



City of Chattanooga, Tennessee
Comprehensive Annual Budget Report

Fiscal Year July 1, 2002 thru June 30, 2003

Presented by:

The Department of Finance & Administration

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The **CABR 2003** 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.

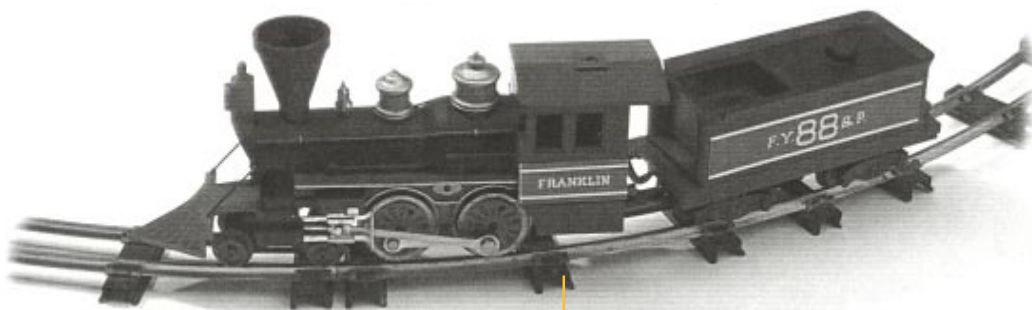
Section C: Financial Overview - summarizes the overall financial condition of Chattanooga, where we have been, where we are, and where we are going. This is followed by detailed discussions of program functions such as General Government, Finance & Administration, Public Safety, Public Works, Parks &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

July, 2002

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

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It is my pleasure to present to you the 2003 balanced budgets for the City of Chattanooga, Tennessee. This budget is reflective of the hard decisions made last year in the face of huge operating deficits. It continues the commitment to building a strong City with no tax increase. The Mayor, Council members and department administrators have worked diligently in putting this budget together. My thanks to each of you for your spirit of cooperation.

This budget continues the Mayor's agenda to maintain the strong fiscal character of the City through economic growth and providing good paying jobs for its citizens. Funding is included for all the nine initiatives outlined by the Mayor as he took office in April 2001. These initiative include business recruitment, access to capital, a digital vision, VAAP (Enterprise South Industrial Park) site development, improved airline service, assisting UTC become more attractive to student across the country, improved education, clean, safe, attractive neighborhoods and improved safety for the citizens of Chattanooga.

The Mayor and councilmembers have taken major steps in ensuring that these goals are met. A major consulting firm (funded jointly by City and County) has been hired to promote business development in the Enterprise South. A three year capital improvement plan has been adopted by the council which demonstrates commitment to public improvements that ensures an improved quality of life for the citizens through improved public service and economic stimulation. The 21st Century Waterfront Plan which evolved out of a public process guided by a consulting team led by Hargreaves & Associates and Chattanooga's Planning and Design Studio is a sweeping, multi-million dollar effort combining public and private financing which will transform the downtown riverfront with a combination of preservation, development and enhancement.



The 21st Century Waterfront Plan comprises 129 acres on both sides of the river stretching from the Veteran's Bridge on the east to Moccasin Bend and M.L. King Boulevard on the west. The plan area is divided into six districts based on their natural features and development characteristics. Half of the districts – the First Street Steps, Ross's Landing Park, and Manufacturer's East – offer immediate development potential. Three others – Manufacturers West, Cameron Harbor and the Moccasin Bend Gateway will develop over a longer period. A brief description of the projects follows:

The **First Street Steps** connect Market Street and the Aquarium with the Walnut Street Bridge, the Bluff View Art District and the Hunter Museum of American Art. A new public plaza is created between Cherry and Walnut Streets. First Street itself is transformed into a mixed-use neighborhood of residences, shops, cafes and galleries with a funicular to ease the trip up and down hill. Pedestrian connections at Second Street and a proposed bridge from the Walnut Street Circle across Riverfront Parkway complement the Hunter's plans to reconnect the museum to the City.

The **Ross's Landing Park** is a cornerstone of the plan. Here at the birthplace of the city, the vision includes a reconfigured Riverfront Parkway allowing for an enlarged and enhanced riverside park. This expansive area encompasses the Chattanooga Green and the Tennessee River Terraces and will be a fabulous and functional setting for riverside festivals. The trailhead of the Trail of Tears is honored, and much-needed docking facilities accommodate transient boaters. An expanded marina, water taxis, riverfront cafes, residential units and commercial development bring a fitting vitality to the area known as the "front porch" of the city. The crown jewel is the expansion of the Tennessee Aquarium, solidifying its position as the finest freshwater aquarium in the world.

Manufacturers East comprises the area near the intersection of Manufacturers Road, Cherokee Boulevard and Market Street. The plan calls for a new mixed-use neighborhood of residential and commercial development that mark the beginning of a connection between downtown and Moccasin Bend. The highlight of this district is the Tennessee Wetland Park, preserving the wetlands west of the Market Street Bridge as a nature reserve with an interpretive riverside boardwalk. The Adventure Playground and a segment of the Trail of Tears bring recreation and history to the district, and the collective components of the district provide a perfect complement to Coolidge Park.

Highlights of the remaining segment include: **Cameron Harbor** – anchoring the west end of M.L. King Boulevard with a marina, housing and offices, restaurants and shops, green space and a river taxi linking to the developments upriver and down; **Manufacturers West** - celebrating the industrial character of the river's north shore, but tempering it with riparian habitats, riverwalk segments and a canoe launch; **Moccasin Bend Gateway** – providing an interpretive center, water taxi access and celebratory gateway into Moccasin Bend National Park, pending the declaration of park status.

Budget in Brief

Initial departmental and agencies' budget requests exceeded estimated revenues by more than \$19.2 million dollars. This was due in some part to the fact that revenue projections from the prior year were not materialized as a result of the continued lag in the economy. By careful review with department heads and a policy of funding agencies at fiscal year 2002 levels we were able to produce a balanced general fund budget of \$146,170,526 or 1.09% increase over the prior year. Major factors affecting the 2003 budget are:

1. State and County-wide sales taxes are projected to grow at 3.5%
2. Property taxes are projected to grow at 2.4%
3. Other Revenues remained generally flat with little or no growth except for minimal increases in charges for services
4. City-wide operation growth was relatively flat with only essential increase for departments.
5. Except for salaries and medical costs, departmental operations are budgeted at less than the prior year for the second year in a row.
6. The employee pay plan including steps for all eligible employees fully funded plus a 3% increase for police and fire sworn personnel to bring them more in line with market.

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7. One time pay for non-sworn employees who are maxed out in the pay plan.
8. Increased pension contributions for General and Fire and Police pension plans
9. 13.2% increase in cost of medical insurance.

Through the diligent work and cooperation of the council, administration, we were able to adopt a balance budget with no increase in the tax rate which stands at \$2.516 per \$100 of assessed valuation.

An increase of 7% is proposed for the rates charged by the City's interceptor Sewer System. There has not been a rate increase for the Sewer System in 8 years. Residential rates were reduced by 10% in 1999. There are no proposed increases in the charges for services provided under the City's 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 2002/2003 Annual General Fund Operating Budget of \$146,170,526 includes \$4,500,000 of capital. The total financial program is \$277,962,837, this 7.31% increase is due primarily to the passage of FY 03 Capital Budget. The \$29.5M FY03 capital was approved by Council for various projects throughout the city.

Revenues for all appropriated funds total \$241,146,684, a decrease of .52% from previous year. Although taxes, Licenses and Permits and Fines and Forfeitures increase in FY03, declining shared revenues of approximately -8.59% and a decline in interest earning of -42.68% are attributable to the overall offsetting decrease. The city estimates the State sales tax will decrease of -6.7%. County wide sales tax are estimated at \$22M, that's a \$.8M increase or 2.2% from FY02.

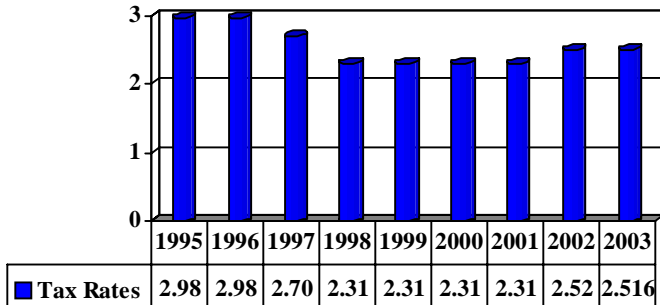
Interest earnings are estimated to be down during FY03 due to the declining interest rates and market conditions. The budget reflect a decrease of -41.3% of interest earnings.

Appropriations are \$253,797,640 a 4.32% increase is primarily because of a \$18,786,216 increase in the FY03 Capital Budget over the FY02 Capital Budget. Rising medical cost, pension contribution change for Fire & Police from 12.24% to 15.72%, additional salary cost, and additional debt service for existing debt account for the rest of the increase fluctuation.

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 FY03 budget is \$146,170,526. This 1.09% increase can be contributed rise in medical, rise in the Fire & Police pension, and employee raises.

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 FY03 include State Street Aid, Human Services, and Economic Development. In fiscal year 2003, the Special Revenue Funds total \$34,398,233. Capital transfers out are decreased in FY03 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.

Property Tax Rates



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, 2002, the City had a balance outstanding of \$5,650,098. 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, 2002 the outstanding balance was paid in full. The City also entered into a lease purchase of sewer system improvements from the City of Collegedale, another local municipal government. At June 30, 2002 the outstanding balance was \$288,204. 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. In order to take advantage of declining interest rates in March 2002 the city issued \$58,130,000 General Obligation Refunding Bonds. This included \$43,910,000 Public Improvements bonds and \$13,985,000 Sewer & Sewage Facilities Bonds.

Revenues	FY02/03	FY01/02	inc(dec)	% change
Taxes	93,304,133	90,943,399	2,360,734	2.60%
Licenses & Permits	10,238,668	5,999,348	4,239,320	70.66%
Intergovernmental	79,429,777	86,893,138	(7,463,361)	-8.59%
Charges for services	45,749,105	47,706,311	(1,957,206)	-4.10%
Fines, forfeitures and penalties	1,761,760	1,652,500	109,260	6.61%
Interest earnings	2,861,082	4,991,639	(2,130,557)	-42.68%
Miscellaneous	7,802,159	4,222,063	3,580,096	84.79%
Total Revenues	\$ 241,146,684	\$ 242,408,398	(1,261,714)	-0.52%
Other Financing Sources				
Transfers in	24,746,066	16,609,227	8,136,839	N/A
Bond Proceeds	12,070,087	0	12,070,087	N/A
Total Other Financing Sources	\$ 36,816,153	\$ 16,609,227	20,206,926	N/A
Total Revenues & Other Sources	\$ 277,962,837	\$ 259,017,625	18,945,212	7.31%

To further take advantage of the current bond market conditions, the city issued \$38,290,000 General Obligation Refunding bonds in August, 2002. This issue refunded \$31,632,952 and \$5,922,048, Sewer and Public Improvement, respectively.

At year-end, the primary government and its component units had a number of debt issues outstanding. These issues included \$244,704,836 in general obligation debt, of which revenues from the City's Enterprise Funds support \$169,016,891. The primary government also has \$38,400,000 in revenue bonds outstanding at year-end for the Electric Power Board, an Enterprise Fund. Two component units have revenue bonds outstanding. These

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include \$16,750,000 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. The Capital Budget for the 2003 fiscal year is \$29,458,903, this is \$18,786,216 over last year approved amount of \$10,699,687. The primary reason for the increase is the new Enterprise South Site Improvements initiative of \$9.5M and Public Works projects of \$11.8M.

Appropriations	FY02/03	FY01/02	inc(dec)	% Change
General Fund	126,702,349	127,985,080	(1,282,731)	-1.00%
Enterprise Funds	38,372,766	44,704,687	(6,331,921)	-14.16%
Special Revenue Funds	34,398,233	33,790,615	607,618	1.80%
Fiduciary Funds	5,318,000	5,411,000	(93,000)	-1.72%
Debt Service Fund	8,649,070	9,967,329	(1,318,259)	-13.23%
Capital Project Funds	29,485,903	10,699,687	18,786,216	n/a
Internal Service Funds	10,100,000	9,850,000	250,000	2.54%
Total Expenditures	\$253,026,321	\$ 242,408,398	10,617,923	4.38%
Other Financing Uses				
Transfers Out	24,936,516	16,609,227	8,327,289	50.14%
Total Other Financing Uses	\$ 24,936,516	\$ 16,609,227	8,327,289	50.14%
Total Expenditures & Other Uses	\$277,962,837	\$ 259,017,625	18,945,212	7.31%

Enterprise Funds. The City maintains four enterprise operations as part of the primary government. Combined total assets at June 30, 2002, 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, 2002.

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 \$302.9 million in 2002. The department accounts for more than 45.0 percent of total Enterprise Fund assets. The 2003 Budget is under current review. The proposed amount, including Debt Service and Capital is \$33,140,073. Proposed operations is \$17,822,333.

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 2003 Budget is \$5,913,032. Net capital assets as of June 30, 2002 is \$5.3 million with total assets reaching \$17.2 million.

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 \$37.8 million. The 2003 Budget is \$4,788,000. This is no change from last year's amount.

Internal Service Funds. The City maintains three 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 three reporting funds are the two Municipal Fleet Services Funds and the Liability Insurance Fund. The Fleet Services Fund's 2003 budget is \$10,100,000. This 12% increase is driven by the increase in salaries and the accumulation of Inventory Supplies for Fleet Services, netted against the 58% decrease in Liability Insurance claims. The City of Chattanooga is self insured. The Liability Insurance Fund was established to fund and pay for all judgments and costs or liability claims against the municipality.

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. Under GASB 34, the Community Development and Home Investment Funds will become a special revenue fund. 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 2003 is \$5,318,000. 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	(48,310)	128.18%
Fireman & Policemen	24,504	89.19%
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. The City's actuarially computed contribution rate for FY 2003 is 1.8% of employee earnings

Fire and Police'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 15.72 percent. Each employee who is a participant in this Plan contributes 8% of total salary annually.

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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 FY02 totals \$1,491.31 and for FY03 total \$1,370.45. This represents per capita decrease of .080%.

In each fiscal year, the City continues 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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
General Government	213.40	217.73	226.35	204.13
Finance & Administration	37.00	38.00	117.00	57.00
Public Safety	320.96	344.92	368.69	373.67
Public Works	571.66	636.41	513.87	476.79
Parks & Recreation	76.75	81.57	90.88	84.11
Debt Service	49.74	51.52	64.08	55.60
Social Services	108.55	128.09	116.11	114.63
Total	1,378.06	1,498.24	1,496.98	1,365.93

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 \$28.8 million as of June 30, 2002. This balance is \$2.2 million over FY01. 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 \$5.5 million in debt service reserves at June 30, 2002; 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.

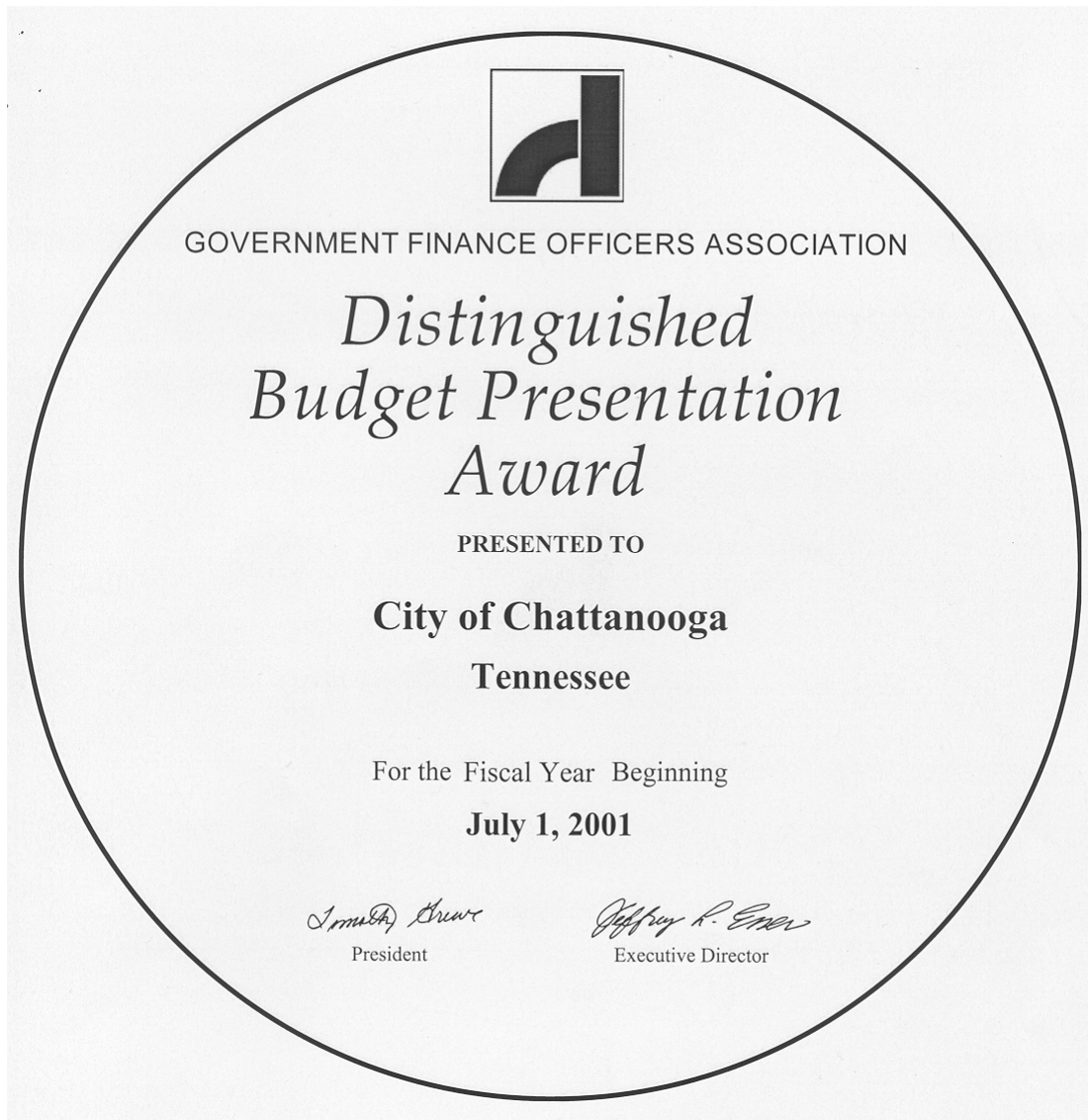
Respectfully submitted,



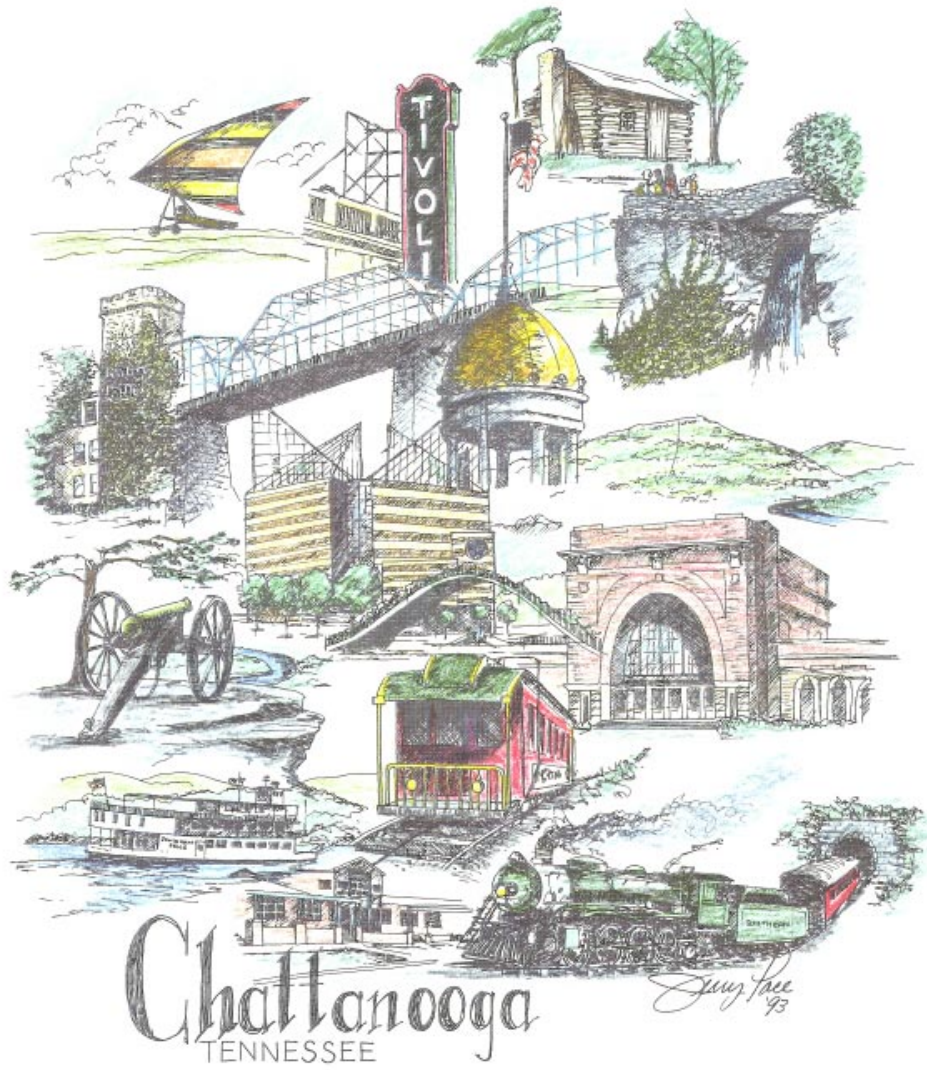
James S. Boney,
Finance Administrator



Budget Award

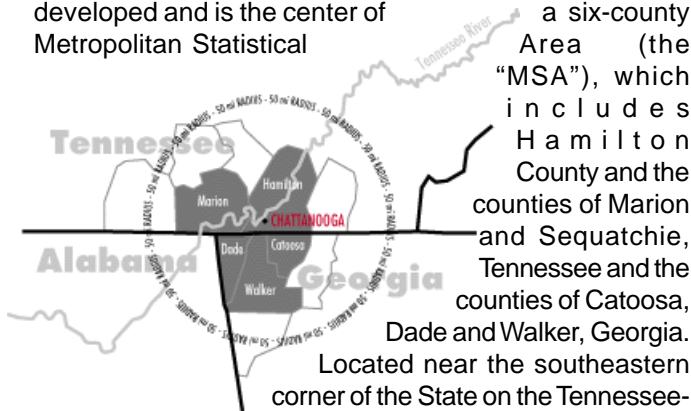


The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Chattanooga for its annual budget for the fiscal year beginning July 1, 2001. In order to receive this award, a governmental unit must publish a budget 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 six-county Metropolitan Statistical



Area (the "MSA"), which includes Hamilton County and the counties of Marion and Sequatchie, Tennessee and the counties of Catoosa, Dade and Walker, Georgia. Located near the southeastern corner of the State on the Tennessee-Georgia border, the City encompasses an area of 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 3.8 percent as of July, 2002. This is comparable to the nation's unemployment rate of 5.9 percent and the state rate of 4.9 percent.

Twenty years ago, the City began a rebirth with the establishment of the Moccasin Bend Task Force. The Master Plan which grew out this task force has resulted in the development of the Tennessee Aquarium, the Riverpark, the Walnut Street Bridge and Coolidge Park.

Over the past decade hundreds of millions of dollars have been invested in these and other projects in the riverfront and downtown gaining the City international recognition. The 21st Century Waterfront Plan is another step in this Master Plan to focus on the City's riverfront. The 21st Century plan grew out of a public process led by Hargreaves & Associates. It is a multimillion plan combining public and private financing to transform the downtown riverfront with a careful combination of development, preservation and enhancement that honors the history and beauty of the area.

The 21st Century Waterfront Plan comprises 129 acres on both sides of the river stretching from the Veteran's Bridge on the east to Moccasin Bend and M.L. King Boulevard on the west. The plan area is divided into six districts based on their natural features and development characteristics. Half of the districts- the First Street Steps, Ross' Landing Park, and Manufacturer's East- offer immediate development potential. Three others- Manufacturers West, Cameron Harbor, and the Moccasin Bend Gateway will develop over a longer period. A brief description of the projects follows:

The First Street Steps connect Market Street and the Bluff View Art District and the Hunter Museum of American Art. A new public plaza is created between Cherry and Walnut Streets. First Street itself is transformed into a mixed-use neighborhood of residences, shops, cafes, and galleries with a funicular to ease the trip up and down hill. Pedestrian connections at Second Street and a proposed bridge from the Walnut Street Circle across Riverfront Parkway complement the Hunter's plan to reconnect the museum to the City.

The Ross's Landing Park is a cornerstone of the plan. Here at the birthplace of the city, the vision includes a reconfigured Riverfront Parkway allowing for an enlarged and enhanced riverside park. This expansive area encompasses the Chattanooga Green and the Tennessee River Terraces and will be a fabulous and functional setting for riverside festivals. An expanded marina, water taxis, riverfront cafes, residential units and commercial development bring a fitting vitality to the area known as

the “front porch” of the city. The crown jewel is the expansion of the Tennessee Aquarium, solidifying its position as the finest freshwater aquarium in the world.

Manufacturers East comprises the area near the intersection of Manufacturers Road, Cherokee Boulevard, and Market Street. The plan calls for a new mixed-use neighborhood of residential and commercial development that mark the beginning of a connection between downtown and Moccasin Bend. The highlight of this district is the Tennessee Wetland Park, preserving the wetlands west of the Market Street Bridge as a nature reserve with an interpretive riverside boardwalk. The Adventure Playground and a segment of the Trail of Tears bring recreation and history to the district, and the collective components of the district provide a perfect complement to Coolidge Park.

Highlights of the remaining segment include: Cameron Harbor- anchoring the west end of M.L. King Boulevard with a marina, housing and offices, restaurants and shops, green space and river taxi linking to the developments upriver and down; Manufacturers West- celebrating the industrial character of the river’s north shore, but tempering it with riparian habitats, riverwalk segments and a canoe launch; Moccasin Bend Gateway- providing a interpretive center, water taxi access and celebratory gateway into Moccasin Bend National Park, pending the declaration of park status.

Funding for the first phase of the 21st Century Waterfront Plan is estimated at over \$100 million from public and private sources. The City’s share of cost estimated at over \$46 million will be funded by the recently levied Hotel Motel Tax.

In June 2002, the Tennessee Legislature enacted law (TCA 67-4-1401, et seq.) which removed constraints on municipalities giving them the freedom to enact a tax on the occupancy of hotel/motel rooms, in addition to the County Tax. In August 2002, the City levied such a tax to be phased in over a 30-month period beginning October 1, 2002 at 2%; increasing to 3% on October 1, 2003 and 4% effective May 1, 2005 and thereafter. This tax will be used to fund the 21st Century Waterfront Plan. (See section entitled Hotel Motel Occupancy Privilege Tax for more detail)

Four 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 with more than 631,210 square feet and cost in excess of \$117.7 million are included in the project. 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. Three of the four facilities are complete and operational. They are (1) the Chattanooga, which is a 208210 sq. ft. residential meeting facility, (2) a new 1029-space Parking Facility and (3) the Development Resource Center which is an 85,000 sq.ft. facility that serves as a model for better ways to develop a sustainable community. The fourth and final project, the 226,000 sq.ft. expansion of the Chattanooga-Hamilton County Convention and Trade Center is currently under construction and is scheduled for completion in the spring of 2003.

The developments that have taken place throughout the North Shore, the Central Business District, and the Southside Redevelopment District have come together to make the downtown Chattanooga area a gathering place for night and family and recreational activity. The implementation of the 21st Century Waterfront Plan will further highlight Chattanooga’s ability to forge bold visions through aggressive implementation.

Chattanooga continues to place high priority on education. Two new schools were constructed and opened downtown in August 2002, representing the first new school buildings in the downtown area in decades. Other investments in the area include the 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, and a new office building in the central business district.

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- renamed Enterprise South. 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.

The U.S. Department of Housing and Urban Development recently designated a selected area within Chattanooga as a Renewal Community. The area includes Alton Park, the Southside Redevelopment District, the M.L. King Boulevard district and downtown. This designation allows business to share \$17 billion in tax incentives provided as part of the 2000 Community Renewal Tax Relief Act. The

program gives new and existing businesses access to \$6 billion in tax incentives and \$11 billion in low-income housing and new market tax credits that can be used to help revitalize once-vibrant communities.

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 \$2.516 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 \$40 million was appropriated for major initiatives. These include \$2.7 million for continued implementation of the RECREATE2008 plan which is a 10-year, \$65 million plan to upgrade the City's parks and playgrounds; \$11.8 million for various public works projects such as paving , street improvement, curbs, gutters and sidewalks, downtown streetscape, and equipment replacement; \$10.2 million for the development of Enterprise South (VAAP); \$4.6 million for the purchase and environmental cleanup of the Butcher Block; \$2.4 million for fire vehicles and other equipment; \$4.9 million for police fleet replacement and technology upgrades; \$1.1 million for CARTA as matching grants for vehicle replacement; \$1 million for City Hall renovation and \$1.8 million for other miscellaneous computer and hardware requirements.

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 ten years, the Certificate of Achievement for Excellence in Financial Reporting for our preparation of state and local government financial reports. The Fiscal Year 2002 CAFR is currently being submitted for review.

Also, for six 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 2003 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 2,148 full-time employees and approximately 294 part-time employees. The City's Electric Power Board has an additional 452 employees.

Date of Organization: 1839

Form of Government: Council/Mayor,

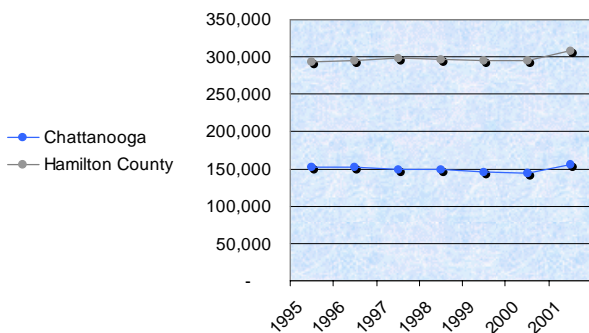
Chattanooga City Government	
Government Type	Mayor/Council
Police Officers	472
Police Vehicles	400
Firefighters	399
Equipment	70
Insurance Rate	Class 3
Source: City of Chattanooga	

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

Per Capita Income				
	Hamilton Co.	Growth Rate	Chattanooga MSA	Growth Rate
1996	\$19,046	3.70%	\$17,007	4.00%
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
2002	22,350	n/a	19,831	n/a

Source: Chamber of Commerce

Source: National Decision Systems

Service Statistics

Education

There are 79 public schools in the Hamilton County are 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

Building Permits Issued & Value

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
2001.....	2,447.....	365,949,555

Economic

Bond Ratings

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

Largest Employers in the Chattanooga Area

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

TOP 10 NON-MANUFACTURERS

<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
Hamilton County Dept. of Education	6,793	Elementary & Secondary Schools
Covenant Transport	5,629	Trucking
Erlanger Medical Center	4,300	Hospital
Blue Cross & Blue Shield of Tenn.	4,300	Insurance
Memorial Hospital	3,500	Hospital
Tennessee Valley Authority	3,338	Utility Electric Service
UnumProvident Corp.	2,822	Insurance
City of Chattanooga	2,627	Government
CIGNA Health Care	2,285	Insurance
Bi-Lo, Incorp.	1,579	Grocery Store

TOP 10 MANUFACTURERS

<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
McKee Foods Corp.	3,500	Cakes & Cookies
Synthetic Industries	2,343	Carpet Backing
Roper Corp.	1,950	Cooking Ranges
Con Agra (formerly Seaboard Farms)	1,563	Process Boiler Chickens
Astec Industries, Inc.	1,401	Asphalt, & Dust Collectors
Shaw Industries	1,182	Carpet
DuPont Company	1,520	Synthetic Yarn
Olan Mills, Inc.	732	Portrait Studio
US Pipe and Foundry	644	Iron Pressure Fittings

City Officials as of July 1, 2003

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
William Penn, Assistant to Administrator, NS

Public Works:

Bill McDonald, Administrator
Beverly Johnson, Deputy Administrator

Community Development:

Rayburn Traughber, CD Administrator

Parks & Recreation:

Jerry Mitchell, Administrator
Janice Miller-Hester, Deputy Administrator

Regional Planning Agency:

Barry Bennett, Director

Chattanooga-Hamilton County Bicentennial Library:

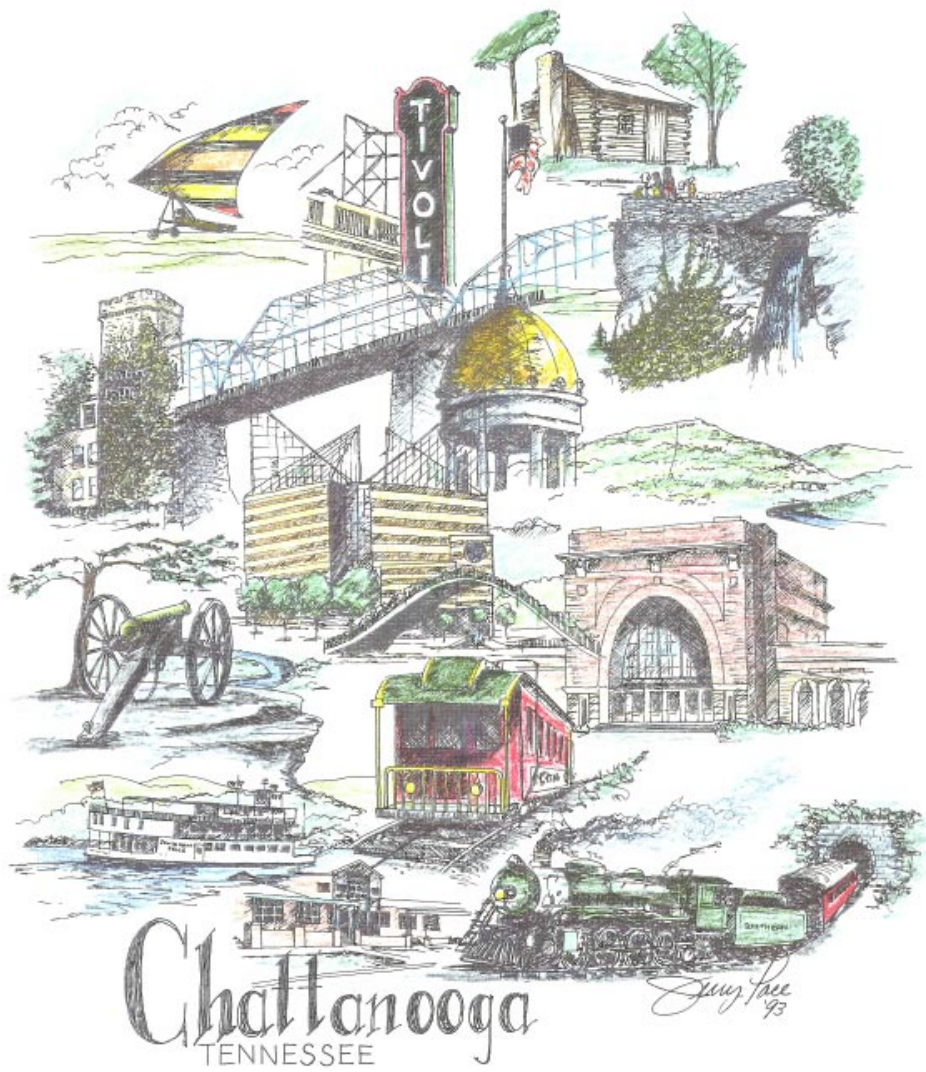
David Clapp, Director

Air Pollution Control:

Robert H. Colby, Director

Scenic Cities Beautiful:

Carolyn Skipper, Director





**Ron Littlefield DISTRICT 6
Chairman of the Council**

Chattanooga City Council



John Lively DISTRICT 1



Sally Robinson DISTRICT 2



Dan Page DISTRICT 3



Jack Benson DISTRICT 4



John P. Franklin DISTRICT 5



John Taylor DISTRICT 7



Leamon Pierce DISTRICT 8



Yusuf A. Hakeem DISTRICT 9

PHOTOS BY MED DEMENT, HOUSE OF PHOTOGRAPHY

Meet US

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.

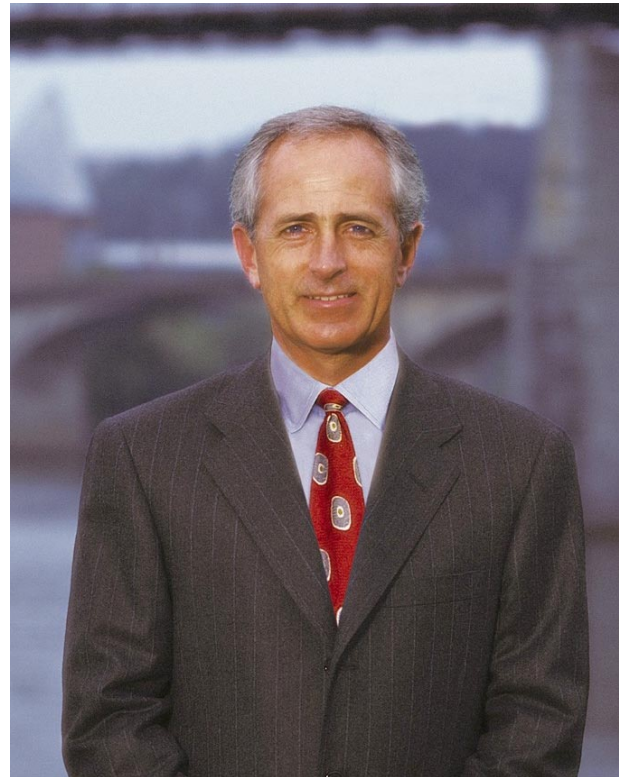
Over time, the acquisition of real estate and other investments became Mayor Corker's business focus and the construction arm of his company was sold in 1990. In 1999, he acquired Osborne Building Corporation and Stone Fort Land Company, the two largest and most historic real estate companies in Chattanooga.

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: 1136 Constitution Drive – 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: 3000 Hamill Road – 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: 2302 Laurelton Creek Lane – 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, Chairman

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: 3420 Glendon Drive – 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 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.

Council Members

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

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).

Financial Staff

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, Sr. Budget Analyst

Simone White joined the City in March 1993 as a Budget Analyst. In November, 2000 she was promoted to her current position. She handles budgets for 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 serves as a reviewer for the GFOA's Distinguished Budget Awards Program. Her other activities include serving as President-Elect on the Chattanooga Chapter Association of Government Accountants, Daisy Girl Scout Leader, member of Delta Sigma Theta Sorority, 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

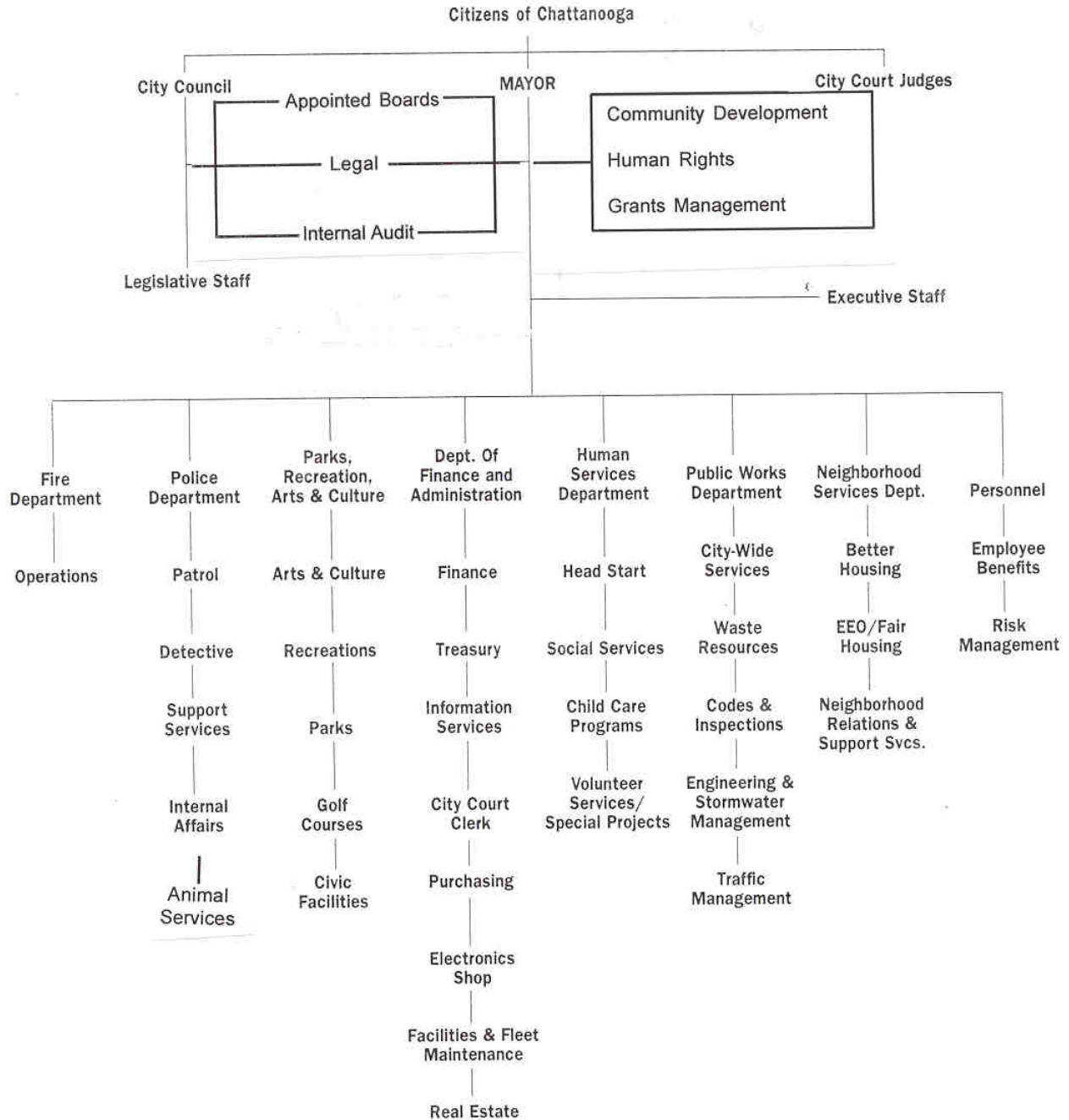
Randall Ray was hired by the City in 1986. Prior to that he was a Sales Tax Auditor for the State of Tennessee for 2 years. He is a graduate of Middle Tennessee State University. He handles budgets for Fleet Services, Fire, and Public Works. He has been married to the former Teena Andrews for fifteen 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.

City's Long Term Initiatives

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.

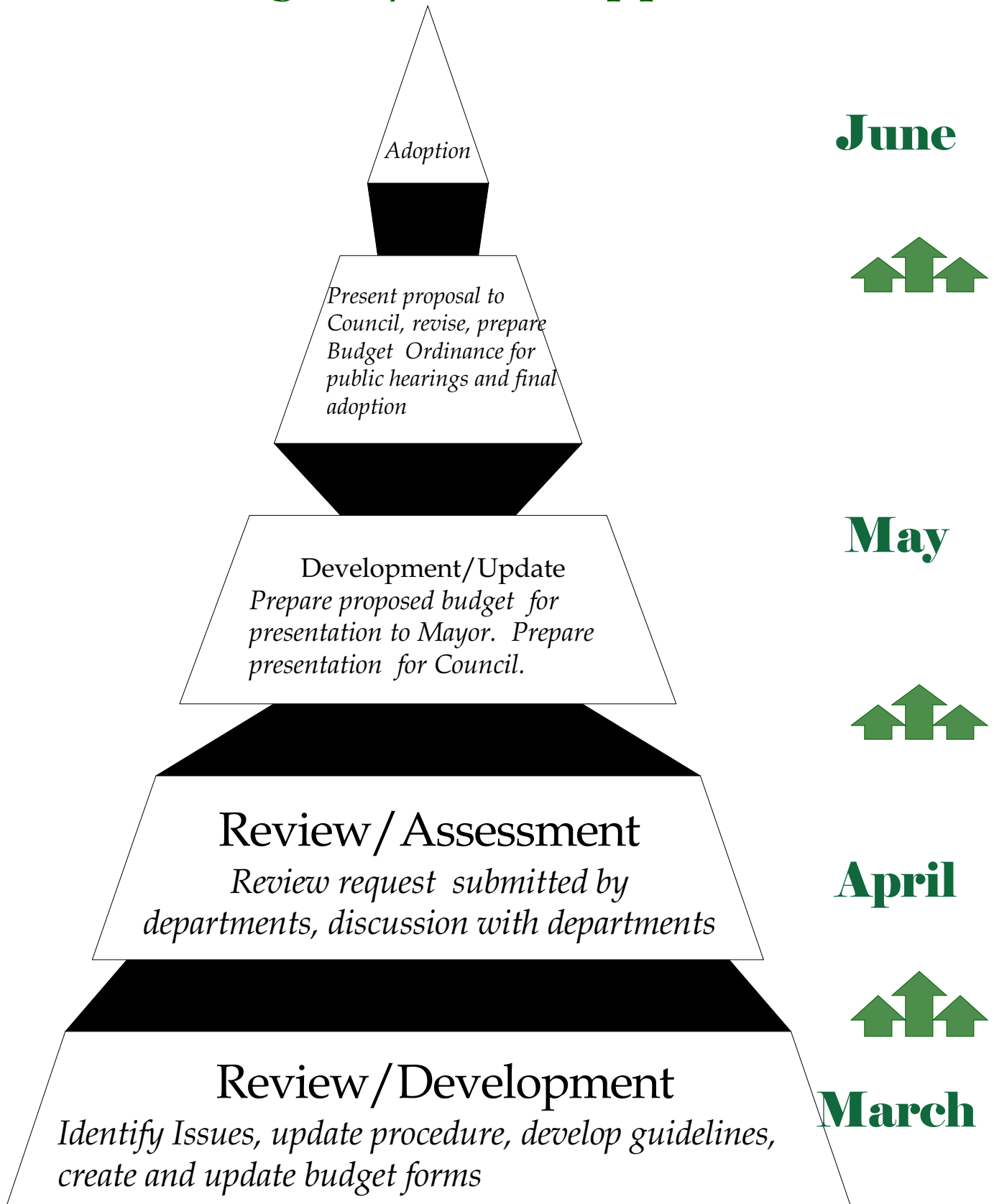
University of Tennessee at Chattanooga– This administration is committed to assisting UTC in becoming a place that attracts talented people from across the country and the world. A first class University is a prerequisite for every great city. Success in our digital vision will provide the opportunity 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.

The Budget Pyramid Approach Model



S M T W T F S

January 2002

1 2 3 4 5
6 7 8 9 10 11 12
13 14 15 16 17 18 19
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27 28 29 30 31

February 2002

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17 18 19 20 21 22 23
24 25 26 27 28

March 2002

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24 25 26 27 28

April 2002

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May 2002

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

June 2002

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

February

1 Calandar Planning Session
28 Target cut off for CY actuals on budget forms

March

18 Salary projections distribution to departments
22 Deadline for Agency Budget submission

April

1 Deadline for Budget 2003 submissions along
with goals and accomplishments
5-12 Budget review and discussions with departments
15 Total budget package to presented to Mayor
16-19 In house Budget Session to balance Budget 2003
26 Capital and Sewer request submitted to Finance Office
30 Proposed balance budget to Mayor

May

1 Prepare for power point presentation
14 Presentation of budget to Council
16 City/Council Joint Budget Hearings

July

9 1st Reading of FY 2003 Budget submitted to Council
16 2nd & 3rd Reading of FY 2003 Budget submitted to
Council. Budget & Revenue ordinances adopted.

August

9-16 Finance Officer discuss capital budget with various
Department Heads
19-23 Financial Officials discuss Capital Budget of all
departments with the Mayor
27 Presentation of Capital Budget to Council

September

4 Capital Budget ordinance adopted

October/November

Budget Maintenance and Monitoring

December/January

Review improvement ideas for FY 2004 Budget process

S M T W T F S

July 2002

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August 2002

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September 2002

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29 30

October 2002

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27 28 29 30 31

November 2002

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December 2002

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29 30 31

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 02/03 Operating Budget:

Budget Requests for Fiscal Year 2003 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 01/02 expenditures less any one time nonrecurring expenditures.

- a. Request for one time, unavoidable costs that are anticipated for FY 02/03 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 reclassification will be considered in the 2002-2003 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 29, 2002. Forms are available in personnel, see Jean Smith (ext. 4862). (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 02/03 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	1.82%
Fire & Police Pension	15.72%

BlueCross Blue Shield of Tennessee net of employee contribution:

Individual	\$216.45
Subscriber + Child	\$360.95
Subscriber + Spouse	\$441.16
Family	\$611.61

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

Long-Term Disability: \$0.1875 per \$100 coverage per month.

FICA	6.20%
Medicare	1.45%

Union Pensions:

Operating Engineers	\$1.15/hour
Laborers	\$0.89/hour

We do not anticipate any increase in utility costs during FY 02/03. 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;

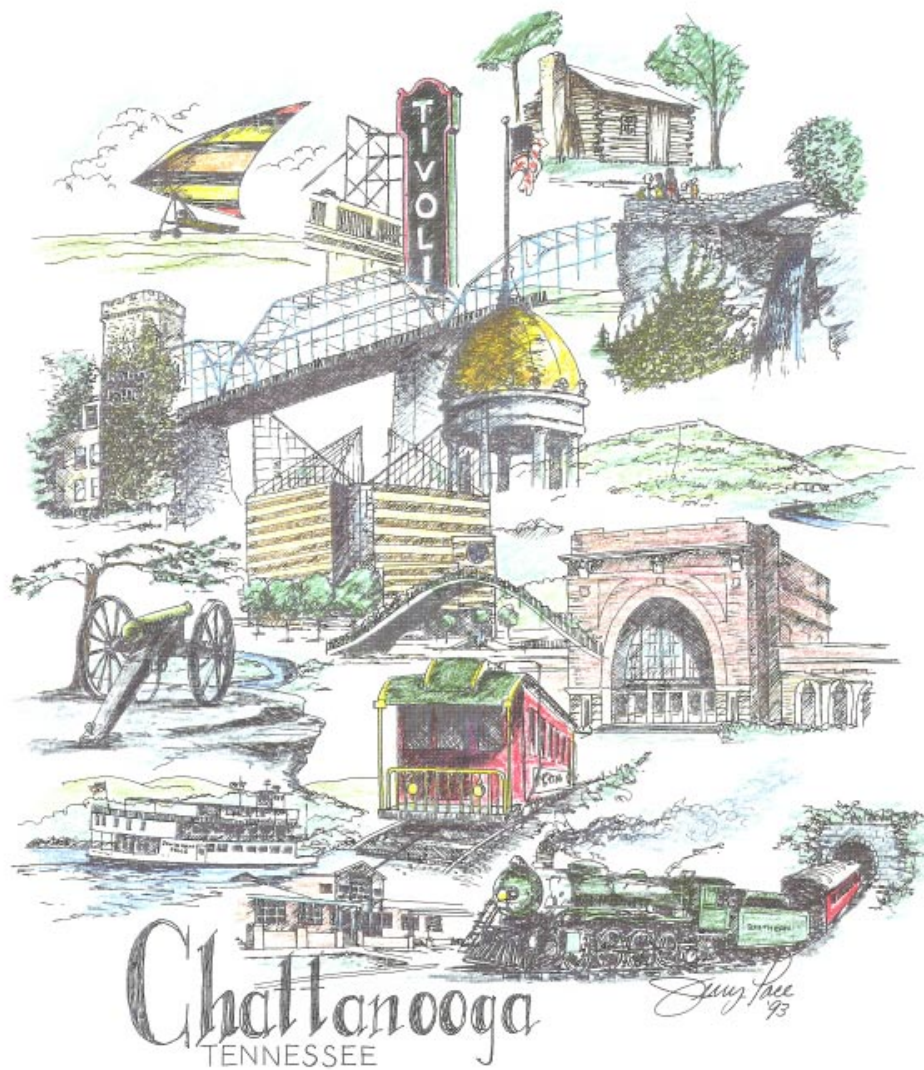
(4) a statement of the estimated fund balance or deficit, as of the end of the current fiscal year;

(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. 11285

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS “THE FY2002/2003 BUDGET ORDINANCE”, TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2002, AND ENDING JUNE 30, 2003, 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.

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 2002-2003 from all sources to be as follows:

PROPERTY TAXES:

Current Taxes on Real & Personal Property	\$	77,993,969
Taxes on Real & Personal Property - Prior Years		2,605,000
CHA - In Lieu of Taxes		20,420
TVA - In Lieu of Taxes		1,129,154
Electric Power Board - In Lieu of Taxes		2,818,667
Electric Power Board Telecomm – In Lieu of Taxes		157,417
Chattanooga Labeling System – In Lieu of Taxes		9,200
CNE - In Lieu of Taxes		57,996
E I Dupont – In Lieu of Taxes		276,678
Sofix - In Lieu of Taxes		99,270
Metals USA - In Lieu of Taxes		4,696
Burner Systems - In Lieu of Taxes		25,110
Messer Griesheim Ind – In Lieu of Taxes		64,315
T B Wood’s Inc – In Lieu of Taxes		7,274
Regis Corporation - In Lieu of Taxes		40,021
Pavestone Company – In Lieu of Taxes		27,897
Chattanooga Bakery In Lieu of Taxes		5,754
JRB Company In Lieu of Taxes		25,542
National Print Group In Lieu of Taxes		5,798
Top Flight, Inc In Lieu of Taxes		13,863
Chattem, Inc In Lieu of Taxes		18,363
Nabisco Inc In Lieu of Taxes		39,941
Total Other – In Lieu of Taxes		12,217

Corporate Excise Taxes – State (Intangible Property)	131,600
Interest & Penalty on Current Year Taxes	50,000
Interest & Penalty on Delinquent Taxes	200,000
Delinquent Taxes Collection Fees	100,000

TOTAL	\$ 85,940,162
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OTHER LOCAL TAXES:

Franchise Taxes – ComCast Cable	\$ 1,337,746
Franchise Taxes – Chattanooga Gas	306,250
Liquor Taxes	1,385,475
Beer Taxes	4,330,000
Local Litigation Taxes - City Court	4,500

TOTAL	\$ 7,363,971
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LICENSE, PERMITS, ETC.:

Motor Vehicle Licenses	\$ 400,000
Parking Meters	427,000
Business Licenses (excluding Liquor)	120,000
Gross Receipts Tax	3,100,000
Fees for Issuing Business Licenses & Permits	57,000
Interest & Penalty on Business Licenses & Permits	72,000
Wrecker Permits	5,000
Building Permits	750,000
Electrical Permits	140,000
Plumbing Permits	200,000
Street Cut-In Permits	147,000
Temporary Use Permits	2,000
Sign Permits	95,000
Liquor By the Drink Licenses	107,500
Hotel Permits	2,000
Gas Permits	8,000
Liquor By the Drink – Interest & Penalty	2,000
Plumbing Examiner Fees & Licenses	25,000
Electrical Examiner Fees & Licenses	35,000
Gas Examination Fees & Licenses	35,000
Mechanical Code Permits	75,000
Permit Issuance Fees	65,000
Beer Application Fees	90,000
Annual Electrical Contractor License	64,000
Exhibitor’s fees	3,000
Mechanical Exam Fee & Licenses	62,000
Subdivision Review/Inspection Fee	46,120

TOTAL	\$ 6,134,620
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FINES, FORFEITURES, AND PENALTIES:

City Court Fines	\$ 1,470
Delinquent City Court Fines	68,155
Criminal Court Fines	170,579
Parking Ticket Fines	197,682
City Fines-Speeding	605,000
City Fines-Other Driving Offenses	410,000

City Fines-Non Driving Offenses	20,000
Delinquent Tickets	128,874
Delinquent Tickets – Court Cost	30,000
Delinquent Tickets – Clerk’s Fee	130,000

TOTAL	\$ 1,761,760
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REVENUES FROM USE OF MONEY OR PROPERTY:

Interest on Investments	\$ 1,402,500
Sale of City Owned Property	20,000
Sale of Back Tax Lots	45,000

TOTAL	\$ 1,467,500
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REVENUES FROM OTHER AGENCIES:

Local Option Sales Tax-General Fund	\$ 22,008,373
State Beer Tax	77,158
Hall Income Tax	3,050,000
State Sales Tax	9,703,214
State Mixed Drink Tax	1,300,254
State Gas Inspection Fees	359,000
State Maintenance of Streets	124,000
State Alcoholic Beverage Tax	65,000
Hamilton County - Radio & Electronics	130,000
Hamilton County Ross' Landing/Plaza	629,840
State – Specialized Training Funds	390,000
State – Telecommunication Sales	23,692

TOTAL	\$ 37,860,531
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SERVICE CHARGES FOR CURRENT SERVICES:

Current City Court Costs	\$ 90,857
Court Commissions	12,500
Delinquent City Court Cost	11,500
Clerk’s Fees	635,000
Delinquent Clerk’s Fee	50,000
Current State Court Costs	500
Delinquent State Court Costs	6,000
Processing of Release Forms	12,781
Delinquent-processing of Release Forms	11,000
Technology Fee	69,580
Delinquent Technology Fee	15,726
Charges for Financial Services - Electric Power Board	7,200
Variance Request Fees	7,700
Warner/Montague Park Ballfield Fees	1,500
Fitness Center	30,000
Arts & Culture	66,300
Skateboard Park	13,393
Kidz Kamp	70,380
Champion’s Club	25,408
Construction Board of Appeals	2,000
Floodplain Variance Request	40
Zoning Letter	600

Fire District Removal Request	120
Sign Board of Appeals	1,500
Certificates of Occupancy	5,000
Sewer Verification Letter	1,800
Code Compliance Letters	200
Re-inspection	250
Permit Transfer	200
Modular Home Site Investigation	200
Plan Checking Fee	140,000
Phased Construction Plans Review	4,000
Cell Tower Site/Location Review	8,000
Memorial Auditorium Credit Card Fees	43,500
Tivoli Credit Card Fees	10,000
Sports Program Fees	10,000
Non-Traditional Program Fees	7,500
OutVenture Fees	10,000
Police Reports: Fees, Accidents, etc.	115,000
Photo/ID Card Fees	18,500
Dead Animal Pick Up Fee	9,152

TOTAL \$ 1,524,887

MISCELLANEOUS REVENUE:

Land & Building Rents	\$ 75,000
Dock Rental	20,000
Payroll Deduction Charges	6,500
Indirect Cost	2,134,646
Plans and Specification Deposits	12,000
Condemnation	45,000
Memorial Auditorium Rents	200,000
Memorial Auditorium Concessions	50,000
Tivoli Rents	135,000
Tivoli Concessions	20,200
Swimming Pools	10,100
Park Concessions	16,413
Zoo Recycling	25,000
Recreation Center Rental	22,680
Retiree Reimbursement (Regular)	752,217
Carousel Ridership	135,000
Walker Pavilion Rents	24,000
Coolidge Park Table Rents	7,200
Recreation Center Concessions	18,053
City Softball Program Fees	37,000
Auditorium Box Office	61,500
Tivoli Box Office	28,000
Sale of Equipment – GF Dept	67,000
Loss & Damage – GF Dept	100,000
Miscellaneous Rev – GF Dept	50,000
Greenway Facilities Rent	9,586
Outside Sales – Radio Shop	35,000
Memorial Auditorium OT Reimbursement	10,000
Tivoli Theatre OT Reimbursement	10,000

TOTAL \$ 4,117,095

TOTAL GENERAL FUND ESTIMATED REVENUE

\$ 146,170,526
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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 2002 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 2002 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, 2002, and shall become delinquent MARCH 1, 2003, 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, 2002, 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	\$	8,802,791
Department of Police		35,214,923
Department of Fire		22,970,945
Department of Public Works		25,976,051
Department of Parks, Recreation, Arts & Culture		10,944,860
Department of Personnel		8,765,816
Department of Neighborhood Services		1,769,455
General Government & Supported Agencies		30,105,968
Executive Department		1,619,717
		<hr/>
TOTAL	\$	146,170,526
		<hr/> <hr/>

DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office	\$	1,715,550
Information Services		2,517,994
City Treasurer		541,065
Telephone System		335,228
City Court Clerk – Operations		1,033,967
City Court Clerk’s Office – Space Cost		99,750
Telecommunications Operations		128,485

Geographic Information System	115,475
Building Maintenance	704,330
Electronics Division	373,040
Purchasing	849,196
Real Estate – Administration	232,611
Real Estate – Property Maintenance	156,100

TOTAL	\$ 8,802,791
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DEPARTMENT OF POLICE

Police Operations	\$ 3,230,304
Chief of Police	364,411
Uniform Services Command	430,115
Sector 1	6,066,536
Sector 2	3,586,483
Sector 3	3,885,503
Community Services	962,433
Special Operations	1,098,921
Animal Services	1,132,366
Support Services	531,060
Training Division	802,734
Technical Services	1,743,379
Operations Support Services	3,601,743
Major Investigations	3,147,614
Office of Budget & Finance	480,371
Accreditation	255,941
Fleet / Facilities Management	2,451,697
Administrative Services	526,128
Internal Affairs	437,145
Community Outreach	163,767
Police Information Office	126,433
Legal Services	125,957
Technology Coordinator	63,882

TOTAL	\$ 35,214,923
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DEPARTMENT OF FIRE

Fire Operations	\$ 22,510,645
Utilities	455,800
Combat Challenge	4,500

TOTAL	\$ 22,970,945
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DEPARTMENT OF PUBLIC WORKS

Administration	\$ 579,580
City Engineer	1,909,238
Municipal Forestry	505,664
Street Cleaning	1,810,716
Emergency	517,552
City Wide Services	903,986
Sewer Construction & Maintenance	1,908,019
Inspection Division	1,583,970
Board of Gas Fitters	2,950
Board of Plumbing Examiners	2,000

Board of Electrical Examiners	19,270
Board of Variances	7,750
Board of Mechanical Examiners	1,800
Utilities	142,300
Brainerd Levee 1,2,3	39,750
Orchard Knob Storm Stations	32,875
Minor Pump Stations	27,500
Traffic Administration	611,895
Traffic Control	1,613,519
Street Lighting	2,467,200
Solid Waste & Sanitation Fund Subsidy	4,784,387
State Street Aid Subsidy	320,000
Storm Water Subsidy	683,952
Waste Pickup Garbage	2,788,237
Waste Pickup Brush	2,711,941
TOTAL	\$ 25,976,051

DEPARTMENT OF PARKS, RECREATION, ARTS & CULTURE

Administration	\$ 606,801
Public Information	94,621
Senior Citizen A.O.	58,916
Greater Chattanooga Sports Committee. A.O.	75,000
Inner City Ministry. A.O.	18,500
Recreation Facility Management	2,791,484
Summer Youth	129,874
Fitness Center	283,722
Urban & Community Recreation	147,312
OutVenture	111,438
Sports	36,917
Champion's Club	180,463
Aquatics	115,294
Parks & Athletic Fields	695,313
Tennessee Riverpark – Downtown	972,616
Buildings & Structures	973,085
Carousel Operations	125,536
Parks & Facilities	517,723
Landscape	472,590
Tennessee Riverpark Security	280,999
City Wide Security	65,771
Athletic Facilities	324,577
Memorial Auditorium	400,073
Civic Facilities Concessions	48,432
Tivoli Theatre	246,205
Civic Facilities Administration	528,579
Arts & Culture	261,985
Chattanooga Zoo	381,034
TOTAL	\$ 10,944,860

DEPARTMENT OF PERSONNEL

Administration	\$ 994,283
Physicals	142,100
Employee Benefit	317,403

Employee Insurance	5,212,030
Job Injuries	2,100,000

TOTAL \$ 8,765,816

DEPARTMENT OF NEIGHBORHOOD SERVICES

Administration	\$ 367,088
Codes & Community Services	865,556
Neighborhood Relations	421,811
Neighborhood Mini Grants	115,000

TOTAL \$ 1,769,455

DEPARTMENT OF EXECUTIVE BRANCH

Mayor’s Office	\$ 856,904
Internal Audit	331,761
General Fund – Community Development	257,847
Grants Administration	90,401
Human Rights	82,804

TOTAL \$ 1,619,717

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	\$ 665,658
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	24,000
Audits, Dues, & Surveys	166,754
Capital Improvements	4,500,000
CARCOG & Economic Development District A.O.	30,493
CARTA Subsidy A.O.	3,239,650
Carter Street Corporation Lease Agreement A.O.	1,420,765
Carter Street Corporation A.O.	352,324
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
Citizen Relationship Management		216,934
City Court (Judicial) #1		373,694
City Court (Judicial) #2		316,335
Community Foundation Scholarships		160,000
Community Research Council, Inc.		10,000
Contingency Fund		500,000
Debt Service Fund	A.S.F.	6,193,086
Downtown Design Center		135,324
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 Corporation		35,000
Intergovernmental Relations		228,850
City Attorney's Office		
Administration		726,921
Liability Insurance Fund	A.S.F.	500,000
Renewal & Replacement		1,500,000
Pensions, FICA, & UIC		41,500
Regional Planning Agency	A.S.F.	974,817
Scenic Cities Beautiful	A.S.F.	30,294
Tuition Assistance Program		20,000
Taxi Board	A.O.	300
Tennessee RiverPark	A.O.	767,584
Westside Development Corporation	A.O.	75,000
WTCL-TV-Channel 45	A.O.	60,000
		<hr/>
TOTAL		\$ 30,105,968

SECTION 6. That there be and is hereby established a budget for each of

the following special funds for Fiscal Year 2002-2003:

Fund Number	Fund Title	Amount
1119	<u>ECONOMIC DEVELOPMENT/EDUCATION FUND</u>	
Estimated Revenue:		
City – Only Sales Tax		\$ 17,618,315
		=====
Appropriations:		
Education – Hamilton County		\$ 8,459,059
Chattanooga Economic Development Capital Fund		2,018,121
Chattanooga African-American Chamber of Commerce		150,000
Chattanooga Chamber for Economic Development		400,000
Community Education Alliance		350,098
Net Debt Service		6,241,036
		<hr/>
		\$ 17,618.315
		=====

SECTION 6(a). The following provisions apply to the Economic Development/ Education Fund for fiscal year 2003. 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—the Community Education Alliance. Further reductions for expenses directly related to education may occur in future years. For the current fiscal year only, the City of Chattanooga will fund 100% of the salaries of School Resource Officers serving in Hamilton County schools. Source of this funding will be from nonrecurring sources and will terminate at the end of this fiscal year, with 75% of said salaries and total operating expenses being covered through further reductions in the amount of the appropriation paid directly to Hamilton County Education Department.

SECTION (6)(a)(1). The funding level for the Mayor’s education initiative, the Community Education Alliance, shall continue to be equivalent to the excess funds collected over the “frozen” level for fiscal year 2001 as discussed in SECTION (6)(a) and 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). From the Economic Development Capital Fund, in addition to other projects which may be approved by separate resolution or ordinance from time to time, the Mayor is hereby authorized to enter into an agreement and make any payments attendant thereto over a two-year period between the City and a telecommunications entity known as MetroNet in amounts not to exceed \$125,000 in total.

SECTION (6)(a)(3) From previously approved and uncommitted capital funds allocated to the Department of Parks, Recreation, Arts and Culture, there is authorized and directed a transfer of \$100,000 to Allied Arts for Art in Public Places to be utilized as directed by the Mayor.

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
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	\$ 4,350,000
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3100 DEBT SERVICE FUND

Estimated Revenue:

General Fund	\$ 6,193,086
911 Emergency Communications	200,000
Hamilton County	805,984
Safety Capital (Fire Loan)	3,716
Fund Balance	1,446,284
	<hr/>
	\$ 8,649,070
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Appropriations:

Principal	\$ 4,953,112
Interest	3,685,958
Bank Service Charges	10,000
	<hr/>
	\$ 8,649,070
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2105 COMMUNITY DEVELOPMENT FUND

Estimated Revenue:

Community Development Block Grant - New Grants	\$ 2,571,000
CDBG – Program Income	800,000
Emergency Shelter Grant	91,000
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	\$ 3,462,000
	<hr/> <hr/>

Appropriations:

Allied Arts	\$ 75,000
CADAS	25,000
Chattanooga Goodwill Industries	36,000
Chattanooga Homeless Coalition	33,000
Chattanooga Housing Authority	175,000
City of Chattanooga Codes & Community Service	150,000
City of Chattanooga Neighborhood Services	319,088
Chattanooga Neighborhood Enterprise	1,400,000
Family & Children’s Services	67,000
Girl Scouts	13,000
Girls Inc.	25,000
Inner City Development Corporation	250,000
Southeast Tennessee Development District	22,500
Tennessee Wildlife Center	4,500
United Methodist Center	40,000
Community Development Administration	360,912
C D Administration – Commercial Facade	200,000
C D Administration – Economic Development	100,000
C D Administration – Rental Rehab	75,000

ESG – Chatt Room in the Inn	23,773
ESG – Family & Children’s Services	67,227
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	\$ 3,462,000
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2105 ECONOMIC & COMMUNITY DEVELOPMENT - HOME PROGRAM

Estimated Revenue:	
Federal Grant (HOME)	\$ 1,343,000
HOME Unallocated Funds	188,000
Program Income	325,000
	<hr/>
	\$ 1,856,000
	<hr/> <hr/>

Appropriations:

HOME – CCHDO	\$ 368,000
HOME – CNE	1,200,000
Hope For Chattanooga	100,000
Development Corporation of Orchard Knob	188,000
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	\$ 1,856,000
	<hr/> <hr/>

2102 HUMAN SERVICES DEPARTMENT

Estimated Revenue:	
Federal – State Grants	\$ 10,785,834
City of Chattanooga	1,481,641
Contributions & Parent Fees	88,361
Interest Income	74,082
	<hr/>
	\$ 12,429,918
	<hr/> <hr/>

Appropriations:

Administration	\$ 1,059,373
Headstart	7,230,870
Day Care	741,730
Weatherization	244,616
Foster Grandparents	462,135
LIEAP	691,800
CSBG	684,794
Occupancy	226,221
Human Services Program	934,200
Neighborhood Family Services	81,311
City General Relief	72,868
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	\$ 12,429,918
	<hr/> <hr/>

5200 SOLID WASTE & SANITATION FUND

Estimated Revenue:	
Landfill Tipping Fees	\$ 983,145
Permits	1,000
General Fund Subsidy	4,784,387
Investment Income	144,500
	<hr/>
	\$ 5,913,032.
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Appropriations:	
Recycle	\$ 698,442
Waste Disposal – Chattanooga Landfill	144,500
Sanitary Landfill	1,132,252
Wood Recycle	373,771
Solid Waste Reserve	246,344
Renewal & Replacement	17,000
Debt Service	3,170,723
Household Hazardous Waste	130,000
	\$ 5,913,032
	=====

5300 STORM WATER FUND

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

Appropriations:	
Stormwater Administration	\$ 1,417,955
Storm Water City Wide Services	1,075,441
Renewal & Replacement	21,000
Debt Service	2,273,604
	\$ 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 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 three percent (3%) increase in pay in addition to the amount they are being paid on the effective date of this Ordinance. That all persons within the “City of Chattanooga Classification System” and covered by the “Pay Plans” on the effective date of this Ordinance shall receive, if approved by their supervisor, their regularly scheduled step increase as incorporated in the “Pay Plans” attached hereto and made a part by reference thereof, except that employees hired subsequent to February 28, 2002 shall not be eligible for a step increase during the fiscal year ending June 30, 2003. Existing employees promoted subsequent to February 28, 2003, shall not receive a step on July 1, 2003, provided steps are effective, if such promotion

resulted in a pay increase of more than 20%. The above pay provisions may be waived only by the authority of the Mayor on a case-by-case basis. This raise shall be retroactive to July 1, 2002, only for those persons employed by the City on July 1, 2002, and still employed by the City. However, a Department head can certify that an employee is not qualified for a step increase. That any employee already receiving pay above the maximum step of the assigned pay grade will not receive an increase. Also, all persons within the "City of Chattanooga Classification System" but not covered by the "Pay Plans" shall receive a four percent (4%) increase in pay effective July 1, 2002. Permanent part-time employees shall receive a four percent (4%) increase. Any employee serving under the provisions of the General Pay Schedule of the City of Chattanooga (not including sworn firefighters and police officers) at the maximum step for their pay grade (i.e., "topped-out") on June 30, 2002 shall receive a one-time payment of \$800, subject to all deductions and payroll taxes.

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). Positions previously identified for elimination as part of reductions in

force shall be funded through December 31, 2002. Employees still in those positions on December 31, 2002 shall be terminated after an aggressive effort has been made to transfer them to other vacant positions for which they are qualified.

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

SECTION 7(b)(3). During the period of this budget and until December 31, 2002, the Mayor and his staff will make 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 police officers and firefighters as of July 1, 2002, except for those new employees who have received from the city a new uniform since 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 fifty dollars (\$250.00) for City Court Officers. It shall be the duty of employees receiving these supplements to use the funds for the specified purpose and retain receipts to that effect.

SECTION 9(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 fifteen point seventy-two percent (15.72%).

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 one point eight two percent (1.82%) 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	\$1.15 Per Hour
LIUNA (Laborers) Pension Fund	.89 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 this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2002.

SECTION 16. That if any section, sentence, word or figures contained in this Ordinance should be declared invalid by a final decree of a Court of competent jurisdiction, such holding shall not affect the remaining sentences, sections, words or figures contained in this Ordinance, but the same shall remain in full force and effect.

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

PASSED on Third and Final Reading

July 16, _____, 2002.

Ron Littlefield /S/
CHAIRPERSON

APPROVED: Y DISAPPROVED: _____.

DATE: July 18, _____, 2002

Bob Corker /S/
MAYOR

Reviewed by: James S. Boney /S/

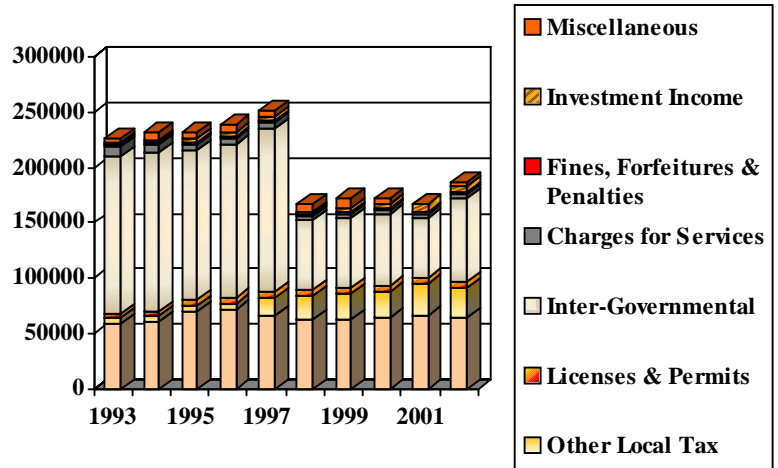
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Financial Overview

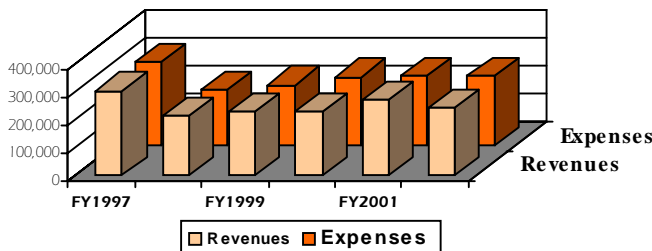
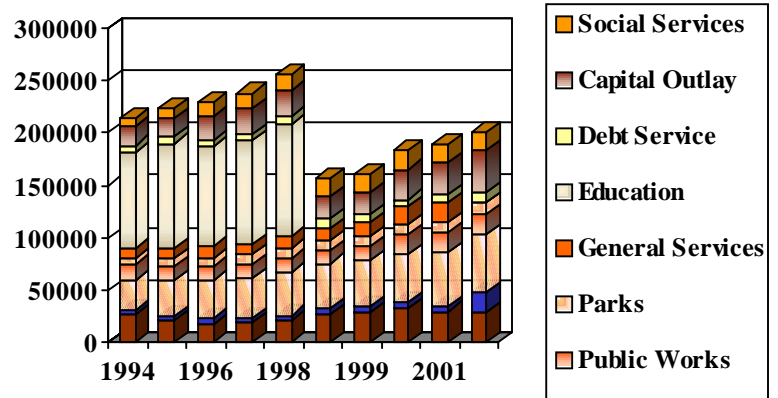
Revenue and Expenditure History

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, 2002 was \$240,468,918. This difference of \$47,914,366 represents a 16.6% decrease over this six year period. During this same time period total City expenditures decreased from \$282,110,651 in 1997 to \$249,088,170 in 2002. This difference of \$33,022,481 represents a 11.7% 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
FY2003**

Revenues	Governmental Fund Types			
	General	Special Revenue	Debt Service	Capital Projects
Taxes	93,304,133			
Licenses & Permits	6,134,620			
Intergovernmental	37,860,531	32,025,446	805,984	4,732,816
Charges for services	1,524,887			
Fines, forfeitures and penalties	1,761,760			
Interest earnings	1,467,500	124,082		
Miscellaneous	4,117,095	447,064	1,650,000	1,400,000
Bonds	-			12,070,087
Transfers In	-	1,801,641	6,193,086	11,283,000
Total Revenues	146,170,526	34,398,233	8,649,070	29,485,903
Appropriations				
General Government	16,426,130	30,048,233	-	11,649,000
Finance & Administration	8,802,791	-	-	540,825
Police Department	35,214,923	-	-	1,345,000
Fire Department	22,970,945	-	-	1,462,000
Public Works Department	20,187,712	4,350,000	-	11,789,703
Parks, Recreation, Arts & Culture	10,944,860	-	-	2,699,375
General Services	-	-	-	-
Personnel	8,765,816	-	-	-
Neighborhood Services	1,769,455	-	-	-
Executive Branch	1,619,717	-	-	-
Debt Service	-		8,649,070	-
Capital Projects	-	-	-	-
Transfers Out	19,468,177			
Total Appropriations	146,170,526	34,398,233	8,649,070	29,485,903

Fiduciary Fund Types	Proprietary Fund Types	Internal Service Funds	Total Revenue	Total Revenue FY2002
Community Development	Enterprise			
	-		93,304,133	90,943,399
	4,104,048		10,238,668	5,999,348
4,005,000			79,629,777	86,893,138
	34,124,218	10,100,000	45,749,105	47,706,311
			1,761,760	1,652,500
1,125,000	144,500		2,861,082	4,991,639
188,000			7,602,159	4,222,063
			-	-
	5,468,339		24,746,066	16,609,227
<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
5,318,000	43,841,105	10,100,000	277,962,837	259,017,625
-	-	-	58,123,363	45,810,033
-	-	10,100,000	19,443,616	18,808,996
-	-	-	36,559,923	33,997,377
-	-	-	24,432,945	21,809,608
-	38,372,766	-	74,700,181	74,870,410
-	-	-	13,644,235	11,204,573
-	-	-	0	-
-	-	-	8,765,816	6,406,859
-	-	-	1,769,455	1,797,184
5,318,000	-	-	6,937,717	7,036,342
-	-	-	8,649,070	9,967,329
-	-	-	0	10,699,687
	5,468,339		24,936,516	16,609,227
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5,318,000	43,841,105	10,100,000	277,962,837	259,017,625

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 \$29,829,823. 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 \$25,589,450 in 1993. This dipped to a ten-year low of \$24,349,098 in 1994 but has grown steadily since to its current balance of \$35,967,695 at the close of FY02. 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 \$17,930,702 in 1993 to a 2002 balance of \$13,615,419, or a \$4,315,283 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.

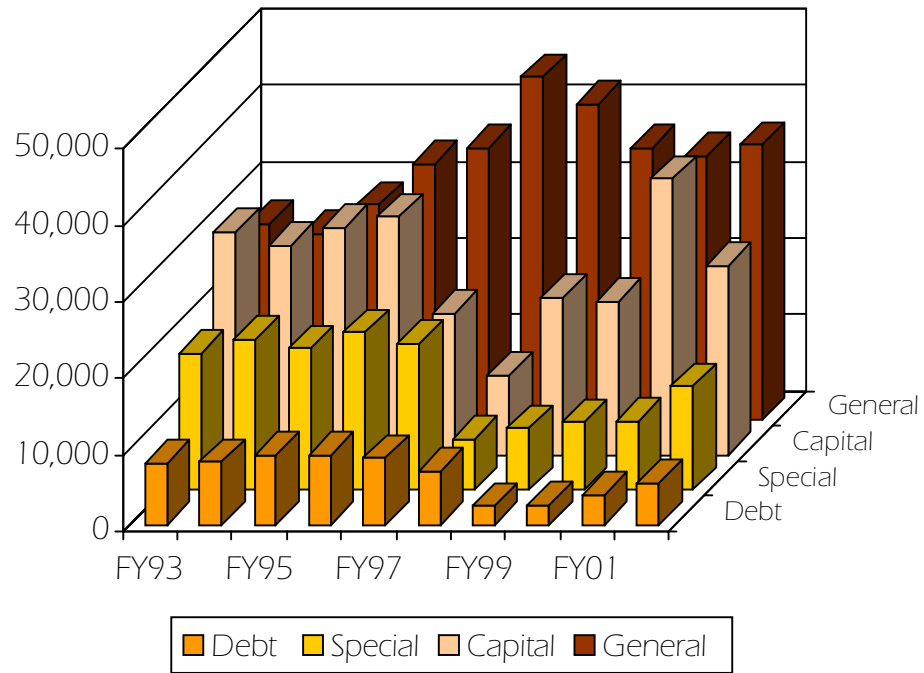
Debt Service has had a drop in its Fund Balance during this period, too. This came about through the use of the Fund Balance to pay current year maturities and interest. Fund Balance had risen to a high of \$9,127,569 in FY96 and the decision was made to use the Fund Balance for maturity payments and 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 \$27,372,801 in 1993, this fund class clearly shows the use of funds for infrastructure-like projects by the City, bringing the balance to \$24,705,877 at the close of FY 02.

The growth of the Retained Earnings within the Enterprises Funds has been most dramatic. Retained Earnings of \$167,123,858 in 1993 has increased to a 2002 balance of \$226,430,069. 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 \$1,177,415 in 1993. At the end of 2002 this balance has decreased to \$738,634. This change reflects the increased cost of maintaining the City's fleet of vehicles, which has grown considerably. The fund balance has decreased to \$738,634 at the end of 2002. The City lowered its gas prices in 1997 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, 2000 - 2003

	FY 99/00	FY 00/01	Unaudited FY 01/02	Projected FY02/03
FUND BALANCE at beginning of year	\$41,421,296	\$35,942,278	33,494,589	35,967,695
Revenues				
Taxes	88,174,648	90,999,348	107,767,598	110,922,448
Licenses and permits	6,102,055	6,133,506	6,276,409	6,587,908
Intergovernmental Revenues	46,018,818	40,197,687	40,070,794	40,971,103
Charges for Services	2,658,941	2,687,638	3,105,976	3,575,830
Fines, forfeitures and penalties	1,895,159	1,825,737	1,733,844	1,761,760
Interest Income	2,661,908	2,554,217	1,470,601	1,411,600
Sale of Property	0	0	381,078	65,000
Miscellaneous Revenues	9,483,654	4,346,941	3,731,904	4,403,173
Total Revenues	\$156,995,183	\$148,745,074	\$164,538,204	\$169,698,822
Expenditures				
General Government	32,553,654	25,586,923	36,586,389	43,588,088
Finance & Administration	5,483,458	5,507,563	8,231,570	9,061,404
Safety	48,904,731	51,210,832	54,759,001	59,327,269
Public Works	11,785,424	12,091,897	18,842,216	20,187,713
Parks & Recreation	11,990,701	11,983,947	12,631,221	12,943,993
General Services	17,481,429	13,406,947	4,804	0
Total Expenditures	\$128,199,397	\$119,788,109	\$131,055,201	\$145,108,467
Excess (deficiency) of revenues over expenditures	28,795,786	28,956,965	33,483,003	24,590,355
Other Financing Sources (Uses)				
Operating transfers in	29,260	146,256	963,361	3,181,327
Operating transfers out	(31,711,697)	(28,780,634)	(28,996,458)	(24,597,942)
Operating transfers from component units	0			
Operating transfers to component units	(3,299,934)	(2,770,276)	(2,976,800)	(3,239,650)
Change in accounting principle	0	0	0	0
Total other financing sources (uses)	(34,982,371)	(31,404,654)	(31,009,897)	(24,656,265)
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(6,186,585)	(2,447,689)	2,473,106	(65,910)
Adjustment for encumbrances	315,999	0	0	0
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(5,870,586)	(2,447,689)	2,473,106	(65,910)
FUND BALANCE at end of year	\$35,550,710	\$33,494,589	\$35,967,695	\$35,901,785

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, 2000 - 2003

	FY 99/00	FY 00/01	unaudited FY 01/02	Projected FY 02/03
FUND BALANCE at beginning of year	\$8,126,314	7,997,786	12,681,116	13,615,419
Revenues				
Intergovernmental Revenues	15,939,783	16,067,588	19,615,210	24,715,879
Charges for Services	41,633	56,654	69,293	20,000
Interest Income	306,789	359,584	467,317	469,928
Miscellaneous Revenues	514,205	871,443	2,496,922	1,475,733
Total Revenues	<u>\$16,802,410</u>	<u>\$17,355,269</u>	<u>\$22,648,742</u>	<u>\$26,681,540</u>
Expenditures				
General Government	14,663,533	14,919,759	19,701,980	26,192,078
Finance and Administration	0	0	35,959	0
Safety	279,465	315,248	232,380	186,500
Public Works	4,170,221	4,574,663	4,410,487	4,350,000
General Services	72,000	144,204	73,169	0
Capital Outlay/Fixed Assets	1,519,883	680,377	975,533	459,497
Total Expenditures	<u>\$20,705,102</u>	<u>\$20,634,251</u>	<u>\$25,429,508</u>	<u>\$31,188,075</u>
Excess (deficiency) of revenues over expenditures	(3,902,692)	(3,278,982)	(2,780,766)	(4,506,535)
Other Financing Sources (Uses)				
Operating transfers in	3,774,162	3,997,867	4,235,676	3,890,829
Operating transfers out	0	0	(520,607)	(300,000)
Change in Accounting Principle		341,517	0	0
Total other financing sources (uses)	<u>3,774,162</u>	<u>4,339,384</u>	<u>3,715,069</u>	<u>3,590,829</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(128,530)	1,060,402	934,303	(915,706)
Adjustment for encumbrances		0	0	0
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(128,530)	1,060,402	934,303	(915,706)
FUND BALANCE at end of year	<u>\$7,997,784</u>	<u>\$9,058,188</u>	<u>\$13,615,419</u>	<u>\$12,699,713</u>

Due to GASB 34 reporting, Community Development funds previously reported in the Fiduciary Funds are now reported in the Special Revenue Funds beginning fiscal year ending June 30, 2002.

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, 2000 - 2003

	FY 99/00	FY 00/01	unaudited FY 01/02	Projected FY 02/03
FUND BALANCE at beginning of year	\$2,566,687	\$2,671,606	\$4,163,307	\$5,497,083
Revenues				
Hamilton County, Tennessee Funds	1,022,553	0	0	805,984
Other intergovernmental funds	0	809,898	665,790	0
Rental revenue (PIC)	216,836	256,666	0	0
Other	0	518,842	200,000	200,000
Total Revenues	1,239,389	1,585,406	865,790	1,005,984
Expenditures				
Principal retirement	4,750,143	4,226,180	4,658,954	4,953,112
Interest	2,467,820	2,287,383	19,969,771	3,685,958
Fiscal agent fees	14,473	8,607	0	10,000
Total Expenditures	7,232,436	6,522,170	24,628,725	8,649,070
Excess (deficiency) of revenues over expenditures	(5,993,047)	(4,936,764)	(23,762,935)	(7,643,086)
Other Financing Sources (Uses)				
Operating transfers in	6,097,966	6,428,465	8,968,232	6,196,802
Operating transfers out	0	0	(248,788)	0
Proceeds of refunding bonds	0	0	16,377,267	0
Payment of refunding bonds	0	0	0	0
Total other financing sources (uses)	6,097,966	6,428,465	25,096,711	6,196,802
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	104,919	1,491,701	1,333,776	(1,446,284)
Adjustment for encumbrances	0	0	0	0
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	104,919	1,491,701	1,333,776	(1,446,284)
FUND BALANCE at end of year	\$2,671,606	\$4,163,307	\$5,497,083	\$4,050,799

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, 2000 - 2003

	FY 99/00	FY 00/01	unaudited FY 01/02	Projected FY 02/03
FUND BALANCE at beginning of year	\$20,708,480	\$20,150,147	\$36,160,303	\$24,705,877
Revenues				
Intergovernmental Revenues	1,100,758	1,607,028	3,245,812	7,932,816
Charges for services	0	0	120,920	0
Interest Income	58,395	303,333	440,476	450,000
Donations	724,321	0	0	0
Sale of Property	0	0	141,100	1,400,000
Miscellaneous Revenues	2,324,340	332,254	396,541	68,000
Total Revenues	\$4,207,814	\$2,242,615	\$4,344,849	\$9,850,816
Expenditures				
General Government	4,985,253	2,849,289	4,107,741	12,867,613
Finance & Administration	95,346	175,724	505,814	1,146,858
Safety	3,704,938	5,905,649	2,292,066	6,957,885
Public Works	6,728,281	9,210,815	9,322,952	11,789,703
Parks, Recreation, Arts & Culture	4,436,852	10,089,365	8,546,468	2,699,375
General Services	2,085,606	220,957	325,229	0
Capital outlay/fixed assets	0	10,287,331	256,443	0
Total Expenditures	\$22,036,276	\$38,739,130	\$25,356,713	\$35,461,434
Excess (deficiency) of revenues over expenditures	(17,828,462)	(36,496,515)	(21,011,864)	(25,610,618)
Other Financing Sources (Uses)				
Operating transfers in	16,719,828	11,602,686	10,502,114	15,021,121
Operating transfers out	(391,392)	(173,014)	(967,251)	0
Bond/Note Proceeds	941,693	41,076,999	22,575	16,895,087
Total other financing sources (uses)	17,270,129	52,506,671	9,557,438	31,916,208
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(558,333)	16,010,156	(11,454,426)	6,305,590
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(558,333)	16,010,156	(11,454,426)	6,305,590
FUND BALANCE at end of year	\$20,150,147	\$36,160,303	\$24,705,877	\$31,011,467

City of Chattanooga, Tennessee

Fiduciary Funds

Combining Statement of Revenues, Expenditures and
Changes in Fund Balances
Year Ended June 30, 2000 - 2003

	FY 99/00	FY 00/01	Unaudited FY 01/02	Projected FY 02/03
REVENUES				
Intergovernmental	5,455,196	4,618,317	0	0
Interest Income	213,008	267,220	(3,870)	0
Miscellaneous	1,065,336	1,143,488	0	0
Total Revenues	6,733,540	6,029,025	(3,870)	0
EXPENDITURES				
Finance & Administration	2,000	1,655	300	300
Community Development Projects	6,010,850	5,590,923	0	0
Bad Debt Expense	0	0	0	0
Total Expenditures	6,012,850	5,592,578	300	300
Excess (deficiency) of Revenues over (under) Expenditures	720,690	436,447	(4,170)	(300)
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	0	0	0	0
Operating Transfers Out	(891,541)	(339,765)	0	0
Total Other Financing Sources (Uses)	(891,541)	(339,765)	0	0
Excess (deficiency) of Revenues and Other Financing Sources Over (under) Expenditures and Other Financing Uses	(170,851)	96,682	(4,170)	(300)
FUND BALANCE at Beginning of Year	3,773,001	3,602,150	75,904	71,734
FUND BALANCE at End of Year	<u>\$3,602,150</u>	<u>\$3,698,832</u>	<u>\$71,734</u>	<u>\$71,434</u>

Due to GASB 34 reporting, Community Development funds are reported in the Special Revenue funds beginning fiscal year ending June 30, 2002.

City of Chattanooga, Tennessee

Enterprise Fund

Combining Statement of Revenues, Expenses and
Changes in Retained Earnings
Year Ended June 30, 2000 - 2003

	FY 99/00	FY 00/01	Unaudited FY 01/02	Projected FY 02/03
REVENUES				
Customer Charges	42,306,163	41,290,125	38,720,871	37,477,266
Other	16,896	36,046	751,029	1,000
Total Revenues	42,323,059	41,326,171	39,471,900	37,478,266
OPERATING EXPENSES				
Sewer Plant Operation	15,127,782	17,449,765	17,571,212	17,822,333
Solid Waste Operation	9,716,228	11,066,367	3,897,799	4,383,785
Storm Water Operation	2,576,540	2,179,274	2,549,508	3,751,499
Depreciation and Amortization	10,053,882	11,064,532	9,256,901	9,315,000
Closure/Postclosure Costs	2,491,549	2,913,835	658,087	700,000
Other	97,183	174,386	69,764	27,954
Total Operating Expenses	40,063,164	44,848,159	34,003,271	36,000,571
OPERATING INCOME (LOSS)	2,259,895	(3,521,988)	5,468,629	1,477,695
NONOPERATING REVENUES (EXPENSES)				
Interest Income	4,713,600	3,571,644	1,534,213	894,500
Interest Expense	(7,893,176)	(8,661,688)	(8,908,208)	(7,840,534)
Other Income (expense)	315,304	249,059	28,593	-
Total Nonoperating Rev. (Exp.)	(2,864,272)	(4,840,985)	(7,345,402)	(6,946,034)
INCOME (LOSS) BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM	(604,377)	(8,362,973)	(1,876,773)	(5,468,339)
Capital Contributions			62,701	-
Operating Transfers In	7,802,641	7,118,139	5,918,505	5,468,339
Operating Transfers Out	(1,429,227)	-	-	-
Special Item, Transfer of capital assets to governmental activities			(3,753,205)	
NET INCOME (LOSS) BEFORE EXTRAORDINARY LOSS	5,769,037	(1,244,834)	288,527	-
Extraordinary loss on disposal of treatment plant	-	(1,948,410)	-	-
NET INCOME (LOSS)	5,769,037	(3,193,244)	288,527	0
Amortization of Contributed Capital	2,648,106	2,618,265		
TOTAL NET ASSETS - Beginning	8,417,143	16,834,286	16,259,307	16,547,834
TOTAL NET ASSETS - Ending	16,834,286	16,259,307	16,547,834	16,547,834

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, 2000 - 2003

	FY 99/00	FY 00/01	unaudited FY 01/02	Projected FY 02/03
Retained Earnings at beginning of year	\$1,234,572	\$766,178	\$749,782	\$738,634
Revenues				
Billings to Departments	7,863,609	10,146,785	8,601,984	8,251,983
Other	42,689	92,703	1,320	1,320
Total Revenues	\$7,906,298	\$10,239,488	\$8,603,304	\$8,253,303
Expenditures				
Repairs & Maintenance - Amnicola	2,954,462	3,118,331	3,125,070	3,150,000
Repairs & Maintenance - 12th St	3,603,897	3,784,460	3,658,351	3,670,000
Operations - Amnicola	392,507	454,336	364,352	380,000
Operations - 12th St	819,984	1,056,339	827,883	1,000,000
Judgments & Costs	(216,482)	1,473,068	235,801	83,917
Claims & Tort Liabilities	191,252	185,809	205,596	214,883
Special Counsel	629,072	183,541	197,399	201,200
Total Expenditures	\$8,374,692	\$10,255,884	\$8,614,452	\$8,700,000
Excess (deficiency) of revenues over expenditures	(468,394)	(16,396)	(11,148)	(446,697)
Other Financing Sources (Uses)				
Operating transfers in	0	0	0	0
Operating transfers out	0	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	(468,394)	(16,396)	(11,148)	(446,697)
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(468,394)	(16,396)	(11,148)	(446,697)
Restatement for Compensated Absences				
Retained Earnings at end of year	\$766,178	\$749,782	\$738,634	\$291,937

General Fund

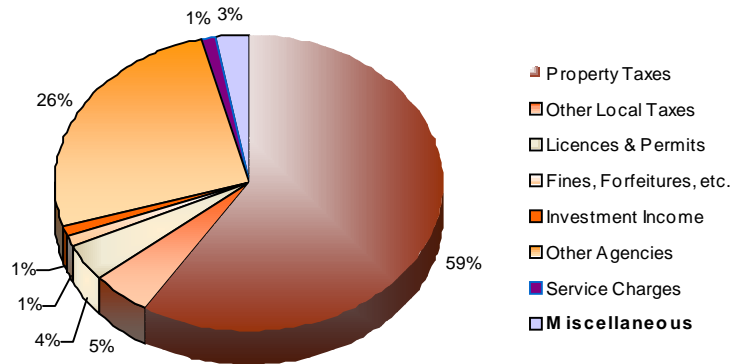
Fund Structure

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. In FY 2003 the budget revenue and expenses are \$146,170,526.

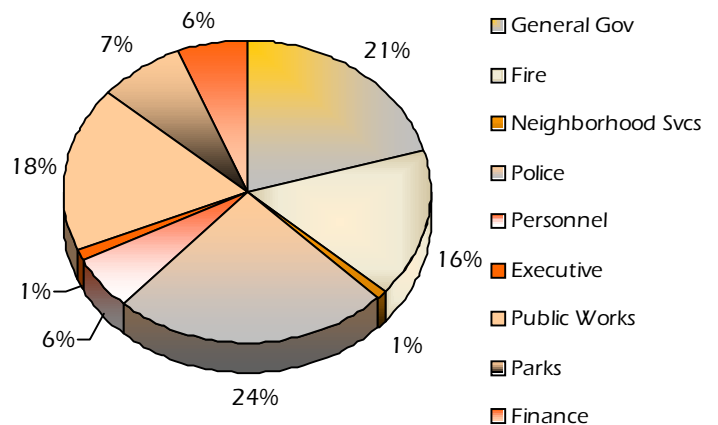
The major revenues of the general fund include: property taxes; other local taxes; licenses, permits, etc.; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

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

Revenues 2003



Appropriations 2003



Fund Revenue Summary
 Fiscal Year Ending June 30, 2003
 (expressed in \$1,000)

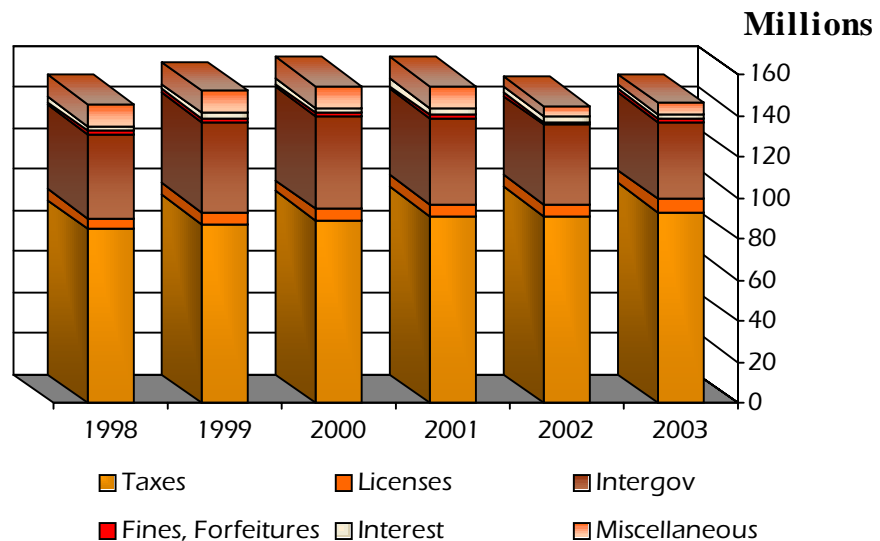
Fund Type:	Actual FY99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	Budget '03 Increase (Decrease)	% CHANGE FY 02/03
General Fund:						
Property Taxes	64,263	66,868	83,637	85,940	2,303	2.8%
Other Local Taxes	7,074	7,197	7,306	7,364	58	0.8%
Licenses, Permits, Etc.	5,433	5,496	5,984	6,135	151	2.5%
Fines, Forfeitures & Penalties	1,862	1,826	1,653	1,762	109	6.6%
Investment Income	2,662	2,457	2,400	1,467	(933)	-38.9%
Revenue from Other Agencies	37,702	38,240	38,645	37,861	(784)	-2.0%
Service Charges	506	905	1,226	1,525	299	24.4%
Miscellaneous Revenues	8,322	8,467	3,743	4,117	374	10.0%
<i>Total General Fund</i>	127,824	131,456	144,594	146,171	1,577	1.1%

Revenues

The proposed Budget for FY 2003 shows an increase in Estimated Revenues of \$1,576,219 or 1.1% when compared to FY 02 Estimated Revenues. This increase in Estimated Revenues for FY 2003 can be attributed to the increase estimate for property tax. County Wide sales tax is estimated to increase \$.5 mil; State Income Tax is estimated to decrease by around \$700K; Gross Receipts is expected to continue its trend upward and produce an additional \$300,000 in FY 2003; and the State Sales Tax is expected to decrease \$696,786 for the City in FY 2003

The chart shows the General Fund Revenues by Source for the fiscal years 1998 thru 2003.

General Fund Revenues by Source



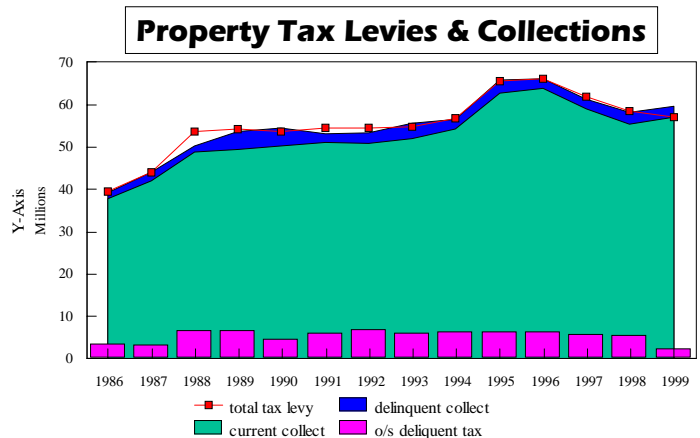
Property Taxes

FY 2003 Estimate :	\$85,940,162
% of General Fund:	58.79%
Growth From FY 02:	2,302,713
% Change:	2.8%

In the Property tax category, Current Property Taxes Real remains the top source of funds for the City of Chattanooga, with the FY 2003 estimate of \$77,993,969 representing 53.4% 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 2003 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 2003 is \$77,993,969, an increase of \$12,078,186, or 18.3%. 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 2003 is \$2,818,667.

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:

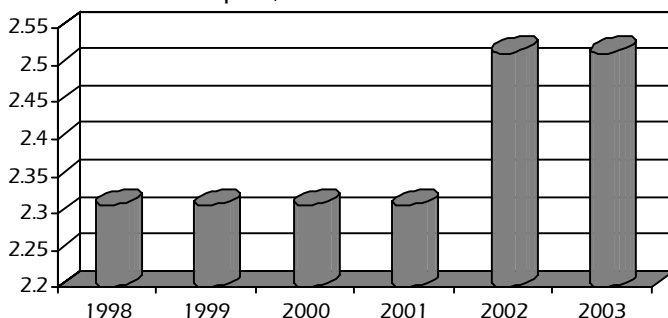
1995	2.98	City Tax Increase
1996	2.98	
1997	2.70	Property Reappraisal
1998	2.31	City Tax Decrease
1999	2.31	
2000	2.31	
2001	2.31	
2002	2.516	City Tax Increase
2003	2.516	

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:

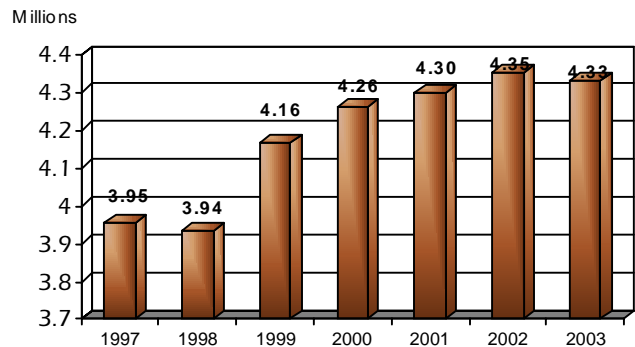
FY 2003 Estimate :	\$7,363,971
% of General Fund:	5.04%
Growth From FY 02:	58,021
% Change:	.8%

Wholesale Beer Tax

FY 2003 Estimate:	\$4,330,000
% of General Fund:	3.0%
Change From FY 02 :	(20,000)
% Change:	(0.5%)

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%. Revenue estimates for these collections are based on these known growth factors.

Wholesale Beer Tax



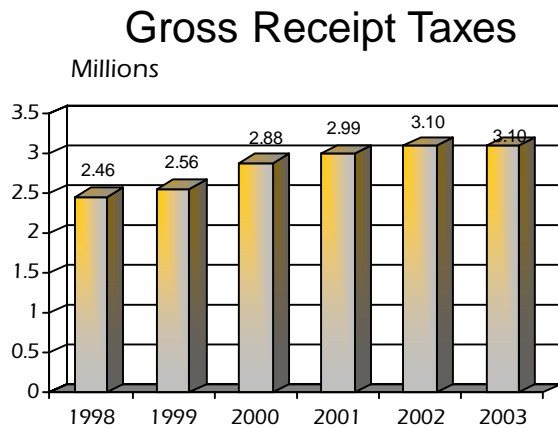
Licenses, Permits, Etc.:

FY 2003 Estimate :	\$6,134,620
% of General Fund:	4.2%
Growth From FY 02:	151,152
% Change:	2.5%

Gross Receipts Taxes

FY 2003 Estimate :	\$3,100,000
% of General Fund:	2.1%

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.



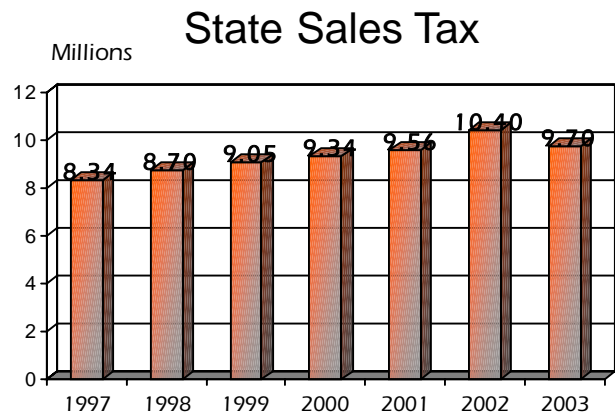
Revenue from Other Agencies:

FY 2003 Estimate :	\$37,860,531
% of General Fund:	25.9%
Decline From FY 02:	(784,692)
% Change:	(2.0)%

City Allocation State Sales Tax

FY 2003 Estimate:	\$ 9,703,214
% of General Fund :	6.64%
Decline From FY 02:	(696,786)
% Change:	(6.7%)

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 2001 is \$66.87. State Sales Tax revenue increased by 8.6% for FY 94 to FY 95. The State Sales Tax is expected to decrease by 6.7% due to the down turn in the economy.



County-Wide Sales Taxes

FY 2003 Estimate :	\$22,008,373
% of General Fund:	15.6%
Growth From FY 02:	481.373
% Change:	2.2%

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.

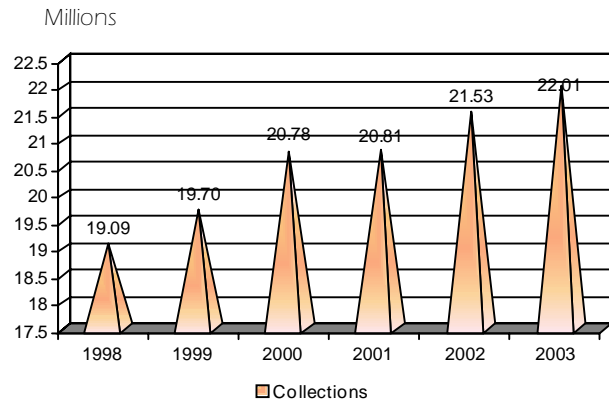
In August, 1996, with the school merger and economic development needs on the horizon, the City Council presented to the voters of Chattanooga a plan to give assistance to both issues. A plan was presented to the voters requesting a one-half of one-percent (1/2 of 1%) increase in the Local Option Sales 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 \$17,618,315 for FY 2003.

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 15.6% of the total General Fund revenues for FY 2003.

County-Wide Sales Tax



Fund Expenditure Summary
Fiscal Year Ending June 30, 2003
(expressed in \$1,000)

Fund Type:	Actual FY99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	Budget '03 Increase (Decrease)	% CHANGE FY 02/03
General Fund:						
General Government & Agencies	31,762	29,250	32,979	30,106	(2,873)	-8.7%
Department of Finance & Administration	5,483	5,424	8,959	8,803	(156)	-1.7%
Department of Police	28,272	30,785	33,997	35,215	1,218	3.6%
Department of Fire	19,031	19,447	21,809	22,971	1,162	5.3%
Department of Public Works	18,059	19,395	25,816	25,976	160	0.6%
Department of Recreation, Arts & Culture	9,747	10,290	11,204	10,945	(259)	-2.3%
Department of General Services	16,970	17,545	-	-	-	N/A
Department of Personnel	865	945	6,407	8,765	2,358	36.8%
Department of Neighborhood Services	1,622	1,454	1,797	1,769	(28)	-1.6%
Executive Branch	-	-	1,625	1,620	(5)	N/A
Total General Fund	131,811	134,535	144,593	146,170	1,577	1.1%

Expenses

General Government & Agencies

FY 2003 Appropriation: \$30,105,968
 % of General Fund: 20.6%
 Decrease From FY 02: (2,872,676)
 % Change: (8.71%)

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 2003 Appropriation : \$3,239,650
 Increase From FY 02: 262,850
 % Change: 8.8%

The City finances part of the Chattanooga Area Regional Transportation Authority's operating loss - this is a great benefit to the citizens of the city. The CARTA appropriation of \$3,239,850 enables them to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping, etc.

Carter Street Corporation Lease Agreement
 FY 2003 Appropriation: \$1,420,765
 Decrease From FY 02: (5,777)
 % Change: (0.4%)

This appropriation of \$1,420,765 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 2003 Appropriation: \$2,405,725
 Growth From FY 02: -0-
 % Change: 0.0%

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

Chattanooga Neighborhood Enterprises
 FY 2003 Appropriation: \$2,000,000
 Growth From FY 02: -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 2003 Appropriation: \$6,193,086
 Growth From FY 02: (2,771,656)
 % Change: (30.9%)

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 FY2003 budget includes obligation as a result of the 2001 issue to cover the FY99, FY00 and FY01 capital budgets.

Renewal & Replacement Fund

FY 2003 Appropriation:	\$1,500,000
Increase From FY 02:	-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 2003 Appropriation :	\$8,802,791
% of General Fund:	6.02%
Decrease from FY 02:	(156,205)
% Change:	(1.74%)

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. 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.

Department of Police

FY 2003 Appropriation:	\$35,214,923
% of General Fund:	24.9%
Growth From FY 02:	1,217,546
% Change:	3.6%

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 includes funds for employees step increases, a 3% increase form Sworn positions and the corresponding fringe benefits, including the increase to the F&P Pension fund from 12.24% to 15.72%

Department of Fire

FY 2003 Appropriation:	\$22,970,945
% of General Fund:	15.7%
Growth From FY 02:	1,161,337
% Change:	5.32%

The projected increase includes funds for employees step increases, a 3% increase form Sworn positions and the corresponding fringe benefits, including the increase to the F&P Pension fund from 12.24% to 15.72%.

Department of Public Works

FY 2003 Appropriation:	\$25,976,051
% of General Fund:	17.77%
Growth from FY 02:	160,327
% Change:	0.62%

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 \$378,905 from \$5,159,292 to 4,784,051.

Department Of Parks, Recreation, Arts, and Culture

FY 2003 Appropriation :	\$10,944,860
% of General Fund:	7.49%
Decrease From FY 02:	(259,713)
% Change:	(2.32%)

The decrease of \$259,713 in the Department of Parks, Recreation, Arts, and Culture is the result of a reduction in personnel positions. FY 2003 budget does include funds for step increases in the pay plan and the corresponding fringe benefits.

Department of Personnel

FY 2003 Appropriation:	\$8,765,816
% of General Fund :	6.0%
Growth From FY 02:	2,358,957
% Change:	36.82%

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

The projected increase of \$2,358,957 for FY 2003 is due to employee step increases, the corresponding fringe benefits and the city's portion of employee/retiree health insurance.

Department of Neighborhood Services

FY 2003 Appropriation :	\$1,769,455
% of General Fund:	1.2%
Decrease From FY 02:	(27,730)
% Change:	(15.4%)

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.

Executive Branch

FY 2003 Appropriation:	\$1,619,717
% of General Fund:	1.1%
Decrease From FY 02:	(5,624)
% Change:	(0.3%)

The Executive Branch 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 2000 - 2003

Revenue Source	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	BUDGET '03 INC/(DEC)	%	
						CHANGE FY 02/03	% OF TOTAL
Property Taxes:							
Current Property Taxes Real	57,965,382	60,051,130	76,868,672	77,993,969	1,125,297	1.5%	53.36%
Interest & Penalty - Current Year	57,441	76,893	50,000	50,000	0	0.0%	0.03%
Interest & Penalty - Prior Year	159,742	201,341	185,000	200,000	15,000	8.1%	0.14%
Prior Year Real & Personal Taxes	1,943,336	2,413,288	2,300,000	2,605,000	305,000	13.3%	1.78%
City Fee- Collection of Delinquent Tax	91,765	98,741	100,000	100,000	0	0.0%	0.07%
Corporate Excise Tax-State	154,033	75,028	72,000	131,600	59,600	82.8%	0.09%
Collections - In Lieu of Taxes	3,890,829	3,951,699	4,061,777	4,859,593	797,816	19.6%	3.32%
Total Property Tax	\$64,262,528	\$66,868,120	\$83,637,449	\$85,940,162	2,302,713	2.8%	58.79%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	283,750	291,250	298,750	306,250	7,500	2.5%	0.21%
Franchise Taxes - CCTV	1,161,290	1,228,026	1,289,000	1,337,746	48,746	3.8%	0.92%
Liquor Taxes	1,365,306	1,375,562	1,365,000	1,385,475	20,475	1.5%	0.95%
Beer Taxes	4,260,191	4,298,709	4,350,000	4,330,000	(20,000)	-0.5%	2.96%
Local Litigation Taxes	3,508	3,365	3,200	4,500	1,300	40.6%	0.00%
Total Other Local Taxes	\$7,074,045	\$7,196,912	\$7,305,950	\$7,363,971	58,021	0.8%	5.04%
Licenses, Permits, Etc.:							
Motor Vehicle License	422,485	410,560	380,000	400,000	20,000	5.3%	0.27%
Parking Meters	470,083	441,417	454,590	427,000	(27,590)	-6.1%	0.29%
Business License excluding Liquor	123,063	123,725	120,000	120,000	0	0.0%	0.08%
Gross Receipts Tax	2,883,767	2,990,651	3,100,000	3,100,000	0	0.0%	2.12%
Building Permits	472,128	467,412	642,000	750,000	108,000	16.8%	0.51%
Other Licenses, Permits, Fees	1,061,540	1,061,936	1,286,878	1,337,620	50,742	3.9%	0.92%
Total Licenses & Permits	\$5,433,066	\$5,495,701	\$5,983,468	\$6,134,620	\$151,152	2.5%	4.20%
Fines, Forfeitures, & Penalties:							
City Court Fines	1,114,392	1,201,240	1,054,500	1,104,625	50,125	4.8%	0.76%
Criminal Court Fines	228,994	192,966	180,000	170,579	(9,421)	-5.2%	0.12%
Parking Ticket Fines	459,531	406,876	418,000	486,556	68,556	16.4%	0.33%
Other Fines Forfeitures, & Penalties	59,406	24,655	0	0	0	N/A	0.00%
Total Fines, Forfeitures, & Penalties	\$1,862,323	\$1,825,737	\$1,652,500	\$1,761,760	\$109,260	6.6%	1.21%
Investment Income:							
Interest on Investments	2,661,905	2,371,112	2,400,000	1,402,500	(997,500)	-41.6%	0.96%
Sale of Property	0	86,367	0	65,000	65,000	N/A	0.04%
Total Investment Income	\$2,661,905	\$2,457,479	\$2,400,000	\$1,467,500	(\$932,500)	-38.9%	1.00%

General Fund Revenues

Fiscal Years 2000 - 2003

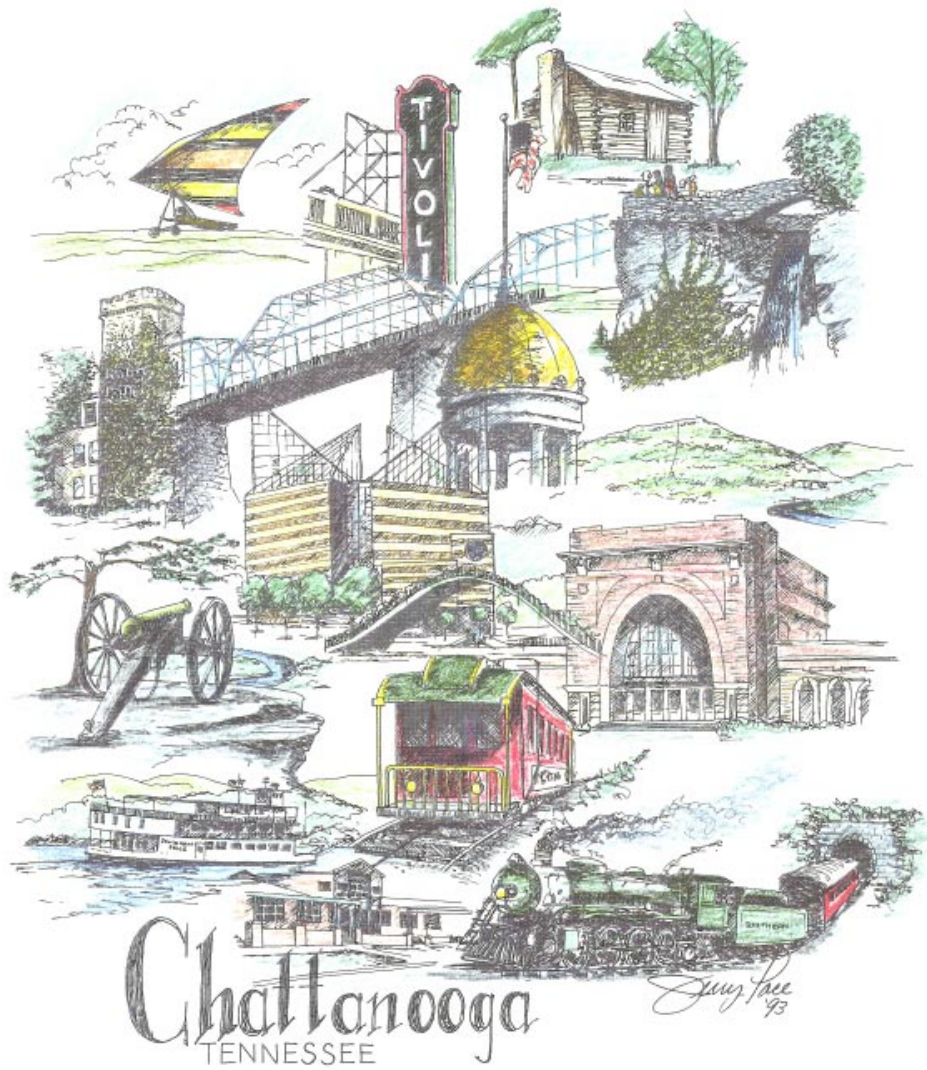
Revenue Source	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	%		%
					BUDGET '03 INC/(DEC)	CHANGE FY 02/03	
Revenue From Other Agencies:							
County wide Sales Tax - General Fu	20,777,740	20,814,515	21,527,000	22,008,373	481,373	2.2%	15.06%
State Beer Tax	78,601	77,984	65,000	77,158	12,158	18.7%	0.05%
Hall Income Tax	2,976,411	3,050,215	3,050,000	3,050,000	0	0.0%	2.09%
State Sales Tax	9,343,042	9,557,992	10,400,000	9,703,214	(696,786)	-6.7%	6.64%
State Mixed Drink Tax	1,099,208	1,219,394	1,246,000	1,300,254	54,254	4.4%	0.89%
State Gas Inspection Fees	367,013	366,320	359,000	359,000	0	0.0%	0.25%
State Maintenance of Streets	81,068	104,097	110,000	124,000	14,000	12.7%	0.08%
State Alcohol Beverage Tax	113,961	67,775	65,000	65,000	0	0.0%	0.04%
State DOT - TVRM	0	73,600	0	0	0	N/A	0.00%
State Safe Neighborhood Act	0	342,022	0	0	0	N/A	0.00%
State - Special Training Funds	408,920	429,575	430,000	390,000	(40,000)	-9.3%	0.27%
State - Telecom Sales Tax	4,932	26,137	25,000	23,692	(1,308)	-5.2%	0.02%
HUD-Harriet Tubman	326,827	155,809	0	0	0	N/A	0.00%
Ham. County-Ross Landing Plaza	539,462	544,550	671,788	629,840	(41,948)	-6.2%	0.43%
Ham. County-Radio & Electronics	46,000	48,000	48,000	130,000	82,000	170.8%	0.09%
Ham. County-DRC	0	0	27,399	0	(27,399)	-100.0%	0.00%
IMS-GOS Federal Grant	3,630	0	0	0	0	N/A	0.00%
COPS - MORE Grant	0	147,059	36,000	0	(36,000)	-100.0%	0.00%
COPS Universal Hiring Grant	1,535,681	1,215,442	585,036	0	(585,036)	-100.0%	0.00%
Total Revenue from Other Agencies	\$37,702,496	\$38,240,486	\$38,645,223	\$37,860,531	(\$784,692)	-2.0%	25.90%
Service Charges:							
City Court Cost	109,115	94,653	111,000	102,357	(8,643)	-7.8%	0.07%
Clerk's Fee	323,895	335,739	597,996	685,000	87,004	14.5%	0.47%
State Court Cost	15,577	7,781	7,500	6,500	(1,000)	-13.3%	0.00%
Public Works - Sevics Charge	0	0	106,488	158,790	52,302	49.1%	0.11%
PRAC - Services Charge	7,490	258,840	253,600	287,981	34,381	13.6%	0.20%
Police - Service Charge	0	85,088	102,223	142,652	40,429	39.5%	0.10%
Other Charges for Services	50,138	122,565	47,600	141,607	94,007	197.5%	0.10%
Total Service Charges	\$506,215	\$904,666	\$1,226,407	\$1,524,887	\$298,480	24.3%	1.04%
Miscellaneous Revenues:							
Indirect Cost	1,679,589	1,679,578	1,679,578	2,134,646	455,068	27.1%	1.46%
Land & Bldg. Rents	123,752	67,373	70,000	75,000	5,000	7.1%	0.05%
Dock Rental	23,640	27,071	25,000	20,000	(5,000)	-20.0%	0.01%
Department Reimb-Health Insuran	2,968,291	2,896,829	0	0	0	N/A	0.00%
Employee Share-Health Insurance	1,337,393	1,356,659	0	0	0	N/A	0.00%
Retiree Reimbursements (Regular)	412,564	457,839	600,000	752,217	152,217	25.4%	0.51%
Mem. Aud.- Rents,Conc., OT, BO	402,294	410,807	364,380	321,500	(42,880)	-11.8%	0.22%
Tivoli - Rents, Conc., OT, BO	232,536	208,580	203,000	193,200	(9,800)	-4.8%	0.13%
Coolidge Park Revenue	281,509	210,266	199,000	166,200	(32,800)	-16.5%	0.11%
Other General Government Misc.	860,473	1,151,840	602,352	454,332	(148,020)	-24.6%	0.31%
Total Miscellaneous Revenues	\$8,322,041	\$8,466,842	\$3,743,310	\$4,117,095	373,785	10.0%	2.82%
Estimated Use of Fund Balance	\$0	\$0	\$0	\$0			
Grand Totals	\$127,824,619	\$131,455,943	\$144,594,307	\$146,170,526	\$1,576,219	1.1%	100.00%

General Fund Expenditures
Fiscal Years 2000 - 2003

Expenditure	Actual	Actual	Budget	Budget	BUDGET '03	%	%
	FY 99/00	FY 00/01	FY 01/02	FY 02/03	INC/(DEC)	FY 02/03	OF TOTAL
General Government & Agencies							
Agencies							
Air Pollution	270,820	270,820	270,820	270,820	0	0.0%	0.19%
Allied Arts:							
Operations	250,000	250,000	250,000	250,000	0	0.0%	0.17%
African American Museum	70,000	70,000	70,000	70,000	0	0.0%	0.05%
Chattanooga Regional History	48,000	48,000	48,000	24,000	(24,000)	-50.0%	0.02%
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	3,299,934	2,770,276	2,976,800	3,239,650	262,850	8.8%	2.22%
Carter Street Corporation	49,675	81,955	0	352,324	352,324	N/A	0.24%
Carter Street Lease	1,427,877	1,427,783	1,426,542	1,420,765	(5,777)	-0.4%	0.97%
Chattanooga Urban League	50,000	50,000	50,000	50,000	0	0.0%	0.03%
C-HC Bicentennial Public Library	2,165,258	2,230,262	2,405,725	2,405,725	0	0.0%	1.65%
Chattanooga Neighborhood Ente	2,000,000	2,000,000	2,000,000	2,000,000	0	0.0%	1.37%
Children's Advocacy Center	30,000	30,000	30,000	30,000	0	0.0%	0.02%
Community Foundation Scholarst	160,000	160,000	160,000	160,000	0	0.0%	0.11%
Community Impact Fund	167,000	166,000	0	0	0	N/A	0.00%
Downtown Partnership	100,000	140,000	140,000	140,000	0	0.0%	0.10%
Front Porch Alliance	50,000	0	0	0	0	N/A	0.00%
Heritage Hall Board	35,000	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	493,638	0	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	19,132	0	0	0	N/A	0.00%
Community Research Council	10,000	10,000	10,000	10,000	0	0.0%	0.01%
Planning Commission	821,162	840,463	876,277	974,817	98,540	11.2%	0.67%
Scenic Cities	30,294	30,294	30,294	30,294	0	0.0%	0.02%
Storm Water Fund	67,691	71,507	75,000	75,000	0	0.0%	0.05%
Tennessee Riverpark	576,357	712,212	807,572	767,584	(39,988)	-5.0%	0.53%
Tenn Valley Railroad Museum	0	73,600	0	0	0	N/A	0.00%
West Side Development Corp	0	0	0	75,000	75,000	N/A	0.05%
WTCL - TV 45	60,000	60,000	60,000	60,000	0	0.0%	0.04%
General Government							
Audits, Dues & Surveys	122,604	125,320	143,750	166,754	23,004	16.0%	0.11%
Capital Improvements	6,098,500	3,593,200	5,302,101	4,500,000	(802,101)	-15.1%	3.08%
City Attorney/Operations	594,626	586,870	698,285	726,921	28,636	4.1%	0.50%
City Attorney Liability Insurance Fi	950,000	2,050,000	850,000	500,000	(350,000)	-41.2%	0.34%
City Council	504,932	501,239	571,955	665,658	93,703	16.4%	0.46%
City Court Judicial	349,269	579,367	619,397	690,029	70,632	11.4%	0.47%
Contingency Fund	353,709	201,359	500,000	500,000	0	0.0%	0.34%
Debt Service Fund	5,866,931	6,424,417	8,964,342	6,193,086	(2,771,256)	-30.9%	4.24%
Election Expense	0	159,587	0	0	0	N/A	0.00%
Executive Office of Mayor	510,024	419,581	0	0	0	N/A	0.00%
Human Services	1,396,784	1,424,655	1,481,641	1,481,641	0	0.0%	1.01%
Intergovernmental Relations	143,245	145,856	228,850	228,850	0	0.0%	0.16%
Pensions, FICA & UIC	26,419	23,790	41,500	41,500	0	0.0%	0.03%
T.A.P. (tuition & books)	8,540	17,700	20,000	20,000	0	0.0%	0.01%
Downtown Design Center	23	22,509	236,501	135,324	(101,177)	-42.8%	0.09%
Real Estate Fund	85,000	100,000	0	0	0	N/A	0.00%
Renewal & Replacement	2,378,180	1,228,906	1,500,000	1,500,000	0	0.0%	1.03%
Miscellaneous	42,850	0	0	0	0	N/A	0.00%
Citizen Relationship Mgmt	0	0	0	216,934	216,934	N/A	0.15%
Taxi Board	84	0	300	300	0	0.0%	0.00%
Department of Finance & Administration:							
Finance Office	1,481,723	1,387,867	1,576,652	1,715,550	138,898	8.8%	1.17%
Information Systems	2,267,189	2,244,977	2,488,750	2,517,994	29,244	1.2%	1.72%
City Treasurer	518,608	514,670	577,973	541,065	(36,908)	-6.4%	0.37%
Telecommunications	386,895	409,229	405,967	463,713	57,746	14.2%	0.32%
City Court Clerk's Office	829,042	867,729	1,110,392	1,133,717	23,325	2.1%	0.78%
Geographic Information System	0	0	175,843	115,475	(60,368)	-34.3%	0.08%
Purchasing	0	0	848,801	849,196	395	0.0%	0.58%
Building Maintenance	0	0	931,225	704,330	(226,895)	-24.4%	0.48%
Radio & Electronics	0	0	364,417	373,040	8,623	2.4%	0.26%
Real Estate	0	0	478,976	388,711	(90,265)	-18.8%	0.27%
total	5,483,457	5,424,472	8,958,996	8,802,791	(156,205)	-1.74%	6.02%

General Fund Expenditures
Fiscal Years 2000 - 2003

Expenditure	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	BUDGET '03 INC/(DEC)	% CHANGE FY 02/03	% OF TOTAL
Department of Police:	28,271,587	30,785,345	33,997,377	35,214,923	1,217,546	3.6%	24.09%
Department of Fire:							
Fire Operations	17,625,012	18,463,629	21,247,432	22,510,645	1,263,213	5.9%	15.40%
Utilities	1,393,146	972,095	556,176	455,800	(100,376)	-18.0%	0.31%
Combat Challenge	12,743	11,258	6,000	4,500	(1,500)	-25.0%	0.00%
total	19,030,901	19,446,982	21,809,608	22,970,945	1,161,337	5.32%	15.72%
Department of Public Works:							
Administration	458,719	580,820	526,377	579,580	53,203	10.1%	0.40%
City Engineer	1,656,996	1,602,526	1,923,163	1,909,238	(13,925)	-0.7%	1.31%
City Wide Services	2,553,894	2,627,670	3,058,489	3,232,254	173,765	5.7%	2.21%
Sewer Construction & Maintenance	1,516,264	1,529,760	1,935,557	1,908,019	(27,538)	-1.4%	1.31%
Inspection	1,280,266	1,262,568	1,435,739	1,617,740	182,001	12.7%	1.11%
Utilities	115,830	147,120	154,150	142,300	(11,850)	-7.7%	0.10%
Pump Stations	69,799	95,494	92,125	100,125	8,000	8.7%	0.07%
Traffic Management	1,679,606	1,900,425	2,137,240	2,225,414	88,174	4.1%	1.52%
Street Lighting	2,443,066	2,337,044	2,525,100	2,467,200	(57,900)	-2.3%	1.69%
Subsidies to Other Funds	6,284,398	7,311,670	6,180,494	5,788,339	(392,155)	-6.3%	3.96%
Municipal Forestry	0	0	429,493	505,664	76,171	17.7%	0.35%
Waste Pickup - Brush	0	0	2,289,617	2,711,941	422,324	18.4%	1.86%
Waste Pickup - Garbage	0	0	3,128,179	2,788,236	(339,943)	-10.9%	1.91%
total	18,058,838	19,395,097	25,815,723	25,976,050	160,327	0.62%	17.77%
Department of Parks, Recreation, Arts, & Culture:							
Administration	754,119	754,443	795,614	853,838	58,224	7.3%	0.58%
Recreation	3,031,743	3,517,613	3,866,206	4,058,489	192,283	5.0%	2.78%
Parks	4,884,484	4,949,808	5,344,019	4,809,244	(534,775)	-10.0%	3.29%
Civic Facilities	1,076,784	1,068,647	1,198,734	1,223,289	24,555	2.0%	0.84%
total	9,747,130	10,290,511	11,204,573	10,944,860	(259,713)	-2.32%	7.49%
Department of General Services:							
Administration	477,218	527,042	0	0	0	N/A	0.00%
City Hall Annex	727,861	676,957	0	0	0	N/A	0.00%
Radio & Electronics	343,520	341,523	0	0	0	N/A	0.00%
Employee Benefits	195,552	218,923	0	0	0	N/A	0.00%
Insurance Program	12,935,074	12,762,525	0	0	0	N/A	0.00%
Job Injuries	1,539,733	2,256,211	0	0	0	N/A	0.00%
Purchasing	751,163	761,687	0	0	0	N/A	0.00%
total	16,970,121	17,544,868	0	0	0	#DIV/0!	0.00%
Department of Personnel:							
Administration	759,385	809,778	899,832	994,283	94,451	10.5%	0.68%
Physicals	105,774	134,911	101,850	142,100	40,250	39.5%	0.10%
Employee's Insurance Office	0	0	302,688	317,403	14,715	4.9%	0.22%
Employee's Insurance Program	0	0	3,220,889	5,212,030	1,991,141	61.8%	3.57%
Job Injury Administration	0	0	1,881,600	2,100,000	218,400	11.6%	1.44%
total	865,159	944,689	6,406,859	8,765,816	2,358,957	36.82%	6.00%
Department of Neighborhood Services:							
Administration	391,639	363,984	577,445	367,088	(210,357)	-36.4%	0.25%
Codes & Community Services	747,534	667,437	786,654	865,556	78,902	10.0%	0.59%
Human rights	114,129	85,211	0	0	0	N/A	0.00%
Neighborhood Relations	309,471	215,530	318,086	421,811	103,725	32.6%	0.29%
Neighborhood Grants	59,625	121,517	115,000	115,000	0	0.0%	0.08%
total	1,622,398	1,453,679	1,797,185	1,769,455	(27,730)	-1.54%	1.21%
Executive Branch							
Mayor's Office	0	0	853,982	856,904	2,922	0.3%	0.59%
Internal Audit	0	0	186,976	331,761	144,785	77.4%	0.23%
Human Rights	0	0	114,802	82,804	(31,998)	-27.9%	0.06%
Community Development	0	0	379,180	257,847	(121,333)	-32.0%	0.18%
Grants Administration	0	0	90,401	90,401	0	0.0%	0.06%
total	0	0	1,625,341	1,619,717	(5,624)	-0.3%	1.11%
Expenditure Total	131,812,010	134,535,296	144,594,307	146,170,526	1,576,219	1.09%	100.00%



Special Revenue Funds

Fund Structure

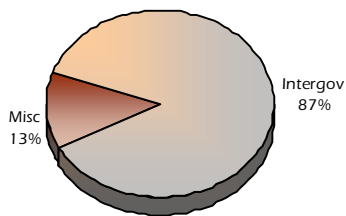
The Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose funds. The basis of budgeting for these funds is modified accrual. Included funds are State Street Aid, Human Services, and Economic Development. As of June 30, 2002 the budgeted revenue and expenses were as follows:

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
State Street Aid Fund	\$4,450,000	\$4,696,715	\$4,410,487
Human Services Fund	\$11,472,202	\$10,658,139	\$11,504,088
Economic Development Fund	\$17,594,842	\$17,643,146	\$16,179,543

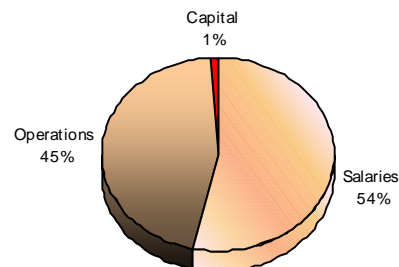
The FY 2002/2003 budget \$4,350,000; \$12,429,918; and \$17,618,315 respectively.

Fiscal Year 2002/2003

Human Services

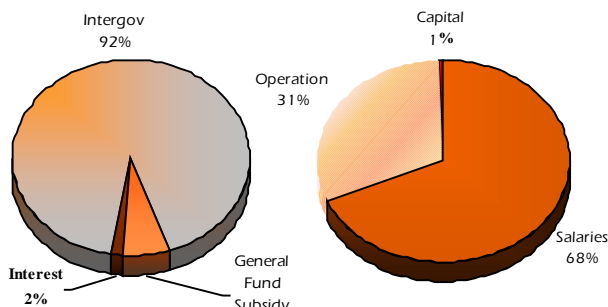


Revenue

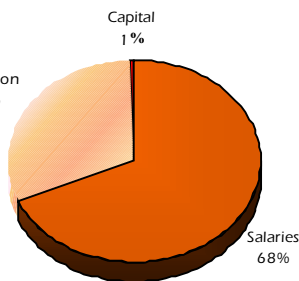


Expense

State Street Aid

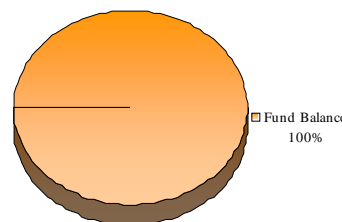


Revenue

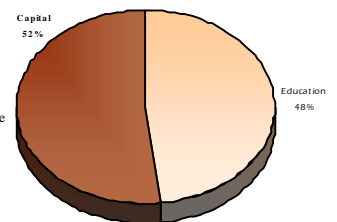


Expense

Economic Development



Revenue



Expense

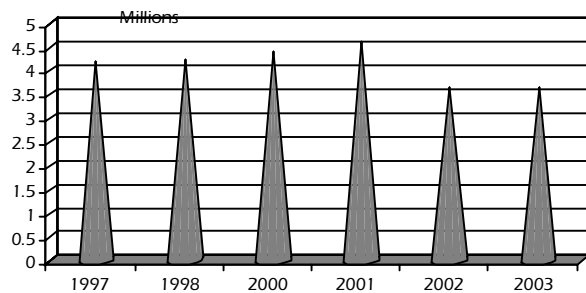
Fund Revenue Summary
 Fiscal Year Ending June 30, 2003
 (expressed in \$1,000)

Fund Type:	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	Budget '03 Increase (Decrease) INC/(DEC)	% CHANGE FY 02/03
Special Revenue Fund						
Real Estate	192	297	0	0	(474)	-100.0%
State Street Aid	4,482	4,947	4,350	4,350	(325)	-7.0%
Human Services	10,588	10,944	12,432	12,430	(364)	-2.8%
Economic Development Fund	17,275	17,052	17,595	17,618	195	1.1%
Total Special Revenue Fund	32,537	33,240	34,377	34,398	(969)	-2.8%

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 Gas Tax collection

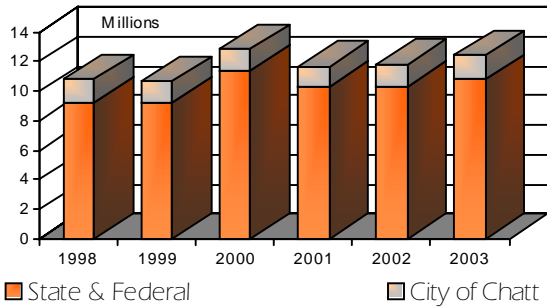
State Street Aid

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. As in FY2002 The City expects to receive about \$962,000 less from the State of Tennessee in state-shared gas tax funds. 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.

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.

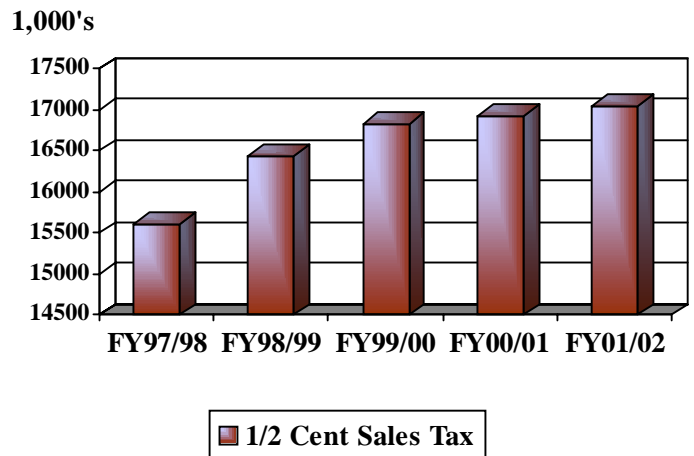


Human Services Collections

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. Of these funds \$8,459,059 are sent to the Hamilton County Department of Education; the balance 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.

Economic Development Collections



Fund Expenditure Summary
Fiscal Year Ending June 30, 2003
(expressed in \$1,000)

Fund Type:	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	Budget '03 Increase (Decrease)	% CHANGE FY 02/03
Special Revenue Fund						
Real Estate	435	470	0	-	(474)	-100.0%
State Street Aid	4,669	4,580	4,350	4,350	(325)	-7.5%
Human Services	10,078	10,225	12,432	12,430	(364)	-2.8%
Economic Development Fund	18,309	22,697	17,595	17,618	195	1.1%
Total Special Revenue Fund	33,491	37,972	34,377	34,398	(969)	-2.8%

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 FY2003 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

Of these collections \$8,459,059 are automatically sent to the Hamilton County School System. 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 2000 - 2003

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '03	%	%
	FY 99/00	FY 00/01	FY 01/02	FY 02/03	INC/(DEC)	CHANGE FY 02/03	OF TOTAL
Real Estate (Fund 1105):							
City of Chattanooga General Func	85,000	100,000	0	0	0	N/A	0.00%
Sale of Real Estate	50,100	0	0	0	0	N/A	0.00%
Sale of Back Tax Lots	0	96,026	0	0	0	N/A	0.00%
Miscellaneous	15,368	8,272	0	0	0	N/A	0.00%
Property Rental	41,094	18,746	0	0	0	N/A	0.00%
Trfrs from Community Developme	0	74,400	0	0	0	N/A	0.00%
Fund Balance	0	0	0	0	0	N/A	0.00%
Total Real Estate Fund	\$191,562	\$297,444	\$0	\$0	0	#DIV/0!	0.00%
State Street Aid (Fund 2104)							
State of Tennessee	4,388,690	4,231,705	3,621,297	3,621,297	0	0.0%	10.53%
Trfrs (1100) & Sale of Equipment	0	320,000	320,000	320,000	0	0.0%	0.93%
Miscellaneous	1,868	341,517	0	0	0	N/A	0.00%
Fund Balance	0	0	358,703	358,703	0	0.0%	1.04%
Interest Earnings	91,851	53,750	50,000	50,000	0	0.0%	0.15%
Total State Street Aid	\$4,482,409	\$4,946,972	\$4,350,000	\$4,350,000	\$0	0.0%	12.65%
Human Services (Fund 2102)							
Federal - State Grants	9,027,367	9,271,716	9,807,937	10,785,834	977,897	10.0%	31.36%
City of Chattanooga	1,396,784	1,424,655	1,481,641	1,481,641	0	0.0%	4.31%
Day Care Fees	41,633	56,654	62,461	88,361	25,900	41.5%	0.26%
Miscellaneous	50,951	27,425	25,900	0	(25,900)	-100.0%	0.00%
Interest Income	71,303	140,987	0	74,082	74,082	N/A	0.22%
Fund Balance	0	22,950	1,054,378	0	(1,054,378)	-100.0%	0.00%
Total Human Services	\$10,588,038	\$10,944,387	\$12,432,317	\$12,429,918	(\$2,399)	0.0%	36.14%
Economic Development (Fund 1119)							
Local Option Sales Tax	16,838,074	16,934,315	17,594,842	17,618,315	23,473	0.1%	51.22%
Interest Income	436,775	117,783	0	0	0	N/A	0.00%
Total Economic Development	\$17,274,849	\$17,052,098	\$17,594,842	\$17,618,315	\$23,473	0.1%	51.22%
Grand Total:	\$32,536,858	\$33,240,901	\$34,377,159	\$34,398,233	21,074	0.1%	100.00%

Special Fund Expenditures

Fiscal Years 2000 - 2003

Expenditures	Actual	Actual	Budget	Budget	BUDGET '03 INC/(DEC)	%	% OF TOTAL
	FY 99/00	FY 00/01	FY 01/02	FY 02/03		CHANGE FY 02/03	
Real Estate (1105):							
Administration	309,500	302,579	0	0	0	N/A	0.00%
Property Maintenance	125,789	167,794	0	0	0	N/A	0.00%
Total Real Estate	\$435,289	\$470,373	\$0	\$0	0	#DIV/0!	0.00%
State Street Aid (Fund 2104)							
Street Maintenance	4,557,708	4,530,930	4,350,000	4,350,000	0	0.0%	12.65%
Snow & Ice Removal	47,063	48,300	0	0	0	N/A	0.00%
Capital Outlay & Fixed Assets	64,250	249	0	0	0	N/A	0.00%
Total State Street Aid	\$4,669,021	\$4,579,479	\$4,350,000	\$4,350,000	0	0.0%	12.65%
Human Services (Fund 2102)							
Headstart	5,171,111	5,369,840	7,230,870	7,230,870	0	0.0%	21.02%
Daycare	1,095,135	926,966	741,730	741,730	0	0.0%	2.16%
Weatherization	235,639	233,901	244,616	244,616	0	0.0%	0.71%
Foster Grandparents	313,559	337,549	462,135	462,135	0	0.0%	1.34%
LIHEAP	732,780	914,400	691,800	691,800	0	0.0%	2.01%
Community Service Block Grant	477,512	469,495	719,794	684,794	(35,000)	-4.9%	1.99%
Occupancy	184,396	139,323	226,221	226,221	0	0.0%	0.66%
Human Services Programs	1,613,032	1,745,846	2,042,283	2,074,884	32,601	1.6%	6.03%
WAP Enhancement	173,720	22,950	0	0	0	N/A	0.00%
City General Relief -	81,275	64,887	72,868	72,868	0	0.0%	0.21%
Total Human Services	\$10,078,159	\$10,225,157	\$12,432,317	\$12,429,918	(2,399)	0.0%	36.14%
Economic Development (Fund 1119 & P419)							
Hamilton County Schools	8,419,037	7,731,431	8,459,059	8,459,059	0	0.0%	24.59%
Capital Outlay/Projects	9,889,643	14,965,811	9,135,783	9,159,256	23,473	0.3%	26.63%
Total Economic Development	\$18,308,680	\$22,697,242	\$17,594,842	\$17,618,315	23,473	0.1%	51.22%
Grand Totals	\$33,491,149	\$37,972,251	\$34,377,159	\$34,398,233	21,074	0.1%	100.00%

Enterprise Funds

Fund Structure

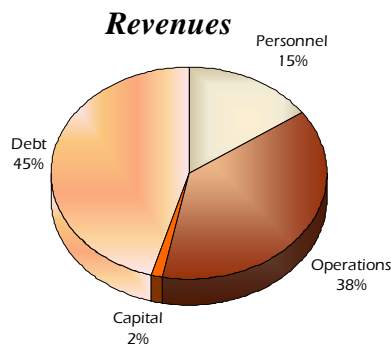
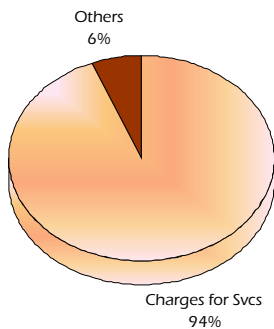
Enterprise Funds are established for operations that the City chooses to account for as though they were private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes 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	\$33,225,142	\$33,130,185	\$32,997,036
Solid Waste & Sanitation Fund	\$6,691,545	\$7,779,540	\$6,489,829
Storm Water Management Fund	\$4,788,000	\$5,524,897	\$4,878,655

The FY 02/2003 Enterprise budgets are \$33,140,073; \$5,913,032; and \$4,788,000 respectively.

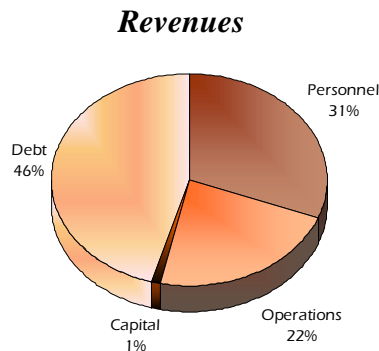
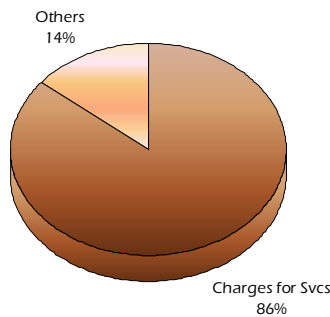
Fiscal Year 2002/2003

Interceptor Sewer



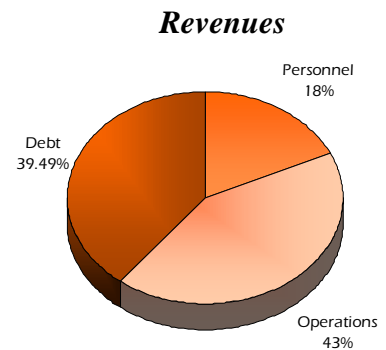
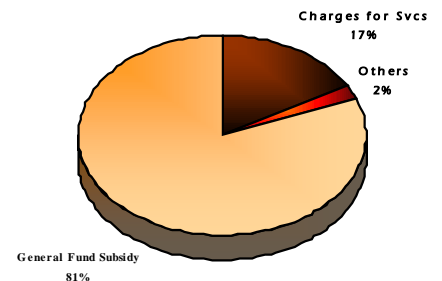
Appropriations

Storm Water Fund



Appropriations

Solid Waste Fund



Appropriations

Fund Revenue Summary
Fiscal Year Ending June 30, 2003
(expressed in \$1,000)

Fund Type:	Actual FY99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	Budget '03 Increase (Decrease)	% CHANGE FY 02/03
Enterprise Fund						
Interceptor Sewer System	64,365,179	45,092,218	33,225,142	33,140,073	(85,069)	-0.3%
Solid Waste & Sanitation	13,685,990	12,487,057	6,691,545	5,913,032	(778,513)	-11.6%
Storm Water Fund	15,908,004	10,376,585	4,788,000	4,788,000	-	0.0%
Total Enterprise Fund	93,959,173	67,955,860	44,704,687	43,841,105	(863,582)	-1.9%

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, Catoosa County, Fort Oglethorpe, Collegedale, Lookout Mountain, Hamilton County, East Ridge, Soddy Daisy, Red Bank and Walker County, are based on a regional service charge rate schedule (wheelage and treatment). The

regional service charge rate schedule currently in effect provides rate schedules for billing the regional users on either a metered water consumption basis (billable flow method) or a total measured wastewater flow basis (total flow method). This allows the City to begin billing the regional users on a total flow method immediately upon 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.

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:

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

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.

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%		

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.

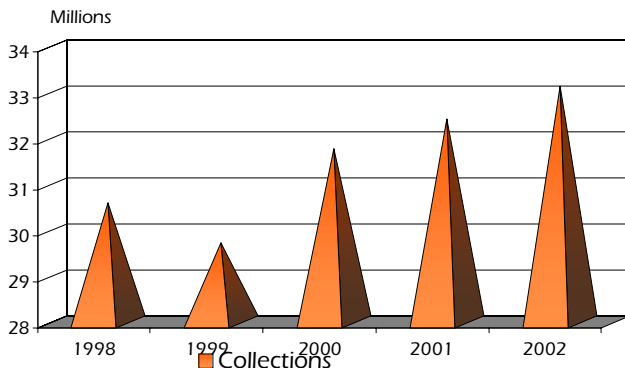
Below is the sewer systems historical trend of collections. Revenue increases beginning with 1998 can be attributed to the completion of several construction projects bringing more taps on line and an increase of \$365,000 in Industrial surcharges.

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

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.

Sewer Collections
1998 - 2002



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 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 \$316,569, 24.4%, 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 eighty percent (80.9%) of the total budget. The FY 02/03 decrease of \$374,905, 7.3% is due to reduction in operating needs due to reduced volume.

The chart below shows 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

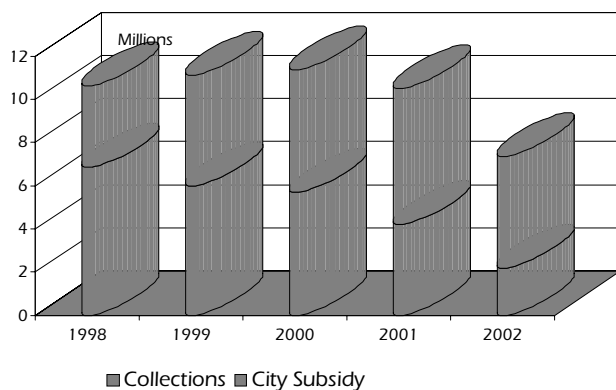
The Storm Water Management Fund was established in 1993 to comply with a Federal Mandate for the City to control storm water runoff. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques 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.

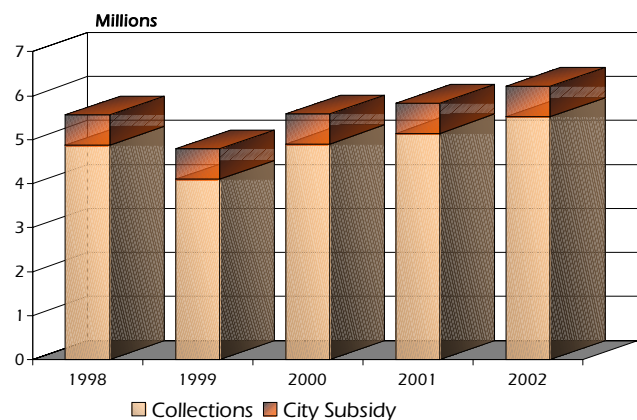
The revenue for this fund is derived from Stormwater fees, \$4,104,048 or 85.7% and a City of Chattanooga General Fund subsidy of \$683,952, or 14.3% of the total revenues.

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

Solid Waste Revenue



Storm Collections



Fund Expenditure Summary
Fiscal Year Ending June 30, 2003
(expressed in \$1,000)

Fund Type:	Actual FY99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	Budget '03 Increase (Decrease)	% CHANGE FY 02/03
Enterprise Fund						
Interceptor Sewer System	48,229,675	52,445,323	33,225,142	33,140,073	(85,069)	-0.3%
Solid Waste & Sanitation	10,731,714	20,137,051	6,691,545	5,913,032	(778,513)	-11.6%
Storm Water Fund	4,322,504	7,565,806	4,788,000	4,788,000	-	0.0%
Total Enterprise Fund	63,283,893	80,148,180	44,704,687	43,841,105	(863,582)	-1.9%

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 02/03 decreased \$778,513. This is due to reduced operating needs due to reduced volume 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 02/03 Storm Water budgeted expenses did not change overall. 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

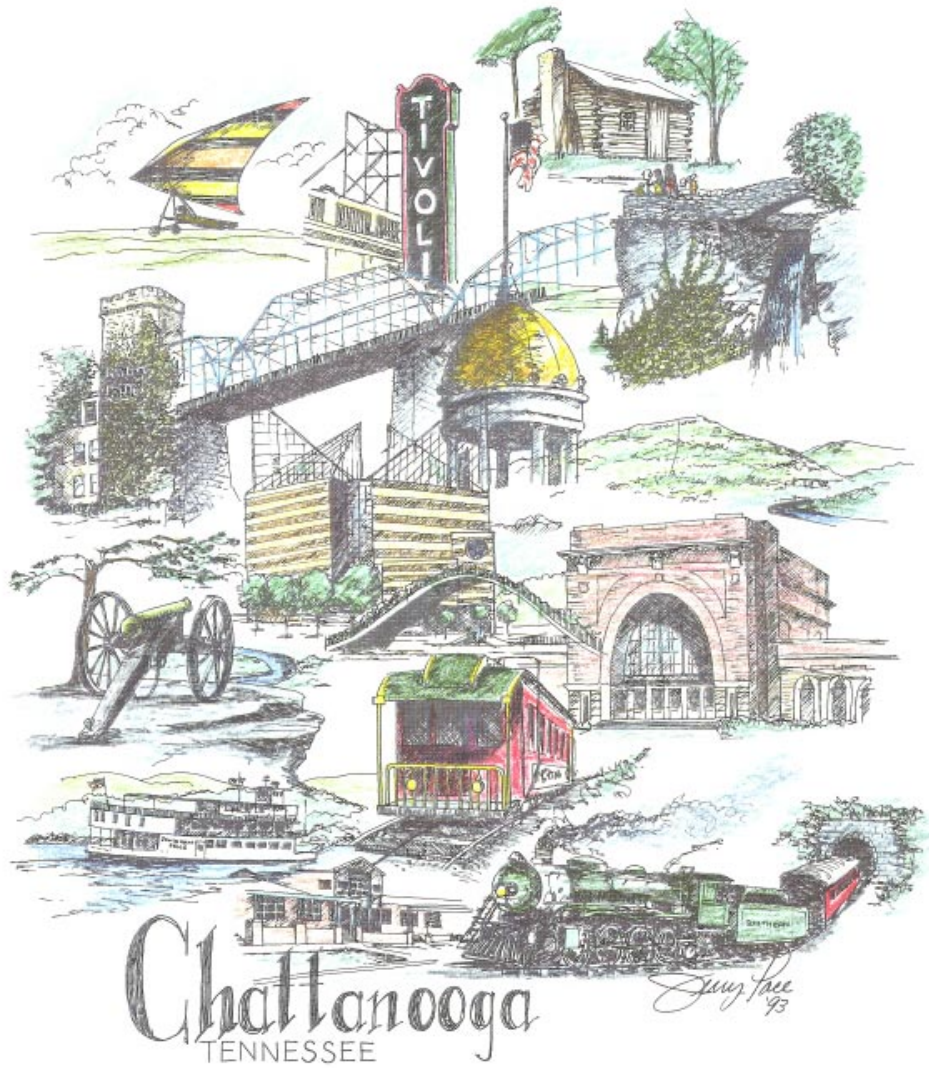
Fiscal Years 2000 - 2003

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '03 INC/(DEC)	%	% OF TOTAL
	FY 99/00	FY 00/01	FY 01/02	FY 02/03		CHANGE FY 02/03	
Interceptor Sewer System (Fund 5100):							
Sewer Service Charges	28,665,334	26,508,995	25,721,794	26,394,362	672,568	2.6%	60.20%
Industrial Surcharges	0	2,834,587	2,250,000	2,600,000	350,000	15.6%	5.93%
Septic Tank Charges	0	0	55,302	59,173	3,871	7.0%	0.13%
Weelage & Treatment							
<i>Lookout Mountain, TN</i>	142,624	141,806	149,322	155,238	5,916	4.0%	0.35%
<i>Walker County, GA</i>	268,433	279,087	297,882	319,912	22,030	7.4%	0.73%
<i>Collegedale, TN</i>	261,378	245,325	237,274	223,267	(14,007)	-5.9%	0.51%
<i>Soddy-Daisy, TN</i>	49,832	66,467	70,469	81,074	10,605	15.0%	0.18%
<i>East Ridge, TN</i>	1,081,021	982,768	1,035,315	1,042,083	6,768	0.7%	2.38%
<i>Windstone</i>	19,084	25,129	21,038	22,230	1,192	5.7%	0.05%
<i>Hamilton County, TN</i>	85,806	165,001	172,132	202,750	30,618	17.8%	0.46%
<i>Northwest Georgia</i>	0	287,385	546,157	312,558	(233,599)	-42.8%	0.71%
<i>Lookout Mountain, GA</i>	0	0	14,664	39,635	24,971	N/A	0.09%
<i>Rossville, GA</i>	227,934	249,252	269,858	317,195	47,337	17.5%	0.72%
<i>Red Bank, TN</i>	307,903	312,241	314,977	291,763	(23,214)	-7.4%	0.67%
Refund to Regional Users	19,233	0	0	0	0	N/A	0.00%
Debt Service Northwest Georgia	580,185	236,534	0	258,058	258,058	N/A	0.59%
Industrial User Permits	51,500	47,500	43,000	43,000	0	0.0%	0.10%
Industrial Violation Fines	5,500	11,589	0	0	0	N/A	0.00%
Garbage Grinder Fees	0	0	25,958	27,775	1,817	7.0%	0.06%
Miscellaneous Revenue	24,359	24,178	0	0	0	N/A	0.00%
Sale of Property	0	602	0	0	0	N/A	0.00%
Trfrs from ISS Const Trust	29,859,470	10,448,379	0	0	0	N/A	0.00%
Interest Earnings	2,715,583	2,225,393	2,000,000	750,000	(1,250,000)	-62.5%	1.71%
Total Interceptor Sewer	\$64,365,179	\$45,092,218	\$33,225,142	\$33,140,073	(\$85,069)	-0.3%	75.59%
Solid Waste & Sanitation(Fund 5200):							
Landfill Tipping Fees	5,597,738	3,524,736	1,299,714	983,145	(316,569)	-24.4%	2.24%
Landfill Permit Fees	3,107	1,240	1,000	1,000	0	0.0%	0.00%
City of Chattanooga Subsidy	7,629,415	6,307,718	5,159,292	4,784,387	(374,905)	-7.3%	10.91%
State Sub Recyclable Material	69,102	0	85,000	0	(85,000)	N/A	0.00%
S/W Surcharge - State	0	149,166	0	0	0	#DIV/0!	0.00%
Interest	366,595	499,296	146,539	144,500	(2,039)	-1.4%	0.33%
Public Works Capital	0	1,989,267	0	0	0	#DIV/0!	0.00%
Misc Revenues	20,033	15,634	0	0	0	N/A	0.00%
Total Solid Waste & Sanitation	\$13,685,990	\$12,487,057	\$6,691,545	\$5,913,032	(\$778,513)	-11.6%	13.49%
Storm Water (Fund 5300):							
Stormwater Fee	4,946,705	5,175,689	4,104,048	4,104,048	0	0.0%	9.36%
Public Works Capital (fund 5600)	10,276,344	4,516,532	0	0	0	N/A	0.00%
Misc Revenue	1,003	412	0	0	0	N/A	0.00%
General Fund Subsidy	683,952	683,952	683,952	683,952	0	0.0%	1.56%
Total Stormwater	\$15,908,004	\$10,376,585	\$4,788,000	\$4,788,000	\$0	0.0%	10.92%
Grand Totals:	\$93,959,173	\$67,955,860	\$44,704,687	\$43,841,105	(\$863,582)	-1.9%	100.00%

Enterprise Fund Expenditures

Fiscal Years 2000 - 2003

Expenditures	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	BUDGET '03 INC/(DEC)	% CHANGE FY02/03	% OF TOTAL
Interceptor Sewer System (Fund 5100):							
Operations & Maintenance:							
Administration	1,182,333	1,332,056	1,172,109	1,414,743	242,634	20.7%	3.23%
Safety & Training	81,957	81,522	92,018	94,546	2,528	2.7%	0.22%
Laboratory	423,728	406,917	434,822	448,584	13,762	3.2%	1.02%
Pretreatment/Monitoring	271,564	272,995	312,104	293,095	(19,009)	-6.1%	0.67%
Engineering	190,817	203,659	226,501	223,524	(2,977)	-1.3%	0.51%
Plant Maintenance	1,083,216	1,083,832	1,334,587	1,367,712	33,125	2.5%	3.12%
Sewer Maintenance	820,492	872,278	992,691	1,116,165	123,474	12.4%	2.55%
Moccasin Bend - Liquid Handling	4,219,940	4,399,512	4,878,717	4,965,940	87,223	1.8%	11.33%
Moccasin Bend - Solid Handling	3,795,372	4,078,267	2,963,966	2,979,837	15,871	0.5%	6.80%
Inflow & Infiltration	506,085	499,024	623,812	675,620	51,808	8.3%	1.54%
Combined Sewer Overflow	78,933	212,611	460,725	460,375	(350)	-0.1%	1.05%
Landfill Handling	1,273,080	1,606,332	2,544,372	2,137,200	(407,172)	-16.0%	4.87%
	13,927,517	15,049,005	16,036,424	16,177,341	140,917	0.9%	
Pumping Stations							
Mountain Creek	27,149	22,249	41,556	23,230	(18,326)	-44.1%	0.05%
Citico	247,681	235,516	283,525	326,003	42,478	15.0%	0.74%
Friar Branch	78,468	83,006	117,385	172,740	55,355	47.2%	0.39%
Hixson 1,2,3,&4	68,624	62,977	74,868	71,333	(3,535)	-4.7%	0.16%
19th Street	36,388	42,770	54,035	53,985	(50)	-0.1%	0.12%
Orchard Knob	25,853	30,342	45,980	107,250	61,270	133.3%	0.24%
South Chickamauga Creek	217,207	311,013	319,040	311,524	(7,516)	-2.4%	0.71%
Tiftonia 1,2,3	37,573	36,030	34,100	34,095	(5)	0.0%	0.08%
23rd Street	111,719	96,117	136,040	112,525	(23,515)	-17.3%	0.26%
Latta Street	0	16,149	21,938	15,607	(6,331)	-28.9%	0.04%
Minor Pump Stations	64,358	0	0	0	0	N/A	0.00%
Residential Pump Stations	11,496	8,046	11,300	10,000	(1,300)	-11.5%	0.02%
Murray Hills	4,568	16,088	19,600	14,615	(4,985)	-25.4%	0.03%
Big Ridge 1 - 5	47,396	59,293	60,950	59,325	(1,625)	-2.7%	0.14%
Highland Park	4,429	8,555	31,470	31,465	(5)	0.0%	0.07%
Dupont Parkway	6,187	16,307	24,220	18,875	(5,345)	-22.1%	0.04%
VAAP	3,716	1,065	4,610	4,220	(390)	-8.5%	0.01%
Northwest Georgia	45,509	108,803	124,220	136,500	12,280	9.9%	0.31%
Brainerd	0	28,091	12,200	9,175	(3,025)	-24.8%	0.02%
East Brainerd	1,046	71,389	66,850	26,600	(40,250)	-60.2%	0.06%
North Chattanooga	7,358	9,437	12,100	11,050	(1,050)	-8.7%	0.03%
South Chattanooga	0	1,712	3,225	2,900	(325)	-10.1%	0.01%
Ooltawah-Ringgold	0	100,981	80,050	91,975	11,925	14.9%	0.21%
	1,046,725	1,365,936	1,579,262	1,644,992	65,730	4.2%	
Depreciation	8,041,211	11,338,297	0	0	0	N/A	0.00%
Capital Improvements Program							
	488,410	496,241	500,000	500,000	0	0.0%	1.14%
Debt Service & Reserve							
Principal	8,095,454	8,442,161	8,364,046	8,660,224	296,178	3.5%	19.75%
Interest	5,605,859	6,092,238	6,175,750	5,274,786	(900,964)	-14.6%	12.03%
Service Charges	4,440	693	15,000	100,000	85,000	566.7%	0.23%
Trfrs to ISS Const Trust	11,020,059	9,572,130	0	0	0	N/A	0.00%
Reserve Coverage	0	0	554,660	500,000	(54,660)	-9.9%	1.14%
	24,725,812	24,107,222	15,109,456	14,535,010	(574,446)	-3.8%	
Reserve for Contingencies							
	0	88,622	0	282,730	282,730	N/A	0.64%
Total Interceptor Sewer	\$48,229,675	\$52,445,323	\$33,225,142	\$33,140,073	(\$85,069)	-0.3%	75.59%
Solid Waste & Sanitation(Fund 5200):							
Garbage Collection	2,789,532	2,850,953	0	0	0	N/A	0.00%
Recycle	815,898	693,139	652,851	698,442	45,591	7.0%	1.59%
Capital Improvements	6,910	0	0	0	0	N/A	0.00%
Brush & Trash Collection	1,981,222	2,153,918	0	0	0	N/A	0.00%
Sanitary Landfill (Summitt)	116,698	114,228	1,533,794	1,132,252	(401,542)	-26.2%	2.58%
Waste Disposal - City Landfill	1,697,872	1,431,048	146,539	144,500	(2,039)	-1.4%	0.33%
Compost Waste Recycle	590,960	712,601	697,504	373,771	(323,733)	-46.4%	0.85%
Household Hazardous Waste	182,430	58,469	100,000	130,000	30,000	30.0%	0.30%
Solid Waste Reserve	0	1,385,836	313,423	246,344	(67,079)	-21.4%	0.56%
Renewal & Replacement	15,694	21,262	25,000	17,000	(8,000)	-32.0%	0.04%
Depreciation and Bad Debt	1,086,210	1,144,934	0	0	0	N/A	0.00%
Debt Service	1,448,288	9,570,663	3,222,434	3,170,723	(51,711)	-1.6%	7.23%
Total Solid Waste & Sanitation	\$10,731,714	\$20,137,051	\$6,691,545	\$5,913,032	(\$778,513)	-11.6%	13.49%
Storm Water (Fund 5300):							
Stormwater Management	2,387,861	2,081,580	1,346,722	1,417,955	71,233	5.3%	3.23%
Stormwater Operations	0	0	1,049,360	1,075,441	26,081	2.5%	2.45%
Renewal & Replacement	57,124	8,344	77,600	21,000	(56,600)	-72.9%	0.05%
Capital Improvement	294	0	0	0	0	N/A	0.00%
Depreciation and Bad Debt	749,430	1,289,182	0	0	0	N/A	0.00%
Debt Service	1,127,795	4,186,700	2,314,318	2,273,604	(40,714)	-1.8%	5.19%
Total Stormwater	\$4,322,504	\$7,565,806	\$4,788,000	\$4,788,000	\$0	0.0%	10.92%
Grand Totals:	\$63,283,893	\$80,148,180	\$44,704,687	\$43,841,105	(\$863,582)	-1.9%	100.00%



Internal Service Funds

Fund Structure

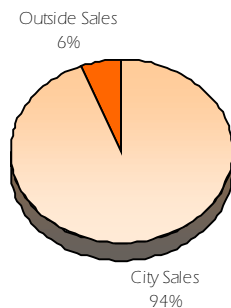
Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services are usually recovered from those governmental units that receive benefits. The basis of budgeting for 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.

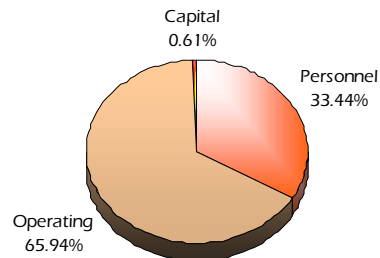
Liability Insurance fund accounts for the City self-insurance programs for liability claims and losses due to liabilities arising under the laws of State and Federal governments. The costs for these programs are funded through premiums paid by the departments and agencies of City government.

Fiscal Year 2002/2003

Municipal Fleet Service

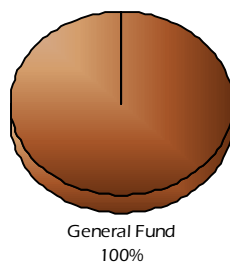


Revenue

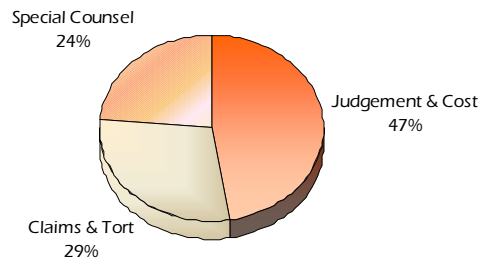


Expenses

Liability Insurance



Revenue



Expenses

Fund Revenue Summary
 Fiscal Year Ending June 30, 2003
 (expressed in \$1,000)

Fund Type:	Actual FY99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	Budget '03 Increase (Decrease)	% CHANGE FY 02/03
Internal Service Fund						
Municipal Services	6,956	8,189	9,000	10,100	1,100	12.2%
Liability Insurance Fund	950	2,050	850	500	(350)	-41.2%
Total Internal Service Fund	7,906	10,239	9,850	10,600	750	7.6%

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 FY03, 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, 2003
 (expressed in \$1,000)

Fund Type:	Actual FY99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	Budget '03 Increase (Decrease) FY 02/03	% CHANGE
Internal Service Fund						
Municipal Services	7,781	7,268	9,000	10,100	1,100	12.2%
Liability Insurance Fund	1,433	1,842	850	500	(350)	-41.2%
Total Internal Service Fund	9,214	9,110	9,850	10,600	750	7.6%

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 FY03, all city employees received a pay adjustment. 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

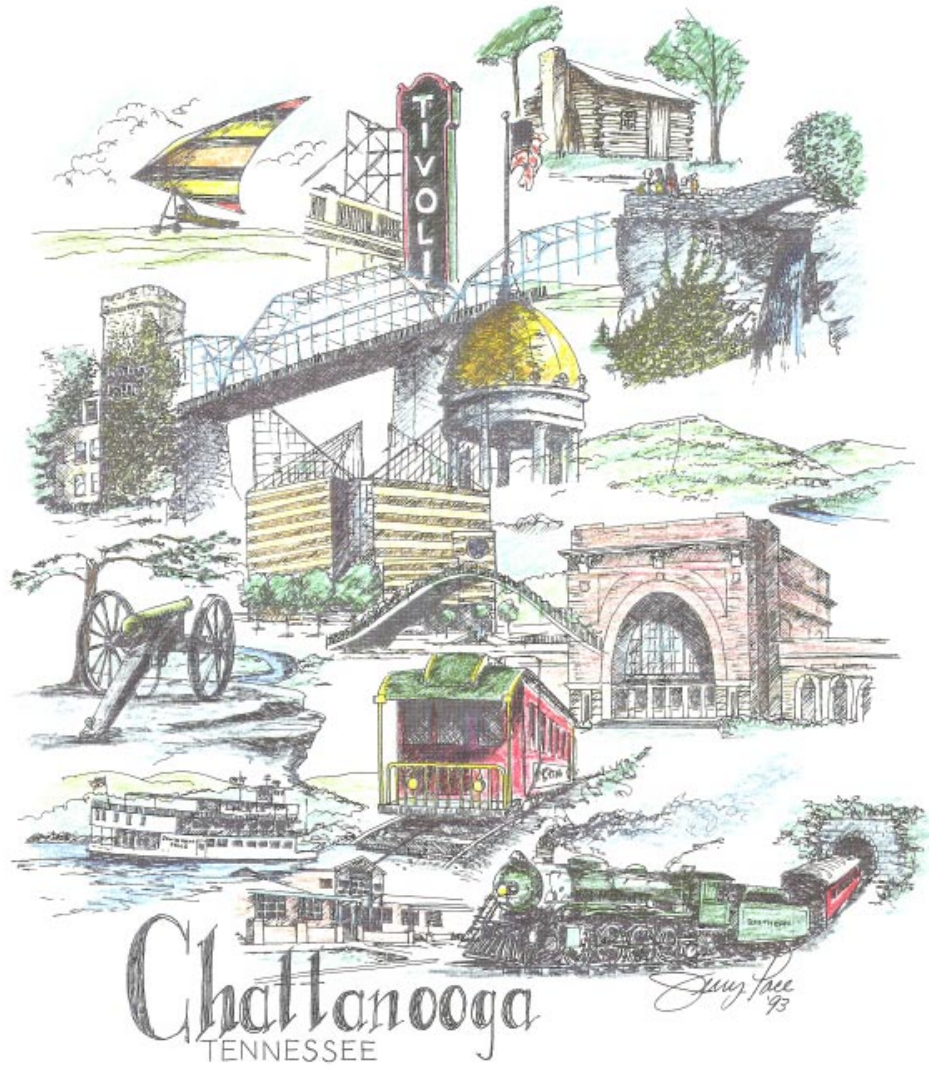
Fiscal Years 2000 - 2003

Revenue Source	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	BUDGET '03 INC/(DEC)	% CHANGE FY 02/03	% OF TOTAL
Municipal Service Station (Fund 6100):							
Amnicola Service Station:							
Sale of Surplus Equip/Scrap	18		0		0	N/A	0.00%
Fleet Fuel- City Sales	432,451	571,788	700,000	840,000	140,000	20.0%	7.92%
Fleet Fuel - Outside Sales	3,125	5,525	1,000	1,000	0	0.0%	0.01%
Total Amnicola Station	435,594	577,313	701,000	841,000	140,000	20.0%	7.93%
12th & Park Service Station:							
Sale of Surplus Equip/Scrap	0		0		0	N/A	0.00%
Fleet Fuel- City Sales	842,424	1,215,052	1,239,000	1,499,000	260,000	21.0%	14.14%
Fleet Fuel - Outside Sales	37,345	83,120	60,000	60,000	0	0.0%	0.57%
Total 12th & Park Station	879,769	1,298,172	1,299,000	1,559,000	260,000	20.0%	14.71%
Total Municipal Service Station	\$1,315,363	\$1,875,485	\$2,000,000	\$2,400,000	400,000	20.0%	22.64%
Municipal Garage (Fund 6101)							
Amnicola Garage:							
Sale of Surplus Equip/Scrap	1,379	3,165	0		0	N/A	0.00%
Misc Revenue	823	314	2,250	1,500	(750)	-33.3%	0.01%
Fleet - Sale of Parts	1,247,838	1,280,327	1,500,000	1,585,500	85,500	5.7%	14.96%
Outside Sale of Parts	242,679	381,124	300,000	325,000	25,000	8.3%	3.07%
Sales - Labor	992,563	1,124,954	1,200,000	1,350,000	150,000	12.5%	12.74%
Outside Sales - Labor	137,270	193,427	150,000	175,000	25,000	16.7%	1.65%
Total Amnicola Garage	2,622,552	2,983,311	3,152,250	3,437,000	284,750	9.0%	32.42%
12th & Park Garage:							
Sale of Surplus Equip/Scrap	0		0		0	N/A	0.00%
Misc Revenue	0		2,250	2,000	(250)	-11.1%	0.02%
Fleet - Sale of Parts	1,880,895	2,002,564	2,435,500	2,750,000	314,500	12.9%	25.94%
Outside Sale of Parts	2,708	3,000	5,000	5,500	500	10.0%	0.05%
Sales - Labor	1,132,941	1,320,597	1,400,000	1,500,000	100,000	7.1%	14.15%
Outside Sales - Labor	1,839	3,948	5,000	5,500	500	10.0%	0.05%
Total 12th & Park Garage	3,018,383	3,330,109	3,847,750	4,263,000	415,250	10.8%	40.22%
Total Municipal Garage	\$5,640,935	\$6,313,420	\$7,000,000	\$7,700,000	700,000	10.0%	72.64%
Total Fleet Services	\$6,956,298	\$8,188,905	\$9,000,000	\$10,100,000	\$1,100,000	12.2%	95.28%
Liability Insurance Fund (6200)							
General Fund Transfer -1100	950,000	2,050,000	850,000	500,000	(350,000)	-41.2%	4.72%
	950,000	2,050,000	850,000	500,000	(350,000)	-41.2%	4.72%
Grand Total:	\$7,906,298	\$10,238,905	\$9,850,000	\$10,600,000	\$750,000	7.6%	100.00%

Internal Service Fund Expenditures

Fiscal Years 2000 - 2003

Expenditures	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	BUDGET '03 INC/(DEC)	% CHANGE FY 02/03	% OF TOTAL
Municipal Service Station (6100):							
<i>Amnicola Service Station</i>							
Purchase Services	262	164	15,000	25,000	10,000	66.7%	0.24%
Materials & Supplies	0		0	0	0	N/A	0.00%
Vehicle Operation Expenses	1,573	958	0	0	0	N/A	0.00%
Inventory Supplies	366,240	427,124	585,000	776,500	191,500	32.7%	7.33%
Capital Outlay	0		0	0	0	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	24,432		0	0	0	N/A	0.00%
Total Amnicola Station	392,507	428,246	600,000	801,500	201,500	33.6%	7.56%
<i>12th & Park Service Station</i>							
Salaries & Wages	32,553	36,408	56,000	60,000	4,000	7.1%	0.57%
Fringes	7,908	8,396	14,000	15,000	1,000	7.1%	0.14%
Purchase Services	10,819	6,423	9,000	10,000	1,000	11.1%	0.09%
Materials & Supplies	566	967	10,000	15,000	5,000	50.0%	0.14%
Travel	0		1,000	2,000	1,000	100.0%	0.02%
Vehicle Operation Expenses	18,147	8,289	20,000	25,000	5,000	25.0%	0.24%
Inventory Supplies	750,150	988,029	1,274,000	1,450,000	176,000	13.8%	13.68%
Capital Outlay	50,635	6,481	15,000	20,000	5,000	33.3%	0.19%
Gov'tl Charges, Taxes, Fees, Misc.	500	500	1,000	1,500	500	50.0%	0.01%
Total 12th & Park Station	871,278	1,055,493	1,400,000	1,598,500	198,500	14.2%	15.08%
Total Municipal Service Station	\$1,263,785	\$1,483,739	\$2,000,000	\$2,400,000	\$400,000	20.0%	22.64%
Municipal Garage (Fund 6101)							
<i>Amnicola Garage - Repair & Maint.</i>							
Salaries & Wages	936,240	1,062,269	1,120,000	1,175,000	55,000	4.9%	11.08%
Fringes	204,191	198,576	224,000	250,000	26,000	11.6%	2.36%
Purchase Services	84,994	88,847	100,000	150,000	50,000	50.0%	1.42%
Materials & Supplies	33,146	27,456	45,000	50,000	5,000	11.1%	0.47%
Travel	2,311	1,314	1,500	1,500	0	0.0%	0.01%
Vehicle Operation Expenses	88,060	104,846	120,000	175,000	55,000	45.8%	1.65%
Insurance, Claims, Damages	0	1,382	1,500	1,500	0	0.0%	0.01%
Inventory Supplies	1,211,852	1,191,005	1,100,000	1,250,000	150,000	13.6%	11.79%
Capital Outlay	(10,719)	337	20,000	25,000	5,000	25.0%	0.24%
Gov'tl Charges, Taxes, Fees, Misc.	392,617	286,157	468,000	475,000	7,000	1.5%	4.48%
	2,942,692	2,962,189	3,200,000	3,553,000	353,000	11.0%	33.52%
<i>12th & Park Garage - Repair & Maint.</i>							
Salaries & Wages	1,108,727	1,308,345	1,330,000	1,500,000	170,000	12.8%	14.15%
Fringes	259,311	255,803	266,000	250,000	(16,000)	-6.0%	2.36%
Purchase Services	78,761	80,343	80,000	80,000	0	0.0%	0.75%
Materials & Supplies	65,101	69,055	80,000	80,000	0	0.0%	0.75%
Travel	147	8,732	5,000	7,500	2,500	50.0%	0.07%
Vehicle Operation Expenses	116,884	187,180	200,000	200,000	0	0.0%	1.89%
Inventory Supplies	1,683,154	1,554,877	1,532,000	1,679,500	147,500	9.6%	15.84%
Capital Outlay	(23,459)	17,042	20,000	25,000	5,000	25.0%	0.24%
Gov'tl Charges, Taxes, Fees, Misc.	286,242	286,157	287,000	325,000	38,000	13.2%	3.07%
	3,574,868	3,767,534	3,800,000	4,147,000	347,000	9.1%	39.12%
Total Municipal Garage	\$6,517,560	\$6,729,723	\$7,000,000	\$7,700,000	\$700,000	10.0%	72.64%
Total Fleet Services	\$7,781,345	\$8,213,462	\$9,000,000	\$10,100,000	\$1,100,000	12.2%	95.28%
Liability Insurance Fund (6200)							
General Fund Transfer -1100	1,432,842	1,842,417	850,000	500,000	(350,000)	-41.2%	4.72%
Total Liability Insurance	1,432,842	1,842,417	850,000	500,000	(350,000)	-41.2%	4.72%
Grand Totals	\$9,214,187	\$10,055,879	\$9,850,000	\$10,600,000	\$750,000	7.6%	100.00%



Fiduciary Funds

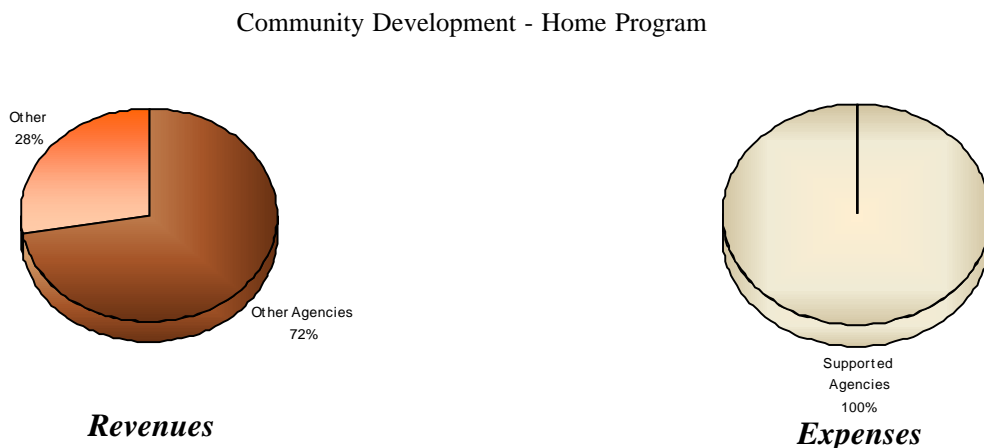
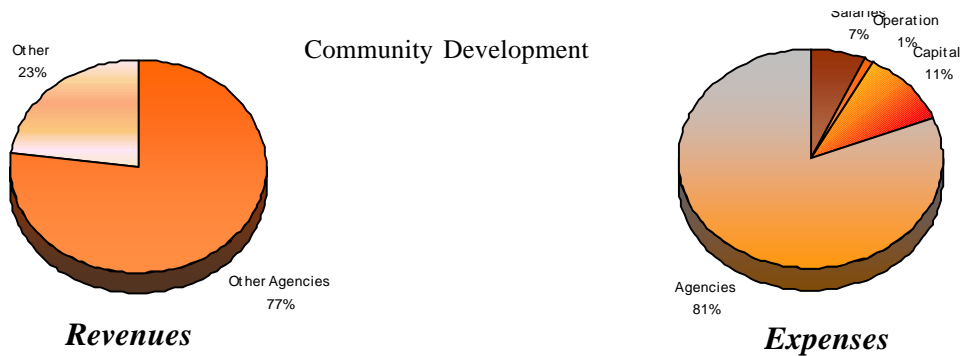
Fund Structure

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, 2002 the budgeted revenue and expenses were as followed:

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Economic & Community Development	\$3,762,000	\$2,743,630	\$2,819,969
CD - Home Program	\$1,649,000	\$1,606,749	\$1,141,386

The FY 2003 budget for Economic & Community Development is \$3,462,000 and the 2003 budget for CD – Home Program is \$1,856,000.

Fiscal Year 2002/2003



Fund Revenue Summary
Fiscal Year Ending June 30, 2003
(expressed in \$1,000)

Fund Type:	Budget FY 99/00	Budget FY00/01	Budget FY 01/02	Budget FY 02/03	Budget '03 Increase (Decrease)	% CHANGE FY 02/03
Fiduciary Fund						
Community Development	4,105	3,822	3,762	3,462	(300)	-8.0%
CD - HOME Improvements	1,416	1,434	1,649	1,856	207	12.6%
<i>Total Fiduciarys Fund</i>	5,521	5,256	5,411	5,318	(93)	-1.7%

Revenues

Economic & Community Development

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

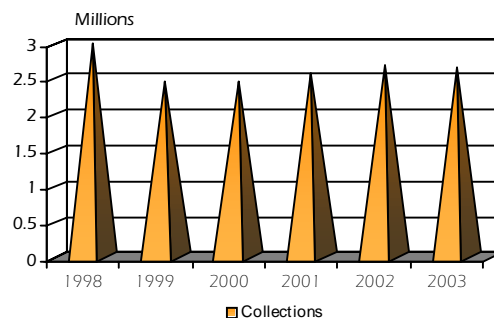
The total decrease for this fund is \$93,000. This decrease in the fund is due to the changes in grant funding during the City's fiscal year. As with most federal funds these sources are allocated to the City based on the Federal Government's budget year which is different from the city's fiscal reporting 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 \$207,000. 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, 2003
(expressed in \$1,000)

Fund Type:	Budget FY 99/00	Budget FY00/01	Budget FY 01/02	Budget FY 02/03	Budget '03 Increase (Decrease)	% CHANGE FY 02/03
Fiduciary Fund						
Community Development	4,105	3,822	3,762	3,462	(300)	-8.0%
CD - HOME Improvements	1,416	1,434	1,649	1,856	207	12.6%
<i>Total Fiduciarys Fund</i>	5,521	5,256	5,411	5,318	(93)	-1.7%

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 2000 - 2003

Revenue Source	Budget	Budget	Budget	Budget	BUDGET '03 INC/(DEC)	%	%
	FY 99/00	FY 00/01	FY 01/02	FY 02/03			
Economic & Community Development (Fund 2105):							
Community Development Block Grant	2,467,000	2,559,000	2,682,000	2,571,000	(111,000)	-4.1%	48.35%
Fund Balance	0	0	0	0	0	N/A	0.00%
Emergency Shelter	88,000	87,000	90,000	91,000	1,000	1.1%	1.71%
State Housing Dept Grant	150,000	0	0	0	0	N/A	0.00%
Program Income	1,400,000	1,176,000	990,000	800,000	(190,000)	-19.2%	15.04%
Total Economic & Community Development	\$4,105,000	\$3,822,000	\$3,762,000	\$3,462,000	(300,000)	-8.0%	65.10%
Economic & Community Development - HOME Program							
Federal Grant (HOME)	1,216,000	1,214,000	1,349,000	1,343,000	(6,000)	-0.4%	25.25%
Fund Balance	0	0	0	188,000	188,000	N/A	3.54%
Program Income	200,000	220,000	300,000	325,000	25,000	8.3%	6.11%
Total Economic & Community Development (HOME)	\$1,416,000	\$1,434,000	\$1,649,000	\$1,856,000	207,000	12.6%	34.90%
Grand Totals:	\$5,521,000	\$5,256,000	\$5,411,000	\$5,318,000	(93,000)	-1.7%	100.00%

Fiduciary Fund Expenditures

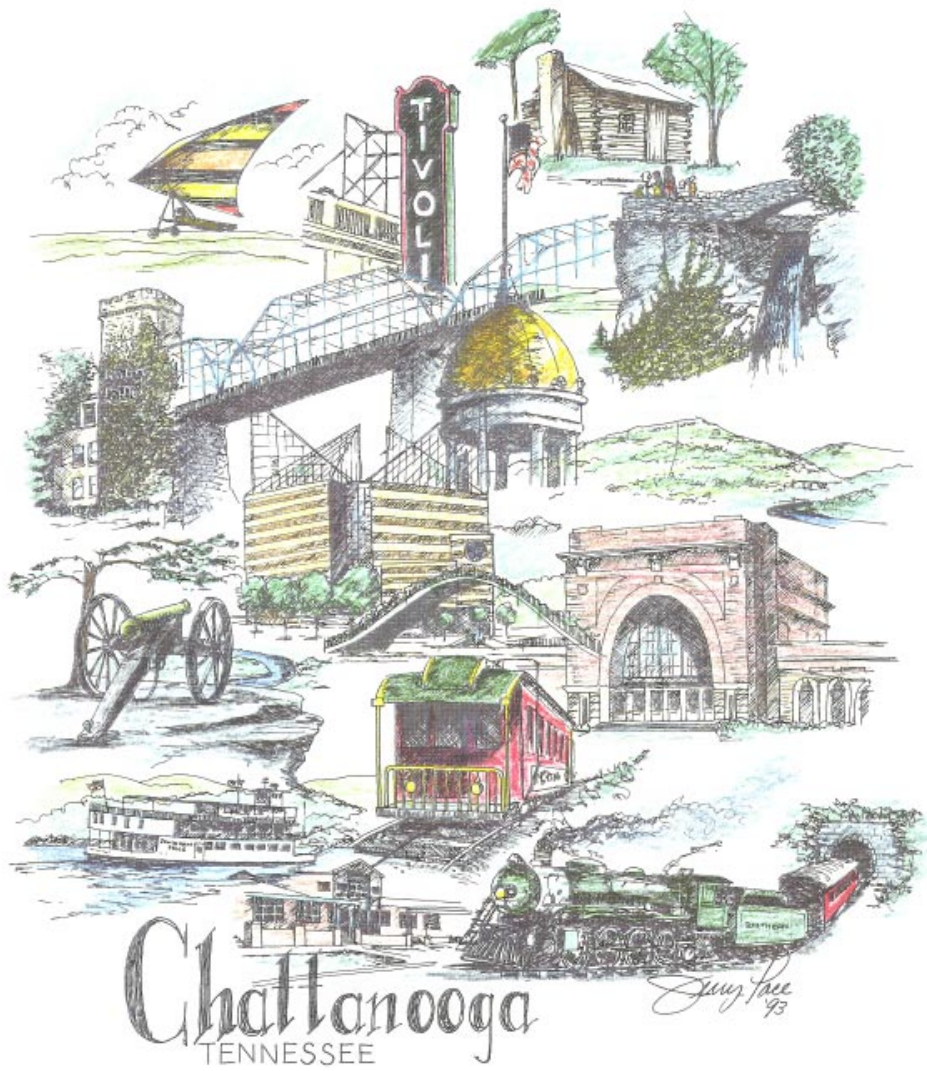
Fiscal Years 2000 - 2003

Expenditures	Budget	Budget	Budget	Budget	BUDGET '03 INC/(DEC)	%	%
	FY 99/00	FY 00/01	FY 01/02	FY 02/03			
Economic & Community Development (Fund 2105):							
28th Legislative District CDC	50,000	45,000	22,600	0	(22,600)	-100.0%	
Allied Arts	0	70,000	100,000	75,000	(25,000)	-25.0%	
Alton Park & Dodson Avenue Health Center	86,650	86,650	0	0	0	N/A	
Bethlehem Community Development Credit Union	35,000	25,882	0	0	0	N/A	
Boy Scout of America	0	0	46,500	0	(46,500)	-100.0%	
CADAS	0	50,000	150,000	25,000	(125,000)	-83.3%	
CCHDO	16,000	0	0	0	0	N/A	
CD Office Administration & Planning	471,476	843,269	500,000	360,912	(139,088)	-27.8%	
CD Planning	142,024	0	67,400	0	(67,400)	-100.0%	
Chattanooga Codes & Community Service	0	0	0	150,000	150,000	N/A	
Chattanooga Goodwill Industries	0	0	0	36,000	36,000	N/A	
Chattanooga Homeless Coalition	0	0	34,000	33,000	(1,000)	-2.9%	
Chattanooga Housing Authority	66,000	0	0	175,000	175,000	N/A	
Chattanooga Human Services	200,000	0	35,000	0	(35,000)	-100.0%	
Chattanooga Neighborhood Services	0	0	75,000	319,088	244,088	325.5%	
Chattanooga Neighborhood Enterprise - CHAS	1,741,000	1,130,718	1,225,000	1,400,000	175,000	14.3%	
Commercial Façade Program	0	0	0	200,000	200,000	N/A	
Community Housing Resource Bd	0	0	10,000	0	(10,000)	-100.0%	
Contingency	33,178	0	400,000	0	(400,000)	-100.0%	
Economic Development	0	0	0	100,000	100,000	N/A	
Emergency Shelter - Dismas House	51,600	0	0	0	0	N/A	
Emergency Shelter - Family & Children Services	50,217	68,012	67,227	67,227	0	0.0%	
Emergency Shelter - Interfaith Hospitality Network	18,817	3,500	0	0	0	N/A	

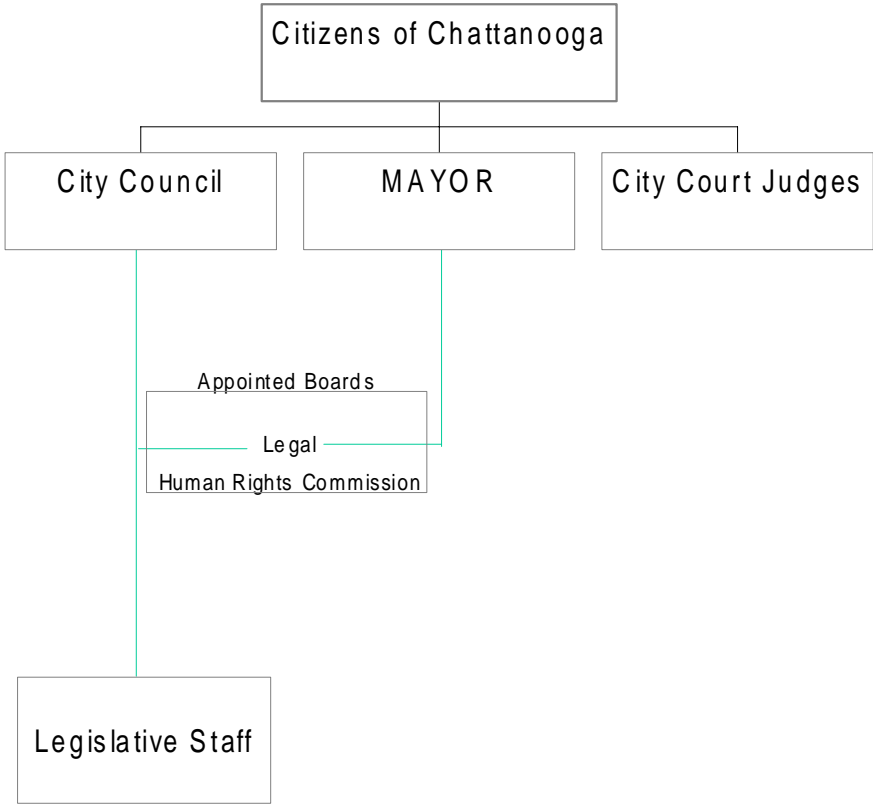
Fiduciary Fund Expenditures

Fiscal Years 2000 - 2003

Expenditures	Budget	Budget	Budget	Budget	BUDGET '03	%
	FY 99/00	FY 00/01	FY 01/02	FY 02/03	INC/(DEC)	CHANGE FY 02/03
Emergency Shelter - Room In the Inn	18,966	15,488	22,773	0	(22,773)	-100.0%
Family & Children's Services	27,437	62,000	64,500	67,000	2,500	3.9%
Friendship Haven	0	45,000	0	0	0	N/A
General Services	325,000	290,000	0	0	0	N/A
Girl Scouts	0	0	0	13,000	13,000	N/A
Girl's Incorporated	87,500	0	0	25,000	25,000	N/A
Good Neighbor's Housing, Inc.	17,600	0	100,000	0	(100,000)	-100.0%
HOPE for Chattanooga	5,000	0	0	0	0	N/A
Inner City Development Center - CDBG	0	345,000	300,000	250,000	(50,000)	-16.7%
Inner City Ministries	30,235	0	0	0	0	N/A
Interfaith Hospitality Network of Greater Chattanooga	20,000	51,500	0	0	0	N/A
Maurice Kirby Child Care Center	11,000	0	0	0	0	N/A
Neighborhood Services	50,000	150,000	0	0	0	N/A
Parks & Recreation	92,450	40,200	50,000	0	(50,000)	-100.0%
Police Athletic League	0	40,000	0	0	0	N/A
Police Dept - City of Chatt	0	200,000	0	0	0	N/A
Rental Rehab Projects	0	0	0	75,000	75,000	N/A
Room in the Inn	4,000	86,000	100,000	23,773	(76,227)	-76.2%
Scenic City Drum & Bugle Corps	59,000	0	72,000	0	(72,000)	-100.0%
Southeast Tennessee Historical District	0	11,000	0	0	0	N/A
Southeast Tennessee Development District	0	0	0	22,500	22,500	N/A
Southeast Tennessee Legal Services	10,800	35,000	0	0	0	N/A
Special Transit Services, Inc.	20,700	19,200	0	0	0	N/A
St. Elmo/Alton Park Partners	0	0	10,000	0	(10,000)	-100.0%
Tennessee Temple	0	0	200,000	0	(200,000)	-100.0%
Tennessee Wildlife Center	0	0	0	4,500	4,500	N/A
THDA House - CNE	150,000	0	0	0	0	N/A
THDA-ICDC	0	0	40,000	0	(40,000)	-100.0%
THDA-Scenic View CDC	0	0	50,000	0	(50,000)	-100.0%
United Methodist Center (Bethlehem)	62,500	0	10,000	40,000	30,000	300.0%
United Way Center for NonProfits	50,850	32,500	10,000	0	(10,000)	-100.0%
Westside Community Development / Jr. League	100,000	76,081	0	0	0	N/A
Total Economic & Community Development	\$4,105,000	\$3,822,000	\$3,762,000	\$3,462,000	(300,000)	-8.0%
Economic & Community Development - HOME Program:						
28th Legislative District CDC	0	0	127,400	0	(127,400)	-100.0%
Chatt. Community Housing Dev. Organ. Operating	457,000	50,000	142,200	368,000	225,800	158.8%
Chatt. Community Housing Dev. Organ. Projects	0	185,000	0	0	0	N/A
Development Corp of Orchard Knob	0	0	0	188,000	188,000	N/A
Rental Housing Rehab Projects/CNE	959,000	0	0	0	0	N/A
Homeowner Rehab Projects/CNE	0	1,115,000	1,379,400	1,200,000	(179,400)	-13.0%
Hope for Chattanooga	0	84,000	0	100,000	100,000	N/A
Total Economic & Community Development (HOME)	\$1,416,000	\$1,434,000	\$1,649,000	\$1,856,000	207,000	12.6%
Grand Totals:	\$5,521,000	\$5,256,000	\$5,411,000	\$5,318,000	(93,000)	-1.7%



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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Exec Office of the Mayor	510,024	420,481	-	-
City Council Office	504,932	501,239	571,955	665,658
Office of City Court Judges	349,268	579,407	619,397	690,029
Office of City Attorney	594,626	586,871	698,285	726,921
Other General Government Activities	29,803,569	30,027,113	31,089,008	29,671,089
Total Expenditures	31,762,419	32,115,111	32,978,645	31,753,697

Category Expenditures

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	1,291,635	1,426,077	1,187,051	1,470,496
Operating	28,064,892	29,355,670	30,255,494	28,760,901
Capital	2,397,329	1,333,364	1,536,100	1,522,300
Total Expenditures	31,753,856	32,115,111	32,978,645	31,753,697
Per Capita	\$ 213.40	\$ 217.73	\$ 226.35	\$ 204.13
Positions Authorized	29	36	30	31



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 2002/2003.

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.....\$3,239,650

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.....\$1,420,765

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.....\$24,000

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.....\$974,817

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.....\$767,584

WTCI TV 45

The overall mission is to provide informational, educational, and quality cultural television programs to the people of the Greater Chattanooga and Hamilton County community on Channel 45. The station provides information on the Chattanooga and Hamilton County governments, getting the public involved by way of television.
City's Contribution.....\$60,000

Westside Development Corp

The mission is to equip, inspire, and empower families in the Westside to move from dependency to self-sufficiency. WCDC is committed to offering a better quality of life for the community.
City's Contribution.....\$75,000

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 2001/2002

- √ 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	Actual	Budget	Budget
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	415,665	421,668	449,455	544,133
Operating	85,896	73,823	114,200	110,725
Capital	3,371	5,748	8,300	10,800
Total Expenditures	504,932	501,239	571,955	665,658

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	Goal	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
Resolutions	449	as needed	406	as needed
Ordinances	1,258	as needed	122	as needed
Committee Meetings	64	as needed	78	as needed
Council Meetings	47	as needed	49	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 2001/2002

√Opening of second division court

Category Expenditures	Actual	Actual	Budget	Budget
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	299,804	493,148	498,982	590,224
Operating	40,619	58,426	94,415	89,805
Capital	8,845	27,833	26,000	10,000
Total Expenditures	349,268	579,407	619,397	690,029

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 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 FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	115,952	114,828	172,113	200,171
Operating	477,983	470,429	524,372	525,250
Capital	691	1,614	1,800	1,500
Total Expenditures	594,626	586,871	698,285	726,921

Goals & Objectives

Provide the City with the best municipal legal service available

- ❶ *Maintain state-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 00/01	FY 01/02	FY 01/02	FY 02/03
Awards, Claims, & Damages	N/A	870,000	178,956	168,730

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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	-	-
Operating	1,283,540	2,392,683	1,297,600	970,604
Capital	-	-	-	-
Total Expenditures	1,283,540	2,392,683	1,297,600	970,604

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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	23	22,509	66,501	135,968
Operating	69,354	183,377	211,800	41,156
Capital	-	-	-	-
Total Expenditures	69,377	205,886	278,301	177,124

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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	-	-
Operating	353,709	201,359	500,000	500,000
Capital	-	-	-	-
Total Expenditures	353,709	201,359	500,000	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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	-	-
Operating	-	-	-	-
Capital	2,378,180	1,293,495	1,500,000	1,500,000
Total Expenditures	2,378,180	1,293,495	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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	-	-
Operating	16,769,749	14,949,111	19,366,200	15,891,383
Capital	-	-	-	-
Total Expenditures	16,769,749	14,949,111	19,366,200	15,891,383

This activity contains appropriations for all of the supported agencies.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	-	-
Operating	8,940,474	10,966,879	8,126,907	10,611,978
Capital	-	-	-	-
Total Expenditures	8,940,474	10,966,879	8,126,907	10,611,978

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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	-	-
Operating	8,540	17,700	20,000	20,000
Capital	-	-	-	-
Total Expenditures	8,540	17,700	20,000	20,000



CHATTANOOGA YOUTH COUNCIL

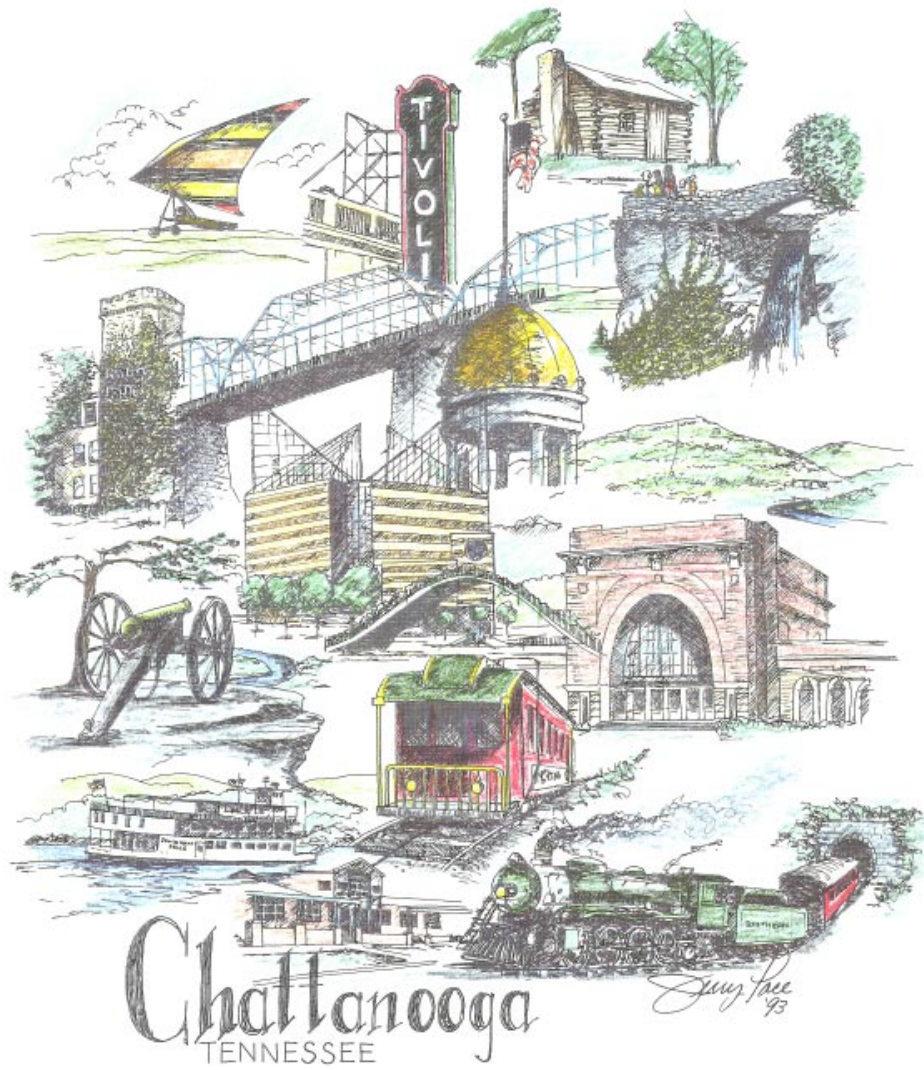


The City of Chattanooga and Hamilton County inducted a new Youth Council on Monday, October 29th at 6:00pm at City Hall. The ceremony was performed by Judge Walter Williams. This group serves as a liaison between youth and city/county government.

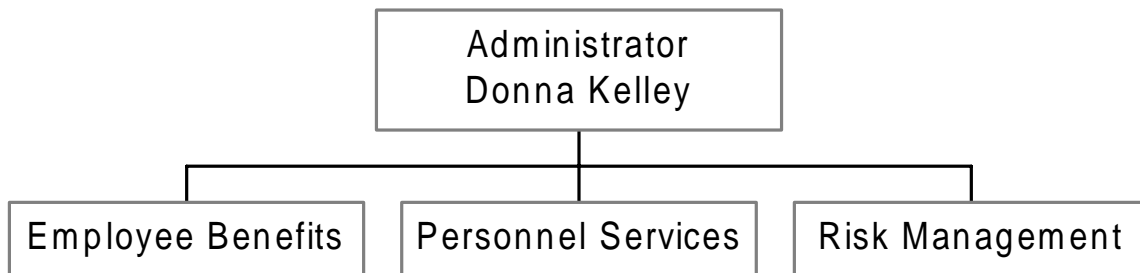
There are 44 high school students on the youth council from public, private, and home schools. The new bright and eager delegates were selected by their high school principals and guidance counselors.

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 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. Its primary function is to assist each department of city government in setting necessary standards and /or requirements for the recruitment and selection of qualified applicants for employment. The Personnel Department also assists departments in identifying qualified City employees for promotional opportunities.

In addition to the responsibility of recruiting and selecting qualified applicants, the Personnel Department is responsible for a wide range of services to the departments and its employees. The department maintains a classification plan to assure that all city job positions are accurately assessed and meet current benchmark standards regarding functions and qualifications. The department also addresses compensation issues as it relates to our current job positions, in order to stay on the competitive and quality medical program. The Benefits Department also offers an Employee Assistance Program for confidential counseling service. All safety issues and on the job injuries are addressed through the Benefits Departments' Risk Management division. Personnel also provide opportunities for personal growth and skill development through training. Courses are customized to meet the specific training need of a department or division, or made available to all interested employees.

Division Expenditures

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Administration	\$ 759,385	\$ 810,665	\$ 899,832	\$ 994,283
Physical Exams	105,775	134,912	101,850	142,100
Employee Benefits	-	-	302,688	317,403
Employee Insurance	-	-	3,220,889	5,212,030
Job Injury	-	-	1,881,600	2,100,000
Total	\$ 865,160	\$ 945,577	\$ 6,406,859	\$ 8,765,816

Category Expenditures

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 563,404	\$ 595,777	\$ 841,595	\$ 929,106
Operating	282,771	348,931	5,565,264	7,836,710
Capital	18,985	869	-	-
Total	\$ 865,160	\$ 945,577	\$ 6,406,859	\$ 8,765,816
Per Capita	\$ 5.81	\$ 6.41	\$ 43.97	\$ 56.35
Positions Authorized	15	15	19	19



Administration

The Personnel Department seeks to fill all city positions with a diversity of qualified individuals; providing cost effective and competitive pay and benefit program to all employees; providing technical, managerial, educational and training skills to serve the citizens of Chattanooga. The mission of the Personnel Department is to continuously improve processes and development of strategies to enhance organization and individual quality of life for City employees and customers.

Major Accomplishments for FY 2001/2002

- √ Maintained replacement of vacant positions
- √ Complete Police & Fire Promotional Assessment Center
- √ Conducted Annual Salary and Pay Plan Analysis
- √ Added Deferred Retirement Option Pay Plan (Drop Plan), Rule of 80 to the City's Pension system
- √ Revised City's Orientation Program
- √ Hosted the Tennessee Personal Management Association Conference
- √ Launched two year Supervisory Training Program
- √ Conducted Employment and Labor Law Conference for all City Managers
- √ Provided consultation and oversight of City's Departmental restructuring
- √ Assisted departments in creating internal change through consultation and coaching

Category Expenditure				
	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 563,404	\$ 595,777	\$ 644,657	\$ 730,518
Operating	176,996	214,019	255,175	263,765
Capital	18,985	869	-	-
Total	\$ 759,385	\$ 810,665	\$ 899,832	\$ 994,283

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 through personal and career development.
- ❸ Provide a first class employee benefit package at a reasonable cost to both attract and retain good employees.

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 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Applications taken	5,807	2,714	6,000	5,000
New Hires	397	145	N/A	275
Job advertised (newspaper)	52	53	52	55
Retirements	60	85	60	50
Training Sessions	35	27	35	40

Physical Exams

The department accounts for a variety of employment physical examinations, including post-offer employment, fitness for duty, psychological exams, and in-service physicals mandated by occupational standards.

Category Expenditure				
	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	105,775	134,912	101,850	142,100
Capital	-	-	-	-
Total	\$ 105,775	\$ 134,912	\$ 101,850	\$ 142,100

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	Goal	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
Number of exams:Post offer physicals	225	225	225	225
In-service	350	345	380	380
Psychological Exams	-	51	40	40
Fit for Duty	10	8	5	5
Alcohol & Drug	-	7	-	-

Benefits Office & Insurance

The Risk Management division of Personnel centralizes the administration of four employee insurance benefits: Medical, Dental, Life, and Long Term Disability. Additionally, this division manages the City's Section 125 Cafeteria Plan and the Employee Assistance Program. 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, the division is responsible for risk transfer through the placement of property and casualty insurance and other lines of insurance citywide.

Major Accomplishments for FY 2001/2002

- √ Significant adjustments were made to the active and retiree health insurance plan.
- √ Premium contributions for newly retiring City employees were restructured.
- √ A new rate for the Long Term Disability insurance provided through the General Pension Plan was secured.
- √ Establishment of our electronic billing reconciliation process between the City and its Group Health Insurer was completed.

Goals & Objectives

To provide quality health care services, a safe work environment for all current City employees, and a sustained quality of life for the City's retirees.

- ① Continue to provide a first class employee benefit package at a reasonable cost to both attract and retain good employees.
- ② Assure that employees and retirees are properly oriented and updated regarding all benefits administered by this division.
- ③ Finalize arrangements to be positioned to offer a Consumer Driven Health Plan option for FY/03 implementation.
- ④ Expand the EAP program from a two-visit model to a six-visit model.
- ⑤ Implement a pilot program that proactively assist sworn employees being medically treated under the state Heart, Hypertension, and Lung Bill.

Category Expenditure				
	Actual		Budget	
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ -	\$ -	\$ 196,938	\$ 198,588
Operating	-	-	105,750	118,815
Capital	-	-	-	-
Total	\$ -	\$ -	\$ 302,688	\$ 317,403

Performance Measures				
	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Worker comp claims	1,563,000	1,900,000	1,483,546	2,100,000
\$ claims per 100 employee	58,782	65,000	55,772	65,000
General and property liability claims	70,500	72,000	-	75,000
\$ claims per capita	0.47	-	-	-
Benefits workshops	1	20	42	26
Health care questions/ problems resolved in 2 days	1	80%	90%	80%
# days lost time TOSHA log	215	205	157	200
Total compensation cost	345,000	412,000	309,258	405,000

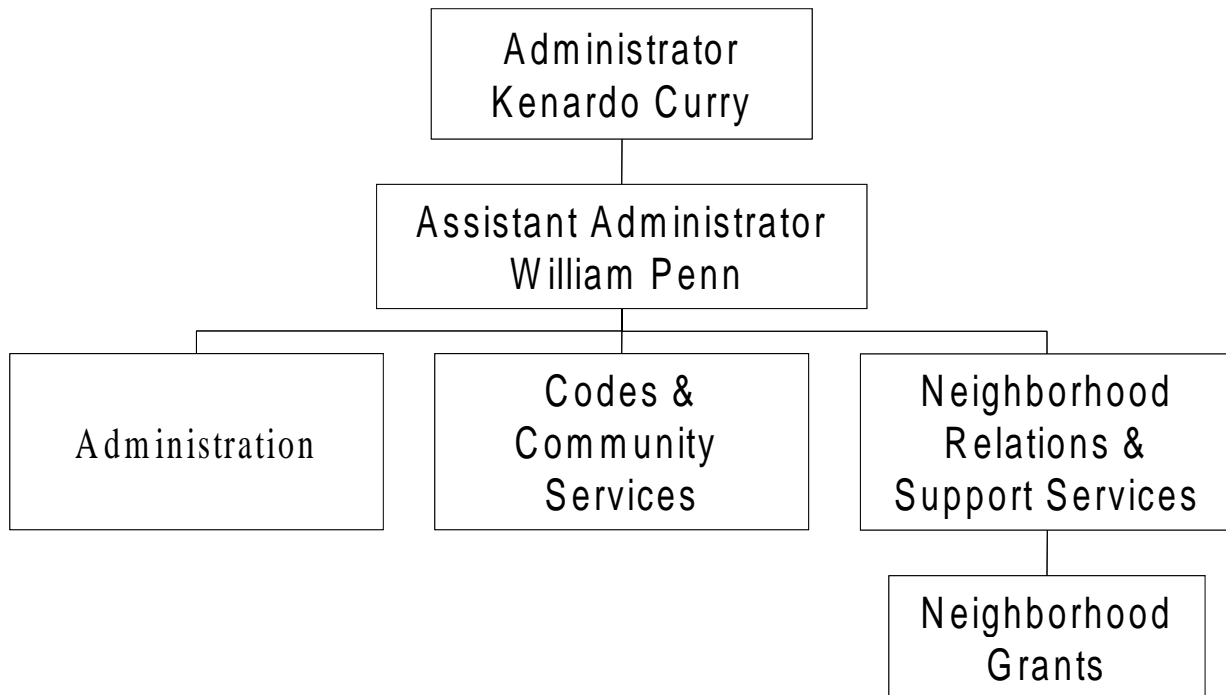
Category Expenditure

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ -	\$ -	\$ 196,938	\$ 198,588
Operating	-	-	105,750	118,815
Capital	-	-	-	-
Total	\$ -	\$ -	\$ 302,688	\$ 317,403

Category Expenditure

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	-	-	1,881,600	2,100,000
Capital	-	-	-	-
Total	\$ -	\$ -	\$ 1,881,600	\$ 2,100,000

Department of Neighborhood Services





Kenardo Curry, Administrator



William Penn, Assistant 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

- insuring that property owners comply with the city's housing codes
- assisting Chattanooga's neighborhood associations in community development and revitalization, and
- the Strategic Neighborhood Initiative

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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Administration	\$ 391,638	\$ 396,776	\$ 577,445	\$ 367,088
Codes & Community Services	747,534	670,910	786,654	865,556
Human rights	114,129	85,211	0	0
Neighborhood Relations	372,096	353,439	433,086	536,811
Total	\$ 1,625,397	\$ 1,506,336	\$ 1,797,185	\$ 1,769,455

Category Expenditure

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 808,202	\$ 925,644	\$ 1,179,435	\$ 1,166,345
Operating	651,987	564,402	617,750	603,110
Capital	165,208	16,290	0	0
Total Expenditures	\$ 1,625,397	\$ 1,506,336	\$ 1,797,185	\$ 1,769,455
Per Capita	\$ 11.09	\$ 10.40	\$ 11.55	\$ 11.34
Positions Authorized	26	32	33	30



Administration

Neighborhood Services is a support entity for community and neighborhood development. The Department provides enforcement of the city housing codes, technical assistance for nonprofit and community associations and provides advocacy for local neighborhood concerns. The Department also collaborates with other housing entities to promote a city wide neighborhood revitalization strategy.

Major Accomplishments for FY 2001/2002

- √ Targeted neighborhood for Strategic and intensive action
- √ Conducted housing survey to assess level of deteriorating homes in targeted communities
- √ Implemented Leadership Academy Training for targeted communities
- √ Published updated City Services Guide

Expenditure by Type				
	Actual	Actual	Budget	Budget
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 173,978	\$ 197,414	\$ 395,745	\$ 269,028
Operating	217,660	198,667	181,700	98,060
Capital	0	695	0	0
Total	\$ 391,638	\$ 396,776	\$ 577,445	\$ 367,088

Goals & Objectives

To create a working relationship between City and Citizens to develop neighborhood revitalization

- ① Create neighborhoods of choice through planned design. □ Support sustainable development. ② Increase citizen participation in government process to coordinate city-wide housing strategy.

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 task 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 2001/2002

- √ Continued proactive inspection
- √ Continued the Spot Blight acquisition program.
- √ Implemented the "Fight the Blight" neighborhood survey event.
- √ Improved working relationship with the Chattanooga Police Dept though Environmental team.
- √ 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 abandoned vehicle reclamation program "Tow 4 Dough"

Expenditure by Type					
	Actual	Actual	Budget	Budget	
	FY 99/00	FY 00/01	FY 01/02	FY 02/03	
Personnel	\$ 487,043	\$ 540,975	\$ 586,354	\$ 593,806	
Operating	121,988	129,601	200,300	271,750	
Capital	138,503	334	0	0	
Total	\$ 747,534	\$ 670,910	\$ 786,654	\$ 865,556	

Goals & Objectives

To enforce the Minimum Housing Code for maintenance and condition for existing structures within the city limits.

- ① Maintain a schedule for inspection of substandard housing
- ② Recommend improvements, demolition or spot blight procedures.
- ③ Work with property owners through the rehabilitation process.
- ④ 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.

- ① Maintain a schedule of litter/overgrown lot complaints.
- ② Recommend cleanup and/or cutting
- ③ Reduce the time required for city abatement of nuisance lots.
- ④ Reduce the prevalence of illegal dumping in the neighborhoods.
- ⑤ Develop peer to peer neighborhood code enforcement.
- ⑥ Work to educate organized groups on block enforcement.

Codes & Community Services

Performance Measures	Actual	Goal	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
Rehabilitations	148	165	---	---
Demolitions	90	100	90	100
Litter & Overgrowth Enforcement	1,811	2,000	2,247	2,500
Abandoned vehicle code enforcement	814	900	900	1,000
Systematic housing exterior inspections	25	50	---	---
Substandard housing schedule maintained	yes	yes	yes	---
Litter lot complaint schedule maintained	yes	yes	yes	---
Total # of Complaints	7,640	6,900	7,786	8,000
Total # of Cases Created	3,404	3,800	3,400	4,000
Housing Cases	755	850	975	1,500
Garbage, Dumping, Trash Cases	24	30	200	350
Housing Condemnations	179	200	278	350
# of Spot blight recommendations	12	20	20	25

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 2001/2002

- √ Neighborhood Grants were awarded to Neighborhood Associations totaling over \$115,000.
- √ Established a Neighborhood Council Board, which is composed of the presidents of each Neighborhood Association.

Expenditure by Type				
	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 78,941	\$ 125,611	\$ 197,336	\$ 303,511
Operating	267,928	90,586	235,750	233,300
Capital	25,227	101	0	0
Total	\$ 372,096	\$ 216,298	\$ 433,086	\$ 536,811

Goals & Objectives

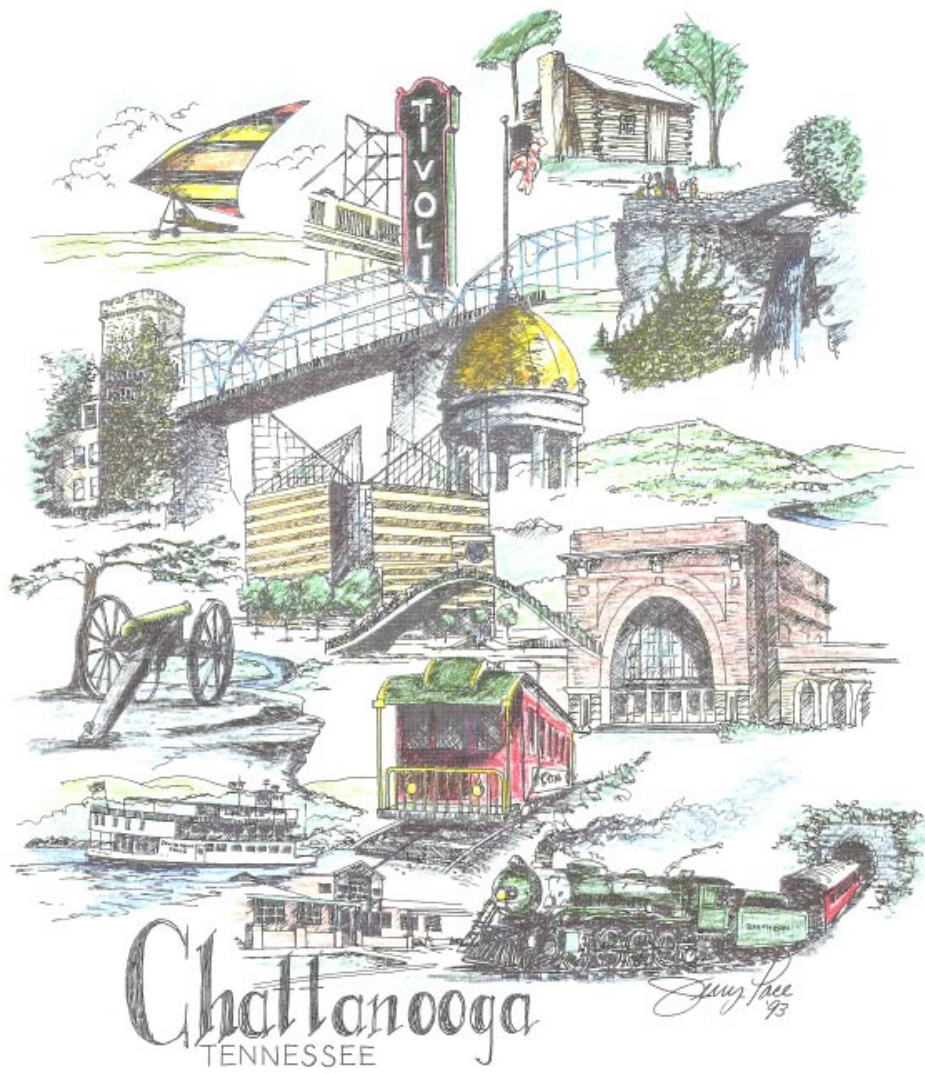
Promote a statewide Neighborhood Conference.

Secured National NUSA Conference to be hosted May 2003.

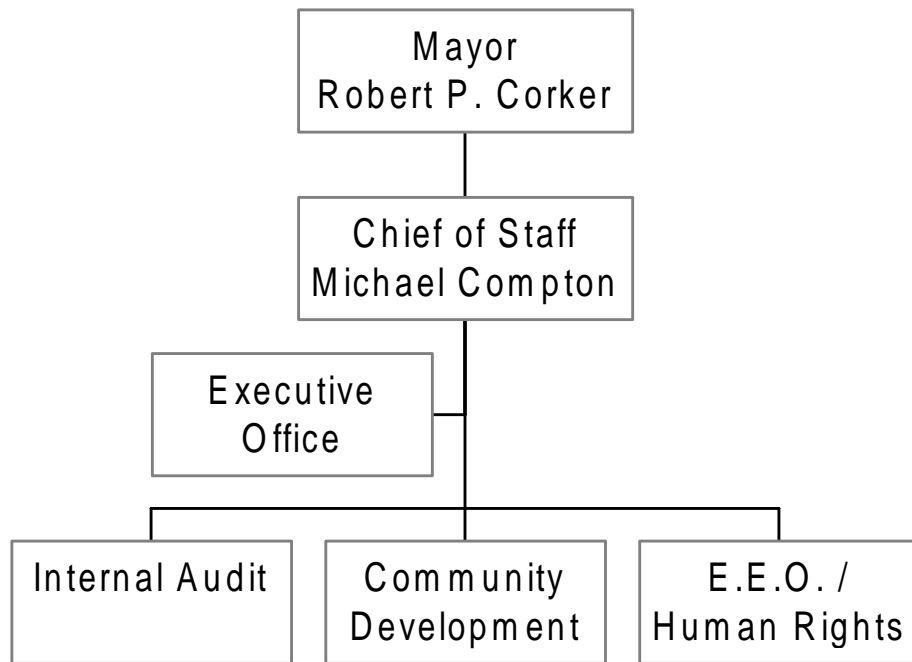
Further assist Neighborhood Associations in their community development

- ❶ Establish a community technology network with web presence.
- ❷ Establish information resource centers throughout the city.
- ❸ Develop city-wide Neighborhood Associations support group to address city-wide issues.

Performance Measures	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
# of minigrants awarded	45	18	19	18
# of Neighborhood Associations in Region	75	100	100	100
Total grant \$ awarded	115,000	115,000	115,000	115,000
# of quarterly workshops	3	3	4	4
# of non-profit 501(C)3	12	12	12	12
# of Neighborhoods Conference attendants	N/A	N/A	600	600
Newsletters published	-	-	5	5
Magazines published	4	4	4	4
Magazines Distributed	10,000	10,000	10,000	10,000



The Executive Branch





Robert P. Corker, Mayor



The Executive Branch was formed in fiscal year 2002 due to the Mayor's reorganization of city departments . It is comprised of the Mayor's Office, Internal Audit, Community Development- General Fund, Grants Administration, and Human Rights.

Division Expenditures

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Administration	-	-	853,982	856,904
Internal Audit	-	-	186,976	331,761
Community & Economic Development	-	-	379,180	257,847
Grants Administration	-	-	90,401	90,401
Human Rights & Relations	-	-	114,802	82,804
Total Expenditures	-	-	1,625,341	1,619,717

Category Expenditures

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	-	-	1,375,955	1,429,453
Operating	-	-	242,510	177,438
Capital	-	-	6,876	12,826
Total Expenditures	-	-	1,625,341	1,619,717
Per Capita	\$ -	\$ -	\$ 11.16	\$ 10.41
Positions Authorized	0	0	25	20



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 2001/2002

√ 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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	756,431	759,353
Operating	-	-	90,675	90,675
Capital	-	-	6,876	6,876
Total Expenditures	-	-	853,982	856,904

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

① Operate the city government within its revenue stream ② Establish an operating budget that will provide services at the priority expected by the general population.

Performance Measures				
	Actual	Goal	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
Mayor's Night Out	10	12	12	14
Citizen's Survey	4,500	4,700	4,700	4,900

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 2001/2002

- √ 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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	186,616	310,991
Operating	-	-	360	14,820
Capital	-	-	-	5,950
Total Expenditures	-	-	186,976	331,761

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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	266,405	224,743
Operating	-	-	112,775	33,104
Capital	-	-	-	-
Total Expenditures	-	-	379,180	257,847

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.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	90,401	90,401
Operating	-	-	-	-
Capital	-	-	-	-
Total Expenditures	-	-	90,401	90,401

Goals & Objectives

To centralize the function of grant writing and monitoring city wide.

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 2001/2002

- √ Commissioners retreat held to create marketing Policy and Procedures program for outreach project.
- √ Initiated, promoted, and conducted "Study Circles" over 150 Chattanooga's 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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	76,102	43,965
Operating	-	-	38,700	38,839
Capital	-	-	-	-
Total Expenditures	-	-	114,802	82,804

Goals & Objectives

Encourage understanding and eliminate discriminatory practices

❶ Initiate a quarterly lecture series on human rights for the citizens of Chattanooga. ❷ 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. ❸ 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. ❹ Create a program with the purpose of easing the transition of citizenship for Chattanooga's Hispanic population. ❺ 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

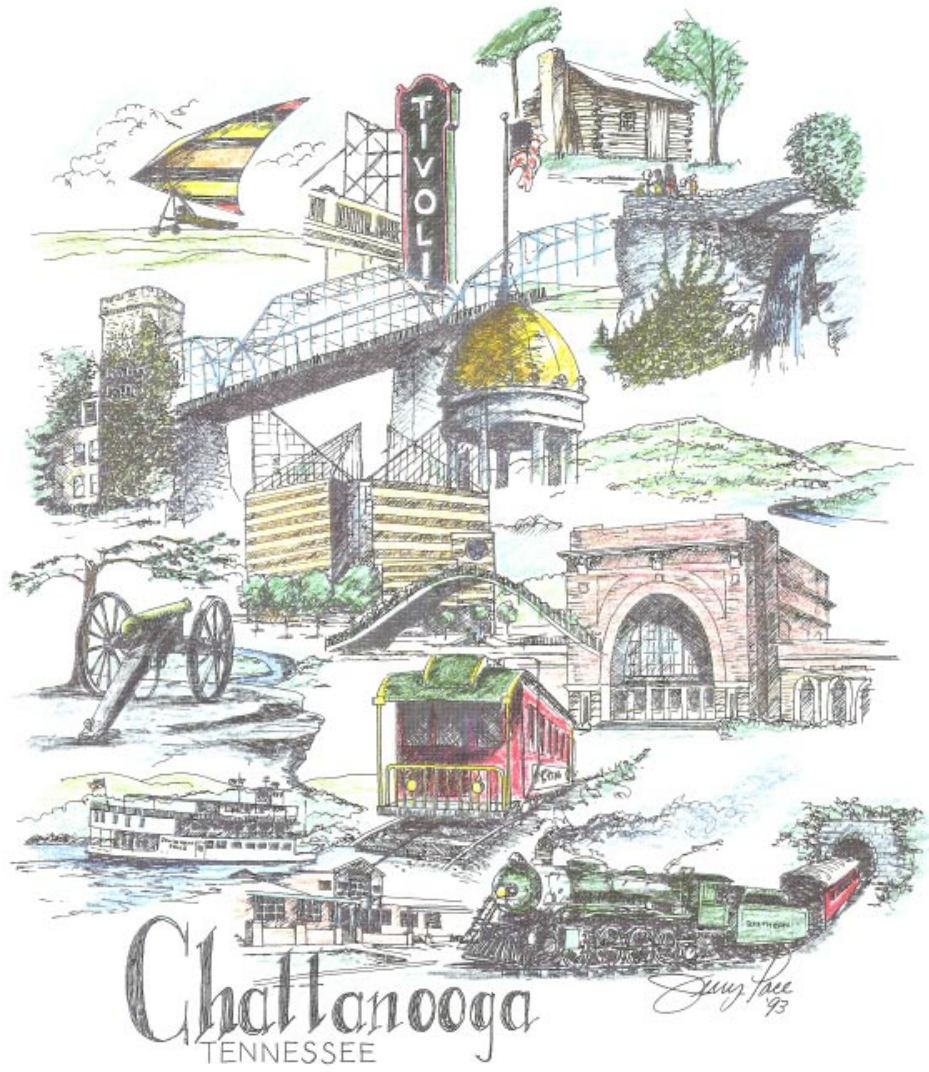
The Liability Insurance fund accounts for the City self insurance program for liability claims and losses due to liabilities arising under the laws of State and Federal governments. Cost incurred in this account may include judgement and cost, special counsel fees, and cost for any special legal cases 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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	-	-
Operating	603,842	1,842,417	850,000	500,000
Capital	-	-	-	-
Total Expenditures	603,842	1,842,417	850,000	500,000
Per Capita	\$ 4.06	\$ 12.57	\$ 5.87	\$ 3.26



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 2001/2002

√ Completed the construction of the Development Resource Center.

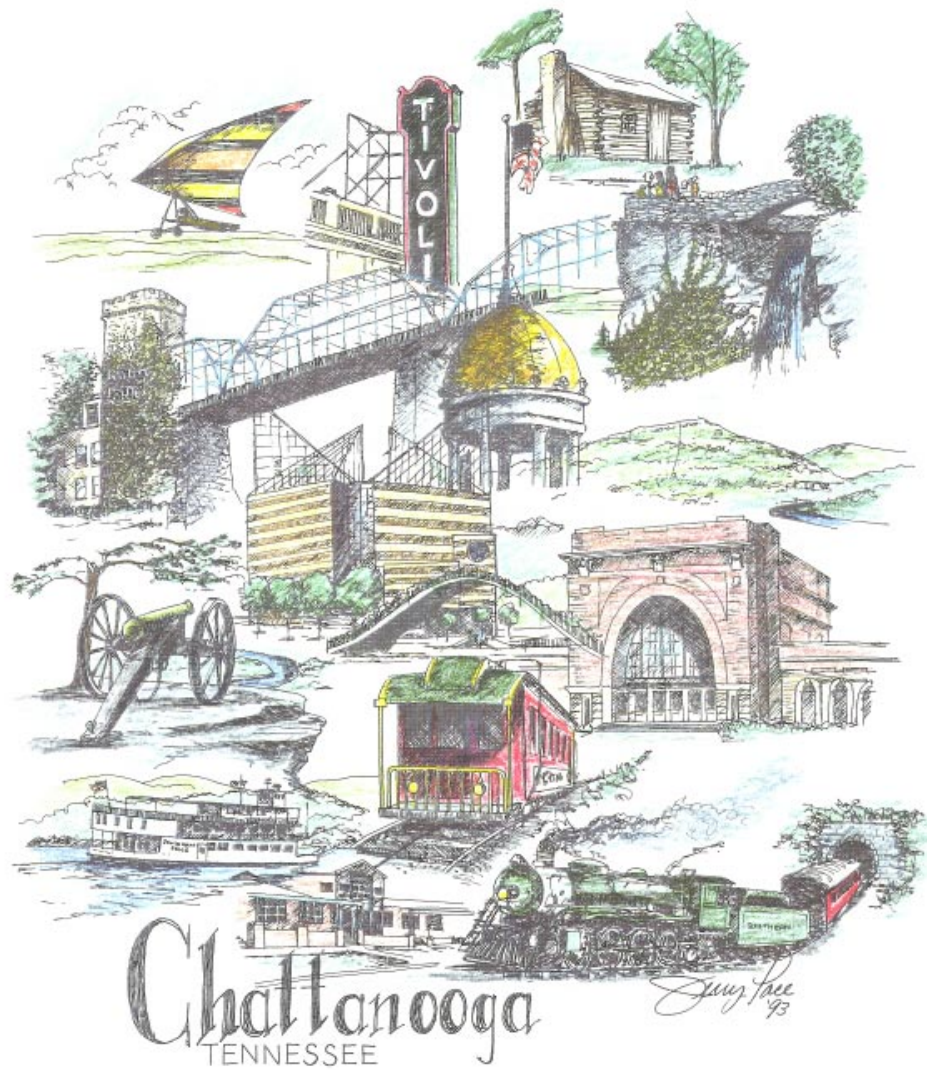
Goals & Objectives

To increase economic progress in the Chattanooga area.

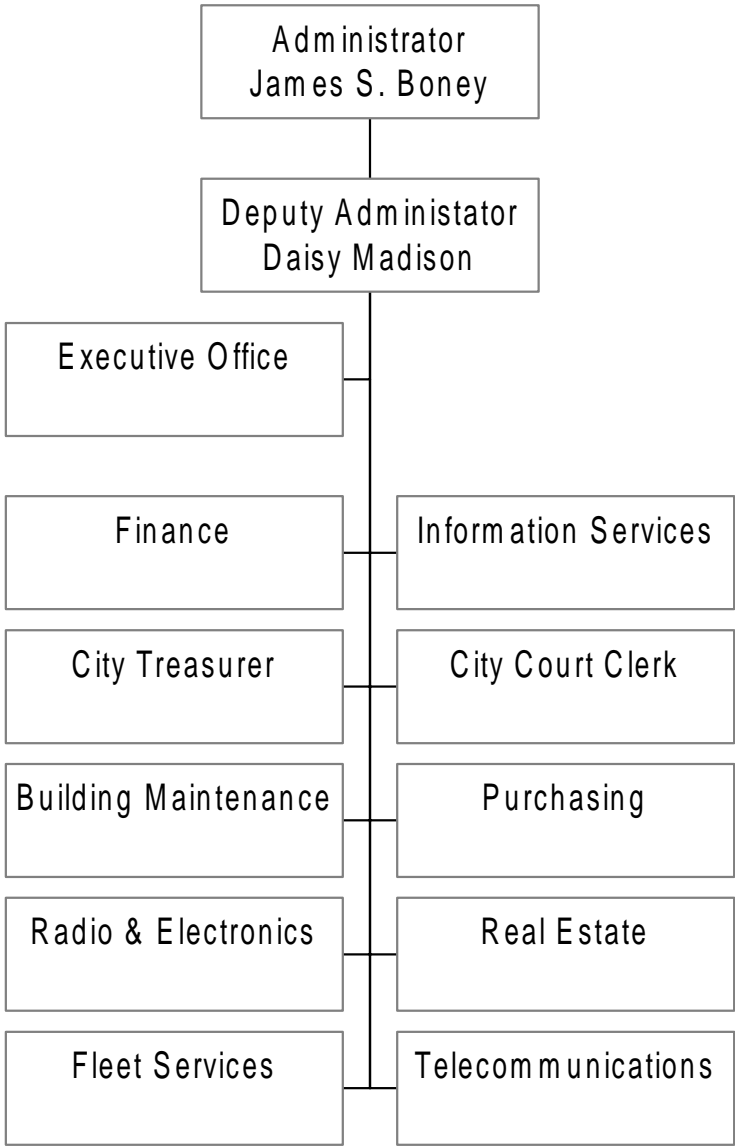
① *Encourage new business/corporations into the Chattanooga area.*

Category Expenditure

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Other	\$ 47,000	\$ -	\$ -	
Schools	8,419,037	7,731,430	8,459,059	\$ 8,459,059
Capital	12,066,683	7,234,380	9,135,783	9,159,256
Total Expenditures	\$ 20,532,720	\$ 14,965,810	\$ 17,594,842	\$ 17,618,315
Per Capita	\$ 137.99	\$ 102.08	\$ 121.53	\$ 115.04



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 99/00	FY 00/01	FY 01/02	FY 02/03
Finance Administration	\$ 1,481,723	\$ 1,424,579	\$ 1,576,652	\$ 1,715,550
City Treasurer	518,608	514,670	577,973	541,065
City Court Clerk	781,280	780,625	1,015,392	1,033,967
Court Space Usage	47,763	87,243	95,000	99,750
Information Services	2,267,189	2,249,114	2,664,593	2,633,470
Telecommunications	386,895	431,331	405,967	463,713
Purchasing	-	-	848,801	849,196
Building Maintenance	-	-	931,225	704,330
Radio & Electronics	-	-	364,417	373,040
Real Estate	-	-	478,976	388,711
Fleet Services	-	-	9,000,000	10,100,000
Total	\$ 5,483,458	\$ 5,487,562	\$ 17,958,996	\$ 18,902,792



Category Expenditures	Actual		Budget	
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 4,146,450	\$ 4,179,589	\$ 9,374,231	\$ 9,460,800
Operating	1,149,007	1,201,417	8,406,320	9,314,797
Capital	188,001	106,556	178,445	127,195
Total	\$ 5,483,458	\$ 5,487,562	\$ 17,958,996	\$ 18,902,792
Per Capita	\$ 37	\$ 38	\$ 117	\$ 123
Authorized Positions	112	117	228	217

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 2001/2002

- √ Received the GFOA Certificate of Excellence in Financial Reporting
- √ Received the GFOA Distinguished Budget Presentation Award
- √ Completed the fourth year on Banner financial software without major problems.
- √ Implemented Ross 5.7H version of the HR system

Category Expenditures	Actual		Budget	
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 1,313,544	\$ 1,236,889	\$ 1,337,697	\$ 1,488,895
Operating	161,221	186,446	238,955	226,655
Capital	6,958	1,244	-	-
Total	\$ 1,481,723	\$ 1,424,579	\$ 1,576,652	\$ 1,715,550

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 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Compliance with City investment policy	yes	yes	yes	yes
% Fund balance coverage	23%	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	89,156	90,000	91,256	90,000
# of AP checks processed	38,099	40,000	39,479	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 2001/2002

- √ 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
- √ Achieve high rates of return on investments while mitigating credit risk and interest rate risk

Category Expenditures	Actual		Budget	
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 428,308	\$ 443,782	\$ 488,469	\$ 422,870
Operating	76,035	70,720	89,504	118,195
Capital	14,265	168	-	-
Total	\$ 518,608	\$ 514,670	\$ 577,973	\$ 541,065

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 *Maximize the return the city receives on investments while preserving the safety and liquidity of capital in the overall portfolio*

Performance Measures	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
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 2001/2002

- √ 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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 661,605	\$ 659,997	\$ 858,061	\$ 861,028
Operating	118,040	118,457	157,331	172,939
Capital	1,635	2,171	-	-
Total	\$ 781,280	\$ 780,625	\$ 1,015,392	\$ 1,033,967

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	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
Computers for cashiers	5	n/a	n/a	n/a
Implement New court software package	Yes	n/a	n/a	n/a
Delinquent account collections	3.3M	3.0M	3.1M	3.0M
Employee training	95%	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 2001/2002

- √ APPLICATION SERVICES: Added new features and Improved web site appearance. Implemented electronic benefit enrollment and enhanced benefits codes.
- √ NETWORK: Added several new users to network and upgraded to T1. Designed and implemented a new converged network for Development Resource Center that accomodates voice, video, and data.
- √ SUPPORT: Increased storage capacity to 500 gigabytes and trained 500+ employees in use of PC software products.

Category Expenditures	Actual		Budget	
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 1,716,056	\$ 1,741,255	\$ 2,095,237	\$ 2,116,110
Operating	457,955	430,386	479,356	468,860
Capital	93,178	77,473	90,000	48,500
Total	\$ 2,267,189	\$ 2,249,114	\$ 2,664,593	\$ 2,633,470

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 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Computer availability %	99%	99%	99%	99%
% of Client/Server technology implemented	45%	50%	50%	70%
Programming: # of request	1,033	-	913	-
Programming request % outstanding vs received	16%	20%	11%	20%
Helpdesk service: # of calls logged	8,035	8,000	9,500	10,000
Helpdesk request % outstanding vs received	-	<3%	<3%	<3%
PC Support Service: # of PC supported	1,100	2,200	1,300	1,600
Users attending various office tools training	700	700	500	700
Network Support Svc: #of network users	2,600	2,750	2,750	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 2001/2002

√ Expanded capabilities of Nortel PBsx by upgrading operating system software √ Converted over 420 City cell phone users to new primary wireless service provider which reduced average monthly cell bill fro \$24K to approximately \$18K √ Installed the City's first voice over IP converged network at the Development Resource Center √ Added five (5) new sites to the City's voice network, including the new Main Street Fire Hall and Avondale Headstart Center's Administrative offices. √ Expanded services available to traveling City employees to include corporate calling cards, conference services, and toll free access to the City's data network

Category Expenditures	Actual		Budget	
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 26,937	\$ 97,666	\$ 111,164	\$ 119,560
Operating	287,993	308,165	261,653	320,753
Capital	71,965	25,500	33,150	23,400
Total	\$ 386,895	\$ 431,331	\$ 405,967	\$ 463,713

Goals & Objectives

To reduce cost and improve efficiency

- Reduce the number of users on Essx/Centrez and business lines and support those users via dedicated access as part of the voice or VoIP network.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
Telephone system availability	99%	99%	99%	99%
# of PBX users/applications supported	1,400	1,500	1,525	1,600
# of Exxs/Centrex/Business line users/applications supported	490	495	500	400
# of Wireless users supported	380	400	420	425
Helpdesk service: #of calls logged	900	900	900	900
Proactive customer touch, # per year	25	45	50	55

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.

Major Accomplishments for Fy 2001/2002

- √ Completing final negotiations for new Purchase Card Program
- √ Awarded a contract and began implementation of Purchasing Software Program
- √ Implemented contractor quarterly performance and usage reports on requirement contracts
- √ Continued training and development of policies and procedures

Category Expenditures	Actual		Budget	
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ -	\$ -	\$ 541,507	\$ 547,032
Operating			307,294	302,164
Capital	-	-	-	-
Total	\$ -	\$ -	\$ 848,801	\$ 849,196

Goals & Objectives

Improve Customer Service and a positive City Purchasing image

- ❶ *Conduct 12 customer site visits and continue staff training by identifying eight (8).*

Improve the efficiency and quality of purchases

- ❶ *Implement new Purchasing software program and increase the consolidated contracts by 15%.*
- ❷ *Provide customers with usage and price history information.*
- ❸ *Implement a Purchase Card Program to simplify small dollar purchases.*
- ❹ *Document cost savings of \$50K using electronic technology, re-engineering the purchasing process, and reducing paper processes.*

Performance Measures	Actual	Goal	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
% of departmental request responded in 2 days	100%	100%	100%	100%
Staff trainings/seminars	3	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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ -	\$ -	\$ 519,336	\$ 385,197
Operating			411,594	318,838
Capital	-	-	295	295
Total	\$ -	\$ -	\$ 931,225	\$ 704,330

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 00/01	FY 01/02	FY 01/02	FY 02/03
Cost/sq. ft capet cleaned	0.040000	0.040000	0.040000	0.040000
Errands/day (hrs. spent)	1	1	1	1
lights replaced (minutes/item)	3	3	3	3
Time spent opening & closing building	8	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 Emergency. 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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ -	\$ -	\$ 284,987	\$ 287,270
Operating			79,430	85,770
Capital	-	-	-	-
Total	\$ -	\$ -	\$ 364,417	\$ 373,040

Goals & Objectives

To provide quality repair services to our customers

- Continue efficient repair time for emergency calls

Performance Measures	Actual	Goal	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
City Owned	1,005	1,005	1,005	1,005
Non city Owned	135	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 2001/2002

√ Installed new property management system to track and maintain statistics about City owned properties.

Category Expenditures	Actual		Budget	
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ -	\$ -	\$ 127,773	\$ 129,638
Operating	-	-	351,203	259,073
Capital	-	-	-	-
Total	\$ -	\$ -	\$ 478,976	\$ 388,711

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

Performance Measures	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
# Property Sales	111	115	115	115
All properties maintained	221	221	221	221
Back Tax collection (\$)	96,026	50,000	50,000	50,000
# of Surplus property maintained	18	6	6	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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Municipal Garage	-	-	7,000,000	7,700,000
Municipal Service Station	-	-	2,000,000	2,400,000
Total	-	-	9,000,000	10,100,000

Category Expenditure				
	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	-	-	3,010,000	3,103,200
Operating	-	-	5,935,000	6,941,800
Capital	-	-	55,000	55,000
Total Expenditures	-	-	9,000,000	10,100,000
Per Capita	\$ -	\$ -	\$ 62.16	\$ 65.95
Positions Authorized			77	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 rechasseing to our complex fleet which includes police vehicles, fire apparatus, ambulances, refuse trucks, pavers, sewer maintenance vehicles and off road equipment.

Division: Municipal Garage

Expenditure by Type

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	- \$	- \$	2,940,000	\$ 3,028,200
Operating	0	0	4,020,000	4,631,800
Capital	0	0	40,000	40,000
Total	\$ -	\$ -	\$ 7,000,000	\$ 7,700,000

Goals & Objectives

To enhance the department's internal financial information systems management

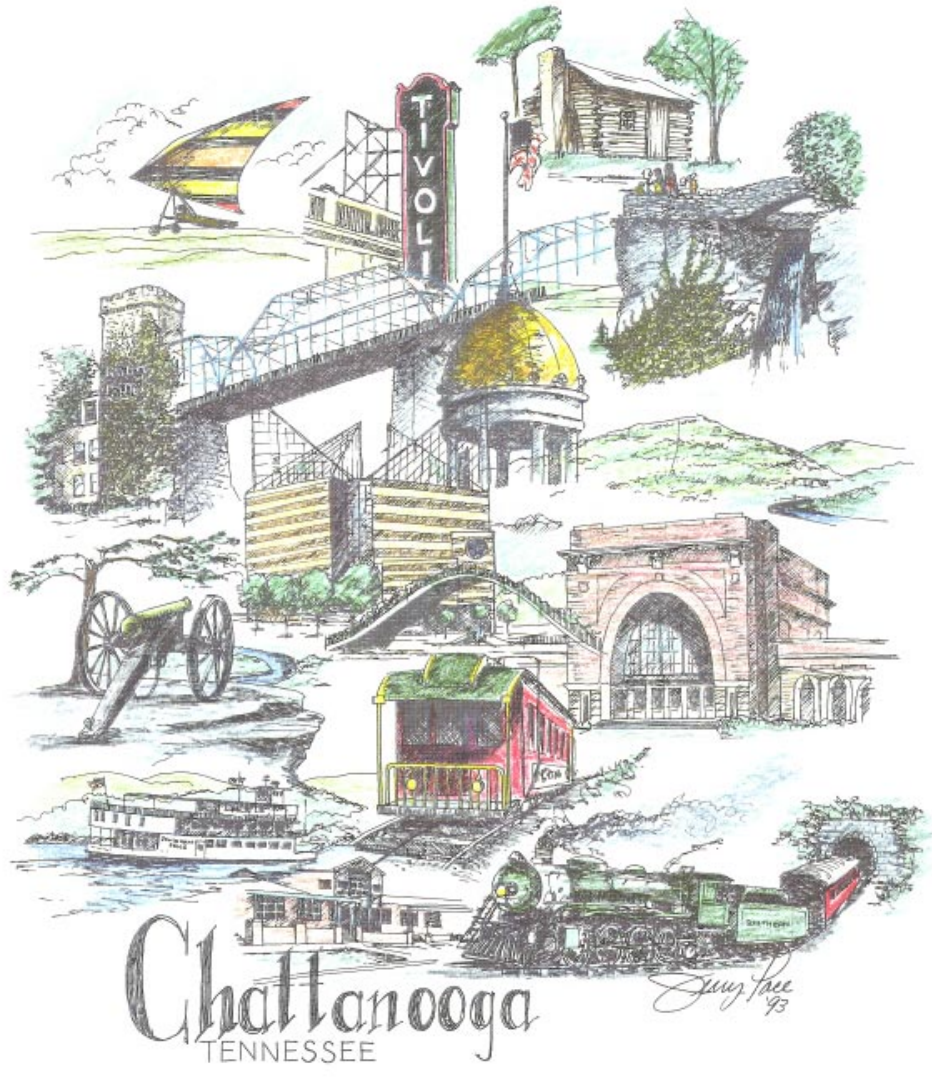
- ① *To assist in the standardization of the municipal fleet for overall fleet cost reduction., Improve equipment technician efficiency by 10% through training and certification.f Implement new fleet management software to improve fleet analysis and reporting capabilities. Reduce vehicle out of commission (VOC) rate by 3%.*

Municipal Service Station

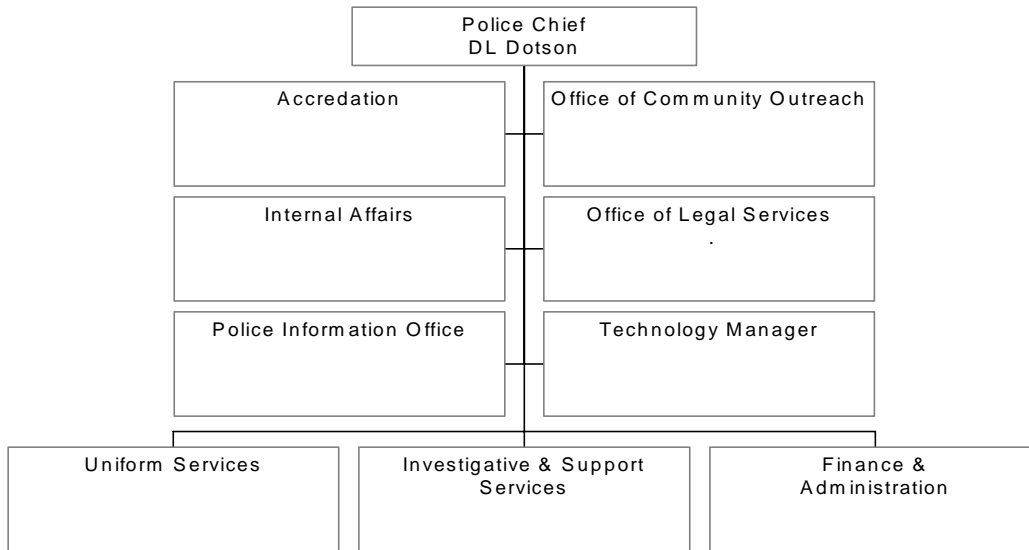
The purpose of the Service Station is to provide gas services to those using the municipal fleet facilities. Like municipal garage, there are two gas facilities: Amnicola and 12th Street.

Division: Municipal Service Station

Expenditure by Type						
	Actual		Actual		Budget	Budget
	FY 99/00		FY 00/01		FY 01/02	FY 02/03
Personnel	\$	-	\$	-	\$ 70,000	\$ 75,000
Operating		0		0	1,915,000	2,310,000
Capital		0		0	15,000	15,000
Total	\$	-	\$	-	\$ 2,000,000	\$ 2,400,000



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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Police Administration	\$ 458,090	\$ 640,909	\$ 2,484,456	\$ 3,594,715
Finance & Administration Command	704,957	5,011,822	4,225,691	4,631,320
Uniform Services Command	13,009,409	15,633,727	16,283,943	17,162,357
Investigative & Support Services	14,099,131	9,534,035	11,003,287	9,826,531
Total	\$ 28,271,587	\$ 30,820,493	\$ 33,997,377	\$ 35,214,923

Category Expenditures	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 24,288,511	\$ 26,025,499	\$ 29,464,438	\$ 30,437,017
Operating	3,983,076	4,738,023	4,532,939	4,777,906
Capital	0	56,971	0	0
Total Expenditures	\$ 28,271,587	\$ 30,820,493	\$ 33,997,377	\$ 35,214,923
Per Capita	\$ 193	\$ 213	\$ 219	\$ 226
Authorized Positions	722	747	711	685



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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 24,288,511	\$ 26,025,499	\$ 29,464,438	\$ 30,437,017
Operating	3,983,076	4,738,023	4,532,939	4,777,906
Capital	0	56,971	0	0
Total Expenditures	\$ 28,271,587	\$ 30,820,493	\$ 33,997,377	\$ 35,214,923

Goals & Objectives

The department created a multi-year action plan establishing goals and objectives to be achieved. For the FY 2002-2003, the goals and objectives.

1. Improve accountability.

❶ *Offense classification for accurate crime statistics* ❷ *Check e-mail regularly to stay informed* ❸ *Cost Center management strengthened* ❹ *Monitoring the progression of changing goals to include* ❺ *Implementing a concise monthly reporting system* ❻ *Assess geographic ownership of territory by patrol.*

2. Develop and provide adequate training.

❶ *Technology training* ❷ *Update manuals in training*

3. Increase computerization and decrease paperwork.

❶ *Implement new RMS and laptop computers* ❷ *T-one lines*

4. Increase patrol and investigative productivity

❶ *False alarm reduction* ❷ *Recruit more volunteers* ❸ *Case screening criteria* ❹ *Improve preliminary investigations*
❺ *Implement an agency-wide case management system* ❻ *Focus enforcement efforts and implement career criminal process*
❼ *Re-evaluate staffing levels based on measurable, objective workload data*

5. Assess and improve communications function.

❶ *Review priority codes* ❷ *Use CAD management reports*

6. Develop and implement community education strategy

❶ *Legislators (law change)* ❷ *Council People (City Government)* ❸ *Crime prevention* ❹ *Role of Chattanooga Police Alumni*

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.

Did you Know???



Animal Services Division is fully operational.

Hours of Operation : Daily, 7 days a week

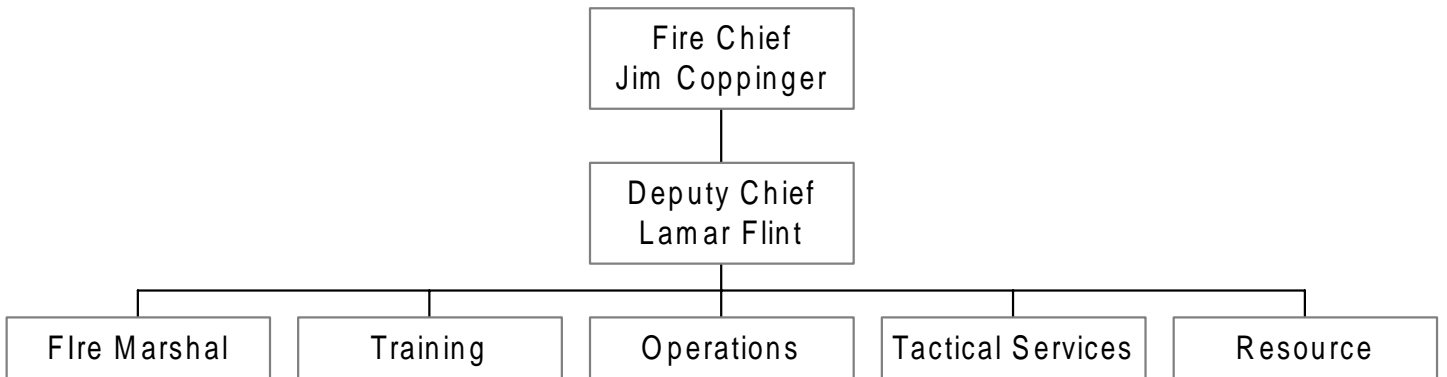
Time: 7am -11pm Emergency call out 11pm -7am

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

Department of Fire





Jim Coppinger, Fire Chief



The mission of the Chattanooga Fire Department is to dedicate itself to protecting life, property, and community resources through prevention, preparation, response and mitigation.

The primary responsibilities of this department are

- fire prevention, fire suppression and fire investigation,
- rescue and emergency medical care
- and community education

Division Expenditures	Actual FY99/00	Acutal FY00/01	Budget FY01/02	Budget FY02/03
Fire Department	19,030,902	19,457,945	21,809,609	22,970,945
Total	19,030,902	19,457,945	21,809,609	22,970,945

Category Expenditures	Actual FY99/00	Acutal FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages	16,400,906	17,150,158	19,686,938	20,789,082
Operations	2,629,996	2,307,787	2,122,671	2,181,863
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures	19,030,902	19,457,945	21,809,609	22,970,945
Per Capita	\$ 127.90	\$ 131.92	\$ 149.69	\$ 147.67
Authorized Positions	404	418	418	418



Administration

The divisions of this department are Administration, Operations, Fire Prevention and Training. 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 training and performing various community services.

The Training Division is responsible for conducting 16 to 18-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 and any training needed for new equipment put into service.

Major Accomplishments for FY 2001/2002

- √Hired 56 new recruits in order to fill vacancies department - wide
- √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
- √Placed into operation a new 109' Quint and two new 75' Quints.
- √Implemented extensive training program for terrorism preparedness and response.
- √Upgraded to new Automatic External Defibrillators to improve response to medical emergencies involving cardiac arrest.

Category Expenditures	Actual FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages	16,400,906	17,150,158	19,686,938	20,789,082
Operations	2,629,996	2,307,787	2,122,671	2,181,863
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures	19,030,902	19,457,945	21,809,609	22,970,945

√Upgraded radiological monitoring equipment utilized by hazardous materials response personnel.

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

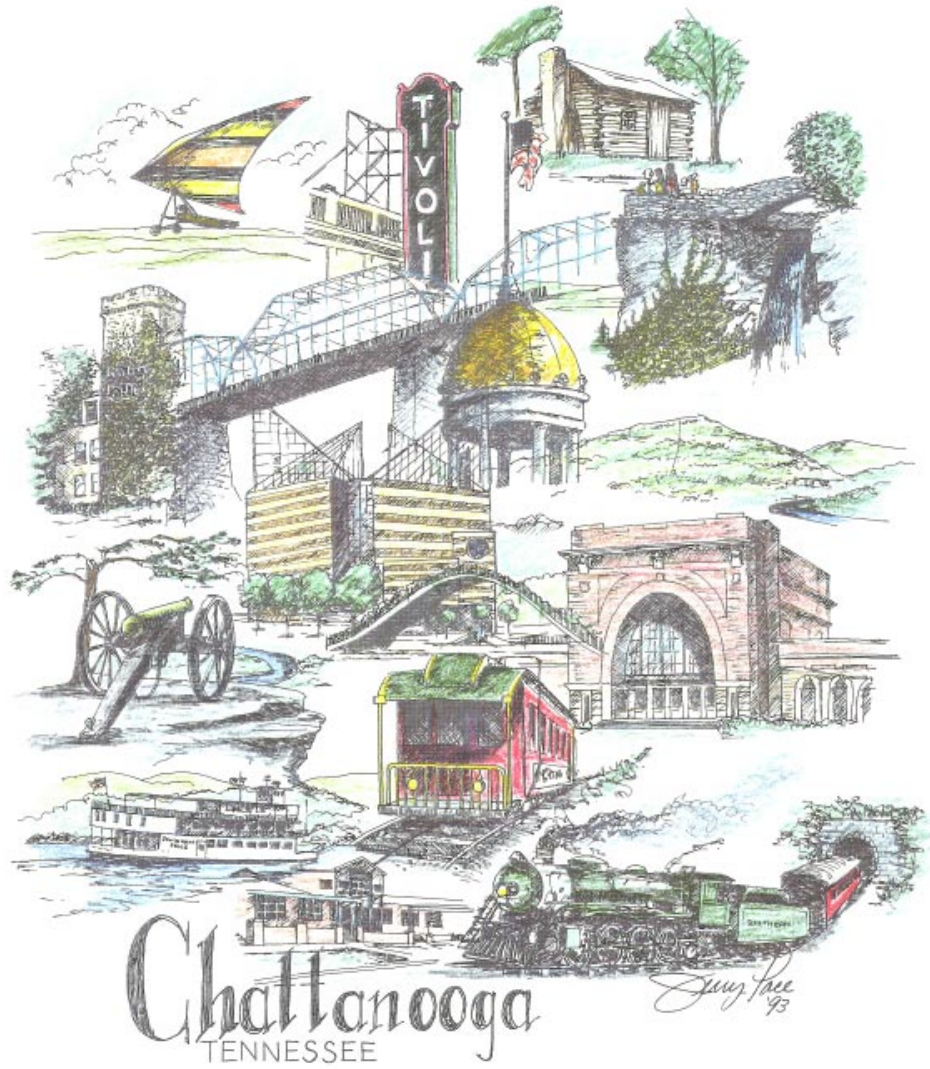
To maintain our involvement with the community by visiting schools and businesses and conducting home safety surveys

To provide the best training possible to ensure the protection of the firefighters and the people they serve.

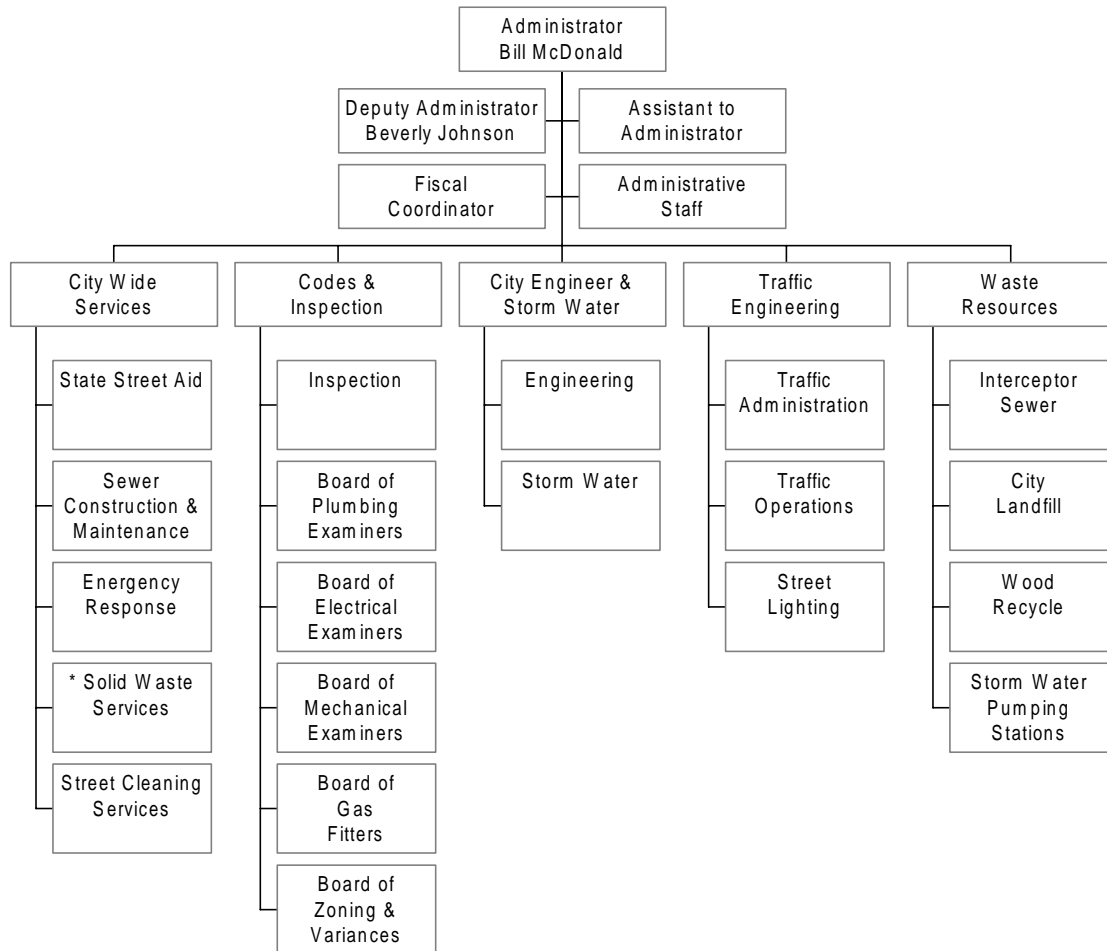
To replace outdated fire apparatus; and replace old fire stations with modern, cost-effective facilities

To continue improving the department's capabilities to eventually surpass the current Class 3 ISO rating

Performance Measures	Actual	Goal	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
Fire Calls	1,071	964	1,031	979
First Responder Calls	7,073	6,366	6,811	6,471
Number of Emergency Calls	12,071	10,864	11,624	11,043
Fire Prevention Inspections	2,549	2,804	3,264	3,590
ISO rating	3	2	3	2



Department of Public Works





Bill McDonald, Administrator



Beverly Johnson, Deputy Administrator

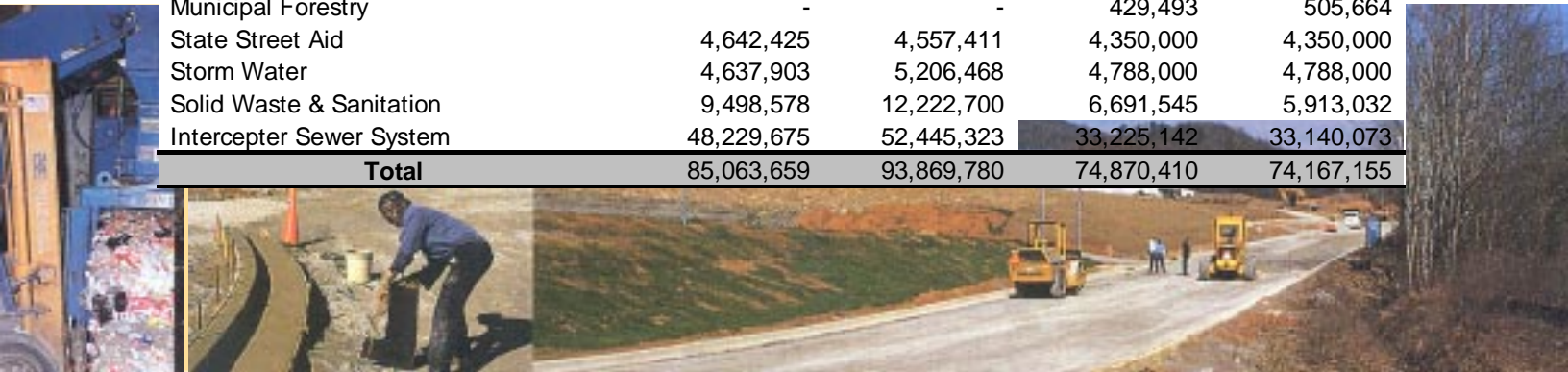


The mission of the Public Works Department is to maintain the basic infrastructure of the City of Chattanooga and to continually improve services in meeting the expectations of our customers. The primary responsibilities of this department are

- 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 functions, traffic signs and markings
- Waste Resources services include: garbage collection, and brush and trash collection

The divisions of this department are City Wide Services, Codes and Inspection, City Engineer, Traffic Engineering and Waste Resources.

Division Expenditures	Acutal FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Administration	458,719	621,265	526,377	579,580
Engineering	1,656,996	1,602,527	1,923,163	1,909,238
Emergency	418,111	450,695	519,105	517,552
Sewer Construction & Maintenance	1,516,264	1,530,113	1,935,557	1,908,019
Storm Water Subsidy	683,952	683,952	683,952	683,952
Street Cleaning	1,384,824	1,411,859	1,664,908	1,810,716
City Wide Services	750,960	765,242	874,476	903,986
Inspection	1,246,836	1,228,332	1,404,639	1,583,970
Boards	29,670	34,236	31,100	33,770
Traffic Engineering Administration	461,462	487,467	539,169	611,895
Utilities	115,830	147,120	154,150	142,300
Levee 1,2,3	46,147	63,637	47,750	39,750
Orchard Knob Levee	23,652	27,759	44,375	32,875
Street & Traffic Lighting	2,443,066	2,337,044	2,525,100	2,467,200
Traffic Contol	1,218,143	1,414,814	1,598,071	1,613,519
Solid Waste & Sanitation Subsidy	5,589,462	6,307,718	5,159,292	4,784,387
Minor Pump Stations	10,984	4,098	17,250	27,500
State Street Aid Subsidy	-	320,000	320,000	320,000
Waste Pickup - Garbage	-	-	3,128,179	2,788,236
Waste Pickup - Brush	-	-	2,289,617	2,711,941
Municipal Forestry	-	-	429,493	505,664
State Street Aid	4,642,425	4,557,411	4,350,000	4,350,000
Storm Water	4,637,903	5,206,468	4,788,000	4,788,000
Solid Waste & Sanitation	9,498,578	12,222,700	6,691,545	5,913,032
Interceptor Sewer System	48,229,675	52,445,323	33,225,142	33,140,073
Total	85,063,659	93,869,780	74,870,410	74,167,155



Category Expenditures	Acutal FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages	20,931,276	21,437,116	24,057,764	24,414,537
Operations	32,569,532	40,370,583	44,147,102	43,437,979
Capital Outlay	563,625	554,567	502,300	526,300
Transfers Out	30,999,226	31,507,514	6,163,244	5,788,339
Total Expenditures	85,063,659	93,869,780	74,870,410	74,167,155
Per Capita	\$ 571.66	\$ 636.41	\$ 513.87	\$ 476.79
Postions Authorized	668	673	667	649

Administration

Public Works Administration is responsible for developing policy and providing leadership and management coordination to the five operating divisions of the department, which are City-Wide Services, Engineering, Inspection, Traffic Engineering and Waste Resources. Through its fiscal officer, Administration manages the department's general fund, solid waste, stormwater and state street aid budgets which have approximate combined totals of \$74.8 million.

Goals & Objectives

To continue to improve coordination among the five operating divisions to more effectively utilize resources for efficient delivery of services.

- ❶ *Conduct weekly one-on-one meetings with deputy administrator and division heads.*
- ❷ *Conduct monthly staff meetings.*
- ❸ *Review all budgets (Operating, Capital, Replacement & Renewal) regularly with division heads and fiscal officer as needed.*

Expenditure by Type	Actual	Actual	Budget	Budget
	FY99/00	FY00/01	FY01/02	FY02/03
Salary & Wages	418,004	449,429	457,877	485,426
Operations	40,715	171,836	68,500	94,154
Capital Outlay	-		-	
Transfers Out				
Total	458,719	621,265	526,377	579,580

To develop a Strategic Action Plan that will enhance operations and customer service.

- ❶ *Evaluate department's mission statement for appropriateness; modify as needed.*
- ❷ *Develop short-term and long-term goals.*
- ❸ *Establish specific guidelines for processing customer inquiries and complaints (response etiquette, timeliness, providing information pertinent to problem resolution, follow-up procedures, etc.)*
- ❹ *Develop procedure that will streamline plans review and permitting process for developers, builders and others in the construction trades.*
- ❺ *Advance professionalism among Public Works employees, utilizing appropriate training seminars, continuing education programs and peer-to-peer interaction.*

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
\$ budget in PW	19,030,902	19,357,217	25,289,878	25,976,051
Conduct Weekly Staff meetings	yes/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 and land-disturbing 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 variances/appeals for zoning, construction and signs. In addition, Inspection is responsible for ensuring 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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages	1,120,764	1,128,993	1,281,389	1,375,946
Operations	126,072	99,339	123,250	208,024
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,246,836	1,228,332	1,404,639	1,583,970

Goals & Objectives

To provide better development opportunities for the City of Chattanooga through a new and modern computerized permitting, plans review and inspection system.

- ① *Issue building, electrical, gas, mechanical, plumbing, sign, street cut-in, and land-disturbing permits to ensure City building and construction standards are met.*
- ② *Update to the latest building regulations and comply with State laws by adopting the 2003 International Codes for building, plumbing, gas and mechanical.*

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 01/02	Goal FY 02/03
Building Permits	467,412	650,800	608,531	600,000
Electrical Permits	93,865	100,000	121,641	110,000
Plumbing Fixtures Connection Permits	95,089	150,600	184,465	102,000
Street Cut-in Permits	44,348	165,000	105,130	300,000
Mechanical Code Permits	68,970	65,000	80,282	48,000
Gas Permits	8,868	8,500	7,730	5,000
Sign Permits	82,730	85,800	95,822	100,000

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
	FY99/00	FY00/01	FY01/02	FY02/03
Salary & Wages	582,472	607,501	711,166	733,071
Operations	168,488	157,741	163,310	170,915
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	750,960	765,242	874,476	903,986

Goals & Objectives

To establish effective metrics and internal controls that allows CITY-Wide Services to provide high caliber, cost effective, and quality service to City residents.

- ❶ Conduct quarterly review and analysis of on-going operations.
- ❷ Enhance office automation in order to effectively manage customer inquires and track expenditures.
- ❸ Use the latest technology to enhance the quality and level of service to city residents.
- ❹ Initiate a Public Awareness campaign to highlight the services provided to city residents.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Maintain budget execution rate	-	-	88%	100%
Reduce operator indeced maintenance cost	-	-	90,000	50,000
Complete the implementation of a "buy back" program	-	-	-	100%
Reduce the number of customer complaints	-	-	15,000	5,000

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
	FY99/00	FY00/01	FY01/02	FY02/03
Salary & Wages	1,092,220	1,160,542	1,477,177	1,501,599
Operations	424,044	369,571	458,380	406,420
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,516,264	1,530,113	1,935,557	1,908,019

Goals & Objectives

Timely installation and proactive maintenance and repair of storm drainage systems to minimize flooding and water damage to streets and private property.

❶ 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. ❷ Implement the use of GIS based mapping resources to reduce cost of and potential damage to underground utilities. ❸ 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 99/00	FY 00/01	FY 01/02	FY 02/03
Construction Concrete Structures	13	15	14	15
Guardrail repair/installation	29	30	28	30
Sanitary Projects	5	5	5	5
Routine Storm Drain maintenance	3,385	7,500	4,750	7,500
Storm Drain installation/repair	123	125	120	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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages	338,221	339,712	404,780	416,577
Operations	79,890	110,983	114,325	100,975
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	418,111	450,695	519,105	517,552

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 FY 99/00	Goal FY 00/01	Estimate FY 01/02	Goal FY 02/03
Gas Tanks	674	1,500	735	1,500
Tires	2,924	7,500	4,250	7,500
Illegal Dump sites	1,462	750	1,245	750
Sand Calls	-	195	95	195
Trees	234	325	298	325
Emergency Signs	166	265	235	265
Emergency Calls (general)	291	2,450	425	2,450
Ditch Crews	225	100	195	100
Ice Calls	87	175	35	175
Sweeper Miles	3,221	4,000	3,350	4,000
*Bagged Litter	22,235	25,000	23,456	25,000
# of community events	10	10	10	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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages	943,788	949,976	1,200,758	1,279,468
Operations	441,036	461,883	464,150	531,248
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,384,824	1,411,859	1,664,908	1,810,716

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 FY 99/00	Goal FY 00/01	Estimate FY 01/02	Goal FY 02/03
City Broom	11,800	12,000	11,975	12,000
Contract Brooms	2,122	2,200	2,135	2,200
Mowed by Tractor (miles)	15,380	16,000	15,475	16,000
Mowed by Hand (miles)	305	375	315	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, variance request, temporary use permits, plans review, subdivisions plats, street utility, and property information, and information is disseminated on an as-need basis to anyone who makes a request. The Engineering Division administers engineering contracts for sanitary sewers, storm water projects, streets and sidewalks, curbs and gutters, capital improvement projects for waste resource divisions, police department and neighborhood services. Design and surveying is provided as needed, recommendations for construction project award are made, and project management, including inspection of the progress of the 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 improvement plan.

Major Accomplishments for FY 2001/2002

- ✓ 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
- ✓ Completed construction of two phases of the Shallowford Road Improvement project
- ✓ Completed 17th Street Underground detention & Water Tower Project.
- ✓ Completed the UTC Streetscape Project
- ✓ Initiated Designs on Market Street from 6th to 10th Street and 4th Street Boulevard from Chestnut to Lindsay Avenue.
- ✓ Completed the construction of Development Resource Center (DRC).
- ✓ Initiated Construction on Market Street and 13th Street Streetscape Project.
- ✓ Initiated Design of Riverfront Parkway intersections at 2nd and Lookout.
- ✓ Completed 40 miles of street paving.

Expenditure by Type	Actual	Actual	Budget	Budget
	FY99/00	FY00/01	FY01/02	FY02/03
Salary & Wages	1,487,629	1,392,308	1,769,283	1,721,514
Operations	169,367	210,219	153,880	187,724
Capital Outlay	-		-	
Transfers Out				
Total	1,656,996	1,602,527	1,923,163	1,909,238

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 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*

To consolidate all support staff activities of Engineering, Stormwater and Administration.

① *Efficient use of manpower while enhancing support staff skills by cross-training.*

To re-structure Engineering, Stormwater and Technical Information Groups.

① *Will enhance better utilization of manpower and increase technical oversight on projects.*

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 01/02	Goal FY 02/03
Work Orders Completed	1,926	2,100	1,948	2,100
Street Rehab Projects	3	3	3	3

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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages	426,501	456,885	505,169	539,500
Operations	34,961	30,582	34,000	72,395
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	461,462	487,467	539,169	611,895

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.
- ❽ Implement LED signal replacement program
- ❾ Coordinate Neighborhood Traffic Management Program projects with City Engineering and Neighborhood Services
- ❿ Develop grant program for neighborhood traffic calming projects

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 01/02	Goal FY 02/03
New Signals	8	5	5	3
Signal Upgrades	10	5	8	10
Inspection Improvemtns	3	3	3	3
Building Permit review	280	275	275	275
Subdivision design review	18	20	20	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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages	1,070,712	1,156,466	1,264,501	1,340,046
Operstions	147,431	258,348	333,570	273,473
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,218,143	1,414,814	1,598,071	1,613,519

Goals & Objectives

Safe and steady vehicle and pedestrian traffic flow throughout the City

- ❶ Install and replace signs and street markings with a minimal turn around time.
- ❷ Install new signals and maintain existing signals with efficiency and accuracy.
- ❸ Replace old signal equipment in the newly annexed area of Ooltewah with up-to-date equipment.

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 01/02	Goal FY 02/03
New sign I nstallation	1,212	1,150	1,874	1,500
Signs repaired	28,850	20,000	24,937	20,000
Parking Meter service calls	3,078	2,000	4,637	3,000
Center Lines painted	458	458	223	458
Crosswalk/stoplins (ft)	112,000	135,000	892,045	400,000
Intersection call-outs	3,988	3,200	3,799	3,200
Traffic Signal Upgrades	20	20	17	20
Traffic Signal Loops	24,327	28,000	11,224	20,000
Traffic Signal radar installation	12	10	9	6
Rail Road Crossings Lane approaches	-	-	331	200

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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages			-	
Operations	46,147	63,637	47,750	39,750
Capital Outlay	-		-	
Transfers Out				
Total	46,147	63,637	47,750	39,750

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.

Expenditure by Type	Actual FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages			-	
Operations	23,652	27,759	44,375	32,875
Capital Outlay	-		-	
Transfers Out				
Total	23,652	27,759	44,375	32,875

The **Minor Pump Stations** were set up to provide storm water pump services for certain low lying areas to prevent possible flooding during heavy rains.

Expenditure by Type	Actual '00	Actual '01	Budget '02	Budget '03
Salary & Wages	-		-	
Operations	10,984	4,098	17,250	27,500
Capital Outlay	-		-	
Transfers Out				
Total	10,984	4,098	17,250	27,500

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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages			-	
Operations	2,154	2,823	2,000	2,000
Capital Outlay	-		-	
Transfers Out				
Total	2,154	2,823	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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages			-	
Operations	24,358	23,352	19,400	19,270
Capital Outlay	-		-	
Transfers Out				
Total	24,358	23,352	19,400	19,270

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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages			-	
Operations	1,610	970	1,800	1,800
Capital Outlay	-		-	
Transfers Out				
Total	1,610	970	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.

Expenditure by Type	Actual FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages			-	
Operations	2,016	2,167	2,900	2,950
Capital Outlay	-		-	
Transfers Out				
Total	2,016	2,167	2,900	2,950

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

Expenditure by Type	Actual FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages			-	
Operations	3,292	4,924	5,000	7,750
Capital Outlay	-		-	
Transfers Out				
Total	3,292	4,924	5,000	7,750

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 FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages	-	-	234,964	278,062
Operations	-	-	194,529	227,602
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	0	0	429,493	505,664

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 FY 99/00	Goal FY 00/01	Estimate FY 01/02	Goal FY 02/03
Trees pruned Downtown Streetscape	-	600	423	600
Citizen generated service requests	-	700	525	700
Krystal Farm tree planting	-	1,000	874	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 2001/2002

- √ 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 '00	Actual '01	Budget '02	Budget '03
Salary & Wages	-	-	1,877,537	1,670,240
Operations	-	-	1,250,642	1,117,996
Capital Outlay				
Transfers Out				
Total	0	0	3,128,179	2,788,236

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 FY 99/00	Goal FY 00/01	Estimate FY 01/02	Goal FY 02/03
Garbage (tons)	68,245	70,750	69,243	70,750

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.

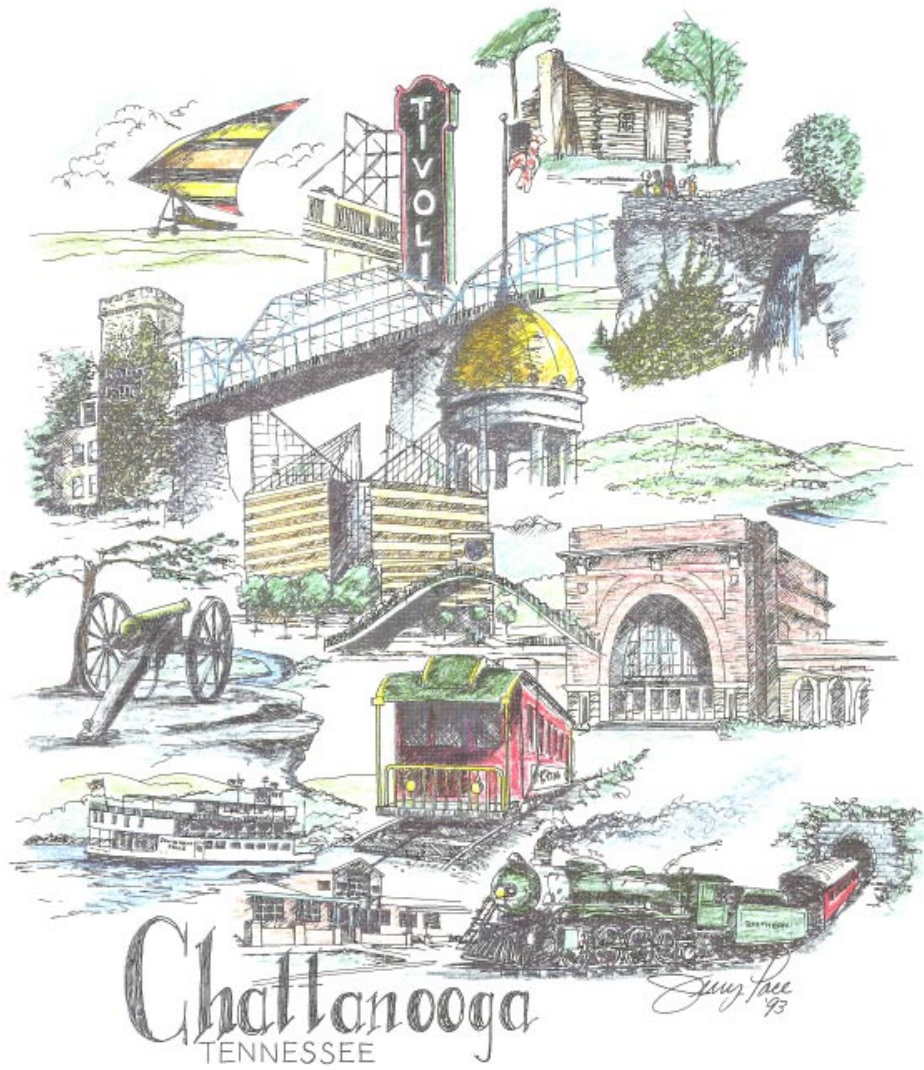
Expenditure by Type	Actual FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Salary & Wages	-		1,619,741	1,908,752
Operations	-	-	669,876	803,189
Capital Outlay				
Transfers Out				
Total	0	0	2,289,617	2,711,941

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 99/00	Goal FY 00/01	Estimate FY 01/02	Goal FY 02/03
Brush Collection (tons)	27,485	27,750	27,621	27,750



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, 7 custom-built storm stations, 53 underground, wetwell-mounted, submersible pumping stations, approximately 121 residential/grinder stations, 7 combined sewer overflows (CSO) facilities and one (1) major regional wastewater treatment plant (Moccasin Bend).

With the most recent wet weather expansion completed in early 2001, the average capacity expanded to 140 MGD with wet weather capacity of 220 MGD. The average daily flow is 65 MGD. The solid handling expansion phase of the Treatment Plant will be complete during FY 03/04 and will be able to produce a Class A Bio-Solids material suitable for land spreading for beneficial reuse.

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 Soddy Daisy, Tennessee; City of Rossville, Georgia; Town of Lookout Mountain, Tennessee; Lookout Mountain Georgia and portions of Walker County, Georgia, Fort Oglethorpe, Georgia; as well as Catoosa County, Georgia.

The System is inspected on an annual basis. A detailed inspection of the System conducted in August 2001 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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Administration	\$ 1,182,333	\$ 1,332,056	\$ 1,172,109	\$ 1,414,743
Quality Assurance	695,292	679,912	746,926	741,679
Collection System Eng. & Maint.	1,596,327	1,787,572	2,303,729	2,475,684
Waste Water Treatment Plant	10,145,253	10,927,547	10,756,532	10,958,481
Safety & Training	81,957	81,522	92,018	94,546
Landfill Handling	1,273,080	1,606,332	2,544,372	2,137,200
Capital	488,410	496,241	500,000	500,000
Depreciation	8,041,211	11,338,297	0	0
Debt Service & Reserve	24,725,812	24,195,844	15,109,456	14,817,740
Total	\$ 48,229,675	\$ 52,445,323	\$ 33,225,142	\$ 33,140,073

Category Expenditure				
	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 4,691,818	\$ 4,875,427	\$ 5,176,254	\$ 5,345,119
Operating	18,248,420	22,819,485	12,437,132	12,471,914
Capital	563,625	554,567	502,300	505,300
Debt Service & Reserve	24,725,812	24,195,844	15,109,456	14,817,740
Total Expenditures	\$ 48,229,675	\$ 52,445,323	\$ 33,225,142	\$ 33,140,073
Per Capita	\$ 328.95	\$ 362.25	\$ 213.59	\$ 212.45
Positions Authorized	121	122	122	119

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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 438,172	\$ 476,642	\$ 482,399	\$ 509,689
Operating	734,721	852,876	689,710	905,054
Capital	6,466	999	0	0
Total	\$ 1,179,359	\$ 1,330,517	\$ 1,172,109	\$ 1,414,743

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 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
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 2001/2002

- √ All permit required tests were performed in a timely manner.
- √ All test were accurate and complete as required by National Pollution Discharge Elimination System (NPDES) permit.

Expenditure by Type				
	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 546,193	\$ 558,707	\$ 569,471	\$ 583,929
Operating	148,167	119,814	177,455	157,750
Capital	1,458	840	0	0
Total	\$ 695,818	\$ 679,361	\$ 746,926	\$ 741,679

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

- ① Eliminate testing that is not required in permit or used for plant operation enhancement.

Continued safe environment for employees and outstanding safety record

- ① Participation in DMR-QA studies with acceptable results of at least 90%
- ② Regulatory and compliance acceptance

Protection of the treatment facility and its processes, the collection system, and receiving system

- ① Compliance with all applicable rules and regulations of regulatory agencies
- ② Effective and valid documentation and reporting
- ③ Enforcement of permit requirements
- ④ Fewer than 10 industrial non compliance incidents
- ⑤ Reduce the number of upsets to wastewater treatment plant

Performance Measures	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 935,925	\$ 1,071,637	\$ 1,156,804	\$ 1,199,690
Operating	629,908	666,949	1,144,625	1,274,494
Capital	13,093	47,791	2,300	1,500
Total	\$ 1,578,926	\$ 1,786,377	\$ 2,303,729	\$ 2,475,684

Collection System Engineering & Maintenance

Major Accomplishments for F/Y 2001/2002

- √Scheduled preventive maintenance reduced emergency sewer backup
- √CSO located at Tremont Street, Williams Street & Citico Avenue completed
- √Last phases of CSO 19th Street MLKing & Riverfront under construction

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	Goal	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
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	Actual	Budget	Budget
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 2,698,795	\$ 2,695,784	\$ 2,889,352	2,969,990
Operating	7,105,444	8,263,449	7,867,180	7,984,691
Capital	53,799	8,696	0	3,800
Total	\$ 9,858,038	\$ 10,967,929	\$ 10,756,532	\$ 10,958,481

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%

Waste Water Treatment Plant

- ⑤ Treat an average of 20 billion gallons/year
- 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

<i>Performance Measures</i>	Actual	Goal	Estimate	Goal
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
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

and remote monitoring

- 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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 72,733	\$ 72,657	\$ 78,228	\$ 81,821
Operating	8,825	8,865	13,790	12,725
Capital	399	0	0	0
Total	\$ 81,957	\$ 81,522	\$ 92,018	\$ 94,546

Performance Measures				
	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
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 130,000 (+/- 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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	1,273,080	1,606,332	2,544,372	2,137,200
Capital	0	0	0	0
Total	\$ 1,273,080	\$ 1,606,332	\$ 2,544,372	\$ 2,137,200

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.

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 '00	Actual '01	Budget '02	Budget '03
Recycle Center	\$ 815,898	693,314	\$ 652,851	698,442
Waste Disposal - Landfill	116,698	114,228	146,539	144,500
Compost Waste Center	590,959	712,601	697,504	373,771
Capital Improvements	6,910	0	0	0
Renewal & Replacements	15,694	21,262	25,000	17,000
Debt Service	1,301,363	2,750,861	3,222,434	3,170,723
Solid Waste Reserve	0	1,385,836	313,423	246,344
Waste Pickup - Brush	1,981,221	2,153,918	0	0
Waste Pickup - Garbage	2,789,532	2,850,952	0	0
Waste Disposal - City Landfill	1,697,873	1,431,048	1,533,794	1,132,252
Household Hazardous Waste	182,430	108,680	100,000	130,000
Total	9,498,578	12,222,700	6,691,545	5,913,032

Category Expenditures				
	Actual '00	Actual '01	Budget '02	Budget '03
Salary & Wages	\$ 4,440,277	\$ 4,416,233	\$ 1,469,162	\$ 1,038,859
Operations	\$ 5,051,391	\$ 7,806,467	\$ 5,222,383	\$ 4,874,173
Capital Outlay	\$ 6,910	\$ -	\$ -	\$ -
Transfers Out				
Total	\$ 9,498,578	\$ 12,222,700	\$ 6,691,545	\$ 5,913,032
Per Capita	\$64.40	\$82.87	\$43.02	\$38.01
Authorized Positions	158	155	147	28

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 '00	Actual '01	Budget '02	Budget '03
Salary & Wages	250,637	191,522	247,619	262,106
Operations	565,261	501,792	405,232	436,051
Capital Outlay				
Transfers Out				
Total	815,898	693,314	652,851	698,157

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	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Revenue from Recycle (\$)	40,338	46,000	41,235	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.

Budget History for Summit Landfill (closed) and projected post closure cost for FY2003

Expenditure by Type				
	Actual '00	Actual '01	Budget '02	Budget '03
Salary & Wages	668,144	620,000	782,539	599,910
Operations	1,029,729	811,048	751,255	581,920
Capital Outlay				
Transfers Out				
Total	1,697,873	1,431,048	1,533,794	1,181,830

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.
- ⑥ Evaluate the beneficial use of landfill gas produced.
- ⑦ Increase the compaction ratio to prolong the life of the current developed area.
- ⑧ Minimize the disposal of commingled C&D deposited into the sanitary landfill through better separation and education of the public.

Waste Disposal - Landfill

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Tipping Fee Collection	5,419,383	5,168,492	1,299,714	983,145
City Garbage	43,444	45,000	48,000	48,000
City Brush	8,649	8,700	3,800	1,250
City Trash	40,152	40,000	40,000	41,000
Garbage	36,754	37,000	8,000	8,000
County T & G	330	330	200	200
Special Waste	5,575	5,000	4,000	4,000
Trash	105,600	106,000	25,000	24,000
Bio-Solids	103,722	104,000	58,000	-
Hamilton County Bldgs	3,290	3,300	-	1,450

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.

Expenditure by Type				
	Actual '00	Actual '01	Budget '02	Budget '03
Salary & Wages	405,405	477,792	439,004	206,082
Operations	185,554	234,809	258,500	185,885
Capital Outlay				
Transfers Out				
Total	590,959	712,601	697,504	391,967

Goals & Objectives

To provide for disposal or recycling of wood waste to reduce the volume of waste at the landfill.

- ❶ Increase the amount of waste being chipped over that being burned.
- ❷ Increase the sale and giveaway of wood chips.
- ❸ Provide leaf compost to be used by public and City departments.
- ❹ Improve the quality of compost and wood chips to potentially increase revenues.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 01/02	Goal FY 02/03
Compost Waste (tons)	47,225	50,000	48,515	50,000
Revenue collected (\$)	105,367	105,014	105,223	105,014

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 '00	Actual '01	Budget '02	Budget '03
Salary & Wages	\$ -		\$ -	
Operations	182,430	108,680	100,000	150,000
Capital Outlay				
Transfers Out				
Total	182,430	108,680	100,000	150,000

Summit Landfill - Closure Maintenance

This operation is in accordance with the thirty (30) year maintenance of a closed landfill.

Expenditure by Type				
	Actual '00	Actual '01	Budget '02	Budget '03
Salary & Wages	\$ -		\$ -	
Operations	116,698	114,228	146,539	144,500
Capital Outlay				
Transfers Out				
Total	116,698	114,228	146,539	144,500

Goals & Objectives

Maintain an efficient and environmentally safe landfill closure site.

- 1 Continue the landfill seeding program.
- 2 Minimize Leachate production.
- 3 Prevent ground water contamination.
- 4 Minimize the erosion of the slopes.
- 5 Operate landfill gas recovery system so that off site migration is prevented.
- 6 Operate the gas system so that odors are held to a minimum and evaluate the possible beneficial use of the gas produced.

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 '00	Actual '01	Budget '02	Budget '03
Salary & Wages				
Operations				
Capital Outlay	6,910			
Transfers Out				
Total	6,910	0	0	0

Renewal & Replacement

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

Expenditure by Type				
	Actual '00	Actual '01	Budget '02	Budget '03
Salary & Wages	\$ -		\$ -	
Operations	15,694	21,262	25,000	17,000
Capital Outlay				
Transfers Out				
Total	15,694	21,262	25,000	17,000

Debt Service

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

Expenditure by Type				
	Actual '00	Actual '01	Budget '02	Budget '03
Salary & Wages	\$ -		\$ -	
Operations	1,301,363	2,750,861	3,222,434	3,170,723
Capital Outlay				
Transfers Out				
Total	1,301,363	2,750,861	3,222,434	3,170,723

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 '00	Actual '01	Budget '02	Budget '03
Salary & Wages	\$ -		\$ -	
Operations		1,385,836	313,423	246,344
Capital Outlay				
Transfers Out				
Total	0	1,385,836	313,423	246,344

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 also responsible for citywide compliance with the NPDES Storm Water Discharge Permit issued by the Tennessee Department of Environment and Conservation

The mission of the Storm Water department is to improve and protect public, enhance water quality, reduce flooding and provide habitat for wildlife.

Major Accomplishments for FY 2001/2002

- √Construction of two major drainage contracts, affecting 48 locations
- √Completion of two major CSO structures
- √Installation of automatic water quality samplers on major streams for enhanced water quality monitoring

Division Expenditures				
	Actual '00	Actual '01	Budget '02	Budget '03
Storm Water Administration	2,387,861	2,086,402	1,346,722	1,417,955
Renewal & Replacement	57,124	8,344	77,600	21,000
Debt Service	2,192,624	3,111,428	2,314,318	2,273,604
Capital Improvements	294	294	-	-
Storm Water City Wide Services	-	-	1,049,360	1,075,441
Total	4,637,903	5,206,468	4,788,000	4,788,000

Category Expenditures				
	Actual '00	Actual '01	Budget '02	Budget '03
Salary & Wages	1,471,437	1,347,014	1,547,006	1,719,358
Operations	3,166,466	3,859,454	3,240,994	3,047,642
Capital Outlay	-	-	-	21,000
Transfers Out				
Total Expenditures	4,637,903	5,206,468	4,788,000	4,788,000
Per Capita	\$31.44	\$35.30	\$30.78	\$30.78
Authorized Positions	45	44	44	44

Storm Water Administration

The Storm Water Administration section is responsible for budgeting, planning and carrying out the requirements of the National Pollutant Discharge Elimination System (NPDES) permit issued by the Tennessee Department of Environment and Conservation. This includes monitoring of water quality, identification and elimination of illicit discharges, and inventory of the drainage system. This office also negotiates contracts for major storm water capital projects.

Expenditure by Type				
	Actual '00	Actual '01	Budget '02	Budget '03
Salary & Wages	1,471,437	1,347,014	877,661	915,334
Operations	916,424	739,388	469,061	502,621
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	2,387,861	2,086,402	1,346,722	1,417,955

Goals & Objectives

To continue to improve surface water quality for the citizens of Chattanooga.

To better educate the citizens about the mission, goals and objectives of the Storm Water Management Section

To improve awareness of citizens, contractors, developers and industries about how they can improve water quality through their daily practices.

To continue biological monitoring of water quality.

To continue the inventory of the citywide drainage system (community waters) and incorporate the data into the GIS system for NPDES compliance.

To continue the illicit discharge elimination program.

To expand the automatic sampling program into the second year of the five-year plan to install 15 samplers in the six Chattanooga watersheds.

To continue to provide technical assistance to Federal, State, and Local agencies as required.

To evaluate the existing policies and procedures of the Storm Water management Section and revise them as needed.

To continue to work toward being the premier storm water management program in the United States.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/02	Goal FY 01/03
Storm Water Fee	4,593,684	4,104,048	4,720,700	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 '00	Actual '01	Budget '02	Budget '03
Salary & Wages	-	-	669,345	804,024
Operations	-	-	380,015	271,417
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	0	0	1,049,360	1,075,441

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 '00	Actual '01	Budget '02	Budget '03
Salary & Wages	-	-	-	-
Operations	57,124	8,344	77,600	-
Capital Outlay	-	-	-	21,000
Transfers Out	-	-	-	-
Total	57,124	8,344	77,600	21,000

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 '00	Actual '01	Budget '02	Budget '03
Salary & Wages	-	-	-	-
Operations	294	294	-	-
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	294	294	0	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 '00	Actual '01	Budget '02	Budget '03
Salary & Wages	-	-	-	-
Operations	2,192,624	3,111,428	2,314,318	2,273,604
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	2,192,624	3,111,428	2,314,318	2,273,604

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 '00	Actual '01	Budget '02	Budget '03
Personnel	2,847,433	3,156,631	3,061,000	3,061,000
Operating	1,421,588	1,442,194	1,289,000	1,289,000
Capital	400,000	-	-	-
Transfers Out	-	-	-	-
Total	4,669,021	4,598,825	4,350,000	4,350,000
Per Capita	27.14	31.65	34.31	27.96
Authorized Position	104	111	111	110

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	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/02	FY 01/03
Work Orders Completed	1,896	1,000	637	1,000
Street Rehab Projects	2	3	3	3

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 '00	Actual '01	Budget '02	Budget '03
Personnel	2,847,433	3,156,631	3,061,000	3,061,000
Operating	1,421,588	1,442,194	1,289,000	1,289,000
Capital	400,000	-	-	-
Transfers Out	-	-	-	-
Total	4,669,021	4,598,825	4,350,000	4,350,000
Per Capita	27.14	31.65	34.31	27.96
Authorized Position	104	111	111	110

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 from 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

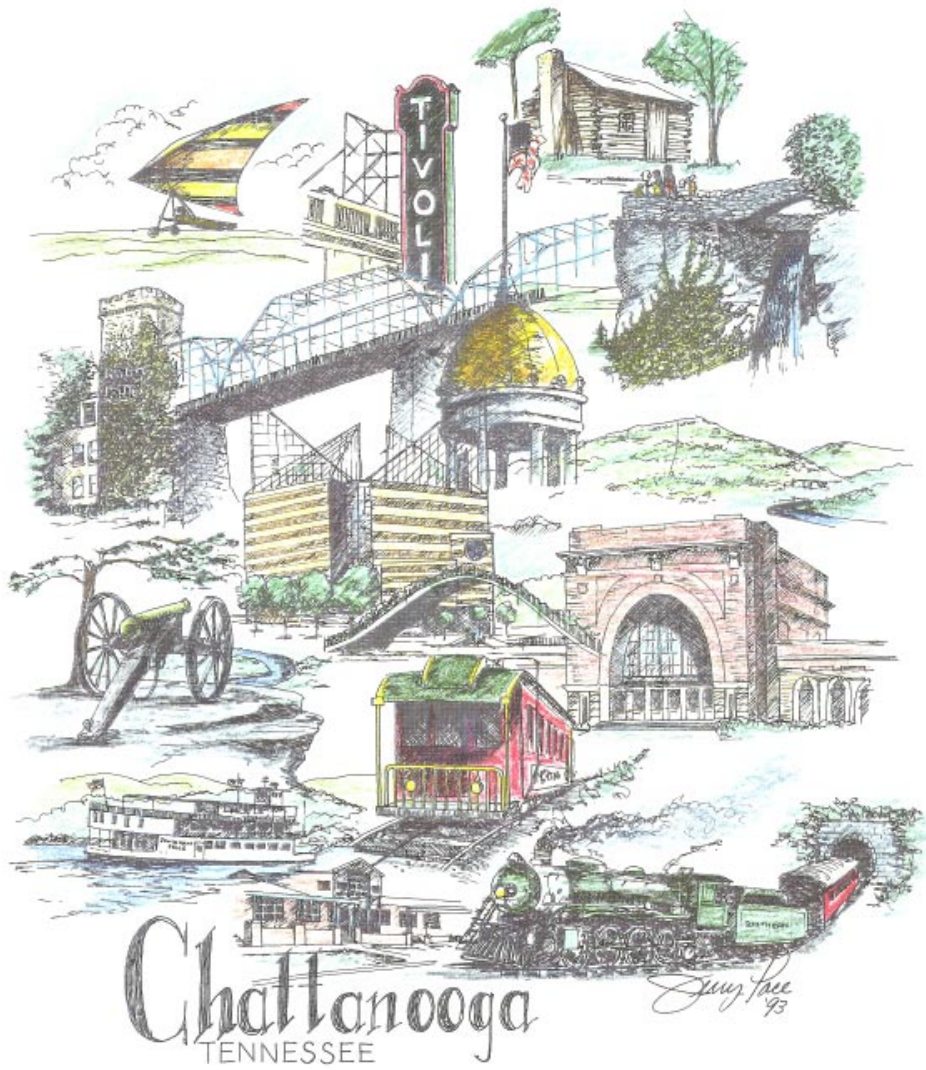
Capital accounts are set up to provide for accounting for large equipment purchases and major street projects. This includes City wide paving as well as major street rehabilitation. Each project is funded and accounted for individually.

Expenditure by Type	Actual FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
Personnel				
Operating				
Capital	372,651	428,190	600,000	
Transfers Out	-	-	-	-
Total	372,651	428,190	600,000	0

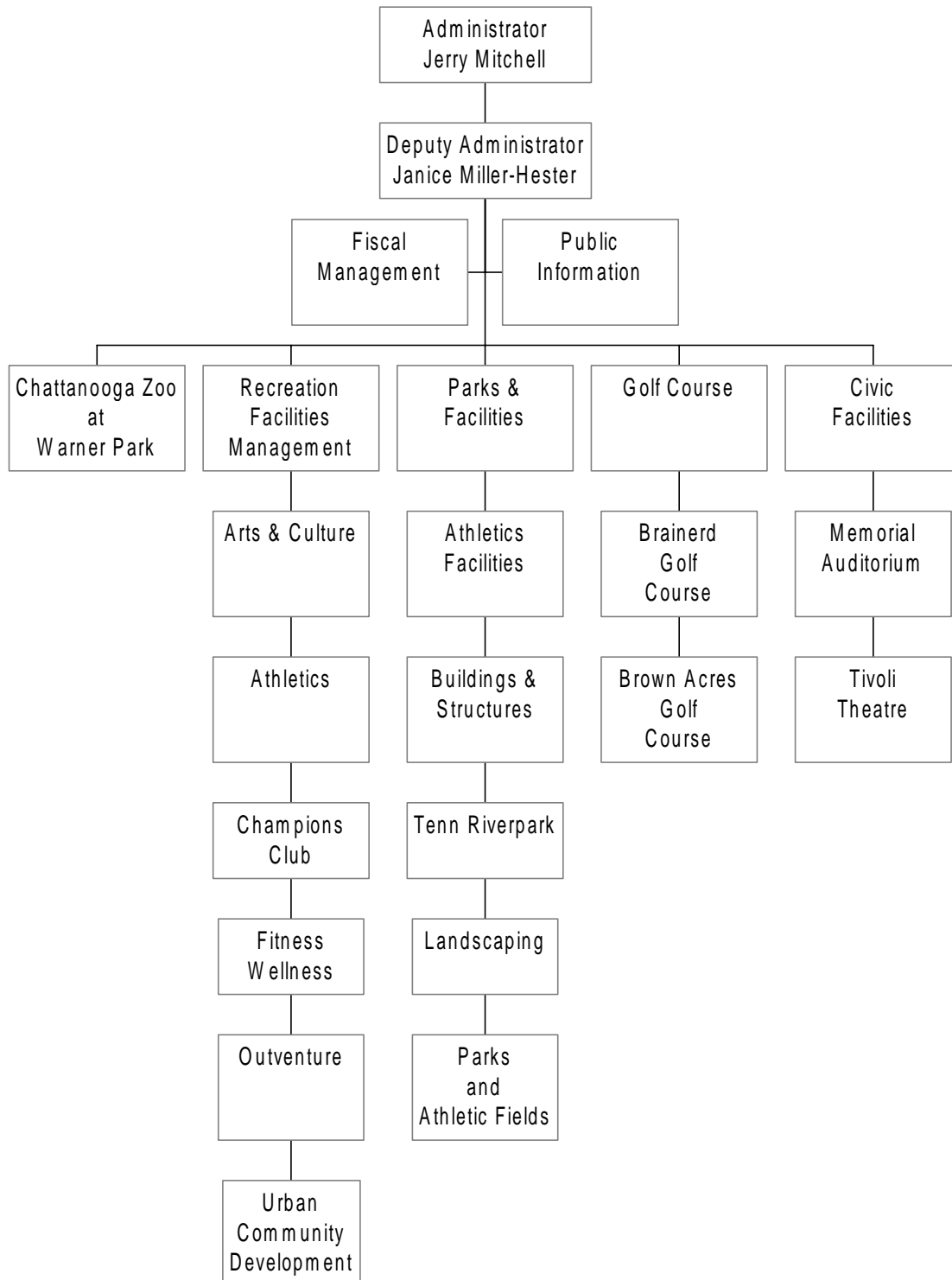
Goals & Objectives

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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Administration	\$ 754,120	\$ 754,443	\$ 795,614	\$ 853,838
Program Services	2,834,071	3,517,612	3,866,206	4,058,489
Parks & Facilities	4,552,445	4,641,873	5,007,235	4,428,210
Civic Facilities	1,062,524	1,068,647	1,198,734	1,223,289
Chattanooga Zoo	294,908	307,935	336,784	381,034
Municipal Golf	1,922,676	1,669,132	1,952,506	1,937,033
Total	\$ 11,420,744	\$ 11,959,642	\$ 13,157,079	\$ 12,881,893

Category Expenditure

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 7,254,997	\$ 7,620,983	\$ 8,586,751	\$ 8,712,624
Operating	3,938,444	4,195,472	4,372,744	4,015,969
Capital	227,303	143,187	197,584	153,300
Total Expenditures	\$ 11,420,744	\$ 11,959,642	\$ 13,157,079	\$ 12,881,893
Per Capita	\$ 76.75	\$ 81.57	\$ 90.88	\$ 84.11
Positions Authorized	399	407	360	341



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 2001/2002

- √ Achieved enhanced fiscal management capabilities with the implementation of an internal pc-based Carousel Operations reporting system.
- √ Improved internal departmental communications through the installation of administrative pc's providing access to the City's network at 11 recreation centers.

Expenditure by Type				
	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 530,035	\$ 573,318	\$ 570,221	\$ 485,914
Operating	222,425	179,271	225,393	367,924
Capital	1,660	1,854	0	0
Total	\$ 754,120	\$ 754,443	\$ 795,614	\$ 853,838

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. ③ Initiate the process of computer lab installations at recreation centers that will provide access to the internet.

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 Strengthen Public Information partnerships with other City departments

Performance Measures				
	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
A/B Costing Systems Implementation	n/a	100%	50%	100%
Computerized W/O System Implement.	n/a	35%	0%	35%
Installation of computer labs at Rec Centers	n/a	n/a	n/a	35%
Level of Errors Within Dept Website	n/a	0%	n/a	0%
Increase Public Input to Dept Website	n/a	10%	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 2001/2002

- √ Increased number of arts programs in the recreation facilities with the ABCII grant.
- √ Established a partnership program with Hunter Museum.
- √ Increased special needs and underserved population programming.
- √ Provided growth opportunities for staff through professional training.
- √ Developed partnerships with local/regional outfitters, guides, school system, and youth organizations to increase access to outdoor adventure activities for all segments of the population.
- √ Expanded instructional baseball, basketball, and girls fast pitch programs.
- √ Increased sport opportunities for adults and senior populations.
- √ Increased educational programs in the recreation facilities.
- √ Expanded Project Choices to encompass more youth segment interests and Kidz Kamp for new programs.
- √ Began first phase of developing Nat. Junior Tennis Program and increased the number of tennis instruction, leagues, and court rentals by 100%
- √ Developed aquatics programming for new and current pool facilities and created a developmental swim league that competed in tournament meets.

Expenditure by Type				
	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 2,076,365	\$ 2,422,434	\$ 2,827,598	\$ 3,250,944
Operating	740,565	1,038,674	1,038,608	807,545
Capital	17,141	56,504	0	0
Total	\$ 2,834,071	\$ 3,517,612	\$ 3,866,206	\$ 4,058,489

Goals & Objectives

Provide athletic opportunities for friendly competition.

- ❶ Expand coaches and referee certification programs with volunteers.
- ❷ Expand girls fast pitch softball program.

Provide affordable health and fitness opportunities for users of all abilities.

- ❶ Develop kid-friendly, family oriented fitness activities at the fitness center and recreation facilities.
- ❷ Evaluate a name change for the Powerhouse.

Program Services

Exposing the community to the outdoor opportunities in and around the Chattanooga area.

❶ Increase Whitewater Kids Club participation for all youth segments. ❷ Expand outventure adventure programs and KOMP fund raising efforts.

To create recreational programs while enhancing life skills.

❶ Increase program partners to offset program costs. ❷ Increase after school and educational programs.

Expose communities to aquatic opportunities.

❶ Expand aquatics programming in all pool facilities including swim leagues.

To offer affordable fine art programs on a year round basis.

❶ Increase public access of arts programming to Chattanooga's creative community by placing artists and representatives of arts organizations into targeted recreation facilities.

To develop, promote and support tennis in the Chattanooga area.

❶ Increase tennis leagues and court rentals by 15%. ❷ Continue to form partnerships to establish a first class junior development program.

Performance Measures	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
% Increase Aquatics Participation	n/a	n/a	30%	60%
After School Programs	n/a	n/a	2	5
% Increase of Community Educational Programs	n/a	n/a	25%	25%
% Increase of Outventure Programs	n/a	n/a	15%	10%
Increase of Tennis Leagues	n/a	n/a	35	50
Increase of Junior Tennis Participation	n/a	n/a	50	125
Fee Based Arts Classes Attendance	1,535	1,550	1,600	1,650
Recreation Arts Classes Attendance	5,480	5,493	5,500	6,000
Art Camp	126	130	135	150
Fitness Attendance	104,233	104,750	105,000	105,500
Outventure Attendance	2,500	3,100	3,200	3,500
Kidz Kamp Attendance	656	750	830	900
Fun/N/Picnic	2,500	2,600	2,600	3,000
Junior Olympics	500	502	525	700
Scholarship & Sports Mgt Program	-	-	2,500	2,750
Pool Attendance	14,920	13,000	15,109	20,000
Project Choices Attendance	10,000	13,000	13,500	15,000

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 parks are handled by the Parks maintenance division.

Major Accomplishments for FY 2001/2002

- √ Completed construction of a new regional recreation complex in South Chattanooga.
- √ Completed construction of two new neighborhood parks.
- √ Completed construction of the pro shop building for the SkatePark.
- √ Completed restructuring of the division.

Expenditure by Type				
	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 2,994,628	\$ 3,011,687	\$ 3,379,839	\$ 2,950,066
Operating	1,476,035	1,570,345	1,543,496	1,394,244
Capital	81,782	59,841	83,900	83,900
Total	\$ 4,552,445	\$ 4,641,873	\$ 5,007,235	\$ 4,428,210

Goals & Objectives

Maintain and improve upon the regional park that sets national standards for cleanliness, enjoyment, safety, and beauty.

- ① *Continue to provide consistent and effective maintenance programs for all landscaped areas.*

Improve the maintenance of all parks and athletic fields to provide facilities that will enhance their enjoyment by all citizens.

- ① *Maintain each facility at or above the established service level.*

Improve all landscaping to provide visitors experiences that add to their enjoyment.

- ① *Establish and implement programs to create and maintain landscaped areas at an established service level.*

Provide quality athletic facilities and programs for both youth and adults in our community.

- ① *Begin planning that will bring facilities to world-class status.*

Professionally maintain all buildings and structures in the PRAC system.

- ① *Restructure the work order system to maximize customer service and efficiency.*
- ② *Begin a program to modernize systems at all facilities.*

Parks and Facilities

Performance Measures	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
% of Time Trim Planting Beds	n/a	90%	n/a	95%
% of Time Rangers Stationed at Highly Used Facilities	n/a	80%	n/a	75%
% of Time Facilities are to be Mowed & Trimmed Every Ten Days	n/a	90%	n/a	90%
% of Time Landscaped Areas will have Fresh Plantings & be Weed-Free	n/a	80%	n/a	85%
% of Time Respond to all Requests Within 24 Hours	n/a	100%	n/a	95%
% of Time have an Approved Contract Signed by All Youth Associations	n/a	100%	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 2002, 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 2001/2002

√ Completed Master Plan Update.

Expenditure by Type				
	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 206,795	\$ 217,923	\$ 245,649	\$ 284,514
Operating	86,901	90,012	91,135	96,520
Capital	1,212	0	0	0
Total	\$ 294,908	\$ 307,935	\$ 336,784	\$ 381,034

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 Initiate butterfly exhibit, education center, front entrance relocation, renovations and grand reopening.

Performance Measures				
	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Admissions	61,835	64,927	96,227	100,000

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 2001/2002

√ Created Playhouse Chattanooga, in response to the challenge of bringing tour groups to Chattanooga during August. Playhouse Chattanooga is a joint venture of Cumberland County Playhouse, City of Chattanooga, and TAPA, Inc. It completed it's first very successful season with plans to expand this coming August.

Expenditure by Type

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 540,840	\$ 542,559	\$ 684,787	\$ 719,342
Operating	519,186	525,147	513,947	503,947
Capital	2,498	941	0	
Total	\$ 1,062,524	\$ 1,068,647	\$ 1,198,734	\$ 1,223,289

Goals & Objectives

Offer the best public facility available

❶ Increase out reach to tour and bus groups by increasing marketing efforts and ticket sales. ❷ Reduce overtime of two tech directors/stage managers.

Performance Measures

	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Attendance	407,178	380,000	500,146	515,000
# of events	357	315	290	299
# of days in use	472	430	452	466

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 2001/2002

- √ Increased fee structure.
- √ Completed pavilion at Brown Acres.
- √ Upgraded irrigation control systems at both golf courses.
- √ Renovated tee boxes and cart paths at Brainerd Golf Course.
- √ Supported junior golf through donations, various tournaments, home course for several high schools.

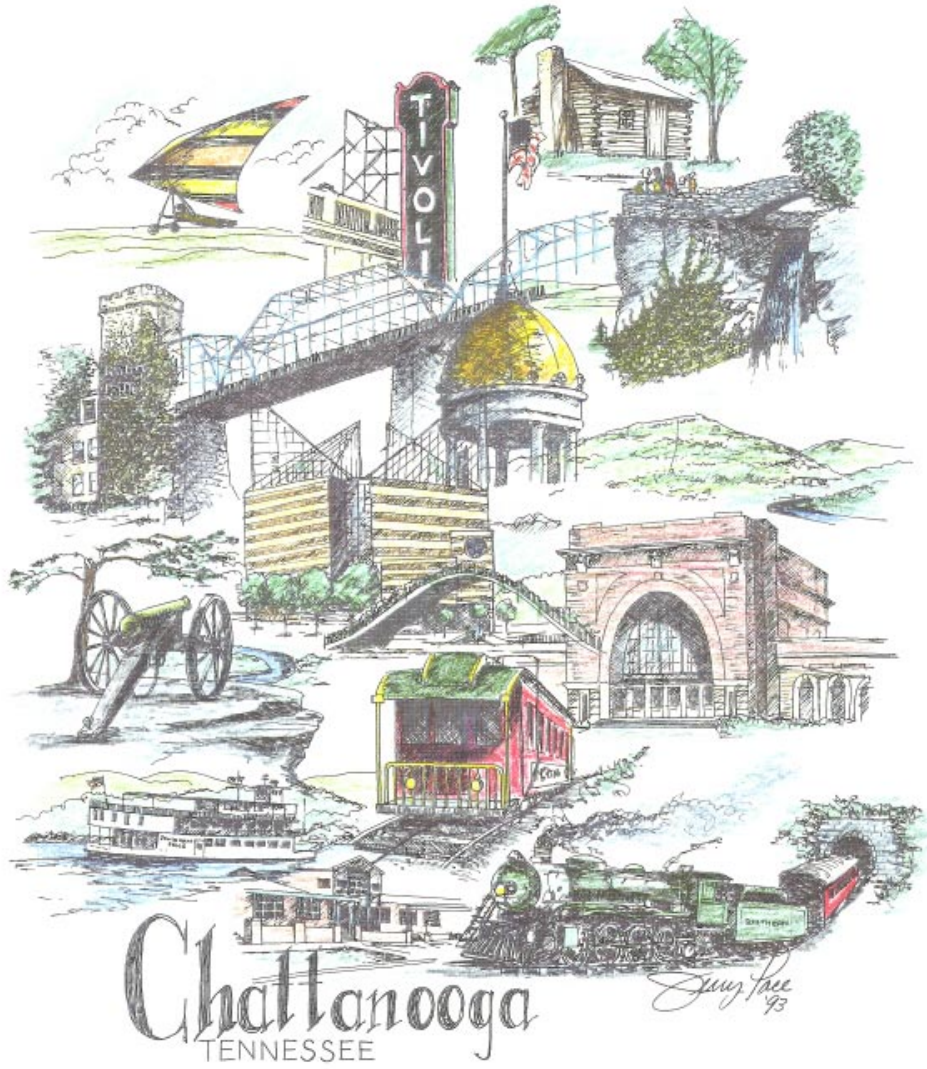
Expenditure by Type	Actual		Budget	
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 906,334	\$ 853,062	\$ 878,657	\$ 1,021,844
Operating	893,332	792,023	960,165	845,789
Capital	123,010	24,047	113,684	69,400
Total	\$ 1,922,676	\$ 1,669,132	\$ 1,952,506	\$ 1,937,033

Goals & Objectives

Continued improvement/investment in our facilities

❶ Choose architect and design renovations to Brainerd maintenance facility. ❷ Further upgrade of irrigation at Brainerd golf Course by adding double-row irrigation to selected fairways. ❸ Continued tree planting and bunker renovation at both courses.

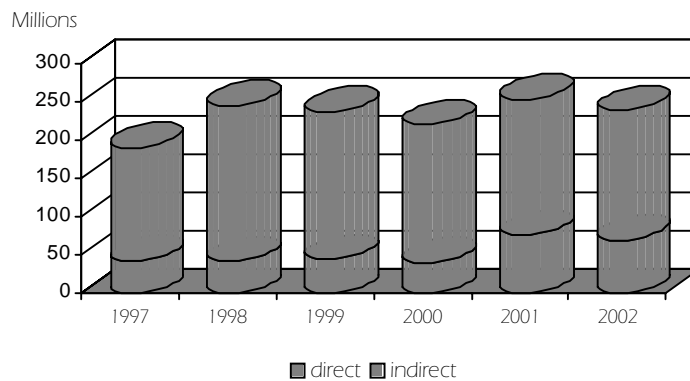
Performance Measures	Actual		Goal	
	FY 00/01	FY 01/02	FY 01/02	FY 02/03
Green fee revenue from both courses	854,441	960,471	960,471	936,656



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, 2002 is \$ 244,704,834.



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.

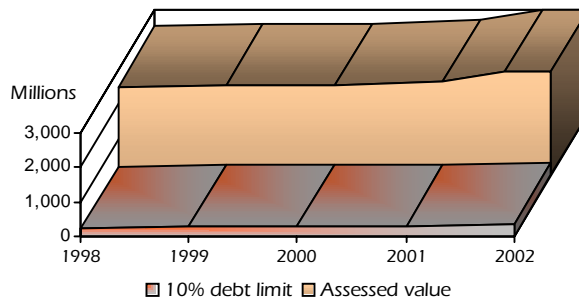
Sec. 6.107. General Debt Limit. Hereafter no bonds shall be issued by the City of Chattanooga in such an aggregate amount as will create or increase the total bonded indebtedness of said City more than ten per cent (10%) of the assessed valuation for the preceding year of all taxable property in said 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 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 1998 thru 2002



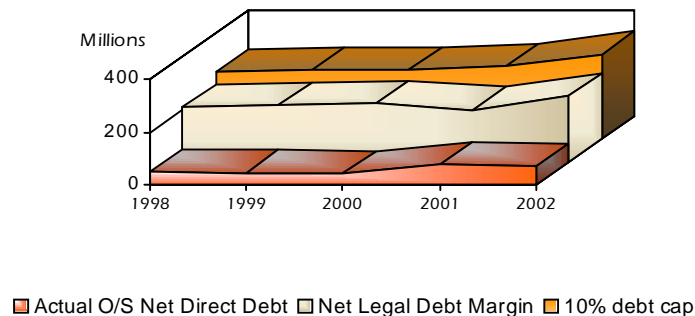
Also in 1998, the city issued \$27,120,000 General Obligation Refunding Bonds. The Bonds were issued for the purpose of advance refunding certain outstanding bonds to take advantage of lower market interest rates.

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.

In order to take advantage of declining interest rates in March 2002, the city issued \$58,130,000 General Obligation Refunding Bonds. These bonds refunded certain outstanding issues in FY02.

Actual Outstanding Debt vs Debt Capital Fiscal Year 1998 thru 2002

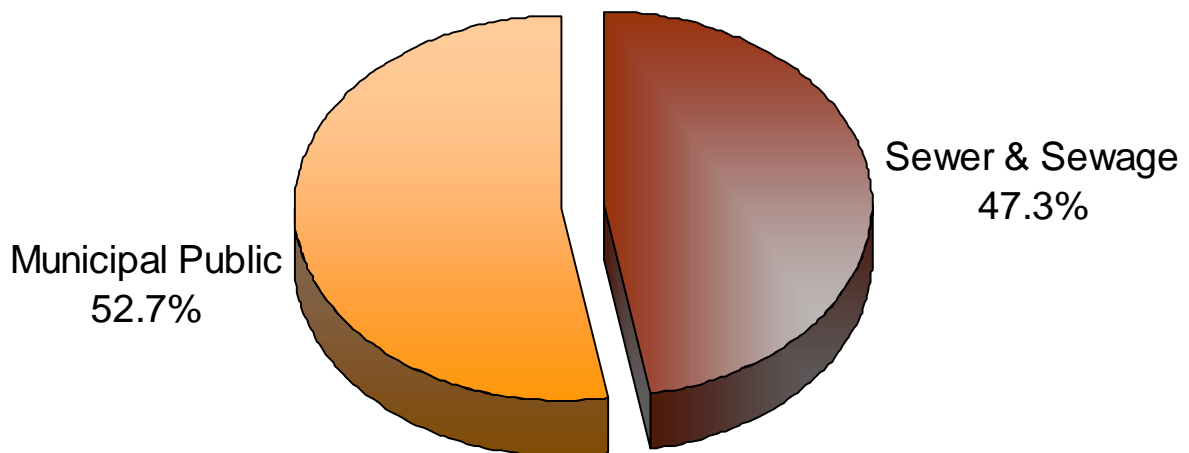


The \$244,704,834 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2002 reflects the financing decisions being made by the City to meet its long-term goals.

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 2003



This chart of City appropriations to the Debt Service Fund shows an increase of \$3,624,002 over a five year period. This increase reflects additional funds for a potential 15 million new issue in FY02 . At the same time, as chart #1 reveals, for this time frame total Gross Direct Indebtedness was flat from \$245,731,165 at June 30, 1998 to \$244,704,834 at June 30,2002, a decrease of \$1,026,331 or .4%. 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

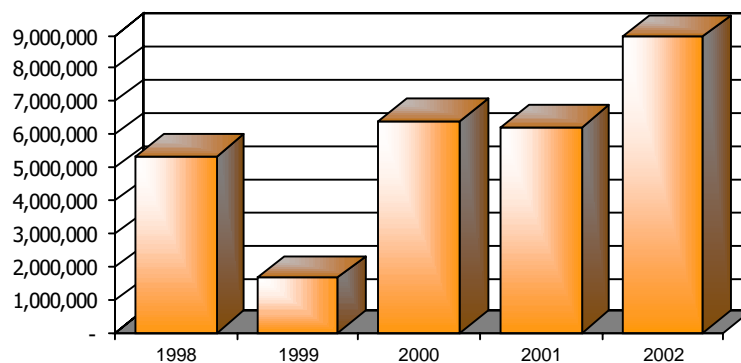
In FY2001, the General Fund appropriated \$6,424,417, restoring its full funding level to support the debt requirement.

In FY 2002, the General Fund appropriated \$8,964,342. This includes additional funds required to pay Debt Service on a potential \$15,000,000 new issue planned in FY 02.

In FY 2003, the General Fund will appropriate \$6,193,086. The decrease from prior year is due to the increased funding for a potential new issue that did not take place in FY 2002 and a refunding (at a lower interest rate) in March 2002.

General Fund Appropriation

Fiscal Years 1998 thru 2002



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, 2002, the County had gross outstanding general obligation debt of \$165,574,687 and net indebtedness of \$163,889,663. The percentage of County net indebtedness applicable to the City is 66.8693% or \$109,591,857. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2002, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2002.

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, 2002; amounts are not adjusted for the City's share of County debt.

General Obligation Bonds by Purpose

Municipal Public Improvement	\$120,057,309	
Sewer and Sewage Facilities	107,942,691	
Total Bonded Indebtedness		\$ 228,000,000

Other Long-Term Indebtedness

General Obligation Capital Outlay Notes	\$16,704,834	
Total Short-Term Indebtedness		\$ 16,704,834

Gross Direct Indebtedness

Less: Self-Supporting Indebtedness		244,704,834
Sewer and Sewage Facilities Bonds ¹	107,942,691	
State of Tenn. Revolving Loan-CSO (ISS portion) ³	1,707,469	
State of Georgia Revolving Loan (ISS) ⁴	6,107,703	
Capital Lease City of Collegedale	288,204	
State Revolving Loan-CSO (Storm Water portion) ³	1,707,469	
Municipal Public Improvement Bonds ²	<u>51,263,354</u>	
Total Self-Supporting Indebtedness		169,016,890
Debt Service Fund ⁵		<u>5,497,083</u>

Net Direct Indebtedness

Plus: Estimated Net Overlapping Indebtedness		<u>70,190,861</u>
		<u>109,591,857</u>

Net Direct and Net Overlapping Indebtedness		<u>\$ 179,782,718</u>
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- 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) \$1,020,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose, \$51,263,354 represents the outstanding balance of 1995 through 2002 Municipal Public Improvement Bonds of which \$19,924,702 is related to Storm Water and \$31,338,652 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, 2002.

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2002.

Percentage	Amount of Indebtedness	Per Capita	of Assessed Valuation ²	of Full Valuation ³
Gross Direct Indebtedness ⁴	\$ 244,704,834	\$1,573	7.64	2.52%
Net Direct Indebtedness ⁴	70,190,861	451	2.19	0.72
Gross Direct and Net Overlapping Indebtedness ⁵	234,080,056	1,505	7.31	2.41
Net Direct and Net Overlapping Indebtedness ⁵	179,782,718	1,156	5.62	1.85
<i>Per Capita Assessed Valuation</i>	\$20,583*			
<i>Per Capita Full Valuation</i>	\$62,549**			

*Based on 2000 population estimate.

**Based on 2000 census

- Notes:
- (1) The City's population in 2002 was estimated at 155,554.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2002 was \$3,201,743,737.
 - (3) The City's estimated full valuation of taxable property as of June 30, 2002 was \$9,729,651,826.
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$163,889,663. The City's share is \$109,591,857. (66.8693%).

Other Long-Term Indebtedness

As of June 30, 2002, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated Date	Maturity
State of Tennessee Revolving Loan	\$3,414,938	03/01/93	02/28/2013
Capital Outlay Notes ¹	303,905	09/01/92	09/01/2006
Tennessee Municipal League Bond Pool (ALP-1993)	900,000	06/15/93	06/15/2003
Tennessee Municipal League Bond Pool (1997)	5,650,098	02/01/97	05/25/2012
State of Georgia Revolving Loan (2)	6,107,703	07/01/00	10/01/2019
Fire Hall Land Note (3)	39,987	04/01/99	04/01/2014
Capital Lease City of Collegedale (4)	288,204	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 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, 2002

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total P & I Requirements</u>
2003	13,138,805.00	9,947,799.18	23,086,604.18
2004	13,105,236.00	9,339,591.81	22,444,827.81
2005	13,427,193.00	8,716,913.92	22,144,106.92
2006	13,606,358.00	8,077,274.97	21,683,632.97
2007	14,100,823.99	7,411,224.51	21,512,048.50
2008	12,491,318.99	6,748,359.50	19,239,678.49
2009	14,569,559.00	6,078,089.77	20,647,648.77
2010	12,718,838.00	5,341,676.26	18,060,514.26
2011	12,018,769.00	4,708,980.89	16,727,749.89
2012	10,146,734.00	4,139,272.02	14,286,006.02
2013	10,332,758.00	3,611,549.51	13,944,307.51
2014	9,348,165.00	3,112,536.75	12,460,701.75
2015	9,678,380.00	2,636,567.88	12,314,947.88
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	4,243,527.00	738,594.00	4,982,121.00
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	\$ 207,416,889.98	\$ 89,080,085.10	\$ 296,496,975.08

City of Chattanooga, Tennessee
 General Obligation Debt Service Requirements
 As of June 30, 2002

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2003	4,753,112.00	3,685,957.61	8,439,069.61
2004	3,946,042.00	3,451,874.74	7,397,916.74
2005	4,094,244.00	3,266,468.87	7,360,712.87
2006	4,194,068.00	3,077,504.32	7,271,572.32
2007	4,374,460.00	2,876,865.52	7,251,325.52
2008	3,166,950.00	2,693,038.02	5,859,988.02
2009	4,484,441.00	2,506,936.77	6,991,377.77
2010	4,678,882.00	2,276,511.02	6,955,393.02
2011	4,690,724.00	2,037,527.64	6,728,251.64
2012	3,223,721.00	1,830,599.01	5,054,320.01
2013	2,874,828.00	1,666,514.01	4,541,342.01
2014	2,802,475.00	1,522,396.01	4,324,871.01
2015	2,901,497.00	1,382,619.26	4,284,116.26
2016	2,853,300.00	1,244,403.13	4,097,703.13
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	\$ 75,687,944.00	\$ 40,063,265.43	\$ 115,751,209.43

GENERAL LONG-TERM DEBT

Serial Bonds:

	Outstanding July 1, 2001	Interest Pd FY 01/02	Issued FY 01/02	Retired FY 01/02	Outstanding June 30, 2002	Maturing FY 2003	Interest Payable FY 2003
1987 Jail/Court Building	265,000	13,250		265,000	0	0	0
1992 Municipal Public Improvement	625,000	47,796		670,000	155,000	155,000	4,456
1992 Series A Refunding	7,421,679	384,230		756,24	6,665,555	743,508	345,618
1995 Municipal Public Improvement	5,874,800	310,508		5,874,800	0	0	0
1996 Municipal Improvement	10,780,000	316,580		10,255,000	525,000	525,000	25,725
1998 Public Improvement Refunding	7,271,200	391,027		11,300	7,260,000	12,200	390,559
2001 Municipal Public Improvement	39,576,000	1,952,173		778,900	38,797,500	880,700	1,921,033
2002 Municipal Public Refunding	0	84,180	15,390,900	0	15,390,900	1,013,000	687,017
Subtotal- Serial Bonds	72,013,679	3,499,744	15,390,900	18,610,624	68,793,955	3,329,408	3,374,408

Notes payable:

1993 TML bond Fund	1,755,000	90,855		855,000	900,000	900,000	47,250
Hamilton Court Parking Garage	364,696	21,213		60,781	303,905	60,781	17,475
1997 TML Bond Fund	6,064,523	127,277	22,575	437,000	5,650,098	461,000	243,109
1999 Fire Hall Land Note	41,735	3,891		1,748	39,987	1,923	3,716
Total notes payable	8,225,944	243,236	22,575	1,354,529	6,893,990	1,423,704	311,550

Capital leases payable:

2000 Capital Lease M L King Dev Corp	144,000	0		144,000	0	0	0
Total capital leases payable	144,000	0	0	144,000	0	0	0

PROPRIETARY FUNDS

Interceptor Sewer System:

1992 Sewer & Sewage Facilities	3,190,000	184,741		2,590,000	600,000	600,000	17,250
1992 Sewer & Sewage Facilities Refunding	39,643,321	2,052,388		4,038,676	35,604,445	3,871,482	1,846,138
1995 Sewer & Sewage Facilities Refunding	16,220,000	784,256		1,715,000	14,505,000	1,795,000	707,081
1995 Sewer & Sewage Facilities	12,595,000	355,776		12,595,000	0	0	0
1998 Sewer & Sewage Facilities	30,580,798	1,527,976		11,475,124	19,105,674	1,131,207	929,806
1998 Sewer & Sewage Facilities Refunding	13,528,100	709,347		43,600	13,485,300	47,800	707,515

2002 Municipal Public Refunding	0	346,840	24,642,272	0	24,642,272	802,643	1,045,079
Total serial bonds	115,758,219	5,961,324	24,642,272	32,457,800	107,942,691	6,348,142	5,252,859
Notes payable:							
State of Tennessee Revolving Loan	1,833,493	70,686		126,024	1,707,469	131,130	55,560
State of Georgia Revolving Loan	4,361,519	166,555	1,903,731	157,547	6,107,703	163,944	150,158
Total notes payable	5,195,012	237,241	1,903,731	283,571	7,815,172	295,074	225,738
Capital leases payable:							
2001 Capital Lease City of Collegedale	304,399	17,458	0	16,195	288,204	17,009	16,644
Total capital leases payable	304,399	17,458	0	16,195	288,204	17,009	16,644
Total Interceptor Sewer System	122,257,830	6,216,023	26,546,003	32,757,566	116,046,067	8,650,225	5,485,251
Solid Waste & Sanitation Fund:							
1995 Municipal Public Improvement	5,686,168	300,539		5,686,168	0	0	0
1998 Municipal Public Improvement	15,845,736	841,701		6,321,185	10,524,551	623,136	512,183
1998 Municipal Public Improvement Refunding	3,666,100	202,736		0	3,666,100	0	202,736
2001 Municipal Public Improvement	5,734,000	332,171		132,300	6,601,700	149,300	326,879
2002 Municipal Public Improvement-Refunding	0	57,573	10,526,302		10,526,302	868,540	467,439
Total Solid Waste & Sanitation Fund	32,962,024	1,734,720	10,526,302	12,139,673	31,338,653	1,641,477	1,529,246
Stormwater fund							
1995 Municipal Public Improvement	3,899,012	206,080	0	3,899,012	0	0	0
1998 Municipal Public Improvement	12,588,467	626,985	0	4,723,691	7,864,776	455,657	392,751
1998 Municipal Public Improvement Refunding	2,528,500	139,073	0	0	2,528,600	0	139,073
2001 Municipal Public Improvement	2,000,000	96,656	0	39,200	1,950,800	44,500	97,088
2002 Municipal Public Improvement-Refunding	0	41,407	7,570,526	0	7,570,526	595,816	352,009
Total serial bonds	21,016,079	1,114,201	7,570,526	8,661,903	19,824,702	1,106,973	970,821
Notes payable:							
State Revolving Loan	1,833,493	0	0	126,024	1,707,469	131,130	65,580
Total Stormwater Fund	22,849,572	1,114,201	7,570,526	8,787,927	21,632,171	1,237,103	1,036,501

TOTAL G.O. DEBT 258,442,849 12,807,924 60,055,306 73,794,319 244,704,836 15,291,917 11,746,957

PRIMARY GOVERNMENT

Electric Power Board							
2001 Electric System Revenue Bonds	40,000,000	1,966,800	0	1,600,000	38,400,000	1,600,000	1,886,800
Total Electric Power Board	40,000,000	1,966,800	0	1,600,000	38,400,000	1,600,000	1,886,800
Total Primary Government	40,000,000	1,966,800	0	1,600,000	38,400,000	1,600,000	1,886,800

COMPONENT UNITS

Metropolitan Airport Authority:							
1990 Airport Revenue Bonds	11,836,149	104,322	0	11,836,149	0	0	0
2002 Airport Revenue Series A Refunding	0	0	12,625,000	0	12,625,000	0	214,625
2002 Airport Revenue Series B	0	0	4,125,000	0	4,125,000	575,000	81,263
Total Metropolitan Airport Authority	11,836,149	104,322	16,750,000	11,836,149	16,750,000	575,000	295,888

Southside Redevelopment Corporation:

2000 Chaff Lease Rental Revenue Bonds	129,200,000	7,198,975	0	0	129,200,000	0	7,198,975
Total Southside Redevelopment Corp	129,200,000	7,198,975	0	0	129,200,000	0	7,198,975
Total Component Units	141,036,149	7,303,297	16,750,000	11,836,149	145,950,000	575,000	7,494,863

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 1996/97 through 2001/02, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

General Obligation Bonds by Purpose	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
Bridge Improvement	\$0	\$0	\$0	0	0	0
Street Improvement	230,000	120,000	0	0	0	0
Municipal Airport Improvement	0	0	0	0	0	0
Urban Renewal	895,000	515,000	200,000	0	0	0
Public Buildings Improvement	1,385,000	1,060,000	795,000	530,000	265,000	0
Municipal Parks & Playground Improvement	80,000	40,000	20,000	0	0	0
Urban Transit	180,000	90,000	0	0	0	0
Storm Water Sewer Facilities	50,000	0	0	0	0	0
Sewer and Sewage Facilities	113,637,394	139,144,318	131,981,463	124,002,403	115,758,219	107,942,691
Municipal Public Improvement	<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>	<u>120,057,309</u>
Total Bonded Indebtedness	\$178,760,000	\$231,140,000	\$219,620,000	\$206,420,000	\$241,740,001	228,000,000
Other Long-Term Indebtedness						
General Obligation Capital Outlay Notes	5,398,983	4,912,739	8,874,321	8,804,733	8,434,926	9,866,532
Tennessee Municipal Bond Fund and Capital Leases	<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>	<u>6,838,302</u>
Gross Direct Indebtedness	\$191,243,521	\$245,731,164	237,505,961	223,521,568	258,442,849	244,704,834
Less: Self-Supporting Indebtedness	138,882,708	194,393,763	190,087,671	179,866,955	218,059,226	169,016,890
Debt Service Fund	<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>	<u>5,497,083</u>
Net Direct Indebtedness	\$43,557,983	\$42,534,571	\$45,259,845	\$40,983,007	\$76,412,017	70,190,861
Plus: Estimated Net Overlapping Indebtedness	100,669,117	89,480,985	98,505,368	88,150,799	103,117,962	109,591,857
Net Direct and Overlapping Indebtedness	\$144,227,100	\$132,015,556	\$143,765,213	\$129,133,806	\$179,529,979	\$179,782,718

Notes:

- (1) 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.
- (2) 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.
- (3) 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.
- (4) 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
- (5) 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
- (6) Includes \$303,905 payable to Hamilton County for City's share of City/County Parking Garage; 3,414,938 State of Tennessee Revolving Loan for combined sewer overflow facilities; 6,107,703 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion, 39,987 Fire Hall Loan

CITY OF CHATTANOOGA
HISTORICAL DEBT RATIOS
June 30, 2003 (Unaudited)

Year ended June 30	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Estimated population(1)	155,000	154,700	154,200	151,000	150,300	148,800	147,500	147,500	150,504	150,504
Appraised property valueless	\$ 6,125,657,226	\$ 6,555,196,635	\$ 6,637,392,236	\$ 6,724,514,167	\$ 6,952,125,326	\$ 7,110,964,825	\$ 7,944,005,473	\$ 7,944,956,674	\$ 8,351,544,305	\$ 9,720,651,605
Assessed property valuation	2,039,234,420	2,171,398,746	2,169,869,946	2,224,070,663	2,265,869,675	2,529,868,662	2,654,110,025	2,617,936,875	2,728,168,057	3,201,743,717
Gross indebtedness (2)	169,276,911	159,268,470	168,837,762	204,470,351	191,263,521	345,731,165	237,505,960	293,521,560	258,462,849	244,704,694
Less: Self-supporting indebtedness(3)	130,073,410	121,569,662	145,426,052	147,739,694	139,923,709	194,393,764	190,087,673	179,866,656	170,059,226	169,016,690
Debt Service Fund	8,052,547	8,208,907	8,128,676	9,127,569	8,802,630	7,128,274	2,566,667	2,971,600	4,163,307	5,487,093
Net direct indebtedness	31,149,945	29,420,561	26,283,524	47,611,688	43,537,863	44,211,127	44,851,603	46,083,007	76,220,216	70,160,691
Plus: Estimated net overlapping indebtedness	72,122,574	64,669,058	75,913,665	79,664,561	100,669,117	99,268,151	85,565,368	85,150,762	103,117,662	106,591,657
Net direct and overlapping indebtedness	\$ 103,292,719	\$ 114,318,617	\$ 111,196,389	\$ 127,486,249	\$ 144,227,100	\$ 149,419,326	\$ 143,356,971	\$ 139,133,769	\$ 179,338,278	\$ 176,752,718
Gross debt per capita	\$ 1,092.11	\$ 1,020.69	\$ 1,205.17	\$ 1,348.81	\$ 1,272.69	\$ 1,651.42	\$ 1,610.21	\$ 1,616.40	\$ 1,661.43	\$ 1,573.12
Net direct debt per capita	200.91	190.16	235.30	314.06	299.61	297.12	304.06	277.65	466.69	451.20
Net direct and overlapping debt per capita	696.21	739.87	737.80	841.00	858.59	893.64	871.31	875.46	1,152.80	1,155.16
Gross debt to appraised valuation	2.76%	2.43%	2.80%	3.64%	2.75%	3.19%	2.99%	2.92%	3.12%	2.57%
Net direct debt to appraised valuation	0.51%	0.45%	0.55%	0.71%	0.65%	0.67%	0.66%	0.61%	0.62%	0.77%
Net direct and overlapping debt to appraised valuation	1.69%	1.74%	1.69%	1.90%	2.07%	1.89%	1.80%	1.82%	2.17%	1.85%
Gross debt to assessed valuation	8.30%	7.34%	8.45%	8.19%	8.33%	8.71%	8.12%	8.54%	9.47%	7.6%
Net direct debt to assessed valuation	1.63%	1.35%	1.60%	2.14%	1.90%	1.79%	1.72%	1.67%	2.76%	2.19%
Net direct and overlapping debt to assessed valuation	6.06%	5.28%	5.10%	6.73%	6.28%	6.07%	5.31%	4.93%	6.57%	5.0%

(1) Population figures for all years are estimates except 1991; population used for 1991 is the 1990 Census Count.

(2) Gross indebtedness excludes revenue bonds payable by the Electric Power Board of Chattanooga and the Metropolitan Airport.

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes.

Debt Service Fund Revenues

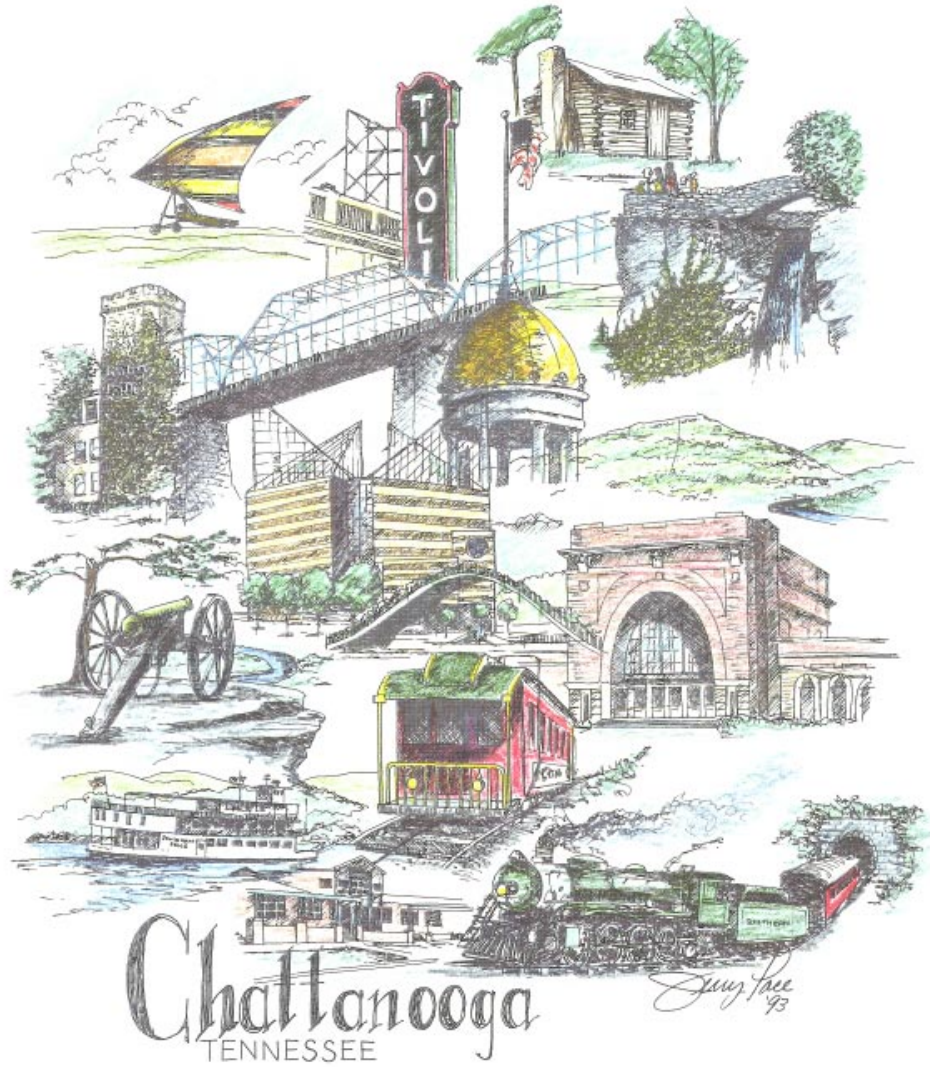
Fiscal Years 2000-2003

Revenue Source	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	BUDGET '03 INC/(DEC)	% CHANGE FY 02/03	% OF TOTAL
Debt Service (Fund 3100):							
General Fund	5,866,931	6,424,417	8,964,342	6,193,086	(2,771,256)	-30.9%	71.60%
Tfrs-Cap Imp Bond Fd	182,783	0	0	0	0	N/A	0.00%
Tfrs-Safety Cap Project Fd	48,252	4,048	3,889	3,716	(173)	-4.4%	0.04%
Hamilton County	1,022,553	809,898	799,098	805,984	6,886	0.9%	9.32%
Miscellaneous Revenue	216,837	775,507	0	0	0	N/A	0.00%
911 Communication	0	0	200,000	200,000	0	0.0%	2.31%
Fund Balance	0	0	0	1,446,284	1,446,284	N/A	16.72%
Total Debt Service Fund	\$7,337,356	\$8,013,870	\$9,967,329	\$8,649,070	(1,318,259)	-13.2%	100.00%
Grand Total	\$7,337,356	\$8,013,870	\$9,967,329	\$8,649,070	1,953,459	19.6%	100.00%

Debt Service Fund Expenditures

Fiscal Years 2000 - 2003

Expenditures	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	BUDGET '03 INC/(DEC)	% CHANGE FY 02/03	% OF TOTAL
Debt Service (Fund 3100):							
Principal	4,750,143	4,226,180	4,658,954	4,753,112	94,158	2.0%	54.96%
Interest	2,467,820	2,287,383	4,005,797	3,685,958	(319,839)	-8.0%	42.62%
Service Charges	10,108	8,606	10,000	10,000	0	0.0%	0.12%
Bond Sale Expenses	4,365	0	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	1,292,578	200,000	(1,092,578)	-84.5%	2.31%
Total Debt Service Fund	\$7,232,436	\$6,522,169	\$9,967,329	\$8,649,070	(1,318,259)	-13.2%	100.00%
Grand Total	\$7,232,436	\$6,522,169	\$9,967,329	\$8,649,070	(1,318,259)	-13.2%	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, 2002, the General Fund appropriation for Capital Expenditures is \$4,500,000. Departmental capital request are as follows:

Appropriation

Finance & Administration	\$ 540,825
General Government	11,649,000
Parks, Recreation, Arts & Culture	2,699,375
Public Works	11,789,703
Police	1,345,000
Fire	1,462,000
	\$ 29,485,903

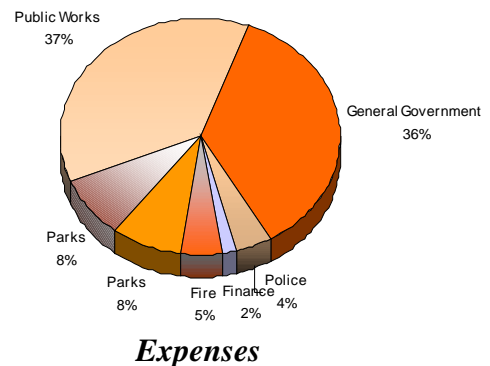
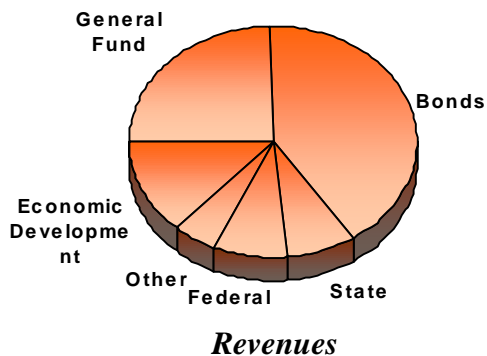
Revenue FY03

	<u>Budget FY2003</u>
General Fund	\$ 7,296,317
Bonds (TML)	12,070,087
State of Tennessee	2,262,816
Federal Grants	2,470,000
Economic Development Fund	3,891,683
Other	1,495,000
	\$ 29,485,903

FY 2002 Capital Budget figures were as follows:

Finance & Administration	\$ 840,000
General Government	5,326,354
Police	3,583,333
Fire	_950,000
	\$ 10,699,687

Capital Budget Fiscal Year 2002/2003



Fund Revenue Summary

Fiscal Year Ending June 30, 2003
(expressed in \$1,000)

Revenue Source	Budget	Budget	Budget	Budget	BUDGET '02	%
	FY 99/2000	FY 00/2001	FY 00/2002	FY 02/2003	INC/(DEC)	CHANGE FY 01/02
General Fund	5,304	3,593	2,179	7,296	5,117	234.8%
Tennessee Municipal League Loan	0	0	4,825	0	(4,825)	-100.0%
General Obligation Bonds	128,134	9,698	0	12,070	12,070	N/A
Economic Development Fund	10,000	4,963	0	3,892	3,892	N/A
Other	4,568	12,458	3,696	6,228	2,532	68.5%
	\$148,006	\$30,712	\$10,700	\$29,486	18,786	175.6%
Grand Total	\$148,006	\$30,712	\$10,700	\$29,486	18,786	175.6%

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.

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.

Funding for the FY 2002 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$2,178,683, Tennessee Municipal League Loan \$4,825,000, funds from Foundations and other sources in the amount of \$655,004, and State of Tennessee and Federal grants of \$3,041,000.

Funding for the FY 2003 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$7,296,317, Economic Development Fund \$3,891,693, funds from Foundations and other sources in the amount of \$1,495,000, State of Tennessee and Federal grants of 4,738,816, and bond issuance of \$12,070,087.

Capital Fund Expenditures

Fiscal Years 2000 - 2003

Expenditures	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Capital Projects:							
Police (Fund P411)	1,829,778	2,255,018	3,583,333	1,345,000	(2,238,333)	-62.5%	4.56%
Fire (Fund P411)	1,871,660	5,579,540	950,000	1,462,000	512,000	53.9%	4.96%
Public Works (Fund P416)	6,728,280	16,707,231	0	11,789,703	11,789,703	N/A	39.98%
Parks & Recreation (Fund P415)	4,436,852	19,565,315	0	2,699,375	2,699,375	N/A	9.15%
General Government (Fund P413)	1,198,124	2,876,617	5,326,354	11,649,000	6,322,646	118.7%	39.51%
Finance & Admin (Fund P413)	238,095	175,522	840,000	540,825	(299,175)	-35.6%	1.83%
General Services (Fund P414)	2,085,606	486,725	0	0	0	N/A	0.00%
Total Capital Projects	\$18,388,395	\$47,645,968	\$10,699,687	\$29,485,903	18,786,216	175.6%	100.00%
 Grand Total	 \$18,388,395	 \$47,645,968	 \$10,699,687	 \$29,485,903	 18,786,216	 175.6%	 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 appropriation.

POLICE

FY 2003 Budget	\$1,345,000
% of Total Capital Budget	4.56%
Decrease From FY 02	(2,238,333)
% Decrease	(62.5%)

The Police Department capital appropriation reflects the continuation of police fleet replacement, other police vehicles, work on the Training Facility, building security, and expansion of the precincts.

FIRE

FY 2003 Budget	\$1,462,000
% of Total Capital Budget	4.96%
Growth From FY 02	512,000
% of Growth	53.9%

The FY 2003 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 mobile computers and a Thermal Imaging Camera.

PUBLIC WORKS

FY 2003 Budget	\$11,789,703
% of Total Capital Budget	39.98%
Growth From FY 02	11,789,703
% Increase	N/A

The FY 2003 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 2003 Budget	\$2,699,375
% of Total Capital Budget	9.5%
Growth From FY 02	2,699,375
% Increase	N/A

The FY 2003 Parks, Recreation, Arts, & Culture Department request includes City wide parks rehabilitation, vehicle replacement, golf course improvements and Recreation Center upgrades.

GENERAL GOVERNMENT

FY 2003 Budget	\$11,649,000
% of Total Capital Budget	39.51%
Increase From FY 02	6,322,646
% Increase	118.7%

The FY 2003 General Government budget includes funding for the Enterprise South Site Improvements of \$9,500,000.

FINANCE & ADMINISTRATION

FY 2003 Budget	\$540,825
% of Total Capital Budget	1.83%
Decrease From FY 02	(299,175)
% Decrease	(35.6%)

FY 2003 Capital budget includes assorted Information Systems hardware/equipment, funds for land acquisition, Purchasing software and furniture and various radio and electronics upgrades.

Capital Fund Revenues

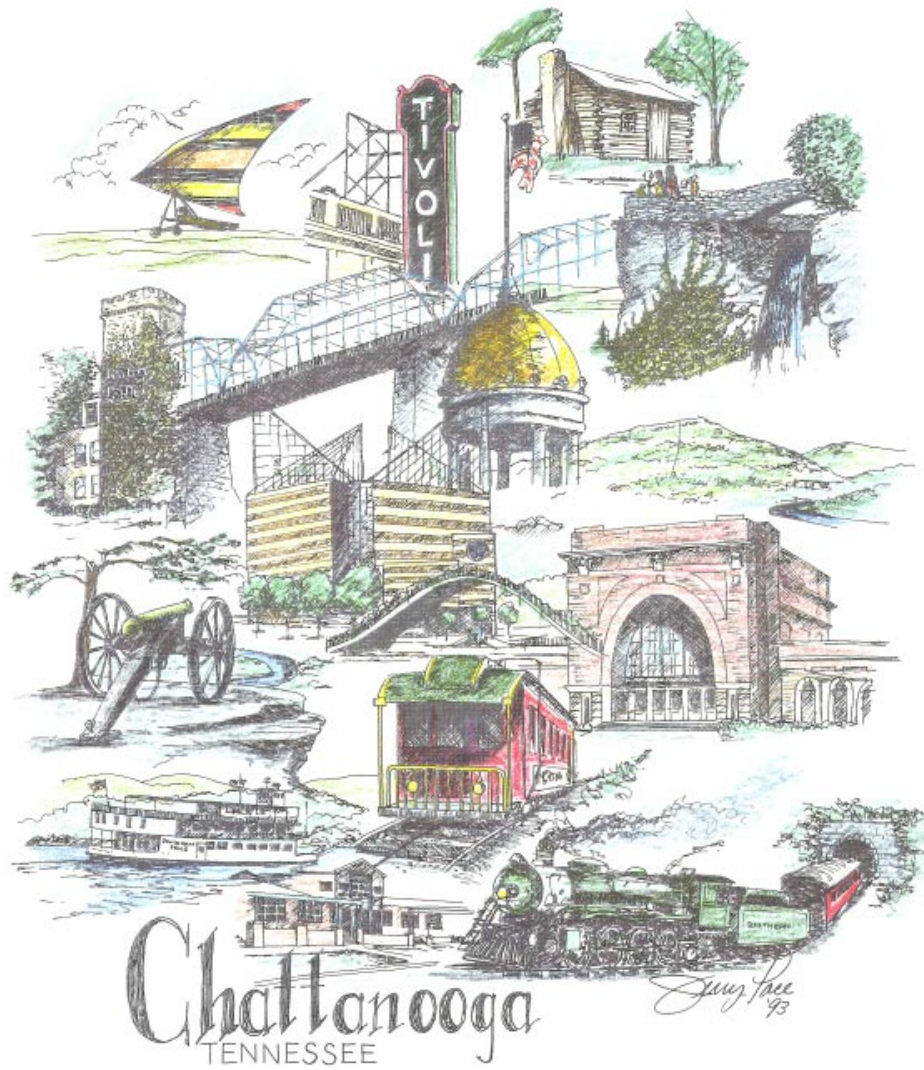
Fiscal Years 2000 - 2003

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '03 INC/(DEC)	%	% OF TOTAL
	FY 99/00	FY 00/01	FY 01/02	FY 02/03		CHANGE FY 01/02	
General Fund	12,202,400	3,593,200	2,178,683	7,296,317	5,117,634	234.9%	24.75%
Tennessee Municipal League Loan			4,825,000	0	(4,825,000)	-100.0%	0.00%
General Obligation Bonds	18,990,200	9,697,700	0	12,070,087	12,070,087	N/A	34.32%
Other	1,283,000	2,242,615	3,696,004	10,119,499	6,423,495	173.8%	100.00%
	\$32,475,600	\$15,533,515	\$10,699,687	\$29,485,903	18,786,216	175.6%	100.00%

Capital Fund Expenditures

Fiscal Years 2000 - 2003

Expenditures	Actual	Actual	Budget	Budget	BUDGET '02 INC/(DEC)	%	% OF TOTAL
	FY 99/00	FY 00/01	FY 01/02	FY 02/03		CHANGE FY 01/02	
Capital Projects:							
Police (Fund P411)	1,829,778	2,255,018	3,583,333	1,345,000	(2,238,333)	-62.5%	4.56%
Fire (Fund P411)	1,871,660	5,579,540	950,000	1,462,000	512,000	53.9%	4.96%
Public Works (Fund P416)	6,728,280	16,707,231	0	11,789,703	11,789,703	N/A	39.98%
Parks & Recreation (Fund P415)	4,436,852	19,565,315	0	2,699,375	2,699,375	N/A	9.15%
General Government (Fund P413)	1,198,124	2,876,617	5,326,354	11,649,000	6,322,646	118.7%	39.51%
Finance & Admin (Fund P413)	238,095	175,522	840,000	540,825	(299,175)	-35.6%	1.83%
General Services (Fund P414)	2,085,606	486,725	0	0	0	N/A	0.00%
Total Capital Projects	\$18,388,395	\$47,645,968	\$10,699,687	\$29,485,903	18,786,216	175.6%	100.00%
 Grand Total	 \$18,388,395	 \$47,645,968	 \$10,699,687	 \$29,485,903	 18,786,216	 175.6%	 100.00%



Capital Project Detail

General Government

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07
Bicentennial Library (Carpet Downtown)					201,000	
Bicentennial Library (Library Vehicles)					10,750	12,000
Bicentennial Library (Exterior Cleaning)					41,250	
Bicentennial Library (System Upgrade)			175,000			25,000
Bicentennial Library (Carpet Branches)					51,500	
Bicentennial Library (New Branches)					685,000	685,000
CARTA	500,000	586,500	432,500	678,000	503,000	527,000
Human Services	355,004					
WTCI Channel 45					150,000	150,000
EPB/Butcher Block	3,200,000	1,400,000			800,000	
Citizen Relationship Management	246,350					
Property Acquisition (Chattanooga State)		162,500				
Enterprise South Industrial Park	725,000	9,500,000				
Firehall #1	300,000					
Total General Government	5,326,354	11,649,000	607,500	678,000	2,442,500	1,399,000

	2001/2002 Budget	2002/2003 Budget
1. CARTA		
Funding source: General Obligation Bonds	\$ 500,000	\$ 586,500
This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs for this Fiscal Year. This appropriation includes new buses, bus shelters, office, radio and fare collection equipment, support vehicles and Incline repair		
Prior Years Appropriation	\$ 1,391,500	
Total	\$ 1,891,500	\$ 586,500
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		
2. Department of Human Services		
Funding Source: Federal Grant	\$ 355,004	\$ 0
This appropriation funds construction of an Early Head Start facility adjacent to the exiting Avondale Head Start Center..		
Prior Years Appropriation	\$ 406,250	
Total	\$ 761,254	\$ 0
Impact on operating budget: Operating cost will be provided by Federal grant thru the Department of Human Services.		

Capital Project Detail

2001/2002	2002/2003	Budget	Budget
3. EPB/Butcher Block			
Funding Source:	TML Loan	\$ 2,800,000	
	State of Tennessee Grant	400,000	
	General Obligation Bonds		\$ 600,000
	State of Tennessee		800,000

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	\$ 3,200,000	\$ 1,400,000

Impact on operating budget: None because these were funds one time funded projects for supported agency

4. Citizen Relationship Management			
Funding Source:	General Fund	\$ 246,350	\$ 0

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	\$ 246,350	\$ 0

Impact on operating budget: None because these were funds one time funded projects for supported agencies.

5. Property Acquisition			
Funding Source:	General Obligation Bonds	\$ 0	\$ 162,500

This appropriation funds City portion matching contribution of Hamilton County for purchase of land for Chattanooga State Technical Community College.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 162,500

Impact on operating budget: None because these were funds one time funded projects for supported agencies.

Capital Project Detail

	2001/2002 Budget	2002/2003 Budget
6. Enterprise South Industrial Park		
Funding Source: General Fund	\$ 725,000	
General Fund		\$ 7,296,317
Federal Grant		750,000
Economic Development Fund		1,453,683

This appropriation funds infrastructure improvements for the new Enterprise South Industrial Park formerly the Volunteer Army Ammunition Plant.

Prior Years Appropriation	\$ 0	
Total	\$ 725,000	\$ 9,500,000

Impact on operating budget: None because these were funds one time funded projects for supported agencies.

7. Firehall #1		
Funding Source: Chattanooga Housing Authority	\$ 300,000	\$ 0
This appropriation funds improvements to Firehall #1		

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

Impact on operating budget: None because these were funds one time funded projects for supported agencies.

Capital Project Detail

Finance & Administration

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07
Upgrade to Faster Network					10,000	10,000
Backup Devices/Storage Equipment			30,500		13,000	
Infrastructure Growth Processor		26,000		24,000		16,000
Cisco Works Network Software			70,325		72,500	12,000
EDM (Purchasing/Treasurer/Finance)		82,000	75,000		125,000	
Laser Printer					15,800	
Fire Suppression					70,000	
Network Security		55,000				30,000
Security Monitoring					7,000	
Upgrade to Server-based Telephone Network						1,250,000
Human Resources/Payroll Management			878,950			
Personnel Applicant Tracking Software			218,750			
Training Room Refurbish						18,000
Unified Messaging (City Wide)					164,500	
Real Estate Land Acquisition					75,000	
Real Estate (Computer Upgrade)					8,550	
Purchasing Software	65,000				161,650	
Fleet Maintenance Software		110,325				
City Hall Campus	775,000	150,000		1,570,000		
HVAC Upgrade Heritage Hall		87,500				
Radio System Enhancement		30,000				
Total Finance & Administration	\$840,000	\$540,825	\$1,273,525	\$1,594,000	\$723,000	\$1,336,000

	2001/2002 Budget	2002/2003 Budget
1. Infrastructure Growth Processors		
Funding Source: Economic Development Fund	\$ 0	\$ 26,000
Purchase of a new processors 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	\$ 0	\$ 26,000
Impact on operating budget: Annual maintenance cost \$2,400.00		
2. Electronic Document Management Software		
Funding Source: Economic Development Fund	\$ 0	\$ 82,000
This appropriation is to fund the purchase of Electronic Document Management software for the Purchasing and Treasurer's office.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 82,000
Impact on operating budget: None		

Capital Project Detail

	2001/2002 Budget	2002/2003 Budget
3. Network Security		
Funding Source: Economic Development Fund	\$ 0	\$ 55,000
This appropriation is to fund software for network security.		
Prior years Appropriation	\$ 0	
Total	\$ 0	\$ 55,000
Impact on operating budget: Annual maintenance cost \$2,000.00		
4. Purchasing Software		
Funding Source: General Fund	\$ 65,000	\$ 0
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	\$ 65,000	\$ 0
Impact on operating budget: Annual maintenance cost \$12,800.00		
5. Fleet Maintenance Software		
Funding Source: General Obligation Bonds	\$ 0	\$ 110,325
This appropriation is to fund purchase of software for tracking maintenance needs of the city fleet.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 110,325
Impact on operating budget: The upgrade will result in more efficient fleet maintenance.		
6. City Hall Campus		
Funding Source: General Obligation Bonds	\$ 775,000	\$ 150,000
This appropriation is to upgrade City Hall campus buildings to City Code.		
Prior Years Appropriation	\$ 0	
Total	\$ 775,000	\$ 150,000
Impact on operating budget: The upgrade will result in lower utility and maintenance costs and will eliminate office lease payments for one department.		

Capital Project Detail

	2001/2002 Budget	2002/2003 Budget
7. Heritage Hall HVAC upgrade		
Funding Source: General Obligation Bonds)	\$ 0	\$ 87,500
This appropriation is to fund the final phase of upgrade and boiler replacement for the Heritage Hall.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 87,000
Impact on operating budget: None		
8. Radio System Enhancement		
Funding Source: Economic Development Fund	\$ 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					
	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY2005/06	FY2006/07
Police Fleet Replacement	750,000	1,250,000	1,250,000	1,250,000	1,851,960	1,851,960
Federal Technology Package	1,500,000					
COPS Technology Grant Match	1,333,333					
Multipurpose Training Center						4,300,000
Renovation/Expansion Police Annex					325,000	
Renovation Firehall #7					250,000	
Forensic Lab Equipment					125,000	
Ballistics Test Tank					100,000	
Fleet Canopy for Specialized Vehicles		95,000	95,000			
Skid Car Training System					37,500	
Relocation/Renovation Eastgate Precinct			180,000		108,450	
Security System Police Complex			37,000	12,000		
Security System - Southside Precinct					25,000	
Security System - Northside Precinct					25,000	
New Entrance to Compound					200,000	
Animal Control Complex					2,864,475	2,864,475
Total Police	3,583,333	1,345,000	1,562,000	1,262,000	5,912,385	9,016,435

	2001/2002 Budget	2002/2003 Budget
1. Police vehicle fleet replacement		
Funding source: General Fund	\$ 750,000	
Economic Development Fund		\$ 1,250,000

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	\$ 7,125,980	\$ 1,250,000

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

	2001/2002 Budget	2002/2003 Budget
2. Federal Technology Package		
Funding source: Federal Grant	\$ 1,500,000	
FY2002/2003 Request		\$ 0

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	\$ 1,500,000	\$ 0

Impact on operating budget: None

3. Cops Technology Grant Match		
Funding source: Federal Grant	\$ 1,000,000	\$ 0
General Fund	\$ 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	\$ 1,333,000	\$ 0

Impact on operating budget: None

4. Fleet Canopy for Specialized Vehicles		
Funding Source: General Obligation Bonds	\$ 0	\$ 95,000

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

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 95,000

Impact on operating budget: None

Capital Project Detail

Fire

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07
Fire Apparatus	750,000					
Building Maintenance		237,000	30,000	30,000	30,000	30,000
Fire Station Expansion			750,000		250,000	250,000
Fire Station Construction						3,000,000
Fire Station Replacement		1,000,000	1,000,000	1,000,000	750,000	
Resource Building					93,000	
Driveway #17 Signal Mtn Blvd		150,000				
Computer/Software		45,000	45,000	45,000	285,530	
Tactical Rescue Equipment					488,248	
Burn Building					400,000	
Radios		30,000	30,000			
Thermal Imaging Cameras					129,500	
Mobil Computers					1,364,597	
Fire Suppression Boat					318,100	
Fire Equipment Replacement	200,000				290,000	
Automatic Vehicle Location Sys					320,882	
Fire Safety House					32,000	
Land Acquisition			10,700	200,000	100,000	
Mobil Command Center					218,000	
Building Renovation					115,000	
Knox-Box					24,045	
Rapid Intervention Teams					47,624	
Total Fire	950,000	1,462,000	1,865,700	1,275,000	5,256,526	3,280,000

1. Fire Apparatus

Funding Source: TML Loan

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.

2001/2002 Budget	2002/2003 Budget
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\$ 750,000	\$ 0
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Prior Years Appropriation

\$ 2,255,000

Total

\$ 3,055,000

\$ 0

Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.

Capital Project Detail

	2001/2002 Budget	2002/2003 Budget
2. Building Maintenance		
Funding Source: General Obligation Bonds	\$ 0	\$ 237,000
This appropriation will fund heat and air replacement for Fire Administration and new roof and bay doors for several fire stations.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 237,000
Impact on operating budget: None		
3. Fire Station Replacement		
Funding Source: General Obligation Bonds	\$ 0	\$ 1,000,000
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	\$ 1,000,000
Impact on operating budget: The new fire stations are more efficient and will cost less to operate.		
4. Driveway #17 Signal Mtn Blvd		
Funding Source: General Obligation Bonds	\$ 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		
8. Computers & Software		
Funding Source: Economic Development Fund	\$ 0	\$ 45,000
This appropriation will fund the purchase of additional computer equipment to facilitate departmental information sharing and data collection.		
Prior Years Appropriation	\$ 514,000	
Total	\$ 514,000	\$ 45,000
Impact on operating budget: None		

Capital Project Detail

	2001/2002 Budget	2002/2003 Budget
6. Radios		
Funding Source: Economic Development Fund	\$ 0	\$ 30,000
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	\$ 140,755	
Total	\$ 140,755	\$ 30,000
Impact on operating budget: None		
14. Fire Equipment Replacement		
Funding Source: General Fund	\$ 59,000	
Tennessee Department of Transportation	\$ 141,000	
FY2002/2003		\$ 0
This appropriation allows for the ongoing replacement of older Fire Department equipment.		
Prior Years Appropriation	\$ 0	
Total	\$ 200,000	\$ 0
Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.		

Capital Project Detail

Public Works

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07
Paving of Streets		1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
City Wide Services Equipment		450,000	450,000	450,000	2,030,264	1,276,200
Bridge Rehab		200,000	200,000	200,000	200,000	200,000
Downtown Streetscape Program		1,577,400	1,016,000	852,500	14,194,200	7,888,200
Traffic Engineering Projects		2,052,000	732,000	706,000	0	0
Curbs, Gutters, and Sidewalks		600,000	600,000	600,000	642,500	530,000
Street Rehabilitation		300,000	470,000	0	1,685,470	21,091,112
MPO - Major Construction		2,060,303	1,165,300	590,000		
MPO - Bicycle Plan		305,000	0	0		
MPO - Streetscape		1,325,000	0	0		
Software/Equipment		250,000	50,000	50,000		
HOPE VI Road Improvements		900,000	1,785,898	4,456,744	0	0
Neighborhood Improvement Projects		570,000	250,000	250,000		
Neighborhood Traffic Management		50,000	50,000	50,000		
New Roads		0	435,000	0		
Plans Review Software		0	141,325	0		
Intersection Improvements		0	75,000	0		
Total Public Works	\$0	\$12,139,703	\$9,420,523	\$10,205,244	\$20,752,434	\$32,985,512

	2001/2002 Budget	2002/2003 Budget
1. Paving of streets		
Funding sources: General Obligation Bonds	\$ 0	\$ 1,000,000
Federal Grant		500,000

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	\$ 9,500,000	
Total	\$ 9,500,000	\$ 1,500,000

Impact on operating budget: This program will reduce the cost of annual street maintenance.

2. City Wide Services Equipment Replacement		
Funding sources: General Obligation Bonds	\$ 0	\$ 450,000

This appropriation allows for the ongoing replacement of older Public Works equipment.

Prior Years Appropriation	\$ 4,363,405	
Total	\$ 4,363,405	\$ 450,000

Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.

Capital Project Detail

	2001/2002 Budget	2002/2003 Budget
3. Bridge Rehabilitation		
Funding sources: General Obligation Bonds	\$ 0	\$ 200,000
This appropriation funds the City's portion of state and federal funding for rehabilitating bridges with structural and utilization deficiencies.		
Prior Years Appropriation	\$ 1,142,167	
Total	\$ 1,142,167	\$ 200,000
Impact on operating budget: None		
4. Streetscape		
Funding sources: General Obligation Bonds	\$ 0	\$ 1,577,400
This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.		
Prior Years Appropriation	\$ 4,562,621	
Total	\$ 4,562,621	\$ 1,577,400
Impact on operating budget: None		
5. Traffic Engineering Projects		
Funding sources: General Obligation Bonds	\$ 0	\$ 1,584,184
State of Tennessee		102,816
Economic Development Fund		15,000
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	\$ 1,702,000
Impact on operating budget: The replacement program results in lower maintenance costs.		
6. Curbs, Gutters and Sidewalks		
Funding sources: Economic Development Fund	\$ 0	\$ 600,000
This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.		
Prior Years Appropriation	\$ 1,558,400	
Total	\$ 1,558,400	\$ 600,000
Impact on operating budget: None		
7. Street Improvements		
Funding sources: General Obligation Bonds	\$ 0	\$ 300,000
This appropriation will fund a program of major street rehabilitation within the City.		
Prior Year Appropriation	\$22,286,839	
Total	\$22,286,839	\$ 300,000
Impact on operating budget: This program of major street improvements results in lower street maintenance costs.		

Capital Project Detail

	2001/2002 Budget	2002/2003 Budget
8. MPO Match		
Funding sources: General Obligation Bonds	\$ 0	\$ 2,325,303
State of Tennessee		1,360,000
Economic Development Fund		5,000
This appropriation funds the City's portion of State of Tennessee projects within the City limits.		
Prior Years Appropriation	\$ 305,000	
Total	\$ 305,000	\$ 3,690,303
Impact on operating budget: None		
9. Software/Equipment		
Funding sources: Economic Development Fund	\$ 0	\$ 250,000
This appropriation funds the purchase of new Electronic Document Management software and equipment.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 250,000
Impact on operating budget: None		
10. Neighborhood Improvements Projects		
Funding sources: General Obligation Bonds	\$ 0	\$ 250,000
Federal Grant		320,000
Economic Development Fund		50,000
This appropriation is for matching funds for Community Development Block Grants.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 620,000
Impact on operating budget: None		
11. HOPE VI Road Improvements		
Funding sources: Federal Grant	\$ 0	\$ 900,000
This appropriation is for street improvements and streetscape in the Saint Elmo area.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 620,000
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					
	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07
Golf Course Improvements		95,000	95,000	200,000	65,000	65,000
Parks Rehab		220,000	315,000	225,000	225,000	225,000
Alton Park Safewalk		64,375	643,750			
Hixson/Northgate Community Center		1,400,000				
Greenways		50,000	421,000	1,316,500	2,430,000	50,000
Civic Facilities		200,000	200,000	200,000	200,000	200,000
Shepherd Hills Rec Center		350,000	400,000	850,000		
Washington Hills Rec Center		65,000	850,000		500,000	
N. Chattanooga Recreation Complex		30,000			750,000	
Zoo Improvements		125,000	250,000	250,000	250,000	250,000
ADA Repairs		100,000	100,000			
Warner Park Cooke & Hargrave Field Upgrade			1,000,000		500,000	
Carver Park Pool Enclosure					500,000	
Property Acquisition						
Parks Maintenance Facility				2,000,000		
Ridgedale Park						
Alton Park Recreation Center				3,000,000		
Recreation Center Rehab			160,000	300,000	200,000	
Parks Vehicle Replacement			200,000	200,000	200,000	200,000
Playground Rehab			100,000	100,000		100,000
Total Parks & Recreation	\$0	\$2,604,375	\$3,079,750	\$2,841,500	\$4,355,000	\$725,000

	2001/2002 Budget	2002/2003 Budget
1. City Golf Courses		
Funding Source: Golf Course Fund Balance	\$ 0	\$ 95,000
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	\$ 645,753	
Total	\$ 645,753	\$ 95,000
Impact on operating budget: None		

Capital Project Detail

2. City Parks Rehabilitation

Funding Source: General Obligation Bonds \$ 0 \$ 220,000

This appropriation will fund rehabilitation and upgrading of City Parks: equipment replacement; fencing; park planning and expansion.

Prior Year Appropriation \$ 5,367,000
 Total \$ 5,367,000 \$ 220,000

Impact on operating budget: None

3. Alton Park Safewalk

Funding Source: General Obligation Bonds \$ 0 \$ 64,375

This appropriation will fund the creation of a safewalk area in the Alton Park area.

Prior Years Appropriation \$ 0
 Total \$ 0 \$ 64,375

Impact on operating budget: None

4. Hixson/ Northgate Community Center

Funding Source: Sale of Property \$ 0 \$ 1,400,000

This appropriation will be used to create a new community in the Hixson area of Chattanooga.

Prior Years Appropriation \$ 0
 Total \$ 0 \$ 1,400,000

Impact on operating budget: Salaries, materials, supplies and maintenance of community center

5. Greenways

Funding Source: General Obligation Bonds \$ 0 \$ 50,000

The purpose of this project is to upgrade and expand the Greenway system in Chattanooga.

Prior Years Appropriation \$ 287,367
 Total \$ 287,367 \$ 50,000

Impact on operating budget: None

6. Civic Facilities

Funding Source: General Obligation Bonds \$ 0 \$ 200,000

This appropriation will fund upgrade and renovation of City of Chattanooga Civic Facilities.

Prior Years Appropriation \$ 0
 Total \$ 0 \$ 200,000

Impact on operating budget: None

Capital Project Detail

7. Shepherd Hills Recreation Center

Funding Source: General Obligation Bonds \$ 0 \$ 350,000

This appropriation will fund upgrade and renovation of the Shepherd Hills Recreation Center

Prior Years Appropriation \$ 0
 Total \$ 0 \$ 350,000

Impact on operating budget: None

8. Washington Hills Recreation Center

Funding Source: General Obligation Bonds \$ 0 \$ 65,000

This appropriation will fund upgrade and renovation of the Washington Hills Recreation Center.

Prior Years Appropriation \$ 0
 Total \$ 0 \$ 65,000

Impact on operating budget: None

9. N. Chattanooga Recreation Complex

Funding Source: General Obligation Bonds \$ 0 \$ 30,000

This appropriation will fund upgrade and renovation of the North Chattanooga Recreation Complex.

Prior Years Appropriation \$ 0
 Total \$ 0 \$ 30,000

Impact on operating budget: None

10. Zoo Improvements

Funding Source: General Obligation Bonds \$ 0 \$ 125,000

This appropriation will fund upgrade and renovation of the City of Zoo.

Prior Years Appropriation \$ 0
 Total \$ 0 \$ 125,000

Impact on operating budget: None

14. ADA Repairs

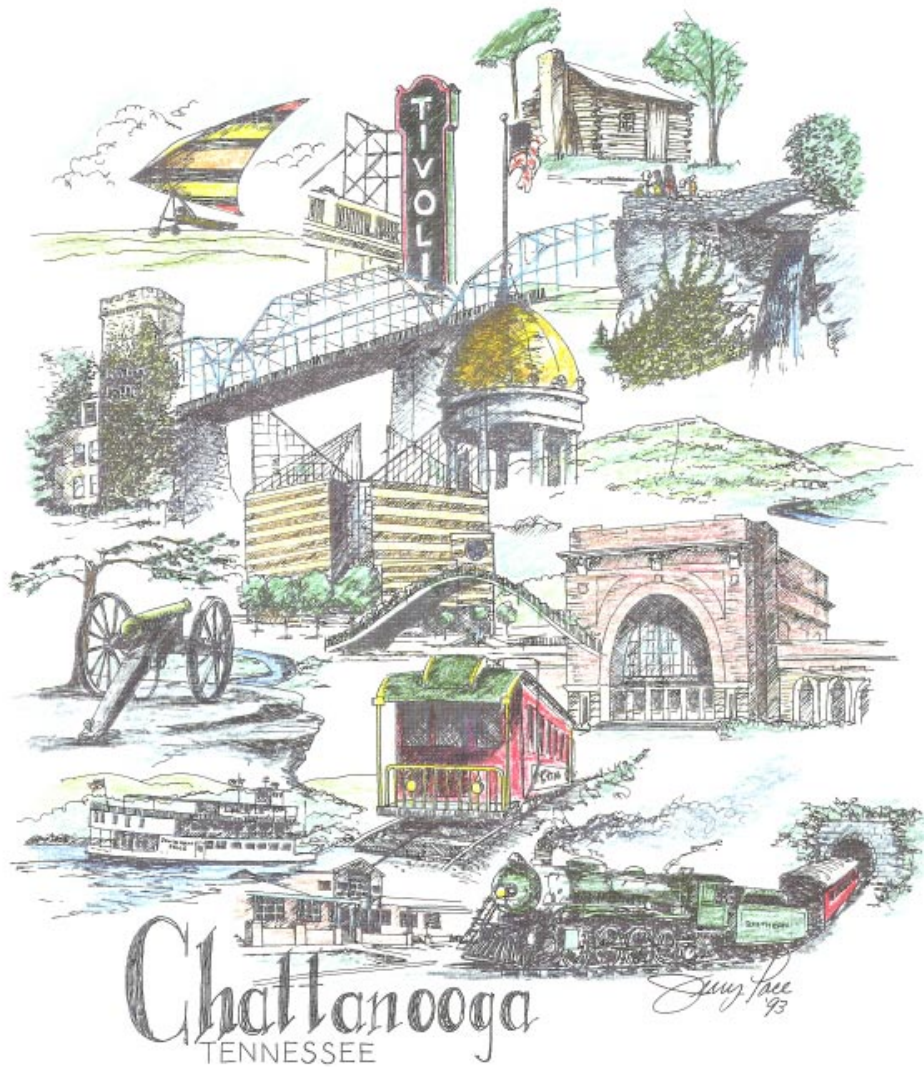
Funding Source: General Obligation Bonds \$ 0 \$ 100,000

This appropriation will fund upgrade and renovation of City of Chattanooga parks and recreation centers to comply with the Americans With Disabilities requirements.

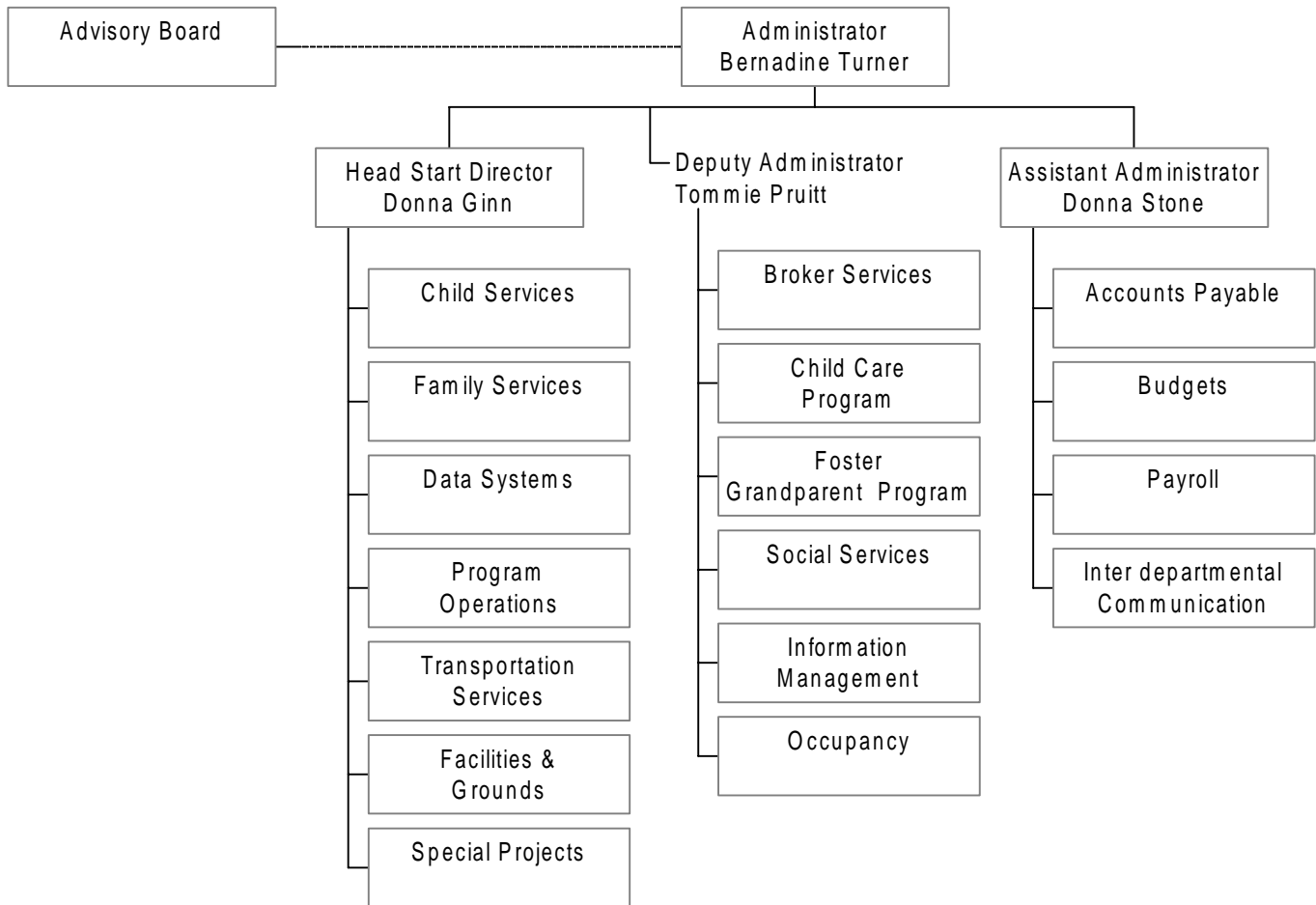
Prior Years Appropriation \$ 0
 Total \$ 0 \$ 100,000

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 99/00	FY 00/01	FY 01/02	FY 02/03
Head Start	5,396,236	7,075,662	7,227,517	7,230,870
Day Care	1,075,745	1,443,632	776,177	741,730
Weatherization	235,639	273,347	247,138	244,616
Foster Grandparents	313,559	391,589	463,764	462,135
LIEAP	732,780	967,473	691,800	691,800
CSBG	472,178	684,189	684,794	684,794
Occupancy Grant	184,396	236,835	323,734	226,221
Human Services Programs	693,323	1,912,827	984,410	2,074,884
City General Relief	81,296	64,887	72,868	72,868
Total	9,185,152	13,050,441	11,472,202	12,429,918

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	4,772,299	5,671,843	5,842,831	6,527,938
Operating	4,024,072	6,962,685	5,176,216	5,809,825
Capital	388,781	415,913	453,155	92,155
Total Expenditures	9,185,152	13,050,441	11,472,202	12,429,918
Per Capita	\$ 61.73	\$ 88.48	\$ 78.74	\$ 79.91
Authorized Positions	328	358	311	306

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 disabilities.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	3,559,083	3,818,743	4,724,800	4,842,560
Operating	1,506,879	2,887,570	2,102,980	2,324,560
Capital Outlay	330,274	369,349	399,737	63,750
Total Expenditures	5,396,236	7,075,662	7,227,517	7,230,870

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 FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Preschool children served	632	674	674	674
3 - 4 Year old (Head Start)	582	602	602	602
Infant to 3 year old (PPC/Early Head Start)	50	72	72	72
Diagnostic Evaluations	150	115	115	115
Children received Special Services	100	101	101	101
Children received Up-to-Date immunizations	632	674	674	674
Parents received Adult Education/GED training	100	130	130	130
Parents received Parent Education/Parent training	400	450	450	450
Parents and Community volunteers	663	1,254	1,254	1,254
Volunteer Hours	36,965	41,867	41,867	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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	651,051	749,887	424,254	450,000
Operating	388,987	692,110	351,723	291,730
Capital	35,707	1,635	200	-
Total Expenditures	1,075,745	1,443,632	776,177	741,730

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.

❶ To 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

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 00/01	Goal FY01/02	Estimate FY 01/02	Goal FY02/03
Center Program				
Children enrolled age 2-5	150	140	140	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 Chatt Speech and Hearing Center	65	140	140	140
Field trips taken	20	20	20	20
Children received clothes from clothes pantry	15	25	25	25
Parent meetings	4	4	4	4
Individual family conferences	150	168	168	168
Meals served	55,000	102,000	102,000	102,000
Transportation services	28,800	35,000	35,000	35,000
Children	150	105	105	105
DayCare (HOMES)				
Children enrolled	50	42	42	42
Parents maintained gainful employment	N/A			
Meals served	36,000	20,000	20,000	20,000
Day care home for infants through 12 years	12	10	10	10
Parent meeting per quarter	4	4	4	4
Monitoring visits	48	120	120	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 00/01	FY 01/02	FY 01/02	FY 02/03
Units of weatherized dwellings	60	70	70	70
Material & Labor Cost	175,000	171,643	171,643	171,643
Inspections completed	125	150	150	150
# of applicants	150	175	175	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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	83,837	81,107	101,008	107,570
Operating	226,094	307,038	358,034	352,022
Capital	3,628	3,444	4,722	2,543
Total Expenditures	313,559	391,589	463,764	462,135

Goals & Objectives

Assign Volunteers to sites to address basic need of community.

❶ Conduct site visits. ❷ Training suggestions from site coordinators. ❸ Assign ninety-five (95) volunteers to a minimum of 500 special children. ❹ Negotiate Memorandum of Understandings with sites.

Recruit and placement of volunteers

❶ Recruit sites that serve special needs children; ❷ Interview potential volunteers; ❸ Conduct site training's Volunteer comply with income requirements; ❹ Transportation provided by sites for In-kind contributions; ❺ Provide volunteers with (1) forty 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

❶ Educate and train council on FGP affairs; ❷ Assign to committees for advisory council; ❸ Meet four time a year; ❹ Procure private sector funding; ❺ Provide annual program evaluation; ❻ Accomplish specific goal each year.

Volunteer recognition for their Performance

❶ Participate in events for volunteers; ❷ Program receives media coverage; ❸ FGP provide 2 events

Increase private sector participation

❶ 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 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Conduct site visits	30	31	31	31
Training suggestions from site coordinators	30	25	25	25
Assign volunteers and special children	95/500	95/500	95/500	95/500
Negotiate Memo of Understanding with sites	28	33	33	33
Recruit sites that serve special needs children	5	2	2	2
Volunteers interviewed and hired	15	25	25	25
Conduct site training	as needed	as needed	as needed	as needed
40 hours of training for new volunteers	15	25	25	25
Sessions of 4 hours additional training	12	10	10	10
Volunteers evaluated	95	95	95	95
Conduct volunteer needs assessment	95	95	95	95
Volunteer comply w/income requirements	95	95	95	95
Annual physical for volunteers	95	95	95	95
Trans by sites for In-kind contributions	12,000	12,000	12,000	12,000
Educate and train council on FGP affairs	12	12	12	12
Assign to committees for advisory council	12	12	12	12
Advisory council meetings per year	4	4	4	4
Procure private sector funding	0	0	0	0
Participate in events for volunteers	7	7	7	7
Program receives media coverage	10	10	10	10
FGP provide 2 events	2	2	2	2
Address three or more organizations annually	4	4	4	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 FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	69,688	84,374	88,644	88,644
Operating	663,092	883,099	603,156	603,156
Capital	-	-	-	-
Total Expenditures	732,780	967,473	691,800	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 FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Total # households assisted	2,326	1,590	1,590	1,590
Regular Heating Assistance	1,971	1,114	1,114	1,114
Total \$ Regular Heating \$	492,603	\$ 278,500	\$ 278,500	\$ 278,500
Emergency Heating	256	277	277	277
Total \$ Emergency Heating \$	63,974	\$ 69,500	\$ 69,500	\$ 69,500
Summer Cooling	99	199	199	199
Total \$ Summer Cooling \$	31,987	\$ 69,650	\$ 69,650	\$ 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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	266,351	251,120	280,938	258,776
Operating	205,827	430,193	396,771	417,668
Capital	-	2,876	7,085	8,350
Total Expenditures	472,178	684,189	684,794	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 00/01	FY 01/02	FY 01/02	FY 02/03
Total Units Served	2,260	3,915	3,915	3,915
Family Support Services	67	75	75	75
Homesless Assistance	n/a	-	-	-
Homeless Prevention	42	-	-	-
Emergency Homeless	50	-	-	-

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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	25,830	27,381	33,635	36,439
Operating	139,903	208,500	250,188	173,770
Capital	18,663	954	39,911	16,012
Total Expenditures	184,396	236,835	323,734	226,221

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.

●Repair or replace air condition units as needed (3 planned this year). ●Replace window units to conserve energy.

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

●Plant trees in playground area.

Priority 5: Maintenance work which may detract from the overall appearance of the building or work which replacement later on will no more if work is left undone.

Performance Measures	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Fire Inspection	1	1	1	1
Cleaning/replacing air filters	15	36	36	36
Grass mowed	26	-	-	-
Replaced awnings	2	6	6	6
Repair/replace air condition units	-	-	-	-
Remove large trees from playground area	-	-	-	-
Touch up paint areas as needed	1	3	3	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 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	22,022	564,933	93,506	647,903
Operating	607,817	1,241,947	809,593	1,345,670
Capital	-	37,655	-	-
Total Expenditures	629,839	1,844,535	903,099	1,993,573

Goals & Objectives

Title II Commodity

Improve the nutritional needs of low income individuals in Chattanooga and Hamilton County.

- ❶ Provide a minimum of two distribution sites, one site in Chattanooga, and one site in northern Hamilton County.
- ❷ 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.

- ❶ Secure sites where meals can be served.
- ❷ To reach 50% or more of those children who received free and / or reduced lunches during the school year.
- ❸ Provide free nutritional lunches daily during summer vacation.
- ❹ 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.

- ❶ 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.
- ❷ Provide meals to families or single persons given a one month food voucher that can be used at the grocery store of their choice.
- ❸ 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.

- ❶ 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 FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	37,827	49,456	50,354	50,354
Operating	25,148	18,836	29,457	29,457
Capital	509	-	1,500	1,500
Total Expenditures	63,484	68,292	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 00/01	FY 01/02	FY 01/02	FY 02/03
Family Need Assessments Performed	150	75	75	75
Adult and Youth Activities	36	24	24	24

City General Relief

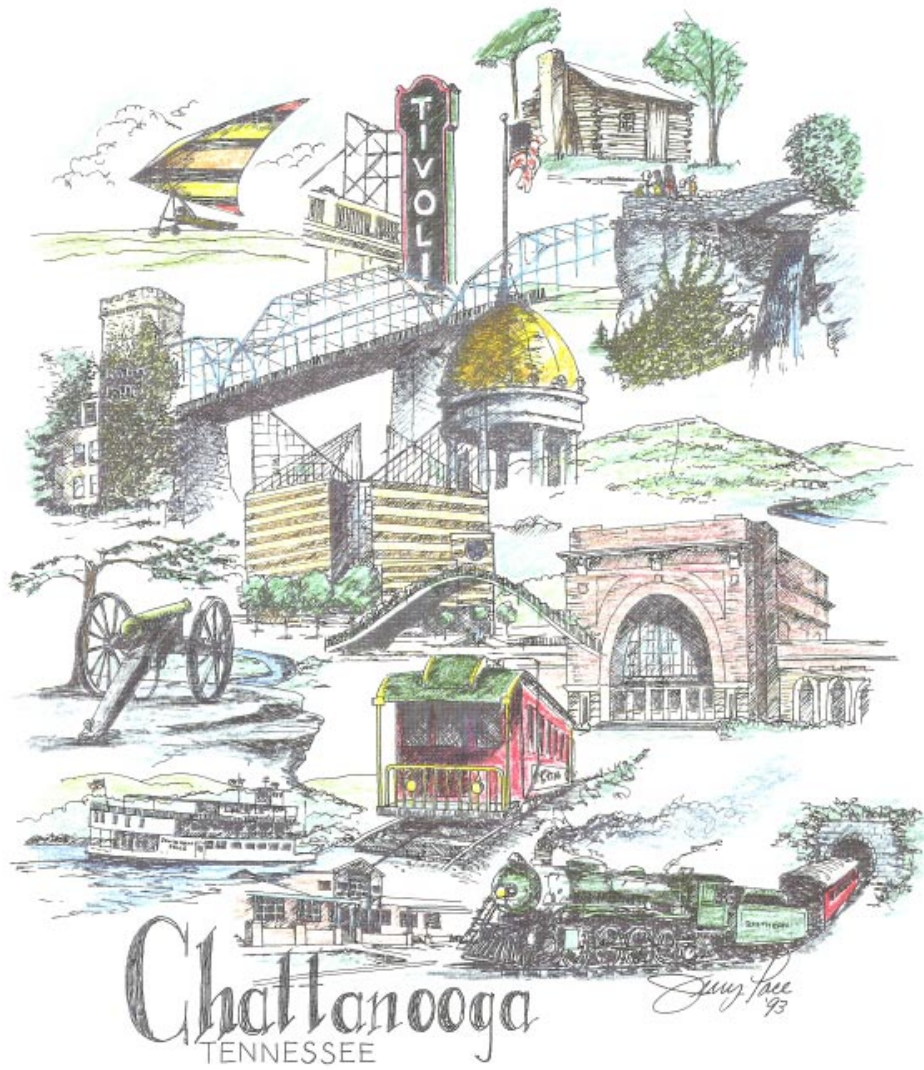
Provides emergency financial assistance including mortgage/rent, utilities, food/nonfood household items and medications to City residents.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	-	-	-	-
Operating	81,296	64,887	72,868	72,868
Capital	-	-	-	-
Total Expenditures	81,296	64,887	72,868	72,868

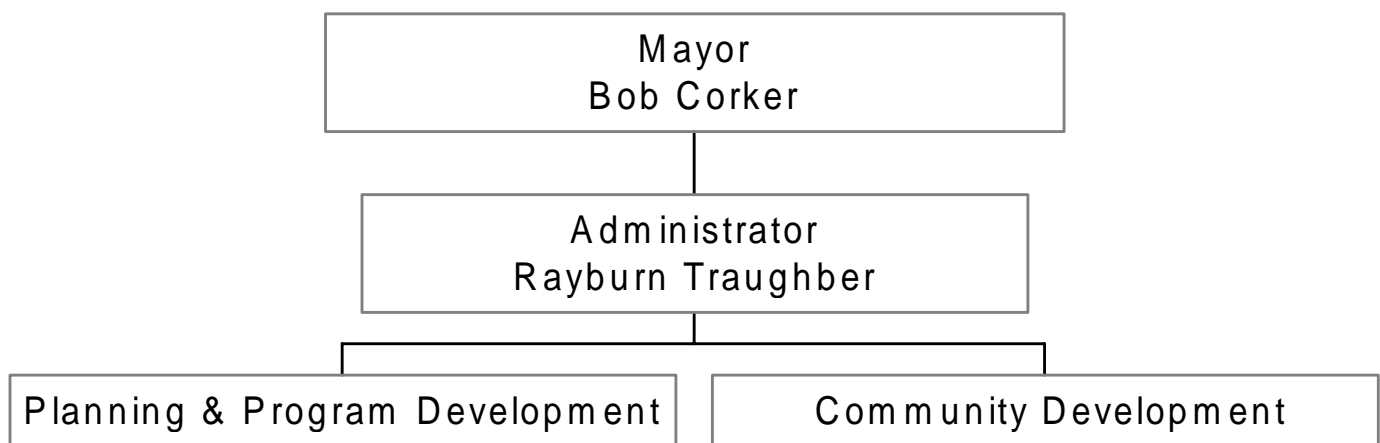
Goals & Objectives

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 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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Planning and Administration	\$ 296,138	\$ 298,920	\$ 569,265	\$ 732,949
CDBG Supported Programs	5,282,124	3,674,337	3,192,735	2,729,051
Home Program	1,388,005	1,834,714	1,649,000	1,856,000
Total	\$ 6,966,267	\$ 5,807,971	\$ 5,411,000	\$ 5,318,000

Category Expenditure

	Actual FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ 254,844	\$ 261,494	\$ 324,500	\$ 325,000
Operating	6,706,420	5,545,482	5,076,500	4,983,000
Capital	5,003	995	10,000	10,000
Total Expenditures	\$ 6,966,267	\$ 5,807,971	\$ 5,411,000	\$ 5,318,000
Per Capita	\$ 46.82	\$ 39.61	\$ 37.37	\$ 34.72
Positions Authorized	8	8	5	6



Planning and Administration

The Office of 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 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 Community Development operates under a HUD mandated five year strategic plan. In fiscal year 2001-2002 the City implemented year two of the 2000-2004 Consolidated Plan. Goals, objectives and strategies are based upon this five year plan.

Expenditure by Type				
	Actual	Actual	Budget	Budget
	FY 99/00	FY 00/01	FY 01/02	FY 02/03
Personnel	\$ 254,844	\$ 261,494	\$ 324,500	\$ 325,000
Operating	36,291	36,431	234,765	397,949
Capital	5,003	995	10,000	10,000
Total	\$ 296,138	\$ 298,920	\$ 569,265	\$ 732,949

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.

Fair Housing

Increase community knowledge of fair housing standards and issues.

Planning and Administration

Performance Measures	Actual FY 00/01	Goal FY 01/02	Estimate FY 01/02	Goal FY 02/03
Stock of safe, affordable rental units up to 500	34	100	66	100
Rehabilitate substandard housing	198	160	150	160
Assist first time LMI purchasers with affordable mortgage	319	220	157	220
Homebuyer Education	673	700	181	700
Improved multipurpose neighborhood based community centers	-	2	1	1
Participate in streetscape improvements	Yes	Yes	Yes	Yes
Increase opportunities for youth to use time constructively	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 FY 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	5,282,124	3,674,337	3,192,735	2,729,051
Capital	0	0	0	0
Total	\$ 5,282,124	\$ 3,674,337	\$ 3,192,735	\$ 2,729,051

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 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 99/00	Actual FY 00/01	Budget FY 01/02	Budget FY 02/03
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	1,388,005	1,834,714	1,649,000	1,856,000
Capital	0	0	0	0
Total	\$ 1,388,005	\$ 1,834,714	\$ 1,649,000	\$ 1,856,000

Goals & Objectives

See Community Development goals 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 FY2003 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.

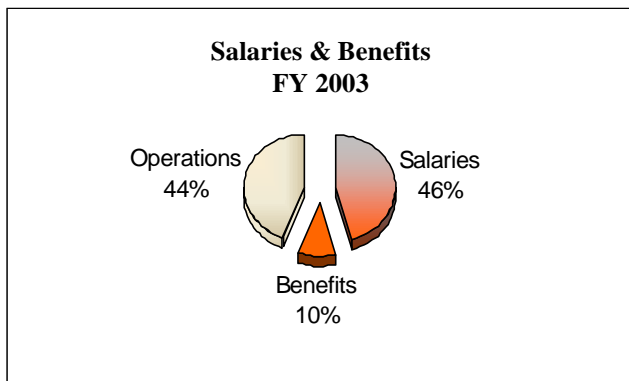
Major Medical Health Insurance. Chattanooga provides major medical health and hospitalization group plans to all full-time employees. Coverage begins on the first day coincident with or immediately following completion of 90 days of active employment. Currently, the City of Chattanooga contracts with BlueCross and BlueShield of Tennessee for employee medical coverage. Because of the continuing steady increase in our country's health insurance premiums, employee contribution rates in fiscal year 2003 will change twice within the year. One rate increase will occur July 2002 and the other in January 2003. The average monthly City contribution for employees with an individual policy will be \$43.87 per month, employee + child \$73.18 per month, employee + spouse \$89.44 per month and family \$123.98 per month.

In FY 2003, an employee's Major Medical Health and Hospitalization group plan cost will amount to \$12,963,861, with another \$2,100,000 projected to be spent on job injuries.

Life Insurance. On July 1, 1986 the death benefits of the group term life insurance program sponsored by the city for all eligible employees was upgraded to equal to 100% of an employee's annual salary, with a maximum benefit of \$40,000. For FY 2003, 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



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.

supplemental plan. The three companies offering this benefit are ITT Hartford Life Insurance Company, AETNA and ICMA (International City/County Management Association).

Hours accrued Annually	384	456	516
Days accrued Annually	32	38	43

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 \$0.1875 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:	0 - 10	11-17	18 +
Hours accrued Bi-weekly	9.54	10.77	12.00
Hours accrued Annually	248	280	312
Days accrued Annually	31	35	39

The following accrual schedule applies to civilian EMT's /Paramedics with the Fire Department (based on working a twenty-four hour shift):

Years of Service:	0 - 10	11-17	18 +
Hours accrued Bi-weekly	14.77	17.54	19.85

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 2000, the city has fluctuated in authorized 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 an efficient way.

In fiscal year 2002, the City authorized a reduction of 156 positions, this is a 5% decrease over 2001's 2,948 authorized positions. This decrease is a part of the City's staff reduction plan. Due to the financial challenges faced in fiscal year 2002, the City was forced to consider elimination of positions that were viewed as nonessential. The goal: To Eliminate 200 Positions. The first step in the process was 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 2003 changes are as follows:

General Government

In fiscal year 2003 a new organization was created. The Citizen Relationship Management is comprised of two Customer Service Representatives, pay grade 7 and one Customer Service Coordinator, pay grade 12.

Department of Finance & Administration

In fiscal year 2003 positions decreased by eleven (11). These adjustments were a result of City's 2002 position reduction plan. Changes were as followed: City's Treasurer Office: one (1) position was eliminated - Treasurer retired and responsibilities and duties were transferred to the Deputy Administrator of Finance. City Court Clerk Office: three (3) positions were eliminated and one new created which assumed combined duties from two of the eliminated positions. Purchasing: one (1) vacant position eliminated due to retirement. City Hall/Annex Maintenance: three (3) positions transferred to Development Resource Center and two (2) positions were upgraded. Fleet Services eliminated seven (7) positions from a combination of vacancies, retirements, and duty transfers to accomplish needed adjustments.

Department of Police

In fiscal year 2003, positions decreased by twenty-seven (27). Although there are some swaps in sworn police positions, the total number of sworn positions authorized remains at 472. The City's grant funding for Crime Bill Police Officers expired, so those positions were converted to regular Police Officers funded by the General Fund. Another significant reduction included the loss of 21 Part time Police Service Technicians. These positions were also funded by a grant that expired September 2002. All other eliminations were positions included in the staff reduction plan.

Department of Fire

In fiscal year 2003 there were no personnel/position changes.

Department of Public Works

In fiscal year 2003 the major personnel changes in Public Works was due to reduction in force in the Solid Waste enterprise fund due to reduced intake at the City Landfill and continuation of the RIF program instituted in FY2002.

Department of Parks, Recreation, Arts & Culture

In fiscal year 2003 positions overall decreased by nineteen (19). Eliminated positions due to City's overall staff reduction include: project coordinator, accounting technician, electrician, electrician's assistant, plumber, plumber's assistant, carousel assistant, parks superintendent, concessions coordinator, cultural arts coordinator, assistant superintendent maint., and 2 concession employees. Due to this decrease, PRAC's budget request for salaries & fringes was less than the previous year's even after factoring in a pay increase for FY 2003.

Department of Personnel:

In fiscal year 2003 there were no personnel/position changes.

Department of Neighborhood Services:

In fiscal year 2003, position decreased by three (3). The four (4) position eliminated in Administration were moved to Codes & Community Services and Neighborhood Relations. Codes & Community Services loss three positions (Manager and CE Inspector) due to the reduction plan, but with the transfer of 2 Codes Specialist from Administration, they were able to restore needed manpower to continue their neighborhood efforts. Neighborhood Relations gained two (2) much needed positions to continue their strategic neighborhood plan efforts.

Executive Branch:

In the Internal Audit section the Audit Supervisor position was replaced with the Director of the Office of Performance Manager. The cost impact of this replacement is approximately \$58,400.

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 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
General Government & Agencies			29	36	30	31	1	2	31	31
City Attorney's Office										
C00150	City Attorney	48	1	1	1	1	0	0	1	1
City Court Judicial I										
C00152	Court Officer	11	2	2	2	3	1	1	3	3
C00153	Judicial Assistant	20.11hr	1	1	1	1	0	0	1	1
C00154	Police Officer	P1	1	1	0	0	0	-1	0	0
C20010	City Judges	NP	1	1	1	1	0	0	1	1
			5	5	4	5	1	0	5	5
City Court Judicial II										
C00152	Court Officer	11	0	2	2	2	0	2	2	2
C00153	Judicial Assistant	20.11hr	0	1	1	1	0	1	1	1
C20010	City Judges	NP	0	1	1	1	0	1	1	1
			0	4	4	4	0	4	4	4
City Council										
C00159	Clerk to Council	NP	1	1	1	1	0	0	1	1
C00160	Management Analyst	NP	1	1	1	1	0	0	1	1
C00161	Assistant Clerk to Council	22	1	1	1	1	0	0	1	1
C00163	Council Secretary	14	1	1	1	1	0	0	1	1
C20100	Council Chairperson	NP	1	1	1	1	0	0	1	1
C20200	Council Vice Chairperson	NP	1	1	1	1	0	0	1	1
C20300	Council Member	NP	7	7	7	7	0	0	7	7
C00910	Council Assistant (P/T)	9.48hr	1	4	4	4	0	3	4	4
			14	17	17	17	0	3	17	17
Office of the Mayor										
C00168	Communication Coordinator	19	1	1	0	0	0	-1	0	0
C00171	Chief of Staff	50	1	1	0	0	0	-1	0	0
C00172	Special Projects Director	19	1	1	0	0	0	-1	0	0
C00173	Project Manager	NP	1	1	0	0	0	-1	0	0
C00174	Special Project Assistant	15	2	2	0	0	0	-2	0	0
C01204	Administrative Secretary	9	1	1	0	0	0	-1	0	0
C01207	Executive Assistant	N/A	0	0	0	0	0	0	0	0
C01209	Administrative Assistant	19	1	1	0	0	0	-1	0	0
C20001	Mayor	NP	1	1	0	0	0	-1	0	0
			* 9	9	0	0	0	-9	0	0
Downtown Design Center										
C00563	Design Review Coordinator	15	0	0	1	0	-1	0	0	0
C00567	Design Review Assistant	9	0	0	1	0	-1	0	0	0
C01952	Design Review Specialist	13	0	0	2	2	0	2	2	2
C01953	Senior Planner	17	0	0	0	1	1	1	1	1
C01954	Receptionist	NR	0	0	0	1	1	1	1	1
			0	0	4	4	0	4	4	4
Department of Finance & Administration			112	117	228	217	-11	105	216	216
Finance & Administration General Fund			112	117	151	147	-4	35	147	147
Finance										
C00071	Accounts Payable Assistant	NR	0	1	1	1	0	1	1	1
C00075	Administrator	50	1	1	1	1	0	0	1	1
C00076	Deputy Administrator	42	1	1	1	1	0	0	1	1
C00077	Budget Officer	29	1	1	1	1	0	0	1	1
C00079	Manager, Financial Operations	31	1	1	1	1	0	0	1	1
C00080	Internal Audit Supervisor	29	1	1	0	0	0	-1	0	0
C00081	Accounts Payable Supervisor	15	1	1	1	1	0	0	1	1
C00082	Accounting Supervisor	26	1	1	1	1	0	0	1	1
C00083	Payroll Supervisor	18	1	1	1	1	0	0	1	1
C00084	Internal Auditor	17	2	2	0	0	0	-2	0	0
C00085	Budget Analyst	17	3	3	3	3	0	0	3	3
C00086	Budget Analyst, Senior	19	1	1	1	1	0	0	1	1
C00087	Accountant	17	3	3	3	3	0	0	3	3
C00090	Accountant, Senior	19	1	1	1	1	0	0	1	1
C00099	Payroll Technician	8	3	2	2	2	0	-1	2	2
C00102	Payroll Technician, Sr	10	0	1	1	1	0	1	1	1
C00903	Accounting Intern (Part time)	N/A	2	2	0	0	0	-2	0	0
C01001	Office Assistant	N/A	2	0	0	0	0	-2	0	0

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C01002	Office Assistant, Sr	5	4	6	5	5	0	1	5	5
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1
C01402	Accounting Technician	8	4	3	3	3	0	-1	3	3
XXXX	Inactivated positions	n/a	0	0	0	0	0	0	0	0
			<u>35</u>	<u>35</u>	<u>29</u>	<u>29</u>	<u>0</u>	<u>-6</u>	<u>29</u>	<u>29</u>
Information Services										
C00107	Information System Director	40	1	1	1	1	0	0	1	1
C00108	Application Services Manager	32	1	1	1	1	0	0	1	1
C00109	Assistant Director	32	1	1	1	1	0	0	1	1
C00113	Manager, IS Support Systems	28	1	1	1	1	0	0	1	1
C00115	System & Data Base Specialist, Sr	25	2	2	2	2	0	0	2	2
C00116	System & Data Base Specialist	20	1	1	2	2	0	1	2	2
C00117	Network Manager	26	1	1	1	1	0	0	1	1
C00118	Programmer Analyst	25	4	5	5	4	-1	0	4	4
C00119	Programmer, Sr	19	5	4	4	5	1	0	5	5
C00121	Network Technician, Sr	11	2	3	3	3	0	1	3	3
C00122	Micro System Trainer	12	1	1	1	1	0	0	1	1
C00123	PC Services Specialist, Sr	18	1	1	1	1	0	0	1	1
C00124	Network Technician	9	4	5	4	4	0	0	4	4
C00125	PC Service Technician	9	1	1	1	1	0	0	1	1
C00127	Programmer	16	4	4	4	4	0	0	4	4
C00128	PC Services Specialist	17	2	2	1	1	0	-1	1	1
C00129	Telecommunication Specialist	14	1	1	0	0	0	-1	0	0
C00130	Information Services assistant	9	0	0	1	1	0	1	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
			<u>34</u>	<u>36</u>	<u>35</u>	<u>35</u>	<u>0</u>	<u>1</u>	<u>35</u>	<u>35</u>
City Treasurer										
C00130	Treasurer	33	1	1	1	0	-1	-1	0	0
C00131	Assistant Treasurer	23	1	1	1	1	0	0	1	1
C00132	Tax Supervisor	15	2	2	2	2	0	0	2	2
C00136	Business Tax Inspector	11	1	1	1	1	0	0	1	1
C00904	Property Tax Clerk I	\$8.03hr	2	1	1	1	0	-1	1	1
C00905	Property Tax Clerk II	\$8.03hr	1	1	1	1	0	0	1	1
C00906	Property Tax Clerk III	\$8.75hr	1	1	1	1	0	0	1	1
C01006	Tax Clerk	6	7	7	6	6	0	-1	6	6
			<u>16</u>	<u>15</u>	<u>14</u>	<u>13</u>	<u>-1</u>	<u>-3</u>	<u>13</u>	<u>13</u>
City Court Clerk's Office										
C00055	City Court Clerk	33	1	1	1	1	0	0	1	1
C00056	Deputy City Court Clerk	N/A	1	1	1	0	-1	-1	0	0
C00056	Assistant City Court Clerk	16	0	0	0	1	1	1	1	1
C00059	Court Operation Supervisor	13	2	3	3	1	-2	-1	1	1
C00154	Police Officer (Liaison)	P1	0	1	0	0	0	0	0	0
C01101	Court Clerk	5	16	17	16	16	0	0	16	16
C01102	Court Clerk, Sr	7	5	6	6	6	0	1	6	6
			<u>25</u>	<u>29</u>	<u>27</u>	<u>25</u>	<u>-2</u>	<u>0</u>	<u>25</u>	<u>25</u>
Telecommunications										
C00145	Telecommunication Manager	28	1	1	1	1	0	0	1	1
C00146	Telecommunication Coordinator	17	1	1	1	1	0	0	1	1
			<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>
Geo Information Services										
CXXXX	GIS Manager	NR	0	0	1	1	0	1	1	1
CXXXX	GIS Analyst	NR	0	0	1	1	0	1	1	1
CXXXX	GIS Technician	NR	0	0	1	1	0	1	1	1
			<u>0</u>	<u>0</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>3</u>	<u>3</u>	<u>3</u>
Purchasing										
C00250	Purchasing Agent	27	0	0	1	1	0	1	1	1
C00251	Assistant Purchasing Agent	17	0	0	2	2	0	2	2	2
C00252	Buyer	13	0	0	4	4	0	4	4	4
C00258	Purchasing Technician	8	0	0	5	4	-1	4	4	4
C01001	Office Assistant	3	0	0	2	2	0	2	2	2
			<u>0</u>	<u>0</u>	<u>14</u>	<u>13</u>	<u>-1</u>	<u>13</u>	<u>13</u>	<u>13</u>
City Hall/Annex Maintenance										
C00176	Director, Facilities & Fleet Management	38	0	0	1	1	0	1	1	1
C00195	Facilities Superintendent	16	0	0	1	1	0	1	1	1
C00197	Custodian	2	0	0	10	8	-2	8	8	8
C00198	Guard	\$8.68hr	0	0	2	2	0	2	2	2

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C01501	Crew Leader	6	0	0	2	1	-1	1	1	1
C01521	Crew Worker	3	0	0	1	0	-1	0	0	0
C01522	Crew Worker, Sr	5	0	0	1	0	-1	0	0	0
C01525	Building Maintenance Mechanic	7	0	0	0	2	2	2	2	2
			0	0	18	15	-3	15	15	15
Development Resource Center										
C00197	Custodian	2	0	0	0	1	1	1	0	0
C01201	Secretary	6	0	0	0	1	1	1	0	0
C01521	Crew Worker	3	0	0	0	1	1	1	2	2
			0	0	0	3	3	3	2	2
Electronics Division										
C00199	Electronics Supervisor	24	0	0	1	1	0	1	1	1
C00200	Electronics Comm Technician	14	0	0	5	5	0	5	5	5
			0	0	6	6	0	6	6	6
Real Estate										
C00177	Manager of Real Property	22	0	0	1	1	0	1	1	1
C00990	Property Service Coordinator	14	0	0	2	2	0	2	2	2
			0	0	3	3	0	3	3	3
Municipal Garage - Amnicola										
C00204	Shop supervisor	18	0	0	2	2	0	2	2	2
C00205	Fleet Manager	25	0	0	1	1	0	1	1	1
C00206	Equipment Mechanic III	13	0	0	4	5	1	5	5	5
C00208	Equipment Mechanic I	9	0	0	8	6	-2	6	6	6
C00218	Shop Supervisor, Sr	20	0	0	1	1	0	1	1	1
C00220	Parts Room Supervisor	11	0	0	1	1	0	1	1	1
C00224	Equipment Mechanic II	11	0	0	9	9	0	9	9	9
C01301	Inventory Clerk	5	0	0	2	1	-1	1	1	1
C01302	Inventory Clerk, Sr	6	0	0	2	2	0	2	2	2
C01521	Crew Worker	3	0	0	3	3	0	3	3	3
	Total Municipal Garage-Amnicola		0	0	33	31	-2	31	31	31
Municipal Garage - 12th Street										
C00197	Custodian	2	0	0	1	1	0	1	1	1
C00204	Shop Supervisor	18	0	0	3	3	0	3	3	3
C00206	Equipment Mechanic III	13	0	0	8	8	0	8	8	8
C00208	Equipment Mechanic I	9	0	0	5	2	-3	2	2	2
C00218	Garage Superintendent	20	0	0	1	1	0	1	1	1
C00220	Parts Room Supervisor	11	0	0	1	1	0	1	1	1
C00224	Equipment Mechanic II	11	0	0	12	12	0	12	12	12
C00232	Vehicle Servicer	6	0	0	3	2	-1	2	2	2
C01015	Office Manager	10	0	0	1	1	0	1	1	1
C01301	Inventory Clerk	5	0	0	3	2	-1	2	1	1
C01302	Inventory Clerk, Sr	6	0	0	2	2	0	2	2	2
C01513	Heavy Equipment Operator	10	0	0	1	1	0	1	1	1
C01521	Crew Worker	3	0	0	1	1	0	1	1	1
C01522	Crew Worker, Sr	5	0	0	1	1	0	1	1	1
	Total Municipal Garage-12th Street		0	0	43	38	-5	38	37	37
Municipal Gas Station										
C01513	Heavy Equipment Operator	10	0	0	1	1	0	1	1	1
	Total Municipal Gas Station		0	0	1	1	0	1	1	1
Department of Police			722	747	711	684	-27	-38	681	681
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1
C00200	Electronics Communication Tech.	14	0	0	0	1	1	1	1	1
C00355	Safety Coordinator	n/a	1	0	0	0	0	-1	0	0
C00805	Police Chief	NR	1	1	1	1	0	0	1	1
C00806	Deputy Police Chief	P5	2	2	2	2	0	0	2	2
C00807	Deputy Dir. , Community Outreach	17	1	1	1	1	0	0	1	1
C00808	Assist. Community Outreach Dir.	12	1	1	1	1	0	0	1	1
C00809	Captain	P4	11	9	8	8	0	-3	8	8
C00812	Lieutenant	P3	23	22	20	18	-2	-5	18	18
C00813	Sergeant	P2	108	108	108	104	-4	-4	104	104
C00818	Police Officer	P1	249	265	279	330	51	81	330	330
C00820	Police Off. Crime Bill	P1	74	54	54	9	-45	-65	9	9
C00824	Police Officer	P1	11	11	0	0	0	-11	0	0
C00825	Police Service Technician	3	4	13	10	8	-2	4	8	8

City of Chattanooga
Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C00827	Police Service Tech P.T.	\$9.48hr	25	25	21	0	-21	-25	0	0
C00828	Police ID Technician	9	2	3	2	1	-1	-1	1	1
C00829	Photo Lab Tech	9	1	1	1	1	0	0	1	1
C00831	Manager, Animal Services	24	1	1	1	1	0	0	1	1
C00833	School Patrol Supervisor	12	1	0	0	0	0	-1	0	0
C00834	School Patrol Officer Senior	9	1	1	1	1	0	0	1	1
C00840	Property Service Clerk	7	8	7	7	7	0	-1	7	7
C00843	Communication Officer, Fire	8	2	2	2	2	0	0	2	2
C00844	Communication Officer	11	58	45	45	46	1	-12	46	46
C00855	Manager Media Relations	19	1	1	1	1	0	0	1	1
C00856	Lead Police Records Clerk	9	2	2	2	2	0	0	2	2
C00858	Police Legal Advisor	28	1	1	1	1	0	0	1	1
C00861	Fingerprint Technician	6	2	3	1	1	0	-1	1	1
C00895	Manager, Information Services	n/a	1	0	0	0	0	-1	0	0
C00896	Animal Service Officer	9	14	14	10	10	0	-4	10	10
C00897	Animal Service Sergeant	13	2	2	2	2	0	0	2	2
C00898	Communication Officer, Sr	13	6	6	6	6	0	0	6	6
C00923	Animal Service Admin Supervisor	16	1	1	0	0	0	-1	0	0
C00970	Police Service Tech Senior	5	10	10	10	10	0	0	10	10
C00971	Police Retiree 2000 P3	NP	0	7	0	0	0	0	0	0
C00972	Police Retiree 2000 P4	NP	0	5	0	0	0	0	0	0
C00973	Police Retiree 2000 P5	NP	0	1	0	0	0	0	0	0
C00974	Police Retiree 2000 Civilian	NP	0	1	1	0	-1	0	0	0
C00975	Lieutenant School Patrol	\$36.87hr	3	3	3	3	0	0	3	3
C00976	School Patrol Officer	\$26.01hr	30	30	30	30	0	0	30	30
C00994	Director, Police Admin	21	0	1	1	1	0	1	1	1
C00995	Grant Specialist, Sr	13	0	1	0	0	0	0	0	0
C00996	Communication clerk	8	0	13	13	12	-1	12	12	12
C00997	Accounting Technician, Sr	11	0	1	1	1	0	1	1	1
C00998	Staff Service Coordinator	15	0	1	1	1	0	1	1	1
C00999	Technology Coordinator	20	0	1	1	1	0	1	1	1
C01000	Accreditation File Assistant	6	0	1	1	0	-1	0	0	0
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01002	Office Assistant, Sr	5	4	4	4	3	-1	-1	3	3
C01003	Manager, Security, Facility & Fleet	18	0	1	1	1	0	1	1	1
C01005	Manager, Accreditation	18	0	1	1	1	0	1	1	1
C01007	Assistant Crime Analyst	10	0	1	0	0	0	0	0	0
C01008	Police Records Clerk	3	13	12	12	11	-1	-2	11	11
C01009	Police Records Clerk, Sr	5	13	13	8	9	1	-4	9	9
C01010	Police Records Clerk Supervisor	12	1	1	1	1	0	0	1	1
C01011	Police Records Analyst	7	4	5	5	5	0	1	5	5
C01201	Secretary	6	1	3	3	8	5	7	7	7
C01202	Secretary, Senior	7	10	11	11	6	-5	-4	6	6
C01203	Assistant to Police Chief	17	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	9	5	5	5	5	0	0	4	4
C01401	Personnel Assistant	7	2	2	2	2	0	0	2	2
C01402	Accounting Technician	8	2	2	1	1	0	-1	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
C01404	Fiscal Coordinator	n/a	1	0	0	0	0	-1	0	0
C01406	Grant Specialist	n/a	1	0	0	0	0	-1	0	0
C01521	Crew Worker	3	1	1	1	1	0	0	0	0
C01525	Building Maintenance Mechanic	7	2	3	3	2	-1	0	2	2
			722	747	711	684	-27	-38	681	681
Department of Fire			404	418	418	418	0	14	417	417
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1
C00855	Manager, Media relations	19	0	0	0	1	1	1	1	1
C00864	System Specialist	15	1	1	1	0	-1	-1	0	0
C00865	Fire Chief	47	1	1	1	1	0	0	1	1
C00866	Deputy Fire Chief	F6	1	1	1	1	0	0	1	1
C00867	Fire Marshal	F6	1	1	1	1	0	0	1	1
C00868	Public Information Officer	15	1	1	1	0	-1	-1	0	0
C00869	Battalion Chief	F5	6	6	6	6	0	0	6	6
C00871	Captain	F4	75	75	75	75	0	0	75	75
C00872	Fire Investigator	F4	3	3	3	3	0	0	3	3
C00873	Lieutenant	F3	87	87	87	87	0	0	87	87
C00874	Firefighter	F1	117	106	106	86	-20	-31	86	86
C00876	Operations Chief	F6	1	1	1	1	0	0	1	1
C00877	Resource Chief	F5	1	1	1	1	0	0	1	1
C00888	Staff Officer	F4	15	15	15	15	0	0	15	15
C00890	Training Chief	F5	1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C00891	Fire Equipment Technician	11	1	1	1	1	0	0	1	1
C00892	Senior Firefighter	F2	75	100	100	120	20	45	120	120
C00899	Tactical Services Chief	F5	1	1	1	1	0	0	1	1
C00999	Technology Manager	20	0	0	0	1	1	1	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01202	Secretary, Senior	7	3	3	3	3	0	0	3	3
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1
C01401	Personnel Assistant	7	1	1	1	1	0	0	1	1
C01402	Accounting Technician	8	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
C01513	Heavy Equipment Operator	10	2	2	2	2	0	0	2	2
C01525	Building Maintenance Mechanic	7	4	4	4	4	0	0	3	3
C01526	Building Maintenance Mechanic, Sr	12	1	1	1	1	0	0	1	1
			404	418	418	418	0	14	417	417
Department of Public Works (All Funds)			668	673	667	649	-18	-19	640	640
Public Works General Fund			240	241	351	348	-3	108	341	341
Administration										
C00450	Administrator	47	1	1	1	1	0	0	1	1
C00451	Deputy Administrator	38	1	1	1	1	0	0	1	1
C01002	Office Assistant Senior	NR	0	0	0	2	2	2	2	2
C00453	Assistant to Administrator	22	1	1	1	0	-1	-1	0	0
C01001	Office Assistant	3	1	2	2	0	-2	-1	0	0
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
C01404	Fiscal Coordinator	17	1	1	1	1	0	0	1	1
C01991	Development Planning Manager	28	0	0	0	1	1	1	1	1
			7	8	8	8	0	1	8	8
Inspection										
C00541	Chief Building Official	32	1	1	1	1	0	0	1	1
C00543	Zoning Inspector	12	2	2	2	2	0	0	2	2
C00544	Chief Building Inspector	19	1	1	1	1	0	0	1	1
C00545	Chief Electrical Inspector	19	1	1	1	0	-1	-1	0	0
C00546	Chief Plumbing Inspector	19	1	1	1	1	0	0	1	1
C00548	Electrical Inspector	13	2	2	2	2	0	0	2	2
C00549	Gas/Mechanical Insp.	13	1	1	1	1	0	0	1	1
C00550	Plumbing Inspector	13	2	2	2	2	0	0	2	2
C00551	Plumbing Inspector, Sr	14	1	1	1	1	0	0	1	1
C00552	Combination Inspector	14	2	2	2	2	0	0	2	2
C00553	Building Inspector	13	2	2	2	2	0	0	2	2
C00554	Electrical Inspector, Sr	14	1	1	1	1	0	0	1	1
C00555	Building Inspector, Sr	14	1	1	1	1	0	0	1	1
C00558	Codes Inspector, Sr	17	1	1	1	1	0	0	1	1
C00559	Gas/Mechanical Inspector, Sr	14	1	1	1	1	0	0	1	1
C00560	Chief Signs Inspector	16	1	1	1	1	0	0	1	1
C00561	Electrical Sign Inspector	10	2	2	2	2	0	0	2	2
C00562	Codes Coordinator	12	1	1	1	1	0	0	1	1
C00563	Design Review Coordinator	n/a	1	0	0	0	0	-1	0	0
C00567	Director of Codes & Inspection	36	0	0	0	1	1	1	1	1
C01004	Permit Clerk	5	4	4	4	4	0	0	4	4
C01015	Office Manager	10	1	1	1	1	0	0	1	1
C01201	Secretary	n/a	1	0	0	0	0	-1	0	0
			31	29	29	29	0	-2	29	29
City Wide Services										
C00197	Custodian	2	2	2	2	2	0	0	2	2
C00474	Director, City Wide Services	38	1	1	1	1	0	0	1	1
C00479	Accident Investigator	10	1	1	1	1	0	0	1	1
C00480	Occupational Health Nurse	13	1	1	1	1	0	0	1	1
C00482	Inventory Control Coordinator	12	0	0	0	1	1	1	1	1
C00651	Safety & Training Coord, Sr	15	1	1	1	1	0	0	1	1
C00747	Supply Supervisor	9	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01002	Office Assistant, Sr	5	2	2	2	2	0	0	2	2
C01201	Secretary	6	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
C01301	Inventory Clerk	5	1	1	1	1	0	0	1	1
C01401	Personnel Assistant	7	2	2	2	2	0	0	2	2

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C01403	Administrator Coordinator	10	1	1	1	0	-1	0	0	
C01405	Operations Coordinator	25	1	1	1	0	0	1	1	
C01521	Crew Worker	3	1	1	1	0	0	1	1	
C01522	Crew Worker, Sr	5	1	1	1	0	0	1	1	
			<u>19</u>	<u>19</u>	<u>19</u>	<u>19</u>	<u>0</u>	<u>0</u>	<u>19</u>	<u>19</u>
Municipal Forestry										
C00311	Municipal Forester	21	0	0	1	1	0	1	1	1
C00312	Forestry Supervisor	13	0	0	1	1	0	1	1	1
C00333	Tree Trimmer	8	0	0	1	2	1	2	2	2
C00334	Forestry Inspector	15	0	0	1	1	0	1	1	1
C01503	Crew Supervisor	11	0	0	1	1	0	1	1	1
C01511	Equipment Operator	6	0	0	1	1	0	1	1	1
			<u>0</u>	<u>0</u>	<u>6</u>	<u>7</u>	<u>1</u>	<u>7</u>	<u>7</u>	<u>7</u>
Sewer Construction & Maintenance										
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	2	2	2	2	0	0	2	2
C01512	Equipment Operator, Sr	8	2	3	3	3	0	1	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
			<u>43</u>	<u>44</u>	<u>44</u>	<u>44</u>	<u>0</u>	<u>1</u>	<u>44</u>	<u>44</u>
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
			<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>0</u>	<u>0</u>	<u>12</u>	<u>12</u>
Street Cleaning										
C00538	Sanitation Worker	3	1	1	0	0	0	-1	0	0
C01502	Crew Leader, Sr	9	3	6	3	3	0	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	9	7	7	0	-3	7	7
C01512	Equipment Operator, Sr	8	6	8	8	8	0	2	8	8
C01521	Crew Worker	3	18	15	15	15	0	-3	15	15
C01522	Crew Worker, Senior	5	0	0	3	3	0	3	3	3
			<u>40</u>	<u>41</u>	<u>38</u>	<u>38</u>	<u>0</u>	<u>-2</u>	<u>38</u>	<u>38</u>
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	1	1	1	1	0	0	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	\$9.16hr	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
			<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>0</u>	<u>0</u>	<u>11</u>	<u>11</u>
Engineering										
C00501	Engineering Technician	11	0	1	1	1	0	1	1	1
C00505	City Engineer	41	1	1	1	1	0	0	1	1
C00506	Asst. City Engineer	36	1	1	1	0	-1	-1	0	0
C00509	Development Coordinator	n/a	1	0	0	0	0	-1	0	0
C00510	Construction. Inspector Supervisor	19	1	1	0	0	0	-1	0	0
C00511	Manager, Construction	n/a	1	0	0	0	0	-1	0	0
C00512	Engineering Manager	31	1	1	1	1	0	0	1	1
C00513	Engineering Designer	17	2	4	4	4	0	2	4	4
C00514	Prop. Acquisition Coordinator	14	1	1	1	0	-1	-1	0	0
C00515	Plans & Survey Analyst	n/a	1	0	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

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C00521	Construction. Inspector	13	3	7	7	7	0	4	7	7
C00522	Survey Instrument Tech.	10	4	3	3	3	0	-1	3	3
C00523	Survey Technician	5	5	4	4	3	-1	-2	3	3
C00525	Public Works Information Tech	10	4	4	4	5	1	1	5	5
C00735	GIS Specialist Senior	NR	0	0	0	1	1	1	1	1
C00965	Engineering Co-op	\$9.97hr	6	4	4	4	0	-2	4	4
C01001	Office Assistant	3	2	2	2	0	-2	-2	0	0
C01002	Office assistant Senior	NR	0	0	0	1	1	1	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
			43	43	42	40	-2	-3	39	39
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	1	1	1	1	0	0	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
C01505	General Supervisor	14	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	2	2	2	3	1	1	3	3
C01521	Crew Worker	3	6	6	6	6	0	0	6	6
C01522	Crew Worker, Sr	5	4	4	4	3	-1	-1	3	3
C01523	Traffic Construction Worker	7	1	1	1	1	0	0	1	1
			34	34	34	34	0	0	34	34
Brush & Trash										
C00531	Refuse Inspector	9	0	0	0	6	6	6	6	6
C00538	Sanitation Worker	3	0	0	5	4	-1	4	4	4
C01001	Office Assistant	3	0	0	1	1	0	1	1	1
C01503	Crew Supervisor	11	0	0	9	9	0	9	9	9
C01505	General Supervisor	14	0	0	2	1	-1	1	1	1
C01510	Light Equip Operator	5	0	0	17	17	0	17	17	17
C01512	Equipment Operator, Sr	8	0	0	7	9	2	9	9	9
C01521	Crew Worker	3	0	0	9	9	0	9	9	9
			0	0	50	56	6	56	56	56
Garbage Collection										
C00532	Superintendent Sanitation	25	0	0	1	1	0	1	1	1
C00537	Sanitation Worker, Sr	5	0	0	4	4	0	4	4	4
C00538	Sanitation Worker	3	0	0	25	18	-7	18	12	12
C01001	Office Assistant	3	0	0	1	1	0	1	1	1
C01505	General Supervisor	14	0	0	3	2	-1	2	2	2
C01510	Light Equipment Operator	5	0	0	2	2	0	2	2	2
C01511	Equipment Operator	6	0	0	11	11	0	11	11	11
C01512	Equipment Operator, Sr	8	0	0	11	11	0	11	11	11
			0	0	58	50	-8	50	44	44
Storm Water Management										
C00509	Development Coordinator	14	2	3	3	3	0	1	3	3
C00513	Engineering Designer	17	4	4	4	4	0	0	4	4
C00516	Engineering Project Coordinator	20	0	1	1	0	-1	0	0	0
C00646	Sewer Maintenance Truck Operator	10	2	2	2	2	0	0	2	2
C00728	Manager, Storm Water	29	1	1	1	1	0	0	1	1
C00733	Construction Program Supervisor	21	0	0	0	1	1	1	1	1
C00735	GIS Specialist, Sr	15	1	1	1	1	0	0	1	1
C00736	Water Quality Coordinator	19	1	1	1	1	0	0	1	1
C00737	GIS Specialist	11	1	1	1	1	0	0	1	1
C00738	Water Quality Technician	10	6	3	3	3	0	-3	3	3
C00740	Biologist	14	1	2	2	2	0	1	2	2
C01002	Office Assistant, Sr	5	0	1	1	1	0	1	1	1
C01004	Permit Clerk	5	1	1	1	1	0	0	1	1

City of Chattanooga
Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C01201	Secretary	6	1	1	1	1	0	0	1	1
C01504	Crew Supervisor, Senior	12	3	3	3	3	0	0	3	3
C01511	Equipment Operator	6	2	2	2	2	0	0	2	2
C01512	Equipment Operator, Senior	8	2	2	2	2	0	0	2	2
C01513	Heavy Equipment Operator	10	2	2	2	2	0	0	2	2
C01521	Crew Worker	3	6	6	6	6	0	0	6	6
C01522	Crew Worker, Sr	5	7	7	7	7	0	0	7	7
XXXX	Inactivated positions	n/a	2	0	0	0	0	-2	0	0
Total Storm Water Management			45	44	44	44	0	-1	44	44
State Street Aid Fund										
C00512	Engineering Project Coordinator	20	1	1	1	1	0	0	1	1
C00646	Sewer Maintenance Truck Operator	10	2	2	2	2	0	0	2	2
C00710	Superintendent Street Const.	25	1	1	1	1	0	0	1	1
C01502	Crew Leader, Senior	9	0	0	2	2	0	2	2	2
C01504	Crew Supervisor, Sr	12	11	12	10	10	0	-1	10	10
C01506	General Super, Senior	16	3	3	3	2	-1	-1	2	2
C01511	Crew Supervisor, Sr	6	11	12	12	12	0	1	12	12
C01512	Equipment Operator, Sr	8	8	8	8	8	0	0	8	8
C01513	Heavy Equipment Operator	10	13	14	14	14	0	1	14	14
C01521	Crew Worker	3	35	38	38	38	0	3	38	38
C01522	Crew Worker, Sr	5	19	20	20	20	0	1	20	20
Total State Street Aid			104	111	111	110	-1	6	110	110
Solid Waste Fund										
Sanitary Fills										
C00224	Equipment Mechanic II	11	1	1	1	0	-1	-1	0	0
C00663	Superintendent Landfill	25	1	1	1	1	0	0	1	1
C00664	Landfill Engineering Tech	13	1	1	1	1	0	0	1	1
C00665	Landfill Technician	12	1	1	1	0	-1	-1	0	0
C00670	Landfill Supervisor	20	1	1	1	1	0	0	1	1
C00671	Scale Operator	4	2	2	1	1	0	-1	1	1
C01504	Crew Supervisor Senior	12	0	0	0	1	1	1	1	1
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	3	3	1	1	0	-2	1	1
C01513	Heavy Equipment Operator	10	10	10	9	7	-2	-3	6	6
C01521	Crew Worker	3	3	3	2	1	-1	-2	0	0
XXXX	Inactivated positions	n/a	3	3	0	0	0	-3	0	0
			27	27	19	15	-4	-12	13	13
Wood Recycle										
C00671	Scale Operator	4	1	1	1	1	0	0	1	1
C01504	Crew Supervisor, Sr	12	1	1	1	0	-1	-1	0	0
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Senior	8	2	2	1	1	0	-1	1	1
C01513	Heavy Equipment Operator	10	5	5	5	1	-4	-4	1	1
C01521	Crew Worker	3	3	3	3	1	-2	-2	1	1
			13	13	12	5	-7	-8	5	5
Brush & Trash										
C00538	Sanitation worker	3	4	4	0	0	0	-4	0	0
C01001	Office Assistant	3	1	1	0	0	0	-1	0	0
C01503	Crew Supervisor	11	9	9	0	0	0	-9	0	0
C01505	General Supervisor	14	2	2	0	0	0	-2	0	0
C01510	Light Equip Operator	5	17	17	0	0	0	-17	0	0
C01512	Equipment Operator, Sr	8	7	7	0	0	0	-7	0	0
C01521	Crew Worker	3	9	9	0	0	0	-9	0	0
			49	49	0	0	0	-49	0	0
Recycle										
C00675	Recycling supervisor	12	1	1	1	1	0	0	1	1
C00679	Recycling Attendant	2	2	2	2	2	0	0	2	2
C01511	Equipment Operator	6	3	3	3	3	0	0	3	3
C01512	Crew Worker	8	2	2	2	2	0	0	2	2
			8	8	8	8	0	0	8	8
Garbage Collection										
C00532	Superintendent Sanitation	25	1	1	0	0	0	-1	0	0
C00537	Sanitation Worker, Sr	5	4	2	0	0	0	-4	0	0
C00538	Sanitation Worker	3	30	25	0	0	0	-30	0	0
C01001	Office Assistant	3	1	1	0	0	0	-1	0	0
C01505	General Supervisor	14	3	3	0	0	0	-3	0	0
C01510	Light Equipment Operator	5	0	2	0	0	0	0	0	0
C01511	Equipment Operator	6	14	12	0	0	0	-14	0	0
C01512	Equipment Operator, Sr	8	8	12	0	0	0	-8	0	0
			61	58	0	0	0	-61	0	0

City of Chattanooga
Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name Total Solid Waste Fund	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY -11	00 thru FY 2003 -130	FY 2004	FY 2005
Interceptor Sewer System			121	122	122	119	-3	-2	119	119
Administration										
C00482	Inventory Control Coordinator	12	1	1	1	1	0	0	1	1
C00575	Waste Resources Director	39	1	1	1	1	0	0	1	1
C00579	System Technician	15	1	1	1	1	0	0	1	1
C00580	Warehouse Supervisor	11	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
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
C01301	Inventory Clerk	5	2	2	2	2	0	0	2	2
C01401	Personnel Assistant	7	1	1	1	1	0	0	1	1
C01404	Fiscal Coordinator	17	1	1	1	1	0	0	1	1
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			11	11	11	11	0	0	11	11
Laboratory										
C00591	Quality Control Manager	27	1	1	1	1	0	0	1	1
C00592	Laboratory Technician, Sr	12	4	4	4	4	0	0	4	4
C00593	Laboratory Technician	10	1	1	1	1	0	0	1	1
C00594	Chemist	15	1	1	1	1	0	0	1	1
C00595	Laboratory Assistant	9	1	1	0	0	0	-1	0	0
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			8	8	7	7	0	-1	7	7
Engineering										
C00597	System Engineer	31	1	1	1	1	0	0	1	1
C00598	ISS Project Coordinator	16	1	1	1	1	0	0	1	1
C00644	Sewer Engineering Specialist	20	1	1	1	1	0	0	1	1
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			3	3	3	3	0	0	3	3
Plant Maintenance										
C00351	Painter	7	2	1	1	1	0	-1	1	1
C00601	Plant Maintenance Supervisor	24	1	1	1	1	0	0	1	1
C00603	Electric Inst. Maint. Supervisor	19	1	1	1	1	0	0	1	1
C00605	Chief Maint. Mechanic	19	2	2	2	2	0	0	2	2
C00610	Plant Maint. Mechanic	11	9	11	12	12	0	3	12	12
C00611	Electrical Instrument Technician	12	5	6	7	7	0	2	7	7
C00618	Plant Maintenance Lubricator	6	2	3	3	3	0	1	3	3
C01503	Crew Supervisor	11	1	1	1	1	0	0	1	1
C01521	Crew Worker	n/a	3	1	1	0	-1	-3	0	0
C01522	Crew Worker, Sr	5	1	1	1	1	0	0	1	1
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			27	28	30	29	-1	2	29	29
Sewer Maintenance										
C00646	Sewer Maint. Truck Operator	10	1	1	1	1	0	0	1	1
C01504	Crew Supervisor, Sr	12	4	4	4	4	0	0	4	4
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1
C01511	Equipment Operator	n/a	1	2	2	0	-2	-1	0	0
C01512	Equipment Operator, Sr	8	2	2	2	4	2	2	4	4
C01513	Heavy Equipment Operator	10	2	2	2	2	0	0	2	2
C01522	Crew Worker, Sr	5	7	6	6	6	0	-1	6	6
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			18	18	18	18	0	0	18	18
Moc Bend Treatment Plant - Liquid Handling										
C00630	Plant Superintendent	32	1	1	1	1	0	0	1	1
C00631	Plant Operation Supervisor Liquid	22	1	1	1	1	0	0	1	1
C00633	Chief Operator	16	4	4	5	5	0	1	5	5
C00634	Plant Operator, Sr	12	8	8	8	8	0	0	8	8
C00636	Plant Operator Principal	13	0	4	4	4	0	4	4	4
C00638	Plant Operator	9	8	4	6	4	-2	-4	4	4
CXXXX	Plant Engineer	n/a	0	0	1	0	-1	0	0	0
C01002	Office Assistant, Sr	5	1	1	1	1	0	0	1	1
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			23	23	27	24	-3	1	24	24
Inflow & Infiltration										
C00646	Sewer Maint. Truck Operator	10	5	2	2	2	0	-3	2	2
C01504	Crew Supervisor, Senior	12	0	3	3	3	0	3	3	3
C01506	General supervisor, Senior	16	0	0	0	1	1	1	1	1
C01522	Crew Worker, Sr	5	4	4	4	4	0	0	4	4
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			9	9	9	10	1	1	10	10
Safety & Training										
C00651	Safety/Training Coordinator	15	1	1	1	1	0	0	1	1
C00671	Scale Operator	4	1	1	1	1	0	0	1	1
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			2	2	2	2	0	0	2	2
Pretreatment/Monitoring										
C00652	Pretreatment Coordinator	15	1	1	1	1	0	0	1	1
C00653	Monitor Technician, Sr	10	2	2	2	3	1	1	3	3
C00654	Monitor Technician	n/a	1	1	1	0	-1	-1	0	0

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C00655	Pretreatment Inspector	10	1	1	1	1	0	0	1	1
C01201	Secretary	6	1	1	1	1	0	0	1	1
Moc Bend Treatment Plant - Solid Handling			6	6	6	6	0	0	6	6
C00657	Plant Operations Supervisor-Solids	21	1	1	1	1	0	0	1	1
C00661	Plant Operator, Sr	12	4	4	4	4	0	0	4	4
C01503	Crew Supervisor	n/a	1	1	0	0	0	-1	0	0
C01512	Equipment Operator, Sr	8	8	8	4	4	0	-4	4	4
			14	14	9	9	0	-5	9	9
Department of Parks, Recreation, Arts, & Culture			399	407	360	341	-19	-58	330	330
Parks General Fund			356	364	317	298	-19	-58	287	287
Administration										
C00300	Administrator	45	1	1	1	1	0	0	1	1
C00301	Deputy Administrator	38	2	2	1	1	0	-1	1	1
C00329	Recreation Management Analyst	13	1	1	0	1	1	0	1	1
C00388	Program Coordinator	n/a	1	1	0	0	0	-1	0	0
C01002	Office Assistant, Senior	5	0	0	1	1	0	1	1	1
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1
C01402	Accounting Technician	8	0	1	1	2	1	2	1	1
C01403	Administrative Coordinator	n/a	1	0	0	0	0	-1	0	0
C01404	Fiscal Coordinator	17	1	1	1	1	0	0	1	1
			8	8	6	8	2	0	7	7
Admin-Facility Planning										
C00305	Project Coordinator	n/a	1	1	1	0	-1	-1	0	0
C00308	Assistant Project Coord. - P&R	n/a	1	1	0	0	0	-1	0	0
C00338	Project Manager	n/a	0	1	0	0	0	0	0	0
			2	3	1	0	-1	-2	0	0
Admin-Public Info										
C00304	Public Information Specialist	13	2	2	1	1	0	-1	1	1
Recreation Administration										
C00197	Custodian	2	0	0	11	0	-11	0	0	0
C00329	Recreation Management Analyst	13	0	0	1	0	-1	0	0	0
C00375	Manager, Recreation Operations	24	1	1	1	0	-1	-1	0	0
C00376	Recreation Supervisor	17	0	0	1	0	-1	0	0	0
C00378	Recreation Program Coordinator	14	0	0	1	0	-1	0	0	0
C00380	Recreation Specialist, Senior	12	0	0	17	0	-17	0	0	0
C00382	Recreation Specialist	9	0	0	2	0	-2	0	0	0
C00388	Program Coordinator	12	0	0	1	0	-1	0	0	0
C01402	Accounting Technician	8	0	1	1	0	-1	0	0	0
XXXX	Inactivated positions	n/a	1	0	0	0	0	-1	0	0
			2	2	36	0	-36	-2	0	0
Recreation Facility Management										
C00197	Custodian	2	0	0	0	10	10	10	10	10
C00375	Manager, Recreation Operations	24	0	0	0	1	1	1	0	0
C00376	Recreation Supervisor	17	1	1	0	3	3	2	3	3
C00378	Recreation Program Coordinator	14	1	1	0	3	3	2	3	3
C00380	Recreation Facility Manager	12	8	8	0	17	17	9	16	16
C00382	Recreation Specialist	9	11	11	0	27	27	16	26	26
C00388	Program Coordinator	12	0	0	0	1	1	1	1	1
C00421	Aquatics Coordinator	14	0	0	0	1	1	1	1	1
C01521	Crew Worker	3	0	0	0	2	2	2	2	2
			21	21	0	65	65	44	62	62
Recreation - Summer Youth										
C00936	Outdoor Program Assistant	\$6.50hr	3	3	3	3	0	0	3	3
C00940	Assistant Tennis Coordinator	\$200.00wk	1	1	1	1	0	0	1	1
C00941	Supervisor	\$200.00wk	2	2	2	2	0	0	2	2
C00943	Playground Leaders	\$5.65	36	32	32	32	0	-4	32	32
C00947	Swimming Pool Supervisor I	n/a	2	2	0	0	0	-2	0	0
C00949	Swimming Pool Manager	n/a	1	1	1	0	-1	-1	0	0
C00950	Aquatic Program Coordinator	n/a	1	1	0	0	0	-1	0	0
C00951	Lifeguards (3 months)	n/a	16	16	16	0	-16	-16	0	0
C00964	Outdoor Program Director	\$8.00	1	1	1	1	0	0	1	1
C00982	Art Camp Leader	\$7.00	0	4	4	4	0	4	4	4
C00989	Lifeguards (6 months)	n/a	0	0	4	0	-4	0	0	0
			63	63	64	43	-21	-20	43	43
Fitness Center										
C00376	Recreation Supervisor	17	1	1	1	1	0	0	1	1
C00380	Recreation Facility Manager	12	3	3	2	2	0	-1	1	1
C00420	Therapeutic Specialist	13	0	0	1	1	0	1	1	1

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C00954	Fitness Trainer (Part Time 30 hrs.)	\$9.44	1	1	1	1	0	0	1	1
C00960	Front Desk Clerk (Part time 18 hrs.)	\$7.87	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	0	0
			7	7	7	7	0	0	5	5
Urban & Community Rec										
C00376	Recreation Supervisor	n/a	0	0	1	0	-1	0	0	0
C00378	Recreation Program Coordinator	n/a	0	0	1	0	-1	0	0	0
C00382	Recreation Specialist	n/a	0	0	10	0	-10	0	0	0
C00936	Outdoor Program Assistant	n/a	26	0	0	0	0	-26	0	0
C00983	Late-Night Program Assistant	\$6.00hr	0	26	13	13	0	13	13	13
			26	26	25	13	-12	-13	13	13
Outventure										
C00378	Recreation Program Coordinator	14	1	1	1	1	0	0	1	1
C00382	Recreation Specialist	9	0	1	1	1	0	1	1	1
C00935	Recreation Specialist P/T	\$10.12	1	1	1	1	0	0	1	1
			2	3	3	3	0	1	3	3
Sports										
C00376	Recreation Supervisor	n/a	1	1	1	0	-1	-1	0	0
C00378	Recreation Program Coord.	n/a	1	1	1	0	-1	-1	0	0
C00380	Recreation Specialist, Sr	n/a	6	6	0	0	0	-6	0	0
C00382	Recreation Specialist	n/a	9	9	15	0	-15	-9	0	0
C00388	Sports Coordinator	n/a	0	0	0	0	0	0	0	0
C00421	Aquatics Coordinator	n/a	0	0	1	0	-1	0	0	0
C00935	Recreation Specialist P/T	n/a	0	0	0	0	0	0	0	0
			17	17	18	0	-18	-17	0	0
At Risk Youth/Special Programs										
C00376	Recreation Supervisor	n/a	1	1	0	0	0	-1	0	0
C00378	Recreation Program Coord.	n/a	1	1	0	0	0	-1	0	0
C00380	Recreation Specialist, Sr	n/a	4	4	0	0	0	-4	0	0
C00382	Recreation Specialist	n/a	7	7	0	0	0	-7	0	0
			13	13	0	0	0	-13	0	0
Champion's Club										
C00394	Manager, Champion's Club	17	1	1	1	1	0	0	1	1
C00395	Asst. Manager, Champions Club	15	1	1	1	1	0	0	1	1
C00398	Tennis Specialist	9	1	1	1	1	0	0	0	0
C00422	Seasonal Tennis Assistant	\$6.63hr	0	0	1	1	0	1	1	1
C00981	Tennis Assistant P/T	\$7.13hr	2	2	2	2	0	0	2	2
C01522	Crew Worker, Sr	n/a	1	0	0	0	0	-1	0	0
			6	5	6	6	0	0	5	5
Aquatics										
C00949	Swimming Pool Manager	\$325.00wk	0	0	0	1	1	1	1	1
C00951	Lifeguards	\$7.00hr	0	0	0	16	16	16	16	16
			0	0	0	17	17	17	17	17
Parks & Athletic Fields										
C00224	Equipment Mechanic II	11	1	1	1	1	0	0	1	1
C00362	Stadium Manager	n/a	1	1	1	0	-1	-1	0	0
C00931	Custodian (Part time)	n/a	1	1	1	0	-1	-1	0	0
C00942	Softball Coordinator	n/a	1	1	1	0	-1	-1	0	0
C00984	Ballfield Leader P/T	n/a	0	8	2	0	-2	0	0	0
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	3	3	3	3	0	0	3	3
C01513	Heavy Equipment Operator	10	3	3	3	2	-1	-1	2	2
C01521	Crew Worker	3	3	3	2	2	0	-1	2	2
C01522	Crew Worker, Sr	5	10	10	9	6	-3	-4	6	6
XXXX	Inactivated positions	n/a	9	0	0	0	0	-9	0	0
			33	32	24	15	-9	-18	15	15
Buildings & Structures										
C00197	Custodian	2	10	13	5	1	-4	-9	1	1
C00345	HVAC Specialist	12	1	1	1	1	0	0	1	1
C00346	HVAC Assistant	5	1	1	1	1	0	0	1	1
C00347	Electrician	n/a	1	1	1	0	-1	-1	0	0
C00348	Plumber	n/a	1	1	1	0	-1	-1	0	0
C00351	Painter	7	1	1	1	1	0	0	1	1
C00353	Welder	10	1	1	1	1	0	0	1	1
C00361	Plumber Assistant	n/a	1	1	1	0	-1	-1	0	0
C00363	Electrician Assistant	n/a	1	1	1	0	-1	-1	0	0
C00370	Asst. Superintendent, Maint.	n/a	0	1	1	0	-1	0	0	0
C00402	Super, Civic Facilities Operator	n/a	0	0	1	0	-1	0	0	0
C01301	Inventory Clerk	5	1	1	1	1	0	0	1	1
C01501	Crew Leader	n/a	0	0	1	0	-1	0	0	0
C01504	Crew Supervisor, Sr	12	1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C01505	General Supervisor	14	1	1	1	1	0	0	0	0
C01512	Equipment Operator, Sr	8	1	1	1	1	0	0	1	1
C01521	Crew Worker	3	2	2	2	2	0	0	2	2
C01522	Crew Worker, Sr	5	2	2	2	2	0	0	2	2
C01525	Building Maint. Mechanic	7	3	3	5	5	0	2	5	5
C01526	Building Maint. Mechanic, Sr	12	1	1	1	1	0	0	1	1
XXXX	Inactivated positions	n/a	1	0	0	0	0	-1	0	0
			31	34	30	19	-11	-12	18	18
Chattanooga Zoo										
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	5	5	0	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
			8	8	9	9	0	1	9	9
TN Riverpark - Downtown										
C00344	Asst. Superintendent, Riverpark	18	0	1	1	1	0	1	1	1
C00985	Groundskeepers	n/a	4	4	0	0	0	-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	n/a	2	2	2	0	-2	-2	0	0
C01521	Crew Worker	3	17	17	15	14	-1	-3	14	14
C01522	Crew Worker, Senior	5	0	0	0	2	2	2	2	2
XXXX	Inactivated positions	n/a	1	0	0	0	0	-1	0	0
			30	30	24	23	-1	-7	23	23
Municipal Forestry										
C00311	Municipal Forester	n/a	1	1	0	0	0	-1	0	0
C00312	Forestry Supervisor	n/a	1	1	0	0	0	-1	0	0
C00333	Tree Trimmer	n/a	1	1	0	0	0	-1	0	0
C00334	Forestry Inspector	n/a	0	1	0	0	0	0	0	0
C00933	Forestry Intern	n/a	1	1	0	0	0	-1	0	0
C01503	Crew Supervisor	n/a	1	1	0	0	0	-1	0	0
C01511	Equipment Operator	n/a	1	1	0	0	0	-1	0	0
			6	7	0	0	0	-6	0	0
Carousel Operations										
C00307	Park & Carousel Manager	17	1	1	1	1	0	0	0	0
C00310	Carousel Curator	n/a	1	0	0	0	0	-1	0	0
C00423	Parks "Reservationist"	n/a	0	0	1	0	-1	0	0	0
C00968	Carousel Assistant P/T	\$6.91hr	3	3	3	2	-1	-1	2	2
C00993	Seasonal Carousel Asst. P/T	\$6.06hr	0	3	3	3	0	3	3	3
			5	7	8	6	-2	1	5	5
Park & Facilities										
C00335	Parks Superintendent	n/a	1	1	1	0	-1	-1	0	0
C00338	Manager, Projects & Facilities	30	0	0	1	1	0	1	1	1
C00355	Safety Coordinator	13	1	1	1	1	0	0	0	0
C00423	Parks "Reservationist"	NR	0	0	0	1	1	1	1	1
C01202	Secretary, Sr	n/a	1	0	0	0	0	-1	0	0
C01402	Accounting Technician	n/a	0	1	1	0	-1	0	0	0
			3	3	4	3	-1	0	2	2
Landscape										
C00365	Gardener	5	1	1	1	1	0	0	1	1
C01505	General Supervisor	14	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	1	1	1	1	0	0	1	1
C01521	Crew Worker	3	5	5	5	5	0	0	5	5
C01522	Crew Worker, Sr	5	3	4	4	4	0	1	4	4
			11	12	12	12	0	1	12	12
TN River Park Security										
C00850	Ranger	4	5	4	4	7	3	2	7	7
C00863	Ranger Supervisor	9	1	2	3	1	-2	0	1	1
C00953	Ranger P/T	n/a	10	9	4	0	-4	-10	0	0
			16	15	11	8	-3	-8	8	8
City-Wide Security										
C00850	Ranger	4	0	1	1	1	0	1	1	1
C00953	Ranger P/T	\$10.40	1	2	2	2	0	1	2	2
			1	3	3	3	0	2	3	3
Athletic Facilities										
C00362	Stadium Manager	17	0	0	0	1	1	1	1	1
C00931	Custodian P/T	\$8.89	0	0	0	1	1	1	0	0
C00942	Softball coordinator	\$285.00	0	0	0	1	1	1	1	1
C00984	Ballfield Leader	\$5.65	0	0	0	2	2	2	2	2
C01513	Heavy Equipment Operator	103	0	0	0	1	1	1	1	1

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C01521	Crew Worker	3	0	0	0	1	1	1	1	
C01522	Crew Worker, Sr	5	0	0	0	2	2	2	2	
			0	0	0	9	9	8	8	
Memorial Auditorium										
C00197	Custodian	2	2	2	0	2	0	2	2	
C00405	Stage Manager	11	1	1	1	1	0	1	1	
			3	3	1	3	2	3	3	
Civic Facilities Concessions										
C00955	Concession Employees P/T	\$7.13hr	14	14	6	4	-2	-10	4	4
Tivoli Ttheatre										
C00197	Custodian	2	1	1	0	1	1	0	1	1
C00405	Stage Manager	11	1	1	1	1	0	0	1	1
			2	2	1	2	1	0	2	2
Civic Facilities Administration										
C00400	Manager, Civic Facilities	29	1	1	1	1	0	0	1	1
C00401	Business Coordinator	17	1	1	1	1	0	0	1	1
C00405	Stage Manager	11	0	0	1	1	0	1	1	1
C00402	Super, Civic Facilities Operator	15	1	1	0	1	1	0	1	1
C00406	Facilities Marketing Coordinator	14	1	1	1	1	0	0	1	1
C00409	Concessions Coordinator	n/a	1	1	1	0	-1	-1	0	0
C00410	Box Office Coordinator	11	1	1	1	1	0	0	1	1
C00411	House Manager	n/a	1	0	0	0	0	-1	0	0
C00944	Temp Clerk P/T	n/a	1	1	0	0	0	-1	0	0
C00956	Box Office Cashiers P/T	\$9.58hr	2	2	2	2	0	0	2	2
C00958	Phone Sales Clerks P/T	\$9.36hr	5	5	4	4	0	-1	4	4
C01001	Office Assistant	n/a	2	2	0	0	0	-2	0	0
C01403	Administrative coordinator	10	0	1	1	1	0	1	1	1
C01501	Crew Leader	6	1	1	0	1	1	0	1	1
C02920	Concessions Coordinator P/T	\$300.00	0	0	0	1	1	1	1	1
C02921	Security Coordinator P/T	\$8.50	0	0	0	1	1	1	1	1
			18	18	13	16	3	-2	16	16
Cultural Arts										
C00381	Cultural Arts Specialist	9	4	4	3	3	0	-1	3	3
C00384	Cultural Arts Manager	n/a	1	1	0	0	0	-1	0	0
C00385	Cultural Arts Supervisor	n/a	0	0	0	0	0	0	0	0
C00387	Cultural Arts Prog. Coordinator	n/a	1	1	1	0	-1	-1	0	0
C00935	Recreation Specialist P/T	n/a	0	0	0	0	0	0	0	0
			6	6	4	3	-1	-3	3	3
Municipal Golf Course										
C00224	Equipment Mechanic II	11	2	2	2	2	0	0	2	2
C00314	Golf Course Manager	n/a	1	0	0	0	0	-1	0	0
C00315	Admin Manager, Golf Course	n/a	1	0	0	0	0	-1	0	0
C00317	Golf Course Superintendent	19	2	2	2	2	0	0	2	2
C00319	Assistant Superintendent	11	2	2	2	2	0	0	2	2
C00320	Pro Shop Manager	n/a	2	0	0	0	0	-2	0	0
C00321	Concession Attendant	2	4	4	4	4	0	0	4	4
C00326	Golf Course Ranger	3	3	3	3	3	0	0	3	3
C00330	Proshop Clerk	6	2	2	2	2	0	0	2	2
C00399	Golf Manager	19	0	2	2	2	0	2	2	2
C00414	Golf Course Director	25	0	1	1	1	0	1	1	1
C00415	Assistant Golf Manager	11	0	2	2	2	0	2	2	2
C00925	Proshop Attendant (Part time)	\$7.89hr	2	1	1	1	0	-1	1	1
C00926	Laborer (Part time)	\$8.20hr	8	8	8	8	0	0	8	8
C00927	Food Clerk (Part time)	\$6.84hr	3	3	3	3	0	0	3	3
C01002	Office Assistant, Sr	n/a	1	0	0	0	0	-1	0	0
C01402	Accounting Technician	8	0	1	1	1	0	1	1	1
C01512	Equipment Operator, Sr	8	2	2	2	2	0	0	2	2
C01521	Crew Worker	3	8	8	8	8	0	0	8	8
			43	43	43	43	0	0	43	43
Department of General Services			143	144	0	0	0	-143	0	0
General Services General Fund			48	49	0	0	0	-48	0	0
Administration										
C00175	Administrator	n/a	1	1	0	0	0	-1	0	0
C00176	Deputy Administrator	n/a	1	1	0	0	0	-1	0	0
C00177	Manager of Real Property	n/a	1	1	0	0	0	-1	0	0
C00992	Director of Contract Management	n/a	1	0	0	0	0	-1	0	0
C01201	Secretary	n/a	1	1	0	0	0	-1	0	0

City of Chattanooga
Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C01207	Executive Assistant	n/a	1	1	0	0	0	-1	0	0
C01403	Administrative Coordinator	n/a	1	1	0	0	0	-1	0	0
C01404	Fiscal Coordinator	n/a	0	1	0	0	0	0	0	0
C00000	Economic Consultant	n/a	0	1	0	0	0	0	0	0
Employee Benefits Office			7	8	0	0	0	-7	0	0
C00101	Benefits Assistant	n/a	1	1	0	0	0	-1	0	0
C00182	Risk Manager	n/a	1	1	0	0	0	-1	0	0
C00183	Benefits Coordinator	n/a	1	1	0	0	0	-1	0	0
C00266	Loss Control Coordinator	n/a	1	1	0	0	0	-1	0	0
City Hall/Annex Maintenance			4	4	0	0	0	-4	0	0
C00178	Security Guard	n/a	0	0	0	0	0	0	0	0
C00195	Facilities Superintendent	n/a	1	1	0	0	0	-1	0	0
C00197	Custodian	n/a	10	10	0	0	0	-10	0	0
C00198	Guard	n/a	2	2	0	0	0	-2	0	0
C01501	Crew Leader	n/a	2	2	0	0	0	-2	0	0
C01521	Crew Worker	n/a	1	1	0	0	0	-1	0	0
C01522	Crew Worker, Sr	n/a	1	1	0	0	0	-1	0	0
Electronics Division			17	17	0	0	0	-17	0	0
C00199	Electronics Supervisor	n/a	1	1	0	0	0	-1	0	0
C00200	Electronics Comm Technician	n/a	5	5	0	0	0	-5	0	0
Purchasing			6	6	0	0	0	-6	0	0
C00250	Purchasing Agent	n/a	1	1	0	0	0	-1	0	0
C00251	Assistant Purchasing Agent	n/a	2	2	0	0	0	-2	0	0
C00252	Buyer	n/a	4	4	0	0	0	-4	0	0
C00258	Purchasing Technician	n/a	5	5	0	0	0	-5	0	0
C01001	Office Assistant	n/a	2	2	0	0	0	-2	0	0
Real Estate			14	14	0	0	0	-14	0	0
C00909	Staff Assistant P/T	n/a	1	2	0	0	0	-1	0	0
C00990	Property Service Coordinator	n/a	2	2	0	0	0	-2	0	0
Total Real Estate Fund			3	4	0	0	0	-3	0	0
Municipal Garage - Amnicola										
C00204	Shop supervisor	n/a	3	3	0	0	0	-3	0	0
C00205	Fleet Manager	n/a	1	1	0	0	0	-1	0	0
C00206	Equipment Mechanic III	n/a	3	3	0	0	0	-3	0	0
C00208	Equipment Mechanic I	n/a	8	9	0	0	0	-8	0	0
C00218	Shop Supervisor, Sr	n/a	1	1	0	0	0	-1	0	0
C00220	Parts Room Supervisor	n/a	0	1	0	0	0	0	0	0
C00224	Equipment Mechanic II	n/a	8	9	0	0	0	-8	0	0
C01301	Inventory Clerk	n/a	3	3	0	0	0	-3	0	0
C01302	Inventory Clerk, Sr	n/a	2	2	0	0	0	-2	0	0
C01521	Crew Worker	n/a	4	4	0	0	0	-4	0	0
Total Municipal Garage-Amnicola			33	36	0	0	0	-33	0	0
Municipal Garage - 12th Street										
C00197	Custodian	n/a	1	1	0	0	0	-1	0	0
C00204	Shop Supervisor	n/a	3	3	0	0	0	-3	0	0
C00206	Equipment Mechanic III	n/a	6	8	0	0	0	-6	0	0
C00208	Equipment Mechanic I	n/a	6	5	0	0	0	-6	0	0
C00218	Garage Superintendent	n/a	1	1	0	0	0	-1	0	0
C00220	Parts Room Supervisor	n/a	1	1	0	0	0	-1	0	0
C00224	Equipment Mechanic II	n/a	13	12	0	0	0	-13	0	0
C00232	Vehicle Servicer	n/a	3	3	0	0	0	-3	0	0
C00235	Equipment Operator I	n/a	1	0	0	0	0	-1	0	0
C00353	Welder	n/a	2	0	0	0	0	-2	0	0
C01015	Office Manager	n/a	1	1	0	0	0	-1	0	0
C01301	Inventory Clerk	n/a	3	3	0	0	0	-3	0	0
C01302	Inventory Clerk, Sr	n/a	2	2	0	0	0	-2	0	0
C01513	Heavy Equipment Operator	n/a	2	2	0	0	0	-2	0	0
C01521	Crew Worker	n/a	2	2	0	0	0	-2	0	0
C01522	Crew Worker, Sr	n/a	1	1	0	0	0	-1	0	0
Total Municipal Garage-12th Street			48	45	0	0	0	-48	0	0
Municipal Gas Station										
C01513	Heavy Equipment Operator	n/a	1	1	0	0	0	-1	0	0
Total Municipal Gas Station			1	1	0	0	0	-1	0	0

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
Community Development										
C00185	Com Development Spec P/T	n/a	1	1	0	0	0	-1	0	0
C00187	Grants Coordinator P/T	n/a	1	1	0	0	0	-1	0	0
C00188	Manager, Econ & Com Development	n/a	1	1	0	0	0	-1	0	0
C00189	Manger, Plan & Program Develop	n/a	1	1	0	0	0	-1	0	0
C00191	Grants Coordinator	n/a	0	0	0	0	0	0	0	0
C00192	Community Development Specialist	n/a	3	3	0	0	0	-3	0	0
XXXX	Inactivated positions	n/a	0	0	0	0	0	0	0	0
C01202	Secretary, Senior	n/a	1	1	0	0	0	-1	0	0
C01404	Fiscal Coordinator	n/a	1	0	0	0	0	-1	0	0
C01709	Planner	n/a	1	1	0	0	0	-1	0	0
Total Community Development			10	9	0	0	0	-10	0	0
Department of Personnel										
C00270	Administrator	42	1	1	1	1	0	0	1	1
C00271	Assistant Personnel Director	22	2	2	2	2	0	0	2	2
C00272	Class/Comp Analyst	17	1	1	1	1	0	0	1	1
C00274	Personnel Analyst	17	2	2	2	2	0	0	2	2
C00275	Personnel Records Specialist	14	1	1	1	1	0	0	1	1
C00276	Personnel Investigator	14	1	1	1	1	0	0	1	1
C00279	Personnel Technicians	10	3	3	3	3	0	0	3	3
C00920	Clerk (part time)	\$9.13	1	1	1	1	0	0	1	1
C01002	Office Assistant, Sr	5	1	1	1	1	0	0	1	1
C01205	Administrative Secretary, Sr	11	1	1	1	1	0	0	1	1
C01401	Personnel Assistant	7	1	1	1	1	0	0	1	1
			15	15	15	15	0	0	15	15
Employee Benefits Office										
C00182	Risk Manager	28	0	0	1	1	0	1	1	1
C00183	Benefits Coordinator	9	0	0	2	2	0	2	2	2
C00266	Loss Control Coordinator	17	0	0	1	1	0	1	1	1
			0	0	4	4	0	4	4	4
Department of Neighborhood Services										
Administration										
C00050	Administrator	45	1	1	1	1	0	0	1	1
C00053	Assist. to Admin, Neighborhood Ser	28	1	1	1	1	0	0	1	1
C01205	Administrative Secretary, Sr	11	1	1	1	1	0	0	1	1
C01001	Office Assistant	n/a	1	0	0	0	0	-1	0	0
C01015	Office Manager	10	0	1	1	1	0	1	1	1
CXXXX	Community Organizers	n/a	0	0	2	0	-2	0	0	0
CXXXX	Codes Specialist	n/a	0	0	2	0	-2	0	0	0
C02900	Fellows Interns	\$7.25hr	0	2	2	2	0	2	2	2
			4	6	10	6	-4	2	6	6
Codes & Community Services										
C00542	Manager, Codes & Community Ser	n/a	1	1	1	0	-1	-1	0	0
C00565	Code Enforcement Inspector	11	10	10	11	11	0	1	11	11
C00573	Codes Enforcement Data Coord	n/a	1	1	0	0	0	-1	0	0
C00574	Chief Code Enforcement Inspector	15	2	2	2	2	0	0	2	2
C01001	Office Assistant	3	1	2	2	2	0	1	2	2
C0XXX	Research Specialist	n/a	0	1	0	0	0	0	0	0
C01202	Secretary, Senior	7	1	1	1	1	0	0	1	1
			16	18	17	16	-1	0	16	16
Human Rights										
C00051	Manager, Neighborhood Services	n/a	1	1	0	0	0	-1	0	0
C00157	Human Rights Technician	n/a	1	1	0	0	0	-1	0	0
			2	2	0	0	0	-2	0	0
Neighborhood Relations										
C00155	Neighborhood Relation Coordinator	14	3	3	3	4	1	1	4	4
C00158	Program Coordinator	17	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	0	1	1	1	0	1	1	1
C01945	Special Project Coordinator	16	0	1	1	1	0	1	1	1
CXXXX	Community Organizers	NR	0	0	0	1	1	1	1	1
			4	6	6	8	2	4	8	8
Executive Department of the Mayor										
Department of the Mayor - General Fund			0	0	30	26	-4	26	25	25
Office of the Mayor			0	0	25	20	-5	20	19	19
C00164	Director, Media Relations	NP	0	0	1	1	0	1	1	1

**City of Chattanooga
Detail Position List for Fiscal Year 2000-2005**

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C00171	Chief of Staff	50	0	0	1	1	0	1	1	1
C00174	Special Project Assistant	15	0	0	1	2	1	2	2	2
C00175	Special Assistants	NP	0	0	2	2	0	2	2	2
C00913	Assistant for Education Initiative	NP	0	0	1	1	0	1	1	1
C01209	Administrative Assistant	19	0	0	2	1	-1	1	1	1
C20001	Mayor	NP	0	0	1	1	0	1	1	1
			0	0	9	9	0	9	9	9
Internal Audit										
C00080	Internal Audit Supervisor	n/a	0	0	1	0	-1	0	0	0
C00084	Internal Auditor	17	0	0	2	2	0	2	2	2
C01002	Office Assistant, Senior	5	0	0	1	1	0	1	1	1
C02100	Performance Audit Manager	NP	0	0	1	1	0	1	1	1
			0	0	5	4	-1	4	4	4
Community Development - General Fund										
C00175	Administrator of Community Services	47	0	0	1	1	0	1	1	1
C01201	Secretary	n/a	0	0	1	0	-1	0	0	0
C01207	Executive Assistant	13	0	0	1	1	0	1	1	1
C01403	Administrative Coordinator	n/a	0	0	1	0	-1	0	0	0
C01404	Fiscal Coordinator	n/a	0	0	1	0	-1	0	0	0
C01925	Economic Consultant	\$30,000/yr	0	0	1	1	0	1	1	1
			0	0	6	3	-3	3	3	3
Grants Administration										
CXXXX	Grant Specialist, Senior	NR	0	0	3	3	0	3	3	3
			0	0	3	3	0	3	3	3
Human Rights										
C00051	Manager, Neighborhood Services	17	0	0	1	1	0	1	0	0
C00157	Human Rights Technician	n/a	0	0	1	0	-1	0	0	0
			0	0	2	1	-1	1	0	0
Community Development										
C00188	Manager, Econ & Com Development	27	0	0	1	1	0	1	1	1
C00192	Community Development Specialist	15	0	0	2	3	1	3	3	3
C01202	Secretary, Senior	7	0	0	1	1	0	1	1	1
C01709	Planner	14	0	0	1	1	0	1	1	1
			0	0	5	6	1	6	6	6
Human Services										
			328	358	311	306	-5	-22	306	306
Administration										
C1A010	Administrator	45	1	1	1	1	0	0	1	1
C1A075	Executive Secretary	NP	0	1	1	1	0	1	1	1
C1A080	Executive Assistant	NP	1	1	0	0	0	-1	0	0
	Accounting Supervisor	NP	1	0	0	0	0	-1	0	0
C1A120	Senior Accounting Clerk	NP	2	3	2	2	0	0	2	2
C1A171	Deputy Administrator	NP	0	1	1	1	0	1	1	1
C1A220	Clerk	NP	1	1	2	2	0	1	2	2
C1A300	Receptionist	NP	1	1	1	1	0	0	1	1
C1A310	Data Entry	NP	1	1	0	0	0	-1	0	0
C1A311	Supervisor of Fiscal Operations	NP	0	1	1	1	0	1	1	1
C1A312	Asst Admin for Admin, Plan, FO	NP	0	1	1	1	0	1	1	1
C1A320	Information Management Coordinator	NP	1	1	1	1	0	0	1	1
C1A330	Data Technician	NP	1	1	0	0	0	-1	0	0
			10	14	11	11	0	1	11	11
Occupancy										
C1B050	Utility Worker	NP	1	1	1	1	0	0	1	1
Community Services Block Grant										
C1C020	Bookkeeper/Record Clerk	NP	1	1	1	1	0	0	1	1
C1C040	Service Delivery Worker II	NP	4	4	4	4	0	0	4	4
C1C150	Director of Social Services	NP	1	1	1	1	0	0	1	1
C1C160	LIEAP Coordinator	NP	2	1	1	1	0	-1	1	1
C1C170	Energy Specialist	NP	1	1	1	1	0	0	1	1
C1C200	Data Entry Clerk	NP	1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C1C210	Intake Specialist/Service Delivery Worker	NP	1	1	1	1	0	0	1	1
C1C220	Director of Social Services	NP	1	1	0	0	0	-1	0	0
C1C300	Data Entry Operator	NP	1	1	0	0	0	-1	0	0
			<u>13</u>	<u>12</u>	<u>10</u>	<u>10</u>	<u>0</u>	<u>-3</u>	<u>10</u>	<u>10</u>
Day Care										
C1D010	Center Supervisor	NP	1	1	1	1	0	0	1	1
C1D060	Clerk Typist V	NP	1	1	1	1	0	0	1	1
C1D071	Teacher	NP	8	8	5	5	0	-3	5	5
C1D100	Teacher Assistant	NP	7	7	5	5	0	-2	5	5
C1D111	Social Service Assist/Placement Worker	NP	1	1	0	0	0	-1	0	0
C1D115	Director of Child Care Programs	NP	0	1	0	0	0	0	0	0
C1D120	Cook	NP	2	2	2	2	0	0	2	2
C1D241	Family Service Supervisor	NP	1	1	1	1	0	0	1	1
C1D260	Cook	NP	0	0	1	1	0	1	1	1
C1D270	Cook II	NP	1	1	1	1	0	0	1	1
C1D320	Social Services Coordinator	NP	1	1	0	0	0	-1	0	0
C1D340	Child Care Counselor	NP	5	7	0	0	0	-5	0	0
C1D350	Administrative Clerk IV	NP	1	1	0	0	0	-1	0	0
C1D360	Field Placement Worker	NP	2	2	0	0	0	-2	0	0
C1D370	Receptionist	NP	1	1	0	0	0	-1	0	0
C1D372	Receptionist P/T	NP	0	1	0	0	0	0	0	0
C1D380	Director of Broker Service	NP	1	1	1	1	0	0	1	1
C1D390	Director of CC Programs	NP	0	1	1	1	0	1	1	1
C1D400	Payment Technician	NP	1	3	0	0	0	-1	0	0
C1D410	Referral Technician	NP	0	1	0	0	0	0	0	0
C1D412	Payment Technician P/T	NP	0	1	0	0	0	0	0	0
C1D420	Janitor	NP	0	1	1	1	0	1	1	1
			<u>34</u>	<u>44</u>	<u>20</u>	<u>20</u>	<u>0</u>	<u>-14</u>	<u>20</u>	<u>20</u>
Energy Project										
C1E020	Weatherization Coordinator	NP	1	1	1	1	0	0	1	1
C1E021	Weatherization Inspector	NP	0	0	0	1	1	1	1	1
C1E081	Weatherization Assistant	NP	1	1	1	0	-1	-1	0	0
C1E085	Inspector	NP	1	1	1	0	-1	-1	0	0
			<u>3</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>-1</u>	<u>-1</u>	<u>2</u>	<u>2</u>
Foster Grandparents										
C1F020	Foster Grand Field Supervisor	NP	0	1	1	1	0	1	1	1
C1F030	Foster Grand Coordinator	NP	1	1	1	1	0	0	1	1
C1F040	Program Assistant II	NP	0	0	1	1	0	1	1	1
C1F060	Clerk	NP	1	1	1	1	0	0	1	1
C1F070	Profram Assistant	NP	0	1	1	1	0	1	1	1
			<u>2</u>	<u>4</u>	<u>5</u>	<u>5</u>	<u>0</u>	<u>3</u>	<u>5</u>	<u>5</u>
Head Start Centers										
C1H020	Family Service Assistant	NP	5	5	5	5	0	0	5	5
C1H060	Health/ Nutrition Coordinator	NP	1	1	1	1	0	0	1	1
C1H061	Registered Dietician	NP	0	0	0	1	1	1	1	1
C1H080	Teacher	NP	29	29	26	26	0	-3	26	26
C1H089	Teacher Assistant	NP	33	33	33	33	0	0	33	33
C1H140	Family Service Coordinator	NP	1	1	1	1	0	0	1	1
C1H150	Family Service Supervisor	NP	3	3	3	3	0	0	3	3
C1H155	Parent Involvement Supervisor	NP	1	1	0	0	0	-1	0	0
C1H170	Facility & Grounds Supervisor	NP	0	0	1	1	0	1	1	1
C1H190	Family Service Assistant	NP	13	13	11	11	0	-2	11	11
C1H240	Head Start / PCC Manager	NP	1	1	1	1	0	0	1	1
C1H241	Collaboration Team Leader	NP	0	1	1	1	0	1	1	1
C1H250	Fiscal Officer	NP	2	2	2	2	0	0	2	2
C1H270	Dietary Supervisor	NP	2	2	0	0	0	-2	0	0
C1H310	Nurse	NP	2	2	3	3	0	1	3	3
C1H320	Lead Teacher/ Center Supervisor	NP	2	3	5	5	0	3	5	5
C1H330	Lead Teacher/ Mentor Teacher	NP	0	1	0	0	0	0	0	0
C1H350	Center Clerk	NP	2	2	4	4	0	2	4	4
C1H380	Dietary Assistant	NP	6	6	5	5	0	-1	5	5
C1H390	Clerk III	NP	3	3	3	3	0	0	3	3
C1H400	Transportation/Janitorial Coordinator	NP	1	1	1	1	0	0	1	1
C1H410	Clerk IV	NP	4	3	3	3	0	-1	3	3
C1H420	General Maintenance	NP	1	1	1	1	0	0	1	1
C1H425	General Maintenance Repairman	NP	0	0	1	1	0	1	1	1
C1H430	CCDBG Teacher Assistant	NP	2	2	0	0	0	-2	0	0
C1H440	Special Project Coordinator	NP	1	1	1	1	0	0	1	1
C1H500	Mental Health Counselor/ Educator	NP	1	1	0	0	0	-1	0	0
C1H510	Asst Lead Teacher Center Supervisor	NP	3	3	1	1	0	-2	1	1
C1H601	Education Coordinator	NP	1	1	1	1	0	0	1	1
C1H602	Resource Specialist	NP	1	2	3	3	0	2	3	3

City of Chattanooga Detail Position List for Fiscal Year 2000-2005

Position Number	Position Name	2003 Pay Grade	2003				Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
C1H603	Multi-Disciplinary Team Manager	NP	2	2	3	3	0	1	3	3
C1H605	Resource Specialist P/T	NP	0	1	0	0	0	0	0	0
C1H610	Transportation Supervisor/Mentor Teacher	NP	1	1	0	0	0	-1	0	0
C1H615	Community Part/Education Specialist	NP	1	1	1	1	0	0	1	1
C1H620	Registered Dietitian	NP	0	1	1	1	0	1	1	1
			<u>125</u>	<u>130</u>	<u>122</u>	<u>123</u>	<u>1</u>	<u>-2</u>	<u>123</u>	<u>123</u>
Head Start Mental Health										
C1M145	Clerk IV	NP	1	1	1	1	0	0	1	1
C1M150	Disability /SFE Coordinator	NP	1	1	0	0	0	-1	0	0
C1M165	Teacher	NP	1	1	1	1	0	0	1	1
C1M170	Facilities & Grounds Supervisor	NP	1	1	0	0	0	-1	0	0
C1M175	Parent Involvement Coordinator	NP	1	1	1	1	0	0	1	1
C1M186	Mental Health Consultant	NP	0	0	1	1	0	1	1	1
			<u>5</u>	<u>5</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>-1</u>	<u>4</u>	<u>4</u>
Neighborhood Family Services										
C1N001	Case Manager Coordinator	NP	2	2	2	2	0	0	2	2
C1N002	Information Management Coord	NP	0	1	0	0	0	0	0	0
C1N003	Case Manager	NP	0	0	0	1	1	1	1	1
			<u>2</u>	<u>3</u>	<u>2</u>	<u>3</u>	<u>1</u>	<u>1</u>	<u>3</u>	<u>3</u>
Parent/Child Center										
C1P092	Teacher Assistant	NP	1	1	0	0	0	-1	0	0
C1P180	Nurse	NP	1	1	1	1	0	0	1	1
C1P190	Family Services Supervisor	NP	1	1	1	1	0	0	1	1
C1P200	Teacher	NP	2	2	13	13	0	11	13	13
C1P250	Teacher Assistant	NP	2	2	6	6	0	4	6	6
C1P260	Center Clerk	NP	1	1	0	0	0	-1	0	0
C1P270	Clerk III	NP	1	1	0	0	0	-1	0	0
C1P280	Family Service Assistant	NP	1	1	2	2	0	1	2	2
C1P300	Clerk IV	NP	1	1	1	1	0	0	1	1
C1P312	Coordinator EHS	NP	0	1	1	1	0	1	1	1
			<u>11</u>	<u>12</u>	<u>25</u>	<u>25</u>	<u>0</u>	<u>14</u>	<u>25</u>	<u>25</u>
Human Services Homeless Ser										
C1S010	Homeless Services Coordinator	NP	0	1	1	1	0	1	1	1
Human Services WAP										
C1W085	Inspector	NP	0	1	0	0	0	0	0	0
Temporary Head Start										
T50220	Driver	NP	0	10	2	2	0	2	2	2
T50240	Clerk III	NP	0	2	2	2	0	2	2	2
T80040	Substitute Center Clerk	NP	1	2	2	2	0	1	2	2
T80070	Family Service Assistant	NP	1	4	1	1	0	0	1	1
T80081	Education Consultant	NP	1	0	0	0	0	-1	0	0
T80090	Even Start Supervisor	NP	0	1	0	0	0	0	0	0
T80100	Substance Abuse Trainer	NP	0	0	0	0	0	0	0	0
T90010	Dietary Assistant I	NP	3	3	3	3	0	0	3	3
T90020	GED Instructor	NP	2	0	0	0	0	-2	0	0
			<u>8</u>	<u>22</u>	<u>10</u>	<u>10</u>	<u>0</u>	<u>2</u>	<u>10</u>	<u>10</u>
Temporary /Classroom Substitute										
T10010	Classroom Substitutes	NP	32	32	32	32	0	0	32	32
T10050	Teacher Assistant I	NP	1	1	0	0	0	-1	0	0
T10060	Family Literacy Teacher	NP	2	4	0	0	0	-2	0	0
T10100	Bus Driver	NP	16	16	20	20	0	4	20	20
T80080	Teacher	NP	2	0	0	0	0	-2	0	0
			<u>53</u>	<u>53</u>	<u>52</u>	<u>52</u>	<u>0</u>	<u>-1</u>	<u>52</u>	<u>52</u>
Temporary Summer Lunch										
T80030	Monitor	NP	8	8	11	11	0	3	11	11
T80040	Monitor	NP	8	0	0	0	0	-8	0	0
T80050	Secretary	NP	2	2	2	2	0	0	2	2
T80060	Site Supervisor	NP	20	20	8	8	0	-12	8	8
T80070	Site Distribution Coordinator	NP	1	1	1	1	0	0	1	1
T80080	Site Supervisor Coordinator	NP	1	1	1	1	0	0	1	1
T80090	Clerical Assistant	NP	3	3	3	3	0	0	3	3
T80100	Coordinator	NP	2	2	2	2	0	0	2	2
T80110	Assistant Coordinator	NP	1	1	1	1	0	0	1	1
T80200	Assistant Distribution Clerk	NP	1	1	3	3	0	2	3	3
			<u>47</u>	<u>39</u>	<u>32</u>	<u>32</u>	<u>0</u>	<u>-15</u>	<u>32</u>	<u>32</u>
Temporary Cafeteria Substitute										
T90010	Dietary Assistant I	NP	6	6	6	0	-6	-6	0	0
Temporary Family Service Counseling										
T12001	Family Services Counselor Aide	NP	2	2	2	2	0	0	2	2

**City of Chattanooga
Detail Position List for Fiscal Year 2000-2005**

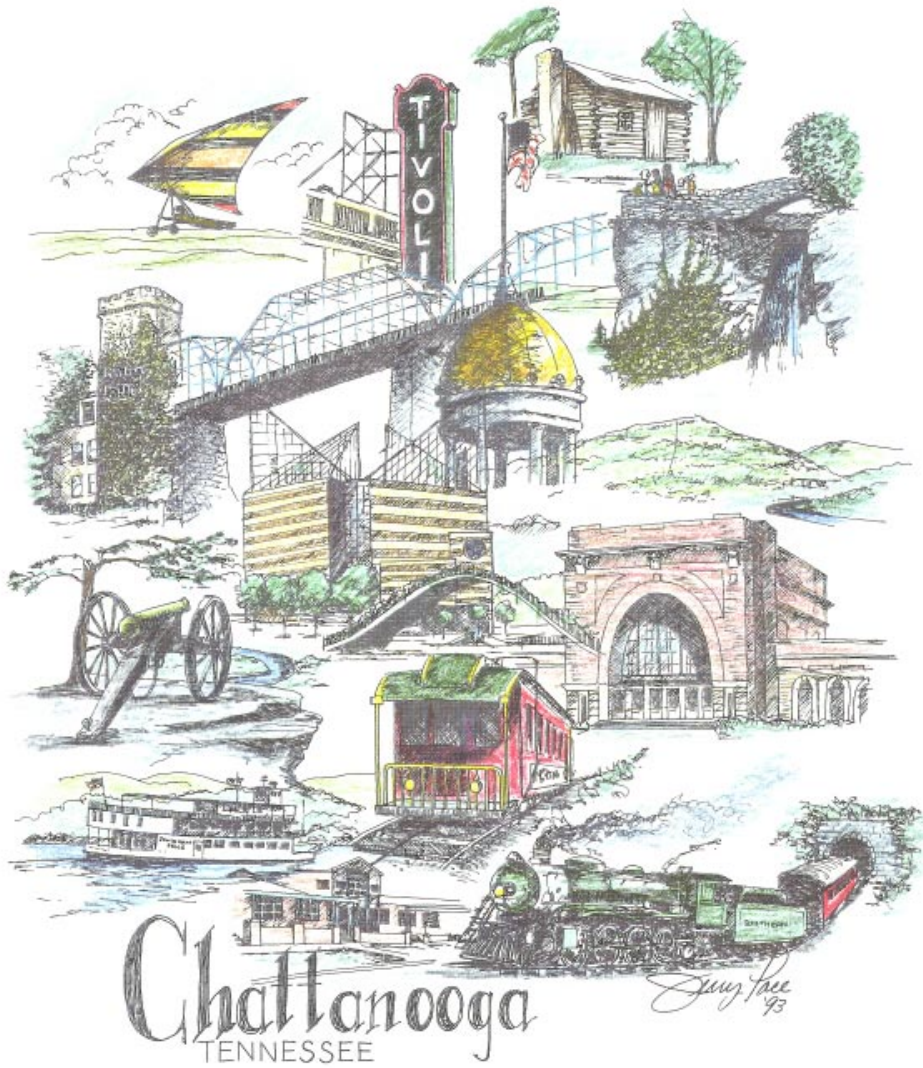
Position Number	Position Name	2003 Pay Grade					Change		Projected	
			FY 2000	FY 2001	FY 2002	FY 2003	PY to CY	00 thru FY 2003	FY 2004	FY 2005
Temporary Day Care										
T14010	Day Care Substitute	NP	4	4	4	4	0	0	4	4
T14020	Dietary Aide	NP	2	2	1	1	0	-1	1	1
			<u>6</u>	<u>6</u>	<u>5</u>	<u>5</u>	<u>0</u>	<u>-1</u>	<u>5</u>	<u>5</u>
<i>Estimated staff reduction for F-Y2004</i>			0	0	0	0	0	0	-26	0
All Authorized Budget Positions			<u>2,847</u>	<u>2,948</u>	<u>2,805</u>	<u>2,720</u>	<u>-85</u>	<u>-127</u>	<u>2,693</u>	<u>2,693</u>
Total General Fund			<u>1,995</u>	<u>2,062</u>	<u>2,096</u>	<u>2,037</u>	<u>-59</u>	<u>42</u>	<u>2,013</u>	<u>2,013</u>
Total Special Revenue Funds			<u>435</u>	<u>473</u>	<u>422</u>	<u>416</u>	<u>-6</u>	<u>-19</u>	<u>416</u>	<u>416</u>
Total Enterprise Funds			<u>324</u>	<u>321</u>	<u>205</u>	<u>191</u>	<u>-14</u>	<u>-133</u>	<u>189</u>	<u>189</u>
Total Internal Service Funds			<u>82</u>	<u>82</u>	<u>77</u>	<u>70</u>	<u>-7</u>	<u>-12</u>	<u>69</u>	<u>69</u>
Total Fiduciary Funds			<u>10</u>	<u>9</u>	<u>5</u>	<u>6</u>	<u>1</u>	<u>-4</u>	<u>6</u>	<u>6</u>

**Fiscal Year 2002/2003
Fire & Police Pay Plans**

STEP --> Grade	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10
F1	\$ 26,269	\$ 27,556	\$ 28,843	\$ 30,131	\$ 31,418	\$ 32,705	\$ 33,992	\$ 35,280	\$ 36,567	\$ 37,854
F2	\$ 27,457	\$ 28,803	\$ 30,150	\$ 31,497	\$ 32,844	\$ 34,190	\$ 35,537	\$ 36,883	\$ 38,229	\$ 39,576
F3	\$ 29,835	\$ 31,299	\$ 32,765	\$ 34,231	\$ 35,696	\$ 37,162	\$ 38,627	\$ 40,092	\$ 41,558	\$ 43,023
F4	\$ 34,587	\$ 36,290	\$ 37,993	\$ 39,696	\$ 41,399	\$ 43,102	\$ 44,805	\$ 46,508	\$ 48,211	\$ 49,914
F5	\$ 41,717	\$ 43,776	\$ 45,837	\$ 47,896	\$ 49,955	\$ 52,014	\$ 54,074	\$ 56,134	\$ 58,193	\$ 60,253
F6	\$ 53,600	\$ 56,253	\$ 58,907	\$ 61,561	\$ 64,215	\$ 66,869	\$ 69,522	\$ 72,176	\$ 74,830	\$ 77,484
P1	\$ 28,579	\$ 29,981	\$ 31,382	\$ 32,785	\$ 34,187	\$ 35,589	\$ 36,991	\$ 38,392	\$ 39,795	
P2	\$ 34,769	\$ 36,481	\$ 38,192	\$ 39,905	\$ 41,616	\$ 43,329	\$ 45,042	\$ 46,755	\$ 48,466	
P3	\$ 39,720	\$ 41,679	\$ 43,639	\$ 45,599	\$ 47,559	\$ 49,518	\$ 51,478	\$ 53,438	\$ 55,397	
P4	\$ 44,672	\$ 46,878	\$ 49,084	\$ 51,290	\$ 53,498	\$ 55,704	\$ 57,910	\$ 60,116	\$ 62,323	
P5	\$ 58,286	\$ 61,173	\$ 64,060	\$ 66,947	\$ 69,835	\$ 72,723	\$ 75,610	\$ 78,497	\$ 81,384	

Approved by: _____

/s/ Bob Corker



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 consist of Governmental Funds (General, Special, Debt, and Capital); Proprietary Funds; Fiduciary Funds.

Fund Balance - The excess of the assets of a fund over its liabilities, reserves, and carryover.

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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