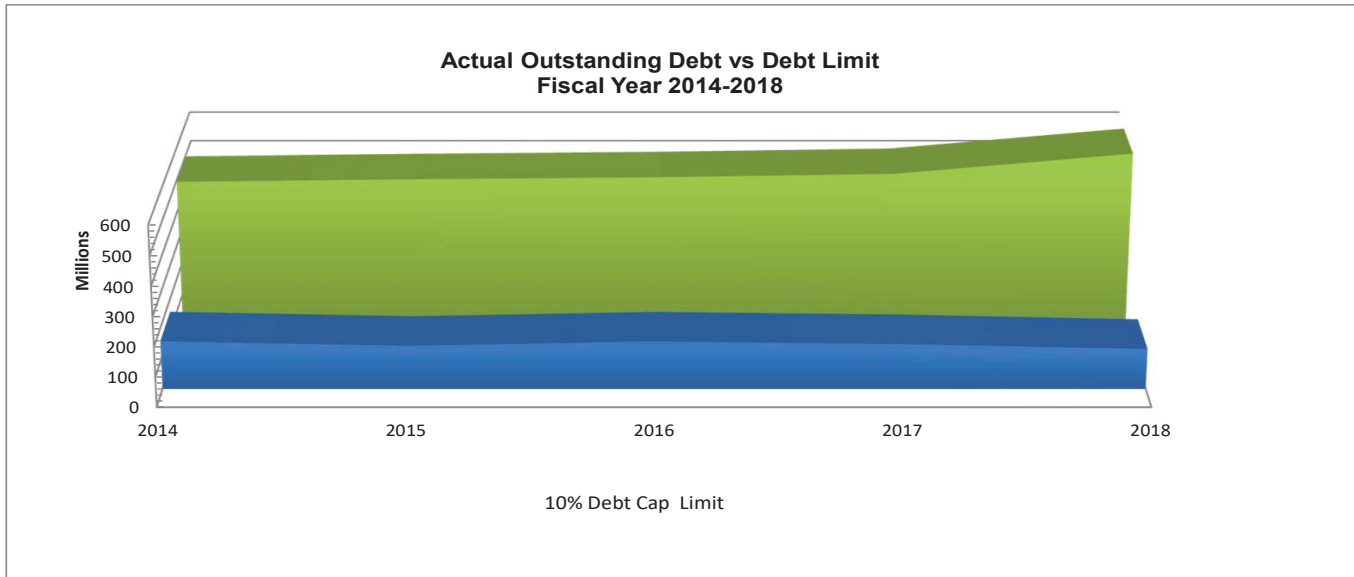
Sec.6.107. General Debt Limit. Hereafter no bonds shall be issued by the City of Chattanooga in such an aggregate amount as will create or increase the total bonded indebtedness of said City more than ten percent (10%) of the assessed valuation for the preceding year of all taxable property in said City.

The chart to your right shows the debt limit for the past seven years, based upon the assessed property valuation for the same period of time. After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, the next chart presented compares the Net Direct Indebtedness with the 10% Debt Limit.

The Net Direct Indebtedness is the Gross Indebtedness less the Self-Supporting Indebtedness and the Debt Service Fund Balance for each year. As is evidenced by the following chart, the City's Net Legal Debt Margin is very favorable.

**Outstanding Debt
Fiscal Year 2014-2018**





In October 2000, the City entered into a 30-year noncancelable capital lease agreement with the Chattanooga Downtown Redevelopment Corporation (CDRC), formerly the Southside Redevelopment Corporation, for the purpose of financing the cost of designing, acquiring, constructing and equipping four (4) facilities in the Tourist Development Zone comprising of more than 631,210 sq. ft. at a cost of over \$120M. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service requirements on \$129M in revenue bonds issued by the Industrial Development Board (IDB) of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. IDB bonds are secured by payments to be made by the CDRC. The lease payments are funded by the city’s share from the 1/4% increase in the county-wide sales tax passed by the county-wide referendum (see overlapping debt schedule), income from The Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service fund in excess of \$9M included as part of the bond issue. The City’s obligation under the Lease rental agreement is estimated at \$90,930,000 at June 30, 2018. The debt service reserve fund held by the fiscal agent at June 30, 2018 is \$9,938,566. The fiscal agent is required by the agreement to apply any interest on the debt service reserve fund toward the lease payments. The debt service reserve fund will be used to retire debt near the end of the lease.

In 2004 the CDRC entered into a swaption contract to provide an upfront payment of \$3,088,000 based on a notional amount of \$59,655,000. As a synthetic refunding of its 2000 bonds, this payment represents the risk-adjusted, present-value savings of a refunding in October 2010 without issuing refunding bonds currently. The counterparty has the option to exercise the agreement on October 1, 2010. The fixed rate swap (5.45%) was set at a rate that, when added to an assumption for remarketing and liquidity costs, will approximate the coupons of the “refunded” bonds. The counterparty exercised the option and the underlying bonds were refunded resulting in a termination payment of \$15,619,000.

In FY10, the City issued \$6,725,000 General Obligation Bonds, Series 2010A for funding Mesh Network project at \$1,500,000, Fire capital projects at \$3,188,945, ESIP Railway Lines at \$1,308,677 and \$375,000 of other projects. City also issued \$34,265,000 General Obligation Refunding Bonds, Series 2010B which refunded \$27,900,000 of 2002 Hotel-Motel Tax pledge and \$4,440,000 of 2003 GO bonds. In addition to that, City issued 2010C series Recovery Zone Facility Bonds in the amount of \$6,840,000, used entirely for local commitment to Volkswagen.

In FY12, the City issued \$26,495,000 General Obligation Bonds, Series 2011A for funding Mesh Network project at \$2,000,000, Fire capital projects at \$1,735,000, Parks & Recreation projects at \$2,964,950, ESIP Railway Lines at \$3,450,000, ESIP Intersection at \$1,660,000, other Public Works infrastructure projects at \$8,713,553, \$4,000,000 for Fleet replacement, \$700,000 to renovate the Community Theatre and \$2,460,000 of other various projects. The City also issued \$17,545,000 General Obligation Refunding Bonds, Series 2011B

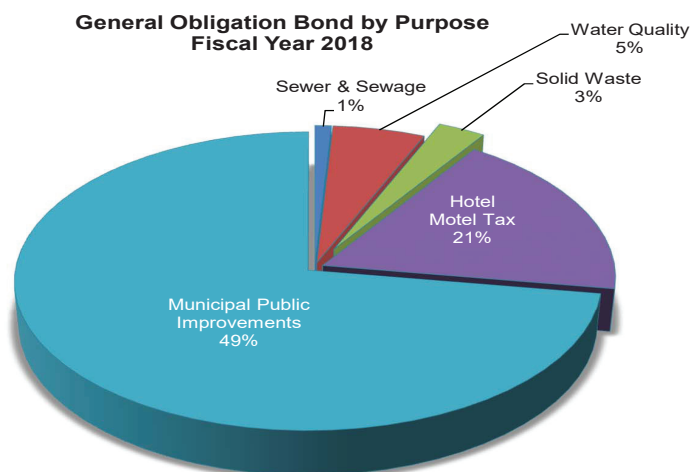
Series which refunded \$16,320,000 of 2002 Hotel-Motel Tax pledge and \$2,040,000 of 2003A GO bonds. Also in FY12, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$20,000,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 2.0% with repayment over 20 years.

In FY13, The City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$33,100,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 1.23% with repayment over 20 years.

In FY14, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$66,800,000 from the State Revolving Loan Fund. The loan is for sewer projects related to upgrades and expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 1.67% with repayment over 20 years. The city also issued \$32,020,000 General Obligation Bonds, Series 2013 for FY13 and FY14 capital projects approved by council. This included technology infrastructure upgrades and software at \$1,801,750; Firing Range for \$900,000; Road improvements and infrastructures for \$15,484,964, Hixson recreation center and other public facility improvements for \$10,684,000 and \$5,656,000 for Water Quality improvements.

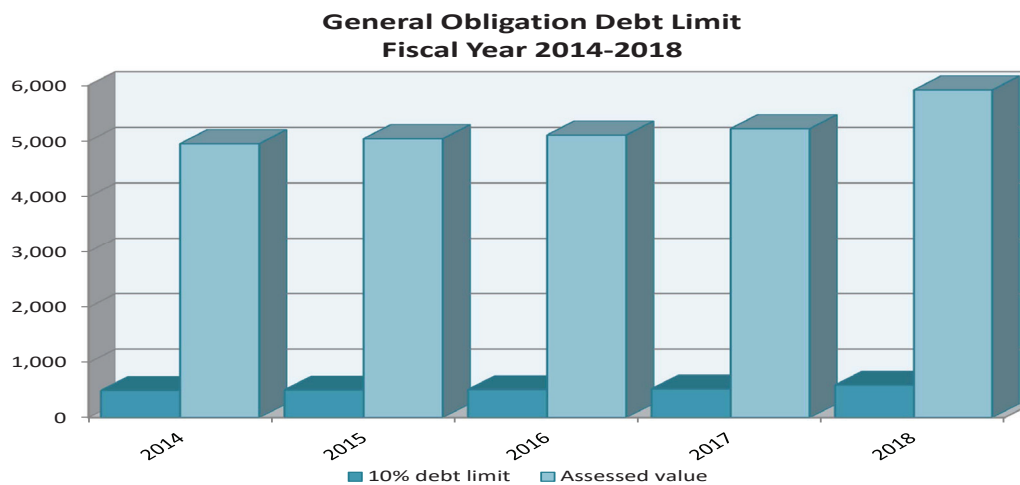
In FY15, the City issued \$25,925,000 General Obligation Refunding Bonds, Series 2014A to provide funds to refund \$13,545,000 General Obligation Refunding Bonds, Series 2005A maturing on September 1, 2018 through September 1, 2019, and \$13,200,000 General Obligation Bonds, Series 2006A maturing November 1, 2017 through November 1, 2026.

In FY16, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$42,500,000 from the State Revolving Loan Fund. The loan is for sewer projects related to upgrades and expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 1.29% with repayment over 20 years. The city also issued \$36,345,000 General Obligation Bonds, Series 2015 for FY15 and FY16 capital projects approved by council. This included technology infrastructure upgrades and software at \$4,665,805, fire infrastructure and equipment improvements for \$5,362,000; Road improvements and infrastructures for \$12,751,169, Miller Park, Bell Park and other public facility improvements for \$6,142,000, \$3,800,000 park development, \$4,000,000 for a new Family Justice Center and \$9,500,000 for Water Quality improvements.



In FY17, the City entered into a \$5,977,735 5 year capital lease agreement with Motorola for the purchase of communication radios. The city also issued \$8,200,000 General Obligation Bonds, Series 2017A for FY17 capital projects approved by council. This included \$1,000,000 Fire Apparatus replacement; \$6,000,000 new Avondale Youth and Family Development Recreation Center Road improvements and infrastructures for \$,448,000 and other public facility improvements for \$2,000,000. The City also issued \$15,410,000 General Obligation Refunding Bonds Series, 2017B to partially refund the 2007A issue.

In FY18, the City entered into an equipment lease-purchase agreement to finance golf carts for the municipal golf courses totaling \$346,000. The city also entered into an equipment lease-purchase agreement to finance conductive electronic weapons (tasers) for the Chattanooga Police Department totaling \$625,799. \$421,599,947 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2018 reflects the financing decisions being made by the City to meet its long-term goals. On page 199 the pie chart shows the City is concentrating on Municipal Public Improvements Bonds to satisfy the needs generated by these goals. All of the Sewer portion of the debt and 32% 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 eight years, as reflected in the chart below.

In FY 2014, the General Fund appropriated \$17,668,872, this included estimated debt service for upcoming bond issue for FY2013 and FY2014 capital projects.

In FY 2015, the General Fund appropriated \$17,485,009 which included funding for current outstanding debt. The FY 2015 capital budget included the use of bonds for projects totaling \$17,821,617.

In FY 2016, the General Fund appropriated \$19,204,000 which included funding for current outstanding debt. The capital budget reduced to \$17,504,272 for planned use of \$1,699,728 from the Debt Service fund balance. The FY 2016 capital budget included the use of bonds for projects totaling \$12,299,357.

In FY2017, the General Fund appropriated \$20,514,537 which included funding for current outstanding debt. The FY2017 capital budget included the use of bonds for projects totaling \$9,477,732. The city is planning to sold bonds in 2017 to fund the FY2018 capital projects.

In FY2018, the General Fund appropriated \$22,434,479 which included funding for current outstanding debt. The FY2018 capital budget included the use of bonds for projects totaling \$6,450,000.

In FY2019, the General Fund appropriated \$23,487,712 which includes funding for current outstanding debt. The FY2019 capital budget included the use of bonds for projects totaling \$7,365,647. The City of Chattanooga plans to sell bonds in the coming year to fund the FY2018 and FY2019 capital endeavors.

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, 2018, the County had gross outstanding general obligation bonded debt of \$349,308,178. The percentage of County net indebtedness applicable to the City is 58.5864% or \$204,647,086. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2018, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2018.

Outstanding General Obligation Debt

General Obligation Bonds by Purpose	
Municipal Public Improvement(GenGovt)	166,407,896
Municipal Public Improvement Bonds(Sewer)	2,216,170
Municipal Public Improvement Bonds(SoWa)	6,575,034
Municipal Public Improvement Bonds(WaQu)	12,635,900
Municipal Public Improvement Bonds(CDRC)	90,930,000
Total Bonded Indebtedness	278,765,000
Other Long-Term Indebtedness	
HUD Sec 108 Notes	1,831,000
2016 Radio Capital Lease	4,782,188
2018 Golf Course Capital Lease	330,080
2018 Tasers Capital Lease	374,400
General Obligation Capital Outlay Notes	12,944,559
Business Obligation Capital Outlay Notes	122,572,720
Total Long-Term Indebtedness	142,834,947
Gross Direct Indebtedness	421,599,947
Less: Self-Supporting Indebtedness	
Sewer and Sewage Facilities Bonds	2,216,170
State Revolving Loan-CSO (ISS portion)	122,035,244
State of GA Revolving Loan (ISS portion)	319,008
Municipal Public Improvement Bonds(SoWa)	6,575,034
Tennessee Municipal Bond Notes (SoWa)	218,468
Municipal Public Improvement Bonds(WaQu)	12,635,900
Municipal Revenue Bonds(CDRC)	90,930,000
Hotel/Motel Tax Revenue Pledge	41,629,734
HUD Sec. 108 Notes	1,831,000
2016 Radio Capital Lease	4,782,188
2018 Golf Course Capital Lease (Golf Cart)	330,080
Total Self Supporting Indebtedness	283,502,826
Debt Service Fund ⁽⁷⁾	2,990,089
Net Direct Indebtedness	135,107,032
Plus: Estimated Net Overlapping Indebtedness	204,647,086
Net Direct and Net Overlapping Indebtedness	339,754,118

- Note:*
- (1) Represents all outstanding bonded debt except Sewer and Sewage Facilities Bonds.
 - (2) Funding will be paid by revenues from incremental State sales tax, profits from the Chattanooga center, and the city's Share of the 1/2% increase in the county-wide sales tax passed by county-wide referendum held in February 2004. This increase replaced the 1/2% city-only sales tax effective July 1, 2004.
 - (3) Sewer and Sewage Facilities Bonds have the pledge of unlimited ad valorem taxes on all taxable property in the City for their repayment. However, such bonds have been paid by the City from revenues derived from the operation of the City's Interceptor Sewer System.
 - (4) This amount represents 100 percent of the outstanding balance on a State revolving loan, which will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and from the operations of the Water Quality fund.
 - (5) The City of Chattanooga is the lead agent on the State of Georgia Revolving Loan; however, the debt is to be repaid by participating North Georgia municipalities.
 - (6) \$19,210,934 represents the outstanding balance of 2005A, 2013, 2014, 2015 and 2017 Municipal Public Improvement Bonds of which \$12,635,900 is related to Water Quality and \$6,575,034 is related to Solid Waste, which will be paid by the city from the revenue derived from the operations of these funds.
 - (7) This represents unaudited Fund Balance at June 30, 2018.

Debt Ratios

	<u>Amount of Indebtedness</u>	<u>Per Capita</u> ¹	<u>Percentage of Assessed Valuation</u> ²	<u>Percentage of Full Valuation</u> ³
Gross Direct Indebtedness ⁴	\$ 421,599,947	\$ 2,353	7.12%	2.28%
Net Direct Indebtedness ⁴	135,093,200	754	2.28%	0.73%
Gross Direct and Net Overlapping Indebtedness ⁵	556,693,147	3,108	9.41%	3.01%
Net Direct and Net Overlapping Indebtedness ⁵	339,740,286	1,897	5.74%	1.83%
Per Capita Assessed Valuation ⁷	\$33,035 *			
Per Capita Full Valuation ⁷	\$103,358 *			

*Based on 2018 population estimate.

- Notes:
- (1) The City's population in 2018 was estimated at 179,139.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2018 was \$5,917,809,652.
 - (3) The City's estimated full valuation of taxable property as of June 30, 2018 was \$18,515,514,113.
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$349,308,178. The City's share is \$204,647,198. (58.5864%).
 - (6) Direct and overlapping includes \$48,573,002 of self-supporting governmental debt and \$234,929,824 of self-supporting enterprise debt

<u>Ratio</u>	<u>Requirement</u>	<u>Actual</u>
General Fund Balance Requirement	> 15%	30.10%
Average Life of Total Debt	< 10 Years	9.33
Percentage of Principal Paid within 10 Years	> 50%	81.90%
Per Capita Debt/Per Capita Income	< 4%	1.77%
Per Capita Debt/Per capita Assessed Value	< 4%	2.28%
Debt Service/General Government Operation Expense	< 10%	7.65%

FY17 Bond Rating Comparison for Hamilton County & Ten Largest Tennessee Cities

<u>Ranking</u>	<u>City</u>	<u>Standard &</u>		
		<u>Fitch</u>	<u>Poor's</u>	<u>Moody's</u>
1	Memphis		AA	AA2
2	Metro Nashville	AA+		AA2
3	Knoxville	AAA	AA+	AA2
4	Chattanooga	AA+	AAA	
5	Clarksville	A		AA2
6	Murfreesboro		AA	AA1
7	Jackson		AA	
8	Franklin		AAA	AAA
9	Johnson City	AA		AA2
10	Bartlett		AAA	AA1
11	Hamilton County	AAA	AAA	AAA

Future Capital Financing

Each year the City develops and formally adopts a long range, five year capital improvement program (CIP). Annually, as part of the CIP process, the City departments are asked to review and prioritize their capital needs for the next five years. The capital projects for the first fiscal year of the five year CIP form the basis of the capital budget for that fiscal year. When the capital budget projects are finalized for the fiscal year, those projects are formally adopted by the City Council. The capital budget is funded each year from a variety of sources including debt proceeds, City appropriations, and Federal and State aid. Since departmental needs often change over time, the CIP is considered preliminary and subject to change until a capital budget is formally adopted by the City Council for a given fiscal year.

Department	2019	2020	2021	2022	2023
General Government	\$ 5,479,375	\$ 4,237,383	\$ 3,295,131	\$ 403,034	\$ 715,094
Public Works	107,787,500	69,127,500	61,714,000	64,480,000	66,055,000
Youth & Family Development	2,550,000	3,500,000	2,000,000	2,000,000	2,000,000
Economic & Community Development	9,782,000	4,553,000	5,430,000	3,150,000	3,150,000
Police	1,251,217	3,346,225	2,803,600	683,600	300,000
Fire	1,980,000	2,495,000	2,560,000	6,060,000	1,560,000
Transportation	21,528,565	22,681,950	17,363,089	9,708,672	13,421,826
Total	\$ 150,358,657	\$ 109,941,058	\$ 95,165,820	\$ 86,485,306	\$ 87,201,920

Other Long-Term Indebtedness

As of June 30, 2018, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated	Maturity
State of Tennessee Revolving Loan 2003-168	16,166,759	02/03/2003	10/20/2024
State of Georgia Revolving Loan CW92-004 (1)	319,008	07/01/2000	10/01/2019
Tennessee Municipal League Bond Pool (2003)	0	09/07/2003	05/25/2018
Tennessee Municipal League Bond Pool (2004)	9,241,868	05/20/2005	04/20/2025
HUD Section 108 Loan Program (2008) (2)	1,831,000	06/01/2008	06/01/2024
2013 Golf Course Capital Lease	0	04/15/2013	03/15/2018
State of Tennessee Revolving Loan 2007-204	9,393,595	06/06/2007	05/28/2032
State of Tennessee Revolving Loan 2011-289	18,165,984	11/01/2011	11/01/2026
State of Tennessee Revolving Loan 2012-307	29,050,833	06/25/2013	06/25/2033
State of Tennessee Revolving Loan 2013-318	44,761,387	06/18/2014	06/18/2034
2014 Hamilton County Dept of Education (3)	3,921,159	08/01/2014	08/01/2019
2016 Regional Communication Capital Lease	4,782,188	08/01/2017	08/01/2021
State of Tennessee Revolving Loan 2016-357	4,496,686	02/08/2016	02/08/2036
2018 Golf Course Capital Lease	330,080	01/04/2018	03/04/2023
2018 Tasers Capital Lease	374,400	11/04/2017	11/04/2021
Total	<u>\$ 142,834,947</u>		

Notes:

- (1) Loan agreement with the State of Georgia.
- (2) Loan agreement to pay off Fannie Mae note and establish a brownfield revolving loan fund. Community Development Block Grant program income will be used to retire the debt. Community Development Block Grant program income will be used to retire the debt.
- (3) Agreement between Hamilton County Board of Education and the City of Chattanooga toward resolution of the City's past due Liquor-by-the Drink Tax Liability and the resolution of the Board of Education's past due Water Quality Fees (\$1,565,425 to be paid over 6 years)

City of Chattanooga, Tennessee
General Obligation Self Supporting Bonded Debt Service Requirements
As of June 30, 2018
Sewer & Sewage Facilities Bonds
Municipal Public Improvement Bonds (Water Quality and Solid Waste)
State Revolving Loan (CSO Water Quality and Interceptor Sewer)
Chattanooga Downtown Redevelopment Corporation

Fiscal Year	Principal	Interest	Total
2019	20,401,888	7,537,780	27,939,668
2020	18,119,681	6,938,376	25,058,057
2021	16,022,490	6,365,848	22,388,338
2022	16,484,366	5,821,341	22,305,707
2023	16,888,687	5,316,009	22,204,696
2024	17,319,417	4,817,853	22,137,270
2025	17,353,777	4,245,194	21,598,971
2026	15,498,055	3,702,493	19,200,548
2027	15,402,128	3,192,238	18,594,366
2028	14,915,980	2,684,917	17,600,897
2029	15,912,884	2,141,063	18,053,947
2030	16,086,960	1,569,887	17,656,847
2031	16,638,280	982,567	17,620,847
2032	6,539,786	313,244	6,853,030
2033	2,855,844	211,680	3,067,524
2034	2,898,396	169,128	3,067,524
2035	2,941,632	125,892	3,067,524
2036	2,649,573	45,593	2,695,166
Total	234,929,824	56,181,104	291,110,928

Includes CDRC (Southside) Capital Lease of \$90,930,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2018 consists \$62,730,716 from State Revolving Loan Fund for Sewer infrastructure and \$13,815,647 General Obligation Bonds to fund capital projects.

City of Chattanooga, Tennessee
General Obligation Debt Service Requirements
As of June 30, 2018

Fiscal Year	Principal	Interest	Total
2019	20,982,892	6,666,707	27,649,599
2020	17,804,771	6,063,876	23,868,647
2021	17,451,150	5,538,780	22,989,930
2022	17,545,129	4,930,833	22,475,962
2023	16,417,088	4,348,649	20,765,737
2024	16,743,771	3,702,432	20,446,203
2025	15,150,762	3,085,147	18,235,909
2026	15,480,490	2,446,690	17,927,180
2027	13,344,070	1,770,992	15,115,062
2028	10,880,000	1,280,456	12,160,456
2029	10,940,000	930,225	11,870,225
2030	7,185,000	558,700	7,743,700
2031	6,745,000	247,050	6,992,050
2032	-	-	-
2033	-	-	-
2034	-	-	-
2035	-	-	-
2036	-	-	-
Total	186,670,123	41,570,537	228,240,660

Does not include CDRC (Southside) Capital Lease of \$90,930,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2018 consists of \$62,730,716 from State Revolving Loan Fund for Sewer infrastructure and \$13,815,647 General Obligation Bonds to fund capital projects.

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2018

ADJ-2017	Outstanding June 30, 2017	Interest Pd FY 2018	Issued FY 2018	Retired FY 2018	Refunded FY 2018	Outstanding June 30, 2018	Maturing FY 2019	Interest Payable FY 2019
GOVERNMENTAL ACTIVITIES								
Serial Bonds:								
Tax Supported								
1998 Public Improvement Refunding	382,000	10,028	-	382,000	-	-	-	-
2005A Municipal Public Improvement Refunding	1,859,276	48,510	-	1,859,276	-	-	-	-
2009 Series A General Obligation	9,080,000	297,938	-	2,270,000	-	6,810,000	2,270,000	221,325
2010 Series A GO Bond	3,015,000	110,550	-	335,000	-	2,680,000	335,000	100,500
2010 Series B Refunding GO bonds	3,087,017	120,621	-	258,969	-	2,828,048	21,295	112,852
2010 Series C Recovery Zone Bonds	4,430,000	156,275	-	345,000	-	4,085,000	345,000	145,925
2011 Series A General Obligation	17,650,000	555,975	-	1,765,000	-	15,885,000	1,765,000	511,850
2011 Series B Refunding GO bonds	1,949,250	71,515	-	126,099	-	1,823,151	2,777	69,596
2013 Series General Improvement Bond	15,765,000	599,369	-	1,315,000	-	14,450,000	1,315,000	553,344
2014 Municipal Public Improvement Refunding	13,792,100	492,796	-	750,137	-	13,041,963	5,258,941	381,054
2015 Series A GO Bond	26,360,000	1,214,325	-	1,885,000	-	24,475,000	1,885,000	1,120,075
2015 Series B Refunding GO Bond	18,955,000	707,350	-	-	-	18,955,000	-	707,350
2017 Series A GO Bond	7,655,000	382,750	-	550,000	-	7,105,000	550,000	355,250
2017 Series B Refunding GO Bond	12,640,000	632,000	-	-	-	12,640,000	-	632,000
Total Tax Supported Bonds	136,619,643	5,400,002	-	11,841,481	-	124,778,162	13,748,013	4,911,121
Self Supported								
2005A Hotel-Motel Tax Pledge Refunding	16,499	51,318	-	16,499	-	-	-	-
2010 Series B Refunding Hotel Motel Tax Pledge	19,382,983	757,366	-	1,626,031	-	17,756,952	133,705	708,585
2011 Series B Refunding Hotel Motel Tax Pledge	15,595,751	572,185	-	1,008,902	-	14,586,849	22,223	556,829
2013 Series Hotel-Motel Tax Pledge	6,045,000	229,806	-	505,000	-	5,540,000	505,000	212,131
2014 Series Hotel Motel Refunding	3,961,340	141,510	-	215,407	-	3,745,933	1,510,144	109,422
Total Self Supported Bonds	45,001,573	1,752,185	-	3,371,839	-	41,629,734	2,171,072	1,586,967
Total Serial Bonds	181,621,216	7,152,187	-	15,213,320	-	166,407,896	15,919,085	6,498,088

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2018

	ADJ-2017	Interest Pd FY 2018	Issued FY 2018	Retired FY 2018	Refunded FY 2018	Outstanding June 30, 2018	Maturing FY 2019	Interest Payable FY 2019
Notes Payable:								
Tax Supported								
2003 TML Bond Fund	449,430	5,290	-	449,430	-	-	-	-
2004 TML Bond Fund	10,399,107	132,167	-	1,376,707	-	9,023,400	1,412,809	74,293
2014 Department of Education	5,881,738	-	-	1,960,579	-	3,921,159	1,960,579	-
Total Tax Supported Notes Payable	16,730,275	137,457	-	3,785,716	-	12,944,559	3,373,388	74,293
Self Supported								
2008 HUD Section 108 Loan Program	2,136,000	97,957	-	305,000	-	1,831,000	305,000	83,957
Total Self Supported Notes Payable	2,136,000	97,957	-	305,000	-	1,831,000	305,000	83,957
Total Notes Payable	18,866,275	235,414	-	4,090,716	-	14,775,559	3,678,388	158,250
Capital Leases Payable:								
Tax Supported								
2018 Tasers Capital Lease	-	-	499,200	124,800	-	374,400	124,800	-
Total Tax Supported Capital Leases	-	-	499,200	124,800	-	374,400	124,800	-
Self Supported								
2013 Golf Course Capital Lease	49,677	-	-	49,677	-	-	-	-
2016 Regional Communication Capital Lease	5,977,735	-	-	1,195,547	-	4,782,188	1,195,547	-
2018 Golf Course Capital Lease	-	2,940	346,000	15,920	-	330,080	65,072	10,369
Total Self Supported Capital Leases	6,027,412	2,940	346,000	1,261,144	-	5,112,268	1,260,619	10,369
Total Capital Leases Payable	6,027,412	2,940	845,200	1,385,944	-	5,486,668	1,385,419	10,369
Total governmental activities	206,514,903	7,390,541	845,200	20,689,980	-	186,670,123	20,982,892	6,666,707

CITY OF CHATTANOOGA, TENNESSEE
 ANALYSIS OF GENERAL OBLIGATION DEBT
 June 30, 2018

	ADJ-2017	Interest Pd FY 2018	Issued FY 2018	Retired FY 2018	Refunded FY 2018	Outstanding June 30, 2018	Maturing FY 2019	Interest Payable FY 2019
BUSINESS TYPE ACTIVITIES:								
Interceptor Sewer System:								
Serial Bonds:								
1998 Sewer & Sewage Facilities Refunding	1,493,000	39,191	-	1,493,000	-	-	-	-
2005A Municipal Public Improvement Refunding	2,302,679	30,364	-	2,302,679	-	-	-	-
2014 Municipal Public Improvement Refunding	2,343,620	83,727	-	127,450	-	2,216,170	893,504	64,742
Total serial bonds	6,139,299	153,282	-	3,923,129	-	2,216,170	893,504	64,742
Notes payable:								
1998 State of Georgia Revolving Loan	807,395	25,031	-	488,387	-	319,008	319,008	5,803
2003-168 State Revolving Loan	18,268,775	515,856	-	2,102,016	-	16,166,759	2,165,820	452,052
2007-204 State Revolving Loan	9,971,611	270,852	-	578,016	-	9,393,595	594,348	254,520
2011-289 State Revolving Loan	16,712,736	385,320	2,136,798	683,550	-	18,165,984	835,428	378,696
2012-307 State Revolving Loan	26,067,842	347,531	3,844,572	861,581	-	29,050,833	1,490,496	362,904
2013-318 State Revolving Loan	30,254,860	854,390	16,155,790	1,649,263	-	44,761,387	2,864,928	1,066,152
2016-357 State Revolving Loan	1,789,931	38,819	2,706,755	-	-	4,496,686	2,706,755	34,917
Total notes payable	103,873,150	2,437,799	24,843,915	6,362,813	-	122,354,252	10,976,783	2,555,044
Total Interceptor Sewer System	110,012,449	2,591,081	24,843,915	10,285,942	-	124,570,422	11,870,287	2,619,786

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2018

ADJ+2017	Outstanding June 30, 2017	Interest Pd FY 2018	Issued FY 2018	Retired FY 2018	Refunded FY 2018	Outstanding June 30, 2018	Maturing FY 2019	Interest Payable FY 2019
Solid Waste Fund:								
Serial Bonds:								
	1,584,571	24,981	-	1,584,571	-	-	-	-
2005A Municipal Public Improvement Refunding	4,674,278	167,023	-	254,244	-	4,420,034	1,782,408	129,150
2014 Municipal Public Improvement Refunding	2,155,000	107,750	-	-	-	2,155,000	-	107,750
2017 Series B Refunding GO Bond								
Total serial bonds	8,413,849	299,754	-	1,838,815	-	6,575,034	1,782,408	236,900
Notes payable:								
2003 TML Bond Fund	45,570	537	-	45,570	-	-	-	-
2004 TML Bond Fund	251,761	3,189	-	33,293	-	218,468	34,191	1,799
Total Notes Payable	297,331	3,726	-	78,863	-	218,468	34,191	1,799
Total Solid Waste & Sanitation Fund	8,711,180	303,480	-	1,917,678	-	6,793,502	1,816,599	238,699
Water Quality Fund								
Serial Bonds:								
2005A Municipal Public Improvement Refunding	1,041,976	14,952	-	1,041,976	-	-	-	-
2013 Water Quality Bonds	4,265,000	162,069	-	355,000	-	3,910,000	360,000	149,594
2014 Municipal Public Improvement Refunding	1,153,663	41,231	-	62,763	-	1,090,900	440,002	31,882
2015 Series A Water Quality GO Bond	7,560,000	348,300	-	540,000	-	7,020,000	540,000	321,300
2017 Series B Refunding GO Bond	615,000	30,750	-	-	-	615,000	-	30,750
Total serial bonds	14,635,639	597,302	-	1,999,739	-	12,635,900	1,340,002	533,526
Total Water Quality Fund	14,635,639	597,302	-	1,999,739	-	12,635,900	1,340,002	533,526
Total Business-Type Activities	133,359,268	3,491,863	24,843,915	14,203,359	-	143,999,824	15,026,888	3,392,011
TOTAL GENERAL OBLIGATION DEBT	339,874,171	10,882,404	25,689,115	34,893,339	-	330,669,947	36,009,780	10,058,718

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2018

	ADJ-2017 Outstanding June 30, 2017	Interest Pd FY 2018	Issued FY 2018	Retired FY 2018	Refunded FY 2018	Outstanding June 30, 2018	Maturing FY 2019	Interest Payable FY 2019
PRIMARY GOVERNMENT REVENUE BONDS AND OTHER DEBTS								
Electric Power Board								
Revenue Bonds:								
2008A Electric System Revenue Bonds	6,575,000	49,313	-	6,575,000	-	-	-	-
2015A Electric System Revenue Bonds	218,855,000	9,737,115	-	1,370,000	-	217,485,000	8,380,000	9,378,815
2015B Electric System Revenue Bonds	15,185,000	348,328	-	1,890,000	-	13,295,000	1,825,000	321,290
2015C Electric System Revenue Bonds	25,880,000	1,276,500	-	-	-	25,880,000	-	1,276,500
Total Electric Power Board	266,495,000	11,411,256	-	9,835,000	-	256,660,000	10,205,000	10,976,605
Chatt Downtown Redevelopment Corporation:								
Revenue Bonds:								
2007 Chatt Lease Rental Rev Ref Bonds	48,555,000	2,326,600	-	105,000	-	48,450,000	105,000	2,322,400
2010 Chatt Lease Rental Rev Ref Bonds	47,500,000	2,080,619	-	5,020,000	-	42,480,000	5,270,000	1,823,369
Total Chatt. Downtown Redev. Corp.	96,055,000	4,407,219	-	5,125,000	-	90,930,000	5,375,000	4,145,769
Total Primary Government	702,424,171	26,700,879	25,689,115	49,853,339	-	678,259,947	51,589,780	25,181,092
COMPONENT UNITS								
Metropolitan Airport Authority:								
Revenue Bonds:								
2009 Refunding	3,546,112	99,798	-	460,449	-	3,085,663	3,085,652	72,479
2014 Tax Exempt	2,809,549	74,395	-	134,974	-	2,674,575	138,680	70,689
2014 Taxable	3,607,470	144,559	-	153,378	-	3,454,092	159,783	138,153
Total Revenue Bonds	9,963,131	318,752	-	748,801	-	9,214,330	3,384,115	281,321
Total Metropolitan Airport Authority	9,963,131	318,752	-	748,801	-	9,214,330	3,384,115	281,321
CARTA								
Note Payable:								
Republic Parking System Inc.	150,864	4,222	-	99,569	-	51,295	-	-
Total CARTA	150,864	4,222	-	99,569	-	51,295	-	-
Total Component Units	10,113,995	322,974	-	848,370	-	9,265,625	3,384,115	281,321

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 2013/14 through 2017/18, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

	2014	2015	2016	2017	2018
General Obligation Bonds by Purpose					
Sewer and Sewage Facilities	18,490,095	13,163,948	9,744,488	6,139,299	2,216,170
Municipal Public Improvement	212,739,906	196,686,053	216,415,513	204,670,703	185,618,830
Total Bonded Indebtedness	\$ 231,230,001	\$ 209,850,001	\$ 226,160,001	\$ 210,810,002	\$ 187,835,000
Revenue Bonds by Purpose					
EPB Revenue Bonds			276,055,000	-	-
CDRC Revenue Bonds	110,140,000	105,620,000	100,945,000	96,055,000	90,930,000
Total Revenue Bonded Indebtedness	110,140,000	105,620,000	377,000,000	96,055,000	90,930,000
Other Long-Term Indebtedness					
General Obligation Capital Outlay Notes	64,833,942	73,933,177	102,443,558	111,890,888	122,572,720
Tennessee Municipal Bond Fund	16,467,736	14,798,868	12,997,868	11,145,868	14,775,559
Capital Leases	237,852	174,098	113,267	6,027,412	5,486,668
Gross Direct Indebtedness	\$ 422,909,531	\$ 404,376,144	\$ 718,714,694	\$ 435,929,170	\$ 421,599,947
Less: Self-Supporting Indebtedness	257,073,903	255,342,366	556,051,798	282,579,251	283,502,826
Debt Service Fund	5,020,753	3,446,011	2,161,977	1,778,396	2,990,089
Net Direct Indebtedness	160,814,875	145,587,767	160,500,919	151,571,523	135,107,032
Plus: Estimated Net Overlapping Indebtedness	146,010,740	163,735,958	170,209,506	163,735,958	204,647,086
Net Direct and Overlapping Indebtedness	\$ 306,825,615	\$ 309,323,725	\$ 330,710,425	\$ 315,307,481	\$ 339,754,118

CITY OF CHATTANOOGA
HISTORICAL DEBT RATIO:

For fiscal year ending June 30, 2018 (unaudited)

Year ended June 30	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Estimated population(1)	170,880	171,349	167,674	170,136	171,279	173,366	173,366	176,588	177,571	179,139
Appraised property valuation	\$ 13,294,163,310	\$ 15,307,270,881	\$ 15,187,143,683	\$ 15,239,117,325	\$ 15,498,290,496	\$ 15,754,641,402	\$ 15,484,126,401	\$ 16,253,882,118	\$ 16,617,849,120	\$ 18,515,514,113
Assessed property valuation	4,167,163,278	4,845,694,497	4,808,789,510	4,820,825,577	4,874,524,209	4,955,263,249	5,044,607,410	\$ 5,111,025,892	\$ 5,225,896,880	\$ 5,917,809,652
Gross indebtedness (2)	445,601,083	436,663,186	408,416,390	407,942,874	403,192,541	422,909,531	404,376,144	442,659,694	435,929,169	421,599,947
Less: Self-supporting indebtedness(3)	302,638,530	287,059,370	270,029,615	252,435,979	257,949,312	257,073,903	255,342,366	279,996,798	282,579,251	283,502,826
Debt Service Fund	8,925,003	4,870,365	4,954,374	652,699	2,476,637	5,020,753	3,446,011	2,161,977	1,778,396	2,990,089
Net direct indebtedness	134,037,550	144,733,451	133,432,402	154,854,196	142,766,592	160,814,875	145,587,767	160,500,919	151,571,522	135,107,032
Plus: Estimated net overlapping indebtedness	149,048,842	154,968,909	148,698,012	152,555,047	158,657,256	146,010,740	164,152,697	170,209,506	158,510,550	204,647,086
Net direct and overlapping indebtedness	\$ 283,086,392	\$ 299,702,360	\$ 282,130,414	\$ 307,409,243	\$ 301,423,848	\$ 306,825,615	\$ 309,740,464	\$ 330,710,425	\$ 310,082,072	\$ 339,754,118
Gross debt per capita	\$ 2,607.68	\$ 2,548.38	\$ 2,435.78	\$ 2,397.75	\$ 2,354.01	\$ 2,439.40	\$ 2,332.50	\$ 2,506.74	\$ 2,454.96	\$ 2,353.48
Net direct debt per capita	784.40	844.67	795.78	910.18	833.53	927.60	839.77	908.90	853.58	754.20
Net direct and overlapping debt per capita	1,656.64	1,749.08	1,682.61	1,806.84	1,759.84	1,769.81	1,786.63	1,872.78	1,746.24	1,896.59
Gross debt to appraised valuation	3.35%	2.85%	2.69%	2.68%	2.60%	2.68%	2.61%	2.72%	2.62%	2.28%
Net direct debt to appraised valuation	1.01%	0.95%	0.88%	1.02%	0.92%	1.02%	0.94%	0.99%	0.91%	0.73%
Net direct debt and overlapping debt to appraised valuation	2.13%	1.96%	1.86%	2.02%	1.94%	1.95%	2.00%	2.03%	1.87%	1.83%
Gross debt to assessed valuation	10.69%	9.01%	8.49%	8.46%	8.27%	8.53%	8.02%	8.66%	8.34%	7.12%
Net direct debt to assessed valuation	3.22%	2.99%	2.77%	3.21%	2.93%	3.25%	2.89%	3.14%	2.90%	2.28%
Net direct and overlapping debt to assessed valuation	6.79%	6.18%	5.87%	6.38%	6.18%	6.19%	6.14%	6.47%	5.93%	5.74%

(1) Population figures for all years are estimates.

(2) Gross indebtedness excludes revenue bonds payable by the Electric Power Board of Chattanooga and the Metropolitan Airport Authority.

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes, CDRC capital lease, HUD Sec. 108 Notes.

Debt Service Fund Revenues

Fiscal Years 2016-2019

Revenue Source	Actual FY 15/16	Actual FY 16/17	Budget FY 17/18	Budget FY 18/19	Budget '18 Inc/(Dec)	% Change FY 17/18	% of Total
General Fund	17,504,272	20,514,537	22,434,479	23,487,712	1,053,233	4.69	84.76
Hamilton County	455,013	-	-	-	-	0.00	0.00
Miscellaneous Revenue	67,338	245,896	50,603	75,442	24,839	49.09	0.27
City Hotel/Motel Tax	4,849,629	3,997,381	5,124,526	3,758,039	(1,366,487)	(26.67)	13.56
CDBG (Fannie Mae Loan)	430,178	416,743	402,957	388,957	(14,000)	(3.47)	1.40
Total Debt Service Fund	\$23,306,430	\$25,174,557	\$28,012,565	\$27,710,150	(\$302,415)	(1.08)	100.00
Grand Total	\$23,306,430	\$25,174,557	\$28,012,565	\$27,710,150	(\$302,415)	(1.08)	100.00

Debt Service Fund Expenditures

Fiscal Years 2016-2019

Expenditures	Actual FY 15/16	Actual FY 16/17	Budget FY 17/18	Budget FY 18/19	Budget '18 Inc/(Dec)	% Change FY 17/18	% of Total
Principal	17,164,347	18,058,024	20,549,260	20,868,462	319,202	1.55	75.31
Interest	7,338,465	7,426,697	7,352,803	6,731,688	(621,115)	(8.45)	24.29
Service Charges	87,651	73,417	110,502	110,000	(502)	(0.45)	0.40
Total Debt Service Fund	\$24,590,463	\$25,558,138	\$28,012,565	\$27,710,150	(\$302,415)	(1.08)	100.00
Grand Total	\$24,590,463	\$25,558,138	\$28,012,565	\$27,710,150	(\$302,415)	(1.08)	100.00





Capital Project Funds

Fund Structure

The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of budgeting is modified accrual for all except Enterprise Funds (Interceptor Sewer, Water Quality, and Solid Waste) which are full accrual. Included funds are Police, Fire, Public Works, Economic & Community Development, General Services, Transportation, General Government, Youth & Family, Interceptor Sewer, and Water Quality.

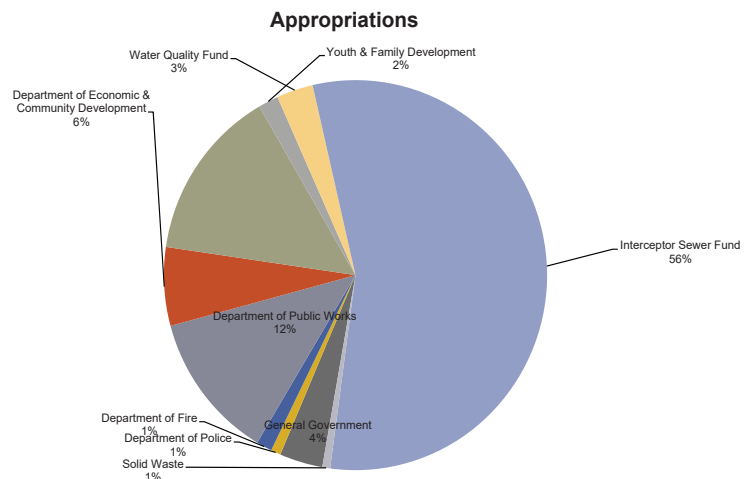
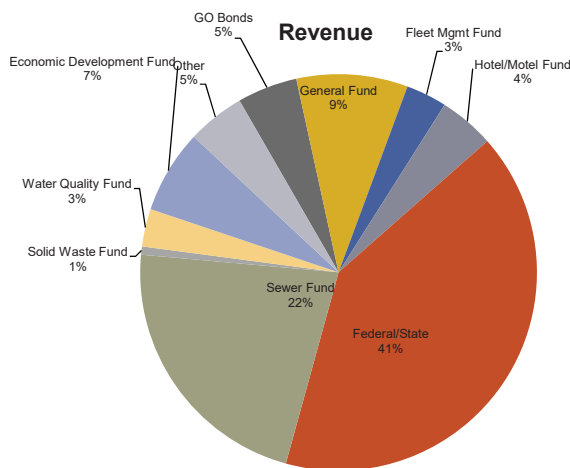
FY 2018 Approved Capital Budget is as follows:

General Government	\$ 3,727,112
Police (Safety)	1,555,408
Fire (Safety)	1,705,700
Public Works	19,705,094
Economic & Community Development	4,990,000
Transportation	13,315,880
Youth & Family	2,225,000
Solid Waste	1,750,000
Interceptor Sewer Fund	67,400,000
Water Quality Fund	<u>10,712,000</u>
	\$ 127,086,194

Revenue	FY18/19
GO Bonds	7,365,647
General Fund Operations	2,124,852
General Fund Reserves	11,532,000
Economic Development	10,247,800
Fleet Management Fund	5,000,000
Hotel/Motel Tax Fund	6,800,000
State Street Aid	1,765,148
State of Tennessee (TIP)	7,795,718
Transportation Alternative Program (TAP)	800,000
Federal	1,962,492
Sewer Oper/Reserves	33,300,000
State Revolving Loan	49,000,000
WQ Oper/Reserves	4,625,000
Solid Waste Oper/Reserves	1,000,000
Other	7,040,000
Total	150,358,657

Appropriations	FY18/19
General Government	5,479,375
Department of Police	1,251,217
Department of Fire	1,980,000
Department of Public Works	18,400,000
Department of Economic & Community Dev	9,782,000
Department of Transportation	21,528,565
Youth & Family Development	2,550,000
Water Quality Fund	4,625,000
Interceptor Sewer Fund	83,762,500
Solid Waste	1,000,000
Total	150,358,657

FY 18/19 Revenue & Appropriation Fund \$150,358,657



Capital Fund Revenues

Fiscal Years 2016 - 2019

Revenue Source	Actual	Actual	Budget	Budget		%	
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	BUDGET '19 INC/(DEC)	CHANGE FY 18/19	% OF TOTAL
General Fund Revenues	11,939,728	4,790,202	14,938,569	13,656,852	(1,281,717)	-8.6%	9.08%
State/Federal Grants	1,529,389	502,701	10,851,977	10,558,210	(293,767)	-2.7%	7.02%
Economic Development Fund	3,698,460	3,268,622	1,140,000	10,247,800	9,107,800	798.9%	6.82%
General Obligation Bonds	33,469,542	15,681,792	6,450,000	7,365,647	915,647	14.2%	4.90%
Fleet Lease Program	3,670,000	4,511,279	6,000,000	5,000,000	(1,000,000)	-16.7%	3.33%
Hotel/Motel Tax Collections	1,020,563	1,350,000	4,700,000	6,800,000	2,100,000	44.7%	4.52%
Interceptor Sewer	14,856,615	11,872,730	30,900,000	33,300,000	2,400,000	7.8%	22.15%
State Revolving Loan	40,026,082	25,998,778	36,500,000	49,000,000	12,500,000	34.2%	32.59%
Solid Waste	1,837,142	2,425,000	1,750,000	1,000,000	(750,000)	-42.9%	0.67%
Water Quality	9,264,556	4,347,117	6,343,000	4,625,000	(1,718,000)	-27.1%	3.08%
Water Quality Bond	0	0	4,269,000	0	(4,269,000)	-100.0%	0.00%
State Street Aid	0	0	975,148	1,765,148	790,000	81.0%	1.17%
Other	988,236	729,375	2,268,500	7,040,000	4,771,500	210.3%	4.68%
	\$122,300,313	\$75,477,596	\$127,086,194	\$150,358,657	23,272,463	18.3%	100.00%
Grand Total	\$122,300,313	\$75,477,596	\$127,086,194	\$150,358,657	23,272,463	18.3%	100.00%

Revenues

The City funds its capital program through a variety of sources including current operations and reserves.

Funding for the FY 2016 Capital Budget is provided by a General Fund contribution of \$11,939,728. Operations contributed \$5,689,728 and fund balance \$6,250,000 of total. General Obligation Bonds \$12,299,357, Hotel/Motel Tax \$1,020,563, State of Tennessee and Federal grants of \$4,160,085, Economic Development Fund \$3,698,460, Fleet Lease Program \$3,670,000, State Revolving Loan \$42,500,000 Interceptor Sewer funding total of \$20,200,000 which includes reserves of \$11,800,000 and operations of \$8,400,000. Water Quality funding total is \$7,102,000 which includes reserves of \$6,161,349, and operations of \$940,651. Solid Waste funding is from reserves for \$1,000,000 "Other" is funds from municipalities, foundations, and other sources in the amount of \$667,000.

Funding for the FY 2017 Capital Budget is provided by a General Fund contribution of \$4,790,202. Operations contributed \$3,331,000 and fund balance \$1,459,202 of total. General Obligation Bonds \$9,477,732, Hotel/Motel Tax \$1,350,000, State of Tennessee and Federal grants of \$3,654,287, Economic Development Fund \$3,268,622, Fleet Lease Program \$4,300,000, State Revolving Loan \$18,100,000, Interceptor Sewer funding total of \$21,350,000 which includes reserves of \$12,400,000 and operations of \$8,950,000. Water Quality funding total is \$3,200,000 which is all reserves. Solid Waste funding is from reserves for \$2,425,000, "Other" in the amount of \$7,875,157 includes funds from municipalities, foundations, a capital lease of \$4,777,735, and reallocated monies of \$2,997,422 from completed projects.

Funding for the FY 2018 Capital Budget is provided by a General Fund contribution of \$14,938,569. Operations contributed \$4,957,569 and reserves of \$9,981,000 of total. General Obligation Bonds \$6,450,000, Hotel/Motel Tax \$4,700,000, State of Tennessee and Federal grants of \$10,851,977, Economic Development Fund \$1,140,000, Fleet Lease Program \$6,000,000, State Revolving Loan \$36,500,000, Interceptor Sewer funding total of \$30,900,000 which includes reserves of \$16,100,000 and operations of \$14,800,000. Water Quality funding total is \$10,712,000 which includes \$4M in reserves, \$4,269,000 in GO Bonds, \$2,343,000 in operations, and \$100,000 in donations. Solid Waste funding is from reserves (\$483,088) and operations (\$1,266,912) for \$1,750,000, "Other" in the amount of \$2,268,500 includes funds from municipalities and foundations.

Funding for the FY 2019 Capital Budget is provided by a General Fund contribution of \$13,656,852. Current year operations contributed \$2,124,852 and reserves of \$11,532,000 of total. General Obligation Bonds \$7,365,647, Hotel/Motel Tax \$6,800,000, State of Tennessee and Federal grants of \$10,558,240, State Street Aid \$1,765,148; Economic Development Fund \$10,247,800, Fleet Lease Program \$5,000,000, State Revolving Loan \$49,000,000, Interceptor Sewer funding total of \$33,300,000 which includes reserves of \$12,700,000 and operations of \$20,600,000. Water Quality funding total is \$4,625,000 which includes \$4.2M in operations and \$376,235 from reserves. Solid Waste funding of \$1,000,000 is from operations. "Other" in the amount of \$7,040,000 includes funds from municipalities and foundations.

Capital Fund Expenditures

Fiscal Years 2016 - 2019

Expenditures	Actual FY 15/16	Actual FY 16/17	Budget FY 17/18	Budget FY 18/19	BUDGET '19 INC/(DEC)	%	
						CHANGE FY 18/19	OF TOTAL
Police	3,034,445	5,716,886	1,555,408	1,251,217	(304,191)	-19.56%	1.03%
Fire	3,786,478	2,034,600	1,705,700	1,980,000	274,300	16.08%	1.13%
General Government	3,006,676	4,077,964	3,727,112	5,479,375	1,752,263	47.01%	2.48%
General Services	1,455,740	7,095,180	0	0	0	N/A	0.00%
Economic & Community Development	10,139,405	3,425,756	4,990,000	9,782,000	4,792,000	96.03%	3.32%
Transportation	7,560,818	4,607,019	13,315,880	21,528,565	8,212,685	61.68%	8.86%
Youth & Family	768,384	907,978	2,225,000	2,550,000	325,000	14.61%	1.48%
Public Works All Funds:	49,914,130	54,164,344	99,567,094	107,787,500	8,220,406	8.26%	66.22%
<i>Public Works</i>	5,068,829	4,582,321	19,705,094	18,400,000	(1,305,094)	-6.62%	13.11%
<i>Interceptor Sewer Fund</i>	38,033,296	35,833,144	67,400,000	83,762,500	16,362,500	24.28%	44.83%
<i>Solid Waste Fund</i>	3,453,350	979,850	1,750,000	1,000,000	(750,000)	-42.86%	1.16%
<i>Water Quality Fund</i>	3,358,655	12,769,029	10,712,000	4,625,000	(6,087,000)	-56.82%	7.12%
Parks Maintenance	326,405	903,543	0	0	0	N/A	0.00%
Education, Arts & Culture	208	0	0	0	0	N/A	0.00%
Total Capital Projects	\$79,992,689	\$82,933,270	\$127,086,194	\$150,358,657	\$23,272,463	18.31%	100.00%
Grand Total	\$79,992,689	\$82,933,270	\$127,086,194	\$150,358,657	23,272,463	18.3%	100.00%

Expenditures

The appropriations to the Capital Improvements Budget are analyzed on a year to year basis. As priorities shift, the Capital Improvements Budget will vary to reflect this. Presented here is a brief overview of each department's appropriation.

POLICE

FY 2019 Budget	\$ 1,251,217
% of Total Capital Budget	1.03%
Decline From FY 2018	(304,191)
% Change	-19.56%

The FY 2019 appropriation for the Police Department includes several technology advancements toward more efficient Policing in the department. Items include laptops, cameras, crime scene facility, conductive electronics equipment, along with continuation of police precinct improvements and real time intelligence center.

FIRE

FY 2019 Budget	\$1,980,000
% of Total Capital Budget	1.13%
Growth From FY 2018	274,300
% Change	16.08%

The FY 2019 appropriation for the Fire includes new apparatus funded by reserves, Capital maintenance and repairs, and hydraulic equipment replacement.

PUBLIC WORKS (All Funds)

FY 2019 Budget	\$107,787,500
% of Total Capital Budget	66.22%
Growth From FY 2018	8,220,46
% Change	8.26%

The FY 2019 Public Works capital appropriation reflects the replacement of city-wide services equipment, Parks maintenance, fleet capital, and the upgrade of the Interceptor Sewer, Solid Waste, and Water Quality systems.

GENERAL GOVERNMENT

FY 2019 Budget	\$5,479,375
% of Total Capital Budget	2.48%
Growth From FY 2018	1,752,263
% Change	47.01%

The FY 2019 General Government budget includes funding for Chattanooga Area Regional Transit Authority (CARTA) to leverage additional federal dollars for capital needs, funding support for the Chattanooga Zoo African Expansion, Erlanger Children Hospital, and the Tivoili capital appropriation. Technology projects include the city network rebuild, citywide security cameras, the continuation of the data center relocation and Cloud Software as a Service (SaaS)

TRANSPORTATION

FY 2019 Budget	\$ 21,528,565
% of Total Capital Budget	8.86%
Growth From FY 2018	8,212,685
% Change	61.68%

The Transportation department oversees the City's street rehab and traffic divisions previously in Public Works. Projects include traffic signals upgrade, neighborhood transportation management, sidewalks, bike lanes, and pavement management program.

ECONOMIC & COMMUNITY DEVELOPMENT

FY 2019 Budget	\$ 9,782,000
% of Total Capital Budget	3.32%
Growth From FY 2018	4,792,000
% Change	96.03%

The Economic & Community Development appropriation has several citywide projects, Airport District Master Plan, building neighborhood business districts, park improvements including Miller Park, greenway connector, Affordable Housing Trust, Neighborhood Reinvestment Fund, and continuation of Public Art.

YOUTH & FAMILY DEVELOPMENT

FY 2019 Budget	\$ 2,550,000
% of Total Capital Budget	1.48%
Growth From FY 2018	325,000
% Change	14.61%

The Youth & Family Development appropriation is continued funding for projects supporting Youth & Family building improvements, Washington Hills Recreation Center, and YFD Technology Upgrades.

Introduction

The FY 2019-2023 Capital Improvement Plan (CIP) shows the City of Chattanooga’s five-year plan for physical improvements throughout Chattanooga, as well as internal projects that improve the provision of services to residents. The first year of the CIP is the fiscally-constrained capital budget, whereas the successive years are a roadmap for future action. Funding for capital projects—defined as projects costing more than \$25,000 and with a useful life of greater than one year—is requested annually by departments alongside the BFO process. Capital requests are reviewed and collaboratively prioritized by the 17 members of the CIP Committee, an interdisciplinary team of department administrators and designees. The CIP process encourages strategic thinking about the City’s current and future capital needs and priorities, and requires collaboration and focus in order to reach a fiscally sustainable program of projects. The below strategies represent highlights of the next five years.

FY 2019 Highlights – Capital Budget

- Complete cleanup of Lupton City’s former mill site, improving quality of life for Lupton City residents
- Rehabilitation and enhancement of the Walnut Street Bridge to preserve for future generations
- Continued significant funding -- \$6,000,000-- for paving and major road/bridge repair
- Creation of a Neighborhood Reinvestment Fund to make targeted investments in neighborhood infrastructure and commercial areas
- Creation of an Affordable Housing Trust Fund to aid the creation of affordable and workforce housing throughout Chattanooga
- Funding to complete the South Chickamauga Creek Greenway, a 12-mile greenway corridor linking East Ridge to the Riverwalk through multiple Chattanooga neighborhoods
- Improvements to Washington Hills YFD Center to help create opportunities for learning and engagement in Washington Hills neighborhood
- Significant investment in replacement of fire apparatus
- Transportation focus on connectivity and improving system safety and efficiency
- Upgrades to fund new laptops, self-service kiosks and charging stations at all 18 YFD Centers.

FY 2020-2023 Highlights – Roadmap for Future Action

- Continued funding of existing infrastructure, facilities, and equipment vital to service delivery and citizen experience
- Addition of new parks and greenways to continue efforts to connect all of Chattanooga to outdoor opportunities
- Ongoing public improvements to leverage private investment around the airport, on the 3rd/4th Street corridor, in the Innovation District, and in the South Broad neighborhood.
- Continued funding of CARTA’s capital needs
- Continued annual funding of major renovations or expansions of YFD Centers to continue modernizing these community hubs as places for students and families to learn and grow

Governmental Projects

The below projects are funded through a combination of governmental funds such as City tax revenues, grants, general obligation bonds, and internal service funds. Project descriptions are included for FY 2019 projects, and a list of future year projects are shown at the end of each results area.

Growing Economy

3rd / 4th Street Infrastructure

This project will transform the 3rd and 4th Street area from Georgia Ave. to Hampton St. into a well-connected grid of 2-way streets with at-grade intersections, and will change Riverfront Parkway from a high speed highway into an urban boulevard with calmed traffic and pedestrian/bicycle facilities.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000. Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
3rd / 4th Street Infrastructure	7,000,000	7,400,000	912,000	0	0	15,312,000

3rd / 4th Street Master Plan

This project will fund a master plan to help direct the transformation of the 3rd and 4th Street corridors.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
3rd / 4th Street Master Plan	60,000	0	0	0	0	60,000

8th Street Shared Space

This project is complete. The budgetary ask is to correct the budget authority and account for the grant agreement with a private 3rd party. Details of the project include 8th Street from Pine to Chestnut will be converted from a curb and gutter street to a shared space with pavers across the width of the right-of-way, and traffic calming effects that will make traversing the street safe for people walking and biking. The project is in response to mixed-use development plans designed to revitalize this corner of downtown.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000. Replaces old infrastructure with new

FY 2019-2023 Capital Improvement Plan

requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
8th Street Shared Space	140,000	0	0	0	0	140,000

Airport District Master Plan

As the Chattanooga Metropolitan Airport continues to break records in commercial air traffic, smart growth land use planning will help to ensure that the area in the vicinity of the airport will be able to safely and effectively accommodate the needs of future airport tenants and users as well as nearby businesses and residents. By laying the ground work for complementary land uses, an airport area master plan will instill confidence in private investors, ensure that public capital projects advance airport growth, and curtail any potential negative side effects that would arise out of such growth (noise, traffic, safety).

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Airport Area Master Plan	150,000	0	0	0	0	150,000

Alley Program

Fund a green alley program, which will implement a suite of alley construction and improvement techniques that will more efficiently manage storm water and increase connectivity within neighborhoods. Successfully implemented examples are Virginia Avenue, Station Street and Johnson Street.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Alley Program	250,000	250,000	350,000	450,000	500,000	1,800,000

CARTA Technology Projects

Through work with an ITS consultant, CARTA has completed a comprehensive planning report giving background information on Mobility as a Service (MaaS) and an analysis of what companies are currently operating in the marketplace. The report also outlined a phased approach to achieving CARTA's larger MaaS vision. Phase I was identified as transitioning CARTA's existing Dial-A-Ride neighborhood routes into microtransit routes, utilizing real-time scheduling as well as a mobile ticketing component for CARTA's services. During the time that the planning report was completed, CARTA received unsolicited proposals for a low-cost microtransit deployment pilot project that would test the real time scheduling component of the identified Phase I projects. CARTA has awarded a pilot partnership that will take place over the next 12 months. CARTA has requested funding through TDOT's IMPROVE Act grant for its Mobility as a Service Phase I project, which includes the implementation of mobile ticketing for CARTA's services, a microtransit technology project outside of the pilot period, and integration of microtransit and mobile ticketing with the city of Chattanooga's Advanced Traffic Management System (ATMS). The IMPROVE Act grant program has a 75% state funds/25% local funds match. The IMPROVE Act projects are a part of this line item and the vehicles/equipment project. This project also includes the purchase of computers and other administrative hardware (printers, monitors, etc.) to replace machines that are past their useful life. These projects are part of CARTA's capital projects funded by the Federal Transit Administration at 80%, with 10% historically coming from the City of Chattanooga and 10% coming from TDOT.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
CARTA Technology Projects	156,250	28,050	28,611	29,183	29,767	271,861

CARTA Vehicles/Equipment Projects

This project is for the replacement of five electric shuttle vehicles and the purchase of five smaller cutaway vehicles for use in CARTA's microtransit/neighborhood service. This particular application includes a federal share of 61%, with 29% coming from TDOT Multimodal Resources and 10% requested from the city of Chattanooga. CARTA has also applied for funding under TDOT's IMPROVE Act grant program for the purchase of smaller vehicles to be used for CARTA's Phase I Mobility as a Service program (microtransit vehicles). The IMPROVE Act grant program has a 75% state funds/25% local funds match. Microtransit vehicles are typically 12-15 passenger vehicles. Please see attached PowerPoint from CARTA's microtransit partner for a picture of an example vehicle. These vehicles typically have a useful life of 7 years. CARTA intends to purchase low floor microtransit vehicles in order to ease the boarding of customers, including wheelchair passengers, as well as provide a smoother riding experience. Replacement of these vehicles will ensure that CARTA continues to provide efficient, cost-effective service to the public. In addition to vehicle replacements, this project also includes the purchase of security cameras and shop equipment for use within CARTA's system. These projects are funded through CARTA's Federal Transit Administration Section 5307/5339 formula funds that are also matched by TDOT.

Impact on Operations: One-time appropriation - no impact; CARTA does not have specific estimates on cost savings associated with the purchase of new vehicles at this time.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
CARTA Vehicles/ Equipment Projects	391,914	325,029	331,530	338,160	344,923	1,731,566

Digital Videoboard

\$700,000 project to replace scoreboard/videoboard at Finley Stadium with modern digital technology to help UTC and others remain competitive.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Digital Videoboard	150,000	150,000	0	0	0	300,000

ECD Public Arts – 1% Arts Boost

This project provides an amount equal to one percent of the total general obligation bond amount included in the Capital Improvement Budget for construction costs each fiscal year to be allocated to incorporate art into the building of public spaces.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
ECD Public Arts – 1% Arts Boost	150,000	150,000	150,000	150,000	150,000	750,000

Goodwin Road Segment 4

This project coordinates with TDOT's interchange project at Hamilton Place Boulevard at I-75. This project will improve the off ramp at Hamilton Place Boulevard.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Goodwin Road Segment 4	1,182,000	2,204,000	2,704,000	0	0	6,090,000

Holmberg Bridge Lighting and Access Improvements

With the replacement of the glass panels with the stainless steel panels, the underlighting of the

existing bridge does not provide enough light being emitted from below. A new lighting system is required to illuminate the walking surface, by installing lights under the handrail shining down. In addition, changes need to be made to the western end of the bridge for the stair risers as well.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Holmberg Bridge Lighting and Access Improvements	500,000	0	0	0	0	500,000

Miller Park District

External funding for the completion of Miller Park.

Impact on Operations: Adds to operating, Ongoing, \$250,001-\$500,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Miller Park District	6,300,000	0	0	0	0	6,300,000

Patten Parkway

Phase 2 of the Miller Park District Connectivity Plan is the Renovation of Patten Parkway into a space that can be used as Festival Space, where the street can be closed and the entire space between Georgia Avenue and Lindsay Street can be utilized for Outdoor Festival Space. This project is also to be built in conjunction with the Patten Parkway Storage Detention Drainage Facility, to provide underground storage to remove approximately 15 drainage acres out of the Combined Sewer System, to alleviate illicit discharges at the intersection of 8th and Market during heavy storms. Both projects combined as one project gain cost savings based on the magnitude of the project. Funding shown does not reflect required external fundraising or existing fund balance.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Patten Parkway	1,150,000	2,000,000	0	0	0	3,150,000

Phase I First Street Steps

The Scramble at 1st Street takes advantage of the dramatic incline of the streetscape to create a sculpted interactive space while repurposing the existing funicular infrastructure as an innovative stormwater collection and filtration system. The Scramble is envisioned as streetscape that one can explore by moving through a sculpted space including an urban rock scramble and a climbing wall. Within the streetscape there are also several contemplative seating areas where flowing water can be heard moving through the space and dropping into the stormwater vaults below. The sculpted

elements within the project utilize local stone, intricate case concrete details and niches of lighting in the evening – visually reinforcing the connectivity of 1st Street during the day and night. Phase I will fund work within the existing pedestrian area west of 1st Street.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Phase I First Street Steps	800,000	0	0	0	0	0

Sculpture Fields Restrooms for City Park

Additional restroom facilities are needed at Sculpture Fields to accommodate visitors.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Sculpture Fields Restrooms for City Park	75,000	0	0	0	0	75,000

Shepherd Road Enhancement (Hwy 153 to Airport)

This project will create a streetscape Gateway to the airport. It will include vegetation strips and pedestrian/bike pathways. The City is committed to completing the design completed by the CHA Airport.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Shepherd Road Enhancement (Hwy 153 to Airport)	773,000	0	0	0	0	773,000

Street Improvements (Paving) (P20201)

CDOT monitors the condition of the City streets based on the Pavement Condition Index (PCI); that rating system along with the connectivity of the street and its use allows the department to prioritize these dollars. These funds are transferred from the operating budget. Paving, micro surfacing, crack seal, seal coat and resurfacing improvements for local roads.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Street Improvements (Paving) (P20201)	3,500,000	3,618,750	4,051,688	4,254,272	4,466,986	19,891,696

Streetscape – Transportation Enhancement Initiative

TEI funds are used to partner with nonprofit groups, other governmental entities, and private development groups to create streetscapes that encourage pedestrian/bicycle use, calm traffic, and create sense of place to encourage economic and social vitality in neighborhood and town centers.

Impact on Operations: One-time appropriation - no impact; One-time safety enhancement

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Streetscape – Transportation Enhancement Initiative	100,000	100,000	100,000	100,000	100,000	500,000

TIP Paving (P20214)

This project is in the FY 2017 - 2020 Transportation Improvement Program (TIP), a regional plan that programs federal funds received in the City, allowing the use of federal funds (with a local match) to implement resurfacing of various streets in Chattanooga (CHATT3R1720). Paving of primary corridors.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000; Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
TIP Paving (P20214)	1,200,000	240,000	264,000	290,400	319,440	2,313,840

Transit Network Redesign

For possible city match for consulting services to do a system-wide redesign to optimize ridership.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Transit Network Redesign	30,000	0	0	0	0	30,000

Walnut Street Bridge Lighting

Funding to continue development of the replacement light system for the Walnut Street Bridge.

Impact on Operations: Adds to operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Walnut Street Bridge Lighting	1,300,000	0	0	0	0	1,300,000

Walnut Street Bridge Rehabilitation (Light System Separate)

Continuation of the multi-year rehabilitation of the iconic Walnut Street Bridge, addressing priority repair items identified in the 2015 inspection of the bridge, and preserving the bridge for future generations. FY 2018 funds will allow for replacement of the wood decking, performance of below water repairs, and sandblasting and repainting the entire bridge to prevent degradation. Funding includes \$5.6 million in federal Surface Transportation Block Grant funds. FY 2019 work will address additional repair items, as well as replace the bridge lighting system.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Walnut Street Bridge Rehabilitation (Light System Separate)	5,000,000	0	1,000,000	0	0	6,000,000

YFD/Orange Grove Fitness Collaboration

This project will fund a study to examine the possibility of locating a fitness facility at Orange Grove that would function as a partnership between YFD and Orange Grove.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
YFD/Orange Grove Fitness Collaboration	50,000	1,500,000	0	0	0	1,550,000

Growing Economy*Proposed Future Year Projects*

- Airport Area Road Improvements
- CARTA Facilities Projects
- CARTA Transportation Infrastructure Projects
- Central Avenue
- Golf Course Improvements

FY 2019-2023 Capital Improvement Plan

- Innovation District Plan Implementation
- Multiple Corridor Improvements
- Multiple Corridor Improvements: Brown Ferry
- Multiple Corridors
- Passenger Rail
- Pinehurst Avenue, Airport to Jersey
- Transit Improvements
- Walnut St Plaza



Stronger Neighborhoods

Affordable Housing Trust Fund

A fund that will be used exclusively to aid the creation of affordable and workforce housing throughout Chattanooga. These funds will be used to supplement federal funding, various tax incentives, and special grants utilized by the City of Chattanooga and its private sector partners to promote affordable, high-quality housing.

Impact on Operations: N/A

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Affordable Housing Trust Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Bridge Repair / Replace

This project is in the FY 2017 - 2020 Transportation Improvement Program (TIP), a regional plan that programs federal funds received in the City. It allows federal funds (with a local match) to implement bridge maintenance. (CHATBRIDGE). The FY 2019 ask will allow the required match to make corrections to the Standifer Gap Road bridge, which has been closed since October 2016.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Bridge Repair / Replace	900,000	515,000	0	0	0	1,415,000

Caine Lane Greenway Connector, North

This project is in the FY 2017 - 2020 Transportation Improvement Program (TIP), a regional plan that programs federal funds received in the City. CDOT received a federal grant to implement the construction of this project and the total project cost is \$855K. This phase will extend the greenway from Cromwell to Shallowford Road.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000; NEW multi-modal path to maintain.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Caine Lane Greenway Connector, North	411,247	0	0	0	0	411,247

Caine Lane Greenway Connector, South

This project is existing. The FY 2019 budgetary need will allow the City to implement the project and the budget request cannot be reduced nor delayed. This project will connect to the Caine Lane Greenway Connector along Shallowford Road at Airport Road to Bonnieway Drive.

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Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Caine Lane Greenway Connector, South	875,000	0	0	0	0	875,000

Impact on Operations:

Adds to operating, Ongoing, \$0-\$50,000; NEW multi-modal path to maintain.

CDBG Sidewalk

Construction of sidewalks in designated low-income neighborhoods where pedestrian travel is necessary for many residents. The external amount is a planning number and is based upon the total federal allocation of CDBG funds to the City of Chattanooga and distribution of funds across their multiple uses.

Impact on Operations:

Adds to operating, Ongoing, \$0-\$50,000; NEW multi-modal path to maintain.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
CDBG Sidewalk	300,000	300,000	300,000	300,000	300,000	1,500,000

Complete Streets on 26th (Market to Wheland Site, no median)

As part of its efforts to implement the 2018 South Broad Street Plan, the City will upgrade 26th Street with traffic calming measures and improved sidewalks between Market Street and Chestnut Street. These improvements will make the street more conducive to pedestrian activity, as well as reinforce the Southside neighborhood's connections to its two principal traffic corridors, Market Street and Broad street.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Complete Streets on 26th (Market to Wheland Site, no median)	1,250,000	0	0	0	0	1,250,000

East Lake Park Improvements

FY 2019-2023 Capital Improvement Plan

East Lake Park was the first park in Chattanooga built in 1896. This historic park features a lake, playground, pavilion, and trail. While the park hasn't received any significant improvements over the past 30 years, the Water Quality Division is currently partnering with the Lyndhurst Foundation to make \$800k worth of enhancements to improve the pond. Through this project, several park recommendations were made from the community. We seek to implement such improvements to increase the vitality of the park. The project was funded \$500K in FY18, however this is insufficient funds to cover all the elements requested from the Community. In order to finish the enhancements OCOS is requesting additional funds to add a boat launch, interactive signs and trail re-design.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
East Lake Park Improvements	100,000	0	0	0	0	100,000

Greenway Farm Conference Center Replacement

Design phase funded in FY18, these funds will be used for construction of the new facility. Original request was \$500,000. The Greenway Farm conference center was originally a residence for the property owner but is being used for rental and office space. The current building has severe structural damage due to the foundation failing and environmental concerns such as mold and asbestos. The large wood deck shows signs of rot and wear. The anticipated repair costs just to make the facility safe for use are estimated to be very high. These facilities are used on a weekly basis by rental parties, community groups, and staff from several departments. The most practical direction is to demolish the existing building and construct a new one in a more suitable location farther from the creek. The new building would be modern, simple, durable and efficient and would be designed to support current activities and additional programming. An April 2016 cost estimate for repairs to foundation, mold/asbestos abatement, and interior repairs totaled \$228,792, which does not include site drainage work that should be performed to relieve pressure on foundation.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Greenway Farm Conference Center Replacement	750,000	0	0	0	0	750,000

Harris Johnson Park Redesign and Renovation

The City will design and implement significant upgrades to Harris Johnson Park to increase its attractiveness as an amenity for both the Southside neighborhood and the Howard High School community. This project will complement the anticipated streetscape improvements along Market St and 26th St, as well as the anticipated School District investment in Howard High School.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Harris Johnson Park Redesign and Renovation	100,000	0	0	0	0	100,000

Heritage Park Playground

Typically, this capital fund has been used for playground replacements/improvements, park building & restroom improvements/additions, and field & related facility work needed at Youth Association complexes around town. For FY19, the priority for this fund will be focus on Heritage Park. Heritage Park is a well-used park in a densely populated part of the City with very few options for parks. While Heritage Park is a large park, it serves a larger area of citizen than it can sometime handle. Because of the amount of daily activity and age, it is highly recommended that the playground be replaced at this location. With that being said, the City has already been approached by outside partners including Playcore/Gametime about doing a fully inclusive playground project similar to what was recently built at Warner Park. Due to the size and scope of this playground, several other items and amenities should be addressed at this site. Additional restrooms, parking, and maintenance area will need to also be addressed with this project. There is an expectation of external funds to become available to make this project come to fruition.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Heritage Park Playground	400,000	0	0	0	0	400,000

Lupton City Cleanup

The City is currently discussing future utilization of this site, before proceeding with final plans for the cleanup and covering of the site. Environmental investigation work is continuing for the best use of the site and which areas are recommended to spread the existing debris and the amount of cover to be required.

Impact on Operations: N/A

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Lupton City Cleanup	250,000	0	0	0	0	250,000

Lynnbrook Park

The Trust for Public Land in partnership with the City Chattanooga, received an Our Town grant in the FY 2019-2023 Capital Improvement Plan

amount of \$50,000 to work with a broad range of stakeholders, including local students, residents, community organizations, and artist groups to actively engage the community in the redevelopment of the Lynnbrook Park. Lynnbrook Park will be a new 1.4-acre public park that serves over 2,500 people within a 10-minute-walk in a high-need, diverse Oak Grove neighborhood in Chattanooga, Tennessee. Specific activities shall include community design outreach and workshops, a concept plan for Lynnbrook Park, and public arts implementation. The grant funds must be expended by July 2018, and in order to not lose momentum on the project, OCOS is request funds to begin the design phase of the project for FY19.

Impact on Operations: Adds to operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Lynnbrook Park	100,000	1,000,000	0	0	0	1,100,000

Midtown Pathway

CDOT received a Transportation Alternatives Program (TAP) grant from the Federal Highway Administration administered through the Tennessee Department of Transportation for the construction of a bicycle and pedestrian facility from Pisgah Avenue to Greenway Drive (Midtown Pathway). The grant is only for construction. Environmental clearance, design, and ROW costs will be covered with local capital funds. The project will implement pedestrian and bicycle facilities along the north and south side of Brainerd Road at Pisgah Avenue Spring Road on the north continuing on the south to Greenway View Drive terminating at the South Chickamauga Greenway.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000; NEW multi-modal path to maintain.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Midtown Pathway	150,000	467,151	0	0	0	617,151

Neighborhood Reinvestment Fund

The Neighborhood Reinvestment Fund (NRF) is a new initiative of the Department of Economic and Community Development, the Regional Planning Agency, and the Office of Mayor Andy Berke. The intent of the NRF is to make targeted, small-scale investments in neighborhoods across the City, guided by adopted Regional Planning Agency plans and the guidelines of the Building Neighborhood Business Districts Program.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
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Neighborhood Reinvestment Fund	1,000,000	1,500,000	2,000,000	2,000,000	2,000,000	8,500,000
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Parks and Greenways Master Plan

This plan will be a comprehensive visioning document for future park and greenway development in line with our community's desires, protecting our natural resources, and growing the economy. The report shall examine a comprehensive inventory of all existing public lands and greenway corridors within the County including City parks, other public lands, trails, park facilities, amenities, and key programming opportunities. The consultant will be tasked with assessing community needs through surveys, workshops or other community engagement tools. The report will explore access and determine gaps to existing resources, as well as determine needs for additional parks, greenways and open spaces.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Parks and Greenways Master Plan	200,000	0	0	0	0	200,000

Riverwalk

This is overmatch for our project that is in Design Phase. It connects with all of the South Chickamauga Creek Greenway projects to form a continuous connected off-street path from South Chattanooga to Camp Jordan and is scheduled to be completed by Spring 2019.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Riverwalk	136,000	0	0	0	0	136,000

Roadway Base Failure (P20216)

This project will allow the department to respond to major base failures throughout the City and will be used in coordination with the repaving funding from local capital. The scope of the project to be addressed with this project will be for a capital on-call contractor to address and not something to be fixed by operating crew. The earlier a base failure can be repaired, the better for the asset so the problem does not further deteriorate.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total

Roadway Base Failure (P20216)	200,000	300,000	250,000	250,000	250,000	1,250,000
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Roadway Slope Failure

These funds are utilized to address slope failures throughout the City. The existing balance is going toward the correction of Grenada Slope Failure.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; Replaces old infrastructure with new requiring less recurring maintenance.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Roadway Slope Failure	150,000	300,000	250,000	200,000	200,000	1,100,000

Sidewalks

Pedestrian activity is a bellwether for the department's success; this project installs new sidewalks and fills gaps in sidewalks to allow safe mobility by any user and to help encourage active public space and engagement of commercial and residential areas ensuring healthy residents and visitors while encouraging a vibrant economy.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000; NEW infrastructure to maintain.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Sidewalks	820,000	1,210,000	1,331,000	1,464,000	1,610,400	6,435,400

South Chattanooga Creek Greenway

The City currently has a contract with BrightBridge to manage a Brownfield Agreement, to develop plans to install a cap over a linear contaminated site adjacent to the Chattanooga Creek between Workman Road and 38th Street in the Alton Park area of the City. This site has also previously been identified on the TPL map for future Greenways. Once the cap is placed a new greenway can be developed. Currently the City has an agreement with Wright Brothers Construction to stockpile clean soil material at the 36th Street Landfill in anticipation of using this material to provide the necessary cover material.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
South Chattanooga Creek Greenway	100,000	200,000	0	0	0	300,000

South Chickamauga Greenway Connector – Youngstown

This project is in the FY 2017 - 2020 Transportation Improvement Program (TIP), a regional plan that programs federal funds received in the City. CDOT received a federal grant for project implementation (SCHICKGREENWAY). Along with the South Chickamauga Greenway Connector at Caine and Shallowford, this extension completes the greenway connection from Camp Jordan to the Tennessee Riverwalk. The total cost for this project is \$1.62 million. The FY 2019 budget request will complete the needed funds for implementation.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000; NEW multi-modal path to maintain.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
South Chickamauga Greenway Connector - Youngstown	350,000	0	0	0	0	350,000

Sterchi Farm Redevelopment Phase I Remainder

Due to funding constraints this project has been broken into two phases, Phase I includes the pavilion, the Adventure Trail, restrooms, parking and access area and boat ramp. While this TPL lead project has received funding from Benwood, Lyndhurst and NPRA/ Disney grant in order to complete Phase I, OCOS is requesting additional funds for: Demolition of existing paving, Grading/Erosion and Sediment Control, Concrete Paving, Gravel Paving, Bioretention, River Buffer Invasive Removal and Site Planting. The Sterchi Farm Park and Trailhead project is an enhancement of what was originally slated to be a standard Public Works bathroom facility. While the project was broken into two phases due to funding constraints, additional funds will be required to complete Phase I.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Sterchi Farm Redevelopment Phase I Remainder	297,000	0	0	0	0	297,000

Stronger Neighborhoods

Proposed Future Year Projects

- Avondale Trail Implementation
- CMAQ Bike Lanes
- Complete Streets: Market from 25th to 28th (sidewalks, streetscape, & median)
- Hwy 58 Shared Use Path
- La Paz Chattanooga - New Cultural Center
- New UTC Hitting Facility at Warner Park
- Sterchi Farm Redevelopment Phase II

- Yellow Brick Rd on Wheland site (26th and 28th)

Illustrative List

The below projects were identified as possibilities but would require funds outside of current or expected resources and therefore are not included in the FY 2019-2023 CIP. These projects may be added to a future CIP as funds are secured.

- Wilcox Boulevard – Total Cost \$71,740,000
- Somerville Avenue Extension – Total Cost Unknown

High Performing Government

Accela Cloud Upgrade for Treasury Office

Accela is the software used for permitting and licensing of business entities. The Treasury office is on an old server platform, and does not connect directly with the Land Development Office cloud platform. This offer will allow our systems to be on the same platform to ensure a seamless process between the Treasury and LDO office. This will also allow an easier process for citizens to apply for licenses, and allow IT to eliminate another old server.

Impact on Operations: N/A

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Accela Cloud Upgrade for Treasury Office	150,000	0	0	0	0	150,000

Building Energy Efficiency Upgrades

Under the Better Buildings Challenge, the City agreed to lower overall energy use by 20%. In partnership with EPB and TVA current City facilities will replace existing incandescent and fluorescent light fixtures with new LED lighting. This technology provides equal or greater light levels at a lower level of energy use, reducing both energy costs and long-term maintenance cost. One initial program element was TVA-provided Rebates for the energy reduction. Existing fixture inventory at all 61 sites will be completed in the near future. The first package for City Hall Campus will be sent to TVA for approval with additional packages for the YFD centers. TVA rebates require the project be completed prior to June 30, 2018. In December 2017 TVA announced the program is cancelled by TVA. This affects the FY18 5-year capital plan. To maximize the rebates, we request the FY20 request of \$300K be brought forward to FY19, and a FY18 budget amendment be made to allow us to proceed with Re-Lamping all of the fixtures at all 61 sites prior to this new cutoff date.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Building Energy Efficiency Upgrades	500,000	300,000	0	0	0	800,000

CDOT Fleet

CDOT need to replace many of its fleet and has created a 7-year plan to do so. In FY 2018, CDOT will replace a defunct bucket truck. In FY 2019, CDOT is requesting \$480K to replace one 18-year old crew truck, one 19-year old crew truck, one 24-year old basket truck and one 12-year old sign truck. FY 20: \$400K to replace the two remaining bucket trucks and two pick-up trucks. FY 21: \$350K to replace one car, forklift, F550 and a basket truck. FY 22: \$230K to replace a SUV and a digger machine. FY 23: \$235K to replace a car, SUV and a sign truck. FY 24: replace the paint machine. The vehicles that are allowable in the fleet lease program will be brought into the program. Some of CDOT's vehicles are specialized and are not part of the fleet program.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000; Individual Department's Fleet Expenses may increase per draft policy.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
CDOT Fleet	480,000	400,000	350,000	230,000	235,000	1,695,000

City Buildings & YFD Centers Major Maintenance

In FY18 \$1.6M was set aside to begin moving from a reactive mode to Facility Management for facility systematic improvements and replacements, such as HVAC and roofing systems. The majority of these funds were dedicated to YFD facilities. Currently we have programmed to replace \$1.45M in new roofs and HVAC systems and plan to have these funds encumbered by the end of May 2018. \$250K will also be allocated to Heritage House repair. The remaining 10% we are holding back to address any emergency repairs that may arise in the second half of the year.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
City Buildings & YFD Centers Major Maintenance	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	8,000,000

Cloud Software as a Service (SaaS)

The City's ERP software is old technology not keeping pace with user expectations. SaaS will improve processing quality and efficiencies in the areas of Planning & Budgeting, General Ledger, Purchasing, Projects Grants management, Time & Labor, Accounts Payable, Fixed Assets and Cash Management while improving business processes, incorporating best practices, and quality user experiences. All applications are mobile-enabled and provide key performance indicators, dashboards, predictive analytics. This project includes phase one of a multi-year SaaS implementation. Embedded process improvements include document storage, automation, enhanced workflow and social collaboration. Our current accounts payable process is labor intensive and cumbersome. Processes improvements include but are not limited to the following: Upgrade existing modules to latest version of software with automatic updates as available Automatic matching of invoices to purchase order, and/or receipts leaving the only exception for manual processing for payment. Automate additions of capital projects to fixed assets Improved workflow for all processes Mobile-enabled applications provide key performance indicators, dashboards, predictive analytics. Annual operations savings of \$400,000 while providing additional features using current technology.

Impact on Operations: Reduces operating, Ongoing, \$250,001-\$500,000; Should reduce by \$400,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Cloud Software as a Service (SaaS)	1,450,111	1,450,000	1,450,000	0	0	4,350,111

Fleet Leasing Program (Capital)

This is to appropriate Fleet Program Reserve funds so that they may be used to replace vehicles currently in the program that are at the end of their lease terms.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Fleet Leasing Program (Capital)	5,000,000	6,000,000	3,000,000	3,000,000	3,000,000	20,000,000

Garbage Truck Replacement

Replaces 3 Recycle/Garbage Automated Trucks at a \$250,000 each cost. It is in the best interest of the City to make a final purchase from the contract established for this type vehicle before said contract expires to replace existing units that have exceeded useful life. This purchase allows the City to operate in the safest manor possible for our staff and citizens. These newly purchased vehicles will then be entered into the Fleet Lease Vehicle Program to ensure their replacement once they extinguish useful life. Other funds and grants are currently being pursued for HHW improvements and future grant applications will be initiated for an up to \$100,000 request to apply towards a vehicle.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Garbage Truck Replacement	750,000	0	0	0	0	750,000

Garbage Truck Turnaround

Allows garbage trucks the ability to turn around at specific locations without going on private property which reduces driving hazards and increases overall safety for the collection process.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Garbage Truck Turnaround	50,000	50,000	50,000	50,000	50,000	250,000

Golf Course Maintenance Equipment Replacement

Several capital improvements are needed at both City golf courses. The last major capital improvement was greens renovation 4-5 years ago. Golf cart paths are over 25 years old and several have been damaged over time and some no longer exist do to past construction projects. New paths are a very prominent and visible sign that operator is concerned about course conditions, safety and the damage caused to golf carts by worn out, broken paths. In 2014, the range shed at Brown Acres caught fire and burned to the ground. The shed needs to be rebuilt and replace the ball dispenser. Washing and dispensing of range balls are performed all in one self-service location. The range at Brown Acres generates approximately \$15,000 per year in revenue. Lastly, IT has mandated that Golf no longer can use aging computer equipment with outdated software for security reasons which will cause issues with software used for operations software including online tee time reservation system. Currently a new software is being investigated but funds are needed for that software plus new hardware to operate on.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Golf Course Maintenance Equipment Replacement	200,000	150,000	125,000	115,000	110,000	700,000

Grants Management Technology

This project is for a general budget for intergovernmental use among all departments and divisions City-wide for grants management technology. A grants management technology software will be purchased, implemented, and training will be provided to appropriate City employees on use. The goal of a grants management technology software is to provide a central database that can be updated and maintained by City grant research professionals. A central database that is easily accessible and able to generate reports creates open much-needed lines of communication among various City departments, helps staff prepare for annual audits, and have continuity of operations in place when there is staff or administration turnover. Centralized information will also allow for the Grants Specialist to notify key administrators and City Council representatives of grant awards and important information.

Impact on Operations: Varies based on product selected. Cannot be determined at this time.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Grants Management Technology	65,000	0	0	0	0	65,000

Knuckleboom

Replaces 3 knuckleboom trucks at \$200,000 each. In the best interest of the City to make a final purchase from the contract established for this type vehicle before said contract expires to replace existing units that have exceeded useful life. This purchase allows the City to operate in the safest manner possible for our staff and citizens. These newly purchased vehicles will then be entered into the Fleet Lease Vehicle Program to ensure their replacement once they extinguish useful life. Other funds and grants are currently being pursued for HHW improvements and future grant applications will be initiated for an up to \$100,000 request to apply towards a vehicle.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Knuckleboom	600,000	0	0	0	0	600,000

Landscape/Hardscape Improvements

This project will increase landscape beauty and annual color plantings to Downtown. PW Parks proposes to increase level of input to all Downtown parks and ROW landscaping to enhance residents and visitors experience downtown. These improvements would include increased level of service and maintenance, annual color plantings, redesign and replacement of perennial plantings, fertilization, weed and pest control, mulching and bed maintenance, to name a few. This capital fund will compliment a proposed BFO offer for Miller Park and Downtown Landscaping. The capital project will be the initial design and installation of landscaping at the selected sites. The BFO offer will fund the annual maintenance of this new landscaping along with Miller Park operations.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Landscape/Hardscape Improvements	250,000	0	0	0	0	250,000

Operations and Compliance Tools

This funding is requested to purchase monitoring and compliance tools to increase efficiencies and reporting of usage and access of devices across the City. This includes tools such a comprehensive enterprise management tool for the Apple platform, simplifying IT management for Mac, iPad, iPhone and Apple TV, as well as a tool for software license management. These tools will improve the management of the City's software usage, assist with standardization, mitigate risk, and will assist to monitor software, licenses, compliance, and usage. This request addresses deficiencies discovered in a recent audit. Lastly, this includes funding for additional features in the Google Suite to improve Google Drive functionality, set Retention schedules, set up Contract Management, allow for version Control, centralizes ownership without the constraints of Team Drive, captures emails, adds and searches metadata, workflow for document and business process, and centralize organizational documentation.

Impact on Operations: Varies based on product selected. Cannot be determined at this time.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Operations and Compliance Tools	425,000	0	0	0	0	425,000

Regional Training Facility

This offer seeks to collaborate with the CPD and Hamilton County Emergency Management Agency (HCEMA) to build a state-of-the-art training facility for fire, police, and EMA training and use. This offer would seek a 40+ acre site to provide the venue to experience live burn drills, police drilling, emergency driver training, and many other law enforcement and rescue training opportunities in a manner that generates and bolsters operational understanding. The facility would include classrooms to accommodate simultaneous academies and classroom needs. If necessary, this project may be best spread over three years of funding.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Regional Training Facility	75,000	500,000	0	4,500,000	0	5,075,000

Security Cameras & Storage

Increasing demands for security cameras require increased capacity for video storage. Depending upon the type of video footage, retention policies range from 30 days to forever. This offer will allow for video storage expansion to meet retention requirements. This funding will also continue the effort from FY2018 to replace and update existing IP cameras as well as adding additional cameras in strategically identified areas across the City.

Impact on Operations: Varies by camera type and project needs. Cannot be determined at this time.

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Security Cameras & Storage	250,000	450,000	450,000		0	1,150,000

Sign Reflectivity (P20112)

This project is in the FY 2017 - 2020 Transportation Improvement Program (TIP), a regional plan that programs federal funds received in the City (SAFETY1). Purchase and install signs and markings on all streets in the City of Chattanooga to meet MUTCD 2009 requirements for signs, markings and retroreflectivity.

Impact on Operations: One-time appropriation - no impact; One-time safety enhancement

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Sign Reflectivity (P20112)	181,318	0	0	0	0	181,318

Tivoli Foundation Annual Capital Appropriation

City of Chattanooga annual capital appropriation in support of capital improvement initiatives undertaken by the Tivoli Foundation at the Tivoli Theater, Memorial Auditorium and the Robert Kirk Walker Community Theater; This capital appropriation is specified in the Lease and Management Agreement between the City of Chattanooga and the Tivoli Theater Foundation, Inc.

Impact on Operations: N/A

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Tivoli Foundation Annual Capital Appropriation	350,000	500,000	0	0	0	850,000

High Performing Government

Proposed Future Year Projects

- Amnicola Fleet Fueling Facility
- Amnicola Garage Facility Improvements
- Central Business District Litter Receptacles
- City Yard Improvements
- CPD Internal Affairs Security Enhancements (City Hall Annex)
- DRC Chiller Tower Support Replacement
- Facilities Master Planning
- Network Build Continuation
- Police Service Center Roof Replacement (Capital)
- Renovation to Paul Clark Building and Tool Room
- Station Capital Maintenance - Exhaust System Replacements
- Station Generator

Smarter Students, Stronger Families

Chattanooga State TCAT (TN Center of Applied Technology)

City support for the Chattanooga State TCAT.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Chattanooga State TCAT (TN Center of Applied Technology)	100,000	0	0	0	0	100,000

Chattanooga Zoo: Africa Expansion

The Zoo has reached approximately \$4.5M in funding for the Africa Expansion. This amount of funding will allow them to start with Phase 1 of the project which will require the relocation of the existing Camel ride area, and the construction of the Giraffe Exhibit and the Giraffe Holding Area. The Zoo is requesting that the City perform certain tasks and or fund items above the \$250K yearly donation to the African expansion.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Chattanooga Zoo: Africa Expansion	257,500	250,000	250,000	0	0	757,500

Chattown Skate Park

Chattanooga's only skate park is regularly used and loved by the skateboarding community, however current structures are aging, showing more wear and tear, and possibly safety concerns for park patrons. The OCOS division was funded \$30K in FY18 for a Skate Park Feasibility Study to engage skate park patrons and the community to evaluate the existing skate park needs and opportunities, identify factors of a successful skate park and location, and prepare a cost budget estimation and concept plan. We are requesting an additional \$195k for FY 19 for the design phase of the park, which will be based upon the recommendations of the Feasibility Study.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Chattown Skate Park	75,000	320,000	2,280,000	0	0	2,675,000

Electrical System Improvement Completion

In FY18, a renovation of the Main Downtown Library electrical systems was partially funded at \$200,000. This request is to continue the renovations to include replacing the electrical service panels, transformers, and switchgear. The FY18 electrical upgrade project design has been combined with the FY18 funded Main Downtown HVAC replacement project (\$900,000) as these two building systems will work together to achieve improved energy efficiency. The scope of this combined project includes a sophisticated, modern fire safety system and public address system with continued functionality after a complete loss of power. These sustainable and efficient upgrades will improve the overall experience and safety of children and families.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; estimated >\$18,000.00 per year

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Electrical System Improvement Completion	200,000	0	0	0	0	200,000

Erlanger Children's Hospital

City contribution toward the construction of the new Erlanger Children's Hospital, in honor of the victims of the Woodmore Bus Tragedy.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Erlanger Children's Hospital	250,000	250,000	250,000	0	0	750,000

Fallen Five Memorial

The Fallen Five Memorial will be a site of permanent remembrance for our fallen heroes of the July 16, 2015 attack, while acknowledging the tremendous acts of kindness, support and strength that occurred following the tragedy. The memorial will be installed on Hamilton County property in the Tennessee Riverpark.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Fallen Five Memorial	500,000	0	0	0	0	500,000

Library Roof Replacement

Main Downtown Library - this request would fund installation of a new roof for the non-deck section of the Library. The current roof was installed in 1976, and has reached end of life. Ongoing leaks endanger the Library collection, its Local History archives and manuscripts, as well as computers and other technology in our Makerspace. This compromises our ability to control humidity in these areas, which is a critical component to maintaining a Library collection. This offer would fund removal of the current roof and installation of a new, improved one.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; estimated >\$18,000.00 per year

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Library Roof Replacement	450,000	0	0	0	0	450,000

Parks ADA Repairs

Funding to continue improvements to City parks as identified in extensive ADA Assessment (FY17). Improvement of facilities and hardscapes as identified from the analysis of current ADA Assessment Program. The selected firm has completed their analysis and has identified and prioritized non-compliant areas in a detailed report of which the City has not received. Based off updates during the process, we anticipate a lengthy list of needs that will require immediate attention from the City. Funding could also extend initial assessment to Park sites not included in original program.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Parks ADA Repairs	100,000	50,000	50,000	50,000	0	250,000

Parks, Playgrounds & Field Maintenance

The Parks Division maintains and repairs the several public restrooms, pavilions, barns, and other building structures throughout the park system. Parks Division will continue replacement of heavily worn and damaged playground equipment. Equipment at many sites are near the end of typical life and requires expensive repairs to remain in safe and usable condition. Additionally, with these funds, major repairs and other routine maintenance activities that have not been previously feasible will be scheduled and completed to make Youth Athletic Association complexes attractive to visitors and safe for participants.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Parks, Playgrounds & Field Maintenance	100,000	150,000	100,000	100,000	100,000	550,000

Washington Hills YFD Building Renovation

Improvements will be made to the Washington Hills YFD Center according to current and progressive consultant recommendations. Multiple safety and asset preservation issues currently exist and enhancements will be made to promote physical activity and improve the center for effective public use.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Washington Hills YFD Building Renovation	2,000,000	0	0	0	0	2,000,000

YFD Technology Upgrades

The City of Chattanooga operates 18 neighborhood Youth and Family Development Centers. Each of these centers serve youth, teens, adults, families, and senior citizens with a variety of classes and life-long learning, sports and wellness programs, enrichment and social activities. Computer labs at these locations are often utilized to pay bills, perform job searches, complete homework, access the Reading program and many other activities to enrich the lives of citizens across the City. The purpose of this request is to fund new laptops, self-service kiosks and charging stations for the YFD computer labs and to add security cameras to these locations.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
YFD Technology Upgrades	500,000	0	0	0	0	500,000

Smarter Students, Stronger Families

Proposed Future Year Projects

- Medal of Honor Museum
- YFD Center Renovations

Safer Streets

Body Worn Cameras

This project is for the cost of body worn cameras paid for by a federal grant from the Department of Justice. In FY16 and FY17 capital dollars were allocated to this project and the DOJ funding has been received. This allocation would cover the outstanding balance and close out the project.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Body Worn Cameras	299,992	0	0	0	0	299,992

CFD Apparatus Replacement Plan

While the Chattanooga Fire Department (CFD) works hard to prevent fire, it remains prepared to respond to and mitigate all emergency incidents 24/7/365. In support of the mission of the CFD, this Capital offer seeks to fund the replacement of multiple fire apparatus per the CFD's Apparatus Replacement Plan. The department's apparatus are aging and consistent replacement is vital to continue providing basic life-saving and property-conserving operations. Without working fire apparatus and equipment, firefighters can do little to perform the duties. The replacement plan replaces frontline apparatus, moving them to reserve status. Last year, the department was able to replace a large quint apparatus, but unable to fund the other engine apparatus requested. Our reserve fleet is dangerously low of viable apparatus because the replacement plan has not been fully funded through the years. So, there is desperate need to fund this Capital offer so that the department does not fall further behind. With the funding requested, it is possible to purchase and replace the last of the department's 1998 engine apparatus and two water tenders (also referred to as tankers), one of which is a 1974 Ford, and the other a 1979 GMC.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
CFD Apparatus Replacement Plan	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	7,000,000

Firing Range

Funding for study and relocation of the existing Moccasin Bend firing range.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Firing Range	150,000	2,000,000	2,000,000	0	0	4,150,000

Hazardous Materials Monitoring and Detection Equipment Replacement

This project provides capital funding to replace obsolete hazardous materials monitoring equipment. Many of the hazards that firefighters and citizens face are not necessarily detectable with our eyes or noses. The fire department uses a wide range of hazardous materials monitoring and detection equipment. These tools have been exactly what was needed to keep first responders and the public safe from the hazards that were present, but undetectable by human senses. In addition, one of these monitors is specifically designed to detect potential hazardous environments for large attended events, such as Riverbend, IronMan, and Head of the Hooch.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; \$2,500.00

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Hazardous Materials Monitoring and Detection Equipment Replacement	150,000	135,000	0	0	0	285,000

Hydraulic Equipment Replacement ("Jaws of Life")

This project provides capital funding to replace hydraulic extrication equipment, often referred to as the "jaws of life" on each of the city's five squad units. Squads are engine-pumper apparatus strategically located all over the city. These units have additional equipment to perform rescue, extrication, and hazardous materials response. Some of the tools that are in service are no longer capable of receiving maintenance from the manufacturer because of the age. Parts are no longer available for other pieces of equipment that have become obsolete. This project is critical for the safety of our citizens.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000; \$2,500.00

Project Name	Proposed FY19	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	CIP Total
Hydraulic Equipment Replacement ("Jaws of Life")	605,000	0	0	0	0	605,000

In-Car Cameras

This is a continuation of a previously approved offer to add and/or replace older in-car cameras for Chattanooga Police vehicles. A portion of this project will be used to upgrade the entire fleet to maintain technological continuity between the Body Worn Cameras and In-Car Cameras. Additionally, funding this project in its entirety will significantly reduce the amount of city managed data servers used to maintain our current In-Car Camera solution.

Impact on Operations: Adds to operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
In-Car Cameras	138,000	0	0	0	0	138,000

Interview Rooms

This project will allow for a comprehensive overhaul of both hardware and software related to law enforcement interview rooms used by Chattanooga Police Officers. This offer would bring the five current interview rooms at the Police Service Center, Service Center Annex, City Hall Annex (for Internal Affairs) up-to-date, and add 1 interview room for Investigators at the Family Justice Center. We have had significant issues with the functionality of our current equipment, and have missed several videotaped interviews of violent subjects. Investigators currently have to use a handheld audio recorder in order to ensure the interview is actually recorded successfully. Additionally, this offer includes video enhancement software to assist investigators in reviewing 3rd party video evidence during criminal investigations. The company we are contracted to purchase this from will update our hardware every three years, or sooner if a new model comes available, without additional costs. The storage for this comes with this package for no additional costs.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Interview Rooms	150,000	0	0	0	0	150,000

Police Laptops

This is a continuation of a previously approved capital offer, which replaces outdated in-car laptops with laptops that are current with today's technology. This project has never fallen under R&R as the use and definition of R&R changes frequently. The current balance will be spent as our current FY continues forward.

Impact on Operations: Adds to operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Police Laptops	300,000	300,000	300,000	300,000	0	1,200,000

Pre-Arrest Diversion Building Modifications

Safety and Building Modifications for New Pre-Arrest Diversion Program entryway to allow officers to quickly hand-off pre-arrest diversion clients and proceed to their next call. Building renovations to the entry way and security areas will enable officers to quickly hand-off pre-arrest diversion clients to staff. Additionally, in order to make the area more "user friendly" and welcoming, additional seating

FY 2019-2023 Capital Improvement Plan

and green space will be added near the new entry. The goal is to welcome all seeking treatment regardless of the manner in which they arrived and utilize the "no wrong door" approach in treatment of the mentally ill.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Pre-Arrest Diversion Building Modifications	208,600	0	0	0	0	208,600

Recovery Housing Project Implementation

Planning/Design/Engineer fees to renovate existing Units for Justice involved individuals with severe mental illness and/or co-occurring substance use disorders. Planning and architectural fees to begin the renovation of apartment units into permanent housing for the justice involved individuals with the history of homelessness and severe mental illness and/or co-occurring substance use of disorders.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Recovery Housing Project Implementation	50,000	0	0	0	0	50,000

RTIC – Public Safety Cameras

The Real Time Intelligence Center (R.T.I.C.) will be a force multiplier in our ongoing effort to reduce violent crime within our communities. RTIC Investigators will use the most technologically advanced equipment to actively support Intelligence Led Policing strategies by forging real time data with active intelligence. The addition of both mobile and pole mounted surveillance cameras will increase RTIC Investigator's ability to monitor current or perpetual acts of violence to provide real time information to field officer and criminal investigators. The RTIC per year breakdown is as follows: FY18 6 Vehicle-Borne Camera Units & 3 Trailer Camera Units. FY19 1 Vehicle-Borne Camera Unit / 3 Trailer Camera Units / 5 Pole Mounted Camera Units. FY20 1 Vehicle-Borne Camera Unit / 2 Trailer Camera Units / 5 Pole Mounted Camera Units. FY21 1 Vehicle-Borne Camera Unit / 10 Pole Mounted Camera Units. FY22 1 Vehicle-Borne Camera Unit / 10 Pole Mounted Camera Units.

Impact on Operations: Adds to operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
RTIC – Public Safety Cameras	213,225	156,725	83,600	83,600	0	537,150

Station 15 Replacement

The Chattanooga Fire Department (CFD) is requesting Capital funds to replace Station 15 that serves the Eastdale and Brainerd communities. Constructed in 1966, the structure has had multiple problems with drainage, asbestos features, multiple leaks in the roof, cracks in the concrete, infrastructure deterioration, air conditioning issues (which has produced mold and mildew), and other issues creating the potential for safety and health issues. Due to many of these problems, the fire crew stationed here was required to move to and respond from another fire hall for a few months last year. Enough repairs were made to move the fire crew back in, but a new station will be needed soon. This is the next community fire station in the CFD's Station Replacement Plan.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Station 15 Replacement	150,000	300,000	1,000,000	0	0	1,450,000

Safer Streets

Proposed Future Year Projects

- Civil Unrest Equipment
- CPD Crime Scene Van Replacement
- CPD Internal Affairs Security Enhancements
- Crime Scene Facility at Police Service Center I00
- Police Service Center Roof Replacement

Enterprise Fund Projects

Enterprise projects are funded through user fees rather than general fund revenues.

Interceptor Sewer System

Consent Decree Projects

Citico Force Main Replacement

This project involves the replacement of the force main from the Citico Pump Station.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Citico Force Main Replacement	5,000,000	0	0	0	0	5,000,000

Wet Weather Sewer Storage - Phase 3

This project is a major component of the ISS plan to reduce system overflows and stay within compliance of the EPA mandated Chattanooga Consent Decree Program. This project will construct wet weather storage strategically throughout the system and store peak wet weather flows, prevent sanitary sewer overflows, and meet the future capacity requirements as set forth in the Consent Decree. The project will also increase reliability throughout the sanitary sewer system in the event of power or mechanical failures. This project will provide the City with the system capacity necessary to approve future developments and promote growth throughout the City and surrounding areas.

Impact on Operations: Adds to operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Wet Weather Sewer Storage - Phase 3	20,000,000	0	0	0	0	20,000,000

Wet Weather Sewer Storage - Phase 4

This project is a major component of the ISS plan to reduce system overflows and stay within compliance of the EPA mandated Chattanooga Consent Decree Program. This project will construct wet weather storage strategically throughout the system and store peak wet weather flows, prevent sanitary sewer overflows, and meet the future capacity requirements as set forth in the Consent Decree. The project will also increase reliability throughout the sanitary sewer system in the event of power or mechanical failures. This project will provide the City with the system capacity necessary to approve future developments and promote growth throughout the City and surrounding areas.

Impact on Operations: Adds to operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Wet Weather Sewer Storage - Phase 4	20,000,000	0	0	0	0	20,000,000

Other Projects

Contingency – Plans and Studies

Contingency money allocated for plans and studies that have not yet been identified.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Contingency – Plans and Studies	200,000	200,000	200,000	200,000	200,000	1,000,000

Implementation of CD Green Infrastructure Projects in the CSS

Project involves the implementation of the CD green infrastructure projects in the CSS.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Implementation of CD Green Infrastructure Projects in the CSS	500,000	500,000	500,000	500,000	500,000	2,500,000

Implementation of Vulnerability Recommendations

This project involves implementing the recommendations from the completed EPA mandated security vulnerability assessment of the MBWWTP.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Implementation of Vulnerability Recommendations	500,000	500,000	500,000	500,000	0	2,000,000

Laboratory Equipment

Project for purchase of sewer maintenance equipment.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Laboratory Equipment	100,000	0	0	0	0	100,000

Long Term Control Plan Upgrades

This project will result in an Additional Operational Plan for the Chattanooga Creek CSO Outfalls (Central Avenue CSO and William Street CSO). This plan will augment Chattanooga's current CSO control measures with additional long term controls that will ensure that discharges from these CSO's comply with State water quality standards.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Long Term Control Plan Upgrades	2,262,500	2,737,500	0	0	0	5,000,000

MBWWTP UNOX Piping Replacement

Project to replace the discharge piping from the EQ basins to UNOX. The project will increase reliability of the MBWWTP.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
MBWWTP UNOX Piping Replacement	4,000,000	0	0	0	0	4,000,000

MBWWTP Warehouse Improvements

This project involves warehouse improvements.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
MBWWTP Warehouse Improvements	500,000	0	0	1,500,000	0	2,000,000

MBWWTP Renewable Solar

The purpose of this project is to establish a photovoltaic (PV) solar array combined with battery storage technology at the Moccasin Bend Wastewater Treatment Plant (MBWWTP) in order to work towards the renewable energy goals of the 2009 Climate Action Plan and 2012 Executive Order while reducing operational costs at the plant. In coordination with EPB, demand-side load management technologies will be employed to more closely match real-time operational energy demand with the solar generation and battery storage of energy. Based on preliminary design from MBWWTP's consultant, Jacobs Engineering, and modeling from EPB, the plant has the capacity to generate over 30% of its average consumption through these technologies.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
MBWWTP Renewable Solar	2,250,000	2,250,000	0	0	0	4,500,000

Pretreatment Boat Replacement

Project for procurement of a boat for use in pre-treatment.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Pretreatment Boat Replacement	100,000	0	0	0	0	100,000

Program Management For Consent Decree Implementation

This project is the annual renewal of the scope and fee of program management services for the implementation of the EPA CD program.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Program Management For Consent Decree Implementation	2,100,000	1,800,000	1,800,000	1,800,000	1,800,000	9,300,000

Pump Station Improvements (FY19)

Contingency money allocated for pump station upgrade projects that have not been identified yet.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Pump Station Improvements (FY19)	3,700,000	0	2,000,000	2,000,000	1,500,000	9,200,000

Sewer Maintenance Equipment

Project for purchase of sewer maintenance equipment.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Sewer Maintenance Equipment	450,000	0	0	0	0	450,000

Sewer Settlement Repair

Project for materials procurement and repair of road settlement at sewer point repair locations

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Sewer Settlement Repair	500,000	0	0	0	0	500,000

Solar Pump Stations

The City is a co-applicant with EPB on the U.S. Department of Energy's Funding Opportunity Announcement (DE-FOA-0001840) for deployment of Advanced Solar Systems Integration Technologies. The City's share of the 20% match required by the FOA guidelines is \$500K. If awarded, the City will receive FY 2019-2023 Capital Improvement Plan

\$1.95M to construct photovoltaic (PV) solar arrays at a small number of critical wastewater support facilities (pump stations, combined sewer overflow stations, etc.). These assets will be paired with demand-side load technologies and battery storage from EPB to match demand load with solar generation and battery storage for increased service continuity (resilience) in times of unexpected power interruption and to reduce operational costs.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Solar Pump Stations	1,950,000	0	0	0	0	1,950,000

South Chick 2 and 3 Interceptor Rehab

This project involves the rehabilitation of sanitary sewer pipe and manholes located in the South Chick Creek Sewer Basin. This project will improve the reliability and structural integrity of the existing pipe and will remove unwanted inflow and infiltration from the system. Trenchless technology methods are being analyzed to reduce construction and permitting costs.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
South Chick 2 and 3 Interceptor Rehab	15,000,000	0	0	0	0	15,000,000

VAAP Pump Station Upgrade

This project involves making improvements to the VAAP Pump Station that include the replacement and upgrade of the pumps, piping, valves and instrumentation at the current facility. The upgrades will allow the station to increase its capacity, performance and reliability and to help to reduce sanitary sewer overflows in the area.

Impact on Operations: Adds to operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
VAAP Pump Station Upgrade	4,650,000	0	0	0	0	4,650,000

Interceptor Sewer System

Proposed Future Year Projects

- Contingency - MBWWTP Improvements
- MBWWTP Oxygen Plant Replacement
- Focused SSES and Rehab - Phase II
- Friars Branch Interceptor Improvements - Phase 2
- Hixson Pump Station No. 1 Storage
- South Chickamauga Creek Storage
- Central Avenue Interceptor Sewer
- Long Term Control Plan Upgrades
- Lupton City Sewer Rehabilitation
- MBWWTP SSO Reduction/Elimination Study
- MBWWTP Wet Weather Treatment Feasibility Study
- Pump Station Generator 1
- Pump Station Generator 2
- Pump Station Generator 3
- South Chickamauga Creek 3 Rehabilitation
- West Tiftonia Sewer Connector Rehabilitation
- Wet Weather Sewer Storage Phase 5- Brown Acres

Solid Waste

Landfill Equipment Maintenance

Allows for the maintenance of existing equipment to ensure efficient operations.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Landfill Equipment Maintenance	500,000	500,000	500,000	500,000	500,000	2,500,000

New Solid Waste & Recycling Facility

Additional funds for construction of new facility.

Impact on Operations: Adds to operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
New Solid Waste and Recycle Facility	500,000	0	0	0	0	500,000

Water Quality

Avondale YFD GI Project

Green infrastructure components of City project

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Avondale YFD GI Project	800,000	0	0	0	0	800,000

Central Avenue Ext Separation Project

Combination Sewer Separation Project. Project will provide a dedicated stormwater outlet to the Erlanger, Warner Park, and Engle Stadium watersheds which historically have experienced Sanitary/Stormwater flooding issues. Project will be in conjunction with Moccasin Bend project to install Dedicated Sanitary Infrastructure.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Central Avenue Ext Separation Project	325,000	1,300,000	0	0	0	1,625,000

Dartmouth/Five Points Watershed SIP - Phase I

Phase I of a five phase Stormwater Infrastructure Replacement Project. Rapid development in past years has caused increased runoff potential in the area and taxed an undersized, aging system.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Dartmouth/Five Points Watershed SIP - Phase I	350,000	0	0	0	0	350,000

East Lake WQ Restoration Project

WQP in coordination with Parks Division intends to implement a water quality improvement project that will reduce adverse stormwater runoff impacts, improve water quality to receiving streams and provide an inviting, safe public park for the community.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
East Lake WQ Restoration Project	400,000	0	0	0	0	400,000

GI Prioritization Tool

This will provide additional tools to enhance the deployment of GI on City projects throughout the city.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
GI Prioritization Tool	50,000	50,000	0	0	0	100,000

Green Alley Program

The purpose of this request is to redevelop existing alleys by means of improved water quality and placemaking.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Green Alley Program	150,000	150,000	150,000	150,000	150,000	750,000

Green Infrastructure SOV Bank

The City seeks to continue contracting with consultants to implement numerous innovative green infrastructure (GI) projects to mitigate existing stormwater impacts to Chattanooga watersheds, streams, and rivers. The objectives of these practices are to showcase GI advantages, build momentum, and advance their use, while simultaneously improving water quality and degraded watersheds.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Green Infrastructure SOV Bank	250,000	0	250,000	0	250,000	750,000

Heavy Equipment

Equipment replacement for continued service on water quality projects.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Heavy Equipment	700,000	0	670,000	0	0	1,370,000

Lynnbrook WPA Ditch Improvements

Project partnership with TDOT for required mitigation.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Lynnbrook WPA Ditch Improvements	200,000	0	0	0	0	0

On-Call Landscape Design

Given RMG regulations for landscape, WQ projects are required to have vegetation designs from a licensed L.A.

Impact on Operations: One-time appropriation - no impact

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
On-Call Landscape Design	100,000	100,000	0	100,000	0	300,000

Patten Parkway Separation Project (K80147)

Increase detention volume and trunk lines.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Patten Parkway Separation Project	1,000,000	950,000	0	1,000,000	0	2,950,000

Riverfront Parkway/MLK CSS Project Phase II

Phase II of a four phase Sanitary/Stormwater Separation Project. Project will extend from the Phase I installed system at Fulton St, along Riverfront Pkwy through the intersection with MLK Blvd, and up MLK to Boynton Dr.

Impact on Operations: Reduces operating, Ongoing, \$50,001-\$100,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Riverfront Parkway/MLK CSS Project Phase II	250,000	0	0	0	0	250,000

Stream Buffer Conservation

This program will reduce nutrients and other pollutants in subsurface flow caused by sediment, pesticides and other materials from entering streams.

Impact on Operations: Reduces operating, Ongoing, \$0-\$50,000

Project Name	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021	Proposed FY 2022	Proposed FY 2023	CIP Total
Stream Buffer Conservation	50,000	100,000	100,000	0	200,000	450,000

Water Quality

Proposed Future Year Projects

- Arden Ave Drainage Improvements
- Automated Flood warning system
- Brainerd & South Howell
- Central Avenue Ext Separation Project (Central Ave/MLK)
- Central Avenue Ext Separation Project (Lincoln Park System-Phase II)
- Citico Creek Restoration (Upper Citico Creek Culvert Improvements Project)
- Elder Mountain Road
- Floodplain Modeling
- Glass Street Area / Taylor St, Dodson Ave, Crutchfield St
- Granada Dr. System Relocation (Collapsed upstream WPA connection)
- Latta St (Upper Citico Creek Culvert Improvements Project)
- Monitoring Lab/Storage
- Operations Building / Fleet Maintenance and Storage
- Patten Parkway Separation Project (Remaining Basin System Installation)
- Pump Station Repairs
- Regional Detention Buffer/Easement
- Riverfront Parkway/MLK CSS Separation Project Phase III
- Riverfront Parkway/MLK CSS Separation Project Phase IV
- Riverside Dr (Upper Citico Creek Culvert Improvements Project)
- Stream Restoration/Various Sites
- Stuart St (Upper Citico Creek Culvert Improvements Project)
- USACE/FEMA Floodplain Culvert Replacement Projects
- Wisdom St (Upper Citico Creek Culvert Improvements Project)
- WPA - N. Market St, Branch /Renaissance



ORDINANCE NO. 13335

First Reading: June 26, 2018

Second Reading: July 3, 2018

AN ORDINANCE APPROPRIATING, AUTHORIZING OR ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS BUDGET FOR THE FISCAL YEAR 2018-2019.

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

SECTION 1. That there be and is hereby appropriated, authorized, or allocated the hereinafter set funds from the sources specified for the public purposes indicated of the Capital Improvements Plan for the Fiscal Year Ending June 30, 2019:

GENERAL GOVERNMENTAL FUNDS

FROM	General Obligation Bonds	\$ 7,365,647	
	General Fund (1100)	2,124,852	
	General Fund Reserves	11,532,000	
	Fleet Management Fund (6504)	5,000,000	
	Hotel Motel Tax Fund (2070)	6,800,000	
	Economic Development Fund (1111)	10,247,800	
	State Street Aid (2050)	1,765,148	
	State of Tennessee (Transportation Improvement Program)	7,795,718	
	Transportation Alternative Program (TAP)	800,000	
	Federal -Department of Justice	299,992	
	Hamilton County	250,000	
	Donation - DeFoor	140,000	
	Donations - Erlanger Heroes Run	37,000	
	Donations - Veteran's of Foreign Wars - Cleveland	17,000	
	Community Development Block Grant	200,000	
	Donations - Airport Authority	100,000	
	Donations - Fallen Five	196,000	
	Donations - RiverCity/Miller Park	6,300,000	
TO	General Government & Supported Agencies	\$ 5,479,375	
	Department of Police	1,251,217	
	Department of Fire	1,980,000	
	Department of Public Works	18,400,000	
	Department of Economic & Community Development	9,782,000	
	Department of Transportation	21,528,565	
	Department of Youth & Family	2,550,000	
		<u>\$ 60,971,157</u>	<u>\$ 60,971,157</u>

PROPRIETARY CAPITAL FUNDS

FROM:	State Revolving Loan Fund (ISS)	49,000,000	
	Interceptor Sewer System Operations (Fund 6010)	20,600,000	
	Interceptor Sewer System Reserves (Fund 6010)	12,700,000	
	DOE (Office of Energy, Efficiency, & Renewable Energy) Grant	1,462,500	
	Solid Waste Fund Operations (6020)	1,000,000	
	Water Quality Fund Operations (Fund 6030)	4,248,765	
	Water Quality Fund Reserves (Fund 6030)	376,235	
TO:	Interceptor Sewer Fund		83,762,500
	Solid Waste Fund		1,000,000
	Water Quality Fund		4,625,000
	TOTAL PROPRIETARY FUNDS	\$ 89,387,500	\$ 89,387,500
	TOTAL CAPITAL BUDGET	<u>\$ 150,358,657</u>	<u>\$ 150,358,657</u>

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

PASSED on Second and Final Reading: July 3, 2018

 CHAIRPERSON

APPROVED DISAPPROVED

DATE: July 3 2018

 MAYOR

DM/SW



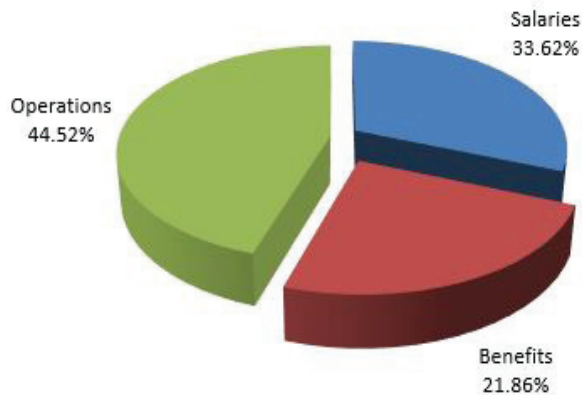
Human Resources

Chattanooga's number one priority is to provide the most effective and efficient services to the citizens. Our human resource program is designed to provide one with challenging and rewarding opportunities and a chance to build a career and future.

The City's compensation package includes: salaries, major medical health insurance, life insurance, social security, retirement plans, deferred compensation plans, worker's compensation (on the job injuries), leave, unused leave pay, leave buyback and unemployment benefits.

Salaries. Salaried and hourly employees are paid on a weekly or biweekly basis, dependent upon position. Employee salaries and fringe benefits represent 57.4% of the total FY 2019 operating budget.

FY19 Operating Budget



All non-exempt employees under the Fair Labor Standards Act are paid overtime for hours in excess of their standard work period. Certain paid holidays and paid leave are included as time worked for the purpose of determining overtime eligibility. Employees may elect, within limits, to accrue premium compensatory time in lieu of overtime. Employees, with some exceptions, are paid on a biweekly basis regardless of their standard work period. Some employees are paid on a weekly

payroll, which has been closed to new employees. Employees are paid a full pay period behind. The only time leave is counted as time worked is in the week of a holiday.

Health Insurance. Chattanooga offers a group health insurance plan to all full-time employees. As of 7/1/2012, employees are eligible for coverage beginning the first day of the month following 31 days of active employment with the option to choose from 2 network plans, Network P or Network S. Currently, the City of Chattanooga contracts with BlueCross BlueShield of Tennessee (BCBST) for employee health coverage. The City offers a \$15 per month discount for being tobacco free. Rates shown are before the discount. As of 7/1/18, the monthly premium for Network P by City employees with an individual policy is \$112.16 per month, employee + child(ren) \$207 per month, employee + spouse \$241.08 per month and family \$342.64 per month. The monthly contribution by City employees for the High Deductible Health Plan with an individual policy is \$30.00 per month, employee + child(ren) \$40.00 per month, employee + spouse \$50.00 per month and family \$60.00 per month. The City also contributes a monthly amount into the employee's health savings account.

Network S is a regional BCBST network with hospitals and providers throughout the entire state of Tennessee and in surrounding areas. Premiums for Network S are discounted. As of 7/1/18, the monthly contribution for Network S by employees with an individual policy is \$91.92 per month, employee + child(ren) \$169.68 per month, employee + spouse \$197.64 per month and family \$280.92 per month. The average monthly contribution by City employees for the Network P High Deductible Health Plan with an individual policy is \$41.84 per month, employee + child(ren) \$83.72 per month, employee + spouse \$94.72 per month and family \$139.40 per month. The City also contributes a monthly amount into the employee's health savings account. The Network S High Deductible Health Plan average monthly contributions by City employees are as follows: individual \$33.56, employee + child(ren) \$67.20, employee + spouse \$76.04, and family \$111.84.

As an elective, City employees have the option of selecting a vision plan. The monthly contribution for vision by City employees with an individual policy is \$5.52 per month, employee + child(ren) \$11.32 per month, employee + spouse \$10.80 per month and family \$16.08 per month.

The City also offers an elective dental plan with options of either a preferred PPO plan or an HMO plan. The monthly contribution for the PPO dental plan by City employees with an individual policy is \$23.20 per month, employee + child(ren) \$43.64 per month, employee + spouse \$53.40 per month, and family \$73.96 per month. The monthly contribution for the HMO dental plan by City employees with an individual policy is \$11.96 per month, employee + child(ren) \$19.36 per month, employee + spouse \$19.36 per month, and family \$29.48 per month.

City employees, retirees and their dependents who are covered under the City's health plan are eligible to utilize health providers and services at the City's on-site WellAdvantage clinic. Primary health clinic visits are offered free with no co-pays and selected prescription drugs are available for clinic participants through the City's on-site WellAdvantage Pharmacy. Utilization of the City's on-site clinics and pharmacy (which opened in 2008) has resulted in a reduction of the costs that the City pays for its pharmacy claims. Job injury claims have reduced as well as services have been brought "in-house." All employees are encouraged to participate in the City's WellAdvantage Wellness Program which consists of the on-site clinic and pharmacy, a fitness center and an employee wellness incentive program. In February 2013, a new Wellness Center that combined our clinics, fitness center and pharmacy opened.

In FY 2019, the employee's Major Medical Health and Hospitalization group plan estimated revenue cost as \$46,992,077. Appropriations for this time period is \$46,992,077.

Other Post Employment Benefits. On July 6, 2010, Ordinance 12411 was passed changing the eligibility for health insurance and other benefits at retirement. Employees eligible for lifetime post-retirement medical benefits as of July 1, 2010, and firefighters or police officers hired on or before March 21, 1986, shall continue to be eligible for those benefits. Employees not eligible for lifetime post-retirement medical benefits as of July 1, 2010, shall be eligible for post-retirement medical benefits until they reach eligibility for Medicare. The spouses of such retirees may continue to receive medical benefits until they become eligible for Medicare. Dependent children may remain covered as long as they

remain eligible under the insurance plan then in effect.

Life and Accidental Death and Dismemberment Insurance. The City's group life and AD&D insurance policy, administered through UNUM provides a death benefit of 100% of the employee's annual salary up to a maximum of \$50,000. The cost of this life insurance benefit is \$0.14 per \$1,000 of salary. Employees eligible for this benefit are full time employees who have been employed with the City for six months.

Social Security (FICA). All City employees are enrolled under the Social Security Act, except for sworn Fire & Police personnel. The City contributes the employer's share of 7.65% (6.20% Social Security and 1.45% Medicare) of earnings up to a maximum salary of \$117,000. Additionally, the Federal Insurance Program requires that an additional 1.45% be paid on all earnings. **Deferred Compensation.** The City offers a voluntary Deferred Compensation Plan for its employees to supplement the City-provided retirement plan. The City does not contribute to this plan. The four companies administering this benefit are Mass Mutual, ING, ICMA (International City/County Management Association) and Nationwide Retirement Solutions.

Long Term Disability Insurance (LTD). The City's LTD policy, administered through The Hartford, is offered in conjunction with the City's General Pension Plan. The City pays one half of the monthly premium at a rate of \$.24 per \$100 of covered salary. This benefit is offered to employees who have worked full time for six months.

Personal Leave. Personal leave is a combination of annual, sick and holiday leave into one paid leave system. Employees cannot accrue personal leave while receiving payments under the injured on duty program.

The City observes nine (9) paid holidays throughout its fiscal year. Holidays included are as followed:

New Year's Day
Martin Luther King's Birthday
Good Friday
Memorial Day
Independence Day
Labor Day
Thanksgiving Day
Day After Thanksgiving
Christmas Day

The City Council may also designate other special holidays.

The accrual period is on a bi-weekly basis. The accrual rate was changed adding 5 additional personal leave days.

Employees shall earn Personal Leave at the following rates:

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	11.08	12.31	13.54
Hours accrued Annually	288	320	352
Days accrued Annually	36	40	44

The following accrual schedule applies to employees in the Fire Department who are engaged in fire protection and emergency response activities (based on working a twenty-four hour shift):

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	14.77	17.54	19.85
Hours accrued Annually	384	456	516
Days accrued Annually	32	38	43

Personal leave shall be earned by sworn fire fighting personnel who are not regularly scheduled to work a twenty-four hour shift and by sworn police personnel at the following rate:

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	11.08	12.62	13.85
Hours accrued Annually	288	328	360
Days accrued Annually	36	41	45

Personal Leave shall be earned before it is taken. New employees shall earn Personal Leave after working one complete two week accrual period. Employees completing ten or seventeen years of employment shall earn Personal Leave at the new rate after working one full two week accrual period after his/her anniversary date. The maximum number of Personal Leave days that can be carried over from one accrual year to the next is 100. Every employee shall be eligible to carry over at the end of February (12 months beginning March 1st) no more than ten

days (100 maximum) of personal leave in addition to his/her personal leave days carried over from the previous accumulation year. Any leave that is required to be taken, but not used, shall be deducted at the end of the respective leave year in which such leave was required to be taken.

Special Leaves with pay include: Reservists leave of absence, Court attendance, meetings to attend professional and technical institutions, or conferences, that are job-related and may contribute to the effectiveness of the employee's services, and educational leave less than 14 days (if longer than fourteen days must be approved by the City Council).

Unused Leave Pay. Upon retirement, unused personal leave shall be paid in cash, at the daily rate of pay of the employee, not to exceed the maximum allowed.

Upon retirement because of disability, the employee is required to use their personal leave balance prior to beginning disability benefits.

Upon separation for reasons other than retirement, unused personal leave is paid, in cash, at the employee's daily rate of pay, not to exceed the maximum allowed.

Leave Buyback. Upon application by an employee, the City of Chattanooga may purchase back from its employees personal leave which they have accrued, but only under the following circumstances and conditions which must be agreed to by each employee seeking to sell the leave:

- No more than sixty (60) days of leave will be purchased from any employee during his/her lifetime;
- The City will pay to the employee seventy percent (70%) of the employees daily salary for each day of leave sold back to the City by the employee;
- The employee agrees in writing that the cap on the amount of days that employee is entitled to accumulate over his/her career will be reduced on a day-for-day basis for the number of days the City is purchasing;
- The city will not purchase any days which would lower the employees total accumulated leave below thirty (30) days;

- The practice of buying back leave will be subject to the availability of funds to do so at the time of the request, the determination of which availability will be at the sole discretion of the city administration; and
- Funds realized by employees from the sale of leave will be excluded from pension-eligible earnings.

Personnel Changes

The Fiscal Year 2019 changes are as follows:

General Government

In fiscal year 2019, General Government Department has 111 positions which is no overall change. This consists of fifteen (15) in the City Attorney's Office, eight (8) in Judges, thirteen (13) in Council, six (6) in Internal Audit, twelve (12) in the City's 311 Call Center, forty-six (46) in Information Technology and eleven (11) in Purchasing. There are currently eleven (11) frozen positions.

Department of Finance & Administration

In fiscal year 2019, the Department of Finance & Administration has an increase of two (2) overall positions. This consist of an addition of one (1) Revenue Specialist and one (1) Performance Management Analyst. Finance is made up of the following divisions: Finance, City Treasurer, Municipal Billing & Collection Office and City Court Clerk's Office. There are five (5) frozen positions within Finance & Administration.

Department of Police

In fiscal year 2019, the Police consists of four-hundred-ninety-eight (498) sworn positions and one-hundred-fifteen (115) non sworn positions with nine (9) positions in Family Justice and two (2) in Automated Traffic Control. Three (3) Re-Entry Program Navigators and one (1) Early Business Navigator was added. Currently there are no frozen positons within Police. General Fund total for Police is six-hundred and twenty-four (624) positions.

Department of Fire

In the fiscal year 2019, the Fire Department overall increased fourteen (14) firefighter positions due to the ending of the SAFER grant . There are eighteen (19) frozen positions within this department. There are four-hundred fifty-nine (459) positions in Fire's General Fund while total fund position is four-hundred and sixty-seven (467), eight (8) of which belong to the Tennessee Valley Regional Communications.

Department of Public Works

In fiscal year 2019, Public Works gained three positions. These are one (1) Crew Supervisor 3, one (1) Crew Worker 1 and one (1) Equipment Operator 5. There are currently twenty-eight (28) frozen positions with a total of two-hundred-fifty-two (252) general fund positions.

The Water Quality Fund has one-hundred-forty-nine (149) positions, a change of six (6) from previous year's one-hundred-forty-three (143) positions, which are funded primarily by Water Quality Fees. This fund has no frozen positions.

State Street Aid which is in Public Works Special Fund, gained one position increasing to sixty-nine (69) positions. Of the sixty-nine (69) authorized, eighteen (18) are frozen.

The Solid Waste Fund consists of fifteen (15) positions, which are funded primarily by City and Landfill Tipping Fees. The total number of positions decreased five (5) positions. The fund has no frozen positions.

In 2019, the Interceptor Sewer consist of one-hundred-eighty-one (181) positions, which is an increase of five (5). These new positions include Assistant Director for Operations, Assistant Director for Engineering, Assistant Director for Maintenance and Assistant Director for Administration.

The Development Resource Center, which shares space with Hamilton County has five (5) total employees.

Other positions moved to Public Works include the Muncipal Garage sixty-one (61) positions along with the Golf Courses twenty (20).

Department of Human Resources

In fiscal year 2019, the Department of Human Resources total General Fund positions remained the same at twenty-one (21).

The Health & Wellness Fund, an internal service fund, it consists of two (2) positions. In fiscal year 2019, the number of authorized positions did not change.

Department of Economic & Community Development

In fiscal year 2019, total Economic & Community

Development positions totaled ninety-five (95) in General Fund. Several positions have been swapped as the department continues to reorganize and repurpose existing positions. New positions were added including one (1) Homeless Veteran Outreach Specialist, one (1) Administrative Support Assistant 1, one (1) Neighborhood Relations Specialist and one (1) Code Enforcement Inspector 2. In total, ECD has four (4) frozen positions.

Executive Branch

In fiscal year 2019, The total number of Executive Branch positions increased by one (1). The change was the addition of a Multicultural Affairs Coordinator.

Department of Youth and Family Development

In fiscal year 2019, Youth and Family Development (YFD) Recreation Division has a total of one-hundred-ten (110) Positions which increased by the addition of a Parent/Family Community Engagement Coordinator.

Social Services Division of Youth & Family

In fiscal year 2019, Social Services has as a total of two-hundred-ninety-three (293) positions.

Department of Transportation

In fiscal year 2019, Transportation restructured its positions while adding one (1) Finance Manager. Transportation has four (4) frozen positions for this current year. Transportation now consists of the following divisions: Complete Streets, Transportation Administration, Smart Cities and Traffic Operations with a total of sixty-one (61) positions.



City of Chattanooga Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
General Government & Agencies				11	111	111	111	111	0	0	111	111
City Attorney's Office												
0000026	Legal Assistant		13	3	4	4	4	0	1	4	4	
0000028	Staff Attorney 2		27	1	1	1	1	0	0	1	1	
0000150	City Attorney		34	1	1	1	1	0	0	1	1	
0001029	Claims/ Risk Analyst		16	0	1	1	1	0	1	1	1	
0002142	Compliance Officer		17	1	1	1	1	0	0	1	1	
0002963	Receptionist (Part-time)	1	NP	1	1	1	1	0	0	1	1	
0004037	Administrative Support Spec		10	1	0	0	0	0	-1	0	0	
0004130	Claims Investigator		18	1	0	0	0	0	-1	0	0	
0004131	Deputy City Attorney		32	1	1	1	1	0	0	1	1	
0004213	Public Records Manager		15	1	1	1	1	0	0	1	1	
0030020	Staff Attorney		25	4	4	4	4	0	0	4	4	
		1		15	15	15	15	0	0	15	15	
City Court Judicial I												
0000152	City Court Officer		NP	2	2	2	2	0	0	2	2	
0000153	Judicial Assistant		NP	1	1	1	1	0	0	1	1	
0020010	City Judge		NP	1	1	1	1	0	0	1	1	
		0		4	4	4	4	0	0	4	4	
City Court Judicial II												
0000152	City Court Officer		NP	2	2	2	2	0	0	2	2	
0000153	Judicial Assistant		NP	1	1	1	1	0	0	1	1	
0020010	City Judge		NP	1	1	1	1	0	0	1	1	
		0		4	4	4	4	0	0	4	4	
City Council												
0000039	Legislative & Management Analyst	1	25	1	1	1	1	0	0	1	1	
0000159	Clerk to Council		20	1	1	1	1	0	0	1	1	
0020100	Council Chairperson		NP	1	1	1	1	0	0	1	1	
0020200	Council Vice Chairperson		NP	1	1	1	1	0	0	1	1	
0020300	Council Member		NP	7	7	7	7	0	0	7	7	
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1	
0004201	Council Support Spec		15	1	1	1	1	0	0	1	1	
		1		13	13	13	13	0	0	13	13	
Internal Audit												
0000084	Internal Auditor		19	1	0	0	0	0	-1	0	0	
0002117	Senior Auditor		21	3	4	4	4	0	1	4	4	
0002118	City Auditor		29	1	1	1	1	0	0	1	1	
0004037	Administrative Support Specialist		10	1	1	1	1	0	0	1	1	
		0		6	6	6	6	0	0	6	6	
311 Call Center												
0002106	Customer Service Rep 2		8	1	1	0	0	0	-1	0	0	
0002107	Customer Service Rep 1		7	9	10	10	10	0	1	10	10	
0002108	Customer Service Supervisor		15	1	1	1	1	0	0	1	1	
0002110	Customer Service Manager		17	0	0	1	1	0	1	1	1	
		0		11	12	12	12	0	1	12	12	
Information Technology												
0000019	Telecommunications Analyst		14	1	1	0	0	0	-1	0	0	
0000023	Assistant Director IT Project Management		30	1	1	1	1	0	0	1	1	
0000024	Assistant Director IT Operations		30	1	1	1	1	0	0	1	1	
0000089	IT Project Manager		26	1	1	1	3	2	2	3	3	
0000107	Chief Information Officer		33	1	1	1	1	0	0	1	1	
0000108	Manager ApplicationsDevelopment		28	1	1	1	1	0	0	1	1	
0000109	Dep Chief Information Officer		29	1	1	1	1	0	0	1	1	
0000110	Network Analyst	2	22	3	3	3	3	0	0	3	3	
0000111	Assistant Director IT Security		30	1	1	1	0	-1	-1	0	0	
0000113	Manager IT Support Services		28	1	1	1	1	0	0	1	1	
0000114	Network Engineer		20	1	1	0	0	0	-1	0	0	
0000115	Systems & Database Spec 2	1	23	2	2	2	2	0	0	2	2	
0000116	Systems & Database Spec 1	1	22	2	2	3	3	0	1	3	3	
0000117	Manager Network		27	1	0	0	0	0	-1	0	0	
0000119	Programmer 2		20	4	4	4	4	0	0	4	4	
0000120	IT Support Services Supervisor		21	1	1	1	1	0	0	1	1	
0000127	Programmer 1		18	4	4	4	4	0	0	4	4	
0000147	Telecommunications Supervisor		21	1	1	1	1	0	0	1	1	
0001007	IT Tech Trainer		18	0	1	1	1	0	1	1	1	
0001009	UX Designer		20	0	1	1	1	0	1	1	1	
0004004	IT Business Project Analyst	1	25	3	3	3	3	0	0	3	3	
0004008	Webmaster		20	1	1	1	1	0	0	1	1	
0004009	IT Specialist		19	3	2	3	3	0	0	3	3	
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	
0004015	IT Technician	3	15	6	5	6	5	-1	-1	5	5	
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	
0004037	Administrative Supp Spec		10	1	1	1	1	0	0	1	1	

City of Chattanooga
Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
0004046	Database Administrator	1	25	1	1	1	1	0	0	1	1	
0004062	Manager IT Operations		26	0	1	1	1	0	1	1	1	
0004168	Fire Systems & Database Specialist		22	1	1	0	0	0	-1	0	0	
0004177	Electronic Content Mgt. (ECM) Specialist		22	1	0	0	0	0	-1	0	0	
		9		47	46	46	46	0	-1	46	46	
Purchasing												
0000046	Supplier Engagement Coordinator		16	1	1	1	1	0	0	1	1	
0000250	Director Purchasing		23	1	1	1	1	0	0	1	1	
0000252	Buyer		16	5	5	5	3	-2	-2	3	3	
0000997	Grant Specialist		15	1	1	1	1	0	0	1	1	
0000267	Deputy Director Purchasing		21	0	1	1	1	0	1	1	1	
0000269	Deputy Purchasing Agent		21	1	0	0	0	0	-1	0	0	
0004037	Administrative Support Specialist		10	1	1	1	1	0	0	1	1	
0004167	Procurement Analyst		17	1	1	1	1	0	0	1	1	
NEW	Buyer 2		NR	0	0	0	2	2	2	2	2	
		0		11	11	11	11	0	0	11	11	
General Services (All Funds)		0		153	151	0	0	0	-153	0	0	
General Services - General Fund		0		36	35	0	0	0	-36	0	0	
Administration												
0000020	Director General Services		30	1	1	0	0	0	-1	0	0	
0000021	Asst. Director Gen Svcs		NR	1	1	0	0	0	-1	0	0	
0000022	Special Project Coordinator		NR	1	1	0	0	0	-1	0	0	
0000187	General Svcs Technology Spec		22	1	1	0	0	0	-1	0	0	
0004011	Fiscal Analyst		17	2	2	0	0	0	-2	0	0	
0004047	Adm Support Assistant 2		7	1	1	0	0	0	-1	0	0	
0004057	Adm Support Assistant 1		4	1	1	0	0	0	-1	0	0	
0004163	Real Property Coordinator		18	1	1	0	0	0	-1	0	0	
0004220	Manager Facilities Operations		22	1	1	0	0	0	-1	0	0	
0004220	Director of Sustainability		NP	0	0	0	0	0	0	0	0	
		0		10	10	0	0	0	-10	0	0	
Office of Sustainability												
0004134	Director of Sustainability		NP	1	1	0	0	0	-1	0	0	
		0		1	1	0	0	0	-1	0	0	
Mail Room												
0004057	Administrative Support Assistant 1		4	1	1	0	0	0	-1	0	0	
		0		1	1	0	0	0	-1	0	0	
Building Maintenance												
0000198	Security Guard		4	1	1	0	0	0	-1	0	0	
0004010	General Supervisor		18	2	2	0	0	0	-2	0	0	
0004029	Bldg Maintenance Mechanic 2		12	1	3	0	0	0	-1	0	0	
0004040	Bldg Maintenance Mechanic 1		9	10	9	0	0	0	-10	0	0	
0004045	Crew Supervisor 1		8	2	2	0	0	0	-2	0	0	
0004057	Administrative Support Assistant 1		4	0	0	0	0	0	0	0	0	
0004059	Crew Worker 1		2	7	6	0	0	0	-7	0	0	
0004097	Pool Technician		12	1	0	0	0	0	-1	0	0	
		0		24	23	0	0	0	-24	0	0	
Memorial Auditorium*												
0000405	Technical Coordinator		12	0	0	0	0	0	0	0	0	
		0		0	0	0	0	0	0	0	0	

City of Chattanooga

Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
Tivoli Theatre*												
0000405	Technical Coordinator		12	0	0	0	0	0	0	0	0	0
	*Formerly a division of Education, Arts, & Culture	0		0	0	0	0	0	0	0	0	0
Civic Facilities Administration*												
0000400	Director Civic Facilities		22	0	0	0	0	0	0	0	0	0
0000401	Business Mgr Civic Facilities		20	0	0	0	0	0	0	0	0	0
0000406	Facilities Marketing Coordinator		15	0	0	0	0	0	0	0	0	0
0000956	Box Office Cashiers P/T		N/A	0	0	0	0	0	0	0	0	0
0000958	Phone Sales Clerks P/T		N/A	0	0	0	0	0	0	0	0	0
0004047	Adm Support Assistant 2		7	0	0	0	0	0	0	0	0	0
	*Formerly a division of Education, Arts, & Culture	0		0	0	0	0	0	0	0	0	0
Development Resource Center												
0004057	Adm Support Assistant 1		4	1	1	0	0	0	-1	0	0	0
0004059	Crew Worker 1		2	4	4	0	0	0	-4	0	0	0
		0		5	5	0	0	0	-5	0	0	0
TN Valley Regional Communication												
0000199	Mgr Electronics Communications		25	1	1	0	0	0	-1	0	0	0
0000213	Electronics Com Technician 2		16	2	2	0	0	0	-2	0	0	0
0004019	Electronics Com Technician 1		14	3	3	0	0	0	-3	0	0	0
0004047	Administrative Support Asst 2		7	0	1	0	0	0	0	0	0	0
0004057	Administrative Support Asst 1		4	1	0	0	0	0	-1	0	0	0
0004116	Electronics Shop Supv		18	1	1	0	0	0	-1	0	0	0
		0		8	8	0	0	0	-8	0	0	0
Municipal Garage - Amnicola												
0000204	Fleet Maintenance Shift Supv		16	2	1	0	0	0	-2	0	0	0
0000205	Manager Fleet		23	1	1	0	0	0	-1	0	0	0
0000206	Equipment Mechanic 3		13	2	4	0	0	0	-2	0	0	0
0000208	Equipment Mechanic 1		10	3	3	0	0	0	-3	0	0	0
0000209	Data Analyst		12	1	1	0	0	0	-1	0	0	0
0000218	Fleet Maintenance Shop Supv		18	3	3	0	0	0	-3	0	0	0
0000224	Equipment Mechanic 2		12	11	11	0	0	0	-11	0	0	0
0001301	Inventory Clerk		5	1	1	0	0	0	-1	0	0	0
0004028	Inventory Coordinator		13	1	1	0	0	0	-1	0	0	0
0004047	Administrative Support Asst 2		7	0	1	0	0	0	0	0	0	0
0004051	Inventory Technician		7	3	2	0	0	0	-3	0	0	0
0004059	Crew Worker 1		2	2	2	0	0	0	-2	0	0	0
		0		30	31	0	0	0	-30	0	0	0
Municipal Garage - 12th Street												
0000204	Fleet Maintenance Shift Supv		16	2	2	0	0	0	-2	0	0	0
0000206	Equipment Mechanic 3		13	7	7	0	0	0	-7	0	0	0
0000208	Equipment Mechanic 1		10	5	6	0	0	0	-5	0	0	0
0000218	Fleet Maintenance Shop Supv		18	1	0	0	0	0	-1	0	0	0
0000224	Equipment Mechanic 2		12	6	6	0	0	0	-6	0	0	0
0004028	Inventory Coordinator		13	1	1	0	0	0	-1	0	0	0
0004037	Administrative Support Spec		10	1	1	0	0	0	-1	0	0	0
0004051	Inventory Technician		8	2	1	0	0	0	-2	0	0	0
0004053	Vehicle Servicer		7	1	0	0	0	0	-1	0	0	0
0004057	Adm Support Assistant 1		4	1	1	0	0	0	-1	0	0	0
0004058	Crew Worker 2		4	1	1	0	0	0	-1	0	0	0
0004059	Crew Worker 1		2	1	2	0	0	0	-1	0	0	0
0004100	Equipment Operator 4		10	1	1	0	0	0	-1	0	0	0
		0		30	29	0	0	0	-30	0	0	0
Municipal Gas Station												
0004100	Equipment Operator 4		10	0	0	0	0	0	0	0	0	0
		0		0	0	0	0	0	0	0	0	0
Municipal Golf Course*												
0000224	Equipment Mechanic II		NP	2	2	0	0	0	-2	0	0	0
0000317	Golf Course Superintendent		NP	2	2	0	0	0	-2	0	0	0
0000319	Assistant Superintendent		NP	2	2	0	0	0	-2	0	0	0
0000321	Concession Attendant		NP	4	4	0	0	0	-4	0	0	0
0000326	Golf Course Ranger		NP	3	3	0	0	0	-3	0	0	0
0000330	Proshop Clerk		NP	2	2	0	0	0	-2	0	0	0
0000399	Golf Manager		NP	2	2	0	0	0	-2	0	0	0
0000414	Golf Course Director		NP	1	1	0	0	0	-1	0	0	0
0000415	Assistant Golf Manager		NP	1	1	0	0	0	-1	0	0	0
0000925	Proshop Attendant (Part time)		NP	1	1	0	0	0	-1	0	0	0
0000926	Laborer (Part time)		NP	8	8	0	0	0	-8	0	0	0
0000927	Food Clerk (Part time)		NP	5	5	0	0	0	-5	0	0	0
0001512	Equipment Operator, Sr		NP	2	2	0	0	0	-2	0	0	0
0001521	Crew Worker		NP	8	8	0	0	0	-8	0	0	0
0004146	Administrative Assistant			1	1	0	0	0	-1	0	0	0

City of Chattanooga

Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected		
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021
	*Previously reported under Parks & Recr	0		44	44	0	0	0	-44	0	0
Department of Finance & Administration		5		69	69	71	73	2	4	73	73
Finance											
0000036	Strategic Capital Planner		23	1	1	1	0	-1	-1	0	0
0000051	Director Open Data & Perf Management		26	1	1	1	1	0	0	1	1
0000075	Administrator & City Finance Officer		35	1	1	1	1	0	0	1	1
0000076	Deputy Administrator Finance		29	1	1	1	1	0	0	1	1
0000077	Budget Officer		27	1	1	1	1	0	0	1	1
0000079	Manager, Financial Operations		27	1	1	1	1	0	0	1	1
0000081	Accounts Payable Supervisor		17	1	1	1	1	0	0	1	1
0000082	Accounting Manager		24	1	1	1	1	0	0	1	1
0000083	Payroll Supervisor		19	1	1	1	1	0	0	1	1
0000085	Management & Budget Analyst 1	1	17	4	4	4	4	0	0	4	4
0000086	Management & Budget Analyst 2		21	1	1	1	1	0	0	1	1
0000087	Accountant 1		17	3	3	4	4	0	1	4	4
0000088	Management & Budget Analyst 3		23	1	1	1	1	0	0	1	1
0000090	Accountant 2		21	1	1	1	1	0	0	1	1
0000091	Accountant 3		23	1	1	1	1	0	0	1	1
0000099	Payroll Assistant		9	1	1	1	1	0	0	1	1
0000102	Payroll Technician		11	1	1	1	1	0	0	1	1
0000103	Payroll Technician 2		12	1	1	1	1	0	0	1	1
0000995	Grants Analyst		17	1	1	0	0	0	-1	0	0
0001402	Accounting Technician 1		8	3	4	4	4	0	1	4	4
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004035	Accounting Technician 2		10	2	2	2	2	0	0	2	2
0004047	Adm Support Assistant 2		7	3	2	2	2	0	-1	2	2
0004143	Business Systems Analyst		24	1	1	1	1	0	0	1	1
0004210	Deputy Chief Operating Officer		NP	1	1	1	1	0	0	1	1
0004281	Strategic Capital Planning Manager		26	0	0	0	1	1	1	1	1
0004282	Capital Projects Coordinator		16	0	0	1	1	0	1	1	1
NEW	Open Data & Performance Mgmt. Analyst		NR	0	0	0	1	1	1	1	1
		1		35	35	36	37	1	2	37	37
City Treasurer											
0000131	Assistant Treasurer		22	1	1	1	1	0	0	1	1
0000132	Tax Supervisor		16	1	1	0	0	0	-1	0	0
0000132	Revenue Supervisor		16	0	0	1	1	0	1	1	1
0000133	City Treasurer		25	1	1	1	1	0	0	1	1
0000136	Tax Specialist 2		10	1	1	0	0	0	-1	0	0
0000905	Property Tax Clerk II		\$9.63hr	1	1	0	0	0	-1	0	0
0000906	Property Tax Clerk III		\$10.50hr	1	1	3	4	1	3	4	4
0001006	Tax Specialist		7	7	7	0	0	0	-7	0	0
0004241	Revenue Specialist 1		7	0	0	2	0	-2	0	0	0
0004242	Revenue Specialist 2		10	0	0	5	7	2	7	7	7
0004243	Utility Billing Analyst		13	0	0	1	1	0	1	1	1
		0		13	13	14	15	1	2	15	15
Municipal Billing & Collection Office											
0000132	Tax Manager		20	1	1	1	1	0	0	1	1
0001006	Tax Specialist		7	1	1	1	0	-1	-1	0	0
0004011	Municipal Billing Analyst		17	1	1	0	1	1	0	1	1
0004243	Utility Billing Analyst		13	0	0	1	1	0	1	1	1
		0		3	3	3	3	0	0	3	3
City Court Clerk's Office											
0000055	City Court Clerk		24	1	1	1	1	0	0	1	1
0000059	Deputy City Court Clerk		17	1	1	1	1	0	0	1	1
0001101	Court Operations Assistant	3	5	10	10	10	10	0	0	10	10
0004021	Administrative Support Spec		10	1	1	1	1	0	0	1	1
0004044	Court Operations Technician 2	1	8	2	2	2	2	0	0	2	2
0004054	Court Operations Technician 1		6	3	3	3	3	0	0	3	3
		4		18	18	18	18	0	0	18	18
Department of Police (All Funds)		0		601	605	620	624	4	23	624	624
Police General Fund		0		597	601	618	622	4	25	622	622
SWORN											
0000796	Assistant Police Chief		P9	3	3	3	4	1	1	4	4
0000805	Police Chief		34	1	1	1	1	0	0	1	1
0000806	Police Chief of Staff		30	1	1	1	1	0	0	1	1
0000809	Police Captain		P8	7	7	7	6	-1	-1	6	6
0000812	Police Lieutenant		P7	17	17	19	19	0	2	19	19
0000813	Police Sergeant		P6	87	87	85	85	0	-2	85	85
0000818	Police Officer		P2	366	278	292	292	0	-74	292	292
0004060	Master Police Officer		P5	0	88	90	90	0	90	90	90
		0		482	482	498	498	0	16	498	498

City of Chattanooga

Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
NON - SWORN												
0000061	Police Info Center Technician 1		5	23	23	21	21	0	0	-2	21	21
0000062	Police Info Center Technician 2		10	5	5	5	5	0	0	5	5	5
0000168	Public Relations Coordinator 2		18	0	0	0	1	1	1	1	1	1
0000556	Pawn Technician		6	0	0	2	2	0	2	2	2	2
0000828	Crime Scene Technician		9	0	0	3	3	0	3	3	3	3
0000829	Photographic Lab Technician		9	1	1	2	2	0	1	2	2	2
0000834	School Patrol Officer Supv		9	1	1	1	1	0	0	1	1	1
0000840	Police Property Technician		7	8	8	9	9	0	1	9	9	9
0000841	Police Property Supervisor		14	0	0	1	1	0	1	1	1	1
0000970	Police Service Technician 2		6	9	8	0	0	0	-9	0	0	0
0000975	School Lieutenant Patrol		\$21.84hr	2	2	2	2	0	0	2	2	2
0000976	School Patrol Officer		\$15.08hr	30	30	30	30	0	0	30	30	30
0001010	Police Information Center Manager		17	1	1	1	1	0	0	1	1	1
0001301	Inventory Clerk		5	0	0	1	1	0	1	1	1	1
0001402	Accounting Technician 1		8	0	0	1	0	-1	0	0	0	0
0002205	Terminal Agency Coordinator		11	1	1	1	1	0	0	1	1	1
0003003	Crime Analyst		15	4	7	4	4	0	0	4	4	4
0003004	Crime Analyst Supervisor		17	0	0	1	1	0	1	1	1	1
0004010	General Supervisor		18	1	1	1	0	-1	-1	0	0	0
0004011	Fiscal Analyst		17	1	1	1	0	-1	-1	0	0	0
0004014	Occupational Safety Specialist		17	0	1	1	1	0	1	1	1	1
0004017	Public Relations Coordinator 1		15	1	1	0	0	0	-1	0	0	0
0004017	Communication Coordinator 1		15	0	0	1	0	-1	0	0	0	0
0004020	Electronics Surveillance Techn		14	1	1	1	1	0	0	1	1	1
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	1
0004035	Accounting Technician 2		10	1	1	0	1	1	0	1	1	1
0004037	Administrative Support Specialist		10	1	1	3	3	0	2	3	3	3
0004040	Bldg Maintenance Mechanic 1		9	2	2	2	2	0	0	2	2	2
0004042	Fiscal Technician		9	1	1	1	1	0	0	1	1	1
0004047	Adm Support Assistant 2		7	11	11	9	10	1	-1	10	10	10
0004050	Fingerprint Technician		7	0	0	1	1	0	1	1	1	1
0004052	Personnel Assistant		8	2	2	2	2	0	0	2	2	2
0004057	Adm Support Assistant 1		4	1	1	4	3	-1	2	3	3	3
0004214	Special Assistant City Attorney		NP	1	1	1	1	0	0	1	1	1
0004267	Finance Manager		25	0	0	0	1	1	1	1	1	1
0004271	Police Fleet & Facilities Manager		19	0	0	0	1	1	1	1	1	1
NEW	Victim Services Chaplain Coordinator		NR	0	0	0	1	1	1	1	1	1
		0		110	113	114	115	1	5	115	115	115
Family Justice												
000000	Court Advocate		NR	1	0	0	0	0	-1	0	0	0
0000027	FJC Executive Director		NP	0	1	1	1	0	1	1	1	1
0000134	Navigator		11	1	2	2	2	0	1	2	2	2
0000135	Clinical Coordinator/internship Facilitator		21	1	1	1	1	0	0	1	1	1
0001103	Community Outreach/Volunteer Coord		14	1	1	1	1	0	0	1	1	1
0004037	Administrative Support Specialist		10	0	1	1	1	0	1	1	1	1
0004047	Administrative Support Assistant 2		7	1	0	0	0	0	-1	0	0	0
NEW	Re-Entry Navigator		NR	0	0	0	3	3	3	3	3	3
		0		5	6	6	9	3	4	9	9	9
Automated Traffic Control												
Sworn												
0004060	Master Police Officer		P5	4	4	2	2	0	-2	2	2	2
		0		4	4	2	2	0	-2	2	2	2
Department of Fire												
Fire General Fund												
		0		445	445	453	467	14	22	467	467	467
				445	445	445	459	14	14	459	459	459
SWORN												
0000042	Staff Firefighter Engineer		F1F	1	0	0	2	2	1	2	2	2
0000060	Firefighter Engineer		F1F	47	47	47	47	0	0	47	47	47
0000865	Fire Chief		34	1	1	1	1	0	0	1	1	1
0000866	Deputy Fire Chief		F7C	1	1	1	1	0	0	1	1	1
0000867	Fire Marshall		F6C	1	1	1	1	0	0	1	1	1
0000869	Fire Battalion Chief		F5A	9	9	9	9	0	0	9	9	9
0000873	Fire Lieutenant	3	F3A	84	81	81	81	0	-3	81	81	81
0000874	Firefighter	6	F1A	118	118	118	132	14	14	132	132	132
0000892	Firefighter Senior	3	F2A	61	64	64	64	0	3	64	64	64
0004001	Assistant Fire Chief		F6C	3	3	3	3	0	0	3	3	3
0004003	Fire Captain	3	F4A	81	81	81	81	0	0	81	81	81
0004111	Staff Captain	1	F4C	11	9	9	12	3	1	12	12	12
0004112	Staff Lieutenant	2	F3C	6	10	10	5	-5	-1	5	5	5
0004113	Staff Firefighter Senior	1	F2C	3	2	2	1	-1	-2	1	1	1

City of Chattanooga

Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
0004115	Executive Deputy Fire Chief		29	1	1	1	1	0	0	1	1	
0004211	Deputy Fire Marshall		F5C	1	1	1	1	0	0	1	1	
NEW	Safety Battalion Chief		NR	0	0	0	1	1	1	1	1	
		19		429	429	429	443	14	14	443	443	
NON - SWORN												
0000168	Public Relations Coordinator 2		18	1	1	1	1	0	0	1	1	
0000891	Fire Equipment Specialist		11	3	3	3	3	0	0	3	3	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	
0004021	Executive Assistant		14	1	1	1	0	-1	-1	0	0	
0004029	Bldg Maintenance Mechanic 2		12	1	1	1	1	0	0	1	1	
0004037	Administration Support Specialist		10	1	1	1	2	1	1	2	2	
0004040	Bldg Maintenance Mechanic 1		9	3	3	3	3	0	0	3	3	
0004047	Adm Support Assistant 2		7	3	3	3	2	-1	-1	2	2	
0004051	Inventory Technician		8	1	1	1	1	0	0	1	1	
0004291	Administrative Services Coordinator		19	0	0	0	1	1	1	1	1	
		0		16	16	16	16	0	0	16	16	
TN Valley Regional Communication												
0000199	Manager Electronics Communications		25	0	0	1	1	0	1	1	1	
0000213	Electronics Com Technician 2		16	0	0	3	3	0	3	3	3	
0004019	Electronics Com Technician 1		14	0	0	2	2	0	2	2	2	
0004047	Administrative Support Asst 2		7	0	0	1	1	0	1	1	1	
0004057	Administrative Support Asst 1		4	0	0	0	0	0	0	0	0	
0004116	Electronics Shop Supv		18	0	0	1	1	0	1	1	1	
		0		0	0	8	8	0	8	8	8	
Department of Public Works (All Funds)		46		614	631	745	752	7	138	752	752	
Public Works General Fund		28		212	213	254	252	-2	40	252	252	
Administration												
0000450	Administrator		34	1	1	1	1	0	0	1	1	
0000451	Deputy Administrator		31	1	1	1	1	0	0	1	1	
0001926	Digital Specialist PWD		15	0	0	1	1	0	1	1	1	
0004000	Administrative Services Manager		23	0	1	1	1	0	1	1	1	
0004011	Fiscal Analyst		17	1	1	3	2	-1	1	2	2	
0004017	Public Relations Coordinator 1		15	0	1	0	0	0	0	0	0	
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1	
0004047	Administrative Support Assistant 2		7	2	2	2	2	0	0	2	2	
0004255	Quality Assurance Manager		20	0	0	1	1	0	1	1	1	
0004267	Finance Manager		25	0	0	0	1	1	1	1	1	
		0		7	9	12	12	0	5	12	12	
City Wide Services												
0000209	Data Analyst		12	0	0	0	1	1	1	1	1	
0000474	Director, City Wide Services		27	1	1	1	1	0	0	1	1	
0000479	Accident Investigator		10	1	1	1	1	0	0	1	1	
0001301	Inventory Clerk		5	1	1	1	1	0	0	1	1	
0001530	Crew Scheduler		8	1	1	0	0	0	-1	0	0	
0004014	Occupation Safety Specialist		17	1	1	1	1	0	0	1	1	
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1	
0004035	Accounting Technician 2		10	0	0	0	1	1	1	1	1	
0004037	Administrative Support Specialist		10	2	3	4	3	-1	1	3	3	
0004047	Administrative Support Assistant 2		7	1	1	1	0	-1	-1	0	0	
0004051	Inventory Technician		8	1	1	1	1	0	0	1	1	
0004057	Administrative Support Asst 1		4	2	2	2	2	0	0	2	2	
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1	
0004065	Asst Director Operations		25	0	0	0	0	0	0	0	0	
0004065	Deputy Director		26	1	1	1	1	0	0	1	1	
0004068	Administrative Manager		22	1	1	1	1	0	0	1	1	
		0		15	16	16	16	0	1	16	16	
Municipal Forestry												
0000311	Municipal Forester		23	1	1	1	1	0	0	1	1	
0000312	Forestry Supervisor		18	1	1	1	1	0	0	1	1	
0000333	Tree Trimmer		9	3	3	1	0	-1	-3	0	0	
0004038	Crew Supervisor 2		12	3	3	3	3	0	0	3	3	
0004100	Equipment Operator 4		10	3	3	5	6	1	3	6	6	
		0		11	11	11	11	0	0	11	11	
Central Business District												
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004059	Crew Worker 1	1	2	5	5	5	5	0	0	5	5	
0004102	Equipment Operator 3		8	1	1	1	1	0	0	1	1	
		1		7	7	7	7	0	0	7	7	
Solid Waste Refuse Collection Center												
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	

City of Chattanooga

Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
Emergency												
0004038	Crew Supervisor 2		12	0	0	0	0	0	0	0	0	0
0004058	Crew Worker 2		4	0	1	1	1	0	1	1	1	1
0004059	Crew Worker 1		2	0	0	0	0	0	0	0	0	0
0004100	Equipment Operator 4		10	7	7	7	7	0	0	7	7	7
0004102	Equipment Operator 3	1	8	1	1	1	1	0	0	1	1	1
0004105	Equipment Operator 1		5	2	1	1	1	0	-1	1	1	1
		1		10	10	10	10	0	0	10	10	10
Engineering												
0000505	City Engineer		31	1	1	1	1	0	0	1	1	1
0000512	Assistant City Engineer		28	1	1	1	1	0	0	1	1	1
0000513	Civil Engineer		19	1	1	1	2	1	1	2	2	2
0000516	Engineering Coordinator		21	3	3	3	3	0	0	3	3	3
0000524	Manager IT		24	1	1	0	0	0	-1	0	0	0
0000582	Engineering Technician		13	1	1	1	1	0	0	1	1	1
0000965	Engineering Co-op	1	\$12.33hr	1	1	1	1	0	0	1	1	1
0004057	Administrative Support Asst 1	1	4	1	1	1	1	0	0	1	1	1
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1	1
0004075	GIS Analyst		18	2	2	0	0	0	-2	0	0	0
0004135	Construction Inspector 2		15	1	1	1	1	0	0	1	1	1
0004150	Senior Engineer		25	2	2	2	2	0	0	2	2	2
0004253	Accounts Coordinator		17	0	0	1	1	0	1	1	1	1
NEW	Eng. Procurement & Contracts Assistant		NR	1	1	0	0	0	-1	0	0	0
		2		17	17	14	15	1	-2	15	15	15
Street Cleaning Crews												
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	1
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	1
0004045	Crew Supervisor 1		8	4	4	4	4	0	0	4	4	4
0004058	Crew Worker 2	2	4	4	4	4	4	0	0	4	4	4
0004059	Crew Worker 1	2	2	8	3	3	3	0	-5	3	3	3
		4		18	13	13	13	0	-5	13	13	13
Street Sweeping												
0004100	Equipment Operator 4		10	6	6	6	6	0	0	6	6	6
		0		6	6	6	6	0	0	6	6	6
Mowing Tractors/Leaf Collection												
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	1
0004100	Equipment Operator 4	2	10	8	8	8	8	0	0	8	8	8
		2		9	9	9	9	0	0	9	9	9
Brush & Trash												
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	1
0004059	Crew Worker 1		2	1	1	0	0	0	-1	0	0	0
0004100	Equipment Operator 4	1	10	11	11	11	10	-1	-1	10	10	10
0004126	Crew Supervisor 3 CDL	0	14	0	0	0	1	1	1	1	1	1
		1		13	13	12	12	0	-1	12	12	12
Trash Flash												
0004100	Equipment Operator 4		10	4	4	4	4	0	0	4	4	4
		0		4	4	4	4	0	0	4	4	4
Recycle Pick-up												
0000031	Recycling Coordinator		16	1	1	1	1	0	0	1	1	1
0004019	General Supervisor		18	0	0	1	1	0	1	1	1	1
0004030	Crew Supervisor 3 CDL		14	1	1	1	1	0	0	1	1	1
0004059	Crew Worker 1	1	2	3	3	2	2	0	-1	2	2	2
0004124	Equipment Operator 5		12	3	3	3	3	0	0	3	3	3
		1		8	8	8	8	0	0	8	8	8
Garbage Collection												
0000532	Manager Sanitation		22	1	1	1	1	0	0	1	1	1
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	1
0004030	Crew Supervisor 3 CDL		14	1	2	1	1	0	0	1	1	1
0004058	Crew Worker 2		4	0	0	1	1	0	1	1	1	1
0004059	Crew Worker 1		2	2	2	3	3	0	1	3	3	3
0004102	Equipment Operator 3	1	8	3	3	3	1	-2	-2	1	1	1
0004124	Equipment Operator 5		12	14	16	15	18	3	4	18	18	18
		1		22	25	25	26	1	4	26	26	26
Container Management												
0004030	Crew Supervisor 3 CDL		14	0	1	1	1	0	1	1	1	1
0004058	Crew Worker 2		4	1	1	2	2	0	1	2	2	2
		0		1	2	3	3	0	2	3	3	3
Carousel Operations												
0000968	Carousel Assistant P/T	1	\$7.78	2	2	2	2	0	0	2	2	2
	*Formally a division of Parks & Recreation	1		2	2	2	2	0	0	2	2	2
Parks Maintenance Admin*												
0000123	Parks Outreach Coordinator		15	1	1	1	1	0	0	1	1	1
0002934	Director Parks		25	1	1	1	1	0	0	1	1	1
0004010	General Supervisor		18	0	1	0	0	0	0	0	0	0

City of Chattanooga Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected		
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021
0004014	Occupational Safety Specialist		17	1	0	0	0	0	-1	0	0
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1
	*Formally a division of Parks & Recreation	0		5	5	4	4	0	-1	4	4
Parks Maint - Landscape*											
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004038	Crew Supervisor 2		12	2	3	5	5	0	3	5	5
0004045	Crew Supervisor 1		8	3	2	2	2	0	-1	2	2
0004058	Crew Worker 2		4	1	1	4	5	1	4	5	5
0004059	Crew Worker 1	1	2	2	2	2	1	-1	-1	1	1
0004105	Equipment Operator 1		5	2	1	0	0	0	-2	0	0
	*Formally a division of Parks & Recreation	1		11	10	14	14	0	3	14	14
Landscape Mechanic											
000208	Equipment Mechanic 1		10	1	1	1	1	0	0	1	1
		0		1	1	1	1	0	0	1	1
Landscape Miller Park											
0004058	Crew Worker 2		4	1	0	0	0	0	-1	0	0
		0		1	0	0	0	0	-1	0	0
Playgrounds & Hardscapes											
0004010	General Supervisor		18	0	0	1	1	0	1	1	1
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1
		0		1	1	2	2	0	1	2	2
Parks Maint - City-Wide Security*											
0000850	Ranger	1	4	3	3	2	2	0	-1	2	2
	*Formally a division of Parks & Recreation	1		3	3	2	2	0	-1	2	2
Field Survey											
0000518	Survey Party Chief		14	1	1	1	1	0	0	1	1
0000522	Survey Instrument Technician	1	9	2	2	2	1	-1	-1	1	1
NEW	Survey Party Chief Supervisor		NR	1	1	1	1	0	0	1	1
		1		4	4	4	3	-1	-1	3	3
Parks Maint - Heritage Park											
0004045	Crew Supervisor 1		8	1	1	0	0	0	-1	0	0
		0		1	1	0	0	0	-1	0	0
Parks Maint - Greenway Farm											
0004045	Crew Supervisor 1		8	1	1	0	0	0	-1	0	0
		0		1	1	0	0	0	-1	0	0
Parks Maint - Rivermont Park											
0004045	Crew Supervisor 1	1	8	1	1	1	1	0	0	1	1
		1		1	1	1	1	0	0	1	1
Parks Maint - East Lake											
0004045	Crew Supervisor 1	1	8	1	1	1	1	0	0	1	1
		1		1	1	1	1	0	0	1	1
TN Riverpark - Downtown - North											
0002943	Assistant Director Parks		21	1	1	1	1	0	0	1	1
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004029	Building Maintenance Mechanic 2		12	1	1	1	1	0	0	1	1
0004030	Crew Supervisor 3		14	0	1	2	2	0	2	2	2
0004038	Crew Supervisor 2		12	1	1	0	0	0	-1	0	0
0004040	Building Maintenance Mechanic 1		9	1	1	1	1	0	0	1	1
0004045	Crew Supervisor 1		8	2	2	2	4	2	2	4	4
0004058	Crew Worker 2		4	1	1	2	4	2	3	4	4
0004059	Crew Worker 1	4	2	8	8	6	11	5	3	11	11
0004105	Equipment Operator 1		5	0	0	0	1	1	1	1	1
	*Formally a division of Parks & Recreation	4		16	17	16	26	10	10	26	26
Tennessee Riverpark Downtown - South											
0004030	Crew Supervisor 3		14	0	1	2	0	-2	0	0	0
0004038	Crew Supervisor 2		12	2	1	0	0	0	-2	0	0
0004045	Crew Supervisor 1		8	1	2	2	0	-2	-1	0	0
0004058	Crew Worker 2		4	1	1	2	0	-2	-1	0	0
0004059	Crew Worker 1	2	2	5	4	5	0	-5	-5	0	0
0004105	Equipment Operator 1		5	1	1	1	0	-1	-1	0	0
		2		10	10	12	0	-12	-10	0	0
Mail Room											
0004057	Administrative Support Assistant 1		4	0	0	1	1	0	1	1	1
		0		0	0	1	1	0	1	1	1
Office of Sustainability											
0004134	Director of Sustainability		NR	0	0	1	1	0	1	1	1
		0		0	0	1	1	0	1	1	1
Building Maintenance											
0000198	Security Guard		4	0	0	1	0	-1	0	0	0
0004010	General Supervisor		18	0	0	2	2	0	2	2	2
0004029	Building Maintenance Mechanic 2		12	0	0	4	5	1	5	5	5
0004040	Building Maintenance Mechanic 1	1	9	0	0	8	7	-1	7	7	7

City of Chattanooga Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
0004045	Crew Supervisor 1		8	0	0	1	1	0	1	1	1	
0004049	Crew Worker 3	1	7	0	0	2	2	0	2	2	2	
0004058	Crew Worker 2		4	0	0	2	1	-1	1	1	1	
0004059	Crew Worker 1		2	0	0	3	4	1	4	4	4	
		2		0	0	23	22	-1	22	22	22	
GIS Positions												
0000598	Sewer Project Coordinator		15	0	0	1	1	0	1	1	1	
0004069	GIS Systems & Database Manager		24	0	0	1	1	0	1	1	1	
0004075	GIS Analyst 1		18	0	0	4	3	-1	3	3	3	
0004076	GIS Analyst 2		19	0	0	1	2	1	2	2	2	
0004090	GIS Technician		13	0	0	1	1	0	1	1	1	
0005024	Manager IT		24	0	0	1	1	0	1	1	1	
		0		0	0	9	9	0	9	9	9	
TN River Park Security*												
0000850	Park Ranger		4	3	3	4	4	0	1	4	4	
0000863	Park Ranger Supervisor		9	1	1	0	0	0	-1	0	0	
0004038	Crew Supervisor 2		12	0	0	1	1	0	1	1	1	
0004176	Park Ranger 2		6	1	1	0	0	0	-1	0	0	
	*Formally a division of Parks & Recreation	0		5	5	5	5	0	0	5	5	
Facilities Management												
0000022	Special Project Coordinator	1	NR	0	0	1	0	-1	0	0	0	
0000187	Building Information Specialist		22	0	0	1	1	0	1	1	1	
0000198	Security Guard		4	0	0	0	1	1	1	1	1	
0004037	Administrative Support Specialist		10	0	0	0	1	1	1	1	1	
0004047	Administrative Support Assistant 2		7	0	0	1	0	-1	0	0	0	
0004057	Administrative Support Assistant 1		4	0	0	1	1	0	1	1	1	
0004220	Manager Facilities Operations		22	0	0	1	1	0	1	1	1	
		1		0	0	5	5	0	5	5	5	
Municipal Golf Courses												
0000224	Equipment Mechanic 2		22	0	0	1	2	1	2	2	2	
0000224	Equipment Mechanic 2		16	0	0	1	0	-1	0	0	0	
0000317	Golf Course Superintendent		12	0	0	1	0	-1	0	0	0	
0000317	Golf Course Superintendent		16	0	0	1	2	1	2	2	2	
0000330	Pro Shop Clerk			0	0	1	1	0	1	1	1	
0000399	Golf Manager		15	0	0	1	0	-1	0	0	0	
0000399	Golf Manager		8 or 10	0	0	1	0	-1	0	0	0	
0000414	Golf Course Director		2	0	0	1	0	-1	0	0	0	
0001512	Equipment Operator 3 or 4		12	0	0	2	2	0	2	2	2	
0001521	Crew Worker 1 or 2		16	0	0	4	0	-4	0	0	0	
0001521	Crew Worker 1 or 2		2 or 4	0	0	4	8	4	8	8	8	
0004047	Administrative Support Asst 2		7	0	0	0	1	1	1	1	1	
0004146	Administrative Support Specialist		10	0	0	1	0	-1	0	0	0	
0004260	Manager Golf Courses		22	0	0	0	1	1	1	1	1	
0004261	Golf Operations Coordinator		15	0	0	0	2	2	2	2	2	
0004262	Golf Operations Assistant			0	0	0	1	1	1	1	1	
		0		0	0	19	20	1	20	20	20	
Development Resource Center												
0004029	Building Maintenance Mechanic 2		12	0	0	0	1	1	1	1	1	
0004049	Crew Worker 3		7	0	0	0	1	1	1	1	1	
0004057	Administrative Support Assistant 1		4	0	0	1	1	0	1	1	1	
0004058	Crew Worker 2		4	0	0	0	1	1	1	1	1	
0004059	Crew Worker 1		2	0	0	4	1	-3	1	1	1	
		0		0	0	5	5	0	5	5	5	
Municipal Garage - Amnicola												
0000204	Fleet Maintenance Shift Supervisor		16	0	0	1	1	0	1	1	1	
0000205	Manager Fleet		23	0	0	1	0	-1	0	0	0	
0000206	Equipment Mechanic 3		13	0	0	6	6	0	6	6	6	
0000208	Equipment Mechanic 1		10	0	0	3	3	0	3	3	3	
0000209	Data Analyst		12	0	0	1	1	0	1	1	1	
0000218	Fleet Maintenance Shop Supervisor		18	0	0	3	3	0	3	3	3	
0000224	Equipment Mechanic 2		12	0	0	9	9	0	9	9	9	
0001301	Inventory Clerk		5	0	0	1	0	-1	0	0	0	
0004028	Inventory Coordinator		13	0	0	1	1	0	1	1	1	
0004051	Inventory Technician		8	0	0	3	3	0	3	3	3	
0004059	Crew Worker 1		2	0	0	1	2	1	2	2	2	
0004155	Asset Management Systems Coordinator		13	0	0	0	1	1	1	1	1	
0004249	Director Fleet Management		27	0	0	1	1	0	1	1	1	
0004286	Deputy Director Fleet Management		25	0	0	0	1	1	1	1	1	
		0		0	0	31	32	1	32	32	32	

City of Chattanooga
Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
Municipal Garage - 12th Street Garage												
0000204	Fleet Maintenance Shift Supervisor		16	0	0	2	2	0	2	2	2	
0000206	Equipment Mechanic 3		13	0	0	7	7	0	7	7	7	
0000208	Equipment Mechanic 1		10	0	0	6	6	0	6	6	6	
0000224	Equipment Mechanic 2		12	0	0	6	6	0	6	6	6	
0004028	Inventory Coordinator		13	0	0	1	1	0	1	1	1	
0004037	Administrative Support Specialist		10	0	0	1	1	0	1	1	1	
0004051	Inventory Technician		8	0	0	1	1	0	1	1	1	
0004057	Administrative Support Assistant 1		4	0	0	1	1	0	1	1	1	
0004058	Crew Worker 2		4	0	0	1	1	0	1	1	1	
0004059	Crew Worker 1		2	0	0	2	2	0	2	2	2	
0004100	Equipment Operator 4		10	0	0	1	1	0	1	1	1	
		0		0	0	29	29	0	29	29	29	
Water Quality Management		0		152	152	143	149	6	-3	149	149	
Administration												
0000334	Landscape Inspector		14	0	1	1	1	0	1	1	1	
0000512	Assistant City Engineering		28	1	1	1	1	0	0	1	1	
0000516	Engineering Coordinator		21	0	1	1	1	0	1	1	1	
0000582	Engineering Technician		13	0	1	1	1	0	1	1	1	
0000736	Water Quality Supervisor		19	2	2	2	2	0	0	2	2	
0000738	Water Quality Technician		12	1	3	4	4	0	3	4	4	
0000740	Water Quality Specialist 1		14	8	4	2	2	0	-6	2	2	
0000965	Water Quality Trainee		12.00	4	4	0	4	4	0	4	4	
0001016	Water Quality Specialist 2		18	4	4	5	5	0	1	5	5	
0004037	Administrative Support Specialist		10	0	0	0	1	1	1	1	1	
0004047	Administrative Support Assistant 2		7	1	1	1	0	-1	-1	0	0	
0004069	GIS Systems & Database Manager		24	1	1	0	0	0	-1	0	0	
0004075	GIS Analyst 1		18	2	2	0	0	0	-2	0	0	
0004076	GIS Analyst 2		19	1	1	0	0	0	-1	0	0	
0004090	GIS Technician		13	1	1	0	0	0	-1	0	0	
0004140	Manager Water Quality		25	1	1	1	1	0	0	1	1	
0004237	Landscape Architect 1		15	0	0	1	1	0	1	1	1	
		0		27	28	20	24	4	-3	24	24	
Water Quality Management Operations												
0000521	Construction Inspector 1		14	1	0	0	0	0	-1	0	0	
0000683	Manager Sewer Construction		22	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	2	3	3	3	0	1	3	3	
0004030	Crew Supervisor 3		14	7	7	7	7	0	0	7	7	
0004038	Crew Supervisor 2		12	7	7	7	7	0	0	7	7	
0004045	Crew Supervisor 1		8	4	4	4	4	0	0	4	4	
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1	
0004049	Crew Worker 3		7	9	9	9	9	0	0	9	9	
0004058	Crew Worker 2		4	13	13	13	13	0	0	13	13	
0004059	Crew Worker 1		2	26	26	26	26	0	0	26	26	
0004100	Equipment Operator 4		10	11	11	11	11	0	0	11	11	
0004102	Equipment Operator 3		8	4	4	4	4	0	0	4	4	
0004124	Equipment Operator 5		12	10	10	10	10	0	0	10	10	
		0		96	96	96	96	0	0	96	96	
Water Quality Site Development												
0000552	Applications Analyst		22	0	0	0	1	1	1	1	1	
0000334	Landscape Inspector		14	1	1	1	0	-1	-1	0	0	
0000733	Construction Program Supervisor		21	1	1	1	1	0	0	1	1	
0000742	Soil Engineering Specialist		19	4	4	4	5	1	1	5	5	
0004057	Administrative Support Asst 1		4	1	1	1	1	0	0	1	1	
0004071	Project Engineer		22	1	1	1	2	1	1	2	2	
0004101	Plans Review Specialist 1		9	1	1	1	1	0	0	1	1	
0004182	Landscape Architect 2		18	2	1	1	1	0	-1	1	1	
0004183	Manager Site Development		25	1	1	1	1	0	0	1	1	
0004237	Landscape Architect 1		15	0	1	0	0	0	0	0	0	
		0		12	12	11	13	2	1	13	13	
Water Quality Engineering & Project Management												
0000513	Civil Engineer		19	6	5	4	4	0	-2	4	4	
0000516	Engineering Coordinator		21	3	4	4	4	0	1	4	4	
0000518	Survey Party Chief		NR	1	1	1	1	0	0	1	1	
0000522	Survey Instrument Tech		NR	1	1	1	1	0	0	1	1	
0000582	Engineering Technician		13	1	1	1	1	0	0	1	1	
0000733	Construction Program Supervisor		21	1	1	1	1	0	0	1	1	
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1	
0004071	Project Engineer		22	1	0	1	1	0	0	1	1	
0004150	Senior Engineer		25	1	1	1	1	0	0	1	1	

City of Chattanooga Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected		
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021
	Water Quality Public Relations	0		16	15	15	15	0	-1	15	15
0000600	Public Information Specialist		15	1	1	1	1	0	0	1	1
		0		1	1	1	1	0	0	1	1
State Street Aid Fund		18		69	69	68	69	1	0	69	69
	Street Maintenance										
0000516	Engineering Coordinator	1	21	1	1	1	1	0	0	1	1
0001530	Crew Scheduler		8	1	0	0	0	0	-1	0	0
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004038	Crew Supervisor 2		12	3	3	3	3	0	0	3	3
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1
0004058	Crew Worker 2	4	4	11	11	11	11	0	0	11	11
0004059	Crew Worker 1	5	2	20	20	20	20	0	0	20	20
0004065	Assistant Director City Wide Services Ops		25	0	0	0	0	0	0	0	0
0004100	Equipment Operator 4	1	10	7	8	8	8	0	1	8	8
0004102	Equipment Operator 3		8	7	7	7	7	0	0	7	7
0004104	Equipment Operator 2		6	0	0	0	0	0	0	0	0
0004124	Equipment Operator 5	4	12	10	10	10	10	0	0	10	10
0004126	Crew Supervisor 3 CDL	3	14	4	4	3	4	1	0	4	4
0004142	Manager Street Maintenance		22	1	1	1	1	0	0	1	1
		18		67	67	66	67	1	0	67	67
	SSA Transportation										
0004058	Crew Worker 2		4	2	2	2	2	0	0	2	2
		0		2	2	2	2	0	0	2	2
Solid Waste Fund		0		20	20	20	15	-5	-5	15	15
	Sanitary Fills										
0000663	Manager Landfill		22	1	1	1	1	0	0	1	1
0004010	General Supervisor		18	1	0	0	0	0	-1	0	0
0004047	Administrative Support Assistant 2		NR	0	0	0	0	0	0	0	0
0004058	Crew Worker 2		4	1	2	2	2	0	1	2	2
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1
0004098	Landfill Technician		11	2	2	2	2	0	0	2	2
0004105	Equipment Operator 1		5	1	1	0	0	0	-1	0	0
0004124	Equipment Operator 5		12	5	5	5	5	0	0	5	5
0004126	Crew Supervisor 3 CDL		14	1	1	1	1	0	0	1	1
		0		13	13	12	12	0	-1	12	12
	Wood Recycle										
0000671	Scale Operator		4	0	0	1	0	-1	0	0	0
0004058	Crew Worker 2		4	1	1	1	2	1	1	2	2
0004059	Crew Worker 1		2	1	1	1	0	-1	-1	0	0
0004124	Equipment Operator 5		12	3	3	3	0	-3	-3	0	0
0004126	Crew Supervisor 3 CDL		14	1	1	1	0	-1	-1	0	0
		0		6	6	7	2	-5	-4	2	2
	Recycle										
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1
		0		1	1	1	1	0	0	1	1
Interceptor Sewer System		0		161	177	176	181	5	20	181	181
	Administration										
0000045	Utility Financial Service Manager		23	1	1	1	1	0	0	0	0
0000424	Deputy Director of Waste Water		28	1	1	0	0	0	-1	0	0
0000575	Director Waste Resources		29	1	1	1	0	-1	-1	0	0
0004009	IT Specialist		19	1	1	1	0	-1	-1	0	0
0004011	Fiscal Analyst		17	0	0	0	1	1	1	1	1
0004028	Inventory Coordinator		13	0	0	0	0	0	0	0	0
0004035	Accounting Technician 2		10	1	2	2	0	-2	-1	0	0
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1
0004047	Adm Support Assistant 2		7	1	1	0	0	0	-1	0	0
0004052	Personnel Assistant		8	1	1	1	1	0	0	1	1
0004068	Administrative Manager		22	0	0	0	1	1	1	1	1
0004204	Deputy Director of Wastewater Utility		28	0	0	1	1	0	1	1	1
0004252	Accounts Coordinator		17	0	0	0	1	1	1	1	1
0004293	SCADA Specialist		19	0	0	0	1	1	1	1	1
0004300	Director Wastewater Systems		31	0	0	0	1	1	1	1	1
NEW	Assistant Director for Operations		27	0	0	0	1	1	1	1	1
NEW	Assistant Director for Engineering		27	0	0	0	1	1	1	1	1
NEW	Assistant Director for Maintenance		27	0	0	0	1	1	1	1	1
NEW	Assistant Director for Administration		26	0	0	0	1	1	1	1	1
		0		8	9	8	13	5	5	13	13
	Laboratory										
0000591	Manager Laboratory Services		23	1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
0000594	Chemist		17	1	1	1	1	0	0	1	1	
0004091	Laboratory Technician 2		13	2	2	2	2	0	0	2	2	
0004094	Laboratory Technician 1		12	4	4	4	4	0	0	4	4	
		0		8	8	8	8	0	0	8	8	
Engineering												
0000513	Civil Engineer		19	1	1	0	0	0	-1	0	0	
0000516	Engineering Coordinator		21	0	0	1	1	0	1	1	1	
0000582	Engineering Technician		13	1	1	0	0	0	-1	0	0	
0000590	Waste Resources Plant Engineer		22	1	1	1	1	0	0	1	1	
0000596	Construction Inspector Supv		18	1	1	1	1	0	0	1	1	
0000597	Waste Resources Sys Engineer		25	1	1	1	1	0	0	1	1	
0000598	Sewer Project Coordinator		15	2	2	2	2	0	0	2	2	
0001530	Crew Scheduler		8	1	1	1	1	0	0	1	1	
0004047	Administrative Support Assistant 2		7	0	0	1	1	0	1	1	1	
0004064	Engineering Manager		27	1	1	1	2	1	1	2	2	
0004071	Project Engineer		22	1	1	1	1	0	0	1	1	
		0		10	10	10	11	1	1	11	11	
Plant Maintenance												
0000516	Engineering Coordinator		21	0	1	1	2	1	2	2	2	
0000601	Waste Resource Maintenance Manger		24	1	1	1	1	0	0	1	1	
0000603	Chief Electrical Instmnt Techn		19	1	1	2	2	0	1	2	2	
0000605	Chief Maintenance Mechanic		19	2	2	2	4	2	2	4	4	
0000610	Plant Maintenance Mechanic		11	11	13	0	0	0	-11	0	0	
0000618	Plant Maintenance Lubricator		5	2	2	2	2	0	0	2	2	
0001301	Inventory Clerk		5	3	3	3	2	-1	-1	2	2	
0004010	General Supervisor		18	1	1	2	0	-2	-1	0	0	
0004018	Electrician 2		14	7	0	0	0	0	-7	0	0	
0004027	Electrician 1		13	2	0	0	0	0	-2	0	0	
0004028	Inventory Coordinator		13	1	1	1	2	1	1	2	2	
0004035	Accounting Technician 2		10	0	1	1	1	0	1	1	1	
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004040	Bldg Maintenance Mechanic 1		9	1	1	1	1	0	0	1	1	
0004047	Adm Support Assistant 2		7	2	1	1	1	0	-1	1	1	
0004051	Inventory Technician		8	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	1	3	4	2	-2	1	2	2	
0004067	Industrial Electrician 1		15	0	11	10	11	1	11	11	11	
0004073	Industrial Electrician 2		16	0	0	2	2	0	2	2	2	
0004155	Asset Management Systems Coordinator		13	1	1	1	1	0	0	1	1	
0004170	Plant maintenance Planner		13	1	1	1	1	0	0	1	1	
0004252	Accounts Coordinator		17	0	0	0	1	1	1	1	1	
0004301	Industrial Maintenance Mechanic 1		12	0	0	8	7	-1	7	7	7	
0004302	Industrial Maintenance Mechanic 2		13	0	0	5	4	-1	4	4	4	
NEW	PCL Instrument Technician		NR	2	2	0	0	0	-2	0	0	
NEW	Maintenance Supervisor		NR	0	1	0	0	0	0	0	0	
NEW	Plant Maintenance Mechanic		NR	2	0	0	0	0	-2	0	0	
NEW	Electrical Supervisor		NR	1	1	0	0	0	-1	0	0	
		0		44	50	50	49	-1	5	49	49	
Sewer Maintenance												
0000683	Manager Sewer Construction		22	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004030	Crew Supervisor 3		14	4	1	1	1	0	-3	1	1	
0004049	Crew Worker 3		7	0	0	0	1	1	1	1	1	
0004058	Crew Worker 2		4	2	8	8	7	-1	5	7	7	
0004100	Equipment Operator 4		10	5	5	5	5	0	0	5	5	
0004124	Equipment Operator 5		12	4	4	4	4	0	0	4	4	
0004126	Crew Supervisor 3 CDL		14	1	4	4	4	0	3	4	4	
		0		18	24	24	24	0	6	24	24	
Moc Bend Treatment Plant - Liquid Handling												
0000598	Sewer Project Coordinator		15	1	1	1	1	0	0	1	1	
0000633	Chief Plant Operator		15	4	4	4	4	0	0	4	4	
0000636	Plant Operator 3		13	6	4	4	4	0	-2	4	4	
0000638	Plant Operator 1		9	7	4	4	4	0	-3	4	4	
0004034	Plant Operator 2		11	9	12	9	9	0	0	9	9	
0004057	Adm Support Assistant 1		4	1	1	0	0	0	-1	0	0	
0004058	Crew Worker 2		4	1	1	1	1	0	0	1	1	
0004203	Plant Manager		25	1	1	1	1	0	0	1	1	
0004234	Plant Liquid Operations Supervisor		22	1	1	1	1	0	0	1	1	
0004236	Pump Station Operations Supervisor		21	1	0	0	0	0	-1	0	0	
NEW	Assistant Plant Liquid Operation Supervisor		NR	0	1	0	0	0	0	0	0	
NEW	Plant Operator 2		11	7	0	0	0	0	-7	0	0	
		0		39	30	25	25	0	-14	25	25	
Inflow & Infiltration												
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004030	Crew Supervisor 3		14	1	1	1	1	0	0	1	1	

City of Chattanooga
Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected		
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021
0004058	Crew Worker 2		4	2	3	3	3	0	1	3	3
0004102	Equipment Operator 4		10	5	5	5	5	0	0	5	5
0004126	Crew Supervisor 3 CDL		14	1	1	1	1	0	0	1	1
		0		10	11	11	11	0	1	11	11
Safety & Training											
0004014	Occupational Safety Specialist		17	1	1	0	1	1	0	1	1
0004047	Administrative Support Asst 2		7	0	0	1	1	0	1	1	1
0004058	Crew Worker 2		4	0	0	0	0	0	0	0	0
0004244	Industrial Occupational Safety Supervisor		18	0	0	1	1	0	1	1	1
NEW	Assistant Occupational Safety Specialist		NR	0	1	1	0	-1	0	0	0
		0		1	2	3	3	0	2	3	3
Pretreatment/Monitoring											
0000652	Pretreatment Supervisor		19	1	1	1	1	0	0	1	1
0000653	Pretreatment Inspector 1		12	4	4	4	4	0	0	4	4
0000655	Pretreatment Inspector 2		14	2	2	2	2	0	0	2	2
0004047	Adm Support Assistant 2		7	1	1	1	1	0	0	1	1
		0		8	8	8	8	0	0	8	8
Moc Bend Treatment Plant - Solid Handling											
0000636	Plant Operator 3		13	3	3	3	3	0	0	3	3
0000638	Plant Operator 1		9	4	4	4	4	0	0	4	4
0000671	Scale Operator		4	0	0	1	1	0	1	1	1
0004006	Plant Operations Supervisor		21	0	0	0	0	0	0	0	0
0004034	Plant Operator 2		11	5	5	5	5	0	0	5	5
0004058	Crew Worker 2		4	1	1	0	0	0	-1	0	0
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1
0004235	Plant Solids Operation Supervisor		20	1	1	1	1	0	0	1	1
		0		15	15	15	15	0	0	15	15
Moc Bend Treatment Plant - Pump Stations (New Section)											
0000633	Chief Plant Operator		15	0	0	0	1	1	1	1	1
0000636	Plant Operator 3		13	0	2	2	2	0	2	2	2
0000638	Plant Operator 1		9	0	3	3	2	-1	2	2	2
0004034	Plant Operator 2		11	0	4	8	8	0	8	8	8
0004236	Pump Station Operations Supervisor		21	0	1	1	1	0	1	1	1
		0		0	10	14	14	0	14	14	14

City of Chattanooga
Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected		
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021
Department of Human Resources*		0		23	23	23	23	0	0	23	23
Human Resources General Fund		0		21	21	21	21	0	0	21	21
Human Resources Administration											
0000037	Employee Relations Coordinator		18	1	1	1	1	0	0	1	1
0000080	Training & Development Coordinator		18	1	1	1	1	0	0	1	1
0000270	Director Human Resources		32	1	1	1	1	0	0	1	1
0000272	Compensation Analyst		18	1	1	1	1	0	0	1	1
0000273	Deputy Director Human Resources		29	1	1	1	1	0	0	1	1
0001030	Employment Services Manager		23	0	0	1	1	0	1	1	1
0002142	Compliance Officer		17	1	0	0	0	0	-1	0	0
0004012	Human Resources Generalist		17	5	5	4	0	-4	-5	0	0
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004033	Human Resources Generalist 2		11	2	1	1	1	0	-1	1	1
0004057	Adm Support Assistant 1		4	1	1	1	0	-1	-1	0	0
0004072	Human Resources Technician 2		13	0	1	1	0	-1	0	0	0
0004233	Workforce Planning Coordinator		18	0	0	0	0	0	0	0	0
0004278	Training Specialist		15	0	0	0	1	0	1	1	1
0004233	Training Assistant		10	0	0	0	1	0	1	1	1
0004286	Human Resources Generalist 1		17	0	0	0	3	3	3	3	3
		0		15	14	14	13	-1	-2	13	13
Employee Insurance Office											
0000182	Director Risk Mgmt & Employee Benefits		27	1	1	1	1	0	0	1	1
0000185	Benefits Specialist		11	2	2	2	2	0	0	2	2
0004169	Pension & Data Anaylst		21	1	1	1	1	0	0	1	1
		0		4	4	4	4	0	0	4	4
Employees Safety Program											
Director of Safety, Compliance & Risk											
0000013	Management		27	0	0	1	1	0	1	1	1
0000266	Manager Safety		21	1	1	0	0	0	-1	0	0
0000275	HRMS Records Coordinator		17	1	1	1	1	0	0	1	1
0002147	HR Quality Assurance Officer		20	0	1	1	1	0	1	1	1
0004280	Safety & Compliance Coordinator		18	0	0	0	1	1	1	1	1
	*Formerly named the Department of Personnel	0		2	3	3	4	1	2	4	4
Wellness Initiative											
0000011	Manager Employee Wellness & Occ. Health		23	1	1	1	1	0	0	1	1
0000012	Wellness Coordinator		16	0	0	0	0	0	0	0	0
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1
		0		2	2	2	2	0	0	2	2
Dept. of Economic & Community Dev (All Economic & Community Dev General Fund)		3		84	94	100	101	1	17	101	101
Economic & Community Dev General Fund		3		78	88	94	95	1	17	95	95
Administration											
0000043	Homeless Program Coordinator		16	0	0	0	0	0	0	0	0
0000050	Administrator ECD		32	1	1	1	1	0	0	1	1
0004208	Deputy Administrator		29	1	1	1	1	0	0	1	1
0001975	Clerical Assistant		\$7.92	0	0	0	0	0	0	0	0
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1
0004016	Neighborhood Program Spec		15	0	0	0	1	1	1	1	1
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004037	Administrative Support Specialist		10	0	1	1	1	0	1	1	1
0004081	Public Relations Coordinator 1		15	1	1	1	0	-1	-1	0	0
0004223	Affordable Housing Specialist		NP	1	1	1	1	0	0	1	1
0004231	Civic Engagement Coordinator		NP	1	1	1	0	-1	-1	0	0
0004290	Communications Director		NR	0	0	0	1	1	1	1	1
		0		7	8	8	8	0	1	8	8
Economic Development											
0004208	Director Economic Development Program		NP	0	0	0	1	1	1	1	1
0004208	Deputy Administrator		29	1	1	1	1	0	0	1	1
0004273	Director of Workforce Development		NR	0	0	1	1	0	1	1	1
0004284	Brownfield Coordinator		22	0	0	1	1	0	1	1	1
		0		1	1	3	4	1	3	4	4
Real Estate											
0004057	Administrative Support Assistant 1		4	0	0	0	1	1	1	1	1
0004163	Real Property Coordinator		18	0	0	1	1	0	1	1	1
		0		0	0	1	2	1	2	2	2

City of Chattanooga

Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
Homeless Outreach												
0000043	Homeless Program Coordinator		16	1	1	1	1	0	0	1	1	
0000969	Homeless Vet Outreach Specialist		NP	0	0	0	1	1	1	1	1	
NEW	Homeless Outreach Specialists (PT)		NP	0	6	6	4	-2	4	4	4	
		0		1	7	7	6	-1	5	6	6	
Neighborhood Service Development												
0000053	Neighborhood Services Development Manager		23	1	1	1	1	0	0	1	1	
0000155	Neighborhood Relations Specialist		14	2	2	2	2	0	0	2	2	
0004016	Neighborhood Program Specialist		15	2	2	2	1	-1	-1	1	1	
0004037	Administrative Support Specialist		10	1	0	0	0	0	-1	0	0	
0004086	Project Specialist		14	0	1	1	1	0	1	1	1	
		0		6	6	6	5	-1	-1	5	5	
Code Enforcement Office												
0000137	Demolition Abatement Specialist		14	0	1	1	1	0	1	1	1	
0000542	Chief Neighborhood Code Enforcement Insp.		19	0	1	1	1	0	1	1	1	
0000565	Code Enforcement Inspector 1	1	12	0	8	8	8	0	8	8	8	
0000574	Code Enforcement Inspector Supervisor		16	0	3	3	3	0	3	3	3	
0004047	Administrative Support Assistant 2		7	0	3	5	2	-3	2	2	2	
0004133	Code Enforcement Inspector 2		14	0	4	4	4	0	4	4	4	
		1		0	20	22	19	-3	19	19	19	
Outdoor Chattanooga*												
0000378	Recreation Program Coordinator		16	1	1	1	1	0	0	1	1	
0000382	Recreation Specialist		9	1	1	1	1	0	0	1	1	
0000935	Recreation Specialist (PT)		\$11.38	1	1	1	1	0	0	1	1	
0001012	Director of Open Spaces		NR	0	1	1	1	0	1	1	1	
0001013	Parks Planner		\$19.00	0	0	1	1	0	1	1	1	
0002133	Customer Relations Specialist		15	1	1	1	1	0	0	1	1	
0004007	Recreation Division Manager		20	1	1	1	1	0	0	1	1	
0004083	Recreation Program Specialist		13	1	1	1	1	0	0	1	1	
0004270	Open Spaces Activation & Engagement Spec		14	0	0	0	1	1	1	1	1	
	*Formally a division of Parks & Recreati	0		6	7	8	9	1	3	9	9	
Public Art												
0000301	Public Art Project Manager		NR	0	0	1	1	0	1	1	1	
0001003	Director of Public Art		16	0	1	1	1	0	1	1	1	
		0		0	1	2	2	0	2	2	2	
Land Development Office												
0000052	Applications Analyst		20	1	1	1	1	0	0	1	1	
0000521	Construction Inspector 1		14	2	2	2	2	0	0	2	2	
0000531	Refuse Collection Inspector		10	0	0	0	0	0	0	0	0	
0000541	Assistant Director Dev Svcs		25	1	1	1	1	0	0	1	1	
0000542	Chief Neighborhood Code Enforcement Insp		19	1	0	0	0	0	-1	0	0	
0000544	Chief Building Inspector		19	1	1	1	1	0	0	1	1	
0000545	Chief Electrical Inspector		19	1	1	1	1	0	0	1	1	
0000546	Chief Plumbing Inspector		19	1	1	1	1	0	0	1	1	
0000548	Electrical Inspector 1		14	2	2	2	2	0	0	2	2	
0000550	Plumbing Inspector 1		14	1	1	1	1	0	0	1	1	
0000551	Plumbing Inspector 2		15	1	1	1	1	0	0	1	1	
0000552	Combination Inspector	1	15	5	5	5	5	0	0	5	5	
0000553	Building Inspector 1		14	1	1	1	1	0	0	1	1	
0000554	Electrical Inspector 2		15	1	1	1	1	0	0	1	1	
0000555	Building Inspector 2		15	1	1	1	1	0	0	1	1	
0000559	Gas/Mechanical Inspector 2		15	1	1	1	1	0	0	1	1	
0000565	Code Enforcement Inspector 1		12	12	0	0	0	0	-12	0	0	
0000567	Director		27	1	1	1	1	0	0	1	1	
0000574	Code Enforcement Inspector Supervisor		16	3	0	0	0	0	-3	0	0	
0000578	Assistant Director Land Use Dev	1	21	1	1	1	1	0	0	1	1	
0001004	Permit Clerk		6	5	5	5	5	0	0	5	5	
0001408	Development Review Planner		17	0	1	1	1	0	1	1	1	
0001955	Development Ombudsman		18	1	1	1	1	0	0	1	1	
0004032	Office Supervisor		12	1	1	1	1	0	0	1	1	
0004047	Administrative Support Assistant 2		7	4	2	0	3	3	-1	3	3	
0004080	Plans Review Specialist 3		15	1	1	1	1	0	0	1	1	
0004085	Historic Preservation Planner		14	1	0	0	0	0	-1	0	0	
0004096	Plans Review Specialist 2		12	1	1	1	1	0	0	1	1	
0004101	Plans Review Specialist 1		9	2	2	2	2	0	0	2	2	
0004133	Code Enforcement Inspector 2		14	1	2	2	2	0	1	2	2	
0004153	Refuse Collection Inspector Supervisor		12	0	0	0	0	0	0	0	0	
0004165	Manager Land Use Development	1	19	1	1	1	1	0	0	1	1	
0004171	Zoning Inspector 2		13	2	0	0	0	0	-2	0	0	
	*Formally a division of Public Works	3		58	39	37	40	3	-18	40	40	

Community Development

City of Chattanooga Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected		
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021
0000188	Manager Community Development		23	1	1	1	1	0	0	1	1
0000192	Community Development Spec		16	4	4	4	4	0	0	4	4
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1
		0		6	6	6	6	0	0	6	6
Executive Department of the Mayor		0		13	13	14	15	1	2	15	15
Office of the Mayor											
0000112	Constituent Services Coordinator		NP	0	1	1	1	0	1	1	1
0000171	Chief of Staff		NP	0	1	1	1	0	1	1	1
0001517	Director Special Projects		NP	0	0	0	1	1	1	1	1
0004037	Administrative Support Specialist		10	1	2	1	0	-1	-1	0	0
0004057	Administrative Support Assistant 1		4	1	0	1	1	0	0	1	1
0004194	Chief of Staff & Counselor to Mayor		NP	1	0	0	0	0	-1	0	0
0004195	Chief Operating Officer		NP	1	1	1	1	0	0	1	1
0004196	Chief Policy Officer		NP	1	1	1	0	-1	-1	0	0
0004197	Deputy Chief of Staff		NP	1	1	1	1	0	0	1	1
0004198	Director of Communications		NP	1	0	0	0	0	-1	0	0
0004199	Senior Administrative Coordinator		NP	1	0	0	0	0	-1	0	0
0004200	Administrative Specialist		NP	1	1	2	2	0	1	2	2
0004209	Public Safety Coordinator		NP	1	1	1	1	0	0	1	1
0004289	Senior Policy Analyst		NP	0	0	0	1	1	1	1	1
0004292	Sr. Advisor & Dir. of Multi-Cultural Affairs		NP	0	0	0	1	1	1	1	1
0005000	Senior Advisor to Mayor		NP	0	1	1	0	-1	0	0	0
NEW	Project Coordinator		NR	0	0	0	1	1	1	1	1
0020001	Mayor		NP	1	1	1	1	0	0	1	1
		0		11	11	12	13	1	2	13	13
Office of Multicultural Affairs											
0002140	Director, Multicultural Affairs		NP	1	1	1	0	-1	-1	0	0
0002146	Community Outreach Specialist		NR	1	1	1	0	-1	-1	0	0
0004264	Community Outreach Coordinator		18	0	0	0	1	1	1	1	1
NEW	Multicultural Affairs Coordinator		NR	0	0	0	1	1	1	1	1
		0		2	2	2	2	0	0	2	2
Youth and Family Development (All YFD - General Fund)		4		425	425	406	403	-3	-22	403	403
		4		108	108	108	110	2	2	110	110
Youth & Family Administration											
0000378	Recreation Program Coordinator		16	1	0	0	0	0	-1	0	0
0002938	Director Recreation		25	1	0	0	0	0	-1	0	0
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1
0004037	Administrative Support Specialist		10	1	1	0	0	0	-1	0	0
0004089	Community Impact Manager YFD Adm.		21	0	0	1	0	-1	0	0	0
0004120	Assistant Director Recreation		21	1	0	0	0	0	-1	0	0
0004207	Administrator		32	1	1	1	1	0	0	1	1
0004221	Deputy Administrator		29	1	1	1	1	0	0	1	1
NEW	Development Coordinator		NR	0	0	0	1	1	1	1	1
		0		7	4	4	4	0	-3	4	4
Office of Early Learning											
0001515	Director of Early Learning		NP	1	1	1	1	0	0	1	1
NEW	Early Learning Business Navigator		NR	0	0	0	1	1	1	1	1
NEW	Parent/Family Community Engag Coord		NR	0	0	0	1	1	1	1	1
		0		1	1	1	3	2	2	3	3
Recreation Community Centers											
0000378	Recreation Program Coordinator		16	0	2	2	2	0	2	2	2
0002938	Director Recreation		25	0	1	1	1	0	1	1	1
0004007	Recreation Division Manager		20	1	1	0	1	1	0	1	1
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1
0004120	Assistant Director Recreation		21	0	1	1	1	0	1	1	1
NEW	Assistant Director Programs		NR	0	0	1	0	-1	0	0	0
NEW	Front Desk Clerk PT		NR	1	1	0	0	0	-1	0	0
		0		3	7	6	6	0	3	6	6
Recreation Support Services											
0000208	Equipment Mechanic 1	1	10	1	1	1	1	0	0	1	1
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1
0004058	Crew Worker 2		4	3	3	3	3	0	0	3	3
0004059	Crew Worker 1		2	4	4	4	4	0	0	4	4
		1		10	10	10	10	0	0	10	10

City of Chattanooga

Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
Public Information												
0004017	Public Relations Coordinator 1	0	15	1	1	1	1	0	0	1	1	
Recreation Facilities Management (18 Facilities)												
0000382	Recreation Specialist	1	9	28	28	29	30	1	2	30	30	
0004025	Recreation Facility Manager 1		14	15	15	14	14	0	-1	14	14	
0004059	Crew Worker 1		2	10	10	11	11	0	1	11	11	
0004082	Recreation Facility Manager 2		15	3	3	4	3	-1	0	3	3	
		1		56	56	58	58	0	2	58	58	
Recreation Special Programs												
0004025	Recreation Facility Manager 1		14	1	1	0	1	1	0	1	1	
0004083	Recreation Program Specialist	1	13	1	1	1	1	0	0	1	1	
		1		2	2	1	2	1	0	2	2	
Recreation - Summit of Softball												
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004045	Crew Supervisor 1		8	0	0	0	0	0	0	0	0	
0004058	Crew Worker 2		4	5	5	5	5	0	0	5	5	
		0		6	6	6	6	0	0	6	6	
Recreation - Fitness Center												
0000954	Fitness Trainer (Part Time)		\$10.61	1	1	1	1	0	0	1	1	
0000960	Front Desk Clerk (Part time)	1	\$8.86	1	1	1	1	0	0	1	1	
0004007	Recreation Division Manager		20	1	1	1	1	0	0	1	1	
0004057	Adm Support Assistant 1		4	1	1	1	1	0	0	1	1	
		1		4	4	4	4	0	0	4	4	
Champion's Club												
0000394	Tennis Professional		16	1	1	1	1	0	0	1	1	
0000981	Tennis Assistant (Part Time)		\$8.02	2	2	2	2	0	0	2	2	
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1	
0004083	Recreation Program Specialist		13	1	1	1	1	0	0	1	1	
		0		5	5	5	5	0	0	5	5	
Aquatics												
0000421	Aquatics Program Coordinator		16	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Therapeutic Recreation												
0000420	Therapeutic Program Coordinator		16	1	1	1	1	0	0	1	1	
0004083	Recreation Program Specialist		13	1	1	1	1	0	0	1	1	
		0		2	2	2	2	0	0	2	2	
Youth Development - CAP												
0004083	Recreation Program Spec		13	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Youth Development - Career Development												
0000032	Career Development Coordinator		16	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
KIDZ KAMP												
0000378	Recreation Program Coord		16	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Sports Programs												
0000378	Recreation Program Coord		16	1	1	1	1	0	0	1	1	
0004025	Recreation Facility Manager 1		14	1	0	0	0	0	-1	0	0	
0004083	Recreation Program Specialist		13	1	1	1	0	-1	-1	0	0	
		0		3	2	2	1	-1	-2	1	1	
North River Civic Center*												
0004026	Community Facilities Supv		13	1	1	1	1	0	0	1	1	
	*Formerly a division of Education, Arts, & Recreation	0		1	1	1	1	0	0	1	1	
Eastgate Center*												
0004025	Recreation Facility Manager 1		14	0	0	0	1	1	1	1	1	
0004026	Administrative Support Spec		10	1	1	1	1	0	0	1	1	
0004037	Community Facilities Supv		13	1	1	1	0	-1	-1	0	0	
	*Formerly a division of Education, Arts, & Recreation	0		2	2	2	2	0	0	2	2	
Heritage House*												
0004026	Community Facilities Supv	0	13	1	1	1	1	0	0	1	1	
	*Formerly a division of Education, Arts, & Recreation	0		1	1	1	1	0	0	1	1	
Social Services *		0		317	317	298	293	-5	-24	293	293	
Administration												
0001207	Executive Assistant		14	1	1	1	1	0	0	1	1	
0001402	Accounting Technician 1		8	1	1	1	1	0	0	1	1	
0002950	Assistant Accountant		NR	0	0	0	0	0	0	0	0	
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	
0004037	Administrative Support Specialist		NR	0	0	1	1	0	1	1	1	
0004045	Crew Supervisor 1		8	0	1	1	1	0	1	1	1	
0004047	Administrative Support Assistant 2		7	0	1	0	0	0	0	0	0	

City of Chattanooga

Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
0004052	Personnel Assistant		8	1	1	1	1	0	0	1	1	
0004057	Administrative Support Assistant 1		NR	1	0	0	0	0	-1	0	0	
0004059	Crew Worker 1		2	1	0	0	0	0	-1	0	0	
001A010	Administrator	1	32	1	1	1	1	0	0	1	1	
001A171	Dep Administrator		29	1	1	1	1	0	0	1	1	
		1		8	8	8	8	0	0	8	8	
Occupancy												
0004059	Crew Worker 1		2	2	2	2	2	0	0	2	2	
		0		2	2	2	2	0	0	2	2	
Community Services Block Grant												
C1C040	Service Delivery Worker II		NP	3	3	3	3	0	0	3	3	
C1C150	Director of Social Services		NP	1	1	1	1	0	0	1	1	
C1C160	LIHEAP Coordinator		NP	1	1	1	1	0	0	1	1	
C1C170	Energy Specialist		NP	1	1	1	1	0	0	1	1	
C1C200	Data Entry Clerk		NP	1	1	1	1	0	0	1	1	
1N003	Case Manager		NP	0	0	1	1	0	1	1	1	
0000407	Administrative Support Assistant I		NP	1	1	1	0	-1	-1	0	0	
		0		8	8	9	8	-1	0	8	8	
Day Care												
C1D010	Center Supervisor		NP	0	0	1	1	0	1	1	1	
C1D060	Clerk II		NP	1	1	0	0	0	-1	0	0	
001M145	Clerk IV		NP	0	0	1	1	0	1	1	1	
C1D071	Teacher		NP	0	0	5	5	0	5	5	5	
C1D100	Teacher Assistant		NP	4	4	6	6	0	2	6	6	
C1D270	Cook II		NP	2	2	1	1	0	-1	1	1	
C1D321	Lead Teacher Center Supv		NP	0	0	1	1	0	1	1	1	
C1D390	Director Child Care Programs		NP	0	0	1	1	0	1	1	1	
16	Collaboration Asst Teacher		NP	0	0	1	1	0	1	1	1	
001P280	Family Services Assistant		NP	0	0	1	1	0	1	1	1	
001H618	Teacher Team Leader		NP	0	0	2	2	0	2	2	2	
C1D420	Janitor		NP	0	0	0	0	0	0	0	0	
		0		7	7	20	20	0	13	20	20	
Foster Grandparents												
C1F020	Foster Grand Field Supervisor		NP	1	1	1	1	0	0	1	1	
C1F030	Director of FGP Program		NP	1	1	1	1	0	0	1	1	
C1F040	Program Assistant II		NP	1	1	1	1	0	0	1	1	
		0		3	3	3	3	0	0	3	3	
Head Start Centers												
C1H015	Collaboration Teacher		NP	0	0	2	2	0	2	2	2	
C1H016	Collaboration Asst Teacher		NP	0	0	0	0	0	0	0	0	
C1H017	Collaboration Primary Caregiver		NP	0	0	4	4	0	4	4	4	
C1H060	Health/ Nutrition Coordinator		NP	1	1	1	1	0	0	1	1	
C1H062	Health Technician		NP	6	6	2	2	0	-4	2	2	
C1H080	Teacher		NP	28	28	23	23	0	-5	23	23	
C1H082	English lang Learner Supervisor		NP	1	1	1	1	0	0	1	1	
C1H089	Teacher Assistant		NP	25	25	20	20	0	-5	20	20	
C1H140	Family Service Coordinator		NP	1	1	1	1	0	0	1	1	
C1H150	Family Service Supervisor		NP	5	5	4	4	0	-1	4	4	
C1H170	Facility & Grounds Supervisor		NP	1	1	1	1	0	0	1	1	
C1H175	Parent Involvement Coordinator		NP	1	1	1	1	0	0	1	1	
C1H190	Family Service Assistant		NP	20	20	10	10	0	-10	10	10	
C1H240	Head Start Director / PCC Manager		NP	1	1	1	1	0	0	1	1	
C1H250	Fiscal Officer		NP	1	1	0	0	0	-1	0	0	
C1H251	Data Technician		NP	1	1	0	0	0	-1	0	0	
C1H252	Fiscal/Data Systems Manager		NP	1	1	1	1	0	0	1	1	
C1H253	Senior Accountant		NP	1	1	1	1	0	0	1	1	
C1H270	Dietary Supervisor		NP	1	1	1	1	0	0	1	1	
C1H310	Nurse		NP	1	1	1	1	0	0	1	1	
C1H320	Lead Teacher/ Center Supervisor		NP	5	5	5	5	0	0	5	5	
C1H350	Center Clerk		NP	5	5	5	5	0	0	5	5	
C1H380	Dietary Assistant		NP	10	10	9	9	0	-1	9	9	
C1H390	Clerk III		NP	5	5	4	4	0	-1	4	4	
C1H400	Transportation/Janitorial Coordinator		NP	1	1	0	0	0	-1	0	0	
C1H410	Clerk IV		NP	2	2	2	2	0	0	2	2	
C1H420	General Maintenance		NP	2	2	2	2	0	0	2	2	
C1H440	Special Project Coordinator		NP	1	1	1	1	0	0	1	1	
C1H601	Education Coordinator		NP	1	1	1	1	0	0	1	1	
C1H602	Resource Specialist		NP	6	6	2	2	0	-4	2	2	
C1H603	Multi-Disciplinary Team Manager		NP	3	3	3	3	0	0	3	3	
C1H615	Community Part/Education Specialist		NP	1	1	0	0	0	-1	0	0	
C1H618	Teacher Team Leader		NP	0	0	0	0	0	0	0	0	
C1H619	Human Resources Technician		NP	0	0	1	1	0	1	1	1	
C1H620	IT Computer Technician		NP	0	0	1	1	0	1	1	1	
C1H621	Disabilities & Mental Hlth Coord		NP	0	0	1	1	0	1	1	1	

City of Chattanooga Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected		
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021
C1H623	Janitor PT		NP	0	0	0	0	0	0	0	0
C1H624	Professional Development Sup		NP	0	0	1	1	0	1	1	1
		0		138	138	113	113	0	-25	113	113
Head Start Mental Health											
C1M141	Resource Specialist		NP	2	2	2	2	0	0	2	2
C1M145	Clerk IV		NP	1	1	0	0	0	-1	0	0
		0		3	3	2	2	0	-1	2	2
Neighborhood Family Services											
C1N001	Case Manager Coordinator		NP	1	1	0	0	0	-1	0	0
C1N003	Case Manager		NP	1	1	0	0	0	-1	0	0
		0		2	2	0	0	0	-2	0	0
Parent/Child Center											
C1P200	Teacher		NP	22	22	31	31	0	9	31	31
C1P250	Teacher Assistant		NP	5	5	1	1	0	-4	1	1
C1P280	Family Service Assistant		NP	5	5	7	7	0	2	7	7
C1P312	Coordinator EHS		NP	1	1	1	1	0	0	1	1
C1P313	Fiscal Specialist		NP	0	0	1	1	0	1	1	1
C1P320	Dietary Assistant		NP	1	1	2	2	0	1	2	2
		0		34	34	43	43	0	9	43	43
Temporary Head Start											
0002953	Kitchen Team Leader Temp		NP	0	0	1	0	-1	0	0	0
T50241	Maintenance		NP	1	1	0	0	0	-1	0	0
T80045	Part Time Program Assistant		NP	1	1	0	0	0	-1	0	0
T80047	Registered Dietian		NP	1	1	1	1	0	0	1	1
T80048	Janitor		NP	6	6	4	4	0	-2	4	4
T80049	Mental Health Consultant		NP	1	1	0	0	0	-1	0	0
T80052	Custodian		NP	1	1	0	0	0	-1	0	0
T80081	Education Consultant		NP	0	0	1	1	0	1	1	1
T90010	Dietary Assistant I		NP	6	6	0	0	0	-6	0	0
		0		17	17	7	6	-1	-11	6	6
Temporary /Classroom Substitute											
T10010	Classroom Substitutes		NP	70	70	60	60	0	-10	60	60
T10100	Bus Driver		NP	9	9	1	1	0	-8	1	1
		0		79	79	61	61	0	-18	61	61
Temporary Day Care											
T14010	Day Care Substitute		NP	14	14	14	14	0	0	14	14
T14020	Dietary Aide		NP	2	2	2	2	0	0	2	2
		0		16	16	16	16	0	0	16	16
Early Head Start											
2950	Assistant Accountant		NP	0	0	1	1	0	1	1	1
001D060	Clerk		NP	0	0	1	1	0	1	1	1
001H190	Family Services Assistant		NP	0	0	4	4	0	4	4	4
001H062	Health Technician		NP	0	0	5	2	-3	2	2	2
001H062	Resource Specialist		NP	0	0	1	1	0	1	1	1
002H080	Teacher		NP	0	0	2	2	0	2	2	2
		0		0	0	14	11	-3	11	11	11
Baby University											
New	Coordinator		NR	0	0	0	0	0	0	0	0
New	Recruiter / Life Coach		NR	0	0	0	0	0	0	0	0
New	Teacher PT		NR	0	0	0	0	0	0	0	0
New	Administrative Assistant PT		NR	0	0	0	0	0	0	0	0
New	Child Care Workers PT		NR	0	0	0	0	0	0	0	0
		0		0	0	0	0	0	0	0	0
Transportation											
TRAN - General Fund		4		66	66	59	61	2	-5	61	61
Complete Streets											
0000029	Transportation Design Mgr		21	1	1	1	1	0	0	1	1
0000513	Civil Engineer		19	4	1	1	1	0	-3	1	1
0000513	Engineering Designer		19	0	1	1	1	0	1	1	1
0000516	Engineering Coordinator		21	0	1	1	1	0	1	1	1
0000582	Engineering Technician		13	1	1	1	1	0	0	1	1
0001200	Transportation Project Coordinator		18	0	1	1	1	0	1	1	1
0003006	Accounts Coordinator		17	0	0	0	1	1	1	1	1
0004057	Administrative Support Assistant 1		4	1	0	0	0	0	-1	0	0
0004063	Public Engagement & Policy Coordinator		15	0	1	1	1	0	1	1	1
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1
0004117	Engineering Contracts Tech		11	2	1	1	0	-1	-2	0	0
0004117	Contracts & Accts Coordinator	1	11	0	1	1	1	0	1	1	1
0004216	Transportation Engineer		25	1	0	0	0	0	-1	0	0
0004217	Asst Transportation Engineer		19	1	1	0	1	1	0	1	1
0004215	Transportation Designer		17	1	1	1	1	0	0	1	1
0004216	City Trans Engineer		30	0	1	1	0	-1	0	0	0
		1		13	13	12	12	0	-1	12	12

City of Chattanooga Detail Position List for Fiscal Year 2016-2021

Position Number	Position Name	Frozen FY19	2019 Pay Grade	Change					Projected			
				FY 2016	FY 2017	FY 2018	FY 2019	PY to CY	FY 16 thru FY 2019	FY 2020	FY 2021	
Transportation Administration												
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	
0004202	Administrator Transportation		32	1	1	1	1	0	0	1	1	
0004267	Finance Manager		25	0	0	0	1	1	1	1	1	
0004239	Deputy Administrator		31	1	1	1	1	0	0	1	1	
		0		3	3	3	4	1	1	4	4	
Smart Cities												
0000768	City Traffic Engineer		27	1	1	1	0	-1	-1	0	0	
0000078	Manager Intelligent Trans Systems		22	1	1	1	1	0	0	1	1	
0000756	Electronics Technician 1		14	2	2	2	2	0	0	2	2	
0000770	Traffic Operations Analyst	1	16	1	1	1	1	0	0	1	1	
0004141	Traffic Signal Systems Engineer		25	0	0	1	1	0	1	1	1	
0000771	Traffic Engineering Coordinator		13	1	1	1	0	-1	-1	0	0	
0004018	Electrician 2		14	1	1	1	1	0	0	1	1	
0004027	Electrician 1		13	3	3	3	3	0	0	3	3	
0004049	Crew Worker 3		7	2	2	0	1	1	-1	1	1	
0004100	Equipment Operator 4		10	5	5	0	2	2	-3	2	2	
0004186	Traffic Signal Designer Spc		19	2	2	2	2	0	0	2	2	
0004228	Signal Tech Apprentice	1	9	1	2	2	2	0	1	2	2	
0004217	Asst Transportation Engineer		NP	1	1	1	0	-1	-1	0	0	
NEW	Smart Cities Director		NR	0	0	0	1	1	1	1	1	
		2		21	22	16	17	1	-4	17	17	
Traffic Operations												
0000206	Equipment Mechanic 3		13	1	1	1	1	0	0	1	1	
0000743	Manager Traffic Control		24	1	1	1	1	0	0	1	1	
0000744	Traffic Electrician Supervisor		19	1	0	0	0	0	-1	0	0	
0000771	Public Space Coordinator		13	1	1	1	1	0	0	1	1	
0000774	Traffic Engineering Tech		10	3	3	3	3	0	0	3	3	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004037	Administrative Support Specialist		10	1	1	1	2	1	1	2	2	
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004049	Crew Worker 3		7	2	2	2	1	-1	-1	1	1	
0004057	Administrative Support Asst 1		4	1	1	1	0	-1	-1	0	0	
0004058	Crew Worker 2		4	2	2	2	2	0	0	2	2	
0004059	Crew Worker 1	1	2	7	7	7	7	0	0	7	7	
0004100	Equipment Operator 4		10	5	5	5	3	-2	-2	3	3	
0004135	Construction Inspector 2		15	1	1	1	1	0	0	1	1	
0004150	Senior Engineer		25	1	1	1	1	0	0	1	1	
0004217	Assistant Transportation Engineer		19	0	0	0	1	1	1	1	1	
0004287	Transportation Inspector 1		14	0	0	0	1	1	1	1	1	
0004288	Director Transportation Operations		27	0	0	0	1	1	1	1	1	
		1		29	28	28	28	0	-1	28	28	
All Authorized Budget Positions		73		2,604	2,634	2,602	2,630	28	26	2,630	2,630	
Total General Fund		55		1,756	1,770	1,795	1,819	24	63	1,819	1,819	
Total Special Revenue Funds		18		404	404	374	370	-4	-34	370	370	
Total Enterprise Funds		0		333	349	347	353	6	20	353	353	
Total Internal Service Funds		0		62	62	62	63	1	1	63	63	
Total Golf Course and DRC		0		49	49	24	25	1	-24	25	25	
Departmental Totals												
General Government & Agencies		11		111	111	111	111	0	0	111	111	
Department of Finance & Administration		5		69	69	71	73	2	4	73	73	
Department of Police		0		601	605	620	624	4	23	624	624	
Department of Fire		0		445	445	453	467	14	22	467	467	
Department of Public Works (All Funds)		46		614	631	745	752	7	138	752	752	
Department of Human Resources		0		23	23	23	23	0	0	23	23	
Department of Economic & Community Development		3		84	94	100	101	1	17	101	101	
Executive Department of the Mayor		0		13	13	14	15	1	2	15	15	
General Services		0		153	151	0	0	0	-153	0	0	
Youth and Family Development		4		425	425	406	403	-3	-22	403	403	
Transportation		4		66	66	59	61	2	-5	61	61	
Total All Departments		73		2,604	2,634	2,602	2,630	28	26	2,630	2,630	



Glossary

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity- Departmental efforts or organizational unit for performing a specific function which contribute to the achievement of a specific set of program objectives.

Ad Valorem Taxes - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

Allot- To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

Annualize - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Annual Budget - An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

ARC - Annual Required Contribution; the amount an employer must contribute annually to a defined benefit pension fund, based on an actuarial formula, to fund current and future retirement benefits and liabilities.

Assessed Valuation - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes. Property Values for Chattanooga are established by Hamilton County.

Assessment Ratio - The ratio at which the tax rate is applied to the tax base.

Asset - Resources owned or held by a government which have monetary value.

ATE - Automated Traffic Enforcement

Attrition - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Positions - Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Undesignated) Fund Balance - This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balanced Budget - Management of the financial plan with the objective of ensuring that expenditures do not exceed revenues.

Base Budget - Cost of continuing the existing levels of service in the current budget year.

Bond - A long-term I.O.U. of promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds.

B - C

Bond Rating Agencies - Companies that assess the creditworthiness of both debt securities and their issuers. In the United States, the three primary bond rating agencies are Standard and Poor's, Moody's and Fitch. The City of Chattanooga has a AAA rating with Standard and Poor's and AA+ with Fitch.

Bond Refinancing - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget - A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period. The most common types of budgets are Line-Item Budget, Operating Budget, Performance Budget/Budgeting for Outcomes, Program Budget, and the Capital Improvements Program Budget (definitions of each are included in glossary).

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budgetary Control - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Budgeting for Outcomes: A system driven by goals and performance, to provide information that compares budgeting, planning and outputs/results.

CABR - Comprehensive Annual Budget Report

CAFR - Comprehensive Annual Financial Report

CBD - Central Business District

CCHDO - Chattanooga Community Housing Development Organization

CDBG - Community Development Block Group

CDRC - Chattanooga Downtown Redevelopment Corporation

CNE - Chattanooga Neighborhood Enterprise

COBRA - Consolidated Omnibus Budget Reconciliation Act

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

Capital Improvements - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

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.

C - C

Capital Leases - The liability associated with a capital lease is treated in essentially the same way as other types of long-term debt. Both the principal and interest portions of lease payments are recognized as expenditures in the period when they are due. In addition, GAAP directs that governmental funds report an expenditure equal to the net present value of the minimum lease payments at the inception of the capital lease, to reflect the commitment of financial resources associated with acquiring a leased-financed capital asset.

Capital Outlay - Fixed assets which have a value of more than \$5,000 and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Project Funds - Capital Project Funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust Funds).

Capital Reserve - An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Child Abuse - Program offered by the Police Department. The Child Abuse Unit investigates child sexual abuse, child physical abuse and child neglect and any other cases that the supervision deems appropriate for the unit. They work very closely with the Child Advocacy Center, the Department of Children Services, other social agencies that promote children and the special child abuse prosecutor with the District Attorney's Office.

Collective Bargaining Agreement - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Commodities - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

Component Unit - A traditionally separate reporting entity for which the City may be financially accountable and, as such, should be included within the City's financial statements. The City (the primary government) is financially accountable if it appoints a voting majority of the organization's governing board and (1) it is able to impose its will on the organization or (2) there is a potential for the organization to provide specific financial benefit or to impose specific financial burden on the City.

Constant or Real Dollars - The presentation of dollar amounts adjusted for inflation to reflect the purchasing power of money as compared to a certain point in time in the past.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U. S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

C - D

Contractual Services - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-Living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

CSO- Combined Sewer Overflow

CSR- Customer service request associated with 311 call center

CSBG- Community Services Block Grant

Debt Ratio - Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time and against its own standards and policies. The five major debt ratios used by the City are Gross Debt per Capita, Debt per Personal Income, Debt to Full Value, Debt to Assessed Value, and Debt Services to Governmental Expenditures.

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. The major types of debt include Direct Obligation Debt; Self Supporting Debt; Outstanding Tax Supported Debt.

Debt Service Fund - Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on the City debt. They are used to account for the accumulation of resources, for, and the payment of, general obligation and special assessment debt principal, interest and relation cost, except the debt service accounted for in the Special Revenue Funds, and Enterprise Funds.

Dedicated Tax - A tax levied to support a specific government program or purpose.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - The basic organizational unit of government which is functionally unique in its delivery of services. The City of Chattanooga has eleven departments: General Government; Executive Department; Finance & Administration; General Services, Police; Fire; Public Works; Economic & Community Development; Transportation; Human Resources; and Youth and Family Development

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Development Related Fees - Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

Direct Debt - The sum of the total bonded debt and any unfunded debt of the City for which the City has pledged its "full faith and credit". It does not include the debt of overlapping jurisdictions.

Disbursement - The expenditure of monies from an account.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Division - A group of homogeneous activities within a department, i.e. Treasury, City Court, Finance, Capital, and Performance Management make up the Finance & Administration Department.

E - F

Employee Benefits (or Fringes) - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Entitlements - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

Enterprise Funds - Enterprise Funds are used to account for operations including debt service (a) that are financed and operated in a manner similar to private businesses where the intent of the government body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or (b) where the governing body has determined that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes. Our Enterprise funds include the Electric Power Board Fund, Interceptor Sewer System Fund, Solid Waste Fund, Water Quality Fund, CDRC, and Tennessee Valley Regional Communications (TVRCS).

EPB - Electric Power Board

ERU - Equivalent Residential Units

Expenditure - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, services or settling a loss.

Expenses - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Fiscal Policy - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Chattanooga's fiscal year is July 1 to June 30.

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Full-time Equivalent (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Function - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. The City of Chattanooga's functions are public safety, public works, general government, culture & recreation, general services, finance & administration.

Fund - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity. Fund Structure consist of Governmental Funds (General, Special, Debt, and Capital); Proprietary Funds; Fiduciary Funds.

Fund Balance - The excess of the assets of a fund over its liabilities, reserves, and carryover.

G - L

GARE - Government Alliance on Race and Equity, a national network of government working to achieve racial equity and advance opportunities for all.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standard for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Obligation Bonds (GO) - This type of bond is backed by the full faith, credit and taxing power of the government.

Goal - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grants - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Hourly - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing need. Hourly employees are paid on a per hour basis, and receive limited benefits.

HUD - US Department of Housing and Urban Development

IMPROVE Act - Improving Manufacturing, Public Roads and Opportunites for a Vibrant Economy Act

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interfund Transfers - The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Control - A plan of organization under which employees' duties are so arranged and records and procedures so designed as to make it possible to exercise effective accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations.

Internal Service Charges - The charges to user departments for internal services provided by another government agency, such as data processing, municipal service station and garage or insurance funded from a central pool.

I.O.D. - Injury-on-duty

ISO - International Organization for Standardization Certification

Lapsing Appropriation - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

L - O

LEAN - Management techniques for managing your organization's processes in concepts of waste elimination and value-added processes to suppliers, partners, and customers

Levy - To impose taxes for the support of government activities.

LIHEAP - Low Income Home Energy Assistance Program

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

MBWWTP - Moccasin Bend Wastewater Treatment Plant

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

Modified Accrual - Revenue is recognized in the accounting period when it becomes "susceptible" to accrual, that is, when it becomes measurable and available to finance expenditures of the fiscal period. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations which should be recognized when due.

MPO - Metropolitan Planning Organization

MTAS - Municipal Technical Advisory Service

Net Budget - The legally adopted budget less all interfund transfers and interdepartmental charges.

Nominal Dollars - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

Object of Expenditure - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OMA - Office of Multicultural Affairs

OPEB - Other Post-Employment Benefits that an employee will begin to receive at the start of retirement (i.e. life insurance premiums, healthcare premiums and deferred-compensation arrangements).

Operating Expenses Supplies - The cost for personnel, materials and equipment required for a department to function.

Operating Revenues - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

O - P

Output Indicator - A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

PAFR - Popular Annual Financial Report

Pay-as-you-go Basis - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Budget - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - Data collected to determine how effective or efficient a program is in achieving its goals and objectives. There are four types of performance measures: input, output, outcome, and efficiency.

Input measures address the amount of resources used in providing a particular service (ex. dollars, employee-hours, etc.).

Output measures describe the activities undertaken in providing a service or carrying out a program (ex. # of emergency calls or the # of cases heard)

Outcome measures are used to evaluate the quality and effectiveness of public programs and services (ex. # of crimes committed per capita or \$ of property lost due to fire).

Efficiency measures relate inputs, or resources used, to units of output or outcome, and provide evidence of trends in productivity (employee hours per crime solved).

Personal Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

PILOT- Payment in lieu of taxes

Prior-Year Encumbrances - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

Program Performance Budget - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

P - T

Program Revenue (Income) - Revenues earned by a program, including fees for services, licenses and permits, fees, and fines.

Purpose - A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue - Sources of income financing the operations of government.

Revenue Bond - This type of bond is backed only by the revenues from the specific enterprise or project, such as a hospital or toll road.

RFID - Radio-Frequency IDentification. The RFID device serves the same purpose as a bar code or a magnetic strip on the back of a credit card or ATM card; it provides a unique identifier for that object. The RFID device must be scanned to retrieve the identifying information.

SAFER - Staffing for Adequate Fire and Emergency Response.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Source of Revenue - Revenues are classified according to their source or point of origin.

Special Revenue Fund- These funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government

Supplemental Appropriation - An additional appropriation made by the governing body after the budget year or biennium has started.

Supplemental Requests - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

Target Budget - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

T - V

TOSHA - Tennessee Occupational Safety and Health Administration

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

TVRC - Tennessee Valley Regional Communications

Unassigned Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

VAAP - Enterprise South formerly Volunteer Army Ammunition Plant

Variable Cost - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.



City of Chattanooga

Department of Finance and Administration

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