

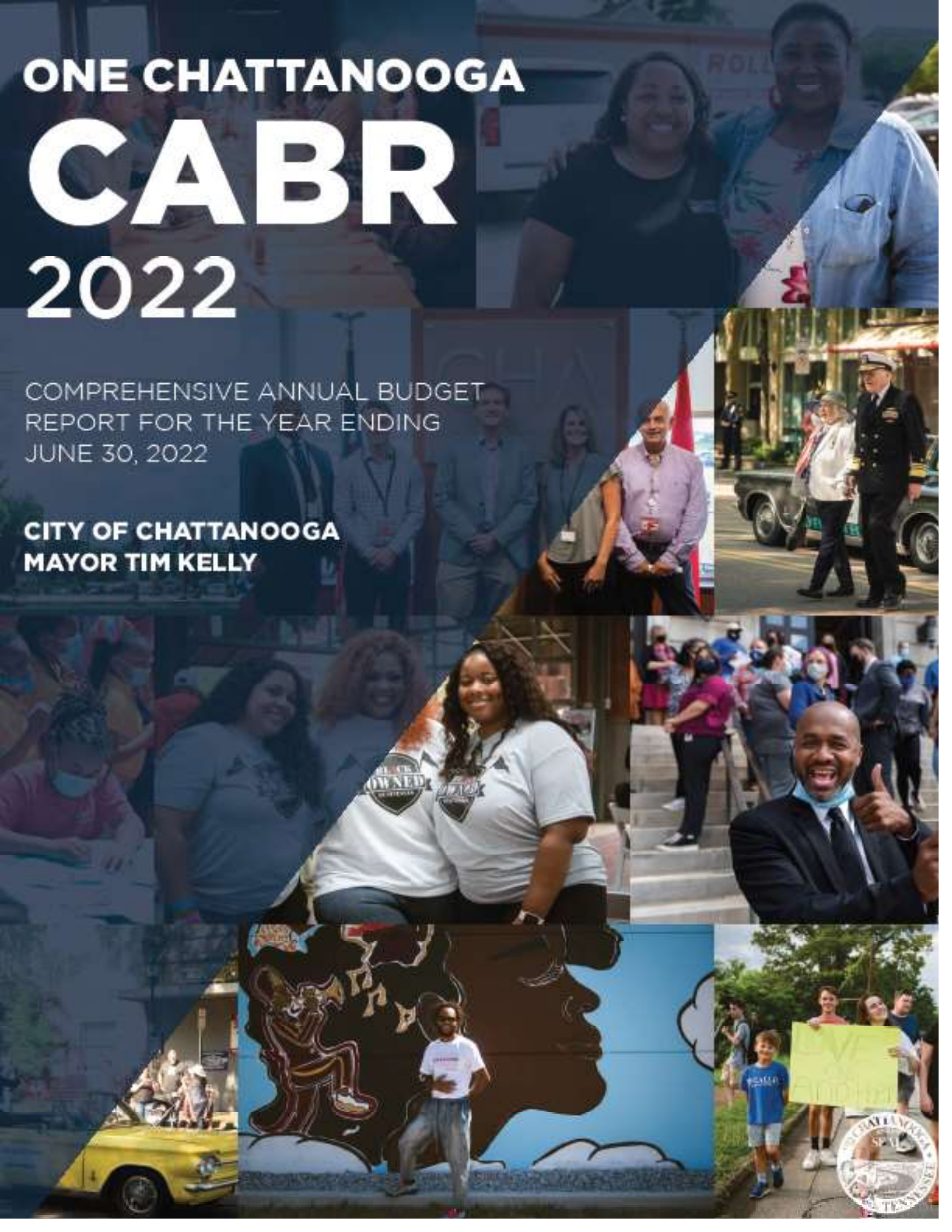
ONE CHATTANOOGA

CABR

2022

COMPREHENSIVE ANNUAL BUDGET
REPORT FOR THE YEAR ENDING
JUNE 30, 2022

CITY OF CHATTANOOGA
MAYOR TIM KELLY



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
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**City of Chattanooga
Tennessee**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director

For over twenty years, the City of Chattanooga has received the Distinguished Budget Presentation Award. 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 2022 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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



A handwritten signature in black ink that reads "Daisy W. Madison".

Daisy W. Madison, CPA, CGFM
 City Finance Officer



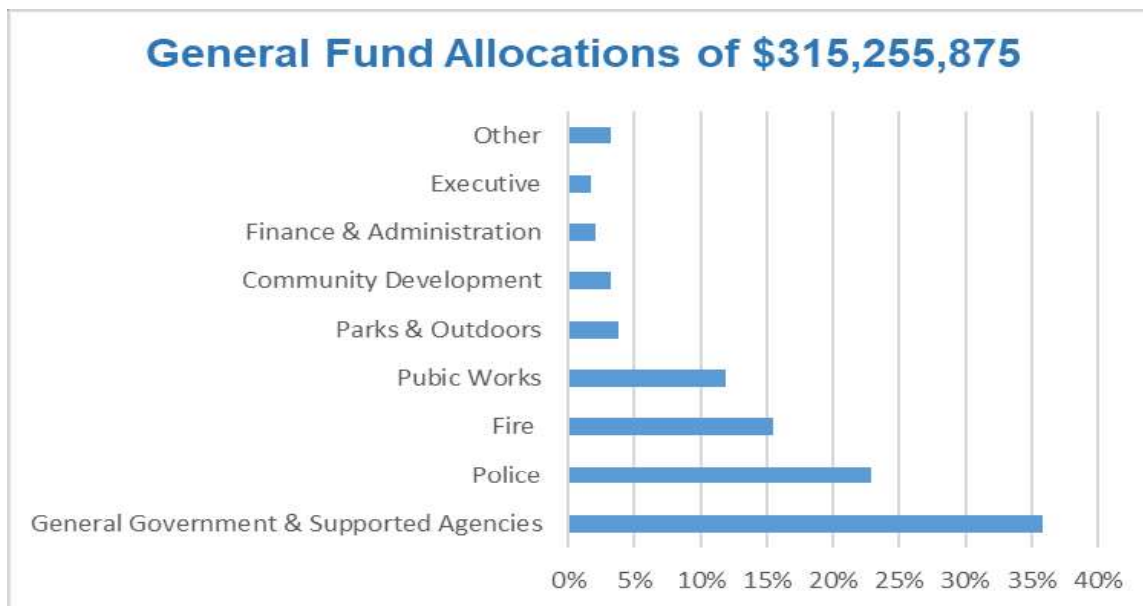
Presented are the adopted Operating Budget and Capital Improvement Plan for the Fiscal Year Ending June 30, 2022. This budget year starts with a new administration. The City of Chattanooga's budget will align with the administration's priorities and begin the process of making it easier to do business here. The budget is the most critical document presented by the Mayor and adopted by the City Council. It establishes the strategic plan for the upcoming fiscal year. This budget is built on conservative financial principles that ensure long-term sustainability and fiscal stability. It captures the growth in our local and state economy while decreasing the tax rate to \$2.25 per \$100 of assessed value. This represents a .027 cent or 1.19% decrease from the FY21 rate of \$2.277.

Like many other cities across the United States and the world, Chattanooga continues to face fiscal challenges due to the current national and global economic conditions related to the COVID-19 pandemic. While we are challenged, we are well-positioned to withstand these times as we prosper as a community.

The Fiscal Year 2022 budget reflects Mayor Kelly's reorganization of government—ensuring we will be a community where City Hall isn't just a building on East 11th street, but a network of services, places, and relationships embedded in neighborhoods across Chattanooga. A city with the most investment-ready early learning system in the country, with a path toward universal access. A city where opportunity is not only possible but plentiful, for every single one of our residents. A city where economic development will go beyond incentives and industrial parks. A city where we open up pathways for local small businesses to grow, thrive and hire. A city with an equity lens that ensures we're building toward long-term solutions for everyone in our community.

In Fiscal Year 2022, budgets were realigned to provide funding to form the following departments: Community Development, Economic Development, Equity & Community Engagement, City Planning, Early Learning, Innovation Delivery & Performance, and Parks & Outdoors.

Priority Based Budgeting has been highlighted by the Government Finance Officers Association (GFOA), of which the City of Chattanooga is a proud member. This type of budgetary process allows the City to meet the challenges of flat revenues and upward cost pressures. Resources are allocated according to how effectively a service achieves the prioritized goals and objectives of the community.



Other includes: Human Resources, Innovation Delivery & Performance, Economic Development, Early Learning, City Planning and Equity & Community Engagement.

Message from the Mayor

Chattanooga is a unique community with the promise of becoming America's best city. As I look back on my first 100 days in office, I am proud of our efforts to lay the groundwork for tackling the structural challenges our community faces, while ensuring we get the basics right. We have restructured our government to align with priorities, streamlined departments to be more efficient and effective, and started the process of making it easier to do business with and within our city.

We have also begun the process of shifting resources back into our local neighborhoods and Community Centers. City government shouldn't just be a building on East 11th Street, but a network of services, places, and relationships embedded in neighborhoods across Chattanooga.

We committed \$2 million to the new Construction Workforce Development Center and donated land to help bring the vision for this trade school to life alongside our other key community partners. This will provide critical opportunities for Chattanoogaans to get the skills they need to land great jobs in the trades and rebuild a local labor force that's in high demand.

We began Mayor's Open Office Hours, a monthly opportunity for residents to meet with me and my senior team in community centers across the city to discuss issues that are affecting them, or to share an idea they're passionate about — because everyone should have open access to their local government leadership. We announced a pay increase for our frontline workers and first responders, bringing them up to competitive salaries that will allow us to provide essential services for our residents.

These are just some examples of work we have done during the first 100 days in office. It's a great jumping off point to introduce a budget that reflects a new organizational structure, creates a strong foundation for good governance, invests in infrastructure, preserves essential services, and allocates resources towards import new initiatives for our community.

Simply put, this budget is the foundation for making sure Chattanooga lives up to its potential to become the best city in America: a city that works for everyone, as one Chattanooga, together.

Mayor Tim Kelly
City of Chattanooga

Budget Process and Timeline

The process for preparing the Fiscal Year 2022 budget spans two mayoral administrations. Upon taking office, Mayor Kelly and his staff reviewed the draft budget prepared under the prior administration and began making adjustments to align with Mayor Kelly's vision, priorities, and reorganization of government.

On June 8, 2021, the Chattanooga City Council adopted an interim budget that allowed a continuance of the prior year's budget for the months of July, August, and September 2021. An interim budget allowed the City to operate at 1/12 capacity each month until a new budget is adopted.

The prior administration's budget process had incorporated community input: this feedback was not lost with the election of a new mayor. The fiscal year 2022 budget reflects the community's priorities as expressed over the past year, as well as feedback obtained from throughout the recent mayoral campaign.

Following is a timeline for the budget process:

Mayor Tim Kelly Inauguration	April 19, 2021
Budget Review	April 2021 through May 2021
Reorganization of Government	June 8, 2021
Budget Adjustments	June 2021 through August 2021
Budget Presentation to City Council	August 10, 2021
Budget Education Sessions	August 17, 2021 through August 31, 2021
Budget Public Hearing	August 31, 2021
Budget Ordinance - First Reading	September 7, 2021
Budget Ordinance - Second Reading	September 28, 2021

Strategic Framework

In August 2021, Mayor Kelly released the first iteration of his One Chattanooga strategic plan. This plan describes the strategic direction, key priorities, values, and initiatives that define a vision of a community where all Chattanoogans can thrive and prosper, along with the practical steps we must take to achieve it.

Our strategy, which puts Chattanooga on a path to shared prosperity and common purpose, includes the following key goals:

Build a path to universal early learning

- Make Chattanooga a national model for investment-ready early learning
- Integrate early learning programs, from prenatal care to kindergarten
- Train the next generation of leading early-learning professionals
- Expand access to early learning for all families
- Partner with Hamilton County Schools to provide high-quality learning opportunities and services for families

Strategic Framework Cont'd

Catalyze the resurgence of a Black middle class

- Increase the number of pathways to entrepreneurship for all
- Reform city purchasing and procurement practices
- Advance arts, culture, and the creative economy
- Invest in historically-underserved neighborhoods
- Engage and involve the community in city plans and investments

Ensure accessible housing choices for all Chattanoogaans

- Expand the inventory of affordable housing citywide
- Diversify the range of capital options available to develop affordable housing
- Expand the supportive housing resources needed to end chronic homelessness
- Support both tenants and housing providers with housing security and eviction-prevention resources
- Preserve land for affordable housing in transitioning neighborhoods

Improve local infrastructure

- Ensure timely, equitable, responsive repairs to potholes and roadbed failure
- Develop a strategic capital plan that incorporates long-term maintenance needs
- Modernize our multimodal transit network
- Make Chattanooga a city that's prepared for sustainable, inclusive growth
- Expand and connect our local parks, trails, and greenways system
- Invest in green and resilient infrastructure

Build a competitive regional economy

- Grow our economy with good-paying jobs
- Generate economic opportunities for all Chattanoogaans by focusing on workforce development and skills training
- Ensure essential city workers are paid a living wage
- Prepare to lead in the emerging green economy
- Foster a welcoming, inclusive, and prosperous city for New Americans
- Expand Chattanooga's competitive advantages and trade clusters

Close the gaps

- Address racial and economic disparities in public health outcomes
- Disrupt community violence trends by addressing the root causes
- Adopt an equity lens across city government, investments, and initiatives
- Reduce and eventually close the racial wealth gap in Chattanooga
- Ensure all Chattanoogaans have access to fresh, healthy, and affordable food

Ensure responsive and effective local government

- Streamline our city processes and prioritize innovative approaches to city services
- Increase opportunities for residents to engage with their local government
- Implement practices and policies that ensure transparency and accountability
- Invest in technology, platforms, and practices that allow Chattanooga to lead in the 21st Century
- Advocate for local control over local issues and policies

Significant Challenges

As we worked to finalize the fiscal year 2022 budget, we found ourselves in the midst of a resurgence of COVID-19 with the spread of the Delta variant. This pandemic poses a direct threat to the economic future of our City, with the serious potential to harm both the businesses and workers who supply revenue to the city, as well as the nonprofits with which the city partners on countless initiatives. We must ensure we can continue providing essential services to all citizens of Chattanooga while also protecting those who are most vulnerable.

Our city's infrastructure liabilities are also adversely impacting our residents' quality-of-life and pose significant cost challenges to return them to an acceptable baseline standard. Our roads have deteriorated precipitously over the last ten years, with the portion of our roads rated as 'poor' increasing from 7 percent in 2010, to 20 percent in 2020. Reversing this decline will require a significant long-term investment.

More concerning, the bill to repair our bridges —on which we depend for both commerce and public safety— is also coming due. Over the next ten years, Chattanooga must invest about \$120 million to repair and replace bridges that are quickly reaching the end of their useful life. Without immediate action, our first responders will eventually have to take lengthy detours, which will adversely impact life safety.

While federal money is expected to become available to help repair and upgrade our roads, bridges, sidewalks, greenways and sewers, Chattanooga's portion of these relief dollars represents only a fraction of the need.

But infrastructure is not the only life-safety risk Chattanooga faces: Years of low wages —ranging from 15% to 36% below the market's 50th percentile— have dried the talent pool and drained our first-responder agencies of qualified personnel. An acute shortage of qualified drivers also forced the city to suspend its recycling-collection services this year. Shortages of fire and police personnel will undoubtedly lead to increased 911 response times, darkened fire stations, and declines in training and community outreach. These would be unacceptable outcomes for Chattanoogaans.

If our city does not begin offering competitive, essential pay for our essential workers, we risk further deterioration of the bedrock services on which Chattanooga residents depend as employees will instead transition to the private sector, neighboring municipalities, or retire. From potholes to public safety, Chattanooga deserves not just a minimum level of service, but service meant to enhance our collective safety and quality-of-life.

Budget Highlights

The fiscal year 2022 budget is focused on ensuring that we have better government for all Chattanoogaans. In order to accomplish the goals detailed in our strategic framework, we must develop a baseline in order to deliver results. This budget represents a commitment to fiscal responsibility, transparency, accountability, public safety, equity, education, economic opportunity, community investment, customer service, and a common-sense approach to solving the problems that face our city. During the budget process, staff took a deep dive into every line item of the city budget, to "dig into the couch cushions," and ensure we're maximizing every taxpayer dollar. This budget includes over \$4 million in budget savings identified across all departments. Agency appropriations have been reduced by \$1.2 million where duplications of services could be eliminated, and/or funding could be reallocated to other areas that would most benefit taxpayers. Departmental operating budgets have been reduced by \$1.5 million in order to right-size budgeted line items to spending levels that would be more efficient and effective.

Key Investments

Reorganization of Government

The Fiscal Year 2022 budget reflects Mayor Kelly's reorganization of government—ensuring that Chattanooga is a city where everyone has access to opportunity and prosperity is plentiful. Following is a list of the newly created departments for Fiscal Year 2022:

- Department of Community Development - in addition to managing Chattanooga's community centers, this department will also include neighborhood services, codes enforcement and other assistance programs, and will coordinate with the Department of Economic Development on workforce-training assistance.
- Department of Economic Development - this department will manage both economic and workforce development, real property, brownfield redevelopment, as well as arts, culture, and the creative economy.
- Department of Equity & Community Development - this department will contain the functions previously served by the Office of Multicultural Affairs - a newly-created Office of New Americans - and will perform community engagement and outreach functions. The department will also focus on supplier diversity, as well as citywide diversity, equity, and inclusion initiatives.
- Department of City Planning - this department includes the Regional Planning Agency, transportation planning, strategic capital planning, and sustainability.
- Department of Early Learning - this department manages Head Start and family child care navigators, as well as manage partnerships with Hamilton County Schools and early learning centers.
- Department of Innovation Delivery & Performance - this department oversees the 311 Call Center as well as the Office of Performance Management & Open Data. It also directs special citywide performance-improvement projects, ensures that recommendations from internal audits are implemented, and expands transparency and accountability government-wide.
- Department of Parks & Outdoors - this department consolidates multiple missions and services from other agencies to create a more streamlined and functional department that's focused on outdoor activities. These include: parks planning, programming, maintenance, greenways and neighborhood connectivity, Outdoor Chattanooga, special events, outdoor recreation, and municipal golf courses.

Compensation Plan

The fiscal Year 2022 budget invests more than \$30 million to implement new compensation plans. In a national and regional economy significantly impacted by the global COVID-19 pandemic, low wages and the resulting staffing shortages is the most critical issue the City of Chattanooga faces when it comes to providing essential services to the citizens of Chattanooga. To provide residents with the service they expect and deserve, it is vital for the city to be able to compete for skilled workers. The city must currently contend with higher starting wages in both the private sector, and neighboring and comparable municipalities; this budget levels the playing field by making Chattanooga more competitive in the struggle to attract and retain top talent.

Roads and Infrastructure

This budget includes an unprecedented \$10 million for repaving roads. And our capital plan also includes at least \$40 million over the next four years for paving, in addition to other major capital projects for road improvements. Later this fall, the city will release a Transportation Asset Management Plan (TAMP) and a four-year paving plan that will allow us to pave more roads by working smarter, and by providing community transparency about the paving plan. The capital budget also includes additional road projects separate from the paving program.

Budget Highlights

Key Investments

Community Forward Schools Partnership

Through a pioneering partnership with Hamilton County Schools, this budget invests more than \$700,000 for the Community Forward Schools initiative to ensure students and their families can thrive by removing the barriers to academic success. Community schools use academic and non-academic data to respond to whole-child and whole-family needs, tailoring individualized services and supports for each family. City-funded staff, in seven schools within city limits, will work with principals to bring families the resources they need to support their childrens' social and emotional development, ensuring each child has access to safe and secure housing and even career services to open up pathways to good jobs.

Building and Constuction Workforce Center

This budget commits \$2 million dollars for a Building and Construction Workforce Center at the former Garber school in East Chattanooga. The City of Chattanooga will partner with the Associated General Contractors of East Tennessee, Hamilton County, Hamilton County Schools, Chattanooga State, the State of Tennessee, and others to provide industry workforce development through three integrated areas of focus:

- An 11th and 12th grade construction vocational academy through Hamilton County Schools
- Adult learning and training through the Tennessee College of Applied Technology's construction certification programs, as well as other successful regional construction training programs
- An industry career and business center, led by AGC of East Tennessee, which will serve as a bridge to connect students with on-the-job training opportunities and offer continuing education and support services for professionals in the building and construction industry

Community Health and Crisis Response Program

Community health encompasses physical health, mental health and social connectivity. This office will focus on advancing health equity in our community. As part of our community health initiatives, this budget includes approximately \$1.2 million to create a Crisis Response Program that provides alternative response and/or co-response to emergencies involving mental and behavioral health, substance abuse, and quality-of-life incidents related to homelessness or poverty. Crisis response teams will support Chattanooga Police and Fire personnel by taking on many social-service-focused requests for crisis counseling, case management, and initial contact for individuals who are intoxicated, in mental or emotional distress, disoriented, or are in need of transport for other non-emergency medical care.

Community Centers

This budget invests nearly \$7 million to transform the currently existing YFD Centers into true Community Centers. These centers will reflect the needs of the communities in which they are located, with dedicated advisory councils to help inform both the services and programs provided by staff and volunteers. These centers will become front doors to city-offered services as we work to build a government that provides a network of programs, places, and relationships embedded in neighborhoods across Chattanooga.

Mental Health Services for First Responders

Firefighters and police officers respond to situations every day that may harm their mental health. Many have answered the call to duty, only to come upon a particularly horrific scene that adversely impacts their mental health for the rest of their lives. This budget includes \$100,000 to pilot third-party, contracted mental health support services for first responders to work with peer support groups and the Employee Assistance Program. If successful, we will work with employee representatives to expand these services in future years.

Financial Highlights

FY2021 Undesignated General Fund Revenue Budget was \$255,380,000. In estimating a continued COVID-19 impact, Revenue & Expense Budgets were established in FY2022 with the forecast of a potential prolonged impact to our city's economy while ensuring priority services are sustained and without a tax increase or any employee layoffs.

The current tax rate has been set at \$2.25 per \$100 of assessed valuation. Due to an increase in appraisals, the State of Tennessee set the certified tax rate at \$1.8529. The current rate is a .027 cent decrease from the FY21 rate of \$2.277. Property tax revenue is up 20.67% from last year.

Estimated revenues, excluding other financing sources for all appropriated funds, total \$547,266,492, an increase of \$36.7 million, or 7.19% above the previous year. Taxes, Charges for Services, and Intergovernmental revenue are the major contributors to this increase for FY2022.

Taxes were the largest source of this increase, representing a \$39.8 million increase or 20.67% growth. Charges for Services increased by \$1.3 million, or 0.98% mainly due to our Fleet Internal Service Fund. The Fleet Fund increased \$1 million adding back the capital portion of the lease rate suspended in FY21. These major increases are offset by Intergovernmental decrease of \$3.2 million or -2.65% mainly due to Federal/State funding for Capital Projects decrease of \$14 million, offset by General Fund increase of \$10.2 million for State Sales and Local Options Sales Tax. Interest Earnings decreased \$1.4 million or -51.67% due to interest rate reduction due to the COVID-19 pandemic induced market decline.

Other financing sources of \$204.3 million increased \$36.6 million or 21.86%. The Financing sources that contributed to the increase is related to funding for our Capital Projects. General Governmental Projects increased transfers \$9.7 million and Enterprise Funds increased transfers In by \$6.5 million. Use of Fund Balance for Enterprise Projects (Water Quality and Interceptor Sewer) increased \$11 million, Bonds increased \$6 million for Sewer Projects.

Revenues	Budget	Budget		%
<i>Fiscal Year Budget</i>	2022	2021	inc(dec)	change
Taxes	232,138,682	192,371,749	39,766,933	20.67%
Licenses & Permits	4,824,000	4,689,400	134,600	2.87%
Intergovernmental	118,557,337	121,782,886	(3,225,549)	-2.65%
Charges for services	133,318,281	132,019,473	1,298,808	0.98%
Fines, forfeitures and penalties	1,269,200	1,242,700	26,500	2.13%
Interest Earnings	1,330,300	2,752,500	(1,422,200)	-51.67%
Miscellaneous	55,828,692	55,675,116	153,576	0.28%
Total Revenues	\$ 547,266,492	\$ 510,533,824	36,732,668	7.19%
Other Financing Sources				
Transfers in	94,581,926	76,013,353	18,568,573	24.43%
Fund Balance	43,702,056	31,624,449	12,077,607	38.19%
Bond Proceeds	66,000,000	60,000,000	6,000,000	10.00%
Total Other Financing Sources	\$ 204,283,982	\$ 167,637,802	36,646,180	21.86%
Total Revenues & Other Sources	\$ 751,550,474	\$ 678,171,626	73,378,848	10.82%

Appropriations	Budget	Budget		%
<i>Fiscal Year Budget</i>	2022	2021	inc(dec)	Change
General Fund (undesignated)	271,265,068	224,608,085	46,656,983	20.77%
Special Revenue Funds	53,272,946	58,639,758	(5,366,812)	-9.15%
Debt Service Fund	24,216,049	24,704,861	(488,812)	-1.98%
Capital Project Funds	57,058,487	62,660,445	(5,601,958)	-8.94%
Enterprise Funds	196,597,000	174,199,267	22,397,733	12.86%
Internal Service	73,300,117	70,413,205	2,886,912	4.10%
Total Expenditures	\$ 675,709,667	\$ 615,225,621	60,484,046	9.83%
Other Financing Uses				
Transfers Out	75,840,807	62,946,005	12,894,802	20.49%
Total Other Financing Uses	\$ 75,840,807	\$ 62,946,005	12,894,802	20.49%
Total Expenditures & Other Uses	\$ 751,550,474	\$ 678,171,626	73,378,848	10.82%

Appropriations, excluding other financing uses are \$675,709,667, a \$60.5 million or 9.83% increase over the FY21 budget. General Fund (undesignated) and Enterprise Funds showed a combined increase of \$69.1 million or 17.3%. Special Revenue Funds and Capital Projects Funds decreased \$5.3 million and \$5.6 million respectively.

Enterprise Funds increase of \$22.4 million is mainly due to Interceptor Sewer Capital projects. The \$2.8 million increase in Internal Service Funds include Health & Wellness Fund (\$1.3 million) and Fleet Service Fund (\$1 million)

Other financing uses consist of Transfers Out of \$75.8 million, a increase of \$12.9 million. This increase in mainly due to governmental funds for Capital Projects (\$9.7 million) and Enterprise Funds (\$6.5 million) with an offset of Special Revenue Funds decrease (\$3.3 million).

General Fund - The City's Undesignated General Fund accounts for all resources related to the city government's general operations not accounted for elsewhere. The total appropriation for FY22 budget is \$315,255,875 including transfers of \$43,990,807, which is an increase of \$52.3 million or 19.92% above FY21. Salaries and fringes increased \$33.4 million or 21.5%. This increase is mainly due to the implementation of a \$30.1 million city-wide employee compensation study which reevaluated positions and pay ranges. Also, the city had a departmental reorganization which resulted in additional positions. Other factors include a \$2.8 million increase in medical benefits, and decrease of \$1.6 million in Other Post Employment Benefits. Operations expenditures increased \$5.3 million, mainly due to Vehicle Operating Expnses (\$4.4 million) and Transfers out increased \$13.7 million mainly due to Capital Financing.

Special Revenue Funds - The City's Special Revenue Funds are set by City resolution to account for funds that are restricted as to use. Special Revenue Funds itemized in the budget ordinance include State Street Aid, Social Services, Community Development, and Hotel/Motel Tax. Funding for all other designated funds are authorized by ordinance and restricted as to use. The 2022 budget for the Special Revenue Funds totals \$56.8 million. 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 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 the assessed property valuation. Revenue bonds may be issued for various enterprise operations.

The City anticipates issuing debt not to exceed \$66 million to fund the FY22 Capital Budget, including \$5 million of GO bonds and \$61 million state revolving loans / Wifia Loans, which are self-supporting debt paid through Interceptor Sewer System revenues.

Capital Project Funds - These funds are used to account for the financial resources for acquiring or constructing major capital projects. The approved Capital Budget for the 2022 fiscal year is \$178,758,487, of which \$57,158,487 will be applied to General Government projects, \$115,000,000 to sewer infrastructure, and \$6,600,000 to Water Quality improvements. This is a \$22 million or 14% increase over last year's approved budget of \$156,756,386. The approved capital budget includes \$3.4 million for Police, \$3.2 million for Parks and Outdoors, \$29.7 million in Public Works and Transportation projects, and \$12.1 million in the General Government.

Enterprise Funds - The City maintains six enterprise operations as part of the primary government. These funds are used to account for financed and operated entities like a private businesses. User fees are charged to produce revenues sufficient to provide for debt service, operating expenses, and adequate working capital. Combined Enterprise Funds' net position on June 30, 2021, excluding EPB, was \$615.9 million. A brief discussion of the significant 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 City and County (600 square miles). It accounted for 84% of total Enterprise Fund operating revenues and reported a \$509 million net position for the fiscal year 2021, an increase of 10.39% from the prior year.

The Interceptor Sewer Fund accounts for sanitary sewer services provided to the residents of the City and 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 the ongoing expansion of the Interceptor Sewer System. Their total assets account for almost 79% of total Enterprise Fund assets, excluding the Electric Power Board; the unaudited net position on June 30, 2021, was \$473.7 million. The total approved budget for FY2022, including Debt Service and Capital, is \$128,700,000, of which \$61,690,943 is for operations.

The Solid Waste Fund was established by state mandate to account for the operations of the City's landfill. The FY 2022 budget, including capital, is \$4,829,000. Landfill fees are charged to commercial customers for the use of the landfill, while the General Fund funds the City landfill needs. On June 30, 2021, the fund had an unaudited net position of \$15.1 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 its inception in 1994, the investment in property, plant, and equipment has grown to a net position of \$109.4 million in the year ending June 30, 2021. The 2022 budget, including the capital, is \$28,567,300.

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 the 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 total sales tax generated in the Tourist Development Zone, and interest income from a debt service reserve fund over \$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. In October 2018, the Chattanooga was sold to a private developer for \$27 million. One hundred percent of the proceeds from the sale were used to defease a pro-rata share of the outstanding bonds. The City's lease payment for the year ended June 30, 2019, was \$35,513,324, of which \$32,690,000 was a reduction of principal. The debt service reserve fund held by the fiscal agent on June 30, 2019 is \$9,768,038. 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. The net position on June 30, 2021, is \$10.3 million. The outstanding debt on June 30, 2021, is \$50.0 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 Tennessee. The FY 2022 budget is \$1,800,700, and the net position on June 30, 2021, is \$7.4 million.

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 2022 budget is \$16,472,000. 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 2022 General Fund premium to the Liability Insurance Fund is \$1,000,000. The 2022 Health & Wellness Fund budget is \$51,328,118.

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 Other Post-Employment Benefits. These funds are accounted for in the same manner as business enterprises providing similar services. The City offers three (3) single-employer defined benefit pension plans. Each of these systems is maintained separately: one system covers general City employees; a second plan covers Firefighters and Police Officers. The third Plan covers employees of the Electric Power Board. The City also established the OPEB trust fund to cover 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 employees' retirement trends. 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 participants' salaries in the General Pension Plan at an actuarially computed contribution rate of 20.94% or 1.51% decrease for FY2022.

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 FY2022 is 51.28% or a 2.07% 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, currently 16% 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 average retirement age and specific services requirements. Retirees and beneficiaries are required to contribute specified amounts depending upon particular criteria and retirement dates. Employees who retired before 2002 contribute an amount equal to the amount paid by active employees. Suppose they retire after 2002 with 25 years of service or a job-related disability. In that case, 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 2,883 positions within the City. This is an increase of 43 positions citywide. At the latter part of the FY22 budget process, the City of Chattanooga elected a new administration and underwent a reorganization change that dissolved three departments and added six departments. See the Personnel Administration tab in the Human Resource Administration section of this document for more detailed information.

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, 2021, General Fund unaudited total fund balance and unassigned fund balance of \$128.2 million and \$98.4 million respectively are 40.4% and 31.0% of total revenues and transfers in. The City strives to maintain an undesignated general fund balance of 20% of operating revenues and transfers in. The City periodically uses fund balance to fund pay-go capital projects instead of adding new debt.

Financial Reserves of Other Operating Funds

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

Bond Ratings

The City has a "AAA" rating from Standard & Poor's and has recently received a "AAA" rating 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					FY22 vs FY21	
	Actual 2019	Actual 2020	Budget 2021	Budget 2022	Budget	% Change
Population	179,139	180,557	182,799	184,561	1,762	0.96%
General Government	427.41	395.21	389.73	611.50	221.77	0.57
Executive Branch	10.57	11.31	10.13	29.94	19.82	1.96
Finance & Administration	33.34	37.40	37.81	35.25	(2.56)	(0.07)
Human Resources	12.52	14.85	16.98	16.62	(0.36)	(0.02)
Community Development	-	-	-	54.88	54.88	-
Police	396.72	405.42	378.67	390.05	11.38	0.03
Fire	255.32	256.40	256.77	263.60	6.82	0.03
Public Works	188.41	191.17	170.83	203.90	33.06	0.19
Parks & Outdoors	-	-	-	64.98	64.98	-
Early Learning	-	-	-	7.58	7.58	-
City Planning	-	-	-	5.42	5.42	-
Equity & Community Engagement	-	-	-	4.69	4.69	-
Economic Development	-	-	-	7.70	7.70	-
Innovation Delivery & Performance	-	-	-	12.03	12.03	-
Social Services	88.53	102.21	94.88	102.68	7.81	0.08
Economic & Community Development	44.25	46.61	57.68	-	(57.68)	(1.00)
Youth & Family Development	63.86	58.82	66.51	-	(66.51)	(1.00)
Transportation	61.51	60.70	52.43	-	(52.43)	(1.00)
Economic Development Fund	119.46	151.90	149.29	102.41	(46.89)	(0.31)
Debt Service	138.51	116.67	111.69	107.95	(3.74)	(0.03)
Total	1,840.42	1,848.67	1,793.41	2,021.18	227.78	(0.58)

Conclusion

I would like to thank Mayor Tim Kelly, former Mayor Andy Berke, City Council, City staff, and all Chattanoogaans for their participation.





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 an estimated population of 184,561. The City is centrally located concerning other major population centers of the southeast, 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 all City departments’ operation. 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; community development; parks and outdoors; early learning; city planning; equity and community engagement; innovation, delivery and performance; a public library 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 per procedure 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 4 square miles and over \$313 million of appraised property value.

The City employs approximately 2,883 authorized positions. The City’s Electric Power Board has approximately 704 active full-time employees.

From 2000 thru 2010, the population for Chattanooga increased by 10.2 percent. Between 2000 and 2021, the community has risen from 155,554 to an estimated 184,561 or 18.6%.

Demographics

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

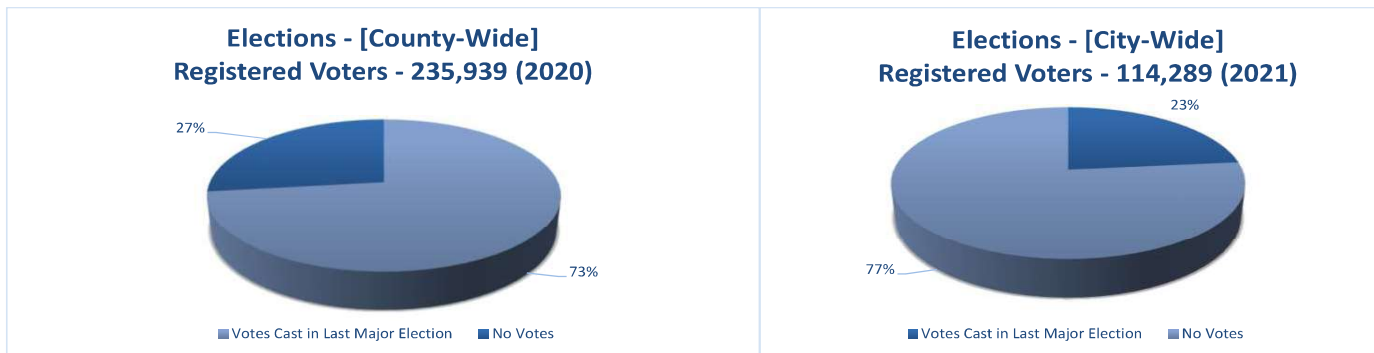
Census Year	City Area	City of Chattanooga	Hamilton County	State of TN	United States	Decennial % Change			
						City	County	State	US
1960	36.7	130,009	237,905	3,567,089	180,670,000	-0.8	14.2	8.4	18.5
1970	52.5	119,923	255,077	3,926,018	205,050,000	-7.8	7.2	10.1	13.5
1980	126.9	169,565	287,740	4,591,120	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	173,366	354,098	6,600,299	321,040,000				
2016	143.2	176,588	358,061	6,649,404	323,410,000				
2017	143.2	177,571	361,613	6,715,984	325,720,000				
2018	143.2	179,139	364,286	6,770,010	327,167,434				
2019	143.2	180,557	367,804	6,829,174	328,239,523				
2020	143.2	182,799	366,207	6,910,840	331,449,281	6.7	8.8	8.9	7.1

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
2019	2,481	\$453,208,529
2020	2,872	\$397,000,000

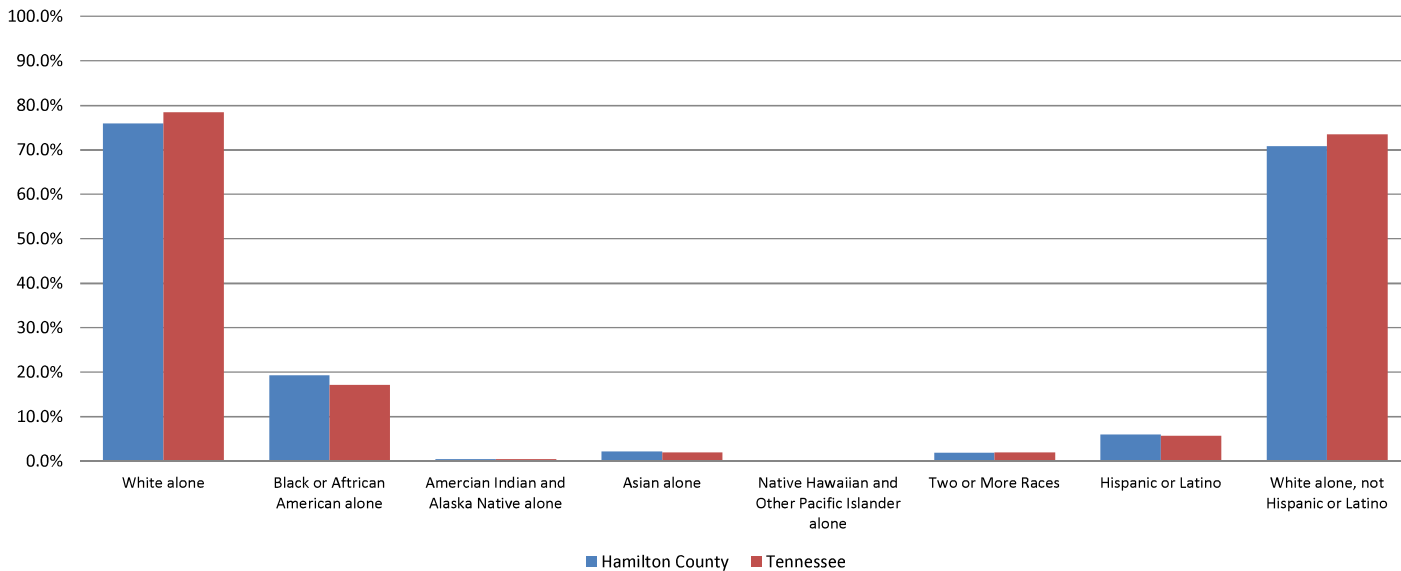
Source: Chattanooga Land Development Office
Calendar Year

Source: US Census Bureau / www.data.census.gov



Source: Hamilton County Election

Racial Comparison (FY 2020)



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
Tennessee Valley Railroad Museum

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	135
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	\$171,384
2020	\$220,100

2021-2022 / 2020-2021 10th DAY ENROLLMENT COMPARISON

	2021-22		2020-21	
	Locations	Enrollment	Locations	Enrollment
High Schools	12	10,148	12	9,922
Middle-High*	8	4,651	7	4,377
Middles Schools	15	7,699	17	8,459
Elementary-High*	2	1,173	1	782
Elementary-Middle	1	828	2	1,341
Elementary Schools	40	19,624	39	19,043
School at Chattanooga State	1	162	1	198
TOTAL	79	44,285	79	44,122

Climate

Annual High Temperature	72 Degrees
Annual Low Temperature	50 Degrees
Average Temperature	61 Degrees
Average Annual Rainfall	52.48 Inches
Average Annual Snowfall	4 Inches

Source: US Climate Data

Bond Ratings

Fitch	AAA
Standard & Poor's	AAA

Unemployment Rates



Service Statistics

Electric Power Board

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Electric Customers	180,262	182,000	183,500	186,000	187,000
Residential Rate (cents per kwh)	10.58	10.93	10.86	10.94	10.83
Fiber Optics Residential Customers	77,000	84,000	89,300	95,000	111,668

Source: 2020 EPB Financial and Annual Report

Public Works

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Solid Waste Accepted as Landfill (tons)	24,605	3,745	27,239	58,508	58,989
Curbside Recycling Tonnage	5,400	5,261	4,918	5,064	5,741
Signalized Intersections	334	330	340	343	348

Source: Chattanooga Public Works

Fire Protection

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Sworn Officers	429	443	443	443	443
Fire Stations	20	20	20	20	20
Front Line Ladder Trucks	1	1	2	2	5
Front Line Fire Engines	11	11	11	11	12
Front Line Quints (Engine/Truck Combination)	14	14	13	13	9
Fire Reserves	11,097	10,103	11,197	10,838	12,056
EMS Responses	9,141	9,496	8,507	8,049	8,347
Average Response Time (minutes)	5:13	5:20	5:19	5:10	5:37

Source: Chattanooga Fire Department - Fiscal Year Data

Police Protection

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Sworn Officers	486	500	500	500	500
Crime Index	10,374	12,273	12,451	11,642	13,188
Crime Rate (per 1,000 population)	58	69	70	64.48	73.04
Average Response Time	0:08:53	0:08:39	0:07:45	0:05:05	0:05:07
Parking Violations (7 Zones plus Traffic & K-9)	1,525	1,471	1,469	1,146	672
Moving Violations (7 Zones plus Traffic & K-9)	23,648	22,776	24,618	32,343	26,918
Calls for Service	226,610	245,939	237,775	242,008	213,038

Source: Chattanooga Police Department - Calendar Year Data

Transportation Infrastructure

2,302 Lane miles
57,588 Traffic Signs
116 Bicycle Facility miles
32 Greenway miles
491 Sidewalk miles
45 Bike Lane

Source: Chattanooga Public Works

CHATTANOOGA TENNESSEE
Major Employers List - 2021

TOP NON-MANUFACTURERS

<u>Employer</u>	<u>Number of Full- Time Employees</u>	<u>Type of Product / Service</u>
Hamilton County Dept. of Education	4,980	Elementary & Secondary Schools
BlueCross BlueShield of Tennessee	4,855	Health Care Financing
Erlanger Health System	4,852	Health System
CHI Memorial	3,549	Health Care
Tennessee Valley Authority	3,431	Utility - Electric Service
Unum	2,800	Insurance
Amazon.com LLC	2,518	Distribution Center
City of Chattanooga	2,217	Government
Hamilton County Government	1,842	Government
Cigna Health Care	1,757	Health Services
The University of TN at Chattanooga	1,371	University
Parkridge Medical Center, Inc.	1,321	Health Care - Hospital

TOP MANUFACTURERS

<u>Employer</u>	<u>Number of Full- Time Employees</u>	<u>Industry</u>
Volkswagen Chattanooga	2,982	Automobiles
McKee Foods Corporation	2,928	Cakes & Cookies
Roper Corporation	2,050	Cooking Products
Pilgrim's Pride Corporation	1,328	Poultry Slaughtering & Processing
Astec Industries, Inc	1,322	Asphalt & Construction Equip.
U.S. Xpress Enterprises, Inc.	1,038	Transportation Services
T-Mobile	851	Telecommunications
Miller Industries Towing Equipment, Inc	681	Towing Equipment
Kenco Group	664	Supply Chain Solutions
Gestamp	650	Auto Metal Stamping & Welded Accessemblies
Koch Foods, LLC	641	Poultry Producer, Processing
Sanofi Consumer Health Care	622	Health & Beauty Products

Source: Chattanooga Area Chamber of Commerce Major Employers List



Government Finance Officers Association

Government Finance Officers Association

GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Chattanooga
Tennessee**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director

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

Presented to

**City of Chattanooga
Tennessee**

For its Annual Financial Report
for the Fiscal Year Ended

June 30, 2020

Christopher P. Morill

Executive Director/CEO

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

Presented to

**City of Chattanooga
Tennessee**

For its Comprehensive Annual
Financial Report
For the Fiscal Year Ended

June 30, 2020

Christopher P. Morill

Executive Director/CEO

ACHIEVEMENTS

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

The Distinguished Budget Presentation Award has been awarded to the City for twenty-five (25) 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 2022 budget continues to conform to program requirements.

The GFOA established the Certificate of Achievement for Excellence in Financial Reporting (ACFR 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-nine (29) 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 ten (10) 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.
- **Read House** won editor’s pick for ConventionSouth’s Annual Top New or Renovated Awards for 2020.



Mayor Tim Kelly

Mayor Tim Kelly is a proven leader with a heart for Chattanooga.

Born in April 1967, Tim is a lifelong resident of Chattanooga, and it will always be his home. Growing up in a family that emphasized servant leadership, Tim still embraces that approach today.

Before taking office, Kelly served as chairman of the board for the Chattanooga Football Club, which he co-founded. He also founded, owned or operated a number of other businesses. As a civic leader, Tim has served on boards for the Chattanooga Chamber of Commerce, Big Brothers Big Sisters of Chattanooga, the Benwood Foundation, River City Company, Allied Arts (now ArtsBuild), Chattanooga 2.0, and the Community Foundation of Greater Chattanooga, among others.

"I love this city, and I want to see it succeed. So let's get to work."



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** **Chattanoogans** to **build** an **equitable, authentic, and inclusive** **community** through **prosperity** and a **high quality of life**.

City Council



Chip Henderson, Chairman

District 1

Councilman Henderson is the Chair of the Chattanooga City Council 2021-2022. He served previously as Chair of the Council in 2014 and 2020. Over the past eight years, he has also served as Council Vice-Chair, Chair of the Legislative Committee, and Chair of the Public Safety Committee.

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



Jenny Hill

District 2

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



Ken Smith, Vice-Chairman

District 3

Councilman Ken Smith is a local businessman, community advocate, and father of three children, ages 3 through 16. He currently serves as Vice-Chairman of the Council, served as Chairman of the Council for 2018-2019, and Vice-Chairman for 2017-2018. He is currently serving as chair of the Council's Legislative Committee for 2020-2021. As a father of three children, Councilman Smith is very concerned with the future of Chattanooga. While appreciating it is a beautiful place to live and raise a family, he believes there are short and long-term needs that need to be better addressed in order 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. Councilman Smith's focus will be 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.

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

City Council



Darrin Ledford

District 4

Councilman Darrin Ledford was first elected to the Chattanooga City Council on March 5, 2017, and now serving his second term representing the East Brainerd area of Chattanooga. Councilman Ledford is a graduate of the University of Tennessee at Chattanooga and believes in using his faith, personal experiences, and business background to bring a spirit of cooperation, friendship, and courage to help solve our city's most complex problems. Councilman Ledford understands our city requires strong leadership, vision, and resolve from its elected leaders. In addition, the importance of public safety and the support of our city's first responders is not only critical to our community's success but a moral obligation.

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



Isiah Hester

District 5

Isiah Hester is one of ten children of Albert and Mildred Hester, who believed in academic excellence of their children. All siblings graduated from universities. He is the husband of Patrice--with whom they have two children. He is a small business owner, fourth-generation minister, community organizer, and a graduate of the University of Tennessee at Chattanooga with a bachelor's degree in Human Service Management and a Master's in Ministry. He is a fierce advocate for the citizens of District 5.

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, LCSW, JD, PhD

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 2021-2022.

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

City Council



Raquetta Dotley

District 7

Councilwoman Dotley graduated from Brainerd High School, earned her undergraduate degree from the University of Tennessee at Chattanooga, and her Masters from Temple Baptist Seminary. She currently serves as the Executive Director of the Net Resource Foundation and as Church Administrator for Westside Missionary Baptist Church. Councilwoman Dotley believes that civic engagement is everyone's responsibility. Everyone has a voice and that voice can be expressed through their vote, input in policy matters, and/or by simply looking out for their neighbor.

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



Anthony Byrd

District 8

Councilman Anthony Byrd is an action-oriented, innovative go-getter who is passionate about investing in people. He has served in his role at Hamilton County General Sessions Court for over 20 years, fighting for human rights and civil liberties for those without a public voice. A lifelong resident of Chattanooga, Councilman Byrd is a property owner and developer that understands the people of his community. Most recently, Councilman Byrd served as chair of the Council's Public Safety Committee for 2020-2021. He also previously served as chair of the Council's Economic and Community Development Committee.

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



Demetrus Coonrod

District 9

The most important titles that Councilwoman Demetrus Coonrod will ever hold are "mom" and "proud Grandmother." Coonrod, the oldest of four children, grew up in a working-class family. Her mother was a nurse by trade and her father was in the military. She experienced the impact of income inequality firsthand as she watched her parents battle drug addiction. The experience exposed for Coonrod the serious problems with determinants of health, especially for Black and lower-income families. Demetrus Coonrod was first elected to the District 9 seat of the Chattanooga City Council on April 11, 2017. She was sworn in for a second term on April 19, 2021. She is currently serving as Chair of the Economic Development Committee.

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

Council Chair and Vice Chair are elected each year in April. Councilmembers are elected for a four-year term. Current term expires April 2025.

2021 - 2022 City Officials

Mayor: Tim Kelly
 Chief of Staff : Brent Goldberg
 Chief Policy Officer Joda Thongnopnua
 Deputy Chief of Staff: Julia Bursch
 Senior Advisor Jermaine Freeman

City Council:

Chip Henderson*	District 1	Carol Berz	District 6
Jenny Hill	District 2	Raquetta Dotley	District 7
Ken Smith**	District 3	Anthony Byrd	District 8
Darrin Ledford	District 4	Demetrus Coonrod	District 9
Isiah Hester	District 5		

*Chairman

**Vice-Chairman

Legislative Staff: Nicole Gwyn, Clerk to Council

Legal Staff: Emily O'Donnell, City Attorney
 Phillip A. Noblett, Deputy City Attorney

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

Department Administrators and Directors:

Community Development:
 Anthony Sammons, Administrator

Public Works:
 Bill Payne, Interim Administrator
 Donald Stone, Deputy Administrator

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

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

Fire:
 Phil Hyman, Chief
 Seth Miller, Executive Deputy Chief
 Rick Boatwright, Deputy Chief

Human Resources:
 Shea Jefferson, Interim Administrator

City Planning
 Karen Rennich, Interim Administrator

Parks and Outdoors
 Jason McKinney, Interim Administrator

Equity and Community Engagement

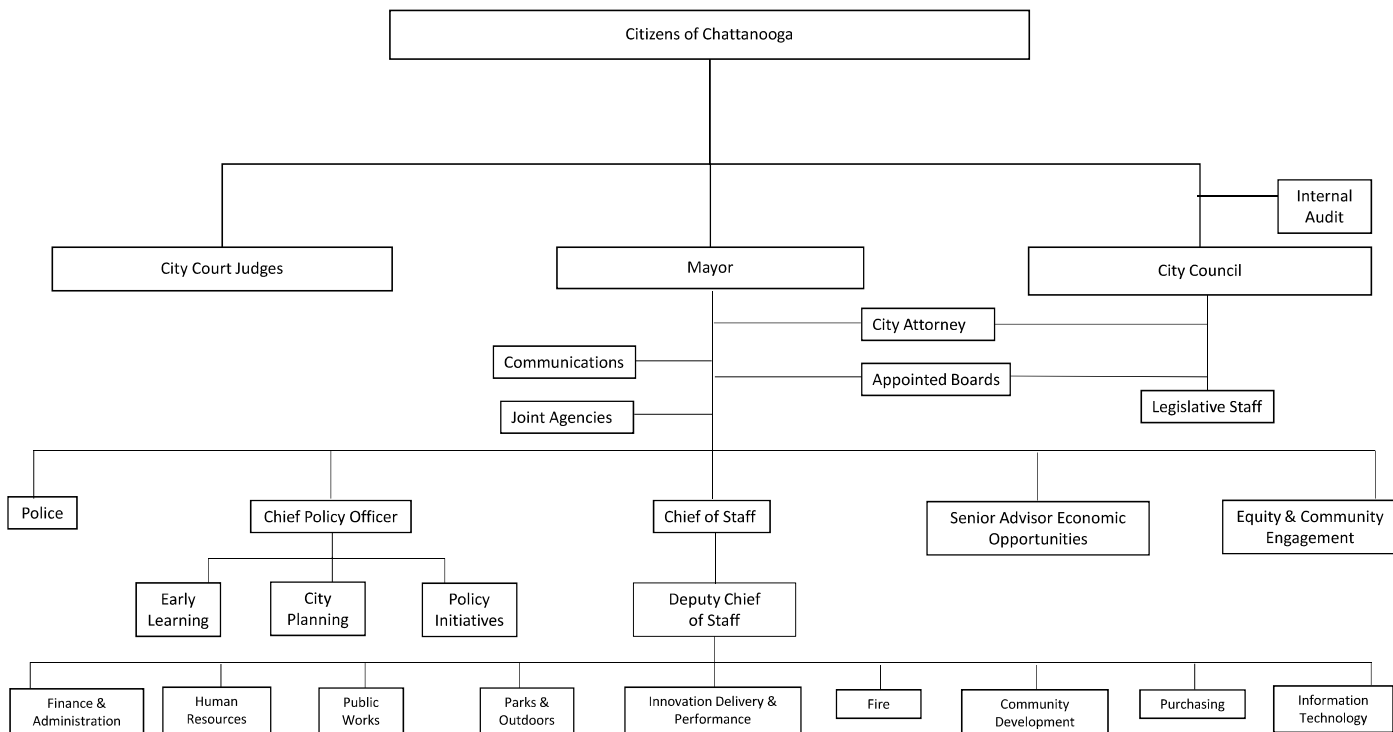
Economic Development
 Jermaine Freeman, Interim Administrator

Innovation Delivery and Performance
 Chris Anderson, Administrator

Information Technology
 Brent Messer, Interim Administrator

Purchasing
 Debbie Talley, Interim Administrator

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 nine grandchildren.

Tanikia S. Jackson

Deputy City Finance Officer

Tanikia Jackson was 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.

Office Phone: (423) 643-7340

Finance Staff

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, CMFO

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 24 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 has oversight responsibilities for the City's Budgets and forecasting of General Fund Revenue and Expenses. Teresa is responsible for the City's Health & Wellness Budget to assist in determining Health Rates and employer medical costs. Her other responsibilities include reallocations of Capital Project Budgets, Bond Investment Reconciliations & Arbitrage Compliance, and the City's General Fund monthly revenue 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

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, Finance, Capital Planning, Capital Project Budget, and forecasting of City-wide Expenditures. Kendra holds a Bachelor of Business Administration in Finance from the Stephen F. Austin State University in Nacogdoches, Texas currently obtaining her masters in Business Administration. Kendra is originally from Dallas Texas, has a loving husband (Reginald), and 3 beautiful children (Kyra, Kaylee, and Reginald II).

Office Phone: (423) 643-7367

Finance Staff

Christopher P. Brown

Management & Budget Analyst 1

Christopher (Chris) Brown started his career at the the City of Chattanooga in May 2008. Chris is an outgoing professional specializing in city government administration. For the past 10 years, he has worked closely with regional youth organizations emphasis in new age technology. He also provides services to local government agencies and programming entities for the greater Chattanooga area. In 2014, Mr. Brown was appointed as Executive Assistant to the Administrator for the City of Chattanooga Department of Youth and Family Development. He oversaw the day to day operations of the administrative office that provides strategic planning in youth and family sustainability. During his tenure, Mr. Brown developed an array of progressive approaches to enhance departmental personnel in the area of innovated technology. In September 2017, Mr. Brown was promoted to Management and Budget Analyst 1 with the City of Chattanooga Department of Finance and Administration. His areas of responsibility include Youth and Family Development, Police Department, Mayor's Office, Budget for Outcomes Agency Appropriations 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 twelve years and has two children, Isabella (10) and Isaac (7). 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

Dora Harper

Management & Budget Analyst 1

Ms. Dora Harper was hired in February 2018 by the City of Chattanooga as an Accounting Technician in the Accounts Payable division. In this role, Ms. Harper served as a liaison between vendors and internal departments and agencies to process payments and review contracts. In September 2019, Ms. Harper was promoted to Management & Budget Analyst 1. She holds a Bachelor of Science in Business Finance from The University of Tennessee at Chattanooga. Ms. Harper oversees budgets for City Council, City Judges, City Attorney, Internal Audit, Information Technology, Purchasing, 311 Operations, Air Pollution Control Board, and the Chattanooga Public Library. She also assists in Investment Inventory Management. Ms. Harper is engaged to be married in September 2020.

Office Phone: (423) 643-7361

Email: DHarp@chattanooga.gov





Budget Process Overview

The process for preparing the Fiscal Year 2022 budget spans two mayoral administrations, with a significant portion of the process being completed under former Mayor Andy Berke. Upon taking office on April 19, 2021, Mayor Tim Kelly and his staff reviewed the draft budget prepared under the prior administration and made adjustments to align with Mayor Kelly's vision, priorities, and government reorganization. The budget reflects community input obtained by the prior administration, as well as feedback obtained during the recent mayor campaign.

Budget Process Used by Prior Administration

Mayor Berke utilized 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.

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 2022. Estimated general fund revenue for fiscal year 2022 is \$302,030,875, a 18.3% increase over the budgeted revenues for fiscal year 2021.

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, 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 in 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 budget allocation.

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

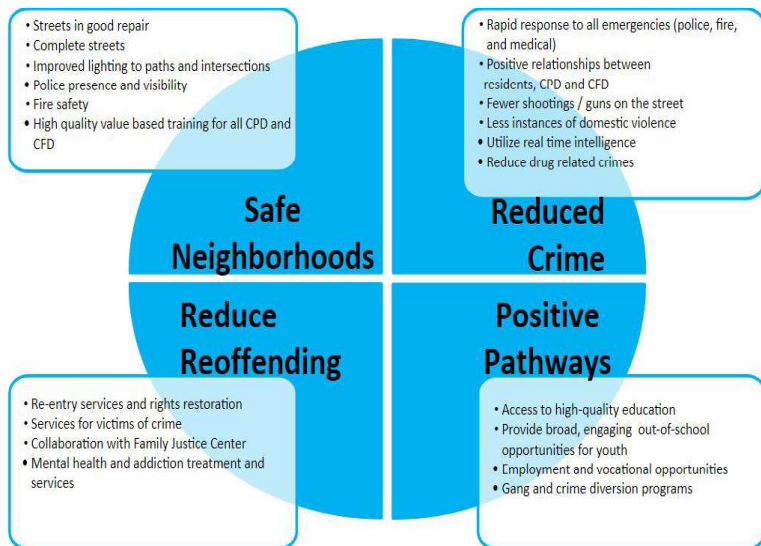
Currently, departments must acquire, verify, and track data manually to measure performance. The Office of Performance Management is responsible for ChattaData, which complements current open government initiatives and provides a central clearing house for all performance data. This office has improved 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

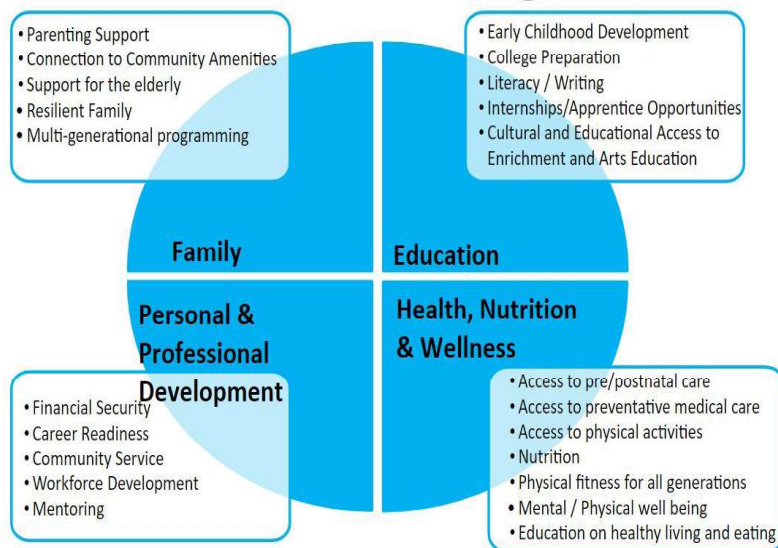
If circumstances or issues arise, the annual budget may be amended by majority vote of the City Council.

Safer Streets



2021 Results Maps

Smarter Students, Stronger Families



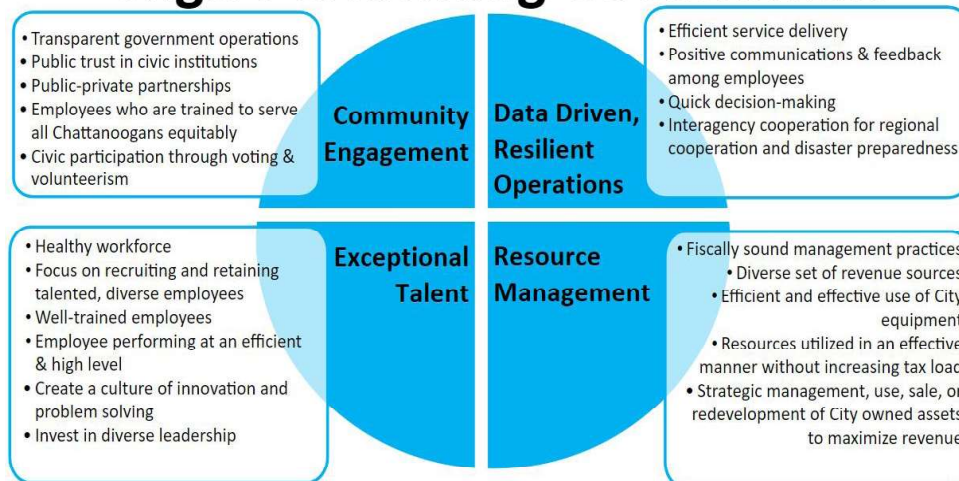
Growing Economy



Stronger Neighborhoods



High-Performing Government



New Administration- Budget Adjustments

On June 8, 2021, the Chattanooga City Council adopted an interim budget that allowed for a continuance of the prior year budget in 1/12 allotments for July, August, and September 2021. This provided new Mayor Tim Kelly additional time to adjust the budget prepared by the prior administration to reflect his vision, priorities, and full reorganization of government.

Following is a summary of key adjustments made by Mayor Kelly:

- Adjust budget documents to reflect departmental structure created by Mayor Kelly's reorganization of government that was adopted by Resolution of the City Council on June 8, 2021.
- Adjust budget to reflect increase in property tax revenues due to reappraisal while decreasing the property tax rate from \$2.277 per \$100 of assessed value to \$2.25 per \$100 of assessed value.
- Invest 100% of increased property tax revenues into a new compensation plan for all general government employees, including a 24% pay increase for firefighters and police officers, implementation of a \$15 minimum wage, and market adjustments for non-sworn employees ranging from 5% to 48%.
- Reduce appropriations to nonprofit agencies by \$1.2 million where duplication of services could be eliminated and/or funds could be reallocated to priority areas.
- Reduce the number of budgeted general fund positions from 1,972 to 1,919, including the elimination of 25 routinely and historically vacant positions in the police department; freeing up more than \$1.5 million to be reallocated to priority areas.
- Adjust budget to make early investments toward Mayor Kelly's One Chattanooga Strategic Plan:
 - Unprecedented \$10 million for repaving roads, with a capital plan to invest at least \$40 million over the next four years for repaving roads.
 - Community Forward Schools partnership with Hamilton County Schools
 - Expansion of Homeless Services
 - Creation of an Office of Community Health
 - Creation of a Crisis Response Program to provide an alternative approach to emergency responses involving mental or behavioral health.

Looking Ahead: Mayor Kelly's Budget Process

Mayor Kelly has begun implementation of a Priority-Based Budgeting Process. While Budgeting for Outcomes is a form of Priority-Based Budgeting, Mayor Kelly will be taking a different approach with preparing future budgets.

Priority-Based Budgeting (PBB) is an alternative to zero-based budgeting and has been recognized by the Government Finance Officers Association as a public finance best practice. The underlying philosophy of Priority-Based Budgeting is about how an organization should invest resources to meet its stated objectives. This helps us better articulate the services we deliver to the community, what price we pay for these services, and what value is provided to the community.

The principles associated with this philosophy of budgeting are as follows:

- Adjust budget documents to reflect departmental structure created by Mayor Kelly's reorganization of government that was adopted by Resolution of the City Council on June 8, 2021.
- Prioritize services
- Do the important things well
- Question past patterns of spending
- Spend within the organization's means
- Know the true cost of doing business
- Provide transparency of community priorities
- Provide transparency of service impact
- Demand accountability for results

Beginning with the Fiscal Year 2023 budget, a Priority-Based Budgeting Process will be utilized to develop a financial plan that coincides with the implementation of Mayor Kelly's One Chattanooga Strategic Plan.



What do we do?



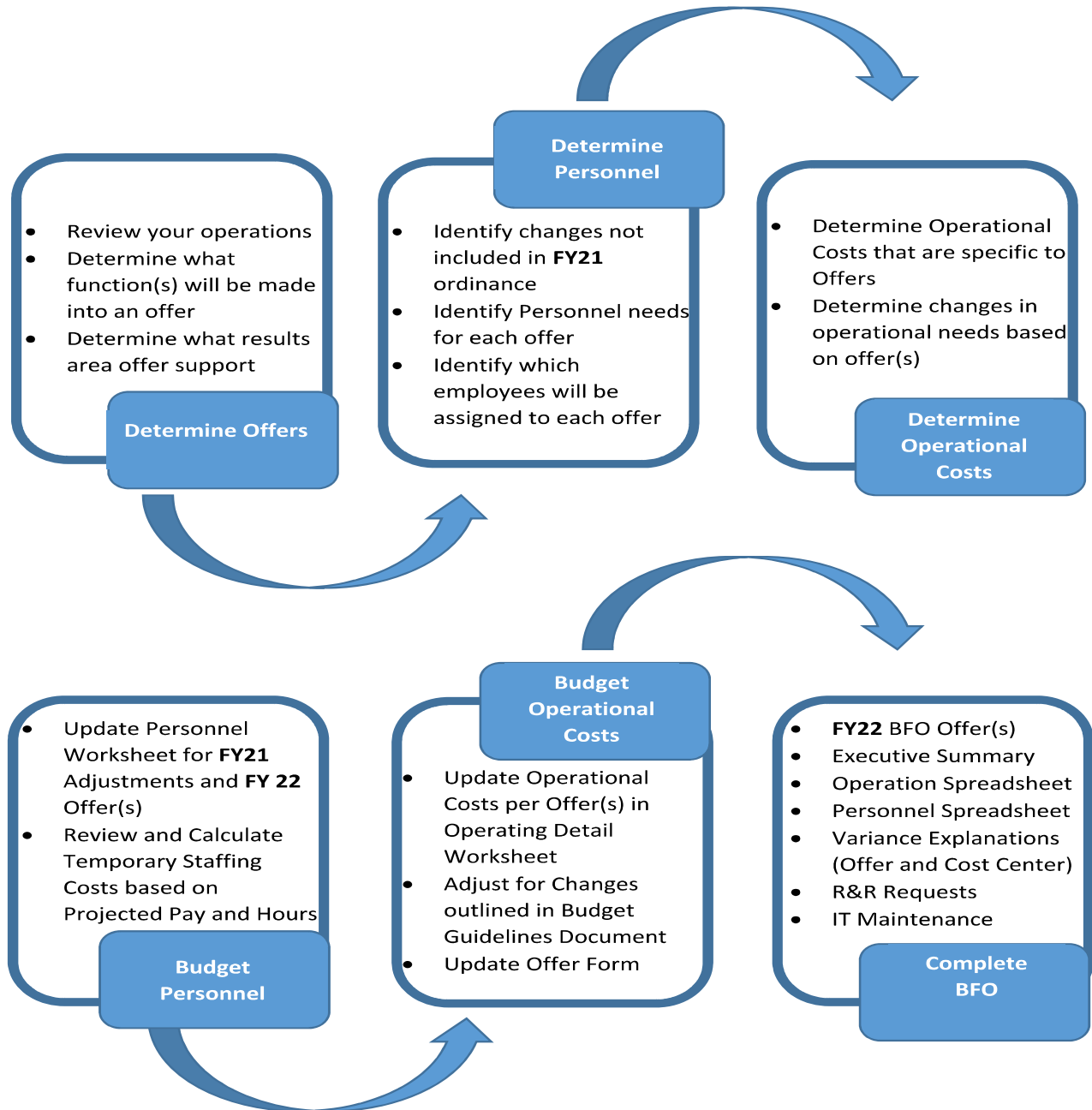
What does it cost?



How does it align with our strategic priorities?

Priority Based Budgeting

Budgeting Overview for FY21-22



Priority Based Budgeting

Budgeting Overview for FY21-22



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 FY21 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

- Department Training on Developing High Quality Requests
- 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
- Budget Staff prepares draft of Awards
- Review and Finalize Revenue projection

May - June

Council Approval

- Communicate Draft financial plan to Departments
- Deliver & discuss Capital Budget to COO
- Mayor's recommended Budgets - Operations & Capital
- Present to Council
- Budget work sessions with Council on Operations & Capital
- Public Hearing 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 2022
- Deadline date for CABR submission to GFOA
- Track Performance year-round
- Request user feedback on BFO process

*** NOTE:

This calendar was in place for the majority of the FY22 budget cycle. In April, 2021 the city elected a new mayor. Mayor Kelly reorganized many of the city departments to focus on the ONE CHATTANOOGA goals and strategies. To ensure that the City's financial resources align with the goals and priorities of Mayor Kelly's ONE CHATTANOOGA strategic plan, the City is utilizing a Priority Based Budgeting (PBB) process for the completion of the budget. Due to the reorganization the budget presentation to the City Council was delayed to August with approval late September, 2021. The PBB will be utilized fully beginning with the FY23 budget cycle.

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. 13710 passed at the City Council meeting on September 28, 2021.

WITNESS my hand and the Seal of the City of Chattanooga, Tennessee on this 6th day of October 2021.

A handwritten signature in blue ink that reads "Nicole S. Gwyn". The signature is written in a cursive style and is positioned above a horizontal line.

Nicole S. Gwyn
Clerk of the City Council

ORDINANCE NO. 13710

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FISCAL YEAR 2021-2022 OPERATIONS BUDGET", PROVIDING REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2021, AND ENDING JUNE 30, 2022; 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; 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, AND TO ACCEPT AND APPROPRIATE FEDERAL FUNDS FOR THE FISCAL YEAR ACTIVITIES FROM THE STATE AND LOCAL FISCAL RECOVERY FUNDS PROVIDED IN THE AMERICAN RESCUE PLAN ACT.

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 2021-2022 from all sources to be as follows:

	FY20 Actual	FY21 Projected	FY22 Proposed
<u>PROPERTY TAXES</u>			
Current Taxes on Real & Personal Property	\$133,640,390	136,706,382	168,302,396
Taxes on Real & Personal Property - Prior Years	4,004,873	5,363,192	4,500,000
PAYMENTS IN LIEU OF TAXES			
Chattanooga Housing Authority	\$172,292	181,029	191,900
Tennessee Valley Authority	2,105,311	1,959,629	1,900,800
UnumProvident Group	57,163	57,163	57,200
Wm Wrigley Jr Co	24,959	24,959	25,000
Blue Cross Blue Shield	984,865	998,068	998,100
Roadtec	134	0	0
Jarnigan Road III, LLC	51,004	51,005	0
Southern Champion Tray	81,064	74,818	74,800
Gestamp Chattanooga, LLC	748,109	981,928	981,900
Westinghouse Electric Co	62,630	62,579	62,600
EPB Electric	6,943,292	6,530,612	6,716,666
EPB Telecom	290,327	297,244	301,359
EPB Internet	384,530	365,071	383,714

	FY20 Actual	FY21 Projected	FY22 Proposed
Plastic Omnium Auto Exteriors, LLC	176,609	222,083	222,100
Total Other	332,500	367,389	337,600
TOTAL PAYMENT IN LIEU OF TAXES	\$12,414,786	12,173,577	12,253,739
Interest & Penalty on Delinquent Taxes	1,271,555	1,668,933	1,300,000
Delinquent Taxes Collection Fees	220,058	239,470	237,100
TOTAL PROPERTY TAXES	\$151,551,665	156,151,553	186,593,235
<u>OTHER LOCAL TAXES</u>			
Liquor Taxes	\$3,161,491	3,583,852	3,637,609
Beer Taxes	5,399,299	5,455,830	5,401,300
Local Litigation Taxes - City Court	1,969	2,668	2,600
Gross Receipts Taxes	6,223,805	6,717,873	6,500,000
Corp Excise Taxes – State	563,522	656,568	600,000
Corp Excise Taxes – Non Depository	684,068	819,681	675,000
Franchise Taxes – Chattanooga Gas	1,832,292	2,058,997	2,038,400
Franchise Taxes – Comcast Cable	894,174	820,701	800,000
Franchise Taxes - Century Tel	4,553	2,754	2,000
Franchise Taxes – AT&T Mobility	64,710	51,377	48,800
Franchise Taxes - EPB Fiber Optic	1,510,497	1,401,316	1,401,300
Franchise Taxes - Zayo Group	38,000	38,000	38,000
TOTAL OTHER LOCAL TAXES	\$20,378,380	21,609,618	21,145,009
<u>LICENSES, FEES & PERMITS</u>			
Wrecker Permits	\$6,000	3,700	3,700
Liquor By the Drink Licenses	190,495	163,296	163,300
Liquor By the Drink – Interest & Penalty	4,680	9,958	5,000
Transient Vendor License	700	200	200
Motor Vehicle Licenses	427,085	441,712	441,700
Original Business License	22,940	24,071	24,100
Building Permits	1,825,775	1,829,835	1,866,400
Electrical Permits	426,384	427,324	390,000
Plumbing Permits	224,917	255,113	230,000
Street Cut-In Permits	461,011	274,899	280,400
Mechanical Code Permits	293,541	264,859	250,000
Hotel Permits	4,900	3,991	4,000
Gas Permits	42,665	44,617	44,600
Sign Permits	120,282	104,410	106,500
Taxi Permits	2,320	3,760	3,800
Temporary Use Permits	2,935	1,735	1,700
Traffic Eng Special Events Permits	9,725	1,900	1,900
Push Cart Permits	25	125	100
Issuing Business Licenses & Permits	65,586	67,235	67,200
Plumbing Examiner Fees & Licenses	21,840	46,000	20,700
Electrical Examiner Fees & Licenses	58,615	184,830	55,400

	FY20 Actual	FY21 Projected	FY22 Proposed
Gas Examination Fees & Licenses	18,520	3,552	1,400
Beer Application Fees	98,855	39,501	39,100
Mechanical Exam Fees & Licenses	117,205	12,215	67,200
Permit Issuance Fees	60,105	60,365	60,400
Exhibitor's Fees	197	13	0
Subdivision Review/Inspection Fees	26,590	26,105	26,100
Adult Entertainment Application Fee	6,000	5,172	5,200
Zoning Letter	14,850	19,407	19,400
Variance Request Fees	15,000	13,187	13,200
Certificates of Occupancy	32,400	39,848	38,300
Code Compliance Letter Fees	1,625	4,025	3,000
Modular Home Site Investigation	3,871	0	0
Plan Checking Fees	257,850	403,037	260,000
Phased Construction Plans Review	95,474	4,376	5,000
Construction Board of Appeals	2,596	900	900
Sign Board of Appeals	600	150	200
Fire Department Permits	205,730	251,101	216,000
Northshore Downtown Plan Review Fee	10,450	0	0
Beer Permit	0	45,667	45,700
Miscellaneous	58,735	75,313	62,200
TOTAL LICENSES, FEES & PERMITS	\$5,239,074	\$5,157,234	\$4,824,000
<u>INTERGOVERNMENTAL REVENUE</u>			
Federal Operations Funds FEMA	\$31,263	\$0	\$0
State Operations Funds TEMA	5,211	0	0
State – Specialized Training Supplement	666,400	658,400	707,200
State Operations Funds COVID-19	212,310	2,500,574	0
State Maintenance of Streets	122,169	128,659	128,700
State Sales Taxes	15,185,906	16,752,737	17,339,100
State Income Taxes	731,005	1,685,394	0
State Beer Taxes	78,544	79,382	79,000
State Mixed Drink Taxes	3,517,154	3,241,757	3,241,800
State – Telecommunication Sales Taxes	254,876	300,526	250,000
State Alcoholic Beverage Taxes	160,153	183,774	165,400
State Gas Inspection Fees	332,885	332,885	331,200
Commission from State of TN/Gross Receipts	581,221	511,334	525,000
State Shared Sports Gambling TCA 4-51-304	0	61,959	62,000
Hamilton County Ross' Landing/Plaza	1,366,242	1,501,637	1,516,700
Local Option Sales Taxes-General Fund	51,347,406	54,474,533	55,836,396
Other Local Governments	67,459	0	0
TOTAL INTERGOVERNMENTAL REVENUE	\$74,660,203	\$82,413,550	\$80,182,496

	FY20 Actual	FY21 Projected	FY22 Proposed
<u>CHARGES FOR SERVICE</u>			
Current City Court Costs	\$163,087	\$148,035	\$148,000
Court Commissions	6,320	5,587	5,600
Court Clerk's Fees	522,070	465,568	500,000
Service of Process	106	17	0
Processing of Release Forms	12,148	14,444	13,000
Court Administrative Costs	145	321	300
Current State Court Costs	1,527	1,605	1,600
Court Translation Fee	7,070	831	0
Land & Building Rents	147,305	149,718	150,000
Ballfield Income	22,000	600	20,000
Skateboard Park	4,300	0	0
Carousel Ridership	78,916	1,251	1,300
Walker Pavilion Rents	8,320	-1,760	5,000
Heritage Park House Rent	8,520	683	5,000
Greenway Facilities Rent	4,786	-1,413	0
Fitness Center	25,685	0	0
Dock Rental	28,323	43,907	43,900
Ross' Landing Rent	56,446	16,008	16,000
Champion's Club	25,031	8,895	8,900
Recreation Center Rental	29,129	53	100
Carousel Room Rental	8,640	-240	0
Coolidge Park Rental	21,593	2,930	0
Program Fees	7,660	-1,335	0
Park Event Fee	10,904	4,101	0
Non-Traditional Program Fees	9,599	0	0
OutVenture Fees	11,455	4,390	4,300
Therapeutic Kamp Fees	760	0	0
Swimming Pools	56,550	9,307	9,300
Arts & Culture	584	0	0
Police Report Fees	5,815	482	500
Credit Card Processing Fees	48,077	5,617	5,600
Concessions	33,546	0	0
Charges for Services - Electric Power Board	7,200	7,200	7,200
General Pension Admin Costs & Other Misc	46,144	0	400
Other Service Charges	18,502	18,122	16,800
Returned Check Fee	2,167	4,081	1,500
Waste Container Purchases	34,285	28,986	15,000
Non-Profit Request Fee	2,750	2,750	2,800
TOTAL SERVICE CHARGES	\$1,477,463	\$940,739	\$982,100

	FY20 Actual	FY21 Projected	FY22 Proposed
<u>FINES & FORFEITURES</u>			
City Court Fines Current	\$7,141	\$7,813	\$7,000
City Court Fines-Speeding Current	65,785	50,713	50,200
City Court Fines Other Driving Offenses	372,284	394,507	386,600
City Court Fines Non Driving Offenses	18,560	16,349	16,300
Criminal Court Fines	116,158	90,652	90,700
Traffic Court Parking Ticket Fines	23,424	15,762	15,800
Traffic Court Parking Tickets Delinquent	1,132	1,265	1,200
Traffic Court Parking Delinquent Court Cost	1,567	1,418	1,400
Miscellaneous	4,809	25,262	0
TOTAL FINES & FORFEITURES	\$610,861	\$603,742	\$569,200
<u>REVENUES FROM USE OF MONEY OR PROPERTY</u>			
Interest on Investments	\$3,630,615	\$532,374	\$400,000
Sale of Back Tax Lots	0	0	100,000
Sale of Equipment	285,042	478,675	330,300
TOTAL FROM USE OF MONEY OR PROPERTY	\$3,915,657	\$1,011,049	\$830,300
<u>MISCELLANEOUS REVENUE</u>			
Loss & Damage	\$1,192	\$0	\$0
Indirect Cost	6,180,271	6,605,000	6,553,935
Payroll Deduction Charges	655	583	500
Plans and Specification Deposits	22,610	19,614	19,600
Municipal Lien	152,625	165,096	100,000
Purchase Card Rebate	29,661	23,948	23,900
Take Home Vehicle Fee	70,236	71,695	71,700
Delinquent Tax Cost Recovery	114,526	111,738	100,000
Miscellaneous Revenue	280,617	41,546	34,900
TOTAL MISCELLANEOUS REVENUE	\$6,852,392	\$7,039,220	\$6,904,535
SUBTOTAL GENERAL FUND REVENUE	\$264,685,695	\$274,926,706	\$302,030,875
GOLF COURSE REVENUE	\$2,127,837	\$1,737,246	\$1,997,181
TOTAL GENERAL FUND REVENUE	\$266,813,532	\$276,663,952	\$304,028,056

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 2021 at a rate of \$2.25 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 2021 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, 2021, and shall become delinquent MARCH 1, 2022, 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, 2021, 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

	FY20 Actual	FY21 Projected	FY22 Proposed
General Government & Supported Agencies	\$70,178,618	\$65,389,049	\$112,859,235
Executive Department	2,042,068	2,040,030	5,526,590
Department of Finance & Administration	6,752,488	6,050,633	6,506,272
Department of Human Resources	2,681,848	2,817,121	3,067,616
Department of Community Development	0	0	10,129,076
Department of Police	73,474,376	66,611,018	71,987,525
Department of Fire	46,295,357	44,849,256	48,649,811
Department of Public Works	33,946,541	31,883,260	37,631,142
Department of Parks & Outdoors	0	0	11,992,412
Department of Early Learning	0	0	1,399,275
Department of City Planning	0	0	1,000,699
Department of Equity & Community Engagement	0	0	866,309
Department of Economic Development	0	0	1,420,458
Department of Innovation Delivery & Performance	0	0	2,219,455
Department of Economic & Community Development	8,419,786	10,246,091	0
Department of Youth & Family Development	10,623,440	10,176,889	0
Department of Transportation	10,778,154	8,737,293	0
SUBTOTAL	\$265,192,676	\$248,800,640	\$315,255,875
Golf Course	\$1,867,930	\$1,906,228	\$1,997,181
TOTAL GENERAL FUND	\$267,060,606	\$250,706,868	\$317,253,056
Estimated Incr(Decr) in Fund Balance	-\$247,028	\$25,957,083	-\$13,225,000
Beginning Unassigned Fund Balance July 1	\$82,522,207	\$82,275,179	\$108,232,262
Ending Unassigned Fund Balance June 30	\$82,275,179	\$108,232,262	\$95,007,262
Ending Unassigned Fund Balance (% of Total Approp.)	30.81%	43.17%	29.95%
DEPARTMENT OF EXECUTIVE BRANCH			
Executive Office Administration	\$1,667,453	\$1,756,372	\$2,645,001
Multicultural Affairs	374,615	283,658	0
Office of Community Health	0	0	2,000,477
Family Justice Center	0	0	533,138
Mayor Communications	0	0	347,974
TOTAL	\$2,042,068	\$2,040,030	\$5,526,590

	FY20 Actual	FY21 Projected	FY22 Proposed
DEPARTMENT OF FINANCE & ADMINISTRATION			
City General Tax Revenue	\$35,681	\$30,318	\$0
Finance Office	3,278,667	3,004,866	3,219,548
Capital Planning	191,548	189,001	0
Office of Performance Management	412,392	410,845	0
Grants and Opportunities	0	0	213,313
City Treasurer	1,517,110	1,245,448	1,575,827
Delinquent Tax	142,212	109,486	183,000
City Court Clerk's Office	1,174,878	1,060,670	1,314,584
TOTAL	\$6,752,488	\$6,050,633	\$6,506,272
DEPARTMENT OF HUMAN RESOURCES			
Human Resources Admin	\$2,018,912	\$2,061,719	\$2,240,400
Employees Insurance Office	393,506	399,946	395,699
Employees Safety Program	129,218	139,796	133,137
On Job Injury Admin	81,731	107,075	183,480
Physical Exam - Police	7,830	0	15,000
Employee Training	50,651	108,585	99,900
TOTAL	\$2,681,848	\$2,817,121	\$3,067,616
DEPARTMENT OF COMMUNITY DEVELOPMENT			
Code Enforcement Office	0	0	1,922,101
Administration	0	0	246,192
Home Repair Program	0	0	15,000
Community Centers Administration	0	0	1,676,520
Avondale Community Center	0	0	267,620
Brainerd Community Center	0	0	329,909
Carver Community Center	0	0	275,676
East Chattanooga Community Center	0	0	278,411
East Lake Community Center	0	0	210,978
Eastdale Community Center	0	0	269,273
First Centenary Community Center	0	0	57,713
Frances B. Wyatt Community Center	0	0	140,766
Glenwood Community Center	0	0	289,081
John A. Patten Community Center	0	0	243,384
North Chattanooga Community Center	0	0	163,818
Shepherd Community Center	0	0	301,554
South Chattanooga Community Center	0	0	333,384

	FY20 Actual	FY21 Projected	FY22 Proposed
Tyner Community Center	0	0	231,729
Washington Hills Community Center	0	0	295,984
Westside Community Center	0	0	121,481
Hixson Community Center	0	0	264,165
Cromwell Community Center	0	0	89,929
North River Center Programs	0	0	106,243
Eastgate Center Programs	0	0	242,087
Heritage House Programs	0	0	130,573
Fitness Center	0	0	263,484
Homeless & Supportive Housing	0	0	950,504
Neighborhood Service Development	0	0	411,517
TOTAL	\$0	\$0	\$10,129,076

DEPARTMENT OF POLICE

Chief of Police	\$1,183,865	\$997,125	\$847,302
Internal Affairs	1,474,174	1,620,907	1,725,645
Uniform Services Command Office	309,862	298,021	317,044
Community Outreach Services	540,760	558,824	603,803
Special Operations Division	4,481,059	4,402,786	4,661,700
Police Patrol Alpha	4,236,003	4,281,750	5,013,492
Police Patrol Bravo	2,589,573	1,849,560	2,291,280
Police Patrol Charlie	3,911,478	3,775,920	3,605,537
Police Bike Patrol	124,093	206,441	248,265
Police Patrol Echo	3,769,438	3,679,620	3,713,508
Police Patrol Fox	3,916,759	3,461,061	3,784,429
Police Patrol Delta	4,211,505	4,125,958	4,659,163
Police Patrol George	3,295,129	3,233,552	3,366,088
Investigative Services	195,451	216,051	291,949
Major Crimes	9,248,257	9,192,827	8,103,666
Special Investigations	3,066,367	3,272,080	3,568,668
Special Victims Unit at FJC	1,676,474	1,560,715	1,793,192
Police Admin. Support & Tech Serv.	2,082,091	2,058,815	2,757,196
Police Training Recruiting	6,342,586	4,599,476	2,767,444
Police Budget & Finance	421,877	410,030	430,786
Police Facilities & Security	6,606,312	5,172,550	7,530,198
Police Facilities - East 11th Street	10,964	9,598	25,326
Real Time Intelligence Center (RTIC)	1,655,511	2,124,853	2,298,057
Records Management & Services	576,538	350,287	659,739

	FY20 Actual	FY21 Projected	FY22 Proposed
Polygraph	38,698	34,786	4,600
Police Communications Center	5,117,425	5,117,425	5,089,138
Animal Services	1,777,000	0	1,830,310
Family Justice Center	615,127	0	0
TOTAL	\$73,474,376	\$66,611,018	\$71,987,525
DEPARTMENT OF FIRE			
Fire Administration	\$651,299	\$564,209	\$453,839
Fire Operations	40,035,683	38,729,382	42,595,193
Fire Station # 1	63,032	48,833	55,186
Fire Station # 3	27,857	24,273	25,782
Fire Station # 4	23,597	20,029	23,777
Fire Station # 5	18,064	16,584	18,357
Fire Station # 6	37,625	21,986	25,358
Fire Station # 7	35,676	30,782	28,084
Fire Station # 8	13,635	14,058	16,852
Fire Station # 9	15,677	12,210	15,865
Fire Station # 10	40,345	29,748	41,393
Fire Station # 11	19,936	22,611	22,210
Fire Station # 12	15,395	13,696	18,519
Fire Station # 13	19,876	22,470	19,260
Fire Station # 14	18,294	16,851	20,165
Fire Station # 15	9,708	10,342	11,236
Fire Station # 16	21,247	30,312	27,062
Fire Station # 17	11,282	11,029	12,366
Fire Station # 19	20,600	28,242	20,299
Fire Station # 20	16,154	13,104	17,051
Fire Station # 21	32,754	15,419	22,397
Fire Station # 22	13,246	25,638	14,147
Hamilton County Rescue	7,936	0	0
Fire Tactical Services	431,580	426,243	428,092
Fire Training Division	1,253,496	1,163,336	793,278
Fire Deputy Chief Admin	384,117	392,691	403,167
Fire Marshall Staff	1,659,928	1,676,251	1,909,258
Fire Logistics & Technology	1,397,318	1,468,924	1,611,619
TOTAL	\$46,295,357	\$44,849,256	\$48,649,811

	FY20 Actual	FY21 Projected	FY22 Proposed
DEPARTMENT OF PUBLIC WORKS			
Public Works Administration	\$1,164,855	\$1,030,882	\$17,379
City Engineer	1,585,487	1,465,625	1,561,453
Field Surveyors	156,254	129,824	177,167
Facilities Management	255,960	344,902	798,075
Mail Room	83,556	86,902	88,467
Office of Sustainability	118,026	116,302	0
Building Maintenance	2,463,986	1,978,075	2,108,180
Storage on Main Street	64,402	51,691	44,500
GIS	289,457	267,297	233,909
PW Summer Youth Work Program	41,485	-5,937	76,428
Scenic Cities Beautiful	38,536	45,221	44,195
YFD Facilities Maintenance	0	0	171,500
Public Works Utilities	174,378	175,093	172,301
Solid Waste Disposal	4,968,991	4,877,574	5,304,000
Farmer's Market	3,000	0	1,000
CWS Admin	1,212,837	1,168,182	1,252,671
CWS Emergency	618,991	576,569	761,395
Central Business District	472,908	425,688	539,622
CWS Street Cleaning Crews	805,645	829,790	1,212,658
CWS Mowing Tractors/Leaf Collection	979,552	877,254	749,050
CWS Street Sweeping	664,464	624,794	632,697
Brush Pick-up	3,566,177	1,441,391	1,445,974
Garbage Pick-up	4,260,979	4,808,425	4,930,526
Trash Flash Pick-up	678,260	697,858	805,777
Recycle Pick-up	656,111	771,068	1,279,148
Refuse Collection Centers	589,144	601,297	564,069
Container Management	606,074	801,995	498,285
Municipal Forestry	901,865	873,584	955,542
Land Development Office	0	0	3,160,836
Board of Plumbing Examiners	0	0	2,100
Board of Electrical Examiners	0	0	5,650
Board of Mechanical Examiners	0	0	1,850
Board of Gas Fitters	0	0	1,850
Board of Appeals & Variances	0	0	11,925
Traffic Engineering Admin	0	0	142,210
Traffic Operations	0	0	6,364,408
Park Maint - Admin	630,316	789,874	0

	FY20 Actual	FY21 Projected	FY22 Proposed
Park Maint - Playgrounds & Facilities	317,983	339,970	0
Park Maint - Buildings & Structures	22	0	0
Park Maint - City-Wide Park Maintenance	1,293,248	1,273,160	0
Park Maint - City-Wide Security	7,579	3,604	0
Park Mgmt - Heritage Park	16,576	21,285	0
Park Mgmt - Greenway Farm	1,763	1,887	0
Park Mgmt - Rivermont Park	20,150	21,744	0
Park Mgmt - East Lake	10,003	5,520	0
Park Mgmt - Landscape Miller Park	194,909	191,945	0
Park Mgmt - Landscape Mechanic	3,277	107	0
Shared Maint - TN Riverpark DT North	2,167,488	2,234,997	0
Shared Maint - TN Riverpark DT Riverwalk	263,318	218,500	0
Shared Maint - Carousel Operations	54,349	17,581	0
Shared Maint - TN Riverpark Security	300,663	298,518	0
Chattanooga Zoo at Warner Park	744,796	677,620	0
Memorial Auditorium..... A.O	54,311	10,943	0
Tivoli Theatre.....A.O	444,410	714,658	0
Transportation Administration	0	0	94,709
Smart Cities Operations	0	0	299,071
Complete Streets	0	0	1,104,790
Transport Design and Engineering	0	0	15,775
TOTAL	\$33,946,541	\$31,883,260	\$37,631,142

DEPARTMENT OF PARKS & OUTDOORS

Administration	\$0	\$0	\$915,463
Support Services	0	0	803,324
Sports Programs	0	0	432,599
Parks & Outdoors Aquatics	0	0	375,878
Champion's Club	0	0	396,912
Summit of Softball	0	0	527,979
Summer Camp	0	0	277,427
Therapeutic Programs	0	0	336,828
Outdoor Chattanooga	0	0	575,134
Parks Administration	0	0	968,574
Parks Special Events	0	0	379,963
Park Maint - Parks & Athletic Fields	0	0	336,157
Park Mgmt - Landscape	0	0	1,278,141
Park Maint - City-Wide Security	0	0	5,754

	FY20 Actual	FY21 Projected	FY22 Proposed
Park Mgmt - Landscape Miller Park	0	0	267,224
Park Mgmt - Heritage Park	0	0	15,400
Park Mgmt - Greenway Farm	0	0	1,200
Park Mgmt - Rivermont Park	0	0	16,200
Park Mgmt - East Lake	0	0	9,000
Park Mgmt - Landscape Mechanic	0	0	64,393
Shared Maint - TN Riverpark DT North	0	0	2,527,799
Shared Maint - Carousel Operations	0	0	25,950
Shared Maint - TN Riverpark Security	0	0	461,743
Shared Maint - TN Riverpark DT Riverwalk	0	0	243,370
Chattanooga Zoo at Warner Park	0	0	750,000
TOTAL	\$0	\$0	\$11,992,412
DEPARTMENT OF EARLY LEARNING			
Early Learning Administration	\$0	\$0	\$1,154,993
Youth Development	0	0	36,900
Education	0	0	207,382
TOTAL	\$0	\$0	\$1,399,275
DEPARTMENT OF CITY PLANNING			
Administration	0	0	\$733,865
Strategic Capital Planning	0	0	194,555
Sustainability	0	0	72,279
TOTAL	\$0	\$0	\$1,000,699
DEPARTMENT OF EQUITY & COMMUNITY ENGAGEMENT			
Administration	\$0	\$0	\$866,309
TOTAL	\$0	\$0	\$866,309
DEPARTMENT OF ECONOMIC DEVELOPMENT			
Administration	\$0	\$0	\$772,008
Economic Development	0	0	86,473
Back Tax Properties & Abatement	0	0	90,256
Workforce Development	0	0	116,780
Arts, Culture & the Creative Economy	0	0	354,941
TOTAL	\$0	\$0	\$1,420,458

	FY20 Actual	FY21 Projected	FY22 Proposed
DEPARTMENT OF INNOVATION DELIVERY & PERFORMANCE			
Administration	\$0	\$0	\$516,596
Office of Performance Management & Open Data	0	0	658,703
311 Call Center	0	0	1,044,156
TOTAL	\$0	\$0	\$2,219,455

DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

ECD Neighborhood Serv - Admin	\$1,159,021	\$1,082,665	\$0
ECD Neighborhood Serv- Affordable Housing	84,944	0	0
ECD Economic Development	481,334	438,039	0
ECD Homeless Outreach Program	633,317	1,011,413	0
ECD Animal Services	0	1,777,000	0
Neighborhood Service Development	285,686	206,180	0
Outdoor Chattanooga	896,348	776,082	0
Shared Maint Riverpark Art Maint & Mgmt	155,709	128,862	0
Land Development Office	3,050,967	2,889,077	0
Board of Plumbing Examiners	154	570	0
Board of Electrical Examiners	729	509	0
Board of Mechanical Examiners	825	3	0
Board of Gas Fitters	93	270	0
Board of Appeals & Variances	7,074	3,240	0
Back Tax Properties Abatement	71,547	75,950	0
ECD Home Repair Program	10,168	0	0
Code Enforcement	1,581,870	1,856,232	0
TOTAL	\$8,419,786	\$10,246,091	\$0

DEPARTMENT OF YOUTH & FAMILY DEVELOPMENT

Recreation Admin	\$1,537,359	\$1,327,163	\$0
Recreation Support Services	753,637	665,272	0
Recreation Public Information	116,797	98,471	0
Youth Development	75,809	48,928	0
Kidz Kamp	322,358	151,945	0
Sports Programs	187,824	240,489	0
Aquatics Programs	292,119	236,587	0
Therapeutic Programs	188,486	162,123	0
Fitness Center	319,256	254,938	0
Youth Dev - CAPS	204,465	68,536	0
Youth Dev - Education	293,457	284,655	0

	FY20	FY21	FY22
	Actual	Projected	Proposed
Rec Facility - Skatepark	29,233	363	0
Rec Facility - Champion's Club	347,318	449,504	0
Rec Facility - Heritage House	0	97	0
Rec Facility - Summit of Softball	467,340	465,711	0
Rec Ctr - Avondale	310,118	290,412	0
Rec Ctr - Brainerd	326,225	287,208	0
Rec Ctr - Carver	224,949	195,064	0
Rec Ctr - East Chattanooga	284,285	245,378	0
Rec Ctr - East Lake	218,765	204,678	0
Rec Ctr - Eastdale	207,020	203,915	0
Rec Ctr - First Centenary	57,524	57,318	0
Rec Ctr - Frances B. Wyatt	128,521	106,166	0
Rec Ctr - Glenwood	237,676	241,017	0
Rec Ctr - John A. Patten	267,493	262,339	0
Rec Ctr - North Chattanooga	157,748	165,220	0
Rec Ctr - Shepherd	353,492	323,808	0
Rec Ctr - South Chattanooga	323,043	250,907	0
Rec Ctr - Tyner	240,202	217,419	0
Rec Ctr - Washington Hills	301,503	289,612	0
Rec Ctr - Westside Community Ctr	120,058	118,572	0
Rec Ctr - Hixson	309,893	285,795	0
Rec Ctr - Cromwell Community Ctr	166,964	89,120	0
North River Center Programs	115,373	96,129	0
Eastgate Center Programs	242,301	206,940	0
Heritage House Programs	115,064	110,672	0
Youth & Family Development Admin	500,843	501,273	0
Office of Early Learning	278,922	146,717	0
OCR - Administration	0	33,877	0
OCR - Family Justice Center	0	589,301	0
OCR - Public Safety Office	0	203,251	0
TOTAL	\$10,623,440	\$10,176,889	\$0

	FY20 Actual	FY21 Projected	FY22 Proposed
DEPARTMENT OF TRANSPORTATION			
Traffic Engineering Admin	\$70,227	\$0	\$0
Street Lighting	5,000	0	0
Smart Cities Operations	4,632,815	5,024,711	0
Traffic Operations	4,314,580	2,200,924	0
Transportation Admin	533,888	459,184	0
Transport Design and Engineering	222,928	164,314	0
Complete Streets	998,716	888,161	0
TOTAL	\$10,778,154	\$8,737,293	\$0
Golf Course			
Brainerd	\$914,378	\$907,093	\$975,348
Brown Acres	953,552	964,683	1,021,833
	\$1,867,930	\$1,871,776	\$1,997,181

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

		FY20	FY21	FY22
		Actual	Projected	Proposed
City Council		\$693,459	\$695,569	\$885,706
City Judges Division 1		539,575	533,588	525,467
City Judges Division 2		501,122	511,651	500,488
City Attorney Operations		1,639,104	1,561,632	1,816,328
Internal Audit		687,804	672,590	721,770
Information Technology		7,784,798	8,184,983	14,822,020
Purchasing		905,191	863,975	889,859
311 Call Center		672,632	697,109	0
AIM Center, Inc	A.O.	65,000	63,700	63,700
Air Pollution Control Bureau	A.S.F.	270,820	270,820	270,820
Arts Build	A.O.	275,000	266,248	266,250
Bessie Smith Cultural Center	A.O.	80,000	120,000	95,000
Bethlehem Center	A.O.	65,000	63,700	63,700
CARTA Subsidy	A.O.	5,800,000	5,800,000	5,800,000
Council for Alcohol and Drug Abuse Services, Inc.	A.O.	0	25,000	25,000
Chambliss Center for Children	A.O.	350,000	350,000	350,000
Chattanooga Area Food Bank	A.O.	10,000	10,000	20,000
Chattanooga Area Urban League	A.O.	132,000	132,000	132,000
Chattanooga Basketball	A.O.	100,000	0	0
Chattanooga Community Kitchen	A.O.	0	0	70,000
Chattanooga Design Studio	A.O.	100,000	150,000	200,000
Chattanooga Football Club Found.	A.O.	40,000	25,000	17,500
Chattanooga Goodwill Industries	A.O.	22,500	22,500	10,000
Chattanooga Neigh. Enterprises	A.O.	720,751	705,000	705,000
Chattanooga Public Library	A.S.F.	6,791,034	6,791,034	7,130,586
Chattanooga Room in the Inn	A.O.	25,000	18,000	24,000
Chattanooga State Comm. College	A.O.	25,000	0	0
Children's Advocacy Center	A.O.	65,000	31,850	63,700
Community Foundation	A.O.	100,000	160,000	0
Creative Discovery Museum	A.O.	25,000	20,000	20,000
Enterprise South Nature Park	A.O.	733,168	705,000	877,820
EPB - Low Income Renovations for Energy Efficiencies	A.O.	0	0	300,000
Family Promise of Greater Chatt.	A.O.	495,000	400,000	0
Forgotten Child Fund	A.O.	0	75,000	0
Friends of the Zoo, Inc	A.O.	20,000	20,000	0
Girls, Inc.	A.O.	91,000	82,000	0

		FY20	FY21	FY22
		Actual	Projected	Proposed
Greater Chattanooga Sports & Events	A.O.	100,000	80,000	100,000
Green Spaces	A.O.	25,000	15,000	0
Habitat for Humanity of Chattanooga	A.O.	40,000	35,000	40,000
Helen Ross McNabb	A.O.	62,000	60,760	60,760
Heritage Hall Fund	A.S.F.	79,266	79,266	76,985
Homeless Coalition	A.O.	70,000	70,000	70,000
Joe Johnson Mental Health	A.O.	60,000	36,375	58,800
LaPaz Chattanooga	A.O.	50,000	49,000	49,000
Lookout Mountain Conservancy	A.O.	16,250	12,000	12,000
Launch	A.O.	30,000	20,625	52,500
Orange Grove	A.O.	53,000	159,000	106,000
Partnership for Family, Children & Adults	A.O.	65,000	63,700	63,700
Pathway Lending	A.O.	0	0	50,000
Regional Planning Agency	A.S.F.	2,003,663	2,003,663	2,003,663
Signal Center	A.O.	895,230	957,160	875,000
Southeast Development District	A.O.	0	300,000	0
Speech & Hearing Center	A.O.	67,700	67,700	67,700
Tech Town Foundation	A.O.	30,000	10,000	0
Tennessee Golf Foundation	A.O.	18,750	6,250	0
Tennessee RiverPark	A.O.	1,234,869	826,328	1,347,455
United Way of Greater Chattanooga	A.O.	356,980	409,628	325,000
WTCL-TV-Channel 45	A.O.	93,000	80,000	80,000
Office of Family Empowerment	A.S.F.	1,334,643	1,334,643	1,359,693
Debt Service Fund		20,940,110	20,292,489	19,924,060
Capital Improvements		6,000,000	3,500,000	13,225,000
Election Expense		0	265,942	25,000
City Code Revision		7,601	5,863	15,000
Unemployment Insurance		40,487	112,309	150,000
Contingency Fund Appropriation		541,000	678,982	31,389,205
Renewal & Replacement		912,441	575,206	1,000,000
Audits, Dues & Surveys		114,680	118,000	175,000
Intergovernmental Relations		242,003	174,398	285,000
City Water Quality Management Fees		598,820	604,522	675,000
Liability Insurance Premiums		2,500,000	400,000	1,000,000
Edu. Contribution (per TCA 57-4-306)		1,763,577	1,951,397	1,500,000
Enterprise South Indust. Park Admin.		2,590	1,688	6,000
Tuition Assistance Program		5,000	4,206	25,000
TOTAL		\$70,178,618	\$65,389,049	\$112,859,235

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2021-2022

	FY20 Actual	FY21 Projected	FY22 Proposed
1111 ECONOMIC DEVELOPMENT			
ESTIMATED REVENUE			
Local Option Sales Tax	\$14,657,430	15,315,765	\$15,700,000
Local Option Tourist Development Zone	10,318,465	3,541,883	3,200,000
Miscellaneous Revenue	0	1,300,000	0
Total	\$24,975,895	\$20,157,648	\$18,900,000
APPROPRIATIONS			
Economic Development Capital Projects	\$8,000,000	\$8,000,000	\$9,000,000
Approp to Capital From Fund Balance	10,000,000	10,000,000	0
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
Chamber Equity Initiative	0	0	25,000
Chattanooga Dream	60,000	0	0
Resiliency Planning	100,000	0	0
Enterprise Ctr - Operating Support	A.O. 1,002,500	987,500	916,000
Enterprise Ctr - Digital Equity Programs	A.O. 421,000	421,000	646,000
Public Edu. Foundation STEP-UP Chatt.	A.O. 75,000	75,000	75,000
Sales Tax Commission	167,248	153,158	251,729
TDZ transfer to CDRC to Cover Debt	6,775,611	3,541,883	3,200,000
Thrive Regional Partnership	A.O. 100,000	80,000	100,000
Carter Street Corporation	A.O. 200,000	200,000	200,000
Lease Payments - Tourist Development Zone	0	3,046,180	3,961,271
Total	\$27,426,359	\$27,029,721	\$18,900,000
Estimated Incr(Decr) in Fund Balance	-\$2,450,464	-\$6,872,073	\$0
Beginning Fund Balance July 1	\$18,595,032	\$16,144,568	\$9,272,495
Ending Fund Balance June 30	\$16,144,568	\$9,272,495	\$9,272,495
Ending Fund Balance as a % of Total Appropriations	58.87%	34.30%	49.06%

	FY20 Actual	FY21 Projected	FY22 Proposed
<u>2030 YFD - OFFICE OF FAMILY EMPOWERMENT</u>			
ESTIMATED REVENUE			
Federal	\$12,771,487	\$13,459,963	\$14,115,352
Federal COVID	0	1,172,031	0
State	3,991,414	4,095,077	3,476,417
State COVID	0	2,428,344	0
City of Chattanooga - Transfer In	1,334,643	1,334,643	1,359,693
Other - Transfer In	297,856	0	0
Contributions & Donations	13,422	0	0
Total	\$18,408,822	\$22,490,058	\$18,951,462
APPROPRIATIONS			
Administration	\$1,441,984	\$1,216,322	\$1,241,371
Headstart	12,868,155	14,171,971	13,655,329
Foster Grandparents	515,985	553,345	553,345
Low Income Energy Assistance Program	3,143,269	4,652,189	2,808,559
Community Services Block Grant (CSBG)	515,690	1,846,181	642,808
Social Services Programs	-46,248	25,050	25,050
City General Relief	9,099	25,000	25,000
Other	6,613	0	0
Total	\$18,454,547	\$22,490,058	\$18,951,462
Estimated Incr(Decr) in Fund Balance	-\$45,725	\$0	\$0
Beginning Fund Balance July 1	\$426,403	\$380,678	\$380,678
Ending Fund Balance June 30	\$380,678	\$380,678	\$380,678
Ending Fund Balance as a % of Total Appropriations	2.06%	1.69%	2.01%

2050 STATE STREET AID

ESTIMATED REVENUE			
State Shared Ops St Aid 1989 Amended Gas Tax	\$482,802	\$471,040	\$485,000
State Shared Ops Street Aid Gas Tax	3,052,204	3,040,309	3,100,000
State Shared Ops Street Aid Add 3 Cent Tax	894,599	872,805	850,000
State Shared Ops St Aid 2017 Improve Act Gas Tax	1,503,122	1,531,126	1,525,000
State Maintenance of Streets	25,346	0	0
Other	145,166	0	0
Total	\$6,103,239	\$5,915,280	\$5,960,000

	FY20 Actual	FY21 Projected	FY22 Proposed
APPROPRIATIONS			
Operations	\$3,520,277	\$3,713,930	\$5,000,000
Transfer Out - Public Works Capital	1,740,359	2,937,926	2,555,000
Total	\$5,260,636	\$6,651,856	\$7,555,000
Estimated Incr(Decr) in Fund Balance	\$842,603	-\$736,576	-\$1,595,000
Beginning Fund Balance July 1	\$5,874,412	\$6,717,015	\$5,980,439
Ending Fund Balance June 30	\$6,717,015	\$5,980,439	\$4,385,439
Ending Fund Balance as a % of Total Appropriations	127.68%	89.91%	58.05%

2060 COMMUNITY DEVELOPMENT FUND

ESTIMATED REVENUE			
Federal and State	\$2,058,221	\$3,042,226	\$2,536,211
Miscellaneous/Other	994,544	866,316	903,116
Total	\$3,052,765	\$3,908,542	\$3,439,327
APPROPRIATIONS			
Administration	558,591	528,123	533,192
Chattanooga Neighborhood Enterprise	241,842	250,000	250,000
Other Community Development Projects	1,315,559	2,834,406	2,306,135
Transfers	628,668	296,013	350,000
Total	\$2,744,660	\$3,908,542	\$3,439,327
Estimated Incr(Decr) in Fund Balance	\$308,104	\$0	\$0
Beginning Fund Balance July 1	\$2,264,223	\$2,572,327	\$2,572,327
Ending Fund Balance June 30	\$2,572,327	\$2,572,327	\$2,572,327
Ending Fund Balance as a % of Total Appropriations	93.72%	65.81%	74.79%

2070 HOTEL/MOTEL TAX FUND

ESTIMATED REVENUE			
Occupancy Tax	\$6,309,081	\$5,117,086	\$5,500,438
Short Term Vacation Rentals	379,323	546,250	546,250
Short Term Vacation Rental Int & Pen	0	1,543	1,560
Interest Revenue	0	12,274	11,700
Total	\$6,688,404	\$5,677,153	\$6,059,948

	FY20 Actual	FY21 Projected	FY22 Proposed
APPROPRIATIONS			
PW Cap. Fund or related Waterfront Capital	\$669,889	\$0	\$500,000
Hotelier Collection Fee	133,129	113,267	130,000
Debt Service	2,928,907	3,879,450	3,891,848
Hamilton County Accounting Fee	65,552	56,633	65,000
Total	\$3,797,477	\$4,049,350	\$4,586,848
Estimated Incr(Decr) in Fund Balance	\$2,890,927	\$1,627,803	\$1,473,100
Beginning Fund Balance July 1	-\$532,553	\$2,358,374	\$3,986,177
Ending Fund Balance June 30	\$2,358,374	\$3,986,177	\$5,459,277
Ending Fund Balance as a % of Total Appropriations	62.10%	98.44%	119.02%

3100 DEBT SERVICE FUND**ESTIMATED REVENUE**

General Fund	\$21,064,910	\$20,417,289	\$19,924,060
CDBG (Fannie Mae Loan)	334,071	332,507	324,699
Hotel/Motel Tax	2,928,907	3,879,450	3,891,848
Other Sources-Golf Course	75,442	75,442	75,442
Total	\$24,403,330	\$24,704,688	\$24,216,049

APPROPRIATIONS

Principal	\$19,298,160	\$18,153,780	\$18,157,654
Interest	5,989,844	6,239,483	5,958,395
Bank Service Charges	45,823	50,000	100,000
Total	\$25,333,827	\$24,443,263	\$24,216,049

Estimated Incr(Decr) in Fund Balance	-\$930,497	\$261,425	\$0
Beginning Fund Balance July 1	\$3,049,310	\$2,118,813	\$2,380,238
Ending Fund Balance June 30	\$2,118,813	\$2,380,238	\$2,380,238
Ending Fund Balance as a % of Total Appropriations	8.36%	9.74%	9.83%

	FY20 Actual	FY21 Projected	FY22 Proposed
6010 INTERCEPTOR SEWER SYSTEM			
ESTIMATED REVENUE			
Sewer Service Charges	\$79,118,324	\$80,352,578	\$82,120,465
Industrial Surcharges	3,224,985	2,733,415	2,500,000
Septic Tank Charges	544,875	578,044	577,122
Wheelage and Treatment:			
Hamilton County, TN	\$1,790,024	\$2,967,532	\$2,568,920
Lookout Mountain, TN	466,998	424,268	509,782
Lookout Mountain, GA	131,359	126,209	140,135
Walker County, GA	2,245,165	2,157,632	2,006,830
Collegedale, TN	1,641,333	1,306,152	979,326
Soddy-Daisy, TN	561,765	705,765	565,382
East Ridge, TN	3,774,641	4,411,455	3,915,319
Windstone	69,971	67,875	67,057
Rossville, GA	1,020,495	868,972	938,170
Red Bank, TN	1,723,168	1,911,689	1,796,533
Northwest Georgia	2,978,502	3,013,954	2,667,392
Catoosa-Ringgold, GA	879,423	892,758	939,606
Dade County, GA	28,400	27,883	29,700
Industrial User Permits	89,600	73,800	75,000
Industrial User Fines	5,263	121,383	0
Garbage Grinder Fees	164,117	172,644	103,261
Other Revenue/Charges	108,960	60,574	0
Operating Revenue:	\$100,567,368	\$102,974,582	\$102,500,000
Interest Earnings	\$2,533,887	\$500,000	\$500,000
Total Revenues	\$103,101,255	\$103,474,582	\$103,000,000
APPROPRIATIONS			
Operations & Maintenance:			
Administration	\$5,109,672	\$6,050,089	\$6,997,402
Laboratory	869,865	819,487	1,101,458
Engineering	1,058,176	952,755	1,777,072
Plant Maintenance	10,954,541	13,746,576	11,825,933
Sewer Maintenance	6,317,735	7,308,387	9,074,394
Moccasin Bend - Liquid Handling	10,093,111	9,244,685	11,990,809

	FY20 Actual	FY21 Projected	FY22 Proposed
Inflow & Infiltration	1,749,083	2,709,068	2,512,557
Safety & Training	109,913	146,050	411,769
Pretreatment/Monitoring	675,290	677,883	854,113
Moccasin Bend - Solid Handling	4,195,711	3,490,584	3,038,283
Moccasin Bend - Landfill Handling	1,874,475	2,183,061	2,500,000
Contingency	0	2,879,222	2,811,873
Combined Sewer Overflow	126,545	177,989	338,150
Inventory Moc Bend	839,594	935,376	0
Pump Station Operations	968,005	974,113	1,360,207
Total Operations & Maintenance	\$44,941,716	\$52,295,325	\$56,594,020

Pumping Stations:

Mountain Creek Pump Station	\$30,026	\$29,642	\$38,550
Citico Pump Station	358,670	397,888	589,400
Friar Branch Pump Station	161,452	176,605	370,400
Hixson 1, 2, 3, & 4 Pump Stations	144,606	178,594	298,450
19th Street Pump Station	46,195	61,246	102,900
Orchard Knob Pump Station	29,338	29,919	45,250
South Chickamauga Pump Station	486,729	518,200	688,500
Tiftonia 1 & 2 Pump Stations	65,797	85,296	160,500
23rd Street Pump Station	206,256	273,209	261,100
Latta Street Pumping Stations	16,604	9,216	24,250
Residential Pump Stations	0	0	10,000
Murray Hills Pump Station	17,625	25,384	66,350
Highland Park Pump Station	31,696	34,792	52,600
Big Ridge 1-5 Pump Stations	90,850	83,172	229,600
Dupont Parkway Pump Station	36,270	31,183	74,150
VAAP Pump Station	44,713	65,032	70,282
Northwest Georgia Pump Station	79,339	84,122	103,256
Brainerd Pump Station	19,140	18,195	47,000
East Brainerd Pump Station	58,218	62,300	86,500
North Chattanooga Pump Station	15,444	25,434	50,150
South Chattanooga Pump Station	5,004	73,888	71,220
Ooltewah-Collegedale Pump Station	6,874	15,328	24,450
Odor Control Pump Stations	709,874	833,775	1,500,000
Enterprise South Pump Station	10,899	14,148	18,750
River Park Pump Station	0	0	2,800

	FY20 Actual	FY21 Projected	FY22 Proposed
Ringgold Pump Station	13,187	38,996	97,965
Regional Metering Stations	0	1,000	9,600
Warner Park #1 Pump Station	0	2,500	2,500
Winterview	377	417	450
Total Pumping Stations	\$2,685,185	\$3,169,484	\$5,096,923
Total Ops, Maint. & Pumping Stations	\$47,626,901	\$55,464,809	\$61,690,943
Capital Improvement			
Appropriation to Capital	\$41,407,500	\$36,450,000	\$54,000,000
Debt Service			
Principal	\$8,300,557	\$9,220,088	\$9,339,135
Interest	2,589,293	3,408,511	3,508,156
Bank Fees	100,700	115,016	161,767
Sub Total Debt Service	10,990,550	12,743,616	13,009,058
Total	\$100,024,951	\$104,658,425	\$128,700,000
Estimated Incr(Decr) in Fund Balance	\$3,076,304	-\$1,183,843	-\$25,700,000
Beginning Fund Balance July 1	\$90,665,905	\$93,742,209	\$92,558,366
Ending Fund Balance June 30	\$93,742,209	\$92,558,366	\$66,858,366
Ending Fund Balance as a % of Total Appropriations	93.72%	88.44%	51.95%

6020 SOLID WASTE & SANITATION FUND

ESTIMATED REVENUE

Landfill Tipping Fees	\$298,217	\$375,805	\$300,000
City Tipping Fees	1,062,126	4,073,000	4,429,000
Sale of Property / Scrap	22,792	0	20,000
Sale of Mulch	-28,116	0	0
Interest Income	303,123	0	0
Sale of Recyclables	0	0	50,000
Miscellaneous	132,034	99,008	30,000
Total	\$1,790,176	\$4,547,813	\$4,829,000

	FY20 Actual	FY21 Projected	FY22 Proposed
APPROPRIATIONS			
Recycling Center	\$925,444	\$1,019,543	\$1,052,724
Waste Disposal – Birchwood & Summit Monitoring	6,596	220	0
Waste Disposal – City Landfill	764,228	1,002,164	860,000
Compost Waste Center	589,769	899,171	605,000
Principal	969,941	629,376	636,739
Interest	180,206	151,933	128,339
Bank Fees	937	799	1,109
Capital Improvement	798,302	26,125	0
Landfill Closure & Postclosure	0	1,203,635	1,520,089
Household Hazardous Waste	51,226	27,844	25,000
Total	\$4,286,649	\$4,960,810	\$4,829,000
Estimated Incr(Decr) in Fund Balance	-\$2,496,473	-\$412,997	\$0
Beginning Fund Balance July 1	\$6,456,669	\$3,960,196	\$3,547,199
Ending Fund Balance June 30	\$3,960,196	\$3,547,199	\$3,547,199
Ending Fund Balance as a % of Total Appropriations	92.38%	71.50%	73.46%

6030 WATER QUALITY FUND**ESTIMATED REVENUE**

Water Quality Fee	\$25,504,340	\$28,025,202	\$28,217,300
Water Quality Permits	428,794	400,274	350,000
Revenue Adjustments/ Bad Debt Expense	696,053	0	0
Other	861,130	402,833	0
Total	\$27,490,317	\$28,828,309	\$28,567,300

APPROPRIATIONS

Water Quality Management Administration	\$3,491,907	\$4,374,824	\$7,380,997
Water Quality Maintenance & Operations	6,915,050	6,944,793	9,005,508
Water Quality Site Development	1,127,677	1,001,556	1,161,078
Water Quality Engineering & Project Management	1,239,204	1,508,885	1,758,425
Water Quality Public Education	91,069	195,700	623,696
Renewal & Replacement	11,975	30,000	50,200
Brainerd Levee 1, 2, 3	0	16,848	54,925
Water Quality Storm Station	53,816	31,299	18,310
Minor Storm Stations	0	9,756	13,830
Water Quality Green Infrastructure Maintenance	0	11,829	142,212

	FY20 Actual	FY21 Projected	FY22 Proposed
Principal	1,409,113	1,295,015	1,299,124
Interest	525,742	587,630	458,809
Bank Service Charges	314	352	186
Appropriation to Capital Project Fund	3,747,247	6,480,593	6,600,000
Total	\$18,613,114	\$22,489,082	\$28,567,300
Estimated Incr(Decr) in Fund Balance	\$8,877,203	\$6,339,227	\$0
Beginning Fund Balance July 1	\$24,419,562	\$33,296,765	\$39,635,992
Ending Fund Balance June 30	\$33,296,765	\$39,635,992	\$39,635,992
Ending Fund Balance as a % of Total Appropriations	178.89%	176.25%	138.75%

6070 TENNESSEE VALLEY REGIONAL COMMUNICATION SYSTEM

ESTIMATED REVENUE

Federal Maintenance Fees	\$28,201	\$29,829	\$36,327
State Maintenance Fee	27,607	\$34,476	38,110
Other Government Maintenance Fee	1,096,011	1,304,538	1,329,491
Mobile Communications Services	210,174	221,663	222,869
Outside Sales	83,250	51,639	53,903
Miscellaneous Revenue	28,913	33,345	0
Master Site Buy-In Revenue to Capital Replacement	0	0	120,000
Total	\$1,474,156	\$1,675,490	\$1,800,700

APPROPRIATIONS

Operations	\$1,053,036	\$1,303,841	\$1,800,700
Total	\$1,053,036	\$1,303,841	\$1,800,700
Estimated Incr(Decr) in Fund Balance	\$421,120	\$371,649	\$0
Beginning Fund Balance July 1	\$430,220	\$851,340	\$1,222,989
Ending Fund Balance June 30	\$851,340	\$1,222,989	\$1,222,989
Ending Fund Balance as a % of Total Appropriations	80.85%	93.80%	67.92%

	FY20 Actual	FY21 Projected	FY22 Proposed
9091 <u>AUTOMATED TRAFFIC ENFORCEMENT</u>			
ESTIMATED REVENUE			
Automated Traffic & Speeding Fines	\$714,134	\$840,000	\$700,000
Total	\$714,134	\$840,000	\$700,000
APPROPRIATIONS			
Traffic Enforcement Operations	\$470,731	\$890,000	\$1,033,128
Total	\$470,731	\$890,000	\$1,033,128
Estimated Incr(Decr) in Fund Balance	\$243,403	-\$50,000	-\$333,128
Beginning Fund Balance July 1	\$1,008,475	\$1,251,878	\$1,201,878
Ending Fund Balance June 30	\$1,251,878	\$1,201,878	\$868,750
Ending Fund Balance as a % of Total Appropriations	265.94%	135.04%	84.09%

2040 NARCOTICS FUND

ESTIMATED REVENUE			
Confiscated Narcotics Funds	\$394,409	\$324,000	\$230,000
Fines, Forfeitures and Penalties	33,355	0	0
Other	0	45,000	20,000
Total	\$427,764	\$369,000	\$250,000
APPROPRIATIONS			
Operations	\$155,601	\$342,000	\$350,000
Total	\$155,601	\$342,000	\$350,000
Estimated Incr(Decr) in Fund Balance	\$272,163	\$27,000	-\$100,000
Beginning Fund Balance July 1	\$683,851	\$956,014	\$983,014
Ending Fund Balance June 30	\$956,014	\$983,014	\$883,014
Ending Fund Balance as a % of Total Appropriations	614.40%	287.43%	252.29%

	FY20 Actual	FY21 Projected	FY22 Proposed
<u>2042 FEDERAL ASSET FORFEITURE FUND</u>			
ESTIMATED REVENUE			
Federal	\$23,401	\$8,112	\$10,000
Other	6,814	0	0
Total	\$30,215	\$8,112	\$10,000
APPROPRIATIONS			
Operations	\$0	\$0	\$10,000
Total	\$0	\$0	\$10,000
Estimated Incr(Decr) in Fund Balance	\$30,215	\$8,112	\$0
Beginning Fund Balance July 1	\$368,558	\$398,773	\$406,885
Ending Fund Balance June 30	\$398,773	\$406,885	\$406,885
Ending Fund Balance as a % of Total Appropriations	0.00%	0.00%	4068.85%

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

SECTION 6(b). The American Recovery Plan Act (ARPA), was signed into law by President Biden on March 11, 2021 providing \$1.9 trillion dollars to speed up the United States' recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession; and,

WHEREAS, the ARPA established the Coronavirus State and Local Fiscal Recovery (CSLFR) Fund, providing \$350 billion in emergency funding to support eligible state, local, territorial and Tribal governments in their response to the COVID-19 emergency and its social and economic impact and lay the groundwork for a strong and equitable recovery; and,

WHEREAS, on May 10, 2021, the US Treasury released an Interim Final Rule document that outlines broadly eligible uses that are to support public health expenditures, address negative economic impacts caused by the public health emergency, replace lost public sector revenue, provide premium pay for essential workers and invest in water, sewer, and broadband infrastructure; and,

WHEREAS, The CSLFR Fund can be used to cover eligible costs incurred through December 31, 2024 (with project completion by December 31, 2026); and,

WHEREAS, the City of Chattanooga has been allocated nearly \$39 million which will be received in two tranches; the first received on May 19, 2021 in the amount of \$19,320,253; and,

WHEREAS, it is in the best interest of the citizens of Chattanooga to accept and appropriate one hundred percent (100%) of the City's allocation or approximately \$39 million; and,

WHEREAS, the City has established a separate special revenue fund to account for these dollars; and,

WHEREAS, This is an unprecedented opportunity for the City to improve the quality of life for our residents and respond to the current public health emergency; and,

WHEREAS, The City will immediately appropriate and spend 20% (approximately \$7M) of its allocation to address the continuing negative impacts of the pandemic within city government and the community as outlined below:

USE	COST
Support Public Health Expenditures	\$1 million
Address Negative Economic Impacts Caused by the Public Health Crisis	\$3 million
Replace Lost Public Sector Revenue	\$3 million

and,

WHEREAS, the City desires to partner with other non-profit agencies to immediately impact our community by use of these funds for the prevention of evictions and to reduce homelessness in our community resulting from the pandemic by appropriating funds to the following:

- Community Foundation of Greater Chattanooga..... A.O. \$500,000
- Chattanooga Regional Homeless Coalition..... A.O. \$330,000

and,

WHEREAS, the remaining eighty (80%) percent (approximately \$32 million) will assist in achieving mid to longer term community recovery plan objectives. Pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee.

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. All positions not covered by the

City's Pay Plans shall be assessed and pay determined consistent with the City's established compensation policy. In the event that a provision within this budget ordinance becomes in conflict with a federal, state, or local law or regulation, the appropriate law or regulation shall prevail.

SECTION 7(a). Any person designated as a City employee shall not be paid less than the rate as defined by the Federal Poverty Guidelines for a family of four (4), except for those employees whose pay is governed by federal formula.

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

SECTION 7(c). That except as otherwise provided, the positions specified hereinafter are hereby authorized within this FY2021-2022 Operations Budget.

DEPARTMENT OF GENERAL GOVERNMENT

City Council

	1	Council Chairperson	***	
	1	Council Vice Chairperson	**	
	7	Council Member	*	
	1	Legislative & Management Analyst		(1 frozen)
	1	Clerk to Council		
	1	Council Support Specialist		
	<u>1</u>	Administrative Support Assistant 2		
Subtotal	13			
FUNDED	<u>12</u>			
FROZEN	<u>1</u>			
AUTHORIZED	<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

	1	City Judge	*	
	2	City Court Officer		
	1	Judicial Assistant		
	2	City Court Officer PT		
	<u>1</u>	Judicial Assistant PT		
Subtotal	7			

City Judges Division 2

	1	City Judge	*	
	2	City Court Officer		
	1	Judicial Assistant		
	2	City Court Officer PT		
	<u>1</u>	Judicial Assistant PT		
Subtotal	7			
FUNDED	<u>14</u>			
FROZEN	<u>0</u>			
AUTHORIZED	<u>14</u>			

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

Office of City Attorney

	1	Administrative Support Specialist
	1	City Attorney
	1	Claims & Risk Analyst
	1	Compliance Officer
	1	Deputy City Attorney
	4	Legal Assistant
	1	Public Records Manager
	4	Staff Attorney 1
	1	Staff Attorney 2
Subtotal	<u>15</u>	
FUNDED	<u>15</u>	
FROZEN	<u>0</u>	
AUTHORIZED	<u>15</u>	

Internal Audit

	1	City Auditor
	4	Senior Auditor
	1	Administrative Support Specialist (PT)
Subtotal	<u>6</u>	
FUNDED	<u>6</u>	
FROZEN	<u>0</u>	
AUTHORIZED	<u>6</u>	

Information Technology

	1	Administrative Support Specialist	
	1	Assistant Director IT Operations	
	1	Assistant Director Project Management	
	1	Chief Information Officer	
	1	Database Administrator	(1 frozen)
	1	Deputy Chief Information Officer	
	1	Executive Assistant	
	1	Fiscal Analyst	
	5	IT Business Project Analyst	(1 frozen)
	1	IT Project Manager	
	1	IT Specialist	
	1	IT Support Services Supervisor	
	1	IT Technical Trainer	
	4	IT Technician	(3 frozen)
	1	Manager Applications Development	
	1	Manager IT Infrastructure	
	1	Manager IT Operations	
	1	Manager IT Support Services	
	2	Network Analyst	(2 frozen)
	2	Programmer 1	
	4	Programmer 2	
	1	Security Analyst	
	4	Software Development Engineer 1	
	2	Software Development Engineer 2	
	2	System & Database Specialist 1	(1 frozen)
	2	System & Database Specialist 2	(1 frozen)
	1	UX Designer	
	1	Webmaster	
Subtotal	46		

Smart Cities

1	Crew Worker 3	
3	Electrician 1	
2	Electrician 2	
2	Electronics Tech 1	
2	Equipment Operator 4	
1	Manager Intelligent Trans Systems	
1	Signal Technician Apprentice	
1	Smart Cities Director	
1	Traffic Operations Analyst	(1 frozen)
2	Traffic Signal Designer Specialist	
1	Traffic Signal Systems Engineer	
1	Transportation Project Manager	
<u>18</u>		

FUNDED	<u>54</u>
FROZEN	<u>10</u>
AUTHORIZED	<u>64</u>

Purchasing

1	Administrative Support Specialist
3	Buyer 1
2	Buyer 2
1	Deputy Director Purchasing
1	Director Purchasing
1	Procurement Analyst
1	Procurement Compliance Specialist
1	Supplier Engagement Coordinator
<u>11</u>	

Subtotal 11

FUNDED	<u>11</u>
FROZEN	<u>0</u>
AUTHORIZED	<u>11</u>

TOTAL FUNDED	<u>112</u>
TOTAL FROZEN	<u>11</u>
GRAND TOTAL	<u>123</u>

EXECUTIVE DEPARTMENT OF THE MAYOR**Administration**

	1	Chief of Staff
	1	Chief Policy Officer
	1	Constituent Services Coordinator
	1	Deputy Chief of Staff
	1	Deputy Chief Policy Officer
	1	Director of Homeless Supportive Housing
	1	Director of Intergovernmental Relations
	1	Director of Policy Planning & Implementation
	1	Director Special Projects
	1	Executive Assistant to Mayor
	1	Executive Assistant to Chief Policy Officer
	1	Executive Assistant to Chief of Staff
	1	Mayor*
	2	Policy Analyst
	1	Project Manager, Legislative Affairs & Operations
	1	Receptionist
	1	Senior Advisor for Economic Opportunity
Subtotal	<u>18</u>	

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

Communications

	1	Civic Engagement Coordinator
	1	Communications Coordinator
	1	Communications Director
	1	Digital Specialist
Subtotal	<u>4</u>	

Community Health

	1	Comm Outreach Coordinator
	1	Director Alternative Response Model
	1	Director Community Health
	3	FJC Intervention Specialist
	1	Program Manager
	2	Program Coordinator
	1	Pub Safety Coord
	10	Social Worker
Subtotal	<u>20</u>	

Family Justice

	1	Administrative Support Specialist
	1	Clinical Coord/Internship Facilitator
	1	Family Justice Center Executive Director
	1	Family Justice Center Outreach Coord.
	2	Navigator
Subtotal	<u>6</u>	
FUNDED	<u>48</u>	
FROZEN	<u>0</u>	
AUTHORIZED	<u>48</u>	

DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office

	4	Accountant 1
	1	Accountant 2
	1	Accountant 3
	1	Accounting Manager
	4	Accounting Technician 1
	2	Accounting Technician 2
	1	Accounts Payable Supervisor
	2	Administrative Support Assistant 2
	1	Administrator City Finance Officer
	1	Budget Manager
	1	Budget Officer
	1	Business Systems Analyst
	1	Deputy Administrator Finance
	1	Executive Assistant
	4	Management Budget Analyst 1
	1	Management Budget Analyst 2
	1	Manager Financial Operations
	1	Payroll Assistant
	1	Payroll Supervisor
	1	Payroll Technician
	1	Senior Transition & Director of Resilience
	1	Payroll Technician 2
Subtotal	<u>33</u>	

Grants & Opportunities

	1	Director of Grants & Opportunities	
	1	Grants Coordinator	
Subtotal	<u>2</u>		

Office of City Treasurer

	1	Assistant City Treasurer	
	1	City Treasurer	
	1	Municipal Billing Analyst	
	4	Property Tax Clerk III	
	7	Revenue Specialist 2	(1 frozen)
	1	Revenue Supervisor	
	1	Tax Manager	
Subtotal	<u>16</u>		

City Court Clerk's Office

	1	Administrative Support Specialist	
	1	City Court Clerk	
	10	Court Operations Assistant	(4 frozen)
	3	Court Operations Technician 1	
	2	Court Operations Technician 2	
	1	Deputy City Court Clerk	
Subtotal	<u>18</u>		

FUNDED	<u>64</u>
FROZEN	<u>5</u>
AUTHORIZED	<u>69</u>

DEPARTMENT OF HUMAN RESOURCES**Administration**

	1	Chief Human Resources Officer
	1	Compensation Manager
	1	Deputy Chief Human Resources Officer
	1	Director Compensation & Perf Mgmt
	1	Director HR Operations
	1	Director HRMS & Employment Services
	1	Executive Assistant
	1	HR & Employee Relations Specialist
	5	HR Business Partner
	1	Retention Specialist
	1	Manager Recruiting
	3	Recruiting Coordinator
Subtotal	18	

Employees Insurance Office

	2	Benefits Specialist
	1	Manager Pension & Benefits
	1	Director of Employee Benefits
Subtotal	4	

Employees Safety Program

	1	Director of Safety, Compliance & Risk
	1	Safety and Compliance Specialist
	1	Safety Technician
	1	Supervisor Safety & Risk
Subtotal	4	

Training

	1	Manager, Work-Based Learning
	1	Director Leadership & Prof Development
	1	Supervisor Work-based Learning
Subtotal	3	

**GENERAL FUND
TOTAL**

29

WELLNESS INITIATIVE

	2	Human Resources Admin Specialist
	1	Leave Coordinator
	<u>2</u>	Mgr Employee Wellness & Occup Health
Subtotal	5	
WELLNESS TOTAL	<u>5</u>	
FUNDED	<u>34</u>	
FROZEN	<u>0</u>	
AUTHORIZED	<u>34</u>	

DEPARTMENT OF COMMUNITY DEVELOPMENT**Administration**

	1	Administrative Support Specialist
	1	Administrator
	1	Deputy Administrator
	1	Director of Assistance Programs
	1	Director of Operations
	1	Fiscal Analyst
	1	Executive Assistant
	<u>1</u>	Finance Manager
Subtotal	8	

Homeless & Supportive Housing

	1	Homeless Outreach Spec
	3	Homeless Outreach Spec PT
	3	Homes Services Coord
	4	Housing Navigator
	1	Intake Specialist
	1	Lead Housing Navigator
	1	Lead Outreach
	1	Manager Homeless Program
	<u>1</u>	Program Coordinator
Subtotal	16	

Neighborhood Services

	2	Neighborhood Program Spec
	2	Neighborhood Relations Spec
	<u>1</u>	Neighborhood Serv Develop Mgr
Subtotal	5	

Code Enforcement Office

	2	Administrative Support Assistant 2	
	1	Chief Neighborhood Code Enforce Insp.	
	9	Code Enforcement Inspector 1	(1 frozen)
	2	Code Enforcement Inspector 2	
	3	Code Enforcement Inspector Supervisor	
	1	Demolition Abatement Specialist	
Subtotal	18		

Community Centers Administration

	1	Administrative Support Specialist	
	1	Assistant Director Recreation	
	2	CAP Program Assistant PT	
	1	Crew Worker 1 PT	
	2	Director of Community Centers	
	1	Neighborhood Relations Spec	
	1	Public Relations Coord 1	
	2	Recreation Program Coord	
	1	Recreation Program Spec	
	1	Recreation Spec PT	
Subtotal	13		

Fitness Center

	1	Administrative Support Asst 1	
	1	Fitness Center Specialist PT	
	1	Fitness Trainer PT	
	1	Front Desk Clerk PT	
	10	Group Fitness Instructor PT	
	1	Recreation Division Manager	
Subtotal	15		

Avondale Community Center

	2	Recreation Specialist	
	1	Recreation Facility Manager 2	
	2	Recreation Specialist PT	
	1	Crew Worker 1	
Subtotal	6		

Brainerd Community Center

	2	Recreation Specialist
	2	Recreation Specialist PT
	1	Crew Worker 1
	1	Recreation Facility Manager 2
Subtotal	<u>6</u>	

Carver Community Center

	2	Recreation Specialist
	1	Recreation Specialist PT
	1	Recreation Facility Manager 1
	1	Crew Worker 1
Subtotal	<u>5</u>	

East Chattanooga Community Center

	2	Recreation Specialist
	1	Recreation Facility Manager 1
	1	Crew Worker 1
Subtotal	<u>4</u>	

East Lake Community Center

	1	Recreation Facility Manager 1
	2	Recreation Specialist
Subtotal	<u>3</u>	

Eastdale Community Center

	2	Recreation Specialist
	1	Recreation Facility Manager 1
	1	Crew Worker 1
Subtotal	<u>4</u>	

First Centenary Community Center

	1	Recreation Specialist
Subtotal	<u>1</u>	

Francis B. Wyatt Community Center

	1	Recreation Facility Manager 1
	1	Recreation Specialist
Subtotal	<u>2</u>	

Glenwood Community Center

	1	Recreation Specialist
	2	Recreation Specialist PT
	1	Recreation Facility Manager 1
Subtotal	<u>4</u>	

John A. Patton Community Center

	2	Recreation Specialist
	1	Recreation Facility Manager 1
	1	Crew Worker 1
Subtotal	<u>4</u>	

North Chattanooga Community Center

	1	Recreation Facility Manager 1
	1	Recreation Specialist PT
	1	Recreation Specialist
Subtotal	<u>3</u>	

Shepherd Community Center

	2	Recreation Specialist
	1	Recreation Specialist PT
	1	Recreation Facility Manager 1
	1	Crew Worker 1
Subtotal	<u>5</u>	

South Chattanooga Community Center

	2	Recreation Specialist
	2	Recreation Specialist PT
	1	Crew Worker 1
	1	Recreation Facility Manager 2
Subtotal	<u>6</u>	

Tyner Community Center

	1	Crew Worker 1
	1	Recreation Facility Manager 1
	2	Recreation Specialist
	1	Recreation Specialist PT
Subtotal	<u>5</u>	

Washington Hills Community Center

	1	Recreation Specialist
	1	Recreation Specialist PT
	1	Recreation Facility Manager 1
	1	Crew Worker 1
Subtotal	<u>4</u>	

Westside Community Center

	1	Recreation Specialist
	1	Recreation Specialist PT
	1	Recreation Facility Manager 1
Subtotal	<u>3</u>	

Hixson Community Center

	2	Recreation Specialist
	1	Crew Worker 1
	1	Recreation Facility Manager 2
	2	Recreation Specialist PT
Subtotal	<u>6</u>	

Cromwell Community Center

	1	Recreation Facility Manager 1
	1	Recreation Specialist PT
Subtotal	<u>2</u>	

North River Center

	1	Community Facilities Supervisor
	1	Recreation Specialist PT
Subtotal	<u>2</u>	

Eastgate Senior Center

	1	Recreation Facility Manager 1
	2	Recreation Specialist PT
	1	Recreation Specialist
Subtotal	<u>4</u>	

Heritage House

	1	Community Facilities Supervisor
	1	Recreation Specialist PT
	1	Art Assistant
Subtotal	<u>3</u>	

GENERAL FUND	<hr/>
TOTAL	<u>157</u>

2030 COMMUNITY DEVELOPMENT FUND

Community Assistance

	1	Accounting Technician 2
	<u>1</u>	Personnel Assistant
Subtotal	2	

2030 CD TOTAL	<hr/>
	<u>2</u>

FUNDED	<hr/>
	<u>157</u>

FROZEN	<hr/>
	<u>2</u>

AUTHORIZED	<hr/>
	<u>159</u>

POLICE DEPARTMENT

SWORN

	4	Assistant Police Chief
	92	Master Police Officer
	8	Police Captain
	1	Police Chief
	1	Police Chief of Staff
	20	Police Lieutenant
	267	Police Officer
	<u>82</u>	Police Sergeant
Subtotal	475	

NON-SWORN

	1	Accounting Technician 2
	2	Administrative Support Assistant 1
	10	Administrative Support Assistant 2
	4	Administrative Support Specialist
	2	Building Maintenance Mechanic 1
	4	Crime Analyst
	1	Crime Analyst Supervisor
	3	Crime Scene Technician
	1	Data Analyst
	1	Electronics Evidence Tech
	1	Executive Assistant
	1	Finance Manager
	1	Fingerprint Technician
	1	Fiscal Technician
	1	Inventory Clerk
	1	Occupational Safety Specialist
	2	Pawn Technician
	2	Personnel Assistant
	2	Photographic Lab Technician
	1	Police Fleet & Facilities Manager
	1	Police Information Center Manager
	19	Police Information Center Technician 1
	5	Police Information Center Technician 2
	9	Police Property Technician
	1	Police Property Technician Supervisor
	1	Public Relations Coordinator 2
	1	RTIC Systems Technician
	3	School Patrol Lieutenant
	29	School Patrol Officer
	1	School Patrol Supervisor
	1	Special Assistant City Attorney
	1	Terminal Agency Coordinator
	1	Victim Services Chaplain Director
	<hr/>	
Subtotal	115	
	<hr/>	
FUNDED	590	
FROZEN	0	
AUTHORIZED	<hr/>	
	590	

FIRE DEPARTMENT

SWORN

	3	Assistant Fire Chief	
	1	Deputy Fire Chief	
	1	Deputy Fire Marshall	
	1	Executive Deputy Fire Chief	
	10	Fire Battalion Chief	
	81	Fire Captain	(3 frozen)
	1	Fire Chief	
	81	Fire Lieutenant	(3 frozen)
	1	Fire Marshall	
	132	Firefighter	(6 frozen)
	111	Firefighter Senior	(3 frozen)
	15	Staff Captain	(2 frozen)
	2	Staff Senior Firefighter	
	3	Staff Lieutenant	(1 frozen)
Subtotal	<u>443</u>		

NON - SWORN

	1	HR Business Partner	
	2	Administrative Support Assistant 2	
	2	Administrative Support Specialist	
	3	Building Maintenance Mechanic 1	
	1	Building Maintenance Mechanic 2	
	3	Fire Equipment Specialist	
	1	Fiscal Analyst	
	1	General Supervisor	
	1	Inventory Technician	
	1	Public Relations Coordinator 2	
Subtotal	<u>16</u>		.

GENERAL FUND	<u> </u>
TOTAL	<u>459</u>

TN Valley Regional Communications

	1	Administrative Support Assistant 2
	1	Deputy Dir. Wireless Communication
	1	Director Wireless Communication
	1	Radio Network Analyst
	3	Radio Network Engineer
	2	Radio Network Specialist
Subtotal	<u>9</u>	

TVRCS TOTAL 9

FUNDED 450
FROZEN 18
AUTHORIZED 468

DEPARTMENT OF PUBLIC WORKS

Public Works Administration

	2	Administrative Support Assistant 2
	1	Administrator
	1	Deputy Administrator
	1	Executive Assistant
	1	Finance Manager
	2	Fiscal Analyst
	1	Inventory Coordinator
	1	Public Relations Coordinator PT
Subtotal	<u>10</u>	

CWS Administration

	2	Accounting Technician 2
	3	Administrative Support Spec
	1	Administrative Manager
	2	Administrative Support Asst 1
	1	City Laborer
	1	Data Analyst
	1	Deputy Director
	1	Director
	1	Inventory Coordinator
	1	Inventory Technician
Subtotal	<u>14</u>	

Municipal Forestry

	3	Crew Supervisor 2	
	6	Equipment Operator 4	
	1	Forestry Supervisor	
	1	Municipal Forester	
Subtotal	<u>11</u>		

Central Business District

	1	Crew Supervisor 2	
	4	City Laborer	
	1	Crew Worker 2	
	1	Equipment Operator 3	
Subtotal	<u>7</u>		

Emergency

	1	Crew Worker 2	
	1	Crew Supervisor CDL	
	1	Crew Worker 3	
	6	Equipment Operator 4	
Subtotal	<u>9</u>		

Refuse Collection Centers

	1	Equipment Operator 5	
Subtotal	<u>1</u>		

Engineering

	1	Accounts Coordinator	
	1	Administrative Support Assistant 1	(1 frozen)
	1	Assistant City Engineer	
	1	City Engineer	
	2	Civil Engineer	
	1	Construction Inspector 2	
	1	Engineer Coop	(1 frozen)
	3	Engineering Coordinator	
	1	Engineering Manager	
	1	Engineering Technician	
	2	Senior Engineer	
Subtotal	<u>15</u>		

Street Cleaning Crews

	4	Crew Supervisor 1	
	1	Crew Supervisor 2	
	3	City Laborer	(2 frozen)
	2	Crew Worker 2	(2 frozen)
	1	General Supervisor	
Subtotal	<u>11</u>		

Street Sweeping

	6	Equipment Operator 4	
Subtotal	<u>6</u>		

Mowing Tractors/Leaf Collection

	1	Crew Supervisor 2	
	8	Equipment Operator 4	(2 frozen)
Subtotal	<u>9</u>		

Brush Pick-up

	1	Crew Supervisor CDL	
	9	Equipment Operator 5	
	1	General Supervisor	
Subtotal	<u>11</u>		

Land Development Office

	2	Administrative Support Assistant 2	
	1	Applications Analyst	
	1	Assistant Director Dev Svcs	
	1	Assistant Director Land Use Dev. Serv.	(1 frozen)
	1	Building Inspector 1	
	1	Building Inspector 2	
	1	Chief Building Inspector	
	1	Chief Electrical Inspector	
	1	Chief Plumbing Inspector	
	3	Code Enforcement Inspector 2	
	5	Combination Inspector	(1 frozen)
	2	Construction Inspector 1	
	1	Development Ombudsman	
	2	Development Review Planner	
	1	Director	
	2	Electrical Inspector 1	
	1	Electrical Inspector 2	
	1	Gas Mechanical Inspector 2	
	1	Manager Land Use Development	(1 frozen)
	1	Office Supervisor	
	5	Permit Clerk	
	3	Plans Review Specialist 1	
	1	Plans Review Specialist 2	
	1	Plans Review Specialist 3	
	1	Plumbing Inspector 1	
	1	Plumbing Inspector 2	
Subtotal	<u>42</u>		

Trash Flash

	<u>4</u>	Equipment Operator 5	
Subtotal	4		

PW Smart Cities

	1	Crew Worker 3	
	<u>3</u>	Transportation Equipment Operator	
Subtotal	4		

Traffic Administration

	1	Deputy Administrator	
	<u>1</u>	Executive Assistant	
Subtotal	2		

Complete Streets

	2	City Transportation Engineer	
	1	Civil Engineer	
	1	Engineering Coordinator	
	1	Engineering Designer	
	1	Engineering Manager	
	1	Engineering Technician	
	1	Senior Engineer	
	1	Transportation Accounts Coordinator	
	3	Transportation Project Manager	
Subtotal	<u>12</u>		

Traffic Operations

	2	Administrative Support Specialist	
	1	Construction Inspector 2	
	1	Crew Supervisor 2	
	7	Crew Worker 1	(1 frozen)
	4	Crew Worker 2	
	1	Director Transportation Operations	
	1	Equipment Mechanic 3	(1 frozen)
	1	General Supervisor	
	1	Pothole Inspector	
	1	Public Engagement & Policy Coordinator	
	1	Public Space Coordinator	
	2	Senior Engineer	
	3	Traffic Engineering Technician	
	1	Transportation Inspector 1	
	1	Transportation Operations Manager	
Subtotal	<u>28</u>		

Recycle Pick-up

	1	Crew Supervisor CDL	
	2	City Laborer	
	3	Equipment Operator 5	
	1	General Supervisor	
	1	Solid Waste Coordinator	
Subtotal	<u>8</u>		

Garbage Pick-up

	1	Crew Supervisor CDL	
	3	City Laborer	
	1	Crew Worker 2	
	18	Equipment Operator 5	
	1	General Supervisor	
	1	Manager Sanitation	
Subtotal	<u>25</u>		

Container Management

	1	Crew Supervisor CDL	
	2	Crew Worker 2	
Subtotal	<u>3</u>		

Field Survey

	1	Survey Instrument Technician	
	1	Survey Party Chief	
	1	Survey Party Chief Supervisor	
Subtotal	<u>3</u>		

Facilities Management

	1	Administrative Support Assistant 1	
	1	Administrative Support Specialist	
	1	Asset Management Systems Coordinator	
	1	Division Manager of Facilities	
	1	Manager Facilities Operations	
Subtotal	<u>5</u>		

Mail Room

	1	Administrative Support Assistant 1	
Subtotal	<u>1</u>		

Building Maintenance

	7	Building Maintenance Mechanic 1	(1 frozen)
	5	Building Maintenance Mechanic 2	
	1	Crew Supervisor 1	
	4	Crew Worker 1	
	1	Crew Worker 2	
	2	Crew Worker 3	(1 frozen)
	2	General Supervisor	
Subtotal	<u>22</u>		

GIS Positions

	1	GIS Analyst 1
	3	GIS Analyst 2
	1	GIS Systems & Database Manager
	1	GIS Technician
	<u>1</u>	Sewer Project Coordinator
Subtotal	7	

GENERAL FUND	<hr/>
TOTAL	<u>270</u>

Development Resource Center

	1	City Laborer
	1	Crew Worker 2
	<u>1</u>	Building Maintenance Mechanic 2
Subtotal	3	

DRC TOTAL	<hr/>
	<u>3</u>

Municipal Garage - Amnicola

	1	Administrative Support Assistant 1
	1	Asset Management Systems Coordinator
	1	City Laborer
	1	Crew Worker 2
	1	Data Analyst
	1	Deputy Director Fleet Management
	1	Director Fleet Management
	3	Equipment Mechanic 1*
	9	Equipment Mechanic 2*
	6	Equipment Mechanic 3*
	2	Fleet Maintenance Shift Supervisor
	2	Fleet Maintenance Shop Supervisor
	1	Inventory Coordinator
	<u>3</u>	Inventory Technician
Subtotal	33	

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

12th Street Garage

- 1 Administrative Support Assistant 1
- 1 Administrative Support Specialist
- 2 City Laborer
- 1 Crew Worker 2
- 6 Equipment Mechanic 1*
- 7 Equipment Mechanic 2*
- 6 Equipment Mechanic 3*
- 1 Equipment Operator 4
- 2 Fleet Maintenance Shift Supervisor
- 1 Inventory Coordinator
- 1 Inventory Technician

Subtotal 29

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

GARAGE TOTAL 62

SOLID WASTE

Sanitary Fills

- 1 Crew Supervisor CDL
- 1 City Laborer
- 2 Crew Worker 2
- 5 Equipment Operator 5
- 2 Landfill Technician
- 1 Manager Landfill

Subtotal 12

Wood Recycle

- 2 Crew Worker 2

Subtotal 2

Recycle Center

- 1 Equipment Operator 4

Subtotal 1

SOLD WASTE TOTAL 15

WATER QUALITY MANAGEMENT FUND POSITIONS

Water Quality Management

	1	Administrative Support Specialist
	1	Assistant City Engineer
	1	Engineering Coordinator
	1	Engineering Technician
	1	Landscape Architect 1
	1	Landscape Inspector
	1	Manager Water Quality
	1	Public Relations Coordinator 2
	3	Water Quality Specialist 1
	6	Water Quality Specialist 2
	3	Water Quality Supervisor
	2	Water Quality Technician
	3	Water Quality Trainee
	<hr/>	
Subtotal	25	

Water Quality Operations

	1	Administrative Support Assistant 2
	4	Crew Supervisor 1
	7	Crew Supervisor 2
	8	Crew Supervisor 3
	26	City Laborer
	13	Crew Worker 2
	9	Crew Worker 3
	4	Equipment Operator 3
	14	Equipment Operator 4
	10	Equipment Operator 5
	3	General Supervisor
	1	Manager Sewer Construction
	<hr/>	
Subtotal	100	

Water Quality Site Development

	1	Applications Analyst
	1	Construction Program Supervisor
	1	Engineering Coordinator
	1	Landscape Architect 2
	1	Manager Site Development
	2	Plans Review Specialist 1
	1	Senior Engineer
	5	Soil Engineering Specialist
	<hr/>	
Subtotal	13	

Water Quality Engineering & Project Management

	4	Civil Engineer
	1	Construction Program Supervisor
	4	Engineering Coordinator
	1	Engineering Manager
	1	Engineering Technician
	1	Project Engineer
	1	Senior Engineer
	1	Survey Instrument Technician
	1	Survey Party Chief
Subtotal	<u>15</u>	

Water Quality Parks Maintenance

	<u>1</u>	Manager Natural Resources
Subtotal	1	

Water Quality Public Education

	<u>1</u>	Public Information Specialist
Subtotal	1	

WATER QUALITY TOTAL	<u>155</u>	
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STATE STREET AID

SSA - Street Maintenance

	1	Crew Supervisor 1
	2	Crew Supervisor 2
	2	Crew Supervisor 3
	15	City Laborer
	7	Crew Worker 2
	7	Equipment Operator 3
	7	Equipment Operator 4
	6	Equipment Operator 5
	1	General Supervisor
	1	Manager Street Maintenance
Subtotal	<u>49</u>	

State Street Aid - Transportation

	<u>2</u>	Crew Worker 2
Subtotal	2	

SSA TOTAL	<u>51</u>	
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INTERCEPTOR SEWER SYSTEM

Administration

	2	Accounts Coordinator
	2	Administrative Support Specialist
	1	Assistant Director for Operations
	1	Assistant Director for Engineering
	1	Assistant Director for Maintenance
	1	Assistant Director for Administration
	1	Deputy Director of Wastewater Utility
	1	Director Wastewater Systems
	1	Fiscal Analyst
	1	Personnel Assistant
	1	Public Works Administrative Manager
	1	SCADA Specialist
	<u>1</u>	Utility Financial Service Manager
Subtotal	15	

Laboratory

	1	Chemist
	4	Laboratory Technician 1
	2	Laboratory Technician 2
	1	Laboratory Technician 3
	<u>1</u>	Manager Laboratory Services
Subtotal	9	

ISS Engineering

	1	Administrative Support Assistant 2
	1	Construction Inspector Supervisor
	1	Crew Scheduler
	2	Engineering Coordinator
	2	Engineering Manager
	1	Engineering Technician
	1	GIS Analyst 2
	1	Project Engineer
	1	Senior Engineer
	2	Sewer Project Coordinator
	1	Waste Resources Plant Engineer
	1	Waste Resources System Engineer
Subtotal	<hr/>	15

Plant Maintenance

	3	Accounting Technician 2
	1	Administrative Support Assistant 2
	1	Asset Management Systems Coordinator
	3	Building Maintenance Mechanic 1*
	2	Chief Electrical Instrument Technician*
	3	Chief Maintenance Mechanic*
	1	Crew Supervisor 2*
	2	Crew Worker 2
	3	Engineering Coordinator
	1	HR Business Partner
	12	Industrial Electrician 1*
	2	Industrial Electrician 2*
	7	Industrial Maintenance Mechanic 1*
	6	Industrial Maintenance Mechanic 2*
	2	Inventory Clerk
	2	Inventory Coordinator
	1	Inventory Technician
	2	Plant Maintenance Lubricator*
	1	Plant Maintenance Planner
	1	Warehouse Supervisor
	1	Waste Resource Maintenance Manager*
Subtotal	<hr/>	57

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

Sewer Maintenance

	1	Crew Supervisor 3
	4	Crew Supervisor CDL
	7	Crew Worker 2
	1	Crew Worker 3
	4	Equipment Operator 4
	5	Equipment Operator 5
	1	General Supervisor
	<u>1</u>	Manager Sewer Construction
Subtotal	24	

Moccasin Bend Treatment Plant - Liquid Handling

	4	Chief Plant Operator
	1	Crew Worker 2
	1	Plant Liquid Operations Supervisor
	1	Plant Manager
	4	Plant Operator 1
	9	Plant Operator 2
	8	Plant Operator 3
	<u>1</u>	Sewer Project Coordinator
Subtotal	29	

Inflow and Infiltration

	1	Crew Supervisor 3
	1	Crew Supervisor CDL
	3	Crew Worker 2
	5	Equipment Operator 4
	<u>1</u>	General Supervisor
Subtotal	11	

Safety & Training

	1	Administrative Support Asst 2
	1	Industrial Occupational Safety Supervisor
	<u>1</u>	Occupational Safety Specialist
Subtotal	3	

Pretreatment/Monitoring

	1	Administrative Support Assistant 2
	1	Assistant Pretreatment Manager
	4	Pretreatment Inspector 1
	2	Pretreatment Inspector 2
	<u>1</u>	Pretreatment Manager
Subtotal	9	

Moccasin Bend Treatment Plant - Solid Handling

- 1 Equipment Operator 4
- 4 Plant Operator 1
- 5 Plant Operator 2
- 3 Plant Operator 3
- 1 Plant Solids Operation Supervisor
- 1 Scale Operator

Subtotal

15

Moccasin Bend Treatment Plant - Pump Station

- 2 Chief Plant Operator
- 2 Plant Operator 1
- 8 Plant Operator 2
- 2 Plant Operator 3
- 1 Pump Station Operations Supervisor

Subtotal

15

ISS 311 Call Center

- 3 Customer Service Rep 1

Subtotal

3

ISS SYSTEM TOTAL 205

FUNDED 746

FROZEN 15

AUTHORIZED 761

DEPARTMENT OF PARKS & OUTDOORS

Administration

	1	Accounting Tech PT	
	2	Administrative Support Specialist	
	2	Administrative Support Specialist PT	
	1	Administrator	
	2	Crew Worker 1 PT	
	1	Deputy Administrator	
	1	Development Coordinator	
	1	Director of Design & Connectivity	
	1	Parks Planner	
	1	Director Recreation	
	1	Fiscal Analyst	
	12	Program Driver PT	
	1	Public Relations Coordinator	
	1	Recreation Division Manager	
Subtotal	<u>28</u>		

Special Events

	1	Activation Specialist	
	1	Director of Specialist Events & Parks Programming	
	1	Manager Special Events	
	1	Programming & Activation Manager	
Subtotal	<u>4</u>		

Recreation Support Services

	1	Equipment Mechanic 1	(1 frozen)
	1	General Supervisor	
	1	Crew Supervisor 1	
	3	Crew Worker 2	
	4	Crew Worker 1 PT	
	3	Crew Worker 1	
Subtotal	<u>13</u>		

Summer Camp

	1	Recreation Program Coordinator	
Subtotal	<u>1</u>		

Sports Programs

	1	Recreation Program Coordinator	
	1	Recreation Facility Manager	
	50	Recreation Specialist PT	
Subtotal	<u>52</u>		

Aquatics Programs

	1	Aquatics Program Coordinator	
	1	Aquatics Assistant PT	
	2	Lifeguard 1 PT	
	5	Lifeguard 2 PT	
	3	Lifeguard Head PT	
	5	Swim Lesson Instructor PT	
	4	Water Fitness Instructor PT	
Subtotal	21		

Therapeutic Programs

	1	Recreation Program Specialist	
	1	Front Desk Clerk PT	(1 frozen)
	1	Therapeutic Program Coordinator	
	4	Therapeutic Recreation Assistant PT	
Subtotal	7		

Champion's Club

	1	Crew Worker 1	
	1	Recreation Program Specialist	
	5	Recreation Specialist PT	
	1	Tennis Professional	
Subtotal	8		

Summit of Softball Complex

	1	Crew Supervisor 2	
	4	Crew Worker 1 PT	
	5	Crew Worker 2	
Subtotal	10		

Outdoor Chattanooga

	1	Customer Relations Specialist	
	1	Director of Outdoor Chattanooga	
	1	Recreation Program Coordinator	
	1	Recreation Program Specialist	
	1	Recreation Specialist	
	2	Recreation Specialist (PT)	
Subtotal	7		

Parks Maintenance - Landscape

	1	Crew Supervisor 1	
	4	Crew Supervisor 2	
	1	Crew Worker 1	(1 frozen)
	3	Crew Worker 1 PT	
	8	Crew Worker 2	
	1	Equipment Mechanic 1	
	<u>1</u>	General Supervisor	
Subtotal	19		

Parks Maintenance - Landscape Miller Park

	1	Crew Worker 1	
	<u>1</u>	Crew Supervisor 3	
Subtotal	2		

Playgrounds & Hardscapes

	1	Building Maintenance Mechanic 1	
	<u>1</u>	General Supervisor	
Subtotal	2		

Parks Maintenance Administration

	1	Administrative Support Specialist	
	1	Director Parks Maintenance	
	1	Inventory Coordinator	
	<u>1</u>	Parks Outreach Coordinator	
Subtotal	4		

Carousel Operations

	<u>1</u>	Carousel Assistant PT	
Subtotal	1		

Tennessee Riverpark Downtown

	1	Building Maintenance Mechanic 1	
	1	Building Maintenance Mechanic 2	
	4	Crew Supervisor 1	
	2	Crew Supervisor 3	
	7	Crew Worker 1	
	4	Crew Worker 2	
	1	Deputy Director Parks Maintenance	
	1	Equipment Operator 1	
	<u>1</u>	General Supervisor	
Subtotal	22		

Tennessee Riverpark Security

	1	Crew Supervisor 2
	3	Crew Worker 2
Subtotal	<u>4</u>	
GENERAL FUND		
TOTAL	<u>205</u>	

2030 PARKS AND OUTDOORS FUND

Administration

	1	Executive Assistant
	1	Finance Manager
Subtotal	<u>2</u>	
2030 PO FUND		
TOTAL	<u>2</u>	

Municipal Golf Courses

	1	Administrative Support Asst 2
	5	Concession Attendant
	1	Crew Worker 1
	1	Crew Worker 1 PT
	8	Crew Worker 2
	2	Equipment Mechanic 2
	1	Equipment Operator 3
	3	Food Clerk PT
	20	Golf Assistant PT
	1	Golf Course Ranger
	2	Golf Course Superintendent
	5	Laborer PT
	1	Pro Shop Clerk PT
	1	Pro Shop Clerk
	1	Manager Golf Courses
	1	Golf Operations Assistant
	2	Golf Operations Coordinator
GOLF TOTAL	<u>56</u>	
FUNDED	<u>224</u>	
FROZEN	<u>3</u>	
AUTHORIZED	<u>227</u>	

DEPARTMENT OF EARLY LEARNING

Administration

- 7 Community Forward Coordinator
- 1 Director Community Forward
- 1 Director of Early Learning
- 1 Early Learning Business Navigator
- 1 Parent Family Comm Engage Spec

Subtotal 11

Youth Development

- 1 Recreation Program Specialist (1 frozen)

Subtotal 1

Education

- 20 Program Tutor

Subtotal 20

GENERAL FUND TOTAL 32

2030 EARLY LEARNING FUND

Administration

- 1 Administrator
- 1 Administration Support Specialist
- 1 Deputy Administrator

Subtotal 3

Occupancy

- 1 Crew Supervisor 1
- 2 Crew Worker 1

Subtotal 3

2030 EL FUND TOTAL 6

FUNDED 37

FROZEN 1

AUTHORIZED 38

DEPARTMENT OF CITY PLANNING

Administration

	1	Administrator	
	1	Contracts & Accounts Coordinator	(1 frozen)
	1	Deputy Administrator	
	1	Transportation Design Manager	
	1	Transportation Designer	
	1	Transportation Admin Manager	
	<u>1</u>	Transportation Project Manager	
Subtotal	7		

Sustainability

	<u>1</u>	Director Sustainability	
Subtotal	1		

Strategic Capital Planning

	1	Capital Projects Coordinator	
	<u>1</u>	Strategic Capital Planning Manager	
Subtotal	2		

FUNDED	<u>9</u>
FROZEN	<u>1</u>
AUTHORIZED	<u>10</u>

DEPARTMENT OF EQUITY & COMMUNITY ENGAGEMENT

Administration

	1	Chief Equity Officer	
	1	Community Outreach Coordinator	
	1	Community Program Specialist	
	1	Director of New Americans	
	1	Director of Supplier Diversity	
	<u>1</u>	New Americans Program Coordinator	
Subtotal	6		

FUNDED	<u>6</u>
FROZEN	<u>0</u>
AUTHORIZED	<u>6</u>

DEPARTMENT OF ECONOMIC DEVELOPMENT

Administration

	1	Administration Support Assistant 1
	1	Administrator
	1	Director of Workforce Development Strategy
	1	Economic Development Coordinator
	1	Project Manager
	1	Project Outreach Specialist
	1	Project Specialist
	1	Real Property Manager
Subtotal	<u>8</u>	

Economic Development

	<u>1</u>	Brownfield Coordinator
Subtotal	1	

Arts, Culture & the Creative Economy

	1	Director of Arts & Culture & Creative Economy
	1	Director Public Art
	1	City Artist PT
	1	Collection Specialist PT
	1	Public Art Program Coord
Subtotal	<u>5</u>	

Workforce Development

	1	Workforce Development Senior Project Manager
	1	Project Outreach Specialist PT
Subtotal	<u>2</u>	

FUNDED	<u>16</u>
FROZEN	<u>0</u>
AUTHORIZED	<u>16</u>

DEPARTMENT OF INNOVATION & DELIVERY PERFORMANCE

Administration

	1	Administrative Coordinator
		Administrator of Innovation Delivery &
	1	Performance
	1	Deputy Administrator
	1	Director of Innovation Special Projects
Subtotal	<u>4</u>	

311 Call Center

	1	Cust Svc Oper Mgr
	1	Cust Svc Team Lead
	11	Customer Service Rep 1
	1	Customer Service Rep 2
	1	Customer Service Supervisor
	1	Performance Specialist
Subtotal	<u>16</u>	

Office of Performance & Open Data

	1	Director Open Data & Perf Mngt
	1	Program Evaluator
	3	Sr Data Analyst
Subtotal	<u>5</u>	

FUNDED	<u>25</u>
FROZEN	<u>0</u>
AUTHORIZED	<u>25</u>

GRAND TOTALS

CITY -WIDE FUNDED	<u>2554</u>
CITY-WIDE FROZEN	<u>56</u>
CITY-WIDE AUTHROIZED	<u>2610</u>
GENERAL FUND	<u>2,039</u>
NON-GENERAL FUND	<u>571</u>
GRAND TOTAL	<u>2,574</u>

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

SECTION 7(d). In order to achieve efficiencies in personnel complements for all Departments comprising City of Chattanooga, the Mayor is authorized to realign, reclassify or otherwise change positions within the total number of authorized complements, consistent with the City's established Compensation Policy.

SECTION 7(e). 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, 2021. 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, 2021 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, 2021, except for those new employees who have received from the city a new uniform since July 1, 2020. 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 fifty one and twenty-eight hundredths percent (51.28%) as specified in the most recent actuarial valuation.

SECTION 9(b). That the City Finance Officer is authorized to contribute to the General Pension Plan an amount equal to twenty and ninety-four hundredths percent (20.94%) 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	\$1.92 per hour
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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, Community 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, 2022, whichever occurs first. Payments beyond the current fiscal year shall be subject to future appropriations by City Council. The City Finance Officer 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. Pursuant to Tenn. Code Ann. § 8-4-604(a)(1), the Office of Open Records Counsel (“OORC”) is required to establish a schedule of reasonable charges a records custodian may use as a guideline to charge citizens requesting copies of public records. Additionally, Tenn. Code Ann. § 10-7-503(g) requires each governmental entity subject to the Tennessee Public Records Act (“TPRA”) to establish a written public records policy that includes a statement of any fees charged for copies of public records and the procedures for billing and payment. Accordingly, the following policy sets forth general guidelines for records custodians when assessing reasonable charges associated with record requests under the TPRA.

POLICY:

I. General Considerations

(A.) Records custodians may not charge for inspection of public records except as provided by law.

(B.) The following schedule of reasonable charges should not be interpreted as requiring records custodians to impose charges for copies of public records. Charges for copies of public records must be pursuant to a public records policy properly adopted by the governing authority of a governmental entity. See Tenn. Code Ann. § 10-7-503(g) and §

10-7-506(a).

(C.) Application of an adopted schedule of charges shall not be arbitrary. Additionally, excessive fees and other rules shall not be used to hinder access to public records.

(D.) A records custodian may reduce or waive charges, in whole or in part, in accordance with the governmental entity's public records policy.

(E.) A records custodian may require payment for copies before producing copies of the records.

(F.) The TPRA does not distinguish requests for inspection of records based on intended use, be it for research, personal, or commercial purposes. Likewise, this Schedule of Reasonable Charges does not make a distinction in the charges assessed based on the purpose of a record request. However, other statutory provisions, such as Tenn. Code Ann. § 10-7-506(c), enumerate fees that may be assessed when specific documents are requested for a specific use. Any distinctions made, or waiver of charges permitted, based upon the type of records requested should be expressly set forth and permitted in the adopted public records policy.

(G.) Records custodians shall provide a requestor an estimate of reasonable costs to provide copies of requested records.

II. Per Page Copying Charges

(A.) For each standard 8½" x 11" or 8½" x 14" copy produced, a records custodian may assess a per page charge of up to 15 cents (\$0.15) for black and white copies and up to 50 cents (\$0.50) for color copies. If producing duplex (front and back) copies, a charge for two separate pages may be imposed for each single duplex copy.

(B.) If the charge for color copies is higher than for black and white copies, and a public record is maintained in color but can be produced in black and white, the records

custodian shall advise the requestor that the record can be produced in color if the requestor is willing to pay a charge higher than that of a black and white copy.

(C.) If a governmental entity's actual costs are higher than those reflected above, or if the requested records are produced on a medium other than 8½" x 11" or 8½" x 14" paper, the governmental entity may develop its own charges. The governmental entity must establish a schedule of charges documenting "actual cost" and state the calculation and reasoning for its charges in a properly adopted policy. A governmental entity may charge less than those charges reflected above. Charges greater than 15 cents (\$0.15) for black and white copies and 50 cents (\$0.50) for color copies can be assessed or collected only when there is documented analysis of the fact that the higher charges represent the governmental entity's actual cost of producing such material, unless there exists another basis in law for such charges.

III. Additional Charges

(A.) When assessing a fee for items covered under this section, records custodians shall utilize the most economical and efficient method of producing the requested records.

(B.) A records custodian may charge its actual out-of-pocket costs for flash drives or similar storage devices on which electronic copies are provided. When providing electronic records, a records custodian may charge per-page costs only when paper copies that did not already exist are required to be produced in responding to the request, such as when a record must be printed to be redacted.

(C.) It is presumed copies of requested records will be provided in person to a requestor when the requestor returns to the records custodian's office to retrieve the records.

(D.) If a requestor chooses not to personally retrieve records and the actual cost of delivering the copies, in addition to any other permitted charges, have been paid by the

requestor or otherwise waived pursuant to the public records policy, then a records custodian is obligated to deliver the copies via USPS First-Class Mail. It is within the discretion of a records custodian to agree to deliver copies of records through other means, including electronically, and to assess the costs related to such delivery.

(E.) If it is not practicable or feasible for the records custodian to produce copies internally, the records custodian may use an outside vendor and charge the costs to the requester.

(F.) If a records custodian is assessed a charge to retrieve requested records from archives or any other entity having possession of requested records, the records custodian may recover from the requestor the costs assessed for retrieval.

IV. Labor Charges

(A.) A records custodian shall utilize the most cost efficient method of producing requested records. Accordingly, a records custodian should strive to utilize current employees at the lowest practicable hourly wage to fulfill public records requests for copies.

(B.) “Labor” is the time (in hours) reasonably necessary to produce requested records, including the time spent locating, retrieving, reviewing, redacting, and reproducing records.

(C.) “Labor threshold” is the first (1st) hour of labor reasonably necessary to produce requested material(s). A governmental entity may adopt a higher labor threshold than one (1) hour. A records custodian is only permitted to charge for labor exceeding the labor threshold established by the governmental entity.

D. “Hourly wage of an employee” is based upon the base salary of the employee 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. For example, an employee who is expected to work a 37.5 hour

workweek and receives \$39,000 in salary on an annual basis will be deemed to be paid \$20 per hour.

E. In calculating labor charges, a records custodian should determine the total amount of labor for each employee and subtract the labor threshold from the labor of the highest paid employee(s). The records custodian should then multiply the amount of labor for each employee by each employee's hourly wage to calculate the total amount of labor charges associated with the request.

Example:

The hourly wage of Employee A is \$15.00. The hourly wage of Employee B is \$20.00. Employee A spends two (2) hours on a request. Employee B spends two (2) hours on the same request. The labor threshold is established at one (1) hour. Since Employee B is the highest paid employee, the labor threshold will be applied to the time Employee B spent producing the request. For this request, \$50.00 could be charged for labor. This is calculated by taking the number of hours each employee spent producing the request, subtracting the threshold amount, multiplying that number by the employee's hourly wage, and then adding the amounts together (i.e. Employee A (2 x \$15.00) + Employee B (1 x \$20.00) = \$50.00).

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 2022.

SECTION 20. In addition to FY22 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 the 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)	FY22 Total Charges (\$/1,000 gallons)
First 100,000	\$12.71
Next 650,000	9.46
Next 1,250,000	7.69
Next 30,000,000	6.49
Over 32,000,000	6.31

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	\$3.7686	\$ 0.6735	\$ 4.4421

If regional customers are billed directly through the water company, the rate to be charged shall be four dollars and forty-five cents (\$4.45) 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 <u>(\$/1,000 gallons)</u>	Debt Charge <u>(\$/1,000 gallons)</u>	Total Regional Charge (Wheelage and Treatment) <u>(\$/1,000 gallons)</u>
Wheelage and Treatment	\$ 2.1865	\$ 0.3610	\$ 2.5475

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)	FY22 10/1/2021 <u>Charge per Month</u>
5/8	26.11
3/4	93.14
1	162.75
1-1/2	364.26
2	644.96
3	1,511.84
4	2,793.91
6	6,654.63
8	11,770.84

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 ninety-two dollars (\$392.00) 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 fifty-one dollars (\$151.00) 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 twelve dollars and seventy-one cents (\$12.71) 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 2021 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, 2021 for calendar year 2021 will be \$167.28 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 31. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2021.

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

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

PASSED on Second and Final Reading: September 28, 2021



CHAIRPERSON

APPROVED: DISAPPROVED:

DATE 10/6, 2021



MAYOR

1st Public Hearing Took Place DATE: August 31, 2021

2nd Public Hearing Took Place DATE: September 28, 2021

NOTE: The pay plans below are based on a recent compensation study and may not be consistent with the pay grades and pay ranges prior to the effective date of this ordinance.

General Pay Plan -- FY2022			
GS Grade	Minimum	Midpoint	Maximum
GS.01	\$31,200	\$33,546	\$40,255
GS.02	\$31,200	\$35,315	\$42,378
GS.03	\$31,200	\$37,345	\$44,814
GS.04	\$31,714	\$39,642	\$47,571
GS.05	\$33,755	\$42,193	\$50,632
GS.06	\$36,004	\$45,005	\$54,006
GS.07	\$39,114	\$48,893	\$58,672
GS.08	\$43,275	\$54,093	\$64,912
GS.09	\$47,104	\$58,879	\$70,655
GS.10	\$50,396	\$62,995	\$75,593
GS.11	\$53,896	\$67,370	\$80,844
GS.12	\$58,573	\$73,217	\$87,860
GS.13	\$64,612	\$80,765	\$96,918
GS.14	\$70,008	\$87,510	\$105,012
GS.15	\$74,551	\$93,189	\$111,827
GS.16	\$79,303	\$99,129	\$118,954
GS.17	\$85,547	\$106,934	\$128,320
GS.18*	\$92,605	\$116,567	\$140,529
GS.19	\$93,465	\$116,831	\$140,197
GS.20*	\$94,800	\$122,002	\$149,204
GS.21*	\$98,906	\$119,536	\$140,167
GS.22*	\$99,539	\$128,102	\$156,665
GS.23	\$100,427	\$125,534	\$150,640
GS.24	\$106,221	\$132,777	\$159,332
GS.25	\$112,224	\$140,280	\$168,337
GS.26	\$120,035	\$150,044	\$180,053
GS.27*	\$120,991	\$155,708	\$190,425
GS.28	\$129,831	\$162,289	\$194,747
GS.29	\$145,406	\$181,758	\$218,110

*Sworn Management

FIRE PAY STRUCTURE -- FY2022

FIRE PAY STRUCTURE --FY2022										
Rank	Grade	Entry	Year 2	Year 3	Year 4	Year 5	Year 6	Year 8	Year 10	Year 12
Step # For Reference		1	2	3	4	5	6	7	8	9
Cadet	(F0C)	\$40,330.14								
Firefighter	(F1A)	\$40,968.74	\$42,197.81	\$43,463.74	\$44,767.65	\$46,110.69	\$47,494.00	\$48,918.83	\$50,386.38	\$51,897.98
Staff Firefighter	(F1C)	\$44,968.74	\$46,197.81	\$47,463.74	\$48,767.65	\$50,110.69	\$51,494.00	\$52,918.83	\$54,386.38	\$55,897.98
Senior Firefighter	(F2A)			\$44,767.65	\$46,110.69	\$47,494.00	\$48,918.83	\$50,386.38	\$51,897.98	\$53,454.91
Staff Senior Firefighter	(F2C)			\$48,767.65	\$50,110.69	\$51,494.00	\$52,918.83	\$54,386.38	\$55,897.98	\$57,454.91
Lieutenant	(F3A)						\$55,058.57	\$56,710.32	\$58,411.63	\$60,163.98
Staff Lieutenant	(F3C)						\$59,058.57	\$60,710.32	\$62,411.63	\$64,163.98
Captain	(F4A)								\$63,827.97	\$65,742.82
Staff Captain	(F4C)								\$67,827.97	\$69,742.82
Battalion Chief / Deputy Fire Marshall	(F5A)									\$76,213.93
Training/Logistics/ Tactical Services Chief	(F6C)									\$83,281.03

Rank	Grade	Year 14	Year 16	Year 18	Year 20	Year 22	Year 24	Year 26	Year 28
Step # For Reference		10	11	12	13	14	15	16	17
Cadet	(F0C)								
Firefighter	(F1A)	\$53,454.92	\$55,058.57	\$56,710.32	\$58,411.63				
Staff Firefighter	(F1C)	\$57,454.92	\$59,058.57	\$60,710.32	\$62,411.63				
Senior Firefighter	(F2A)	\$55,058.57	\$56,710.32	\$58,411.63	\$60,163.97	\$61,968.89	\$63,827.96		
Staff Senior Firefighter	(F2C)	\$59,058.57	\$60,710.32	\$62,411.63	\$64,163.97	\$65,968.89	\$67,827.96		
Lieutenant	(F3A)	\$61,968.90	\$63,827.97	\$65,742.82	\$67,715.09	\$69,746.55	\$71,838.94	\$73,994.11	
Staff Lieutenant	(F3C)	\$65,968.90	\$67,827.97	\$69,742.82	\$71,715.09	\$73,746.55	\$75,838.94	\$77,994.11	
Captain	(F4A)	\$67,715.09	\$69,746.55	\$71,838.94	\$73,994.11	\$76,213.93	\$78,500.36	\$80,855.35	\$83,281.03
Staff Captain	(F4C)	\$71,715.09	\$73,746.55	\$75,838.94	\$77,994.11	\$80,213.93	\$82,500.36	\$84,855.35	\$87,281.03
Battalion Chief / Deputy Fire Marshall	(F5A)	\$78,500.36	\$80,855.35	\$83,281.03	\$85,779.44	\$88,352.84	\$91,003.43	\$93,733.53	\$96,545.53
Training/Logistics/ Tactical Services Chief	(F6C)	\$85,779.44	\$88,352.84	\$91,003.43	\$93,733.53	\$96,545.53	\$99,441.90	\$102,425.15	\$105,497.91

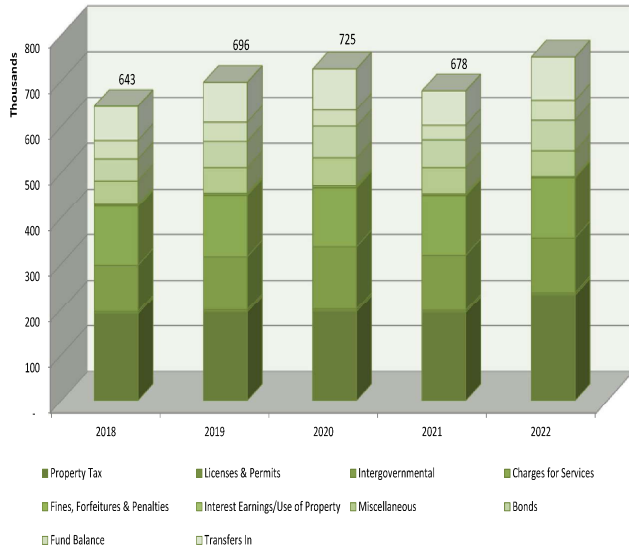
POLICE PAY STRUCTURE – FY2022

POLICE PAY STRUCTURE -- FY2022										
Rank	Grade	Entry	Year 2	Year 3	Year 4	Year 5	Year 6	Year 8	Year 10	Year 12
Step # For Reference		1	2	3	4	5	6	7	8	9
Police Cadet	PD.1	\$43,575.51								
Police Officer	PD.2	\$45,868.08	\$47,244.13	\$48,661.45	\$50,121.29	\$51,624.93	\$53,173.68	\$54,768.89	\$56,411.96	\$58,104.32
Master Police Officer	PD.5								\$58,104.31	\$59,847.44
Police Sergeant	PD.6					\$58,104.31	\$59,847.44	\$61,642.86	\$63,492.15	\$65,396.91
Police Lieutenant	PD.7								\$73,604.80	\$75,812.95
Police Captain	PD.8									\$82,842.85

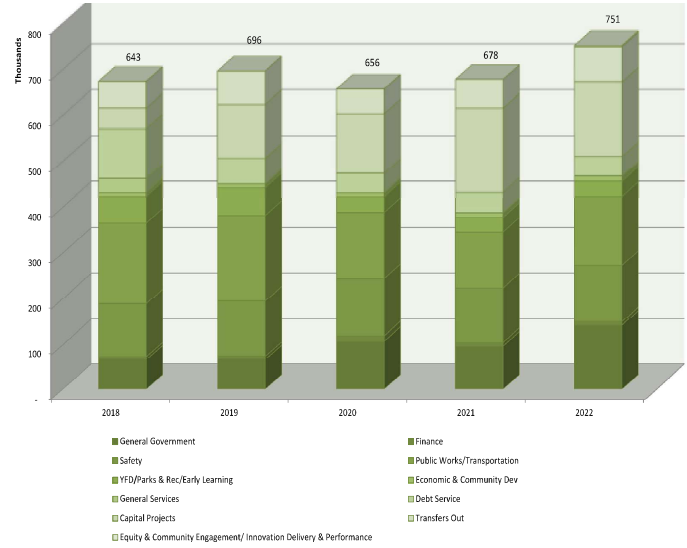
Rank	Grade	Year 14	Year 16	Year 18	Year 20	Year 22	Year 24	Year 26	Year 28
Step # For Reference		10	11	12	13	14	15	16	17
Police Cadet	PD.1								
Police Officer	PD.2								
Master Police Officer	PD.5	\$61,642.86	\$63,492.15	\$65,396.91	\$67,358.82	\$69,379.59			
Police Sergeant	PD.6	\$67,358.82	\$69,379.59	\$71,460.97	\$73,604.80	\$75,812.95	\$78,087.34		
Police Lieutenant	PD.7	\$78,087.34	\$80,429.96	\$82,842.85	\$85,328.14	\$87,887.98	\$90,524.62	\$93,240.36	
Police Captain	PD.8	\$85,328.14	\$87,887.98	\$90,524.62	\$93,240.36	\$96,037.57	\$98,918.70	\$101,886.26	\$104,942.85



Financial Overview



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

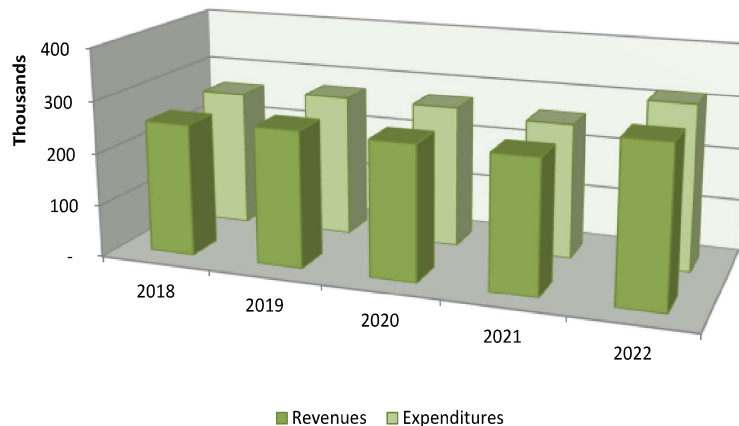


Budgeted Expenditures
(in 1,000)

Revenue and Expenditure History

Total City revenues and operating transfers in for the fiscal year ended June 30, 2018 were \$643,653,576. Total projected City revenue and transfers in for the fiscal year ended June 30, 2022 is \$751,550,474 an increase of \$107,896,898 or 16.8% 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



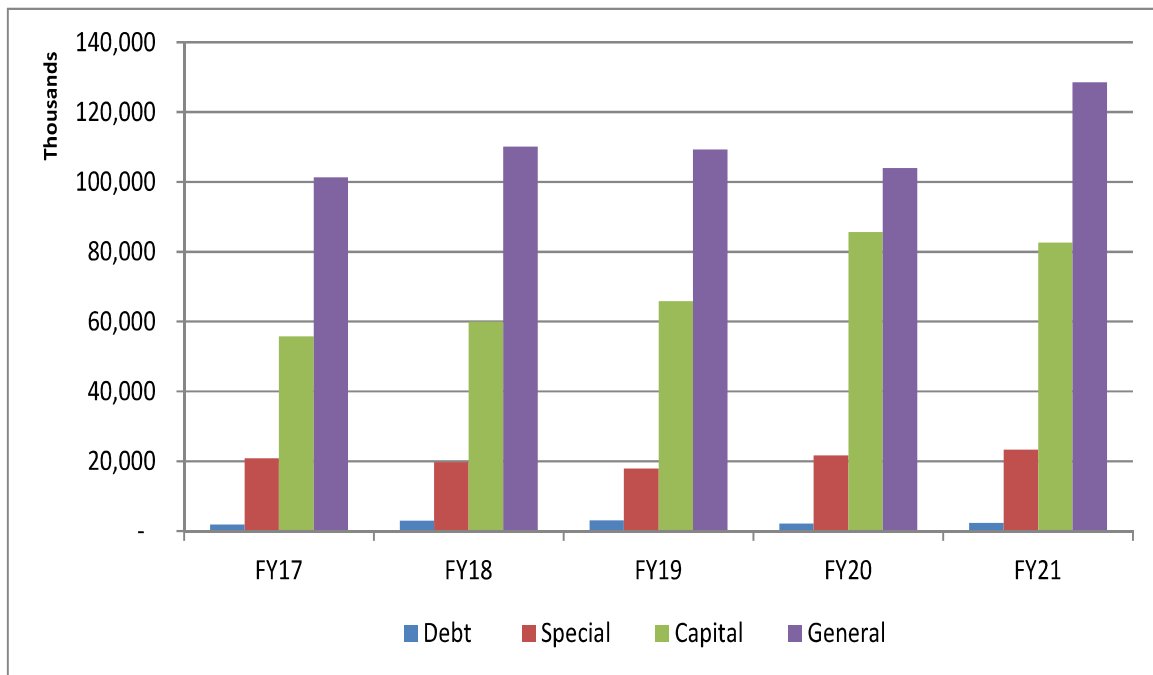
**BUDGETED Sources & Uses of Funds
BY FUND TYPE
Fiscal Year Ending June 30, 2022**

Sources	Governmental Fund Types						Internal Service Funds	Budget Total Revenue/Uses 2022	Budget Total Revenue/Uses 2021	Actual Total Revenue/Uses 2020
	Undesignated General	Special Revenue	Debt Service	Capital Projects	Proprietary Fund Types					
Taxes	207,738,244	24,400,438	-	-	-	-	232,138,682	192,371,749	203,215,021	
Licenses & Permits	4,824,000	-	-	-	-	-	4,824,000	4,689,400	5,239,074	
Intergovernmental	80,182,496	26,097,980	324,699	11,952,162	-	-	118,557,337	121,782,886	100,534,820	
Charges for services	982,100	1,997,181	-	-	109,367,000	20,972,000	133,318,281	132,019,473	150,618,548	
Fines, forfeitures and penalties	569,200	700,000	-	-	-	-	1,269,200	1,242,700	1,358,350	
Interest earnings/Use of Property	830,300	-	-	-	500,000	-	1,330,300	2,752,500	6,731,054	
Miscellaneous	6,904,535	1,712,626	-	-	30,000	47,106,089	55,828,692	55,675,116	57,356,784	
Bonds	-	-	-	5,000,000	-	-	66,000,000	60,000,000	90,119,239	
Fund Balance	13,225,000	555,028	-	-	25,700,000	4,222,028	43,702,056	31,624,449	6,000,000	
Transfers In	-	1,359,693	23,815,908	40,106,325	28,300,000	1,000,000	94,581,926	76,013,353	62,759,060	
Total Revenues	315,255,875	56,822,946	24,216,049	57,058,487	224,897,000	73,300,117	751,550,474	678,171,626	683,931,949	
Uses										
General Government	68,868,428	11,981,508	-	-	-	1,000,000	81,849,936	41,693,704	58,248,873	
Finance & Administration	6,506,272	1,033,128	-	-	-	-	7,539,400	7,922,090	11,946,792	
Safety	120,637,336	360,000	-	-	1,800,700	-	122,798,036	118,283,447	124,363,295	
Public Works	37,631,142	5,000,000	-	-	85,962,936	20,972,000	149,566,078	113,305,542	123,194,077	
Parks & Recreation	11,922,235	-	-	-	-	-	11,922,235	-	3,520,277	
Youth & Family Development	-	18,951,462	-	-	-	-	18,951,462	31,567,519	30,497,579	
Human Resources	3,067,616	-	-	-	-	51,328,117	54,395,733	53,041,799	46,564,039	
Early Learning	1,399,275	-	-	-	-	-	1,399,275	-	-	
Economic & Community Dev	11,619,711	-	-	-	-	-	11,619,711	10,543,033	8,419,786	
Executive Branch	5,526,590	-	-	-	-	-	5,526,590	1,851,317	2,042,068	
Equity & Community Engagement	866,309	-	-	-	-	-	866,309	-	-	
Innovation Delivery & Performance	2,219,455	-	-	-	-	-	2,219,455	-	-	
City Planning, Transportation	1,000,699	-	-	-	-	-	1,000,699	9,467,987	21,556,012	
Debt Service	-	3,891,848	24,216,049	-	15,533,364	-	43,641,261	43,870,378	42,339,537	
Capital Projects	-	12,055,000	-	57,058,487	93,300,000	-	162,413,487	183,678,805	130,649,700	
Other Expenses	-	-	-	-	-	-	-	-	-	
Transfers Out	43,990,807	3,550,000	-	-	28,300,000	-	75,840,807	62,946,005	53,536,286	
Total Appropriations	315,255,875	56,822,946	24,216,049	57,058,487	224,897,000	73,300,117	751,550,474	678,171,626	656,878,322	

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 \$57.24 million or 31.8%. This is due to the increase in the fund balance for the General Fund of \$27.2 million or 26.8%, an increase in the Capital Fund of \$26.9 million or 48.3%, an increase in Special Revenue Funds of \$2.5 million or 12.1%, and an increase in Debt Service Fund balance of \$615 thousand or 34.6% during this period.

Changes in Fund Balance Governmental Funds Includes Designated Funds



	FY17	FY18	FY19	FY20	FY21
Debt	1,778,396	2,990,089	3,049,311	2,118,813	2,393,395
Special	20,904,478	19,724,279	17,850,330	21,618,453	23,439,207
Capital	55,695,064	60,040,452	65,883,418	85,779,119	82,591,392
General	101,405,891	110,140,502	109,251,914	103,941,751	128,596,536
TOTAL	179,783,829	192,895,322	196,034,973	213,458,136	237,020,530

Fund Balance/Net Position Summary

The General Fund Balance was \$101,405,891 in FY17. This has risen to a current unaudited balance of \$128,596,536 for FY 2021. 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 \$20,904,478 in FY17 to an FY21 unaudited balance of \$23,439,507. 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 \$1,778,396 in FY17, increasing to \$2,393,395 by the end of FY21.

The Capital Fund Balance has fluctuated most during the past few years. This is primarily because the city recorded \$20.2 million bond proceeds in FY20. Since FY17, the balance has increased from \$55,695,065 to an unaudited \$82,591,393 at the ending of FY21.

The Net Position within the Enterprise Funds (excluding the Electric Power Board) has been most dramatic. Net Position of \$412,010,656 in FY17 has increased to an FY21 unaudited balance of \$615,974,674. 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 FY12 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 \$167.22 per Equivalent Residential Unit (ERU) for FY22. One ERU is equal to 3,200 square feet of impervious area of residential property.

The Internal Service Fund Net Position was \$41,183,346 in FY17. At the end of FY21, this fund category is projected to have an unaudited Net Position of \$56,555,705. This fund category is not intended to generate profits. The Internal Service Fund includes the City's on site pharmacy, on site clinic, a wellness facility and employee healthcare costs. Balance includes \$17.1 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, 2019 - 2022

	2019	2020	Unaudited 2021	Budget 2022
FUND BALANCE at beginning of year	110,140,502	109,442,783	103,941,751	128,596,536
Revenues				
Taxes	167,665,260	171,930,045	178,105,801	207,738,244
Licenses and permits	7,154,821	6,950,486	6,932,293	4,824,000
Intergovernmental Revenues	99,581,980	101,553,259	117,511,108	99,959,574
Charges for Services	4,267,972	3,671,091	3,805,737	4,851,804
Fines, forfeitures and penalties	1,330,294	1,324,995	1,449,978	1,352,417
Interest Income	3,478,341	3,712,431	687,164	400,000
Contributions and donations	1,012,597	381,035	211,672	-
Sale of Property	801,442	285,042	255,693	430,300
Miscellaneous Revenues	7,158,004	7,677,598	8,590,756	7,166,823
Total Revenues	292,450,711	297,485,982	317,550,202	326,723,162
Expenditures				
General Government	48,224,890	50,086,760	52,109,015	64,558,827
Finance & Administration	5,922,457	6,752,488	6,172,977	6,723,641
Economic and Community Development	8,350,323	9,071,786	10,610,632	11,621,505
CARTA appropriation	5,352,440	5,800,000	5,800,000	5,800,000
Public Safety	116,422,825	120,429,250	112,695,953	121,348,610
Public Works and Transportation	44,451,430	48,608,154	45,372,295	41,776,787
Youth & Family Development	11,713,391	11,226,653	10,479,221	-
Parks & Outdoors				12,012,329
Total Expenditures	240,437,756	251,975,091	243,240,093	263,841,699
Excess (deficiency) of revenues over expenditures	52,012,955	45,510,891	74,310,109	62,881,463
Other Financing Sources (Uses)				
Operating transfers in	12,454	388	-	10,104,023
Operating transfers out	(52,723,128)	(51,012,311)	(49,655,324)	(86,543,614)
Issuance of debt/Capital Lease	-	-	-	-
Total other financing sources (uses)	(52,710,674)	(51,011,923)	(49,655,324)	(76,439,591)
Excess (deficiency) of revenues and other financing sources over (under) expenditures	(697,719)	(5,501,032)	24,654,785	(13,558,128)
FUND BALANCE at end of year	109,442,783	103,941,751	128,596,536	115,038,408

City of Chattanooga, Tennessee

Special Revenue Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2019 - 2022

	2019	2020	Unaudited 2021	Budget 2022
FUND BALANCE at beginning of year	19,724,279	17,192,043	21,618,453	23,439,207
Revenues				
Taxes	7,588,058	7,456,620	7,104,093	6,046,688
Licenses and permits	762,351	642,856	678,782	540,960
Intergovernmental Revenues	25,801,982	26,774,611	27,715,436	27,191,768
Charges for Services	(247,010)	256,212	285,652	343,390
Fines, forfeitures and penalties	34,538	33,355	16,171	-
Interest Income	150,455	187,600	33,490	13,260
Contributions and donations	12,120	8,747	1,464	-
Miscellaneous Revenues	1,827,756	1,275,100	1,028,089	1,135,616
Total Revenues	35,930,250	36,635,101	36,863,177	35,271,682
Expenditures				
General Government	5,209,354	6,111,295	7,161,539	8,308,264
Economic Development	1,742,046	2,044,667	2,574,690	-
Public Safety	152,828	155,601	342,264	360,000
Public Works & Transportation	3,925,355	3,520,277	3,337,948	5,500,000
Youth and Family Development	17,894,464	18,156,690	18,113,937	-
Community Development	-	-	-	18,951,462
Capital Outlay/Fixed Assets	-	-	-	-
Total Expenditures	28,924,047	29,988,530	31,530,378	33,119,726
Excess (deficiency) of revenues over expenditu	7,006,203	6,646,571	5,332,799	2,151,956
Other Financing Sources (Uses)				
Operating transfers in	3,546,701	3,747,663	3,646,373	4,151,621
Operating transfers out	(13,085,145)	(5,967,824)	(7,158,418)	(6,796,848)
Total other financing sources (uses)	(9,538,444)	(2,220,161)	(3,512,045)	(2,645,227)
Excess (deficiency) of revenues and other financing sources over (under) expenditures	(2,532,241)	4,426,410	1,820,754	(493,271)

City of Chattanooga, Tennessee

Debt Service Fund

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2019 - 2022

	2019	2020	Unaudited 2021	Budget 2022
FUND BALANCE at beginning of year	<u>2,990,089</u>	<u>3,049,310</u>	<u>2,118,813</u>	<u>2,393,395</u>
Expenditures				
Principal retirement	20,982,893	19,298,160	18,153,780	18,157,654
Interest	6,741,953	5,989,844	6,239,483	5,958,395
Fiscal agent fees	<u>51,217</u>	<u>45,823</u>	<u>36,843</u>	<u>100,000</u>
Total Expenditures	<u>27,776,063</u>	<u>25,333,827</u>	<u>24,430,106</u>	<u>24,216,049</u>
Excess (deficiency) of revenues over expend	<u>(27,776,063)</u>	<u>(25,333,827)</u>	<u>(24,430,106)</u>	<u>(24,216,049)</u>
Other Financing Sources (Uses)				
Operating transfers in	27,835,284	24,403,330	24,704,688	24,216,049
Total other financing sources (uses)	<u>27,835,284</u>	<u>24,403,330</u>	<u>24,704,688</u>	<u>24,216,049</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditure	<u>59,221</u>	<u>(930,497)</u>	<u>274,582</u>	<u>-</u>
FUND BALANCE at end of year	<u><u>3,049,310</u></u>	<u><u>2,118,813</u></u>	<u><u>2,393,395</u></u>	<u><u>2,393,395</u></u>

City of Chattanooga, Tennessee

Capital Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2019 - 2022

	2019	2020	Unaudited 2021	Budget 2022
FUND BALANCE at beginning of year	60,040,452	66,005,290	85,779,119	82,591,392
Revenues				
Intergovernmental Revenues	1,216,094	763,296	2,230,123	13,950,386
Interest Income	288,713	281,510	(21,359)	-
Contributions and Donations	826,657	802,023	6,566,484	116,748
Sale of Property	(93,990)	-	1,466,301	352,201
Miscellaneous Revenues	-	6,000	111,356	109,152
Total Revenues	2,237,474	1,852,829	10,352,905	14,528,487
Expenditures				
General Government	3,669,879	4,857,804	3,143,324	5,054,403
Finance & Administration	1,364,623	853,574	2,892,633	7,011,295
Safety	2,123,057	3,384,925	1,054,973	4,160,000
Public Works	5,855,610	6,451,382	9,865,389	29,707,789
Transportation	5,820,017	10,777,858	17,818,125	-
Parks & Recreation	125,284	36,586	59,677	3,236,250
Youth and Family Development	4,263,855	1,383,006	1,133,678	-
Community Development	4,111,901	4,723,573	3,150,111	2,050,000
Economic Development	-	-	-	4,910,000
Human Resources	78,213	-	-	-
General Services	-	-	7,731	-
City Planning	-	-	-	703,750
Early Learning	-	-	-	325,000
Capital outlay/fixed assets	-	-	-	-
Total Expenditures	27,412,439	32,468,708	39,125,641	57,158,487
Excess (deficiency) of revenues over expenditure	(25,174,965)	(30,615,879)	(28,772,736)	(42,630,000)
Other Financing Sources (Uses)				
Operating transfers in	34,426,287	26,218,517	25,585,009	34,080,000
Operating transfers out	(31,484)	(388)	-	-
Refunding bonds issued	-	20,156,711	-	-
General Obligation bonds issued	-	18,860,000	-	5,000,000
Premium on refunding bonds issued	-	7,689,396	-	-
Premium on general obligation bonds issued	-	-	-	-
Note Proceeds	-	-	-	3,550,000
Capital Leases	-	-	-	-
Payments to refunded Bond Escrow Agent	(3,255,000)	(22,534,528)	-	-
Total other financing sources (uses)	31,139,803	50,389,708	25,585,009	42,630,000
Excess (deficiency) of revenues and other financing sources over (under) expenditures	5,964,838	19,773,829	(3,187,727)	-

City of Chattanooga, Tennessee

Enterprise Funds

Statement of Revenues, Expenses and
Changes in Net Position
Years Ended June 30, 2019 - 2022

	2019	2020	Unaudited 2021	Budget 2022
OPERATING REVENUES				
Customer Charges	132,561,109	138,036,202	142,464,306	143,346,140
Other	1,579	300,882	10,530	95,000
Total Revenues	<u>132,562,688</u>	<u>138,337,084</u>	<u>142,474,836</u>	<u>143,441,140</u>
OPERATING EXPENSES				
Sewer Plant Operation	44,398,919	51,790,313	45,989,814	61,690,942
Solid Waste Operation	1,927,521	3,337,801	3,154,720	2,542,724
Water Quality Management Operation	10,250,623	16,956,523	14,045,119	20,209,367
TN Valley Regional Communication Sys	773,293	1,268,311	1,122,490	1,800,700
Chattanooga Downtown Redevelopment	33,571,298	545,317	1,034,001	324,118
Depreciation and Amortization	16,445,383	15,300,240	15,574,173	16,789,998
Closure/Postclosure Costs	40,504	57,861	-	1,520,089
Total Operating Expenses	<u>107,407,541</u>	<u>89,256,366</u>	<u>80,920,317</u>	<u>104,877,938</u>
OPERATING INCOME	<u>25,155,147</u>	<u>49,080,718</u>	<u>61,554,519</u>	<u>38,563,202</u>
NONOPERATING REVENUES (EXPENSES)				
Investment Income	3,653,319	4,491,417	2,393,451	1,015,000
Interest Expense	(5,551,010)	(4,596,861)	(4,547,493)	(5,741,575)
Intergovernmental	-	-	-	1,403,928
Other Income (expense)	26,599,003	119,716	168,683	85,327
Total Nonoperating Rev. (Exp.)	<u>24,701,312</u>	<u>14,272</u>	<u>(1,985,359)</u>	<u>(3,237,320)</u>
INCOME (LOSS) BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM	<u>49,856,459</u>	<u>49,094,990</u>	<u>59,569,160</u>	<u>35,325,882</u>
Capital Contributions	-	42,383	530,489	-
Operating Transfers In	19,030	21,130	167,829	-
Operating Transfers Out	-	(4,923,409)	(159,298)	(60,600,000)
Special Item	-	-	-	-
CHANGE IN NET POSITION	<u>49,875,489</u>	<u>44,235,094</u>	<u>60,108,180</u>	<u>(25,274,118)</u>
NET POSITION - Beginning	461,756,459	511,630,323	555,866,494	615,974,674
CHANGE IN NET POSITION	<u>49,875,489</u>	<u>44,235,094</u>	<u>60,108,180</u>	<u>(25,274,118)</u>
NET POSITION - Ending	<u>511,631,948</u>	<u>555,865,417</u>	<u>615,974,674</u>	<u>590,700,556</u>

City of Chattanooga, Tennessee

Internal Service Funds

Statement of Revenues, Expenses, and Changes in Net Position
Years Ended June 30, 2019 - 2022

	2019	2020	Unaudited 2021	Budget 2022
OPERATING REVENUES				
Billings to Departments	49,426,393	51,159,571	47,600,276	63,512,939
Claim reimbursed by OPEB Trust	9,737,905	7,499,780	7,239,382	-
Other	6,936,840	9,766,900	6,988,859	6,092,003
Total Operating Revenues	<u>66,101,138</u>	<u>68,426,251</u>	<u>61,828,517</u>	<u>69,604,942</u>
OPERATING EXPENSES				
Repairs & Maintenance - Amnicola	4,436,594	4,709,211	3,892,847	3,884,199
Repairs & Maintenance - 12th St	3,425,630	3,661,044	3,440,128	3,615,801
Operations - Amnicola/Service Station	699,739	584,890	565,039	605,104
Operations - 12th St/Service Station	1,915,502	1,630,490	1,524,805	2,116,896
Fleet Leasing Capital	7,474	(5,000)	549,214	9,000,000
Fleet Leasing Operations	2,144,961	2,350,106	986,860	1,750,000
Judgments & Costs	524,679	2,144,520	1,168,299	392,225
Claims & Tort Liabilities	290,043	302,598	203,659	225,275
Special Counsel	254,986	497,944	811,626	382,500
Employee Healthcare	24,393,870	22,010,155	25,185,477	28,699,811
Pensioners Healthcare	423,537	416,349	232,549	255,627
On Site Pharmacy	7,146,608	7,488,442	8,258,156	8,180,800
On Site Clinic & Wellness	2,882,727	3,029,445	3,109,696	3,458,523
Retiree Healthcare	12,286,212	10,973,281	10,260,116	10,733,356
Technology Replacement Fund/Equipment	1,196,904	391,806	602,059	714,825
Depreciation*	3,622,975	4,732,980	5,029,611	-
Total Operating Expenses	<u>65,652,441</u>	<u>64,918,261</u>	<u>65,820,141</u>	<u>74,014,942</u>
OPERATING INCOME	<u>448,697</u>	<u>3,507,990</u>	<u>(3,991,624)</u>	<u>(4,410,000)</u>
NONOPERATING REVENUES (EXPENSES)				
Other income (expense)	(170,219)	11,228	436,668	-
Total nonoperating revenues (expenses)	<u>(170,219)</u>	<u>11,228</u>	<u>436,668</u>	<u>-</u>
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	<u>278,478</u>	<u>3,519,218</u>	<u>(3,554,956)</u>	<u>(4,410,000)</u>
Capital contributions	38,167	358	-	-
Transfers in	-	7,512,088	2,869,137	4,410,000
Transfers out	(20,320)	-	-	-
CHANGE IN NET POSITION	<u>296,325</u>	<u>11,031,664</u>	<u>(685,819)</u>	<u>-</u>
NET POSITION, beginning of year	<u>45,913,535</u>	<u>46,209,860</u>	<u>57,241,524</u>	<u>56,555,705</u>
NET POSITION, ending of year	<u>46,209,860</u>	<u>57,241,524</u>	<u>56,555,705</u>	<u>56,555,705</u>

City of Chattanooga, Tennessee

Fiduciary Funds

Statement of Changes in Fiduciary Net Position
Years Ended June 30, 2019 - 2022

	2019	2020	Unaudited 2021	Budget 2022
ADDITIONS				
Contributions:				
Employer	46,598,510	49,419,923	48,663,728	48,500,000
Plan Member	8,924,221	9,067,037	8,737,315	8,900,000
Other	144,652	150,878	121,816	150,000
	<u>55,667,383</u>	<u>58,637,838</u>	<u>57,522,859</u>	<u>57,550,000</u>
Investment Income				
Net appreciation (depreciation) in fair market value of investments	15,754,842	11,016,534	139,132,676	20,000,000
Interest	451,424	381,313	227,757	450,000
Dividends	7,141,933	6,316,735	7,661,159	7,000,000
	<u>23,348,199</u>	<u>17,714,582</u>	<u>147,021,592</u>	<u>27,450,000</u>
Less Investment income (loss)	<u>(574,728)</u>	<u>(582,328)</u>	<u>(509,602)</u>	<u>(750,000)</u>
Net investment income (loss)	22,773,471	17,132,254	146,511,990	26,700,000
Total Additions	78,440,854	75,770,092	204,034,849	84,250,000
DEDUCTIONS				
Benefits paid to participants	64,298,328	63,727,648	64,354,145	65,000,000
Administrative expenses	2,212,685	1,206,360	511,172	1,000,000
Total Deductions	<u>66,511,013</u>	<u>64,934,008</u>	<u>64,865,317</u>	<u>66,000,000</u>
CHANGE IN NET POSITION	11,929,841	10,836,084	139,169,532	18,250,000
NET POSITION, beginning	<u>589,250,756</u>	<u>601,180,597</u>	<u>612,016,681</u>	<u>751,186,213</u>
NET POSITION, ending	<u>601,180,597</u>	<u>612,016,681</u>	<u>751,186,213</u>	<u>769,436,213</u>



Undesignated General Fund

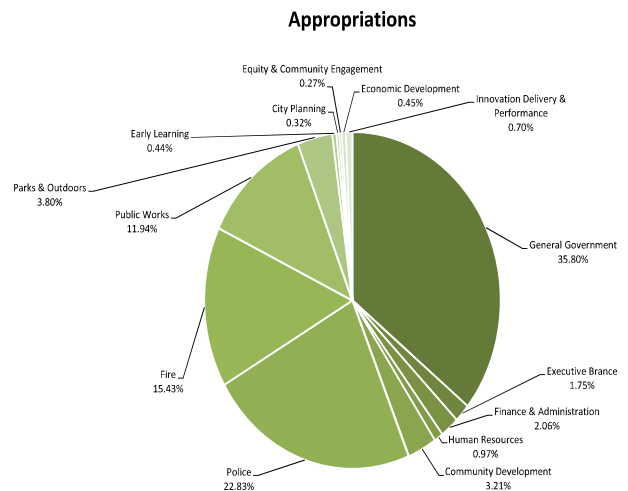
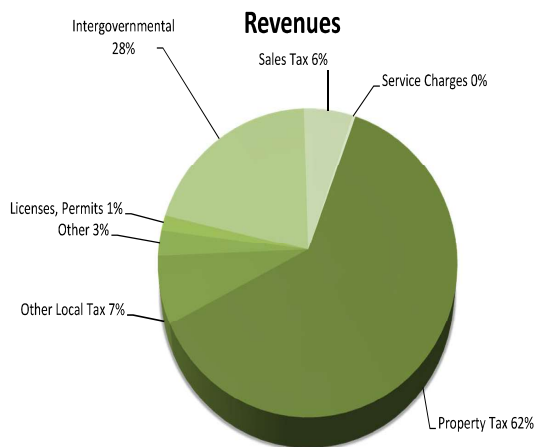
Fiscal Year Ending June 30, 2022

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 the 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 \$315,255,875. This includes \$13,225,000 of reserves designated for capital improvements. The charts on this page relate to the undesignated general fund operations. In FY 2022, the budgeted expenditures for all reported General Fund is \$302,030,875, including designated general government and supported agencies. The largest designated fund is the Economic Development Fund with a budget of \$18,900,000.

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, 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, Community Development, Police, Fire, Public Works, Parks & Outdoors, Early Learning, City Planning, Equity & Community Engagement, Economic Development, and Innovation Delivery & Performance.

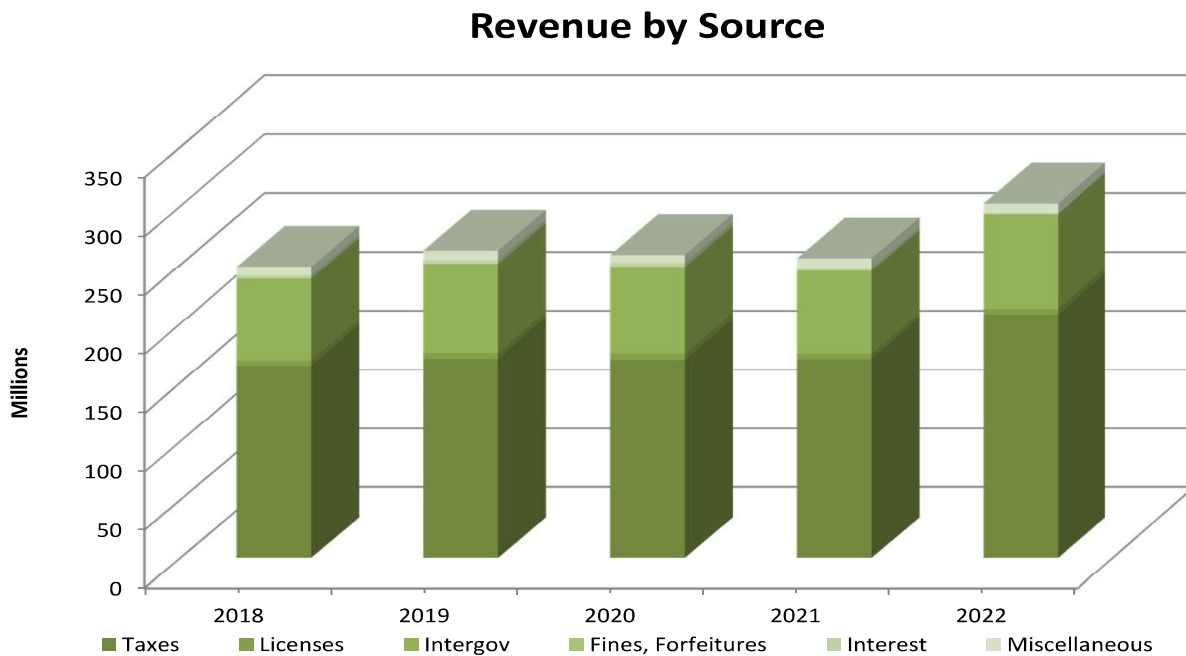
Undesignated Revenues & Appropriations \$315,255,875



Undesignated General Fund Revenue Summary						
	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg
Undesignated General Fund:						
Property Tax	148,355,505	151,551,665	150,718,800	186,593,235	35,874,435	23.80%
Other Local Taxes	19,309,758	20,378,380	19,062,200	21,145,009	2,082,809	10.93%
Licenses & Permits	5,426,390	5,239,074	4,689,400	4,824,000	134,600	2.87%
Other Intergovernmental Revenues	7,526,969	7,147,103	7,636,444	7,007,000	(629,444)	-8.24%
State Sales Tax	14,836,056	15,185,906	14,100,000	17,339,100	3,239,100	22.97%
State Income Tax	1,902,862	731,005	1,200,000	-	(1,200,000)	-100.00%
Local Option Sales Tax	51,528,837	51,347,406	47,015,756	55,836,396	8,820,640	18.76%
Charges for Services	1,898,159	1,477,463	1,511,800	982,100	(529,700)	-35.04%
Fines, Forfeitures & Penalties	671,720	610,861	604,200	569,200	(35,000)	-5.79%
Use of Property/Interest	4,186,757	3,915,657	2,252,500	830,300	(1,422,200)	-63.14%
Miscellaneous Revenues	6,965,250	6,852,392	6,588,900	6,904,535	315,635	4.79%
Fund Balance	-	-	3,500,000	13,225,000	9,725,000	277.86%
Grand Totals	262,608,263	264,436,911	258,880,000	315,255,875	56,375,875	21.78%

Revenues

The proposed Budget for FY 2022 shows an increase of \$56,375,875 or 21.78%. The chart shows the Undesignated General Fund Revenues by Source for the fiscal years 2018 thru 2022. The State's IMRPOVE act reduced income tax rate by 1% beginning January 1, 2017 and completely phased out in year beginning January 1, 2020.



Property Taxes

FY 2022 Estimate: **\$186,593,235**
% of General Fund: **61.78%**
Growth From FY 21: **\$35,874,435**
Change: **23.80%**

Current Real Property Taxes remain the primary source of funds for the City of Chattanooga, with the FY 2022 estimate of \$168,302,396, representing 55.72% of the total undesignated General Fund Budget. All property tax estimates, inclusive of delinquencies and in lieu of tax payments, total \$186,593,235 or 61.78% of the total undesignated General Fund budget. The current tax rate is \$2.250 per \$100 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98. The estimated revenues generated for FY 2022 is \$186,593,235, an increase of \$125,059,666 from 1997.

In recent years, assessments have trended upward based on annual reappraisal reviews and updates. 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 due October 1st of each year. Interest and penalties accrue if not paid before March 1 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
2018-2021	2.277	City Tax - 2021 Tax Year
2022	2.250	City Tax - 2022 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 2022 is \$2.250, a decrease from the 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 was \$2.3139. Council elected not to increase the current City tax rate. In 2018, the reappraisal certified rate was \$2.057. In 2018 the tax rate changed to \$2.277. The certified tax rate for the 2021 reappraisal year is \$1.8359. The rate for fiscal 2022 is \$2.25, which was a \$.027 or 1.9% decrease.



Payments In Lieu of Taxes

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 \$4,852,000, or 1.61% of the operating budget in FY22. 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. The estimate to be received from Electric Power Board for FY 2022 is \$7,401,739, which is 4.75% less than FY21. The EPB in lieu of tax is made of three pieces; Electric, Telecom, and Internet.

Other Local Taxes:

FY 2022 Estimate:	\$21,145,009
% of General Fund:	7.00%
Growth From FY 21:	\$2,082,809
Change:	10.93%

Gross Receipts Taxes

FY 2022 Estimate:	\$6,500,000
% of General Fund:	2.15%
Growth From FY 21:	\$600,000
Change:	10.17%

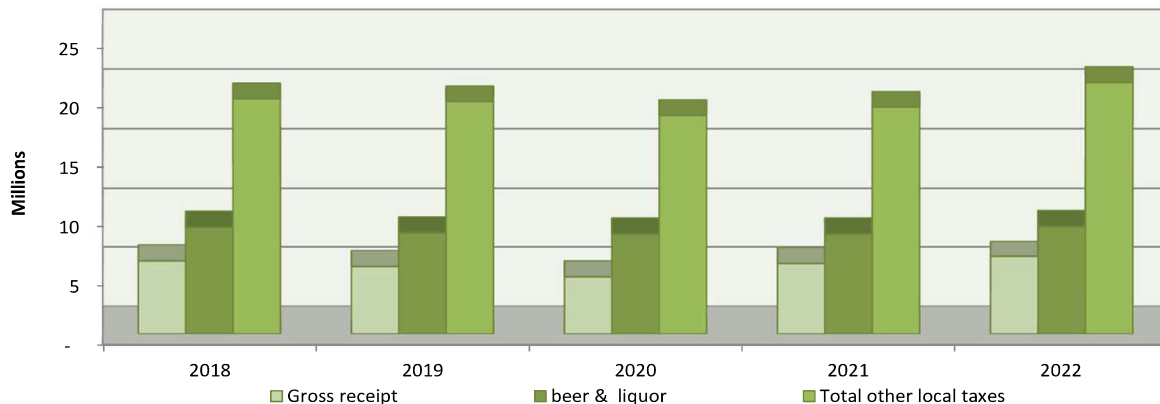
Even though Gross Receipts Taxes are a steady source to the General Fund, they represent only 2.15% of total collections this year. During FY20, due to the COVID-19 pandemic, the State of Tennessee approved a deferral and extended the filing date for the business owners. With the extension, the collections are expected in FY22 rather than FY21. A budget amendment was approved reducing this tax from \$5,966,600 to \$4,801,600. The trend over the past five years shows a slight upturn which is expected to continue for FY22.

Beer & Liquor Taxes

FY 2022 Estimate:	\$9,038,909
% of General Fund:	2.99%
Growth From FY 21:	\$617,009
Change:	-7.33%

Beer & Liquor Taxes make up approximately 43% of Other Local Taxes. Liquor taxes make up \$3,637,609 of the total estimate for FY22 while beer taxes total \$5,401,300.

Other Local Taxes



Licenses & Permits:

FY 2022 Estimate:	\$4,824,000
% of General Fund:	1.60%
Growth From FY 21:	\$134,600
% Change:	2.87%

Building Permits

FY 2022 Estimate:	\$1,866,400
% of General Fund:	.62%
Growth From FY 21:	\$366,400
% Change:	24.43%

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 2018, reflecting the rebuilding of the housing market over that period of time. FY 2021 showed an expected decrease of -14.17% due to a slight delay in construction for commercial and residential properties due to the economic impact of the COVID-19 pandemic.

Revenue from Other Agencies:

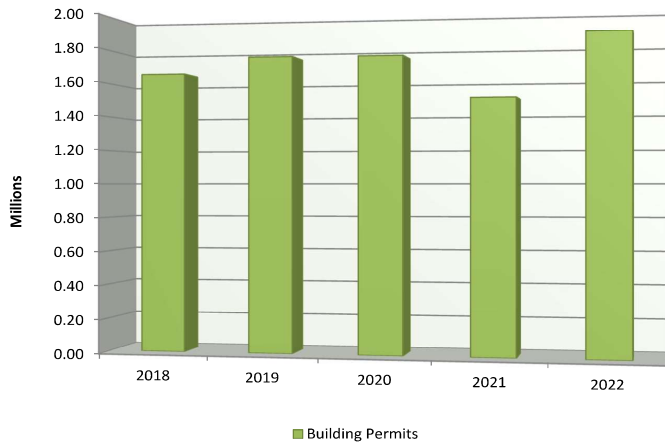
FY 2022 Estimate:	\$80,182,496
% of General Fund:	26.55%
Growth From FY 21:	\$7,730,296
% Change:	10.65%

City Allocation State Sales Tax

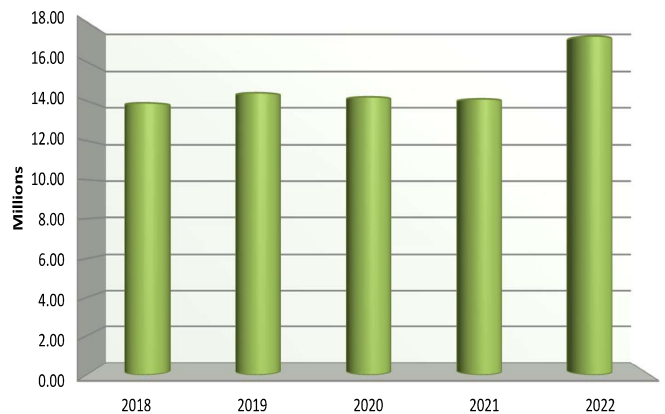
FY 2022 Estimate:	\$17,339,100
% of General Fund :	5.74%
Growth From FY 21:	\$3,239,100
% Change:	22.97%

The State of Tennessee imposes a 7% general sales tax rate for most tangible personal property and taxable services. The sales tax rate on food is 4%. 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. In 2010, the Chattanooga population was 167,674. In FY22 the City of Chattanooga has an estimated population of 184,561 and its per capita allocation from state sales tax for Fiscal Year 2022 is \$118.07. This is an increase from the prior year of \$84.00, that was based on the estimated negative impact of COVID-19 on sales tax revenues.

Building Permits



State Sales Tax



Local Option Sales Taxes

FY 2021 Estimate:	\$55,836,396
% of General Fund:	18.49%
Growth From FY 21:	\$8,820,640
% Change:	18.76%

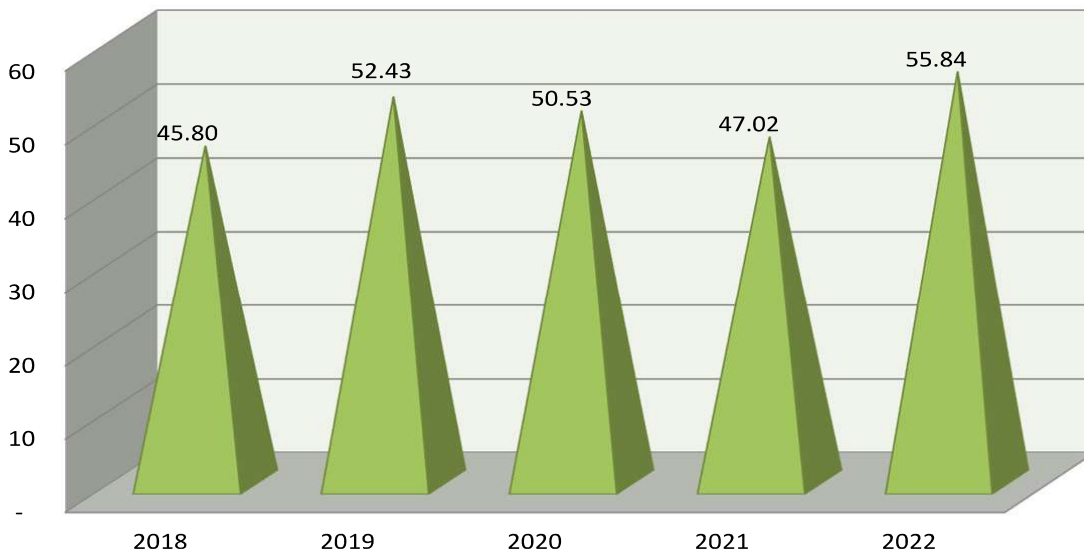
The Local Option Sales Tax is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended. The City of Chattanooga and the citizens of Hamilton County have adopted, by referendum, a county-wide 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 is directed to education. .25% of the sales tax collected in Chattanooga is earmarked and reported in the Economic Development Fund.

In FY2012, the City regained control of approximately \$10 million of sales tax-managed on its behalf by Hamilton County under a 1966 Sales Tax agreement. The Local Option Sales Tax is expected to increase \$8,820,640 in FY 22.

The Local Option Sales Tax represents 18.49% of the total General Fund revenues for FY 2022.

Local Option Sales Tax



Undesignated General Fund Expenditure Summary General Fund	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg
General Government ⁽¹⁾	64,480,074	64,178,621	67,742,488	112,859,235	45,116,747	66.60%
Executive Branch	1,876,849	2,042,224	1,851,317	5,526,590	3,675,273	198.52%
Finance & Administration	5,920,389	6,752,545	6,912,086	6,506,272	(405,814)	-5.87%
Human Resources	2,223,425	2,681,851	3,104,179	3,067,616	(36,563)	-1.18%
Community Development	-	-	-	10,129,076	10,129,076	0.00%
Police	70,445,701	73,202,240	69,220,152	71,987,525	2,767,373	4.00%
Fire	45,336,898	46,295,361	46,938,028	48,649,811	1,711,783	3.65%
Public Works	33,457,748	33,946,541	31,453,129	37,631,142	6,178,013	19.64%
Parks & Outdoors	-	-	-	11,992,412	11,992,412	0.00%
Early Learning	-	-	-	1,399,275	1,399,275	0.00%
City Planning	-	-	-	1,000,699	1,000,699	0.00%
Equity & Community Engagement	-	-	-	866,309	866,309	0.00%
Economic Development	-	-	-	1,420,458	1,420,458	0.00%
Innovation Delivery & Performance	-	-	-	2,219,455	2,219,455	0.00%
Economic & Community Dev.	7,858,049	8,415,028	10,543,033	-	(10,543,033)	-100.00%
Youth & Family Development	11,058,762	10,620,160	12,157,601	-	(12,157,601)	-100.00%
Transportation	10,663,738	10,778,219	9,467,987	-	(9,467,987)	-100.00%
Total General Fund	253,321,633	258,912,790	259,390,000	315,255,875	55,865,875	21.54%

(1) Includes capital appropriations from General Fund reserves of \$11,415,820 in FY19, \$6,000,000 in FY20, \$3,500,000 in FY21, and \$13,225,000 in FY22

Expenditures

General Government

FY 2022 Appropriation: \$99,634,235
% of General Fund: 32.99%
Growth From FY 21: \$31,891,747
Change: 47.08%

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, decisions reached by the Executive team, and hearings with the City Council. The major increase from FY 2021 is due to a \$31 million implementation of a new compensation plan to address staffing shortages and hiring challenges. Major appropriations in the General Government area year-to-year are:

Capital Improvements

FY 2022 Appropriation: \$13,225,000
% of General Fund: 4.20%
Growth From FY 21: \$9,725,000
Change: 277.86%

Funds are provided through the use of Reserves to the pay as you go capital. Capital Improvements increased 277.86% in FY22, the major increase coming from the appropriation to paving. The captial budget dedicates more than \$10 million for paving roads, which is a 58% increase over FY21.

CARTA Subsidy

FY 2022 Appropriation: \$5,800,000
% of General Fund: 1.84%
Change From FY 21: 0
Change: 0.00%

The City subsidizes 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 2022 Appropriation: \$7,130,586
% of General Fund: 2.26%
Growth From FY 21: \$339,552
Change: 5.00%

The Chattanooga Public Library's mission is to be the community's catalyst for lifelong learning. Where knowledge, quality information, technology access, and information resources are power - the Library empowers citizens of Chattanooga to achieve their goals, improve their minds, and enhance their quality of life. 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 \$7,130,586 for Operating costs.

Debt Service Fund

FY 2022 Appropriation	\$19,924,060
% of General Fund:	6.32%
Decrease From FY 21:	(368,429)
Change:	-1.82%

Funds are appropriated 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 FY22 decrease is in anticipation of issuing less debt for capital improvements and retirement of existing outstanding debt.

Information Technology

FY 2022 Appropriation:	\$14,822,020
% of General Fund:	4.70%
Growth From FY 21:	\$6,590,495
Change:	80.06%

Funds are provided for telecommunications and information technology for all City departments and some agencies. The increase in FY22 is due to the reorganization of departments. The Department of Transportation was eliminated and Smart Cities was moved to the Department of Information Technology.

Regional Planning Agency

FY 2022 Appropriation	\$2,003,633
% of General Fund:	0.64%
Change From FY21:	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 2022 Appropriation:	\$5,526,590
% of General Fund:	0.84%
Growth From FY 21:	\$1,181,624
Change:	80.75%

The Executive Branch consists of functions under direct control of the Office of the Mayor. New focus areas for FY 2022 are Community Health and Communications.

Department of Finance & Administration

FY 2022 Appropriation:	\$6,506,272
% of General Fund:	2.06%
Decrease From FY 21:	(405,814)
Change:	-5.87%

This department oversees all aspects of the City’s financial management. The major expenses for this department are personnel costs. Operating expenses decreased overall \$138,716, the major decrease coming from IT Maintenance as it relates to Socrata/ Open Gov.

Department of Human Resources

FY 2022 Appropriation:	\$3,067,616
% of General Fund :	.97%
Decrease From FY 21:	(36,563)
Change:	-1.18%

The department oversees the recruitment and hiring of all City personnel. The FY 2022 Human Resources budgets includes one new position - Retention Specialist.

Department of Community Development

FY 2022 Appropriation:	\$10,129,076
% of General Fund:	3.21%
Growth From FY 21:	\$10,129,076
Change:	0.00%

In addition to managing Chattanooga’s community centers, the newly created Department of Community Development will also include neighborhood services, codes enforcement and other assistance programs, and will coordinate with the Department of Economic Development on workforce-training assistance.

Department of Police

FY 2022 Appropriation:	\$71,987,525
% of General Fund:	22.83%
Growth From FY 21:	\$2,767,373
Change:	4.00%

Increase in funding comes from the reorganization of McKamey Animal Services at \$1,830,310 from the Department of Economic & Community Development. Additionally there was an increase of \$527,000 in IT Maintenance in licensing and support services. Fleet Leased Vehicles increased \$1,534,040 from FY 2021 due to full funding of the fleet program. These increases are offset by the reduction of 25 vacant police officer positions. Sworn personnel for Fiscal Year 2022 is at 475 positions. Non-Sworn personnel remains the same at 115 positions.

Department of Fire

FY 2022 Appropriation:	\$48,649,811
% of General Fund:	15.43%
Growth From FY 21:	\$1,711,783
Change:	3.65%

In FY22, the department received no new positions. Sworn personnel totals 443 positions with Non-Sworn totaling 16. The majority of the increase comes from operations, namely Vehicle Operating Expense, a \$843,104 increase from FY21, due to the full funding of the fleet program. Other increases include, On-the-Job Injury and On-the-Job Settlement Claims, which increased by \$110,000 and \$123,500, respectively.

Department of Public Works

FY 2022 Appropriation:	\$37,631,142
% of General Fund:	11.94%
Growth from FY 21:	\$6,178,013
Change:	19.64%

The Department of Public Works General Fund increased in FY 2022 due to the reorganization of the Department of Transportation. Public Works includes several divisions responsible for the city's infrastructure and other essential services such as: engineering, wastewater treatment, transportation, fleet management, and essential neighborhood services. Major increases comes from an 81.81% increase in Fleet Leased Vehicle, an 18.62% growth in Transfer Station Cost, and a 10.37% increase in Waste Disposal.

Department of Parks & Outdoors

FY 2022 Appropriation:	\$11,992,412
% of General Fund:	3.80%
Growth from FY 21:	\$11,992,412
Change:	0.00%

The newly created Department of Parks & Outdoors consolidates multiple missions and services from other agencies to create a more streamlined and functional parks department that is focused on outdoor activities. These include: parks planning, parks programming, parks maintenance, greenways and neighborhood connectivity, Outdoor Chattanooga, special events, outdoor recreations, and municipal golf courses.

Department of Early Learning

FY 2022 Appropriation:	\$1,399,275
% of General Fund:	0.44%
Growth from FY 21:	\$1,399,275
Change:	0.00%

The newly created Department of Early Learning manages Head Start and family child care navigators, as well as manage partnerships with Hamilton County Schools and early learning centers.

Department of City Planning

FY 2022 Appropriation:	\$1,000,699
% of General Fund:	0.32%
Growth from FY 21:	\$1,000,699
Change:	0.00%

The newly created Department of City Planning includes the Regional Planning Agency, transportation planning, strategic capital planning, and sustainability.

Department of Equity & Community Engagement

FY 2022 Appropriation:	\$866,309
% of General Fund:	0.27%
Growth from FY 21:	\$866,309
Change:	0.00%

The newly created Department of Equity & Community Engagement contains the Office of New Americans and will perform community engagement and outreach functions. The department also focuses on supplier diversity, as well as citywide diversity, equity, and inclusion initiatives.

Department of Economic Development

FY 2022 Appropriation:	\$1,420,458
% of General Fund:	0.45%
Growth from FY 21:	\$1,420,458
Change:	0.00%

The newly created Department Economic Development manages both economic and workforce development. real property, brownfield redevelopment, as well as arts, culture, and the creative economy.

Department of Innovation Delivery & Performance

FY 2022 Appropriation:	\$2,219,455
% of General Fund:	0.70%
Growth from FY 21:	\$2,219,455
Change:	0.00%

The newly created Department of Innovation Delivery & Performance oversees the 311 Call Center as well as the office Management & Open Data. This department also directs special citywide performance-improvement projectives (including code and ordinance reform), will ensure that recommendations from interal audits are implemented, and will expand transparency and accountability government-wide.

Department of Economic & Community Development

FY 2022 Appropriation:	\$0.00
% of General Fund:	0.00%
Change From FY 21:	(10,543,033)
Change:	-100.00%

The Department of Economic & Community Development was eliminated in the reorganization in FY 2022. This department was split between the Department of Community Development and Economic Development.

Department of Youth & Family Development

FY2022 Appropriation:	\$0.00
% of General Fund:	0.00%
Change from FY21:	(12,157,601)
Change:	-100.00%

The Department of Youth & Family Development eliminated in the reorganization in FY 2022. This department was split into two newly created department: Early Learning and Community Development.

Department of Transportation

FY2022 Appropriation:	\$0.00
% of General Fund:	0.00%
Change from FY21:	(9,467,987)
Change:	-100.00%

The Department of Transportation was eliminated in the reorganization in FY 2022. Transportation was combined with the Department of Public Works, and Smart Cities was combined with the Department of Information Technology.

Undesignated General Fund Revenue							
Source	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg	% of total
Property Taxes:							
Current Property Taxes	130,783,317	133,640,390	132,800,000	168,302,396	35,502,396	26.73%	55.72%
Interest & Penalty-Current Year	(173)	-	-	-	-	0.00%	0.00%
Interest & Penalty-Prior Year	1,325,070	1,271,555	1,375,000	1,300,000	(75,000)	-5.45%	0.43%
Prior Year Property Taxes	4,154,593	4,004,873	4,086,200	4,500,000	413,800	10.13%	1.49%
City Fee-Collection of Delinquent Taxes	239,657	220,058	219,500	237,100	17,600	8.02%	0.08%
Payments in Lieu of Taxes	11,853,040	12,414,788	12,238,100	12,253,739	15,639	0.13%	4.06%
Total Property Tax	\$ 148,355,505	\$ 151,551,665	\$ 150,718,800	\$ 186,593,235	35,874,435	23.80%	61.78%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	2,034,775	1,832,292	2,000,000	2,038,400	38,400	1.92%	0.67%
Franchise Taxes-Comcast	968,615	894,174	800,000	800,000	-	0.00%	0.26%
Franchise Taxes-Century Tel	5,714	4,553	5,000	2,000	(3,000)	-60.00%	0.00%
Franchise Taxes-AT&T Mobility	71,037	64,710	60,000	48,800	(11,200)	-18.67%	0.02%
Franchise taxes-Zayo Group	29,250	38,000	38,000	38,000	-	0.00%	0.01%
Franchise Taxes-EPB Fiber Optics	1,554,512	1,510,497	1,500,000	1,401,300	(98,700)	-6.58%	0.46%
Franchise Taxes-Application Fee	-	-	-	-	-	0.00%	0.00%
Corporate Excise Tax-State	360,244	1,247,590	335,000	1,275,000	940,000	280.60%	0.42%
Liquor Taxes	2,806,742	3,161,491	2,900,000	3,637,609	737,609	25.43%	1.20%
Beer Taxes	5,470,939	5,399,299	5,521,900	5,401,300	(120,600)	-2.18%	1.79%
Gross Receipts Tax	6,005,459	6,223,805	5,900,000	6,500,000	600,000	10.17%	2.15%
Local Litigation Taxes	2,470	1,969	2,300	2,600	300	13.04%	0.00%
Total Other Local Taxes	\$ 19,309,758	\$ 20,378,380	\$ 19,062,200	\$ 21,145,009	2,082,809	10.93%	7.00%
Licenses & Permits.:							
Motor Vehicle License	423,305	427,085	448,000	441,700	(6,300)	-1.41%	0.15%
Liquor by the Drink	157,415	190,495	150,000	163,300	13,300	8.87%	0.05%
Building Permits	1,874,936	1,825,775	1,500,000	1,866,400	366,400	24.43%	0.62%
Other Licenses,Permits, Fees	2,970,734	2,795,719	2,591,400	2,352,600	(238,800)	-9.22%	0.78%
Total Licenses & Permits	\$ 5,426,390	\$ 5,239,074	\$ 4,689,400	\$ 4,824,000	134,600	2.87%	1.60%
Fines, Forfeitures, & Penalties:							
City Court Fines	531,776	463,770	492,100	460,100	(32,000)	-6.50%	0.15%
Criminal Court Fines	103,018	116,158	81,100	90,700	9,600	11.84%	0.03%
Parking Ticket Fines	33,350	23,424	27,700	15,800	(11,900)	-42.96%	0.01%
Other Fines Forfeitures, & Penalties	3,576	7,508	3,300	2,600	(700)	-21.21%	0.00%
Total Fines, Forfeitures, & Penalties	\$ 671,720	\$ 610,861	\$ 604,200	\$ 569,200	(35,000)	-5.79%	0.19%
Investment Income							
Interest on Investments	3,385,315	3,630,615	1,800,800	400,000	(1,400,800)	-77.79%	0.13%
Sale of Back Tax Lots	252,653	-	161,700	100,000	(61,700)	-38.16%	0.03%
Sale of City Owned Property	77,800	-	-	-	-	0.00%	0.00%
Other Sales	470,989	285,042	290,000	330,300	40,300	13.90%	0.11%
Total Investment Income	\$ 4,186,757	\$ 3,915,657	\$ 2,252,500	\$ 830,300	(1,422,200)	-63.14%	0.27%

Continued on Next Page

Undesignated General Fund Revenue Source	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg	% of total
Revenue from Other Agencies							
Local Option Sales Taxes-GF	51,528,837	51,347,406	47,015,756	55,836,396	8,820,640	18.76%	18.49%
State Operations Funds COVID-19	-	212,310	2,500,000	-	(2,500,000)	-100.00%	0.00%
State Beer Tax	77,621	78,544	75,000	79,000	4,000	5.33%	0.03%
Hall Income Tax	1,902,862	731,005	1,200,000	-	(1,200,000)	-100.00%	0.00%
State Sales Tax	14,836,056	15,185,906	14,100,000	17,339,100	3,239,100	22.97%	5.74%
State Mixed Drink Tax	3,813,432	3,517,154	3,856,400	3,241,800	(614,600)	-15.94%	1.07%
State Gas Inspection Fees	332,933	332,885	331,200	331,200	-	0.00%	0.11%
State Maintenance of Streets	150,252	122,169	75,000	128,700	53,700	71.60%	0.04%
State Alcohol Beverage Tax	151,083	160,153	150,000	165,400	15,400	10.27%	0.05%
State-Special Training Funds	504,000	666,400	740,000	707,200	(32,800)	-4.43%	0.23%
State-Telecom Sales Tax	251,337	254,876	234,000	250,000	16,000	6.84%	0.08%
Ham.County-Ross Landing Plaza	1,575,319	1,366,242	1,649,844	1,516,700	(133,144)	-8.07%	0.50%
Miscellaneous	670,991	685,153	525,000	587,000	62,000	11.81%	0.19%
Total Revenue from Other Agencies	\$ 75,794,723	\$ 74,660,203	\$ 72,452,200	\$ 80,182,496	7,730,296	10.67%	26.55%
Service Charges:							
City Court Cost	201,338	163,087	141,600	148,000	6,400	4.52%	0.05%
Clerk's Fee	646,907	522,070	550,000	500,000	(50,000)	-9.09%	0.17%
State Court Cost	1,661	1,527	1,500	1,600	100	6.67%	0.00%
Service Charges	1,048,254	790,779	818,700	332,500	(486,200)	-59.39%	0.11%
Total Service Charges	\$ 1,898,159	\$ 1,477,463	\$ 1,511,800	\$ 982,100	(529,700)	-35.04%	0.33%
Miscellaneous Revenues:							
Indirect Cost	6,409,861	6,180,271	6,211,200	6,553,935	342,735	5.52%	2.17%
Other General Government Misc.	555,389	672,121	377,700	350,600	(27,100)	-7.18%	0.12%
Total Miscellaneous Revenues	\$ 6,965,250	\$ 6,852,392	\$ 6,588,900	\$ 6,904,535	315,635	4.79%	2.29%
Grand Totals	\$ 262,608,262	\$ 264,685,696	\$ 257,880,000	\$ 302,030,875	44,150,875	17.12%	100.00%

Undesignated General Fund Expenditure Summary	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg	% of Total
General Government & Agencies:							
AIM Center, Inc.	65,000	65,000	63,700	63,700	-	0.00%	0.02%
Air Pollution Control Board	270,820	270,820	270,820	270,820	-	0.00%	0.09%
Arts Build	275,000	275,000	266,250	266,250	-	0.00%	0.08%
Bessie Smith Cultural Center	80,000	80,000	120,000	95,000	(25,000)	-20.83%	0.03%
Bethlehem Center	65,000	65,000	63,700	63,700	-	0.00%	0.02%
CADAS (Council for Alcohol and Drug Abuse Services, Inc.)	-	-	25,000	25,000	-	0.00%	0.01%
CARTA	5,352,440	5,800,000	5,800,000	5,800,000	-	0.00%	1.84%
Chattanooga Area Food Bank	-	10,000	-	20,000	20,000	0.00%	0.01%
Chattanooga Area Urban League	120,000	132,000	132,000	132,000	-	0.00%	0.04%
Chattanooga Basketball	100,000	100,000	90,000	-	(90,000)	-100.00%	0.00%
Chattanooga Community Kitchen	-	-	-	70,000	70,000	0.00%	0.02%
Chattanooga Design Studio	50,000	100,000	200,000	200,000	-	0.00%	0.06%
Chattanooga Football Club Foundation	40,000	40,000	25,000	17,500	(7,500)	-30.00%	0.01%
Chattanooga Junior Golfers' Dev. Program	25,000	-	-	-	-	0.00%	0.00%
Chattanooga's Kids on the Block	20,000	-	-	-	-	0.00%	0.00%
Chattanooga Neighborhood Enterprises	689,249	720,751	705,000	705,000	-	0.00%	0.22%
Chattanooga Room in the Inn	25,000	25,000	24,000	24,000	-	0.00%	0.01%
Chattanooga State Community College	25,000	25,000	-	-	-	0.00%	0.00%
Children's Advocacy Center	65,000	65,000	63,700	63,700	-	0.00%	0.02%
Children's Home - Chambliss Shelter	350,000	350,000	350,000	350,000	-	0.00%	0.11%
Community Foundation Scholarships	100,000	100,000	160,000	-	(160,000)	-100.00%	0.00%
Community Haven	-	-	10,000	-	(10,000)	-100.00%	0.00%
Creative Discovery Museum	-	25,000	20,000	20,000	-	0.00%	0.01%
Enterprise South Nature Park	634,499	733,168	716,985	877,820	160,835	22.43%	0.28%
Family Promise of Greater Chattanooga	175,000	495,000	400,000	-	(400,000)	-100.00%	0.00%
Friends of the Zoo	18,750	20,000	20,000	-	(20,000)	-100.00%	0.00%
Fortwood Center (Helen Ross McNabb)	77,500	62,000	60,760	60,760	-	0.00%	0.02%
Girls, Inc	110,000	91,000	82,000	-	(82,000)	-100.00%	0.00%
Goodwill	7,500	22,500	15,000	10,000	(5,000)	-33.33%	0.00%
Greater Chattanooga Sports Comm	100,000	100,000	80,000	100,000	20,000	25.00%	0.03%
Green Spaces	25,000	25,000	20,000	-	(20,000)	-100.00%	0.00%
Habitat for Humanity	40,000	40,000	35,000	40,000	5,000	14.29%	0.01%
Heritage Hall Fund	74,725	79,266	79,266	76,985	(2,281)	-2.88%	0.02%
Homeless Coalition	70,000	70,000	70,000	70,000	-	0.00%	0.02%
Joe Johnson Mental Health	60,000	60,000	58,800	58,800	-	0.00%	0.02%
LaPaz Chattanooga	50,000	50,000	49,000	49,000	-	0.00%	0.02%
Launch	-	30,000	27,500	52,500	25,000	90.91%	0.02%
Lookout Mountain Conservancy	20,000	16,250	12,000	12,000	-	0.00%	0.00%
Orange Grove	106,000	53,000	106,000	106,000	-	0.00%	0.03%
Pathway Lending	-	-	-	50,000	50,000	0.00%	0.02%
Partnership/Rape Crisis	65,000	65,000	63,700	63,700	-	0.00%	0.02%
Public Library	6,545,000	6,791,034	6,791,034	7,130,586	339,552	5.00%	2.26%
Regional Planning Agency	2,003,663	2,003,663	2,003,663	2,003,663	-	0.00%	0.64%
Signal Center	275,000	895,230	1,025,000	875,000	(150,000)	-14.63%	0.28%
Southeast Tennessee Development District	-	-	300,000	-	(300,000)	-100.00%	0.00%
Speech & Hearing Center	67,700	67,700	67,700	67,700	-	0.00%	0.02%
Tech Town Foundation	40,000	30,000	-	-	-	0.00%	0.00%
Tennessee Golf Foundation	-	18,750	24,000	-	(24,000)	-100.00%	0.00%
Tennessee Riverpark	1,288,802	1,234,869	1,366,076	1,347,455	(18,621)	-1.36%	0.43%
The Forgotten Child Fund	-	-	75,000	-	(75,000)	-100.00%	0.00%
United Way of Greater Chattanooga	460,000	356,980	500,000	325,000	(175,000)	-35.00%	0.10%
WTCI -TV 45	93,000	93,000	80,000	80,000	-	0.00%	0.03%
Office of Family Empowerment	1,259,643	1,334,643	1,334,643	1,359,693	25,050	1.88%	0.43%
Audits, Dues & Surveys	125,473	114,680	175,000	175,000	-	0.00%	0.06%
Capital Improvements	11,415,820	6,000,000	3,500,000	13,225,000	9,725,000	277.86%	4.20%
City Attorney/Operations	1,565,233	1,639,104	1,709,716	1,816,328	106,612	6.24%	0.58%
City Attorney Liability Insurance Fund	800,000	2,500,000	400,000	1,000,000	600,000	150.00%	0.32%
City Code Revision	12,508	7,601	15,000	15,000	-	0.00%	0.00%
City Council	685,747	693,460	831,784	885,706	53,922	6.48%	0.28%
City Judges Division 1	523,895	539,574	560,758	525,467	(35,291)	-6.29%	0.17%
City Judges Division 2	484,412	501,122	512,721	500,488	(12,233)	-2.39%	0.16%
Contingency Fund	587,674	541,000	3,416,709	31,389,205	27,972,496	818.70%	9.96%
HCS-EdConnect	-	-	1,500,000	-	(1,500,000)	-100.00%	0.00%
Debt Service Fund	24,687,712	20,940,110	20,292,489	19,924,060	(368,429)	-1.82%	6.32%
Education Contribution per TCA 57-4-306	1,901,716	1,763,577	1,930,000	1,500,000	(430,000)	-22.28%	0.48%
ESJP Administration	2,538	2,593	6,000	6,000	-	0.00%	0.00%
Election Expense	33,268	-	250,000	25,000	(225,000)	-90.00%	0.01%
Information Technology	7,420,377	7,784,798	8,231,525	14,822,020	6,590,495	80.06%	4.70%
Internal Audit	664,854	687,805	721,088	721,770	682	0.09%	0.23%
Intergovernmental Relations	302,357	242,003	285,000	285,000	-	0.00%	0.09%
Purchasing	911,420	905,191	960,084	889,859	(70,225)	-7.31%	0.28%
EPB Prgm (Low Income Renovations for Energy Efficiencies	-	-	-	300,000	300,000	0.00%	0.10%
Renewal & Replacement	1,143,779	912,441	700,000	1,000,000	300,000	42.86%	0.32%

Undesignated General Fund Expenditure Summary							
	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg	% of Total
T.A.P (tuition & books)	12,203	5,000	25,000	25,000	-	0.00%	0.01%
Unemployment Insurance	23,740	40,487	40,000	150,000	110,000	275.00%	0.05%
Water Quality Management Fee	531,142	598,820	632,741	675,000	42,259	6.68%	0.21%
311 Call Center	675,735	672,632	684,576	-	(684,576)	-100.00%	0.00%
Total	\$ 75,895,894	\$ 70,178,622	\$ 71,232,488	\$ 112,859,235	\$ 41,626,747	58.44%	35.80%
Executive Branch:							
Mayor's Office	1,599,471	1,667,607	1,463,377	2,645,001	1,181,624	80.75%	0.84%
Multicultural Affairs	277,378	374,617	387,940	-	(387,940)	-100.00%	0.00%
Mayor Community Health	-	-	-	2,000,477	2,000,477	0.00%	0.63%
Family Justice Center	-	-	-	533,138	533,138	0.00%	0.17%
Mayor Communications	-	-	-	347,974	347,974	0.00%	0.11%
Total	\$ 1,876,849	\$ 2,042,224	\$ 1,851,317	\$ 5,526,590	\$ 3,675,273	198.52%	1.75%
Department of Finance & Administration							
Finance Office	2,880,833	3,278,723	3,156,520	3,219,548	63,028	2.00%	1.02%
City Treasurer	1,299,843	1,552,791	1,068,203	1,575,827	507,624	47.52%	0.50%
City Court Clerk's Office	1,189,027	1,174,879	1,385,981	1,314,584	(71,397)	-5.15%	0.42%
Delinquent Tax	139,390	142,212	168,000	183,000	15,000	8.93%	0.06%
Capital Planning	187,644	191,547	201,951	-	(201,951)	-100.00%	0.00%
Office of Performance Management	219,035	412,393	431,431	-	(431,431)	-100.00%	0.00%
Finance Grants and Opportunities	-	-	-	213,313	-	0.00%	-
City General Tax Revenue (Trustee Fee) ⁽¹⁾	4,617	-	500,000	-	(500,000)	-100.00%	0.00%
Total	\$ 5,920,389	\$ 6,752,545	\$ 6,912,086	\$ 6,506,272	\$ (405,814)	-5.87%	2.06%
Department of Human Resources:							
Administration	1,547,051	2,018,913	1,864,082	2,240,400	376,318	20.19%	0.71%
Physicals	9,860	7,830	20,000	15,000	(5,000)	-25.00%	0.00%
Employee's Insurance Office	368,949	393,507	378,362	395,699	17,337	4.58%	0.13%
Safety Programs	125,598	129,219	395,315	133,137	(262,178)	-66.32%	0.04%
Employee Training	93,967	50,651	346,420	99,900	(246,520)	-71.16%	0.03%
Job Injury Administration	78,000	81,731	100,000	183,480	83,480	83.48%	0.06%
Total	\$ 2,223,425	\$ 2,681,851	\$ 3,104,179	\$ 3,067,616	(36,563)	-1.18%	0.97%
Department of Community Development:							
Administration	-	-	-	246,192	246,192	0.00%	0.08%
Recreation Centers	-	-	-	5,841,375	5,841,375	0.00%	1.85%
Programs	-	-	-	2,119,408	2,119,408	0.00%	0.67%
Code Enforcement Office	-	-	-	1,922,101	1,922,101	0.00%	0.61%
Total	\$ -	\$ -	\$ -	\$ 10,129,076	\$ 10,129,076	0.00%	3.21%
Department of Police:	\$ 70,445,701	\$ 73,202,240	\$ 69,220,152	\$ 71,987,525	2,767,373	4.00%	22.83%
Department of Fire:	\$ 45,336,898	\$ 46,295,361	\$ 46,938,028	\$ 48,649,811	1,711,783	3.65%	15.43%
Department of Public Works:							
Administration	1,681,065	1,495,796	662,788	327,716	(335,072)	-50.55%	0.10%
City Engineer	1,474,157	1,585,489	1,525,889	1,561,453	35,564	2.33%	0.50%
Field Surveyors	224,809	156,257	190,271	177,167	(13,104)	-6.89%	0.06%
City Wide Services	5,703,510	5,988,159	5,768,142	6,254,642	486,500	8.43%	1.98%
Utilities	162,148	174,379	152,543	172,301	19,758	12.95%	0.05%
Solid Waste Disposal	6,306,148	4,968,991	4,741,200	5,304,000	562,800	11.87%	1.68%
Municipal Forestry	885,700	901,864	1,044,108	955,542	(88,566)	-8.48%	0.30%
Waste Pickup - Brush	1,398,530	3,566,176	1,327,963	1,445,974	118,011	8.89%	0.46%
Waste Pickup -Garbage, Trash Flash & Recyc	5,807,722	5,595,354	5,549,741	7,015,451	1,465,710	26.41%	2.23%
Parks Maintenance	5,986,619	5,281,628	6,315,354	-	(6,315,354)	-100.00%	0.00%
PW Transportation	-	-	-	7,878,753	7,878,753	0.00%	2.50%
Traffic Engineering Admin	-	-	-	142,210	142,210	0.00%	0.05%
Land Development Office	-	-	-	3,184,211	3,184,211	0.00%	1.01%
Facilities Management	202,987	255,960	599,703	798,075	198,372	33.08%	0.25%
YFD Facilities Maintenance	-	-	-	171,500	171,500	0.00%	0.05%
Mailroom	115,803	83,556	53,988	88,467	34,479	63.86%	0.03%
Office of Sustainability	113,156	118,025	117,072	-	(117,072)	-100.00%	0.00%
Building Maintenance	1,914,445	2,463,988	1,978,366	2,108,180	129,814	6.56%	0.67%
Storage on Main Street	53,454	64,401	25,000	44,500	19,500	78.00%	0.01%
Farmer's Market Operations	1,003	3,000	1,000	1,000	-	0.00%	0.00%
Chattanooga Zoo	675,208	744,796	675,000	-	(675,000)	-100.00%	0.00%
Tivoli Theatre	674,278	444,411	725,000	-	(725,000)	-100.00%	0.00%
Memorial Auditorium	77,006	54,311	-	-	-	0.00%	0.00%
Total	\$ 33,457,748	\$ 33,946,541	\$ 31,453,129	\$ 37,631,142	\$ 6,178,013	19.64%	11.94%
Department of Parks & Outdoors:							
Administration	-	-	-	915,463	915,463	0.00%	0.29%
Supportive Services	-	-	-	803,324	803,324	0.00%	0.25%
Sports	-	-	-	432,599	432,599	0.00%	0.14%
Aquatics	-	-	-	375,878	375,878	0.00%	0.12%
Champions Club	-	-	-	396,912	396,912	0.00%	0.13%
Summit of Softball	-	-	-	527,979	527,979	0.00%	0.17%
Summer Camp	-	-	-	277,427	277,427	0.00%	0.09%
Therapeutic Programs	-	-	-	336,828	336,828	0.00%	0.11%
Outdoor Chattanooga	-	-	-	575,134	575,134	0.00%	0.18%
Parks Admin	-	-	-	968,574	968,574	0.00%	0.31%
Special Events	-	-	-	379,963	379,963	0.00%	0.12%
Parks Maintenance	-	-	-	5,252,331	5,252,331	0.00%	1.67%
Chattanooga Zoo at Warner Park	-	-	-	750,000	750,000	0.00%	0.24%
Total	\$ -	\$ -	\$ -	\$ 11,992,412	\$ 11,992,412	0.00%	3.80%

Undesignated General Fund Expenditure Summary							
	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg	% of Total
Department of Early Learning:							
Administration	-	-	-	1,154,993	1,154,993	0.00%	0.37%
Youth Development	-	-	-	36,900	36,900	0.00%	0.01%
Education	-	-	-	207,382	207,382	0.00%	0.07%
Total	\$ -	\$ -	\$ -	\$ 1,399,275	1,399,275	0.00%	0.44%
Department of City Planning:							
Administration	-	-	-	733,865	733,865	0.00%	0.23%
Strategic Capital Planning	-	-	-	194,555	194,555	0.00%	0.06%
Sustainability	-	-	-	72,279	72,279	0.00%	0.02%
Total	\$ -	\$ -	\$ -	\$ 1,000,699	1,000,699	0.00%	0.32%
Department of Equity & Community Engagement:							
Administration	-	-	-	866,309	866,309	0.00%	0.27%
Total	\$ -	\$ -	\$ -	\$ 866,309	866,309	0.00%	0.27%
Department of Economic Development:							
Administration	-	-	-	772,008	772,008	0.00%	0.24%
Economic Development	-	-	-	86,473	86,473	0.00%	0.03%
Back Tax Properties Abatement	-	-	-	90,256	90,256	0.00%	0.03%
Workforce Development	-	-	-	116,780	116,780	0.00%	0.04%
Arts & Culture	-	-	-	354,941	354,941	0.00%	0.11%
Total	\$ -	\$ -	\$ -	\$ 1,420,458	1,420,458	0.00%	0.45%
Department of Innovation Delivery & Performance:							
Administration	-	-	-	516,596	516,596	0.00%	0.16%
Office of Performance Management	-	-	-	658,703	658,703	0.00%	0.21%
311 Call Center	-	-	-	1,044,156	1,044,156	0.00%	0.33%
Total	\$ -	\$ -	\$ -	\$ 2,219,455	2,219,455	0.00%	0.70%
Dept of Economic & Community Dev:							
Administration	981,913	1,153,928	618,638	-	(618,638)	-100.00%	0.00%
Affordable Housing Program	95,726	84,943	-	-	-	0.00%	0.00%
Grants Administration	-	-	-	-	-	0.00%	0.00%
Neighborhood Services	346,493	285,687	396,063	(396,063)	-100.00%	0.00%	
Economic Development	328,252	481,333	476,553	(476,553)	-100.00%	0.00%	
Animal Services	-	-	1,777,000	(1,777,000)	-100.00%	0.00%	
Homeless Outreach Program	262,723	633,318	863,083	(863,083)	-100.00%	0.00%	
Community and Neighborhood Relations	-	-	-	-	-	0.00%	0.00%
Code Enforcement Office	1,693,745	1,581,869	2,066,690	(2,066,690)	-100.00%	0.00%	
Outdoor Chattanooga	770,909	896,350	923,600	(923,600)	-100.00%	0.00%	
Trust for Public Land	-	-	-	-	-	0.00%	0.00%
Riverpark Art Maint & Mgmt	155,451	155,776	193,851	(193,851)	-100.00%	0.00%	
Land Development Office	3,012,970	3,051,235	3,089,180	(3,089,180)	-100.00%	0.00%	
Board of Plumbing Examiners	821	154	2,100	(2,100)	-100.00%	0.00%	
Board of Electrical Examiners	2,251	729	5,650	(5,650)	-100.00%	0.00%	
Board of Mechanical Examiners	78	825	1,850	(1,850)	-100.00%	0.00%	
Board of Gas Fitters	660	93	1,850	(1,850)	-100.00%	0.00%	
Board of Appeals & Variances	14,668	7,073	11,925	(11,925)	-100.00%	0.00%	
Home Repair Program	-	10,168	15,000	(15,000)	-100.00%	0.00%	
Abatement & Demolition	101,671	71,547	100,000	(100,000)	-100.00%	0.00%	
Real Estate Office	89,718	-	-	-	-	0.00%	0.00%
Total	\$ 7,858,049	\$ 8,415,028	\$ 10,543,033	\$ -	(10,543,033)	-100.00%	0.00%
Department of Youth & Family Dev:							
Administration	1,977,402	2,433,938	2,093,950	-	(2,093,950)	N/A	0.00%
Recreation Support Services	822,997	753,639	795,271	-	(795,271)	N/A	0.00%
Programs	3,433,928	2,353,206	3,231,991	-	-	N/A	0.00%
Recreation Facilities	789,374	843,886	807,043	-	(807,043)	N/A	0.00%
Recreation Centers	4,035,061	4,235,491	4,183,592	-	(4,183,592)	N/A	0.00%
Community Resilience	-	-	1,045,754	-	(1,045,754)	N/A	0.00%
Total	\$ 11,058,762	\$ 10,620,160	\$ 12,157,601	\$ -	\$ (12,157,601)	N/A	0.00%
Department of Transportation:							
Traffic Engineering Admin	531,235	70,227	-	-	-	N/A	0.00%
Street Lighting	1,177	5,000	-	-	-	N/A	0.00%
Smart Cities Operations	4,418,764	4,632,818	5,597,423	-	(5,597,423)	N/A	0.00%
Complete Streets	484,176	998,715	1,331,847	-	(1,331,847)	N/A	0.00%
Traffic Operations	4,157,890	4,314,642	2,268,756	-	(2,268,756)	N/A	0.00%
Transportation Admin	583,316	533,888	269,961	-	(269,961)	N/A	0.00%
Engineering	487,180	222,929	-	-	-	N/A	0.00%
Paving	-	-	-	-	-	N/A	0.00%
Total	\$ 10,663,738	\$ 10,778,219	\$ 9,467,987	\$ -	\$ (9,467,987)	N/A	0.00%
Expenditure Total	\$ 264,737,453	\$ 264,912,791	\$ 262,880,000	\$ 315,255,875	52,375,875	19.92%	100.00%



Special Revenue Funds

Fund Structure

Fiscal Year Ending June 30, 2022

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, Social Services, Economic Development, Narcotics, Federal Asset Forfeiture, Community Development, Hotel/Motel Occupancy Tax Fund, Automated Traffic Enforcement, 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. For fiscal year ending June 30, 2021 the budgeted and unaudited revenue and expenses are in the table below. The FY2022 Budget for revenues and expenses is provided in the graphs below.

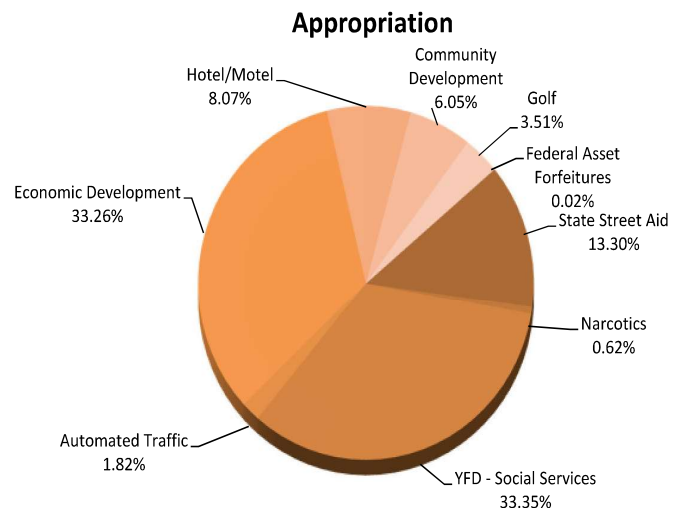
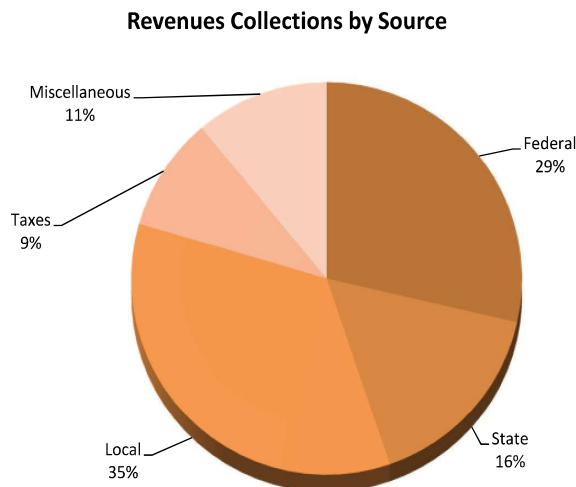
FY 21 Results	Budget Rev & Exp	Unaudited Actual Rev	Unaudited Actual Exp
State Street Aid	7,657,082	6,059,813	6,275,874
YFD - Social Services*	19,409,918	16,934,725	16,724,684
Economic Development Fund	27,290,495	20,826,945	27,038,290
Narcotics	425,000	3,396,474	342,264
Federal Asset Forfeiture Fund	300,000	10,128	-
Hotel/Motel Tax Fund	4,038,631	6,240,025	4,060,798
Community Development Fund	3,686,257	2,948,357	2,887,971
Municipal Golf Course	1,696,461	2,291,592	1,910,258
Automated Traffic Enforcement ¹	1,010,004	843,282	888,451
Total Special Revenue Fund	65,513,848	59,551,342	60,128,591

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

¹ Use of Fund Balance

FY 2022 Revenue & Appropriation by Fund

\$58,296,046

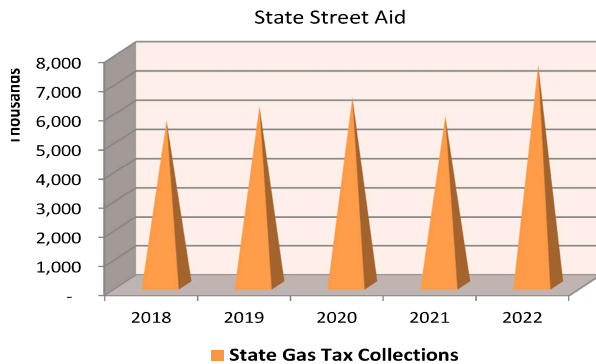


Special Revenue Fund Summary	Actual 19	Actual 20	Budget 21	Budget 22	Budget Inc(Dec)	% chg
REVENUES						
State Street Aid	6,023,381	6,103,238	5,800,000	7,555,000	1,755,000	30.26%
YFD - Social Services	18,169,218	18,408,822	19,409,918	18,951,462	(458,456)	-2.36%
Economic Development Fund	21,849,769	24,975,895	27,290,495	18,900,000	(8,390,495)	-30.75%
Narcotics	295,601	427,764	425,000	350,000	(75,000)	-17.65%
Federal Asset Forfeiture Fund	93,160	30,215	25,000	10,000	(15,000)	-60.00%
Hotel/Motel Tax Fund	7,588,058	6,688,404	5,300,254	6,059,948	759,694	14.33%
Community Development Fund	2,449,978	3,052,765	3,686,257	3,439,327	(246,930)	-6.70%
Municipal Golf Course	2,123,876	2,127,837	1,696,461	1,997,181	300,720	17.73%
Automated Traffic Enforcement	659,653	714,134	638,500	1,033,128	394,628	61.81%
Total Special Revenue Fund	59,252,695	62,529,075	64,271,885	58,296,046	(5,975,839)	-9.30%

Revenues

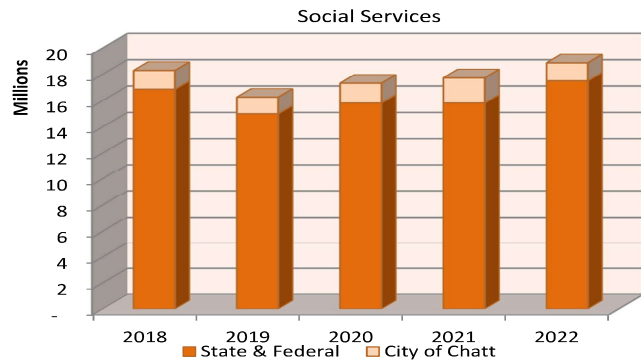
State Street Aid

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. This Act enhanced 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 \$160,000 from FY21 to FY22. The allocation to cities is based on per capita and set annually by the Tennessee State Legislature. The revenue trend has been increasing slightly, however, a slight decrease occurred in FY21 due to the impact of COVID-19 - this decrease is not expected to continue in FY22.



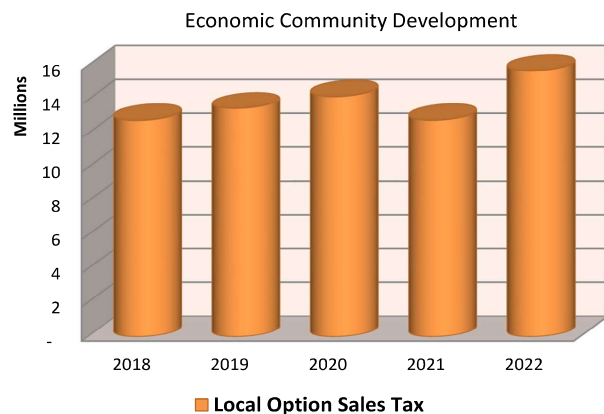
Social Services Fund

YFD - Social Services receives Federal, State, and City appropriations as well as some program fees. The City’s funding has remained the same as FY21. FY21 budget was \$19,409,918 while FY22 budget totals \$18,951,462, a 2.36% decrease over the previous year’s budget. FY22 budget is only 2.95% over FY20 Actual. Overall, the fund has a 0.52% increase resulting from non-City revenue sources.



Economic Development Fund

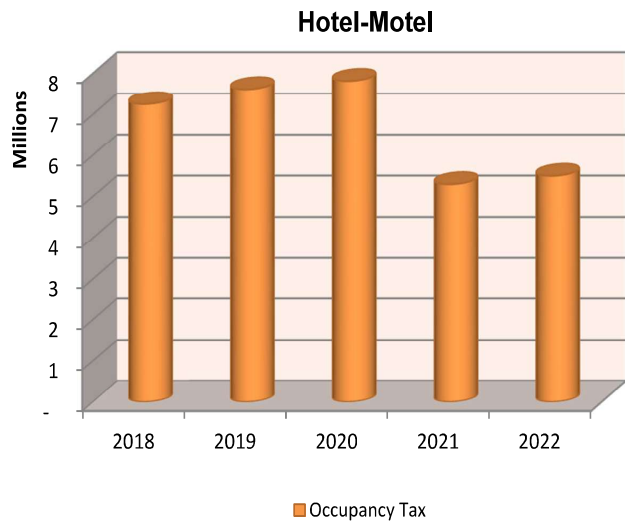
In August 1997, the citizens of Chattanooga approved a half-percent tax on retail sales in the city. Revenues from this tax were shared on a 50/50 basis for education and economic development. In a county-wide election in February 2004, the residents of Hamilton County voted to increase the county-wide local option tax rate from 1.75% to 2.25%, thereby repealing the city-only 1/2% tax. The additional taxes generated by the 1/2% increase in the county-wide taxes 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 a situs basis. The education component is distributed directly to the Hamilton County Department of Education. Local Option Sales Tax budget has increased from \$17,290,495 in FY21 to \$18,900,000 in FY22, an increase of 9.31%.



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%.

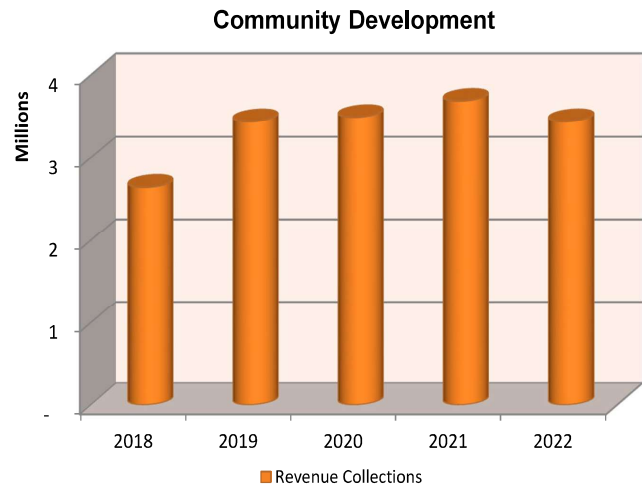
The FY22 budgeted revenue totals \$6,059,948, which is \$628,456 lower than the FY20 Actual totals of \$6,688,404. This decline is primarily due to the impact COVID-19 has had on the tourism industry in the Chattanooga area.



Community Development

Annual funding is allocated by the U.S. Department of Housing and Urban Development. Amounts awarded fluctuate each year.

The FY22 budgeted revenue totals \$3,439,327, which is a 6.70% decrease over FY21.



Municipal Golf Course Fund

Revenues come mainly from green fees and golf cart rentals. Overall, estimated revenues are expected to be \$1,997,181 which is 17.73% increase over FY21.

Automated Traffic Enforcement Fund

Revenues comes primarily from automated traffic and speeding fines. The FY22 revenues are estimated at \$1,033,128 - an increase of \$394,628 over FY21.

Narcotics Fund

Revenues come mainly from confiscated funds which include forfeited cash and proceeds from the sale of items seized. Federal and State funds are also received. FY22 budgeted revenue totals \$350,000, a decrease of 17.65% from FY21's budgeted revenues of \$425,000. Revenue fluctuates from year to year based on police drug investigations and activities.

Federal Asset Forfeiture Fund

Revenues come mainly from Federal Funds. Both FY19 & FY20 had no appropriated budget. For FY21 budgeted revenues total \$25,000. For FY22 budgeted revenues are expected to decrease to \$10,000.

Special Expenditure Fund Summary	Actual 19	Actual 20	Budget 21	Budget 22	Budget Inc(Dec)	% chg
EXPENDITURES						
State Street Aid	5,690,502	5,260,636	7,657,082	7,555,000	(102,082)	-1.33%
YFD - Social Services	18,309,178	18,454,547	19,409,918	18,951,462	(458,456)	-2.36%
Economic Development Fund	21,211,934	27,426,359	27,290,495	18,900,000	(8,390,495)	-30.75%
Narcotics	152,828	155,601	425,000	350,000	(75,000)	-17.65%
Federal Asset Forfeiture Fund	250,000	-	300,000	10,000	(290,000)	-96.67%
Hotel/Motel Tax Fund	10,788,530	3,797,477	4,038,631	4,586,848	548,217	13.57%
Community Development Fund	1,809,728	2,744,660	3,686,257	3,439,327	(246,930)	-6.70%
Municipal Golf Course	1,809,726	1,867,929	1,696,461	1,997,181	300,720	17.73%
Automated Traffic Enforcement	733,062	470,731	1,010,004	1,033,128	23,124	2.29%
Total Special Expenditure Fund	60,755,489	60,177,940	65,513,848	56,822,946	(8,690,902)	-13.27%

Expenditures

State Street Aid

State gasoline fuel tax distribution is collected in this fund and used for major street improvements and construction in the Chattanooga area, per State of Tennessee guidelines. The primary uses of these funds are personnel, vehicle, road repair, and construction costs. Expenses for FY22 are estimated to decrease \$102,082 from FY21. In FY22, there is \$2,555,000 set aside for Capital Projects.

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’s overall expenses. Social Services expenses in FY22 are estimated to decrease 2.36%. The Headstart Program has increased 3.66% from FY21.

Economic Development Fund

There is an overall decrease of 30.75% in FY22 due to the decrease in appropriation to Capital. During FY22, \$7,161,271 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 the purchase of surveillance equipment, drug identification kits, maintenance on narcotics officers’ vehicles, and payment to informants. Funds can also be used for local drug treatment and educational programs. In FY22 estimated expenses decreased to \$350,000 from \$425,000 in FY21.

Hotel-Motel Occupancy Privilege Tax Fund

This tax is used to fund improvements in the downtown and riverfront area to encourage tourism and enhance the 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 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. In FY21 there is \$500,000 appropriated for capital.

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 as 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 FY22 are expected to decrease 6.70% from FY21.

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 FY22 are estimated to increase approximately 17.73% from FY21.

Automated Traffic Enforcement Fund

These funds are used to account for automated traffic enforcement operations. Expenses for FY22 are estimated to increase 2.29% from FY21.

Special Revenue Revenue Summary	Actual 19	Actual 20	Budget 21	Budget 22	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
State of Tennessee	5,870,672	5,932,727	5,800,000	5,960,000	160,000	2.76%	10.22%
State Maintenance of Streets	78,958	25,346	-	-	-	N/A	0.00%
Other (EPA, FEMA, TEMA)	73,752	145,166	-	-	-	N/A	0.00%
Fund Balance	-	-	-	1,595,000	1,595,000	N/A	2.74%
Total State Street Aid	\$ 6,023,382	\$ 6,103,239	\$ 5,800,000	\$ 7,555,000	\$ 1,755,000	30.26%	12.96%
YFD - Social Services (Fund 2030)							
Federal - State Grants	16,482,384	16,762,901	17,501,428	17,591,769	90,341	0.52%	30.18%
City of Chattanooga	1,259,643	1,334,643	1,908,490	1,359,693	(548,797)	-28.76%	2.33%
Miscellaneous	427,191	311,278	-	-	-	N/A	0.00%
Total YFD - Social Services	\$ 18,169,218	\$ 18,408,822	\$ 19,409,918	\$ 18,951,462	\$ (458,456)	-2.36%	32.51%
Economic Development (Fund 1111)							
Local Option Sales Tax	21,849,769	24,975,895	17,290,495	18,900,000	1,609,505	9.31%	32.42%
Fund Balance	-	-	10,000,000	-	(10,000,000)	-100%	0.00%
Total Economic Development	\$ 21,849,769	\$ 24,975,895	\$ 27,290,495	\$ 18,900,000	\$ (8,390,495)	-30.75%	32.42%
Narcotics (Fund 9250)							
Confiscated Narcotics Funds	261,063	394,409	395,000	230,000	(165,000)	-41.77%	0.39%
Fines, Forfeitures and Penalties	-	33,355	-	-	-	-	-
Other	34,538	-	30,000	20,000	(10,000)	-33.33%	0.03%
Fund Balance	-	-	-	100,000	100,000	N/A	0.17%
Total Narcotics	\$ 295,601	\$ 427,764	\$ 425,000	\$ 350,000	\$ (75,000)	-17.65%	0.60%
Fed. Asset Forfeitures (Fund 9252)							
Federal	87,604	23,401	25,000	10,000	(15,000)	N/A	0.02%
Other	5,556	6,814	-	-	-	-60%	0.00%
Total Fed. Asset Forfeitures	\$ 93,160	\$ 30,215	\$ 25,000	\$ 10,000	\$ (15,000)	-60.00%	0.02%
Hotel/Motel Tax (Fund 2070)							
Occupancy Tax	7,585,445	6,309,081	5,300,254	5,500,438	200,184	3.78%	9.44%
Short Term Vacation Rentals	-	379,323	-	546,250	546,250	N/A	0.94%
Short Term Vacation Rental Int & Pen	-	-	-	1,560	1,560	N/A	0.00%
Interest Income	2,613	-	-	11,700	11,700	N/A	0.02%
Total Hotel/Motel Tax	\$ 7,588,058	\$ 6,688,404	\$ 5,300,254	\$ 6,059,948	\$ 759,694	14.33%	10.40%
Community Development (Fund 2060) <i>(includes HOME program)</i>							
Federal	1,427,496	2,058,221	2,724,257	2,536,211	(188,046)	-6.90%	4.35%
Miscellaneous/Program	1,022,482	994,544	962,000	903,116	(58,884)	-6.12%	1.55%
Total Community Development	\$ 2,449,978	\$ 3,052,765	\$ 3,686,257	\$ 3,439,327	\$ (246,930)	-6.70%	5.90%
Total Municipal Golf Course (1105)	\$ 1,809,726	\$ 2,127,837	\$ 1,696,461	\$ 1,997,181	\$ 300,720	17.73%	3.43%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic & Speeding Fines	658,571	714,134	638,500	700,000	61,500	9.63%	1.20%
Other	1,079	-	-	-	-	N/A	0.00%
Use of Fund Balance	-	-	-	333,128	333,128	N/A	0.57%
Total Automated Traffic Enforcement	\$ 659,650	\$ 714,134	\$ 638,500	\$ 1,033,128	\$ 394,628	61.81%	1.77%
Grand Total	\$ 58,938,542	\$ 62,529,075	\$ 64,271,885	\$ 58,296,046	\$ (5,975,839)	-9.30%	100.00%

Special Revenue Expenditure Summary	Actual 19	Actual 20	Budget 21	Budget 22	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
Street Maintenance	5,690,502	5,260,636	7,657,082	7,555,000	(102,082)	-1.33%	13.30%
Total State Street Aid	\$ 5,690,502	\$ 5,260,636	\$ 7,657,082	\$ 7,555,000	\$ (102,082)	-1.33%	13.30%
YFD - Social Services (Fund 2030)							
Administration	1,338,002	1,441,984	1,770,706	1,241,371	(529,335)	-29.89%	2.18%
Headstart	12,678,140	12,868,155	13,173,111	13,655,329	482,218	3.66%	24.03%
Daycare	24,980	-	-	-	-	N/A	0.00%
Foster Grandparents	487,433	515,985	541,011	553,345	12,334	2.28%	0.97%
LIHEAP	2,965,489	3,143,269	3,035,215	2,808,559	(226,656)	-7.47%	4.94%
Community Service Block Grant	713,662	515,690	839,825	642,808	(197,017)	-23.46%	1.13%
YFD - Social Services Programs	58,233	(46,248)	25,050	25,050	-	0.00%	0.04%
City General Relief	17,046	9,099	25,000	25,000	-	0.00%	0.04%
Other	26,193	6,613	-	-	-	N/A	0.00%
Total YFD - Social Services	\$ 18,309,178	\$ 18,454,547	\$ 19,409,918	\$ 18,951,462	\$ (458,456)	-2.36%	33.35%
Economic Development (Fund 1111)							
Capital Projects_Economic Development	10,247,800	8,000,000	8,000,000	9,000,000	1,000,000	12.50%	15.84%
Approp to Capital From Fund Balance	-	10,000,000	10,000,000	-	(10,000,000)	-100.00%	0.00%
Enterprise Center	1,002,500	1,002,500	987,500	916,000	(71,500)	-7.24%	1.61%
Enterprise Center-Innovation District & Innovation Center	850,000	-	-	-	-	N/A	0.00%
Chattanooga Chamber of Commerce	450,000	450,000	450,000	450,000	-	0.00%	0.79%
Chamber of Comm Marketing-Enterprise South	75,000	75,000	75,000	75,000	-	0.00%	0.13%
Commission to Hamilton County	164,630	167,248	127,905	251,729	123,824	96.81%	0.44%
Agency Appropriations	765,750	956,000	776,000	1,046,000	270,000	34.79%	1.84%
Lease Payments	467,328	-	2,374,090	3,961,271	1,587,181	66.85%	6.97%
TDZ transfer to CDRC to Cover Debt	7,188,926	6,775,611	4,500,000	3,200,000	(1,300,000)	-28.89%	5.63%
Total Economic Development	\$ 21,211,934	\$ 27,426,359	\$ 27,290,495	\$ 18,900,000	\$ (8,390,495)	-30.75%	33.26%
Narcotics (Fund 9250)							
Operations	152,828	155,601	425,000	350,000	(75,000)	-17.65%	0.62%
Total Narcotics	\$ 152,828	\$ 155,601	\$ 425,000	\$ 350,000	\$ (75,000)	-17.65%	0.62%
Fed. Asset Forfeitures (Fund 9252)							
Operations	250,000	-	300,000	10,000	(290,000)	-96.67%	0.02%
Total Fed. Asset Forfeitures	\$ 250,000	\$ -	\$ 300,000	\$ 10,000	\$ (290,000)	-96.67%	0.02%
Hotel/Motel Tax (Fund 2070)							
Public Works Capital Fund	6,800,000	669,889	-	500,000	500,000	N/A	0.88%
Hamilton County	155,835	65,552	106,005	65,000	(41,005)	-38.68%	0.11%
Debt Service	3,758,373	2,928,907	3,879,623	3,891,848	12,225	0.32%	6.85%
Hotel/Motel Collection Fee	74,322	133,129	53,003	130,000	76,997	145.27%	0.23%
Total Hotel/Motel Tax	\$ 10,788,530	\$ 3,797,477	\$ 4,038,631	\$ 4,586,848	\$ 548,217	13.57%	8.07%
Community Development (Fund 2060) (includes HOME Program)							
Administration	854,673	558,591	427,525	533,192	105,667	24.72%	0.94%
Chattanooga Neighborhood Enterprise	126,734	241,842	-	250,000	250,000	N/A	0.44%
Other Community Development Projects	735,323	1,315,559	2,758,732	2,306,135	(452,597)	-16.41%	4.06%
Transfers	511,624	628,668	500,000	350,000	(150,000)	-30.00%	0.62%
Total Community Development	\$ 2,228,354	\$ 2,744,660	\$ 3,686,257	\$ 3,439,327	\$ (246,930)	-6.70%	6.05%
Total Municipal Golf Course (1105)	\$ 1,809,728	\$ 1,867,930	\$ 1,696,461	\$ 1,997,181	\$ 300,720	17.73%	3.51%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic	733,062	470,731	1,010,004	1,033,128	23,124	2.29%	1.82%
Total Automated Traffic Enforcement	\$ 733,062	\$ 470,731	\$ 1,010,004	\$ 1,033,128	\$ 23,124	2.29%	1.82%
Grand Totals	\$ 61,174,116	\$ 60,177,941	\$ 65,513,848	\$ 56,822,946	\$ (8,690,902)	-13.27%	100.00%

Enterprise Funds

Fiscal Year Ending June 30, 2022

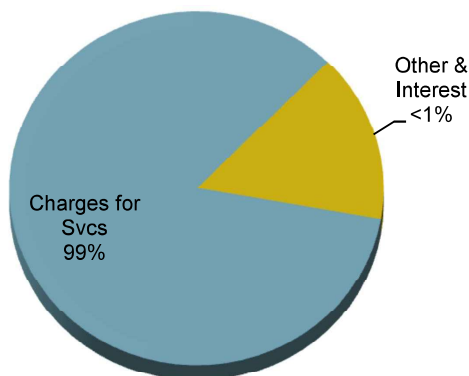
Fund Structure

Enterprise Funds are funds that may be used to report any activity for which a fee is charged to external users for goods or services similar to private business. 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. Enterprise’s focus is the measurement of their economic resources, 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 Annual Comprehensive Financial Report (ACFR) shows the status of the fund’s 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, 2021, the budgeted and unaudited revenue and expenses are in the table below. The FY 2022 Budget for revenues and expenses is provided in the graphs below:

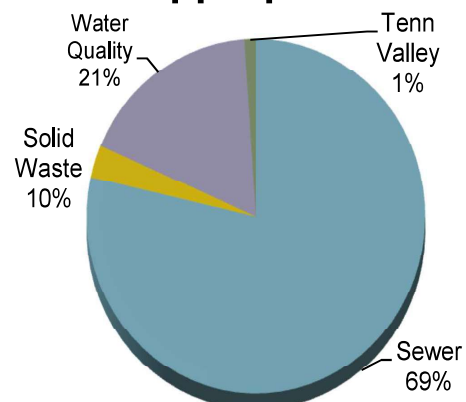
FY 21 Results	Budget	Unaudited	
	Rev & Exp	Actual Rev	Actual Exp
Interceptor Sewer Fund	128,700,000	145,053,215	140,774,923
Solid Waste Fund	4,829,000	4,583,885	3,541,681
Water Quality Fund	28,567,300	29,565,920	21,317,040
Tenn Valley Regional Comm	1,800,700	2,517,167	960,980
Total Enterprise Funds	163,897,000	181,720,187	166,594,624

FY2022 Revenue & Appropriation by Fund

Revenues



Appropriation



Enterprise Funds						
Revenue Fund Summary	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg
Interceptor Sewer System	99,233,113	103,101,255	106,650,000	128,700,000	22,050,000	20.68%
Solid Waste	6,002,987	1,790,176	4,349,000	4,829,000	480,000	11.04%
Water Quality Fund	24,046,603	27,490,317	26,150,000	28,567,300	2,417,300	9.24%
Tenn Valley Regional Comm	1,443,399	1,474,156	1,700,268	1,800,700	100,432	5.91%
Total Enterprise Funds	130,726,102	133,855,904	138,849,268	163,897,000	25,047,732	18.04%

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. 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, 2022 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:

<u>User Class</u>	<u>FY 22 Total Charges (\$/1,000 gal)</u>
First 100,000	\$ 12.71
Next 650,000	9.46
Next 1,250,000	7.69
Next 30,000,000	6.49
Over 32,000,000	6.31

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.

<u>User Class</u>	<u>Regional Operation & Maintenance Charge (\$/1,000 gal)</u>	<u>Regional Debt Charge (\$/1,000 gal)</u>	<u>Total Regional Charge Wheelage & Treatment (\$/1,000 gal)</u>
Wheelage & Treatment	\$ 3.7686	\$ 0.6735	\$ 4.4421

If regional customers are billed directly through the water company, the rate shall be four dollars and forty-five cents (\$4.45) per one thousand (1,000) gallons.

Total Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$2.1865	\$ 0.3610	\$2.5475

Monthly Minimum Sewer Service Charges

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

Meter Size	FY22 10/1/2021 Charge per Month
5/8"	\$ 26.11
3/4"	93.14
1"	162.75
1 1/2"	364.26
2"	644.96
3"	1,511.84
4"	2,793.91
6"	6,654.63
8"	11,770.84

Industrial User Sewer Surcharge

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

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

The City has also established the following fees and charges:

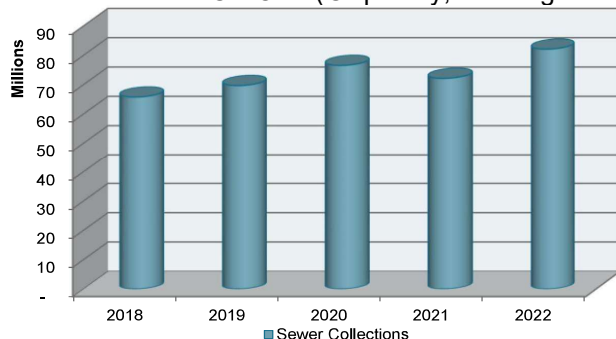
- A Sewer Service Line Connection Fee of \$800;
- A Truck Discharge Operation Permit Fee of \$100 per truck per year;
- A Septic Tank Discharge Fee of \$151.00 per 1,000 gallons of waste;
- Holding Tank Waste Fee of \$12.71 per 1,000 gallons of waste and
- Garbage Grinders Fee of \$392.00 per month per 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 the program of upgrading the City's interceptor sewer system in compliance with EPA consent decree requirements. There is a 6% rate increase for FY 2022. The previous year had no change in rate due to COVID-19 pandemic.

The following is a history of rate increases since 1988:

FYE 6/30	Rate	FYE 6/30	Rate
1988-1990	6.14	2006	0.00
1991	5.24	2007	15.48
1992	3.32	2008-2009	6.00
1993	5.79	2010-2011	3.00
1994	3.00	2012	5.00
1995-1999	0.00	2013	9.50
2000	(10.00)	2014-2018	9.80
2001-2002	0.00	2019	6.00
2003	7.29	2020	9.80
2004	7.07	2021	0.00
2005	2.54	2022	6.00

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.

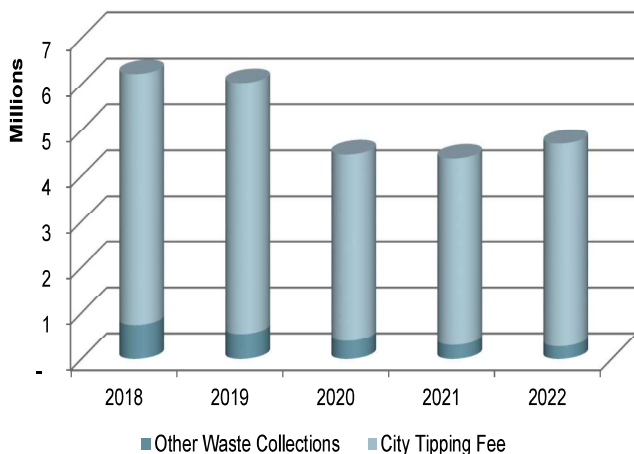
Solid Waste Fund

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 at Summit 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 and demolition 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 22 budget is \$4,829,000, an addition of \$480,000 from the previous year of \$4,349,000. This marked change was due to an increase in the internal transfer from Public Works General Fund for City Tipping Fees.

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



Water Quality Management Fund

The Water Quality Management Fund was established in 1993 to comply with a federal mandate for the City to control stormwater runoff. The City is required to impose controls to reduce the discharge of pollutants in stormwater 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 stormwater 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 stormwater 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 the property served directly or indirectly by the City's stormwater 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 stormwater system to revise the mechanism for the financing of stormwater 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 Estimated Residential Unit (ERU) was implemented immediately following the study in 2011 per Ordinance 12523, the commercial rate was phased in over a five year period that ended in fiscal year 2015.

The revenue, \$28,567,300 for this fund is primarily derived from water quality fees, which is up 9.24% over FY2021. The current year budget is an increase of \$2,417,300 over the previous year's budget. The rate increase from FY 2021 to FY 2022 was 9.8%, from \$152.33 to \$167.28 per ERU.

The following is a chart showing the historical trend of fees collected:

Water Quality Revenue



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.

The revenue streams for this fund include Federal, State and Other Government Maintenance Fees as well as Mobile Communications Services. The Tennessee Valley Regional Communication (TVRC) Fund receives revenue from Hamilton County Operations Radio & Electronics.

In addition to operations, TVRC is composed of two (2) funds. These are: reserves and capital. Reserves is funded by internal and external radio system users for the purpose of setting aside cash for future capital purchases and unforeseen emergencies. Capital is funded from reserves and is used to purchase equipment outside of operations and requires approval by City Council.

This year operations shows an increase of 5.9%, \$100,432, mainly in Other Intergovernmental Operations in the total budget of \$1,800,700.

The chart below shows the historical trend of communication fees collected:

TN Valley Regional Communications Revenue



Enterprise Funds						
Expend Fund Summary	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg
Interceptor Sewer System	93,801,822	100,024,949	106,650,000	128,700,000	22,050,000	20.68%
Solid Waste	5,382,686	4,286,649	4,349,000	4,829,000	480,000	11.04%
Water Quality Fund	28,475,445	18,613,114	26,150,000	28,567,300	2,417,300	9.24%
Tenn Valley Regional Comm	1,271,179	1,053,036	1,700,267	1,800,700	100,433	5.91%
Total Enterprise Funds	128,931,132	123,977,748	138,849,267	163,897,000	25,047,733	18.04%

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 FY22, the operations and maintenance budget increased by \$22,050,000 mainly due to an increase of \$17,550,000 in capital appropriations and \$2,056,109 in plant maintenance.

Additionally, the debt service portion of the proposed budget for FY22 increased 3.08% from FY21. 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. The Sewer System has two-hundred-five (205) positions for FY 2022, an increase of six (6) from FY 2021.

Solid Waste Fund

Expenses in the Solidwaste Fund include:

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

Major expenses of this fund are personnel, services, vehicle, and debt related costs. In FY22, there was an overall increase in budget of \$480K or 11% due to increased landfill and post landfill costs. This increase is to ensure the fund is in compliance with State Closure requirements.

Since 2017, the Compost Waste Center contracts out the disposal of wood waste and chips to decrease personnel related costs within City Wide Services. This fund has fifteen (15) full-time positions.

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 National Pollutant Discharge Elimination System (NPDES) Phase I permit, the City is required to implement new programs to improve the quality of storm water entering the system. 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-five (155) funded positions as there was no change from the previous year.

The appropriation to Capital Project Fund for FY 2022 is \$6,600,000, an increase from the \$126,632 from the year prior. These funds are to be used for creation and maintenance of existing sites to ensure proper stormwater 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, thirteen (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 FY22 are estimated to be \$1,800,700 without a rate increase.

Enterprise Funds Revenue Fund Summary	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Sewer Service Charges	75,128,511	79,118,324	72,161,132	82,120,465	9,959,333	13.8%	50.10%
Sewer Surcharges (Industrial)	3,700,493	3,224,985	2,602,347	2,500,000	(102,347)	-3.9%	1.53%
Septic Tank Charges	466,305	544,875	407,526	577,122	169,596	41.6%	0.35%
Wheelage & Treatment:							
Lookout Mountain, TN	433,779	466,998	480,927	509,782	28,855	6.0%	0.31%
Dade County, GA	21,938	28,400	28,019	29,700	1,681	6.0%	0.02%
Walker County, GA	2,230,250	2,245,165	1,893,236	2,006,830	113,594	6.0%	1.22%
Collegedale, TN	1,340,075	1,641,333	1,603,137	979,326	(623,811)	-38.9%	0.60%
Soddy-Daisy, TN	419,023	561,765	533,379	565,382	32,003	6.0%	0.34%
East Ridge, TN	2,947,962	3,774,641	3,693,697	3,915,319	221,622	6.0%	2.39%
Windstone	61,078	69,971	63,262	67,057	3,795	6.0%	0.04%
Hamilton County, TN	1,401,364	1,790,024	1,744,264	2,568,920	824,656	47.3%	1.57%
Northwest Georgia	1,110,350	2,978,502	2,516,407	2,667,392	150,985	6.0%	1.63%
Lookout Mountain, GA	116,024	131,359	132,203	140,135	7,932	6.0%	0.09%
Ringgold, GA	700,946	879,423	886,421	939,606	53,185	6.0%	0.57%
Rossville, GA	1,004,750	1,020,495	885,066	938,170	53,104	6.0%	0.57%
Red Bank, TN	1,388,193	1,723,168	1,694,842	1,796,533	101,691	6.0%	1.10%
Debt Service	286,273	-	-	-	2,667,392	N/A	1.63%
Industrial User Permits	40,500	89,600	45,000	75,000	30,000	66.7%	0.05%
Industrial Violation Fines	3,000	5,263	-	-	-	N/A	0.00%
Garbage Grinder Fees	87,360	164,117	91,494	103,261	11,767	12.9%	0.06%
Miscellaneous Revenue	4,157,189	108,960	37,640	-	(37,640)	-100.0%	0.00%
Bad Debt Expense	2,187,750	-	-	-	-	N/A	0.00%
Interest Earnings	-	2,533,887	500,000	500,000	-	0.0%	0.31%
Fund Balance for Capital	-	-	14,650,000	25,700,000	11,050,000	75.4%	15.68%
Total Interceptor Sewer	99,233,113	103,101,255	106,650,000	128,700,000	24,717,394	23.2%	78.5%
Solid Waste (Fund 6020):							
Landfill Tipping Fees	325,856	298,217	250,000	300,000	50,000	20.0%	0.18%
City of Chattanooga Tipping Fees	5,483,200	1,062,126	4,073,000	4,429,000	356,000	8.7%	2.70%
Sale of Mulch	6,826	(28,116)	-	-	-	N/A	0.00%
Misc Revenues	187,105	457,949	26,000	100,000	74,000	284.6%	0.06%
Total Solid Waste	6,002,987	1,790,176	4,349,000	4,829,000	480,000	11.0%	2.9%
Water Quality (Fund 6030):							
Water Quality Fee	22,514,486	25,504,340	25,800,000	28,217,300	2,417,300	9.4%	17.22%
Water Quality Permits	299,077	428,794	350,000	350,000	-	0.0%	0.21%
Bad Debt Expense	296,600	696,053	-	-	-	N/A	0.00%
Misc Revenue	936,440	861,130	-	-	-	N/A	0.00%
Total Water Quality	24,046,603	27,490,317	26,150,000	28,567,300	2,417,300	9.2%	17.4%
Tenn Valley Regional Communications (Fund 6070)							
Federal Operations Funds	29,624	28,201	35,483	36,327	844	2.4%	0.02%
State Operations Funds	54,121	27,607	42,934	38,110	(4,824)	-11.2%	0.02%
Ham Co Ops Radio & Electronics	-	-	-	-	-	N/A	0.00%
Other Intergovernmental Operations	1,053,582	1,096,011	1,228,571	1,329,491	100,920	8.2%	0.81%
Outside Sales Radio Shop	50,947	83,250	51,617	53,903	2,286	4.4%	0.03%
Mobile Communications Services	208,541	210,174	221,663	222,869	1,206	0.5%	0.14%
Master Site Buy-In Capital	-	-	120,000	120,000	-	0.0%	0.07%
Miscellaneous Revenue	46,584	28,913	-	-	-	N/A	0.00%
Fund Balance for Capital	-	-	-	-	-	N/A	0.00%
Total TVRC	1,443,399	1,474,156	1,700,268	1,800,700	100,432	5.9%	1.1%
Grand Totals:	130,726,102	133,855,904	138,849,268	163,897,000	27,715,126	20.0%	100.0%

Enterprise Funds Expenditure Fund Summary	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Operations & Maintenance							
Administration	4,768,192	5,109,672	6,360,575	6,997,402	636,827	10.01%	4.27%
Laboratory	783,862	869,865	966,495	1,101,458	134,963	13.96%	0.67%
Engineering	969,472	1,058,176	1,350,748	1,777,072	426,324	31.56%	1.08%
Plant Maintenance	9,356,384	10,954,541	9,769,824	11,825,933	2,056,109	21.05%	7.22%
Sewer Maintenance	6,744,166	6,317,735	8,973,017	9,074,394	101,377	1.13%	5.54%
Moccasin Bend - Liquid Handling	11,549,549	10,093,111	11,188,428	11,990,809	802,381	7.17%	7.32%
Inflow & Infiltration	2,111,413	1,749,083	2,588,636	2,512,557	(76,079)	-2.94%	1.53%
Safety & Training	230,003	109,913	386,015	411,769	41,769	6.67%	0.25%
Pretreatment/Monitoring	583,616	675,290	799,928	854,113	54,185	6.77%	0.52%
Moccasin Bend - Solid Handling	2,859,241	4,195,711	3,590,888	3,038,283	(552,605)	-15.39%	1.85%
Landfill Handling	2,034,670	1,874,475	2,250,000	2,500,000	250,000	11.11%	1.53%
ISS Contingency	-	-	2,879,222	2,811,873	(67,349)	-2.34%	1.72%
Inventory Moc Bend	738,911	839,594	-	-	-	N/A	0.00%
Combined Sewer Overflow	250,403	126,545	384,950	338,150	(46,800)	-12.16%	0.21%
Municipal Billing	48,820	-	-	-	-	N/A	0.00%
Pump Station Operations	896,084	968,005	1,189,633	1,360,207	170,574	14.34%	0.83%
Subtotal O & M	43,924,786	44,941,716	52,678,359	56,594,020	3,915,661	7.43%	34.5%
Pumping Stations							
19th Street	60,016	46,195	101,650	102,900	1,250	1.23%	0.06%
23rd Street	200,127	206,256	228,100	261,100	33,000	14.47%	0.16%
Big Ridge 1 - 5	141,231	90,850	164,600	229,600	65,000	39.49%	0.14%
Brainerd	31,973	19,140	47,000	47,000	-	0.00%	0.03%
Citico	493,381	358,670	593,400	589,400	(4,000)	-0.67%	0.36%
Dupont Parkway	349,231	36,270	74,150	74,150	-	0.00%	0.05%
East Brainerd	110,562	58,218	88,000	86,500	(1,500)	-1.70%	0.05%
Enterprise South	16,484	10,899	18,750	18,750	-	0.00%	0.01%
Friar Branch	279,752	161,452	396,400	370,400	(26,000)	-6.56%	0.23%
Highland Park	45,181	31,696	54,100	52,600	(1,500)	-2.77%	0.03%
Hixson 1,2,3,& 4	421,541	144,606	298,950	298,450	(500)	-0.17%	0.18%
Latta Street	9,876	16,604	23,750	24,250	500	2.11%	0.01%
Mountain Creek	34,491	30,026	43,550	38,550	(5,000)	-11.48%	0.02%
Murray Hills	39,636	17,625	66,350	66,350	-	0.00%	0.04%
North Chattanooga	27,986	15,444	47,650	50,150	2,500	5.25%	0.03%
Northwest Georgia	89,143	79,339	90,800	103,256	12,456	13.72%	0.06%
Odor Control Pump Stations	1,401,195	709,874	1,500,000	1,500,000	-	0.00%	0.92%
Ooltewah-Collegedale	5,766	6,874	18,450	24,450	6,000	32.52%	0.01%
Orchard Knob	45,640	29,338	55,250	45,250	(10,000)	-18.10%	0.03%
Regional Metering Stations	3,005	-	9,600	9,600	-	0.00%	0.01%
Residential Pump Stations	10,528	-	10,000	10,000	-	0.00%	0.01%
Ringgold Pump Station	58,135	13,187	89,900	97,965	8,065	8.97%	0.06%
River Park	450	-	2,800	2,800	-	0.00%	0.00%
South Chattanooga	4,168	5,004	12,420	71,220	58,800	473.43%	0.04%
South Chickamauga Creek	672,098	486,729	687,500	688,500	1,000	0.15%	0.42%
Tiftonia 1&2	86,911	65,797	157,000	160,500	3,500	2.23%	0.10%
Warner Parks #1	-	-	2,500	2,500	-	N/A	0.00%
West Chickamauga	227	-	-	-	-	N/A	0.00%
Winterview	-	377	-	450	-	N/A	0.00%
VAAP	5,742	44,713	18,300	70,282	51,982	284.05%	0.04%
Subtotal Pumping Stations	4,644,476	2,685,183	4,900,920	5,096,923	195,553	3.99%	3.1%
Debt Service & Reserve							
Principal	9,130,367	8,300,557	9,220,088	9,339,135	119,047	1.29%	5.70%
Interest	2,703,202	2,589,293	3,244,179	3,508,156	263,977	8.14%	2.14%
Reserve Coverage / Other	98,991	100,700	156,455	161,767	5,312	3.40%	0.10%
	11,932,560	10,990,550	12,620,722	13,009,058	388,336	3.08%	7.9%
Appropriation to Capital	33,300,000	41,407,500	36,450,000	54,000,000	17,550,000	48.1%	32.9%
Total Interceptor Sewer	93,801,822	100,024,949	106,650,000	128,700,000	22,049,550	20.7%	78.5%

Enterprise Funds Expenditure Fund Summary	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg	% of total
Solid Waste (Fund 6020):							
Recycle	874,212	925,444	928,114	1,052,724	124,610	13.43%	0.64%
Capital Improvements	1,086,354	798,302	26,125	-	(26,125)	-100.00%	0.00%
Sanitary Landfill (Summit)	-	6,596	-	-	-	N/A	0.00%
Waste Disposal - Landfill	644,771	764,228	861,789	860,000	(1,789)	-0.21%	0.52%
Compost Waste Recycle	639,082	589,769	516,974	605,000	88,026	17.03%	0.37%
Household Hazardous Waste	77,755	51,226	30,000	25,000	(5,000)	-16.67%	0.02%
Miscellaenous	2,309	-	-	-	-	N/A	0.00%
Landfill Closure & Post Closure	5	-	1,203,635	1,520,089	316,454	26.29%	0.93%
Debt Service	2,058,198	1,151,084	782,363	766,187	(16,176)	-2.07%	0.47%
Total Solid Waste	5,382,686	4,286,649	4,349,000	4,829,000	480,000	11.0%	2.9%
Water Quality (Fund 6030):							
Water Quality Management	3,686,822	3,491,907	5,023,187	7,380,997	2,357,810	46.94%	4.50%
Water Quality Operations	6,685,658	6,915,050	8,959,789	9,005,508	45,719	0.51%	5.49%
Water Quality Site Development	986,089	1,127,677	1,180,875	1,161,078	(19,797)	-1.68%	0.71%
Water Quality Engineering	1,169,263	1,239,204	1,764,214	1,758,425	(5,789)	-0.33%	1.07%
Water Quality Public Education	102,708	91,069	618,429	623,696	5,267	0.85%	0.38%
Renewal & Replacement	41,459	11,975	75,200	50,200	(25,000)	-33.24%	0.03%
Levee & Storm Stations	62,069	53,816	87,765	87,065	(700)	-0.80%	0.05%
Capital Improvement	13,867,620	3,747,247	6,473,368	6,600,000	126,632	1.96%	4.03%
Water Quality Infrastructure Maintenance	-	-	84,364	142,212	57,848	68.57%	0.09%
Debt Service & Reserve	1,873,757	1,935,169	1,882,809	1,758,119	(124,690)	-6.62%	1.07%
Total Water Quality	28,475,445	18,613,114	26,150,000	28,567,300	2,417,300	9.24%	17.43%
Tenn Valley Regional Communications (Fund 6070)							
Operations	1,271,179	1,053,036	1,700,267	1,800,700	100,433	5.91%	1.10%
Total TVRC	1,271,179	1,053,036	1,700,267	1,800,700	100,433	5.91%	1.10%
Grand Totals:	128,931,132	123,977,748	138,849,267	163,897,000	25,047,733	18.04%	100.00%



Internal Service Funds

Fiscal Year Ending June 30, 2022

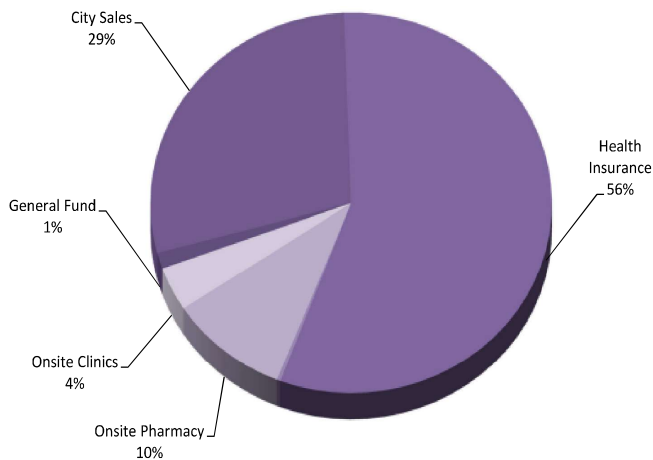
Fund Structure

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 Annual Comprehensive Financial Report. For fiscal year ending June 30, 2021 the budgeted and unaudited revenue and expenses are in the table below. The FY 2022 Budget for revenues and expenses is provided in the graphs below:

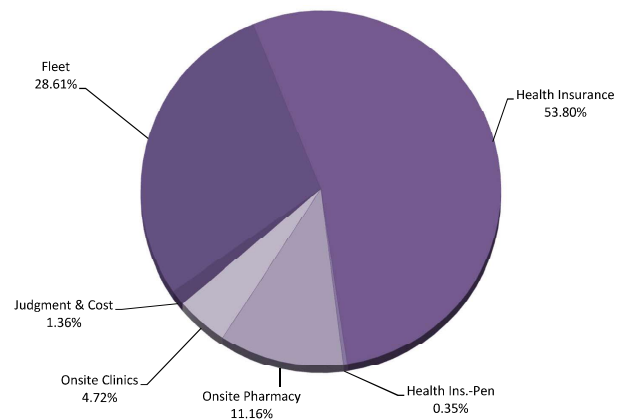
FY 21 Results	Budget	Unaudited	
	Rev & Exp	Actual Rec	Actual Exp
Municipal Service Station	3,008,036	2,014,816	2,089,175
Municipal Garage	8,327,460	6,803,106	7,449,195
Fleet Leasing Operations	1,297,469	1,795,008	986,860
Fleet Leasing Capital	8,307,583	8,767,936	13,665,029
Liability Insurance	780,073	2,400,029	2,111,811
Technology Replacement Fund	500,274	499,604	597,205
Health & Wellness Fund	51,390,168	41,065,788	43,684,140
Total Internal Service Fund	73,611,063	63,346,287	70,583,416

FY2022 Revenue & Appropriation \$73,300,117

Revenue



Appropriation



Internal Services Funds						Budget	
Revenue Summary	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg	
Municipal Service Station	2,701,460	2,148,538	2,635,500	2,722,000	86,500	3.3%	
Municipal Garage	7,606,559	8,064,748	7,685,033	7,500,000	(185,033)	-2.4%	
Fleet Leasing Operations	1,798,114	1,851,312	1,297,469	1,750,000	452,531	34.9%	
Fleet Leasing Capital	10,238,071	12,470,748	8,307,583	9,000,000	692,417	8.3%	
Liability Insurance	8,000,134	2,500,000	550,000	1,000,000	450,000	81.8%	
Health & Wellness Fund	46,696,882	47,232,013	48,355,134	51,328,117	2,972,983	6.1%	
Total Internal Services	77,041,221	74,267,360	68,830,719	73,300,117	4,469,398	6.5%	

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 certain 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 decrease in FY2022 as well as the service station will see an decrease of 2.4% in City sales of fleet fuel due to the effects of COVID-19 on expected travel and fuel usage. Users will pay a \$102.00 per hour charge for garage services for vehicles that are not part of the lease program. For budgeting or planning purposes during FY22, a 25% premium is applied to parts billed to departments. Gasoline and diesel fuel will be billed to departments with an approximate 10% premium applied to cost.

Fleet Leasing Program. Started in FY07 and designed to replace the entire fleet over a period of six years, the program is expected to both provide the capital for vehicle replacement going forward and reduce maintenance costs with the progressive replacement of the oldest vehicles in the city fleet with new vehicles. In FY14, in order to relieve some expenses to the departments, the capital replacement component of the lease rate was suspended temporarily. The capital replacement component of the lease rate was restored in FY15 and has continued thru FY20. Beginning in FY19 the Vehicle Replacement Program, a change from the Fleet Leasing Program in which departments will bear more fiscal responsibility when unavoidable damage occurs. In FY21, a 50% reduction of the capital component (vehicles assigned to General Fund) was applied. Also in FY21, the City received a \$4 million direct appropriation grant from the State of Tennessee,

Internal Services Funds Expenditure Summary	Actual 19	Actual 20	Budget 21	Budget 22	Budget Inc(Dec)	% chg
Municipal Service Station	2,615,246	2,215,380	2,635,500	2,722,000	86,500	3.3%
Municipal Garage	8,233,530	8,529,919	7,685,033	7,500,000	(185,033)	-2.4%
Fleet Leasing Operations	2,125,323	2,350,106	1,297,469	1,750,000	452,531	34.9%
Fleet Leasing Capital	7,230,439	6,805,887	8,307,583	9,000,000	692,417	8.3%
Liability Insurance	1,069,708	2,945,062	550,000	1,000,000	450,000	81.8%
Health & Wellness Fund	47,133,477	43,882,191	50,437,620	51,328,118	890,498	1.8%
Total Internal Services	68,407,724	66,728,545	70,913,205	73,300,117	2,386,913	3.4%

of which \$2,279,975 was used to fund fleet replacement as an offset against an equal reduction resulting from the 50% reduction in the capital component of the lease rate charged to general fund. This was necessary due to the reduction in General Fund related to the fiscal effects of COVID-19. In FY22, the capital component of the fleet lease rate is restored.

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, vehicle purchases, vehicle repair, and maintenance. The City continues to purchase more fuel efficient vehicles in an effort to minimize costs. FY22 projects an increase in expenses over FY21 budget for the Service Station. Fiscal year 2022 is approximately \$88,500 above the prior year budget. As more vehicles are added to the Fleet Leasing program, Leasing Operations cost may decrease. The Garage operations budget decreased \$185,033 due to the continued effects of COVID-19 on expected travel and fuel usage.

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 19	Actual 20	Budget 21	Budget 22	Budget Inc(Dec)	% chg	% of total Budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station:							
Fleet Fuel-City Sales	712,477	567,341	2,609,500	800,000	(1,809,500)	-69.34%	1.09%
Fleet Fuel-Outside Sales	1,177	40	26,000	-	(26,000)	-100.00%	0.00%
State Operations Funds COVID-19	-	300	-	-	-	0.00%	0.00%
Total Amnicola Station	713,655	567,682	2,635,500	800,000	\$ (1,835,500)	-69.65%	1.09%
12th & Park Service Station:							
Fleet Fuel- City Sales	1,964,814	1,562,691	-	1,900,000	1,900,000	0.00%	2.59%
Fleet Fuel- Outside Sales	22,991	18,019	-	22,000	22,000	0.00%	0.03%
State Operations Funds COVID-19	-	146	-	-	-	0.00%	0.00%
Miscellaneous Revenue	-	-	-	-	-	0.00%	0.00%
Total 12th & Park Station	1,987,806	1,580,857	-	1,922,000	1,922,000	0.00%	2.62%
Total Municipal Service Station	\$ 2,701,460	\$ 2,148,538	\$ 2,635,500	\$ 2,722,000	\$ 86,500	3.28%	3.71%
Municipal Garage (Fund 6502):							
Amnicola Garage:							
Fleet - Sale of Parts	1,894,357	2,356,580	2,000,000	1,900,000	(100,000)	-5.00%	2.59%
Outside Sale of Parts	499,554	233,272	300,000	300,000	-	0.00%	0.41%
Sales - Labor	1,588,980	1,471,947	1,569,314	1,300,000	(269,314)	-17.16%	1.77%
Outside Sales - Labor	169,459	133,719	139,915	200,000	60,085	42.94%	0.27%
State Operations Funds COVID-19	-	2,213	-	-	-	-	-
Miscellaneous Revenue	-	2,283	-	-	-	N/A	0.00%
Total Amnicola Garage	4,152,349	4,200,015	4,009,229	3,700,000	(309,229)	-7.71%	5.05%
12th & Park Garage:							
Fleet - Sale of Parts	1,692,383	1,938,493	1,900,000	1,900,000	-	0.00%	2.59%
State Operations Funds COVID-19	-	1,029	-	-	-	N/A	0.00%
Sales - Labor	1,761,784	1,924,912	1,775,804	1,900,000	124,196	6.99%	2.59%
Outside Sales - Labor	43	165	-	-	-	N/A	0.00%
Sales - Equipment	-	135	-	-	-	N/A	0.00%
Total 12th & Park Garage	3,454,210	3,864,733	3,675,804	3,800,000	124,196	3.38%	5.18%
Total Municipal Garage	\$ 7,606,559	\$ 8,064,748	\$ 7,685,033	\$ 7,500,000	\$ (185,033)	-2.41%	10.23%
Fleet Leasing Operations(Fund 6503)							
Fleet Leased Vehicles	1,797,897	1,260,470	1,297,469	1,750,000	452,531	34.88%	2.39%
Fleet Mileage Surcharge	217	590,843	-	-	-	N/A	0.00%
Total Fleet Leasing Operations	\$ 1,798,114	\$ 1,851,312	\$ 1,297,469	\$ 1,750,000	\$ 452,531	34.88%	2.39%
Fleet Leasing Capital(Fund 6504-6505)							
Damage Settlements	4,551	190,194	-	85,000	85,000	N/A	0.12%
Sale of Surplus Equip/Scrap	8,199	7,160	-	5,000	5,000	N/A	0.01%
Vehicle Replacement Reserve	5,224,631	4,635,755	5,587,558	4,410,000	(1,177,558)	-21.07%	6.02%
Fleet Mileage Surcharge	690	-	-	-	-	N/A	0.00%
Sale of Equipment	-	48,960	-	-	-	-	-
Use of Fund Balance	5,000,000	7,588,680	2,720,025	4,500,000	1,779,975	65.44%	6.14%
Total Fleet Leasing Capital	\$ 10,238,071	\$ 12,470,748	\$ 8,307,583	\$ 9,000,000	\$ 692,417	8.33%	12.28%
Total Fleet Services	\$ 22,344,205	\$ 24,535,347	\$ 19,925,585	\$ 20,972,000	\$ 1,046,415	5.25%	28.61%
Liability Insurance Fund (6511)							
Use of Fund Balance	-	0	150,000	-	(150,000)	-100.00%	0.00%
General Fund Transfer-1100	8,000,134	2,500,000	400,000	1,000,000	600,000	150.00%	1.36%
Total Liability Insurance	\$ 8,000,134	\$ 2,500,000	\$ 550,000	\$ 1,000,000	\$ 450,000	81.82%	1.36%
Health & Wellness Fund (6521-6526)							
Dept Prem Empl/Ret Healthcare	26,224,665	27,661,063	28,525,776	28,091,901	(433,875)	-1.52%	38.32%
Dept Prem Pensioners	365,791	371,962	320,965	214,502	(106,463)	-33.17%	0.29%
Dept Prem On Site Clinic & Wellness	3,222,767	2,598,525	3,093,518	2,736,063	(357,455)	-11.55%	3.73%
On Site Pharmacy Co Pay & OTC sales	6,006,373	6,713,152	6,745,644	7,095,192	349,547	5.18%	9.68%
Medicare Advantage	4,011,102	4,299,360	4,257,913	3,024,258	(1,233,655)	-28.97%	4.13%
Ret Healthcare	6,866,184	5,587,950	5,411,318	5,944,173	532,855	9.85%	8.11%
Use of Fund Balance	-	-	-	4,222,028	4,222,028	N/A	5.76%
Total Health & Wellness	\$ 46,696,882	\$ 47,232,013	\$ 48,355,134	\$ 51,328,117	\$ 2,972,983	6.15%	70.02%
Grand Total:	\$ 77,041,221	\$ 74,267,360	\$ 68,830,719	\$ 73,300,117	\$ 4,469,398	6.49%	100.00%

Internal Service Fund Expenditure Summary	Actual 19	Actual 20	Budget 21	Budget 22	Budget Inc(Dec)	% chg	% of total budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station							
Salaries & Wages	19,458	14,893	12,850	12,807	(43)	-0.33%	0.02%
Fringes	11,588	9,420	8,657	8,540	(117)	-1.35%	0.01%
Purchased Services	11,889	3,673	3,000	3,500	500	16.67%	0.00%
Materials & Supplies	2,075	941	5,767	4,350	(1,417)	-24.57%	0.01%
Vehicle Operating Expenses	282	849	-	800	800	N/A	0.00%
Insurance, Claims, Damages	36	44	-	-	-	N/A	0.00%
Inventory Supplies	629,794	516,330	500,000	525,000	25,000	5.00%	0.72%
Capital Outlay	3,879	-	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	20,740	38,740	50,281	50,107	(174)	-0.35%	0.07%
Total Amnicola Station	699,741	584,890	580,555	605,104	24,549	4.23%	0.83%
12th & Park Service Station							
Salaries & Wages	44,308	44,462	34,230	34,289	59	0.17%	0.05%
Fringes	26,566	26,393	22,984	22,663	(321)	-1.40%	0.03%
Purchased Services	12,672	26,943	14,350	13,100	(1,250)	-8.71%	0.02%
Materials & Supplies	4,519	569	4,750	3,578	(1,172)	-24.67%	0.00%
Vehicle Operating Expenses	2,127	9,080	2,600	2,650	50	1.92%	0.00%
Insurance, Claims, Damages	65	81	-	-	-	N/A	0.00%
Inventory Supplies	1,791,771	1,482,900	1,925,000	1,975,000	50,000	2.60%	2.69%
Capital Outlay	1,488	-	-	15,000	15,000	N/A	0.02%
Gov'tl Charges, Taxes, Fees Misc.	31,989	40,063	51,031	50,616	(415)	-0.81%	0.07%
Total 12th & Park Station	1,915,505	1,630,490	2,054,945	2,116,896	61,951	3.01%	2.89%
Total Municipal Service Station	\$ 2,615,246	\$ 2,215,380	\$ 2,635,500	\$ 2,722,000	\$ 86,500	3.28%	3.71%
Municipal Garage (Fund 6502):							
Amnicola Garage - Repair & Maint.							
Salaries & Wages	1,148,129	1,170,067	1,313,654	1,242,688	(70,966)	-5.40%	1.70%
Fringes	677,057	665,080	855,807	885,106	29,299	3.42%	1.21%
Purchased Services	210,687	258,563	168,687	157,316	(11,371)	-6.74%	0.21%
Materials & Supplies	64,624	46,683	45,550	38,975	(6,575)	-14.43%	0.05%
Travel	2,130	3,972	2,500	1,500	(1,000)	-40.00%	0.00%
Vehicle Operation Expenses	311,043	537,103	177,700	264,529	86,829	48.86%	0.36%
Insurance, Claim, Damages	3,620	4,496	-	-	-	N/A	0.00%
Inventory Supplies	1,568,886	1,670,221	960,000	898,119	(61,881)	-6.45%	1.23%
Capital Assets	365,115	119,999	-	-	-	\$ -	-
Capital Outlay	22,699	6,889	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	427,808	398,635	447,652	395,966	(51,686)	-11.55%	0.54%
Total Amnicola Garage	4,801,800	4,881,707	3,971,550	3,884,199	\$ (87,351)	-2.20%	5.30%
12th & Park Garage - Repair & Maint.							
Salaries & Wages	850,299	872,466	1,079,769	1,070,459	(9,310)	-0.86%	1.46%
Fringes	500,897	519,146	768,340	776,392	8,052	1.05%	1.06%
Purchased Services	105,383	129,614	91,635	62,826	(28,809)	-31.44%	0.09%
Materials & Supplies	52,457	43,936	44,350	31,220	(13,130)	-29.61%	0.04%
Travel	-	339	1,200	1,200	-	0.00%	0.00%
Vehicle Operating Expenses	247,681	215,493	208,763	209,739	976	0.47%	0.29%
Insurance, Claims, Damages	1,357	1,672	1,000	1,000	-	0.00%	0.00%
Inventory Supplies	1,227,245	1,451,049	1,070,000	1,065,000	(5,000)	-0.47%	1.45%
Capital Assets	9,110	-	-	-	-	\$ -	-
Capital Outlay	5,025	19,313	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	432,275	395,184	448,426	397,965	(50,461)	-11.25%	0.54%
Total 12th & Park Garage	3,431,730	3,648,212	3,713,483	3,615,801	(97,682)	-2.63%	4.93%
Total Municipal Garage	\$ 8,233,530	\$ 8,529,919	\$ 7,685,033	\$ 7,500,000	\$ (185,033)	-2.41%	10.23%
Fleet Leasing Operations(Fund 6503)							
Vehicle Operating Expenses	2,125,323	2,350,106	1,297,469	1,750,000	452,531	34.88%	2.39%
Total Fleet Leasing Operations Program	\$ 2,125,323	\$ 2,350,106	\$ 1,297,469	\$ 1,750,000	452,531	34.88%	2.39%
Fleet Leasing Capital(Fund 6504-6505)							
Capital Outlay	2,230,439	1,805,887	5,587,558	4,500,000	(1,087,558)	-19.46%	6.14%
Fund Balance Reserve	5,000,000	5,000,000	2,720,025	4,500,000	1,779,975	65.44%	6.14%
Total Fleet Leasing Capital Program	\$ 7,230,439	\$ 6,805,887	\$ 8,307,583	\$ 9,000,000	692,417	8.33%	12.28%
Total Fleet Services	\$ 20,204,539	\$ 19,901,292	\$ 19,925,585	\$ 20,972,000	1,046,415	5.25%	28.61%
Liability Insurance (Fund 6511)							
Special Council & Claims	1,069,708	2,945,062	550,000	1,000,000	450,000	81.82%	1.36%
Total Liability Insurance	\$ 1,069,708	\$ 2,945,062	\$ 550,000	\$ 1,000,000	450,000	81.82%	1.36%

Internal Service Fund							
Expenditure Summary							
	Actual 19	Actual 20	Budget 21	Budget 22	Inc(Dec)	% chg	% of total
Health & Wellness (Fund 6521-6526)							
Employee/Retiree Healthcare	24,393,871	22,010,155	27,210,332	28,699,811	1,489,479	5.47%	39.15%
Pensioners	423,537	416,349	437,877	255,627	(182,250)	-41.62%	0.35%
On Site Clinic & Wellness	2,883,250	2,993,963	3,869,464	3,458,523	(410,941)	-10.62%	4.72%
On Site Pharmacy	7,146,607	7,488,443	7,656,651	8,180,800	524,149	6.85%	11.16%
Medicare Advantage	4,011,102	4,299,360	4,257,913	3,024,258	(1,233,655)	-28.97%	4.13%
Retiree Healthcare	8,275,110	6,673,920	7,005,383	7,709,098	703,715	10.05%	10.52%
Total Health & Wellness	\$ 47,133,477	\$ 43,882,191	\$ 50,437,620	\$ 51,328,118	890,498	1.77%	70.02%
Grand Total:	\$ 68,407,724	\$ 66,728,545	\$ 70,913,205	\$ 73,300,118	2,386,913	3.37%	100.00%

General Government

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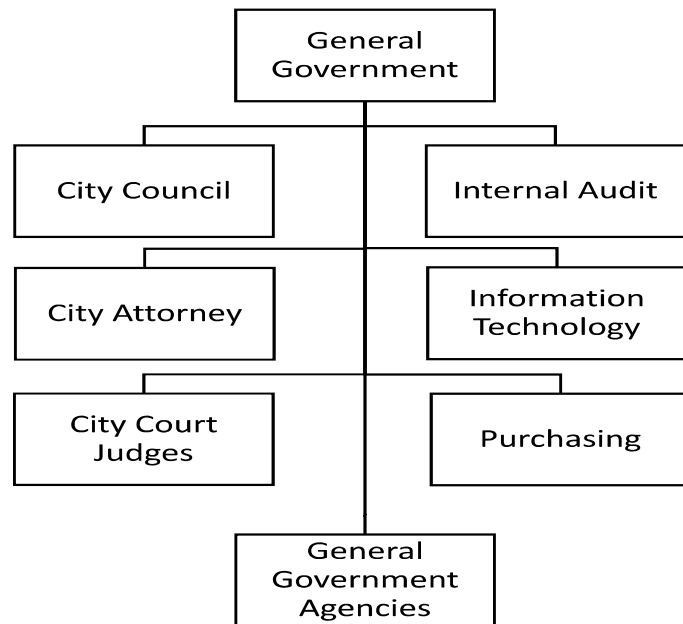


Mission:

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

Description:

The General Government budget provides for legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. The City Council Office and City Court 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. The Department of Information Technology provides, maintains, and innovates, the information and telecommunications systems across the City. It is the policy of the Mayor to maintain a comprehensive program of internal auditing as an overall control measure and as a service to the City. Its purpose is to aid City management in achieving City goals without undue risk. Internal control functions by measuring and evaluating the effectiveness of other controls. It also serves as a deterrent to fraud, waste, and abuse. The Purchasing Department provides support to every department, division, and function of City government. Services include procuring all supplies, equipment, materials, and services required for City operations.



Goals & Objectives:

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

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

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

1. Hear 100% of cases reported to be in violation of any city ordinance and applicable traffic violations and administer justice in a fair, impartial, and timely manner.
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.

To deliver quality, expert legal services and creative solutions to the City of Chattanooga.

1. Represent the City in all legal matters, including litigation, assisting in transactions and procurement, and providing legal advice to the governing body and departments.
2. Reduce the number of legal claims against the city and handle all Open Records requests timely by all citizens of the State of Tennessee as required by law.
3. Provide prompt responses on contract requests and resolutions for Council approval by all City Departments.
4. Aid City management in achieving goals without undue risk.

Goals & Objectives Cont'd:

To provide an independent appraisal function within the City and to assist members of the management team, as well as those charged with governance, in the effective discharge of their responsibilities.

1. Make recommendations that will enhance the efficiency and effectiveness of service delivery, reduce cost where appropriate, and ensure compliance with applicable standards and guidelines.
2. Aid City management in achieving goals without undue risk.
3. Identify high risk areas for audit or review and manage the City's Hotline.
4. Plan and conduct audits, projects and investigations in an independent and objective manner.
5. Conduct an annual survey of Citizen's level of satisfaction with City government.

To be the catalyst for technological change and innovation through shared and integrated information systems.

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.

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 FY20	Goal FY21	Actual FY21	Goal FY22
Purchasing - Time to PO (Days)	10.1	<10	10	10
Purchasing - Increase competitive MWOBE spend to 3% of Total Spend	0%	0%	2.58%	3%
IT - SLA Targets met	97%	95%	94%	95%
IT - Percent System Uptime	99.97%	99.90%	99.98%	99.90%
IT - Customer Satisfaction	98%	97%	98%	97%
City Attorney - Number of Days to Respond to Records Request	5	<7	3	<7
City Attorney - Number of Days to Close Citizen's Claim	30	<90	22	<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 FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
City Council Office	\$ 685,747	\$ 693,460	\$ 831,784	\$ 885,706
City Court Judges	1,008,307	1,040,696	1,073,479	1,025,955
City Attorney	1,565,233	1,639,104	1,709,716	1,816,328
Supported Agencies	21,384,291	23,086,624	23,862,297	23,003,332
Debt Service	24,687,712	20,940,110	20,292,489	19,924,060
Liability Insurance Fund	800,000	2,500,000	400,000	1,000,000
311 Call Center	675,735	672,632	684,576	-
Internal Audit	664,854	687,805	721,088	721,770
Information Technology	7,420,377	7,784,798	8,231,525	14,822,020
Purchasing	911,420	905,191	960,084	889,859
Transfer to Capital Projects	11,415,820	6,000,000	3,500,000	13,225,000
Other Activities*	4,676,398	4,228,201	8,975,450	35,545,205
Total Expenditures	\$ 75,895,894	\$ 70,178,621	\$ 71,242,488	\$ 112,859,235
Per Capita	\$ 427.41	\$ 395.21	\$ 389.73	\$ 611.50
Positions Authorized	111	113	120	123

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ 7,846,420	\$ 8,186,117	\$ 10,451,880	\$ 39,965,925
Overtime	8,714	10,410	12,500	15,000
Operating	68,040,760	61,982,094	60,778,108	72,878,310
Total Expenditures	\$ 75,895,894	\$ 70,178,621	\$ 71,242,488	\$ 112,859,235

*Other Activities include: Election Expense, City Code Revisions, Unemployment Insurance, Contingency Fund Appropriation, R&R-Finance, Audits, Dues, & Surveys, Intergovernmental Relations, City Water Quality Mgmt Fees, Educations per TCA 57-4-306, ESIP Admin, and TAP





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 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 Not-For Profit 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 2021/2022 per City of Chattanooga Ordinance #13710.

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.....\$63,700

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.....\$266,250

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.....\$95,000

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 serves a 20-county region in Southeast Tennessee and Northwest Georgia. Significant strides have been made to combat food insecurity across our region, but one in five children and one in eight adults in our service area remain

“food insecure,” meaning they lack reliable access to the nutritious food needed to live a healthy lifestyle. The programs the Food Bank operate to address this need include emergency food boxes (EFB), weekly sack packs for school children, monthly mobile pantries, monthly senior pantries, quarterly commodity distributions, and nutrition education. While each of these programs impact food-insecure children, families, seniors, and veterans in Chattanooga, the EFB Program is our flagship direct-to-client service for the city. Through this program, we distribute boxes of food to those in which unexpected circumstances, like the COVID-19 pandemic, have left them unable to access food.

City’s Contribution.....\$20,000

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 Community Kitchen

The overall mission is to meet the most basic needs of hungry, homeless and vulnerable people in the community while offering a clear path to self-sufficiency. The shelter is open each year from late Fall to early Spring. The shelter provides a warm, safe space for Chattanooga’s most vulnerable citizens experiencing homelessness to escape the life-threatening winter weather conditions. It is a low-barrier shelter and needed to prevent deaths due to the harsh winter elements. No other shelter of its kind exists in Chattanooga.

City’s Contribution.....\$70,000

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.....\$200,000

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, 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.....\$17,500

Chattanooga Goodwill Industries

Goodwill assists and empowers individuals with disabilities and disadvantages 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 is split between their work 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.....\$10,000

Chattanooga Neighborhood Enterprise

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

City’s Contribution.....\$705,000

Chattanooga Public Library

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

City’s Contribution.....\$7,130,586

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 immanent 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.....\$24,000

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

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.....\$63,700

Council for Alcohol and Drug Abuse Services, Inc

CADAS was established in 1964 by a group of Chattanooga businessmen and clergy and recognized by the IRS as a tax-exempt organization (501c3) in June 1965. Their mission is to deliver the highest quality treatment, prevention and education services to the chemically dependent, their families and the community at large regardless of their ability to pay.

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

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

sparkling 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 the budget is funded by ticket sales, membership or in-house museum purchases.

City's Contribution.....\$20,000

Habitat for Humanity of Greater Chattanooga

Habitat for Humanity of Greater Chattanooga partners with eligible low-income families to assist them in obtaining 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.....\$1,347,455

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.....\$877,820

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.....\$60,760

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 African-American Museum.

City's Contribution.....\$76,985

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.....\$58,800

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.....\$49,000

LAUNCH

The LAUNCHing Bright Ideas Entrepreneurship Program, in partnership with Hamilton County Department of Education and City of Chattanooga Community Development, empowers underserved students through entrepreneurship education and a simulated startup experience. In each of the schools or community centers served by our program, students work in small groups to conceive of a business idea and create a simple business plan. Classes and workshops are offered during the school day or after school in partnership with local inner-city high schools and community centers, taught by LAUNCH facilitators.

City's Contribution.....\$52,500

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.....\$12,000

Office of Family Empowerment

This City division 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
- Seek constant improvement in each child's skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness

City's Contribution.....\$1,359,693

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.....\$63,700

Pathway Lending

Pathway Lending, Tennessee's largest non-profit non-depository U. S. Treasury Department Certified Community Development Financial Institution, is creating the Chattanooga Small Business Opportunity Fund (C-SBOF), a public-private collaboration to bring capital to underserved small businesses. Private partners, Pinnacle, Regions and First Horizon banks have committed \$5M to capitalize the revolving loan fund. Foundations providing grant support for operations and loan loss reserves include Lyndhurst, Benwood, and Footprint providing \$1,050,000 of the \$1.5M required over the first three years to bring the C-SBOF to self-sustainability which occurs when \$5M of loans is deployed. The C-SBOF will target 25 - 40% of lending to minority-owned small businesses.

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

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. Signal Centers also funds Family Forward (formerly Baby University) which partners with parents to ensure babies and young children's earliest needs are met. Measurements include: babies born at healthy birth weights; children meeting developmental milestones; no babies dying before their first birthdays among others.

City's Contribution.....\$875,000

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 level 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

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.....\$63,700

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. 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. 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. The United also has a Senior Water Quality Fee Assistance Program which provides further support to Chattanooga's elderly individuals age 65 and older, disabled individuals, and disabled veterans or widow(ers) of disabled veterans that own property and meet the maximum income requirements.

City's Contribution.....\$325,000

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.....\$80,000



Economic Development Fund

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 FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Capital Fund	\$ 10,247,800	\$ 8,000,000	\$ 8,000,000	\$ 9,000,000
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*	2,227,500	1,423,500	1,408,500	1,562,000
Chamber Equity Initiative	-	-	-	25,000
Public Education Foundation	25,000	75,000	75,000	75,000
Commission to Hamilton County	164,630	167,248	127,905	251,729
Thrive Regional Partnership	100,000	100,000	80,000	100,000
Chattanooga Dream	-	60,000	-	-
Resiliency Planning	-	100,000	-	-
TDZ transfer to CDRC to Cover Debt	-	6,775,611	-	3,200,000
Carter Street Corporation**	200,000	200,000	200,000	200,000
TN Reconnect Program	65,750	-	-	-
Lease Payments	7,656,254	-	6,874,090	3,961,271
Appropriation to Capital from Fund Balance	-	10,000,000	10,000,000	-
Total Expenditures	\$ 21,211,934	\$ 27,426,359	\$ 27,290,495	\$ 18,900,000
Per Capita	\$ 119.46	\$ 151.90	\$ 149.29	\$ 102.41

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Revenue	21,849,769	24,975,895	17,711,961	18,900,000



Executive Branch

www.chattanooga.gov

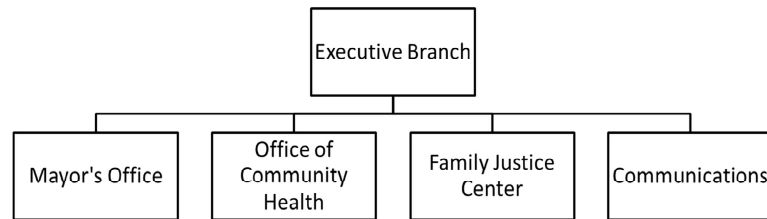


Mission:

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

Description:

The Executive Branch is comprised of the Mayor's Office, the Office of Community Health, the Family Justice Center, and Communications. 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 vision, strategy, and policies and procedures for all departments to carry out services for the citizens of Chattanooga.



Trends:

Chattanooga is a unique community with the promise of becoming America's best city. In FY 2022, the Executive Office has restructured the government to align with priorities, streamlined departments to be more efficient and effective, and started the process of making it easier to do business with and within our city. Resources have been shifted back into local neighborhoods and Community Centers. City government is a network of services, places, and relationships embedded in neighborhoods across Chattanooga. The Executive Team recently began Mayor's Open Office Hours, a monthly opportunity for residents to meet with the Mayor and senior staff in community centers across the city to discuss issues that are affecting them, or to share an idea they're passionate about. The goal of this administration is to make sure Chattanooga lives up to its potential to become the best city in America: a city that works for everyone, as One Chattanooga, together.

Budget Overview:

The fiscal year 2022 budget is focused on ensuring that we have better government for all Chattanoogaans. In order to accomplish the goals detailed in our strategic framework, we must develop a baseline in order to deliver results. We can no longer ignore the nuts and bolts of government, and may no longer kick the can down the road. This budget represents a commitment to fiscal responsibility, transparency, accountability, public safety, equity, education, economic opportunity, community investment, customer service, and a common-sense approach to solving the problems that face our city. Chattanooga is not immune to the rise in violence cities are experiencing across the country, and the violence is unacceptable. This FY 2022 budget includes pay increases for police officers in an effort to recruit and retain the best officers who will focus on community policing and getting illegal guns off the streets.

Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Number of Performance Measures on Target	55.3%	60.0%	59.3%	60.0%
Number of Strategic Plan Items Implemented	-	-	-	25.0%
Citizen Survey Feedback - Overall Direction of City (Very Good to Good)	52%	-	44.0%	50.0%
Poverty Rate in Chattanooga	17.6%	-	-	16%

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Mayor's Office	\$ 1,599,471	\$ 1,667,607	\$ 1,463,377	\$ 2,645,001
Office of Multicultural Affairs	277,378	374,617	387,940	-
Office of Community Health	-	-	-	2,000,477
Family Justice Center	-	-	-	533,138
Mayor Communications	-	-	-	347,974
Total Expenditures	\$ 1,876,849	\$ 2,042,224	\$ 1,851,317	\$ 5,526,590
Per Capita	\$ 10.57	\$ 11.31	\$ 10.13	\$ 29.94
Positions Authorized	15	16	14	48

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ 1,642,343	\$ 1,850,555	\$ 1,656,111	\$ 5,002,827
Operating	234,506	191,669	195,206	523,763
Total Expenditures	\$ 1,876,849	\$ 2,042,224	\$ 1,851,317	\$ 5,526,590

Future Challenges and Opportunities:

During FY 2022, Mayor Kelly will release the first iteration of his One Chattanooga strategy. This will be a strategic framework that guides the work of all departments throughout City government. The following is an outline of the key values, goals, and strategic initiatives that Chattanooga will undertake under Mayor Kelly's leadership to realize One Chattanooga. Our strategy, which puts Chattanooga on a path to shared prosperity and common purpose, includes the following key priorities:

- Build a path to universal early learning
- Catalyze the resurgence of a Black middle class
- Ensure accessible housing choices for all Chattanoogaans
- Improve local infrastructure
- Build a competitive regional economy
- Close the gaps
- Ensure responsive and effective local government

This budget also provides approximately \$1.2 million to create a Crisis Response Program that provides alternative response and/or co-response to emergencies involving mental and behavioral health, substance abuse, and quality-of-life incidents related to homelessness or poverty. Crisis response teams will support Chattanooga Police and Fire personnel by taking on many social-service-focused requests for crisis counseling, case management, and initial contact for individuals who are intoxicated, in mental or emotional distress, disoriented, or are in need of transport for other non-emergency medical care.

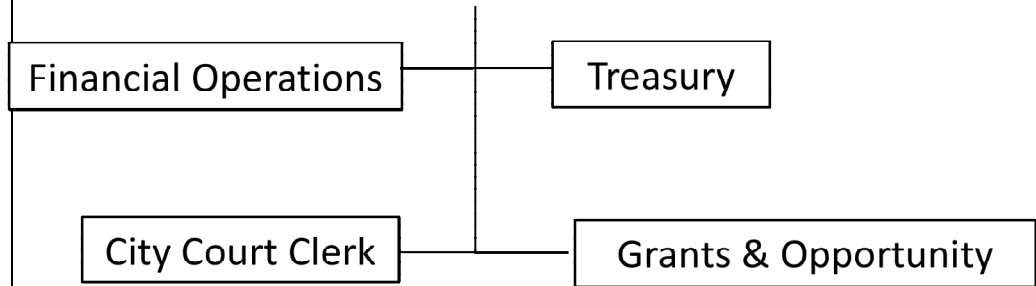
Vision:

To be a city where everyone has access to opportunity and prosperity is plentiful.



Finance & Administration

www.chattanooga.gov/finance

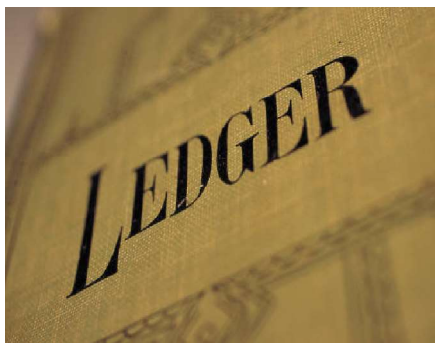


Mission:

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, and Payroll.



Trends:

The Department of Finance & Administration is committed to managing the financial affairs of the City in a manner that promotes long-term fiscal stability and assures maximum efficiencies in the use of tax dollars and other financial resources. The Finance & Administration Department will continue to provide support services in accounting, financial reporting, investments, debt management, and tax and other revenue collections. Staff also assists in development of processes and procedures to ensure compliance with applicable federal, state and local laws and ordinances.

Budget Overview:

The primary goal of Finance Administration is to provide excellence in financial management for the City of Chattanooga. A strong fiscal position directly aligns with the City's mission to empower Chattanooga residents to live the life of their choosing by maintenance of a financial infrastructure that ensures the provision of high quality services and sustained economic growth. The FY22 budget ensures financial operations of all City departments and agencies including: budgeting, accounts payable, payroll, accounting and financial reporting, and debt and investment management, as well as assisting the executive and legislative branch in the execution of economic development strategy and initiatives.

The Finance & Administration Department will continue to assess areas of improvement for existing staffing and our business processes. There will be a greater focus on staff participating in various financial professional associations, PEAK Academy and HR organizational culture training for staff and leadership. The management team will continue to evaluate its staff's existing competencies and performance and recommend training and certification programs in areas that may need further development. Additionally, we recognize that developing future leaders through succession planning is an important area to address so we will continue to increase staff member's participation in operational management meetings as needed.

Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Percent Invoices Paid <30 Days	78.84%	82%	84.4%	82%
Percent of Current Levy Collected	97.49%	96%	96.3%	96%
Bond Rating Standard & Poor's	AAA	AAA	AAA	AAA
Online Payments to Court	58.21%	35%	47%	38%

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Finance	\$ 2,885,450	\$ 3,278,723	\$ 3,656,520	\$ 3,219,548
Treasurer	1,439,233	1,695,003	1,236,203	1,758,827
City Court Clerk	1,189,027	1,174,879	1,385,981	1,314,584
Capital Planning	187,644	191,547	201,951	-
Grants and Oppor.	-	-	-	213,313
Performance Mgmt	219,035	412,393	431,431	-
Total Expenditures	\$ 5,920,389	\$ 6,752,545	\$ 6,912,086	\$ 6,506,272
Per Capita	\$ 33.34	\$ 37.40	\$ 37.81	\$ 35.25
Positions Authorized	72	72	72	69

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ 4,516,624	\$ 4,966,098	\$ 5,202,155	\$ 4,920,057
Overtime	6,727	11,325	17,000	32,000
Operating	1,397,038	1,775,122	1,692,931	1,554,215
Total Expenditures	\$ 5,920,389	\$ 6,752,545	\$ 6,912,086	\$ 6,506,272
Revenue	264,417,988	256,252,599	255,380,000	294,562,975

Future Challenges and Opportunities:

The City Treasurer's office is the hub of all city monetary transactions and strives to maximize the collection and deposit of city funds from all sources; this includes but is not limited to management of the complex billing and collection for Property Taxes, payments in lieu of tax (PILOTS), tax increment finance agreements (TIFs), business improvement district (BID) assessments, and water quality fees. Property taxes represent over 60% of total general fund revenue and is the primary funding source for the delivery of essential services to our Citizens. The City Treasurer's office is undergoing major enhancements to the software it uses to perform these actions. In FY22 they will be implementing a new Property Tax system, a city-wide accounts receivable module, debt and investment management software, and enhanced business license software. These improvements will allow better management of the City's property tax billing and collection, provide for centralized and efficient processing of receivables, debt, and investment, and allow business owners to apply and renew licenses online.



Government Finance Officers Association

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For the Fiscal Year Ended

June 30, 2020

Christopher P. Morill
Executive Director/CEO



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Chattanooga
Tennessee**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill
Executive Director

Human Resources

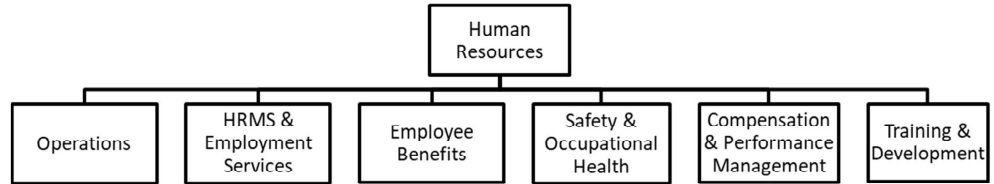
www.chattanooga.gov/human-resources

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.



Trends:

The Human Resources Department continues to navigate through continuous changes during the pandemic to maintain services that support employees and city departments, ensuring employees are aware of resources available to them. Beginning in 2019, the City of Chattanooga engaged Gallagher Benefit Services to conduct a comprehensive job evaluation and compensation study for employees in the Police, Fire, and General pay plans. The objective of the compensation study was to determine market competitiveness of City base-pay, and pay practices against comparable public and private organizations and to classify and evaluate City jobs to promote internal equity within the City. The implementation of the compensation study will be executed in Fiscal Year 2022. Also, the implementation of Oracle Cloud will include Employee Information, Benefits, Compensation Management, Performance Management, Learning Management, Time, Labor, and Absence Management.

Budget Overview:

The Human Resources Department’s intent is to provide effective, efficient, and essential services to all departments and agencies within the City. This budget supports efforts to improve the effectiveness and regulatory compliance of various internal support functions. The fiscal year 2022 budget delivers resources needed to continue serving our internal departments, external partners and the citizens of Chattanooga with the best customer service.

Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Time to fill position	-	<45 Calendar Days	104.5	<45 Calendar Days
First Year Service Turnover Rate	-	18.0%	32.7%	30.0%
Annualized Turnover rate	-	9.0%	13.5%	12%
Vacancy rate	-	5.0%	15.1%	14%
Incident Rate (OSHA Recordable Injuries)	-	7	6.6	7

Department Summary

	Actual	Actual	Budget	Budget
	FY18/19	FY19/20	FY20/21	FY21/22
Administration	\$ 1,547,051	\$ 2,018,913	\$ 1,864,082	\$ 2,240,400
Employee Insurance Office	368,949	393,507	378,362	395,699
Employee Insurance Prog.	-	-	-	-
Employee Safety Program	125,598	129,219	395,315	133,137
Job Injury Administration	78,000	81,731	100,000	183,480
Physical Exams	9,860	7,830	20,000	15,000
Employee Training	93,967	50,651	346,420	99,900
Total Expenditures	\$ 2,223,425	\$ 2,681,851	\$ 3,104,179	\$ 3,067,616
Per Capita	\$ 12.52	\$ 14.85	\$ 16.98	\$ 16.62
Positions Authorized	21	27	29	29

Resources

	Actual	Actual	Budget	Budget
	FY18/19	FY19/20	FY20/21	FY21/22
Personnel	\$ 1,794,100	\$ 2,231,522	\$ 2,582,631	\$ 2,483,506
Overtime	1,493	3,922	-	-
Operating	427,832	446,407	521,548	584,110
Total Expenditures	\$ 2,223,425	\$ 2,681,851	\$ 3,104,179	\$ 3,067,616
Revenue	57,120	55,137	45,000	400

Vision:

To empower excellence and build competitive advantage through people for the purpose of fostering an engaged and inclusive workforce to make life better for all Chattanoogaans.

Future Challenges and Opportunities

Human Resources seeks to leverage our resources in order to stand out as an employer of choice and attract and retain highly qualified, talented employees.



Community Development

www.chattanooga.gov/communitydev

Mission:

Building strong, healthy, and growing neighborhoods by empowering citizens, advocates, and organizations using resources provided to all socioeconomic levels, cultural, heritage, and interest, giving them the opportunities to use services they need when they need them.

Description:

The department of Community Development is comprised of:

Code Enforcement is responsible for the enforcement of the City's property maintenance codes for the purpose of maintaining and preserving existing structures in the community.

Community Centers The City of Chattanooga's community centers reflect the needs of the communities in which they are located, with dedicated advisory councils to help inform both the services and programs provided by staff and volunteers.

The Office of Family Empowerment (OFE) is responsible for case management services, energy/utility and some emergency assistance (rent, mortgage, or water) for those citizens experiencing a crisis.

Neighborhood Services is the City's neighborhood association outreach team. They act as liaisons between community leaders and City government.



Trends:

Code Enforcement coordinates city efforts to promote compliance with housing, vehicle, litter, overgrowth, and nuisance ordinances. Although impacted by the pandemic, "Cases Brought into Compliance" have shown an increase of 17.9% from FY19 to FY20 and a 13% increase in FY21. This result was realized by making a change in the notification process. The need to reduce notification mailings by using Notice of Violation Tags resulted in faster notification and compliance from cooperative citizens. This progress allows.

The number of families served through the Low-Income Home Energy Assistance Program (LIHEAP) and Community Services Block Grant (CSBG) funds has remained chiefly static over the past several years. In the wake of the COVID-19 pandemic, however, requests for emergency rent assistance increased exponentially. While most of the Office of Family Empowerment work was previously focused on long-term case management and building economic independence, the effects of the pandemic dictated a shift to a service delivery model that focuses primarily on emergency assistance.

Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Total number of individuals housed	-	500	446	400
Average number of days from intake to housed	-	New Measure	77	<90 Days
Total number of individuals assessed in FY22	-	New Measure	New Measure	384
Percentage of individuals still housed after discharge	-	New Measure	New Measure	>95 Days
Percentage of individuals still housed 6 months after discharge	-	New Measure	New Measure	>85 Days
Percent of code violations that are cited to City Court	-	New Measure	14.1%	<15%
Assist low income families in breaking the cycle of poverty by increasing the number of families moving to long-term independence & self-sufficiency.	-	40	18	40
In order to Assist low income individuals with immediate and basic needs such as water and electricity, OFE will maintain the number of clients receiving LIHEAP service.	-	5,600	2,775	5,600

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Administration	\$ -	\$ -	\$ -	\$ 246,192
Code Enforcement	-	-	-	1,922,101
Home Repair Program	-	-	-	15,000
Comm. Center Admin.	-	-	-	1,676,520
Community Centers	-	-	-	4,164,855
Center Programs	-	-	-	478,903
Fitness Center	-	-	-	263,484
Homeless & Supp.	-	-	-	950,504
Neighborhood Serv. Dev	-	-	-	411,517
Total Expenditures	\$ -	\$ -	\$ -	\$ 10,129,076
Per Capita	\$ -	\$ -	\$ -	\$ 54.88
Positions Authorized	-	-	-	157

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ -	\$ -	\$ -	\$ 7,759,231
Operating	-	-	-	2,369,845
Total Expenditures	\$ -	\$ -	\$ -	\$ 10,129,076
Revenue	-	-	-	155,100

Vision:

Building strong and healthy neighborhoods by empowering all communities through equal opportunities.



Future Challenges and Opportunities:

The immediate challenges that accompany a department restructure must be addressed while introducing the vision of the new administration. Although still impacted by the pandemic, it has allowed us an opportunity to review our current methods of service delivery and program engagement and explore possibilities to ensure we are aligned to meet our goals and objectives.



Community Development Fund

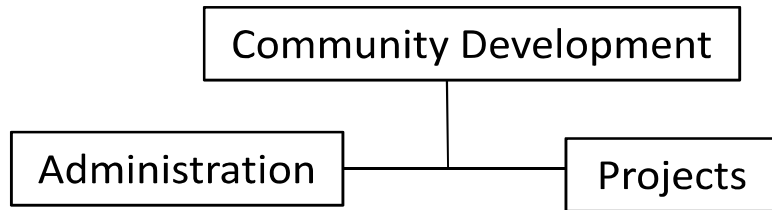
www.chattanooga.gov/communitydev

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.

Department Summary

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Administration	\$ 556,768	\$ 854,673	\$ 557,540	\$ 427,525
Community Dev Proj	2,398,796	1,373,681	2,931,968	3,043,517
Total Expenditures	\$ 2,955,564	\$ 2,228,354	\$ 3,489,508	\$ 3,471,042
Per Capita	\$ 17.05	\$ 12.55	\$ 19.33	\$ 18.99
Positions Authorized	6	6	6	6

Resources

	Actual FY17/18	Actual FY18/19	Budget FY19/20	Budget FY20/21
Personnel	\$ 470,924	\$ 470,158	\$ 557,518	\$ 530,000
Operating	2,812,913	1,959,900	2,931,990	2,941,042
Revenue	3,259,693	2,449,978	3,489,508	3,471,042

Performance Measures	Actual FY19	Goal FY20	Actual FY20	Goal FY21
Increase the stock of safe, affordable rental units	43	221	81	221
Rehabilitate substandard housing # of units	142	281	471	281
Assists low/moderate income households with access to homeownership opportunities	3	20	18	20
No. of participants in Housing Education Programs	2,000+	2,000	2,910	2,000

Police

www.chattanooga.gov/police

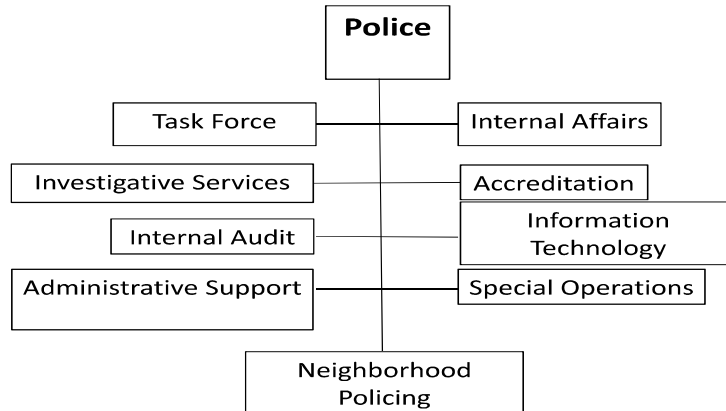


Mission:

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.



Trends:

The Chattanooga Police Department is currently seeking to increase numbers after an unusually high number of resignations and retirements. The salary increase in this year's budget will allow the Police Department to recruit and select the best talent available to join our ranks. The Department is working to replace our aged fleet of vehicles. The City of Chattanooga has reopened events for citizens and a vibrant city and must be prepared to give service to our growing community.

Budget Overview:

As the community grows, so will the demand for police services. As mentioned above, the opening of the city will require the Police Department to be prepared to work with other city departments and outside organizations to properly put on events and ensure security. In a year of pandemic we have been challenged with a surge nationwide of violent crime. The Chattanooga Police Department is committed to using its budget to work toward the reduction of violent and property crimes. This budget will allow us to continue to use data driven strategies and technology to reduce crime and seek ways to keep our community safe.

Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
In order to Reduce DV Part 1 Crime the Chattanooga Police Department will Decrease instances of DV Part 1 Crime by 0.05	N/A	701	687	653
In order to Reduce Robberies the Chattanooga Police Department will Decrease instances of Robbery by 0.05	N/A	213	246	244
Maintain a homicide clearance rate greater than the national average of 62%	N/A	>62%	1	>62%
In order to Provide Safer community for citizens of Chattanooga the Investigations I Division will Decrease Violent Part 1 Crimes by 0.067	N/A	1,680	2,066	1,928
In order to Reduce Auto Thefts the Chattanooga Police Department will decrease instances of Auto Theft by 0.05	N/A	1,200	1,701	1,616
In order to Reduce Part 1 Property Crime the Chattanooga Police Department will Decrease instances of Part 1 Property Crime by 0.05	N/A	9,852	11,409	10,838
In order to reduce the Special Operations will Decrease Traffic Fatalities by 3 percent	N/A	29	34	33
In order to reduce DUI incidents the Special Operations will reduce alcohol/drug related fatalities by 5 %	N/A	7	2	3
Decrease the number of major (with Serious Injury) traffic accidents	N/A	896	154	200
Reduce the total number of group member involved Criminal Homicides	N/A	15	6	6
Reduce the total number of group member involved Criminal Shootings	N/A	55	33	32

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Police Administration	\$ 2,744,074	\$ 3,198,799	\$ 3,163,842	\$ 3,176,750
Neighborhood Policing	26,129,986	26,363,840	28,134,961	26,998,807
Investigations	12,838,797	14,186,549	13,919,274	13,757,476
Special Operations	4,786,969	5,094,929	5,014,803	4,661,700
Support Services	17,489,675	17,463,698	13,869,846	16,473,344
Communications	4,730,950	5,117,425	5,117,426	5,089,138
Animal Services	1,725,250	1,777,000	-	1,830,310
Total Expenditures	\$ 70,445,701	\$ 73,202,240	\$ 69,220,152	\$ 71,987,525
Per Capita	\$ 396.72	\$ 405.42	\$ 378.67	\$ 390.05
Positions Authorized	622	622	622	590
Sworn Authorized	486	498	498	475

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ 51,817,759	\$ 53,724,795	\$ 54,603,601	\$ 53,491,587
Overtime	1,434,659	2,631,060	1,270,000	1,333,598
Operating	17,193,283	16,846,385	13,346,551	17,162,340
Total Expenditures	\$ 70,445,701	\$ 73,202,240	\$ 69,220,152	\$ 71,987,525
Revenue	432,807	483,298	478,100	783,200

*The Police Department has 475 authorized sworn positions. For FY 22, the total authorized Sworn and Civilian positions is 590.

Future Challenges and Opportunities:

We are currently seeking to replace our Taser and roll our AXON contract into a single contract in order to have the opportunity to make equipment improvements and the opportunity to have state of the art virtual training for our officers. Other technology needs include a new Records Management System. Our current RMS system is at the end of life cycle and needs to be updated. Replacing this system would allow us to be more efficient in our investigative processes.

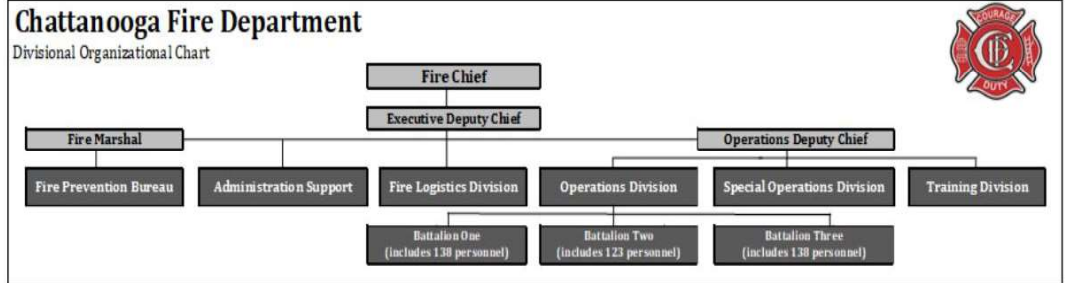
Vision:

To be respected and trusted by all segments of Chattanooga's Diverse Community.



Fire

www.chattanooga.gov/fire-department



Mission:

Outward Facing Mission

The Chattanooga Fire Department is dedicated to protecting life, property, and community resources through prevention, preparation, response, and mitigation.

Inward Facing Mission

Lead - Service - Train
To protect life, property and community resources through prevention, preparation, response and mitigation.

Trends:

The Chattanooga Fire Department (CFD) continues to serve and work to respond to, mitigate, and reduce the impact of emergencies for our citizens. This year, the CFD has endured several notable service impacts including COVID-related responses, COVID-related staffing challenges, staffing attrition primarily due to low pay, an increase in actual structure fires, an increase in 554 Assist invalid calls, but also an increase in being able to better serve these cases through the CFD Connect program, and finally, a small uptick in overall response times.

Budget Overview:

FY22's budget seeks to correct the main reason of the CFD's increase in attrition rate - low pay. The substantial pay increase for CFD personnel is the most notable change from previous fiscal years. Also, included in the change is the combining of two ranks - Firefighter Engineer and Senior Firefighter. Both of these ranks performed the same role as secondary drivers for the Operations Division. The ranks are combined under the Senior Firefighter rank label, and will continue to perform in the secondary-driver role. In addition, changes were made to the top out pay for the ranks of Firefighter and Senior Firefighter, as well as the beginning step of Year 3 for Senior Firefighter. These changes will not have substantial budget impacts, but will have substantial impacts to decrease the attrition rate as employees feel more valued toward the end of their careers. The Fire Prevention Bureau (FPB) is still functioning through fire code enforcement, fire investigation, and fire public education, though all have been and are still being impacted by COVID.



Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Maintain average response time for in first arriving units between range *	N/A	5:00-5:50	5:46	5:20
Property value saved vs property loss.	N/A	Measure	\$ 485,993,224	Measure
Reduce property fires	N/A	220	270	240
Number of inspections	N/A	4,510	4,314	4,500
Increase fire safety awareness	N/A	200	93	200
Maintain Special Operations emergency responses (rescue and hazmat)	N/A	300	256	300
Average monthly number of 554 Calls CFD responds to	N/A	140	153	145
Individuals served through	N/A	32	53	40

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

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Fire Administration	\$ 1,028,960	\$ 1,035,418	\$ 993,570	\$ 857,006
Operations	41,144,574	42,346,515	43,341,982	45,090,268
Prevention	1,556,235	1,659,929	1,703,196	1,909,259
Training	1,607,129	1,253,499	899,280	793,278
Total Expenditures	\$ 45,336,898	\$ 46,295,361	\$ 46,938,028	\$ 48,649,811
Per Capita	\$ 255.32	\$ 256.40	\$ 256.77	\$ 263.60
Positions Authorized	459	459	459	459
Sworn Authorized	443	443	443	443

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ 40,010,757	\$ 41,379,906	\$ 43,580,762	\$ 43,820,376
Overtime	31,851	52,111	-	31,100
Operating	5,294,290	4,863,344	3,357,266	4,798,335
Total Expenditures	\$ 45,336,898	\$ 46,295,361	\$ 46,938,028	\$ 48,649,811
Revenue	509,165	616,542	560,800	216,400

Future Challenges and Opportunities:

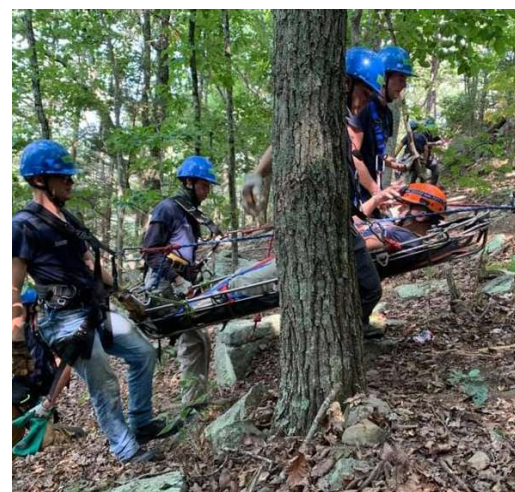
COVID will continue to impact both emergency response, as well as internal staffing this fiscal year. Though the spring and early summer saw a reduction in COVID-related impacts, in August 2021, the CFD reinstated the Continuity of Operations Plan (COOP) to ensure personnel are taking all necessary precautions to protect personnel from possible exposure. Unfortunately, the measures have impacted how the department is able to interact with the public, including attendance to many community events and even deciding to cancel the fire academy graduation. The CFD will continue to rise to the needs of the community though. By keeping ourselves safe, we can continue to serve and protect our citizens, which is our primary mission.

The department is also innovatively tackling some challenges through special assignments which allows the CFD to increase capacity without increasing staff positions. Though a temporary solution, these special assignments include increased instructional capacity, increased project management and administrative capacity, and increased assistance to Fleet Maintenance. This is a temporary solution, as most of these functions are best handled by increasing staff officer positions through the budgeting process. This stop-gap solution at least fills the need until permanent positions can be budgeted.

The increasing attrition rate will also hopefully be quelled by significantly increasing the starting salary. Over the past few years, the applicant pool has gone from several hundred to less than fifty qualified applicants. This is a sharp decrease in the CFD's ability to hire quality personnel. It is hoped that this pay increase will reverse the attrition rate and increase the applicant pool.

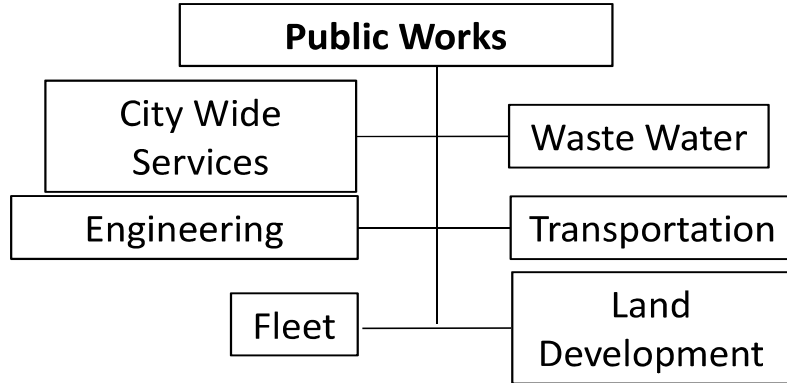
Vision:

Be an organization that sacrificially serves outwardly and continually improves inwardly.



Public Works

www.chattanooga.gov/public-works



Mission:

Serve people with integrity, and improve the infrastructure and environment through excellence.

Vision:

The Department of Public Works continues to strive for excellence and be a model service organization that inspires people.

Trends:

Improving waste collection services by doing a citywide cart audit will allow us to balance our collection routes to improve efficiency and cut down our carbon footprint on the environment. This is also being accomplished by removing hundreds of individual carts and replacing them with large dumpsters at housing sites to improve the physical environment while eliminating frequent stop and go points of collection.

Budget Overview:

This budget continues to consider growth in the population and understands that mobility along with other essential services must have adequate staffing to keep pace with the needs.



Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Percent of safety alerts responded to	99.48%	100%	100%	100%
Percent of mandatory trainings completed	49.61%	90%	90%	90%
Review Operational Procedures	72%	100%	100%	100%
Complete Service Requests on Time	67.3%	94%	44.5%	90%
In order to be accountable to citizens and business partners the Department of Public Works - Public Works Administration will ensure budget to actual expenditures by within budget in FY 2022	N/A	<100%	94.2%	<100%

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Public Works Admin	\$ 7,131,476	\$ 7,428,507	\$ 7,296,757	\$ 5,201,630
City Wide Services	14,033,032	16,267,416	12,874,819	15,920,338
Solid Waste Disposal	6,306,148	4,968,991	4,741,200	5,304,000
Land Dev. Office	-	-	-	3,184,211
Parks Maintenance	5,986,372	5,281,628	6,315,353	-
Transportation	-	-	-	8,020,963
Total Expenditures	\$ 33,457,028	\$ 33,946,542	\$ 31,228,129	\$ 37,631,142
Per Capita	\$ 188.41	\$ 191.17	\$ 170.83	\$ 203.90
Positions Authorized	252	252	237	270

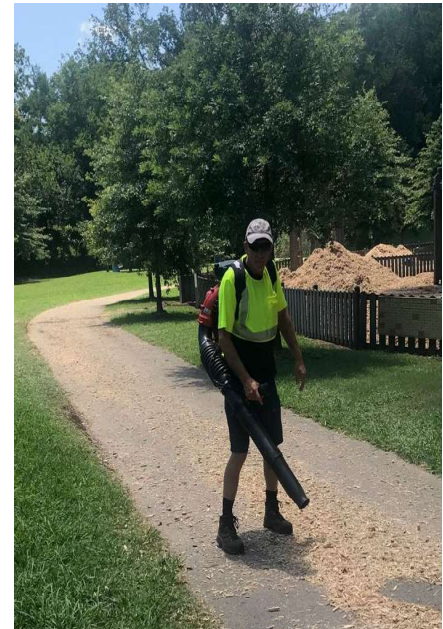
Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ 13,390,191	\$ 13,383,699	\$ 14,142,235	\$ 16,333,432
Overtime	348,255	496,688	-	239,000
Operating	19,718,582	20,066,155	17,085,894	21,058,710
Total Expenditures	\$ 33,457,028	\$ 33,946,542	\$ 31,228,129	\$ 37,631,142
Revenue	2,499,171	2,227,485	2,321,894	4,343,100

Future Challenges and Opportunities:

The population of Chattanooga continues to grow exponentially. New construction brings challenges to our infrastructure and staff. The City faces challenges in hiring Inspectors and Engineers in both construction and transportation. Transportation is working to incorporate Life Cycle Planning principles into City paving and street maintenance. The goal is to manage this asset with consideration for minimizing cost while preserving or improving condition. Around 25% of each year's resurfacing funds will be prioritized for the preservation of roads in good condition to limit the number of roads that require rehabilitation. The Land Development Office is bringing in experts to evaluate the permitting process while making it more customer friendly. The City will be reevaluating its Curbside Recycling Program because of rising recycling costs and resale markets for those raw materials declining.

The City has completed Phase 1 of their Consent Decree (CD) with full compliance of project and task completion and submittals. We are now in Phase 2 of the CD with a 10 year EPA completion horizon. CD projects include pipeline rehabilitation, pump station upgrades, improvements and upgrades to the Moccasin Bend Environmental Campus (formerly the Moccasin Bend Wastewater Treatment Plant) and finally Equalization Stations at strategic locations in the City to temporarily store excess storm and wastewater until the system has the capacity to handle it. These projects have so far managed to reduce historical SSO locations from 274 down to 55 and SSO volume by 76% since the start of the Program while the rainfall has increased by 31%. Five Chronic SSO are currently being eliminated by projects under construction: the Hamm Rd EQ Station, DuPont Phase 2, Lupton Drive, and the Riverview Park project will eliminate the East Bank/West Bank, DuPont/Memphis Dr, Lupton Dr, and Riverview Park Chronic SSO; the Dobbs Branch Phase 1 and 2 will eliminate the Sth Kelley and 23rd St Chronic SSOs. The remaining Chronic SSO will be eliminated by projects currently in design or in planning.



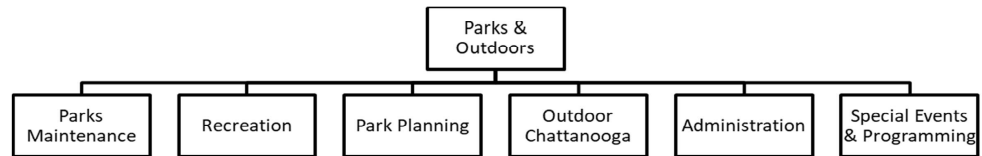
Parks & Outdoors

Mission:

To enrich the quality of life of every resident and visitor by providing the highest quality of park, trail, and open space preservation for the delivery of exceptional recreational programming and outdoor activity.

Description:

The Department of Parks & Outdoors consolidates multiple missions and services from other agencies to create a more streamlined and functional parks department that's focused on outdoor activities. These include parks planning, programming, maintenance, greenways and neighborhood connectivity, Outdoor Chattanooga, special events, outdoor recreation, and municipal golf courses.

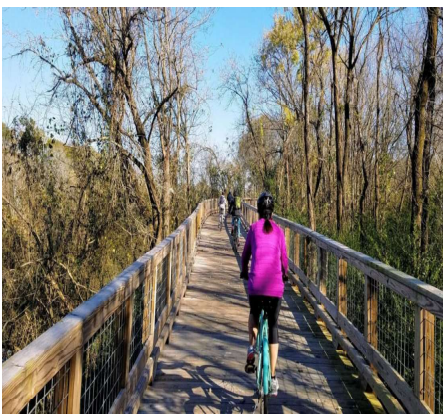


Trends:

Facility reservations are at their highest volume since before the pandemic. This is in part due to the return of events, which peak September - November. Preventative and planned maintenance programs continue to expand to include not only equipment, but also scheduled cleaning and maintenance of Public Art works. Increases in park usage, golf rounds played, and participation in activities has led to more wear and tear on grounds and equipment. Sport leagues and recreational activities are at an all time high due to quality programming and the tourism attraction of Chattanooga.

Budget Overview:

The budget will fund 5 divisions - Park Maintenance, Park Design and Connectivity, Special Events, Outdoor Chattanooga, and Sports & Recreation. All programs and management of activities within a 1 hour drive will fall under the Department of Parks & Outdoors. This will enable us to build, maintain and promote the natural resources of Chattanooga. Natural resource management projects (meadows, native plantings, etc.) will reduce maintenance costs associated with mowing and formal landscaping. These savings can be applied to expanding NRM projects. Energy and maintenance savings from LED ballfield lighting upgrades can be put into improving field and facility maintenance. The number of locations maintained by the department remains the same, but using capital funds strategically in order to save operating costs will allow us to maintain locations more efficiently and more frequently, as is necessitated by the increase in usage.



Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Ensure equal use of activation trailer by at least 2 uses per council district	-	-	-	18
Participation in Outdoor Chattanooga programs	-	10,000	1,936	10,000
Number of community members informed of Outdoor Chattanooga	-	800,000	1.3M	800,000
Complete Service Requests by 95% on time.	-	94%	97%	95%
Complete Preventative Maintenance work orders by 75% on time	-	-	53%	75%

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Administration	\$ -	\$ -	\$ -	\$ 5,990,081
Park Management	-	-	-	1,993,469
Shared Maintenance	-	-	-	3,258,862
Chattanooga Zoo	-	-	-	750,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 11,992,412
Per Capita	\$ -	\$ -	\$ -	\$ 64.98
Positions Authorized	-	-	-	205

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ -	\$ -	\$ -	\$ 6,984,191
Overtime	-	-	-	80,000
Operating	-	-	-	4,928,221
Total Expenditures	\$ -	\$ -	\$ -	\$ 11,992,412
Revenue	-	-	-	1,561,000

Future Challenges and Opportunities

Ballfield lighting at all leased youth associations is nearing the end of useful life. Capital funds will be required to replace existing lighting, which, in some cases, is becoming hazardous. Parks & Outdoors personnel are working with IT to create a custom Reservation system that will meet the needs of all divisions of the department and eliminate the need to pay for two existing systems. Developing new parks and green spaces is a priority, but this has to be balanced with capacity to maintain these new areas. The balance will constantly be reviewed. A Parks Master Plan is currently in construction and will be completed by August 2022.

Vision:

We envision a socially equitable, inter-connected, sustainable system of first class parks, trails and open spaces which embraces the values of our natural resources and the community while setting the benchmarks for innovation and leadership.



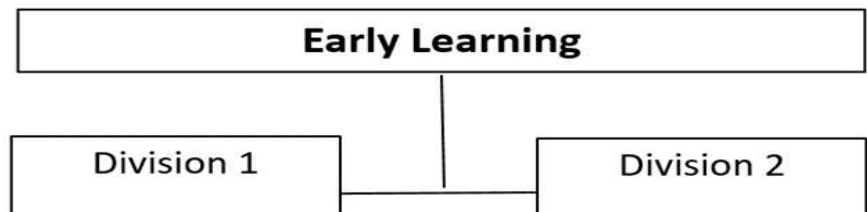
Early Learning

Mission:

To broaden and deepen early learning opportunities and experiences for Chattanooga parents and children between the ages of 0 through 5 with intents to strengthen early foundations for little learners.

Description:

The Department of Early Learning works within the government and across the childcare provider community to enrich learning for Chattanooga families. This department will manage Head Start and family child care navigators, as well as manage partnerships with Hamilton County Schools and early learning centers.



Trends:

The City of Chattanooga has a mission to break down the barriers that prevent people from living the lives they want in our community. That begins with our youngest residents and providing them with an equitable education that would set them up for success. In the 2018 State of the City Address, the city made a promise to add 1000 slots for high-quality early learning. In February, 2021, DEL celebrated childcare facilities, educators, and other community partners that all assisted in the accomplishment of this lofty goal.

Budget Overview:

Through a pioneering partnership with Hamilton County Schools, this budget invests more than \$700,000 for the Community Forward Schools initiative to ensure students and their families can thrive by removing the barriers to academic success. Community schools use academic and non-academic data to respond to whole-child and whole-family needs, tailoring individualized services and supports for each family. City-funded staff, in seven schools within city limits, will work with principals to bring families the resources they need to support their children’s social and emotional development, ensuring each child has access to safe and secure housing and even career services to open up pathways to good jobs. By directly engaging with families, students, teachers, and principals in school and also in our city community centers, Chattanooga can ensure each child is positioned for success, both in school and in life.

Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Increase the number of quality existing seats in Early Learning to 1,000. Office of Early Learning	1,233	1,000		1,000
In order to Maintain a culture of continuous improvements in existing high quality childcare programs the OEL will increase programs participating in CQI activities by 25% of eligible programs (approximately 40 programs). Office of Early Learning	40	40		40
In order to increase community awareness of community resources the OEL will increase # of community members aware of ECE services by 750 individuals. Office of Early Learning	1,800+	750		750

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Administration	\$ -	\$ -	\$ -	\$ 1,154,993
Youth Development	-	-	-	36,900
Education	-	-	-	207,382
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,399,275
Per Capita	\$ -	\$ -	\$ -	\$ 7.58
Positions Authorized	-	-	-	32

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ -	\$ -	\$ -	\$ 1,211,430
Operating	-	-	-	187,845
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,399,275

Future Challenges and Opportunities

The Department of Early Learning has played a significant role in the success of childcare provider's growth in quality education, and in the community's increase knowledge of the components of early learning. The results of this effort is apparent in Chattanooga's shift in culture surrounding the importance of high quality early learning environments. With the establishment of 1,000 new seats within the City of Chattanooga, the capacity to continually support families will be constant throughout the years to come. As a result of staffing changes, the Department of Early Learning's immediate need for continual support is a key factor in the success of programs. Growth enhancements will require an investment in infrastructure that will offer more intense support of families, community members, and childcare providers.

Vision:

The Department of Early Learning will collaborate, advocate, and support in order to provide an equitable and responsive system of support to ensure City of Chattanooga's children and families are successful contributors in school and life.



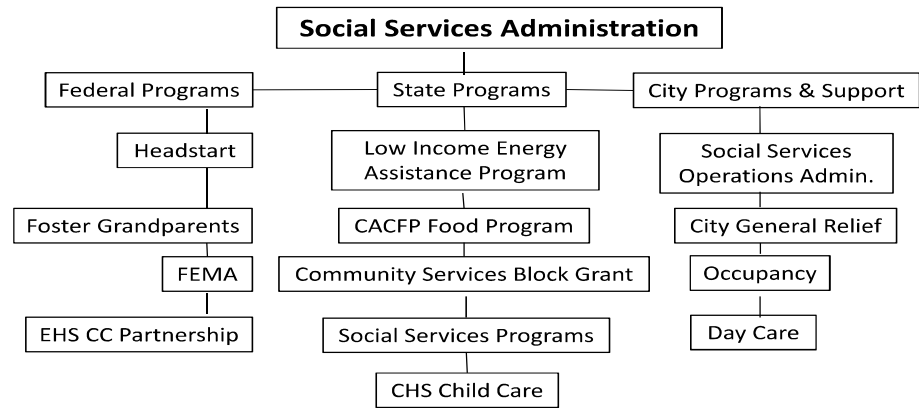
Social Services - Federal Grants

www.chattanooga.gov



Mission:

To change the lives of Hamilton County residents by collaborating with our partners to provide support and coaching to help individuals achieve well-being and economic resilience.



Trends:

The number of families served through the Low-Income Home Energy Assistance Program (LIHEAP) and Community Services Block Grant (CSBG) funds has mostly remained static over the past several years. In the wake of the COVID-19 pandemic, however, requests for emergency rent assistance increased exponentially. While most of the work of the Office of Family Empowerment was previously focused on long-term case management and building economic independence, the effects of the pandemic dictated a shift to a service delivery model that focuses primarily on emergency assistance.

Budget Overview:

CSBG and LIHEAP funding is allocated to the Office of Family Empowerment using a formula based on demographic and poverty data in Hamilton County. The COVID-19 pandemic resulted in additional funding from CSBG through CARES. This additional funding is being used to provide rent, mortgage, and utility assistance for households impacted by the pandemic as well as career training for individuals seeking to learn skills for professional, living-wage jobs. With increased outreach efforts in LIHEAP and CSBG, we hope to serve more households in FY22.

Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Families moved to self-sufficiency	60	40	28	40
Number of households receiving assistance meeting basic needs (rent, mortgage, utilities)	5,653	5,600	5,580	5600

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Administration	\$ 945,653	\$ 1,441,984	\$ 1,295,024	\$ 1,241,371
Head Start	11,037,399	12,868,155	12,125,045	13,655,329
Day Care	325,051	-	-	-
Foster Grandparents	487,088	515,985	505,860	553,345
LIHEAP	2,220,651	3,143,269	2,656,039	2,808,559
CSBG	649,256	515,690	603,200	642,808
Social Services Programs	35,602	(46,248)	85,358	25,050
City General Relief	13,580	9,099	25,000	25,000
Emergency Food & Shelter	-	-	22,750	-
Other	6,895	6,613	25,000	-
Total Expenditures	\$ 15,721,175	\$ 18,454,547	\$ 17,343,276	\$ 18,951,462
Per Capita	\$ 88.53	\$ 102.21	\$ 94.88	\$ 102.68
Positions Authorized	298	277	277	279

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ 9,156,952	\$ 10,081,549	\$ 9,885,482	\$ 9,975,461
Overtime	18,373	16,519	6,000	10,000
Operating	6,545,850	8,356,479	7,451,794	8,966,001
Total Expenditures	\$ 15,721,175	\$ 18,454,547	\$ 17,343,276	\$ 18,951,462

Vision:

All families in Hamilton County are empowered to live the life they want.

Future Challenges and Opportunities:

As the COVID-19 pandemic continues to affect Chattanooga's economy and citizens, and as housing costs continue to climb, requests for rent assistance are likely to further increase. In order to meet the demand, more staff will be added to ensure that constituents can be served as quickly and efficiently as possible.

A great deal of effort has gone into creating the CARES-funded Economic Mobility Program to provide career training to eligible individuals. With the success of this pilot project, there is potential for ongoing funding and support through partnerships to sustain ongoing implementation of this program.

City Planning

Mission:

City Planning builds upon a shared vision of, plans for, and leads the way into an equitable, sustainable, vibrant future that enhances the quality of life for all Chattanoogaans.

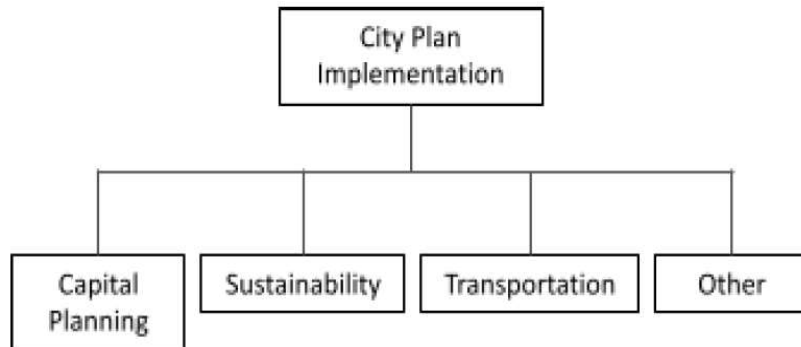
Description:

The Department of City Planning is comprised of the following divisions:

The Regional Planning Agency (RPA): charged with administering rezoning requests and subdivision applications, updating the zoning and subdivision regulations, and maintaining the official zoning map. RPA serves both the Chattanooga-Hamilton County Regional Planning Commission and the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (TPO) Board.

Strategic Capital Planning: produces a 5-year plan for citywide capital improvements that is both fiscally responsible and highly effective for citizen needs across Chattanooga.

Sustainability: committed to the advancement of sustainable projects and solutions through local and national initiatives which conserve resources, protect the environment, advance sustainability and support current and future residents of the City of Chattanooga.



Trends:

As a new department, City Planning will build a robust work plan that integrates with and expands the capacity of the Regional Planning Agency, builds on existing city-scale planning, and ensures robust implementation of those plans.

Budget Overview:

This budget reflects an increased focus on city-scale planning and plan implementation with personnel being consolidated from other departments and the creation of three new positions.

Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Survey responses put that they "substantially agree" or "agree" that RPA is performing well in staffing the TPO organization and transportation planning process.	-	100%	91%	98%
Survey responses put that they "substantially agree" or "agree" that RPA is performing well in its subdivision planning approach and outcomes.	-	88%	65%	85%
Survey responses put that they "substantially agree" or "agree" that RPA is performing well regarding the rezoning and Planning Commission process.	-	8100%	68%	81%
Less than 15% of zoning cases approved by City Council have more than three conditions placed on them so that changes needed to the zoning ordinance can be addressed.	-	15%	23%	15%

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Administration	\$ -	\$ -	\$ -	\$ 733,865
Strategic Cap. Plannin	-	-	-	194,555
Sustainability	-	-	-	72,279
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,000,699
Per Capita	\$ -	\$ -	\$ -	\$ 5.42
Positions Authorized	-	-	-	10

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ -	\$ -	\$ -	\$ 990,134
Operating	-	-	-	10,565
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,000,699

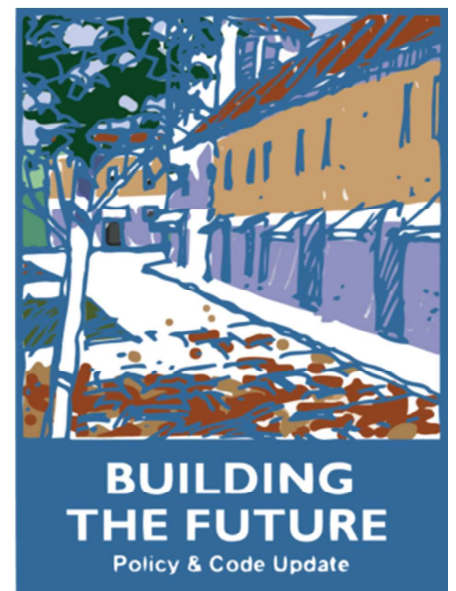
Future Challenges and Opportunities:

City Planning is the leading edge of planning for and addressing the overlapping challenges facing Chattanooga - caring for our aging infrastructure, building a resilient, sustainability city, identifying how to use our existing resources creatively and responsibly, and modeling innovative governance into the 21st century. City Planning staff will integrate and collaborate with Regional Planning Agency staff and work with staff across the City in plan implementation.



Vision:

Utilize planning best practices to plan for and implement the shared vision of Chattanooga's future.



Equity & Community Engagement

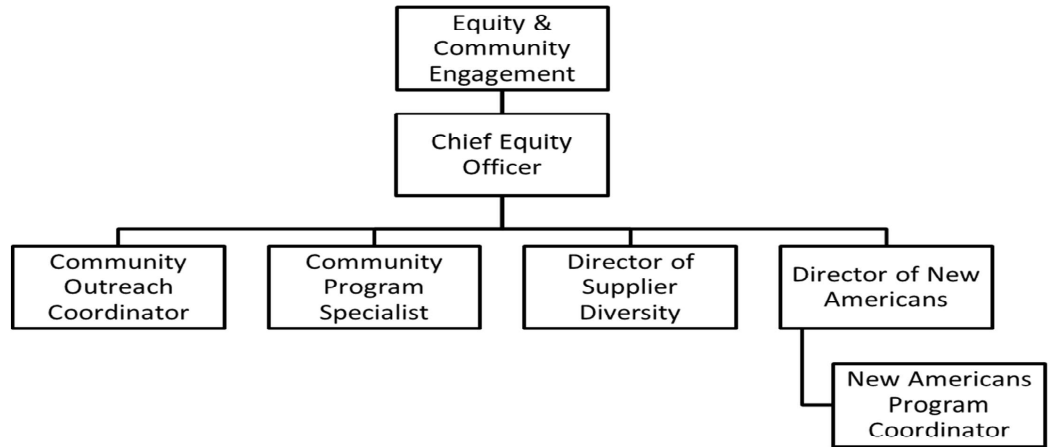


Mission:

To broaden access to opportunity for every Chattanooga by ensuring that all of our residents have the resources and relationships they need to thrive and succeed.

Description:

The Department of Equity & Community Engagement contains the functions previously serviced by the Office of Multicultural Affairs - a newly created Office of New Americans - and performs community engagement and outreach functions. This new department, which reports directly to the Mayor, focuses on supplier diversity, as well as citywide diversity, equity, and inclusion initiatives.



Trends:

The Department of Equity & Community Engagement is a new department that combines new staff in addition to the portfolio and staff that were previously contained within the Office of Multicultural Affairs. With the hiring of a Chief Equity Officer to lead this department, this team will be responsible for serving as an internal consultant to other city departments to support the development of an equity lens in every part of the City's work. Additionally, by prioritizing thoughtful and non-extractive community engagement, the City of Chattanooga can more meaningfully engage our residents and involve—rather than just inform—them in the work to build a more just and prosperous community.

Budget Overview:

As a new department, the budget is designed to establish activities and provide the support to department administration to build out a thoughtful and effective strategic plan. To that end, the City of Chattanooga is also committed to continuing the work in the portfolio of the former Office of Multicultural Affairs, by providing resources and information, small, minority, and women-owned businesses need to compete for business opportunities with the City of Chattanooga. This department will also work to promote goodwill among employees and open up employment and promotion opportunities within the City to under-represented groups.

Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Inc. competitive MWOBE spend to 3% of Total Spend	-	-	2.58%	3%

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Administration	\$ -	\$ -	\$ -	\$ 866,309
Total Expenditures	\$ -	\$ -	\$ -	\$ 866,309
Per Capita	\$ -	\$ -	\$ -	\$ 4.69
Positions Authorized	-	-	-	6

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ -	\$ -	\$ -	\$ 734,689
Operating	-	-	-	131,620
Total Expenditures	\$ -	\$ -	\$ -	\$ 866,309

Future Challenges and Opportunities:

As a new department, there will be temporary challenges around staff capacity as the activities, initiatives, and programs of the department are launched and implemented. Additionally, given that national models for departments focused on equity are a relatively new development in municipal governments, there is a wide variety of possible directions for the department to go. There are significant opportunities to align and coordinate the wide range of community engagement activities across departments, which will be a key focus of department staff moving forward over the next year.

Additionally, equity is often misunderstood and misrepresented. One major goal for the department is arriving at a shared definition for equity within the department, the city, and our community as a whole. This work will be supported with training opportunities for City staff, geared toward integrating an equity perspective into their individual daily work and department missions.

Vision:

Advance equity, opportunity, and prosperity within the City of Chattanooga.



Economic Development

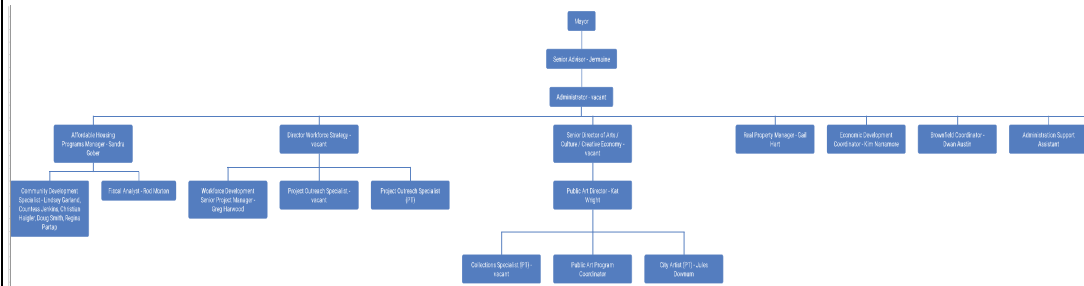
Mission:

Our goal is to promote economic growth and development throughout the City of Chattanooga.

Description:

We are here to be a resource for all types of businesses and entrepreneurial projects of various sizes and scope. Our office was also created to equip our city's workforce for future economic trends. Our core objectives are:

- *To create an environment conducive for strong economic growth.
- *To create a competitive and thriving workforce.
- *To grow wages throughout our city



Trends:

The real estate market in Chattanooga is extremely competitive. Home prices have soared in the last several months. The Chattanooga Area Chamber reports that the Chattanooga region saw a 10.9% increase in the median housing price to \$265,000 in September while listings of single-family homes increased 12.1%. In addition, we are seeing tremendous interest from industry. Companies have recently announced major expansions. Wages have also been rising over the past few years. In 2018, Chattanooga had the 6th highest wage growth in the nation. In September 2021, the Chattanooga unemployment rate fell below 3%.

Budget Overview:

As the Department of Economic Development is a new department, this year's budget is designed to lay the foundation for the creation of a new department. The department will measure its success by its ability to track measures that indicate meaningful opportunities in the lives of Chattanooga residents. Measures are focused on the number of entrepreneurs assisted; number of people assisted through workforce development programs; number of jobs created and committed; and the amount of capital investment announced.

The Department of Economic Development consists of the following internal offices:

- Office of Economic Development
- Office of Workforce Development
- Office of Housing & Community Investment
- Office of Real Property & Brownfields

Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Maintain Performance Measures on target Citywide	-	60%	59.3%	60%
Number of visitors to the open data portal (note the higher numbers in FY21 are due to changes in how the system measures visits)	-	100,000	164,169	160K - 170K
Number of internal data portal logins	-	New Measure	2,176	2,720
Increase the efficiency and effectiveness of the delivery of city services by number of employees upskilled	-	New Measure	58	80
Abandonment Rate	15.4%	15%	11%	10% - 15%
Average Wait Time (minutes)	2:21	1:30	2:07	1:15
Number of calls observed with coaching provided on each month. (5 calls per agent per quarter or 60 each quarter)	-	240	240	240

Department Summary				
	Actual	Actual	Budget	Budget
	FY18/19	FY19/20	FY20/21	FY21/22
Administration	\$ -	\$ -	\$ -	\$ 772,008
Economic Dev.	0	0	0	86,473
Back Tax Properties	0	0	0	90,256
Workforce Dev.	0	0	0	116,780
Arts, Cult. & Creative Econ.	0	0	0	354,941
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,420,458
Per Capita	\$ -	\$ -	\$ -	\$ 7.70
Positions Authorized	0	0	0	16
Resources				
	Actual	Actual	Budget	Budget
	FY18/19	FY19/20	FY20/21	FY21/22
Personnel	\$ -	\$ -	\$ -	\$ 1,254,927
Operating	0	0	0	165,531
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,420,458

Vision:

A world-class city with tremendous opportunity for all. A place where all residents can live the life of their choosing.

Future Challenges and Opportunities:

The Department of Economic Development will be aggressive in the way we create workforce development programming to uplift Chattanooga residents who are unemployed and under-employed. Based on the 2021 report by Chattanooga 2.0, approximately 41.5% of residents county residents over age 25 have a post-secondary credential. That number will need to sharply increase in order for Chattanooga to remain competitive for attracting the industries and jobs of the future. Research has shown that people who earn a postsecondary credential have much higher earnings over the course of their careers than those who lack a credential gained through postsecondary education. As communities continue to compete for jobs and industry, companies are becoming increasingly lured to communities based on the ability of the company to source the talent and workforce that it needs. If we want the companies of tomorrow, we must ensure we have the workforce for tomorrow.

Recruiting and retaining growing companies is always a challenge. Doing so will become even more challenging in the coming years as the city runs out of real estate that can be used for large economic development projects that create jobs. As our city continues to grow, the Department of Economic Development will also be focused on the creation of a strategy for ensuring that real estate is utilized to the highest and best extent for the creation of more jobs and raising the city's property tax base.

Innovation Delivery & Performance

Mission:

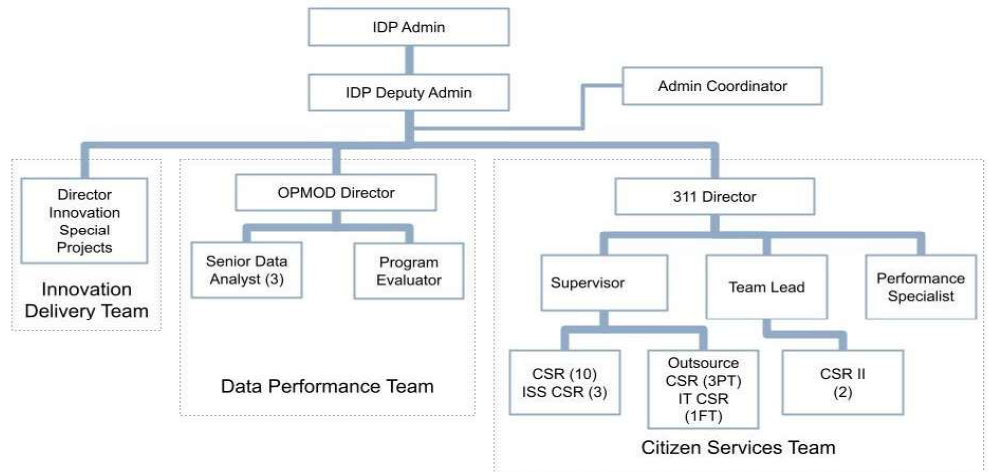
To grow a culture of innovation that delivers value to Chattanoogaans based on direct feedback and data driven insight.

Description:

The Department of Innovation Delivery & Performance is comprised of the following divisions:

The Office of Performance Management and Open Data (OPMOD): seeks to push the City of Chattanooga internally to maximize the immense amounts of data it has to the benefit of its citizens.

The 311 Service Center: Chattanooga's One Call for City Hall - simplifies citizen access to government by providing a single point of contact for all City services.



Trends:

Chattanooga is a city of possibilities and opportunities. The challenge moving forward will be to ensure that this is realized for all Chattanoogaans. The newly formed Department of Innovation Delivery and Performance (IDP) is uniquely positioned to make the government more human, effective and data informed. This will be ever more important as cities, such as Chattanooga, are asked to do more with less. The needs and challenges of Chattanoogaans seem to be ever increasing and the city will have to be innovative to meet these needs and challenges in a meaningful way. As a support organization for the whole city, IDP is positioned to be a force multiplier for every department within the City of Chattanooga by growing a culture of innovation that delivers value to Chattanoogaans based on direct feedback and data driven insights.

Budget Overview:

The newly formed Department of Innovation Delivery and Performance consists of the Office of Performance Management and Open Data (OPMOD), the 311 Service Center (Chattanooga's One Call for City Hall) and the Innovation Delivery Team. Taken together they seek to provide a better customer experience while also growing a culture of innovation that delivers value to Chattanoogaans based on direct feedback and data driven insights. This year's budget focuses on standing up the new department, expanding the citizen focused data work of the Office of Performance Management and Open Data, adding new capabilities to 311 to better serve Chattanoogaans and developing the department's special projects capacity so innovation projects can be run smoothly.



Performance Measures	Actual FY20	Goal FY21	Actual FY21	Goal FY22
Maintain Performance Measures on target Citywide	-	60%	59.3%	60%
Number of visitors to the open data portal (note the higher numbers in FY21 are due to changes in how the system measures visits)	-	100,000	164,169	160K - 170K
Number of internal data portal logins	-	New Measure	2,176	2,720
Increase the efficiency and effectiveness of the delivery of city services by number of employees upskilled	-	New Measure	58	80
Abandonment Rate	15.4%	15%	11%	10% - 15%
Average Wait Time (minutes)	2:21	1:30	2:07	1:15
Number of calls observed with coaching provided on each month. (5 calls per agent per quarter or 60 each quarter)	-	240	240	240

Department Summary

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Administration	\$ -	\$ -	\$ -	\$ 516,596
Office of Perf. Mgmt.	-	-	-	658,703
311 Call Center	-	-	-	1,044,156
Total Expenditures	\$ -	\$ -	\$ -	\$ 2,219,455
Per Capita	\$ -	\$ -	\$ -	\$ 12.03
Positions Authorized	-	-	-	25

Resources

	Actual FY18/19	Actual FY19/20	Budget FY20/21	Budget FY21/22
Personnel	\$ -	\$ -	\$ -	\$ 1,973,815
Operating	-	-	-	245,640
Total Expenditures	\$ -	\$ -	\$ -	\$ 2,219,455

Future Challenges and Opportunities:

The primary challenge for IDP centers around establishing a brand new department. This includes the nuts and bolts of creating a new structure, charting a path for the team, understanding how this fits into the context of the current system, hiring/onboarding new staff and actively learning what works and doesn't work along the way. This will be a growth and learning year for the department. Many of the norms, values and practices put into place this year will set the tone and direction for years to come.

Given that this is both a new department and a new administration there are many opportunities this year. There is an increase in new roles in the department around data that will allow IDP to increase data capabilities across departments.

Vision:

All City employees are continuously innovating and improving services for Chattanoogaans.



Debt Service Fund

Fiscal Year Ending June 30, 2022

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 top right 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, 2021 is \$398,108,499 with net direct indebtedness of \$105,616,171. This Gross outstanding amount includes a 30-year Chattanooga Downtown Redevelopment Lease Rental Revenue Bonds of \$49,975,000 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 \$51,787,408. Total authorized unissued General Obligation debt for capital projects is \$15,000,000.

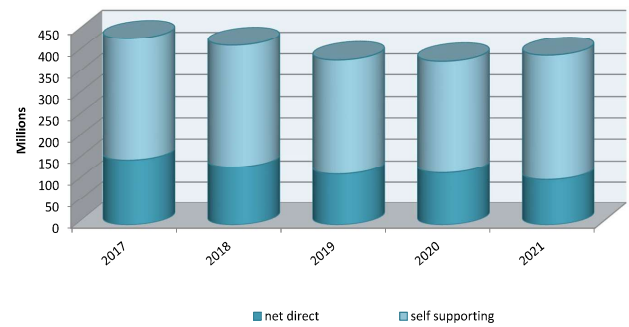
The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

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.

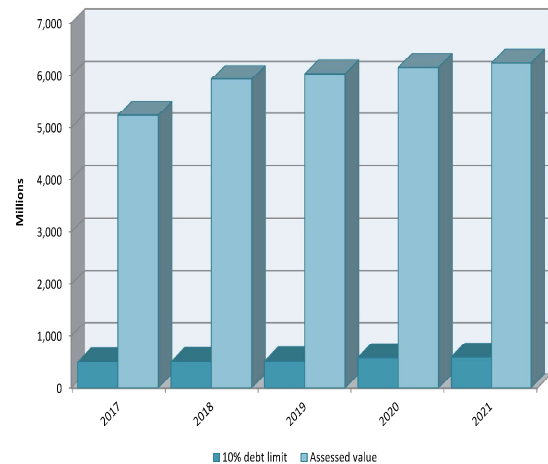
The chart to your right shows the debt limit for the past five years, based upon the assessed property valuation for the same period of time. After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, the next chart presented on the top of the next page compares the Net Direct Indebtedness with the 10% Debt Limit.

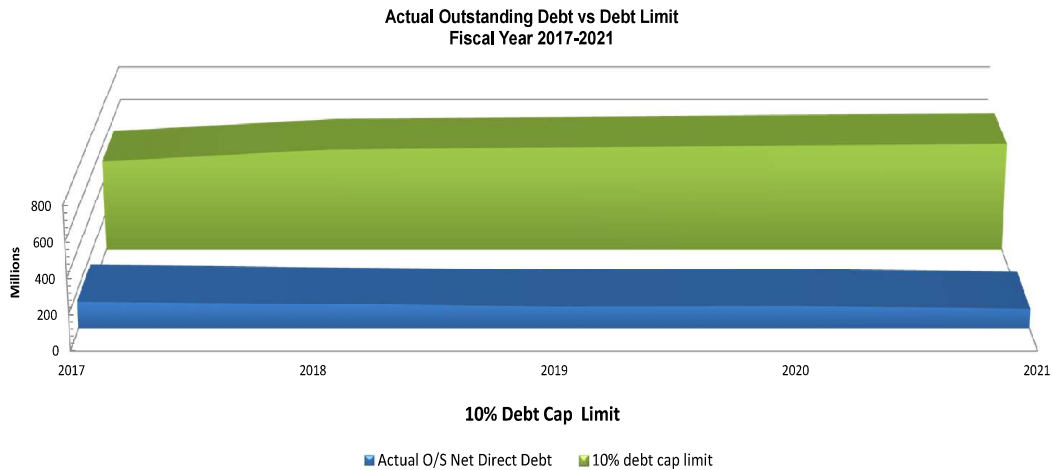
The Net Direct Indebtedness is the Gross Indebtedness less the Self-Supporting Indebtedness and the Debt Service Fund Balance for each year. As is evidenced by the following chart, the City’s Net Legal Debt Margin is very favorable.

Outstanding Debt
Fiscal Year 2017-2021



General Obligation Debt Limit
Fiscal Year 2017-2021





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 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 \$49,975,000 at June 30, 2021. The debt service reserve fund held by the fiscal agent at June 30, 2021 is \$9,768,038. 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 FY19, 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". With the sale of the Chattanooga, the related debt was retired and the income from the hotel is no longer available.

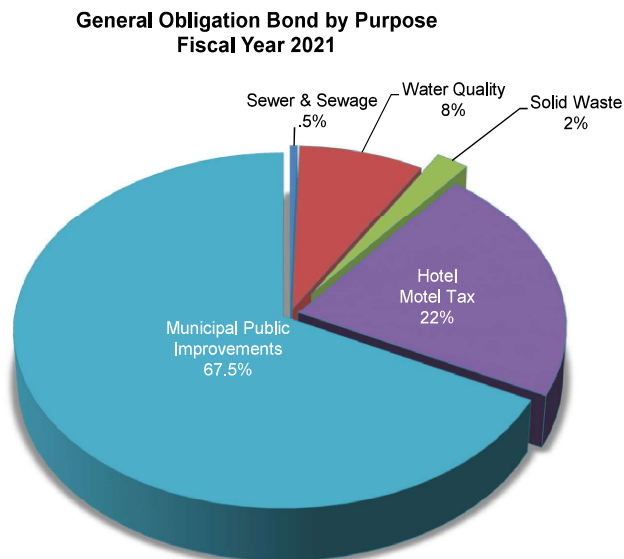
In FY17, the City entered into a \$5,977,735 5 year capital lease agreement with Motorola for the purchase of communication radios. The City also issued \$8,200,000 General Obligation Bonds, Series 2017A for FY17 capital projects approved by council. This included \$1,000,000 Fire Apparatus replacement; \$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 Moccasin Bend WasteWater Treatment Plant 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.

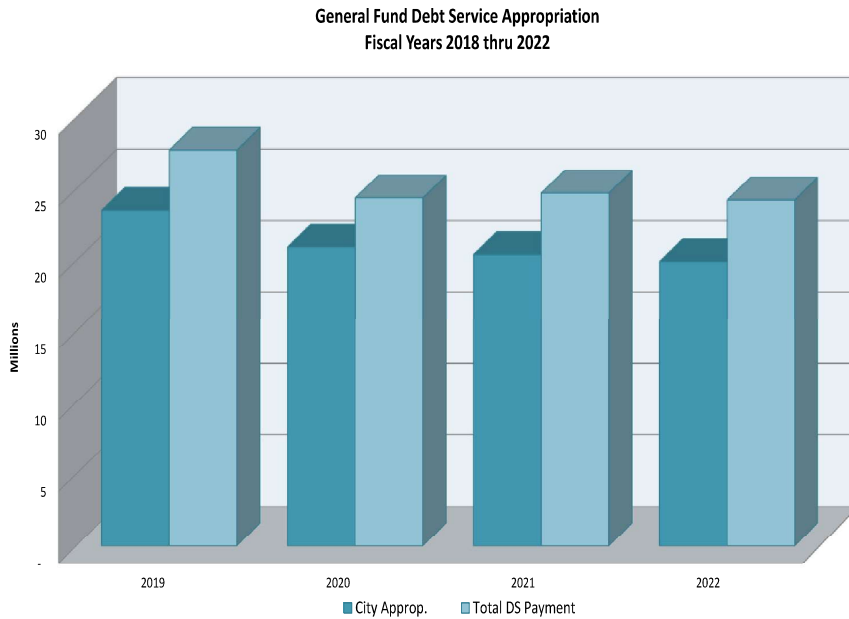
In FY19, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$24,000,000 from the State Revolving Loan Fund. The loan is for sewer projects related to upgrades and expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 2.05% with repayment over 20 years. The City also issued 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.

In FY20, the City issued \$23,785,000 General Obligation Bonds, Series 2019A for FY18, FY19 and FY20 to provide funds for capital projects approved by council. This included Library upgrades for \$1,100,000, City facilities infrastructure and upgrades at \$3,876,992, fire equipment for \$1,200,000; Road improvements and infrastructures for \$15,589,145, and \$4,269,000 for Water Quality improvements. The City also issued \$18,860,000 General Obligation Bonds, Series 2019B to provide funds to refund \$2,010,000 General Obligation Series 2010A maturing on February 1, 2021, 2026 through 2028 and 2030; \$20,270,000 to provide funds to refund General Obligation Bonds Series 2010B maturing February 1, 2021 through 2028 and 2031.

Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2021 is \$398,108,499 and 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 33% 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 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 sold bonds in the fall of 2019 to fund the FY18, FY19 and FY20 capital budgets.

In FY2021, the General Fund appropriated \$20,417,289 which includes funding for current outstanding debt. The FY2021 capital budget included the use of bonds for projects totaling \$10,000,000.

In FY2022, the General Fund appropriated \$19,924,060 which includes funding for current outstanding debt. The FY2022 capital budget included the use of bonds for projects totaling \$5,000,000. The city plans to sell bonds in the fall of 2021 to fund the FY21 and FY22 capital program.

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, 2021, the County had gross outstanding general obligation bonded debt of \$288,925,000. The percentage of County net indebtedness applicable to the City is 57.9389% or \$167,399,967. Also included in this section on Debt Service are schedules on Debt Ratios, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2021.

Outstanding General Obligation Debt

General Obligation Bonds by Purpose	
Municipal Public Improvement(GenGovt)	134,808,063.00
Municipal Public Improvement Bonds(Sewer) ⁽¹⁾	726,996.00
Municipal Public Improvement Bonds(SoWa)	3,264,354.00
Municipal Public Improvement Bonds(WaQu)	12,260,588.00
Municipal Public Improvement Bonds(CDRC) ⁽²⁾	49,975,000.00
Total Bonded Indebtedness	<u>201,035,001.00</u>
Other Long-Term Indebtedness	
HUD Sec 108 Notes	916,000.00
2016 Radio Capital Lease	1,195,547.00
2018 Golf Course Capital Lease	127,937.00
General Obligation Capital Outlay Notes	4,670,530.00
Business Obligation Capital Outlay Notes	190,163,484.00
Total Long-Term Indebtedness	<u>197,073,498.00</u>
Gross Direct Indebtedness	398,108,499.00
Less: Self-Supporting Indebtedness	
Sewer and Sewage Facilities Bonds ⁽³⁾	726,996.00
State Revolving Loan-CSO (ISS portion)	190,050,146.00
Municipal Public Improvement Bonds(SoWa) ⁽⁴⁾	3,264,354.00
Tennessee Municipal Bond Notes (SoWa)	113,338.00
Municipal Public Improvement Bonds(WaQu) ⁽⁴⁾	12,260,588.00
Municipal Revenue Bonds(CDRC)	49,975,000.00
Hotel/Motel Tax Revenue Pledge	32,789,764.00
HUD Sec. 108 Notes	916,000.00
Total Self Supporting Indebtedness	290,096,186.00
Debt Service Fund ⁽⁵⁾	<u>2,396,142.00</u>
Net Direct Indebtedness	105,616,171.00
Plus: Estimated Net Overlapping Indebtedness	<u>167,399,967.00</u>
Net Direct and Net Overlapping Indebtedness	<u>273,016,138.00</u>

- 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 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. This also 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.
 - (4) \$15,638,280 represents the outstanding balance of 2013, 2014, 2015, 2017 and 2019 Municipal Public Improvement Bonds of which \$12,260,588 is related to Water Quality and \$3,377,692 is related to Solid Waste, which will be paid by the city from the revenue derived from the operations of these funds.
 - (5) This represents unaudited Fund Balance at June 30, 2021.

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	\$ 398,108,498	\$ 2,157	6.39%	2.00%
Net Direct Indebtedness ⁴	105,616,171	572	1.69%	0.53%
Gross Direct and Net Overlapping Indebtedness ⁵	503,724,669	2,729	8.08%	2.53%
Net Direct and Net Overlapping Indebtedness ⁵	273,016,138	1,479	4.38%	1.37%
Per Capita Assessed Valuation ⁶	\$33,774 *			
Per Capita Full Valuation ⁶	\$107,805 *			

*Based on 2021 population estimate.

- Notes:
- (1) The City's population in 2021 was estimated at 184,591.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2021 was \$6,234,412,936.
 - (3) The City's estimated full valuation of taxable property as of June 30, 2021 was \$19,899,791,161.
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$288,925,000. The City's share is \$167,399,967 (57.9389%).
 - (6) Direct and overlapping includes \$33,705,764 of self-supporting governmental debt and \$256,390,421 of self-supporting enterprise debt

<u>Ratio</u>	<u>Requirement</u>	<u>Actual</u>
General Fund Balance Requirement	> 15%	38.63%
Average Life of Total Debt	< 10 Years	10.40
Percentage of Principal Paid within 10 Years	> 50%	80.10%
Per Capita Debt/Per Capita Income	< 4%	1.25%
Per Capita Debt/Per capita Assessed Value	< 4%	1.69%
Debt Service/General Government Operation Expense	< 10%	7.23%

Ranking	City	Standard &		
		Fitch	Poor's	Moody's
1	Memphis	AA-	AA	Aa2
2	Metro Nashville		AA	Aa2
3	Knoxville	AAA	AA+	Aa1
4	Chattanooga	AAA	AAA	
5	Clarksville		AA+	Aa2
6	Murfreesboro		AA	Aa1
7	Jackson		AA	
8	Franklin		AAA	AAA
9	Johnson City			Aa2
10	Bartlett		AAA	Aa1
11	Hamilton County	AAA	AAA	Aaa

* In November 2021 Fitch upgraded Chattanooga's bond rating to 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	2022	2023	2024	2025	2026
General Government	\$ 12,065,698	\$ 4,819,744	\$ 3,459,359	\$ 2,699,793	\$ 1,604,661
Public Works	151,307,789	113,026,510	122,500,000	106,960,000	100,015,000
Early Learning	325,000	150,000	150,000	150,000	150,000
Community Development	2,050,000	1,000,000	1,000,000	1,000,000	1,000,000
Economic Development	1,360,000	1,000,000	1,000,000	-	-
Police	3,425,000	8,420,000	5,420,000	5,420,000	420,000
Fire	735,000	3,000,000	500,000	500,000	500,000
Parks & Outdoors	3,236,250	3,680,000	3,630,000	2,800,000	2,650,000
City Planning	703,750	2,000,000	2,000,000	2,000,000	2,000,000
East Chattanooga Rising	3,550,000	-	-	-	-
Total	\$ 178,758,487	\$ 137,096,254	\$ 139,659,359	\$ 121,529,793	\$ 108,339,661

Other Long-Term Indebtedness

As of June 30, 2021, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated	Maturity
State of Tennessee Revolving Loan 2003-168	9,471,671	02/03/2003	10/20/2025
Tennessee Municipal League Bond Pool (2004)	4,783,868	05/20/2005	04/20/2025
HUD Section 108 Loan Program (2008) (1)	916,000	06/01/2008	06/01/2024
State of Tennessee Revolving Loan 2007-204	7,559,683	06/06/2007	09/20/2031
State of Tennessee Revolving Loan 2011-289	15,742,254	11/01/2011	08/20/2037
State of Tennessee Revolving Loan 2012-307	26,376,324	06/25/2013	06/25/2038
State of Tennessee Revolving Loan 2013-318	53,301,835	06/18/2014	11/20/2037
2016 Regional Communication Capital Lease	1,195,547	08/01/2017	08/01/2021
State of Tennessee Revolving Loan 2016-357	26,973,852	02/08/2016	02/08/2039
2018 Golf Course Capital Lease	127,937	01/04/2018	03/04/2023
State of Tennessee Revolving Loan 2018-405	896,793	11/07/2017	05/20/2041
State of Tennessee Revolving Loan 2018-406	16,095,567	11/28/2017	11/28/2040
State of Tennessee Revolving Loan 2019-428	363,329	12/06/2018	12/06/2040
State of Tennessee Revolving Loan 2019-429	4,655,587	12/06/2018	12/06/2040
State of Tennessee Revolving Loan 2018-406-01	27,794,660	10/10/2019	05/20/2041
State of Tennessee Revolving Loan 2020-440	818,591	11/24/2020	06/20/2040
Total	\$ 197,073,498		

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.

City of Chattanooga, Tennessee
General Obligation Self Supporting Bonded Debt Service Requirements
As of June 30, 2021
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

<u>Fiscal</u> <u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>P & I</u> <u>Requirements</u>
2022	19,146,820	5,290,361	24,437,181
2023	19,541,206	4,779,523	24,320,729
2024	20,008,505	4,250,344	24,258,849
2025	19,989,562	3,706,650	23,696,212
2026	18,321,333	3,218,736	21,540,069
2027	18,168,460	2,759,954	20,928,413
2028	17,710,936	2,328,813	20,039,750
2029	18,477,068	1,894,615	20,371,683
2030	11,220,961	1,569,730	12,790,691
2031	11,387,686	1,363,919	12,751,605
2032	10,374,597	1,177,095	11,551,693
2033	10,311,878	1,018,022	11,329,900
2034	10,462,602	857,630	11,320,232
2035	10,373,968	694,882	11,068,851
2036	10,529,449	539,402	11,068,851
2037	10,687,329	381,522	11,068,851
2038	6,682,420	239,962	6,922,382
2039	4,275,499	174,584	4,450,083
2040	4,333,038	117,045	4,450,083
2041	4,382,659	58,706	4,441,365
2042	4,447	6	4,453
Total	256,390,422	36,421,500	292,811,922

Includes CDRC (Southside) Capital Lease of \$49,975,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2021 consists \$51,787,408 from State Revolving Loan Fund for Sewer infrastructure and \$15,000,000 General Obligation Bonds to fund capital projects.

City of Chattanooga, Tennessee
General Obligation Debt Service Requirements-General Government
As of June 30, 2021

Fiscal Year	Principal	Interest	Total
2022	18,157,654	5,608,394	23,766,048
2023	17,020,375	4,972,130	21,992,505
2024	17,641,851	4,271,274	21,913,124
2025	16,049,050	3,606,859	19,655,909
2026	16,358,778	2,919,038	19,277,815
2027	14,222,359	2,191,576	16,413,934
2028	11,753,288	1,658,976	13,412,264
2029	11,343,288	1,257,130	12,600,417
2030	7,593,288	820,040	8,413,328
2031	7,548,288	440,376	7,988,664
2032	1,343,288	161,195	1,504,482
2033	1,343,288	107,463	1,450,751
2034	1,343,288	53,732	1,397,019
2035	-	-	-
2036	-	-	-
Total	141,718,077	28,068,182	169,786,259

Does not include CDRC (Southside) Capital Lease of \$49,975,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2021 consists of \$51,787,408 from State Revolving Loan Fund for Sewer infrastructure and \$15,000,000 General Obligation Bonds to fund capital projects.

CITY OF CHATTANOOGA, TENNESSEE
 ANALYSIS OF GENERAL OBLIGATION DEBT
 June 30, 2021

ADJ-2020	Outstanding June 30, 2020	Interest Pd FY 2021	Issued FY 2021	Retired FY 2021	Refunded FY 2021	Outstanding June 30, 2021	Maturing FY 2022	Interest Payable FY 2022
GOVERNMENTAL ACTIVITIES								
Serial Bonds:								
Tax Supported								
2009 Series A General Obligation	2,270,000	45,400	-	2,270,000	-	-	-	-
2010 Series C Recovery Zone Bonds	145,000	4,350	-	145,000	-	-	-	-
2011 Series A General Obligation	12,355,000	397,125	-	1,765,000	-	10,590,000	1,765,000	326,525
2011 Series B Refunding GO bonds	1,817,586	69,475	-	3,333	-	1,814,263	3,333	69,396
2013 Series General Improvement Bond	11,820,000	441,569	-	1,315,000	-	10,505,000	1,315,000	375,819
2014 Municipal Public Improvement Refunding	5,024,538	126,739	-	747,477	-	4,277,061	736,837	108,158
2015 Series A GO Bond	20,705,000	931,575	-	1,885,000	-	18,820,000	1,885,000	865,600
2015 Series B Refunding GO Bond	18,955,000	707,350	-	-	-	18,955,000	2,580,000	668,650
2017 Series A GO Bond	6,005,000	300,250	-	550,000	-	5,455,000	550,000	272,750
2017 Series B Refunding GO Bond	12,640,000	632,000	-	1,985,000	-	10,655,000	2,045,000	532,750
2019 Series A GO Bond	18,813,424	886,994	-	1,346,449	-	17,466,975	1,347,525	819,617
2019 Series B Refunding GO Bond	4,020,000	187,100	-	540,000	-	3,480,000	285,000	160,100
Total tax supported bonds	114,570,558	4,729,927	-	12,552,259	-	102,018,299	12,512,695	4,199,365
Self Supported								
2011 Series B Refunding Hotel Motel Tax Pledge	14,542,404	555,863	-	26,667	-	14,515,737	26,667	555,229
2013 Series Hotel-Motel Tax Pledge	4,530,000	169,206	-	505,000	-	4,025,000	505,000	143,956
2014 Series Hotel Motel Refunding	1,443,670	36,394	-	214,643	-	1,229,027	211,588	31,058
2019 Series B Hotel Motel Refunding	14,690,000	700,850	-	1,670,000	-	13,020,000	1,800,000	617,350
Total self supported bonds	35,206,074	1,462,313	-	2,416,310	-	32,789,764	2,543,255	1,347,593
Total serial bonds	149,776,632	6,192,240	-	14,968,569	-	134,808,063	15,055,950	5,546,958

CITY OF CHATTANOOGA, TENNESSEE
 ANALYSIS OF GENERAL OBLIGATION DEBT
 June 30, 2021

ADJ-2020	Outstanding June 30, 2020	Interest Pd FY 2021	Issued FY 2021	Retired FY 2021	Refunded FY 2021	Outstanding June 30, 2021	Maturing FY 2022	Interest Payable FY 2022
Notes Payable:								
Tax Supported								
2004 TML Bond Fund	6,159,601	14,012	-	1,489,071	-	4,670,530	1,528,997	38,456
Total tax supported notes payable	<u>6,159,601</u>	<u>14,012</u>	<u>-</u>	<u>1,489,071</u>	<u>-</u>	<u>4,670,530</u>	<u>1,528,997</u>	<u>38,456</u>
Self Supported								
2008 HUD Section 108 Loan Program	1,221,000	27,507	-	305,000	-	916,000	305,000	19,699
Total self supported notes payable	<u>1,221,000</u>	<u>27,507</u>	<u>-</u>	<u>305,000</u>	<u>-</u>	<u>916,000</u>	<u>305,000</u>	<u>19,699</u>
Total notes payable	<u>7,380,601</u>	<u>41,519</u>	<u>-</u>	<u>1,794,071</u>	<u>-</u>	<u>5,586,530</u>	<u>1,833,997</u>	<u>58,155</u>
Capital Leases Payable:								
Tax Supported								
2018 Tasers Capital Lease	124,800	-	-	124,800	-	-	-	-
2016 Regional Communication Capital Lease	2,391,094	-	-	1,195,547	-	1,195,547	1,195,547	-
2018 Golf Course Capital Lease	197,653	5,726	-	69,716	-	127,937	72,160	3,281
Total tax supported capital leases	<u>2,713,547</u>	<u>5,726</u>	<u>-</u>	<u>1,390,063</u>	<u>-</u>	<u>1,323,484</u>	<u>1,267,707</u>	<u>3,281</u>
Total governmental activities	<u>159,870,780</u>	<u>6,239,485</u>	<u>-</u>	<u>18,152,703</u>	<u>-</u>	<u>141,718,077</u>	<u>18,157,654</u>	<u>5,608,394</u>

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
 June 30, 2021

ADJ-2020	Outstanding June 30, 2020	Interest Pd FY 2021	Issued FY 2021	Retired FY 2021	Refunded FY 2021	Outstanding June 30, 2021	Maturing FY 2022	Interest Payable FY 2022
	853,994	21,533	-	126,998	-	726,996	125,190	18,376
	<u>853,994</u>	<u>21,533</u>	<u>-</u>	<u>126,998</u>	<u>-</u>	<u>726,996</u>	<u>125,190</u>	<u>18,376</u>
BUSINESS TYPE ACTIVITIES:								
Interceptor Sewer System:								
Serial Bonds:								
	2014 Municipal Public Improvement Refunding							
	Total serial bonds							
Notes Payable:								
	2003-168 State Revolving Loan	319,536	-	2,298,336	-	9,471,671	2,367,768	250,104
	2007-204 State Revolving Loan	192,129	-	628,416	-	7,559,683	646,176	202,692
	2011-289 State Revolving Loan	352,047	-	816,720	-	15,742,254	833,208	307,236
	2012-307 State Revolving Loan	312,384	-	1,451,496	-	26,376,324	1,488,272	295,608
	2013-318 State Revolving Loan	913,461	-	2,801,082	-	53,301,835	2,846,016	868,428
	2016-357 State Revolving Loan	341,638	691,743	-	-	26,973,852	1,190,817	347,963
	2018-405 State Revolving Loan	13,444	57,441	3,207	-	896,793	38,808	13,452
	2018-406 State Revolving Loan	195,449	13,855,220	-	-	16,095,567	694,011	246,262
	2019-428 State Revolving Loan	4,320	224,747	-	-	363,329	14,879	7,448
	2019-429 State Revolving Loan	18,563	4,144,132	-	-	4,655,587	190,657	95,440
	2018-406-01 State Revolving Loan	83,839	27,905,666	111,006	-	27,794,660	1,241,547	325,198
	2020-440 State Revolving Loan	416	818,591	-	-	818,591	38,608	4,993
	Total notes payable	<u>2,747,226</u>	<u>47,697,540</u>	<u>8,110,263</u>	<u>-</u>	<u>190,050,146</u>	<u>11,570,767</u>	<u>2,964,824</u>
	Total Interceptor Sewer System	<u>2,768,759</u>	<u>47,697,540</u>	<u>8,237,261</u>	<u>-</u>	<u>190,777,142</u>	<u>11,695,957</u>	<u>2,983,200</u>

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2021

AD, 2020	Outstanding June 30, 2020	Interest Pd FY 2021	Issued FY 2021	Retired FY 2021	Refunded FY 2021	Outstanding June 30, 2021	Maturing FY 2022	Interest Payable FY 2022
Solid Waste Fund:								
Serial Bonds:								
	1,702,695	42,955	-	253,341	-	1,449,354	249,736	36,658
	2,155,000	107,750	-	340,000	-	1,815,000	350,000	90,750
	<u>3,857,695</u>	<u>150,705</u>	<u>-</u>	<u>593,341</u>	<u>-</u>	<u>3,264,354</u>	<u>599,736</u>	<u>127,408</u>
Total serial bonds								
Notes Payable:								
	149,267	338	-	35,929	-	113,338	37,003	931
	<u>149,267</u>	<u>338</u>	<u>-</u>	<u>35,929</u>	<u>-</u>	<u>113,338</u>	<u>37,003</u>	<u>931</u>
	<u>4,006,962</u>	<u>151,043</u>	<u>-</u>	<u>629,270</u>	<u>-</u>	<u>3,377,692</u>	<u>636,739</u>	<u>128,339</u>
Total Solid Waste & Sanitation Fund								
Water Quality Fund								
Serial Bonds:								
	3,195,000	119,369	-	355,000	-	2,840,000	355,000	101,619
	420,103	10,604	-	62,540	-	357,563	61,649	9,049
	5,940,000	267,300	-	540,000	-	5,400,000	540,000	248,400
	615,000	30,750	-	95,000	-	520,000	100,000	26,000
	3,386,577	159,607	-	243,552	-	3,143,025	242,475	147,483
	<u>13,556,680</u>	<u>587,630</u>	<u>-</u>	<u>1,296,092</u>	<u>-</u>	<u>12,260,588</u>	<u>1,299,124</u>	<u>532,551</u>
	<u>13,556,680</u>	<u>587,630</u>	<u>-</u>	<u>1,296,092</u>	<u>-</u>	<u>12,260,588</u>	<u>1,299,124</u>	<u>532,551</u>
Total Water Quality Fund								
	168,880,505	3,507,432	47,697,540	10,162,623	-	206,415,422	13,631,820	3,644,090
Total Business-Type Activities								
	<u>328,751,285</u>	<u>9,746,917</u>	<u>47,697,540</u>	<u>28,315,326</u>	<u>-</u>	<u>348,133,499</u>	<u>31,789,474</u>	<u>9,252,484</u>
TOTAL GENERAL OBLIGATION DEBT								

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2021

	ADJ-2020 Outstanding June 30, 2020	Interest Pd FY 2021	Issued FY 2021	Retired FY 2021	Refunded FY 2021	Outstanding June 30, 2021	Maturing FY 2022	Interest Payable FY 2022
PRIMARY GOVERNMENT REVENUE BONDS AND OTHER DEBTS								
Electric Power Board								
Revenue Bonds:								
2015A Electric System Revenue Bonds	200,225,000	8,630,000		9,410,000		190,815,000	9,970,000	7,979,065
2015B Electric System Revenue Bonds	9,705,000	260,000		1,720,000		7,985,000	1,675,000	204,541
2015C Electric System Revenue Bonds	25,880,000	1,277,000		-		25,880,000	795,000	1,243,375
2021 Electric System Revenue Bonds	-	-	71,080,000			71,080,000	-	1,750,974
Total revenue bonds	235,810,000	10,167,000	71,080,000	11,130,000	-	295,760,000	12,440,000	11,177,955
Notes Payable:								
Electric Line of Credit	13,000,000	183,000	-	13,000,000	-	-	-	-
Total notes payable	13,000,000	183,000	-	13,000,000	-	-	-	-
Total Electric Power Board	248,810,000	10,350,000	71,080,000	24,130,000	-	295,760,000	12,440,000	11,177,955
Chatt Downtown Redevelopment Corporation:								
Revenue Bonds:								
2018A IDB Rev Refunding 2007 Bonds	31,380,000	1,005,388	-	890,000	-	30,490,000	915,000	976,056
2018C IDB Rev Refunding 2010 Bonds Taxable	23,925,000	846,495	-	4,440,000	-	19,485,000	4,600,000	670,215
Total Chatt. Downtown Redev. Corp.	55,305,000	1,851,883	-	5,330,000	-	49,975,000	5,515,000	1,646,271
Total Primary Government	632,866,285	21,948,800	118,777,540	57,775,326	-	693,868,499	49,744,474	22,076,711
COMPONENT UNITS								
Metropolitan Airport Authority:								
Revenue Bonds:								
2020 Tax Exempt Garage	1,147,184	179,872	13,565,377			14,712,561	683,706	329,771
2020 Taxable Garage	-	32,995	4,007,101			4,007,101	488,865	86,653
Total revenue bonds	1,147,184	212,867	17,572,478	-	-	18,719,662	1,172,572	416,424
Total Metropolitan Airport Authority	1,147,184	212,867	17,572,478	-	-	18,719,662	1,172,572	416,424
Total Component Units	1,147,184	212,867	17,572,478	-	-	18,719,662	1,172,572	416,424

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 2016/17 through 2020/21, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

	2017	2018	2019	2020	2021
General Obligation Bonds by Purpose					
Sewer and Sewage Facilities	6,139,299	2,216,170	1,322,666	853,994	726,996
Municipal Public Improvement	204,670,703	185,618,830	163,322,335	167,191,007	150,333,005
Total Bonded Indebtedness	\$ 210,810,002	\$ 187,835,000	\$ 164,645,001	\$ 168,045,001	\$ 151,060,001
Revenue Bonds by Purpose					
EPB Revenue Bonds	-	-	-	-	-
CDRC Revenue Bonds	96,055,000	90,930,000	60,435,000	55,305,000	49,975,000
Total Revenue Bonded Indebtedness	96,055,000	90,930,000	60,435,000	55,305,000	49,975,000
Other Long-Term Indebtedness					
General Obligation Capital Outlay Notes	111,890,888	122,572,720	147,761,316	150,612,136	190,163,484
Tennessee Municipal Bond Fund	11,145,868	14,775,559	11,097,170	7,380,601	5,586,530
Capital Leases	6,027,412	5,486,668	4,101,248	2,713,547	1,323,484
Gross Direct Indebtedness	\$ 435,929,170	\$ 421,599,947	\$ 388,039,735	\$ 384,056,285	\$ 398,108,499
Less: Self-Supporting Indebtedness	282,579,251	283,502,826	266,592,168	260,612,579	290,096,186
Debt Service Fund	1,778,396	2,990,089	3,049,310	2,118,813	2,396,142
Net Direct Indebtedness	151,571,523	135,107,032	118,398,257	121,324,893	105,616,171
Plus: Estimated Net Overlapping Indebtedness	163,735,958	204,647,086	183,016,242	161,569,272	167,399,967
Net Direct and Overlapping Indebtedness	\$ 315,307,481	\$ 339,754,118	\$ 301,414,499	\$ 282,894,165	\$ 273,016,138

**CITY OF CHATTANOOGA
HISTORICAL DEBT RATIOS**

For fiscal year ending June 30, 2021 (unaudited)

Year ended June 30	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Estimated population(1)	170,136	171,279	173,366	173,366	176,588	177,571	179,139	180,557	182,799	184,591
Appraised property valuation	\$ 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	\$ 18,964,225,231	\$ 23,200,776,303	\$ 19,899,791,161
Assessed property valuation	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	6,027,489,565	6,150,007,885	6,234,412,936
Gross indebtedness (2)	407,942,874	403,192,541	422,909,531	404,376,144	442,659,694	435,929,169	421,599,947	388,039,735	384,056,285	398,108,499
Less: Self-supporting indebtedness(3)	252,435,979	257,949,312	257,073,903	255,342,366	279,996,798	282,579,251	283,502,826	266,592,168	260,612,579	290,096,186
Debt Service Fund	652,689	2,476,637	5,020,753	3,446,011	2,161,977	1,778,396	2,990,089	3,049,311	2,118,813	2,396,142
Net direct indebtedness	154,854,196	142,766,592	160,814,875	145,587,767	160,500,919	151,571,522	135,107,032	118,398,256	121,324,893	105,616,171
Plus: Estimated net overlapping indebtedness	152,555,047	158,657,256	146,010,740	164,152,697	170,209,506	158,510,550	204,647,086	183,016,242	161,569,272	167,399,967
Net direct and overlapping indebtedness	\$ 307,409,243	\$ 301,423,848	\$ 306,825,615	\$ 309,740,464	\$ 330,710,425	\$ 310,082,072	\$ 339,754,118	\$ 301,414,498	\$ 282,894,165	\$ 273,016,138
Gross debt per capita	\$ 2,397.75	\$ 2,354.01	\$ 2,439.40	\$ 2,332.50	\$ 2,506.74	\$ 2,454.96	\$ 2,353.48	\$ 2,149.13	\$ 2,100.98	\$ 2,156.71
Net direct debt per capita	910.18	833.53	927.60	839.77	908.90	853.58	754.20	655.74	663.71	572.16
Net direct and overlapping debt per capita	1,806.84	1,759.84	1,769.81	1,786.63	1,872.78	1,746.24	1,896.59	1,669.36	1,547.57	1,479.03
Gross debt to appraised valuation	2.68%	2.60%	2.68%	2.61%	2.72%	2.62%	2.28%	2.05%	1.66%	2.00%
Net direct debt to appraised valuation	1.02%	0.92%	1.02%	0.94%	0.99%	0.91%	0.73%	0.62%	0.52%	0.53%
Net direct debt and overlapping debt to appraised valuation	2.02%	1.94%	1.95%	2.00%	2.03%	1.87%	1.83%	1.59%	1.22%	1.37%
Gross debt to assessed valuation	8.46%	8.27%	8.53%	8.02%	8.66%	8.34%	7.12%	6.44%	6.24%	6.39%
Net direct debt to assessed valuation	3.21%	2.93%	3.25%	2.89%	3.14%	2.90%	2.28%	1.96%	1.97%	1.69%
Net direct and overlapping debt to assessed valuation	6.38%	6.18%	6.19%	6.14%	6.47%	5.93%	5.74%	5.00%	4.60%	4.38%

(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 2019-2022

Revenue Source	Actual FY 18/19	Actual FY 19/20	Budget (as amended) FY 20/21	Budget FY 21/22	%		% of Total
					Budget '22 Inc/(Dec)	Change FY 21/22	
General Fund	24,812,512	21,064,910	20,417,289	19,924,060	(493,229)	(2.42)	82.28
Golf Courses	75,442	75,442	75,442	75,442	-	0.00	0.31
City Hotel/Motel Tax	3,758,373	2,928,907	3,879,623	3,891,848	12,225	0.32	16.07
CDBG (Fannie Mae Loan)	388,957	334,071	332,507	324,699	(7,808)	(2.35)	1.34
Transfer	(1,200,000)		-	-	-	0.00	0.00
Total Debt Service Fund	\$27,835,284	\$24,403,330	\$24,704,861	\$24,216,049	(\$488,812)	(1.98)	100.00
Grand Total	\$27,835,284	\$24,403,330	\$24,704,861	\$24,216,049	(\$488,812)	(1.98)	100.00

Debt Service Fund Expenditures

Fiscal Years 2019-2022

Expenditures	Actual FY 18/19	Actual FY 19/20	Budget (as amended) FY 20/21	Budget FY 21/22	%		% of Total
					Budget '22 Inc/(Dec)	Change FY 21/22	
Principal	20,982,892	19,298,160	18,153,675	18,157,654	3,979	0.02	74.98
Interest	6,741,953	5,989,844	6,451,186	5,958,395	(492,791)	(7.64)	24.61
Service Charges	51,218	45,823	100,000	100,000	-	0.00	0.41
Total Debt Service Fund	\$27,776,063	\$25,333,827	\$24,704,861	\$24,216,049	(\$488,812)	(1.98)	100.00
Grand Total	\$27,776,063	\$25,333,827	\$24,704,861	\$24,216,049	(\$488,812)	(1.98)	100.00
Per Capita	155.05	140.31	135.15	131.19	(3.96)	-2.93%	



Capital Project Funds

Fund Structure

The Capital Projects departments 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.

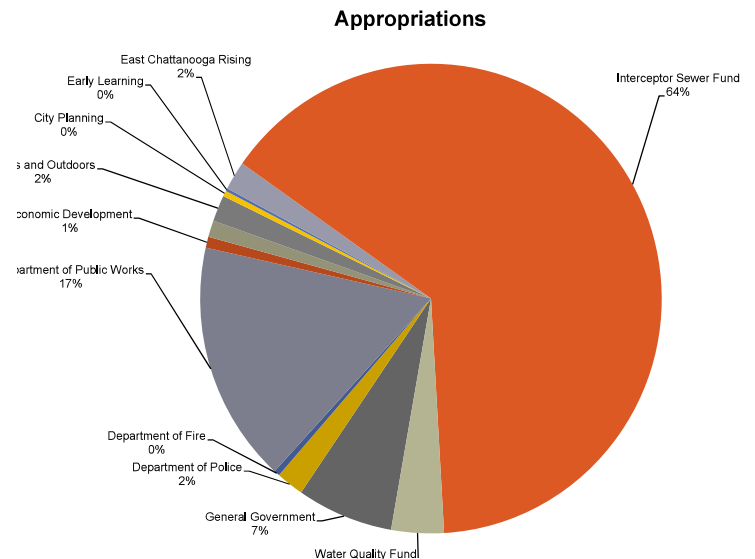
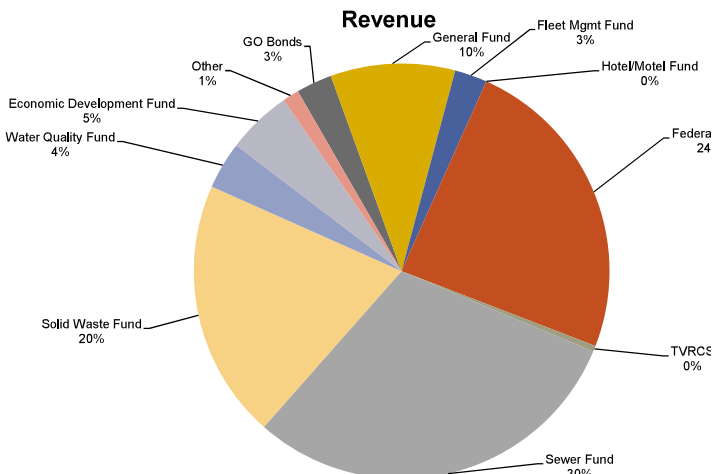
FY21 Approved Capital Budget is as follows:

General Government	\$ 7,996,166
Police (Safety)	2,851,600
Fire (Safety)/TVRCS	3,250,000
Public Works	12,290,294
Economic & Community Development	3,332,000
Transportation	31,715,385
Youth & Family	2,025,000
Solid Waste	209,000
Interceptor Sewer Fund	86,450,000
Water Quality Fund	<u>6,636,941</u>
	\$ 156,756,386

Funding Sources	FY21/22
GO Bonds	5,000,000
General Fund Operations	4,100,000
General Fund Reserves	13,225,000
Economic Development	9,000,000
Fleet Management Fund	4,500,000
State Street Aid Oper/Reserves	2,555,000
State of Tennessee (TIP)	4,830,000
IDB TIF Loan	3,550,000
Federal	7,320,000
Sewer Oper/Reserves	54,000,000
State Revolving Loan/WIFIA	25,000,000
WQ Oper/Reserves	6,600,000
WIFIA Loan	36,000,000
TVRCS	800,000
Other	2,278,487
Total	178,758,487

Appropriations	FY21/22
General Government	12,065,698
Department of Police	3,425,000
Department of Fire	735,000
Department of Public Works	29,707,789
Economic Development	1,360,000
Community Development	2,050,000
Parks and Outdoors	3,236,250
City Planning	703,750
Early Learning	325,000
East Chattanooga Rising	3,550,000
Interceptor Sewer Fund	115,000,000
Water Quality Fund	6,600,000
Total	178,758,487

FY 21/22 Revenue & Appropriation Fund \$178,758,487



Capital Fund Revenues

Fiscal Years 2019 - 2022

Revenue Source	Actual FY 18/19	Actual FY 19/20	Budget FY 20/21	Budget FY 21/22	%		% OF TOTAL
					BUDGET '21 INC/(DEC)	CHANGE FY 21/22	
General Fund Revenues	13,540,672	8,123,483	3,500,000	17,325,000	13,825,000	395.0%	9.7%
State/Federal Grants	1,216,094	763,296	22,100,998	14,093,876	(8,007,122)	-36.2%	7.9%
Economic Development Fund	10,247,800	15,411,320	18,000,000	9,000,000	(9,000,000)	-50.0%	5.0%
General Obligation Bonds/Capital Lease	0	0	10,000,000	5,000,000	(5,000,000)	-50.0%	2.8%
Fleet Lease Program	5,000,000	500,000	2,720,025	4,500,000	1,779,975	65.4%	2.5%
Hotel/Motel Tax Collections	6,800,000	669,889	0	500,000	500,000	N/A	0.3%
Interceptor Sewer	29,054,829	8,712,083	66,450,000	54,000,000	(12,450,000)	-18.7%	30.2%
State Revolving Loan/WIFIA	39,259,072	43,514,608	20,000,000	61,000,000	41,000,000	205.0%	34.1%
Solid Waste	1,000,000	753,195	209,000	0	(209,000)	-100.0%	0.0%
Water Quality	13,867,620	8,059,175	6,636,941	6,600,000	(36,941)	-0.6%	3.7%
Water Quality Bond	0	0	0	0	0	N/A	0.0%
State Street Aid	1,765,148	1,740,359	2,937,926	2,555,000	(382,926)	-13.0%	1.4%
Contributions and Donations	826,657	802,023	4,201,496	4,184,611	(16,885)	-0.4%	2.3%
	\$122,577,892	\$89,049,431	\$156,756,386	\$178,758,487	22,002,101	14.6%	100.00%
Grand Total	\$122,577,892	\$89,049,431	\$156,756,386	\$178,758,487	22,002,101	14.6%	100.00%

Revenues

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

Funding for the FY 2019 Capital Budget is provided by a General Fund contribution of \$13,656,852 with an operational contribution of \$2,124,852, and reserves of \$11,532,000. 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 the \$8,124,850. Operations contributed \$2,124,850 and reserves \$6,000,000 of \$8,124,850 total. General Obligation Bonds include \$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

Funding for the FY 2021 Capital Budget is provided by a General Fund contribution of \$3,500,000, the entire amount of \$3,500,000 was contributed from reserves. General Obligation Bonds are \$40,000,000, State of Tennessee and Federal grants of \$17,057,561, Economic Development Fund \$18,000,000, Fleet Lease Program \$5,000,000, State Revolving Loan \$20,000,000 Interceptor Sewer funding total of \$36,450,000 which includes reserves of \$14,650,000, and operations of \$21,800,000. Tennessee Valley Regional Communication System Reserve (TVRCS) of \$800,000, Water Quality funding total is \$6,636,941 which includes External sources of \$163,573, and operations of \$6,473,368, and Solid Waste funding totals of \$209,000.

Funding for the FY 2022 Capital Budget is provided by a General Fund contribution of \$17,325,000, of that amount \$4,100,000 was contributed from General Fund operations, and \$13,225,000 was contributed from reserves. General Obligation Bonds \$5,000,000, State of Tennessee and Federal grants of \$12,150,000, Economic Development Fund \$9,000,000, Fleet Lease Program \$4,500,000, State Revolving Loan \$25,000,000, WIFIA Loan \$36,000,000, Interceptor Sewer funding total of \$54,000,000 which includes reserves of \$25,700,000, and operations of \$28,300,000. Tennessee Valley Regional Communication System Reserve (TVRCS) of \$800,000, and Water Quality funding total is \$6,660,000.

Capital Fund Expenditures
Fiscal Years 2018 - 2021

Expenditures	Actual	Actual	Budget	Budget	BUDGET '21	%	%
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	INC/(DEC)	FY 20/21	OF TOTAL
Police	382,995	1,678,503	2,851,600	3,425,000	573,400	20.11%	1.92%
Fire	1,740,062	1,706,422	2,450,000	735,000	(1,715,000)	-70.00%	0.41%
General Government	5,052,057	5,261,324	7,996,166	12,065,698	4,069,532	50.89%	6.75%
Economic Development	4,111,901	4,723,573	3,332,000	1,360,000	(1,972,000)	-59.18%	0.76%
Transportation	5,820,017	10,777,858	31,715,385	0	(31,715,385)	-100.00%	0.00%
Community Centers	4,263,855	1,383,006	2,025,000	0	(2,025,000)	-100.00%	0.00%
Community Development	0	0	0	2,050,000	2,050,000	100.00%	1.15%
City Planning	0	0	0	703,750	703,750	100.00%	0.39%
East Chattanooga Rising	0	0	0	3,550,000	3,550,000	100.00%	1.99%
Early Learning	0	0	0	325,000	325,000	100.00%	0.18%
Parks and Outdoors	0	0	0	3,236,250	3,236,250	100.00%	1.81%
Public Works All Funds:	37,887,163	62,170,738	105,586,235	151,307,789	45,721,554	43.30%	84.64%
<i>Public Works</i>	4,882,281	7,390,539	12,290,294	29,707,789	17,417,495	141.72%	16.62%
<i>Interceptor Sewer Fund</i>	28,326,000	51,103,912	86,450,000	115,000,000	28,550,000	33.02%	64.33%
<i>Solid Waste Fund</i>	116,930	116,714	209,000	0	(209,000)	-100.00%	0.00%
<i>Water Quality Fund</i>	4,561,952	3,559,573	6,636,941	6,600,000	(36,941)	-0.56%	3.69%
Parks Maintenance	125,284	36,586	0	0	0	#DIV/0!	0.00%
TVRCS	0	0	800,000	0	(800,000)	-100.00%	0.00%
Total Capital Projects	\$59,383,334	\$87,738,010	\$156,756,386	\$178,758,487	\$22,002,101	14.04%	100.00%
Grand Total	\$59,383,334	\$87,738,010	\$156,756,386	\$178,758,487	22,002,101	14.04%	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 2022 Budget	\$ 3,425,000
% of Total Capital Budget	1.92%
Growth From FY 2021	573,400
Change	20.11%

The FY 2022 appropriation for the Police Department includes a continued focus on technology advancements toward more efficient and effective policing and investment in infrastructure maintenance and improvements. Items include laptops, software upgrades, drones, design for new law enforcement training center, real-time intelligence center, and technologically advanced equipment.

FIRE

FY 2022 Budget	\$735,000
% of Total Capital Budget	0.41%
Decline From FY 2021	(1,715,000)
% Change	-70.00%

The FY 2022 appropriation for the Fire Department includes Capital maintenance, Fire training Center

upgrade, capital maintenance, and a Fire station replacement.

PUBLIC WORKS (All Funds)

FY 2022 Budget	\$151,307,789
% of Total Capital Budget	84.64%
Growth From FY 2021	45,721,554
% Change	43.30%

The FY 2022 appropriation for Public Works includes Parks Maintenance, Maintenance to City buildings and Youth and Family Development Centers, ADA repairs, Fleet Capital, Improvements to the Interceptor Sewer, and Water Quality Systems.

GENERAL GOVERNMENT

FY 2022 Budget	\$12,065,698
% of Total Capital Budget	6.75%
Growth From FY 2021	4,069,532
% Change	50.89%

The FY 2022 General Government budget includes funding for rehabilitation of administration, maintenance, and intermodal facilities. Other funding supports the Chattanooga Zoo African Expansion, Tivoli Capital appropriation, and Quality Matters Capital Fund for United Way. Technology projects include network renovations to the City Hall campus.

COMMUNITY DEVELOPMENT

FY 2022 Budget	\$2,050,000
% of Total Capital Budget	1.15%
Growth From FY 2021	2,050,000
% Change	100%

The FY 2022 appropriation for Community Development includes Community Center Improvements as well as Homelessness Infrastructure and Resources.

CITY PLANNING

FY 2022 Budget	\$ 703,750
% of Total Capital Budget	0.39%
Growth From FY 2021	703,750 %
Change	100%

The FY 2022 appropriation for City Planning includes funding to the Neighborhood Reinvestment Fund (NRF) to make targeted investments in under-invested neighborhoods across the city.

EAST CHATTANOOGA RISING

FY 2022 Budget	\$ 3,550,000
% of Total Capital Budget	1.99%
Growth From FY 2021	3,550,000
% Change	100%

The FY 2022 appropriation for East Chattanooga Rising includes improvements to infrastructure, planning, and design. The appropriation also includes an extension to Hardy Street.

EARLY LEARNING

FY 2022 Budget	\$ 325,000
% of Total Capital Budget	0.18%
Growth From FY 2021	325,000
% Change	100%

The FY 2022 appropriation for Early Learning includes improvements to support Head Start Capital.

PARKS AND OUTDOORS

FY 2022 Budget	\$ 3,236,250
% of Total Capital Budget	1.81%
Growth From FY 2021	3,236,250
% Change	100%

The FY 2022 appropriation for Park and Outdoors includes Golf course maintenance equipment replacements and renovations, ADA Repairs, park planning, sign, and improvements. The appropriation also includes drainage improvements in St. Elmo, and trail branding implementation.

Introduction

The FY22-2026 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 the next five years.

FY22 Highlights – Capital Budget

- Unprecedented investments in paving and sidewalks, with over \$10,000,000 budgeted in general paving and \$1.8 million for sidewalks
- Substantial investments in neighborhoods, including \$2 million for community center renovations, \$1 million for enhanced maintenance of parks, and \$700,000 for the Neighborhood Reinvestment Fund
- Additional funding for greenways and neighborhood connectivity, with \$1.8 million for sidewalks, \$1 million for the Midtown Pathway, and \$250,000 for the Alton Park Connector
- New investments in workforce development in the form of a \$2 million commitment to the new Building & Construction Workforce Center in Avondale.
- Continuing our commitment to brownfield remediation with \$500,000 to complete the cleanup of the
- City brownfield site and \$100,000 for matching funds for brownfield cleanup grants
- Continued commitments to early learning through appropriations to two of our community partners to expand available early learning seats, funding for the Quality Matters grant program, and additional funding for enhanced maintenance of City Head Start centers.
- Additional funding for planning, including expanded funding for the parks and greenways master plan and \$250,000 for an emergency preparedness plan to better prepare for future disasters.
- Ongoing investments in sustainability, including \$750,000 for the Power to Protect resilience project at the Police Service Center, and \$1,384,493.00 for fleet fuel diversification.

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 FY22 projects, and a list of future year projects are shown at the end of each results area.

Better Government

Offers Funded: 5

Total Funding: \$1,700,000

% External Funding: 0%

City Network Rebuild

This capital funding 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 measures and create efficiencies.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	300,000	400,000	0	0	0	700,000

Digital Infrastructure Investments

Funding for upgrade of City website and other outward-facing City digital portals.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	500,000	0	0	0	0	500,000

Emergency Preparedness Plan

This contract will assist the City with Emergency Disaster Preparedness. Part 1 is the continuation of services relative to the Easter Tornado April 2020 Disaster Recovery Management; Part 2 COVID-19 Recovery Management; Part 3 Future Disaster Events FEMA Management (Boots on the ground from day 1); and Part 4 Emergency Preparedness Plan (To assess the current City response plans for DPW / Parks and others, and prepare new comprehensive response plans and establishing Pre-Bid contracts to be able to have Contractor Assistance in the recovery starting day 1).

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	250,000	50,000	50,000	50,000	50,000	450,000

Firewall Upgrade

Current firewalls are four years old and are reaching end of support. Firewalls are critical to protection of the City's datacenter.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	150,000	0	0	0	0	150,000

Plan of Services Obligations

Funds for pending obligations related to annexed areas.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	500,000	5,300,000	0	0	0	5,800,000

Community

Offers Funded: 15

Total Funding: \$10,403,749.92

% External Funding: 0%

Brownfield Grant Match

This offer funds a required 20% grant cost share, if awarded during this competition cycle, to carry out brownfield cleanup activities. Cost share may be in the form of a contribution of money, material or services.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	0	0	0	0	100,000

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. In May 2020, FOZ proudly opened phase I of the African Expansion bringing giraffes, blue duikers, and multiple African bird species to the zoo with a state of the art giraffe barn, feeding platform, and indoor and outdoor views of these animals. As this project continues, FOZ is expanding the African area at the Zoo to expand the giraffe space and add additional exhibit spaces to house lions, warthogs, porcupines, and other African species. As we have already seen, 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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	250,000	0	0	0	0	250,000

City Buildings & Community Centers Major Maintenance

This Capital project is to address major Building System Elements at Community 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, ADA Compliance, etc.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,675,000	1,500,000	1,500,000	1,500,000	1,500,000	7,675,000

Community Center Improvements

Community centers are a vital part of every community. They serve as the legacy backbone that spans generations. Each community is recognized by the center that is the face of that area. Great strides have been made to renovate several existing centers, including Avondale and East Lake. However, each center has need for continuing upkeep. This budget request is to improve the aesthetics, updates, and fill the maintenance repair needs of each center that are not covered by major maintenance funding. The majority of our facilities have not had thorough deep cleanings, paint, floors resurfaced or cleaned in 20 plus years.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000

Greenway Farm Conference Center

Funding to complete the reconstruction of Greenway Farm Conference Center.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	150,000	0	0	0	0	150,000

Lupton City

Funding to complete the remediation project at the old Lupton Mill site.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	475,000	0	0	0	0	475,000

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 project will transform an underutilized space into a valuable community asset.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	750,000	0	0	0	0	750,000

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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	703,749.92	2,000,000	2,000,000	2,000,000	2,000,000	8,703,749.92

Parks, Playgrounds and Field Maintenance

The Parks Division maintains and repairs the several public restroom, pavilions, barns, and other building structures throughout the park system. Parks Maintenance 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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,000,000	300,000	300,000	300,000	300,000	2,200,000

Project Return (A.O.)

Agency appropriation to Project Return for three vehicles for their Chattanooga office.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	125,000	0	0	0	0	125,000

Public Art Percent for Art Funds

Based on our public art strategic plan recommendation to Develop a Budget Policy and Capital Improvement Project (CIP) guidelines that allocate 2% of the City's overall above-ground CIP budget for integrated public art. Each year, the Capital Planner and the Public Art Director will coordinate the Percent for Art calculation and designation of public art funds to select CIP projects during the CIP Budget Process.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	260,000	0	0	0	0	260,000

Sidewalks

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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,800,000	1,731,510	1,950,000	2,000,000	2,000,000	9,481,510

St Elmo Playground Replacement & Drainage improvements

In FY21, the City was award a grant through BCBS to create a new playground and workout area in St Elmo Park, extremely popular neighborhood park. To compliment the project there will be some additional site work to be performed in the park along with removal of the old play equipment's. The natural topography and drainage of the site creates areas of holding water within the boundaries of the park. The park needs to reimagined to address the drainage issues and could possibly include moving the location of the playground itself. The total request will include design, site work, removal of old equipment, grading and drainage, and landscaping

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	40,000	0	0	0	0	40,000

Sterchi Farm Park

Sterchi Farm Park is a 20-acre park in East Chattanooga that provides a major access area and trailhead for the South Chickamauga Creek Blueway and the South Chickamauga Creek Greenway. Since there has been a 2 year gap between the initial funding and construction, this request is to cover the increased cost of construction. The Sterchi Farm Redevelopment Phase I project was initiated by local nonprofits to develop a more multifaceted park, increase patronage, and restore the barn structure. This project has evolved, encompassing many projects into one planning and design project. Project partners include TPL, Benwood Foundation, Lyndhurst Foundation, Public Art, Parks Maintenance and Open Spaces. The Phase I includes the pavilion, Adventure Trail, and restrooms and boat launch. The pavilion, adventure trail and restrooms are installed, this phase of construction will complete the driveway to the boat launch and amphitheater.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	75,000	0	0	0	0	75,000

Tivoli Theatre and Performing Arts Center (A.O.)

Funding for rehabilitation and maintenance of the Tivoli Theatre and Memorial Auditorium.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,000,000	1,000,000	1,000,000	1,000,000	0	4,000,000

Downtown

Offers Funded: 1

Total Funding: \$500,000

% External Funding: 0%

Riverfront Capital Projects

Funds for implementation of riverfront capital projects. Because the funding source is from hotel/motel revenues, expenditures are limited to the riverfront area.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	500,000	0	0	0	0	500,000

Economic Development

Offers Funded: 3

Total Funding: \$3,550,000

% External Funding: 0%

East Chattanooga Rising District Infrastructure

Funding for future infrastructure needs associated with the East Chattanooga Rising TIF.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	2,050,000	0	0	0	0	2,050,000

East Chattanooga Rising Planning & Design

Funding for planning and design associated with the East Chattanooga Rising TIF.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	0	0	0	0	100,000

Hardy Street Extension

Construction funding for the extension of Hardy Street into the Nippon Paint site.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,400,000	0	0	0	0	1,400,000

Education

Offers Funded: 5

Total Funding: \$1,025,000

% External Funding: 0%

Head Start Capital Improvements

Head Start hired an architectural firm to evaluate each of our buildings in July of 2019 to identify areas where capital expenditures for upgrade and maintenance of our facilities should be utilized. Head Start also coordinated with the Department of Public Works to conduct an environmental assessment for all sites to determine all immediate areas for Health and Safety concerns. This included evaluation for Lead Paint, Asbestos, Water Quality, Air Quality, and Mold. From these reports an immediate punch list for action was developed. During the 2020/2021 Fiscal Year Chattanooga Head Start/Early Head Start utilized the City supporting funding to complete needed infrastructure repair and replacement to ensure healthy safe environments for the children and families that we serve. These funds allowed for new roofs and much needed electrical upgrades for safer operation of our program.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	325,000	150,000	150,000	150,000	150,000	925,000

Ignite Discovery Capital Campaign (A.O.)

The second year of the City's commitment to the Creative Discovery Museum's capital campaign.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	100,000	100,000	100,000	0	400,000

Montessori Elementary at Highland Park PreK Program (A.O.)

Agency appropriation to Montessori Elementary at Highland Park to assist with implementing their Pre-K program.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	0	0	0	0	100,000

Purpose Point Learning Academy (A.O.)

Purpose Point Learning Academy (PPLA) is a new early learning childhood center in East Chattanooga, allowing underserved children to achieve their fullest potential, while also serving whole families. The new center will open in August, 2021 with 58 students in Year 1 and then increase to 132 students (infants-4 year olds) in Year 2. In order to make this happen, renovations must be made to an existing structure, costing \$600,000. This is a one-time agency appropriation to Chattanooga Christian School, who will serve as the fiscal agent/receipt of funds for this partnership between CCS, Purpose Point Community Resource Center, and Mt. Canaan Baptist Church.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	300,000	0	0	0	0	300,000

Quality Matters Capital Fund (A.O.)

Under Tennessee's Report Card and Rated License System, every licensed child care provider must receive an annual evaluation as part of its licensing process. This program is required for all licensed providers after they have been licensed for one year. This system is critically important with ratings of zero(lowest) to three (3) stars (highest). In our community, only 42% of childcare centers and homes meet the state requirements for three (3) stars. In order to support the increase in high quality childcare 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 awarded to licensed childcare 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 be required to accept technical assistance through this process. This is an agency appropriation to the United Way.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	200,000	0	0	0	0	200,000

Fleet

Offers Funded: 3

Total Funding: \$6,334,493

% External Funding: 23%

Driving for Resiliency: Fleet Fuel Diversification

This project includes a request for \$319,079 as a 25% grant match for funding, if awarded, from the State of Tennessee, Volkswagen Diesel Settlement, Environmental Mitigation Trust, Medium and Large Truck Grants Program. This funding, combined with a 75% State contribution of \$950,414, would provide for the purchase of six (6) alternate fuel (2 compressed natural gas and 4 propane) vehicles and one (1) all-electric vehicle. Total Project Cost: \$1,269,494. Approximately \$115,000 would also be requested in order to purchase necessary modular fueling infrastructure for the propane and CNG vehicles. A 50/50 % cost share of electric vehicle charging infrastructure (installed) at \$3,412 each for City/State is included in the above 25/75% split noted above.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
69%	1,384,493	0	0	0	0	1,384,493

Fleet Capital Infusion

Purchase of vehicles not currently in the fleet replacement program.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	450,000	1,100,000	1,100,000	1,100,000	1,100,000	4,850,000

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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	4,500,000	5,000,000	5,000,000	5,000,000	5,000,000	24,500,000

General

Offers Funded: 3

Total Funding: \$650,000

% External Funding: 0%

Bike Chattanooga

The City's Bike Chattanooga system has experienced record growth since the introduction of e-bikes. The system's 42 stations and 400 bikes served 35,000 users with 88,000 trips in 2020. Our 55 e-bikes (14% of our fleet) handled 55% of the trips, showing a clear preference. To expand e-bike accessibility to more citizens and visitors, the City will provide \$100,000 for expansion of e-bikes and hardwiring of stations as additional charging points. It is anticipated that the Lyndhurst Foundation will provide \$100,000 in matching funds for a total of \$200,000; Lyndhurst's funding is contingent upon approval by their board in November 2022.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
50%	200,000	0	0	0	0	200,000

City Yard Improvements

Utilizing opportunities to train staff in smaller group setting and pass employment information to staff. Fence needs to be replaced to update security.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	0	0	0	0	100,000

PW Cap - Environ Remediation Butcher Blk

Remediation of dry cleaning solvents in the soil beneath the current EPB building. A land swap between the City & EPB for EPB to construct their headquarters building on the site included a provision that the City would remediate dry cleaning solvents in the soil. Funds from the state Dry Cleaner Environmental Remediation Program (DCERP) were used to pay for the bulk of the remediation. The City pays for ineligible items such as utilities and other space costs associated with the remediation until the site is closed by DCERP and the equipment is removed from service.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	350,000	25,000	25,000	25,000	25,000	450,000

Greenways

Offers Funded: 3

Total Funding: \$1,388,053

% External Funding: 10%

Alton Park Connector

The Alton Park 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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	250,000	2,250,000	0	0	0	2,500,000

Midtown Pathway

This project will install a shared use path along the south side of Brainerd Rd. from Spring Creek Rd. to the South Chickamauga Creek Greenway trailhead at Greenway View Dr.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,000,000	1,000,000	1,200,000	0	0	3,200,000

S. Chickamauga Creek Greenway Rail Road Construction Agreement

The Trust for Public Land is reimbursing the City for the cost of the Construction Agreement with CSX Rail Road for construction associated with the S. Chickamauga Creek Greenway. The amount of reimbursement will be based on the total cost determined by CSX Rail Road at the conclusion of their construction oversight.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
100%	138,053	0	0	0	0	138,053

Housing

Offers Funded: 2

Total Funding: \$1,050,000

% External Funding: 0%

Health, Education and Housing Facilities Board (Affordable Housing Fund) (A.O.)

These funds will be allocated to the HEB for distribution as part of the City's five-year commitment to its Affordable Housing Fund.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,000,000	1,000,000	1,000,000	0	0	3,000,000

Homelessness Infrastructure and Resources

Funding for improvements to homelessness support infrastructure.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	50,000	0	0	0	0	50,000

Library

Offers Funded: 1

Total Funding: \$100,000

% External Funding: 0%

Library ADA Accessibility Improvements

This offer request will fund necessary and legally required accessibility improvements to all Library locations.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	200,000	1,309,000	770,691	0	0	2,279,691

Outdoors

Offers Funded: 4

Total Funding: \$800,000

% External Funding: 0%

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 began 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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	150,000	300,000	300,000	300,000	300,000	1,350,000

Parks Planning, Design and Implementation

Additional funding to support expanded scope for the Parks and Greenways Master Plan.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	200,000	200,000	200,000	200,000	900,000

Trail Branding Implementation

Full implementation of strategic visioning, branding campaign, and production of signage for off-street trail system City-wide.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	50,000	150,000	150,000	150,000	150,000	650,000

Walden's Ridge Park

Agency appropriation to Hamilton County to assist in construction of Walden's Ridge Park.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	500,000	0	0	0	0	500,000

Public Safety

Offers Funded: 10

Total Funding: \$4,960,000

% External Funding: 5%

Citywide Security Cameras

This capital request is to continue efforts to add or replace security cameras in public areas and City buildings. These cameras are viewable in the Real-Time Intelligence Center (RTIC) allowing for increased visibility during public events and critical incidents. The FY22 funds will be used to replace antiquated CCTV cameras across the City and to add cameras in strategic locations identified by CPD and the Camera Replacement Committee.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	50,000	250,000	250,000	250,000	250,000	1,050,000

CPD Equipment and RMS

Year One funding for renewal of CPD equipment contracts and/or updated RMS.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	500,000	0	0	0	0	500,000

Fire Training Center Upgrade Planning and Design

Training firefighters and police officers requires an academic understanding of emergency response work. However, it is vital to move the academic theory into a hands-on model of training. This necessary model cannot occur without the facilities to provide those experiences. This offer signifies a change in direction from building a new training center to working with a consultant to renovate the existing training center property. The requested funds this year would be added to the \$150,000 already set aside toward upgrading the regional training facility. Though COVID dramatically affected the department's ability to focus time and resources to this project in FY2021, the CFD is preparing to focus energy to this project in FY2022. Prior to the pandemic hitting the department so hard, the city's Public Works Department provided a formal survey for the Training Center property. That information will still be used after hiring a consultant. The plan includes working with a consultant to reorganize the existing site space and best arrangement and use of the drill ground.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	150,000	2,500,000	0	0	0	2,650,000

Law Enforcement Training Center

Design of site work and initial facilities of the new firing range.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
50%	2,200,000	8,000,000	5,000,000	5,000,000	0	20,200,000

Police Drones

The Unmanned Aerial System (UAS) unit within the Chattanooga Police Department would be utilized in various aspects from Search and Rescue, Event Monitoring, and Violent Crime Investigations.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	150,000	0	0	0	0	150,000

Police Laptops

This is a continuation of a previously approved capital offer, which replaces outdated in-car laptops with laptops that are current with today's technology.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	300,000	300,000	300,000	300,000	300,000	1,500,000

Power to Protect: A Resilient Public Safety Microgrid Project with EPB

This \$750K funding request is to allow for completion of the "Power to Protect" project originally funded with \$1.3 M for FY2021.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	750,000	0	0	0	0	750,000

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 as well as License Plate Readers with commercial data access will increase RTIC Investigator's ability to monitor current or perpetual acts of violence to provide real-time information to field officers and criminal investigators.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	275,000	120,000	120,000	120,000	120,000	755,000

Station 15 Replacement (Addition)

The request in this Capital offer is for additional funding toward the construction of the Station 15 Replacement project. After consultation with members of the Public Works Engineering Division and with the selected architect (MBI Companies, Inc.), it has been determined to make this request due to the volatility of the construction market. Locally, material costs and labor demand has caused construction project increases at virtually all levels, including city projects. Upon their advice and suggestion, the Chattanooga Fire Department wants to plan and be prepared for these increases by requesting an additional \$500,000 for the Station 15 Replacement project.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	500,000	0	0	0	0	500,000

Station Capital Maintenance and Repair

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, as well as general capital maintenance funding: continued replacement of aging apparatus bay exhaust systems, HVAC replacement (Training), and a new program to install proximity card entry systems into fire stations. In addition, experience has taught the department that it is important and wise to set aside funds for unforeseen maintenance projects. For instance, in FY2021, the department had to replace the roof for Station 1 and that was unforeseen and took much of the available funding from last year's reduced request. Exhaust systems are vital for the health of employees, as the system pulls harmful carbon monoxide, gases, and soot from the bay area. The old systems had to be attached to the apparatus and simply expelled the exhaust from the bay, which is not a solution good for the environment. The new system uses a technology that actually "scrubs" the harmful exhaust, collecting the soot particles in a filtration system. These funds would also be used to replace the HVAC system at the Fire Training Center. Finally, the CFD is requesting to begin a program to install proximity card systems in each station.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	85,000	500,000	500,000	500,000	500,000	2,085,000

Recreation

Offers Funded: 3

Total Funding: \$1,000,000

% External Funding: 0%

Golf Course Maintenance Equipment Replacement

Replace mowing equipment at Brainerd and Brown Acres golf courses. Current mowing fleet includes mowers and other equipment that is in most cases at least 15 years old. It has become very costly to rehab every winter. Over the past five fiscal years, Golf Operations has had over \$140,000 in repair parts expense for mowers. Staff estimates that at least 60% to 70% of this expense is directly related to the age of the fleet.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	250,000	250,000	250,000	250,000	1,100,000

Golf Course Renovations and Maintenance

Chattanooga's municipal golf courses provide excellent recreational opportunities to Chattanooga residents at an affordable price. In recent years, unfortunately, operating costs have outgained revenues and capital projects have not been able to be funded. After a review by a golf course consulting team in FY20, several items of capital improvement and deferred maintenance have been identified. A five year CIP plan will be submitted to address these items. The items to be addressed will be surface and subsurface drainage, especially on the fairways, rebuilding sand bunkers, and addressing several trees that need to be removed or trimmed for safety. Cart paths, irrigation, leveling tee boxes, course signage updates, facility updated, practice facility renovation, and parking lot improvements will also be addressed in the CIP plan. The plan will average an estimated \$1.5 Million a year throughout the duration of the 5-year plan.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	1,680,000	1,630,000	1,600,000	1,450,000	6,460,000

Softball Facility Improvements

Softball facility improvements at Frost Stadium and Summit of Softball.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	800,000	800,000	800,000	0	0	2,400,000

Roads

Offers Funded: 11

Total Funding: \$19,837,548.30

% External Funding: 41%

Bridge Maintenance - Standifer Gap

Replace Standifer Gap Road Bridge, which has been closed since 2015.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
80%	1,300,000	0	0	0	0	1,300,000

Bridge Management & Maintenance - Multiple Locations

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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	726,548.30	1,000,000	1,000,000	1,000,000	1,000,000	4,726,548.30

Davidson Road

Final phase of Davidson Road repairs and repaving; additional funding for the water quality project is budgeted for FY24.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	350,000	0	0	0	0	350,000

Equitable EV Infrastructure

Funding for electric vehicle infrastructure in underserved neighborhoods.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	0	0	0	0	100,000

Goodwin Road Segment 4 / Hamilton PI Blvd.

This project will change lane configurations, add signals, and improve access to/from the interstate onto/off of Hamilton Place Boulevard. This project is in the FY 2020-2023 Transportation Improvement Program.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
80%	800,000	4,000,000	4,000,000	0	0	8,800,000

Hamill Rd. Railroad Interconnect

Provide connectivity between the Hamill Rd rail road crossing and the traffic signal at North Pointe Blvd. and Hamill Rd. Track activation will trigger signs advising of train and notify HC911 for better routing of emergency vehicles while trains are present.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
100%	6,000	0	0	0	0	6,000

Lake Resort Drive

This project will construct a permanent repair to Lake Resort Dr. that experienced failure from excessive rainfall in the 2019 emergency.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
100%	800,000	0	0	0	0	800,000

Retaining Wall Management and Maintenance

This project will create a program to repair retaining walls and other structures within the right-of-way, including investigation of appropriate repair techniques and implementation.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	50,000	200,000	200,000	200,000	200,000	850,000

Roadway Slope Failure

These funds are utilized to address roadway slope failures throughout the City.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	500,000	500,000	500,000	500,000	2,100,000

Street Improvements (paving)

These funds are used for CDOT's annual resurfacing contract. They are a critical part of comprehensive pavement management that includes paving and preventative maintenance techniques.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	8,305,000	8,800,000	8,800,000	8,800,000	8,800,000	43,505,000

TIP Paving

This project will leverage federal funds in the TIP to fund large cost resurfacing projects. Streets eligible for funding in the TIP are functionally classified as Principal and Minor Arterials and Collector streets and tend to be longer streets, carry higher volumes of traffic and have higher posted speed limits. Any streets selected for TIP funding must go through the TDOT Local Programs process for funding obligation.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
80%	1,750,000	1,200,000	1,200,000	1,200,000	1,200,000	6,550,000

Traffic Signal Infrastructure Maintenance

The City of Chattanooga has over 345 signalized intersections. The infrastructure and technology that ensures the signals function properly is reaching the end of or is past its useful life. This project will replace and repair infrastructure for 10 signals across the City annually.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	300,000	1,000,000	1,000,000	1,000,000	1,000,000	4,300,000

Transit Signal Prioritization

This project consists of design and development of a transit signal priority system and accessibility upgrades at intersections along CARTA Route 4 using Intelligent Transportation System technologies.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
94%	5,250,000	0	0	0	0	5,250,000

Transit

Offers Funded: 3

Total Funding: \$1,683,684

% External Funding: 58%

CARTA Vehicles & Equipment

This project is for the replacement of up to 10 fixed route transit coaches (20 fixed route transit coaches over the 3 year funding period FY 21-23). Most of the vehicles past their useful life are between 16-20 years old.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	413,684	680,000	250,000	250,000	250,000	1,843,684

North-South Multimodal Connectivity Corridor

In partnership with CARTA, install five mobility hubs that include transit shelters, accessibility improvements, lighting, and Bike Chattanooga Bicycle Transit System stations along a new CARTA bus route along Willow St., Dodson Ave., and Glass St.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,000,000	0	0	0	0	1,000,000

Transit Stop Accessibility (Section 5310)

Improve and expand the accessible pedestrian network around CARTA fixed route stops to enhance accessibility to transit for older adults and individuals with disabilities. This offer represents the 2020 round of 5310 funding. It is an expansion of work that was done with previous Section 5310 grants CDOT has received.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
80%	225,000	0	0	0	0	225,000

Workforce Development

Offers Funded: 1

Total Funding: \$2,000,000

% External Funding: 0%

Building & Construction Workforce Center (vocational/trade school) (A.O.)

This funding is for the construction and programming of the Building & Construction Workforce Center, which will serve as a vocational/trade school for students from The Howard School and East Ridge High School, and for adults desiring to learn skills in construction-related vocations.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	2,000,000	0	0	0	0	2,000,000

Interceptor Sewer System

Offers Funded: 34

Total Funding: \$112,900,000

% External Funding: 0%

23rd St PS Improvements

This project includes making capital improvements to the 23rd Street 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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	4,000,000	0	0	0	0	4,000,000

Citico Creek Sub-basin Combined Sewer Separation

This project includes the installation of new sewer pipe associated with the separation of sanitary sewer and storm drainage piping in conjunction with the Central Avenue road extension project.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	3,000,000	0	0	0	0	3,000,000

Citico Force Main Replacement

Funding for Citico Force Main replacement.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	5,000,000	0	0	0	0	5,000,000

Citico Pump Station Improvements

This project includes making capital improvements to the Citico Pump Station such as a New Motor Control Center, HVAC, Lighting, new pumps, motors and drives, wet well cleaned and coated, and other site improvements.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	2,000,000	0	0	0	0	2,000,000

Collection System Equipment Purchase

Allows for continued reliable, efficient maintenance and operations.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	550,000	0	0	0	0	550,000

Contingency - Plans and Studies

Contingency funds allocated for plans and studies that have not been identified yet: Centrifuge Upgrades.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	4,000,000	200,000	200,000	200,000	500,000	5,100,000

Contingency - Plans and Studies (SCADA Master Plan - Phase 1)

The objective of this Project is to develop the initial phase of a comprehensive SCADA System 5-year Master Plan for the City of Chattanooga Waste Resources Division. The Engineer will prepare a report which compiles all findings, analyses, SOP's, and other recommendations to provide SCADA and Operational Technology planning for the City's wastewater and collections systems.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	214,600	0	0	0	0	214,600

Contingency – MBWWTP Improvements

Contingency funds allocated for improvements to the MBWWTP.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	0	2,500,000	3,000,000	3,000,000	3,000,000	11,500,000

CSOTF Equipment Replacement Program

This project will involve the replacement of the fine screens at both the Central Avenue and Citico CSOTFs. These fine screens are reaching the end of their useful service life and need replacement. The Central CSO facility was constructed in the year 2000, and the Citico CSO was constructed in 1999.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,500,000	0	0	0	0	1,500,000

E2I2 SSO Abatement Program - East Ridge (WWS Ph. 5 - East Brainerd)

This project, which is one of three components in the overall E2I2 program, includes the development of a feasibility study to determine the size, location, and required infrastructure improvements needed to construct an EQ station with up to 20 MGD of capacity near the intersection of I-75 and the South Chickamauga Creek. The corresponding East Ridge EQ Station will include a pump station, force main, and gravity sewer improvements; the planning, engineering, and construction of this infrastructure will take place in this project if the feasibility study determines that it is economically and technically feasible to do so. This project is a cooperative, cost-sharing undertaking with WWTA that will yield savings for tax and rate payers in Chattanooga and WWTA while providing the benefit of schedule extensions on certain components of the City of Chattanooga's EPA Consent Decree.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	10,000,000	0	0	0	0	10,000,000

E2I2 SSO Abatement Program - Lee Hwy (WWS Ph. 7 - Lee Highway)

This project, which is one of three components in the overall E2I2 program, consists of the planning, engineering, and construction of an EQ station for wet weather storage in the Lee Highway area. The project will also include the construction of a pump station, force main, and gravity sewer line improvements, as well as other infrastructure improvements needed to allow for regional connections to deliver approximate 10 MGD of flow through this location. This project is a cooperative, cost-sharing undertaking with WWTA that will yield savings for tax and rate payers in Chattanooga and WWTA while providing the benefit of schedule extensions on certain components of the City of Chattanooga's EPA Consent Decree.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	10,000,000	0	0	0	0	10,000,000

E212 SSO Abatement Program- Red Bank (SPOI Ph. 4A)

Funding for E212 SSO Abatement Program- Red Bank (SPOI Ph. 4A)

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	10,000,000	0	0	0	0	10,000,000

Focused SSES and Rehab - Phase II

This project involves completing Sanitary Sewer Evaluation Studies (SSES) and the rehabilitation of sanitary sewer pipe in twenty-four of Chattanooga's Sewer sheds, as directed in the CD. These repairs will help reduce sanitary sewer overflows in the Sewer sheds and will increase overall collection system capacity to the MBWWTP.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	8,000,000	8,000,000	8,000,000	8,500,000	8,500,000	41,000,000

Friars Branch Pump Station Grinders

The existing pump station has recently been upgraded, but needs a new screening system to prevent rags and other debris from reaching and damaging the pumps. The City is requesting the preliminary engineering, detailed design, bidding, construction administration and inspection services for a replacement pump station. The preliminary engineering phase will evaluate various options such as one or two grinders, or a bar screen and determine the most cost-effective option.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	600,000	0	0	0	0	600,000

Implementation of CD Green Infra Projects in the CSS

Project involves the implementation of the CD green infrastructure projects in the CSS.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	500,000	500,000	0	0	0	1,000,000

ISS Capacity Improvements (Creekside Preserve)

This project includes capacity improvements to the Creekside Preserve area to resolve the chronic SSOs.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	0	0	2,000,000	2,000,000	0	4,000,000

MBWWTP Laboratory Equipment

This project provides the necessary equipment required to maintain an efficient and effective plant laboratory, to ensure compliance with the City's NPDES permit for the MBWWTP.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	250,000	0	0	0	0	250,000

MBWWTP Oxygen Plant Upgrades

The Oxygen Plant located at Moccasin Bend WWTP is currently owned by the City and operated and maintained by the Treatment Plant staff. This project is a Technical Memorandum with a financial analysis study to determine the optimal path forward regarding ownership, operation and maintenance of the Oxygen Plant. The study will determine the plant condition, whether it should be replaced or rehabilitated.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,750,000	0	0	0	0	1,750,000

MBWWTP Solids Process Optimization Implementation - Phase 2 (Thickener Upgrade)

This project includes improvements to the MBWWTP solids handling process to provide reliability and efficiency and to allow the plant to continue to produce land applied materials as a part of the City's National Bio-solids Partnership Certified Program. It includes the rehabilitation of three of the MBWWTP gravity thickeners, full replacement of the equipment in two of the gravity thickeners, thickener pumping improvements and necessary associated electrical and piping improvements.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	500,000	0	0	0	0	500,000

MBWWTP Solids Process Optimization Implementation - Phase 4 (A-D) (Digester Upgrades - THP)

This project includes improvements to the MBWWTP solids handling process to provide reliability and efficiency and to allow the plant to continue to produce land applied materials. The necessary improvements include rehabilitation of the existing anaerobic digesters, rehabilitation of the centrifuge buildings, additional sludge storage facilities, and other necessary improvements to the MBWWTP solids process. The existing digesters are nearing their "end of life" and rehabilitation is necessary to keep them in consistent operation. This rehabilitation will allow for continued operations and will increase performance in the solids handling process.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	20,000,000	20,000,000	20,000,000	20,500,000	18,000,000	98,500,000

MBWWTP Warehouse Improvements

This project includes the development of a warehouse condition assessment, investigation of access, security, operational feasibility and recommendation of replacement/upgrades of warehouse components. Approximate 10,000 sq ft expansion.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	6,250,000	0	0	0	0	6,250,000

MBWWTP Water Use and Re-use Implementation

This project includes improvements to the MBWWTP potable and plant water systems to reduce overall water use. It involves implementing water conservation to reduce consumption, substituting lower-grade water for certain non-potable water process uses, and finding and eliminating leaks in the water system.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,500,000	0	0	0	0	1,500,000

Mountain Creek PS Improvements

This project involves making improvements to the Mountain Creek Pump Station that include the replacement of the Motor Control Center (MCC) and upgrade of the controls at the current facility. The upgrades will allow the station to increase its performance and reliability and to help to reduce sanitary sewer overflows in the area.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	450,000	0	0	0	0	450,000

Program Management For Consent Decree Implementation

This project is the annual renewal of the scope and fee of program managementservices for the implementation of the EPA CD program.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	3,485,400	2,500,000	2,500,000	2,500,000	0	10,985,400

Pump Station Generator 2

This project involves the installation of emergency generator backup electrical power to selected MBWWTP areas and pump stations to minimize the disruptedelectrical service during power outages.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	750,000	0	0	0	0	750,000

Pump Station Improvements

Contingency money allocated for pump station upgrade projects. This year'sscheduled project is Hixson #2.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	2,000,000	0	0	0	0	2,000,000

Pump Station Improvements (Big Ridge PS 5 & 12)

This project involves making capital improvements to the Big Ridge #5 Pump Station located at 4802 Woodland Circle, Hixson, TN 37343 and the Big Ridge#12 Pump Station located at Lake Resort Terrace, Chattanooga, TN 37415. Some of these upgrades include new pumps, bypass, and generator.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,500,000	0	0	0	0	1,500,000

Pump Station Improvements (IPS Screen Bypass Project)

This project includes the installation of a bypass system to allow for flow through the IPS and to the MBWWTP process during blinding conditions of the IPS screen.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,500,000	0	0	0	0	1,500,000

Purchase New Centrifuge

This project provides the necessary equipment required to maintain efficient and effective solids handling, to ensure compliance with the City's NPDES permit for the MBWWTP.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	400,000	0	0	0	0	400,000

South Chic PS Improvements

This project includes making capital improvements to the South Chick. 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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,000,000	11,000,000	4,000,000	0	0	16,000,000

Tiftonia PS#3 Safety Upgrade

This project includes safety and reliability improvements associated with converting the Tiftonia #2 PS from a canned pump station to a submersible pump station as well as the assessment and rehabilitation or replacement of sewer force main in the basin.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,450,000	550,000	0	0	0	2,000,000

Vehicle Purchase

This project includes a Vehicle Purchase for ISS.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	150,000	0	0	0	0	150,000

Wet Weather Response Team

This project will evaluate the effect of wet weather events on the various City sewers, combined sewer overflow treatment facilities (CSOTFs), pump stations (PSs), and Moccasin Bend Wastewater Treatment Plant (MBWWTP) to improve operation efficiency and reduce sanitary sewer overflows (SSOs).

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	0	0	0	0	100,000

Wet Weather Storage - Phase 6 - Hixson PS #1

This project will construct 5 MG of wet weather storage and replace the Hixson #1 PS located off of Adams Road. The project will store peak wet weather flows, prevent sanitary sewer overflows, and meet the future capacity requirements as set forth in the Consent Decree. The project will also increase reliability throughout the sanitary sewer system in the event of power or mechanical failures. This project will provide the City with the system capacity necessary to approve future developments and promote growth throughout the City and surrounding areas.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	10,000,000	0	0	0	0	10,000,000

Winterview Pump Station and Basin Improvements

This project includes reliability and capacity improvements at the Winterview Pump Station as well as the rehabilitation of sanitary sewer pipe in the basin. Improvements include potential rehabilitation or replacement of pumps, valving, I&C/SCADA infrastructure, etc.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	500,000	1,500,000	0	0	0	2,000,000

Water Quality

Offers Funded: 11

Total Funding: \$6,600,000

% External Funding: 0%

Automated Flood Warning System

Automated flood warning system for flood prone streets around the City. 2) 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-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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	350,000	350,000	350,000	350,000	350,000	1,750,000

Dartmouth/Five Points Watershed SIP

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.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,950,000	0	2,000,000	0	0	3,950,000

Flood Control Pump Station Upgrades

Upgrades to pump stations throughout the city.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	250,000	0	0	0	0	250,000

Glass Street Area / Taylor St, Dodson Ave, Crutchfield St

Stream restoration project of WPA ditch as identified in the AMEC priority report.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,000,000	0	0	0	0	1,000,000

Heavy Equipment

New equipment to replace existing/aged.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	650,000	525,000	485,000	535,000	590,000	2,785,000

Heritage Park Water Quality

Funding for water quality capital improvements at Heritage Park.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	200,000	0	0	0	0	200,000

On-Call Landscape Design

Various City sites that require landscape vegetation designs that meet new City requirements.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	0	200,000	0	200,000	500,000

Stream Buffer Conservation

Implement a stream buffer program that benefits and improves streambank stabilization, erosion/sediment control, promotes habitat and wildlife along with reducing the impact from floods.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	250,000	250,000	250,000	500,000	500,000	1,750,000

Stream Restoration/Various Sites

Various size stream restoration projects to reduce sediment transport of TMDLs.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	250,000	250,000	250,000	500,000	500,000	1,750,000

USACE/FEMA Floodplain Culvert Replacement Projects

Culvert Replacement Project to replace undersized Culverts in FEMA Mapped Stream Segments to 100 year conveyance capacity.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	100,000	250,000	250,000	100,000	100,000	800,000

Water Quality TMDL & Land Management

To preserve and enhance the quality of the physical environment with projects that meet the TMDL and WQ regulatory changes. These various projects will consist of planning, design and construction to manage water quantity and improve water quality on City owned property.

FY22 Percent External	Proposed FY22	Proposed FY23	Proposed FY24	Proposed FY25	Proposed FY26	CIP Total
0%	1,500,000	500,000	500,000	1,000,000	500,000	4,000,000

FY22 Capital Impact on Operations

Project Name	Department/Agency	Impact on Operations Costs	Is the Impact One-Time or On-Going?	By What Amount Will Costs Increase or Decrease?
Building & Construction Workforce Center	Building and Construction Workforce Center	Does not Impact- one time project	One-time	
CARTA Vehicles & Equipment	Chattanooga Area Regional Transportation Authority	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Purpose Point Learning Academy (A.O.)	Chattanooga Christian School	Does not Impact- one time project	One-time	
CPD Equipment and RMS	Chattanooga Police Department	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Law Enforcement Training Center	Chattanooga Police Department	Does not Impact- one time project	One-time	
Police Drones	Chattanooga Police Department	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Police Laptops	Chattanooga Police Department	Does not Impact- one time project	One-time	
RTIC	Chattanooga Police Department	Does not Impact- one time project	One-time	
Library ADA Accessibility Improvements	Chattanooga Public Library	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Neighborhood Reinvestment Fund (NRF)	City Planning	Does not Impact- one time project	One-time	
Community Center Improvements	Community Development	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Homelessness Infrastructure and Resources	Community Development	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Ignite Discovery Capital Campaign	Creative Discovery Museum	Does not Impact- one time project	One-time	
C30055 FIN Cap - City Network Rebuild	Department of Information Technology	Does not Impact- one time project	One-time	
City Network Rebuild	Department of Information Technology	Does not Impact- one time project	One-time	
Citywide Security Cameras	Department of Information Technology	Does not Impact- one time project	One-time	
Digital Infrastructure Investments	Department of Information Technology	Does not Impact- one time project	One-time	
Firewall Upgrade	Department of Information Technology	Does not Impact- one time project	One-time	
Traffic Signal Infrastructure Maintenance	Department of Information Technology	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Transit Signal Prioritization	Department of Information Technology	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Head Start Capital Improvements	Early Learning	Does not Impact- one time project	One-time	
East Chattanooga Rising District Infrastructure	East Chattanooga Rising	Does not Impact- one time project	One-time	
East Chattanooga Rising Planning & Design	East Chattanooga Rising	Does not Impact- one time project	One-time	
Hardy Street Extension	East Chattanooga Rising	Does not Impact- one time project	One-time	
Brownfield Grant Match	Economic Development	Does not Impact- one time project	One-time	
Health, Education and Housing Facilities Board	Economic Development	Does not Impact- one time project	One-time	
Public Art Percent for Art Funds	Economic Development	Does not Impact- one time project	One-time	
A60108 GG Cap - Enterprise South Industrial	Finance and Administration	Does not Impact- one time project	One-time	
C30005 FIN Cap - City Hall Campus Renovation	Finance and Administration	Does not Impact- one time project	One-time	
Fire Training Center Upgrade Planning and	Fire Department	Does not Impact- one time project	One-time	
Station 15 Replacement (addition)	Fire Department	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Station Capital Maintenance and Repair	Fire Department	Does not Impact- one time project	One-time	
Chattanooga Zoo: African Expansion	Friends of the Zoo, Inc.	Does not Impact- one time project	One-time	
Walden's Ridge Park	Hamilton County	Does not Impact- one time project	One-time	
Golf Course Maintenance Equipment	Parks and Outdoors	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Golf Course Renovations and Maintenance	Parks and Outdoors	Does not Impact- one time project	One-time	
Greenway Farm Conference Center	Parks and Outdoors	Does not Impact- one time project	One-time	
Lynnbrook Park	Parks and Outdoors	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Parks ADA Repairs	Parks and Outdoors	Does not Impact- one time project	One-time	
Parks Planning, Design, Implementation	Parks and Outdoors	Does not Impact- one time project	One-time	
Parks, Playgrounds, Field Maintenance	Parks and Outdoors	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Softball Facility Improvements	Parks and Outdoors	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
St Elmo Playground Replacement & Drainage	Parks and Outdoors	Does not Impact- one time project	One-time	
Sterchi Farm Park	Parks and Outdoors	Does not Impact- one time project	One-time	
Trail Branding Implementation	Parks and Outdoors	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Project Return (A.O.)	Project Return	Does not Impact- one time project	One-time	
Alton Park Connector	Public Works	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Bridge Maintenance - Standifer Gap	Public Works	Decreases FY22 Operations	One-Time	\$0 - \$50,000
Bridge Management & Maintenance - Multiple	Public Works	Decreases FY22 Operations	Ongoing	\$50,001 - \$100,000
City Buildings & Community Centers Major	Public Works	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
City Yard Improvements	Public Works	Does not Impact- one time project	One-Time	
Davidson Road	Public Works	Does not Impact- one time project	One-Time	
Driving for Resiliency: Fleet Fuel Diversification	Public Works	Does not Impact- one time project	One-Time	
Emergency Preparedness Plan	Public Works	Increases FY22 Operations	Ongoing	\$500,001 or Greater
Equitable EV Infrastructure	Public Works	Does not Impact- one time project	One-Time	
Fleet Capital Infusion	Public Works	Does not Impact- one time project	One-Time	
Fleet Program Purchases	Public Works	Does not Impact- one time project	One-Time	
Goodwin Road Segment 4 / Hamilton Pl Blvd.	Public Works	Does not Impact- one time project	One-Time	
Hamill Rd. Rail Road Interconnect	Public Works	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Lake Resort Drive	Public Works	Decreases FY22 Operations	Ongoing	\$50,001 - \$100,000
Lupton City	Public Works	Does not Impact- one time project	One-Time	
Midtown Pathway	Public Works	Increases FY22 Operations	Ongoing	\$0 - \$50,000
North-South Multimodal Connectivity Corridor	Public Works	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Plan of Services Obligations	Public Works	Does not Impact- one time project	One-Time	
Power to Protect: A Resilient Public Safety	Public Works	Decreases FY22 Operations	One-Time	\$500,001 or Greater
PW Cap - Environ Remediation Butcher Blk	Public Works	Does not Impact- one time project	One-Time	
Retaining Wall Management and Maintenance	Public Works	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
	Public Works	Does not Impact- one time project	One-Time	
Roadway Slope Failure	Public Works	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
S. Chickamauga Creek Greenway Rail Road	Public Works	Does not Impact- one time project	One-Time	

FY22 Capital Impact on Operations

Project Name	Department/Agency	Impact on Operations Costs	Is the Impact One-Time or Ongoing?	By What Amount Will Costs Increase or Decrease?
Sidewalks	Public Works	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Street Improvements (paving)	Public Works	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
TIP Paving	Public Works	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Transit Stop Accessibility (Section 5310)	Public Works	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Automated Flood Warning System	Public Works - Water Quality	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Dartmouth/Five Points Watershed SIP	Public Works - Water Quality	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Flood Control Pump Station Upgrades	Public Works - Water Quality	Decreases FY22 Operations	Ongoing	
Glass Street Area / Taylor St, Dodson Ave, Heavy Equipment	Public Works - Water Quality	Does not Impact- one time project	One-time	
Heritage Park Water Quality	Public Works - Water Quality	Reduces the amount of manhours ar	Ongoing	\$0 - \$50,000
On-Call Landscape Design	Public Works - Water Quality	Does not Impact- one time project	One-time	
Stream Buffer Conservation	Public Works - Water Quality	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Stream Restoration/Various Sites	Public Works - Water Quality	Does not Impact- one time project	Ongoing	
USACE/FEMA Floodplain Culvert Replacement	Public Works - Water Quality	Does not Impact- one time project	One-time	
Water Quality TMDL & Land Management	Public Works - Water Quality	The cost for operations will decrease	Ongoing	\$0 - \$50,000
23rd St PS Improvements	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Citico Creek Sub-basin Combined Sewer	PW-ISS	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Citico Force Main Replacement	PW-ISS	Does not Impact- one time project	One-time	
Citico Pump Station Improvements	PW-ISS	Decreases FY22 Operations	Ongoing	\$50,001- \$100,000
	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Contingency - Plans and Studies	PW-ISS	Does not Impact- one time project	One-Time	
Contingency - Plans and Studies (SCADA Master	PW-ISS	Does not Impact- one time project	One-Time	
CSOTF Equipment Replacement Program	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
E212 SSO Abatement Program - East Ridge	PW-ISS	Increases FY22 Operations	Ongoing	\$0 - \$50,000
E212 SSO Abatement Program - Lee Hwy (WWS	PW-ISS	Increases FY22 Operations	Ongoing	\$0 - \$50,000
E212 SSO Abatement Program- Red Bank (SPOI	PW-ISS	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Focused SSES and Rehab - Phase II	PW-ISS	Decreases FY22 Operations	One-Time	\$0 - \$50,000
Friars Branch Pump Station Grinders	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Implementation of CD Green Infra Projects in	PW-ISS	Increases FY22 Operations	Ongoing	\$0 - \$50,000
ISS Capacity Improvements (Creekside	PW-ISS	Does not Impact- one time project	One-Time	
MBWWTP Laboratory Equipment	PW-ISS	Does not Impact- one time project	One-Time	
MBWWTP Oxygen Plant Upgrades	PW-ISS	Does not Impact- one time project	One-Time	
MBWWTP Solids Process Optimization	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
MBWWTP Solids Process Optimization	PW-ISS	Decreases FY22 Operations	Ongoing	\$50,001 - \$100,000
MBWWTP Warehouse Improvements	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
MBWWTP Water Use and Re-use	PW-ISS	Decreases FY22 Operations	Ongoing	\$50,001 - \$100,000
Mountain Creek PS Improvements	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Program Management For Consent Decree	PW-ISS	Does not Impact- one time project	One-Time	
Pump Station Generator 2	PW-ISS	Does not Impact- one time project	One-Time	
Pump Station Improvements	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Pump Station Improvements (Big Ridge PS 5 &	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Pump Station Improvements (IPS Screen Bypass	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
South Chic PS Improvements	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Tiftonia PS#3 Safety Upgrade	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Vehicle Purchase	PW-ISS	Does not Impact- one time project	One-Time	
Wet Weather Response Team	PW-ISS	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Wet Weather Storage - Phase 6 - Hixson PS #1	PW-ISS	Increases FY22 Operations	Ongoing	\$0 - \$50,000
Winterview Pump Station and Basin	PW-ISS	Decreases FY22 Operations	Ongoing	\$0 - \$50,000
Tivoli Theatre and Performing Arts Center	Tivoli Foundation	Does not Impact- one time project	One-Time	
Quality Matters Capital Fund (A.O.)	United Way of Greater Chattanooga	Does not Impact- one time project	One-Time	
Montessori Elementary at Highland Park PreK	Young Women's Leadership Academy Fou	Does not Impact- one time project	One-Time	

ORDINANCE NO. 13711

AN ORDINANCE APPROPRIATING, AUTHORIZING OR
 ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS
 BUDGET FOR THE FISCAL YEAR 2021-2022.

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, 2022, and

SECTION 2. That there be and is hereby authorized the appropriation of all capital donations, including partnership agreements not previously appropriated, to the projects and the capital fund for which they are intended.

GENERAL GOVERNMENTAL FUNDS

FROM	General Obligation Bonds	\$ 5,000,000
	General Fund Reserves	13,225,000
	Economic Development Fund (1111)	9,000,000
	Paving (In Operations)	4,100,000
	Hotel Motel Tax Fund (2070)	500,000
	State Street Aid (2050)	2,555,000
	Fleet Management Fund (6504)	4,500,000
	Library Fund	200,000
	IDB TIF Loan	3,550,000
	State Local Government Support Grant	2,014,972
	Other Income (City Network Rebuild)	109,094
	Misc Revenue (City Hall Campus Renovation)	59
	Sale of City Property (Enterprise South Industrial Park)	352,201
	Transportation Improvement Programs (TIP)	2,640,000
	Tennessee Department of Transportation (TDOT)	2,190,000
	Federal Highway Administration (FHWA)	4,150,000
	Federal Highway Administration ER (FHWA-ER)	800,000
	Federal Transit Administration (FTA)	180,000
	Lyndhurst Foundation	100,000
	State of Tennessee (Volkswagen Diesel Settlement)	950,414
	Donation - Norfolk Southern Rail Road	6,000
	Hamilton County	1,100,000
	Hamilton County (Ross' Landing Marina)	(75,000)
	Private Donation - Trust for Public Land	138,053
	Private Donation - Walnut Plaza (K18155)	(27,305)
	Private Donation - Shephard Rd. Streetscape (K18155)	(100,000)

TO	General Government & Supported Agencies	12,065,698
	Department of Police	3,425,000
	Department of Fire	735,000
	Department of Public Works	29,707,789
	Department of Community Development	2,050,000
	Department of Economic Development	1,360,000
	Department of Parks and Outdoors	3,236,250
	Department of City Planning	703,750
	Department of Early Learning	325,000
	East Chattanooga Rising	3,550,000
		<u>\$ 57,158,487</u>
		<u>57,158,487</u>

PROPRIETARY CAPITAL FUNDS

FROM:	State Revolving Loan Fund/WIFIA (ISS)	\$ 61,000,000	
	Interceptor Sewer System Operations (Fund 6010)	28,300,000	
	Interceptor Sewer System Reserves (Fund 6010)	25,700,000	
	Water Quality Fund Operations (Fund 6030)	6,600,000	
	Water Quality Fund Reserves (Fund 6030)	-	
TO:	Interceptor Sewer Fund	\$	115,000,000
	Water Quality Fund		6,600,000
	TOTAL PROPRIETARY FUNDS	\$ 121,600,000	\$ 121,600,000
	TOTAL CAPITAL BUDGET	<u>\$ 178,758,487</u>	<u>\$ 178,758,487</u>

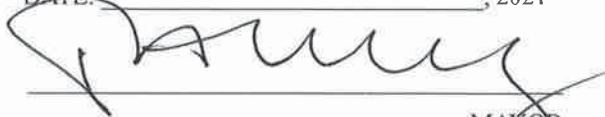
BE IT FURTHER ORDAINED, That this Ordinance shall take effect immediately from and after its passage as provided by law.

PASSED on Second and Final Reading: September 28, 2021



 CHAIRPERSON
 APPROVED DISAPPROVED

DATE: _____, 2021



 MAYOR

KM/DM

1st Public Hearing Took Place DATE: August 31, 2021

2nd Public Hearing Took Place DATE: September 28, 2021

City Of Chattanooga

Capital Budget Summary by Department
Fiscal Year 2022

Summary Schedule (Capital)

	Proposed FY22	External Sources	Reserves	Operations	GO Bonds	SRF/WIFIA	EconDev	Other City Sources	Total
General Governmental									
Fire Department	735,000	-	85,000	-	650,000	-	-	-	735,000
Police Department	3,425,000	1,100,000	875,000	-	1,100,000	-	350,000	-	3,425,000
Public Works	29,707,789	6,077,162	4,870,655	4,100,000	815,000	-	4,275,000	9,569,972	29,707,789
General Government	12,065,698	4,950,000	4,504,345	-	300,000	-	1,650,000	661,353	12,065,698
Community Development	2,050,000	-	815,000	-	1,235,000	-	-	-	2,050,000
Economic Development	1,360,000	-	360,000	-	-	-	1,000,000	-	1,360,000
Parks and Outdoors	3,236,250	(75,000)	1,386,250	-	900,000	-	1,025,000	-	3,236,250
City Planning	703,750	-	3,750	-	-	-	700,000	-	703,750
Early Learning	325,000	-	325,000	-	-	-	-	-	325,000
East Chattanooga Rising	3,550,000	-	-	-	-	-	-	3,550,000	3,550,000
General Governmental Total	57,158,487	12,052,162	13,225,000	4,100,000	5,000,000	-	9,000,000	13,781,325	57,158,487
Enterprise									
Water Quality	6,600,000	-	-	6,600,000	-	-	-	-	6,600,000
Interceptor Sewer System	115,000,000	-	25,700,000	28,300,000	-	61,000,000	-	-	115,000,000
Enterprise Total	121,600,000	-	25,700,000	34,900,000	-	61,000,000	-	-	121,600,000
Total All Funds									
	178,758,487	12,052,162	38,925,000	39,000,000	5,000,000	61,000,000	9,000,000	13,781,325	178,758,487



City Of Chattanooga
Capital Budget Summary by Project
Fiscal Year 2022

****The initials "A.O." and "A.S.F." as appear in this section shall have the same meaning as described in Section 5a of the Operating Budget Ordinance 13xxx**

Departments	Proposed FY22	External	Reserves	Operations	Bonds	SRF	WiFi	Economic Development	Other City	Total
General Governmental	57,158,487	12,052,162	13,225,000	4,100,000	5,000,000			9,000,000	13,781,325	57,158,487
General Government	12,065,698	4,950,000	4,504,345	-	300,000			1,650,000	661,353	12,065,698
Building and Construction Workforce Center	2,000,000	-	2,000,000	-	-	-	-	-	-	2,000,000
Building & Construction Workforce Center (vocational/trade school) (A.O.)	2,000,000	-	2,000,000	-	-	-	-	-	-	2,000,000
Chattanooga Area Regional Transportation Authority	413,684	-	413,684	-	-	-	-	-	-	413,684
CARTA Vehicles & Equipment	413,684	-	413,684	-	-	-	-	-	-	413,684
Chattanooga Christian School	300,000	-	300,000	-	-	-	-	-	-	300,000
Purpose Point Learning Academy (A.O.)	300,000	-	300,000	-	-	-	-	-	-	300,000
Chattanooga Public Library	200,000	-	-	-	-	-	-	-	200,000	200,000
Library ADA Accessibility Improvements	200,000	-	-	-	-	-	-	-	200,000	200,000
Creative Discovery Museum	100,000	-	100,000	-	-	-	-	-	-	100,000
Ignite Discovery Capital Campaign	100,000	-	100,000	-	-	-	-	-	-	100,000
Department of Information Technology	6,659,094	4,950,000	850,000	-	300,000	-	-	450,000	109,094	6,659,094
C30055 FIN Cap - City Network Rebuild	109,094	-	-	-	-	-	-	-	109,094	109,094
City Network Rebuild	300,000	-	300,000	-	-	-	-	-	-	300,000
Citywide Security Cameras	50,000	-	50,000	-	-	-	-	-	-	50,000
Digital Infrastructure Investments	500,000	-	500,000	-	-	-	-	-	-	500,000
Firewall Upgrade	150,000	-	-	-	-	-	-	150,000	-	150,000
Traffic Signal Infrastructure Maintenance	300,000	-	-	-	300,000	-	-	-	-	300,000
Transit Signal Prioritization	5,250,000	4,950,000	-	-	-	-	-	300,000	-	5,250,000
Finance and Administration	352,260	-	-	-	-	-	-	-	352,260	352,260
A60108 GG Cap - Enterprise South Industrial Park	352,260	-	-	-	-	-	-	-	352,260	352,260
C30005 FIN Cap - City Hall Campus Renovation	59	-	-	-	-	-	-	-	59	59
Friends of the Zoo, Inc.	115,661	-	115,661	-	-	-	-	-	-	115,661
Chattanooga Zoo: African Expansion	250,000	-	250,000	-	-	-	-	-	-	250,000
D30004 GS Cap - Zoo Improvements	(134,339)	-	(134,339)	-	-	-	-	-	-	(134,339)
Hamilton County	500,000	-	500,000	-	-	-	-	-	-	500,000
Walden's Ridge Park	500,000	-	500,000	-	-	-	-	-	-	500,000
Project Return	125,000	-	125,000	-	-	-	-	-	-	125,000
Project Return (A.O.)	125,000	-	125,000	-	-	-	-	-	-	125,000
Tivoli Foundation	1,000,000	-	-	-	-	-	-	1,000,000	-	1,000,000
Tivoli Theatre and Performing Arts Center (A.O.)	1,000,000	-	-	-	-	-	-	1,000,000	-	1,000,000
United Way of Greater Chattanooga	200,000	-	-	-	-	-	-	200,000	-	200,000
Quality Matters Capital Fund (A.O.)	200,000	-	-	-	-	-	-	200,000	-	200,000
Young Women's Leadership Academy Foundation	100,000	-	100,000	-	-	-	-	-	-	100,000
Montessori Elementary at Highland Park Prek Program (A.O.)	100,000	-	100,000	-	-	-	-	-	-	100,000
Police Department	3,425,000	1,100,000	875,000	-	1,100,000			350,000	-	3,425,000
Chattanooga Police Department	3,425,000	1,100,000	875,000	-	1,100,000	-	-	350,000	-	3,425,000
Police Drones	150,000	-	100,000	-	-	-	-	50,000	-	150,000
Police Laptops	300,000	-	-	-	-	-	-	300,000	-	300,000
RTIC	275,000	-	275,000	-	-	-	-	-	-	275,000
CPD Equipment and RMS	500,000	-	500,000	-	-	-	-	-	-	500,000
Law Enforcement Training Center	2,200,000	1,100,000	-	-	1,100,000	-	-	-	-	2,200,000
Fire Department	735,000	-	85,000	-	650,000			-	-	735,000
Fire Department	735,000	-	85,000	-	650,000	-	-	-	-	735,000
Fire Training Center Upgrade Planning and Design	150,000	-	-	-	150,000	-	-	-	-	150,000
Station 15 Replacement (addition)	500,000	-	-	-	500,000	-	-	-	-	500,000
Station Capital Maintenance and Repair	85,000	-	85,000	-	-	-	-	-	-	85,000
Public Works	29,707,789	6,077,162	4,870,655	4,100,000	815,000			4,275,000	9,569,972	29,707,789
Public Works	29,707,789	6,077,162	4,870,655	4,100,000	815,000	-	-	4,275,000	9,569,972	29,707,789
Alton Park Connector	250,000	-	-	-	250,000	-	-	-	-	250,000
Bike Chattanooga	200,000	100,000	100,000	-	-	-	-	-	-	200,000
Bridge Maintenance - Standifer Gap	1,300,000	1,040,000	-	-	260,000	-	-	-	-	1,300,000
Bridge Management & Maintenance - Multiple Locations	726,548	-	361,576	-	-	-	-	-	364,972	726,548
City Buildings & Community Centers Major Maintenance	1,675,000	-	1,675,000	-	-	-	-	-	-	1,675,000

City Of Chattanooga
Capital Budget Summary by Project
Fiscal Year 2022

****The initials "A.O." and "A.S.F." as appear in this section shall have the same meaning as described in Section 5a of the Operating Budget Ordinance 13xxx**

Departments	Proposed FY22	External	Reserves	Operations	Bonds	SRF	WIFIA	Economic Development	Other City	Total
City Yard Improvements	100,000	-	100,000	-	-	-	-	-	-	100,000
Davidson Road	350,000	-	-	-	-	-	-	350,000	-	350,000
Driving for Resiliency: Fleet Fuel Diversification	1,384,493	950,414	9,079	-	-	-	-	425,000	-	1,384,493
Emergency Preparedness Plan	250,000	-	250,000	-	-	-	-	-	-	250,000
Equitable EV Infrastructure	100,000	-	100,000	-	-	-	-	-	-	100,000
Fleet Capital Infusion	450,000	-	450,000	-	-	-	-	-	-	450,000
Fleet Program Purchases	4,500,000	-	-	-	-	-	-	-	4,500,000	4,500,000
Goodwin Road Segment 4 / Hamilton Pl Blvd.	800,000	640,000	-	-	160,000	-	-	-	-	800,000
Hamill Rd. Rail Road Interconnect	6,000	6,000	-	-	-	-	-	-	-	6,000
K18155 Parks Mgmt Cap - Parks Mgmt Capital - Walnut Plaza/Holmberg Bridge/Ed Jo	(27,305)	(27,305)	-	-	-	-	-	-	-	(27,305)
Lake Resort Drive	800,000	800,000	-	-	-	-	-	-	-	800,000
Lupton City	475,000	-	475,000	-	-	-	-	-	-	475,000
Midtown Pathway	1,000,000	-	1,000,000	-	-	-	-	-	-	1,000,000
North-South Multimodal Connectivity Corridor	1,000,000	950,000	-	-	-	-	-	50,000	-	1,000,000
P20219 Trans St Const - Shepherd Road Enhancement (HWY 153 - Airport)	(100,000)	(100,000)	-	-	-	-	-	-	-	(100,000)
Plan of Services Obligations	500,000	-	-	-	-	-	-	500,000	-	500,000
Power to Protect: A Resilient Public Safety Microgrid Project, in Partnership with EP	750,000	-	-	-	-	-	-	750,000	-	750,000
PW.Cap - Environ Remediation Butcher Blk	350,000	-	350,000	-	-	-	-	-	-	350,000
Retaining Wall Management and Maintenance	50,000	-	-	-	-	-	-	50,000	-	50,000
Riverfront Capital Projects	500,000	-	-	-	-	-	-	-	500,000	500,000
Roadway Slope Failure	100,000	-	-	-	100,000	-	-	-	-	100,000
S. Chickamauga Creek Greenway Rail Road Construction Agreement	138,053	138,053	-	-	-	-	-	-	-	138,053
Sidewalks	1,800,000	-	-	-	-	-	-	1,800,000	-	1,800,000
Street Improvements (paving)	8,305,000	-	-	4,100,000	-	-	-	-	4,205,000	8,305,000
TIP Paving	1,750,000	1,400,000	-	-	-	-	-	350,000	-	1,750,000
Transit Stop Accessibility (Section 5310)	225,000	180,000	-	-	45,000	-	-	-	-	225,000
Community Development	2,050,000	-	815,000	-	1,235,000	-	-	-	-	2,050,000
Community Development	2,050,000	-	815,000	-	1,235,000	-	-	-	-	2,050,000
Community Center Improvements	2,000,000	-	765,000	-	1,235,000	-	-	-	-	2,000,000
Homelessness Infrastructure and Resources	50,000	-	50,000	-	-	-	-	-	-	50,000
Economic Development	1,360,000	-	360,000	-	-	-	-	1,000,000	-	1,360,000
Economic Development	1,360,000	-	360,000	-	-	-	-	1,000,000	-	1,360,000
Brownfield Grant Match	100,000	-	100,000	-	-	-	-	-	-	100,000
Health, Education and Housing Facilities Board (Affordable Housing Fund) (A.O.)	1,000,000	-	-	-	-	-	-	1,000,000	-	1,000,000
Public Art Percent for Art Funds	260,000	-	260,000	-	-	-	-	-	-	260,000
Parks and Outdoors	3,236,250	(75,000)	1,386,250	-	900,000	-	-	1,025,000	-	3,236,250
Parks and Outdoors	3,236,250	(75,000)	1,386,250	-	900,000	-	-	1,025,000	-	3,236,250
Golf Course Maintenance Equipment Replacement	100,000	-	100,000	-	-	-	-	-	-	100,000
Golf Course Renovations and Maintenance	100,000	-	100,000	-	-	-	-	-	-	100,000
Greenway Farm Conference Center	150,000	-	-	-	150,000	-	-	-	-	150,000
L30118 Parks Cap - Jenkins Rd - Hennen Property	(3,750)	(3,750)	(3,750)	-	-	-	-	-	-	(3,750)
L30120 Parks Cap - Ross' Landing Marina	(75,000)	(75,000)	-	-	-	-	-	-	-	(75,000)
Lymbrook Park	750,000	-	-	-	750,000	-	-	-	-	750,000
Parks ADA Repairs	150,000	-	150,000	-	-	-	-	-	-	150,000
Parks Planning, Design, Implementation	100,000	-	-	-	-	-	-	100,000	-	100,000
Parks, Playgrounds, Field Maintenance	1,000,000	-	1,000,000	-	-	-	-	-	-	1,000,000
Softball Facility Improvements	800,000	-	-	-	-	-	-	800,000	-	800,000
St Elmo Playground Replacement & Drainage Improvements	40,000	-	40,000	-	-	-	-	-	-	40,000
Sterchi Farm Park	75,000	-	-	-	-	-	-	75,000	-	75,000
Trail Branding Implementation	50,000	-	-	-	-	-	-	50,000	-	50,000
City Planning	703,750	-	3,750	-	-	-	-	700,000	-	703,750
City Planning	703,750	-	3,750	-	-	-	-	700,000	-	703,750
Neighborhood Reinvestment Fund (NRF)	703,750	-	3,750	-	-	-	-	700,000	-	703,750

City Of Chattanooga
Capital Budget Summary by Project
Fiscal Year 2022

****The initials "A.O." and "A.S.F." as appear in this section shall have the same meaning as described in Section 5a of the Operating Budget Ordinance 13xxx**

Departments	Proposed FY22	External	Reserves	Operations	Bonds	SRF	WIFIA	Economic Development	Other City	Total
Early Learning	325,000	-	325,000	-	-	-	-	-	-	325,000
Early Learning	325,000	-	325,000	-	-	-	-	-	-	325,000
Head Start Capital Improvements	325,000	-	325,000	-	-	-	-	-	-	325,000
East Chattanooga Rising	3,550,000	-	-	-	-	-	-	-	3,550,000	3,550,000
East Chattanooga Rising	3,550,000	-	-	-	-	-	-	-	3,550,000	3,550,000
East Chattanooga Rising District Infrastructure	2,050,000	-	-	-	-	-	-	-	2,050,000	2,050,000
East Chattanooga Rising Planning & Design	100,000	-	-	-	-	-	-	-	100,000	100,000
Hardy Street Extension	1,400,000	-	-	-	-	-	-	-	1,400,000	1,400,000
Enterprise	121,600,000	-	25,700,000	34,900,000	25,000,000	36,000,000	-	-	-	121,600,000
Water Quality	6,600,000	-	6,600,000	-	-	-	-	-	6,600,000	6,600,000
Public Works - Water Quality	6,600,000	-	6,600,000	-	-	-	-	-	-	6,600,000
Automated Flood Warning System	350,000	-	-	350,000	-	-	-	-	-	350,000
Dartmouth/Five Points Watershed SIP	1,950,000	-	-	1,950,000	-	-	-	-	-	1,950,000
Flood Control Pump Station Upgrades	250,000	-	-	250,000	-	-	-	-	-	250,000
Glass Street Area / Taylor St, Dodson Ave, Crutchfield St	1,000,000	-	-	1,000,000	-	-	-	-	-	1,000,000
Heavy Equipment	650,000	-	-	650,000	-	-	-	-	-	650,000
Heritage Park Water Quality	200,000	-	-	200,000	-	-	-	-	-	200,000
On-Call Landscape Design	100,000	-	-	100,000	-	-	-	-	-	100,000
Stream Buffer Conservation	250,000	-	-	250,000	-	-	-	-	-	250,000
Stream Restoration/Various Sites	250,000	-	-	250,000	-	-	-	-	-	250,000
USACE/FEMA Floodplain Culvert Replacement Projects	100,000	-	-	100,000	-	-	-	-	-	100,000
Water Quality TMDL & Land Management	1,500,000	-	-	1,500,000	-	-	-	-	-	1,500,000
Interceptor Sewer System	115,000,000	-	25,700,000	28,300,000	25,000,000	36,000,000	-	-	-	115,000,000
PW-ISS	115,000,000	-	25,700,000	28,300,000	25,000,000	36,000,000	-	-	-	115,000,000
23rd St PS Improvements	4,000,000	-	-	4,000,000	-	-	-	-	-	4,000,000
Citico Creek Sub-basin Combined Sewer Separation	3,000,000	-	-	3,000,000	-	-	-	-	-	3,000,000
Citico Force Main Replacement	5,000,000	-	-	-	-	5,000,000	-	-	-	5,000,000
Citico Pump Station Improvements	2,000,000	-	-	2,000,000	-	-	-	-	-	2,000,000
Collection System Equipment Purchase	550,000	-	-	550,000	-	-	-	-	-	550,000
Contingency - Plans and Studies	4,000,000	-	-	4,000,000	-	-	-	-	-	4,000,000
Contingency - Plans and Studies (SCADA Master Plan - Phase 1)	214,600	-	-	214,600	-	-	-	-	-	214,600
CSOTF Equipment Replacement Program	1,500,000	-	-	1,500,000	-	-	-	-	-	1,500,000
E212 SSO Abatement Program- Red Bank (SPOI Ph. 4A)	10,000,000	-	-	10,000,000	-	9,000,000	-	-	-	10,000,000
E212 SSO Abatement Program - East Ridge (WWS Ph. 5 - East Brainerd)	10,000,000	-	-	1,500,000	-	8,500,000	-	-	-	10,000,000
E212 SSO Abatement Program - Lee Hwy (WWS Ph. 7 - Lee Highway)	10,000,000	-	-	1,500,000	-	8,500,000	-	-	-	10,000,000
Focused SSES and Rehab - Phase II	8,000,000	-	-	8,000,000	-	-	-	-	-	8,000,000
Friars Branch Pump Station Grinders	600,000	-	-	600,000	-	-	-	-	-	600,000
Implementation of CD Green Infra Projects in the CSS	500,000	-	64,600	435,400	-	-	-	-	-	500,000
ISS Capacity Improvements (Creekside Preserve)	1,500,000	-	1,500,000	-	-	-	-	-	-	1,500,000
MBWWTP Laboratory Equipment	250,000	-	-	250,000	-	-	-	-	-	250,000
MBWWTP Oxygen Plant Upgrades	1,750,000	-	-	1,750,000	-	-	-	-	-	1,750,000
MBWWTP Solids Process Optimization Implementation - Phase 2 (Thickener Upgrade)	500,000	-	-	500,000	-	-	-	-	-	500,000
MBWWTP Solids Process Optimization Implementation - Phase 4 (A-D) (Digester Upg	20,000,000	-	-	-	-	10,000,000	-	-	-	20,000,000
MBWWTP Warehouse Improvements	6,250,000	-	6,250,000	-	-	-	-	-	-	6,250,000
MBWWTP Water Use and Re-use Implementation	1,500,000	-	1,500,000	-	-	-	-	-	-	1,500,000
Mountain Creek PS Improvements	450,000	-	450,000	-	-	-	-	-	-	450,000
Program Management For Consent Decree Implementation	3,485,400	-	-	3,485,400	-	-	-	-	-	3,485,400
Pump Station Generator 2	750,000	-	-	750,000	-	-	-	-	-	750,000
Pump Station Improvements	2,000,000	-	-	2,000,000	-	-	-	-	-	2,000,000
Pump Station Improvements (Big Ridge PS 5 & 12)	1,500,000	-	-	1,500,000	-	-	-	-	-	1,500,000
Pump Station Improvements (PS Screen Bypass Project)	1,500,000	-	-	1,500,000	-	-	-	-	-	1,500,000
Purchase New Centrifuge	400,000	-	400,000	-	-	-	-	-	-	400,000
Purchase New Thickener Pumps	600,000	-	600,000	-	-	-	-	-	-	600,000
South Chic PS Improvements	1,000,000	-	-	1,000,000	-	-	-	-	-	1,000,000
Tiftonia PS#3 Safety Upgrade	1,450,000	-	-	1,450,000	-	-	-	-	-	1,450,000

City Of Chattanooga
 Capital Budget Summary by Project
 Fiscal Year 2022

****The initials "A.O." and "A.S.F." as appear in this section shall have the same meaning as described in Section 5a of the Operating Budget Ordinance 13xxx**

Departments	Proposed FY22	External	Reserves	Operations	Bonds	SRF	WIFIA	Economic Development	Other City	Total
Vehicle Purchase	150,000	-	150,000	-	-	-	-	-	-	150,000
Wet Weather Response Team	100,000	-	100,000	-	-	-	-	-	-	100,000
Wet Weather Storage - Phase 6 - Hixson PS #1	10,000,000	-	-	-	-	10,000,000	-	-	-	10,000,000
Winterview Pump Station and Basin Improvements	500,000	-	500,000	-	-	-	-	-	-	500,000
Grand Total	178,758,487	12,052,162	38,925,000	39,000,000	5,000,000	25,000,000	36,000,000	9,000,000	13,781,325	178,758,487

Other City Sources											
Department	Recommended Other City Sources	Fleet Mgt Fund (6504)	Hotel/Motel	Library Reserves	Miscellaneous Revenue	Other Income	Sale of City Owned Property	State LGS Grant Funds	State Street Ops (2050) Aid Reserves	IDB TIF Loan	Total Other City Sources
General Government	661,353			200,000	59	109,094	352,201				661,353
Police	0										0
Public Works	9,569,972	4,500,000	500,000					2,014,972	1,375,000	3,550,000	9,569,972
East Chattanooga Rising	3,550,000										
Total Govt Funds	13,781,325	4,500,000	500,000	200,000	59	109,094	352,201	2,014,972	1,375,000	3,550,000	10,231,325
Total All Funds	13,781,325	4,500,000	500,000	200,000	59	109,094	352,201	2,014,972	1,375,000	3,550,000	10,231,325
General Government	661,353			200,000							661,353
Library ADA Accessibility Improvements	200,000										
City Hall Campus Renovation	59				59						
City Network Rebuild	109,094					109,094					
ESIP	352,201						352,201				
Transit Signal Prioritization	0										
Police	0										0
Law Enforcement Training Center	0										0
Public Works	9,569,972										4,864,972
Bike Chattanooga											
Bridge Management & Maintenance - Multiple Locations	364,972							364,972			
Driving for Resiliency: Fleet Fuel Diversification	0										0
Fleet Program Purchases	4,500,000	4,500,000									
Goodwin Rd Segment 4/ Hamilton Pl Blvd	0										
Hamil Rd Rail Road Interconnect	0										
Lake Resort Dr	0										
North-South Multimodal Connectivity Corridor	0										
Riverfront Capital Projects	500,000		500,000								
Ross's Landing	0										
S. Chickamauga Creek Greenway- Rail Road Construction Agreement	0										
Shepherd Rd Streetscape	0										
Street Improvements (paving)	4,205,000							1,650,000	1,180,000	1,375,000	
TIP Paving	0										
Transit Stop Accessibility (Section 5310)	0										
Walnut Plaza	0										
East Chattanooga Rising	3,550,000										2,050,000
East Chattanooga Rising District Infrastructure	2,050,000										2,050,000
East Chattanooga Rising Planning & Design	100,000										100,000
Hardy Street Extension	1,400,000										1,400,000
Total Projects	13,781,325	4,500,000	500,000	200,000	59	109,094	352,201	2,014,972	1,375,000	3,550,000	5,526,325

		External Funding Sources										
Department	Recommended External Sources	FHWA	FHWA- ER	Federal Transit Administration (FTA)	Hamilton County	Lyndhurst Foundation	Norfolk Southern Railroad	Private Donations	STBG Grants Program	TDOT	Trust for Public Land (TPL)	VW Settlement Truck Grants
General Government	4,950,000	4,150,000	800,000	180,000	1,100,000					800,000		
Police	1,100,000				(75,000)							
Public Works	6,002,162	800,000	800,000	180,000	1,025,000	100,000	6,000	(127,305)	2,640,000	1,390,000	138,053	950,414
East Chattanooga Rising	0											
Total Govt Funds	12,052,162	4,150,000	800,000	180,000	1,025,000	100,000	6,000	(127,305)	2,640,000	2,190,000	138,053	950,414
Total All Funds	12,052,162	4,150,000	800,000	180,000	1,025,000	100,000	6,000	(127,305)	2,640,000	2,190,000	138,053	950,414
General Government	4,950,000											
Library ADA Accessibility Improvements	0											
City Hall Campus Renovation	0											
City Network Rebuild	0											
ESIP	0											
Transit Signal Prioritization	4,950,000	4,150,000						800,000				
Police	1,100,000				1,100,000							
Law Enforcement Training Center	1,100,000				1,100,000							
Public Works	6,002,162											
Bike Chattanooga	100,000					100,000						
Bridge Maintenance- Standifer Gap	1,040,000								1,040,000			
Driving for Resiliency Fleet Fuel Diversification	950,414											950,414
Fleet Program Purchases	0											
Goodwin Rd Segment 4/ Hamilton Pl Blvd	640,000						6,000		640,000			
Hamill Rd Rail Road Interconnect	6,000											
Lake Resort Dr	800,000		800,000							950,000		
North-South Multimodal Connectivity Corridor	950,000											
Riverfront Capital Projects	0											
Ross's Landing	(75,000)				(75,000)							
S. Chickamauga Creek Greenway- Rail Road Construction Agreement	138,053										138,053	
Shepherd Rd Streetscape	(100,000)							(100,000)				
Street Improvements (paving)	0											
TIP Paving	1,400,000								960,000	440,000		
Transit Stop Accessibility (Section 5310)	180,000			180,000								
Walnut Plaza	(27,305)							(27,305)				
East Chattanooga Rising	0											
East Chattanooga Rising District Infrastructure	0											
East Chattanooga Rising Planning & Design	0											
Hardy Street Extension	0											
Total Projects	12,052,162	4,150,000	800,000	180,000	1,025,000	100,000	6,000	(127,305)	2,640,000	2,190,000	138,053	950,414

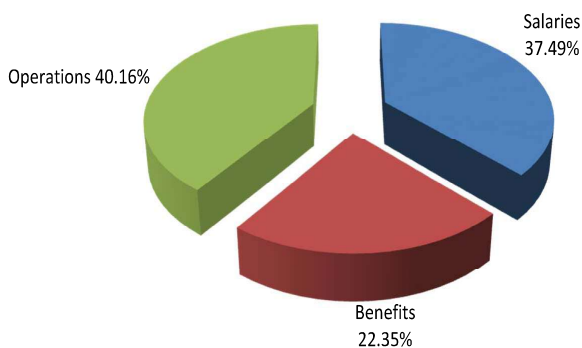
Human Resources

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 59.84% of the total FY 2022 operating budget.

FY22 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 7/1/21, the monthly premium for Network P by City employees with an individual policy is \$124.64 per month, employee + child(ren) \$230.00 per month, employee + spouse \$267.84 per month and family \$380.72 per month. The monthly contribution by City employees for the High Deductible Health Plan with an individual policy is \$46.48 per month, employee + child(ren) \$93.04 per month, employee + spouse \$105.24 per month and family \$154.88 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 7/1/21, the monthly contribution for Network S by employees with an individual policy is \$102.12 per month, employee + child(ren) \$188.52 per month, employee + spouse \$219.60 per month and family \$312.08 per month. The average monthly contribution by City employees for the Network S High Deductible Health Plan with an individual policy is \$37.32 per month, employee + child(ren) \$74.64 per month, employee + spouse \$84.48 per month and family \$124.28.

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 \$23.88 per month, employee + child(ren) \$44.96 per month, employee + spouse \$55.00 per month, and family \$76.16 per month. The monthly contribution for the HMO dental plan by City employees with an individual policy is \$12.28 per month, employee + child(ren) \$19.92 per month, employee + spouse \$19.36 per month, and family \$30.36 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 2022, the employee's Major Medical Health and Hospitalization group plan estimated revenue cost is \$47,106,089. Appropriations for this time period is \$51,328,117 with a planned use of \$4.2 million of reserves.

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, dependent on age, begins at \$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 share of 7.65% (6.20% Social Security and 1.45% Medicare) of earnings up to a maximum salary of \$137,700. 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 Empower, Voya, 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 \$.21 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 (12) 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
Juneteenth
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. 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, bereavement, 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 Summary

The fiscal year budget provides for two-thousand-eight-hundred-eighty-three (2,883) positions within the City. This is an increase of forty-three (43) positions citywide. Mayor Tim Kelly, was elected April 2021, and implemented a departmental reorganization for FY 2022. The reorganization added seven (7) new departments and eliminated three (3). The new departments are: Community Development, Parks & Outdoors, Early Learning, City Planning, Equity & Community Engagement, Economic Development, and Innovation Delivery & Performance. Those deleted are Economic & Community Development, Youth and Family Development, and Transportation.

The Fiscal Year 2022 positions are as follows:

General Government

In fiscal year 2022, General Government department has one-hundred-twenty (120) positions. This consists of fifteen (15) in the City Attorney's Office, fourteen (14) in City Judges with seven (7) in each Judicial division, thirteen (13) in Council, six (6) in Internal Audit, sixty-four (64) in Information Technology and eleven (11) in Purchasing. There are currently eleven (11) frozen positions. The 311 Call Center was moved from General Government to the Innovation & Delivery Performance department.

Department of Finance & Administration

In fiscal year 2022, the Department of Finance & Administration is made up of the following divisions: Finance Administration, Financial Operations and Reporting, Financial Planning and Development, City Treasurer, Grant Opportunities, and City Court Clerk's Office. There are sixty-nine (69) positions with five (5) frozen.

Department of Police

In fiscal year 2022, the Police department has five-hundred and ninety (590) positions which consists of four-hundred-seventy-five (475) sworn positions and one-hundred-fifteen (115) non sworn positions. Currently there are no frozen positions within Police.

Department of Fire

In the fiscal year 2022, the Fire department has four-hundred and sixty-eight (468) positions, nine (9) of which belong to the Tennessee Valley Regional Communication System. There are eighteen (18) frozen positions within this department.

Department of Public Works

In fiscal year 2022, Public Works department has two-hundred-sixty-seven (267). With the Mayoral reorganization, parks moved to the new Parks & Outdoors department and gained Land Development Office from the deleted Economic Community & Development fund and Traffic Administration, Complete Streets, Traffic Operations and Smart Cities Operations from the eliminated Transportation Department. The fund has fifteen (15) frozen positions.

The Water Quality Fund has one-hundred-fifty-five (155) positions, which are funded primarily by Water Quality Fees. This fund has no frozen positions. There was no change from the previous year.

State Street Aid which is in Public Works Special Fund, had fifty-one (51) positions and no frozen. There was no change from previous year.

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 2022, the Interceptor Sewer consist of two-hundred-four (204) positions. There are no frozen positions for this proposed fiscal year. This is an increase of five (5) positions from FY 2021. These new additions are placed in Engineering and Plant Maintenance.

The Development Resource Center, which shares space with Hamilton County has three (3) total employees. This is a decrease of two (2) positions with the addition of a cleaning contract.

The Fleet garage has a total of sixty-two (62) positions; thirty-three (33) in the Amnicola garage and twenty-nine (29) stationed at the 12th Street garage.

The Municipal Golf courses moved from Public Works to the new Parks & Outdoors department.

Department of Human Resources

In fiscal year 2022, the department of Human Resources total General Fund positions remained at twenty-nine (29). The department consists of Human Resources Administration with eighteen (18); Employee Insurance Office with four (4); Employee Safety Program with four (4), and Training which has three (3) positions. There are no frozen positions.

The Health & Wellness Fund, an internal service fund, consists of five (5) positions.

Executive Branch

In fiscal year 2022, the Executive Branch has a total of forty-eight (48) positions which was an increase of thirty-four (34). Executive consists of Administration, Communications, Community Health and Family Justice, a division which belonged to Youth & Family Development the prior year.

Department of Community Development

In fiscal year 2022, Community Development has a total of one-hundred-fifty-nine (159) positions. This new department consists of the following sections: Administration, Homeless & Supportive Housing, Neighborhood Services, Code Enforcement, Community Center Administration, Fitness Center, Recreation and Community Centers (formerly of Youth and Family Development). This department also includes the Community Development Block Grant funds, consisting of two (2) positions.

Department of Parks & Outdoors

In fiscal year 2022, the Parks & Outdoors Department has a total of two-hundred-five (205) positions. This new department consists of Administration, Special Events, Recreation Support Services, Sports Programs, Aquatics, Therapeutic, Maintenance, and Shared Maintenance which is split with Hamilton County. The Administration and Maintenance came from Public Works in the Mayoral reorganization while the remainder came from the now eliminated Youth and Family Development. The Municipal Golf Courses, with fifty-six (56) positions, moved from Public Works to Parks & Outdoors as well during the City-wide reorganization.

Department of Early Learning

In fiscal year 2022, the new department of Early Learning has thirty-two (32) positions in its general fund and two-hundred-seventy-nine (279) positions in its Early Learning Fund, previously located in the old Youth and Family Development department.

Department of City Planning

In fiscal year 2022, City Planning has ten (10) positions. This new department consists of Administration, Sustainability, and Strategic Capital Planning (formerly of Finance & Administration).

Department of Equity & Community Engagement

In fiscal year 2022, the newly created Equity & Community Engagement Department has a total of six (6) positions. This department consists of the following positions: Chief Equity Officer, Community Outreach Coordinator, Community Program Specialist, Director of New Americans, Director of Supplier Diversity and New Americans Program Coordinator.

Department of Economic Development

In fiscal year 2022, Economic Development has sixteen (16) positions. This new department consists of the following sections: Administration, Economic Development, Arts, Culture & the Creative Economy and Workforce Development.

Department of Innovation Delivery & Performance

In fiscal year 2022, the Department of Innovation Delivery & Performance has a total of twenty-five (25) positions. This new department consists of Administration, 311 Call Center (formerly of General Government) and the Office of Performance & Open Data (formerly of Finance & Administration).



City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
General Government & Agencies	11		111	111	117	123	6	12	123	123
City Attorney's Office										
Legal Assistant			4	4	4	4	0	0	4	4
Staff Attorney 2			1	2	2	1	-1	0	1	1
City Attorney			1	1	1	1	0	0	1	1
Claims/ Risk Analyst			1	1	1	1	0	0	1	1
Compliance Officer			1	1	1	1	0	0	1	1
Receptionist (Part-time)			1	1	0	0	0	-1	0	0
Administrative Support Specialist			0	0	1	1	0	1	1	1
Deputy City Attorney			1	0	0	1	1	0	1	1
Public Records Manager			1	1	1	1	0	0	1	1
Staff Attorney 1			4	4	4	4	0	0	4	4
	0		15	15	15	15	0	0	15	15
City Court Judicial I										
City Court Officer			2	2	2	2	0	0	2	2
City Court Officer PT			0	0	2	2	0	2	2	2
Judicial Assistant			1	1	1	1	0	0	1	1
Judicial Assistant PT			0	0	1	1	0	1	1	1
City Judge			1	1	1	1	0	0	1	1
	0		4	4	7	7	0	3	7	7
City Court Judicial II										
City Court Officer			2	2	2	2	0	0	2	2
City Court Officer PT			0	0	1	2	1	2	2	2
Judicial Assistant			1	1	1	1	0	0	1	1
Judicial Assistant PT			0	0	2	1	-1	1	1	1
City Judge			1	1	1	1	0	0	1	1
	0		4	4	7	7	0	3	7	7
City Council										
Legislative & Management Analyst	1		1	1	1	1	0	0	1	1
Clerk to Council			1	1	1	1	0	0	1	1
Council Chairperson			1	1	1	1	0	0	1	1
Council Vice Chairperson			1	1	1	1	0	0	1	1
Council Member			7	7	7	7	0	0	7	7
Administrative Support Assistant 2			1	1	1	1	0	0	1	1
Council Support Specialist			1	1	1	1	0	0	1	1
	1		13	13	13	13	0	0	13	13
Internal Audit										
Senior Auditor			4	4	4	4	0	0	4	4
City Auditor			1	1	1	1	0	0	1	1
Administrative Support Specialist PT			1	1	1	1	0	0	1	1
	0		6	6	6	6	0	0	6	6
311 Call Center										
Customer Service Rep 2			0	2	2	0	-2	0	0	0
Customer Service Rep 1			10	8	8	0	-8	-10	0	0
Customer Service Supervisor			1	1	1	0	-1	-1	0	0
Call Center Manager			1	1	1	0	-1	-1	0	0
	0		12	12	12	0	-12	-12	0	0
Information Technology	10		46	46	46	64	18	18	64	64
Assistant Director IT Project Management			1	1	1	1	0	0	1	1
Assistant Director IT Operations			1	1	1	1	0	0	1	1
IT Project Manager			3	3	1	1	0	-2	1	1
Chief Information Officer			1	1	1	1	0	0	1	1
Manager Applications Development			1	1	1	1	0	0	1	1
Dep Chief Information Officer			1	1	1	1	0	0	1	1
Network Analyst	2		3	3	2	2	0	-1	2	2
Manager IT Support Services			1	1	1	1	0	0	1	1
Systems & Database Specialist 2	1		2	2	2	2	0	0	2	2
Systems & Database Specialist 1	1		3	3	3	2	-1	-1	2	2
Programmer 2			4	4	4	4	0	0	4	4
IT Support Services Supervisor			1	1	1	1	0	0	1	1
Programmer 1			4	2	2	2	0	-2	2	2
Telecommunications Supervisor			1	0	0	0	0	-1	0	0
UX Designer			1	1	1	1	0	0	1	1
IT Tech Trainer			1	1	1	1	0	0	1	1
IT Business Project Analyst	1		3	4	5	5	0	2	5	5
Webmaster			1	1	1	1	0	0	1	1
IT Specialist			3	3	2	1	-1	-2	1	1
Fiscal Analyst			1	1	1	1	0	0	1	1
IT Technician	3		5	5	4	4	0	-1	4	4
Executive Assistant			1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
Administrative Supp Specialist			1	1	1	1	0	0	1	1
Database Administrator	1		1	1	1	1	0	0	1	1
Manager IT Operations			1	1	1	1	0	0	1	1
Manager IT Infrastructure			0	1	1	1	0	1	1	1
Security Analyst			0	1	1	1	0	1	1	1
Software Development Engineer 1			0	0	3	4	1	4	4	4
Software Development Engineer 2			0	0	1	2	1	2	2	2
Smart Cities	9		46	46	46	46	0	0	46	46
Crew Worker 3			0	0	0	1	1	1	1	1
Electrician 1			0	0	0	3	3	3	3	3
Electrician 2			0	0	0	2	2	2	2	2
Electronics Tech 1			0	0	0	2	2	2	2	2
Equipment Operator 4			0	0	0	2	2	2	2	2
Manager Intelligent Trans Systems			0	0	0	1	1	1	1	1
Signal Technician Apprentice			0	0	0	1	1	1	1	1
Smart Cities Director			0	0	0	1	1	1	1	1
Traffic Operations Analyst	1		0	0	0	1	1	1	1	1
Traffic Signal Designer Specialist			0	0	0	2	2	2	2	2
Traffic Signal Systems Engineer			0	0	0	1	1	1	1	1
Transportation Project Manager			0	0	0	1	1	1	1	1
Purchasing	1		0	0	0	18	18	18	18	18
Supplier Engagement Coordinator			1	1	1	1	0	0	1	1
Director Purchasing			1	1	1	1	0	0	1	1
Buyer 1			3	3	3	3	0	0	3	3
Grant Specialist			1	1	1	0	-1	-1	0	0
Deputy Director Purchasing			1	1	1	1	0	0	1	1
Administrative Support Specialist			1	1	1	1	0	0	1	1
Procurement Analyst			1	1	1	1	0	0	1	1
Procurement Compliance Specialist			0	0	0	1	1	1	1	1
Buyer 2			2	2	2	2	0	0	2	2
Department of Finance & Administration	5		73	72	72	69	-3	-4	69	69
Finance										
Administrator & City Finance Officer			1	1	1	1	0	0	1	1
Deputy Administrator Finance			1	1	1	0	-1	-1	0	0
Budget Officer			1	1	1	1	0	0	1	1
Manager, Financial Operations			1	1	1	1	0	0	1	1
Accounts Payable Supervisor			1	1	1	1	0	0	1	1
Accounting Manager			1	1	1	1	0	0	1	1
Payroll Supervisor			1	1	1	1	0	0	1	1
Management & Budget Analyst 1			4	4	4	4	0	0	4	4
Management & Budget Analyst 2			1	1	1	1	0	0	1	1
Accountant 1			4	4	4	4	0	0	4	4
Management & Budget Analyst 3			1	0	0	0	0	-1	0	0
Accountant 2			1	1	1	1	0	0	1	1
Accountant 3			1	1	1	1	0	0	1	1
Payroll Assistant			1	1	1	1	0	0	1	1
Payroll Technician			1	1	1	1	0	0	1	1
Payroll Technician 2			1	1	1	1	0	0	1	1
Accounting Technician 1			4	4	4	4	0	0	4	4
Executive Assistant			1	1	1	1	0	0	1	1
Accounting Technician 2			2	2	2	2	0	0	2	2
Administrative Support Assistant 2			2	2	2	2	0	0	2	2
Business Systems Analyst			1	1	1	1	0	0	1	1
Deputy Chief Operating Officer			1	1	1	1	0	0	1	1
Senior Transition & Director of Resilience			0	0	0	1	1	1	1	1
Budget Manager			0	1	1	1	0	1	1	1
Grants & Opportunities	0		33	33	33	33	0	0	33	33
Director of Grants & Opportunities			0	0	0	1	1	1	1	1
Grants Coordinator			0	0	0	1	1	1	1	1
City Treasurer	0		0	0	0	2	2	2	2	2
Assistant City Treasurer			1	1	1	1	0	0	1	1
Revenue Supervisor			1	1	1	1	0	0	1	1
City Treasurer			1	1	1	1	0	0	1	1
Municipal Billing Analyst			0	1	1	1	0	1	1	1
Tax Manager			0	1	1	1	0	1	1	1
Property Tax Clerk III			4	4	4	4	0	0	4	4
Revenue Specialist 1			0	2	0	0	0	0	0	0

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
Revenue Specialist 2	1		7	5	7	7	0	0	7	7
Utility Billing Analyst			1	0	0	0	0	-1	0	0
City Court Clerk's Office	1		15	16	16	16	0	1	16	16
City Court Clerk			1	1	1	1	0	0	1	1
Deputy City Court Clerk			1	1	1	1	0	0	1	1
Court Operations Assistant	4		10	10	10	10	0	0	10	10
Administrative Support Spec			1	1	1	1	0	0	1	1
Court Operations Technician 2			2	2	2	2	0	0	2	2
Court Operations Technician 1			3	3	3	3	0	0	3	3
Capital Planning	4		18	18	18	18	0	0	18	18
Strategic Capital Planning Manager			1	1	1	0	-1	-1	0	0
Capital Projects Coordinator			1	1	1	0	-1	-1	0	0
Office of Open Data & Performance Management	0		2	2	2	0	-2	-2	0	0
0000051 Director Open Data & Performance Mgmt			1	1	1	0	-1	-1	0	0
0004224 Open Data Specialist			0	1	1	0	-1	0	0	0
0004311 Performance Analyst			1	1	1	0	-1	-1	0	0
Municipal Billing & Collection Office	0		2	3	3	0	-3	-2	0	0
0000132 Tax Manager			1	0	0	0	0	-1	0	0
0004011 Municipal Billing Analyst			1	0	0	0	0	-1	0	0
0004243 Utility Billing Analyst			1	0	0	0	0	-1	0	0
Department of Police (All Funds)	0		624	624	615	590	-25	-34	590	590
Police General Fund	0		622	622	613	590	-23	-32	590	590
SWORN										
0000796 Assistant Police Chief			4	4	4	4	0	0	4	4
0000805 Police Chief			1	1	1	1	0	0	1	1
0000806 Police Chief of Staff			1	1	1	1	0	0	1	1
0000809 Police Captain			6	9	8	8	0	2	8	8
0000812 Police Lieutenant			19	20	20	20	0	1	20	20
0000813 Police Sergeant			85	83	82	82	0	-3	82	82
0000818 Police Officer			292	290	292	267	-25	-25	267	267
0004060 Master Police Officer			90	90	90	92	2	2	92	92
NON - SWORN	0		498	498	498	475	-23	-23	475	475
0000061 Police Information Center Technician 1			21	21	20	19	-1	-2	19	19
0000168 Public Relations Coordinator 2			1	1	1	1	0	0	1	1
0000209 Data Analyst			0	0	1	1	0	1	1	1
0000556 Pawn Technician			2	2	2	2	0	0	2	2
0000829 Photographic Lab Technician			2	2	2	2	0	0	2	2
0000834 School Patrol Officer Supervisor			1	1	1	1	0	0	1	1
0000840 Police Property Technician			9	9	9	9	0	0	9	9
0000841 Police Property Technician Supervisor			1	1	1	1	0	0	1	1
0000861 Fingerprint Technician			1	1	1	1	0	0	1	1
0000975 School Lieutenant Patrol			2	3	3	3	0	1	3	3
0000976 School Patrol Officer			30	29	29	29	0	-1	29	29
0001010 Police Information Center Manager			1	1	1	1	0	0	1	1
0001011 Police Info Center Technician 2			5	5	5	5	0	0	5	5
0001207 Executive Assistant			1	1	1	1	0	0	1	1
0001301 Inventory Clerk			1	1	1	1	0	0	1	1
0002205 Terminal Agency Coordinator			1	1	1	1	0	0	1	1
0003003 Crime Analyst			4	3	3	4	1	0	4	4
0003004 Crime Analyst Supervisor			1	1	1	1	0	0	1	1
0004014 Occupational Safety Specialist			1	1	1	1	0	0	1	1
0004020 Electronics Surveillance Techn			1	1	1	0	-1	-1	0	0
0004035 Accounting Technician 2			1	1	1	1	0	0	1	1
0004037 Administrative Support Specialist			3	4	4	4	0	1	4	4
0004040 Building Maintenance Mechanic 1			2	2	2	2	0	0	2	2
0004042 Fiscal Technician			1	1	1	1	0	0	1	1
0004047 Administrative Support Assistant 2			10	9	10	10	0	0	10	10
0004052 Personnel Assistant			2	2	2	2	0	0	2	2
0004057 Administrative Support Assistant 1			3	3	2	2	0	-1	2	2
0004214 Special Assistant City Attorney			1	1	1	1	0	0	1	1
0004245 Crime Scene Technician			3	3	3	3	0	0	3	3
0004267 Finance Manager			1	1	1	1	0	0	1	1
0004271 Police Fleet & Facilities Manager			1	1	1	1	0	0	1	1
0004327 RTIC Systems Technician			0	1	1	1	0	1	1	1
Electronics Evidence Tech			0	0	0	1	1	1	1	1
0004357 Victim Services Chaplain Coordinator			1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
	0		115	115	115	115	0	0	115	115
Family Justice										
000027 Family Justice Center Executive Director			1	1	0	0	0	-1	0	0
0000134 Navigator			2	2	0	0	0	-2	0	0
0000135 Clinical Coordinator/internship Facilitator			1	1	0	0	0	-1	0	0
0001103 Family Justice Center Outreach Coordinator			1	1	0	0	0	-1	0	0
0004037 Administrative Support Specialist			1	1	0	0	0	-1	0	0
0004338 Family Justice Center Intervention Specialist			3	3	0	0	0	-3	0	0
	0		9	9	0	0	0	-9	0	0
Automated Traffic Control										
Sworn										
0004060 Master Police Officer			2	2	2	0	-2	-2	0	0
	0		2	2	2	0	-2	-2	0	0
Department of Fire	18		467	468	468	468	0	1	468	468
Fire General Fund	18		459	459	459	459	0	0	459	459
SWORN										
0000042 Staff Firefighter Engineer			2	2	1	1	0	-1	1	1
0000060 Firefighter Engineer			47	47	47	47	0	0	47	47
0000865 Fire Chief			1	1	1	1	0	0	1	1
0000866 Deputy Fire Chief			1	1	1	1	0	0	1	1
0000867 Fire Marshal			1	1	1	1	0	0	1	1
0000869 Fire Battalion Chief			10	10	10	10	0	0	10	10
0000873 Fire Lieutenant	3		81	81	81	81	0	0	81	81
0000874 Firefighter	6		132	132	132	132	0	0	132	132
0000892 Firefighter Senior	3		64	64	64	64	0	0	64	64
0004001 Assistant Fire Chief			3	3	3	3	0	0	3	3
0004003 Fire Captain	3		81	81	81	81	0	0	81	81
0004111 Staff Captain	2		12	12	15	15	0	3	15	15
0004112 Staff Lieutenant	1		5	5	3	3	0	-2	3	3
0004113 Staff Firefighter Senior			1	1	1	1	0	0	1	1
0004115 Executive Deputy Fire Chief			1	1	1	1	0	0	1	1
0004211 Deputy Fire Marshal			1	1	1	1	0	0	1	1
	18		443	443	443	443	0	0	443	443
NON - SWORN										
0000168 Public Relations Coordinator 2			1	1	1	1	0	0	1	1
0000891 Fire Equipment Specialist			3	3	3	3	0	0	3	3
0004010 General Supervisor			1	1	1	1	0	0	1	1
0004011 Fiscal Analyst			1	1	1	1	0	0	1	1
0004029 Bldg Maintenance Mechanic 2			1	1	1	1	0	0	1	1
0004037 Administration Support Specialist			2	2	2	2	0	0	2	2
0004040 Bldg Maintenance Mechanic 1			3	3	3	3	0	0	3	3
0004047 Adm Support Assistant 2			2	2	2	2	0	0	2	2
0004051 Inventory Technician			1	1	1	1	0	0	1	1
0004291 Administrative Services Coordinator			1	0	0	0	0	-1	0	0
0004317 HR Business Partner			0	1	1	1	0	1	1	1
	0		16	16	16	16	0	0	16	16
TN Valley Regional Communication										
0000199 Manager Electronics Communications			1	0	0	0	0	-1	0	0
0000213 Electronics Com Technician 2			3	0	0	0	0	-3	0	0
0004019 Electronics Com Technician 1			2	0	0	0	0	-2	0	0
0004019 Deputy Director Wireless Communication			0	1	1	1	0	1	1	1
0004047 Administrative Support Assistant 2			1	1	1	1	0	0	1	1
0004116 Electronics Shop Supervisor			1	0	0	0	0	-1	0	0
0004306 Radio Network Specialist			0	2	2	2	0	2	2	2
0004307 Radio Network Engineer			0	3	3	3	0	3	3	3
0004309 Director Wireless Communication			0	1	1	1	0	1	1	1
0004339 Radio Network Analyst			0	1	1	1	0	1	1	1
	0		8	9	9	9	0	1	9	9
Department of Public Works (All Funds)	15		756	768	743	756	13	0	756	756
Public Works General Fund	15		256	252	237	267	30	11	267	267
Administration										
0000450 Administrator			1	1	1	1	0	0	1	1
0000451 Deputy Administrator			1	1	1	1	0	0	1	1
0001926 Digital Specialist			1	1	1	0	-1	-1	0	0
0004000 Administrative Services Manager			1	0	0	0	0	-1	0	0
0004011 Fiscal Analyst			2	2	2	2	0	0	2	2
0004021 Executive Assistant			1	1	1	1	0	0	1	1
0004028 Inventory Coordinator			1	1	1	1	0	0	1	1
0004047 Administrative Support Assistant 2			2	2	2	2	0	0	2	2
0004255 Quality Assurance Manager			1	0	0	0	0	-1	0	0
0004267 Finance Manager			1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
0004295 Public Relations Coordinator PT			0	0	1	1	0	1	1	1
	0		12	10	11	10	-1	-2	10	10
City Wide Services										
0000209 Data Analyst			1	1	1	1	0	0	1	1
0000474 Director, City Wide Services			1	1	1	1	0	0	1	1
0000479 Accident Investigator			1	0	0	0	0	-1	0	0
0001301 Inventory Clerk			1	1	1	0	-1	-1	0	0
0004014 Occupation Safety Specialist			1	0	0	0	0	-1	0	0
0004028 Inventory Coordinator			1	1	1	1	0	0	1	1
0004035 Accounting Technician 2			1	1	1	2	1	1	2	2
0004037 Administrative Support Specialist			3	3	3	3	0	0	3	3
0004051 Inventory Technician			1	1	1	1	0	0	1	1
0004057 Administrative Support Assistant 1			2	2	2	1	-1	-1	1	1
0004059 Crew Worker 1			1	1	1	1	0	0	1	1
0004065 Deputy Director			1	1	1	1	0	0	1	1
0004068 Administrative Manager			1	1	1	1	0	0	1	1
	0		16	14	14	13	-1	-3	13	13
Municipal Forestry										
0000311 Municipal Forester			1	1	1	1	0	0	1	1
0000312 Forestry Supervisor			1	1	1	1	0	0	1	1
0004038 Crew Supervisor 2			3	3	3	3	0	0	3	3
0004100 Equipment Operator 4			6	6	6	6	0	0	6	6
0004148 Forestry Technician			0	0	0	0	0	0	0	0
	0		11	11	11	11	0	0	11	11
Central Business District										
0004038 Crew Supervisor 2			1	1	1	1	0	0	1	1
0004058 Crew Worker 2			0	1	1	1	0	1	1	1
0004059 Crew Worker 1			5	4	4	4	0	-1	4	4
0004102 Equipment Operator 3			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			1	1	0	0	0	-1	0	0
0004100 Equipment Operator 5			0	0	1	1	0	1	1	1
	0		1	1	1	1	0	0	1	1
Emergency										
0004058 Crew Worker 2			1	1	1	1	0	0	1	1
0004100 Equipment Operator 4			7	7	7	7	0	0	7	7
0004102 Equipment Operator 3			1	1	0	0	0	-1	0	0
0004105 Crew Worker 3			0	0	1	1	0	1	1	1
0004105 Equipment Operator 1			1	1	0	0	0	-1	0	0
0004105 Crew Supervisor 3 CDL			0	0	0	1	1	1	1	1
	0		10	10	9	10	1	0	10	10
Engineering										
0000505 City Engineer			1	1	1	1	0	0	1	1
0000512 Assistant City Engineer			1	1	1	1	0	0	1	1
0000513 Civil Engineer			2	2	2	2	0	0	2	2
0000516 Engineering Coordinator			3	3	3	3	0	0	3	3
0000582 Engineering Technician			1	1	1	1	0	0	1	1
0000965 Engineering Co-op	1		1	1	1	1	0	0	1	1
0004057 Administrative Support Assistant 1	1		1	1	1	1	0	0	1	1
0004064 Engineering Manager			1	1	1	1	0	0	1	1
0004135 Construction Inspector 2			1	1	1	1	0	0	1	1
0004150 Senior Engineer			2	2	2	2	0	0	2	2
0004253 Accounts Coordinator			1	1	1	1	0	0	1	1
	2		15	15	15	15	0	0	15	15
Street Cleaning Crews										
0004010 General Supervisor			1	1	1	1	0	0	1	1
0004038 Crew Supervisor 2			1	1	1	1	0	0	1	1
0004045 Crew Supervisor 1			4	4	4	4	0	0	4	4
0004058 Crew Worker 2	2		4	4	2	2	0	-2	2	2
0004059 Crew Worker 1	2		3	3	3	3	0	0	3	3
	4		13	13	11	11	0	-2	11	11
Street Sweeping										
0004100 Equipment Operator 4			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			1	1	1	1	0	0	1	1
0004100 Equipment Operator 4	2		8	8	8	7	-1	-1	7	7
	2		9	9	9	8	-1	-1	8	8
Brush & Trash										
0004010 General Supervisor			1	1	1	1	0	0	1	1
0004100 Equipment Operator 4			10	0	0	0	0	-10	0	0
0004100 Equipment Operator 5			0	10	9	9	0	9	9	9

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
0004126 Crew Supervisor 3 CDL			1	1	1	1	0	0	1	1
	0		12	12	11	11	0	-1	11	11
Land Development Office										
Administrative Support Assistant 2			0	0	0	2	2	2	2	2
Applications Analyst			0	0	0	1	1	1	1	1
Assistant Director Dev Svcs			0	0	0	1	1	1	1	1
Assistant Director Land Use Dev. Serv.	1		0	0	0	1	1	1	1	1
Building Inspector 1			0	0	0	1	1	1	1	1
Building Inspector 2			0	0	0	1	1	1	1	1
Chief Building Inspector			0	0	0	1	1	1	1	1
Chief Electrical Inspector			0	0	0	1	1	1	1	1
Chief Plumbing Inspector			0	0	0	1	1	1	1	1
Code Enforcement Inspector 2			0	0	0	3	3	3	3	3
Combination Inspector	1		0	0	0	5	5	5	5	5
Construction Inspector 1			0	0	0	2	2	2	2	2
Development Ombudsman			0	0	0	1	1	1	1	1
Development Review Planner			0	0	0	2	2	2	2	2
Director			0	0	0	1	1	1	1	1
Electrical Inspector 1			0	0	0	2	2	2	2	2
Electrical Inspector 2			0	0	0	1	1	1	1	1
Gas Mechanical Inspector 2			0	0	0	1	1	1	1	1
Manager Land Use Development	1		0	0	0	1	1	1	1	1
Office Supervisor			0	0	0	1	1	1	1	1
Permit Clerk			0	0	0	5	5	5	5	5
Plans Review Specialist 1			0	0	0	3	3	3	3	3
Plans Review Specialist 2			0	0	0	1	1	1	1	1
Plans Review Specialist 3			0	0	0	1	1	1	1	1
Plumbing Inspector 1			0	0	0	1	1	1	1	1
Plumbing Inspector 2			0	0	0	1	1	1	1	1
	3		0	0	0	42	42	42	42	42
Trash Flash										
0004100 Equipment Operator 4			4	0	0	0	0	-4	0	0
0004100 Equipment Operator 5			0	4	4	4	0	4	4	4
	0		4	4	4	4	0	0	4	4
Smart Cities										
Crew Worker 3			0	0	0	1	1	1	1	1
Equipment Operator 4			0	0	0	3	3	3	3	3
	0		0	0	0	4	4	4	4	4
Traffic Administration										
Executive Assistant			0	0	0	1	1	1	1	1
Contracts & Accounts Coordinator			0	0	0	1	1	1	1	1
	0		0	0	0	2	2	2	2	2
Complete Streets										
Civil Engineer			0	0	0	1	1	1	1	1
Engineering Designer			0	0	0	1	1	1	1	1
Engineering Coordinator			0	0	0	1	1	1	1	1
Engineering Technician			0	0	0	1	1	1	1	1
Transportation Accounts Coordinator			0	0	0	1	1	1	1	1
Public Engagement & Policy Coordinator			0	0	0	1	1	1	1	1
Engineering Manager			0	0	0	1	1	1	1	1
Senior Engineer			0	0	0	1	1	1	1	1
Transportation Project Manager			0	0	0	3	3	3	3	3
City Transportation Engineer			0	0	0	2	2	2	2	2
	0		0	0	0	13	13	13	13	13
Traffic Operations										
Equipment Mechanic 3	1		0	0	0	1	1	1	1	1
Public Space Coordinator			0	0	0	1	1	1	1	1
Traffic Engineering Tech			0	0	0	3	3	3	3	3
Administrative Support Specialist			0	0	0	2	2	2	2	2
Crew Supervisor 2			0	0	0	1	1	1	1	1
Crew Worker 2			0	0	0	4	4	4	4	4
Crew Worker 1	1		0	0	0	7	7	7	7	7
Construction Inspector 2			0	0	0	1	1	1	1	1
Senior Engineer			0	0	0	2	2	2	2	2
Transportation Inspector 1			0	0	0	1	1	1	1	1
Director Transportation Operations			0	0	0	1	1	1	1	1
Transportation Operations Manager			0	0	0	1	1	1	1	1
Pothole Inspector			0	0	0	1	1	1	1	1
	2		0	0	0	26	26	26	26	26
Recycle Pick-up										
0000031 Recycling Coordinator			1	1	1	0	-1	-1	0	0
Solid Waste Coordinator			0	0	0	1	1	1	1	1
0004019 General Supervisor			1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
0004030 Crew Supervisor 3 CDL			1	1	1	1	0	0	1	1
0004059 Crew Worker 1			2	2	2	2	0	0	2	2
0004124 Equipment Operator 5			3	6	3	3	0	0	3	3
	0		8	11	8	8	0	0	8	8
Garbage Collection										
0000532 Manager Sanitation			1	1	1	1	0	0	1	1
0004010 General Supervisor			1	1	1	1	0	0	1	1
0004030 Crew Supervisor 3 CDL			1	1	1	1	0	0	1	1
0004058 Crew Worker 2			1	1	1	1	0	0	1	1
0004059 Crew Worker 1			3	3	3	3	0	0	3	3
0004102 Equipment Operator 3			1	1	0	0	0	-1	0	0
0004124 Equipment Operator 5			18	18	18	18	0	0	18	18
	0		26	26	25	25	0	-1	25	25
Container Management										
0004058 Crew Worker 2			2	2	2	2	0	0	2	2
0004126 Crew Supervisor 3 CDL			1	1	1	1	0	0	1	1
	0		3	3	3	3	0	0	3	3
Carousel Operations										
0000968 Carousel Assistant P/T			2	2	1	0	-1	-2	0	0
	0		2	2	1	0	-1	-2	0	0
Field Survey										
0000518 Survey Party Chief			1	1	1	1	0	0	1	1
0000519 Survey Party Chief Supervisor			1	1	1	1	0	0	1	1
0000522 Survey Instrument Technician			1	1	1	1	0	0	1	1
	0		3	3	3	3	0	0	3	3
Facilities Management										
0000187 Building Information Specialist			1	0	0	0	0	-1	0	0
0000198 Security Guard			1	0	0	0	0	-1	0	0
0004037 Administrative Support Specialist			1	1	1	1	0	0	1	1
0004057 Administrative Support Assistant 1			1	1	1	1	0	0	1	1
0004064 Engineering Manager			0	1	1	0	-1	0	0	0
0004155 Asset Management Systems Coordinator			0	1	1	1	0	1	1	1
Division Manager of Facilities			0	0	0	1	1	1	1	1
0004220 Manager Facilities Operations			1	1	1	1	0	0	1	1
	0		5	5	5	5	0	0	5	5
Mail Room										
0004057 Administrative Support Assistant 1			1	1	1	1	0	0	1	1
	0		1	1	1	1	0	0	1	1
Building Maintenance										
0004010 General Supervisor			2	2	2	2	0	0	2	2
0004029 Building Maintenance Mechanic 2			5	5	5	5	0	0	5	5
0004040 Building Maintenance Mechanic 1	1		7	7	7	7	0	0	7	7
0004045 Crew Supervisor 1			1	1	1	1	0	0	1	1
0004049 Crew Worker 3	1		2	2	2	2	0	0	2	2
0004058 Crew Worker 2			1	1	1	1	0	0	1	1
0004059 Crew Worker 1			4	4	4	4	0	0	4	4
	2		22	22	22	22	0	0	22	22
GIS Positions										
0000598 Sewer Project Coordinator			1	1	1	1	0	0	1	1
0004069 GIS Systems & Database Manager			1	1	1	1	0	0	1	1
0004075 GIS Analyst 1			3	3	3	1	-2	-2	1	1
0004076 GIS Analyst 2			2	2	2	2	0	0	2	2
0004090 GIS Technician			1	1	1	1	0	0	1	1
0005024 Manager IT			1	0	0	0	0	-1	0	0
	0		9	8	8	6	-2	-3	6	6
Parks Maintenance Admin										
0000123 Parks Outreach Coordinator			1	1	1	0	-1	-1	0	0
0002934 Director Parks Maintenance			1	1	1	0	-1	-1	0	0
0004028 Inventory Coordinator			1	1	1	0	-1	-1	0	0
0004037 Administrative Support Specialist			1	1	1	0	-1	-1	0	0
	0		4	4	4	0	-4	-4	0	0
Parks Maint - Landscape										
0004010 General Supervisor			1	1	1	0	-1	-1	0	0
0004038 Crew Supervisor 2			5	5	5	0	-5	-5	0	0
0004045 Crew Supervisor 1			2	1	1	0	-1	-2	0	0
0004058 Crew Worker 2			5	9	7	0	-7	-5	0	0
0004059 Crew Worker 1			1	1	1	0	-1	-1	0	0
	0		14	17	15	0	-15	-14	0	0
Landscape Mechanic										
0000208 Equipment Mechanic 1			1	1	1	0	-1	-1	0	0
	0		1	1	1	0	-1	-1	0	0
Landscape Miller Park										
0004030 Crew Supervisor 3			0	0	1	0	-1	0	0	0

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
0004058 Crew Worker 2			0	0	0	0	0	0	0	0
0004059 Crew Worker 1			0	0	1	0	-1	0	0	0
	0		0	0	2	0	-2	0	0	0
Playgrounds & Hardscapes										
0004010 General Supervisor			1	1	1	0	-1	-1	0	0
0004038 Crew Supervisor 2			1	0	0	0	0	-1	0	0
0004040 Building Maintenance Mechanic 1			0	1	1	0	-1	0	0	0
	0		2	2	2	0	-2	-2	0	0
Parks Maint - City-Wide Security										
0000850 Ranger			2	1	0	0	0	-2	0	0
	0		2	1	0	0	0	-2	0	0
Parks Maint - Rivermont Park										
0004045 Crew Supervisor 1			1	1	0	0	0	-1	0	0
	0		1	1	0	0	0	-1	0	0
Parks Maint - East Lake										
0004045 Crew Supervisor 1			1	1	0	0	0	-1	0	0
	0		1	1	0	0	0	-1	0	0
TN Riverpark - Downtown - North										
0002943 Deputy Director Parks Maintenance			1	1	1	0	-1	-1	0	0
0004010 General Supervisor			1	1	1	0	-1	-1	0	0
0004029 Building Maintenance Mechanic 2			1	1	1	0	-1	-1	0	0
0004030 Crew Supervisor 3			2	2	2	0	-2	-2	0	0
0004040 Building Maintenance Mechanic 1			1	1	1	0	-1	-1	0	0
0004045 Crew Supervisor 1			4	4	4	0	-4	-4	0	0
0004058 Crew Worker 2			4	4	4	0	-4	-4	0	0
0004059 Crew Worker 1			11	11	7	0	-7	-11	0	0
0004105 Equipment Operator 1			1	1	1	0	-1	-1	0	0
	0		26	26	22	0	-22	-26	0	0
Office of Sustainability										
0004134 Director of Sustainability			1	1	1	0	-1	-1	0	0
	0		1	1	1	0	-1	-1	0	0
TN River Park Security										
0000850 Crew Worker 2			4	0	4	0	-4	-4	0	0
0000850 Park Ranger			4	4	0	0	0	-4	0	0
0004038 Crew Supervisor 2			1	1	1	0	-1	-1	0	0
	0		9	5	5	0	-5	-9	0	0
Development Resource Center										
0004029 Building Maintenance Mechanic 2			1	1	1	1	0	0	1	1
0004049 Crew Worker 3			1	1	1	0	-1	-1	0	0
0004057 Administrative Support Assistant 1			1	1	1	0	-1	-1	0	0
0004058 Crew Worker 2			1	1	1	1	0	0	1	1
0004059 Crew Worker 1			1	1	1	1	0	0	1	1
	0		5	5	5	3	-2	-2	3	3
Municipal Garage - Amnicola										
0000204 Fleet Maintenance Shift Supervisor			1	2	2	2	0	1	2	2
0000206 Equipment Mechanic 3			6	6	6	6	0	0	6	6
0000208 Equipment Mechanic 1			3	3	3	3	0	0	3	3
0000209 Data Analyst			1	1	1	1	0	0	1	1
0000218 Fleet Maintenance Shop Supervisor			3	2	2	2	0	-1	2	2
0000224 Equipment Mechanic 2			9	9	9	9	0	0	9	9
0004028 Inventory Coordinator			1	1	1	1	0	0	1	1
0004051 Inventory Technician			3	3	3	3	0	0	3	3
0004057 Administrative Support Assistant 1			0	1	1	1	0	1	1	1
0004059 Crew Worker 1			2	1	1	1	0	-1	1	1
0004155 Asset Management Systems Coordinator			1	1	1	1	0	0	1	1
0004249 Director Fleet Management			1	1	1	1	0	0	1	1
0004286 Deputy Director Fleet Management			1	1	1	1	0	0	1	1
	0		32	32	32	32	0	0	32	32
Municipal Garage - 12th Street Garage										
0000204 Fleet Maintenance Shift Supervisor			2	2	2	2	0	0	2	2
0000206 Equipment Mechanic 3			7	7	7	7	0	0	7	7
0000208 Equipment Mechanic 1			6	6	6	6	0	0	6	6
0000224 Equipment Mechanic 2			6	6	6	6	0	0	6	6
0004028 Inventory Coordinator			1	1	1	1	0	0	1	1
0004037 Administrative Support Specialist			1	1	1	1	0	0	1	1
0004051 Inventory Technician			1	1	1	1	0	0	1	1
0004057 Administrative Support Assistant 1			1	1	1	1	0	0	1	1
0004058 Crew Worker 2			1	1	1	1	0	0	1	1
0004059 Crew Worker 1			2	2	2	2	0	0	2	2
0004100 Equipment Operator 4			1	1	1	1	0	0	1	1
	0		29	29	29	29	0	0	29	29
Water Quality Management	0		149	153	155	155	0	6	155	155

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
Administration										
0000168			0	1	1	1	0	1	1	1
0000334			1	1	1	1	0	0	1	1
0000512			1	1	1	1	0	0	1	1
0000516			1	1	1	1	0	0	1	1
0000582			1	1	1	1	0	0	1	1
0000736			2	2	3	3	0	1	3	3
0000738			4	3	2	2	0	-2	2	2
0000740			2	3	3	3	0	1	3	3
0000965			4	3	3	3	0	-1	3	3
0001016			5	5	6	6	0	1	6	6
0004037			1	1	1	1	0	0	1	1
0004140			1	1	1	1	0	0	1	1
0004237			1	1	1	1	0	0	1	1
	0		24	24	25	25	0	1	25	25
Water Quality Management Operations										
0000683			1	1	1	1	0	0	1	1
0004010			3	3	3	3	0	0	3	3
0004030			7	8	8	8	0	1	8	8
0004038			7	7	7	7	0	0	7	7
0004045			4	4	4	4	0	0	4	4
0004047			1	1	1	1	0	0	1	1
0004049			9	9	9	9	0	0	9	9
0004058			13	13	13	13	0	0	13	13
0004059			26	26	26	26	0	0	26	26
0004100			11	14	14	14	0	3	14	14
0004102			4	4	4	4	0	0	4	4
0004124			10	10	10	10	0	0	10	10
	0		96	100	100	100	0	4	100	100
Water Quality Site Development										
0000052			1	1	1	1	0	0	1	1
0000516			0	1	1	1	0	1	1	1
0000733			1	1	1	1	0	0	1	1
0000742			5	5	5	5	0	0	5	5
0004057			1	0	0	0	0	-1	0	0
0004071			2	0	0	0	0	-2	0	0
0004101			1	2	2	2	0	1	2	2
0004150			0	1	1	1	0	1	1	1
0004182			1	1	1	1	0	0	1	1
0004183			1	1	1	1	0	0	1	1
	0		13	13	13	13	0	0	13	13
Water Quality Engineering & Project Management										
0000513			4	4	4	4	0	0	4	4
0000516			4	4	4	4	0	0	4	4
0000518			1	1	1	1	0	0	1	1
0000522			1	1	1	1	0	0	1	1
0000582			1	1	1	1	0	0	1	1
0000733			1	1	1	1	0	0	1	1
0004064			1	1	1	1	0	0	1	1
0004071			1	1	1	1	0	0	1	1
0004150			1	1	1	1	0	0	1	1
	0		15	15	15	15	0	0	15	15
Water Quality Parks Maintenance										
0004254			0	0	1	1	0	1	1	1
	0		0	0	1	1	0	1	1	1
Water Quality Public Relations										
0000600			1	1	1	1	0	0	1	1
	0		1	1	1	1	0	0	1	1
State Street Aid Fund	0		69	69	51	51	0	-18	51	51
Street Maintenance										
0000516			1	1	0	0	0	-1	0	0
0004010			1	1	1	1	0	0	1	1
0004038			3	3	2	2	0	-1	2	2
0004045			1	1	1	1	0	0	1	1
0004058			11	11	7	7	0	-4	7	7
0004059			20	20	15	15	0	-5	15	15
0004100			8	8	7	7	0	-1	7	7
0004102			7	7	7	7	0	0	7	7
0004124			10	10	6	6	0	-4	6	6
0004126			4	4	2	2	0	-2	2	2
0004142			1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
	0		67	67	49	49	0	-18	49	49
SSA Transportation 0004058 Crew Worker 2			2	2	2	2	0	0	2	2
	0		2	2	2	2	0	0	2	2
Solid Waste Fund	0		15	15	15	15	0	0	15	15
Sanitary Fills										
0000663 Manager Landfill			1	1	1	1	0	0	1	1
0004058 Crew Worker 2			2	2	2	2	0	0	2	2
0004059 Crew Worker 1			1	1	1	1	0	0	1	1
0004098 Landfill Technician			2	2	2	2	0	0	2	2
0004124 Equipment Operator 5			5	5	5	5	0	0	5	5
0004126 Crew Supervisor 3 CDL			1	1	1	1	0	0	1	1
	0		12	12	12	12	0	0	12	12
Wood Recycle										
0004058 Crew Worker 2			2	2	2	2	0	0	2	2
	0		2	2	2	2	0	0	2	2
Recycle										
0004100 Equipment Operator 4			1	1	1	1	0	0	1	1
	0		1	1	1	1	0	0	1	1
Interceptor Sewer System	0		181	193	199	204	5	23	204	204
Administration										
0000045 Utility Financial Service Manager			1	1	1	1	0	0	1	1
0004011 Fiscal Analyst			1	1	1	1	0	0	1	1
0004035 Accounting Technician 2			0	1	0		0	0	0	0
0004037 Administrative Support Specialist			1	2	2	2	0	1	2	2
0004052 Personnel Assistant			1	1	1	1	0	0	1	1
0004068 Administrative Manager			1	0	0		0	-1	0	0
0004204 Deputy Director of Wastewater Utility			1	1	1	1	0	0	1	1
0004252 Accounts Coordinator			1	1	1	2	1	1	2	2
0004293 SCADA Specialist			1	1	1	1	0	0	1	1
0004300 Director Wastewater Systems			1	1	1	1	0	0	1	1
0004353 Public Works Administrative Manager			0	1	1	1	0	1	1	1
0004361 Assistant Director for Operations			1	1	1	1	0	0	1	1
0004364 Assistant Director for Engineering			1	1	1	1	0	0	1	1
0004362 Assistant Director for Maintenance			1	1	1	1	0	0	1	1
0004363 Assistant Director for Administration			1	1	1	1	0	0	1	1
	0		13	15	14	15	1	2	15	15
Laboratory										
0000591 Manager Laboratory Services			1	1	1	1	0	0	1	1
0000594 Chemist			1	1	1	1	0	0	1	1
NEW Laboratory Technician 3			0	1	1	1	0	1	1	1
0004091 Laboratory Technician 2			2	2	2	2	0	0	2	2
0004094 Laboratory Technician 1			4	4	4	4	0	0	4	4
	0		8	9	9	9	0	1	9	9
Engineering										
0000516 Engineering Coordinator			1	2	2	2	0	1	2	2
Engineering Technician			0	0	0	1	1	1	1	1
GIS Analyst 2			0	0	0	1	1	1	1	1
Senior Engineer			0	0	0	1	1	1	1	1
0000590 Waste Resources Plant Engineer			1	1	1	1	0	0	1	1
0000596 Construction Inspector Supervisor			1	1	1	1	0	0	1	1
0000597 Waste Resources System Engineer			1	1	1	1	0	0	1	1
0000598 Sewer Project Coordinator			2	2	2	2	0	0	2	2
0001530 Crew Scheduler			1	1	1	1	0	0	1	1
0004047 Administrative Support Assistant 2			1	1	1	1	0	0	1	1
0004064 Engineering Manager			2	2	2	2	0	0	2	2
0004071 Project Engineer			1	1	1	1	0	0	1	1
	0		11	12	12	15	3	4	15	15
Plant Maintenance										
0000516 Engineering Coordinator			2	2	3	3	0	1	3	3
0000601 Waste Resource Maintenance Manger			1	1	1	1	0	0	1	1
0000603 Chief Electrical Instrument Technician			2	2	2	2	0	0	2	2
0000605 Chief Maintenance Mechanic			4	3	3	3	0	-1	3	3
0000618 Plant Maintenance Lubricator			2	2	2	2	0	0	2	2
0001301 Inventory Clerk			2	2	2	2	0	0	2	2
0004028 Inventory Coordinator			2	2	2	2	0	0	2	2
0004035 Accounting Technician 2			1	2	3	3	0	2	3	3
0004038 Crew Supervisor 2			1	1	1	1	0	0	1	1
0004040 Building Maintenance Mechanic 1			1	3	3	3	0	2	3	3
0004047 Adm Support Assistant 2			1	1	1	1	0	0	1	1
0004051 Inventory Technician			1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
0004058 Crew Worker 2			2	2	2	2	0	0	2	2
0004067 Industrial Electrician 1			11	12	12	12	0	1	12	12
0004073 Industrial Electrician 2			2	2	2	2	0	0	2	2
0004155 Asset Management Systems Coordinator			1	1	1	1	0	0	1	1
0004170 Plant Maintenance Planner			1	1	1	1	0	0	1	1
0004252 Accounts Coordinator			1	0	0	0	0	-1	0	0
0004301 Industrial Maintenance Mechanic 1			7	7	7	7	0	0	7	7
0004302 Industrial Maintenance Mechanic 2			4	5	5	5	0	1	5	5
Warehouse Supervisor			0	0	0	1	1	1	1	1
0004317 HR Business Partner			0	1	1	1	0	1	1	1
	0		49	53	55	56	1	7	56	56
Sewer Maintenance										
0000683 Manager Sewer Construction			1	1	1	1	0	0	1	1
0004010 General Supervisor			1	1	1	1	0	0	1	1
0004030 Crew Supervisor 3			1	1	1	1	0	0	1	1
0004049 Crew Worker 3			1	1	1	1	0	0	1	1
0004058 Crew Worker 2			7	7	7	7	0	0	7	7
0004100 Equipment Operator 4			5	4	4	4	0	-1	4	4
0004124 Equipment Operator 5			4	5	5	5	0	1	5	5
0004126 Crew Supervisor 3 CDL			4	4	4	4	0	0	4	4
	0		24	24	24	24	0	0	24	24
Moc Bend Treatment Plant - Liquid Handling										
0000598 Sewer Project Coordinator			1	1	1	1	0	0	1	1
0000633 Chief Plant Operator			4	4	4	4	0	0	4	4
0000636 Plant Operator 3			4	4	8	8	0	4	8	8
0000638 Plant Operator 1			4	4	4	4	0	0	4	4
0004034 Plant Operator 2			9	9	9	9	0	0	9	9
0004058 Crew Worker 2			1	1	1	1	0	0	1	1
0004203 Plant Manager			1	1	1	1	0	0	1	1
0004234 Plant Liquid Operations Supervisor			1	1	1	1	0	0	1	1
	0		25	25	29	29	0	4	29	29
Inflow & Infiltration										
0004010 General Supervisor			1	1	1	1	0	0	1	1
0004030 Crew Supervisor 3			1	1	1	1	0	0	1	1
0004058 Crew Worker 2			3	3	3	3	0	0	3	3
0004102 Equipment Operator 4			5	5	5	5	0	0	5	5
0004126 Crew Supervisor 3 CDL			1	1	1	1	0	0	1	1
	0		11	11	11	11	0	0	11	11
Safety & Training										
0004014 Occupational Safety Specialist			1	1	1	1	0	0	1	1
0004047 Administrative Support Assistant 2			1	1	1	1	0	0	1	1
0004244 Industrial Occupational Safety Supervisor			1	1	1	1	0	0	1	1
	0		3	3	3	3	0	0	3	3
Pretreatment/Monitoring										
0000652 Pretreatment Manager			1	1	1	1	0	0	1	1
0000653 Pretreatment Inspector 1			4	4	4	4	0	0	4	4
0000655 Pretreatment Inspector 2			2	2	2	2	0	0	2	2
NEW Assistant Pretreatment Manager			0	1	1	1	0	1	1	1
0004047 Adm Support Assistant 2			1	1	1	1	0	0	1	1
	0		8	9	9	9	0	1	9	9
Moc Bend Treatment Plant - Solid Handling										
0000636 Plant Operator 3			3	3	3	3	0	0	3	3
0000638 Plant Operator 1			4	4	4	4	0	0	4	4
0000671 Scale Operator			1	1	1	1	0	0	1	1
0004034 Plant Operator 2			5	5	5	5	0	0	5	5
0004100 Equipment Operator 4			1	1	1	1	0	0	1	1
0004235 Plant Solids Operation Supervisor			1	1	1	1	0	0	1	1
	0		15	15	15	15	0	0	15	15
Moc Bend Treatment Plant - Pump Stations										
0000633 Chief Plant Operator			1	2	2	2	0	1	2	2
0000636 Plant Operator 3			2	2	2	2	0	0	2	2
0000638 Plant Operator 1			2	2	2	2	0	0	2	2
0004034 Plant Operator 2			8	8	8	8	0	0	8	8
0004236 Pump Station Operations Supervisor			1	1	1	1	0	0	1	1
	0		14	15	15	15	0	1	15	15
ISS 311 Call Center										
Customer Service Rep 1			0	2	3	3	0	3	3	3
	0		0	2	3	3	0	3	3	3
Municipal Golf Courses										
0000224 Equipment Mechanic 2			2	2	2	0	-2	-2	0	0
0000317 Golf Course Superintendent			2	2	2	0	-2	-2	0	0
0000330 Pro Shop Clerk			1	1	1	0	-1	-1	0	0
0001512 Equipment Operator 3 or 4			2	1	1	0	-1	-2	0	0

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
0001521 Crew Worker 1			0	1	1	0	-1	0	0	0
0001521 Crew Worker 2			8	8	8	0	-8	-8	0	0
0004047 Administrative Support Assistant 2			1	1	1	0	-1	-1	0	0
0004260 Manager Golf Courses			1	1	1	0	-1	-1	0	0
0004261 Golf Operations Coordinator			2	2	2	0	-2	-2	0	0
0004262 Golf Operations Assistant			1	1	1	0	-1	-1	0	0
	0		20	20	20	0	-20	-20	0	0
Department of Human Resources*	0		24	30	34	34	0	10	34	34
Human Resources General Fund	0		22	27	29	29	0	7	29	29
Human Resources Administration										
0000037 Employee Relations Coordinator			1	0	0	0	0	-1	0	0
0000080 Training & Development Coordinator			1	0	0	0	0	-1	0	0
0000270 Director Human Resources			1	0	0	0	0	-1	0	0
0000272 Compensation Analyst			1	0	0	0	0	-1	0	0
0000273 Deputy Director Human Resources			1	0	0	0	0	-1	0	0
0001030 Employment Services Manager			1	1	0	0	0	-1	0	0
0004021 Executive Assistant			1	1	1	1	0	0	1	1
0004033 Human Resources Generalist 2			1	0	0	0	0	-1	0	0
0004033 Human Resources Technician			0	1	0	0	0	0	0	0
0004278 Training Specialist			1	0	0	0	0	-1	0	0
0004233 Training Assistant			1	0	0	0	0	-1	0	0
0004286 Human Resources Generalist 1			3	0	0	0	0	-3	0	0
0004316 Compensation Manager			0	1	1	1	0	1	1	1
0004317 HR Business Partner			0	5	5	5	0	5	5	5
0004322 Senior Human Resources Manager			0	1	0	0	0	0	0	0
0004325 HR & Employee Relations Specialist			0	0	1	1	0	1	1	1
0004348 Chief Human Resources Officer			0	1	1	1	0	1	1	1
0004349 Deputy Chief Human Resources Officer			0	1	1	1	0	1	1	1
0004359 Human Resources Administrative Specialist			0	0	1	0	-1	0	0	0
0004382 Director HR Operations			0	0	1	1	0	1	1	1
0004384 Director Comp. & Perf. Mgmt			0	0	1	1	0	1	1	1
0004385 Recruiting Coordinator			0	0	3	3	0	3	3	3
0004387 Manager Recruiting			0	0	1	1	0	1	1	1
Retention Specialist			0	0	0	1	1	1	1	1
0004388 Director HRMS & Employment Services			0	0	1	1	0	1	1	1
	0		13	12	18	18	0	5	18	18
Employee Insurance Office										
0000182 Director Risk Mgmt & Employee Benefits			1	0	0	0	0	-1	0	0
0000185 Benefits Specialist			2	2	2	2	0	0	2	2
0004169 Manager Pension & Benefits			1	1	1	1	0	0	1	1
0004258 Director of Employee Benefits			1	1	1	1	0	0	1	1
	0		5	4	4	4	0	-1	4	4
Employees Safety Program										
0000013 Director of Safety, Compliance & Risk Management			1	1	1	1	0	0	1	1
0000275 HRMS Records Coordinator			1	0	0	0	0	-1	0	0
0002147 HR Quality Assurance Officer			1	0	0	0	0	-1	0	0
0004014 Occupational Safety Specialist			0	1	0	0	0	0	0	0
0004259 Accident Investigator			0	1	0	0	0	0	0	0
0004280 Safety & Compliance Coordinator			1	0	0	0	0	-1	0	0
0004331 Safety & Compliance Specialist			0	1	1	1	0	1	1	1
0004323 HRMS Manager			0	1	0	0	0	0	0	0
0004374 Safety Technician			0	0	1	1	0	1	1	1
0004375 Supervisor Safety & Risk			0	0	1	1	0	1	1	1
	0		4	5	4	4	0	0	4	4
Training										
0004325 HR & Employee Relations Specialist			0	1	0	0	0	0	0	0
NEW Work-Based Learning Specialist			0	1	0	0	0	0	0	0
0004335 Director Career Development			0	1	0	0	0	0	0	0
0004356 Manager, Work-Based Learning			0	1	1	1	0	1	1	1
0004278 Training Specialist			0	1	0	0	0	0	0	0
0004324 Training & Development Manager			0	1	0	0	0	0	0	0
0004366 Director Leadership & Prof Development			0	0	1	1	0	1	1	1
0004367 Supervisor Work-based Learning			0	0	1	1	0	1	1	1
	0		0	6	3	3	0	3	3	3
Wellness										
0000014 Manager Employee Wellness & Occ. Health			1	1	2	2	0	1	2	2
NEW Occupational Health Support Specialist			0	0	1	0	-1	0	0	0
0004037 Administrative Support Spec			1	1	0	0	0	-1	0	0
0004328 Leave Coordinator			0	1	1	1	0	1	1	1
0004359 Human Resources Administrative Spec.			0	0	1	2	1	2	2	2
	0		2	3	5	5	0	3	5	5

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
Executive Department of the Mayor	0		16	16	14	48	34	32	48	48
Office of the Mayor										
0000112		Constituent Services Coordinator	1	1	1	1	0	0	1	1
0000171		Chief of Staff	1	1	1	1	0	0	1	1
0001517		Director Special Projects	1	1	1	1	0	0	1	1
0004057		Administrative Support Assistant 1	1	1	1	0	-1	-1	0	0
0004195		Chief Operating Officer	1	1	1	0	-1	-1	0	0
0004196		Chief Policy Officer	0	0	0	1	1	1	1	1
0004197		Deputy Chief of Staff	1	1	1	1	0	0	1	1
		Deputy Chief Policy Officer	0	0	0	1	1	1	1	1
		Director of Homeless Supportive Housing	0	0	0	1	1	1	1	1
		Director of Intergovernmental Relations	0	0	0	1	1	1	1	1
		Director of Policy Planning & Implementation	0	0	0	1	1	1	1	1
0004200		Administrative Specialist	2	2	2	0	-2	-2	0	0
0004209		Public Safety Coordinator	1	1	0	0	0	-1	0	0
		Executive Assistant to Mayor	0	0	0	1	1	1	1	1
		Executive Assistant to Chief Policy Officer	0	0	0	1	1	1	1	1
		Executive Assistant to Chief of Staff	0	0	0	1	1	1	1	1
		Policy Analyst	0	0	0	2	2	2	2	2
		Project Mgr, Legislative Affairs & Ops	0	0	0	1	1	1	1	1
		Receptionist	0	0	0	1	1	1	1	1
		Senior Advisor for Economic Opportunity	0	0	0	1	1	1	1	1
0004289		Senior Policy Analyst	1	1	1	0	-1	-1	0	0
0004292		Sr. Advisor & Dir. of Multi-Cultural Affairs	1	1	0	0	0	-1	0	0
0004294		Project Coordinator	1	1	1	0	-1	-1	0	0
0005000		Senior Advisor to Mayor	0	0	1	0	-1	0	0	0
0020001		Mayor	1	1	1	1	0	0	1	1
	0		13	13	12	18	6	5	18	18
Communications										
		Civic Engagement Coordinator	0	0	0	1	1	1	1	1
		Communications Coordinator	0	0	0	1	1	1	1	1
		Communications Director	0	0	0	1	1	1	1	1
		Digital Specialist	0	0	0	1	1	1	1	1
	0		0	0	0	4	4	4	4	4
Community Health										
		Comm Outreach Coordinator	0	0	0	1	1	1	1	1
		Director Alternative Response Model	0	0	0	1	1	1	1	1
		Director Community Health	0	0	0	1	1	1	1	1
		FJC Intervention Specialist	0	0	0	3	3	3	3	3
		Program Manager	0	0	0	1	1	1	1	1
		Program Coordinator	0	0	0	2	2	2	2	2
		Pub Safety Coord	0	0	0	1	1	1	1	1
		Social Worker	0	0	0	10	10	10	10	10
	0		0	0	0	20	20	20	20	20
Family Justice										
		Administrative Support Specialist	0	0	0	1	1	1	1	1
		Clinical Coord/Internship Facilitator	0	0	0	1	1	1	1	1
		Family Justice Center Executive Director	0	0	0	1	1	1	1	1
		Family Justice Center Outreach Coord.	0	0	0	1	1	1	1	1
		Navigator	0	0	0	2	2	2	2	2
	0		0	0	0	6	6	6	6	6
Office of Multicultural Affairs										
0002140		Director, Multicultural Affairs	0	0	1	0	-1	0	0	0
0004264		Community Outreach Coordinator	1	1	0	0	0	-1	0	0
NEW		Community Program Coordinator	0	1	0	0	0	0	0	0
0004305		Multicultural Affairs Coordinator	1	1	0	0	0	-1	0	0
0004379		Community Program Specialist	1	0	1	0	-1	-1	0	0
	0		3	3	2	0	-2	-3	0	0
Dept. of Community Development	2		0	0	0	153	153	153	0	0
Community Dev General Fund	2		0	0	0	151	151	151	151	151
Administration										
		Administrative Support Specialist	0	0	0	1	1	1	1	1
		Administrator	0	0	0	1	1	1	1	1
		Deputy Administrator	0	0	0	1	1	1	1	1
		Director of Assistance Programs	0	0	0	1	1	1	1	1
		Director of Operations	0	0	0	1	1	1	1	1
		Fiscal Analyst	0	0	0	1	1	1	1	1
		Executive Assistant	0	0	0	1	1	1	1	1
		Finance Manager	0	0	0	1	1	1	1	1
	0		0	0	0	8	8	8	8	8
Homeless & Supportive Housing										

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
Homeless Outreach Spec			0	0	0	1	1	1	1	1
Homeless Outreach Spec PT			0	0	0	3	3	3	3	3
Homes Services Coord			0	0	0	3	3	3	3	3
Housing Navigator			0	0	0	4	4	4	4	4
Intake Specialist			0	0	0	1	1	1	1	1
Lead Housing Navigator			0	0	0	1	1	1	1	1
Lead Outreach			0	0	0	1	1	1	1	1
Manager Homeless Program			0	0	0	1	1	1	1	1
Program Coordinator			0	0	0	1	1	1	1	1
	0		0	0	0	16	16	16	16	16
Neighborhood Services										
Neighborhood Program Spec			0	0	0	2	2	2	2	2
Neighborhood Relations Spec			0	0	0	2	2	2	2	2
Neighborhood Serv Develop Mgr			0	0	0	1	1	1	1	1
	0		0	0	0	5	5	5	5	5
Code Enforcement Office										
Demolition Abatement Specialist			0	0	0	1	1	1	1	1
Chief Neighborhood Code Enforcement Insp.			0	0	0	1	1	1	1	1
Code Enforcement Inspector 1	1		0	0	0	9	9	9	9	9
Code Enforcement Inspector Supervisor			0	0	0	3	3	3	3	3
Administrative Support Assistant 2			0	0	0	2	2	2	2	2
Code Enforcement Inspector 2			0	0	0	2	2	2	2	2
	1		0	0	0	18	18	18	18	18
Community Centers Administration										
Administrative Support Specialist			0	0	0	1	1	1	1	1
Assistant Director Recreation			0	0	0	1	1	1	1	1
CAP Program Assistant PT			0	0	0	2	2	2	2	2
Crew Worker 1 PT			0	0	0	1	1	1	1	1
Director of Community Centers			0	0	0	2	2	2	2	2
Neighborhood Relations Spec			0	0	0	1	1	1	1	1
Public Relations Coord 1			0	0	0	1	1	1	1	1
Recreation Program Coord			0	0	0	2	2	2	2	2
Recreation Program Spec			0	0	0	1	1	1	1	1
Recreation Spec PT			0	0	0	1	1	1	1	1
	0		0	0	0	13	13	13	13	13
Fitness Center										
Administrative Support Asst 1			0	0	0	1	1	1	1	1
Fitness Center Specialist PT			0	0	0	1	1	1	1	1
Fitness Trainer PT			0	0	0	1	1	1	1	1
Front Desk Clerk PT			0	0	0	1	1	1	1	1
Group Fitness Instructor PT			0	0	0	9	9	9	9	9
Recreation Division Manager			0	0	0	1	1	1	1	1
	0		0	0	0	14	14	14	14	14
Recreation Facilities Management (18 Facilities)										
Recreation Specialist	1		0	0	0	28	28	28	28	28
Recreation Specialist PT			0	0	0	15	15	15	15	15
Recreation Facility Manager 1			0	0	0	14	14	14	14	14
Crew Worker 1			0	0	0	12	12	12	12	12
Recreation Facility Manager 2			0	0	0	3	3	3	3	3
	1		0	0	0	72	72	72	72	72
Eastgate Senior Center										
Recreation Facility Manager 1			0	0	0	1	1	1	1	1
Recreation Specialist			0	0	0	1	1	1	1	1
	0		0	0	0	2	2	2	2	2
North River Center										
Community Facilities Supervisor			0	0	0	1	1	1	1	1
	0		0	0	0	1	1	1	1	1
Heritage House										
Community Facilities Supervisor			0	0	0	1	1	1	1	1
Art Assistant			0	0	0	1	1	1	1	1
	0		0	0	0	2	2	2	2	2
Community Development - Community Assistance										
Accounting Technician 1			0	0	0	1	1	1	1	1
Personnel Assistant			0	0	0	1	1	1	1	1
	0		0	0	0	2	2	2	2	2
Department of Parks & Outdoors	3		0	0	0	173	173	173	173	173
Parks & Outdoors General Fund	3		0	0	0	151	151	151	151	151
Administration										
Administrative Support Specialist			0	0	0	2	2	2	2	2
Administrative Support Specialist PT			0	0	0	2	2	2	2	2
Administrator			0	0	0	1	1	1	1	1
Deputy Administrator			0	0	0	1	1	1	1	1

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
Development Coordinator			0	0	0	1	1	1	1	1
Director of Design & Connectivity			0	0	0	1	1	1	1	1
Parks Planner			0	0	0	1	1	1	1	1
Director Recreation			0	0	0	1	1	1	1	1
Fiscal Analyst			0	0	0	1	1	1	1	1
Program Driver PT			0	0	0	9	9	9	9	9
Public Relations Coordinator			0	0	0	1	1	1	1	1
Recreation Division Manager			0	0	0	1	1	1	1	1
	0		0	0	0	22	22	22	22	22
Special Events										
Activation Specialist			0	0	0	1	1	1	1	1
Director of Specialist Events & Parks Prog.			0	0	0	1	1	1	1	1
Manager Special Events			0	0	0	1	1	1	1	1
Programming & Activation Manager			0	0	0	1	1	1	1	1
	0		0	0	0	4	4	4	4	4
Recreation Support Services										
Equipment Mechanic 1	1		0	0	0	1	1	1	1	1
General Supervisor			0	0	0	1	1	1	1	1
Crew Supervisor 1			0	0	0	1	1	1	1	1
Crew Worker 2			0	0	0	3	3	3	3	3
Crew Worker 1			0	0	0	3	3	3	3	3
	1		0	0	0	9	9	9	9	9
Summer Camp										
Recreation Program Coordinator			0	0	0	1	1	1	1	1
	0		0	0	0	1	1	1	1	1
Sports Programs										
Recreation Program Coordinator			0	0	0	1	1	1	1	1
Recreation Facility Manager			0	0	0	1	1	1	1	1
Recreation Specialist PT			0	0	0	24	24	24	24	24
	0		0	0	0	26	26	26	26	26
Therapeutic Programs										
Recreation Program Specialist			0	0	0	1	1	1	1	1
Front Desk Clerk PT	1		0	0	0	1	1	1	1	1
Therapeutic Program Coordinator			0	0	0	1	1	1	1	1
Therapeutic Recreation Assistant PT			0	0	0	4	4	4	4	4
	1		0	0	0	7	7	7	7	7
Aquatics Programs										
Aquatics Program Coordinator			0	0	0	1	1	1	1	1
Aquatics Assistant PT			0	0	0	1	1	1	1	1
Lifeguard 1 PT			0	0	0	1	1	1	1	1
Lifeguard 2 PT			0	0	0	4	4	4	4	4
Lifeguard Head PT			0	0	0	3	3	3	3	3
Swim Lesson Instructor PT			0	0	0	2	2	2	2	2
Water Fitness Instructor PT			0	0	0	2	2	2	2	2
	0		0	0	0	14	14	14	14	14
Champion's Club										
Crew Worker 1			0	0	0	1	1	1	1	1
Recreation Program Specialist			0	0	0	1	1	1	1	1
Recreation Specialist PT			0	0	0	2	2	2	2	2
Tennis Professional			0	0	0	1	1	1	1	1
	0		0	0	0	5	5	5	5	5
Summit of Softball Complex										
Crew Supervisor 2			0	0	0	1	1	1	1	1
Crew Worker 2			0	0	0	5	5	5	5	5
	0		0	0	0	6	6	6	6	6
Outdoor Chattanooga										
Customer Relations Specialist			0	0	0	1	1	1	1	1
Director of Outdoor Chattanooga			0	0	0	1	1	1	1	1
Recreation Program Coordinator			0	0	0	1	1	1	1	1
Recreation Program Specialist			0	0	0	1	1	1	1	1
Recreation Specialist			0	0	0	1	1	1	1	1
Recreation Specialist (PT)			0	0	0	1	1	1	1	1
	0		0	0	0	6	6	6	6	6
Landscape										
Crew Supervisor 1			0	0	0	1	1	1	1	1
Crew Supervisor 2			0	0	0	4	4	4	4	4
Crew Worker 1	1		0	0	0	1	1	1	1	1
Crew Worker 2			0	0	0	8	8	8	8	8
Equipment Mechanic 1			0	0	0	1	1	1	1	1
General Supervisor			0	0	0	1	1	1	1	1
	1		0	0	0	16	16	16	16	16
Landscape Miller Park										
Crew Worker 1			0	0	0	1	1	1	1	1

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
Crew Supervisor 3			0	0	0	1	1	1	1	1
	0		0	0	0	2	2	2	2	2
Playgrounds & Hardscapes										
General Supervisor			0	0	0	1	1	1	1	1
Building Maintenance Mechanic 1			0	0	0	1	1	1	1	1
	0		0	0	0	2	2	2	2	2
Parks Maintenance Admin										
Administrative Support Specialist						1	1	1	1	1
Director Parks Maintenance			0	0	0	1	1	1	1	1
Inventory Coordinator			0	0	0	1	1	1	1	1
Parks Outreach Coordinator			0	0	0	1	1	1	1	1
	0		0	0	0	4	4	4	4	4
Carousel Operations										
Carousel Assistant P/T			0	0	0	1	1	1	1	1
	0		0	0	0	1	1	1	1	1
TN Riverpark - Downtown - North										
Building Maintenance Mechanic 1			0	0	0	1	1	1	1	1
Building Maintenance Mechanic 2			0	0	0	1	1	1	1	1
Crew Supervisor 1			0	0	0	3	3	3	3	3
Crew Supervisor 3			0	0	0	2	2	2	2	2
Crew Worker 1			0	0	0	6	6	6	6	6
Crew Worker 2			0	0	0	2	2	2	2	2
Deputy Director Parks Maintenance			0	0	0	1	1	1	1	1
Equipment Operator 1			0	0	0	1	1	1	1	1
General Supervisor			0	0	0	1	1	1	1	1
	0		0	0	0	18	18	18	18	18
Parks Maint - City-Wide Security										
Crew Supervisor 1			0	0	0	1	1	1	1	1
Crew Supervisor 2			0	0	0	1	1	1	1	1
Crew Worker 2			0	0	0	3	3	3	3	3
Park Ranger			0	0	0	3	3	3	3	3
	0		0	0	0	8	8	8	8	8
Parks and Outdoors Administration										
Executive Assistant			0	0	0	1	1	1	1	1
Finance Manager			0	0	0	1	1	1	1	1
	0		0	0	0	2	2	2	2	2
Municipal Municipal Golf Courses										
Equipment Mechanic 2			0	0	0	2	2	2	2	2
Golf Course Superintendent			0	0	0	2	2	2	2	2
Pro Shop Clerk			0	0	0	1	1	1	1	1
Equipment Operator 3 or 4			0	0	0	1	1	1	1	1
Crew Worker 1			0	0	0	1	1	1	1	1
Crew Worker 2			0	0	0	8	8	8	8	8
Administrative Support Assistant 2			0	0	0	1	1	1	1	1
Manager Golf Courses			0	0	0	1	1	1	1	1
Golf Operations Coordinator			0	0	0	2	2	2	2	2
Golf Operations Assistant			0	0	0	1	1	1	1	1
	0		0	0	0	20	20	20	20	20
Department of Early Learning	1		294	278	282	38	-244	-256	38	38
Department of Early Learning General Fund	1		0	0	0	32	32	32	32	32
Administration										
Community Forward Coordinator			0	0	0	7	7	7	7	7
Director Community Forward			0	0	0	1	1	1	1	1
Director of Early Learning			0	0	0	1	1	1	1	1
Early Learning Business Navigator			0	0	0	1	1	1	1	1
Parent Family Comm Engage Spec			0	0	0	1	1	1	1	1
	0		0	0	0	11	11	11	11	11
Youth Development										
Recreation Program Specialist			0	0	0	1	1	1	1	1
	1		0	0	0	1	1	1	1	1
Education										
Program Tutor			0	0	0	20	20	20	20	20
	0		0	0	0	20	20	20	20	20
Social Services	0		294	278	282	6	-276	-288	6	6
Administration										
0001207 Executive Assistant			1	1	1		-1	-1	0	0
0004035 Accounting Technician 2			1	1	1		-1	-1	0	0
0004037 Administrative Support Specialist			1	1	1	1	0	0	1	1
0004045 Crew Supervisor 1			1	0	0		0	-1	0	0
0004052 Personnel Assistant			1	1	1		-1	-1	0	0
0004267 Finance Manager			1	1	1		-1	-1	0	0

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
001A010 Administrator			1	1	1	1	0	0	1	1
001A171 Deputy Administrator			1	1	1	1	0	0	1	1
Occupancy			0							
0004045 Crew Supervisor 1			1	1	1	1	0	0	1	1
0004059 Crew Worker 1			2	2	2	2	0	0	2	2
Community Services Block Grant			0							
C1C153 Director of OFE			1	1	1		-1	-1	0	0
C1C154 Asst Director OFE			1	1	1		-1	-1	0	0
C1C155 OFE Program Coord			0	2	2		-2	0	0	0
C1C156 Family Support Specialist			3	5	5		-5	-3	0	0
C1C170 Energy Specialist			1	0	0		0	-1	0	0
C1C200 Data Entry Clerk			1	1	1		-1	-1	0	0
LH002 LIHEAP Outreach Cood			0	1	1		-1	0	0	0
LH003 LIHEAP Outreach Specialist			0	1	1		-1	0	0	0
1N003 Case Manager			1	0	0		0	-1	0	0
0000407 Administrative Support Assistant I			0	1	1		-1	0	0	0
Day Care			0							
C1D010 Center Supervisor			1	0	0		0	-1	0	0
001M145 Clerk IV			1	0	0		0	-1	0	0
C1D071 Teacher			5	0	0		0	-5	0	0
C1D100 Teacher Assistant			6	0	0		0	-6	0	0
C1D270 Cook II			1	0	0		0	-1	0	0
C1D321 Lead Teacher Center Supv			1	0	0		0	-1	0	0
C1D390 Director Child Care Programs			1	0	0		0	-1	0	0
16 Collaboration Asst Teacher			1	0	0		0	-1	0	0
001P280 Family Services Assistant			1	0	0		0	-1	0	0
001H618 Teacher Team Leader			2	0	0		0	-2	0	0
Foster Grandparents			0							
C1F020 Foster Grand Field Supervisor			1	1	1		-1	-1	0	0
C1F030 Director of FGP Program			1	1	1		-1	-1	0	0
C1F040 Program Assistant II			1	1	1		-1	-1	0	0
Head Start Centers			0							
C1H015 Collaboration Teacher			2	2	2		-2	-2	0	0
C1H017 Collaboration Primary Caregiver			4	4	3		-3	-4	0	0
C1H060 Health/ Nutrition Coordinator			1	1	1		-1	-1	0	0
C1H062 Health Technician			2	2	5		-5	-2	0	0
C1H080 Teacher			23	23	23		-23	-23	0	0
C1H082 English Language Learner Supervisor			1	1	1		-1	-1	0	0
C1H089 Teacher Assistant			20	20	20		-20	-20	0	0
C1H140 Family Service Coordinator			1	1	1		-1	-1	0	0
C1H150 Family Service Supervisor			4	4	3		-3	-4	0	0
C1H170 Facility & Grounds Supervisor			1	1	1		-1	-1	0	0
C1H175 Parent Involvement Coordinator			1	1	1		-1	-1	0	0
C1H190 Family Service Assistant			10	10	11		-11	-10	0	0
C1H240 Head Start Director / PCC Manager			1	1	1		-1	-1	0	0
C1H252 Fiscal/Data Systems Manager			1	1	1		-1	-1	0	0
C1H253 Senior Accountant			1	1	1		-1	-1	0	0
C1H270 Dietary Supervisor			1	1	1		-1	-1	0	0
C1H310 Nurse			1	1	1		-1	-1	0	0
C1H320 Lead Teacher/ Center Supervisor			5	5	5		-5	-5	0	0
C1H350 Center Clerk			5	5	5		-5	-5	0	0
C1H380 Dietary Assistant			9	9	6		-6	-9	0	0
C1H390 Clerk III			4	4	4		-4	-4	0	0
C1H410 Clerk IV			2	2	1		-1	-2	0	0
C1H420 General Maintenance			2	2	5		-5	-2	0	0
C1H440 Special Project Coordinator			1	1	1		-1	-1	0	0
C1H601 Education Coordinator			1	1	1		-1	-1	0	0
C1H602 Resource Specialist			2	2	3		-3	-2	0	0
C1H603 Multi-Disciplinary Team Manager			3	3	3		-3	-3	0	0
C1H619 Human Resources Technician			1	1	1		-1	-1	0	0
C1H620 IT Computer Technician			1	1	0		0	-1	0	0
C1H621 Disabilities & Mental Hlth Coord			1	1	1		-1	-1	0	0
C1H624 Professional Development Sup			1	1	1		-1	-1	0	0
Head Start Mental Health			0							
C1M141 Resource Specialist			2	2	0		0	-2	0	0
Parent/Child Center			0							
			2	2	0		0	0	-2	0

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
Director of Arts & Culture & Creative Eco.			0	0	0	1	1	1	1	1
Director Public Art			0	0	0	1	1	1	1	1
City Artist PT			0	0	0	1	1	1	1	1
Collection Specialist PT			0	0	0	1	1	1	1	1
Public Art Program Coord			0	0	0	1	1	1	1	1
	0		0	0	0	5	5	5	5	5
Workforce Development										
Workforce Dev. Senior Project Manager			0	0	0	1	1	1	1	1
Project Outreach Specialist PT			0	0	0	1	1	1	1	1
	0		0	0	0	2	2	2	2	2
Department of Innovation & Del. Performance	0		0	0	0	25	25	25	25	25
Administration										
Administrative Coordinator			0	0	0	1	1	1	1	1
Administrator of Innovation Del. & Perf.			0	0	0	1	1	1	1	1
Deputy Administrator			0	0	0	1	1	1	1	1
Director of Innovation Special Projects			0	0	0	1	1	1	1	1
	0		0	0	0	4	4	4	4	4
311 Call Center										
Cust Svc Oper Mgr			0	0	0	1	1	1	1	1
Cust Svc Team Lead			0	0	0	1	1	1	1	1
Customer Service Rep 1			0	0	0	11	11	11	11	11
Customer Service Rep 2			0	0	0	1	1	1	1	1
Customer Service Supervisor			0	0	0	1	1	1	1	1
Performance Specialist			0	0	0	1	1	1	1	1
	0		0	0	0	16	16	16	16	16
Office of Performance & Open Data										
Director Open Data & Perf Mngt			0	0	0	1	1	1	1	1
Program Evaluator			0	0	0	1	1	1	1	1
Sr Data Analyst			0	0	0	3	3	3	3	3
	0		0	0	0	5	5	5	5	5
Dept. of Economic & Community Dev (All Economic & Community Dev General Fund)	0		103	111	111	0	-111	-103	0	0
	0		97	104	104	0	-104	-97	0	0
Administration										
0004011 Fiscal Analyst			1	1	1	0	-1	-1	0	0
0004016 Neighborhood Program Spec			1	1	1	0	-1	-1	0	0
0004021 Executive Assistant			1	1	1	0	-1	-1	0	0
0004037 Administrative Support Specialist			1	1	1	0	-1	-1	0	0
0004057 Administrative Support Assistant 1			1	1	1	0	-1	-1	0	0
0004163 Real Property Manager			1	1	1	0	-1	-1	0	0
0004206 Administrator ECD			1	1	1	0	-1	-1	0	0
0004208 Deputy Administrator			1	1	1	0	-1	-1	0	0
0004223 Affordable Housing Specialist			1	1	1	0	-1	-1	0	0
0004290 Communications Director			1	1	1	0	-1	-1	0	0
	0		10	10	10	0	-10	-10	0	0
Economic Development										
0004208 Director Economic Development Program			1	1	1	0	-1	-1	0	0
0004208 Deputy Administrator			1	1	1	0	-1	-1	0	0
0004273 Director of Workforce Development			1	1	1	0	-1	-1	0	0
0004284 Brownfield Coordinator			1	1	1	0	-1	-1	0	0
	0		4	4	4	0	-4	-4	0	0
Real Estate										
0004057 Administrative Support Assistant 1			1	0	0	0	0	-1	0	0
0004163 Real Property Coordinator			1	0	0	0	0	-1	0	0
	0		2	0	0	0	0	-2	0	0
Homeless Outreach										
0000043 Homeless Program Coordinator			1	1	0	0	0	-1	0	0
0000969 Homeless Outreach Specialist			1	1	1	0	-1	-1	0	0
0000969 Homeless Outreach Specialists (PT)			4	4	4	0	-4	-4	0	0
0004376 Homes Service Coordinator			0	3	3	0	-3	0	0	0
0004377 Housing Navigators			0	4	4	0	-4	0	0	0
0004386 Homeless Program Manager			0	0	1	0	-1	0	0	0
	0		6	13	13	0	-13	-6	0	0
Codes & Community Services										
0000053 Neighborhood Services Development Manager			1	1	1	0	-1	-1	0	0
0000155 Neighborhood Relations Specialist			2	2	2	0	-2	-2	0	0
0004016 Neighborhood Program Specialist			1	1	1	0	-1	-1	0	0
0004086 Project Specialist			1	1	1	0	-1	-1	0	0
	0		5	5	5	0	-5	-5	0	0
Code Enforcement Office										
0000137 Demolition Abatement Specialist			1	1	1	0	-1	-1	0	0

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
0000542 Chief Neighborhood Code Enforcement Insp.			1	1	1	0	-1	-1	0	0
0000565 Code Enforcement Inspector 1			8	8	8	0	-8	-8	0	0
0000574 Code Enforcement Inspector Supervisor			3	3	3	0	-3	-3	0	0
0004047 Administrative Support Assistant 2			2	2	2	0	-2	-2	0	0
0004133 Code Enforcement Inspector 2			4	4	4	0	-4	-4	0	0
	0		19	19	19	0	-19	-19	0	0
Outdoor Chattanooga*										
0000378 Recreation Program Coordinator			1	1	1	0	-1	-1	0	0
0000382 Recreation Specialist			1	1	1	0	-1	-1	0	0
0000935 Recreation Specialist (PT)			1	1	1	0	-1	-1	0	0
0001012 Director of Open Spaces			1	1	1	0	-1	-1	0	0
0001013 Parks Planner			1	1	1	0	-1	-1	0	0
0002133 Customer Relations Specialist			1	1	1	0	-1	-1	0	0
0004007 Recreation Division Manager			1	1	1	0	-1	-1	0	0
0004083 Recreation Program Specialist			1	1	1	0	-1	-1	0	0
0004270 Open Spaces Activation & Engage. Spec			1	2	0	0	0	-1	0	0
0004370 Open Spaces Activation Specialist			0	0	1	0	-1	0	0	0
0004371 Open Spaces Special Events Manager			0	0	1	0	-1	0	0	0
	0		9	10	10	0	-10	-9	0	0
Public Art										
0000301 Public Art Project Manager			1	1	0	0	0	-1	0	0
0001003 Director of Public Art			1	1	1	0	-1	-1	0	0
0004312 Public Art Program Coordinator			0	0	1	0	-1	0	0	0
	0		2	2	2	0	-2	-2	0	0
Land Development Office										
0000052 Applications Analyst			1	1	1	0	-1	-1	0	0
0000521 Construction Inspector 1			2	2	2	0	-2	-2	0	0
0000541 Assistant Director Dev Svcs			1	1	1	0	-1	-1	0	0
0000544 Chief Building Inspector			1	1	1	0	-1	-1	0	0
0000545 Chief Electrical Inspector			1	1	1	0	-1	-1	0	0
0000546 Chief Plumbing Inspector			1	1	1	0	-1	-1	0	0
0000548 Electrical Inspector 1			2	2	2	0	-2	-2	0	0
0000550 Plumbing Inspector 1			1	1	1	0	-1	-1	0	0
0000551 Plumbing Inspector 2			1	1	1	0	-1	-1	0	0
0000552 Combination Inspector			5	5	5	0	-5	-5	0	0
0000553 Building Inspector 1			1	1	1	0	-1	-1	0	0
0000554 Electrical Inspector 2			1	1	1	0	-1	-1	0	0
0000555 Building Inspector 2			1	1	1	0	-1	-1	0	0
0000559 Gas/Mechanical Inspector 2			1	1	1	0	-1	-1	0	0
0000567 Director			1	1	1	0	-1	-1	0	0
0000578 Assistant Director Land Use Dev			1	1	1	0	-1	-1	0	0
0001004 Permit Clerk			5	5	5	0	-5	-5	0	0
0001408 Development Review Planner			1	1	1	0	-1	-1	0	0
0001955 Development Ombudsman			1	1	1	0	-1	-1	0	0
0004032 Office Supervisor			1	1	1	0	-1	-1	0	0
0004047 Administrative Support Assistant 2			3	3	3	0	-3	-3	0	0
0004080 Plans Review Specialist 3			1	1	1	0	-1	-1	0	0
0004096 Plans Review Specialist 2			1	1	1	0	-1	-1	0	0
0004101 Plans Review Specialist 1			2	2	2	0	-2	-2	0	0
0004133 Code Enforcement Inspector 2			2	3	3	0	-3	-2	0	0
0004165 Manager Land Use Development			1	1	1	0	-1	-1	0	0
	0		40	41	41	0	-41	-40	41	41
Community Development										
0000188 Manager ECD Community Development			1	1	1	0	-1	-1	0	0
0000192 Community Development Spec			4	4	4	0	-4	-4	0	0
0004343 Assistant Manager Community Develop			0	1	1	0	-1	0	0	0
0004011 Fiscal Analyst			1	1	1	0	-1	-1	0	0
	0		6	7	7	0	-7	-6	0	0
Youth and Family Development (All Funds)										
YFD - General Fund										
Youth & Family Administration										
0001705 Director Operations			0	1	1	0	-1	0	0	0
0004011 Fiscal Analyst			1	1	1	0	-1	-1	0	0
0004207 Administrator			1	1	1	0	-1	-1	0	0
0004221 Deputy Administrator			1	1	1	0	-1	-1	0	0
0004298 Development Coordinator			1	1	1	0	-1	-1	0	0
	0		4	5	5	0	-5	-4	0	0
Office of Community Resilience - Family Justice Center										
0000027 Family Justice Center Executive Director			0	0	1	0	-1	0	0	0
0000134 Navigator			0	0	2	0	-2	0	0	0
0000135 Clinical Coordinator/internship Facilitator			0	0	1	0	-1	0	0	0
0001103 Family Justice Center Outreach Coordinator			0	0	1	0	-1	0	0	0

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
0004037 Administrative Support Specialist			0	0	1	0	-1	0	0	0
0004338 Family Justice Center Intervention Specialist			0	0	3	0	-3	0	0	0
0										
Office of Community Resilience - Public Safety Office										
0004209 Public Safety Coordinator			0	0	1	0	-1	0	0	0
0004264 Community Outreach Coordinator			0	0	1	0	-1	0	0	0
0										
Office of Early Learning										
0001515 Director of Early Learning			1	0	0	0	0	-1	0	0
00EL001 Early Learning Business Navigator			1	1	1	0	-1	-1	0	0
00EL002 Parent/Family Community Engag Coord			1	1	1	0	-1	-1	0	0
0										
Recreation Community Centers										
0000378 Recreation Program Coordinator			2	2	2	0	-2	-2	0	0
0002918 Custodian			0	0	1	0	-1	0	0	0
0002938 Director Recreation			1	1	1	0	-1	-1	0	0
0004007 Recreation Division Manager			1	1	1	0	-1	-1	0	0
0004037 Administrative Support Spec			1	1	1	0	-1	-1	0	0
0004120 Assistant Director Recreation			1	1	1	0	-1	-1	0	0
0004132 Administrative Support Specialist PT			0	0	2	0	-2	0	0	0
0004366 Accounting Tech PT			0	0	1	0	-1	0	0	0
0001521 Crew Worker 1 PT			0	0	1	0	-1	0	0	0
0000960 Front Desk Clerk PT			0	0	1	0	-1	0	0	0
NEW Program Driver PT			0	0	5	0	-5	0	0	0
NEW Program Tutor PT			0	0	1	0	-1	0	0	0
0000935 Recreation Specialist PT			0	0	12	0	-12	0	0	0
0										
Recreation Support Services										
0000208 Equipment Mechanic 1			1	1	1	0	-1	-1	0	0
0004010 General Supervisor			1	1	1	0	-1	-1	0	0
0004045 Crew Supervisor 1			1	1	1	0	-1	-1	0	0
0004058 Crew Worker 2			3	3	3	0	-3	-3	0	0
0004059 Crew Worker 1			4	3	3	0	-3	-4	0	0
0										
Public Information										
0004017 Public Relations Coordinator 1			1	1	1	0	-1	-1	0	0
0										
Recreation Facilities Management (18 Facilities)										
0000382 Recreation Specialist			30	29	29	0	-29	-30	0	0
0000935 Recreation Specialist PT			0	0	3	0	-3	0	0	0
0004025 Recreation Facility Manager 1			14	14	14	0	-14	-14	0	0
0004059 Crew Worker 1			11	12	12	0	-12	-11	0	0
0004082 Recreation Facility Manager 2			3	3	3	0	-3	-3	0	0
0										
Recreation Special Programs										
0004025 Recreation Facility Manager 1			1	0	0	0	0	-1	0	0
0004083 Recreation Program Specialist			1	0	0	0	0	-1	0	0
0										
Recreation - Summit of Softball										
0004038 Crew Supervisor 2			1	1	1	0	-1	-1	0	0
0004058 Crew Worker 2			5	5	5	0	-5	-5	0	0
0										
Recreation - Fitness Center										
0000954 Fitness Trainer (Part Time)			1	1	0	0	0	-1	0	0
0000960 Front Desk Clerk (Part time)			1	1	1	0	-1	-1	0	0
0004007 Recreation Division Manager			1	1	1	0	-1	-1	0	0
NEW Adaptive Fitness Assistant PT			0	0	2	0	-2	0	0	0
NEW Fitness Assistant PT			0	0	3	0	-3	0	0	0
NEW Fitness Center Specialist			0	0	3	0	-3	0	0	0
NEW Group Fitness Instructor PT			0	0	10	0	-10	0	0	0
NEW Rental Coordinator PT			0	0	1	0	-1	0	0	0
0004057 Adm Support Assistant 1			1	1	1	0	-1	-1	0	0
0										
Champion's Club										
0000394 Tennis Professional			1	1	1	0	-1	-1	0	0
0000981 Tennis Assistant (Part Time)			2	2	2	0	-2	-2	0	0
0004059 Crew Worker 1			1	1	1	0	-1	-1	0	0
0004083 Recreation Program Specialist			1	1	1	0	-1	-1	0	0
0										
Aquatics										
0000421 Aquatics Program Coordinator			1	1	1	0	-1	-1	0	0
0004277 Swim Lesson Instructor PT			0	0	4	0	-4	0	0	0
NEW Lifeguard 1 PT			0	0	2	0	-2	0	0	0

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

	Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
				FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
NEW	Lifeguard 2 PT			0	0	5	0	-5	0	0	0
NEW	Lifeguard 3 PT			0	0	1	0	-1	0	0	0
NEW	Lifeguard Head PT			0	0	3	0	-3	0	0	0
NEW	Water Fitness Instructor PT			0	0	4	0	-4	0	0	0
		0		1	1	20	0	-20	-1	0	0
Therapeutic Recreation											
0000420	Therapeutic Program Coordinator			1	1	1	0	-1	-1	0	0
NEW	Therapeutic Recreation Assistant PT			0	0	4	0	-4	0	0	0
0004083	Recreation Program Specialist			1	1	1	0	-1	-1	0	0
		0		2	2	6	0	-6	-2	0	0
Youth Development - CAP											
0004083	Recreation Program Spec			1	1	1	0	-1	-1	0	0
NEW	CAP Program Assistant PT			0	0	2	0	-2	0	0	0
0004222	CAP Trainee PT			0	0	60	0	-60	0	0	0
		0		1	1	63	0	-63	-1	0	0
Youth Development - Career Development											
0000032	Career Development Coordinator			1	0	0	0	0	-1	0	0
0004025	Recreation Program Coordinator			0	1	1	0	-1	0	0	0
0004083	Recreation Program Specialist			0	1	1	0	-1	0	0	0
		0		1	2	2	0	-2	-1	0	0
KIDZ KAMP											
0000378	Recreation Program Coord			1	1	1	0	-1	-1	0	0
0000935	Recreation Specialist PT			0	0	3	0	-3	0	0	0
		0		1	1	4	0	-4	-1	0	0
Sports Programs											
0000378	Recreation Program Coord			1	1	1	0	-1	-1	0	0
NEW	Program Assistant PT			0	0	1	0	-1	0	0	0
0000935	Recreation Specialist PT			0	0	62	0	-62	0	0	0
		0		1	1	64	0	-64	-1	0	0
North River Civic Center											
0004026	Community Facilities Supv			1	1	1	0	-1	-1	0	0
		0		1	1	1	0	-1	-1	0	0
Eastgate Center											
0004025	Recreation Facility Manager 1			1	1	1	0	-1	-1	0	0
0004026	Administrative Support Spec			1	1	1	0	-1	-1	0	0
0000935	Recreation Specialist PT			0	0	1	0	-1	0	0	0
		0		2	2	3	0	-3	-2	0	0
Heritage House											
NEW	Recreation Specialist PT			0	0	1	0	-1	0	0	0
0002911	Art Assistant			0	0	1	0	-1	0	0	0
0004026	Community Facilities Supv			1	1	1	0	-1	-1	0	0
		0		1	1	3	0	-3	-1	0	0
Transportation		0		61	65	66	0	-66	-61	0	0
TRAN - General Fund		0		61	65	66	0	-66	-61	0	0
Complete Streets											
0000029	Transportation Design Manager			1	1	1	0	-1	-1	0	0
0000513	Civil Engineer			1	1	1	0	-1	-1	0	0
0000513	Engineering Designer			1	1	1	0	-1	-1	0	0
0000516	Engineering Coordinator			1	1	1	0	-1	-1	0	0
0000582	Engineering Technician			1	1	1	0	-1	-1	0	0
0001200	Transportation Project Coordinator			1	1	1	0	-1	-1	0	0
0003006	Transportation Accounts Coordinator			1	1	1	0	-1	-1	0	0
0004063	Public Engagement & Policy Coordinator			1	1	1	0	-1	-1	0	0
0004064	Engineering Manager			1	1	1	0	-1	-1	0	0
0004117	Contracts & Accts Coordinator			1	0	0	0	0	-1	0	0
0004150	Senior Engineer			0	1	1	0	-1	0	0	0
0004217	Asst Transportation Engineer			1	0	0	0	0	-1	0	0
0004215	Transportation Designer			1	1	1	0	-1	-1	0	0
0004360	Transportation Project Manager			0	2	3	0	-3	0	0	0
0004216	City Transportation Engineer			0	1	1	0	-1	0	0	0
		0		12	14	15	0	-15	-12	0	0
Transportation Administration											
0004021	Executive Assistant			1	1	1	0	-1	-1	0	0
0004117	Contracts & Accounts Coordinator			0	1	1	0	-1	0	0	0
0004202	Administrator Transportation			1	1	1	0	-1	-1	0	0
0004267	Finance Manager			1	0	0	0	0	-1	0	0
0004239	Deputy Administrator			1	1	1	0	-1	-1	0	0
0004345	Transportation Administrative Manager			0	1	1	0	-1	0	0	0
		0		4	5	5	0	-5	-4	0	0
Smart Cities											
0000078	Manager Intelligent Trans Systems			1	1	1	0	-1	-1	0	0
0000756	Electronics Technician 1			2	2	2	0	-2	-2	0	0

City of Chattanooga Detail Position List for Fiscal Year 2019-2024

Position Name	Frozen FY22	2022 Pay Grade	Change					Projected		
			FY 2019	FY 2020	FY 2021	FY 2022	PY to CY	FY 19 thru FY 2022	FY 2023	FY 2024
0000770 Traffic Operations Analyst			1	1	1	0	-1	-1	0	0
000774 Traffic Engineering Technician			0	0	1	0	-1	0	0	0
0004018 Electrician 2			1	2	2	0	-2	-1	0	0
0004027 Electrician 1			3	2	3	0	-3	-3	0	0
0004049 Crew Worker 3			1	1	1	0	-1	-1	0	0
0004100 Equipment Operator 4			2	2	2	0	-2	-2	0	0
0004141 Traffic Signal Systems Engineer			1	1	1	0	-1	-1	0	0
0004186 Traffic Signal Designer Spc			2	2	2	0	-2	-2	0	0
0004228 Signal Tech Apprentice			2	2	1	0	-1	-2	0	0
0004272 Smart Cities Director			1	1	1	0	-1	-1	0	0
0004360 Transportation Project Manager			0	1	1	0	-1	0	0	0
Traffic Operations	0		17	18	19	0	-19	-17	0	0
0000206 Equipment Mechanic 3			1	1	1	0	-1	-1	0	0
0000743 Manager Traffic Control			1	0	0	0	0	-1	0	0
0000771 Public Space Coordinator			1	1	1	0	-1	-1	0	0
0000774 Traffic Engineering Tech			3	3	2	0	-2	-3	0	0
0004010 General Supervisor			1	1	1	0	-1	-1	0	0
0004037 Administrative Support Specialist			2	2	2	0	-2	-2	0	0
0004038 Crew Supervisor 2			1	1	1	0	-1	-1	0	0
0004049 Crew Worker 3			1	1	1	0	-1	-1	0	0
0004058 Crew Worker 2			2	2	3	0	-3	-2	0	0
0004059 Crew Worker 1			7	8	7	0	-7	-7	0	0
0004100 Equipment Operator 4			3	3	3	0	-3	-3	0	0
0004135 Construction Inspector 2			1	1	1	0	-1	-1	0	0
0004150 Senior Engineer			1	1	1	0	-1	-1	0	0
0004217 Assistant Transportation Engineer			1	0	0	0	0	-1	0	0
0004287 Transportation Inspector 1			1	1	1	0	-1	-1	0	0
0004288 Director Transportation Operations			1	1	1	0	-1	-1	0	0
0004342 Transportation Operations Manager			0	1	1	0	-1	0	0	0
All Authorized Budget Positions	56		2,933	2,929	3,122	2,509	-613	-424	2,509	2,509
Total General Fund	56		1,827	1,836	2,029	1,976	-53	149	1,976	1,976
Total Special Revenue Funds	0		371	356	342	57	-285	-314	57	57
Total Enterprise Funds	0		353	370	378	383	5	30	383	383
Total Internal Service Funds	0		63	64	66	66	0	3	66	66
Total Golf Course and DRC	0		5	5	5	23	18	23	23	23
Departmental Totals										
General Government & Agencies	11		111	111	117	123	6	12	123	123
Department of Finance & Administration	5		73	72	72	69	0	-4	69	69
Department of Police	0		624	624	615	590	-9	-34	590	590
Department of Fire	18		467	468	468	468	0	1	468	468
Department of Public Works (All Funds)	15		756	768	743	756	-25	0	756	756
Department of Human Resources	0		24	30	34	34	4	10	34	34
Executive Department of the Mayor	0		16	16	14	48	-2	32	48	48
Department of Community Development	2		0	0	0	153	0	153	153	153
Department of Parks & Outdoors	3		0	0	0	173	0	173	173	173
Department of Early Learning	1		294	278	282	38	4	-256	38	38
Department of City Planning	1		0	0	0	10	0	10	10	10
Department of Equity & Community Engagement	0		0	0	0	6	0	6	6	6
Department of Economic Development	0		0	0	0	16	0	16	16	16
Department of Innovation & Delivery Performance	0		0	0	0	25	0	25	25	25
Department of Economic & Community Dev.	0		103	111	111	0	0	-103	0	0
Youth and Family Development	0		404	386	600	0	214	-404	0	0
Transportation	0		61	65	66	0	1	-61	0	0
Total All Departments	56		2,933	2,929	3,122	2,509	193	-424	2,509	2,509



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.

ARP - American Rescue Plan Act of 2021 is a COVID-19 relief package passed by Congress to mitigate the effects of the pandemic. The Federal government is providing \$1.9 trillion in funding to be dispersed to areas impacted by COVID-19.

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.

Audit - Financial Audits are designed to provide independent assurance of the fair presentation of financial information.

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.

B - C

Bond - A long-term I.O.U. of promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds.

Bond 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

CARES - Coronavirus Aid, Relief, and Economic Security Act of 2020, provides economic assistance to areas affected by the Coronavirus pandemic. This act provides direct and timely access of funds to industries, businesses, families, and workers.

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.

C - C

Capital Budget - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

Capital Improvements - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvements Program (CIP) - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

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

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

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.

C - D

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

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

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

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

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

CSO- Combined Sewer Overflow

CSR- Customer service request associated with 311 call center

CSBG- Community Services Block Grant

Debt- A liability that arises from a contractual obligation to pay cash (or other assets used in lieu of payment of cash) payments to settle an amount that is fixed at the date the contractual obligation is established. Governments have liabilities to third parties long-term in nature, and have a defined repayment schedule.

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 thirteen departments: General Government; Executive Department; Finance & Administration; Police; Fire; Public Works; Human Resources; Community Development; Early Learning; City Planning; Equity & Community Engagement; Economic Development; Innovation & Delivery Performance.

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.

D - F

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.

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).

EPA - Environmental Protective Agency

EPB - Electric Power Board

ERU - Equivalent Residential Units

ESIP - Employee Savings Investment Plan

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.

Fiduciary Fund - A category of funds used to report assets held in a trust agreement or equivalent arrangement that has certain characteristics or in a custodial capacity for the benefit of others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and custodial funds.

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.

F - I

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.

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.

Governmental Fund - Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

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

I - N

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.

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

N - P

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.

NPDES - National Pollutant Discharge Elimination System

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.

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).

P - R

Personal Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

PILOT- Payment in lieu of taxes

Priority Based Budgeting (PBB) - Priority Based Budgeting allocates resources according to how well a program or service achieves the goals and objectives that the community values most.

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.

Program Revenue (Income) - Revenues earned by a program, including fees for services, licenses and permits, fees, and fines.

Proprietary Fund - Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

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.

S - V

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.

TAP - Tuition Assistance Program.

Target Budget - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

TOSHA - Tennessee Occupational Safety and Health Administration

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

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.