

City of Chattanooga, Tennessee



Comprehensive **A**nnual **B**udget **R**eport

Fiscal Year July 1, 2001 thru June 30, 2002

Presented by:

The Department of Finance & Administration
James S. Boney, City Finance Officer
Daisy W. Madison, Deputy Finance Officer
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The **CABR 2002** is divided into five major sections: **Introduction, Guidelines, Financial Overview, Personnel Administration**, and the **Appendix**.

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

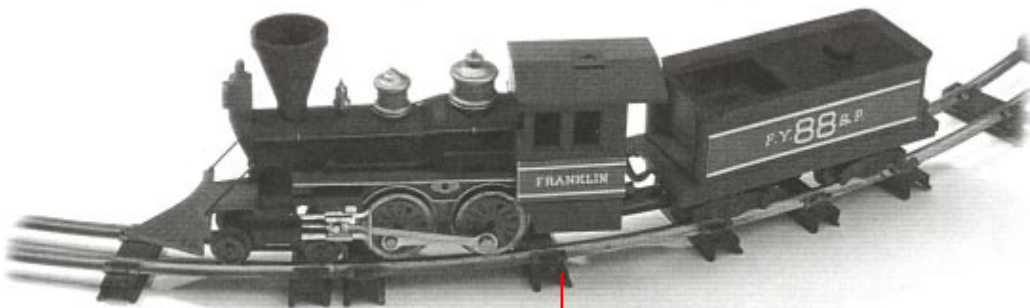
Section B: Guidelines - informs you of guidelines and rules adhered to by the finance department of Chattanooga, as well as budget policies, model, procedures, a calendar, and the budget ordinance.

Section C: Financial Overview - summarizes the overall financial condition of Chattanooga, where we have been, where we are, and where we are going. This is followed by detailed discussions of program functions such as General Government, Finance & Administration, Public Safety, Public Works, Parks & Recreation, Debt Services, Capital Outlay, and Social Services.

Section D: Personnel Administration - gives an outlook on the benefits provided by the City of Chattanooga, position changes, its personnel detail, and pay plan tables.

Section E: Appendix - includes a glossary and an index.

Welcome to the
City Of Chattanooga, Tennessee





Department of Finance & Administration

Budget Division

August 2001

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

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City Finance Officer

Daisy W. Madison, CPA
Deputy Finance Officer

Fredia F. Kitchen, CPA
Budget Officer

Simone M. White
Senior Budget Analyst

Randall E. Ray
Christopher L. Haley
Beverly Isaac
Budget Analysts



We present to you the 2002 balanced budgets for the City of Chattanooga, Tennessee. We would like to welcome the City's new administration which includes a Mayor and four new members of the Council.

This new administration has met the challenges faced during this process with a commitment and dedication that I've never before experienced during my term as Finance Officer for the City of Chattanooga. There was a tremendous spirit of cooperation between the Mayor, department administrators, and council members in putting together a budget that is fair and equitable to employees as well as ensures an improved quality of service to the citizens of Chattanooga. Changes made include, but are not limited to, revisions in the organizational structure of the City, reduction in staffing levels and revision of medical insurance coverage.

As Mayor Corker took office in April, he presented an agenda that would maintain the strong fiscal character of the City through stimulation of the economy and providing good paying jobs for its citizens. This budget includes funding for **nine initiatives** that will help in achieving this goal. They are as follows:



Business Recruitment – This administration will work closely with the Chamber of Commerce to make recruitment of new businesses a top priority. An individual with extensive experience and business and industry contacts will be selected to lead this effort.

Access to Capital - Funding is provided for the recruitment and retention of a major regional economic development firm which will bring large amounts of venture capital and loans for new, start-up, minority owned or existing businesses in Chattanooga

Digital Vision – The goal of this administration is to capitalize on the assets we have to ensure that businesses in our community with high data transfer needs have access to

digital technology at competitive prices. We will work closely with Oak Ridge National Laboratory (ORNL) and the Electric Power Board to this end. The acquisition of strands of fiber optic lines will enable University of Tennessee at Chattanooga to connect with the ORNL, thereby significantly enhancing their capabilities to do applied research.

Volunteer Army Ammunition Site (VAAP) - This budget includes over \$5 million for the purpose of developing this site in order to attract new businesses with high paying jobs for the citizens of Chattanooga and Hamilton County. The County will match the City's contribution toward the development of the site resulting in a total of over \$10 million earmarked for this purpose.

Airline Service - This administration recognizes the need for strategic planning with regard to the future of the Airport Authority. Plans are to launch a campaign to find an excellent airport manager to begin this process. His objective will be to bring in additional carriers and ensure competitive rates for passengers.

University of Tennessee at Chattanooga– This administration is committed to assisting UTC in becoming a place that attracts talented people from across the country and the world. A first class University is a prerequisite for every great city. Success in our digital vision will provide the opportunity for research and collaboration with other scholars across the country. Access to the Nation's super highway will have a tremendous effect on the University's ability to recruit technologically advanced students and faculty members.

Education – The formation of a Community Education Alliance composed of community and business leaders will work in coordination with the Hamilton County Department of Education and the Benwood Initiative to address the problems specific to high priority elementary schools in our community. This panel will specifically address teacher recruitment, teacher retention and the better coordination of the City administered Head Start program at these schools.

Neighborhoods– The Strategic Neighborhood Initiative (SNI) is a partnership between the City of Chattanooga and 15 high priority neighborhoods to transform them into clean, safe attractive communities with strong independent and capable neighborhood associations

Safety – Fear of crime in the neighborhood is of great concern to the citizens of Chattanooga. A new strategy will be adopted that using our existing resources and focuses them on our neighborhoods. It calls for high visibility directed patrols in neighborhoods, faster response to calls for service, and a more timely response for investigating crime.

Budget in Brief

Departments and agencies submitted budget requests which exceeded estimated revenues by more than \$20 million dollars. Initial review with department heads and a policy of funding agencies at fiscal year 2001 levels resulted in a reduction in the deficit of \$17.3 million.

Transmittal Letter

Factors contributing include:

Rising medical Cost	\$4.9M
Loss of principal landfill customers	\$3.9M
Increased pension/salary cost	\$3.9M
General growth in cost of operations	\$1.1M
Increased debt service for existing debt	\$1.3M
Financing for future capital projects	\$1.3M
Renewal & Replacement	\$.5M
Contingency	\$.5M

Through the diligent work and cooperation of the council, administration, and the citizens of Chattanooga, we were able to eliminate this deficit in seven phases.

Phase 1: Reducing Department Inefficiencies. We started by consolidating functions to reduce inefficiencies within departments, thus the elimination of one department. We also reduced medical cost by \$2.6M, along with slightly increasing the employee contribution to insurance which estimates an additional \$725,000 in revenue. With these steps we reduced our deficit \$3.3M.

Phase 2: Fee Analysis. We compared our fee structure to other comparable cities. We adjusted fees found lagging and proposed new fees where warranted. This step reduced our deficit \$1.1M (\$2.3M in future years)

Phase 3: Adjustment in Education Funding. The City of Chattanooga provides significant funding for education. While it is important to maintain the school resource officers in schools, it seems only prudent that they be funded from the educational component of the economic development fund. So beginning fiscal year 2003, we will redirect \$574,370 of the city only sales tax to fund school resource officers. With this change in policy, we reduced our deficit another \$.5M.

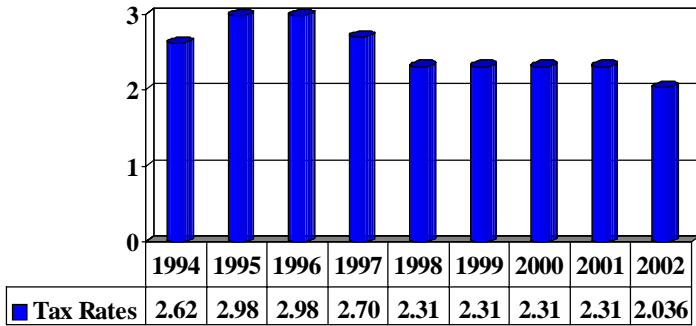
Phase 4: Staff Reduction Plan. In keeping with reducing department inefficiencies, we looked at our current citywide staff in each department. We were able to identify 200 nonessential positions for eventual elimination. In FY 2002 we eliminated 114 nonessential vacancies, which includes several part-time and temporary positions. This generates \$2.03M in savings.

Phase 5: Revenue Review. In this phase we re-evaluated our previous revenue projections based on more current actual data. We were able to adjust property tax to a more definitive assessment independent of reappraisal by \$1.3M and revised our state income tax base on action collection of \$.7M. The property tax adjustment was based on the reconciliation of net additions to the property tax rolls identified during the reappraisal process (not a function of reappraisal). This estimate reduced the budget deficit \$2M.

Phase 6: Revise formula for Employee Raises. Originally we built in a 4% salary increase for all eligible employees. However, with the many health insurance changes we encountered, we were forced to fall back to 3.5%. Although not 4%, this increase will help offset the additional expense incurred by city employees due to the health insurance increase.

In lieu of the average increase of 4% provided for is the city's pay plan each employee would received a 2% increase plus \$500. This resulted in increases ranging from 3% for the higher paid employees to 5% for the lower paid employees. An even greater increase is included for employees not earning liveable wages.

Property Tax Rates



Phase 7: Property Tax Rates. With several new factors to contribute to the changes we foresee in Chattanooga’s revitalization, we recommend a budget with an increased property tax rate of \$2.516 per \$100 assessed valuation. This is 48 cents over our current certified rate of 2.036. Each one penny increase generates additional income of \$305,321.

Historically Chattanooga’s have had a low tax burden. In 1995, there was a 36 cents tax increase. There have been two tax decreases in the last five years. The rate dropped in 1997 because of the transfer of City Schools to the County. The rate dropped to \$2.515 in 1998 due to a reappraisal and was further reduced to \$2.31.

There are no proposed increases in the charges for services provided under the City’s enterprise operations such as the Interceptor Sewer System, Storm Water Program, or the Solid Waste Landfill. This budget presents a financial and operating plan for the City with the primary initiatives outlined earlier.

Budget Highlights

The 2001/2002 Annual General Fund Operating Budget of \$144,594,307 includes \$5,302,101 of capital. The total financial program is \$248,317,938, this 5% increase is due primarily to the increased property tax rate. The FY02 capital program is still under management review at this time.

Revenues for all appropriated funds total \$231,708,711, a decrease of 1% from previous year. Although taxes and charges for services account for the majority of the increased revenues in FY02, declining shared revenues are attributable to the overall offsetting decrease. County wide sales tax are estimated at \$21.5M, that’s a \$545,000 decrease or -2.47% from FY01. Likewise, the influx of federal dollars is shrinking in FY02. The COPS Universal Hiring grant is down \$538,000 or -47.9% and the Harriet Tubman project decreased by \$400,000 or -100%.

Interest earnings are estimated to be down during FY02 due to the declining interest rates and market conditions.

Revenues	FY01/02	FY00/01	inc(dec)	% change
Taxes	90,943,399	73,526,312	17,417,087	23.69%
Licenses & Permits	5,999,348	5,145,600	853,748	16.59%
Intergovernmental	76,193,451	83,849,220	(7,655,769)	-9.13%
Charges for services	47,706,311	56,703,628	(8,997,317)	-15.87%
Fines, forfeitures and penalties	1,652,500	1,741,000	(88,500)	-5.08%
Interest earnings	4,991,639	6,983,250	(1,991,611)	-28.52%
Miscellaneous	4,222,063	5,439,369	(1,217,306)	-22.38%
Total Revenues	\$ 231,708,711	\$ 233,388,379	(1,679,668)	-0.72%
Other Financing Sources				
Transfers in	16,609,227	24,191,723	(7,582,496)	N/A
Bond Proceeds	0	9,697,700	(9,697,700)	N/A
Total Other Financing Sources	\$ 16,609,227	\$ 33,889,423	(17,280,196)	N/A
Total Revenues & Other Sources	\$ 248,317,938	\$ 267,277,802	(18,959,864)	-7.09%

Transmittal Letter

Appropriations are \$231,708,711 a 5% decrease is primarily because of the Capital Budget for FY 02 not included. If this factor is eliminated, there would exist a 9% increase over last year budget. This increase is due to rising medial cost, pension contribution change for Fire & Police from 8.19% to 12.24%, additional salary cost, and additional debt service for existing debt.

Appropriations	FY01/02	FY00/01	inc(dec)	% Change
General Fund	127,985,080	112,163,473	15,821,607	14%
Enterprise Funds	44,704,687	49,515,340	(4,810,653)	-10%
Special Revenue Funds	33,790,615	29,613,329	4,177,286	14%
Fiduciary Funds	5,411,000	4,881,000	530,000	11%
Debt Service Fund	9,967,329	7,650,860	2,316,469	30%
Capital Project Funds	-	30,712,077	(30,712,077)	n/a
Internal Service Funds	9,850,000	8,550,000	1,300,000	15%
Total Expenditures	\$231,708,711	\$ 243,086,079	(11,377,368)	-5%
Other Financing Uses				
Transfers Out	16,609,227	24,191,723	(7,582,496)	-31%
Total Other Financing Uses	\$ 16,609,227	\$ 24,191,723	(7,582,496)	-31%
Total Expenditures & Other Uses	\$248,317,938	\$ 267,277,802	(18,959,864)	-7%

General Fund. The City's General Fund accounts for all applicable resources related to the general operations of city government. These

funds are unrestricted. The total appropriation FY02 budget is \$127,985,080. This 14% increase can be contributed rise in medical, rise in Fire & Police pension, employee raises, and new functions added to the Fund due to reorganization.

In FY02 the Mayor reorganized several departmental functions and/or components. Last year departments include General Governments & Agencies; Finance & Administration; Police; Fire; Public Works; Parks, Recreation, Arts, & Culture; General Services; Personnel; and Neighborhood Services. In FY02, General Services department was eliminated and its functions were disbursed among Finance & Administration and Personnel. The Public Works department added three new functions, Garbage Collection and Brush & Trash functions from the Enterprise Fund's Solid Waste & Sanitation, and Municipal Forestry function from Parks & Recreation. In addition, an Executive Branch was created to better isolated cost for functions directly reporting to him.

Special Revenue Funds. The City's Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose. Reported funds through FY01 include Real Estate, State Street Aid, Human Services, and Economic Development. In fiscal year 2002, the Special Revenue Funds total \$33,790,615. Capital transfers out are decreased in FY02 due to a full year of debt service required in the Economic Development fund. The Economic Development fund accounts for the city only local option sales tax to be use for future development and debt service on projects specific to Economic development in the city. The Debt service requirement limits the amount of funds available for future capital needs which would be expended in the capital project funds. In addition, the 3% reduction is less than previous years because of the transfer of the Real Estate Fund to General Fund. This shift in function and accounting was a part of the Mayor's reorganization plan.

Debt Service Fund. The City is authorized to issue general obligation bonds for capital projects. 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 10 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. The City Council is also authorized to issue revenue

bonds to finance capital improvements for its various enterprise activities; and loan agreements and capital leases for various other public benefit.

The City entered into a Loan Agreement with the Tennessee Municipal Bond Fund on February 10, 1997 whereby a line of credit was established for up to \$7,908,000 for various general government capital projects. At June 30, 2001, the City had a balance outstanding of \$6,064,523. During fiscal year 2001 the City entered into a capital lease for a building located on ML King Blvd. The intended use of the building will be to expand the Police Training Facilities. At June 30, 2001 the outstanding balance was \$144,000. The City also entered into a lease purchase of sewer system improvements from the City of Collegedale, another local municipal government. At June 30, 2001 the outstanding balance was \$304,399. General Obligation Bonds were issued in March, 2001 in the amount of \$48,310,000. This funded various capital improvements of the general government in the amount of \$39,576,000; solid waste system improvements in the amount of \$6,734,000; and stormwater system improvements in the amount of \$2,000,000.

At year-end, the primary government and its component units had a number of debt issues outstanding. These issues included \$258,442,849 in general obligation debt, of which revenues from the City's Enterprise Funds support \$178,059,226. The primary government also has \$40,000,000 in revenue bonds outstanding at year-end for the Electric Power Board, an Enterprise Fund. Two component units have revenue bonds outstanding. These include \$11,836,149 for the Metropolitan Airport Authority and \$129,200,000 in lease rental revenue bonds issued by the Southside Redevelopment Corporation.

Capital Project Funds. The City maintains about nine capital project funds. In FY 2002, keeping in line with the Mayors initiatives for Neighborhoods, there is an additional fund added to account for several Neighborhood Services projects. The total request for the 2002 fiscal year is \$47,177,000, this is 53.6 % over last year approved amount of \$30,712,077. The Capital Budget is under current review.

Enterprise Funds. The City maintains four enterprise operations as part of the primary government. Combined total assets at June 30, 2001, and operating revenues for the fiscal year were \$772.6 million and \$399.6 million, respectively. A brief discussion of the major operations follows:

The Electric Power Board, not presented in our presentation because it is a separate administrative agency of the government, exercises exclusive control and management of the Electric Distribution System. It is the sole distributor of the electric power within the boundaries of the City and County (587 square miles). It accounts for 89.7 percent of total Enterprise Fund operating revenues and reported a net income of \$5.3 million for the year ended June 30, 2001.

The Interceptor Sewer System of the City provides water and sewer services to customers on a self-supporting basis utilizing a rate structure designed to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. The strong commercial, industrial and residential growth in the City, along with increased federal mandates, has necessitated ongoing expansion of the Interceptor Sewer System. To illustrate, property, plant and equipment of the system in 1976 totaled \$68.8 million compared to \$297.2 million in 2001. The department accounts for more than 45.0 percent of total Enterprise Fund assets. The 2002 Budget is under current review. The proposed amount, including Debt Service and Capital is \$33,225,142. Proposed operations is \$17,615,687.

Transmittal Letter

The Solid Waste/Sanitation Fund was established in accordance with state mandate. This fund accounts for the operations of the City's landfill. Landfill fees are charged commercial customers for use of the landfill, while the cost of City landfill needs are financed through a General Fund subsidy. An aggressive capital program has been launched to meet landfill requirements set by the state and federal governments. This program is estimated to cost \$38.5 million over a ten-year period. The 2002 Budget is \$6,691,545. This reduction is due to the transfer of Garbage and Brush & Trash functions to the General Fund.

The Storm Water Fund accounts for the operations of the City's storm water management program as mandated by the Environmental Protection Agency and the state. The program is designed to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. Since the inception of this program in 1994, the investment in property, plant, and equipment has grown to \$35.5 million. The 2002 Budget is \$4,788,000. This is no change from last year's amount.

Internal Service Funds. The City maintains two Internal Service Funds. These funds provide goods or services to other governmental operating units such as departments, bureaus, and agencies. These funds charge for services. The two reporting funds are the Municipal Fleet Services Fund and the Liability Insurance Fund. The Fleet Services Fund's 2002 budget is \$9,850,000. This 15% increase is driven by the increase in salaries and the accumulation of Inventory Supplies for Fleet Services, netted against the 26% decrease in Liability Insurance claims.

Fiduciary Funds. The City maintains Expendable Trust Funds and Pension Trust Funds. The Expendable Trust Funds include Community Development Fund and Home Investment Fund used to account for assets held by the City as trustee. These funds are accounted for in the same manner as governmental funds. The Pension Trust Funds account for assets held by the City as trustee. These funds are accounted for in the same manner as business enterprises providing similar services. Total report Fiduciary Funds for FY 2002 is \$5,411,000. This 3% increase is a result of the continued efforts to meet the various types of housing needs for low and very low income residents of the City.

Below is a brief discussion about the employee pension system.

Retirement Plans. The City maintains three single-employer defined benefit pension plans which cover all employees. Each of these systems is maintained separately: one system (General Pension Plan) covers general City employees; a second plan covers employees of the Electric Power Board; and the third covers Firemen and Policemen. Each plan has its own consulting actuary. The following schedule shows the percentage amount of annual pension cost funded by the City for years currently available:

Pension Plan	UAAL	Funded Ratio
General Pension	(61,701,145)	139.80%
Fireman & Policemen	1,600,700	99.21%
Electric Power Board	0	100.00%

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 general pension plan for permanent employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of earnings subject to social security tax and 5% of earnings not subject to social security tax. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan, however, since the General Pension is currently fully funded the City opted not to match contributions for FY2002.

Firemen’s and Policemen’s Insurance and Pension Fund. The City Finance Officer is authorized to match the total salaries of all participants in the Fire & Police Pension Fund with a contribution from the General Fund not to exceed twelve (12.24) percent. Each employee who is a participant in this Plan contributes 8% of total salary annually.

Electric Power Board Pension Plan. The Electric Power Board’s plan is a single Employer Defined Benefit Pension Plan administered by an individual designated by EPB. Contribution requirements of Plan members and the EPB are established and can be amended by the EPB.

Effective August 1, 1984, the Board implemented a 401(k) plan, which permits employees to invest up to 7.5% of salary in a tax-deferred savings plan. EPB contributes up to 2.5% of the employee’s salary.

Per Capita Budget

The citywide operating per capita budget for FY01 totals \$1,484.13 and for FY02 total \$1,610.42. This represents per capita growth of 2.0% and 8.5% respectively.

In each fiscal year, the City continue to give priority to Public Safety, Neighborhood Revitalization, Economic Growth, and Education which account for significant portions of departmental appropriations each year. Below is a summary chart that shows a comparison for two years actual and two budget years by program.

Program	Actual	Actual	Budget	Budget
	FY98/99	FY99/00	FY 00/01	FY 01/02
General Government	326.27	376.47	348.07	395.83
Finance & Administration	36.00	37.00	41.00	115.00
Public Safety	280.70	320.96	331.86	359.21
Public Works	453.81	483.51	508.20	481.31
Parks & Recreation	72.85	77.90	85.67	85.91
Debt Service	50.25	49.03	52.51	64.08
Social Services	122.40	109.78	116.82	109.08
Total	1,342.28	1,454.65	1,484.13	1,610.42

Transmittal Letter

Financial Assessment

Chattanooga continues its position of strong fiscal strength enjoyed over the past several years. The City is in the best fiscal condition it has been in over 29 years and our outlook is improving. Over the years, through strong fiscal management, Chattanooga has positioned itself well to weather economic downturns, create a positive atmosphere for economic development, and provide greater flexibility on budgetary issues.

Fund Balances

One measure of a city's financial strength is the level of its fund balances. The City's estimated unrestricted fund balance in the general fund will amount to approximately \$28 million as of June 30, 2001. This balance assumes no change in the current fund balance. Our recommended guideline for general fund balance coverage is 20% of general fund revenues.

Financial Reserves

Another indicator of a city's financial strength is the level of financial reserves. Over the years the City has established financial reserves to absorb unforeseen liabilities. The City also has \$3.97 million in debt service reserves at June 30, 2001 monies that will help stabilize and fund future debt service obligations. Included in this budget and financed from current revenues are \$.5 million that will protect us against unanticipated emergencies.

Bond Ratings

The City has maintained a "AA" rating from Standard & Poor's and 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 ratings.

Conclusion

With final budget adoption, I want to thank the Mayor and City Council, citizens and City staff for their time and effort throughout this budget process.

Respectfully submitted,



James S. Boney,
Finance Administrator



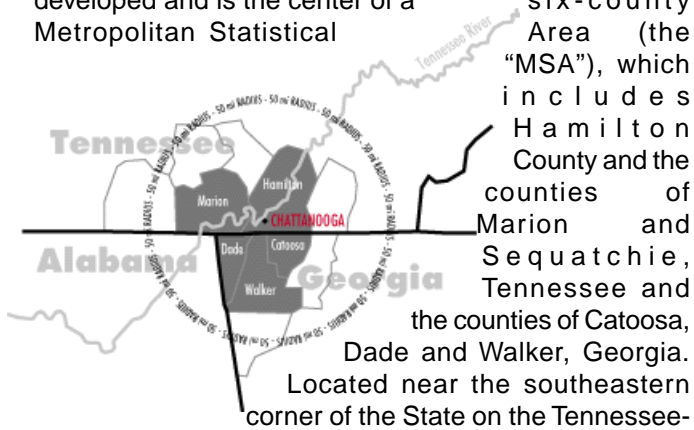
Budget Award



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Chattanooga for its annual budget for the fiscal year beginning July 1, 2000. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, as a financial plan and as a communication device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

History & Development

Founded in 1816, by the leader of the Cherokee Indians, Chief John Ross, the City of Chattanooga was created on the site of Ross's Landing trading post. 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 Metropolitan Statistical



Located near the southeastern corner of the State on the Tennessee-Georgia border, the City encompasses an area of 126.9 square miles. The Tennessee River flows through the center of the City, which has a diversified terrain. The MSA is centrally located in relation to other major population centers of the Southeast, being within a 150-mile radius of Knoxville and Nashville, Tennessee; Birmingham, Alabama and Atlanta, Georgia.

Industrial and Economic Development

The area's central location makes it a perfect distribution center for the eastern United States. Supplies and products for industry flow easily to and from the Chattanooga area by way of an extensive network of highway, water, air and rail transportation systems. Beyond its advantages as a business location, Chattanooga is blessed with beautiful natural surroundings. A gracious life-style results from the community's commitment to preserving its culture and supporting the arts. Chattanooga offers excellence in education and quality health care as well as a virtually unlimited range of recreational activities – all at one of the lowest costs of living in the nation.

Chattanooga, known in the 1930's as the "Dynamo of Dixie", is one of the nation's oldest manufacturing cities with 18.8 percent of its employment in that sector. However, there is no single dominating industry. Economic advantages such as ample utilities, an efficient transportation system, abundant natural resources, a trained labor force and centralized location make Chattanooga a diversified and profitable business location. This largely accounts for the City's low unemployment rate, which stands at 3.2 percent as of September, 2001. This is comparable to the nation's unemployment rate of 4.2 percent and the state rate of 4.0 percent.

The City has undergone a renaissance that can be surpassed by no other city of its size. The City's rebirth, which began in 1982 with the establishment of the Moccasin Bend Task Force, has resulted in nearly \$1 billion of investments in developments such as retail,



restaurants, office space, housing, and tourist attractions.

Coolidge Park is the latest addition to the Tennessee Riverpark. Located on Chattanooga's north shore waterfront, the park encompasses ten acres and includes a pavilion, green space, walkways and fountains, and a 3-row vintage carousel, designed by Gustave Denzel. Originally built in 1895, the carousel was moved to Chattanooga, then restored and fitted with 52 animals carved and painted by local and out of town sculptors. Thousands of visitors to the park each year has spurred a re-vitalization of the entire area north of the river from downtown. Many new businesses have been established, and the area has become a much-desired residential area once again, with the renovation of many older homes as well as construction of new residential living space.

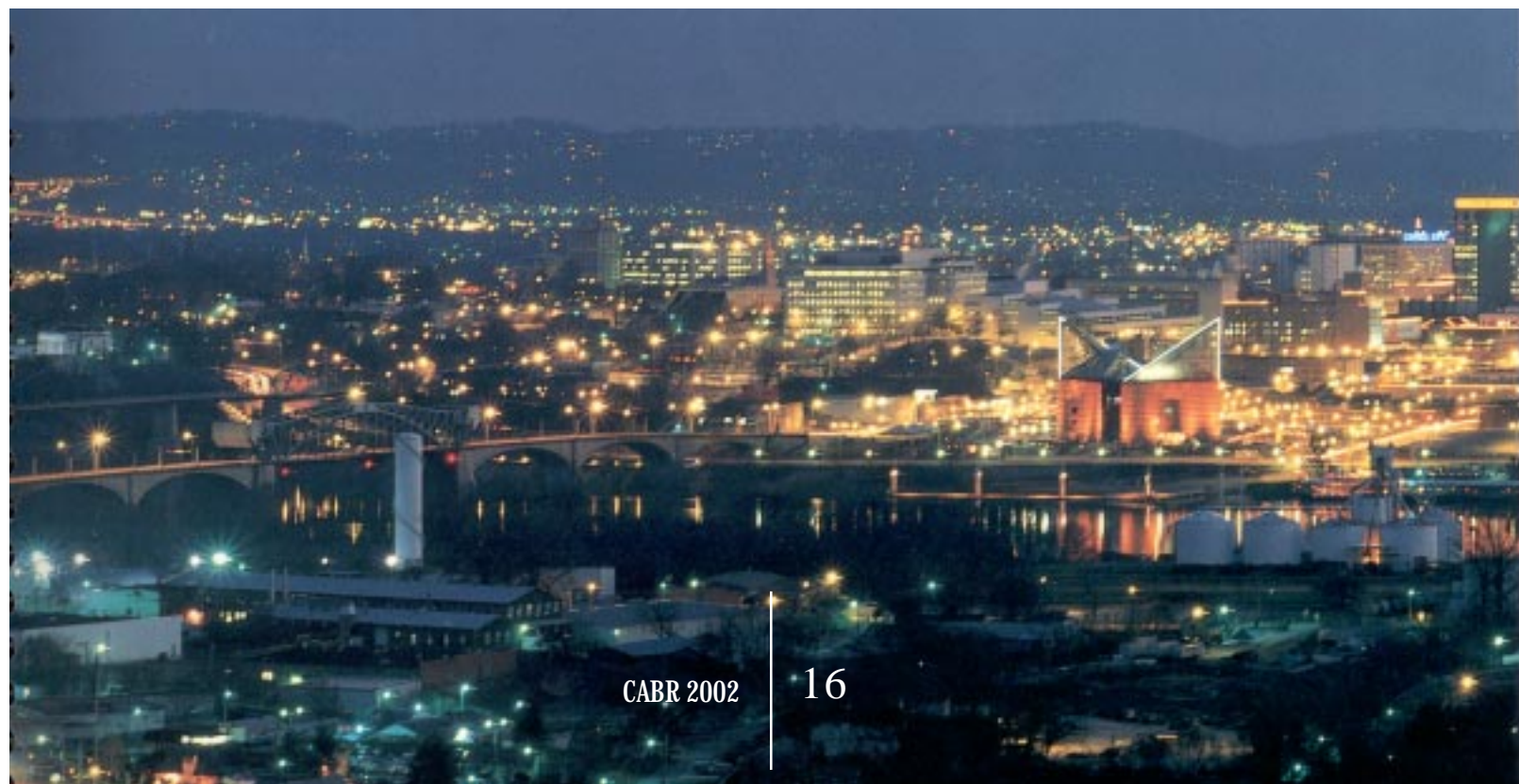
Three years ago, the State granted approval of a development mechanism known as the Tourist Development Zone (TDZ), which encompasses the heart of Chattanooga's downtown. The zone, know as the Southside Redevelopment District, is comprised of three districts — the Aquarium/Ross's Landing District, the Central Business District and the Southside Redevelopment District. The City, through the Southside Redevelopment Corporation, is in the final phase of this project. The development will be supported by allocations of incremental increases in state and local sales and use tax revenues. Four facilities will contain more than 631,210 square feet and cost in excess of \$117.7 million. It is anticipated that this investment planned will leverage more than \$400 million in private investment by 2006.

The Southside Redevelopment District is an opportunity to create a model community by rebuilding the District's job base and revitalize housing opportunities. In the heart of the TDZ is the convention and conference complex that includes four public use facilities as follows. Three of the four facilities are complete and operational.

The Chattanooga – a 208,210 square foot residential meeting facility opened in April 2001. This conference and training facility is targeted for upscale small-to medium-sized groups of less than 250 people with 200 guest rooms and 27,000 square feet of fully equipped meeting room space. – Cost: \$43.5 million.

New Parking Facility – located between the conference and training center and the trade center, the new 1,029-space parking facility, which opened in April 2001, is designed to serve the needs of increased traffic in the convention and conference complex and replacement parking. – Cost: \$10.8 million.

Development Resource Center – a new facility that will exhibit improved efficiencies that can be achieved by utilizing best building practices in its own design and operation thus serving as a model for better ways to develop a sustainable community. This 85,000 square feet facility, which will open in December, 2001, is located one block from the conference and training center. – Cost: \$11 million.



Chattanooga-Hamilton County Convention and Trade Center Expansion – a 226,000 square foot addition to the successful Convention and Trade Center, currently under construction, will enable the community to attract more and larger conventions, meetings and trade shows. The expansion will more than double the size of the current facility, adding new exhibit space, meeting and banquet rooms. – Cost: \$50 million.

The developments that have taken place throughout the North Shore, the Central Business District, and the Southside have come together to make the downtown Chattanooga area a gathering place for night and family and recreational activity. Additional investments spurred by these successes include a new school in the Southside, currently under construction, which represents the first new school building in the downtown area in decades; renovation of a former office building into a school for children with special needs, revitalization of a department store building as a premier downtown housing development, a new bank branch, plans to convert a vacant warehouse into professional office space, a proposal to build a new hotel next to the Trade Center, the opening of a new office building in the central business district, and plans to renovate several other historic buildings in the downtown area.

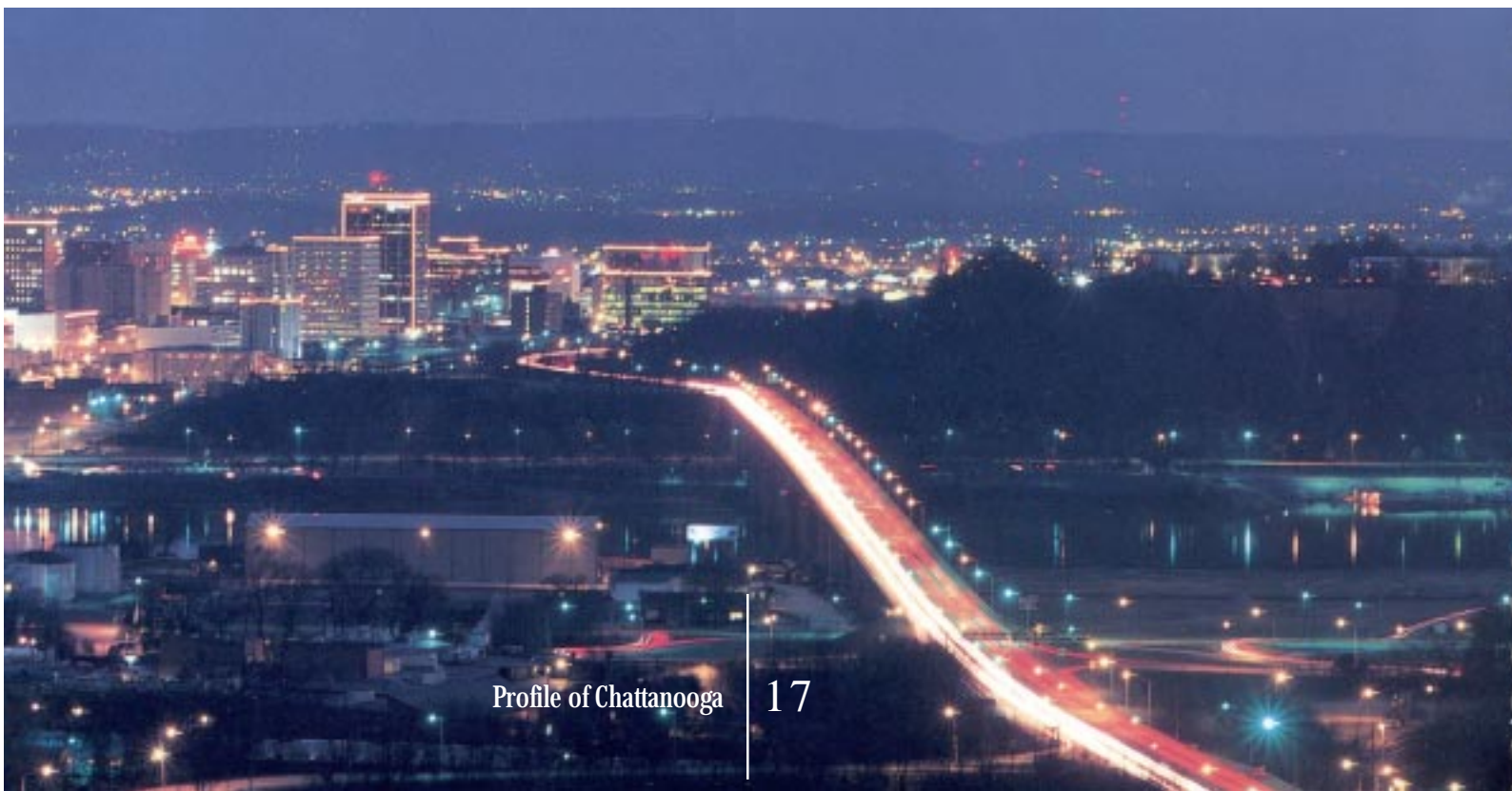
Neighborhoods and quality, affordable housing continue to be a priority in the community. The Chattanooga Neighborhood Enterprise broke ground on a 20-unit apartment building within eyesight for the University of Tennessee at Chattanooga. This unit will complement

new housing units already built in the area.

The City continues to implement, through the Chattanooga Housing Authority, the HOPE VI Grant. This \$35 million grant from the Department of Housing and Urban Development (HUD) anchors a \$159 million project to replace the Spencer J. McCallie Homes and revitalize the surrounding Alton Park neighborhood. Coupled with the Alton Park Development Corporation's master plan, the HOPE VI grant will bring about a major revitalization of one of the City's most depressed neighborhoods.

Despite the global attention to Chattanooga's downtown and environmental successes, economic growth in Chattanooga trails most of the rest of the South. During the 1990s, Chattanooga added jobs at only half the pace of the rest of the state. City officials have focused efforts on ways to reverse this trend of slow employment growth. The business culture in Chattanooga is on the verge of change. A venture capital firm with \$45 million in assets has been recruited to set up an office here. This will give entrepreneurs the needed access to capital that has been scarce in our local business environment. Additionally, \$1.5 million has been allocated by the City to target creation of new minority-owned businesses. The Chamber of Commerce, charged with the task to oversee economic development, has implemented its plan for a larger economic recruitment program. This will include hiring of a business recruitment expert as part of its long-term plan to create more jobs.

Chattanooga is also poised on the leading edge of the technological age. The Electric Power Board of Chattanooga has donated a portion of its nearly 60 miles



fiber optic ring for economic development. This move is anticipated to create a high speed information corridor allowing Chattanooga to become a hub for future research, information sharing, and job growth. This hub has already attracted a new long distance firm to locate in the heart of the central business district, bringing new jobs to the area.

City and County officials have initiated plans for the development of the old Volunteer Army Ammunition Plant site. The \$7.5 million investment by the City and County provides a 940-acre tract, located within 2 miles of Interstate 75, approximately 700 acres of which can be made available for industrial development almost immediately. This is the largest block of land available within the city limits in several decades. Infrastructure is in place to support a wide range of manufacturing and industrial uses. The entire site exceeds 6,000 acres, and efforts continue to acquire the remaining portions for industrial and recreational uses.

Hamilton Place Mall, Tennessee's largest, and now in its thirteenth year of operation, remains a magnet for millions of people. The 1.4 million-square-foot mall has brought in many tourist and locals with a savvy mix of new and familiar stores, theme restaurants and movie theaters. Thanks to the mall, the area has become a retail hotbed with more than 15 million visitors a year. Sales at Hamilton Place have grown steadily over the past decade and now average 30 percent above the national average for regional malls. That success has quickly spilled across Gunbarrel Road and Interstate 75. The number of businesses and amount of traffic in the mall area has

more than doubled over the past decade. CBL and Associates, the mall's owner and developer of major retail space nation wide, has begun development of a multi-acre site on the south perimeter of the mall. Phase I is the construction of their new national headquarters office building, expected to be completed in January.

The City's two biggest local revenue sources are sales and property taxes. The local option sales tax rate is 2.25 percent (1.75 percent county-wide and .5 percent city only). The additional revenues generated by the ½ percent city only sales taxes are earmarked for schools and economic development. Following two successive reductions the property tax rate has remained at \$2.31 per \$100 assessed valuation for the past four years.

The City's capital initiatives reflect its continual commitment to economic development and long term sustainability of the City. In addition to the operating budget over \$30.7 million was appropriated for major initiatives. These include \$3.3 million for continued implementation of the RECREATE2008 plan which is a 10-year, \$65 million plan to upgrade the City's parks and playgrounds; \$14.3 million for various public works projects such as paving, street improvement, curbs, gutters and sidewalks, downtown streetscape, and equipment replacement; \$3.5 million for the Development Resource Center; \$1.6 million for fire vehicles and other equipment; \$4.2 million for police fleet replacement, building renovation and miscellaneous equipment; \$1.3 million for major building repairs.



Awards of Achievement

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

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

- One of six cities in the world featured



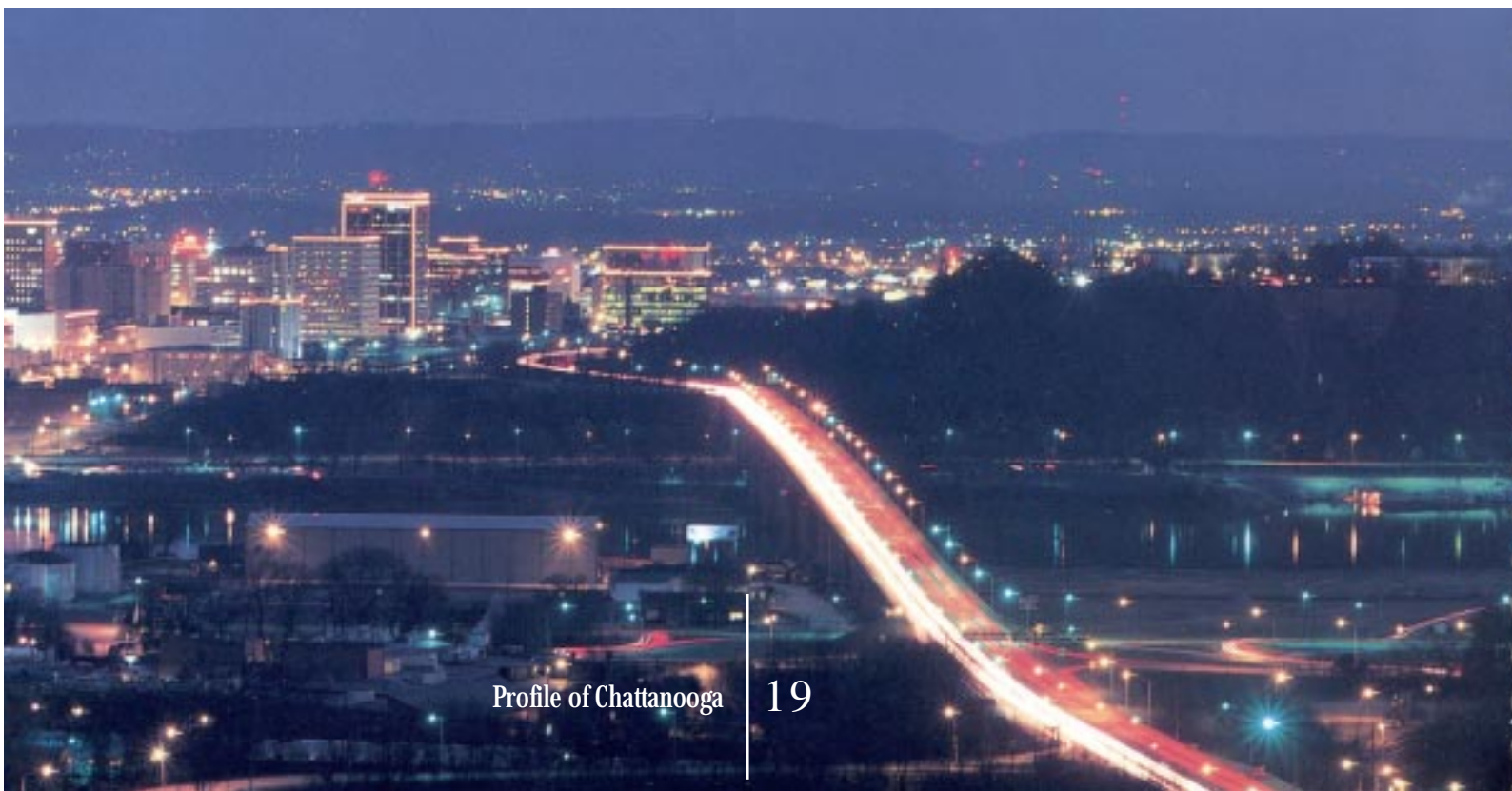
by U.S. News & World Report last year as "Cities that Work."

- One of America's 10 most family-friendly cities to visit, according to Family fun magazine last year.
- One of the "Reborn Cities" profiled by Parade magazine earlier this year.
- One of the 10 "Most Enlightened Cities" featured by Utne Reader magazine.
- One of "America's Best Walking Cities" saluted by Walking Magazine.

We are honored with the distinction of receiving, for the past nine years, the Certificate of Achievement for Excellence in Financial Reporting for our preparation of state and local government financial reports. The Fiscal Year 2001 CAFR is currently being submitted for review.

Also, for five years we were honored with the distinction of receiving 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 2002 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Form of Government

The City operates under a Mayor/Council form of government. The Mayor is elected at-large and is not a member of the City Council. The Council is composed of nine members, with each member being elected from one of nine districts within the geographic boundaries of the City. The Mayor and Council are elected for four-year terms. The Mayor is the City's chief executive officer and oversees the operation of all City departments including the seven principal departments – Fire, Police, Parks Recreation, Arts & Culture, Finance and Administration, Human Services, Public Works and General Services. The City employs approximately 2,670 full-time employees and approximately 200 part-time employees. The City's Electric Power Board has an additional 447 employees.

Date of Organization: 1839

Form of Government: Council/Mayor,

Chattanooga City Government	
Government Type	Mayor/Council
Police Officers	472
Police Vehicles	400
Firefighters	399
Equipment	70
Insurance Rate	Class 3

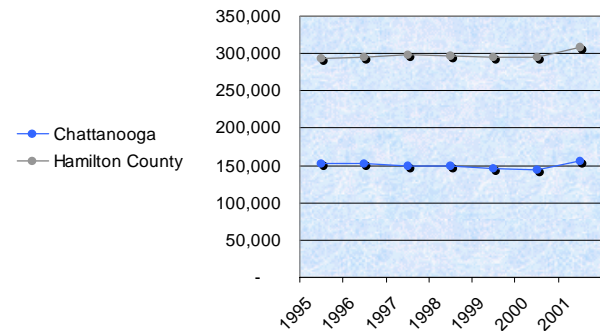
Source: City of Chattanooga

Demographics

During 1995 thru 2001, the population for Chattanooga show an increase of approximated 2%. The population for Hamilton County shows a 5% increase, respectively.

Population		
	Chattanooga	Hamilton County
1995	152,642	294,070
1996	153,154	295,183
1997	149,513	299,320
1998	148,820	296,468
1999	146,615	294,897
2000	144,776	294,982
2001	155,554	307,896

Source: Chamber of Commerce



Land Area and Usage

Area per Square Mile

1950.....	28.0
1960.....	36.7
1970.....	52.5
1980.....	126.9
1990.....	126.9
2000.....	144.1

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

Miles of Streets (City)

Paved.....1,100

Miles of Streets (County)

Paved.....2,239

Unpaved.....180

Elections (County-wide):

Registered Voters.....	189,559
Votes Cast in Last Election.....	120,584
Registered Voters Voting.....	63.61%

Source: County Election Commission (October 2001)

Racial Composition

	City	County
Asian & Pacific Islanders	2.00%	1.6%
African-American	36.7	20.6
Caucasian	60.7	77.3
Other	1.4	1.1

Source: Chamber of Commerce

Median Household Effective Buying Income

Chattanooga.....	\$28,919
Tennessee.....	\$31,464
United States.....	\$34,618

Source: Sales & Marketing Management Survey of Buying Power

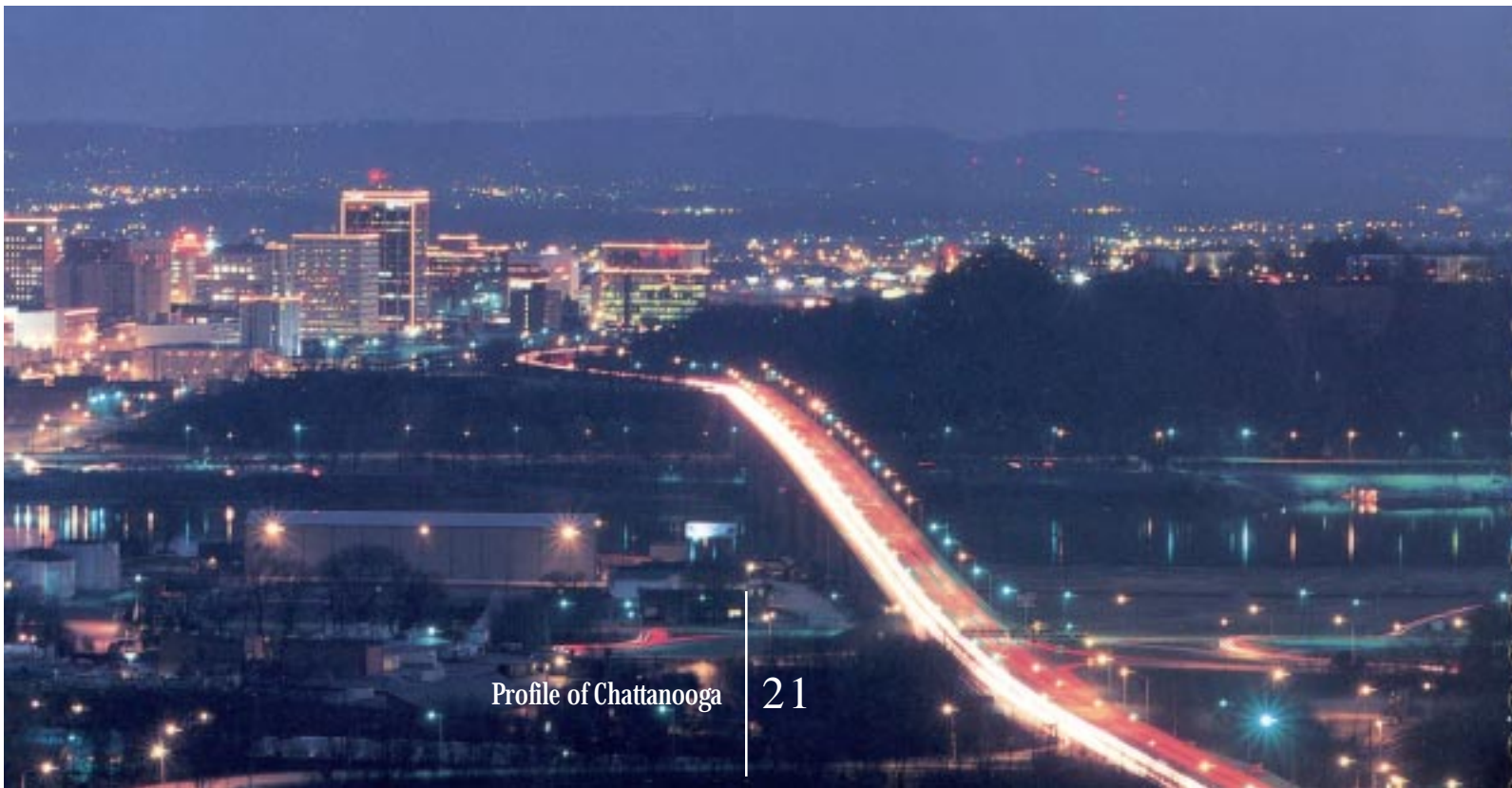
Housing Units-Chattanooga

Total Housing Units.....	72,108
Single Unit Structures.....	60.2%
Owner Occupied.....	54.9%
Median value of Owner-Occupied Housing.....	\$54,100

Source: National Decision Systems

Per Capita Income				
	Hamilton Co.	Growth Rate	Chattanooga MSA	Growth Rate
1995	\$18,365	8.30%	\$16,355	6.80%
1996	19,046	3.7	17,007	4
1997	19,350	1.6	17,310	1.8
1998	20,232	4.6	18,308	5.8
1999	21,710	7.3	19,464	6.3
2000	22,587	4	20,320	4.4

Source: Chamber of Commerce



Service Statistics

Education

There are 79 public schools in the Hamilton County area with a combined enrollment of 40,112. The type of schools and number in County is as follows: Elementary (46); Middle (16); Middle thru High (3); Senior High (12); Kindergarten thru eight, eleven, & 12 (2)

There are 27 private and parochial schools in the Hamilton County area with combined enrollment of 11,000. The type of school and number in County is as follows: Parochial (18); Elementary (6); Preparatory (3).

Facilities

Convention & Meeting Facilities (Capacity)

Soldier's and Sailor's Memorial Auditorium (4,843); Chattanooga-Hamilton County Convention & Trade Center (7,500); Tivoli Theater (1,800); UTC Roundhouse Arena (12,000); Engel Stadium (7,000); UTC Chamberlain Field (12,500); Finley Stadium (20,000)

Cultural Activities & Facilities

Hunter Museum of American Art, the Houston Museum of Decorative Arts, Bluff View Art District, Chattanooga Ballet, Chattanooga Theatre Center, UTC Fine Arts Center, the Chattanooga Symphony and Opera Association, the Arts & Education Council, the Chattanooga Boys Choir, and the Chattanooga Girls Choir, Bessie Smith Performance Hall, Afro-American Museum

Recreational Facilities

- 49 Parks
- 17 Golf Courses
- 19 Recreation Centers
- 48 Summer Playgrounds
- 79 Ball Fields
- 200 Public & Private Tennis Courts
- 55 Swimming Pools
- 15 Theaters
- 3 Bowling Alleys

Transportation

Airport: Lovell Field operated by the Chattanooga Metropolitan Airport Authority.

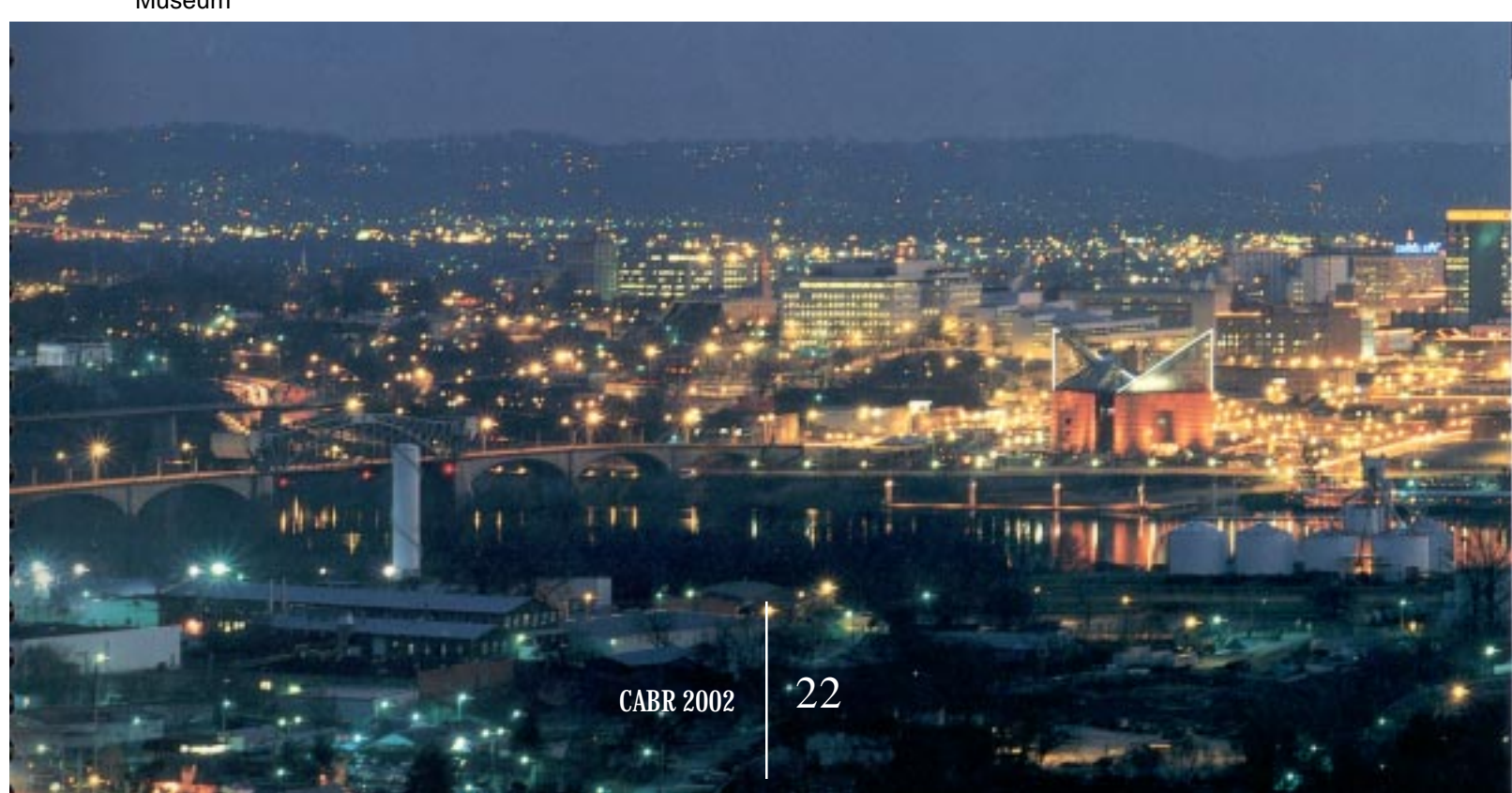
Airline carriers: US Airways, American Eagle, Northwest Airlin, Comair, Atlantic Southeastern Airlines, US Air Express

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

Railway service: Norfolk Southern Railway System and CSX Transportation System

Local mass transportation service: Chattanooga Area Regional Transportation Authority
Buses 68 Routes 16

Highways:
Interstate highways 3 US highways 7
State highways 5



Customer Services

Electric Power Board

Customers.....153,748
 Rate..... \$0.0631/ kw-hr

Public Works:

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

Interceptor Sewer System:

Total Investment.....\$100 million
 Volumes:
 " Approx. 61.1 MGD or 22.3 billion gallons per year
 " 52.4 mil lbs/yr CBOD removed at 94.3% efficiency
 " 153.5 mil lbs/year Suspended Solids removed at 97.9% efficiency
 " 23,409 tons/yr dewatered sludge to Landfill
 " 3.5 million gallons of septage per year

Waste Load Distribution:

" 50% Domestic Waste approx. 220,000 persons
 " 50% Industrial Waste 100 permitted industries

Areas Served.....11
 Sewer and Pump Stations:
 Miles of sewer.....1,200
 Diameter.....4 to 84inches
 Major Pump Stations.....7
 Minor Pump Stations.....48
 Residential/Grinder Stations.....121

Police Protection

Sworn Officers.....472
 Crime Index.....14,688
 Crime rate (per 1,000 pop.).....93.84
 Traffic Accidents.....13,502
 Traffic Citations.....26,110
 Calls for Service.....159,286
 Average response time.....4.12 min

Fire Protection

Sworn Officers.....399
 Fire Stations.....20
 First Line Fire Trucks.....8
 First Line Fire Engines.....17
 Fire Runs.....5,100
 EMS Runs.....5,200
 Average response time:
 Fire.....4.5min
 Medic.....4.5min

Economic

Bond Ratings

Fitch.....AA
 Standard & Poor's.....AA

Building Permits Issued & Value

1994.....2,106.....188,231,830
 1995.....2,109.....215,706,030
 1996.....2,258.....289,913,419
 1997.....2,343.....236,856,304
 1998.....2,338.....286,159,625
 1999.....2,263.....304,112,845
 2000.....2,421.....283,589,165

Source: City Building Inspection Department



Largest Employers in the Chattanooga Area

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

TOP 10 NON-MANUFACTURERS

<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
Covenant Transport	6,105	Trucking
Hamilton County Dept. of Education	6,074	Elementary & Secondary Schools
Blue Cross & Blue Shield of Tenn.	3,664	Insurance
Tennessee Valley Authority	3,212	Utility Electric Service
Bi-Lo, Incorp.	3,206	Grocery Store
Erlanger Medical Center	2,882	Hospital
City of Chattanooga	2,847	Government
Memorial Hospital	2,500	Hospital
UnumProvident Corp.	2,341	Insurance
CIGNA Health Care	1,841	Insurance

TOP 10 MANUFACTURERS

<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
McKee Foods Corp.	3,000	Cakes & Cookies
North American Royalties	2,002	Grey Iron, Castings, Oil Prod.
Roper Corp.	1,950	Cooking Ranges
Synthetic Industries	1,900	Carpet Backing
DuPont Company	1,520	Synthetic Yarn
Con Agra (formerly Seaboard Farms)	1,410	Process Boiler Chickens
Astec Industries, Inc.	1,401	Asphalt, & Dust Collectors
Shaw Industries	1,182	Carpet
Olan Mills, Inc.	1,000	Portrait Studio
US Pipe and Foundry	750	Iron Pressure Fittings

Source: City of Chattanooga, Tennessee

Home-Grown National Names
These are just a few of the brands known around the nation that are made in Chattanooga by Chamber members.

- BIG RIVER GRILLE**: From one serving restaurant in 1981, this Chattanooga company has grown to 23 restaurants, expanding so rapidly that Inc. Magazine named it one of the nation's fastest growing companies.
- CHATTEM**: This Chattanooga manufacturer makes dozens of familiar consumer products.
- COCA-COLA BOTTLING**: The world's favorite soft drink was first put into bottles in Chattanooga in 1898.
- KRYSTAL**: The little square hamburgers get their start in Chattanooga, and the company is headquartered here.
- LITTLE DEBBIE**: McKee Foods, the company that makes America's number one snack cake, is headquartered in and operated in Chattanooga.
- OLAN MILLS**: The company that makes all those family portraits and school pictures is headquartered here.
- ROCK CITY**: One of the best known destinations in the South, thanks to hundreds of "See Rock City" signs.

City Officials as of July 1, 2001

Mayor: Robert Corker

Chief of Staff: Mike Compton

City Council:

John Lively	District 1		
Sally Robinson	District 2	Ron Littlefield	District 6
Dan Page	District 3	John Taylor	District 7
Jack Benson	District 4	Leamon Pierce	District 8
John P. Franklin Jr.	District 5	Yusuf A. Hakeem	District 9

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

Legal: Randall Nelson, City Attorney

City Court: Walter F. Williams, City Court Judge

Russell Bean, City Court Judge

Ed Hammonds, City Court Clerk

Department Administrators and Directors:

Finance & Administration:

James S. Boney, Administrator

Daisy W. Madison, Deputy Administrator

Human Services:

Bernadine Turner, Administrator

Tommie Pruitt, Deputy Administrator

Police: Jimmie L. Dotson, Chief

Personnel:

Donna Kelley, Administrator

Fire: Jim M. Coppinger, Chief

Neighborhood Services:

Kenardo Curry, Administrator

Public Works:

Bill McDonald, Administrator

Beverly Johnson, Deputy Administrator

Community Development:

Rayburn Traugber, CD Administrator

Parks & Recreation:

Jerry Mitchell, Administrator

Janice Miller-Hester, Deputy Administrator

Air Pollution Control:

Robert H. Colby, Director

Chattanooga-Hamilton County Bicentennial Library:

Jane McFarland, Director

Scenic Cities Beautiful:

Carolyn Skipper, Director





Yusuf A. Hakeem – District 9
Chairman of the Council



John Lively – District 1



Sally Robinson – District 2



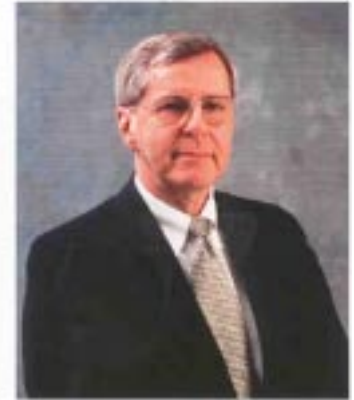
Dan Page – District 3



Jack Benson – District 4



John P. Franklin – District 5



Ron Littlefield – District 6



John Taylor – District 7



Leamon Pierce – District 8

Meet US

Photos © 2001 Med Dement House of Photography

Mayor

Mayor, Robert P. Corker

Mayor Bob Corker graduated from the University of Tennessee in 1974 with a Bachelor of Science Degree in Industrial Management. He began his career in 1974 as a Project Manager and Construction Superintendent until he founded Bencor Corporation in 1978. Bencor specialized in building retail shopping centers and operated in 18 states.

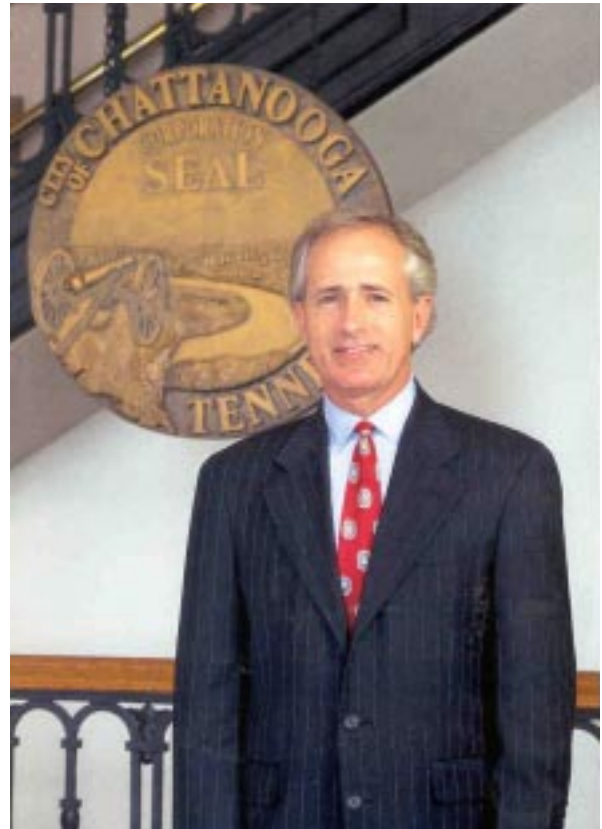
Over time, the acquisition of real estate and other investments became Mayor Corker's business focus and the construction arm of his company was sold in 1990. In 1999, he acquired Osborne Building Corporation and Stone Fort Land Company, the two largest and most historic real estate companies in Chattanooga.

In 1986, Mayor Corker led the creation of Chattanooga Neighborhood Enterprise (CNE), a non-profit, public/private partnership, and served as its founding Chairman. Through the hard work of a diverse group of community participants, CNE has become a national model for neighborhood revitalization, having invested more than \$200 million dollars and having helped more than 6,000 families in Chattanooga find decent, fit and affordable housing.

In 1995, Mayor Corker was recruited to serve as Commissioner of Finance and Administration for the State of Tennessee. There, he was widely acclaimed for his ability to bring together people from both sides of the aisle to solve problems. Among his responsibilities were the preparation and implementation of Tennessee's \$13 billion state budget and overseeing the general operations of the state.

In March of 2001, Bob Corker was elected Mayor of Chattanooga, earning 54% of the vote and a first ballot victory in a crowded field of eleven candidates.

Mayor Corker serves, or has served, on the board of directors of the University of Chattanooga Foundation, Chattanooga Housing Authority, Chattanooga Neighborhood Enterprise, U.S. Xpress Enterprises, Inc., River City Company, American National Bank and Trust Company, Siskin Memorial Foundation, Creative



Discovery Museum, Regional Planning Agency, Southside Development Corporation, Memorial Hospital, Tennessee Housing Development Agency, Chattanooga Venture, Chattanooga Chamber of Commerce, Associated General Contractors, the Executive Committee of the United Way, the Rotary Club and the Urban League. He is past Chairman of the Administrative Board and past Finance Chairman of First Centenary United Methodist Church and a past member of the University of Tennessee at Chattanooga Chancellor's Roundtable. Mayor Corker is a former member of the Governor's Task Force on Low-Income Housing as well as a former Trustee of the Tri-State Carpenters' Fringe Benefit Fund.

The Mayor and his family are members of St. Paul's Episcopal Church. He and his wife, Elizabeth, and their two daughters, Julia (13) and Emily (11) live in North Chattanooga.

Council Members

John Lively, District 1

Mr. Lively had never been involved in politics before friends talked him into running in 1990. "He says that it is "more difficult to govern...to get things done...than most people realize." His special interest is cutting waste from city's budget. Lively worked in sales and marketing for General Mills for 20 years and is still active in the business world selling commercial waste removal services to contractors and others. He attended Central High and UTC, and put in 35 years of active service in the National Guard. Lively was a football official with the Tennessee Secondary School Athletic Association for 20 years spending many Friday nights refereeing games around the region. Lively is Deacon of Lookout Valley Baptist Church, a choir member and Sunday school teacher. Lively and his wife Margie Bryan, have been married for 35 years and have three daughters.

Represents citizens in areas: Mountain Creek, Northwoods North, Valley View East, Wauhatchie
Phone: 757-5196
Address: 263 Garden Road, Chattanooga, TN 37419

Sally Robinson, District 2

Sally Robinson has been involved in downtown revitalization and riverfront development in Chattanooga since 1980 as a founding member of the Riverbend Festival, and has volunteered through the years on the Moccasin Bend Task Force, Walnut Street Bridge Restoration, Cornerstones Historic Preservation and Friends of Moccasin Bend National Park. She is past executive director of the Arts & Education Council where she worked to establish the Chattanooga Conference on Southern Literature. Ms. Robinson is past executive director of Chattanooga Downtown Partnership where she expanded the Nightfall Concerts, established the Downtown Business and Merchants Roundtable Association, and developed seasonal activities promoting downtown year-round. She has served on the board of the International Downtown Association, and was elected to City Council in 2001. Ms. Robinson attended the University of North Carolina and graduated from the University of Tennessee-Chattanooga. Ms. Robinson is a member of St. Paul's Episcopal Church. She is married to attorney Sam Robinson and has four children and one grandchild

Represents citizens in areas: Lupton City, North Chattanooga, Northgate, Northwoods South, Riverview, and Stuart Heights
Phone: 757-5196
Address: 1068 Constitution Dr. - Chattanooga, TN 37405

Dan Page, District 3

Councilman Dan Page, in his first venture into politics, was elected to the Council in 2001. Dan, a lifelong resident of Chattanooga, is founder and president of Greenleaf Health Systems. He grew up in the Avondale-East Chattanooga area and graduated from Central High School. He earned a Masters Degree from the University of Tennessee at Chattanooga and completed post-graduate studies at the University of Tennessee at Knoxville. Dan currently resides with his wife of 37 years, Shirley Lowe Page, in the Hixson area. They are actively involved at Trinity Lutheran Church. Dan Page has had a successful business career while raising two sons, Brent and Brian, who graduated from Chattanooga public schools...Hixson High School and Chattanooga High School of the Performing Arts. Dan is a Rotarian, a Trustee Emeritus of Newberry College, has been a board member of the North Chickamauga Creek Conservancy and the North River YMCA. He served on the core group that initiated the Interfaith Hospitality Network of Greater Chattanooga and has been involved with Northside Neighborhood House. Dan's interest is to continue helping people by listening to the citizens and providing them leadership with a strong voice. He believes public service is of the highest calling. He supports encouraging better community planning and promoting a strong business climate for Chattanooga.

Represents citizens in areas: Dupont, Hixson 1, Hixson 2, Kingsport, Lake Hills, Murray Hills
Phone: 757-5196
Address: 6315 Ridge Lake Rd. - Hixson, TN 37343

Jack Benson, District 4

W. Jack Benson, B.S. Peabody at Vanderbilt, M. Ed. University of Chattanooga, Post Graduate at University of Tennessee at Knoxville. He is presently serving on the Chattanooga City Council as Councilman from District 4.

Mr Benson served for 35 years in the Chattanooga Public School System as an elementary and junior high teacher and then as principal of two elementary schools and two junior high schools. He then moved to a system-wide position at the administrative office where he served as Director of Curriculum and as the Assistant to the Superintendent. After retirement from the school system Mr Benson served as the Executive Director of the Chattanooga Big Brothers/Big Sisters Association.

Mr Benson is a Past-President of the Association of United Way Agency Directors. He has also served on the boards of the National Education Association; Tennessee

Council Members

Education Association; Southern Association of College and Secondary Schools; Chattanooga/Hamilton County Planning Commission; Tele-scripps Cable Access; Council of Alcohol and Drug Abuse Services; Chattanooga Education Association; United Way Allocation Panel; Armed Forces Committee; Camp Ocoee; and Boy Scout Exposition.

Represents citizens in areas: Concord 1, Concord 2, East Brainerd, Tyner
Phone: 757-5196
Address: 8510 Chambers Rd. – Chattanooga, TN 37421

John P. Franklin, Jr., District 5

John Franklin—better known as Duke—was elected in 1998. He graduated from Brainerd High where he excelled in football and track. He received a business degree from Hampton University. Duke is a third-generation director of Franklin-Strickland Funeral Home, and past president of the Tennessee Funeral Director's Association. He has served on numerous boards including Partners for Academic Excellence, Chamber of Commerce, Jewish Community Center, and Zoning Board of Appeals for Variance and Special Permits. The Councilman is interested in improving the climate for new and existing business and upgrading property values in his district. Duke is an avid golfer.

Represents citizens in areas: Airport, Bonny Oaks, Dalewood, Eastdale, Woodmore
Phone: 757-5196
Address: 2233 Nimitz St. – Chattanooga, TN 37406

Ron Littlefield, District 6

Ron Littlefield is a professional city planner with 32 years of experience working with cities, counties, states and private sector organizations.

He was the first director of Chattanooga's combined city/county/chamber of commerce economic development office where, in 1981, he initiated the annual leadership visits to dynamic cities such as Indianapolis, Baltimore and Charlotte that have inspired a number of major Chattanooga projects.

In 1984, he was an incorporator and initial Executive Director of Chattanooga Venture where he led the successful Vision 2000 planning program -credited with shaping the communities grand scale ideas for riverfront and downtown redevelopment

Subsequently, he was elected Commissioner of Public Works for the City of Chattanooga where he had opportunities to implement plans for restoration of the Walnut Street Bridge and construction of streets, sewers and other infrastructure associated with the Tennessee

Aquarium and related projects.

Later following a change in the form of local government, he became the first Chairman of the new Chattanooga City Council and helped to guide the community's transition from the old form of government to the new.

During an eight-year hiatus from public office, Littlefield worked as a planning consultant for a number of public and private clients on a wide variety of development projects In 1998, he was recruited by Mayor Jon Kinsey to assist with proposals for a high-speed passenger rail connection between Chattanooga and Atlanta.

In April of 2001, he was reelected to the Chattanooga City Council from District Six and subsequently was selected by fellow council members to serve as Vice Chairman

Represents citizens in areas: Brainerd, Brainerd Hills, Cedar Hill, Eastgate, Missionary Ridge North, Missionary Ridge South, Ridgedale, Sunnyside
Phone: 757-5196
Address: 308 Hemphill Ave. – Chattanooga, TN 37411

John R. Taylor, Sr., District 7

Mr. Taylor was elected to the City Council in 1997. He is president of Taylor Funeral Home, a family owned business established in 1989 employing 20 people. He is president of the Scales Funeral Home in Nashville. He graduated from Brainerd High and Southwestern Christian College in Tiarell, Texas, and went on to get a degree in Mortuary Science. His district is 50% black and 50% white; some constituents live in poverty and others are wealthy. He is interested in empowering underdeveloped neighborhoods by bringing more people into the governmental process...“for the people and by the people”. Taylor loves to travel (but hates to fly) and in Spring 1999 journeyed to Johannesburg, South Africa as an embalming consultant. He is married to Anita, a native of Indianapolis. They have two sons and are active members of the Avondale Church of Christ where John is educational director.

Represents citizens in areas: Alton Park, East Lake, Howard, Moccasin Bend, Piney Woods, St. Elmo
Phone: 757-5196
Address: 4611 Tennessee Ave. – Chattanooga, TN 37409

Leamon Pierce, District 8

Mr. Pierce and his wife Sue have one child and have lived in Park City all their lives. He has operated his own business, Liberty Bonding Company and Lesser Properties, since 1974. He was elected to City Council in 1990. Pierce's career history includes five years as a

Financial Staff

linesman with TVA and six years with the Electric Power Board where he became the company's first Black linesman. He has been an activist for equal opportunity through many years of service with NAACP, the Action Coordinating Council, Operation PUSH and the Unity Group.

Represents citizens in areas: Avondale, Bushtown, City Hall, Clifton Hills, Courthouse, Downtown
Phone: 757-5196
Address: 2710 Cannon Ave. – Chattanooga, TN 37404

Yusuf Hakeem, District 9, Chairman

Yusuf Abdul Hakeem retired from the General Electric Corporation after 25 years of service, and was one of the pioneers who started the Islamic Center in Chattanooga. He served on the Board of Education for 10 years, and on many other local boards—both past and present—including Chattanooga Neighborhood Enterprise, the Regional History Museum and the Bethlehem Center and Credit Union. Hakeem has been very active in the Tennessee Municipal League and is currently on the Board of Directors; he chaired the League's Telecommunications Committee in 1996. Hakeem was elected to City Council in 1990 and is now serving his 3rd term on the Council. He is a graduate of Howard High School and Chattanooga State. He and his wife Beseemah have four children—all are college graduates.

Represents citizens in areas: Amnicola, East Chattanooga, East Side, Glenwood, Highland Park
Phone: 757-5196
Address: 504 Kilmer St. – Chattanooga, TN 37404

Elections for Chair and Vice Chair are made each year, generally the 3rd week of April. Each councilperson will be up for re-election in 2005 (their current terms run from April, 2001 until April, 2005).

James S. Boney, Chief Financial Officer



Jim Boney was appointed City Finance Officer in 1992 and has been re-appointed three times. Prior to his appointment, Boney served 26 years with the United States Air Force, retiring as a Colonel to accept this position. Under his leadership, the City of Chattanooga has been recognized for excellence in financial reporting, and has achieved an upgraded credit rating from the major rating agencies. Boney serves on numerous civic boards in the community and is a trustee of the Chattanooga-Hamilton County Hospital Authority (the Erlanger Health System). He and his wife of 31 years, Dianne, have three children. **Office Phone: 757-5234**

Daisy W. Madison, Deputy Financial Officer



Daisy W. Madison was hired as Deputy Finance Officer in 1992. She is a Certified Public Accountant with over 22 years of experience in financial accounting and auditing which include 10 years as staff auditor for the U.S. General Accounting Office, Arthur Anderson & 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 which was instrumental in the city's achieving an upgraded bond rating. She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her husband of 24 years, Sam, are the *proud* (smile) parents of four children.

Office Phone: 757-5232

Fredia F. Kitchen, Budget Officer

Fredia F. Kitchen was promoted to Budget Officer in March, 2000. Prior to Budget Officer, her career with the City began in 1980 where she started out in Payroll, moving to Budget in 1984 as a Budget Analyst, then promoted to Senior Budget Analyst. In addition to major budget duties, she monitors all City Investments, performs Revenue Analysis, and Bond Analysis, including gathering data for official statement preparation. She is married to Ken, who is an Information System Programming Manager in the City's Information Services division.

Office Phone: 757-0524

Simone M. White, Senior Budget Analyst

Simone White joined the City in March 1993 as a Budget Analyst. In November, 2000 she was promoted to her current position of Sr. Budget Analyst. She handles budgets for the Finance & Administration, Police, Neighborhood Services, and the Interceptor Sewer. 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 (SC). She has served as a reviewer for the GFOA's Distinguished Budget Awards Program for the past four years. Her other activities include serving as board member on the Chattanooga Chapter,

Association of Government Accountants, Girl Scout Leader, and several church related activities. Simone is married to the wonderful Jerrold Javier White, an attorney practicing in the Chattanooga area.

Office Phone: 757-0534

Christopher Haley, Budget Analyst

Chris Haley was hired as a Budget Analyst in 1996. He handles budgets for selected General Government accounts and Parks, Recreation, Arts, & Culture. Prior to coming to the City, he worked in internal audit with Hamilton County. **Office Phone: 757-0537**

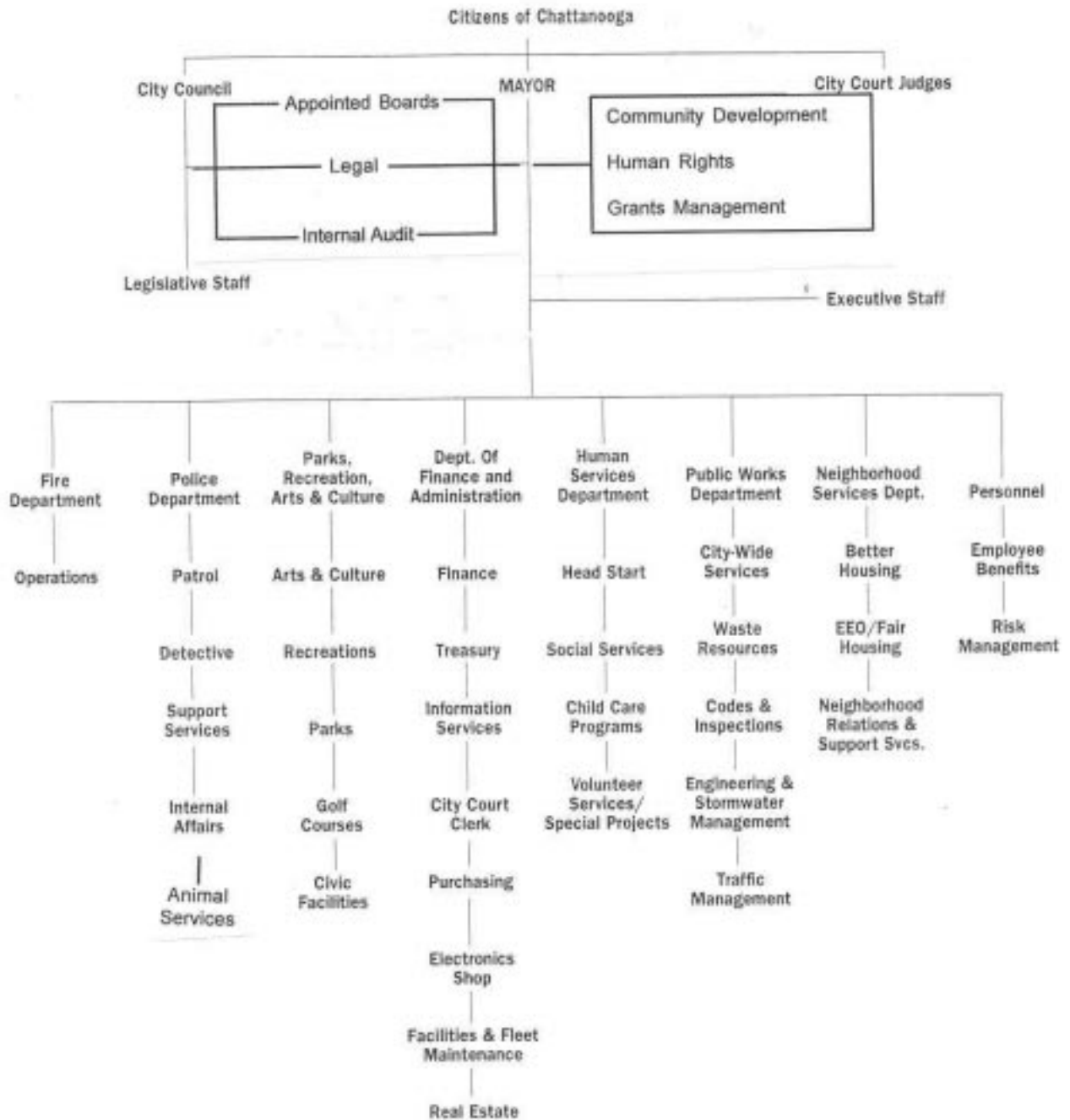
Randall Ray, Budget Analyst

Randall Ray was hired by the City in 1986. Prior to that he was a Sales Tax Auditor for the State of Tennessee for 2 years. He is a graduate of Middle Tennessee State University. He handles budgets for Fleet Services, Fire, and Public Works. He has been married to the former Teena Andrews for fifteen years with two cats (Bearden and Ernest T. Bass). **Office Phone: 757-0535**

Beverly Isaac, Budget Analyst

Beverly Isaac was hired in February 2001 as a Budget Analyst. She handles budget for General Government, Personnel, and the joint funded agencies (Human Services, Regional Planning Agency, Air Pollution, and Scenic Cities Beautiful). Beverly is a graduate of Southern University located in Baton Rouge, Louisiana. She holds a Bachelor of Science in Accounting. Prior to coming to the City, she served in the United States Army for seven years. She held various positions in the Finance Department. **Office Phone: 757-4751**

Organization Chart



Policies & Procedures

Budget Procedures

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

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

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

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

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

A governmental budget should:

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

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

The first budget procedure to be put into place is planning of the budget calendar and the budget policies by the City Finance Officer. In early February, the Budget Section, working under the direction of the Finance Administrator, compiles draft copies of the proposed budget calendar as well as the proposed budget policies. When the Finance Administrator is satisfied the proposals meet the needs of the Departments/Agencies, they are presented to the Mayor for review. The Mayor can at this time add to or delete from either document. When his review is finished the Mayor then presents the finished products to the City Council for review and approval. The City Council can then change either document. This provides the guidelines needed by the Departments/Agencies to begin budget preparation for the upcoming fiscal year. After the City Council has adopted the budget calendar and the budget policies, the Mayor meets with his Department Administrators and Department Budget Personnel to distribute them. While the budget calendar

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

The Departments and Agencies are given a deadline in the budget calendar by which to turn in their budget requests to the City Finance Office. During this time their budgets are finalized by their budget personnel working closely with the Budget Section analyst assigned to their department. The goals and objectives of each activity are spelled out, and the financial means to accomplish them are incorporated into their budgets. Each activity is a stand alone document, virtually a teaching tool. When presented to the City Finance Office, a department's budget consists of Budget Forms for each activity within the department, overlaid with a departmental summary form. The department's overall goals and objectives are stated here on the summary forms.

Once all Budget Forms for all departments and agencies are collected by the City Finance Office a review process begins by the Budget Section. This budget documentation turned in by the departments should include a statement of proposed departmental goals and objectives, performance measures, an

estimate on the status of performance at the end of the current year as well as traditional account line item expenditure requests and justification for maintaining current and expanded expenditure requests. The Budget Section reviews each budget request to insure compliance with the budget policies.

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

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

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

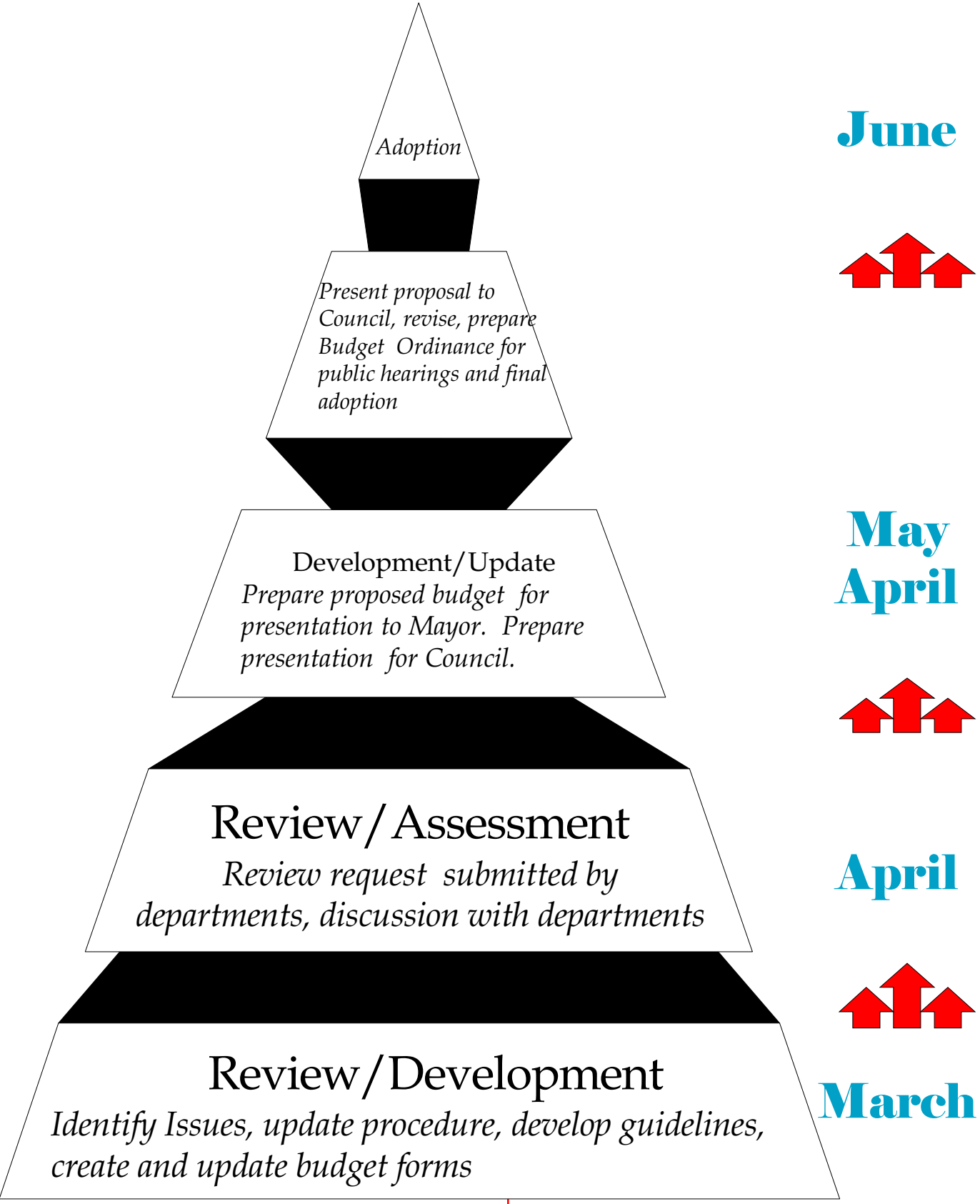
During May and June, the City Council hears budget requests from agencies and departments at its regularly scheduled meetings. Prior to July 1, the City

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

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

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

The Budget Pyramid Approach Model



S M T W T F S

January 2001

1 2 3 4 5 6
7 8 9 10 11 12 13
14 15 16 17 18 19 20
21 22 23 24 25 26 27
28 29 30 31

February 2001

1 2 3
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18 19 20 21 22 23 24
25 26 27 28 29 30

March 2001

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April 2001

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May 2001

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27 28 29 30 31

June 2001

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24 25 26 27 28 29 30
31

January

2 Finance Officials discuss capital budget with Mayor
4 Finance Officials discuss conference center budget issues with Mayor
23 Deputy Finance Officer presents information to Department Heads @ Staff Meeting

February

5 Budget meeting w/ Mayor department fiscal coordinators
16 Target cut off date for CY actuals on buget forms
19-21 Budget Office prepares for Intranet presentation
22 Presentation to Department Liasons & budget forms available on Intranet to all departments
28 Budget Officer meet with Finance Officials to discuss budget execution

March

12 Salary projections distribution to departments
22 Departmental deadline for Budget 2002 submissions
27-31 Internal Budget Office review
30 Revenue projection target date/deadline for Agency budget submission/submission of total budget package to Mayor

April

3-12 Budget discussions with departments
17-20 In house Budget Session to balance Budget 2002
25 Prepare budget/finance presentation for council orientation
30 Capital and Sewer request submitted to Finance Office

May

7-24 Mayor meets with all Department Heads to discuss budget requests
9 City/County Joint Hearing

June

1 Finance Officials meet with Budget Officer to discuss all departmental budget requests and revisions/Finance Officials meet with the Mayor to discuss all departmental budget requests and revisions

July

3 Finance Officer discuss status of budget with Mayor
5 Finance Officer meets with Department Head to diccuss capital projects
12 Finance Officer discuss budget revisions with Mayor
13 Finance Officer meets with Mayor to discuss budget draft/Finance Officer briefs council members
17-27 Finance Officer discuss capital projects and budget revisions of all departments with the Mayor

August

7-17 Finance Officer discuss budget revisions with the Mayor

S M T W T F S

July 2001

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29 30 31

August 2001

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September 2001

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23 24 25 26 27 28 29
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October 2001

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7 8 9 10 11 12 13
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21 22 23 24 25 26 27
28 29 30 31

November 2001

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11 12 13 14 15 16 17
18 19 20 21 22 23 24
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December 2001

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16 17 18 19 20 21 22
23 24 25 26 27 28 29
30 31

S M T W T F S

January 2002

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20 21 22 23 24 25 26
27 28 29 30 31

February 2002

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10 11 12 13 14 15 16
17 18 19 20 21 22 23
24 25 26 27 28 29 30
31

September

4 Budget submitted to Council for first reading
11 Budget submitted to Council for second and third reading
25 Budget and Revenue Ordinances adopted with City Council amendments

October/November

4-9 Finance Officer discuss Capital Budget with various Department Heads
Budget Maintenance and Monitoring

December/January/February

10-17 Finance Officials discuss Capital Budget of all departments with the Mayor
Review improvement ideas for FY 2003 Budget process

Budget Policies

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

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

The City's budget policies are written up each year by the Budget Section of the City Finance Administrator's Office. These proposed policies are reviewed by the Finance Administrator to insure they contain all information known at that time to provide the desired results of the current year budget process. Working together, the Finance Administrator, Deputy Finance Administrator, Budget Officer and the budget staff insure that the budget policies to be presented for consideration by the Mayor and City Council do contain the means to provide the basic public services. Basic public services can be defined as those services that are

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

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

The following section outlines the budget policies adopted by the City Council for use in preparation of the City's FY 01/02 Operating Budget:

Budget Requests for Fiscal Year 2002 will be submitted on line-item (Account) basis. Generally, any growth in funding must be fully justified and will be at the expense of some other line item, barring a specific revenue generated to cover the additional expense.

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

Maintain Requests will be based upon the projected 00/01 expenditures less any one time nonrecurring expenditures.

- a. Request for one time, unavoidable costs that are anticipated for FY 01/02 will be included in the Additional Requests with justification.
- b. Requests for recurring unavoidable increases, including such items as street lighting, other utilities, pension costs, FICA, etc., will be included in the Maintain Budget Requests.

Personnel Issues:

- a. Maintain Requests for Salaries & Wages will include all positions authorized at the current Pay Plan Amount. The Finance Office will provide projections.
- b. Maintain Requests will not include any requests for funding of additional personnel.
- c. Do not include funds for pay raises or pending reclassifications. Step increases are provided for by Projections, which will be entered by the Budget Analysts after a decision is made concerning salary and wage changes.
- d. Budget Requests for overtime must be from a zero base, consistent with overtime ordinances, and not justified by prior year experience only.
- e. If you plan to hire temporary workers, your budget estimate should include payroll taxes. Any hiring of contract employees must stand up to IRS scrutiny.
- f. Temporary staffing should be budgeted under "Salaries & Wages".
- g. There will be no additions to the total number of positions. New positions and position reclassifications must be matched with comparable reductions or consolidation of existing positions so as to result in no increase in total personnel cost.
- h. No increase in positions or position reclassifications will be considered in the 2001-2002 Budget without a corresponding reduction/reclassification in existing positions resulting in the same or reduced costs to the City.
- i. New and additional positions (including reclassifications) must be submitted to Personnel for review no later than March 30, 2001. Forms are available in personnel, see Susan Dubose (ext. 4856). (All requests for new positions and reclassifications must be supported by corresponding reductions in existing positions resulting in the same or reduced payroll cost)

Renewal & Replacement:

Budget Requests will include capital operating requirements, to be funded from the amount appropriated for Renewal & Replacement of Equipment. Generally, a capital operating requirement has a useful life of less than 15 years

and involves a cost less than \$25,000.00. Items with a longer useful life and greater cost will be included in the Capital Budget. We anticipate that the FY 01/02 budget will include funding for Renewal & Replacement in the amount of \$1,500,000.

All departments will include in each activity funds for vehicle repairs at City Garage. Parts will be billed by the Garage at a 25% markup. Labor cost has been set at \$45.00 per hour. Vehicle maintenance cost expenses should be based on hours experienced during FY 00/01 execution. The price factor to be used for forecasting fuel costs is \$1.35 per gallon for gasoline and \$1.15 per gallon for diesel.

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

General Pension	0.00%
Fire & Police Pension	12.24%
BlueCross Blue Shield of Tennessee net of employee contribution:	
Individual	\$181.24
Subscriber + Spouse	\$369.40
Family	\$512.10
Subscriber + Child	\$302.20

Life Insurance Coverage: \$0.295 per \$1,000 coverage/month. Maximum: \$50,000.

Long-Term Disability:
 \$0.125 per \$100 coverage per month.
 FICA 6.20%
 Medicare 1.45%

Union Pensions:
 Operating Engineers \$1.11/hour
 Laborers \$0.86/hour

We do not anticipate any increase in utility costs during FY 01/02. These costs are subject to update as additional information becomes available. Fringe Benefit cost projections will be provided by the Finance Office.

Budget Execution Guidance

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

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

Descriptions, Goals & Objectives, and Performance Measures for each activity will be distributed during budget time. Please update, if necessary, as they are included in the City's Comprehensive Annual Budget Report submitted to the Government Finance Officer's Association.

Revenue Policies

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

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

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

The City will attempt to maintain a diversified revenue base, which will not emphasize any one revenue source.

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

The City will continually monitor the local tax effort, such as Property Tax and Sales Tax, and compare it with other cities of comparable size.

The City will maintain a broad revenue base; that is, a large number of widely diversified revenue sources will be established and

maintained in order to distribute the revenue burden equitably and protect the City from short-term fluctuations in any one revenue source.

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

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

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

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

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

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

Cash Management & Investment Policy

1.0 Policy It is the policy of the City of Chattanooga to invest public funds in a manner which will maximize investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds. The City Treasurer is authorized to manage the investments described herein.

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

These funds are accounted for by the City's Finance

Department Accounting Services Division, as represented in the City of Chattanooga Comprehensive Annual Financial Report and include:

2.1 Funds

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

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

3.0 Prudence The standard of prudence to be used by investment personnel shall be the "Prudent Investor Rule" and will be in the context of managing an overall portfolio: "Investments shall be made with judgment and care-under circumstances then prevailing-which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." Investment officials meeting this standard will be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

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

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

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

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

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

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

Procedures should include reference to: safekeeping, SPA repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Officer. The Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

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

6.0 Ethics and Conflicts of Interest.

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

Investment personnel shall disclose to the Mayor any material financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment position that could be related to the

performance of the City of Chattanooga, particularly with regard to the time of purchases and sales.

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

7.0 Authorized Financial Dealers and Institutions.

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

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

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

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

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

8.0 Authorized and Suitable Investments.

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

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

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

8.1 Securities Not Eligible As Investments For Public Funds In The State Of Tennessee:

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

8.2 Reverse Repurchase Agreements.

The City of Chattanooga will not engage in using Reverse Repurchase Agreements. "Leveraging" is not an acceptable strategy for the City.

8.3 Derivatives. The City will not engage in rate speculation (e.g. through purchase of "derivative" securities).

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

9.0 Investment Pool. A thorough investigation of

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

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

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

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

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

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

12.0 Diversification

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

13.0 Maximum Securities:

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

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

14.0 Internal Control

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

15.0 Performance Standards

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

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

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

Schedules in the quarterly report should include the following:

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

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

Debt Policies

The City will maintain a bond retirement fund reserve which is equivalent to the amount of debt services due on tax-supported General Obligation Bonds in the next fiscal year.

The City will not issue notes to finance operating deficits.

The City will issue bonds for capital improvements and moral obligations.

The City will publish and distribute an official statement for each bond and note issue.

Reserve Policies

The City will maintain a revenue reserve in the General Operating Fund which represents between 20-25% of the fund's expenditures.

The City will maintain a revenue reserve in the Interceptor Sewer Fund and the Solid Waste/Sanitation Fund.

Accounting, Auditing, and Financial Reporting Policies

An independent audit will be performed annually.

The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board.

The City will maintain a strong internal audit capability.

Capital Budget Policies

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

The City will develop a multi-year plan for ongoing capital improvements, update it annually, and make all capital improvements in accordance with the plan. Funding of repair and replacement schedule projects will have funding priority before discretionary capital projects.

Capital improvement projects which violate the principles and concepts of an adopted City plan or which duplicate other public and/ or private services will not be considered.

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

Projects which will increase property values in a neighborhood, residential or business district; Projects identified by a priority board or a department as important; Projects which will directly benefit a community development area of the City; Projects which are part of a multi-year funding commitment; Projects which are an element of an approved 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 therefor by the issuance of bonds during the fiscal year; and (6) such other supporting schedules as the governing body deems necessary, or otherwise required by law.

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

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

Budget Ordinance

ORDINANCE NO. 11175

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FY2001/2002 BUDGET ORDINANCE", TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2001, AND ENDING JUNE 30, 2002, AND APPROPRIATING SAME TO THE PAYMENT OF EXPENSES OF THE MUNICIPAL GOVERNMENT; FIXING THE RATE OF TAXATION ON ALL TAXABLE PROPERTY IN THE CITY, AND THE TIME TAXES AND PRIVILEGES ARE DUE, HOW THEY SHALL BE PAID, WHEN THEY SHALL BECOME DELINQUENT; PROVIDING FOR INTEREST AND PENALTY ON DELINQUENT TAXES AND PRIVILEGES; AND TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTERS 2, 3, 10, 12, 16, 18, 26, 27, 31, 32 AND 35, BY SETTING AND/OR INCREASING FEES ON VARIOUS CITY SERVICES, PERMITS, LICENSES AND OTHER ACTIVITIES.

WHEREAS, pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee, the revenue has been estimated for operating the Municipal Government for the fiscal year 2001-2002 from all sources to be as follows:

PROPERTY TAXES:

Current Taxes on Real & Personal Property	\$ 76,868,672
Taxes on Real & Personal Property - Prior Years	2,300,000
CHA - In Lieu of Taxes	20,420
TVA - In Lieu of Taxes	1,024,000
Electric Power Board - In Lieu of Taxes	2,204,596
Electric Power Board – In Lieu of Taxes/Telecom	130,000
CNE - In Lieu of Taxes	57,996
Sofix - In Lieu of Taxes	210,076
Gibraltar Steel - In Lieu of Taxes (Metals USA)	32,612
Champion Tray - In Lieu of Taxes	19,594
Burner Systems - In Lieu of Taxes	20,631
Regis Corporation - In Lieu of Taxes	34,214
E.I. Dupont - In Lieu Of Taxes	143,610
Messer Griesheim Ind - In Lieu of Taxes	54,009
Pavestone Company-In Lieu of Taxes	25,215
Chattem Inc – In Lieu of Taxes	11,282
Total Other – In Lieu of Taxes	73,522
Corporate Excise Taxes – State (Intangible Property)	72,000
Interest & Penalty on Current Year Taxes	50,000
Interest & Penalty on Delinquent Taxes	185,000
Delinquent Taxes Collection Fees	<u>100,000</u>
TOTAL	\$ 83,637,449

<u>OTHER LOCAL TAXES:</u>	
Franchise Taxes – ComCast Cable	\$ 1,289,000
Franchise Taxes – Chattanooga Gas	298,750
Liquor Taxes	1,365,000
Beer Taxes	4,350,000
Local Litigation Taxes - City Court	3,200
TOTAL	\$ 7,305,950

<u>LICENSE, PERMITS, ETC.:</u>	
Motor Vehicle Licenses	\$ 380,000
Parking Meters	454,860
Business Licenses (excluding Liquor)	120,000
Gross Receipts Tax	1,100,000
Fees for Issuing Business Licenses & Permits	57,000
Interest & Penalty on Business Licenses & Permits	72,000
Wrecker Permits	8,100
Building Permits	642,000
Electrical Permits	100,000
Plumbing Permits	150,600
Street Cut-In Permits	165,000
Temporary Use Permits	2,000
Sign Permits	85,800
Liquor By the Drink Licenses	100,000
Hotel Permits	2,000
Gas Permits	8,500
Liquor By the Drink – Interest & Penalty	1,050
Plumbing Examiner Fees & Licenses	25,000
Electrical Examiner Fees & Licenses	35,000
Gas Examination Fees & Licenses	35,000
Mechanical Code Permits	65,000
Permit Issuance Fees	64,000
Beer Application Fees	90,000
Annual Electrical Contractor License	65,000
Exhibitor's fees	2,900
Construction Board of Appeals	1,680
Demolition Fee	8,800
Mechanical Exam Fee & Licenses	62,000
Subdivision Review/Inspection Fee	62,000
Technology Fee	34,058
TOTAL	\$ 5,999,348

<u>FINES, FORFEITURES, AND PENALTIES:</u>	
City Court Fines	\$ 15,000
False Alarm Call Fine	40,000
Delinquent City Court Fines	118,000
Criminal Court Fines	180,000
Parking Ticket Fines	154,000
Traffic Court Fines-Speeding	516,000
Traffic Court Fines-Other Driving Offenses	357,000
City Fines-Non Driving Offenses	8,500
Delinquent Tickets	150,000
Delinquent Tickets – Court Cost	29,000
Delinquent Tickets – Clerk's Fee	85,000
TOTAL	\$ 1,652,500

REVENUES FROM USE OF MONEY OR PROPERTY:

Interest on Investments	\$ 2,400,000
Land & Building Rents	70,000
Telephone Commissions	100
Dock Rental (Wharf)	<u>25,000</u>
TOTAL	\$ 2,495,100

REVENUES FROM OTHER AGENCIES:

Local Option Sales Tax-General Fund	\$ 21,527,000
State Beer Tax	65,000
Hall Income Tax	3,050,000
State Sales Tax	10,400,000
State Mixed Drink Tax	1,246,000
State Gas Inspection Fees	359,000
State Maintenance of Streets	110,000
State Alcoholic Beverage Tax	65,000
Hamilton County-Development Resource Center	27,399
Hamilton County - Radio & Electronics	48,000
COPS Universal Hiring Grant	585,036
Hamilton County Ross' Landing/Plaza	671,788
COPS MORE –State Grant	36,000
State – Specialized Training Funds	430,000
State – Telecommunication Sales	<u>25,000</u>
TOTAL	\$ 38,645,223

SERVICE CHARGES FOR CURRENT SERVICES:

Current City Court Costs	\$ 100,000
Court Commissions	14,400
Delinquent City Court Cost	11,000
Clerk's Fees	552,996
Delinquent Clerk's Fee	45,000
Current State Court Costs	500
Delinquent State Court Costs	7,000
Processing of Release Forms	14,000
Delinquent-processing of Release Forms	6,000
Charges for Financial Services - Electric Power Board	7,200
Variance Request Fees	6,000
Fitness Center	25,000
Arts & Culture	65,000
Skateboard Park	12,500
Kidz Kamp	69,000
Champion's Club	21,600
Zoning Board of Appeals	1,230
Floodplain Variance Request	40
Zoning Letter	3,000
Fire District Removal Request	120
Sign Board of Appeals	960
Certificates of Occupancy	8,518
Sewer Verification Letter	600
Code Compliance Letters	18,000
Re-inspection	500
Permit Transfer	200
Modular Home Site Investigation	120

Plan Checking Fee	40,000
Phased Construction Plans Review	4,000
Cell Tower Site/Location Review	6,400
Memorial Auditorium Credit Card Fees	25,000
Tivoli Credit Card Fees	10,000
Sports Program Fees	10,000
Non-Traditional Program Fees	7,500
OutVenture Fees	8,000
Police Reports: Fees, Accidents, etc.	87,091
Police Records: Fingerprinting, etc	6,632
Photo/ID Card Fees	8,500
Dead Animal Pick Up Fee	<u>22,800</u>
TOTAL	\$ 1,226,407

MISCELLANEOUS REVENUE:

Payroll Deduction Charges	\$ 6,500
Indirect Cost	1,679,578
Plans and Specification Deposits	24,000
Condemnation	25,000
Memorial Auditorium Rents	242,880
Memorial Auditorium Concessions	50,000
Tivoli Rents	145,000
Tivoli Concessions	20,000
Swimming Pools	10,000
Park Concessions	16,000
Zoo Recycling	38,000
Recreation Center Rental	25,000
Private Donations	30,000
Retiree Reimbursement (Regular)	600,000
Carousel Ridership	165,000
Walker Pavilion Rents	24,000
Coolidge Park Table Rents	10,000
Recreation Center Concessions	10,000
City Softball Program Fees	37,000
Auditorium Box Office	61,500
Tivoli Box Office	28,000
Back Tax Properties	50,000
Sale of Surplus Properties	100,000
Sale of Equipment – GF Dept	67,000
Loss & Damage – GF Dept	100,000
Miscellaneous Rev – GF Dept	3,000
Greenway Facilities Rent	9,611
Outside Sales – Radio Shop	10,000
Memorial Auditorium OT Reimbursement	10,000
Tivoli Theatre OT Reimbursement	10,000
Other Funds Reimbursement –DRC	<u>41,141</u>
TOTAL	\$ 3,648,210

TOTAL GENERAL FUND ESTIMATED REVENUE \$ 144,594,307
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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 2001 at a rate of \$2.516 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 2001 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, 2001, and shall become delinquent MARCH 1, 2002, after which date unpaid taxes shall bear interest at six percent (6%) 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 Chapter 387, Public Acts of 1971, as amended by Chapter 850, Public Acts of 1972, and as further amended by the Public Acts of 1973, and as further amended, relative to the authorization of local taxes upon the privilege of engaging in certain types of business activities be and are hereby adopted by reference, and there is hereby levied a Business Tax on all businesses taxable by municipalities under Chapter 387, Public Acts of 1971, as amended, at the maximum rates specified therein. The City Treasurer is authorized and directed to collect such taxes as are authorized by said Act to be collected by the City of Chattanooga, a municipality, together with such interest and penalties as may become due thereon, at the maximum rate provided by law. In addition to said taxes, the City Treasurer is hereby authorized and directed to collect a fee of Five and 00/100 Dollars (\$5.00) upon the issuance of any privilege license under said Business Tax Act and also upon receipt of each payment of the Gross Receipts tax authorized by said Act, except that this fee may not be charged persons paying the annual minimum tax under the provisions of Chapter 58, Title 67, of the Tennessee Code Annotated, if paid on the same date as the respective and related return is filed.

SECTION 5. That the budgets of the various departments, agencies, boards, commissions, offices, divisions, or branches of Municipal Government for the fiscal year beginning July 1, 2001, are fixed as hereafter set out; and the amount so fixed for each is hereby appropriated out of the estimated revenue for said year for the use of that department, agency, board, commission, office, division, branch of government, to-wit:

GENERAL FUND APPROPRIATIONS

Department of Finance & Administration	\$ 8,958,996
Department of Police	33,997,377
Department of Fire	21,809,608
Department of Public Works	25,815,723
Department of Parks, Recreation, Arts & Culture	11,204,573
Department of Personnel	6,406,859
Department of Neighborhood Services	1,797,185
General Government & Supported Agencies	32,978,645
Executive Department	<u>1,625,341</u>
TOTAL	\$ 144,594,307

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DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office	\$ 1,576,652
Information Services	2,488,750
City Treasurer	577,973
Telephone System	281,238
City Court Clerk – Operations	1,015,392
City Court Clerk’s Office – Space Cost	95,000
Telecommunications Operations	124,729
Geographic Information System	175,843
Building Maintenance	931,225
Electronics Division	364,417
Purchasing	848,801
Real Estate – Administration	263,876
Real Estate – Property Maintenance	<u>215,100</u>
TOTAL	\$ 8,958,996

DEPARTMENT OF POLICE

Police Operations	\$ 2,168,488
Chief of Police	315,968
Internal Affairs	397,627
Office of Budget & Finance	706,873
Office of Community Outreach	144,296
Police Information Office	80,469
Office of Legal Services	125,045
Accreditation	121,019
Technology Manager	98,918
Administrative Services	764,978
Uniform Services Command	371,395
Sector 1	5,646,917
Sector 2	3,670,636
Sector 3	3,527,661
Community Services	1,075,464
Special Operations	984,406
Animal Services	1,007,464
Support Services	493,389
Training Division	1,948,882
Fleet / Facilities Management	2,632,821

Technical Services	1,477,736
Operations Support Services	3,572,379
Major Investigations	<u>2,664,546</u>
TOTAL	\$ 33,997,377

<u>DEPARTMENT OF FIRE</u>	
<u>Fire Operations</u>	\$ 21,247,432
Utilities	556,176
Combat Challenge	<u>6,000</u>
TOTAL	\$ 21,809,608

<u>DEPARTMENT OF PUBLIC WORKS</u>	
Administration	\$ 526,377
City Engineer	1,923,163
Municipal Forestry	429,493
Street Cleaning	1,664,908
Emergency	519,105
City Wide Services	874,476
Sewer Construction & Maintenance	1,935,557
Inspection Division	1,404,639
Board of Gas Fitters	2,900
Board of Plumbing Examiners	2,000
Board of Electrical Examiners	19,400
Board of Variances	5,000
Board of Mechanical Examiners	1,800
Utilities	154,150
Brainerd Levee 1,2,3	47,750
Orchard Knob Storm Stations	44,375
Minor Pump Stations	17,250
Traffic Administration	539,169
Traffic Control	1,598,071
Street Lighting	2,525,100
Solid Waste & Sanitation Fund Subsidy	5,159,292
State Street Aid Subsidy	320,000
Storm Water Subsidy	683,952
Waste Pickup Garbage	3,128,179
Waste Pickup Brush	<u>2,289,617</u>
TOTAL	\$ 25,815,723

<u>DEPARTMENT OF PARKS, RECREATION, ARTS & CULTURE</u>	
Administration	\$ 583,501
Facility Planning	116,034
Public Information	96,079
Recreation Administration	500,800
Community Centers	829,147
Senior Citizen Recreation. A.O.	58,916
Summer Youth	245,009
Fitness Center	292,259
Greater Chattanooga Sports Committee A.O.	75,000
Inner City Ministry. A.O.	18,500
Late Night Programs	61,139
OutVenture	101,881
Sports	731,556
At-Risk Youth/Spec Program	494,489

Champion's Club	181,216
Warner Park Zoo	336,784
Municipal Parks	1,011,932
Tennessee Riverpark – Downtown	952,558
Buildings & Structures	1,490,484
Carousel Operations	186,741
Parks Administration	549,990
Landscape	437,651
Tennessee Riverpark Security	298,250
City Wide Security	79,629
Memorial Auditorium	381,741
Civic Facilities Concessions	48,340
Tivoli Theatre	254,283
Civic Facilities Administration	514,370
Arts & Culture	276,294
TOTAL	\$ 11,204,573

DEPARTMENT OF PERSONNEL

Administration	\$ 899,832
Physicals	101,850
Employee Benefit	302,688
Employee Insurance	3,220,889
Job Injuries	1,881,600
TOTAL	\$ 6,406,859

DEPARTMENT OF NEIGHBORHOOD SERVICES

Administration	\$ 577,445
Codes & Community Services	786,654
Neighborhood Relations	318,086
Neighborhood Mini Grants	115,000
TOTAL	\$ 1,797,185

DEPARTMENT OF EXECUTIVE BRANCH

Mayor's Office	\$ 853,982
Internal Audit	186,976
General Fund – Community Development	379,180
Grants Administration	90,401
Human Rights	114,802
TOTAL	\$ 1,625,341

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:

City Council	\$ 571,955
Air Pollution Control Bureau. A.S.F.	270,820
Allied Arts Council. A.O.	250,000
Association of Visual Artists A.O.	15,000
Chattanooga Regional History Museum	48,000
Audits, Dues, & Surveys	143,750
Capital Improvements	5,302,101
CARCOG & Economic Development Distr. A.O.	30,493
CARTA Subsidy. A.O.	2,976,800
Carter Street Corporation Lease Agreement. A.O.	1,426,542
C-HC Bicentennial Public Library. A.S.F.	2,405,725
Chatt. African-American Museum/Bessie Smith A.O.	70,000
Chatt. African-American Museum Bldg. Maint. . . . A.S.F.	35,000
Chattanooga Neighborhood Enterprises. A.O.	2,000,000
Chattanooga Area Urban League. A.O.	50,000
Chattanooga Storm Water Fees. A.S.F.	75,000
Children’s Advocacy Center. A.O.	30,000
City Court (Judicial) #1	299,196
City Court (Judicial) #2	320,201
Community Foundation Scholarships	160,000
Community Research Council, Inc.	10,000
Contingency Fund	500,000
Debt Service Fund. A.S.F.	8,964,342
Downtown Design Center	236,501
Downtown Partnership. A.O.	140,000
Homeless Health Care Center. A.O.	17,500
Human Services. A.S.F.	1,481,641
Inner City Development Corp.	35,000
Intergovernmental Relations	228,850
City Attorney’s Office	
Administration	698,285
Liability Insurance Fund A.S.F.	850,000
Renewal & Replacement	1,500,000
Pensions, FICA, & UIC	41,500
Regional Planning Agency. A.S.F.	876,277
Scenic Cities Beautiful. A.S.F.	30,294
Tuition Assistance Program	20,000
Taxi Board. A.O.	300
Tennessee RiverPark. A.O.	807,572
WTCL-TV-Channel 45 A.O.	60,000

TOTAL	\$ 32,978,645

SECTION 5(b). The appropriation to Chattanooga Neighborhood Enterprises (CNE) is contingent upon CNE’s continued commitment to providing access to affordable housing within the community and the City’s continued reliance on CNE to provide this service on behalf of the City of Chattanooga. Further, this funding is subject to covenants to be entered into by the City and CNE providing for the reversion to the City of loan portfolios and other assets which were funded by the city in the event that CNE is sold, becomes a “for-profit” entity, ceases to exist for

any other reason, changes its mission focus from providing affordable housing for the Chattanooga Community, or ceases to be the City's chosen agency to perform the affordable housing mission.

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2001-2002:

Fund Number	Fund Title	Amount
1119	<u>ECONOMIC DEVELOPMENT/EDUCATION FUND</u>	
Estimated Revenue:		
City – Only Sales Tax		\$ 17,594,842 =====
Appropriations:		
Education – Hamilton County		\$ 8,459,059
Chattanooga Economic Development Capital Fund		3,764,629
Chattanooga African-American Chamber of Commerce		150,000
Chattanooga Chamber for Economic Development		400,000
Public/Private Partnership on Education		338,361
Business Development Initiative		75,000
Net Debt Service		4,407,793
		<hr/> \$ 17,594,842 =====

SECTION 6(a). The following provisions apply to the Economic Development/ Education Fund for fiscal year 2002. The direct appropriation to the Hamilton County Education Department shall be frozen at the FY2001 level as indicated above. All funds collected above that amount this year and in subsequent years shall be held by the City for funding of the Mayor's education initiatives. Beginning in FY2003, the direct appropriation to Hamilton County Education shall be reduced by an amount equal to seventy-five percent (75%) of the annual operating costs and salaries of City Police Officers functioning as School Resource Officers in Hamilton County Schools. Further reductions for expenses directly related to education may occur in future years.

SECTION (6)(a)(1). There is hereby established a funding level and mission for the Mayor's initiative on the Public/Private Partnership on Education. This funding level equivalent to the excess funds collected over the "frozen" level discussed in SECTION (6)(a) may cover salaries (for a limited staff), administrative expenses, analysis of fundraising opportunities and programs to benefit principally schools within the City, and other education-oriented initiatives.

SECTION (6)(a)(2). The Mayor is hereby authorized to enter into an agreement and make any payments attendant thereto between the City and entity to be selected at a later date for an amount not to exceed seventy-five thousand dollars (\$75,000.00). The purpose of this agreement is to develop a framework for providing access to capital and other economic and business development tools/opportunities to stimulate growth and establishment of small businesses primarily within the City.

SECTION (6)(a)(3). There is also established a loan pool to be made available to stimulate economic growth in the small and minority business communities. The initial amount of this loan pool shall be the one million, five hundred thousand dollars (\$1,500,000.00) previously allocated to the Community Development Financing Institute. This loan pool may be supplemented from time to time by contributions from other sources and repayments to the pool so as to be self-perpetuating to the extent possible. Said loan pool is to be administered by and loans approved by the selected entity [ref. SEC.(6)(a)(2)] subject to oversight by the Department of Finance and Administration.

SECTION (6)(a)(4). The appropriation to the Chattanooga Chamber of Commerce for Economic Development is subject to approval by the Mayor of a plan of action submitted by the Chamber of Commerce that outlines a strategy to recruit new businesses and further develop existing businesses in the Chattanooga area. In addition, the Mayor must be convinced that the mission of the Chamber focuses on economic development in the Chattanooga area.

2104 STATE STREET AID FUND

Estimated Revenue:	
State of Tennessee	\$ 3,621,297
Investment Income	50,000
Fund Balance	358,703
General Fund Subsidy	320,000

	\$ 4,350,000
	=====
Appropriations:	
Appropriation	\$ 4,350,000

	\$ 4,350,000
	=====

3100 DEBT SERVICE FUND

Estimated Revenue:	
General Fund	\$ 8,964,342
911 Emergency Communications	200,000
Hamilton County	799,098
Safety Capital (Fire Loan)	3,889

	\$ 9,967,329
	=====
Appropriations:	
Principal	\$ 4,658,954
Interest	4,005,797
Bank Service Charges	10,000
Future Debt	1,292,578

	\$ 9,967,329
	=====

2105 COMMUNITY DEVELOPMENT FUND

Estimated Revenue:	
Community Development Block Grant - New Grants	\$ 2,682,000
CDBG – Program Income	990,000
Emergency Shelter Grant	90,000
	<hr/>
	\$ 3,762,000
	=====

Appropriations:	
28th Legislative District CDC	\$ 22,600
Allied Arts	100,000
Boy Scout of America	46,500
CADAS	150,000
Chattanooga Homeless Coalition	34,000
Chattanooga Scenic Drum & Bugle	72,000
City of Chattanooga Human Services	35,000
City of Chattanooga Neighborhood Services	75,000
City of Chattanooga Parks, Rec Arts & Culture	50,000
Chattanooga Neighborhood Enterprise	1,225,000
Community Housing Resource Bd	10,000
Contingency	400,000
Family & Children’s Services	64,500
Good Neighbor’s Housing	100,000
Inner City Development Corporation	300,000
Room In The Inn	100,000
St. Elmo/Alton Park Partners	10,000
Tennessee Temple	200,000
United Methodist Center	10,000
United Way Center for NonProfits	10,000
Community Development Administration	500,000
Community Development Administration Planning	67,400
ESG – Chatt Room in the Inn	22,773
ESG – Family & Children’s Services	67,227
THDA-ICDC	40,000
THDA-Scenic View CDC	50,000
	<hr/>
	\$ 3,762,000
	=====

2105 ECONOMIC & COMMUNITY DEVELOPMENT - HOME PROGRAM

Estimated Revenue:	
Federal Grant (HOME)	\$ 1,349,000
Program Income	300,000
	<hr/>
	\$ 1,649,000
	=====

Appropriations:	
HOME – CCHDO	\$ 142,200
HOME – CNE	1,379,400
28th Legislative District CDC	127,400
	<hr/>
	\$ 1,649,000
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2102 HUMAN SERVICES DEPARTMENT

Estimated Revenue:	
Federal Grants	\$ 5,887,842
State Grants	4,449,149
City of Chattanooga	1,481,641
Contributions	27,141
	<hr/>
	\$ 11,845,773
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Appropriations:	
Headstart	\$ 6,206,079
Day Care	1,372,898
Weatherization	226,982
Foster Grandparents	478,670
LIEAP	685,584
CSBG	610,806
Occupancy	226,221
Human Services Program	1,884,354
Neighborhood Family Services	81,311
City General Relief	72,868
	<hr/>
	\$ 11,845,773
	<hr/> <hr/>

5200 SOLID WASTE & SANITATION FUND

Estimated Revenue:	
Landfill Tipping Fees	\$ 1,299,714
Permits	1,000
General Fund Subsidy	5,159,292
Household Hazardous Waste Subsidy	85,000
Investment Income	146,539
	<hr/>
	\$ 6,691,545.
	<hr/> <hr/>

Appropriations:

Recycle	\$ 652,851
Waste Disposal – Chattanooga Landfill	146,539
Sanitary Landfill	1,533,794
Wood Recycle	697,504
Solid Waste Reserve	313,423
Renewal & Replacement	25,000
Debt Service	3,222,434
Household Hazardous Waste	100,000
	\$ 6,691,545
	=====

5300

STORM WATER FUND

Estimated Revenue:

Storm Water Fee	\$ 4,104,048
General Fund Subsidy	683,952
	\$ 4,788,000
	=====

Appropriations:

Stormwater Administration	\$ 1,346,722
Storm Water City Wide Services	1,049,360
Renewal & Replacement	77,600
Debt Service	2,314,318
	\$ 4,788,000
	=====

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

SECTION 7(a). That all persons in the General City Employee Pay Plan within the “City of Chattanooga Classification System” and covered by the “Pay Plan” on the effective date of this Ordinance shall receive a five hundred dollar (\$500.00) increase followed by a two percent (2%) increase in pay in addition to the amount they are being paid on the effective date of this Ordinance. That all persons in the Fire and Police Pay Plans within the “City of Chattanooga Classification System” and covered by the “Pay Plans” on the effective date of this Ordinance shall receive a five hundred dollar (\$500.00) increase followed by a two percent (2%) increase in pay in addition to the amount they are being paid on the effective date of this Ordinance. This raise shall be retroactive to July 1, 2001, only for those persons employed by the City on July 1, 2001, and still employed by the City. However, there shall be no “step” increases at that time; steps having been held in abeyance for this fiscal year. Employees hired subsequent to February 28,

2002, shall not be eligible for a step increase prior to June 30, 2003; provided however, that steps are permitted. However, a Department head can certify that an employee is not qualified for a step increase. Also, all persons within the "City of Chattanooga Classification System" but not covered by the "Pay Plans" shall receive a five hundred dollar (\$500.00) increase and a two percent (2%) increase in pay effective July 1, 2001. Permanent part-time employees shall receive a three and one-half percent (3.5%) increase.

SECTION 7(a)(1). In addition to the minimum rate of pay established in the Classification Plan, a rate of pay less than Step One (1) of the designated pay grade may be assigned to the newly employed or promoted incumbent for a specified period of time. This step shall be identified as "probation step". Provided, however, that no full time City employee shall be paid less than the prevailing poverty rate, except for those employees whose pay is governed by federal formula.

SECTION 7(a)(2). Any person employed on a temporary basis in positions authorized within the Classification Plan shall be paid at a rate not more than Step One (1) of the position's pay grade. As provided in the Chattanooga City Code, Part II, temporary employment shall not exceed a period of six (6) months on any occasion.

SECTION 7(a)(3). In addition to positions provided for hereinafter, known as positions within the "City of Chattanooga Classification Plan", which includes only permanent full time positions, the City recognizes and authorizes the following types of designation of positions as exempt from the Classification Plan: Permanent Part-Time, Temporary Part-Time, Permanent Daily, Permanent Full-Time Elected Officials, and Temporary Full-Time.

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

SECTION 7(b)(1). The positions above reflect the elimination of one hundred fourteen (114) vacant positions previously funded in the FY2001 budget. Additionally, all nonessential part-time or temporary positions will be eliminated. Further, there are identified fifty-nine (59) full-time positions to be eliminated by December 31, 2002. None of these fifty-nine (59) positions shall include sworn firefighters or police officers. In addition to these positions, further positions shall be earmarked for elimination by Dec. 31, 2002 resulting in total reductions from the FY2001 levels of employment of two hundred (200) positions.

SECTION 7(b)(2). In order to achieve the efficiencies possible through this approach, the Mayor is hereby authorized to realign, reclassify or otherwise change positions within the total number of funded positions provided for.

SECTION 7(b)(3). During the period of this budget and until December 31, 2002, the Mayor and his staff will conduct an aggressive effort to transfer current employees whose positions have been identified for elimination. Barring unforeseen circumstances, no layoffs of full-time employees are anticipated prior to December 31, 2002.

SECTION 8. That all salaries and wages and other expenditures shall be paid only upon the authorization of the official who has the responsibility of expending the appropriation

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

SECTION 9. That the City Finance Officer is authorized to pay the payroll and/or costs of personal services, whether on the payroll, voucher or otherwise, of the Air Pollution Control Bureau, Chattanooga-Hamilton County Bicentennial Library, Chattanooga-Hamilton County Regional Planning Agency, Special Counsels and personnel of the Office of the City Attorney, Human Services Department, Scenic Cities Beautiful, and any other department, agency, board, commission, office, division, or branch of Municipal Government heretofore or hereafter established, notwithstanding that same is not specified hereinbefore, as certified to him by the respective administrative official.

SECTION 9(a). That the City Finance Officer is authorized to pay a uniform and equipment maintenance allowance of five hundred dollars (\$500.00) for all sworn policemen and firefighters as of July 1, 2001. Further, the City Finance Officer is authorized to pay a supplemental tool allowance of one hundred fifty dollars (\$150.00) 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 twenty-five dollars (\$225.00) for certain employees as set forth in Resolution No. 17840, dated October 4, 1988, as amended. It shall be the duty of employees receiving these supplements to use the funds for the specified purpose and retain receipts to that effect. Any unused funds shall be returned to the City of Chattanooga.

SECTION 9(b). That the City Finance Officer is authorized to match the total salaries of all participants in the Fire and Police Pension Fund with a contribution from the General Fund not to exceed twelve point twenty-four percent (12.24%).

SECTION 9(c). That the City Finance Officer is authorized to match the total salaries of all participants in the General Pension Plan as specified in the most recent actuarial study with zero percent (0.0%) contribution from the General Fund.

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

Central Pension Fund	\$1.11 Per Hour
LIUNA (Laborers) Pension Fund	\$ 0.86 Per Hour

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

SECTION 11. That 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 pursuant to the Charter, it shall be unlawful for any department, agency, or branch of the Government to expend any money other than the purpose for which it was appropriated, nor shall the expenditures for a purpose exceed the appropriation for said purpose.

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

SECTION 14. That any person, firm or corporation who engages in any business, occupation or vocation without first obtaining a license or permit therefore as provided herein shall, upon conviction, be fined not less than two dollars (\$2.00) nor more than five hundred dollars (\$500.00) for each violation, and each day or violation shall constitute a separate offense.

SECTION 15. That Chattanooga City Code, Part II, Chapter 2, be and the same is hereby amended so as to add new Sections 2-585 and 2-586 to read as follows:

Sec. 2-585. Preservation fee.

There is hereby imposed a preservation fee on each ticket sold for events held at either the Memorial Auditorium or the Tivoli Theater as follows:

- Increase of \$.25 for tickets costing \$0.00 - \$10.00
- Increase of \$.50 for tickets costing \$10.01 - \$20.00
- Increase of \$.75 for tickets costing \$20.01 and above

This preservation fee is to be added to the cost of the tickets as otherwise provided for or negotiated.

Sec. 2-586. Rental Rates for Memorial Auditorium and Tivoli Theater and Community Theater.

There is hereby established a rental rate schedule for the Memorial Auditorium, Tivoli Theater and Community Theater as follows:

Memorial Auditorium

		<u>Ticketed Events</u>	<u>Non-Ticketed Events</u>
Resident Non-Profit	(Monday-Thursday)	\$1,200.00	\$1,600.00
	(Friday-Sunday)	\$1,450.00	\$1,850.00
Non-Profit	(Monday-Thursday)	\$1,300.00	\$1,700.00
	(Friday-Sunday)	\$1,550.00	\$1,950.00
For-Profit	(Monday-Thursday)	\$1,400.00*	\$1,800.00*
	(Friday-Sunday)	\$1,650.00*	\$2,050.00*

* vs. 10%-no cap (negotiated by Manager)

Tivoli Theater

	<u>Ticketed Events</u>	<u>Non-Ticketed</u>
<u>Events</u>		
Resident Non-Profit	\$1,100.00	\$1,300.00
Non-Profit	\$1,200.00	\$1,400.00
For-Profit	\$1,300.00*	\$1,500.00*

* vs. 10%-no cap (negotiated by Manager)

Community Theater

	<u>Ticketed Events</u>	<u>Non-Ticketed</u>
<u>Events</u>		
Resident Non-Profit	\$450.00	\$550.00
Non-Profit	\$450.00	\$550.00
For-Profit	\$450.00*	\$550.00*

* vs. 10%-capped @ \$800.00

SECTION 16. That Chattanooga City Code, Part II, Chapter 3, Section 3-8(a), be and the same is hereby amended so as to delete any and all references therein to “One Hundred Twenty-Five Dollars (\$125.00)” and substitute in lieu thereof “Two Hundred Dollars (\$200.00).”

SECTION 17. That Chattanooga City Code, Part II, Chapter 3, Section 3-8(b), be and the same is hereby amended so as to delete any and all references therein to “Eighty Dollars (\$80.00)” and substitute in lieu thereof “One Hundred Twenty-Five Dollars (\$125.00)” and so as to delete any and all references therein to “Thirty Dollars (\$30.00)” and substitute in lieu thereof “Fifty Dollars (\$50.00).”

SECTION 18. That Chattanooga City Code, Part II, Chapter 3, Section 3-81(a), be and the same is hereby amended so as to delete any and all references therein to “Five Dollars (\$5.00)” and substitute in lieu thereof “Thirty Dollars (\$30.00).”

SECTION 19. That Chattanooga City Code, Part II, Chapter 3, Section 3-103, be and the same is hereby amended so as to delete any and all references therein to “Fifty Dollars (\$50.00)” and substitute in lieu thereof “One Hundred Dollars (\$100.00).”

SECTION 20 That Chattanooga City Code, Part II, Chapter 3, Section 3-125, be and the same is hereby amended so as to delete any and all references therein to “One Hundred Dollars (\$100.00)” and substitute in lieu thereof “One Hundred Twenty-Five Dollars (\$125.00).”

SECTION 21. That Chattanooga City Code, Part II, Chapter 10, Section 10-3, be and the same is hereby amended so as to delete subsections (e)3313(D) and (e)3313(F) and delete subsection (g) and substitute in lieu thereof a new subsection (g) to read as follows:

(g) In addition to the fees otherwise provided hereinabove, the Building Official and/or his or her designee shall charge a non-refundable fee for the following services:

AMENDED FEE SCHEDULE

B101 Permit Fees

Total Valuation	Fee
\$1,000 and less	No fee, unless inspection required, in which case a \$15.00 fee for each inspection shall be charged.
\$1,001 to \$50,000	\$15.00 for the first \$1,000.00 plus \$5.00 for each additional thousand or fraction thereof, to and including \$50,000.00
\$50,001 to \$100,000	\$260.00 for the first \$50,000.00 plus \$4.00 for each additional thousand or fraction thereof, to and including \$100,000.00
\$100,001 to \$500,000	\$460.00 for the first \$100,000.00 plus \$3.00 for each additional thousand or fraction thereof, to and including \$500,000.00
\$500,001 and up	\$1,660.00 for the first \$500,000.00 plus \$2.00 for each additional thousand or fraction thereof

B102 MOVING FEE

For the moving of any building or structure, the fee shall be \$100.00.

B103 DEMOLITION FEES

For the demolition of any building or structure, the fee shall be:

Residential Structures (maximum of 4 units)	\$100.00
Non-Residential & Apartments	\$200.00

B104 PENALTIES

Where work for which a permit is required by this Code is started or proceeded with prior to obtaining said permit, the fees herein specified may be doubled, but the payment of such double fee shall not relieve any persons from fully complying with the requirements of this Code in the execution of the work nor from any other penalties prescribed herein.

B105 OTHER FEES

Certificates of Occupancy (New Facility)	\$ 10.00
Certificates of Occupancy (Conditional)	50.00
Certificates of Occupancy (Existing Facility)	50.00
Certificates of Occupancy (Beverage License)	25.00
Certificates of Completion	10.00
Fee for Sewer Verification Letter	50.00
Fee for Zoning Letter	50.00
Fee for Code Compliance Letter (Basic)	50.00
Fee for Code Compliance Letter	.05/per sq. ft.
Fee for Code Compliance Letter (warehouse/industrial)	500.00+*
{*.02/sq. ft. for each add'l sq. ft. above 10,000}	(max. \$2,000)
Fee for Re-inspections (Bldg., Plumbing, Gas, Mechanical Electrical and Signs)	25.00
Fee for Permit Transfer	25.00
Fee for Modular Home Site Investigation	25.00
Plan Checking Fee	(30% of Building Permit Fee)
Phased Construction Plans Review Fee (50% of Building Permit Fee)(5,000 max.)	
Cell Tower Site Review Fee	100.00
Cell Tower Technical Location Requirements Review Fee	1,500.00
Construction Board of Appeals:	
Fee for 1-2 Family Structure Appeals	50.00
Fee for all other Appeals	100.00
Fee for Variance Request to Board of Zoning Appeals	75.00
Fee for Appeal to the Board of Sign Appeals	100.00
Fee for Floodplain Variance Request	100.00
Fee for Fire District Removal Request	100.00

SECTION 22. That Chattanooga City Code, Part II, Chapter 10, Section 10-5, be and the same is hereby amended so as to designate the existing Section 10-5 as subsection 10-5(a) and add a new subsection 10-5(b) to read as follows:

(b) The Building Official and/or his or her designee shall be authorized to charge a non-refundable fee in the amount of One Hundred Dollars (\$100.00) for any Fire District removal request.

SECTION 23. That Chattanooga City Code, Part II, Chapter 10, be and the same is hereby amended so as to add a new Section 10-23 to read as follows:

Sec. 10-23. Engineering plans review and fees.

The City Engineer is authorized to charge a non-refundable fee for services provided as follows:

Plans deposit for project cost of \$500,000 or less	\$ 100.00
Plans deposit for project cost of \$501,000 to \$1,000,000	150.00
Plans deposit for project cost of over \$1,000,000	250.00
Subdivision review & inspection fee for lots (per lot)	300.00

SECTION 24. That Chattanooga City Code, Part II, Chapter 12, Section 12-21, be and the same is hereby amended so as to delete subsections 12-21(a) and (d) in their entirety and substitute in lieu thereof new subsections 12-21(a) and (d) to read as follows:

(a) In all cases tried in the City Court of Chattanooga for the violation of ordinances of said City, costs shall be taxed as follows:

Clerk's Fee	\$ 28.75
Microfilming	2.00
Data Processing	3.50
Technology Fee	3.00

(d) The Clerk's fee in the amount of Twenty-Eight and 75/100 Dollars (\$28.75) shall be reduced to Eighteen and 75/100 Dollars (\$18.75) for all violations paid prior to Court.

SECTION 25. That Chattanooga City Code, Part II, Chapter 14, Section 14-15, be and the same is hereby amended so as to delete said Section in its entirety and substitute in lieu thereof a new Section 14-15 to read as follows:

Sec. 14-15. Same-Fees.

Before any electrical contractor obtains a permit for installation or alterations, services, feeders, branch circuits or signs, he shall pay a fee for such permit based upon the following; however, the minimum fee shall not be less than twenty dollars (\$20.00):

- (1) Fees for work on electrical services:
 - 600 volts or less..... \$ 20.00
 - plus per 100 amps..... 4.00
 - Over 600 volts, per KVA (\$200.00 min.) .20
 - Fee for temporary service complete \$20.00

- (2) Fees for work on separately derived systems, per 100 amps..... \$ 4.00

- (3) Fees for work on feeder and branch circuits (new or alterations to existing):
 - 0-30 amp \$ 2.00
 - 31-100 amp..... 4.00
 - Larger, per 100 amp..... 8.00

- (4) Fees for interior-wired signs:
 - 25 sq. ft. or less..... \$20.00
 - Over 25 square feet..... 20.00 plus \$.20
 - for each additional square foot over 25 square feet
 - Neon transformers..... \$20.00 per transformer
 - with maximum of 3 transformers

- (5) Fees for approval of non-listed or non-labeled

	signs and showcases.....	\$20.00 each
(6)	Fees for neon transformers:	
	Neon transformers.....	\$10.00 per transformer
with a		\$60.00 minimum
charge		
(7)	Re-inspection fee.....	\$25.00

SECTION 26. That Chattanooga City Code, Part II, Chapter 14, Section 14-16, be and the same is hereby amended so as to delete any and all references therein to “ten dollars (\$10.00)” and substitute in lieu thereof “twenty dollars (\$20.00)” and to delete any and all references therein to “one hundred dollars (\$100.00)” and substitute in lieu thereof “two hundred dollars (\$200.00).”

SECTION 27. That Chattanooga City Code, Part II, Chapter 14, Section 14-18 be and the same is hereby amended so as to delete any and all references therein to “ten dollars (\$10.00)” and substitute in lieu thereof “twenty-five dollars (\$25.00)” and to delete any and all references therein to “twenty dollars (\$20.00)” and substitute in lieu thereof “fifty dollars (\$50.00).”

SECTION 28. That Chattanooga City Code, Part II, Chapter 16, Section 16-57, be and the same is hereby amended so as to delete said Section in its entirety and substitute in lieu thereof the following:

Sec. 16-57. Charges for records and fingerprinting.

The Chattanooga Police Department is authorized and directed to charge the following fees for the following records and services:

Accident reports.....	\$ 7.00
Incident reports (except to victim).....	7.00
Background checks.....	5.00
Fingerprinting	
First Card.....	9.00
Second and subsequent cards.....	2.00
Arrest reports.....	7.00

SECTION 29. That Chattanooga City Code, Part II, Chapter 18, Section 18-49, be and the same is hereby amended so as to add a new subsection 18-49(d) to read as follows:

(d) There shall be a charge of Three Dollars (\$3.00) per bag for the pick-up of dead animals from veterinary clinics with a Fifteen-Dollar (\$15.00) minimum charge. The bags can not weigh more than thirty (30) pounds. Those dead animals exceeding thirty (30) pounds must be placed in a bag alone. Collection dates must be scheduled in advance. A Five Dollar (\$5.00) surcharge will be added for all non-scheduled requests.

SECTION 30. That Chattanooga City Code, Part II, Chapter 26, be and the same is hereby amended so as to add new Sections 26-22 through 26-24 to read as follows:

Sec. 26-22. Rental rates for Greenway Farm Conference Room.

There shall be a charge of Twenty-Five Dollars (\$25.00) per hour for the Greenway Farm Conference Room, not to exceed One Hundred Dollars (\$100.00) per day, for the rental of the Greenway Farm.

Sec. 26-23. Rental rates for Walker Pavilion.

There is hereby established a rental rate schedule for the Walker Pavilion as follows:

Casual Daily User	Free
Pavilion Table Reservation	\$ 25.00/per 2 hours
Private Facility Rental (6 p.m. – 12 midnight)	\$350.00
—User rents table and chairs privately	
—Insurance cost is renters	
—Off-duty police officer(s)	
—\$100.00 maintenance deposit (refundable)	

Sec. 26-24. Rental rates for Park Spaces (Walnut Street Bridge, Coolidge Park and Ross’s Landing).

There is hereby established a rate of One Thousand Dollars (\$1,000.00) for reserving the Walnut Street Bridge, Coolidge Park or Ross’s Landing for festivals and special events. Five Hundred Dollars (\$500.00) will be refunded upon proper maintenance and damage correction being performed.

SECTION 31. That Chattanooga City Code, Part II, Chapter 27, Section 27-3, be and the same is hereby amended so as to delete Appendix A Permit Fees, as amended, and substitute in lieu thereof the following:

**AMENDED APPENDIX A
PERMIT FEES**

Permit Fees:

For issuing each permit \$ 20.00

Plus the following when provided:

For each Plumbing Fixture, Floor Drain or Trap (including Water and Drainage Piping)	5.00/ea.
For each Building Sewer	8.00/ea.
For each Building Sewer having to be replaced or repaired	8.00/ea.
For each Water Heater and/or Vent	5.00/ea.
For installation, alteration or repair of water piping and/or water treating equipment	8.00/ea.
For repair or alteration of Drainage or Vent Piping	8.00/ea.
For each Pressure Reducing Device and each Check Valve Assembly--	
One to Five	5.00/ea.
Over Five, each	3.00/ea.

For Vacuum Breakers or backflow protective devices installed subsequent to the installation of the piping or equipment served---
 One to Five
 5.00/ea.
 Over Five, each
 3.00/ea.
 For each Grease or Oil Interceptor
 5.00/ea.
 Other Miscellaneous Items, each
 5.00/ea.
 Sanitary Sewer Connection
 70.00
 Lateral Sewer provided
 800.00
 Re-inspection fee
 25.00

SECTION 32. That Chattanooga City Code, Part II, Chapter 31, Section 31-4(d), be and the same is hereby amended so as to delete any and all references therein to “five hundred dollars (\$500.00)” and substitute in lieu thereof “eight hundred dollars (\$800.00)” and to delete any and all references therein to “ten dollars (\$10.00)” and substitute in lieu thereof “twenty dollars (\$20.00).”

SECTION 33. That Chattanooga City Code, Part II, Chapter 32, be and the same is hereby amended so as to add a new Section 32-44 to read as follows:

Sec. 32-44. Temporary Use Permit.

It shall be unlawful for any person to place an obstruction on or over any City right-of-way or property unless such person has obtained a temporary use permit from the City. Applications for such permits shall be made by the City Engineer’s Office along with a non-refundable application fee of One Hundred Dollars (\$100.00).

SECTION 34. That Chattanooga City Code, Part II, Chapter 32, Section 32-64, be and the same is hereby amended so as to delete said Section in its entirety and substitute in lieu thereof a new Section 32-64 to read as follows:

Sec. 32-64. Application fee.

Each application shall be accompanied by a fee as follows:

- (a) Three Hundred Dollars (\$300.00) for a utility cut in street pavement or boring perpendicular to center line.
- (b) One Hundred Dollars (\$100.00) for driveway or curb cuts.
- (c) One Dollar (\$1.00) per lineal foot for cuts in right-of-way parallel to centerline with a Three Hundred Dollar (\$300.00) minimum.

SECTION 35. That Chattanooga City Code, Part II, Chapter 35, Section 35-152, be and the same is hereby amended so as to delete any and all references therein to “one hundred dollars (\$100.00)” and substitute in lieu thereof “two hundred dollars (\$200.00),” to delete any and all references

therein to "twenty-five dollars (\$25.00)" and substitute in lieu thereof "fifty dollars (\$50.00)," and to delete any and all references therein to "fifty dollars (\$50.00)" and substitute in lieu thereof "one hundred dollars (\$100.00)."

SECTION 36. That Chattanooga City Code, Part II, Chapter 35, Section 35-168(b), be and the same is hereby amended so as to delete any and all references therein to "ten dollars (\$10.00)" and substitute in lieu thereof "twenty dollars (\$20.00)."

SECTION 37. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2001.

SECTION 38. 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 39. That this Ordinance shall take effect two (2) weeks from and after its passage as provided by law.

PASSED on Third and Final Reading

_____ September 11, _____, 2001.

Yusuf A. Hakeem /S/
CHAIRPERSON

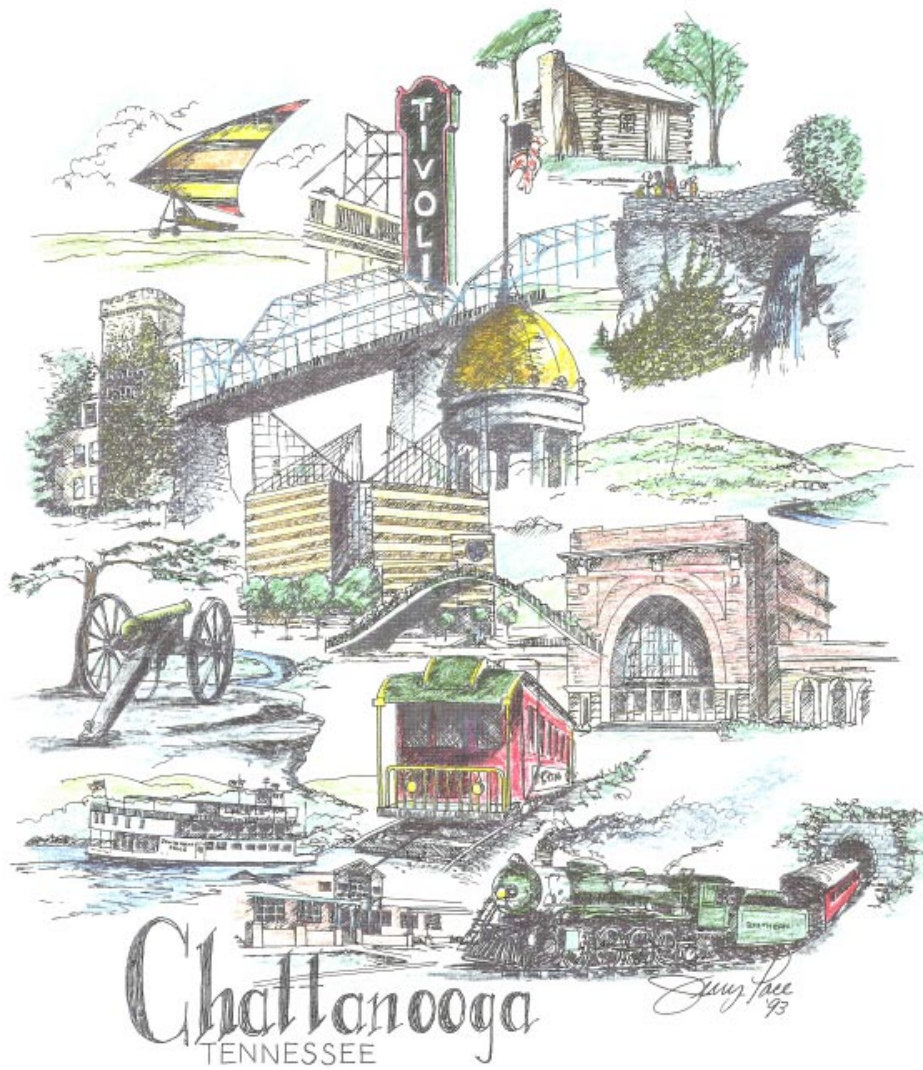
APPROVED: Y DISAPPROVED: _____

DATE: 9/13, 2001

Bob Corker /S/
MAYOR

Reviewed by: _____
JAMES S. BONEY /S/

RLN/JSB:cjc/rr

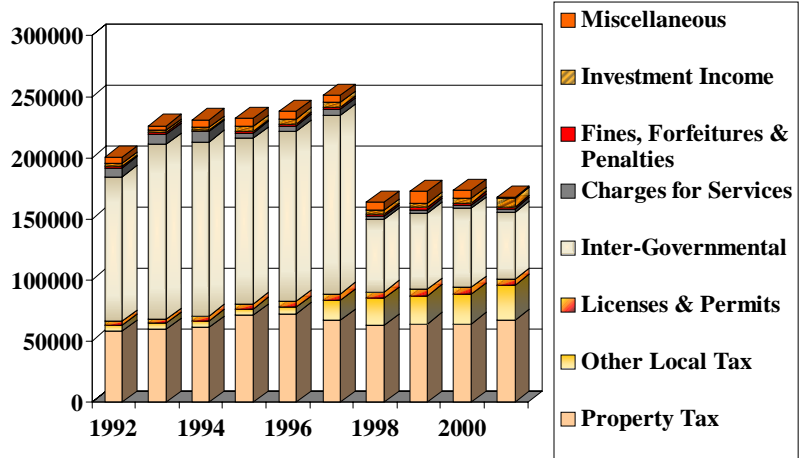


Financial Overview

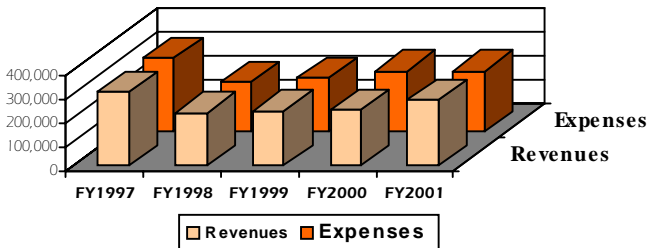
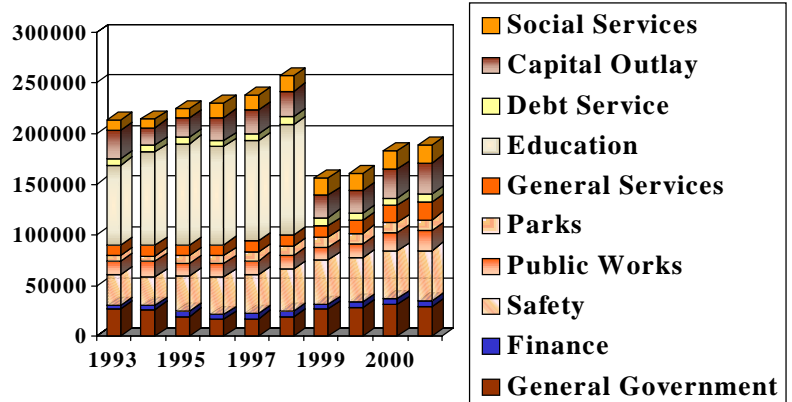
Revenue and Expenditure History

Total City revenue for the fiscal year ended June 30, 1997 was \$288,383,284. Total City revenue for the fiscal year ended June 30, 2001 was \$223,575,322. This difference of \$64,807,962 represents a 22.5% decrease over this five year period. During this same time period total City expenditures decreased from \$282,110,651 in 1997 to \$237,197,364 in 2001. This difference of \$44,913,287 represents a 15.9% decrease. The reason for this drastic drop in revenues/expenditures is that on July 1, 1998 the City of Chattanooga went out of the school business, turning its system over to Hamilton County in compliance with state law. This caused an immediate impact of over \$90 million in revenues/expenditures. Below we are presenting a chart which plots the relationship between revenues and expenditures during this time period. The drop in revenues/expenditures is apparent in FY 98. However, due to the economic climate of Chattanooga the revenues/expenditures begin to rise immediately as evidenced by the FY 99 figures. With Chattanooga's unemployment rate being among the lowest in the United States and well below the national average, we expect this trend to continue. To the right are ten year comparisons of total revenues and expenditures.

Revenues
(in 1,000)



Expenditures
(in 1,000)



**REVENUES & APPROPRIATIONS BY FUND TYPE
FY2002**

Revenues	Governmental Fund Types			
	General	Special Revenue	Debt Service	Capital Projects
Taxes	90,943,399	-	-	-
Licenses & Permits	5,999,348	-	-	-
Intergovernmental	38,645,223	31,553,130	799,098	-
Charges for services	1,226,407	-	-	-
Fines, forfeitures and penalties	1,652,500	-	-	-
Interest earnings	2,495,100	50,000	-	-
Miscellaneous	3,632,330	385,844	203,889	-
Bonds	-	-	-	-
Transfers In	-	1,801,641	8,964,342	-
Total Revenues	144,594,307	33,790,615	9,967,329	-
Appropriations				
General Government	16,369,418	29,440,615	-	-
Finance & Administration	8,958,996	-	-	-
Police Department	33,997,377	-	-	-
Fire Department	21,809,608	-	-	-
Public Works Department	25,815,723	4,350,000	-	-
Parks, Recreation, Arts & Culture	11,204,573	-	-	-
General Services	-	-	-	-
Personnel	6,406,859	-	-	-
Neighborhood Services	1,797,184	-	-	-
Executive Branch	1,625,342	-	-	-
Debt Service	-	-	9,967,329	-
Capital Projects	-	-	-	-
Transfers Out	16,609,227	-	-	-
Total Appropriations	144,594,307	33,790,615	9,967,329	-

Fiduciary Fund Types	Proprietary Fund Types	Internal Service Funds	Total Revenue	Total Revenue FY2001
Community Development	Enterprise			
-	-	-	90,943,399	73,526,312
-	-	-	5,999,348	5,145,600
5,111,000	85,000	-	76,193,451	83,849,220
-	36,629,904	9,850,000	47,706,311	56,703,628
-	-	-	1,652,500	1,741,000
300,000	2,146,539	-	4,991,639	6,983,250
-	-	-	4,222,063	5,439,369
-	-	-	-	9,697,700
-	5,843,244	-	16,609,227	24,191,723
5,411,000	44,704,687	9,850,000	248,317,938	267,277,802
-	-	-	45,810,033	31,905,837
-	-	9,850,000	18,808,996	5,962,132
-	-	-	33,997,377	29,009,837
-	-	-	21,809,608	19,357,217
-	44,704,687	-	74,870,410	74,044,446
-	-	-	11,204,573	10,445,220
-	-	-	0	31,348,459
-	-	-	6,406,859	1,036,452
-	-	-	1,797,184	1,613,542
5,411,000	-	-	7,036,342	-
-	-	-	9,967,329	7,650,860
-	-	-	0	30,712,077
			16,609,227	24,191,723
5,411,000	44,704,687	9,850,000	248,317,938	267,277,802

Fund Balance/Retained Earning Summary

Fund Balances during the past ten years the City of Chattanooga has seen a total net increase in its Fund Balances of \$81,575,969. This has been accomplished with the application of sound fiscal policies coupled with sound budget policies. While some fund classes have seen a decline in their Fund Balances, others have more than compensated for this decline. Fund Balances for the General and Enterprise Funds have increased while the Fund Balances for the Special Revenue Funds, Debt Service, Internal Service and Capital have decreased during this period.

The Fund Balance for the General Fund was \$28,285,707 in 1990. This dipped to a ten-year low of \$24,349,098 in 1994 but has grown steadily since to its current balance of \$35,572,566 at the close of FY00. This has been accomplished while lowering the City Property Tax during FY 98. Most of the Fund Balance build-up can be attributed to the City-only Sales Tax which the City started collecting in FY97.

The Special Revenues Fund Balances have decreased from a balance of \$11,483,620 in 1991 to a 2000 balance of \$8,878,082, or a \$2,605,538 decrease. The main reason for this decrease is that the City went out of the school business in 1997, turning its school system over to Hamilton County. A most significant drop in the balances can be seen in FY 98, but the Funds have begun a steady increase for the past two years.

Debt Service has had a drop in its Fund Balance during this period, too. This came about through the use of the Fund Balance to pay current year maturities and interest. Fund Balance had risen to a high of \$9,127,569 in FY96 and the decision was made to use the Fund Balance for maturity payments and capital-type requirements at that time.

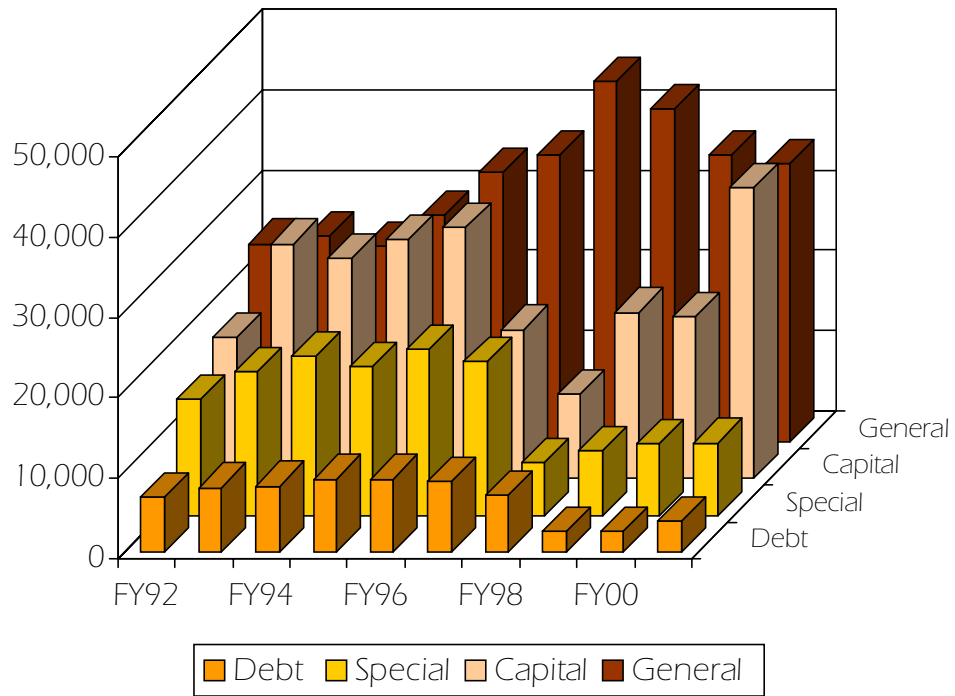
The Capital Funds Fund Balances have fluctuated most during this ten year period. Starting with a collective Fund Balance figure of \$22,378,055 in 1991, this fund class clearly shows the use of funds for infrastructure-like projects by the City, bringing the balance to (\$21,010,424) at the close of FY 00. A lot

of capital projects have been started with their funding to come from an upcoming general obligation bond sale.

The growth of the Retained Earnings within the Enterprises Funds has been most dramatic. Retained Earnings of \$52,049,804 in 1990 has more than tripled to a 2000 balance of \$153,490,790. During this ten year period the City came under federal mandated Storm Water laws which necessitated issuance of Storm Water bonds by the City during FY 95 and FY98. During this same year the City also had to issue Solid Waste/Sanitation Bonds due to State mandates concerning the City's landfill. During this time the Interceptor Sewer System has had a steady increase, also.

The Internal Service Funds started the ten year period with a balance of \$644,179 in 1990. At the end of 2000 this balance has decreased to \$67,570. This rise reflects the increased cost of maintaining the City's fleet of vehicles, which has grown considerably. The ten year high fund balance of \$2,141,279 reached at the end of 1997 has decreased to \$67,570 at the end of 2000. The City lowered its gas prices when this fund balance was achieved and made no adjustment when the wholesale price rose again, thus creating the drop in Retained Earnings.

The chart on the following page plots the year-to-year changes in Fund Balances for the governmental fund types in the City of Chattanooga.



City of Chattanooga, Tennessee

General Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Budget and Actual on Budgetary Basis
Year Ended June 30, 1999 - 2002

	<u>FY 98/99</u>	<u>FY 99/00</u>	<u>Unaudited FY 00/01</u>	<u>Projected FY 01/02</u>
FUND BALANCE at beginning of year	\$44,884,369	\$41,421,296	\$35,550,710	34,586,291
Revenues				
Taxes	86,865,736	88,174,648	90,999,348	108,538,241
Licenses and permits	5,593,174	6,102,055	6,133,506	6,582,730
Intergovernmental Revenues	43,123,167	46,018,818	40,197,687	40,846,591
Charges for Services	2,607,711	2,658,941	2,687,638	3,214,650
Fines, forfeitures and penalties	2,143,025	1,895,159	1,825,737	1,652,500
Interest Income	2,885,733	2,661,908	2,554,217	2,499,500
Sale of Property	0	0	86,367	100,000
Miscellaneous Revenues	8,315,596	9,483,654	8,971,901	3,970,177
Total Revenues	<u>\$151,534,142</u>	<u>\$156,995,183</u>	<u>\$153,456,401</u>	<u>\$167,404,389</u>
Expenditures				
General Government	30,849,148	32,553,654	24,381,054	61,280,041
Finance & Administration	5,342,297	5,483,458	5,487,561	9,046,996
Safety	43,839,762	48,904,731	51,075,709	56,532,985
Public Works	8,881,598	11,785,424	12,126,206	19,652,479
Parks & Recreation	10,944,930	11,990,701	11,948,065	13,157,578
General Services	16,555,748	17,481,429	18,155,847	0
Total Expenditures	<u>\$116,413,483</u>	<u>\$128,199,397</u>	<u>\$123,174,442</u>	<u>\$159,670,079</u>
Excess (deficiency) of revenues over expenditures	35,120,659	28,795,786	30,281,959	7,734,310
Other Financing Sources (Uses)				
Operating transfers in	142,831	29,260	146,256	1,405,734
Operating transfers out	(35,772,094)	(31,711,697)	(28,588,934)	(6,163,244)
Operating transfers from component units	24,663	0		
Operating transfers to component units	(3,263,819)	(3,299,934)	(2,770,276)	(2,976,800)
Change in accounting principle	0	0	391,568	0
Total other financing sources (uses)	<u>(38,868,419)</u>	<u>(34,982,371)</u>	<u>(30,821,386)</u>	<u>(7,734,310)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(3,747,760)	(6,186,585)	(539,427)	0
Adjustment for encumbrances	<u>284,687</u>	<u>315,999</u>	<u>(424,992)</u>	<u>300,000</u>
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	<u>(3,463,073)</u>	<u>(5,870,586)</u>	<u>(964,419)</u>	<u>300,000</u>
FUND BALANCE at end of year	<u>\$41,421,296</u>	<u>\$35,550,710</u>	<u>\$34,586,291</u>	<u>\$34,886,291</u>

City of Chattanooga, Tennessee

Special Revenue Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Budget and Actual on Budgetary Basis
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	unaudited FY 00/01	Projected FY 01/02
FUND BALANCE at beginning of year	6,621,617	\$8,126,314	7,997,784	9,058,186
Revenues				
Intergovernmental Revenues	17,111,581	15,939,783	16,067,588	15,899,959
Charges for Services	32,766	41,633	56,654	62,461
Interest Income	257,578	306,789	359,584	181,781
Miscellaneous Revenues	726,840	514,205	871,443	352,369
Total Revenues	<u>\$18,128,765</u>	<u>\$16,802,410</u>	<u>\$17,355,269</u>	<u>\$16,496,570</u>
Expenditures				
General Government	14,922,236	14,663,533	14,919,759	17,246,438
Safety	432,567	279,465	315,248	186,500
Public Works	3,936,740	4,170,221	4,574,663	4,350,000
General Services		72,000	144,204	0
Capital Outlay/Fixed Assets	1,435,429	1,519,883	680,377	418,094
Total Expenditures	<u>\$20,726,972</u>	<u>\$20,705,102</u>	<u>\$20,634,251</u>	<u>\$22,201,032</u>
Excess (deficiency) of revenues over expenditures	(2,598,207)	(3,902,692)	(3,278,982)	(5,704,462)
Other Financing Sources (Uses)				
Operating transfers in	4,178,382	3,774,162	3,997,867	4,242,366
Operating transfers out	0	0	0	300,000
Change in Accounting Principle			341,517	0
Total other financing sources (uses)	<u>4,178,382</u>	<u>3,774,162</u>	<u>4,339,384</u>	<u>4,542,366</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	1,580,175	(128,530)	1,060,402	(1,162,096)
Adjustment for encumbrances	<u>(75,478)</u>		<u>0</u>	<u>0</u>
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	1,504,697	(128,530)	1,060,402	(1,162,096)
FUND BALANCE at end of year	<u>\$8,126,314</u>	<u>\$7,997,784</u>	<u>\$9,058,186</u>	<u>\$7,896,090</u>

City of Chattanooga, Tennessee

Debt Service Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Budget and Actual on Budgetary Basis
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	unaudited FY 00/01	Projected FY 01/02
FUND BALANCE at beginning of year	\$7,126,274	\$2,566,687	\$2,671,606	\$3,971,606
Revenues				
Hamilton County, Tennessee Funds	1,036,625	1,022,553	1,009,898	999,098
Other intergovernmental funds	0	0	0	0
Rental revenue (PIC)	216,545	216,836	536,888	216,545
Other	6,812	0	38,620	3,889
Total Revenues	1,259,982	1,239,389	1,585,406	1,219,532
Expenditures				
Principal retirement	4,852,826	4,750,143	4,226,180	4,658,954
Interest	2,612,840	2,467,820	2,287,383	5,298,375
Fiscal agent fees	12,182	14,473	8,607	10,000
Total Expenditures	7,477,848	7,232,436	6,522,170	9,967,329
Excess (deficiency) of revenues over expenditures	(6,217,866)	(5,993,047)	(4,936,764)	(8,747,797)
Other Financing Sources (Uses)				
Operating transfers in	1,658,279	6,097,966	6,236,764	8,964,342
Proceeds of refunding bonds	0	0	0	0
Payment of refunding bonds	0	0	0	0
Total other financing sources (uses)	1,658,279	6,097,966	6,236,764	8,964,342
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(4,559,587)	104,919	1,300,000	216,545
Adjustment for encumbrances	0	0	0	0
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(4,559,587)	104,919	1,300,000	216,545
FUND BALANCE at end of year	\$2,566,687	\$2,671,606	\$3,971,606	\$4,188,151

City of Chattanooga, Tennessee

Capital Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Budget and Actual on Budgetary Basis
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	unaudited FY 00/01	Projected FY 01/02
FUND BALANCE at beginning of year	\$10,528,452	\$20,708,480	\$20,150,148	\$36,160,305
Revenues				
Intergovernmental Revenues	974,153	1,100,758	1,607,028	1,000,000
Interest Income	115,509	58,395	303,333	100,000
Donations	3,557,273	724,321	0	0
Miscellaneous Revenues	614,945	2,324,340	332,254	500,000
Total Revenues	\$5,261,880	\$4,207,814	\$2,242,615	\$1,600,000
Expenditures				
General Government	5,920,388	4,985,253	13,136,822	20,000,000
Finance & Administration	217,681	95,346	175,522	750,000
Safety	3,832,183	3,704,938	5,905,649	5,000,000
Public Works	8,038,932	6,728,280	9,210,815	7,300,000
Parks, Recreation, Arts & Culture	2,021,400	4,436,852	10,089,365	6,000,000
General Services	333,950	2,085,606	220,957	0
Total Expenditures	\$20,364,534	\$22,036,275	\$38,739,130	\$39,050,000
Excess (deficiency) of revenues over expenditures	(15,102,654)	(17,828,461)	(36,496,515)	(37,450,000)
Other Financing Sources (Uses)				
Operating transfers in	24,486,210	16,719,828	11,602,687	16,000,000
Operating transfers out	(137,242)	(391,392)	(173,014)	0
Bond/Note Proceeds	933,714	941,693	41,076,999	25,000,000
Total other financing sources (uses)	25,282,682	17,270,129	52,506,672	41,000,000
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	10,180,028	(558,332)	16,010,157	3,550,000
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	10,180,028	(558,332)	16,010,157	3,550,000
FUND BALANCE at end of year	\$20,708,480	\$20,150,148	\$36,160,305	\$39,710,305

City of Chattanooga, Tennessee

Fiduciary Funds

Combining Statement of Revenues, Expenditures and
Changes in Fund Balances
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	Unaudited FY 00/01	Projected FY 01/02
REVENUES				
Intergovernmental	5,417,502	5,455,196	4,618,316	6,413,969
Interest Income	266,080	213,008	267,221	237,377
Miscellaneous	1,163,982	1,065,336	1,143,488	928,477
Total Revenues	6,847,564	6,733,540	6,029,025	7,579,823
EXPENDITURES				
Finance & Administration	17,236	2,000	1,655	1,600
Community Development Projects	6,098,691	6,010,850	5,590,922	6,903,562
Bad Debt Expense	0	0	0	0
Total Expenditures	6,115,927	6,012,850	5,592,577	6,905,162
Excess (deficiency) of Revenues over (under) Expenditures	731,637	720,690	436,448	674,661
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	0	0	0	0
Operating Transfers Out	(791,666)	(891,541)	(339,765)	(967,472)
Total Other Financing Sources (Uses)	(791,666)	(891,541)	(339,765)	(967,472)
Excess (deficiency) of Revenues and Other Financing Sources Over (under) Expenditures and Other Financing Uses	(60,029)	(170,851)	96,683	(292,811)
FUND BALANCE at Beginning of Year	3,888,030	3,773,001	3,602,150	3,698,833
FUND BALANCE at End of Year	<u>\$3,773,001</u>	<u>\$3,602,150</u>	<u>\$3,698,833</u>	<u>\$3,406,022</u>

City of Chattanooga, Tennessee

Enterprise Fund

Combining Statement of Revenues, Expenses and
Changes in Retained Earnings
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	Unaudited FY 00/01	Projected FY 01/02
REVENUES				
Customer Charges	43,577,661	42,306,163	40,745,109	38,011,907
Other	409	16,896	581,062	86,000
Total Revenues	43,578,070	42,323,059	41,326,171	38,097,907
OPERATING EXPENSES				
Sewer Plant Operation	12,822,085	15,127,782	17,449,765	18,361,105
Solid Waste Operation	8,380,110	9,716,228	11,066,367	5,014,397
Storm Water Operation	2,314,102	2,576,540	2,179,274	3,644,520
Depreciation and Amortization	9,063,102	10,053,882	11,064,532	12,000,000
Closure/Postclosure Costs	470,994	2,491,549	2,913,835	3,000,000
Other	62,147	97,183	178,698	0
Total Operating Expenses	33,112,540	40,063,164	44,852,471	42,020,022
OPERATING INCOME (LOSS)	10,465,530	2,259,895	(3,526,300)	(3,922,115)
NONOPERATING REVENUES (EXPENSES)				
Interest Income	6,338,007	4,713,600	3,571,644	1,146,539
Interest Expense	(8,893,689)	(7,893,176)	(8,661,688)	(8,996,378)
Other Income (expense)	174,259	315,304	74,673	0
Total Nonoperating Rev. (Exp.)	(2,381,423)	(2,864,272)	(5,015,371)	(7,849,839)
INCOME (LOSS) BEFORE OPERATING TRANSFERS	8,084,107	(604,377)	(8,541,671)	(11,771,954)
Operating Transfers In	6,235,300	7,802,641	7,118,139	5,843,244
Operating Transfers Out	0	(1,429,227)	0	0
NET INCOME (LOSS) BEFORE EXTRAORDINARY LOSS	14,319,407	5,769,037	(1,423,532)	(5,928,710)
Extraordinary loss on disposal of treatment plant	0	0	(1,948,410)	0
NET INCOME (LOSS)	14,319,407	5,769,037	(3,371,942)	(5,928,710)
Amortization of Contributed Capital	2,644,493	2,648,106	2,618,265	2,700,000
RETAINED EARNINGS (DEFICIT)				
Beginning	116,194,856	133,158,756	141,575,899	140,822,222
RETAINED EARNINGS (DEFICIT)				
Ending	133,158,756	141,575,899	140,822,222	137,593,512

City of Chattanooga, Tennessee

Internal Service Funds

Schedule of Revenues, Expenditures, and Changes in Retained Earnings
Budget and Actual on Budgetary Basis
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	unaudited FY 00/01	Projected FY 01/02
Retained Earnings at beginning of year	\$1,808,756	\$1,234,572	\$766,178	\$749,783
Revenues				
Billings to Departments	7,306,712	7,863,609	9,335,430	9,845,500
Other	42,554	42,689	4,058	4,500
Total Revenues	\$7,349,266	\$7,906,298	\$9,339,488	\$9,850,000
Expenditures				
Repairs & Maintenance - Amnicola	2,684,342	2,954,462	3,109,836	3,200,000
Repairs & Maintenance - 12th St	3,202,369	3,603,897	3,786,995	3,800,000
Operations - Amnicola	265,368	392,507	454,336	600,000
Operations - 12th St	501,218	819,984	1,062,299	1,400,000
Judgments & Costs	123,614	(216,482)	573,068	401,056
Claims & Tort Liabilities	164,292	191,252	199,322	247,444
Special Counsel	548,549	629,072	170,027	201,500
Total Expenditures	\$7,489,752	\$8,374,692	\$9,355,883	\$9,850,000
Excess (deficiency) of revenues over expenditures	(140,486)	(468,394)	(16,395)	0
Other Financing Sources (Uses)				
Operating transfers in	0	0	0	
Operating transfers out	0	0	0	
Bond Proceeds				
Total other financing sources (uses)	0	0	0	0
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(140,486)	(468,394)	(16,395)	0
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(140,486)	(468,394)	(16,395)	0
Restatement for Compensated Absences	(433,698)			
Retained Earnings at end of year	\$1,234,572	\$766,178	\$749,783	\$749,783

General Fund

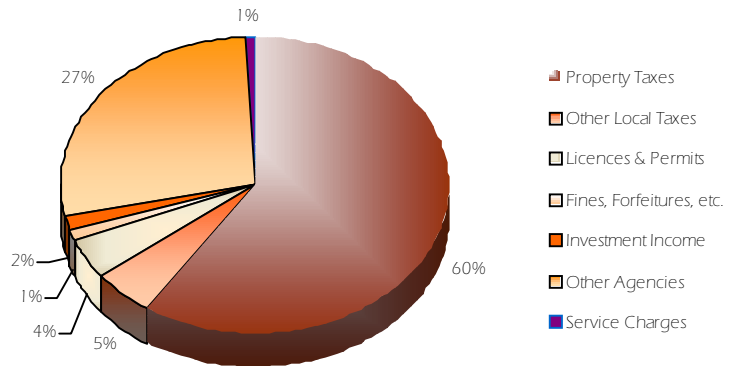
Fund Structure

The General Fund accounts for all financial resources applicable to the general operations of city government which are not properly accounted for in another fund. This fund is the only unrestricted fund of a government unit. The basis of budgeting is the modified accrual. As of June 30, 2001 the budgeted revenue was \$133,810,615 plus \$2,793,200 of revenue from fund balance and budgeted expenses were \$132,015,086. On an actual budgetary basis revenue was \$133,427,322 which includes the appropriation from fund balance and expenses actual was \$131,814,374. In FY 2002 the budget revenue and expenses are \$144,594,307.

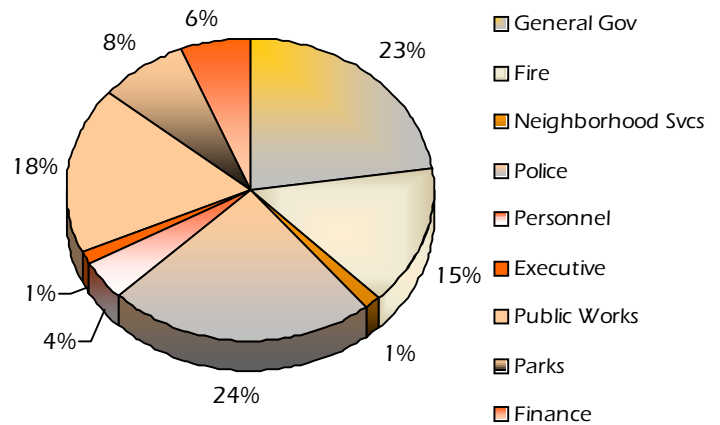
The major revenues of the general fund include: property taxes; other local taxes; licenses, permits, etc.; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

- General Government & Agencies
- Finance & Administration
- Police
- Fire
- Public Works
- Parks, Recreation, Arts, & Culture
- Personnel
- Neighborhood Services
- Executive Branch

Revenues 2002



Appropriations 2002



Fund Revenue Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Actual FY98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 00/02
General Fund:						
Property Taxes	63,927	64,263	66,601	83,637	17,036	25.6%
Other Local Taxes	6,752	7,074	6,925	7,306	381	5.5%
Licenses, Permits, Etc.	4,871	5,433	5,146	5,983	837	16.3%
Fines, Forfeitures & Penalties	1,816	1,862	1,741	1,653	(88)	-5.1%
Investment Income	3,069	2,810	2,959	2,495	(464)	-15.7%
Revenue from Other Agencies	34,632	37,702	39,394	38,645	(749)	-1.9%
Service Charges	6,034	8,680	8,251	4,874	(3,377)	-40.9%
<i>Total General Fund</i>	121,101	127,824	131,017	144,593	13,576	10.4%

Revenues

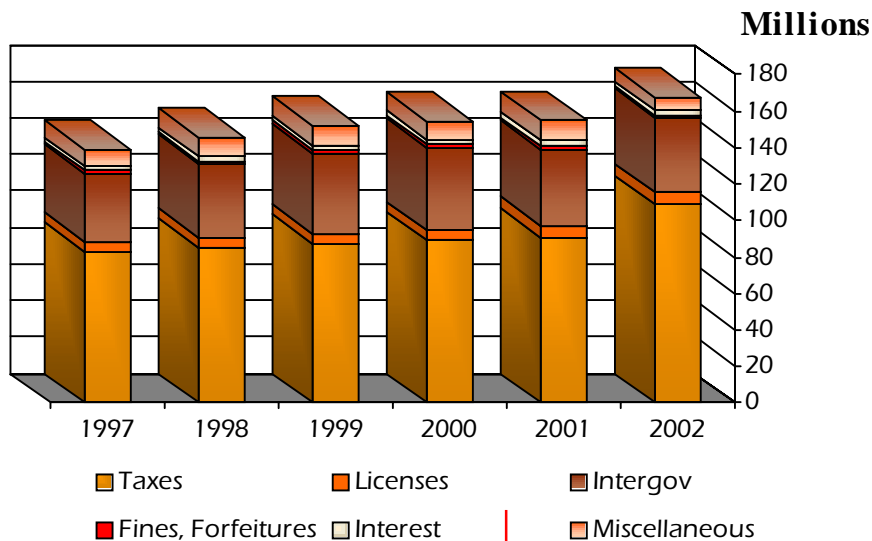
The proposed Budget for FY 2002 shows an increase in Estimated Revenues of \$10,783,692 or 7.5% when compared to FY 01 Estimated Revenues. This increase in Estimated Revenues for FY 2002 can be attributed to several factors, there is an estimated \$17.0 mil increase in Property Taxes due to increased assessments of property and overall growth plus a tax increase of \$0.48; County Wide sales tax is estimated to decrease \$.5 mil; State Income Tax is estimated to increase by a minimal \$73K; the Comcast Cable franchise will increase by \$79,000 based upon their contract with the City; Gross Receipts is expected to continue its trend upward and produce an additional \$300,000 in FY 2002; and the State Sales Tax is expected to generate an additional

\$682,988 for the City in FY 2002. During the FY02 budget process, a review was given to several current fees to determine whether the charge was reasonable. It was found many charges for services had not been increased in many years. The FY02 budget includes \$921,216 of potential new revenue.

Historically, from 1997 thru 2002, the General Fund Revenues increased by 20.6%, \$28,635,852. The single largest increase was due to taxes, which showed an increase of \$25,307,059 or 30.4%.

The chart shows the General Fund Revenues by Source for the fiscal years 1997 thru 2002.

General Fund Revenues by Source



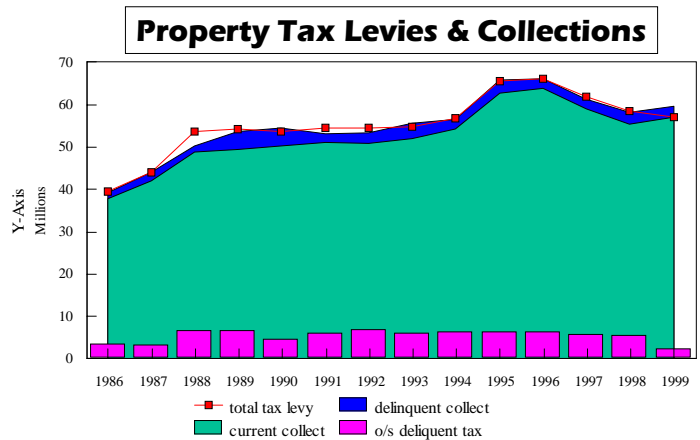
Property Taxes

FY 2002 Estimate :	\$83,637,449
% of General Fund:	57,84%
Growth From FY 01:	17,036,137
% Change:	25.6%

In the Property tax category, Current Property Taxes Real remains the top source of funds for the City of Chattanooga, with the FY 2002 estimate of \$76,868,672 representing 53.2% of the total General Fund Budget. The property tax rate in the City has been dropped considerably since 1995 when it was \$2.98 per \$100.00 assessed valuation. However, the tax rate in the budget for FY 2002 is \$2.516 per \$100.00 assessed valuation. Revenues produced in 1996 with this \$2.98 tax rate amounted to \$65,915,783 while the estimate for FY 2002 is \$76,868,672, an increase of \$10,952,889, or 16.6%. This may appear to paint a dark picture until you look at assessments for the same period. Assessments for 1995 were \$2,198,869,948. This figure had risen to \$2,570,955,798 by 2000, an increase of \$372,085,850 a 16.9% increase. This is indeed good news for Chattanooga. The assessments for FY 2000 would have been higher but for a reduction due to the 1999 Appraisal Ratio Study for Hamilton County in compliance with State law TCA 67-5-1601 through 1606. This study resulted in the City having to apply an overall median ratio of 0.8846% to the assessments for Personalty Taxes and the Public Service Commission. The final result was a reduction in assessments of \$65,837,309. However, given the increase in assessments for FY 2001, the City has increased its estimate accordingly. Based on the City's economic climate, this trend is expected to continue.

Real property, which includes commercial and industrial property, is assessed at 40% while residential and farms are assessed at 25% of the estimated actual value. Personal property is assessed at 30% of the estimated actual value. The 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. For failure to pay the tax bill by the due date, a penalty of 1/2 of 1% and interest of 1/2 of 1% is added on the first of March and each month thereafter until the tax bill is

paid. If a tax bill continues to be unpaid through June of such following year, it is turned over to a Delinquent Tax Attorney to be filed in the Clerk and Master's office of Chancery Court on July 1 of such year for collection. An additional fee of 10% is charged representing a 5% attorney's collection fee and a 5% City General Fund fee. Property is subject to a tax sale once taxes are delinquent for three years.



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

Taxes levied for the EPB in fiscal year 1989 were reduced to adjust for a change in law that occurred in fiscal year 1988. The change in law changed the EPB PILOT as previously set forth in the City of Chattanooga charter to the provision as set forth in the Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987. The \$2,296,692 is the minimum levy for the EPB based pursuant to a new formula specified in the 1987 Law based on a revenue floor of \$5,635,434. This revenue floor was exceeded in fiscal year 1994 resulting in a calculation which generated less PILOT collection for the City. The estimate to be received from Electric Power Board for FY 2001 is \$2,273,128.

Historically property taxes have decreased by \$8,201,287, or 12.5%, from FY 95 through FY 99. While collections have decreased there has been a steady climb in the assessments during this period. This category includes *current property taxes*, *In-lieu of taxes*, and *penalty charges*. From 1992 to present current property taxes have funded an average of 31%

of the general fund's expenses. This percentage has remained relatively constant even while the City went through a reappraisal of property requiring a new State Certified Tax Rate in August, 1993 and 1997. Tax rates per \$100 of assessed valuation during this period were as follows:

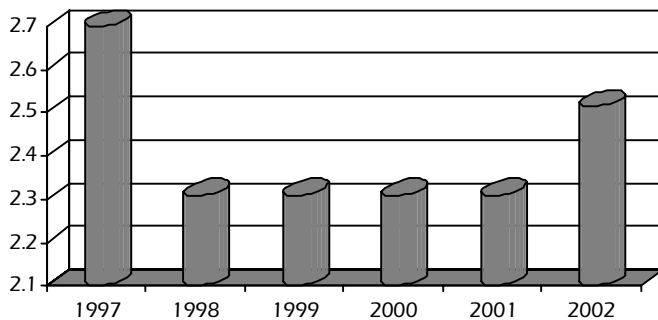
1995	2.98	City Tax Increase
1996	2.98	
1997	2.70	Property Reappraisal
1998	2.31	City Tax Decrease
1999	2.31	
2000	2.31	
2001	2.31	
2002	2.516	City Tax Increase

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 reappraisal year, the new certified tax rate was \$2.036. A property tax increase of \$0.48 was proposed and approved increasing the rate to \$2.516. A one penny increase produces additional income of \$305,321. Current City policy for budgeting is to estimate a collection for 95% of the estimated property tax.

Payments In Lieu of Taxes. Through a series of tax incentives and agreements the City receives sizeable In Lieu of Tax payments each year. The largest is received from the Electric Power Board of Chattanooga, a separate administrative agency of city government. Other major In-Lieu of payments received include: Tennessee Valley Authority, Burner Systems, Metals, USA, Southern Champion Tray, Sofix, Chattanooga Neighborhood Enterprise, E.I. Dupont, Regis Corp., Pavestone Co. and Messer Griesheim Industries. The collection of In Lieu of Taxes accounts for approximately three percent (3%) of the operating budget each year.

Property Taxes

Tax rates per \$100 of Assessed Valuation



Other Local Taxes:

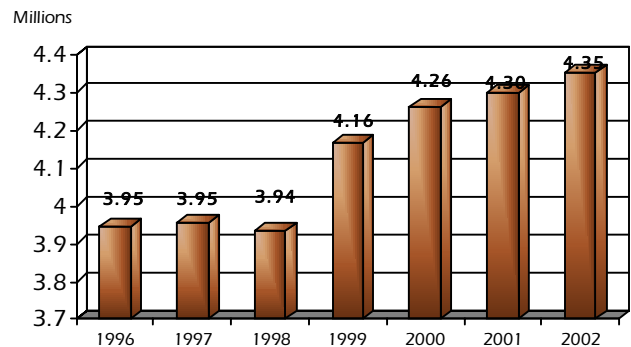
FY 2002 Estimate :	\$7,305,950
% of General Fund:	5.1%
Growth From FY 01:	380,950
% Change:	5.5%

Wholesale Beer Tax

FY 2002 Estimate:	\$4,350,000
% of General Fund:	3.0%
Growth From FY 00 :	250,000
% Change:	6.1%

The Wholesale Beer Tax is a steady source of revenue to the City. The 17% tax is authorized by the State of Tennessee and is based on wholesalers' sales to retailers in the city. The collection from this source represents an average of 3% of General Funds revenues thru the years. The average growth in these collection is also about 2%, although this has appeared flat in growth from FY 96 thru FY 98. However, the trend picked up in FY 99 with an increase of over 5.8% however we expect limited growth in FY2002. Revenue estimates for these collections are based on these known growth factors.

Wholesale Beer Tax



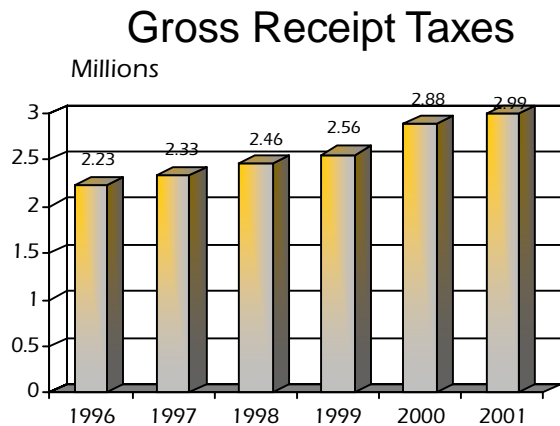
Licenses, Permits, Etc.:

FY 2002 Estimate :	\$5,999,348
% of General Fund:	4.1%
Growth From FY 01:	853,748
% Change:	16.6%

Gross Receipts Taxes

FY 2002 Estimate :	\$3,100,000
% of General Fund:	2.1%
Growth from FY 01:	300,000
% Change:	10.7%

Even though Gross Receipts Taxes are a steady source in the General Fund, they represent only 2% of total collections each year. The trend over the past five years reveals the growth of this collection has varied between 4% and 8%, as shown in the chart. For this reason the estimate for FY 2002 was a slight increase of 10.7% over the FY 01 budget amount.



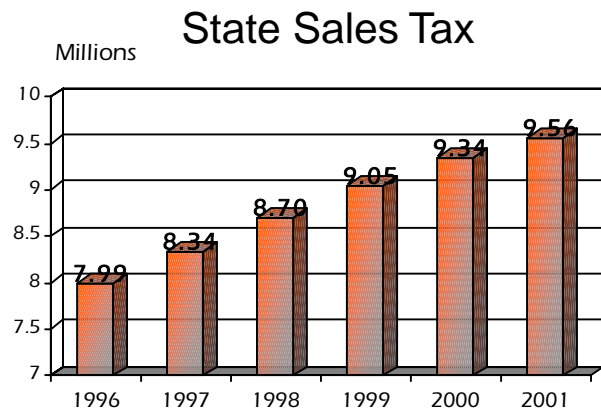
Revenue from Other Agencies:

FY 2002 Estimate :	\$38,645,223
% of General Fund:	26.7%
Decline From FY 01:	(749,552)
% Change:	(1.9)%

City Allocation State Sales Tax

FY 2002 Estimate:	\$10,400,000
% of General Fund :	7.2%
Growth From FY 00:	682,988
% Change:	7.0%

The State of Tennessee imposes a 6% tax on sales. Under TCA 67-6-103(3)(A), around 4.5% to 4.75% is returned to all municipalities. This distribution is based on a population figure from the latest certified census. The City of Chattanooga has a certified population of 155,554 and its per capita amount for Fiscal Year 2002 is \$66.87, a 4.93% increase over Fiscal Year 2001 when the amount was \$63.73. State Sales Tax revenue increased by 8.6% for FY 94 to FY 95. Since FY 95 it has increased by a steady 4.4% per year. With this trend expected to continue the City has estimated a 7.0% increase for FY 2002.



County-Wide Sales Taxes

FY 2002 Estimate :	\$21,527,000
% of General Fund:	14.9%
Growth From FY 01:	(545,000)
% Change:	(1.0)%

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

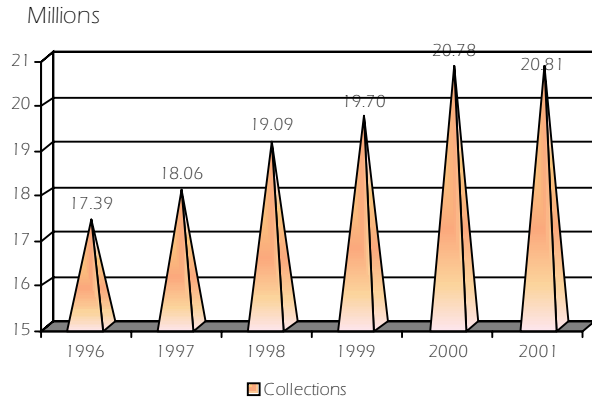
In August, 1996, with the school merger and economic development needs on the horizon, the City Council presented to the voters of Chattanooga a plan to give assistance to both issues. A plan was presented to the voters requesting a one-half of one-percent (1/2 of 1%) increase in the Local Option Sales Tax, to be levied against the City only. The additional revenues generated by this tax rate increase would be split evenly between the appropriation to the Education system and the capital improvements appropriation. This plan also called for a \$0.28 property tax rate decrease, if approved. This Local Option Sales Tax increase was approved in the August vote and the increased revenues, estimated to be \$13,000,000, is reflected in the FY 98 budget. This amount has risen to \$17,594,842 for FY 2002.

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

City revenues from the County-Wide Sales Tax were \$17,388,948 in FY 96. Collections in FY 01 amounted to \$20,814,515, a 19.7% increase over the six-year period. The collections have increased from a high of 8.1% in FY 95 to a low of 3.2% in FY 99. The City expects a 6.2% increase during FY 2001.

The County-wide sales tax represents 14.9% of the total General Fund revenues for FY 2002.

County-Wide Sales Tax



Fund Expenditure Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Actual FY98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 00/02
General Fund:						
General Government & Agencies	25,600	31,762	26,591	32,979	6,388	24.0%
Department of Finance & Administration	5,319	5,483	5,962	8,959	2,997	50.3%
Department of Police	23,627	28,272	29,010	33,997	4,987	17.2%
Department of Fire	18,258	19,031	19,357	21,809	2,452	12.7%
Department of Public Works	15,047	18,059	19,531	25,816	6,285	32.2%
Department of Recreation, Arts & Culture	9,099	9,747	10,445	11,204	759	7.3%
Department of General Services	13,919	16,970	17,471	-	(17,471)	N/A
Department of Personnel	804	865	1,036	6,407	5,371	518.4%
Department of Neighborhood Services	848	1,622	1,614	1,797	183	11.3%
Executive Branch	-	-	-	1,625	1,625	N/A
<i>Total General Fund</i>	112,521	131,811	131,017	144,593	13,576	10.4%

Expenses

General Government & Agencies

FY 2002 Appropriation: **\$32,978,645**
% of General Fund: **22.8%**
Increase From FY 01: **6,387,400**
% Change: **24.0%**

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

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

Carta Subsidy
FY 2002 Appropriation : **\$2,976,800**
Increase From FY 01: **206,524**
% Change: **7.5%**

The City finances part of the Chattanooga Area Regional Transportation Authority's operating loss - this is a great benefit to the citizens of the city. The CARTA appropriation of \$2,976,800 enables them to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping, etc. The City funding increased for FY2002 due to CARTA receiving a MPO Grant for \$800,000 and the additional call for services.

Carter Street Corporation Lease Agreement
FY 2002 Appropriation: **\$1,426,542**
Decrease From FY 01: **(1,385)**
% Change: **0%**

This appropriation of \$1,426,542 represents the City of Chattanooga's two-thirds share of the retirement of bonds sold for the construction of the Chattanooga-Hamilton County Convention and Trade Center.

Chattanooga-Hamilton County Bicentennial Library
FY 2002 Appropriation: **\$2,405,725**
Growth From FY 01: **175,463**
% Change: **7.9%**

The City funds on an equal basis with the County the cost of the public library system.

Chattanooga Neighborhood Enterprises
FY 2002 Appropriation: **\$2,000,000**
Growth From FY 01: **-0-**
% Change: **0.0%**

This is an ongoing appropriation for a commitment the City made eleven years ago to upgrade housing in Chattanooga.

Debt Service Fund
FY 2002 Appropriation: **\$8,964,342**
Growth From FY 01: **2,5399,25**
% Change: **39.5%**

Funds are provided for appropriation to the Debt Service Fund for payment of current interest and principal on the City's outstanding General Fund debt. Debt Service Fund appropriation for FY 99 was reduced to provide funds for capital improvements. The fund balance of the Debt Service Fund was used to help pay the obligations for FY 99, thus the large increase for FY 2000. The FY2002 budget includes obligation as a result of the 2001 issue to cover the FY99, FY00 and FY01 capital budgets. Also included is the potential debt service on \$15,000,000 new bonds to fund a portion of the FY02 capital budget.

Renewal & Replacement Fund	
FY 2002 Appropriation:	\$1,500,000
Increase From FY 01:	-0-
% Change:	0.0%

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

Department of Finance & Administration

FY 2002 Appropriation :	\$8,958,996
% of General Fund:	6.2%
Growth From FY 01:	2,996,864
% Change:	50.3%

This department oversees all aspects of the City's financial program. These functions include the Finance Office, Information Services, City Treasurer, Telecommunication costs, and City Court Clerk. During the reorganization in FY02, several functions from the discontinued General Services department were transferred to Finance. These functions include Purchasing, Real Estate, Building Maintenance and Radio Shop. The major expenses for this department are personnel costs, information service's hardware and software maintenance costs, and basic telecommunication support not charged directly to the departments. Also new in FY02 is the Geographic Information Services (GIS) function .

The projected increase for FY 2002 of \$2,996,864 includes funds for an average 3.5% for employees within the City's pay plan. Increases were Finance & Administration \$76,580, Treasurer's Office (\$12,702), City Court Clerk \$60,761, Information Services (\$1,048), and Telephone System (\$259,955). Funds are included in the Telephone System budget for a shift of responsibility of the telecommunication system to in-house versus an outside consultant.

Department of Police

FY 2002 Appropriation:	\$33,997,377
% of General Fund:	23.5%
Growth From FY 01:	4,987,540
% Change:	17.2%

The Department of Safety was reorganized by Mayor Kinsey in 1997. The Department of Police and the Department of Fire were separated into two separate departments.

The projected increase of \$4,987,540 includes funding for 11 police officer positions previously funded with HUD grant dollars. Funds are included for an average of 3.5% increase. The city's Fire & Police Pension obligation was increase from 8.14% to 12.24%. Also included is a contract with the Hamilton County Humane Society to house animals for the City pending completion of the City's new Animal Services Complex.

Department of Fire

FY 2002 Appropriation:	\$21,809,608
% of General Fund:	14.8%
Growth From FY 01:	2,452,391
% Change:	12.7%

The projected increase includes funds for employees step increases and the corresponding fringe benefits, including the increase to the F&P Pension fund from 8.14% to 12.24%.

Department of Public Works

FY 2002 Appropriation:	\$25,815,723
% of General Fund:	17.9%
Growth from FY 01:	6,284,913
% Change:	32.2%

The Department of Public Works General Fund operations has remained fairly stable over the past several years. This is due primarily to the shifting of functions to newly created funds, such as the Storm Water Fund and the Solid Waste/Sanitation Fund. Increased appropriations in this department represent personnel pay increases and increased motor vehicle maintenance. The largest expense associated with this department is the appropriation to the Solid Waste/Sanitation Fund, which decreased \$1,148,426 from \$6,307,718 to \$5,159,292. In FY02 during the Mayor's reorganization, the waste pickup function of Brush and Garbage was shifted from the Solid Waste/Sanitation fund back to General Fund. The total budget for these two functions equal \$5,417,796 thus accounting for the largest portion of the departmental increase. Also transferred to this department was the Forestry function from Parks, Recreation, Arts, & Culture.

Department Of Parks, Recreation, Arts, and Culture

FY 2002 Appropriation :	\$11,204,573
% of General Fund:	7.7%
Growth From FY 01:	759,353
% Change:	7.4%

The projected increase of \$759,353 in the Department of Parks, Recreation, Arts, and Culture includes funds for step increases in the City's pay plan and the corresponding fringe benefits. Also included are the costs associated with the new Champions Club Tennis Complex which has 21 courts and a 6,000 square foot clubhouse. The budget for the Champions Club is \$165,423.

Department of General Services

FY 2002 Appropriation:	\$0
% of General Fund:	0%
Decrease From FY 01:	\$17,470,960
% Change:	(100.0)%

The Department of General Services was phased out during a reorganization with all past functions being moved to various other departments such as Finance, Personnel and the Executive Branch.

Department of Personnel

FY 2002 Appropriation:	\$6,406,859
% of General Fund :	4.4%
Growth From FY 01:	5,370,407
% Change:	518.2%

Major expenditures in this area represent personnel costs and occasional updates of personnel testing materials. In FY02, all health insurance related cost were transferred from General Services.

The projected increase of \$5,370,407 for FY 2002 is due to budgeting for the Fire Department in service exam, a consulting contract for an ongoing personnel study and employee step increases, the corresponding fringe benefits and the city's portion of employee/retiree health insurance.

Department of Neighborhood Services

FY 2002 Appropriation :	\$1,797,185
% of General Fund:	1.2%
Growth From FY 01:	183,643
% Change:	11.4%

Formerly the Department of Equal Employment Opportunity, this was one of the smaller departments in our city government. Since FY98, many changes have occurred that significantly increased the functions and visibility of this department. During the previous administration, Better Housing functions were transferred from Public Works and Human Rights functions from General Government, thus creating the Department of Neighborhood Services.

The increase of \$183,643 reflects pay increases and continued effort to promote Neighborhood Growth within Chattanooga. To ensure this focus, the Human Rights & Relations function was transferred to the Executive Branch in the FY 02 Mayor's reorganization. This idea is to redirect their focus from serving the masses of 150 neighborhood associations and primarily focus their efforts in a way which would still support all, but vigorously target the community's fifteen (15) most distressed neighborhoods. As a result of new initiative, four new positions were granted.

Executive Branch

FY 2002 Appropriation:	\$1,625,341
% of General Fund:	1.1%
Growth From FY 01:	N/A (new)
% Change:	N/A (new)

The Executive Branch is new in FY02. This was established for functions in which the Mayor's office desired more direct control or input. This branch includes the Mayor's Office, Internal Audit, Community Development, Human Rights, and Grants Administration.

General Fund Revenues

Fiscal Years 1999 - 2002

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '02 INC/(DEC)	%	% OF TOTAL
	FY 98/99	FY 99/00	FY 00/01	FY 01/02		CHANGE FY 01/02	
Property Taxes:							
Current Property Taxes Real	57,195,257	57,965,382	59,835,000	76,868,672	17,033,672	28.5%	53.16%
Interest & Penalty - Current Year	70,678	57,441	5,000	50,000	45,000	900.0%	0.03%
Interest & Penalty - Prior Year	228,328	159,742	200,000	185,000	(15,000)	-7.5%	0.13%
Prior Year Real & Personal Taxes	2,553,995	1,943,336	2,300,000	2,300,000	0	0.0%	1.59%
City Fee- Collection of Delinquent Ta:	106,573	91,765	100,000	100,000	0	0.0%	0.07%
Corporate Excise Tax-State	253,643	154,033	155,000	72,000	(83,000)	-53.5%	0.05%
Collections - In Lieu of Taxes	3,518,960	3,890,829	4,006,312	4,061,777	55,465	1.4%	2.81%
Total Property Tax	\$63,927,434	\$64,262,528	\$66,601,312	\$83,637,449	17,036,137	25.6%	57.84%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	276,250	283,750	285,000	298,750	13,750	4.8%	0.21%
Franchise Taxes - CCTV	1,097,988	1,161,290	1,210,000	1,289,000	79,000	6.5%	0.89%
Liquor Taxes	1,208,956	1,365,306	1,325,000	1,365,000	40,000	3.0%	0.94%
Beer Taxes	4,163,963	4,260,191	4,100,000	4,350,000	250,000	6.1%	3.01%
Local Litigation Taxes	5,288	3,508	5,000	3,200	(1,800)	-36.0%	0.00%
Total Other Local Taxes	\$6,752,445	\$7,074,045	\$6,925,000	\$7,305,950	380,950	5.5%	5.05%
Licenses, Permits, Etc.:							
Motor Vehicle License	333,945	422,485	375,000	380,000	5,000	1.3%	0.26%
Parking Meters	517,796	470,083	460,000	454,590	(5,410)	-1.2%	0.31%
Business License excluding Liquor	121,088	123,063	120,000	120,000	0	0.0%	0.08%
Gross Receipts Tax	2,556,344	2,883,767	2,800,000	3,100,000	300,000	10.7%	2.14%
Building Permits	412,836	472,128	420,000	642,000	222,000	52.9%	0.44%
Other Licenses, Permits, Fees	928,714	1,061,540	970,600	1,286,878	316,278	32.6%	0.89%
Total Licenses & Permits	\$4,870,723	\$5,433,066	\$5,145,600	\$5,983,468	\$837,868	16.3%	4.14%
Fines, Forfeitures, & Penalties:							
City Court Fines	984,099	1,114,392	983,000	1,054,500	71,500	7.3%	0.73%
Criminal Court Fines	247,464	228,994	235,000	180,000	(55,000)	-23.4%	0.12%
Parking Ticket Fines	584,795	459,531	523,000	418,000	(105,000)	-20.1%	0.29%
Other Fines Forfeitures, & Penalties	0	59,406	0	0	0	N/A	0.00%
Total Fines, Forfeitures, & Penalties	\$1,816,358	\$1,862,323	\$1,741,000	\$1,652,500	(\$88,500)	-5.1%	1.14%
Investment Income:							
Interest on Investments	2,882,889	2,661,905	2,800,000	2,400,000	(400,000)	-14.3%	1.66%
Land & Bldg. Rents	171,769	123,752	135,000	70,000	(65,000)	-48.1%	0.05%
Telephone Commission	1,376	763	1,000	100	(900)	-90.0%	0.00%
Dock Rental	12,510	23,640	22,600	25,000	2,400	10.6%	0.02%
Total Investment Income	\$3,068,544	\$2,810,060	\$2,958,600	\$2,495,100	(\$463,500)	-15.7%	1.73%

General Fund Revenues

Fiscal Years 1999 - 2002

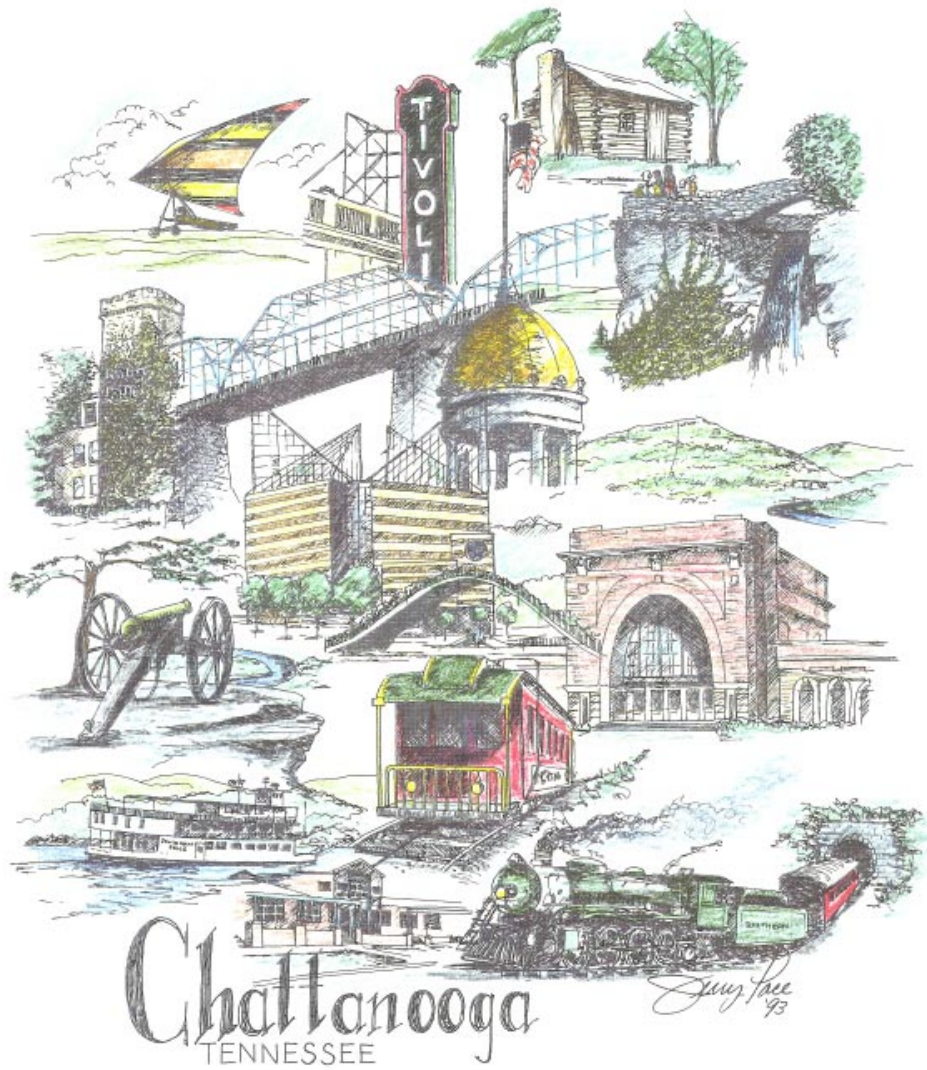
Revenue Source	Actual	Actual	Budget	Budget	BUDGET '02	%	%
	FY 98/99	FY 99/00	FY 00/01	FY 01/02	INC/(DEC)	CHANGE FY 01/02	OF TOTAL
Revenue From Other Agencies:							
County wide Sales Tax - General Fu	19,698,478	20,777,740	22,072,000	21,527,000	(545,000)	-2.5%	14.89%
State Beer Tax	76,577	78,601	78,600	65,000	(13,600)	-17.3%	0.04%
Hall Income Tax	2,540,605	2,976,411	2,976,411	3,050,000	73,589	2.5%	2.11%
State Sales Tax	9,048,518	9,343,042	9,717,012	10,400,000	682,988	7.0%	7.19%
State Mixed Drink Tax	1,025,918	1,099,208	1,150,000	1,246,000	96,000	8.3%	0.86%
State Gas Inspection Fees	374,801	367,013	375,000	359,000	(16,000)	-4.3%	0.25%
State Maintenance of Streets	109,831	81,068	100,000	110,000	10,000	10.0%	0.08%
State Alcohol Beverage Tax	80,734	113,961	68,000	65,000	(3,000)	-4.4%	0.04%
State DOT - TVRM	0	0	73,600	0	(73,600)	-100.0%	0.00%
TVA Impact Funds	28,280	0	28,000	0	(28,000)	-100.0%	0.00%
State - School Resource Officers	0	0	70,000	0	(70,000)	-100.0%	0.00%
State - Special Training Funds	0	408,920	407,000	430,000	23,000	5.7%	0.30%
State - Telecom Sales Tax	0	4,932	0	25,000	25,000	N/A	0.02%
HUD-Harriet Tubman	236,468	326,827	400,208	0	(400,208)	-100.0%	0.00%
Ham. County-Ross Landing Plaza	530,788	539,462	691,849	671,788	(20,061)	-2.9%	0.46%
Ham. County-Radio & Electronics	0	46,000	48,000	48,000	0	0.0%	0.03%
Ham. County-DRC	0	0	0	27,399	27,399	N/A	0.02%
IMS-GOS Federal Grant	0	3,630	0	0	0	N/A	0.00%
State - Forestry Grant	0	0	15,868	0	(15,868)	-100.0%	0.00%
COPS - MORE Grant	0	0	0	36,000	36,000	N/A	0.02%
COPS Universal Hiring Grant	880,708	1,535,681	1,123,227	585,036	(538,191)	-47.9%	0.40%
Total Revenue from Other Ager.	\$34,631,706	\$37,702,496	\$39,394,775	\$38,645,223	(\$749,552)	-1.9%	26.73%
Service Charges:							
City Court Cost	80,974	109,115	82,500	111,000	28,500	34.5%	0.08%
Clerk's Fee	276,002	323,895	285,000	597,996	312,996	109.8%	0.41%
State Court Cost	622	15,577	15,650	7,500	(8,150)	-52.1%	0.01%
Public Works - Sevciies Charge	0	0	0	106,488			
PRAC - Services Charge	0	7,490	285,000	253,600			
Police - Service Charge	0	0	0	102,223			
Other Charges for Services	46,856	50,138	22,700	47,600	24,900	109.7%	0.03%
Total Service Charges	\$404,454	\$506,215	\$690,850	\$1,226,407	\$358,246	51.9%	0.85%
Miscellaneous Revenues:							
Indirect Cost	1,644,560	1,679,589	1,679,578	1,679,578	0	0.0%	1.16%
Department Reimb-Health Insurar	2,153,758	2,968,291	2,898,000	0	(2,898,000)	-100.0%	0.00%
Employee Share-Health Insurance	1,202,587	1,337,393	1,300,000	0	(1,300,000)	-100.0%	0.00%
Retiree Reimbursements (Regular)	0	412,564	405,000	600,000	195,000	48.1%	0.41%
Mem. Aud.- Rents,Conc., OT, BO	382,415	402,294	326,000	364,380	38,380	11.8%	0.25%
Tivoli - Rents, Conc., OT, BO	163,905	232,536	193,500	203,000	9,500	4.9%	0.14%
Coolidge Park Revenue	25	281,509	200,000	199,000	(1,000)	-0.5%	0.14%
Other General Government Misc.	83,409	859,710	558,200	602,252	44,052	7.9%	0.42%
Total Miscellaneous Revenues	\$5,630,659	\$8,173,886	\$7,560,278	\$3,648,210	(3,912,068)	-51.7%	2.52%
Estimated Use of Fund Balance	\$0	\$0	\$0	\$0			
Grand Totals	\$121,102,323	\$127,824,619	\$131,017,415	\$144,594,307	\$13,399,581	10.2%	100.00%

General Fund Expenditures
Fiscal Years 1999 - 2002

Expenditure	Actual	Actual	Budget	Budget	BUDGET '02	%	%
	FY 98/99	FY 99/00	FY 00/01	FY 01/02	INC/(DEC)	CHANGE FY 01/02	OF TOTAL
General Government & Agencies							
Agencies							
Air Pollution	246,010	270,820	270,820	270,820	0	0.0%	0.19%
Allied Arts:							
Operations	154,500	250,000	250,000	250,000	0	0.0%	0.17%
African American Museum	35,000	70,000	70,000	70,000	0	0.0%	0.05%
Chattanooga Regional History	48,000	48,000	48,000	48,000	0	0.0%	0.03%
Assoc of Visual Artists	15,000	15,000	15,000	15,000	0	0.0%	0.01%
CARCOG & SETDD	30,493	30,493	30,493	30,493	0	0.0%	0.02%
CARTA	3,263,819	3,299,934	2,770,276	2,976,800	206,524	7.5%	2.06%
Carter Street Corporation	0	49,675	81,955	0	(81,955)	-100.0%	0.00%
Carter Street Lease	1,432,332	1,427,877	1,427,927	1,426,542	(1,385)	-0.1%	0.99%
Chattanooga Urban League	50,000	50,000	50,000	50,000	0	0.0%	0.03%
C-HC Bicentennial Public Librar	2,131,598	2,165,258	2,230,262	2,405,725	175,463	7.9%	1.66%
Chattanooga Neighborhood Ent	2,000,000	2,000,000	2,000,000	2,000,000	0	0.0%	1.38%
Children's Advocacy Center	30,000	30,000	30,000	30,000	0	0.0%	0.02%
Community Foundation Scholars:	0	160,000	160,000	160,000	0	0.0%	0.11%
Community Impact Fund	167,000	167,000	166,000	0	(166,000)	-100.0%	0.00%
Downtown Partnership	100,000	100,000	140,000	140,000	0	0.0%	0.10%
Front Porch Alliance	0	50,000	0	0	0	N/A	0.00%
Heritage Hall Board	0	35,000	35,000	35,000	0	0.0%	0.02%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.0%	0.01%
Humane Society	492,516	493,638	0	0	0	N/A	0.00%
Inner-City Develop Corp	35,000	35,000	35,000	35,000	0	0.0%	0.02%
M L King / CDC	0	0	19,132	0	(19,132)	-100.0%	0.00%
Community Research Council	10,000	10,000	10,000	10,000	0	0.0%	0.01%
Planning Commission	851,251	821,162	840,463	876,277	35,814	4.3%	0.61%
Scenic Cities	28,718	30,294	30,294	30,294	0	0.0%	0.02%
Storm Water Fund	69,710	67,691	75,000	75,000	0	0.0%	0.05%
Tennessee Riverpark	586,868	576,357	686,160	807,572	121,412	17.7%	0.56%
Tenn Valley Railroad Museum	174,000	0	73,600	0	(73,600)	-100.0%	0.00%
WTCL - TV 45	60,000	60,000	60,000	60,000	0	0.0%	0.04%
General Government							
Audits, Dues & Surveys	119,124	122,604	140,750	143,750	3,000	2.1%	0.10%
Capital Improvements	5,357,500	6,098,500	3,593,200	5,302,101	1,708,901	47.6%	3.67%
City Attorney/Operations	650,023	594,626	629,024	698,285	69,261	11.0%	0.48%
City Attorney Liability Insurance	982,680	950,000	1,150,000	850,000	(300,000)	-26.1%	0.59%
City Council	470,434	504,932	562,144	571,955	9,811	1.7%	0.40%
City Court Judicial	318,204	349,269	659,618	619,397	(40,221)	-6.1%	0.43%
Contingency Fund	374,519	353,709	498,725	500,000	1,275	0.3%	0.35%
Debt Service Fund	1,658,279	5,866,931	6,424,417	8,964,342	2,539,925	39.5%	6.20%
Election Expense	42,668	0	160,000	0	(160,000)	-100.0%	0.00%
Executive Office of Mayor	527,021	510,024	578,253	0	(578,253)	-100.0%	0.00%
Human Services	1,396,784	1,396,784	1,424,655	1,481,641	56,986	4.0%	1.02%
Intergovernmental Relations	176,791	143,245	237,800	228,850	(8,950)	-3.8%	0.16%
Pensions, FICA & UIC	43,901	26,419	41,500	41,500	0	0.0%	0.03%
T.A.P. (tuition & books)	0	8,540	5,000	20,000	15,000	300.0%	0.01%
Downtown Design Center	0	23	56,177	236,501	180,324	321.0%	0.16%
Real Estate Fund	85,000	85,000	100,000	0	(100,000)	-100.0%	0.00%
Renewal & Replacement	1,367,296	2,378,180	1,500,000	1,500,000	0	0.0%	1.04%
Miscellaneous	0	42,850	0	0	0	N/A	0.00%
Taxi Board	214	84	300	300	0	0.0%	0.00%
total	25,599,753	31,762,419	29,384,445	32,978,645	3,594,200	12.23%	22.81%
Department of Finance & Administration:							
Finance Office	1,460,602	1,481,723	1,679,591	1,576,652	(102,939)	-6.1%	1.09%
Information Systems	2,192,973	2,267,189	2,330,628	2,488,750	158,122	6.8%	1.72%
City Treasurer	497,904	518,608	549,383	577,973	28,590	5.2%	0.40%
Telecommunications	269,271	386,895	400,287	405,967	5,680	1.4%	0.28%
City Court Clerk's Office	898,046	829,042	1,002,243	1,110,392	108,149	10.8%	0.77%
Geographic Information System	0	0	0	175,843	175,843	N/A	0.12%
Purchasing	0	0	0	848,801	848,801	N/A	0.59%
Building Maintenance	0	0	0	931,225	931,225	N/A	0.64%
Radio & Electronics	0	0	0	364,417	364,417	N/A	0.25%
Real Estate	0	0	0	478,976	478,976	N/A	0.33%
total	5,318,796	5,483,457	5,962,132	8,958,996	2,996,864	50.26%	6.20%
Department of Police:	23,627,416	28,271,587	29,009,837	33,997,377	4,987,540	17.2%	23.51%
Department of Fire:							
Fire Operations	16,778,463	17,625,012	18,424,241	21,247,432	2,823,191	15.3%	14.69%
Utilities	1,479,234	1,393,146	926,976	556,176	(370,800)	-40.0%	0.38%
Combat Challenge	0	12,743	6,000	6,000	0	0.0%	0.00%
total	18,257,697	19,030,901	19,357,217	21,809,608	2,452,391	12.67%	15.08%

General Fund Expenditures
Fiscal Years 1999 - 2002

Expenditure	Actual	Actual	Budget	Budget	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
	FY 98/99	FY 99/00	FY 00/01	FY 01/02			
Department of Public Works:							
Administration	441,356	458,719	491,807	526,377	34,570	7.0%	0.36%
City Engineer	1,559,463	1,656,996	1,648,902	1,923,163	274,261	16.6%	1.33%
City Wide Services	2,446,372	2,553,894	2,619,918	3,058,489	438,571	16.7%	2.12%
Sewer Construction & Maintenan	1,427,307	1,516,264	1,604,866	1,935,557	330,691	20.6%	1.34%
Inspection	1,150,026	1,246,836	1,227,578	1,404,639	177,061	14.4%	0.97%
Board of Plumbing Examiners	2,206	2,154	2,000	2,000	0	0.0%	0.00%
Board of Electrical Examiners	21,531	24,358	19,500	19,400	(100)	-0.5%	0.01%
Board of Mechanical Examiners	705	1,610	1,800	1,800	0	0.0%	0.00%
Board of Gas Fitters	2,470	2,016	2,900	2,900	0	0.0%	0.00%
Board of Appeals & Variances	2,758	3,292	5,000	5,000	0	0.0%	0.00%
Utilities	118,821	115,830	128,650	154,150	25,500	19.8%	0.11%
Pump Stations	60,379	69,799	113,145	92,125	(21,020)	-18.6%	0.06%
Traffic Management	1,654,224	1,679,606	1,936,574	2,137,240	200,666	10.4%	1.48%
Street Lighting	0	2,443,066	2,396,000	2,525,100	129,100	5.4%	1.75%
Stormwater Subsidy	684,061	694,936	704,452	701,202	(3,250)	-0.5%	0.48%
State Street Aid Subsidy	0	0	320,000	320,000	0	0.0%	0.22%
Solid Waste & Sanitation Fund Si	5,475,305	5,589,462	6,307,718	5,159,292	(1,148,426)	-18.2%	3.57%
Municipal Forestry	0	0	0	429,493	429,493	N/A	0.30%
Waste Pickup - Brush	0	0	0	2,289,617	2,289,617	N/A	1.58%
Waste Pickup - Garbage	0	0	0	3,128,179	3,128,179	N/A	2.16%
total	15,046,984	18,058,838	19,530,810	25,815,723	6,284,913	32.18%	17.85%
Department of Parks, Recreation, Arts, & Culture:							
Administration	591,681	754,119	819,907	795,614	(24,293)	-3.0%	0.55%
Recreation	2,807,323	3,031,743	3,237,312	3,866,206	628,894	19.4%	2.67%
Parks	4,572,152	4,884,484	5,074,389	5,344,019	269,630	5.3%	3.70%
Civic Facilities	1,127,869	1,076,784	1,313,612	1,198,734	(114,878)	-8.7%	0.83%
total	9,099,025	9,747,130	10,445,220	11,204,573	759,353	7.27%	7.75%
Department of General Services:							
Administration	437,621	477,218	523,429	0	(523,429)	-100.0%	0.00%
City Hall Annex	714,909	727,861	710,221	0	(710,221)	-100.0%	0.00%
Radio & Electronics	279,682	343,520	340,358	0	(340,358)	-100.0%	0.00%
Employee Benefits	204,329	195,552	200,559	0	(200,559)	-100.0%	0.00%
Insurance Program	9,839,276	12,935,074	13,330,046	0	(13,330,046)	-100.0%	0.00%
Job Injuries	1,739,588	1,539,733	1,615,350	0	(1,615,350)	-100.0%	0.00%
Purchasing	703,518	751,163	750,997	0	(750,997)	-100.0%	0.00%
total	13,918,923	16,970,121	17,470,960	0	(17,470,960)	#####	0.00%
Department of Personnel:							
Administration	683,439	759,385	878,452	899,832	21,380	2.4%	0.62%
Physicals	120,894	105,774	158,000	101,850	(56,150)	-35.5%	0.07%
Employee's Insurance Office	0	0	0	302,688	302,688	N/A	0.21%
Employee's Insurance Program	0	0	0	3,220,889	3,220,889	N/A	2.23%
Job Injury Administration	0	0	0	1,881,600	1,881,600	N/A	1.30%
total	804,333	865,159	1,036,452	6,406,859	5,370,407	518.15%	4.43%
Department of Neighborhood Services:							
Administration	222,008	391,639	349,476	577,445	227,969	65.2%	0.40%
Codes & Community Services	575,825	747,534	747,872	786,654	38,782	5.2%	0.54%
Human rights	50,209	114,129	109,191	0	(109,191)	-100.0%	0.00%
Neighborhood Relations	0	309,471	292,003	318,086	26,083	8.9%	0.22%
Neighborhood Grants	0	59,625	115,000	115,000	0	0.0%	0.08%
total	848,042	1,622,398	1,613,542	1,797,185	183,643	11.38%	1.24%
Executive Branch							
Mayor's Office	0	0	0	853,982	853,982	N/A	0.59%
Internal Audit	0	0	0	186,976	186,976	N/A	0.13%
Human Rights	0	0	0	114,802	114,802	N/A	0.08%
Community Development	0	0	0	379,180	379,180	N/A	0.26%
Grants Administration	0	0	0	90,401	90,401	N/A	0.06%
	0	0	0	1,625,341	1,625,341	N/A	1.12%
Expenditure Total	112,520,969	131,812,010	133,810,615	144,594,307	10,783,692	8.06%	100.00%



Special Revenue Funds

Fund Structure

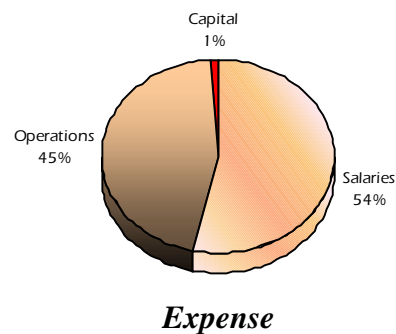
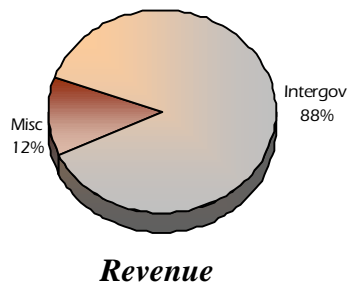
The Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose funds. The basis of budgeting for these funds is modified accrual. Included funds are State Street Aid, Human Services, and Economic Development. The Real Estate Fund, formerly and special revenue fund, was moved to General Fund in the FY2002 budget. As of June 30, 2001 the budgeted revenue and expenses were as follows:

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Real Estate Fund	446,499	297,444	470,520
State Street Aid Fund	\$4,998,296	\$4,605,456	\$4,598,825
Human Services Fund	\$11,731,315	\$10,944,396	\$10,230,935
Economic Development Fund	\$17,400,000	\$17,052,099	\$15,352,861

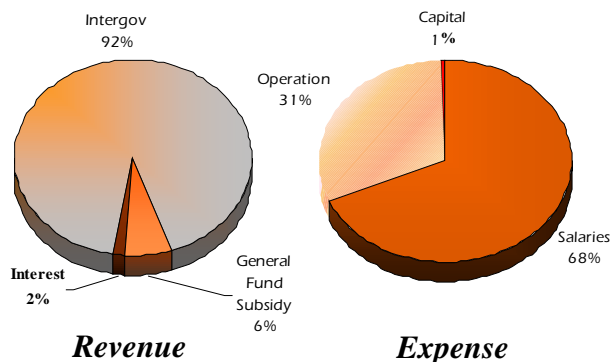
The FY 2001/2002 budget \$0;\$4,350,000; \$11,845,773; and \$17,594,842 respectively.

Fiscal Year 2001/2002

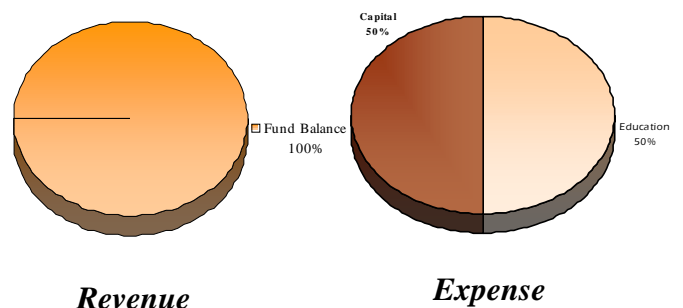
Human Services



State Street Aid



Economic Development



Fund Revenue Summary
Fiscal Year Ending June 30, 2001
(expressed in \$1,000)

Fund Type:	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	Budget '01 Increase (Decrease) INC/(DEC)	% CHANGE FY 00/01 FY 01/02
Special Revenue Fund						
Real Estate	189	192	474	0	(474)	-100.0%
State Street Aid	5,178	4,482	4,675	4,350	(325)	-7.0%
Human Services	11,526	10,588	12,797	12,432	(364)	-2.8%
Economic Development Fund	16,433	17,275	17,400	17,595	195	1.1%
Total Special Revenue Fund	33,326	32,537	35,346	34,377	(969)	-2.7%

Revenues

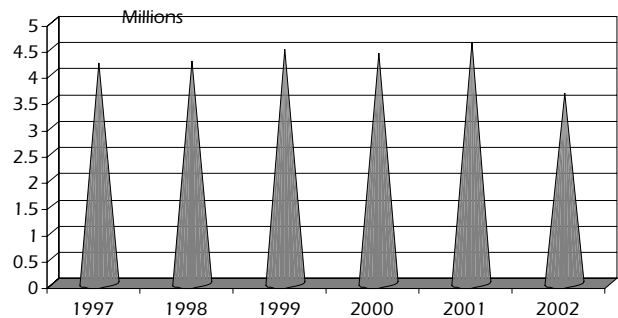
Real Estate Fund

The Real Estate Fund, formerly and special revenue fund, was moved to General Fund in the FY2002 budget. This fund was originally set up as a special revenue fund to preserve an accumulated fund balance. This fund is now a part of General Fund under the Finance Department and is fully funded by General Revenue.

State Street Aid

This fund was established to receive and account for the State's distribution of the state gasoline tax. Funds received in this fund are restricted to road-type use. To qualify for a portion of this distribution, the City must meet state guidelines which require that a municipality appropriate an amount equal to at least the average appropriations for road work for the previous five years. Collections in this fund have not increased much in the past several years due to the City's loss of population in the last census and the fluctuation in gasoline prices causing the state distribution to drop. The City expects to receive about \$962,000 less from the State of Tennessee in state-shared gas tax funds for FY 01/2002. This is due to a downturn in the economy. With the downturn the State estimated revenue has been reduced resulting in a reduced allocation for the local governments.

State Gas Tax collection

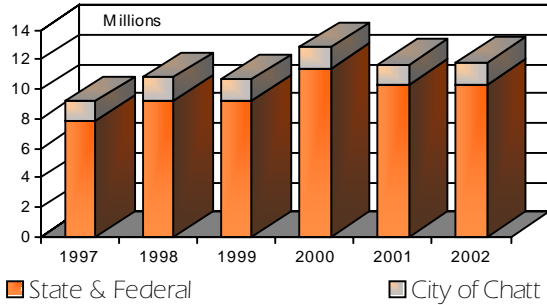


Human Services Fund

The area of Human Services receives Federal, State, and City appropriations. This fund has increased by 28% overall during the past five-year period. The Federal and State portion, accounts for 20% of this growth, while the City portion is approximately 7%. The City's appropriation includes an Indirect Costs billed monthly for services rendered by the City's employees.

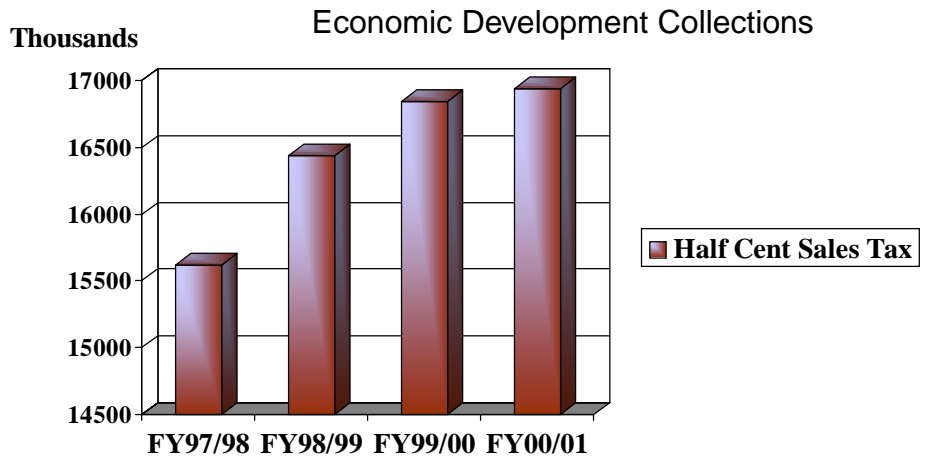
It is expected that resources will remain constant. The chart below shows how this fund has varied through the years.

Human Services Collections



Economic Development Fund

Chattanooga voted for itself a half-a-cent tax on retail sales within the city. The purpose of this tax is for capital outlay to increase economic development within the city and supplemental funding for the county schools. The retailers collect this tax and submit it to the State of Tennessee. The State in turn, sends these funds back to the City of Chattanooga. Half of these funds are sent to the Hamilton County Department of Education; the other half is appropriated for current and future capital projects. Due to the favorable economic environment with strong consumer confidence and spending, actual and budgeted revenues have increased since FY 97/98. One other small source of revenue is income from cash-equivalent investments. Idle funds are normally parked in cash equivalents until used for specific projects.



Fund Expenditure Summary
Fiscal Year Ending June 30, 2001
(expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
<hr/>						
Special Revenue Fund						
Real Estate	437	435	474	0	(474)	-100.0%
State Street Aid	4,489	4,669	4,675	4,350	(325)	-7.0%
Human Services	10,932	10,078	12,797	12,432	(364)	-2.8%
Economic Development Fund	20,315	18,309	17,400	17,595	195	1.1%
Total Special Revenue Fund	36,173	33,491	35,346	34,377	(969)	-2.7%

Expenses

Real Estate.

The Real Estate Fund, formerly and special revenue fund, was moved to General Fund in the FY2002 budget. This fund was originally set up as a special revenue fund to preserve an accumulated fund balance. This fund is now a part of General Fund under the Finance Department and is fully funded by General Revenue.

The FY2002 increase is due to salary increases and a new program to provide computers to all employees in the Headstart program.

State Street Aid.

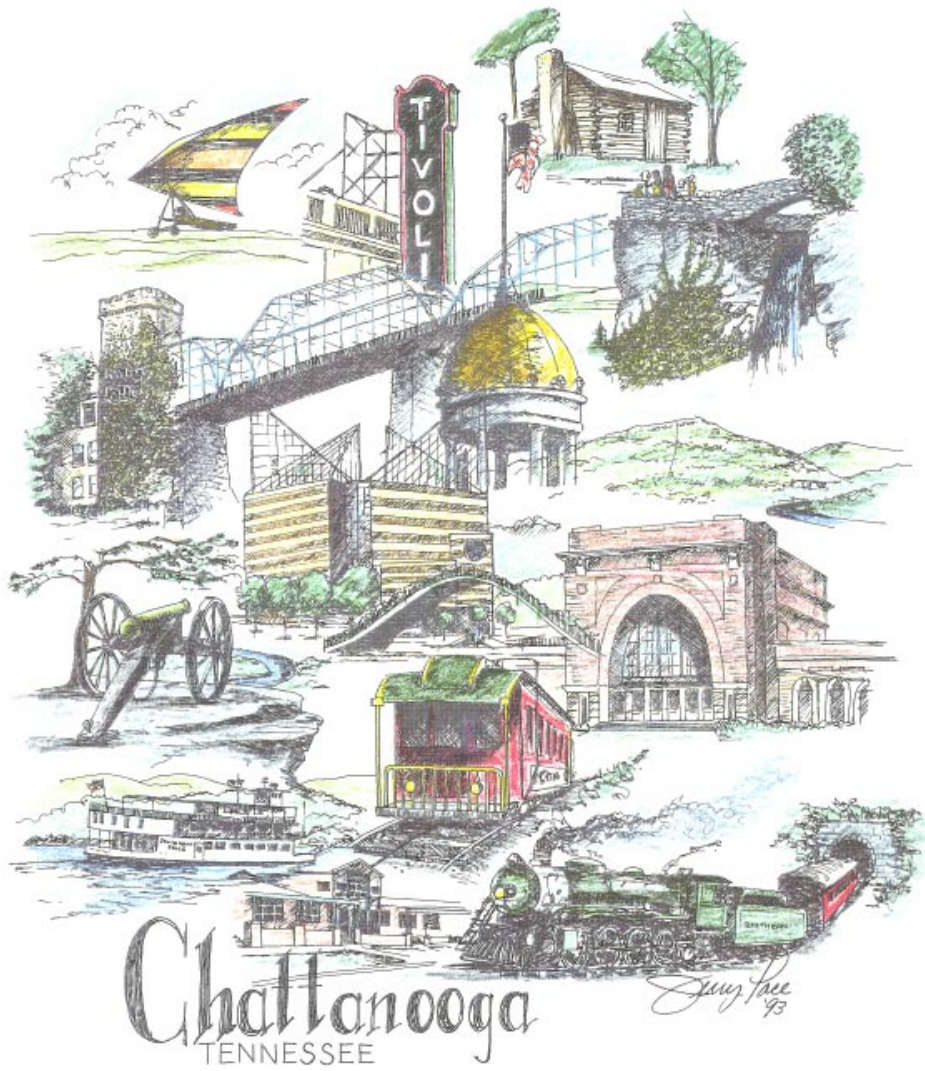
State gasoline tax distribution is collected into this fund and used for major street work in the Chattanooga area, under State guidelines. Personnel, vehicle costs and construction costs used most of the funds deposited in this fund.

Economic Development Fund

Half of the collections are automatically sent to the Hamilton County School System. The amount sent to the schools has increased since FY 97/98 due to the increased collections for this time period. Expenditures of the capital outlay nature vary in size and dollar amount. Usually these projects are selected by the City Council and Mayor on what they think is effective for economic development.

Human Services.

The Human Services' expenditures have grown over the past four years. All growth can be attributed to the salary standardization for federal programs.



Special Fund Revenues

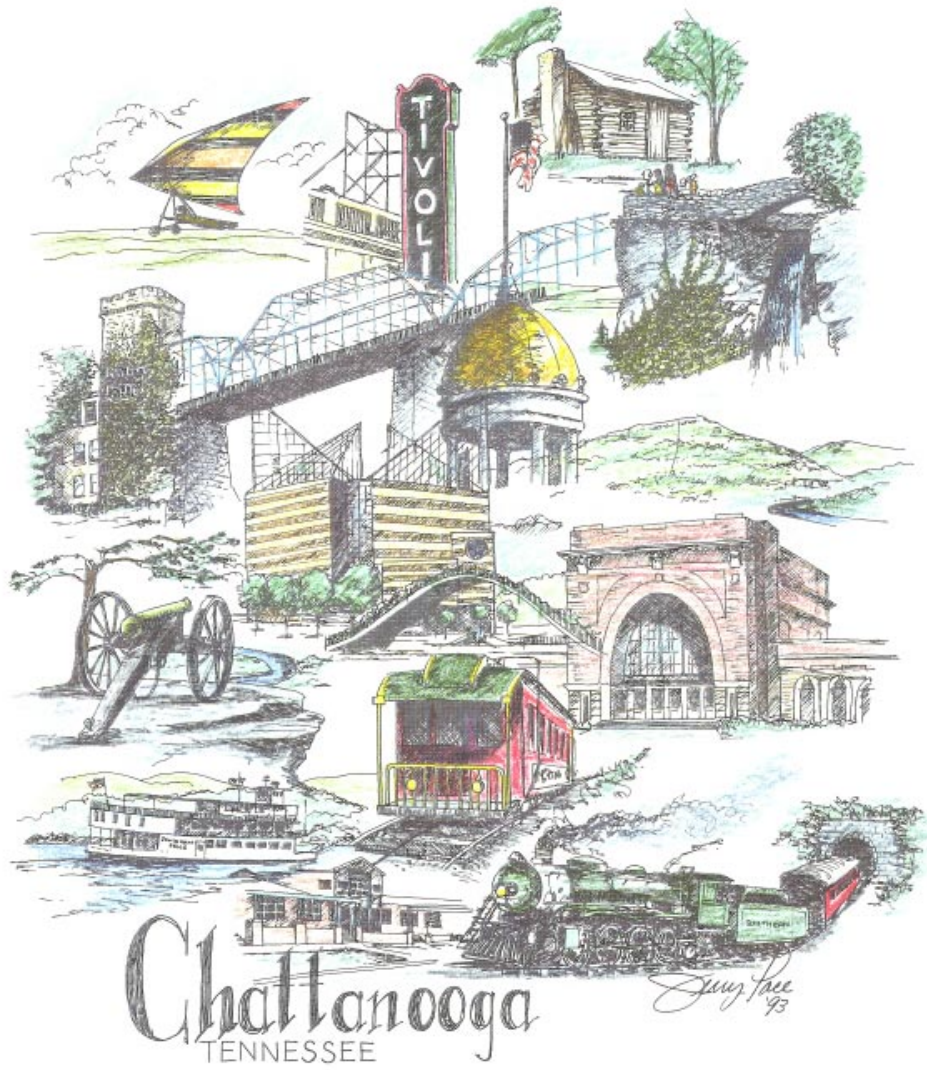
Fiscal Years 1999 - 2002

Revenue Source	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	%		OF TOTAL
					BUDGET '02 INC/(DEC)	CHANGE FY 01/02	
Real Estate (Fund 1105):							
City of Chattanooga General Fun	85,000	85,000	100,000	0	(100,000)	-100.0%	0.00%
Sale of Real Estate	58,784	50,100	20,000	0	(20,000)	-100.0%	0.00%
Sale of Back Tax Lots	44,747	0	88,688	0	(88,688)	-100.0%	0.00%
Miscellaneous	0	15,368	9,000	0	(9,000)	-100.0%	0.00%
Property Rental	0	41,094	19,000	0	(19,000)	-100.0%	0.00%
Trfrs from Community Developme	0	0	74,400	0			
Fund Balance	0	0	162,901	0	(162,901)	-100.0%	0.00%
Total Real Estate Fund	\$188,531	\$191,562	\$473,989	\$0	(473,989)	-100.0%	0.00%
State Street Aid (Fund 2104)							
State of Tennessee	4,460,206	4,388,690	4,270,052	3,621,297	(648,755)	-15.2%	10.53%
Trfrs (1100) & Sale of Equipment	650,000	0	320,000	320,000	0	0.0%	0.93%
Miscellaneous	0	1,868	0	0	0	N/A	0.00%
Fund Balance	0	0	0	358,703	358,703	N/A	1.04%
Interest Earnings	68,131	91,851	85,000	50,000	(35,000)	-41.2%	0.15%
Total State Street Aid	\$5,178,337	\$4,482,409	\$4,675,052	\$4,350,000	(\$325,052)	-7.0%	12.65%
Human Services (Fund 2102)							
Federal - State Grants	9,902,229	9,027,367	10,359,941	9,807,937	(552,004)	-5.3%	28.53%
City of Chattanooga	1,396,784	1,396,784	1,424,655	1,481,641	56,986	4.0%	4.31%
Day Care Fees	32,766	41,633	59,509	62,461	2,952	5.0%	0.18%
Miscellaneous	159,727	50,951	26,400	25,900	(500)	-1.9%	0.08%
Interest Income	0	71,303	0	0	0	N/A	0.00%
Contributions	34,677	0	0	0	0	N/A	0.00%
Fund Balance	0	0	926,202	1,054,378	128,176	13.8%	3.07%
Total Human Services	\$11,526,183	\$10,588,038	\$12,796,707	\$12,432,317	(\$364,390)	-2.8%	36.16%
Economic Development (Fund 1119)							
Local Option Sales Tax	16,185,856	16,838,074	17,400,000	17,594,842	194,842	1.1%	51.18%
Interest Income	247,470	436,775	0	0	0	N/A	0.00%
Total Economic Development	\$16,433,326	\$17,274,849	\$17,400,000	\$17,594,842	\$194,842	1.1%	51.18%
Grand Total:	\$33,326,377	\$32,536,858	\$35,345,748	\$34,377,159	(968,589)	-2.7%	100.00%

Special Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	%		%
					BUDGET '02 INC/(DEC)	CHANGE FY 01/02	
Real Estate (1105):							
Administration	437,137	309,500	302,989	0	(302,989)	-100.0%	0.00%
Property Maintenance	0	125,789	171,000	0	(171,000)	-100.0%	0.00%
Total Real Estate	\$437,137	\$435,289	\$473,989	\$0	(473,989)	-100.0%	0.00%
State Street Aid (Fund 2104)							
Street Maintenance	4,124,948	4,557,708	0	0	0	N/A	0.00%
Snow & Ice Removal	0	47,063	0	0	0	N/A	0.00%
Equipment	363,765	0	0	0	0	N/A	0.00%
Salaries & Wages	0	0	2,614,675	2,519,599	(95,076)	-3.6%	7.33%
Purchase Services	0	0	49,900	43,600	(6,300)	-12.6%	0.13%
Travel	0	0	1,500	850	(650)	-43.3%	0.00%
Vehicle Repairs & Maintenance	0	0	623,648	650,900	27,252	4.4%	1.89%
Material & Supplies	0	0	712,437	593,650	(118,787)	-16.7%	1.73%
Capital Outlay & Fixed Assets	0	64,250	25,000	0	(25,000)	-100.0%	0.00%
Government Charges, Taxes, Etc.	0	0	1,800	0	(1,800)	-100.0%	0.00%
Fringe Benefits	0	0	646,092	541,401	(104,691)	-16.2%	1.57%
Total State Street Aid	\$4,488,713	\$4,669,021	\$4,675,052	\$4,350,000	(325,052)	-7.0%	12.65%
Human Services (Fund 2102)							
Headstart	5,586,509	5,171,111	6,489,758	7,230,870	741,112	11.4%	21.03%
Daycare	1,229,433	1,095,135	1,334,277	741,730	(592,547)	-44.4%	2.16%
Weatherization	236,338	235,639	294,177	244,616	(49,561)	-16.8%	0.71%
Foster Grandparents	319,401	313,559	478,670	462,135	(16,535)	-3.5%	1.34%
LIHEAP	966,436	732,780	1,281,354	691,800	(589,554)	-46.0%	2.01%
Community Service Block Grant	531,653	477,512	617,879	684,794	66,915	10.8%	1.99%
Occupancy	250,020	184,396	226,221	226,221	0	0.0%	0.66%
Human Services Programs	1,690,632	1,613,032	1,978,553	2,042,283	63,730	3.2%	5.94%
WAP Enhancement	0	173,720	22,950	0	(22,950)	-100.0%	0.00%
CDBG - Rental Assistance	0	0	0	35,000	35,000	N/A	0.10%
City General Relief -	122,024	81,275	72,868	72,868	0	0.0%	0.21%
Total Human Services	\$10,932,446	\$10,078,159	\$12,796,707	\$12,432,317	(364,390)	-2.8%	36.16%
Economic Development (Fund 1119 & P419)							
Hamilton County Schools	8,092,928	8,419,037	8,700,000	8,459,059	(240,941)	-2.8%	24.61%
Capital Outlay/Projects	12,221,598	9,889,643	8,700,000	9,135,783	435,783	5.0%	26.58%
Total Economic Development	\$20,314,526	\$18,308,680	\$17,400,000	\$17,594,842	194,842	1.1%	51.18%
Grand Totals	\$36,172,822	\$33,491,149	\$35,345,748	\$34,377,159	(968,589)	-2.7%	100.00%



Enterprise Funds

Fund Structure

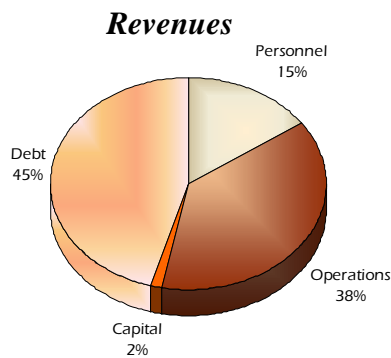
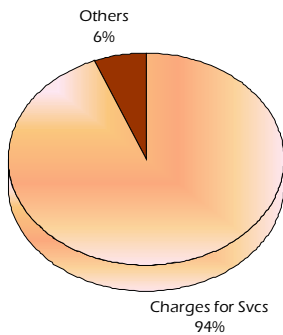
Enterprise Funds are established for operations that the City chooses to account for as though they were private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes it is necessary to account for income and capital maintenance. The basis of budgeting for these funds is full accrual. The City of Chattanooga has three (3) Enterprise Funds: Interceptor Sewer Fund; Solid Waste and Sanitation Fund and Storm Water Management Fund. As of June 30, 2001 the budgeted revenues and expenses were as follows for these funds.

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Interceptor Sewer Fund	\$32,724,946	\$34,643,840	\$34,342,413
Solid Waste & Sanitation Fund	\$12,002,394	\$12,487,087	\$10,533,115
Storm Water Management Fund	\$4,788,000	\$5,176,100	\$4,033,522

The FY 01/2002 Enterprise budgets are \$33,225,142; \$6,691,545; and \$4,788,000 respectively.

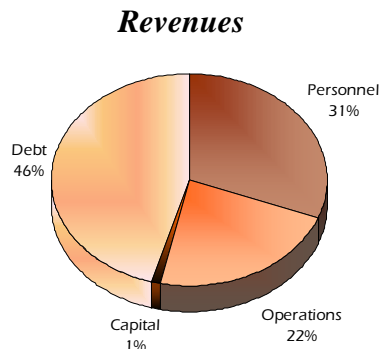
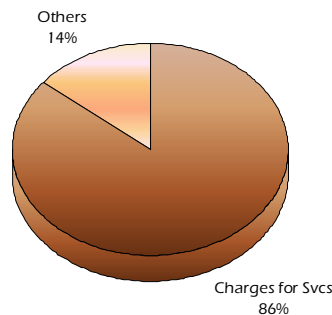
Fiscal Year 2001/2002

Interceptor Sewer



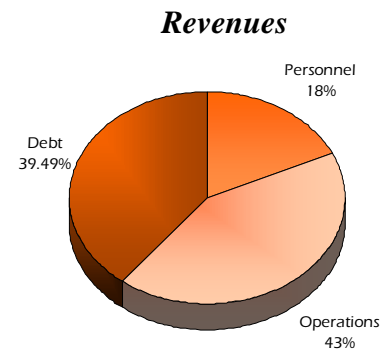
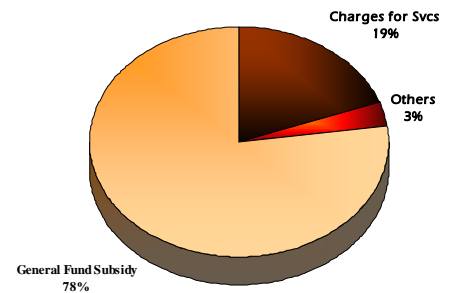
Appropriations

Storm Water Fund



Appropriations

Solid Waste Fund



Appropriations

Fund Revenue Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Actual FY98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Enterprise Fund						
Interceptor Sewer System	34,344,592	34,505,709	32,724,946	33,225,142	500,196	1.5%
Solid Waste & Sanitation	13,842,378	13,685,990	12,002,394	6,691,545	(5,310,849)	-44.2%
Storm Water Fund	14,222,437	15,908,004	4,788,000	4,788,000	-	0.0%
Total Enterprise Fund	62,409,407	64,099,703	49,515,340	44,704,687	(4,810,653)	-9.7%

Revenues

Interceptor Sewer Fund

Sewer Service Charges. Revenues to operate, maintain, and finance the System are derived primarily from sewer service charges collected from residential, commercial, and industrial customers using the System. Sewer service charges for the City are collected either through the Tennessee-American Water Company or the Hixson Utility District. The sewer service rates are based upon the quantity of water used and are expressed as cents per thousand gallons.

Regional users such as Walker County, Georgia, and the City of Collegedale and the Town of Lookout Mountain, Tennessee are billed on the basis of metered water consumption. This method of billing does not allow for the recovery of costs incurred to treat flows beyond the amount of water purchased such as inflow and infiltration into the System. However the wheelage and treatment rate is approximately two times the total metered flow rate, therefore, some inflow and infiltration is paid for. The City of Chattanooga has installed flow metering station on the discharge line connecting regional users so that they may be billed on the basis of total measured wastewater flows, as required by the EPA approved user charge system. Contract negotiations with each respective government are underway and will be required before this method of billing can begin.

The sewer service charges for the regional users, which includes Rossville, Collegedale, Lookout Mountain, Hamilton County, East Ridge, Red Bank and Walker County, are based on a regional service charge rate schedule (wheelage and treatment). The regional service charge rate schedule currently in effect provides rate schedules for billing the regional

users on either a metered water consumption basis (billable flow method) or a total measured wastewater flow basis (total flow method). This allows the City to begin billing the regional users on a total flow method immediately upon cessation of successful contract negotiations for total flow method billing. Other System revenues come from an industrial user sewer surcharge, truck discharge operation permit fees, septic tank discharge fees, holding tank discharge fees, service line connection fees and garbage grinder usage fees.

The City operates the System on a self-supporting basis from sewer service charges and fees. The July 1, 2002 proposed 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 gallons for the following quantities of water:

User Class	Operations and Maintenance Charges (\$/1,000 gal)	Debt Charges (\$/1,000 gal)	Total Charges (\$/1,000 gal)
First 100,000	\$ 0.93	\$ 2.50	\$ 3.43
Next 650,000	0.93	1.59	2.52
Next 1,250,000	0.93	1.10	2.03
Next 30,000,000	0.93	0.52	1.45
Over 32,000,000	0.93	0.34	1.27

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 Collegedale, Tennessee; Lookout

Mountain, Tennessee; Hamilton County, Tennessee; East Ridge, Tennessee; Red Bank, Tennessee; Windstone and Walker County, Georgia and shall be determined either under the "billable flow" method based upon quantity of water used as shown by applicable water company meter readings or the "total flow" method based upon flow meter measured flow accordingly to the applicable contract with the regional user.

Meter Size	Monthly Minimum
5/8 inch meter	\$ 7.13
3/4 inch meter	25.43
1 inch meter	44.42
1 1/2 inch meter	99.41
2 inch meter	176.01
3 inch meter	412.57
4 inch meter	762.43
6 inch meter	1,815.98
8 inch meter	3,212.13

Billable Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 0.9310	\$ 0.4719	\$ 1.4029

If regional customers are billed directly through the water company, the rate shall be one and thirty-five cents (\$1.35) per one thousand (1,000) gallons.

Total Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 0.5223	\$ 0.2647	\$ 0.7870

Monthly Minimum Sewer Service Charges

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

Industrial User Sewer Surcharge

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

1. \$0.086 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of 300 milligrams per liter, and,
2. \$0.061 per pound of total suspended solids for concentrations in excess of 400 milligrams per liter.

The City has also established the following fees and charges:

1. A Sewer Service Line Connection Fee of \$500;
2. A Truck Discharge Operation Permit Fee of \$40 per truck per year;
3. A Septic Tank Discharge Fee of \$24.47 per 1,000 gallons of waste;
4. Holding Tank Waste Fee of \$3.43 per 1,000 gallons of waste; and
5. Garbage Grinders Fee of \$91.45 per month per unit.

In 1985 the City, in conjunction with the consulting Engineers and the financial advisors, developed a five year financial analysis which examined the System's capital improvement program at different yearly funding commitments of the City; other anticipated revenue requirements of the System during the five year period including the full-time operation of Moccasin Bend, and the associated sewer rate structures necessary to meet the financial requirements of the system under different financial alternatives. As a result of this analysis, the City established its annual funding commitment of the System at \$10,000,000 per year. Simultaneously, the City committed itself to enacting annual rate increases of at least 6.14% for each of the five consecutive years starting in July 1985 in order to support the \$10,000,000 per year funding program. The 6.14% rate increase schedule through fiscal year ending June 30, 1990 was formulated

by the Consulting Engineers pursuant to the five year financial analysis. Enactment of the rate increases requires adoption of the city ordinance by the City Council each year. The five year program and the related future rate increases were announced publicly in the City proceedings in 1985 and they received widespread community support.

The City has followed through with its commitment to raise rates to support the program since 1985. As of April 1990, the City had adopted five consecutive annual sewer rate increases of 6.14%. The first 6.14% rate increase took place July 1985, followed by four more 6.14% rate increases in July 1986, July 1987, July 1988, and July 1989, respectively. Annually, the Consulting Engineers review the financial operations of the System and its revenue requirements for the upcoming fiscal year to determine the size of the rate increase needed for the next fiscal year.

Since the City successfully accomplished its goal of enacting 6.14% sewer rate increases for the five consecutive fiscal year, the City is planning to enact future annual rate increases at a lower level than 5%. The City has increased sewer rates for nine consecutive year in support of its program. However, in fiscal year 94/95 through 98/99 the rate increase was 0% due to improved efficiency of the system and implementation of management policies. In FY00, after close analysis of the financial state and operations of the system, the City was able to enact a 10% rate decrease. The City is proposing a 0% increase for FY 00/01. As evidenced by its program since 1985, the City remains committed to keeping the System self-supporting from sewer revenues including adoption of any necessary sewer rate

increases to ensure that it remains self supporting. Following is a history of rate increases since 1985:

FY 85/86	6.14%	FY 95/96	0.00%	FY 97/98	0.00%
FY 86/87	6.14%	FY 91/92	3.32%	FY 98/99	0.00%
FY 87/88	6.14%	FY 92/93	5.79%	FY 99/00	(0.10%)
FY 88/89	6.14%	FY 93/94	3.00%	FY 00/01	0.00%
FY 89/90	6.14%	FY 94/95	0.00%	FY 01/02	0.00%
FY 90/91	15.24%	FY 96/97	0.00%		

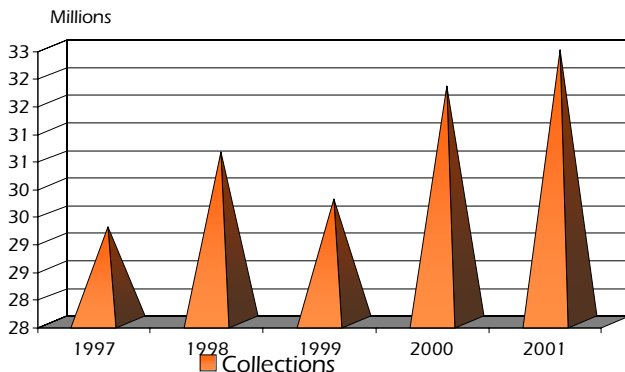
Below is the sewer systems historical trend of collections. The additional revenue shown beginning with 1998 can be attributed to the completion of several construction projects bringing more taps on line and an increase of \$365,000 in Industrial surcharges.

Solid Waste and Sanitation Fund

This fund accounts for the costs associated with the disposal of solid waste and recyclable materials. Prior to FY2002 the fund accounted for both collection and disposal of these materials. Due to reorganization the collection portion of garbage and brush and trash were transferred to Public Works General Fund. Section 68-31-874 (a) of the Tennessee Code Annotated sets forth the accounting requirements for financial activities related to the management of solid waste. Effective July 1, 1992, each municipality which collected solid waste and/or operated a landfill was required to account for them separately in individual funds. Effective July 1, 1993, it became a requirement to account for the operation of a landfill as an enterprise fund.

Landfill 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 as the available space at the old facility had been used up. The new location is further away from the center of town, 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. The fees collected still cover the operating cost of the disposal site as well as

Sewer Collections
1997 - 2001



the capital expenditures and the debt service.

Landfill Dumping Charges. Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from landfill dumping charges. Municipalities may impose a tipping fee upon each ton of municipal solid waste or its volume equivalent received at such solid waste disposal facility. The FY 01/02 decrease of \$2,072,972, 62.9%, is due to the loss of some disposal company revenue as a result of relocation of the landfill.

Solid Waste Subsidy. Since the revenue from the landfill dumping charges does not totally fund the expenditures of the fund it is necessary for the General Fund to subsidize the Solid Waste & Disposal Fund. This subsidy accounts for approximately fifty-three percent (52.5%) of the total budget. The FY 01/02 increase of \$718,256, 8.9% is due to additional funding needed to cover reduced revenue estimate.

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

Storm Water Management Fund

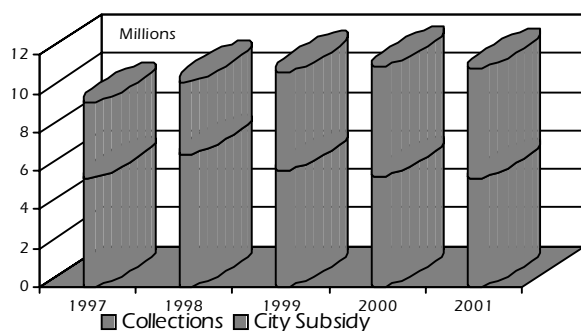
The Storm Water Management Fund was established in 1993 to comply with a Federal Mandate for the City to control storm water runoff. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques 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 storm water program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, there is imposed a storm water user's fee upon the owner of property served directly or indirectly by the City's storm sewer system.

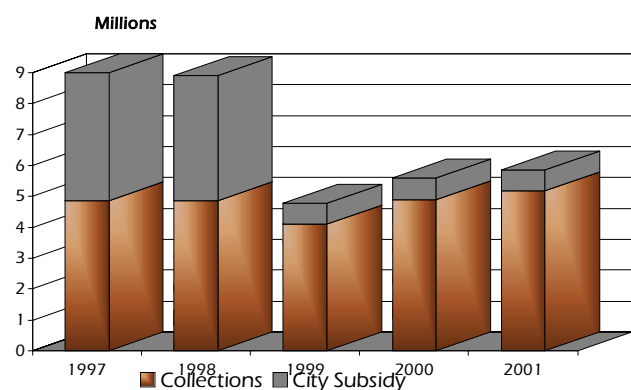
The revenue for this fund is derived from Stormwater fees, \$4,104,048 or 85.7% and a City of Chattanooga General Fund subsidy of \$683,952, or 14.3% of the total revenues.

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

Solid Waste Revenue



Storm Water Revenue



Fund Expenditure Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Actual FY98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Enterprise Fund						
Interceptor Sewer System	35,240,004	37,348,659	32,724,946	33,225,142	500,196	1.5%
Solid Waste & Sanitation	9,871,176	10,731,714	12,002,394	6,691,545	(5,310,849)	-44.2%
Storm Water Fund	4,499,690	4,322,504	4,788,000	4,788,000	-	0.0%
Total Enterprise Fund	49,610,870	52,402,877	49,515,340	44,704,687	(4,810,653)	-9.7%

Expenses

Interceptor Sewer Fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs; chemical costs for liquid and solid handling; maintenance costs; electricity costs and depreciation. Major capital expenses needed for the Moccasin Bend Wastewater Treatment Plant, such as vehicle replacement, pump replacement and major system repairs occur here. In FY 01/02, the operations and maintenance increased \$500,196, or 1.5%. During FY99 city management implemented a new city wide employee pay plan. One of the biggest single changes in the ISS budget for FY01/02 is the reduction in the cost of sludge disposal due to a change in haulers. This cost is budgeted at \$413,560 for FY01/02 a decrease of \$1,192,772 from the FY00/01 budget of \$1,606,332. In the past, the sludge has been disposed at the landfill without charge or at a minimal charge to the Treatment Plant.

The capital improvement portion of the FY01/02 ISS budget is for \$506,858 This appropriation provides for the renewal and replacement of plant facilities, vehicles and equipment as necessary.

The debt service proposed budget for FY 01/02 decreased \$576,861 from FY 00/01 . This change is due to the varying interest and principal payments on bonded debt and/or capital outlay notes required from one fiscal year to the next.

Solid Waste and Sanitation Fund

Expenses in the Solidwaste & Sanitation Fund include:

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

Major expenditures of this fund are personnel costs and vehicle related costs. The Solidwaste Fund budget for FY 01/02 decreased \$5,310,849. This is due to a transferring garbage collection and brush and trash collection to Public Works General Fund and decrease in Solid Waste Reserve which was set up to provide funding for post closure cost for the now closed Summit Landfill.

In February, 1995 the City issued \$13,291,500 General Obligation Bonds for Solidwaste facilities improvements and equipment purchases. This issue provided financing for the capital improvements necessary for the capital requirements of the landfill while the City continues to subsidize the operational costs.

In March, 1998 the city issued \$17,964,294 in new bonded debt to provided for capital improvements at both the Summit Landfill and the new City Landfill located in Birchwood.

In March, 2001 the city issued \$6,734,000 in new bonded debt to provided for capital improvements at the new City Landfill located in Birchwood.

Storm Water Management Fund

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

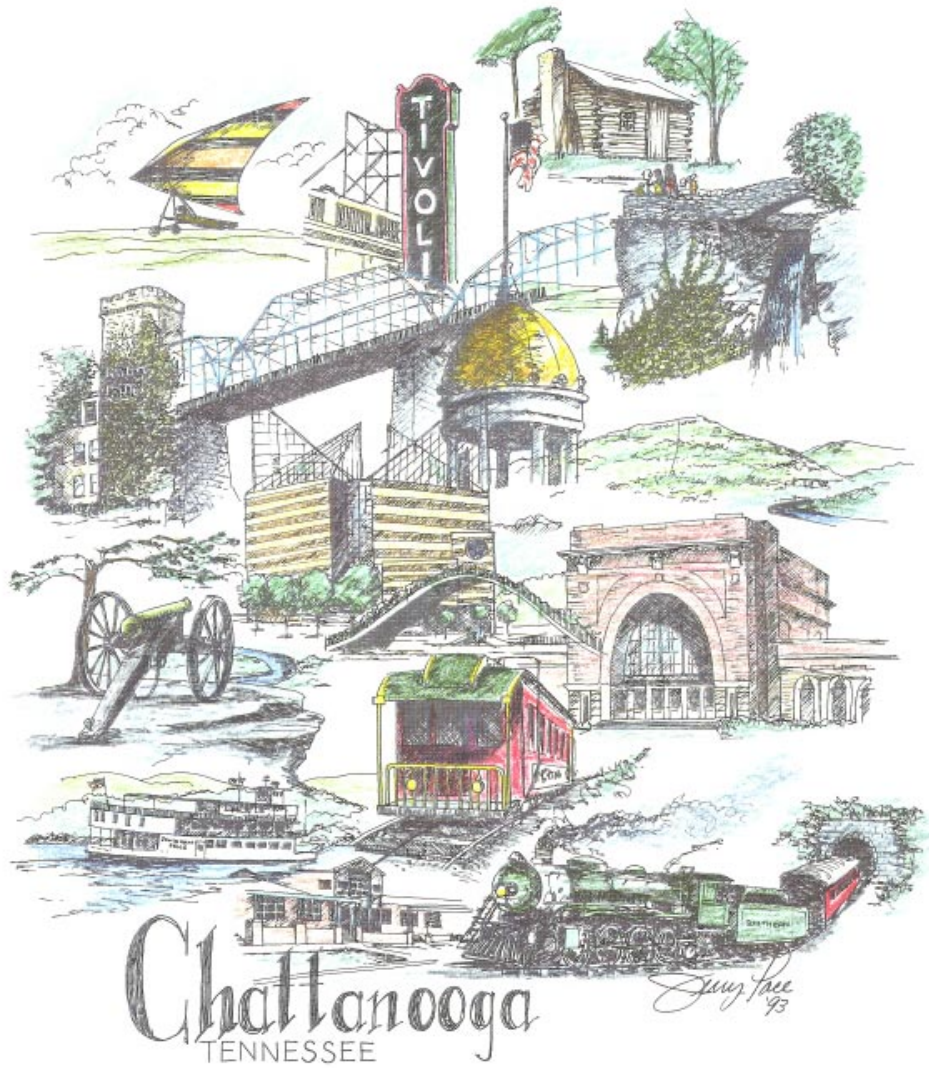
- **Personnel**
- **Operations**
- **Capital Projects**

In FY 01/02 Storm Water budgeted expenses did not change overall. The debt service requirement increase by \$180,530 or 8.3%. The City management has a desire to maintain the same level of General Fund support for storm water maintenance and repairs as it was prior to the implementation of the storm water fee.

Enterprise Fund Revenues

Fiscal Years 1999 - 2002

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '02 INC/(DEC)	%	% OF TOTAL
	FY 98/99	FY 99/00	FY 00/01	FY 01/02		CHANGE FY 01/02	
Interceptor Sewer System (Fund 5100):							
Sewer Service Charges	26,977,436	28,665,334	25,359,328	25,721,794	362,466	1.4%	57.54%
Industrial Surcharges	2,389,656	0	2,000,000	2,250,000	250,000	12.5%	5.03%
Septic Tank Charges	93,344	0	51,420	55,302	3,882	7.5%	0.12%
Weelage & Treatment							
Lookout Mountain, TN	138,019	142,624	152,451	149,322	(3,129)	-2.1%	0.33%
Walker County, GA	177,570	268,433	274,631	297,882	23,251	8.5%	0.67%
Collegedale, TN	237,945	261,378	288,747	237,274	(51,473)	-17.8%	0.53%
Soddy-Daisy, TN	55,210	49,832	63,275	70,469	7,194	11.4%	0.16%
East Ridge, TN	960,364	1,081,021	1,063,557	1,035,315	(28,242)	-2.7%	2.32%
Windstone	14,199	19,084	15,651	21,038	5,387	34.4%	0.05%
Hamilton County, TN	101,156	85,806	86,476	172,132	85,656	99.1%	0.39%
Northwest Georgia	0	0	255,866	546,157	290,291	113.5%	1.22%
Lookout Mountain, GA	0	0	19,254	14,664	(4,590)	N/A	0.03%
Rossville, GA	277,013	227,934	231,489	269,858	38,369	16.6%	0.60%
Red Bank, TN	314,239	307,903	337,607	314,977	(22,630)	-6.7%	0.70%
Refund to Regional Users	(23,436)	19,233	0	0	0	N/A	0.00%
Debt Service Northwest Georgia	0	580,185	258,058	0	0		
Industrial User Permits	47,000	51,500	43,000	43,000	0	0.0%	0.10%
Industrial Violation Fines	15,100	5,500	0	0	0	N/A	0.00%
Garbage Grinder Fees	19,343	0	24,136	25,958	1,822	7.5%	0.06%
Miscellaneous Revenue	0	24,359	0	0	0	N/A	0.00%
Sale of Property	0	0	0	0	0	N/A	0.00%
Interest Earnings	2,550,434	2,715,583	2,200,000	2,000,000	(200,000)	-9.1%	4.47%
Total Interceptor Sewer	\$34,344,592	\$34,505,709	\$32,724,946	\$33,225,142	\$758,254	2.3%	74.32%
Solid Waste & Sanitation(Fund 5200):							
Landfill Tipping Fees	5,572,346	5,597,738	5,272,506	1,299,714	(3,972,792)	-75.3%	2.91%
Landfill Permit Fees	4,450	3,107	1,000	1,000	0	0.0%	0.00%
City of Chattanooga Subsidy	5,475,483	7,629,415	6,307,718	5,159,292	(1,148,426)	-18.2%	11.54%
State Sub Recyclable Material	0	69,102	0	85,000	85,000	N/A	0.19%
S/W Surcharge - State	0	0	0	0	0	#DIV/0!	0.00%
Interest	207,199	366,595	343,650	146,539	(197,111)	-57.4%	0.33%
Public Works Capital	2,582,900	0	77,520	0	(77,520)	-100.0%	0.00%
Bio-solids Fees	0	0	0	0	0	N/A	0.00%
Property Rent/Lease/Sale	0	0	0	0	0	N/A	0.00%
Misc Revenues	0	20,033	0	0	0	N/A	0.00%
Total Solid Waste & Sanitation	\$13,842,378	\$13,685,990	\$12,002,394	\$6,691,545	(\$5,310,849)	-44.2%	14.97%
Storm Water (Fund 5300):							
Stormwater Fee	4,850,117	4,946,705	4,104,048	4,104,048	0	0.0%	9.18%
Land Disturbing Permits	0	0	0	0	0	N/A	0.00%
Pollution Prevention Plans	0	0	0	0	0	N/A	0.00%
Public Works Capital (fund 5600)	8,688,368	10,276,344	0	0	0	N/A	0.00%
Misc Revenue	0	1,003	0	0	0	N/A	0.00%
General Fund Subsidy	683,952	683,952	683,952	683,952	0	0.0%	1.53%
Total Stormwater	\$14,222,437	\$15,908,004	\$4,788,000	\$4,788,000	\$0	0.0%	10.71%
Grand Totals:	\$62,409,407	\$64,099,703	\$49,515,340	\$44,704,687	(\$4,552,595)	-9.2%	100.00%



Internal Service Funds

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 are usually recovered from those governmental units that receive benefits. The basis of budgeting for these funds is full accrual.

Municipal Fleet Services Fund accounts for revenues and expenditures associated with the operation of the City's garage and gasoline services. The cost for these services are paid by the departments and agencies of City government.

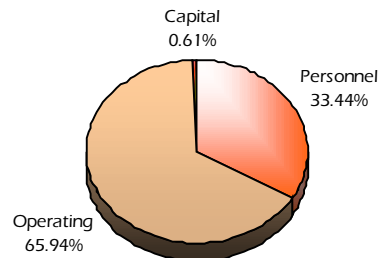
Liability Insurance fund accounts for the City self-insurance programs for liability claims and losses due to liabilities arising under the laws of State and Federal governments. The costs for these programs are funded through premiums paid by the departments and agencies of City government.

Fiscal Year 2001/2002

Municipal Fleet Service

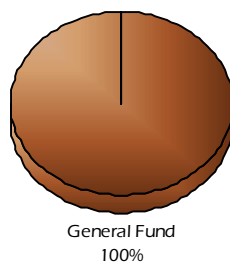


Revenue

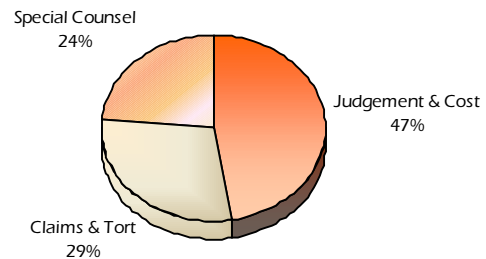


Expenses

Liability Insurance



Revenue



Expenses

Fund Revenue Summary
 Fiscal Year Ending June 30, 2002
 (expressed in \$1,000)

Fund Type:	Actual FY 98/99	Actual FY99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Internal Service Fund						
Municipal Services	6,367	6,956	7,400	9,000	1,600	21.6%
Liability Insurance Fund	983	950	1,150	850	(300)	-26.1%
Total Internal Service Fund	7,350	7,906	8,550	9,850	1,300	15.2%

Revenues

Municipal Fleet Services Fund

Service Stations and Garages. Revenues to operate, maintain, and finance the Fleet Service areas are derived primarily from sales of fuel, parts and labor to City divisions and outside areas like agencies.

The garages and services stations collections and rates have remained constant over the past years. It is designed that everyone pay a \$45 per hour charge for garage services and although gas prices fluctuated last fiscal year, they still remain lower than purchasing from an outside source. For budgeting or planning purposes during FY02, gasoline will be billed @ \$1.35 per gallon, diesel price will be \$1.15 per gallon.

Liability Insurance Fund

Revenues to operate this fund is primarily a transfer from the General Fund. Looking at the summary, things have remained fairly constant over the past four years. The premium requirement from General Fund fluctuates from fiscal year to fiscal year depending on the outstanding liabilities and the potential outcome as advise by the City Attorney's Office.

Fund Expenditure Summary
 Fiscal Year Ending June 30, 2002
 (expressed in \$1,000)

Fund Type:	Actual FY 98/99	Actual FY99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Internal Service Fund						
Municipal Services	6,661	7,781	7,400	9,000	1,600	21.6%
Liability Insurance Fund	983	1,433	1,150	850	(300)	-26.1%
Total Internal Service Fund	7,644	9,214	8,550	9,850	1,300	15.2%

Expenses

Municipal Fleet Services Fund

Expenditures for these funds are primarily the salaries, fringes, and inventory supplies.

The Service Station's cost for salaries has decreased over the past few years due to a reduction in positions. As equipment replacements are made with more up to date, self sufficient equipment, it was decided the positions would not be filled.

On the other side, the Garage's cost for salaries and fringes have increased over the years. Although few additional positions are being added, there have been numerous upgrade to positions not filled to accommodate their demands. For FY02, all city employees received a pay adjustment. This adjustment was made up of first adding \$500 to the pay plan base then increasing by 2% for cost of living. Labor costs remained constant at \$45 per hour.

Liability Insurance Fund

Looking at the expense summary, things have remained fairly constant over the past few years. The increase in fiscal year 1999 and 2000 was mainly due to an increase in Special Counsel. During this time the mayor wanted the city to investigate the feasibility of acquiring the local water supplier. Several external consultants and professionals were utilized during the project.

Internal Service Fund Revenues

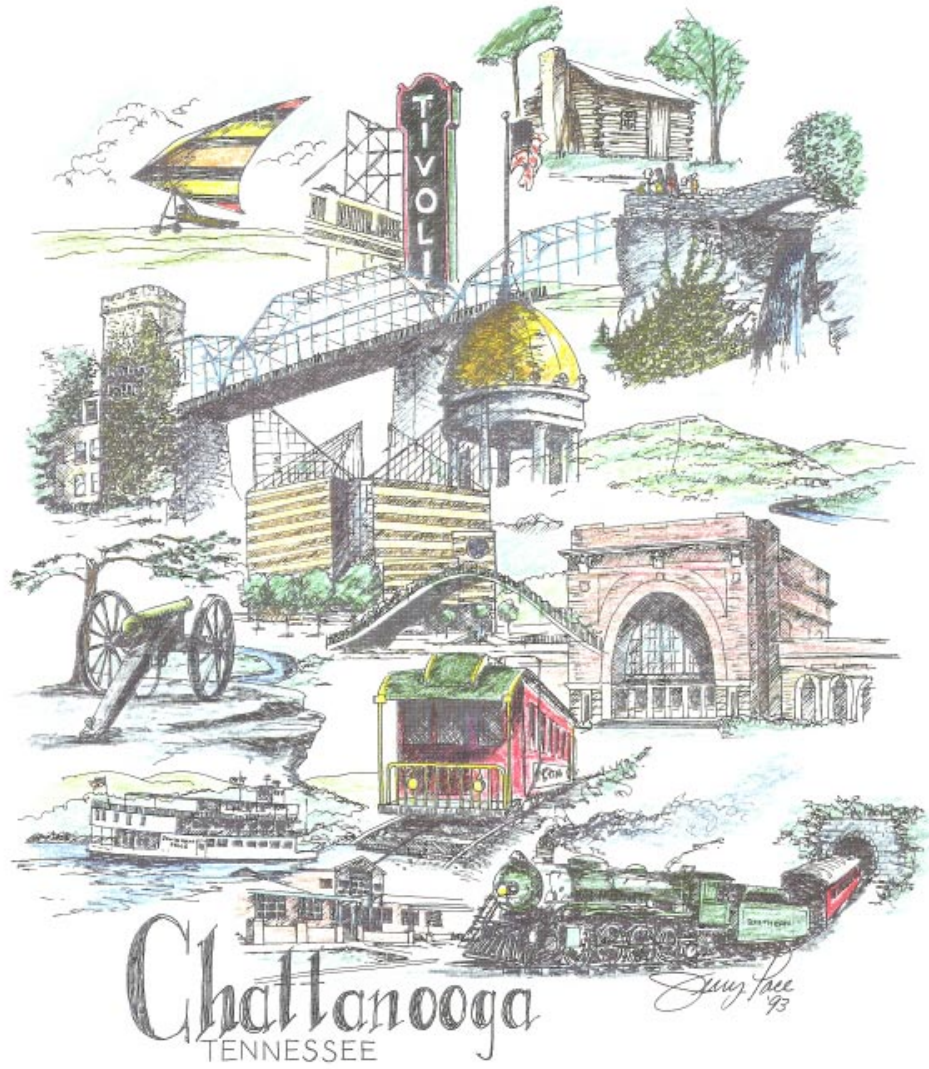
Fiscal Years 1999 - 2002

Revenue Source	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Municipal Service Station (Fund 6100):							
Amnicola Service Station:							
Sale of Surplus Equip/Scrap	0	18	0	0	0	N/A	0.00%
Fleet Fuel- City Sales	434,777	432,451	514,381	700,000	185,619	36.1%	7.11%
Fleet Fuel - Outside Sales	854	3,125	985	1,000	15	1.5%	0.01%
Total Amnicola Station	<u>435,631</u>	<u>435,594</u>	<u>515,366</u>	<u>701,000</u>	<u>185,634</u>	<u>36.0%</u>	<u>7.12%</u>
12th & Park Service Station:							
Sale of Surplus Equip/Scrap	180	0	0	0	0	N/A	0.00%
Fleet Fuel- City Sales	803,489	842,424	939,999	1,239,000	299,001	31.8%	12.58%
Fleet Fuel - Outside Sales	38,098	37,345	43,978	60,000	16,022	36.4%	0.61%
Total 12th & Park Station	<u>841,767</u>	<u>879,769</u>	<u>983,977</u>	<u>1,299,000</u>	<u>315,023</u>	<u>32.0%</u>	<u>13.19%</u>
Total Municipal Service Station	\$1,277,398	\$1,315,363	\$1,499,343	\$2,000,000	500,657	33.4%	20.30%
Municipal Garage (Fund 6101)							
Amnicola Garage:							
Sale of Surplus Equip/Scrap	1,540	1,379	0	0	0	N/A	0.00%
Misc Revenue	1,683	823	2,479	2,250	(229)	-9.2%	0.02%
Fleet - Sale of Parts	1,157,431	1,247,838	1,342,319	1,500,000	157,681	11.7%	15.23%
Outside Sale of Parts	177,901	242,679	205,357	300,000	94,643	46.1%	3.05%
Sales - Labor	875,857	992,563	1,017,286	1,200,000	182,714	18.0%	12.18%
Outside Sales - Labor	73,260	137,270	84,566	150,000	65,434	77.4%	1.52%
Total Amnicola Garage	<u>2,287,672</u>	<u>2,622,552</u>	<u>2,652,007</u>	<u>3,152,250</u>	<u>500,243</u>	<u>18.9%</u>	<u>32.00%</u>
12th & Park Garage:							
Sale of Surplus Equip/Scrap	198	0	0	0	0	N/A	0.00%
Misc Revenue	0	0	2,479	2,250	(229)	-9.2%	0.02%
Fleet - Sale of Parts	1,655,417	1,880,895	1,917,163	2,435,500	518,337	27.0%	24.73%
Outside Sale of Parts	3,195	2,708	3,688	5,000	1,312	35.6%	0.05%
Sales - Labor	1,139,792	1,132,941	1,321,958	1,400,000	78,042	5.9%	14.21%
Outside Sales - Labor	2,914	1,839	3,362	5,000	1,638	48.7%	0.05%
Total 12th & Park Garage	<u>2,801,516</u>	<u>3,018,383</u>	<u>3,248,650</u>	<u>3,847,750</u>	<u>599,100</u>	<u>18.4%</u>	<u>39.06%</u>
Total Municipal Garage	\$5,089,188	\$5,640,935	\$5,900,657	\$7,000,000	1,099,343	18.6%	71.07%
Total Fleet Services	\$6,366,586	\$6,956,298	\$7,400,000	\$9,000,000	\$1,600,000	21.6%	91.37%
Liability Insurance Fund (6200)							
General Fund Transfer -1100	982,680	950,000	1,150,000	850,000	(300,000)	-26.1%	8.63%
	<u>982,680</u>	<u>950,000</u>	<u>1,150,000</u>	<u>850,000</u>	<u>(300,000)</u>	<u>-26.1%</u>	<u>8.63%</u>
Grand Total:	\$7,349,266	\$7,906,298	\$8,550,000	\$9,850,000	\$1,300,000	15.2%	100.00%

Internal Service Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Municipal Service Station (6100):							
<i>Amnicola Service Station</i>							
Purchase Services	5,368	262	7,500	15,000	7,500	100.0%	0.15%
Materials & Supplies	0	0	0	0	0	N/A	0.00%
Vehicle Operation Expenses	5,470	1,573	0	0	0	N/A	0.00%
Inventory Supplies	211,408	366,240	505,365	585,000	79,635	15.8%	5.94%
Capital Outlay	0	0	0	0	0	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	17,939	24,432	2,500	0	(2,500)	-100.0%	0.00%
Total Amnicola Station	240,185	392,507	515,365	600,000	84,635	16.4%	6.09%
<i>12th & Park Service Station</i>							
Salaries & Wages	32,096	32,553	41,282	56,000	14,718	35.7%	0.57%
Fringes	7,047	7,908	8,386	14,000	5,614	66.9%	0.14%
Purchase Services	6,392	10,819	8,745	9,000	255	2.9%	0.09%
Materials & Supplies	5,351	566	9,328	10,000	672	7.2%	0.10%
Travel	0	0	1,166	1,000	(166)	-14.2%	0.01%
Vehicle Operation Expenses	14,942	18,147	23,320	20,000	(3,320)	-14.2%	0.20%
Inventory Supplies	434,515	750,150	876,593	1,274,000	397,407	45.3%	12.93%
Capital Outlay	0	50,635	13,992	15,000	1,008	7.2%	0.15%
Gov'tl Charges, Taxes, Fees, Misc.	875	500	1,166	1,000	(166)	-14.2%	0.01%
Total 12th & Park Station	501,218	871,278	983,978	1,400,000	416,022	42.3%	14.21%
Total Municipal Service Station	\$741,403	\$1,263,785	\$1,499,343	\$2,000,000	500,657	33.4%	20.30%
Municipal Garage (Fund 6101)							
<i>Amnicola Garage - Repair & Maint.</i>							
Salaries & Wages	837,389	936,240	928,342	1,120,000	191,658	20.6%	11.37%
Fringes	170,275	204,191	214,677	224,000	9,323	4.3%	2.27%
Purchase Services	81,908	84,994	87,450	100,000	12,550	14.4%	1.02%
Materials & Supplies	48,048	33,146	46,640	45,000	(1,640)	-3.5%	0.46%
Travel	901	2,311	1,039	1,500	461	44.4%	0.02%
Vehicle Operation Expenses	105,065	88,060	116,600	120,000	3,400	2.9%	1.22%
Insurance, Claims, Damages	0	0	0	1,500	1,500	N/A	0.02%
Inventory Supplies	1,015,423	1,211,852	945,300	1,100,000	154,700	16.4%	11.17%
Capital Outlay	49,298	(10,719)	17,490	20,000	2,510	14.4%	0.20%
Gov'tl Charges, Taxes, Fees, Misc.	375,077	392,617	294,469	468,000	173,531	58.9%	4.75%
	2,683,384	2,942,692	2,652,007	3,200,000	547,993	20.7%	32.49%
<i>12th & Park Garage - Repair & Maint.</i>							
Salaries & Wages	1,171,279	1,108,727	1,731,049	1,330,000	(401,049)	-23.2%	13.50%
Fringes	232,944	259,311	441,942	266,000	(175,942)	-39.8%	2.70%
Purchase Services	38,296	78,761	44,308	80,000	35,692	80.6%	0.81%
Materials & Supplies	56,324	65,101	64,130	80,000	15,870	24.7%	0.81%
Travel	1,112	147	1,166	5,000	3,834	328.8%	0.05%
Vehicle Operation Expenses	149,430	116,884	116,600	200,000	83,400	71.5%	2.03%
Inventory Supplies	1,260,713	1,683,154	830,799	1,532,000	701,201	84.4%	15.55%
Capital Outlay	40,219	(23,459)	1,166	20,000	18,834	1615.3%	0.20%
Gov'tl Charges, Taxes, Fees, Misc.	286,184	286,242	17,490	287,000	269,510	1540.9%	2.91%
	3,236,501	3,574,868	3,248,650	3,800,000	551,350	17.0%	38.58%
Total Municipal Garage	\$5,919,885	\$6,517,560	\$5,900,657	\$7,000,000	1,099,343	18.6%	71.07%
Total Fleet Services	\$6,661,288	\$7,781,345	\$7,400,000	\$9,000,000	\$1,600,000	21.6%	91.37%
Liability Insurance Fund (6200)							
General Fund Transfer -1100	982,680	1,432,842	1,150,000	850,000	(300,000)	-26.1%	8.63%
Total Liability Insurance	982,680	1,432,842	1,150,000	850,000	(300,000)	-26.1%	8.63%
Grand Totals	\$7,643,968	\$9,214,187	\$8,550,000	\$9,850,000	\$1,300,000	15.2%	100.00%



Fiduciary Funds

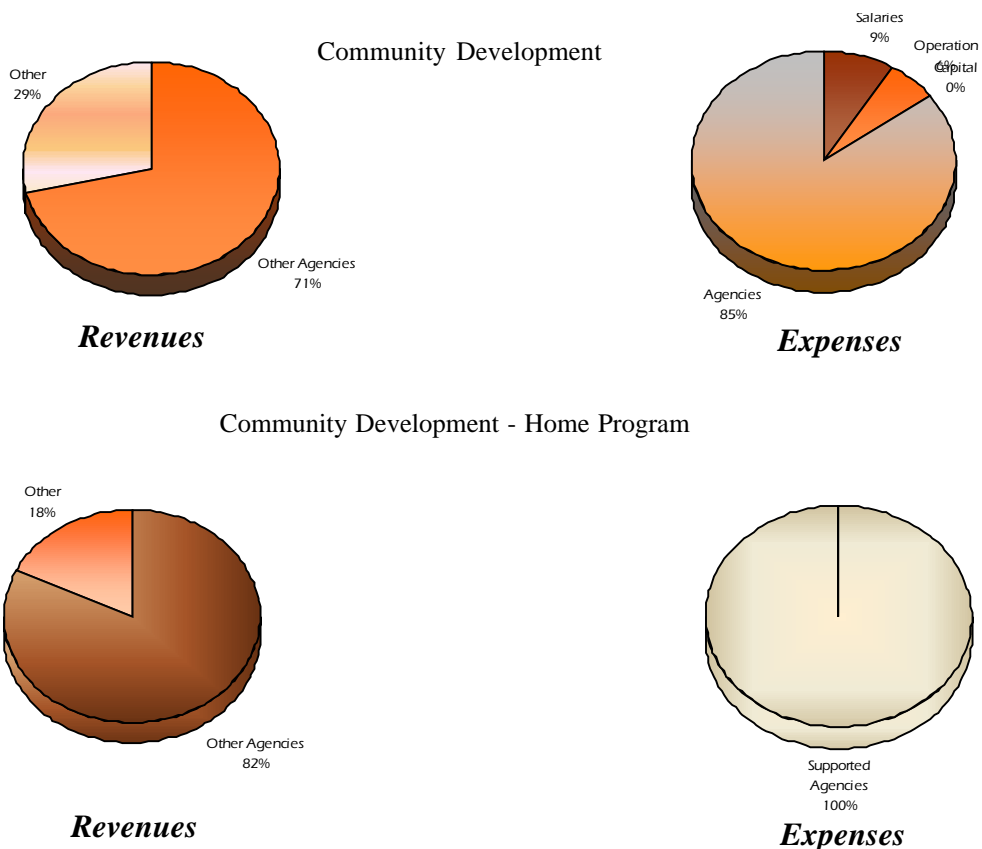
Fund Structure

The Fiduciary Funds are held by the government unit either as a trustee or an agent for others. The City of Chattanooga established the Community Development Fund to account for a major federal entitlement grant which funds a variety of programs and services within Chattanooga. This is a very important source of funding for Chattanooga, as without it several programs, projects and services would have to be incorporated into the City's operating budget, or be eliminated altogether. The basis of budgeting is modified accrual. All funds are included in the Economic & Community Development Fund. As of June 30, 2001 the budgeted revenue and expenses were as followed:

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Economic & Community Development	\$3,822,000	\$4,197,446	\$4,097,328
CD - Home Program	\$1,434,000	\$1,827,700	\$1,834,714

The FY 2002 budget for Economic & Community Development is \$3,762,000 while the 2002 budget for CD – Home Program is \$1,649,000.

Fiscal Year 2001/2002



Fund Revenue Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Budget FY 98/99	Budget FY99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Fiduciary Fund						
Community Development	3,811	4,105	3,822	3,762	(60)	-1.6%
CD - HOME Improvements	1,226	1,416	1,434	1,649	215	15.0%
<i>Total Fiduciarys Fund</i>	5,037	5,521	5,256	5,411	155	2.9%

Revenues

Economic & Community Development

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

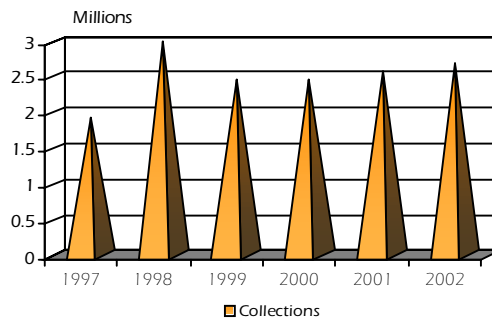
The total increase for this fund is \$155,000. This increase in the fund is due to the changes in grant funding during the City's fiscal year. As with most federal funds these sources are allocated to the City based on the Federal Government's budget year which is different from the city's fiscal reporting year and may vary from year to year.

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

Home Investment Program

The total increase for this program is \$215,000. This increase is due to the changes in grant funding during the City's fiscal year. As with most federal funds these sources are allocated to the City based on the Federal Government's budget year which is different from the city's fiscal reporting year and may vary from year to year.

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



Fund Expenditure Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Budget FY 98/99	Budget FY99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
<hr/>						
Fiduciary Fund						
Community Development	3,811	4,105	3,822	3,762	(60)	-1.6%
CD - HOME Improvements	1,226	1,416	1,434	1,649	215	15.0%
<i>Total Fiduciarys Fund</i>	5,037	5,521	5,256	5,411	155	2.9%

Expenses

Economic & Community Development

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

Federal guidelines are followed by the City in expending Economic & Community Development and Home Investment Funds. These are subject to federal audit at any time, and are also included in the City's annual audit. The expenditures are confined mostly to the blighted areas of Chattanooga.

Fiduciary Fund Revenues

Fiscal Years 1999 - 2002

Revenue Source	Budget	Budget	Budget	Budget	BUDGET '02 INC/(DEC)	%	% OF TOTAL
	FY 98/99	FY 99/00	FY 00/01	FY 01/02		CHANGE FY 01/02	
Economic & Community Development (Fund 2105):							
Community Development Block Grant	2,452,000	2,467,000	2,559,000	2,682,000	123,000	4.8%	49.57%
Fund Balance	143,000	0	0	0	0	N/A	0.00%
Emergency Shelter	94,000	88,000	87,000	90,000	3,000	3.4%	1.66%
State Housing Dept Grant	90,000	150,000	0	0	0	N/A	0.00%
Shelter Plus Care Grant	90,000	0	0	0	0	N/A	0.00%
Rental Rehab Grant	0	0	0	0	0	N/A	0.00%
Interest Income	0	0	0	0	0	N/A	0.00%
Other Income	0	0	0	0	0	N/A	0.00%
Property Rental	0	0	0	0	0	N/A	0.00%
Private Foundation Grant	0	0	0	0	0	N/A	0.00%
Program Income	941,644	1,400,000	1,176,000	990,000	(186,000)	-15.8%	18.30%
Total Economic & Community Development	\$3,810,644	\$4,105,000	\$3,822,000	\$3,762,000	(60,000)	-1.6%	69.53%
Economic & Community Development - HOME Program							
Federal Grant (HOME)	1,126,000	1,216,000	1,214,000	1,349,000	135,000	11.1%	24.93%
Fund Balance	0	0	0	0	0	N/A	0.00%
Program Income	100,000	200,000	220,000	300,000	80,000	36.4%	5.54%
Total Economic & Community Development (HOME)	\$1,226,000	\$1,416,000	\$1,434,000	\$1,649,000	215,000	15.0%	30.47%
Grand Totals:	\$5,036,644	\$5,521,000	\$5,256,000	\$5,411,000	155,000	2.9%	100.00%

Fiduciary Fund Expenditures

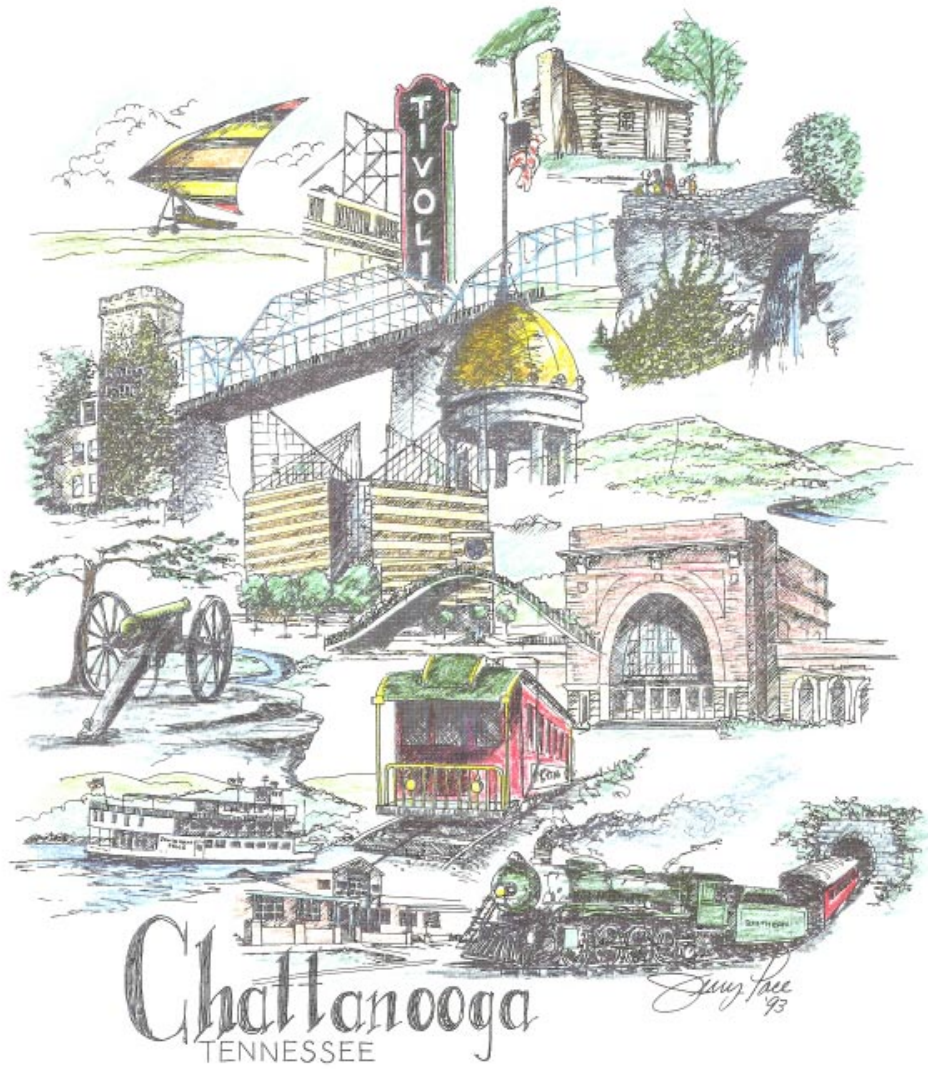
Fiscal Years 1999 - 2002

Expenditures	Budget	Budget	Budget	Budget	BUDGET '02 INC/(DEC)	%	% OF TOTAL
	FY 98/99	FY 99/00	FY 00/01	FY 01/02		CHANGE FY 01/02	
Economic & Community Development (Fund 2105):							
28th Legislative District CDC	0	50,000	45,000	22,600	(22,400)	-49.8%	0.42%
Allied Arts	0	0	70,000	100,000	30,000	42.9%	1.85%
Alton Park & Dodson Avenue Health Center	0	86,650	86,650	0	(86,650)	-100.0%	0.00%
Bethlehem Community Development Credit Ur	300,000	35,000	25,882	0	(25,882)	-100.0%	0.00%
Better Housing Commission	0	0	0	0	0	N/A	0.00%
Boy Scout of America	0	0	0	46,500	46,500	N/A	0.86%
CADAS	56,425	0	50,000	150,000	100,000	200.0%	2.77%
CCHDO	0	16,000	0	0	0	N/A	0.00%
CD Office Administration & Planning	439,625	471,476	843,269	500,000	(343,269)	-40.7%	9.24%
CD Planning	0	142,024	0	67,400	67,400	N/A	1.25%
Chattanooga Area Food Bank	35,000	0	0	0	0	N/A	0.00%
Chattanooga Area Urban League	0	0	0	0	0	N/A	0.00%
Chattanooga CARES	0	0	0	0	0	N/A	0.00%
Chattanooga Homeless Coalition	0	0	0	34,000	34,000	N/A	0.63%
Chattanooga Housing Authority	110,000	66,000	0	0	0	N/A	0.00%
Chattanooga Human Services	0	200,000	0	35,000	35,000	N/A	0.65%
Chattanooga Neighborhood Services	0	0	0	75,000	75,000	N/A	1.39%
Chattanooga Neighborhood Enterprise - CHA	1,014,081	1,741,000	1,130,718	1,225,000	94,282	8.3%	22.64%
Children's Advocacy Center	0	0	0	0	0	N/A	0.00%
Community Housing Resource Bd	0	0	0	10,000	10,000	N/A	0.18%
Community Kitchen	0	0	0	0	0	N/A	0.00%
Contingency	0	33,178	0	400,000	400,000	N/A	7.39%
Dismas	0	0	0	0	0	N/A	0.00%

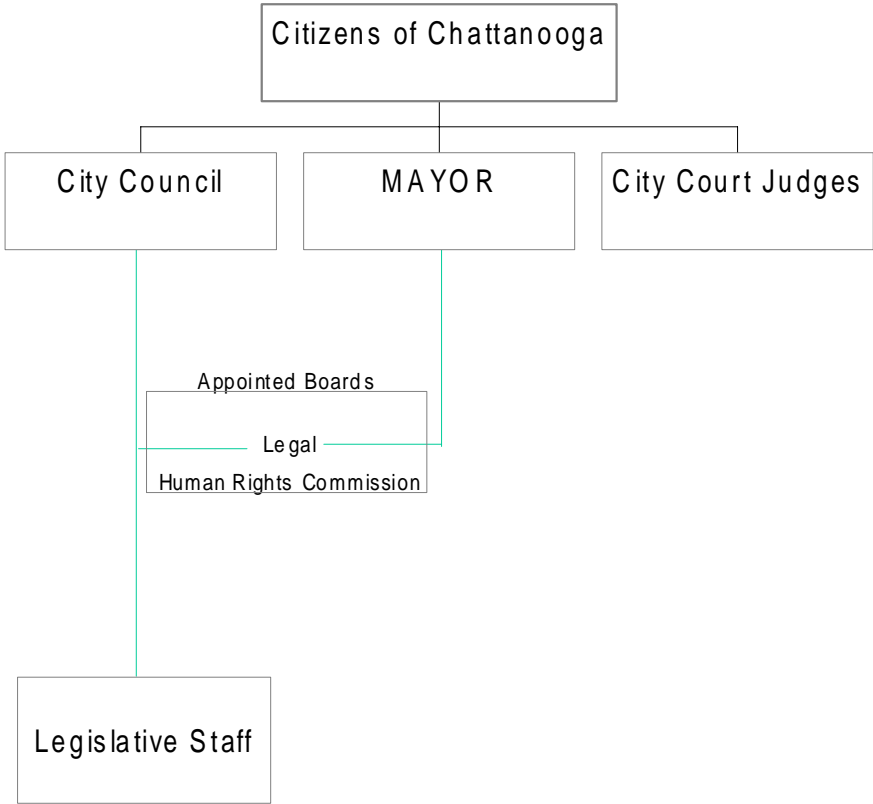
Fiduciary Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Budget	Budget	Budget	Budget	BUDGET '02	%	% OF TOTAL
	FY 98/99	FY 99/00	FY 00/01	FY 01/02	INC/(DEC)	CHANGE FY 01/02	
Emergency Shelter - Community Kitchen	0	0	0	0	0	N/A	0.00%
Emergency Shelter - Dismas House	12,163	51,600	0	0	0	N/A	0.00%
Emergency Shelter - Family & Children's Service	53,837	50,217	68,012	67,227	(785)	-1.2%	1.24%
Emergency Shelter - Interfaith Hospitality Netw	15,000	18,817	3,500	0	(3,500)	-100.0%	0.00%
Emergency Shelter - Room In the Inn	13,000	18,966	15,488	22,773	7,285	47.0%	0.42%
Family & Children's Services	0	27,437	62,000	64,500	2,500	4.0%	1.19%
Friendship Haven	0	0	45,000	0	(45,000)	-100.0%	0.00%
General Services	125,000	325,000	290,000	0	(290,000)	-100.0%	0.00%
Girl's Incorporated	0	87,500	0	0	0	N/A	0.00%
Good Neighbor's Housing, Inc.	0	17,600	0	100,000	100,000	N/A	1.85%
Habitat	92,510	0	0	0	0	N/A	0.00%
HOPE for Chattanooga	24,000	5,000	0	0	0	N/A	0.00%
Hosanna	15,000	0	0	0	0	N/A	0.00%
Inner City Development Center - CDBG	300,000	0	345,000	300,000	(45,000)	-13.0%	5.54%
Inner City Ministries	100,000	30,235	0	0	0	N/A	0.00%
Interfaith Hospitality Network of Greater Chattai	0	20,000	51,500	0	(51,500)	-100.0%	0.00%
Jefferson Heights Neighborhood Coalition	9,713	0	0	0	0	N/A	0.00%
Maurice Kirby Child Care Center	0	11,000	0	0	0	N/A	0.00%
Metropolitan Council for Community Services	7,600	0	0	0	0	N/A	0.00%
Neighborhood Services	0	50,000	150,000	0	(150,000)	-100.0%	0.00%
Northside Neighborhood House	0	0	0	0	0	N/A	0.00%
Parks & Recreation	250,000	92,450	40,200	50,000	9,800	24.4%	0.92%
Police Athletic League	0	0	40,000	0	(40,000)	-100.0%	0.00%
Police Dept - City of Chatt	0	0	200,000	0	(200,000)	-100.0%	0.00%
Public Works	560,300	0	0	0	0	N/A	0.00%
Room in the Inn	0	4,000	86,000	100,000	14,000	16.3%	1.85%
Scenic City Drum & Bugle Corps	0	59,000	0	72,000	72,000	N/A	1.33%
Shelter Plus Care	0	0	0	0	0	N/A	0.00%
Southeast Tennessee Historical District	0	0	11,000	0	(11,000)	-100.0%	0.00%
Southeast Tennessee Legal Services	0	10,800	35,000	0	(35,000)	-100.0%	0.00%
Special Transit Services, Inc.	41,800	20,700	19,200	0	(19,200)	-100.0%	0.00%
St. Elmo/Alton Park Partners	0	0	0	10,000	10,000	N/A	0.18%
Tennessee Temple	0	0	0	200,000	200,000	N/A	3.70%
THDA House - CNE	0	150,000	0	0	0	N/A	0.00%
THDA-ICDC	0	0	0	40,000	40,000	N/A	0.74%
THDA-Scenic View CDC	0	0	0	50,000	50,000	N/A	0.92%
US DC - EDA	90,000	0	0	0	0	N/A	0.00%
United Methodist Center (Bethlehem)	0	62,500	0	10,000	10,000	N/A	0.18%
United Way Center for NonProfits	0	50,850	32,500	10,000	(22,500)	-69.2%	0.18%
University of Tennessee at Chattanooga	100,000	0	0	0	0	N/A	0.00%
Urban Renewal Project	0	0	0	0	0	N/A	0.00%
VITAL Center	45,590	0	0	0	0	N/A	0.00%
Westside Community Development/Jr. League	0	100,000	76,081	0	(76,081)	-100.0%	0.00%
Total Economic & Community Development	\$3,810,644	\$4,105,000	\$3,822,000	\$3,762,000	(60,000)	-1.6%	69.53%
Economic & Community Development - HOME Program:							
Administrative & Planning	160,000	0	0	0	0	N/A	0.00%
28th Legislative District CDC	0	0	0	127,400	127,400	N/A	2.35%
Chatt. Community Housing Dev. Organ. Operat	35,000	457,000	50,000	142,200	92,200	184.4%	2.63%
Chatt. Community Housing Dev. Organ. Project	200,000	0	185,000	0	(185,000)	-100.0%	0.00%
Rental Housing Rehab Projects/CNE	831,000	959,000	0	0	0	N/A	0.00%
Homeowner Rehab Projects/CNE	0	0	1,115,000	1,379,400	264,400	23.7%	25.49%
Hope for Chattanooga	0	0	84,000	0	(84,000)	-100.0%	0.00%
ICDC Housing Projects	0	0	0	0	0	N/A	0.00%
Total Economic & Community Development (H)	\$1,226,000	\$1,416,000	\$1,434,000	\$1,649,000	215,000	15.0%	30.47%
Grand Totals:	\$5,036,644	\$5,521,000	\$5,256,000	\$5,411,000	155,000	2.9%	100.00%



Department of General Government



The General Government section contains legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. The City Council Office and City Court Judge's Office represent the elected officials of the City and their respective operations. The City Attorney's Office represents the City in all legal matters, litigating on behalf of the City, as well as providing legal advice to the governing body and other departments where appropriate.

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



Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Exec Office of the Mayor	527,021	510,024	578,253	-
City Council Office	470,434	504,932	562,144	571,955
Office of City Court Judges	318,204	349,268	659,618	619,397
Office of City Attorney	650,023	594,626	629,024	698,285
Other General Government Activities	23,634,071	29,803,569	26,955,406	31,089,008
Total Expenditures	25,599,753	31,762,419	29,384,445	32,978,645

Category Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	1,262,755	1,291,658	1,623,754	1,187,051
Operating	22,802,770	28,073,432	26,190,691	30,255,494
Capital	1,534,228	2,397,329	1,570,000	1,536,100
Total Expenditures	25,599,753	31,762,419	29,384,445	32,978,645
Per Capita	\$ 172.04	\$ 215.34	\$ 201.68	\$ 212.01
Positions Authorized	13	14	15	15



Supported Agencies

Supported agencies are primarily in two different categories. The first category is appropriations to special funds that are either jointly supported with Hamilton County and / or some other agency which are accounted for in another fund on the City's books. These include the Library, Planning Commission, and the Air Pollution Control Bureau. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose which are not accounted for on the City's books. These include agencies such as the Chattanooga Area Regional Transportation Authority (ARTA). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. Figures are provided for Fiscal Year 2001/2002.

Air Pollution Control Bureau

The overall mission is to achieve and maintain levels of air quality which will protect human health and safety and prevent injury to plant and animal life and property. The Chattanooga Area has progressed from being listed as one of the nation's dirtiest cities in the late 1960's to being held out as a model of improvement. The City currently meets all federal air quality standards.

The bureau provides a program of air pollution prevention, abatement, and control to foster the health, comfort and convenience of all citizens of Hamilton County.

City's Contribution.....\$270,820

Allied Arts of Greater Chattanooga

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

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

*The Hunter Museum of Art
Chattanooga Symphony & Opera Assoc.
Chattanooga Boys Choir
Houston Museum of Decorative Arts
Arts & Education Council
Chattanooga Regional History Museum
Association for Visual Artists
Choral Arts Society.*

City's Contribution.\$250,000

Association of Visual Artist

The Association for Visual Artists is a charitable nonprofit organization dedicated to the promotion and support of original visual art and the artists who create it. An advocacy association and a liaison between artists and the entire community, AVA fosters Chattanooga's artists, its original visual art and provides quality programming for the community.

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

Bessie Smith Hall, Inc.

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

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

Chattanooga Area Regional Transportation Authority (ARTA)

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

City's Contribution.....\$2,976,800

Carter Street Lease

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

City's Contribution.....\$1,426,542

Chattanooga African-American Museum/Building Maintenance

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

The programs promote ethnic pride, self-esteem, cultural enrichment, cross-cultural awareness, improved human relations within the community and sensitivity to the African-American experience. The museum helps one to understand the culture and heritage of African-Americans. In addition, the museum is responsible for the overall management and maintenance of the Heritage Center in which the Center houses the Bessie Smith Hall and the African-American Museum.

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

Chattanooga Area Urban League

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

compliance with local, state, and federal regulations governing minority representation in the construction industry and have an impact on affirmative action goals throughout the local governments.

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

Chattanooga Downtown Partnership

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

City's Contribution.....\$140,000

Chattanooga - Hamilton County Bicentennial Library

The library serves the community by making materials and services available to all residents. To meet patron's educational, professional, and personal needs, the library provides current information, promotes learning, and preserves the community's history.

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

City's Contribution.....\$2,405,725

Chattanooga Neighborhood Enterprise

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

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

Supported Agencies

Chattanooga Regional History Museum

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

The museum has a working board and staff, and a proven track record of helping to improve the quality of life for current and future Hamilton County residents. Over 25,000 visitors were served in 1994. Education is the primary purpose, which the education department fulfills with a full schedule of school tours, adult programs and outreach programs. The "Traveling Trunks" outreach program includes hands-on activities that bring to life specific historical periods in our area. City's Contribution.....\$48,000

Chattanooga Area Regional Council of Governments / Southeast Tennessee Development District

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

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

City's Contribution.....\$30,493

Children's Advocacy Center

Mission is to provide a safe environment where a child's voice is heard and respected. This includes the coordination and facilities for the state-mandated team responsible for the investigation, intervention and treatment for the child and family, and prosecution of

the abuser. Extended assessments, crisis counseling, therapeutic groups and support groups for children and their families are also provided.

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

Community Foundation Scholarships

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

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

Homeless Healthcare Center

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

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

Inner-City Development Corporation

The mission of Inner-City Development is to encourage, facilitate, and stimulate the development of M.L. King District through physical, social and economic revitalization activities. The goal is to create a sustainable community by removing blight, stimulate economic development and encourage a mixed income community that will have a positive impact on the City's tax base.

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

Community Research Council

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

The Council 1) initiates and responds to requests for research about the well-being of the community; 2) assesses the adequacy and accuracy of data and identifies trends in the areas of, a) economic development, b) education, c) family life, d) health and human services, e) housing, f) public safety, g) civic involvement, and h) the environment.

3) convenes broad-based community groups to plan

prevention of and solutions to identified problems.
City's Contribution.....\$10,000

Chattanooga/Hamilton County Regional Planning Commission

The mission of the CHCRPC and its staff is to develop a comprehensive vision and guide for the region which ensures that our land resources support, enhance, and sustain our community and its quality of life. This vision should include both short and long-range goals and strategies which public and private community leaders can utilize to implement these objectives.

The planning program facilitates government and various public and private decision-making by providing research, data, plans, studies and suggested strategies related to community land use, transportation, and social issues.

City's Contribution.....\$876,277

Scenic Cities Beautiful

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

Scenic Cities serves as the coordinating body for county-wide cleanups and beautification programs, and provides support, information and materials to those involved in promoting a cleaner community. It also provides speakers and environmental exhibits for community affairs, garden clubs, civic groups, neighborhood organizations.

City's Contribution.....\$30,294

Tennessee Riverpark

This is a jointly funded activity in partnership with the Hamilton County Government. The local leaders have committed to a redevelopment of the riverfront area which includes a park connecting the downtown area with the Chickamauga Dam. This park is overseen by the County government, with the City contributing half of the cost of operations.

City's Contribution.....\$807,572

WTCITV 45

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

City's Contribution.....\$60,000

City Council Office

The City of Chattanooga is divided into nine districts; each district elects a Council member to represent the interests of the citizens living within its boundaries. Elections are concurrent with the Mayoral Election every four years. Council Members represent their constituents through the establishment of policies, which generally take the form of ordinances and resolutions. These ordinances and resolutions establish the laws, proceedings, and service levels for the community. The Council is responsible for reviewing and approving the City's annual budget, submitted by the Mayor. The Council's administrative staff is responsible for maintaining official governmental and council records as well as other administrative duties.

Major Accomplishments for FY 2000/2001

- √ Reached an agreement with Hamilton County on the 2020 Growth Plan, providing for urban growth boundaries, designating the possible growth areas for the City over the next 20 years.
- √ Authorized the establishment of Youth Council, consisting of high-school students from public and private schools throughout Hamilton County, in cooperation with Parks, Recreation, Arts and Culture and the Hamilton County Department of Education.
- √ Opening of the new conference center, *The Chattanooga*, as well as groundbreaking on the Resource Development Center and the Trade Center expansion.

Category Expenditures				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	389,455	415,665	440,194	449,455
Operating	80,845	85,896	113,650	114,200
Capital	134	3,371	8,300	8,300
Total Expenditures	470,434	504,932	562,144	571,955

Goals & Objectives

To work together and with other responsible parties for continued economic development enhanced educational opportunities, and improved neighborhoods for the benefit of all residents of Chattanooga.

To consider the needs of the community as a whole, along with the equitable treatment of individual citizens, in the enactment of policy decisions.

Respond to each inquiry made by constituents as soon as possible.

- ❶ To complete all City Council Committee meeting minutes within 1 1/2 workdays.
- ❷ To complete City Council meeting minutes within 2 workdays.
- ❸ To respond to all City Council members' research requests within 1 week.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Resolutions	402	as needed	446	as needed
Ordinances	155	as needed	129	as needed
Committee Meetings	92	as needed	94	as needed
Council Meetings	50	as needed	50	as needed

Office of City Court Judge

The City Court is the judicial branch for the City of Chattanooga. The court decides all cases involving City ordinance violations that affect a city population of over 152,393 or a metropolitan population of over 432,300. The court dedicates specific scheduled time to hear environmental related ordinance violations as cited by the departments of Public Works, Safety, etc. The City Judge swears in newly trained police officers, persons who have special police commissions, and provides assistance, when requested, in the police academy and in-service training. Other duties include speaking at community and civic groups and schools throughout the city.

Major Accomplishments for FY 2000/2001

√Opening of second division court

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	271,459	299,804	498,116	498,982
Operating	40,803	40,619	105,302	94,415
Capital	5,942	8,845	56,200	26,000
Total Expenditures	318,204	349,268	659,618	619,397

Goals & Objectives

Implementation of Safety Video for Young Drivers

Develop traffic safety video for youthful offenders (under the age of 22 years) outlining dangers of the road, i.e., inattention, inexperience, excessive speed.

Efforts to Implement Driver's Education in Local High Schools

To develop rapport with the school superintendent and school board to bring driver's education back into the classroom. The Court is attempting to implement efforts to meet with school representatives and principals and to give speeches, if necessary.

Implementation of Calendar for Police Officers' Court Appearances to Reduce Overtime

Work with the Chattanooga Police Department in implementing a calendar for officers' court appearances to reduce the amount of time officers spend in court to help reduce overtime situation.

Facilitate the Collection of all Fines Charged by the Court

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

Improve the Quality of Life for Area Citizens

- ① Reduce the rate of recidivism through alternative sentencing where appropriate.
- ② Increase compliance with city ordinances and regulations through enforcement and citizen education.

Office of the City Court Judge

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Traffic Cases	N/A	N/A	N/A	31,044
Young Drivers	N/A	N/A	N/A	6,000
Parking	N/A	N/A	N/A	400
# attending defensive driving school	856	N/A	300	400
# obtaining GED programs	95	N/A	50	50

Office of the City Attorney

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

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	116,306	115,952	115,389	172,113
Operating	533,717	477,983	513,135	524,372
Capital	-	691	500	1,800
Total Expenditures	650,023	594,626	629,024	698,285

Goals & Objectives

Provide the City with the best municipal legal service available

- ❶ *Maintain stat-of-the-art equipment to facilitate research in all areas of law.*
- ❷ *Ensure compliance with/laws, etc.*
- ❸ *Maintain a professional staff.*

Performance Measures				
	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Awards, Claims, & Damages	711,825	N/A	870,000	N/A

Other General Government Activities

Governmental operations include 1) audits, dues, & surveys- This is for an annual audit, indirect cost study, and various surveys. 2) intergovernmental relations- covers lobbying activities, membership in TML and special events. 3) city storm water fees 4) liability insurance- This covers unlitigated claims, litigated judgements and expenses for legal staff.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	1,348,305	1,283,540	1,603,550	1,297,600
Capital	-	-	-	-
Total Expenditures	1,348,305	1,283,540	1,603,550	1,297,600

This includes 1) election expense- City, County, and State general elections. 2) taxi board- expenses related to the governing body of the taxi industry. 3) unemployment insurance 4) Design Center- salaries.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	23	56,177	66,501
Operating	86,783	69,354	201,800	211,800
Capital	-	-	-	-
Total Expenditures	86,783	69,377	257,977	278,301

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

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	214,179	353,709	498,725	500,000
Capital	160,340	-	-	-
Total Expenditures	374,519	353,709	498,725	500,000

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

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	-	-	-	-
Capital	1,367,296	2,378,180	1,500,000	1,500,000
Total Expenditures	1,367,296	2,378,180	1,500,000	1,500,000

This activity covers transfers made from the General Fund to other funds. This includes the Debt Service Fund, Heritage Hall Fund, Human Services Fund, Real Estate Fund, Library fund, Capital Funds, Air Pollution Fund, Planning Agency Fund, and Scenic Cities Fund.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	11,755,140	16,769,749	14,949,111	19,366,200
Capital	-	-	-	-
Total Expenditures	11,755,140	16,769,749	14,949,111	19,366,200

This activity contains appropriations for all of the supported agencies.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	8,702,028	8,940,474	8,141,043	8,126,907
Capital	-	-	-	-
Total Expenditures	8,702,028	8,940,474	8,141,043	8,126,907

Tuition Assistance Program (T.A.P.)- Funds for City employees who want to continue their education. The City has established an educational assistance program to help eligible employees develop their skills and upgrade their performance. All full-time regular employees who have completed a minimum of one year services are eligible to participate in this program.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	-	8,540	5,000	20,000
Capital	-	-	-	-
Total Expenditures	-	8,540	5,000	20,000



CHATTANOOGA YOUTH COUNCIL



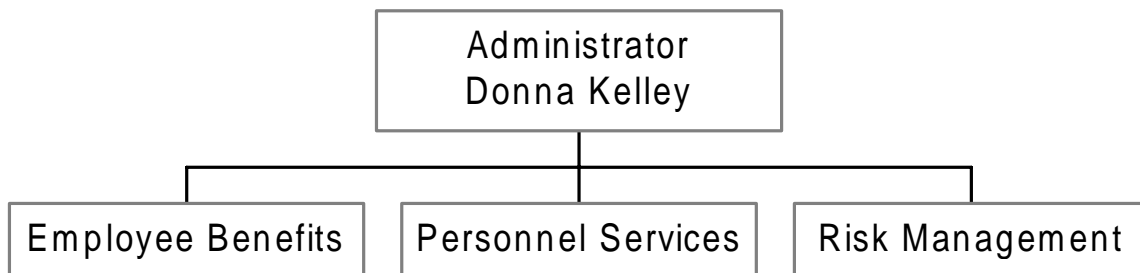
The City of Chattanooga and Hamilton County inducted a new Youth Council on Monday, October 29th at 6:00pm at City Hall. The ceremony was performed by Judge Walter Williams. This group serves as a liaison between youth and city/county government.

There are 44 high school students on the youth council from public, private, and home schools. The new bright and eager delegates were selected by their high school principals and guidance counselors.

During its first six months, the Youth Council participated in a host of activities such as the Hope VI Youth Initiative Planning Process and the Tennessee Municipal League Conference in Nashville where they did a presentation on the Importance of Youth Councils. The group has also volunteered at grand openings, conferences, and other citywide events. The Youth Council was hands on in helping the Chattanooga Parks, Recreation, Arts & Culture Department launch "Project Choices" late night programs for Chattanooga's youth.

This is a joint effort between City (Mayor Bob Corker) and County (County Executive Claude Ramsey).

Department of Personnel





Donna Kelley, Administrator



The City's Personnel Department has the responsibility for administering a comprehensive personnel program for all city employees in keeping with the provisions of the city charter and ordinances as they apply to personnel matters. Duties include administration of working with each department of city government in setting necessary standards and/or requirements for the recruitment and selection of employees for hiring and promotion; recruiting qualified candidates for city employment; assisting department heads in identifying qualified employees for promotion; and establishing and maintaining employee improvement programs. The department also maintains a classification plan; keeps a list of job descriptions; and maintains personnel records.

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Administration	\$ 683,439	\$ 759,385	\$ 878,452	\$ 899,832
Physical Exams	120,894	105,775	158,000	101,850
Employee Benefits	-	-	-	302,688
Employee Insurance	-	-	-	3,220,889
Job Injury	-	-	-	1,881,600
Total	\$ 804,333	\$ 865,160	\$ 1,036,452	\$ 6,406,859

Category Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 520,185	\$ 563,404	\$ 615,687	\$ 841,595
Operating	277,679	282,771	420,765	5,565,264
Capital	6,469	18,985	-	-
Total	\$ 804,333	\$ 865,160	\$ 1,036,452	\$ 6,406,859
Per Capita	\$ 5.41	\$ 5.87	\$ 7.11	\$ 41.19
Positions Authorized	14	15	15	19



Administration

The Personnel Department is responsible for filling all City positions with a diversity of qualified and capable individuals; providing cost effective and competitive pay and benefit programs to all employees; providing technical, managerial, and educational skills to serve the citizens of Chattanooga; and creating a quality worklife for all employees. The mission of the department is to continuously improve processes and developing strategies to enhance organization and individual quality of life for City employees and customers.

Category Expenditure				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 520,185	\$ 563,404	\$ 615,687	\$ 644,657
Operating	156,785	176,996	262,765	255,175
Capital	6,469	18,985	-	
Total	\$ 683,439	\$ 759,385	\$ 878,452	\$ 899,832

Goals & Objectives

To serve the departments and employees of City government

❶ Recruit a skilled, diverse, and representative workforce for City managers. ❷ Promote excellence through the ongoing development of professional and ethical standards and personal and career development. ❸ Promote communication and sharing of information among City Managers, professionals, and others.

To maintain and improve employee services

❶ Foster fairness and equity by promoting application of merit principles and equal opportunity for all. ❷ Assist City management in rewarding employees by recognizing their contributions to public service.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Applications taken	5,772	6,000	5,607	6,000
Job Announcements	239	250	147	250
New Hires	230	N/A	335	N/A
Job advertised (newspaper)	79	52	61	52
Retirements	56	60	89	60
Training Sessions	29	35	45	35

Physical Exams

The division is used to account for post-offer physicals, in service fire employees, fit for duty, alcohol & drug screening, and psychological exams.

Category Expenditure				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	120,894	105,775	158,000	101,850
Capital	-	-	-	-
Total	\$ 120,894	\$ 105,775	\$ 158,000	\$ 101,850

Goals & Objectives

The goal is to ensure that every employee is physically and mentally able to perform duties required by employment position

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Number of exams:Post offer physicals	233	225	335	225
In-service	203	350	345	380
Psychological Exams	19	-	51	40
Fit for Duty	5	10	8	5
Alcohol & Drug	7	0	7	-

Benefits Office & Insurance

The Risk Management Division centralizes the administration of four employee insurance benefits: Medical, Dental, Life, and Long Term Disability. Additionally, the City's Section 125 Cafeteria Plan and the Employee Assistance Program are managed by this division. Risk Management also directs the City's efforts to reduce work-related injuries, and provides for the medical care of employees who are injured on the job. Finally, this four-member division is responsible for risk transfer through the placement of property and casualty insurance and other lines of insurance citywide.

Major Accomplishments for FY 2000/2001

√One health insurance plan replaced the HMO and PPO in which employees and retirees were formerly enrolled. The plan retained the best features of both plans, and is much more member friendly. A new life insurance contract was negotiated for employees that resulted in a slightly better benefit at 25% less cost to the City. The Employee Assistance Program was uncoupled from the group health insurance and expanded to include all full-time employees.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	196,938
Operating	-	-	-	105,750
Capital	-	-	-	-
Total Expenditures		-		302,688

Goals & Objectives

Continue to provide a first class employee benefit package at a reasonable cost to both attract and retain good employees.

Add Dependent Care to the menu of the Section 125 Cafeteria Plan for the enrollment.

Assure that all employees are properly oriented and updated regarding all benefits administered by this division.

Utilize newsletters, payroll staffers, and letters to employees on a quarterly basis to communicate features of their benefits.

Assure accurate and timely reconciliation of monthly insurance statements.

- ① *Create and implement improved data system for monitoring direct pay employees, retirees and COBRA participants*
- ② *Complete appraisals of City property to update values on insurance schedule .*

Implement Citywide Safety and Health Plan and assure compliance with TOSHA.

Reduce FY lost time occupational injuries by 10% through safety plan implementation.

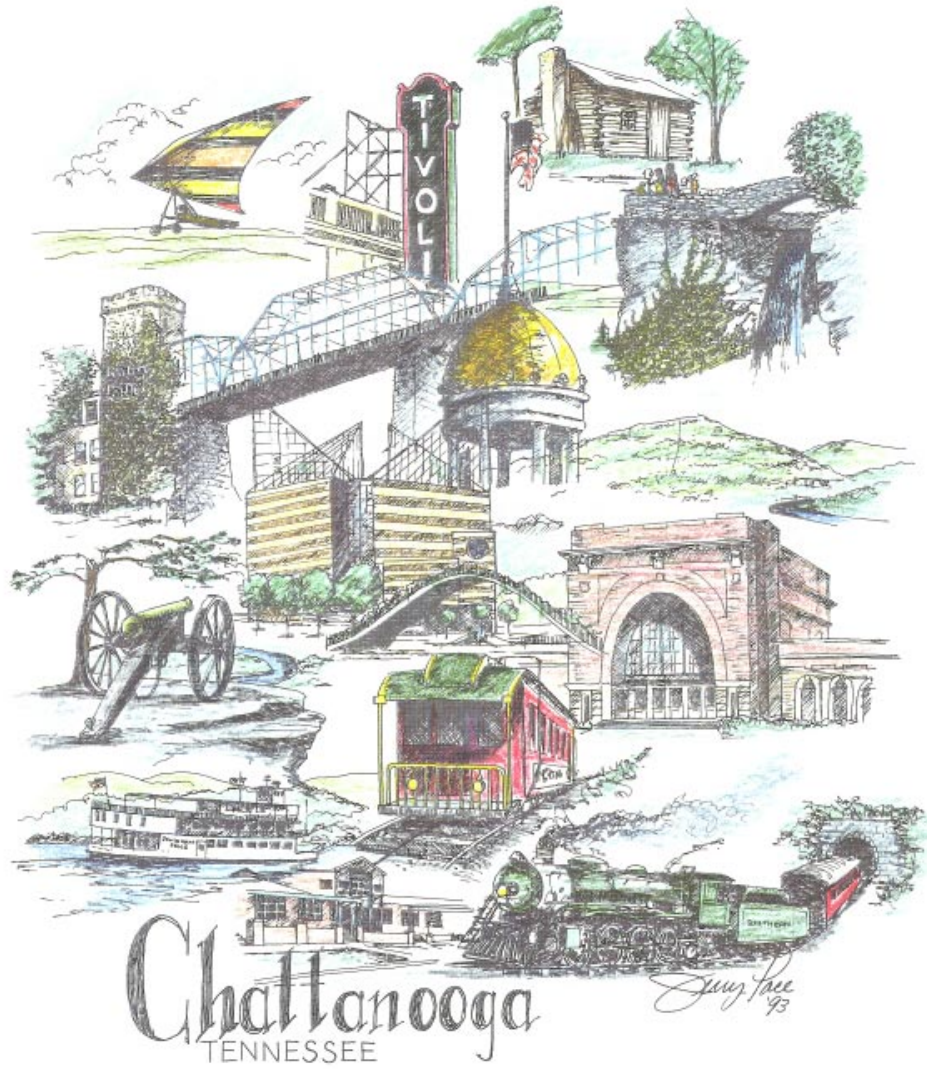
To minimize the City exposure to liability and worker's compensation claims through a proactive approach to risk management, loss prevention, and employee safety education.

To minimize the City's liability and worker compensation claims paid as measured by claims per capita and claims per employee.

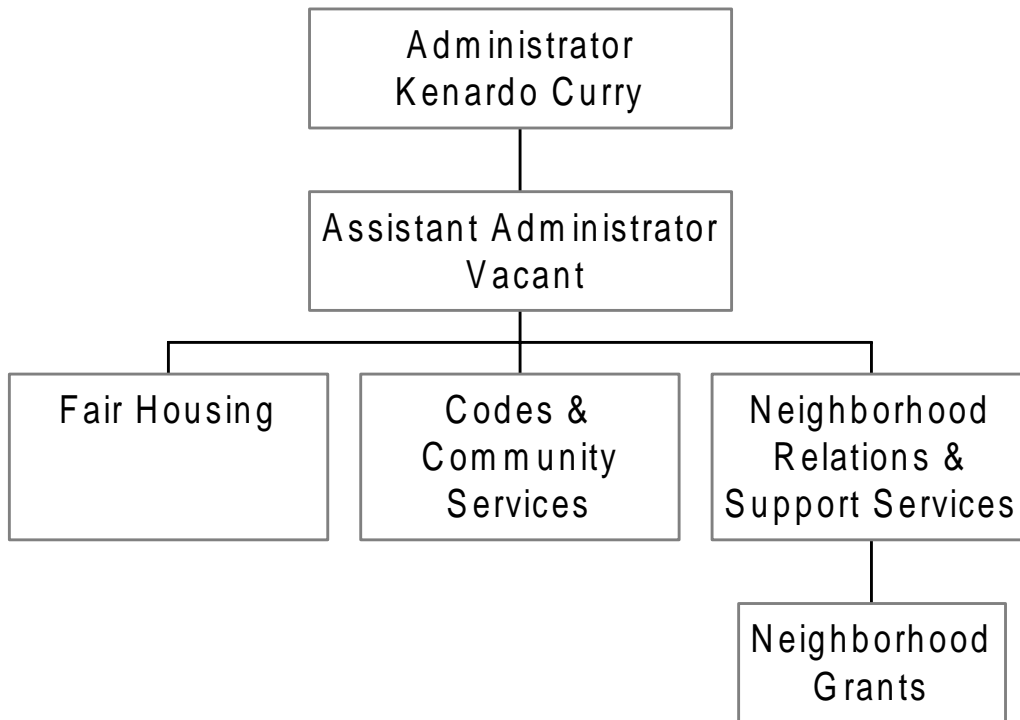
Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Worker comp claims	1,757,027	1,563,000	not available	not available
\$ claims per 100 employee	66,078	58,782	not available	not available
General and property liability claims	60,788	70,500	not available	not available
\$ claims per capita	0.40	0.47	not available	not available
Benefits workshops	1	1	not available	not available
Health care questions/ problems resolved in 2 days	1	1	not available	not available
# days lost time TOSHA log	210	215	207	207
Total compensation cost	469,881	345,000	not available	not available

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	-
Operating	-	-	-	3,220,889
Capital	-	-	-	-
Total Expenditures	-	-	-	3,220,889

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	-
Operating	-	-	-	1,881,600
Capital	-	-	-	-
Total Expenditures	-	-	-	1,881,600



Department of Neighborhood Services





Kenardo Curry, Administrator



The Neighborhood Services Department is designed to help preserve the integrity of Chattanooga's residential areas and promote unity, harmony, and a sense of community between the city's inhabitants. The primary responsibilities of this department are

- receiving, investigating, and resolving complaints of discrimination from citizens, land owners, tenants, or city employees,
- insuring that property owners comply with the city's housing codes, and
- assisting Chattanooga's neighborhood associations in community development and revitalization

The divisions of this department are Equal Employment Opportunities (EEO) Administration, Codes and Community Services, and Neighborhood Relations and Support Services.

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Administration	\$ 222,008	\$ 391,638	\$ 349,476	\$ 577,445
Codes & Community Services	575,825	747,534	747,872	786,654
Human rights	50,209	114,129	109,191	0
Neighborhood Relations	0	372,096	407,003	433,086
Total	\$ 848,042	\$ 1,625,397	\$ 1,613,542	\$ 1,797,185

Category Expenditure

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 630,654	\$ 808,202	\$ 1,009,011	\$ 1,179,435
Operating	150,576	651,987	604,531	617,750
Capital	66,812	165,208	0	0
Total Expenditures	\$ 848,042	\$ 1,625,397	\$ 1,613,542	\$ 1,797,185
Per Capita	\$ 5.70	\$ 11.09	\$ 11.15	\$ 11.73
Positions Authorized	21	26	32	36



Administration

The Neighborhood Services Department educates landlords and tenants on the Tennessee Landlord /Tenant Act and the Federal Fair Housing provisions. We assist landlords and tenants in favorably resolving complaints and conflicts and we participate with the Chattanooga Housing Resource Board in developing Fair Housing Projects and activities. Booklets defining rights and responsibilities of the landlord and tenant are available to the public. The department also monitors the employment data of the City of Chattanooga, and receives, investigates and resolves complaints of employees and the public with regard to equal employment opportunity practices of the City of Chattanooga.

Major Accomplishments for FY 2000/2001

- √ Implemented workshops educating current or potential employers concerning Titles VI and VII of the Civil Rights Act of 1964.
- √ Worked with the Purchasing Division to ensure that construction complied with the City of Chattanooga's codes and Federal standards.
- √ Published numerous Spanish brochures for Chattanooga's Hispanic population
- √ Conducted a Landlord/Tenant symposium for area landlords and tenants.
- √ Conducted workshops concerning Predatory Lending

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 175,904	\$ 173,978	\$ 203,936	\$ 395,745
Operating	46,104	217,660	145,540	181,700
Capital	0	0	0	0
Total	\$ 222,008	\$ 391,638	\$ 349,476	\$ 577,445

Goals & Objectives

To minimize landlord/tenant conflicts which come to the attention of this department.

• Increase understanding by landlords and tenants concerning the respective parties' rights and responsibilities. • Keep landlords informed of applicable laws. • Arbitrate complaints. • Organize and host a workshop featuring lectures and question/answer sessions given by housing experts that will focus on informing landlords and tenants of their housing choices and rights.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
EEO Complaints	1	-	1	-
Print Brochures	-	-	-	-
Brochures Distributed	586	800	586	800
Fair Housing Complaints	446	400	1,200	1,200

Codes & Community Services

The Codes and Community Services Division of the Department of Neighborhood Services is the agency which has the responsibility of enforcing the City's minimum housing, anti-litter, overgrowth and inoperable vehicle codes. They also share responsibility for overseeing proper brush and trash and garbage set out regulations along with the spot blight acquisition code. These tasks are accomplished through the combined efforts of the Code Enforcement Inspectors and support staff, the Environmental Court system, the Better Housing Commission and Neighborhood Services Administration.

Major Accomplishments for FY 2000/2001

- √ Continued proactive systematic inspection program.
- √ Continued the Spot Blight acquisition program.
- √ Implemented the "Fight the Blight" neighborhood survey event.
- √ Improved our working relationship with the Chattanooga Police Dept through Impact 2000.
- √ Sponsored an Anti-litter workshop for various neighborhood leaders, politicians and city personnel.
- √ Reduced the time and paperwork involved in city abatement of nuisance lots.
- √ Put into production new complaint/case tracking software and made available to other city departments.
- √ Implemented an Anti-litter and Illegal Dumping program – ROAR with rewards.

Expenditure by Type						
	Actual		Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02		
Personnel	\$ 425,905	\$ 487,043	\$ 558,647	\$ 586,354		
Operating	93,950	121,988	189,225	200,300		
Capital	55,970	138,503	0	0		
Total	\$ 575,825	\$ 747,534	\$ 747,872	\$ 786,654		

Goals & Objectives

To enforce the Minimum Housing Code for maintenance and condition for existing structures within the city limits.

Ⓔ Maintain a schedule for inspection of substandard housing

- Recommend improvements, demolition or spot blight procedures.

Ⓕ Work with property owners through the rehabilitation process.

- Place all inspectors on two-year certification track to become certified building inspectors.

To enforce the requirements for upkeep of yards and lots within the city limits.

Ⓔ Maintain a schedule of litter/overgrown lot complaints.

- Recommend cleanup and/or cutting

Ⓕ Reduce the time required for city abatement of nuisance lots.

- Reduce the prevalence of illegal dumping in the neighborhoods.

- Develop peer to peer neighborhood code enforcement.

• Work to educate organized groups on block enforcement.

Codes & Community Services

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Rehabilitations	50	125	148	165
Demolitions	3	175	90	100
Litter & Overgrowth Enforcement	2,487	2,700	1,811	2,000
Abandoned vehicle code enforcement	1,222	1,050	814	900
Systematic housing exterior inspections	-	10	25	50
Substandard housing schedule maintained	yes	yes	yes	yes
Litter lot complaint schedule maintained	yes	yes	yes	yes
Total # of Complaints	5,937	6,000	7,640	6,900
Total # of Cases Created	5,937	3,000	3,404	3,800
Housing Cases	1,314	700	755	850
Garbage, Dumping, Trash Cases	914	30	24	30
Housing Condemnations	116	175	179	200
# of Spot blight recommendations	-	10	12	20

Neighborhood Relations & Support Services

Neighborhood Relations is the division of the Neighborhood Services Department that works hand in hand with Chattanooga's Neighborhood Associations in order to identify specific community problems and help citizens resolve those problems. This division's primary focus is to help Neighborhood Associations organize and structure themselves so that they can be efficient and effective in their community.

Major Accomplishments for FY 2000/2001

- √ Neighborhood Grants were awarded to Neighborhood Associations totaling over \$230,000.√ Established a Neighborhood Council Board, which is composed of the presidents of each Neighborhood Association.
- √ Quarterly Neighborhood Leadership Institute (QNLI) workshops were instituted.√ Established grant program for faith-based organizations.√ Established Grants for Neighborhood Blocks totaling \$4,000 for the beautification of neighborhood streets.

Expenditure by Type						
	Actual		Actual		Budget	
	FY 98/99		FY 99/00		FY 00/01	
Personnel	\$	-	\$	78,941	\$	176,537
Operating		0		267,928		230,466
Capital		0		25,227		0
Total	\$	-	\$	372,096	\$	407,003
					\$	433,086

Goals & Objectives

Promote a statewide Neighborhood Conference.

Secured National NUSA Conference to be hosted May 2003.

Further assist Neighborhood Associations in their community development

⊕ *Establish a community technology network with web presence.*

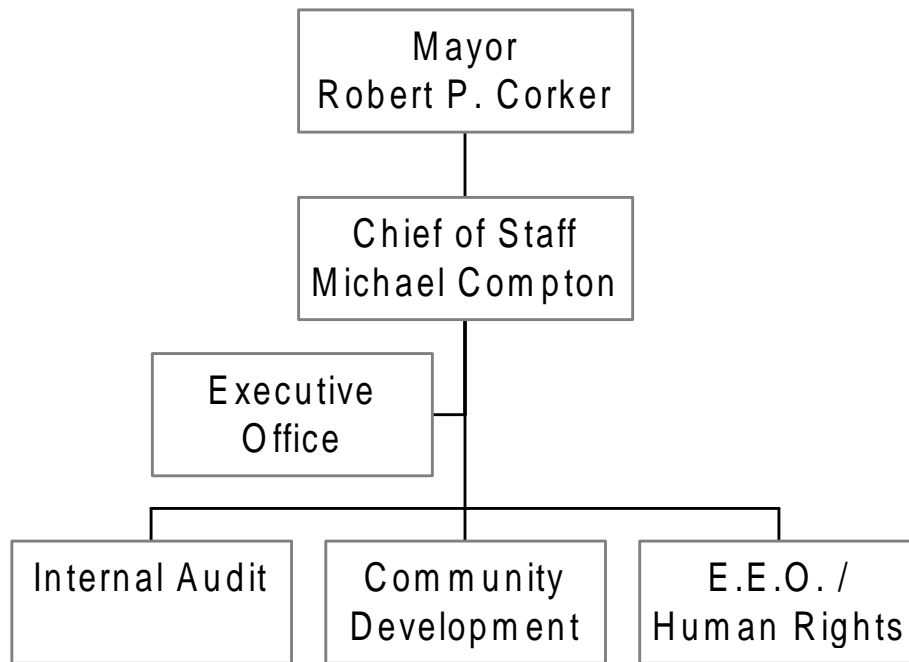
- *Establish information resource centers throughout the city.*

⊕ *Develop city-wide Neighborhood Associations support group to address city-wide issues.*

Neighborhood Relations & Support Services

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
# of minigrants awarded	34	45	45	18
# of Faith-based minigrants	11	15	-	-
# of Neighborhood Associations in Region	75	100	75	100
#of neighbor organizations	-	-	-	-
Total grant \$ awarded	230,000	115,000	115,000	115,000
# of quarterly workshops	3	4	3	3
# of attendees	-	-	-	-
# of non-profit 501(C)3	8	12	12	12
#of neighbor organizations	-	-	-	-
# of Neighborhoods Conference attendants	850	500	N/A	N/A
Newsletters published	-	-	-	-
Magazines published	4	4	4	4
Magazines Distributed	10,000	10,000	10,000	10,000
Brochures printed	-	-	-	-
per copy cost /City services Guide	-	-	N/A	N/A

The Executive Branch





Robert P. Corker, Mayor



The Executive Branch was formed this fiscal year (FY 2002) due to the Mayor's reorganization of city departments departments. It is comprised of the Mayor's Office, Internal Audit, Community Development- General Fund, Grants Administration, and Human Rights.

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Administration	-	-	-	853,982
Internal Audit	-	-	-	186,976
Community Development- GF	-	-	-	379,180
Grants Administration	-	-	-	90,401
Human Rights	-	-	-	114,802
Total Expenditures	-	-	-	1,625,341

Category Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	1,375,955
Operating	-	-	-	242,510
Capital	-	-	-	6,876
Total Expenditures	-	-	-	1,625,341
Per Capita	\$ -	\$ -	\$ -	\$ 10.45
Positions Authorized	-	-	-	9



Office of the Mayor

This office is the frontline contact with the citizens of the City of Chattanooga. The Mayor is responsible for the day to day operations of the City and is responsible to the citizens for the financial well-being of the City Government.

Major Accomplishments for FY 2000/2001

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

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	756,431
Operating	-	-	-	90,675
Capital	-	-	-	6,876
Total Expenditures	-	-	-	853,982

Goals & Objectives

Maintain a solid property tax base within the city limits

① Encourage economic development within the corporate limits ② Eliminate substandard housing through the cooperative efforts with Chattanooga Neighborhood Enterprises

Provide area citizens with the best value for their tax dollar

Performance Measures				
	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Mayor's Night Out	10	10	12	12
Citizen's Survey	4,500	4,500	4,700	4,700

Internal Audit

Internal Audit is responsible for enhancing the quality of City Government, products, and services, and providing independent, timely and relevant information concerning the City's programs, activities, and functions. This is accomplished by responding to requests to conduct objective evaluations of departments, divisions, and systems or units thereof. Internal Audit's work is vital in maintaining the general public's trust and confidence that City resources are used effectively and efficiently.

Major Accomplishments for FY 2000/2001

- √ Follow-up on the implementation of operating procedures for cash collections at the Memorial Auditorium and Tivoli.
- √ Established internal control procedures for cash collections and evaluated change fund at the following departments and divisions: Police Information Center, Branches of the Library, Recreation Centers, Carousel, and Human Services Department.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	186,616
Operating	-	-	-	360
Capital	-	-	-	-
Total Expenditures	-	-	-	186,976

Goals & Objectives

Implement operating procedure for cash collections.

- ① Do routine follow-up at the Memorial Auditorium and Tivoli.
- ② Establish internal control procedures for cash collections.
- ③ Evaluated change fund at the following departments and divisions: Police Information Center, Branches of the Library, Recreation Centers, Carousel, and Human Services Department.
- ④ Recreation Centers, Carousel, and Human Services Department.

Community & Economic Development Administration

Under the departmental reorganization plan of the Mayor, an administrative office for Community Development was created. This office oversees all functions of Economic & Community Development, Grants Administration, and EEO/Human Rights. It is the mission of the City of Chattanooga's Office of Economic and Community Development to have a significant and positive impact on our City by identifying and supporting neighborhood revitalization projects. In keeping with this mission, the following activities are designed to benefit low and moderate income people and neighborhoods: - Quality, Affordable Housing - Employment Opportunities - Opportunities for Economic Development - Social Services - Public Facility Improvements - Infrastructure Enhancements.

Grants Administration - see following pages
 Human Rights - see following pages
 Community Development - see Social Services section

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	266,405
Operating	-	-	-	112,775
Capital	-	-	-	-
Total Expenditures	-	-	-	379,180

Goals & Objectives

To resolve satisfactorily all EEO complaints against the City.

- ❶ *Keep employers informed of applicable laws.*
- ❷ *Report findings to proper individuals*

Grants Administration - see following pages
 Human Rights - see following pages
 Community Development - see Social Services section

Grants Administration

The purpose of the Grant Administration Division is to seek grant opportunities at the state and federal level for the City of Chattanooga. The division will also serve as the clearing house for grants with various city departments.

Goals & Objectives

To centralize the function of grant writing and monitoring city wide.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	90,401
Operating	-	-	-	-
Capital	-	-	-	-
Total Expenditures	-	-	-	90,401

Human Rights

The Chattanooga Human Rights and Human Relations Commission was formed in 1986 to encourage understanding and goodwill; to promote justice, to eliminate discriminatory practices between and among Chattanooga's citizens because of race, religion, creed, color, sex, age, handicap, national origin, or economic status. The Commission consists of 19 Commissioners appointed by the Mayor and the City Council. The members of the Commission are chosen from a broad representation of community groups such as business and labor organizations, the clergy, and associations such as the NAACP and the Urban League. Members are appointed to three-year terms.

Major Accomplishments for FY 2000/2001

- √ Commissioners retreat held to create marketing Policy and Procedures program for outreach project.
- √ Initiated, promoted, and conducted "Study Circles" over 150 Chattanoogaans are currently involved.
- √ Hosted a number of free guest speakers for the community.
- √ The Human Rights Lecture Series continued. Representative Harold E. Ford, Jr. a speaker on race relations.
- √ Hosted Mayor Forum featuring candidate campaigning for Mayor's office.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	76,102
Operating	-	-	-	38,700
Capital	-	-	-	-
Total Expenditures	-	-	-	114,802

Goals & Objectives

Encourage understanding and eliminate discriminatory practices

① Initiate a quarterly lecture series on human rights for the citizens of Chattanooga. ② The Commission will also sponsor billboards written the Spanish language to help Hispanics new to the Chattanooga Area identify help agencies for basic social services. Both activities will occur during the 2000-2001 fiscal year. ③ Award outstanding citizens for human rights initiatives. Nominations for one Business, one non-profit organization, and one individual from Chattanooga citizens will be received, and an awards banquet will be held in honor of the award recipients. ④ Create a program with the purpose of easing the transition of citizenship for Chattanooga's Hispanic population. ⑤ Conduct diversity training for city's top administrators as provided by Human Rights ordinance.

Performance Measures				
	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
# of inquires	116	105	102	95
# of complaints filed	-	-	-	-
Complaints resolved without investigation	-	-	-	-
Investigative panel meetings	-	-	-	-
# of commission meetings	24	24	24	24

Liability Insurance Fund

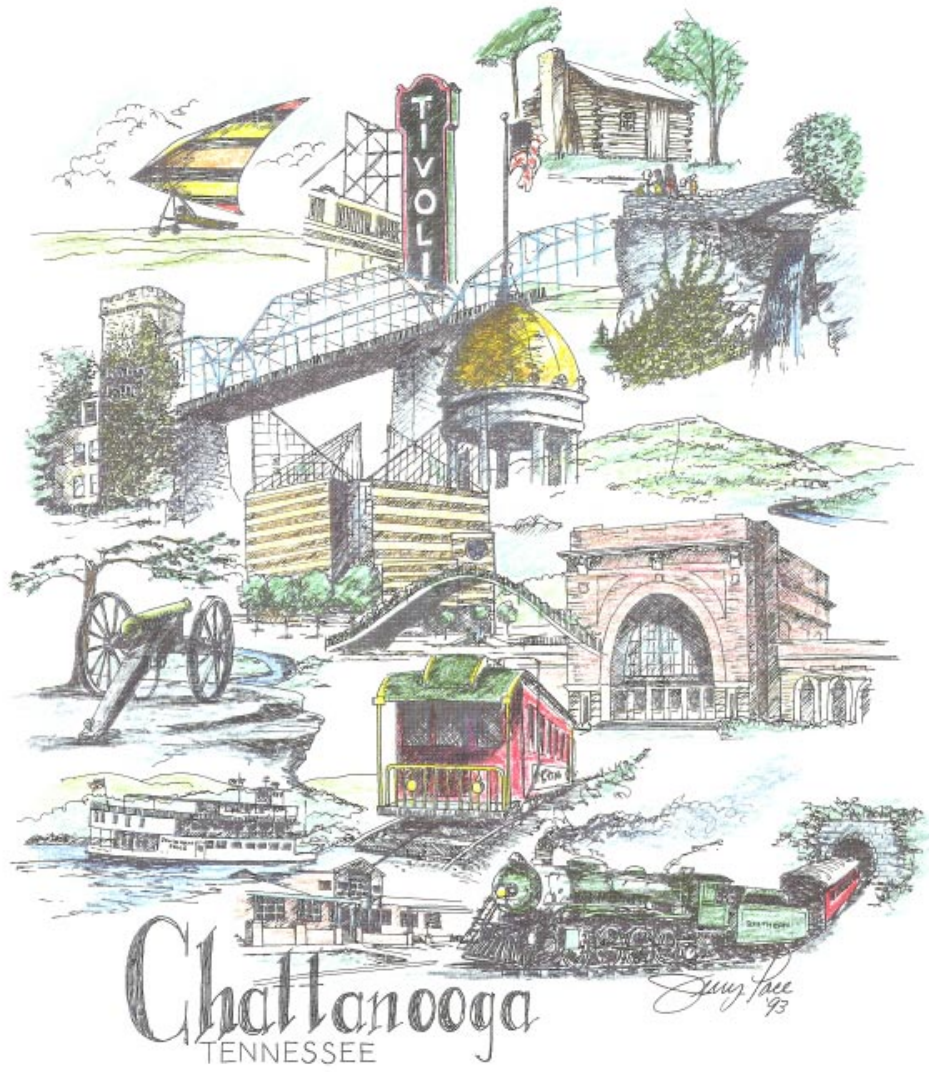
The Liability Insurance fund accounts for the City self insurance program for liability claims and losses due to liabilities arising under the laws of State and Federal governments. Cost incurred in this account may include judgement and cost, special counsel fees, and cost for any special legal cases of the City.

The cost for these programs are funded through premiums paid by the departments and agencies of City government.

Goals & Objectives

Protect the governing body acting on behalf of the Citizens of Chattanooga

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	982,680	603,842	1,150,000	850,000
Capital	-	-	-	-
Total Expenditures	982,680	603,842	1,150,000	850,000
Per Capita	\$ 6.60	\$ 4.12	\$ 7.94	\$ 5.55



Economic Development

Economic Development is responsible for the following activities: work with prospective businesses; coordinate regional and local entities in attracting quality companies; broaden the Chattanooga tax base; encourage educational, cultural and recreational opportunities that make for a well-balanced city and contribute to the quality of life; and foster the development of the City of Chattanooga.

Major Accomplishments for FY 2000/2001

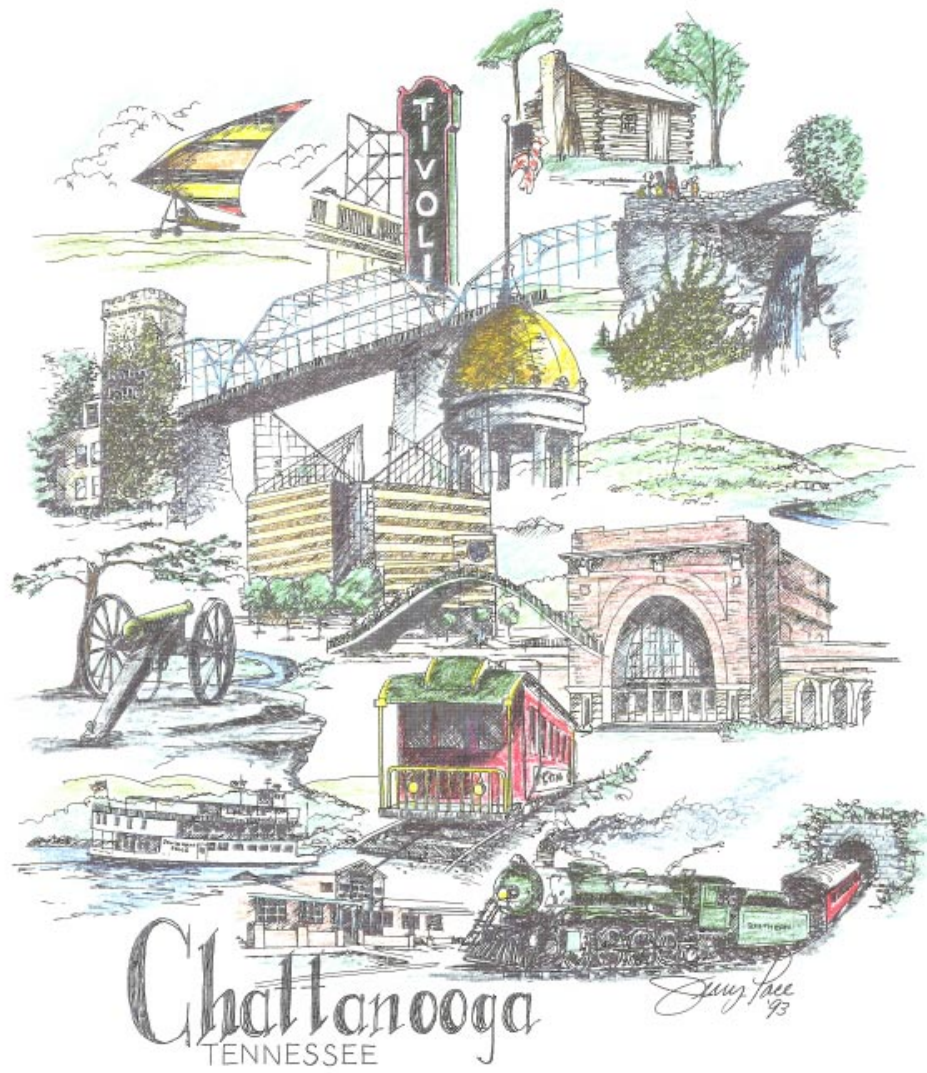
- √ Completed the construction of the Chattanooga Conference Center. The Center opened for operations in April of 2001.
- √ Majority of the construction for the Development Resource Center was completed.

Goals & Objectives

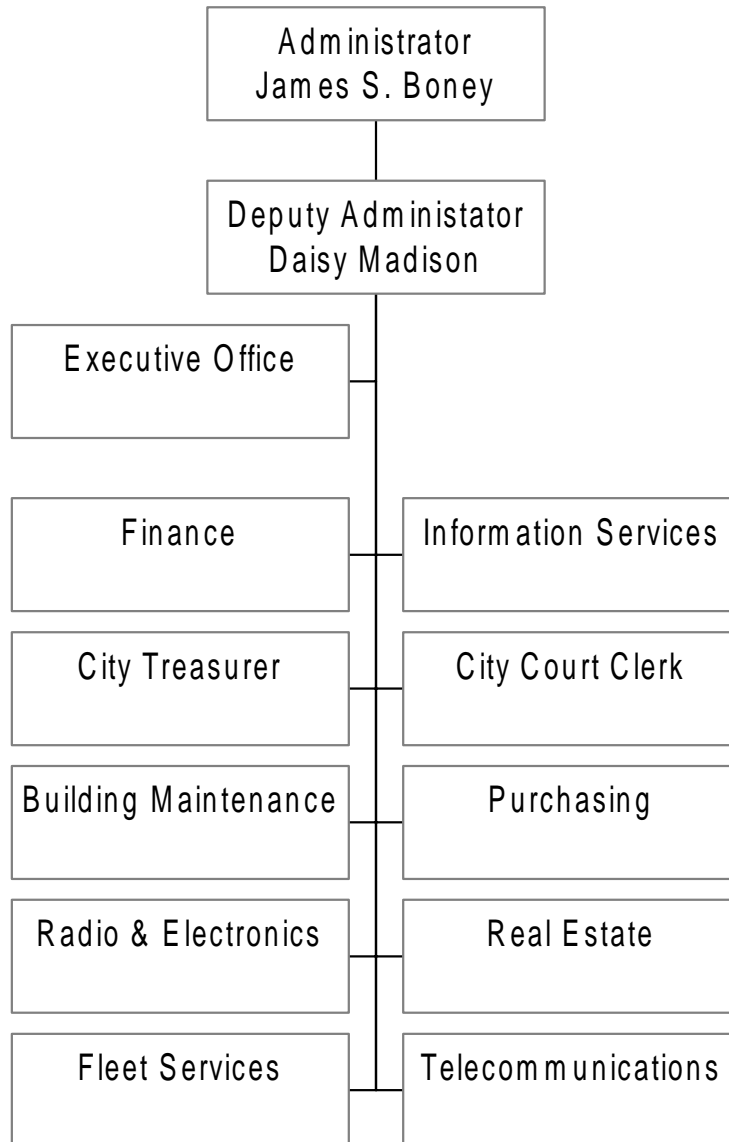
To increase economic progress in the Chattanooga area.

- ① Encourage new business/corporations into the Chattanooga area.

Category Expenditure				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Other	\$ -	\$ 47,000	\$ -	\$ -
Schools	8,092,928	8,419,037	8,700,000	8,459,059
Capital	12,221,598	12,066,683	8,700,000	9,135,783
Total Expenditures	\$ 20,314,526	\$ 20,532,720	\$ 17,400,000	\$ 17,594,842
Per Capita	\$ 136.52	\$ 140.05	\$ 120.19	\$ 114.89



Department of Finance & Administration





James Boney, Administrator



Daisy Madison, Deputy Administrator



The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, department Administrators and the City Council. Their mission is to provide professional support to City management for making fiscal and organizational decisions necessary to plan and implement the optimum use of City resources. The department's operational functions include all finance, budget, and accounting responsibilities; information operation, programming, and user services; revenue collections; court and parking transactions; purchasing; building maintenance; radio & electronic services; real estate management; and fleet services.

Division Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Finance Administration	\$ 1,460,602	\$ 1,481,723	\$ 1,679,591	\$ 1,576,652
City Treasurer	497,904	518,608	549,383	577,973
City Court Clerk	818,408	781,280	907,243	1,015,392
Court Space Usage	79,638	47,763	95,000	95,000
Information Services	2,192,973	2,267,189	2,330,628	2,664,593
Telecommunications	269,271	386,895	400,287	405,967
Purchasing	-	-	-	848,801
Building Maintenance	-	-	-	931,225
Radio & Electronics	-	-	-	364,417
Real Estate	-	-	-	478,976
Fleet Services	-	-	-	9,000,000
Total	\$ 5,318,796	\$ 5,483,458	\$ 5,962,132	\$ 17,958,996



Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ 4,033,553	\$ 4,146,450	\$ 4,527,314	\$ 9,374,231
Operating	1,135,539	1,149,007	1,337,618	8,406,320
Capital	149,704	188,001	97,200	178,445
Total	\$ 5,318,796	\$ 5,483,458	\$ 5,962,132	\$ 17,958,996
Per Capita	\$ 36	\$ 37	\$ 41	\$ 115
Authorized Positions	108	112	117	228

Office of Finance

The Finance Office is responsible for managing all of the City's fiscal affairs. This division supports all City departments with budget and accounting services, financial reporting, investment management, capital projects, debt financing, and all revenue collections (including property taxes, court fines, etc.). Office sections include Budget, Accounting, Payroll, and Accounts Payable. In addition to the support services provided, other significant responsibilities include the development and publishing of the City's Comprehensive Annual Financial Report (CAFR), the City's Comprehensive Annual Budget Report (CABR), the annual operating budget, and the Capital Improvements budget (CIP).

Major Accomplishments for FY 2000/2001

- √ Received the GFOA Certificate of Excellence in Financial Reporting
- √ Received the GFOA Distinguished Budget Presentation Award
- √ Completed the third year on Banner financial software without major problems.
- √ Implemented Ross 5.7H version of the HR system

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ 1,328,222	\$ 1,313,544	\$ 1,455,841	\$ 1,337,697
Operating	123,195	161,221	223,750	238,955
Capital	9,185	6,958	-	-
Total	\$ 1,460,602	\$ 1,481,723	\$ 1,679,591	\$ 1,576,652

Goals & Objectives

To effectively perform accounting, disbursing, and payroll functions for City departments; and maintain adequate internal controls, adhere to generally accepted accounting principles and ensure the safety of the City's investments.

❶ *Maintain compliance with State and Federal reporting requirements and the City's investment policy; maintain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting; and process account payable checks and payroll in a cost effective manner.* ❷ *Maintain a general fund balance of between 15% and 20% of annual general fund expenditures.* ❸ *Maximize investment yield by keeping a minimum cash on hand yet sufficient to meet daily expenditure needs.*

Develop a financial plan and budget that moves toward achievement of goals, within the constraints of available resources.

❶ *Evaluate all available resources as well as develop new resources to meet operating budget and capital requirements.*

Ensure the long term financial success of the City through sound financial management practices

❶ *Adhere to a financial management strategy that produces financial results that compare favorable with other comparable cities as measured by generally accepted financial indicators.*

To earn professional recognition from the Government Finance Officers Association

❶ *To submit the Comprehensive Annual Budget Report annually for review and evaluation.* ❷ *Submit the Comprehensive Annual Financial Report for review and evaluation.*

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Compliance with City investment policy	yes	yes	yes	yes
% Fund balance coverage	22%	15%	23%	15%
Compliance with State & Federal reporting require	yes	yes	yes	yes
GFOA Certificate of Achievement in Financial Reporting	yes	yes	yes	yes
GFOA Distinguished Budget Award	yes	yes	yes	yes
# of Payroll checks processed	90,000	90,000	89,156	90,000
# of AP checks processed	39,732	40,000	38,099	40,000

Office of City Treasurer

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

Major Accomplishments for FY 2000/2001

- √ Processed property tax collections within 36 hours of receipt
- √ All business licenses issued within 1 day of application
- √ Maintained a good working relationship with all local banks

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ 424,223	\$ 428,308	\$ 463,301	\$ 488,469
Operating	73,681	76,035	86,082	89,504
Capital	-	14,265	-	-
Total	\$ 497,904	\$ 518,608	\$ 549,383	\$ 577,973

Goals & Objectives

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

- ① *Ensure the city receives the best possible interest rate on investments by "shopping" area banks.*

Performance Measures				
	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Number of current business license holders for which a renewal was mailed by deadline	9,000	9,000	9,000	9,000
% of permits issued within one hour of application	issued same day approved	issued same day approved	issued same day approved	issued same day approved
Business license issued within 45 days from date of application	same day	same day	same day	same day

Office of City Court Clerk

The Office of City Court Clerk is responsible for all parking and court fines collected and disbursed. This includes delinquent accounts that have been identified for collection. The office also maintains official city court records. Finally, the office provides professional, courteous and efficient service to its customers and the general public.

Major Accomplishments for FY 2000/2001

- √ Provide computers for cashier's to improve efficiency
- √ Purchase and installed new court software
- √ Night court, 1st and 2nd shift, fully operational

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ 639,431	\$ 661,605	\$ 756,653	\$ 858,061
Operating	158,113	118,040	150,590	157,331
Capital	20,864	1,635	-	-
Total	\$ 818,408	\$ 781,280	\$ 907,243	\$ 1,015,392

Goals & Objectives

To decrease outstanding delinquent accounts.

To increase the collection of delinquent accounts by 20% over the prior fiscal year by use of credit bureau.

To increase knowledge, skills, and abilities of employees through training and development.

To allow each employee to attend at least one developmental activity per year.

Reduced backlog of microfilm items

Record microfilm on a daily basis

Performance Measures	Actual		Goal	
	FY 99/00	FY 00/01	Estimate FY 00/01	FY 01/02
Computers for cashiers	n/a	n/a	5	n/a
Implement New court software package	Yes	n/a	Yes	n/a
Delinquent account collections	1.9M	2.8M	3.3M	3.0M
Employee training	90%	95%	95%	95%

Information Services

The mission of Information Services is to enhance the City of Chattanooga’s business of governing with cost-effective information management and systems. Its divisions include Network, Programming , and Support Services. Also they oversee all Citywide Telecommunications and the newly formed Geographic Information Services (GIS) divisions of Finance & Administration.

Major Accomplishments for FY 2000/2001

- √ NETWORK: Upgraded several City Wide Area Network groups to T1 higher speed network and added Airport Authority onto City Network
- √ PROGRAM: Provided programming that linked Financial Software (Banner) to provide direct use in producing CAFR reporting and Budget Development.
- √ SUPPORT: Increased storage capacity to 150 gigabytes and trained 900+ employees in use of PC software products.

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ 1,641,677	\$ 1,716,056	\$ 1,755,067	\$ 2,095,237
Operating	431,641	457,955	533,561	479,356
Capital	119,655	93,178	42,000	90,000
Total	\$ 2,192,973	\$ 2,267,189	\$ 2,330,628	\$ 2,664,593

Goals & Objectives

Support the gathering and dissemination of management-specified information;

Provide a secure environment for the storage and exchange of information;

Orchestrate the cooperative integration of computer hardware, software, and networks, for City, County, State, and Federal.

Accommodate the seamless flow of required information from source to recipient regardless of geographical or technological boundaries;

Provide consistent and reliable access to data and systems;

Support information technology users with the necessary tools and training to make their daily tasks more productive and cost effective;

Continually evaluate new directions in hardware, software, and information services methodology in order that the City of Chattanooga might be positioned to take advantage of the current and emerging technologies most suited to the specific needs of their user base.

Information Services

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Computer availability %	99%	99%	99%	99%
% of Client/Server technology implemented	40%	50%	45%	50%
Programming: # of request	820	-	790	-
Programming request % outstanding vs received	25%	20%	25%	20%
Helpdesk service: # of calls logged	3,750	3,825	7,379	n/a
Helpdesk request % outstanding vs received	0	<3%	<3%	<3%
PC Support Service: # of PC supported	1,000	1,250	1,900	2,200
Users attending various office tools training	900	600	900	800
Network Support Svc: #of network users	6,040	6,070	2,634	2,750

Telecommunications

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

Major Accomplishments for FY 2000/2001

√From BellSouth Essex to Centrex for more available features at an overall lower rate √Decreased call-response time from 2weeks to less than 3 working days √Ticket purchasing, call-handling controls for Memorial Auditorium √Toll free and message announcement service for the Police recruiting office √ Network redundancy and improved outside cable design for Warner Park Zoo √Upgraded PSC Meridian Voice Mailbox and PBX battery backup protection systems √ Changed long distance service provider for a savings of over 19 cents per minute √Selected Call Accounting/Telecom Management package & started implementation

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ -	\$ 26,937	\$ 96,452	\$ 111,164
Operating	269,271	287,993	248,635	261,653
Capital	0	71,965	55,200	33,150
Total	\$ 269,271	\$ 386,895	\$ 400,287	\$ 405,967

Goals & Objectives

To reduce cost and improve efficiency

- ① *Manage all telephone expenditures and evaluate needs & research*

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Telephone system availability	*	*	99%	99%
# of PBX users/applications supported	*	*	1,400	1,500
# of Exxs/Centrex/Business line users/applications supported	*	*	489	495
# of new voice/data cabling drops	*	*	221	300
# of Wireless users supported	*	*	-	400
Helpdesk service: #of calls logged	*	*	849	900
Helpdesk request % outstanding vs received	*	*	<3%	<3%
Proactive customer touch, # per year	*	*	25	45

*Division established in FY00/01

Purchasing

The Purchasing Division is responsible for obtaining the maximum value at lowest possible cost. The division, a centralized purchasing function, provides a cohesive, organized operation geared to furnishing adequate and timely material support to all City departments. The division also obtains the greatest possible revenue for the disposal of by-products and surplus assets. The Purchasing Division manages mailroom operations.

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ 541,507
Operating				307,294
Capital	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 848,801

Goals & Objectives

Improve Customer Service

Reduce transaction time and cost. Increase staff training

To procure low cost, quality goods and services for City departments, while ensuring that purchases are made in a timely and ethical manner

To keep the turnaround time for purchase orders not requiring formal bids to under 5 days, and purchase orders requiring formal bids to under 90 days; increase minority vendor usage and dollars by 25%;

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
% of departmental request responded in 2 days	100%	100%	100%	100%
Staff trainings/seminars	2	3	3	3
processing days for departmental request	2	2	2	2

Building Maintenance

The maintenance/custodial division is responsible for the maintenance and repair of all City buildings . Custodial services, minor maintenance and repair is done by city employees, while major or more extensive maintenance and repair is contracted to private organizations.

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ 519,336
Operating				411,594
Capital	-	-	-	295
Total	\$ -	\$ -	\$ -	\$ 931,225

Goals & Objectives

Ensure maximum cost life cycle utilization of facilities at minimum cost and provide the public and employees with functional facilities.

❶ No objective provided here.

Increase productivity of staff personnel through in-service training.

❶ Provide each employee with at least five hours of in-service training per budget year.

Maintain city facilities in an attractive, neat, clean, sanitary, and safe condition.

❶ Measure goals and objectives through frequent daily building inspections.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Cost/sq. ft capet cleaned	0.034750	0.040000	0.040000	0.040000
Errands/day (hrs. spent)	2	1	1	1
lights replaced (minutes/item)	3	3	3	3
Time spent opening & closing building	7	8	8	8

Radio & Electronics

The Radio Shop provides 24hr. Emergency Service for the Police and Fire Department Radio Systems. We provide maintenance for all departments within the city and also several other agencies. We maintain approximately 500 police radios, 125 fire dept. radios, over 200 public works units, 70 Moc. Bend radios, 10 building inspection radios, 5 better housing radios, 40 public utility radios, and 5 general services radios. In addition to these city owned radios we also maintain 5 radios for Air Pollution Bureau, 80 radios for the Chattanooga School System, most of them on School Busses, 10 radios for the Humane Soc. and 20 radios for the Airport Auth. We also have a contract with the Hamilton County Emerg. Services to maintain their Ambulance and Supv. Radios totaling about 20 units. We maintain full services on the above radios totaling over 1100 units. We also maintain all base stations and repeaters and 800 Trunking System which are associated with the above mobile units. The equipment on one site alone is worth in excess of 1 Million Dollars.

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ 284,987
Operating				79,430
Capital	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 364,417

Goals & Objectives

To provide quality repair services to our customers

• Continue efficient repair time for emergency calls

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
City Owned	1,050	1,005	1,005	1,005
Non city Owned	150	135	135	135
800 Mhz System installed	yes	yes	yes	yes
Emergency Response %	100%	100%	100%	100%

Real Estate

The Real Estate division is responsible for maintaining all real estate sales and acquisitions, real property leases, and the redevelopment and maintenance of vacant buildings and lots, including back-tax properties, for the City of Chattanooga. Additionally, the division orders all necessary reports and assessments used to determine project feasibility, construction or rehabilitation requirements and/or constraints, and serves as the keeper of all City real estate records.

Major Accomplishments for FY 2000/2001

√ Installed new property management system to track and maintain statistics about City owned properties.

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ 127,773
Operating	-	-	-	351,203
Capital	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 478,976

Goals & Objectives

To manage the City's Real Property in a responsible and efficient manner.

① To maintain all City surplus property, using independent contractors of varying capacity. ② Provide routine maintenance, oversight and inspections. ③ Coordinate boarding, securing and/or demolition of dilapidated, open and unsafe structures. ④ Provide professional property management services to tenants leasing City owned real estate

Fine tune and continue departmental strategies for disposition, development or redevelopment of vacant, surplus, and back-tax properties.

① Continue and expand collaborations with non profit housing development agencies for the reuse of back-tax properties. ② Participate with citizens and neighborhood associations in their clean-up efforts ③ Identify properties and locations for redevelopment potential. ④ Market suitable commercial development properties. ⑤ Acquire properties for infill housing development.

Actively engage in current real estate market and educational trends

① Encourage continuing education for staff members. ② Maintain professional relationships with Associations, Realtors and Developers. ③ Continue cooperative efforts and positive communications with industry partners. ④ Make real property management database/system available for other department's use

To manage the City's Real Property in a responsible and efficient manner

① To maintain all City surplus property, using independent contractors of varying capacity ② Provide routine maintenance, oversight and inspections. ③ Coordinate boarding, securing and/or demolition of dilapidated, open and unsafe structures. ④ Provide professional property management services to tenants leasing City owned real estate ⑤ Sell 90% of surplus property

Real Estate

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
# Property Sales	100	100	111	115
All properties maintained	190	190	221	221
Back Tax collection (\$)	139,296	50,000	96,026	50,000
# of Surplus property maintained	28	6	18	6
Structures secured	yes	yes	yes	yes

Fleet Services

To provide safe reliable vehicles and equipment to the user department at the lowest possible cost with the least possible interference with operations.

Fleet Services is responsible for providing high-quality, efficient, reliable, economical and environmentally-sound transportation and related support services that are responsive to the need of its user departments. To accomplish these tasks, Fleet Maintenance operates two services stations and two garages. Services are provided for several agencies include such thing as ambulance repair, gas, body repair, and basic car maintenance.

Fleet Maintenance is an internal service organization that operates very much like an ordinary business. Not participating in the General fund, it derives its income by charging customer departments for services rendered. Under this arrangement, Fleet Services is mandated to perform mechanical and fabrication work for government entities only.

Division Expenditures				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Municipal Garage	-	-	-	7,000,000
Municipal Service Station	-	-	-	2,000,000
Total	-	-	-	9,000,000

Category Expenditure				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	3,010,000
Operating	-	-	-	5,935,000
Capital	-	-	-	55,000
Total Expenditures	-	-	-	9,000,000
Per Capita	\$ -	\$ -	\$ -	\$ 58.77
Positions Authorized				77

Municipal Garage

Fleet Services-Amnicola is a comprehensive automotive repair facility with 42,400 square footage of work area, state of the art equipment, and 15 ASE and EVT certified technicians. We have the capability to perform all types of repairs, reconstruction and recharging to our complex fleet which includes police vehicles, fire apparatus, ambulances, refuse trucks, pavers, sewer maintenance vehicles and off road equipment.

Expenditure by Type

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 2,411,887	\$ 2,508,469	\$ 3,316,010	\$ 2,940,000
Operating	3,418,481	4,043,269	2,565,991	4,020,000
Capital	89,517	(34,178)	18,656	40,000
Total	\$ 5,919,885	\$ 6,517,560	\$ 5,900,657	\$ 7,000,000

Goals & Objectives

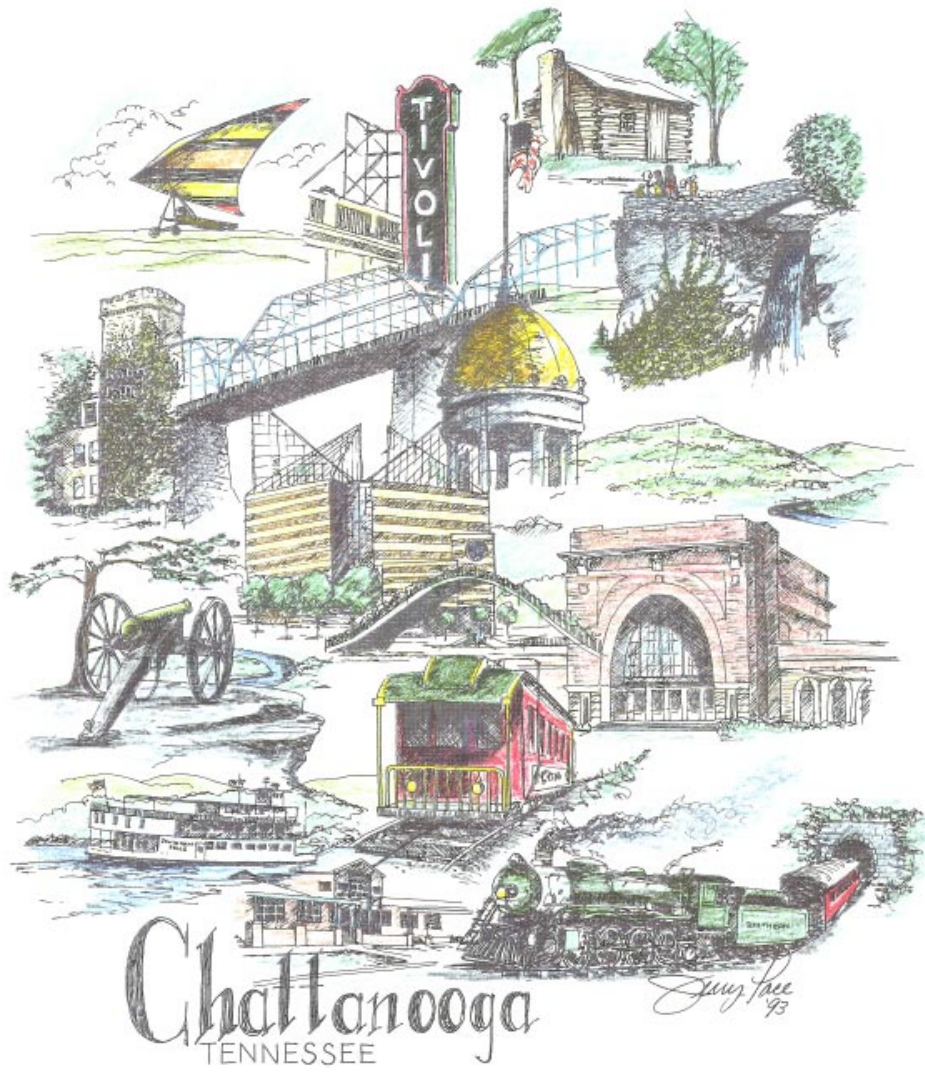
To enhance the department's internal financial information systems management

- ① To assist in the standardization of the municipal fleet for overall fleet cost reduction., Improve equipment technician efficiency by 10% through training and certification. Implement new fleet management software to improve fleet analysis and reporting capabilities., Reduce vehicle out of commission (VOC) rate by 3%.

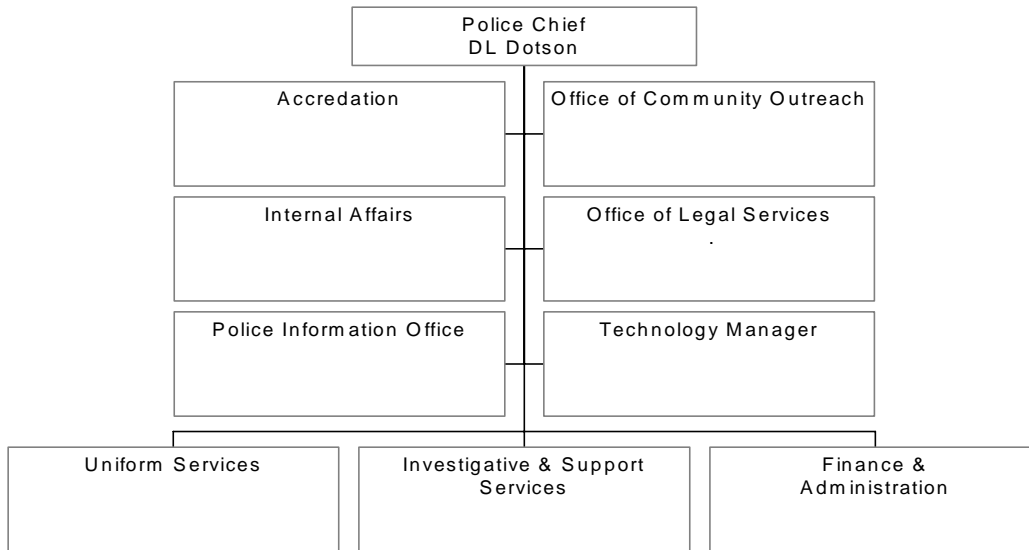
Municipal Service Station

The purpose of the Service Station is to provide gas services to those using the municipal fleet facilities. Like municipal garage, there are two gas facilities: Amnicola and 12th Street.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 39,143	\$ 40,461	\$ 49,669	\$ 70,000
Operating	702,260	1,172,689	1,435,682	1,915,000
Capital	0	50,635	13,992	15,000
Total	\$ 741,403	\$ 1,263,785	\$ 1,499,343	\$ 2,000,000



Department of Police





Jimmie L. Dotson, Police Chief



The mission of the Chattanooga Police Department is to enhance the quality of life in the City of Chattanooga by working cooperatively with the public and within the framework of the Constitutions of the United States and the State of Tennessee to enforce the laws, preserve the peace, maintain order, reduce crime and fear and provide for a safe environment.

The department is separated into four major divisions: Police Administration, Finance and Administration Command, Uniform Services Command, and Investigative and Support Services Command

The department's responsibilities include effective and efficient police protection through investigation of criminal offenses, enforcement of state laws and City ordinances, response to citizen requests for services, and maintenance of support services.

Division Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Police Administration	\$ 984,127	\$ 458,090	\$ 2,089,834	\$ 2,484,456
Finance & Administration Command	2,715,329	704,957	3,925,826	4,225,691
Uniform Services Command	9,775,409	13,009,409	13,821,583	16,283,943
Investigative & Support Services	10,007,460	14,099,131	9,172,594	11,003,287
Total	\$ 23,482,325	\$ 28,271,587	\$ 29,009,837	\$ 33,997,377

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 20,244,544	\$ 24,288,511	\$ 25,032,453	\$ 29,464,438
Operating	3,237,781	3,983,076	3,977,384	4,420,967
Capital	0	0	0	111,972
Total Expenditures	\$ 23,482,325	\$ 28,271,587	\$ 29,009,837	\$ 33,997,377
Per Capita	\$ 158	\$ 192	\$ 199	\$ 219
Authorized Positions	695	722	747	711



Police

Police is comprised of four major commands Police Administration, Finance & Administration Command, Uniform Services Command, and Investigative & Support Services Command. A brief description is provided for each below:

Police Administration is comprised of seven sections: Office of the Chief, Internal Affairs, Community Outreach, Police Information Office, Legal Services, Accreditation, and Technology.

Finance & Administration Command consists of three sections: Financial Operations, administrative operations, and facilities, security, & fleet management.

Uniform Services Command consist of the Community Oriented Policing-Crime Prevention - Housing Liaison, Patrol Division, Special Operations Division, and Animal Services. The mission of this element is the delivery of police and ancillary services directly to the members of the community.

Investigative & Support Services Command consists of four sections that are Technical Service, Operations Support Service, Training and Major Investigations. Property Crimes/Organized Crime Division and the Major Crimes Unit. Their mission is the follow-up investigation of cases initiated by the Uniformed Services Command the initiation of investigations requiring specialized knowledge and skills. The Support Services Command is made up of the Training Division, Information Services Division, Communication Services Division, Court Liaisons, Technical Services and Federal Task Forces. The mission of the command is to support all other elements of the department in the functional areas cited above.

Major Accomplishments for FY 2000/2001

- √ Several upgrades to equipment and renovations to buildings. Example includes the opening of the physical fitness room.
- √ False Alarm Ordinance passed
- √ Opened a Downtown Precinct

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ 20,244,544	\$ 24,288,511	\$ 25,032,453	\$ 29,464,438
Operating	3,237,781	3,983,076	3,977,384	4,420,967
Capital	0	0	0	111,972
Total Expenditures	\$ 23,482,325	\$ 28,271,587	\$ 29,009,837	\$ 33,997,377

Goals & Objectives

The department creates a multi-year action plan establishing goals and objectives to be achieved for throughout the year. They are (This is an amended listing of the information submitted by Police):

1. Improve accountability and discipline.
2. Develop and provide diversified training programs to give personnel the educational tools, knowledge and skill to do the job.
3. Increase computerization and decrease paperwork.
4. Enhance communication within the department and with the community.
5. Increase patrol and investigative uncommitted time to develop and implement initiatives in problem solving.
6. Improve employee motivation
7. Assess and improve communications function.
8. Provide more and better equipment

In addition, the Chattanooga Police Department has established the goal of reducing citizen fear of crime and has formulated a strategy to improve the delivery of police service to the community. These efforts are one of nine initiatives set out by the Mayor. New performance measures are being established for future use. This proposal relies on department-wide input to enhance officer performance and system efficiency.

➤ **High visibility directed patrols –**

The application of patrol assets to address specific problems within neighborhoods or communities.

➤ **Rapid response to calls for service –**

A measured response to calls from the public appropriate to the severity of the incident and the available assets of patrol.

➤ **Timely investigative response –**

The application of investigative service in a manner and amount, which increases the likelihood of a recovery of property and/or arrest.

➤ **Improved call-taker skills at initial call for service –**

Application of customer service skills to the call-taking process that enhance the ability of department Communication Center staff to identify the problem and apply the correct police assets in a timely manner.

➤ **Enhance crime prevention and community-department communication –**

The application of crime prevention services to mitigate the opportunity for crime with a concomitant emphasis of improving communication between the department and all segments of the community.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Impounded Animals-Police	-	6,500	6,725	6,775
Impounded Animals-Humane Society	-	2,500	2,701	2,750
<u>Animal Dispositions:</u>				
Euthanized	-	6,750	7,126	6,750
Adopted	-	1,000	1,117	1,500
Return to Owner	-	600	653	700
Other		475	530	475
<u>Field Enforcement Stats</u>				
Verbal Warnings	-	600	661	600
Written Warnings	-	375	411	375
Citations Issued	-	175	219	175

Did you Know???



Animal Services Division is fully operational.

Hours of Operation : Daily, 7 days a week

Time: 7am -11pm Emergency call out 11pm -7am

If you need an Animal Service Officer call.....698-2525 (24 hours a day)

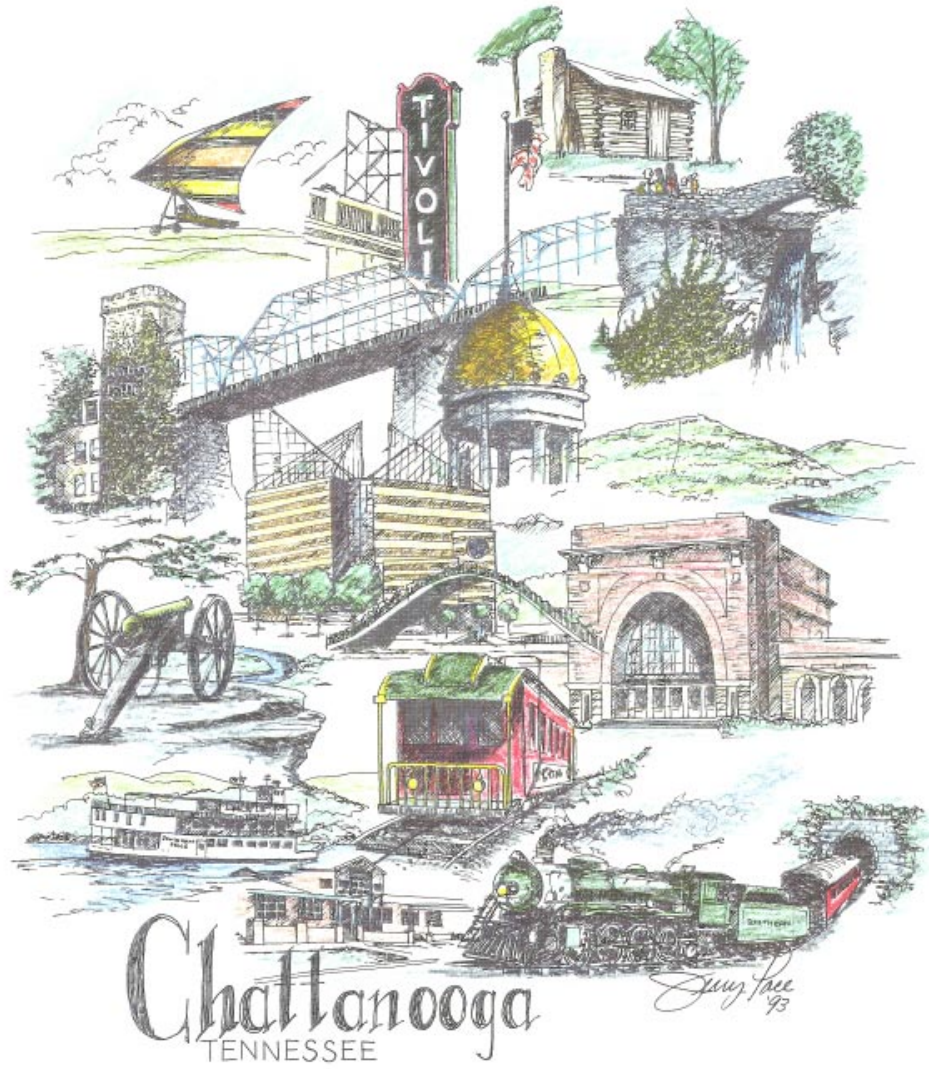
If you need general animal information call Monday thru Friday 8am-4:30pm698-9587

If you lost or want to adopt an animal or need to get a city dog or cat license call Monday thru Saturday 11am -4pm 624-5302

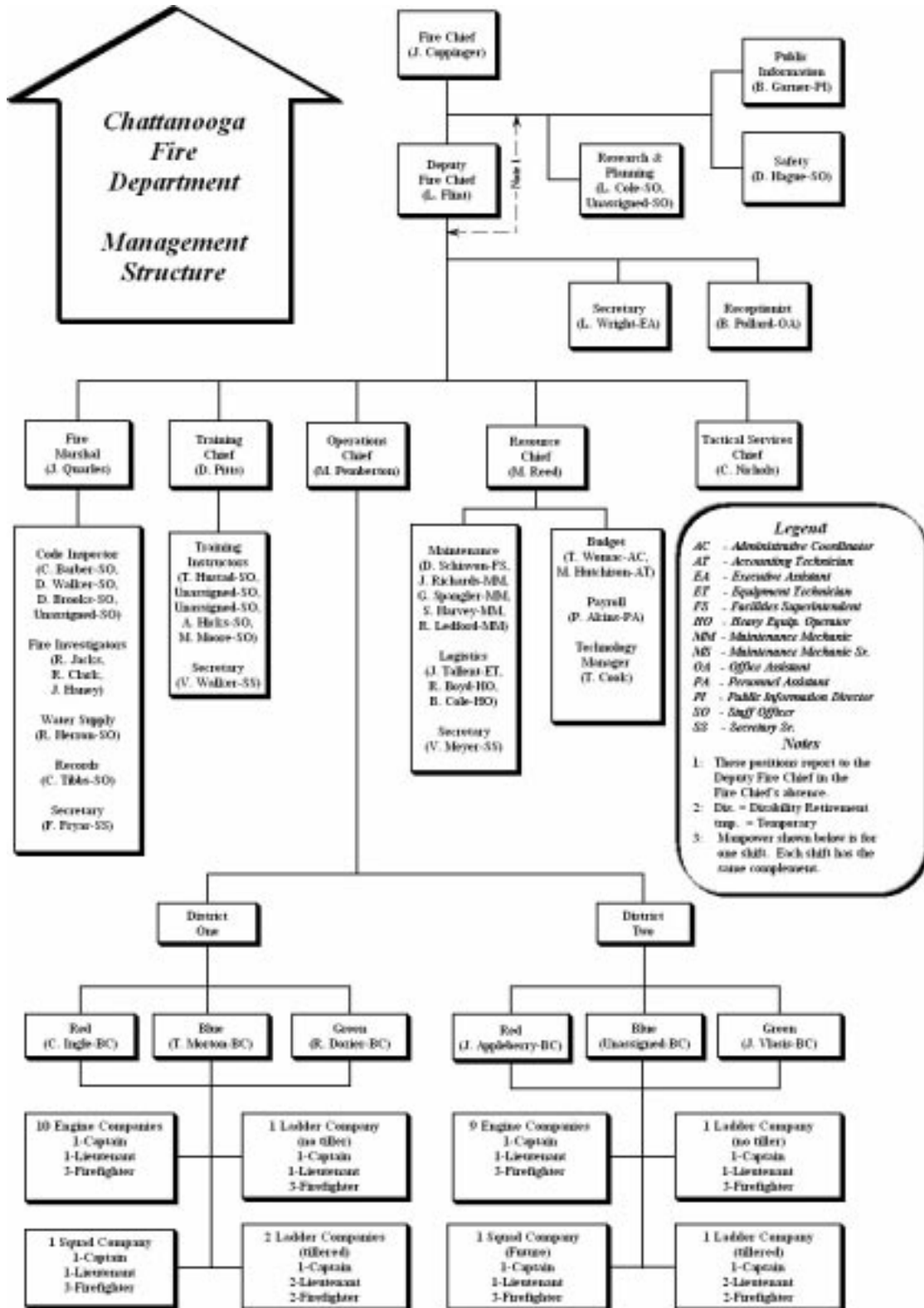
Did you Know???



The SWAT team obtained an Armored Rescue Vehicle free through the Federal Military Surplus Program. The vehicle was purchased by the military for \$180,000.00 originally but we got it for free. SWAT officers did most of the restoration on our own time in concert with the mechanics at the shop. We now have the capability to rescue citizens or officers under direct fire from a hostile suspect without risking injury as the vehicle is armored.



Department of Fire





Jim Coppinger, Fire Chief



The mission of the Chattanooga Fire Department is to improve the quality of life for Chattanooga residents by protecting lives and property. The primary responsibilities of this department are

- fire prevention, fire suppression and fire investigation,
- rescue and emergency medical care
- and community education,

The divisions for this department are Administration, Operations, Fire Prevention and Training.

Division Expenditures	Actual	Acutal	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Fire Department	18,257,697	19,020,901	19,357,218	21,809,609
Total	18,257,697	19,020,901	19,357,218	21,809,609

Category Expenditures	Actual	Acutal	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Salary & Wages	15,570,910	16,400,906	17,054,599	19,686,938
Operations	2,686,787	2,619,995	2,302,619	2,122,671
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures	18,257,697	19,020,901	19,357,218	21,809,609
Per Capita	\$ 122.70	\$ 128.96	\$ 132.86	\$ 140.21
Authorized Positions	389	404	418	418



Administration

Administration is responsible for general policy and direction of the department. Planning, organizing, staffing, developing, coordinating, reporting, budgeting and public relations are also basic responsibilities of Administration.

The Fire Prevention Bureau is responsible for a vigorous, pro-active campaign in codes enforcement, ensuring compliance with safety ordinances for all buildings in Chattanooga. Bureau inspectors are also involved in public education, conducting numerous fire safety presentations at schools, housing developments and businesses. Fire Investigators are firefighters who have special training and police powers. It is the Fire Investigator's job to determine the cause and origin of fires. If the crime of arson is involved, fire investigators will pursue any leads to arrest the person or persons responsible.

The Operations Division is the largest and most visible component of the Chattanooga Fire Department. Nearly 400 highly trained and dedicated firefighters respond to more than 12,000 emergency calls a year. When not responding to calls, firefighters stay busy checking hydrants, drawing up pre-fire plans for area businesses and training.

The Training Division is responsible for conducting 14-week fire academies that provide intensive training for new recruits. This division also provides 40 hours of in-service training for all sworn personnel on an annual basis.

Major Accomplishments for FY 2000/2001

- √ Completed construction of the new Station One on Main Street, constructed a new Resource Building, installed new computers in all fire stations and purchased new equipment, including new Self-Contained Breathing Apparatus (SCBA) for all firefighters.
- √ Increased staffing department-wide which enabled the department to absorb the expected surge in retirements with the passage of the improved fire and police pension plan
- √ Put into operation a new 104' Platform Quint, a new brush truck and six new four-wheel drive trucks for the Battalion Chiefs
- √ Enhanced activities related to customer service with the publication of "After the Fire" brochures and implemented "Home Safety Survey," to offer valuable advice on ways residents can make their homes safer.

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY99/00	FY00/01	FY01/02
Salary & Wages	15,570,910	16,400,906	17,054,599	19,686,938
Operations	2,686,787	2,619,995	2,302,619	2,122,671
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	18,257,697	19,020,901	19,357,218	21,809,609

Goals & Objectives

To modernize the department's complement of aging fire apparatus and fire stations

To effectively respond to all emergencies where our services are needed

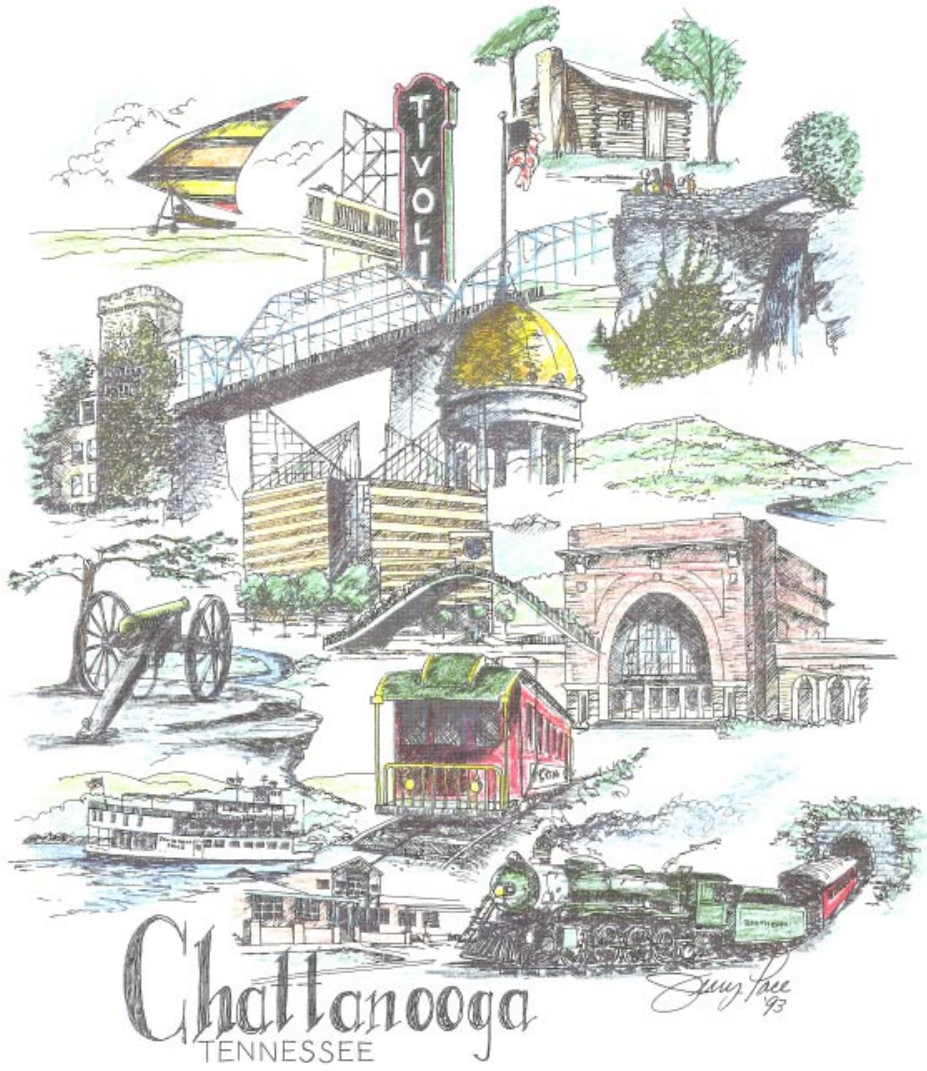
To maintain our involvement with the community by visiting schools and businesses and conducting home safety surveys

To provide the best training possible to ensure the protection of the firefighters and the people they serve.

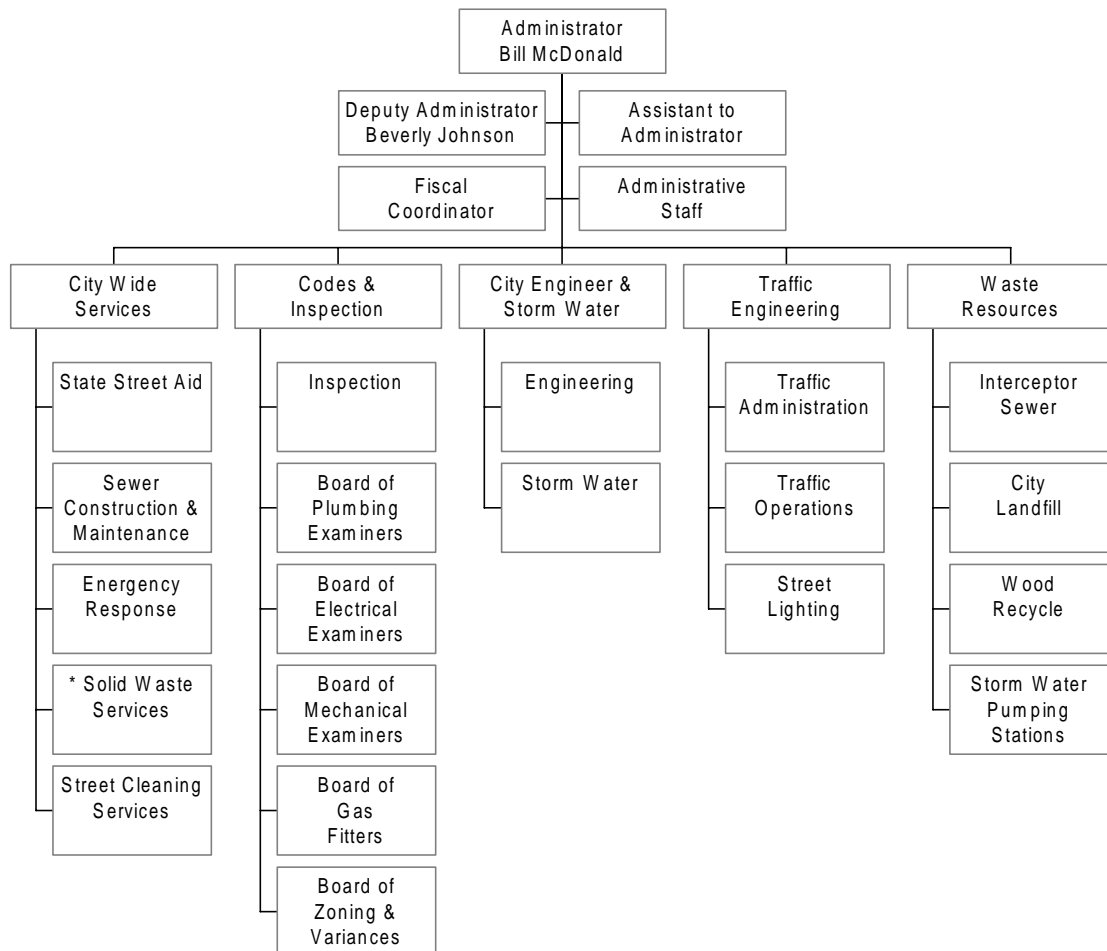
To replace outdated fire apparatus; and replace old fire stations with modern, cost-effective facilities

To continue improving the department's capabilities to eventually surpass the current Class 3 ISO rating

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Fire Calls	1,225	1,114	1,348	1,335
First Responder Calls	6,687	6,079	7,356	6,687
Number of Emergency Calls	12,139	11,035	13,353	12,139
Fire Prevention Inspections	2,395	2,635	2,586	2,845
ISO rating	3	2	3	2



Department of Public Works





Bill McDonald, Administrator



Beverly Johnson, Deputy Administrator

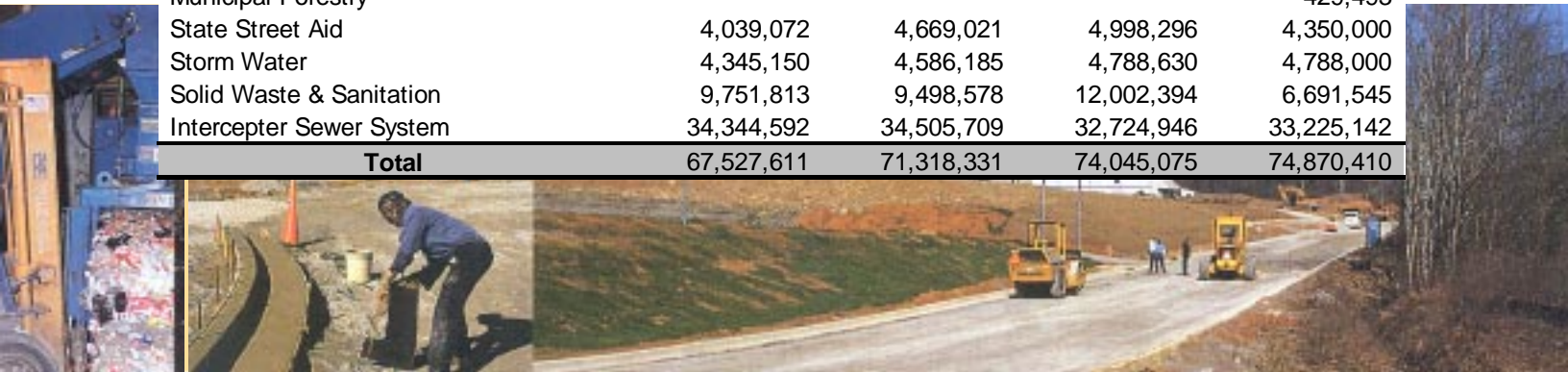


The mission of the Public Works Department is to maintain the basic infrastructure of the City of Chattanooga and to continually improve services in meeting the expectations of our customers. Two major changes took place in the FY2002 Public Works Budget. First the garbage collection and brush and trash collection operation budgets were transferred from the Solid Waste and Sanitation Fund to the General Fund. Second, the operations budget for Municipal Forestry was transferred from the Department of Parks, Recreation, Arts and Culture to the Public Works Department. The primary responsibilities of this department are

- Construction and maintenance services include: street repair; curbs, gutters, and sidewalks repair; bridges and storm sewer repair
- Codes and Inspection services include: building inspection and code enforcement
- Traffic Engineering services include: management of traffic funnctions, traffic signs and markings
- Waste Resources services include: garbage collection, and brush and trash collection

The divisions of this department are City Wide Services, Coces and Inspection, City Engineer, Traffic Engineering and Waste Resources.

Division Expenditures	Acutal	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Administration	441,356	458,719	491,806	526,377
Engineering	1,559,463	1,656,996	1,648,902	1,923,163
Emergency	361,221	418,111	435,740	519,105
Sewer Construction & Maintenance	1,427,307	1,516,264	1,604,866	1,935,557
Storm Water Subsidy	683,952	683,952	683,952	683,952
Street Cleaning	1,352,925	1,384,824	1,435,081	1,664,908
City Wide Services	732,226	750,960	749,097	874,476
Inspection	1,150,026	1,246,836	1,227,578	1,404,639
Boards	29,670	33,430	31,200	31,100
Traffic Engineering Administration	388,858	461,462	485,557	539,169
Utilities	118,821	115,830	128,650	154,150
Levee 1,2,3	37,799	46,147	58,770	47,750
Orchard Knob Levee	22,580	23,652	54,375	44,375
Street & Traffic Lighting	-	2,443,066	2,396,000	2,525,100
Traffic Contol	1,265,366	1,218,143	1,451,017	1,598,071
Solid Waste & Sanitation Subsidy	5,475,305	5,589,462	6,307,718	5,159,292
Minor Pump Stations	109	10,984	20,500	17,250
State Street Aid Subsidy	-	-	320,000	320,000
Waste Pickup - Garbage	-	-	-	3,128,179
Waste Pickup - Brush	-	-	-	2,289,617
Municipal Forestry	-	-	-	429,493
State Street Aid	4,039,072	4,669,021	4,998,296	4,350,000
Storm Water	4,345,150	4,586,185	4,788,630	4,788,000
Solid Waste & Sanitation	9,751,813	9,498,578	12,002,394	6,691,545
Interceptor Sewer System	34,344,592	34,505,709	32,724,946	33,225,142
Total	67,527,611	71,318,331	74,045,075	74,870,410



Category Expenditures	Acutal	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Salary & Wages	19,299,308	20,931,276	22,651,228	24,057,765
Operations	48,139,629	49,987,055	51,368,847	50,812,645
Capital Outlay	88,674	400,000	25,000	
Transfers Out				
Total Expenditures	67,527,611	71,318,331	74,045,075	74,870,410
Per Capita	\$ 453.81	\$ 483.51	\$ 508.20	\$ 481.31
Postions Authorized	644	653	670	667

Administration

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

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	415,500	418,004	426,765	457,877
Operations	25,856	40,715	65,041	68,500
Capital Outlay	-		-	
Transfers Out				
Total	441,356	458,719	491,806	526,377

Goals & Objectives

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

- ① Conduct weekly staff meetings.
- ② Monitoring departmental budget.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
\$ budget in Public Works	18,416,831	19,530,810	19,500,000	20,624,771
Conduct Weekly Starr Meeting	52	52	52	52

Inspection

The Codes and Inspection Division is responsible for the enforcement of the City's regulatory building and zoning ordinances. These duties include the issuing of permits for all building, electrical, plumbing, mechanical, gas, sign, street cut-in, land-disturbing and pollution prevention projects. Operations include the review of construction plans for all proposed building and renovation, the inspection of all work performed on these projects, and the issuance of certificates of occupancy for these buildings when the work has been completed in compliance to the adopted Building Codes and Zoning Ordinances. It is the Inspection Division's responsibility for the administration of the various building trades testing and licensing and the various variance/appeals for zoning, construction and signs. In addition, Inspection is responsible for insuring compliance of the City's Historical zones, overlay zones and special design districts. The Division also maintains the records of all permits, inspections, licenses, construction drawings and compliance files related to these duties.

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	1,025,929	1,120,764	1,105,219	1,281,389
Operations	124,097	126,072	122,359	123,250
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,150,026	1,246,836	1,227,578	1,404,639

Goals & Objectives

To provide better development opportunities for the City of Chattanooga through a new and modern computerized permitting, plans review and inspection system

Issue building, electrical, gas, mechanical, and plumbing permits to insure City building standards are met.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Building Permits	472,128	420,000	320,000	300,000
Electrical Permits	95,481	92,000	88,000	66,000
Plumbing Fixtures Connection Permits	97,137	85,000	82,500	65,000
Street Cut-in Permits	38,479	35,000	32,000	30,000
Mechanical Code Permits	71,559	65,000	58,000	52,000
Gas Permits	8,667	8,500	8,500	6,000
Sign Permits	87,827	88,000	88,000	64,000

City Wide Services

City-Wide Services is responsible for providing a number of critical infrastructure maintenance, repair, and material collection services. The division is broken down into distinct sections, each charged with providing a specialized service/function.

City Wide Services (Administrative Section)

The Administrative section is the entity within the division, which is responsible for providing logistical planning, resource and personnel management services, and over sight of the implementation of the various services that encompass the City-Wide Services division. These sections include:

Sewer Construction and Maintenance; Brush and Trash Collection (part of Solid Waste fund); Emergency Response; Garbage Collection (part of Solid Waste and Sanitation fund); Street Cleaning; Recycling Collection (part of Solid waste fund); Street Construction and Maintenance (part of State Street Aid fund);

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	597,758	582,472	600,277	711,166
Operations	134,468	168,488	148,820	163,310
Capital Outlay	-	-	-	-
Transfers Out				
Total	732,226	750,960	749,097	874,476

Goals & Objectives

To establish effective monetary control measures, which allow City Wide Services to maximize the level of service, provided to City residents while keeping within budgetary guidelines.

① Conduct regular planning meetings with section heads to assess expenditure levels. ② Ensure public is informed of changes in services in a timely manner to prevent duplication of effort. ③ Complete phase one of implementation of GIS system (installation of local file server, workstations, and design of City Works work order component). ④ Initiate customer complaint and work order tracking process with City Works GIS module to improve service performance ⑤ Utilize GIS system to evaluate service and collection routes to improve scheduling of services and cost projections.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Construction concrete structures	12	15	13	15
Guardrail repair/installation	28	30	29	30
Sanitary Projects	3	5	5	5
Storm Drain Installation /repair	7,384	7,500	3,382	7,500
Fair Housing Complaints	92	125	123	125

Sewer Construction & Maintenance

Drainage (Construction/Maintenance)

The Drainage section is responsible for the maintenance of storm drains, ditches, and all storm drainage structures. The section is responsible for installation of sanitary sewers, storm sewers, curb and gutters, sidewalks and drainage structures as required for street rehabilitation projects. This section is also responsible for concrete road rehabilitation and, during the winter months, also assists with leaf collection.

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	1,133,339	1,092,220	1,213,266	1,477,177
Operations	293,968	424,044	391,600	458,380
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,427,307	1,516,264	1,604,866	1,935,557

Goals & Objectives

Timely installation and proactive maintenance and repair of storm drainage systems to minimize flooding and water damage to streets and private property.

① Initiate new service request tracking and work order request system using GIS based City Works program to improve service delivery and to accurately track service costs. ② Implement the use of GIS based mapping resources to reduce cost of and potential damage to underground utilities. ③ Continue inventory of storm water structures and map recurring problem areas to improve service and reduce response time.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Construction concrete structures	5	12	13	15
Guardrail repair/installation	27	30	29	30
Sanitary Projects	2	5	5	5
Storm Drain Installation /repair	6,530	7,500	3,385	7,500
Fair Housing Complaints	94	125	123	125

Emergency

The Emergency section is responsible for ensuring the safe movement of traffic along city streets. This involves clearing city streets and right-of-ways of trees or litter blocking them as a result of storms, accidents, or illegal dumping. This section also places emergency flashers at road hazards and stop signs where traffic signals are out. The Emergency section spreads salt and/or sand on icy road surfaces during winter weather conditions.

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	303,437	338,221	356,800	404,780
Operations	57,784	79,890	78,940	114,325
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	361,221	418,111	435,740	519,105

Goals & Objectives

Safe movement of traffic along city streets and the development of a cooperative relationship with community organizations designed to improve the efficiency of waste collection efforts associated with community events.

- ① Utilize GIS system to improve response time and to map citizen complaints for analysis and identification of recurring problem areas (illegal dump sites, graffiti, abandoned vehicles, etc.)
- ② Establish liaison with Convention and Visitors bureau and other major civic organizations for the coordination of waste collection support for festivals and special events.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Gas Tanks	797	1,500	549	1,500
Tires	7,102	7,500	8,167	7,500
Illegal Dump Sites	421	400	366	750
Sand Calls	130	195	66	195
Trees	297	100	274	325
Emergency Signs	201	265	188	265
Emergency Calls (general)	3,609	2,200	2,286	2,450
Ice Calls	351	175	122	175
Sweeper Miles	4,443	4,000	4,527	4,000
Bagged Litter	14,708	25,000	22,536	25,000
Community Events	6	10	8	10

Street Cleaning

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

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	901,438	943,788	1,010,131	1,200,758
Operations	451,487	441,036	424,950	464,150
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,352,925	1,384,824	1,435,081	1,664,908

Goals & Objectives

Effective use of crews and equipment to improve the appearance and safety of streets and right-of-ways, thereby reducing the City's liability from accidents and reducing our landfill costs.

- ❶ Reduce expenditures for personnel and equipment by developing a schedule for sweeping City streets and mowing right-of ways.
- ❷ Reduce landfill cost through the diversion of organic materials to our compost mulch operation.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
City Broom	11,800	12,000	11,800	12,000
Contract Brooms	2,120	2,200	2,122	2,200
Mowed by Tractor (miles)	15,600	16,000	15,360	16,000
Mowed by Hand (miles)	300	375	305	375

Engineering

The Engineering Division is responsible for design, construction management, and preserving official city records for city projects. Records are kept on the location of sanitary and storm sewers, right-of-ways, topographic and flood maps, subdivision plats, street utility, and property information, and information is disseminated on an as-needed basis to anyone who makes a request. The Engineering Division administers engineering contracts for sanitary sewers, storm water projects, streets and sidewalks, and curbs and gutters. Surveying is provided as needed, right of ways and easements are acquired, specifications are written, construction bids are requested, recommendations for construction project award are made, and project management, including inspection of the progress of work of contractors and developers is performed. In addition, planning for future projects is accomplished and work programs are developed as part of a long range capital improvements plan.

Major Accomplishments for FY 2000/2001

- √Continued development of an integrated interface between City Engineering; Regional Planning Agency; Design Center; Chattanooga Neighborhood Enterprise; Parks Recreation Arts and Culture; and General Services for infrastructure improvements
- √Initiated construction of two phases of the Shallowford Road Improvements project.
- √Completed the 17th Street Streetscape project.
- √Completed the Chattanooga Streetscape improvements project.

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	1,426,101	1,487,629	1,505,854	1,769,283
Operations	133,362	169,367	143,048	153,880
Capital Outlay	-	-	-	-
Transfers Out				
Total	1,559,463	1,656,996	1,648,902	1,923,163

Goals & Objectives

To provide Engineering Planning, Design, Construction Management, and Inspection Services which will result in the efficient implementation of projects of the highest quality

- ① *ensuring the completion of projects on time and with a minimal number of unanticipated changes.*

To maintain, update, and utilize the Pavement Management database

- ① *to ensure that the quality of City's infrastructure is maintained in an optimal manner.*

To create, develop, and train a cohesive Plans Review Group that has a high professional level of visibility

- ① *educate the public, developers, and consultants about the process to ensure a rapid turn around of quality approved plans.*

To maintain and enhance a proactive stance toward developers, consultants, RPA, Design Center and all related inter & intra public private divisions and agencies.

- ① *foster the highest level of communication.*

To create a system that will capture and establish all the infrastructure assets of the City in a digital format

- ① *accurate and usable information, utilizing both state-of-the-art in-house GPS equipment and outside professional consultants.*

Development and implementation of an Electronic Filing system.

- ① *Faster and more accurate record retrieval*

To develop and maintain a staff of engineers, designers, and technicians of the highest caliber who are the best in their field, highly motivated, and professional.

- ① *To insure the best quality of projects for the city*

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
*Sidewalk Improvement projects	2.0	4.0	4.2	4.5
*Street Improvement projects	4.0	5.0	5.0	5.0
Streetscape enhancement projects	6.0	8.0	8.0	8.0
*Sanitary Sewer extension projects	5.0	5.5	5.5	5.8
Employee Training sessions	4.0	8.0	8.0	12.0
Technical Information requests	1,500	2,000	2,000	2,400
Subdivision technical reviews	28	24	30	36
Site Plan technical reviews	200	250	275	250
*miles				

Traffic Engineering Administration

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

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	362,416	426,501	455,173	505,169
Operations	26,442	34,961	30,384	34,000
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	388,858	461,462	485,557	539,169

Goals & Objectives

Safe and efficient traffic flow and patterns for the City.

- ❶ Replace remaining electro mechanical and thumbwheel controllers
- ❷ Replace old traffic signal heads.
- ❸ Install three arterial signal systems through TDOT projects.
- ❹ Install new signals as required by traffic conditions.
- ❺ Work with MPO and TDOT to continue planning for Intelligent Transportation Systems deployment.
- ❻ Keep streetlights maintained and satisfy requests for additional lighting.
- ❼ Keep guardrail maintained up to standard where needed.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Parking Lot Designs	5	10	3	4
Channelization drawings	8	10	8	8
New Signals	5	8	6	5
Revised signals	13	20	10	8
Flashers	7	10	11	8
Intersection Improvements	2	12	0	3
On-street parking revisions	3	5	4	5
Roadway designs	2	3	1	2
Building Permit review	257	271	280	275
Subdivision design review	30	50	18	20

Traffic Operation

The Division of Traffic Control is responsible for the traffic signals, signs and markings, and parking meters throughout the City. This involves: Installation of new signalized intersections throughout the City; Rebuilding and maintaining 276 signalized intersections, 16 beacons (flashing intersections), 37 school flashers and 18 pedestrian zones, 10 signal ahead flashers; Installation and maintenance of traffic signs throughout the City; Installation of center lines and edge lines with thermoplastic on City streets; Repainting center and edge lines; Installation of crosswalks, stop bars, parking stalls and cross hatching; Repainting curbs for loading zones downtown; Installation and maintenance of parking meters; Collecting money from parking meters; Traffic Control is also responsible for ordering, storing and issuing supplies for the City Wide Services and Traffic Operations Divisions

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	984,619	1,070,712	1,128,785	1,264,501
Operstions	280,747	147,431	322,232	333,570
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,265,366	1,218,143	1,451,017	1,598,071

Goals & Objectives

Safe and steady vehicle and pedestrian traffic flow throughout the City

- ① Meet or exceed the average Performance Indicators for sign installation and repair.
- ② Meet or exceed the average performance indicator for parking meter service calls.

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
New Sign Installation	1,130	1,200	1,216	1,150
Signs Repaired	23,378	20,000	28,746	20,000
Parking Meter Service Calls	3,090	3,000	2,299	2,000
Center Lines Painted	458	458	458	458
Crosswalks/stoplins (ft)	32,125	135,000	112,000	135,000
Interesction Callouts	3,307	700	3543	3,200
Traffic Signal Loops	0	0	25,197	28,000
Traffic Signal radar installation	120	10	120	4

Levee System

The **Levee 1,2,3** system was set up to provide storm water pump services for the Brainerd area to prevent possible flooding from high levels of South Chickamauga Creek.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	37,799	46,147	58,770	47,750
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	37,799	46,147	58,770	47,750

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

The **Minor Pump Stations** were set up to provide storm water pump services for certain low lying areas to

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	22,580	23,652	54,375	44,375
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	22,580	23,652	54,375	44,375

prevent possible flooding during heavy rains.

Expenditure by Type	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	-	-
Operations	109	10,984	20,500	17,250
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	109	10,984	20,500	17,250

Goals & Objectives

To prevent flooding in the Brainerd area of South Chickamauga Creek and Orchard Knob area.

- ① *Monitoring of rising creek levels brought on by excessive rainy periods.*
- ② *To have the pump station fully operational at all times*

City Examining Boards

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

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	2,206	2,154	2,000	2,000
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	2,206	2,154	2,000	2,000

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

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	21,531	24,358	19,500	19,400
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	21,531	24,358	19,500	19,400

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

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	705	1,610	1,800	1,800
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	705	1,610	1,800	1,800

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

Goals & Objectives

To insure a high degree of competency with Plumbing, Electrical, Mechanical and Gas contractors to assure compliance with City Codes.

Annual examinations for certification.

Board of Zoning Appeals & Variances

The Board of Zoning Appeals for Variances and Special Permits hears and decides on zoning appeals from property owners, reviews conditional and special permits and hears and decides appeals from property owners on decisions by administrative officials in the enforcement of the zoning ordinance. The Board of Sign Appeals hears and decides on requests brought before the Board concerning sign placement and special permits in accordance with the Sign Ordinance. The Board of Adjustment and Appeals for Mechanical Codes hears and considers appeals and variances to all the construction codes

Goals & Objectives

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

To hear and act within established guidelines for hearing requests for relief from Chattanooga zoning regulations

To insure that the City of Chattanooga's Sign Ordinance requirements are met or amended in a proper manner.

To hear and act within established guidelines for hearing requests.

To insure that the building construction within the City of Chattanooga, when it is necessary to use alternate methods or materials, meets the required level of safety in the adopted mechanical codes.

To hear and act within established guidelines for hearing requests

Utilities

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

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	118,821	115,830	128,650	154,150
Capital Outlay	-	-	-	-
Transfers Out				
Total	118,821	115,830	128,650	154,150

Urban Forestry

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

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	-	-	-	234,964
Operations	-	-	-	194,529
Capital Outlay	-	-	-	
Transfers Out				
Total	0	0	0	429,493

Goals & Objectives

To provide the best care possible for Chattanooga's publicly owned tree and forest resources.

- ❶ *Continue the implementation of the five-year Urban Forestry Plan.*
- ❷ *Continue the process of learning to correctly identify all native and ornamental trees in the Chattanooga area.*

Increase public appreciation of forestry and horticulture

- ❶ *Continue the Forestry Intern Program*

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Trees pruned Downtown Streetscape			600	600
Citizen generated service requests			700	700
Krystal Farm tree planting			1,000	1,000

Waste Collection Garbage

The Garbage Department is responsible for the collection of garbage and curbside collection of recyclables within the City. The Curbside collection program is in an expansion phase and is part of the City's solid waste reduction plan, offering curbside collection of recyclables using blue plastic bags as a collection vehicle. The service will be available to all city residents and to a limited degree, commercial waste generators along the collection routes.

Major Accomplishments for FY 2000/2001

- √ The sanitation section continues to meet its goal of automating at least 8 percent of the conventional collection routes with the addition of four routes this fiscal year

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	-	1,877,537
Operations	-	-	-	1,250,642
Capital Outlay				
Transfers Out				
Total	0	0	0	3,128,179

Goals & Objectives

To work with the Recycle and Landfill Divisions in the City's solid waste reduction plan.

Safe and timely collection of garbage and recyclables each week.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Garbage (tons)	70,411	40,000	35,669	37,000

Waste Collection Brush & Trash

The Brush and Trash Department is responsible for disposal of trash along the City right-of-ways. This involves removal of brush and trash left at the curb as well as providing free collection of appliances and furniture (Trash Flash) for City residents. Residents are also provided sway-car service on a first come first serve basis once per year. These trailers allow residents to dispose of large quantities of bulky trash at no expense.

Major Accomplishments for FY 2000/2001

√ The transition from a five (5) day, eight (8) hour work week to a four (4) day, ten (10) hour work week has allowed the Brush and Trash section to improve their production rate by 20 percent.

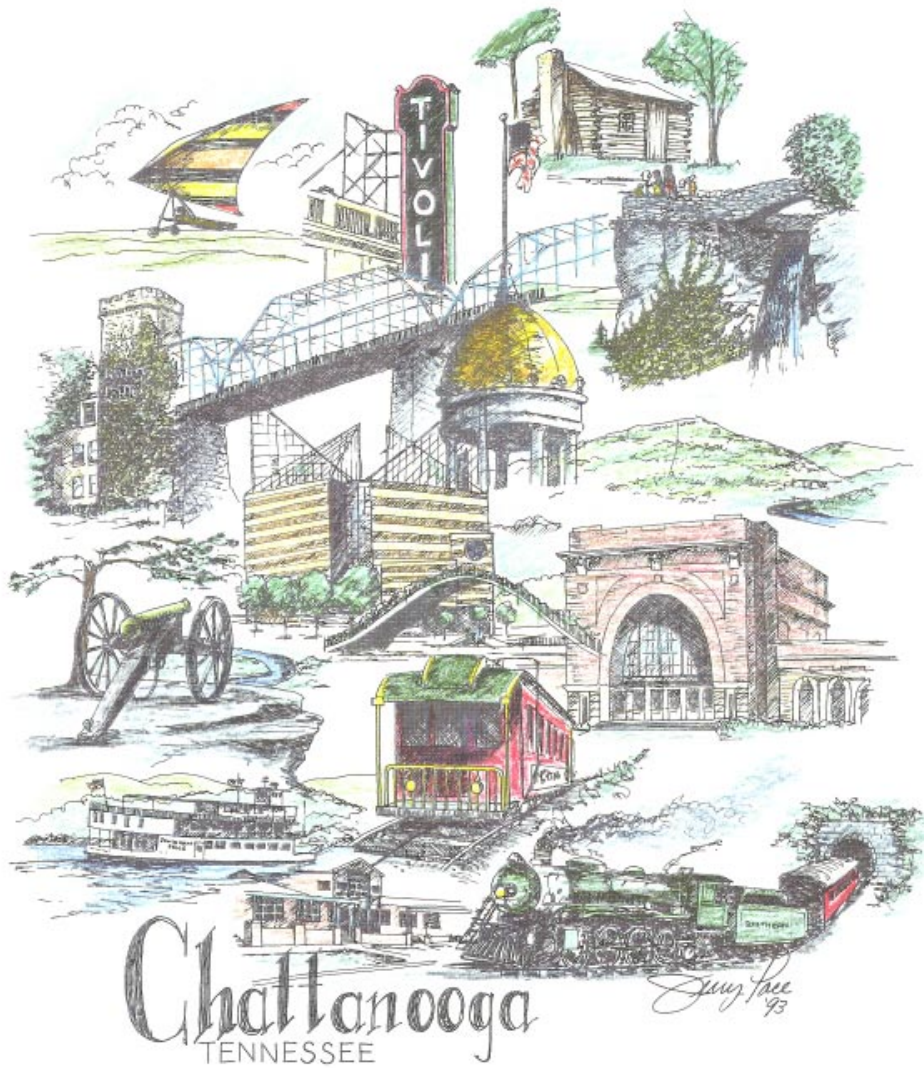
Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	1,619,741
Operations	-	-	-	669,876
Capital Outlay				
Transfers Out				
Total	0	0	0	2,289,617

Goals & Objectives

This division's mission is to provide City residents with a safe and efficient collection system of brush, wood, organic waste and bulky waste materials (old furniture and appliances, etc.) and to keep right-of-ways clear of debris.

- ① Organize collection crews into teams which provide residents with service at least once each month.
- ② Perform cost benefit analysis of collection program to ensure collection practices are cost efficient.
- ③ Develop data collection systems which will facilitate cost analysis.
- ④ Help reduce the cost of landfilling by diverting compostable materials to wood waste processing facilities.

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Garbage (tons)	3,307	5,000	5,550	5,200



Interceptor Sewer Fund

The Interceptor Sewer System was conceived in 1952 to provide sewers for the City in a planned and orderly manner. The System encompasses approximately 1,200 miles of sewer lines, 7 large custom-built pumping stations, 4 custom-built storm stations, 48 underground, wetwell-mounted, submersible pumping stations, 121 residential/grinder stations, 5 combined sewer overflows (CSO) and one (1) major regional wastewater treatment plant (Moccasin Bend).

A construction program to expand the secondary treatment capacity of Moccasin Bend to 65 MGD was completed in March 1984. The plant is now in its fifteenth year of operation. The System currently treats approximately 61.1 million gallons per day (MGD) of wastewater. The expansion of the Wet Weather Treatment and the Advanced Secondary Treatment was completed in the fall of 2000 and provides for an average treatment of 140 MGD and 220 MGD at peak periods.

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

The System is inspected on an annual basis. A detailed inspection of the System conducted in June 1999 by the Consulting Engineers and the staff of the System found the overall System to be well maintained and in good condition.

Division Expenditures				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Proposed FY 01/02
Administration	\$ 1,116,424	\$ 1,179,359	\$ 1,171,229	\$ 1,172,109
Quality Assurance	634,784	695,818	721,449	746,926
Collection System Eng. & Maint.	1,347,671	1,578,926	1,974,035	2,303,729
Waste Water Treatment Plant	8,019,407	9,858,038	9,937,680	10,756,532
Safety & Training	73,680	81,957	82,276	92,018
Landfill Handling	1,236,000	1,273,080	1,606,332	2,544,372
Capital	510,141	488,410	500,000	500,000
Debt Service & Reserve	14,523,197	13,844,796	16,731,945	15,109,456
Total	\$ 27,461,304	\$ 29,000,384	\$ 32,724,946	\$ 33,225,142

Category Expenditure				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Proposed FY 01/02
Personnel	\$ 4,492,228	\$ 4,691,818	\$ 4,952,795	\$ 5,176,254
Operating	7,921,455	9,900,145	10,540,206	12,437,132
Capital	524,424	563,625	500,000	502,300
Debt Service & Reserve	14,523,197	13,844,796	16,731,945	15,109,456
Total Expenditures	\$ 27,461,304	\$ 29,000,384	\$ 32,724,946	\$ 33,225,142
Per Capita	\$ 184.55	\$ 197.80	\$ 226.04	\$ 216.95
Positions Authorized	121	121	122	122

Administration

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

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 428,268	\$ 438,172	\$ 459,491	\$ 482,399
Operating	685,034	734,721	711,738	689,710
Capital	3,122	6,466	0	0
Total	\$ 1,116,424	\$ 1,179,359	\$ 1,171,229	\$ 1,172,109

Goals & Objectives

Improve the General Supervision of ISS

- ① *Process credit requests in a timely manner*
- ② *Provide courteous customer service*
- ③ *Provide monthly performance data to operating entities*
- ④ *Data for prior month's performance should be with the supervisors no later than the 10th of the month*
- ⑤ *Proposed budget should provide sufficient funds for current year operations*
- ⑥ *Process payment request in time for discounts to be taken*

Warehouse should have all frequently needed supplies on hand, non standard items should be available "just in time"

- ① *Improve data base that gives minimum order quantity*
- ② *Inventory should decrease from previous year or increase no more than 1%*

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Provide monthly performance data to operating entities	yes	yes	yes	yes
Process performance data by 10th each month	yes	yes	yes	yes
Average days used to process pay requests	3	3	3	3
Average credit request process time	13	11	10	9
Improve data base that gives minimum order quantity	95%	100%	95%	100%

Quality Assurance

The Quality Assurance division of the Interceptor Sewer is comprised of two divisions, Laboratory and Pretreatment/Monitoring.

The **Laboratory** function associated with wastewater facilities and systems primarily serves as support to provide data and other information to ensure proper performance of treatment facilities and compliance with applicable regulatory requirements. The laboratory facility located at the Moccasin Bend Wastewater Treatment Plant is an integral part of the overall Interceptor Sewer System (ISS) operations for the City of Chattanooga. Data and information generated by the laboratory are provided for the purposes of pretreatment permitting and monitoring, treatment plant influent organic loadings and wastewater characteristics, in-plant process control, wastewater effluent quality and NPDES Permit compliance, effluent receiving water quality as it relates to combined sewer overflow (CSO) regulatory requirements.

The primary purpose of an Industrial **Pretreatment Program** is to protect the operational performance of a wastewater treatment facility and water quality of the receiving stream through control limits on industry discharges into the sewer collection system. These industries must meet specific wastewater constituent limits in their discharge before an IPP permit is issued by the City. Industrial monitoring issues permits needed for the operation of industrial wastewater discharges, samples permitted discharges and ensures that all laws and regulations are complied with; they are the enforcement section of the ISS. Data samples collected by the monitoring and pretreatment section are used in the calculation of surcharge fees.

Major Accomplishments for F/Y 2000/2001

√ All permit required tests were performed in a timely manner.

√ All test were accurate and complete as required by NPDES permit.

Expenditure by Type

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 510,855	\$ 546,193	\$ 550,864	\$ 569,471
Operating	122,440	148,167	170,585	177,455
Capital	1,489	1,458	0	0
Total	\$ 634,784	\$ 695,818	\$ 721,449	\$ 746,926

Goals and Objectives

Utilization of Laboratory Information Management System (LIMS) in providing better services in meeting goals

High quality output using good laboratory practices

- ❶ Tests are completed in time for data to be useful should be done with a 99% on time factor.
- ❷ Tests are accurate and complete as required by NPDES permit.

Cost-effective laboratory operations

- ❶ Complete assigned tests with minimal manpower required through effective scheduling of personnel and tests.

Quality Assurance

- ❶ Eliminate testing that is not required in permit or used for plant operation enhancement.

Continued safe environment for employees and outstanding safety record

- ❶ *Participation in DMR-QA studies with acceptable results of at least 90%*
- ❷ *Regulatory and compliance acceptance*

Protection of the treatment facility and its processes, the collection system, and receiving system

- ❶ *Compliance with all applicable rules and regulations of regulatory agencies*
- ❷ *Effective and valid documentation and reporting*
- ❸ *Enforcement of permit requirements*
- ❹ *Fewer than 10 industrial non compliance incidents*
- ❺ *Reduce the number of upsets to wastewater treatment plant*

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Have all permit required tests been performed?	yes	yes	yes	yes
Were DMR-QA results in the 90%+range	yes	yes	yes	yes
Were all tests performed in time for results to be useful	yes	yes	yes	yes
Number of significant industrial user permit violations	8	N/A	11	N/A
Number of industrial user fines issued	3	N/A	4	N/A
Value of fines issued	5,500	N/A	4,100	N/A

Collection System Engineering & Maintenance

The Collection System Engineering and Maintenance division of the Interceptor Sewer is comprised of four divisions, Engineering, Sewer Maintenance, Inflow & Infiltration, and Combined Sewer Inflow.

Engineering. The emphasis of the engineering section is to provide engineering and logistical support to the I & I, CSO and Sewer Maintenance program. Engineering reviews and approves plans and specifications submitted by dischargers to the sewer system. Flow data from numerous metering points in the system is analyzed and used in the formulation for collection system expansion, construction of wastewater storage systems for times of extremely heavy flows, and the elimination of sanitary as well as combined sewer overflows. This activity is responsible for contract evaluation and administration of sewer performance, maintenance and rehabilitation contracts. The engineers also are responsible for sewer collection system policy enforcement.

Sewer Maintenance. The Sewer Maintenance is primarily responsible for the proper operation of the system's collector lines and interceptors excluding the operation of the pump stations. The crews clean, repair and replace smaller diameter sewer lines on a preventive as well as an emergency basis.

Inflow & Filtration. As with many communities throughout the United States, the City of Chattanooga has experienced a high degree of inflow and infiltration in its Interceptor and Collection Sewer System. The significance of this inflow and infiltration has resulted in periodic stormwater related overflows. Overflow conditions have impacted many receiving water systems throughout the country and, consequently, regulations have been promulgated to reduce and/or eliminate inflow and infiltration overflows from occurring. The City's Inflow and Infiltration program has been concentrated in the moratorium areas set by the State of Tennessee Commissioner's Order which requires reduction of overflows by the end of 1994. The I/I work consists of inspection and repair to reduce the number of overflow events which occur each year. The current effort of I & I work includes the use of two sewer flushing units, two TV inspection vans, grouting unit, and other related equipment.

The Inflow and Infiltration section is responsible for the inspection, cleaning and sealing of sewer lines. The elimination of excessive inflow and infiltration into the sewer system allows the freed up line capacity to be used by additional revenue generating customers. A tight sewer system also reduces the need to construct additional interceptors, pump stations or plant capacity.

Combined Sewer Overflow. The Interceptor Sewer System includes 13 combined sewer overflow point locations within approximately a 5 square mile area of downtown Chattanooga. In 1991, the State of Tennessee issued a Commissioner's Order that provides for specific activities to control combined sewer overflow by July 1, 2000.

The City has six CSO facilities in operation. The completed CSOs are located at Ross's Landing, Carter Street, Central Avenue, Tremont Street, Williams Street and Citico Avenue. The last two facilities will be completed by the end of FY 01/02.

Expenditure by Type

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 890,670	\$ 935,925	\$ 1,033,145	\$ 1,156,804
Operating	453,808	629,908	940,890	1,144,625
Capital	3,193	13,093	0	2,300
Total	\$ 1,347,671	\$ 1,578,926	\$ 1,974,035	\$ 2,303,729

Collection System Engineering & Maintenance

Major Accomplishments for F/Y 2000/2001

- √Scheduled preventive maintenance reduced emergency sewer backup
- √CSO located at Tremont Street, Williams Street & Citico Avenue

Goals & Objectives

Improve the performance of the collection system

- ① Inspection of sewer lines and the consequent grouting of holes or imperfect joints or leaking manholes.
- ② Cleaning of lines and the removal of obstructions as well as the construction of CSO facilities aid in the overflow reduction.

Maintain and rehabilitate the collection system

- ① Reduce rate of deterioration.
- ② Reduction in the number of overflows
- ③ Reduction in the number of emergency repairs
- ④ Reduction in the number of customer complaints

Enforce sewer use policies and suggest updates

- ① Update the sewer use ordinance
- ② Stress to developers and other parties to use the proper chain of command when reporting complaints
- ③ Improve oil and grease problems from restaurants

Improve the operation of the system's collector lines and interceptors

- ① Reduce the number of customer complaints, sewer backups, stoppages, pipe failures and overflows

Improve preventive maintenance of sewer lines

- ① Increase cleanings of trouble spots and sewer lines i.e. with large number of restaurants causing grease build up
- ② TV inspect all stoppages and backups of sewer lines after cleaning has been done to determine cause of problem

Eliminate the excessive inflow and infiltration into the sewer system

- ① Reduction in the number of wet weather backups and overflows
- ② Increase pipe capacity through infiltration reduction
- ③ Conduct system sewer line inspections and flow monitoring to identify sources of I & I

Compliance with the nine minimum controls of the National CSO Control Strategy Final Policy

Control of the frequency and quantity of overflows to minimize water quality impacts on receiving waters.

- ① Reduction in the number and/or pollutant load of combined sewer overflow
- ② Meet federal and state CSO control guideline

Continue effective operation of all CSO facilities

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Response to Sewer Customer requests	525	All	560	All
Number of requests that were customers responsibility	310	N/A	266	N/A
Repairing sewer pipe	125	60	70	60
Repairing manholes	30	35	15	35
Checking sewer lines for potential problems	100%	100%	100%	100%
Broken service lines fixed by private individuals	15	N/A	10	N/A

Waste Water Treatment Plant

The Moccasin Bend Waste Water Treatment Plant division of the Interceptor Sewer is comprised of four divisions: Liquid Handling, Solid Handling, Pump Stations, and Plant Maintenance.

Maintenance. The Plant Maintenance staff is responsible for all maintenance activities (mechanical, electrical, buildings and grounds) associated with the liquids and solids treatment processes at the wastewater treatment plant and the remote wastewater and stormwater pumping stations. The Interceptor Sewer System has in place a maintenance program that includes predictive, preventive and corrective maintenance. A computerized data management system is used for scheduling and documenting maintenance activities. Plant Maintenance is performed under the supervision of the Plant Maintenance Supervisor.

Liquid Handling. The Moccasin Bend WWTP is a major regional treatment facility that processes both liquid and solids in the wastewater 24 hours/day, 365 days/year. It is designed to treat 65 MGD with a peak hydraulic capacity of 120 MGD. The liquid handling portion of the wastewater represents a significant portion of the treatment at the facility and more than half of the cost of the treatment works and operations & maintenance costs.

The liquid handling portion of the plant includes the following unit processes: screening, grit removal, septage receiving, comminution, primary clarification for solids and scum removal, flow equalization, high purity oxygen activated sludge process, final clarification, disinfection, and dechlorination. Other unit processes under the liquid handling section include anaerobic sludge digestion, plant water system, and sludge thickening. Operation of the liquid handling section is under the supervision of the Plant Operation Supervisor - Liquids.

Solid Handling. The Moccasin Bend WWTP has the design capability to produce over 200 dry tons of solids per day. The solids handling portion of the plant includes the following unit processes: sludge blending, chemical conditioning, and sludge dewatering (filter press and centrifuges). The combination of these processes reduce the solid pollutants and by-products removed from the liquid processes to a suitable form for disposal. Dewatered sludge is trucked to the City's landfill for ultimate disposal. The dewatered sludge product by the plant meets all EPA and State guidelines for use in land application. With a reduction in prime landfill space and more stringent guidelines governing the operating and maintaining of the landfill, alternative methods for sludge disposal need to be evaluated. The sludge processing and disposal operations are under the supervision of the Plant Operations Supervisor-Solids.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 2,593,485	\$ 2,698,795	\$ 2,836,514	\$ 2,889,352
Operating	5,419,443	7,105,444	7,101,166	7,867,180
Capital	6,479	53,799	0	0
Total	\$ 8,019,407	\$ 9,858,038	\$ 9,937,680	\$ 10,756,532

Goals & Objectives

Improve the operational integrity of the Waste water treatment plant

- ① Reduce the overall unit cost of operation
- ② Meet NPDES permit discharge requirement 99% of the time.
- ③ Reduce utility usage by 1% for periods of normal rainfall and temperature patterns
- ④ Reduce unscheduled overtime by 1%
- ⑤ Treat an average of 20 billion gallons/year

Waste Water Treatment Plant

- ⑥ Reduce the overall unit cost of operation
- ⑦ Reduce manpower and utility requirements through automation

Improve the efficiency of the Bio-Solids process.

- ① Reduce chemical usage by 1%
- ② Reduce utility usage by 1%
- ③ Reduce unscheduled overtime hours by 1%
- ④ Produces and average of 85,000 wet tons of sludge annually

Explore different Bio-Solid disposal options

- ① Dispose of Bio-Solids in a private landfill
- ② Contracting of Bio-Solids disposal

Reduce cost of the Bio-Solids process

Reduce frequency of unscheduled corrective maintenance

Document equipment condition and maintenance activities

Control of inventory to provide needed parts on an as-needed basis

Planned equipment replacement based on detailed repair/replacement evaluation and predictive maintenance program

Maintains equipment in like new condition

- ① Reduce the size of work order backlog to near zero.
- ② Reduce unscheduled non-emergency overtime hours through better planning by 2%.
- ③ Insures availability of all equipment 80% of the time

Develop an experience-based inspection program based on flow conditions, mechanical dependability of pump station equipment and maintenance requirements.

Maintain effective 24 hour per day monitoring of pump station operation

- ① Reduce number of alarms at pump stations by increasing reliability of pumps through improved maintenance and remote monitoring

<i>Performance Measures</i>	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Work orders completed	9,847	100%	9,800	100%
Meeting of NPDES permit discharge limits	99.50%	99.50%	99.50%	99.50%
Equipment availability	80%	85%	85%	85%
Average annual Bio-Solids production (dry tons)	27,936	N/A	28,000	N/A

- ② Reduce the number of odor complaints received from pump stations through implementation of odor control systems

Safety & Training

The Safety program establishes safe work practices, increases safety awareness and provides ongoing safety training opportunities for all employees. The existing training program includes a detailed schedule of activities for safety, general and job-specific training. It is the intent that all ISS employees receive the required training to meet current safety regulations. The safety program is under the supervision of an employee control safety committee chaired by the Director of Waste Resources.

Major Accomplishments for FY 2001/2002

√ No lost time due to a major accident

Goals & Objectives

Provide a safe work environment for all personnel

- ① Enhance employee skills and capabilities
- ② Reduce workman's compensation cases & rates
- ③ Maintain compliance with applicable rules & regulations
- ④ Reduce lost time accidents through improved education and awareness programs

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 68,950	\$ 72,733	\$ 72,781	\$ 78,228
Operating	4,730	8,825	9,495	13,790
Capital	0	399	0	0
Total	\$ 73,680	\$ 81,957	\$ 82,276	\$ 92,018

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Compliance with OSHA rules and regulations	yes	yes	yes	yes
In-house safety education	yes	yes	yes	yes
Number of lost time accidents	21	-	10	-
Number of workman comp cases	21	-	-	-

Landfill Handling

The Interceptor Sewer System generates and disposes an average of 123,000 (+/- 10%) wet tons of bio-solids annually. It also disposes of 3,000 (+/- 10%) wet tons of grit, screening and trash annually.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	1,236,000	1,273,080	1,606,332	2,544,372
Capital	0	0	0	0
Total	\$ 1,236,000	\$ 1,273,080	\$ 1,606,332	\$ 2,544,372

Solid Waste Fund

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

At the present time this division, specifically the landfill, is undergoing major changes to conform with new guidelines for operation and preparation for closure of aging landfill sites. These guidelines are promulgated by the Tennessee Department of Environment and Conservation to prevent contamination of underground water supplies and to provide for funding to cover the cost of care and maintenance of landfills after they are taken out of service. The major change in this fund for fiscal year 2002 is the transfer of two organizations to the General Fund. These two organizations are Waste Pickup - Garbage and Waste Pickup - Brush.

Goals & Objectives

Improve facility operations to reduce cost of services

Ensure operations are in compliance with State and Federal guidelines

Maximize the level of public service provided by this division

- ① *Reduce the impact of subtitle D compliance through diversion of solid waste through recycling.*
- ② *Reduce overall cost of processing through the expansion of recycling programs.*

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Recycle Center	\$ 658,118	815,898	\$ 628,460	652,851
Waste Disposal - Landfill	130,605	116,698	123,650	146,539
Compost Waste Center	509,567	590,959	726,790	697,504
Capital Improvements	0	6,910	0	0
Renewal & Replacements	32,158	15,694	86,900	25,000
Debt Service	2,207,136	1,301,363	2,750,861	3,222,434
Solid Waste Reserve	1,275,444	0	1,119,574	313,423
Waste Pickup - Brush	1,943,700	1,981,221	2,167,588	0
Waste Pickup - Garbage	2,586,024	2,789,532	2,711,587	0
Waste Disposal - City Landfill	409,061	1,697,873	1,586,984	1,533,794
Household Hazardous Waste	0	182,430	100,000	100,000
Total	9,751,813	9,498,578	12,002,394	6,691,545

Category Expenditures				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ 3,697,380	\$ 4,440,277	\$ 4,798,870	\$ 1,469,162
Operations	\$ 6,054,433	\$ 5,051,391	\$ 7,203,524	\$ 5,222,383
Capital Outlay	\$ -	\$ 6,910	\$ -	\$ -
Transfers Out				
Total	\$ 9,751,813	\$ 9,498,578	\$ 12,002,394	\$ 6,691,545
Per Capita				
Authorized Postions	157	156	152	39

Recycle Center

The City Recycle Division is made up of two sub-components: the City Recycle Center and the Dual Blue Bag curbside recycling program. The Center is a manned collection point for area residents and businesses to dispose of the recyclable fraction of their solid waste and is aimed primarily at residents and businesses not served by the curbside program. The Recycling Division is also engaged in environmental education, waste reduction survey and audits, and waste reduction program development.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ 342,471	250,637	\$ 230,631	247,619
Operations	315,647	565,261	397,829	405,232
Capital Outlay				
Transfers Out				
Total	658,118	815,898	628,460	652,851

Goals & Objectives

Extend the life of the Solid Waste Landfill.

Expand the level of environmental awareness through in-school programs.

Work with the Downtown Business Partnership to expand the Downtown Recycle waste reduction project.

With the use of Americorp support, develop a door-to-door information campaign targeted at areas with low participation.

Develop information campaign for waste oil disposal.

Expand the concept of backyard composting.

- ① *Increase the number of in-school visits by 20%.*
- ② *Complete the compost demonstration site at the Recycle Center.*
- ③ *Increase the number of community educational programs (visits to community groups) by 20%*
- ④ *Increase the total curbside set out rate to 30%.*
- ⑤ *Increase the total number of household served by 2,000*

Performance Measures				
	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Revenue from Recycling	45,346	46,000	44,500	46,000

Waste Disposal - Landfill

The function of the Landfill is to provide a location for the disposal of solid waste. All waste is compacted and covered daily, if possible metals are sorted out and sold to a recycle company. To extend the life of the site construction debris is no longer accepted.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ 14,458	668,144	\$ 825,179	782,539
Operations	394,603	1,029,729	761,805	751,255
Capital Outlay				
Transfers Out				
Total	409,061	1,697,873	1,586,984	1,533,794

Budget History for Summit Landfill (closed) and projected post closure cost for FY2002

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ -		\$ -	
Operations	130,605	116,698	123,650	146,539
Capital Outlay				
Transfers Out				
Total	130,605	116,698	123,650	146,539

Goals & Objectives

Maintain an efficient and environmentally safe landfill.

- ① *Continue the landfill seeding program.*
- ② *Minimize Leachate production.*
- ③ *Prevent ground water contamination.*
- ④ *Conduct the filling operation according to all State of Tennessee rules and guidelines.*
- ⑤ *Operate landfill gas recovery system so that off site migration is prevented.*

Waste Disposal - Landfill

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Tipping Fee Collection				
City Garbage	47,346	45,000	31,800	43,000
Demolition	28,712	0	0	0
City Brush	3,307	3,400	5,543	5,200
City Trash	46,831	40,000	35,669	37,000
Garbage	70,411	50,000	27,547	12,000
County T & G	663	600	170	200
Single Tire pass	826	600	16	0
Single Truck pass	16	0	0	0
Special Waste	5,288	4,000	3,498	4,000
Trash	81,528	81,000	133,856	103,000
Bio-Solids	76,515	76,000	115,816	28,000
Roofing	6,231	6,000	0	0
Fluff	4,939	4,500	0	0
Filldirt	14,398	10,000	0	0
Residential Demolition	12	0	0	0
SR Soil	34,115	34,000	0	0
Bio-Solids SR@	6,524	6,000	0	0
Hamilton County BLdgs	3,824	3,500	2,778	3,000

Compost Waste Center

The function of the Compost Waste Center is to provide facilities for disposal of all burnable non air contaminating wood wastes or recyclable wood waste and leaves. This is done through chipping and partial composting. The Center also sorts mixed waste loads with daily transfer of non recyclables to the landfill.

Expenditure by Type				
	Acutal '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ 220,309	405,405	\$ 437,765	439,004
Operations	289,258	185,554	289,025	258,500
Capital Outlay				
Transfers Out				
Total	509,567	590,959	726,790	697,504

Goals & Objectives

To provide for disposal or recycling of wood waste to reduce the volume of waste at the landfill.

- ① *Increase the amount of waste being chipped over that being burned.*
- ② *Increase the sale and giveaway of wood chips.*
- ③ *Provide leaf compost to be used by public and City departments.*

Performance Measures				
	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Compost Waste (tone)	49,649	50,000	55,850	52,500
Revenue Collectred	111,710	118,125	125,665	118,125

Household Hazardous Waste

The function of the Household Hazardous Waste Center is to provide facilities for collection of a variety of household products deemed hazardous and therefore not recommended for disposal in the City Landfill. These products are collected at the Center and disposed of thru a contract with an approved hazardous waste disposal company.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ -		\$ -	
Operations		182,430	100,000	100,000
Capital Outlay				
Transfers Out				
Total	0	182,430	100,000	100,000

Other Accounts

Capital Improvements

The Solid Waste Fund Capital Improvements activity is set up to provide for capital improvements to the Solid Waste and Sanitation Department. This includes providing for purchasing new equipment, expansion of the facilities.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages				
Operations				
Capital Outlay		6,910		
Transfers Out				
Total	0	6,910	0	0

Renewal & Replacement

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

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ -		\$ -	
Operations	32,158	15,694	86,900	25,000
Capital Outlay				
Transfers Out				
Total	32,158	15,694	86,900	25,000

Debt Service

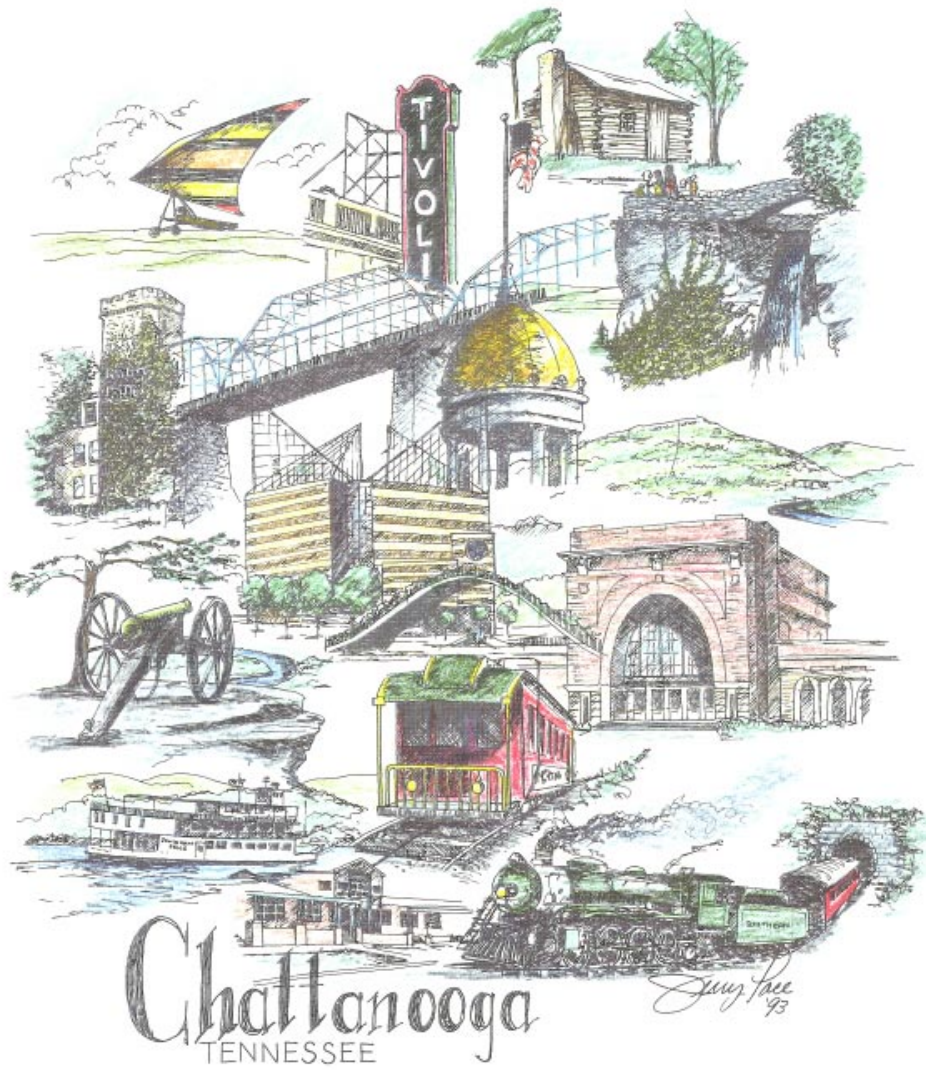
The Solid Waste Fund Debt Service activity is set up to provide for payment of bonded debt.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ -		\$ -	
Operations	2,207,136	1,301,363	2,750,861	3,222,434
Capital Outlay				
Transfers Out				
Total	2,207,136	1,301,363	2,750,861	3,222,434

Solid Waste Reserve

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

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ -		\$ -	
Operations	1,275,444		1,119,574	313,423
Capital Outlay				
Transfers Out				
Total	1,275,444	0	1,119,574	313,423



Storm Water Fund

The Stormwater Section of the Public Works Engineering/Stormwater Division is responsible for assessment, management, and monitoring of water quality in the major drainage basins of Chattanooga. An integral component of the duties of the Stormwater Section is the evaluation and elimination of flooding and related drainage issues. The Stormwater Section evaluates and responds to water quality and flooding issues, emergency spills, and citizen requests. The Section interacts with Federal, State, and local agencies, city departments, contractors, and commercial and industrial land developers to assure compliance with erosion control and stormwater control regulations. The Section is responsible for issuing land disturbing and landscaping permits. The section is City of Chattanooga by the State of Tennessee. Also responsible for compliance with the NPDES Stormwater Discharge Permit issued.

Major Accomplishments for FY 2000/2001

- √Construction of four major drainage projects, affecting over 100 locations
- √Completion of four major CSO structures
- √Installation of automatic water quality samplers on major streams for enhanced water quality monitoring
- √Development of wetlands enhancement program

Division Expenditures				
	Actual '99	Actual '00	Budget '01	Budget '02
Storm Water Administration	2,498,312	2,387,861	1,165,914	1,346,722
Renewal & Replacement	81,052	57,124	71,400	77,600
Debt Service	1,765,786	2,140,906	2,172,937	2,314,318
Capital Improvements	-	294	12,739	-
Storm Water City Wide Services	-	-	1,365,640	1,049,360
Total	4,345,150	4,586,185	4,788,630	4,788,000

Category Expenditures				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	1,393,708	1,471,437	1,661,906	1,547,006
Operations	2,951,442	3,114,748	3,126,724	3,240,994
Capital Outlay	-	-	-	-
Transfers Out				
Total Expenditures	4,345,150	4,586,185	4,788,630	4,788,000

Per Capita				
Authorized Positions	32	35	44	44

Storm Water Administration

Storm Water Administration section is responsible for budgeting, planning and carrying out the requirements for obtaining the National Pollutant Discharge Elimination System (NPDES) permit from the Tennessee Department of Environment and Conservation. This office is also responsible for negotiating contracts for major storm water capital projects

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	1,393,708	1,471,437	757,200	877,661
Operations	1,104,604	916,424	408,714	469,061
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	2,498,312	2,387,861	1,165,914	1,346,722

Goals & Objectives

To continue to inventory of the city-wide drainage system (community waters) and incorporate the data into the GIS system for NPDES compliance.

To expand the automatic sampling program into the second year of the five year plan to install 15 samplers in the Chattanooga watersheds.

To better educate the citizens about the mission and objectives of the Stormwater management Section.

To continue the illicit discharge elimination program.

To continue to provide technical assistance to Federal, State, and Local agencies as required.

To continue to work toward being the premier stormwater management program in the United States.

Performance Measures				
	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Storm Water Fee	4,850,116	5,100,000	5,034,000	4,104,048

Storm Water City Wide Services

The Storm Water Operations section of the division is responsible for water quality analysis, flood water management and control of illicit discharge.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	904,706	669,345
Operations	-	-	460,934	380,015
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	0	0	1,365,640	1,049,360

Goals & Objectives

To carry out the requirements of federal and state resolutions for the control of storm water within the City

To insure that departmental equipment is always up to date.

- ① *Take periodic storm water samples for analysis.*
- ② *Make necessary improvements in the storm sewer system to prevent flooding.*
- ③ *Inspect and approve major storm water projects when completed.*
- ④ *Maintain records on equipment to indicate when old equipment is in need of replacement.*
- ⑤ *Reduce the time required for city abatement of nuisance lots.*

Other Accounts

Renewal & Replacement

The function of the Storm Water Fund renewal and replacement activity is to provide for purchasing replacement equipment and vehicles.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	-	-
Operations	81,052	57,124	71,400	77,600
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	81,052	57,124	71,400	77,600

Capital Improvements

Capital accounts are set up to provide for accounting for major storm water capital projects. Each project is funded and accounted for separately. The goal of the capital program is to insure adequate storm drainage both for normal and heavy periods of rain while eliminating the flow of pollutant into streams and protecting environmentally sensitive areas and wetlands.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	-	-
Operations	-	294	12,739	-
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	0	294	12,739	0

Debt Service

Bonds have been sold to finance major stormwater projects spanning several years. The Storm Water Debt Service activity provides for funding for repayment of the bonded debt

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	-	-
Operations	1,765,786	2,140,906	2,172,937	2,314,318
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,765,786	2,140,906	2,172,937	2,314,318

State Street Aid Fund

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

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Personnel	2,575,455	2,847,433	3,432,387	3,061,000
Operating	1,389,226	1,421,588	1,540,909	1,289,000
Capital	74,391	400,000	25,000	-
Transfers Out	-	-	-	-
Total	4,039,072	4,669,021	4,998,296	4,350,000
Per Capita	27.14	31.65	34.31	27.96
Authorized Position	101	101	111	111

Goals & Objectives

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

Accurately track expenditures for approved projects.

Track projects at least monthly to ensure the division stays within budgetary guidelines.

Reduce the city's liability through timely repair and maintenance of City streets.

Maintain an automated data collection/filing system for projects and expenditures within this division to assist in budgetary compliance.

Enhance neighborhood streetscape through a series of maintenance and improvement projects as prescribed by the urban development plan.

Performance Measures				
	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
City Broom	14,936	12,000	14,750	12,000
Contract Broom	2,180	2,200	2150	2200
Mowed by Tractor (miles)	11,775	16,000	14,995	16,000
Mowed by Hand (miles)	233	310	275	310
Garbage	70,411	50,000	27,547	12,000

State Street Aid Operations

State Street Aid is a division of the Department of Public Works. This fund accounts for all revenue and expenditures from the City's share of State gasoline Taxes. The State distributes the taxes to municipalities based on population. Tennessee State Law requires that these funds be used for the construction and maintenance of city streets. City crews within the Roads section are responsible for the construction, rehabilitation and maintenance of the city streets that are the responsibility of city forces. Operational activities for this section are determined primarily from the Pavement Management System, which is a study of city streets and their particular needs by the city's engineering department. This study is used to prioritize street maintenance. To enhance accessibility in neighborhoods, an alley maintenance crew has been established to clean and maintain alleys. Road maintenance crews also assist in the collection of leaves during the winter months. In addition to construction and maintenance activities, this section also includes the Street Cleaning section. This street cleaning section is responsible for cleaning streets and right-of-ways. This involves sweeping city streets and mowing of city right-of-ways on a regular basis. During leaf collection season, this section also assists in the collection of leaves with its hand crews and leaf machines (leaf vacuum trucks).

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Personnel	2,575,455	2,847,433	3,432,387	3,061,000
Operating	1,389,226	1,421,588	1,540,909	1,289,000
Capital	74,391	400,000	25,000	-
Transfers Out	-	-	-	-
Total	4,039,072	4,669,021	4,998,296	4,350,000
Per Capita	27.14	31.65	34.31	27.96
Authorized Position	101	101	111	111

Goals & Objectives

Put into place positive control measures (automated and manual data collection tasks) which help the division accurately track all fund expenditures to ensure expenditures meet State fund guidelines.

- ❶ Utilize appropriate monetary control measures to effectively apply State funds in the construction and maintenance of City streets and accurately track expenditures for approved projects.
- ❷ Track projects at least monthly to ensure the section stays within budgetary guidelines.
- ❸ Reduce the city's liability through timely repair and maintenance of City streets

The effective use of crews and equipment to improve the appearance and safety of streets and right-of-ways in order to reduce the City's liability form accidents.

- ❶ Monitor street sweeping schedule to help reduce expenditures for personnel and equipment.
- ❷ Increase the number of leaf vacuum trucks in service to help reduce landfill costs by diverting organic materials to our compost/mulch operation.

State Street Aid Capital

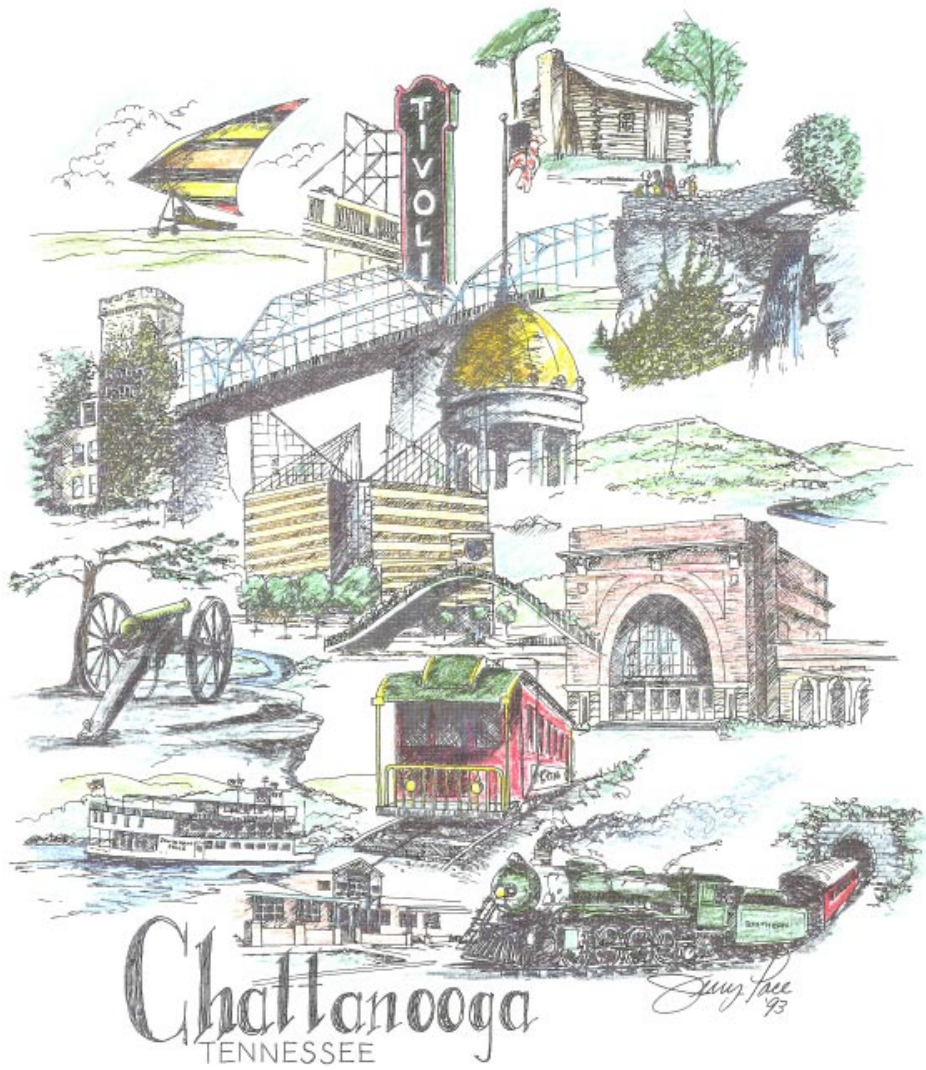
Capital accounts are set up to provide for accounting for large equipment purchases and major street projects. This includes City wide paving as well as major street rehabilitation. Each project is funded and accounted for individually.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel				
Operating				
Capital		372,651	400,000	600,000
Transfers Out	-	-	-	-
Total	0	372,651	400,000	600,000

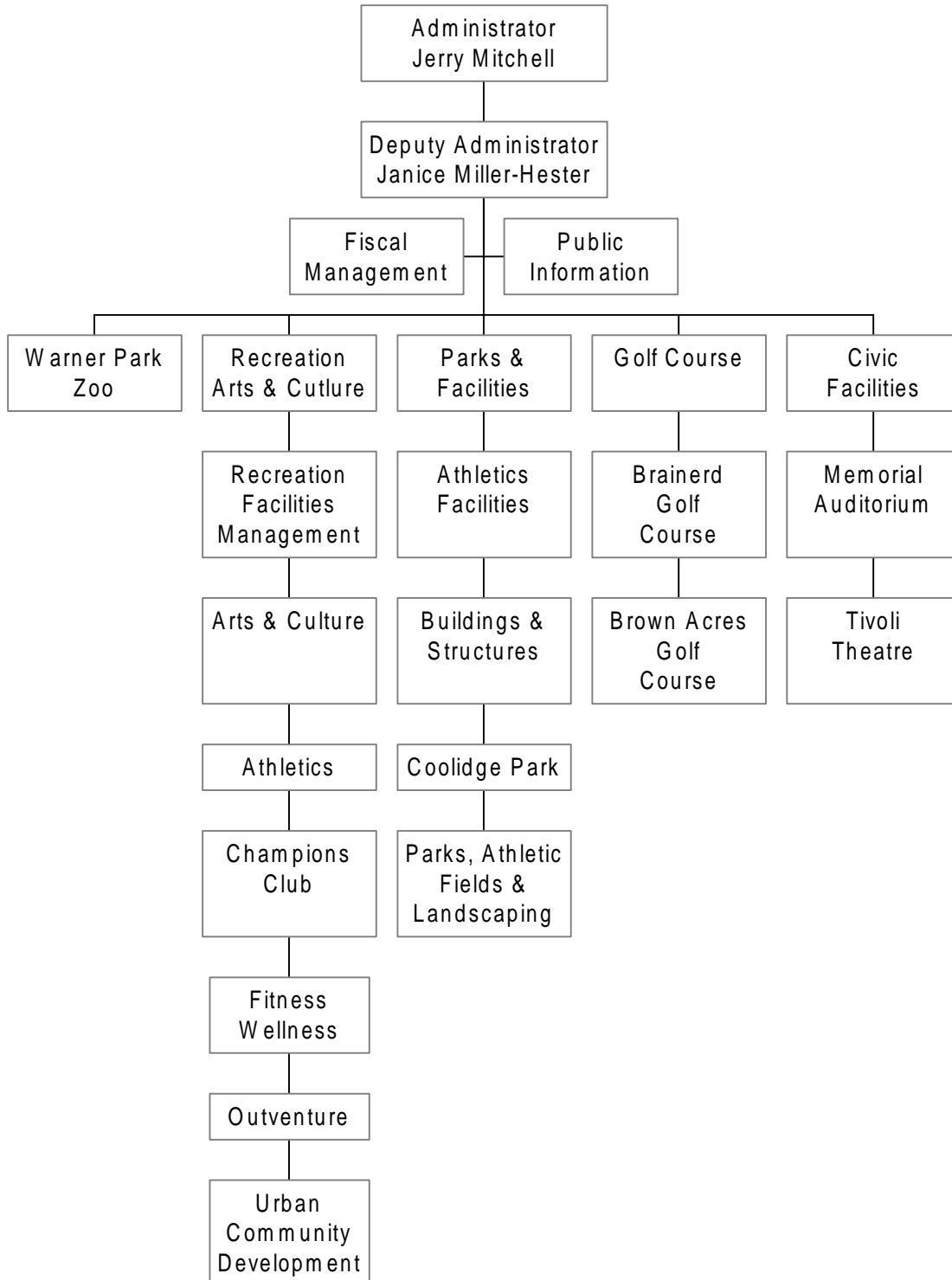
Goals & Objectives

Provide for the adequate repair and maintenance of City streets through the effective use of capital expenditures designated for equipment and projects which meet funding criteria.

- ① Analyze each project and/or equipment expenditure to ensure expenditure criteria are met.
- ② Prioritize all paving projects to match annual budgetary limits.
- ③ Monitor projects to avoid cost overruns.



Department of Parks, Recreation, Arts, & Culture





Jerry Mitchell, Administrator



Janice Miller-Hester, Deputy Administrator



The Parks, Recreation, Arts, and Culture Department strives to provide an excellent variety of leisure opportunities to enhance the individual's quality of life in attractive and well maintained parks and facilities. This mission is accomplished through its many parks and recreation facilities, as well as organized community activities. Community recreation centers are provided within easy driving or walking distance for all of our citizens. There are numerous parks throughout the community for individual, family, or group enjoyment. The department works closely with all community, civic, and educational organizations to provide the best possible use of all available facilities.

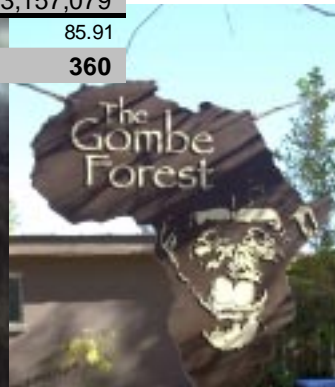
The department is divided into three major divisions: Administration, Program Services and Parks & Facilities. Program Services includes Arts & Culture activities and Recreation activities. The Parks and Facilities division includes Park activities, Golf Course, and Civic Facilities.

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Administration	\$ 688,491	\$ 754,120	\$ 819,907	\$ 795,614
Program Services	2,941,832	2,834,071	3,521,623	3,866,206
Parks & Facilities	4,324,617	4,847,353	5,074,389	5,344,019
Civic Facilities	983,356	1,062,524	1,029,301	1,198,734
Municipal Golf	1,901,072	1,922,676	1,957,570	1,952,506
Total	\$ 10,839,368	\$ 11,420,744	\$ 12,402,790	\$ 13,157,079

Category Expenditure

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 6,954,295	\$ 7,254,997	\$ 8,151,132	\$ 8,586,751
Operating	3,600,180	3,938,444	4,090,258	4,372,744
Capital	284,893	227,303	161,400	197,584
Total Expenditures	\$ 10,839,368	\$ 11,420,744	\$ 12,402,790	\$ 13,157,079
Per Capita	\$ 72.85	\$ 77.90	\$ 85.67	\$ 85.91
Positions Authorized	370	399	407	360



Administration

The office coordinates all of the activities for the five divisions to provide an excellent variety of leisure opportunities within attractive, well-maintained, parks and recreational facilities. It also sets and approves departmental policy and direction. The functional composition of the office includes Administration, Public Information and Fiscal Management. Public Information's mission is to develop, coordinate and direct all information about all department programs, facilities and events to the public and media. Fiscal Management's mission is to provide financial and information systems management and support to the department.

Major Accomplishments for FY 2000/2001

- √ Achieved enhanced fiscal management capabilities with the completion of an upgrade to the internal pc-based Capital Projects reporting system.
- √ Initiated preliminary design and development of an internal pc-based Carousel Operations reporting system.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 499,610	\$ 530,035	\$ 671,340	\$ 570,221
Operating	174,219	222,425	148,567	225,393
Capital	14,662	1,660	0	0
Total	\$ 688,491	\$ 754,120	\$ 819,907	\$ 795,614

Goals & Objectives

To enhance the department's internal financial information systems management

① *Design and implement activity based costing systems for the programs and services provided.* ② *Begin the implementation of a computerized work order system for facilities maintenance to initiate the development of productivity measurements.*

To develop, coordinate and direct information about all department programs, facilities and events to the public and media.

① *Improve Program/Events Catalog.* ② *Improve the accuracy of information presented within the departmental website.* ③ *Increase the level of public input to the departmental website; maintain and grow media relationships.*

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
A/B Costing Systems Implementation	n/a	n/a	n/a	100%
Computerized W/O System Implement.	n/a	n/a	n/a	35%
Level of Errors Within Dept Website	n/a	n/a	n/a	0%
Increase Public Input to Dept Website	n/a	n/a	n/a	10%

Program Services

The Program Services division is responsible for providing a variety of recreational opportunities through athletics, fitness, outdoor adventure, life skills, and the arts. In addition to the enjoyment of the recreational activities, self-esteem and self-discipline are also built through these programs. Included in these programs are Fitness Center - health and fitness programs; OutVenture - outdoor recreation/education through canoe/kayaking, backpacking, rockclimbing and more; Sports - include but not limited to basketball, golf, volleyball, soccer, swimming, softball/baseball; Special Programs - activities for at-risk-youth and seniors; Champion's Club - tennis complex offering tennis programs, professional instructions; Arts - programs include art, craft and music classes.

Major Accomplishments for FY 2000/2001

- √ Developed Project Choices for teenagers.
- √ Implemented developmental swim team.
- √ Developed the Chattanooga Youth Council to serve as a "youth voice" when it comes to policies and procedures affecting the youth of the community.
- √ Two national winners in the Hershey Track Competition - one first place and one second place.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 2,224,611	\$ 2,076,365	\$ 2,537,576	\$ 2,827,598
Operating	706,708	740,565	984,047	1,038,608
Capital	10,513	17,141	0	0
Total	\$ 2,941,832	\$ 2,834,071	\$ 3,521,623	\$ 3,866,206

Goals & Objectives

Provide athletic opportunities for friendly competition.

- ① Strengthen aquatics program.
- ② Expand athletic programming for the new and renovated facilities.

Provide affordable health and fitness opportunities for users of all abilities

- ① Develop special classes seeking opportunities to enhance and expand programs for particular groups.
- ② Enhance program's visibility

Exposing the community to the outdoor opportunities in and around the Chattanooga area.

- ① Increase inner city participation in OutVenture programs.
- ② Create after school programming partnerships with high schools.

To create recreational programs while enhancing life skills.

- ① Enhance after school programs for the recreation centers.
- ② Increase recreational opportunities for teenagers that are both fun and educational.
- ③ Provide seniors with more leisure opportunities.

Program Services

To offer affordable fine art programs on a year round basis.

❶ Offer more senior programming. ❷ Increase participation from recreation specialists in cultural arts programs. ❸ Increase the number of youth served by the Arts Build Chattanooga Neighborhoods Grant Program.

To develop, promote and support tennis in the Chattanooga area.

❶ Host tennis events that will have an economic and social impact on Chattanooga. ❷ Develop National Junior Tennis League. ❸ Provide structured leagues and tournaments for all ages.

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
% Increase Aquatics Program Participation	n/a	n/a	n/a	30%
PowerHouse Attendance	104,750	105,000	88,000	105,000
Implementation of High School After-School Programs	n/a	n/a	n/a	2
% Increase Non-Traditional Programming at Recreation Centers	n/a	n/a	n/a	25%
% Increase of senior OunVenture Programs	n/a	n/a	n/a	15%
% Increase Participation in Junior Tennis	n/a	n/a	n/a	10%

Parks and Facilities

The responsibility and mission for the division is to provide first-class parks, facilities and landscaping for recreational and leisure use by the citizens of Chattanooga. In this division are Coolidge Park which includes a 52 animal Denzel carousel and Downtown Riverpark with its park/plaza surrounding the Tennessee Aquarium. Maintenance of all the recreation facilities and parks are handled by the Parks maintenance division.

Major Accomplishments for FY 2000/2001

- √ Completed the renovation of the buildings at Avondale and East Chattanooga Recreation Center.
- √ Completed construction of a new world-class softball field at Warner Park.
- √ Began to upgrade and modernize the equipment within the department.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 2,825,117	\$ 3,201,423	\$ 3,358,651	\$ 3,625,488
Operating	1,379,588	1,562,936	1,631,838	1,634,631
Capital	119,912	82,994	83,900	83,900
Total	\$ 4,324,617	\$ 4,847,353	\$ 5,074,389	\$ 5,344,019

Goals & Objectives

Maintain and improve upon the regional park that sets national standards for cleanliness, enjoyment, safety, and beauty.

❶ Provide a consistent and effective maintenance program for all landscaped areas. ❷ Increase visibility of rangers and improve security within the park.

Improve the maintenance of all parks, athletic fields and landscaped areas to provide facilities that will enhance their enjoyment by all citizens; all buildings/structures to be professionally maintained.

❶ Establish acceptable service levels for all facilities and maintain each to the established level. ❷ Assess the cost of maintenance for each landscaped area and determine the appropriate service levels. ❸ Improve work order system to maximize efficiency, time management and customer service.

Provide quality athletic facilities and programs for the adults and youth in our community.

❶ Establish formal guidelines for partnerships with all community youth associations.

Parks and Facilities

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
% of Time Trim Planting Beds	n/a	n/a	n/a	90%
% of Time Rangers Stationed at Highly Used Facilities	n/a	n/a	n/a	80%
% of Time Facilities are to be Mowed & Trimmed Every Ten Days	n/a	n/a	n/a	90%
% of Time Landscaped Areas will have Fresh Plantings & be Weed-Free	n/a	n/a	n/a	80%
% of Time Respond to all Requests Within 24 Hours	n/a	n/a	n/a	100%
% of Time have an Approved Contract Signed by All Youth Associations	n/a	n/a	n/a	100%

Chattanooga Zoo at Warner Park

The Chattanooga Zoo at Warner Park is accredited by the American Association of Zoos and Aquariums. In 2001, the zoo completed the Gombe Forest Exhibit, a state of the art exhibit for chimpanzees and creatures from the Gombe Forest in Tanzania. Friends of the Zoo, an organization that has supported the zoo since 1985, privately funded this \$1.9 million dollar project. An estimated 100,000 people will visit the zoo in 2001, and another 40,000 will be served through the zoo's educational programs. Each year the zoo performs over 200 programs offsite, taking the message of conservation to locations from preschools to nursing homes. Friends of the Zoo's capital campaign has raised over 4 million dollars for the continued growth and development of the zoo as a community resource and compliment to the tourism offerings of Chattanooga.

Major Accomplishments for FY 2000/2001

- √ Completed construction and began operation of the new \$1.9 million provately funded Gombe Forest Exhibit.

The Budget Summary for this area is included within Parks and Facilities

Goals & Objectives

To enhance the recreational and educational opportunities through the Chattanooga Zoo

- ❶ Complete the construction of the African Aviary Exhibit.
- ❷ Establish a mentoring program with the Inner City Ministries organization.
- ❸ Complete the planning process for a new front entrance to the Zoo.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Admissions	43,506	45,681	61,835	64,927

Civic Facilities

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

Major Accomplishments for FY 2000/2001

- √ Completed renovation and began operation of the Tivoli Marquee.
- √ Completed the installation of a new cooling tower unit and HVAC control system at the Memorial Auditorium.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 536,480	\$ 540,840	\$ 634,614	\$ 684,787
Operating	443,735	519,186	394,687	513,947
Capital	3,141	2,498	0	0
Total	\$ 983,356	\$ 1,062,524	\$ 1,029,301	\$ 1,198,734

Goals & Objectives

Offer the best public facility available

- ❶ Book more multi-performance events, thus building market for future longer runs.
- ❷ Reduce overtime of Concession/Security Supervisor by re-structuring
- ❸ Secure commitment for funding Community Theatre repairs and make up revenue from loss of Olivet Baptist 52 Community Theatre rental dates.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Attendance	330,000	350	407,178	380,000
# of events	225	300	357	315
# of days in use	390	450	472	430

Municipal Golf Courses

The golf division of Chattanooga Parks, Recreation, Arts & Culture is committed to creating a new standard in public golf for the Chattanooga community and its visitors. In our quest to accomplish this, we will raise the customers' expectations to a new level by offering outstanding service and affordable recreation on well maintained courses.

Major Accomplishments for FY 2000/2001

- √ Completed construction and began operation from the new Brown Acres clubhouse.
- √ Completed organizational restructuring of division.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 868,477	\$ 906,334	\$ 948,951	\$ 878,657
Operating	895,930	893,332	931,119	960,165
Capital	136,665	123,010	77,500	113,684
Total	\$ 1,901,072	\$ 1,922,676	\$ 1,957,570	\$ 1,952,506

Goals & Objectives

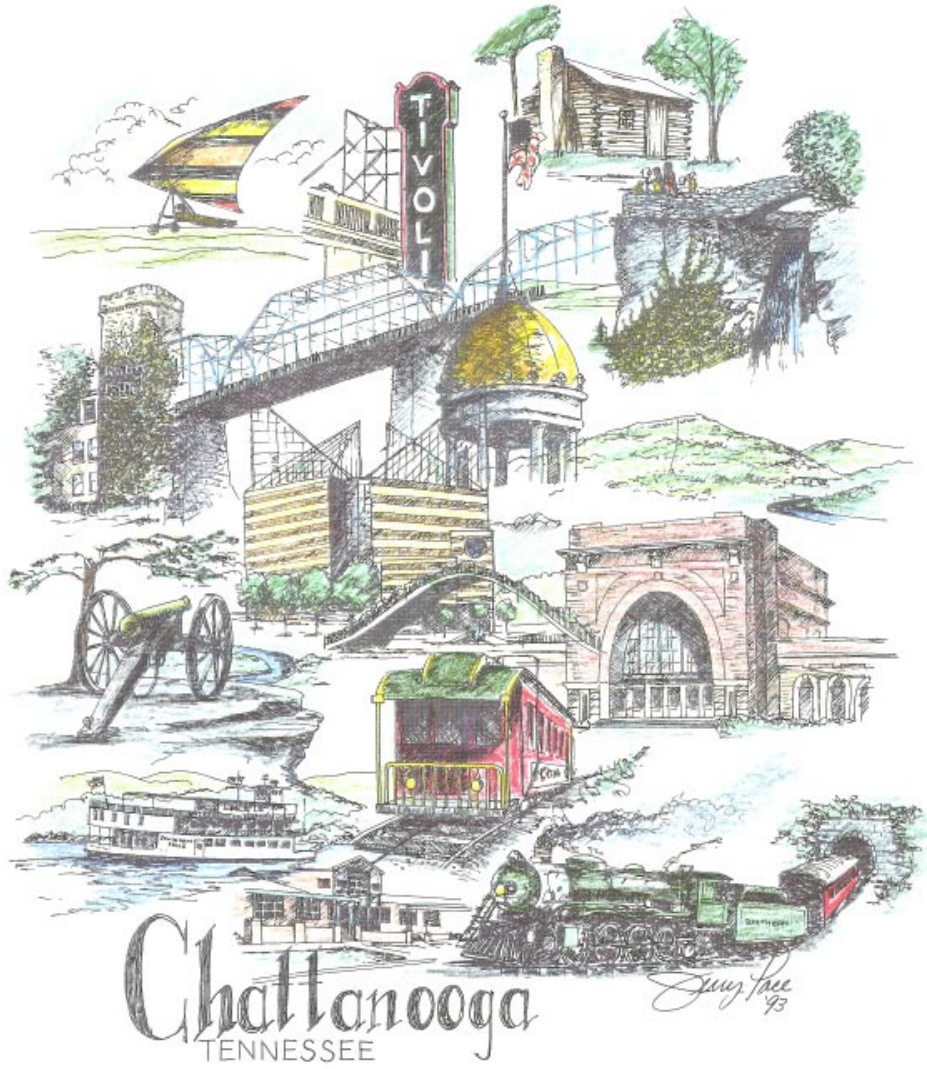
Continued improvement/investment in our facilities

- ① *Begin study on Brainerd maintenance facility renovations.*
- ② *Completion of pavilion at Brown Acres.*

Refocus on the development of junior golfers.

- ① *Continued support of Chattanooga 1st Tee.*
- ② *Support of area prep golf teams through hosting of events.*

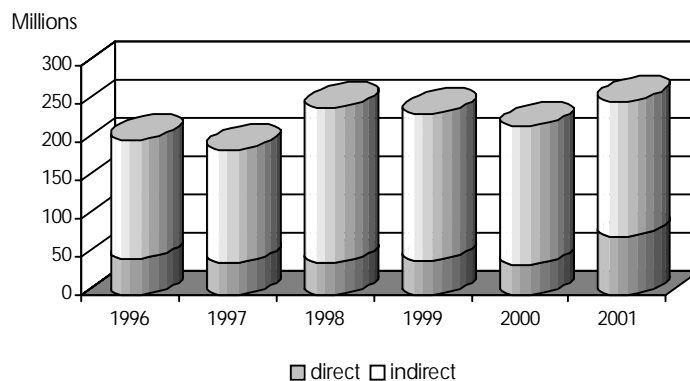
Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Green fee revenue from both courses	956,659	976,976	854,441	960,471



Debt Service Fund

The Debt Service Fund was established to account for all principal and interest payments on the City's long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of City of Chattanooga General Obligation Bonds, Notes Payable, and Capital Leases. A majority of the outstanding debt is general obligation bonds. The debt can be either Direct Indebtedness, in which case an operating transfer is made from the General Fund for the maturity payments, or it can be an Indirect Indebtedness, with the supporting fund transferring funds for the maturities. The following chart shows the history of the City's debt over the past five years and the relationship between Direct and Indirect Indebtedness.

Gross outstanding indebtedness as of June 30, 2001 is \$ 258,442,849.



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

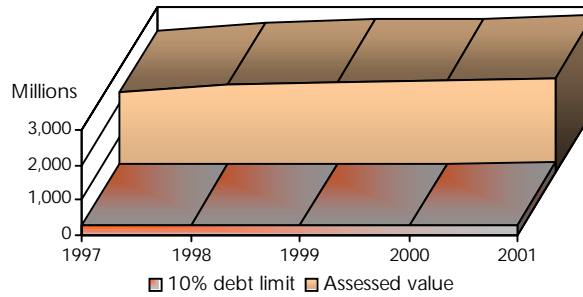
Sec. 6.107. General Debt Limit. Hereafter no bonds shall be issued by the City of Chattanooga in such an aggregate amount as will create or increase the total bonded indebtedness of said City more than ten per cent (10%) of the assessed valuation for the preceding year of all taxable property in said City.

The chart on the next page shows the debt limit for the past five years, based upon the assessed property valuation for the same period of time. After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, the next chart presented compares the Net Direct Indebtedness with the 10% Debt Limit.

The Net Direct Indebtedness is the Gross Indebtedness less the Self-Supporting Indebtedness and the Debt Service Fund Balance for each year. As is evidenced by this chart, the City's Net Legal Debt Margin is very favorable. In May, 1996 the City sold \$13,000,000 Municipal Improvement Bonds specifically for the purpose of building a multipurpose stadium.

In 1998, the City issued \$64,000,000 General Obligation Bonds for the purpose of providing funds to construct, improve, replace and equip various public improvement projects for the City's regional Interceptor Sewer System, Solid Waste Landfill and Storm Water Program.

General Obligation Debt Capital Fiscal Year 1997 thru 2001

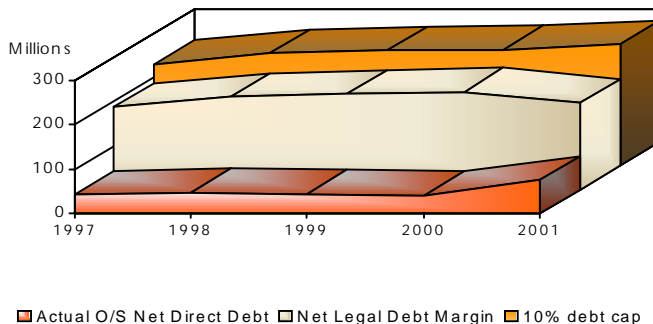


Also in 1998, the city issued \$27,120,000 General Obligation Refunding Bonds. The Bonds were issued for the purpose of advance refunding certain outstanding bonds to take advantage of lower market interest rates.

On February 9, 1999, the City Council approved by resolution, the intent to sell \$100,000,000 general obligation bonds during FY99/2000. \$43,000,000 will be used toward the design, construction, and equipping of a conference center facility, \$45,000,000 is for the expansion of the Convention and Trade Center and \$12,000,000 for the design and construction of a Development Resource Center. Since 1999, the cost of these projects has grown to \$117,700,000. This issue was sold in October 2000.

In March 2001 the City issued 48,310,000 General Obligation Bonds for the purpose of providing funds to construct, improve, replace, and equip various projects of the City and to pay the legal, fiscal, and administrative costs incident to the issuance and sale of the bonds.

Actual Outstanding Debt vs Debt Capital Fiscal Year 1997 thru 2001

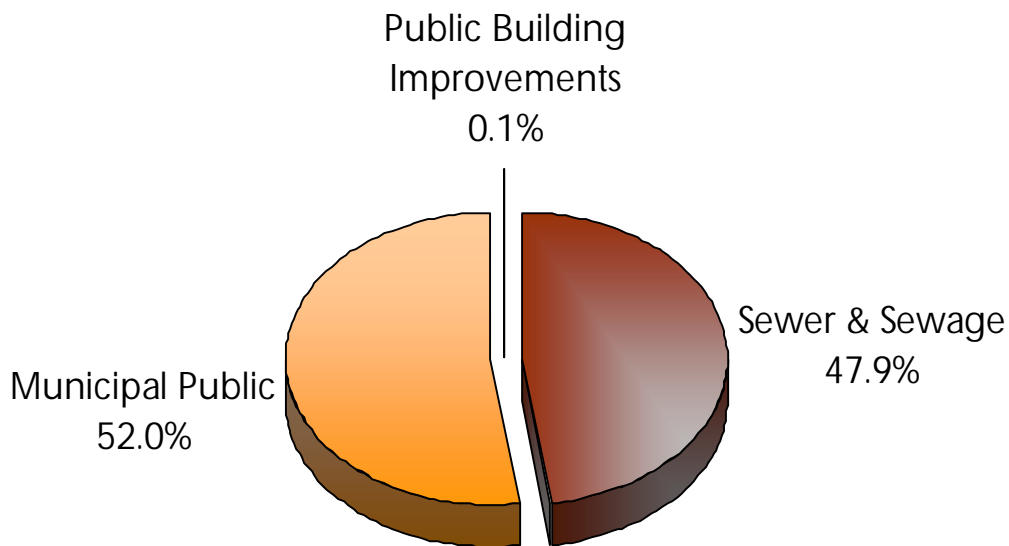


The \$258,442,849 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2001 reflects the financing decisions being made by the City to meet its long-term goals.

As this chart points out, the City is concentrating on Sewers and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. The Sewer portion of the debt and a portion of the debt for Municipal Public Improvements is self supported debt. The City is in an excellent position to issue additional debt if required to for future projects. The operating transfer from the General Fund to pay the non-supported portion of the debt has remained fairly constant for the past five years, as reflected in the chart following.

General Obligation Bonds by Purpose

Fiscal Year 2002



This chart of City appropriations to the Debt Service Fund shows an increase of \$2,461 over this five year period. This represents a very minimal increase. At the same time, as chart #1 reveals, for this time frame total Gross Direct Indebtedness increased from \$191,283,521 at June 30, 1997 to \$258,442,849 at June 30, 2001, an increase of \$67,159,328 or 35.1%. Here again, this reflects the City's concentration on the sewer work, stormwater and solidwaste initiatives and other municipal improvements being self supported to meet long range goals, primarily in the downtown area of Chattanooga.

In FY99, the City funded \$4,838,400 of the capital improvement budget by reducing the General Fund appropriation to the Debt Service Fund. The Debt Service Fund used its fund balance to make up the shortfall between the debt service requirements and the General Fund funding source.

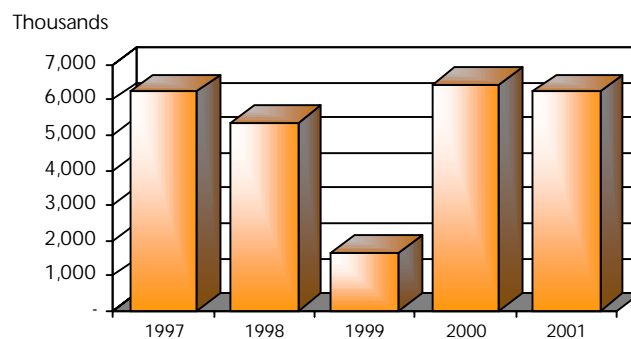
In FY2000, the City funded \$550,000 of the capital budget by reducing the General Fund appropriation to Debt Service. The total appropriation for FY00 was \$5,866,931

In FY2001, the General Fund will appropriate \$6,424,417, restoring its full funding level to support the debt requirement.

In FY 2002, the General Fund will appropriate \$8,964,342. This includes additional funds required to pay Debt Service on a potential \$15,000,000 new issue planned in FY 02.

General Fund Appropriation

Fiscal Years 1997 thru 2001



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, 2001, the County had gross outstanding general obligation debt of \$173,680,000 and net indebtedness of \$170,972,241. The percentage of County net indebtedness applicable to the City is 60.3127% or \$103,117,962. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2001, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2001.

Outstanding General Obligation Debt

The following table sets forth all outstanding general obligation bond and note indebtedness of the City less applicable exclusions as of June 30, 2001; amounts are not adjusted for the City's share of County debt.

General Obligation Bonds by Purpose

Municipal Public Improvement	\$125,716,782	
Public Buildings Improvement	265,000	
Sewer and Sewage Facilities	115,758,219	
Total Bonded Indebtedness		\$ 241,740,001

Other Long-Term Indebtedness

General Obligation Capital Outlay Notes	<u>\$16,702,848</u>	
Total Short-Term Indebtedness		<u>\$ 16,702,848</u>

Gross Direct Indebtedness

Less: Self-Supporting Indebtedness		258,442,849
Sewer and Sewage Facilities Bonds ¹	115,758,219	
State of Tenn. Revolving Loan-CSO (ISS portion) ³	1,833,493	
State of Georgia Revolving Loan (ISS) ⁴	4,361,519	
Capital Lease City of Collegedale	304,399	
State Revolving Loan-CSO (Storm Water portion) ³	1,833,493	
Municipal Public Improvement Bonds ²	<u>53,968,103</u>	
Total Self-Supporting Indebtedness		179,059,226
Debt Service Fund ⁵		<u>3,971,606</u>

Net Direct Indebtedness

Plus: Estimated Net Overlapping Indebtedness		<u>76,412,017</u>
		<u>103,117,962</u>

Net Direct and Net Overlapping Indebtedness		<u>\$ 179,529,979</u>
---	--	-----------------------

- Note:
- (1) 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.
 - (2) \$1,190,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose, \$53,968,103 represents the outstanding balance of 1995 and 1998 Municipal Public Improvement Bonds of which \$21,016,079 is related to Storm Water and \$32,952,024 is related to Solid Waste of which will be paid by the city from the revenue derived from the operations of these funds.
 - (3) This amount represents 100 percent of the outstanding balance on a State revolving loan which 50% will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and 50% from the operations of the Storm Water fund.
 - (4) The City of Chattanooga is the lead agent on the State of Georgia Revolving Loan however, the debt to be repaid by participating north Georgia municipalities.
 - (5) This represents unaudited Fund Balance at June 30, 2001.

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2001.

Percentage	Amount of Indebtedness	Per Capita	of Assessed Valuation ²	of Full Valuation ³
Gross Direct Indebtedness ⁴	\$ 258,442,849	\$1,661	9.47	3.12%
Net Direct Indebtedness ⁴	76,412,017	491	2.17	0.92
Gross Direct and Net Overlapping Indebtedness ⁵	361,560,811	2,324	13.25	4.37
Net Direct and Net Overlapping Indebtedness ⁵	179,529,979	1,154	6.58	2.17
<i>Per Capita Assessed Valuation</i>	\$17,545*			
<i>Per Capita Full Valuation</i>	\$53,240**			

*Based on 2000 population estimate.

**Based on 2000 census

- Notes:
- (1) The City's population in 2001 was estimated at 155,554.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2001 was \$2,729,189,057.
 - (3) The City's estimated full valuation of taxable property as of June 30, 2001 was \$8,281,644,305.
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$170,972,241. The City's share is \$103,117,962. (60.3127%).

Other Long-Term Indebtedness

As of June 30, 2001, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated Date	Maturity
State of Tennessee Revolving Loan	\$3,666,986	03/01/93	02/28/2013
Capital Outlay Notes ¹	364,686	09/01/92	09/01/2006
Tennessee Municipal League Bond Pool (ALP-1993)	1,755,000	06/15/93	06/15/2003
Tennessee Municipal League Bond Pool (1997)	6,064,523	02/01/97	05/25/2012
State of Georgia Revolving Loan (2)	4,361,519	07/01/00	10/01/2019
Fire Hall Land Note (3)	41,735	04/01/99	04/01/2014
Capital Lease ML King Dev Corp (4)	144,000	06/13/00	06/30/2002
Capital Lease City of Collegedale (5)	304,399	10/01/00	08/01/2014

- Notes:
- (1) City's share of Parking Garage at the Joint Courts Building.
 - (2) Loan agreement with the State of Georgia
 - (3) Land purchased for \$45,000 to build a Fire Super Station. Term of Loan - 15 years at 9.5%.
 - (4) To lease and purchase property at ML King Blvd, formerly called the Solar Institute Building for the expansion of Police Training Facilities.
 - (5) To lease and purchase an interceptor gravity sewer line, force main, pump station, easements and fee property associated with purchase.

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.

City of Chattanooga, Tennessee
 General Obligation Self Supporting Bonded Debt Service Requirements
 As of June 30, 2001

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

Fiscal Year	Principal	Interest	Total P & I Requirements
2002	12,696,365.99	10,980,635.97	23,677,001.96
2003	12,990,705.00	10,341,443.32	23,332,148.32
2004	12,990,736.00	9,691,286.38	22,682,022.38
2005	13,351,993.00	9,030,257.77	22,382,250.77
2006	13,565,458.00	8,351,559.24	21,917,017.24
2007	14,089,223.99	7,657,663.54	21,746,887.53
2008	12,446,318.99	6,930,885.52	19,377,204.51
2009	14,549,559.01	6,236,015.77	20,785,574.78
2010	12,733,838.00	5,466,433.51	18,200,271.51
2011	12,048,769.00	4,814,813.13	16,863,582.13
2012	10,196,734.00	4,231,988.63	14,428,722.63
2013	10,392,758.01	3,688,679.88	14,081,437.89
2014	9,428,165.00	3,172,786.50	12,600,951.50
2015	9,748,380.00	2,680,161.38	12,428,541.38
2016	7,816,746.01	2,196,721.63	10,013,467.64
2017	8,140,614.00	1,793,067.25	9,933,681.25
2018	8,477,735.99	1,373,877.25	9,851,613.24
2019	7,252,529.00	978,373.00	8,230,902.00
2020	2,339,796.00	738,594.00	3,078,390.00
2021	2,064,600.00	630,140.00	2,694,740.00
2022	2,090,800.00	522,910.00	2,613,710.00
2023	2,117,100.00	413,370.00	2,530,470.00
2024	2,145,100.00	301,515.00	2,446,615.00
2025	2,176,800.00	188,260.00	2,365,060.00
2026	2,208,400.00	73,420.00	2,281,820.00
Total	\$ 218,059,224.99	\$ 102,484,858.67	\$ 320,544,083.66

City of Chattanooga, Tennessee
 General Obligation Debt Service Requirements
 As of June 30, 2001

Year	Principal	Interest	Total
2002	4,802,954.00	4,060,124.31	8,863,078.31
2003	4,631,212.00	3,831,564.46	8,462,776.46
2004	3,815,542.00	3,600,509.89	7,416,051.89
2005	3,969,444.00	3,410,692.26	7,380,136.26
2006	4,094,968.00	3,212,578.56	7,307,546.56
2007	4,266,060.00	3,005,853.76	7,271,913.76
2008	3,191,950.00	2,787,111.76	5,979,061.76
2009	4,519,441.00	2,591,200.51	7,110,641.51
2010	4,718,882.00	2,353,649.76	7,072,531.76
2011	4,735,724.00	2,111,100.76	6,846,824.76
2012	3,246,146.00	1,902,000.26	5,148,146.26
2013	2,924,828.00	1,734,603.38	4,659,431.38
2014	2,857,475.00	1,585,364.75	4,442,839.75
2015	2,996,497.00	1,435,016.13	4,431,513.13
2016	2,963,300.00	1,281,378.13	4,244,678.13
2017	2,065,600.00	1,124,827.00	3,190,427.00
2018	2,180,100.00	1,020,107.50	3,200,207.50
2019	1,892,400.00	920,175.00	2,812,575.00
2020	1,998,900.00	825,555.00	2,824,455.00
2021	2,105,400.00	725,610.00	2,831,010.00
2022	2,224,200.00	620,340.00	2,844,540.00
2023	2,342,900.00	509,130.00	2,852,030.00
2024	2,469,900.00	391,985.00	2,861,885.00
2025	2,613,200.00	268,490.00	2,881,690.00
2026	2,756,600.00	137,830.00	2,894,430.00
Total	\$ 80,383,623.00	\$ 45,446,798.18	\$ 125,830,421.18

GENERAL LONG-TERM DEBT

Serial Bonds:	Outstanding July 1, 2000	Interest Pd FY 99/01	Issued FY 99/01	Retired FY 99/01	Outstanding June 30, 2001	Maturing FY 2002	Interest Payable FY 2002
1987 Jail/Court Building	530,000	26,500		265,000	265,000	265,000	13,250
1992 Municipal Public Improvement	960,000	58,646		135,000	825,000	145,000	47,796
1992 Series A Refunding	8,185,687	422,612		764,008	7,421,679	756,124	384,230
1995 Municipal Public Improvement	6,670,900	351,110		796,100	5,874,800	843,600	310,508
1996 Municipal Improvement	11,260,000	605,995		480,000	10,780,000	505,000	583,195
1998 Public Improvement Refunding	7,282,400	391,475		11,200	7,271,200	11,200	391,027
2001 Municipal Public Improvement	0	0	39,576,000	0	39,576,000	778,500	1,952,173
Subtotal- Serial Bonds	34,888,987	1,856,338	39,576,000	2,451,308	72,013,679	3,304,424	3,682,179

Notes payable:

1990 TML Bond Fund	483,500	14,535		483,500	0	0	0
1993 TML bond Fund	2,570,000	130,382		815,000	1,755,000	855,000	90,855
Hamilton Court Parking Garage	425,467	24,890		60,781	364,686	60,781	21,213
1997 TML Bond Fund	5,243,333	257,191	1,235,190	414,000	6,064,523	437,000	261,987
1999 Fire Hall Land Note	43,324	4,048		1,591	41,733	1,749	3,890
Total notes payable	8,765,624	431,046	1,235,190	1,774,872	8,225,942	1,354,530	377,945

Capital leases payable:

2000 Capital Lease M L King Dev Corp	0	0	829,000	685,000	144,000	144,000	0
Total capital leases payable	0	0	829,000	685,000	144,000	144,000	0

PROPRIETARY FUNDS

Interceptor Sewer System:

1976 Sewer & Sewage Facilities	260,000	11,700		260,000	0	0	0
1992 Sewer & Sewage Facilities	3,725,000	227,366		535,000	3,190,000	565,000	184,741
1992 Sewer & Sewage Facilities Refunding	43,724,313	2,257,404		4,080,992	39,643,321	4,038,876	2,052,388
1995 Sewer & Sewage Facilities Refunding	17,900,000	858,176		1,680,000	16,220,000	1,715,000	784,256
1995 Sewer & Sewage Facilities	13,205,000	710,301		610,000	12,595,000	635,000	679,801
1998 Sewer & Sewage Facilities	31,615,190	1,575,613		1,034,392	30,580,798	1,082,799	1,527,976
1998 Sewer & Sewage Facilities Refunding	13,572,900	711,099		43,800	13,529,100	43,800	709,347
Total serial bonds	124,002,403	6,351,659	0	8,244,184	115,758,219	8,080,475	5,938,510

Notes payable:										
State of Tennessee Revolving Loan	1,954,603	75,600	121,110	1,833,493	126,024	70,686				
State of Georgia Revolving Loan	4,426,736	258,886	65,216	4,361,520	157,547	166,555				
Total notes payable	6,381,339	334,486	186,326	6,195,013	283,571	237,241				
Capital leases payable:										
2001 Capital Lease City of Collegedale	0	13,589	11,653	304,399	16,195	17,458				
Total capital leases payable	0	13,589	11,653	304,399	16,195	17,458				
Total Interceptor Sewer System	130,383,742	6,699,734	8,442,163	122,257,631	8,380,241	6,193,209				
Solid Waste & Sanitation Fund:										
1995 Municipal Public Improvement	6,456,729	339,837	770,541	5,686,188	816,516	300,540				
1998 Municipal Public Improvement	17,415,541	867,942	569,805	16,845,736	596,471	841,701				
1998 Municipal Public Improvement Refunding	3,686,100	202,736	0	3,686,100	0	202,736				
2001 Municipal Public Improvement	0	0	0	6,734,000	132,300	332,171				
Total Solid Waste & Sanitation Fund	27,558,370	1,410,515	1,340,346	32,952,024	1,545,287	1,677,147				
Stormwater fund										
1995 Municipal Public Improvement	4,427,371	233,026	528,359	3,899,012	559,884	206,080				
1998 Municipal Public Improvement	13,014,270	648,595	425,803	12,588,467	445,730	628,985				
1998 Municipal Public Improvement Refunding	2,528,600	139,073	0	2,528,600	0	139,073				
2001 Municipal Public Improvement	0	0	0	2,000,000	39,200	98,656				
Total serial bonds	19,970,241	1,020,694	954,162	21,016,079	1,044,814	1,072,794				
Notes payable:										
State Revolving Loan	1,954,603	75,600	121,110	1,833,493	126,024	70,686				
Total Stormwater Fund	21,924,844	1,096,294	1,075,272	22,849,572	1,170,838	1,143,480				
TOTAL G. O. DEBT	223,521,567	11,493,927	15,768,961	258,442,848	15,899,320	13,073,960				

PRIMARY GOVERNMENT						
Electric Power Board						
2001 Electric System Revenue Bonds	0	1,003,400	40,000,000	0	40,000,000	1,600,000
	0	1,003,400	40,000,000	0	40,000,000	1,600,000
Total Electric Power Board	0	1,003,400	40,000,000	0	40,000,000	1,966,800
Total Primary Government	0	1,003,400	40,000,000	0	40,000,000	1,966,800
COMPONENT UNITS						
Metropolitan Airport Authority:						
1990 Airport Revenue Bonds	12,104,256	892,086		293,333	11,810,923	310,000
	12,104,256	892,086	0	293,333	11,810,923	310,000
Total Metropolitan Airport Authority						875,411
Southside Redevelopment Corporation:						
2000 Chatt Lease Rental Revenue Bonds	0	3,599,488	129,200,000	0	129,200,000	0
	0	3,599,488	129,200,000	0	129,200,000	0
Total Southside Redevelopment Corp	12,104,256	4,491,574	129,200,000	293,333	141,010,923	310,000
Total Component Units						8,074,386

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 1995/96 through 2000/01, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

General Obligation Bonds by Purpose	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Bridge Improvement	\$0	\$0	\$0	0	0	0
Street Improvement	340,000	230,000	120,000	0	0	0
Municipal Airport Improvement	0	0	0	0	0	0
Urban Renewal	1,275,000	895,000	515,000	200,000	0	0
Public Buildings Improvement	1,710,000	1,385,000	1,060,000	795,000	530,000	265,000
Municipal Parks & Playground Improvement	120,000	80,000	40,000	20,000	0	0
Urban Transit	270,000	180,000	90,000	0	0	0
Storm Water Sewer Facilities	100,000	50,000	0	0	0	0
Sewer and Sewage Facilities	121,157,052	113,637,394	139,144,318	131,981,463	124,002,403	115,758,219
Municipal Public Improvement	<u>65,632,948</u>	<u>62,302,606</u>	<u>90,170,682</u>	<u>86,563,537</u>	<u>81,887,597</u>	<u>125,716,782</u>
Total Bonded Indebtedness	\$190,685,000	\$178,760,000	\$231,140,000	\$219,620,000	\$206,420,000	\$241,740,001
Other Long-Term Indebtedness						
General Obligation Capital Outlay Notes	5,876,851	5,398,983	4,912,739	8,874,321	8,804,733	8,434,926
Tennessee Municipal Bond Fund and Capital Leases	<u>7,917,500</u>	<u>7,084,538</u>	<u>9,678,425</u>	<u>9,011,640</u>	<u>8,296,833</u>	<u>8,267,922</u>
Gross Direct Indebtedness	\$204,479,351	\$191,243,521	\$245,731,164	237,505,961	223,521,568	258,442,849
Less: Self-Supporting Indebtedness	147,739,894	138,882,708	194,393,763	190,087,671	179,866,955	218,059,226
Debt Service Fund	<u>9,127,569</u>	<u>8,802,830</u>	<u>8,802,830</u>	<u>2,158,445</u>	<u>2,671,606</u>	<u>3,971,606</u>
Net Direct Indebtedness	\$36,282,505	\$43,557,983	\$42,534,571	\$45,259,845	\$40,983,007	\$76,412,017
Plus: Estimated Net Overlapping Indebtedness	75,913,865	100,669,117	89,480,985	98,505,368	88,150,799	103,117,962
Net Direct and Overlapping Indebtedness	\$112,196,370	\$144,227,100	\$132,015,556	\$143,765,213	\$129,133,806	\$179,529,979

Notes:

- (1) Includes \$668,592 payable to Hamilton County for City's share of City/County Parking Garage, \$4,787,342 State Revolving Loan for combined sewer overflow facilities and \$420,917 TML Loan.
- (2) Includes \$607,810 payable to Hamilton County for City's share of City/County Parking Garage, \$4,580,714 State Revolving Loan for combined sewer overflow facilities and \$210,459 TML Loan.
- (3) Includes \$547,029 payable to Hamilton County for City's share of City/County Parking Garage, \$4,365,710 State Revolving Loan for combined sewer overflow facilities.
- (4) Includes \$486,248 payable to Hamilton County for City's share of City/County Parking Garage, \$4,141,994 State of Tennessee Revolving Loan for combined sewer overflow facilities and \$4,246,079 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion.
- (5) Includes \$42,546 payable to Hamilton County for City's share of City/County Parking Garage; 3,909,206 State of Tennessee Revolving Loan for combined sewer overflow facilities, \$4,426,736 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion and \$43,324 Fire Hall Loan
- (6) Includes \$364,686 payable to Hamilton County for City's share of City/County Parking Garage; 3,666,986 State of Tennessee Revolving Loan for combined sewer overflow facilities; 4,361,519 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion, 41,735 Fire Hall Loan

Filename: c:\fr\debratios
 CITY OF CHATTANOOGA
 HISTORICAL DEBT RATIOS
 June 30, 2001

Year ended June 30	1993	1994	1995	1996	1997	1998	1999	2000	2001
Estimated population(1)	155,000	154,700	154,200	151,600	150,300	148,800	147,500	147,500	155,554
Appraised property valuation	\$6,125,657,228	\$6,555,195,935	\$6,637,392,236	\$6,724,514,167	\$6,952,125,326	\$7,710,994,825	\$7,944,005,472	\$7,984,908,874	\$8,281,644,305
Assessed property valuation	2,039,234,429	2,171,396,746	2,198,869,948	2,224,070,683	2,295,859,675	2,529,989,692	2,604,110,025	2,617,535,875	2,729,189,057
Gross indebtedness (2)	169,276,511	159,288,470	185,837,792	204,479,351	191,283,521	245,731,165	237,505,962	223,521,569	258,442,849
Less: Self-supporting indebtedness(3)	130,073,419	121,598,982	140,426,612	147,739,894	138,922,708	194,393,764	190,087,672	179,866,956	178,059,226
Debt Service Fund	8,062,547	8,268,907	9,128,676	9,127,569	8,802,830	7,126,274	2,566,687	2,671,606	3,971,606
Net direct indebtedness	31,140,545	29,420,581	36,282,504	47,611,888	43,557,983	44,211,127	44,851,603	40,983,007	76,412,017
Plus: Estimated net overlapping indebtedness	72,122,174	84,898,036	75,913,865	79,884,361	100,669,117	99,208,181	98,505,368	88,150,782	103,117,962
Net direct and overlapping indebtedness	\$ 103,262,719	\$ 114,318,617	\$ 112,196,369	\$ 127,496,249	\$ 144,227,100	\$ 143,419,308	\$ 143,356,971	\$ 129,133,789	\$ 179,529,979
Gross debt per capita	\$ 1,092.11	\$ 1,029.66	\$ 1,205.17	\$ 1,348.81	\$ 1,272.68	\$ 1,651.42	\$ 1,610.21	\$ 1,515.40	\$ 1,661.43
Net direct debt per capita	200.91	190.18	235.30	314.06	289.81	297.12	304.08	277.85	491.23
Net direct and overlapping debt per capita	666.21	738.97	727.60	841.00	959.59	963.84	971.91	875.48	1,154.13
Gross debt to appraised valuation	2.76%	2.43%	2.80%	3.04%	2.75%	3.19%	2.99%	2.80%	3.12%
Net direct debt to appraised valuation	0.51%	0.45%	0.55%	0.71%	0.63%	0.57%	0.56%	0.51%	0.92%
Net direct debt and overlapping debt to appraised valuation	1.69%	1.74%	1.69%	1.90%	2.07%	1.86%	1.80%	1.62%	2.17%
Gross debt to assessed valuation	8.30%	7.34%	8.45%	9.19%	8.33%	9.71%	9.12%	8.54%	9.47%
Net direct debt to assessed valuation	1.53%	1.35%	1.65%	2.14%	1.90%	1.75%	1.72%	1.57%	2.80%
Net direct and overlapping debt to assessed valuation	5.06%	5.26%	5.10%	5.73%	6.28%	5.67%	5.51%	4.93%	6.58%

(1) Population figures for all years are estimates except 1991; population used for 1991 is the 1990 Census Count.

(2) Gross indebtedness excludes revenue bonds payable by the Electric Power Board of Chattanooga and the Metrc

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes.

Debt Service Fund Revenues

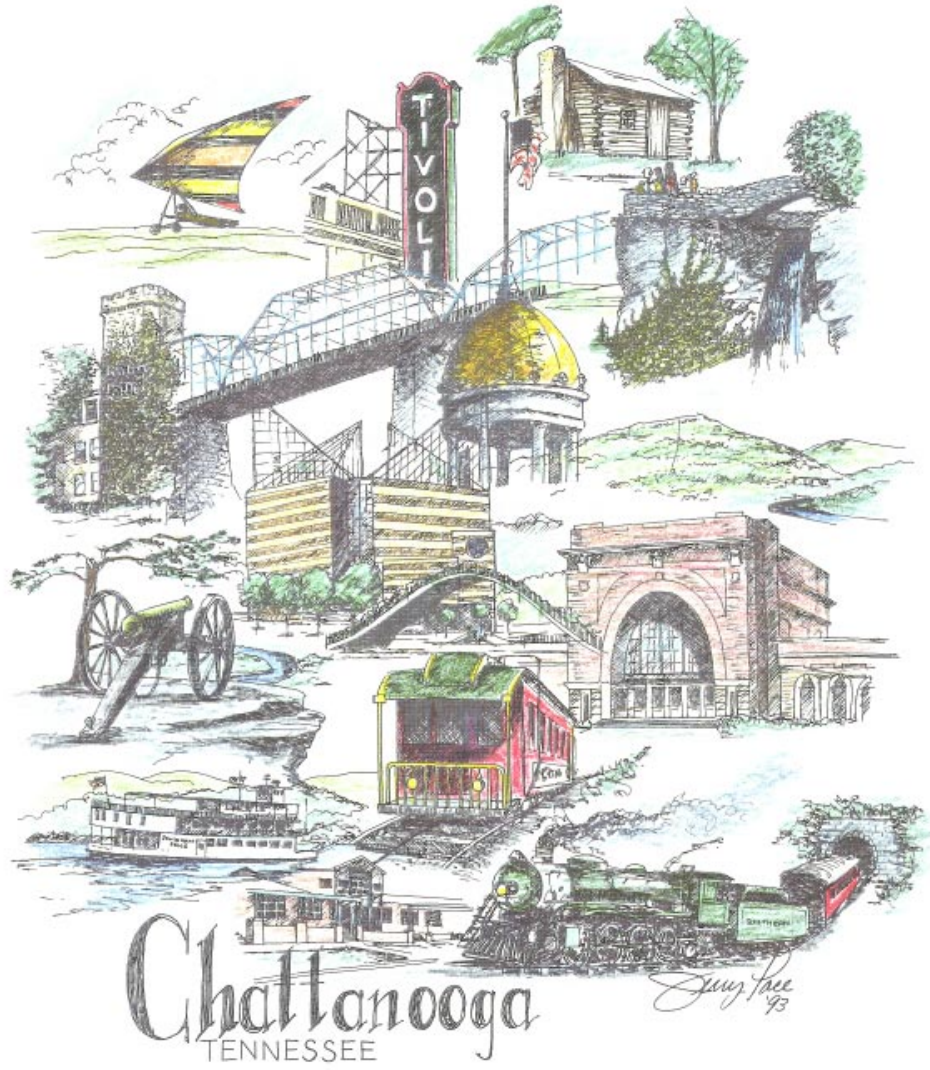
Fiscal Years 1999-2002

Revenue Source	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Debt Service (Fund 3100):							
General Fund	1,658,279	5,866,931	6,424,417	8,964,342	2,539,925	39.5%	89.94%
Trfrs-Cap Imp Bond Fd	0	182,783	0	0	0	N/A	0.00%
Trfrs-Safety Cap Project Fd	0	48,252	0	3,889	3,889	N/A	0.04%
CARTA Bonds	0	0	0	0	0	N/A	0.00%
Airport Authority	0	0	0	0	0	N/A	0.00%
Hamilton County	836,625	1,022,553	809,898	799,098	(10,800)	-1.3%	8.02%
Private Industry Council	216,545	0	216,545	0	(216,545)	-100.0%	0.00%
Proceeds from Refunding Bonds	0	0	0	0	0	N/A	0.00%
Miscellaneous Revenue	0	216,837	0	0	0	N/A	0.00%
911 Communication	200,000	0	200,000	200,000	0	0.0%	2.01%
Fund Balance	0	0	0	0	0	N/A	0.00%
Total Debt Service Fund	\$2,911,449	\$7,337,356	\$7,650,860	\$9,967,329	2,316,469	30.3%	100.00%
Grand Total	\$2,911,449	\$7,337,356	\$7,650,860	\$9,967,329	313,504	4.1%	100.00%

Debt Service Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Debt Service (Fund 3100):							
Principal	4,852,826	4,750,143	4,224,589	4,658,954	434,365	10.3%	46.74%
Interest	2,612,840	2,467,820	3,416,271	4,005,797	589,526	17.3%	40.19%
Service Charges	12,182	10,108	10,000	10,000	0	0.0%	0.10%
Bond Sale Expenses	0	4,365	0	0	0	N/A	0.00%
Payment to Refunding Bond Agent	0	0	0	0	0	N/A	0.00%
Future Debt Payments	0	0	0	1,292,578	1,292,578	N/A	12.97%
Total Debt Service Fund	\$7,477,848	\$7,232,436	\$7,650,860	\$9,967,329	2,316,469	30.3%	100.00%
Grand Total	\$7,477,848	\$7,232,436	\$7,650,860	\$9,967,329	2,316,469	30.3%	100.00%



Capital Project Funds

Fund Structure

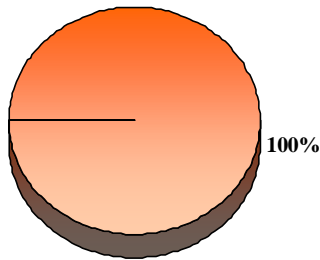
The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of budgeting is modified accrual. Included funds are Safety, Public Works, Parks & Recreation, General Government, Finance & Administration, and General Services. As of June 30, 2001, the General Fund appropriation for Capital Expenditures is \$5,456,216. Departmental capital request are as follows:

FY 2001 Capital Budget figures were as follows:

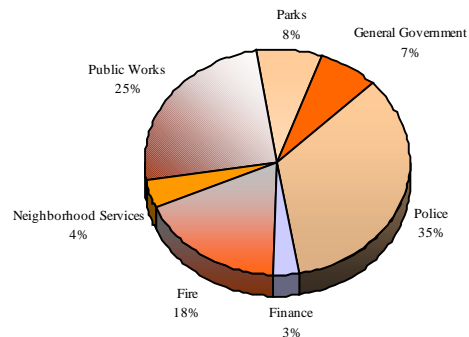
Finance & Administration	\$	86,000
General Government		5,433,750
General Services		1,231,781
Parks, Recreation, Arts & Culture		3,753,396
Public Works		14,332,000
Police		4,222,950
Fire		<u>1,652,200</u>
	\$	30,712,077

	Budget
	Request FY2002
Finance & Administration	\$ 1,609,000
General Government	3,466,600
Parks, Recreation, Arts & Culture	3,775,000
Neighborhood Services	1,898,500
Public Works	11,845,000
Police	16,197,193
Fire	<u>8,385,742</u>
	\$ 47,177,035

Budget Request Fiscal Year 2001/2002



Revenues



Expenses

Fund Revenue Summary

Fiscal Year Ending June 30, 200

(expressed in \$1,000)

Revenue Source	Budget	Budget	Budget	Request	BUDGET '02	%
	FY 98/99	FY 99/2000	FY 00/2001	FY 00/2002	INC/(DEC)	CHANGE FY 01/02
General Fund	12,202	795	6,099	5,456	(643)	-10.5%
General Obligation Bonds	18,990	128,134	128,134	0	(128,134)	-100.0%
Economic Development Fund	0	10,000	10,000	0	(10,000)	-100.0%
Other	1,283	9,077	4,241	41,721	37,480	883.8%
	\$32,475	\$148,006	\$148,474	\$47,177	(101,297)	-68.2%
 Grand Total	 \$32,475	 \$148,006	 \$148,474	 \$47,177	 (101,297)	 -68.2%

Revenues

The City of Chattanooga routinely seeks funding for its capital budget from as many various resources as possible.

In FY95 and FY97, the City of Chattanooga used the State of Tennessee Municipal Bond Pool to fund a portion of the capital budget. This was more advantageous at the time because the rates were reasonable, funds were available and the bond market was unfavorable for the amount of funding needed.

It has always been management philosophy to provide as much as possible on a "pay as you go" basis. Therefore, every year the General Fund contributes funding for projects that are not bond or debt eligible. Each year this appropriation is approved after a thorough evaluation of all capital requests versus other available funding sources and General Fund affordability.

In FY99, the capital budget totaled \$32,475,000. During the previous year, the mayor and city council appointed a committee to study the parks, recreation facilities and other recreation related activities currently provided to the citizens. This project was called "Recreate 2008". This capital budget took a large step toward the city's commitment to the implementation of this project by appropriating \$16,287,500 of the total to the Parks, Recreation, Arts & Culture department alone.

The increase in the General Fund appropriation from FY98 to FY99 was also a direct result of the city's commitment to the Recreate 2008 project as well as to the capital priorities of all other departments.

Funding for the FY 1999 Capital Budget was provided

by the General Fund appropriation for Capital Improvements in the amount of \$5,588,400, General Fund appropriation from Fund Balance, \$6,614,000, funds from Foundations in the amount of \$1,231,644, the State of Tennessee, \$458,000, Hamilton County, \$180,000, Golf Course fund balance, \$65,000, donations, \$10,000 and a proposed bond issuance of \$18,990,200.

Funding for the FY 2000 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$6,098,500, Economic Development Fund \$10,000,000, funds from Foundations and other sources in the amount of \$1,721,316, TML Bond reappropriation \$1,586,398, the State of Tennessee, \$439,275, State Street Aid Fund 400,000, Hamilton County, \$29,000, Golf Course fund balance, \$65,000, and a proposed bond issuance of \$128,134,146. These bonds were sold in FY2001

Funding for the FY 2001 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$3,593,200, Economic Development Fund \$4,962,781, funds from Foundations and other sources in the amount of \$5,213,196, State of Tennessee and Federal grants of 7,245,200, and bond issuance of \$9,697,700.

Budget 2002 Increases (Decreases)

Funding for the requested FY 2002 Capital Budget is expected to be funded from the General Fund at this time rendering an analysis of increases/decreases meaningless.

Capital Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual	Actual	Budget	Request	BUDGET '02	%	%
	FY 98/99	FY 99/00	FY 00/01	FY 01/02	INC/(DEC)	CHANGE FY 01/02	OF TOTAL
Capital Projects:							
Police (Fund P411)	3,218,137	1,829,778	4,222,950	16,197,193	11,974,243	283.6%	34.33%
Fire (Fund P411)	1,115,159	1,871,660	1,652,200	8,385,742	6,733,542	407.6%	17.78%
Public Works (Fund P416)	12,003,612	6,728,280	14,332,000	11,845,000	(2,487,000)	-17.4%	25.11%
Parks & Recreation (Fund P415)	2,373,284	4,436,852	3,753,396	3,775,000	21,604	0.6%	8.00%
General Government (Fund P413)	2,638,094	1,198,124	5,433,750	3,466,600	(1,967,150)	-36.2%	7.35%
Finance & Admin (Fund P413)	444,462	238,095	86,000	1,609,000	1,523,000	1770.9%	3.41%
Neighborhood Services	0	0	0	1,898,500	1,898,500	N/A	4.02%
General Services (Fund P414)	2,358,271	2,085,606	1,231,781	0	(1,231,781)	-100.0%	0.00%
Total Capital Projects	\$24,151,019	\$18,388,395	\$30,712,077	\$47,177,035	16,464,958	53.6%	100.00%
 Grand Total	 \$24,151,019	 \$18,388,395	 \$30,712,077	 \$47,177,035	 16,464,958	 53.6%	 100.00%

Expenses

The appropriations to the Capital Improvements Budget are analyzed on a year to year basis. As priorities shift, the Capital Improvements Budget will vary to reflect this. Presented here is a brief of each department's request.

POLICE

FY 2002 Request	\$16,197,193
% of Total Capital Request	34%
Growth From FY 01	11,974,243
% of Growth	283%

The Police Department capital appropriation reflects the continuation of police fleet replacement, other police vehicles, work on the Training Facility, building security, expansion of the precincts, and construction of a new animal control complex.

FIRE

FY 2002 Request	\$ 8,385,742
% of Total Capital Request	18%
Growth From FY 01	6,733,542
% of Growth	408%

The FY 2002 request for the Fire Department includes purchase of new fire apparatus and other fire vehicles, construction new fire stations and replacement of existing fire station, new mobil computers and a Thermal Imaging Camera.

PUBLIC WORKS

FY 2002 Request	\$11,845,000
% of Total Capital Request	25%
Decrease From FY 01	2,487,000
% Decrease	17%

The FY 2002 Public Works capital requests reflects the City's continuous street paving/street rehab program, streetscape work, various traffic signal projects and replacement of city-wide services equipment accounts, city-wide bridge rehab and infrastructure inventory of the new Guidance Information system.

PARKS, RECREATION, ARTS & CULTURE

FY 2002 Request	\$ 3,775,000
% of Total Capital Request	8%
Decrease for FY 01	15,987,500
% Decrease	1%

The FY 2002 Parks, Recreation, Arts, & Culture Department request includes City wide parks rehabilitation, vehicle replacement, golf course improvements and Recreation Center upgrades.

GENERAL GOVERNMENT

FY 2002 Request	\$ 3,466,600
Of Total Capital Request	7%
Decrease From FY 01	1,967,150
% Decrease	36%

The FY 2002 General Government request includes new Library vans and carpet, WTCI Channel 45, CARTA, Human Services funding and purchase of property.

FINANCE & ADMINISTRATION

FY 2002 Request	\$ 1,609,000
% of Total Capital Request	3%
Increase From FY 01	1,523,000
% Increase	1,771%

FY 2002 Capital Requests for the Finance & Administration Department reflects a major change due to reorganization of General Fund. This reorganization includes the distribution of the General Services Department among other departments. Purchasing, Real Estate and City Hall Building & Maintenance, Radio & Electronics Shop are now a part of Finance and Administration. The request includes assorted Information Systems hardware/equipment, funds for land acquisition, Purchasing software and furniture and various radio and electronics upgrades.

GENERAL SERVICES

FY 2002 Request	\$ 0
% of Total Capital Request	0%
Decrease From FY 01	1,231,781
% Decrease	100%

There is no FY 2002 Capital Requests for the General Services Department. This reflects a major change due to reorganization of General Fund by the Mayor.

NEIGHBORHOOD SERVICES

FY 2002 Request	\$ 1,898,500
% of Total Capital Request	4%
Increase From FY 01	1,898,500
% Increase	N/A

The FY2002 Neighborhood Services request is a first time in capital projects funds also reflects a major change due to the Mayor's new initiative. The request includes a new Neighborhood Public Infrastructure Program, Technology Cyber bus and Codes field automation.

Capital Fund Revenues

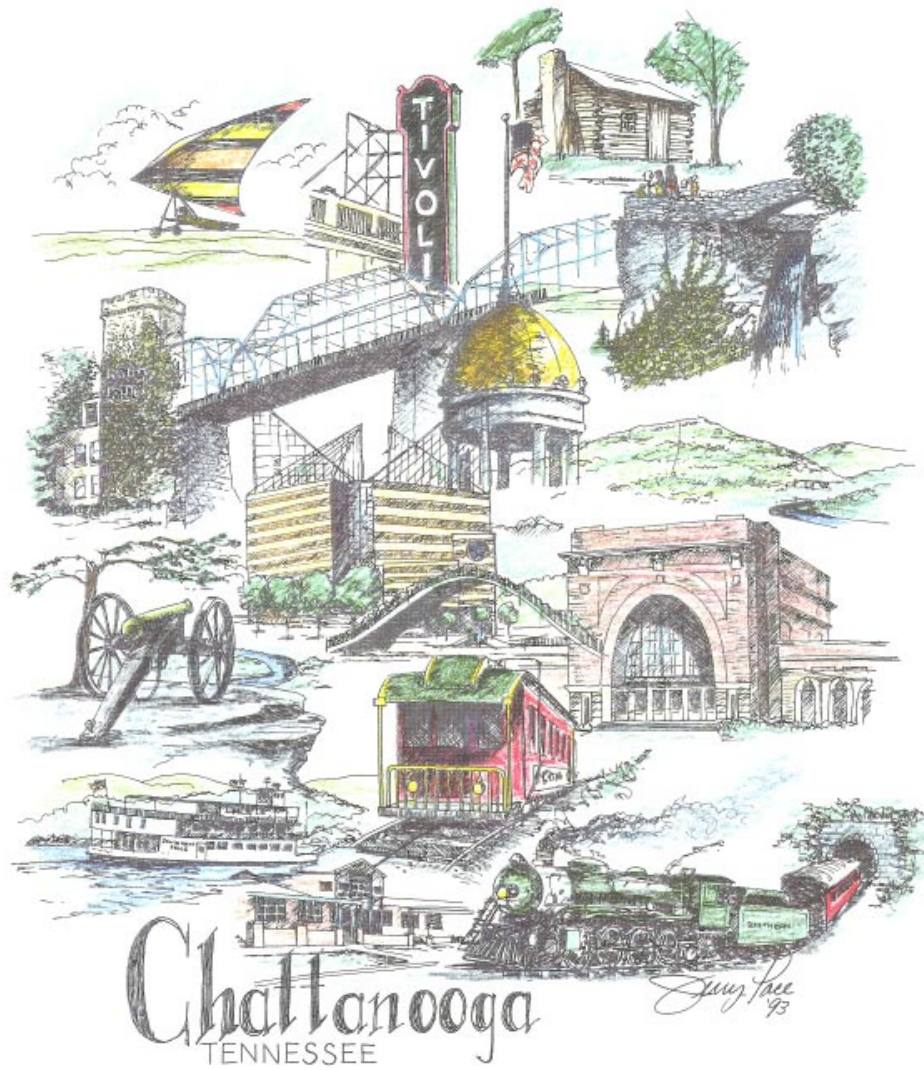
Fiscal Years 1999 - 2002

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '02 INC/(DEC)	%	% OF TOTAL
	FY 98/99	FY 99/00	FY 00/01	FY 01/02		CHANGE FY 00/01	
General Fund	11,552,400	12,202,400	3,593,200	5,456,216	1,863,016	51.8%	11.57%
General Obligation Bonds	933,715	18,990,200	9,697,700	0	(9,697,700)	-100.0%	88.43%
Other	6,021,989	1,283,000	17,421,177	41,720,819	24,299,642	139.5%	100.00%
	\$18,508,104	\$32,475,600	\$30,712,077	\$47,177,035	16,464,958	53.6%	100.00%
 Grand Total	 \$18,508,104	 \$32,475,600	 \$30,712,077	 \$47,177,035	 16,464,958	 53.6%	 100.00%

Capital Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual	Actual	Budget	Budget	BUDGET '02 INC/(DEC)	%	% OF TOTAL
	FY 98/99	FY 99/00	FY 00/01	FY 01/02		CHANGE FY 01/02	
Capital Projects:							
Police (Fund P411)	3,218,137	1,829,778	4,222,950	16,197,193	11,974,243	283.6%	34.33%
Fire (Fund P411)	1,115,159	1,871,660	1,652,200	8,385,742	6,733,542	407.6%	17.78%
Public Works (Fund P416)	12,003,612	6,728,280	14,332,000	11,845,000	(2,487,000)	-17.4%	25.11%
Parks & Recreation (Fund P415)	2,373,284	4,436,852	3,753,396	3,775,000	21,604	0.6%	8.00%
General Government (Fund P413)	2,638,094	1,198,124	5,433,750	3,466,600	(1,967,150)	-36.2%	7.35%
Finance & Admin (Fund P413)	444,462	238,095	86,000	1,609,000	1,523,000	1770.9%	3.41%
Neighborhood Services	0	0	0	1,898,500	1,898,500	N/A	4.02%
General Services (Fund P414)	2,358,271	2,085,606	1,231,781	0	(1,231,781)	-100.0%	0.00%
Total Capital Projects	\$24,151,019	\$18,388,395	\$30,712,077	\$47,177,035	16,464,958	53.6%	100.00%
 Grand Total	 \$24,151,019	 \$18,388,395	 \$30,712,077	 \$47,177,035	 16,464,958	 53.6%	 100.00%



Capital Project Detail

General Government

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Bicentennial Library (System Upgrade)				175,000		
Bicentennial Library (Carpet)		195,000				
Bicentennial Library (Library Vans)		21,600				
Bicentennial Library (Exterior Cleaning)			37,500			
Bicentennial Library (Carpet Branches)					51,500	
CARTA	527,500	500,000				
Development Resource Center	3,500,000					
Human Services	406,250	300,000				
Chattanooga Experience (Reg. History)	1,000,000					
WTCI Channel 45		150,000	150,000	150,000	150,000	150,000
EPB/Butcher Block		2,300,000				
Citizen Relationship Management		123,000				
Total General Government	\$5,433,750	\$3,589,600	\$187,500	\$325,000	\$201,500	\$150,000

	2000/2001 Budget	2001/2002 Request
1. Bicentennial Library (New Carpet)		
Funding Source: FY2001/2002 Request	\$ 0	\$ 195,000
This appropriation provides for the City's half of funding for purchase of new carpet for the Chattanooga-Hamilton County Bicentennial Public Library.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 195,000
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		
2. Bicentennial Library (Library Vans)		
Funding Source: FY2001/2002 Request	\$ 0	\$ 21,600
This appropriation provides for the City's half of funding for purchase of new vans for the Chattanooga-Hamilton County Bicentennial Public Library.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 21,600
Impact on operating budget: None because these were funds one time funded projects for supported agencies		

Capital Project Detail

	2000/2001 Budget	2001/2002 Request
3. CARTA		
Funding source: General Obligation Bonds	\$ 527,000	
FY2001/2002 Request		\$ 500,000
<p>This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs for this Fiscal Year. This appropriations along with grants from The Tennessee Department of Transportation and the Federal Transit Administration will fund a \$5.5 million project to develop the next generation of electric transit vehicles.</p>		
Prior Years Appropriation	\$ 1,391,500	
Total	\$ 1,918,500	\$ 500,000
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		
4. Development Resource Center		
Funding Source: State of Tennessee	\$ 3,500,000	\$ 0
<p>This appropriation is a State of Tennessee grant as partial funding for the City of Chattanooga's new Development Resource Center which is to be a one stop center for developers.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 3,500,000	\$ 0
Impact on operating budget: The Development Resource Center will result in increase in cost of insurance and maintenance service.		
5. Department of Human Services		
Funding Source: General Obligation Bonds	\$ 406,250	
FY2001/2002 Request		\$ 300,000
<p>This appropriation funds construction of an Early Head Start facility adjacent to the exiting Avondale Head Start Center..</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 406,250	\$ 300,000
Impact on operating budget: Operating cost will be provided by existing federal funding thru the Department of Human Services.		
6. Chattanooga Experience (Regional History Museum)		
Funding Source: Economic Development Fund	\$ 1,000,000	\$ 0
<p>This appropriation funds acquisition of property in the first step of a major expansion of the Regional History Museum.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 1,000,000	\$ 0
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
7. WTCITV		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation funds the purchase of new equipment for taping City Council meetings. WTCI is the local Public Television Station which tapes council meeting each week.		
Prior Years Appropriation	\$ 80,000	
Total	\$ 80,000	\$ 150,000
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		
8. EPB/Butcher Block		
Funding Source: FY2001/2002 Request	\$ 0	\$ 2,300,000
This appropriation funds the difference between the appraisal values of the Electric Power Board Property and the "Butcher Block" property in a property swap between the City and the Electric Power Board.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 2,300,000
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		
9. Citizen Relationship Management		
Funding Source: FY2001/2002 Request	\$ 0	\$ 123,000
This appropriation funds a program to enhance the relationship between the citizens of Chattanooga and their local government and to promote the City's commitment to community service by providing direct access to a call center designed to receive, relay, monitor and manage citizen requests and insure the delivery of public service.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 123,000
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		

Capital Project Detail

Finance & Administration

Capital Budget <i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Upgrade to Faster Network	10,000	10,000	10,000	10,000	10,000	10,000
Backup Devices/Storage Equipment	13,000		13,000		13,000	
Additional Processor	16,000	16,000		16,000		16,000
Business License & Property Tax Software	37,000					
SCT Banner & NT Platform	10,000					
Laser Printer		7,000				
Fire Suppression		70,000				
Security Monitoring		7,000				
Cisco Works Network Software		17,500				
Helpdesk Upgrade		17,000				
GIS Computer Upgrades		8,550				
Real Estate Land Acquisition		75,000				
Purchasing Software		63,850				
Purchasing Furniture		15,000				
City Hall Campus		1,097,100	3,452,450	3,452,450		
HVAC Upgrade Heritage Hall		175,000				
Radio System Enhancement		30,000				
Total Finance & Administration	\$86,000	\$1,609,000	\$3,475,450	\$3,478,450	\$23,000	\$26,000

	2000/2001 budget	2001/2002 Request
1. Upgrade Computer Network		
Funding Source: General Fund	\$ 10,000	
FY2001/2002 Request		\$ 10,000
<p>This appropriation funds an upgrade of the computer network to maintain computer service levels with new technology. The computer network speed must increase to handle the additional load. The ongoing challenge is to keep the major components of the system in balance to avoid "bottlenecks" and get the most performance from the system.</p>		
Prior Years Appropriation	\$ 19,390	
Total	\$ 29,390	\$ 10,000
Impact on operating budget: Annual maintenance cost \$1,500.00		

Capital Project Detail

	2000/2001 Budget	2001/2002 Request
2. Backup Devices/Storage Equipment		
Funding Source: General Fund	\$ 13,000	
This appropriation funds the purchase of storage equipment for growing stored information and tape drives/optical juke boxes for making copies of growing stored information in case of on-line storage device failure.		
Prior Years Appropriation	\$ 13,000	
Total	\$ 26,000	\$ 0
Impact on operating budget: Annual maintenance cost \$2,000.00		
3. Additional Processor		
Funding Source: General Fund	\$ 16,000	
FY2001/2002 Request		\$ 16,000
Purchase of a new processor to maintain computer service level and testing capacity as new applications are added as a part of the system balance for performance maintenance.		
Prior Years Appropriation	\$ 0	
Total	\$ 16,000	\$ 16,000
Impact on operating budget: Annual maintenance cost \$2,400.00		
4. Business License and Property Tax Software		
Funding Source: General Fund	\$ 70,427	
FY2000/2001 Request		\$ 30,000
This appropriation is to upgrade the Treasurer's Office business license, property tax and cash receipt software and hardware to NT platform in City technology direction		
Prior years Appropriation	\$ 0	
Total	\$ 70,427	\$ 30,000
Impact on operating budget: None		
5. SCT Banner to NT Platform		
Funding Source: General Fund	\$ 10,000	\$ 0
This appropriation is to upgrade the SCT Banner financial software and hardware for NT platform in City technology direction.		
Prior Years Appropriation		\$ 0
Total	\$ 10,000	\$ 0
Impact on operating budget: None		

Capital Project Detail

	2000/2001 Budget	2001/2002 Request
6. Laser Printer		
Funding Source: FY2001/2002 Request	\$ 0	\$ 7,000
This appropriation funds the purchase of a larger capacity printer to increase the processing speed of large print jobs. The ongoing challenge is to keep the major components of the system in balance to avoid "bottlenecks" and get the most performance from the system.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 7,000
Impact on operating budget: Annual maintenance cost \$1,050.00		
7. Fire Suppression		
Funding Source: FY2001/2002 Request	\$ 0	\$ 70,000
This appropriation funds the purchase of a fire suppression system for the computer room which is currently unprotected.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 70,000
Impact on operating budget: Annual maintenance cost \$3,500.00		
8. Security Monitoring		
Funding Source: FY2000/2001 Request	\$ 0	\$ 7,000
This appropriation is to fund network software which will help determine network loads on critical components and baseline them in order to determine when upgrade is needed. Additionally, it will enable IS to be proactive concerning network outages.		
Prior years Appropriation	\$ 0	
Total	\$ 0	\$ 7,000
Impact on operating budget: Annual maintenance cost \$1,050.00		
9. Cisco Works Network Software		
Funding Source: FY2000/2001 Request	\$ 0	\$ 7,000
This appropriation is to fund a security monitoring system for the computer room and the entire Information Services Department.		
Prior years Appropriation	\$ 0	
Total	\$ 0	\$ 7,000
Impact on operating budget: Annual maintenance cost \$2,000.00		
10. Helpdesk Upgrade		
Funding Source: FY2000/2001 Request	\$ 0	\$ 17,000
This appropriation is to fund the purchase of new software to monitor inbound email regarding user problems.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 17,000
Impact on operating budget: Annual maintenance cost \$2,550.00		

Capital Project Detail

	2000/2001 Budget	2001/2002 Request
11. GIS Computer Upgrade		
Funding Source: FY2001/2002 Request	\$ 0	\$ 8,550
This appropriation funds the purchase of additional license agreements and three computers capable of running GIS software for the City's Real Estate Management office.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 8,550
Impact on operating budget: None, one time project funding		
12. Real Estate Land Acquisition		
Funding Source: FY2001/2002 Request	\$ 0	\$ 75,000
This appropriation funds the purchase, as necessary, adjacent properties to enhance redevelopment of anticipated on hundred parcels acquired via lien foreclosures during the year.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 75,000
Impact on operating budget: None		
13. Purchasing Software		
Funding Source: FY2001/2002 Request	\$ 0	\$ 63,850
The acquisition and installation of a purchasing computer system is required for the much needed improvement in the efficiency and ability of the Purchasing Department to save the City's cost of goods and services purchased on a short and long term basis. This acquisition will include the system purchase, installation with complete interfacing, employee training, and licensing and maintenance of the system.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 63,850
Impact on operating budget: Annual maintenance cost \$12,800.00		
14. Purchasing Furniture		
Funding Source: FY2000/2001 Request	\$ 0	\$ 15,000
This appropriation is to purchase furniture due to the Purchasing Office being moved to another location.		
Prior years Appropriation	\$ 0	
Total	\$ 0	\$ 15,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 Budget	2001/2002 Request
15. City Hall Campus		
Funding Source: FY2000/2001 Request	\$ 0	\$ 1,097,1000
This appropriation is to upgrade City Hall campus buildings to City Code.		

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 1,097,100

Impact on operating budget: The upgrade will result in lower utility and maintenance costs and will eliminate office lease payments for one department.

16. Heritage Hall HVAC upgrade		
Funding Source: FY2000/2001 Request	\$ 0	\$ 175,000
This appropriation is to fund the final phase of upgrade and boiler replacement for the Heritage Hall.		

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 175,000

Impact on operating budget: None

17. Radio System Enhancement		
Funding Source: FY2000/2001 Request	\$ 0	\$ 30,000
This appropriation is to upgrade the radio system to increase capacity and measure signal strength.		

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 30,000

Impact on operating budget: None

Capital Project Detail

Police

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Police Fleet Replacement	1,000,000	1,851,960	2,000,000	2,000,000	2,000,000	2,000,000
Federal Technology Package	3,000,000	1,500,000				
Solar Institute - Renovation	222,950					
COPS Technology Grant Match		1,333,333				
Multipurpose Training Center		4,300,000				
Renovation/Expansion Police Annex		325,000				
Renovation Firehall #7		250,000				
Relocation/Renovation Eastgate Precinct		288,450				
New Entrance to Compound		200,000				
Forensic Lab Equipment		125,000				
Ballistics Test Tank		100,000				
Fleet Canopy for Specialized Vehicles		95,000				
Skid Car Training System		37,500				
Security System Police Complex		12,000				
Security System - Southside Precinct		25,000				
Security System - Northside Precinct		25,000				
Animal Control Complex		5,728,950				
Total Police	4,222,950	16,197,193	2,000,000	2,000,000	2,000,000	2,000,000

1. Police vehicle fleet replacement

Funding source: General Fund

FY2001/2002 Request

2000/2001
budget

\$ 2,000,000

2001/2002
Request

\$ 1,851,960

This appropriation provides for an annual fleet replacement program to insure the safety margin for police vehicles by replacing at least 50 units per year.

Prior Years Appropriation

\$ 6,375,980

Total

\$ 8,375,980

\$ 1,851,960

Impact on operating budget: The vehicle replacement program results in lower operating, maintenance, and fuel costs along with a safer fleet operations. Cost savings expected to exceed \$10,000 annually.

Capital Project Detail

	2000/2001 budget	2001/2002 Request
2. Federal Technology Package		
Funding source: Federal Grant	\$ 3,000,000	
FY2001/2002 Request		\$ 1,500,000

The Chattanooga Police Department will receive 3 million dollars to procure and implement both the software and mobile hardware needed to provide a proposed comprehensive County-wide Criminal Justice Network. The initial monies will be spent to purchase a Multi Jurisdictional Records Management System complete with multiple modules designed to integrate all divisions within the Police Department into one overall database. Proposed jurisdictions include Hamilton County, Red Bank, East Ridge, Signal Mountain, Soddy Daisy, Collegedale and Lookout Mountain.

Prior Years Appropriation	\$ 0	
Total	\$ 3,000,000	\$ 1,500,000

Impact on operating budget: None

3. Solar Institute Renovation		
Funding Source: General Obligation Bonds	\$ 222,950	
FY2001/2002 Request		\$ 0

This appropriation provides for renovation of the TVA Solar Building to create a new Police Training facility and inner-city precinct
Estimated life: 10 years.

Prior Years Appropriation	\$ 1,200,000	
Total	\$ 1,422,950	\$ 0

Impact on operating budget: Increase in Utilities, Building Maintenance expected not to exceed 10,000 annually.

4. Cops Technology Grant Match		
Funding source: FY2001/2002 Request	\$ 0	\$ 1,333,000

This appropriation provides funding for the City's required match for a \$ 1,000,000 COPS Technology Grant,

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 1,333,000

Impact on operating budget: None

5. Multipurpose Training Center		
Funding Source: FY2001/2002 Request	\$ 0	\$ 4,300,000

This appropriation provides for a new multi-purpose facility to include Training Facilities with Classrooms, Administration Space, Indoor Firing Range, Precinct, Furniture, Fixture and Equipment
Estimated life 50 years

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 4,300,000

Impact on operating budget: Increase in Utilities, Building Maintenance estimate to be 10,000 annually.

Capital Project Detail

	2000/2001 budget	2001/2002 Request
6. Renovation/Expansion Police Annex		
Funding Source: FY2001/2002 Request	\$ 0	\$ 325,000

This appropriation provides for Renovation to accommodate the Domestic Task Force taken over from the County; enhance existing bay for I. D. for processing evidence collection; and centralize Youth & Family Services; enhance and expand Property Unit for storage related problems. And to enhance and expand Animal Services due to office configuration. It will also provide adequate offices for Polygraph Examiners.

Estimated life 25 years

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 325,000

Impact on operating budget: None

7. Renovation Firehall #7		
Funding Source: FY2001/2002 Request	\$ 0	\$ 250,000

This appropriation provides for the Renovation of Firehall #7 and will establish additional office space and provide parking for the specialized S.W.A.T. Equipment, communication & data line equipment, and security equipment for parking and building. It will also be the possible future site for Public Safety Answering Point (PSAP).

Estimated life 20 years

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 250,000

Impact on operating budget: None

8. Forensic Lab Equipment		
Funding Source: FY2001/2002 Request	\$ 0	\$ 125,000

This appropriation provides for Building and equipping a forensic lab for on site investigations and space for an I. D. processing center.

Estimated life 15 years

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 125,000

Impact on operating budget: None

9. Ballistics Test Tank		
Funding Source: FY2001/2002 Request	\$ 0	\$ 100,000

This appropriation will fund the purchase of a Ballistic test tank for testing weapons and doing ballistic printing of bullet to trace to original weapon.

Estimated life 25 years

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

Impact on operating budget: None

Capital Project Detail

	2000/2001 budget	2001/2002 Request
10. Fleet Canopy for Specialized Vehicles		
Funding Source: FY2001/2002 Request	\$ 0	\$ 95,000
<p>This appropriation will fund Fleet Facilities a Canopy to protect several of recently acquired expensive vehicles, the Homicide Truck, Identification Van, and our Crime Prevention Van. land area is not available to build a garage for these vehicles. Estimated life 10 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 95,000
Impact on operating budget: None		
11. Skid Car Training System		
Funding Source: FY2001/2002 Request	\$ 0	\$ 37,500
<p>This appropriation will fund the Development and installation of a skid car training system for officer training. Estimated life 5 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 37,500
Impact on operating budget: None		
12. Relocation/Renovation eastgate Precinct		
Funding Source: FY2001/2002 Request	\$ 0	\$ 288,450
<p>This appropriation provides for the correction of various problems of and relocation of the Eastgate Precinct. TheGeorge and Delta teams will require approximately 3750 sq. ft. each. This will be a total of 7500 sq. ft. Estimated life 20 years</p>		
Prior Years Appropriation		
Total	\$ 0	\$ 288,500
Impact on operating budget: The estimated cost for office space (7500 sq ft.) at 12.00 a sq. ft. is Ninety Thousand dollars annually.		
13. Security System Police Complex		
Funding Source: FY2001/2002 Request	\$ 0	\$ 12,000
<p>This appropriation will fund the purchase of upgraded security equipment to enhance interior security for Police 911 complex by adding 4 new locations of card access readers and panels. Estimated life 6 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 12,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
14. Security System Southside Precinct		
Funding Source: FY2001/2002 Request	\$ 0	\$ 25,000
This appropriation will fund the purchase of a Complete Security System, Card Access Control, Digital Camera System to record in real time and be compatible in all aspects to the Main Police Complex's present security system in place.		
Estimated life 6 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 25,000
Impact on operating budget: None		
15. Security System Northside Precinct		
Funding Source: FY2001/2002 Request	\$ 0	\$ 25,000
This appropriation will fund the purchase of a Complete Security System, Card Access Control, Digital Camera System to record in real time and be compatible in all aspects to the Main Police Complex's present security system in place.		
Estimated life 6 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 25,000
Impact on operating budget: None		
16. New Entrance to Compound		
Funding Source: FY2001/2002 Request	\$ 0	\$ 200,000
This appropriation will fund the Site preparation for new entrance and exit for compound. Present entrance and exit continues to be extremely dangerous to all employees.		
Estimated life 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
Impact on operating budget: None		
17. Animal Control Complex		
Funding Source: FY2001/2002 Request	\$ 0	\$ 5,728,950
This appropriation will fund the building of a new 37,325 sq. ft. animal control complex and will also house the K-9 Area.		
Estimate life: 50 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 5,728,950
Impact on operating budget: Additional cost to budget for Utilities expected not to exceed 5,000 annually.		

Capital Project Detail

Fire

Capital Budget <i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Fire Apparatus	1,000,000	2,600,000	2,500,000	2,045,000	1,500,000	1,500,000
Land Acquisition & Station Design		310,700				
Fire Station Expansion		750,000	750,000	750,000		
Fire Station Construction	220,000					
Storage Building - Reserve Equipment	40,000					
Fire Station Replacement		750,000	750,000	750,000	750,000	
Signal Line for Firefighting	44,200					
Resource Building		93,000				
Driveway #17 Signal Mtn Blvd		150,000				
Computer/Software	185,000	191,530				
Tactical Rescue Equipment		488,248				
Fire Vehicles	80,000					
Burn Building		150,000				
Roofs	50,000	145,000				
Radios	33,000					
Thermal Imaging Cameras		129,500				
Mobil Computers		1,364,597				
Fire Suppression Boat		318,100				
Fire Equipment Replacement		314,185				
Domestic Preparedness Program		310,000				
Automatic Vehicle Location Sys		320,882				
Total Fire	1,652,200	8,385,742	4,000,000	3,545,000	2,250,000	1,500,000

1. Fire Apparatus

Funding Source: General Obligation Bonds
FY2001/2002 Request

2000/2001
budget

\$ 1,000,000

2001/2002
Request

\$ 3,000,000

This appropriation will fund the purchase of new fire apparatus to upgrade the front line fire service fleet to maintain current level of service. These vehicles include Line Fire Apparatus, Elevating Platform, Hazardous Materials Vehicle, Technical Rescue Vehicle, Tankers and Brush Trucks.

Prior Years Appropriation

\$ 2,255,000

Total

\$ 3,255,000 **\$ 3,000,000**

Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.

Capital Project Detail

2. Land Acquisition and Station Design
Funding Source: FY2001/2002 Request

	2000/2001 budget		2001/2002 Request
	\$	0	\$ 310,700

This appropriation will fund purchase of needed real estate and construction drawings / management for projected fire station replacements and new station construction in non-covered areas. Station sites are as follows: Big Ridge, Ooltewah, VAAP, Station #4, Station #9, Station #15, Station #5

Prior Years Appropriation	\$	0	
Total	\$	0	\$ 310,700

Impact on operating budget: None

3. Fire Station Expansion
Funding Source: FY2001/2002 Request

	\$	0	\$ 750,000
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The appropriation will fund the construction of a new fire station in a non-covered area of the City

Prior Years Appropriation	\$	0	
Total	\$	0	\$ 750,000

Impact on operating budget: The new fire stations are more efficient and will cost less to operate.

4. Fire Station Construction
Funding Source: FY2001/2002 Request

	\$	220,000	\$	0
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The purpose of this project is to complete the construction of a new super fire station needed to relocate and combine fire stations 1, 2 and 7. The size will include and approximate total of 12,432 square feet

Prior Years Appropriation	\$	2,000,000	
Total	\$	2,220,000	\$ 0

Impact on operating budget: The new fire stations are more efficient and will cost less to operate.

5. Reserve Apparatus Storage Building
Funding Source: General Fund

	\$	40,000	\$	0
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The purpose of this project is to provide storage and protection for expensive reserve apparatus as well as specialized power equipment and hand tools specific to extrication and firefighting .

Prior Years Appropriation	\$	0	
Total	\$	40,000	\$ 0

Impact on operating budget: This storage facility will result in longer life and lower maintenance cost for expensive fire equipment.

6. Fire Station Replacement
Funding Source: FY2001/2002 Request

	\$	0	\$	750,000
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The appropriation will fund the continuing effort to replace out of date fire stations with new up to date stations.

Prior Years Appropriation	\$	0	
Total	\$	0	\$ 750,000

Impact on operating budget: The new fire stations are more efficient and will cost less to operate.

Capital Project Detail

	2000/2001 budget	2001/2002 Request
7. Signal Line for Firefighting		
Funding Source: FY2001/2002 Request	\$ 44,200	\$ 0
The purpose of this project is to meet the OSHA Two in Two Out Rule. Rescue Technology includes Signal & Life Line. Signal line for two-in, two out operation is required by OSHA.		
Estimated Life 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 44,200	\$ 0
Impact on operating budget: None		
8. Resource Building		
Funding Source: FY2001/2002 Request	\$ 0	\$ 93,000
The appropriation will fund the completion of the inside of the new Resource Building. Work will include heat/air unit, construction for offices and walls, fuel truck shelter, and purchase of Pallet Racks to store inventory.		
Estimated life: 40 Years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 93,000
Impact on operating budget: expected to save utilities and building maintenance cost		
9. Driveway #17 Signal Mtn Blvd		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
The appropriation will fund the construction of a rear egress to Station #17 built before the Tennessee Department of Transportation (TDOT)-Signal Mtn. Blvd Widening project begins. This is to ensure that the Engine Company and Tanker located on this site will have clear access to and from the station during all phases of the project.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		
10. Computers & Software		
Funding Source: `General Fund	\$ 185,000	
FY2000/2001 Request		\$ 191,530
This appropriation will fund the purchase of additional computer equipment to facilitate departmental information sharing and data collection.		
Prior Years Appropriation	\$ 329,000	
Total	\$ 514,000	\$ 191,530
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
11. Tactical Service Equipment		
Funding Source: FY2001/2002 Request Request	\$ 0	\$ 488,248
<p>This appropriation will fund the purchase of Tactical Services equipment including operations such as technical rescue operations, hazardous materials incident emergency response, and emergency medical services. In order to continue to support existing Tactical Services and further expand the Chattanooga Fire Department's capability to effectively respond to these and other complex incidents, Estimated Life 15 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 488,248
Impact on operating budget: None		
12. Fire Vehicles		
Funding Source: General Fund	\$ 80,000	\$ 0
<p>This appropriation will fund the replacement of eight (8) high mileage vehicles having over 125,000 miles. Six of these vehicles will be four wheel drive. These vehicles are to be used by the Battalion Chiefs as line vehicles which will provide a more functional value to the tax payer. These vehicles can be utilized as mobile command posts as well as carry additional firefighting equipment to the fire and rescue scenes.</p>		
Prior Years Appropriation	\$ 218,250	
Total	\$ 298,250	\$ 0
Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.		
13. Burn Building		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
<p>This appropriation will fund upgrading of the existing training tower with a new facility designed to simulate live burns and actual fire events. The department is now using the five story masonry construction training tower for these events and it is showing signs of structural distress from this practice. Estimated Life 25 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
14. Fire Roof Replacement		
Funding Source: FY2001/2002 Request	\$ 50,000	\$ 145,000
The purpose of this project is to continue the ongoing effort to repair or replace damaged or aged roofs of fire stations.		

Prior Years Appropriation	\$ 172,675	
Total	\$ 212,675	\$ 145,000
Impact on operating budget: Proper maintenance of roofs can save even more costly repairs to the building in the future.		

15. Radios		
Funding Source: FY2001/2002 Request	\$ 33,000	\$ 0

Firefighters are required at times to work in and around potentially explosive environments. Something as small as a spark or static discharge from a portable radio could trigger an ignition. "Intrinsically Safe" (IS) radios, those certified by the Factory Mutual insurance organization to be safe in these environments, are available. This project will upgrade all remaining radios to intrinsically safe certification.

Prior Years Appropriation	\$ 107,755	
Total	\$ 140,755	\$ 0
Impact on operating budget: None		

16. Thermal Imaging Cameras		
Funding Source: FY2001/2002 Request	\$ 0	\$ 129,500

Searching for and locating possible victims is one of the department's primary duties in a fire or rescue situation. Thermal imaging is a recent technology which tremendously improves the likelihood that victims can and will be found in a timely manner. The firefighters' can work with improved safety because the device can detect and warn of unseen fire hot spots in addition to sometimes hidden or hard to find victims. These funds would provide such a device for every response apparatus in the department.

Estimated Life 15 years

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 129,500
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
17. Mobil Computers		
Funding Source: FY2001/2002 Request	\$ 0	\$ 1,364,597
<p>This project will place computers in the hands of personnel in the field, both inspector's, investigator's and line chief's and in fire apparatus. Greater detailed incident response plans and mapping will be available to front line responders as well as more efficient, direct connection to the communications/dispatch center. The investigators and inspectors will spend less time filling out paper reports and allow near real-time progress reports of inspections and re-inspections. This will also facilitate better management and documentation of incidents.</p> <p>Estimated Life 15 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 1,364,597
Impact on operating budget: None		
18. Fire Suppression Boat		
Funding Source: FY2001/2002 Request	\$ 0	\$ 318,100
<p>The Tennessee River serves as a major trade artery and supports a large and rapidly growing waterfront industrial complex. A water based response vehicle outfitted and equipped is needed to be stationed to serve the more heavily developed area along the Downtown / Amnicola waterfront.</p> <p>Estimated Life 15 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 318,100
Impact on operating budget: None		
19. Fire Equipment Replacement		
Funding Source: FY2001/2002 Request	\$ 0	\$ 314,185
<p>This appropriation allows for the ongoing replacement of older Fire Department equipment.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 314,185
Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
20. Domestic Preparedness Program		
Funding Source: FY2001/2002 Request	\$ 0	\$ 310,000
<p>The funds from this grant are limited to purchases for equipment and training of fire, emergency medical, hazardous materials response services and law enforcement agencies to respond to acts of terrorism involving chemical and biological agents, as well as radiological, nuclear, and explosive devices. Examples of equipment purchases allowed are personal protection, detection, and decontamination training equipment.</p> <p>Estimate Life: 15 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 310,000
Impact on operating budget: None		
21. Automatic Vehicle Location System		
Funding Source: FY2001/2002 Request	\$ 0	\$ 320,882
<p>This project augments the mobile computing project by placing Global Positioning System(GPS) receivers in the apparatus and transmitting positioning data over the radio data system to a central server to interface with the Hamilton County 911 Center's Computer-Aided-Dispatch (CAD) system. This will facilitate "closest unit dispatch" to incidents, cutting valuable time from responses.</p> <p>Estimated Life 15 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 320,882
Impact on operating budget: None		

Capital Project Detail

Public Works

Capital Budget <i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Paving of Streets	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
State Street Aid Equip. Replacement	0	500,000	225,000	225,000	225,000	225,000
City Wide Services Equipment	200,000	200,000	500,000	500,000	250,000	250,000
Bridge Rehab	0	200,000	200,000	200,000	200,000	200,000
Downtown Streetscape Program	200,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Traffic Engineering Projects	450,000	500,000	690,000	690,000	690,000	690,000
Sidewalks Adjoining Schools	500,000					
Curbs, Gutters, and Sidewalks	200,000	400,000	500,000	500,000	500,000	500,000
Street Rehabilitation	9,732,000	2,840,000	4,350,000	1,900,000	1,800,000	2,004,000
MPO Match - Paving	203,000	200,000	200,000	200,000	200,000	200,000
Guard Rail	100,000	100,000	100,000	100,000	100,000	100,000
Infrastructure Inventor for GIS	0		500,000	500,000	500,000	500,000
Salt Spreader Storage shed	40,000					
Document Management System		150,000	50,000	50,000		
Auto Electronic Plans Review Sys	50,000	210,000				
Walnut Street Bridge (Painting)	200,000		200,000		200,000	
800 Training Radio System	457,000					
Sanitation Equipmetn (Garbage)		400,000	125,000	125,000	125,000	125,000
Brush & Trash Equipment		145,000	125,000	125,000	125,000	125,000
Total Public Works	\$14,332,000	\$11,845,000	\$13,765,000	\$11,115,000	\$10,915,000	\$10,919,000

	2000/2001 budget	2001/2002 Request
1. Paving of streets		
Funding sources: General Obligation Bonds	\$ 2,000,000	
FY2001/2002 Request		\$ 2,000,000

This appropriation funds the resurfacing of streets City wide. It also provides for replacement of pavement markings and traffic signal loop detector wiring damaged due to pavement milling and resurfacing.

Prior Years Appropriation	\$ 7,500,000	
Total	\$ 9,500,000	\$ 2,000,000

Impact on operating budget: This program will reduce the cost of annual street maintenance.

Capital Project Detail

	2000/2001 budget	2001/2002 Request
2. State Street Aid Equipment Replacement		
Funding source: FY2001/2002 Request	\$ 0	\$ 500,000
This appropriation allows for the ongoing replacement of older State Street Aid equipment.		
Prior Years Appropriation	\$ 3,160,543	
Total	\$ 3,160,543	\$ 500,000
Impact on operating budget: The replacement of older equipment results in lower repair and maintenance costs.		
3. City Wide Services Equipment Replacement		
Funding source: General Fund	\$ 200,000	
FY2001/2002 Request		\$ 200,000
This appropriation allows for the ongoing replacement of older Public Works equipment.		
Prior Years Appropriation	\$ 4,163,405	
Total	\$ 4,363,405	\$ 200,000
Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.		
4. Bridge Rehabilitation		
Funding source: FY2001/2002 Request	\$ 0	\$ 200,000
This appropriation funds the City's portion of state and federal funding for rehabilitating bridges with structural and utilization deficiencies. The Fiscal Year 2000 funds will complete the matching funds for the construction of a replacement bridge at Old Harrison Pike at South Chickamauga Creek.		
Prior Years Appropriation	\$ 1,142,167	
Total	\$ 1,142,167	\$ 200,000
Impact on operating budget: None		
5. Downtown Streetscape		
Funding sources: General Obligation Bonds	\$ 200,000	
FY2001/2002 Request		\$ 4,000,000
This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.		
Prior Years Appropriation	\$ 4,362,621	
Total	\$ 4,562,621	\$ 4,000,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
6. Traffic Engineering Projects		
Funding Source: General Obligation Bonds	\$ 450,000	
FY2001/2002 Request		\$ 500,000
This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.		
Prior Years Appropriation	\$ 2,191,749	
Total	\$ 2,641,749	\$ 500,000
Impact on operating budget: The replacement program results in lower maintenance costs.		
7. Sidewalks Adjoining Schools		
Funding Source: General Obligation Bonds	\$ 500,000	\$ 0
This appropriation begins a program to redo or add sidewalks to city school for increased safety for students.		
Prior Years Appropriation	\$ 500,000	
Total	\$ 1,000,000	\$ 0
Impact on operating budget: None		
8. Curbs, Gutters and Sidewalks		
Funding Source: General Obligation Bonds	\$ 200,000	
FY2001/2002 Request		\$ 400,000
This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.		
Prior Years Appropriation	\$ 1,358,400	
Total	\$ 1,558,400	\$ 400,000
Impact on operating budget: None		
9. Street Improvements		
Funding Source: General Obligation Bonds	\$ 933,000	
General Fund	\$ 800,000	
Economic Development Fund	\$ 3,574,000	
Grants	\$ 3,105,000	
Prior Project Reappropriation	\$ 1,320,000	
FY2001/2002 Request		\$ 2,840,000
This appropriation will fund a program of major street rehabilitation within the City.		
Prior Year Appropriation	\$12,554,839	
Total	\$22,286,839	\$ 2,840,000
Impact on operating budget: This program of major street Improvements results in lower street maintenance costs.		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
10. MPO Match - Paving		
Funding Source: General Obligation Bonds	\$ 203,000	
FY2001/2002 Request		\$ 200,000
This appropriation funds the City's portion of State of Tennessee Paving projects within the City limits.		
Prior Years Appropriation	\$ 105,000	
Total	\$ 305,000	\$ 200,000
Impact on operating budget: None		
11. Guard Rails		
Funding Source: General Obligation Bonds	\$ 100,000	
FY2001/2002 Request		\$ 100,000
This appropriation provides for a new program of Installation of new guard rails City wide.		
Prior Years Appropriation	\$ 0	
Total	\$ 100,000	\$ 100,000
Impact on operating budget: None		
12. Salt Spreader Storage Shed		
Funding Source: General Fund	\$ 40,000	\$ 0
This appropriation funds the construction of a salt spreader storage shed to ease installation of spreaders onto trucks.		
Prior Years Appropriation	\$ 0	
Total	\$ 40,000	\$ 0
Impact on operating budget: None		
13. Document Management System		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation funds equipment for electronic scanning and retrieval of Engineering/Public Works records and driveways.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		
14. Auto Electronic Plans Review System		
Funding Source: General Fund	\$ 50,000	
FY2001/2002 Request		\$ 210,000
This appropriation funds an Auto/Electronic System to Review Plans		
Prior Years Appropriation	\$ 0	
Total	\$ 50,000	\$ 210,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
15. Walnut Street Bridge (Painting)		
Funding Source: General Fund	\$ 200,000	\$ 0
This appropriation will fund repair and painting of the Walnut Street Bridge.		
Prior Year Appropriation	\$ 0	
Total	\$ 200,000	\$ 0
Impact on operating budget: None		
16. 800 Training Radio System		
Funding Source: FY2000/2001 Request	\$ 457,000	\$ 0
This appropriation funds the replacement of Citywide Services Engineering and Traffic Engineering Radio System		
Prior Years Appropriation	\$ 0	
Total	\$ 457,000	\$ 0
Impact on operating budget: None		
17. Sanitation Equipment		
Funding Source: FY2000/2001 Request	\$ 0	\$ 400,000
This appropriation allows for the ongoing replacement of older sanitation equipment.		
Prior Year Appropriation	\$ 0	
Total	\$ 0	\$ 400,000
Impact on operating budget: None		
18. Brush & Trash Equipment		
Funding Source: FY2000/2001 Request	\$ 0	\$ 145,000
This appropriation allows for the ongoing replacement of older brush and trash equipment.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 145,000
Impact on operating budget: None		

Capital Project Detail

Parks, Recreation, Arts & Culture

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Tennessee Riverwalk Expansion	20,000					
Playground Rehab		200,000				
Powerhouse Expansion.	25,000					
Memorial Auditorium	25,000					
Greenway Farm	25,000					
Golf Course Improvements	84,753	85,000				
Brown Acres Fire Recovery	86,420					
Parks Projects	1,700,000	2,015,000				
Parks Vehicle Replacement	200,000	200,000				
Recreation Center Upgrade	1,050,000					
Skating Park	110,000					
Greenways	287,367	50,000				
Landscape Imp		75,000				
Civic Facilities		200,000				
Turner Club Acquisition		450,000				
Zoo Improvements	139,856	500,000				
Total Parks & Recreation	\$3,753,396	\$3,075,000	\$0	\$0	\$0	\$0

	2000/20001 budget	2001/2002 Request
1. Tennessee Riverwalk Expansion		
Source: Grant	\$ 20,000	
FY2001/2002 Request		\$ 0

This project involves the continued expansion of the Tennessee Riverwalk based on a funding strategy committed to by the City and County. This appropriation will leverage both foundation and other public monies to complete the project.

Prior Years Appropriation	\$ 2,675,000	
Total	\$ 2,695,000	\$ 0

Impact on operating budget: The expansion of the Riverwalk will impact the operating budget through increased personnel for security and grounds work.

Personnel	Ranger	(each)\$16,345
	Crew Worker	(each)15,535

Capital Project Detail

	2000/20001 budget	2001/2002 Request
2. Playground Improvements		
Funding Source: FY2001/2002 Request	\$ 0	\$ 200,000

This appropriation will fund a continuing program of Playground improvements City wide.

Prior Years Appropriation	\$ 392,403	
Total	\$ 392,403	\$ 200,000

Impact on operating budget: None

3. Powerhouse Expansion		
Funding source: Grant	\$ 25,000	\$ 0

This appropriation will be used improve the safety, accessibility and service capabilities of the fitness program.

Prior Years Appropriation	\$ 122,000	
Total	\$ 322,000	\$ 0

Impact on operating budget: None

4. Memorial Auditorium		
Funding Source: General Fund	\$ 25,000	\$ 0

This appropriation will fund the conversion of the auditorium heating and air-conditioning from the present 35 year old system to a computerized system. This system will provide improved zone operation, timing controls and more efficient heating and cooling.

Prior Years Appropriation	\$ 48,920	
Total	\$ 193,920	\$ 0

Impact on operating budget: A more efficient heating and cooling system should result in lower utility cost.

5. Greenway Farm		
Funding Source: General Fund	\$ 25,000	\$ 0

The purpose of this project is to upgrade and expand the Greenway Farm conference center area.

Prior Years Appropriation	\$ 20,000	
Total	\$ 95,000	\$ 0

Impact on operating budget: None

Capital Project Detail

	2000/20001 budget	2001/2002 Request
6. City Golf Courses		
Funding source: Golf Course Fund	\$ 65,000	
Grants	\$ 19,753	
FY2001/2002 Request		\$ 85,000
These appropriations fund equipment replacement, annual upgrade and maintenance, landscape improvements and purchase of a computerized point-of-sale system for the City's two municipal golf courses.		
Prior Years Appropriation	\$ 561,000	
Total	\$ 645,753	\$ 85,000
Impact on operating budget: None		
7. Brown Acres Golf Courses Fire Recovery		
Funding source: Grant	\$ 86,420	\$ 0
These appropriations fund the rebuilding of the Brown Acres Golf Course Clubhouse after it was destroyed by fire.		
Prior Years Appropriation	\$ 695,930	
Total	\$ 782,350	\$ 0
Impact on operating budget: None		
8. City Parks Rehabilitation		
Funding Source: General Obligation Bonds	\$ 1,700,000	
FY2000/2001 Request		\$ 2,015,000
This appropriation will fund rehabilitation and upgrading of City Parks: equipment replacement; fencing; park planning and expansion.		
Prior Year Appropriation	\$ 3,667,000	
Total	\$ 5,367,000	\$ 2,015,000
Impact on operating budget: None		
9. Equipment Replacement		
Funding Source: General Fund	\$ 200,000	
FY2000/2001 Request		\$ 200,000
This appropriation allows for the ongoing replacement of older Parks & Recreation equipment.		
Prior Year Appropriation	\$ 0	
Total	\$ 200,000	\$ 200,000
Impact on operating budget: Replacement of older equipment results in lower maintenance cost		

Capital Project Detail

	2000/20001 budget	2001/2002 Request
10. Recreation Center Rehabilitation		
Funding Source: General Obligation Bonds	\$ 550,000	
Grants	\$ 500,000	
FY2000/2001 Request		\$ 1,800,000
This appropriation will fund the continuing project of replacing Recreation Centers: roof replacement; building upgrade; paving; landscaping; security lighting; baseball field rehab etc.		
Prior Years Appropriation	\$ 2,435,000	
Total	\$ 3,485,000	\$ 1,800,000
Impact on operating budget: Rehab of older Recreation Centers will decrease the cost related to maintenance and repair.		
11. Skateboard Park		
Funding source: General Fund	\$ 110,000	\$ 0
This appropriation will be used to create a new skateboard park .		
Prior Years Appropriation	\$ 340,000	
Total	\$ 450,000	\$ 0
Impact on operating budget:		
Estimated Revenue: 20,000		
Contract to operate: 18,400		
12. South Chickamauga Greenway		
Funding source: Grant	\$ 237,367	
General Fund	\$ 50,000	
FY2000/2001 Request		\$ 50,000
This appropriation will be used to fund the expansion of the City's Greenway network design, construction and land easement to the South Chickamauga area.		
Prior Years Appropriation	\$ 250,000	
Total	\$ 537,367	\$ 50,000
Impact on operating budget: None		
13. Landscape Improvement		
Funding source: General Fund	\$ 0	\$ 75,000
This appropriation will fund landscape improvements throughout the City Parks and Recreation Centers.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 75,000
Impact on operating budget: None		

Capital Project Detail

	2000/20001 budget	2001/2002 Request
14. Turner Club Acquisition		
Funding source: FY2000/2001 Request	\$ 0	\$ 450,000
This appropriation will be used to purchase the The Turner Club a private club and converting it to a City Recreation Center.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 450,000
Impact on operating budget:		
Salaries & Wages \$35,000		
Operation 7,500		
15. Warner Park Zoo Improvements		
Funding Source: General Obligation Bonds	\$ 125,000	
FY2000/2001 Request		\$ 500,000
This appropriation will fund step one in the first phase of the long term development of the Zoo. The current year funds will be used for fencing, landscaping and road removal and construction of a Admission and Gift shop building. Exhibit improvements include a Deer exhibit, water fowl pond, Tortoise & Crane exhibit and a Kinkajou exhibit.		
Prior Years Appropriation	\$ 752,855	
Total	\$ 877,855	\$ 500,000
Impact on operating budget:		
Salaries & Wages: \$22,500		
Operation 2,500		

Capital Project Detail

General Services

Capital Budget <i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Software (Purchasing)	100,000					
Neighborhood Storefront	500,000					
Fredrick Street	253,781					
Planning Study City Hall and Camput	38,000					
Chiller Replacement/City Hall	310,000					
Secondary Boiler / City Hall	30,000					
Total General Services	\$1,231,781	\$0	\$0	\$0	\$0	\$0

	2000/2001 budget	2001/2002 Request
1. Software (Purchasing)		
Funding Source: FY2001/2002 Request	\$ 100,000	\$ 0
This appropriation will fund new purchasing software for the Purchasing Department.		
Prior Years Appropriation	\$ 0	
Total	\$ 100,000	\$ 0
Impact on operating budget: None		
2. Neighborhood Storefront		
Funding Source: Bonds	\$ 300,000	\$ 0
Grant	\$ 200,000	
This appropriation will fund the renovation of commercial Structures in selected neighborhoods.		
Prior Years Appropriation	\$ 0	
Total	\$ 500,000	\$ 0
Impact on operating budget: This will result in increased utilities, cleaning and maintenance costs.		
3. Fredrick Street		
Funding Source: Economic Development	\$ 78,781	
Grant	\$ 175,000	
This appropriation will fund the redevelopment effort that will include the building of eleven new homes, new sewers and street improvements.		
Prior Years Appropriation	\$ 0	
Total	\$ 253,781	\$ 0
Impact on operating budget: None		

Capital Project Detail

	1999/2000 budget	2000/2001 Request
4. Planning Study City Hall and Campus		
Funding Source: General Fund	\$ 38,000	\$ 0
With the building of the new Development Resource Center and moving several department out of City Hall this study will help determine the best use of the vacated space.		
Prior Years Appropriation	\$ 62,000	
Total	\$ 100,000	\$ 0
Impact on operating budget: None		
5. Chiller Replacement - City Hall		
Funding Source: General Obligation Bonds	\$ 310,000	\$ 0
This appropriation will fund the replacement of the chiller at City Hall.		
Prior Years Appropriation	\$ 0	
Total	\$ 310,000	\$ 0
Impact on operating budget: None		
5. Secondary Chiller - City Hall		
Funding Source: General Obligation Bonds	\$ 30,000	\$ 0
This appropriation will fund the replacement of the chiller at City Hall.		
Prior Years Appropriation	\$ 0	
Total	\$ 30,000	\$ 0
Impact on operating budget: None		

Capital Project Detail

Neighborhood Services

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
NPIP - Bushtown		50,000				
NPIP - Highland Park		470,000				
NPIP - ML King		270,000				
NPIP - Historic Southside		200,000				
NPIP - Ridgedale		200,000				
NPIP - East Chattanooga		150,000				
NPIP - Alton Park		200,000				
NPIP - Neighborhood Program Engineering		150,000				
Technology Cyber Bus		150,000				
Codes Field Automation		58,500				
Total Neighborhood Services	\$0	\$1,898,500	\$0	\$0	\$0	\$0

	2000/2001 budget	2001/2002 Request
1. NPIP - Bushtown		
Funding Source: FY2001/2002 Request	\$ 0	\$ 50,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 50,000
Impact on operating budget: None		
2. NPIP - Highland Park		
Funding Source: FY2001/2002 Request	\$ 0	\$ 470,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 470,000
Impact on operating budget: None		
3. NPIP - ML King		
Funding Source: FY2001/2002 Request	\$ 0	\$ 270,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 270,000
Impact on operating budget: None		

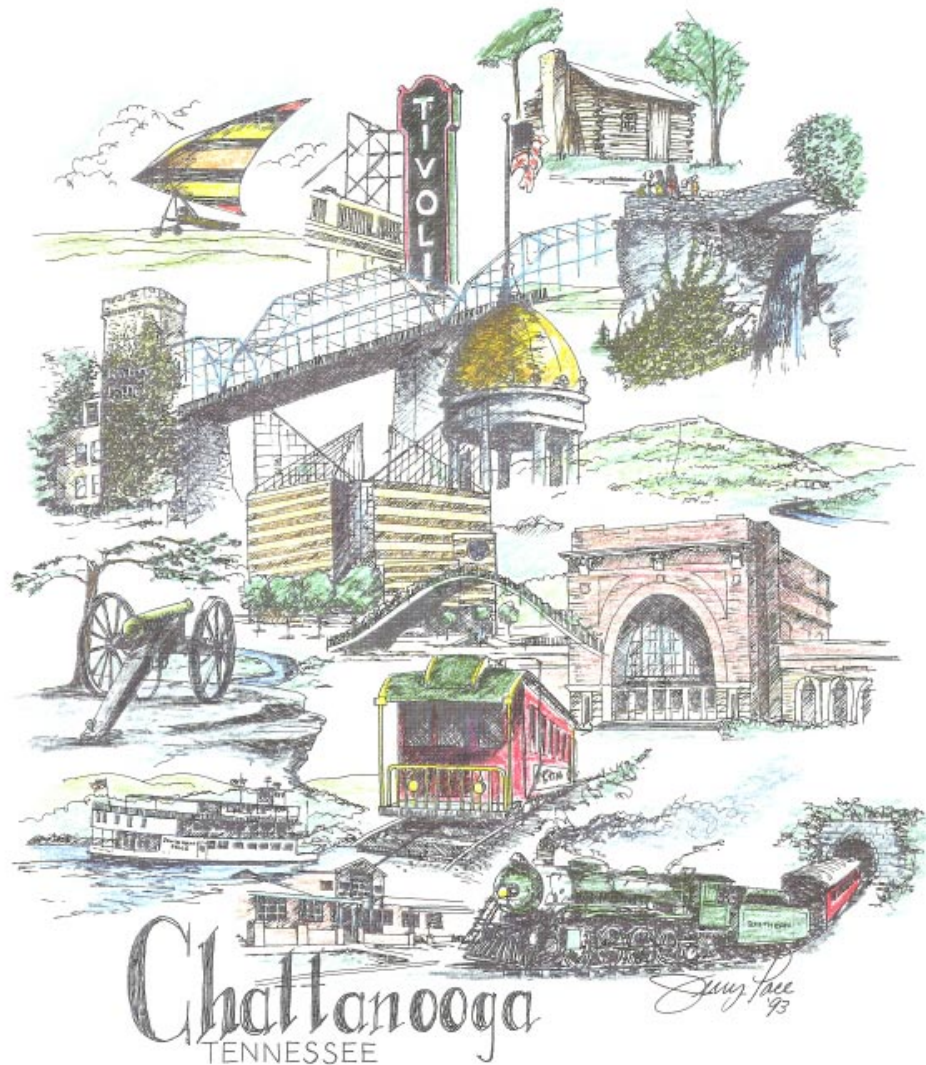
Capital Project Detail

	2000/2001 budget	2001/2002 Request
4. NPIP - Historic Southside		
Funding Source: FY2001/2002 Request	\$ 0	\$ 200,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
Impact on operating budget: None		
5. NPIP - Ridgedale		
Funding Source: FY2001/2002 Request	\$ 0	\$ 200,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
Impact on operating budget: None		
6. NPIP - East Chattanooga		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		
7. NPIP - Alton Park		
Funding Source: FY2001/2002 Request	\$ 0	\$ 200,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
Impact on operating budget: None		
8. NPIP - Neighborhood Program Engineering		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation will fund engineering services for the targeted neighborhood program.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		

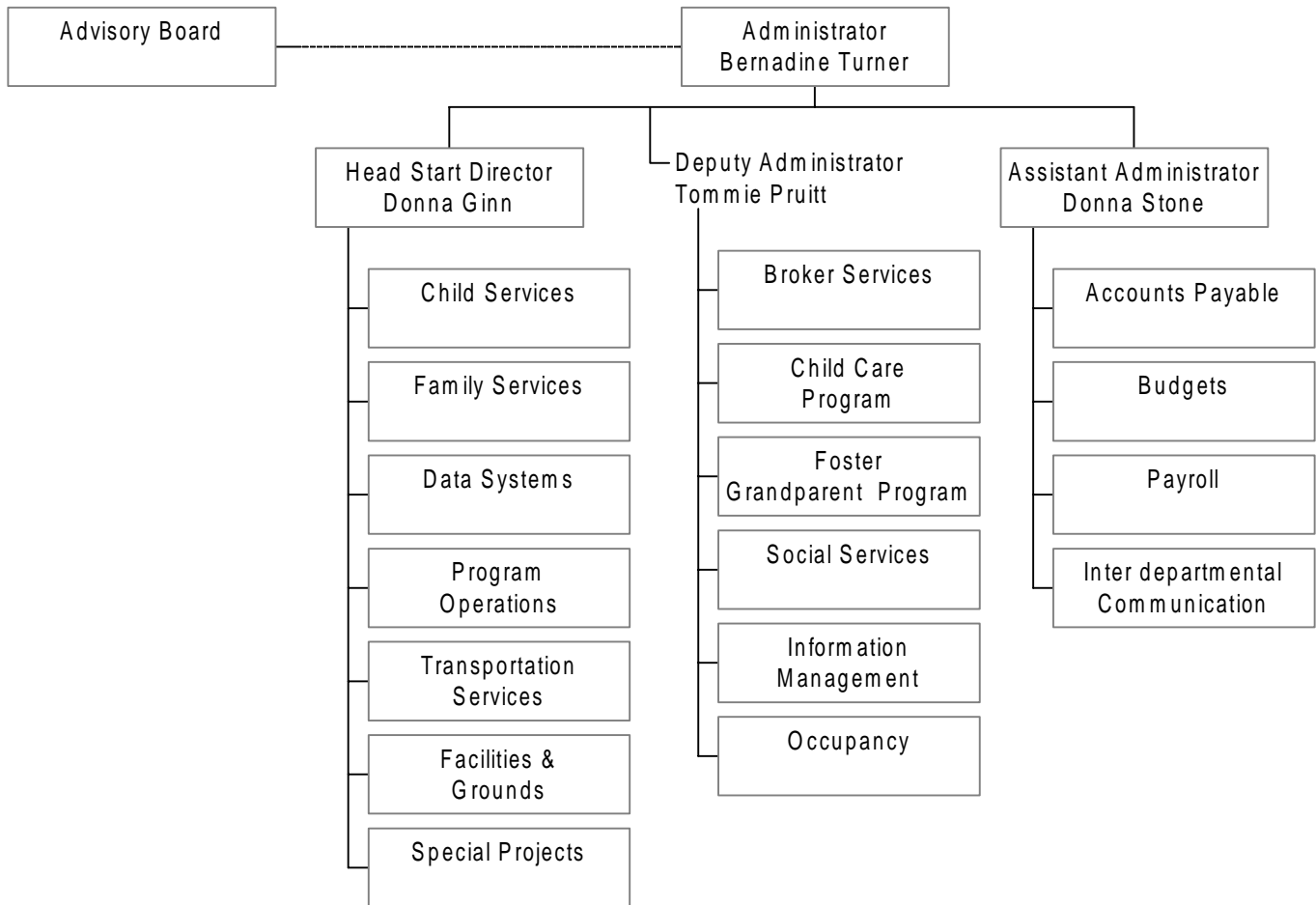
Capital Project Detail

	2000/2001 budget	2001/2002 Request
9. Technology Cyber Bus		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation will fund a bus to operate in neighborhoods as a link for city services and serve as a bridge for the digital divide.		
Estimated life: 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		
10. Codes Field Automation		
Funding Source: FY2001/2002 Request	\$ 0	\$ 58,000
This appropriation will fund the purchase of automated field units for Code Inspectors.		
Estimated life: 10 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 58,000
Impact on operating budget: None		

Capital Project Detail



Department of Human Services





Bernadine Turner, Administrator



Tommie Pruitt, Deputy Administrator

The mission of this department is to improve the quality of life for poor and disadvantaged citizens in Hamilton County through a variety of programs funded totally or in part by federal, state and local funds. These programs include Social Services (Community Services Block Grant, Low Income Home Energy Assistance, Weatherization Assistance, Emergency Food Assistance , and Summer Feeding Programs), Head Start, Child Care, and Foster Grandparent Programs. Individuals are enrolled in program activities or assisted with emergency needs in order to restore their lives to normalcy and/or self-sufficiency.

Division Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Head Start	5,586,509	5,396,236	5,739,096	7,227,517
Day Care	1,229,433	1,075,745	1,709,024	776,177
Weatherization	236,338	235,639	259,585	247,138
Foster Grandparents	319,401	313,559	419,834	463,764
LIEAP	966,436	732,780	717,316	691,800
CSBG	531,653	472,178	610,286	684,794
Occupancy Grant	250,020	184,396	226,221	323,734
Human Services Programs	1,690,632	693,323	1,977,085	984,410
City General Relief	122,024	81,296	72,868	72,868
Total	10,932,446	9,185,152	11,731,315	11,472,202

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	4,564,614	4,772,299	6,210,003	5,842,831
Operating	5,938,316	4,024,072	5,373,579	5,176,216
Capital	429,516	388,781	147,733	453,155
Total Expenditures	10,932,446	9,185,152	11,731,315	11,472,202
Per Capita	\$ 73.47	\$ 62.27	\$ 80.52	\$ 73.75
Authorized Positions	332	328	328	358

Departmental Goals

- ◆ Provide Head Start Services to eligible three and four year old preschool children
- ◆ Provide Early Headstart Services to eligible pregnant women and infants to age three
- ◆ Provide comprehensive Child Care Services to enable parents to obtain and/or maintain employment or training opportunities
- ◆ Provide intergenerational services between eligible older adults and special needs children
- ◆ Provide comprehensive case management services to families to help them gain a level of self-sufficiency
- ◆ Provide emergency support to families to help them maintain their residents and/or utility connections
- ◆ Provide weatherization assistance to families to help them conserve energy and low utility bills
- ◆ Provide energy assistance payments to families to help offset utility costs
- ◆ Provide a safe, clean and comfortable facility for conducting business at 501 W. 12th St.

Headstart

The Headstart program is a federally funded comprehensive, family focused child development program for children of low-income families. The program, which is funded by the United States Department of Health and Human Services, serves preschool children in eight locations throughout the city and rural Hamilton County. The Head Start Program serves three and four years old and the Early Head Start serves pregnant women and infants to age three. The program provides evaluation, diagnosis, and special services to children with

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	2,906,626	3,559,083	3,678,634	4,724,800
Operating	2,309,078	1,506,879	2,029,062	2,102,980
Capital Outlay	370,805	330,274	31,400	399,737
Total Expenditures	5,586,509	5,396,236	5,739,096	7,227,517

disabilities.

Goals & Objectives

Bring about a greater degree of social competence in young children to help ensure they begin school ready to learn and they can effectively deal with both present environment and later responsibilities in school and life.

❶ *Early Head Start provides intensive continuous, comprehensive child development and family support services to low-income infants, toddlers, and pregnant women.*

Improve the child's health and physical abilities, including appropriate steps to correct present physical and mental problems and to enhance every child's access to an adequate diet.

❶ *Encourage self-confidence, spontaneity, curiosity, and self-discipline which will assist in the development of the child's social and emotional health.* ❷ *Enhance the child's mental processes and skills with particular attention to conceptual and communications skills.* ❸ *Establish patterns and expectations of success for the child, which will create a climate of confidence for present and future learning efforts and overall development.* ❹ *Increase the ability of the child and the family to relate to each other and to others.* ❺ *Enhance the sense of dignity and self-worth within the child and his family.* ❻ *Provide support services to parents and involve them in program planning and implementation, decision making, parent education and adult literacy; and improve the family's attitude toward future education, health care and physical abilities.*

Performance Measures				
	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Preschool children served	632	632	755	674
3 - 4 Year old (Head Start)	582	582	685	602
Infant to 3 year old (PPC/Early Head Start)	50	50	70	72
Diagnostic Evaluations	158	150	147	115
Children received Special Services	126	100	83	101
Children received Up-to-Date immunizations	632	632	743	674
Parents received Adult Education/GED training	100	100	166	130
Parents received Parent Education/Parent training	400	400	412	450
Parents and Community volunteers	859	663	858	1,254
Volunteer Hours	27,618	36,965	27,556	41,867

Day Care

Provides comprehensive day care services to assist citizens in obtaining and maintaining employment and to provide a supportive influence to parents.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	760,223	651,051	991,294	424,254
Operating	444,210	388,987	689,530	351,723
Capital	25,000	35,707	28,200	200
Total Expenditures	1,229,433	1,075,745	1,709,024	776,177

Goals & Objectives

CENTER PROGRAM

To provide quality child care services to enable parents an opportunity to secure and maintain gainful employment and/or training.

To provide a safe nurturing environment for children at risk for potential abuse and/or neglect, and at the same time serve as a resource for the whole family.

To provide a developmentally appropriate environment that will aid in improving the intellectual, social, physical, and emotional needs of each child.

To empower parents, to assume and sustain the responsibility of the day to day care of their children.

To provide a social services component to include intake, information an (referral, eligibility determination, family social assessment, and other social services as needed to assist families in their own efforts to improve the quality and conditions of life.

To provide comprehensive health and nutrition information to the parent so that families can provide proper care for their children on a continuous basis.

❶ To act in accordance with all applicable local and state licensing requirements annually as mandated by TDHS. ❷ To keep all required information and records on families, children and staff accurate and current on a daily basis. ❸ To have training/meetings on a quarterly basis with staff and parents. ❹ To provide daily to and from transportation from the center. ❺ To provide breakfast, lunch and snack daily as required by CACFP.

DAY CARE HOMES

To provide quality child care for parents or caretakers of infants and toddlers while they are away from the children as they pursue employment, educational or training opportunities

To provide a warm nurturing family environment for infants and toddlers.

To provide a developmentally appropriate setting for infants and toddlers.

To strengthen parents in self sufficiency by encouraging them in assumption of day to day responsibilities in caring for their children.

To ensure health, nutrition and ethical practices and procedures are met.

❶To comply with all applicable state, local and federal requirements. **❷**To keep family and group day care home records current and complete on a daily basis. **❸**To provide quarterly training for all home providers. **❹**To ensure that breakfast, lunch and snack served daily meet the requirements of CACFP by monitoring the homes monthly. **❺**Monitor homes monthly to ensure that each home is providing care to encompass the parents needs appropriately. **❻**To ensure that children in care a - receiving stimulation to enhance their overall growth by requiring monthly progress reports.

The overall goal of the Child Care Program is to maintain the National Accreditation through the National Academy of Early Childhood Programs in Washington, DC.

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Center Program				
Children enrolled age 2-5	150	150	130	140
Parents maintained gainful employment	N/A	N/A	N/A	N/A
Children from child welfare provided a safe and nurturing environment	N/A	N/A	N/A	N/A
Children who received speech and hearing screening through Chattanooga Speech and Hearing Center	45	65	80	140
Field trips taken	35	20	10	20
Children received clothes from clothes pantry	0	15	100	25
Parent meetings	2	4	4	4
Individual family conferences	175	150	156	168
Meals served	51,716	55,000	87,809	102,000
Transportation services	26,200	28,800	22,500	35,000
Children	238	150		105
DayCare (HOMES)				
Children enrolled	49	50	28	42
Parents maintained gainful employment	N/A	N/A		
Meals served	29,035	36,000	17,409	20,000
Day care home for infants through 12 years	10	12	8	10
Parent meeting per quarter	2	4	1	4
Monitoring visits	36	48	96	120

Weatherization

The Weatherization Program is a Federally funded project conducted in a single geographical area which undertakes to weatherize dwelling units that are energy inefficient. The weatherization project includes areas of Administration, Program Support, Training, Department of Energy (DOE), and Low - Income Energy (LIHEAP) funds for weatherization and material & labor

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	61,070	56,610	81,130	45,692
Operating	175,268	179,029	178,455	201,446
Capital	-	-	-	-
Total Expenditures	236,338	235,639	259,585	247,138

Goals & Objectives

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

To improve energy efficiency in selected dwellings. Weatherization measures installed will reduce energy cost and conserve heat loss. Weatherization measures are selected from energy surveys completed by certified WAP Staff. All measures are prioritized and expenditures limited according to the State Plan. To contract all weatherization work with private contractors in accordance with minimum requirements of the Tennessee Department of Human Services. To assure quality workmanship and materials by: (1) obtaining certified post inspections on all units completed, (2) by reinspecting all units failed by the initial inspection, and To provide on-site client educational materials on energy conservation measures to all clients served.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Units of weatherized dwellings	105	60	90	70
Material & Labor Cost	155,725	175,000	173,500	171,643
Inspections completed	145	125	125	150
# of applicants	130	150	125	175

Foster Grandparents

Mutually benefits senior citizens and special and exceptional needs children with specific needs in development for Hamilton, McMinn and Bradley counties. Areas include Foster Grandparent Volunteer support, and Foster Grandparent Volunteer Expense.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	45,098	83,837	115,138	101,008
Operating	272,148	226,094	304,696	358,034
Capital	2,155	3,628	-	4,722
Total Expenditures	319,401	313,559	419,834	463,764

Goals & Objectives

Assign Volunteers to sites to address basic need of community.

① Conduct site visits. ② Training suggestions from site coordinators. ③ Assign ninety-five (95) volunteers to a minimum of 500 special children. ④ Negotiate Memorandum of Understandings with sites.

Recruit and placement of volunteers

① Recruit sites that serve special needs children; ② Interview potential volunteers; ③ Conduct site training's Volunteer comply with income requirements; ④ Transportation provided by sites for In-kind contributions; ⑤ Provide volunteers with (1)fourty hours of training for new volunteers, (2) four (4) hours of additional training monthly, (3)evaluations, (4)Increase number of volunteer service years, (5) Needs assessment, (6) Annual physicals.

Develop advisory council

① Educate and train council on FGP affairs; ② Assign to committees for advisory council; ③ Meet four time a year; ④ Procure private sector funding; ⑤ Provide annual program evaluation; ⑥ Accomplish specific goal each year.

Volunteer recognition for their Performance

① Participate in events for volunteers; ② Program receives media coverage; ③ FGP provide 2 events

Increase private sector participation

① Address three or more organizations annually, and annually submit proposal to businesses for funding non-federal volunteers and program activities

Foster Grandparents

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Conduct site visits	28	30	28	31
Training suggestions from site coordinators	28	30	20	25
Assign volunteers and special children	95/500	95/500	114/623	95/500
Negotiate Memo of Understanding with sites	28	28	33	33
Recruit sites that serve special needs children	0	5	5	2
Volunteers interviewed and hired	12	15	46	25
Conduct site training	as needed	as needed	as needed	as needed
40 hours of training for new volunteers	12	15	46	25
Sessions of 4 hours additional training	12	12	10	10
Volunteers evaluated	95	95	95	95
Conduct volunteer needs assessment	95	95	95	95
Volunteer comply w/income requirements	95	95	118	95
Annual physical for volunteers	95	95	118	95
In-kind contributions	12,000	12,000	27,218	12,000
Educate and train council on FGP affairs	12	12	11	12
Assign to committees for advisory council	12	12	11	12
Advisory council meetings per year	4	4	5	4
Procure private sector funding	-	-	-	-
Participate in events for volunteers	7	7	7	7
Program receives media coverage	8	10	18	10
FGP provide 2 events	2	2	2	2
Address three or more organizations annually	4	4	7	4

Low Income Home Energy Assistance Program

The program is designed to assist eligible households with home energy costs through payments to energy suppliers. Priority is given to the lowest income households. LIHEAP includes areas of Program support, Emergency Heating, and Regular Heating.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	66,448	69,688	96,337	88,644
Operating	899,988	663,092	620,979	603,156
Capital	-	-	-	-
Total Expenditures	966,436	732,780	717,316	691,800

Goals & Objectives

To ensure that eligible low income households receive assistance to offset the high cost of energy. Assistance will be provided in the following program areas:

- Regular Heating Assistance*
- Emergency Heating Assistance*
- Summer Cooling*

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Total # households assisted	2,379	2,326	2,874	1,590
Regular Heating Assistance	1,909	1,971	2,189	1,114
Total \$ Regular Heating	477,201	492,603	547,250	278,500
Emergency Heating	266	256	453	277
Total \$ Emergency Heating	66,278	63,974	113,250	69,500
Summer Cooling	n/a	99	238	199
Total \$ Summer Cooling	n/a	31,987	81,200	69,650

Community Services Block Grant

Improves the quality of living by providing for long and short range service activities and referrals. CSBG includes areas of Emergency Assistance, Title II commodity, Special Home, State Appropriation, Homeless Assistance, Family support, Home Prevention, and Emergency Homeless.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	82,027	266,351	297,826	280,938
Operating	449,626	205,827	312,460	396,771
Capital	-	-	-	7,085
Total Expenditures	531,653	472,178	610,286	684,794

Goals & Objectives

Comprehensive Emergency Assistance

Provide emergency financial assistance with rent, utilities, food, medicine to low income residents of Hamilton County. To provide services to reduce the immediate threat of eviction, services being disconnected and hunger.

- *Elimination of immediate threat to families through financial assistance. Reduce level of stress in crisis situations to enable workers to develop long range plans for the family to become self-reliant.*

Family Support Services

Provide counseling, referrals, assistance in developing long range goals with the family, networking with other agencies to provide services for the family.

- *To provide moral support and encouragement as well as pertinent information that helps the family in developing and setting long range plans to become independent. Assist the family in locating the appropriate services and identification of barriers that prevent them from becoming self sufficient. even) households this year.*

Homeless Prevention

To provide financial assistance and or assist client in making arrangements with the landlord or mortgage company to prevent eviction from housing.

- *Provide individuals with services and/or to intervene on their behalf to assist in making the necessary arrangements to maintain housing.*

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Total Units Served	1,728	2,260	-	3,915
Family Support Services	68	67	-	75
Homesless Assistance	137	n/a	-	-
Homeless Prevention	33	42	-	-
Emergency Homeless	60	50	-	-
Emergency Crisis Intervention	-	-	-	1,940
Linkages	-	-	-	1,600

Occupancy

Provides a safe, clean and comfortable facility for conducting business at 501 West 12th Street and other leased facilities to include everything from picking up litter on the properties, to maintaining and upgrading the physical structure.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	21,618	25,830	34,631	33,635
Operating	217,025	139,903	121,582	250,188
Capital	11,377	18,663	70,008	39,911
Total Expenditures	250,020	184,396	226,221	323,734

Goals & Objectives

Priority 1: Abatement of problems that represents threats to life, health and safety or to the property itself.

Fire inspection annually; Daily cleaning and janitorial services; Keep sanitary supplies stocked as needed; Keep all plumbing items working properly; Cleaning and/or replacing air filters as needed, but not less than quarterly

Priority 2: Maintenance needs related to curb appeal and facility appearance.

Keep grass mowed at least weekly, in season; as needed other times.

Keep awnings and fences in good repair.

Keep parking lots and driveways in good repair, continue to reconfigure arrangements, repair areas as needed, reseal and restripe to meet handicap recommendations.

Keep litter and other debris removed for area daily and create colorful flower beds.

Priority 3: Maintenance required to update or modernized older sections of the building.

① Repair or replace air condition units as needed (3 planned this year). ② Replace window units to conserve energy.

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

① Plant trees in playground area.

Priority 5: Maintenance work which may detract from the overall appearance of the building or work which replacement later on will no more if work is left undone.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Fire Inspection	1	1	1	1
Cleaning/replacing air filters	15	15	36	36
Grass mowed	26	26	26	
Replaced awnings	-	2	6	6
Repair/replace air condition units	-	-	-	-
Remove large trees from playground area	-	-	1	-
Touch up paint areas as needed	1	1	-	3

Human Services Program

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

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	539,432	22,022	846,059	93,506
Operating	1,065,116	607,817	1,031,590	809,593
Capital	17,349	-	18,125	-
Total Expenditures	1,621,897	629,839	1,895,774	903,099

Goals & Objectives

Title II Commodity

Improve the nutritional needs of low income individuals in Chattanooga and Hamilton County.

① Provide a minimum of two distribution sites, one site in Chattanooga, and one site in northern Hamilton County. ② Distribute commodities at least quarterly at designated sites.

Summer Food Service Program

Provide free nutritious meals to eligible children, ages 1-18 during the summer vacation. similar to those offered under the National School Lunch and Breakfast Program, during the school year.

① Secure sites where meals can be served. ② To reach 50% or more of those children who received free and / or reduced lunches during the school year. ③ Provide free nutritional lunches daily during summer vacation. ④ Develop positive attitudes toward nutritious meals.

Emergency Food & Shelter

Assist families/individuals with past, due mortgage/rent or first month's rent payment. Payment of one months' past due electric and or gas bills; issue one month food orders during the program year.

① To improve the quality of life for the family/individuals by providing assistance with payment of rent/ mortgage or providing first month's rental assistance. These services prevents evictions, foreclosures or homelessness for the families/individuals receiving services. ② Provide meals to families or single persons given a one month food voucher that can be used at the grocery store of their choice. ③ Payment of electric/ gas bills to prevent services from being disconnected.

Warm Neighbors

Maintain electric/gas services or purchase of home heating oil/fuel for low income households and or households who are experiencing financial difficulties and are not able to pay their bills due to illness, loss of employment, death of primary bread winner etc.

① To involve the community in helping households to maintain services with the electric and gas companies, also the purchase of coal and kerosene. To raise community awareness about the needs within the community and encourage contributions be made to the program to aid the agency in providing services.

Harry McKeldin Fund

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

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

HUD Counsel

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

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

Family Neighborhood Centers

Operates center in public housing developments which provide social services, family counseling, referral services, intervention, and after-school activities. This division helps families living in Public Housing toward self sufficiency. As case managers, we intervene with intensive, unconditional support to provide services needed to keep families together. These cases are referred by Hamilton County Managed Care for Children.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	41,939	37,827	42,419	50,354
Operating	23,966	25,148	38,892	29,457
Capital	2,830	509	-	1,500
Total Expenditures	68,735	63,484	81,311	81,311

Goals & Objectives

To move public housing families toward educational opportunities.

Perform monthly reports on all activities held in Neighborhood Centers and refer families to other appropriate resources.

To move family unit toward self sufficient living.

Complete a Family Needs Assessment coming through Neighborhood Centers located in Public Housing Developments.

Plan, schedule and carry out organized adult activities in Centers that are both creative and educational on an ongoing basis during the year.

Keep an ongoing list of all planned and carried out youth activities.

In the Managed Care program, we try to normalized and stabilized the family situation without the case going back into State custody.

Through Managed Care for Children, evaluate and update at least 25 families for individual help. Write a Family Plan of Action, agreed to by the entire family, and approved by case manager. This plan will hopefully move family toward stated goals and individualized needs.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Family Need Assessments Performed	125	150	75	75
Adult and Youth Activities	36	36	24	24

City General Relief

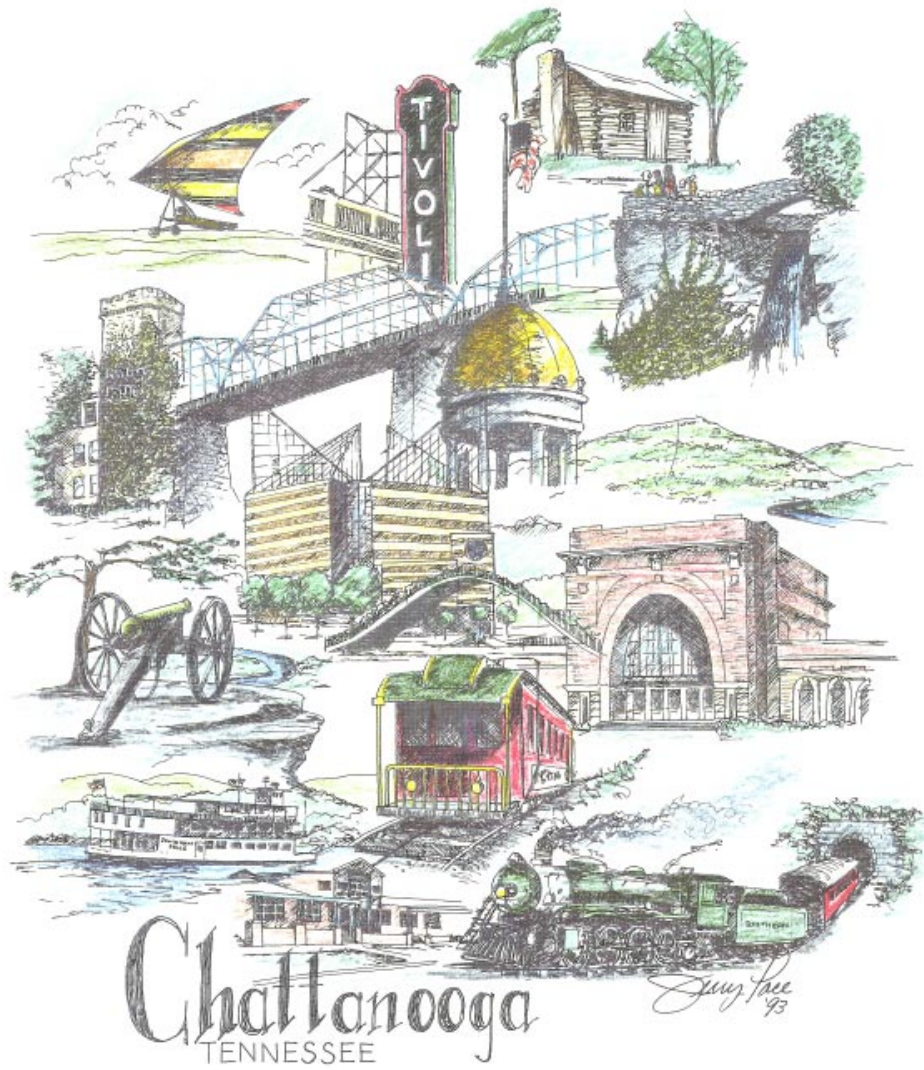
Provides emergency financial assistance including mortgage/rent, utilities, food/nonfood household items and medications to City residents.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	40,133	-	26,535	-
Operating	81,891	81,296	46,333	72,868
Capital	-	-	-	-
Total Expenditures	122,024	81,296	72,868	72,868

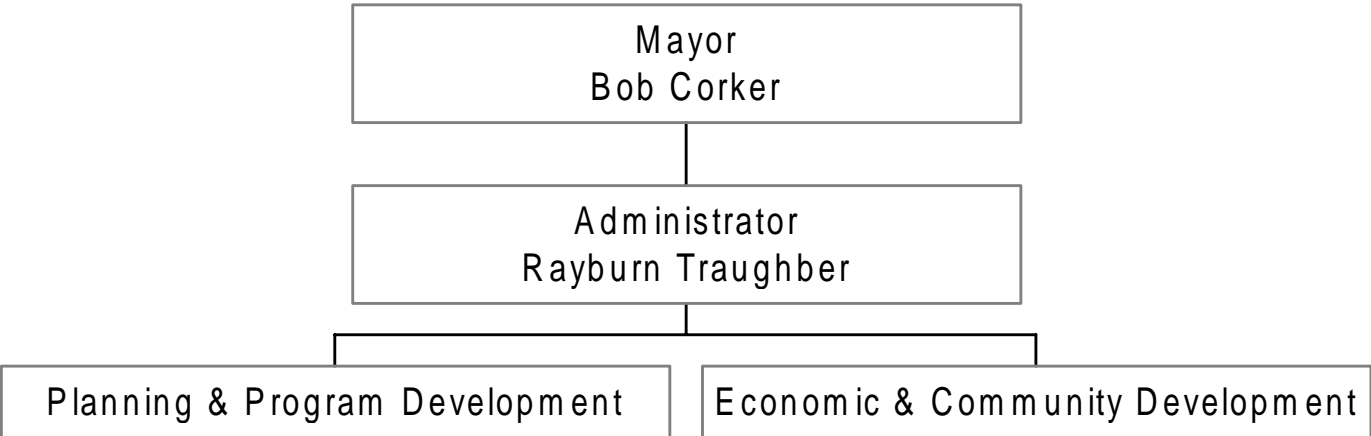
Goals & Objectives

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

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



Community Development (Division of the Executive Branch)





Rayburn Traugber



It is the mission of the City of Chattanooga's Office of Economic and Community Development to have a significant and positive impact on our City by identifying and supporting neighborhood revitalization projects. In keeping with this mission, the following activities are designed to benefit low and moderate income people and neighborhoods: - Quality, Affordable Housing - Employment Opportunities - Opportunities for Economic Development - Social Services - Public Facility Improvements - Infrastructure Enhancements

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Planning and Administration	\$ 259,939	\$ 296,138	\$ 593,269	\$ 569,265
CDBG Supported Programs	5,040,527	5,282,124	3,228,731	3,192,735
Home Program	1,980,022	1,388,005	1,434,000	1,649,000
Total	\$ 7,280,488	\$ 6,966,267	\$ 5,256,000	\$ 5,411,000

Category Expenditure

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 242,803	\$ 254,844	\$ 306,264	\$ 324,500
Operating	7,022,881	6,706,420	4,939,736	5,076,500
Capital	14,804	5,003	10,000	10,000
Total Expenditures	\$ 7,280,488	\$ 6,966,267	\$ 5,256,000	\$ 5,411,000
Per Capita	\$ 48.93	\$ 47.51	\$ 36.30	\$ 35.33
Positions Authorized	8	8	8	5



Planning and Administration

The Office of Economic and Community Development, acting on behalf of the City of Chattanooga, is responsible for the administration and use of the Community Development Block Grant(CDBG), the HOME Investment Partnership Act (HOME), and Emergency Shelter Grant(ESG) funds received from the U.S. Department of Housing and Urban Development(HUD). Since 1974, the City of Chattanooga has been the recipient of the entitlement funds from HUD for a variety of housing and community development activities. Planning and self-evaluation have always been key elements of a successful program.

The mission of the Office of Economic and Community Development is to have a significant and positive impact on our city by identifying and supporting neighborhood revitalization projects. All activities are designed to benefit low and moderate income people and neighborhoods. In keeping with this mission, the department funds affordable housing activities, employment opportunities, economic development, social services activities, public facility improvements and infrastructure improvements.

The Office of Economic and Community Development operates under a HUD mandated five year strategic plan. In fiscal year 2000-2001 the City implemented year one of the 2000-2004 Consolidated Plan. Goals, objectives and strategies are based upon this five year plan.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 209,382	\$ 254,844	\$ 290,646	\$ 324,500
Operating	35,753	36,291	292,623	234,765
Capital	14,804	5,003	10,000	10,000
Total	\$ 259,939	\$ 296,138	\$ 593,269	\$ 569,265

Goals & Objectives

Planning and activities should be on a comprehensive approach to community resources, needs and goals.

Planning and implementation of community strategies should be an inclusive process.

Revitalization goals and strategies should be based on strengths and acceptance of responsibility rather than on needs and the abdication of responsibility.

Coordination of activities and of key community players helps ensure an effective community development program

Strategies and activities should be based on a long term, high quality approach.

Housing Activities

Increase the stock of safe, affordable, decent rental units; particularly in low and moderate income areas by 500 units. The City's Better Housing Commission (BHC) will pursue its efforts to enforce code compliance in residential structures, particularly in target neighborhoods.

Homeowner Rehabilitation Activities

Rehabilitate 800 substandard low income owner occupied homes with low to no interest loans. Provide a program under which LMI families, who are unable to obtain bank financing for needed home improvements, can access low to no interest loans to repair their homes up to local code. Weatherize and render more energy efficient 500 units serving low income families.

Affordable Home Ownership Activities

Assist 1,100 first time LMI purchasers with affordable mortgage financing and assistance with closing and down payment costs. Expand homeowner education programs to reach 3,500 people over the next five years.

Public and Assisted Housing

Improve the housing mix and building configuration of public housing developments by reconfiguring selected developments through the demolition of non-viable units and replacements with scattered site developments. Expand opportunities for residents to become more self-sufficient and assure that at least 100 residents are given opportunities for training and employment with CHA and its contractors.

Public Facility Activities

Within 5 years, a minimum of 2 sites will have been improved or created as multipurpose neighborhood based community centers in low-income neighborhoods. The City, through public-private partnerships, will develop the potential for Greenways in low and moderate income target neighborhoods.

Infrastructure Improvement Activities

Improve neighborhood infrastructure such as sidewalks, street lighting, street improvements and landscaping as part of comprehensive neighborhood revitalization strategies.

Public or Social Services

Increase social and recreational opportunities for young people to use their time constructively, with guidance and attention from responsible, caring adults. Promote the formation of neighborhood coalitions for growth within communities. Improve and impact quality of life issues for elderly and special needs populations.

Economic Development

Improve the quality of the local workforce. Improve access to capital for creation and expansion of small businesses, particularly for minority and women owned businesses. Increase opportunities for retention and expansion of the existing business base.

Planning and Administration

Fair Housing

Increase community knowledge of fair housing standards and issues.

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Stock of safe, affordable rental units up to 500	34	100	500	34%
Rehabilitate substandard housing	198	160	800	198%
Assist first time LMI purchasers with affordable mortgage	319	220	1,100	319
Homebuyer Education	673	700	3,500	673
Improved multipurpose neighborhood based community centers	-	2	2	-
Participate in streetscape improvements	Yes	Yes	Yes	Yes
Increase opportunities for youth to use time constructively	Yes	Yes	Yes	Yes
Private housing guide for citizens	Yes	Yes	Yes	Yes

CDBG Supported Programs

This summarizes the dollar amount of federal funding spent on Community Development Block grant eligible programs.

Expenditure by Type				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	5,040,527	5,282,124	3,228,731	3,192,735
Capital	0	0	0	0
Total	\$ 5,040,527	\$ 5,282,124	\$ 3,228,731	\$ 3,192,735

Goals & Objectives

See Community Development goals and objectives.

Home Program

The HOME Investment Grant is for the administration of federal funds to provide decent and affordable housing for low and moderate income families. The Economic & Community Development Office reviews all requests for HOME funds. This activity records all administrative as well as costs associated with loans made with the HOME Partnership Investment Funds.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 33,421	\$ -	\$ 15,618	\$ -
Operating	1,946,601	1,388,005	1,418,382	1,649,000
Capital	0	0	0	0
Total	\$ 1,980,022	\$ 1,388,005	\$ 1,434,000	\$ 1,649,000

Goals & Objectives

See Community Development foals and objectives.

Personnel Administration

Chattanooga's number one priority is to provide the most effective and efficient services to the citizens. Our program is designed to provide one with challenging and rewarding opportunities and a chance to build a career and future.

The City's compensation package includes: *salaries, major medical health insurance, life insurance, social security, retirement plans, deferred compensation plans, worker's compensation, leave, and unused leave pay, leave buyback.*

Salaries. Salaried and hourly employees are paid on a weekly or biweekly basis, dependent upon position. Employee salaries and fringe benefits represent 56% of the total FY2002 operating budget.

On January 31, 1995 there was an ordinance passed (Ordinance 10163) that provided for overtime pay and compensatory leave. All non-exempt (any pay grade) and exempt employees in pay grades 1 through 11 who work more than 40 hours during a work week or more than his or her normally scheduled work day or exceeds the maximum work hours in his/her normal work period are to receive overtime pay.

Premium compensatory leave has been deleted. A provision has been established for exempt employees

Employees in pay grade 16 and above shall be ineligible to receive overtime pay or compensatory leave unless expressly authorized by the mayor and/or City Council.

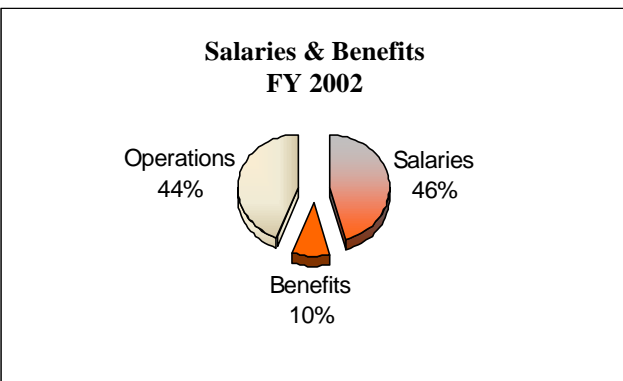
Major Medical Health Insurance. Chattanooga provides major medical health and hospitalization group plans to all full-time employees. Coverage begins on the first day coincident with or immediately following completion of 90 days of active employment. Currently, the City of Chattanooga contracts with BlueCross and BlueShield of Tennessee for employee medical coverage. For FY 2002, the monthly City contribution for those employees with an individual policy is \$181.24, subscriber + child is \$302.20, subscriber + spouse is \$369.40 and family is \$512.10

In FY 2002, an employee's Major Medical Health and Hospitalization group plan cost will amount to \$9,789,410, with another \$1,881,600 projected to be spent on job injuries.

Life Insurance. On July 1, 1986 the death benefits of the group term life insurance program sponsored by the city for all eligible employees was upgraded to equal to 100% of an employee's annual salary, with a maximum benefit of \$40,000. For FY 2002, the cost of this life insurance benefit will be \$0.295 per \$1,000 of salary.

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 \$76,200. Additionally, the Federal Insurance Program requires that an additional 1.45% be paid on all earnings.

Deferred Compensation. The City provides a voluntary Deferred compensation Plan opportunity for its employees to supplement the City-provided retirement plan. The City does not contribute to this supplemental plan. The three companies offering this benefit are ITT Hartford Life Insurance Company, AETNA and ICMA (International City/County Management Association).



in pay grades 12 through 15 who work in excess of the maximum allowable hours worked to be credited with compensatory leave equal to one times the number of excess hours so worked.

Long-term Disability. In FY98, the City instituted a long-term disability plan in conjunction with the general pension board. The city pays one-half of the monthly premium at a rate of \$0.14 per \$1,000 up to age 62.

Personal Leave. Personal leave is a combination of annual, sick and holiday leave into one paid leave system.

The City observes nine (9) paid holidays throughout its fiscal year. Holidays included are as followed:

- New Year's Day
- July 4th
- Martin Luther King's Birthday
- Labor Day
- Good Friday
- Thanksgiving Day
- Memorial Day
- Day After Thanksgiving
- Christmas Day

The City Council may also designate other special holidays.

The accrual period is on a bi-weekly basis. Employees shall earn Personal Leave at the following rates:

Years of Service:

	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
Hours accrued Bi-weekly	9.54	10.77	12.00
Hours accrued Annually	248	280	312
Days accrued Annually	31	35	39

The following accrual schedule applies to civilian EMT's /Paramedics with the Fire Department (based on working a twenty-four hour shift):

Years of Service:

	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
Hours accrued Bi-weekly	14.77	17.54	19.85
Hours accrued Annually	384	456	516
Days accrued Annually	32	38	43

Personal Leave shall be earned before it is taken. New employees shall earn Personal Leave after working one complete two week accrual period. Employees completing ten or seventeen years of employment shall earn Personal Leave at the new rate after working one full two week accrual period after his/her anniversary date. The maximum number of Personal Leave days that can be carried over from one calendar year to the next is 100. Every employee shall be eligible to carry over from one calendar year to the next no more than ten day (100 maximum) of personal leave in addition to his/her personal leave days carried over from the previous calendar year. Any leave that is required to be taken, but not used, shall be deducted at the end of the calendar year.

Special Leaves with pay include: Reservists leave of absence, Court attendance, meetings to attend professional and technical institutions, or conferences, that are job-related and may contribute to the effectiveness of the employee's services, and educational leave less than 14 days (if longer than fourteen days must be approved by the City Council).

Unused Leave Pay. Upon retirement, unused personal leave shall be paid in cash, at the daily rate of pay of the employee, not to exceed the maximum allowed.

Upon retirement because of disability, the employee is entitled to use their personal leave balance prior to beginning disability benefits.

Upon separation for reasons other than retirement, unused personal leave is paid, in cash, at the employee's daily rate of pay, not to exceed the maximum allowed.

Leave Buyback. Upon application of an employee, the City of Chattanooga may purchase back from its employees personal leave which they have accrued, but only under the following circumstances and conditions which must be agreed to by each employee seeking to sell the leave:

- No more than sixty (60) days of leave will be purchased from any employee during his/her lifetime;
- The City will pay to the employee seventy percent (70%) of the employees daily salary for each day of leave sold back to the City by the employee;
- The employee agrees in writing that the cap on the amount of days that employee is

entitled to accumulate over his/her career will be reduced on a day-for-day basis for the number of days the City is purchasing;

- The city will not purchase any days which would lower the employees total accumulated leave below thirty (30) days;
- The practice of buying back leave will be subject to the availability of funds to do so at the time of the request, the determination of which availability will be at the sole discretion of the city administration; and
- Funds realized by employees from the sale of leave will be excluded from pension-eligible earnings.

Personnel Changes

Since fiscal year 1999, the city has authorized a cumulative total of 43 new positions. This can be attributed the continued efforts set by the Council and Mayor to provide programs promoting cleaner, safer, neighborhoods; improve public safety; improve Parks and Recreation; and continue community and economic development.

In fiscal year 2002, the City authorized a reduction of 156 positions, this is a 5% decrease over last years 2,950 authorized positions. This decrease is a part of the City's staff reduction plan. Due to the financially tight budget situation going into fiscal year 2002, the City was forced to consider elimination of positions that were viewed as nonessential. The goal is for the eventual elimination of 200 positions. The first step in the process is to cut 114 full and part-time vacant positions in fiscal year 2002. The remaining difference will be eliminated in fiscal years 2003 and 2004. Most of these positions are scheduled to go away at December 31, 2002. For employees who's jobs are targeted for elimination, the City will try to place them in other positions. This staff reduction plan provides for minimal terminations of existing employees. It allows for gradual reduction in the City's workforce while minimizing the negative impact to existing employees. The Fiscal Year 2002 changes are as

follows:

General Government

In fiscal year 2002, positions decreased by ten (10). This is a result of nine (9) positions of the Mayor's Office being moved due to reorganization to the Executive Branch. One police officer position was eliminated in City Court Judicial with a cost of \$33,697.

Department of Finance & Administration

In fiscal year 2002 positions increased by a hundred and nine (109). This increase is a result of a reorganization which moved the purchasing, real estate, and fleet maintenance departments under Finance. Along with the City's overall staff reduction, fourteen (14) positions were eliminated. These positions include: court clerk, 2 staff assistants, 2 accounting interns, network technician, PC services specialist, tax clerk, equipment mechanic, inventory clerk, shop supervisor, 2 crew workers, and a heavy equipment operator. Total cost impact of these reductions is \$254,006.

Department of Police

In fiscal year 2002 positions decreased by thirty-six (36);excluding police retiree positions will reduce this number to twenty-three (23). These positions include: 4 police service techs, accounting tech, micro systems trainer, assistant crime analyst, 4 animal services officer, animal services adm supervisor, 2 fingerprint technician, 5 police record clerks, sr., 3 police service tech, and a crime scene tech. This decrease is a part of the City's overall staff reduction. Total cost decrease is \$563,448.

Department of Fire

In fiscal year 2002 there were no personnel/position changes.

Department of Public Works

In fiscal year 2002 positions overall decreased by six (6). This number reflects an additional 6 forestry positions that were transferred from Parks & Rec due to the reorganization. Also, twelve (12) positions were eliminated as part of the City's staff reduction. This reduction includes: construction inspector supervisor, laboratory assistant, 4 equipment operator sr., crew worker, heavy equipment operator, and a scale operator. Total cost impact of this reduction is \$299,612.

Department of Parks, Recreation, Arts & Culture

In fiscal year 2002 positions overall decreased by forty-

seven (47). This number reflects fourteen (14) new positions, fifty-five (55) eliminated positions, and six (6) forestry positions transferred to Public Works. New positions include: therapeutic specialist, aquatics coordinator, lifeguards, and ranger supervisor. Eliminated positions due to City's overall staff reduction include: deputy administrator, arts specialist, arts manager, cashier, sales clerk, 2 office assistant, 8 concession employees, assistant project coordinator, 2 recreation specialist sr., forestry intern, 13 program assistant, 6 ballfield leader, 4 crew worker, public info specialist, 4 groundskeeper, 2 swimming pool supervisor, aquatic prog coordinator, and 5 part-time ranger. Total cost impact of this elimination is \$553,099.

Department of General Services:

As a part of the City's reorganization, this department no longer exist. Its activities have been moved to other departments. Administration and Community Development are in the Executive Branch; Employee Benefits is under Personnel; Electronics, Purchasing, City Hall /Annex Maintenance, Real Estate, Municipal Gas Station and Garages are under Finance.

Department of Personnel:

Due to the reorganization in fiscal year 2002, positions increased by four (4). Employee benefits positions were moved here from General Services.

Department of Neighborhood Services:

In fiscal year 2002 positions increased by one (1). This is made up of four (4) new positions, one (1) eliminated position, and two (2) human rights positions transferred to the Executive Branch. The new positions are two (2) community organizers and two (2) codes specialist. The eliminated position is a codes enforcement data coordinator with a cost of \$25,922.

Executive Branch:

This new area was created as a result of the City's reorganization. The activities were transferred from other areas of city government. Activities within the Executive Branch are Office of the Mayor, Internal Audit, Community Development, Grants Administration, and Human Rights. In fiscal year 2002, five (5) positions were eliminated. They are a project manager, administrative secretary, 2 community development specialist, and a grants coordinator. Total position cost impact of this

elimination is \$186,363.

NR = Indicates that the position has not been rated by the City's personnel rating agency - DMG - throughout the detail position listing.

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade					Change		Projected		
			FY 1999	FY 2000	FY 2001	FY 2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
General Government & Agencies			28	32	38	28	-10	0	28	28	28
City Attorney's Office											
C00150	City Attorney	48	1	1	1	1	0	0	1	1	1
City Court Judicial I											
C00152	Court Officer	11	2	2	2	2	0	0	2	2	2
C00153	Judicial Assistant	18.03hr	1	1	1	1	0	0	1	1	1
C00154	Police Officer	P1	1	1	1	0	-1	-1	0	0	0
C20010	City Judges	NP	1	1	1	1	0	0	1	1	1
			5	5	5	4	-1	-1	4	4	4
City Court Judicial II											
C00152	Court Officer	11	0	0	2	2	0	2	2	2	2
C00153	Judicial Assistant	18.03hr	0	0	1	1	0	1	1	1	1
C20010	City Judges	NP	0	0	1	1	0	1	1	1	1
			0	0	4	4	0	4	4	4	
City Council											
C00159	Clerk to Council	NP	1	1	1	1	0	0	1	1	1
C00160	Management Analyst	NP	1	1	1	1	0	0	1	1	1
C00161	Assistant Clerk to Council	15	1	1	1	1	0	0	1	1	1
C00163	Council Secretary	10	1	1	1	1	0	0	1	1	1
C20100	Council Chairperson	NP	1	1	1	1	0	0	1	1	1
C20200	Council Vice Chairperson	NP	1	1	1	1	0	0	1	1	1
C20300	Council Member	NP	7	7	7	7	0	0	7	7	7
C00910	Council Assistant (P/T)	9.12hr	1	4	4	4	0	3	4	4	4
			14	17	17	17	0	3	17	17	17
Office of the Mayor											
C00168	Communication Coordinator	19	1	1	1	0	-1	-1	0	0	0
C00171	Chief of Staff	50	1	1	1	0	-1	-1	0	0	0
C00172	Special Projects Director	19	1	1	1	0	-1	-1	0	0	0
C00173	Project Manager	NP	0	1	1	0	-1	0	0	0	0
C00174	Special Project Assistant	15	0	2	2	0	-2	0	0	0	0
C01204	Administrative Secretary	9	1	1	1	0	-1	-1	0	0	0
C01207	Executive Assistant	N/A	2	0	0	0	0	-2	0	0	0
C01209	Administrative Assistant	19	1	1	1	0	-1	-1	0	0	0
C20001	Mayor	NP	1	1	1	0	-1	-1	0	0	0
			8	9	9	0	-9	-8	0	0	0
Downtown Design Center											
C00563	Design Review Coordinator	15	0	0	1	0	-1	0	0	0	0
C00567	Design Review Assistant	9	0	0	1	0	-1	0	0	0	0
C01952	Design Review Specialist	13	0	0	0	2	2	2	2	2	2
			0	0	2	2	0	2	2	2	2
Department of Finance & Administration			108	112	117	226	109	118	215	215	215
Finance & Administration General Fund			108	112	117	149	32	41	144	144	144
Finance											
C00071	Accounts Payable Assistant	NR	0	0	1	1	0	1	1	1	1
C00075	Administrator	50	1	1	1	1	0	0	1	1	1
C00076	Deputy Administrator	42	1	1	1	1	0	0	1	1	1
C00077	Budget Officer	29	1	1	1	1	0	0	1	1	1
C00079	Manager, Financial Operations	31	1	1	1	1	0	0	1	1	1
C00080	Internal Audit Supervisor	29	1	1	1	0	-1	-1	0	0	0
C00081	Accounts Payable Supervisor	15	1	1	1	1	0	0	1	1	1
C00082	Accounting Supervisor	26	0	1	1	1	0	1	1	1	1
C00083	Payroll Supervisor	18	1	1	1	1	0	0	1	1	1
C00084	Internal Auditor	17	2	2	2	0	-2	-2	0	0	0
C00085	Budget Analyst	17	3	3	3	3	0	0	3	3	3
C00086	Budget Analyst, Senior	19	1	1	1	1	0	0	1	1	1
C00087	Accountant	17	3	3	3	3	0	0	3	3	3
C00090	Accountant, Senior	19	1	1	1	1	0	0	1	1	1
C00099	Payroll Technician	8	1	3	2	2	0	1	2	2	2
C00102	Payroll Technician, Sr	10	0	0	1	1	0	1	1	1	1
C00903	Accounting Intern (Part time)	\$7.28hr	2	2	2	0	-2	-2	0	0	0
C01001	Office Assistant	N/A	0	2	0	0	0	0	0	0	0
C01002	Office Assistant, Sr	5	0	4	6	5	-1	5	5	5	5
C01204	Administrative Secretary	9	0	1	1	1	0	1	1	1	1
C01207	Executive Assistant	13	0	1	1	1	0	1	1	1	1
C01402	Accounting Technician	8	0	4	3	3	0	3	3	3	3
XXXX	Inactivated positions	n/a	14	0	0	0	0	-14	0	0	0
			34	35	35	29	-6	-5	29	29	29
Information Services											
C00107	Information System Director	40	1	1	1	1	0	0	1	1	1
C00108	Manager, IS Programming	32	1	1	1	1	0	0	1	1	1
C00109	Assistant Director	32	1	1	1	1	0	0	1	1	1
C00113	Manager, IS Support Systems	28	1	1	1	1	0	0	1	1	1
C00115	System & Data Base Specialist, Sr	25	2	2	2	2	0	0	2	2	2
C00116	System & Data Base Specialist	20	1	1	1	2	1	1	2	2	2
C00117	Network Manager	26	1	1	1	1	0	0	1	1	1
C00118	Programmer Analyst	25	4	4	5	5	0	1	5	5	5
C00119	Programmer, Sr	19	5	5	4	4	0	-1	4	4	4
C00121	Network Technician, Sr	11	2	2	3	3	0	1	3	3	3
C00122	Trainer, Information Systems	12	1	1	1	1	0	0	1	1	1
C00123	PC Services Specialist, Sr	18	1	1	1	1	0	0	1	1	1
C00124	Network Technician	9	4	4	5	4	-1	0	4	4	4
C00125	PC Service Technician	9	1	1	1	1	0	0	1	1	1

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade	2001				Change		Projected		
			FY 1999	FY 2000	FY 2001	FY 2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
C00127	Programmer	16	4	4	4	4	0	0	4	4	4
C00128	PC Services Specialist	17	2	2	2	1	-1	-1	1	1	1
C00129	Telecommunication Specialist	14	1	1	1	0	-1	-1	0	0	0
C0XXX	Secretary	NR	0	0	0	1	1	1	1	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1	1
			34	34	36	35	-1	1	35	35	35
City Treasurer											
C00130	Treasurer	33	1	1	1	1	0	0	0	0	0
C00131	Assistant Treasurer	23	1	1	1	1	0	0	1	1	1
C00132	Tax Supervisor	15	2	2	2	2	0	0	2	2	2
C00136	Business Tax Inspector	11	1	1	1	1	0	0	1	1	1
C00904	Property Tax Clerk I	\$8.03hr	2	2	1	1	0	-1	1	1	1
C00905	Property Tax Clerk II	\$8.03hr	1	1	1	1	0	0	1	1	1
C00906	Property Tax Clerk III	\$8.50hr	1	1	1	1	0	0	1	1	1
C01006	Tax Clerk	6	7	7	7	6	-1	-1	6	6	6
			16	16	15	14	-1	-2	13	13	13
City Court Clerk's Office											
C00055	City Court Clerk	33	1	1	1	1	0	0	1	1	1
C00056	Deputy City Court Clerk	15	1	1	1	1	0	0	0	0	0
C00059	Court Operation Supervisor	13	2	2	3	3	0	1	2	2	2
C00154	Police Officer (Liaison)	P1	0	0	1	0	-1	0	0	0	0
C01101	Court Clerk	5	15	16	17	16	-1	1	16	16	16
C01102	Court Clerk, Sr	7	5	5	6	6	0	1	6	6	6
			24	25	29	27	-2	3	25	25	25
Telecommunications											
C00145	Telecommunication Manager	28	0	1	1	1	0	1	1	1	1
C00146	Telecommunication Coordinator	17	0	1	1	1	0	1	1	1	1
			0	2	2	2	0	2	2	2	2
Geo Information Services											
CXXXX	GIS Manager	NR	0	0	0	1	1	1	1	1	1
CXXXX	GIS Analyst	NR	0	0	0	1	1	1	1	1	1
CXXXX	GIS Technician	NR	0	0	0	1	1	1	1	1	1
			0	0	0	3	3	3	3	3	3
Purchasing											
C00250	Purchasing Agent	27	0	0	0	1	1	1	1	1	1
C00251	Assistant Purchasing Agent	17	0	0	0	2	2	2	2	2	2
C00252	Buyer	13	0	0	0	4	4	4	4	4	4
C00258	Purchasing Technician	8	0	0	0	5	5	5	4	4	4
C01001	Office Assistant	3	0	0	0	2	2	2	2	2	2
			0	0	0	14	14	14	13	13	13
City Hall/Annex Maintenance											
C00176	Director, Facilities & Fleet Management	38	0	0	0	1	1	1	1	1	1
C00195	Facilities Superintendent	16	0	0	0	1	1	1	1	1	1
C00197	Custodian	2	0	0	0	10	10	10	10	10	10
C00198	Guard	\$8.35hr	0	0	0	2	2	2	2	2	2
C01501	Crew Leader	6	0	0	0	2	2	2	2	2	2
C01521	Crew Worker	3	0	0	0	1	1	1	1	1	1
C01522	Crew Worker, Sr	5	0	0	0	1	1	1	1	1	1
			0	0	0	18	18	18	18	18	18
Electronics Division											
C00199	Electronics Supervisor	24	0	0	0	1	1	1	1	1	1
C00200	Electronics Comm Technician	14	0	0	0	5	5	5	5	5	5
			0	0	0	6	6	6	6	6	6
Real Estate											
C00177	Manager of Real Property	22	0	0	0	1	1	1	0	0	0
C00990	Property Service Coordinator	14	0	0	0	1	1	1	0	0	0
			0	0	0	1	1	1	0	0	0
Municipal Garage - Amnicola											
C00204	Shop supervisor	18	0	0	0	2	2	2	2	2	2
C00205	Fleet Manager	25	0	0	0	1	1	1	1	1	1
C00206	Equipment Mechanic III	13	0	0	0	4	4	4	4	4	4
C00208	Equipment Mechanic I	9	0	0	0	8	8	8	6	6	6
C00218	Shop Supervisor, Sr	20	0	0	0	1	1	1	1	1	1
C00220	Parts Room Supervisor	11	0	0	0	1	1	1	1	1	1
C00224	Equipment Mechanic II	11	0	0	0	9	9	9	9	9	9
C01301	Inventory Clerk	5	0	0	0	2	2	2	1	1	1
C01302	Inventory Clerk, Sr	6	0	0	0	2	2	2	2	2	2
C01521	Crew Worker	3	0	0	0	3	3	3	3	3	3
Total Municipal Garage-Amnicola			0	0	0	33	33	33	30	30	30
Municipal Garage - 12th Street											
C00197	Custodian	2	0	0	0	1	1	1	1	1	1
C00204	Shop Supervisor	18	0	0	0	3	3	3	3	3	3
C00206	Equipment Mechanic III	13	0	0	0	8	8	8	8	8	8
C00208	Equipment Mechanic I	9	0	0	0	5	5	5	3	3	3
C00218	Garage Superintendent	23	0	0	0	1	1	1	1	1	1
C00220	Parts Room Supervisor	11	0	0	0	1	1	1	1	1	1
C00224	Equipment Mechanic II	11	0	0	0	12	12	12	12	12	12
C00232	Vehicle Servicer	6	0	0	0	3	3	3	2	2	2
C01015	Office Manager	10	0	0	0	1	1	1	1	1	1
C01301	Inventory Clerk	5	0	0	0	3	3	3	1	1	1
C01302	Inventory Clerk, Sr	6	0	0	0	2	2	2	2	2	2
C01513	Heavy Equipment Operator	10	0	0	0	1	1	1	2	2	2

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade	2001				Change		Projected		
			FY 1999	FY 2000	FY 2001	FY 2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
C01521	Crew Worker	3	0	0	0	1	1	1	2	2	2
C01522	Crew Worker, Sr	5	0	0	0	1	1	1	1	1	1
Total Municipal Garage-12th Street			0	0	0	43	43	43	40	40	40
Municipal Gas Station											
C01513	Heavy Equipment Operator	10	0	0	0	1	1	1	1	1	1
Total Municipal Gas Station			0	0	0	1	1	1	1	1	1
Department of Police			695	722	747	711	-36	16	702	702	702
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1	1
C00355	Safety Coordinator	n/a	0	1	0	0	0	0	0	0	0
C00801	Information Safety Officer	n/a	1	0	0	0	0	-1	0	0	0
C00805	Police Chief	47	1	1	1	1	0	0	1	1	1
C00806	Deputy Police Chief	P5	3	2	2	2	0	-1	2	2	2
C00807	Deputy Dir. , Community Outreach	17	1	1	1	1	0	0	1	1	1
C00808	Assist. Community Outreach Dir.	12	0	1	1	1	0	1	1	1	1
C00809	Captain	P4	18	11	9	8	-1	-10	8	8	8
C00812	Lieutenant	P3	31	23	22	20	-2	-11	20	20	20
C00813	Sergeant	P2	107	108	108	108	0	1	108	108	108
C00815	Special Services Supervisor	n/a	1	0	0	0	0	-1	0	0	0
C00816	Polygraph Examiner	n/a	1	0	0	0	0	-1	0	0	0
C00818	Police Officer	P1	225	249	265	279	14	54	279	279	279
C00819	Crime Prevention Supervisor	n/a	1	0	0	0	0	-1	0	0	0
C00820	Police Off. Crime Bill	P1	76	74	54	54	0	-22	54	54	54
C00821	Sergeant - HUD	n/a	1	0	0	0	0	-1	0	0	0
C00824	Police Officer	P1	10	11	11	0	-11	-10	0	0	0
C00825	Police Service Technician	3	0	4	13	10	-3	10	10	10	10
C00827	Police Service Tech P.T.	\$9.48hr	25	25	25	21	-4	-4	21	21	21
C00828	Police ID Technician	9	1	2	3	2	-1	1	2	2	2
C00829	Photo Lab Tech	9	1	1	1	1	0	0	1	1	1
C00831	Manager, Animal Services	24	1	1	1	1	0	0	1	1	1
C00832	Meter Patrol Supervisor	n/a	1	0	0	0	0	-1	0	0	0
C00833	School Patrol Supervisor	12	1	1	0	0	0	-1	0	0	0
C00834	School Patrol Officer Senior	9	1	1	1	1	0	0	1	1	1
C00840	Property Service Clerk	7	5	8	7	7	0	2	6	6	6
C00841	Meter Patrol Officer	n/a	9	0	0	0	0	-9	0	0	0
C00843	Communication Officer, Fire	8	2	2	2	2	0	0	2	2	2
C00844	Communication Officer	11	58	58	45	45	0	-13	45	45	45
C00855	Manager Media Relations	19	1	1	1	1	0	0	1	1	1
C00856	Police Records Trainer	7	2	2	2	2	0	0	2	2	2
C00858	Police Legal Advisor	28	1	1	1	1	0	0	1	1	1
C00861	Fingerprint Technician	6	2	2	3	1	-2	-1	1	1	1
C00864	Police Service Tech	n/a	4	0	0	0	0	-4	0	0	0
C00895	Manager, Information Services	n/a	0	1	0	0	0	0	0	0	0
C00896	Animal Service Officer	9	0	14	14	10	-4	10	10	10	10
C00897	Animal Service Sergeant	13	0	2	2	2	0	2	2	2	2
C00898	Communication Officer, Sr	13	0	6	6	6	0	6	6	6	6
C00923	Animal Service Admin Supervisor	16	0	1	1	0	-1	0	0	0	0
C00970	Police Service Tech Senior	5	0	10	10	10	0	10	10	10	10
C00971	Police Retiree 2000 P3	NP	0	0	7	0	-7	0	0	0	0
C00972	Police Retiree 2000 P4	NP	0	0	5	0	-5	0	0	0	0
C00973	Police Retiree 2000 P5	NP	0	0	1	0	-1	0	0	0	0
C00974	Police Retiree 2000 Civilian	NP	0	0	1	1	0	1	1	1	1
C00975	Lieutenant School Patrol	\$34.26hr	3	3	3	3	0	0	3	3	3
C00976	School Patrol Officer	\$24.16hr	30	30	30	30	0	0	30	30	30
C00977	Reserve Officer (Part time)	n/a	8	0	0	0	0	-8	0	0	0
C00994	Director, Police Admin	21	0	0	1	1	0	1	1	1	1
C00995	Grant Specialist, Sr	13	0	0	1	0	-1	0	0	0	0
C00996	Communication clerk	NR	0	0	13	13	0	13	13	13	13
C00997	Accounting Technician, Sr	11	0	0	1	1	0	1	1	1	1
C00998	Staff Service Coordinator	15	0	0	1	1	0	1	1	1	1
C00999	Technology Coordinator	18	0	0	1	1	0	1	1	1	1
C01000	Accreditation File Assistant	6	0	0	1	1	0	1	0	0	0
C01001	Office Assistant	3	1	1	1	1	0	0	1	1	1
C01002	Office Assistant, Sr	5	4	4	4	4	0	0	2	2	2
C01003	Manager, Security, Facility & Fleet	18	0	0	1	1	0	1	1	1	1
C01005	Manager, Accreditation	18	0	0	1	1	0	1	1	1	1
C01007	Assistant Crime Analyst	10	0	0	1	0	-1	0	0	0	0
C01008	Police Records Clerk	3	13	13	12	12	0	-1	12	12	12
C01009	Police Records Clerk, Sr	5	13	13	13	8	-5	-5	8	8	8
C01010	Police Records Clerk Supervisor	8	1	1	1	1	0	0	1	1	1
C01011	Police Records Analyst	7	4	4	5	5	0	1	5	5	5
C01201	Secretary	6	1	1	3	3	0	2	2	2	2
C01202	Secretary, Senior	7	8	10	11	11	0	3	11	11	11
C01203	Assistant to Police Chief	17	0	1	1	1	0	1	1	1	1
C01204	Administrative Secretary	9	6	5	5	5	0	-1	4	4	4
C01207	Executive assistant	n/a	1	0	0	0	0	-1	0	0	0
C01401	Personnel Assistant	7	2	2	2	2	0	0	1	1	1
C01402	Accounting Technician	8	2	2	2	1	-1	-1	1	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1	1
C01404	Fiscal Coordinator	n/a	1	1	0	0	0	-1	0	0	0
C01406	Grant Specialist	n/a	0	1	0	0	0	0	0	0	0
C01521	Crew Worker	3	1	1	1	1	0	0	0	0	0
C01525	Building Maintenance Mechanic	7	2	2	3	3	0	1	2	2	2
			695	722	747	711	-36	16	702	702	702
Department of Fire			389	404	418	418	0	29	417	417	417
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1	1
C00864	System Specialist	15	1	1	1	1	0	0	1	1	1
C00865	Fire Chief	47	1	1	1	1	0	0	1	1	1

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade	2001				Change		Projected		
			FY 1999	FY 2000	FY 2001	FY 2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
C00866	Deputy Fire Chief	F6	1	1	1	1	0	0	1	1	1
C00867	Fire Marshal	F6	1	1	1	1	0	0	1	1	1
C00868	Public Information Officer	15	1	1	1	1	0	0	1	1	1
C00869	Battalion Chief	F5	6	6	6	6	0	0	6	6	6
C00871	Captain	F4	75	75	75	75	0	0	75	75	75
C00872	Fire Investigator	F4	3	3	3	3	0	0	3	3	3
C00873	Lieutenant	F3	87	87	87	87	0	0	87	87	87
C00874	Firefighter	F1	138	117	106	106	0	-32	106	106	106
C00876	Operations Chief	F6	1	1	1	1	0	0	1	1	1
C00877	Resource Chief	F5	1	1	1	1	0	0	1	1	1
C00888	Staff Officer	F4	15	15	15	15	0	0	15	15	15
C00890	Training Chief	F5	1	1	1	1	0	0	1	1	1
C00891	Fire Equipment Technician	F1	1	1	1	1	0	0	1	1	1
C00892	Senior Firefighter	F2	40	75	100	100	0	60	100	100	100
C00899	Tactical Services Chief	F5	0	1	1	1	0	1	1	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	1	1	1
C01201	Secretary	n/a	1	0	0	0	0	-1	0	0	0
C01202	Secretary, Senior	7	2	3	3	3	0	1	3	3	3
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1	1
C01401	Personnel Assistant	7	1	1	1	1	0	0	1	1	1
C01402	Accounting Technician	8	1	1	1	1	0	0	1	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1	1
C01511	Equipment Operator	n/a	3	0	0	0	0	-3	0	0	0
C01513	Heavy Equipment Operator	10	2	2	2	2	0	0	2	2	2
C01525	Building Maintenance Mechanic	7	1	4	4	4	0	3	3	3	3
C01526	Building Maintenance Mechanic, Sr	12	1	1	1	1	0	0	1	1	1
			389	404	418	418	0	29	417	417	417
Department of Public Works (All Funds)			660	668	673	667	-6	7	659	659	659
Public Works General Fund			233	240	241	243	2	10	240	240	240
Administration											
C00450	Administrator	47	1	1	1	1	0	0	1	1	1
C00451	Deputy Administrator	38	1	1	1	1	0	0	1	1	1
C00453	Assistant to Administrator	22	1	1	1	1	0	0	0	0	0
C01001	Office Assistant	3	1	1	2	2	0	1	2	2	2
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1	1
C01404	Fiscal Coordinator	17	1	1	1	1	0	0	1	1	1
			7	7	8	8	0	1	7	7	7
Inspection											
C00541	Director of Codes & Inspections	32	1	1	1	1	0	0	1	1	1
C00543	Zoning Inspector	12	2	2	2	2	0	0	2	2	2
C00544	Chief Building Inspector	19	1	1	1	1	0	0	1	1	1
C00545	Chief Electrical Inspector	19	1	1	1	1	0	0	1	1	1
C00546	Chief Plumbing Inspector	19	1	1	1	1	0	0	1	1	1
C00548	Electrical Inspector	13	3	2	2	2	0	-1	2	2	2
C00549	Gas/Mechanical Insp.	13	1	1	1	1	0	0	1	1	1
C00550	Plumbing Inspector	13	2	2	2	2	0	0	2	2	2
C00551	Plumbing Inspector, Sr	14	1	1	1	1	0	0	1	1	1
C00552	Combination Inspector	14	2	2	2	2	0	0	2	2	2
C00553	Building Inspector	13	2	2	2	2	0	0	2	2	2
C00554	Electrical Inspector, Sr	14	0	1	1	1	0	1	1	1	1
C00555	Building Inspector, Sr	14	1	1	1	1	0	0	1	1	1
C00558	Codes Inspector, Sr	17	1	1	1	1	0	0	1	1	1
C00559	Gas/Mechanical Inspector, Sr	14	1	1	1	1	0	0	1	1	1
C00560	Chief Signs Inspector	16	1	1	1	1	0	0	1	1	1
C00561	Electrical Sign Inspector	10	2	2	2	2	0	0	2	2	2
C00562	Codes Coordinator	12	1	1	1	1	0	0	1	1	1
C00563	Design Review Coordinator	n/a	0	1	0	0	0	0	0	0	0
C01004	Permit Clerk	5	4	4	4	4	0	0	4	4	4
C01015	Office Manager	10	1	1	1	1	0	0	1	1	1
C01201	Secretary	n/a	0	1	0	0	0	0	0	0	0
			29	31	29	29	0	0	29	29	29
City Wide Services											
C00197	Custodian	2	2	2	2	2	0	0	2	2	2
C00474	Director, City Wide Services	34	1	1	1	1	0	0	1	1	1
C00478	Safety & Training Coordinator	n/a	1	0	0	0	0	-1	0	0	0
C00479	Accident Investigator	10	1	1	1	1	0	0	1	1	1
C00480	Occupational Health Nurse	13	1	1	1	1	0	0	1	1	1
C00651	Safety & Training Coord, Sr	15	0	1	1	1	0	1	1	1	1
C00747	Supply Supervisor	9	1	1	1	1	0	0	1	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	1	1	1
C01002	Office Assistant, Sr	5	2	2	2	2	0	0	2	2	2
C01201	Secretary	6	1	1	1	1	0	0	1	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1	1
C01301	Inventory Clerk	5	1	1	1	1	0	0	1	1	1
C01401	Personnel Assistant	7	2	2	2	2	0	0	2	2	2
C01403	Administrator Coordinator	10	1	1	1	1	0	0	1	1	1
C01405	Operations Coordinator	25	1	1	1	1	0	0	1	1	1
C01521	Crew Worker	3	1	1	1	1	0	0	1	1	1
C01522	Crew Worker, Sr	5	1	1	1	1	0	0	1	1	1
			19	19	19	19	0	0	19	19	19
Municipal Forestry											
C00311	Municipal Forester	21	0	0	0	1	1	1	1	1	1
C00312	Forestry Supervisor	13	0	0	0	1	1	1	1	1	1
C00333	Tree Trimmer	8	0	0	0	1	1	1	1	1	1
C00334	Forestry Inspector	15	0	0	0	1	1	1	1	1	1
C00933	Forestry Intern	n/a	0	0	0	0	0	0	0	0	0

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade	2001				Change		Projected		
			FY 1999	FY 2000	FY 2001	FY 2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
C01503	Crew Supervisor	11	0	0	0	1	1	1	1	1	
C01511	Equipment Operator	6	0	0	0	1	1	1	1	1	
Sewer Construction & Maintenance			0	0	0	6	6	6	6	6	
C00683	Superintendent, SCM	25	1	1	1	1	0	0	1	1	
C00698	Concrete Worker	6	8	8	8	8	0	0	8	8	
C01502	Crew Leader, Sr	8	1	1	1	1	0	0	1	1	
C01504	Crew Supervisor, Sr	12	8	8	8	8	0	0	8	8	
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1	
C01511	Equipment Operator	6	4	2	2	2	0	-2	2	2	
C01512	Equipment Operator, Sr	8	0	2	3	3	0	3	3	3	
C01513	Heavy Equipment Operator	10	4	4	4	4	0	0	4	4	
C01521	Crew Worker	3	9	9	9	9	0	0	9	9	
C01522	Crew Worker, Sr	5	7	7	7	7	0	0	7	7	
			43	43	44	44	0	1	44	44	44
Emergency											
C01503	Crew Supervisor	11	1	1	1	1	0	0	1	1	
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1	
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1	
C01511	Equipment Operator	6	7	7	7	7	0	0	7	7	
C01512	Equipment Operator, Sr	8	2	2	2	2	0	0	2	2	
			12	12	12	12	0	0	12	12	12
Street Cleaning											
C00538	Sanitation Worker	3	1	1	1	0	-1	-1	0	0	
C01502	Crew Leader, Sr	8	3	3	6	3	-3	0	3	3	
C01504	Crew Supervisor, Sr	12	1	1	1	1	0	0	1	1	
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1	
C01511	Equipment Operator	6	10	10	9	7	-2	-3	7	7	
C01512	Equipment Operator, Sr	8	6	6	8	8	0	2	8	8	
C01521	Crew Worker	3	18	18	15	15	0	-3	15	15	
C01522	Crew Worker, Senior	5	0	0	0	3	3	3	3	3	
			40	40	41	38	-3	-2	38	38	38
Traffic Engineering											
C00768	City Traffic Engineer	36	1	1	1	1	0	0	1	1	
C00769	Assistant City Traffic Engineer	26	1	1	1	1	0	0	1	1	
C00770	Traffic Operations Analyst	18	1	1	1	1	0	0	1	1	
C00771	Traffic Engineering Designer	13	0	1	1	1	0	1	1	1	
C00772	Traffic Control Technician	14	1	1	1	1	0	0	1	1	
C00774	Traffic Engineering Tech	10	3	3	3	3	0	0	3	3	
C00776	Traffic Signal Tech.	16	1	1	1	1	0	0	1	1	
C00778	Clerk II P/P	\$8.81hr	0	1	1	1	0	1	1	1	
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1	
C01503	Crew Supervisor	n/a	1	0	0	0	0	-1	0	0	
			10	11	11	11	0	1	11	11	11
Engineering											
C00501	Engineering Technician	11	0	0	1	1	0	1	1	1	
C00502	Construction Inspector	10	0	0	0	0	0	0	0	0	
C00505	City Engineer	41	1	1	1	1	0	0	1	1	
C00506	Asst. City Engineer	36	1	1	1	1	0	0	0	0	
C00509	Development Coordinator	n/a	1	1	0	0	0	-1	0	0	
C00510	Construction, Inspector Supervisor	19	1	1	1	0	-1	-1	0	0	
C00511	Manager, Construction	n/a	1	1	0	0	0	-1	0	0	
C00512	Engineering Manager	31	1	1	1	1	0	0	1	1	
C00513	Engineering Designer	17	2	2	4	4	0	2	4	4	
C00514	Prop. Acquisition Coordinator	14	1	1	1	1	0	0	1	1	
C00515	Plans & Survey Analyst	n/a	1	1	0	0	0	-1	0	0	
C00516	Engineering Project Coordinator	20	4	4	4	4	0	0	3	3	
C00517	Supervisor, Survey Party	16	1	1	1	1	0	0	1	1	
C00518	Survey Party Chief	13	3	3	3	3	0	0	3	3	
C00519	Civil Engineer Tech II	n/a	3	0	0	0	0	-3	0	0	
C00521	Construction, Inspector	13	3	3	7	7	0	4	7	7	
C00522	Survey Instrument Tech.	10	4	4	3	3	0	-1	3	3	
C00523	Survey Technician	5	5	5	4	4	0	-1	4	4	
C00525	Public Works Information Tech	10	2	4	4	4	0	2	4	4	
C00965	Engineering Co-op	\$9.97hr	2	6	4	4	0	2	4	4	
C01001	Office Assistant	3	2	2	2	2	0	0	2	2	
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1	
			40	43	43	42	-1	2	40	40	40
Traffic Control											
C00197	Custodian	2	1	1	1	1	0	0	1	1	
C00206	Equipment Mechanic III	13	1	1	1	1	0	0	1	1	
C00360	Electrician's Assistant	5	1	1	1	1	0	0	1	1	
C00743	Manager Traffic Control	25	1	1	1	1	0	0	1	1	
C00744	Traffic Control Electrical Supervisor	18	1	1	1	1	0	0	1	1	
C00745	Traffic Electrician Apprentice	9	0	1	1	1	0	1	1	1	
C00746	Traffic Electrician, Sr	15	1	1	1	1	0	0	1	1	
C00751	Traffic Electrician	14	4	4	4	4	0	0	4	4	
C00753	Parking Meter Servicer	5	1	1	1	1	0	0	1	1	
C00756	Electronics Traffic Technician	14	2	2	2	2	0	0	2	2	
C00757	Traffic Electronic Supervisor	18	1	1	1	1	0	0	1	1	
C00758	Traffic Construction Technician	11	1	1	1	1	0	0	1	1	
C00763	Sign Fabricator	7	1	1	1	1	0	0	1	1	
C01001	Office assistant	3	1	1	1	1	0	0	1	1	
C01201	Secretary	6	1	1	1	1	0	0	1	1	
C01503	Crew Supervisor	11	1	1	1	1	0	0	1	1	

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade	FY				Change		Projected		
			1999	2000	2001	2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
C01505	General Supervisor	14	1	1	1	1	0	0	1	1	1
C01512	Equipment Operator, Sr	8	2	2	2	2	0	0	2	2	2
C01521	Crew Worker	3	6	6	6	6	0	0	6	6	6
C01522	Crew Worker, Sr	5	4	4	4	4	0	0	4	4	4
C01523	Traffic Construction Worker	7	1	1	1	1	0	0	1	1	1
			33	34	34	34	0	1	34	34	34
Storm Water Management											
C00509	Development Coordinator	14	0	2	3	3	0	3	3	3	3
C00513	Engineering Designer	17	0	4	4	4	0	4	4	4	4
C00516	Engineering Project Coordinator	20	0	0	1	1	0	1	1	1	1
C00646	Sewer Maintenance Truck Operator	10	2	2	2	2	0	0	2	2	2
C00728	Manager, Storm Water	29	1	1	1	1	0	0	1	1	1
C00735	GIS Specialist, Sr	15	1	1	1	1	0	0	1	1	1
C00736	Water Quality Coordinator	19	1	1	1	1	0	0	1	1	1
C00737	GIS Specialist	11	1	1	1	1	0	0	1	1	1
C00738	Water Quality Technician	10	8	6	3	3	0	-5	3	3	3
C00740	Biologist	14	0	1	2	2	0	2	2	2	2
C01002	Office Assistant, Sr	5	0	0	1	1	0	1	1	1	1
C01004	Permit Clerk	5	1	1	1	1	0	0	1	1	1
C01201	Secretary	6	1	1	1	1	0	0	1	1	1
C01504	Crew Supervisor, Senior	12	3	3	3	3	0	0	3	3	3
C01511	Equipment Operator	6	2	2	2	2	0	0	2	2	2
C01512	Equipment Operator, Senior	8	2	2	2	2	0	0	2	2	2
C01513	Heavy Equipment Operator	10	2	2	2	2	0	0	2	2	2
C01521	Crew Worker	3	6	6	6	6	0	0	6	6	6
C01522	Crew Worker, Sr	5	7	7	7	7	0	0	7	7	7
XXXX	Inactivated positions	n/a	7	2	0	0	0	-7	0	0	0
	Total Storm Water Management		45	45	44	44	0	-1	44	44	44
State Street Aid Fund											
C00512	Engineering Project Coordinator	20	0	1	1	1	0	1	1	1	1
C00646	Sewer Maintenance Truck Operator	10	2	2	2	2	0	0	2	2	2
C00710	Superintendent Street Const.	25	1	1	1	1	0	0	1	1	1
C01502	Crew Leader, Senior	9	0	0	0	2	2	2	2	2	2
C01504	Crew Supervisor, Sr	12	11	11	12	10	-2	-1	10	10	10
C01506	General Super, Senior	16	2	3	3	3	0	1	3	2	2
C01511	Crew Supervisor, Sr	6	15	11	12	12	0	-3	12	12	12
C01512	Equipment Operator, Sr	8	4	8	8	8	0	4	8	8	8
C01513	Heavy Equipment Operator	10	13	13	14	14	0	1	14	14	14
C01521	Crew Worker	3	34	35	38	38	0	4	38	38	38
C01522	Crew Worker, Sr	5	18	19	20	20	0	2	20	20	20
XXXX	Inactivated positions	n/a	1	0	0	0	0	-1	0	0	0
	Total State Street Aid		101	104	111	111	0	10	110	110	110
Solid Waste Fund											
Sanitary Fills											
C00224	Equipment Mechanic II	11	1	1	1	1	0	0	1	1	1
C00663	Superintendent Landfill	25	1	1	1	1	0	0	1	1	1
C00664	Landfill Engineering Tech	13	1	1	1	1	0	0	1	1	1
C00665	Landfill Technician	12	1	1	1	1	0	0	1	1	1
C00670	Landfill Supervisor	20	1	1	1	1	0	0	1	1	1
C00671	Scale Operator	4	2	2	2	1	-1	-1	1	1	1
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1	1
C01512	Equipment Operator, Sr	8	3	3	3	1	-2	-2	1	1	1
C01513	Heavy Equipment Operator	10	10	10	10	9	-1	-1	9	9	9
C01521	Crew Worker	3	3	3	3	2	-1	-1	2	2	2
XXXX	Inactivated positions	n/a	3	3	3	0	-3	-3	0	0	0
			27	27	27	19	-8	-8	19	19	19
Wood Recycle											
C00671	Scale Operator	4	1	1	1	1	0	0	1	1	1
C01504	Crew Supervisor, Sr	12	1	1	1	1	0	0	1	1	1
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1	1
C01512	Equipment Operator, Senior	8	1	2	2	1	-1	0	0	0	0
C01513	Heavy Equipment Operator	10	5	5	5	5	0	0	5	5	5
C01521	Crew Worker	3	4	3	3	3	0	-1	3	3	3
			13	13	13	12	-1	-1	11	11	11
Brush & Trash											
C00538	Sanitation worker	3	4	4	4	5	1	1	4	4	4
C01001	Office Assistant	3	1	1	1	1	0	0	1	1	1
C01503	Crew Supervisor	11	9	9	9	9	0	0	9	9	9
C01505	General Supervisor	14	2	2	2	2	0	0	1	1	1
C01510	Light Equip Operator	5	17	17	17	17	0	0	17	17	17
C01512	Equipment Operator, Sr	8	7	7	7	7	0	0	7	7	7
C01521	Crew Worker	3	9	9	9	9	0	0	9	9	9
			49	49	49	50	1	1	48	48	48
Recycle											
C00675	Recycling supervisor	12	1	1	1	1	0	0	1	1	1
C00679	Recycling Attendant	2	2	2	2	2	0	0	2	2	2
C01511	Equipment Operator	6	3	3	3	3	0	0	3	3	3
C01512	Crew Worker	8	2	2	2	2	0	0	2	2	2
			8	8	8	8	0	0	8	8	8
Garbage Collection											
C00532	Superintendent Sanitation	25	1	1	1	1	0	0	1	1	1
C00537	Sanitation Worker, Sr	5	4	4	2	4	2	0	4	4	4
C00538	Sanitation Worker	3	32	30	25	25	0	-7	25	25	25
C01001	Office Assistant	3	1	1	1	1	0	0	1	1	1
C01505	General Supervisor	14	3	3	3	3	0	0	3	2	2
C01510	Light Equipment Operator	5	0	0	2	2	0	2	2	2	2
C01511	Equipment Operator	6	14	14	12	11	-1	-3	11	11	11
C01512	Equipment Operator, Sr	8	8	8	12	11	-1	3	11	11	11
			63	61	58	58	0	-5	57	57	57
	Total Solid Waste Fund		160	158	155	147	-8	-13	143	143	143
Interceptor Sewer System			121	121	122	122	0	1	122	122	122
Administration											
C00482	Inventory Control Coordinator	12	1	1	1	1	0	0	1	1	1
C00575	Waste Resources Director	39	1	1	1	1	0	0	1	1	1
C00579	System Technician	15	1	1	1	1	0	0	1	1	1
C00580	Warehouse Supervisor	11	1	1	1	1	0	0	1	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	1	1	1
C01002	Office Assistant, Sr	n/a	1	0	0	0	0	-1	0	0	0
C01201	Secretary	6	0	1	1	1	0	1	1	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1	1
C01301	Inventory Clerk	5	2	2	2	2	0	0	2	2	2
C01401	Personnel Assistant	7	1	1	1	1	0	0	1	1	1
C01404	Fiscal Coordinator	17	1	1	1	1	0	0	1	1	1
			11	11	11	11	0	0	11	11	11
Laboratory											
C00591	Quality Control Manager	27	1	1	1	1	0	0	1	1	1
C00592	Laboratory Technician, Sr	12	4	4	4	4	0	0	4	4	4
C00593	Laboratory Technician	10	1	1	1	1	0	0	1	1	1
C00594	Chemist	15	1	1	1	1	0	0	1	1	1

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade	2001				Change		Projected		
			FY 1999	FY 2000	FY 2001	FY 2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
C00376	Recreation Supervisor	17	1	1	1	1	0	0	1	1	1
C00380	Recreation Specialist, Sr	12	3	3	3	2	-1	-1	1	1	1
C00420	Therapeutic Specialist	13	0	0	0	1	1	1	1	1	
C00954	Fitness Trainer (Part Time 30 hrs.)	\$9.08	1	1	1	1	0	0	1	1	
C00960	Front Desk Clerk (Part time 18 hrs.)	\$7.57	1	1	1	1	0	0	1	1	
C01001	Office Assistant	3	1	1	1	1	0	0	0	0	
Urban & Community Rec			7	7	7	7	0	0	5	5	5
C00376	Recreation Supervisor	17	0	0	0	1	1	1	1	1	
C00378	Recreation Program Coordinator	14	0	0	0	1	1	1	1	1	
C00382	Recreation Specialist	9	0	0	9	10	10	10	10	10	
C00936	Outdoor Program Assistant	n/a	0	26	0	0	0	0	0	0	
C00983	Late-Night Program Assistant	\$6.00hr	0	0	26	13	-13	13	13	13	
Outventure			0	26	26	25	-1	25	25	25	25
C00378	Recreation Program Coordinator	14	1	0	1	1	0	0	1	1	
C00382	Recreation Specialist	9	0	1	1	1	0	1	1	1	
C00935	Recreation Specialist P/T	\$9.73	1	1	1	1	0	0	1	1	
Sports			2	2	3	3	0	1	3	3	3
C00376	Recreation Supervisor	17	1	1	1	1	0	0	1	1	
C00378	Recreation Program Coord.	14	1	1	1	1	0	0	1	1	
C00380	Recreation Specialist, Sr	n/a	5	6	6	0	-6	-5	0	0	
C00382	Recreation Specialist	9	9	9	9	6	6	6	15	15	
C00388	Sports Coordinator	n/a	0	0	0	0	0	-1	0	0	
C00421	Aquatics Coordinator	14	0	0	0	1	1	1	1	1	
C00935	Recreation Specialist P/T	n/a	1	0	0	0	0	-1	0	0	
At Risk Youth/Special Programs			18	17	17	18	1	0	18	18	18
C00376	Recreation Supervisor	n/a	1	1	1	0	-1	-1	0	0	
C00378	Recreation Program Coord.	n/a	1	1	0	0	-1	-1	0	0	
C00380	Recreation Specialist, Sr	n/a	5	4	4	0	-4	-5	0	0	
C00382	Recreation Specialist	n/a	7	7	7	0	-7	-7	0	0	
Champion's Club			14	13	13	0	-13	-14	0	0	0
C00394	Manager, Champion's Club	17	0	1	1	1	0	1	1	1	
C00395	Asst. Manager, Champions Club	15	0	1	1	1	0	1	1	1	
C00398	Tennis Specialist	9	0	1	1	1	0	1	1	1	
C00422	Seasonal Tennis Assistant	\$6.63hr	0	0	0	1	1	1	0	0	
C00981	Tennis Assistant P/T	\$6.88hr	0	2	2	2	0	2	2	2	
C01522	Crew Worker, Sr	n/a	0	1	0	0	0	0	0	0	
Municipal Parks			0	6	5	6	1	6	5	5	5
C00224	Equipment Mechanic II	11	1	1	1	1	0	0	1	1	
C00362	Stadium Manager	17	0	1	1	1	0	1	1	1	
C00931	Custodian (Part time)	\$8.89hr	0	1	1	1	0	1	0	0	
C00942	Softball Coordinator	\$274.00wk	1	1	1	1	0	0	1	1	
C00984	Ballfield Leader P/T	\$5.65hr	0	0	8	2	-6	2	2	2	
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1	
C01512	Equipment Operator, Sr	8	5	3	3	3	0	-2	3	3	
C01513	Heavy Equipment Operator	10	3	3	3	3	0	0	3	3	
C01521	Crew Worker	3	10	3	3	2	-1	-8	2	2	
C01522	Crew Worker, Sr	5	12	10	10	9	-1	-3	9	9	
XXXX	Inactivated positions	n/a	21	9	0	0	0	-21	0	0	
Buildings & Structures			54	33	32	24	-8	-30	23	23	23
C00197	Custodian	2	12	10	13	5	-8	-7	5	5	
C00345	HVAC Specialist	12	0	1	1	1	0	1	1	1	
C00346	HVAC Assistant	5	0	1	1	1	0	1	1	1	
C00347	Electrician	12	0	1	1	1	0	1	0	0	
C00348	Plumber	10	0	1	1	1	0	1	0	0	
C00351	Painter	7	0	1	1	1	0	1	1	1	
C00353	Welder	10	0	1	1	1	0	1	1	1	
C00361	Plumber Assistant	5	0	1	1	1	0	1	0	0	
C00363	Electrician Assistant	5	0	1	1	1	0	1	0	0	
C00370	Asst. Superintendent, Maint.	18	0	0	1	1	0	1	1	1	
C00402	Super, Civic Facilities Operator	15	0	0	0	1	1	1	1	1	
C01301	Inventory Clerk	5	0	1	1	1	0	1	1	1	
C01501	Crew Leader	6	0	0	0	1	1	1	0	0	
C01504	Crew Supervisor, Sr	12	0	1	1	1	0	1	0	0	
C01505	General Supervisor	14	1	1	1	0	0	0	0	0	
C01512	Equipment Operator, Sr	8	0	1	1	1	0	1	1	1	
C01521	Crew Worker	3	0	2	2	2	0	2	2	2	
C01522	Crew Worker, Sr	5	2	2	2	2	0	0	2	2	
C01525	Building Maint. Mechanic	7	0	3	3	5	2	5	5	5	
C01526	Building Maint. Mechanic, Sr	12	0	1	1	1	0	1	1	1	
XXXX	Inactivated positions	n/a	1	1	0	0	0	-1	0	0	
Zoo			16	31	34	30	-4	14	24	24	24
C00416	Zoo Supervisor	20	1	1	1	1	0	0	1	1	
C00417	Assistant Zoo Supervisor	12	1	1	1	1	0	0	1	1	
C00418	Zookeeper	6	4	4	4	5	1	1	5	5	
C00419	Zookeeper, Sr	7	1	1	1	1	0	0	1	1	
C00980	Zoo Education Curator	10	1	1	1	1	0	0	1	1	
TN Riverpark - Downtown			8	8	8	9	1	1	9	9	9
C00344	Asst. Superintendent, Riverpark	18	0	0	1	1	0	1	1	1	
C00985	Groundskeepers	n/a	4	4	4	0	-4	-4	0	0	
C01502	Crew Leader, Sr	9	4	4	4	4	0	0	4	4	
C01503	Crew Supervisor	11	2	2	2	2	0	0	2	2	
C01511	Equipment Operator	6	2	2	2	2	0	0	2	2	
C01521	Crew Worker	3	17	17	17	15	-2	-2	15	15	
XXXX	Inactivated positions	n/a	14	1	0	0	0	-14	0	0	
Municipal Forestry			43	30	30	24	-6	-19	24	24	24
C00311	Municipal Forester	21	1	1	1	0	-1	-1	0	0	
C00312	Forestry Supervisor	13	1	1	1	0	-1	-1	0	0	
C00333	Tree Trimmer	8	1	1	1	0	-1	-1	0	0	
C00334	Forestry Inspector	15	0	0	1	0	-1	0	0	0	
C00933	Forestry Intern	\$9.00hr	1	1	1	0	-1	-1	0	0	
C01503	Crew Supervisor	11	1	1	1	0	-1	-1	0	0	
C01511	Equipment Operator	6	1	1	1	0	-1	-1	0	0	
XXXX	Inactivated positions	n/a	0	0	0	0	0	0	0	0	
Carousel Operations			6	6	7	0	-7	-6	0	0	0
C00307	Park & Carousel Manager	17	1	1	1	1	0	0	0	0	
C00310	Carousel Curator	11	1	1	0	0	-1	-1	0	0	
C00423	Parks "Reservationist"	NR	0	0	0	1	1	1	1	1	
C00968	Carousel Assistant P/T	\$6.64hr	3	3	3	3	0	0	2	2	
C00993	Seasonal Carousel Asst. P/T	\$6.06hr	0	0	3	3	0	3	3	3	
Park Administration			5	5	7	8	1	3	6	6	6
C00335	Parks Superintendent	26	0	1	1	1	0	1	0	0	
C00338	Project Manager	27	0	0	0	1	1	1	1	1	
C00355	Safety Coordinator	13	0	1	1	1	0	1	0	0	
C01202	Secretary, Sr	7	0	1	1	0	0	0	0	0	
C01402	Accounting Technician	8	0	0	1	1	0	1	0	0	
Landscape			0	3	3	4	1	4	1	1	1
C00365	Gardener	5	0	1	1	1	0	1	1	1	
C01505	General Supervisor	14	0	1	1	1	0	1	1	1	
C01512	Equipment Operator, Sr	8	0	1	1	1	0	1	1	1	
C01521	Crew Worker	3	0	5	5	5	0	5	5	5	
C01522	Crew Worker, Sr	5	0	3	4	4	0	4	4	4	
			0	11	12	12	0	12	12	12	

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade	FY				Change		Projected		
			1999	2000	2001	2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
TN River Park Security											
C00850	Ranger	4	0	5	4	4	0	4	4	4	4
C00863	Ranger Supervisor	9	0	1	2	3	1	3	3	3	3
C00953	Ranger P/T	\$10.00	0	10	9	4	-5	4	4	4	4
			0	16	15	11	-4	11	11	11	11
City-Wide Security											
C00850	Ranger	4	0	0	1	1	0	1	1	1	1
C00953	Ranger P/T	\$10.00	0	1	2	2	0	2	2	2	2
			0	1	3	3	0	3	3	3	3
Memorial Auditorium & Tivoli XXXX Inactivated positions											
			n/a	1	0	0	0	0	-1	0	0
				1	0	0	0	0	-1	0	0
Memorial Auditorium											
C00197	Custodian	2	2	2	2	0	-2	-2	0	0	0
C00405	Stage Manager	11	1	1	1	1	0	0	1	1	1
			3	3	3	1	-2	-2	1	1	1
Civic Facilities Concessions											
C00955	Concession Employees P/T	\$7.13hr	18	14	14	6	-8	-12	6	6	6
Tivoli Theatre											
C00197	Custodian	2	1	1	1	0	-1	-1	0	0	0
C00405	Stage Manager	11	1	1	1	1	0	0	1	1	1
			2	2	2	1	-1	-1	1	1	1
Civic Facilities Administration											
C00400	Manager, Civic Facilities	29	1	1	1	1	0	0	1	1	1
C00401	Business Coordinator	17	1	1	1	1	0	0	1	1	1
C00405	Stage Manager	11	0	0	0	1	1	1	1	1	1
C00402	Super, Civic Facilities Operator	15	1	1	1	0	-1	-1	0	0	0
C00406	Facilities Marketing Coordinator	14	1	1	1	1	0	0	1	1	1
C00409	Concessions Coordinator	9	1	1	1	1	0	0	1	1	1
C00410	Box Office Coordinator	11	0	1	1	1	0	0	1	1	1
C00411	House Manager	11	0	1	0	0	0	0	0	0	0
C00944	Temp Clerk P/T	n/a	3	1	1	0	-1	-3	0	0	0
C00956	Box Office Cashiers P/T	\$9.21hr	2	2	2	2	0	0	2	2	2
C00958	Phone Sales Clerks P/T	\$9.00hr	5	5	5	4	-1	-1	4	4	4
C01001	Office Assistant	3	2	2	2	0	-2	-2	0	0	0
C01403	Administrative coordinator	10	0	0	1	1	0	1	1	1	1
C01501	Crew Leader	6	1	1	1	0	-1	-1	0	0	0
			19	18	18	13	-5	-6	12	12	12
Cultural Arts											
C00381	Cultural Arts Specialist	9	3	4	4	3	-1	0	3	3	3
C00384	Cultural Arts Manager	19	0	1	1	0	-1	0	0	0	0
C00385	Cultural Arts Supervisor	N/A	1	0	0	0	0	-1	0	0	0
C00387	Cultural Arts Prog. Coordinator	14	1	0	1	1	0	0	1	1	1
C00935	Recreation Specialist P/T	N/A	1	1	0	0	0	-1	0	0	0
			6	6	6	4	-2	-2	4	4	4
Municipal Golf Course											
C00224	Equipment Mechanic II	11	2	2	2	2	0	0	2	2	2
C00314	Golf Course Manager	20	1	1	0	0	0	-1	0	0	0
C00315	Admin Manager, Golf Course	21	1	1	0	0	0	-1	0	0	0
C00317	Golf Course Superintendent	19	2	2	2	2	0	0	2	2	2
C00319	Assistant Superintendent	11	2	2	2	2	0	0	2	2	2
C00320	Pro Shop Manager	14	2	2	0	0	0	-2	0	0	0
C00321	Concession Attendant	2	4	4	4	4	0	0	4	4	4
C00326	Golf Course Ranger	3	3	3	3	3	0	0	3	3	3
C00330	Proshop Clerk	6	2	2	2	2	0	0	2	2	2
C00399	Golf Manager	19	0	0	1	1	0	2	2	2	2
C00414	Golf Course Director	25	0	0	1	1	0	1	1	1	1
C00415	Assistant Golf Manager	11	0	0	2	2	0	2	2	2	2
C00925	Proshop Attendant (Part time)	\$7.89hr	2	2	1	1	0	-1	1	1	1
C00926	Laborer (Part time)	\$8.20hr	8	8	8	8	0	0	8	8	8
C00927	Food Clerk (Part time)	\$6.84hr	3	3	3	3	0	0	3	3	3
C01002	Office Assistant, Sr	5	1	1	0	0	0	-1	0	0	0
C01402	Accounting Technician	8	0	0	1	1	0	1	1	1	1
C01512	Equipment Operator, Sr	8	2	2	2	2	0	0	2	2	2
C01521	Crew Worker	3	8	8	8	8	0	0	8	8	8
			43	43	43	43	0	0	43	43	43
Department of General Services			137	143	144	0	-144	-137	0	0	0
General Services General Fund			46	48	49	0	-49	-46	0	0	0
Administration											
C00175	Administrator	47	1	1	1	0	-1	-1	0	0	0
C00176	Deputy Administrator	38	1	1	1	0	-1	-1	0	0	0
C00177	Manager of Real Property	22	1	1	1	0	-1	-1	0	0	0
C00992	Director of Contract Management	N/A	1	1	0	0	0	-1	0	0	0
C01201	Secretary	6	1	1	1	0	-1	-1	0	0	0
C01207	Executive Assistant	13	1	1	1	0	-1	-1	0	0	0
C01403	Administrative Coordinator	10	1	1	1	0	-1	-1	0	0	0
C01404	Fiscal Coordinator	17	0	0	1	0	-1	0	0	0	0
C00000	Economic Consultant	\$30,000/yr	0	0	1	0	-1	0	0	0	0
			7	7	8	0	-8	-7	0	0	0
Employee Benefits Office											
C00101	Benefits Assistant	8	1	1	1	0	-1	-1	0	0	0
C00182	Risk Manager	28	1	1	1	0	-1	-1	0	0	0
C00183	Benefits Coordinator	9	1	1	1	0	-1	-1	0	0	0
C00266	Loss Control Coordinator	17	1	1	1	0	-1	-1	0	0	0
			4	4	4	0	-4	-4	0	0	0
City Hall/Annex Maintenance											
C00178	Security Guard	N/A	1	0	0	0	0	-1	0	0	0
C00195	Facilities Superintendent	16	1	1	1	0	-1	-1	0	0	0
C00197	Custodian	2	9	10	10	0	-10	-9	0	0	0
C00198	Guard	\$8.07hr	2	2	2	0	-2	-2	0	0	0
C01501	Crew Leader	6	2	2	2	0	-2	-2	0	0	0
C01521	Crew Worker	3	1	1	1	0	-1	-1	0	0	0
C01522	Crew Worker, Sr	5	1	1	1	0	-1	-1	0	0	0
			17	17	17	0	-17	-17	0	0	0
Electronics Division											
C00199	Electronics Supervisor	24	1	1	1	0	-1	-1	0	0	0
C00200	Electronics Comm Technician	14	4	5	5	0	-5	-4	0	0	0
			5	6	6	0	-6	-5	0	0	0
Purchasing											
C00250	Purchasing Agent	27	1	1	1	0	-1	-1	0	0	0
C00251	Assistant Purchasing Agent	17	2	2	2	0	-2	-2	0	0	0
C00252	Buyer	13	4	4	4	0	-4	-4	0	0	0
C00258	Purchasing Technician	8	4	5	5	0	-5	-4	0	0	0
C01001	Office Assistant	3	2	2	2	0	-2	-2	0	0	0
			13	14	14	0	-14	-13	0	0	0
Real Estate											
C00909	Staff Assistant P/T	\$13.78	0	1	2	0	-2	0	0	0	0
C00990	Property Service Coordinator	14	2	2	2	0	-2	-2	0	0	0
Total Real Estate Fund			2	3	4	0	-4	-2	0	0	0
Municipal Garage - Amnicola											
C00204	Shop supervisor	18	4	3	3	0	-3	-4	0	0	0
C00205	Fleet Manager	25	0	1	1	0	-1	0	0	0	0
C00206	Equipment Mechanic III	13	3	3	3	0	-3	-3	0	0	0
C00208	Equipment Mechanic I	9	8	8	9	0	-9	-8	0	0	0
C00218	Shop Supervisor, Sr	20	1	1	1	0	-1	-1	0	0	0

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade	2001				Change		Projected		
			FY 1999	FY 2000	FY 2001	FY 2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
C00220	Parts Room Supervisor	11	0	0	1	0	-1	0	0	0	0
C00224	Equipment Mechanic II	11	8	8	9	0	-9	-8	0	0	0
C01301	Inventory Clerk	5	2	3	3	0	-3	-2	0	0	0
C01302	Inventory Clerk, Sr	6	2	2	2	0	-2	-2	0	0	0
C01521	Crew Worker	3	4	4	4	0	-4	-4	0	0	0
Total Municipal Garage-Ammicola			32	33	36	0	-36	-32	0	0	0
Municipal Garage - 12th Street											
C00197	Custodian	2	1	1	1	0	-1	-1	0	0	0
C00204	Shop Supervisor	18	3	3	3	0	-3	-3	0	0	0
C00206	Equipment Mechanic III	13	6	6	8	0	-6	-6	0	0	0
C00208	Equipment Mechanic I	9	6	6	5	0	-5	-6	0	0	0
C00218	Garage Superintendent	23	1	1	1	0	-1	-1	0	0	0
C00220	Parts Room Supervisor	11	1	1	1	0	-1	-1	0	0	0
C00224	Equipment Mechanic II	11	13	13	12	0	-12	-13	0	0	0
C00232	Vehicle Servicer	6	4	3	3	0	-3	-4	0	0	0
C00235	Equipment Operator I	N/A	1	1	0	0	0	-1	0	0	0
C00353	Welder	N/A	2	2	0	0	0	-2	0	0	0
C01015	Office Manager	10	1	1	1	0	-1	-1	0	0	0
C01301	Inventory Clerk	5	3	3	3	0	-3	-3	0	0	0
C01302	Inventory Clerk, Sr	6	2	2	2	0	-2	-2	0	0	0
C01513	Heavy Equipment Operator	10	1	2	2	0	-2	-1	0	0	0
C01521	Crew Worker	3	2	2	2	0	-2	-2	0	0	0
C01522	Crew Worker, Sr	5	1	1	1	0	-1	-1	0	0	0
Total Municipal Garage-12th Street			48	48	45	0	-45	-48	0	0	0
Municipal Gas Station											
C01513	Heavy Equipment Operator	10	1	1	1	0	-1	-1	0	0	0
Total Municipal Gas Station			1	1	1	0	-1	-1	0	0	0
Community Development											
C00185	Com Development Spec P/T	\$13.75hr	0	1	1	0	-1	0	0	0	0
C00187	Grants Coordinator P/T	\$18.00hr	0	1	1	0	-1	0	0	0	0
C00188	Manager, Econ & Com Development	27	1	1	1	0	-1	-1	0	0	0
C00189	Manger, Plan & Program Develop	27	1	1	1	0	-1	-1	0	0	0
C00191	Grants Coordinator	N/A	1	0	0	0	0	-1	0	0	0
C00192	Community Development Specialist	13	2	3	3	0	-3	-2	0	0	0
XXXX	Inactivated positions	n/a	0	0	0	0	0	0	0	0	0
C01202	Secretary, Senior	7	1	1	0	0	-1	-1	0	0	0
C01404	Fiscal Coordinator	N/A	1	1	0	0	0	-1	0	0	0
C01709	Planner	14	1	1	1	0	-1	-1	0	0	0
Total Community Development			8	10	9	0	-9	-8	0	0	0
Department of Personnel											
C00270	Director	42	1	1	1	0	0	0	1	1	1
C00271	Assistant Personnel Director	22	2	2	2	2	0	0	2	2	2
C00272	Class/Comp Analyst	17	1	1	1	1	0	0	1	1	1
C00274	Personnel Analyst	17	2	2	2	2	0	0	2	2	2
C00275	Personnel Records Specialist	14	1	1	1	1	0	0	1	1	1
C00276	Personnel Investigator	14	1	1	1	1	0	0	1	1	1
C00279	Personnel Technicians	10	3	3	3	3	0	0	3	3	3
C00920	Clerk (part time)	\$8.78	1	1	1	1	0	0	1	1	1
C01002	Office Assistant, Sr	5	1	1	1	1	0	0	1	1	1
C01205	Administrative Secretary, Sr	11	1	1	1	1	0	0	1	1	1
C01401	Personnel Assistant	7	0	1	1	1	0	1	1	1	1
Department of Personnel			14	15	15	19	4	5	19	19	19
Employee Benefits Office											
C00101	Benefits Assistant	8	0	0	0	0	0	0	0	0	0
C00182	Risk Manager	28	0	0	0	1	1	1	1	1	1
C00183	Benefits Coordinator	9	0	0	0	2	2	2	2	2	2
C00266	Loss Control Coordinator	17	0	0	0	1	1	1	1	1	1
Employee Benefits Office			0	0	0	4	4	4	4	4	4
Department of Neighborhood Services											
Administration			21	26	32	33	1	12	30	30	30
C00050	Administrator	45	1	1	1	1	0	0	1	1	1
C00051	E. E. O. Specialist	N/A	1	0	0	0	0	-1	0	0	0
C00053	Assist. to Admin, Neighborhood Ser	28	1	1	1	1	0	0	1	1	1
C00052	Secretary	N/A	0	0	0	0	0	0	0	0	0
C01205	Administrative Secretary, Sr	11	1	1	1	1	0	0	1	1	1
C01001	Office Assistant	N/A	0	1	0	0	0	0	0	0	0
C01015	Office Manager	10	0	0	1	1	0	1	1	1	1
CXXXX	Community Organizers	NR	0	0	0	2	2	2	2	2	2
CXXXX	Codes Specialist	NR	0	0	0	2	2	2	2	2	2
C02900	Fellows Interns	\$7.25hr	0	0	2	2	0	2	2	2	2
Codes & Community Services			4	4	6	10	4	6	10	10	10
C00542	Manager, Codes & Community Ser	19	1	1	1	1	0	0	0	0	0
C00565	Code Enforcement Inspector	11	9	10	10	11	1	2	9	9	9
C00573	Codes Enforcement Data Coord	8	1	1	1	0	-1	-1	0	0	0
C00574	Chief Code Enforcement Inspector	15	2	2	2	2	0	0	2	2	2
C01001	Office Assistant	3	1	1	2	2	0	1	2	2	2
CXXXX	Research Specialist	NR	0	0	1	0	-1	0	0	0	0
C01202	Secretary, Senior	7	1	1	1	1	0	0	1	1	1
Codes & Community Services			15	16	18	17	-1	2	14	14	14
Human Rights											
C00051	Manager, Neighborhood Services	17	1	1	1	0	-1	-1	0	0	0
C00157	Human Rights Technician	9	1	1	1	0	-1	-1	0	0	0
Human Rights			2	2	2	0	-2	-2	0	0	0
Neighborhood Relations											
C00155	Neighborhood Relation Coordinator	14	0	3	3	3	0	3	3	3	3
C00158	Program Coordinator	17	0	1	1	1	0	1	1	1	1
C01001	Office Assistant	3	0	0	1	1	0	1	1	1	1
CXXXX	Special Project Coordinator	16	0	0	1	1	0	1	1	1	1
Neighborhood Relations			0	4	6	6	0	6	6	6	6
Executive Department of the Mayor											
Department of the Mayor - General Fund			0	0	0	29	29	29	25	25	25
Office of the Mayor			0	0	0	24	24	24	20	20	20
C00164	Director, Media Relations	29	0	0	0	1	1	1	1	1	1
C00171	Chief of Staff	50	0	0	0	1	1	1	1	1	1
C00174	Special Project Assistant	15	0	0	0	1	1	1	1	1	1
C00175	Special Assistants	NP	0	0	0	2	2	2	2	2	2
C00913	Assistant for Education Initiative	NP	0	0	0	1	1	1	1	1	1
C01209	Administrative Assistant	19	0	0	0	2	2	2	2	2	2
C20001	Mayor	NP	0	0	0	1	1	1	1	1	1
Office of the Mayor			0	0	0	9	9	9	9	9	9
Internal Audit											
C00080	Internal Audit Supervisor	29	0	0	0	1	1	1	1	1	1
C00084	Internal Auditor	17	0	0	0	2	2	2	2	2	2
C01002	Office Assistant, Senior	5	0	0	0	1	1	1	1	1	1
Internal Audit			0	0	0	4	4	4	4	4	4
Community Development - General Fund											
C00175	Administrator of Community Services	47	0	0	0	1	1	1	1	1	1
C01201	Secretary	6	0	0	0	1	1	1	0	0	0
C01207	Executive Assistant	13	0	0	0	1	1	1	1	1	1
C01403	Administrative Coordinator	10	0	0	0	1	1	1	0	0	0
C01404	Fiscal Coordinator	17	0	0	0	1	1	1	0	0	0
C01925	Economic Consultant	\$30,000yr	0	0	0	1	1	1	1	1	1
Community Development - General Fund			0	0	0	6	6	6	3	3	3
Grants Administration											
CXXXX	Grant Specialist, Senior	NR	0	0	0	3	3	3	3	3	3
Grants Administration			0	0	0	3	3	3	3	3	3

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade	2001				Change		Projected		
			FY 1999	FY 2000	FY 2001	FY 2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
Human Rights											
C00051	Manager, Neighborhood Services	17	0	0	0	1	1	1	0	0	0
C00157	Human Rights Technician	9	0	0	0	2	1	1	1	1	1
			0	0	0	2	2	2	1	1	1
Community Development											
C00188	Manager, Econ & Com Development	27	0	0	0	1	1	1	1	1	1
C00192	Community Development Specialist	15	0	0	0	2	2	2	2	2	2
C01202	Secretary, Senior	7	0	0	0	1	1	1	1	1	1
C01709	Planner	14	0	0	0	1	1	1	1	1	1
			0	0	0	5	5	5	5	5	5
Human Services											
			328	328	358	303	-55	-25	303	303	303
Administration											
C1A010	Administrator	45	1	1	1	1	0	0	1	1	1
C1A075	Executive Secretary	1236/BW	0	0	1	1	0	1	1	1	1
C1A080	Executive Assistant	n/a	1	1	1	0	-1	-1	0	0	0
	Accounting Supervisor	n/a	0	1	0	0	0	-1	0	0	0
C1A120	Senior Accounting Clerk	1243/BW	2	2	3	2	-1	0	2	2	2
C1A171	Deputy Administrator	1935/BW	0	0	1	1	0	1	1	1	1
C1A220	Clerk	953/BW	1	1	1	2	1	1	2	2	2
C1A300	Receptionist	918/BW	1	1	1	1	0	0	1	1	1
C1A310	Data Entry	n/a	1	1	1	0	-1	-1	0	0	0
C1A311	Supervisor of Fiscal Operations	1498/BW	0	0	1	1	0	1	1	1	1
C1A312	Asst Admin for Admin, Plan, FO	1783/BW	0	0	1	1	0	1	1	1	1
C1A320	Information Management Coordinator	1571/BW	1	1	1	1	0	1	1	1	1
C1A330	Data Technician	n/a	1	1	1	0	-1	-1	0	0	0
			10	10	14	11	-3	1	11	11	11
Occupancy											
C1B050	Utility Worker	656/BW	1	1	1	1	0	0	1	1	1
Community Services Block Grant											
C1C020	Bookkeeper/Record Clerk	1138/BW	1	1	1	1	0	0	1	1	1
C1C040	Service Delivery Worker II	943/BW	4	4	4	4	0	0	4	4	4
C1C150	Director of Social Services	1521/BW	1	1	1	1	0	0	1	1	1
C1C160	LIEAP Coordinator	1427/BW	2	2	1	1	0	-1	1	1	1
C1C170	Energy Specialist	1184/BW	1	1	1	1	0	0	1	1	1
C1C200	Data Entry Clerk	888/BW	1	1	1	1	0	0	1	1	1
C1C210	Intake Specialist/Service Delivery Worker	888/BW	1	1	1	1	0	0	1	1	1
C1C220	Director of Social Services	n/a	1	1	1	0	-1	-1	0	0	0
C1C300	Data Entry Operator	n/a	1	1	1	0	-1	-1	0	0	0
			13	13	12	10	-2	-3	10	10	10
Day Care											
C1D010	Center Supervisor	1736/BW	1	1	1	1	0	0	1	1	1
C1D060	Clerk Typist V	1038/BW	1	1	1	1	0	0	1	1	1
C1D071	Teacher	815/BW	8	8	8	5	-3	-3	5	5	5
C1D100	Teacher Assistant	486/BW	7	7	7	5	-2	-2	5	5	5
C1D111	Social Service Assist/Placement Worker	n/a	1	1	1	0	-1	-1	0	0	0
C1D115	Director of Child Care Programs	n/a	0	0	1	0	-1	0	0	0	0
C1D120	Cook	542/BW	2	2	2	2	0	0	2	2	2
C1D124	Family Service Supervisor	1066/BW	1	1	1	1	0	0	1	1	1
C1D260	Cook	520/BW	0	0	0	1	1	1	1	1	1
C1D270	Cook II	718/BW	1	1	1	1	0	0	1	1	1
C1D320	Social Services Coordinator	n/a	1	1	1	0	-1	-1	0	0	0
C1D340	Child Care Counselor	n/a	5	5	7	0	-7	-5	0	0	0
C1D350	Administrative Clerk IV	n/a	1	1	1	0	-1	-1	0	0	0
C1D360	Field Placement Worker	n/a	2	2	2	0	-2	-2	0	0	0
C1D370	Receptionist	n/a	1	1	1	0	-1	-1	0	0	0
C1D372	Receptionist P/T	n/a	0	0	0	1	1	1	0	0	0
C1D380	Director of Broker Service	1806/BW	1	1	1	1	0	0	1	1	1
C1D390	Director of CC Programs	1306/BW	0	0	1	1	0	1	1	1	1
C1D400	Payment Technician	n/a	1	1	3	0	-3	-1	0	0	0
C1D410	Referral Technician	n/a	0	0	1	0	-1	0	0	0	0
C1D412	Payment Technician P/T	n/a	0	0	1	0	-1	0	0	0	0
C1D420	Janitor	364/BW	1	1	1	1	0	0	1	1	1
			34	34	44	20	-24	-14	20	20	20
Energy Project											
C1E020	Weatherization Coordinator	1425/BW	1	1	1	1	0	0	1	1	1
C1E081	Weatherization Assistant	n/a	1	1	1	0	-1	-1	0	0	0
C1E085	Inspector	n/a	1	1	1	0	-1	-1	0	0	0
			3	3	3	1	-2	-2	1	1	1
Foster Grandparents											
C1F020	Foster Grand Field Supervisor	1051/BW	0	0	1	1	0	1	1	1	1
C1F030	Foster Grand Coordinator	1233/BW	1	1	1	1	0	0	1	1	1
C1F040	Program Assistant II	868/BW	0	0	1	1	0	1	1	1	1
C1F060	Clerk	893/BW	1	1	1	1	0	0	1	1	1
C1F070	Program Assistant	400/BW	0	0	1	1	0	1	1	1	1
			2	2	4	5	1	3	5	5	5
Head Start Centers											
C1H020	Family Service Assistant	503/BW	5	5	5	5	0	0	5	5	5
C1H060	Health/ Nutrition Coordinator	966/BW	1	1	1	1	0	0	1	1	1
C1H080	Teacher	887/BW	29	29	29	26	-3	-3	26	26	26
C1H089	Teacher Assistant	685/BW	33	33	33	33	0	0	33	33	33
C1H140	Family Service Coordinator	1509/BW	1	1	1	1	0	0	1	1	1
C1H150	Family Service Supervisor	668/BW	3	3	3	3	0	0	3	3	3
C1H155	Parent Involvement Supervisor	n/a	1	1	1	0	-1	-1	0	0	0
C1H170	Facility & Grounds Supervisor	1434/BW	0	0	0	1	1	1	1	1	1
C1H190	Family Service Assistant	774/BW	13	13	13	11	-2	-2	11	11	11
C1H240	Head Start / PCC Manager	2139/BW	1	1	1	1	0	0	1	1	1
C1H241	Collaboration Team Leader	2080/BW	0	0	1	1	0	1	1	1	1
C1H250	Fiscal Officer	1492/BW	2	2	2	2	0	0	2	2	2
C1H270	Dietary Supervisor	n/a	2	2	2	0	-2	-2	0	0	0
C1H310	Nurse	907/BW	2	2	2	3	1	1	3	3	3
C1H320	Lead Teacher/ Center Supervisor	1258/BW	2	2	3	5	2	3	5	5	5
C1H330	Lead Teacher/ Mentor Teacher	n/a	0	0	1	0	-1	0	0	0	0
C1H350	Center Clerk	584/BW	2	2	2	4	2	2	4	4	4
C1H380	Dietary Assistant	475/BW	6	6	6	5	-1	-1	5	5	5
C1H390	Clerk II	742/BW	3	3	3	3	0	0	3	3	3
C1H400	Transportation/Janitorial Coordinator	1153/BW	1	1	1	1	0	0	1	1	1
C1H410	Clerk IV	1041/BW	4	4	3	3	0	-1	3	3	3
C1H420	General Maintenance	891/BW	1	1	1	1	0	0	1	1	1
C1H425	General Maintenance Repairman	1200/BW	0	0	0	1	1	1	1	1	1
C1H430	CCDBG Teacher Assistant	n/a	2	2	2	0	-2	0	0	0	0
C1H440	Special Project Coordinator	1465/BW	1	1	1	1	0	0	1	1	1
C1H500	Mental Health Counselor/ Educator	n/a	1	1	1	0	-1	0	0	0	0
C1H510	Asst Lead Teacher Center Supervisor	815/BW	3	3	3	1	-2	-2	1	1	1
C1H601	Education Coordinator	1556/BW	1	1	1	1	0	0	1	1	1
C1H602	Resource Specialist	905/BW	1	1	2	3	1	2	3	3	3
C1H603	Multi-Disciplinary Team Manager	2107/BW	2	2	2	3	1	1	3	3	3
C1H605	Resource Specialist P/T	n/a	0	0	1	0	-1	0	0	0	0
C1H610	Transportation Supervisor/Mentor Teacher	n/a	0	0	1	0	-1	-1	0	0	0
C1H615	Community Health Education Specialist	1379/BW	1	1	1	1	0	0	1	1	1
C1H620	Registered Dietitian	1400/BW	1	1	1	1	0	1	1	1	1
			125	125	130	122	-8	-3	122	122	122
Head Start Mental Health											
C1M145	Clerk IV	807/BW	1	1	1	1	0	0	1	1	1
C1M150	Disability /SFE Coordinator	n/a	1	1	1	0	-1	-1	0	0	0
C1M165	Teacher	941/BW	1	1	1	1	0	0	1	1	1
C1M170	Facilities & Grounds Supervisor	n/a	1	1	0	0	-1	0	0	0	0
C1M175	Parent Involvement Coordinator	1410/BW	1	1	1	1	0	0	1	1	1
C1M186	Mental Health Consultant	1750/BW	0	0	0	1	1	1	1	1	1
			5	5	5	4	-1	-1	4	4	4
Neighborhood Family Services											
C1N001	Family Service Counselor	1233/BW	2	2	2	2	0	0	2	2	2

**City of Chattanooga
Detail Position List for Fiscal Year 1999-2005**

Position Number	Position Name	2001 Pay Grade	2001				Change		Projected		
			FY 1999	FY 2000	FY 2001	FY 2002	PY to CY	99 thru FY 2002	FY 2003	FY 2004	FY 2005
C1N002	Information Management Coord	n/a	0	0	1	0	-1	0	0	0	0
Parent/Child Center											
C1P082	Teacher Assistant	n/a	1	1	1	0	-1	-1	0	0	0
C1P180	Nurse	887/BW	1	1	1	1	0	0	1	1	1
C1P190	Family Services Supervisor	904/BW	1	1	1	1	0	0	1	1	1
C1P200	Teacher	833/BW	2	2	2	13	11	11	13	13	13
C1P250	Teacher Assistant	653/BW	2	2	2	6	4	4	6	6	6
C1P260	Center Clerk	n/a	1	1	1	0	-1	-1	0	0	0
C1P270	Clerk III	n/a	1	1	1	0	-1	-1	0	0	0
C1P280	Family Service Assistant	695/BW	1	1	1	2	1	1	2	2	2
C1P300	Clerk IV	1022/BW	1	1	1	1	0	0	1	1	1
C1P312	Coordinator EHS	1476/BW	0	0	1	1	0	1	1	1	1
Human Services Homeless Ser											
C1S010	Homeless Services Coordinator	928/BW	0	0	1	1	0	1	1	1	1
Human Services WAP											
C1W085	Inspector	n/a	0	0	1	0	-1	0	0	0	0
Temporary Head Start											
T50220	Driver	557/BW	0	0	10	2	-8	2	2	2	2
T50240	Clerk III	557/BW	0	0	2	2	0	2	2	2	2
T80040	Substitute Center Clerk	520/BW	1	1	2	2	0	1	2	2	2
T80070	Family Service Assistant	8.75/HR	1	1	4	1	-3	0	1	1	1
T80081	Education Consultant	n/a	1	1	0	0	0	-1	0	0	0
T80090	Even Start Supervisor	n/a	0	0	1	0	-1	0	0	0	0
T80100	Substance Abuse Trainer	n/a	0	0	0	0	0	0	0	0	0
T90010	Dietary Assistant I	380/BW	3	3	3	3	0	0	3	3	3
T90020	GED Instructor	n/a	2	2	0	0	0	-2	0	0	0
Temporary /Classroom Substitute											
T10010	Classroom Substitutes	4.25/HR	32	32	32	32	0	0	32	32	32
T10050	Teacher Assistant I	n/a	1	1	1	0	-1	-1	0	0	0
T10060	Family Literacy Teacher	n/a	2	2	4	0	-4	-2	0	0	0
T10100	Bus Driver	8.75/HR	16	16	16	20	4	4	20	20	20
T80080	Teacher	n/a	2	2	0	0	0	-2	0	0	0
Temporary Summer Lunch											
T80030	Monitor	510/BW	8	8	8	11	3	3	11	11	11
T80040	Monitor	n/a	8	8	0	0	0	-8	0	0	0
T80050	Secretary	593/BW	2	2	2	2	0	0	2	2	2
T80060	Site Supervisor	538/BW	20	20	20	8	-12	-12	8	8	8
T80070	Site Distribution Coordinator	560/BW	1	1	1	1	0	0	1	1	1
T80080	Site Supervisor Coordinator	560/BW	1	1	1	1	0	0	1	1	1
T80090	Clerical Assistant	593/BW	3	3	3	3	0	0	3	3	3
T80100	Coordinator	1040/BW	2	2	2	2	0	0	2	2	2
T80110	Assistant Coordinator	678/BW	1	1	1	1	0	0	1	1	1
T800200	Assistant Distribution Clerk	560/BW	1	1	1	3	2	2	3	3	3
Temporary Cafeteria Substitute											
T90010	Dietary Assistant I	7.00/HR	6	6	6	0	-6	-6	0	0	0
Temporary Family Service Counseling											
T12001	Family Services Counselor Aide	5.92/HR	2	2	2	2	0	0	2	2	2
Temporary Day Care											
T14010	Day Care Substitute	6.24/HR	4	4	4	4	0	0	4	4	4
T14020	Dietary Aide	5.00/HR	2	2	2	1	-1	-1	1	1	1
Estimated staff reduction for F-Y2004											
			0	0	0	0	0	0	0	-31	0
All Authorized Budget Positions			2,751	2,850	2,950	2,794	-156	43	2,739	2,708	2,708
Total General Fund			1,904	1,998	2,064	1,985	-79	81	1,941	1,941	1,941
Total Special Revenue Funds			431	435	473	414	-59	-17	413	413	413
Total Enterprise Funds			326	324	321	313	-8	-13	309	309	309
Total Internal Service Funds			81	82	82	77	-5	-4	71	71	71
Total Fiduciary Funds			8	10	9	5	-4	-3	5	5	5

**City of Chattanooga
General City Employee Pay Plan
Fiscal Year 2001/2002**

STEP -->	1	2	3	4	5	6	7	8	9	10	11	<-- STEP
Grade												Grade
1	17,680	17,680	17,680	17,680	17,680	17,680	18,229	19,040	19,852	20,663	21,476	1
2	17,680	17,680	17,680	17,680	18,134	18,867	19,748	20,630	21,511	22,392	23,272	2
3	17,680	17,680	17,941	18,733	19,527	20,317	21,268	22,219	23,170	24,121	25,071	3
4	17,680	18,365	19,216	20,065	20,915	21,767	22,787	23,808	24,828	25,849	26,869	4
5	18,674	19,583	20,491	21,400	22,307	23,215	24,305	25,394	26,483	27,573	28,664	5
6	19,834	20,801	21,768	22,734	23,701	24,665	25,825	26,985	28,145	29,306	30,463	6
7	20,995	22,018	23,042	24,066	25,090	26,115	27,344	28,572	29,801	31,030	32,261	7
8	22,153	23,236	24,318	25,399	26,481	27,564	28,863	30,161	31,460	32,758	34,058	8
9	23,313	24,453	25,594	26,734	27,875	29,014	30,382	31,751	33,118	34,486	35,855	9
10	24,474	25,672	26,871	28,069	29,268	30,464	31,902	33,340	34,778	36,215	37,653	10
11	25,633	26,888	28,144	29,399	30,656	31,914	33,421	34,929	36,436	37,944	39,451	11
12	26,792	28,107	29,421	30,735	32,048	33,363	34,940	36,517	38,095	39,672	41,248	12
13	27,952	29,324	30,696	32,069	33,441	34,812	36,459	38,106	39,752	41,400	43,045	13
14	29,112	30,542	31,973	33,403	34,834	36,262	37,978	39,693	41,409	43,125	44,842	14
15	30,272	31,760	33,247	34,735	36,223	37,711	39,496	41,282	43,067	44,852	46,641	15
16	31,430	32,977	34,523	36,069	37,615	39,161	41,016	42,871	44,726	46,581	48,437	16
17	32,590	34,194	35,798	37,402	39,007	40,610	42,535	44,460	46,385	48,309	50,234	17
18	33,751	35,412	37,074	38,736	40,397	42,061	44,055	46,049	48,044	50,038	52,033	18
19	34,910	36,629	38,349	40,069	41,789	43,510	45,574	47,638	49,703	51,766	53,829	19
20	36,069	37,847	39,625	41,403	43,181	44,959	47,092	49,227	51,361	53,495	55,627	20
21	37,229	39,065	40,901	42,738	44,574	46,408	48,612	50,815	53,019	55,223	57,424	21
22	38,389	40,283	42,176	44,069	45,963	47,858	50,131	52,404	54,675	56,948	59,222	22
23	39,547	41,500	43,451	45,403	47,356	49,308	51,650	53,992	56,334	58,676	61,018	23
24	40,708	42,718	44,728	46,738	48,748	50,757	53,169	55,581	57,992	60,403	62,817	24
25	41,867	43,935	46,004	48,072	50,140	52,207	54,687	57,169	59,651	62,132	64,613	25
26	43,027	45,152	47,278	49,404	51,529	53,657	56,208	58,759	61,310	63,861	66,411	26
27	44,187	46,371	48,555	50,739	52,923	55,107	57,727	60,347	62,969	65,589	68,209	27
28	45,346	47,588	49,830	52,072	54,314	56,555	59,246	61,936	64,627	67,317	70,006	28
29	46,506	48,805	51,105	53,404	55,703	58,004	60,764	63,525	66,285	69,045	71,805	29
30	47,667	50,024	52,381	54,738	57,097	59,455	62,285	65,115	67,944	70,775	73,602	30
31	48,825	51,241	53,657	56,072	58,489	60,904	63,803	66,701	69,600	72,499	75,398	31
32	49,985	52,460	54,933	57,408	59,881	62,354	65,322	68,290	71,258	74,226	77,197	32
33	51,144	53,675	56,207	58,738	61,269	63,803	66,841	69,879	72,917	75,954	78,993	33
34	52,305	54,893	57,483	60,073	62,663	65,253	68,360	71,468	74,576	77,684	80,791	34
35	53,464	56,112	58,760	61,408	64,056	66,702	69,880	73,058	76,235	79,412	82,589	35
36	54,623	57,329	60,035	62,741	65,447	68,151	71,399	74,646	77,893	81,140	84,386	36
37	55,783	58,546	61,309	64,072	66,836	69,601	72,917	76,233	79,548	82,864	86,182	37
38	56,944	59,765	62,586	65,409	68,230	71,051	74,438	77,824	81,210	84,597	87,982	38
39	58,102	60,982	63,862	66,742	69,622	72,501	75,955	79,411	82,866	86,322	89,778	39
40	59,261	62,200	65,137	68,076	71,013	73,950	77,475	80,999	84,524	88,049	91,576	40
41	60,422	63,416	66,412	69,407	72,403	75,399	78,994	82,588	86,183	89,777	93,373	41
42	61,581	64,635	67,688	70,742	73,796	76,850	80,514	84,178	87,842	91,506	95,171	42
43	62,740	65,852	68,964	72,076	75,188	78,298	82,032	85,767	89,501	93,234	96,967	43
44	63,901	67,070	70,238	73,407	76,577	79,748	83,551	87,355	91,159	94,963	98,766	44
45	65,060	68,287	71,514	74,742	77,969	81,197	85,071	88,944	92,817	96,691	100,562	45
46	66,219	69,505	72,790	76,077	79,362	82,648	86,590	90,532	94,473	98,416	102,360	46
47	67,379	70,724	74,067	77,411	80,755	84,097	88,109	92,120	96,132	100,144	104,157	47
48	68,539	71,940	75,341	78,742	82,143	85,546	89,627	93,709	97,790	101,873	105,955	48
49	69,699	73,158	76,617	80,077	83,536	86,996	91,146	95,298	99,449	103,600	107,753	49
50	70,858	74,376	77,894	81,411	84,929	88,445	92,667	96,888	101,109	105,329	109,550	50

**City of Chattanooga
Fiscal Year 2001/2002
Fire/Police Pay Plan**

STEP --> Grade	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11
F1	\$ 25,504	\$ 26,754	\$ 28,003	\$ 29,254	\$ 30,503	\$ 31,753	\$ 33,002	\$ 34,253	\$ 35,502	\$ 36,752	\$ 38,002
F2	\$ 26,658	\$ 27,964	\$ 29,272	\$ 30,580	\$ 31,887	\$ 33,194	\$ 34,502	\$ 35,809	\$ 37,116	\$ 38,423	\$ 39,731
F3	\$ 28,966	\$ 30,388	\$ 31,811	\$ 33,234	\$ 34,657	\$ 36,079	\$ 37,502	\$ 38,924	\$ 40,347	\$ 41,770	\$ 43,193
F4	\$ 33,579	\$ 35,233	\$ 36,886	\$ 38,540	\$ 40,193	\$ 41,847	\$ 43,500	\$ 45,153	\$ 46,807	\$ 48,460	\$ 50,114
F5	\$ 40,502	\$ 42,501	\$ 44,502	\$ 46,501	\$ 48,500	\$ 50,499	\$ 52,499	\$ 54,499	\$ 56,498	\$ 58,498	\$ 60,497
F6	\$ 52,038	\$ 54,615	\$ 57,191	\$ 59,768	\$ 62,344	\$ 64,921	\$ 67,497	\$ 70,074	\$ 72,651	\$ 75,227	\$ 77,804
P1	\$ 27,747	\$ 29,108	\$ 30,468	\$ 31,830	\$ 33,191	\$ 34,553	\$ 35,913	\$ 37,274	\$ 38,636		
P2	\$ 33,756	\$ 35,418	\$ 37,080	\$ 38,743	\$ 40,404	\$ 42,067	\$ 43,730	\$ 45,393	\$ 47,055		
P3	\$ 38,563	\$ 40,465	\$ 42,368	\$ 44,271	\$ 46,173	\$ 48,076	\$ 49,979	\$ 51,881	\$ 53,784		
P4	\$ 43,370	\$ 45,512	\$ 47,654	\$ 49,796	\$ 51,939	\$ 54,081	\$ 56,223	\$ 58,365	\$ 60,507		
P5	\$ 56,589	\$ 59,392	\$ 62,195	\$ 64,997	\$ 67,801	\$ 70,604	\$ 73,407	\$ 76,210	\$ 79,013		

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.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes. 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.

Attrition - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Positions - Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Undesignated) Fund Balance - This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

AZA - American Zoological Association

Base Budget - Cost of continuing the existing levels of service in the current budget year.

B.A.D.G.E - Building Attitudes During Group Experiences

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.

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

B - C

revenues and expenses for the budget period. The most common types of budgets are Line-Item Budget, Operating Budget, Performance Budget, Program Budget, and the Capital Improvements Program Budget (definitions of each are included in glossary).

Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budgetary Control - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Budgeteer - Code name for members in the Budget Office responsible for annual budget preparation, creation of the City's Annual Budget Report, forecasting, financial analysis, monitoring, and overseeing the financial stability of the City.

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

Capital Improvements - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvements Program (CIP) - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Capital Outlay - Fixed assets which have a value of less than \$500 and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital 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.

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CCHDO - Chattanooga Community Housing Development Organization

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.

CNE - Chattanooga Neighborhood Enterprise

COBRA - Consolidated Omnibus Budget Reconciliation Act

Collective Bargaining Agreement - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

C - D

Commodities - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

Constant or Real Dollars - The presentation of dollar amounts adjusted for inflation to reflect the purchasing power of money as compared to a certain point in time in the past.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U.S Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-Living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

CSO- Combined Sewer Overflow

D.A.R.E- Program offered by the Police Department. The Drug Abuse Resistance Education

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 basis organizational unit of government which is functionally unique in its delivery of services. The City of Chattanooga has nine departments: General Government; Finance & Administration; Police; Fire; Public Works; Parks, Recreation, Arts, & Culture; General Services; Personnel; and Neighborhood Services.

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Development Related Fees - Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

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. Memorial Auditorium, Civic Facilities Concessions, Tivoli Theatre And Civic Facilities Administration make up the Civic Facilities division of the Parks, Recreation, Arts & Culture Department.

Employee Benefits (or Fringes) - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Entitlements - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

Enterprise Funds - Enterprise Funds are used to account for operations including debt service (a) that are financed and operated in a manner similar to private businesses- where the intent of the government body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or (b) where the governing body has determined that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes. Our Enterprise funds include the Electric Power Board Fund, Interceptor Sewer System Fund, Solid Waste/Sanitation Fund, and Storm Water Fund.

EPB - Electric Power Board

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.

F - I

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Full-time Equivalent (FTE)- A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Function - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g. 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 consists 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.

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.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interfund Transfers - The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Charges - The charges to user departments for internal services provided by another government agency, such as data processing, municipal service station and garage or insurance funded from

a central pool.

I.O.D. - Injury-on-duty

Lapsing Appropriation - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

Levy - To impose taxes for the support of government activities.

LIHEAP- Low Income Home Energy Assistance Program

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

MBWWTP - Moccasin Bend Wastewater Treatment Plant

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

Mill - The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

Modified Accrual - Revenue is recognized in the accounting period when it becomes "susceptible" to accrual, that is, when it becomes measurable and available.

MPO - Metropolitan Planning Organization

MTAS - Municipal Technical Advisory Service

Net Budget - The legally adopted budget less all interfund transfers and interdepartmental charges.

Nominal Dollars - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

Object of Expenditure - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Expenses **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

O - P

includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Output Indicator - A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

P.A.L. - Police Athletic League

Pay-as-you-go Basis - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Budget - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - Data collected to determine how effective or efficient a program is in achieving its goals and objectives. There are four types of performance measures: input, output, outcome, and efficiency.

Input measures address the amount of resources used in providing a particular service (ex. dollars, employee-hours, etc.).

Output measures describe the activities undertaken in providing a service of carrying out a program (ex. # of emergency calls or the # of cases heard)

Outcome measures are used to evaluate the quality and effectiveness of public programs and services (ex. # of crimes committed per capita or \$ of property lost due to fire).

Efficiency measures relate inputs, or resources used, to units of output or outcome, provides evidence of trends in productivity (employee hours per crime solved).

Personal Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

Prior-Year Encumbrances - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program Performance Budget - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

Program Revenue (Income) Revenues earned by a program, including fees for services, license and permits, fees, and fines.

PSC - Public Service Commission

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.

PILOT- Payment in lieu of taxes

Program - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

Revenue Bond - This type of bond is backed only by the revenues from the specific enterprise for project, such as a hospital or toll road.

Service Lease - A lease under which the lessor maintains and services the asset.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Site-based Budgeting - A decentralized budget process whereby budget preparation and development are based on individual school (and department) sites.

Source of Revenue - Revenues are classified according to their source or point of origin.

SRO - School Resource Officer

SSO - Sanitary Sewer Overflow

Supplemental Appropriation - An additional appropriation made by the governing body after the budget year or biennium has started.

Supplemental Requests - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

Target Budget - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected

T - Z

revenues, and reserve requirements.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

TOSHA - Tennessee Occupational Safety and Health Administration

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

TRPA - Tennessee Recreation and Parks Association

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

VAAP - Volunteer Army Ammunition Plant

Variable Cost - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

Working Cash - Excess of readily available assets over current liabilities. Or cash on hand equivalents which may be used to satisfy cash flow needs.

Workload Indicator - A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

Work Years - The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.

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