

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

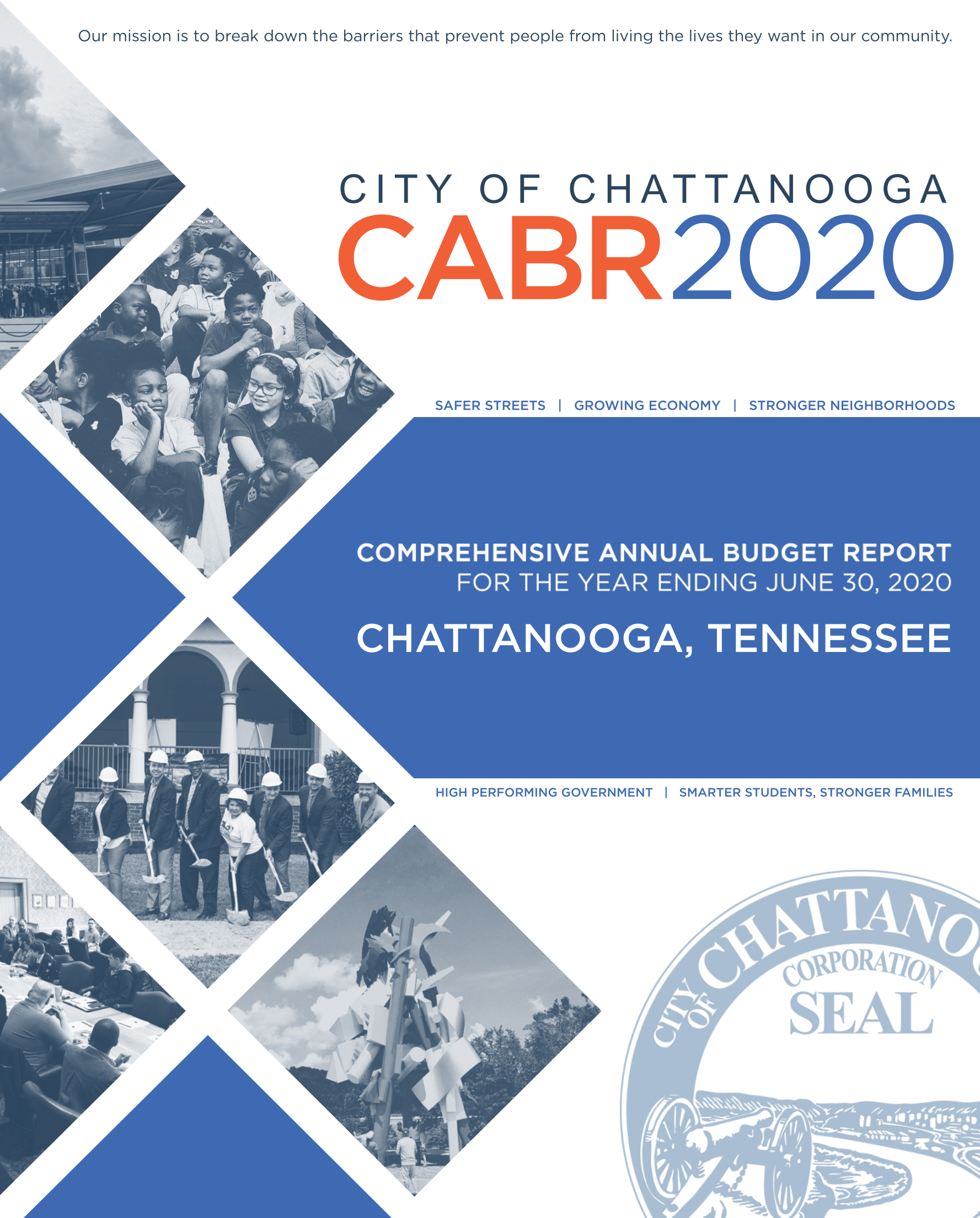
CITY OF CHATTANOOGA CABR 2020

SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

COMPREHENSIVE ANNUAL BUDGET REPORT
FOR THE YEAR ENDING JUNE 30, 2020

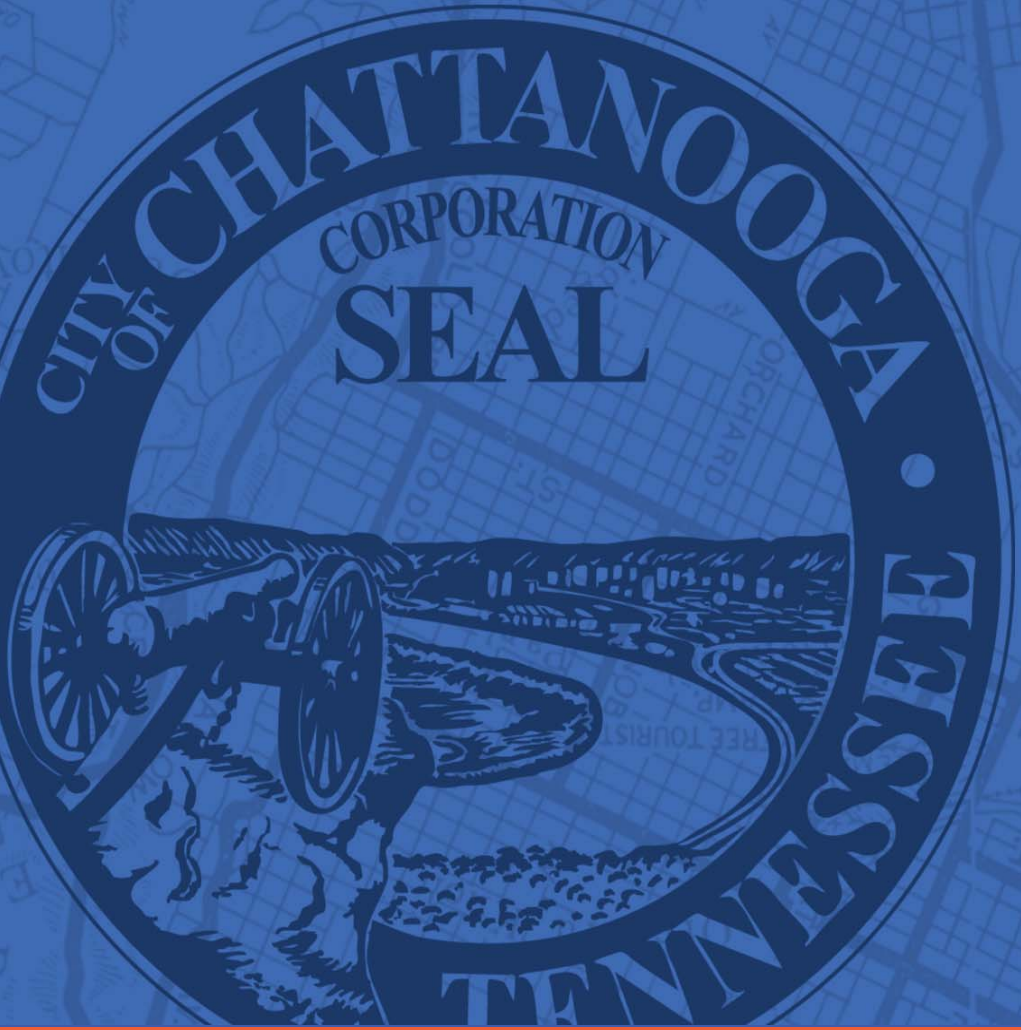
CHATTANOOGA, TENNESSEE

HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES



About the Cover

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



2020

COMPREHENSIVE ANNUAL BUDGET REPORT

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Chattanooga

Tennessee

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

For over twenty years, the City of Chattanooga has received the Distinguished Budget Presentation Award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2020 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





Daisy W. Madison, CPA, CGFM
City Finance Officer



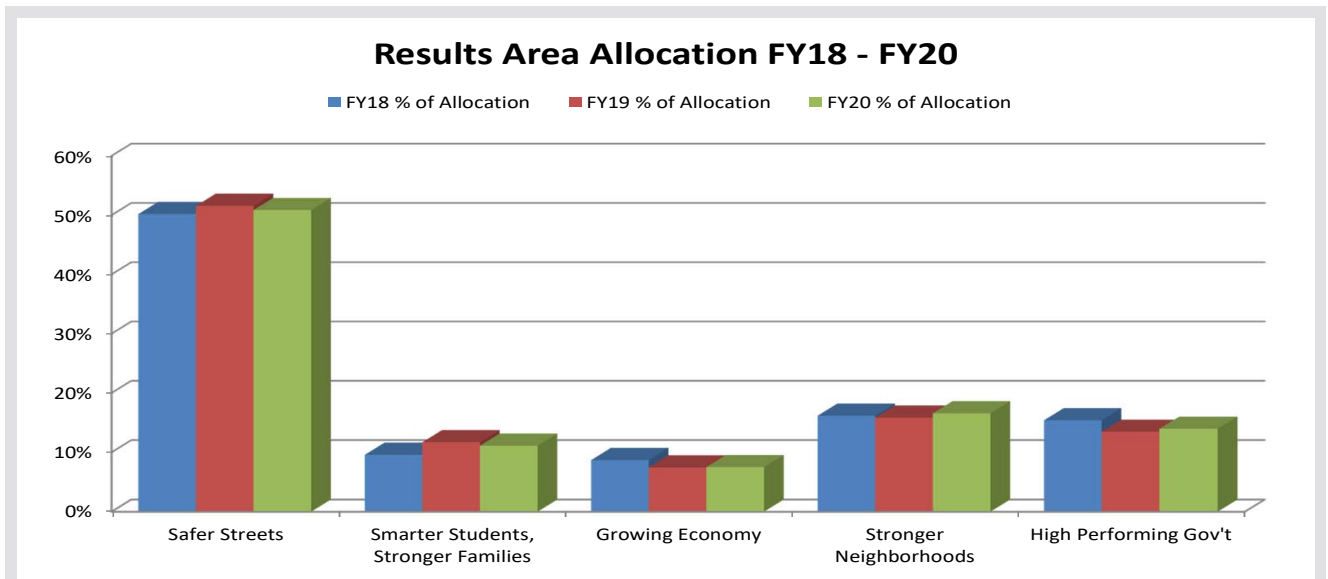
To the Honorable Mayor Andy Berke, Members of City Council, and the Citizens of Chattanooga, Tennessee

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

Presented is the adopted Operating Budget and Capital Improvement Plan for the Fiscal Year Ending June 30, 2020. The budget is the single most important document presented by the Mayor and adopted by City Council. It establishes the strategic plan for the upcoming fiscal year. The budget is built on conservative financial principles that reflect citizen priorities while ensuring long term sustainability and fiscal stability. It captures the growth in our local and state economy while maintaining a tax rate of \$2.277.

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

Priorities (Results Areas) include Safer Streets, Growing Economy, Stronger Neighborhoods, Smarter Students Stronger Families, and High Performing Government.



FY2020 Available funding for General Fund Result Areas:

\$263.8 million
 1.15% increase over FY2019 Projected Revenues



2.3%
Local Options Sales Tax



1.5%
Property Taxes



-44.5%
State Income Tax



Budgeting for Outcomes

The process that better aligns spending with outcomes. Key elements include Emphasis on Citizens priorities; Primary focus on desired outcomes; Ranking funding proposals that best achieve results that matter to citizens using result teams; Alignment of resources

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

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

Finance Officers Association (GFOA), starts with the results citizens want from their City government and works to align those priorities with the budget decision-making process. The BFO process focuses on services the public receives, how much it costs, and how outcomes will be measured. The results allocation is broken down by offers funded by general fund. This budget reflects a government relentlessly focused on the priorities of its residents: safer streets, stronger neighborhoods, a growing economy, smarter students & stronger families, and a high performing government. These priorities have been elevated with an eye toward effectiveness. Through this budgeting approach, each dollar must be justified based on how it delivers results to constituents. Major impacts to available funding which results in area funding allocation are increases in Local Options Sales taxes and State Sales tax offset by decreases in State Income Sales Tax.

Safer Streets

51%

RESULTS AREA SUMMARY

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

Total funded: \$135,423,596

Total number of offers funded: 26

KEY STRATEGIES

Continued investment in street improvements and Infrastructures related to safety (sidewalks, crosswalks, bike lines, street lighting, safety cameras, reducing traffic speed).

Successful crime and gang prevention strategies, including support for our Gun Crime Teams and the state-of-the art Real Time Intelligence Center. Also fostering visible and positive police presence and building and maintaining strong relationships within neighborhoods.

Providing additional fire apparatus replacements for the Chattanooga Fire Department to preserve our ISO Class 1 rating. Also the design of a new station for the Chattanooga Fire Department

Prevention and deterrence of crime by Ongoing re-entry support for ex-offenders, domestic violence survivor services at the Family Justice Center, Chattanooga Police Department's Explorer program, as well as fire and police services.

Improve the safety and care of Chattanooga's youth with a new liaison program and the implementation of "Handle With Care".

Faster emergency response times for police and fire.

Growing Economy

7%

RESULTS AREA SUMMARY

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

Total funded: \$19,985,940

Total number of offers funded: 27

KEY STRATEGIES

Improving economic mobility in Chattanooga to increase the likelihood that our young people will be able to earn more than their parents.

Recruiting new businesses and increasing number of jobs including, supporting 1,000 new jobs at Volkswagen

Developing a stronger local workforce through numerous citywide partnerships. Enhancing opportunities with Future Ready Institutes to build career pathways, vocational training, employment opportunities soft skills, and on the job training,.

Supporting the growth of locally-owned small businesses through programs like our Growing Small Business grants., Small Business Corridor grants, Innovation District grants, and Kiva loans.

Continued neighborhood development, including more sidewalks to enhance pedestrian safety and comfort.

Preparing for more new jobs at the Harriet Tubman homes site.

Catalyzing a new Health & Wellness District through work on Capital Street infrastructure projects.

Stronger Neighborhoods 17%

RESULTS AREA SUMMARY

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

Total funded: \$44,125,642

Total number of offers funded: 27

KEY STRATEGIES

Street improvements and repairs totaling over \$28 million - the largest amount for this work in Chattanooga's history.

Implementing critical parts of our City plan to eliminate homelessness for both veterans and chronically homeless by securing permanent housing in the Chattanooga area

Providing additional financial support to Public Transportation to increase efficiency and provide accommodations for more neighborhoods.

Expand Curbside recycling and continue to provide curbside garbage, recycle, brush, and bulky trash collection as well as household hazardous waste, recycling, refuse, and wood collection at centers

Increased investment in Youth and Family Recreation Centers and Facilities

Protecting neighborhood stability through our Affordable Housing Fund and preserving diversity.

Completing key components of our citywide greenway system and expanding our Open Spaces division ensuring a long term view and community engagement

High Performing Government 14%

RESULTS AREA SUMMARY

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

Total funded: \$37,180,478

Total number of offers funded: 23

KEY STRATEGIES

Continuing the high level of critical citywide services with no tax increase.

Creating a framework for a cooperative and comprehensive regional resiliency plan.

Recruiting and retaining a talented workforce through a fair and equitable pay raise, as well as a comprehensive study to ensure all city workers are paid at market rate.

Environmentally conscious purchasing and building management strategies that promote sustainability while saving taxpayer dollars.

Assessing our zoning and permitting processes.

Comprehensively reviewing our facilities infrastructure.

Updating the pavement condition index (PCI) of our streets to prioritize repairs when they are needed.

Supporting residents on fixed incomes through our senior tax freeze and water quality fee assistance.

Smarter Students and Stronger Families 11%

RESULTS AREA SUMMARY

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

Total funded: \$29,478,884

Total number of offers funded: 47

KEY STRATEGIES

Stronger relationships, parenting skills and support, child care and early childhood education for families

Financial literacy and support

Access to health services including access to care, birth control & sex education, mental health awareness and resources.

Continuing "Seats For Success", our landmark initiative to make more high-quality early learning seats available to more kids.

Continuation of the highly successful "Baby University" program to help make vulnerable children and parents in our city healthier, safer, and more financially secure.

Partnerships with Hamilton County to support schools and teachers, increasing out of school tutoring, access to higher education and job skill initiatives like enhancing the curriculum used by all early learning providers, internships, and mentorships..

Repairing and securing our existing Head Start centers and planning for new facilities where they are needed the most.

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

New partnerships between our local schools and the Chattanooga Police Department.

Expanding our popular Public Works Summer Jobs initiative.

Strengthening our public library branches so they can continue to be leading learning partners throughout our city.

Additional funding for our Youth & Family Centers and Facilities.

Financial Highlights

Estimated revenues, excluding other financing sources for all appropriated funds, total \$536,593,942 an increase of \$33.5 million or 6.65% above the previous year. Intergovernmental revenue, Charges for Services, and Taxes are the major contributors to this average increase over FY19.

The current tax rate of \$2.277 per \$100 of assessed valuation is maintained. However, overall tax assessments increased and property tax collections are up 1.3% from last year.

Intergovernmental revenues increased 19.9%, impacted largely by Capital Funds. FY20 Capital Budget included extensive projects with significant impact from a recent storm event from February 19 - March 30, 2019. Due to the FEMA Disaster Declaration, additional funding from federal & state (FEMA/TEMA) and other disaster relief programs contributed to this increase. In addition, with positive retail consumer spending, state sales tax is up 2.6% and gross receipt taxes are estimated to grow 5.7% in the FY2020 budget.

Charges for Services increased by 2.48% due to Proprietary Funds increasing \$3.2 million (5.1%) mainly due to Sewer service charges having a 9.8% rate increase, which accounts for the majority of the increase. This increase was offset by a significant decrease in Internal Service Funds by -\$1.7 million (-7.2%) due to Fleet Program reduction in rates for the fleet replacement program. There was also a slight decrease for General Fund Types of a net decrease of -\$248,080 (-6.5%)

Other financing sources of \$190.4 million includes Transfers of \$89.7 million a change of \$9.4 million from FY 2019. The Financing sources that contributed to the increase includes transfers from governmental funds (\$62.8 million), proprietary (\$26.4 million), and internal service (\$500,000); \$31.8 million from fund balance of governmental funds (\$16.5 million) and proprietary (\$15.3 million); and \$68.9 million bond proceeds for governmental funds (\$9.9 million), and State Revolving Loans (\$59 million) for proprietary funds.

Revenues <i>Fiscal Year Budget</i>	Budget 2019	Budget 2020	inc(dec)	% change
Taxes	193,306,377	195,750,888	2,444,511	1.26%
Licenses & Permits	4,900,297	5,239,200	338,903	6.92%
Intergovernmental	116,789,478	140,039,292	23,249,814	19.91%
Charges for services	127,699,852	130,864,224	3,164,372	2.48%
Fines, forfeitures and penalties	1,260,700	1,303,400	42,700	3.39%
Interest Earnings	3,620,500	4,031,324	410,824	11.35%
Miscellaneous	55,537,620	59,365,614	3,827,994	6.89%
Total Revenues	\$ 503,114,824	\$ 536,593,942	33,479,118	6.65%
Other Financing Sources				
Transfers in	87,375,204	89,681,731	2,306,527	2.64%
Fund Balance	37,225,609	31,810,385	(5,415,224)	-14.55%
Bond Proceeds	56,365,647	68,900,490	12,534,843	22.24%
Total Other Financing Sources	\$ 180,966,460	\$ 190,392,606	9,426,146	5.21%
Total Revenues & Other Sources	\$ 684,081,284	\$ 726,986,548	42,905,264	6.27%

Appropriations	Budget	Budget		%
<i>Fiscal Year Budget</i>	2019	2020	inc(dec)	Change
General Fund (undesignated)	227,970,709	232,387,464	4,416,755	1.94%
Special Revenue Funds	63,105,437	58,499,258	(4,606,179)	-7.30%
Debt Service Fund	27,710,150	24,361,896	(3,348,254)	-12.08%
Capital Project Funds	60,971,157	86,242,576	25,271,419	41.45%
Enterprise Funds	99,338,070	104,075,255	4,737,185	4.77%
Internal Service	73,835,256	73,430,474	(404,782)	-0.55%
Total Expenditures	\$ 552,930,779	\$ 578,996,923	26,066,144	4.71%
Other Financing Uses				
Transfers Out	73,195,204	73,068,031	(127,173)	-0.17%
Total Other Financing Uses	\$ 73,195,204	\$ 73,068,031	(127,173)	-0.17%
Total Expenditures & Other Uses	\$ 626,125,983	\$ 652,064,954	25,938,971	4.14%

Appropriations, excluding other financing uses are \$578,996,923, a \$26 million or 4.7% increase over the FY19 budget. General Fund (undesignated), Enterprise Funds, and Capital Project Funds showed a marked increase of over \$34.4 million or 8.8%. These increases are due to growth in infrastructure projects being funded by paygo capital from General Fund and an expansion in the number of proprietary capital projects scheduled for Disaster Recovery (FEMA/TEMA) funding, and those related to concert decree requirements. The reduction in Internal Service is a net result of reductions in Fleet Services (\$1.7M), Liability insurance (\$300K) and a significant decrease in Health & Wellness (\$4.2M).

Other financing uses consists of Transfers Out of \$73 million, a minimal decrease of \$127,173. These transfers are from governmental funds (\$40.9 million) and proprietary funds(\$32.1 million).

General Fund - The City's Undesignated General Fund accounts for all resources related to the general operations of city government that are not accounted elsewhere. The total appropriation for FY20 budget is \$269,807,000 including transfers of \$37,419,536, a decrease of \$3.7 million or 1.4% below FY19 budget. Salaries and fringes increased by \$4.8 million or 3.24% which is due primarily to a civilian employee increase of \$1.4 million (salary and wages) which included Full-time and part-time employees with an average of 2.5-3%. Other factors included a \$1.43 million increase in pensions (fire & police \$667K and General pension \$767K); \$692,124 in employer share hospitalization.

Special Revenue Funds - The City's Special Revenue Funds are set by City resolution to account for funds that are restricted as to use. Special Revenue Funds itemized in the budget ordinance include State Street Aid, YFD-Social Services, Municipal Golf Courses, Narcotics, Economic Development, Community Development, Hotel/Motel Tax and Automated Traffic Enforcement. Funding for all other designated funds are authorized by ordinance and restricted as to use. The 2020 budget for the Special Revenue Funds totals \$58.5 million which is a decrease of -\$4.6 million from prior year. The decrease is due to a -\$10.3 million reduction in Debt Service offset mainly by an increase of \$3.4 million in Capital Project funding. The Economic Development Fund accounts for \$0.25 of the City's share of the local option sales tax. These funds are earmarked to pay long term lease rental payments to fund the debt service for revenue bonds issued by the Chattanooga Downtown Redevelopment Corporation and other economic development initiatives. The Community Development Fund is used to account for Community Development Block Grants and other projects funded by the Federal Housing and Urban Development Programs.

Debt Service Fund - The City is authorized to finance capital improvements through various financing instruments, including but not limited to, general obligation bonds, revenue bonds, loan agreements and capital leases. The City Council may authorize the issuance of tax-supported bonds by a simple majority vote, with notification of the action published in local newspapers. Unless 10 percent of the qualified voters protest

the issuance by petition within 20 days of notification, the bonds may be issued as proposed. Both principal and interest on general obligation bonds are payable from ad valorem taxes which may be levied by the City Council subject to a legal debt limit of 10 percent of assessed valuation of property. Revenue bonds may be issued for various enterprise operations. The Debt Service Fund for FY20 is \$24.4 million, a -\$3.4 million reduction in annual principle and interest requirement.

The City anticipates issuing debt not to exceed \$68.9 million to fund the FY18-FY20 Capital Budgets, including \$9.9 million of GO bonds and \$59 million state revolving loans which is self-supporting debt paid through Interceptor Sewer System revenues.

Capital Project Funds - These funds are used to account for the financial resources for the acquisition or construction of major capital projects. The approved Capital Budget City Wide for the 2020 fiscal year is \$194,884,785 of which \$86,242,576 will be applied to General Government projects. This allocation is a \$25.3 million increase from prior fiscal year mainly due to projects related to the FEMA Disaster Declaration from storm damage. The approved General Governmental projects include \$47.2 million for Transportation, \$26.2 million in Public Works projects and \$8.6 million in general government. Remaining approved capital is within the appropriate Enterprise/Internal Service Funds. The capital budget consists of \$100,916,014 to sewer infrastructure, \$753,195 to Solid Waste, \$4,973,000 to Water Quality infrastructure improvements, and \$2,000,000 for Internal Service Funds. The overall City wide Capital budget increased \$44,526,128 or 29.6% over last year's approved budget of \$150,358,657.

Enterprise Funds - The City maintains six enterprise operations as part of the primary government. These funds are used to account for entities that are financed and operated in a manner similar to a private business. User fees are charged to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. Combined Enterprise Funds' net position at June 30, 2019, excluding EPB, was \$511.2 million. A brief discussion of the major operations follows:

The Electric Power Board is not presented because it is a separate administrative agency of the government, having exclusive control and management of the Electric Distribution System. It is the sole distributor of electric power within the boundaries of the City and County (600 square miles). It accounts for 86% of total Enterprise Fund operating revenues and reported net position of \$453.2 million for fiscal year 2019, an increase of 0.6% from prior year.

The Interceptor Sewer Fund accounts for sanitary sewer services provided to the residents of the City and to portions of Northwest Georgia. The fund's revenues are derived primarily from user fees and investment earnings. The strong growth in the City and increased federal mandates have necessitated ongoing expansion of the Interceptor Sewer System. Their total assets account for almost 73% of total Enterprise Fund assets, excluding the Electric Power Board; the unaudited net position at June 30, 2019 was \$397 million. Total approved budget for FY2020 including Debt Service and Capital is \$106,985,500, of which \$49,363,542 is for operations .

The Solid Waste Fund was established in accordance with state mandate to account for the operations of the City's landfill. The FY 2020 budget including capital is \$4,378,841. Landfill fees are charged to commercial customers for use of the landfill, while the cost of the City landfill needs are funded by the General Fund. A new cell is in its 7th year of operation. At June 30, 2019, the fund had an unaudited net position of \$12.4 million.

The Water Quality Management Fund accounts for the operations of the City's water quality management program as mandated by the Environmental Protection Agency and the state. Since the inception of this program in 1994, the investment in property, plant, and equipment has grown to a net position of \$85.5 million at year ending June 30, 2019. The 2020 budget including capital is \$23,250,723.

The Chattanooga Downtown Redevelopment Corporation (CDRC), accounts for the operations of a facility funded by lease-rental revenue bonds in the Tourist Development Zone, comprising more than 631,210 square feet at a cost of over \$120 million. Facilities include (1) the Chattanooga conference center, (2) parking garage, (3) the Development Resource Center, and (4) an expansion of the Chattanooga-Hamilton County Convention and Trade Center. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service requirements on \$129 million in revenue bonds issued by the Industrial Development Board of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. The IDB bonds are secured by payments to be made by the CDRC. The lease payments are funded by the City's share (.25%) of the 0.5% increase in the county-

wide sales tax passed by county-wide referendum, income from the Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service reserve fund in excess of \$9 million included as part of the bond issue. In the event these sources are insufficient, the City agreed to appropriate sufficient monies from other sources to make the lease payments. The net position June 30, 2019 is \$5.1 million. The outstanding debt at June 30, 2019 is \$60.4 million.

The Tennessee Valley Regional Communications System (TVRCS) accounts for the operations, management, and maintenance of the regional communications system. The TVRCS is a jointly funded Interoperable Public Safety communication system made up of partners from the City of Chattanooga, fourteen (14) counties in Tennessee & Georgia and the State of Tennessee. The FY 2020 budget is \$1,608,386.

Internal Service Funds - The City maintains three Internal Service Funds - Municipal Fleet Services Fund, Liability Insurance Fund, and the Health & Wellness Fund. Internal Service Funds provide goods or services for a fee to other governmental units, departments, and agencies. The Fleet Services Fund 2020 budget is \$22,439,616. The City of Chattanooga is self-insured for judgments and claims, including health care. The Liability Insurance Fund was established to fund and pay for all judgments and costs or liability claims against the City. The 2020 General Fund premium to the Liability Insurance Fund is \$500,000. The 2020 Health & Wellness Fund budget is \$50,490,857.

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

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

Trend Information.

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

General Pension Plan. The City provides a pension plan for permanent general city employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of total earnings. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan, at an actuarially computed contribution rate of 21.42% or 4.49% increase for FY2020.

Fire and Police Pension Fund. The City Finance Officer is authorized to fund based on the total salaries of all active employees participating in the Fire & Police Pension Fund with a contribution from the General Fund. The annual required contribution rate for FY2020 is 46.95% or 3.05% increase.

Electric Power Board Pension Plan. The Plan provides retirement benefits to plan members. Plan members are not required to contribute to the Plan. EPB's contributions are calculated based on an actuarially determined rate, which is currently 13.3% of annual covered payroll. Effective August 1, 1984, EPB implemented a 401(k) defined contribution plan, the EPB Retirement Savings Plan, which allows employees to invest up to 100% of their salary in the savings plan. EPB contributes 100% matching up to 4.0% of an employee's salary after one year of employment.

OPEB Trust. The City maintains a post-employment health care plan for retirees and their dependents. Substantially all of the City's employees may become eligible for benefits should they reach normal retirement age and certain services requirements. Retirees and beneficiaries are required to contribute specified amounts depending upon certain criteria and retirement date. Employees who retired prior to 2002 contribute an amount equal to the amount paid by active employees. If they retire after 2002 with 25 years of service or a job related disability, retiree contributes an amount equal to 1.5 times that of active employees; if less than 25 years of service or non-job related disability, retiree contributes an amount increased on a pro rata year's basis. The City pays the remainder of the costs.

As a cost reduction measure, effective July 1, 2010, the City Council discontinued retiree medical coverage past Medicare eligibility for all new employees and employees not already eligible for retirement. This provision does not apply to sworn personnel for which the City does not contribute to the Federal Medicare Insurance Trust Fund.

Personnel Highlights

The fiscal year budget provides for 2,650 positions within the City. This is an increase of sixteen (16) positions citywide. This increase is primarily for fourteen (14) positions within the Public Works Department's Enterprise Funds which includes four(4) for Water Quality and ten (10) for Interceptor Sewer Operations. Additional Increases are by Human Resources (6) for the Training Division, Economic Development (8) for additional homeless outreach staff and Transportation (4) for three Project Managers and an Administrative position. These increases are offset by a decrease in Youth and Family Development (-19) due to elimination of the Social Services Day Care Center (focusing resources to Head Start State Program). Other departments also impacted for a net of 4 positions. For more detailed information see the Personnel Administration tab in the Human Resource Administration section of this document.

Financial Assessment

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

General Fund Balance

One measure of a city's fiscal health is the level of its fund balance. At June 30, 2019 the City's unaudited total and unassigned fund balance of \$109.3 million and \$78.2 million respectfully are 37.4% and 26.8% of total revenues and transfers in. The City strives to maintain an undesignated general fund balance of 20% of operating revenues and transfers in. The City periodically uses fund balance to fund pay-go capital projects instead of adding new debt. The City's undesignated fund balance is \$82.2 million of which 78.2 million is unassigned, or 29.8%

Financial Reserves of Other Operating Funds

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

Bond Ratings

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

Per Capita Budget

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

Program	Acutal 2017	Acutal 2018	Budget 2019	Budget 2020	FY19 vs FY20 Budget	% Change
Population	176,588	177,571	179,139	180,557	1,418	0.79%
General Government	342.99	348.76	382.54	370.45	(12.09)	(0.03)
Human Resources	10.67	10.55	13.38	16.72	3.34	0.25
Economic & Community Dev	35.52	40.61	47.20	51.01	3.81	0.08
Economic Development	72.98	68.20	129.79	153.48	23.69	0.18
Executive Branch	10.32	10.80	10.65	11.57	0.92	0.09
Finance & Administration	30.11	32.06	37.47	38.92	1.45	0.04
Police	369.85	393.41	411.27	404.32	(6.95)	(0.02)
Fire	220.43	243.16	258.83	260.06	1.23	0.00
Public Works	853.37	1,019.77	966.86	965.81	(1.05)	(0.00)
Social Services	95.44	90.68	96.31	96.05	(0.26)	(0.00)
Youth & Family Development	56.41	60.04	63.86	61.65	(2.21)	(0.03)
Transportation	60.38	62.37	61.96	64.57	2.61	0.04
General Services	83.85	-	-	-	-	-
Debt Service	142.56	165.32	154.69	134.93	(19.76)	(0.13)
Total	2,384.88	2,545.73	2,634.81	2,629.54	(5.27)	0.47

*General Services combined with Fire and Public Works Departments

Conclusion

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





About Chattanooga

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

Located near the southeastern corner of the state on the Tennessee-Georgia border, the City encompasses an area of 145 square miles and a population of 180,557. The City is centrally located in relation to other major population centers of the southeast, being within a 150-mile radius of Knoxville and Nashville, TN; Birmingham, AL; and Atlanta, GA. Over 11 million people live within a 2 to 2 ½ hour drive of Chattanooga.

Date of Organization: 1839

Form of Government: Mayor/Council

The Mayor, elected at-large, serves as the City’s Chief Executive Officer and oversees the operation of all City departments. The Mayor does not serve as a member of the Council. The City Council is composed of nine members, with each member being elected from one of the nine districts within the geographic boundaries of the City. The Mayor and Council are elected to four-year terms. The City provides a full range of municipal services including, but not limited to, fire and police protection; sanitation services; construction and maintenance of

highways, streets and infrastructure; recreation and cultural activities; youth and family development; public library; economic and community development; planning and zoning; social services; and general administrative services. It also operates a water quality program and a regional sewer and sewage facility system serving southeast Tennessee and northwest Georgia.

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

The City employs approximately 2,630 authorized positions. The City’s Electric Power Board has approximately 688 active time employees.

During 2000 thru 2010, the population for Chattanooga increased 10.2 percent. Between 2000 and 2018 the population has increased from 155,554 to an estimated 180,557 or 14.6%

Demographics

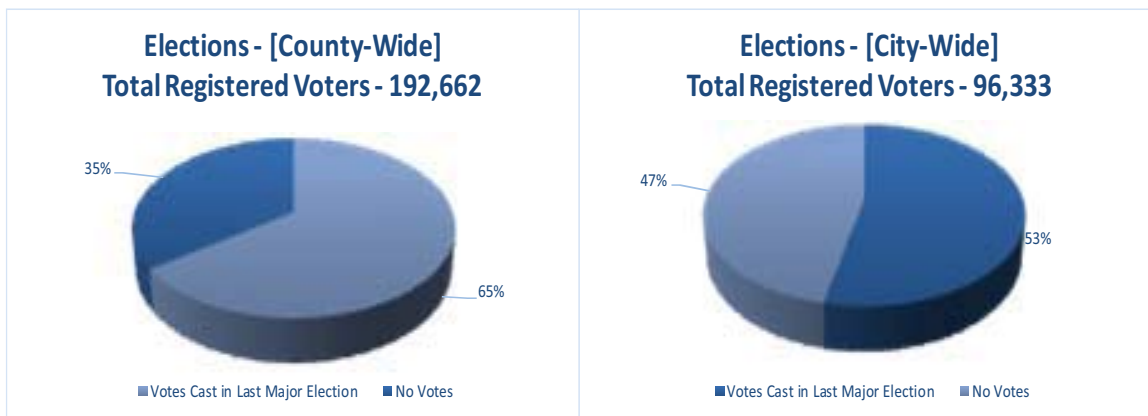
Population For City of Chattanooga, Hamilton County, Tennessee & United States

Census Year	City Area	City of Chattanooga	Hamilton County	State of TN	United States	Decennial % Change			
						City	County	State	US
1960	36.7	130,009	237,905	3,567,089	180,670,000	-0.8	14.2	8.4	18.5
1970	52.5	119,923	255,077	3,926,018	205,050,000	-7.8	7.2	10.1	13.5
1980	126.9	169,565	287,740	4,591,120	227,220,000	41.4	12.8	16.9	10.8
1990	126.9	152,466	285,536	4,877,855	249,620,000	-10.1	-0.8	6.2	9.9
2000	126.9	155,554	307,896	5,689,283	282,160,000	2.0	7.8	16.6	13.0
2010	144.0	171,349	336,463	6,346,105	309,340,000	10.2	9.3	11.5	9.6
2011	143.2	167,674	340,855	6,399,787	311,640,000				
2012	143.2	170,136	345,545	6,456,243	313,990,000				
2013	143.2	171,279	348,673	6,495,978	316,230,000				
2014	143.2	173,366	351,220	6,549,352	318,620,000				
2015	143.2	176,588	354,098	6,600,299	321,040,000				
2016	143.2	177,208	358,061	6,649,404	323,410,000				
2017	143.2	179,139	361,613	6,715,984	325,720,000				
2018	143.2	180,557	364,286	6,770,010	327,167,434				

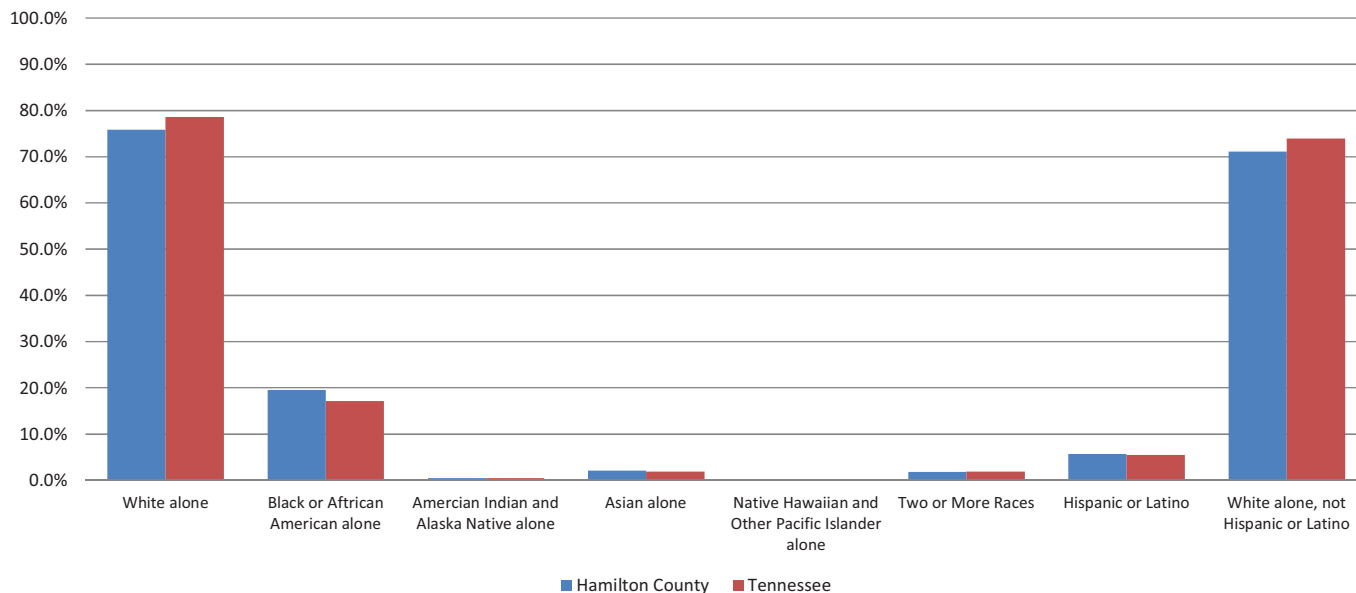
Building Permits Issued & Value

Year	Issued	Value
2009	1,848	\$ 466,268,463
2010	1,896	\$ 266,446,116
2011	2,105	\$ 392,043,677
2012	2,383	\$ 619,129,674
2013	1,938	\$ 428,388,807
2014	2,056	\$ 522,111,572
2015	2,196	\$ 650,213,959
2016	2,655	\$ 621,280,264
2017	2,780	\$ 674,712,821
2018	2,859	\$ 529,994,995

Source: Chattanooga Land Development Office
Calendar Year



Racial Comparison



Quality of Life

Cultural Activities & Facilities

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

Attractions

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

Community Recreation & Facilities

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

Housing Costs

Year	Median Sales
2008	\$ 131,870
2009	\$ 122,600
2010	\$ 121,400
2011	\$ 121,400
2012	\$ 129,100
2013	\$ 132,300
2014	\$ 139,700
2015	\$ 154,700
2016	\$ 140,300
2017	\$ 141,300
2018	\$ 150,300

2019-2020 / 2018-2019 10th DAY ENROLLMENT COMPARISON

	2019-20		2018-19	
	Locations	Enrollment	Locations	Enrollment
High Schools	11	8,800	12	8,996
Middle-High	7	5,985	7	5,185
Middles Schools	14	7,311	13	7,092
Elementary-High*	2	32	2	1,055
Elementary-Middle	3	1,330	3	1,867
Elementary Schools	39	20,395	39	19,609
School at Chattanooga State	1	176	1	169
Specialty Programs**	3	30	2	55
TOTAL	80	44,059	79	44,028

*Includes Hamilton County Virtual School

**Includes Washington & Dawn School

Source: Hamilton County Board of Education

Climate

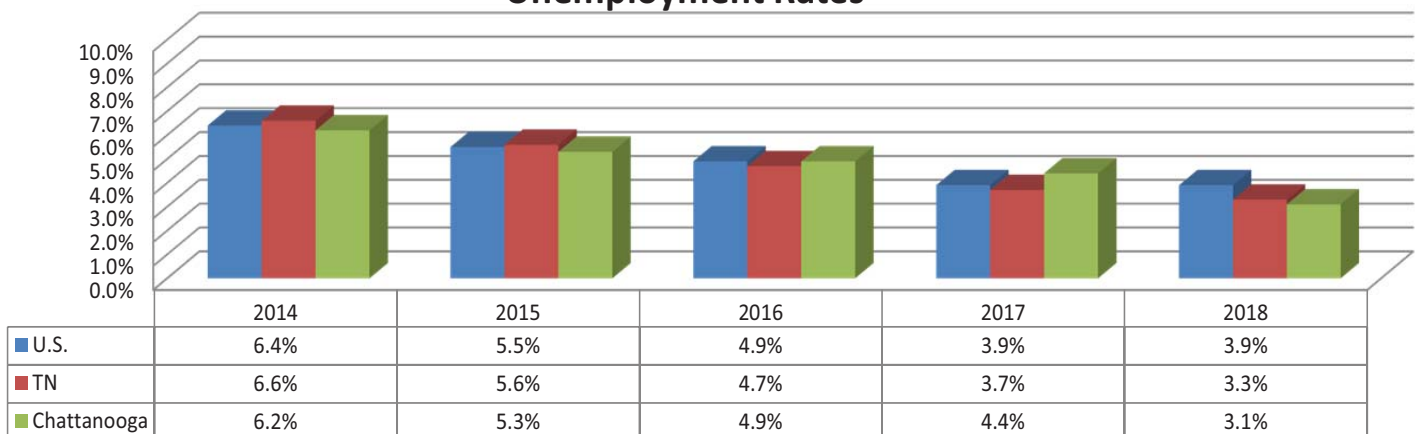
Annual High Temperature
 Annual Low Temperature
 Average Temperature
 Average Annual Rainfall
 Average Annual Snowfall

Source: US Climate Data

Bond Ratings

Fitch
 Standard & Poor's

Unemployment Rates



Service Statistics

<u>Electric Power Board</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Electric Customers	180,262	182,000	183,500	186,000
Residential Rate (cents per kwh)	10.58	10.93	10.86	10.94
Fiber Optics Residential Customers	77,000	84,000	89,300	95,000

Source: EPB Financial Highlights - Annual Report

<u>Public Works / Transportation</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Solid Waste Accepted as Landfill (tons)	69,677	24,605	3,745	27,239
Curbside Recycling Tonnage	5,208	5,400	5,261	4,918
Signalized Intersections	335	334	330	340

Source: Chattanooga Public Works & Transportation

<u>Fire Protection</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Sworn Officers	429	429	443	443
Fire Stations	19	20	20	20
Front Line Ladder Trucks	1	1	1	2
Front Line Fire Engines	11	11	11	11
Front Line Quints (Engine/Truck Combination)	14	14	14	13
Fire Reserves	9,267	11,097	10,103	11,197
EMS Responses	8,726	9,141	9,496	8,507
Average Response Time (minutes)	5:12	5:13	5:20	5:19

Source: Chattanooga Fire Department - Calendar Year Data

<u>Police Protection</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Sworn Officers	486	486	500	500
Crime Index	11,230	10,374	12,273	12,451
Crime Rate (per 1,000 pop)*	64	58	69	70
Average Response Time	0	0	0	0
Parking Violations (7 Zones plus Traffic & K-9)	1,202	1,525	1,471	1,469
Moving Violations (7 Zones plus Traffic & K-9)	38,124	23,648	22,776	24,618
Calls for Service	230,544	226,610	245,939	237,775

Source: Chattanooga Police Department - Calendar Year Data

Transportation Infrastructure

2,302 Lane miles	1 Protected Route miles
57,056 Traffic Signs	38 Bike Route miles
110 Bicycle Facility miles	26,618 Street Lights
30 Greenway miles	80 Bridges
490 Sidewalk miles	1 Tunnel
42 Bike Lane	

Source: Chattanooga Transportation Department

CHATTANOOGA TENNESSEE
Major Employers List - 2019

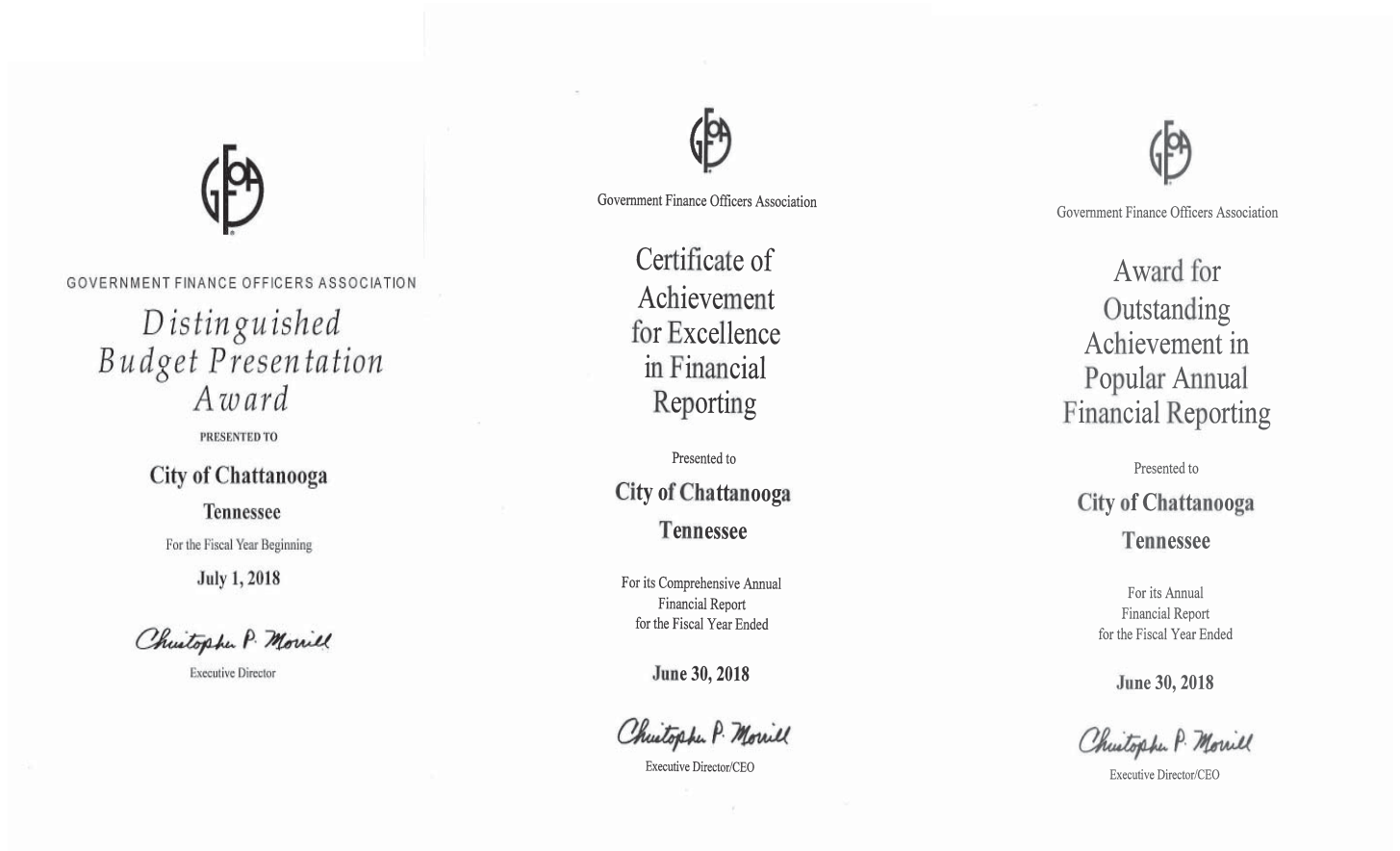
TOP NON-MANUFACTURERS

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Type of Product / Service</u>
Erlanger Health System	7,870	Health System
BlueCross BlueShield of Tennessee	5,193	Health Care Financing
Hamilton County Dept. of Education	4,674	Elementary & Secondary Schools
Tennessee Valley Authority	3,501	Utility - Electric Service
Unum	2,800	Insurance
CHI Memorial	2,407	Health Care
City of Chattanooga	2,308	Government
Hamilton County Government	1,835	Government
Amazon.com LLC	1,637	Distribution Center
Cigna Health Care	1,350	Health Services
Parkridge Medical Center, Inc.	1,332	Health Care - Hospital
The University of TN at Chattanooga	1,291	University

TOP MANUFACTURERS

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Industry</u>
McKee Foods Corporation	3,100	Cakes & Cookies
Volkswagen Chattanooga	2,498	Automobiles
Roper Corporation	1,900	Cooking Products
Astec Industries, Inc	1,637	Asphalt & Construction Equip.
Pilgrim's Pride Corporation	1,300	Poultry Slaughtering & Processing
Chatt. Coca-Cola Bottling Co.	1,002	Soft Drinks
U.S. Xpress Enterprises, Inc.	998	Transportation Services
Lawson Electric Company	926	Electrical Contractors & Engineers
Vision Hospitality Group, Inc.	855	Lodging
Gestamp Chattanooga, LLC	782	Auto metal stamping & welded assemblies
T-Mobile	756	Telecommunications
Sanofi Consumer Health Care	754	Health & Beauty Products

Source: Chattanooga Area Chamber of Commerce Major Employers List



ACHIEVEMENTS

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

The Distinguished Budget Presentation Award has been awarded to the City for twenty-three (23) years. We are proud our document has met program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2020 budget continues to conform to program requirements.

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

goal. The City has received this award for twenty-seven (27) years.

The GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) was established by GFOA to encourage and assist state and local governments to extract information from their comprehensive annual financial report specifically designed to be readily accessible and easily understandable to the general public. We have received this for eight (8) consecutive years that it has been published.

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

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

- **U.S. Green Building Council** recognized Chattanooga as America’s first City to be certified for a new environmental distinction for electric power systems due to the energy efficient smart grid technology. The city and EPB were awarded the first municipal PEER Certification in 2016.
- **WalletHub** rated Chattanooga number 4 of 150 as the best city to start a business in 2015. Chattanooga not only attracts manufacturing and logistics companies, the City places an emphasis on entrepreneurial opportunities.
- **USA Today** readers have ranked Chattanooga’s downtown riverfront as the seventh best in the country.
- **Money Magazine** recognized Chattanooga as one of 20 cities that were chosen as the “Best Places to Retire” in 2015. Chattanooga was also the only Tennessee city on the list.
- **Outside Magazine** named Chattanooga as “Best Outdoor Town in America” in 2015.
- **Matador Network** named Chattanooga as one of America’s 20 Coolest Outdoor Towns in 2016
- Chattanooga has the distinction of being the first city in the United States to have its very own typeface: “Chatype”.
- The **Wall Street Journal** calls Chattanooga home to “one of the nation’s strongest local economies” in 2012.
- **CNN Travel** calls Chattanooga a “regional gem”, and “Scenic City USA” with “literally dozens of attractions packed along the city’s downtown riverfront.”
- **Chattanooga Time Free Press** reported “Chattanooga’s population growth outpaces other [Tennessee] cities” in July 2012.
- **Utne Reader** magazine as one of the 10 “Most Enlightened Cities.”
- **Walking Magazine** as one of “America’s Best Walking Cities.”
- **U.S. News & World Report** as one of the “Cities that Work.
- **National Geographic** established the “Tennessee River Valley” Geotourism, which features the Tennessee River Valley region in one of only 15 such projects in the world, and the only river region in the world to be featured.
- **Forbes Magazine** says “technology makes Chattanooga a great place for business.”
- **MSN Money** calls Chattanooga a “New Hot Retirement Spot...where the amenities include hiking and biking trails, an aquarium and a thriving local arts scene.”
- **New York Times** named Chattanooga 1 of 45 cities worldwide to visit.
- **Travel + Leisure** named Chattanooga as one of the five “Next Great Escapes” and calls Chattanooga a “cultural find.”
- **Southern Living** calls Chattanooga a “Walkable Tennessee River town constantly provides new reasons to explore.”
- **MeetingNews magazine** awarded Chattanooga the winner of the Planner’s Choice Awards.
- **ConventionSouth magazine** named Chattanooga the winner of the Reader’s Choice Award and voted it South’s #1 Cool Spot For Summer Events.



Mayor Andy Berke

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



He was elected to serve as Mayor of Chattanooga on March 5, 2013, winning over 72% of the electoral vote. Immediately following his inauguration, Mayor Berke streamlined government with a top to bottom reorganization that eliminated three departments and saved taxpayer dollars in the process. Mayor Berke has relentlessly focused on making Chattanooga streets safer, families stronger, growing middle-class jobs, and using taxpayer dollars efficiently.

In 2015, Mayor Berke was named Municipal Leader of the Year by American City and County magazine for his "extraordinary leadership and dedication to innovation," in Chattanooga.

He and his wife Monique Prado Berke have two daughters: Hannah and Orly.

MISSION

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

www.chattanooga.gov



VISION

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

City Council



Chip Henderson, Vice-Chairman

District 1

His favorite quotation is “Government should provide collectively what we cannot provide individually.” Councilman Henderson is currently the Chair of the Legislative Committee. Councilman Henderson currently serves as Vice-Chair of the Council for 2019-2020.

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



Jerry Mitchell

District 2

Jerry has committed himself full time to connecting with his fellow District 2 neighbors and voters, learning what is important to them, and helping people understand his own thoughts about the future of the district and the city. Under prior administrations, Jerry played an integral part in expanding the City’s parkland, directed the creation of the Public Art Plan and the development of the Outdoor initiative. Councilman Mitchell currently serves as Chair of the Council’s Public Works & Transportation Committee for 2019-2020.

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



Ken Smith

District 3

Ken believes there are short and long-term needs that need to be better addressed for Chattanooga to reach its potential. These include managing growth and development, creating strong and vibrant neighborhoods, bringing better transparency and more accountability to city government, and addressing our critical infrastructure needs. His focus is to bring inclusive and positive leadership to the City Council by being a voice of the citizens and getting back to the basics of providing essential services to the taxpayers of Chattanooga. Councilman Smith currently serves as Chair of the Public Safety Committee for 2019-2020

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

City Council



Darrin Ledford

District 4

Darrin Ledford was elected to the District 4 seat of the Chattanooga City Council on March 5, 2017. Ledford campaigned on using his faith, personal experiences and business background to bring a spirit of cooperation, friendship and courage to help solve the complex problems our City faces today. Councilman Ledford lives in East Brainerd with his wife, Kelly, and son, Zachary, where they are members of Christ United Methodist Church. Councilman Ledford currently serves as Chair of the Planning and Zoning Committee for 2019-2020.

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



Russell Gilbert

District 5

Councilman Gilbert has worked to revitalize the Washington Hills Recreation Center and football field. These areas provide a safe haven for community children to spend time and play. He also coordinates the McKenzie Football Camp for Kids and is the coordinator of the Highway 58 Neighborhood Association Coalition. Councilman Gilbert serves as Chair of the Human Resources Committee for 2019-2020.

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



Carol B. Berz

District 6

Carol Berz is the Chief Executive Officer of Private Dispute Resolution Services, LLC. A civil and family mediator, Dr. Berz is listed by the Supreme Court of Tennessee as a Rule 31 Neutral and Trainer in General Civil and Family Mediation and as a Trainer in the special circumstance of Domestic Violence. In addition, Dr. Berz does extensive teaching in both the public and private sectors regarding mediation, law and ethics, and collaborative problem-solving in the areas of health care, labor/management issues and government relations. Councilwoman Berz serves as Chair of the Budget & Finance Committee for 2019-2020.

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

City Council



Erskine Oglesby, Jr., Chairman

District 7

Mr. Oglesby has worked as Associate Director of Corporate Engagement for the United Way of Greater Chattanooga responsible for cultivating relations with community and corporate partners to enhance annual giving and providing marketing and technical support to nonprofit agencies throughout the region. Councilman Oglesby currently serves as Chairman of the Council for 2019-2020.

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



Anthony Byrd

District 8

Anthony Byrd has served in his role at Hamilton County General Sessions Court for over 20 year, fighting for human rights and civil liberties for those without a public voice. Byrd is a property owner and developer that understands the people of his community. Councilman Bryd serves as Chair of the Economic & Community Development Committee for 2019-2020.

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



Demetrus Coonrod

District 9

Councilwoman Demetrus Coonrod is a 1993 graduate of Chattanooga High School. She has worked along with the community for improvement to Wilcox Tunnel, pushed leadership to support Ban the Box, and a voice for restoration of rights for convicted felons. Councilwoman Coonrod serves as Chair of the Youth and Family Development Committee for 2019-2020.

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

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

2019 - 2020 City Officials

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

Legislative Staff: Nicole Gwyn, Clerk to Council

Legal Staff: Phillip A. Noblett, City Attorney

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

Department Administrators and Directors:

Economic & Community Development
 Donna C. Williams, Administrator
 Richard Beeland, Deputy Administrator

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

Finance & Administration:
 Daisy W. Madison, CPA, City Finance Officer
 Tanikia S. Jackson, Deputy City Finance Officer

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

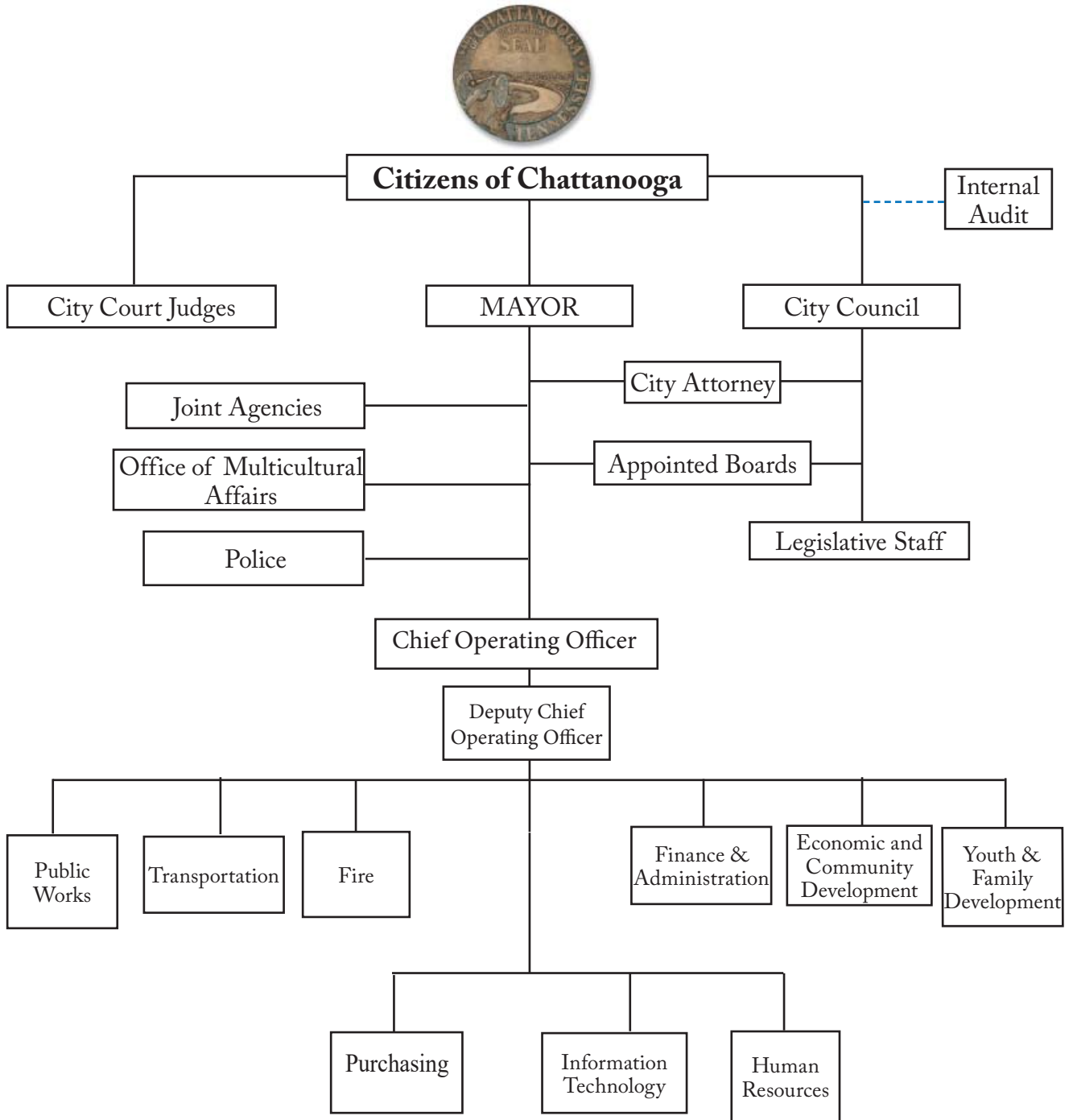
Fire:
 Phil Hyman, Chief
 Seth Miller, Deputy Fire Chief

Transportation:
 Blyth Bailey, Administrator

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

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

Organizational Chart



Finance Staff

Daisy W. Madison, CPA, CGFM

City Finance Officer

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

Tanikia S. Jackson

Deputy City Finance Officer

Tanikia Jackson was hired and appointed to the position of Deputy Finance Officer by Mayor Andy Berke in October 2018. She has a demonstrated history as a government finance professional for 15 years. Before arriving to Chattanooga, Tanikia held a position for three years at DeKalb County Government, Georgia serving as the Office of Management and Budget Deputy Director where she helped develop a \$1.2 billion operating budget. She also held a Finance Manager position for 11 years at Gwinnett County Government, Georgia where she was directly responsible for the financial oversight and program delivery of their HUD entitlement programs to include the grants management of all other federal and state funded programs.

Prior to assuming a position in local government she worked for Boys & Girls Clubs of America in Georgia where she disseminated federal funds and provided training to support local clubs mentoring efforts for the southeast region of the United States. She served active duty for six years in the Air Force where she was stationed at Tinker Air Force Base, Oklahoma supporting the 963 Airborne Warning and Control Squadron through deployments to Riyadh Saudi Arabia, Incirlik Turkey, and Panama City Panama. Later accepting a special duty assignment at Bolling Air Force Base, Washington DC for the Office of Special Investigations, a federal law enforcement agency with responsibility for conducting criminal and specialized investigative activities, protective services, and counterintelligence support.

Her educational achievements include a Master's Degree in Public Administration at Keller Graduate School of Management and a Bachelor's Degree in Computer Information Systems at DeVry University.

Finance Staff



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

Fredia F. Forshee, CPA, CGFM

Director of Management & Budget Analysis

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

Office Phone: 423-643-7380

Email: FForshee@chattanooga.gov

Teresa McDougal-DiDonato

Budget Manager

Teresa DiDonato was hired by the City in September 2012 as a Management & Budget Analyst. She has since been promoted to Budget Analyst 2 and then Budget Manager. She has over 23 years experience in Budget Administration and Healthcare Management which includes, supervision, governmental compliance, corporate & governmental budgeting, and extensive internal/external auditing background including LEAN and ISO Certification. She has obtained her certification as a Certified Municipal Finance Officer by the Tennessee Comptroller of the Treasury. Teresa holds a Bachelor of Science in Finance from The University of Tennessee at Chattanooga. She oversees budgets for City Council, City Attorney, City Judges, Internal Audit, Information Technology, Purchasing, 311 Operations, and other General Governmental divisions. She is extremely involved with preparing Budgets and forecasting the City's Health & Wellness Funds to assist in determining Health Rates and employer medical costs. Her other responsibilities include Capital Projects, Bond Investment Reconciliations & Arbitrage Compliance, the City's monthly revenue and general government expense projections. She also assists in the oversight of the budget department. Teresa is originally from St. Petersburg, FL and has two amazing children (Riley DiDonato and Bryce DiDonato).

Office Phone: 423-643-7364

Email: TDiDonato@chattanooga.gov

Finance Staff

Kendra Yates

Management & Budget Analyst 2

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

Office Phone: (423) 643-7367

Email: KendraYates@chattanooga.gov

Christopher P. Brown

Management & Budget Analyst 1

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

Office Phone: (423) 643-7365

Email: CBrown@chattanooga.gov

Jason Silvers

Management & Budget Analyst 1

Mr. Jason Silvers was hired in April 2008 by the City of Chattanooga and has spent the first nine years within City-Wide Services with wide ranging responsibilities from data analysis to grant management and began working in the Finance department in September 2017 as a Management and Budget Analyst. Mr. Silvers graduated with a Bachelor's Degree in Political Science from the University of Alabama in Huntsville. He has been married to Tiffany for eleven years and have two children, Isabella (9) and Isaac (6). His main areas of responsibility include Public Works General Fund, Fleet, State Street Aid, Solid Waste, Water Quality, Interceptor Sewer System, Tennessee Valley Regional Communications and Fire department General Fund totaling over \$245 million dollars.

Office Phone: (423) 643-7366

Email: JSilvers@chattanooga.gov







Budget Process Overview

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

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

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

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

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

Step One: Determine Available Funding

City Finance department staff analyzed historical information and evaluated current trends to estimate revenues from varying sources for fiscal year 2020. Estimated general fund revenue for fiscal year 2020 is \$263,807,000, a 0.68% increase over the budgeted revenues for fiscal year 2019.

Step Two: Establish Prioritized Results

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

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

Step Three: Allocate Revenues to Results Areas

Once the result areas were identified, the Administration allocated available funding to each result area based on estimated cost of services and priority of result area. The largest result area, making up 51% of the budget, is safer streets. Not only does safer streets include the operation of the Police and Fire Departments, but it also includes all crime prevention initiatives as well as transportation operations. Stronger neighborhoods ranks second highest, making up 17% of the budget. Stronger neighborhoods include all city-wide services to ensure the health, vitality, and cleanliness of City neighborhoods. Smarter students, growing economy, and high performing government are all equally split for the remaining 32% of the total budget.

Step Four: Offers to Achieve Results

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

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

Results maps summarize the components of



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

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

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

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

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

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

Step Five: Prioritizing the Offers

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

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

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

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

Step Six: Identify Performance Measures

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

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

Step Seven: Monitor Performance and Track Results

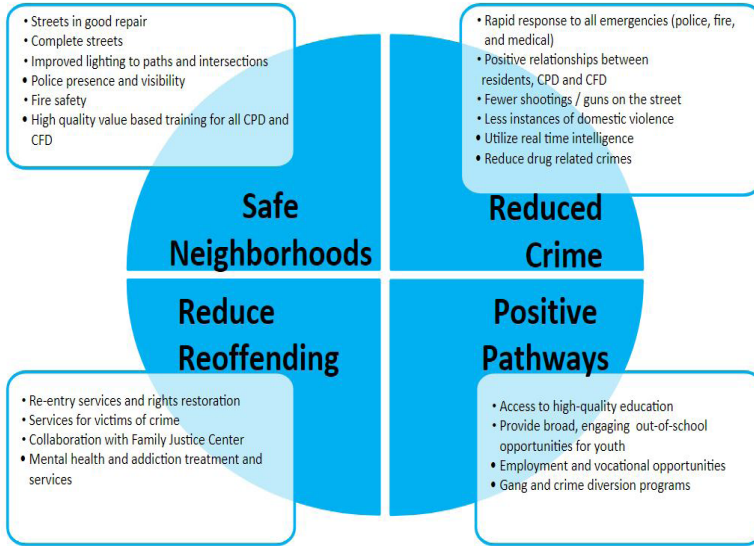
Currently, departments must acquire, verify, and track data manually to measure performance. The Office of Performance Management is responsible for ChattaData, which complements current open government initiatives and provides a central clearing house for all performance data. This office has improved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

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

Budget Amendments

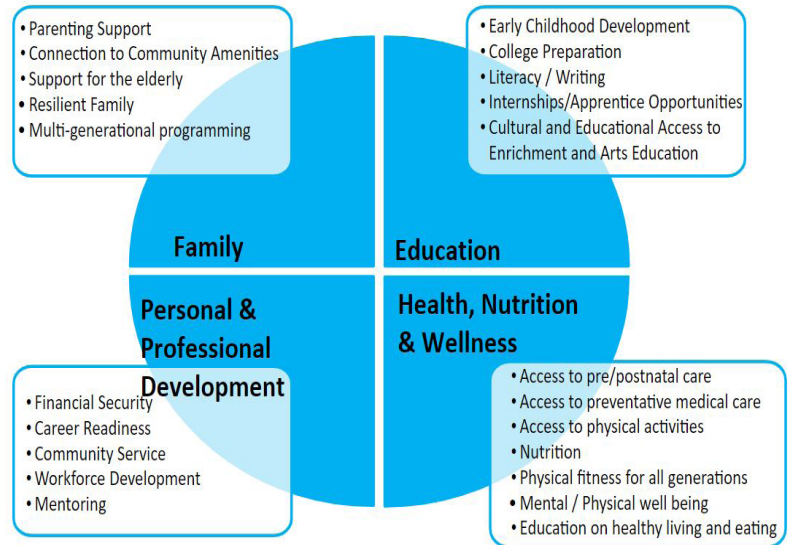
If circumstances or issues arise, the annual budget may be amended by majority vote of the City Council.

Safer Streets



2020 Results Maps

Smarter Students, Stronger Families



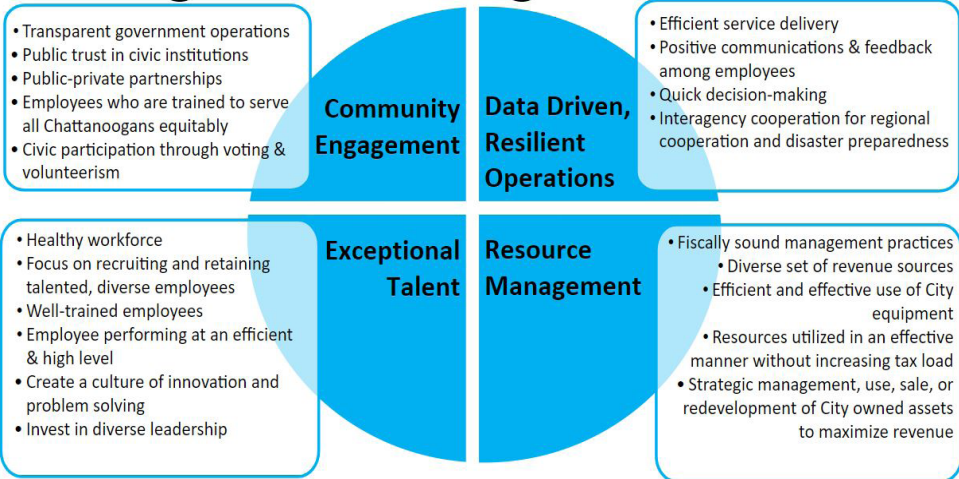
Growing Economy



Stronger Neighborhoods

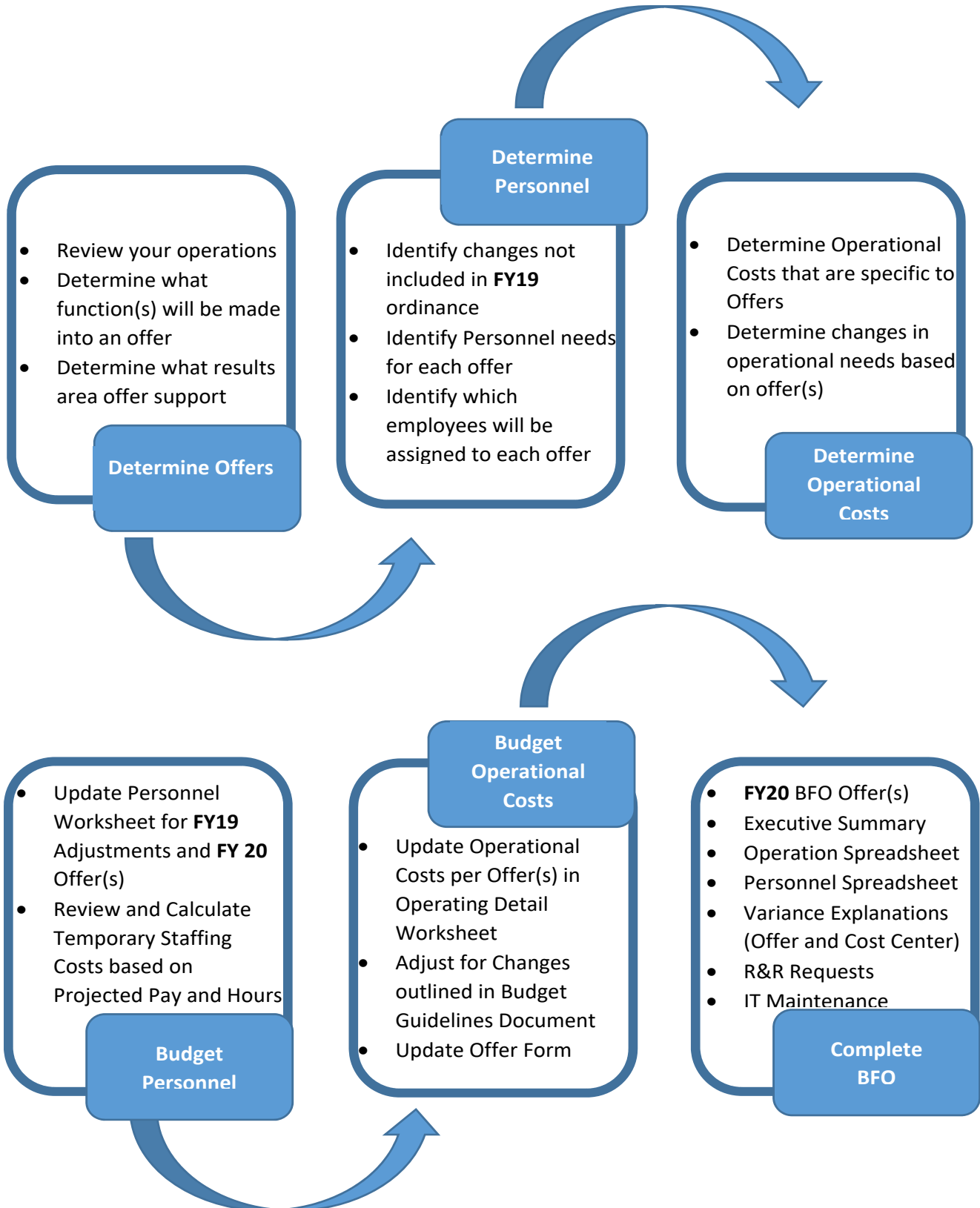


High-Performing Government



Budgeting for Outcomes

FY 20 Financial Overview



Budget Approach Model



Budget Calendar Outline

September

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

October

Establish Structure

- Preliminary Revenue Projections
- Cutoff date for FY19 actual expenditures and encumbrances included on Budget Forms
- Training to Departments on Budget policies & instructions
- Develop Results Maps
- Develop Budget App Instructions
- Develop personnel / operations spreadsheet and ancillary forms

November - January

Develop High- Quality Offers

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

February - April

Review Offers

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

May - June

Council Approval

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

July - September

- File Budget with State
- Mid Year Review and preparation for Budget Projections
- Budget staff finalize CABR 2020
- Deadline date for CABR submission to GFOA
- Track Performance year-round
- Request user feedback on BFO process

Revenue Policies

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

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

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

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

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

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

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

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

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

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

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

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

Cash Management & Investment Policy

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

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

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

2.1 Funds

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Schedules in the quarterly report should include:

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

Debt Policies

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

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

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

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

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

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

Reserve Policies

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

Accounting, Auditing, and Financial Reporting Policies

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

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

The City will maintain a strong internal audit capability.

Capital Budget Policies

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

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

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

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

Legal Requirements

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

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

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

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

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

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

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

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

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

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

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

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



Chattanooga Clerk of the City Council

1000 Lindsay Street

Chattanooga, Tennessee 37402

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

NOTICE OF CERTIFICATION

I, Nicole S. Gwyn, Clerk of the City Council of Chattanooga, Tennessee, and as such keeper of the records of the City Council of said City, do hereby certify that the attached record is a true, compared and correct copy of Ordinance No. 13473 passed at the City Council meeting on June 25, 2019.

A handwritten signature in blue ink, appearing to read "Nicole S. Gwyn".

Nicole S. Gwyn

Clerk to the City Council

WITNESS my hand and the Seal of the City of Chattanooga, Tennessee on this 9th day of July 2019.

First Reading: June 18, 2019
Second Reading: June 25, 2019

ORDINANCE NO. 13473

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FISCAL YEAR 2019-2020 OPERATIONS BUDGET", PROVIDING REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2019, AND ENDING JUNE 30, 2020; APPROPRIATING SAME TO THE PAYMENT OF EXPENSES OF THE MUNICIPAL GOVERNMENT; FIXING THE RATE OF TAXATION ON ALL TAXABLE PROPERTY IN THE CITY, AND THE TIME TAXES AND PRIVILEGES ARE DUE, HOW THEY SHALL BE PAID, WHEN THEY SHALL BECOME DELINQUENT; PROVIDING FOR INTEREST AND PENALTY ON DELINQUENT TAXES AND PRIVILEGES; AMENDING CHATTANOOGA CITY CODE, PART II, CHAPTER 2, SECTION 2-267, RELATIVE TO PAID LEAVE FOR ACTIVE-DUTY TRAINING AND TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 31, SECTIONS 31-36, 31-37, 31-41, AND 31-43, SECTIONS 31-322 AND 31-354.

WHEREAS, Pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee, the revenues have been estimated for operating the Municipal Government for the fiscal year 2019-2020 from all sources to be as follows:

	FY18 Actual	FY19 Projected	FY20 Proposed
<u>PROPERTY TAXES</u>			
Current Taxes on Real & Personal Property	\$128,966,047	\$130,634,895	\$132,800,000
Taxes on Real & Personal Property - Prior Years	4,749,265	4,423,865	4,632,412
 <u>PAYMENTS IN LIEU OF TAXES</u>			
Chattanooga Housing Authority	\$166,901	\$146,726	\$146,700
Tennessee Valley Authority	1,944,355	2,028,615	2,038,800
Chattem, Inc	64,454	64,455	64,500
UnumProvident Group	86,102	57,163	57,200

	FY18	FY19	FY20
	Actual	Projected	Proposed
Invista	18,642	0	0
Wm Wrigley Jr Co	29,290	26,817	0
Blue Cross Blue Shield	973,266	973,760	973,800
Roadtec	18,690	0	0
Jarnigan Road III, LLC	51,081	51,081	51,100
Southern Champion Tray	0	212,547	0
Gestamp Chattanooga, LLC	292,325	563,584	280,000
Scannell Properties	19,077	0	0
Westinghouse Electric Co	64,826	63,528	63,500
EPB Electric	6,466,441	6,709,903	6,943,292
EPB Telecom	251,576	278,493	290,327
EPB Internet	326,556	358,655	384,530
Plastic Omnium Auto Exteriors, LLC	98,591	91,220	159,500
Total Other	117,583	217,293	193,800
TOTAL PAYMENT IN LIEU OF TAXES	\$10,989,756	\$11,843,840	\$11,647,049
Interest & Penalty on Current Year Taxes	\$908	\$0	\$0
Interest & Penalty on Delinquent Taxes	1,297,425	1,315,782	1,375,700
Delinquent Taxes Collection Fees	246,265	230,981	221,700
TOTAL PROPERTY TAXES	\$146,249,666	\$148,449,363	\$150,676,861
<u>OTHER LOCAL TAXES</u>			
Liquor Taxes	\$2,716,942	\$2,808,316	\$2,900,300
Beer Taxes	5,652,286	5,446,200	5,521,900
Local Litigation Taxes - City Court	3,031	2,764	2,700
Gross Receipts Taxes	5,787,846	5,873,694	5,966,600
Corp Excise Taxes – State	655,272	360,241	360,300
Franchise Taxes – Chattanooga Gas	2,042,766	2,208,565	2,219,600
Franchise Taxes – Comcast Cable	1,087,045	958,903	863,000
Franchise Taxes - Century Tel	8,713	5,585	5,600
Franchise Taxes – AT&T Mobility	73,708	71,037	69,400
Franchise Taxes - EPB Fiber Optic	1,506,635	1,572,104	1,603,500
Franchise Taxes - Zayo Group	20,500	29,250	29,800
TOTAL OTHER LOCAL TAXES	\$19,554,744	\$19,336,659	\$19,542,700
LICENSES, FEES & PERMITS			
Wrecker Permits	\$7,465	\$4,755	\$5,000
Liquor By the Drink Licenses	176,435	159,717	157,000
Liquor By the Drink – Interest & Penalty	4,845	2,364	3,200
Transient Vendor License	2,800	3,043	2,500
Motor Vehicle Licenses	411,205	422,962	419,200
Original Business License	25,624	23,903	23,400

	FY18	FY19	FY20
	Actual	Projected	Proposed
Building Permits	1,549,182	1,773,200	1,747,700
Electrical Permits	409,530	388,399	397,200
Plumbing Permits	269,670	232,967	213,800
Street Cut-In Permits	326,239	486,961	448,500
Mechanical Code Permits	260,700	220,818	220,100
Hotel Permits	4,350	4,457	4,200
Gas Permits	45,240	47,738	47,200
Sign Permits	137,325	165,590	150,600
Taxi Permits	5,650	5,938	6,400
Temporary Use Permits	3,980	3,441	2,300
Traffic Eng Special Events Permits	35,558	16,032	36,700
Fortwood Parking Permit	100	0	0
Push Cart Permits	0	200	100
Issuing Business Licenses & Permits	63,237	73,542	70,500
Plumbing Examiner Fees & Licenses	17,960	43,100	172,400
Electrical Examiner Fees & Licenses	51,935	186,000	71,300
Gas Examination Fees & Licenses	14,330	16,099	24,600
Beer Application Fees	124,943	108,668	109,600
Mechanical Exam Fees & Licenses	111,380	16,780	33,100
Permit Issuance Fees	54,273	57,414	55,700
Exhibitor's Fees	1,104	1,070	1,100
Subdivision Review/Inspection Fees	28,565	35,062	32,300
Adult Entertainment Application Fee	9,600	9,143	9,000
Zoning Letter	12,525	13,954	14,300
Variance Request Fees	7,600	15,020	15,300
Certificates of Occupancy	31,550	36,228	33,800
Code Compliance Letter Fees	1,600	1,486	1,600
Modular Home Site Investigation	200	67	0
Plan Checking Fees	259,260	376,298	376,900
Phased Construction Plans Review	7,665	5,617	5,400
Construction Board of Appeals	500	2,313	2,800
Sign Board of Appeals	1,400	875	900
Fire Department Permits	172,934	246,747	245,000
Northshore Downtown Plan Review Fee	2,575	42,605	40,200
Miscellaneous	33,426	34,248	38,300
TOTAL LICENSES, FEES & PERMITS	\$4,684,459	\$5,284,820	\$5,239,200
INTERGOVERNMENTAL REVENUE			
State – Specialized Training Supplement	\$498,000	\$535,000	\$535,000
State Maintenance of Streets	133,184	99,961	88,800
State Sales Taxes	14,236,066	14,575,793	14,821,700
State Income Taxes	2,866,453	1,982,630	1,100,000
State Beer Taxes	78,222	77,621	78,500

	FY18	FY19	FY20
	Actual	Projected	Proposed
State Mixed Drink Taxes	3,312,240	3,805,206	3,856,400
State – Telecommunication Sales Taxes	251,753	229,971	234,100
State Alcoholic Beverage Taxes	142,024	150,601	95,000
State Gas Inspection Fees	337,842	332,909	334,600
Commission from State of TN/Gross Receipts	537,185	556,754	539,600
Hamilton County Ross' Landing/Plaza	1,229,027	1,360,694	1,614,244
Local Option Sales Taxes-General Fund	49,450,575	51,073,793	52,254,300
Miscellaneous	95,876	132,017	69,001
TOTAL INTERGOVERNMENTAL REVENUE	\$73,168,446	\$74,912,950	\$75,621,245

CHARGES FOR SERVICE

Current City Court Costs	\$185,419	\$204,342	\$204,400
Court Commissions	4,160	6,121	4,500
Court Clerk's Fees	601,590	656,902	665,400
Service of Process	379	49	0
Processing of Release Forms	15,748	14,907	15,100
Court Administrative Costs	718	1,139	1,100
Current State Court Costs	1,242	1,724	1,800
Court Translation Fee	8,975	11,448	11,700
Other Facility Rent	2,105	6,908	1,300
Land & Building Rents	121,143	150,000	151,500
Ballfield Income	57,450	44,650	38,900
Skateboard Park	27,008	8,173	0
Carousel Ridership	127,840	134,616	133,100
Walker Pavilion Rents	31,948	27,657	26,900
Heritage Park House Rent	22,910	20,520	22,700
Greenway Facilities Rent	18,035	11,787	12,500
Fitness Center	36,119	34,068	34,100
Dock Rental	48,370	78,433	71,900
Ross' Landing Rent	68,880	62,537	65,400
Champion's Club	37,273	45,184	44,700
Recreation Center Rental	49,516	38,421	41,000
Carousel Room Rental	14,820	16,825	15,800
Coolidge Park Rental	20,205	23,897	22,600
Program Fees	6,860	10,077	9,100
Park Event Fee	5,938	18,754	16,200
Kidz Kamp	3,920	1,960	0
Non-Traditional Program Fees	3,452	9,367	10,100
OutVenture Fees	19,645	14,980	12,500
Therapeutic Kamp Fees	1,216	1,396	1,400

	FY18	FY19	FY20
	Actual	Projected	Proposed
Swimming Pools	108,592	86,131	82,100
Arts & Culture	1,017	808	800
Police Report Fees	12,423	10,848	11,000
Credit Card Processing Fees	47,340	49,793	49,700
Concessions	87,109	85,000	8,900
Charges for Services - Electric Power Board	5,400	7,200	7,200
General Pension Admin Costs & Other Misc	45,000	45,000	45,000
Other Service Charges	6,472	1,104	5,400
Returned Check Fee	1,901	2,931	1,400
Waste Container Purchases	13,435	22,911	24,700
Non-Profit Request Fee	2,650	3,100	3,100
TOTAL SERVICE CHARGES	\$1,874,221	\$1,971,668	\$1,875,000
FINES & FORFEITURES			
City Court Fines Current	\$9,479	\$10,607	\$10,600
City Court Fines-Speeding Current	80,786	80,302	77,000
City Court Fines Other Driving Offenses	387,866	427,669	430,200
City Court Fines Non Driving Offenses	23,570	21,990	20,700
Criminal Court Fines	118,340	102,453	102,300
Traffic Court Parking Ticket Fines	45,785	34,163	33,200
Traffic Court Parking Tickets Delinquent	1,437	990	800
Traffic Court Parking Delinquent Court Cost	5,056	4,712	4,400
Miscellaneous	11,377	160	200
TOTAL FINES & FORFEITURES	\$683,697	\$683,047	\$679,400
<u>REVENUES FROM USE OF MONEY OR PROPERTY</u>			
Interest on Investments	\$2,585,389	\$3,157,619	\$3,075,624
Sale of City Owned Property	0	77,800	0
Sale of Back Tax Lots	291,204	300,000	165,000
Sale of Equipment	146,397	288,017	290,200
TOTAL FROM USE OF MONEY OR PROPERTY	\$3,022,990	\$3,823,436	\$3,530,824
<u>MISCELLANEOUS REVENUE</u>			
Loss & Damage	\$6,766	\$819	\$800
Indirect Cost	5,423,780	5,750,000	6,180,270
Payroll Deduction Charges	818	732	700
Plans and Specification Deposits	8,002	15,807	15,800
Municipal Lien	130,454	200,000	75,000
Purchase Card Rebate	41,896	33,853	34,200
Take Home Vehicle Fee	73,603	70,025	70,000

	FY18	FY19	FY20
	Actual	Projected	Proposed
Municipal Lien - Interest & Penalty	42	589	600
Delinquent Tax Cost Recovery	115,558	162,149	162,100
Miscellaneous Revenue	125,118	106,299	102,300
TOTAL MISCELLANEOUS REVENUE	\$5,926,037	\$6,340,273	\$6,641,770
SUBTOTAL GENERAL FUND REVENUE	\$255,164,260	\$260,802,216	\$263,807,000
GOLF COURSE REVENUE	\$1,436,108	\$1,328,081	\$1,698,974
TOTAL GENERAL FUND REVENUE	\$256,600,368	\$262,130,297	\$265,505,974

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 2019 at a rate of \$2.277 upon every \$100.00 in assessed value of such taxable property; and to the extent applicable there is also levied a tax at the same rate upon every \$100.00 of Merchant and other Ad Valorem within the corporate limits of the City of Chattanooga, Tennessee.

SECTION 2. That the assessment made by the Assessor of Property of Hamilton County, Tennessee, and by the Tennessee Regulatory Agency for 2019 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, 2019, and shall become delinquent MARCH 1, 2020, on which date unpaid taxes shall bear interest at twelve percent (12%) per annum, and a penalty of six percent (6%) per annum, plus other penalties as provided by law, which shall be paid by the taxpayer; provided, that except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705.

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

SECTION 5. That the budgets of the various departments, agencies, boards, commissions, offices, divisions, or branches of Municipal Government for the fiscal year beginning July 1, 2019, 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

	FY18 Actual	FY19 Projected	FY20 Proposed
General Government & Supported Agencies	\$73,276,877	\$79,755,820	\$72,887,531
Executive Department	1,871,926	1,958,350	2,088,731
Department of Finance & Administration	5,558,187	5,680,819	7,027,833
Department of Human Resources	1,829,281	2,211,188	3,019,071
Department of Economic & Community Development	7,040,214	8,925,874	9,209,454
Department of Police	68,204,069	70,146,113	73,002,885
Department of Fire	42,156,295	45,259,740	46,955,272
Department of Public Works	32,641,480	33,792,621	32,825,407
Department of Youth & Family Development	10,409,510	11,127,996	11,132,203
Department of Transportation	10,812,207	11,123,453	11,658,613
SUBTOTAL	\$253,800,046	\$269,981,973	\$269,807,000
Golf Course	\$1,698,974	\$1,477,030	\$1,698,974
TOTAL GENERAL FUND	\$255,499,020	\$271,459,003	\$271,505,974
Estimated Incr(Decr) in Fund Balance	\$1,066,310	-\$9,328,707	-\$6,000,000
Beginning Unassigned Fund Balance July 1	\$83,326,124	\$84,392,434	\$75,063,727
Ending Unassigned Fund Balance June 30	\$84,392,434	\$75,063,727	\$69,063,727
Ending Unassigned Fund Balance (% of Total Appropriations)	33.03%	27.65%	25.44%
DEPARTMENT OF EXECUTIVE BRANCH			
Executive Office Administration	\$1,516,600	\$1,655,489	\$1,672,489
Multicultural Affairs	355,326	302,861	416,242
TOTAL	\$1,871,926	\$1,958,350	\$2,088,731
DEPARTMENT OF FINANCE & ADMINISTRATION			
City General Tax Revenue	\$531,232	\$500,000	\$500,000
Finance Office	2,675,765	2,780,500	3,188,530
City Treasurer	717,591	744,890	1,059,350

	FY18	FY19	FY20
	Actual	Projected	Proposed
Delinquent Tax	144,319	42,861	183,000
City Court Clerk's Office	1,139,802	1,121,990	1,460,740
Office of Performance Management	218,766	309,680	436,715
Finance Office Preallocation	0	2,709	0
Capital Planning	130,712	178,189	199,499
TOTAL	\$5,558,187	\$5,680,819	\$7,027,833
DEPARTMENT OF HUMAN RESOURCES			
Human Resources Admin	\$1,258,464	\$1,572,208	\$1,902,894
Employees Insurance Office	364,011	372,816	386,817
Employees Safety Program	115,032	126,154	278,189
On Job Injury Admin	74,400	64,400	75,000
Physical Exam - Police	16,530	11,832	20,000
Employee Training	844	63,778	356,171
TOTAL	\$1,829,281	\$2,211,188	\$3,019,071
DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT			
ECD Neighborhood Serv - Admin	\$813,461	\$1,030,646	\$1,044,952
ECD Neighborhood Serv- Affordable Housing Prog	59,830	0	1,569
ECD Economic Development	247,748	320,783	626,644
ECD Homeless Outreach Program	157,440	428,835	755,895
Neighborhood Service Development	379,594	442,700	434,807
Outdoor Chattanooga	509,548	1,046,629	883,299
Trust For Public Land	100,000	0	0
Real Estate Office	106,811	66,988	0
Shared Maint Riverpark Art Maint & Mgmt	160,184	206,328	239,428
Land Development Office	2,752,767	3,257,291	3,109,131
Board of Plumbing Examiners	122	1,900	2,100
Board of Electrical Examiners	1,861	7,150	5,650
Board of Mechanical Examiners	947	1,850	1,850
Board of Gas Fitters	52	2,050	2,050
Board of Appeals & Variances	14,075	15,660	11,925
Back Tax Properties Abatement	109,616	101,907	100,000
ECD Home Repair Program	0	0	15,000
Code Enforcement	1,626,158	1,995,157	1,975,155
TOTAL	\$7,040,214	\$8,925,874	\$9,209,454
DEPARTMENT OF POLICE			
Chief of Police	\$1,145,463	\$1,162,395	\$1,766,036
Internal Affairs	853,980	1,129,603	1,259,529

	FY18	FY19	FY20
	Actual	Projected	Proposed
Uniform Services Command Office	478,068	359,426	305,123
Community Outreach Services	171,638	366,065	635,597
Special Operations Division	4,048,318	4,093,621	5,241,789
Police Patrol Alpha	4,056,695	4,276,050	4,788,191
Police Patrol Bravo	2,644,902	2,783,399	3,277,559
Police Patrol Charlie	4,147,389	3,603,217	3,457,387
Police Patrol Delta	3,589,053	3,976,749	4,493,099
Police Patrol Echo	4,021,381	3,700,455	4,180,691
Police Patrol Fox	3,115,675	3,726,528	4,088,701
Police Patrol George	3,671,234	3,636,765	4,198,556
Police Bike Patrol	319,569	221,752	305,492
Investigative Services	1,032,988	561,585	581,994
Major Crimes	4,167,404	6,572,194	8,155,989
Special Investigations	5,599,665	4,246,144	3,030,320
CPD SVU at FJC	583,273	1,463,219	1,499,318
Police Admin & Supp. Ser. Comm.	2,439	1,360	0
Police Admin. Support & Tech Serv.	2,491,002	2,508,955	2,465,509
Police Training Recruiting	6,340,781	5,683,285	1,095,321
Police Budget & Finance	309,777	408,908	436,356
Police Facilities & Security	6,500,165	6,216,034	7,134,443
Police Facilities - East 11th Street	11,777	11,667	22,826
Real Time Intelligence Center (RTIC)	893,240	1,252,178	2,069,531
Records Management & Services	845,889	762,025	732,629
Polygraph	129,648	126,201	136,312
Police Communications Center	4,824,752	4,983,894	5,117,426
Animal Services	1,675,000	1,725,450	1,777,000
Family Justice Center	441,865	581,027	669,598
Violence Reduction Initiative -GF	76,596	0	0
Safety Minority Internship	14,443	5,960	80,565
TOTAL	\$68,204,069	\$70,146,113	\$73,002,885

DEPARTMENT OF FIRE

Fire Administration	\$623,414	\$1,061,166	\$625,485
Fire Operations	3,836,032	37,190,801	41,143,905
Fire Station # 1	4,880,017	185,395	52,621
Fire Station # 3	1,316,158	60,841	24,866
Fire Station # 4	1,492,517	64,948	22,110
Fire Station # 5	2,422,355	95,673	13,727
Fire Station # 6	1,352,969	60,412	21,696
Fire Station # 7	2,429,572	98,153	31,967
Fire Station # 8	1,253,672	55,356	15,568
Fire Station # 9	1,312,744	53,159	14,228

	FY18	FY19	FY20
	Actual	Projected	Proposed
Fire Station # 10	1,448,184	88,774	44,146
Fire Station # 11	1,123,843	68,985	20,632
Fire Station # 12	1,167,167	50,938	15,718
Fire Station # 13	2,343,247	88,523	18,112
Fire Station # 14	1,069,623	50,219	18,768
Fire Station # 15	1,165,664	40,994	9,508
Fire Station # 16	1,301,502	61,129	19,828
Fire Station # 17	1,235,916	48,999	10,818
Fire Station # 19	1,609,965	70,964	17,974
Fire Station # 20	1,333,160	54,448	13,643
Fire Station # 21	1,307,683	62,425	21,126
Fire Station # 22	1,242,250	50,594	11,194
Hamilton County Rescue	6,708	9,869	7,039
Fire Tactical Services	399,010	413,970	427,654
Fire Training Division	907,961	1,795,272	878,583
Fire Deputy Chief Admin	375,429	403,593	388,858
Fire Marshall Staff	1,485,129	1,672,148	1,630,888
Fire Logistics & Technology	1,714,404	1,975,000	1,434,611
TOTAL	\$42,156,295	\$45,932,748	\$46,955,272

DEPARTMENT OF PUBLIC WORKS

Public Works Administration	\$1,089,673	\$1,193,455	\$603,095
City Engineer	1,524,409	1,490,845	1,575,997
Field Surveyors	161,125	237,619	210,755
Facilities Management	290,183	221,213	398,444
Mail Room	46,902	76,000	54,216
Office of Sustainability	99,513	111,751	116,268
Building Maintenance	1,854,008	1,835,647	2,062,675
Storage on Main Street	70,255	61,788	51,100
GIS	315,914	385,688	331,417
PW Summer Youth Work Program	42,157	94,597	115,900
Public Works Utilities	179,864	165,446	187,260
Solid Waste Disposal	6,056,902	6,150,400	4,740,200
Farmer's Market	0	1,003	3,000
CWS Admin	1,334,721	1,300,170	1,398,521
CWS Emergency	700,908	703,130	672,873
CWS Street Cleaning	115,081	650	75,500
Central Business District	364,209	441,501	437,669
CWS Street Cleaning Crews	643,825	846,389	829,659
CWS Mowing Tractors/Leaf Collection	801,059	969,543	967,863
CWS Street Sweeping	779,772	637,554	751,566
Brush Pick-up	1,297,923	1,420,982	1,493,083

	FY18	FY19	FY20
	Actual	Projected	Proposed
Garbage Pick-up	4,121,941	4,558,337	4,040,109
Trash Flash Pick-up	999,164	693,599	1,061,212
Recycle Pick-up	803,476	742,731	1,127,090
Refuse Collection Centers	515,403	561,463	501,428
Blighted Property Abatement	349	0	0
Container Management	448,881	608,107	448,630
Municipal Forestry	1,003,898	932,672	1,090,184
Orchard Knob Storm Station	150	0	0
Minor Storm Station	5,052	0	0
Park Maint - Admin	1,039,907	962,653	968,363
Park Maint - Playgrounds & Facilities	197,742	330,273	230,413
Park Maint - City-Wide Park Maintenance	1,129,180	1,316,220	1,329,418
Park Maint - City-Wide Security	40,399	4,400	57,686
Park Mgmt - Heritage Park	32,616	28,232	32,056
Park Mgmt - Greenway Farm	4,946	3,615	17,256
Park Mgmt - Rivermont Park	2,565	22,914	10,600
Park Mgmt - East Lake	9	0	0
Park Mgmt - Landscape Miller Park	437,386	257,903	410,664
Park Mgmt - Landscape Mechanic	55,133	3,045	63,422
Shared Maint - TN Riverpark DT North	1,689,567	2,488,445	2,401,526
Shared Maint - TN Riverpark DT South	587,900	363,587	354,479
Shared Maint - Carousel Operations	86,236	123,530	93,292
Shared Maint - TN Riverpark Security	245,972	209,502	290,296
Shared Maint - Renaissance Park	205	0	0
Chattanooga Zoo at Warner Park	675,000	675,000	675,000
Memorial Auditorium..... A.O	167,644	0	0
Scenic Cities Beautiful	0	0	45,221
Tivoli Theatre.....A.O	582,356	750,000	500,000
TOTAL	\$32,641,480	\$33,981,599	\$32,825,407
DEPARTMENT OF YOUTH & FAMILY DEVELOPMENT			
Youth & Family Development Admin	\$298,119	\$419,168	\$478,945
Office of Early Learning	156,526	151,722	324,130
Recreation Admin	1,267,611	1,318,995	1,296,613
Recreation Support Services	701,394	841,220	821,837
Recreation Public Information	102,786	98,796	108,299
Recreation Special Programs	42,388	83,397	132,256
Kidz Kamp	363,091	395,968	588,971
Sports Programs	492,882	245,226	314,912
Aquatics Programs	245,527	230,050	366,130
Therapeutic Programs	172,428	186,374	191,238
Fitness Center	275,299	279,415	296,839

	FY18	FY19	FY20
	Actual	Projected	Proposed
Youth Dev - CAPS	242,684	215,372	202,846
Youth Dev - Education	820,037	1,153,646	297,086
Youth Dev - Career Development	101,613	141,217	0
Rec Facility - Skatepark	28,602	15,144	13,504
Rec Facility - Champion's Club	335,160	348,011	417,414
Rec Facility - Summit of Softball	406,000	438,597	526,060
Rec Facility - North River Soccer	1,056	450	0
Rec Ctr - Avondale	171,102	210,261	276,050
Rec Ctr - Brainerd	339,367	338,213	305,490
Rec Ctr - Carver	258,586	258,638	287,638
Rec Ctr - East Chattanooga	299,277	292,702	275,133
Rec Ctr - East Lake	266,575	262,483	272,542
Rec Ctr - Eastdale	165,044	209,699	230,637
Rec Ctr - First Centenary	96,437	92,334	56,972
Rec Ctr - Frances B. Wyatt	110,415	120,284	134,389
Rec Ctr - Glenwood	229,660	214,582	216,019
Rec Ctr - John A. Patten	240,200	235,019	295,720
Rec Ctr - North Chattanooga	165,760	142,307	153,795
Rec Ctr - Shepherd	271,725	311,434	322,070
Rec Ctr - South Chattanooga	320,513	358,675	331,870
Rec Ctr - Tyner	157,722	159,870	178,069
Rec Ctr - Washington Hills	252,328	277,704	298,346
Rec Ctr - Westside Community Ctr	196,216	188,468	149,168
Rec Ctr - Hixson	257,924	274,079	292,847
Rec Ctr - Cromwell Community Ctr	143,083	154,520	135,448
North River Center Programs	99,479	117,242	126,054
Eastgate Center Programs	220,535	248,352	300,276
Heritage House Programs	94,359	98,362	116,590
TOTAL	\$10,409,510	\$11,127,996	\$11,132,203
DEPARTMENT OF TRANSPORTATION			
Traffic Engineering Admin	\$1,074,052	\$589,173	\$0
Street Lighting	3,698,747	0	0
Smart Cities Operations	1,769	4,299,602	5,578,464
Traffic Operations	2,347,253	4,658,721	4,467,927
Complete Streets	0	406,768	1,081,596
Transportation Admin	649,777	617,564	530,626
Transport Design and Engineering	915,757	551,662	0
Street Paving	2,124,852	0	0
TOTAL	\$10,812,207	\$11,123,493	\$11,658,613
Golf Course			
Brainerd	\$829,173	\$772,791	\$829,173
Brown Acres	869,801	704,239	869,801

	FY18	FY19	FY20
	Actual	Projected	Proposed
	\$1,698,974	\$1,477,030	\$1,698,974

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

		FY18	FY19	FY20
		Actual	Projected	Proposed
City Council		\$639,908	\$793,763	\$839,680
City Judges Division 1		496,767	517,528	553,788
City Judges Division 2		468,435	480,850	505,287
City Attorney Operations		1,546,335	1,786,520	1,742,857
Internal Audit		661,806	695,711	729,608
Information Technology		6,673,938	8,214,403	8,616,213
Purchasing		813,570	905,341	949,995
311 Call Center		606,647	685,648	694,271
AIM Center, Inc	A.O.	60,000	65,000	65,000
Air Pollution Control Bureau	A.S.F.	270,820	270,820	270,820
Arts Build	A.O.	275,000	275,000	275,000
Bessie Smith Cultural Center	A.O.	80,000	80,000	80,000
Bethlehem Center	A.O.	65,000	65,000	65,000
CARTA Subsidy	A.O.	5,084,598	5,377,436	5,800,000
Carter Street Corporation	A.O.	200,000	0	0
Chambliss Center for Children	A.O.	350,000	350,000	350,000
Chattanooga Area Food Bank	A.O.	0	0	10,000
Chattanooga Area Urban League	A.O.	115,000	120,000	132,000
Chattanooga Basketball	A.O.	0	100,000	100,000

		FY18	FY19	FY20
		Actual	Projected	Proposed
Chattanooga Design Studio	A.O.	0	50,000	100,000
Chattanooga Football Club Found.	A.O.	0	40,000	40,000
Chattanooga Goodwill Industries	A.O.	10,000	15,000	15,000
Chattanooga Kids on the Block	A.O.	20,000	20,000	20,000
Chattanooga Neigh. Enterprises	A.O.	747,480	705,000	705,000
Chattanooga Room in the Inn	A.O.	25,000	25,000	25,000
Chattanooga State Comm. College	A.O.	0	25,000	25,000
Children's Advocacy Center	A.O.	65,000	65,000	65,000
Community Foundation	A.O.	106,300	100,000	100,000
Enterprise Center	A.O.	270,000	0	0
Creative Discovery Museum	A.O.	0	0	25,000
Enterprise South Nature Park	A.O.	570,922	834,863	826,417
Family Promise of Greater Chatt.	A.O.	111,600	175,000	512,750
Friends of the Zoo, Inc	A.O.	25,000	25,000	20,000
Girls, Inc.	A.O.	110,000	110,000	91,000
Greater Chattanooga Sports & Events	A.O.	225,000	100,000	100,000
Green Spaces	A.O.	15,000	25,000	25,000
Habitat for Humanity of Chattanooga	A.O.	50,000	40,000	40,000
Helen Ross McNabb	A.O.	46,500	77,500	62,000
Heritage Hall Fund	A.S.F.	69,500	74,725	79,266
Homeless Coalition	A.O.	70,000	70,000	70,000
Joe Johnson Mental Health	A.O.	60,000	60,000	60,000
LaPaz Chattanooga	A.O.	50,000	50,000	50,000
Lookout Mountain Conservancy	A.O.	0	20,000	16,250
Launch	A.O.	0	0	30,000
Orange Grove	A.O.	105,188	106,000	106,000
Partnership for FCA	A.O.	65,000	65,000	65,000
Public Library	A.S.F.	6,045,000	6,545,000	6,791,034
Regional Planning Agency	A.S.F.	2,203,663	2,003,663	2,003,663
Signal Center	A.O.	75,000	275,000	1,025,000
Speech & Hearing Center	A.O.	67,700	67,700	67,700
Tech Town Foundation	A.O.	40,000	40,000	40,000
Tennessee Golf Foundation	A.O.	0	0	25,000
Chattanooga Junior Golfers Program	A.O.	0	25,000	0
Tennessee RiverPark	A.O.	1,208,649	1,255,640	1,234,869
United Way of Greater Chattanooga	A.O.	135,000	460,000	500,000
WTCI-TV-Channel 45	A.O.	75,000	93,000	93,000
Office of Family Empowerment	A.S.F.	1,426,650	1,259,643	1,334,643
Debt Service Fund	A.S.F.	22,434,479	24,687,712	20,940,110
Capital Improvements		12,813,717	11,532,000	6,000,000
Election Expense		0	33,268	25,000
City Code Revision		16,029	12,500	16,000

	FY18	FY19	FY20
	Actual	Projected	Proposed
Unemployment Insurance	6,036	40,000	40,000
Contingency Fund Appropriation	42,140	2,159,385	3,207,752
Renewal & Replacement	927,312	1,718,306	1,000,000
Audits, Dues & Surveys	112,200	253,153	175,000
Intergovernmental Relations	184,695	367,809	285,000
City Water Quality Management Fees	435,974	531,395	576,458
Liability Insurance Premiums	A.S.F. 2,000,000	800,000	500,000
Edu. Contribution (per TCA 57-4-306)	1,787,810	1,902,603	1,919,100
Enterprise South Indust. Park Admin.	2,546	9,529	10,000
Tuition Assistance Program	11,963	22,406	25,000
Total	\$73,276,877	\$79,755,820	\$72,887,531

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2019-2020

	FY18	FY19	FY20
	Actual	Projected	Proposed
1111 <u>ECONOMIC DEVELOPMENT</u>			
ESTIMATED REVENUE			
Local Option Sales Tax	\$13,937,255	\$14,285,165	\$14,211,661
Local Option Tourist Development Zone	5,749,536	7,188,926	3,500,300
Georgia DOT	4,686	0	0
Total	\$19,691,477	\$21,474,091	\$17,711,961
APPROPRIATIONS			
Economic Development Capital Projects	\$1,140,000	\$2,686,099	\$8,000,000
Approp to Capital From Fund Balance	0	7,561,701	10,000,000
Chattanooga Chamber of Commerce A.O.	450,000	450,000	450,000
Chamber of Commerce-Marketing & Ind Serv A.O.	75,000	75,000	75,000
Chattanooga Dream	0	0	60,000
Resiliency Planning	0	0	100,000
Enterprise Ctr - Innovation Ctr A.O.	257,146	0	0
Enterprise Ctr - Innovation District A.O.	195,700	850,000	0
Enterprise Ctr - Operating Support A.O.	409,654	1,002,500	1,002,500
Enterprise Ctr - Innovation Dis. Master Plan A.O.	140,000	0	0
Enterprise Ctr - Digital Equity Programs A.O.	0	325,000	421,000
Enterprise Ctr - Bessie Smith/Mapp Building A.O.	0	50,000	0
Transfer to IDB - Workforce Development Fund	350,000	0	0
Public Edu. Foundation STEP-UP Chatt. A.O.	25,000	25,000	75,000
Chatt. State - TN Ctr for Applied Technology A.O	0	100,000	0

	FY18	FY19	FY20
	Actual	Projected	Proposed
Sales Tax Commission	152,654	142,852	144,280
TDZ transfer to CDRC to Cover Debt	5,749,536	7,188,926	3,500,300
Thrive Regional Partnership A.O.	0	100,000	100,000
Carter Street Corporation A.O.	0	200,000	200,000
TN Reconnect Grant A.O.	0	65,750	0
Lease Payments - Tourist Development Zone	2,879,659	556,313	3,583,881
Total	\$11,824,349	\$21,379,141	\$27,711,961
Estimated Incr(Decr) in Fund Balance	\$7,867,128	\$94,950	-\$10,000,000
Beginning Fund Balance July 1	\$10,090,069	\$17,957,197	\$18,052,147
Ending Fund Balance June 30	\$17,957,197	\$18,052,147	\$8,052,147
Ending Fund Balance as a % of Total Appropriations	151.87%	84.44%	29.06%

2030 YFD - OFFICE OF FAMILY EMPOWERMENT

ESTIMATED REVENUE

Federal	\$12,208,441	\$12,025,729	\$12,025,729
State	3,235,162	3,720,428	3,791,465
City of Chattanooga - Transfer In	1,426,650	1,426,650	1,501,934
Other - Transfer In	712,557	0	0
Interest Income	0	500	500
Charges for Service	24,787	25,000	0
Contributions & Donations	2,008	24,048	23,648
Total	\$17,609,605	\$17,222,355	\$17,343,276

APPROPRIATIONS

Administration	\$1,547,000	\$836,998	\$1,295,024
Headstart	12,434,724	12,187,995	12,125,045
Day Care	349,040	324,063	0
Foster Grandparents	512,321	497,670	505,860
Low Income Energy Assistance Program	2,200,499	2,656,039	2,656,039
Community Services Block Grant (CSBG)	611,281	603,200	603,200
Social Services Programs	21,085	47,858	85,358
City General Relief	22,215	25,000	25,000
Emergency Food and Shelter	20,030	22,750	22,750
Other	10,054	1,085	25,000
Total	\$17,728,249	\$17,202,658	\$17,343,276

Estimated Incr(Decr) in Fund Balance	-\$118,644	\$19,697	\$0
Beginning Fund Balance July 1	\$685,009	\$566,365	\$586,062
Ending Fund Balance June 30	\$566,365	\$586,062	\$586,062
Ending Fund Balance as a % of Total Appropriations	3.19%	3.41%	3.38%

	FY18	FY19	FY20
	Actual	Projected	Proposed
2050 STATE STREET AID			
ESTIMATED REVENUE			
State Shared Ops St Aid 1989 Amended Gas Tax	\$515,278	\$525,949	\$525,949
State Shared Ops Street Aid Gas Tax	3,226,727	3,306,430	3,306,430
State Shared Ops Street Aid Add 3 Cent Tax	954,916	974,546	974,546
IMPROVE Act	883,277	1,645,677	1,645,677
State Maintenance of Streets	201,430	0	0
Other	57,018	0	0
Total	\$5,838,646	\$6,452,602	\$6,452,602

APPROPRIATIONS

Operations	\$3,748,209	\$4,765,401	\$5,202,602
Transfer Out - Transportation Capital	975,148	1,765,148	1,740,359
Total	\$4,723,357	\$6,530,549	\$6,942,961
Estimated Incr(Decr) in Fund Balance	\$1,115,289	-\$77,947	-\$490,359
Beginning Fund Balance July 1	\$4,426,244	\$5,541,533	\$5,463,586
Ending Fund Balance June 30	\$5,541,533	\$5,463,586	\$4,973,227
Ending Fund Balance as a % of Total Appropriations	117.32%	83.66%	71.63%

2060 COMMUNITY DEVELOPMENT FUND**ESTIMATED REVENUE**

Federal and State	\$2,218,524	\$2,725,143	\$2,527,508
Miscellaneous/Other	1,041,169	713,000	962,000
Total	\$3,259,693	\$3,438,143	\$3,489,508

APPROPRIATIONS

Administration	\$556,768	\$599,112	\$557,540
Chattanooga Neighborhood Enterprise	157,161	200,000	250,000
Other Community Development Projects	1,602,505	2,639,031	2,681,968
Transfers	639,130	0	0
Total	\$2,955,564	\$3,438,143	\$3,489,508

Estimated Incr(Decr) in Fund Balance	\$304,129	\$0	\$0
Beginning Fund Balance July 1	\$1,738,469	\$2,042,598	\$2,042,598
Ending Fund Balance June 30	\$2,042,598	\$2,042,598	\$2,042,598

	FY18	FY19	FY20
	Actual	Projected	Proposed
Ending Fund Balance as a % of Total Appropriations	69.11%	59.41%	58.54%
2070 HOTEL/MOTEL TAX FUND			
ESTIMATED REVENUE			
Occupancy Tax	\$7,175,882	\$7,741,947	\$7,819,366
Interest Revenue	0	3,100	0
Total	\$7,175,882	\$7,745,047	\$7,819,366
APPROPRIATIONS			
PW Cap. Fund Walnut St Bridge & Holmberg Bridge	\$4,700,000	\$6,800,000	669,889
Hotel/Motel County Trustee Collection Fee	145,525	154,839	157,936
CDOT Street Alley Sidewalks	100,000	0	0
Debt Service	5,124,359	3,759,039	2,972,859
Hamilton County Accounting Fee	70,308	77,419	78,194
Total	\$10,140,192	\$10,791,297	\$3,878,878
Estimated Incr(Decr) in Fund Balance	-\$2,964,310	-\$3,046,250	\$3,940,488
Beginning Fund Balance July 1	\$5,632,230	\$2,667,920	-\$378,330
Ending Fund Balance June 30	\$2,667,920	-\$378,330	\$3,562,158
Ending Fund Balance as a % of Total Appropriations	26.31%	-3.51%	91.83%

3100 DEBT SERVICE FUND

ESTIMATED REVENUE			
General Fund	\$22,434,479	\$24,687,712	\$20,940,110
CDBG (Fannie Mae Loan)	402,957	388,957	374,485
Hotel/Motel Tax	5,124,359	3,758,374	2,971,859
Capital Funds	1,324,800	0	0
Other Sources	69,463	75,442	75,442
Total	\$29,356,059	\$28,910,485	\$24,361,896
APPROPRIATIONS			
Principal	\$20,689,981	\$24,123,462	\$17,804,771
Interest	7,391,467	6,745,178	6,447,125
Bank Service Charges	62,919	60,000	110,000

	FY18	FY19	FY20
	Actual	Projected	Proposed
Total	\$28,144,367	\$30,928,640	\$24,361,896
Estimated Incr(Decr) in Fund Balance	\$1,211,692	-\$2,018,155	\$0
Beginning Fund Balance July 1	\$1,778,396	\$2,990,088	\$971,933
Ending Fund Balance June 30	\$2,990,088	\$971,933	\$971,933
Ending Fund Balance as a % of Total Appropriations	10.62%	3.14%	3.99%

6010 INTERCEPTOR SEWER SYSTEM

ESTIMATED REVENUE

Sewer Service Charges	\$66,818,581	\$72,758,755	\$76,576,876
Industrial Surcharges	3,065,049	3,894,155	2,602,347
Septic Tank Charges	357,480	322,592	407,526
Wheelage and Treatment:			
Hamilton County, TN	1,281,368	1,282,759	1,408,469
Lookout Mountain, TN	460,105	414,200	454,792
Lookout Mountain, GA	119,424	117,788	129,331
Walker County, GA	2,103,178	979,179	1,075,139
Collegedale, TN	1,492,395	1,349,970	1,482,267
Soddy-Daisy, TN	368,939	382,163	419,615
East Ridge, TN	2,791,678	2,597,203	2,851,729
Windstone	56,063	56,989	62,574
Rossville, GA	846,134	658,557	723,096
Red Bank, TN	1,320,325	1,268,284	1,392,576
Northwest Georgia	904,678	921,484	1,011,790
Catoosa-Ringgold, GA	622,614	639,336	701,991
Dade County, GA	21,767	23,450	25,748
Debt Service Northwest Georgia	447,353	286,273	0
Industrial User Permits	82,600	45,000	45,000
Industrial User Fines	6,800	5,000	
Garbage Grinder Fees	118,998	83,328	91,494
Bad Debt Expense	0	-1,873,233	
Other Revenue/Charges	22,459	1,111,459	37,640
Operating Revenue:	\$83,307,988	\$87,324,691	\$91,500,000
Interest Earnings	1,184,259	500,000	500,000
Total Revenues	\$84,492,247	\$87,824,691	\$92,000,000

APPROPRIATIONS

Operations & Maintenance:			
Administration	\$4,008,481	\$4,359,087	\$5,502,121

	FY18	FY19	FY20
	Actual	Projected	Proposed
Laboratory	929,278	764,497	960,500
Engineering	996,882	835,603	1,092,600
Plant Maintenance	3,585,317	7,434,102	8,460,095
Sewer Maintenance	4,104,816	5,580,282	8,083,895
Moccasin Bend - Liquid Handling	12,382,342	11,266,428	12,101,300
Inflow & Infiltration	2,015,485	2,178,202	2,575,000
Safety & Training	160,569	335,595	375,000
Pretreatment/Monitoring	553,224	559,944	819,342
Moccasin Bend - Solid Handling	3,705,620	3,248,347	3,664,500
Moccasin Bend - Landfill Handling	1,582,525	1,600,000	1,650,000
Contingency	0	2,687,470	2,700,000
Combined Sewer Overflow	1,361,095	230,795	282,850
Inventory Moc Bend	1,410	0	0
Municipal Billing	3,751	0	0
Pump Station Operations	642,371	917,208	1,096,339
Total Operations & Maintenance	\$36,033,166	\$41,997,560	\$49,363,542

Pumping Stations:

Mountain Creek Pump Station	\$36,084	\$73,780	\$38,950
Citico Pump Station	938,268	556,900	504,900
Friar Branch Pump Station	306,852	354,900	354,900
Hixson 1, 2, 3, & 4 Pump Stations	446,726	317,700	317,850
19th Street Pump Station	119,470	120,000	106,650
Orchard Knob Pump Station	120,140	44,704	44,750
South Chickamauga Pump Station	853,844	657,008	613,750
Tiftonia 1 & 2 Pump Stations	219,072	156,400	144,000
23rd Street Pump Station	259,188	209,050	199,100
Latta Street Pumping Stations	10,288	19,750	19,750
Residential Pump Stations	43,383	11,700	11,700
Murray Hills Pump Station	90,560	66,300	65,350
Highland Park Pump Station	30,548	43,100	43,100
Big Ridge 1-5 Pump Stations	516,708	166,052	154,600
Dupont Parkway Pump Station	748,495	390,150	50,150
VAAP Pump Station	8,558	6,300	6,300
Northwest Georgia Pump Station	76,486	103,300	97,300
Brainerd Pump Station	32,852	46,200	44,000
East Brainerd Pump Station	255,091	83,876	88,000
North Chattanooga Pump Station	62,011	49,550	50,050

	FY18	FY19	FY20
	Actual	Projected	Proposed
South Chattanooga Pump Station	13,863	11,520	11,720
Ooltewah-Collegedale Pump Station	5,125	25,500	18,200
Odor Control Pump Stations	1,417,765	1,450,000	1,500,000
Enterprise South Pump Station	21,549	14,654	14,750
River Park Pump Station	2,698	2,700	2,800
Ringgold Pump Station	66,095	93,104	86,100
Regional Metering Stations	36,464	19,600	19,600
Warner Park #1 Pump Station	0	2,500	2,500
West Chickamauga	5,781	0	0
Davidson Place	0	0	0
Total Pumping Stations	\$6,743,964	\$5,096,298	\$4,610,820
Total Ops, Maint. & Pumping Stations	\$42,777,130	\$47,093,858	\$53,974,362
Capital Improvement			
Appropriation to Capital	\$30,900,000	\$33,300,000	\$41,407,500
Debt Service			
Principal	\$10,285,942	\$9,398,828	\$8,823,899
Interest	2,591,081	2,634,422	2,630,191
Bank Fees	82,951	100,156	149,549
Sub Total Debt Service	12,959,974	12,133,406	11,603,639
Total	\$86,637,104	\$92,527,264	\$106,985,500
Estimated Incr(Decr) in Fund Balance	-\$2,144,857	-\$4,702,573	-\$14,985,500
Beginning Fund Balance July 1	\$92,283,357	\$90,138,500	\$85,435,927
Ending Fund Balance June 30	\$90,138,500	\$85,435,927	\$70,450,427
Ending Fund Balance as a % of Total Appropriations	104.04%	92.34%	65.85%

6020 SOLID WASTE & SANITATION FUND
ESTIMATED REVENUE

Landfill Tipping Fees	\$256,744	\$267,576	\$250,000
City Tipping Fees	5,483,200	5,483,200	4,073,000
Sale of Property / Scrap	67,410	26,142	30,000
Investment Income	0	40,238	0

	FY18	FY19	FY20
	Actual	Projected	Proposed
Sale of Mulch	111,483	0	0
Miscellaneous	174,132	62,467	25,841
Total	\$6,092,969	\$5,879,623	\$4,378,841
APPROPRIATIONS			
Recycling Center	\$821,391	\$940,430	\$926,310
Waste Disposal – Birchwood & Summit Monitoring	22,885	1,220	0
Waste Disposal – City Landfill	797,219	682,588	923,818
Compost Waste Center	727,280	560,183	457,564
Debt Service			
Principal	1,917,677	1,816,599	970,043
Interest	303,479	238,699	179,396
Bank Fees	1,433	1,374	1,374
Capital Improvement	1,822,759	1,420,255	920,336
Landfill Closure & Postclosure	0	0	0
Household Hazardous Waste	2,390	0	0
Total	\$6,416,513	\$5,661,348	\$4,378,841
Estimated Incr(Decr) in Fund Balance	-\$323,544	\$218,275	\$0
Beginning Fund Balance July 1	\$6,159,911	\$5,836,367	\$6,054,642
Ending Fund Balance June 30	\$5,836,367	\$6,054,642	\$6,054,642
Ending Fund Balance as a % of Total Appropriations	90.96%	106.95%	138.27%

6030 WATER QUALITY FUND**ESTIMATED REVENUE**

Water Quality Fee	\$19,380,715	\$22,525,056	\$22,566,197
Water Quality Permits	97,851	323,990	350,000
Revenue Adjustments	-34,736	0	0
Other	132,406	568,903	0
Total	\$19,576,236	\$23,417,949	\$22,916,197

APPROPRIATIONS

Water Quality Management Administration	\$3,699,923	\$3,071,743	\$4,597,899
Water Quality Maintenance & Operations	6,410,097	8,390,307	9,454,726
Water Quality Site Development	826,071	894,136	1,068,368
Water Quality Engineering & Project Management	1,107,994	1,230,121	1,408,039
Water Quality Public Education	97,778	98,010	95,429
Renewal & Replacement	50,540	85,547	75,200

	FY18	FY19	FY20
	Actual	Projected	Proposed
Brainerd Levee 1, 2, 3	0	55,146	54,700
Water Quality Storm Station	112,582	17,776	18,310
Minor Storm Stations	0	11,622	13,028
Debt Service			
Principal	1,999,738	1,340,002	1,125,795
Interest	597,302	608,234	554,189
Bank Service Charges	229	163	165
Appropriation to Capital Project Fund	6,628,816	4,625,000	4,784,875
Total	\$21,531,070	\$20,427,807	\$23,250,723
Estimated Incr(Decr) in Fund Balance	-\$1,954,834	\$2,990,142	-\$334,526
Beginning Fund Balance July 1	\$30,803,234	\$28,848,400	\$31,838,542
Ending Fund Balance June 30	\$28,848,400	\$31,838,542	\$31,504,016
Ending Fund Balance as a % of Total Appropriations	133.98%	155.86%	135.50%

6070 TENNESSEE VALLEY REGIONAL COMMUNICATION SYSTEM
ESTIMATED REVENUE

Federal Maintenance Fees	\$21,936	\$28,150	\$23,155
State Maintenance Fee	\$35,262	\$39,371	\$50,411
Other Government Maintenance Fee	945,078	1,186,266	1,131,290
Mobile Communications Services	210,113	208,541	226,607
Outside Sales	50,039	54,999	0
Miscellaneous Revenue	33,107	35,878	56,923
Master Site Buy-In Revenue to Capital Replacement	0	240,000	120,000
Total	\$1,295,535	\$1,793,205	\$1,608,386

APPROPRIATIONS

Operations	1,488,233	1,144,297	1,608,386
Total	\$1,488,233	\$1,144,297	\$1,608,386

Estimated Incr(Decr) in Fund Balance	-\$192,698	\$648,908	\$0
Beginning Fund Balance July 1	\$450,698	\$258,000	\$906,908
Ending Fund Balance June 30	\$258,000	\$906,908	\$906,908
Ending Fund Balance as a % of Total Appropriations	17.34%	79.25%	56.39%

9091 AUTOMATED TRAFFIC ENFORCEMENT
ESTIMATED REVENUE

	FY18	FY19	FY20
	Actual	Projected	Proposed
Automated Traffic & Speeding Fines	\$638,568	\$633,135	\$624,000
Miscellaneous	936	0	0
Total	\$639,504	\$633,135	\$624,000
APPROPRIATIONS			
Traffic Enforcement Operations	\$619,715	\$866,226	\$624,000
Total	\$619,715	\$866,226	\$624,000
Estimated Incr(Decr) in Fund Balance	\$19,789	-\$233,091	\$0
Beginning Fund Balance July 1	\$1,062,095	\$1,081,884	\$848,793
Ending Fund Balance June 30	\$1,081,884	\$848,793	\$848,793
Ending Fund Balance as a % of Total Appropriations	174.58%	97.99%	136.02%
9250 NARCOTICS FUND			
Federal	\$0	\$0	\$0
State	0	0	
Confiscated Narcotics Funds	335,272	273,446	250,000
Fines, Forfeitures and Penalties	45,587	0	0
Other	8,275	21,222	60,000
Total	\$389,134	\$294,668	\$310,000
APPROPRIATIONS			
Operations	\$229,101	\$140,693	\$310,000
Capital	0	0	0
Total	\$229,101	\$140,693	\$310,000
Estimated Incr(Decr) in Fund Balance	\$160,033	\$153,975	\$0
Beginning Fund Balance July 1	\$381,044	\$541,077	\$695,052
Ending Fund Balance June 30	\$541,077	\$695,052	\$695,052
Ending Fund Balance as a % of Total Appropriations	236.17%	494.02%	224.21%
9252 FEDERAL ASSET FORFEITURE FUND			
ESTIMATED REVENUE			
Federal	\$17,626	\$0	\$0
Other	6,093	0	0
Total	\$23,719	\$0	\$0
APPROPRIATIONS			
Capital	\$0	\$0	\$0
Total	\$0	\$0	\$0
Estimated Incr(Decr) in Fund Balance	\$23,719	\$0	\$0
Beginning Fund Balance July 1	\$501,679	\$525,398	\$525,398

	FY18	FY19	FY20
	Actual	Projected	Proposed
Ending Fund Balance June 30	\$525,398	\$525,398	\$525,398
Ending Fund Balance as a % of Total Appropriations	0%	0%	0%

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

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

SECTION 7(a). The Mayor is authorized to apply a two and one half percent (2.5%) increase in base pay for full time civilian employees effective July 1, 2019, with annual base pay of fifty thousand dollars (\$50,000) and above. Employees with annual base pay of less than fifty thousand dollars (\$50,000) will receive an increase of one thousand two hundred fifty dollars (\$1,250) to their annual base pay, or \$0.60 cents per hour to employees not working in a full time capacity and excluding those employees whose pay is governed by federal and/or state formula or hired on a temporary basis. If necessary to achieve this pay increase, an employee’s pay may exceed the maximum in the pay range. This pay increase shall apply to all employees hired prior to April 1, 2019.

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

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

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

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

DEPARTMENT OF GENERAL GOVERNMENT

City Council

0020100	1	Council Chairperson	***	
0020200	1	Council Vice Chairperson	**	
0020300	7	Council Member	*	
0000039	1	Legislative & Management Analyst	GS.25	(1 frozen)
0000159	1	Clerk to Council	GS.20	
0004201	1	Council Support Specialist	GS.15	
0004047	1	Administrative Support Assistant 2	GS.07	
Subtotal	<u>13</u>			

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

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

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

City Judges Division 1

0020010	1	City Judge	*
0000152	2	City Court Officer	NP
0000153	1	Judicial Assistant	NP
Subtotal	<u>4</u>		

City Judges Division 2

0020010	1	City Judge	*
0000152	2	City Court Officer	NP
0000153	1	Judicial Assistant	NP
Subtotal	<u>4</u>		

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

Office of City Attorney

0000150	1	City Attorney	GS.34	
0000028	2	Staff Attorney 2	GS.29	
0004351	4	Staff Attorney 1	GS.27	
0001029	1	Claims & Risk Analyst	GS.16	
0002142	1	Compliance Officer	GS.17	
000026	4	Legal Assistant	GS.13	
0002963	1	Receptionist PT	NP	(1 frozen)
0004329	1	Public Records Manager	GS.17	
Subtotal	<u>15</u>			

Internal Audit

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

Information Technology

0000107	1	Chief Information Officer	GS.33
0000109	1	Deputy Chief Information Officer	GS.32
0004350	1	Manager IT Infrastructure	GS.28
0000023	1	Assistant Director Project Management	GS.30
0000024	1	Assistant Director IT Operations	GS.30
0000108	1	Manager Applications Development	GS.28
0000113	1	Manager IT Support Services	GS.28

0004062	1	Manager IT Operations	GS.27	
0000089	3	IT Project Manager	GS.26	
0004004	4	IT Business Project Analyst	GS.25	(1 frozen)
0004046	1	Database Administrator	GS.25	(1 frozen)
0000115	2	System & Database Specialist 2	GS.23	(1 frozen)
0000116	3	System & Database Specialist 1	GS.22	(1 frozen)
0000110	3	Network Analyst	GS.22	(2 frozen)
0004358	1	Security Analyst	GS.22	
0000120	1	IT Support Services Supervisor	GS.21	
0000119	4	Programmer 2	GS.20	
0001007	1	UX Designer	GS.20	
0004008	1	Web Master	GS.20	
0004009	3	IT Specialist	GS.19	
0000127	2	Programmer 1	GS.18	
0001008	1	IT Technical Trainer	GS.18	
0004011	1	Fiscal Analyst	GS.17	
0004015	5	IT Technician	GS.15	(3 frozen)
0004021	1	Executive Assistant	GS.14	
0004037	1	Administrative Support Specialist	GS.10	
Subtotal	<u>46</u>			

Purchasing

0000250	1	Director Purchasing	GS.27	
0000267	1	Deputy Director Purchasing	GS.21	
0004321	2	Buyer 2	GS.18	
0004167	1	Procurement Analyst	GS.17	
0000252	3	Buyer 1	GS.16	
0000046	1	Supplier Engagement Coordinator	GS.16	
0000997	1	Grants Specialist	GS.15	
0004037	1	Administrative Support Specialist	GS.10	
Subtotal	<u>11</u>			

311 Call Center

0002110	1	Call Center Manager	GS.17	
0002108	1	Customer Service Supervisor	GS.15	
0002106	2	Customer Service Representative 2	GS.08	
0002107	8	Customer Service Representative 1	GS.07	
0002107	2	Customer Service Representative 1 (ISS)	GS.07	
Subtotal	<u>14</u>			

GENERAL	
GOVERNMENT	
TOTAL	<u><u>113</u></u>

EXECUTIVE DEPARTMENT OF THE MAYOR

Administration

0004200	2	Administrative Specialist	NP
0004057	1	Administrative Support Assistant 1	GS.04
0004294	1	Project Coordinator	NR
0000171	1	Chief of Staff	NP
0004195	1	Chief Operating Officer	NP
0000112	1	Constituent Services Coordinator	NP
0000030	1	Deputy Chief of Staff	NP
0001517	1	Director Special Projects	NP
0020001	1	Mayor*	NP
0004209	1	Public Safety Coordinator	NP
0004292	1	Sr. Advisor & Director OMA	NP
0004289	1	Senior Policy Analyst	NP
Subtotal	<u>13</u>		

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

Office of Multicultural Affairs

0004264	1	Community Outreach Coordinator	GS.18
0004305	1	Multicultural Affairs Coordinator	NR
NEW	1	Community Program Coordinator	NEW
Subtotal	<u>3</u>		

EXECUTIVE	
BRANCH TOTAL	<u>16</u>

DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office

0000075	1	Administrator City Finance Officer	GS.35	
0000076	1	Deputy Administrator Finance	GS.29	
0000077	1	Budget Officer	GS.27	
0000079	1	Manager Financial Operations	GS.27	
0000081	1	Accounts Payable Supervisor	GS.17	
0000082	1	Accounting Manager	GS.26	
0000083	1	Payroll Supervisor	GS.23	
0000085	4	Management Budget Analyst 1	GS.23	(1 frozen)
0000086	1	Management Budget Analyst 2	GS.24	
0000087	4	Accountant 1	GS.23	
0000090	1	Accountant 2	GS.24	
0000091	1	Accountant 3	GS.25	
0000099	1	Payroll Assistant	GS.09	

0000102	1	Payroll Technician	GS.11
0000103	1	Payroll Technician 2	GS.12
0001402	4	Accounting Technician 1	GS.08
0004021	1	Executive Assistant	GS.14
0004035	2	Accounting Technician 2	GS.10
0004047	2	Administrative Support Assistant 2	GS.07
0004143	1	Business Systems Analyst	GS.24
0004210	1	Deputy Chief Operating Officer	NP
0004318	1	Budget Manager	GS.25
Subtotal	<u>33</u>		

Office of Open Data & Performance Management

0000051	1	Dir. Open Data & Performance Mgmt.	GS.26
0004224	1	Open Data Specialist	GS.17
0004311	1	Performance Analyst	GS.22
Subtotal	<u>3</u>		

Capital Planning

0004282	1	Capital Projects Coordinator	GS.16
0004281	1	Strategic Capital Planning Manager	GS.26
Subtotal	<u>2</u>		

Office of City Treasurer

0000131	1	Assistant City Treasurer	GS.22
0000132	1	Revenue Supervisor	GS.16
0000133	1	City Treasurer	GS.27
0000906	4	Property Tax Clerk III	\$10.50
0004241	2	Revenue Specialist 1	GS.07
0004242	5	Revenue Specialist 2	GS.10 (1 frozen)
0000165	1	Municipal Billing Analyst	GS.17
0000166	1	Tax Manager	GS.20
Subtotal	<u>16</u>		

City Court Clerk's Office

0004037	1	Administrative Support Specialist	GS.10
0000055	1	City Court Clerk	GS.24
0001101	10	Court Operations Assistant	GS.05 (3 frozen)
0004054	3	Court Operations Technician 1	GS.07
0004044	2	Court Operations Technician 2	GS.10 (1 frozen)
0000059	1	Deputy City Court Clerk	GS.17
Subtotal	<u>18</u>		

FINANCE &
ADMIN TOTAL 72

DEPARTMENT OF HUMAN RESOURCES

Administration

0001030	1	Employment Services Manager	GS.23
0004021	1	Executive Assistant	GS.14
0004033	1	Human Resources Technician	GS.15
0004316	1	Compensation Manager	GS.23
0004317	5	HR Business Partner	GS.21
0004322	1	Senior Human Resources Manager	GS.23
0004348	1	Chief Human Resources Officer	GS.32
0004349	1	Deputy Chief Human Resources Officer	GS.29
Subtotal	<u>12</u>		

Employees Insurance Office

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

Employees Safety Program

0004257	1	Director of Safety, Compliance & Risk Mgmt.	GS.27
0004014	1	Occupational Safety Specialist	GS.17
0004259	1	Accident Investigator	GS.10
0004331	1	Safety & Compliance Specialist	GS.21
0004323	1	HRMS Manager	GS.21
Subtotal	<u>5</u>		

Training

0004325	1	HR & Employee Relations Specialist	GS.21
NEW	1	Work-Based Learning Specialist	GS.14
0004335	1	Director Career Development	GS.25
0004356	1	Manager, Work-Based Learning	GS.21
0004278	1	Training Specialist	GS.15
0004324	1	Training & Development Manager	GS.23
Subtotal	<u>6</u>		

HUMAN RESOURCES
TOTAL 27

WELLNESS INITIATIVE

0004037	1	Administrative Support Spec	GS.10
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0004328	1	Leave Coordinator	GS.18
0000014	1	Manager Employee Wellness & Occup Health	GS.23
Subtotal	<u>3</u>		

DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

Administration

0004011	1	Fiscal Analyst	GS.17
0004016	1	Neighborhood Program Specialist	GS.15
0004021	1	Executive Assistant	GS.14
0004037	1	Administrative Support Specialist	GS.10
0004206	1	Administrator	GS.32
0004208	1	Deputy Administrator	GS.29
0004163	1	Real Property Coordinator	GS.18
0004057	1	Administrative Support Assistant 1	GS.04
0004223	1	Affordable Housing Specialist	GS.19
0004290	1	Communications Director	NR
Subtotal	<u>8</u>		

Economic Development

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

Homeless Outreach

0000043	1	Homeless Program Coordinator	GS.19
0000969	1	Homeless Vet Outreach Specialist	NP
NEW	4	Housing Navigators	NEW
NEW	3	Service Coordinator	NEW
NEW	4	Homeless Vet Outreach Specialist PT	NP
Subtotal	<u>13</u>		

Codes & Community Services

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

Code Enforcement Office

0004047	2	Administrative Support Assistant 2	GS.07
0000542	1	Chief Neighborhood Code Enforcement Insp.	GS.19

0000565	8	Code Enforcement Inspector 1	GS.12	1 Frozen
0004133	4	Code Enforcement Inspector 2	GS.14	
0000574	3	Code Enforcement Inspector Supervisor	GS.16	
0000137	1	Demolition Abatement Specialist	GS.14	
Subtotal	<u>19</u>			

Outdoor Chattanooga

0002137	1	Customer Relations Specialist	GS.15	
0001012	1	Director of Open Spaces	NR	
0004270	2	Open Spaces Activation & Engag Spec	GS.14	
0001013	1	Parks Planner	GS.19	
0004007	1	Recreation Division Manager	GS.20	
0000378	1	Recreation Program Coordinator	GS.16	
0004083	1	Recreation Program Specialist	GS.13	
0000382	1	Recreation Specialist	GS.09	
0000935	1	Recreation Specialist (PT)	\$11.38	
Subtotal	<u>10</u>			

Public Art

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

Land Development Office

0004047	3	Administrative Support Assistant 2	GS.07	
0000052	1	Applications Analyst	GS.20	
0000541	1	Assistant Director Dev Svcs	GS.25	
0000578	1	Assistant Director Land Use Dev. Serv.	GS.21	1 Frozen
0000553	1	Building Inspector 1	GS.14	
0000555	1	Building Inspector 2	GS.15	
0000544	1	Chief Building Inspector	GS.19	
0000545	1	Chief Electrical Inspector	GS.19	
0000546	1	Chief Plumbing Inspector	GS.19	
0004133	3	Code Enforcement Inspector 2	GS.14	
0000552	5	Combination Inspector	GS.15	1 Frozen
0000521	2	Construction Inspector 1	GS.14	
0001955	1	Development Ombudsman	GS.16	
0001408	1	Development Review Planner	GS.17	
0000567	1	Director	GS.27	
0000548	2	Electrical Inspector 1	GS.14	
0000554	1	Electrical Inspector 2	GS.15	
0000559	1	Gas Mechanical Inspector 2	GS.15	
0004165	1	Manager Land Use Development	GS.19	1 Frozen

0004032	1	Office Supervisor	GS.12
0001004	5	Permit Clerk	GS.06
0004101	2	Plans Review Specialist 1	GS.09
0004096	1	Plans Review Specialist 2	GS.12
0004080	1	Plans Review Specialist 3	GS.15
0000550	1	Plumbing Inspector 1	GS.14
0000551	1	Plumbing Inspector 2	GS.15
Subtotal	<u>41</u>		

ECON & COMM
DEVELOP TOAL 102

Community Development			
0000192	4	Community Development Specialist	GS.16
0004343	1	Assistant Manager Community Development	GS.21
0004011	1	Fiscal Analyst	GS.17
0000188	1	Manager ECD Community Development	GS.23
Subtotal	<u>7</u>		

COMMUNITY
DEVELOP TOTAL
TOTAL 6

POLICE DEPARTMENT

SWORN

0000796	4	Assistant Police Chief	PD.9
0004060	90	Master Police Officer	PD.5
0000809	8	Police Captain	PD.8
0000805	1	Police Chief	GS.34
0000806	1	Police Chief of Staff	GS.30
0000812	20	Police Lieutenant	PD.7
0000818	292	Police Officer	PD.2
0000813	82	Police Sergeant	PD.6
Subtotal	498		

NON-SWORN

0000061	20	Police Information Center Technician 1	GS.05
0000209	1	Data Analyst	GS.12
0000168	1	Public Relations Coordinator 2	GS.18
0000556	2	Pawn Technician	GS.06
0000829	2	Photographic Lab Technician	GS.09
0000840	9	Police Property Technician	GS.07
0000841	1	Police Property Technician Supervisor	GS.14

0000861	1	Fingerprint Technician	GS.07
0000975	3	School Patrol Lieutenant	\$21.84
0000976	29	School Patrol Officer	N/A
0000834	1	School Patrol Supervisor	GS.13
0001010	1	Police Information Center Manager	GS.17
0001011	5	Police Information Center Technician 2	GS.10
0001207	1	Executive Assistant	GS.14
0001301	1	Inventory Clerk	GS.05
0002205	1	Terminal Agency Coordinator	GS.10
0003003	3	Crime Analyst	GS.15
0003004	1	Crime Analyst Supervisor	GS.17
0004014	1	Occupational Safety Specialist	GS.17
0004020	1	Electronics Surveillance Tech	GS.14
0004035	1	Accounting Technician 2	GS.10
0004037	4	Administrative Support Specialist	GS.10
0004040	2	Building Maintenance Mechanic 1	GS.09
0004042	1	Fiscal Technician	GS.09
0004047	9	Administrative Support Assistant 2	GS.07
0004052	2	Personnel Assistant	GS.08
0004057	3	Administrative Support Assistant 1	GS.04
0004214	1	Special Assistant City Attorney	NP
0004245	3	Crime Scene Technician	GS.13
0004267	1	Finance Manager	GS.25
0004271	1	Police Fleet & Facilities Manager	GS.19
0004327	1	RTIC Systems Technician	GS.15
0004357	1	Victim Services Chaplain Director	GS.22
Subtotal	115		

Family Justice

0004037	1	Administrative Support Specialist	GS.10
0000135	1	Clinical Coordinator/Internship Facilitator	GS.21
0000027	1	Family Justice Center Executive Director	NP
0001103	1	Family Justice Center Outreach Coord.	GS.14
0000134	2	Navigator	GS.11
0004338	3	FJC Intervention Specialist	GS.11
Subtotal	9		

POLICE TOTAL 622

AUTOMATED TRAFFIC FUND

SWORN

0004060	2	Master Police Officer	P5
Subtotal	2		

**FIRE DEPARTMENT
SWORN**

0000060	47	Firefighter Engineer	FD.1F	
0000865	1	Fire Chief	GS.34	
0000866	1	Deputy Fire Chief	FD.7C	
0000867	1	Fire Marshall	FD.7C	
0000869	10	Fire Battalion Chief	FD.5A	
0000873	81	Fire Lieutenant	FD.3A	(3 frozen)
0000874	132	Firefighter	FD.1A	(6 frozen)
0000892	64	Firefighter Senior	FD.2A	(3 frozen)
0004001	3	Assistant Fire Chief	FD.6C	
0004003	81	Fire Captain	FD.4A	(3 frozen)
0004111	12	Staff Captain	FD.4C	(2 frozen)
0004112	5	Staff Lieutenant	FD.3C	(1 frozen)
0004113	1	Staff Firefighter Senior	FD.2C	
0004115	1	Executive Deputy Fire Chief	GS.29	
0004211	1	Deputy Fire Marshall	FD.5A	
0000042	2	Staff Firefighter Engineer	FD.1F	
Subtotal	<u>443</u>			

NON - SWORN

0004317	1	HR Business Partner	GS.21	
0004047	2	Administrative Support Assistant 2	GS.07	
0004037	2	Administrative Support Specialist	GS.10	
0004040	3	Building Maintenance Mechanic 1	GS.09	
0004029	1	Building Maintenance Mechanic 2	GS.12	
0000891	3	Fire Equipment Specialist	GS.11	
0004011	1	Fiscal Analyst	GS.17	
0004010	1	General Supervisor	GS.18	
0004051	1	Inventory Technician	GS.08	
0000168	1	Public Relations Coordinator 2	GS.18	
Subtotal	<u>16</u>			

FIRE TOTAL 459

TN Valley Regional Communications

0004047	1	Administrative Support Assistant 2	GS.07	
0004019	1	Deputy Director Wireless Communication	GS.20	
0004309	1	Director Wireless Communication	GS.25	
0004339	1	Radio Network Analyst	GS.19	
0004307	3	Radio Network Engineer	GS.17	
0004306	<u>2</u>	Radio Network Specialist	GS.15	

Subtotal 9

DEPARTMENT OF PUBLIC WORKS

Public Works Administration

0004047	2	Administrative Support Assistant 2	GS.07
0000450	1	Administrator	GS.34
0000451	1	Deputy Administrator	GS.31
0001926	1	Digital Specialist	GS.15
0004021	1	Executive Assistant	GS.14
0004267	1	Finance Manager	GS.25
0004011	2	Fiscal Analyst	GS.17
0004028	1	Inventory Coordinator	GS.13
Subtotal	<u>10</u>		

CWS Administration

0004035	1	Accounting Technician 2	GS.10
0004068	1	Administrative Manager	GS.22
0004057	2	Administrative Support Assistant 1	GS.04
0004037	3	Administrative Support Specialist	GS.10
0004059	1	Crew Worker 1	GS.02
0000209	1	Data Analyst	GS.12
0004065	1	Deputy Director CWS	GS.26
0000474	1	Director, City Wide Services	GS.27
0001301	1	Inventory Clerk	GS.05
0004028	1	Inventory Coordinator	GS.13
0004051	1	Inventory Technician	GS.08
Subtotal	<u>14</u>		

Municipal Forestry

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

Central Business District

0004038	1	Crew Supervisor 2	GS.12
0004059	4	Crew Worker 1	GS.02
0004058	1	Crew Worker 2	GS.04
0004102	1	Equipment Operator 3	GS.08
Subtotal	<u>7</u>		

Emergency

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

Refuse Collection Centers

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

Engineering

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

Street Cleaning Crews

0004045	4	Crew Supervisor 1	GS.08	
0004038	1	Crew Supervisor 2	GS.12	
0004059	3	Crew Worker 1	GS.02	(2 frozen)
0004058	4	Crew Worker 2	GS.04	(2 frozen)
0004010	1	General Supervisor	GS.18	
Subtotal	<u>13</u>			

Street Sweeping

0004100	6	Equipment Operator 4	GS.10	
Subtotal	<u>6</u>			

Mowing Tractors/Leaf Collection

0004038	1	Crew Supervisor 2	GS.12	
0004100	8	Equipment Operator 4	GS.10	(2 frozen)
Subtotal	<u>9</u>			

Brush Pick-up

0004126	1	Crew Supervisor 3 CDL	GS.14	
0004100	10	Equipment Operator 5	GS.12	(1 frozen)
0004010	1	General Supervisor	GS.18	
Subtotal	<u>12</u>			

Trash Flash

0004100	4	Equipment Operator 5	GS.12	
Subtotal	<u>4</u>			

Recycle Pick-up

0004030	1	Crew Supervisor 3 CDL	GS.14	
0004059	2	Crew Worker 1	GS.02	
0004124	6	Equipment Operator 5	GS.12	
0004019	1	General Supervisor	GS.18	
0000031	1	Recycling Coordinator	GS.16	
Subtotal	<u>11</u>			

Garbage Pick-up

0004126	1	Crew Supervisor 3 CDL	GS.14	
0004059	3	Crew Worker 1	GS.02	
0004058	1	Crew Worker 2	GS.04	
0004102	1	Equipment Operator 3	GS.08	(1 frozen)
0004124	18	Equipment Operator 5	GS.12	
0004010	1	General Supervisor	GS.18	
0000532	1	Manager Sanitation	GS.22	
Subtotal	<u>26</u>			

Container Management

0004126	1	Crew Supervisor 3 CDL	GS.14	
0004058	2	Crew Worker 2	GS.04	
Subtotal	<u>3</u>			

Parks Maintenance Administration

0004037	1	Administrative Support Specialist	GS.10	
0002934	1	Director Parks	GS.25	
0004028	1	Inventory Coordinator	GS.13	
0000123	1	Parks Outreach Coordinator	GS.15	
Subtotal	<u>4</u>			

Parks Maintenance - City-Wide Security

0000850	1	Park Ranger	GS.04	(1 frozen)
Subtotal	<u>1</u>			

Parks Maintenance - Landscape

0004045	1	Crew Supervisor 1	GS.08	
0004038	5	Crew Supervisor 2	GS.12	
0004059	1	Crew Worker 1	GS.02	(1 frozen)
0004058	9	Crew Worker 2	GS.04	
0004010	1	General Supervisor	GS.18	
Subtotal	<u>17</u>			

Landscape Mechanic

0000208	1	Equipment Mechanic 1	GS.10	
Subtotal	<u>1</u>			

Playgrounds & Hardscapes

0004040	1	Building Maintenance Mechanic 1	GS.09	
0004010	1	General Supervisor	GS.18	
Subtotal	<u>2</u>			

Field Survey

0000522	1	Survey Instrument Technician	GS.09	
0000518	1	Survey Party Chief	GS.14	
0000519	1	Survey Party Chief Supervisor	GS.15	
Subtotal	<u>3</u>			

Rivermont Park

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

East Lake

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

Carousel Operations

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

Tennessee Riverpark Downtown

0004040	1	Building Maintenance Mechanic 1	GS.09	
0004029	1	Building Maintenance Mechanic 2	GS.12	
0004045	4	Crew Supervisor 1	GS.08	
0004030	2	Crew Supervisor 3	GS.14	
0004059	11	Crew Worker 1	GS.02	(4 frozen)
0004058	4	Crew Worker 2	GS.04	
0002943	1	Deputy Director Parks	GS.21	

0004105	1	Equipment Operator 1	GS.05
0004010	1	General Supervisor	GS.18
Subtotal	<u>26</u>		

Tennessee Riverpark Security

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

Facilities Management

0004057	1	Administrative Support Assistant 1	GS.04
0004037	1	Administrative Support Specialist	GS.10
0004155	1	Asset Management Systems Coordinator	GS.13
0004064	1	Engineering Manager	GS.27
0004220	1	Manager Facilities Operations	GS.22
Subtotal	<u>5</u>		

Mail Room

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

Office of Sustainability

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

Building Maintenance

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

GIS Positions

0004075	3	GIS Analyst 1	GS.18
0004076	2	GIS Analyst 2	GS.19
0004069	1	GIS Systems & Database Manager	GS.24
0004090	1	GIS Technician	GS.13
0000598	1	Sewer Project Coordinator	GS.15
Subtotal	<u>8</u>		

PUBLIC

WORKS TOTAL	252
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Municipal Golf Courses

0004047	1	Administrative Support Asst 2	GS.07
0004059	1	Crew Worker 1	GS.02
0001521	8	Crew Worker 2	GS.04
0000224	2	Equipment Mechanic 2	GS.12
0001512	1	Equipment Operator 3	GS.08
0000317	2	Golf Course Superintendent	GS.16
0000330	1	Pro Shop Clerk	
0004260	1	Manager Golf Courses	GS.22
0004262	1	Golf Operations Assistant	
0004261	2	Golf Operations Coordinator	GS.15

GOLF
TOTAL

20

Development Resource Center

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

Municipal Garage - Amnicola

0004057	1	Administrative Support Assistant 1	GS.04
0004155	1	Asset Management Systems Coordinator	GS.13
0004059	1	Crew Worker 1	GS.02
0000209	1	Data Analyst	GS.12
0004286	1	Deputy Director Fleet Management	GS.25
0004249	1	Director Fleet Management	GS.27
0000208	3	Equipment Mechanic 1*	GS.10
0000224	9	Equipment Mechanic 2*	GS.12
0000206	6	Equipment Mechanic 3*	GS.13
0000204	2	Fleet Maintenance Shift Supervisor	GS.16
0000218	2	Fleet Maintenance Shop Supervisor	GS.18
0004028	1	Inventory Coordinator	GS.13
0004051	3	Inventory Technician	GS.07
Subtotal	32		

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

12th Street Garage

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

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

SOLID WASTE

Sanitary Fills

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

Wood Recycle

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

Recycle Center

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

SOLID	
WASTE TOTAL	<u>15</u>

WATER QUALITY MANAGEMENT FUND POSITIONS

Water Quality Management

0004037	1	Administrative Support Specialist	GS.10
0000512	1	Assistant City Engineer	GS.28
0000516	1	Engineering Coordinator	GS.21
0000582	1	Engineering Technician	GS.13
0004237	1	Landscape Architect 1	GS.15

0000334	1	Landscape Inspector	GS.14
0004140	1	Manager Water Quality	GS.25
0000168	1	Public Relations Coordinator 2	GS.18
0000740	3	Water Quality Specialist 1	GS.14
0001016	5	Water Quality Specialist 2	GS.18
0000736	2	Water Quality Supervisor	GS.19
0000738	3	Water Quality Technician	GS.12
0000965	3	Water Quality Trainee	NR
Subtotal	<u>24</u>		

Water Quality Operations

0004047	1	Administrative Support Assistant 2	GS.07
0004045	4	Crew Supervisor 1	GS.08
0004038	7	Crew Supervisor 2	GS.12
0004030	8	Crew Supervisor 3	GS.14
0004059	26	Crew Worker 1	GS.02
0004058	13	Crew Worker 2	GS.04
0004049	9	Crew Worker 3	GS.07
0004102	4	Equipment Operator 3	GS.08
0004100	14	Equipment Operator 4	GS.10
0004124	10	Equipment Operator 5	GS.12
0004010	3	General Supervisor	GS.18
0000683	1	Manager Sewer Construction	GS.22
Subtotal	<u>100</u>		

Water Quality Site Development

0000052	1	Applications Analyst	GS.22
0000733	1	Construction Program Supervisor	GS.21
0000516	1	Engineering Coordinator	GS.21
0004182	1	Landscape Architect 2	GS.18
0004183	1	Manager Site Development	GS.25
0004101	2	Plans Review Specialist 1	GS.09
0004150	1	Senior Engineer	GS.25
0000742	5	Soil Engineering Specialist	GS.19
Subtotal	<u>13</u>		

Water Quality Engineering & Project Management

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

Water Quality Public Education

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

WATER

QUALITY TOTAL 153

STATE STREET AID

SSA - Street Maintenance

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

SSA - Transportation

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

STATE STREET

AID TOTAL 69

INTERCEPTOR SEWER SYSTEM

Administration

0004035	1	Accounting Technician 2	GS.10
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0004252	1	Accounts Coordinator	GS.17
0004037	2	Administrative Support Specialist	GS.10
NEW	1	Assistant Director for Operations	GS.28
NEW	1	Assistant Director for Engineering	GS.28
NEW	1	Assistant Director for Maintenance	GS.28
NEW	1	Assistant Director for Administration	GS.27
0004204	1	Deputy Director of Wastewater Utility	GS.30
0004300	1	Director Wastewater Systems	GS.31
0004011	1	Fiscal Analyst	GS.17
0004052	1	Personnel Assistant	GS.08
0004353	1	Public Works Administrative Manager	GS.22
0004293	1	SCADA Specialist	GS.19
0000045	1	Utility Financial Service Manager	GS.23
Subtotal	<u>15</u>		

Laboratory

0000594	1	Chemist	GS.17
0004094	4	Laboratory Technician 1	GS.12
0004091	2	Laboratory Technician 2	GS.13
NEW	1	Laboratory Technician 3	GS.18
0000591	1	Manager Laboratory Services	GS.23
Subtotal	<u>9</u>		

Engineering

0004047	1	Administrative Support Assistant 2	GS.07
0000596	1	Construction Inspector Supervisor	GS.18
0001530	1	Crew Scheduler	GS.08
0000516	2	Engineering Coordinator	GS.21
0004064	2	Engineering Manager	GS.27
0004071	1	Project Engineer	GS.22
0000598	2	Sewer Project Coordinator	GS.15
0000590	1	Waste Resources Plant Engineer	GS.22
0000597	1	Waste Resources System Engineer	GS.25
Subtotal	<u>12</u>		

Plant Maintenance

0004035	2	Accounting Technician 2	GS.10
0004047	1	Administrative Support Assistant 2	GS.07
0004155	1	Asset Management Systems Coordinator	GS.13
0004040	3	Building Maintenance Mechanic 1*	GS.09
0000603	2	Chief Electrical Instrument Technician*	GS.19

0000605	3	Chief Maintenance Mechanic*	GS.19
0004038	1	Crew Supervisor 2*	GS.12
0004058	2	Crew Worker 2	GS.04
0000516	2	Engineering Coordinator	GS.21
0004317	1	HR Business Partner	GS.21
0004067	12	Industrial Electrician 1*	GS.15
0004073	2	Industrial Electrician 2*	GS.16
0004301	7	Industrial Maintenance Mechanic 1*	GS.12
0004302	5	Industrial Maintenance Mechanic 2*	GS.13
0001301	2	Inventory Clerk	GS.05
0004028	2	Inventory Coordinator	GS.13
0004051	1	Inventory Technician	GS.08
0000618	2	Plant Maintenance Lubricator*	GS.05
0004170	1	Plant Maintenance Planner	GS.13
0000601	1	Waste Resource Maintenance Manager*	GS.24
Subtotal	<u>53</u>		

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

Sewer Maintenance

0004030	1	Crew Supervisor 3	GS.14
0004126	4	Crew Supervisor 3 CDL	GS.14
0004058	7	Crew Worker 2	GS.04
0004049	1	Crew Worker 3	GS.07
0004100	4	Equipment Operator 4	GS.10
0004124	5	Equipment Operator 5	GS.12
0004010	1	General Supervisor	GS.18
0000683	1	Manager Sewer Construction	GS.22
Subtotal	<u>24</u>		

Moccasin Bend Treatment Plant - Liquid Handling

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

Inflow and Infiltration

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

Safety & Training

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

Pretreatment/Monitoring

0004047	1	Administrative Support Assistant 2	GS.07
NEW	1	Assistant Pretreatment Manager	GS.17
0000653	4	Pretreatment Inspector 1	GS.12
0000655	2	Pretreatment Inspector 2	GS.14
0000652	1	Pretreatment Manager	GS.19
Subtotal	<u>9</u>		

Moccasin Bend Treatment Plant - Solid Handling

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

Moccasin Bend Treatment Plant - Pump Station

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

INTERCEPTOR SEWER	
SYSTEM TOTAL	<u>191</u>

DEPARTMENT OF YOUTH AND FAMILY DEVELOPMENT

Administration

0004207	1	Administrator	GS.32
0004298	1	Development Coordinator	GS.19
0001705	1	Director Operations	GS.27
0004221	1	Deputy Administrator	GS.29
0004011	1	Fiscal Analyst	GS.17
Subtotal	<u>5</u>		

Office of Early Learning

00EL001	1	Early Learning Business Navigator	NR
00EL002	1	Parent/Family Community Engag Coord.	NR
Subtotal	<u>2</u>		

Recreation Community Centers

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

Recreation Support Services

0004045	1	Crew Supervisor 1	GS.08
0004059	3	Crew Worker 1	GS.02
0004058	3	Crew Worker 2	GS.04
0000208	1	Equipment Mechanic 1	GS.10 (1 frozen)
0004010	1	General Supervisor	GS.18
Subtotal	<u>9</u>		

Public Information

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

YFD CAP Program

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

Youth Development

0004025	1	Recreation Program Coordinator	GS.16
0004083	1	Recreation Program Specialist	GS.13 (1 frozen)
Subtotal	<u>2</u>		

Kidz Kamp

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

Sports Programs

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

Aquatics Programs

0000421	<u>1</u>	Aquatics Program Coordinator	GS.16
Subtotal	1		

Therapeutic Programs

0004083	1	Recreation Program Specialist	GS.13
0000420	<u>1</u>	Therapeutic Program Coordinator	GS.16
Subtotal	2		

Fitness Center

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

Champion's Club

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

Summit of Softball Complex

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

Recreation Center - Avondale

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

Recreation Center - Brainerd

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

Recreation Center - Carver

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

Recreation Center - East Chattanooga

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

Recreation Center -East Lake

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

Recreation Center - Eastdale

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

Recreation Center - First Centenary			
0000382	1	Recreation Specialist	GS.09
Subtotal	<u>1</u>		

Recreation Center -Francis B. Wyatt			
0004025	1	Recreation Facility Manager 1	GS.14
Subtotal	<u>1</u>		

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

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

Recreation Center - North Chattanooga			
0004025	1	Recreation Facility Manager 1	GS.14
0000382	1	Recreation Specialist	GS.09
Subtotal	<u>2</u>		

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

Recreation Center - South Chattanooga			
0004059	1	Crew Worker 1	GS.02
0004082	1	Recreation Facility Manager 2	GS.15

0000382	<u>2</u>	Recreation Specialist	GS.09
Subtotal	4		

Recreation Center - Tyner

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

Recreation Center - Washington Hills

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

Recreation Center - Westside

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

Recreation Center - Hixson

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

Recreation Center - Cromwell

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

Civic Facility - North River Center

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

Civic Facility - Eastgate Senior Center

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

Civic Facility - Heritage House

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

YOUTH & FAMILY TOTAL	<u>108</u>
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SOCIAL SERVICES FUND POSITIONS

Social Services Administration

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

Social Services - Occupancy

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

SOCIAL SERVICES TOTAL	<u>10</u>
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DEPARTMENT OF TRANSPORTATION

Complete Streets

0000029	1	Transportation Design Manager	GS.23
0000513	1	Civil Engineer	GS.19
0000513	1	Engineering Designer	GS.19
0000516	1	Engineering Coordinator	GS.21
0000582	1	Engineering Technician	GS.13
0001200	1	Transportation Project Coordinator	GS.18
0003006	1	Transportation Accounts Coordinator	GS.17
0004063	1	Public Engagement & Policy Coordinator	GS.15
0004064	1	Engineering Manager	GS.27
0004150	1	Senior Engineer	GS.25
0004215	1	Transportation Designer	GS.17
New	2	Transportation Project Manager	GS.26
0004217	1	City Transportation Engineer	GS.30
Subtotal	<u>14</u>		

Smart Cities

0000078	1	Manager Intelligent Trans Systems	GS.22	
0000756	2	Electronics Tech 1	GS.14	
0000770	1	Traffic Operations Analyst	GS.16	(1 frozen)
0004018	2	Electrician 2	GS.14	
New	1	Transportation Project Manager	GS.26	
0004027	2	Electrician 1	GS.13	
0004049	1	Crew Worker 3	GS.07	
0004100	2	Equipment Operator 4	GS.10	
0004141	1	Traffic Signal Systems Engineer	GS.25	
0004186	2	Traffic Signal Designer Specialist	GS.19	
0004228	2	Signal Technician Apprentice	GS.09	
0004272	1	Smart Cities Director	NR	
	<u>18</u>			

Traffic Operations

0000206	1	Equipment Mechanic 3	GS.13	(1 frozen)
0000771	1	Public Space Coordinator	GS.13	
0000774	3	Traffic Engineering Technician	GS.10	
0004010	1	General Supervisor	GS.18	
0004037	2	Administrative Support Specialist	GS.10	
0004038	1	Crew Supervisor 2	GS.12	
0004342	1	Transportation Operations Manager	GS.24	
0004049	1	Crew Worker 3	GS.07	
0004058	2	Crew Worker 2	GS.04	
0004059	8	Crew Worker 1	GS.02	(1 frozen)
0004100	3	Equipment Operator 4	GS.10	
0004135	1	Construction Inspector 2	GS.15	
0004150	1	Senior Engineer	GS.25	
0004287	1	Transportation Inspector 1	GS.14	
0004288	1	Director Transportation Operations	GS.27	
Subtotal	<u>28</u>			

Traffic Administration

0004202	1	Administrator Transportation	GS.32	
0004117	1	Contracts & Accounts Coordinator	GS.11	(1 frozen)
0004239	1	Deputy Administrator	GS.31	
0004021	1	Executive Assistant	GS.14	
0004345	1	Transportation Administrative Manager	GS.22	
Subtotal	<u>5</u>			

TRANSPORTATION	
TOTAL	<u>65</u>
GRAND TOTAL	<u>2,377</u>

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

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

SECTION 7(g). This ordinance further provides longevity bonus pay for permanent, full time classified service employees who have five (5) or more years of continuous service as of October 31, 2019. The longevity pay shall be seventy-five dollars (\$75.00) for each full year of continuous service up to a maximum of thirty (30) years or two thousand two hundred fifty dollars (\$2,250). Employees terminated prior to October 31, 2019 shall not qualify for the longevity bonus pay.

SECTION 8. That the City Finance Officer is authorized to pay a uniform and equipment maintenance allowance of five hundred dollars (\$500.00) for all sworn police officers and firefighters as of July 1, 2019, except for those new employees who have received from the city a new uniform since July 1, 2018. Further, the City Finance Officer is authorized to pay a supplemental tool allowance of five hundred dollars (\$500.00) for certain employees as set forth in Resolution No. 18381, dated December 5, 1989, as amended; and is authorized to pay a supplemental uniform allowance of two hundred fifty dollars (\$250.00) for City Court Officers. It shall be the duty of employees receiving these supplements to use the funds for the specified purpose and retain receipts to that effect.

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

SECTION 9(a). That the City Finance Officer is authorized to match the total salaries of all participants in the Fire and Police Pension Fund with a contribution not to exceed forty five and ninety-five hundredths percent (46.95%) as specified in the most recent actuarial valuation.

SECTION 9(b). That the City Finance Officer is authorized to contribute to the General Pension Plan an amount equal to twenty-one and twenty five hundredths percent (21.42%) of all participants' salaries as specified in the most recent actuarial valuation.

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

Central Pension Fund \$1.64 per hour

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

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

SECTION 11. That for employees currently receiving a monthly allowance of four hundred dollars (\$400.00) per person in-lieu of a take-home government vehicle shall continue to receive the same for as long as such employee holds his or her current position. Additional

employees may receive this allowance only with the approval of the Mayor and passage of an ordinance by the City Council.

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

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

SECTION 14 That employees called to active duty and deployed outside the continental United States (“OCONUS”) to a combat zone or a qualified hazardous duty area, as those terms are defined by federal law, shall be paid the difference that their City pay exceeds their total military base pay, up to \$850.00 per month, from the time called to active duty until relieved from active duty status or until June 30, 2020, whichever occurs first. Payments beyond the current fiscal year shall be subject to future appropriations by City Council. The City Finance Officer be and is authorized to appropriate the necessary money from other available funds. The

difference in pay shall be calculated without regard to any payment of combat pay. Further, with the concurrence of the General Pension Fund and the Fire and Police Pension Fund, or any union fund participation agreement, the City shall pay such contributions necessary, both the employee's and the employer's share, based on their pension-eligible salary at the time of call-up (not counting overtime pay) to ensure the continued enrollment and pension-eligibility of employees while called-up for deployment OCONUS for the same period as referenced above. In this manner, the affected employees shall not be penalized nor incur financial hardship as relates to their pension eligibility.

If the City's medical insurance provider will extend medical coverage to families affected by the call-up of reservists for deployment OCONUS beyond the customary six (6) month period, the City shall pay the employer share of the premium for any employee called-up to active duty. The employee's share of the coverage shall remain the responsibility of the employee and may be paid in the most convenient method by the employee. During the time of active duty, the employee may request the City to make such payments on his/her behalf and reconcile the amounts paid upon his/her return to City employment.

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

Employees shall be granted twenty (20) scheduled work days of paid leave each calendar year for active-duty service, inactive duty service, and required annual training. After the twenty (20) days of military pay has been exhausted, the employee activated for military service may elect to use accrued PTO balance (all or in part) or immediately commence leave without pay. Every employee returning from military leave shall submit to his/her Department Head proof of the number of days spent on duty.

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

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

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

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

SECTION 19. The City Finance Officer is hereby authorized to transfer money from one appropriation to another within the same fund as may be necessary to meet expenditures for the fiscal year 2020.

SECTION 20. In addition to FY20 appropriations for current year expenditures, funds shall be appropriated to meet obligations carried forward from prior year open purchase order balances in each fund. Such appropriation shall be from the fund balance of each respective fund.

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

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

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

User Class (gallons)	FY20 Total Charges (\$/1,000 gallons)
First 100,000	\$11.99
Next 650,000	8.92
Next 1,250,000	7.25
Next 30,000,000	6.12
Over 32,000,000	5.95

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

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

- (c) Billable flow. The amount due from the regional user shall be the dollar amount derived by applying the total charge

shown in the table below per one thousand (1,000) gallons of water sold.

	Regional Operation & Maintenance Charge (\$/1,000 gallons)	Regional Debt Charge (\$/1,000 gallons)	Total Regional Charge Regional (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	\$3.4060	\$ 0.7847	\$ 4.1907

If regional customers are billed directly through the water company, the rate to be charged shall be four dollars and nineteen cents (\$4.19) per one thousand (1,000) gallons.

SECTION 24. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36

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

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

	Regional Operation & Maintenance Charge (\$/1,000 gallons)	Debt Charge (\$/1,000 gallons)	Total Regional Charge (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	\$ 1.9164	\$ 0.4869	\$ 2.4033

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

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

Monthly Minimum Sewer Service Charges

<u>Meter Size</u> (inches)	FY20 10/1/2019 <u>Charge per Month</u>
5/8	24.63
3/4	87.87
1	153.54
1-1/2	343.64
2	608.45
3	1,426.26
4	2,635.76
6	6,277.95
8	11,104.56

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

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

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

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

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

SECTION 27. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-43

(b), (f) and (g) be and the same are hereby deleted and the following substituted in lieu thereof:

- (b) *Fees for garbage grinders.* Any user of a garbage grinder, except users in a premise used exclusively for an individual residence, shall be charged at a rate of three hundred sixty-nine dollars (\$369.00) per month. The superintendent shall bill users on a quarterly basis and the bills shall be due and payable within fifteen (15) days following the last day of the billing period.
- (f) *Fees for septic tank discharge.* All persons discharging concentrated, domestic septic tank sewage waste from a truck under the provisions of Article III of this Chapter shall be charged at the rate of one hundred forty-two dollars (\$142.00) per one thousand (1,000) gallons of such waste. The minimum charge for septic tank discharges shall be one half (1/2) of the rate for one thousand (1,000) gallons of the rate in effect at the time of such discharge.
- (g) *Fees for holding tank wastes.* All persons discharging any holding tank waste authorized pursuant to division 6 of this article shall be charged at the rate of eleven dollars and ninety-nine cents (\$11.99) per one thousand (1,000) gallons of such discharge, plus any surcharge rate authorized by Article III of this chapter for concentrations of pollutants in excess of normal waste water without regard to the definition of the industrial user or other limitations set forth in such section. The Plant Manager may also require a chemical analysis of such waste and charge therefore.
- (h) Late fees of 10% (ten) shall be applied to all amounts billed but not received by the due date indicated on the invoice.
- (i) An applicable disconnect fee may be assessed for delinquent accounts.

SECTION 28. Notwithstanding any other provision of this Ordinance to the contrary, water providers within the City of Chattanooga shall bill according to the new Chattanooga sewer service charges effective on the 1st day of October 2019 until further notice.

SECTION 29. That per ordinance 12377 Section 2 Amending City Code, Part II, Chapter 31, Article VIII, Division 7, Fees, Section 31-354 the annual City of Chattanooga Water Quality fee for bills issued on or about October 1, 2019 for calendar year 2019 will be \$138.76 per Equivalent Residential Unit (ERU) for Residential and Non-residential Properties.

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

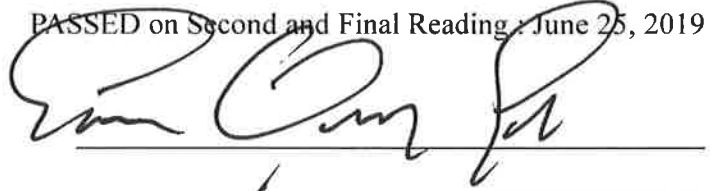
No Land Disturbing Activity or associated activity in this Article, whether temporary or permanent, shall be conducted within the City of Chattanooga until a land disturbing permit has been issued by the City. Such permit shall be available for inspection by the City on the job site at all times during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

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

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

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

PASSED on Second and Final Reading: June 25, 2019



CHAIRPERSON

APPROVED: DISAPPROVED:

DATE June 27, 2019



MAYOR

Public Hearing Took Place DATE: June 11, 2019

FY 20 General Pay Plan			
Grade	Min Annual	Mid Annual	Max Annual
GS.01	OPEN		
GS.02	\$25,750	\$28,117	\$30,484
GS.03	\$25,750	\$28,879	\$32,008
GS.04	\$25,750	\$29,679	\$33,608
GS.05	\$25,750	\$30,520	\$35,289
GS.06	\$25,750	\$31,402	\$37,053
GS.07	\$25,995	\$32,450	\$38,905
GS.08	\$26,437	\$33,644	\$40,851
GS.09	\$27,254	\$35,074	\$42,893
GS.10	\$28,615	\$36,827	\$45,038
GS.11	\$30,046	\$38,668	\$47,289
GS.12	\$31,548	\$40,601	\$49,654
GS.13	\$33,127	\$42,633	\$52,138
GS.14	\$34,782	\$44,763	\$54,744
GS.15	\$36,521	\$47,001	\$57,481
GS.16	\$38,348	\$49,352	\$60,355
GS.17	\$40,265	\$51,819	\$63,373
GS.18	\$42,279	\$54,410	\$66,541
GS.19	\$44,392	\$57,131	\$69,869
GS.20	\$46,612	\$59,987	\$73,362
GS.21	\$48,942	\$62,987	\$77,031
GS.22	\$51,390	\$66,136	\$80,882
GS.23	\$53,959	\$69,443	\$84,926
GS.24	\$56,657	\$72,915	\$89,173
GS.25	\$59,490	\$76,561	\$93,631
GS.26	\$62,464	\$80,388	\$98,312
GS.27	\$65,587	\$84,408	\$103,229
GS.28	\$68,867	\$88,629	\$108,390
GS.29	\$72,311	\$93,060	\$113,809
GS.30	\$75,926	\$97,713	\$119,500
GS.31	\$79,723	\$102,599	\$125,474
GS.32	\$83,708	\$107,728	\$131,748
GS.33	\$87,894	\$113,115	\$138,335
GS.34	\$92,289	\$118,771	\$145,252
GS.35	\$96,903	\$124,709	\$152,514

FY 20 Sworn Pay Structures				
FIRE				
Job Name	Range	Min	Mid	Max
Fire Cadet	F0C	\$32,524	\$32,524	\$32,524
Firefighter	F1A	\$33,039	\$37,446	\$41,853
Staff Firefighter	F1C	\$36,039	\$40,446	\$44,853
Firefighter Engineer	F1E	\$39,451	\$43,278	\$47,106
Staff Firefighter Engineer	F1F	\$42,451	\$46,278	\$50,106
Firefighter Senior	F2A	\$41,853	\$46,664	\$51,474
Staff Firefighter Senior	F2C	\$44,853	\$49,664	\$54,474
Fire Lieutenant	F3A	\$44,402	\$52,038	\$59,673
Staff Lieutenant	F3C	\$47,402	\$55,038	\$62,673
Fire Captain	F4A	\$51,474	\$59,318	\$67,162
Staff Captain	F4C	\$54,474	\$62,318	\$70,162
Deputy Fire Marshall	F5A	\$61,463	\$69,661	\$77,859
Fire Battalion Chief	F5A	\$61,463	\$69,661	\$77,859
Assistant Fire Chief	F6C	\$67,162	\$76,121	\$85,079
Deputy Fire Chief	F7C	\$70,637	\$88,915	\$107,192
Fire Marshall	F7C	\$70,637	\$88,915	\$107,192
POLICE				
Job Name	Range	Min	Mid	Max
Police Cadet	PD1	\$35,142	\$35,142	\$35,142
Police Officer	PD2	\$36,990	\$41,924	\$46,858
Master Police Officer	PD5	\$46,858	\$51,405	\$55,951
Police Sergeant	PD6	\$46,858	\$54,916	\$62,974
Police Lieutenant	PD7	\$59,359	\$67,277	\$75,194
Police Captain	PD8	\$66,809	\$75,720	\$84,631
Assistant Police Chief	PD9	\$75,443	\$91,180	\$106,916

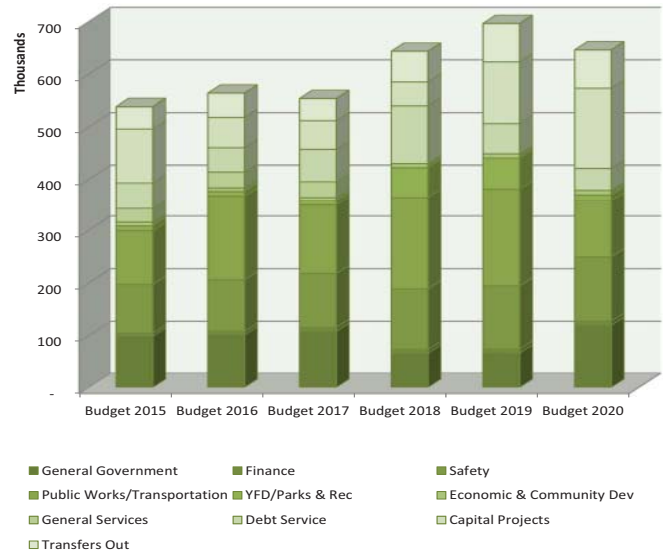




Financial Overview



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

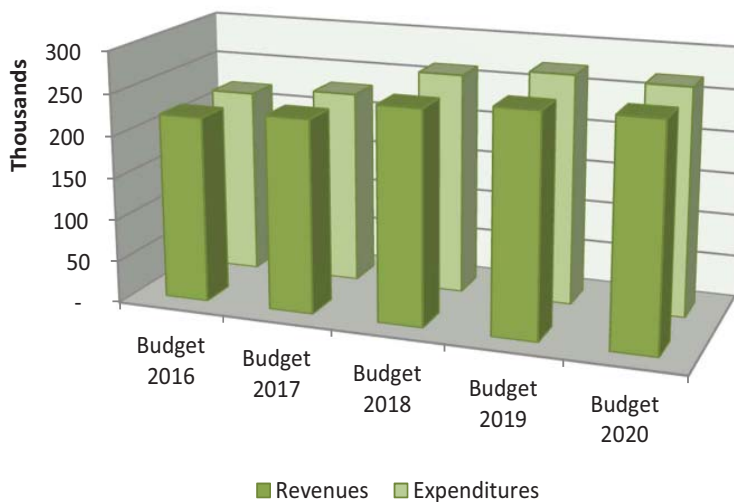


Budgeted Expenditures
(in 1,000)

Revenue and Expenditure History

Total City revenues and operating transfers in for the fiscal year ended June 30, 2016 were \$563,947,320. Total projected City revenue and transfers in for the fiscal year ended June 30, 2020 is \$720,363,304 an increase of \$156,415,984 or 27.7% over this five year period. Increases include property tax due to rising assessment values, water quality fees, bonds for capital projects, sewer fees, and cost of operations largely due to large capital improvements because of the consent decree. Also below are comparisons of total Budgeted revenues and expenditures for the Undesignated General Fund.

Undesignated General Fund



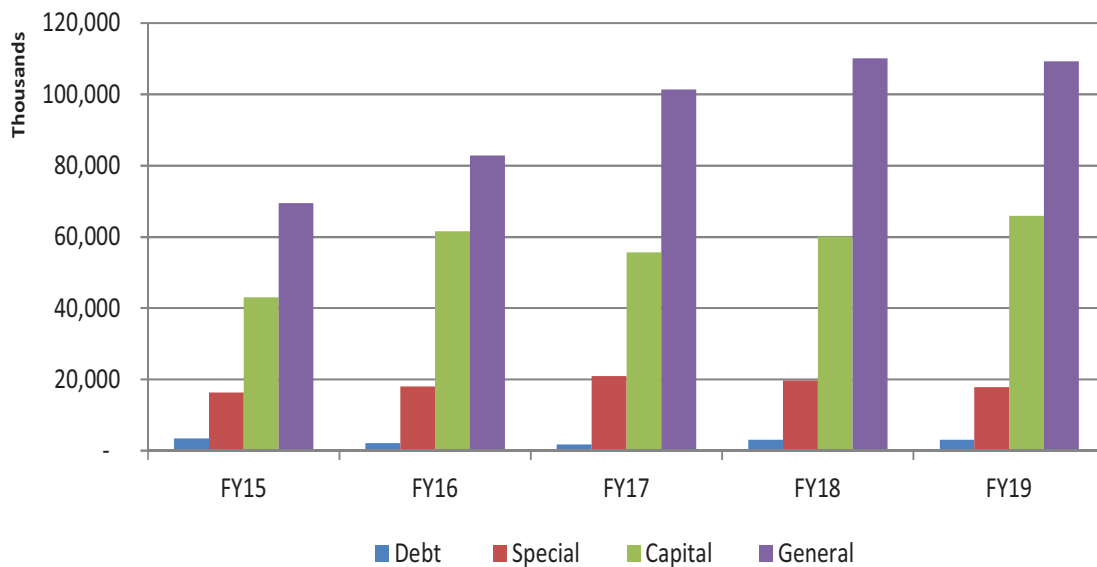
**BUDGETED Sources & Uses of Funds
BY FUND TYPE
Fiscal Year Ending June 30, 2020**

Sources	Governmental Fund Types					Internal Service Funds	Budget Total	Budget Total	Actual Total
	Undesignated General	Special Revenue	Debt Service	Capital Projects	Proprietary Fund Types		Revenue/Uses 2020	Revenue/Uses 2019	Revenue/Uses 2018
Taxes	170,219,561	25,531,327	-	-	-	-	195,750,888	193,306,377	192,671,769
Licenses & Permits	5,239,200	-	-	-	-	-	5,239,200	4,900,297	4,684,459
Intergovernmental	75,621,245	25,047,304	374,485	38,996,258	-	-	140,039,292	116,789,478	110,195,551
Charges for services	1,875,000	1,698,974	-	-	104,850,634	22,439,616	130,864,224	127,699,852	131,661,362
Fines, forfeitures and penalties	679,400	624,000	-	-	-	-	1,303,400	1,260,700	1,322,265
Interest earnings/Use of Property	3,530,824	500	-	-	500,000	-	4,031,324	3,620,500	4,207,249
Miscellaneous	6,641,770	1,045,648	75,442	-	232,764	51,369,990	59,365,614	55,537,620	47,794,318
Bonds	-	-	-	9,900,490	59,000,000	-	68,900,490	56,365,647	50,579,556
Fund Balance	6,000,000	10,490,359	-	-	15,320,026	-	31,810,385	37,225,609	7,698,887
Transfers In	-	1,501,934	23,911,969	37,345,828	26,422,000	500,000	89,681,731	87,375,204	75,826,562
Total Revenues	269,807,000	65,940,046	24,361,896	86,242,576	206,325,424	74,309,606	726,986,548	684,081,284	626,641,978
Uses									
General Government	35,467,995	34,182,151	-	-	-	500,000	70,150,146	62,298,661	65,244,215
Finance & Administration	7,027,833	624,000	-	-	-	-	7,651,833	7,309,347	6,177,902
Safety	119,958,157	310,000	-	-	1,608,386	-	121,876,543	120,730,657	112,077,698
Public Works	32,825,407	1,740,359	-	-	40,919,557	22,439,616	97,924,939	104,833,387	84,392,965
Parks & Recreation	-	-	-	-	-	-	-	-	-
Youth & Family Development	11,132,203	-	-	-	-	-	11,132,203	11,097,411	10,409,510
Human Resources	3,019,071	-	-	-	-	50,490,858	53,509,929	51,269,466	40,501,775
Economic & Community Dev	9,209,454	-	-	-	-	-	9,209,454	8,268,037	7,040,214
Executive Branch	2,088,731	-	-	-	-	-	2,088,731	1,890,342	1,871,926
Education, Arts, & Culture	-	-	-	-	-	-	-	-	-
General Services	-	-	-	-	-	-	-	-	-
Transportation	11,658,613	-	-	-	-	-	11,658,613	11,002,436	10,812,207
Debt Service	-	2,972,859	24,361,896	-	14,434,601	-	41,769,356	57,219,078	51,048,558
Capital Projects	-	18,669,889	-	86,242,576	47,112,711	-	152,025,176	117,011,957	92,415,769
Transfers Out	37,419,536	3,500,300	-	-	32,148,195	-	73,068,031	73,195,204	72,762,909
Total Appropriations	269,807,000	61,999,558	24,361,896	86,242,576	136,223,450	73,430,474	652,064,954	626,125,983	554,755,648

Fund Balance/Net Position Summary

During the past five years, the City of Chattanooga has seen a total net increase in its Governmental Fund Balances of \$63.80 million or 48.3%. This is due to the increase in the fund balance for the Capital Fund of \$22.7 million or 53.1%, an increase in General Fund of \$39.8 million or 57.3% and an increase in Special Revenue Funds of \$1.6 million or 9.7%. Debt Service Fund balance decreased \$397 thousand or 11.5% during this period.

Changes in Fund Balance Governmental Funds Includes Designated Funds



	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual UnAudited 2019
Debt	3,446,011	2,161,978	1,778,396	2,990,089	3,049,311
Special	16,272,869	18,046,815	20,904,478	19,724,279	17,850,330
Capital	43,042,465	61,573,139	55,695,064	60,040,452	65,883,418
General	69,436,164	82,843,492	101,405,891	110,140,502	109,251,914
TOTAL	132,197,509	164,625,424	179,783,829	192,895,322	196,034,973

Fund Balance/Net Position Summary

The General Fund Balance was \$69,436,164 in FY15. This has risen to a current unaudited balance of \$109,251,914 for FY 2019. The increase is primarily due to conservative budgeting resulting in positive variances in expenditures largely because of funded vacancies and conservative revenue estimates.

The Special Revenue Fund Balance increased from a balance of \$16,272,869 in FY15 to a FY19 unaudited balance of \$17,850,330. The City earmarks .25 percent of its share of the local option sales tax for economic development. These funds are dedicated to supported capital and the payments for the retirement of the Lease Rental Revenue Bonds.

Debt Service Fund Balance was \$3,446,011 in FY15, decreasing to \$3,049,311 by the end of FY19.

The Capital Fund Balance has fluctuated most during the past few years. This is primarily because the city recorded \$33 million bond proceeds in FY16. Since FY15, the balance has increased from \$43,042,465 to an unaudited \$65,883,418 at the ending of FY19.

The Net Position within the Enterprise Funds (excluding the Electric Power Board) has been most dramatic. Net Position of \$384,525,276 in FY16 has increased to a FY20 unaudited balance of \$511,144,406. For more than fifteen years, the City has been subject to federal mandates relative to sanitary sewer, water quality and landfill operations which necessitated the imposition of a water quality fee and increased landfill rates and sewer service fees to fund such mandates such as the EPA consent decree. In FY11, 5% increase was applied to sewer rates. In FY 12 and subsequent years rates have increased 9% per year to meet requirements of the consent decree. The Water Quality fee had remained constant at \$24.00 for two (2) or less residential units on a lot of 10,000 square feet or less since 1993. Due to increased Federal and State requirements for the current NPDES Permit, the Water Quality fee has been adjusted to \$138.76 per ERU (equivalent residential unit). One ERU is equal to 3,200 square feet of impervious area of residential property.

The Internal Service Fund Net Position was \$41,498,438 in FY16. At the beginning of FY20, this fund category is projected to have an unaudited Net Position of

\$46,511,478. This fund category is not intended to generate profits. The Internal Service fund group also includes a Health & Wellness Fund which includes On Site Pharmacy, On Site Clinic & Wellness and employee healthcare costs. Balance includes \$8.0 million in reserves to pay medical claims.

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

City of Chattanooga, Tennessee

General Fund

Includes Designated General Funds
Statement of Revenues, Expenditures, and Changes in Fund Balance
Budget and Actual on Budgetary Basis
Years Ended June 30, 2017 - 2020

	Actual 2017	Actual 2018	Unaudited Actual 2019	Budget 2020
FUND BALANCE at beginning of year	82,843,493	101,405,891	110,140,502	109,251,914
Revenues				
Taxes	156,459,144	165,804,410	167,665,260	170,219,561
Licenses and permits	6,984,927	6,322,290	7,154,821	5,239,200
Intergovernmental Revenues	87,479,926	95,381,643	99,444,905	93,965,703
Charges for Services	4,110,133	3,941,195	4,267,972	5,773,930
Fines, forfeitures and penalties	2,075,169	1,322,265	1,330,294	1,472,332
Interest Income	2,395,919	2,671,878	3,478,341	3,075,624
Contributions and donations	694,882	339,274	1,012,597	-
Sale of Property	795,216	437,601	801,442	455,200
Miscellaneous Revenues	5,638,149	5,966,315	7,133,789	7,922,948
Total Revenues	266,633,465	282,186,871	292,289,421	288,124,498
Expenditures				
General Government	49,795,282	46,818,327	48,225,735	13,589,545
Finance & Administration	5,217,730	5,572,409	5,922,457	7,282,542
Economic and Community Development	6,542,353	7,470,259	8,350,715	9,209,454
CARTA appropriation	5,049,676	5,084,598	5,352,440	5,800,000
Public Safety	103,253,476	111,456,136	116,422,824	120,436,793
Public Works and Transportation	35,491,052	43,540,320	44,466,183	42,461,244
Youth & Family Development	10,292,055	11,026,569	11,714,527	11,363,640
Total Expenditures	215,641,624	230,968,618	240,454,881	210,143,218
Excess (deficiency) of revenues over expenditures	50,991,841	51,218,253	51,834,540	77,981,280
Other Financing Sources (Uses)				
Operating transfers in	-	-	-	9,193,800
Operating transfers out	(32,429,443)	(42,483,644)	(52,723,128)	(103,492,080)
Issuance of debt/Capital Lease	-	-	-	-
Total other financing sources (uses)	(32,429,443)	(42,483,644)	(52,723,128)	(94,298,280)
Prior Year Surplus	-	-	-	-
Excess (deficiency) of revenues and other financing sources over (under) expenditures	18,562,398	8,734,609	(888,588)	(16,317,000)
Prior Period Adjustment				
FUND BALANCE at end of year	101,405,891	110,140,502	109,251,914	92,934,914

City of Chattanooga, Tennessee

Special Revenue Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2017 - 2020

	Actual 2017	Actual 2018	Unaudited Actual 2019	Budget 2020
FUND BALANCE at beginning of year	<u>18,046,817</u>	<u>20,904,478</u>	<u>19,724,282</u>	<u>17,850,330</u>
Revenues				
Taxes	6,984,506	7,175,882	7,588,058	7,819,366
Licenses and permits	584,154	616,373	762,351	526,250
Intergovernmental Revenues	25,354,027	25,541,972	25,929,784	25,898,866
Charges for Services	448,138	453,654	225,991	420,000
Fines, forfeitures and penalties	42,432	45,587	34,538	-
Interest Income	131,104	156,407	120,883	500
Contributions and donations	59,368	2,008	12,120	-
Sale of Property	49,038	8,276	-	-
Prior Year Surplus	-	-	-	-
Miscellaneous Revenues	<u>960,286</u>	<u>1,264,773</u>	<u>1,950,492</u>	<u>1,238,148</u>
Total Revenues	<u>34,613,053</u>	<u>35,264,932</u>	<u>36,624,217</u>	<u>35,903,130</u>
Expenditures				
General Government	5,831,538	5,616,073	5,209,355	5,695,882
Economic Development	2,375,645	2,298,549	1,783,539	3,489,508
Public Safety	312,652	229,103	152,828	310,000
Public Works & Transportation	3,716,498	3,748,209	3,925,363	5,202,602
Youth and Family Development	16,214,643	17,045,154	17,888,640	17,343,276
Capital Outlay/Fixed Assets	-	-	-	669,889
Total Expenditures	<u>28,450,976</u>	<u>28,937,088</u>	<u>28,959,725</u>	<u>32,711,157</u>
Excess (deficiency) of revenues over expenditures	6,162,077	6,327,844	7,664,492	3,191,973
Other Financing Sources (Uses)				
Operating transfers in	3,787,377	3,901,131	3,546,701	4,287,521
Operating transfers out	<u>(7,091,793)</u>	<u>(11,409,177)</u>	<u>(13,085,145)</u>	<u>(4,713,218)</u>
Total other financing sources (uses)	<u>(3,304,416)</u>	<u>(7,508,046)</u>	<u>(9,538,444)</u>	<u>(425,697)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>2,857,661</u>	<u>(1,180,202)</u>	<u>(1,873,952)</u>	<u>2,766,276</u>
FUND BALANCE at end of year	<u>20,904,478</u>	<u>19,724,279</u>	<u>17,850,330</u>	<u>20,616,606</u>

City of Chattanooga, Tennessee

Debt Service Fund

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2017 - 2020

	Actual 2017	Actual 2018	Unaudited Actual 2019	Budget 2020
FUND BALANCE at beginning of year	<u>2,161,977</u>	<u>1,778,396</u>	<u>2,990,089</u>	<u>3,049,311</u>
Revenues				
Intergovernmental funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures				
Principal retirement	18,058,024	20,689,981	20,982,892	17,804,771
Interest	7,426,697	7,391,467	6,741,953	6,447,125
Fiscal agent fees	<u>73,418</u>	<u>62,919</u>	<u>51,217</u>	<u>110,000</u>
Total Expenditures	<u>25,558,139</u>	<u>28,144,367</u>	<u>27,776,062</u>	<u>24,361,896</u>
Excess (deficiency) of revenues over expenditures	<u>(25,558,139)</u>	<u>(28,144,367)</u>	<u>(27,776,062)</u>	<u>(24,361,896)</u>
Other Financing Sources (Uses)				
Operating transfers in	25,174,558	29,356,059	27,835,284	24,361,896
Total other financing sources (uses)	<u>25,174,558</u>	<u>29,356,059</u>	<u>27,835,284</u>	<u>24,361,896</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditure	<u>(383,581)</u>	<u>1,211,692</u>	<u>59,222</u>	<u>-</u>
FUND BALANCE at end of year	<u><u>1,778,396</u></u>	<u><u>2,990,089</u></u>	<u><u>3,049,311</u></u>	<u><u>3,049,311</u></u>

City of Chattanooga, Tennessee

Capital Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2017 - 2020

	Actual 2017	Actual 2018	Unaudited Actual 2019	Budget 2020
FUND BALANCE at beginning of year	<u>61,573,143</u>	<u>55,695,065</u>	<u>60,040,452</u>	<u>65,883,418</u>
Revenues				
Intergovernmental Revenues	542,601	1,806,335	1,079,491	36,164,680
Interest Income	196,394	277,840	288,712	-
Contributions and Donations	490,354	4,981,171	826,657	2,831,578
Sale of Property	-	1,085,632	(93,990)	-
Miscellaneous Revenues	<u>2,727</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>1,232,076</u>	<u>8,150,978</u>	<u>2,100,870</u>	<u>38,996,258</u>
Expenditures				
General Government	2,403,996	2,007,214	3,669,879	6,843,425
Finance & Administration	1,673,969	1,020,302	1,364,623	1,738,376
Safety	7,751,486	3,611,279	2,123,057	1,103,325
Public Works	4,582,321	1,922,924	5,853,333	26,151,145
Transportation	4,607,019	7,767,423	5,820,017	47,282,605
Parks & Recreation	903,543	94,987	125,284	-
Youth and Family Development	907,978	1,723,004	4,263,856	550,000
Economic & Community Deveopment	3,425,756	7,009,387	4,111,900	2,573,700
Human Resources			78,213	
General Services	7,095,180	129,902	-	-
Capital outlay/fixd assets	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>33,351,248</u>	<u>25,286,422</u>	<u>27,410,162</u>	<u>86,242,576</u>
Excess (deficiency) of revenues over expenditures	<u>(32,119,172)</u>	<u>(17,135,444)</u>	<u>(25,309,292)</u>	<u>(47,246,318)</u>
Other Financing Sources (Uses)				
Operating transfers in	10,737,859	21,960,431	33,226,288	37,345,828
Operating transfers out	(178,558)	(1,324,800)	1,180,970	-
Refunding bonds issued	12,640,000			-
General Obligation bonds issued	8,200,000			9,900,490
Premium on refunding bonds issued	3,762,622			-
Premium on general obligation bonds issued	-			-
Note Proceeds	5,977,735			-
Capital Leases	-	845,200	-	-
Payments to refunded Bond Escrow Agent	<u>(14,898,565)</u>	<u>-</u>	<u>(3,255,000)</u>	<u>-</u>
Total other financing sources (uses)	<u>26,241,093</u>	<u>21,480,831</u>	<u>31,152,258</u>	<u>47,246,318</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>(5,878,079)</u>	<u>4,345,387</u>	<u>5,842,966</u>	<u>-</u>
FUND BALANCE at end of year	<u>55,695,065</u>	<u>60,040,452</u>	<u>65,883,418</u>	<u>65,883,418</u>

City of Chattanooga, Tennessee

Enterprise Funds

Statement of Revenues, Expenses and Changes in Net Position Years Ended June 30, 2017 - 2020

	Actual 2017	Actual 2018	Unaudited Actual 2019	Budget 2020
OPERATING REVENUES				
Customer Charges	121,883,682	129,848,409	132,514,674	126,565,543
Other	4,395,281	1,625	1,579	75,000
Total Revenues	<u>126,278,963</u>	<u>129,850,034</u>	<u>132,516,253</u>	<u>126,640,543</u>
OPERATING EXPENSES				
Sewer Plant Operation	37,599,467	41,730,442	44,271,517	53,974,362
Solid Waste Operation	3,148,865	2,563,153	2,451,519	2,607,692
Water Quality Management Operation	12,645,344	13,591,058	10,387,669	16,785,864
TN Valley Regional Communication Sys	1,038,356	867,586	773,293	1,608,386
Chattanooga Downtown Redevelopment	12,891,110	11,489,318	33,571,298	978,295
Depreciation and Amortization	14,113,458	16,092,498	16,445,383	10,919,736
Closure/Postclosure Costs	-	121,984	-	-
Total Operating Expenses	<u>81,436,600</u>	<u>86,456,039</u>	<u>107,900,679</u>	<u>86,874,335</u>
OPERATING INCOME	<u>44,842,363</u>	<u>43,393,995</u>	<u>24,615,574</u>	<u>39,766,208</u>
NONOPERATING REVENUES (EXPENSES)				
Investment Income	1,544,682	2,411,133	3,653,319	1,015,737
Interest Expense	(6,885,829)	(6,586,974)	(5,551,010)	(10,543,957)
Intergovernmental	-	-	-	1,204,856
Other Income (expense)	80,657	478,421	26,575,245	49,841
Total Nonoperating Rev. (Exp.)	<u>(5,260,490)</u>	<u>(3,697,420)</u>	<u>24,677,554</u>	<u>(8,273,523)</u>
INCOME (LOSS) BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM	<u>39,581,873</u>	<u>39,696,575</u>	<u>49,293,128</u>	<u>31,492,685</u>
Capital Contributions	649,203	-	-	-
Operating Transfers In	-	10,047,603	137,046	-
Operating Transfers Out	-	-	(40,602)	(46,812,711)
Special Item	-	-	-	-
CHANGE IN NET POSITION	<u>40,231,076</u>	<u>49,744,178</u>	<u>49,389,572</u>	<u>(15,320,026)</u>
NET POSITION as previously reported	384,525,276	412,010,656	461,754,834	511,144,406
PRIOR PERIOD ADJUSTMENT				
CHANGE IN ACCOUNTING PRINCIPAL	<u>(12,745,696)</u>	-	-	-
NET POSITION, as restated	371,779,580	412,010,656	461,754,834	511,144,406
CHANGE IN NET POSITION	<u>40,231,076</u>	<u>49,744,178</u>	<u>49,389,572</u>	<u>(15,320,026)</u>
NET POSITION - Ending	<u>412,010,656</u>	<u>461,754,834</u>	<u>511,144,406</u>	<u>495,824,380</u>

City of Chattanooga, Tennessee

Internal Service Funds

Statement of Revenues, Expenses, and Changes in Net Position
Years Ended June 30, 2017 - 2020

	Actual 2017	Actual 2018	Unaudited Actual 2019	Budget 2020
OPERATING REVENUES				
Billings to Departments	45,090,719	47,997,152	49,426,394	49,850,959
Claim reimbursed by OPEB Trust	10,272,290	11,079,807	9,737,905	11,079,807
Other	3,726,872	4,977,007	6,934,059	5,068,840
Total Operating Revenues	<u>59,089,881</u>	<u>64,053,966</u>	<u>66,098,358</u>	<u>65,999,606</u>
OPERATING EXPENSES				
Repairs & Maintenance - Amnicola	4,145,498	3,825,983	4,436,594	3,830,591
Repairs & Maintenance - 12th St	3,830,539	3,795,019	3,425,630	4,050,025
Operations - Amnicola/Service Station	607,998	744,402	699,738	839,800
Operations - 12th St/Service Station	1,658,806	1,781,070	1,915,502	2,210,000
Fleet Leasing Capital	15,870	-	7,474	7,588,680
Fleet Leasing Operations	2,707,311	2,185,694	2,144,961	1,509,200
Judgments & Costs	523,980	(413,241)	524,679	197,500
Claims & Tort Liabilities	307,925	299,223	290,043	152,500
Special Counsel	827,345	451,087	254,986	150,000
TAWC Rate Hearing	-	-	-	-
Employee Healthcare	20,182,955	21,576,831	24,197,662	26,525,372
Pensioners Healthcare	522,384	486,596	423,537	462,858
On Site Pharmacy	6,778,610	6,784,886	7,146,607	7,749,687
On Site Clinic & Wellness	3,326,594	2,920,701	2,882,727	3,147,994
Retiree Healthcare	9,909,230	10,537,953	12,180,561	8,494,576
Technology Replacement Fund/Equip	408,664	556,155	1,196,904	800,000
Depreciation*	4,010,780	3,791,419	3,622,977	-
Total Operating Expenses	<u>59,764,489</u>	<u>59,323,778</u>	<u>65,350,582</u>	<u>67,708,783</u>
OPERATING INCOME	<u>(674,608)</u>	<u>4,730,188</u>	<u>747,776</u>	<u>(1,709,177)</u>
NONOPERATING REVENUES (EXPENSES)				
Other income (expense)	<u>359,515</u>	<u>-</u>	<u>(167,679)</u>	<u>-</u>
Total nonoperating revenues (expenses)	<u>359,515</u>	<u>-</u>	<u>(167,679)</u>	<u>-</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS				
	<u>(315,093)</u>	<u>4,730,188</u>	<u>580,097</u>	<u>(1,709,177)</u>
Capital contributions	-	-	38,167	-
Transfers in	4,516,624	7,041,621	-	7,588,680
Transfers out	<u>(4,516,624)</u>	<u>(7,041,621)</u>	<u>(20,320)</u>	<u>(7,588,680)</u>
CHANGE IN NET POSITION	(315,093)	4,730,188	597,944	(1,709,177)
NET POSITION, beginning of year	<u>41,498,439</u>	<u>41,183,346</u>	<u>45,913,534</u>	<u>46,511,478</u>
NET POSITION, ending of year	<u>41,183,346</u>	<u>45,913,534</u>	<u>46,511,478</u>	<u>44,802,301</u>

City of Chattanooga, Tennessee

Fiduciary Funds

Statement of Changes in Fiduciary Net Position

Years Ended June 30, 2017 - 2020

	Actual 2017	Actual 2018	Unaudited Actual 2019	Budget 2020
ADDITIONS				
Contributions:				
Employer	36,120,968	43,887,432	46,598,510	47,500,000
Plan Member	8,248,595	8,488,022	8,924,221	9,500,000
Other	151,146	135,260	144,652	145,000
	<u>44,520,709</u>	<u>52,510,714</u>	<u>55,667,383</u>	<u>57,145,000</u>
Investment Income				
Net appreciation (depreciation) in fair market value of investments	50,383,173	41,899,765	15,754,842	17,500,000
Interest	384,099	456,367	451,424	455,000
Dividends	5,071,553	6,659,930	7,141,933	7,200,000
	<u>55,838,825</u>	<u>49,016,062</u>	<u>23,348,199</u>	<u>25,155,000</u>
Less Investment income (loss)	<u>(930,403)</u>	<u>(1,081,753)</u>	<u>(574,728)</u>	<u>(750,000)</u>
Net investment income (loss)	54,908,422	47,934,309	22,773,471	24,405,000
Total Additions	99,429,131	100,445,023	78,440,854	81,550,000
DEDUCTIONS				
Benefits paid to participants	59,558,957	62,839,271	64,298,328	65,000,000
Administrative expenses	943,131	1,498,036	2,212,685	2,300,000
Total Deductions	<u>60,502,088</u>	<u>64,337,307</u>	<u>66,511,013</u>	<u>67,300,000</u>
CHANGE IN NET POSITION	38,927,043	36,107,716	11,929,841	14,250,000
NET POSITION, beginning	<u>514,215,998</u>	<u>553,143,040</u>	<u>589,250,756</u>	<u>601,180,597</u>
NET POSITION, ending	<u>553,143,040</u>	<u>589,250,756</u>	<u>601,180,597</u>	<u>615,430,597</u>



Undesignated General Fund

Fiscal Year Ending June 30, 2020

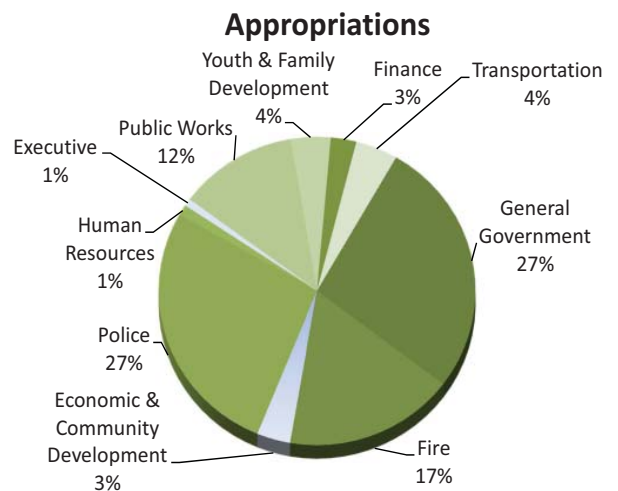
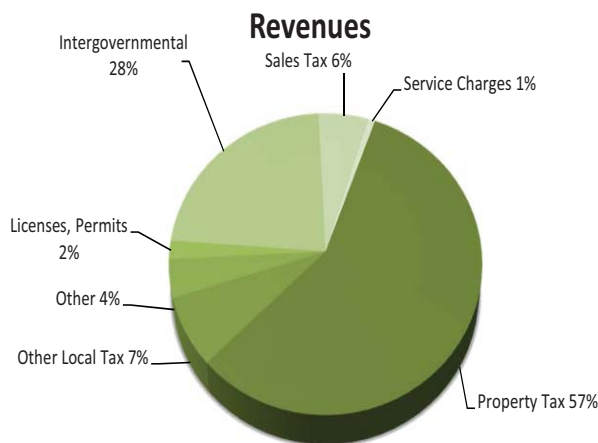
Fund Structure

The Undesignated General Fund accounts for all financial resources applicable to the general operations of city government which are not accounted for in another fund. This fund is the only unrestricted fund of a government unit. The basis of budgeting is modified accrual. Revenue is recognized in the accounting period when it becomes “susceptible” to accrual, that is, when it becomes measurable and available to finance expenditures of the fiscal period. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations which should be recognized when due. Undesignated general fund operations budget is \$269,807,000 This includes funds of \$6,000,000 from reserves designated for Capital Improvements. The charts on this page relate to the undesignated general fund operations. In FY 2020, the budgeted expenditures for all reported General Fund is \$297,518,961 including designated general government and supported agencies. The largest designated fund is the Economic Development Fund with a budget of \$27,711,961.

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

Undesignated Revenues & Appropriations

\$269,807,000

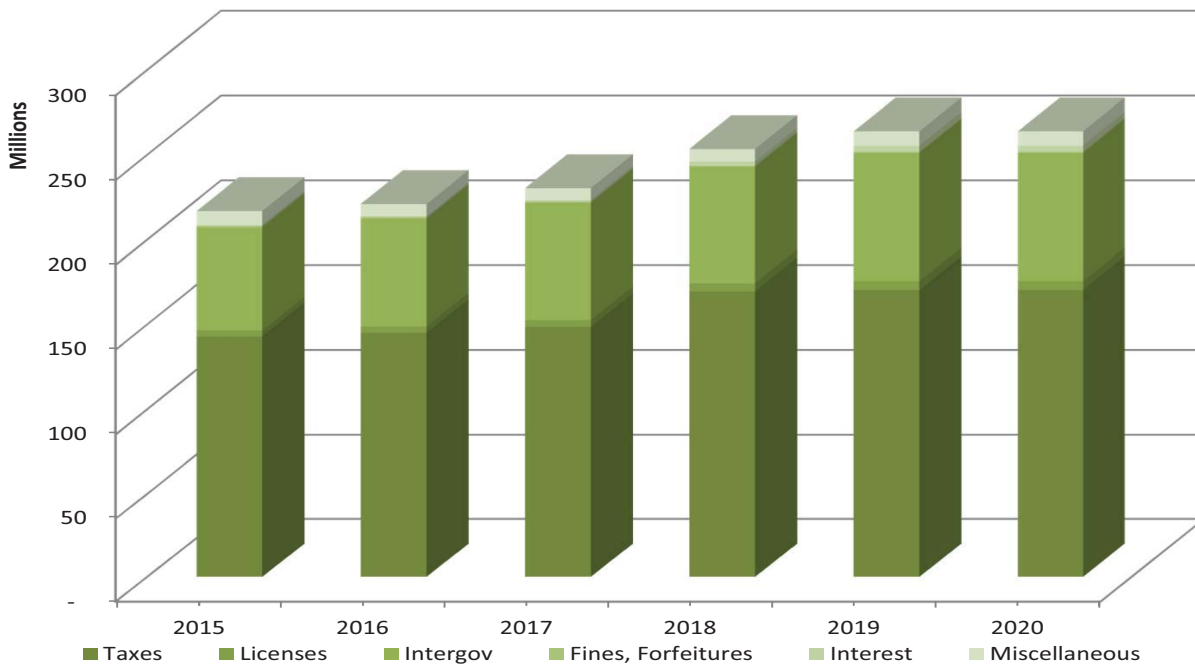


Undesignated General Fund Revenue Summary						
	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg
Undesignated General Fund:						
Property Tax	136,673,718	146,249,666	150,669,978	150,676,861	6,883	0.00%
Other Local Taxes	19,785,426	19,554,744	19,532,900	19,542,700	9,800	0.05%
Licenses & Permits	5,407,677	4,684,459	4,900,297	5,239,200	338,903	6.92%
Other Intergovernmental Revenues	6,365,006	6,615,352	6,847,371	7,445,245	597,874	8.73%
State Sales Tax	13,901,449	14,236,066	14,448,692	14,821,700	373,008	2.58%
State Income Tax	3,268,174	2,866,453	1,600,000	1,100,000	(500,000)	-31.25%
Local Option Sales Tax	45,012,507	49,450,575	52,432,493	52,254,300	(178,193)	-0.34%
Charges for Services	1,908,347	1,874,221	1,785,669	1,875,000	89,331	5.00%
Fines, Forfeitures & Penalties	683,988	683,697	605,000	679,400	74,400	12.30%
Use of Property/Interest	3,096,854	3,022,990	3,120,000	3,530,824	410,824	13.17%
Miscellaneous Revenues	5,425,050	5,926,037	6,077,600	6,641,770	564,170	9.28%
Fund Balance	-	-	11,532,000	6,000,000	(5,532,000)	-47.97%
Grand Totals	241,528,196	255,164,260	273,552,000	269,807,000	(3,745,000)	-1.37%

Revenues

The proposed Budget for FY 2020 shows a decrease of \$3,745,000 or -1.37%. The decrease is primarily due to the use of Fund Balance for one time Capital activities as it is \$5,532,000 lower than previous year. The chart shows the Undesignated General Fund Revenues by Source for the fiscal years 2017 thru 2020. The State's IMRPOVE act reduces income tax rate by 1% beginning January 1, 2017 until complete phase out in year beginning January 1, 2020.

General Fund Revenues by Source



Property Taxes

FY 2020 Estimate: **\$150,676,861**
% of General Fund: **55.85%**
Growth From FY 19: **6,883**
Change: **.00%**

Current Real Property Taxes remain the primary source of funds for the City of Chattanooga, with the FY 2020 estimate of \$132,806,000 representing 48.52% of the total undesignated General Fund Budget. All property tax estimates inclusive of delinquencies and in lieu of tax payments total \$150,676,861 or 55.8% of the total undesignated General Fund budget. The current tax rate is \$2.277 per \$100 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98. Revenues generated in 1997 with a \$2.70 tax rate amounted to \$61,533,569, while the estimate for FY 2020 is \$150,676,861 an increase of \$89,143,292.

Assessments for 1997 were \$2,295,859,675. This figure has risen to \$5,992,784,141, an increase of \$3,696,924,466 or 161% over the last 20 years. In recent years, assessments have trended upward slightly based on lateral reappraisals. Therefore, Current Real Property Tax revenue is expected to have minimal increases in the next few years.

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

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

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

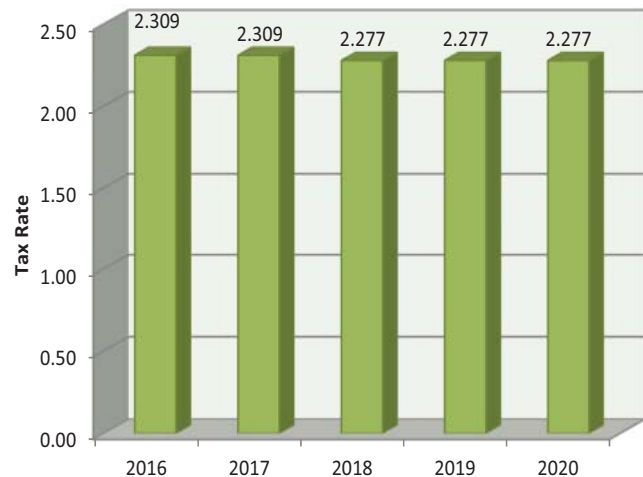
Fiscal Years		
Ending	Rate	Rate Change Explanation
1994	2.620	
1995-1996	2.980	City Tax Increase - 1995 Tax Year
1997	2.700	Property Reappraisal - 1997 Tax Year
1998-2001	2.310	City Tax Decrease - 1997 Tax Year
2002-2005	2.516	City Tax Increase - 2001 Tax Year
2006-2009	2.202	Property Reappraisal - 2005 Tax Year
2010	1.939	Property Reappraisal - 2009 Tax Year
2011-2017	2.309	City Tax Increase - 2010 Tax Year
2018	2.277	City Tax Decrease - 2018 Tax Year
2019-2020	2.277	City Tax - 2019 Tax Year

The 1995 increase in tax rates from \$2.62 to \$2.98 was the first tax increase imposed by the City since 1987 and was imposed primarily to provide funds for capital purposes. In FY02, a property tax increase of \$0.48 was approved increasing the rate to \$2.516. After the reappraisal in FY06, the tax rate was decreased to \$2.202. FY10 was a reappraisal year resulting in a decrease to \$1.939. In FY11, the City Council approved a \$0.37 or 19% increase in the tax rate. The approved rate for 2019 is \$2.277 the same as previous year.

Current City policy for budgeting is to estimate collections at 96% of the property tax levy. In 2014, the certified tax rate resulting from reappraisal is \$2.3139; Council elected not to increase the current City tax rate. In 2018, the reappraisal certified rate is \$2.057. The tax rate changed to \$2.277. The rate for 2020 remains the same.

Payments In Lieu of Taxes.

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



Through a series of tax incentives and agreements the City receives sizeable in lieu of tax payments each year. Companies paying in lieu of taxes include, but not limited to, Tennessee Valley Authority, Blue Cross Blue Shield, Gestamp, Westinghouse, and Plastic Omnium. The collection of in lieu of taxes (excluding EPB) accounts for \$4,029,080, or 1.49% of the operating budget in FY20. Several PILOTS, including Volkswagon, include a waiver of 100% of City taxes in favor of school only for Hamilton County.

Pursuant to Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987, the minimum levy for the EPB is \$2,296,692, according to a new formula specified in the 1987 Law based on a revenue floor of \$5,635,434. This revenue floor was exceeded in fiscal year 1994, resulting in a calculation which generated less PILOT collection for the City. The estimate to be received from Electric Power Board for FY 2020 is \$7,617,964, which is 3.69% over FY19. The EPB in lieu of tax is made of three pieces; Electric, Telecom, and Internet.

Other Local Taxes:

FY 2020 Estimate:	\$19,542,700
% of General Fund:	7.24%
Decrease From FY 19:	9,800
Change:	0.05%

Gross Receipts Taxes

FY 2020 Estimate:	\$5,966,600
% of General Fund:	2.21%
Decrease From FY 19:	319,600
Change:	5.66%

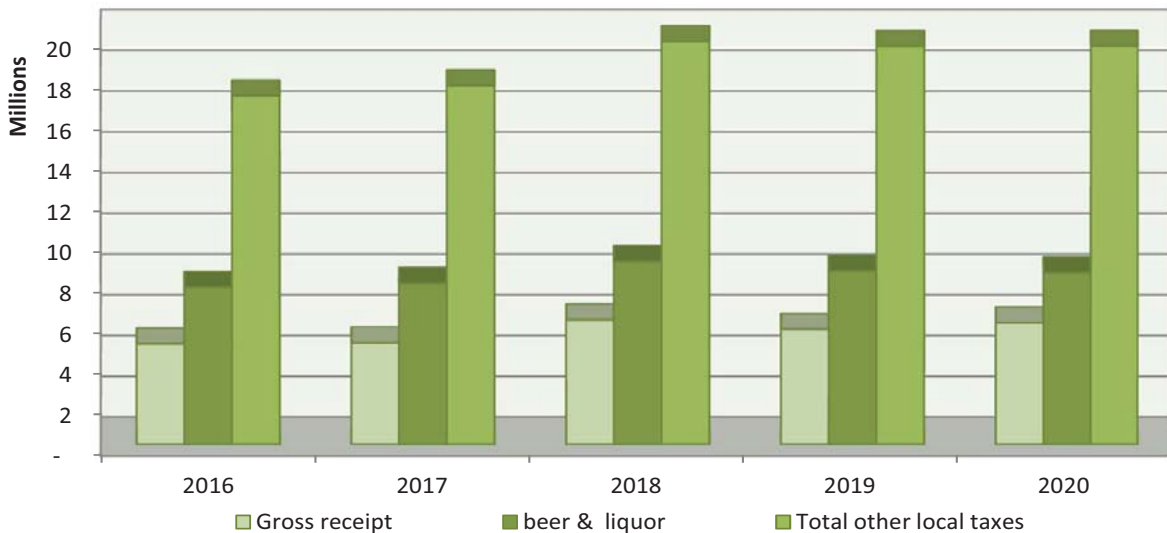
Even though Gross Receipts Taxes are a steady source in the General Fund, they represent only 2.21% of total collections this year. The trend over the past five years shows a slight upturn which is not expected to continue for FY20.

Beer & Liquor Taxes

FY 2020 Estimate:	\$8,422,200
% of General Fund:	3.12%
Decrease From FY 19:	(88,800)
Change:	- 1.04%

Beer & Liquor Taxes make up approximately 44% of Other Local Taxes. Revenue received has remained flat for the previous four years. Liquor taxes make up \$2,900,300 of the total estimate for FY20 while beer taxes total \$5,521,900.

Other Local Taxes



Licenses & Permits:

FY 2020 Estimate:	\$5,239,200
% of General Fund:	1.94%
Growth from FY 19:	338,903
% Change:	6.92%

Building Permits

FY 2020 Estimate:	\$1,747,700
% of General Fund:	.65%
Increase from FY 19:	(2,300)
% Change:	-.13%

Building Permits are the single greatest revenue generator in the category of Licenses & Permits. As shown in the chart below, revenue estimates for Building Permits have increased since 2014, reflecting the rebuilding of the housing market over that period of time. Permits spiked in 2015, mostly due to incoming industry in Chattanooga. FY 2020 shows an expected decrease of -.13 6% due to a slight downturn in construction for commercial and residential properties.

Revenue from Other Agencies:

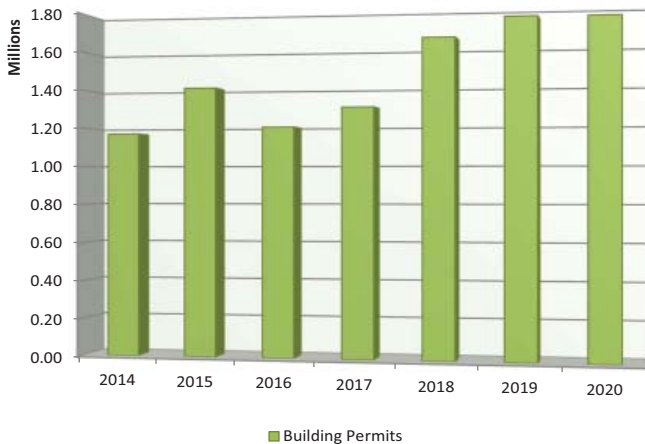
FY 2020 Estimate:	\$75,621,245
% of General Fund:	28.03%
Growth From FY 19:	(292,679)
% Change:	-.39%

City Allocation State Sales Tax

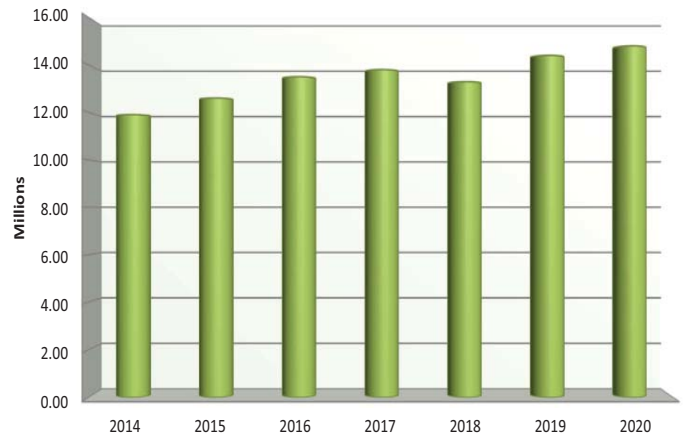
FY 2020 Estimate:	\$14,821,700
% of General Fund :	5.49%
Growth From FY 19:	(373,008)
% Change:	-2.58%

The State of Tennessee imposes a 7% tax on sales. Under TCA 67-6-103(3)(A), 4.603% is returned to all municipalities. This distribution is based on population data from the latest certified census. The City of Chattanooga has a certified population of 180,557 and its per capita allocation from state sales tax for Fiscal Year 2020 was \$82.09. This is an increase from prior year of \$80.40 when population was 177,571.

Building Permits



State Sales Tax



Local Option Sales Taxes

FY 2020 Estimate:	\$52,254,300
% of General Fund:	19.37%
Growth From FY 19:	(178,193)
% Change:	-.34%

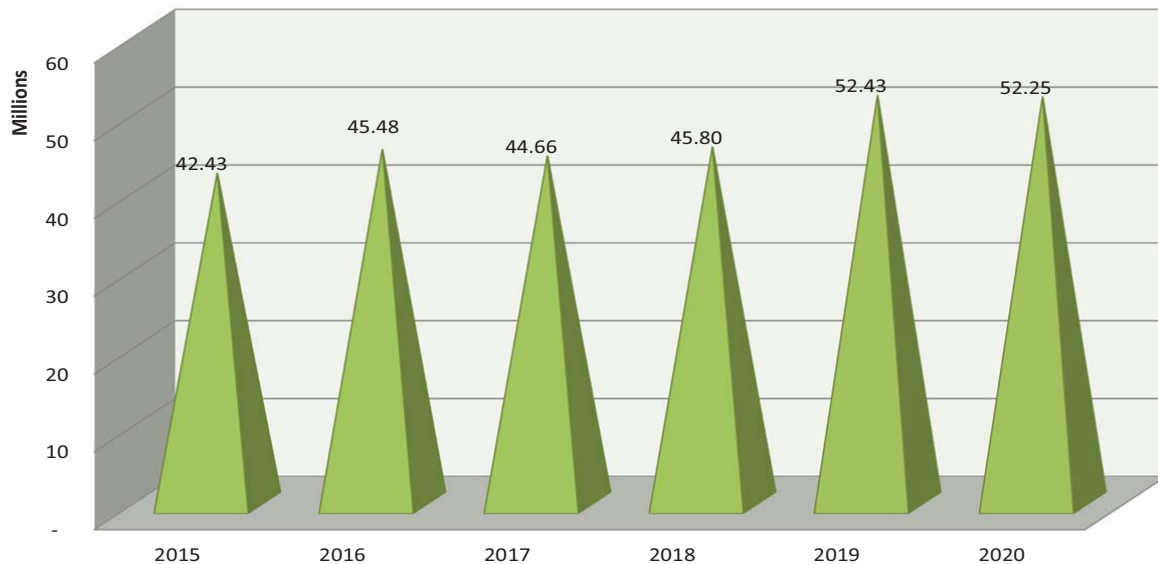
The Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended. The City of Chattanooga and the citizens of Hamilton County have adopted, by referendum, a county-wide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

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

There was a steady incline in Local Option sales tax revenues since 2010. This was a reflection of the economic climate during those years. In FY2012, the City regained control of approximately \$10 million of sales tax managed on its behalf by Hamilton County under a 1966 Sales Tax agreement. The Local Option Sales Tax is expected to decrease \$178,193 in FY 20..

The Local Option Sales Tax represents 19.37% of the total General Fund revenues for FY 2020.

Local Option Sales Tax



Undesignated General Fund Expenditure Summary General Fund	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg
General Government ⁽¹⁾	57,862,380	70,444,160	80,235,593	72,887,531	(7,348,062)	-9.16%
Executive Branch	1,788,641	1,871,926	1,890,342	2,088,731	198,389	10.49%
Finance & Administration	5,220,727	5,558,187	6,653,647	7,027,833	374,186	5.62%
General Services ⁽²⁾	4,138,588	-	-	-	-	0.00%
Human Resources	1,849,750	1,829,281	2,369,155	3,019,071	649,916	27.43%
Economic & Community Dev.	6,158,026	7,040,214	8,268,037	9,209,454	941,417	11.39%
Police	64,119,196	68,204,069	73,029,049	73,002,885	(26,164)	-0.04%
Fire	38,214,850	42,156,295	45,960,072	46,955,272	995,200	2.17%
Public Works	27,491,788	32,641,480	33,046,258	32,825,407	(220,851)	-0.67%
Youth & Family Development	9,779,668	10,409,510	11,097,411	11,132,203	34,792	0.31%
Transportation	10,468,663	10,812,207	11,002,436	11,658,613	656,177	5.96%
Total General Fund	227,092,277	250,967,329	273,552,000	269,807,000	(3,745,000)	-1.37%

(1) Amount includes capital approps from general fund reserves of \$1,459,202 in FY17, \$9,981,000 in FY18, \$11,532,000 in FY19, \$6,000,000 in FY20.

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

Expenditures

General Government

FY 2020 Appropriation:	\$72,887,531
% of General Fund:	27.01%
Increase From FY 19:	(7,348,062)
Change:	-9.16%

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

Capital Improvements

FY 2020 Appropriation:	\$6,000,000
% of General Fund:	2.22%
Increase From FY 19:	(5,532,000)
Change:	-47.97%

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

CARTA Subsidy

FY 2020 Appropriation:	\$5,800,000
% of General Fund:	2.15%
Increase From FY 19:	447,560
% Change:	8.36%

The City finances part of the Chattanooga Area Regional Transportation Authority's (CARTA) operating cost. The appropriation consists of \$5,800,000 to enable CARTA to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping and other activities.

Chattanooga Public Library

FY 2020 Appropriation:	\$6,791,034
% of General Fund:	2.52%
Increase From FY 19:	246,034
% Change:	3.76%

The City assumed full funding of the cost of the public library system as a result of the expiration of Sales Tax Agreement with Hamilton County in FY 2011. The total appropriation consists of \$6,791,034 for Operating costs. The increase is due to the new library in Avondale community center.

Debt Service Fund

FY 2020 Appropriation	\$20,940,110
% of General Fund:	7.76%
Increase From FY 19:	(2,547,602)
% Change:	-10.85%

Funds are provided for the appropriation to the Debt Service Fund for payment of current interest and principal on the City's outstanding General Fund debt and to fund planned or anticipated new debt. The FY20 decrease is in anticipation of issuing less debt for capital improvements and retirement of existing outstanding debt.

Information Technology

FY 2020 Appropriation:	\$8,616,213
% of General Fund:	3.19%
Increase From FY 19:	500,620
Change:	6.17%

Funds are provided for telecommunications and information technology for all City departments and some agencies. The increase is due to the higher IT Maintenance and Digital Connectivity costs as well as increased license needs for Google Gsuite products.

Regional Planning Agency

FY 2020 Appropriation	\$2,003,633
% of General Fund:	0.74%
Decrease From FY19:	0
% Change:	-0.00%

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

Executive Branch

FY 2020 Appropriation:	\$2,088,731
% of General Fund:	0.77%
Growth From FY 19:	198,389
Change:	10.49%

The Executive Branch consists of functions under direct control of the Office of the Mayor. A new position of Community Program Coordinator added to Office of Multicultural Affairs expand outreach efforts. Funding 2 new offers: Green|Light Implementation and Mayor’s Council Against Hate.

Department of Finance & Administration

FY 2020 Appropriation:	\$7,027,833
% of General Fund:	2.60%
Increase From FY 19:	374,186
% Change:	5.62%

This department oversees all aspects of the City’s financial management. The major expenses for this department are personnel costs. Added Open Data Specialist position, transferred from Library. Finance also eliminated 3 positions through attrition or transfer due to outsourcing of Sewer billing.

Department of Human Resources

FY 2020 Appropriation:	\$3,019,071
% of General Fund :	1.12%
Increase From FY 19:	649,916
Change:	27.43%

The department oversees the recruitment and hiring of all City personnel. Received the following positions via transfers from other departments: 2 Occupational Safety Specialists, 1 Accident Investigator, 1 Industrial Safety Coordinator, Director of Career Development and Recreation Facility Manager.

Department of Economic & Community Development

FY 2020 Appropriation:	\$9,209,454
% of General Fund:	3.41%
Increase From FY 19:	941,417
%Change:	11.39%

The department administers initiatives regarding affordable housing, neighborhood leadership development, economic development, code

enforcement, Outdoor Chattanooga, and public art. New positions include 7 Homeless Positions (3 Service Coordinators and 4 Housing Navigators) and 1 Open Spaces Activation of Engagement Specialist.

Department of Police

FY 2020 Appropriation:	\$73,002,885
% of General Fund:	27.06%
Increase From FY 19:	(26,164)
Change:	-0.04%

No changes to staff. Changes due to raise and benefits increase. Sworn personnel for Fiscal Year 2020 remains at 498 positions. Non-Sworn personnel totals 115 positions.

Department of Fire

FY 2020 Appropriation:	\$46,955,272
% of General Fund:	17.40%
Increase From FY 19:	995,200
Change:	2.17%

No changes to staff. Increase due to raise and benefits. Sworn personnel totals 443 positions with Non-Sworn totaling 16.

Department of Public Works

FY 2020 Appropriation:	\$32,825,407
% of General Fund:	12.17%
Increase from FY 19:	(220,851)
Change:	-.67%

The Department of Public Works General Fund added 3 new Equipment Operators for recycle collection and froze 1 Crew Worker in the Central Business District. Public Works also transferred Occupational Safety Specialists and an Accident Investigator to Human Resources.

Department of Youth & Family Development

FY2020 Appropriation:	\$11,132,203
% of General Fund:	4.13%
Increase from FY19:	34,792
Change:	.31%

The Department of Youth & Family Development was a newly created department in FY14 which resulted from the restructure of the former Parks & Recreation and Education, Arts, and Culture Departments. Director of Career Development and Recreation Facility Manager 1 moved to HR. Additionally, Baby University, a \$750K appropriation, moved to General Government.

Department of Transportation

FY2020 Appropriation:	\$11,658,613
% of General Fund:	4.32%
Increase from FY19:	656,177
Change:	5.96%

The Department of Transportation includes Complete Streets, Smart Cities, Traffic Operations & Transportation

Administration. Added 3 Transportation Project Managers, with 2 being in Complete Streets and the other in Smart Cities.

Undesignated General Fund Revenue							
Source	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg	% of total
Property Taxes:							
Current Property Taxes	116,309,641	128,966,047	132,754,669	132,800,000	45,331	0.03%	49.22%
Interest & Penalty-Current Year	217,000	908	2,000	-	(2,000)	-100.00%	0.00%
Interest & Penalty-Prior Year	1,250,030	1,297,425	1,370,000	1,375,700	5,700	0.42%	0.51%
Prior Year Property Taxes	4,746,740	4,749,265	5,200,000	4,632,412	(567,588)	-10.92%	1.72%
City Fee-Collection of Delinquent Taxes	277,704	246,265	279,000	221,700	(57,300)	-20.54%	0.08%
Payments in Lieu of Taxes	13,872,601	10,989,755	11,064,309	11,647,049	582,740	5.27%	4.32%
Total Property Tax	\$ 136,673,716	\$ 146,249,665	\$ 150,669,978	\$ 150,676,861	6,883	0.00%	55.85%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	1,829,286	2,042,766	2,051,000	2,219,600	168,600	8.22%	0.82%
Franchise Taxes-Comcast	1,211,124	1,087,045	1,013,000	863,000	(150,000)	-14.81%	0.32%
Franchise Taxes-Century Tel	9,536	8,713	9,400	5,600	(3,800)	-40.43%	0.00%
Franchise Taxes-AT&T Mobility	98,484	73,708	70,000	69,400	(600)	-0.86%	0.03%
Franchise taxes-Zayo Group	9,000	20,500	20,500	29,800	9,300	45.37%	0.01%
Franchise Taxes-EPB Fiber Optics	1,362,885	1,506,635	1,658,000	1,603,500	(54,500)	-3.29%	0.59%
Franchise Taxes-Application Fee	750	-	-	-	-	0.00%	0.00%
Corporate Excise Tax-State	747,855	655,272	550,000	360,300	(189,700)	-34.49%	0.13%
Liquor Taxes	2,667,404	2,716,942	2,773,000	2,900,300	127,300	4.59%	1.07%
Beer Taxes	5,981,553	5,652,286	5,738,000	5,521,900	(216,100)	-3.77%	2.05%
Gross Receipts Tax	5,864,697	5,787,846	5,647,000	5,966,600	319,600	5.66%	2.21%
Local Litigation Taxes	2,852	3,031	3,000	2,700	(300)	-10.00%	0.00%
Total Other Local Taxes	\$ 19,785,426	\$ 19,554,744	\$ 19,532,900	\$ 19,542,700	9,800	0.05%	7.24%
Licenses & Permits.:							
Motor Vehicle License	418,770	411,205	411,500	419,200	7,700	1.87%	0.16%
Liquor by the Drink	151,730	176,435	150,000	157,000	7,000	4.67%	0.06%
Building Permits	1,893,282	1,549,182	1,750,000	1,747,700	(2,300)	-0.13%	0.65%
Other Licenses,Permits, Fees	2,943,895	2,547,637	2,588,797	2,915,300	326,503	12.61%	1.08%
Total Licenses & Permits	\$ 5,407,677	\$ 4,684,459	\$ 4,900,297	\$ 5,239,200	338,903	6.92%	1.94%
Fines, Forfeitures, & Penalties:							
City Court Fines	505,252	501,702	455,000	538,500	83,500	18.35%	0.20%
Criminal Court Fines	125,356	118,340	100,000	102,300	2,300	2.30%	0.04%
Parking Ticket Fines	48,089	45,785	45,000	33,200	(11,800)	-26.22%	0.01%
Other Fines Forfeitures, & Penalties	5,291	17,870	5,000	5,400	400	8.00%	0.00%
Total Fines, Forfeitures, & Penalties	\$ 683,988	\$ 683,697	\$ 605,000	\$ 679,400	74,400	12.30%	0.25%
Investment Income							
Interest on Investments	2,301,638	2,585,389	2,500,000	3,075,624	575,624	23.02%	1.14%
Sale of Back Tax Lots	340,283	291,204	300,000	165,000	(135,000)	-45.00%	0.06%
Sale of City Owned Property	2,289	-	-	-	-	0.00%	0.00%
Other Sales	452,644	146,397	320,000	290,200	(29,800)	-9.31%	0.11%
Total Investment Income	\$ 3,096,854	\$ 3,022,990	\$ 3,120,000	\$ 3,530,824	410,824	13.17%	1.31%

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Undesignated General Fund Revenue Source	Actual 17	Actual 18	Budget 18	Budget 20	Inc(Dec)	% chg	% of total
Revenue from Other Agencies							
Local Option Sales Taxes-GF	45,012,507	49,450,575	52,432,493	52,254,300	(178,193)	-0.34%	19.37%
State Beer Tax	80,960	78,222	80,000	78,500	(1,500)	-1.88%	0.03%
Hall Income Tax	3,268,174	2,866,453	1,600,000	1,100,000	(500,000)	-31.25%	0.41%
State Sales Tax	13,901,449	14,236,066	14,448,692	14,821,700	373,008	2.58%	5.49%
State Mixed Drink Tax	3,066,428	3,312,240	3,308,000	3,856,400	548,400	16.58%	1.43%
State Gas Inspection Fees	338,876	337,842	335,000	334,600	(400)	-0.12%	0.12%
State Maintenance of Streets	251,244	133,184	235,000	88,800	(146,200)	-62.21%	0.03%
State Alcohol Beverage Tax	139,533	142,024	136,000	95,000	(41,000)	-30.15%	0.04%
State-Special Training Funds	496,200	498,000	535,000	535,000	-	0.00%	0.20%
State-Telecom Sales Tax	18,416	251,753	220,000	234,100	14,100	6.41%	0.09%
Ham.County-Ross Landing Plaza	1,336,566	1,229,027	1,477,000	1,614,244	137,244	9.29%	0.60%
Miscellaneous	636,782	633,060	521,371	608,601	87,230	16.73%	0.23%
Total Revenue from Other Agencies	\$ 68,547,135	\$ 73,168,446	\$ 75,328,556	\$ 75,621,245	292,689	0.39%	28.03%
Service Charges:							
City Court Cost	187,080	185,419	168,000	204,400	36,400	21.67%	0.08%
Clerk's Fee	612,516	601,590	586,400	665,400	79,000	13.47%	0.25%
State Court Cost	1,305	1,242	1,000	1,800	800	80.00%	0.00%
Service Charges	1,105,416	1,085,970	1,030,269	1,003,400	(26,869)	-2.61%	0.37%
Total Service Charges	\$ 1,906,317	\$ 1,874,221	\$ 1,785,669	\$ 1,875,000	89,331	5.00%	0.69%
Miscellaneous Revenues:							
Indirect Cost	4,747,751	5,423,780	5,750,000	6,180,270	430,270	7.48%	2.29%
Capital			11,532,000	6,000,000			
Other General Government Misc.	677,299	502,257	327,600	461,500	133,900	40.87%	0.17%
Total Miscellaneous Revenues	\$ 5,425,050	\$ 5,926,037	\$ 17,609,600	\$ 12,641,770	(4,967,830)	-28.21%	4.69%
Grand Totals	\$ 241,526,163	\$ 255,164,259	\$ 273,552,000	\$ 269,807,000	(3,745,000)	-1.37%	100.00%

Undesignated General Fund Expenditure Summary	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg	% of Total
General Government & Agencies:							
AIM Center, Inc.	60,000	60,000	65,000	65,000	-	0.00%	0.02%
Air Pollution Control Board	270,820	270,820	270,820	270,820	-	0.00%	0.10%
Arts Build	275,000	275,000	275,000	275,000	-	0.00%	0.10%
Bessie Smith Cultural Center	60,000	80,000	80,000	80,000	-	0.00%	0.03%
Bethlehem Center	45,000	65,000	65,000	65,000	-	0.00%	0.02%
CARTA	5,049,676	5,084,598	5,352,440	5,800,000	447,560	8.99%	2.15%
Carter Street Corporation	200,000	200,000	-	-	-	0.00%	0.00%
Chattanooga Area Food Bank	-	-	-	10,000	-	N/A	0.00%
Chattanooga Area Urban League	125,000	115,000	120,000	132,000	12,000	9.60%	0.05%
Chattanooga Basketball	-	-	100,000	100,000	-	N/A	0.04%
Chattanooga Design Studio	-	-	50,000	100,000	50,000	N/A	0.04%
Chattanooga Football Club Foundation	-	-	40,000	40,000	-	N/A	0.01%
Chattanooga Junior Golfers' Dev. Program	-	-	25,000	-	(25,000)	N/A	0.00%
Chattanooga's Kids on the Block	-	20,000	20,000	20,000	-	N/A	0.01%
Chattanooga Neighborhood Enterprises	662,520	747,480	705,000	705,000	-	0.00%	0.26%
Chattanooga Room in the Inn	25,000	25,000	25,000	25,000	-	0.00%	0.01%
Chattanooga State Community College	-	-	25,000	25,000	-	0.00%	0.01%
Children's Advocacy Center	60,000	65,000	65,000	65,000	-	0.00%	0.02%
Children's Home - Chambliss Shelter	350,000	350,000	350,000	350,000	-	0.00%	0.13%
Community Foundation Scholarships	106,300	106,300	100,000	100,000	-	0.00%	0.04%
Creative Discovery Museum	-	-	-	25,000	25,000	N/A	0.01%
Enterprise Center	200,000	270,000	-	-	-	0.00%	0.00%
Enterprise South Industrial Park Admin	-	-	-	-	-	N/A	0.00%
Enterprise South Nature Park	509,760	570,922	834,863	826,417	(8,446)	-1.22%	0.31%
ESIP Security	54,834	-	-	-	-	0.00%	0.00%
Family Promise of Greater Chattanooga	64,400	111,600	150,000	512,750	362,750	N/A	0.19%
Friends of Moccasin Bend	30,000	-	-	-	-	0.00%	0.00%
Friends of the Zoo	25,000	25,000	25,000	20,000	(5,000)	-20.00%	0.01%
Fortwood Center (Helen Ross McNabb)	57,000	46,500	62,000	62,000	-	0.00%	0.02%
Girls, Inc	30,000	110,000	110,000	91,000	(19,000)	-63.33%	0.03%
Goodwill	10,000	10,000	15,000	15,000	-	N/A	0.01%
Grassroots Midtown	10,000	-	-	-	-	N/A	0.00%
Greater Chattanooga Sports Comm	225,000	225,000	100,000	100,000	-	0.00%	0.04%
Green Spaces	15,000	15,000	25,000	25,000	-	0.00%	0.01%
Habitat for Humanity	50,000	50,000	40,000	40,000	-	N/A	0.01%
Heritage Hall Fund	68,685	69,500	74,725	79,266	4,541	6.89%	0.03%
Homeless Coalition	70,000	70,000	70,000	70,000	-	0.00%	0.03%
Hope for the Inner City	60,000	-	-	-	-	0.00%	0.00%
Human Services	1,165,000	-	1,259,643	-	(1,259,643)	N/A	0.00%
Joe Johnson Mental Health	60,000	60,000	60,000	60,000	-	0.00%	0.02%
LaPaz Chattanooga	50,000	50,000	50,000	50,000	-	0.00%	0.02%
Launch	-	-	-	30,000	30,000	N/A	0.01%
Lookout Mountain Conservancy	-	-	20,000	16,250	(3,750)	N/A	0.01%
Orange Grove	105,188	105,188	106,000	106,000	-	0.00%	0.04%
Partnership/Rape Crisis	65,000	65,000	65,000	65,000	-	0.00%	0.02%
Public Library	5,970,000	6,045,000	6,545,000	6,791,034	246,034	4.23%	2.52%
Regional Planning Agency	2,351,557	2,203,663	2,003,663	2,003,663	-	0.00%	0.74%
Signal Center	75,000	75,000	275,000	1,025,000	750,000	1000.00%	0.38%
Speech & Hearing Center	67,700	67,700	67,700	67,700	-	0.00%	0.03%
Tech Town Foundation	40,000	40,000	40,000	40,000	-	N/A	0.01%
Tennessee Golf Foundation	-	-	-	25,000	25,000	N/A	0.01%
Tennessee Riverpark	1,143,630	1,208,649	1,255,640	1,234,869	(20,771)	-1.83%	0.46%
United Way of Greater Chattanooga	35,000	135,000	160,000	500,000	340,000	N/A	0.19%
WTCL -TV 45	75,000	75,000	93,000	93,000	-	0.00%	0.03%
Office of Family Empowerment	-	1,426,650	-	1,334,643	1,334,643	114.56%	0.49%
Audits, Dues & Surveys	105,820	112,200	150,000	175,000	25,000	10.79%	0.06%
Capital Improvements	1,859,202	9,981,000	11,532,000	6,000,000	(5,532,000)	-61.41%	2.22%
City Attorney/Operations	1,474,042	1,546,335	1,689,150	1,742,857	53,707	3.37%	0.65%
City Attorney Liability Insurance Fund	1,966,580	2,000,000	800,000	500,000	(300,000)	-30.00%	0.19%
City Code Revision	7,080	16,029	9,000	16,000	7,000	N/A	0.01%
City Council	710,053	639,908	819,851	839,680	19,829	2.69%	0.31%
City Judges Division 1	464,627	496,767	511,491	553,788	42,297	9.02%	0.21%
City Judges Division 2	444,587	468,435	479,381	505,287	25,906	5.85%	0.19%
Contingency Fund	800,744	42,140	4,999,407	3,207,752	(1,791,655)	-159.26%	1.19%
Debt Service Fund	20,514,537	22,434,479	23,487,712	20,940,110	(2,547,602)	-14.55%	7.76%
Education Contribution per TCA 57-4-306	1,538,019	1,787,810	1,687,500	1,919,100	231,600	18.53%	0.71%
ESIP Administration	1,776	2,546	10,000	10,000	-	N/A	0.00%
Election Expense	194,614	-	25,000	25,000	-	N/A	0.01%
Information Technology	6,211,930	6,673,938	8,115,593	8,616,213	500,620	8.16%	3.19%
Internal Audit	628,406	661,806	691,663	729,608	37,945	6.31%	0.27%
Intergovernmental Relations	303,466	184,695	285,000	285,000	-	0.00%	0.11%
Purchasing	685,300	813,570	905,896	949,995	44,099	5.35%	0.35%
Renewal & Replacement	350,745	927,312	1,500,000	1,000,000	(500,000)	-108.29%	0.37%

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Undesignated General Fund Expenditure							
Summary	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg	% of Total
T.A.P (tuition & books)	12,418	11,963	25,000	25,000	-	0.00%	0.01%
Unemployment Insurance	32,350	6,036	50,000	40,000	(10,000)	-12.50%	0.01%
Water Quality Management Fee	432,230	435,974	503,800	576,458	72,658	16.15%	0.21%
311 Call Center	610,976	606,647	717,655	694,271	(23,384)	-3.88%	0.26%
Total	\$ 59,321,572	\$ 70,444,160	\$ 80,235,593	\$ 72,887,531	\$ (7,348,062)	\$ (0)	27.01%
Executive Branch:							
Mayor's Office	1,426,677	1,516,600	1,593,367	1,672,489	79,122	6.02%	0.62%
Multicultural Affairs	361,964	355,326	296,975	416,242	119,267	35.69%	0.15%
Total	\$ 1,788,641	\$ 1,871,926	\$ 1,890,342	\$ 2,088,731	\$ 198,389	12.03%	0.77%
Department of Finance & Administration							
Finance Office	2,536,174	2,675,765	2,999,053	3,188,530	189,477	6.86%	1.18%
City Treasurer	657,942	717,591	980,234	1,088,575	108,341	14.29%	0.40%
City Court Clerk's Office	1,078,634	1,139,802	1,426,721	1,460,740	34,019	2.83%	0.54%
Delinquent Tax	172,361	144,319	240,775	153,775	(87,000)	-96.67%	0.06%
Capital Planning	82,005	130,712	201,234	199,499	(1,735)	-2.19%	0.07%
Office of Performance Management	211,803	218,766	305,630	436,715	131,085	70.20%	0.16%
City General Tax Revenue (Trustee Fee) ⁽¹⁾	481,809	531,232	500,000	500,000	-	0.00%	0.19%
Total	\$ 5,220,728	\$ 5,558,187	\$ 6,653,647	\$ 7,027,833	\$ 374,186	6.67%	2.60%
⁽¹⁾ Was previously reported in Gen Gov & Agencies							
Department of General Services⁽¹⁾ :							
General Services Administration	547,773	-	-	-	-	0.00%	0.00%
Office of Sustainability	102,785	-	-	-	-	0.00%	0.00%
Building Maintenance	1,911,915	-	-	-	-	0.00%	0.00%
Storage on Main Street	49,973	-	-	-	-	0.00%	0.00%
Real Estate	37,733	-	-	-	-	0.00%	0.00%
Farmer's Market Operations	3,000	-	-	-	-	0.00%	0.00%
Mailroom	60,407	-	-	-	-	0.00%	0.00%
Chattanooga Zoo	675,000	-	-	-	-	0.00%	0.00%
Memorial Auditorium	214,196	-	-	-	-	0.00%	0.00%
Tivoli Theatre	534,984	-	-	-	-	N/A	0.00%
Civic Facilities	821	-	-	-	-	N/A	0.00%
Total	\$ 4,138,587	\$ -	\$ -	\$ -	-	0.00%	0.00%
Department of Human Resources:							
Administration	1,283,039	1,258,464	1,102,394	1,902,894	800,500	59.43%	0.71%
Physicals	22,040	16,530	22,500	20,000	(2,500)	-12.50%	0.01%
Employee's Insurance Office	330,478	364,011	365,146	386,817	21,671	6.61%	0.14%
Safety Programs	100,048	115,032	368,663	278,189	(90,474)	-91.54%	0.10%
Employee Training	39,748	844	435,452	356,171	(79,281)	N/A	0.13%
Employee's Insurance Program	-	-	-	-	-	N/A	0.00%
Job Injury Administration	74,400	74,400	75,000	75,000	-	0.00%	0.03%
Total	\$ 1,849,753	\$ 1,829,281	\$ 2,369,155	\$ 3,019,071	649,916	34.97%	1.12%
Dept of Economic & Community Dev:							
Administration	641,938	813,461	378,147	1,044,952	666,805	116.46%	0.39%
Affordable Housing Program	58,648	59,830	-	1,569	1,569	N/A	0.00%
Grants Administration	-	-	-	-	-	N/A	0.00%
Neighborhood Services	365,635	379,594	402,581	434,807	32,226	17.97%	0.16%
Economic Development	263,520	247,748	612,449	626,644	14,195	2.31%	0.23%
Homeless Outreach Program	103,358	157,440	481,644	755,895	274,251	294.09%	0.28%
Community and Neighborhood Relations	-	-	-	-	-	0.00%	0.00%
Code Enforcement Office	1,328,207	1,626,158	1,968,912	1,975,155	6,243	N/A	0.73%
Outdoor Chattanooga	463,007	509,548	971,214	883,299	(87,915)	-17.64%	0.33%
Trust for Public Land	119,500	100,000	-	-	-	0.00%	0.00%
Riverpark Art Maint & Mgmt	132,294	160,184	238,525	239,428	903	0.72%	0.09%
Land Development Office	2,663,760	2,752,767	2,947,079	3,109,131	162,052	3.87%	1.15%
Board of Plumbing Examiners	1,806	122	2,100	2,100	-	0.00%	0.00%
Board of Electrical Examiners	3,592	1,861	7,150	5,650	(1,500)	-22.56%	0.00%
Board of Mechanical Examiners	544	947	1,850	1,850	-	0.00%	0.00%
Board of Gas Fitters	1,215	52	2,050	2,050	-	0.00%	0.00%
Board of Appeals & Variances	11,004	14,075	11,925	11,925	-	0.00%	0.00%
Home Repair Program	-	-	-	15,000	15,000	N/A	0.01%
Abatement & Demolition	-	109,616	100,000	100,000	-	0.00%	0.04%
Real Estate Office	-	106,811	142,411	-	-	-	0.00%
Total	\$ 6,158,028	\$ 7,040,214	\$ 8,268,037	\$ 9,209,455	941,418	13.69%	3.41%

(1) General Services Department was combined with Public Works Department and Economic and Community Development in 2018

Undesignated General Fund Expenditure Summary					Inc(Dec)	% chg	% of Total
	Actual 17	Actual 18	Budget 19	Budget 20			
Department of Police:	\$ 64,119,189	\$ 68,204,069	\$ 73,029,049	\$ 73,002,885	(26,164)	-0.04%	27.06%
Department of Fire:	\$ 38,214,850	\$ 42,156,295	\$ 45,960,072	\$ 46,955,272	995,200	2.67%	17.40%
Department of Public Works:							
Administration	964,488	1,447,744	1,045,668	1,050,412	4,744	1.06%	0.39%
City Engineer	1,464,769	1,524,409	1,328,382	1,575,997	247,615	13.92%	0.58%
Field Surveyors	265,860	161,125	231,626	210,755	(20,871)		0.08%
City Wide Services	5,369,233	5,704,208	6,102,660	6,128,930	26,270	0.53%	2.27%
Utilities	185,497	179,864	185,772	187,260	1,488	0.81%	0.07%
Pump Stations, Levee & Storm Stations	166,400	5,202	-	-	-	N/A	0.00%
Solid Waste Disposal	6,210,400	6,056,902	6,150,400	4,740,200	(1,410,200)	-22.71%	1.76%
Municipal Forestry	806,743	1,003,898	953,138	1,090,184	137,046	15.54%	0.40%
Waste Pickup - Brush	1,333,487	1,297,923	1,425,826	1,493,083	67,257	6.14%	0.55%
Waste Pickup -Garbage, Trash Flash & Recyc	5,649,257	5,924,581	5,606,663	6,228,411	621,748	9.60%	2.31%
Parks Maintenance	5,075,652	5,549,763	5,967,119	6,259,471	292,352	6.18%	2.32%
Facilities Management	-	290,183	421,263	398,444	(22,819)	N/A	0.15%
Mailroom	-	46,902	47,363	54,216	6,853	N/A	0.02%
Office of Sustainability	-	99,513	109,948	116,268	6,320	N/A	0.04%
Building Maintenance	-	1,854,008	1,987,310	2,062,675	75,365	N/A	0.76%
Storage on Main Street	-	70,255	51,120	51,100	(20)	N/A	0.02%
Farmer's Market Operations	-	-	7,000	3,000	(4,000)	N/A	0.00%
Chattanooga Zoo	-	675,000	675,000	675,000	-	N/A	0.25%
Tivoli Theatre	-	750,000	750,000	500,000	(250,000)	N/A	0.19%
Total	\$ 27,491,786	\$ 32,641,480	\$ 33,046,258	\$ 32,825,406	\$ (220,852)	-0.82%	12.17%
Department of Youth & Family Dev:							
Administration	1,537,933	1,825,042	1,910,103	2,207,987	297,884	44.66%	0.82%
Recreation Support Services	681,412	701,394	744,118	821,837	77,719	1.06%	0.30%
Programs	3,039,109	3,170,322	3,412,953	2,933,198			
Recreation Facilites	823,772	770,818	979,178	956,978	(22,200)	-5.97%	0.35%
Recreation Centers	3,697,428	3,941,934	4,051,059	4,212,203	161,144	24.47%	1.56%
Total	\$ 9,779,654	\$ 10,409,510	\$ 11,097,411	\$ 11,132,203	\$ 34,792	0.39%	4.13%
Department of Transportation:							
Traffic Engineering Admin	829,631	1,074,052	-	-	-	0.00%	0.00%
Street Lighting	3,134,054	3,698,747	-	-	-	0.00%	0.00%
Smart Cities Operations	-	1,769	4,986,411	5,578,464	592,053	N/A	2.07%
Complete Streets	-	-	993,931	1,081,596	87,665	N/A	0.40%
Traffic Operations	2,229,381	2,347,253	4,525,023	4,467,927	(57,096)	-2.63%	1.66%
Transportation Admin	508,052	649,777	497,071	530,626	33,555	8.21%	0.20%
Engineering	836,545	915,757	-	-	-	0.00%	0.00%
Paving	2,931,000	2,124,852	-	-	-	0.00%	0.00%
Total	\$ 10,468,663	\$ 10,812,207	\$ 11,002,436	\$ 11,658,613	\$ 656,177	6.40%	4.32%
Expenditure Total	\$ 228,551,451	\$ 250,967,329	\$ 273,552,000	\$ 269,807,000	(3,745,000)	-1.65%	100.00%

Special Revenue Funds

Fund Structure

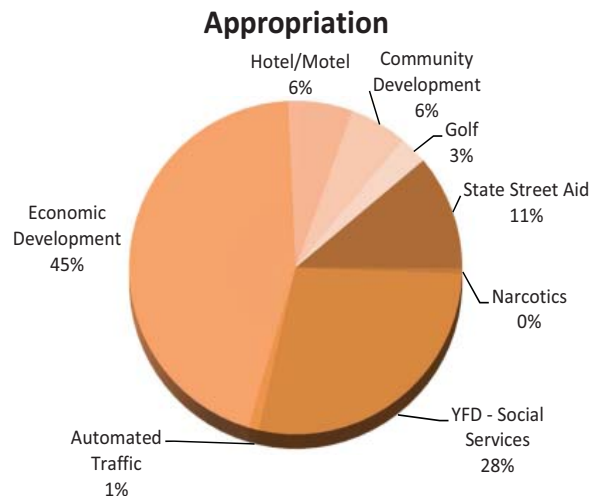
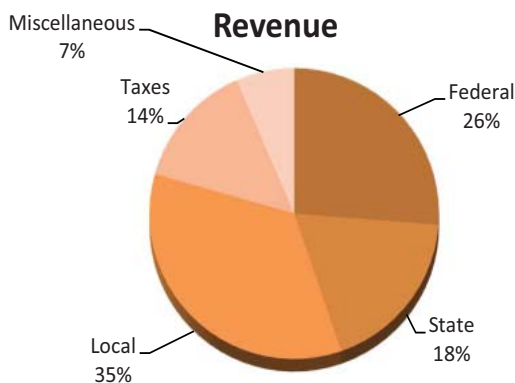
Fiscal Year Ending June 30, 2020

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

FY 19 Results	Budget Rev & Exp	Unaudited Actual Rev	Unaudited Actual Exp
State Street Aid	6,733,918	5,425,146	5,689,441
YFD - Social Services*	17,100,995	17,609,605	17,728,251
Economic Development Fund	23,046,669	20,550,258	21,198,939
Narcotics	310,000	295,601	151,316
Federal Asset Forfeiture Fund	-	-	-
Hotel/Motel Tax Fund ⁽¹⁾	11,111,595	6,877,146	10,767,240
Community Development Fund	4,200,323	2,895,475	2,209,062
Municipal Golf Course	1,711,385	2,123,726	1,809,591
Automated Traffic Enforcement	655,700	659,653	732,462
Total Special Revenue Fund	64,870,585	56,436,609	60,286,303

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

FY 2020 Revenue & Appropriation by Fund \$65,939,946



Special Revenue Fund Summary	Actual 17	Actual 18	Budget 19	Budget 20	Budget Inc(Dec)	% chg
REVENUES						
State Street Aid ¹	4,831,464	5,838,646	6,733,918	6,942,961	209,043	3.10%
YFD - Social Services	16,490,584	17,609,605	17,100,995	17,343,276	242,281	1.42%
Economic Development Fund	17,171,108	19,691,477	23,046,669	27,711,961	4,665,292	20.24%
Narcotics	484,696	389,134	310,000	310,000	-	0.00%
Federal Asset Forfeiture Fund	26,221	23,719	-	-	-	N/A
Hotel/Motel Tax Fund ²	7,417,979	7,175,882	11,111,595	7,819,366	(3,292,229)	-29.63%
Community Development Fund	3,820,321	3,259,693	4,200,323	3,489,508	(710,815)	-16.92%
Municipal Golf Course	1,577,335	1,436,108	1,711,385	1,698,974	(12,411)	-0.73%
Automated Traffic Enforcement	1,393,768	639,504	655,700	624,000	(31,700)	-4.83%
Total Special Revenue Fund	53,213,476	56,063,768	64,870,585	65,940,046	1,069,461	1.65%

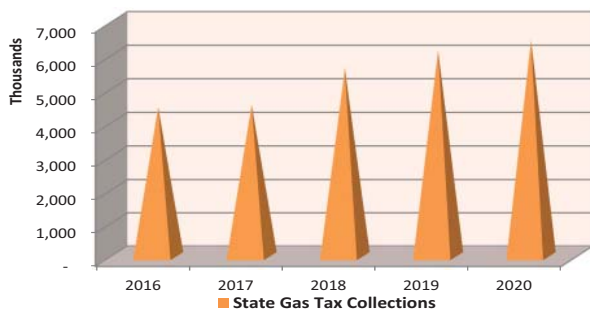
¹ Using Reserve for State Street Aid

² Using Reserve for Hotel Motel

Revenues

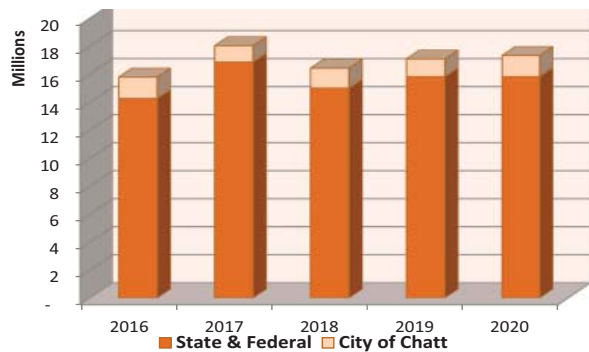
State Street Aid

This fund was established to receive and account for the State's distribution of the gasoline fuel tax. Funds received in this fund are restricted to municipal street related projects. In FY18 the State Legislature passed the IMPROVE Act. One of the main things it enhances existing revenues for the highway fund by increasing fuel taxes and identified over 900 transportation projects to be paid for with the increase. The fuel tax dedicated to the State Street Aid fund increased \$308,684 in FY19 to FY20. The allocation to cities is based on per capita and set annually by the Tennessee State Legislature. The revenue trend has been increasing slightly and is expected to continue in FY20.



YFD - Social Services Fund

YFD - Social Services receives Federal, State, and City appropriations as well as some program fees. The City's funding has increased from last year. FY19 had \$17,100,995 while FY20 budget totaled \$17,343,176. Overall, the fund has a 1.42% increase resulting from non-City revenue sources.



Economic Development Fund

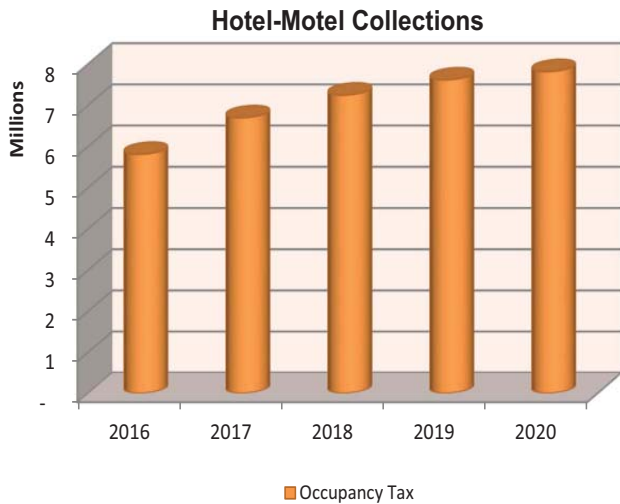
In August 1997, the citizens of Chattanooga approved a half-percent tax on retail sales in the city. Revenues from this tax were shared on a 50/50 basis for education and economic development. The additional taxes generated by the 1/2% increase in the county-wide tax will be distributed to the county, city and education in accordance with TCA 67-6-712 which requires that 50% is used for education and the remainder on a situs basis. The education component is distributed directly to the Hamilton County Department of Education. Local Option Sales Tax budget has risen from \$15,484,968 in FY19 to \$17,711,961 in FY20; an increase of 14.38% due to an additional \$1,500,000 budgeted for the Local Option Tourist Development Zone.



Hotel-Motel Occupancy Privilege Tax Fund

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

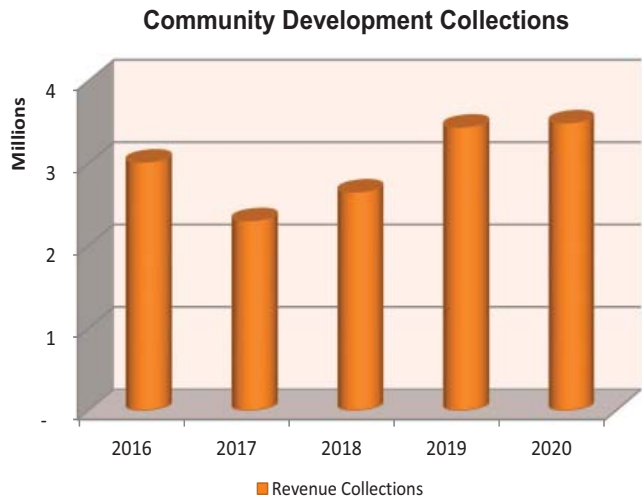
The FY20 budgeted revenue totals \$7,819,366, which is \$124,165 lower than FY19 totals of \$7,943,531.



Community Development

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

The FY20 budgeted revenue totals \$3,489,508, which is a 1.49% increase over FY19.



Municipal Golf Course Fund

Revenues come mainly from green fees and golf cart rentals. Overall, estimated revenues are expected to be \$1,698,974 which is -0.73% lower than last fiscal year.

Automated Traffic Enforcement Fund

Revenues comes primarily from automated traffic and speeding fines. The FY20 revenues are estimated at \$624,000. Collections are being decreased based on the steady decline in actual collections resulting from services with a new vendor which was established in FY14. This includes a legislative change resulting in a phase out of certain fixed or mobile camera subject to enforcement.

Narcotics Fund

Revenues come mainly from confiscated funds which include forfeited cash and proceeds from the sale of items seized. Funds are also received from Federal and State. Total collections tripled in FY15 due to a significant increase in confiscated funds. However, this increase is not expected to be sustainable long term. FY20 budgeted revenue totals \$310,000, which is the same as prior two years. Revenue fluctuates from year to year based on police drug investigations and activities

Federal Asset Foreiture Fund

Revenues come mainly from Federal Funds. Both FY19 & FY20 has no appropriated budget and FY18 Budget of \$500,000 consisted of a one-time capital appropriation of \$250,000 to capital.

Special Expenditure Fund Summary	Actual 17	Actual 18	Budget 19	Budget 20	Budget Inc(Dec)	% chg
EXPENDITURES						
State Street Aid	3,940,838	4,723,357	6,733,918	6,942,961	209,043	3.10%
YFD - Social Services	16,546,889	17,728,249	17,100,995	17,343,276	242,281	1.42%
Economic Development Fund	12,651,884	11,824,349	23,046,669	27,711,961	4,665,292	20.24%
Narcotics	626,838	229,101	310,000	310,000	-	0.00%
Federal Asset Forfeiture Fund	386,000	-	-	-	-	N/A
Hotel/Motel Tax Fund	5,705,465	10,140,192	11,111,595	3,878,878	(7,232,717)	-65.09%
Community Development Fund	3,508,730	2,955,564	4,200,323	3,489,508	(710,815)	-16.92%
Municipal Golf Course	1,733,477	1,734,011	1,711,385	1,698,974	(12,411)	-0.73%
Automated Traffic Enforcement	1,107,939	619,715	655,700	624,000	(31,700)	-4.83%
Total Special Expenditure Fund	46,208,060	49,954,538	64,870,585	61,999,558	(2,871,027)	-4.43%

Expenditures

State Street Aid

State gasoline fuel tax distribution is collected into this fund and used for major street improvements and construction in the Chattanooga area, under State guidelines. The primary use of these funds are personnel, vehicle, and road repair and construction costs. Expenses for FY20 are estimated to increase from FY19 due to an increase in personnel costs of \$92,000 and \$146,000 in equipment purchase of dump trucks.

YFD - Social Services

This fund supports numerous Federal and State Funded Programs which are offset by Federal & State Grants. The expenses to administer the program are also included within the fund overall expenses. Social Service’s expenses in FY20 are estimated to increase 1.42%. The Headstart Program has decreased due to reduction of Federal/State Funding.

Economic Development Fund

There is an overall increase of 20.24% in FY20 due to the increase in the capital fund appropriation as well as new programs including Chattanooga Dream and Resiliency Planning. There also is a lease rental payments relating to the Industrial Development Board.

An amount of \$3,583,881 will be allocated to lease rental payments for Lease Rental Revenue Bonds on behalf of the Chattanooga Downtown Redevelopment Corporation. The remaining funds are dedicated to economic development projects in downtown Chattanooga and Enterprise South.

Narcotics Fund

This fund accounts for the cost of drug enforcement activity which includes purchase of surveillance equipment, drug identification kits, maintenance on narcotics officers’ vehicles and pay to informants. Funds can also be used for local drug treatment and educational programs.

Hotel-Motel Occupancy Privilege Tax Fund

This tax is used to fund improvements in the downtown and riverfront area to encourage tourism and enhance quality of life. This tax is dedicated to the 21st Century Waterfront Plan which involved redevelopment of the city waterfront. The Waterfront Plan, with an estimated cost of \$120 million of which the City funded \$55 million, was funded jointly by the public and the private sectors. Current funds will be used to pay debt service on the Hotel-Motel Tax Bonds and fund any additional waterfront related capital costs. There was \$669,889 appropriated for capital in FY20 while FY19 had \$6,800,000.

Community Development

This fund receives federal grants directly from HUD as well as grants administered through the State of Tennessee. Each year the expenses from one block grant year to the next spans multiple fiscal years because the City’s fiscal year is different than the Federal government’s fiscal year. The federal funding is on a draw down basis as expended by the entity; therefore due to the spending rate of specific qualified programs the expenses will vary from year to year. Expenses for FY20 are expected to decrease -16.92%. Major decline due to the decrease in appropriating funds to the Walnut Street Bridge and the Holmberg Bridge by over \$6,000,000.

Municipal Golf Course Fund

Funds are used to cover the operational cost of the City’s two golf courses; Brainerd and Brown Acres The primary costs are personnel and purchased services. Expenses for FY20 are estimated to decline approximately 0.73% from FY19.

Automated Traffic Enforcement Fund

Funds used to account for automated traffic enforcement operations including student driver training. Expenses for FY20 are due to decrease \$31,700 from the previous year.

Special Revenue Revenue Summary	Actual 17	Actual 18	Budget 19	Budget 20	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
State of Tennessee	4,655,849	5,580,198	6,143,918	6,452,602	308,684	5.02%	9.79%
State Maintenance of Streets	117,459	201,430	-	-	-	N/A	0.00%
Other (EPA, FEMA, TEMA)	58,156	57,018	-	-	-	N/A	0.00%
Fund Balance	-	-	590,000	490,359	(99,641)	-17%	0.74%
Total State Street Aid	\$ 4,831,464	\$ 5,838,646	\$ 6,733,918	\$ 6,942,961	\$ 209,043	3.10%	10.53%
YFD - Social Services (Fund 2030)							
Federal - State Grants	14,880,560	15,443,603	15,817,194	15,817,194	-	0.00%	23.99%
City of Chattanooga	1,165,000	1,426,650	1,259,653	1,501,934	242,281	19.23%	2.28%
Miscellaneous	444,947	739,352	23,648	23,648	-	0.00%	0.04%
Interest Income	77	-	500	400	(100)	-20.00%	0.00%
Total YFD - Social Services	\$ 16,490,584	\$ 17,609,605	\$ 17,100,995	\$ 17,343,176	\$ 242,181	1.42%	26.30%
Economic Development (Fund 1111)							
Local Option Sales Tax	17,171,108	19,691,477	15,484,968	17,711,961	2,226,993	14.38%	26.86%
Fund Balance	-	-	7,561,701	10,000,000	2,438,299	32%	15.17%
Total Economic Development	\$ 17,171,108	\$ 19,691,477	\$ 23,046,669	\$ 27,711,961	\$ 4,665,292	20.24%	42.03%
Narcotics (Fund 9250)							
Confiscated Narcotics Funds	407,850	335,272	250,000	250,000	-	0.00%	0.38%
Other	76,846	53,862	60,000	60,000	-	0.00%	0.09%
Total Narcotics	\$ 484,696	\$ 389,134	\$ 310,000	\$ 310,000	\$ -	0.00%	0.47%
Fed. Asset Forfeitures (Fund 9252)							
Federal	19,389	17,626	-	-	-	N/A	0.00%
Other	6,831	6,093	-	-	-	N/A	0.00%
Fund Balance	-	-	-	-	-	N/A	0.00%
Total Fed. Asset Forfeitures	\$ 26,221	\$ 23,719	\$ -	\$ -	\$ -	N/A	0.00%
Hotel/Motel Tax (Fund 2070)							
Occupancy Tax	6,984,506	7,175,882	7,618,531	7,819,366	200,835	2.64%	11.86%
SRC Parking Garage Revenue	430,370	-	325,000	-	(325,000)	-100.00%	0.00%
Fund Balance	-	-	3,168,064	-	(3,168,064)	-100.00%	0.00%
Interest Income	3,103	-	-	-	-	N/A	0.00%
Total Hotel/Motel Tax	\$ 7,417,979	\$ 7,175,882	\$ 11,111,595	\$ 7,819,366	\$ (3,292,229)	-29.63%	11.86%
Community Development (Fund 2060) <i>(includes HOME program)</i>							
Federal	2,909,140	2,218,524	2,725,143	2,527,508	(197,635)	-7.25%	3.83%
Fund Balance	-	-	762,180	-	-	-	-
Miscellaneous/Program	911,181	1,041,169	713,000	962,000	249,000	34.92%	1.46%
Total Community Development	\$ 3,820,321	\$ 3,259,693	\$ 4,200,323	\$ 3,489,508	\$ (710,815)	-16.92%	5.29%
Total Municipal Golf Course (1105)	\$ 1,577,335	\$ 1,436,108	\$ 1,711,385	\$ 1,698,974	\$ (12,411)	-0.73%	2.58%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic & Speeding Fines	1,391,182	638,568	655,700	624,000	(31,700)	-4.83%	0.95%
Other	2,586	936	-	-	-	N/A	0.00%
Total Automated Traffic Enforcement	\$ 1,393,768	\$ 639,504	\$ 655,700	\$ 624,000	\$ (31,700)	-4.83%	0.95%
Grand Total	\$ 53,213,476	\$ 56,063,768	\$ 64,870,585	\$ 65,939,946	\$ 1,069,361	1.65%	100.00%

Special Revenue Expenditure Summary	Actual 17	Actual 18	Budget 19	Budget 20	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
Street Maintenance	3,940,838	4,723,357	6,733,918	6,942,961	209,043	3.10%	11.20%
Total State Street Aid	\$ 3,940,838	\$ 4,723,357	\$ 6,733,918	\$ 6,942,961	\$ 209,043	3.10%	11.20%
YFD - Social Services (Fund 2030)							
Administration	1,275,479	1,547,000	1,052,743	1,295,024	242,281	23.01%	2.09%
Headstart	11,495,719	12,434,724	12,125,045	12,125,045	-	0.00%	19.56%
Daycare	325,051	349,040	-	-	-	N/A	0.00%
Foster Grandparents	487,088	512,321	505,860	505,860	-	0.00%	0.82%
LIHEAP	2,234,151	2,200,499	2,656,039	2,656,039	-	0.00%	4.28%
Community Service Block Grant	649,256	611,281	603,200	603,200	-	0.00%	0.97%
YFD - Social Services Programs	26,569	21,085	85,358	85,358	-	0.00%	0.14%
City General Relief	13,580	22,215	25,000	25,000	-	0.00%	0.04%
Other	39,996	30,084	47,750	47,750	-	0.00%	0.08%
Total YFD - Social Services	\$ 16,546,889	\$ 17,728,249	\$ 17,100,995	\$ 17,343,276	\$ 242,281	1.42%	27.97%
Economic Development (Fund 1111)							
Capital Projects_Economic Development	3,268,622	1,140,000	2,686,099	8,000,000	5,313,901	197.83%	12.90%
Approp to Capital From Fund Balance	525,000	-	7,561,701	10,000,000	2,438,299	32.25%	16.13%
Enterprise Center	369,000	409,654	1,002,500	1,002,500	-	0.00%	1.62%
Enterprise Center-Innovation District & Innovation Center	412,000	452,846	850,000	-	(850,000)	-100.00%	0.00%
Chattanooga Chamber of Commerce	-	450,000	450,000	450,000	-	0.00%	0.73%
Chamber of Comm Marketing-Enterprise South	-	75,000	75,000	75,000	-	0.00%	0.12%
Commission to Hamilton County	128,181	152,654	134,850	144,280	9,430	6.99%	0.23%
Transfers to Indus. Dev. Board	-	350,000	-	-	-	N/A	0.00%
Agency Appropriations	-	165,000	765,750	956,000	190,250	24.84%	1.54%
Lease Payments	7,949,081	2,879,659	9,520,769	3,583,881	(5,936,888)	-62.36%	5.78%
TDZ transfer to CDRC to Cover Debt	-	5,749,536	-	3,500,300	3,500,300	N/A	5.65%
Contingency	-	-	-	-	-	N/A	0.00%
Total Economic Development	\$ 12,651,884	\$ 11,824,349	\$ 23,046,669	\$ 27,711,961	\$ 4,665,292	20.24%	44.70%
Narcotics (Fund 9250)							
Operations	626,838	229,101	310,000	310,000	-	0.00%	0.50%
Total Narcotics	\$ 626,838	\$ 229,101	\$ 310,000	\$ 310,000	\$ -	0.00%	0.50%
Fed. Asset Forfeitures (Fund 9252)							
Operations	-	-	-	-	-	N/A	0.00%
Transfer to Police Capital	386,000	-	-	-	-	N/A	0.00%
Total Fed. Asset Forfeitures	\$ 386,000	\$ -	\$ -	\$ -	\$ -	N/A	0.00%
Hotel/Motel Tax (Fund 2070)							
Public Works Capital Fund	1,350,000	4,700,000	6,800,000	669,889	(6,130,111)	-90.15%	1.08%
River Pier Garage Operations	189,346	-	325,000	-	(325,000)	-100.00%	0.00%
Hamilton County	138,738	145,525	152,371	157,936	5,565	3.65%	0.25%
Debt Service	3,997,381	5,124,359	3,758,039	2,972,859	(785,180)	-20.89%	4.79%
Miscellaneous	-	100,000	-	-	-	N/A	0.00%
Hotel/Motel Collection Fee	30,000	70,308	76,185	78,194	2,009	2.64%	0.13%
Total Hotel/Motel Tax	\$ 5,705,465	\$ 10,140,192	\$ 11,111,595	\$ 3,878,878	\$ (7,232,717)	-65.09%	6.26%
Community Development (Fund 2060) (includes HOME Program)							
Administration	445,062	556,768	573,770	557,540	(16,230)	-2.83%	0.90%
Chattanooga Neighborhood Enterprise	216,561	157,161	250,000	250,000	-	0.00%	0.40%
Other Community Development Projects	2,003,555	1,602,505	3,376,553	2,681,968	(694,585)	-20.57%	4.33%
Transfers	843,552	639,130	-	-	-	N/A	0.00%
Contingency	-	-	-	-	-	N/A	0.00%
Total Community Development	\$ 3,508,730	\$ 2,955,564	\$ 4,200,323	\$ 3,489,508	\$ (710,815)	-16.92%	5.63%
Total Municipal Golf Course (1105)	\$ 1,733,477	\$ 1,734,011	\$ 1,711,385	\$ 1,698,974	\$ (12,411)	-0.73%	2.74%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic	1,107,939	619,715	655,700	624,000	(31,700)	-4.83%	1.01%
Total Automated Traffic Enforcement	\$ 1,107,939	\$ 619,715	\$ 655,700	\$ 624,000	\$ (31,700)	-4.83%	1.01%
Grand Totals	\$ 46,208,060	\$ 49,954,538	\$ 64,870,585	\$ 61,999,558	\$ (2,871,027)	-4.43%	100.00%

Enterprise Funds

Fiscal Year Ending June 30, 2020

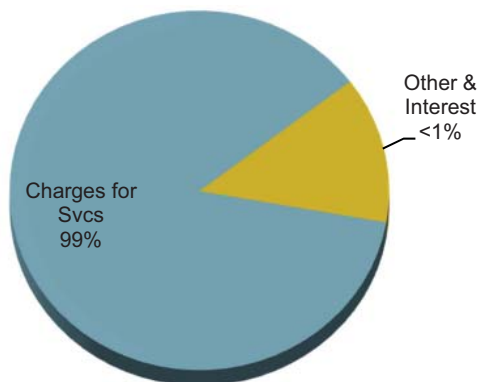
Fund Structure

Enterprise Funds are used to account for activities that the City operates as private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes it is necessary to account for income and capital maintenance. The budgetary basis of accounting for these funds is the full accrual method where measurement focus is their economic resources, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. The Comprehensive Annual Financial Report (CAFR) shows the status of the funds finances on the basis of Generally Accepted Accounting Principals (GAAP). The City of Chattanooga has four (4) budgeted Enterprise Funds: Interceptor Sewer Fund, Water Quality Management Fund, Solid Waste, and Tennessee Valley Regional Communication System. For fiscal year ending June 30, 2019 the budgeted and unaudited revenue and expenses are in the table below. The FY 2020 Budget for revenues and expenses is provided in the graphs below:

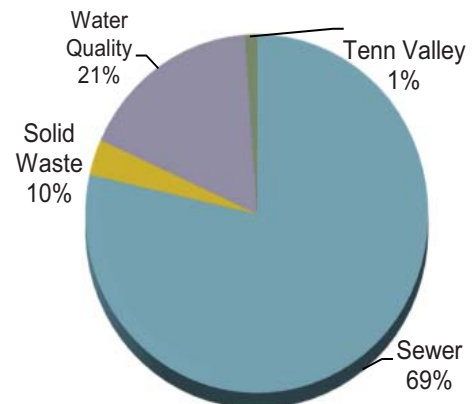
FY 19 Results	Budget	Unaudited	
	Rev & Exp	Actual Rev	Actual Exp
Interceptor Sewer Fund	96,850,000	127,788,856	127,193,680
Solid Waste Fund	5,878,200	5,932,794	5,331,664
Water Quality Fund	22,458,635	24,046,603	28,475,441
Tenn Valley Regional Comm	1,431,536	1,443,399	1,321,179
Total Enterprise Funds	126,618,371	159,211,653	162,321,965

FY2020 Revenue & Appropriation by Fund
\$136,223,450

Revenues



Appropriation



Enterprise Funds						
Revenue Fund Summary	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg
Interceptor Sewer System 1	78,951,145	86,637,104	96,850,000	106,985,500	10,135,500	10.47%
Solid Waste	8,659,293	6,416,513	5,878,200	4,378,841	(1,499,359)	-25.51%
Water Quality Fund 2	24,498,061	21,531,070	22,458,635	23,250,723	792,088	3.53%
Tenn Valley Regional Comm	1,090,746	1,488,233	1,431,536	1,608,386	176,850	12.35%
Total Enterprise Funds	113,199,245	116,072,920	126,618,371	136,223,450	9,605,079	7.59%

1 Use of Reserves \$14,985,500

2 Use of Reserves \$334,526

Revenues

Interceptor Sewer Fund

Sewer Service Charges. Revenues to operate, maintain and finance the System are derived primarily from sewer service charges collected from residential, commercial and industrial customers using the System. Effective May 15, 2019 the billing and collection of sewer fees previously conducted by the City of Chattanooga Treasurer’s Office is once again under contract with ENCO Utility Services. The sewer service charge rates are based upon the quantity of water used and are expressed as cents per thousand gallons.

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

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

fees, septic tank discharge fees, holding tank discharge fees, service line connection fees and garbage grinder usage fees.

The City operates the System on a self-supporting basis from sewer service charges and fees. The July 1, 2019 approved rate schedule, is as follows:

Enumeration Of Charges - Quantity of Water Used

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

User Class	FY 20 Total Charges (\$/1,000 gal)
First 100,000	\$ 11.99
Next 650,000	8.92
Next 1,250,000	7.25
Next 30,000,000	6.12
Over 32,000,000	5.95

Regional Service Charge Rate (Wheelage and Treatment)

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

Billable Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Total Regional Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 3.4060	\$ 0.7847	\$ 4.1907

If regional customers are billed directly through the water company, the rate shall be four dollars and nineteen cents (\$4.19) 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.

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$1.9164	\$ 0.4869	\$2.4033

Monthly Minimum Sewer Service Charges

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

Meter Size	FY20 10/1/2019 Charge per Month
5/8"	\$ 24.63
3/4"	87.87
1"	153.54
1 1/2"	343.64
2"	608.45
3"	1,426.26
4"	2,635.76
6"	6,277.95
8"	11,104.56

Industrial User Sewer Surcharge

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

- \$0.1229 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of three hundred (300) milligrams per liter.
- \$0.0852 per pound of total suspended solids for concentrations in excess of four hundred (400) milligrams per liter.

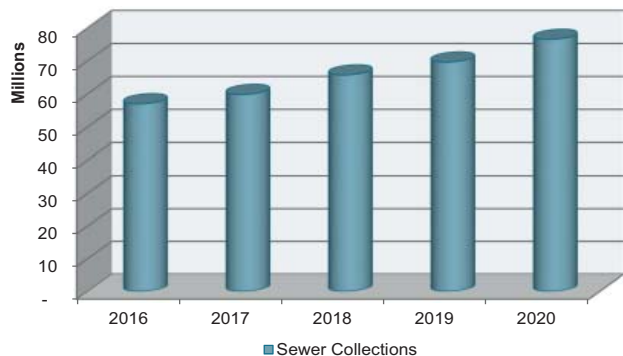
The City has also established the following fees and charges:

- A Sewer Service Line Connection Fee of \$800.
- A Truck Discharge Operation Permit Fee of \$100 per truck per year.
- A Septic Tank Discharge Fee of \$142.00 per 1,000 gallons of waste.
- Holding Tank Waste Fee of \$11.99 per 1,000 gallons of waste.
- Garbage Grinders Fee of \$369.00 per month per unit.

The City remains committed to keeping the System self-supported from sewer revenues including adoption of any necessary sewer rate increases to ensure that it remains self supporting. Increases since FY2013, reflect financing to provide for continuing program of upgrading the City's interceptor sewer system in compliance with EPA consent decree requirements. From FY19 to FY20 there has been a 3.7 rate increase. The following is a history of rate increases since 1988:

FYE 6/30	Rate	FYE 6/30	Rate
1988-1990	6.14	2005	2.54
1991	5.24	2006	0.00
1992	3.32	2007	15.48
1993	5.79	2008-2009	6.00
1994	3.00	2010-2011	3.00
1995-1999	0.00	2012	5.00
2000	(10.00)	2013	9.50
2001-2002	0.00	2014-2018	9.80
2003	7.29	2019	6.00
2004	7.07	2020	9.70

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



Solid Waste Fund

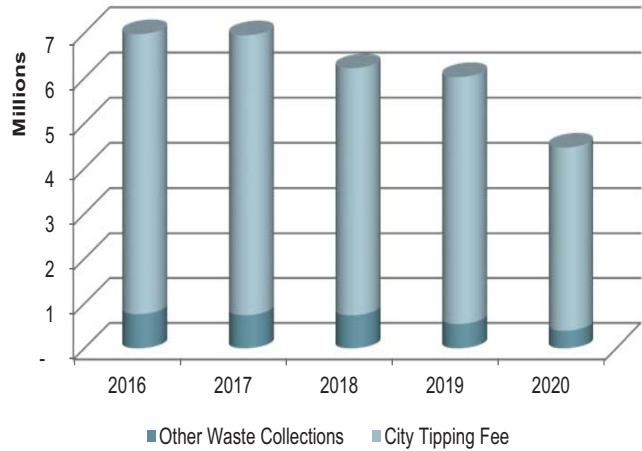
This fund accounts for the costs associated with the disposal of solid waste and recyclable materials. Section 68-31-874 (a) of the Tennessee Code Annotated sets forth the accounting requirements for financial activities related to the management of solid waste. Effective July 1, 1993, it became a requirement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

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

Solid Waste Disposal Fee. Since the City garbage service is the primary customer, General Fund supports the Solid Waste Fund through a General Fund Waste Disposal Fee. The FY 20 budget is \$4,073,000, which is \$1,410,200 less than the year prior at \$5,483,200 due to the retirement of outstanding debt. The City Waste disposal fee reduced due to debt service requirement reduction.

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

Solid Waste Revenue



Water Quality Management Fund

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

For the purpose of operating the water quality program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, is imposed a water quality user's fee upon the owner of property served directly or indirectly by the City's storm water system. Based on an analysis of service levels, rates, and cash flow, the Council determined that it was in the best interest of the City, its citizens, and the users of the City storm water system to revise the mechanism for the financing of storm water and water quality facilities, systems, and services provided by the City through a revised water quality fee. While the residential fee of \$138.76 per ERU was implemented immediately following the study in 2011 per Ordinance 12523, the commercial rate was phased in over a 5 year period that ended in fiscal year 2015.

The revenue, \$23,250,723, for this fund is primarily derived from water quality fees which is up 3.53% over FY2019. The current year budget is \$792 thousand increase over the previous year's budget. The use of reserve fund for FY20 is \$334,526. This rate increase is for capital projects in targeted areas that will most benefit. The includes multiple sites such as Avondale YFD GI Project, Central Avenue Ext Separation Project, East Lake Restoration Project, and Green Alley Program.

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

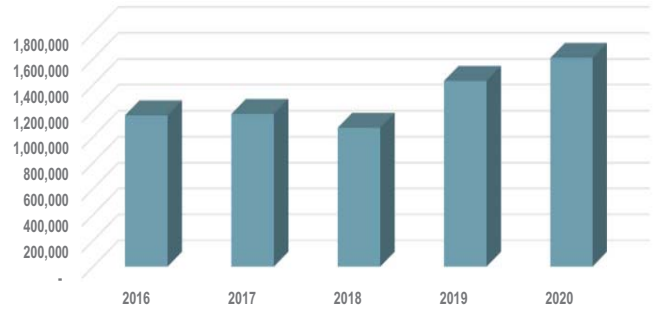
Water Quality Collections



Tennessee Valley Regional Communication Fund

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

TN Valley Regional Communications Revenue



Enterprise Funds						
Expend Fund Summary	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg
Interceptor Sewer System	69,300,335	86,637,104	96,850,000	106,985,500	10,135,500	10.47%
Solid Waste	6,722,488	6,416,513	5,878,200	4,378,841	(1,499,359)	-25.51%
Water Quality Fund	18,460,708	21,531,070	22,458,635	23,250,723	792,088	3.53%
Tenn Valley Regional Comm	875,238	1,488,233	1,431,536	1,608,386	176,850	12.35%
Total Enterprise Funds	95,358,769	116,072,920	126,618,371	136,223,450	9,605,079	7.59%

Expenses

Interceptor Sewer Fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs, chemical costs for liquid and solid handling, maintenance costs, electricity costs, pump stations, combined sewer overflow facilities and depreciation. Major capital expenses needed for the Moccasin Bend Wastewater Treatment Plant (MBWWTP), such as vehicle replacement, pump replacement, and major system repairs occur here. In FY20, the operations and maintenance budget increased \$10.1 million, or 10.46%, due to a large increase in capital appropriations, \$8,107,500.

The debt service portion of the proposed budget for FY20 decreased \$623K or 5.36% in FY19. This change is due to the varying interest and principal payments on bonded debt and/or capital outlay notes required from one fiscal year to the next.

Solid Waste Fund

Expenses in the Solidwaste Fund include:

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

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

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

Major expenses of this fund are personnel, services, vehicle, and debt related costs. In FY20, there was an overall decrease in budget of \$1.49M or 25.5% due to lower outstanding debt and the City contracting out its mulch operations to a third party vendor.

Water Quality Management Fund

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

- Personnel
- Operations
- Debt Service
- Capital Projects

Due to requirements from the Tennessee Department of Environment and Conservation to obtain a NPDES Phase I permit, the City is required to implement new programs to improve the quality of storm water entering the system. As a part of this process the Public Works Department was reorganized in fiscal year 2011 to consolidate Water Quality related expenses. General Fund and State Street Aid costs were transferred to Water Quality along with thirty (30) General Fund and nineteen (19) State Street Aid positions. Currently, Water Quality has one hundred fifty-three (153) funded positions.

The appropriation to capital for FY 2020 is \$4,784,875, a 3.46% increase from the \$4,625,000 from the year prior. These funds are to be used for creation and maintenance of existing sites to ensure proper storm water flow.

Tennessee Valley Regional Communication Fund

The Fund is for the Operations, Management, & Maintenance of the Regional Communications System. The TVRCS is a jointly funded Interoperable Public Safety communications system made up of Partners from the City of Chattanooga, 13 Counties in Tennessee & Georgia, & the State of Tennessee. The governance of the system is handled by an Advisory Committee composed of a member from each of the Partners. Expenses for FY20 are estimated to be \$1,608,386.

Enterprise Funds Revenue Fund Summary	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Sewer Service Charges	64,020,046	66,818,581	69,708,636	76,576,876	6,868,240	9.9%	56.21%
Sewer Surcharges (Industrial)	4,334,978	3,065,049	2,540,453	2,602,347	61,894	2.4%	1.91%
Septic Tank Charges	326,481	357,480	371,153	407,526	36,373	9.8%	0.30%
Wheelage & Treatment:							
Lookout Mountain, TN	463,619	460,105	442,548	454,792	12,244	2.8%	0.33%
Dade County, GA	20,306	21,767	21,622	25,748	4,126	19.1%	0.02%
Walker County, GA	716,473	2,103,178	659,618	1,075,139	415,521	63.0%	0.79%
Collegedale, TN	1,465,631	1,492,395	1,423,846	1,482,267	58,421	4.1%	1.09%
Soddy-Daisy, TN	378,475	368,939	424,396	419,615	(4,781)	-1.1%	0.31%
East Ridge, TN	2,664,329	2,791,678	2,930,502	2,851,729	(78,773)	-2.7%	2.09%
Windstone	43,596	56,063	40,501	62,574	22,073	54.5%	0.05%
Hamilton County, TN	1,252,963	1,281,368	1,228,714	1,408,469	179,755	14.6%	1.03%
Northwest Georgia	1,274,679	904,678	714,599	1,011,790	297,191	41.6%	0.74%
Lookout Mountain, GA	110,025	119,424	110,491	129,331	18,840	17.1%	0.09%
Ringgold, GA	693,779	622,614	555,554	701,991	146,437	26.4%	0.52%
Rossville, GA	763,717	846,134	798,281	723,096	(75,185)	-9.4%	0.53%
Red Bank, TN	1,281,330	1,320,325	1,237,167	1,392,576	155,409	12.6%	1.02%
Debt Service Northwest Georgia	447,353	447,353	286,273	-	(286,273)	-100.0%	0.00%
Industrial User Permits	46,004	82,600	45,000	45,000	-	0.0%	0.03%
Industrial Violation Fines	-	6,800	-	-	-	N/A	0.00%
Garbage Grinder Fees	76,033	118,998	80,645	91,494	10,849	13.5%	0.07%
Miscellaneous Revenue	93,341	22,459	30,000	37,640	7,640	25.5%	0.03%
Bad Debt Expense	(2,426,689)	-	-	-	-	N/A	0.00%
Interest Earnings	904,676	1,184,259	500,000	500,000	-	0.0%	0.37%
Fund Balance for Capital	-	2,144,857	12,700,000	14,985,500	2,285,500	18.0%	11.00%
Total Interceptor Sewer	78,951,145	86,637,104	96,850,000	106,985,500	10,135,502	10.5%	78.5%
Solid Waste (Fund 6020):							
Landfill Tipping Fees	293,420	256,744	350,000	250,000	(100,000)	-28.6%	0.18%
City of Chattanooga Tipping Fees	5,670,906	5,483,200	5,483,200	4,073,000	(1,410,200)	-25.7%	2.99%
Sale of Mulch	161,942	111,483	-	-	-	N/A	0.00%
Misc Revenues	108,025	241,542	45,000	55,841	10,841	24.1%	0.04%
Fund Balance for Capital	2,425,000	323,544	-	-	-	N/A	0.00%
Total Solid Waste	8,659,293	6,416,513	5,878,200	4,378,841	(1,499,359)	-25.5%	3.2%
Water Quality (Fund 6030):							
Water Quality Fee	20,077,740	19,380,715	21,719,000	22,566,197	847,197	3.9%	16.57%
Water Quality Permits	75,721	97,851	362,400	350,000	(12,400)	-3.4%	0.26%
Bad Debt Expense	1,024,496	-	-	-	-	N/A	0.00%
Misc Revenue	120,104	97,670	1,000	-	(1,000)	-100.0%	0.00%
Fund Balance for Capital	3,200,000	1,954,834	376,235	334,526	(41,709)	-11.1%	0.25%
Total Water Quality	24,498,061	21,531,070	22,458,635	23,250,723	792,088	3.5%	17.1%
Tenn Valley Regional Communications (Fund 6070)							
Federal Operations Funds	21,974	21,936	22,348	23,155	807	3.6%	0.02%
State Operations Funds	41,663	35,262	42,562	50,411	7,849	18.4%	0.04%
Other Intergovernmental Operation	780,302	945,078	978,679	1,131,290	152,611	15.6%	0.83%
Outside Sales Radio Shop	-	50,039	-	-	-	N/A	0.00%
Mobile Communications Services	200,905	210,113	210,899	226,607	15,708	7.4%	0.17%
Master Site Buy-In Capital	-	-	-	120,000	120,000	N/A	0.09%
Miscellaneous Revenue	45,902	33,107	177,048	56,923	(120,125)	-67.8%	0.04%
Fund Balance for Capital	-	192,698	-	-	-	N/A	0.00%
Total TVRC	1,090,746	1,488,233	1,431,536	1,608,386	176,850	12.4%	1.2%
Grand Totals:	113,199,245	116,072,920	126,618,371	136,223,450	9,605,081	7.6%	100.0%

Enterprise Funds Expenditure Fund Summary	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Operations & Maintenance							
Administration	3,418,635	4,008,481	7,724,625	5,502,121	(2,222,504)	-28.77%	4.04%
Laboratory	760,483	929,278	929,120	960,500	31,380	3.38%	0.71%
Engineering	906,819	996,882	1,103,693	1,092,600	(11,093)	-1.01%	0.80%
Plant Maintenance	2,949,497	3,585,317	4,136,590	8,460,095	4,323,505	104.52%	6.21%
Sewer Maintenance	3,792,378	4,104,816	5,446,585	8,083,895	2,637,310	48.42%	5.93%
Moccasin Bend - Liquid Handling	13,328,015	12,382,342	14,751,890	12,101,300	(2,650,590)	-17.97%	8.88%
Inflow & Infiltration	1,823,339	2,015,485	2,472,045	2,575,000	102,955	4.16%	1.89%
Safety & Training	147,158	160,569	372,235	375,000	2,765	0.74%	0.28%
Pretreatment/Monitoring	586,639	553,224	719,130	819,342	100,212	13.94%	0.60%
Moccasin Bend - Solid Handling	3,856,338	3,705,620	4,216,070	3,664,500	(551,570)	-13.08%	2.69%
Landfill Handling	1,433,202	1,582,525	1,600,800	1,650,000	49,200	3.07%	1.21%
ISS Contingency	-	-	-	2,700,000	2,700,000	N/A	1.98%
Inventory Moc Bend	427,940	1,410	-	-	-	N/A	0.00%
Combined Sewer Overflow	247,583	1,361,095	524,400	282,850	(241,550)	-46.06%	0.21%
Municipal Billing	259,644	3,751	-	-	-	N/A	0.00%
Pump Station Operations	7,380	642,371	1,234,860	1,096,339	(138,521)	-11.22%	0.80%
Subtotal O & M	33,945,050	36,033,166	45,232,043	49,363,542	4,131,499	9.13%	36.2%
Pumping Stations							
19th Street	279,255	119,470	153,750	106,650	(47,100)	-30.63%	0.08%
23rd Street	248,293	259,188	281,750	199,100	(82,650)	-29.33%	0.15%
Big Ridge 1 - 5	158,717	516,708	237,600	154,600	(83,000)	-34.93%	0.11%
Brainerd	50,596	32,852	81,450	44,000	(37,450)	-45.98%	0.03%
Citico	616,229	938,268	630,250	504,900	(125,350)	-19.89%	0.37%
Davidson	-	-	1,200	-	(1,200)	-100.00%	0.00%
Dupont Parkway	93,318	748,495	56,200	50,150	(6,050)	-10.77%	0.04%
East Brainerd	177,623	255,091	84,250	88,000	3,750	4.45%	0.06%
Enterprise South	40,073	21,549	29,200	14,750	(14,450)	-49.49%	0.01%
Friar Branch	224,373	306,852	393,300	354,900	(38,400)	-9.76%	0.26%
Highland Park	39,245	30,548	61,800	43,100	(18,700)	-30.26%	0.03%
Hixson 1,2,3,& 4	381,195	446,726	558,050	317,850	(240,200)	-43.04%	0.23%
Latta Street	32,513	10,288	37,225	19,750	(17,475)	-46.94%	0.01%
Mountain Creek	132,143	36,084	88,800	38,950	(49,850)	-56.14%	0.03%
Murray Hills	131,176	90,560	75,950	65,350	(10,600)	-13.96%	0.05%
North Chattanooga	104,476	62,011	64,000	50,050	(13,950)	-21.80%	0.04%
Northwest Georgia	63,190	76,486	172,100	97,300	(74,800)	-43.46%	0.07%
Odor Control Pump Stations	1,363,367	1,417,765	1,700,000	1,500,000	(200,000)	-11.76%	1.10%
Ooltewah-Collegedale	(195,646)	5,125	45,600	18,200	(27,400)	-60.09%	0.01%
Orchard Knob	68,069	120,140	69,700	44,750	(24,950)	-35.80%	0.03%
Regional Metering Stations	11,667	36,464	44,800	19,600	(25,200)	-56.25%	0.01%
Residential Pump Stations	67,638	43,383	67,400	11,700	(55,700)	-82.64%	0.01%
Ringgold Pump Station	141,533	66,095	142,850	86,100	(56,750)	-39.73%	0.06%
River Park	3,206	2,698	3,900	2,800	(1,100)	-28.21%	0.00%
South Chattanooga	17,849	13,863	22,720	11,720	(11,000)	-48.42%	0.01%
South Chickamauga Creek	643,078	853,844	721,250	613,750	(107,500)	-14.90%	0.45%
Tiftonia 1&2	149,601	219,072	247,850	144,000	(103,850)	-41.90%	0.11%
West Chickamauga	9,160	5,781	-	-	-	N/A	0.00%
Other (Warner Park #1)	1,069	-	6,600	2,500	(4,100)	-62.12%	0.00%
VAAP	7,376	8,558	13,350	6,300	(7,050)	-52.81%	0.00%
Subtotal Pumping Stations	5,060,382	6,743,964	6,092,895	4,610,820	(1,482,075)	-24.32%	3.4%
Debt Service & Reserve							
Principal	6,677,020	10,285,942	9,190,674	8,823,899	(366,775)	-3.99%	6.48%
Interest	2,215,430	2,591,081	2,921,106	2,630,191	(290,915)	-9.96%	1.93%
Reserve Coverage / Other	52,453	82,951	113,282	149,549	36,267	32.01%	0.11%
	8,944,903	12,959,974	12,225,062	11,603,639	(621,423)	-5.08%	8.5%
Appropriation to Capital	21,350,000	30,900,000	33,300,000	41,407,500	8,107,500	24.3%	30.4%
Total Interceptor Sewer	69,300,335	86,637,104	96,850,000	106,985,500	10,135,501	10.5%	78.5%

Enterprise Funds Expenditure Fund Summary	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg	% of total
Solid Waste (Fund 6020):							
Recycle	914,030	821,391	868,305	926,310	58,005	6.68%	0.68%
Capital Improvements	1,865,719	1,822,759	1,000,000	920,336	(79,664)	-7.97%	0.68%
Waste Disposal - Landfill	966,283	820,104	1,149,993	923,818	(226,175)	-19.67%	0.68%
Compost Waste Recycle	764,942	727,280	490,600	457,564	(33,036)	-6.73%	0.34%
Household Hazardous Waste	277	2,390	-	-	-	N/A	0.00%
Other	-	-	312,630	-	(312,630)	-100.00%	0.00%
Debt Service	2,211,237	2,222,589	2,056,672	1,150,813	(905,859)	-44.04%	0.84%
Total Solid Waste	6,722,488	6,416,513	5,878,200	4,378,841	(1,499,359)	-25.5%	3.2%
Water Quality (Fund 6030):							
Water Quality Management	3,365,139	3,699,923	4,298,605	4,597,899	299,294	6.96%	3.38%
Water Quality Operations	6,327,447	6,410,097	8,917,275	9,454,726	537,451	6.03%	6.94%
Water Quality Site Development	743,537	826,071	1,092,639	1,068,368	(24,271)	-2.22%	0.78%
Water Quality Engineering	1,245,940	1,107,994	1,313,092	1,408,039	94,947	7.23%	1.03%
Water Quality Public Education	95,090	97,778	90,830	95,429	4,599	5.06%	0.07%
Renewal & Replacement	52,029	50,540	72,808	75,200	2,392	3.29%	0.06%
Levee & Storm Stations	-	112,582	100,000	86,038	(13,962)	-13.96%	0.06%
Capital Improvement	4,071,805	6,628,816	4,625,000	4,784,875	159,875	3.46%	3.51%
Debt Service & Reserve	2,559,721	2,597,269	1,948,386	1,680,149	(268,237)	-13.77%	1.23%
Total Water Quality	18,460,708	21,531,070	22,458,635	23,250,723	792,088	3.53%	17.07%
Tenn Valley Regional Communications (Fund 6070)							
Operations	875,238	1,488,233	1,431,536	1,608,386	176,850	12.35%	1.18%
Total TVRC	875,238	1,488,233	1,431,536	1,608,386	176,850	12.35%	1.18%
Grand Totals:	95,358,769	116,072,920	126,618,371	136,223,450	9,605,079	7.59%	100.00%



Internal Service Funds

Fiscal Year Ending June 30, 2020

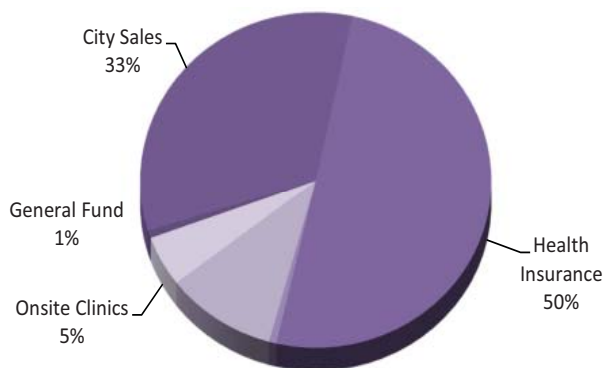
Fund Structure

Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services is usually recovered from those governmental units that receive benefits. The budgetary basis of accounting for these funds is the accrual method with economic resources measurement focus, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. Funds are reported on GAAP basis in CAFR. For fiscal year ending June 30, 2019 the budgeted and unaudited revenue and expenses are in the table below. The FY 2020 Budget for revenues and expenses is provided in the graphs below:

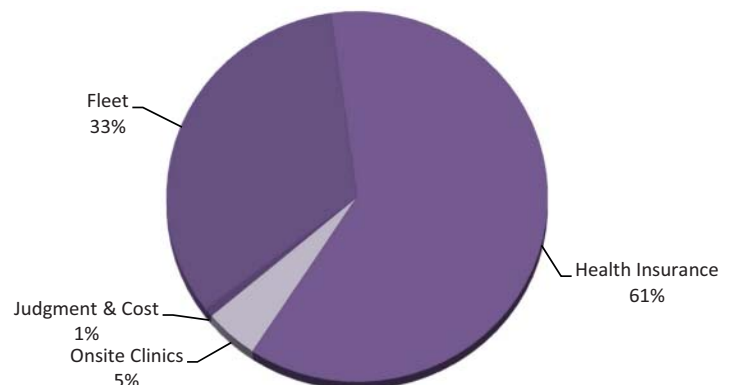
FY 19 Results	Budget	Unaudited	
	Rev & Exp	Actual Rev	Actual Exp
Municipal Service Station	2,520,000	2,701,460	2,618,762
Municipal Garage	8,084,445	7,372,943	8,201,796
Fleet Leasing Operations	10,271,500	10,123,572	7,417,562
Fleet Leasing Capital	3,259,000	1,798,114	2,125,323
Liability Insurance	800,000	800,134	1,075,227
Technology Replacement Fund	708,167	708,167	1,196,904
Health & Wellness Fund	51,369,990	42,945,906	42,842,142
Total Internal Service Fund	77,013,102	66,450,297	65,477,716

FY2020 Revenue & Appropriation 67,686,362

Revenue



Appropriation



Internal Services Funds					Budget	
Revenue Summary	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg
Municipal Service Station	2,282,054	2,514,312	2,520,000	3,049,800	529,800	21.0%
Municipal Garage	6,768,711	6,720,941	8,084,445	7,880,616	(203,829)	-2.5%
Fleet Leasing Operations	3,995,821	3,252,440	3,259,000	1,509,200	(1,749,800)	-53.7%
Fleet Leasing Capital	5,221,506	10,456,407	10,271,500	10,000,000	(271,500)	-2.6%
Liability Insurance	1,994,580	2,000,000	800,000	500,000	(300,000)	-37.5%
Health & Wellness Fund	41,610,806	44,051,617	52,448,318	51,369,990	(1,078,328)	-2.1%
Total Internal Services	61,873,478	68,995,718	77,383,263	74,309,606	(3,073,657)	-4.0%

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

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

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

Revenues

Municipal Fleet Services Fund

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

The estimated garage collections are budgeted to increase in FY2020 while the service station will see a marked increase of 21% in City sales of fleet fuel. Users will pay a \$90.00 per hour charge for garage services for vehicles that are not part of the lease program. For budgeting or planning purposes during FY20, a 25% premium is applied to parts billed to departments. Gasoline and diesel fuel will be billed to departments with an approximate 10% premium applied to cost.

Fleet Replacement Program. The Vehicle Replacement Program began in FY19, a change from the Fleet Leasing Program in which departments will bear more fiscal responsibility when unavoidable damage occurs to the vehicle. The program will continue to have new vehicles purchased, owned and maintained by Fleet Services and leased to the various departments and agencies at a fixed rate. The original Fleet Leasing Program began in FY07 to replace the City's entire fleet of vehicles over a period of six years, the program is expected to both provide the capital for vehicle replacement going forward and reduce maintenance costs with the progressive replacement of the oldest vehicles in the city fleet with new vehicles. In FY14, in order to relieve some expenses to the departments, the capital replacement component of the lease rate was suspended temporarily. The capital replacement component of the lease rate was restored in FY15 and has continued thru FY20.

Internal Services Funds					Budget	
Expenditure Summary	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg
Municipal Service Station	2,272,150	2,525,475	2,520,000	3,049,800	529,800	21.0%
Municipal Garage	8,029,811	7,779,391	8,084,445	7,880,616	(203,829)	-2.5%
Fleet Leasing Operations	2,913,244	2,089,587	3,259,000	1,509,200	(1,749,800)	-53.7%
Fleet Leasing Capital	8,321,841	8,190,604	10,271,500	10,000,000	(271,500)	-2.6%
Liability Insurance	1,659,250	337,069	800,000	500,000	(300,000)	-37.5%
Health & Wellness Fund	41,292,859	42,304,011	52,983,747	50,490,858	(2,492,889)	-4.7%
Total Internal Services	64,489,156	63,226,136	77,918,692	73,430,474	(4,488,218)	-5.8%

Liability Insurance Fund

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

Health & Wellness Fund

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

Expenses

Municipal Fleet Services Fund

Disbursements for these funds are primarily for personnel, fuel, inventory supplies, and vehicle purchases. The City continues to purchase more fuel efficient vehicles in an effort to minimize costs. FY20 projects an increase in expenses over FY19 budget for the Service Station. As more vehicles are added to the Fleet Leasing program, Leasing Operations cost may rise. The budget for fiscal year 2020 is approximately \$394,671 above prior year budget.

Liability Insurance Fund

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

Health & Wellness Fund

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

Internal Service Fund Revenue Summary	Actual 17	Actual 18	Budget 19	Budget 20	Budget Inc(Dec)	% chg	% of total Budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station:							
Fleet Fuel-City Sales	630,698	681,090	750,000	837,000	87,000	11.60%	1.13%
Fleet Fuel-Outside Sales	3,329	3,866	3,000	2,800	(200)	-6.67%	0.00%
Miscellaneous Revenue	43	7	-	-	-	N/A	0.00%
Total Amnicola Station	634,026	684,956	753,000	839,800	\$ 86,800	11.53%	1.13%
12th & Park Service Station:							
Fleet Fuel- City Sales	1,632,443	1,812,967	1,750,000	2,185,000	435,000	24.86%	2.94%
Fleet Fuel- Outside Sales	15,585	16,390	17,000	25,000	8,000	47.06%	0.03%
Miscellaneous Revenue	43	7	-	-	-	N/A	0.00%
Total 12th & Park Station	1,648,028	1,829,356	1,767,000	2,210,000	443,000	25.07%	2.97%
Total Municipal Service Station	\$ 2,282,054	\$ 2,514,312	\$ 2,520,000	\$ 3,049,800	\$ 529,800	21.02%	4.10%
Municipal Garage (Fund 6502):							
Amnicola Garage:							
Fleet - Sale of Parts	1,353,460	1,307,405	1,450,000	1,700,000	250,000	17.24%	2.29%
Outside Sale of Parts	228,449	203,289	210,000	350,000	140,000	66.67%	0.47%
Sales - Labor	1,568,321	1,339,029	1,709,360	1,593,863	(115,497)	-6.76%	2.14%
Outside Sales - Labor	190,181	174,076	188,081	186,728	(1,353)	-0.72%	0.25%
Miscellaneous Revenue	1,230	1,545	-	-	-	N/A	0.00%
Total Amnicola Garage	3,340,412	3,023,799	3,557,441	3,830,591	\$ 273,150	7.68%	5.15%
12th & Park Garage:							
Fleet - Sale of Parts	1,921,495	1,867,569	2,400,000	1,900,000	(500,000)	-20.83%	2.56%
Outside Sale of Parts	-	-	2,000	-	(2,000)	-100.00%	0.00%
Sales - Labor	1,506,631	1,829,378	2,124,004	2,150,025	26,021	1.23%	2.89%
Outside Sales - Labor	-	195	1,000	-	(1,000)	-100.00%	0.00%
Miscellaneous Revenue	173	14	-	-	-	N/A	0.00%
Total 12th & Park Garage	3,428,299	3,697,142	4,527,004	4,050,025	(476,979)	-10.54%	5.45%
Total Municipal Garage	\$ 6,768,711	\$ 6,720,941	\$ 8,084,445	\$ 7,880,616	\$ (203,829)	-2.52%	10.61%
Fleet Leasing Operations(Fund 6503)							
Fleet Leased Vehicles	3,519,681	2,843,604	2,784,000	1,509,200	(1,274,800)	-45.79%	2.03%
Fleet Mileage Surcharge	476,140	408,836	475,000	-	(475,000)	-100.00%	0.00%
Total Fleet Leasing Operations	\$ 3,995,821	\$ 3,252,440	\$ 3,259,000	\$ 1,509,200	\$ (1,749,800)	-53.69%	2.03%
Fleet Leasing Capital(Fund 6504-6505)							
Damage Settlements	40,615	92,661	120,000	-	(120,000)	-100.00%	0.00%
Sale of Surplus Equip/Scrap	319,562	83,756	150,000	-	(150,000)	-100.00%	0.00%
Vehicle Replacement Reserve	4,859,360	4,279,139	5,000,000	5,000,000	-	0.00%	6.73%
Fleet Mileage Surcharge	1,172	851	1,500	-	(1,500)	-100.00%	0.00%
Use of Fund Balance	-	6,000,000	5,000,000	5,000,000	-	0.00%	6.73%
Miscellaneous Revenue	798	-	-	-	-	N/A	0.00%
Total Fleet Leasing Capital	\$ 5,221,506	\$ 10,456,407	\$ 10,271,500	\$ 10,000,000	\$ (271,500)	-2.64%	13.46%
Total Fleet Services	\$ 18,268,092	\$ 22,944,100	\$ 24,134,945	\$ 22,439,616	\$ (1,695,329)	-7.02%	30.20%
Liability Insurance Fund (6511)							
General Fund Transfer-1100	1,994,580	2,000,000	800,000	500,000	(300,000)	-37.50%	0.67%
Total Liability Insurance	\$ 1,994,580	\$ 2,000,000	\$ 800,000	\$ 500,000	\$ (300,000)	-37.50%	0.67%
Health & Wellness Fund (6521-6526)							
Dept Prem Empl/Ret Healthcare	20,600,908	24,537,881	29,274,350	28,303,403	(970,947)	-3.32%	38.09%
Dept Prem Pensioners	453,695	373,273	532,815	462,858	(69,957)	-13.13%	0.62%
Dept Prem On Site Clinic & Wellness	2,708,237	3,194,497	2,879,290	3,397,250	517,960	17.99%	4.57%
On Site Pharmacy Co Pay & OTC sales	6,456,779	6,559,008	6,424,022	6,601,903	177,881	2.77%	8.88%
Medicare Advantage	3,103,282	3,631,517	4,083,436	4,110,000	26,564	0.65%	5.53%
Ret Healthcare	8,287,905	5,755,441	9,254,405	8,494,576	(759,829)	-8.21%	11.43%
Use of Fund Balance	-	-	-	-	-	N/A	0.00%
Total Health & Wellness	\$ 41,610,806	\$ 44,051,617	\$ 52,448,318	\$ 51,369,990	\$ (1,078,328)	-2.06%	69.13%
Grand Total:	\$ 61,873,478	\$ 68,995,718	\$ 77,383,263	\$ 74,309,606	\$ (3,073,657)	-3.97%	100.00%

Internal Service Fund Expenditure Summary	Actual 17	Actual 18	Budget 19	Budget 20	Budget Inc(Dec)	% chg	% of total budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station							
Salaries & Wages	26,506	24,032	23,838	12,279	(11,559)	-48.49%	0.02%
Fringes	15,739	12,923	15,029	8,275	(6,754)	-44.94%	0.01%
Purchased Services	7,612	38,379	17,000	12,500	(4,500)	-26.47%	0.02%
Materials & Supplies	1,413	982	1,000	2,400	1,400	140.00%	0.00%
Vehicle Operating Expenses	-	885	-	-	-	N/A	0.00%
Inventory Supplies	542,407	647,700	677,700	725,000	47,300	6.98%	0.99%
Capital Outlay	-	-	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	14,323	19,503	25,500	39,200	13,700	53.73%	0.05%
Total Amnicola Station	607,999	744,404	760,067	799,654	39,587	5.21%	1.09%
12th & Park Service Station							
Salaries & Wages	48,962	50,702	43,779	33,067	(10,712)	-24.47%	0.05%
Fringes	28,143	27,053	27,669	21,949	(5,720)	-20.67%	0.03%
Purchased Services	7,774	27,728	63,485	76,600	13,115	20.66%	0.10%
Materials & Supplies	1,436	9,896	-	11,250	11,250	N/A	0.02%
Vehicle Operating Expenses	5,996	542	1,000	2,500	1,500	150.00%	0.00%
Insurance, Claims, Damages	64	68	-	-	-	N/A	0.00%
Inventory Supplies	1,529,396	1,635,629	1,590,300	2,061,580	471,280	29.63%	2.81%
Capital Outlay	-	-	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees Misc.	42,379	29,453	33,700	43,200	9,500	28.19%	0.06%
Total 12th & Park Station	1,664,151	1,781,071	1,759,933	2,250,146	490,213	27.85%	3.06%
Total Municipal Service Station	\$ 2,272,150	\$ 2,525,475	\$ 2,520,000	\$ 3,049,800	\$ 529,800	21.02%	4.15%
Municipal Garage (Fund 6502):							
Amnicola Garage - Repair & Maint.							
Salaries & Wages	1,147,544	1,161,726	1,295,268	1,315,561	20,293	1.57%	1.79%
Fringes	626,940	679,982	852,137	878,140	26,003	3.05%	1.20%
Purchased Services	385,263	262,380	251,062	205,663	(45,399)	-18.08%	0.28%
Materials & Supplies	71,747	80,506	65,700	59,900	(5,800)	-8.83%	0.08%
Travel	320	1,089	-	-	-	N/A	0.00%
Vehicle Operation Expenses	228,651	179,571	172,000	220,500	48,500	28.20%	0.30%
Insurance, Claim, Damages	6,625	7,152	-	-	-	N/A	0.00%
Inventory Supplies	1,327,599	1,076,449	989,000	1,108,500	119,500	12.08%	1.51%
Capital Outlay	15,866	10,343	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	364,647	363,941	420,000	387,910	(32,090)	-7.64%	0.53%
Total Amnicola Garage	4,175,202	3,823,139	4,045,167	4,176,174	\$ 131,007	3.24%	5.69%
12th & Park Garage - Repair & Maint.							
Salaries & Wages	1,037,465	1,011,700	1,060,457	1,046,536	(13,921)	-1.31%	1.43%
Fringes	540,966	560,124	646,870	714,407	67,537	10.44%	0.97%
Purchased Services	305,973	190,680	120,961	101,968	(18,993)	-15.70%	0.14%
Materials & Supplies	58,086	83,318	57,000	59,200	2,200	3.86%	0.08%
Travel	-	-	1,500	1,500	-	0.00%	0.00%
Vehicle Operating Expenses	155,095	209,240	243,000	216,200	(26,800)	-11.03%	0.29%
Insurance, Claims, Damages	1,004	1,405	1,200	1,000	(200)	-16.67%	0.00%
Inventory Supplies	1,392,560	1,433,438	1,477,115	1,169,046	(308,069)	-20.86%	1.59%
Capital Outlay	17,557	102,976	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	345,903	363,371	431,175	394,585	(36,590)	-8.49%	0.54%
Total 12th & Park Garage	3,854,610	3,956,252	4,039,278	3,704,442	(334,836)	-8.29%	5.04%
Total Municipal Garage	\$ 8,029,811	\$ 7,779,391	\$ 8,084,445	\$ 7,880,616	\$ (203,829)	-2.52%	10.73%
Fleet Leasing Operations (Fund 6503)							
Vehicle Operating Expenses	2,913,244	2,089,587	3,259,000	1,509,200	(1,749,800)	-53.69%	2.06%
Total Fleet Leasing Operations Program	\$ 2,913,244	\$ 2,089,587	\$ 3,259,000	\$ 1,509,200	(1,749,800)	-53.69%	2.06%
Fleet Leasing Capital (Fund 6504-6505)							
Capital Outlay	4,021,841	2,190,604	5,271,500	5,000,000	(271,500)	-5.15%	6.81%
Fund Balance Reserve	4,300,000	6,000,000	5,000,000	5,000,000	-	0.00%	6.81%
Total Fleet Leasing Capital Program	\$ 8,321,841	\$ 8,190,604	\$ 10,271,500	\$ 10,000,000	(271,500)	-2.64%	13.62%
Total Fleet Services	\$ 21,537,046	\$ 20,585,057	\$ 24,134,945	\$ 22,439,616	(1,695,329)	-7.02%	30.56%
Liability Insurance (Fund 6511)							
Special Council & Claims	1,659,250	337,069	800,000	500,000	(300,000)	-37.50%	0.68%
Total Liability Insurance	\$ 1,659,250	\$ 337,069	\$ 800,000	\$ 500,000	(300,000)	-37.50%	0.68%

Internal Service Fund							
Expenditure Summary							
	Actual 17	Actual 18	Budget 19	Budget 20	Inc(Dec)	% chg	% of total
Health & Wellness (Fund 6521-6526)							
Employee/Retiree Healthcare	20,757,814	21,576,830	27,204,196	26,525,372	(678,824)	-2.50%	36.12%
Pensioners	511,077	486,596	533,984	462,859	(71,126)	-13.32%	0.63%
On Site Clinic & Wellness	3,324,820	2,917,746	3,999,747	3,147,994	(851,753)	-21.30%	4.29%
On Site Pharmacy	6,778,610	6,784,886	8,325,996	7,749,687	(576,309)	-6.92%	10.55%
Medicare Advantage	3,103,282	3,631,517	4,083,436	4,110,370	26,934	0.66%	\$ 0
Retiree Healthcare	6,817,256	6,906,436	8,836,387	8,494,576	(341,811)	-3.87%	\$ 0
Total Health & Wellness	\$ 41,292,859	\$ 42,304,011	\$ 52,983,747	\$ 50,490,858	(2,492,889)	-4.71%	68.76%
Grand Total:	\$ 64,489,156	\$ 63,226,136	\$ 77,918,692	\$ 73,430,474	(4,488,218)	-5.76%	100.00%



DEPARTMENTS

General Government

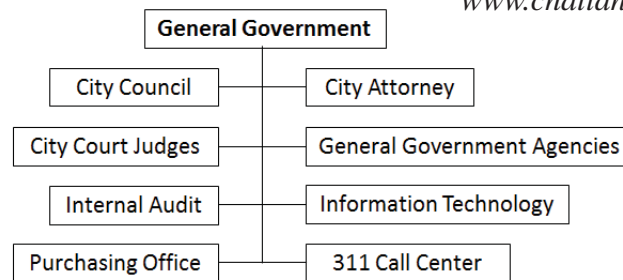
Mission:

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

Description:

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

www.chattanooga.gov



Goals & Objectives

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

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

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

1. Hear 100% of cases reported to be in violation of any city ordinance and applicable traffic violations.
2. Reduce the number of legal claims against the City.
3. Handle all Open Records requests timely by all Citizens of the State
4. Handle Title VI Compliance issues for all City Departments.

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

1. Aid City management in achieving goals without undue risk.
2. Identify high risk areas for audit or review and manage the City's Hotline.
3. Plan and conduct audits, projects and investigations in an independent and objective manner.
4. Conduct an annual survey of Citizen's level of satisfaction with City government.

To be a catalyst for digital transformation and innovation.

1. Increase overall partner satisfaction with IT services.
2. Increase Information Technology (IT) Operational Excellence
3. Increase technology standardization and reuse.
4. Increase the City's technological maturity and sustainability.

Goals & Objectives (con't)

Provide premium customer service in response to the needs of everyone who visits, works, and lives in our City.

1. Increase citizen experience when requesting assistance from the City.
2. Maintain or decrease the average wait times and average abandonment rates for citizens at the 311 call center.
3. Maintain satisfaction ratings of "good" or "excellent" for 90% of 311 contacts.

Procure the best quality products and services available for our customers in an economical, efficient, ethical, and environmentally responsible manner

1. Improve the efficiency and quality of the purchasing process
2. Standardize, measure, evaluate, and innovate operations to improve the purchasing process.

Performance Measures	Actual FY18	Goal FY19	Actual FY19	Goal FY20
311 - Abandonment Rate	15%	12%	17.2%	12%
311 - Average Wait Time (minutes)	1:47	1:30	2:16	1:30
Purchasing - Percent of Local Supplies	52%	55%	53%	55%
Purchasing - Internal customer training satisfaction	93%	90%	94%	90%
IT - SLA Targets met	98%	99%	91%	95%
IT - Percent System Uptime	99.95%	99.95%	99.96%	99.98%
IT - Customer Satisfaction	85%	87%	81%	82%
IT - Percent Project On Time and On Budget	98%	90%	93.4%	95%
City Auditor - Number of Projects Completed*	72	41	72	38
City Attorney - Number of Days to Respond to Records Request	4	<7	9	<7
City Attorney - Number of Days to Close Citizen's Claim	189	<180	72	<90

* Goals represent the average set by the Association of Local Government Auditors based on entity size.

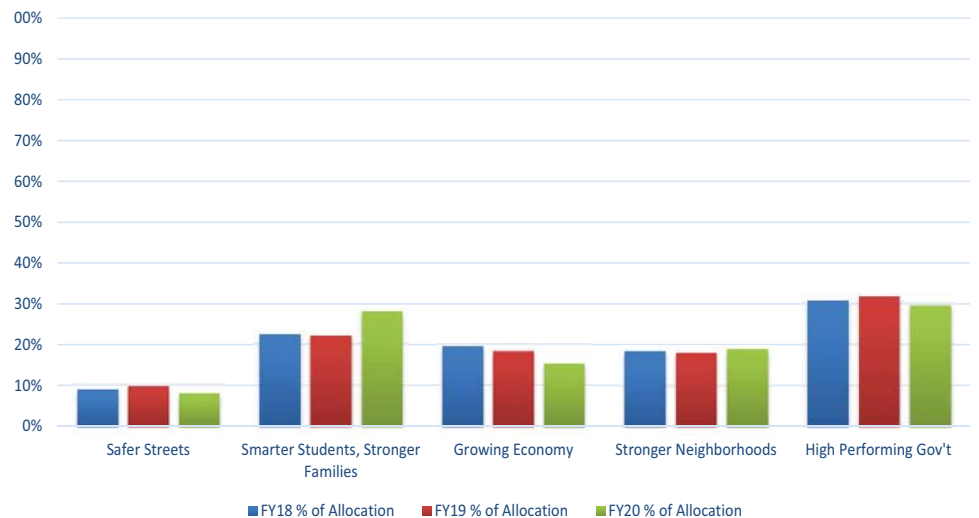
General Government

www.chattanooga.gov

Department Summary				
	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
City Council Office	\$ 710,053	\$ 639,910	\$ 819,851	\$ 839,680
City Court Judges	909,215	965,202	1,006,555	1,059,075
City Attorney	1,474,042	1,546,334	1,689,150	1,742,857
Supported Agencies	19,972,070	20,594,570	21,240,494	23,536,412
Debt Service	20,514,537	22,434,479	23,487,712	20,940,110
Liability Insurance Fund	1,966,580	2,000,000	800,000	500,000
311 Call Center	610,975	606,648	717,655	694,271
Internal Audit	628,409	661,809	704,356	729,608
Information Technology	6,211,932	6,673,937	8,136,443	8,616,213
Purchasing	685,299	813,568	926,173	949,995
Transfer to Capital Projects	1,859,202	12,813,717	11,532,000	6,000,000
Other Activities	3,779,259	3,526,699	8,400,190	7,279,310
Total Expenditures	\$ 59,321,573	\$ 73,276,873	\$ 79,460,579	\$ 72,887,531
Per Capita	\$ 342.18	\$ 422.67	\$ 447.49	\$ 403.68
Positions Authorized	111	111	111	113

Resources				
	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 7,625,357	\$ 8,018,941	\$ 8,786,508	\$ 8,983,298
Overtime	13,145	12,323	10,400	10,400
Operating	3,591,425	3,876,144	5,203,275	5,638,001
Revenues	142,956	196,490	420,200	442,300

GENERAL GOVERNMENT - RESULTS AREA - FY 18 to FY 20





Supported Agencies

www.chattanooga.gov/finance/community-agency-support

Supported agencies are a portion of General Government and are primarily in two different categories. The first category is appropriations to special funds that are jointly supported with Hamilton County and/or some other agency which are accounted for in another fund on the City’s books. These include Public Library, Regional Planning Agency and the Air Pollution Control Bureau. The Sales Tax Agreement that jointly funded those agencies ended during FY2011. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose that are not accounted for on the City books. These include agencies such as Urban League, ARTS Build, and Chattanooga Neighborhood Enterprise (CNE). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. Amounts are provided for Fiscal year 2018/2019 per City of Chattanooga Ordinance #13334.

AIM Center, Inc.

AIM Center offers critically-needed psychosocial, employment, and housing services in the Chattanooga public System of Care for mentally ill adults age 18 and older. AIM Center seeks funding for a short term contract with a literacy specialist, training for AIM center staff, and a subscription for an online adult education program in addition to increase employment for individuals who successfully manage their mental illness.

City’s Contribution.....\$65,000

Air Pollution Control Bureau

The overall mission is to achieve and maintain levels of air quality which will protect human health and safety and prevent injury to plant and animal life and property. The Chattanooga Area has progressed from being listed as one of the nation’s most polluted cities in the late 1960’s to being held out as a model of improvement. The City currently meets all federal air quality standards. The bureau provides a program of air pollution prevention, abatement, and control to foster the health, comfort and convenience of all citizens of Hamilton County.

City’s Contribution.....\$270,820

ArtsBuild

The overall mission is to build a stronger community through the arts by supporting leading arts and cultural organizations, providing access for underserved populations and promoting arts education in our public schools. ArtsBuild’s goal is to use arts and culture as a tool in attracting new businesses, creative professionals, and retirees to Chattanooga.

City’s Contribution.....\$275,000

Bessie Smith Cultural Center

The mission of the Bessie Smith Cultural Center is to be the premier interdisciplinary cultural center that promotes education of African and African American heritage.

The Cultural Center also houses artifacts and documents to support educational programs, services and resources for the community. The programs promote ethnic pride, self-esteem, cultural enrichment, cross-cultural awareness, improved human relations within the community and sensitivity to the African-American experiences. The Cultural Center also provides a venue that allows the multi-cultural community to celebrate through education, art and entertainment.

City’s Contribution.....\$80,000

Chambliss Center for Children

The Children’s Home has two programs, both of which care for the at-risk children in the City. The Extended Child Care Program focuses on early childhood education and school preparedness, while allowing parents to work or stay in school. Fees are based on income, so that low-income families can afford child care and continue to work or further their education. The residential side of the Home, called Chambliss Shelter, cares for children who have been removed from their homes either due to neglect, abuse, or delinquency. Children in this program are cared for in their group home or in their foster homes. Caring for the children in both of these programs allows for a better quality of life for the children, brings some of them out of the cycle of poverty, and helps families who struggle financially. The result is that more parents can hold down a job, more children begin school with the necessary skills, and hundred of children are kept safe every day.

City’s Contribution.....\$350,000

Chattanooga Area Food Bank

The Chattanooga Area Food Bank’s mission is to lead a network of partners in removing hunger and to promote overall better nutrition to those affected in the Chattanooga region.

City’s Contribution.....\$10,000

Chattanooga Area Regional Transportation Authority (ARTA)

ARTA is the sole provider in the Chattanooga-Hamilton County area of public transportation. The Authority operates the regional bus service, the Lookout Mountain Incline Railway, and the free Downtown Electric Shuttle. Specialized transportation services are offered for the disabled in Hamilton County. ARTA continues to pursue Grants for Federal/State funds to support future expansion.
 City's Contribution.....\$5,800,000

Chattanooga Basketball

Chattanooga Basketball is an educational program that uses competitive basketball as a hook for student participation in literacy initiatives, life skills classes, and parent education with the ultimate goal of improving the lives of area student-athletes and their families through the opportunity to attend and graduate from college.
 City's Contribution.....\$100,000

Chattanooga Design Studio

Chattanooga Design Studio is an independent, non-profit urban design resource for Chattanooga, created to educate the public on issues concerning urban design, offer design and research services to public and government entities and provide programs for the professional design community.
 City's Contribution.....\$100,000

Chattanooga Football Club Foundation

The mission of the Chattanooga Football Club Foundation is to engage and empower the community through soccer. Their flagship youth program is Operation Get Active (OGA), a health initiative launched in spring 2016 that uses the game of soccer to encourage youth to live active and healthy lifestyles.
 City's Contribution.....\$40,000

Chattanooga Goodwill Industries

Goodwill assists and empowers individuals with disabilities and disadvantage to achieve their potential, increase their independence and to improve quality of life. Funding for programs and services comes from the sale of donated items to Goodwill retail stores, from personal, corporate and Government financial contributions and contract labor services that Goodwill provides to businesses and government. Funding for FY19 is split between their walk in employment training and to supplement The Furniture Bank, which provides basic needs of citizens who are coming out of homelessness, fleeing domestic violence, suffered an emergency such as fire, flood etc. or a first time renter to give them furniture.
 City's Contribution.....\$15,000

Chattanooga Kids on the Block

A licensed child abuse prevention agency created in 1977. This organization utilizes puppets with distinctive personalities to help children open up.
 City's Contribution.....\$20,000

Chattanooga Neighborhood Enterprise

Established in 1986 to find effective ways to address the housing needs of the city with its main goal to remediate blighted housing, create new affordable housing through homeownership and rentals, and build stronger neighborhoods by investment activities and community engagement. The mission of the organization is to build and sustain livable Chattanooga neighborhoods by providing homeownership education and counseling; providing affordable loans; encouraging neighborhood engagement; and working in partnership with like-missioned organizations. The City government joined in this effort in 1989.
 City's Contribution.....\$705,000

Chattanooga Public Library

The library serves the community by making materials and services available to all residents. To meet patrons' educational, professional, and personal needs, the library provides current information, promotes learning, and preserves the community's history. The library provides access to information through books, periodicals, newspapers, pamphlets, government documents, phonograph records, audiocassettes, videocassettes, films, internet, and brochures. Through state, regional, national and international networks, the library can provide access to resources. The library encourages the love of reading in children and adults and provides information for both leisure and professional use.
 City's Contribution.....\$6,791,034

Chattanooga Regional Homeless Coalition

The Coalition provides emergency cold weather shelter as a stopgap prevention service for chronically homeless individuals in the Chattanooga region when temperatures represent an imminent threat to at-risk populations. The Coalition will begin offering case management access for support services and mainstream benefits via a referral service to other agencies within the region.
 City's Contribution.....\$70,000

Chattanooga Room in the Inn

The overall purpose is to empower homeless women and children to become self-sufficient by providing temporary housing and offering support in accessing appropriate community services for homeless women, and women with children who desire to make a commitment to

bringing stability to their lives.
City's Contribution.....\$25,000

Chattanooga Sports & Events

The mission of the Chattanooga Sports Committee is to maximize sports tourism related events and business that have an economic and social impact on the Chattanooga region. The vision is to define the region as a premier sports destination by creating new sporting events, capturing new sports business and cultivating the growth of sustainable annual sports activities which will have a positive impact on the economy and its citizens' quality of life. The appropriation was awarded to support the IRONMAN Chattanooga & the 70.3 IRONMAN Events.
City's Contribution.....\$100,000

Chattanooga State Community College

Chattanooga State Community College will provide the English as a Second Language (ESL) Classes at a Highland Park Area Site for a maximum of 150 students for 32 weeks.
City's Contribution.....\$25,000

Children's Advocacy Center

Mission is to provide a safe environment where a child's voice is heard and respected. This includes the coordination and facilities for the state-mandated team responsible for the investigation, intervention and treatment for the child and family, and prosecution of the abuser. Extended assessments, crisis counseling, therapeutic groups and support groups for children and their families are also provided.
City's Contribution.....\$65,000

Community Foundation of Greater Chattanooga

Provides needs-based renewable college scholarships which target eligible graduating high school seniors from Hamilton County Public schools residing within the City Limits. This program is to provide our City's most financially challenged students a supplemental scholarship in addition to the primary funding from Federal and State Programs.
City's Contribution.....\$100,000

Creative Discovery Museum

The Creative Discovery Museum's mission is to 'inspire all children to explore, innovate, create, and play.' The 'Creative Discovery Museum is a leader in effectively sparking children's passions for learning through hands-on experiences, as well as, a vital educational resource collaborating with community partners across our region. As a non-profit institution only 60% of our budget is funded by ticket sales, membership or in-house museum purchases.'

City's Contribution.....\$25,000

Family Promise

This offer is a partnership between the City of Chattanooga Homeless Program and Family Promise of Greater Chattanooga to provide low-barrier emergency shelter to any veteran experiencing homelessness in the City of Chattanooga.
City's Contribution.....\$512,750

Friends of the Zoo, Inc.

The mission is to engage and inspire the Chattanooga community to better understand and preserve wildlife by creating meaningful connections between people and animals. With its intimate, innovative exhibits, its wide-ranging education offerings, and its commitment to conservation, the Chattanooga Zoo is a top destination for all residents and visitors and the pride of the community.
City's Contribution.....\$20,000

Girls, Inc.

The mission of Girls Inc. is to inspire and equip all girls to be strong, smart, bold, healthy, educated and independent on their journey to self-discovery. Girls Inc. offers in-school, afterschool, and school break programming for girls ages 6-18 that is age-appropriate, research-based, and outcome-focused. Since the established in 1961, 25,000 girls throughout Hamilton County have been served with 100% of girls who complete the high school afterschool programs (in their senior year) go on to college.
City's Contribution.....\$91,000

GreenSpaces

The organization is engaged in charitable, scientific, literary or educational activities in developing and improving environmental standards and practices for commercial and residential buildings for the benefit of the general public.
City's Contribution.....\$25,000

Habitat for Humanity of Greater Chattanooga

Habitat for Humanity of Greater Chattanooga Area partners with eligible low-income families to assist them in obtaining a affordable housing. These families spend a minimum of 350 hours investing in "sweat equity" in building their own home and the homes of their neighbors. The program assists these families with obtaining a 30-year zero percent mortgage.
City's Contribution.....\$40,000

Hamilton County - Tennessee Riverpark

This is a jointly funded activity in partnership with the Hamilton County Government. The local leaders have

committed to a redevelopment of the riverfront area which includes a park connecting the north shore and downtown area with the Chickamauga Dam. This park is maintained by the County government, with the City contributing half of the cost of operations.

City's Contribution.....\$1,234,869

Hamilton County - Enterprise South Nature Park

This is the passive park area of the Enterprise South Industrial Park. It is jointly funded between Hamilton County and the City. The park is managed by the County with the City contributing half of the cost of operations.

City's Contribution.....\$826,417

Helen Ross McNabb (aka Fortwood Center)

Fortwood provides mental health services for adults and children residing in the City that are uninsured or underinsured.

City's Contribution.....\$62,000

Heritage Hall

The City and Hamilton County are responsible for the overall management and maintenance of the Heritage Hall in which it houses the Bessie Smith Cultural Center and the African-American Museum.

City's Contribution.....\$79,266

Joe Johnson Mental Health Center

Our community depends upon the mental wellness of its citizens. When citizens receive treatment for their mental illness and substance abuse problems, they increase their ability to live as contributing members of our community. When people are engaged in their treatment, they often use less community resources. For the mentally ill this often means less encounters with police officers and lower rates of jail incarceration, less visits to local emergency rooms, etc. Community mental health services are delivered in the least restrictive environment, which produces a savings to the City.

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

La Paz Chattanooga

The organization's mission is to empower and engage Chattanooga's Latino community through advocacy, education, and inclusion. La Paz offers a full suite of programs and services which revolve around the needs of the fast-growing Latino community. La Paz is well-versed in addressing the social, psychological, domestic, health, and educational deficiencies of this demographic. One of the most prevalent needs encountered was a domestic violence initiative.

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

Lookout Mountain Conservancy

The primary avenue for assisting the students in fulfilling their personal and academic goals is through problem-based learning curriculum (PBL). PBL is an instructional approach that is learner-centered and empowers learners to conduct research, and apply their new knowledge and skills to develop a solution to a defined problem.

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

Office of Family Empowerment (Youth & Family Dev.)

This City department provides for the administration and the operations of all public programs and projects of a human nature in the city such as the following:

- Foster Grandparents program enables eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood
- Offer emergency assistance including food vouchers, clothing, and rent or utility funds to prevent eviction or service interruption
- Increase the availability of decent and affordable shelter through the Low Income Home Energy Assistance Program (LIHEAP), Mortgage Assistance, Rental Assistance and Reverse Mortgage counseling
- Reduce foreclosures, evictions and utility cutoffs within the very low income population
- Offer numerous channels to reduce hunger and improve nutrition
- Provide early education for low income children through Head Start and Early Head Start
- Seek constant improvement in each child's skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness
- Increase the numbers of children in Early Head Start
- Increase childhood immunizations

City's Contribution.....\$1,334,643

Orange Grove Center

The Center is a private, non-profit organization serving adults and children with developmental disabilities. The Adult Comprehensive Training Program provides individualized services and supports that enables enrollees to acquire, retain or improve self-help skills, participate in community activities, and work.

City's Contribution.....\$106,000

Partnership for Families, Children and Adults/ Rape Crisis

The Partnership's Crisis Resource Center provides safe and secure shelter to victims of domestic and family violence, sexual assault, chronically homeless women and in the case of an emergency. The trained staff offer counseling

to victims, assistance with legal matters, court advocacy and shelter. It is a “one stop shop” for victims of violence.
 City’s Contribution.....\$65,000

Regional Planning Agency (RPA)

The mission of the RPA and its staff is to develop a comprehensive vision and guide for the region which ensures that our land resources support, enhance, and sustain our community and its quality of life. This vision should include both short and long-range goals and strategies which public and private community leaders can utilize to implement these objectives. The planning program facilitates government and various public and private decision-making by providing research, data, plans, studies and suggested strategies related to community land use, transportation, and social issues.

City’s Contribution.....\$2,003,663

Signal Centers

Signal Centers’ Adult Services is designed to benefit adults with a primary diagnosis of a physical disability or low-income individuals over the age of sixty. The overall goals for Signal Centers is to increase or maintain independence, reduce feelings of isolation and depression, and to provide learning opportunities. These learning opportunities are designed to develop, maintain, or increase skills in employment/work, socialization, and daily living skills.

City’s Contribution.....\$1,025,000

Speech and Hearing Center

The Center is the only nonprofit of its kind in the Chattanooga area that provides audiological and speech pathology services to individuals at or below the poverty line who are unable to afford the full fees for services. They also are an early identification and intervention program for children under five years old who have communication disorders. The services they provide the community ensure that children are prepared to enter school and perform at grade level, and that older individuals with communication disorders are able to find or maintain gainful employment, take part in educational opportunities, and remain connected to others socially.

City’s Contribution.....\$67,700

Tech Town

The purpose of TechTown is to offer a year-round after-school program and summer camps for children aged 7 to 17. The programs are dedicated to robotics, 3D design software development, and robotics.

City’s Contribution.....\$40,000

Tennessee Golf Foundation

This program is a continuation and expansion of the former programs known as The First Tee of Chattanooga (TFTC)

and Chattanooga Junior Golfer’s Development Program (CJGDP) which have been offered through the City Youth and Family Development Centers for over 15 years. The Tennessee Golf Foundation (TGF). in collaboration with the CJGDP leadership, is delivering The First Tee of Tennessee in Chattanooga. The First Tee curriculum adds goal setting, resiliency skills, interpersonal skills and self management.

City’s Contribution.....\$10,000

United Methodist Neighborhood Center / Bethlehem Center

The Bethlehem Center has been in the business of training leaders for the last 92 years. Leaders are important to our future; therefore The Bethlehem Center specializes in training leaders with the V-Team Leadership Curriculum, an international curriculum developed by the International Leadership Institute. The 8 core values of effective leadership include: 1) Intimacy with God, 2) Passion for People, 3) Visionary Leadership, 4) Culturally Relevant Communication, 5) Multiplication of Leaders, 6) Family as Priority, 7) Good Stewardship and 8) Integrity. Teaching these values reduces the chances of our youth being involved with gangs, drugs and other criminal activities.

City’s Contribution.....\$65,000

United Way of Greater Chattanooga

The United Way helps bridge the gap between resources and the community and bring people to their passion and purpose. The Chattanooga Mentoring Collective targets both community and schools with quality mentoring services to help children succeed in school and life. The mission of this project is to convene, encourage, and coordinate efforts across a broad array of Chattanooga agencies. Additionally United Way is targeting the reduction of resident calls and subsequent service overlaps specific to both the City and United Way’s 211 call center. They will collect/enter and analyze data, respond to resident needs, and design a Father to Fatherless Program data evaluation. Trained on-site specialists will service the City’s Human Services waiting room to work with residents, enter data on-site, and make client-need community referrals. The system will build stronger community partnerships, increase the efficiency of resource referrals, and provide better accountability to both systems - leading to increased citizen stability.

City’s Contribution.....\$500,000

Urban League of Greater Chattanooga

The overall mission is to help make Chattanooga a place where African Americans and other disadvantaged persons are able to secure economic self-reliance, parity, power, and civil rights. Impacting more than 9,000 individuals annually, the core empowerment areas consists

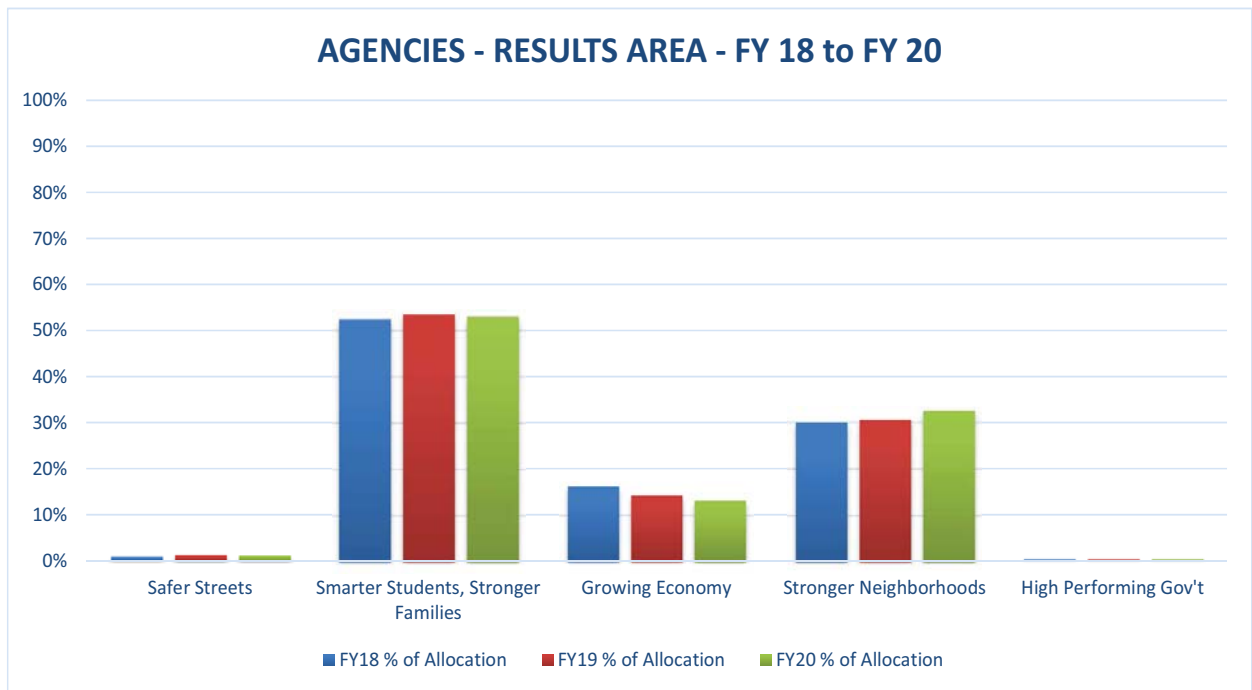
of education, health and wellness, entrepreneurship, workforce development, and financial stability. The essence of this program is to create avenues for employment opportunities and also ensure that the county is in compliance with local, state, and federal regulations governing minority representation in specific industries and have an impact on affirmative action goals throughout the local governments.

City's Contribution.....\$132,000

WTCI Tennessee Valley PBS

This is a locally owned PBS licenced affiliate serving the Tennessee Valley. The overall mission is to provide informational, educational, and quality cultural television programs to the people of the Greater Chattanooga and Hamilton County community on Channel 45. The station provides information on the City of Chattanooga and Hamilton County governments, getting the public involved by way of television.

City's Contribution.....\$93,000







Economic Development

www.chattanooga.gov

Description:

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

Department Summary

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Capital Fund	\$ 2,368,971	\$ 1,140,000	\$ 2,686,099	\$ 8,000,000
Chamber of Commerce - Econ Dev.	450,000	450,000	450,000	450,000
Chamber of Commerce - Marketing & Ind. Serv.	75,000	75,000	75,000	75,000
Enterprise Center*	781,000	1,002,500	2,227,500	1,327,500
Transfer to IDB - Workforce Development	0	350,000	0	0
Public Education Foundation	0	25,000	25,000	75,000
Commission to Hamilton County	128,181	152,654	134,850	144,280
Thrive Regional Partnership	0	0	0	100,000
Chattanooga Dream	0	0	0	60,000
Resiliency Planning	0	0	0	100,000
Chattanooga State - TN Center for Applied Tech	0	0	100,000	0
Carter Street Corporation**	0	0	200,000	200,000
TN Reconnect Program	0	0	65,750	0
Lease Payments	7,949,081	8,629,195	9,520,769	7,180,181
Appropriation to Capital from Fund Balance	899,651	0	7,561,701	10,000,000
Total Expenditures	\$ 12,651,884	\$ 11,824,349	\$ 23,046,669	\$ 27,711,961
Per Capita	\$ 72.98	\$ 68.20	\$ 129.79	\$ 153.48

Resources

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Revenue	17,171,108	19,691,477	15,484,968	17,711,961



Executive Branch

www.chattanooga.gov

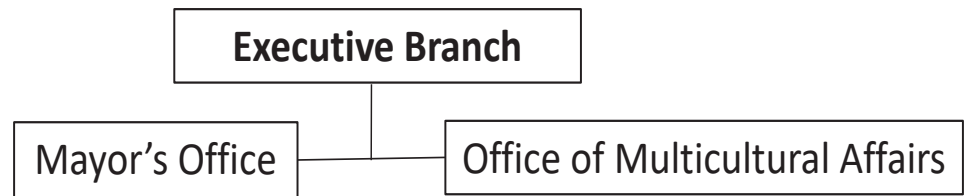
Mission:

To provide executive leadership for City government and enhance the City's capability to keep Chattanooga safe, build strong neighborhoods, grow our local economy, and retain the public trust with efficient use of taxpayer dollars.

Description:

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

The Office of Multicultural Affairs (OMA) is responsible for reviewing, implementing, and monitoring public policy that affects cultural communities in Chattanooga.



Goals & Objectives:

Mayor's Office

The Mayor serves as the chief executive for City government. He is responsible for setting the overall goals and vision of Chattanooga's municipal government. The Berke Administration has defined four principal goals for the upcoming budget year.

1. Ensure that every Chattanooga feels safe in their neighborhood.
2. Grow stronger neighborhoods and a thriving, diverse economy.
3. Provide opportunities for students to grow smarter and families to grow stronger.
4. Use every taxpayer dollar responsibly to have a sound and innovative City government.

Office of Multicultural Affairs

Promote opportunities for diverse constituents to do business with the City.

1. Provide the resources and information diverse businesses need to compete for opportunities with the City of Chattanooga.
2. Partner with the small business services community to prepare diverse businesses for City procurement opportunities.
3. Track quarterly the City's record of diverse business engagement; Report annually to Mayor and City Council.

Create a climate of dignity, respect and inclusion among City employees and citizens of Chattanooga

1. Create opportunities for meaningful civic and community engagement for City employees and citizens of Chattanooga.
2. Facilitate the City's Employee Diversity Council and Employee Resource Groups.
3. Track quarterly the City's record of diversity hiring and promotion; Report annually to the Mayor and City Council.

Performance Measures	Actual FY18	Goal FY19	Actual FY19	Goal FY20
Diverse business engagement*	7%	10%	0%	10%
Host quarterly "Doing Business w/ City" workshops	Yes	Yes	0	0
Expand the reach of OMA (No. of community members)	4,992	5,000	-	-
Host quarterly city diversity council meetings*	Yes	Yes	0	0

*New measure beginning FY 2018

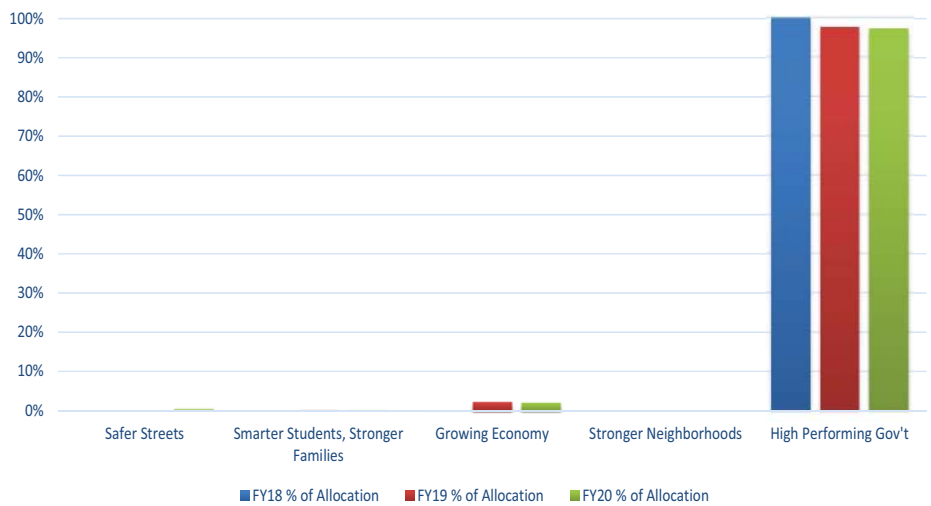
Department Summary

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Mayor's Office	\$ 1,426,678	\$ 1,516,606	\$ 1,590,953	\$ 1,672,489
Office of Multicultural Affairs	361,963	355,327	299,388	416,242
Total Expenditures	\$ 1,788,641	\$ 1,871,933	\$ 1,890,341	\$ 2,088,731
Per Capita	\$ 10.32	\$ 10.80	\$ 10.65	\$ 11.57
Positions Authorized	13	13	15	16

Resources

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 1,517,479	\$ 1,549,148	\$ 1,694,911	\$ 1,879,483
Overtime	0	294	0	0
Operating	271,162	322,491	195,430	209,248

EXECUTIVE BRANCH - RESULTS AREA - FY 18 to FY 20



Finance & Administration

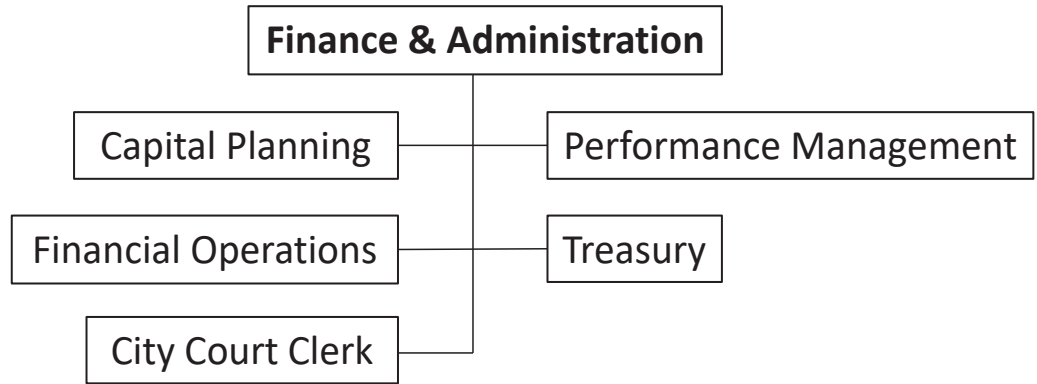
www.chattanooga.gov/finance

Mission:

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

Description:

The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, Department Administrators and the City Council. The department is responsible for all budget and finance related functions of the City including accounting and treasury operations. The department also provides support to other departments and agencies in the areas of City Court Clerk operations, Accounts Payable, Payroll, Capital Planning and Performance Management.



Goals & Objectives:

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

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

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

1. Maximize revenue collection.
2. Increase collection efficiency.
3. Maintain best use and investment of assets.
4. Ensure 100% GAAP compliance.
5. Compliance with law.

Performance Measures	Actual FY18	Goal FY19	Actual FY19	Goal FY20
Percent Invoices Paid <30 Days	82.65%	82%	80.40%	82%
Percent of Current Levy Collected	96.36%	95%	95.47%	95%
Bond Rating Standard & Poor's	AAA	AAA	AAA	AAA
Online Payments to Court	34.90%	31%	37.20%	35%

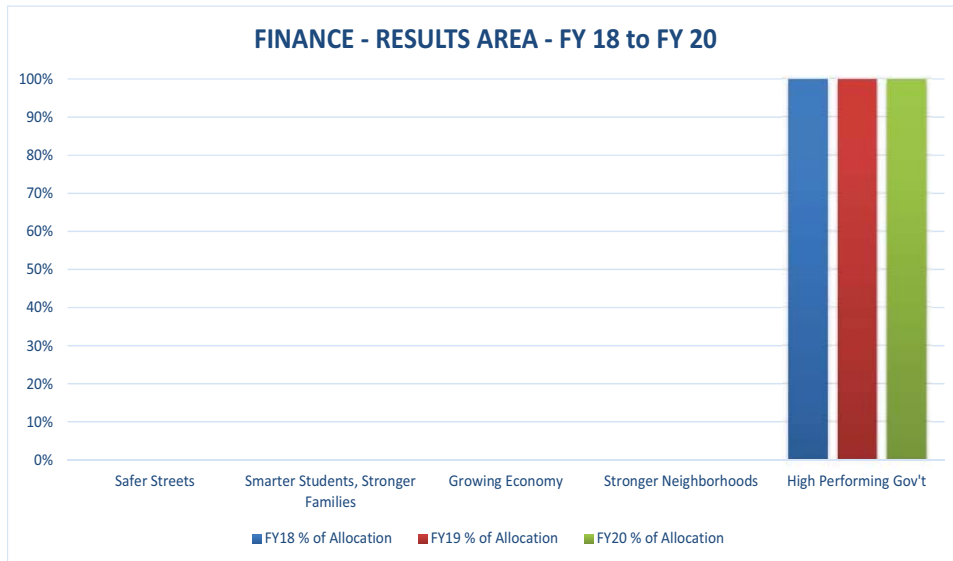
**Disparity due to staffing levels*

Department Summary

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Finance	\$ 3,017,982	\$ 3,206,897	\$ 3,477,492	\$ 3,688,530
Treasurer	830,301	862,010	1,226,837	1,242,350
City Court Clerk	1,078,636	1,139,802	1,449,408	1,460,740
Capital Planning	82,005	130,712	192,318	199,499
Performance Mgmt	211,803	218,766	307,593	436,715
Total Expenditures	\$ 5,220,727	\$ 5,558,187	\$ 6,653,648	\$ 7,027,834
Per Capita	\$ 30.11	\$ 32.06	\$ 37.47	\$ 38.92
Positions Authorized	69	69	73	72

Resources

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 3,833,401	\$ 4,147,445	\$ 4,828,959	\$ 5,195,155
Overtime	18,392	13,299	17,000	17,000
Operating	1,368,934	1,397,442	1,807,689	1,815,678
Revenue	232,579,320	247,666,562	253,921,584	255,351,756



Human Resources

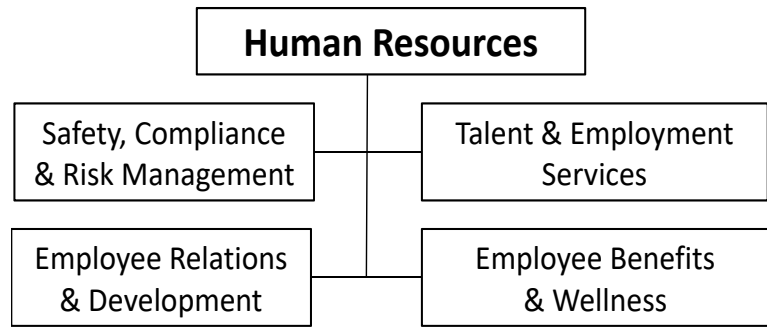
www.chattanooga.gov/human-resources

Mission:

Our Mission is to provide leadership, collaboration, and support services to departments in the selection, training, development, compensation, and well being of all employees. We will deliver best in class service to all customer groups including citizens, employees, retirees, dependents, and applicants with a positive, nurturing, and proactive approach. We strive to operate efficiently with integrity and transparency in support of the Mayor's vision of Renewing Chattanooga.

Description:

Human Resources works with each department to develop specific standards for the recruitment and hiring of a qualified, diverse workforce, and to help identify those employees who should be considered for promotion. The department also assesses job classifications, compensation and benefits, and offers employee relations initiatives, training and skill development. Additionally, the Human Resources Department maintains a competitive and quality health and wellness program including an onsite medical clinic and pharmacy dedicated to employee wellness. All safety issues and on-the-job injuries are addressed by Human Resources. The department also offers an Employee Assistance Program for confidential counseling service.



Goals & Objectives:

Provide leadership, collaboration and support to all departments in the employment services of all applicants and employees

1. Recruit and retain a well qualified, diverse workforce.
2. Monitor overall satisfaction with new hires from both the manager and new hire's perspective.
3. Ensure a proactive and consistent process for monitoring pay equity and consistency.
4. Ensure there is consistent and transparent compliance with all federal, state and city regulations, policies and procedures.

Deliver best in class service to all customer groups

1. Develop initiatives to help reduce overall turnover rate and work with each department to develop goals for departmental reduction of turnover rate.
2. Monitor overall employee satisfaction with all HR functions and service.
3. Continue to develop innovative approaches to employee well being, health and safety.

Provide continuous employee training and development for all departments and city employees

1. Determine percentage of employees who report they are satisfied with on-the-job learning and growth and development opportunities offered by the city.
2. Provide annual training needs assessments to determine development opportunities throughout the city.
3. Monitor feedback of all employee groups to ensure staff members, managers, peers and coworkers are displaying appropriate and professional employment behaviors that focus on a performance oriented work culture.

Performance Measures	Actual FY18	Goal FY19	Actual FY19	Goal FY20
Time to fill position	57	<45	48.5	<45
Number of official and unofficial grievances	4	N/A	177	135
Turnover rate	12.66%	<7%	12.91%	<13%

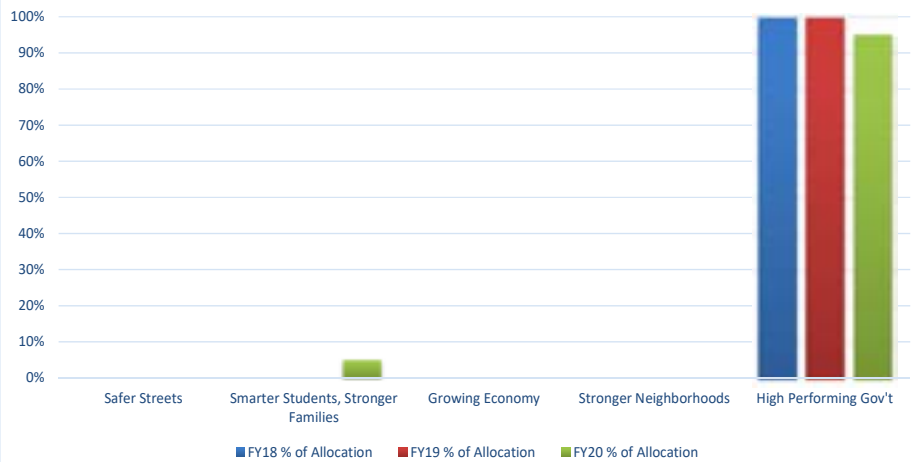
Department Summary

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Administration	\$ 1,283,036	\$ 1,258,464	\$ 1,241,435	\$ 1,902,894
Employee Insurance Office	330,477	364,011	373,229	386,817
Employee Insurance Prog.	0	0	0	0
Employee Safety Program	100,049	115,032	375,930	278,189
Job Injury Administration	74,000	74,400	75,000	75,000
Physical Exams	22,040	16,530	22,500	20,000
Employee Training	39,748	844	288,603	356,171
Total Expenditures	\$ 1,849,350	\$ 1,829,281	\$ 2,376,697	\$ 3,019,071
Per Capita	\$ 10.67	\$ 10.55	\$ 13.38	\$ 16.72
Positions Authorized	21	21	21	21

Resources

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 1,510,275	\$ 1,542,120	\$ 1,834,655	\$ 2,484,539
Overtime	0	689	0	0
Operating	339,475	286,473	542,042	534,532
Revenue	71,058	60,861	45,000	45,000

HUMAN RESOURCES - RESULTS AREA - FY 18 to FY 20



Economic & Community Development

www.chattanooga.gov/economic-community-development

Mission:

To develop and invest in economic and community development strategies that assist and promote the success of businesses, revitalized communities and vibrant public spaces in Chattanooga.

Description:

The Department of Economic & Community Development is comprised of the following divisions:

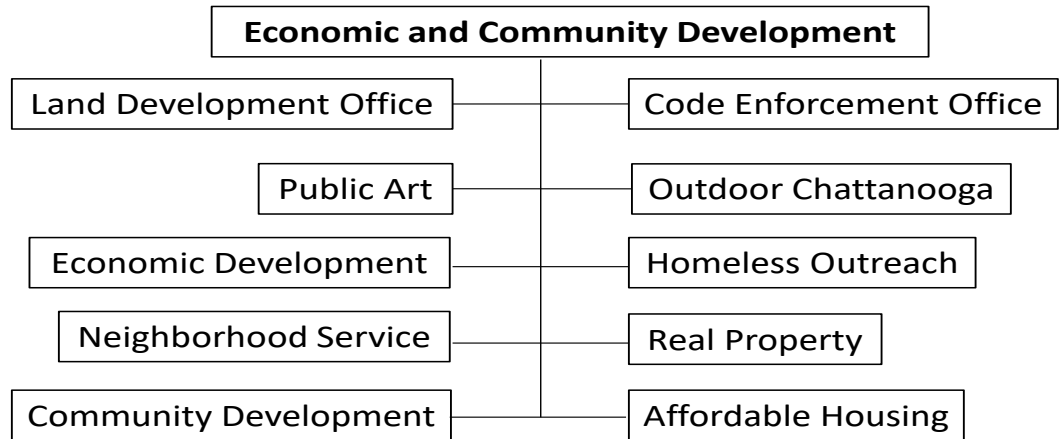
Neighborhood Services: develops strong neighborhoods through the Affordable Housing & Rehabilitation program, and provides leadership development and resolves community issues through the City's neighborhood associations.

Economic Development: responsible for workforce development, supporting small businesses, and facilitating the recruitment and expansion of businesses in Chattanooga.

Land Development Office: enforces all building, life safety codes, and zoning codes, advertising ordinance, safe housing, anti-litter, overgrowth, inoperable vehicle, proper brush/trash set out, spot blight aquisition code, and administration of the Board of Zoning Appeals, Board of Construction Appeals, Board of Sign Appeals, Board of Electrical Examiners, Board of Plumbing Examiners, Board of Gas Examiners, and Board of Mechanical Examiners.

Outdoor Chattanooga: responsible for City's "signature" outdoor lifestyle, with facilities dedicated to the recreational use, education, and stewardship of the regions natural areas.

Public Art: introduces a wide variety of high quality public art into the community, enhancing the civic environment and enriching the lives of visitors and residents.



Goals & Objectives:

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

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

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

Elimination of blight in Chattanooga

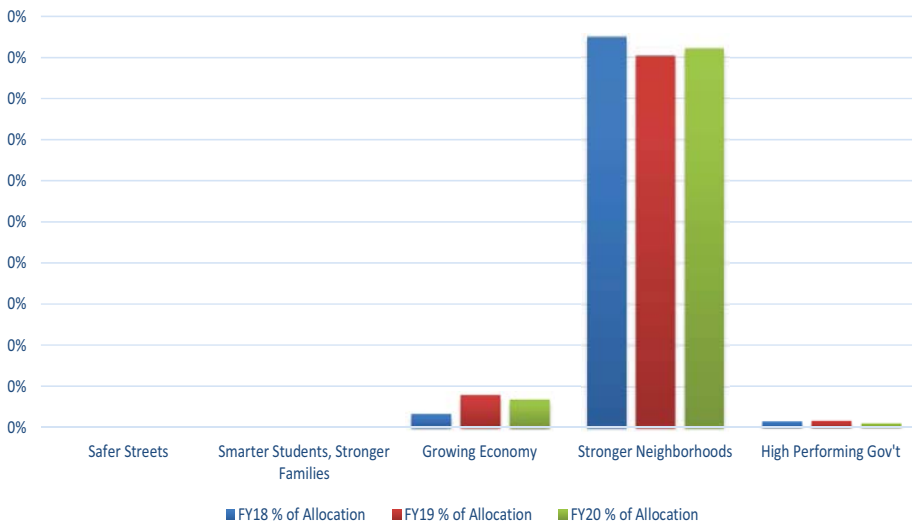
1. Reduce abandoned vacant land.
2. Increase compliance by 5 - 10% annually.

Performance Measures	Actual FY18	Goal FY19	Actual FY19	Goal FY20
Properties brought into compliance	8,145	9,142	9,415	11,500
Time to issue building or land disturbing permit (days)	24	21	22	22

Department Summary				
	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Administration	\$ 641,937	\$ 813,461	\$ 387,801	\$ 1,044,952
Affordable Housing Prog.	58,645	53,759	0	1,569
Economic Development	263,520	247,748	653,807	626,644
Homeless Outreach Prog.	103,359	157,440	445,877	755,895
Outdoor Chattanooga	463,007	509,548	971,642	883,299
Trust for Public Land	119,500	100,000	0	0
Riverpark Art Maint. & Mgmt	132,293	160,184	221,591	239,428
Code Enforcement Office	1,328,209	1,626,158	1,983,139	1,975,155
Back Tax Prop. Abatement	0	109,616	100,000	100,000
ECD Home Repair Program	0	0	0	15,000
Real Estate Office	0	106,811	143,776	0
Land Development Office	2,663,762	2,752,767	3,040,280	3,109,131
Board of Plumbing Examiners	1,805	122	2,100	2,100
Board of Electrical Examiners	3,592	1,861	7,150	5,650
Board of Mechanical Examiner	544	947	1,850	1,850
Board of Gas Fitters	1,214	52	2,050	2,050
Board of Appeals & Variances	11,004	14,075	11,925	11,925
Neighborhood Services	365,635	385,665	408,625	434,807
Total Expenditures	\$ 6,158,026	\$ 7,040,214	\$ 8,381,613	\$ 9,209,454
Per Capita	\$ 35.52	\$ 40.61	\$ 47.20	\$ 51.01
Positions Authorized	78	88	94	102

Resources				
	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 4,799,053	\$ 5,342,284	\$ 6,130,209	\$ 7,338,971
Overtime	0	785	0	0
Operating	1,358,973	1,697,145	2,251,404	1,870,483
Revenue	3,867,219	4,330,114	3,970,790	4,269,700

ECONOMIC & COMMUNITY DEVELOPMENT - RESULTS AREA - FY 18 to FY 20



Community Development

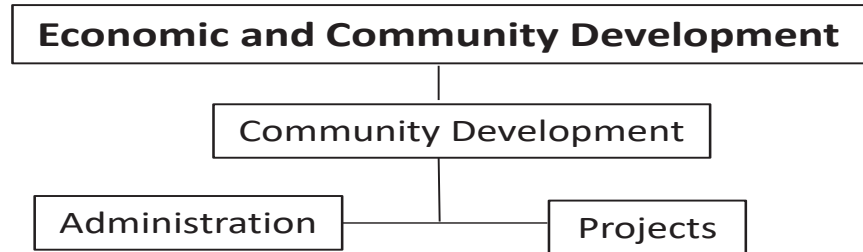
www.chattanooga.gov/communitydev

Mission:

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

Description:

Community Development, using grants from the U. S. Department of Housing and Urban Development, is dedicated to the revitalization of low-to-moderate income neighborhoods and the economic improvement of its residents. The department funds affordable housing initiatives, employment and business assistance, public facility and infrastructure improvements, and social services to assist the community as a whole. Due to Community Development being fully funded by Federal grants, their operating budget is not part of the Budgeting For Outcomes (BFO) process. Community Development is not subsidized by the City.



Goals & Objectives:

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

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

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

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

To increase employment in lower income areas.

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

Performance Measures	Actual FY18	Goal FY19	Actual FY19	Goal FY20
Increase the stock of safe, affordable rental units	81	221	43	221
Rehabilitate substandard housing # of units	471	281	142	281
Assists low/moderate income households with access to homeownership opportunities	18	20	3	20
No. of participants in Housing Education Programs	2,910	2,000	2,000+	2,000

Department Summary

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Administration	\$ 445,062	\$ 556,768	\$ 573,770	\$ 557,540
Community Dev Proj	3,063,668	2,398,796	3,626,553	2,931,968
Total Expenditures	\$ 3,508,730	\$ 2,955,564	\$ 4,200,323	\$ 3,489,508
Per Capita	\$ 20.24	\$ 17.05	\$ 23.65	\$ 19.33
Positions Authorized	6	6	6	6

Resources

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 445,062	\$ 470,924	\$ 573,770	\$ 557,518
Operating	3,063,668	2,812,913	3,626,553	2,931,990
Revenue	2,820,321	3,259,693	3,438,143	3,489,508

Police

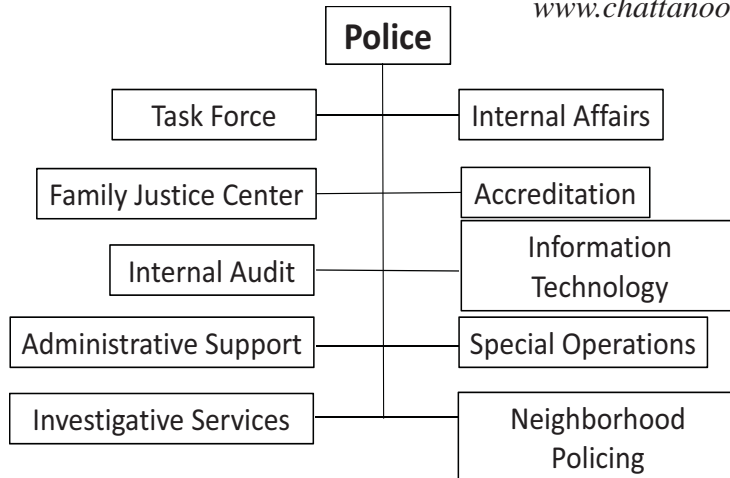
www.chattanooga.gov/police

Mission:

To develop and maximize relationships of trust and respect while enacting policies and procedures that work effectively to keep you, your family and our community safe .

Description:

The Chattanooga Police Department will support and maintain lasting relationships ensuring all members of our community are safe and feel safe in their homes, on their streets and in their neighborhoods by building and supporting community partnerships in conjunction with the best practices of community policing and problem solving.



Goals & Objectives:

Be Safe, Feel Safe

1. Improve public safety and feelings of safety – particularly through implementation of the principles learned and applied in the Violence Reduction Initiative.
2. Reduce violent crime
3. Minimize arrests and incarceration
4. Strengthen communities and relationships through increased positive contacts

Building Relationships, Creating Commitment

1. Both law enforcement and the community must play a critical role in addressing safety. Utilize progressive concepts, organizational models, resource deployment and strategies to demonstrate we value community
2. Develop and implement a customized version of community-oriented, problem-solving policing by focusing on the unique needs of our neighborhoods the department will create lasting relationships and build trust.
3. Dramatically improve public safety through the combination of the best of law enforcement practices and implementation of community-driven approaches.
4. Community-driven approaches will help law enforcement build lasting relations and create community wide commitment resulting in effective solutions.

Innovative Strategies

1. Utilize intelligence, data and technology to support our crime fighting and problem-solving efforts.

Performance Measures	Actual FY17	Goal FY18	Actual FY18	Goal FY19
Violent Crimes	1,675	1,675	1,662	1,451
Property Crimes	10,776	10,776	10,218	10,739

Based on calendar year

Department Summary

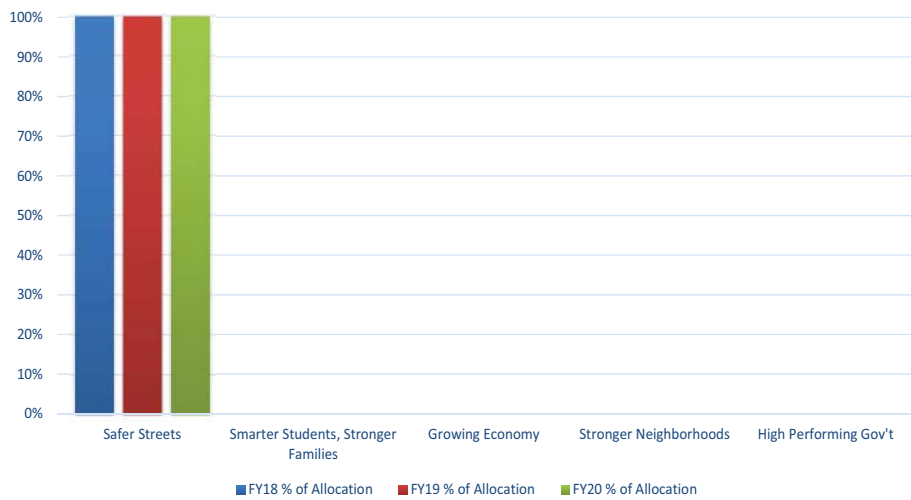
	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Police Administration	\$ 2,996,287	\$ 2,262,126	\$ 4,468,085	\$ 3,741,727
Neighborhood Policing	23,328,688	26,043,968	28,084,364	29,094,799
Investigations	10,101,564	11,383,328	13,109,154	13,267,621
Special Operations	4,199,170	4,490,186	5,316,974	5,911,387
Support Services	17,351,760	17,524,723	15,341,328	14,092,927
Communications	4,482,088	4,824,752	4,983,894	5,117,426
Animal Services	1,659,639	1,675,000	1,725,250	1,777,000
Total Expenditures	\$ 64,119,196	\$ 68,204,083	\$ 73,029,049	\$ 73,002,885
Per Capita	\$ 369.85	\$ 393.41	\$ 411.27	\$ 404.32
Positions Authorized	597	597	622	622
Sworn Authorized	486	486	498	498

*Automated Traffic Control (Special Revenue Fund) includes 2 authorized sworn positions. FY 20 total is 624.

Resources

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 44,040,540	\$ 50,059,523	\$ 55,122,232	\$ 54,973,787
Overtime	1,287,238	1,601,515	1,250,000	1,230,000
Operating	18,791,418	16,543,045	16,656,817	16,799,098
Revenue	479,832	432,027	411,600	409,200

POLICE - RESULTS AREA - FY 18 to FY 20



Fire

www.chattanooga.gov/fire-department

Mission:

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

Description:

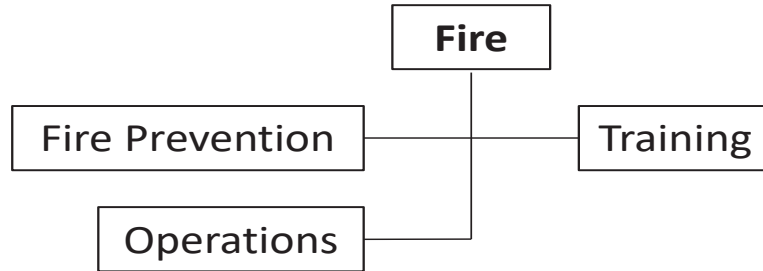
The department has four core divisions:

Fire Administration, Operations, Fire Prevention, and Training.

Operations includes 20 fire stations with 443 firefighters who respond to fire, automobile accidents, first response medical emergencies, hazardous materials incidents and other emergencies.

The Fire Prevention Bureau includes code enforcement, fire investigation, and fire safety education.

The Training Division provides instruction to all fire fighters on the latest tactics and technology in the fire service, and trains new recruits in fire academies.



Goals & Objectives:

Reduce fire fatalities and injuries for civilians and firefighters.

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

Reduce property loss resulting from fire.

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

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

Provide a Homeland Security regional response.

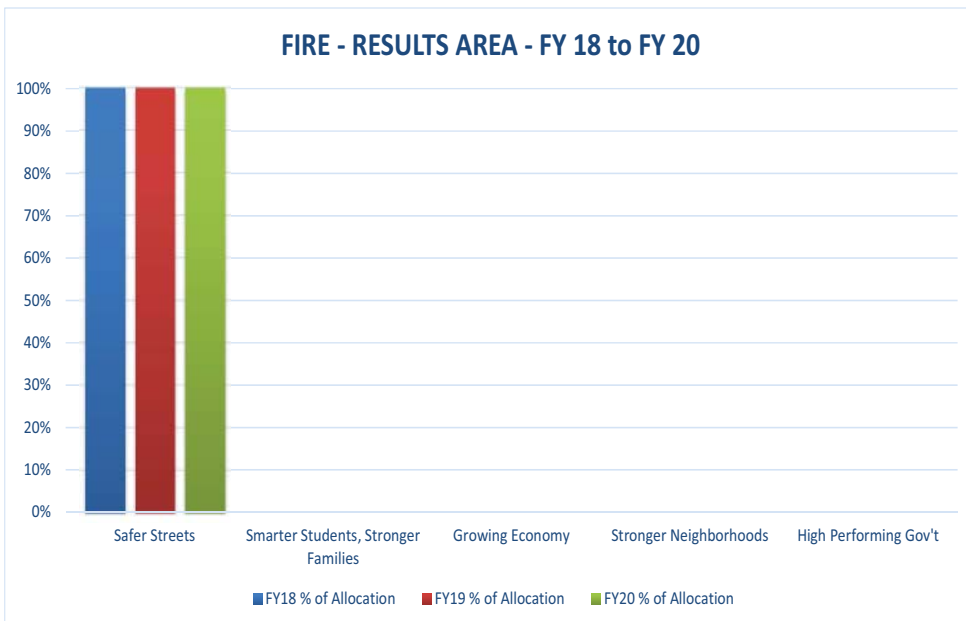
1. Establish a regional response team that is capable and ready to respond to any chemical, biological, radiological, nuclear or explosive (CBRNE) incident, as well as hazardous spills or structural collapse emergencies.

Performance Measures	Actual FY18	Goal FY19	Actual FY19	Goal FY20
Average Response Time	5:20	5:20	5:20	5:20
Inspections	4,228	4,510	4,423	4,500
Building Fire Incidents	158	180	176	170

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

Department Summary				
	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Fire Administration	\$ 2,294,520	\$ 998,844	\$ 1,173,786	\$ 1,014,343
Operations	33,253,693	38,764,359	42,262,845	43,431,459
Prevention	1,335,611	1,485,129	1,559,200	1,630,888
Training	1,331,026	907,962	964,240	878,583
Total Expenditures	\$ 38,214,850	\$ 42,156,294	\$ 45,960,071	\$ 46,955,272
Per Capita	\$ 220.43	\$ 243.16	\$ 258.83	\$ 260.06
Positions Authorized	445	445	459	459
Sworn Authorized	429	429	443	443

Resources				
	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 34,353,348	\$ 37,929,202	\$ 41,647,270	\$ 42,901,625
Overtime	35,213	33,186	30,400	37,400
Operating	3,826,289	4,193,906	4,282,401	4,016,247
Revenue	662,845	452,917	434,000	528,000



Public Works

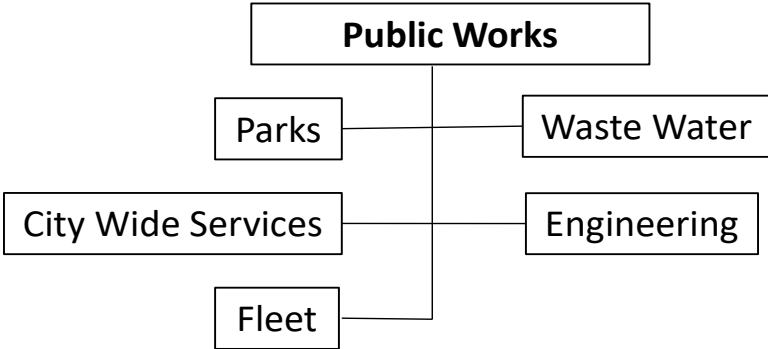
www.chattanooga.gov/public-works

Mission:

To preserve and enhance the quality of the physical environment and infrastructure through prompt, cost effective and courteous delivery of services which protect the health, safety and welfare of citizens.

Description:

The Department of Public Works includes engineering, solid waste and recycling, street maintenance and construction, fleet, water quality, wastewater collection and treatment, park maintenance, urban forestry and facilities management.



Goals & Objectives:

- Innovate**
Create efficiencies, reward excellent performance, reduce costs, improve effectiveness, leverage technology, and research and explore possibilities.
- Manage Risks**
Encourage and promote control measures to reduce negative consequences and increase safety in all operations.
- Promote Teamwork**
Invest in the workforce, encourage collaboration, strengthen community relationships and build partnerships.
- Improve Customer Service**
Ensure every customer interaction is positive by responding promptly, with cost effective solutions and service. Improve customer service with quality assurance and quality control programs.
- Promote Public Works**
Promote the importance of our services and the impact that these services have throughout the community.
- Ensure Sustainable Practices**
Ensure an appropriate balance between the environment, the community, and fiscal responsibility in all operations and practices. This includes maintaining total compliance with all environmental and facility permits and requirements.

Performance Measures	Actual FY18	Goal FY19	Actual FY19	Goal FY20
Decrease Injuries	8	58	77	74
Average Employee Training Hours	31	40	40	40
Review Operational Procedures	95%	50%	40%	50%
Complete Service Requests on Time	98%	94%	88%	94%

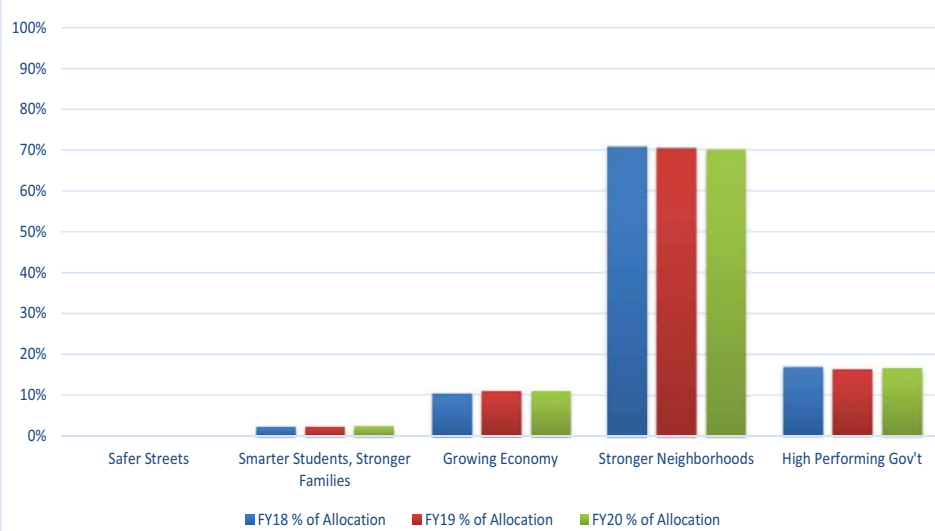
Department Summary

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
General Fund	\$ 27,491,788	\$ 32,641,493	\$ 33,457,859	\$ 32,825,407
Interceptor Sewer Fund	84,114,935	111,481,035	103,157,899	106,985,500
Solid Waste Fund	12,480,214	6,416,523	5,878,200	4,378,841
Water Quality Fund	19,917,159	21,531,077	22,458,636	23,250,723
State Street Aid Fund	3,940,839	4,723,356	6,733,918	6,942,961
Total Expenditures	\$147,944,935	\$ 176,793,484	\$ 171,686,512	\$174,383,432
Per Capita	\$ 853.37	\$ 1,019.77	\$ 966.86	\$ 965.81
Positions Authorized	618	618	752	766

Resources

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 35,001,115	\$ 33,072,686	\$ 40,766,339	\$ 41,558,779
Overtime	714,577	813,221	353,500	355,000
Operating	131,311,932	142,907,577	130,566,673	132,443,678
Revenue	123,389,258	138,134,815	148,739,150	128,178,184

PUBLIC WORKS - RESULTS AREA - FY 18 to FY 20



Youth & Family Development

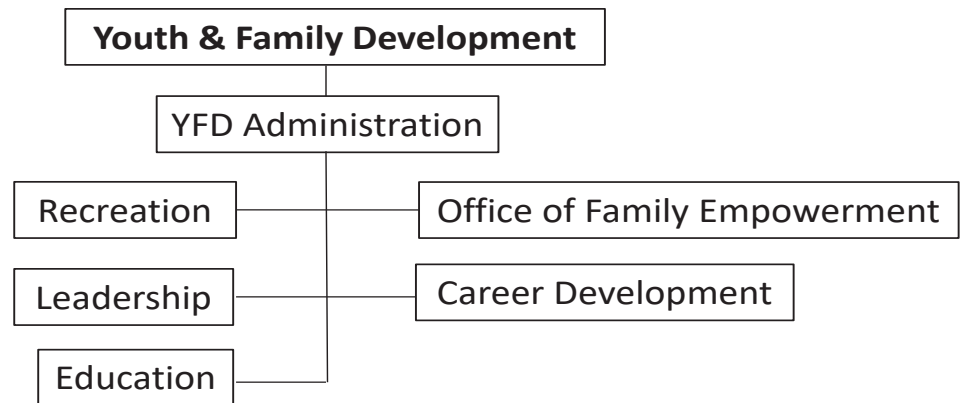
www.chattanooga.gov/youthandfamily

Mission:

To provide a strong emphasis on developing and educating youth and families in our community physically, socially, and morally. To provide safe, attractive and accessible facilities and programs that promote a healthy active lifestyle which will positively impact our community's economy and tourism. To expand, enhance and increase awareness and opportunities related to education, recreation and leadership development.

Description:

Youth and Family Development provides a wide variety of educational and recreational activities throughout a network of programs, parks and public facilities. The department includes Youth and Family Development Centers, Aquatics, Therapeutic Recreation activities, Sports, the Chattanooga Fitness Center, Champions Club tennis facility. The department is responsible for all athletic facilities maintenance including 65 athletic fields, a tournament quality tennis complex and 2 state of the art softball complexes. The Civic Centers promote the arts with programs that include art, craft, and music classes at Eastgate Senior Activity Center, Heritage House, and North River Civic Center. In addition to programs and information, publications are released to further enhance the awareness of the education and the arts.



Goals & Objectives:

To maximize usage and participation at the City's Youth and Family Development centers and recreational programs.

1. Increase the use/attendance of Youth and Family Development centers and programs, through an increased variety and number of quality program offerings in areas such as recreation, education, leadership and career development.
2. Enhance community participation through new approaches to marketing programs, facilities and services.

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

1. To ensure that all facilities are accessible to all city residents.
2. To ensure that a variety of programs are offered in diverse areas for youth and their families.
3. To reasonably anticipate the priorities or needs each community demands.
4. Provide safe and secure facilities with quality programs and training for all Chattanooga residents to enjoy and learn.
5. Identify and maintain opportunities for education, arts and recreation programs by actively seeking and sustaining sponsorships, partnerships and grants.
6. Cultivate new partnerships with public and private educational institutions and organizations.
7. Strengthen and develop effective community programming through collaboration with all City departments, as well as public and educational organizations.

To expand education, arts and recreational opportunities for underserved segments of the community.

1. Increase and develop networking and programming opportunities between education, arts and recreational groups, schools, non-profits and area churches.
2. Expand programming that addresses career and leadership development, diversity issues, social issues and community concerns.
3. Continue to work with area social services, art, and educational agencies to expand access to education, arts and recreational programs within the community.

Performance Measures	Actual FY18	Goal FY19	Actual FY19	Goal FY20
Number of participants in YFD Recreation programs	N/A	92,000	123,749	100,000
Number of families self sufficient	84	100	84	175
Reduce violent incidents in centers	N/A	90	38	72

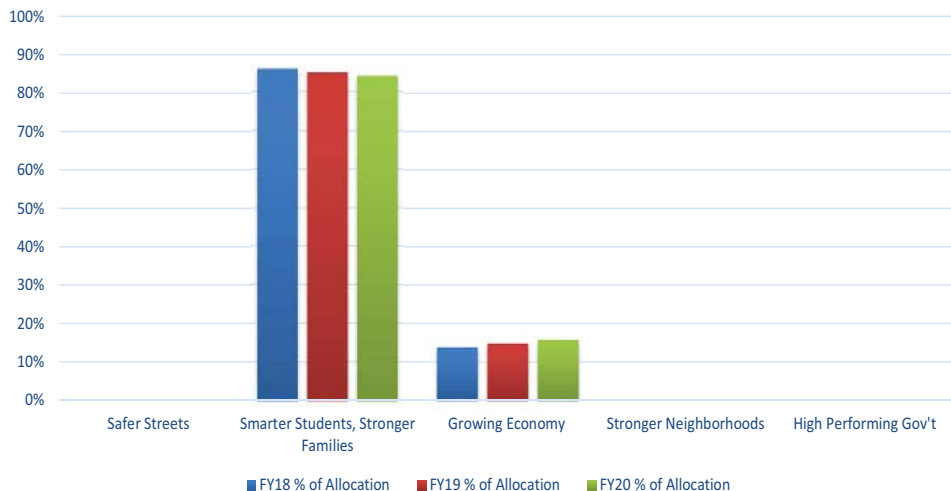
Department Summary

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Administration	\$ 1,537,927	\$ 1,825,038	\$ 1,938,008	\$ 2,207,987
Complexes	1,442,179	1,442,558	1,685,429	1,765,311
Programs	2,695,946	2,784,554	3,003,540	2,403,782
Facilities	4,103,616	4,357,366	4,712,729	4,755,123
Total Expenditures	\$ 9,779,668	\$ 10,409,516	\$ 11,339,706	\$ 11,132,203
Per Capita	\$ 56.41	\$ 60.04	\$ 63.86	\$ 61.65
Positions Authorized	106	106	110	108

Resources

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 6,597,195	\$ 7,283,641	\$ 8,107,507	\$ 8,723,385
Overtime	95,492	80,901	53,000	53,000
Operating	3,086,981	3,044,974	3,179,199	2,355,818
Revenue	514,281	449,750	378,800	293,800

YOUTH & FAMILY DEVELOPMENT - RESULTS AREA - FY 18 to FY 20



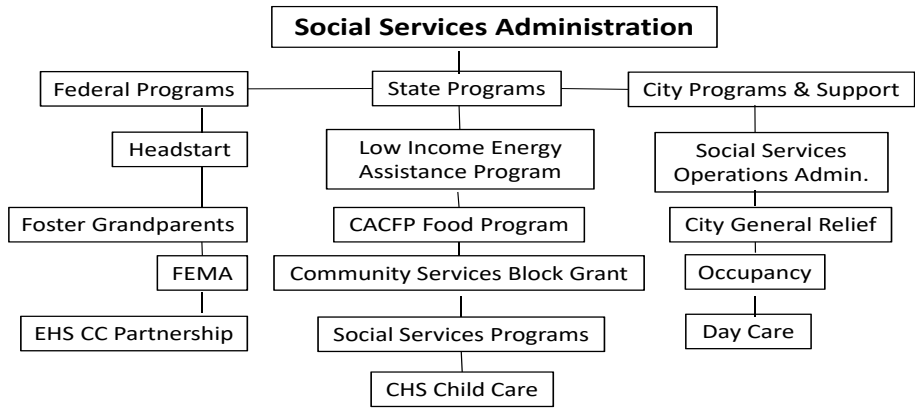
Youth & Family Development

Social Services - Federal Grants

www.chattanooga.gov

Mission:

To improve an individual's quality of life by providing a safety net of services for low income or disadvantaged citizens in Hamilton County through exceptional programming.



Description:

The Department of Human Services as a division of Youth and Family Development seeks to improve the lives of citizens in Hamilton County with a focus on lower income or disadvantaged citizens through a number of programs funded by the federal, state or local governments. Collaborations with internal and external partners provide services and connections necessary to achieve self-sufficiency. Services are provided through programs in Office of Early Learning/Chattanooga Head Start, Office of Family Empowerment and Foster Grandparent Program. The combination of programs offered creates smarter students and stronger families in line with the vision of the administration.

Goals & Objectives:

To Provide emergency assistance and an array of support services to vulnerable residents of Chattanooga and Hamilton County, which strengthen family connections, improve quality of life issues, empower them to become community stakeholders, and help them achieve self-sufficiency and maintain independent living.

1. Maintain the Foster Grandparents program to enable eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood.
2. Improve family outcomes through wrap around supports services and comprehensive community partnerships.
3. Assist families with supplemental services needed to sustain their quality of life through the Low Income Home Energy Assistance Program and goal-based case management programs and provide emergency assistance to aid families experiencing crisis situations to prevent foreclosures, evictions, and utility cut offs.
4. Provide high quality early care and education and comprehensive family supports through Chattanooga Head Start.

Performance Measures	Actual FY18	Goal FY19	Actual FY19	Goal FY20
Energy assistance	4,438	5,500	4,988	5,000
Social services clients receiving employment	314	150	135	100
Stabilized families	151	190	85	70
Households assisted	5,542	5,500	5,662	5,100
85% literacy skill improvement for enrolled Head Start children	75%	85%	74%	75%
47% gain in literacy and math for FGP students	87%	85%	83%	85%
Number of special needs children	273	204	256	275

Department Summary

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Administration	\$ 1,275,479	\$ 945,653	\$ 1,052,743	\$ 1,295,024
Head Start	11,495,719	11,037,399	12,125,045	12,125,045
Day Care	325,051	325,051	0	0
Foster Grandparents	487,088	487,088	505,860	505,860
LIHEAP	2,234,151	2,220,651	2,656,039	2,656,039
CSBG	649,256	649,256	603,200	603,200
Social Services Programs	26,569	35,602	85,358	85,358
City General Relief	13,580	13,580	25,000	25,000
Emergency Food & Shelter	21,646	0	22,750	22,750
Other	18,350	6,895	25,000	25,000
Total Expenditures	\$ 16,546,889	\$ 15,721,175	\$ 17,100,995	\$ 17,343,276
Per Capita	\$ 95.44	\$ 90.68	\$ 96.31	\$ 96.05
Positions Authorized	317	317	298	277

Resources

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 7,642,117	\$ 9,156,952	\$ 9,123,226	\$ 9,885,482
Overtime	22,272	18,373	6,000	6,000
Operating	7,123,977	6,545,850	7,971,770	7,451,794

Note: Due to Youth & Family Development Social Services being funded by Federal grants, their entire budget is not part of the Budgeting For Outcomes (BFO) process. However, a portion of Administration (\$1,295,024) is subsidized by the City and is subject to the BFO process. For both FY19 and FY20, this subsidy was entirely "Smarter Students Stronger Families" Results Area.

Transportation

www.chattanooga.gov/transportation

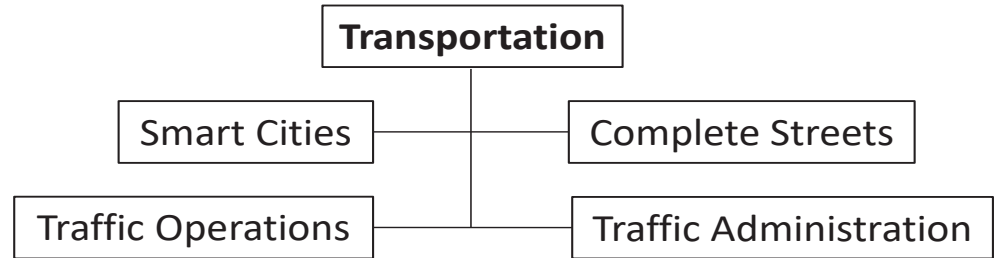
Mission:

To make efficient transportation viable for all commuters – cyclists, pedestrians, transit users and motorists while enhancing multi-use public spaces for all people.

Description:

The Chattanooga Department of Transportation (CDOT) is a steward of the transportation network that supports our community's priorities: public safety, stronger neighborhoods, economic and community development and fiscal responsibility. CDOT emphasizes transparency and collaboration with the community and provides effective services at the best value. A major facet of our department strategy is to provide facilities that encourage multiple uses of our transportation network allowing for driving, biking, walking and riding transit.

To support those priorities, CDOT plans, designs, constructs and maintains the city's transportation infrastructure to offer modal choice for residents and visitors.



Goals & Objectives:

1. Safer Streets:

- Analyze CDOT's network for traffic safety and efficiency: Design signal timing, pavement marking, signage, with adherence to Chattanooga Codes and Regulations, Federal Highway Administration (FHWA) Regulations and Guidance, American Association of State Highway and Transportation Officials (AASHTO) requirements and guidance, the Manual for Uniform Traffic Control Devices (MUTCD) and the National Association of City Transportation Officials (NACTO) Urban Street Design Guide.
- Maintain CDOT's traffic control assets: Signs, pavement markings, traffic signal maintenance and construction, manage 311 requests and service requests.

2. High Performing Government:

- Implement excellent project development from capital planning and programming to construction: collaborate with other departments, stakeholders, citizens and adhere to schedules and budgets.
- Interact with public:
 - Review of private development projects to protect the public right-of-way (ROW) and efficiency of the network such as the inclusion of multi-modal accommodation, congruence with long-range planning and vision, and day-to-day traffic engineering impacts.
 - Review citizen requests for improvements and suggestions to traffic conditions, such as neighborhood traffic management, maintenance of our street and traffic network, such as street light, traffic light, pavement marking, signage, paving and other conditions of our streets and sidewalks.
 - Review and approve Special Event Permits, Temporary Use Permits and Abandonment and Franchise Agreements in the ROW.

3. Growing Economy:

- Lead the capital planning process for CDOT projects with a focus toward maximum return on investment, long-term durability, low maintenance costs and efficient use of tax payer dollars: Guide long range planning efforts, manage Local Area Project Agreements with TDOT, lead collaboration with other departments to prioritize projects

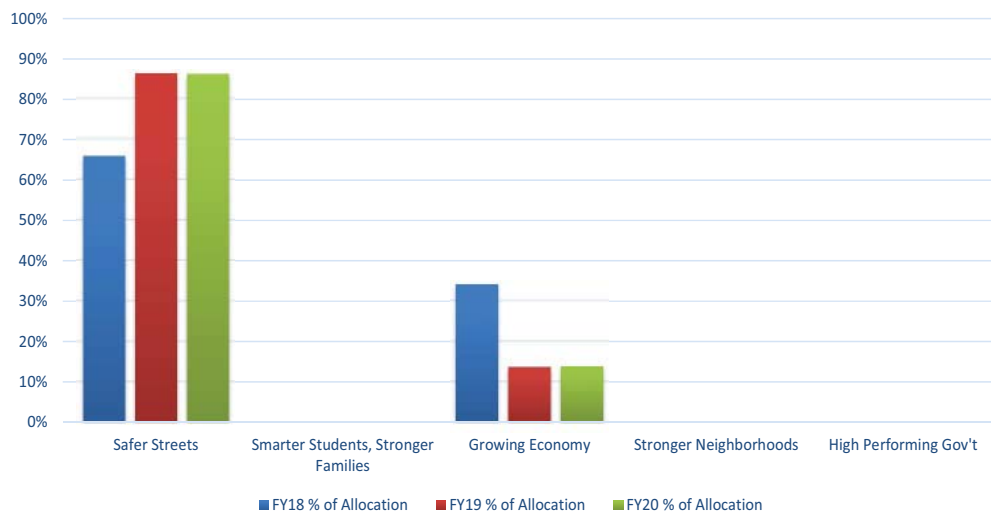
Department Summary

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Traffic Eng. Admin	\$ 829,631	\$ 1,074,052	\$ -	\$ -
Street Lighting	3,134,055	3,698,747	0	0
Traffic Operations	2,229,382	2,347,253	4,479,234	4,219,777
Transportation Admin	508,052	653,695	510,518	530,626
Transp. Design & Eng.	836,543	911,839	0	0
Smart Cities	0	1,769	5,013,938	5,826,614
Complete Streets	0	0	998,747	1,081,596
Paving	2,931,000	2,124,852	0	0
Total Expenditures	\$ 10,468,663	\$ 10,812,207	\$ 11,002,437	\$ 11,658,613
Per Capita	\$ 60.38	\$ 62.37	\$ 61.96	\$ 64.57
Positions Authorized	59	59	61	65

Resources

	Actual FY16/17	Actual FY17/18	Budget FY18/19	Budget FY19/20
Personnel	\$ 3,787,211	\$ 4,135,031	\$ 4,421,312	\$ 4,899,686
Overtime	45,234	48,545	24,181	16,000
Operating	6,636,218	6,628,631	6,556,944	6,742,927
Revenue	38,125	46,364	10,818	36,700

TRANSPORTATION - RESULTS AREA - FY 18 to FY 20





Debt Service Fund

Fiscal Year Ending June 30, 2020

The Debt Service Fund was established to account for all principal and interest payments on the City's general long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of City of Chattanooga General Obligation Bonds, Notes Payable, and Capital Leases. A majority of the outstanding debt is general obligation bonds. The debt can be either Direct Indebtedness, in which case an operating transfer is made from the General Fund for the maturity payments, or it can be an Indirect Indebtedness, with the supporting fund transferring funds for the maturities. The following chart shows the history of the City's debt over the past seven years and the relationship between Direct and Indirect Indebtedness.

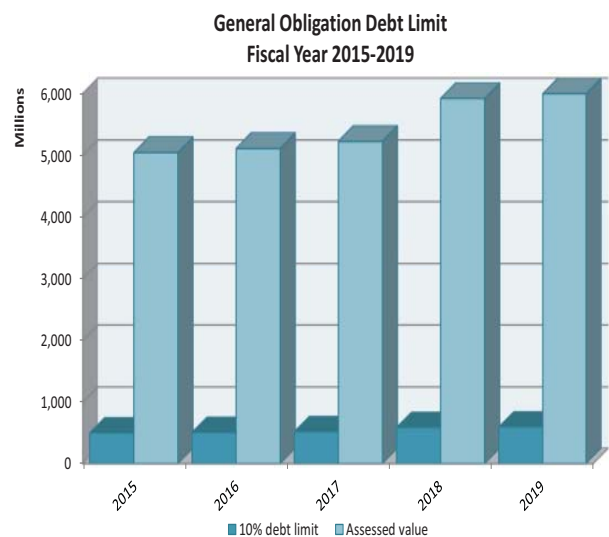
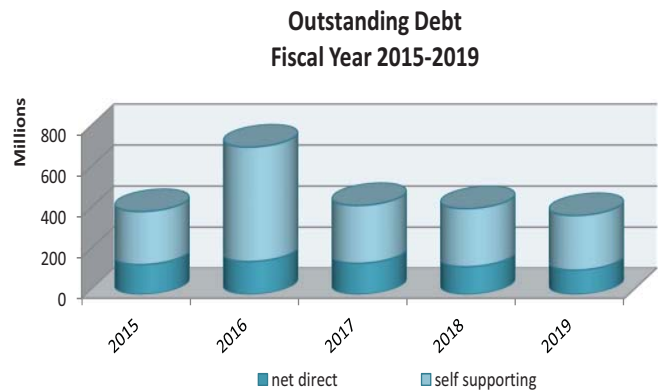
Gross outstanding indebtedness as of June 30, 2019 is \$388,039,735. This amount includes a 30-year Chattanooga Downtown Redevelopment Lease Rental Revenue Bonds of \$60,435,000 with final payment due on October 1, 2029. Total authorized unissued debt from the State of Tennessee Revolving Loan Fund for sewer infrastructure improvements is \$68,760,236. Total authorized unissued General Obligation debt is \$27,985,137.

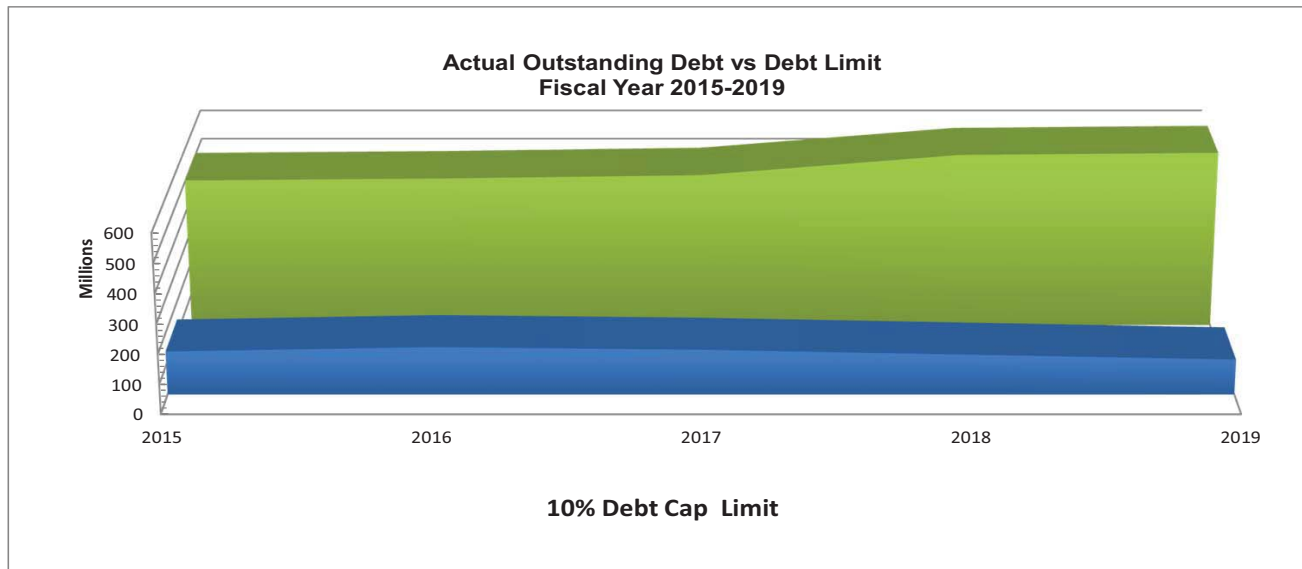
The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

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

The chart to your right shows the debt limit for the past 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 the following 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 are funded by the city's share from the 1/4% increase in the county-wide sales tax passed by the county-wide referendum (see overlapping debt schedule), income from The Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service fund in excess of \$9M included as part of the bond issue. The City's obligation under the Lease rental agreement is estimated at \$60,435,000 at June 30, 2019. The debt service reserve fund held by the fiscal agent at June 30, 2019 is \$9,681,722. The fiscal agent is required by the agreement to apply any interest on the debt service reserve fund toward the lease payments. The debt service reserve fund will be used to retire debt near the end of the lease.

In FY14, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$66,800,000 from the State Revolving Loan Fund. The loan is for sewer projects related to upgrades and expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 1.67% with repayment over 20 years. The city also issued \$32,020,000 General Obligation Bonds, Series 2013 for FY13 and FY14 capital projects approved by council. This included technology infrastructure upgrades and software at \$1,801,750; Firing Range for \$900,000; Road improvements and infrastructures for \$15,484,964, Hixson recreation center and other public facility improvements for \$10,684,000 and \$5,656,000 for Water Quality improvements.

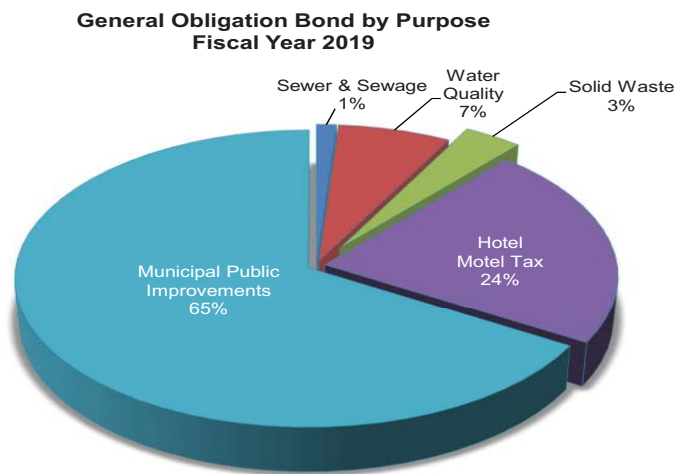
In FY15, the City issued \$25,925,000 General Obligation Refunding Bonds, Series 2014A to provide funds to refund \$13,545,000 General Obligation Refunding Bonds, Series 2005A maturing on September 1, 2018 through September 1, 2019, and \$13,200,000 General Obligation Bonds, Series 2006A maturing November 1, 2017 through November 1, 2026.

In FY16, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$42,500,000 from the State Revolving Loan Fund. The loan is for sewer projects related to upgrades and expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 1.29% with repayment over 20 years. The city also issued \$36,345,000 General Obligation Bonds, Series 2015 for FY15 and FY16 capital projects approved by council. This included technology infrastructure upgrades

and software at \$4,665,805, fire infrastructure and equipment improvements for \$5,362,000; Road improvements and infrastructures for \$12,751,169, Miller Park, Bell Park and other public facility improvements for \$6,142,000, \$3,800,000 park development, \$4,000,000 for a new Family Justice Center and \$9,500,000 for Water Quality improvements.

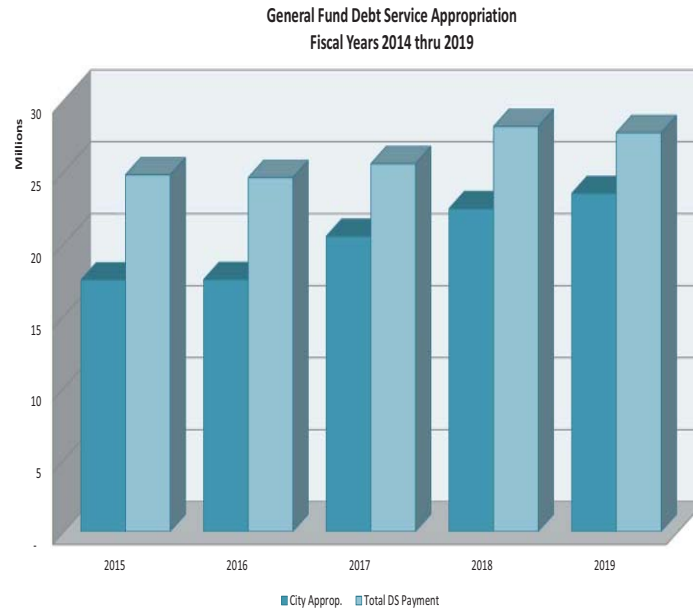
In FY17, the City entered into a \$5,977,735 5 year capital lease agreement with Motorola for the purchase of communication radios. The city also issued \$8,200,000 General Obligation Bonds, Series 2017A for FY17 capital projects approved by council. This included \$1,000,000 Fire Apparatus replacement; \$6,000,000 new Avondale Youth and Family Development Recreation Center Road improvements and infrastructures for \$,448,000 and other public facility improvements for \$2,000,000. The City also issued \$15,410,000 General Obligation Refunding Bonds Series, 2017B to partially refund the 2007A issue.

In FY18, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$18,100,000 from the State Revolving Loan Fund. The loan is for sewer projects related to Wet Weather Combined Sewer Storage and MBWWTP Solids Process Optimization. The loan has an interest rate of 1.53% with repayment over 20 years. The City also entered into an equipment lease-purchase agreement to finance golf carts for the municipal golf courses totaling \$346,000 and entered into an equipment lease-purchase agreement to finance conductive electronic weapons (tasers) for the Chattanooga Police Department totaling \$625,799.



In FY19, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$24,000,000 from the State Revolving Loan Fund. The loan is for sewer projects related to upgrades and expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 2.05% with repayment over 20 years. The CDRC sold the Chattanooga Hotel and authorized and directed the issuance of (i) lease rental revenue refunding bonds in the aggregate principal amount of \$32,235,000 to be designated Chattanooga Lease Rental Revenue Refunding Bonds, Series 2018A (Tax-Exempt) (the "Series 2018A Bond") to refund a portion of the outstanding Series 2007 Bonds; (ii) lease rental revenue refunding bonds in the aggregate principal amount of \$16,655,000 to be designated Chattanooga Lease Rental Revenue Refunding Bonds, Series 2018B (Taxable) (the "Series 2018B Bond") to refund a portion of the outstanding Series 2007 Bonds; (iii) lease rental revenue refunding bonds in the aggregate principal amount of \$28,200,000 to be designated Chattanooga Lease Rental Revenue Refunding Bonds, Series 2018C (Taxable) (the "Series 2018C Bond") to refund a portion of the outstanding Series 2010 Bonds; and (iv) lease rental revenue refunding bonds in the aggregate principal amount of \$10,660,000 to be designated Chattanooga Lease Rental Revenue Refunding Bonds, Series 2018D (Taxable) (the "Series 2018D Bond" and, together with the Series 2018A Bond, the Series 2018B Bond and the Series 2018C Bond, the "Series 2018 Bonds") to refund a portion of the outstanding Series 2010 Bonds. \$388,039,735 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2019 reflects the financing decisions being made by the City to meet its long-term goals. The pie chart shows the City is concentrating on Municipal Public Improvements General Obligation Bonds to satisfy the needs generated by these goals. All of the Sewer portion of the debt and 35% of the debt for Municipal Public Improvements is self supported debt.

The City is in an excellent position to issue additional debt if required for future projects. The operating transfer from the General Fund to pay the non-supported portion of the debt has remained fairly constant for the past five years, as reflected in the chart below.



In FY 2015, the General Fund appropriated \$17,485,009 which included funding for current outstanding debt. The FY 2015 capital budget included the use of bonds for projects totaling \$17,821,617.

In FY 2016, the General Fund appropriated \$19,204,000 which included funding for current outstanding debt. The capital budget reduced to \$17,504,272 for planned use of \$1,699,728 from the Debt Service fund balance. The FY 2016 capital budget included the use of bonds for projects totaling \$12,299,357.

In FY2017, the General Fund appropriated \$20,514,537 which included funding for current outstanding debt. The FY2017 capital budget included the use of bonds for projects totaling \$9,477,732.

In FY2018, the General Fund appropriated \$22,434,479 which included funding for current outstanding debt. The FY2018 capital budget included the use of bonds for projects totaling \$6,450,000.

In FY2019, the General Fund appropriated \$23,487,712 which included funding for current outstanding debt. The FY2019 capital budget included the use of bonds for projects totaling \$7,365,647.

In FY2020, the General Fund appropriated \$20,940,110 which included funding for current outstanding debt. The FY2020 capital budget included the use of bonds for projects totaling \$9,900,490. The city plans to sell bonds in the fall of 2019 to fund the FY18, FY19 and FY20 capital budgets.

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, 2019, the County had gross outstanding general obligation bonded debt of \$314,026,008. The percentage of County net indebtedness applicable to the City is 58.2806% or \$183,016,242. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2019, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2019.

Outstanding General Obligation Debt

General Obligation Bonds by Purpose	
Municipal Public Improvement(GenGovt)	147,233,811
Municipal Public Improvement Bonds(Sewer)	1,322,666
Municipal Public Improvement Bonds(SoWa)	4,792,626
Municipal Public Improvement Bonds(WaQu)	11,295,898
Municipal Public Improvement Bonds(CDRC)	60,435,000
Total Bonded Indebtedness	225,080,001
Other Long-Term Indebtedness	
HUD Sec 108 Notes	1,526,000
2016 Radio Capital Lease	3,586,641
2018 Golf Course Capital Lease	265,007
2018 Tasers Capital Lease	249,600
General Obligation Capital Outlay Notes	9,571,170
Business Obligation Capital Outlay Notes	147,761,316
Total Long-Term Indebtedness	162,959,734
Gross Direct Indebtedness	388,039,735
Less: Self-Supporting Indebtedness	
Sewer and Sewage Facilities Bonds	1,322,666
State Revolving Loan-CSO (ISS portion)	147,577,039
Municipal Public Improvement Bonds(SoWa)	4,792,626
Tennessee Municipal Bond Notes (SoWa)	184,277
Municipal Public Improvement Bonds(WaQu)	11,295,898
Municipal Revenue Bonds(CDRC)	60,435,000
Hotel/Motel Tax Revenue Pledge	39,458,662
HUD Sec. 108 Notes	1,526,000
Total Self Supporting Indebtedness	266,592,168
Debt Service Fund ⁽⁷⁾	3,049,310
Net Direct Indebtedness	118,398,257
Plus: Estimated Net Overlapping Indebtedness	183,016,242
Net Direct and Net Overlapping Indebtedness	301,414,499

- Note:*
- (1) Represents all outstanding bonded debt including Sewer and Sewage Facilities Bonds.
 - (2) Funding will be paid by revenues from incremental State sales tax, profits from the Chattanooga center, and the city's Share of the 1/2% increase in the county-wide sales tax passed by county-wide referendum held in February 2004. This increase replaced the 1/2% city-only sales tax effective July 1, 2004.
 - (3) Sewer and Sewage Facilities Bonds have the pledge of unlimited ad valorem taxes on all taxable property in the City for their repayment. However, such bonds have been paid by the City from revenues derived from the operation of the City's Interceptor Sewer System.
 - (4) This amount represents 100 percent of the outstanding balance on a State revolving loan, which will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and from the operations of the Water Quality fund.
 - (5) The City of Chattanooga is the lead agent on the State of Georgia Revolving Loan; however, the debt is to be repaid by participating North Georgia municipalities.
 - (6) \$16,088,524 represents the outstanding balance of 2013, 2014, 2015 and 2017 Municipal Public Improvement Bonds of which \$11,295,898 is related to Water Quality and \$4,976,903 is related to Solid Waste, which will be paid by the city from the revenue derived from the operations of these funds.
 - (7) This represents unaudited Fund Balance at June 30, 2019.

Debt Ratios

	<u>Amount of Indebtedness</u>	<u>Per Capita</u> ¹	<u>Percentage of Assessed Valuation</u> ²	<u>Percentage of Full Valuation</u> ³
Gross Direct Indebtedness ⁴	\$ 388,039,735	\$ 2,149	6.48%	2.05%
Net Direct Indebtedness ⁴	118,398,257	656	1.98%	0.62%
Gross Direct and Net Overlapping Indebtedness ⁵	506,437,992	2,805	8.45%	2.67%
Net Direct and Net Overlapping Indebtedness ⁵	301,414,499	1,669	5.03%	1.59%
Per Capita Assessed Valuation ¹	\$33,191 *			
Per Capita Full Valuation ¹	\$105,032 *			

*Based on 2019 population estimate.

- Notes:
- (1) The City's population in 2019 was estimated at 180,557.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2019 was \$5,992,784,141.
 - (3) The City's estimated full valuation of taxable property as of June 30, 2019 was \$18,964,234,130.
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$314,026,008. The City's share is \$183,016,242. (58.2806%).
 - (6) Direct and overlapping includes \$40,984,662 of self-supporting governmental debt and \$225,607,506 of self-supporting enterprise debt

<u>Ratio</u>	<u>Requirement</u>	<u>Actual</u>
General Fund Balance Requirement	> 15%	28.22%
Average Life of Total Debt	< 10 Years	9.39
Percentage of Principal Paid within 10 Years	> 50%	81.70%
Per Capita Debt/Per Capita Income	< 4%	1.47%
Per Capita Debt/Per capita Assessed Value	< 4%	1.98%
Debt Service/General Government Operation Expense	< 10%	8.57%

FY17 Bond Rating Comparison for Hamilton County & Ten Largest Tennessee Cities

<u>Ranking</u>	<u>City</u>	<u>Standard &</u>		
		<u>Fitch</u>	<u>Poor's</u>	<u>Moody's</u>
1	Memphis		AA	AA2
2	Metro Nashville	AA+		AA2
3	Knoxville	AAA	AA+	AA2
4	Chattanooga	AA+	AAA	
5	Clarksville	A		AA2
6	Murfreesboro		AA	AA1
7	Jackson		AA	
8	Franklin		AAA	AAA
9	Johnson City	AA		AA2
10	Bartlett		AAA	AA1
11	Hamilton County	AAA	AAA	AAA

Future Capital Financing

Each year the City develops and formally adopts a long range, five year capital improvement program (CIP). Annually, as part of the CIP process, the City departments are asked to review and prioritize their capital needs for the next five years. The capital projects for the first fiscal year of the five year CIP form the basis of the capital budget for that fiscal year. When the capital budget projects are finalized for the fiscal year, those projects are formally adopted by the City Council. The capital budget is funded each year from a variety of sources including debt proceeds, City appropriations, and Federal and State aid. Since departmental needs often change over time, the CIP is considered preliminary and subject to change until a capital budget is formally adopted by the City Council for a given fiscal year.

Department	2020	2021	2022	2023	2024
General Government	\$ 8,581,801	\$ 4,300,031	\$ 2,753,635	\$ 2,230,939	\$ 824,941
Public Works	132,793,354	109,309,000	75,540,000	58,170,000	42,190,000
Youth & Family Development	550,000	550,000	2,500,000	-	-
Economic & Community Development	2,573,700	4,733,000	3,600,000	3,000,000	2,000,000
Police	768,325	731,600	707,100	300,000	300,000
Fire	2,335,000	2,125,000	2,825,000	-	-
Transportation	47,282,605	26,444,657	24,884,000	20,562,900	26,781,561
Total	\$ 194,884,785	\$ 148,193,288	\$ 112,809,735	\$ 84,263,839	\$ 72,096,502

Other Long-Term Indebtedness

As of June 30, 2019, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated	Maturity
State of Tennessee Revolving Loan 2003-168	14,000,942	02/03/2003	10/20/2024
Tennessee Municipal League Bond Pool (2004)	7,794,868	05/20/2005	04/20/2025
HUD Section 108 Loan Program (2008) (1)	1,526,000	06/01/2008	06/01/2024
State of Tennessee Revolving Loan 2007-204	8,799,247	06/06/2007	05/28/2032
State of Tennessee Revolving Loan 2011-289	17,360,888	11/01/2011	11/01/2028
State of Tennessee Revolving Loan 2012-307	29,265,182	06/25/2013	06/25/2038
State of Tennessee Revolving Loan 2013-318	58,853,446	06/18/2014	06/18/2038
2014 Hamilton County Dept of Education (2)	1,960,579	08/01/2014	08/01/2019
2016 Regional Communication Capital Lease	3,586,641	08/01/2017	08/01/2021
State of Tennessee Revolving Loan 2016-357	18,830,008	02/08/2016	02/08/2039
2018 Golf Course Capital Lease	265,007	01/04/2018	03/04/2023
2018 Tasers Capital Lease	249,600	11/04/2017	11/04/2021
State of Tennessee Revolving Loan 2018-405	467,329	05/10/2019	05/10/2039
Total	<u>\$ 162,959,737</u>		

- Notes:
- (1) Loan agreement to pay off Fannie Mae note and establish a brownfield revolving loan fund. Community Development Block Grant program income will be used to retire the debt.
 - (2) Agreement between Hamilton County Board of Education and the City of Chattanooga toward resolution of the City's past due Liquor-by-the Drink Tax Liability and the resolution of the Board of Education's past due Water Quality Fees (\$1,565,425 to be paid over 6 years)

City of Chattanooga, Tennessee
General Obligation Self Supporting Bonded Debt Service Requirements
As of June 30, 2019
Sewer & Sewage Facilities Bonds
Municipal Public Improvement Bonds (Water Quality and Solid Waste)
State Revolving Loan (CSO Water Quality and Interceptor Sewer)
Chattanooga Downtown Redevelopment Corporation

Fiscal Year	Principal	Interest	P & I Requirements
2020	16,376,575	5,248,513	21,625,088
2021	15,995,710	4,782,941	20,778,651
2022	16,369,061	4,328,936	20,697,997
2023	16,729,929	3,864,503	20,594,432
2024	17,162,256	3,382,174	20,544,430
2025	17,108,275	2,885,811	19,994,086
2026	15,404,303	2,445,726	17,850,029
2027	15,215,180	2,035,279	17,250,459
2028	14,720,893	1,652,988	16,373,881
2029	15,449,742	1,268,157	16,717,899
2030	8,155,835	993,158	9,148,993
2031	8,284,224	837,769	9,121,993
2032	7,232,245	699,504	7,931,749
2033	7,130,095	589,530	7,719,625
2034	7,240,842	478,783	7,719,625
2035	7,353,363	366,262	7,719,625
2036	7,467,711	251,914	7,719,625
2037	7,583,874	135,751	7,719,625
2038	3,540,563	36,500	3,577,063
2039	1,086,830	14,020	1,100,850
2040	-	-	-
2041	-	-	-
Total	225,607,506	36,298,218	261,905,724

Includes CDRC (Southside) Capital Lease of \$60,435,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2019 consists \$68,760,236 from State Revolving Loan Fund for Sewer infrastructure and \$27,985,137 General Obligation Bonds to fund capital projects.

City of Chattanooga, Tennessee
General Obligation Debt Service Requirements
As of June 30, 2019

Fiscal Year	Principal	Interest	Total
2020	17,804,770	5,942,851	23,747,621
2021	17,256,150	5,417,755	22,673,905
2022	17,205,129	4,815,658	22,020,787
2023	16,077,087	4,244,099	20,321,186
2024	16,403,771	3,608,932	20,012,703
2025	14,810,762	3,003,547	17,814,309
2026	15,140,490	2,378,690	17,519,180
2027	13,004,070	1,716,592	14,720,662
2028	10,540,000	1,239,656	11,779,656
2029	10,600,000	903,025	11,503,025
2030	6,845,000	545,100	7,390,100
2031	6,745,000	247,050	6,992,050
2032	-	-	-
2033	-	-	-
2034	-	-	-
2035	-	-	-
2036	-	-	-
Total	162,432,229	34,062,955	196,495,184

Does not include CDRC (Southside) Capital Lease of \$60,435,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2019 consists of \$68,760,236 from State Revolving Loan Fund for Sewer infrastructure and \$27,985,137 General Obligation Bonds to fund capital projects.

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2019

	ADJ-2018 Outstanding June 30, 2018	Interest Pd FY 2019	Issued FY 2019	Retired FY 2019	Refunded FY 2019	Outstanding June 30, 2019	Maturing FY 2020	Interest Payable FY 2020
GOVERNMENTAL ACTIVITIES								
Serial Bonds:								
Tax Supported								
2009 Series A General Obligation	6,810,000	221,325	-	2,270,000	-	4,540,000	2,270,000	136,200
2010 Series A GO Bond	2,680,000	100,500	-	335,000	-	2,345,000	335,000	89,612
2010 Series B Refunding GO bonds	2,828,048	112,852	-	21,295	-	2,806,753	21,981	112,160
2010 Series C Recovery Zone Bonds	4,085,000	145,925	-	345,000	3,255,000	485,000	340,000	14,550
2011 Series A General Obligation	15,885,000	511,850	-	1,765,000	-	14,120,000	1,765,000	458,900
2011 Series B Refunding GO bonds	1,823,151	69,596	-	2,777	-	1,820,374	2,777	69,540
2013 Series General Improvement Bond	14,450,000	553,344	-	1,315,000	-	13,135,000	1,315,000	507,319
2014 Municipal Public Improvement Refunding	13,041,963	381,054	-	5,258,941	-	7,783,022	2,758,484	206,913
2015 Series A GO Bond	24,475,000	1,120,075	-	1,885,000	-	22,590,000	1,885,000	1,025,825
2015 Series B Refunding GO Bond	18,955,000	707,350	-	-	-	18,955,000	-	707,350
2017 Series A GO Bond	7,105,000	355,250	-	550,000	-	6,555,000	550,000	327,750
2017 Series B Refunding GO Bond	12,640,000	632,000	-	-	-	12,640,000	-	632,000
Total Tax Supported Bonds	124,778,162	4,911,121	-	13,748,013	3,255,000	107,775,149	11,243,242	4,288,119
Self Supported								
2010 Series B Refunding Hotel Motel Tax Pledge	17,756,952	708,585	-	133,705	-	17,623,247	138,019	704,240
2011 Series B Refunding Hotel Motel Tax Pledge	14,586,849	556,829	-	22,223	-	14,564,626	22,223	556,385
2013 Series Hotel-Motel Tax Pledge	5,540,000	212,131	-	505,000	-	5,035,000	505,000	194,456
2014 Series Hotel Motel Refunding	3,745,933	109,422	-	1,510,144	-	2,235,789	792,119	59,417
Total Self Supported Bonds	41,629,734	1,586,967	-	2,171,072	-	39,458,662	1,457,361	1,514,498
Total Serial Bonds	166,407,896	6,498,088	-	15,919,085	3,255,000	147,233,811	12,700,603	5,802,617

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2019

	ADJ-2018 Outstanding June 30, 2018	Interest Pd FY 2019	Issued FY 2019	Retired FY 2019	Refunded FY 2019	Outstanding June 30, 2019	Maturing FY 2020	Interest Payable FY 2020
Notes Payable:								
Tax Supported								
2004 TML Bond Fund	9,023,400	149,538	-	1,412,809	-	7,610,591	1,450,887	62,661
2014 Department of Education	3,921,159	-	-	1,960,580	-	1,960,579	1,960,579	-
Total Tax Supported Notes Payable	<u>12,944,559</u>	<u>149,538</u>	<u>-</u>	<u>3,373,389</u>	<u>-</u>	<u>9,571,170</u>	<u>3,411,466</u>	<u>62,661</u>
Self Supported								
2008 HUD Section 108 Loan Program	1,831,000	83,957	-	305,000	-	1,526,000	305,000	69,485
Total Self Supported Notes Payable	<u>1,831,000</u>	<u>83,957</u>	<u>-</u>	<u>305,000</u>	<u>-</u>	<u>1,526,000</u>	<u>305,000</u>	<u>69,485</u>
Total Notes Payable	<u>14,775,559</u>	<u>233,495</u>	<u>-</u>	<u>3,678,389</u>	<u>-</u>	<u>11,097,170</u>	<u>3,716,466</u>	<u>132,146</u>
Capital Leases Payable:								
Tax Supported								
2016 Regional Communication Capital Lease	4,782,188	-	-	1,195,547	-	3,586,641	1,195,547	-
2018 Golf Course Capital Lease	330,080	10,369	-	65,073	-	265,007	67,354	8,088
2018 Tasers Capital Lease	374,400	-	-	124,800	-	249,600	124,800	-
Total Tax Supported Capital Leases	<u>5,486,668</u>	<u>10,369</u>	<u>-</u>	<u>1,385,420</u>	<u>-</u>	<u>4,101,248</u>	<u>1,387,701</u>	<u>8,088</u>
Total governmental activities	<u>186,670,123</u>	<u>6,741,952</u>	<u>-</u>	<u>20,982,894</u>	<u>3,255,000</u>	<u>162,432,229</u>	<u>17,804,770</u>	<u>5,942,851</u>

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2019

	ADJ-2018 Outstanding June 30, 2018	Interest Pd FY 2019	Issued FY 2019	Retired FY 2019	Refunded FY 2019	Outstanding June 30, 2019	Maturing FY 2020	Interest Payable FY 2020
BUSINESS TYPE ACTIVITIES:								
Interceptor Sewer System:								
Serial Bonds:								
2014 Municipal Public Improvement Refunding	2,216,170	64,742	-	893,504	-	1,322,666	468,672	35,155
Total serial bonds	<u>2,216,170</u>	<u>64,742</u>	<u>-</u>	<u>893,504</u>	<u>-</u>	<u>1,322,666</u>	<u>468,672</u>	<u>35,155</u>
Notes payable:								
1998 State of Georgia Revolving Loan	319,008	5,803	-	319,008	-	-	-	-
2003-168 State Revolving Loan	16,166,759	473,262	-	2,165,820	-	14,000,939	2,230,932	386,940
2007-204 State Revolving Loan	9,393,595	233,310	-	594,348	-	8,799,247	611,148	237,720
2011-289 State Revolving Loan	18,165,984	375,040	21,708	826,804	-	17,360,888	800,568	339,876
2012-307 State Revolving Loan	29,050,833	361,098	1,691,731	1,477,382	-	29,265,182	1,434,900	328,980
2013-318 State Revolving Loan	44,761,387	1,059,527	16,945,559	2,853,500	-	58,853,446	2,752,596	961,848
2016-357 State Revolving Loan	4,496,686	130,421	14,333,322	-	-	18,830,008	831,290	242,907
2018-405 State Revolving Loan	-	-	467,329	-	-	467,329	20,631	6,029
Total notes payable	<u>122,354,252</u>	<u>2,638,461</u>	<u>33,459,649</u>	<u>8,236,862</u>	<u>-</u>	<u>147,577,039</u>	<u>8,682,065</u>	<u>2,504,300</u>
Total Interceptor Sewer System	<u>124,570,422</u>	<u>2,703,203</u>	<u>33,459,649</u>	<u>9,130,366</u>	<u>-</u>	<u>148,899,705</u>	<u>9,150,737</u>	<u>2,539,455</u>

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2019

	ADJ-2018 Outstanding June 30, 2018	Interest Pd FY 2019	Issued FY 2019	Retired FY 2019	Refunded FY 2019	Outstanding June 30, 2019	Maturing FY 2020	Interest Payable FY 2020
Solid Waste Fund:								
Serial Bonds:								
2014 Municipal Public Improvement Refunding	4,420,034	129,150	-	1,782,408	-	2,637,626	934,930	70,129
2017 Series B Refundng GO Bond	2,155,000	107,750	-	-	-	2,155,000	-	107,750
Total serial bonds	<u>6,575,034</u>	<u>236,900</u>	<u>-</u>	<u>1,782,408</u>	<u>-</u>	<u>4,792,626</u>	<u>934,930</u>	<u>177,879</u>
Notes payable:								
2004 TML Bond Fund	218,468	3,608	-	34,191	-	184,277	35,113	1,517
Total Notes Payable	<u>218,468</u>	<u>3,608</u>	<u>-</u>	<u>34,191</u>	<u>-</u>	<u>184,277</u>	<u>35,113</u>	<u>1,517</u>
Total Solid Waste & Sanitation Fund	<u>6,793,502</u>	<u>240,508</u>	<u>-</u>	<u>1,816,599</u>	<u>-</u>	<u>4,976,903</u>	<u>970,043</u>	<u>179,396</u>
Water Quality Fund								
Serial Bonds:								
2013 Water Quality Bonds	3,910,000	149,594	-	360,000	-	3,550,000	355,000	137,119
2014 Municipal Public Improvement Refunding	1,090,900	31,882	-	440,002	-	650,898	230,795	17,312
2015 Series A Water Quality GO Bond	7,020,000	321,300	-	540,000	-	6,480,000	540,000	294,300
2017 Series B Refundng GO Bond	615,000	30,750	-	-	-	615,000	-	30,750
Total serial bonds	<u>12,635,900</u>	<u>533,526</u>	<u>-</u>	<u>1,340,002</u>	<u>-</u>	<u>11,295,898</u>	<u>1,125,795</u>	<u>479,481</u>
Total Water Quality Fund	<u>12,635,900</u>	<u>533,526</u>	<u>-</u>	<u>1,340,002</u>	<u>-</u>	<u>11,295,898</u>	<u>1,125,795</u>	<u>479,481</u>
Total Business-Type Activities	<u>143,999,824</u>	<u>3,477,237</u>	<u>33,459,649</u>	<u>12,286,967</u>	<u>-</u>	<u>165,172,506</u>	<u>11,246,575</u>	<u>3,198,332</u>
TOTAL GENERAL OBLIGATION DEBT	<u>330,669,947</u>	<u>10,219,189</u>	<u>33,459,649</u>	<u>33,269,861</u>	<u>3,255,000</u>	<u>327,604,735</u>	<u>29,051,345</u>	<u>9,141,183</u>

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2019

	ADJ-2018 Outstanding June 30, 2018	Interest Pd FY 2019	Issued FY 2019	Retired FY 2019	Refunded FY 2019	Outstanding June 30, 2019	Maturing FY 2020	Interest Payable FY 2020
PRIMARY GOVERNMENT REVENUE BONDS AND OTHER DEBTS								
Electric Power Board								
Revenue Bonds:								
2015A Electric System Revenue Bonds	217,485,000	9,518,482		8,380,000		209,105,000	8,880,000	8,938,981
2015B Electric System Revenue Bonds	13,295,000	330,719		1,825,000		11,470,000	1,765,000	286,423
2015C Electric System Revenue Bonds	25,880,000	1,276,500		-		25,880,000	-	1,276,500
Total Electric Power Board	256,660,000	11,125,701	-	10,205,000	-	246,455,000	10,645,000	10,501,904
Chatt Downtown Redevelopment Corporation:								
Revenue Bonds:								
2007 Chatt Lease Rental Rev Ref Bonds	48,450,000	1,162,250	-	105,000	48,345,000	-	-	-
2010 Chatt Lease Rental Rev Ref Bonds	42,480,000	977,559	-	5,270,000	37,210,000	-	-	-
2018A IDB Rev Refunding 2007 Bonds	-	523,819	32,235,000	-	-	32,235,000	855,000	1,033,744
2018B IDB Rev Refunding 2007 Hotel Bonds Taxabl	-	15,989	16,655,000	16,655,000	-	-	-	-
2018C IDB Rev Refunding 2010 Bonds Taxable	-	549,900	28,200,000	-	-	28,200,000	4,275,000	1,016,438
2018D IDB Rev Refunding 2010 Hotel Bonds Taxab	-	9,239	10,660,000	10,660,000	-	-	-	-
Total Chatt. Downtown Redev. Corp.	90,930,000	3,238,756	87,750,000	32,690,000	85,555,000	60,435,000	5,130,000	2,050,181
Total Primary Government	678,259,947	24,583,646	121,209,649	76,164,861	88,810,000	634,494,735	44,826,345	21,693,268
COMPONENT UNITS								
Metropolitan Airport Authority:								
Revenue Bonds:								
2009 Refunding	3,085,663	71,366		3,085,663		-	-	-
2014 Tax Exempt	2,674,575	70,695		138,674		2,535,901	142,475	66,894
2014 Taxable	3,454,092	138,173		159,763		3,294,329	166,415	131,521
Total Revenue Bonds	9,214,330	280,234	-	3,384,100	-	5,830,230	308,890	198,415
Total Metropolitan Airport Authority	9,214,330	280,234	-	3,384,100	-	5,830,230	308,890	198,415
CARTA								
Note Payable:								
Republic Parking System Inc.	51,295			51,295		-	51,295	600
Total CARTA	51,295	-	-	51,295	-	-	51,295	600
Total Component Units	9,265,625	280,234	-	3,435,395	-	5,830,230	360,185	199,015

History of General Obligation Debt

The following table sets forth all outstanding general obligation bond and note indebtedness of the city at the end of the fiscal years 2013/14 through 2018/19, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

	2015	2016	2017	2018	2019
General Obligation Bonds by Purpose					
Sewer and Sewage Facilities	13,163,948	9,744,488	6,139,299	2,216,170	1,322,666
Municipal Public Improvement	196,686,053	216,415,513	204,670,703	185,618,830	163,322,335
Total Bonded Indebtedness	<u>\$ 209,850,001</u>	<u>\$ 226,160,001</u>	<u>\$ 210,810,002</u>	<u>\$ 187,835,000</u>	<u>\$ 164,645,001</u>
Revenue Bonds by Purpose					
EPB Revenue Bonds		276,055,000	-	-	-
CDRC Revenue Bonds	105,620,000	100,945,000	96,055,000	90,930,000	60,435,000
Total Revenue Bonded Indebtedness	<u>105,620,000</u>	<u>377,000,000</u>	<u>96,055,000</u>	<u>90,930,000</u>	<u>60,435,000</u>
Other Long-Term Indebtedness					
General Obligation Capital Outlay Notes	73,933,177	102,443,558	111,890,888	122,572,720	147,761,316
Tennessee Municipal Bond Fund	14,798,868	12,997,868	11,145,868	14,775,559	11,097,170
Capital Leases	174,098	113,267	6,027,412	5,486,668	4,101,248
Gross Direct Indebtedness	<u>\$ 404,376,144</u>	<u>\$ 718,714,694</u>	<u>\$ 435,929,170</u>	<u>\$ 421,599,947</u>	<u>\$ 388,039,735</u>
Less: Self-Supporting Indebtedness	255,342,366	556,051,798	282,579,251	283,502,826	266,592,168
Debt Service Fund	<u>3,446,011</u>	<u>2,161,977</u>	<u>1,778,396</u>	<u>2,990,089</u>	<u>3,049,310</u>
Net Direct Indebtedness	145,587,767	160,500,919	151,571,523	135,107,032	118,398,257
Plus: Estimated Net Overlapping Indebtedness	<u>163,735,958</u>	<u>170,209,506</u>	<u>163,735,958</u>	<u>204,647,086</u>	<u>183,016,242</u>
Net Direct and Overlapping Indebtedness	<u><u>\$ 309,323,725</u></u>	<u><u>\$ 330,710,425</u></u>	<u><u>\$ 315,307,481</u></u>	<u><u>\$ 339,754,118</u></u>	<u><u>\$ 301,414,499</u></u>

**CITY OF CHATTANOOGA
HISTORICAL DEBT RATIOS**

For fiscal year ending June 30, 2019 (unaudited)

Year ended June 30	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Estimated population(1)	171,349	167,674	170,136	171,279	173,366	173,366	176,588	177,571	179,139	180,557
Appraised property valuation	\$ 15,307,270,881	\$ 15,187,143,683	\$ 15,239,117,325	\$ 15,498,290,496	\$ 15,754,641,402	\$ 15,484,126,401	\$ 16,253,882,118	\$ 16,617,849,120	\$ 18,515,514,113	\$ 18,964,234,130
Assessed property valuation	4,845,694,497	4,808,789,510	4,820,825,577	4,874,524,209	4,955,263,249	5,044,607,410	\$ 5,111,025,892	\$ 5,225,896,880	\$ 5,917,809,652	\$ 5,992,784,141
Gross indebtedness (2)	436,663,186	408,416,390	407,942,874	403,192,541	422,909,531	404,376,144	442,659,694	435,929,169	421,599,947	388,039,735
Less: Self-supporting indebtedness(3)	287,059,370	270,029,615	252,435,979	257,949,312	257,073,903	255,342,366	279,996,798	282,579,251	283,502,826	266,592,168
Debt Service Fund	4,870,365	4,954,374	652,699	2,476,637	5,020,753	3,446,011	2,161,977	1,778,396	2,990,089	3,049,311
Net direct indebtedness	144,733,451	133,432,402	154,854,196	142,766,592	160,814,875	145,587,767	160,500,919	151,571,522	135,107,032	118,398,256
Plus: Estimated net overlapping indebtedness	154,968,909	148,698,012	152,555,047	158,657,256	146,010,740	164,152,697	170,209,506	158,510,550	204,647,086	183,016,242
Net direct and overlapping indebtedness	\$ 299,702,360	\$ 282,130,414	\$ 307,409,243	\$ 301,423,848	\$ 306,825,615	\$ 309,740,464	\$ 330,710,425	\$ 310,082,072	\$ 339,754,118	\$ 301,414,498
Gross debt per capita	\$ 2,548.38	\$ 2,435.78	\$ 2,397.75	\$ 2,354.01	\$ 2,439.40	\$ 2,332.50	\$ 2,506.74	\$ 2,454.96	\$ 2,353.48	\$ 2,149.13
Net direct debt per capita	844.67	795.78	910.18	833.53	927.60	839.77	908.90	853.58	754.20	655.74
Net direct and overlapping debt per capita	1,749.08	1,682.61	1,806.84	1,759.84	1,769.81	1,786.63	1,872.78	1,746.24	1,896.59	1,669.36
Gross debt to appraised valuation	2.85%	2.69%	2.68%	2.60%	2.68%	2.61%	2.72%	2.62%	2.28%	2.05%
Net direct debt to appraised valuation	0.95%	0.88%	1.02%	0.92%	1.02%	0.94%	0.99%	0.91%	0.73%	0.62%
Net direct debt and overlapping debt to appraised valuation	1.96%	1.86%	2.02%	1.94%	1.95%	2.00%	2.03%	1.87%	1.83%	1.59%
Gross debt to assessed valuation	9.01%	8.49%	8.46%	8.27%	8.53%	8.02%	8.66%	8.34%	7.12%	6.48%
Net direct debt to assessed valuation	2.99%	2.77%	3.21%	2.93%	3.25%	2.89%	3.14%	2.90%	2.28%	1.98%
Net direct and overlapping debt to assessed valuation	6.18%	5.87%	6.38%	6.18%	6.19%	6.14%	6.47%	5.93%	5.74%	5.03%

(1) Population figures for all years are estimates.

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

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes, CDRC capital lease, HUD Sec. 108 Notes.

Debt Service Fund Revenues

Fiscal Years 2017-2020

Revenue Source	Actual FY 16/17	Actual FY 17/18	Budget FY 18/19	Budget FY 19/20	Budget '20 Inc/(Dec)	% Change FY 18/19	% of Total
General Fund	20,514,537	22,434,479	23,487,712	20,940,110	(2,547,602)	(10.85)	85.95
Golf Courses	67,338	69,463	75,442	75,442	-	0.00	0.31
Capital Imp Bonds (2006)	178,558	-	-	-	-	0.00	0.00
Police Capital	-	376,526	-	-	-	0.00	0.00
General Govt Capital	-	48,777	-	-	-	0.00	0.00
Public Works Capital	-	899,497	-	-	-	0.00	0.00
City Hotel/Motel Tax	3,997,381	5,124,359	3,758,039	2,971,859	(786,180)	(20.92)	12.20
CDBG (Fannie Mae Loan)	416,743	402,957	388,957	374,485	(14,472)	(3.72)	1.54
Total Debt Service Fund	\$25,174,557	\$29,356,058	\$27,710,150	\$24,361,896	(\$3,348,254)	(12.08)	100.00
Grand Total	\$25,174,557	\$29,356,058	\$27,710,150	\$24,361,896	(\$3,348,254)	(12.08)	100.00

Debt Service Fund Expenditures

Fiscal Years 2017-2020

Expenditures	Actual FY 16/17	Actual FY 17/18	Budget FY 18/19	Budget FY 19/20	Budget '20 Inc/(Dec)	% Change FY 18/19	% of Total
Principal	18,058,024	20,689,981	20,868,462	17,804,771	(3,063,691)	(14.68)	73.08
Interest	7,426,697	7,391,467	6,731,688	6,447,125	(284,563)	(4.23)	26.46
Service Charges	73,417	62,919	110,000	110,000	-	0.00	0.45
Total Debt Service Fund	\$25,558,138	\$28,144,367	\$27,710,150	\$24,361,896	(\$3,348,254)	(12.08)	100.00
Grand Total	\$25,558,138	\$28,144,367	\$27,710,150	\$24,361,896	(\$3,348,254)	(12.08)	100.00
Per Capita	144.73	158.49	154.69	134.93	(19.76)	-12.77%	





Capital Project Funds

Fund Structure

The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of budgeting is modified accrual for all except Enterprise Funds (Interceptor Sewer, Water Quality, and Solid Waste) which are full accrual. Included funds are Police, Fire, Public Works, Economic & Community Development, General Services, Transportation, General Government, Youth & Family, Interceptor Sewer, and Water Quality.

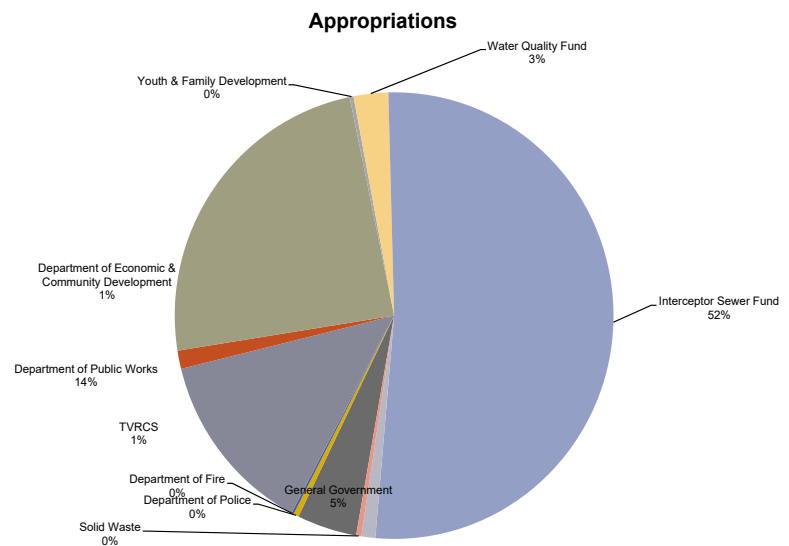
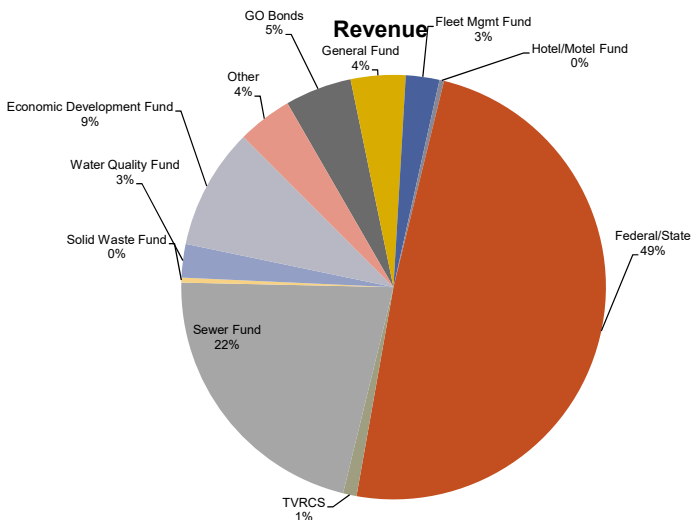
FY19 Approved Capital Budget is as follows:

General Government	\$ 5,479,375
Police (Safety)	1,251,217
Fire (Safety)	1,980,000
Public Works	18,400,000
Economic & Community Development	9,782,000
Transportation	21,528,565
Youth & Family	2,550,000
Solid Waste	1,000,000
Interceptor Sewer Fund	83,762,500
Water Quality Fund	<u>4,625,000</u>
	\$ 150,358,657

Revenue	FY19/20
GO Bonds	9,900,490
General Fund Operations	2,124,852
General Fund Reserves	6,000,000
Economic Development	18,000,000
Fleet Management Fund	5,000,000
Hotel/Motel Tax Fund	669,889
State Street Aid	1,740,359
State of Tennessee (TIP)	9,642,680
Fema/Tema	24,157,000
Federal	896,639
Sewer Oper/Reserves	41,916,014
State Revolving Loan	59,000,000
WQ Oper/Reserves	4,973,000
Solid Waste Oper/Reserves	753,195
TVRCS	2,000,000
Other	8,110,667
Total	194,884,785

Appropriations	FY19/20
General Government	8,581,801
Department of Police	768,325
Department of Fire	335,000
Department of Public Works	26,151,145
Department of Economic & Community Dev	2,573,700
Department of Transportation	47,282,605
Youth & Family Development	550,000
Water Quality Fund	4,973,000
Interceptor Sewer Fund	100,916,014
TVRCS	2,000,000
Solid Waste	753,195
Total	194,884,785

FY 19/20 Revenue & Appropriation Fund
\$194,884,785



Capital Fund Revenues

Fiscal Years 2017 - 2020

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '19 INC/(DEC)	% CHANGE FY 19/20	% OF TOTAL
	FY 16/17	FY 17/18	FY 18/19	FY 19/20			
General Fund Revenues	4,791,569	14,938,569	13,656,852	8,124,850	(5,532,002)	-40.5%	4.17%
State/Federal Grants	502,701	1,806,335	10,558,210	37,204,833	26,646,623	252.4%	19.09%
Economic Development Fund	3,268,622	1,140,000	10,247,800	18,000,000	7,752,200	75.6%	9.24%
General Obligation Bonds/Capital Lease	15,681,792	845,200	7,365,647	9,900,490	2,534,843	34.4%	5.08%
Fleet Lease Program	4,511,279	6,000,000	5,000,000	5,000,000	0	0.0%	2.57%
Hotel/Motel Tax Collections	1,350,000	4,700,000	6,800,000	669,889	(6,130,111)	-90.1%	0.34%
Interceptor Sewer	11,872,730	23,183,263	33,300,000	41,916,014	8,616,014	25.9%	21.51%
State Revolving Loan	25,998,778	32,708,535	49,000,000	59,000,000	10,000,000	20.4%	30.27%
Solid Waste	2,425,000	1,750,000	1,000,000	753,195	(246,805)	-24.7%	0.39%
Water Quality	4,347,117	6,628,815	4,625,000	4,973,000	348,000	7.5%	2.55%
Water Quality Bond	0	0	0	0	0	N/A	0.00%
State Street Aid	224,340	975,148	1,765,148	1,740,359	(24,789)	-1.4%	0.89%
Other	729,375	6,344,643	7,040,000	7,602,153	562,153	8.0%	3.90%
	\$75,703,303	\$101,020,508	\$150,358,657	\$194,884,783	44,526,126	29.6%	100.00%
Grand Total	\$75,703,303	\$101,020,508	\$150,358,657	\$194,884,783	44,526,126	29.6%	100.00%

Revenues

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

Funding for the FY 2017 Capital Budget is provided by a General Fund contribution of \$4,790,202. Operations contributed \$3,331,000 and fund balance \$1,459,202 of total. General Obligation Bonds \$9,477,732, Hotel/Motel Tax \$1,350,000, State of Tennessee and Federal grants of \$3,654,287, Economic Development Fund \$3,268,622, Fleet Lease Program \$4,300,000, State Revolving Loan \$18,100,000, Interceptor Sewer funding total of \$21,350,000 which includes reserves of \$12,400,000 and operations of \$8,950,000. Water Quality funding total is \$3,200,000 which is all reserves. Solid Waste funding is from reserves for \$2,425,000, "Other" in the amount of \$7,875,157 includes funds from municipalities, foundations, a capital lease of \$4,777,735, and reallocated monies of \$2,997,422 from completed projects.

Funding for the FY 2018 Capital Budget is provided by a General Fund contribution of \$14,938,569. Operations contributed \$4,957,569 and reserves of \$9,981,000 of total. General Obligation Bonds \$6,450,000, Hotel/Motel Tax \$4,700,000, State of Tennessee and Federal grants of \$10,851,977, Economic Development Fund \$1,140,000, Fleet Lease Program \$6,000,000, State Revolving Loan \$36,500,000, Interceptor Sewer funding total of \$30,900,000 which includes reserves of \$16,100,000 and operations of \$14,800,000. Water Quality funding total is \$10,712,000 which includes \$4M in reserves, \$4,269,000 in GO Bonds, \$2,343,000 in operations, and \$100,000 in donations.

Funding for the FY 2019 Capital Budget is provided by a General Fund contribution of \$13,656,852. Current year operations contributed \$2,124,852 and reserves of \$11,532,000 of total. General Obligation Bonds \$7,365,647, Hotel/Motel Tax \$6,800,000, State of Tennessee and Federal grants of \$10,558,240, State Street Aid \$1,765,148; Economic Development Fund \$10,247,800, Fleet Lease Program \$5,000,000, State Revolving Loan \$49,000,000, Interceptor Sewer funding total of \$33,300,000 which includes reserves of \$12,700,000 and operations of \$20,600,000. Water Quality funding total is \$4,625,000 which includes \$4.2M in operations and \$376,235 from reserves. Solid Waste funding of \$1,000,000 is from operations. "Other" in the amount of \$7,040,000 includes funds from municipalities and foundations.

Funding for the FY 2020 Capital Budget is provided by a General Fund contribution of \$8,124,850. Operations contributed \$2,124,850 and reserves \$6,000,000 of \$8,124,850 total. General Obligation Bonds \$9,990,490, Hotel/Motel Tax \$669,889, State of Tennessee and Federal grants of \$10,539,319, Economic Development Fund \$18,000,000, Fleet Lease Program \$5,000,000, State Revolving Loan \$59,000,000 Interceptor Sewer funding total of \$41,916,014 which includes reserves of \$14,985,500, External sources of \$508,514, and operations of \$26,422,000. Water Quality funding total is \$4,973,000 which includes reserves of \$334,526, External sources of \$188,125, and operations of \$4,450,349, Solid Waste funding a total of \$753,195.

Capital Fund Expenditures
Fiscal Years 2017 - 2020

Expenditures	Actual FY 16/17	Actual FY 17/18	Budget FY 18/19	Budget FY 19/20	%		% OF TOTAL
					BUDGET '19 INC/(DEC)	CHANGE FY 19/20	
Police	5,716,886	994,488	1,251,217	768,325	(482,892)	-62.85%	0.39%
Fire	2,034,600	2,616,791	1,980,000	335,000	(1,645,000)	-491.04%	0.17%
General Government	4,077,964	3,027,517	5,479,375	8,581,801	3,102,426	36.15%	4.40%
General Services	7,095,180	129,902	0	0	0	N/A	0.00%
Economic & Community Development	3,425,756	7,009,387	9,782,000	2,573,700	(7,208,300)	-280.08%	1.32%
Transportation	4,607,019	7,767,422	21,528,565	47,282,605	25,754,040	54.47%	24.26%
Youth & Family	907,978	1,723,004	2,550,000	550,000	(2,000,000)	-363.64%	0.28%
Public Works All Funds:	54,164,344	58,084,272	107,787,500	132,793,354	25,005,854	18.83%	68.14%
<i>Public Works</i>	4,582,321	1,922,924	18,400,000	26,151,145	7,751,145	29.64%	13.42%
<i>Interceptor Sewer Fund</i>	35,833,144	47,829,232	83,762,500	100,916,014	17,153,514	17.00%	51.78%
<i>Solid Waste Fund</i>	979,850	115,284	1,000,000	753,195	(246,805)	-32.77%	0.39%
<i>Water Quality Fund</i>	12,769,029	8,216,832	4,625,000	4,973,000	348,000	7.00%	2.55%
Parks Maintenance	903,543	94,987	0	0	0	N/A	0.00%
TVRCS	0	0	0	2,000,000	2,000,000	100.00%	1.03%
Total Capital Projects	\$82,933,270	\$81,447,770	\$150,358,657	\$194,884,785	\$44,526,128	22.85%	100.00%
Grand Total	\$82,933,270	\$81,447,770	\$150,358,657	\$194,884,785	44,526,128	29.6%	100.0%

Expenditures

The appropriations to the Capital Improvements Budget are analyzed on a year to year basis. As priorities shift, the Capital Improvements Budget will vary to reflect this. Presented here is a brief overview of each department's appropriation.

POLICE	
FY 2020 Budget	\$ 768,325
% of Total Capital Budget	.39%
Decline From FY 2019	(482,892)
% Change	-62.85%

The FY 2020 appropriation for the Police Department includes several technology advancements toward more efficient Policing in the department. Items include laptops, cameras, crime scene facility, conductive electronics equipment, along with continuation of police precinct improvements and real time intelligence center.

FIRE	
FY 2020 Budget	\$335,000
% of Total Capital Budget	.17%
Decline From FY 2019	(1,645,000)
% Change	-491.04%

The FY 2020 appropriation for the Fire includes new apparatus funded by reserves, Capital maintenance and repairs, and hydraulic equipment replacement.

PUBLIC WORKS (All Funds)	
FY 2020 Budget	\$132,793,354
% of Total Capital Budget	68.14%
Growth From FY 2019	25,005,854
% Change	18.83%

The FY 2020 Public Works capital appropriation reflects the replacement of city-wide services equipment, Parks maintenance, fleet capital, and the upgrade of the Interceptor Sewer, Solid Waste, and Water Quality systems.

GENERAL GOVERNMENT	
FY 2020 Budget	\$8,581,801
% of Total Capital Budget	4.40%
Growth From FY 2019	3,102,426
% Change	36.15%

The FY 2020 General Government budget includes funding for Chattanooga Area Regional Transit Authority (CARTA) to leverage additional federal dollars for capital needs, funding support for the Chattanooga Zoo African Expansion, Erlanger Children Hospital, and the Tivoili capital appropriation. Technology projects include the city network rebuild, citywide security cameras, the continuation of the data center relocation and Cloud Software as a Service (SaaS)

TRANSPORTATION

FY 2020 Budget	\$ 47,282,605
% of Total Capital Budget	24.26%
Growth From FY 2019	25,754,040
% Change	54.47%

The Transportation department oversees the City's street rehab and traffic divisions previously in Public Works. Projects include traffic signals upgrade, neighborhood transportation management, sidewalks, bike lanes, and pavement management program.

ECONOMIC & COMMUNITY DEVELOPMENT

FY 2020 Budget	\$ 2,573,700
% of Total Capital Budget	1.32%
Decline From FY 2019	(7,208,300)
% Change	280.08%

The Economic & Community Development appropriation has several citywide projects, Airport District Master Plan, building neighborhood business districts, park improvements including Miller Park, greenway connector, Affordable Housing Trust, Neighborhood Reinvestment Fund, and continuation of Public Art.

YOUTH & FAMILY DEVELOPMENT

FY 2020 Budget	\$ 550,000
% of Total Capital Budget	.28%
Growth From FY 2019	(2,000,000)
% Change	-363.64%

The Youth & Family Development appropriation is continued funding for projects supporting Youth & Family building improvements, and Office Early Learning Projects.

Introduction

The FY2020-2024 Capital Improvement Plan (CIP) shows the City of Chattanooga’s five-year plan for physical improvements throughout Chattanooga, as well as internal projects that improve the provision of services to residents. The first year of the CIP is the fiscally-constrained capital budget, whereas the successive years are a roadmap for future action. Funding for capital projects—defined as projects costing more than \$50,000 and with a useful life of greater than one year—is requested annually by departments alongside the BFO process. Capital requests are reviewed and collaboratively prioritized by the 25 members of the CIP Committee, an interdisciplinary team of department administrators and designees. The CIP process encourages strategic thinking about the City’s current and future capital needs and priorities, and requires collaboration and focus in order to reach a fiscally sustainable program of projects. The below strategies represent highlights of this FY20 capital budget.

FY20 Highlights – Capital Budget

- Key investments in crime prevention as support continues for the real time intelligence center
- Significant investment in replacement of fire apparatus and much needed Station 15 design
- Street improvements and repairs of almost \$29 million, the highest ever
- Funding for CARTA improvements including vehicle replacements and security cameras
- 100% curbside recycling to all City residents
- Additional funding for YFD sites and facilities
- Protect neighborhood affordability through continued funding of Chattanooga’s affordable housing fund
- Additional funding to complete key segments of our greenway system
- Open spaces expansion
- State of the art financial planning tools to ensure our dollars and investments are protected
- Investments in early learning, including new curriculum, repairs and security improvements at Head Start facilities, and planning for new Head Start facilities
- Continued investment in our library as a strong learning partner for our community
- Support 1000 new jobs at Volkswagen
- Continued funding of the Neighborhood Reinvestment Fund to make targeted investments in neighborhood infrastructure and commercial areas
- Continued neighborhood development such as streetscape improvements near the new Save-a-Lot
- Preparing for potential expansion of new jobs at the former Tubman site
- Support of new Health & Wellness district through support of the 3rd and 4th St infrastructure project

Governmental Projects

The below projects are funded through a combination of governmental funds such as City tax revenues, grants, general obligation bonds, and internal service funds. Project descriptions are included for FY20 projects, and a list of future year projects are shown at the end of each results area.

Growing Economy

FY20 Offers Funded: 13

FY20 City Funding: \$10,534,700

FY20 External Funding: \$9,583,772

3rd / 4th Street (REQ)

This project will create a new connection between 3rd Street and Riverside Drive at Siskin Drive, bring the intersection of Riverside Drive and Mabel Street to an at-grade intersection, streetscape improvements along 4th Street between Georgia Ave and 3rd Street, transforming 3rd Street between Mabel and Palmetto by creating a boulevard style street with 2 lanes each direction with on-street parking and sidewalks, lane adjustments on 3rd Street with addition of on-street parking through the hospital area, and convert Lindsay and Houston to 2-way streets between Riverside Drive and Vine Street, and transforming to a boulevard style roadway between Siskin and High Street that includes on-street parking and sidewalks. A greenway connection between 3rd Street and the Riverwalk will also be included in the project. This project is in the FY 2017 - 2020 Transportation Improvement Program (TIP), a regional plan that programs federal funds received in the City.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
80%	8,500,000	8,500,000	0	0	0	17,000,000

Area 3 Commercial District Streetscape Improvements

This project will fund streetscape improvements in the vicinity of Glass Street and the new Sav-a-lot Grocery.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	225,000	0	0	0	0	225,000

Charles H. Coolidge Medal of Honor Heritage Center

The Charles H. Coolidge Medal of Honor Heritage Center is in the midst of its \$6 million capital campaign to design and build a new, expanded 19,000 square foot Heritage Center in the heart of downtown Chattanooga at the Aquarium Plaza. This offer is the City of Chattanooga's fundraising

support for the project.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	250,000	0	0	0	0	250,000

Environmental Protection Agency (EPA) Brownfield Cleanup Grant Cost Share

This offer funds a required 20% grant cost share, if awarded during this competition cycle, to carry out cleanup activities at the former CSX South Chattanooga line. Cost share may be in the form of a contribution of money, material or services. The proposed site is the former CSX South Chattanooga line. The property consists of approximately 1.2 miles of abandoned CSX rail and rail right-of-way addressed as 3225 Broad Street. The property is owned by the City of Chattanooga and is in width from about 60 to 80 feet, occupying about 9.88 acres. The City would like to develop the property into an Americans with Disabilities Act- accessible trail.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
83%	600,000	0	0	0	0	600,000

ESIP - Ferdinand Piech Way modifications

This project includes modifications at the intersection of Ferdinand Piech Way and Hwy 58 and a turn lane to accommodate the new Harrison Elementary School slated to open in August 2020. It is funded jointly by the City and County.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
50%	1,100,000	0	0	0	0	1,100,000

Lynnbrook Park

Lynnbrook Park is a 1.4-acre vacant site that will be the location of both a stream restoration project and linear park. This is Chattanooga's first park project identified through the Trust for Public Land's Climate-Smart Cities decision support tool, which uses park, transportation, health and environmental data to target the most impactful park investments. Lynnbrook Park is located in an area currently lacking access to public parks. Over 3,000 people living within a 10-minute walk of this vacant lot will be able to access a high-quality public space once constructed. Redevelopment of this site into a public

park is a high priority for the city, as it will contribute to the revitalization and empowerment of the Oak Grove neighborhood, which is denser and more diverse than the city as a whole. This funding will finalize the design funding allocation for the project.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	137,000	100,000	0	0	0	237,000

Patten Parkway

Phase 2 of the Miller Park District Connectivity Plan is the renovation of Patten Parkway into a space that can be used as Festival Space, where the street can be closed and the entire space between Georgia Avenue and Lindsay Street can be utilized for Outdoor Festival Space.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
18%	2,447,772	0	0	0	0	2,447,772

Public Art in New Capital Construction

Based on recommendations from the 2019 Public Art Strategic Plan, a portion of the Capital funds calculated for public art have been reserved to support project administration and maintenance. The remaining funds have been allocated to five FY20 Capital Projects to accommodate meaningful integration of public art: Woodmore Safe Routes to School, Washington Hills YFD Site Improvements, Lynbrook Park Design, Chattown Skatepark Design, and City Facilities/Campus Planning & Design. Also included are maintenance funds for the Fallen Five Memorial and the removal of concrete pads and lawn repair related to past temporary art displays.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0	212,700	0	0	0	0	212,700

Stadium Digital Videoboard

Final half of funding pledge towards \$600,000+ stadium renovation project which upgraded scoreboard to modern Daktronics Videoboard.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	150,000	0	0	0	0	150,000

Tivoli Foundation Annual Capital Appropriation

This project provides adjust contractual capital funds to the Foundation and includes supplemental funds for chiller replacement.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0	450,000	0	0	0	0	450,000

Volkswagen Matching-Incentive for Electric Vehicle Production Facility

Volkswagen North America has selected Chattanooga, TN for production of its first battery-powered electric vehicle. The proposed facility's \$800 million investment, with more than 1,000 full-time jobs, would be constructed on the site of Volkswagen's existing Chattanooga plant at Enterprise South Industrial Park. In an effort to recruit electric vehicle manufacturing to Tennessee, the State of Tennessee offered a \$50 million in cash grant incentive. The City of Chattanooga and Hamilton County governments were asked to provide a match by offering \$2.5 million each in cash incentives.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	2,500,000	0	0	0	0	2,500,000

Walnut Plaza/Holmberg Bridge/Ed Johnson Site Prep

The project was highlighted for needed improvements within the Ramble Master Plan from February 2016. The Ramble plan seeks to enhance the existing routes and paths of downtown Chattanooga's Riverfront and to extend quality connections and access into the City. This remains one of the most frequented pedestrian routes within in the city connecting citizens to the river. The public notes this part of our city as one of the best places to enjoy the public realm, our city, and our natural setting. This space connects a river and Walnut Street bridge experience to the bluffs and ultimately the riverfront. Due to its frequent use, attention to detail and a focus on high-quality, long-lasting materials is very important. Project scope includes Walnut Plaza, site preparation for the Ed Johnson Memorial, and replacement of the Holmberg Bridge stairs.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
66%	1,586,000	0	0	0	0	1,586,000

Walnut Street Bridge

The Bridge was rehabilitated in the early 90's, with ongoing maintenance projects about every 3-5 years. After 25 yrs. significant repairs need to be made for the integrity of the Iconic Bridge for the next 25 yrs. Repairs, include replacement of the wood decking, electrical upgrades and lighting, structural repairs,

along with Sandblasting the bridge to the bare metal and installing a new protective coating system. Additional work below the water surface is planned in the out years to further stabilize the piers.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	1,960,000	0	0	200,000	0	2,160,000

Stronger Neighborhoods

FY20 Offers Funded: 32

FY20 City Funding: \$13,555,337

FY20 External Funding: \$26,884,750

2850 Hamill Road (FEMA)

Slope failure from excessive rainfall resulting in potential for partial roadway closure. The roadway was resurfaced through the failure area in December 2018 and wasn't exhibiting signs of new distress until after the mid-Feb rainfall event. Roadway is now settling and cracking in same location as prior to the rain event.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
88%	5,000,000	0	0	0	0	5,000,000

5500 Lake Resort Drive (FEMA)

Slope failure from excessive rainfall resulting in partial roadway closure with strong potential for full roadway closure. Eastbound lane of roadway has scarp forming and has significant movement. Cracking and evidence of slope movement observed below roadway as well.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
88%	9,000,000	0	0	0	0	9,000,000

Affordable Housing Fund

A fund that will be used exclusively to aid the creation of affordable and workforce housing throughout Chattanooga. These funds will be used to supplement federal funding, various tax incentives, and special grants utilized by the City of Chattanooga and its private sector partners to promote affordable, high-quality housing. This money is appropriated to the Health, Education and Housing Facilities Board.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	1,000,000	1,000,000	1,000,000	1,000,000		4,000,000

Alton Park Riverwalk Connector

The Alton Park Riverwalk Connector will construct a shared use path along a former rail line that parallels 33rd St. and connects the Riverwalk on the west and Alton Park and Southside Community Park on the east. CDOT is partnering with the Trust for Public Land, who has donated the former rail property to the City and is leading community engagement and design.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	150,000	0	200,000	2,000,000	0	2,350,000

Bridge Management & Maintenance (Bailey Ave) - Multiple Locations (Local Funds Capital Projects - Not tied to TIP)

Repair structures and appurtenances on the network of City-owned bridges on as-needed basis, in accordance with findings in regular TDOT inspections and reports on the bridges. There are 6 City-owned bridges which TDOT has classified as Structurally Deficient. The first bridge that will be addressed with this funding request is the Bailey Avenue Bridge over the railroad and EPB yards (bridge requires bearing replacement and joint rehabilitation).

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	950,000	1,000,000	1,000,000	1,000,000	1,000,000	4,950,000

CARTA Facilities Projects

This project is for the rehabilitation of administration, maintenance, and CARTA's intermodal facilities. Rehabilitation of CARTA's administration and maintenance facilities projects include repairs to the bus barn, repair/replacement of sprinkler system, repairs/replacement of hvac equipment, the replacement of rollup doors for CARTA's maintenance shop, track work, rehabilitating electrical/lighting system. This project also includes funding for the replacement or addition of three to four bus shelters to CARTA's service area, including site work and design. Most of CARTA's bus shelters are on the city of Chattanooga right of way, and CARTA coordinates with the Chattanooga Department of Transportation when a new shelter will be installed. CARTA is in the process of hiring an architect/engineer to help CARTA evaluate these projects, prioritize, prepare specifications, etc.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	40,137	41,341	42,581	43,858	45,174	213,091

CARTA Technology Projects

This project includes CARTA's estimate for needed replacements of computers and other administrative hardware (printers, monitors, switches etc.) to replace aging machines. In addition, this project also includes replacement on board routers for its fixed route and shuttle buses. These routers are aging and no longer supported by the manufacturer. This project also includes the replacement of tablets for its Care-A-Van fleet of vehicles with more rugged units that can withstand the amount of vibration on board the vehicle. These more rugged on board units will more reliably communicate the driver's real-time manifests (pick-ups and drop-offs) to them.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	29,712	28,050	28,611	29,183	29,767	145,323

CARTA Vehicles & Equipment

This project is for the replacement of up to five fixed route transit coaches, approximately two of which will be all electric coaches. Currently, 75% of CARTA's fixed route fleet is past its useful life of 12 years; most of the vehicles past their useful life are between 16-20 years old. The average mileage for the entirety of CARTA's fixed route fleet is 508,071. It is CARTA's overall goal to transition to an all-electric fleet, and CARTA is working towards slowly adding more electric coaches into its fixed route fleet.

Replacement of vehicles will ensure that CARTA continues to provide efficient, cost-effective service to the public. In addition to vehicle replacements, this project also includes the purchase of security cameras and shop equipment (hose reel replacements, scaffolding, etc.) for use within CARTA's system.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	360,029	675,000	680,000	690,000	250,000	2,655,0290

CDBG Sidewalks

Construction of sidewalks in designated low-income neighborhoods where pedestrian travel is necessary for many residents. The external amount is a planning number and is based upon the total federal allocation of CDBG funds to the City of Chattanooga and distribution of funds across their multiple uses.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total

100%	200,000	100,000	100,000	100,000	100,000	600,000
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Central Avenue (REQ)

Project includes two through lanes for car traffic, planted median, streetscape, complete streets facilities, bridge, intersection improvements, and direct bike/pedestrian connection to the Riverwalk. This project is in the FY 2017 - 2020 Transportation Improvement Program (TIP), a regional plan that programs federal funds received in the City.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
80%	1,370,000	2,000,000	10,500,000	0	0	13,870,000

East Lake Park Improvements

East Lake Park was the first park in Chattanooga built in 1896. This historic park features a lake, playground, pavilion, and trail. While the park hasn't received any significant improvements over the past 30 years, the Water Quality Division is currently partnering with the Lyndhurst Foundation to make \$800K worth of enhancements to improve the pond. Through public engagement for this project, several park recommendations were made from the community. We seek to implement such improvements to increase the vitality of the park. The project was funded \$500K in FY18, however this is insufficient funds to cover all the elements requested from the Community. In FY19 OCOS was awarded an additional \$100,000 to add a boat launch, interactive signs and trail re-design. Since then a number of ADA accessible code compliance measures have needed to take place which has forced us to reallocate funding. The original redesign did not address some of the structures within the park; therefore, additional funds have been requested to replace/repair the pavilions, restrooms, etc. Additionally, the City is planning to use Neighborhood Reinvestment funds to enhance adjacent streets and to create a safe walk to/from the YFD and East Lake Academy. With this investment, the park will shine as a crown jewel for the surrounding neighborhoods and the City.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	150,000	0	0	0	0	150,000

Elder Mountain Road Slope Stabilization and Roadway Improvements (FEMA)

Slope failure from excessive rainfall resulting in partial roadway closure. Failure plane extends across entire roadway. City constructed a temp lane along the uphill ditch to allow alternating traffic through the failure zone. Cracking and evidence of slope movement observed below roadway as well.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total

87.5%	7,000,000	0	0	0	0	7,000,000
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Greenway Farm Conference Center Replacement

Currently at 100% design. Architect construction cost estimate is about \$250K higher than currently funded plus construction RPR & material testing. Additional funding is to address sitework that will need to be done in conjunction with building replacement to address drainage, traffic flow, parking, landscaping, etc. Funding will also include a natural playscape to be built in the park in the vicinity of the new conference center.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	300,000	0	0	0	0	300,000

Greenway Farm, 3008 Hamill Road, Chattanooga, TN (FEMA)

FEMA repair for creek flooding and bank erosion.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	50,000	0	0	0	0	50,000

Heritage Park (FEMA)

FEMA repair; dam undermined (concrete wall functioning as weir).

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	10,000	0	0	0	0	10,000

Increased Curbside Recycling

The CWS Division of Public Works actively promotes and services the use of recycle containers for household residents. The coordination with multiple recycling partners will allow for 100% participation of household residents with the addition of 30,000 containers. In the past fiscal year over 18,875 tons were diverted from the landfill in the same period in part of the City's ongoing waste diversion program to ensure compliance with the State of Tennessee's Solid Waste Management Plan. The participation with the Curbside Recycle Grant will aid in achieving and maintaining 25% diversion

the State has established.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
100%	1,600,000	0	0	0	0	1,600,000

Marina Floating Dock, 201 Riverfront Parkway, Chattanooga, TN (FEMA)

FEMA repair, floating dock shifted and twisted in fast moving River flood and sustained structural damage

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	10,000	0	0	0	0	10,000

Neighborhood Reinvestment Fund

The intent of the Neighborhood Reinvestment Fund is to make targeted investments in under-invested neighborhoods across the city, guided by plans adopted by the Chattanooga City Council and needs identified by neighborhoods themselves and City staff.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	200,000	1,000,000	1,500,000	2,000,000	2,000,000	6,700,000

Parks ADA Repairs

Improvement of facilities and hardscapes as identified from the analysis of current ADA Assessment Program. The selected firm has completed their analysis and has identified and prioritized non-compliant areas in a detailed report. Based off the assessment, we received a lengthy list of needs that will require immediate attention from the City. Parks & Engineering have begun some of these repairs with current funding but based on initial cost estimate, total repairs are estimated at \$1,000,000. Funding could also extend initial assessment to Park sites not included in original program.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	200,000	300,000	200,000	100,000	0	800,000

Parks, Playgrounds, Field Maintenance

FY 2020-2024 Capital Improvement Plan

The Parks Division maintains and repairs the several public restroom, pavilions, barns, and other building structures throughout the park system. Parks Division will continue replacement of heavily worn and damaged playground equipment at many sites that are near the end of typical life and requires expensive repairs to remain in safe and usable condition. Parks has a 3rd party consultant on contract to access condition and give recommendation for replacement. Additionally with these funds, major repairs and other routine maintenance activities that have not been previously feasible will be scheduled and completed to make Youth Athletic Association complexes attractive to visitors and safe for participants. Several projects are in progress and/or have been completed at these sites along with other park sites. However there is a major need to update field lighting systems at a majority of these sites and a public request has been made to replace the Ted Bryant Park pavilion.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	300,000	300,000	700,000	700,000	700,000	2,700,000

Pavement Preventative Maintenance

This project will allow the department to provide pavement preventative maintenance throughout the City and will be used in coordination with the repaving funding from local capital. The scope of the project to be addressed with this project will be for a capital on-call contractor to address and not something to be fixed by operating crew. The earlier pavement preventative maintenance can be provided, the better for the asset so the roadway does not further deteriorate. Existing funds will be utilized in FY 2020; contract is expected to let by May 2019.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	250,000	250,000	250,000	250,000	250,000	1,250,000

Public Realm Tactical Pilot Projects

The Chattanooga Design Studio and Enterprise Center are leading a public process to create a Public Realm Action Plan for the Innovation District. This public process has identified important public realm enhancements in the district for the next several years. This is an agency appropriation to the Chattanooga Design Studio.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	300,000	0	0	0	0	300,000

Rivermont Park (FEMA)

FEMA repair; river flooding, bank erosion, floating dock damage.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	25,000	0	0	0	0	0

Ross's Landing, 201 Riverfront Pkwy (FEMA)

FEMA repair; riverjet pump was damaged during recent flooding. River elevation got above top of pump well. Pump motor was tested and determined to be inoperable. Pump motor needs rebuilt/replaced. Pump well needs to be mitigated to prevent future floodwater damage to Riverjet system.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	250,000	0	0	0	0	250,000

Somerville Connector

Project to connect Hill City neighborhood to grocery store, Renaissance Park, and other commercial and public destinations. To provide alternative transportation options to ease traffic in a congested area. Partnership agreement will result in developer providing design services to the city and funding 50% of the construction cost. This would be a ped/bike railroad crossing.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
50%	500,000	0	0	0	0	500,000

Street Improvements (paving) (P20201)

CDOT monitors the condition of the City streets based on the Pavement Condition Index (PCI); that rating system along with the connectivity of the street and its use allows the department to prioritize these dollars. These funds are transferred from the operating budget. Paving, microsurfacing, crack seal, seal coat and resurfacing improvements for local roads.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total

0%	4,112,209	5,000,000	5,000,000	5,000,000	5,000,000	24,112,209
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Stringer's Ridge Park Landslide (FEMA)

FEMA repair; a landslide occurred at Stringer's Ridge Park major movement observed February 24, 2019. The cause of the landslide appears to be heavy precipitation and saturated conditions. Two hiking trails traverse the affected area, Valdeau Trail near the scarp of the landslide and Cherokee Trail at about mid-slope. The toe of the landslide is on a residential property downhill from the park. The landslide measures about 300 feet from scarp to toe with an average width of about 75 to 100 feet. The City of Chattanooga plans to repair the landslide and re-establish grade along the two trails. Impact: Closures of two hiking trails. Financial burden and long repair time to City.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	2,200,000	0	0	0	0	2,200,000

TN Riverwalk at Cameron Harbor, 634 Mariner Way (FEMA)

FEMA repair; river flooding and bank erosion

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	25,000	0	0	0	0	25,000

Trans Stsc Sdwk - Riverwalk Extension (Middle St to Incline) TIP Project Name: St. Elmo Riverwalk Extension

Phase IV - Extension of Riverwalk from St. Elmo Ave. at Middle Street to Incline Railway.

Project will consist of approximately 2500 linear feet of a concrete multimodal path varying between 10 feet and 12 feet wide with a 4 foot grass strip separating pedestrians and cyclists from vehicular traffic. The project will include trees 25 feet on center, and L.E.D. pedestrian lighting 50 feet on center. Phase 4 will begin at the end of River Walk Phase 3 on Middle Street, then progress South on the East side of Saint Elmo Avenue until termination at the tourist attraction Incline Railway.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total

0%	1,000,000	0	0	0	0	1,000,000
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Transit Signal Prioritization

Give transit priority on SR 2/ US 11/ US 64/ Shallowford Rd/ Hamilton Place Blvd. Pedestrian and Bicycle upgrades.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
80%	1,250,000	0	0	0	0	1,250,000

Wilcox Boulevard Tunnel, East Entrance (FEMA)

Slope failure from excessive rainfall along hillside above the east entrance to the tunnel. Debris landed next to roadway and trees fell into the roadway (trees cleaned up by City crews). Hillside is now unstable and subject to further deterioration.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	2,200,000	0	0	0	0	2,200,000

Woodmore SRTS - Construction Phase & CEI (P20312)

This project addresses the safety concerns of the parents of Woodmore Elementary School children by providing a safe pedestrian pathway from home to school for the large student population that lives near the school. The project will include pedestrian a safety education program for Woodmore Elementary School children. This will be coordinated by CDOT staff and will utilize a consulting contract. This project also fills a missing link the pedestrian network of the Woodmore neighborhood.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
41%	368,000	0	0	0	0	368,000

High Performing Government

FY20 Offers Funded: 13

FY20 City Funding: \$11,474,841

FY20 External Funding: \$315,000

Airport Area Road Improvements - Traffic & Safety Improvements at E. Brainerd/Lee Highway Intersection

This project is an outcome of the Airport District Master Plan. It will provide streetscape and traffic signal upgrades and reconfigure the intersection per the recommendations of the plan.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	300,000	0	0	0	0	300,000

Building Energy Efficiency Upgrades

This project is a continuation of the Better Buildings Challenge the City agreed to, so as to lower overall energy use by 20%. In partnership with EPB and TVA current City facilities will replace existing incandescent and fluorescent light fixtures with new LED lighting. This technology provides equal or greater light levels at a lower level of energy use, reducing both energy costs and long-term maintenance cost. Existing fixture inventory at all 61 sites will be completed in the near future. The first package for City Hall Campus Area nearing completion and almost all of the facility locations are projected to at Less than two years for payback, making them Ineligible for the Rebate System from TVA, which also has been shortened to June 30, 2018 as the sundown date. However, the reduction of cost going forward still makes these projects very viable for the City due to reduce energy cost in the future.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	184,645	0	0	0	0	184,645

Chattanooga African American Museum Repairs

This offer includes: Replacement of two end of life HVAC units conditioning the Performance Hall with more efficient technology to improve reliability; subsurface repairs to the parking lot of the Bessie Smith Hall The parking lot has been sinking for several years and can no longer be patched to any great effect; replace carpet in the basement; and roof repairs.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
50%	630,000	0	0	0	0	630,000

City Buildings & YFD Centers Major Maintenance

This Capital project is to address major Building System Elements at YFD Centers and other City Buildings, such as HVAC systems, roofing system replacements, exterior gutters and downspout source leaks, structural repairs, floor replacements, restroom rehabilitation, building code upgrades, etc.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

City Facilities Assessment

To perform a Facilities Assessment for the future needs of the City of Chattanooga Government, to provide services to both its external and internal clientele, based upon the most strategic placement of those services, existing building conditions and future system needs.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	300,000	0	0	0	0	300,000

City Facilities Capital Improvements and/or Campus Consolidation

This project includes the following: \$400,000 for purchase of future YFD/Head Start building site; \$500,000 for Watkins 2nd floor, City Hall renovations, and miscellaneous moving/FF&E of \$60,000; and \$680,000 in design funding for a new YFD building, including a new Head Start center.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	1,617,000	2,000,000	0	0	0	3,617,000

City Network Rebuild

This capital request is to continue efforts to replace out of date, out of support technical infrastructure in City buildings. This funding is vital to improve performance, maintain security and increase productivity. Current topology requires a strong network infrastructure to connect to applications and data. Reliable, consistent connectivity is crucial to maintain business continuity and data access for all departments citywide. The Network Rebuild capital request is in direct support of these critical business objectives.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	200,000	400,000	300,000	300,000	300,000	1,500,000

Cloud Software as a Service (SaaS)

The City's ERP (Enterprise Resource Planning) software is old technology not keeping pace with user expectations. It is also only about 48% implemented while we are paying 100% of the maintenance cost. The SaaS product will improve processing quality and efficiencies in the areas of General Ledger, Purchasing, Projects & Grants management, Time & Labor, Accounts Payable, Fixed Assets, Human Resources, Budget creation, and Cash Management while improving business processes, incorporating best practices, and a quality user experience. All applications are mobile-enabled and provide key performance indicators, dashboards, and predictive analytics. This offer increases productivity while providing an agile product which remains current with technology trends.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	1,738,376	2,405,640	977,568	0	0	5,121,584

Electric Vehicle Infrastructure

This project would fund a study to explore requirements for greater integration of electric vehicles into the City's fleet.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	50,000	0	0	0	0	50,000

Fleet Program Purchases

This is to appropriate Fleet Program Reserve funds so that they may be used to replace vehicles currently in the program that are at the end of their lease terms.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	5,000,000	4,000,000	4,000,000	5,000,000	5,000,000	23,000,000

PCI Database Update

This project will allow the department to update the pavement condition index of the roadway network to current index values by surveying the 20 pavement distress categories as outlined by American Society for Testing and Materials Standard Number 6433 which was used as the standard for the survey conducted in 2009/2010.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	400,000	50,000	50,000	50,000	50,000	600,000

Project Management Software

The City appropriated over \$150,000,000 in FY19 for capital projects. At this time, departments and individuals with projects, capital and otherwise, are left to develop their own methodology (if any) for tracking and managing their projects. Project management expertise varies widely across departments, as does the methodology for tracking and reporting project management scope, budget and status. Improving and standardizing our project management practices and providing the tools to do do will save the City money and improve the quality and timeliness of capital project delivery. Well run projects will help to build trust in government and get the final project completed sooner. Providing project management software will better equip our project managers and other staff to move forward with improvements to how the City manages projects.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	50,000	200,000	0	0	0	250,000

Website Upgrade

This capital request is to begin the effort to redesign the chattanooga.gov website. The chattanooga.gov site is the representation of the City of Chattanooga. It is where people go to find out about City services and City initiatives, it depicts how the City of Chattanooga does business and what is important in our city. The current website design is out of date, difficult to navigate and does not represent our City well.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	320,000	0	0	0	0	320,00

Smarter Students, Stronger Families

FY20 Offers Funded: 9

FY 20 City Funding: \$6,094,547

FY20 External Funding: \$0

Chattanooga Zoo: African Expansion

Friends of the Zoo, Inc. (FOZ) seeks to help the city to expand its impact on citizens through economic growth, quality of life improvement, and unique educational opportunities. FOZ is expanding the African area at the zoo to bring giraffe, lions, and a number of other species to Chattanooga. This expansion will create new jobs at the zoo in several departments, increase the zoo's educational capabilities by expanding classroom learning space in a new pavilion, it will create new interactive learning opportunities for all ages related to these charismatic animals, and it will give citizens greater opportunities for recreation outdoors in a family setting. In total, this campaign is a \$10 million project which will increase the zoo's impact on the community all while building a more sustainable business. The Chattanooga Zoo is owned by the City, and operated by FOZ.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	250,000	250,000	0	0	0	500,000

Chattown Skate Park

Chattanooga's only skate park is regularly used and loved by the skateboarding community, however current structures are aging, showing more wear and tear, and possibly safety concerns for park patrons. The OCOS division was funded \$30K in FY18 for a Skate Park Feasibility Study to engage skate park patrons and the community to evaluate the existing skate park needs and opportunities, identify factors of a successful skate park and location, and prepare a cost budget estimation and concept plan. In FY19 OCOS was awarded an additional 70k to support the Feasibility Study as the parameters changed. The Feasibility Study is currently underway and we are requesting \$225,000 for the design phase of the park which is based upon the recommendations of the Feasibility Study. The Design phase will yield construction documents, final design, and a budget for construction.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	274,000	1,500,000	0	0	0	1,774,000

Early Learning Center Capital Grants

In our community only 42% of child care centers and homes meet the state requirements for three stars. In order to support the increase in high quality child care programs, small capital grants will be awarded to programs with identified improvement needs as measured by the TN Star Rating System. These grants will be no more than \$25,000/award, will only be awarded to licensed child care providers, or providers in need of funding to move from an unlicensed program to high quality licensed program. Funds must be expended within 6 months of award. Participants will enroll in an Enhanced Quality Improvement Plan and the free coaching process provided by Child Care Resource and Referral in order to meet the requirements of the grant and to address other needs related to quality improvement.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	100,000	150,000	0	0	0	250,000

Erlanger Children's Hospital

City contribution toward the construction of the new Erlanger Children's Hospital, in honor of the victims of the Woodmore Bus Tragedy.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	250,000	250,000	0	0	0	500,000

Head Start Facility Build Out and Repair

Head Start operates five child care sites; four in Chattanooga and one in Daisy (2302 Ocoee St; 4701 Devine Ave; 501 W 12th St; 9531 Ridge Trail Rd, Soddy Daisy). Two of the five buildings being assessed are in aging HCDE School buildings being leased by Head Start, 12th St is a City owned building, the Infant - Toddler building at Ocoee is a City owned building, and the modular in Soddy Daisy is a City owned building. Many of these buildings are experiencing regular systems failures; for instance, the heating system at the Avondale Head Start site failed the week after winter break 2018, causing children to be out of school for almost two extra weeks, and cost approximately \$100,000 that had not been budgeted. This expenditure had an impact on other programmatic elements including classroom and curriculum supplies. Head Start, in partnership with Public Works, has executed a facilities audit to determine a short, mid, and long term needs for Head Start facilities. This audit is scheduled to be completed by the end of April, 2019. These funds will respond to the most significant findings of the audit, and will allow Head Start and the City of Chattanooga do develop a financing and maintenance strategy that can be managed within budgets and will supply high quality environments for children. While there is a logical argument to be made in delaying this investment, we serve over 500 children in these buildings daily. They are directly impacted by the quality of the environment, and there is an urgent obligation to improve the quality of these buildings.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	200,000	250,000	250,000	0	0	700,000

Library HVAC/Electrical Phase 2

This offer will fund the completion of the Downtown Main Library combined HVAC/Electrical Infrastructure/Roof Replacement project. This project was funded as three separate projects beginning in FY18:

- HVAC \$900,000 (replace system original to facility)
- Electrical \$400,000 (upgrades required to run HVAC)
- Roof \$400,000

In FY18 a consultant was hired through the RFQ process and the three projects were combined into one for a total of \$1,700,000. During the design phase it became clear that construction cost estimates used for the initial funding request were insufficient to complete the project as the project was estimated to cost \$650,000 above the amount funded. With design complete, an RFP was advertised for a general contractor. On October 18, 2018 the bids were opened and the lowest bid was \$3,659,200, and all bids were rejected. Working with the consultant and Public Works project manager, the Library has approved a strategy to shorten construction time and anticipate lower costs with a multi-phase project and bid approach.

Phase 2, whose cost is the subject of this BFO, will complete the project and provide for air handler replacement, necessary interior work required by the installation, all additional HVAC controls, and all other project scope as originally designed.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	2,193,547	0	0	0	0	2,193,547

OEL Curriculum

The Office of Early Learning will purchase the evidence based Creative Curriculum for each Seats for Success program that achieves 3 Stars, the highest level of quality recognized by the State of Tennessee. OEL will also provide training on curriculum implementation, and work with Child Care Resource and Referral to provide these programs ongoing coaching on implementation to fidelity. This program will provide a one-time investment with sustainability of implementation through existing resources (CCR&R).

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	150,000	150,000	0	0	0	300,000

Security Camera Replacement for Head Start

As the City has invested in a comprehensive and coordinated IT system, Head Start has not yet joined the IT's camera protocol or management, nor the IT security camera financing plan. Additionally, all cameras in City Head Start sites are between five and seven years old, making them obsolete technology with some building experiencing camera failure. This offer will allow Head Start to maintain safe, operational security systems. While Head Start grants provide adequate funding for operational expenses, there is not adequate funding, nor is there a regular opportunity to write for grants to cover, this kind of systems upgrade.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	100,000	0	0	0	0	100,000

Site Improvement Requirements for New Construction of YFD Facilities

To meet the site condition requirements for the new construction associated with the improvements of YFD Centers, i.e., parking lots, landscaping, etc. 10' out from new facilities.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	2,577,000	0	0	0	0	2,577,000

Safer Streets

FY20 Offers Funded: 21

FY20 City Funding: \$5,705,755

FY20 External Funding: \$2,113,874

235 Aster Ave (FEMA)

FEMA repair; Flooding (flood zone). Road and culvert damage.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	8,000	0	0	0	0	8,000

3rd Street at Palmetto Traffic Signal Installation

Location meets warrant analysis. With Erlanger's Children Hospital about to open up will generate more vehicle and pedestrian traffic.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0	250,000	0	0	0	0	250,000

54 Manufacturer's Road (FEMA)

FEMA repair; an area of the Tennessee River riverbank, already compromised and in failure from erosion and already having produced damage to the Tennessee Riverwalk shared use greenway, is submerged and has been subjected to above normal flow volume and velocity as a result of the recent flooding. The full extent of additional damage is not determined at this time.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	1,500,000	0	0	0	0	1,500,000

495 Riverfront Parkway (FEMA)

An area of the Tennessee River riverbank, already compromised and in failure from erosion and already having produced damage to the Tennessee Riverwalk shared use greenway, is submerged and has been subjected to above normal flow volume and velocity as a result of the recent flooding. The full extent of additional damage is not determined at this time.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	300,000	0	0	0	0	300,000

613 Broad Street Sidewalk Repair

Public Safety Repair of sidewalk at 631 Broad St. next to Republic Parking. The sidewalk is spanning a cavity one story below. The estimate is based on what it would take to demo the concrete support beams in this half a block, and either fill the void and reconstruct the sidewalk or re-span the void with structural columns and beams. This is a public safety hazard.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	150,000	0	0	0	0	150,000

Automatic External Defibrillators (AED) Replacement

The CFD is requesting funds to replace the department's automatic external defibrillators. The department's AEDs have passed their life expectancy and are in need of replacement. All twenty-six frontline apparatus have AEDs, which are used on a daily basis for cardiac emergencies. These units are "workhorses" for the department and many lives have been saved with early automatic defibrillation.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	100,000	0	0	0	0	100,000

CHATT1 TIP Resurfacing Grouping (P20213)

Reimbursements anticipated prior to beginning of FY20. Resurfacing of Bailey Ave from National Street to Dodds Ave and Chestnut Street from Aquarium Way to W 4th Street including update of curb ramps, pavement marking, signs and signals. Local overmatch.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	647,855	0	0	0	0	647,855

Fire Station Capital Maintenance

The Chattanooga Fire Department stands prepared to respond around the clock, and fire station maintenance is vital to ensuring a healthy and operable place for firefighters to work and live. This offer requests to fund three major maintenance projects. All three are to replace aging apparatus exhaust systems for Station 6, Station 13, and Station 19. Exhaust systems are vital for the health of employees, FY 2020-2024 Capital Improvement Plan

as the system pulls harmful carbon monoxide, gases, and soot from the bay area. This year, the department would like to request funding for continuing to replace the smoke evacuation systems in fire stations.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	75,000	75,000	75,000	0	0	225,000

Fleet Capital Infusion

Capital dollars are required to purchase vehicles that are not currently in the Fleet Program in order to put them into the Replacement Program. Non plan vehicles are City Wide. This includes upgrades for 2008 - 2010 Crown Vics currently in the Program with 2018-19 PI SUV Explorers for the police department, as well as apparatus for the fire department. Number is based on 2 fire apparatus replacements at \$1,200,000 each, one PW pump truck at \$50,000, and \$168,680 for upgrading 20 police vehicles to PI SUVs.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	2,588,680	3,000,000	2,000,000	3,000,000	3,000,000	2,588,680

In Car Cameras

This is a continuation of a previously approved offer to add and/or replace older in-car cameras for Chattanooga Police vehicles.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	200,000	0	0	0	0	200,000

Old Hixson Pk @ Chickamauga Crk (FEMA)

FEMA repair; where N Chickamauga Creek flowed over Old Hixson Pike, the downstream shoulder has quite a bit of erosion that needs repair.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	30,000	0	0	0	0	30,000

Pelican Drive at Jersey Pike

State Industrial Road safety improvement (State managed) 10% City match of total contract cost. Chattanooga entered into an agreement with TDOT for a State Industrial Road safety project to minimize accidents at the rail crossing caused by southbound, east turning traffic into Pelican Drive. TDOT designed, bid and is managing this project with the City's commitment of 10% of the project cost.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	50,000	0	0	0	0	50,000

Plan of Services Obligations

Money to fulfill possible plan of services obligations in Area 12. Design in FY20, construction in FY21.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	250,000	700,000	0	0	0	950,000

Police Laptops

This is a continuation of a previously approved capital offer, which replaces outdated in-car laptops with laptops that are current with today's technology.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	150,000	300,000	300,000	300,000	300,000	1,350,000

Police Vehicle Equipment Package

The equipment package consists of emergency lighting, screen, consoles, prisoner screens and various other mounting equipment for 20 marked units to be fully outfitted excluding technology and ready for the streets. Materials and Labor is included in the request.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	195,000	0	0	0	0	195,000

RECOVER System

The Chattanooga Police Department as well as the TBI and FBI has a very low success rate for developing latent prints off spent shell casings and all things metal in general. Most agencies have stopped processing shell casings all together since that likelihood of develop any prints is extremely low. This is not ideal since most shootings and homicide have an abundance of shell casings collected

on scene. These casing can lead investigators to the alleged shooters and help officers get violent offenders of the street. RECOVER is a cutting edge technique that uses an innovative chemical vapor fuming process to develop fingerprints on a range of difficult surfaces including those that have been exposed to extreme heat (discharged bullet casings, for example) and items that have been washed clean in an attempt to prevent identification. RECOVER can reveal fingerprints even after they have been physically removed from an object, and has been demonstrated to consistently out-perform existing fingerprint development techniques across a range of difficult surfaces.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	66,600	0	0	0	0	66,600

RTIC

The Real Time Intelligence Center (R.T.I.C.) will be a force multiplier in our ongoing effort to reduce violent crime within our communities. RTIC Investigators will use the most technologically advanced equipment to actively support Intelligence Led Policing strategies by forging real time data with active intelligence. The addition of both mobile and pole mounted surveillance cameras will increase RTIC Investigator's ability to monitor current or perpetual acts of violence to provide real time information to field officer and criminal investigators.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	156,725	83,600	83,600	0	0	323,925

Sidewalks (P20306)

This project installs new and repairs existing sidewalks across the City to allow safe mobility by any user and to help encourage active public space and engagement of commercial and residential areas.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	350,000	1,431,000	1,564,000	1,710,400	1,871,561	6,926,961

Signal Upgrade for Hickory Valley Rd at Discovery Dr (to accept donation agreement) P20118

This project is complete. This budgetary ask is to correct the budget authority and account for the grant agreement with a private third party.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
100%	47,806	0	0	0	0	47,806

Station 15 Replacement

The Chattanooga Fire Department (CFD) is requesting Capital to replace Station 15 that serves the Eastdale and Brainerd communities. Constructed in 1966, the structure has had multiple problems with drainage, asbestos features, multiple leaks in the roof, cracks in the concrete, low energy efficiency, infrastructure deterioration including leaking windows, air conditioning issues (which has produced mold and mildew), and other issues creating the potential for safety and health issues. Due to many of these problems, the fire crew stationed here was required to move to and respond from another firehall for a few months two years ago. Enough repairs were made to move the fire crew back in, but a new station will be needed soon.

In addition to the recurring disrepair, the station is too small to accommodate the modern fire department. While this includes modern apparatus, gear, and equipment, it also refers to the small hall not having the room to accommodate women's facilities. The women stationed at this fire hall must put up signage to have any privacy. That was not an issue in 1966, but the modern fire service and the Chattanooga Fire Department has many women who serve as firefighters.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	160,000	2,050,000	0	0	0	2,210,000

TIP - Traffic Sign Retro-reflectivity

Replace faded traffic signs city wide to meet Federal & State requirements.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
85%	563,963	0	0	0	0	563,963

Enterprise Fund Projects

Enterprise projects are funded through user fees rather than general fund revenues.

Interceptor Sewer System

Consent Decree Projects

MBWWTP Solids Process Optimization Implementation - Phase 4 (A-D) (Digester Upgrades)

Improvements to the MBWWTP solids handling process to provide reliability and efficiency.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	20,000,000	20,000,000	20,000,000	20,000,000	0	80,000,000

Other Projects

Wet Weather Storage Phase 5 - East Brainerd

Construction of wet weather storage strategically throughout the system to store peak wet weather flows, prevent sanitary sewer overflows, and meet the future capacity requirements as set forth in the Consent Decree. The project will also increase reliability throughout the sanitary sewer system in the event of power or mechanical failures.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	15,000,000	0	0	0	0	15,000,000

Wet Weather Storage Phase 6 - Hixson PS #1

Construction of wet weather storage strategically throughout the system to store peak wet weather flows, prevent sanitary sewer overflows, and meet the future capacity requirements as set forth in the Consent Decree. The project will also increase reliability throughout the sanitary sewer system in the event of power or mechanical failures.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	10,000,000	0	0	0	0	10,000,000

Wet Weather Storage Phase 7 - Lee Highway

Construction of wet weather storage strategically throughout the system to store peak wet weather flows, prevent sanitary sewer overflows, and meet the future capacity requirements as set forth in the Consent Decree. The project will also increase reliability throughout the sanitary sewer system in the event of power or mechanical failures.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	10,000,000	5,000,000	0	0	0	15,000,000

Citico PS Improvements

This project includes making capital improvements to the Citico Pump Station. These improvements are designed to improve the capacity, performance and reliability of the station and help to reduce sanitary sewer overflows in the area.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	4,000,000	0	0	0	0	4,000,000

Contingency- Plans and Studies

Contingency money allocated for plans and studies that have not been identified yet.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	200,000	200,000	200,000	200,000	200,000	1,000,000

Contingency MBWWTP Improvements Contingency money allocated for MBWWTP improvement projects that have not been identified yet.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	3,527,355	3,000,000	4,000,000	2,500,000	3,000,000	16,027,355

Critical Pump Station Improvements Master Plan

This project includes the development of a Pump Station Master Plan that evaluates the performance, reliability, and capacity of critical pump stations in the ISS to identify a strategic, prioritized capital improvement approach.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	300,000	0	0	0	0	300,000

CSOTF Equipment Replacement Program

This project includes the recurring replacement of aging equipment at CSOTF facilities in the ISS to increase reliability, with the goal of eliminating wet weather SSOs.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	650,000	300,000	300,000	300,000	300,000	1,850,000

Implementation of CD Green Infra Projects in the CSS

Project involves the implementation of the CD green infrastructure projects in the CSS.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	500,000	500,000	500,000	500,000	0	2,000,000

Implementation of Vulnerability Recommendations

This project involves implementing the recommendations from the completed EPA mandated security vulnerability assessment of the MBWWTP.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	320,000	0	0	0	0	320,000

ISS Capacity Improvements

This project includes making unidentified capacity improvements across the collection system to decrease SSOs.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000

Laboratory Equipment

Project for purchase of equipment for the MBWWTP Laboratory.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	150,000	0	0	0	0	150,000

Long Term Control Plan Upgrades

This project will result in an Additional Operational Plan for the Chattanooga Creek CSO Outfalls (Central Avenue CSO and William Street CSO). This plan will augment Chattanooga's current CSO control measures with additional long term controls that will ensure that discharges from these CSO's comply with State water quality standards.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	2,737,500	0	0	0	0	2,737,500

Lupton City Sewer Rehabilitation

This project involves the rehabilitation of sanitary sewer pipe and manholes. This project will improve the reliability and structural integrity of the existing pipe and will remove unwanted inflow and infiltration from the system.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	3,000,000	0	0	0	0	3,000,000

Lupton Drive Chronic SSO Elimination Project

This project involves the rehabilitation or upsizing of sanitary sewer pipe and manholes. This project will improve the reliability and structural integrity of the existing pipe and will eliminate targeted chronic SSOs.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	4,000,000	1,000,000	0	0	0	5,000,000

MBWWTP Renewable Solar

The purpose of this project is to establish a photovoltaic (PV) solar array combined with battery storage technology at the Moccasin Bend Wastewater Treatment Plant (MBWWTP) in order to work towards the renewable energy goals of the 2009 Climate Action Plan and 2012 Executive Order while reducing operational costs at the plant. In coordination with EPB, demand-side load management technologies will be employed to more closely match real-time operational energy demand with the solar generation and battery storage of energy. Based on preliminary design from MBWWTP's consultant, Jacobs Engineering, and modeling from EPB, the plant has the capacity to generate over 30% of its average consumption through these technologies.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	2,250,000	0	0	0	0	2,250,000

MBWWTP Unox Electrical Upgrades

This project includes replacing undersized electrical infrastructure associated with the MBWWTP's UNOX system.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	320,000	0	0	0	0	320,000

Mountain Creek PS Improvements

This project includes making capital improvements to the Mountain Creek PS. These improvements are designed to improve the capacity, performance and reliability of the station and help to reduce sanitary sewer overflows in the area.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	300,000	0	0	0	0	300,000

Program Management For Consent Decree Implementation

This project is the annual renewal of the scope and fee of program management services for the implementation of the EPA CD program.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	2,400,000	2,100,000	2,100,000	2,100,000	2,100,000	10,800,000

Riverview Park/CGCC Chronic SSO Elimination Project

This project involves the rehabilitation or upsizing of sanitary sewer pipe and manholes. This project will improve the reliability and structural integrity of the existing pipe and will eliminate targeted chronic SSOs.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	4,000,000	1,000,000	0	0	0	5,000,000

Secondary Clarifier Flow Meter & Gate Replacement

This project includes the replacement of aging and/or end of life flow meters and slide gates at the MBWWTP Secondary Clarifiers.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	1,500,000	0	0	0	0	300,000

South Chickamauga Creek 3 Rehabilitation

This project involves the rehabilitation of sanitary sewer pipe and manholes. This project will improve the reliability and structural integrity of the existing pipe and will remove unwanted inflow and infiltration from the system.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	6,000,000	0	0	0	0	6,000,000

Tiftonia PS#1 Safety Upgrade

This project includes safety and reliability improvements associated with converting the Tiftonia #1 PS from a canned pump station to a submersible pump station.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	5,000,000	0	0	0	0	5,000,000

Tubman Site Sewer Replacement

The existing Interceptor Sewer crosses diagonally across the middle of the site, and has been a deterrent to some industrial prospective buyers. The money must only be used for replacement/relocation of the existing sewer line on the Tubman site.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	2,000,000	0	0	0	0	2,000,000

Citico Pump Reliability Improvements (FEMA)

FEMA repair; river came out of its banks, flooding the work site and surrounding area. Damage cannot be determined until river level goes down and area can be pumped down.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	250,000	0	0	0	0	250,000

Citico Creek Sub Basin Combined Sewer Separation Project (FEMA)

FEMA repair; prior to the rainfall event, the City's contractor had installed a cofferdam that was intended to divert Citico Creek away from the proposed work area such that a new storm drainage outlet structure and headwall could be installed. In response to the rain, TVA raised the river elevation causing the water to come up over the cofferdam and cause it to be undermined. The full extent of damage is unknown, as the water level has not dropped below the top of the sheet piles.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	225,000	0	0	0	0	225,000

Citico CSO 929 Riverside Drive (FEMA)

Pressure wash Catwalks and Walkways, Replace eight (8) FRP doors with frames and lockset, Replace six (6) each MSA main units, power supplies, O2 sensors, explosion proof receptacles, two position selector switches, 120v solenoids, four (4) 20 amp single pole switches, and 1 sump pump.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	106,159	0	0	0	0	106,159

Solid Waste

Landfill Equipment Maintenance

Allows for the maintenance of existing equipment to ensure efficient operations.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	500,000	500,000	500,000	500,000	500,000	2,500,000

New Solid Waste & Recycling Facility

Additional funds for construction of new facility.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
%	253,195	1,000,000	0	0	0	1,253,195

Water Quality

327 Cross Creek Rd (FEMA)

FEMA repair; sink hole formed over a Cross drain (15' deep, 90" Pipe) in roadway.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
87.5%	200,000	0	0	0	0	200,000

435 Oliver Street Chattanooga, TN 37405 (FEMA)

FEMA repair; small landslide next to Road, SR#5628168. Clear debris, reestablish ditch line and stabilize slope.

FY20 Percent External	Proposed FY19	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY24	CIP Total
87.5%	15,000	0	0	0	0	15,000

Automated Flood warning system

Continuation of Phase I & II US Army Corps of Engineers contract to provide the City of Chattanooga with Hydrologic and Hydraulic studies, Federal Emergency Management (FEMA) Flood Insurance Study (FIS) submittals, creation of a pilot Hydrologic Engineering Centers Real-Time Simulation (HEC-FY 2020-2024 Capital Improvement Plan

RTS) model, development of flood estimation tools for use in emergency situations, conceptual development of tools and guidance to evaluate the impacts from future development, and additional support of modeling and mapping products created in the previous phases..

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	150,000	150,000	150,000	150,000	150,000	750,000

Central Avenue Ext Separation Project

This Combination Sewer Separation Project will provide a dedicated stormwater outlet to the Erlanger, Warner Park, and Engle Stadium watersheds which historically have experienced Sanitary/Stormwater flooding issues. Project will be in conjunction with Moccasin Bend project to install Dedicated Sanitary Infrastructure.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	1,300,000	0	0	4,000,000	7,740,000	13,040,000

Dartmouth/Five Points Watershed SIP - Phase I

Phase I of a five phase Stormwater Infrastructure Replacement Project. Rapid development in past years has caused increased runoff potential in the area and taxed an undersized, aging system.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	50,000	900,000	0	0	250,000	1,200,000

Davidson Road

Funds for Phases II and III of a three phase Stormwater Green Infrastructure (GI) project. The GSI system will infiltrate runoff from smaller, frequent storms. Drainage will be reduced from travel lanes and create a shoulder for improved safety.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	600,000	750,000	750,000	0	0	2,100,000

Flood Control Pump Station Upgrades

Upgrades to pump stations throughout the city.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	500,000	1,500,000	500,000	0	0	2,500,000

Floodplain Modeling

To provide accurate, up-to-date information regarding flood levels, flood risk and associated hazards for areas within the City of Chattanooga in conformance with current FEMA standards. This project is necessary to assist the DPW and certain other city officials, with needed engineering services, on an on-call basis. Early identification of flood-prone properties during emergencies allows public safety organizations to establish warning and evacuation priorities.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	50,000	200,000	0	200,000	250,000	700,000

GI Prioritization Tool

To assist with Total Maximum Daily Loads (TMDLs) reduction, this will provide additional tools to enhance the deployment of GI on City projects throughout the city.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	50,000	0	0	0	0	50,000

Glass Street Area/Taylor St, Dodson Ave

Stream restoration project of WPA ditch as identified in the AMEC priority report.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	350,000	1,500,000	1,000,000	0	0	2,850,000

Green Alley Program

The purpose of this request is to redevelop existing alleys by means of improved water quality and placemaking.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	144,000	150,000	150,000	150,000	150,000	744,000

Heavy Equipment

Equipment replacement for continued service on water quality projects.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	525,000	670,000	0	0	0	1,195,000

Operations Building

To develop the existing property at Wood recycle Center, for the relocation of Solid Waste Fleet, Administrative Staff & Personnel. To consolidate solid waste fleet to a more service-central location with opportunity for future growth and expansion of solid waste collection and recycling.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	50,000	0	0	0	0	50,000

Riverfront Parkway/MLK CSS Project Phase II

Sanitary/Stormwater Separation Project. Boynton Dr. trunk line extension and Gateway Ave. trunk line extension to Proposed Phase II system.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	640,000	700,000	640,000	0	0	1,980,000

Stream Buffer Conservation

This program will reduce nutrients and other pollutants in subsurface flow caused by sediment, pesticides and other materials from entering streams.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	99,000	99,000	0	200,000	0	398,000

Stream Restoration/Various Sites)

The goal for stream restorations program is to reduce peak flow velocities which contributes to stream bank erosion. Additional goals include improving the water quality downstream, restore ecological habitat and reduce peak flood stages.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	250,000	250,000	0	250,000	250,000	1,000,000

Tennessee Valley Regional Communications System

Microwave Radio and Multiprotocol Label Switching (MPLS)

The selected vendor will replace the existing microwave radios at all 27 of the TVRCS sites with new radios and mpls routers. The vendor will sweep and align microwave antennas and lines to ensure the microwave paths are correct and the equipment will operate at peak efficiency. The vendor will install, program, and integrate the MPLS routers into the radio system.

FY20 Percent External	Proposed FY20	Proposed FY21	Proposed FY22	Proposed FY23	Proposed FY24	CIP Total
0%	2,000,000	0	0	0	0	2,000,000



ORDINANCE NO. 13474

AN ORDINANCE APPROPRIATING, AUTHORIZING OR
ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS
BUDGET FOR THE FISCAL YEAR 2019-2020.

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

SECTION 1. That there be and is hereby appropriated, authorized, or allocated the hereinafter set funds from the sources specified for the public purposes indicated of the Capital Improvements Plan for the Fiscal Year Ending June 30, 2020:

GENERAL GOVERNMENTAL FUNDS

FROM	General Obligation Bonds	9,900,490
	General Fund (1100)	2,124,850
	General Fund Reserves	6,000,000
	Capital Lease	2,045,201
	Hotel Motel Tax Fund (2070)	669,889
	Economic Development Fund (1111)	18,000,000
	State Street Aid (2050)	1,740,359
	21st Century Waterfront Capital (4021)	1,590,111
	Enterprise South Industrial Park (4013/A60108 Sale of Property)	1,020,619
	ESIP Workforce Development Center (4013/A60116)	48,777
	Police Motorola Portable Radios (4012/H30107)	251,726
	MPO Old State Projects (4016/K13199)	899,497
	Fleet Management Fund (6504)	5,000,000
	Tennessee Department of Environment and Conservation	800,000
	HUD-Community Development Block Grant	204,073
	State of Tennessee (Transportation Improvement Program)/MPO	8,781,420
	Federal	(10,750,000)
	2010C Recovery Zone Capital Improvement Bonds	(3,000,000)
	Environmental Protection Agency (Brownfield Clean Up Grant)	500,000
	Federal Emergency Management Agency (FEMA)	21,303,119
	Tennessee Emergency Management Agency (TEMA)	2,853,881
	Hamilton County	1,254,619
	Hamilton County - Volkswagen	(3,000,000)
	Donation - River City Company	1,733,772
	Donation - Recycle Partnership	224,000
	Donation - West Rock	576,000
	Donation - Gestamp	45,184

From Continued

Donation - Bristol Development	250,000
Donation - Plastic Omnium	2,622
Donation - MLK Corridor/Partnership Agreement	9,977
Donations - Chattanooga Neighborhood Enterprise Va Ave Greenway	35,100
Donations - Traffic Eng Capital Eqp	47,806
Miscellaneous Revenue	15,869
Sale of Property	3,968,152
Interest Earned	72,853
Police Capital/Narcotics Fund Revenue (Fund 4012)	251,726
Radio Lease Program (4014/D30015)	(251,726)
GG ESIP Workforce Development Ctr.(4013/A60116)	48,777
Radio Lease Program (4014/D30015)	(48,777)
PW MPO/Old State Projects (4016/K13199)	899,497
Radio Lease Program (4014/D30015)	(899,497)

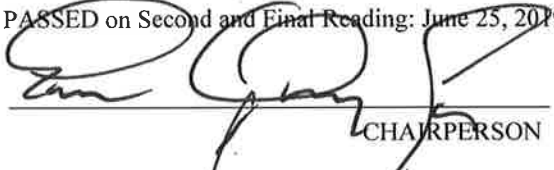
TO	General Government & Supported Agencies	\$ 10,286,508
	Department of Police	1,503,716
	Department of Fire	335,000
	Department of Public Works	18,595,553
	Department of Economic & Community Development	2,573,700
	Department of Transportation	47,375,488
	Department of Youth & Family Development	550,000
	6.2 Infrastructure (VW Welcome Center)	(6,000,000)
		<u>\$ 75,219,965</u>
		\$ 75,219,965

PROPRIETARY FUNDS CAPITAL

FROM:	State Revolving Loan Fund/GO Bonds/Revenue Bonds (ISS)	59,000,000	
	Interceptor Sewer System Operations (Fund 6010)	26,422,000	
	Interceptor Sewer System Reserves (Fund 6010)	14,985,500	
	Tennessee Emergency Management Agency (TEMA) ISS	508,514	
	Solid Waste Fund Operations (6020)	753,195	
	Water Quality Fund Operations (Fund 6030)	4,450,349	
	Water Quality Fund Reserves (Fund 6030)	334,526	
	Tennessee Emergency Management Agency (TEMA) WQ	188,125	
	Tennessee Valley Regional Communication Reserve	2,000,000	
TO:	Interceptor Sewer Fund		100,916,014
	Solid Waste Fund		753,195
	Water Quality Fund		4,973,000
	Tennessee Valley Regional Communication		2,000,000
	TOTAL PROPRIETARY FUNDS	<u>\$ 108,642,209</u>	<u>\$ 108,642,209</u>
	TOTAL CAPITAL BUDGET	<u>\$ 183,862,174</u>	<u>\$ 183,862,174</u>

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

PASSED on Second and Final Reading: June 25, 2019



 CHAIRPERSON

APPROVED DISAPPROVED

DATE: June 27, 2019



 MAYOR

DM/KY





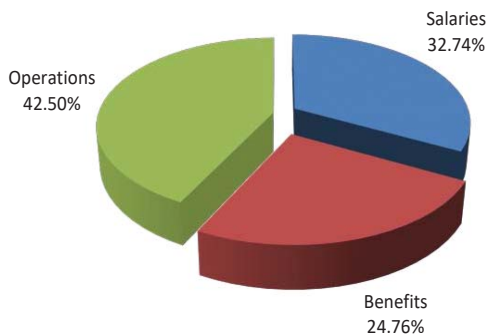
Human Resources

Chattanooga's number one priority is to provide the most effective and efficient services to the citizens. Our human resource program is designed to provide one with challenging and rewarding opportunities and a chance to build a career and future.

The City's compensation package includes: salaries, major medical health insurance, life insurance, social security, retirement plans, deferred compensation plans, worker's compensation (on the job injuries), leave, unused leave pay, leave buyback and unemployment benefits.

Salaries. Salaried and hourly employees are paid on a weekly or biweekly basis, dependent upon position. Employee salaries and fringe benefits represent 57.5% of the total FY 2020 operating budget.

FY20 Operating Budget



All non-exempt employees under the Fair Labor Standards Act are paid overtime for hours in excess of their standard work period. Certain paid holidays and paid leave are included as time worked for the purpose of determining overtime eligibility. Employees may elect, within limits, to accrue premium compensatory time in lieu of overtime. Employees, with some exceptions, are paid on a biweekly basis regardless of their standard work period. Some employees are paid on a weekly

payroll, which has been closed to new employees. Employees are paid a full pay period behind. The only time leave is counted as time worked is in the week of a holiday.

Health Insurance. Chattanooga offers a group health insurance plan to all full-time employees. As of 7/1/2012, employees are eligible for coverage beginning the first day of the month following 31 days of active employment with the option to choose from 2 network plans, Network P or Network S. Currently, the City of Chattanooga contracts with BlueCross BlueShield of Tennessee (BCBST) for employee health coverage. The City offers a \$15 per month discount for being tobacco free. Rates shown are before the discount. As of 7/1/19, the monthly premium for Network P by City employees with an individual policy is \$116.48 per month, employee + child(ren) \$214.96 per month, employee + spouse \$250.32 per month and family \$355.80 per month. The monthly contribution by City employees for the High Deductible Health Plan with an individual policy is \$30.00 per month, employee + child(ren) \$40.00 per month, employee + spouse \$50.00 per month and family \$60.00 per month. The City also contributes a monthly amount into the employee's health savings account.

Network S is a regional BCBST network with hospitals and providers throughout the entire state of Tennessee and in surrounding areas. Premiums for Network S are discounted. As of 7/1/19, the monthly contribution for Network S by employees with an individual policy is \$95.44 per month, employee + child(ren) \$176.20 per month, employee + spouse \$205.24 per month and family \$291.68 per month. The average monthly contribution by City employees for the Network P High Deductible Health Plan with an individual policy is \$43.44 per month, employee + child(ren) \$86.96 per month, employee + spouse \$98.36 per month and family \$144.76 per month. The City also contributes a monthly amount into the employee's health savings account. The Network S High Deductible Health Plan average monthly contributions by City employees are as follows: individual \$34.88, employee + child(ren) \$69.76, employee + spouse \$78.96, and family \$116.16.

As an elective, City employees have the option of selecting a vision plan. The monthly contribution for vision by City employees with an individual policy is \$5.52 per month, employee + child(ren) \$11.32 per month, employee + spouse \$10.80 per month and family \$16.08 per month.

The City also offers an elective dental plan with options of either a preferred PPO plan or an HMO plan. The monthly contribution for the PPO dental plan by City employees with an individual policy is \$23.20 per month, employee + child(ren) \$43.64 per month, employee + spouse \$53.40 per month, and family \$73.96 per month. The monthly contribution for the HMO dental plan by City employees with an individual policy is \$11.96 per month, employee + child(ren) \$19.36 per month, employee + spouse \$19.36 per month, and family \$29.48 per month.

City employees, retirees and their dependents who are covered under the City's health plan are eligible to utilize health providers and services at the City's on-site WellAdvantage clinic. Primary health clinic visits are offered free with no co-pays and selected prescription drugs are available for clinic participants through the City's on-site WellAdvantage Pharmacy. Utilization of the City's on-site clinics and pharmacy (which opened in 2008) has resulted in a reduction of the costs that the City pays for its pharmacy claims. Job injury claims have reduced as well as services have been brought "in-house." All employees are encouraged to participate in the City's WellAdvantage Wellness Program which consists of the on-site clinic and pharmacy, a fitness center and an employee wellness incentive program. In FY 2020, the employee's Major Medical Health and Hospitalization group plan estimated revenue cost as \$51,369,990. Appropriations for this time period is \$50,490,858.

Other Post Employment Benefits. On July 6, 2010, Ordinance 12411 was passed changing the eligibility for health insurance and other benefits at retirement. Employees eligible for lifetime post-retirement medical benefits as of July 1, 2010, and firefighters or police officers hired on or before March 21, 1986, shall continue to be eligible for those benefits. Employees not eligible for lifetime post-retirement medical benefits as of July 1, 2010, shall be eligible for post-retirement medical benefits until they reach eligibility for Medicare. The spouses of such retirees may continue to receive medical benefits until they become eligible for Medicare. Dependent children may remain covered as long as they remain eligible under the insurance plan then in effect.

Life and Accidental Death and Dismemberment

Insurance. The City's group life and AD&D insurance policy, administered through UNUM provides a death benefit of 100% of the employee's annual salary up to a maximum of \$50,000. The cost of this life insurance benefit is \$0.14 per \$1,000 of salary. Employees eligible for this benefit are full time employees who have been employed with the City for six months.

Social Security (FICA). All City employees are enrolled under the Social Security Act, except for sworn Fire & Police personnel. The City contributes the employer's share of 7.65% (6.20% Social Security and 1.45% Medicare) of earnings up to a maximum salary of \$132,900. Additionally, the Federal Insurance Program requires that an additional 1.45% be paid on all earnings. **Deferred Compensation.** The City offers a voluntary Deferred Compensation Plan for its employees to supplement the City-provided retirement plan. The City does not contribute to this plan. The four companies administering this benefit are Mass Mutual, ING, ICMA (International City/County Management Association) and Nationwide Retirement Solutions.

Long Term Disability Insurance (LTD). The City's LTD policy, administered through The Hartford, is offered in conjunction with the City's General Pension Plan. The City pays one half of the monthly premium at a rate of \$.24 per \$100 of covered salary. This benefit is offered to employees who have worked full time for six months.

Personal Leave. Personal leave is a combination of annual, sick and holiday leave into one paid leave system. Employees cannot accrue personal leave while receiving payments under the injured on duty program.

The City observes eleven (11) paid holidays throughout its fiscal year. Holidays included are as followed:

New Year's Day
 Martin Luther King's Birthday
 Good Friday
 Memorial Day
 Independence Day
 Labor Day
 Veteran's Day
 Thanksgiving Day
 Day After Thanksgiving
 Christmas Eve
 Christmas Day

The City Council may also designate other special holidays.

The accrual period is on a bi-weekly basis. The accrual rate was changed adding 5 additional personal leave days.

Employees shall earn Personal Leave at the following rates:

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	11.08	12.31	13.54
Hours accrued Annually	288	320	352
Days accrued Annually	36	40	44

The following accrual schedule applies to Sworn Police personnel and sworn Fire personnel who are not regularly scheduled to work on twenty-four (24) hour shifts will earn PTO on a bi-weekly accrual period, as shown in the schedule below::

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	11.08	12.62	13.85
Hours accrued Annually	288	328	360
Days accrued Annually	36	41	45

The following accrual schedule applies to Sworn Fire personnel who are regularly scheduled to work twenty-four (24) hour shifts will earn PTO on a bi-weekly basis, as shown in the accrual schedule below:

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	17.08	19.85	22.15
Hours accrued Annually	444	516	576
Days accrued Annually	37	43	48

Personal Leave shall be earned before it is taken. New employees shall earn Personal Leave after working one complete two week accrual period. Employees completing ten or seventeen years of employment shall earn Personal Leave at the new rate after working one full two week accrual period after his/her anniversary date. The maximum number of Personal Leave days that can be carried over from one accrual year to the next is 100. Every employee shall be eligible to carry over at the end of February (12 months beginning March 1st) no more than ten

days (100 maximum) of personal leave in addition to his/her personal leave days carried over from the previous accumulation year. Any leave that is required to be taken, but not used, shall be deducted at the end of the respective leave year in which such leave was required to be taken.

Special Leaves with pay include: Reservists leave of absence, Court attendance, meetings to attend professional and technical institutions, or conferences, that are job-related and may contribute to the effectiveness of the employee's services, and educational leave less than 14 days (if longer than fourteen days must be approved by the City Council).

Unused Leave Pay. Upon retirement, unused personal leave shall be paid in cash, at the daily rate of pay of the employee, not to exceed the maximum allowed.

Upon retirement because of disability, the employee is required to use their personal leave balance prior to beginning disability benefits.

Upon separation for reasons other than retirement, unused personal leave is paid, in cash, at the employee's daily rate of pay, not to exceed the maximum allowed.

Leave Buyback. Upon application by an employee, the City of Chattanooga may purchase back from its employees personal leave which they have accrued, but only under the following circumstances and conditions which must be agreed to by each employee seeking to sell the leave:

- No more than sixty (60) days of leave will be purchased from any employee during his/her lifetime;
- The City will pay to the employee seventy percent (70%) of the employees daily salary for each day of leave sold back to the City by the employee;
- The employee agrees in writing that the cap on the amount of days that employee is entitled to accumulate over his/her career will be reduced on a day-for-day basis for the number of days the City is purchasing;
- The city will not purchase any days which would lower the employees total accumulated leave below thirty (30) days;

- The practice of buying back leave will be subject to the availability of funds to do so at the time of the request, the determination of which availability will be at the sole discretion of the city administration; and
- Funds realized by employees from the sale of leave will be excluded from pension-eligible earnings.

Personnel Changes

The Fiscal Year 2020 changes are as follows:

General Government

In fiscal year 2020, General Government Department has one-hundred-thirteen (113) positions which is an increase of two (2) positions from the prior year. This consists of fifteen (15) in the City Attorney's Office, eight (8) in Judges, thirteen (13) in Council, six (6) in Internal Audit, fourteen (14) in the City's 311 Call Center, forty-six (46) in Information Technology and eleven (11) in Purchasing. There are currently eleven (11) frozen positions. The 311 Call Center added two (2) Customer Service Representative 2 positions.

Department of Finance & Administration

In fiscal year 2020, the Department of Finance & Administration has a decrease of one (1) position. Finance is made up of the following divisions: Finance, City Treasurer, and City Court Clerk's Office. Municipal Billing & Collection Office was eliminated. There are six (6) frozen positions with a total of seventy-two (72).

Department of Police

In fiscal year 2020, the Police consists of four-hundred-ninety-eight (498) sworn positions and one-hundred-fifteen (115) non sworn positions with nine (9) positions in Family Justice and two (2) in Automated Traffic Control. Currently there are no frozen positions within Police. General Fund total for Police is six-hundred and twenty-four (624) positions.

Department of Fire

In the fiscal year 2020, the Fire Department had no new positions. There are eighteen (18) frozen positions within this department. There are four-hundred fifty-nine (459) positions in Fire's General Fund while total fund position is four-hundred and sixty-eight (468), nine (9) of which belong to the Tennessee Valley Regional Communications, an increase of one (1) from prior year.

Department of Public Works

In fiscal year 2020, Public Works gained three positions. These are three (3) Equipment Operator 5 in Recycling and one (1) unfrozen Crew Worker 1 in the Central Business District. Additionally, there were three (3) positions that moved to Human Resources. There are currently twenty-two (22) frozen positions with a total of two-hundred-fifty-two (252) general fund positions.

The Water Quality Fund has one-hundred-fifty-three (153) positions, a change of four (4) from previous year's one-hundred-forty-nine (149) positions, which are funded primarily by Water Quality Fees. This fund has no frozen positions.

State Street Aid which is in Public Works Special Fund, gained one position increasing to sixty-nine (69) positions. Of the sixty-nine (69) authorized, eighteen (18) are frozen.

The Solid Waste Fund consists of fifteen (15) positions, which are funded primarily by City and Landfill Tipping Fees. The total number of positions had no change from prior year. The fund has no frozen positions.

In 2020, the Interceptor Sewer consist of one-hundred-ninety-one (191) positions, which is an increase of ten (10). There are no frozen positions for this proposed fiscal year.

The Development Resource Center, which shares space with Hamilton County has five (5) total employees.

Other positions moved to Public Works include the Fleet Garage sixty-one (61) positions along with the Golf Courses twenty (20).

Department of Human Resources

In fiscal year 2020, the Department of Human Resources total General Fund positions increased by five (5) to thirty (30). The department consists of Human Resources Administration with twelve (12); Employee Insurance Office with four (4); Employee Safety Program with five (5); and Training with six (6) personnel.

The Health & Wellness Fund, an internal service fund, consists of three (3) positions. In fiscal year 2020, the fund added a Leave Coordinator.

**Department of Economic & Community
Development**

In fiscal year 2020, total Economic & Community Development positions totaled one-hundred-four (104) in General Fund. New positions were added including four (4) Housing Navigators and three (3) Service Coordinators, and one (1) Open Spaces Activation and Engagement Specialist. Community Development had an increase of one (1) position, an Assistant Manager.

Executive Branch

In fiscal year 2020, The total number of Executive Branch positions increased by one (1). The change was the addition of a Community Program Coordinator.

Department of Youth and Family Development

In fiscal year 2020, Youth and Family Development (YFD) Recreation Division has a total of one-hundred-eight (108) Positions which was a decrease of two (2) positions from the prior year..

**Social Services Division of Youth & Family
Development**

In fiscal year 2020, Social Services has a total of two-hundred-seventy-seven (277) positions, a decrease of twenty-two (22).

Department of Transportation

In fiscal year 2020, Transportation had an increase of three (3) positions; these were Transportation Project Manager. In total, the department has sixty-five (65) positions. Transportation consists of the following divisions: Complete Streets, Transportation Administration, Smart Cities and Traffic Operations.



City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected		
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022
General Government & Agencies			11	111	111	111	113	2	0	113	113
City Attorney's Office											
0000026	Legal Assistant		13	4	4	4	4	0	1	4	4
0000028	Staff Attorney 2		27	1	1	1	2	1	1	2	2
0000150	City Attorney		34	1	1	1	1	0	0	1	1
0001029	Claims/ Risk Analyst		16	1	1	1	1	0	1	1	1
0002142	Compliance Officer		17	1	1	1	1	0	0	1	1
0002963	Receptionist (Part-time)	1	NP	1	1	1	1	0	0	1	1
0004131	Deputy City Attorney		32	1	1	1	0	-1	-1	0	0
0004213	Public Records Manager		15	1	1	1	1	0	0	1	1
0004351	Staff Attorney 1		25	4	4	4	4	0	0	4	4
		1		15	15	15	15	0	0	15	15
City Court Judicial I											
0000152	City Court Officer		NP	2	2	2	2	0	0	2	2
0000153	Judicial Assistant		NP	1	1	1	1	0	0	1	1
0020010	City Judge		NP	1	1	1	1	0	0	1	1
		0		4	4	4	4	0	0	4	4
City Court Judicial II											
0000152	City Court Officer		NP	2	2	2	2	0	0	2	2
0000153	Judicial Assistant		NP	1	1	1	1	0	0	1	1
0020010	City Judge		NP	1	1	1	1	0	0	1	1
		0		4	4	4	4	0	0	4	4
City Council											
0000039	Legislative & Management Analyst	1	25	1	1	1	1	0	0	1	1
0000159	Clerk to Council		20	1	1	1	1	0	0	1	1
0020100	Council Chairperson		NP	1	1	1	1	0	0	1	1
0020200	Council Vice Chairperson		NP	1	1	1	1	0	0	1	1
0020300	Council Member		NP	7	7	7	7	0	0	7	7
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1
0004201	Council Support Specialist		15	1	1	1	1	0	0	1	1
		1		13	13	13	13	0	0	13	13
Internal Audit											
0002117	Senior Auditor		21	4	4	4	4	0	1	4	4
0002118	City Auditor		29	1	1	1	1	0	0	1	1
0004037	Administrative Support Specialist		10	1	1	1	1	0	0	1	1
		0		6	6	6	6	0	0	6	6
311 Call Center											
0002106	Customer Service Rep 2		8	1	0	0	2	2	1	2	2
0002107	Customer Service Rep 1		7	10	10	10	10	0	1	10	10
0002108	Customer Service Supervisor		15	1	1	1	1	0	0	1	1
0002110	Call Center Manager		17	0	1	1	1	0	1	1	1
		0		12	12	12	14	2	3	14	14
Information Technology											
0000019	Telecommunications Analyst		14	1	0	0	0	0	-1	0	0
0000023	Assistant Director IT Project Management		30	1	1	1	1	0	0	1	1
0000024	Assistant Director IT Operations		30	1	1	1	1	0	0	1	1
0000089	IT Project Manager		26	1	1	3	3	0	2	3	3
0000107	Chief Information Officer		33	1	1	1	1	0	0	1	1
0000108	Manager Applications Development		28	1	1	1	1	0	0	1	1
0000109	Dep Chief Information Officer		29	1	1	1	1	0	0	1	1
0000110	Network Analyst	2	22	3	3	3	3	0	0	3	3
0000111	Assistant Director IT Security		30	1	1	0	0	0	-1	0	0
0000113	Manager IT Support Services		28	1	1	1	1	0	0	1	1
0000114	Network Engineer		20	1	0	0	0	0	-1	0	0
0000115	Systems & Database Specialist 2	1	23	2	2	2	2	0	0	2	2
0000116	Systems & Database Specialist 1	1	22	2	3	3	3	0	1	3	3
0000119	Programmer 2		20	4	4	4	4	0	0	4	4
0000120	IT Support Services Supervisor		21	1	1	1	1	0	0	1	1
0000127	Programmer 1		18	4	4	4	2	-2	-2	2	2
0000147	Telecommunications Supervisor		21	1	1	1	0	-1	-1	0	0
0001007	UX Designer		20	1	1	1	1	0	1	1	1
0001008	IT Tech Trainer		18	1	1	1	1	0	1	1	1
0004004	IT Business Project Analyst	1	25	3	3	3	4	1	1	4	4
0004008	Webmaster		20	1	1	1	1	0	0	1	1
0004009	IT Specialist		19	2	3	3	3	0	0	3	3
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1
0004015	IT Technician	3	15	5	6	5	5	0	-1	5	5
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004037	Administrative Supp Specialist		10	1	1	1	1	0	0	1	1
0004046	Database Administrator	1	25	1	1	1	1	0	0	1	1
0004062	Manager IT Operations		26	1	1	1	1	0	1	1	1
0004168	Fire Systems & Database Specialist		22	1	0	0	0	0	-1	0	0

City of Chattanooga
Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
0004350	Manager IT Infrastructure		28	0	0	0	1	1	0	1	1	
0004358	Security Analyst		22	0	0	0	1	1	0	1	1	
		9		46	46	46	46	0	-3	46	46	
Purchasing												
0000046	Supplier Engagement Coordinator		16	1	1	1	1	0	0	1	1	
0000250	Director Purchasing		27	1	1	1	1	0	0	1	1	
0000252	Buyer 1		16	5	5	3	3	0	-2	3	3	
0000997	Grant Specialist		15	1	1	1	1	0	0	1	1	
0000267	Deputy Director Purchasing		21	1	1	1	1	0	1	1	1	
0004037	Administrative Support Specialist		10	1	1	1	1	0	0	1	1	
0004167	Procurement Analyst		17	1	1	1	1	0	0	1	1	
0004321	Buyer 2		18	0	0	2	2	0	2	2	2	
		0		11	11	11	11	0	0	11	11	
General Services (All Funds)		0		151	0	0	0	0	-153	0	0	
General Services - General Fund		0		35	0	0	0	0	-36	0	0	
Administration												
0000020	Director General Services		30	1	0	0	0	0	-1	0	0	
0000021	Assistant Director Gen Services		NR	1	0	0	0	0	-1	0	0	
0000022	Special Project Coordinator		NR	1	0	0	0	0	-1	0	0	
0000187	General Services Technology Specialist		22	1	0	0	0	0	-1	0	0	
0004011	Fiscal Analyst		17	2	0	0	0	0	-2	0	0	
0004047	Administrative Support Assistant 2		7	1	0	0	0	0	-1	0	0	
0004057	Administrative Support Assistant 1		4	1	0	0	0	0	-1	0	0	
0004163	Real Property Coordinator		18	1	0	0	0	0	-1	0	0	
0004220	Manager Facilities Operations		22	1	0	0	0	0	-1	0	0	
		0		10	0	0	0	0	-10	0	0	
Office of Sustainability												
0004134	Director of Sustainability		NP	1	0	0	0	0	-1	0	0	
		0		1	0	0	0	0	-1	0	0	
Mail Room												
0004057	Administrative Support Assistant 1		4	1	0	0	0	0	-1	0	0	
		0		1	0	0	0	0	-1	0	0	
Building Maintenance												
0000198	Security Guard		4	1	0	0	0	0	-1	0	0	
0004010	General Supervisor		18	2	0	0	0	0	-2	0	0	
0004029	Building Maintenance Mechanic 2		12	3	0	0	0	0	-1	0	0	
0004040	Building Maintenance Mechanic 1		9	9	0	0	0	0	-10	0	0	
0004045	Crew Supervisor 1		8	2	0	0	0	0	-2	0	0	
0004059	Crew Worker 1		2	6	0	0	0	0	-7	0	0	
		0		23	0	0	0	0	-24	0	0	
Development Resource Center												
0004057	Administrative Support Assistant 1		4	1	0	0	0	0	-1	0	0	
0004059	Crew Worker 1		2	4	0	0	0	0	-4	0	0	
		0		5	0	0	0	0	-5	0	0	
TN Valley Regional Communication												
0000199	Manager Electronics Communications		25	1	0	0	0	0	-1	0	0	
0000213	Electronics Communications Technician 2		16	2	0	0	0	0	-2	0	0	
0004019	Electronics Communications Technician 1		14	3	0	0	0	0	-3	0	0	
0004047	Administrative Support Assistant 2		7	1	0	0	0	0	0	0	0	
0004116	Electronics Shop Supervisor		18	1	0	0	0	0	-1	0	0	
		0		8	0	0	0	0	-8	0	0	
Municipal Garage - Amnicola												
0000204	Fleet Maintenance Shift Supervisor		16	1	0	0	0	0	-2	0	0	
0000205	Manager Fleet		23	1	0	0	0	0	-1	0	0	
0000206	Equipment Mechanic 3		13	4	0	0	0	0	-2	0	0	
0000208	Equipment Mechanic 1		10	3	0	0	0	0	-3	0	0	
0000209	Data Analyst		12	1	0	0	0	0	-1	0	0	
0000218	Fleet Maintenance Shop Supv		18	3	0	0	0	0	-3	0	0	
0000224	Equipment Mechanic 2		12	11	0	0	0	0	-11	0	0	
0001301	Inventory Clerk		5	1	0	0	0	0	-1	0	0	
0004028	Inventory Coordinator		13	1	0	0	0	0	-1	0	0	
0004047	Administrative Support Assistant 2		7	1	0	0	0	0	0	0	0	
0004051	Inventory Technician		7	2	0	0	0	0	-3	0	0	
0004059	Crew Worker 1		2	2	0	0	0	0	-2	0	0	
		0		31	0	0	0	0	-30	0	0	

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
Municipal Garage - 12th Street												
0000204	Fleet Maintenance Shift Supervisor		16	2	0	0	0	0	-2	0	0	
0000206	Equipment Mechanic 3		13	7	0	0	0	0	-7	0	0	
0000208	Equipment Mechanic 1		10	6	0	0	0	0	-5	0	0	
0000218	Fleet Maintenance Shop Supervisor		18	0	0	0	0	0	-1	0	0	
0000224	Equipment Mechanic 2		12	6	0	0	0	0	-6	0	0	
0004028	Inventory Coordinator		13	1	0	0	0	0	-1	0	0	
0004037	Administrative Support Spec		10	1	0	0	0	0	-1	0	0	
0004051	Inventory Technician		8	1	0	0	0	0	-2	0	0	
0004057	Administrative Support Assistant 1		4	1	0	0	0	0	-1	0	0	
0004058	Crew Worker 2		4	1	0	0	0	0	-1	0	0	
0004059	Crew Worker 1		2	2	0	0	0	0	-1	0	0	
0004100	Equipment Operator 4		10	1	0	0	0	0	-1	0	0	
		0		29	0	0	0	0	-30	0	0	
Department of Finance & Administration		6		69	71	73	72	-1	4	72	72	
Finance												
0000036	Strategic Capital Planner		23	1	1	0	0	0	-1	0	0	
0000075	Administrator & City Finance Officer		35	1	1	1	1	0	0	1	1	
0000076	Deputy Administrator Finance		29	1	1	1	1	0	0	1	1	
0000077	Budget Officer		27	1	1	1	1	0	0	1	1	
0000079	Manager, Financial Operations		27	1	1	1	1	0	0	1	1	
0000081	Accounts Payable Supervisor		17	1	1	1	1	0	0	1	1	
0000082	Accounting Manager		24	1	1	1	1	0	0	1	1	
0000083	Payroll Supervisor		23	1	1	1	1	0	0	1	1	
0000085	Management & Budget Analyst 1	1	23	4	4	4	4	0	0	4	4	
0000086	Management & Budget Analyst 2		24	1	1	1	1	0	0	1	1	
0000087	Accountant 1		23	3	4	4	4	0	1	4	4	
0000088	Management & Budget Analyst 3		23	1	1	1	0	-1	-1	0	0	
0000090	Accountant 2		24	1	1	1	1	0	0	1	1	
0000091	Accountant 3		25	1	1	1	1	0	0	1	1	
0000099	Payroll Assistant		9	1	1	1	1	0	0	1	1	
0000102	Payroll Technician		11	1	1	1	1	0	0	1	1	
0000103	Payroll Technician 2		12	1	1	1	1	0	0	1	1	
0000995	Grants Analyst		17	1	0	0	0	0	-1	0	0	
0001402	Accounting Technician 1		8	4	4	4	4	0	1	4	4	
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	
0004035	Accounting Technician 2		10	2	2	2	2	0	0	2	2	
0004047	Administrative Support Assistant 2		7	2	2	2	2	0	-1	2	2	
0004143	Business Systems Analyst		24	1	1	1	1	0	0	1	1	
0004210	Deputy Chief Operating Officer		NP	1	1	1	1	0	0	1	1	
0004318	Budget Manager		25	0	0	0	1	1	1	1	1	
		1		34	34	33	33	0	-1	33	33	
Capital Planning												
0004281	Strategic Capital Planning Manager		26	0	0	1	1	0	1	1	1	
0004282	Capital Projects Coordinator		16	0	1	1	1	0	1	1	1	
		0		0	1	2	2	0	2	2	2	
Office of Open Data & Performance Management												
0000051	Director Open Data & Performance Mgmt		26	1	1	1	1	0	0	1	1	
0004224	Open Data Specialist		17	0	0	0	1	1	1	1	1	
0004311	Performance Analyst		22	0	0	1	1	0	1	1	1	
		0		1	1	2	3	1	3	3	3	
City Treasurer												
0000131	Assistant City Treasurer		22	1	1	1	1	0	0	1	1	
0000132	Tax Supervisor		16	1	0	0	0	0	-1	0	0	
0000132	Revenue Supervisor		16	0	1	1	1	0	1	1	1	
0000133	City Treasurer		25	1	1	1	1	0	0	1	1	
0000136	Tax Specialist 2		10	1	0	0	0	0	-1	0	0	
0000165	Municipal Billing Analyst		17	0	0	0	1	1	1	1	1	
0000166	Tax Manager		20	0	0	0	1	1	1	1	1	
0000905	Property Tax Clerk II	\$9.63hr	1	0	0	0	0	0	-1	0	0	
0000906	Property Tax Clerk III	\$10.50hr	1	1	3	4	4	0	3	4	4	
0001006	Tax Specialist		7	7	0	0	0	0	-7	0	0	
0004241	Revenue Specialist 1		7	0	2	0	2	2	2	2	2	
0004242	Revenue Specialist 2	1	10	0	5	7	5	-2	5	5	5	
0004243	Utility Billing Analyst		13	0	1	1	0	-1	0	0	0	
		1		13	14	15	16	1	3	16	16	
Municipal Billing & Collection Office												
0000132	Tax Manager		20	1	1	1	0	-1	-1	0	0	
0001006	Tax Specialist		7	1	1	0	0	0	-1	0	0	
0004011	Municipal Billing Analyst		17	1	0	1	0	-1	-1	0	0	
0004243	Utility Billing Analyst		13	0	1	1	0	-1	0	0	0	
		0		3	3	3	0	-3	-3	0	0	

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected		
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022
City Court Clerk's Office											
0000055	City Court Clerk		24	1	1	1	1	0	0	1	1
0000059	Deputy City Court Clerk		17	1	1	1	1	0	0	1	1
0001101	Court Operations Assistant	3	5	10	10	10	10	0	0	10	10
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1
0004044	Court Operations Technician 2	1	8	2	2	2	2	0	0	2	2
0004054	Court Operations Technician 1		6	3	3	3	3	0	0	3	3
		4		18	18	18	18	0	0	18	18
Department of Police (All Funds)		0		605	620	624	624	0	23	624	624
Police General Fund		0		601	618	622	622	0	25	622	622
SWORN											
0000796	Assistant Police Chief		P9	3	3	4	4	0	1	4	4
0000805	Police Chief		34	1	1	1	1	0	0	1	1
0000806	Police Chief of Staff		30	1	1	1	1	0	0	1	1
0000809	Police Captain		P8	7	7	6	9	3	2	9	9
0000812	Police Lieutenant		P7	17	19	19	20	1	3	20	20
0000813	Police Sergeant		P6	87	85	85	83	-2	-4	83	83
0000818	Police Officer		P2	278	292	292	290	-2	-76	290	290
0004060	Master Police Officer		P5	88	90	90	90	0	90	90	90
		0		482	498	498	498	0	16	498	498
NON - SWORN											
0000061	Police Information Center Technician 1		5	23	21	21	21	0	-2	21	21
0000168	Public Relations Coordinator 2		18	0	0	1	1	0	1	1	1
0000556	Pawn Technician		6	0	2	2	2	0	2	2	2
0000829	Photographic Lab Technician		9	1	2	2	2	0	1	2	2
0000834	School Patrol Officer Supervisor		9	1	1	1	1	0	0	1	1
0000840	Police Property Technician		7	8	9	9	9	0	1	9	9
0000841	Police Property Supervisor		14	0	1	1	1	0	1	1	1
0000861	Fingerprint Technician		7	0	1	1	1	0	1	1	1
0000970	Police Service Technician 2		6	8	0	0	0	0	-9	0	0
0000975	School Lieutenant Patrol		\$21.84hr	2	2	2	3	1	1	3	3
0000976	School Patrol Officer		\$15.08hr	30	30	30	29	-1	-1	29	29
0001010	Police Information Center Manager		17	1	1	1	1	0	0	1	1
0001011	Police Info Center Technician 2		10	5	5	5	5	0	0	5	5
0001207	Executive Assistant		14	1	1	1	1	0	0	1	1
0001301	Inventory Clerk		5	0	1	1	1	0	1	1	1
0001402	Accounting Technician 1		8	0	1	0	0	0	0	0	0
0002205	Terminal Agency Coordinator		10	1	1	1	1	0	0	1	1
0003003	Crime Analyst		15	7	4	4	3	-1	-1	3	3
0003004	Crime Analyst Supervisor		17	0	1	1	1	0	1	1	1
0004010	General Supervisor		18	1	1	0	0	0	-1	0	0
0004011	Fiscal Analyst		17	1	1	0	0	0	-1	0	0
0004014	Occupational Safety Specialist		17	1	1	1	1	0	1	1	1
0004017	Public Relations Coordinator 1		15	1	0	0	0	0	-1	0	0
0004017	Communication Coordinator 1		15	0	1	0	0	0	0	0	0
0004020	Electronics Surveillance Techn		14	1	1	1	1	0	0	1	1
0004035	Accounting Technician 2		10	1	0	1	1	0	0	1	1
0004037	Administrative Support Specialist		10	1	3	3	4	1	3	4	4
0004040	Building Maintenance Mechanic 1		9	2	2	2	2	0	0	2	2
0004042	Fiscal Technician		9	1	1	1	1	0	0	1	1
0004047	Administrative Support Assistant 2		7	11	9	10	9	-1	-2	9	9
0004052	Personnel Assistant		8	2	2	2	2	0	0	2	2
0004057	Administrative Support Assistant 1		4	1	4	3	3	0	2	3	3
0004214	Special Assistant City Attorney		NP	1	1	1	1	0	0	1	1
0004245	Crime Scene Technician		9	0	3	3	3	0	3	3	3
0004267	Finance Manager		25	0	0	1	1	0	1	1	1
0004271	Police Fleet & Facilities Manager		19	0	0	1	1	0	1	1	1
0004327	RTIC Systems Technician		15	0	0	0	1	1	1	1	1
NEW	Victim Services Chaplain Coordinator		NR	0	0	1	1	0	1	1	1
		0		113	114	115	115	0	5	115	115
Family Justice											
0000027	Family Justice Center Executive Director		NP	1	1	1	1	0	1	1	1
0000134	Navigator		11	2	2	2	2	0	1	2	2
0000135	Clinical Coordinator/internship Facilitator		21	1	1	1	1	0	0	1	1
0001103	Family Justice Center Outreach Coordinator		14	1	1	1	1	0	0	1	1
0004037	Administrative Support Specialist		10	1	1	1	1	0	1	1	1
0004338	Family Justice Center Intervention Specialist		NR	0	0	3	3	0	3	3	3
		0		6	6	9	9	0	4	9	9

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
Automated Traffic Control												
Sworn												
0004060	Master Police Officer		P5	4	2	2	2	0	-2	2	2	
		0		4	2	2	2	0	-2	2	2	
Department of Fire				18	445	453	467	468	1	23	468	468
Fire General Fund					445	445	459	459	0	14	459	459
SWORN												
0000042	Staff Firefighter Engineer		F1F	0	0	2	2	0	1	2	2	
0000060	Firefighter Engineer		F1F	47	47	47	47	0	0	47	47	
0000865	Fire Chief		34	1	1	1	1	0	0	1	1	
0000866	Deputy Fire Chief		F7C	1	1	1	1	0	0	1	1	
0000867	Fire Marshall		F6C	1	1	1	1	0	0	1	1	
0000869	Fire Battalion Chief		F5A	9	9	10	10	0	1	10	10	
0000873	Fire Lieutenant	3	F3A	81	81	81	81	0	-3	81	81	
0000874	Firefighter	6	F1A	118	118	132	132	0	14	132	132	
0000892	Firefighter Senior	3	F2A	64	64	64	64	0	3	64	64	
0004001	Assistant Fire Chief		F6C	3	3	3	3	0	0	3	3	
0004003	Fire Captain	3	F4A	81	81	81	81	0	0	81	81	
0004111	Staff Captain	2	F4C	9	9	12	12	0	1	12	12	
0004112	Staff Lieutenant	1	F3C	10	10	5	5	0	-1	5	5	
0004113	Staff Firefighter Senior		F2C	2	2	1	1	0	-2	1	1	
0004115	Executive Deputy Fire Chief		29	1	1	1	1	0	0	1	1	
0004211	Deputy Fire Marshall		F5C	1	1	1	1	0	0	1	1	
		18		429	429	443	443	0	14	443	443	
NON - SWORN												
0000168	Public Relations Coordinator 2		18	1	1	1	1	0	0	1	1	
0000891	Fire Equipment Specialist		11	3	3	3	3	0	0	3	3	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	
0004021	Executive Assistant		14	1	1	0	0	0	-1	0	0	
0004029	Bldg Maintenance Mechanic 2		12	1	1	1	1	0	0	1	1	
0004037	Administration Support Specialist		10	1	1	2	2	0	1	2	2	
0004040	Bldg Maintenance Mechanic 1		9	3	3	3	3	0	0	3	3	
0004047	Adm Support Assistant 2		7	3	3	2	2	0	-1	2	2	
0004051	Inventory Technician		8	1	1	1	1	0	0	1	1	
0004291	Administrative Services Coordinator		19	0	0	1	0	-1	0	0	0	
0004317	HR Business Partner		21	0	0	0	1	1	1	1	1	
		0		16	16	16	16	0	0	16	16	
TN Valley Regional Communication												
0000199	Manager Electronics Communications		25	0	1	1	0	-1	0	0	0	
0000213	Electronics Com Technician 2		16	0	3	3	0	-3	0	0	0	
0004019	Electronics Com Technician 1		14	0	2	2	0	-2	0	0	0	
0004019	Deputy Director Wireless Communication		20	0	0	0	1	1	1	1	1	
0004047	Administrative Support Assistant 2		7	0	1	1	1	0	1	1	1	
0004116	Electronics Shop Supervisor		18	0	1	1	0	-1	0	0	0	
0004306	Radio Network Specialist		15	0	0	0	2	2	2	2	2	
0004307	Radio Network Engineer		17	0	0	0	3	3	3	3	3	
0004309	Director Wireless Communication		25	0	0	0	1	1	1	1	1	
0004339	Radio Network Analyst		19	0	0	0	1	1	1	1	1	
		0		0	8	8	9	1	9	9	9	
Department of Public Works (All Funds)				40	631	745	752	766	14	150	766	766
Public Works General Fund				22	213	254	252	252	0	38	252	252
Administration												
0000450	Administrator		34	1	1	1	1	0	0	1	1	
0000451	Deputy Administrator		31	1	1	1	1	0	0	1	1	
0001926	Digital Specialist		15	0	1	1	1	0	1	1	1	
0004000	Administrative Services Manager		23	1	1	1	0	-1	0	0	0	
0004011	Fiscal Analyst		17	1	3	2	2	0	1	2	2	
0004017	Public Relations Coordinator 1		15	1	0	0	0	0	0	0	0	
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1	
0004047	Administrative Support Assistant 2		7	2	2	2	2	0	0	2	2	
0004255	Quality Assurance Manager		20	0	1	1	0	-1	0	0	0	
0004267	Finance Manager		25	0	0	1	1	0	1	1	1	
		0		9	12	12	10	-2	3	10	10	

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
City Wide Services												
0000209	Data Analyst		12	0	0	1	1	0	1	1	1	
0000474	Director, City Wide Services		27	1	1	1	1	0	0	1	1	
0000479	Accident Investigator		10	1	1	1	0	-1	-1	0	0	
0001301	Inventory Clerk		5	1	1	1	1	0	0	1	1	
0001530	Crew Scheduler		8	1	0	0	0	0	-1	0	0	
0004014	Occupation Safety Specialist		17	1	1	1	0	-1	-1	0	0	
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1	
0004035	Accounting Technician 2		10	0	0	1	1	0	1	1	1	
0004037	Administrative Support Specialist		10	3	4	3	3	0	1	3	3	
0004047	Administrative Support Assistant 2		7	1	1	0	0	0	-1	0	0	
0004051	Inventory Technician		8	1	1	1	1	0	0	1	1	
0004057	Administrative Support Assistant 1		4	2	2	2	2	0	0	2	2	
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1	
0004065	Deputy Director		26	1	1	1	1	0	0	1	1	
0004068	Administrative Manager		22	1	1	1	1	0	0	1	1	
		0		16	16	16	14	-2	-1	14	14	
Municipal Forestry												
0000311	Municipal Forester		23	1	1	1	1	0	0	1	1	
0000312	Forestry Supervisor		18	1	1	1	1	0	0	1	1	
0000333	Tree Trimmer		9	3	1	0	0	0	-3	0	0	
0004038	Crew Supervisor 2		12	3	3	3	3	0	0	3	3	
0004100	Equipment Operator 4		10	3	5	6	6	0	3	6	6	
		0		11	11	11	11	0	0	11	11	
Central Business District												
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	0	0	0	1	1	1	1	1	
0004059	Crew Worker 1		2	5	5	5	4	-1	-1	4	4	
0004102	Equipment Operator 3		8	1	1	1	1	0	0	1	1	
		0		7	7	7	7	0	0	7	7	
Solid Waste Refuse Collection Center												
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Emergency												
0004058	Crew Worker 2		4	1	1	1	1	0	1	1	1	
0004059	Crew Worker 1		2	0	0	0	0	0	0	0	0	
0004100	Equipment Operator 4		10	7	7	7	7	0	0	7	7	
0004102	Equipment Operator 3	1	8	1	1	1	1	0	0	1	1	
0004105	Equipment Operator 1		5	1	1	1	1	0	-1	1	1	
		1		10	10	10	10	0	0	10	10	
Engineering												
0000505	City Engineer		31	1	1	1	1	0	0	1	1	
0000512	Assistant City Engineer		28	1	1	1	1	0	0	1	1	
0000513	Civil Engineer		19	1	1	2	2	0	1	2	2	
0000516	Engineering Coordinator		21	3	3	3	3	0	0	3	3	
0000524	Manager IT		24	1	0	0	0	0	-1	0	0	
0000582	Engineering Technician		13	1	1	1	1	0	0	1	1	
0000965	Engineering Co-op	1	\$12.33hr	1	1	1	1	0	0	1	1	
0004057	Administrative Support Assistant 1	1	4	1	1	1	1	0	0	1	1	
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1	
0004075	GIS Analyst		18	2	0	0	0	0	-2	0	0	
0004135	Construction Inspector 2		15	1	1	1	1	0	0	1	1	
0004150	Senior Engineer		25	2	2	2	2	0	0	2	2	
0004253	Accounts Coordinator		17	0	1	1	1	0	1	1	1	
NEW	Eng. Procurement & Contracts Assistant		NR	1	0	0	0	0	-1	0	0	
		2		17	14	15	15	0	-2	15	15	
Street Cleaning Crews												
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004045	Crew Supervisor 1		8	4	4	4	4	0	0	4	4	
0004058	Crew Worker 2	2	4	4	4	4	4	0	0	4	4	
0004059	Crew Worker 1	2	2	3	3	3	3	0	-5	3	3	
		4		13	13	13	13	0	-5	13	13	
Street Sweeping												
0004100	Equipment Operator 4		10	6	6	6	6	0	0	6	6	
		0		6	6	6	6	0	0	6	6	
Mowing Tractors/Leaf Collection												
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004100	Equipment Operator 4		10	8	8	8	8	0	0	8	8	
		2		9	9	9	9	0	0	9	9	

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
Brush & Trash												
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004059	Crew Worker 1		2	1	0	0	0	0	-1	0	0	
0004100	Equipment Operator 4		10	11	11	10	0	-10	-11	0	0	
0004100	Equipment Operator 5	1	12	0	0	0	10	10	10	10	10	
0004126	Crew Supervisor 3 CDL		14	0	0	1	1	0	1	1	1	
		1		13	12	12	12	0	-1	12	12	
Trash Flash												
0004100	Equipment Operator 4		10	4	4	4	0	-4	-4	0	0	
0004100	Equipment Operator 5		12	0	0	0	4	4	0	4	4	
		0		4	4	4	4	0	0	4	4	
Recycle Pick-up												
0000031	Recycling Coordinator		16	1	1	1	1	0	0	1	1	
0004019	General Supervisor		18	0	1	1	1	0	1	1	1	
0004030	Crew Supervisor 3 CDL		14	1	1	1	1	0	0	1	1	
0004059	Crew Worker 1		2	3	2	2	2	0	-1	2	2	
0004124	Equipment Operator 5		12	3	3	3	6	3	3	6	6	
		0		8	8	8	11	3	3	11	11	
Garbage Collection												
0000532	Manager Sanitation		22	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004030	Crew Supervisor 3 CDL		14	2	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	0	1	1	1	0	1	1	1	
0004059	Crew Worker 1		2	2	3	3	3	0	1	3	3	
0004102	Equipment Operator 3	1	8	3	3	1	1	0	-2	1	1	
0004124	Equipment Operator 5		12	16	15	18	18	0	4	18	18	
		1		25	25	26	26	0	4	26	26	
Container Management												
0004058	Crew Worker 2		4	1	2	2	2	0	1	2	2	
0004126	Crew Supervisor 3 CDL		14	1	1	1	1	0	0	1	1	
		0		2	3	3	3	0	1	3	3	
Carousel Operations												
0000968	Carousel Assistant P/T	1	\$7.78	2	2	2	2	0	0	2	2	
	*Formally a division of Parks & Recreation	1		2	2	2	2	0	0	2	2	
Parks Maintenance Admin*												
0000123	Parks Outreach Coordinator		15	1	1	1	1	0	0	1	1	
0002934	Director Parks		25	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	0	0	0	0	0	0	0	
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1	
0004037	Administrative Support Specialist		10	1	1	1	1	0	0	1	1	
	*Formally a division of Parks & Recreation	0		5	4	4	4	0	-1	4	4	
Parks Maint - Landscape*												
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004038	Crew Supervisor 2		12	3	5	5	5	0	3	5	5	
0004045	Crew Supervisor 1		8	2	2	2	1	-1	-2	1	1	
0004058	Crew Worker 2		4	1	4	5	9	4	8	9	9	
0004059	Crew Worker 1	1	2	2	2	1	1	0	-1	1	1	
0004105	Equipment Operator 1		5	1	0	0	0	0	-2	0	0	
	*Formally a division of Parks & Recreation	1		10	14	14	17	3	6	17	17	
Landscape Mechanic												
0000208	Equipment Mechanic 1		10	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Landscape Miller Park												
0004058	Crew Worker 2		4	0	0	0	0	0	-1	0	0	
		0		0	0	0	0	0	-1	0	0	
Playgrounds & Hardscapes												
0004010	General Supervisor		18	0	1	1	1	0	1	1	1	
0004038	Crew Supervisor 2		12	1	1	1	0	-1	-1	0	0	
0004040	Building Maintenance Mechanic 1		9	0	0	0	1	1	0	1	1	
		0		1	2	2	2	0	0	2	2	
Parks Maint - City-Wide Security*												
0000850	Ranger	1	4	3	2	2	1	-1	-2	1	1	
	*Formally a division of Parks & Recreation	1		3	2	2	1	-1	-2	1	1	
Field Survey												
0000518	Survey Party Chief		14	1	1	1	1	0	0	1	1	
0000519	Survey Party Chief Supervisor		NR	1	1	1	1	0	0	1	1	
0000522	Survey Instrument Technician		9	2	2	1	1	0	-1	1	1	
		0		4	4	3	3	0	-1	3	3	
Parks Maint - Heritage Park												
0004045	Crew Supervisor 1		8	1	0	0	0	0	-1	0	0	
		0		1	0	0	0	0	-1	0	0	
Parks Maint - Greenway Farm												
0004045	Crew Supervisor 1		8	1	0	0	0	0	-1	0	0	
		0		1	0	0	0	0	-1	0	0	

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
Parks Maint - Rivermont Park												
0004045	Crew Supervisor 1	1	8	1	1	1	1	0	0	1	1	
		1		1	1	1	1	0	0	1	1	
Parks Maint - East Lake												
0004045	Crew Supervisor 1	1	8	1	1	1	1	0	0	1	1	
		1		1	1	1	1	0	0	1	1	
TN Riverpark - Downtown - North												
0002943	Deputy Director Parks		21	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004029	Building Maintenance Mechanic 2		12	1	1	1	1	0	0	1	1	
0004030	Crew Supervisor 3		14	1	2	2	2	0	2	2	2	
0004038	Crew Supervisor 2		12	1	0	0	0	0	-1	0	0	
0004040	Building Maintenance Mechanic 1		9	1	1	1	1	0	0	1	1	
0004045	Crew Supervisor 1		8	2	2	4	4	0	2	4	4	
0004058	Crew Worker 2		4	1	2	4	4	0	3	4	4	
0004059	Crew Worker 1	4	2	8	6	11	11	0	3	11	11	
0004105	Equipment Operator 1		5	0	0	1	1	0	1	1	1	
	*Formally a division of Parks & Recreation	4		17	16	26	26	0	10	26	26	
Tennessee Riverpark Downtown - South												
0004030	Crew Supervisor 3		14	1	2	0	0	0	0	0	0	
0004038	Crew Supervisor 2		12	1	0	0	0	0	-2	0	0	
0004045	Crew Supervisor 1		8	2	2	0	0	0	-1	0	0	
0004058	Crew Worker 2		4	1	2	0	0	0	-1	0	0	
0004059	Crew Worker 1		2	4	5	0	0	0	-5	0	0	
0004105	Equipment Operator 1		5	1	1	0	0	0	-1	0	0	
		0		10	12	0	0	0	-10	0	0	
Mail Room												
0004057	Administrative Support Assistant 1		4	0	1	1	1	0	1	1	1	
		0		0	1	1	1	0	1	1	1	
Office of Sustainability												
0004134	Director of Sustainability		NR	0	1	1	1	0	1	1	1	
		0		0	1	1	1	0	1	1	1	
Building Maintenance												
0000198	Security Guard		4	0	1	0	0	0	0	0	0	
0004010	General Supervisor		18	0	2	2	2	0	2	2	2	
0004029	Building Maintenance Mechanic 2		12	0	4	5	5	0	5	5	5	
0004040	Building Maintenance Mechanic 1	1	9	0	8	7	7	0	7	7	7	
0004045	Crew Supervisor 1		8	0	1	1	1	0	1	1	1	
0004049	Crew Worker 3	1	7	0	2	2	2	0	2	2	2	
0004058	Crew Worker 2		4	0	2	1	1	0	1	1	1	
0004059	Crew Worker 1		2	0	3	4	4	0	4	4	4	
		2		0	23	22	22	0	22	22	22	
GIS Positions												
0000598	Sewer Project Coordinator		15	0	1	1	1	0	1	1	1	
0004069	GIS Systems & Database Manager		24	0	1	1	1	0	1	1	1	
0004075	GIS Analyst 1		18	0	4	3	3	0	3	3	3	
0004076	GIS Analyst 2		19	0	1	2	2	0	2	2	2	
0004090	GIS Technician		13	0	1	1	1	0	1	1	1	
0005024	Manager IT		24	0	1	1	0	-1	0	0	0	
		0		0	9	9	8	-1	8	8	8	
TN River Park Security*												
0000850	Park Ranger		4	3	4	4	4	0	1	4	4	
0000863	Park Ranger Supervisor		9	1	0	0	0	0	-1	0	0	
0004038	Crew Supervisor 2		12	0	1	1	1	0	1	1	1	
0004176	Park Ranger 2		6	1	0	0	0	0	-1	0	0	
	*Formally a division of Parks & Recreation	0		5	5	5	5	0	0	5	5	
Facilities Management												
0000022	Special Project Coordinator		NR	0	1	0	0	0	0	0	0	
0000187	Building Information Specialist		22	0	1	1	0	-1	0	0	0	
0000198	Security Guard		4	0	0	1	0	-1	0	0	0	
0004037	Administrative Support Specialist		10	0	0	1	1	0	1	1	1	
0004047	Administrative Support Assistant 2		7	0	1	0	0	0	0	0	0	
0004057	Administrative Support Assistant 1		4	0	1	1	1	0	1	1	1	
0004064	Engineering Manager		27	0	0	0	1	1	1	1	1	
0004155	Asset Management Systems Coordinator		13	0	0	0	1	1	1	1	1	
0004220	Manager Facilities Operations		22	0	1	1	1	0	1	1	1	
		0		0	5	5	5	0	5	5	5	

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
Municipal Golf Courses												
0000224	Equipment Mechanic 2		12	0	1	2	2	0	2	2	2	
0000224	Equipment Mechanic 2		16	0	1	0	0	0	0	0	0	
0000317	Golf Course Superintendent		12	0	1	0	0	0	0	0	0	
0000317	Golf Course Superintendent		16	0	1	2	2	0	2	2	2	
0000330	Pro Shop Clerk			0	1	1	1	0	1	1	1	
0000399	Golf Manager		15	0	1	0	0	0	0	0	0	
0000399	Golf Manager		8 or 10	0	1	0	0	0	0	0	0	
0000414	Golf Course Director		2	0	1	0	0	0	0	0	0	
0001512	Equipment Operator 3 or 4		8	0	2	2	1	-1	1	1	1	
0001521	Crew Worker 1		2	0	4	0	1	1	1	1	1	
0001521	Crew Worker 2		4	0	4	8	8	0	8	8	8	
0004047	Administrative Support Assistant 2		7	0	0	1	1	0	1	1	1	
0004146	Administrative Support Specialist		10	0	1	0	0	0	0	0	0	
0004260	Manager Golf Courses		22	0	0	1	1	0	1	1	1	
0004261	Golf Operations Coordinator		15	0	0	2	2	0	2	2	2	
0004262	Golf Operations Assistant			0	0	1	1	0	1	1	1	
			0	0	19	20	20	0	20	20	20	
Development Resource Center												
0004029	Building Maintenance Mechanic 2		12	0	0	1	1	0	1	1	1	
0004049	Crew Worker 3		7	0	0	1	1	0	1	1	1	
0004057	Administrative Support Assistant 1		4	0	1	1	1	0	1	1	1	
0004058	Crew Worker 2		4	0	0	1	1	0	1	1	1	
0004059	Crew Worker 1		2	0	4	1	1	0	1	1	1	
			0	0	5	5	5	0	5	5	5	
Municipal Garage - Amnicola												
0000204	Fleet Maintenance Shift Supervisor		16	0	1	1	2	1	2	2	2	
0000205	Manager Fleet		23	0	1	0	0	0	0	0	0	
0000206	Equipment Mechanic 3		13	0	6	6	6	0	6	6	6	
0000208	Equipment Mechanic 1		10	0	3	3	3	0	3	3	3	
0000209	Data Analyst		12	0	1	1	1	0	1	1	1	
0000218	Fleet Maintenance Shop Supervisor		18	0	3	3	2	-1	2	2	2	
0000224	Equipment Mechanic 2		12	0	9	9	9	0	9	9	9	
0001301	Inventory Clerk		5	0	1	0	0	0	0	0	0	
0004028	Inventory Coordinator		13	0	1	1	1	0	1	1	1	
0004051	Inventory Technician		8	0	3	3	3	0	3	3	3	
0004057	Administrative Support Assistant 1		4	0	0	0	1	1	1	1	1	
0004059	Crew Worker 1		2	0	1	2	1	-1	1	1	1	
0004155	Asset Management Systems Coordinator		13	0	0	1	1	0	1	1	1	
0004249	Director Fleet Management		27	0	1	1	1	0	1	1	1	
0004286	Deputy Director Fleet Management		25	0	0	1	1	0	1	1	1	
			0	0	31	32	32	0	32	32	32	
Municipal Garage - 12th Street Garage												
0000204	Fleet Maintenance Shift Supervisor		16	0	2	2	2	0	2	2	2	
0000206	Equipment Mechanic 3		13	0	7	7	7	0	7	7	7	
0000208	Equipment Mechanic 1		10	0	6	6	6	0	6	6	6	
0000224	Equipment Mechanic 2		12	0	6	6	6	0	6	6	6	
0004028	Inventory Coordinator		13	0	1	1	1	0	1	1	1	
0004037	Administrative Support Specialist		10	0	1	1	1	0	1	1	1	
0004051	Inventory Technician		8	0	1	1	1	0	1	1	1	
0004057	Administrative Support Assistant 1		4	0	1	1	1	0	1	1	1	
0004058	Crew Worker 2		4	0	1	1	1	0	1	1	1	
0004059	Crew Worker 1		2	0	2	2	2	0	2	2	2	
0004100	Equipment Operator 4		10	0	1	1	1	0	1	1	1	
			0	0	29	29	29	0	29	29	29	
Water Quality Management			0	152	143	149	153	4	1	153	153	
Administration												
0000168	Public Relations Coordinator 2		18	0	0	0	1	1	1	1	1	
0000334	Landscape Inspector		14	1	1	1	1	0	1	1	1	
0000512	Assistant City Engineer		28	1	1	1	1	0	0	1	1	
0000516	Engineering Coordinator		21	1	1	1	1	0	1	1	1	
0000582	Engineering Technician		13	1	1	1	1	0	1	1	1	
0000736	Water Quality Supervisor		19	2	2	2	2	0	0	2	2	
0000738	Water Quality Technician		12	3	4	4	3	-1	2	3	3	
0000740	Water Quality Specialist 1		14	4	2	2	3	1	-5	3	3	
0000965	Water Quality Trainee		12.00	4	0	4	3	-1	-1	3	3	
0001016	Water Quality Specialist 2		18	4	5	5	5	0	1	5	5	
0004037	Administrative Support Specialist		10	0	0	1	1	0	1	1	1	
0004047	Administrative Support Assistant 2		7	1	1	0	0	0	-1	0	0	

City of Chattanooga
Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected		
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022
0004069	GIS Systems & Database Manager		24	1	0	0	0	0	-1	0	0
0004075	GIS Analyst 1		18	2	0	0	0	0	-2	0	0
0004076	GIS Analyst 2		19	1	0	0	0	0	-1	0	0
0004090	GIS Technician		13	1	0	0	0	0	-1	0	0
0004140	Manager Water Quality		25	1	1	1	1	0	0	1	1
0004237	Landscape Architect 1		15	0	1	1	1	0	1	1	1
		0		28	20	24	24	0	-3	24	24
Water Quality Management Operations											
0000521	Construction Inspector 1		14	0	0	0	0	0	-1	0	0
0000683	Manager Sewer Construction		22	1	1	1	1	0	0	1	1
0004010	General Supervisor		18	3	3	3	3	0	1	3	3
0004030	Crew Supervisor 3		14	7	7	7	8	1	1	8	8
0004038	Crew Supervisor 2		12	7	7	7	7	0	0	7	7
0004045	Crew Supervisor 1		8	4	4	4	4	0	0	4	4
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1
0004049	Crew Worker 3		7	9	9	9	9	0	0	9	9
0004058	Crew Worker 2		4	13	13	13	13	0	0	13	13
0004059	Crew Worker 1		2	26	26	26	26	0	0	26	26
0004100	Equipment Operator 4		10	11	11	11	14	3	3	14	14
0004102	Equipment Operator 3		8	4	4	4	4	0	0	4	4
0004124	Equipment Operator 5		12	10	10	10	10	0	0	10	10
		0		96	96	96	100	4	4	100	100
Water Quality Site Development											
0000052	Applications Analyst		22	0	0	1	1	0	1	1	1
0000334	Landscape Inspector		14	1	1	0	0	0	-1	0	0
0000516	Engineering Coordinator		21	0	0	0	1	1	1	1	1
0000733	Construction Program Supervisor		21	1	1	1	1	0	0	1	1
0000742	Soil Engineering Specialist		19	4	4	5	5	0	1	5	5
0004057	Administrative Support Assistant 1		4	1	1	1	0	-1	-1	0	0
0004071	Project Engineer		22	1	1	2	0	-2	-1	0	0
0004101	Plans Review Specialist 1		9	1	1	1	2	1	1	2	2
0004150	Senior Engineer		25	0	0	0	1	1	1	1	1
0004182	Landscape Architect 2		18	1	1	1	1	0	-1	1	1
0004183	Manager Site Development		25	1	1	1	1	0	0	1	1
0004237	Landscape Architect 1		15	1	0	0	0	0	0	0	0
		0		12	11	13	13	0	1	13	13
Water Quality Engineering & Project Management											
0000513	Civil Engineer		19	5	4	4	4	0	-2	4	4
0000516	Engineering Coordinator		21	4	4	4	4	0	1	4	4
0000518	Survey Party Chief		NR	1	1	1	1	0	0	1	1
0000522	Survey Instrument Technician		NR	1	1	1	1	0	0	1	1
0000582	Engineering Technician		13	1	1	1	1	0	0	1	1
0000733	Construction Program Supervisor		21	1	1	1	1	0	0	1	1
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1
0004071	Project Engineer		22	0	1	1	1	0	0	1	1
0004150	Senior Engineer		25	1	1	1	1	0	0	1	1
		0		15	15	15	15	0	-1	15	15
Water Quality Public Relations											
0000600	Public Information Specialist		15	1	1	1	1	0	0	1	1
		0		1	1	1	1	0	0	1	1
State Street Aid Fund		18		69	68	69	69	0	0	69	69
Street Maintenance											
0000516	Engineering Coordinator	1	21	1	1	1	1	0	0	1	1
0001530	Crew Scheduler		8	0	0	0	0	0	-1	0	0
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004038	Crew Supervisor 2		12	3	3	3	3	0	0	3	3
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1
0004058	Crew Worker 2	4	4	11	11	11	11	0	0	11	11
0004059	Crew Worker 1	5	2	20	20	20	20	0	0	20	20
0004100	Equipment Operator 4	1	10	8	8	8	8	0	1	8	8
0004102	Equipment Operator 3		8	7	7	7	7	0	0	7	7
0004124	Equipment Operator 5	4	12	10	10	10	10	0	0	10	10
0004126	Crew Supervisor 3	3	14	4	3	4	4	0	0	4	4
0004142	Manager Street Maintenance		22	1	1	1	1	0	0	1	1
		18		67	66	67	67	0	0	67	67
SSA Transportation											
0004058	Crew Worker 2		4	2	2	2	2	0	0	2	2
		0		2	2	2	2	0	0	2	2

City of Chattanooga

Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected		
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022
Solid Waste Fund		0		20	20	15	15	0	-5	15	15
Sanitary Fills											
0000663	Manager Landfill		22	1	1	1	1	0	0	1	1
0004058	Crew Worker 2		4	2	2	2	2	0	1	2	2
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1
0004098	Landfill Technician		11	2	2	2	2	0	0	2	2
0004105	Equipment Operator 1		5	1	0	0	0	0	-1	0	0
0004124	Equipment Operator 5		12	5	5	5	5	0	0	5	5
0004126	Crew Supervisor 3 CDL		14	1	1	1	1	0	0	1	1
		0		13	12	12	12	0	-1	12	12
Wood Recycle											
0000671	Scale Operator		4	0	1	0	0	0	0	0	0
0004058	Crew Worker 2		4	1	1	2	2	0	1	2	2
0004059	Crew Worker 1		2	1	1	0	0	0	-1	0	0
0004124	Equipment Operator 5		12	3	3	0	0	0	-3	0	0
0004126	Crew Supervisor 3 CDL		14	1	1	0	0	0	-1	0	0
		0		6	7	2	2	0	-4	2	2
Recycle											
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1
		0		1	1	1	1	0	0	1	1
Interceptor Sewer System		0		177	176	181	191	10	30	191	191
Administration											
0000045	Utility Financial Service Manager		23	1	1	1	1	0	0	1	1
0000424	Deputy Director of Waste Water		28	1	0	0	0	0	-1	0	0
0000575	Director Waste Resources		29	1	1	0	0	0	-1	0	0
0004009	IT Specialist		19	1	1	0	0	0	-1	0	0
0004011	Fiscal Analyst		17	0	0	1	1	0	1	1	1
0004035	Accounting Technician 2		10	2	2	0	1	1	0	1	1
0004037	Administrative Support Specialist		10	1	1	1	2	1	1	2	2
0004047	Administrative Support Assistant 2		7	1	0	0	0	0	-1	0	0
0004052	Personnel Assistant		8	1	1	1	1	0	0	1	1
0004068	Administrative Manager		22	0	0	1	0	-1	0	0	0
0004204	Deputy Director of Wastewater Utility		28	0	1	1	1	0	1	1	1
0004252	Accounts Coordinator		17	0	0	1	1	0	1	1	1
0004293	SCADA Specialist		19	0	0	1	1	0	1	1	1
0004300	Director Wastewater Systems		31	0	0	1	1	0	1	1	1
0004353	Public Works Administrative Manager		22	0	0	0	1	1	1	1	1
NEW	Assistant Director for Operations		27	0	0	1	1	0	1	1	1
NEW	Assistant Director for Engineering		27	0	0	1	1	0	1	1	1
NEW	Assistant Director for Maintenance		27	0	0	1	1	0	1	1	1
NEW	Assistant Director for Administration		26	0	0	1	1	0	1	1	1
		0		9	8	13	15	2	7	15	15
Laboratory											
0000591	Manager Laboratory Services		23	1	1	1	1	0	0	1	1
0000594	Chemist		17	1	1	1	1	0	0	1	1
NEW	Laboratory Technician 3		18	0	0	0	1	1	1	1	1
0004091	Laboratory Technician 2		13	2	2	2	2	0	0	2	2
0004094	Laboratory Technician 1		12	4	4	4	4	0	0	4	4
		0		8	8	8	9	1	1	9	9
Engineering											
0000513	Civil Engineer		19	1	0	0	0	0	-1	0	0
0000516	Engineering Coordinator		21	0	1	1	2	1	2	2	2
0000582	Engineering Technician		13	1	0	0	0	0	-1	0	0
0000590	Waste Resources Plant Engineer		22	1	1	1	1	0	0	1	1
0000596	Construction Inspector Supervisor		18	1	1	1	1	0	0	1	1
0000597	Waste Resources System Engineer		25	1	1	1	1	0	0	1	1
0000598	Sewer Project Coordinator		15	2	2	2	2	0	0	2	2
0001530	Crew Scheduler		8	1	1	1	1	0	0	1	1
0004047	Administrative Support Assistant 2		7	0	1	1	1	0	1	1	1
0004064	Engineering Manager		27	1	1	2	2	0	1	2	2
0004071	Project Engineer		22	1	1	1	1	0	0	1	1
		0		10	10	11	12	1	2	12	12
Plant Maintenance											
0000516	Engineering Coordinator		21	1	1	2	2	0	2	2	2
0000601	Waste Resource Maintenance Manger		24	1	1	1	1	0	0	1	1
0000603	Chief Electrical Instrument Technician		19	1	2	2	2	0	1	2	2
0000605	Chief Maintenance Mechanic		19	2	2	4	3	-1	1	3	3
0000610	Plant Maintenance Mechanic		11	13	0	0	0	0	-11	0	0
0000618	Plant Maintenance Lubricator		5	2	2	2	2	0	0	2	2
0001301	Inventory Clerk		5	3	3	2	2	0	-1	2	2
0004010	General Supervisor		18	1	2	0	0	0	-1	0	0
0004028	Inventory Coordinator		13	1	1	2	2	0	1	2	2
0004035	Accounting Technician 2		10	1	1	1	2	1	2	2	2

**City of Chattanooga
Detail Position List for Fiscal Year 2017-2022**

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004040	Building Maintenance Mechanic 1		9	1	1	1	3	2	2	3	3	
0004047	Adm Support Assistant 2		7	1	1	1	1	0	-1	1	1	
0004051	Inventory Technician		8	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	3	4	2	2	0	1	2	2	
0004067	Industrial Electrician 1		15	11	10	11	12	1	12	12	12	
0004073	Industrial Electrician 2		16	0	2	2	2	0	2	2	2	
0004155	Asset Management Systems Coordinator		13	1	1	1	1	0	0	1	1	
0004170	Plant Maintenance Planner		13	1	1	1	1	0	0	1	1	
0004252	Accounts Coordinator		17	0	0	1	0	-1	0	0	0	
0004301	Industrial Maintenance Mechanic 1		12	0	8	7	7	0	7	7	7	
0004302	Industrial Maintenance Mechanic 2		13	0	5	4	5	1	5	5	5	
0004317	HR Business Partner		21	0	0	0	1	1	1	1	1	
NEW	PCL Instrument Technician		NR	2	0	0	0	0	-2	0	0	
NEW	Maintenance Supervisor		NR	1	0	0	0	0	0	0	0	
NEW	Electrical Supervisor		NR	1	0	0	0	0	-1	0	0	
		0		50	50	49	53	4	9	53	53	
Sewer Maintenance												
0000683	Manager Sewer Construction		22	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004030	Crew Supervisor 3		14	1	1	1	1	0	-3	1	1	
0004049	Crew Worker 3		7	0	0	1	1	0	1	1	1	
0004058	Crew Worker 2		4	8	8	7	7	0	5	7	7	
0004100	Equipment Operator 4		10	5	5	5	4	-1	-1	4	4	
0004124	Equipment Operator 5		12	4	4	4	5	1	1	5	5	
0004126	Crew Supervisor 3 CDL		14	4	4	4	4	0	3	4	4	
		0		24	24	24	24	0	6	24	24	
Moc Bend Treatment Plant - Liquid Handling												
0000598	Sewer Project Coordinator		15	1	1	1	1	0	0	1	1	
0000633	Chief Plant Operator		15	4	4	4	4	0	0	4	4	
0000636	Plant Operator 3		13	4	4	4	4	0	-2	4	4	
0000638	Plant Operator 1		9	4	4	4	4	0	-3	4	4	
0004034	Plant Operator 2		11	12	9	9	9	0	0	9	9	
0004057	Administrative Support Assistant 1		4	1	0	0	0	0	-1	0	0	
0004058	Crew Worker 2		4	1	1	1	1	0	0	1	1	
0004203	Plant Manager		25	1	1	1	1	0	0	1	1	
0004234	Plant Liquid Operations Supervisor		22	1	1	1	1	0	0	1	1	
NEW	Assistant Plant Liquid Operation Supervisor		NR	1	0	0	0	0	0	0	0	
		0		30	25	25	25	0	-14	25	25	
Inflow & Infiltration												
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004030	Crew Supervisor 3		14	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	3	3	3	3	0	1	3	3	
0004102	Equipment Operator 4		10	5	5	5	5	0	0	5	5	
0004126	Crew Supervisor 3 CDL		14	1	1	1	1	0	0	1	1	
		0		11	11	11	11	0	1	11	11	
Safety & Training												
0004014	Occupational Safety Specialist		17	1	0	1	1	0	0	1	1	
0004047	Administrative Support Assistant 2		7	0	1	1	1	0	1	1	1	
0004244	Industrial Occupational Safety Supervisor		18	0	1	1	1	0	1	1	1	
NEW	Assistant Occupational Safety Specialist		NR	1	1	0	0	0	0	0	0	
		0		2	3	3	3	0	2	3	3	
Pretreatment/Monitoring												
0000652	Pretreatment Manager		19	1	1	1	1	0	0	1	1	
0000653	Pretreatment Inspector 1		12	4	4	4	4	0	0	4	4	
0000655	Pretreatment Inspector 2		14	2	2	2	2	0	0	2	2	
NEW	Assistant Pretreatment Manager		17	0	0	0	1	1	1	1	1	
0004047	Adm Support Assistant 2		7	1	1	1	1	0	0	1	1	
		0		8	8	8	9	1	1	9	9	
Moc Bend Treatment Plant - Solid Handling												
0000636	Plant Operator 3		13	3	3	3	3	0	0	3	3	
0000638	Plant Operator 1		9	4	4	4	4	0	0	4	4	
0000671	Scale Operator		4	0	1	1	1	0	1	1	1	
0004034	Plant Operator 2		11	5	5	5	5	0	0	5	5	
0004058	Crew Worker 2		4	1	0	0	0	0	-1	0	0	
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1	
0004235	Plant Solids Operation Supervisor		20	1	1	1	1	0	0	1	1	
		0		15	15	15	15	0	0	15	15	

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
Moc Bend Treatment Plant - Pump Stations (New Section)												
0000633	Chief Plant Operator		15	0	0	1	2	1	2	2	2	2
0000636	Plant Operator 3		13	2	2	2	2	0	2	2	2	2
0000638	Plant Operator 1		9	3	3	2	2	0	2	2	2	2
0004034	Plant Operator 2		11	4	8	8	8	0	8	8	8	8
0004236	Pump Station Operations Supervisor		21	1	1	1	1	0	1	1	1	1
		0		10	14	14	15	1	15	15	15	15
Department of Human Resources*		0		24	24	24	30	6	5	30	30	30
Human Resources General Fund		0		22	22	22	27	5	5	27	27	27
Human Resources Administration												
0000037	Employee Relations Coordinator		18	1	1	1	0	-1	-1	0	0	0
0000080	Training & Development Coordinator		18	1	1	1	0	-1	-1	0	0	0
0000270	Director Human Resources		32	1	1	1	0	-1	-1	0	0	0
0000272	Compensation Analyst		18	1	1	1	0	-1	-1	0	0	0
0000273	Deputy Director Human Resources		29	1	1	1	0	-1	-1	0	0	0
0001030	Employment Services Manager		23	0	1	1	1	0	1	1	1	1
0004012	Human Resources Generalist		17	5	4	0	0	0	-5	0	0	0
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	1
0004033	Human Resources Generalist 2		11	1	1	1	0	-1	-2	0	0	0
0004033	Human Resources Technician		15	0	0	0	1	1	1	1	1	1
0004057	Administrative Support Assistant 1		4	1	1	0	0	0	-1	0	0	0
0004072	Human Resources Technician 2		13	1	1	0	0	0	0	0	0	0
0004278	Training Specialist		15	0	0	1	0	-1	0	0	0	0
0004233	Training Assistant		10	0	0	1	0	-1	0	0	0	0
0004286	Human Resources Generalist 1		17	0	0	3	0	-3	0	0	0	0
0004316	Compensation Manager		29	0	0	0	1	1	1	1	1	1
0004317	HR Business Partner		21	0	0	0	5	5	5	5	5	5
0004322	Senior Human Resources Manager		23	0	0	0	1	1	1	1	1	1
0004348	Chief Human Resources Officer		32	0	0	0	1	1	1	1	1	1
0004349	Deputy Chief Human Resources Officer		29	0	0	0	1	1	1	1	1	1
		0		14	14	13	12	-1	-3	12	12	12
Employee Insurance Office												
0000182	Director Risk Mgmt & Employee Benefits		27	1	1	1	0	-1	-1	0	0	0
0000185	Benefits Specialist		11	2	2	2	2	0	0	2	2	2
0004169	Pension & Data Analyst		21	1	1	1	1	0	0	1	1	1
0004258	Director of Employee Benefits		27	1	1	1	1	0	0	1	1	1
		0		5	5	5	4	-1	-1	4	4	4
Employees Safety Program												
Director of Safety, Compliance & Risk												
0000013	Management		27	0	1	1	1	0	1	1	1	1
0000266	Manager Safety		21	1	0	0	0	0	-1	0	0	0
0000275	HRMS Records Coordinator		17	1	1	1	0	-1	-1	0	0	0
0002147	HR Quality Assurance Officer		20	1	1	1	0	-1	0	0	0	0
0004014	Occupational Safety Specialist		17	0	0	0	1	1	1	1	1	1
0004259	Accident Investigator		10	0	0	0	1	1	1	1	1	1
0004280	Safety & Compliance Coordinator		18	0	0	1	0	-1	0	0	0	0
0004331	Safety & Compliance Specialist		21	0	0	0	1	1	1	1	1	1
0004323	HRMS Manager		21	0	0	0	1	1	1	1	1	1
	*Formerly named the Department of Personnel	0		3	3	4	5	1	3	5	5	5
Training												
0004325	HR& Employee Relations Specialist		21	0	0	0	1	1	1	1	1	1
NEW	ADD From YFD (Rec Facility Manager)		14	0	0	0	1	1	1	1	1	1
0004335	Director Career Development		25	0	0	0	1	1	1	1	1	1
0004356	Manager, Work-Based Learning		21	0	0	0	1	1	1	1	1	1
0004278	Training Specialist		15	0	0	0	1	1	1	1	1	1
0004324	Training & Development Manager		23	0	0	0	1	1	1	1	1	1
		0		0	0	0	6	6	6	6	6	6
Wellness Initiative												
0000014	Manager Employee Wellness & Occ. Health		23	1	1	1	1	0	0	1	1	1
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1	1
0004328	Leave Coordinator		18	0	0	0	1	1	0	1	1	1
		0		2	2	2	3	1	0	3	3	3
Dept. of Economic & Community Dev (All Economic & Community Dev General Fund)		4		94	101	103	111	8	27	111	111	111
		4		88	95	97	104	7	26	104	104	104
Administration												
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	1
0004016	Neighborhood Program Spec		15	0	0	1	1	0	1	1	1	1
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	1
0004037	Administrative Support Specialist		10	1	1	1	1	0	1	1	1	1
0004057	Administrative Support Assistant 1		4	0	0	1	1	0	1	1	1	1
0004081	Public Relations Coordinator 1		15	1	1	0	0	0	-1	0	0	0

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected		
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022
0004163	Real Property Coordinator		18	0	1	1	1	0	1	1	1
0004206	Administrator ECD		32	1	1	1	1	0	0	1	1
0004208	Deputy Administrator		29	1	1	1	1	0	0	1	1
0004223	Affordable Housing Specialist		NP	1	1	1	1	0	0	1	1
0004231	Civic Engagement Coordinator		NP	1	1	0	0	0	-1	0	0
0004290	Communications Director		NR	0	0	1	1	0	1	1	1
		0		8	9	10	10	0	3	10	10
Economic Development											
0004208	Director Economic Development Program		NP	0	0	1	1	0	1	1	1
0004208	Deputy Administrator		29	1	1	1	1	0	0	1	1
0004273	Director of Workforce Development		NR	0	1	1	1	0	1	1	1
0004284	Brownfield Coordinator		22	0	1	1	1	0	1	1	1
		0		1	3	4	4	0	3	4	4
Real Estate											
0004057	Administrative Support Assistant 1		4	0	0	1	0	-1	0	0	0
0004163	Real Property Coordinator		18	0	1	1	0	-1	0	0	0
		0		0	1	2	0	-2	0	0	0
Homeless Outreach											
0000043	Homeless Program Coordinator		16	1	1	1	1	0	0	1	1
0000969	Homeless Vet Outreach Specialist		NP	0	0	1	1	0	1	1	1
NEW	Housing Navigators			0	0	0	4	4	4	4	4
NEW	Service Coordinator			0	0	0	3	3	3	3	3
NEW	Homeless Outreach Specialists (PT)		NP	6	6	4	4	0	4	4	4
		0		7	7	6	13	7	12	13	13
Codes & Community Services											
0000053	Neighborhood Services Development Manager		23	1	1	1	1	0	0	1	1
0000155	Neighborhood Relations Specialist		14	2	2	2	2	0	0	2	2
0004016	Neighborhood Program Specialist		15	2	2	1	1	0	-1	1	1
0004086	Project Specialist		14	1	1	1	1	0	1	1	1
		0		6	6	5	5	0	-1	5	5
Code Enforcement Office											
0000137	Demolition Abatement Specialist		14	1	1	1	1	0	1	1	1
0000542	Chief Neighborhood Code Enforcement Insp.		19	1	1	1	1	0	1	1	1
0000565	Code Enforcement Inspector 1	1	12	8	8	8	8	0	8	8	8
0000574	Code Enforcement Inspector Supervisor		16	3	3	3	3	0	3	3	3
0004047	Administrative Support Assistant 2		7	3	5	2	2	0	2	2	2
0004133	Code Enforcement Inspector 2		14	4	4	4	4	0	4	4	4
		1		20	22	19	19	0	19	19	19
Outdoor Chattanooga*											
0000378	Recreation Program Coordinator		16	1	1	1	1	0	0	1	1
0000382	Recreation Specialist		9	1	1	1	1	0	0	1	1
0000935	Recreation Specialist (PT)		\$11.38	1	1	1	1	0	0	1	1
0001012	Director of Open Spaces		NR	1	1	1	1	0	1	1	1
0001013	Parks Planner		\$19.00	0	1	1	1	0	1	1	1
0002133	Customer Relations Specialist		15	1	1	1	1	0	0	1	1
0004007	Recreation Division Manager		20	1	1	1	1	0	0	1	1
0004083	Recreation Program Specialist		13	1	1	1	1	0	0	1	1
0004270	Open Spaces Activation & Engage. Spec		14	0	0	1	2	1	2	2	2
	*Formally a division of Parks & Recreati	0		7	8	9	10	1	4	10	10
Public Art											
0000301	Public Art Project Manager		NR	0	1	1	1	0	1	1	1
0001003	Director of Public Art		16	1	1	1	1	0	1	1	1
		0		1	2	2	2	0	2	2	2
Land Development Office											
0000052	Applications Analyst		20	1	1	1	1	0	0	1	1
0000521	Construction Inspector 1		14	2	2	2	2	0	0	2	2
0000541	Assistant Director Dev Svcs		25	1	1	1	1	0	0	1	1
0000544	Chief Building Inspector		19	1	1	1	1	0	0	1	1
0000545	Chief Electrical Inspector		19	1	1	1	1	0	0	1	1
0000546	Chief Plumbing Inspector		19	1	1	1	1	0	0	1	1
0000548	Electrical Inspector 1		14	2	2	2	2	0	0	2	2
0000550	Plumbing Inspector 1		14	1	1	1	1	0	0	1	1
0000551	Plumbing Inspector 2		15	1	1	1	1	0	0	1	1
0000552	Combination Inspector	1	15	5	5	5	5	0	0	5	5
0000553	Building Inspector 1		14	1	1	1	1	0	0	1	1
0000554	Electrical Inspector 2		15	1	1	1	1	0	0	1	1
0000555	Building Inspector 2		15	1	1	1	1	0	0	1	1
0000559	Gas/Mechanical Inspector 2		15	1	1	1	1	0	0	1	1
0000567	Director		27	1	1	1	1	0	0	1	1
0000578	Assistant Director Land Use Dev	1	21	1	1	1	1	0	0	1	1
0001004	Permit Clerk		6	5	5	5	5	0	0	5	5
0001408	Development Review Planner		17	1	1	1	1	0	1	1	1

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
0001955	Development Ombudsman		18	1	1	1	1	0	0	1	1	
0004032	Office Supervisor		12	1	1	1	1	0	0	1	1	
0004047	Administrative Support Assistant 2		7	2	0	3	3	0	-1	3	3	
0004080	Plans Review Specialist 3		15	1	1	1	1	0	0	1	1	
0004096	Plans Review Specialist 2		12	1	1	1	1	0	0	1	1	
0004101	Plans Review Specialist 1		9	2	2	2	2	0	0	2	2	
0004133	Code Enforcement Inspector 2		14	2	2	2	3	1	2	3	3	
0004165	Manager Land Use Development	1	19	1	1	1	1	0	0	1	1	
	*Formally a division of Public Works	3		39	37	40	41	1	-17	41	41	
Community Development												
0000188	Manager ECD Community Development		23	1	1	1	1	0	0	1	1	
0000192	Community Development Spec		16	4	4	4	4	0	0	4	4	
NEW	Assistant Manager			0	0	0	1	1	1	1	1	
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	
		0		6	6	6	7	1	1	7	7	
Executive Department of the Mayor		0		13	14	15	16	1	3	16	16	
Office of the Mayor												
0000112	Constituent Services Coordinator		NP	1	1	1	1	0	1	1	1	
0000171	Chief of Staff		NP	1	1	1	1	0	1	1	1	
0001517	Director Special Projects		NP	0	0	1	1	0	1	1	1	
0004037	Administrative Support Specialist		10	2	1	0	0	0	-1	0	0	
0004057	Administrative Support Assistant 1		4	0	1	1	1	0	0	1	1	
0004195	Chief Operating Officer		NP	1	1	1	1	0	0	1	1	
0004196	Chief Policy Officer		NP	1	1	0	0	0	-1	0	0	
0004197	Deputy Chief of Staff		NP	1	1	1	1	0	0	1	1	
0004200	Administrative Specialist		NP	1	2	2	2	0	1	2	2	
0004209	Public Safety Coordinator		NP	1	1	1	1	0	0	1	1	
0004289	Senior Policy Analyst		NP	0	0	1	1	0	1	1	1	
0004292	Sr. Advisor & Dir. of Multi-Cultural Affairs		NP	0	0	1	1	0	1	1	1	
0004294	Project Coordinator		NR	0	0	1	1	0	1	1	1	
0005000	Senior Advisor to Mayor		NP	1	1	0	0	0	0	0	0	
0020001	Mayor		NP	1	1	1	1	0	0	1	1	
		0		11	12	13	13	0	2	13	13	
Office of Multicultural Affairs												
0002140	Director, Multicultural Affairs		NP	1	1	0	0	0	-1	0	0	
0002146	Community Outreach Specialist		NR	1	1	0	0	0	-1	0	0	
0004264	Community Outreach Coordinator		18	0	0	1	1	0	1	1	1	
NEW	Community Program Coordinator			0	0	0	1	1	1	1	1	
0004305	Multicultural Affairs Coordinator		NR	0	0	1	1	0	1	1	1	
		0		2	2	2	3	1	1	3	3	
Youth and Family Development (All YFD - General Fund)		4		420	407	404	385	-19	-33	385	385	
		4		108	108	110	108	-2	0	108	108	
Youth & Family Administration												
0001705	Director Operations		27	0	0	0	1	1	1	1	1	
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	
0004037	Administrative Support Specialist		10	1	0	0	0	0	-1	0	0	
0004089	Community Impact Manager YFD Adm.		21	0	1	0	0	0	0	0	0	
0004207	Administrator		32	1	1	1	1	0	0	1	1	
0004221	Deputy Administrator		29	1	1	1	1	0	0	1	1	
0004298	Development Coordinator		NR	0	0	1	1	0	1	1	1	
		0		4	4	4	5	1	-2	5	5	
Office of Early Learning												
0001515	Director of Early Learning		NP	1	1	1	0	-1	-1	0	0	
00EL001	Early Learning Business Navigator		NR	0	0	1	1	0	1	1	1	
00EL002	Parent/Family Community Engag Coord		NR	0	0	1	1	0	1	1	1	
		0		1	1	3	2	-1	1	2	2	
Recreation Community Centers												
0000378	Recreation Program Coordinator		16	2	2	2	2	0	2	2	2	
0002938	Director Recreation		25	1	1	1	1	0	1	1	1	
0004007	Recreation Division Manager		20	1	0	1	1	0	0	1	1	
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1	
0004120	Assistant Director Recreation		21	1	1	1	1	0	1	1	1	
NEW	Assistant Director Programs		NR	0	1	0	0	0	0	0	0	
NEW	Front Desk Clerk PT		NR	1	0	0	0	0	-1	0	0	
		0		7	6	6	6	0	3	6	6	

**City of Chattanooga
Detail Position List for Fiscal Year 2017-2022**

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
Recreation Support Services												
0000208	Equipment Mechanic 1	1	10	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	3	3	3	3	0	0	3	3	
0004059	Crew Worker 1		2	4	4	4	3	-1	-1	3	3	
		1		10	10	10	9	-1	-1	9	9	
Public Information												
0004017	Public Relations Coordinator 1		15	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Recreation Facilities Management (18 Facilities)												
0000382	Recreation Specialist	1	9	28	29	30	29	-1	1	29	29	
0004025	Recreation Facility Manager 1		14	15	14	14	14	0	-1	14	14	
0004059	Crew Worker 1		2	10	11	11	12	1	2	12	12	
0004082	Recreation Facility Manager 2		15	3	4	3	3	0	0	3	3	
		1		56	58	58	58	0	2	58	58	
Recreation Special Programs												
0004025	Recreation Facility Manager 1		14	1	0	1	0	-1	-1	0	0	
0004083	Recreation Program Specialist		13	1	1	1	0	-1	-1	0	0	
		0		2	1	2	0	-2	-2	0	0	
Recreation - Summit of Softball												
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	5	5	5	5	0	0	5	5	
		0		6	6	6	6	0	0	6	6	
Recreation - Fitness Center												
0000954	Fitness Trainer (Part Time)		\$10.61	1	1	1	1	0	0	1	1	
0000960	Front Desk Clerk (Part time)	1	\$8.86	1	1	1	1	0	0	1	1	
0004007	Recreation Division Manager		20	1	1	1	1	0	0	1	1	
0004057	Adm Support Assistant 1		4	1	1	1	1	0	0	1	1	
		1		4	4	4	4	0	0	4	4	
Champion's Club												
0000394	Tennis Professional		16	1	1	1	1	0	0	1	1	
0000981	Tennis Assistant (Part Time)		\$8.02	2	2	2	2	0	0	2	2	
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1	
0004083	Recreation Program Specialist		13	1	1	1	1	0	0	1	1	
		0		5	5	5	5	0	0	5	5	
Aquatics												
0000421	Aquatics Program Coordinator		16	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Therapeutic Recreation												
0000420	Therapeutic Program Coordinator		16	1	1	1	1	0	0	1	1	
0004083	Recreation Program Specialist		13	1	1	1	1	0	0	1	1	
		0		2	2	2	2	0	0	2	2	
Youth Development - CAP												
0004083	Recreation Program Spec		13	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Youth Development - Career Development												
0000032	Career Development Coordinator		16	1	1	1	0	-1	-1	0	0	
0004025	Recreation Program Coordinator		16	0	0	0	1	1	1	1	1	
0004083	Recreation Program Specialist	1	13	0	0	0	1	1	0	1	1	
		1		1	1	1	2	1	1	2	2	
KIDZ KAMP												
0000378	Recreation Program Coord		16	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
Sports Programs												
0000378	Recreation Program Coord		16	1	1	1	1	0	0	1	1	
0004083	Recreation Program Specialist		13	1	1	0	0	0	-1	0	0	
		0		2	2	1	1	0	-2	1	1	
North River Civic Center*												
0004026	Community Facilities Supv		13	1	1	1	1	0	0	1	1	
	*Formerly a division of Ed., Arts, & Cultu	0		1	1	1	1	0	0	1	1	
Eastgate Center*												
0004025	Recreation Facility Manager 1		14	0	0	1	1	0	1	1	1	
0004026	Administrative Support Spec		10	1	1	1	1	0	0	1	1	
0004037	Community Facilities Supv		13	1	1	0	0	0	-1	0	0	
	*Formerly a division of Ed., Arts, & Cultu	0		2	2	2	2	0	0	2	2	
Heritage House*												
0004026	Community Facilities Supv	0	13	1	1	1	1	0	0	1	1	
	*Formerly a division of Ed., Arts, & Cultu	0		1	1	1	1	0	0	1	1	

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected		
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022
Social Services *		0		312	299	294	277	-17	-33	277	277
Administration											
0001207	Executive Assistant		14	1	1	1	1	0	0	1	1
0001402	Accounting Technician 1		8	1	0	0	0	0	-1	0	0
0004011	Fiscal Analyst		17	1	0	0	0	0	-1	0	0
0004035	Accounting Technician 2			0	1	1	1	0	1	1	1
0004037	Administrative Support Specialist		NR	0	1	1	1	0	1	1	1
0004045	Crew Supervisor 1		8	1	1	1	0	-1	0	0	0
0004047	Administrative Support Assistant 2		7	1	0	0	0	0	0	0	0
0004052	Personnel Assistant		8	1	1	1	1	0	0	1	1
0004267	Finance Manager			0	1	1	1	0	1	1	1
001A010	Administrator	1	32	1	1	1	1	0	0	1	1
001A171	Deputy Administrator		29	1	1	1	1	0	0	1	1
		<u>1</u>		<u>8</u>	<u>8</u>	<u>8</u>	<u>7</u>	<u>-1</u>	<u>1</u>	<u>7</u>	<u>7</u>
Occupancy											
0004045	Crew Supervisor 1		8	0	1	1	1	0	1	1	1
0004059	Crew Worker 1		2	2	2	2	2	0	0	2	2
		<u>0</u>		<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>1</u>	<u>3</u>	<u>3</u>
Community Services Block Grant											
C1C153	Director of OFE		NP	0	1	1	1	0	1	1	1
C1C154	Asst Director OFE		NP	0	1	1	1	0	1	1	1
C1C155	OFE Program Coord		NP	0	0	0	1	1	1	1	1
C1C156	Family Support Specialist		NP	0	3	3	5	2	5	5	5
C1C170	Energy Specialist		NP	1	1	1	0	-1	-1	0	0
C1C200	Data Entry Clerk		NP	1	1	1	1	0	0	1	1
LH002	LIHEAP Outreach Cood		NP	0	0	0	1	1	1	1	1
LH003	LIHEAP Outreach Specialist		NP	0	0	0	1	1	1	1	1
1N003	Case Manager		NP	0	1	1	0	-1	0	0	0
0000407	Administrative Support Assistant I		NP	1	1	0	1	1	0	1	1
		<u>0</u>		<u>3</u>	<u>9</u>	<u>8</u>	<u>12</u>	<u>4</u>	<u>9</u>	<u>12</u>	<u>12</u>
Day Care											
C1D010	Center Supervisor		NP	0	1	1	0	-1	0	0	0
C1D060	Clerk II		NP	1	0	0	0	0	-1	0	0
001M145	Clerk IV		NP	0	1	1	0	-1	0	0	0
C1D071	Teacher		NP	0	5	5	0	-5	0	0	0
C1D100	Teacher Assistant		NP	4	6	6	0	-6	-4	0	0
C1D270	Cook II		NP	2	1	1	0	-1	-2	0	0
C1D321	Lead Teacher Center Supv		NP	0	1	1	0	-1	0	0	0
C1D390	Director Child Care Programs		NP	0	1	1	0	-1	0	0	0
16	Collaboration Asst Teacher		NP	0	1	1	0	-1	0	0	0
001P280	Family Services Assistant		NP	0	1	1	0	-1	0	0	0
001H618	Teacher Team Leader		NP	0	2	2	0	-2	0	0	0
		<u>0</u>		<u>7</u>	<u>20</u>	<u>20</u>	<u>0</u>	<u>-20</u>	<u>-7</u>	<u>0</u>	<u>0</u>
Foster Grandparents											
C1F020	Foster Grand Field Supervisor		NP	1	1	1	1	0	0	1	1
C1F030	Director of FGP Program		NP	1	1	1	1	0	0	1	1
C1F040	Program Assistant II		NP	1	1	1	1	0	0	1	1
		<u>0</u>		<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>3</u>
Head Start Centers											
C1H015	Collaboration Teacher		NP	0	2	2	2	0	2	2	2
C1H017	Collaboration Primary Caregiver		NP	0	4	4	4	0	4	4	4
C1H060	Health/ Nutrition Coordinator		NP	1	1	1	1	0	0	1	1
C1H062	Health Technician		NP	6	2	2	2	0	-4	2	2
C1H080	Teacher		NP	28	23	23	23	0	-5	23	23
C1H082	English Language Learner Supervisor		NP	1	1	1	1	0	0	1	1
C1H089	Teacher Assistant		NP	25	20	20	20	0	-5	20	20
C1H140	Family Service Coordinator		NP	1	1	1	1	0	0	1	1
C1H150	Family Service Supervisor		NP	5	4	4	4	0	-1	4	4
C1H170	Facility & Grounds Supervisor		NP	1	1	1	1	0	0	1	1
C1H175	Parent Involvement Coordinator		NP	1	1	1	1	0	0	1	1
C1H190	Family Service Assistant		NP	20	10	10	10	0	-10	10	10
C1H240	Head Start Director / PCC Manager		NP	1	1	1	1	0	0	1	1
C1H250	Fiscal Officer		NP	1	0	0	0	0	-1	0	0
C1H251	Data Technician		NP	1	0	0	0	0	-1	0	0
C1H252	Fiscal/Data Systems Manager		NP	1	1	1	1	0	0	1	1
C1H253	Senior Accountant		NP	1	1	1	1	0	0	1	1
C1H270	Dietary Supervisor		NP	1	1	1	1	0	0	1	1
C1H310	Nurse		NP	1	1	1	1	0	0	1	1
C1H320	Lead Teacher/ Center Supervisor		NP	5	5	5	5	0	0	5	5
C1H350	Center Clerk		NP	5	5	5	5	0	0	5	5
C1H380	Dietary Assistant		NP	10	9	9	9	0	-1	9	9
C1H390	Clerk III		NP	5	4	4	4	0	-1	4	4
C1H400	Transportation/Janitorial Coordinator		NP	1	0	0	0	0	-1	0	0
C1H410	Clerk IV		NP	2	2	2	2	0	0	2	2

City of Chattanooga
Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
C1H420	General Maintenance		NP	2	2	2	2	0	0	2	2	
C1H440	Special Project Coordinator		NP	1	1	1	1	0	0	1	1	
C1H601	Education Coordinator		NP	1	1	1	1	0	0	1	1	
C1H602	Resource Specialist		NP	6	2	2	2	0	-4	2	2	
C1H603	Multi-Disciplinary Team Manager		NP	3	3	3	3	0	0	3	3	
C1H615	Community Part/Education Specialist		NP	1	0	0	0	0	-1	0	0	
C1H619	Human Resources Technician		NP	0	1	1	1	0	1	1	1	
C1H620	IT Computer Technician		NP	0	1	1	1	0	1	1	1	
C1H621	Disabilities & Mental Hlth Coord		NP	0	1	1	1	0	1	1	1	
C1H624	Professional Development Sup		NP	0	1	1	1	0	1	1	1	
		0		138	113	113	113	0	-25	113	113	
Head Start Mental Health												
C1M141	Resource Specialist		NP	2	2	2	2	0	0	2	2	
C1M145	Clerk IV		NP	1	0	0	0	0	-1	0	0	
		0		3	2	2	2	0	-1	2	2	
Neighborhood Family Services												
C1N001	Case Manager Coordinator		NP	1	0	0	0	0	-1	0	0	
C1N003	Case Manager		NP	1	0	0	0	0	-1	0	0	
		0		2	0	0	0	0	-2	0	0	
Parent/Child Center												
C1P200	Teacher		NP	22	31	31	31	0	9	31	31	
C1P250	Teacher Assistant		NP	5	1	1	1	0	-4	1	1	
C1P280	Family Service Assistant		NP	5	7	7	7	0	2	7	7	
C1P312	Coordinator EHS		NP	1	1	1	1	0	0	1	1	
C1P313	Fiscal Specialist		NP	0	1	1	1	0	1	1	1	
C1P320	Dietary Assistant		NP	1	2	2	2	0	1	2	2	
		0		34	43	43	43	0	9	43	43	
Temporary Head Start												
0002953	Kitchen Team Leader Temp		NP	0	1	0	0	0	0	0	0	
T50241	Maintenance		NP	1	0	0	0	0	-1	0	0	
T80045	Part Time Program Assistant		NP	1	0	0	0	0	-1	0	0	
T80047	Registered Dietian		NP	1	1	1	1	0	0	1	1	
T80048	Janitor		NP	6	4	4	4	0	-2	4	4	
T80049	Mental Health Consultant		NP	1	0	0	0	0	-1	0	0	
T80052	Custodian		NP	1	0	0	0	0	-1	0	0	
T80081	Education Consultant		NP	0	1	1	1	0	1	1	1	
T90010	Dietary Assistant I		NP	6	0	0	0	0	-6	0	0	
		0		17	7	6	6	0	-11	6	6	
Temporary /Classroom Substitute												
T10010	Classroom Substitutes		NP	70	60	60	60	0	-10	60	60	
T10100	Bus Driver		NP	9	1	1	1	0	-8	1	1	
		0		79	61	61	61	0	-18	61	61	
Temporary Day Care												
T14010	Day Care Substitute		NP	14	14	14	14	0	0	14	14	
T14020	Dietary Aide		NP	2	2	2	2	0	0	2	2	
		0		16	16	16	16	0	0	16	16	
Early Head Start												
2950	Assistant Accountant		NP	0	1	1	1	0	1	1	1	
001D060	Clerk		NP	0	1	1	1	0	1	1	1	
001H190	Family Services Assistant		NP	0	4	4	4	0	4	4	4	
001H062	Health Technician		NP	0	5	2	2	0	2	2	2	
001H062	Resource Specialist		NP	0	1	1	1	0	1	1	1	
002H080	Teacher		NP	0	2	2	2	0	2	2	2	
		0		0	14	11	11	0	11	11	11	
Transportation		5		66	59	61	65	4	-1	65	65	
TRAN - General Fund		5		66	59	61	65	4	-1	65	65	
Complete Streets												
0000029	Transportation Design Manager		21	1	1	1	1	0	0	1	1	
0000513	Civil Engineer		19	1	1	1	1	0	-3	1	1	
0000513	Engineering Designer		19	1	1	1	1	0	1	1	1	
0000516	Engineering Coordinator		21	1	1	1	1	0	1	1	1	
0000582	Engineering Technician		13	1	1	1	1	0	0	1	1	
0001200	Transportation Project Coordinator		18	1	1	1	1	0	1	1	1	
0003006	Transportation Accounts Coordinator		17	0	0	1	1	0	1	1	1	
0004063	Public Engagement & Policy Coordinator		15	1	1	1	1	0	1	1	1	
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1	
0004117	Engineering Contracts Tech		11	1	1	0	0	0	-2	0	0	
0004117	Contracts & Accts Coordinator	1	11	1	1	1	0	-1	0	0	0	
0004150	Senior Engineer		25	0	0	0	1	1	1	1	1	
0004217	Asst Transportation Engineer		19	1	0	1	0	-1	-1	0	0	
0004215	Transportation Designer		17	1	1	1	1	0	0	1	1	
NEW	Transportation Project Manager		26	0	0	0	2	2	2	2	2	
0004216	City Transportation Engineer		30	1	1	0	1	1	1	1	1	

City of Chattanooga Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	FY				Change		Projected	
				2017	2018	2019	2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022
		1		13	12	12	14	2	1	14	14

City of Chattanooga
Detail Position List for Fiscal Year 2017-2022

Position Number	Position Name	Frozen FY20	2020 Pay Grade	Change					Projected			
				FY 2017	FY 2018	FY 2019	FY 2020	PY to CY	FY 17 thru FY 2020	FY 2021	FY 2022	
Transportation Administration												
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	
0004117	Contracts & Accounts Coordinator	1	11	0	0	0	1	1	1	1	1	
0004202	Administrator Transportation		32	1	1	1	1	0	0	1	1	
0004267	Finance Manager		25	0	0	1	0	-1	0	0	0	
0004239	Deputy Administrator		31	1	1	1	1	0	0	1	1	
0004345	Transportation Administrative Manager		22	0	0	0	1	1	1	1	1	
		1		3	3	4	5	1	2	5	5	
Smart Cities												
0000768	City Traffic Engineer		27	1	1	0	0	0	-1	0	0	
0000078	Manager Intelligent Trans Systems		22	1	1	1	1	0	0	1	1	
0000756	Electronics Technician 1		14	2	2	2	2	0	0	2	2	
0000770	Traffic Operations Analyst	1	16	1	1	1	1	0	0	1	1	
0000771	Traffic Engineering Coordinator		13	1	1	0	0	0	-1	0	0	
0004018	Electrician 2		14	1	1	1	2	1	1	2	2	
0004027	Electrician 1		13	3	3	3	2	-1	-1	2	2	
0004049	Crew Worker 3		7	2	0	1	1	0	-1	1	1	
0004100	Equipment Operator 4		10	5	0	2	2	0	-3	2	2	
0004141	Traffic Signal Systems Engineer		25	0	1	1	1	0	1	1	1	
0004186	Traffic Signal Designer Spc		19	2	2	2	2	0	0	2	2	
0004228	Signal Tech Apprentice	1	9	2	2	2	2	0	1	2	2	
0004217	Asst Transportation Engineer		NP	1	1	0	0	0	-1	0	0	
0004272	Smart Cities Director		NR	0	0	1	1	0	1	1	1	
NEW	Transportation Project Manager		26	0	0	0	1	1	1	1	1	
		2		22	16	17	18	1	-3	18	18	
Traffic Operations												
0000206	Equipment Mechanic 3		13	1	1	1	1	0	0	1	1	
0000743	Manager Traffic Control		24	1	1	1	0	-1	-1	0	0	
0000771	Public Space Coordinator		13	1	1	1	1	0	0	1	1	
0000774	Traffic Engineering Tech		10	3	3	3	3	0	0	3	3	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004037	Administrative Support Specialist		10	1	1	2	2	0	1	2	2	
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004049	Crew Worker 3		7	2	2	1	1	0	-1	1	1	
0004057	Administrative Support Asst 1		4	1	1	0	0	0	-1	0	0	
0004058	Crew Worker 2		4	2	2	2	2	0	0	2	2	
0004059	Crew Worker 1	1	2	7	7	7	8	1	1	8	8	
0004100	Equipment Operator 4		10	5	5	3	3	0	-2	3	3	
0004135	Construction Inspector 2		15	1	1	1	1	0	0	1	1	
0004150	Senior Engineer		25	1	1	1	1	0	0	1	1	
0004217	Assistant Transportation Engineer		19	0	0	1	0	-1	0	0	0	
0004287	Transportation Inspector 1		14	0	0	1	1	0	1	1	1	
0004288	Director Transportation Operations		27	0	0	1	1	0	1	1	1	
0004342	Transportation Operations Manager		24	0	0	0	1	1	1	1	1	
		1		28	28	28	28	0	-1	28	28	
All Authorized Budget Positions		88		2,630	2,605	2,634	2,650	16	48	2,650	2,650	
Total General Fund		70		1,771	1,797	1,822	1,838	16	78	1,838	1,838	
Total Special Revenue Funds		18		399	375	371	355	-16	-42	355	355	
Total Enterprise Funds		0		349	347	353	368	15	35	368	368	
Total Internal Service Funds		0		62	62	63	64	1	1	64	64	
Total Golf Course and DRC		0		49	24	25	25	0	-24	25	25	
Departmental Totals												
General Government & Agencies		11		111	111	111	113	2	0	113	113	
Department of Finance & Administration		6		69	71	73	72	-1	4	72	72	
Department of Police		0		605	620	624	624	0	23	624	624	
Department of Fire		18		445	453	467	468	1	23	468	468	
Department of Public Works (All Funds)		40		631	745	752	766	14	150	766	766	
Department of Human Resources		0		24	24	24	30	6	5	30	30	
Department of Economic & Community Development		4		94	101	103	111	8	27	111	111	
Executive Department of the Mayor		0		13	14	15	16	1	3	16	16	
General Services		0		151	0	0	0	0	-153	0	0	
Youth and Family Development		4		420	407	404	385	-19	-33	385	385	
Transportation		5		66	59	61	65	4	-1	65	65	
Total All Departments		88		2,630	2,605	2,634	2,650	16	48	2,650	2,650	

Glossary

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity- Departmental efforts or organizational unit for performing a specific function which contribute to the achievement of a specific set of program objectives.

Ad Valorem Taxes - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

Allot- To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

Annualize - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Annual Budget - An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

ARC - Annual Required Contribution; the amount an employer must contribute annually to a defined benefit pension fund, based on an actuarial formula, to fund current and future retirement benefits and liabilities.

Assessed Valuation - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes. Property Values for Chattanooga are established by Hamilton County.

Assessment Ratio - The ratio at which the tax rate is applied to the tax base.

Asset - Resources owned or held by a government which have monetary value.

ATE - Automated Traffic Enforcement

Attrition - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Positions - Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Undesignated) Fund Balance - This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balanced Budget - Management of the financial plan with the objective of ensuring that expenditures do not exceed revenues.

Base Budget - Cost of continuing the existing levels of service in the current budget year.

Bond - A long-term I.O.U. of promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds.

B - C

Bond Rating Agencies - Companies that assess the creditworthiness of both debt securities and their issuers. In the United States, the three primary bond rating agencies are Standard and Poor's, Moody's and Fitch. The City of Chattanooga has a AAA rating with Standard and Poor's and AA+ with Fitch.

Bond Refinancing - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget - A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period. The most common types of budgets are Line-Item Budget, Operating Budget, Performance Budget/Budgeting for Outcomes, Program Budget, and the Capital Improvements Program Budget (definitions of each are included in glossary).

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budgetary Control - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Budgeting for Outcomes: A system driven by goals and performance, to provide information that compares budgeting, planning and outputs/results.

CABR - Comprehensive Annual Budget Report

CAFR - Comprehensive Annual Financial Report

CBD - Central Business District

CCHDO - Chattanooga Community Housing Development Organization

CDBG - Community Development Block Group

CDRC - Chattanooga Downtown Redevelopment Corporation

CNE - Chattanooga Neighborhood Enterprise

COBRA - Consolidated Omnibus Budget Reconciliation Act

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

Capital Improvements - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvements Program (CIP) - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

C - C

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

Capital Outlay - Fixed assets which have a value of more than \$5,000 and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Project Funds - Capital Project Funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust Funds).

Capital Reserve - An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Child Abuse - Program offered by the Police Department. The Child Abuse Unit investigates child sexual abuse, child physical abuse and child neglect and any other cases that the supervision deems appropriate for the unit. They work very closely with the Child Advocacy Center, the Department of Children Services, other social agencies that promote children and the special child abuse prosecutor with the District Attorney's Office.

Collective Bargaining Agreement - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

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

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

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

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

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

C - D

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

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

CSO- Combined Sewer Overflow

CSR- Customer service request associated with 311 call center

CSBG- Community Services Block Grant

Debt Ratio - Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time and against its own standards and policies. The five major debt ratios used by the City are Gross Debt per Capita, Debt per Personal Income, Debt to Full Value, Debt to Assessed Value, and Debt Services to Governmental Expenditures.

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. The major types of debt include Direct Obligation Debt; Self Supporting Debt; Outstanding Tax Supported Debt.

Debt Service Fund - Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on the City debt. They are used to account for the accumulation of resources, for, and the payment of, general obligation and special assessment debt principal, interest and relation cost, except the debt service accounted for in the Special Revenue Funds, and Enterprise Funds.

Dedicated Tax - A tax levied to support a specific government program or purpose.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - The basic organizational unit of government which is functionally unique in its delivery of services. The City of Chattanooga has eleven departments: General Government; Executive Department; Finance & Administration; General Services, Police; Fire; Public Works; Economic & Community Development; Transportation; Human Resources; and Youth and Family Development

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Development Related Fees - Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

Direct Debt - The sum of the total bonded debt and any unfunded debt of the City for which the City has pledged its "full faith and credit". It does not include the debt of overlapping jurisdictions.

Disbursement - The expenditure of monies from an account.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Division - A group of homogeneous activities within a department, i.e. Treasury, City Court, Finance, Capital, and Performance Management make up the Finance & Administration Department.

E - F

Employee Benefits (or Fringes) - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Entitlements - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

Enterprise Funds - Enterprise Funds are used to account for operations including debt service (a) that are financed and operated in a manner similar to private businesses where the intent of the government body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or (b) where the governing body has determined that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes. Our Enterprise funds include the Electric Power Board Fund, Interceptor Sewer System Fund, Solid Waste Fund, Water Quality Fund, CDRC, and Tennessee Valley Regional Communications (TVRCS).

EPB - Electric Power Board

ERU - Equivalent Residential Units

Expenditure - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, services or settling a loss.

Expenses - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Fiscal Policy - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Chattanooga's fiscal year is July 1 to June 30.

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Full-time Equivalent (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Function - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. The City of Chattanooga's functions are public safety, public works, general government, culture & recreation, general services, finance & administration.

Fund - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity. Fund Structure consist of Governmental Funds (General, Special, Debt, and Capital); Proprietary Funds; Fiduciary Funds.

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

G - L

GARE - Government Alliance on Race and Equity, a national network of government working to achieve racial equity and advance opportunities for all.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standard for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Obligation Bonds (GO) - This type of bond is backed by the full faith, credit and taxing power of the government.

Goal - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grants - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Hourly - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing need. Hourly employees are paid on a per hour basis, and receive limited benefits.

HUD - US Department of Housing and Urban Development

IMPROVE Act - Improving Manufacturing, Public Roads and Opportunites for a Vibrant Economy Act

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interfund Transfers - The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

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

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

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

ISO - International Organization for Standardization Certification

Lapsing Appropriation - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

L - O

LEAN - Management techniques for managing your organization's processes in concepts of waste elimination and value-added processes to suppliers, partners, and customers

Levy - To impose taxes for the support of government activities.

LIHEAP - Low Income Home Energy Assistance Program

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

MBWWTP - Moccasin Bend Wastewater Treatment Plant

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

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

MPO - Metropolitan Planning Organization

MTAS - Municipal Technical Advisory Service

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

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

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

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

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

OMA - Office of Multicultural Affairs

OPEB - Other Post-Employment Benefits that an employee will begin to receive at the start of retirement (i.e. life insurance premiums, healthcare premiums and deferred-compensation arrangements).

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

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

O - P

Output Indicator - A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

PAFR - Popular Annual Financial Report

Pay-as-you-go Basis - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Budget - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - Data collected to determine how effective or efficient a program is in achieving its goals and objectives. There are four types of performance measures: input, output, outcome, and efficiency.

Input measures address the amount of resources used in providing a particular service (ex. dollars, employee-hours, etc.).

Output measures describe the activities undertaken in providing a service or carrying out a program (ex. # of emergency calls or the # of cases heard)

Outcome measures are used to evaluate the quality and effectiveness of public programs and services (ex. # of crimes committed per capita or \$ of property lost due to fire).

Efficiency measures relate inputs, or resources used, to units of output or outcome, and provide evidence of trends in productivity (employee hours per crime solved).

Personal Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

PILOT- Payment in lieu of taxes

Prior-Year Encumbrances - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

Program Performance Budget - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

P - T

Program Revenue (Income) - Revenues earned by a program, including fees for services, licenses and permits, fees, and fines.

Purpose - A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue - Sources of income financing the operations of government.

Revenue Bond - This type of bond is backed only by the revenues from the specific enterprise or project, such as a hospital or toll road.

RFID - Radio-Frequency IDentification. The RFID device serves the same purpose as a bar code or a magnetic strip on the back of a credit card or ATM card; it provides a unique identifier for that object. The RFID device must be scanned to retrieve the identifying information.

SAFER - Staffing for Adequate Fire and Emergency Response.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

SLA - Service Level Agreement is an agreed upon internal timeframe to complete objective/task

Source of Revenue - Revenues are classified according to their source or point of origin.

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

Supplemental Appropriation - An additional appropriation made by the governing body after the budget year or biennium has started.

Supplemental Requests - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

Target Budget - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

T - V

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.

TVRC - Tennessee Valley Regional Communications

Unassigned Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

VAAP - Enterprise South formerly Volunteer Army Ammunition Plant

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



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