

CABR

2005

Comprehensive Annual Budget Report

For the Year Ending June 30, 2005

City of Chattanooga, Tennessee

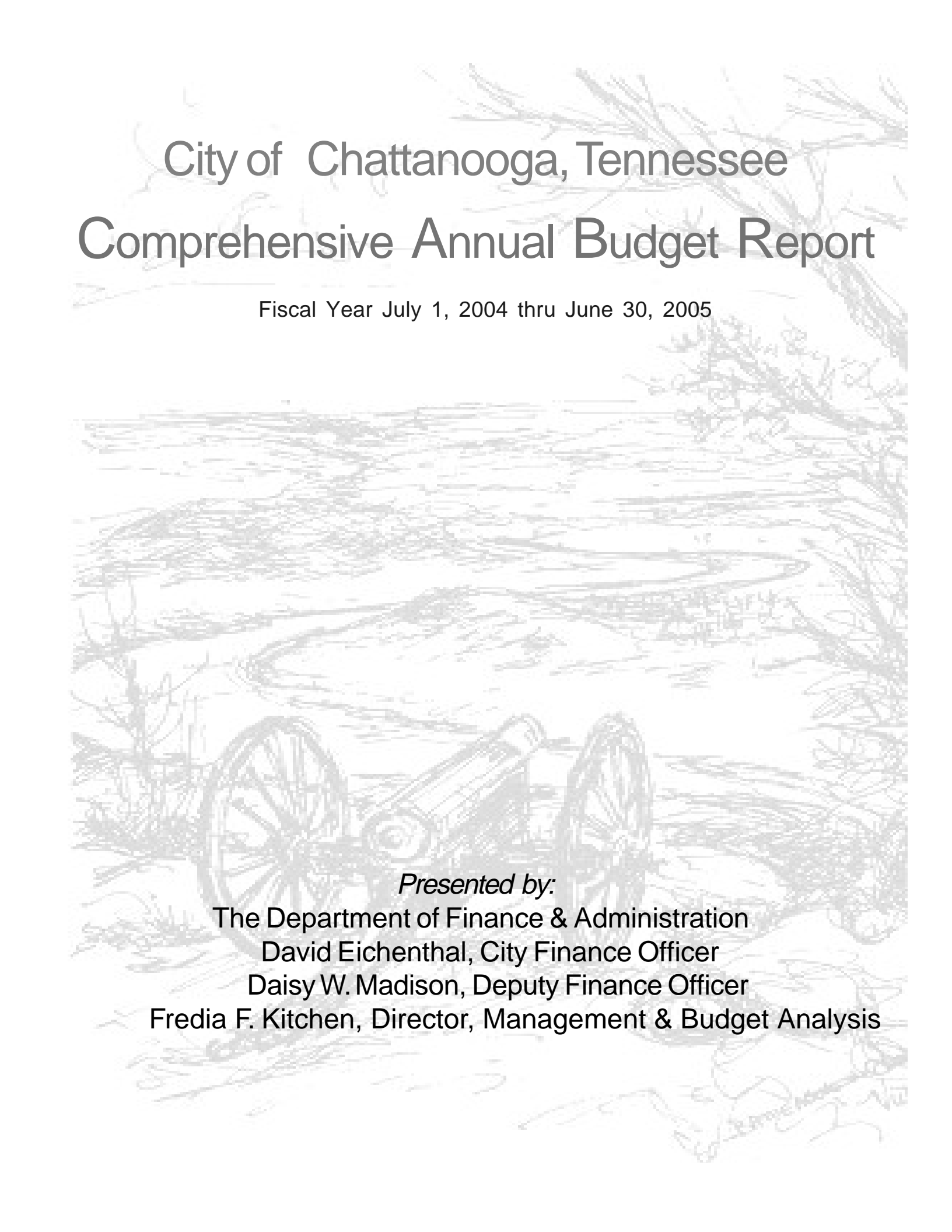




On The Cover:

The official seal of the City of Chattanooga adopted June 15, 1975. In 1975 the Mayor of Chattanooga initiated the change in the official seal and suggested a contest. The contest was conducted by one of the local newspapers. First place was awarded to local artist George Little for his offering and he received \$500.

The seal bears the words “City of Chattanooga, Tennessee” encircling a replica of a Civil War cannon pointing out over Moccasin Bend and Downtown Chattanooga from Point Park on Lookout Mountain. The same seal was adopted by Hamilton County, Tennessee which represented a unity and togetherness of city and county.

A detailed pencil sketch of a river scene. In the foreground, a cannon with two large spoked wheels is positioned on a rocky bank. The river flows through the center of the image, with a small bridge or structure visible in the distance. The background shows a dense forest of trees and foliage. The entire scene is rendered in a fine-lined, sketchy style.

City of Chattanooga, Tennessee

Comprehensive Annual Budget Report

Fiscal Year July 1, 2004 thru June 30, 2005

Presented by:

The Department of Finance & Administration

David Eichenhal, City Finance Officer

Daisy W. Madison, Deputy Finance Officer

Fredia F. Kitchen, Director, Management & Budget Analysis

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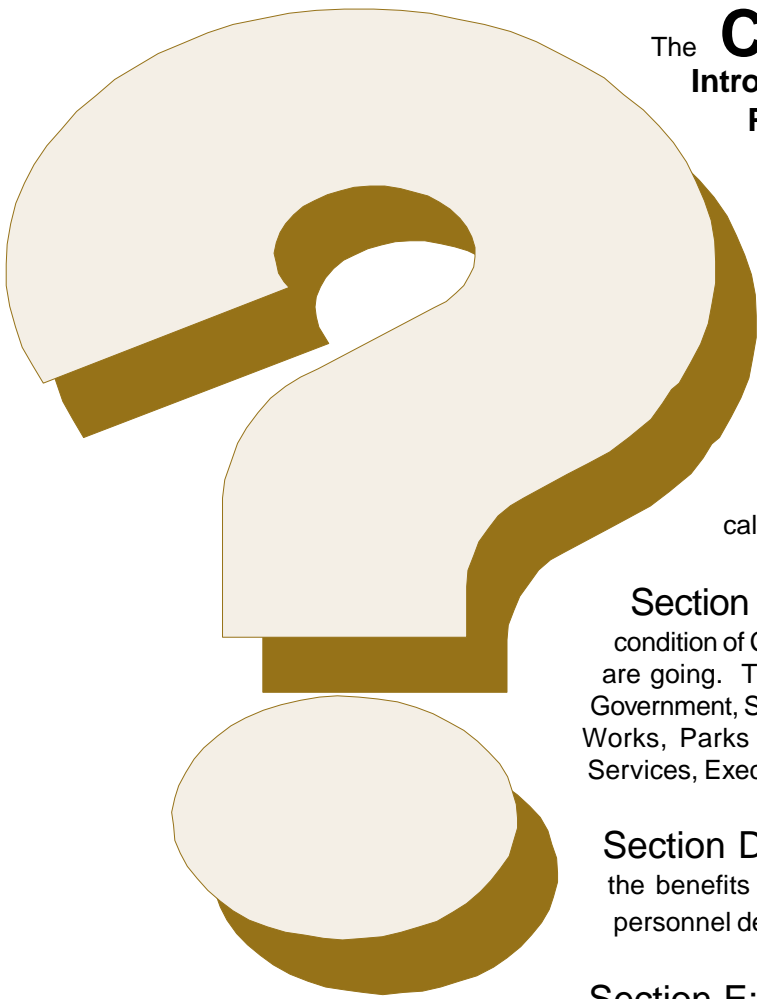
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The **CABR 2005** is divided into five major sections:
Introduction, Guidelines, Financial Overview,
Personnel Administration, and the **Appendix.**

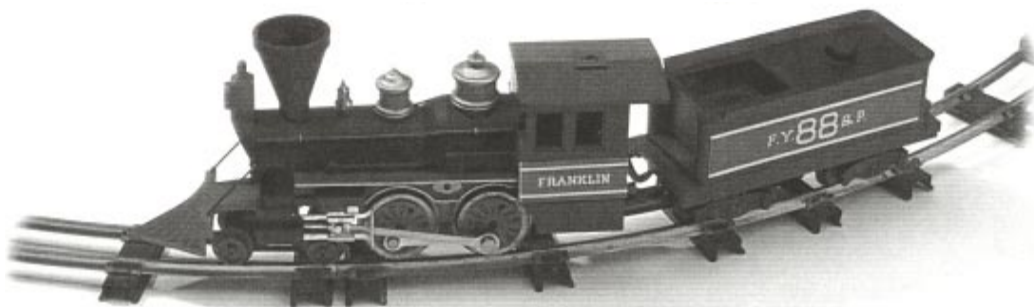
Section A: Introduction - gives a profile of Chattanooga with selected useful service, demographic, economic, and statistical information, a message from the City Finance Officer, an organizational chart, and City officials

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 discussions of programs such as General Government, Supported Agencies, Finance & Administration, Police, Fire, Public Works, Parks & Recreation, Human Services, Personnel, Neighborhood Services, Executive Branch, Debt Services and Capital Outlay.

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.



David R. Eichenthal
City Finance Officer

Daisy W. Madison
Deputy Finance Officer

Fredia F. Kitchen
Director, Mgmt & Budget Analysis

Simone M. White
Sr. Management & Budget Analyst

Management & Budget Analysts
Randall E. Ray
Christopher L. Haley
Beverly J. Adams
Preciosa G. Goduco
Brett W. Hysinger

*Department of Finance & Administration
Management & Budget Division*



July 2004

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

I am pleased to present the FY 2005 budget for the City of Chattanooga. This budget maintains current tax rates, provides for the delivery of quality City services for our residents and includes a reasonable increase in wages for our employees. It is consistent with our long term budget strategy to grow jobs and the local economy to increase revenue, increase efficiency and productivity through smaller and smarter government and maintain the long term fiscal health of the City through prudent financial and accounting policies.

Budget in Brief: Smaller and Smarter Government

During the last four years, the City's General Fund budget has grown by less than one percent and there are more than 250 fewer full time General Fund funded positions in City government. In the last three budgets, tax increases and layoffs have been avoided by a combination of aggressive efforts at management and recent growth in economically sensitive taxes, especially the sales tax.

Management changes, however, are most critical. They have already provided short term fiscal relief and, over the long term, are essential to curbing spending growth and enabling City government to weather future economic slowdowns.

The City's *chattanoogaRESULTS* initiative and a hiring vacancy control program that has been in effect since February 2002 greatly increases accountability by allowing the Mayor, the City Finance Officer and other senior City officials to regularly monitor both spending and departmental performance. The result has been a budget review process that is no longer episodic, but instead defines the way that all of City government does business throughout the fiscal year.

Competitive bidding for health insurance and a new wellness program for City employees have already led to a slowing in the growth in health insurance costs.

Investments in technology – a 311 system to manage service requests, the purchase of knucklebooms to allow for reengineering of the City's process for brush collection and the acquisition of hand-held devices for the issuance of parking tickets – will yield short term and long term budget savings. Changes in departmental operations – in the City's civic facilities and its recycling program – will allow services to continue at present levels but reduced cost.

As a result, the City is able to invest in services and initiatives that will contribute to the City's long term fiscal health. The City's \$28 million capital program provides necessary infrastructure to ensure economic growth and

vitality. Recognizing the importance of public safety to the community and its long term economic future, the FY 2005 General Fund budget provides funding for the employment of more Chattanooga Police Department patrol officers than ever before. It also includes an additional position in the Chattanooga Fire Department to focus on inspection and prevention strategies.

The FY 2005 budget provides funding for a unique new effort specifically designed to reduce future strains on the City budget. The City has launched *chattanoogaINVEST* with a goal of funding efforts designed to reduce or prevent poverty or crime. Under the program, the City will fund up to \$250,000 in research-driven and results focused proposals by not-for-profit organizations. By preventing poverty or crime, these programs will build a stronger economy leading to improved city revenues or reduced budgetary costs. Through the program, the city will serve as a partner to initiatives that help leverage efforts by other governments, the private sector and the non-profit sector.

Accomplishing Long Term Initiatives: Growing Jobs and the Economy

Creating economic growth has been at the core of Mayor Bob Corker's agenda for Chattanooga since he took office in April 2001. At the beginning of his term, he outlined nine key strategies designed to grow jobs and the economy:

- Aggressive Business Recruitment
- Access to Capital for Local Businesses
- Access to Technology
- Development of Enterprise South
- New Partnerships with the University of Tennessee at Chattanooga
- Improved Airline Service
- Turning Around Poor Performing Schools
- Crime Reduction
- Neighborhood Development

As Mayor Corker's term ends, the City has made remarkable progress in each of these areas. As a result, Chattanooga is focused like never before on the recruitment of new businesses and the expansion of existing business.

Aggressive Business Recruitment: The Chamber of Commerce has initiated and completed a campaign to raise \$9 million dollars to support the "Tell the World" campaign to market Chattanooga for new businesses. The Chamber has set a goal of creating 20,000 new jobs by 2007.

Access to Capital for Local Businesses: Southeast Community Capital was recruited to the community and the Chattanooga Opportunity Fund, a debt-based fund, was created for small and minority owned businesses. In addition, Delta Capital, a "pure" venture capital firms was recruited to the city and their presence has already resulted in commitments to Chattanooga companies.

Access to Technology: The City has developed a plan to take full advantage of the city's location and establish Chattanooga as a hub of a technology corridor between Oak Ridge, Tullahoma and Huntsville. Through the Enterprise Center, twelve separate efforts are now coordinated to enhance Chattanooga's place in this technology corridor and build relationships with the world class research institutions throughout the region.

Development of Enterprise South: Enterprise South, a 1,200 acre industrial park is complete and construction is already underway on the first companies to locate there. Through a partnership with the State, construction has begun on a new \$23 million interchange dedicated to the site, along with the continued widening of I-75.

New Partnerships with the University of Tennessee at Chattanooga: In 2002, Chattanooga became the first city in the state with a direct fiber optic connection to the Oak Ridge National Laboratory's super computer. This distinction was instrumental in UTC's recruitment of the SIM Center, a world-class computational engineering program, which also brought the first doctoral program to the university.

Improved Airline Service: Efforts have led to a restructured and professionalized Airport Authority Board, direct flights Reagan National Airport Washington D.C. and the award of federal funding that will soon result in direct service to Dallas, Texas.

Turning Around Poor Performing Schools: The City funded and created the Community Education Alliance to focus on recruiting and retaining teachers at the nine urban elementary schools in Chattanooga on the State's on notice list. After three years, 56 of the school system's most effective educators are taking advantage of bonus incentives for high performing teachers and principals at these schools and each of the nine schools has outpaced all other schools in the system in student performance improvements.

Crime Reduction: Since 2002, crime in Chattanooga is down 22% thanks to these efforts and to the diligence of the men and women in the Chattanooga Police Department. In addition, through 2003, violent crime has dropped more in Chattanooga than any other city in the state of Tennessee.

Neighborhood Development: The City's Strategic Neighborhood Initiative has strengthened code enforcement, developed neighborhood leaders, and restored blighted property in 15 of Chattanooga's neighborhoods most in need. By creatively leveraging existing funds coupled with the utilization of a federal grant, the City was able to fully implement the \$84 million Hope VI project that is now underway in the Alton Park community. When complete, the development will provide 400 new units of housing for that community. And the City also succeed in securing a Renewal Community designation for the downtown and other areas, which has resulted in significant tax credits for eligible businesses that are expanding and adding jobs in Chattanooga.

One final initiative may have the most transformative effect on the City and its economy.

On May 22, 2002, after tremendous public input and with no identified funding source or architectural plans, Mayor Corker announced that the \$120 million 21st Century Waterfront Plan would be implemented and completed in 35 months, by May 2005. The Waterfront Plan includes major expansions of the Tennessee Aquarium, the Hunter Museum of Art and an extensive renovation of the Creative Discovery Museum. On the south shore, the project includes the creation of public green spaces at Ross's Landing Park; riverfront mooring facilities; the connection of the art district to the downtown via First Street and a new pedestrian bridge; the creation of a new City Pier; a narrowed Riverfront Parkway that better accommodates pedestrian traffic; a passage-way underneath the Parkway which connects the Aquarium Plaza to the river; and additional parking facilities. On the North shore, the development of property adjacent to Coolidge Park will feature additional public spaces and the preservation of a natural wetland.

Several parcels have been set aside which will allow for immediate on-site private development, bringing additional housing and retail units to the urban core. One developer has already purchased the "Smokestack Lot" and will soon begin construction of a \$17 million mixed-use development featuring residential, retail and a public parking facility.

The waterfront plan represents the largest public/private undertaking in a community known for such partnerships. Funding is divided between the public and private sectors, with \$69 million in public funds generated primarily through a dedicated lodging tax.

Budget Highlights

Projected revenues for all appropriated funds total \$244,471,868, an increase of 1.79% from the previous year; this does not include bond proceeds and transfers which are considered other financing sources. For FY 2005, property tax, countywide and state sales tax are projected to grow by one, four, and five percent respectively. These conservative forecasts are based on an improving economy. The largest projected revenue increases come from intergovernmental transfers, 10.05%, and miscellaneous sources showing a 78.34% growth, with the most significant increase being earmarked for capital projects.

Revenues	Budget FY04/05	Budget FY03/04	inc(dec)	% change
Taxes	110,811,174	115,344,072	(4,532,898)	-3.93%
Licenses & Permits	6,182,567	6,213,139	(30,572)	-0.49%
Intergovernmental	65,072,868	59,127,707	5,945,161	10.05%
Charges for services	49,124,207	50,325,750	(1,201,543)	-2.39%
Fines, forfeitures and penalties	1,091,759	1,616,084	(524,325)	-32.44%
Interest earnings	1,362,736	1,469,908	(107,172)	-7.29%
Miscellaneous	10,826,557	6,070,682	4,755,875	78.34%
Total Revenues	\$ 244,471,868	\$ 240,167,342	4,304,526	1.79%
Other Financing Sources				
Transfers in	22,671,477	20,857,307	1,814,170	8.70%
Bond Proceeds	11,274,010	16,128,161	(4,854,151)	-30.10%
Total Other Financing Sources	\$ 33,945,487	\$ 36,985,468	(3,039,981)	-8.22%
Total Revenues & Other Sources	\$ 278,417,355	\$ 277,152,810	1,264,545	0.46%

Interest earnings are estimated to be down marginally during FY05. Fines, forfeitures and penalties are projected to decline by 32% from FY 2004 budget due to under collections in FY04 for court fines and clerk fees. All other revenue sources remain relatively steady.

Appropriations are \$249,685,885, a 1% decrease from the FY04 Budget, excluding transfers out which are considered other financing uses. The most noticeable projected increases come from increased capital expenditures and from compensation and related fringe benefits for City Employees.

Appropriations	FY04/05	FY03/04	inc(dec)	% Change
General Fund	117,735,530	119,620,484	(1,884,954)	-1.58%
Enterprise Funds	46,026,379	45,748,489	277,890	0.61%
Special Revenue Funds	37,411,824	42,552,258	(5,140,434)	-12.08%
Debt Service Fund	13,208,998	11,112,886	2,096,112	18.86%
Capital Project Funds	28,350,044	25,026,116	3,323,928	13.28%
Internal Service Funds	6,953,110	8,156,061	(1,202,951)	-14.75%
Total Expenditures	\$249,685,885	\$252,216,294	(2,530,409)	-1.00%
Other Financing Uses				
Transfers Out	28,731,470	24,936,516	3,794,954	15.22%
Total Other Financing Uses	\$ 28,731,470	\$ 24,936,516	3,794,954	15.22%
Total Expenditures & Other Uses	\$278,417,355	\$277,152,810	1,264,545	0.46%

General Fund. The City's Undesignated General Fund accounts for all applicable resources related to the general operations of city government that are not accounted for elsewhere. The total appropriation for FY05 budget is \$146,467,000, a 1.13% increase from FY04. Increases in salaries and medical benefits are offset by reductions in operating costs. Not reflected in this number is the subsequent \$3.5 million general fund capital appropriation from reserves.

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 for FY05 include State Street Aid, Human Services, Economic Development, Community Development and Hotel/Motel Tax as per the budget ordinance. The 2005 budget for the Special Revenue Funds totals \$37,411,824. The Economic Development fund accounts for a portion (1/2 cent) of the countywide local option sales tax collected in the City. These funds are earmarked to pay long term lease rental payments to the Chattanooga Downtown Redevelopment Corporation and other economic development initiatives. The Community Development Fund is used to account for Community Development Block Grants and other projects funded by the Federal Housing and Urban Development Programs.

Debt Service Fund. The City is authorized to finance capital improvements through various financing instruments, including but not limited to general obligation bonds, revenue bonds, loan agreements and capital leases. The City Council may authorize the issuance of tax-supported bonds by a simple majority vote, with notification of the action published in local newspapers. Unless 10 percent of the qualified voters protest the issuance by petition within 20 days of notification, the bonds may be issued as proposed. Both principal and interest on general obligation bonds are payable from ad valorem taxes which may be levied by the City Council subject to a legal debt limit of 10 percent of assessed valuation of property. Revenue bonds could be issued for various enterprise operations.

At year-end, the primary government and its component units had a number of debt issues outstanding. These issues included \$434,308,264 in general obligation debt, of which revenues from the City's Enterprise Funds support \$353,562,825 or 81.41%. The primary government also has \$35,200,000 in revenue bonds outstanding at year-end for the Electric Power Board, an Enterprise Fund. Two component units have revenue bonds outstanding. These include \$15,670,000 for the Metropolitan Airport Authority and \$129,200,000 in lease rental revenue bonds issued by the Industrial Development Board of Chattanooga.

During FY05, the City anticipates issuing debt not to exceed \$25 million to fund FY04 and 05 Capital Budgets.

Capital Project Funds. These funds are used to account for the financial resources used for the acquisition or construction of major capital facilities. The Capital Budget for the 2005 fiscal year is \$28,345,044, this is a \$2,968,928 or 11.7% increase from last year's approved amount of \$25,376,116.

Enterprise Funds. The City maintains five enterprise operations as part of the primary government. These funds are used to account for operations of entities that are financed and operated in a manner similar to a private business. Combined Enterprise Funds net assets at June 30, 2004 were \$473.4 million with a net income of \$10.73 million. A brief discussion of the major operations follows:

The Electric Power Board is not presented because it is a separate administrative agency of the government, having exclusive control and management of the Electric Distribution System. It is the sole distributor of the electric power within the boundaries of the City and County (600 square miles). It accounts for 89.04% of total Enterprise Fund operating revenues and reported a net operating income of \$5.4 million for the year ended June 30, 2004.

The Interceptor Sewer System of the City provides 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, have 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 \$361.48 million in 2004. Their total assets account for almost 83 percent of total Enterprise Fund assets, excluding the Electric Power Board. The 2005 approved budget including Debt Service and Capital is \$34,827,714. Approved operations is \$18,091,114.

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 funded by the General Fund. 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 2005 Budget is \$5,623,545.

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 \$37.7 million. The 2005 Budget is \$5,575,120.

The Housing Management Fund accounts for the costs associated with low-income housing provided to residents of the City. One complex exclusively provides low-income housing inside the inner city. Another complex, also in the heart of the city, meets the needs of the elderly in the community. The third complex is designed to provide mixed and affordable housing outside the traditional inner city. As of June 30, 2004 (unaudited) the operating income was \$41,152 with net assets of \$4,684,878.

Internal Service Funds. The City maintains two Internal Service Funds. These funds provide goods or services for a fee to other governmental units, departments, and agencies. The two reporting funds are the Municipal Fleet Services Fund and the Liability Insurance Fund. The Fleet Services Fund's 2005 budget is \$6,703,110. 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 city. The 2005 budget for the Liability Insurance Fund is \$250,000.

The Pension Trust Funds account for resources held in trust for defined benefit pension plans to provide disability and retirement benefits for City employees/retirees. These funds are accounted for in the same manner as business enterprises providing similar services. Following 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 Firefighters and Police Officers. Each plan has its own consulting actuary. The following schedule shows the unfunded actuarial accrued liability for each fund at June 30, 2003.

Pension Plan	*UAAL	Funded Ratio
General Pension	(28,542)	117.06%
Fireman & Policemen	37,051	84.46%
Electric Power Board	0	100.00%

(FY04 information was not available at time of CABR compilation)

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

General Pension Plan. The City provides a pension plan for permanent general city employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of total earnings. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan, at an actuarially computed contribution rate of 4.07% for FY2005.

Fire and Police 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 in FY 2005 not to exceed 18.39%. Each employee who is a participant in this Plan contributes 8% of total salary annually.

Electric Power Board Pension Plan. The Electric Power Board's plan is a single employer defined benefit pension plan. The plan administrator is appointed by the EPB. Contribution requirements of Plan members and the EPB are established and can be amended by the EPB. Plan members are not required to contribute to the plan. EPB's contributions are calculated based on an actuarial rate, which is currently 9.71% of annual covered payroll. Effective August 1, 1984, the Board implemented a 401(k) plan, which permits employees to invest up to 13% of salary in a tax-deferred savings plan. EPB contributes up to 3% of the employee's salary.

Per Capita Budget

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

Program	Actual FY01/02	Actual FY02/03	Budget FY03/04	Budget FY04/05
General Government	\$ 205.65	\$ 190.61	\$ 176.33	\$ 183.17
Finance & Administration	102.70	103.54	99.67	97.55
Fire	133.04	145.82	158.06	162.12
Police	212.00	224.00	235.00	230.00
Public Works	453.34	550.49	485.99	490.67
Parks Recreation Arts & Culture	80.95	79.50	79.01	78.38
Debt Services	157.92	99.12	54.90	83.85
Human Services	88.31	100.86	88.45	86.17
Total	\$ 1,433.91	\$ 1,493.94	\$ 1,377.41	\$ 1,411.91

The population figures used in calculations are shown below:

FY02 = 155,554; FY03 = 155,582; FY04 = 157,532; FY05 = 157,532

Per Capita expenditures were \$1,433.91 in 2002 and fell to \$1,411.91 in 2005, showing a decrease of \$22 or (1.5%). Much of this may be attributed to increased capital outlays in 2002 to fund the 21st Century Waterfront Plan.

Financial Assessment

Chattanooga continues its position of fiscal strength enjoyed over the past several years. The City is in the best fiscal condition it has been in over 30 years and our outlook is improving. Over the years, through strong fiscal management, Chattanooga has positioned itself well to weather economic downturns, and create a positive atmosphere for economic development.

General Fund Undesignated Fund Balances

One measure of a city's financial strength is the level of its fund balances. The City's general fund unaudited undesignated fund balance at June 30, 2004 is \$37.4 million or 21.8% of general fund revenues and transfers in. The City strives to maintain an undesignated general fund balance of 20% of operating revenues and transfers in. Reserves in excess of the 20% level may be used to fund capital projects.

Financial Reserves of Other Operating Funds

In other operating funds, the City strives to maintain a positive retained earnings position to provide sufficient reserves for emergencies and revenue shortfalls. Specifically the debt service fund has \$5.2 million in reserves at June 30, 2004.

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 rating.

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.

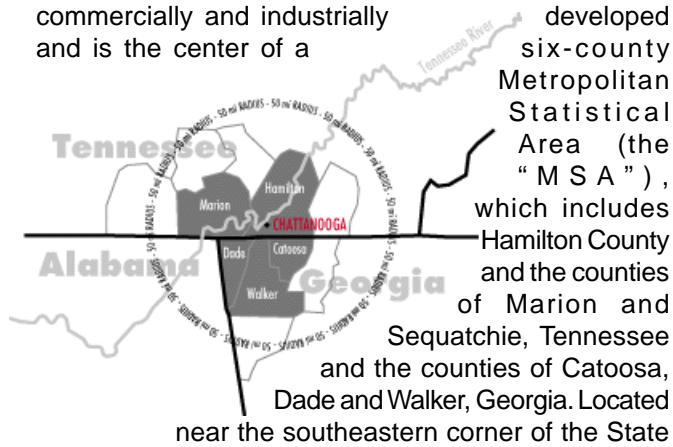
Respectfully submitted,



David R. Eichenthal,
City Finance Officer

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 144.1 square miles. The Tennessee River flows through the center of the City, which has a diversified terrain. The MSA is centrally located in relation to other major population centers of the Southeast, being within a 150-mile radius of Knoxville and Nashville, Tennessee; Birmingham, Alabama and Atlanta, Georgia.

Industrial and Economic Development

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

Chattanooga, known in the 1930's as the "Dynamo of Dixie", is one of the nation's oldest manufacturing cities with 18.8 percent of its employment in that sector. However, there is no single dominating industry. Economic advantages such as ample utilities, an efficient transportation system, abundant natural

resources, a trained labor force and centralized location make Chattanooga a diversified and profitable business location. This largely accounts for the City's low unemployment rate, which stands at 3.2 percent as of July, 2003. This is comparable to the nation's unemployment rate of 6.3 percent and the state rate of 5.4 percent.

Twenty years ago, the City began a rebirth with the establishment of the Moccasin Bend Task Force. The Master Plan which grew out of 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. Within the last 18 months, over \$293 million in new developments are either completed, under construction or breaking ground. 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. The \$120 million plan combines 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, which is undergoing a \$19.5 million expansion. A new public plaza is being created between Cherry and Walnut Streets. First Street itself is transformed into a mixed-use neighborhood of residences, shops, cafes, and galleries. 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 expansion of the Tennessee Aquarium, will solidify 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.

The City's share of the cost of the Plan 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.

In addition to increasing park space and expanding cultural institutions, the Waterfront Plan has led to significant growth in Downtown Housing. Construction of River Pier Landing, an 18 unit condominium, is underway. The Chattanooga Downtown Redevelopment Corporation (CDRC) has also selected a developer for two sites along the First Street Steps which will yield 136 new units of housing. On the Northshore, the Waterfront Plan has spawned 2 new housing developments with 60 new units.

On the Southside, the CDRC funded, in part through revenue from the State designated Tourism Development Zone (TDZ), construction of The Chattanooga, a 208,210 sq. ft. residential meeting facility, a new 1,029-space Parking Facility and 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, and the 226,000 sq. ft. expansion of the Chattanooga-Hamilton County Convention and Trade

Center which was completed in the spring of 2003. Together, these developments have made 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.

A new focus on neighborhoods has complemented the City's efforts to revitalize downtown. In response to neighborhood groups, the Mayor implemented a controversial plan that changed MLK Blvd. and McCallie Avenue from one way to two way traffic. This change has had a positive impact on the community and to the neighborhoods that border these two streets. Through the leadership of the Lyndhurst Foundation, MLK Tomorrow, the Community Impact Fund and Chattanooga Neighborhood Enterprises, 92 housing units for all income levels (19 of which were among the City's most economically disadvantaged neighborhoods) are being constructed and rehabbed in this neighborhood resulting in a \$13 million investment to be completed by May 2005.

And, in 2004, the first units of the Alton Park Hope VI projects will become available. This \$84 Million effort will rejuvenate the Alton Park neighborhood.

As people return downtown to work and play and live, the City finds itself faced with parking shortages. To address this concern in a manner consistent with adherence to a clear vision for the future of the City and a set of principles and values relative to rebuilding downtown, River City Company recently released a yearlong parking study that calls for the creation of an authority to oversee enforcement and policy making in the central city.

The U.S. Department of Transportation recently announced the award of a \$750,000 Small Community Air Service grant to Chattanooga. This grant combined with \$325,000 in local matching funds from the business community will be used to pursue a direct western route from the Chattanooga Metropolitan Airport to the Dallas/Ft. Worth International Airport, a link that will be a tremendous strategic enhancement to economic development efforts in the Chattanooga area.

Enterprise South, a 1,200 acre industrial park has achieved contingent certification as a Megasite initiative as a result of an independent assessment performed by McCallum Sweeney Consulting (MSC). MSC is an internationally known firm commissioned by the Tennessee Valley Authority (TVA) to identify the sites across the TN Valley that have the strongest potential for development as automotive assembling facilities. The firm cited the park's access to distribution channels,

proximity to a manufacturing oriented workforce and the construction of a dedicated interchange from I-75 directly into the park as its strong points. Two issues preventing full certification are the acquisition of an additional 400 acres to “square off” the site and the development of a detailed plan to relocate Poe Branch Creek. Efforts were already underway by City and County officials to address both these issues before the MSC evaluation. This independent assessment affirms that Enterprise South is one of the top industrial sites in the TVA footprint and validates the great progress made in developing this important asset in a way that creates the largest number of high-paying jobs for our citizens. Mayor Corker renewed his commitment to do what is necessary to ensure attainment of full certification.

Construction is underway on the first new business and strong partnerships have been forged with our state economic development team, the Chamber of Commerce, TVA, and other economic development entities.

Mayor Corker has worked to take full advantage of the City’s location and establish Chattanooga as a hub of the technology corridor. The City, County and Congressman Wamp have caused the “Enterprise Center” to become an umbrella organization for oversight and accountability to 12 innovative, federally funded initiatives in order to enhance Chattanooga’s placement in the technology corridor and the community’s relationship with the world class research institutions throughout the region. They include initiatives such as: Advanced Transportation and Technology Institute; the Alliance for Secure Energy and Transportation; CARTA ITS Project; Connect the Valley; the Fuel Cell Project; the High Speed Rail Maglev initiative; the SimCenter; the Center for Entrepreneurial Growth; the Riverbend Technology Institute; and the New Economy Institute. The United States Department of Commerce recently announced that The Tennessee Valley Corridor, was one of two regional alliances in the country to win the national award for Excellence in Regional Competitiveness in Economic Development. We share this award with the Research Triangle—great company for us to be in. The staff of the Enterprise Center, is governed by a nine member board and works closely with our Chamber of Commerce.

Other initiatives such as the Public Art and Outdoor initiatives and the initiative to end chronic homelessness are designed to create public/private partnerships that improve the quality of life in Chattanooga making it truly a great 21st Century American City.

Finally, Hamilton Place Mall, Tennessee’s largest, and now in its fourteenth 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 completed development of a multi-acre site on the south perimeter of the mall. The site includes a new national headquarters office building and additional retail space.

The City’s two biggest local revenue sources are sales and property taxes. The local option sales tax rate is 2.25 percent. Following two successive reductions the property tax rate has remained at \$2.516 per \$100 assessed valuation for the past three years.

The City’s capital initiatives reflect its ongoing commitment to economic development and long term sustainability of the City. In the FY05 budget, over \$25 million was appropriated for major initiatives. These include \$2.7 million for upgrade of various City parks; \$18.5 million for various public works projects such as paving , street improvement, curbs, gutters and sidewalks, downtown streetscape, and equipment replacement; \$2 million for fire vehicles and other equipment; and \$1.8 million for other miscellaneous 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

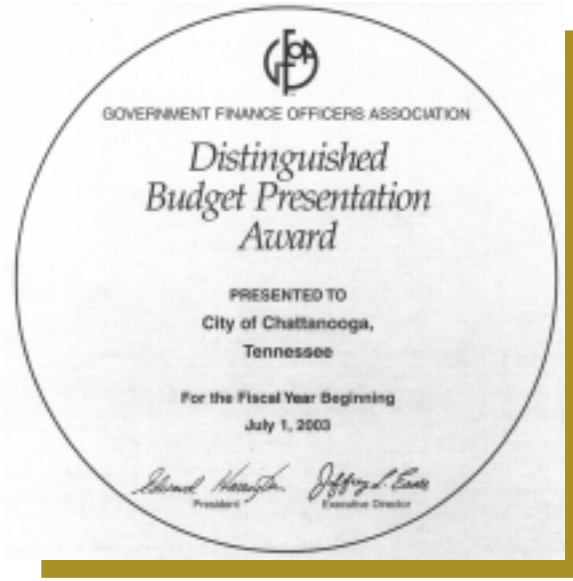
Improving the Living Environment". This initiative was given special recognition at the City Summit in Istanbul, Turkey at a special awards ceremony June 4, 1996. The award included a special plaque, a scroll, and a grant that was used to cover costs of travel and per diem for two people directly involved 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.
- One of cities cited by New York Times in "Smaller U. S. Airports Are Increasingly Popular".
- The National Arbor Day Foundation's "Lady Bird Johnson Award" for the Area Beautification Committee's work in establishing the Gateways Program. 1993.
- Cited in the April 2003 issue of Foreign Direct Investment as an ideal environment for foreign companies looking to relocate or expand due to the Economic Development made.
- The Tennessee Urban Forestry Council's "Tree Board" Award to the Chattanooga Tree Commission for outstanding Contributions to Urban Forestry in Tennessee. 1996.

We are honored with the distinction of receiving, for the past twelve years, the Certificate of Achievement for Excellence in Financial Reporting for our preparation of state and local government financial reports. The Fiscal Year 2004 CAFR is currently being submitted for review.

Also, for eight 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 2005 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. The six principal departments are Finance & Administration; Fire; Police; Parks Recreation, Arts & Culture; Human Services; and Public Works. The City employs approximately 2,404 full-time employees and approximately 146 part-time employees. The City's Electric Power Board has an additional 382 employees.

Date of Organization: 1839

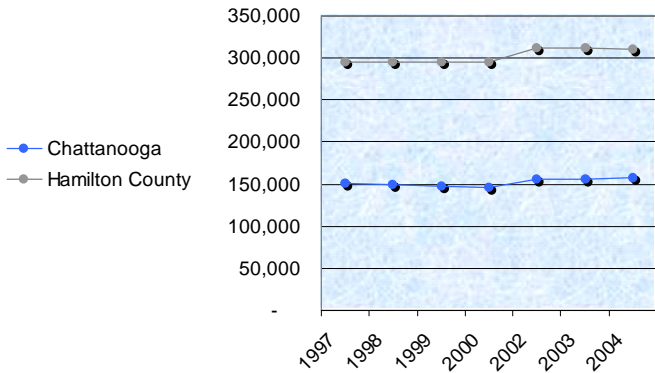
Form of Government: Council/Mayor

Demographics

During 1997 thru 2004, the population for Chattanooga and Hamilton County show an increase of approximately 5%.

Population		
	Chattanooga	Hamilton County
1997	150,300	295,800
1998	148,800	296,000
1999	147,500	294,800
2000	145,700	295,000
2002	155,992	312,266
2003	155,582	311,178
2004	157,532	309,956

Source: U.S. Census Bureau, National Decision S



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 587 square miles or 21.2% having been developed.

Miles of Streets (Inside City)

Paved.....1,150

Miles of Streets (County-wide)

Paved.....2,650
Unpaved.....180

Elections (County-wide):

Registered Voters.....171,899
Votes Cast in Last Election.....31,373
Registered Voters Voting.....18.25%

Racial Composition

	City	County
Asian & Pacific Islanders	2.0%	1.6%
African-American	36.7	20.6
Caucasian	60.7	77.3
Other	1.4	1.1

Source: Chamber of Commerce

Average Home Sale Prices

0-2 Bedroom House.....\$ 69,428
3 Bedroom House.....\$114,438
4+ Bedroom House.....\$210,785
Condo/Co-op.....\$110,541

Source: Chattanooga Association of Realtors

Average Monthly Rent

Average rental for a two bedroom, 1 1/2 bath mid-management household, stove and refrigerator included: **\$649**

Source: ACCRA Cost of Living Index, Second Quarter 2003

Service Statistics

Education

There are 78 public schools in the Hamilton County with a combined enrollment of 40,641. The type of schools and number in County is as follows: Elementary (45); Middle (15); Middle thru High (4); 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 10,350. The type of school and number in County are 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 (9,500); 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, the Chattanooga Girls Choir, Bessie Smith Performance Hall, African-American Museum, Oak Street Playhouse, Creative Discovery Museum, Regional History Museum.

Recreational Facilities

119 Parks
16 Golf Courses
15 Recreation Centers
38 Summer Playgrounds
122 Ball Fields
191 Public & Private Tennis Courts
55 Swimming Pools
17 Theaters
3 Bowling Alleys

Transportation

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

Airline carriers: American Eagle/American Airlines, Delta Airlines/ASA, Delta Airlines/Comair, The Delta Connection, Northwest/Northwest Airlin, US Airways 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

Vehicles in Operation 88 Routes 16

Highways:

Interstate highways 3 US highways 7
State highways 5

Customer Services

Electric Power Board

Electric Customers.....163,356
Telephone lines14,529
Electric Rate for residential.....\$0.0667/ kw-hr

Public Works:

Solid Waste Collected (tons).....106,933
Miles of Pavement Markings (Center line).....550miles
Signalized Intersections.....290

Interceptor Sewer System:

Net Assets.....\$246 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
- “ 140,000 tons/yr biosolids 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 other than city.....11
Sewer and Pump Stations:
Miles of sewer.....1,200
Diameter.....4 to 84 inches
Major Pump Stations.....7
Minor Pump Stations.....48
Residential/Grinder Stations.....130

Police Protection

Sworn Officers.....472
Crime Index (CY03).....14,934
Crime rate (per 1,000 pop.-CY03).....95.37
Parking Violations (CY03).....39,237
Moving Violations (CY03).....25,549
Calls for Service (CY03).....127,245
Average response time (CY03).....7.9 min

Fire Protection

Sworn Officers.....385
Fire Stations.....17
Front Line Ladder Trucks.....2
Front Line Fire Engines.....12
Front Line Quints (Engine/Truck Combination).....9
Fire Responses.....5,411
EMS Responses.....4,188
Average Response Time..... 5.23 min.

Economic

Bond Ratings

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

Building Permits Issued & Value

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.....2,443.....\$365,734,755
2002.....2,330.....\$287,929,751
2003.....2,597.....\$345,741,832

Values are based on the current industry averages as published by the Southern Building Code Congress International (SBCCI).

Source: City Building Inspection Department

Largest Employers in the Chattanooga Area (MSA)

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

TOP NON-MANUFACTURERS		
<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
Hamilton County Dept. of Education	6,000	Elementary & Secondary Schools
Covenant Transport	5,929	Trucking
Erlanger Medical Center	4,110	Hospital
Blue Cross & Blue Shield of Tenn.	4,100	Insurance
Memorial Hospital	3,300	Hospital
Tennessee Valley Authority	3,240	Utility Electric Service
UnumProvident Corporation	3,200	Insurance
City of Chattanooga	2,627	Government
CIGNA Health Care	2,216	Insurance
Bi-Lo, Incorp.	1,579	Grocery Store

TOP MANUFACTURERS		
<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
McKee Foods Corp.	3,500	Cakes & Cookies
Synthetic Industries	2,067	Carpet Backing
Roper Corporation	1,900	Cooking Ranges
Pilgrims Pride, Corp.	1,620	Process Boiler Chickens
Astec Industries, Inc.	595	Asphalt & Dust Collectors
Shaw Industries, Inc.	1,182	Carpet
Invista, Inc.	1,400	Synthetic Yarn
Olan Mills	700	Portrait Studio
US Pipe and Foundry	500	Iron Pressure Fittings

City Officials as of July 1, 2004

Mayor: Robert P. Corker

Chief of Staff: Mike Compton

City Council:

John M. Lively	District 1	Ronald C. Littlefield	District 6
**Sally L. Robinson	District 2	John R. Taylor, Sr.	District 7
Dan B. Page	District 3	Leamon Pierce	District 8
*W. Jack Benson, Sr.	District 4	Yusuf A. Hakeem	District 9
John P. Franklin Jr.	District 5		

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

Legal: Randall Nelson, City Attorney

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



Department Administrators and Directors:

Finance & Administration:

David Eichenenthal, Administrator
Daisy W. Madison, Deputy Administrator

Police: Steve Parks, Chief

Freeman Cooper, Executive Chief

Fire: Jim M. Coppinger, Chief

Kelvin Flint, Deputy Chief

Public Works:

Bill McDonald, Administrator
Beverly Johnson, Deputy Administrator

Parks Recreation Arts & Culture:

Jerry Mitchell, Administrator
Janice Miller-Hester, Deputy Administrator

Human Services:

Bernadine Turner, Administrator
Tommie Pruitt, Deputy Administrator

Personnel:

Donna Kelley, Administrator
Susan Dubose, Deputy Administrator

Neighborhood Services:

Kenardo Curry, Administrator
Steven Hargis, Assistant Administrator

Community Development:

Rayburn Traughber, Administrator

Chattanooga-Hamilton County Bicentennial Library:

David Clapp, Director

Regional Planning Agency:

Barry Bennett, Director

Air Pollution Control:

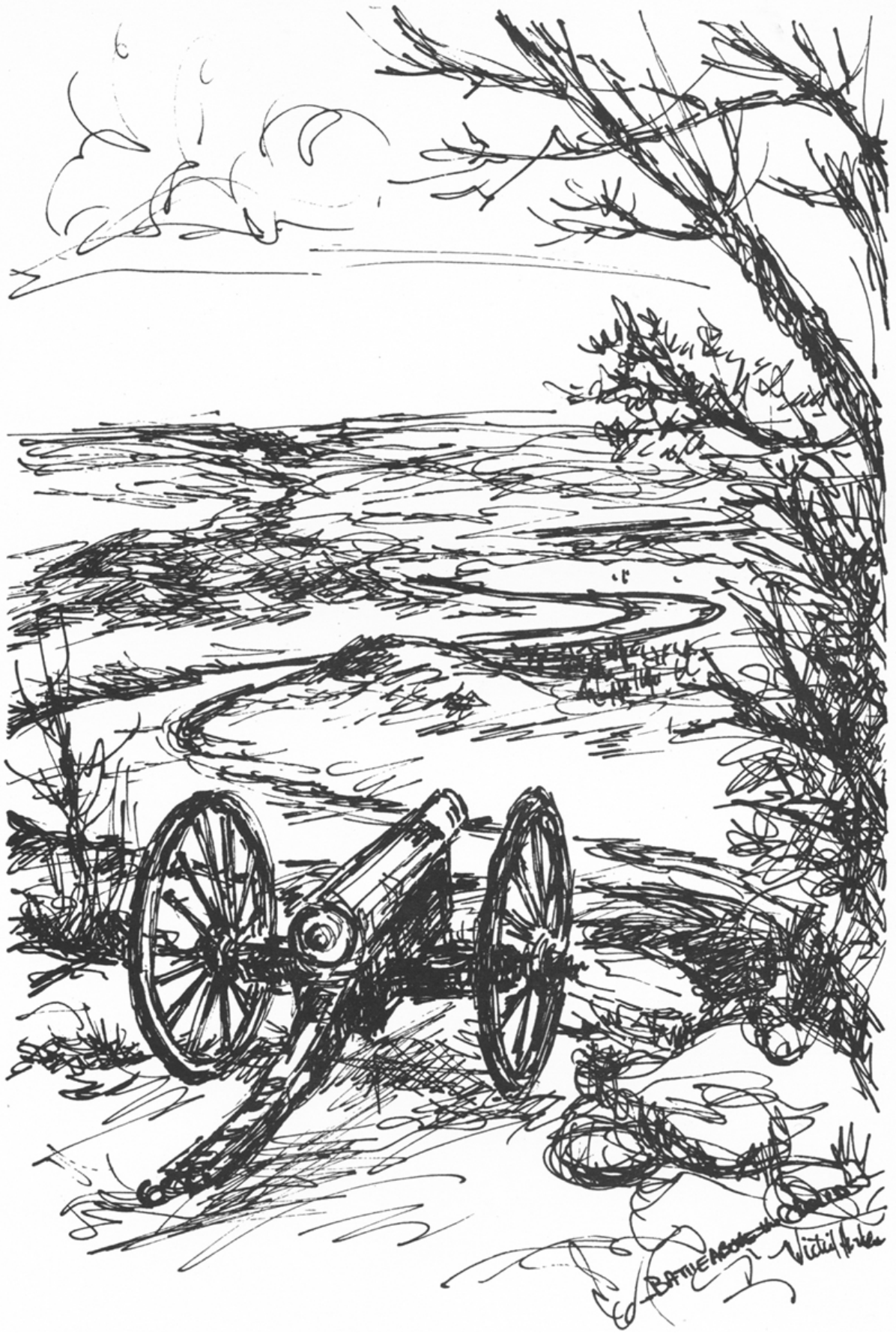
Robert H. Colby, Director

Scenic Cities Beautiful:

Jeanette Eigelsbach, Director

*Chairman

**Vice-Chairman





Chattanooga City Council



John M. Lively
DISTRICT 1



Sally L. Robinson
DISTRICT 2
Vice Chairman



Dan B. Page
DISTRICT 3



W. Jack Benson, Sr.
DISTRICT 4
Chairman



John P. Franklin, Jr.
DISTRICT 5



Ronald C. Littlefield
DISTRICT 6



John R. Taylor, Sr.
DISTRICT 7



Leamon Pierce
DISTRICT 8



Yusuf A. Hakeem
DISTRICT 9

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 Round table. 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 and Emily live in North Chattanooga.

Council Members

John M. 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 40 years and have three daughters and 3 grandchildren.

District 1 consists of the following precincts: Lookout Valley 1 & 2; Moccasin Bend; Mountain Creek 1, 2 & 4; North Chattanooga 2; Northwoods North 2.
Phone: 757-5196
Address: 263 Garden Road, Chattanooga, TN 37419

Sally L. Robinson, District 2, Vice Chairman

Sally Robinson, the current Council Vice-Chairman, 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 two grandchildren.

District 2 is consists of the following precincts: Lupton City; North Chattanooga 1; Northgate; Northwoods 2; Riverview; and Stuart Heights 1 & 2.
Phone: 757-5196
Address: 1136 Constitution Dr. - Chattanooga, TN 37405

Dan B. 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 38 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.

District 3 consists of the following precincts: Dupont; Hixson 1, 2, 3; Murray Hills; Northwoods 3 & 4; Northwoods North 1.
Phone: 757-5196
Address: 3000 Hamill Road - Hixson, TN 37343

W. Jack Benson, Sr., District 4, Chairman

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 and Council Chairman. 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 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.

District 4 consists of the following precincts: Concord 1 & 2; East Brainerd 1 & 2; Ooltewah 3; Tyner 1.
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.

District 5 consists of the following precincts: Bonny Oaks, Brainerd 2; Dalewood; Kingspoint; Lake Hills; Woodmore.
Phone: 757-5196
Address: 2233 Nimitz St. – Chattanooga, TN 37406

Ronald C. Littlefield, District 6

Ron Littlefield is a professional city planner with 32 years of experience working with cities, counties, states and private sector organizations. He was the first director of Chattanooga's combined city/county/chamber of commerce economic development office where, in 1981, he initiated the annual leadership visits to dynamic cities such as Indianapolis, Baltimore and Charlotte that have inspired a number of major Chattanooga projects. In 1984, he was an incorporator and initial Executive Director of Chattanooga Venture where he led the successful Vision 2000 planning program -credited with shaping the communities grand scale ideas for riverfront and downtown redevelopment. Subsequently, he was elected Commissioner of Public Works for the City of Chattanooga where he had opportunities to implement plans for restoration of the Walnut Street Bridge and construction of streets, sewers and other infrastructure associated with the Tennessee Aquarium and related projects. Later following a change in the form of local government, he became the first Chairman of the new Chattanooga City Council and helped to guide the community's transition from the old form of government to the new. During an

eight-year hiatus from public office, Littlefield worked as a planning consultant for a number of public and private clients on a wide variety of development projects In 1998, he was recruited by Mayor Jon Kinsey to assist with proposals for a high-speed passenger rail connection between Chattanooga and Atlanta. In April of 2001, he was reelected to the Chattanooga City Council from District 6.

District 6 consists of the following precincts: Airport 1, 2 & 4; Brainerd Hills; Concord 3; Eastgate 2; Sunnyside; Tyner 2 & 4.
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 attend East Third Street Church of Christ, where John is pastor.

District 7 consists of the following precincts: Alton Park; Cedar Hill; East Lake; Howard; Piney Woods; St. Elmo 1 & 2.
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.

District 8 consists of the following precincts: Avondale; Clifton Hills 1 & 2; Courthouse; Eastside 1 & 2.
Phone: 757-5196
Address: 2710 Cannon Ave. – Chattanooga, TN 37404

Yusuf A. 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 4th 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.

District 9 consists of the following precincts: Amnicola; Bushtown; East Chattanooga 1; Eastdale 1 & 2; Glenwood; Highland Park; Missionary Ridge.

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).

Management & Budget Staff

David R. Eichenthal, Esq., City Finance Officer

David Eichenthal joined the City of Chattanooga in July 2002 as the City's first Director of the Office of Performance Review. In February 2003, Mayor Corker tapped him to serve as City Finance Officer as well. Prior to coming to Chattanooga, Mr. Eichenthal served in a series of senior positions in New York City government in the Offices of the Public Advocate, the City Comptroller and the New York City School Construction Authority's Office of Inspector General. He represented the Public Advocate on the City of New York Audit Committee and was appointed by the New York State Assembly Speaker to serve as a local government representative on the New York State Procurement Council. A graduate of the University of Chicago and New York University School of Law, Mr. Eichenthal has also been an adjunct professor of public administration at New York University's Wagner School of Public Service and Baruch College. **Office Phone: 425-6200**

Daisy W. Madison, CPA, CGFM, Deputy Finance Officer/Treasurer

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 and the first GFOA Budget Award 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 26 years, Sam, are the *proud* parents of four children. **Office Phone: 757-5232**

Fredia F. Kitchen, CPA, CGFM Director of Management & Budget Analysis

Fredia Kitchen was promoted to Budget Officer in March, 2000. She holds a Bachelor of Science degree from Austin Peay State University located in Clarksville, TN. She has obtained certificates for Certified Public Accountancy and the Certified Government Financial Manager issued by the Association of Government Accountants. Prior to 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 the Assistant Chief Information Officer in the City's Information Services division. **Office Phone: 757-0524**

Simone M. White, Sr. Management & 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 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 Member of 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 and they are parents of one year old triplets. **Office Phone: 757-0534**

Christopher L. Haley, CFA, CGFM, Management & Budget Analyst

Chris Haley was hired as a Budget Analyst in 1996. His area of responsibilities include selected General Government accounts, Parks, Recreation, Arts, & Culture, Community Development, and the Pension Fund. Prior to coming to the City, he worked in internal audit for Hamilton County. In addition to obtaining a CFA (Chartered Financial Analyst), he holds a BS in accounting from the University of Tennessee at Chattanooga and a MBA from Middle Tennessee State University. **Office Phone: 757-0537**

Randall E. Ray, CGFM, Management & 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 eighteen years with three cats (Ernest T. Bass, Little Miss, and Arthur). **Office Phone: 757-0535**

Beverly J. Adams, Management & Budget Analyst

Beverly Isaac Adams was hired in February 2001 as a Budget Analyst. She handles budget for General Government, Personnel, Human Services and the joint funded agencies (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. Beverly recently married Marcus Adams in December 2003. They are expecting their first baby later this year. **Office Phone: 757-4751**

Preciosa G. Goduco, CGFM, Management & Budget Analyst

Preciosa Goduco joined the city in March, 1984 as an Internal Auditor. In 2003, she was transferred to the Management and Budget Analysis staff. She handle budgets for Finance & Administration and Debt Service. Prior to working with the city, she was a supervising senior

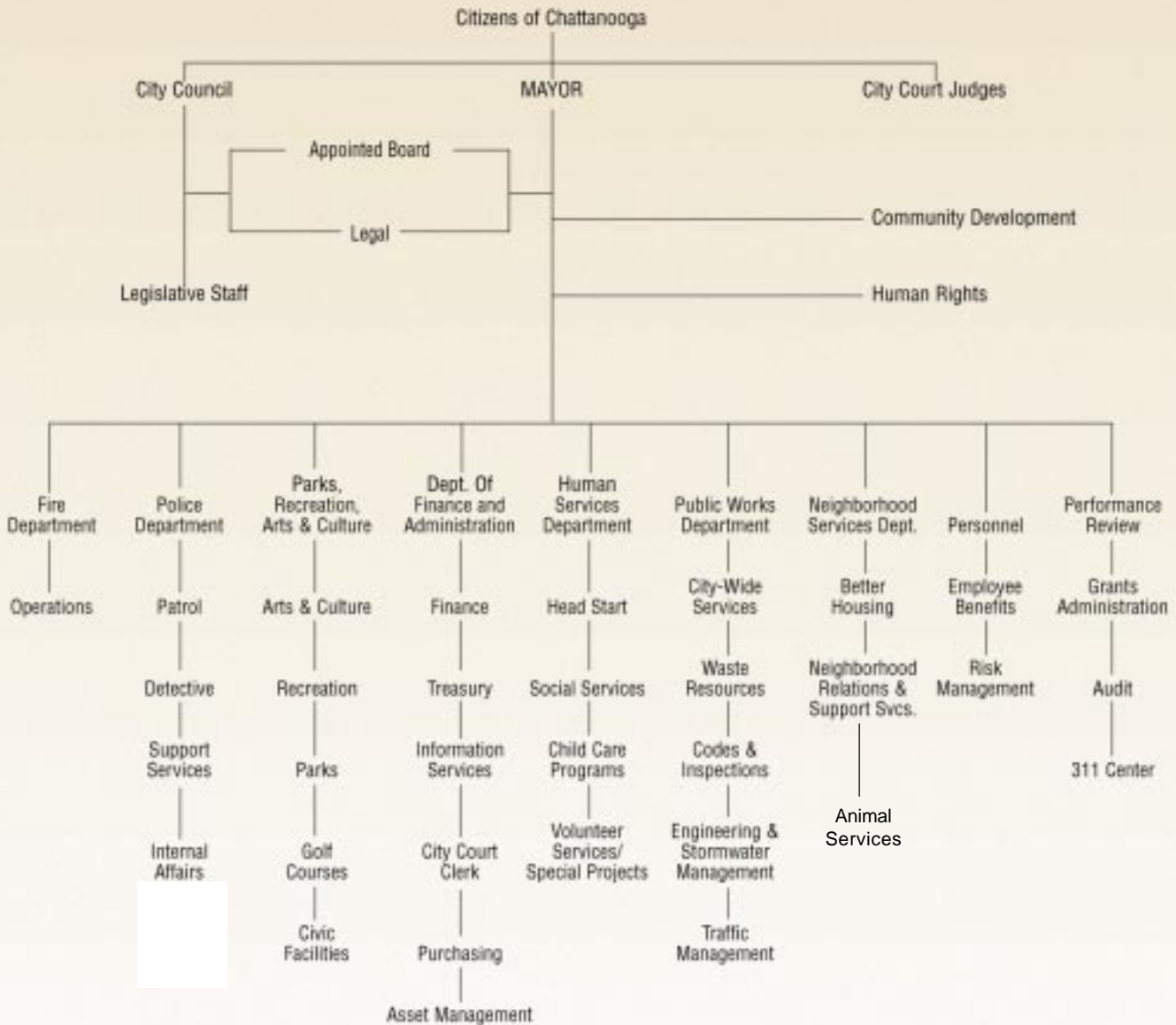
with Carlos J. Valdes & Co., CPA's in Manila, Philippines where she was in charge of auditing various SEC corporations and banks. She also worked as a senior auditor with Tomatsu Awoki & Co., CPA's in Tokyo, Japan for 16 months. She holds a BS in Commerce major in accounting from the College of the Holy Spirit and a CPA certification in the Philippines. **Office Phone: 425-6215**

Brett W. Hysinger, MPA, Management & Budget Analyst

Brett Hysinger was hired by the City in August of 2004. He holds a BSBA in Finance from Coastal Carolina University and a MPA in Public Financial Administration from the University of Indiana, Bloomington. He was married to the former Amy Self on June 14, 2003 and they currently reside in Signal Mountain Tennessee. **Office Phone: 425-6208**

Organizational Chart

CITY OF CHATTANOOGA



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 Management & Budget Analysis 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 Management & Budget Analysis 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 Officer, compiles draft copies of the proposed budget calendar as well as the proposed budget policies. When the Finance Officer 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 Management & Budget Analysis Section 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 through the end of the fiscal year. Each increase requested in appropriations by a department or agency must be accompanied by a detailed justification. 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 Management & Budget Analysis Section prepares these revenue estimates working in conjunction with the various departments and outside agencies or governmental units who 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 Officer.

The departments and agencies are given a deadline 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 Management & Budget Analyst assigned to their department. The goals and objectives of each activity are formalized, and the financial means to accomplish them are incorporated into their budgets. 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, the Management & Budget Analysts begin a review process. 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.

Then, budget sessions are held with department 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.

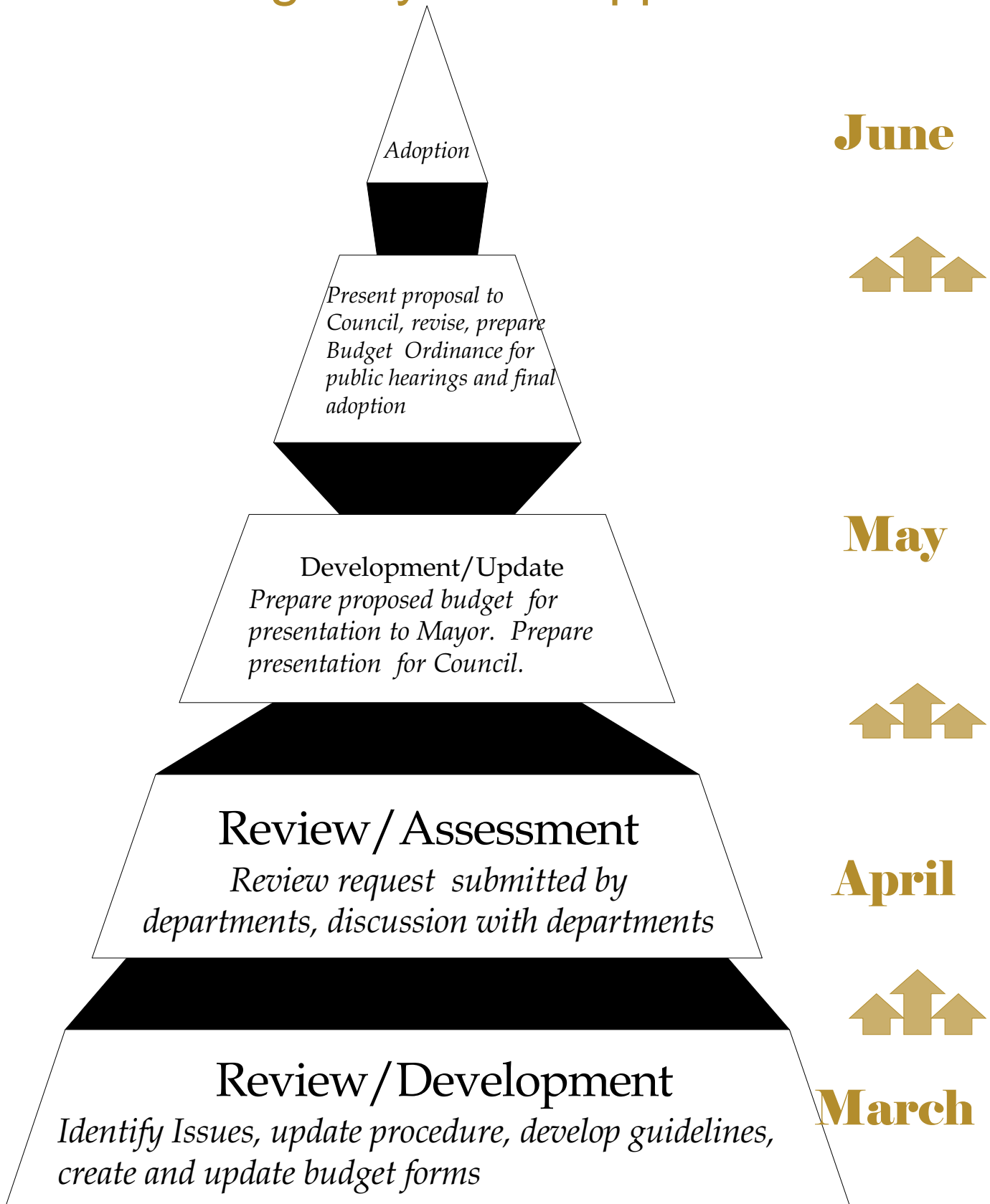
During May and June, the City Council hears budget requests from agencies and departments at its regularly scheduled meetings. Prior to July 1, the City adopts an interim budget appropriating funds for the usual and ordinary expenses of the City government in an amount not to exceed one-twelfth of the 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 Mayor. 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 Fund.

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

The Budget Pyramid Approach Model



S M T W T F S

January 2004

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

February 2004

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

March 2004

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

April 2004

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

May 2004

1
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16 17 18 19 20 21 22
23 24 25 26 27 28 29
30 31

June 2004

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

January

5-29 Preliminary prep work for budget documents
30 Target cut off for CY actuals on budget forms

February

2-5 Budget staff prepares on-line presentation for Depts
5 Meeting with Department Administrators
6 Budget forms available on-line to all Depts
13 Salary projections distribution to Depts

March

12 Deadline for Budget 2005 submissions along with goals and accomplishments
10-31 Budget review and discussions with departments
In-house budget sessions to balance budget 2005
Revenue projection target date

April

1-16 In-house budget sessions to balance budget 2005
30 Proposed balance budget to Mayor

May

3-14 Discussion with the Mayor
12 City/County Joint Budget Hearing
25 Presentation of Budget to Council with PowerPoint

June

1&8 Council Finance Committee review/questions
29 Council approval 1st reading

July

6 Council approval 2nd and 3rd reading
19-23 Budget Roll to upload new budget
21 Budget staff start work on CABR 2005

August

Budget staff work on CABR 2005
10 Committee to discuss Capital Budget 2005
17 Present Capital Budget to City Council for 1st reading
24 Capital Budget to City Council for 2nd and 3rd reading

September

Budget staff work on CABR 2005

October

6 Deadline date for CABR submission to GFOA

S M T W T F S

July 2004

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

August 2004

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8 9 10 11 12 13 14
15 16 17 18 19 20 21
22 23 24 25 26 27 28
29 30 31

September 2004

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

October 2004

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

November 2004

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

December 2004

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

Budget Policies

Providing basic public services and facilities necessary to meet the current and future needs of its citizens are the City's highest priorities. 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 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 Officer and Deputy Officer 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 Officer, Deputy Finance Officer, 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 Officer and his staff, the Finance Officer 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 04/05 Operating Budget:

Budget Requests for FY 05 will be submitted on line item (Account) basis. All departments should present two budget requests, one with a 0% growth and one with a 5% decrease in total operating costs. The adopted FY2004 budget is the baseline. Flexibility is allowed in how this is achieved through a combination of salary and operating costs. 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 03/04 expenditures less any one time nonrecurring expenditures.

- a. Request for one time, unavoidable costs that are anticipated for FY 04/05 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 department is

- encouraged to maintain frozen or unfilled positions from FY04 as part of the 0% growth and 5% reduction budget requests. 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. Salary increases are provided for by Projections, which will be entered by the Management & 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. Personnel has developed guidelines to assist in determining whether a person would be an employee or contract employee.
 - f. Temporary staffing should be budgeted under "Salaries & Wages".
 - g. There will be no additions to the total number of positions. New positions and position reclassifications must be matched with comparable reductions or consolidation of existing positions so as to result in no increase in total personnel cost.
 - h. No increase in positions or position reclassifications will be considered in the 2004-2005 budget without a corresponding reduction/reclassification in existing positions resulting in the same or reduced cost to the city.

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 04/05 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 the City Garage. Parts will be

billed by the Garage at a 25% markup. Labor cost has been set at \$47.50 per hour. Vehicle maintenance cost expenses should be based on hours experienced during FY 03/04 execution. The price factor to be used for forecasting fuel costs is \$1.40 per gallon for gasoline and \$1.35 per gallon for diesel. This reflects a \$.05 per gallon price decrease for gasoline and a \$.05 per gallon price increase for diesel over FY04 budgeted rates for fuel.

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

General Pension:	4.07%
(this is a planning percentage subject to change)	
Fire & Police Pension:	18.39%
(this is a planning percentage subject to change)	

CIGNA Healthcare premium net of employee contribution (monthly):

Individual	\$233.39
Subscriber + Child	\$389.75
Subscriber + Spouse	\$476.09
Family	\$660.46

Life Insurance Coverage: \$0.305 per \$1,000 coverage/month. Maximum: \$50,000.

Long-Term Disability: \$0.61 per \$100 coverage per month. One-half of premium cost is paid by the General Pension Board. Cost to the City is \$.305 per \$100.

FICA	6.20%
Medicare	1.45%

Union Pensions:	
Operating Engineers	\$1.21/hour
Laborers	\$0.95/hour

Anticipated increase in utility cost during FY05
Electricity: 0% Natural Gas 5% Water: 6%

Budget Execution Guidance

1. Descriptions, Goals & Objectives, and Performance Measures for each activity in FY04 will be available by February 6, 2004. Please update, where necessary, for FY05 as they are included in the City's Comprehensive Annual Budget Report submitted to the

Mayor and City Council as well as the Government Finance Officers Association. Please return updated Descriptions and Goals & Objectives information no later than March 12, 2004. Performance Measures are due back with the budget submission on March 12, 2004.

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

3. The budget submission will not be complete or considered if Descriptions, Goals & Objectives are not submitted timely as they will become part of the decision making process for budget approval in FY05.

4. Total Budget request information for FY05 is due back to the Budget Office by Friday, March 12, 2004.

Revenue Policies

The City of Chattanooga's revenue programs are administered by the Management & 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) 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 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. The collateral pledge level to be used by each Collateral Pool participant to arrive at their pledge target may be determined on a percentage basis using the following factors:

(1) If the Total Collateral Pool participants hold an aggregate of less than thirty percent (30%) of the total sum of deposits held in the State of Tennessee by financial institutions, the collateral pledging level shall equal two hundred percent (200%).

(2) If the Total Collateral Pool participants hold an aggregate of thirty percent (30%) or more of the total sum of deposits held in the State of Tennessee by financial institutions, the collateral pledging level shall equal one hundred fifteen percent (115%).

(3) However, the collateral pledging level will be one hundred percent (100%) for any participant whose bank rating is equal to or greater than twenty-five (25) as determined from the most recent quarterly report published by Sheshunoff Information Services, Inc. (bank president's national peer

group weighted rating). The collateral pledge level will be ninety percent (90%) if the participant meets the requirement in Rule 1700-4-1-.04(1)(b).

Each pool participant is required to maintain, at a minimum, pledged collateral with a minimum market value of one hundred thousand dollars (\$100,000).

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 service 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 18-20% of the fund's expenditures.

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. 11581

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS “THE FISCAL YEAR 2004-2005 BUDGET ORDINANCE”, TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2004, AND ENDING JUNE 30, 2005, AND APPROPRIATING SAME TO THE PAYMENT OF EXPENSES OF THE MUNICIPAL GOVERNMENT; FIXING THE RATE OF TAXATION ON ALL TAXABLE PROPERTY IN THE CITY, AND THE TIME TAXES AND PRIVILEGES ARE DUE, HOW THEY SHALL BE PAID, WHEN THEY SHALL BECOME DELINQUENT; PROVIDING FOR INTEREST AND PENALTY ON DELINQUENT TAXES AND PRIVILEGES, AND TO AMEND PART II, CHATTANOOGA CITY CODE, SECTIONS 2-285, 7-1, 7-8, 31-36, 31-41 and 31-43.

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 2004-2005 from all sources to be as follows:

PROPERTY TAXES:

Current Taxes on Real & Personal Property	\$ 80,153,888
Taxes on Real & Personal Property - Prior Years	2,605,000
CHA - In Lieu of Taxes	29,994
TVA - In Lieu of Taxes	1,086,352
Electric Power Board - In Lieu of Taxes	2,845,443
Electric Power Board Telecomm – In Lieu of Taxes	210,781
Chattanooga Labeling System – In Lieu of Taxes	9,151
E I Dupont – In Lieu of Taxes	252,664
Metals USA - In Lieu of Taxes	40,839
Burner Systems - In Lieu of Taxes	24,540
Messer Griesheim Ind – In Lieu of Taxes	64,272
T B Wood’s Inc – In Lieu of Taxes	15,529
Regis Corporation - In Lieu of Taxes	48,010
Pavestone Company – In Lieu of Taxes	21,560
JRB Company In Lieu of Taxes	45,689

Chattem, Inc In Lieu of Taxes	21,664
Covenant Transport – In Lieu of Taxes	23,526
Signal Mountain Cement – In Lieu of Taxes	517,697
Kenco Group, Inc - In Lieu of Taxes	82,373
Total Other – In Lieu of Taxes	26,202
Corporate Excise Taxes – State (Intangible Property)	103,500
Interest & Penalty on Current Year Taxes	67,000
Interest & Penalty on Delinquent Taxes	275,000
Delinquent Taxes Collection Fees	188,000

TOTAL PROPERTY TAXES	\$ 88,758,674
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OTHER LOCAL TAXES:

Franchise Taxes – ComCast Cable	\$ 1,400,000
Franchise Taxes – Chattanooga Gas	254,000
Liquor Taxes	1,566,140
Beer Taxes	4,420,922
Local Litigation Taxes - City Court	5,400

TOTAL OTHER LOCAL TAXES	\$ 7,646,462
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LICENSE, PERMITS, ETC.:

Motor Vehicle Licenses	\$ 395,000
Parking Meters	508,077
Business Licenses (excluding Liquor)	120,000
Gross Receipts Tax	2,772,000
Fees for Issuing Business Licenses & Permits	57,000
Interest & Penalty on Business Licenses & Permits	72,000
Wrecker Permits	5,000
Building Permits	950,000
Electrical Permits	175,000
Plumbing Permits	175,000
Street Cut-In Permits	275,000
Temporary Use Permits	1,500
Sign Permits	117,500
Taxi Permits	3,700
Liquor By the Drink Licenses	120,000
Hotel Permits	2,000
Gas Permits	8,000
Liquor By the Drink – Interest & Penalty	2,500
Plumbing Examiner Fees & Licenses	25,000
Electrical Examiner Fees & Licenses	25,000
Gas Examination Fees & Licenses	35,000
Mechanical Code Permits	65,000

Permit Issuance Fees	53,790
Beer Application Fees	85,000
Annual Electrical Contractor License	64,000
Exhibitor's fees	3,500
Mechanical Exam Fee & Licenses	62,000
Subdivision Review/Inspection Fee	5,000
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TOTAL LICENSES, PERMITS, ETC.	\$ 6,182,567

FINES, FORFEITURES, AND PENALTIES:

City Court Fines	\$ 36,500
Criminal Court Fines	184,000
Parking Ticket Fines	427,259
City Fines-Speeding	166,000
City Fines-Other Driving Offenses	185,000
City Fines-Non Driving Offenses	16,000
Delinquent Parking Tickets	46,500
Delinquent Tickets – Court Cost	30,500
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TOTAL FINES, FORFEITURES AND PENALTIES	\$ 1,091,759

REVENUES FROM USE OF MONEY OR PROPERTY:

Interest on Investments	\$ 543,946
Sale of Back Tax Lots	25,000
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TOTAL FROM USE OF MONEY OR PROPERTY	\$ 568,946

REVENUES FROM OTHER AGENCIES:

Local Option Sales Tax-General Fund	\$ 21,885,073
State Beer Taxes	84,420
Hall Income Tax	1,800,000
State Sales Tax	8,928,545
State Mixed Drink Tax	1,216,540
State Gas Inspection Fees	352,000
State Maintenance of Streets	90,000
State Alcoholic Beverage Tax	75,000
Hamilton County - Radio & Electronics	147,541
Hamilton County Ross' Landing/Plaza	489,787
Hamilton County Dept of Education – SROs	751,283
State – Specialized Training Funds	368,470
State – Telecommunication Sales	29,611
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TOTAL FROM OTHER AGENCIES	\$ 36,218,270

SERVICE CHARGES FOR CURRENT SERVICES:

Current City Court Costs	\$	98,600
Court Commissions		8,300
Clerk's Fees		579,119
Current State Court Costs		2,600
Court Administrative Cost		30,000
Service of Process		1,700
Processing of Release Forms		12,500
Charges for Financial Services - Electric Power Board		7,200
Variance Request Fees		8,500
Fire & Ambulance Service Fees		750
Warner/Montague Park Ballfield Fees		7,500
Fitness Center		30,000
Arts & Culture		3,000
Skateboard Park		8,500
Kidz Kamp		55,000
Therapeutic Kamp Fee		5,000
Champion's Club		20,000
Construction Board of Appeals		2,500
Zoning Letter		2,760
Sign Board of Appeals		3,500
Certificates of Occupancy		1,000
Sewer Verification Letter		1,000
Modular Home Site Investigation		570
Plan Checking Fee		150,000
Phased Construction Plans Review		3,500
Cell Tower Site/Location Review		1,500
Memorial Auditorium Credit Card Fees		24,000
Tivoli Credit Card Fees		8,250
Preservation Fees		150,000
Sports Program Fees		10,000
Non-Traditional Program Fees		5,000
OutVenture Fees		10,000
Police Reports: Fees, Accidents, etc.		145,000
Photo/ID Card Fees		14,600
Dead Animal Pick Up Fee		7,500
Credit Card Convenience Fee		13,000
General Pension Administrative Costs		35,000

TOTAL SERVICE CHARGES \$ 1,466,949

MISCELLANEOUS REVENUE:

Land & Building Rents	\$	65,000
Dock Rental		20,000
Payroll Deduction Charges		4,900

Indirect Cost	2,685,866
Plans and Specification Deposits	2,000
Condemnation	41,000
Memorial Auditorium Rents	180,000
Memorial Auditorium Concessions	30,000
Concession Sales	100,000
Tivoli Rents	130,000
Tivoli Concessions	15,000
Swimming Pools	25,000
Park Concessions	10,000
Frost Stadium Income	600
Recreation Center Rental	30,000
Carousel Ridership	85,000
Walker Pavilion Rents	20,000
Engel stadium	1,000
Coolidge Park Table Rents	4,500
Recreation Center Concessions	12,000
City Softball Program Fees	20,000
Other Miscellaneous Revenue	159,809
Auditorium Box Office	65,000
Tivoli Box Office	30,000
Sale of Equipment	84,207
Loss & Damage	150,000
Sale of Scrap	35,000
Miscellaneous Revenue	6,929
Greenway Facilities Rent	10,000
Outside Sales – Radio Shop	73,562
Memorial Auditorium OT Reimbursement	7,000
Tivoli Theatre OT Reimbursement	3,000
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TOTAL MISCELLANEOUS REVENUE	\$ 4,106,373
TOTAL GENERAL FUND REVENUES	\$ 46,040,000
REVENUE FROM FY 2004 SURPLUS	427,000
TOTAL GENERAL FUND ESTIMATED REVENUES	\$ 146,467,000
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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 2004 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 2004 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, 2004, and shall become delinquent MARCH 1, 2005, after which date unpaid taxes shall bear interest at twelve percent (12%) per annum, and a penalty of six percent (6%) per annum, plus other penalties as provided by law, which shall be paid by the taxpayer; provided, that except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705.

SECTION 4. That the Provisions of 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, 2004, 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	\$ 8,664,793
Department of Police	36,161,001
Department of Fire	25,538,430
Department of Public Works	26,672,947
Department of Parks, Recreation, Arts & Culture	10,660,008
Department of Personnel	6,392,679
Department of Neighborhood Services	2,611,041
General Government & Supported Agencies	28,492,111
Executive Department	1,273,990

TOTAL	\$146,467,000
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DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office	\$ 1,870,024
Information Services	2,671,652
City Treasurer	518,868
Telephone System	208,300
City Court Clerk – Operations	910,744
City Court Clerk’s Office – Space Cost	135,000

Telecommunications Operations	131,551
Building Maintenance	725,768
Electronics Division	405,019
Purchasing	782,860
Real Estate – Administration	161,869
Real Estate – Property Maintenance	143,138
TOTAL	<u>\$ 8,664,793</u>

DEPARTMENT OF POLICE

Chief of Police	\$ 1,606,110
Uniform Services	385,318
Sector 1	5,301,610
Sector 2	3,552,834
Sector 3	3,603,451
Community Services	392,426
Special Operations	1,182,997
Park Security	100,429
Investigative Services	5,568,111
School Resource Officers	911,692
Administrative & Support Services	245,419
Training Division	3,863,657
Technical Services	2,112,581
Operations Support Services	3,903,826
Administrative Services	1,043,380
Fleet / Facilities Management	2,387,160
TOTAL	<u>\$ 36,161,001</u>

DEPARTMENT OF FIRE

Fire Operations	\$ 24,768,230
Utilities	343,200
Fire Hydrants	427,000
TOTAL	<u>\$ 25,538,430</u>

DEPARTMENT OF PUBLIC WORKS

Administration	\$ 961,899
City Engineer	1,903,901
Municipal Forestry	512,487
Street Cleaning	1,882,315
Emergency	741,769

City Wide Services	959,962
Sewer Construction & Maintenance	1,966,870
Inspection Division	1,885,942
Board of Gas Fitters	3,200
Board of Plumbing Examiners	2,250
Board of Electrical Examiners	18,920
Board of Variances	10,000
Board of Mechanical Examiners	1,500
Utilities	137,547
Brainerd Levee 1,2,3	36,800
Orchard Knob Storm Stations	29,430
Minor Pump Stations	18,174
Traffic Administration	656,764
Traffic Control	1,673,125
Street Lighting	2,563,500
Solid Waste & Sanitation Fund Subsidy	4,881,755
Storm Water Subsidy	683,952
Waste Pickup Garbage	2,544,076
Waste Pickup Brush	2,596,809
TOTAL	\$ 26,672,947

DEPARTMENT OF PARKS, RECREATION, ARTS & CULTURE

Administration	\$ 618,053
Public Information	86,646
Senior Citizen A.O.	58,916
Greater Chattanooga Sports Committee. A.O.	75,000
Inner City Ministry. A.O.	18,500
Downtown Partnership A.O.	75,000
Recreation Facility Management	3,265,959
Fitness Center	301,791
Urban & Community Recreation	51,251
OutVenture	108,355
Sports	31,537
Champion's Club	216,986
Aquatics	171,503
Parks & Athletic Fields	777,916
Tennessee Riverpark – Downtown	871,748
Buildings & Structures	831,689
Carousel Operations	103,115
Parks & Facilities	508,037
Landscape	410,986
City Wide Security	86,631
Athletic Facilities	327,840
Memorial Auditorium	360,510

Civic Facilities Concessions	43,933
Tivoli Theatre	240,131
Civic Facilities Administration	508,987
Arts & Culture	65,505
Chattanooga Zoo	443,483

TOTAL	\$ 10,660,008
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DEPARTMENT OF PERSONNEL

Administration	\$ 951,186
Wellness Initiative	312,986
Physicals	116,000
Employee Benefit	365,407
Employee Insurance	4,568,500
Job Injuries	78,600

TOTAL	\$ 6,392,679
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DEPARTMENT OF NEIGHBORHOOD SERVICES

Administration	\$ 309,859
Codes & Community Services	769,266
Neighborhood Relations	353,737
Neighborhood Mini Grants	100,000
Animal Services	1,078,179

TOTAL	\$ 2,611,041
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DEPARTMENT OF EXECUTIVE BRANCH

Mayor's Office	\$ 829,904
Office of Performance Review	102,703
General Fund – Community Development	167,374
Grants Administration	139,191
Human Rights	34,818

TOTAL	\$ 1,273,990
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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	\$ 676,599
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	206,757
CARCOG & Economic Development District A.O.	31,111
CARTA Subsidy A.O.	3,285,000
Carter Street Corporation Lease Agreement A.O.	1,419,100
C-HC Bicentennial Public Library A.S.F.	2,487,660
ChattanoogaInvests	250,000
Chatt. African-American Museum/Bessie Smith A.O.	70,000
Chatt. African-American Museum Bldg. Maint A.S.F.	42,123
Chattanooga Neighborhood Enterprises A.O.	2,000,000
Chattanooga Area Urban League A.O.	50,000
Chattanooga Storm Water Fees A.S.F.	70,000
Children’s Advocacy Center A.O.	30,000
311 Call Center	355,526
City Code Revision	85,000
City Court (Judicial) #1	309,710
City Court (Judicial) #2	290,563
Community Foundation Scholarships	160,000
Community Impact of Chattanooga	450,000
Community Research Council, Inc.	10,000
Debt Service Fund A.S.F.	8,772,293
Downtown Design Center	227,204
Downtown Partnership A.O.	140,000
Election Expense	180,000
Homeless Health Care Center A.O.	17,500
Human Services A.S.F.	1,333,477
Intergovernmental Relations	228,850
City Attorney’s Office	
Administration	1,006,236
Liability Insurance Fund A.S.F.	250,000
Renewal & Replacement	1,500,000
Pensions, FICA, & UIC	25,000

Regional Planning Agency	A.S.F.	988,817
Scenic Cities Beautiful	A.S.F.	30,294
Tuition Assistance Program		20,000
Tennessee RiverPark	A.O.	798,471
Westside Development Corporation	A.O.	75,000
WTCI-TV-Channel 45	A.O.	60,000
TOTAL		<u>\$ 28,492,111</u>

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2004-2005:

Fund Number	Fund Title	Amount
1108	<u>MUNICIPAL GOLF COURSE FUND</u>	
Estimated Revenue:		
Pro Shop		\$ 140,677
Green Fees		794,083
Memberships		63,911
Cart Rentals		505,397
Food		64,558
Beverage		115,068
Property Rental		<u>4,100</u>
		\$ 1,687,794
		=====
Appropriations:		
Brainerd		\$ 839,794
Brown Acres		<u>848,000</u>
		\$ 1,687,794
		=====
1119	<u>ECONOMIC DEVELOPMENT/EDUCATION FUND</u>	
Estimated Revenue:		
City – Only Sales Tax		\$ 8,909,500
TDZ – State Sales Tax		500,000
TDZ – County Sales Tax		189,000
		<u>\$ 9,598,500</u>
		=====

Appropriations:

Chattanooga Economic Development Capital Fund	\$ 2,000,000
Chattanooga African-American Chamber of Commerce	150,000
Chattanooga Chamber for Economic Development	400,000
Business Development Initiative	75,000
Net Debt Service	6,284,500
Tourist Development –Debt Service	689,000
	<hr/>
	\$ 9,598,500
	=====

2104

STATE STREET AID FUND

Estimated Revenue:

State of Tennessee	\$ 4,369,350
Investment Income	20,000
Fund Balance	300,000
	<hr/>
	\$ 4,689,350
	=====

Appropriations:

Appropriation	\$ 4,689,350
	<hr/>
	\$ 4,689,350
	=====

2105

COMMUNITY DEVELOPMENT FUND

Estimated Revenue:

Community Development Block Grant - New Grants	\$ 2,265,000
CDBG – Program Income	1,100,000
Emergency Shelter Grant	82,413
	<hr/>
	\$ 3,447,413
	=====

Appropriations:

Chattanooga Homeless Coalition	\$ 34,000
Chattanooga Neighborhood Enterprise	1,615,000

Community Development Administration	539,500
City of Chattanooga Neighborhood Services	175,000
City of Chattanooga Contingency	91,500
City of Chattanooga Debt Service	600,000
Emergency Housing Assistance-Human Services	15,000
Frederick Street Park	10,000
Girls, Inc.	70,000
Inner-Cities Ministries	10,000
Northside Neighborhood House	20,000
Rental Rehabilitation Project	50,000
Tri-State Resources & Advocacy Corp., Inc.	85,000
Westside Community Development Corp.	50,000
ESG – Chattanooga Room in the Inn	20,534
ESG – Partnership of Families, Children & Adults	61,879
	\$ 3,447,413
	=====

2105 ECONOMIC & COMMUNITY DEVELOPMENT - HOME PROGRAM

Estimated Revenue:

Federal Grant (HOME)	\$ 1,244,452
Program Income	700,000
American Dream Down Payment Initiative-FY03 Grants	64,053
American Dream Down Payment Initiative-FY04 Grants	75,585
	\$ 2,084,090
	=====

Appropriations:

HOME – CCHDO	\$ 350,000
HOME – CNE	1,000,000
28th Legislative District CDC	100,000
Development Corporation of Orchard Knob	100,000
Chattanooga Housing Authority	64,053
Chattanooga Neighborhood Enterprise	75,585
Supportive Housing Project	394,452
	\$ 2,084,090
	=====

2106

HOTEL/MOTEL TAX FUND

Estimated Revenue:

Occupancy Tax	\$ 2,330,000
	<u>2,330,000</u>
	=====

Appropriations:

21st Century Waterfront Capital Fund	\$ 2,260,000
Hamilton County	30,000
Hotel/Motel Collection Fee	40,000
	<u>2,330,000</u>
	=====

3100

DEBT SERVICE FUND

Estimated Revenue:

General Fund	\$ 8,772,293
911 Emergency Communications	200,000
Hamilton County	782,163
CDBG (Fannie Mae Loan)	50,000
Homeland Security Grant	923,688
Safety Capital (Fire Loan)	3,316
City Hotel/Motel Tax	<u>2,477,538</u>
	\$ 13,208,998
	=====

Appropriations:

Principal	\$ 6,132,526
Interest	7,066,472
Bank Service Charges	<u>10,000</u>
	\$ 13,208,998
	=====

2102

HUMAN SERVICES DEPARTMENT

Estimated Revenue:

Federal – State Grants	\$ 11,964,511
City of Chattanooga	1,333,477

Contributions & Misc. Revenue	26,500
Interest on Investments	13,000
Day Care Fees	73,110
Fund Balance	<u>164,079</u>
	\$ 13,574,677
	=====

Appropriations:

Administration	\$ 833,331
Chambliss Home (per year for five years)	20,000
Headstart	7,900,373
Day Care	930,935
Weatherization	443,728
Foster Grandparents	485,562
LIHEAP	1,073,403
CSBG	790,884
Title II Commodities	35,435
Emergency Food and Shelter	29,107
Summer Food Program	834,731
Human Services Program	26,500
Neighborhood Family Services	97,820
City General Relief	<u>72,868</u>
	\$ 13,574,677
	=====

5100

INTERCEPTOR SEWER SYSTEM

Estimated Revenues:

Sewer Service Charges	\$ 27,619,088
Industrial Surcharges	2,600,000
Septic Tank Charges	64,923
Wheelage and Treatment:	
Lookout Mountain, TN	\$ 217,062
Walker County, GA	280,636
Collegedale, TN	242,211
Soddy-Daisy, TN	112,559
East Ridge, TN	1,212,172
Windstone	18,757
Hamilton County, TN	323,441
Northwest Georgia	433,392
Lookout Mountain, GA	49,064
Rossville, GA	333,491
Ringold, GA	32,614
Red Bank, TN	329,051

Total Wheelage and Treatment	3,584,450
Debt Service Northwest Georgia	441,838
Industrial User Permits	43,000
Garbage Grinder Fees	<u>24,415</u>
Operating Revenue:	\$ 34,377,714
Interest Earnings	<u>450,000</u>
Total Estimated Revenues	\$ 34,827,714 =====
Appropriations:	
Operations & Maintenance:	
Administration	\$ 1,912,354
Safety & Training	107,090
Laboratory	474,808
Pretreatment/Monitoring	292,720
Engineering	218,460
Plant Maintenance	1,423,866
Sewer Maintenance	1,130,318
Moccasin Bend - Liquid Handling	5,138,886
Moccasin Bend - Solid Handling	2,578,292
Inflow & Infiltration	752,050
Combined Sewer Overflow	457,530
Landfill Handling	1,854,250
Total Operations & Maintenance	<u>\$ 16,340,624</u>
Pumping Stations:	
Mountain Creek	\$ 16,865
Citico	204,756
Friar Branch	126,826
Hixson 1,2,3,	75,862
19th Street	53,593
Orchard Knob	71,239
South Chickamauga Creek	277,822
Tiftonia, 1, 2, & 3	43,843
23rd Street	116,428
Latta Street	16,871
Residential Pump Stations	13,850
Murray Hills	15,430
Big Ridge 1-5	83,274
Highland Park	14,646
Dupont Parkway	22,220
VAAP	4,402

Northwest Georgia	28,400	
Brainerd	12,456	
East Brainerd	35,705	
North Chattanooga	16,764	
South Chattanooga	4,538	
Ooltewah-Ringgold	55,750	
Odor Control Pump Stations	425,000	
Enterprise South Pump Station	9,700	
Riverpark Pump Stations	<u>4,250</u>	
Total Pumping Stations		\$ <u>1,750,490</u>
Total Operations, Maintenance & Pump Stations		\$ <u>18,091,114</u>
Capital Improvement		\$ <u>310,235</u>
Debt Service		
Principal	\$ 10,664,661	
Interest	<u>5,761,704</u>	
Total Debt Service		\$ 16,426,365
Total Appropriations:		\$ 34,827,714
		=====

5200	<u>SOLID WASTE & SANITATION FUND</u>	
Estimated Revenue:		
Landfill Tipping Fees		\$ 245,000
Permits		1,000
State of Tennessee Household Hazardous Waste Grant		85,000
State of Tennessee Recycle Rebate		60,000
General Fund Subsidy		4,881,755
Sale of Scrap Metal		40,000
Investment Income		310,790
		<u>\$ 5,623,545</u>
		=====
Appropriations:		
Recycle		\$ 486,422
Waste Disposal – Chattanooga Landfill		310,790
Sanitary Landfill		851,763
Wood Recycle		401,098
Solid Waste Reserve		246,344
Debt Service		3,182,128
Household Hazardous Waste		145,000
		<u>\$ 5,623,545</u>
		=====

5300

STORM WATER FUND

Estimated Revenue:

Storm Water Fee	\$ 4,851,168
Land Disturbing Fee	40,000
General Fund Subsidy	683,952
	<hr/>
	\$ 5,575,120
	=====

Appropriations:

Storm Water Administration	\$ 1,985,824
Storm Water City Wide Services	1,180,841
Renewal & Replacement	127,400
Debt Service	2,281,055
	<hr/>
	\$ 5,575,120
	=====

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 6 (c). The City, or its designee, shall have the authority to impose and collect reasonable fees related to the administration of the Chattanooga Renewal Community Initiative including, but not limited to, a fee for applications for the Commercial Revitalization Deduction program as established under the Community Renewal Tax Relief Act of 2000 and the Tennessee Department of Economic and Community Development Qualified Allocation Plan.

SECTION 7(a). That all persons in the General Pay Plan, and 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, if approved by their supervisor, a step increase as incorporated in the “Pay Plans” attached hereto and made a part by reference thereof, except that employees hired subsequent to February 29, 2004 shall not be eligible for a step increase during the fiscal year ending June 30, 2005. 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, 2004, for those persons employed by the City on July 1, 2004, and still employed by the City. This retroactive raise shall also be available and paid to each person who has

retired from City employment during the period of July 1, 2004, through the effective date of this Ordinance. The basis of computing such retroactive pay shall be the period July 1, 2004 through their final employment date. Persons who have left City employment for any reason other than retirement prior to the effective date of this Ordinance shall not be eligible for retroactive pay. However, a Department head can certify that an employee is not qualified for a pay increase. Also, all persons within the “City of Chattanooga Classification System” but not covered by the “Pay Plans” shall receive a three percent (3%) increase in pay effective July 1, 2004. Permanent part-time employees are eligible to receive a three percent (3%) increase at the discretion of the department administrator. Any employee serving under the provisions of the General Pay Schedule and Fire & Police Pay Schedule of the City of Chattanooga and at the top step of the pay grade shall receive a one time, lump sum payment equal to three percent (3%) of current salary, 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). 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 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, Golf Courses, 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, 2004, except for those new employees who have received from the city a new uniform since July 1, 2003. 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 eighteen and thirty nine one hundredth percent (18.39%).

SECTION 9(c). That the City Finance Officer is authorized to contribute to the General Pension Plan an amount equal to four and seven one hundredth percent (4.07%) of all participants' salaries as specified in the most recent actuarial study.

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	\$1.18 Per Hour
LIUNA (Laborers) Pension Fund	\$0.92 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 for employees called to active duty during a National Emergency such as, but not limited to, the War on Terrorism or an Iraq Conflict, shall be paid the difference that their City pay exceeds their total military base pay, up to \$850.00 per month, from the time called to active duty until relieved from active duty status or until June 30, 2005, whichever occurs first. Payments beyond the current fiscal year shall be subject to future appropriations by City Council. The City Finance Officer be and is authorized to appropriate the necessary money from other available funds. The difference in pay shall be calculated without regard to any payment of combat pay. Further, with the concurrence of the General Pension Fund and the Fire and Police Pension Fund, or any union fund participation agreement, the City shall pay such contributions necessary, both the employee's and the employer's share, based on their pension-eligible salary at the time of call-up (not counting over-time pay) to ensure the continued enrollment and pension-eligibility of employees while called-up for this National Emergency for the same period as referenced

above. In this manner, the affected employees shall not be penalized nor incur financial hardship as relates to their pension eligibility. If the City's medical insurance provider will extend medical coverage to families affected by the call-up of reservists in response to the current National Emergency beyond the customary six (6) month period, the City shall pay the employers share of the premium for any employee called-up to active duty. The employee's share of the coverage shall remain the responsibility of the employee and may be paid in the most convenient method by the employee. During the time of active duty, the employee may request the City to make such payments on his/her behalf and reconcile the amounts paid upon his/her return to City employment.

SECTION 13. 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 14 (a). 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 (b). If at any time the City receives an allocation of additional revenue from the State of Tennessee during the fiscal year as a result of the restoration of all or part of reduction in State-shared revenue, the Mayor shall be authorized to expend such funds on projects provided for in the City's Three Year Capital Plan

SECTION 15. That Chattanooga City Code, Part II, Chapter 2, Section 285 be and the same is hereby amended by deleting from Section 2-285 (Preservation Fee) the amounts "\$.25, \$.50 and \$.75" wherever the same appears and substituting in lieu thereof the figures "\$.50, \$1.00 and \$1.50" as relates to ticket cost.

SECTION 16. That Chattanooga City Code, Part II, Chapter 7, Section 7-1 and 7-8, be and the same is hereby amended so as to delete any and all references therein to Police Department or Chief of Police and substitute in lieu thereof Department of Neighborhood Services and the Administrator of the Department of Neighborhood Services.

SECTION 17. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36 (c) as relates to sewer service charges and fees be and the same is hereby deleted and the following substituted in lieu thereof:

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

	Regional Operation & Maintenance Charge <u>(\$/1,000 gallons)</u>	Regional Debt Charge <u>(\$/1,000 gallons)</u>	Regional Total Charge (Wheelage and Treatment) <u>\$/1,000 gallons)</u>
Wheelage and Treatment	\$ 0.9342	\$ 0.5503	\$ 1.4848

If regional customers are billed directly through the water company, the rate to be charged shall be one dollar and forty-nine cents (\$1.49) per one thousand (1,000) gallons.

SECTION 18. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31- 36

(d), be and the same hereby deleted and the following substituted in lieu thereof:

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

	Regional Operation & Maintenance Charge <u>(\$/1,000 gallons)</u>	Regional Debt Charge <u>(\$/1,000 gallons)</u>	Regional Total Charge (Wheelage and Treatment) <u>(\$/1,000 gallons)</u>
Wheelage and Treatment	\$ 0.5431	\$ 0.3199	\$ 0.8630

SECTION 19. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31- 41 (c), be and the same is hereby deleted and the following substituted in lieu thereof:

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

Bc = \$0.094 per pound of BOD for concentrations in excess of three hundred (300) milligrams per liter.

Sc = \$0.067 per pound of total suspended solids for concentrations in excess of four hundred (400) milligrams per liter.

SECTION 20. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2004.

SECTION 21. 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 22. 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 6 , 2004.

_____ W. Jack Benson/S/

CHAIRPERSON

APPROVED: X DISAPPROVED: _____

DATE: _____ July 9 , 2004

_____ Bob Corker/S/

MAYOR

Reviewed By: _____ David Eichenthal/S/

RLN/DRE/pm

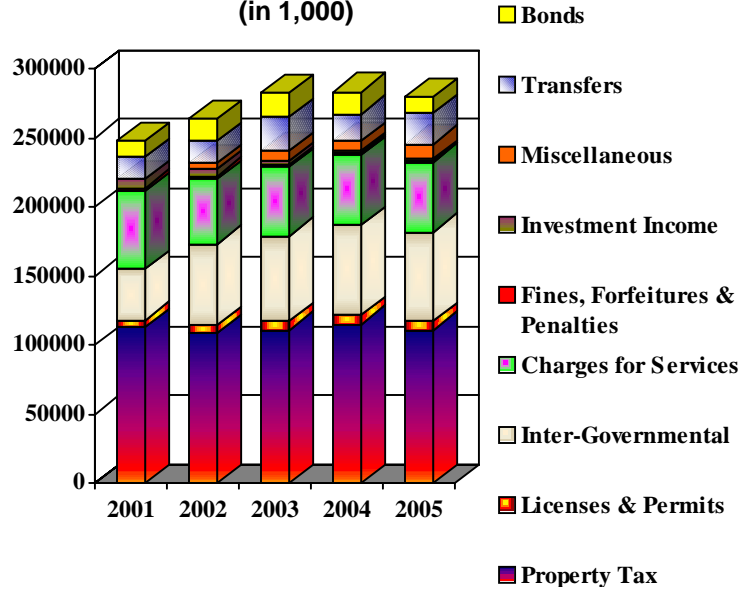


Financial Overview

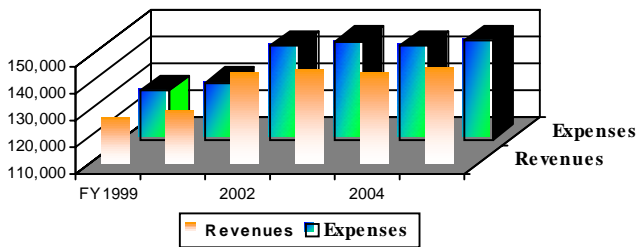
Revenue and Expenditure History

Total City revenues and operating transfers in for the fiscal year ended June 30, 2001 was \$267,277,802. Total projected City revenue for the fiscal year ended June 30, 2005 is \$278,417,355. This difference of \$11,139,553 represents a 4% increase over this four year period. The major reasons for the increase over this time frame includes a property tax increase in FY2002 from 2.31 to 2.516 per 100.00 and increases in capital and bond funding for capital. During this period the Undesignated General Fund budget increased from \$131,455,943 in FY01 to \$146,467,000 in FY05. The chart below shows the Undesignated General Fund revenues and expenditures during this time period. To the right are five year comparisons of total revenues and expenditures.

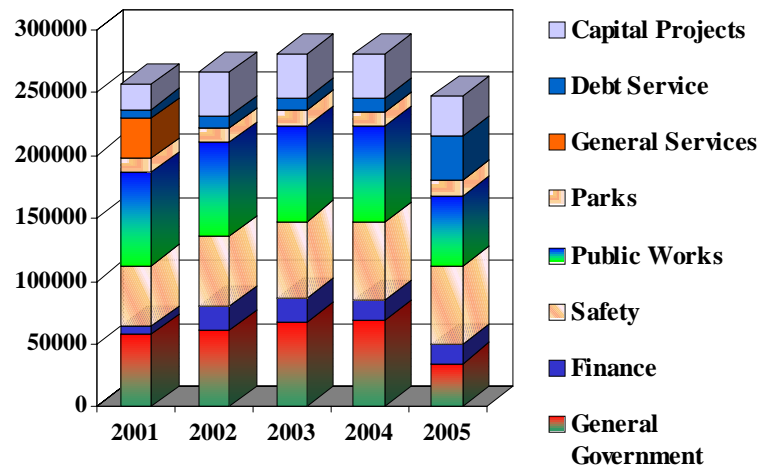
Revenues
(in 1,000)



Undesignated General Fund



Expenditures
(in 1,000)



**BUDGETED REVENUES & APPROPRIATIONS
BY FUND TYPE
FY2005**

Revenues	Governmental Fund Types			
	Undesignated General	Special Revenue	Debt Service	Capital Projects
Taxes	96,405,136	11,928,500	2,477,538	-
Licenses & Permits	6,182,567	-	-	-
Intergovernmental	36,218,270	20,065,364	1,755,851	5,396,545
Charges for services	1,466,949	1,760,904	-	-
Fines, forfeitures and penalties	1,091,759	-	-	-
Interest earnings	568,946	33,000	-	-
Miscellaneous	4,106,373	1,826,500	200,000	4,679,489
Bonds	-	-	-	11,274,010
Fund Balance	427,000	464,079	-	-
Transfers In	-	1,333,477	8,775,609	7,000,000
Total Revenues	146,467,000	37,411,824	13,208,998	28,350,044
Appropriations				
General Government	14,160,848	19,106,180	-	-
Finance & Administration	8,664,793	-	-	-
Safety Department	61,699,431	-	-	-
Public Works Department	21,107,240	4,689,350	-	-
Parks, Recreation, Arts & Culture	10,660,008	1,687,794	-	-
Personnel	6,349,619	-	-	-
Neighborhood Services	2,611,041	-	-	-
Executive Branch	1,317,050	-	-	-
Debt Service	-	-	13,208,998	-
Capital Projects	-	3,094,000	-	28,350,044
Transfers Out	19,896,970	8,834,500	-	-
Total Appropriations	146,467,000	37,411,824	13,208,998	28,350,044

Proprietary Fund Types Enterprise	Internal Service Funds	Budget Total Revenue FY 2005	Budget Total Revenue FY2004
-	-	110,811,174	115,344,072
-	-	6,182,567	6,213,139
586,838	-	64,022,868	59,127,707
43,954,799	6,953,110	54,135,762	50,325,750
		1,091,759	1,616,084
760,790		1,362,736	1,469,908
40,000		10,852,362	6,070,682
	-	11,274,010	16,128,161
		891,079	-
683,952	-	17,793,038	20,857,307
46,026,379	6,953,110	278,417,355	277,152,810
-	250,000	33,517,028	49,169,140
-	6,703,110	15,368,203	15,701,701
-	-	61,699,431	61,892,957
23,826,596	-	49,623,186	71,042,442
-	-	12,347,802	10,647,641
-	-	6,349,619	6,253,797
-	-	2,611,041	1,455,519
-	-	1,317,050	1,394,355
21,889,548	-	35,098,546	11,112,886
310,235	-	31,754,279	26,776,116
-	-	28,731,470	21,706,256
46,026,379	6,953,110	278,417,355	277,152,810

FundBalance/NetAsset Summary

During the past ten years the City of Chattanooga has seen a total net increase in its Governmental Fund Balances of \$41,866,106. This is primarily due to the increase in the fund balance for capital. The largest contributor to the capital increase is the bonds sold in October 2002 to fund the city's portion of the 21st Century Waterfront Plan. Over the past years some funds have experienced a decline in fund balance, while some funds have had increases. Fund Balances for the General, Capital, Debt Service and Enterprise Funds have increased while the Fund Balances for Special Revenue and Internal Service have decreased during this period.

The General Fund balance was \$33,494,589 in 2001. This has grown steadily to a current unaudited balance of \$50,167,950 for FY04. This has been accomplished through sound fiscal management. A large part of the Fund Balance build-up can be attributed to increasing sales and property tax revenues.

The Special Revenues Fund balance decreased from a balance of \$12,681,117 in 2001 to a 2005 projected beginning balance of \$10,719,839. Special revenues fund balances rose steadily from FY01-FY04 resulting from rising intergovernmental revenues. The FY04 decline from FY03 is a direct result of declining investment income, reduced intergovernmental transfers, and increased fund expenditures.

Debt service has experienced annual fluctuations in fund balance over this period of time. 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 \$5,497,083 in FY02 from a low of \$4,163,307 in FY01. During FY05, debt service fund balance is predicted to experience no change from FY04, but budgeted revenues and expenditures are expected to increase.

The Capital Funds Fund Balances have fluctuated most during this five year period. This is primarily due to the City's 21st Century Waterfront capital plan, which is scheduled for completion in 2005. FY 04 experienced a decline in fund balance of \$26,258,302 and FY05 is projected to decline another \$23,000,000. The reason for this decline is capital

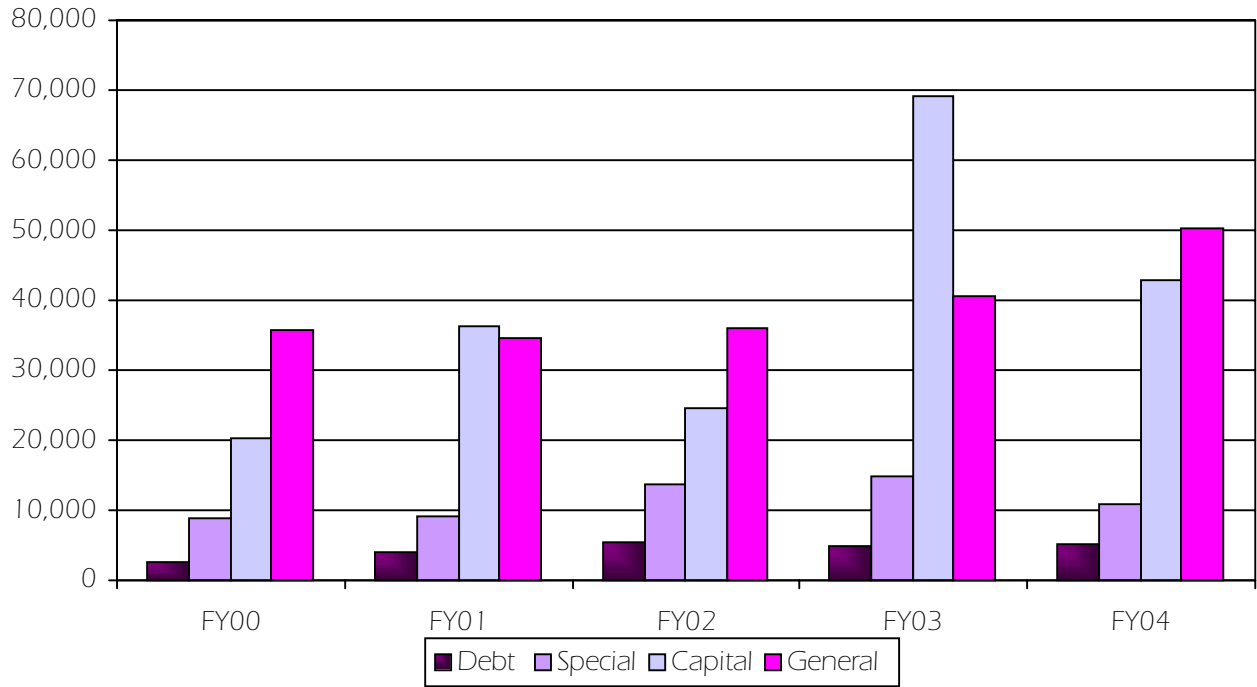
outlays related primarily to the implementation of the 21st Century Waterfront plan.

The growth of the Net Assets within the Enterprise Funds has been most dramatic. Net Assets of \$233,041,497 in 2003 has increased to a 2004 unaudited balance of \$238,352,373. Over the past ten year period, the City was subject to federal mandates relative to stormwater and landfill operations which necessitated the imposition of a stormwater fee and increased landfill rates to fund such mandates. There has also been an increase in sewer rates during FY03, FY04 and FY05 of 7.29%, 7.07%, and 2.54% respectively.

The Internal Service Funds started the five year period with a balance of \$1,568,765 in 2002. At the beginning of 2005, this balance has decreased to a projected \$1,336,135. This change reflects the increased cost of maintaining the City's fleet of vehicles, which has grown considerably. This fund is not intended to generate profits.

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. The subsequent fund balance schedules are inclusive of all reported funds and line items found in and outside of the budget ordinance, where the sections relate funds which are only accounted for in the budget ordinance.

Changes in Fund Balance Governmental Funds



City of Chattanooga, Tennessee

General Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Budget and Actual on Budgetary Basis
Years Ended June 30, 2002 - 2005

	FY 01/02	FY 02/03	Unaudited FY 03/04	Projected FY04/05
FUND BALANCE at beginning of year	<u>33,494,589</u>	<u>35,967,695</u>	<u>40,677,977</u>	<u>50,167,950</u>
Revenues				
Taxes	107,767,598	112,029,460	113,728,553	106,003,636
Licenses and permits	6,276,409	6,649,683	7,168,267	6,592,567
Intergovernmental Revenues	40,070,794	39,996,511	40,873,604	39,916,903
Charges for Services	3,105,976	3,177,234	3,166,443	3,324,143
Fines, forfeitures and penalties	1,733,844	1,427,541	1,112,159	1,091,759
Interest Income	1,470,601	883,364	676,088	550,846
Sale of Property	381,078	103,348	72,888	25,000
Prior Year Surplus	0	0	0	458,766
Miscellaneous Revenues	<u>3,731,904</u>	<u>4,383,523</u>	<u>5,383,053</u>	<u>4,295,173</u>
Total Revenues	<u>\$164,538,204</u>	<u>\$168,650,664</u>	<u>\$172,181,055</u>	<u>\$162,258,793</u>
Expenditures				
General Government	36,591,193	40,370,683	37,664,011	36,803,581
Finance & Administration	8,231,570	8,313,779	8,209,869	9,186,378
Safety	54,759,001	57,757,343	61,216,949	62,283,556
Public Works	18,842,216	19,431,285	25,772,165	21,107,240
Parks, Recreation Arts & Culture	<u>12,631,221</u>	<u>12,506,051</u>	<u>12,157,459</u>	<u>12,366,877</u>
Total Expenditures	<u>\$131,055,201</u>	<u>\$138,379,141</u>	<u>\$145,020,453</u>	<u>\$141,747,632</u>
Excess (deficiency) of revenues over expenditures	33,483,003	30,271,523	27,160,602	20,511,161
Other Financing Sources (Uses)				
Operating transfers in	963,361	65,322	75,983	2,682,054
Operating transfers out	(28,996,458)	(22,386,913)	(14,587,962)	(19,908,215)
Operating transfers to component units	<u>(2,976,800)</u>	<u>(3,239,650)</u>	<u>(3,158,650)</u>	<u>(3,285,000)</u>
Total other financing sources (uses)	<u>(31,009,897)</u>	<u>(25,561,241)</u>	<u>(17,670,629)</u>	<u>(20,511,161)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>2,473,106</u>	<u>4,710,282</u>	<u>9,489,973</u>	<u>0</u>
FUND BALANCE at end of year	<u>\$35,967,695</u>	<u>\$40,677,977</u>	<u>\$50,167,950</u>	<u>\$50,167,950</u>

Note: Fund balance includes designated and undesignated general fund activity.

City of Chattanooga, Tennessee

Special Revenue Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2002 - 2005

	FY 01/02	FY 02/03	Unaudited FY 03/04	Projected FY04/05
FUND BALANCE at beginning of year	<u>12,681,117</u>	<u>13,587,108</u>	<u>14,882,556</u>	<u>10,719,839</u>
Revenues				
Taxes	0	876,507	2,040,244	2,330,000
Intergovernmental Revenues	19,615,210	21,706,048	23,442,933	22,164,944
Charges for Services	69,293	73,112	123,317	73,110
Interest Income	467,317	391,027	256,603	103,600
Fines, Forfeitures, Penalties	300	19,880	16,153	16,000
Prior Year Surplus	0	0	0	464,079
Miscellaneous Revenues	<u>2,497,722</u>	<u>2,197,589</u>	<u>1,849,241</u>	<u>2,190,500</u>
Total Revenues	<u>\$22,649,842</u>	<u>\$25,264,163</u>	<u>\$27,728,491</u>	<u>\$27,342,233</u>
Expenditures				
General Government	19,701,890	21,868,299	27,222,678	23,933,420
Finance and Administration	35,959	25,331	687,902	0
Safety	232,380	264,346	132,866	280,600
Public Works	4,410,487	3,951,043	4,051,622	4,689,350
General Services	73,169	0	0	0
Capital Outlay/Fixed Assets	<u>975,533</u>	<u>635,407</u>	<u>919,277</u>	<u>2,260,000</u>
Total Expenditures	<u>\$25,429,418</u>	<u>\$26,744,426</u>	<u>\$33,014,345</u>	<u>\$31,163,370</u>
Excess (deficiency) of revenues over expenditures	(2,779,576)	(1,480,263)	(5,285,854)	(3,821,137)
Other Financing Sources (Uses)				
Operating transfers in	4,207,366	4,207,366	3,739,202	3,821,137
Operating transfers out	(520,608)	(1,431,655)	(2,616,065)	0
Change in Accounting Principle				
Total other financing sources (uses)	<u>3,686,758</u>	<u>2,775,711</u>	<u>1,123,137</u>	<u>3,821,137</u>
Net change in Fund Balance	<u>907,182</u>	<u>1,295,448</u>	<u>(4,162,717)</u>	<u>0</u>
FUND BALANCE at end of year	<u>\$13,588,299</u>	<u>\$14,882,556</u>	<u>\$10,719,839</u>	<u>\$10,719,839</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 -
Years Ended June 30, 2002 - 2005

	FY 01/02	FY 02/03	Unaudited FY 03/04	Projected FY04/05
FUND BALANCE at beginning of year	<u>4,163,307</u>	<u>5,497,083</u>	<u>4,988,142</u>	<u>5,222,704</u>
Revenues				
Other intergovernmental funds	665,790	805,984	794,983	782,163
Other	<u>200,000</u>	<u>200,010</u>	<u>213,678</u>	<u>200,000</u>
Total Revenues	<u>865,790</u>	<u>1,005,994</u>	<u>1,008,661</u>	<u>982,163</u>
Expenditures				
Principal retirement	4,658,954	4,753,112	4,725,541	6,132,526
Interest	3,578,398	4,394,875	6,141,098	7,066,472
Fiscal agent fees	<u>155,882</u>	<u>58,830</u>	<u>27,184</u>	<u>10,000</u>
Total Expenditures	<u>8,393,234</u>	<u>9,206,817</u>	<u>10,893,823</u>	<u>13,208,998</u>
Excess (deficiency) of revenues over expenditures	<u>(7,527,444)</u>	<u>(8,200,823)</u>	<u>(9,885,162)</u>	<u>(12,226,835)</u>
Other Financing Sources (Uses)				
Operating transfers in	8,968,232	7,661,316	10,119,724	11,253,147
Operating transfers out	(248,788)	(28,618)	0	0
Fannie Mae Loan	0	0	0	50,000
Homeland Security Grant	0	0	0	923,688
Proceeds of refunding bonds	16,377,267	6,244,753	0	0
Payment of refunding bonds	<u>(16,235,491)</u>	<u>(6,185,569)</u>	<u>0</u>	<u>0</u>
Total other financing sources (uses)	<u>8,861,220</u>	<u>7,691,882</u>	<u>10,119,724</u>	<u>12,226,835</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>1,333,776</u>	<u>(508,941)</u>	<u>234,562</u>	<u>0</u>
FUND BALANCE at end of year	<u>\$5,497,083</u>	<u>\$4,988,142</u>	<u>\$5,222,704</u>	<u>\$5,222,704</u>

City of Chattanooga, Tennessee

Capital Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Years Ended June 30, 2002 - 2005

	<u>FY 01/02</u>	<u>FY 02/03</u>	<u>Unaudited FY 03/04</u>	<u>Projected FY04/05</u>
FUND BALANCE at beginning of year	<u>36,160,307</u>	<u>24,879,406</u>	<u>69,000,219</u>	<u>42,741,917</u>
Revenues				
Intergovernmental Revenues	3,245,813	4,027,263	6,163,610	5,396,545
Charges for services	120,920	14,530	0	0
Interest Income	440,475	1,015,593	1,107,143	0
Donations	0	0	0	41,050
Sale of Property	141,100	0	1,367,821	14,801
Miscellaneous Revenues	<u>396,541</u>	<u>660,457</u>	<u>2,065,805</u>	<u>4,623,638</u>
Total Revenues	<u>\$4,344,849</u>	<u>\$5,717,843</u>	<u>\$10,704,379</u>	<u>\$10,076,034</u>
Expenditures				
General Government	3,911,308	5,516,274	4,140,370	6,957,194
Finance & Administration	958,691	1,030,036	233,830	110,000
Safety	2,292,066	5,763,439	3,029,856	4,606,585
Public Works	9,322,952	14,445,488	8,172,127	12,171,962
Parks, Recreation, Arts & Culture	8,546,469	1,466,547	3,218,880	2,999,303
General Services	325,229	52,635	38,841	0
Capital outlay/fixed assets	<u>0</u>	<u>9,543,865</u>	<u>23,191,460</u>	<u>23,000,000</u>
Total Expenditures	<u>\$25,356,715</u>	<u>\$37,818,284</u>	<u>\$42,025,364</u>	<u>\$49,845,044</u>
Excess (deficiency) of revenues over expenditures	<u>(21,011,866)</u>	<u>(32,100,441)</u>	<u>(31,320,985)</u>	<u>(39,769,010)</u>
Other Financing Sources (Uses)				
Operating transfers in	10,675,641	9,525,770	5,142,212	7,000,000
Operating transfers out	(967,251)	(1,468,230)	(2,481,063)	0
Bond/Note Proceeds	<u>22,575</u>	<u>68,163,714</u>	<u>2,401,534</u>	<u>11,269,010</u>
Total other financing sources (uses)	<u>9,730,965</u>	<u>76,221,254</u>	<u>5,062,683</u>	<u>18,269,010</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>(11,280,901)</u>	<u>44,120,813</u>	<u>(26,258,302)</u>	<u>(21,500,000)</u>
FUND BALANCE at end of year	<u>\$24,879,406</u>	<u>\$69,000,219</u>	<u>\$42,741,917</u>	<u>\$21,241,917</u>

City of Chattanooga, Tennessee

Fiduciary Funds

Combining Statement of Revenues, Expenditures and
Changes in Fund Balances
Years Ended June 30, 2002 - 2005

	<u>FY 01/02</u>	<u>FY 02/03</u>	<u>Unaudited FY 03/04</u>	<u>Projected FY04/05</u>
REVENUES				
Interest Income	40	4,623	3,667	3,600
Total Revenues	<u>40</u>	<u>4,623</u>	<u>3,667</u>	<u>3,600</u>
EXPENDITURES				
Finance & Administration	4,210	300	261	300
Total Expenditures	<u>4,210</u>	<u>300</u>	<u>261</u>	<u>300</u>
Excess (deficiency) of Revenues over (under) Expenditures	(4,170)	4,323	3,406	3,300
OTHER FINANCING SOURCES (USES)				
Operating Transfers Out	<u>(3,622,928)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Other Financing Sources (Uses)	<u>(3,622,928)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (deficiency) of Revenues and Other Financing Sources Over (under) Expenditures and Other Financing Uses	(3,627,098)	4,323	3,406	3,300
FUND BALANCE at Beginning of Year	<u>3,698,832</u>	<u>71,734</u>	<u>76,057</u>	<u>79,463</u>
FUND BALANCE at End of Year	<u><u>\$71,734</u></u>	<u><u>\$76,057</u></u>	<u><u>\$79,463</u></u>	<u><u>\$82,763</u></u>

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

Fiduciary funds reflect the three medal funds: Chattanooga High School, Ochs-Oakes Fire and Police, and Ochs-Oakes High School

City of Chattanooga, Tennessee

Enterprise Fund

Combining Statement of Revenues, Expenses and
Changes in Net Assets
Years Ended June 30, 2002 - 2005

	<u>FY 01/02</u>	<u>FY 02/03</u>	<u>Unaudited FY 03/04</u>	<u>Projected FY04/05</u>
REVENUES				
Customer Charges	40,108,309	39,730,915	46,441,397 (2)	43,954,799
Other	<u>71,136</u>	<u>0</u>	<u>7,736</u>	<u>40,000</u>
Total Revenues	<u>40,179,445</u>	<u>39,730,915</u>	<u>46,449,133</u>	<u>43,994,799</u>
OPERATING EXPENSES				
Sewer Plant Operation	17,571,212	17,957,546	17,811,434	18,091,114
Solid Waste Operation	3,261,964	2,621,150	2,247,325	2,441,417
Storm Water Operation	2,549,508	2,793,619	2,632,422	3,294,065
Depreciation and Amortization	9,317,111	11,343,379	11,204,529	13,836,892
Closure/Postclosure Costs	658,087	634,521	430,624	0
Other	<u>885,920</u>	<u>1,098,510</u>	<u>1,082,098</u>	<u>310,235</u>
Total Operating Expenses	<u>34,243,802</u>	<u>36,448,725</u>	<u>35,408,432</u>	<u>37,973,723</u>
OPERATING INCOME (LOSS)	<u>5,935,643</u>	<u>3,282,190</u>	<u>11,040,701</u>	<u>6,021,076</u>
NONOPERATING REVENUES (EXPENSES)				
Interest Income	1,211,226	750,420	496,903	760,790
Interest Expense	(8,958,443)	(6,748,243)	(7,630,798)	(8,052,656)
Intergovernmental	2,224,295	1,241,536	720,213	586,838
Other Income (expense)	<u>(496,218)</u>	<u>77,987</u>	<u>(95)</u>	<u>0</u>
Total Nonoperating Rev. (Exp.)	<u>(6,019,140)</u>	<u>(4,678,300)</u>	<u>(6,413,777)</u>	<u>(6,705,028)</u>
INCOME (LOSS) BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM	<u>(83,497)</u>	<u>(1,396,110)</u>	<u>4,626,924</u>	<u>(683,952)</u>
Capital Contributions	2,070,093	0	0	0
Operating Transfers In	5,918,505	5,468,339	683,952	683,952
Operating Transfers Out	0	(1,612,697)		0
Special Item, Transfer of capital assets to governmental activities	<u>(3,753,205)</u>	<u>0</u>	<u>0</u>	<u>0</u>
NET INCOME (LOSS) BEFORE EXTRAORDINARY LOSS	<u>4,151,896</u>	<u>2,459,532</u>	<u>5,310,876</u>	<u>0</u>
Extraordinary loss on disposal of treatment plant	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
NET INCOME (LOSS)	<u>4,151,896</u>	<u>2,459,532</u>	<u>5,310,876</u>	<u>0</u>
Amortization of Contributed Capital	0	0	0	0
TOTAL NET ASSETS - Beginning	<u>226,430,069</u>	<u>230,581,965</u>	<u>233,041,497</u> (1)	<u>238,352,373</u>
TOTAL NET ASSETS - Ending	<u>\$230,581,965</u> (1)	<u>\$233,041,497</u>	<u>\$238,352,373</u>	<u>\$238,352,373</u>

Note 1: GASB change, Prior to FY02 contributed capital was reported as a separate component of retained earnings. Beginning with FY02, it was all consolidated.

Note 2: Beginning in FY04 the General Fund is paying tipping fees to the Solid Waste Fund

City of Chattanooga, Tennessee

Internal Service Funds

Schedule of Revenues, Expenditures, and Changes in Net Assets
Years Ended June 30, 2002 - 2005

	FY 01/02	FY 02/03	Unaudited FY 03/04	Projected FY04/05
Net Assets, beginning of year	<u>1,568,756</u>	<u>1,557,608</u>	<u>901,738</u>	<u>1,336,135</u>
Revenues				
Billings to Departments	8,140,818	7,845,687	9,571,183	6,953,110
Other	<u>462,485</u>	<u>658,953</u>	<u>0</u>	<u>0</u>
Total Revenues	<u>\$8,603,303</u>	<u>\$8,504,640</u>	<u>\$9,571,183</u>	<u>\$6,953,110</u>
Expenditures				
Repairs & Maintenance - Amnicola	3,006,481	3,228,040	2,966,440	2,471,782
Repairs & Maintenance - 12th St	3,650,868	3,403,577	3,142,877	2,704,697
Operations - Amnicola	389,607	453,357	505,233	461,113
Operations - 12th St	833,937	1,011,575	1,106,258	1,065,518
Judgments & Costs	328,801	590,286	1,012,146	250,000
Water System	0	0	4,242	0
Claims & Tort Liabilities	205,596	276,670	261,674	0
Special Counsel	<u>199,161</u>	<u>197,005</u>	<u>137,916</u>	<u>0</u>
Total Expenditures	<u>\$8,614,451</u>	<u>\$9,160,510</u>	<u>\$9,136,786</u>	<u>\$6,953,110</u>
Excess (deficiency) of revenues over expenditures	<u>(11,148)</u>	<u>(655,870)</u>	<u>434,397</u>	<u>0</u>
Net Assets, ending of year	<u>\$1,557,608</u>	<u>\$901,738</u>	<u>\$1,336,135</u>	<u>\$1,336,135</u>

Note 1: Beginning in FY05 , costs associated with claims and tort liabilities and special counsel was transferred to the general fund

Undesignated General Fund

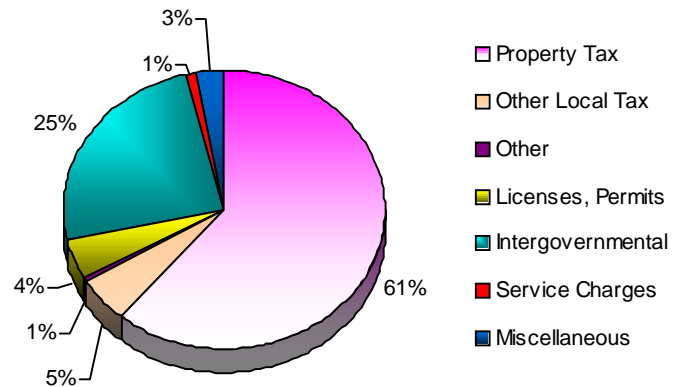
Fund Structure

The Undesignated 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 2005, the budgeted revenue and expenses are \$162,258,793. Included are designated general government operations totaling \$15,791,793, the largest of which is the Economic Development Fund with a budget of \$9,598,500. Undesignated general fund operations budget is \$146,467,000. The following charts relate to the undesignated general fund operations.

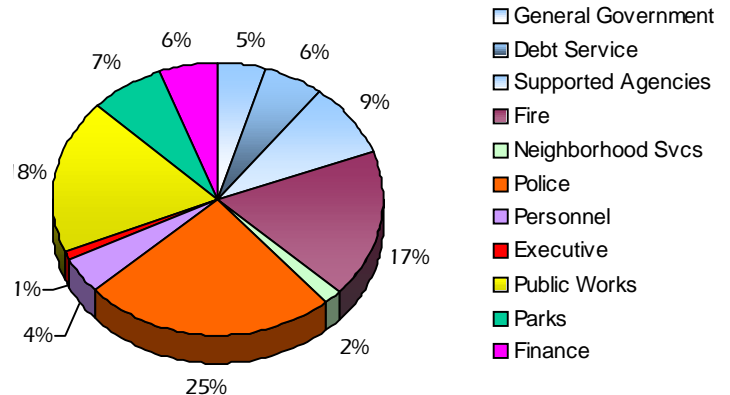
The major revenues of the general fund include: property taxes; other local taxes; licenses and permits; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

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

Revenues 2005
\$146,467,000



Appropriations 2005
\$146,467,000



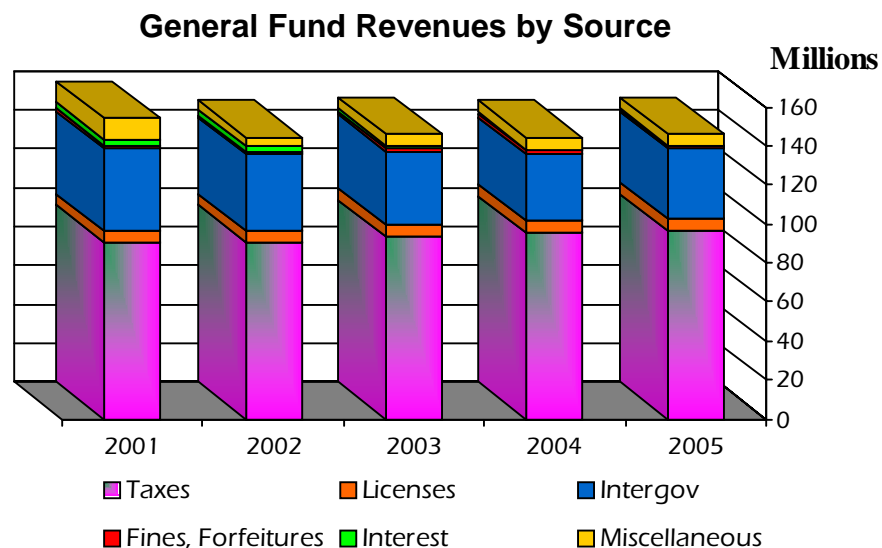
Fund Revenue Summary
Fiscal Years 2002 thru 2005
(expresses in \$1,000)

Fund Type	Actual FY 01/02	Actual FY02/03	Budget FY03/04	Budget FY04/05	Budget 05 Increase (Decrease)	% Change FY 04/05
Undesignated General Fund:						
Property Taxes	83,311	87,247	88,229	88,759	530	0.60%
Other Local Taxes	7,411	7,517	7,390	7,646	256	3.47%
Licenses, Permits, Etc.	5,772	6,214	6,213	6,183	(30)	-0.49%
Fines, Forfeitures & Penalties	1,734	1,428	1,616	1,092	(524)	-32.44%
Investment Income	1,766	908	715	569	(146)	-20.43%
Revenue form Other Agencies	36,421	36,116	34,341	36,218	1,877	5.47%
Service Charges	1,280	1,453	1,911	1,467	(444)	-23.24%
Miscellaneous Revenues	4,113	4,723	4,141	4,106	(35)	-0.84%
Prior Year Surplus	-	-	-	427	427	N/A
<i>Total General Fund</i>	141,808	145,607	144,556	146,467	1,911	1.32%

Revenues

The proposed Budget for FY 2005 shows an increase in Estimated Revenues of \$1,911,000 or 1.32% when compared to FY 04, of which 77.64% is attributed to increased FY05 revenues and the remainder is a result of a FY04 surplus . This increase in Estimated Revenues for FY 2005 can be attributed to increased tax revenues and governmental transfers. County-Wide sales tax is estimated to increase \$782,732; Gross Receipts is expected to decrease by a nominal \$411; and the State Sales Tax is expected to increase \$431,226 or 5.1% for the City in FY 2005. Property Tax is anticipated to continue a strong, healthy growth.

The chart shows the General Fund Revenues by Source for the fiscal years 2001 thru 2005.



Property Taxes

FY 2005 Estimate : **\$88,758,674**
% of General Fund: **60.6%**
Growth From FY 04: **529,626**
% Change: **.6%**

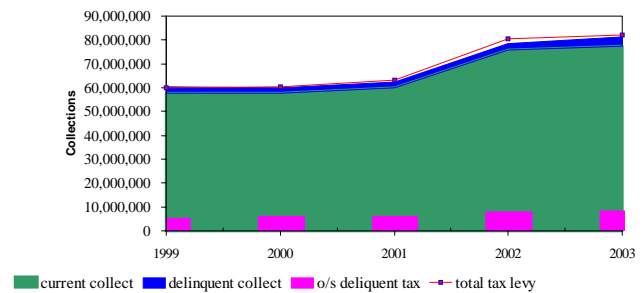
Current Real Property Taxes remain the primary source of funds for the City of Chattanooga, with the FY 2005 estimate of \$80,153,888 representing 54.72% of the total General Fund Budget. All property tax estimates inclusive of delinquencies and in lieu of tax payments total \$88,758,674 or 60.60% of the total General Fund budget. The current tax rate is \$2.516 per \$100.00 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98. Revenues generated in 1996 with a \$2.98 tax rate amounted to \$65,915,783 while the estimate for FY 2005 is \$80,153,888, an increase of \$14,238,105, or 17.77%. Assessments for 1995 were \$2,198,869,948. This figure has risen to \$3,237,183,936, an increase of \$836,835,946 or 27.56%. Based on the City's economic climate, this trend is expected to continue.

Commercial and industrial property is assessed at 40%, while residential property and farms are assessed at 25% of the appraised value. Personal property is assessed at 30% of the appraised value. 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. Effective August 1, 2003 taxes not paid by the due date shall bear interest at twelve percent (12%) per annum, and a penalty of six percent (6%) per annum, plus other penalties as provided by law, which shall be paid by the taxpayer except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705. If a tax bill continues to be unpaid through June of such following year, it is turned over to a Delinquent Tax Attorney to be filed in the Clerk and Master's office of Chancery Court on July 1 of such year for collection. An additional fee of 10% is charged representing a 5% attorney's collection fee and a 5% City General Fund fee. Property is subject to a tax sale once taxes are delinquent for three years.

Below is a graphical outlook of Property Tax Levies and Collections for the last five years. Not included in the totals are payment in lieu of taxes (PILOT) received from the EPB and certain other entities within the City.

Property Tax Levies & Collections



Pursuant to Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987, the minimum levy for the EPB is \$2,296,692 based on 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 2005 is \$2,845,443 or 2.85% under FY04. The Telecommunication in lieu of tax due from the EPB is \$210,781, 6.4% over FY04.

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	
2004	2.516	
2005	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 approved increasing the rate to \$2.516. A one penny increase produces additional income of \$323,718. Current City policy for budgeting is to estimate collections of 95% of the property tax levy.

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, Kenco Group, Chattanooga Neighborhood Enterprise, E.I. Dupont, Regis Corp., Pavestone Co., Messer Griesheim Industries and Signal Mountain Cement. The collection of In Lieu of Taxes accounts for approximately three percent (3.5%) of the operating budget each year.

Other Local Taxes:

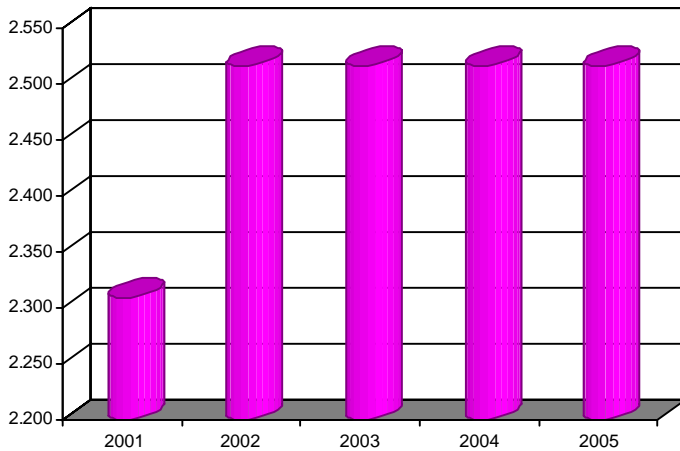
FY 2005 Estimate : \$7,646,462
% of General Fund: 5.22%
Growth From FY 04: 256,438
% Change: 3.5%

Wholesale Beer Tax

FY 2005 Estimate: \$4,420,922
% of General Fund: 3.02%
Increase From FY 04: 147,622
% Change: 3.5%

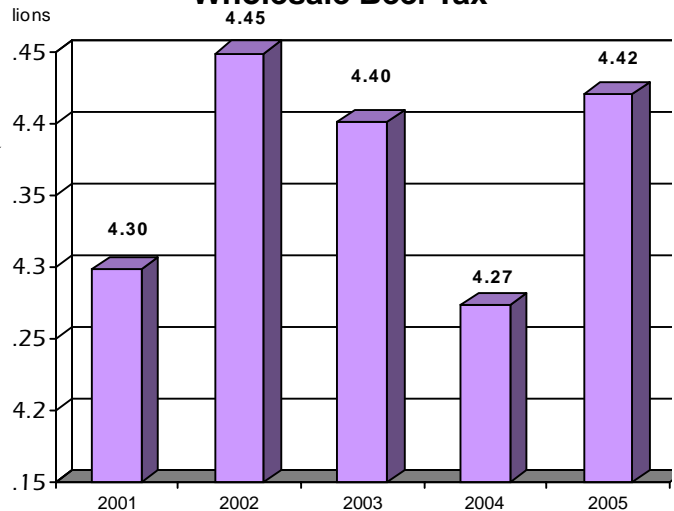
The Wholesale Beer Tax is a steady source of revenue to the City. The 17% tax is authorized by the State of Tennessee and is based on wholesalers' sales to retailers in the city. These collections represent an average of 3% of General Fund revenues. The average growth in these collection is about 2% . FY05 indicates a 3.5% increase from FY04, which had a realized 2.92% decrease in revenues from FY03, suggesting continued growth as a revenue source. Revenue estimates for these collections are based on these known growth factors.

Property Tax Rates



(per \$100 of Assessed Valuation)

Wholesale Beer Tax



Licenses, Permits, Etc.:

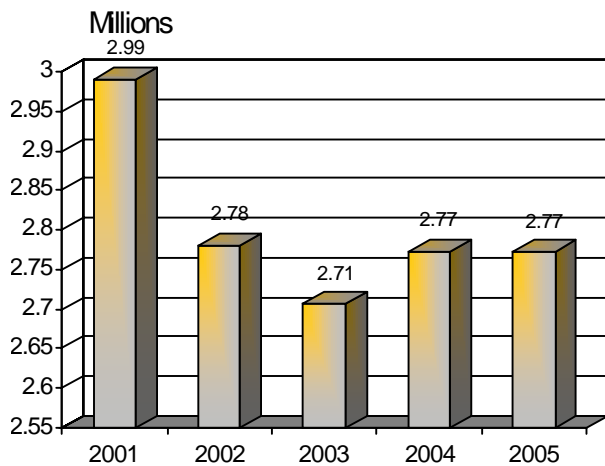
FY 2005 Estimate :	\$6,182,567
% of General Fund:	4.22%
Decline From FY 04:	(30,572)
% Change:	(.5)%

Gross Receipts Taxes

FY 2005 Estimate :	\$2,772,000
% of General Fund:	1.89%
Decrease from FY 04:	(411)
% Change:	< 0%

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. However, the economic impact on retail sales in FY02 required a downward adjustment in the FY03 estimate, which has resulted in relatively stagnant growth in FY04 and FY05.

Gross Receipt Taxes



Revenue from Other Agencies:

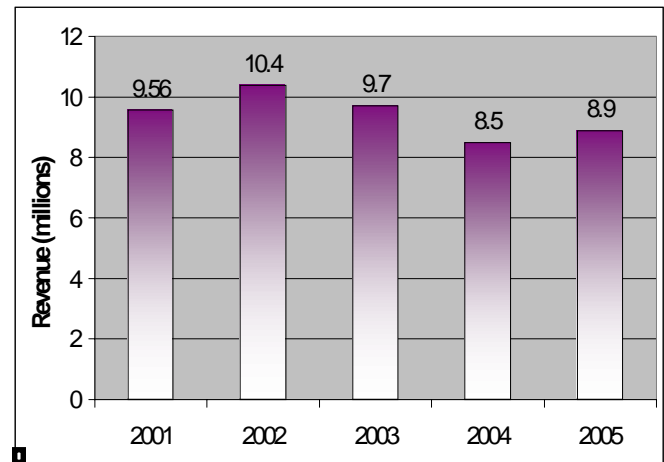
FY 2005 Estimate :	\$36,128,270
% of General Fund:	24.73%
Increase From FY 04:	1,876,952
% Change:	5.5%

City Allocation State Sales Tax

FY 2005 Estimate:	\$ 8,928,545
% of General Fund :	6.10%
Increase From FY 04:	431,226
% Change:	5.1%

The State of Tennessee imposes a 7% tax on sales. Under TCA 67-6-103(3)(A), 5.5% to 5.75% 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 157,532 and its per capita allocation from state sales tax for Fiscal Year 2005 is \$56.68. The State Sales Tax is expected to increase by 5.1% or \$431,226 in FY 2005. This suggests that the economy may be strengthening and that fewer consumers are traveling across state lines to purchase goods and services.

State Sales Tax



Revenues from Other Agencies

County-Wide Sales Taxes

FY 2005 Estimate :	\$21,885,073
% of General Fund:	14.94%
Increase From FY 04:	782,732
% Change:	3.7%

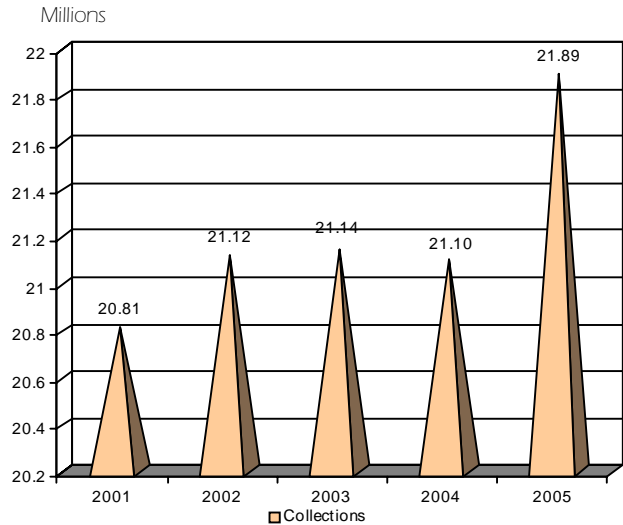
The County Wide Sales Tax, or Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended, the City and County have adopted a Local Option Sales Tax. The citizens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

The revenues from the county-wide sales tax are distributed pursuant to the provisions of the Act and other provisions of the Tennessee Code Annotated. Fifty percent of the revenues raised through a county wide sales tax are directed to education based upon the average daily attendance of each school system therein. The Economic Development Fund accounts for 1/2 cents of the sales tax collected.

Since FY00 growth in County-Wide sales tax revenues has leveled out to approximately 1% a year.

The County-wide sales tax represents 14.94% of the total General Fund revenues for FY 2005.

County-Wide Sales Tax



Undesignated General Fund Expenditure Summary

Fiscal Years ending June 30, 2002 thru 2005

(expressed in \$1,000)

Fund Type	Actual FY 01/02	Actual FY02/03	Budget FY03/04	Budget FY04/05	Budget 05 Increase (Decrease)	% Change FY 04/05
General Fund						
General Government	31,990	27,428	27,428	28,492	1,064	3.88%
Department of Finance & Administration	8,069	8,645	8,645	8,665	20	0.23%
Department of Police	32,974	36,994	36,994	36,161	-833	-2.25%
Department of Fire	20,958	24,899	24,899	25,538	639	2.57%
Department of Public Works	24,995	26,839	26,839	26,673	-166	-0.62%
Department of Recreation, Arts & Culture	10,840	10,648	10,648	10,660	12	0.11%
Department of Personnel	7,166	6,254	6,254	6,350	96	1.53%
Department of Neighborhood Services	1,660	1,456	1,456	2,611	1,155	79.33%
Executive Branch	1,326	1,394	1,394	1,317	-77	-5.52%
<i>Total General Fund</i>	<u>139,978</u>	<u>144,557</u>	<u>144,557</u>	<u>146,467</u>	<u>1,910</u>	<u>1.32%</u>

Expenses

General Government

FY 2005 Appropriation: \$28,492,111
% of General Fund: 19.45%
Increase From FY 04: 878,644
% Change: 3.2%

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

CARTA Subsidy

FY 2005 Appropriation: \$3,285,000
% of General Fund: 2.24%
Increase From FY 04: 126,350
% Change: 4%

The City finances part of the Chattanooga Area Regional Transportation Authority's operating loss. The CARTA appropriation of \$3,285,000 enables CARTA to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping and other activities.

Carter Street Corporation Lease Agreement

FY 2005 Appropriation: \$1,419,100
% of General Fund: .97%
Decrease From FY 04: (1,429)
% Change: (0.10%)

This appropriation of \$1,419,100 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 2005 Appropriation: \$2,487,660
% of General Fund: 1.7%
Growth From FY 04: 81,935
% Change: 3.41%

The City, along with the County fund the cost of the public library system.

Chattanooga Neighborhood Enterprises

FY 2005 Appropriation: \$2,000,000
% of General Fund: 1.37%
Growth From FY 04: -0-
% Change: 0.0%

This is an ongoing appropriation for efforts to upgrade housing in Chattanooga.

Debt Service Fund

FY 2005 Appropriation: \$8,772,293
% of General Fund: 5.99%
Growth From FY 04: 1,135,453
% Change: 14.87%

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.

Renewal & Replacement Fund

FY 2005 Appropriation: \$1,500,000
% of General Fund: 1.02%
Increase From FY 04: -0-
% Change: 0.0%

Funds are provided here to be distributed to various departments for use in replacing equipment.

Department of Finance & Administration

FY 2005 Appropriation : \$8,664,793
% of General Fund: 5.92%
Increase From FY 04: 19,453
% Change: .23%

This department oversees all aspects of the City's financial program, asset management, information services, radio and fleet maintenance. The major expenses for this department are personnel costs, Information Services hardware and software maintenance costs, and basic telecommunication support not charged directly to the departments. Increased FY05 expenditures are related to personnel expenses.

Department of Police

FY 2005 Appropriation: \$36,161,001
% of General Fund: 24.69%
Decrease From FY 04: (833,101)
% Change: (2.25)%

The majority of the decrease in expenditures is attributed to Animal Services being transferred to Neighborhood Services and civilian staffing level reductions.

Department of Fire

FY 2005 Appropriation: \$25,538,430
% of General Fund: 17.44%
Growth From FY 04: 639,575
% Change: 2.57%

The 2.57% FY05 growth is attributed to a FY04 budget surplus being earmarked for fire hydrants, as well as one additional sworn position

Department of Public Works

FY 2005 Appropriation: \$26,672,947
% of General Fund: 18.21%
Decrease from FY 04: (165,677)
% Change: (.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 represents personnel pay increases and increased motor vehicle maintenance. The decrease in FY05 expenditures is a result of staffing reductions and additional streamlining of operations, such as the usage of knucklebooms to reduce garbage collection time and personnel costs.

Department of Parks, Recreation, Arts, and Culture

FY 2005 Appropriation : \$10,660,008
% of General Fund: 7.28%
Increase From FY 04: 12,367
% Change: .12%

The minor change from FY04 budget is due to an increase in purchased services which is offset by a decrease in personnel costs. Purchase services increase reflects the outdoor initiative program and appropriation to Downtown Partnership. Decrease in personnel budget is due to frozen positions within the department.

Department of Personnel

FY 2005 Appropriation: \$6,349,619
% of General Fund : 4.34%
Increase From FY 04: 95,822
% Change: 1.53%.

The increase in expenditures in FY05 is attributed to establishing a wellness initiative program to serve as a proactive health approach for a reduction in associated employee health costs.

Department of Neighborhood Services

FY 2005 Appropriation : \$2,611,041
% of General Fund: 1.78%
Increase From FY 04: 1,155,222
% Change: 79.35%

Since its establishment in 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, leading to the creation of the Department of Neighborhood Services. In FY05, Animal Services was added as a division of Neighborhood Services. This addition represents 93.3% of the 79.35% increase in FY 05 expenditures.

Executive Branch

FY 2005 Appropriation:	\$1,317,050
% of General Fund:	.90%
Decrease From FY 04:	(77,305)
% Change:	(5.54%)

The Executive Branch consists of functions under direct control of the Mayor. This branch includes the Mayor's Office, Office of Performance Review, Community Development, and Grants Administration. FY05 decreases resulted from a reduction and reclassification of personnel positions.

Undesignated General Fund Revenues

Fiscal Years 2002-2005

Revenue Source	Actual FY0 1/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	%		OF TOTAL
					BUDGET '05 INC/(DEC)	CHANGE FY 04/05	
Property Taxes:							
Current Property Taxes Real	75,796,622	77,804,266	79,397,860	80,153,888	756,028	1.0%	54.72%
Interest & Penalty - Current Year	86,551	88,973	67,167	67,000	(167)	-0.2%	0.05%
Interest & Penalty - Prior Year	240,413	258,221	261,406	275,000	13,594	5.2%	0.19%
Prior Year Real & Personal Taxes	2,700,473	3,413,388	2,605,000	2,605,000	0	0.0%	1.78%
City Fee- Collection of Delinquent Taxes	116,038	158,484	275,810	188,000	(87,810)	-31.8%	0.13%
Corporate Excise Tax-State	131,676	183,932	183,932	103,500	(80,432)	-43.7%	0.07%
Collections - In Lieu of Taxes	4,238,897	5,340,096	5,437,873	5,366,286	(71,587)	-1.3%	3.66%
Total Property Tax	\$83,310,670	\$87,247,360	\$88,229,048	\$88,758,674	529,626	0.6%	60.60%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	238,906	250,780	313,750	254,000	(59,750)	-19.0%	0.17%
Franchise Taxes - CCTV	1,337,746	1,397,342	1,397,342	1,400,000	2,658	0.2%	0.96%
Liquor Taxes	1,379,987	1,462,827	1,400,700	1,566,140	165,440	11.8%	1.07%
Beer Taxes	4,449,366	4,401,477	4,273,300	4,420,922	147,622	3.5%	3.02%
Local Litigation Taxes	4,908	4,962	4,932	5,400	468	9.5%	0.00%
Total Other Local Taxes	\$7,410,913	\$7,517,388	\$7,390,024	\$7,646,462	256,438	3.5%	5.22%
Licenses, Permits, Etc.:							
Motor Vehicle License	377,745	437,200	393,564	395,000	1,436	0.4%	0.27%
Parking Meters	424,480	430,365	441,634	508,077	66,443	15.0%	0.35%
Business License excluding Liquor	121,034	122,298	120,000	120,000	0	0.0%	0.08%
Gross Receipts Tax	2,781,220	2,706,614	2,772,411	2,772,000	(411)	0.0%	1.89%
Building Permits	678,159	984,702	917,863	950,000	32,137	3.5%	0.65%
Other Licenses, Permits, Fees	1,389,051	1,532,779	1,567,667	1,437,490	(130,177)	-8.3%	0.98%
Total Licenses & Permits	\$5,771,689	\$6,213,958	\$6,213,139	\$6,182,567	(30,572)	-0.5%	4.22%
Fines, Forfeitures, & Penalties:							
City Court Fines	1,062,254	713,423	795,569	403,500	(392,069)	-49.3%	0.28%
Criminal Court Fines	172,868	233,565	243,398	184,000	(59,398)	-24.4%	0.13%
Parking Ticket Fines	475,012	429,895	577,116	504,259	(72,857)	-12.6%	0.34%
Other Fines Forfeitures, & Penalties	23,710	50,658	0	0	0	N/A	0.00%
Total Fines, Forfeitures, & Penalties	\$1,733,844	\$1,427,541	\$1,616,083	\$1,091,759	(524,324)	-32.4%	0.75%
Investment Income:							
Interest on Investments	1,385,332	804,707	650,058	543,946	(106,112)	-16.3%	0.37%
Sale of Property	381,078	103,348	65,000	25,000	(40,000)	-61.5%	0.02%
Total Investment Income	\$1,766,410	\$908,055	\$715,058	\$568,946	(146,112)	-20.4%	0.39%

Undesignated General Fund Revenues

Fiscal Years 2002-2005

Revenue Source	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	%		% OF TOTAL
					BUDGET '05 INC/(DEC)	CHANGE FY 04/05	
Revenue From Other Agencies:							
County wide Sales Tax - General Fund	21,120,255	21,141,665	21,102,341	21,885,073	782,732	3.7%	14.94%
State Beer Tax	76,018	80,835	73,560	84,420	10,860	14.8%	0.06%
Hall Income Tax	2,567,398	2,647,916	2,000,000	1,800,000	(200,000)	-10.0%	1.23%
State Sales Tax	9,340,311	9,358,611	8,497,319	8,928,545	431,226	5.1%	6.10%
State Mixed Drink Tax	1,269,230	1,227,490	1,074,629	1,216,540	141,911	13.2%	0.83%
State Gas Inspection Fees	359,009	355,013	323,061	352,000	28,939	9.0%	0.24%
State Maintenance of Streets	109,080	113,501	99,897	90,000	(9,897)	-9.9%	0.06%
State Alcohol Beverage Tax	65,149	71,224	66,514	75,000	8,486	12.8%	0.05%
State DOT - TVRM	0	18,204	0	0	0	N/A	0.00%
State - Special Training Funds	391,320	415,375	415,800	368,470	(47,330)	-11.4%	0.25%
State - Telecom Sales Tax	23,201	28,663	25,806	29,611	3,805	14.7%	0.02%
HUD-Harriet Tubman	0	0	0	0	0	N/A	0.00%
Ham. County-Ross Landing Plaza	531,554	523,671	528,391	489,787	(38,604)	-7.3%	0.33%
Ham. County-Radio & Electronics	48,000	134,000	134,000	147,541	13,541	10.1%	0.10%
Ham. County DOE SRO's	0	0	0	751,283	751,283	N/A	0.51%
COPS - MORE Grant	36,279	0	0	0	0	N/A	0.00%
COPS Universal Hiring Grant	484,301	0	0	0	0	N/A	0.00%
Total Revenue from Other Agencies	\$36,421,105	\$36,116,168	\$34,341,318	\$36,218,270	1,876,952	5.5%	24.73%
Service Charges:							
City Court Cost	86,884	128,785	295,072	136,900	(158,172)	-53.6%	0.09%
Clerk's Fee	541,715	673,026	876,896	579,119	(297,777)	-34.0%	0.40%
State Court Cost	6,004	4,405	4,218	2,600	(1,618)	-38.4%	0.00%
Public Works - Services Charge	102,016	252,287	264,128	182,330	(81,798)	-31.0%	0.12%
PRAC - Services Charge	299,445	229,234	275,678	336,250	60,572	22.0%	0.23%
Police - Service Charge	134,168	151,549	152,987	159,600	6,613	4.3%	0.11%
Other Charges for Services	109,480	13,531	42,449	70,150	27,701	65.3%	0.05%
Total Service Charges	\$1,279,712	\$1,452,817	\$1,911,428	\$1,466,949	(444,479)	-23.3%	1.00%
Miscellaneous Revenues:							
Indirect Cost	1,679,578	2,134,635	2,585,866	2,685,866	100,000	3.9%	1.83%
Land & Bldg. Rents	83,367	65,407	69,887	65,000	(4,887)	-7.0%	0.04%
Dock Rental	20,460	23,589	26,321	20,000	(6,321)	-24.0%	0.01%
Retiree Reimbursements (Regular)	726,576	994,070	0	0	0	N/A	0.00%
Mem. Aud.- Rents, Conc., OT, BO	388,094	316,792	326,199	382,000	55,801	17.1%	0.26%
Tivoli - Rents, Conc., OT, BO	196,409	254,853	197,816	178,000	(19,816)	-10.0%	0.12%
Coolidge Park Revenue	168,721	132,308	133,627	109,500	(24,127)	-18.1%	0.07%
Other General Government Misc.	850,284	801,649	801,186	666,007	(135,179)	-16.9%	0.45%
Total Miscellaneous Revenues	\$4,113,489	\$4,723,303	\$4,140,902	\$4,106,373	(34,529)	-0.8%	2.80%
Revenue from Prior Year Surplus	0	0	0	427,000	427,000	N/A	0.29%
Grand Totals	\$141,807,832	\$145,606,590	\$144,557,000	\$146,467,000	\$1,910,000	1.3%	100.00%

Undesignated General Fund Expenditures

Fiscal Years 2002-2005

Expenditure	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	BUDGET '05 INC/(DEC)	%	
						CHANGE FY 04/05	% OF TOTAL
General Government							
Agencies							
Air Pollution	270,820	270,820	270,820	270,820	0	0.00%	0.18%
Allied Arts:							
Operations	250,000	250,000	250,000	250,000	0	0.00%	0.17%
African American Museum	70,000	70,000	70,000	70,000	0	0.00%	0.05%
Chattanooga Regional History	48,000	24,000	24,000	24,000	0	0.00%	0.02%
Assoc of Visual Artists	15,000	15,000	15,000	15,000	0	0.00%	0.01%
CARCOG & SETDD	30,493	30,493	30,493	31,111	618	2.03%	0.02%
CARTA	2,976,800	3,239,650	3,158,650	3,285,000	126,350	4.00%	2.24%
Carter Street Corporation	0	352,324	176,324	0	(176,324)	-100.00%	0.00%
Carter Street Lease	1,426,092	1,420,753	1,420,529	1,419,100	(1,429)	-0.10%	0.97%
Chattanooga Urban League	50,000	50,000	50,000	50,000	0	0.00%	0.03%
C-HC Bicentennial Public Library	2,405,725	2,405,725	2,405,725	2,487,660	81,935	3.41%	1.70%
Chattanooga Neighborhood Enterprises	2,000,000	2,000,000	2,000,000	2,000,000	0	0.00%	1.37%
Children's Advocacy Center	30,000	30,000	30,000	30,000	0	0.00%	0.02%
Community Foundation Scholarships	160,000	160,000	160,000	160,000	0	0.00%	0.11%
Community Impact Fund	0	0	0	450,000	450,000	N/A	0.31%
Downtown Partnership	140,000	140,000	140,000	140,000	0	0.00%	0.10%
Heritage Hall Board	35,000	35,000	35,000	42,123	7,123	20.35%	0.03%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.00%	0.01%
Inner-City Develop Corp	35,000	35,000	0	0	0	N/A	0.00%
Community Research Council	10,000	10,000	10,000	10,000	0	0.00%	0.01%
Regional Planning Agency	876,277	974,817	974,817	988,817	14,000	1.44%	0.68%
Scenic Cities	30,294	30,294	30,294	30,294	0	0.00%	0.02%
Storm Water Fund	71,309	65,291	70,000	70,000	0	0.00%	0.05%
Tennessee Riverpark	698,035	790,902	798,471	798,471	0	0.00%	0.55%
Tenn Valley Railroad Museum	0	18,204	0	0	0	N/A	0.00%
West Side Development Corp	0	75,000	75,000	75,000	0	0.00%	0.05%
WTCI - TV 45	60,000	60,000	60,000	60,000	0	0.00%	0.04%
General Government							
Audits, Dues & Surveys	111,660	130,926	206,757	206,757	0	0.00%	0.14%
Capital Improvements	5,302,101	4,500,000	0	0	0	N/A	0.00%
ChattanoogaInvests	0	0	0	250,000	250,000	N/A	0.17%
City Attorney/Operations	644,034	649,121	685,101	906,236	221,135	32.28%	0.62%
City Attorney Liability Insurance Fund	850,000	862,000	1,100,000	250,000	(850,000)	-77.27%	0.17%
City Code Revision	0	0	0	185,000	0	N/A	0.13%
City Council	576,765	615,525	676,775	676,599	(176)	-0.03%	0.46%
City Court Judicial	581,372	654,987	622,277	600,273	(22,004)	-3.54%	0.41%
Contingency Fund	33,685	35,241	578,426	0	(578,426)	-100.00%	0.00%
Debt Service Fund	8,964,342	6,193,086	7,636,840	8,772,293	1,135,453	14.87%	5.99%
Election Expense	0	24,724	0	180,000	180,000	N/A	0.12%
Human Services	1,481,641	1,481,641	1,333,477	1,333,477	0	0.00%	0.91%
Intergovernmental Relations	217,531	206,759	228,850	228,850	0	0.00%	0.16%
Pensions, FICA & UIC	36,712	51,055	23,937	25,000	1,063	4.44%	0.02%
T.A.P. (tuition & books)	22,710	27,234	20,000	20,000	0	0.00%	0.01%
Downtown Design Center	158,402	125,108	218,535	227,204	8,669	3.97%	0.16%
Renewal & Replacement	1,302,836	1,258,349	1,500,000	1,500,000	0	0.00%	1.02%
311 Call Center	0	263,924	324,869	355,526	30,657	9.44%	0.24%
total	\$31,990,136	\$29,650,453	\$27,428,467	\$28,492,111	878,644	3.20%	19.45%
Department of Finance & Administration:							
Finance Office	1,398,732	1,583,404	1,798,128	1,870,024	71,896	4.00%	1.28%
Information Services	2,407,286	2,355,491	2,558,064	2,671,652	113,588	4.44%	1.82%
Renewal & Replacement	1,302,836	1,258,349	1,500,000	1,500,000	0	0.00%	1.02%
311 Call Center	0	263,924	324,869	355,526	30,657	9.44%	0.24%
total	\$31,990,136	\$29,650,453	\$27,428,467	\$28,492,111	878,644	3.20%	19.45%
Department of Finance & Administration:							
Finance Office	1,398,732	1,583,404	1,798,128	1,870,024	71,896	4.00%	1.28%
Information Services	2,407,286	2,355,491	2,558,064	2,671,652	113,588	4.44%	1.82%
City Treasurer	522,559	487,040	526,254	518,868	(7,386)	-1.40%	0.35%
Telecommunications	510,192	554,317	461,126	339,851	(121,275)	-26.30%	0.23%
City Court Clerk's Office	982,311	1,063,152	1,049,336	1,045,744	(3,592)	-0.34%	0.71%
Purchasing	905,824	753,344	801,230	782,860	(18,370)	-2.29%	0.53%
Building Maintenance	726,126	692,184	746,866	725,768	(21,098)	-2.82%	0.50%
Radio & Electronics	322,085	360,367	389,097	405,019	15,922	4.09%	0.28%
Property Maintenance	110,886	57,923	151,500	143,138	(8,362)	-5.52%	0.10%
Real Estate	182,900	106,644	163,739	161,869	(1,870)	-1.14%	0.11%
total	\$8,068,901	\$8,013,866	\$8,645,340	\$8,664,793	19,453	0.23%	5.92%

Undesignated General Fund Expenditures

Fiscal Years 2002-2005

Expenditure	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	BUDGET '05 INC./(DEC)	%	
						CHANGE FY 04/05	OF TOTAL
Department of Police:	\$32,973,557	\$34,826,607	\$36,994,102	\$36,161,001	(\$833,101)	-2.25%	24.69%
Department of Fire:							
Fire Operations	20,467,140	21,851,685	24,325,655	24,768,230	442,575	1.82%	16.91%
Utilities	485,041	455,686	573,200	343,200	(230,000)	-40.13%	0.23%
Fire Hydrants	0	559	0	427,000	427,000	N/A	0.29%
Combat Challenge	5,793	0	0	0	0	N/A	0.00%
total	\$20,957,974	\$22,307,930	\$24,898,855	\$25,538,430	639,575	2.57%	17.44%
Department of Public Works:							
Administration	510,666	551,753	929,576	961,899	32,323	3.48%	0.66%
City Engineer	1,767,987	1,793,001	1,964,322	1,903,901	(60,421)	-3.08%	1.30%
City Wide Services	2,991,163	3,133,906	3,485,331	3,584,046	98,715	2.83%	2.45%
Sewer Construction & Maintenance	1,760,883	1,732,796	1,916,986	1,966,870	49,884	2.60%	1.34%
Inspection	1,393,618	1,610,569	1,920,631	1,921,812	1,181	0.06%	1.31%
Utilities	126,197	147,617	146,755	137,547	(9,208)	-6.27%	0.09%
Pump Stations	63,622	60,021	96,025	84,404	(11,621)	-12.10%	0.06%
Traffic Management	2,107,527	2,213,802	2,296,316	2,329,889	33,573	1.46%	1.59%
Street Lighting	2,361,794	2,476,302	2,563,500	2,563,500	0	0.00%	1.75%
Subsidies to Other Funds	6,163,244	5,788,339	5,515,968	5,565,707	49,739	0.90%	3.80%
Municipal Forestry	399,587	490,764	511,108	512,487	1,379	0.27%	0.35%
Waste Pickup - Brush	2,609,241	2,456,786	2,798,780	2,596,809	(201,971)	-7.22%	1.77%
Waste Pickup - Garbage	2,739,558	2,828,291	2,693,326	2,544,076	(149,250)	-5.54%	1.74%
total	\$24,995,087	\$25,283,947	\$26,838,624	\$26,672,947	(165,677)	-0.62%	18.21%
Department of Parks, Recreation, Arts, & Culture:							
Administration	727,265	824,668	805,584	932,115	126,531	15.71%	0.64%
Recreation	3,813,295	4,127,746	4,084,971	4,212,887	127,916	3.13%	2.88%
Parks	5,082,953	4,582,192	4,565,608	4,361,445	(204,163)	-4.47%	2.98%
Civic Facilities	1,216,431	1,206,582	1,191,478	1,153,561	(37,917)	-3.18%	0.79%
total	\$10,839,944	\$10,741,188	\$10,647,641	\$10,660,008	12,367	0.12%	7.28%
Department of Personnel:							
Administration	862,439	908,760	951,543	951,186	(357)	-0.04%	0.65%
Physicals	101,806	114,272	125,450	116,000	(9,450)	-7.53%	0.08%
Employee's Insurance Office	279,753	272,844	325,323	365,407	40,084	12.32%	0.25%
Employee's Insurance Program	3,995,949	4,631,890	4,772,881	4,568,500	(204,381)	-4.28%	3.12%
Wellness Initiative	0	0	0	269,926	269,926	N/A	0.18%
Job Injury Administration	1,925,759	2,174,344	78,600	78,600	0	0.0%	0.05%
total	\$7,165,706	\$8,102,110	\$6,253,797	\$6,349,619	95,822	1.5%	4.34%
Department of Neighborhood Services:							
Administration	494,437	379,570	312,698	309,859	(2,839)	-0.91%	0.21%
Animal Services	0	0	0	1,078,179	1,078,179	N/A	0.74%
Codes & Community Services	716,263	754,650	686,468	769,266	82,798	12.06%	0.53%
Human Rights	0	0	0	0	0	N/A	0.00%
Neighborhood Relations	282,648	329,878	341,653	353,737	12,084	3.54%	0.24%
Neighborhood Grants	166,954	112,527	115,000	100,000	(15,000)	-13.04%	0.07%
total	\$1,660,302	\$1,576,625	\$1,455,819	\$2,611,041	1,155,222	79.35%	1.78%
Executive Branch							
Mayor's Office	718,126	824,468	853,708	872,964	19,256	2.26%	0.60%
Office of Performance Review	116,135	296,132	216,135	102,703	(113,432)	-52.48%	0.07%
Human Rights	71,601	48,394	36,652	34,818	(1,834)	-5.00%	0.02%
Community Development	411,470	245,573	190,501	167,374	(23,127)	-12.14%	0.11%
Grants Administration	9,000	59,991	97,359	139,191	41,832	42.97%	0.10%
total	1,326,332	1,474,558	1,394,355	1,317,050	(77,305)	-5.54%	0.90%
Expenditure Total	\$139,977,939	\$141,977,284	\$144,557,000	\$146,467,000	\$1,910,000	1.32%	100.00%



Special Revenue Funds

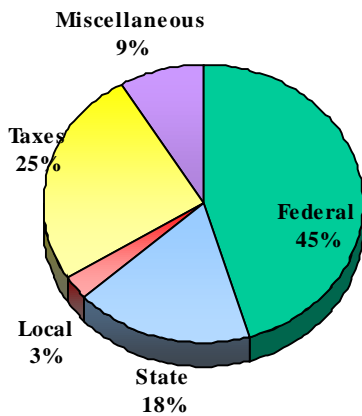
Fund Structure

Special Revenue Funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government. The basis of budgeting for these funds is modified accrual. Included funds are State Street Aid, Human Services, Economic Development, Community Development, Hotel/Motel Occupancy Tax Fund, and Municipal Golf Course Fund. For fiscal year ended June 30, 2004 the budgeted revenue and expenses were as follows:

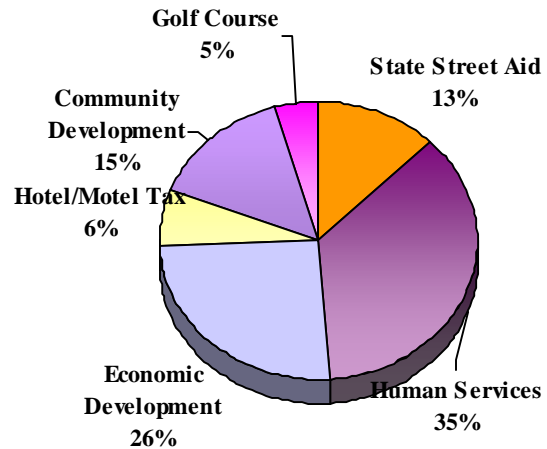
Fund	FY04 Budgeted Revenue & Expenses	FY04 Actual Revenues	FY04 Actual Expenses
State Street Aid Fund	\$3,971,297	\$4,399,731	\$4,095,692
Human Services Fund	\$13,933,961	\$13,260,509	\$13,847,955
Economic Development Fund	\$17,975,000	\$19,691,325	\$17,402,083
Community Development Fund	\$4,922,000	\$6,280,409	\$8,910,203
Hotel/Motel Tax	\$ 1,750,000	\$ 2,058,160	\$2,070,244
Municipal Golf Course Fund	\$ 1,798,788	\$ 1,609,114	\$ 1,679,453

Fiscal Year 2004/2005

Revenue by Source
\$37,411,824



Appropriation by Fund
\$37,411,824



Fund Revenue Summary
Fiscal Year Ending June 30, 2002-2005
(expressed in \$1,000)

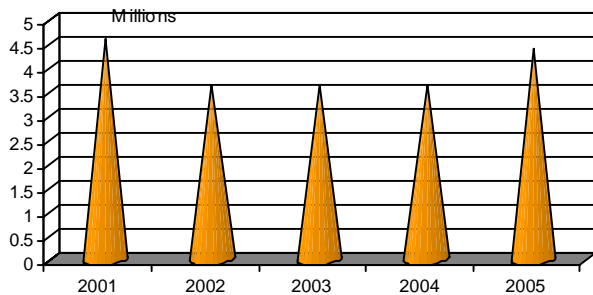
Fund Type:	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	Budget 05 Increase (Decrease)	% CHANGE FY 04/05
Special Revenue Fund						
State Street Aid	4,697	4,683	3,971	4,689	718	18.1%
Human Services	12,168	13,124	13,934	13,575	(359)	-2.6%
Economic Development Fund	17,643	18,004	17,975	9,598	(8,377)	-46.6%
Hotel/Motel Tax Fund	0	878	1,750	2,330	580	33.1%
Community Development Fund	4,330	5,211	4,922	5,532	610	12.4%
Municipal Golf Course	1,762	1,629	1,799	1,688	(111)	-6.2%
Total Special Revenue Fund	40,600	43,529	44,351	37,412	(6,939)	-15.6%

Revenues

State Street Aid

This fund was established to receive and account for the State's distribution of the gasoline tax. Funds received in this fund are restricted to road related projects. 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 fluctuation in gasoline prices causing the State distribution to drop. In FY2004, the City expected a decrease in state shared revenues which did not materialize. As a result the budget was increased 20% in FY2005.

State Gas Tax Collections

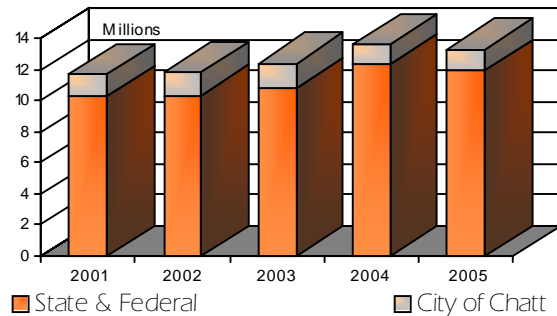


Human Services Fund

Human Services receives Federal, State, and City appropriations. This fund has increased by 14% overall during the past five-year period. The Federal and State portions account for 100% of this growth.

It is expected that resources will remain constant. The chart below shows how revenue for this fund has varied during a five year period.

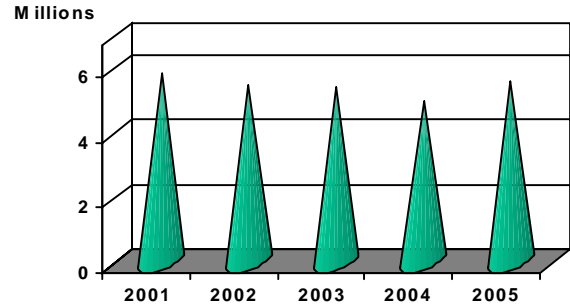
Human Services Collections



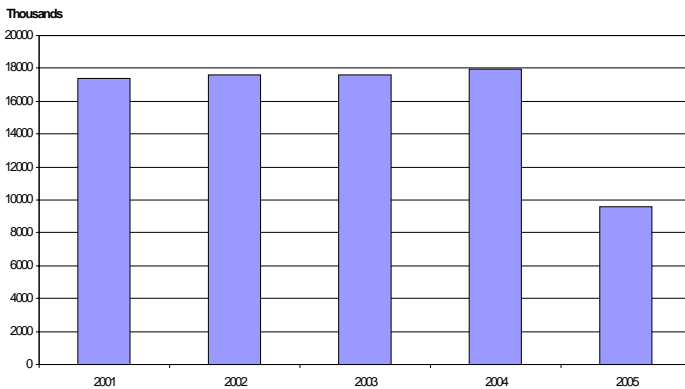
Economic Development Fund

In August 1997, the citizens of Chattanooga approved a half-a-cent tax on retail sales in the city. Revenues from this tax were shared on a 50/50 basis for education and economic development. In a county-wide election in February 2004, the residents of Hamilton County voted to increase the county-wide local option tax rate from 1.75% to 2.25% there by repealing the city-only 1/2% tax. The additional taxes generated by the 1/2% increase in the county-wide tax will be distributed to the county, city and education in accordance with TCA 67-6-712 which requires that 50% is used to education and the remainder on a situs basis. The City should continue to receive a comparable amount for economic development from the county-wide tax as it has in prior years. The education component will be distributed directly to the Hamilton County Department of Education as demonstrated by the 50% reduction in the FY2005 budget below.

Community Development Collections



Economic Development



Hotel-Motel Occupancy Privilege Tax Fund

Recently enacted legislation grants the City of Chattanooga the authority to levy a privilege tax on the occupancy of hotel/motel rooms by transients. Pursuant to T.C.A 67-4-1401, et seq. and City Ordinance No 11303, the City has levied such a tax that will be phased in over a 30-month period and began on October 1, 2002 at the following rates:

October 1, 2002 thru September 30, 2003	2%
October 1, 2003 thru April 30, 2005	3%
May 1, 2005 and thereafter	4%

The FY04 collections totaled \$2,040,244. The FY05 estimate is \$2,330,000.

Community Development

Annual funding is allocated by the U.S. Department of Housing and Urban Development which accounts for the fluctuation in the revenues received each year.

The total FY05 increase for this fund is \$609,503 compared to FY04. This increase in the fund is due to the changes in grant funding during the City's fiscal year. As with most federal funds, these sources are allocated to the City based on the Federal Government's budget year which is different from the City's fiscal reporting year and may vary from year to year.

Municipal Golf Course Fund

Revenues comes mainly from green fees and golf cart rentals. Overall estimated revenues are expected to decrease by 6.2% from FY04.

Fund Expenditure Summary
Fiscal Year Ending June 30, 2002-2005
(expressed in \$1,000)

Fund Type:	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	Budget 05 Increase (Decrease)	% CHANGE FY 04/05
Special Revenue Fund						
State Street Aid	4,529	4,147	3,971	4,689	718	18.1%
Human Services	11,316	12,978	13,934	13,575	(359)	-2.6%
Economic Development Fund	17,643	17,549	17,975	9,599	(8,376)	-46.6%
Hotel/Motel Tax Fund	0	879	1,750	2,330	580	33.1%
Community Development Fund	4,517	5,041	4,922	5,531	609	12.4%
Municipal Golf Course	1,882	1,628	1,799	1,688	(111)	-6.2%
Total Special Revenue Fund	39,887	42,222	44,351	37,412	(6,939)	-15.6%

Expenses

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. The primary use of these funds are personnel, vehicle and construction costs.

Investment Funds. These are subject to federal audit at any time, and are also included in the City's annual audit.

Human Services

Human Services' expenditures have grown over the past four years. The primary reason for this growth is the expansion of the early childhood development component of the Head Start program. The FY2005 decrease is due to anticipated reductions in federal funds.

Hotel-Motel Occupancy Privilege Tax Fund

This tax will be used to fund improvements in the downtown and riverfront area to encourage tourism and enhance community quality of life. This tax is dedicated to the 21st Century Waterfront Plan which involves redevelopment of the city waterfront. The Waterfront Plan, with an estimated cost of \$120 million, is funded jointly by the public and the private sectors.

Economic Development Fund

During FY2005, \$6,973,500 will be spent on debt service for the Southside Development. Since Hamilton County residents voted for the half-a-cent sales tax, no City portion is collected and remitted to the County School System. The remaining funds are dedicated to economic development.

Municipal Golf Course Fund

Funds are used to cover the operational cost of the City's two golf courses. The primary cost are personnel and purchase services. In keeping in line with estimated revenues, expenses have also been reduced from FY04.

Community Development

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

Federal guidelines are followed by the City in expending Community Development and Home

Special Fund Revenues

Fiscal Years 2002 - 2005

Revenue Source	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	BUDGET '05 INC/(DEC)	% CHANGE FY 04/05	% OF TOTAL
State Street Aid (Fund 2104)							
State of Tennessee	4,349,519	4,343,885	3,621,297	4,369,350	748,053	20.7%	11.68%
Trfrs (1100) & Sale of Equipment	320,000	320,000	320,000	0	(320,000)	-100.0%	0.00%
Miscellaneous	5,040	0	0	0	0	N/A	0.00%
Fund Balance	0	0	0	300,000	300,000	N/A	0.80%
Interest Earnings	22,156	18,782	30,000	20,000	(10,000)	-33.3%	0.05%
Total State Street Aid	\$4,696,715	\$4,682,667	\$3,971,297	\$4,689,350	\$718,053	18.1%	12.53%
Human Services (Fund 2102)							
Federal - State Grants	10,502,555	11,435,230	12,323,289	11,964,511	(358,778)	-2.9%	31.98%
City of Chattanooga	1,481,641	1,481,641	1,333,477	1,333,477	0	0.0%	3.56%
Day Care Fees	68,493	73,112	89,195	73,110	(16,085)	-18.0%	0.20%
Miscellaneous	29,935	97,760	0	26,500	26,500	N/A	0.07%
Interest Income	57,081	29,542	40,000	13,000	(27,000)	-67.5%	0.03%
Fund Balance	0	0	148,000	164,079	16,079	10.9%	0.44%
Trfrs Community Development	28,310	6,977	0	0	0	N/A	0.00%
Total Human Services	\$12,168,015	\$13,124,262	\$13,933,961	\$13,574,677	(\$359,284)	-2.6%	36.28%
Economic Development (Fund 1119)							
Local Option Sales Tax	17,589,594	17,264,712	17,975,000	8,909,500	(9,065,500)	-50.4%	23.81%
Intergovernmental	0	676,056	0	689,000	689,000	N/A	1.84%
Interest Income	53,552	63,252	0	0	0	N/A	0.00%
Total Economic Development	\$17,643,146	\$18,004,020	\$17,975,000	\$9,598,500	(\$8,376,500)	-46.6%	25.66%
Hotel/Motel Tax (Fund 2106)							
21st Century Waterfront	0	876,506	1,720,000	2,330,000	610,000	35.5%	6.23%
Interest Income	0	2,150	0	0	0	N/A	0.00%
Hamilton County	0	0	30,000	0	(30,000)	-100.0%	0.00%
Total Hotel/Motel Tax	\$0	\$878,656	\$1,750,000	\$2,330,000	\$580,000	33.1%	6.23%
Community Development (Fd 2105) (includes HOME program)							
Intergovernmental	2,258,671	3,404,782	3,592,771	3,731,503	138,732	3.9%	9.97%
Investment Income	254,022	225,672	0	0	0	N/A	0.00%
Miscellaneous/Program	1,817,178	1,580,497	1,329,229	1,800,000	470,771	35.4%	4.81%
Total Community Development	\$4,329,871	\$5,210,951	\$4,922,000	\$5,531,503	\$609,503	12.4%	14.79%
Total Municipal Golf Course	\$1,762,338	\$1,628,777	\$1,798,788	\$1,687,794	(\$110,994)	-6.2%	4.51%
Grand Total	\$40,600,085	\$43,529,333	\$44,351,046	\$37,411,824	(\$6,939,222)	-15.6%	100.00%

Special Fund Expenditures
Fiscal Years 2002 - 2005

Revenue Source	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	BUDGET '05 INC/(DEC)	% CHANGE FY 04/05	% OF TOTAL
State Street Aid (Fund 2104)							
Street Maintenance	4,410,487	3,963,093	3,971,297	4,689,350	718,053	18.1%	12.53%
Capital Outlay & Fixed Assets	118,057	184,273	0	0	0	N/A	0.00%
Total State Street Aid	\$4,528,544	\$4,147,366	\$3,971,297	\$4,689,350	718,053	18.1%	12.53%
Human Services (Fund 2102)							
Administration	912,722	1,220,453	1,159,339	853,331	(306,008)	-26.4%	2.28%
Headstart	6,353,136	6,938,777	7,881,048	7,900,373	19,325	0.2%	21.12%
Daycare	523,411	614,973	930,935	930,935	0	0.0%	2.49%
Weatherization	246,400	373,014	449,070	443,728	(5,342)	-1.2%	1.19%
Foster Grandparents	397,481	440,796	484,890	485,562	672	0.1%	1.30%
LIHEAP	613,814	885,635	1,101,298	1,073,403	(27,895)	-2.5%	2.87%
Community Service Block Grant	504,437	629,278	790,884	790,884	0	0.0%	2.11%
Neighborhood Family Services	0	0	97,820	97,820	0	0.0%	0.26%
Occupancy	200,249	222,932	0	0	0	N/A	0.00%
Title II Commodities	95,211	108,367	75,435	35,435	(40,000)	-53.0%	0.09%
Emergency Food & Shelter	20,515	37,923	29,107	29,107	0	0.0%	0.08%
Human Services Programs	700,517	674,388	88,367	26,500	(61,867)	-70.0%	0.07%
Food Programs	748,088	831,037	772,900	834,731	61,831	8.0%	2.23%
City General Relief -	0	0	72,868	72,868	0	0.0%	0.19%
Total Human Services	\$11,315,981	\$12,977,573	\$13,933,961	\$13,574,677	(359,284)	-2.6%	36.28%
Economic Development (Fund 1119 & P419)							
Hamilton County Schools	9,002,638	9,135,115	8,459,059	0	(8,459,059)	-100.0%	0.00%
Other	0	900,098	815,941	625,000	(190,941)	-23.4%	1.67%
Debt Service	3,961,103	5,495,266	6,314,854	6,973,500	658,646	10.4%	18.64%
Capital Outlay/Projects	4,679,405	2,018,122	2,385,146	2,000,000	(385,146)	-16.1%	5.35%
Total Economic Development	\$17,643,146	\$17,548,601	\$17,975,000	\$9,598,500	(8,376,500)	-46.6%	25.66%
Hotel/Motel Tax (Fund 2106)							
21st Century Waterfront	0	848,656	1,720,000	2,260,000	540,000	31.4%	6.04%
Hamilton County	0	30,000	30,000	30,000	0	0.0%	0.08%
Hotel/Motel Collection Fee	0	0	0	40,000	40,000	N/A	0.11%
Total Hotel/Motel Tax	\$0	\$878,656	\$1,750,000	\$2,330,000	580,000	33.1%	6.23%
Community Development (Fd2105) (includes HOME program)							
Community Development Projects	3,670,099	4,295,438	4,511,925	4,992,003	480,078	10.6%	13.34%
Administration	847,230	745,928	410,075	539,500	129,425	31.6%	1.44%
Total Community Development	\$4,517,329	\$5,041,366	\$4,922,000	\$5,531,503	609,503	12.4%	14.79%
Total Municipal Golf Course	\$1,882,356	\$1,628,031	\$1,798,788	\$1,687,794	(110,994)	-6.2%	4.51%
Grand Totals	\$39,887,356	\$42,221,593	\$44,351,046	\$37,411,824	(6,939,222)	-15.6%	100.00%

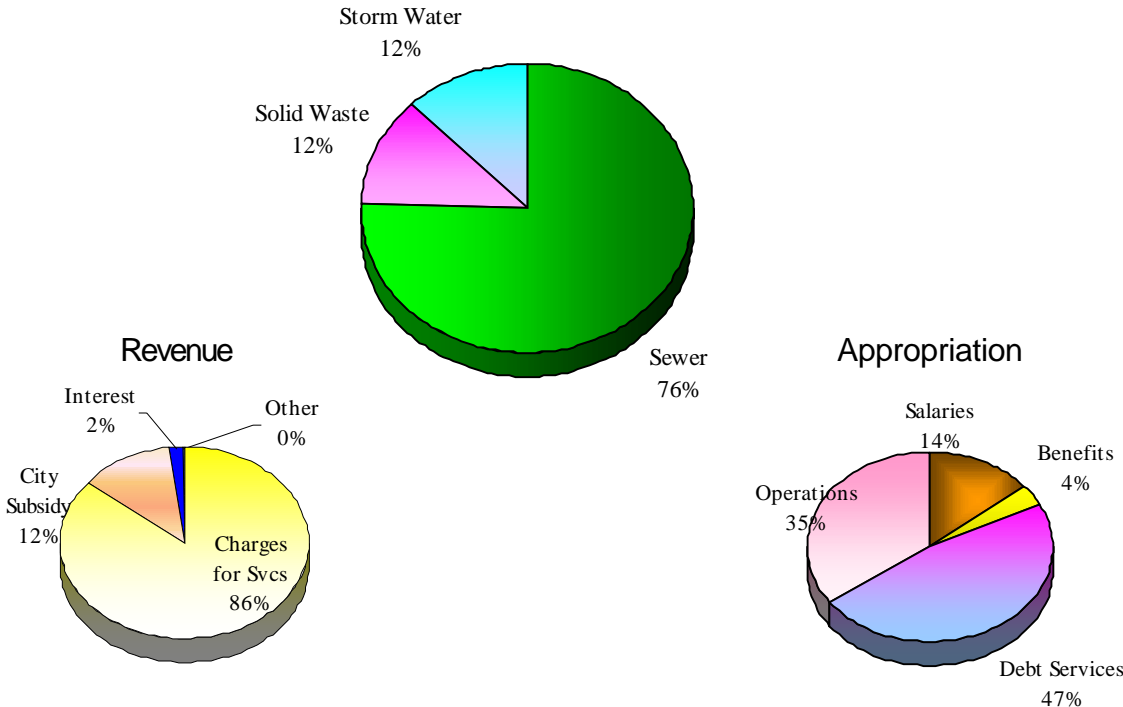
Fund Structure

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 budgetary basis of accounting for these funds is the accrual method where measurement focus is their economic resources, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. The CAFR shows the status of the funds finances on the basis GAAP. The City of Chattanooga has three (3) Enterprise Funds: Interceptor Sewer Fund, Storm Water Management Fund and Solid Waste and Sanitation Fund. As of June 30, 2004 the budgeted revenue and expenses were as follows:

	FY 04 Budgeted Revenue & Expenses	FY 04 Actual Revenues	FY 04 Actual Expenses
Interceptor Sewer Fund	\$34,718,215	\$31,351,489	\$30,865,229
Solid Waste & Sanitation Fund	\$5,865,313	\$5,720,176	\$5,148,307
Storm Water Management Fund	\$5,514,962	\$5,664,674	\$4,861,594

Fiscal Year 2004/2005

Appropriation by Fund \$46,026,379



Fund Revenue Summary
Fiscal Years Ending June 30, 2002 - 2005
(expressed in \$1,000)

Fund Type:	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	Budget 05 Increase (Decrease)	% CHANGE FY 04/05
Enterprise Fund						
Interceptor Sewer System	51,247	57,769	34,718	34,828	110	0.3%
Solid Waste & Sanitation	7,780	5,648	5,865	5,624	(241)	-4.1%
Storm Water Fund	9,327	6,302	5,165	5,575	410	7.9%
Total Enterprise Fund	68,354	69,719	45,748	46,027	279	0.6%

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 stations on the discharge line connecting regional users so that they may be billed on the basis of total measured wastewater flows, under the EPA approved user charge system. Contract negotiations with each respective government are underway and must be completed before this method of billing can begin.

The sewer service charges for the regional users -- Rossville, Catoosa County, Northwest Georgia, Ringgold, Windstone, 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 completion 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, 2004 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	\$ 1.16	\$ 2.78	\$ 3.94
Next 650,000	1.16	1.75	2.91
Next 1,250,000	1.16	1.20	2.36
Next 30,000,000	1.16	0.58	1.74
Over 32,000,000	1.16	0.36	1.52

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	\$ 0.9342	\$ 0.5503	\$ 1.4848

If regional customers are billed directly through the water company, the rate shall be one dollar and forty-nine cents (\$1.49) 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	\$ 0.5431	\$ 0.3199	\$ 0.8630

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	\$ 8.36
3/4 inch meter	29.83
1 inch meter	52.12
1 1/2 inch meter	116.65
2 inch meter	206.54
3 inch meter	484.15
4 inch meter	894.72
6 inch meter	2,131.08
8 inch meter	3,769.50

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. \$0.094 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of 300 milligrams per liter, and,
2. \$0.067 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 \$800;
2. A Truck Discharge Operation Permit Fee of \$40 per truck per year;
3. A Septic Tank Discharge Fee of \$28.53 per 1,000 gallons of waste;
4. Holding Tank Waste Fee of \$3.94 per 1,000 gallons of waste; and
5. Garbage Grinders Fee of \$114.65 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. As a result of this analysis, the City established its annual funding commitment of the System at \$10,000,000 per year. Simultaneously, the City committed itself to enacting annual rate increases of at least 6.14% for each of the five consecutive years starting in July 1985 in order to support the \$10,000,000 per year funding program. The 6.14% rate increase schedule through fiscal year ending June 30, 1990 was formulated by the consulting engineers pursuant to the five year

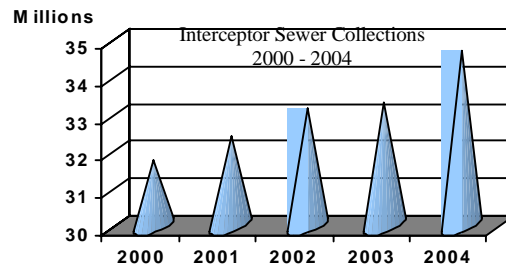
financial analysis. Enactment of the rate increases requires adoption of the city ordinance by the City Council each year. The five year program and the related future rate increases were announced publicly in the City proceedings in 1985 and they received widespread community support.

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

Since the City successfully accomplished its goal of enacting 6.14% sewer rate increases for the five consecutive fiscal years, 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 years 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 enacted a 10% rate decrease. There was no rate increase for FY01 and FY02. In FY03, the City Council approved rate increases for the next three years of 7.29%, 7.07%, and 2.54% respectively. As evidenced by its program since 1985, the City remains committed to keeping the System self-supported from sewer revenues including adoption of any necessary sewer rate increases to ensure that it remains self supporting. Following is a history of rate increases since 1985:

FY 87/88 6.14%	FY 93/94 3.00%	FY 99/00 (0.10%)
FY 88/89 6.14%	FY 94/95 0.00%	FY 00/01 0.00%
FY 89/90 6.14%	FY 95/96 0.00%	FY 01/02 0.00%
FY 90/91 5.24%	FY 96/97 0.00%	FY 02/03 7.29%
FY 91/92 3.32%	FY 97/98 0.00%	FY 03/04 7.07%
FY 92/93 5.79%	FY 98/99 0.00%	FY 04/05 2.54%

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



Solid Waste and Sanitation Fund

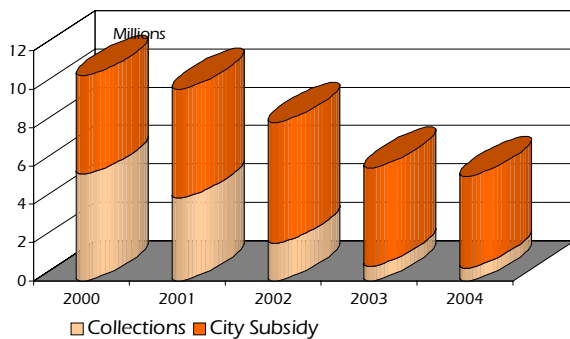
This fund accounts for the costs associated with the disposal of solid waste and recyclable materials. Prior to FY2002, the fund accounted for both collection and disposal of these materials. Due to reorganization, the collection portion of garbage and brush and trash were transferred to Public Works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

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

Solid Waste Subsidy. Since the revenue from the landfill tipping fees does not totally fund the expenditures of the fund, it is necessary for the General Fund to support the Solid Waste & Disposal Fund through a General Fund Waste Disposal Fee. This FY05 fee of \$4,881,755 accounts for eighty-seven percent (86.8%) of the total budget. The FY05 fee increase of \$49,739, 1.02% is due to reduction in projected revenue for the fund.

The chart below shows the historical trend of collections and subsidy. The primary sources of revenues for this fund are landfill tipping fees and a City of Chattanooga subsidy. Revenues have declined because a major customer developed its own landfill in 2000 and the City's subsidy reduced due to transfer of garbage collection cost to General Fund.

Solid Waste Revenue



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.

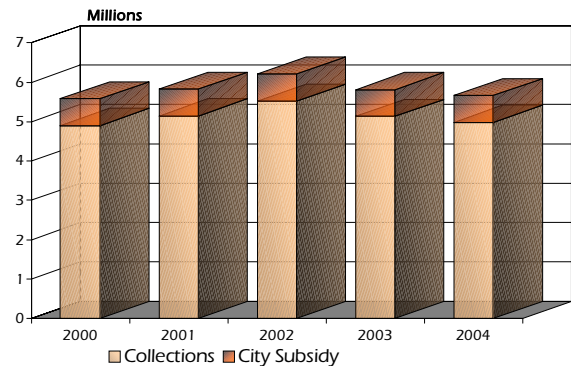
For the purpose of operating the storm water program of the City and the payment of the cost and expenses

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 water system.

The revenue for this fund is derived from Stormwater fees, \$4,851,168 (87.0%), and a City of Chattanooga General Fund subsidy of \$683,952 (12.3%) of the total revenues.

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

Storm Collections



Fund Expenditure Summary
 Fiscal Years Ending June 30, 2002 - 2005
 (expressed in \$1,000)

Fund Type:	Actual FY 01/02	Actual FY 02/03	Budget FY03/04	Budget FY 04/05	BUDGET '05 Increase (Decrease)	% CHANGE FY04/05
Enterprise Fund						
Interceptor Sewer System	31,717	32,138	34,718	34,828	110	0.3%
Solid Waste & Sanitation	4,923	4,241	5,865	5,623	(242)	-4.1%
Storm Water Fund	3,772	5,959	5,165	5,575	410	7.9%
Total Enterprise Fund	40,412	42,338	45,748	46,026	278	0.6%

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 04/05, the operations and maintenance decreased \$322,248, or -1.9%. One of the largest single changes in the ISS budget for FY04/05 is the reduction in the cost of sludge disposal due to a change in haulers. This cost is budgeted at \$1,184,250 for FY04/05 a decrease of \$686,550 from the FY03/04 budget of \$2,540,800. 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 FY04/05 ISS budget is for \$310,235. This appropriation provides for the renewal and replacement of plant facilities, vehicles and equipment as necessary.

The debt service portion of the proposed budget for FY 04/05 increased \$1,798,711 from FY 03/04. 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 Solid waste Fund budget for FY 04/05 decreased \$241,768. This is due to reduced operating needs resulting from reduced volume and transfer of operations for the recycling facility to Orange Grove Center.

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

In March 1998 and March 2001, the City issued general obligation bonds totaling \$17.9 million and \$6.7 million respectively, to fund capital improvements at the Summit landfill and the new landfill located in Birchwood.

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 04/05, Storm Water budgeted expenses increased \$410,159. The City has maintained the same level of General Fund support for storm water maintenance and repairs as prior to the implementation of the storm water fee.

Enterprise Fund Revenues

Fiscal Years 2002 - 2005

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '05 INC/(DEC)	%	% OF TOTAL
	FY 01/02	FY 02/03	FY 03/04	FY 04/05		CHANGE FY 04/05	
Interceptor Sewer System (Fund 5100):							
Sewer Service Charges	25,627,319	26,041,416	27,781,462	27,619,088	(162,374)	-0.6%	60.01%
Industrial Surcharges	3,027,361	2,910,232	2,600,000	2,600,000	0	0.0%	5.65%
Septic Tank Charges	127,806	137,632	63,338	64,923	1,585	2.5%	0.14%
Weelage & Treatment							
<i>Lookout Mountain, TN</i>	147,363	175,146	195,354	217,062	21,708	11.1%	0.47%
<i>Walker County, GA</i>	291,113	289,239	288,264	280,636	(7,628)	-2.6%	0.61%
<i>Collegedale, TN</i>	214,009	216,257	228,472	242,211	13,739	6.0%	0.53%
<i>Soddy-Daisy, TN</i>	73,895	87,515	96,230	112,559	16,329	17.0%	0.24%
<i>East Ridge, TN</i>	974,818	1,062,705	1,167,098	1,212,172	45,074	3.9%	2.63%
<i>Windstone</i>	14,644	19,056	20,749	18,757	(1,992)	-9.6%	0.04%
<i>Hamilton County, TN</i>	204,594	322,054	248,692	323,441	74,749	30.1%	0.70%
<i>Northwest Georgia</i>	292,043	334,323	824,954	433,392	(391,562)	-47.5%	0.94%
<i>Lookout Mountain, GA</i>	22,475	41,499	45,237	49,064	3,827	8.5%	0.11%
<i>Catoosa County, GA</i>	110,519	16,121	0	32,614	32,614	N/A	0.07%
<i>Rossville, GA</i>	244,589	320,173	343,506	333,491	(10,015)	-2.9%	0.72%
<i>Red Bank, TN</i>	277,285	269,458	292,128	329,051	36,923	12.6%	0.71%
Refund to Regional Users	0	0	0	0	0	N/A	0.00%
Debt Service Northwest Georgia	279,540	258,037	0	441,838	441,838	N/A	0.96%
Industrial User Permits	44,000	46,000	43,000	43,000	0	0.0%	0.09%
Industrial Violation Fines	4,900	9,700	0	0	0	N/A	0.00%
Garbage Grinder Fees	0	24,781	29,731	24,415	(5,316)	-17.9%	0.05%
Capital Contributions	6,379	0	0	0	0	N/A	0.00%
Miscellaneous Revenue	7,691	147,275	0	0	0	N/A	0.00%
Sale of Property	109,300	0	0	0	0	N/A	0.00%
Trfrs from ISS Const Trust	18,117,173	24,468,515	0	0	0	N/A	0.00%
Interest Earnings	1,028,542	572,464	450,000	450,000	0	0.0%	0.98%
Total Interceptor Sewer	\$51,247,358	\$57,769,598	\$34,718,215	\$34,827,714	\$109,499	0.3%	75.67%
Solid Waste & Sanitation(Fund 5200):							
Landfill Tipping Fees	1,608,369	664,300	612,447	245,000	(367,447)	-60.0%	0.53%
Landfill Permit Fees	3,090	2,943	1,000	1,000	0	0.0%	0.00%
City of Chattanooga Subsidy	5,159,292	4,784,387	4,832,016	4,881,755	49,739	1.0%	10.61%
State Sub Recyclable Material	40,338	66,196	60,000	60,000	0	0.0%	0.13%
S/W Surcharge - State			85,000	85,000	0	0.0%	0.18%
Interest	182,457	128,269	234,850	310,790	75,940	32.3%	0.68%
Public Works Capital	429,787		0		0	N/A	0.00%
Misc Revenues	356,207	2,801	40,000	40,000	0	0.0%	0.09%
Total Solid Waste & Sanitation	\$7,779,540	\$5,648,896	\$5,865,313	\$5,623,545	(\$241,768)	-4.1%	12.22%
Storm Water (Fund 5300):							
Stormwater Fee	5,459,569	4,966,211	4,481,009	4,851,168	370,159	8.3%	10.54%
Public Works Capital	3,174,699	602,490	0	0	0	N/A	0.00%
Misc Revenue	9,006	49,426	0	40,000	40,000	N/A	0.09%
General Fund Subsidy	683,952	683,952	683,952	683,952	0	0.0%	1.49%
Total Stormwater	\$9,327,226	\$6,302,079	\$5,164,961	\$5,575,120	\$410,159	7.9%	12.11%
Grand Totals:	\$68,354,124	\$69,720,573	\$45,748,489	\$46,026,379	\$277,890	0.6%	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 budgetary basis of accounting for these funds is the accrual method where measurement focus is their economic resources, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. The CAFR shows the status of the funds finances on the basis GAAP.

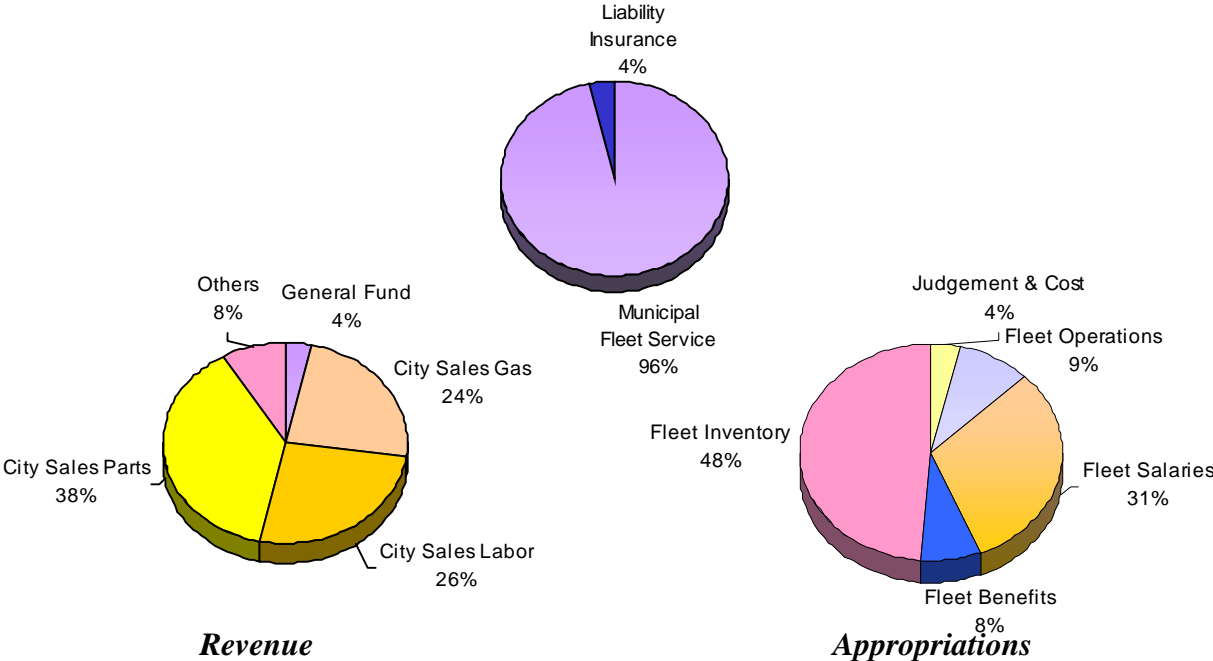
Municipal Fleet Services Fund accounts for revenues and expenditures associated with the

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 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.

Fund	FY04 Budgeted Revenue & Expenses	FY04 Actual Revenues	FY04 Actual Expenses
Municipal Fleet Service Fund	\$7,056,061	\$8,155,382	\$7,791,202
Liability Insurance Fund	\$1,100,000	\$1,416,000	\$1,415,978

Fiscal Year 2004/2005
Budgeted Amount by Fund
\$6,953,110



Fund Revenue Summary
Fiscal Year Ending June 30, 2005
(expressed in \$1,000)

Fund Type:	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	BUDGET '05 Increase (Decrease)	% CHANGE FY 04/05
Internal Service Fund						
Municipal Services	7,753	7,643	7,056	6,703	(353)	-5.0%
Liability Insurance Fund	850	862	1,100	250	(850)	-77.3%
Total Internal Service Fund	8,603	8,505	8,156	6,953	(1,203)	-14.7%

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 Departments and other municipalities and agencies.

The garages collections and rates have remained constant over the past years. Users pay a \$47.50 per hour charge for garage services. For budgeting or planning purposes during FY05, a 25% premium is applied to parts billed to departments. Gasoline and diesel fuel will be billed to departments at \$0.30/gallon over the average monthly cost.

Liability Insurance Fund

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

Fund Expenditure Summary
Fiscal Year Ending June 30, 2005
(expressed in \$1,000)

Fund Type:	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	BUDGET '05 Increase (Decrease)	% CHANGE FY 04/05
Internal Service Fund						
Municipal Services	7,909	8,118	7,056	6,703	(353)	-5.0%
Liability Insurance Fund	774	1,064	1,100	250	(850)	-77.3%
Total Internal Service Fund	8,683	9,182	8,156	6,953	(1,203)	-14.7%

Expenses

Municipal Fleet Services Fund

Expenditures for these funds are primarily for personnel, and inventory supplies.

The number of positions within the Division of Fleet Services decreased from 82 to 62 from FY 01 to FY 04. As equipment replacements are made with more up to date equipment, it was decided the positions would not be filled. However, the cost for salaries has not decreased at the same rate during this time period due to yearly 3% cost of living adjustments. Also, numerous positions have been upgraded to accommodate additional demands.

Liability Insurance Fund

Expenditures fluctuate over the years depending on advice of Counsel as a result of claims made against the City.

Internal Service Fund Revenues

Fiscal Years 2002 - 2005

Revenue Source	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	BUDGET '05 INC/(DEC)	% CHANGE FY 04/05	% OF TOTAL
Municipal Service Station (Fund 6100):							
Amnicola Service Station:							
Fleet Fuel- City Sales	703,736	1,136,117	619,500	555,705	(63,795)	-10.3%	7.99%
Fleet Fuel - Outside Sales	1,677	3,216	1,000	2,996	1,996	199.6%	0.04%
Total Amnicola Station	705,413	1,139,333	620,500	558,701	(61,799)	-10.0%	8.04%
12th & Park Service Station:							
Fleet Fuel- City Sales	1,125,413	636,581	1,202,922	1,079,843	(123,079)	-10.2%	15.53%
Fleet Fuel - Outside Sales	91,620	87,630	90,165	80,641	(9,524)	-10.6%	1.16%
Total 12th & Park Station	1,217,033	724,211	1,293,087	1,160,484	(132,603)	-10.3%	16.69%
Total Municipal Service Station	\$1,922,446	\$1,863,544	\$1,913,587	\$1,719,185	(194,402)	-10.2%	24.73%
Municipal Garage (Fund 6101)							
Amnicola Garage:							
Sale of Surplus Equip/Scrap	1,253	1,013	0	0	0	N/A	0.00%
Misc Revenue	67	15,351	1,474	5,149	3,675	249.3%	0.07%
Fleet - Sale of Parts	1,194,586	1,245,588	1,115,000	994,354	(120,646)	-10.8%	14.30%
Outside Sale of Parts	197,726	305,364	210,000	281,125	71,125	33.9%	4.04%
Sales - Labor	1,040,401	1,063,578	1,000,000	778,402	(221,598)	-22.2%	11.20%
Outside Sales - Labor	169,802	246,196	120,000	217,673	97,673	81.4%	3.13%
Total Amnicola Garage	2,603,835	2,877,090	2,446,474	2,276,703	(169,771)	-6.9%	32.74%
12th & Park Garage:							
Sale of Surplus Equip/Scrap	0	0	0	0	0	N/A	0.00%
Misc Revenue	0	0	1,000	500	(500)	-50.0%	0.01%
Fleet - Sale of Parts	2,015,800	1,767,096	1,460,000	1,653,721	193,721	13.3%	23.78%
Outside Sale of Parts	174	103	5,000	500	(4,500)	-90.0%	0.01%
Sales - Labor	1,210,882	1,134,727	1,225,000	1,052,156	(172,844)	-14.1%	15.13%
Outside Sales - Labor	166	81	5,000	345	(4,655)	-93.1%	0.00%
Total 12th & Park Garage	3,227,022	2,902,007	2,696,000	2,707,222	11,222	0.4%	38.94%
Total Municipal Garage	\$5,830,857	\$5,779,097	\$5,142,474	\$4,983,925	(158,549)	-3.1%	71.68%
Total Fleet Services	\$7,753,303	\$7,642,641	\$7,056,061	\$6,703,110	(\$352,951)	-5.0%	96.40%
Liability Insurance Fund (6200)							
General Fund Transfer -1100	850,000	862,000	1,100,000	250,000	(850,000)	-77.3%	3.60%
	850,000	862,000	1,100,000	250,000	(850,000)	-77.3%	3.60%
Grand Total:	\$8,603,303	\$8,504,641	\$8,156,061	\$6,953,110	(\$1,202,951)	-14.7%	100.00%

Internal Service Fund Expenditures

Fiscal Years 2002 - 2005

Expenditures	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	BUDGET '05 INC/(DEC)	% CHANGE FY 04/05	% OF TOTAL
Municipal Service Station (6100):							
<i>Amnicola Service Station</i>							
Purchase Services	155	17,486	20,000	5,613	(14,387)	-71.9%	0.08%
Vehicle Operation Expenses	3,149	12,024	0	5,500	5,500	N/A	0.08%
Inventory Supplies	361,049	397,129	468,541	450,000	(18,541)	-4.0%	6.47%
Gov'tl Charges, Taxes, Fees, Misc.	25,254	26,719	0	0	0	N/A	0.00%
Total Amnicola Station	389,607	453,358	488,541	461,113	(27,428)	-5.6%	6.63%
<i>12th & Park Service Station</i>							
Salaries & Wages	34,224	36,175	65,000	67,457	2,457	3.8%	0.97%
Fringes	8,203	8,820	12,000	12,161	161	1.3%	0.17%
Purchase Services	4,195	6,206	9,000	5,700	(3,300)	-36.7%	0.08%
Materials & Supplies	3,917	490	12,000	2,000	(10,000)	-83.3%	0.03%
Travel	0	0	1,000	500	(500)	-50.0%	0.01%
Vehicle Operation Expenses	9,676	5,886	22,500	5,600	(16,900)	-75.1%	0.08%
Insurance, Claims, Damages	41	54	0	0	0	N/A	0.00%
Inventory Supplies	767,929	960,255	1,285,041	961,100	(323,941)	-25.2%	13.82%
Capital Outlay	0	0	17,500	10,000	(7,500)	-42.9%	0.14%
Gov'tl Charges, Taxes, Fees, Misc.	500	750	1,000	1,000	0	0.0%	0.01%
Total 12th & Park Station	828,685	1,018,636	1,425,041	1,065,518	(359,523)	-25.2%	15.32%
Total Municipal Service Station	\$1,218,292	\$1,471,994	\$1,913,582	\$1,526,631	(386,951)	-20.2%	21.96%
Municipal Garage (Fund 6101)							
<i>Amnicola Garage - Repair & Maint.</i>							
Salaries & Wages	1,030,684	1,042,841	1,071,415	1,010,655	(60,760)	-5.7%	14.54%
Fringes	216,307	249,773	303,867	231,254	(72,613)	-23.9%	3.33%
Purchase Services	94,265	130,512	75,000	89,583	14,583	19.4%	1.29%
Materials & Supplies	20,081	29,990	25,000	31,630	6,630	26.5%	0.45%
Travel	2,926	0	2,000	2,000	0	0.0%	0.03%
Vehicle Operation Expenses	115,106	88,604	75,000	102,660	27,660	36.9%	1.48%
Insurance, Claims, Damages	1,770	2,318	1,500	76,000	74,500	4966.7%	1.09%
Inventory Supplies	1,141,255	1,273,942	800,000	879,000	79,000	9.9%	12.64%
Capital Outlay	13,520	47,043	9,000	14,500	5,500	61.1%	0.21%
Gov'tl Charges, Taxes, Fees, Misc.	398,452	377,401	75,000	34,500	(40,500)	-54.0%	0.50%
	3,034,366	3,242,424	2,437,782	2,471,782	34,000	1.4%	35.55%
<i>12th & Park Garage - Repair & Maint.</i>							
Salaries & Wages	1,243,659	1,158,854	1,276,300	1,095,713	(180,587)	-14.1%	15.76%
Fringes	272,234	292,557	374,110	284,984	(89,126)	-23.8%	4.10%
Purchase Services	51,932	72,852	75,000	54,460	(20,540)	-27.4%	0.78%
Materials & Supplies	78,755	53,221	50,000	33,050	(16,950)	-33.9%	0.48%
Travel	8,078	325	10,000	5,000	(5,000)	-50.0%	0.07%
Vehicle Operation Expenses	148,938	121,844	150,000	89,150	(60,850)	-40.6%	1.28%
Insurance, Claims, Damages	680	851	0	0	0	N/A	0.00%
Inventory Supplies	1,550,336	1,414,007	619,287	1,091,840	472,553	76.3%	15.70%
Capital Outlay	15,924	2,009	50,000	50,000	0	0.0%	0.72%
Gov'tl Charges, Taxes, Fees, Misc.	286,267	286,589	100,000	500	(99,500)	-99.5%	0.01%
	3,656,803	3,403,109	2,704,697	2,704,697	0	0.0%	38.90%
Total Municipal Garage	\$6,691,169	\$6,645,533	\$5,142,479	\$5,176,479	34,000	0.7%	74.45%
Total Fleet Services	\$7,909,461	\$8,117,527	\$7,056,061	\$6,703,110	(\$352,951)	-5.0%	96.40%
Liability Insurance Fund (6200)							
Special Council & Claims	773,558	1,063,961	0	0			
General Fund Transfer -1100	0	0	1,100,000	250,000	(850,000)	-77.3%	3.60%
Total Liability Insurance	773,558	1,063,961	1,100,000	250,000	(850,000)	-77.3%	3.60%
Grand Totals	\$8,683,019	\$9,181,488	\$8,156,061	\$6,953,110	(\$1,202,951)	-14.7%	100.00%





General Government

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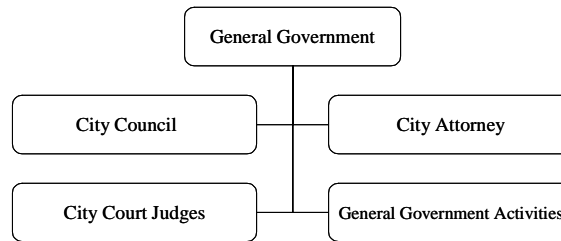
Mission:

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

Description:

The General Government budget provides for legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. The City Council Office and City Court Judge 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 include funding for memberships in organizations such as 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.



Goals and Objectives

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

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

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

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

Department Summary				
	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
City Council Office	501,239	615,525	666,345	676,599
Office of City Court Judges	581,372	654,988	622,277	600,273
Office of City Attorney	644,034	649,121	685,101	1,006,236
Supported Agencies	12,646,613	12,967,646	12,766,299	12,954,986
Debt Service	8,964,342	6,193,086	7,636,840	8,772,293
Other General Government Activities	8,652,536	8,570,089	5,051,605	4,481,724
Total Expenditures	31,990,136	29,650,455	27,428,467	28,492,111
Per Capita	\$ 205.65	\$ 190.61	\$ 176.33	\$ 183.17
Positions Authorized	27	26	23	23

Resources				
	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	1,116,405	1,313,903	1,322,213	1,303,077
Overtime	-	-	-	-
Operating	30,873,731	28,336,552	26,106,254	27,189,034
Revenue	-	-	-	-



Supported Agencies

Supported agencies are a portion of General Government and are primarily in two different categories. The first category is appropriations to special funds that are 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 CARTA, Library, Regional Planning Agency 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 that are not accounted for on the City books. These include agencies such as Urban League, Allied Arts, and Chattanooga Neighborhood Enterprise (CNE). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. In addition, the Liability Insurance Fund accounts for liability claims and losses. Amounts are provided for Fiscal Year 2004/2005.

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*
- Chattanooga Girls Choir*

City's Contribution.....\$250,000

Association of Visual Artists

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 (BSH) 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.....\$70,000

Chattanooga Area Regional Transportation Authority (CARTA)

The overall mission is the provision of public transit services. The Authority operates the regional bus service, the Lookout Mountain Incline Railway, and the free Downtown Electric Shuttle. Specialized transportation services are offered for the disabled

in Hamilton County. CARTA is the sole provider in the Chattanooga-Hamilton County area of public transportation.

City's Contribution.....\$3,285,000

Carter Street Lease Agreement

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.....\$1,419,100

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.....\$42,123

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.....\$2,487,660

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.

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

Chattanooga Regional History Museum

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

The museum has a working board and staff, and a proven track record of helping to improve the quality of life for current and future Hamilton County residents. 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.....\$31,111

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

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 Agency

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.....\$988,817

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.....\$798,471

WTCITV 45

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

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

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.
 City's Contribution.....\$250,000

Community Impact of Chattanooga

The Community Impact of Chattanooga (CIC) is a comprehensive community initiative created to revitalize neighborhoods in the inner city. CIC's mission is to assist participating neighborhood associations in improving the quality of life in their neighborhoods by enhancing the physical, social, and economic conditions affecting the well being of those who live there.
 City's Contribution.....\$450,000

Resources				
	Actual FY01/020	Actual FY02/03	Budget FY03/04	Budget FY04/05
Air Pollution Control Bureau	270,820	270,820	270,820	270,820
Allied Arts of Greater Chattanooga	250,000	250,000	250,000	250,000
Association of Visual Arts	15,000	15,000	15,000	15,000
Bessie Smith Hall, Inc.	35,000	35,000	35,000	70,000
CARTA	2,976,800	3,239,650	3,158,650	3,285,000
Carter Street Lease	1,426,092	1,420,753	1,420,529	1,419,100
Chattanooga African-Museum				
Building Maintenance	70,000	70,000	70,000	42,213
Chattanooga Area Urban League	50,000	50,000	50,000	50,000
Chattanooga Downtown Partnership	140,000	140,000	140,000	140,000
Chattanooga - Hamilton County				
Bicentennial Library	2,405,725	2,405,725	2,045,725	2,487,660
Chattanooga Neighborhood Enterprises	2,000,000	2,000,000	2,000,000	2,000,000
Chattanooga Regional History Museum	48,000	24,000	24,000	24,000
Chatt. Area Regional Council of Gov.				
Southeast Tennessee Dev. District	30,493	30,493	30,493	31,111
Children's Advocacy Center	30,000	30,000	30,000	30,000
Community Foundation Scholarships	160,000	160,000	160,000	160,000
Inner- City Development Corporation	35,000	35,000	N/A	N/A
Homeless Healthcare Center	17,500	17,500	17,500	17,500
Community Research Council	10,000	10,000	10,000	10,000
Chattanooga/ Hamilton County				
Regional Planning Agency	974,817	876,277	974,817	988,817
Scenic Cities Beautiful	93,331	99,526	30,294	30,294
Tennessee Riverpark	698,035	790,902	798,471	798,471
WTCL TV 45	60,000	60,000	60,000	60,000
Westside Development Corp.	N/A	75,000	75,000	75,000
Liability Insurance Fund	850,000	862,000	1,100,000	250,000
Community Impact of Chattanooga	N/A	N/A	N/A	450,000
TOTAL	12,646,613	12,967,646	12,766,299	12,954,986





Economic Development

Bob Corker, Mayor

www.chattanooga.gov

Department Summary

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Education - Hamilton County	\$ 8,459,059	\$ 8,459,059	\$ 7,905,059	\$ -
Ed - School Resource Officers	0	0	554,000	
Capital Fund	3,764,629	2,018,121	2,385,146	2,000,000
African American Chamber	150,000	150,000	150,000	150,000
Chamber for Economic Devel	400,000	400,000	400,000	400,000
Partnership on Education	338,361	0	0	
Community Education Alliance	0	350,098	190,941	
Business Development Initiative	75,000	0	75,000	75,000
Tourist Development Debt Service	0	0	675,000	689,000
Net Debt Service	4,407,793	6,241,036	5,639,854	6,284,500
Total	\$ 17,594,842	\$ 17,618,314	\$ 17,975,000	\$ 9,598,500
Per Capita	\$ 121.60	\$ 113.26	\$ 115.23	\$ 60.93



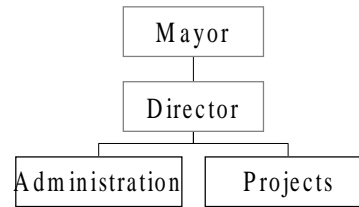


Community Development

Bob Corker, Mayor
 Rayburn Traugher, Administrator
www.chattanooga.gov/communitydev

Mission:

To improve housing and employment opportunities for all low-to-moderate income Chattanooga residents and to provide the support needed to stabilize and revitalize low income communities.



Description:

Community Development, using grants from the U. S. Department of Housing and Urban Development, is dedicated to the revitalization of low-to-moderate income neighborhoods and the economic improvement of its residents. The department funds affordable housing initiatives, employment and business assistance, public facility and infrastructure improvements, and social services to assist the community as a whole.

Goals & Objectives:

To increase availability and access to affordable, quality housing in the City's low-to-moderate income communities.

- ❶ Increase neighborhood understanding of fair housing regulations to make sure good quality housing is accessible for lower income residents.
- ❷ Increase the stock of available, quality housing by the creation of new homes and rental units or providing financing to enable residents to build a new home.
- ❸ Help homeowners preserve existing housing and restore structures that have become uninhabitable.
- ❹ Encourage home ownership as a means of further stabilizing the community.

To drive the revitalization of Community Development Block Grant (CDBG) eligible neighborhoods.

- ❶ Strengthen the foundation of neighborhoods through infrastructure repairs and streetscape improvements.
- ❷ Create or renew public facilities to be used as community centers in targeted neighborhoods.

To increase employment in lower income areas.

- ❶ Use available resources and training to make sure that lower income residents have needed skills to get and retain good jobs.
- ❷ Bolster the existing business base and encourage the creation of new enterprises through access to capital funds.

Performance Measures

	Actual FY03	Goal FY04	Actual FY04	Goal FY05
Increase the stock of safe, affordable rental units	195	100	29	100
Rehabilitate substandard housing # of units	102	160	105	160
Assist first time LMI (low/moderate income) purchase with mortgages	164	220	152	220
# of Participants in Homebuyer Education Programs	255	700	270	700
Improved multipurpose centers	2	2	2	2

Community Development

Bob Corker, Mayor

Rayburn Traughber, Administrator

www.chattanooga.gov/communitydev

Department Summary

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Administration - Gen Fund	\$ 411,470	\$ 245,573	\$ 190,501	\$ 167,374
Administration	377,229	745,928	410,075	539,500
Community Dev Projects	4,140,099	4,295,438	4,511,925	4,992,003
Total	\$ 4,928,798	\$ 5,286,939	\$ 5,112,501	\$ 5,698,877
Per Capita	\$ 31.69	\$ 33.98	\$ 32.45	\$ 36.18
Positions Authorized	8	9	10	10

Resources

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	\$ 560,763	\$ 584,482	\$ 363,968	\$ 552,174
Overtime	0	0	0	0
Operating	4,368,035	4,702,457	4,748,533	5,146,703
Revenue	4,329,871	5,210,951	4,922,000	5,531,503



Department of Finance & Administration

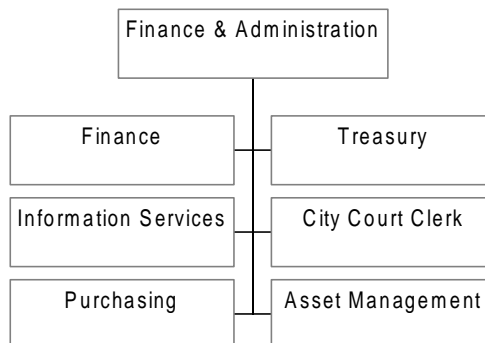
David R. Eichenthal, Administrator
 Daisy W. Madison, Deputy Administrator
www.chattanooga.gov/finance

Mission:

To ensure the overall fiscal health of the City of Chattanooga and provide high quality support services to City departments and agencies.

Description:

The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, department Administrators and the City Council. The department is responsible for all budget and finance related functions of the City including purchasing, accounting, and treasury operations. The department also provides support to other departments and agencies in the areas of radio and electronics, building maintenance, real property management, fleet services, information services and City Court operations.



Goals & Objectives:

Using prudent economic forecasts, develop, monitor and help implement a balanced budget that secures the efficient and appropriate delivery of City Services.

- ❶ Propose and maintain a balanced budget that accounts for recurring revenue and cost.
- ❷ Develop an accurate and prudent economic revenue forecast.
- ❸ Provide for the efficient and effective use of budgeted funds to eliminate wasteful spending, and maximizing the service and program results from each tax dollar spent.

To provide for the fair and efficient collection of and appropriate use and accounting of city revenues in a manner consistent with Federal, State and Local laws.

- ❶ Maximize revenue collection.
- ❷ Increase collection efficiency.
- ❸ Maintain best use and investment of assets.
- ❹ Ensure 100% GAAP compliance.
- ❺ Compliance with law.

To provide timely, efficient and quality telecommunications and information services, as well as fleet, real estate and facilities management and support services for all City departments and agencies.

- ❶ Increase efficiency of service delivery.
- ❷ Achieve 100% on-time job performance.
- ❸ Strive for an excellent quality response to every support service request.

Improve satisfactory interaction and engagement with citizens.

- ❶ Create an appealing, useful and easily navigated website that is valuable to citizens.

Performance Measures	Actual FY03	Goal FY04	Actual FY04	Goal FY05
Cash Management Yield on investment portfolio	1.7%	2.0%	1.1%	2.0%
% of Current Levy Collected	94.5%	95.0%	95.2%	96.0%
O/S Delinquent Tax as % of Current Levy	10.0%	10.0%	10.0%	10.0%
Credit Card Collections	\$180,803	\$250,000	\$430,323	\$600,000
Total City Fleet	1,766	1,600	1,618	1,600
Total City Fleet Repairs	\$7,642,641	\$7,056,061	\$7,110,827	\$6,703,110
Debt as % of Budget	292.7%	295.0%	300.4%	295.0%
Fund Balance as % of GF Revenue & Transfer	18.1%	20.0%	21.8%	20.0%
Properties Returned to Tax Roll	77	24	24	61

Department of Finance & Administration

David R. Eichenthal, Administrator

Daisy W. Madison, Deputy Administrator

www.chattanooga.gov/finance

Department Summary

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Finance	\$ 1,398,732	\$ 1,583,404	\$ 1,798,128	\$ 1,870,024
Treasurer	522,559	487,040	526,254	518,868
City Court Clerk	982,512	1,063,152	1,049,336	1,045,744
Information Services	2,917,478	2,909,808	3,019,190	3,011,503
Purchasing	905,824	753,344	801,230	782,860
Building Maintenance	726,126	692,184	746,866	725,768
Radio & Electronics	322,085	360,367	389,097	405,019
Real Estate	293,787	164,567	315,239	305,007
Fleet Services	7,905,642	8,094,671	7,056,066	6,703,110
Total	\$ 15,974,745	\$ 16,108,537	\$ 15,701,406	\$ 15,367,903
Per Capita	\$ 102.70	\$ 103.54	\$ 99.67	\$ 97.55
Positions Authorized	227	217	212	200

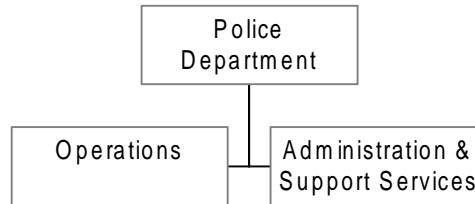
Resources

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	\$ 8,523,157	\$ 8,627,488	\$ 9,533,757	\$ 9,165,180
Overtime	84,536	78,435	75,567	58,450
Operating	7,367,052	7,402,614	6,092,082	6,144,273
Revenue	7,786,677	-	7,056,066	6,703,110



Mission:

To work 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, and provide for a safe community.



Description:

The department is separated into three major divisions: Police Administration, Operations, and Administration & Support Services.

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.

Goals & Objectives:

Reduce Index Offenses Crime

- ❶ Reduce all Crime 3% in 2004 (Calendar Year)
- ❷ Reduce all Property Crime 5% in 2004 (Calendar Year)
- ❸ Meet or surpass national Uniform Crime Report crime reduction trends each year.

Prevent Crime and Make Citizens Safe

- ❶ Increase traffic safety
- ❷ Reduce "broken window" crimes & violations
- ❸ Maximize the visibility and effectiveness of police officers.

Promote the Attractiveness and Long-Term Economic Growth of the Area

- ❶ Create a safe, orderly and appealing destination for visitors
- ❷ Build a community environment that is conducive to the maintenance of peace and order and attractive to businesses

Rigorously Comply with all Local, State, and Federal Laws in the Pursuit of a Safe, Lawful Community

- ❶ Minimize sustained incidences of police misconduct
- ❷ Increase police awareness and respect for citizens rights to effect fewer litigation claims and more legally defensible police actions
- ❸ Provide sufficient assistance, time, resources, and training for officers to insure successful prosecution of charges.

Performance Measures	Actual	Goal	Actual	Goal
	2002	2003	2003	2004
Sworn Staffing (FY)	451	471	447	472
Crimes Committed	15,548	15,082	15,485	15,020
Citywide Calls for Service	268,301	254,886	254,487	241,763
Parking Violations	33,886	32,192	39,237	37,275
Moving Violations	45,435	43,163	25,549	24,272
Weapons Seized	N/A	N/A	N/A	400
Citizen Complaints	138	131	79	75

N/A = Not Available

Department of Police

Steven Parks, Chief of Police

Freeman Cooper, Executive Police Chief

www.chattanooga.gov/police/

Department Summary

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Police Administration	\$ 1,277,829	\$ 1,346,452	\$ 3,708,154	\$ 1,606,110
Finance & Administration Command	3,815,386	3,695,890	3,632,851	3,430,540
Uniform Services Command	17,430,017	18,278,926	18,919,333	20,998,868
Investigative & Support Services	10,450,325	11,505,339	10,733,764	10,125,483
Total	\$ 32,973,557	\$ 34,826,607	\$ 36,994,102	\$ 36,161,001
Per Capita	\$ 212	\$ 224	\$ 235	\$ 230
Positions Authorized	711	684	684	668

Resources

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	\$ 27,344,615	\$ 29,322,985	\$ 30,751,034	\$ 30,345,599
Overtime	986,009	1,074,815	1,086,667	991,561
Operating	4,642,933	4,428,807	5,156,401	4,823,840
Revenue	968,648	0	428,127	1,137,783



Department of Fire

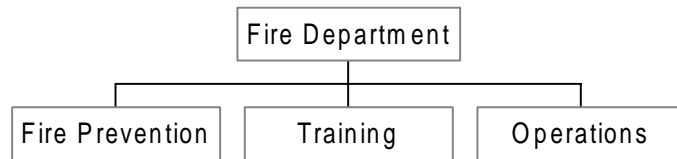
Jim Coppinger, Fire Chief
 Kelvin Flint, Deputy Fire Chief
www.chattanooga.gov/fire/

Mission:

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

Description:

The department has four core divisions: Administration, Operations, Fire Prevention and Training. Operations includes 17 fire stations and more than 350 firefighters who respond to fires, automobile accidents, first response medical emergencies, hazardous materials incidents and other emergencies. The Fire Prevention Bureau includes code enforcement, fire investigation, and fire safety education. The Training Division provides instruction to all firefighters on the latest tactics and technology in the fire service, and also trains new recruits in fire academies.



Goals & Objectives:

Reduce fire fatalities and injuries for civilians and firefighters.

- ① Meet or surpass National Fire Prevention Association (NFPA) reduction numbers for fatalities, injuries and total fires.
- ② Pursue an aggressive fire prevention education program to reach throughout the community.

Reduce property loss resulting from fire.

Maintain or improve the City's Insurance Services Office (ISO) public protection classification in order to reduce insurance costs to residents and businesses.

Provide a timely first response to medical emergencies, and to offer well-trained emergency personnel to administer appropriate treatment.

Provide a Homeland Security regional response

- ① Establish a regional response team that is capable and ready to respond to any chemical, biological, radiological, nuclear or explosive (CBRNE) incidents; as well as hazardous materials spills or structural collapse emergencies.

Performance Measures	Actual	Goal	Actual	Goal
	FY03	FY04	FY04	FY05
*Average response time (Department)	5:40	5:00	5:32	5:00
Inspections	2,816	3,042	2,968	3,116
Permits	53	82	57	55
Civillian Deaths	5	0	4	0
Civillian injuries	3	0	8	0
Firefighter Deaths	0	0	0	0
Firefighter Injuries	60	0	53	0
Property Damage (\$million)	\$7.2	\$ 6.55	\$5.9	\$ 6.55
Fire Calls	1,002	1,000	1,006	1,004
First Responder Calls	4,285	6,332	4,765	5,529
Emergency Calls	9,646	12,040	9,742	9,694

*Response time in minutes and seconds (mm:ss)

** New performance measure

Department of Fire

Jim Coppinger, Fire Chief

Kelvin Flint, Deputy Fire Chief

www.chattanooga.gov/fire/

Department Summary

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Fire Operations	\$ 20,467,140	\$ 22,510,645	\$ 24,325,655	\$ 25,195,230
Fire Utilities	485,041	455,800	573,200	343,200
Combat Challenge	5,793	4,500	0	0

Total	\$ 20,957,974	\$ 22,970,945	\$ 24,898,855	\$ 25,538,430
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Per Capita	\$ 133.04	\$ 145.82	\$ 158.06	\$ 162.12
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Positions Authorized	418	418	417	418
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Resources

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	\$ 18,898,863	\$ 20,758,082	\$ 21,946,867	\$ 22,389,443
Overtime	33,454	31,000	31,000	31,000
Operating	2,025,657	2,181,863	2,920,988	3,117,987
Revenue	175,222	166,000	170,903	175,000



Department of Public Works

Bill McDonald, Administrator

Beverly Johnson, Deputy Administrator

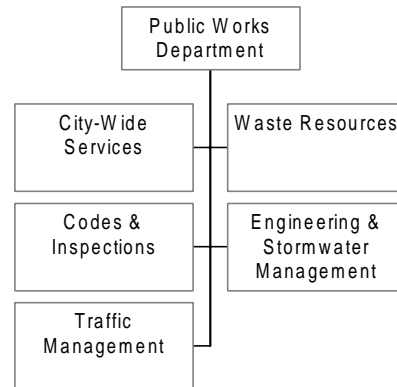
www.chattanooga.gov/pubworks/

Mission:

To preserve and enhance the quality of the physical environment through prompt, cost effective and courteous delivery of services that protect the health, safety and welfare of citizens, and to maintain and improve the city's infrastructure.

Description:

Public Works is responsible for the City's infrastructure: its design, construction and maintenance; the interceptor sewer system; the City's storm water system; the collection and disposal of garbage and brush, recycling and household hazardous waste; building inspections and code enforcement; and traffic management, signs and markings.



Goals & Objectives:

To preserve and enhance the city's physical environment provide clean streets and clean water and enforce zoning regulations as a foundation for a healthy and pleasing community.

- 1 To achieve 100% compliance with applicable Federal and State clean water laws and regulations
- 2 Increase the number of clean communities by striving for 100% maintenance of rights-of-way, and dependable scheduled curbside garbage collection.
- 3 To insure full compliance with zoning laws to preserve and protect communities and their citizens.

To provide prompt, courteous and cost-effective service delivery for solid waste collection, building inspection, permitting, and response to citizen inquiries and requests.

- 1 Strive to consistently provide "on time" response to citizen service requests and inquiries.
- 2 Maintain and increase the percentage of residents satisfied with the city's response to service requests, including those whose requests fall outside the departments' authority.
- 3 Reduce the number of citizen complaints, especially those involving repeated storm water grievances.

Maintain and improve the infrastructure of the city, including streets, bridges, traffic lights, signals and parking meters; sewers, treatment plant and storm water facilities; and the landfill and recycling center

- 1 Maintain and increase the quality of paved streets.
- 2 Maintain treatment plant, landfill and sewers in compliance with federal and state regulations.
- 3 Maintain and improve the condition and flow of the storm water infrastructure to address any existing or anticipated problem areas.
- 4 Insure that the city has sufficient streets to handle substantive changes in the traffic load.

Department of Public Works

Bill McDonald, Administrator

Beverly Johnson, Deputy Administrator

www.chattanooga.gov/pubworks/

To protect the health, safety and welfare of the City's residents through the enforcement of building codes, flood protection and mitigation, traffic safety, and by providing for recycling and solid waste disposal, all within compliance of applicable state and federal regulations.

- ❶ To reduce the threat of personal or property damage or loss due to non-compliant construction.
- ❷ To prevent or mitigate property damage or loss due to flooding.
- ❸ To reduce the number of traffic accidents, injuries and fatalities in the City.
- ❹ To anticipate and provide adequate capacity for disposal of the City's solid waste.

Performance Measures

Performance Measures	Actual	Goal	Actual	Goal
	FY03	FY04	FY04	FY05
Total *CSRs addressed	N/A	50,000	47,216	50,000
City Wide Service CSRs closed on time	N/A	90.0%	86.8%	90.0%
City Wide Service CSRs open & overdue	N/A	10.0%	12.2%	10.0%
Codes & Inspection CSRs closed on time	N/A	90.0%	96.0%	90.0%
Codes & Inspection CSRs open & overdue	N/A	10.0%	0.0%	10.0%
Engineering CSRs closed on time	N/A	90.0%	84.9%	90.0%
Engineering CSRs open & overdue	N/A	10.0%	2.1%	10.0%
Storm Water CSRs closed on time	N/A	90.0%	52.1%	90.0%
Storm Water CSRs open & overdue	N/A	10.0%	44.4%	10.0%
Traffic Engineering CSRs closed on time	N/A	90.0%	86.5%	90.0%
Traffic Engineering CSRs open & overdue	N/A	10.0%	11.4%	10.0%
Waste Resources CSRs closed on time	N/A	90.0%	84.2%	90.0%
Waste Resources CSRs open & overdue	N/A	10.0%	12.5%	10.0%
Building Permits Issued	11,859	15,000	13,287	15,000
Value of Permits Issued (million)	\$ 216.5		\$ 272.2	

*CSR Customer Service Request

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
General Fund	\$ 24,995,087	\$ 25,283,947	\$ 26,838,624	\$ 26,672,947
Interceptor Sewer Fund	31,716,841	32,137,962	34,718,215	34,827,714
Solid Waste Fund	4,923,306	4,241,020	5,865,313	5,623,545
Storm Water Fund	3,771,951	5,959,917	5,164,962	5,575,120
State Street Aid Fund	4,410,487	3,963,093	3,971,297	4,597,584
Total	\$ 69,817,672	\$ 71,585,939	\$ 76,558,411	\$ 77,296,910
Per Capita	\$ 443.20	\$ 454.42	\$ 485.99	\$ 490.67
Positions Authorized	667	649	632	625

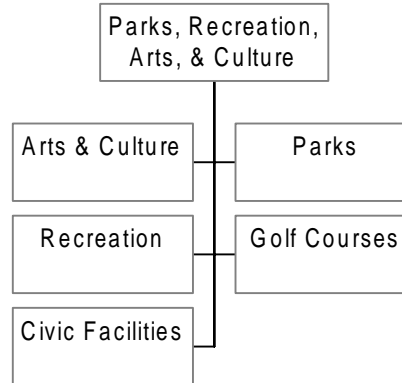
Resources

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	\$ 22,109,056	\$ 22,250,000	\$ 24,624,420	\$ 24,991,311
Overtime	1,359,607	921,905	864,120	835,299
Operating	47,947,282	63,548,095	51,069,871	51,470,300
Revenue	45,725,389	50,824,241	51,564,880	44,850,022



Mission:

To provide public space that invites active or passive enjoyment of recreational, cultural or conservation programs; and that the programs and facilities be offered equitably to maximize use by the broadest possible spectrum of Chattanooga residents and visitors.



Description:

Parks, Recreation, Arts, and Culture provides a wide variety of educational and recreational activities throughout a network of well-maintained parks and public facilities. The department is divided into two major divisions: Program Services and Parks & Facilities. Sports, arts and cultural activities operates through Program Services, while the Parks and Facilities division oversees park activities and maintenance. The department also operates golf courses and civic facilities.

Goals & Objectives:

To operate the City's parks, facilities and recreational programs in order to maximize usage.

- ❶ Increase the use/attendance of parks.
- ❷ Increase the use/attendance of recreation centers.
- ❸ Increase the use/attendance of civic facilities.
- ❹ Increase the use/attendance of the golf courses.
- ❺ Increase the use/attendance of the zoo.

To increase access to the park system for all residents, and to offer facilities and programs that appeal to all segments of our diverse community.

- ❶ To insure that the park system is accessible to all city residents.
- ❷ To ensure that parks and programs are offered in diverse areas, and to anticipate different priorities or needs in each one.

To work in concert with existing preservation groups.

- ❶ To maintain existing conservation sites within the parks department.
- ❷ To increase land set aside for conservation along creeks and waterways.

Performance Measures

	Actual FY03	Goal FY04	Actual FY04	Goal FY05
Civic Facilities - Attendance	295,577	300,000	269,011	280,000
Civic Facilities - # of Events	378	295	359	380
Golf Courses - # of Rounds	55,820	70,000	51,009	55,000
Chattanooga Zoo - Attendance	100,384	112,184	120,170	132,187
Carousel - Attendance	148,705	163,575	135,737	150,000
Champion's Club - Attendance	23,084	24,000	26,306	27,000
Fitness Center - Attendance	111,106	106,000	110,402	118,000
Aquatics - Attendance	20,746	20,905	20,621	20,905
OutVenture - Attendance	2,345	2,400	2,060	2,500
Therapeutic - Attendance	689	2,000	2,267	3,000
Recreation Centers - Attendance	n/a	n/a	176,369	180,000

Parks, Recreation, Arts, & Culture

Jerry Mitchell, Administrator

Janice Miller-Hester, Deputy Administrator

www.chattanooga.gov/cpr

Department Summary

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Administration	\$ 727,061	\$ 824,668	\$ 805,584	\$ 932,115
Program Services	3,788,020	4,127,747	4,084,971	4,212,887
Parks & Facilities	4,638,049	4,181,214	4,187,067	3,917,962
Civic Facilities	1,216,431	1,206,582	1,191,478	1,153,561
Chattanooga Zoo	340,203	400,977	378,541	443,483
Municipal Golf	1,882,356	1,628,031	1,798,788	1,687,794
Total	\$ 12,592,120	\$ 12,369,219	\$ 12,446,429	\$ 12,347,802
Per Capita	\$ 80.95	\$ 79.50	\$ 79.01	\$ 78.38
Positions Authorized	360	341	246	238

Resources

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	\$ 7,927,519	\$ 8,211,754	\$ 8,624,960	\$ 8,211,614
Overtime	275,469	183,835	105,309	94,936
Operating	4,389,132	3,973,630	3,716,160	4,041,252
Revenue	3,630,313	3,356,603	3,460,318	3,358,931

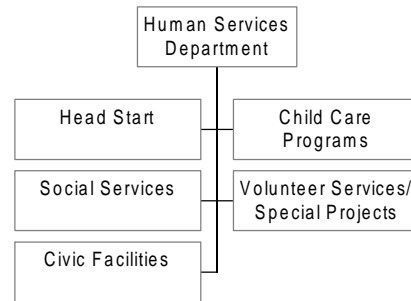


Department of Human Services

Bernadine Turner, Administrator
 Tommie L. Pruitt, Deputy Administrator
www.chattanooga.gov

Mission:

To improve quality of life by providing a safety net of services for very low income and/or disadvantaged citizens in Hamilton County.



Description:

The Department of Human Services seeks to improve the lives of the lower income or disadvantaged citizens in Hamilton County through a number of programs funded by the federal, state or local governments. These include Social Services, Head Start, Foster Grandparents, and child care. The department also offers emergency assistance to help individuals or families in dire circumstances maintain independent living.

Goals & Objectives:

To promote independent living, offering support and assistance to help the greatest number of residents maintain their autonomy.

- ❶ Maintain the Foster Grandparents program to enable eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood.
- ❷ Offer emergency assistance including food vouchers, clothing, and rent or utility funds to prevent eviction or service interruption.
- ❸ Within the reach of Hamilton County, make certain that no one perishes because they lacked the resources to provide for the most basic human needs.
- ❹ Increase the availability of decent and affordable shelter through the Low Income Home Energy Assistance Program (LIHEAP), Weatherization, Mortgage Assistance, Rental Assistance and Reverse Mortgage counseling.
- ❺ Maintain or increase the number of housing units for low income residents that have working heat and air conditioning.
- ❻ Reduce foreclosures, evictions and utility cutoffs within the very low income population.
- ❼ Use a multi-prong approach to maximize access to basic healthcare for the low income population.
- ❽ Offer numerous channels to reduce hunger and improve nutrition.

Provide early education for low income children through Head Start and Early Head Start.

- ❶ Seek constant improvement in each child's skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness.
- ❷ Increase the numbers of children in Early Head Start.
- ❸ Increase childhood immunizations.

Performance Measures

	Actual FY 02/03	Goal FY 03/04	Actual FY 03/04	Goal FY 04/05
Children received Up-to-Date immunizations	830	858	868	865
Parents received Adult Education/GED training	258	269	291	297
Number of meals served	315,250	325,000	346,663	357,050
Units of weatherized dwellings	146	70	139	106
Total number of households assisted	3,798	3,915	5,115	3,615
Heating assistance-emergency & regular	2,441	1,391	2,952	1,973
Summer Cooling	618	199	635	620
Homeless Prevention-total units served	1,039	783	925	723

Department of Human Services

Bernadine Turner, Administrator
Tommie L. Pruitt, Deputy Administrator

www.chattanooga.gov

Department Summary

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Head Start	8,737,387	9,358,908	7,880,550	7,637,279
Day Care	868,679	1,088,006	940,575	747,057
Weatherization	160,830	420,071	415,942	424,254
Foster Grandparents	453,156	501,144	477,408	458,278
LIEAP	732,209	952,421	854,055	1,044,816
CSBG	633,038	777,470	742,832	690,710
Occupancy Grant	200,250	234,101	226,221	226,221
Human Services Programs	1,883,107	2,380,135	2,323,510	2,273,194
City General Relief	68,750	80,210	72,868	72,868
Total	13,737,406	15,792,466	13,933,961	13,574,677
Per Capita	\$ 88.31	\$ 100.86	\$ 88.45	\$ 86.17
Authorized Positions	288	291	295	295

Resources

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	6,059,680	6,765,658	6,734,839	6,787,339
Overtime	-	101,213	-	-
Operating	7,677,726	8,925,595	7,199,122	6,787,338
Revenue	10,658,064	11,635,644	13,933,961	13,574,677

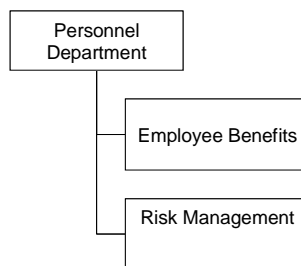


Department of Personnel

Donna Kelley, Administrator
 Susan Dubose, Deputy Administrator
www.chattanooga.gov

Mission:

Recruit and retain a qualified and diverse workforce to serve our citizens in compliance with federal, state, and local laws.



Description:

Personnel works with each department to develop specific standards for the recruitment and hiring of a qualified, diverse workforce, and to help identify those employees who should be considered for promotion. The department also assesses job classifications, compensation and benefits, and offers employee training and skill development. In addition, Personnel maintains a competitive and quality medical program. They also offer an Employee Assistance Program for confidential counseling service. All safety issues and on-the-job injuries are addressed through Risk Management.

Goals & Objectives:

Recruit a highly qualified workforce

- ❶ Determine the percentage of applicants that are qualified/well qualified.
- ❷ Reduce to zero the number of positions posted for which no qualified candidates apply.
- ❸ Determine and reduce the number of declined job offers.

Recruit and retain diversified workforce that reflects a representation of local workforce.

- ❶ Recruit employees that are representative of local worker demographics.
- ❷ Seek diversity across all strata of pay and position, reflecting the local workforce.
- ❸ Make a concerted effort to retain a broad spectrum of employees, keeping the City's workforce reflective of local demographics.
- ❹ Retain a workforce that reflects the local population across all levels of compensation and department positions.

Retain a well-qualified and experienced workforce.

- ❶ Reduce turnover of the most successful employees, and make a concerted effort to retain those that have been highly qualified and productive.
- ❷ Use strategic initiatives to implement a wellness program that promotes and increases the good health of City employees as a means of maintaining a productive and effective workforce at reduced cost.

Insure compliance with all federal, state, and City regulations and practices in all personnel circumstances.

Performance Measures

	Actual FY 02/03	Goal FY 03/04	Actual FY 03/04	Goal FY 04/05
% Applicants qualified/well qualified	NA	NA	47%	50%
Posted positions where qualified candidate found	100%	100%	100%	100%
Declined job offers	NA	NA	8	<10
Turnover rate analysis	5.5%	NA	5.9%	<10%
Promotion rate analysis	NA	NA	23%	>20%
Compliance with law	NA	NA	100%	100%
Applicant Diversity	NA	NA	NA	*+/- 3%

*For each occupational group

Department of Personnel

Donna Kelley, Administrator

Susan Dubose, Deputy Administrator

www.chattanooga.gov

Departmental Summary

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Administration	\$ 862,439	\$ 908,760	\$ 951,543	\$ 951,186
Physical Exams	101,806	114,272	125,450	116,000
Wellness	-	-	300,000	312,986
Employee Benefits Office	279,753	272,844	325,323	365,407
Employee Insurance	3,995,949	4,631,890	4,472,881	4,586,500
Job Injury	68,640	67,742	78,600	78,600
Total	\$ 5,308,587	\$ 5,995,508	\$ 6,253,797	\$ 6,410,679
Per Capita	\$ 34.13	\$ 38.54	\$ 39.70	\$ 40.69
Positions Authorized	19	19	19	20

Resources

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	\$ 860,495	\$ 880,499	\$ 977,416	\$ 975,723
Overtime	88	-	-	-
Operating	4,448,004	5,115,009	5,276,381	5,434,956
Revenue	-	-	-	-

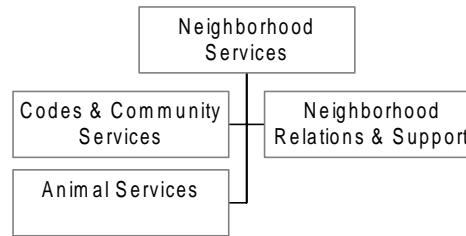


Department of Neighborhood Services

Kenardo Curry, Administrator
 Steve Hargis, Deputy Administrator
www.chattanooga.gov/neighserv/

Mission:

Make all Chattanooga neighborhoods a choice for people to live and invest in through the elimination of blight, code enforcement and individual participation and expended civic engagement.



Description:

The department of Neighborhood Services is comprised of four divisions: Administration; Codes and Community Services; Neighborhood Relations, and Animal Services.

The Codes and Community Services division 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.

The Neighborhood Relations division works hand in hand with Chattanooga's neighborhood associations to identify and resolve specific community problems.

The Animal Services division provides essential services to residents of Chattanooga through the enforcement of animal-related codes as stated in the Tennessee Code and City Code. They also license animals; provide animal safety and educational programs; and emergency and rescue services for animals.

Goals & Objectives:

To empower the community to use the tools of code enforcement and citizen participation to guarantee that every neighborhood throughout Chattanooga offers a pleasant and peaceful environment and makes it an appealing choice for residents.

Increase the investment in housing in every neighborhood in the City annually.

- ❶ To provide all neighborhoods the tools to make their community one that offers the real expectation of a sound investment and an appealing home.
- ❷ To increase housing investment in every neighborhood annually.
- ❸ Increase owner-occupied homes in every neighborhood.
- ❹ Increase commercial investment in neighborhoods zoned commercial and manufacturing.

Elimination of blight in Chattanooga

- ❶ Reduce abandoned vacant land
- ❷ Increase compliance by 5 - 10% annually

To provide care and control of animal population in the City of Chattanooga

- ❶ Provide a well run and maintained facility for stray animals and animals in custodial care of the City
- ❷ Reduce the number of animals available for euthanasia
- ❸ Minimize the City's cost burden from the General Fund

Performance Measures

	Actual FY03	Goal FY04	Actual FY04	Goal FY05
All Complaints	7,775	9,600	9,667	8,700
Complaint Inspections	7,559	9,200	9,227	9,200
Cases Started	3,999	5,550	5,554	4,999
Cases Inspections	5,761	6,900	6,956	6,260
Total Inspection	12,751	15,000	15,550	13,995
SNI/CIF	6,650	7,800	7,832	7,049
Non-SNI/CIF and Other	6,101	7,700	7,718	6,946
Animals: # of animals captured	*	*	*	5,400
Animals: # of pet licenses	*	*	*	300
Animals: # of altered animals	*	*	*	300

* New measures established in FY05

Department of Neighborhood Services

Kenardo Curry, Administrator

Steve Hargis, Deputy Administrator

www.chattanooga.gov/neighserv/

Department Summary

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Administration	\$ 494,437	\$ 336,715	\$ 312,698	\$ 309,859
Codes & Community Svc	716,263	754,650	686,468	769,266
Neighbor Relations & Grants	449,601	442,406	456,653	468,737
Animal Services	0	0	0	1,078,179
Total	\$ 1,660,301	\$ 1,533,771	\$ 1,455,819	\$ 2,626,041
Per Capita	\$ 10.67	\$ 9.86	\$ 9.24	\$ 16.67
Positions Authorized	33	33	27	37

Resources

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	\$ 1,001,622	\$ 1,014,766	\$ 958,734	\$ 1,485,262
Overtime	13,248	14,913	9,200	28,672
Operating	645,431	504,092	487,885	1,112,107
Revenue	0	0	0	0



Department of Executive Branch

Bob Corker, Mayor
 Michael Compton, Chief of Staff
www.chattanooga.gov

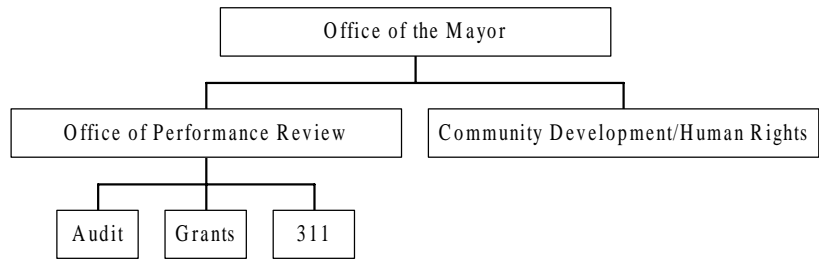
Mission:

To provide executive leadership for City government and enhance the City's capability to meet the needs of citizens by facilitating the effective, efficient and innovative application of information and resources.

Description:

The Executive Branch is comprised of the Mayor's Office, Office of Performance Review, and Human Rights Commission. The Mayor is elected-at-large for a four year term. He serves as the chief executive officer and oversees the operations of all city departments. The Mayor sets administrative procedures and provides direction and leadership in carrying out the wishes of the citizens in matters of government operations.

The Office of Performance Review (OPR) consists of three functional areas. The audit department enhances government efficiency and accountability by conducting performance and financial reviews of City departments and City-funded agencies. The Grants department facilitates funding initiatives and special projects that bring additional resources to Chattanooga to create new opportunities for service, growth, and achievement. 311 Call Center simplifies citizen access to government by providing a single point of contact for all City services. In addition, 311 provides City departments with data needed to identify service needs, trends, and outcomes.



Goals & Objectives:

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

- ❶ Deliver audits and specialized performance reviews on a timely basis.
- ❷ Conduct post audit assessments to determine the extent to which recommendations have been or will be implemented by department or agency, and extent of cost savings achieved.

Maximize the flow of grant and foundation dollars to the city departments and city-funded agencies, as well as to the greater community.

- ❶ Identify and/or support the development of funding strategies and specialized grant applications.
- ❷ Produce high-quality applications.
- ❸ Ensure compliance with funded grants managed by OPR.

Deliver a quality customer experience to 311 customers

- ❶ Answer 85 percent of calls within two minutes or less and 95 percent of emails within 24 business hours.
- ❷ Meet or exceed target service levels of 135 calls per day per customer service representative.
- ❸ Maintain satisfaction ratings of "good" or "excellent" for 90 percent of 311 contacts.

Performance Measures	Actual	Goal	Actual	Goal
	FY03	FY04	FY04	FY05
Audits/reviews conducted	N/A	N/A	10	18
Grant funds/revenues received	N/A	N/A	\$ 21,260,740	\$23,386,814
311 calls/emails answered	39,890	N/A	137,865	151,652
311 service requests created	14,992	16,491	68,265	75,092
Customer satisfaction rating	N/A	N/A	85%	90%

Department of Executive Branch

Bob Corker, Mayor

Michael Compton, Chief of Staff

www.chattanooga.gov

Departmental Summary

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Mayor's Office	718,127	824,468	853,708	872,964
Office of Performance Review	125,135	620,046	638,363	597,420
Human Rights & Relations	71,601	48,394	36,652	34,818
Total Expenditures	914,863	1,492,908	1,528,723	1,505,202
Per Capita	\$ 5.88	\$ 9.60	\$ 9.70	\$ 9.55
Positions Authorized	27	23	21	20

Resources

	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05
Personnel	822,686	1,167,342	1,271,664	1,260,794
Overtime	-	-	-	-
Operating	92,177	325,566	257,059	244,408
Revenue	-	-	-	-

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.

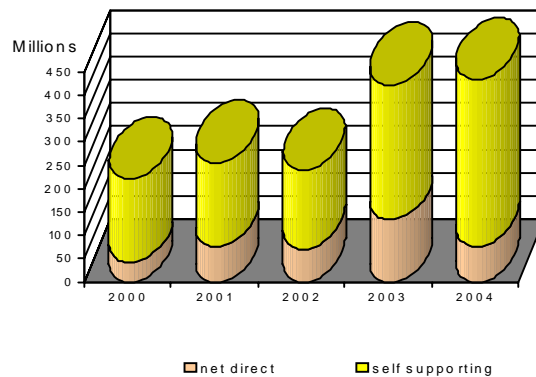
Gross outstanding indebtedness as of June 30, 2004 is \$ 434,308,264. This amount includes a 30-year capital lease of \$115,925,472 with final payment due on October 1, 2030 and 5-year capital lease of \$3,800,000 with final payment due on July 1, 2009.

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.

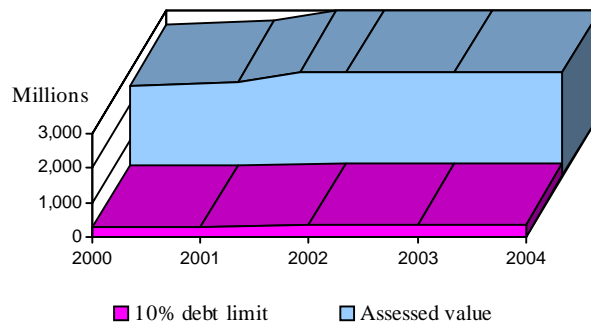
The chart on the next page shows the debt limit for the past five years, based upon the assessed property valuation for the same period of time. After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, the next chart presented compares the Net Direct 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 October 2000, the City entered into a 30-year noncancelable capital lease agreement with the Chattanooga Downtown Redevelopment Corporation (CDRC), formerly the Southside Redevelopment Corporation, for the purpose of financing the cost of designing, acquiring, constructing and equipping four (4) facilities in the Tourist Development Zone comprising of more than 631,210 sq. ft. at a cost of over \$120M. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service requirements on \$129M in revenue bonds issued by the Industrial Development Board (IDB) of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. IDB bonds are secured by payments to be made by the CDRC. The lease payments will be funded by the city's share from the 1/2% increase in the county-wide sales tax passed by the county-wide referendum (see page 151 for more details), income from The Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service fund in excess of \$9M included as part of the bond issue. The City's obligation under the capital lease is estimated at \$115,925,472 at June 30, 2004. The debt service reserve fund held by the fiscal agent at June 30, 2004 amounts to \$9,782,986. The fiscal agent is required by the agreement to apply any interest on the debt service reserve fund toward the lease payments. The debt service reserve fund will be used to retire debt near the end of the lease. Beginning in FY2003, this long-term lease agreement is reported as an obligation from the City resulting in a high increase in the gross outstanding debt.

General Obligation Debt Capital Fiscal Year 2000 thru 2004



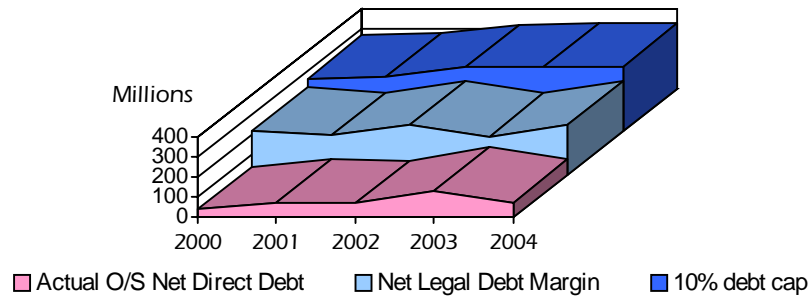
In 2001, the City issued 48,310,000 General Obligation Bonds for the purpose of providing funds to construct, improve, replace, and equip various projects of the City and to pay the legal, fiscal, and administrative costs incident to the issuance and sale of the bonds.

In order to take advantage of declining interest rates in 2002, the City issued \$58,130,000 General Obligation Refunding Bonds and \$38,290,000 Series A Refunding Bonds. These bonds refunded certain outstanding issues in FY02. That same year, the City also issued \$54,990,000 Hotel-Motel Tax Revenue Pledge Bonds for the 21st Century Waterfront Plan which is for the improvement in the downtown and riverfront area to encourage tourism and enhance the quality of life in Chattanooga.

In FY03, the City issued \$12,190,000 General Obligation Bonds and \$13,175,000 Sewer Refunding Bonds. The City also entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$37,321,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. Loan funds are drawn as needed. The loan will have an interest rate of 2.98% with repayment over 20 years.

In FY04, the City entered into an agreement with the Tennessee Municipal Bond Fund for a variable rate loan not to exceed \$6M. This debt is to partially fund certain projects in the FY02 Capital Budget. The City also increased the State Revolving Loan Fund debt by \$3.4M increasing the total loan amount from \$37,321,000 up to \$40,771,000. Pursuant to a loan agreement with Fannie Mae American Communities Fund, the City is authorized to incur indebtedness up to \$5,000,000 to finance the cost of infrastructure relative to the Alton Park Hope VI grant as part of the city's match. The source of funds for repaying the loan shall be program income generated by Chattanooga Neighborhood Enterprise (CNE) from the use of funds obtained through Community Development Block Grant (CDBG) activities. In the event program income is insufficient to pay the loan, the City pledges to pay the same from available appropriations or reserves. The loan is structured on a ten-year amortization schedule with the possibility of an earlier lump-sum payment. Funds will be drawn as needed and as of June 30, 2004 the City had drawn down \$321,289. A five year Capital Lease Agreement for \$3.8M was entered into by the city for the 800 MHz Communication System. Lease payments will be funded by the Hamilton County Emergency Communication District (911) subject to availability of funds, pursuant to an interlocal agreement between the city, Hamilton County and 911.

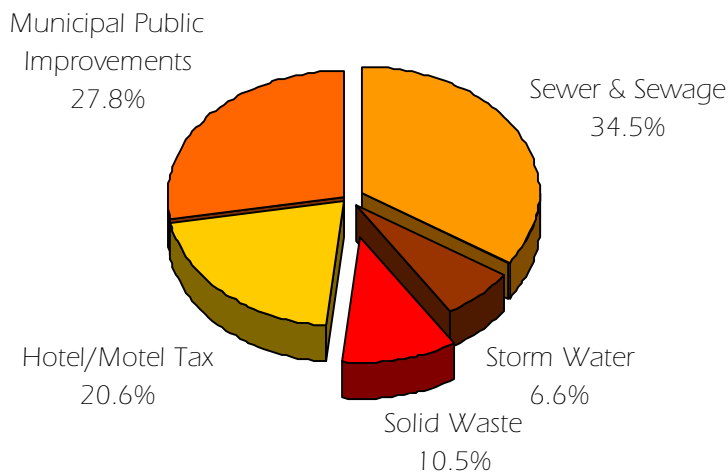
**Actual Outstanding Debt vs Debt Capital Limit
Fiscal Year 2000 thru 2004**



The \$434,308,264 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2004 reflects the financing decisions being made by the City to meet its long-term goals.

As these charts point out, the City is concentrating on Sewers and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. All of the Sewer portion of the debt and 58.5% of the debt for Municipal Public Improvements is self supported debt.

**General Obligation Bonds by Purpose
Fiscal Year 2004**



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 following chart. This chart of City appropriations to the Debt Service Fund shows a decrease of \$2,771,256 from FY02 to FY03. This decrease reflects the additional funds that were appropriated in FY02 to accommodate the potential \$15 million new issue.

In FY 2001, 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 FY02.

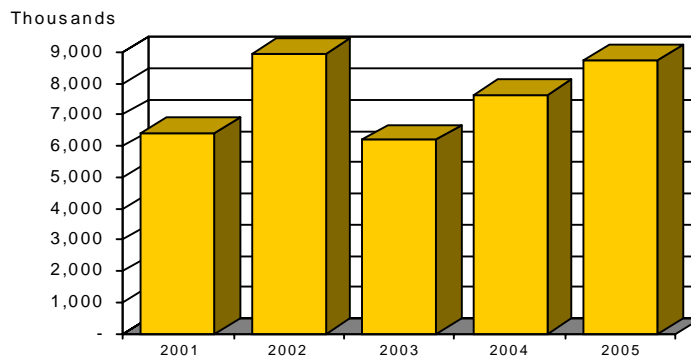
In FY 2003, the General Fund appropriated \$6,193,086. The decrease from prior year is due to increased refunding and debt retirements.

In FY 2004, the General Fund appropriated \$7,636,840. This increase from FY03 reflects the new 12.2 million G.O. Bonds issued that same year.

In FY 2005, the General Fund will appropriate \$8,772,293. This increase from FY04 will cover additional debts in FY04 that will be paid in FY05.

General Fund Appropriation

Fiscal Years 2001 thru 2005



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, 2004, the County had gross outstanding general obligation bonded debt of \$162,040,000 and net indebtedness of \$161,455,715. The percentage of County net indebtedness applicable to the City is 59.29% or \$107,821,749. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2004, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2004.

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, 2004; amounts are not adjusted for the City's share of County debt.

General Obligation Bonds by Purpose

Municipal Public Improvement	\$174,535,008	
Sewer and Sewage Facilities	92,029,992	
Total Bonded Indebtedness		\$266,565,000

Other Long-Term Indebtedness

Chattanooga Downtown Redevelopment Capital Lease	115,925,472	
Fannie Mae American Communities Fund (Hope VI)	321,289	
800 MHz Equipment Capital Lease	3,800,000	
General Obligation Capital Outlay Notes	47,696,503	
Total Long-Term Indebtedness		167,743,264

Gross Direct Indebtedness

434,308,264

Less: Self-Supporting Indebtedness

Sewer and Sewage Facilities Bonds ⁽¹⁾	92,029,992	
State Revolving Loan-CSO (ISS portion) ⁽³⁾	33,319,753	
State of GA Revolving Loan (ISS portion) ⁽⁴⁾	5,845,918	
Capital Lease City of Collegedale (ISS)	253,303	
Chattanooga Downtown Redevelopment Capital Lease ⁽⁶⁾	115,925,472	
State Revolving Loan-CSO (StormWater portion) ⁽³⁾	1,439,893	
Municipal Public Improvement Bonds(StormW&SW) ⁽²⁾	45,637,205	
800MHz Equipment Capital Lease	3,800,000	
Hotel/Motel Tax Revenue Pledge	54,990,000	
Fannie Mae Loan (CDBG)	321,289	
Total Self-Supporting Indebtedness		353,562,825
Debt Service Fund ⁽⁵⁾		5,222,704

Net Direct Indebtedness

75,522,735

Plus: Estimated Net Overlapping Indebtedness

107,821,749

Net Direct and Net Overlapping Indebtedness

\$183,344,485

- 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) \$680,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose, \$45,637,205 represents the outstanding balance of 1998 through 2004 Municipal Public Improvement Bonds of which \$17,659,841 is related to Storm Water and \$27,977,364 is related to Solid Waste, 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 will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and from the operations of the 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, 2004.
 - (6) Funding will be paid by revenues from incremental State sales tax, profits from the Chattanooga center, and the city's share of the 1/2% increase in the county-wide sales tax recently passed by county-wide referendum held in February 2004. This increase replaced the 1/2% city-only sales tax effective July 1, 2004.

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2004.

	<u>Amount of Indebtedness</u>	<u>Per Capita</u>	<u>Percentage of Assessed Valuation</u> ²	<u>Percentage of Full Valuation</u> ³
Gross Direct Indebtedness ⁴	\$ 434,308,264	\$ 2,757	13.42%	4.32%
Net Direct Indebtedness ⁴	75,522,735	479	2.33%	0.75%
Gross Direct and Net Overlapping Indebtedness ⁵	542,130,014	3,485	16.75%	5.39%
Net Direct and Net Overlapping Indebtedness ⁵	183,344,485	1,164	5.66%	1.82%
Per Capita Assessed Valuation	\$20,549 *			
Per Capita Full Valuation	\$63,844 *			

*Based on 2004 population estimate.

- Notes:
- (1) The City's population in 2004 was estimated at 157,532.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2004 was \$3,237,183,936
 - (3) The City's estimated full valuation of taxable property as of June 30, 2004 was \$10,057,472,717
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$181,839,819. The City's share is \$107,821,749. (59.2949%).

Other Long-Term Indebtedness

As of June 30, 2004, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated Date	Maturity
State of Tennessee Revolving Loan	\$ 2,879,786	03/01/1993	02/28/2013
Capital Outlay Notes (1)	182,343	09/01/1992	09/01/2006
State of Tennessee Revolving Loan 2003	31,879,860	02/03/2003	10/20/2024
Tennessee Municipal League Bond Pool (1997)	4,990,023	02/01/1997	05/25/2012
State of Georgia Revolving Loan (2)	5,845,918	07/01/2000	10/01/2019
Fire Hall Land Note (3)	35,949	04/01/1999	04/01/2014
Capital Lease City of Collegedale (4)	253,303	10/01/2000	08/01/2014
Chatt. Downtown Redev. Corp. Capital Lease (5)	115,925,472	07/01/2002	10/01/2030
800 MHz Equipment Capital Lease	3,800,000	10/01/2003	07/01/2009
Fannie Mae Notes	321,289	03/15/2004	01/01/2015
Tennessee Municipal League Bond Pool (2003)	1,629,320	09/07/2003	05/25/2018
Total	<u>\$167,743,263</u>		

- 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.
 - (5) Construction and purchase of the Conference Center (Chattanooga), Trade Center expansion, Development Resource Center, Parking Garage and associated infrastructure improvements.

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, 2004

**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>
2005	12,315,563.53	7,416,975.98	19,732,539.51
2006	12,388,007.85	6,923,147.22	19,311,155.07
2007	12,843,305.05	6,372,771.30	19,216,076.35
2008	11,185,592.20	5,869,221.39	17,054,813.59
2009	13,148,419.13	5,390,208.75	18,538,627.88
2010	11,241,684.00	4,826,192.75	16,067,876.75
2011	10,500,275.19	4,307,343.83	14,807,619.02
2012	8,591,315.50	3,837,673.68	12,428,989.18
2013	8,765,894.16	3,410,431.84	12,176,326.00
2014	7,753,229.36	3,016,518.82	10,769,748.18
2015	8,068,235.80	2,637,114.76	10,705,350.56
2016	6,372,727.57	2,284,360.94	8,657,088.51
2017	6,702,928.99	1,958,973.13	8,661,902.12
2018	7,046,641.07	1,616,793.04	8,663,434.11
2019	5,828,292.62	1,298,430.25	7,126,722.87
2020	691,292.13	1,135,973.93	1,827,266.06
2021	464,600.00	1,110,159.83	1,574,759.83
2022	490,800.00	1,086,929.83	1,577,729.83
2023	517,100.00	1,062,389.83	1,579,489.83
2024	32,424,960.00	1,036,534.83	33,461,494.83
2025	576,800.00	59,260.00	636,060.00
2026	608,400.00	30,420.00	638,820.00
Total	\$ 178,526,064.15	\$ 66,687,825.93	\$ 245,213,890.08

Does not include CDRC (Southside) Capital Lease of \$115,925,472 which is supported by local-option sales tax.

City of Chattanooga, Tennessee
 General Obligation Debt Service Requirements
 As of June 30, 2004

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005	5,777,359.84	13,382,643.23	19,160,003.07
2006	5,923,137.34	13,181,463.07	19,104,600.41
2007	9,027,811.82	13,250,335.64	22,278,147.46
2008	8,092,242.08	12,873,613.63	20,965,855.71
2009	9,525,953.33	12,483,997.27	22,009,950.60
2010	9,658,576.29	12,038,256.80	21,696,833.09
2011	9,331,805.05	11,574,377.07	20,906,182.12
2012	8,457,075.95	11,130,733.76	19,587,809.71
2013	8,450,563.90	10,686,710.72	19,137,274.62
2014	8,366,475.35	10,247,088.10	18,613,563.45
2015	8,782,414.20	9,806,279.25	18,588,693.45
2016	9,105,317.00	9,342,490.13	18,447,807.13
2017	8,745,030.00	8,875,970.00	17,621,000.00
2018	9,352,666.00	8,400,226.50	17,752,892.50
2019	8,397,804.00	7,892,027.00	16,289,831.00
2020	8,960,544.00	7,400,480.00	16,361,024.00
2021	9,543,294.00	6,876,147.00	16,419,441.00
2022	10,162,207.00	6,317,752.00	16,479,959.00
2023	10,818,323.00	5,723,607.00	16,541,930.00
2024	11,505,442.00	5,098,496.00	16,603,938.00
2025	12,231,683.00	4,441,219.50	16,672,902.50
2026	13,005,386.00	3,742,506.50	16,747,892.50
2027	10,907,627.00	2,999,804.00	13,907,431.00
2028	11,606,391.00	2,356,134.00	13,962,525.00
2029	12,360,579.00	1,661,389.00	14,021,968.00
2030	13,171,492.00	911,572.00	14,083,064.00
2031	4,515,000.00	112,875.00	4,627,875.00
Total	\$ 255,782,200.15	\$ 212,808,194.17	\$ 468,590,394.32

Includes CDRC (Southside) Capital Lease of \$115,925,472 which is supported by local-option sales tax.

City of Chattanooga, TN
 Analysis of General Obligation Debt
 June 30, 2004
 Filename:Debtreq Sheet: AnalGODEbt

GENERAL LONG-TERM DEBT

Serial Bonds:

	Outstanding July 1, 2003	Interest Pd FY 2004	Issued FY 2004	Retired FY 2004	Outstanding 06/30/04	Maturing FY 2005	Interest Payable FY 2005
1998 Public Improvement Refunding	7,247,800	390,063	0	12,200	7,235,600	13,200	389,531
2001 Municipal Public Improvement	37,916,800	1,881,402	0	921,600	36,995,200	962,600	1,839,930
2002 Municipal Public Refunding	14,377,900	631,270	0	1,789,800	12,588,100	1,876,100	549,069
2002 Series A Refunding	6,037,950	220,275	0	734,047	5,303,903	713,547	198,561
2002 Hotel-Motel Tax Pledge	54,990,000	2,477,538	0	0	54,990,000	0	2,477,538
2003 Series A General Obligation	12,190,000	465,049	0	405,000	11,785,000	425,000	417,126
Subtotal- Serial Bonds	132,760,450	6,065,597	0	3,862,647	128,897,803	3,990,447	5,871,754

Notes payable:

Hamilton Count Parking Garage	243,124	13,676	0	60,781	182,343	60,781	9,816
1997 TML Bond Fund	5,339,098	66,987	137,925	487,000	4,990,023	513,000	199,640
1999 Fire Hall Land Note	38,062	3,525	0	2,113	35,949	2,323	3,316
2003 TML Bond Fund	0	18,111	1,942,320	313,000	1,629,320	328,000	49,857
2003 Fannie Mae	0	1,821	321,289	0	321,289	0	8,406
Total notes payable	5,620,284	104,120	2,401,534	862,894	7,158,924	904,104	271,035

Capital leases payable:

CDRC (Southside) Capital Lease (1)	115,925,472	7,198,975	0	0	115,925,472	0	7,198,975
800 MHz Equipment Capital Lease	0	0	3,800,000	0	3,800,000	882,809	40,879
Total capital leases payable	115,925,472	7,198,975	3,800,000	0	119,725,472	882,809	7,239,854

PROPRIETARY FUNDS									
Interceptor Sewer System:									
1998 Sewer & Sewage Facilities	17,974,467	870,360	0	1,187,258	16,787,210	1,248,404	806,424		
1998 Sewer & Sewage Facilities Refunding	13,437,500	705,574	0	47,800	13,389,700	51,800	703,487		
2002 Municipal Public Refunding	23,839,629	1,011,117	0	1,457,643	22,381,986	1,502,643	966,598		
2002 Series A Refunding	32,252,050	1,176,612	0	3,920,953	28,331,097	3,811,453	1,060,626		
2003 B Sewer & Sewage Facilities Refunding	13,175,000	434,065	0	2,035,000	11,140,000	2,090,000	339,625		
Total serial bonds	100,678,646	4,197,728	0	8,648,654	92,029,992	8,704,300	3,876,761		
Notes payable:									
CSO State Revolving Loan	1,576,339	60,264	0	136,446	1,439,893	141,978	54,738		
State of Georgia Revolving Loan	5,943,761	218,431	145,679	243,522	5,845,918	278,205	229,698		
2003 State Revolving Loan	15,021,698	622,352	16,858,162	0	31,879,860	0	950,020		
Total notes payable	22,541,798	901,047	17,003,841	379,968	39,165,671	420,183	1,234,456		
Capital leases payable:									
2001 Capital Lease City of Collegedale	271,195	15,761	0	17,892	253,303	18,850	14,802		
Total capital leases payable	271,195	15,761	0	17,892	253,303	18,850	14,802		
Total Interceptor Sewer System	123,491,639	5,114,536	17,003,841	9,046,514	131,448,966	9,143,333	5,126,019		
Solid Waste & Sanitation Fund:									
1998 Municipal Public Improvement	9,901,415	479,447	0	654,013	9,247,402	687,696	444,227		
1998 Municipal Public Improvement Refunding	3,686,100	202,735	0	0	3,686,100	0	202,736		
2001 Municipal Public Improvement	6,451,900	320,138	0	156,800	6,295,100	163,800	313,082		
2002 Municipal Public Improvement-Refunding	9,657,762	453,958	0	908,998	8,748,764	958,651	411,936		
Total Solid Waste & Sanitation Fund	29,697,177	1,456,278	0	1,719,811	27,977,366	1,810,147	1,371,980		

Stormwater fund									
1998 Municipal Public Improvement	7,399,119	358,280	0	488,730	6,910,389	513,901	331,961		
1998 Municipal Public Improvement Refunding	2,528,600	139,073	0	0	2,528,600	0	139,073		
2001 Municipal Public Improvement	1,916,300	95,085	0	46,600	1,869,700	48,600	92,989		
2002 Municipal Public Improvement-Refunding	6,974,710	329,042	0	623,558	6,351,152	657,605	300,216		
Total serial bonds	18,818,729	921,480	0	1,158,888	17,659,841	1,220,106	864,239		
Notes payable:									
State Revolving Loan	1,576,339	60,264	0	136,446	1,439,893	141,978	54,738		
	1,576,339	60,264	0	136,446	1,439,893	141,978	54,738		
Total Stormwater Fund	20,395,068	981,744	0	1,295,334	19,099,734	1,362,084	918,977		
TOTAL G. O. DEBT									
	427,890,090	20,921,249	23,205,375	16,787,200	434,308,265	18,092,923	20,799,619		

PRIMARY GOVERNMENT REVENUE BONDS

Electric Power Board									
2001 Electric System Revenue Bonds	36,800,000	1,812,800	0	1,600,000	35,200,000	1,600,000	1,740,800		
Total Electric Power Board	36,800,000	1,812,800	0	1,600,000	35,200,000	1,600,000	1,740,800		
Total Primary Government	464,690,090	22,734,049	23,205,375	18,387,200	469,508,265	19,692,923	22,540,419		

COMPONENT UNITS

Metropolitan Airport Authority:									
2002 Airport Revenue Series A Refunding	12,625,000	174,856	0	0	12,625,000	0	174,010		
2002 Airport Revenue Series B	3,550,000	69,935	0	505,000	3,045,000	545,000	42,682		
Total Metropolitan Airport Authority	16,175,000	244,791	0	505,000	15,670,000	545,000	216,692		
Chatt Downtown Redevelopment Corporation (CDRC):									
2000 Chatt Lease Rental Revenue Bonds (1)	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	145,375,000	7,443,766	0	505,000	144,870,000	545,000	7,415,667		

Notes:

(1) The City entered into a 30-year noncancelable Capital lease agreement with CDRC. CDRC, a component unit of the city shows the total amount of the lease agreement and city shows the total amount payable. For more details on the agreement, refer to page 147.

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 1998/99 through 2003/04, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

General Obligation Bonds by Purpose	1999	2000	2001	2002	2003	2004
Street Improvement	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
Urban Renewal	200,000	-	-	-	-	-
Public Buildings Improvement	795,000	530,000	265,000	-	-	-
Municipal Parks & Playground Improvement	20,000	-	-	-	-	-
Sewer and Sewage Facilities	131,981,463	124,002,403	115,758,219	107,942,691	100,678,646	92,029,992
Municipal Public Improvement	86,563,537	81,887,597	125,716,782	120,057,309	181,276,354	174,535,008
Total Bonded Indebtedness	<u>\$ 219,620,000</u>	<u>\$ 206,420,000</u>	<u>\$ 241,740,001</u>	<u>\$ 228,000,000</u>	<u>\$ 281,955,000</u>	<u>\$ 266,565,000</u>
Other Long-Term Indebtedness						
General Obligation Capital Outlay Notes	8,874,321	8,804,735	8,434,926	9,866,532	24,399,322	41,145,146 ⁽¹⁾
Tennessee Municipal Bond Fund	9,011,640	8,296,833	7,819,523	6,550,098	5,339,097	6,619,343
Capital Leases	-	-	448,399	288,204	116,196,668	119,978,775 ⁽²⁾
Gross Direct Indebtedness	<u>\$ 237,505,961</u>	<u>\$ 223,521,568</u>	<u>\$ 258,442,849</u>	<u>\$ 244,704,834</u>	<u>\$ 427,890,087</u>	<u>\$ 434,308,264</u>
Less: Self-Supporting Indebtedness	190,087,671	179,866,955	179,059,226	169,016,890	289,509,352	353,562,825
Debt Service Fund	<u>2,158,445</u>	<u>2,671,606</u>	<u>3,971,606</u>	<u>5,497,083</u>	<u>4,988,142</u>	<u>5,222,704</u>
Net Direct Indebtedness	<u>\$ 45,259,845</u>	<u>\$ 40,983,007</u>	<u>\$ 75,412,017</u>	<u>\$ 70,190,861</u>	<u>\$ 133,392,593</u>	<u>\$ 75,522,735</u>
Plus: Estimated Net Overlapping Indebtedness	<u>98,505,368</u>	<u>88,150,799</u>	<u>103,117,962</u>	<u>109,591,857</u>	<u>96,147,876</u>	<u>107,821,749</u>
Net Direct and Overlapping Indebtedness	<u><u>\$ 143,765,213</u></u>	<u><u>\$ 129,133,806</u></u>	<u><u>\$ 178,529,979</u></u>	<u><u>\$ 179,782,718</u></u>	<u><u>\$ 229,540,469</u></u>	<u><u>\$ 183,344,484</u></u>

Notes:

- (1) As of June 30, 2004 Capital Outlay Notes consist of \$182,343 payable to Hamilton County for City's share of City/County Parking Garage; \$34,759,646 State of Tennessee Revolving Loan for combined sewer overflow facilities; \$5,845,918 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion; \$321,289 Fannie Mae American Communities Fund for Alton Park Hope VI and \$35,950 Fire Hall Loan.
- (2) Capital leases as of June 30, 2004 includes the \$253,303 City of Collegedale for Sewer Easement, \$115,925,472 CDRC (Southside) Capital Lease and \$3,800,000 for the 800MHz Communication Equipment.

CITY OF CHATTANOOGA
HISTORICAL DEBT RATIOS
June 30, 2004 (unaudited)

Year ended June 30	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Estimated population(1)	154,200	151,600	149,513	148,820	146,615	155,554	155,554	155,554	155,582	157,532
Appraised property valuation	\$ 6,637,392,236	\$ 6,724,514,167	\$ 6,952,125,326	\$ 7,710,994,825	\$ 7,944,005,472	\$ 7,984,908,874	\$ 8,281,644,305	\$ 9,789,654,070	\$ 9,944,568,067	\$ 10,057,472,717
Assessed property valuation	2,198,869,948	2,224,070,683	2,295,859,675	2,529,989,692	2,604,110,025	2,617,535,875	2,729,189,057	3,201,743,737	3,260,023,356	3,237,183,936
Gross indebtedness (2)	185,837,792	204,479,351	191,283,521	245,731,165	237,505,962	223,521,569	258,442,849	244,704,834	427,890,087	434,308,264
Less: Self-supporting indebtedness(3)	140,426,612	147,739,894	138,922,708	194,393,764	190,087,672	179,866,956	178,059,226	169,036,886	344,499,352	353,562,825
Debt Service Fund	9,128,676	9,127,569	8,802,830	7,126,274	2,566,687	2,671,606	4,163,307	5,497,083	4,988,142	5,222,704
Net direct indebtedness	36,282,504	47,611,888	43,557,983	44,211,127	44,851,603	40,983,007	76,220,316	70,170,865	78,402,593	75,522,735
Plus: Estimated net overlapping indebtedness	75,913,865	79,884,361	100,669,117	99,208,181	98,505,368	88,150,782	103,117,962	109,591,857	96,147,876	107,821,749
Net direct and overlapping indebtedness	\$ 112,196,369	\$ 127,496,249	\$ 144,227,100	\$ 143,419,308	\$ 143,356,971	\$ 129,133,789	\$ 179,338,278	\$ 179,762,722	\$ 174,550,469	\$ 183,344,485
Gross debt per capita	\$ 1,205.17	\$ 1,348.81	\$ 1,279.38	\$ 1,651.20	\$ 1,619.93	\$ 1,436.94	\$ 1,661.43	\$ 1,573.12	\$ 2,750.25	\$ 2,756.95
Net direct debt per capita	235.30	314.06	291.33	297.08	305.91	263.46	489.99	451.10	503.93	479.41
Net direct and overlapping debt per capita	727.60	841.00	964.65	963.71	977.78	830.15	1,152.90	1,155.63	1,121.92	1,163.86
Gross debt to appraised valuation	2.80%	3.04%	2.75%	3.19%	2.99%	2.80%	3.12%	2.50%	4.30%	4.32%
Net direct debt to appraised valuation	0.55%	0.71%	0.63%	0.57%	0.56%	0.51%	0.92%	0.72%	0.79%	0.75%
Net direct and overlapping debt to appraised valuation	1.69%	1.90%	2.07%	1.86%	1.80%	1.62%	2.17%	1.84%	1.76%	1.82%
Gross debt to assessed valuation	8.45%	9.19%	8.33%	9.71%	9.12%	8.54%	9.47%	7.64%	13.13%	13.42%
Net direct debt to assessed valuation	1.65%	2.14%	1.90%	1.75%	1.72%	1.57%	2.79%	2.19%	2.40%	2.33%
Net direct and overlapping debt to assessed valuation	5.10%	5.73%	6.28%	5.67%	5.51%	4.93%	6.57%	5.61%	5.35%	5.66%

(1) Population figures for all years are estimates.

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

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes, CDRC capital lease, Fannie Mae American Communities fund and 800 MHz Equipment Capital L

Debt Service Fund Revenues

Fiscal Years 2002-2005

Revenue Source	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	BUDGET '05 INC/(DEC)	% CHANGE FY 04/05	% OF TOTAL
Debt Service (Fund 3100):							
General Fund	8,964,342	6,193,086	7,636,840	8,772,293	1,135,453	14.87	66.41
Trfrs-Cap Imp Bond Fd	16,377,266	6,421,982	0	0	0	0.00	0.00
Trfrs-Safety Cap Project Fd	3,890	3,716	3,525	3,316	(209)	(5.93)	0.03
Hamilton County	665,790	805,984	794,983	782,163	(12,820)	(1.61)	5.92
Miscellaneous Revenue	200,000	406,803	0	0	0	0.00	0.00
911 Communication	0	0	200,000	200,000	0	0.00	1.51
City Hotel/Motel Tax	0	0	2,477,538	2,477,538	0	0.00	18.76
CDBG (Fannie Mae Loan)	0	0	0	50,000	50,000	0.00	0.38
Homeland Security Grant	0	0	0	923,688	923,688	0.00	6.99
Trfrs-21st Century Waterfront	0	1,080,482	0	0	0	0.00	0.00
Fund Balance	0	0	0	0	0	0.00	0.00
Total Debt Service Fund	\$26,211,288	\$14,912,053	\$11,112,886	\$13,208,998	2,096,112	18.86	100.00
Grand Total	\$26,211,288	\$14,912,053	\$11,112,886	\$13,208,998	2,096,112	18.86	100.00

Debt Service Fund Expenditures

Fiscal Years 2002-2005

Expenditures	Actual FY 01/02	Actual FY 02/03	Budget FY 03/04	Budget FY 04/05	BUDGET '05 INC/(DEC)	% CHANGE FY 04/05
Debt Service (Fund 3100):						
Principal	4,658,954	4,394,875	4,753,112	6,132,526	1,379,414	29.0
Interest	3,578,398	4,753,112	3,685,958	7,066,472	3,380,514	91.7
Service Charges	8,228	9,551	10,000	10,000	0	0.0
Bond Sale Expenses	147,653	49,269	0	0	0	0.0
Payment to Refunding Bond Agent	16,235,491	6,185,569	0	0	0	0.0
Future Debt Payments	0	0	200,000	0	(200,000)	(100.0)
Trfrs-Cap Imp Bond Fd	173,527	28,618	0	0	0	0.0
Trfrs-Enterprise Fd	75,261	0	0	0	0	0.0
Total Debt Service Fund	\$24,877,512	\$15,420,994	\$8,649,070	\$13,208,998	4,559,928	52.7
Grand Total	\$24,877,512	\$15,420,994	\$8,649,070	\$13,208,998	4,559,928	52.7
Per Capita	159.93	99.12	54.90	83.85		



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, and Finance & Administration.

FY 2004 Capital Budget figures were as follows:

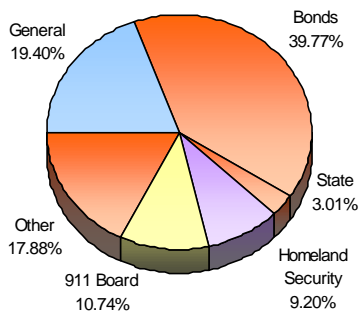
Finance & Administration	\$	566,250
General Government		1,082,500
Parks, Recreation, Arts & Culture		2,669,045
Public Works		18,833,321
Police		180,000
Fire		2,045,000
		<u>2,045,000</u>
	\$	25,376,116

The FY05 Capital budget is as follows:

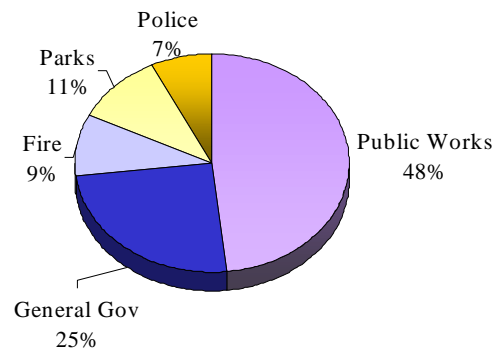
		<u>Budget FY2005</u>
Revenue FY05		
Bonds	\$	11,274,010
General Fund		3,500,000
Economic Development		2,000,000
State of Tennessee		853,680
Homeland Security Grant		2,608,580
911 Board		3,043,796
Other		<u>5,069,978</u>
	\$	28,350,044

Appropriation FY05		
Finance & Administration	\$	110,000
General Government		6,957,194
Parks, Recreation, Arts & Culture		2,999,303
Public Works		13,671,962
Police		2,022,100
Fire		<u>2,589,485</u>
	\$	28,350,044

Fiscal Year 2004/2005 \$28,350,044



Revenues



Appropriations

Capital Fund Revenues

Fiscal Years 2002 - 2005

Revenue Source	Actual	Actual	Budget	Budget	BUDGET'05	%	%
	FY 01/02	FY 02/03	FY 03/04	FY 04/05	INC/(DEC)	FY 04/05 ¹	OF TOTAL
General Fund	3,245,813	4,027,264	0	3,500,000	3,500,000	N/A	12.35%
Fannie Mae Loan	0	0	5,000,000	0	(5,000,000)	-100.0%	6.23%
State/Federal Grants	0	0	4,309,049	5,264,700	955,651	22.2%	100.00%
Economic Development Fund	0	0	2,385,146	2,000,000	(385,146)	-16.1%	0.00%
General Obligation Bonds	0	0	11,128,161	11,274,010	145,849	1.3%	0.00%
Storm Water Fund Balance	0	0	350,000	1,500,000	1,150,000	328.6%	100.00%
911 Board	0	0	0	3,043,796	3,043,796	N/A	0.00%
Interest Income	440,475	1,015,592	0	0	0	N/A	0.00%
Other	658,562	674,987	2,203,760	1,767,538	(436,222)	-19.8%	100.00%
	\$4,344,850	\$5,717,843	\$25,376,116	\$ 28,350,044	2,973,928	11.7%	100.00%
Total	\$4,344,850	\$5,717,843	\$25,376,116	\$ 28,350,044	2,973,928	11.7%	100.00%
Annual Budget	\$10,699,687	\$29,485,903	\$25,376,116	\$28,350,044			

Revenues

The City funds its capital program through a variety of sources including current operations and reserves.

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 Bond Fund 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, General Obligation Bonds \$12,070,087, GO Bonds for 21st Century Waterfront \$48,137,341, Hotel/Motel Tax Collections \$7,000,000, Economic Development Fund \$3,891,683, State & Federal Grants \$4,732,816, Interest Income \$862,659 and other \$1,495,000.

Funding for the FY 2004 Capital Budget was provided by funds from Foundations and other sources in the amount of \$2,203,760, State of Tennessee and Federal grants of \$4,309,049, Fannie Mae Loan \$5,000,000, Economic Development Fund \$2,385,146 and bond issuance of \$11,128,161.

Funding for the FY 2005 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$3,500,000, Economic Development Fund \$2,000,000, Tennessee Municipal Bond Fund Loan \$11,269,010, State of Tennessee and Federal grants of \$5,264,700, The 911 Board \$3,043,796, Storm Water Fund Balance of \$1,500,000 and funds from Foundations and other sources in the amount of \$1,767,538.

Capital Fund Expenditures

Fiscal Years 2004 - 2005

Expenditures	Actual	Actual	Budget	Budget	BUDGET*05	%	%
	FY 01/02	FY 02/03	FY 03/04	FY 04/05	INC/(DEC)	CHANGE FY 04/05	OF TOTAL
Capital Projects:							
Police (Fund P411)	2,292,066	5,763,440	180,000	2,022,100	1,842,100	1023.4%	7.13%
Fire (Fund P411)	0	0	2,045,000	2,589,485	544,485	26.6%	9.13%
Public Works (Fund P416)	9,322,952	14,445,488	18,483,321	13,671,962	(4,811,359)	-26.0%	48.23%
Parks & Recreation (Fund P415)	8,546,469	1,466,547	2,669,045	2,999,303	330,258	12.4%	10.58%
General Government (Fund P413)	4,613,556	6,546,309	1,082,500	6,957,194	5,874,694	542.7%	24.54%
Finance & Admin (Fund P413)	0	0	566,250	110,000	(456,250)	-80.6%	0.39%
General Services (Fund P414)	325,229	52,635	0	0	0	N/A	0.00%
21st Century Waterfront (Fund P421)	0	0	0	0	0	N/A	0.00%
Total Capital Projects	\$25,100,272	\$28,274,419	\$25,026,116	\$28,350,044	\$3,323,928	13.3%	100.00%
Total	\$25,100,272	\$28,274,419	\$25,026,116	\$28,350,044	3,323,928	13.3%	100.00%
Annual Budget	\$10,699,687	\$29,485,903	\$25,376,116	\$28,350,044			

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 overview of each department's appropriation.

POLICE

FY 2005 Budget	\$ 2,022,100
% of Total Capital Budget	7.13%
Increase From FY 04	\$ 1,842,100
% Increase	1,020.6%

The Police Department capital appropriation will be used for the police vehicle replacement and renovation of the Police Service Center.

FIRE

FY 2005 Budget Request	\$2,589,485
% of Total Capital Budget	9.13%
Increase From FY 04	544,485
% Increase	26.6%

The FY 2005 appropriation for the Fire Department includes the purchase of new fire apparatus, construction new fire stations and replacement of existing fire station, radio replacement and Station repairs and maintenance.

PUBLIC WORKS

FY 2005 Budget Request	\$13,671,962
% of Total Capital Budget	48.22%
Decrease From FY 04	(4,811,359)
% Decrease	-26.0%

The FY 2005 Public Works capital appropriation 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 storm water projects.

PARKS, RECREATION, ARTS & CULTURE

FY 2005 Budget	\$2,999,303
% of Total Capital Budget	10.57%
Increase From FY 04	330,258
% Increase	12.4%

The FY 2005 Parks, Recreation, Arts, & Culture Department appropriation includes City wide parks rehabilitation, vehicle replacement and Recreation Center upgrades.

GENERAL GOVERNMENT

FY 2005 Budget	\$ 6,957,194
% of Total Capital Budget	24.54%
Increase From FY 04	5,874,674
% Increase	542.7%

The FY 2005 General Government budget includes funding for City Hall Renovation, matching funds for Chattanooga Area Regional Transit Authority and expansion of the City radio system.

FINANCE & ADMINISTRATION

FY 2005 Budget	\$110,000
% of Total Capital Budget	.38%
Decrease From FY 04	(456,250)
% Decrease	-80.6%

FY 2005 Capital budget includes various Information Systems hardware/equipment, furniture and website redesign.

Capital Project Detail

General Government

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09
CARTA	832,500	300,000	300,000	300,000	300,000	300,000
City Hall Renovation	250,000	2,000,000	3,500,000	3,500,000	-	-
800 MHz Trunking Migration	-	3,967,484	-	-	-	-
East Brainerd Radio System Expansion	-	322,142	-	-	-	-
Rapid Response Interoperability	-	162,750	-	-	-	-
WTCI	-	145,000	-	-	-	-
Bessie Smith Heritage Center Chiller	-	-	50,000	-	-	-
City Hall Annex Roof Replacement	-	-	10,000	-	-	-
Total General Government	1,082,500	6,897,376	3,860,000	3,800,000	300,000	300,000

	Prior Years Appropriations	2004/2005 Budget	Total Project
1. CARTA			
Funding source: General Fund		\$ 300,000	
Prior Years	\$ 3,310,850		\$ 3,610,850
This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital need for new buses, bus shelters, office, radio and fare collection equipment, support vehicles and Incline repair			
Impact on operating budget: None because these are one time funded projects for supported agencies.			
2. City Hall Renovation			
Funding Source: General Obligation Bonds/TML Loan		\$ 2,000,000	
Prior Years	\$ 250,000		\$ 2,250,000
This appropriation funds the total renovation of City Hall which was built in 1908.			
Impact on operating budget: The renovation should result in savings in electrical usage, heating/cooling cost, building insurance and potential health cost for employees insurance.			
3. 800 MHz Trunking Migration			
Funding Source: Homeland Security Grant		\$ 923,688	
911 Board		3,043,796	
Prior Years	\$ 0		\$ 3,967,484
This appropriation funds the upgrade of the City's 800 MHz radio system			
Impact on operating budget: None			

Capital Project Detail

	Prior Years Appropriations	2004/2005 Budget	Total Project
4. East Brainerd Radio System Expansion			
Funding Source: Homeland Security Grant	\$ 0	\$ 322,142	\$ 322,142
This appropriation funds installation of a repeater site connected into the current 800 MHz system to give Public Safety Responders in the East Brainerd area communications ability.			
Impact on operating budget: None.			
5. Rapid Response Interoperability			
Funding Source: Homeland Security Grant	\$ 0	\$ 162,750	\$ 162,750
This appropriation funds the installation of a Rapid Response Interoperability Unit which will have the ability to provide seamless communications among Responders using radios that, otherwise, would be incompatible			
Impact on operating budget: None.			
6. WTCI Television Station			
Funding Source: General Fund	\$ 0	\$ 145,000	\$ 145,000
To support capital upgrade for the public television station that televises the weekly City Council meetings.			
Impact on operating budget: None.			

Capital Project Detail

Finance & Administration

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09
Radio System Enhancement	35,000					
Business Licenses Records	58,750					
Website Redesign	175,000	25,000				
Core Network Upgrade	57,000	20,000	20,000	20,000	20,000	20,000
Backup Devices/Storage Equipment	30,500	15,000		20,000		20,000
System Management Software	25,000	50,000	75,000	35,000		
PBX Option 81 Module	35,000					
Human Resources/Payroll Management	150,000					
City Hall Computer Room UPS System		59,818				
Infrastructure Growth Processor			25,000			
Radio Shop Vehicle			35,000			
Fleet Service Vehicle Replacement			97,000			
Fleet Control-Automated Tracking			48,131			
Total Finance & Administration	\$566,250	\$169,818	\$300,131	\$75,000	\$20,000	\$40,000

	Prior Years Appropriations	2004/2005 Budget	Total Project
1. Radio System Enhancement			
Funding Source: Economic Development Fund	\$ 35,000	\$ 0	\$ 35,000
This appropriation is to upgrade the radio system to increase capacity and measure signal strength.			
Impact on operating budget: None			
2. Business Licenses Records			
Funding Source: Economic Development Fund	\$ 58,750	\$ 0	\$ 58,750
This appropriation is to fund replacement of (BUSL, in house) computer hardware and operating system platform			
Impact on operating budget: Annual maintenance cost \$8,000.00			
3. Web Site Redesign			
Funding Source: General Fund		\$ 25,000	
Prior Years	\$ 175,000		\$ 200,000
This appropriation is to fund redesign/redevelopment of The City of Chattanooga official web site (www.chattanooga.gov)			
Impact on operating budget: None			

Capital Project Detail

	Prior Years Appropriations	2004/2005 Budget	Total Project
4. Core Network Upgrade			
Funding Source: General Fund		\$ 20,000	
Prior Years	\$ 57,000		\$ 77,000
This appropriation is to purchase Routers, switches, etc for 100Mb/1Gb upgrade to core network infrastructure.			
Impact on operating budget: None			
5. Backup Devises/Storage Equipment			
Funding Source: General Fund		\$ 15,000	
Prior Years	\$ 30,500		\$ 45,500
This appropriation is to fund purchase of backup devices and storage equipment			
Impact on operating budget: None			
6. System Management Software			
Funding Source: General Fund		\$ 50,000	
Prior Years	\$ 25,000		\$ 75,000
This appropriation is to fund purchase of system/server management software			
Impact on operating budget: Annual maintenance cost \$3,750.00			
7. PBX Option 81 Module			
Funding Source: General Obligation Bonds	\$ 35,000	\$ 0	\$ 35,000
This appropriation is to fund the purchase of telecommunications software.			
Impact on operating budget: None			
8. Human Resources/Payroll Management Software			
Funding Source: General Obligation Bonds	\$ 150,000	\$ 0	\$ 150,000
This appropriation is to fund replacement of existing Human Resource/Payroll Management computer hardware and operating system platform.			
Impact on operating budget: Annual maintenance cost \$22,500.00			
9. City Hall Computer Room UPS System			
Funding Source: General Fund	\$ 0	\$ 59,818	\$ 59,818
This appropriation is to fund a UPS system for the City Hall computer room. This system is rated to cover the generator capacity currently installed at City Hall			
Impact on operating budget: None.			

Capital Project Detail

Police

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09
Police Fleet Replacement		750,000	750,000	750,000	750,000	750,000
Vehicle Digital Cameras		500,000	500,000	500,000	500,000	250,000
Relocation/Renovation Eastgate Precinct	180,000					
CPD Room Files		62,100				
HVAC replacement		65,000	20,000	10,000		
Motorola Portable Radios		190,000	190,000	190,000	190,000	190,000
Police Service Center Building Maintenance		0			125,000	125,000
Renovation & Expansion Police Annex		455,000	110,000	120,000	70,000	
Total Police	180,000	2,022,100	1,570,000	1,570,000	1,635,000	1,315,000

	Prior Years Appropriations	2004/2005 Budget	Total Project
1. Police vehicle fleet replacement			
Funding source: General Obligation Bonds/TML Loan		\$ 95,515	
General Fund		\$ 654,485	
Prior Years	\$ 8,375,980		\$ 9,125,980
This appropriation provides for an annual fleet replacement program to insure the safety margin for police vehicles by planned replacement.			
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.			
2. Vehicle Digital Cameras			
Funding Source: General Fund	\$ 0	\$ 500,000	\$ 500,000
This appropriation will fund the purchase and installation of approximately 300 digital camera's in all patrol officers and field supervisor vehicles.			
Impact on operating budget: None			
3. Eastgate Precinct Relocation/Renovation			
Funding Source: Prior Years	\$ 180,000	\$ 0	\$ 180,000
This appropriation fund the renovation of the Eastgate Precinct to expand the facility, improve operating efficiency and create a safe environment for citizens.			
Impact on operating budget: None			
4. CPD Room Files			
Funding source: General Fund	\$ 0	\$ 62,100	\$ 62,100
This appropriation fund Installation of a movable File System in the Police Department Criminal History Room.			
Impact on operating budget: None			

Capital Project Detail

	Prior Years Appropriations	2004/2005 Budget	Total Project
5. HVAC Replacement for Police Facilities			
Funding Source: General Obligation Bonds/TML Loan	\$ 0	\$ 65,000	\$ 65,000
This appropriation will fund HVAC replacements for aging units at various Police Facilities.			
Impact on operating budget: None			
6. Motorola Portable Radios			
Funding Source: General Obligation Bonds/TML Loan	\$ 0	\$ 190,000	\$ 190,000
This appropriation fund purchase of new radios for Police Officers			
Impact on operating budget: None			
7. Police Annex Renovation and Expansion			
Funding Source: General Obligation Bonds/TML Loan	\$ 0	\$ 455,000	\$ 455,000
This appropriation fund renovated of the Police Annex to add additional office and storage space for the Narcotic Unit, Highway Intervention Unit, Computer Forensic and Property Division.			
Impact on operating budget: None			

Capital Project Detail

Fire

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 2003/04	FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09
Fire Apparatus	1,000,000	1,080,000	1,000,000		1,000,000	1,000,000
Building Maintenance	235,000	144,485				
Fire Station Replacement	750,000			1,000,000		
Firehall Roof and Driveway repair	60,000	60,000	70,000	40,000	25,000	75,000
Technical Rescue equipment		1,200,000				
Radios		105,000	105,000	105,000	105,000	105,000
Total Fire	2,045,000	2,589,485	1,175,000	1,145,000	1,130,000	1,180,000

	Prior Years Appropriations	2004/2005 Budget	Total Project
1. Fire Apparatus			
Funding Source: P411 Fund Balance			
Prior Years	\$ 5,055,000	\$1,080,000	\$ 6,135,000
This appropriation will fund the purchase of new fire apparatus to upgrade the front line fire service fleet to maintain current level of service. These vehicles include Line Fire Apparatus, Elevating Platform, Hazardous Materials Vehicle, Technical Rescue Vehicle, Tankers and Brush Trucks.			
Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.			
2. Building Maintenance			
Funding Source: General Obligation Bonds			
Prior Years	\$ 235,000	\$ 144,485	\$ 379,485
This appropriation will fund update of Fire Department Training Facility for handicap accessibility and female locker room and adequate bathrooms and replacement of heat and air system.			
Impact on operating budget: None			
3. Fire Station Expansion			
Funding Source: General Obligation Bonds			
Prior Years	\$ 750,000	\$ 0	\$ 750,000
This appropriation allows for the ongoing replacement of outdated, high maintenance Fire Stations which are unable to accommodate modern fire apparatus.			
Impact on operating budget: Lower utility and maintenance cost			
4. Fire Station Roof and Driveway Repair			
Funding Source: General Fund			
Prior Years	\$ 300,500	\$ 60,000	\$ 360,500
This appropriation allows for the replacement of one roof or repair/replace concrete areas at a Fire Department Building each year.			
Impact on operating budget: None			

Capital Project Detail

	Prior Years Appropriations	2004/2005 Budget	Total Project
5. Technical Rescue Equipment			
Funding Source: Homeland Security Grant	\$ 0	\$1,200,000	\$1,200,000
Tennessee Homeland Security is affording the department the opportunity to equip and train in technical areas. The funding will provide for water rescue, structural and trench collapse and confined space.			
Impact on operating budget: None			
6. Radio Replacement			
Funding Source: General Fund		\$ 105,000	
Prior Years	\$ 472,000		\$ 577,000
The purpose of this project is to provide radios for personnel at the expansion stations and to provide mobile units for the apparatus at the station. Also, it will fund upgrade of existing analog radios to a digital capacity radio for maximum efficiency.			
Impact on operating budget: None			

Capital Project Detail

Public Works

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09
Paving of Streets	2,214,450	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
City Wide Services Equipment	1,314,124	1,212,248	1,199,000	1,054,000	1,462,763	1,262,763
Bridge Rehab	450,000	250,000	250,000	50,000	250,000	50,000
Downtown Streetscape Program	175,000	1,500,000	775,000	741,000	450,000	750,000
Traffic Engineering Projects	863,000	1,017,000	561,000	666,000	537,000	475,000
Curbs, Gutters, and Sidewalks	648,947	650,000	600,000	600,000	600,000	600,000
Street Rehabilitation	2,100,000	1,540,700	280,000	50,000	2,000,000	2,000,000
MPO - Major Construction	2,452,525	1,763,290	837,100	1,045,000	800,000	800,000
MPO - Streetscape	1,341,215					
Software/Equipment	278,000		50,000		50,000	
HOPE VI Road Improvements	5,050,000					
Neighborhood Improvement Projects	350,000	450,000	450,000	450,000	450,000	450,000
Tunnel Repair	150,000					
Environmental Remediation	646,060					
Intersection Improvements	450,000	400,000	500,000	250,000	550,000	250,000
Pedestrian Lighting		243,904	50,000	50,000	50,000	50,000
Hazardous Mitigation		1,144,820				
Storm Water Capital Projects	350,000	1,500,000				
Total Public Works	\$18,833,321	\$13,671,962	\$7,552,100	\$6,956,000	\$9,199,763	\$8,687,763

	Prior Years Appropriation	2004/2005 Budget	Project Total
1. Paving of streets			
Funding sources: General Obligation Bonds/TML Loan		\$2,000,000	
Prior Years	\$13,214,450		\$15,214,450
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.			
Impact on operating budget: This program will reduce the cost of annual street maintenance.			
2. City Wide Services Equipment Replacement			
Funding sources: General Fund		\$ 233,000	
General Obligation Bonds/TML Loan		979,248	
Prior Years	\$ 6,127,529		\$ 7,339,777
This appropriation allows for the ongoing replacement of older Public Works equipment.			
Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.			

Capital Project Detail

	Prior Years Appropriations	2004/2005 Budget	Total Project
3. Bridge Rehabilitation			
Funding sources: General Obligation Bonds/TML Loan		\$ 250,000	
Prior Years	\$ 1,792,167		\$ 2,042,167
This appropriation funds the City's portion of state and federal funding for rehabilitating bridges with structural and utilization deficiencies.			
Impact on operating budget: None			
4. Streetscape			
Funding sources: General Obligation Bonds/TML Loan		\$ 556,175	
Federal Grant		\$ 943,825	
Prior Years	\$ 6,315,021		\$ 7,815,021
This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.			
Impact on operating budget: None			
5. Traffic Engineering Projects			
Funding sources: General Fund		\$ 1,017,000	
Prior Years	\$ 5,026,749		\$ 6,043,749
This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.			
Impact on operating budget: The replacement program results in lower maintenance costs.			
6. Curbs, Gutters and Sidewalks			
Funding sources: General Obligation Bonds/TML Loan		\$ 650,000	
Prior Years	\$ 2,807,347		\$ 3,457,347
This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.			
Impact on operating budget: None			
7. Street Improvements			
Funding sources: General Obligation Bonds/TML Loan		\$ 1,540,700	
Prior Years	\$ 24,686,839		\$ 26,227,539
This appropriation will fund a program of major street rehabilitation within the City.			
Impact on operating budget: This program of major street improvements results in lower street maintenance costs.			
8. MPO Match Major Street Construction			
Funding sources: General Obligation Bond/TML Loan		\$ 1,763,290	
Prior Years	\$ 3,990,303		\$ 5,753,593
This appropriation funds the City's portion of State of Tennessee projects within the City limits.			
Impact on operating budget: None			

Capital Project Detail

	Prior Years Appropriations	2004/2005 Budget	Total Project
9. Software/Equipment Funding sources: General Obligation Bond This appropriation funds the purchase of new Electronic Document Management and plans review software and equipment. Impact on operating budget: None	\$ 528,000	\$ 0	\$ 528,000
10. HOPE VI Road Improvements Funding sources: Federal Grant This appropriation is for street improvements and streetscape in the Saint Elmo area. Impact on operating budget: None	\$ 5,950,000	\$ 0	\$ 5,950,000
11. Neighborhood Improvements Projects Funding sources: General Obligation Bonds TML Loan Prior Years This appropriation is for matching funds for Community Development Block Grants. Impact on operating budget: None	\$ 970,000	\$ 450,000	\$1,420,000
12. Tunnel Repair Funding sources: General Obligation Bonds This appropriation funds the study and repair of Wilcox tunnel. Impact on operating budget: None	\$ 150,000	\$ 0	\$ 150,000
13. Environmental Remediation Funding sources: General Obligation Bonds This appropriation funds the ongoing environmental clean-up of City owned property for use in the future. Impact on operating budget: None	\$ 646,060	\$ 0	\$ 646,060
14. Intersection Improvements Funding sources: General Obligation Bonds This appropriation funds an ongoing program to repair deteriorated intersections and rework intersections to create a better, more efficient traffic flow. Impact on operating budget: None	\$ 450,000	\$ 400,000	\$ 850,000
15. Pedestrian Lighting Funding sources: Public Works Capital Fund Balance This appropriation funds the Replacement and repair of Pedestrian Light Fixtures. Impact on operating budget: None	\$ 0	\$ 243,904	\$ 243,904

Capital Project Detail

	Prior Years Appropriations	2004/2005 Budget	Total Project
16. Hazardous Waste Mitigation			
Funding sources: Federal Emergency Management Grant	\$ 0	\$ 1,144,820	\$1,144,820
This appropriation funds the purchase and demolition of homes in a flood plain.			
Impact on operating budget: None			
17. Storm Water Projects City Wide			
Funding sources: Storm Water Fund		\$ 1,500,000	
Prior Years	\$ 350,000		\$1,850,000
This appropriation funds a drainage system inventory and City wide storm water projects.			
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					
	FY 2003/04	FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09
Parks Rehab	255,295	517,553	500,000		1,000,000	
Greenways	50,000	100,000	50,000	50,000	50,000	50,000
Civic Facilities	200,000	250,000	200,000			
Zoo Improvements	250,000	250,000	250,000	250,000	125,000	125,000
ADA Repairs	100,000	5,000				
Parks Maintenance Facility	200,000	0				
Recreation Center Rehab	970,000	275,000	260,000			
Hope VI	643,750	700,000				
Parks Equipment Replacement		1,750	70,000			
Public Arts Initiative		100,000	100,000	100,000	100,000	100,000
Attendance tracking software		100,000				
Hixson Civic Center		700,000				
Total Parks & Recreation	\$2,669,045	\$2,999,303	\$1,430,000	\$400,000	\$1,275,000	\$275,000

	Prior Years Appropriations	2004/2005 Budget	Total Project
1. City Parks Rehabilitation			
Funding Source: General Obligation Bonds		\$ 517,533	
Prior Years	\$ 5,842,295		\$ 6,359,828
This appropriation will fund rehabilitation and upgrading of City Parks: equipment replacement; fencing; park planning and expansion.			
Impact on operating budget: None			
2. Greenways			
Funding Source: General Obligation Bonds		\$ 100,000	
Prior Years	\$ 387,367		\$ 487,367
The purpose of this project is to upgrade and expand the Greenway system in Chattanooga.			
Impact on operating budget: None			
3. Civic Facilities			
Funding Source: General Obligation Bonds		\$ 250,000	
Prior Years	\$ 400,000		\$ 650,000
This appropriation will fund upgrade and renovation of City of Chattanooga Civic Facilities.			
Impact on operating budget: None			
4. Zoo Improvements			
Funding Source: General Obligation Bonds		\$ 250,000	
Prior Years	\$ 375,000		\$ 625,000
This appropriation will fund upgrade and renovation of the City of Zoo.			
Impact on operating budget: None			

Capital Project Detail

	Prior Years Appropriations	2004/2005 Budget	Total Project
5. ADA Repairs			
Funding Source: General Obligation Bonds			
Prior Years	\$ 200,000	\$ 5,000	\$ 205,000
This appropriation will fund upgrade and renovation of City of Chattanooga parks and recreation centers to comply with the Americans With Disabilities requirements.			
Impact on operating budget: None			
6. Parks Maintenance Facility			
Funding Source: General Obligation Bonds			
Prior Years	\$ 200,000	\$ 0	\$ 200,000
This appropriation will fund building of a new maintenance building to improve operating efficiency			
Impact on operating budget: None			
7. Recreation Centers Rehab			
Funding Source: General Obligation Bonds			
Prior Years	\$ 970,000	\$ 275,000	\$1,245,000
This appropriation will fund upgrade and renovation of City of Chattanooga parks and recreation centers			
Impact on operating budget: None			
8. HOPE VI Road Improvements			
Funding sources: Federal Grant			
Prior Years	\$ 1,543,750	\$ 700,000	\$2,243,750
This appropriation is for street improvements and streetscape in the Saint Elmo area.			
Impact on operating budget: None			
9. Parks Equipment Replacement			
Funding Source: General Obligation Bonds			
Prior Years	\$ 0	\$ 1,750	\$ 1,750
This appropriation allows for the ongoing replacement of older Parks Department equipment.			
Impact on operating budget: None			
10. Parks Art Initiative			
Funding Source: General Fund			
Prior Years	\$ 0	\$ 100,000	\$ 100,000
This appropriation will fund a art in public parks initiative program.			
Impact on operating budget: None			
11. Attendance tracking software			
Funding Source: General Fund			
Prior Years	\$ 0	\$ 100,000	\$ 100,000
This appropriation will fund Purchase and implementation of a participant identification tracking system for Recreation Center & program participation tracking (for performance measurement reporting).			
Impact on operating budget: None			

Capital Project Detail

	Prior Years Appropriations	2004/2005 Budget	Total Project
12. Hixson Civic Center			
Funding sources: General Obligation Bonds/TML Loan	\$ 0	\$ 700,000	\$ 700,000
This appropriation funds the purchase the existing Hixson Civic building which is currently being rented.			
Impact on operating budget: None			

Capital Budget Ordinance

ORDINANCE NO. _____

AN ORDINANCE APPROPRIATING, AUTHORIZING OR ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS BUDGET FOR THE FISCAL YEAR 2004-2005 AND TO AMEND ORDINANCE NO. 11316 AND TO AMEND THE FISCAL YEAR 2004-2005 BUDGET ORDINANCE NO. 11581.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CHATTANOOGA,

TENNESSEE:

SECTION 1. That there be and is hereby appropriated, authorized, or allocated the hereinafter set funds from the sources specified for the public purposes indicated of the Capital Improvements Budget program for the Fiscal Year 2004/2005:

FROM	General Obligation Bonds and/or		
	Tennessee Municipal Bond Fund	\$	11,274,010
	General Fund		3,500,000
	Economic Development Fund		2,000,000
	Appropriation of Fire Dept Fund Balance (P411)		1,000,000
	Appropriation of Public Works Fund Bal (P416)		290,515
	Tennessee Department of Transportation		853,680
	Hazardous Mitigation Grant (FEMA)		858,615
	Donation (Yother)		9,300
	Federal Grant (Frist) HOPE VI		943,825
	Donation (WalMart)		6,000
	Donation (N. Gate Mall)		25,000
	Sale of Land (1108 Duncan)		14,801
	Lyndhurst Grant		289,327
	CDBG		131,845
	Donation (Angel In Flight)		750
	Homeland Security Grant (Technical Rescue)		1,200,000
	Homeland Security Grant (Rapid Response)		162,750
	Homeland Security Grant (Radio Expansion)		322,142
	Homeland Security Grant (800 MHz Upgrade)		923,688
	911 Board (800 MHz Upgrade)		3,043,796
	Storm Water Fund (5300)		1,500,000

Capital Budget Ordinance

TO: General Government & Supported Agencies		\$ 6,957,194
Department of Finance & Administration		110,000
Department of Police		2,022,100
Department of Fire		2,589,485
Department of Public Work		12,171,962
Department of Parks, Recreation, Arts & Culture		2,999,303
Department of Public Works Storm Water Fund (P560)		1,500,000
		<hr/>
TOTALS	\$ 28,350,044	\$ 28,350,044
	<hr/>	<hr/>

SECTION 2. One percent (1%) of the eligible annual capital improvements budget funded from the General Fund or one hundred thousand dollars (\$100,000) whichever is greater, be appropriated to the City’s Public Art Initiative; eligible capital improvement projects shall include major renovations of public facilities and aboveground projects in the “built environment” including but not limited to, major road construction, bridges, sidewalks, streetscape, and other similar projects.

SECTION 3. That Ordinance No. 11316, SECTION 1 be amended as follows:

DELETE:

	<u>Source Of Funds</u>	<u>Budget Appropriation</u>
FROM Golf Course Fund	\$ 95,000	
TO Department of Parks, Recreation, Arts & Culture		<u>\$ 2,699,375</u>
SUB TOTALS	\$ 29,485,903	\$ 29,485,903
	<hr/>	<hr/>

INSERT:

FROM Golf Course Fund	\$ 47,065	
TO Department of Parks, Recreation, Arts & Culture		<u>\$ 2,651,440</u>
TOTALS	\$ 29,437,968	\$ 29,437,968
	<hr/>	<hr/>

Capital Budget Ordinance

SECTION 4. That the FY05 Operation Budget Ordinance No. 11581, SECTION 6 be amended as follows:

STORM WATER FUND

DELETE:

	Source of Funds	Budget Appropriation
Estimated Revenue/Appropriation	_____	_____.
TOTALS	\$ 5,575,120	\$ 5,575,120
	=====	=====

INSERT:

Estimated Revenue;

FROM Storm Water Fund Balance (Fund 5300)

\$ 1,500,000

Appropriation:

TO Storm Water Capital Projects (Fund P560)

_____ \$ 1,500,000

TOTALS

\$7,075,120 \$7,075,120
=====

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

PASSED on Third and Final Reading

August 24, _____, 2004.

_____ W. Jack Benson _____.

CHAIRPERSON

APPROVED: X DISAPPROVED: _____

DATE: _____, 2004

_____ Bob Corker /S/ _____.

MAYOR

Reviewed By: David Eichenthal /S/

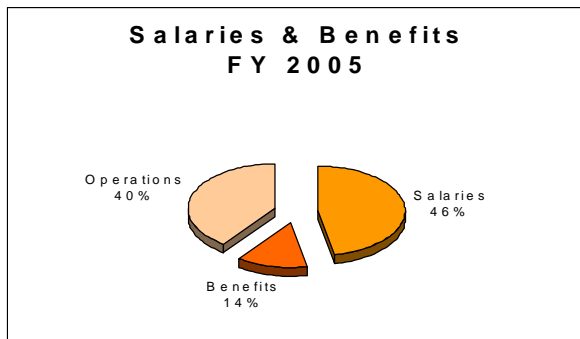
David Eichenthal

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 60% of the total FY2005 operating budget. On January 31, 1995 there was an ordinance passed (Ordinance 10163) that provided for overtime pay and compensatory leave. All non-exempt (any pay grade) and exempt employees in pay grades 1 through 11 who work more than 40 hours during a work week or more than his or her normally scheduled work day or exceeds the maximum work hours in his/her normal work period are to receive overtime pay.



Premium compensatory leave has been deleted. A provision has been established for exempt employees in pay grades 12 through 17 who work in excess of the maximum allowable hours worked to be credited with compensatory leave equal to one times the number of excess hours so worked.

Employees in pay grade 18 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 CIGNA Healthcare for employee medical coverage. The average monthly contribution by City employees with an individual policy will be \$58.32 per month, employee + child \$97.40 per month, employee + spouse \$119.00 per month and family \$165.08 per month.

In FY 2005, employee's Major Medical Health and Hospitalization group plan cost will amount to \$15,175,000, with another \$2,246,400 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 \$50,000. For FY 2005, the cost of this life insurance benefit will be \$0.305 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 \$87,900. 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 plan. The three companies offering this benefit are ITT Hartford Life Insurance Company, AETNA and ICMA (International City/County Management Association).

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 \$0.305 per \$100 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
- Martin Luther King's Birthday
- Good Friday
- Memorial Day
- July 4th
- Labor Day
- Thanksgiving Day
- Day After Thanksgiving
- Christmas Day

The City Council may also designate other special holidays.

The accrual period is on a bi-weekly basis. Employees shall earn Personal Leave at the following rates:

Years of Service:

	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
Hours accrued Bi-weekly	9.54	10.77	12.00
Hours accrued Annually	248	280	312
Days accrued Annually	31	35	39

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

Years of Service:

	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
Hours accrued Bi-weekly	14.77	17.54	19.85
Hours accrued Annually	384	456	516
Days accrued Annually	32	38	43

Personal Leave shall be earned before it is taken. New employees shall earn Personal Leave after working one complete two week accrual period. Employees completing ten or seventeen years of employment shall earn Personal Leave at the new rate after working one full two week accrual period

after his/her anniversary date. The maximum number of Personal Leave days that can be carried over from one calendar year to the next is 100. Every employee shall be eligible to carry over from February to February 12 months beginning March 1st no more than ten days (100 maximum) of personal leave in addition to his/her personal leave days carried over from the previous 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 2002, the city has reduced authorized positions by 225. This can be attributed the continued efforts set by the Council and Mayor to provide smaller, more efficient government.

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. Through a gradual staff reduction plan, all of these positions were eliminated as of June 30, 2003. Further reductions in staff were included in the 2004 budget. The Fiscal Year 2005 changes are as follows:

General Government

In fiscal year 2005, positions increased by one (1). This increase is due to an additional Customer Service Representative in the 311 Call Center.

Department of Finance & Administration

In fiscal year 2005, positions decreased by twelve (12). Changes were as follows: Information Services: one (1) Programmer Analyst position was moved from the Police Department. City Court Clerk's Office: The Assistant City Court Clerk position and four (4) court clerks were eliminated. Fleet Management: one (1) crew worker was added, and eliminated one (1) custodian, one (1) shop supervisors, six (6) Equipment Mechanics and one (1) inventory clerk.

Department of Police

In fiscal year 2005, the department underwent another major reorganization. The net position reduction for the department was sixteen (16). The major reorganization changes were the creation of an Executive Police Chief position and transfer of the Animal Services division to the Department of Neighborhood Services. Other changes include elimination of the following positions: Director of Community Outreach, Manager of Media Relations, Director of Police Administration, Technology Coordinator (this position was transferred back to the main Information Services division in the Department of Finance and Administration), Manager of Security, Facilities & Fleet, and a Senior Secretary. Four (4) Crime Bill Officers were converted to regular patrol officer because the program's funding ended in FY04, thus no change in officers authorized. Additions included one Police Service Technician and two Communication officers.

Department of Fire

In the fiscal year 2005, positions increased by one (1). This increase is due to an additional fire inspector.

Department of Public Works

In fiscal year 2005 the major personnel changes in Public Works was due to continued reorganization of the department. There were 13 new positions created and 15 positions deleted in the Engineering Division. Three positions were deleted in the City Landfill and 4 new positions were created in Storm Water Division.

Department of Parks, Recreation, Arts & Culture

In fiscal year 2005, positions overall decreased by eight (8). All of this decrease is due to the elimination of rangers in the Riverpark Security area. Going forward, the police department will handle security functions in this area. In order to give the Municipal Golf Courses greater flexibility in controlling costs, the positions were taken out of the pay plan. As a result, the positions will not be tied to the wage adjustments of the City as a whole but the golf courses will be able to make those adjustments when it is economically feasible.

Department of Personnel:

In fiscal year 2005, one Project Manager/Wellness was added to Personnel staff.

Department of Neighborhood Services:

In fiscal year 2005, positions increased by ten (10). In FY04, the City of Chattanooga commissioned a panel of citizens to study the efficiency of the Animal Services division. Results led to the elimination of three vacant positions and a portion of that savings set aside for a spay/neuter education. Essential positions transferred to Neighborhood Services include two (2) Animal Services Field Supervisors, seven (7) Animal Service Officers, and an Administrative Secretary.

Executive Branch:

In the Internal Audit section the Director of the Office of Performance Manager position was eliminated, Internal Auditor was reduced by one, and one Grants Specialist was added.

City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
General Government & Agencies			30	31	32	34	2	4	37	37
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	3	2	2	0	0	2	2
C00153	Judicial Assistant	21.33hr	1	1	1	1	0	0	1	1
C00154	Police Officer	P1	0	0	0	0	0	0	0	0
C20010	City Judges	NP	1	1	1	1	0	0	1	1
			4	5	4	4	0	0	4	4
City Court Judicial II										
C00152	Court Officer	11	2	2	2	2	0	0	2	2
C00153	Judicial Assistant	21.331hr	1	1	1	1	0	0	1	1
C20010	City Judges	NP	1	1	1	1	0	0	1	1
			4	4	4	4	0	0	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	15	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)	9.76hr	4	4	1	1	0	-3	4	4
			17	17	14	14	0	-3	17	17
Office of the Mayor										
C00168	Communication Coordinator	19	0	0	0	0	0	0	0	0
C00171	Chief of Staff	50	0	0	0	0	0	0	0	0
C00172	Special Projects Director	19	0	0	0	0	0	0	0	0
C00173	Project Manager	NP	0	0	0	0	0	0	0	0
C00174	Special Project Assistant	15	0	0	0	0	0	0	0	0
C01204	Administrative Secretary	9	0	0	0	0	0	0	0	0
C01207	Executive Assistant	N/A	0	0	0	0	0	0	0	0
C01209	Administrative Assistant	19	0	0	0	0	0	0	0	0
C20001	Mayor	NP	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0
Downtown Design Center										
C00563	Design Review Coordinator	15	1	0	0	0	0	-1	0	0
C00567	Design Review Assistant	9	1	0	0	0	0	-1	0	0
C01952	Design Review Specialist	13	2	2	2	0	-2	-2	0	0
C01709	Planner	14	0	0	0	1	1	1	1	1
C01953	Senior Planner	17	0	1	1	2	1	2	2	2
C01002	Office Assistant Senior	5	0	0	0	1	1	1	1	1
C01954	Receptionist	NR	0	1	0	0	0	0	0	0
			4	4	3	4	1	0	4	4
311 Call Center										
C02107	Customer Service Representative	7	0	0	5	6	1	6	6	6
C02108	Customer Service Coordinator	12	0	0	1	1	0	1	1	1
			0	0	6	7	1	7	7	7
Department of Finance & Administration			227	217	212	200	-12	-27	198	198
Finance & Administration General Fund			150	144	139	135	-4	-15	133	133
Finance										
C00071	Accounts Payable Assistant	NR	1	1	1	1	0	0	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
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
C00085	Management & Budget Analyst	17	3	3	3	5	2	2	5	5
C00086	Management & Budget Analyst, Senior	19	1	1	1	1	0	0	1	1
C00087	Accountant	17	3	3	3	3	0	0	3	3

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
C00090	Accountant, Senior	19	1	1	1	1	0	0	1	1
C00099	Payroll Technician	8	2	2	2	2	0	0	2	2
C00102	Payroll Technician, Sr	10	1	1	1	1	0	0	1	1
C01002	Office Assistant, Sr	5	5	5	5	5	0	0	5	5
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
C01207	Executive Assistant	13	1	1	2	1	-1	13	0	1
C01402	Accounting Technician	8	3	3	3	3	0	0	3	3
C02105	Management & Budget Analyst	17	0	0	1	0	-1	0	0	0
			29	29	31	31	0	2	31	31
Information Services										
C00107	Information System Director	40	1	1	0	0	0	-1	0	0
C00107	Chief Information Officer	40	0	0	1	1	0	1	1	1
C00108	Application Services Manager	32	1	1	1	1	0	0	1	1
C00109	Assistant Director	32	1	1	0	0	0	-1	0	0
C00109	Assistant Chief Information Officer	32	0	0	1	1	0	1	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	2	2	2	2	0	0	2	2
C00117	Network Manager	28	1	1	1	1	0	0	1	1
C00118	Programmer Analyst	25	5	4	4	5	1	0	5	5
C00119	Programmer, Sr	19	4	5	5	5	0	1	5	5
C00121	Network Technician, Sr	11	3	3	3	3	0	0	3	3
C00122	Micro System Trainer	12	1	1	1	1	0	0	1	1
C00123	PC Services Specialist, Sr	18	1	1	0	0	0	-1	0	0
C00124	Network Technician	9	4	4	2	2	0	-2	2	2
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	1	1	2	2	0	1	2	2
C00130	Information Services assistant	9	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
			35	35	33	34	1	-1	34	34
City Treasurer										
C00130	Treasurer	33	1	0	0	0	0	-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	\$8.27hr	1	1	1	1	0	0	1	1
C00905	Property Tax Clerk II	\$8.27hr	1	1	1	1	0	0	1	1
C00906	Property Tax Clerk III	\$9.01hr	1	1	1	1	0	0	1	1
C01006	Tax Clerk	6	6	6	6	6	0	0	6	6
			14	13	13	13	0	-1	13	13
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	0	0	0	0	-1	0	0
C00056	Assistant City Court Clerk	16	0	1	1	0	-1	0	0	0
C00059	Court Operation Supervisor	13	3	1	1	1	0	-2	1	1
C01101	Court Clerk	5	16	16	16	13	-3	-3	11	11
C01102	Court Clerk, Sr	7	6	6	6	5	-1	-1	5	5
			27	25	25	20	-5	-7	18	18
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
			2	2	2	2	0	0	2	2
Geo Information Services										
CXXX	GIS Manager	NR	1	1	0	0	0	-1	0	0
CXXX	GIS Analyst	NR	1	1	0	0	0	-1	0	0
CXXX	GIS Technician	NR	1	1	0	0	0	-1	0	0
			3	3	0	0	0	-3	0	0
Purchasing										
C00250	Purchasing Agent	27	1	1	1	1	0	0	1	1
C00251	Assistant Purchasing Agent	17	2	2	2	2	0	0	2	2
C00252	Buyer	13	4	4	3	3	0	-1	3	3
C00258	Purchasing Technician	8	5	4	4	4	0	-1	4	4
C01001	Office Assistant	3	2	2	2	2	0	0	2	2
			14	13	12	12	0	-2	12	12

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
City Hall/Annex Maintenance										
C00176	Director, Facilities & Fleet Management	38	1	1	1	1	0	0	1	1
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1
C00197	Custodian	2	10	8	7	7	0	-3	7	7
C00198	Guard	\$8.94hr	2	2	2	2	0	0	2	2
C01501	Crew Leader	6	2	1	1	1	0	-1	1	1
C01521	Crew Worker	3	1	0	0	0	0	-1	0	0
C01522	Crew Worker, Sr	5	1	0	0	0	0	-1	0	0
C01525	Building Maintenance Mechanic	7	0	2	2	2	0	2	2	2
			18	15	14	14	0	-4	14	14
Development Resource Center										
C00197	Custodian	2	0	1	1	1	0	1	1	1
C01201	Secretary	6	0	1	1	1	0	1	1	1
C01521	Crew Worker	3	0	1	1	1	0	1	1	1
			0	3	3	3	0	3	3	3
Electronics Division										
C00199	Electronics Supervisor	24	1	1	1	1	0	0	1	1
C00200	Electronics Comm Technician	14	5	5	5	5	0	0	5	5
			6	6	6	6	0	0	6	6
Real Estate										
C00177	Manager of Real Property	22	1	1	1	1	0	0	1	1
C00990	Property Service Coordinator	14	1	2	2	2	0	1	2	2
			2	3	3	3	0	1	3	3
Municipal Garage - Amnicola										
C00204	Shop supervisor	18	2	2	2	2	0	0	2	2
C00205	Fleet Manager	25	1	1	1	1	0	0	1	1
C00206	Equipment Mechanic III	13	4	5	5	4	-1	0	4	4
C00208	Equipment Mechanic I	9	8	6	6	5	-1	-3	5	5
C00218	Shop Supervisor Senior	20	1	1	1	1	0	0	1	1
C00220	Parts Room Supervisor	11	1	1	1	1	0	0	1	1
C00224	Equipment Mechanic II	11	9	9	9	9	0	0	9	9
C01301	Inventory Clerk	5	2	1	1	1	0	-1	1	1
C01302	Inventory Clerk, Sr	6	2	2	2	2	0	0	2	2
C01521	Crew Worker	3	3	3	3	3	0	0	3	3
			33	31	31	29	-2	-4	29	29
Municipal Garage - 12th Street										
C00197	Custodian	2	1	1	1	0	-1	-1	0	0
C00204	Shop Supervisor	18	3	3	3	1	-2	-2	1	1
C00206	Equipment Mechanic III	13	8	8	8	7	-1	-1	7	7
C00208	Equipment Mechanic I	9	5	2	2	3	1	-2	3	3
C00218	Garage Superintendent	20	1	1	0	0	0	-1	0	0
C00218	Shop Supervisor Senior	20	0	0	1	2	1	2	2	2
C00220	Parts Room Supervisor	11	1	1	1	1	0	0	1	1
C00224	Equipment Mechanic II	11	12	12	12	8	-4	-4	8	8
C00232	Vehicle Servicer	6	3	2	2	2	0	-1	2	2
C01015	Office Manager	10	1	1	1	1	0	0	1	1
C01301	Inventory Clerk	5	3	2	2	1	-1	-2	1	1
C01302	Inventory Clerk, Sr	6	2	2	2	1	-1	-1	1	1
C01513	Heavy Equipment Operator	10	1	1	1	1	0	0	1	1
C01521	Crew Worker	3	1	1	1	2	1	1	2	2
C01522	Crew Worker, Sr	5	1	1	1	1	0	0	1	1
			43	38	38	31	-7	-12	31	31
Municipal Gas Station										
C01513	Heavy Equipment Operator	10	1	1	1	1	0	0	1	1
C01302	Inventory Clerk, Sr	6	0	0	0	1	1	1	1	1
			1	1	1	2	1	1	2	2
Department of Police			711	684	684	668	-16	-43	668	668
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1
C00200	Electronics Communication Tech.	14	0	1	1	1	0	1	1	1
C00209	Police Fleet Specialist	9	0	0	1	1	0	1	1	1
C00797	Executive Police Chief	43	0	0	0	1	1	1	1	1
C00805	Police Chief	50	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	0	-1	-1	0	0
C00808	Assist. Community Outreach Dir.	12	1	1	0	0	0	-1	0	0
C00809	Captain	P4	8	8	8	8	0	0	8	8
C00812	Lieutenant	P3	20	18	16	16	0	-4	16	16

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
C00813	Sergeant	P2	108	104	103	103	0	-5	103	103
C00818	Police Officer	P1	279	330	337	341	4	62	341	341
C00820	Police Off. Crime Bill	P1	54	9	4	0	-4	-54	0	0
C00824	Police Officer	P1	0	0	0	0	0	0	0	0
C00825	Police Service Technician	3	10	8	8	9	1	-1	9	9
C00827	Police Service Tech P.T.	N/A	21	0	0	0	0	-21	0	0
C00828	Police ID Technician	9	2	1	0	0	0	-2	0	0
C00828	Crime Scene Technician	9	0	0	1	1	0	1	1	1
C00829	Photo Lab Tech	9	1	1	1	1	0	0	1	1
C00831	Manager, Animal Services	24	1	1	1	0	-1	-1	0	0
C00834	School Patrol Officer Senior	9	1	1	1	1	0	0	1	1
C00840	Property Service Clerk	7	7	7	7	7	0	0	7	7
C00843	Communication Officer, Fire	8	2	2	2	2	0	0	2	2
C00844	Communication Officer	11	45	46	46	48	2	3	48	48
C00855	Manager Media Relations	19	1	1	1	0	-1	-1	0	0
C00856	Lead Police Records Clerk	9	2	2	1	1	0	-1	1	1
C00858	Police Legal Advisor	28	1	1	1	1	0	0	1	1
C00861	Fingerprint Technician	6	1	1	1	1	0	0	1	1
C00896	Animal Service Officer	9	10	10	10	0	-10	-10	0	0
C00897	Animal Service Sergeant	13	2	2	0	0	0	-2	0	0
C00897	Animal Service Field Supervisor	13	0	0	2	0	-2	0	0	0
C00898	Communication Officer, Sr	13	6	6	6	6	0	0	6	6
C00923	Animal Service Admin Supervisor	16	0	0	0	0	0	0	0	0
C00970	Police Service Tech Senior	5	10	10	14	14	0	4	14	14
C00974	Police Retiree 2000 Civilian	NP	1	0	0	0	0	-1	0	0
C00975	Lieutenant School Patrol	\$39.12hr	3	3	3	3	0	0	3	3
C00976	School Patrol Officer	\$27.59hr	30	30	30	30	0	0	30	30
C00994	Director, Police Admin	21	1	1	1	0	-1	-1	0	0
C00996	Communication Clerk	8	13	12	12	12	0	-1	12	12
C00997	Accounting Technician, Sr	11	1	1	1	1	0	0	1	1
C00998	Staff Service Coordinator	15	1	1	1	1	0	0	1	1
C00999	Technology Coordinator	20	1	1	1	0	-1	-1	0	0
C01000	Accreditation File Assistant	6	1	0	0	0	0	-1	0	0
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01002	Office Assistant, Sr	5	4	3	2	2	0	-2	2	2
C01003	Manager, Security, Facility & Fleet	18	1	1	1	0	-1	-1	0	0
C01005	Manager, Accreditation	18	1	1	1	1	0	0	1	1
C01008	Police Records Clerk	3	12	11	0	0	0	-12	0	0
C01009	Police Records Clerk, Sr	5	8	9	20	20	0	12	20	20
C01010	Police Records Clerk Supervisor	12	1	1	0	0	0	-1	0	0
C01010	Police Information Center Manager	16	0	0	1	1	0	1	1	1
C01011	Police Records Analyst	7	5	5	5	5	0	0	5	5
C01201	Secretary	6	3	8	6	6	0	3	6	6
C01202	Secretary, Senior	7	11	6	6	5	-1	-6	5	5
C01203	Assistant to Police Chief	17	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	9	5	5	5	4	-1	-1	4	4
C01401	Personnel Assistant	7	2	2	2	2	0	0	2	2
C01402	Accounting Technician	8	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
C01521	Crew Worker	3	1	1	0	0	0	-1	0	0
C01525	Building Maintenance Mechanic	7	3	2	2	2	0	-1	2	2
C02205	Terminal Agency Coordinator	8	0	0	1	1	0	1	1	1
C03003	Crime Statistics Analyst	15	0	0	1	1	0	1	1	1
			711	684	684	668	-16	-43	668	668
Department of Fire			418	418	417	418	1	0	418	418
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1
C00855	Manager, Media relations	19	0	1	1	1	0	1	1	1
C00864	System Specialist	15	1	0	0	0	0	-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	0	0	0	0	-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

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY	FY	FY	FY	PY to	02thru	FY	FY
			2002	2003	2004	2005	CY	FY 2005	2006	2007
C00873	Lieutenant	F3	87	87	87	87	0	0	87	87
C00874	Firefighter	F1	106	86	86	36	-50	-70	36	36
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	16	1	1	16	16
C00890	Training Chief	F5	1	1	1	1	0	0	1	1
C00891	Fire Equipment Technician	F11	1	1	1	1	0	0	1	1
C00892	Senior Firefighter	F2	100	120	120	170	50	70	170	170
C00899	Tactical Services Chief	F5	1	1	1	1	0	0	1	1
C00999	Technology Manager	F20	0	1	1	1	0	1	1	1
C01001	Office Assistant	F3	1	1	1	1	0	0	1	1
C01202	Secretary, Senior	F7	3	3	3	3	0	0	3	3
C01207	Executive Assistant	F13	1	1	1	1	0	0	1	1
C01401	Personnel Assistant	F7	1	1	1	1	0	0	1	1
C01402	Accounting Technician	F8	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	F10	1	1	1	1	0	0	1	1
C01513	Heavy Equipment Operator	F10	2	2	2	2	0	0	2	2
C01525	Building Maintenance Mechanic	F7	4	4	3	3	0	-1	3	3
C01526	Building Maintenance Mechanic, Sr	F12	1	1	1	1	0	0	1	1
			418	418	417	418	1	0	418	418
Department of Public Works (All Funds)			667	649	632	625	-7	-42	625	625
Public Works General Fund			351	348	341	333	-8	-18	333	333
Administration										
C00448	Information Technology Coord	F24	0	0	1	1	0	1	1	1
C00450	Administrator	F47	1	1	1	1	0	0	1	1
C00451	Deputy Administrator	F38	1	1	1	1	0	0	1	1
C01002	Office Assistant Senior	NR	0	2	2	2	0	2	2	2
C00453	Assistant to Administrator	F22	1	0	0	0	0	-1	0	0
C01001	Office Assistant	F3	2	0	0	0	0	-2	0	0
C01207	Executive Assistant	F13	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	F10	1	1	1	1	0	0	1	1
C01404	Fiscal Coordinator	F17	1	1	1	1	0	0	1	1
C01991	Development Planning Manager	F28	0	1	1	1	0	1	1	1
			8	8	8	8	0	0	8	8
Inspection										
C00509	Development Coordinator	F14	0	0	1	0	-1	0	0	0
C00525	Public Works Information Tech	F10	0	0	1	0	-1	0	0	0
C00530	Design Review Engineer	F25	0	0	1	1	0	1	1	1
C00541	Chief Building Official	F32	1	1	0	0	0	-1	0	0
C00541	Building Official	F32	0	0	1	1	0	1	1	1
C00543	Zoning Inspector	F12	2	2	2	2	0	0	2	2
C00544	Chief Building Inspector	F19	1	1	1	1	0	0	1	1
C00545	Chief Electrical Inspector	F19	1	0	1	1	0	0	1	1
C00546	Chief Plumbing Inspector	F19	1	1	1	1	0	0	1	1
C00548	Electrical Inspector	F13	2	2	2	2	0	0	2	2
C00549	Gas/Mechanical Insp.	F13	1	1	1	1	0	0	1	1
C00550	Plumbing Inspector	F13	2	2	2	2	0	0	2	2
C00551	Plumbing Inspector, Sr	F14	1	1	1	1	0	0	1	1
C00552	Combination Inspector	F14	2	2	2	2	0	0	2	2
C00553	Building Inspector	F13	2	2	2	2	0	0	2	2
C00554	Electrical Inspector, Sr	F14	1	1	1	1	0	0	1	1
C00555	Building Inspector, Sr	F14	1	1	1	1	0	0	1	1
C00558	Codes Inspector, Sr	F17	1	1	0	0	0	-1	0	0
C00559	Gas/Mechanical Inspector, Sr	F14	1	1	1	1	0	0	1	1
C00560	Chief Signs Inspector	F16	1	1	0	0	0	-1	0	0
C00561	Electrical Sign Inspector	F10	2	2	2	2	0	0	2	2
C00562	Codes Coordinator	F12	1	1	1	1	0	0	1	1
C00567	Director of Codes & Inspection	F36	0	1	1	1	0	1	1	1
C00571	Permit Services Chief	F25	0	0	1	1	0	1	1	1
C00578	Zoning and Sign Official	F25	0	0	1	1	0	1	1	1
C00737	GIS Specialist	NR	0	0	0	1	1	1	1	1
C01004	Permit Clerk	F5	4	4	4	4	0	0	4	4
C01015	Office Manager	F10	1	1	1	1	0	0	1	1
C01201	Secretary	n/a	0	0	0	0	0	0	0	0
			29	29	30	31	1	2	31	31

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
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	1	1	1	0	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	0	-1	-1	0	0
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
C01403	Administrator Coordinator	10	1	0	0	0	0	-1	0	0
C01405	Operations Coordinator	25	1	1	1	1	0	0	1	1
C01521	Crew Worker	3	1	1	1	1	0	0	1	1
C01522	Crew Worker, Sr	5	1	1	0	0	0	-1	0	0
C01530	Cost Estimator	15	0	0	1	1	0	1	1	1
			19	19	19	18	-1	-1	18	18
Municipal Forestry										
C00311	Municipal Forester	21	1	1	1	1	0	0	1	1
C00312	Forestry Supervisor	13	1	1	1	1	0	0	1	1
C00333	Tree Trimmer	8	1	2	2	2	0	1	2	2
C00334	Forestry Inspector	15	1	1	1	1	0	0	1	1
C01503	Crew Supervisor	11	1	1	1	1	0	0	1	1
C01511	Equipment Operator	6	1	1	1	1	0	0	1	1
C01522	Crew Worker Senior	5	0	0	1	1	0	1	1	1
			6	7	8	8	0	2	8	8
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	9	1	1	1	1	0	0	1	1
C01504	Crew Supervisor, Sr	12	8	8	8	7	-1	-1	7	7
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1
C01511	Equipment Operator	6	2	2	2	0	-2	-2	0	0
C01512	Equipment Operator, Sr	8	3	3	2	2	0	-1	2	2
C01513	Heavy Equipment Operator	10	4	4	4	5	1	1	5	5
C01521	Crew Worker	3	9	9	8	8	0	-1	8	8
C01522	Crew Worker, Sr	5	7	7	7	7	0	0	7	7
			44	44	42	40	-2	-4	40	40
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	6	-1	-1	6	6
C01512	Equipment Operator, Sr	8	2	2	4	5	1	3	5	5
C01521	Crew Worker	3	0	0	3	3	0	3	3	3
			12	12	17	17	0	5	17	17
Street Cleaning										
C00538	Sanitation Worker	3	0	0	0	0	0	0	0	0
C01502	Crew Leader, Sr	9	3	3	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	7	7	7	7	0	0	7	7
C01512	Equipment Operator, Sr	8	8	8	9	9	0	1	9	9
C01521	Crew Worker	3	15	15	12	12	0	-3	12	12
C01522	Crew Worker, Senior	5	3	3	3	3	0	0	3	3
			38	38	36	36	0	-2	36	36
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

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY	FY	FY	FY	PY to	02thru	FY	FY
			2002	2003	2004	2005	CY	FY 2005	2006	2007
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	\$9.72hr	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
			11	11	11	11	0	0	11	11
Engineering										
C00501	Engineering Technician	11	1	1	1	0	-1	-1	0	0
C00504	Engineering Project Manager	29	0	0	0	1	1	1	1	1
C00505	City Engineer	41	1	1	1	1	0	0	1	1
C00506	Asst. City Engineer	36	1	0	0	0	0	-1	0	0
C00509	Development Coordinator	14	0	0	0	1	1	1	1	1
C00512	Engineering Manager	36	1	1	1	1	0	0	1	1
C00513	Engineering Designer	17	4	4	4	5	1	1	5	5
C00514	Prop. Acquisition Coordinator	14	1	0	0	0	0	-1	0	0
C00516	Engineering Project Coordinator	20	4	4	3	2	-1	-2	2	2
C00517	Supervisor, Survey Party	16	1	1	1	0	-1	-1	0	0
C00518	Survey Party Chief	13	3	3	3	2	-1	-1	2	2
C00521	Construction. Inspector	13	7	7	7	4	-3	-3	4	4
C00522	Survey Instrument Tech.	10	3	3	3	3	0	0	3	3
C00523	Survey Technician	5	4	3	3	0	-3	-4	0	0
C00524	Technical Information Manager	29	0	0	0	1	1	1	1	1
C00525	Public Works Information Tech	10	4	5	4	0	-4	-4	0	0
C00582	Assistant Engineering Designer	NR	0	0	0	4	4	4	4	4
C00735	GIS Specialist Senior	NR	0	1	1	1	0	1	1	1
C00736	GIS Specialist	NR	0	0	0	5	5	5	5	5
C00965	Engineering Co-op	\$11.01hr	4	4	4	2	-2	-2	2	2
C01001	Office Assistant	3	2	0	0	0	0	-2	0	0
C01002	Office assistant Senior	NR	0	1	1	2	1	2	2	2
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
			42	40	38	36	-2	-6	36	36
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	3	3	3	0	1	3	3
C01521	Crew Worker	3	6	6	6	6	0	0	6	6
C01522	Crew Worker, Sr	5	4	3	3	3	0	-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	10	0	6	6	6	0	6	6	6
C00538	Sanitation Worker	3	5	4	4	0	-4	-5	0	0
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01503	Crew Supervisor	11	9	9	9	9	0	0	9	9
C01505	General Supervisor	14	2	1	1	1	0	-1	1	1
C01510	Light Equip Operator	5	17	17	17	17	0	0	17	17
C01512	Equipment Operator, Sr	8	7	9	8	8	0	1	8	8
C01521	Crew Worker	3	9	9	9	13	4	4	13	13
			50	56	55	55	0	5	55	55

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
Garbage Collection										
C00532	Superintendent Sanitation	25	1	1	1	1	0	0	1	1
C00537	Sanitation Worker, Sr	5	4	4	3	0	-3	-4	0	0
C00538	Sanitation Worker	3	25	18	12	0	-12	-25	0	0
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01503	Crew Supervisor	11	0	0	0	1	1	1	1	1
C01505	General Supervisor	14	3	2	2	1	-1	-2	1	1
C01510	Light Equipment Operator	5	2	2	2	2	0	0	2	2
C01511	Equipment Operator	6	11	11	11	8	-3	-3	8	8
C01512	Equipment Operator, Sr	8	11	11	11	15	4	4	15	15
C01521	Crew Worker	3	0	0	0	10	10	10	10	10
			58	50	43	39	-4	-19	0	39
Storm Water Management			44	44	45	49	4	5	49	49
Administration										
C00509	Development Coordinator	14	3	3	1	0	-1	-3	0	0
C00513	Engineering Designer	17	4	4	4	4	0	0	4	4
C00516	Engineering Project Coordinator	20	1	0	0	0	0	-1	0	0
C00724	Public Relations Education Coordinator	NR	0	0	0	1	1	1	1	1
C00728	Manager, Storm Water	29	1	1	1	1	0	0	1	1
C00733	Construction Program Supervisor	21	0	1	1	1	0	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	2	1	1	2	2
C00738	Water Quality Technician	10	3	3	3	3	0	0	3	3
C00740	Biologist	14	2	2	2	2	0	0	2	2
C00742	Soil Engineering Specialist	16	0	0	0	3	3	3	3	3
C00965	Engineering Co-op	11.01	0	0	0	2	2	2	2	2
C01002	Office Assistant, Sr	5	1	1	1	0	-1	-1	0	0
C01004	Permit Clerk	5	1	1	1	2	1	1	2	2
C01201	Secretary	6	1	1	1	1	0	0	1	1
C0XXX	Education Coordinator	NR	0	0	1	0	-1	0	0	0
C0XXX	Land Disturbing Inspectors	NR	0	0	2	0	-2	0	0	0
CXXX	Water Quality Manager	NR	0	0	0	1	1	1	1	1
			20	20	21	25	4	5		25
Storm Water City Wide Services										
C00646	Sewer Maintenance Truck Operator	10	2	2	2	2	0	0	2	2
C01504	Crew Supervisor, Senior	12	3	3	3	3	0	0	3	3
C01511	Equipment Operator	6	2	2	2	0	-2	-2	0	0
C01512	Equipment Operator, Senior	8	2	2	2	4	2	2	4	4
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
			24	24	24	24	0	0	24	24
State Street Aid Fund			111	110	110	110	0	-1	110	110
C00512	Engineering Project Coordinator	20	1	1	0	0	0	-1	0	0
C00516	Engineering Project Coordinator	20	0	0	1	1	0	1	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	2	2	2	2	0	0	2	2
C01504	Crew Supervisor, Sr	12	10	10	10	10	0	0	10	10
C01506	General Super, Senior	16	3	2	2	2	0	-1	2	2
C01511	Crew Supervisor, Sr	6	12	12	0	0	0	-12	0	0
C01511	Equipment Operator	6	0	0	12	12	0	12	12	12
C01512	Equipment Operator, Sr	8	8	8	8	8	0	0	8	8
C01513	Heavy Equipment Operator	10	14	14	14	14	0	0	14	14
C01521	Crew Worker	3	38	38	38	38	0	0	38	38
C01522	Crew Worker, Sr	5	20	20	20	20	0	0	20	20
			111	110	110	110	0	-1	110	110

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
Solid Waste Fund			39	28	17	14	-3	-25	14	14
Sanitary Fills										
C00224	Equipment Mechanic II	11	1	0	0	0	0	-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	0	0	0	0	-1	0	0
C00670	Landfill Supervisor	20	1	1	1	0	-1	-1	0	0
C00671	Scale Operator	4	1	1	1	0	-1	-1	0	0
C01504	Crew Supervisor Senior	12	0	1	0	1	1	1	1	1
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	1	1	1	1	0	0	1	1
C01513	Heavy Equipment Operator	10	9	7	4	3	-1	-6	3	3
C01521	Crew Worker	3	2	1	0	0	0	-2	0	0
C00XX	Landfill Technician	12	0	0	1	0	-1	0	0	0
XXXX	Inactivated positions	n/a	0	0	0	0	0	0	0	0
			19	15	11	8	-3	-11	8	8
Wood Recycle										
C00671	Scale Operator	4	1	1	1	1	0	0	1	1
C01504	Crew Supervisor, Sr	12	1	0	0	0	0	-1	0	0
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Senior	8	1	1	0	0	0	-1	0	0
C01513	Heavy Equipment Operator	10	5	1	2	2	0	-3	2	2
C01521	Crew Worker	3	3	1	1	1	0	-2	1	1
			12	5	5	5	0	-7	5	5
Recycle										
C00675	Recycling supervisor	12	1	1	0	0	0	-1	0	0
C00679	Recycling Attendant	2	2	2	0	0	0	-2	0	0
C01511	Equipment Operator	6	3	3	1	1	0	-2	1	1
C01512	Crew Worker	8	2	2	0	0	0	-2	0	0
			8	8	1	1	0	-7	1	1
Interceptor Sewer System			122	119	119	119	0	-3	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
			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	0	0	0	0	0	0	0	0
			7	7	7	7	0	0	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
			3	3	3	3	0	0	3	3
Plant Maintenance										
C00351	Painter	7	1	1	1	1	0	0	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	12	12	12	12	0	0	12	12
C00611	Electrical Instrument Technician	12	7	7	7	7	0	0	7	7
C00618	Plant Maintenance Lubricator	6	3	3	3	3	0	0	3	3
C01503	Crew Supervisor	11	1	1	1	1	0	0	1	1
C01521	Crew Worker	n/a	1	0	0	0	0	-1	0	0
C01522	Crew Worker, Sr	5	1	1	1	1	0	0	1	1
			30	29	29	29	0	-1	29	29

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
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	2	0	0	0	0	-2	0	0
C01512	Equipment Operator, Sr	8	2	4	4	4	0	2	4	4
C01513	Heavy Equipment Operator	10	2	2	2	2	0	0	2	2
C01522	Crew Worker, Sr	5	6	6	6	6	0	0	6	6
			<u>18</u>	<u>18</u>	<u>18</u>	<u>18</u>	<u>0</u>	<u>0</u>	<u>18</u>	<u>18</u>
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	5	5	5	5	0	0	5	5
C00634	Plant Operator, Sr	12	8	8	8	8	0	0	8	8
C00636	Plant Operator Principal	13	4	4	4	4	0	0	4	4
C00638	Plant Operator	9	6	4	4	4	0	-2	4	4
CXXX	Plant Engineer	n/a	1	0	0	0	0	-1	0	0
C01002	Office Assistant, Sr	5	1	1	1	1	0	0	1	1
			<u>27</u>	<u>24</u>	<u>24</u>	<u>24</u>	<u>0</u>	<u>-3</u>	<u>24</u>	<u>24</u>
Inflow & Infiltration										
C00646	Sewer Maint. Truck Operator	10	2	2	2	2	0	0	2	2
C01504	Crew Supervisor, Senior	12	3	3	3	3	0	0	3	3
C01506	General supervisor, Senior	16	0	1	1	1	0	1	1	1
C01522	Crew Worker, Sr	5	4	4	4	4	0	0	4	4
			<u>9</u>	<u>10</u>	<u>10</u>	<u>10</u>	<u>0</u>	<u>1</u>	<u>10</u>	<u>10</u>
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
			<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>
Pretreatment/Monitoring										
C00652	Pretreatment Coordinator	15	1	1	1	1	0	0	1	1
C00653	Monitor Technician, Sr	10	2	3	3	3	0	1	3	3
C00654	Monitor Technician	n/a	1	0	0	0	0	-1	0	0
C00655	Pretreatment Inspector	10	1	1	1	1	0	0	1	1
C01201	Secretary	6	1	1	1	1	0	0	1	1
			<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>6</u>	<u>6</u>
Moc Bend Treatment Plant - Solid Handling										
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	0	0	0	0	0	0	0	0
C01512	Equipment Operator, Sr	8	4	4	4	4	0	0	4	4
			<u>9</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>0</u>	<u>9</u>	<u>9</u>
Department of Parks, Recreation, Arts, & Culture			360	341	246	238	-8	-122	238	238
Parks General Fund			317	298	203	195	-8	-122	195	195
Administration										
C00300	Administrator	45	1	1	1	1	0	0	1	1
C00301	Deputy Administrator	38	1	1	1	1	0	0	1	1
C00329	Recreation Management Analyst	13	0	1	1	1	0	1	1	1
C01002	Office Assistant, Senior	5	1	1	0	0	0	-1	0	0
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1
C01402	Accounting Technician	8	1	2	1	0	-1	-1	0	0
C01404	Fiscal Coordinator	17	1	1	1	1	0	0	1	1
			<u>6</u>	<u>8</u>	<u>6</u>	<u>5</u>	<u>-1</u>	<u>-1</u>	<u>5</u>	<u>5</u>
Admin-Facility Planning										
C00305	Project Coordinator	n/a	1	0	0	0	0	-1	0	0
			<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-1</u>	<u>0</u>	<u>0</u>
Admin-Public Info										
C00304	Public Information Specialist	13	1	1	1	1	0	0	1	1

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
Recreation Administration										
C00197	Custodian	2	11	0	0	0	0	-11	0	0
C00329	Recreation Management Analyst	13	1	0	0	0	0	-1	0	0
C00375	Manager, Recreation Operations	24	1	0	0	0	0	-1	0	0
C00376	Recreation Supervisor	17	1	0	0	0	0	-1	0	0
C00378	Recreation Program Coordinator	14	1	0	0	0	0	-1	0	0
C00380	Recreation Specialist, Senior	12	17	0	0	0	0	-17	0	0
C00382	Recreation Specialist	9	2	0	0	0	0	-2	0	0
C00388	Program Coordinator	12	1	0	0	0	0	-1	0	0
C01402	Accounting Technician	8	1	0	0	0	0	-1	0	0
XXXX	Inactivated positions	n/a	0	0	0	0	0	0	0	0
			36	0	0	0	0	-36	0	0
Recreation Facility Management										
C00197	Custodian	2	0	10	10	10	0	10	10	10
C00375	Manager, Recreation Operations	24	0	1	0	0	0	0	0	0
C00376	Recreation Supervisor	19	0	3	3	3	0	3	3	3
C00378	Recreation Program Coordinator	14	0	3	4	4	0	4	4	4
C00380	Recreation Facility Manager	12	0	17	16	16	0	16	16	16
C00382	Recreation Specialist	9	0	27	26	28	2	28	28	28
C00388	Program Coordinator	12	0	1	0	0	0	0	0	0
C00421	Aquatics Coordinator	14	0	1	0	0	0	0	0	0
C01001	Office Assistant	3	0	0	1	1	0	1	1	1
C01521	Crew Worker	3	0	2	2	2	0	2	2	2
			0	65	62	64	2	64	64	64
Recreation - Summer Youth										
C00936	Outdoor Program Assistant	n/a	3	3	0	0	0	-3	0	0
C00940	Assistant Tennis Coordinator	n/a	1	1	0	0	0	-1	0	0
C00941	Supervisor	n/a	2	2	0	0	0	-2	0	0
C00943	Playground Leaders	n/a	32	32	0	0	0	-32	0	0
C00947	Swimming Pool Supervisor I	n/a	0	0	0	0	0	0	0	0
C00949	Swimming Pool Manager	n/a	1	0	0	0	0	-1	0	0
C00950	Aquatic Program Coordinator	n/a	0	0	0	0	0	0	0	0
C00951	Lifeguards (3 months)	n/a	16	0	0	0	0	-16	0	0
C00964	Outdoor Program Director	n/a	1	1	0	0	0	-1	0	0
C00982	Art Camp Leader	n/a	4	4	0	0	0	-4	0	0
C00989	Lifeguards (6 months)	n/a	4	0	0	0	0	-4	0	0
			64	43	0	0	0	-64	0	0
Fitness Center										
C00376	Recreation Supervisor	19	1	1	1	1	0	0	1	1
C00380	Recreation Facility Manager	12	2	2	0	0	0	-2	1	1
C00420	Therapeutic Specialist	13	1	1	1	1	0	0	1	1
C00954	Fitness Trainer (Part Time 30 hrs.)	\$9.72	1	1	1	1	0	0	1	1
C00960	Front Desk Clerk (Part time 18 hrs.)	\$8.11	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	0	0
C02922	Fitness Coordinator	14	0	0	1	1	0	1	1	1
			7	7	6	6	0	-1	6	6
Urban & Community Rec										
C00376	Recreation Supervisor	n/a	1	0	0	0	0	-1	0	0
C00378	Recreation Program Coordinator	n/a	1	0	0	0	0	-1	0	0
C00382	Recreation Specialist	n/a	10	0	0	0	0	-10	0	0
C00936	Outdoor Program Assistant	n/a	0	0	0	0	0	0	0	0
C00983	Late-Night Program Assistant	n/a	13	13	0	0	0	-13	0	0
			25	13	0	0	0	-25	0	0
Outventure										
C00378	Recreation Program Coordinator	n/a	1	1	0	0	0	-1	1	1
C00382	Recreation Specialist	9	1	1	2	2	0	1	1	1
C00935	Recreation Specialist P/T	\$10.42	1	1	1	1	0	0	1	1
			3	3	3	3	0	0	3	3
Sports										
C00376	Recreation Supervisor	n/a	1	0	0	0	0	-1	0	0
C00378	Recreation Program Coord.	n/a	1	0	0	0	0	-1	0	0
C00382	Recreation Specialist	n/a	15	0	0	0	0	-15	0	0
C00421	Aquatics Coordinator	n/a	1	0	0	0	0	-1	0	0
			18	0	0	0	0	-18	0	0

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005					Change		Projected	
		Pay Grade	FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
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	0	0	0	-1	0	0
C00422	Seasonal Tennis Assistant	n/a	1	1	0	0	0	-1	0	0
C00981	Tennis Assistant P/T	\$7.34hr	2	2	2	2	0	0	2	2
C01521	Crew Worker	3	0	0	1	1	0	1	1	1
			6	6	5	5	0	-1	5	5
Aquatics										
C00421	Aquatics Coordinator	14	0	0	1	1	0	1	1	1
C00949	Swimming Pool Manager	n/a	0	1	0	0	0	0	0	0
C00951	Lifeguards	n/a	0	16	0	0	0	0	0	0
			0	17	1	1	0	1	1	1
Parks & Athletic Fields										
C00197	Custodian	2	0	0	1	1	0	1	1	1
C00224	Equipment Mechanic II	11	1	1	1	1	0	0	1	1
C00362	Stadium Manager	n/a	1	0	0	0	0	-1	0	0
C00931	Custodian (Part time)	n/a	1	0	0	0	0	-1	0	0
C00942	Softball Coordinator	n/a	1	0	0	0	0	-1	0	0
C00984	Ballfield Leader P/T	n/a	2	0	0	0	0	-2	0	0
C01503	Crew Supervisor	11	0	0	2	2	0	2	2	2
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	2	1	1	0	-2	1	1
C01521	Crew Worker	3	2	2	3	3	0	1	3	3
C01522	Crew Worker, Sr	5	9	6	5	5	0	-4	5	5
XXXX	Inactivated positions	n/a	0	0	0	0	0	0	0	0
			24	15	17	17	0	-7	17	17
Buildings & Structures										
C00197	Custodian	n/a	5	1	0	0	0	-5	0	0
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	0	0	0	0	-1	0	0
C00348	Plumber	n/a	1	0	0	0	0	-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	0	0	0	0	-1	0	0
C00363	Electrician Assistant	n/a	1	0	0	0	0	-1	0	0
C00370	Asst. Superintendent, Maint.	n/a	1	0	0	0	0	-1	0	0
C00402	Super, Civic Facilities Operator	n/a	1	0	0	0	0	-1	0	0
C01301	Inventory Clerk	5	1	1	1	1	0	0	1	1
C01501	Crew Leader	n/a	1	0	0	0	0	-1	0	0
C01504	Crew Supervisor, Sr	n/a	1	1	0	0	0	-1	0	0
C01505	General Supervisor	14	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	n/a	1	1	0	0	0	-1	0	0
C01521	Crew Worker	3	2	2	1	1	0	-1	1	1
C01522	Crew Worker, Sr	5	2	2	1	1	0	-1	1	1
C01525	Building Maint. Mechanic	7	5	5	5	5	0	0	5	5
C01526	Building Maint. Mechanic, Sr	12	1	1	1	1	0	0	1	1
			30	19	14	14	0	-16	14	14
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	5	5	5	5	0	0	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
			9	9	9	9	0	0	9	9
TN Riverpark - Downtown										
C00344	Asst. Superintendent, Riverpark	18	1	1	1	1	0	0	1	1
C00985	Groundskeepers	n/a	0	0	0	0	0	0	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	0	0	0	0	-2	0	0
C01521	Crew Worker	3	15	14	14	14	0	-1	14	14
C01522	Crew Worker, Senior	5	0	2	2	2	0	2	2	2
			24	23	23	23	0	-1	23	23

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
Carousel Operations										
C00307	Park & Carousel Manager	n/a	1	1	0	0	0	-1	0	0
C00310	Carousel Curator	n/a	0	0	0	0	0	0	0	0
C00423	Parks "Reservationist"	n/a	1	0	0	0	0	-1	0	0
C00968	Carousel Assistant P/T	\$7.12hr	3	2	2	2	0	-1	2	2
C00993	Seasonal Carousel Asst. P/T	n/a	3	3	0	0	0	-3	0	0
C01002	Office Assistant, Senior	5	0	0	0	1	1	1	1	1
			8	6	2	3	1	-5	3	3
Park & Facilities										
C00335	Parks Superintendent	n/a	1	0	0	0	0	-1	0	0
C00338	Manager, Projects & Facilities	30	1	1	1	1	0	0	1	1
C00355	Safety Coordinator	n/a	1	1	0	0	0	-1	0	0
C00423	Parks "Reservationist"	n/a	0	1	0	0	0	0	0	0
C01202	Secretary, Sr	n/a	0	0	0	0	0	0	0	0
C01402	Accounting Technician	8	1	0	0	1	1	0	1	1
			4	3	1	2	1	-2	2	2
Landscape										
C00365	Gardener	5	1	1	1	1	0	0	1	1
C01503	Crew Supervisor	11	0	0	1	1	0	1	1	1
C01505	General Supervisor	14	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	n/a	1	1	0	0	0	-1	0	0
C01521	Crew Worker	3	5	5	3	3	0	-2	3	3
C01522	Crew Worker, Sr	5	4	4	5	5	0	1	5	5
			12	12	11	11	0	-1	11	11
TN River Park Security										
C00850	Ranger	n/a	4	7	7	0	-7	-4	0	0
C00863	Ranger Supervisor	n/a	3	1	1	0	-1	-3	0	0
C00953	Ranger P/T	n/a	4	0	0	0	0	-4	0	0
			11	8	8	0	-8	-11	0	0
City-Wide Security										
C00850	Ranger	4	1	1	1	1	0	0	1	1
C00953	Ranger P/T 20 hr	\$10.71	2	2	3	3	0	1	3	3
			3	3	4	4	0	1	4	4
Athletic Facilities										
C00362	Stadium Manager	17	0	1	1	1	0	1	1	1
C00931	Custodian P/T	n/a	0	1	0	0	0	0	0	0
C00942	Softball Coordinator	\$294.00	0	1	1	1	0	1	1	1
C00984	Ballfield Leader	n/a	0	2	0	0	0	0	0	0
C01002	Office Assistant, Senior	n/a	0	0	1	0	-1	0	0	0
C01503	Crew Supervisor	11	0	0	1	1	0	1	1	1
C01513	Heavy Equipment Operator	n/a	0	1	0	0	0	0	0	0
C01521	Crew Worker	3	0	1	2	2	0	2	2	2
C01522	Crew Worker, Sr	5	0	2	1	1	0	1	1	1
C02932	Groundskeeper	7	0	0	1	1	0	1	1	1
			0	9	8	7	-1	7	7	7
Memorial Auditorium										
C00197	Custodian	2	0	2	2	2	0	2	2	2
C00405	Stage Manager	11	1	1	1	1	0	0	1	1
			1	3	3	3	0	2	3	3
Civic Facilities Concessions										
C00955	Concession Employees P/T	n/a	6	4	0	0	0	-6	0	0
Tivoli Theatre										
C00197	Custodian	2	0	1	1	1	0	1	1	1
C00405	Stage Manager	11	1	1	1	1	0	0	1	1
			1	2	2	2	0	1	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
C00402	Super, Civic Facilities Operator	15	0	1	1	1	0	1	1	1
C00405	Stage Manager	11	1	1	1	1	0	0	1	1
C00406	Facilities Marketing Coordinator	14	1	1	1	1	0	0	1	1
C00409	Concessions Coordinator	n/a	1	0	0	0	0	-1	0	0
C00410	Box Office Coordinator	11	1	1	1	1	0	0	1	1
C00411	House Manager	n/a	0	0	0	0	0	0	0	0
C00944	Temp Clerk P/T	n/a	0	0	0	0	0	0	0	0

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
C00956	Box Office Cashiers P/T	\$9.87hr	2	2	2	2	0	0	2	2
C00958	Phone Sales Clerks P/T	\$9.64hr	4	4	4	4	0	0	4	4
C01001	Office Assistant	n/a	0	0	0	0	0	0	0	0
C01403	Administrative coordinator	10	1	1	1	1	0	0	1	1
C01501	Crew Leader	6	0	1	1	1	0	1	1	1
C02920	Concessions Coordinator P/T	n/a	0	1	0	0	0	0	0	0
C02921	Security Coordinator P/T	n/a	0	1	0	0	0	0	0	0
			13	16	14	14	0	1	14	14
Cultural Arts										
C00381	Cultural Arts Specialist	9	3	3	3	1	-2	-2	1	1
C00384	Cultural Arts Manager	n/a	0	0	0	0	0	0	0	0
C00385	Cultural Arts Supervisor	n/a	0	0	0	0	0	0	0	0
C00387	Cultural Arts Prog. Coordinator	n/a	1	0	0	0	0	-1	0	0
C00935	Recreation Specialist P/T	n/a	0	0	0	0	0	0	0	0
			4	3	3	1	-2	-3	1	1
Municipal Golf Course										
C00224	Equipment Mechanic II	NP	2	2	2	2	0	0	2	2
C00314	Golf Course Manager	n/a	0	0	0	0	0	0	0	0
C00315	Admin Manager, Golf Course	n/a	0	0	0	0	0	0	0	0
C00317	Golf Course Superintendent	NP	2	2	2	2	0	0	2	2
C00319	Assistant Superintendent	NP	2	2	2	2	0	0	2	2
C00320	Pro Shop Manager	n/a	0	0	0	0	0	0	0	0
C00321	Concession Attendant	NP	4	4	4	4	0	0	4	4
C00326	Golf Course Ranger	NP	3	3	3	3	0	0	3	3
C00330	Proshop Clerk	NP	2	2	2	2	0	0	2	2
C00399	Golf Manager	NP	2	2	2	2	0	0	2	2
C00414	Golf Course Director	NP	1	1	1	1	0	0	1	1
C00415	Assistant Golf Manager	NP	2	2	2	2	0	0	2	2
C00925	Proshop Attendant (Part time)	NP	1	1	1	1	0	0	1	1
C00926	Laborer (Part time)	NP	8	8	8	8	0	0	8	8
C00927	Food Clerk (Part time)	NP	3	3	3	3	0	0	3	3
C01002	Office Assistant, Sr	n/a	0	0	0	0	0	0	0	0
C01402	Accounting Technician	NP	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	NP	2	2	2	2	0	0	2	2
C01521	Crew Worker	NP	8	8	8	8	0	0	8	8
			43	43	43	43	0	0	43	43
Department of Personnel			19	19	19	20	1	1	20	20
C00270	Administrator	45	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	0	-1	-1	0	0
C00284	Police & Fire Recruitment Supervisor	16	0	0	0	1	1	1	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
Wellness Initiative										
CXXX	Project Manager/Wellness	NR	0	0	0	1	1	1	1	1
			0	0	0	1	1	1	1	1
Employee Benefits Office										
C00182	Risk Manager	28	1	1	1	1	0	0	1	1
C00183	Benefits Coordinator	9	2	2	2	0	-2	-2	0	0
C00101	Benefits Assistant	8	0	0	0	1	1	1	1	1
C00185	Benefits Specialist	11	0	0	0	1	1	1	1	1
C00266	Loss Control Coordinator	17	1	1	1	1	0	0	1	1
			4	4	4	4	0	0	4	4

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
Department of Neighborhood Services			33	30	27	37	10	4	37	37
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
C01015	Office Manager	10	1	1	1	1	0	0	1	1
C01205	Administrative Secretary, Sr	11	1	1	1	1	0	0	1	1
CXXXX	Community Organizers	n/a	2	0	0	0	0	-2	0	0
CXXXX	Codes Specialist	n/a	2	0	0	0	0	-2	0	0
C02900	Fellows Interns	\$7.25hr	2	2	2	2	0	0	2	2
			10	6	6	6	0	-4	6	6
Codes & Community Services										
C00542	Manager, Codes & Community Ser	n/a	1	0	0	0	0	-1	0	0
C00565	Code Enforcement Inspector	11	11	11	10	10	0	-1	10	10
C00574	Chief Code Enforcement Inspector	15	2	2	2	2	0	0	2	2
C01001	Office Assistant	3	2	2	2	2	0	0	2	2
C01202	Secretary, Senior	7	1	1	1	1	0	0	1	1
			17	16	15	15	0	-2	15	15
Neighborhood Relations										
C00155	Neighborhood Relation Coordinator	14	3	4	4	4	0	1	4	4
C00158	Program Coordinator	17	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	1	1	0	0	0	-1	0	0
C01945	Special Project Coordinator	16	1	1	1	1	0	0	1	1
CXXXX	Community Organizers	NR	0	1	0	0	0	0	0	0
			6	8	6	6	0	0	6	6
Animal Services										
C00896	Animal Service Officer	9	0	0	0	7	7	7	7	7
C00897	Animal Service Field Supervisor	13	0	0	0	2	2	2	2	2
C01204	Administrative Secretary	9	0	0	0	1	1	1	1	1
			0	0	0	10	10	10	10	10
Executive Department of the Mayor			30	26	24	23	-1	-7	23	23
Department of the Mayor - General Fund			25	20	17	16	-1	-9	16	16
Office of the Mayor										
C00164	Director, Media Relations	NP	1	1	1	1	0	0	1	1
C00171	Chief of Staff	50	1	1	1	1	0	0	1	1
C00174	Special Project Assistant	15	1	2	2	2	0	1	2	2
C00175	Special Assistants	NP	2	2	2	3	1	1	3	3
C00913	Assistant for Education Initiative	NP	1	1	1	0	-1	-1	0	0
C01209	Administrative Assistant	19	2	1	1	1	0	-1	1	1
C20001	Mayor	NP	1	1	1	1	0	0	1	1
			9	9	9	9	0	0	9	9
Office of Performance Review										
C00080	Internal Audit Supervisor	n/a	1	0	0	0	0	-1	0	0
C00084	Internal Auditor	17	2	2	2	1	-1	-1	1	1
C00995	Grant Specialist, Senior	13	0	0	2	2	0	2	2	2
C01406	Grants Specialist	12	0	0	0	1	1	1	1	1
C01002	Office Assistant, Senior	5	1	1	0	0	0	-1	0	0
C02100	Performance Audit Manager	NP	1	1	0	0	0	-1	0	0
C00XXX	Internal Auditor, Senior	NR	0	0	1	0	-1	0	0	0
			5	4	5	4	-1	-1	4	4
Community Development - General Fund										
C00175	Administrator of Community Services	47	1	1	1	1	0	0	1	1
C01201	Secretary	n/a	1	0	0	0	0	-1	0	0
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	n/a	1	0	0	0	0	-1	0	0
C01404	Fiscal Coordinator	n/a	1	0	0	0	0	-1	0	0
C01925	Economic Consultant	\$31,012yr	1	1	1	1	0	0	1	1
			6	3	3	3	0	-3	3	3
Grants Administration										
CXXXX	Grant Specialist, Senior	NR	3	3	0	0	0	-3	0	0
			3	3	0	0	0	-3	0	0
Human Rights										
C00051	Manager, Neighborhood Services	17	1	1	0	0	0	-1	0	0
C00157	Human Rights Technician	n/a	1	0	0	0	0	-1	0	0
			2	1	0	0	0	-2	0	0

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
Community Development										
C00188	Manager, Econ & Com Development	27	1	1	1	1	0	0	1	1
C00189	Manager, Planning & Program Development	27	0	0	1	1	0	1	1	1
C00192	Community Development Specialist	15	2	3	3	3	0	1	3	3
C01202	Secretary, Senior	7	1	1	1	1	0	0	1	1
C01709	Planner	14	1	1	1	1	0	0	1	1
			5	6	7	7	0	2	7	7
Human Services			288	291	295	295	0	7	295	295
Administration										
C1A010	Administrator	45	1	1	1	1	0	0	1	1
C1A075	Executive Secretary	NP	1	1	1	1	0	0	1	1
C1A080	Executive Assistant	NP	0	0	0	0	0	0	0	0
C1A120	Senior Accounting Clerk	NP	2	2	1	1	0	-1	1	1
C1A171	Deputy Administrator	NP	1	1	1	1	0	0	1	1
C1A220	Clerk	NP	2	2	1	1	0	-1	1	1
C1A300	Receptionist	NP	1	1	1	1	0	0	1	1
C1A311	Supervisor of Fiscal Operations	NP	1	1	1	1	0	0	1	1
C1A312	Asst Admin for Admin, Plan, FO	NP	1	1	1	1	0	0	1	1
C1A320	Information Management Coordinator	NP	1	1	1	1	0	0	1	1
			11	11	9	9	0	-2	9	9
Occupancy										
C1B050	Utility Worker	NP	1	1	1	1	0	0	1	1
			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	3	3	0	-1	3	3
C1C150	Director of Social Services	NP	1	1	1	1	0	0	1	1
C1C160	LIEAP Coordinator	NP	1	1	1	1	0	0	1	1
C1C162	LIEAP Clerk	NP	0	0	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
C1C210	Intake Specialist	NP	1	1	1	1	0	0	1	1
			10	10	10	10	0	0	10	10
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	5	5	5	5	0	0	5	5
C1D100	Teacher Assistant	NP	5	5	5	5	0	0	5	5
C1D241	Family Service Supervisor	NP	1	1	1	1	0	0	1	1
C1D270	Cook II	NP	1	1	1	1	0	0	1	1
C1D390	Director of CC Programs	NP	1	1	1	1	0	0	1	1
C1D420	Janitor	NP	1	1	1	1	0	0	1	1
			16	16	16	16	0	0	16	16
Energy Project										
C1E020	Weatherization Coordinator	NP	1	1	1	1	0	0	1	1
C1E021	Weatherization Inspector	NP	0	1	1	1	0	1	1	1
			1	2	2	2	0	1	2	2
Foster Grandparents										
C1F020	Foster Grand Field Supervisor	NP	1	1	1	1	0	0	1	1
C1F030	Foster Grand Coordinator	NP	1	1	1	1	0	0	1	1
C1F040	Program Assistant II	NP	1	1	1	1	0	0	1	1
C1F071	Part Time Program Assistant	NP	1	1	1	1	0	0	1	1
			4	4	4	4	0	0	4	4
Head Start Centers										
C1H060	Health/ Nutrition Coordinator	NP	1	1	1	1	0	0	1	1
C1H061	Registered Dietician	NP	0	1	1	1	0	1	1	1
C1H080	Teacher	NP	26	26	30	30	0	4	30	30
C1H089	Teacher Assistant	NP	33	33	35	35	0	2	35	35
C1H140	Family Service Coordinator	NP	1	1	1	1	0	0	1	1
C1H150	Family Service Supervisor	NP	3	3	5	5	0	2	5	5
C1H170	Facility & Grounds Supervisor	NP	1	1	1	1	0	0	1	1
C1H175	Parent Involvement Coordinator	NP	0	0	1	1	0	1	1	1
C1H190	Family Service Assistant	NP	11	11	20	20	0	9	20	20
C1H240	Head Start / PCC Manager	NP	1	1	1	1	0	0	1	1
C1H250	Fiscal Officer	NP	2	2	2	2	0	0	2	2

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City of Chattanooga Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade	2005				Change		Projected		
			FY	FY	FY	FY	PY to	02thru	FY	FY	
			2002	2003	2004	2005	CY	FY 2005	2006	2007	
C1H270	Dietary Supervisor	NP	0	0	1	1	0	1	1	1	1
C1H310	Nurse	NP	3	3	3	3	0	0	3	3	3
C1H320	Lead Teacher/ Center Supervisor	NP	5	5	5	5	0	0	5	5	5
C1H350	Center Clerk	NP	4	4	4	4	0	0	4	4	4
C1H380	Dietary Assistant	NP	5	5	8	8	0	3	8	8	8
C1H390	Clerk III	NP	3	3	4	4	0	1	4	4	4
C1H400	Transportation/Janitorial Coordinator	NP	1	1	1	1	0	0	1	1	1
C1H410	Clerk IV	NP	3	3	3	3	0	0	3	3	3
C1H420	General Maintenance	NP	1	1	2	2	0	1	2	2	2
C1H440	Special Project Coordinator	NP	1	1	1	1	0	0	1	1	1
C1H510	Asst Lead Teacher Center Supervisor	NP	1	1	1	1	0	0	1	1	1
C1H601	Education Coordinator	NP	1	1	1	1	0	0	1	1	1
C1H602	Resource Specialist	NP	3	3	3	3	0	0	3	3	3
C1H603	Multi-Disciplinary Team Manager	NP	3	3	3	3	0	0	3	3	3
C1H615	Community Part/Education Specialist	NP	1	1	1	1	0	0	1	1	1
			114	115	139	139	0	25	139	139	
Head Start Mental Health											
C1M145	Clerk IV	NP	1	1	1	1	0	0	1	1	1
C1M165	Teacher	NP	1	1	1	1	0	0	1	1	1
C1M186	Mental Health Consultant	NP	1	1	1	1	0	0	1	1	1
			3	3	3	3	0	0	3	3	3
Neighborhood Family Services											
C1N001	Case Manager Coordinator	NP	2	2	1	1	0	-1	1	1	1
C1N003	Case Manager	NP	0	1	1	1	0	1	1	1	1
			2	3	2	2	0	0	2	2	2
Parent/Child Center											
C1P180	Nurse	NP	1	1	1	1	0	0	1	1	1
C1P200	Teacher	NP	13	13	19	19	0	6	19	19	19
C1P250	Teacher Assistant	NP	6	6	14	14	0	8	14	14	14
C1P280	Family Service Assistant	NP	2	2	5	5	0	3	5	5	5
C1P300	Clerk IV	NP	1	1	1	1	0	0	1	1	1
C1P312	Coordinator EHS	NP	1	1	1	1	0	0	1	1	1
C1P320	Dietary Assistant	NP	0	0	2	2	0	2	2	2	2
			24	24	43	43	0	19	43	43	43
Human Services Homeless Ser											
C1S010	Homeless Services Coordinator	NP	1	1	1	1	0	0	1	1	1
			1	1	1	1	0	0	1	1	1
Temporary Head Start											
T50220	Driver	NP	2	2	2	2	0	0	2	2	2
T50240	Clerk III	NP	2	2	2	2	0	0	2	2	2
T80040	Substitute Center Clerk	NP	2	2	2	2	0	0	2	2	2
T80070	Family Service Assistant	NP	1	1	1	1	0	0	1	1	1
T80081	Education Consultant	NP	0	0	0	0	0	0	0	0	0
T80100	Substance Abuse Trainer	NP	0	0	0	0	0	0	0	0	0
T90010	Dietary Assistant I	NP	3	3	3	3	0	0	3	3	3
T90020	GED Instructor	NP	0	0	0	0	0	0	0	0	0
			10	10	10	10	0	0	10	10	10
Temporary /Classroom Substitute											
T10010	Classroom Substitutes	NP	32	32	18	18	0	-14	18	18	18
T10050	Teacher Assistant I	NP	0	0	0	0	0	0	0	0	0
T10060	Family Literacy Teacher	NP	0	0	0	0	0	0	0	0	0
T10100	Bus Driver	NP	20	20	11	11	0	-9	11	11	11
			52	52	29	29	0	-23	29	29	29
Temporary Summer Lunch											
T80030	Monitor	NP	11	11	5	5	0	-6	5	5	5
T80050	Secretary	NP	2	2	2	2	0	0	2	2	2
T80060	Site Supervisor	NP	8	8	4	4	0	-4	4	4	4
T80070	Site Distribution Coordinator	NP	1	1	1	1	0	0	1	1	1
T80080	Site Supervisor Coordinator	NP	1	1	1	1	0	0	1	1	1
T80086	Asst Site Coordinator	NP	0	0	1	1	0	1	1	1	1
T80090	Clerical Assistant	NP	3	3	1	1	0	-2	1	1	1
T80100	Coordinator	NP	2	2	1	1	0	-1	1	1	1
T80110	Assistant Coordinator	NP	1	1	0	0	0	-1	0	0	0
T80200	Assistant Distribution Clerk	NP	3	3	1	1	0	-2	1	1	1
			32	32	17	17	0	-15	17	17	17

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City of Chattanooga
Detail Position List for Fiscal Year 2002-2007

Position Number	Position Name	2005 Pay Grade					Change		Projected	
			FY 2002	FY 2003	FY 2004	FY 2005	PY to CY	02thru FY 2005	FY 2006	FY 2007
Temporary Family T12001	Service Counseling Family Services Counselor Aide	NP	2	2	2	2	0	0	2	2
Temporary Day Care T14010	Day Care Substitute	NP	4	4	4	4	0	0	4	4
T14020	Dietary Aide	NP	1	1	3	3	0	2	3	3
			5	5	7	7	0	2	7	7
All Authorized Budget Positions			2,783	2,706	2,588	2,558	-30	-225	2,559	2,559
Total General Fund			2,054	1,992	1,879	1,856	-23	-198	1,857	1,857
Total Special Revenue Funds			404	407	412	412	0	8	412	412
Total Enterprise Funds			205	191	181	182	1	-23	182	182
Total Internal Service Funds			77	70	70	62	-8	-15	62	62
Total Golf Course and DRC			43	46	46	46	0	3	46	46
Departmental Totals										
General Government & Agencies			30	31	32	34	2	4	37	37
Department of Finance & Administration			227	217	212	200	-12	-27	198	198
Department of Police			711	684	684	668	-16	-43	668	668
Department of Fire			418	418	417	418	1	0	418	418
Department of Public Works (All Funds)			667	649	632	625	-7	-42	625	625
Department of Parks, Recreation, Arts, & Culture			360	341	246	238	-8	-122	238	238
Department of Personnel			19	19	19	20	1	1	20	20
Department of Neighborhood Services			33	30	27	37	10	4	37	37
Executive Department of the Mayor			30	26	24	23	-1	-7	23	23
Human Services			288	291	295	295	0	7	295	295
Total All Departments			2,783	2,706	2,588	2,558	-30	-225	2,559	2,559

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City of Chattanooga												
General City Employee Pay Plan												
Fiscal Year 2004/2005												
STEP	1	2	3	4	5	6	7	8	9	10	11	STEP
Grade												Grade
1	18,850	18,850	18,850	18,850	18,850	18,850	18,850	19,612	20,448	21,283	22,120	1
2	18,850	18,850	18,850	18,850	18,850	19,433	20,341	21,248	22,156	23,064	23,970	2
3	18,850	18,850	18,850	19,295	20,113	20,927	21,906	22,885	23,865	24,845	25,823	3
4	18,850	18,916	19,792	20,667	21,543	22,420	23,470	24,522	25,573	26,624	27,675	4
5	19,234	20,170	21,106	22,042	22,977	23,912	25,034	26,156	27,278	28,400	29,524	5
6	20,429	21,425	22,421	23,416	24,412	25,405	26,600	27,795	28,989	30,185	31,377	6
7	21,624	22,678	23,733	24,788	25,843	26,899	28,164	29,429	30,695	31,961	33,228	7
8	22,818	23,933	25,047	26,161	27,276	28,391	29,729	31,066	32,404	33,741	35,080	8
9	24,013	25,187	26,362	27,536	28,711	29,884	31,293	32,703	34,112	35,521	36,931	9
10	25,208	26,443	27,677	28,911	30,146	31,378	32,859	34,340	35,821	37,302	38,783	10
11	26,402	27,695	28,988	30,281	31,576	32,871	34,424	35,977	37,530	39,082	40,634	11
12	27,596	28,950	30,304	31,657	33,010	34,364	35,988	37,613	39,238	40,862	42,485	12
13	28,791	30,204	31,617	33,031	34,444	35,856	37,553	39,249	40,945	42,642	44,336	13
14	29,985	31,458	32,932	34,405	35,879	37,350	39,117	40,884	42,651	44,418	46,188	14
15	31,180	32,713	34,244	35,777	37,310	38,843	40,681	42,521	44,359	46,198	48,040	15
16	32,373	33,966	35,559	37,151	38,743	40,336	42,247	44,157	46,068	47,979	49,890	16
17	33,568	35,220	36,872	38,524	40,177	41,829	43,811	45,794	47,776	49,759	51,741	17
18	34,763	36,475	38,186	39,898	41,609	43,323	45,376	47,430	49,485	51,539	53,594	18
19	35,957	37,728	39,499	41,271	43,043	44,815	46,941	49,067	51,194	53,319	55,444	19
20	37,151	38,983	40,814	42,645	44,476	46,307	48,505	50,704	52,902	55,100	57,296	20
21	38,346	40,237	42,128	44,020	45,911	47,800	50,071	52,340	54,609	56,879	59,147	21
22	39,540	41,491	43,441	45,391	47,342	49,294	51,635	53,976	56,315	58,656	60,999	22
23	40,734	42,745	44,755	46,765	48,776	50,787	53,199	55,611	58,024	60,436	62,849	23
24	41,929	43,999	46,070	48,141	50,210	52,280	54,764	57,248	59,732	62,215	64,701	24
25	43,123	45,254	47,384	49,514	51,644	53,773	56,328	58,884	61,440	63,996	66,551	25
26	44,317	46,507	48,696	50,886	53,075	55,267	57,894	60,522	63,149	65,777	68,404	26
27	45,513	47,762	50,012	52,261	54,510	56,760	59,459	62,158	64,858	67,557	70,256	27
28	46,707	49,016	51,325	53,634	55,943	58,252	61,023	63,795	66,566	69,336	72,106	28
29	47,901	50,269	52,638	55,006	57,374	59,744	62,587	65,430	68,273	71,116	73,959	29
30	49,097	51,525	53,953	56,380	58,809	61,238	64,154	67,068	69,983	72,898	75,810	30
31	50,290	52,778	55,267	57,755	60,244	62,731	65,717	68,702	71,688	74,673	77,660	31
32	51,485	54,033	56,581	59,130	61,678	64,224	67,281	70,339	73,396	76,453	79,513	32
33	52,678	55,286	57,893	60,500	63,107	65,717	68,846	71,976	75,104	78,233	81,363	33
34	53,874	56,540	59,208	61,875	64,543	67,211	70,411	73,612	76,814	80,015	83,215	34
35	55,068	57,796	60,523	63,250	65,978	68,703	71,977	75,249	78,522	81,794	85,067	35
36	56,262	59,049	61,836	64,623	67,411	70,196	73,541	76,885	80,230	83,574	86,917	36
37	57,456	60,302	63,148	65,994	68,841	71,689	75,104	78,520	81,934	85,350	88,767	37
38	58,652	61,558	64,464	67,371	70,277	73,183	76,671	80,159	83,647	87,135	90,622	38
39	59,845	62,811	65,778	68,744	71,711	74,676	78,234	81,793	85,352	88,911	92,472	39
40	61,039	64,066	67,091	70,118	73,144	76,169	79,799	83,429	87,060	90,691	94,323	40
41	62,234	65,319	68,405	71,489	74,575	77,661	81,364	85,066	88,768	92,471	96,174	41
42	63,429	66,574	69,719	72,864	76,010	79,155	82,929	86,703	90,478	94,251	98,026	42
43	64,622	67,828	71,033	74,239	77,444	80,647	84,493	88,340	92,186	96,031	99,876	43
44	65,818	69,082	72,345	75,610	78,874	82,140	86,058	89,975	93,894	97,812	101,729	44
45	67,011	70,336	73,660	76,984	80,308	83,633	87,623	91,612	95,601	99,592	103,579	45
46	68,206	71,590	74,974	78,359	81,743	85,127	89,188	93,248	97,308	101,368	105,431	46
47	69,401	72,845	76,289	79,733	83,178	86,620	90,752	94,884	99,016	103,148	107,282	47
48	70,595	74,098	77,602	81,104	84,607	88,113	92,316	96,521	100,724	104,929	109,133	48
49	71,790	75,353	78,916	82,479	86,042	89,606	93,881	98,157	102,432	106,708	110,985	49
50	72,984	76,608	80,231	83,854	87,477	91,099	95,447	99,794	104,142	108,489	112,837	50

**Fiscal Year 2004/2005
Fire & Police Pay Plans**

STEP --> Grade	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11
F1	27,057	28,383	29,708	31,035	32,361	33,686	35,012	36,339	37,664	38,990	40,311
F2	28,281	29,667	31,055	32,442	33,829	35,215	36,603	37,990	39,376	40,763	42,15
F3	30,730	32,238	33,748	35,258	36,767	38,277	39,786	41,295	42,804	44,314	45,82
F4	35,624	37,379	39,133	40,887	42,641	44,395	46,149	47,903	49,657	51,411	53,16
F5	42,969	45,090	47,212	49,333	51,454	53,575	55,697	57,818	59,939	62,061	64,18
F6	55,207	57,941	60,674	63,408	66,141	68,875	71,608	74,342	77,075	79,808	82,54
P1	29,437	30,880	32,324	33,769	35,212	36,657	38,100	39,544	40,988		
P2	35,812	37,575	39,338	41,102	42,865	44,629	46,394	48,157	49,920		
P3	40,912	42,930	44,948	46,967	48,985	51,003	53,023	55,041	57,059		
P4	46,012	48,284	50,557	52,829	55,103	57,375	59,647	61,920	64,192		
P5	60,035	63,008	65,982	68,956	71,931	74,904	77,878	80,852	83,825		

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.

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 Leases - The liability associated with a capital lease is treated in essentially the same way as other types of long-term debt. Both the principal and interest portions of lease payments are recognized as expenditures in the period when they are due. In addition, GAAP directs that governmental funds report an expenditure equal to the net present value of the minimum lease payments at the inception of the capital lease, to reflect the commitment of financial resources associated with acquiring a leased-financed capital asset.

Capital Outlay - Fixed assets which have a value of more than \$5000 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.

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).

Commodities - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

Component Unit - A traditionally separate reporting entity for which the City may be financially accountable and, as such, should be included within the City's financial statements. They City (the primary government) is financially accountable if it appoints a voting majority of the organization's governing board and (1) it is able to impose its will on the organization or (2) there is a potential for the organization to provide specific financial benefit or to impose specific financial burden on the City.

Constant or Real Dollars - The presentation of dollar amounts adjusted for inflation to reflect the purchasing power of money as compared to a certain point in time in the past.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U. S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-Living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

CSO- Combined Sewer Overflow

CSR- Customer service request associated with 311 call center

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

D - E

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; Executive Department; 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.

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 Control - A plan of organization under which employees' duties are so arranged and records and procedures so designed as to make it possible to exercise effective accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations.

Internal Service Charges - The charges to user departments for internal services provided by another government agency, such as data processing, municipal service station and garage or insurance funded from a central pool.

I.O.D. - Injury-on-duty

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.

Modified Accrual - Revenue is recognized in the accounting period when it becomes "susceptible" to accrual, that is, when it becomes measurable and available to finance expenditures of the fiscal period. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations which should be recognized when due.

MPO - Metropolitan Planning Organization

MTAS - Municipal Technical Advisory Service

Net Budget - The legally adopted budget less all interfund transfers and interdepartmental charges.

Nominal Dollars - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

Object of Expenditure - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPR - Office of Performance Review

Operating Expenses **Supplies** - The cost for personnel, materials and equipment required for a department to function.

Operating Revenues - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

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)

P - S

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.

Special Revenue Fund- These funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government

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 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 - Enterprise South formerly Volunteer Army Ammunition Plant

Variable Cost - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.



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