

City of Chattanooga, Tennessee  
*Comprehensive Annual Budget Report*



Fiscal Year July 1, 2012 thru June 30, 2013

*Presented by:*

Ron Littlefield, Mayor

and

*The Department of Finance & Administration*

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The **CABR 2013** is divided into five major sections: **Introduction, Guidelines, Financial Overview, Personnel Administration**, and the **Appendix**.

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

**Section B: Guidelines** - provides guidelines and rules adhered to by the Finance department of the City of Chattanooga, as well as budget policies, model, procedures, a calendar, and the budget ordinance.

**Section C: Financial Overview** - summarizes the overall financial condition of the City of Chattanooga, where we have been, where we are, and where we are going. This is followed by discussions of programs such as General Government, Supported Agencies, Finance & Administration, Police, Fire, Public Works, Parks & Recreation, Human Services, Personnel, Neighborhood Services, Executive Branch, Education, Arts & Culture, Debt Service and Capital Outlay.

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

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





City of Chattanooga  
Department of Finance & Administration  
City Hall  
101 East 11th Street  
Chattanooga, Tennessee 37402

*June 30, 2012*

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

I am pleased to present the adopted Operating Budget and Capital Improvement Plan for the Fiscal Year ending June 30, 2013. This budget highlights key issues discussed during the budgetary process and is reflective of our goal to continue to provide quality service while keeping our focus on maintaining Chattanooga an affordable option for our citizens and stakeholders. This budget proposes no property tax increase. However, it does include increases in Sewer and Water Quality fees of 10% and 5% respectively to address violations of EPA regulations and increase cost of billing due to TN American Water Company's decision to discontinue as part of the water billings to its customers.

The City's chattanoogaRESULTS and vacancy control programs have been in effect for the past nine (9) years. These initiatives continue to insure increased accountability by regularly monitoring of departmental performance by the the Mayor, the City Finance Officer, and other senior City officials. The City has published six annual performance reports that may be used by citizens as a quick reference guide. All reports can be found at [www.chattanooga.gov/finance-division/performance-reports](http://www.chattanooga.gov/finance-division/performance-reports).



Chattanooga, like many other cities across the United States, and the world continues to face fiscal challenges as a result of the current national and global economic conditions. The City's long term vision and economic strategies have placed Chattanooga in an enviable position as compared to the national and global economies. While we are challenged, we are well positioned to withstand these times as we continue to prosper as a community.

### **The Mayor's Proposal**

The Mayor's proposed budget continues to focus on productivity and efficiency in Chattanooga without negatively impacting services. Initiatives continue that will cultivate economic growth, new jobs, and a healthy local economy. Some highlights of this budget are outlined below:





**Taxes:**

The rate of \$2.309 per \$100 of assessed valuation is maintained. However, overall assessments and thereby property tax collections remain relatively flat with some return of positive retail consumer spending, gross receipts, state sales tax, and the local option sales tax collections are estimated to increase by approximately 11% over FY2011 budget. Local option sales tax is reflective of a full year of additional taxes due to termination of the 1966 sales tax agreement.

**Public Safety:**

Public Safety remains a priority. This budget includes 15 additional firefighters to staff a new firehall in the proposed annexation area of Hixson. The city continues to work through the legal process to finalize the annexation. There are 490 police officers included in this year's budget which is within 10 positions of our goal of 500 officers on the streets of Chattanooga.

**Continued Emphasis on Youth:**

Continued focus on youth and providing positive alternatives to gang activity by emphasizing youth development programs. The budget includes full staffing for the new recreation center at Hixson Middle School. It provides funding for a Gang Initiative Task Force office to coordinate anti-gang activities throughout the City.

**Rebuilding City Streets and implementation of the "Pavement Management Program":**

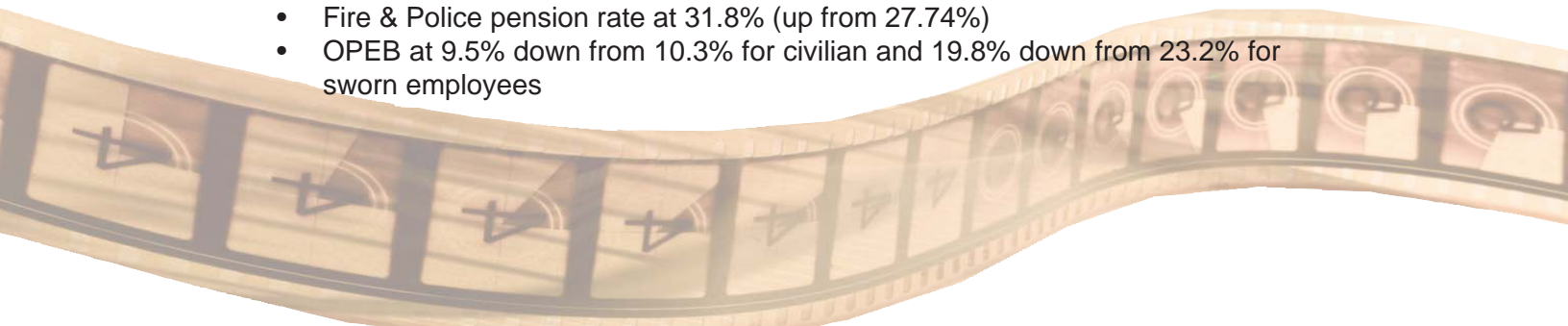
The Budget provides funding for the City's Pavement Management Program which incorporates a long-term strategy to cost effectively maintain city. This tool provide information that enables the City to identify and prioritize paving requirement as well as enhance the City's ability to partnership with external agencies whose goals are consistent with the mission of the City.

**Attract and Maintain Competent, Professional Staff:**

Funding provided to ensure that the city continues to attract and maintain competent, professional staff.

Funding provided for continued commitment to provide competitive salaries and benefits for employees

- Career Ladder Program
- Increase in longevity rate from \$50 to \$75 for eligible employees
- Improved Health and Wellness program for employees, retiree and dependents
- Full funding of Increased annual required contributions for Retiree Trust funds
  - General pension rate at 13.65% (up from 12.95%)
  - Fire & Police pension rate at 31.8% (up from 27.74%)
  - OPEB at 9.5% down from 10.3% for civilian and 19.8% down from 23.2% for sworn employees





## Accountability

Recognized as a model for performance accountability in the region and beyond, Chattanooga continues to move forward with its commitment to transform and sustain this city through economic development, job growth, a clean environment, technology and clean, safe neighborhoods. According to Business Facilities Magazine, Chattanooga is ranked number one for metro economic growth potential. To see our score card on performance, please visit our website at [www.chattanooga.gov](http://www.chattanooga.gov).

## Budget Highlights

### Major Highlights of the Fiscal Year 2013 Budget:

Projected revenues, excluding other financing sources for all appropriated funds total \$398,745,766, an increase of \$31.8 million or 8.66% from the previous year. The largest single increase is a \$21 million (25.2%) in intergovernmental revenues. Most of this increase is \$10 million of Federal Funding for Enterprise South Industrial Park Connector Road. TDOT is contributing \$7.4 million for the Regional Intelligent Transportation System. An additional \$4 million (11%) in local option sales tax dollars will be received by the City due to growth retail sales and a full year of additional collections due to expiration of the sales tax agreement with Hamilton County. Eleven months were included in FY 2011 Charges for service increased by \$7.6 million (8.6%) primarily due to increased sewer and water quality fees of \$? (?) and sewer fees of \$3.6 million or 6.14% respectively.

Appropriations (see following page), excluding other financing uses are \$472,574,770, a \$54 million or 12.97% increase from the FY12 budget. Capital projects accounts for \$40.9 million (73.6%) of the increase. Interceptor Sewer capital makes up \$29.5 million to provide for the continuing program of upgrading the City's interceptor sewer system and comply with EPA requirements..

**General Fund.** The City's Undesignated General Fund accounts for all resources related to the general operations of city government that are not accounted for elsewhere. The total appropriation for FY13 budget is \$209,320,000 including transfers of \$27,927,217, a 4.85% increase over FY12 budget. Salaries and fringes increased by \$4.6 million or 3.91% to address increases in employee compensation as outlined above.

Revenues	FY12/13	FY11/12	inc(dec)	% change
Taxes	147,207,360	146,537,860	669,500	0.46%
Licenses & Permits	3,558,850	3,098,700	460,150	14.85%
Intergovernmental	106,117,309	84,708,126	21,409,183	25.27%
Charges for services	96,389,804	88,730,163	7,659,641	8.63%
Fines, forfeitures and penalties	2,264,100	2,739,600	(475,500)	-17.36%
Interest earnings	781,900	1,052,660	(270,760)	-25.72%
Miscellaneous	42,426,443	40,105,849	2,320,594	5.79%
<b>Total Revenues</b>	<b>\$ 398,745,766</b>	<b>\$ 366,972,958</b>	<b>31,772,808</b>	<b>8.66%</b>
Other Financing Sources				
Transfers in	53,181,632	58,961,640	(5,780,008)	-9.80%
Fund Balance	2,000,000	2,856,266	(856,266)	-29.98%
Bond Proceeds	47,637,469	16,336,038	31,301,431	191.61%
<b>Total Other Financing Sources</b>	<b>\$ 102,819,101</b>	<b>\$ 78,153,944</b>	<b>24,665,157</b>	<b>31.56%</b>
<b>Total Revenues &amp; Other Sources</b>	<b>\$ 501,564,867</b>	<b>\$ 445,126,902</b>	<b>56,437,965</b>	<b>12.68%</b>



<b>Appropriations</b>	<b>FY12/13</b>	<b>FY11/12</b>	<b>inc(dec)</b>	<b>% Change</b>
General Fund	183,030,490	177,558,282	5,472,208	3.08%
Enterprise Funds	71,264,872	66,069,900	5,194,972	7.86%
Special Revenue Funds	42,292,467	41,864,099	428,368	1.02%
Debt Service Fund	22,240,813	19,618,400	2,622,413	13.37%
Capital Project Funds	96,642,090	55,670,604	40,971,486	73.60%
Internal Service	57,104,038	57,555,583	(451,545)	-0.78%
<b>Total Expenditures</b>	<b>\$472,574,770</b>	<b>\$ 418,336,868</b>	<b>54,237,902</b>	<b>12.97%</b>
<b>Other Financing Uses</b>				
Transfers Out	28,990,097	26,790,034	2,200,063	8.21%
<b>Total Other Financing Uses</b>	<b>\$ 28,990,097</b>	<b>\$ 26,790,034</b>	<b>2,200,063</b>	<b>8.21%</b>
<b>Total Expenditures &amp; Other Uses</b>	<b>\$501,564,867</b>	<b>\$ 445,126,902</b>	<b>56,437,965</b>	<b>12.68%</b>

There is \$2,000,000 in pay-go capital included in the FY13 budget, which is the same amount as last year.

**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, Human Services, Narcotics, Economic Development, Community Development, Hotel/Motel

Tax, Automated Traffic Enforcement and Tennessee Valley Regional Communications . Funding for all other designated funds are authorized by ordinance and restricted as to use. The 2013 budget for the Special Revenue Funds totals \$43,543,054. The Economic Development Fund accounts for \$0.25 of the City's share of the local option sales tax designated for economic development. These funds are earmarked to pay long term lease rental payments to fund the debt service for revenue bonds issued by the Chattanooga Downtown Redevelopment Corporation and other economic development initiatives. The Community Development Fund is used to account for Community Development Block Grants and other projects funded by the Federal Housing and Urban Development Programs.

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

**Primary Government**  
General Obligation Bonds

Governmental Operations Funds Debt	\$ 171,102,646
Enterprise Funds Debt	98,825,758
Other Self-Supporting Debt	138,014,470
<b>Total GO Debt</b>	<b>\$ 407,942,874</b>

At June 30, 2012, total outstanding debt for the primary government and component units was \$834,003,449 which is made up of the following:

(1) Amount includes \$100,531,340 in lease rental payable to CDRC to pay off the CDRC \$118,775,000 obligation

Revenue Bonds:	
EPB Revenue Bonds	301,655,000
Component Units:	
Chatt. Downtown Redevelopment Corp. <sup>(1)</sup>	118,775,000
Metropolitan Airport Bonds	5,630,575
<b>Total Revenue Bonds</b>	<b>426,060,575</b>
<b>Total Debt Outstanding</b>	<b>\$ 834,003,449</b>

The City anticipates issuing debt not to exceed \$55.6 million to fund the FY12/13 Capital Budget, including \$22.5 million of GO bonds and \$33.1 million state revolving loan which is self-supporting debt paid through the Interceptor Sewer System revenues.



**Capital Project Funds.** These funds are used to account for the financial resources used for the acquisition or construction of major capital projects. The approved Capital Budget for the 2013 fiscal year is \$52,486,090, all of which will be applied to General Government projects. This is a \$3,184,514 or 5.7% decrease from last year's approved budget of \$55,670,604.

**Enterprise Funds.** The City maintains five enterprise operations as part of the primary government. These funds are used to account for operations of entities that are financed and operated in a manner similar to a private business. User fees are charged to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. Combined Enterprise Funds' net assets at June 30, 2012 were \$561.7 million with a change in net assets of \$18.9 million. A brief discussion of the major operations follows:

The Electric Power Board is not presented because it is a separate administrative agency of the government, having exclusive control and management of the Electric Distribution System. It is the sole distributor of electric power within the boundaries of the City and County (600 square miles). It accounts for 89.1% of total Enterprise Fund operating revenues and reported a net operating revenue of \$11.3 million for the year ended June 30, 2012.

The Interceptor Sewer System provides sewer services to customers on a self-supporting basis utilizing a rate structure designed to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. The strong commercial, industrial and residential growth in the City and increased federal mandates have necessitated ongoing expansion of the Interceptor Sewer System. Their total assets account for almost 83.6 percent of total Enterprise Fund assets, excluding the Electric Power Board. Total approved budget for FY2013 including Debt Service and Capital is \$50,923,117, of which \$33,423,433 is for operations.

The Solid Waste Fund was established in accordance with state mandate. This fund accounts for the operations of the City's landfill. The FY 2013 budget is \$6,233,755. Landfill fees are charged to commercial customers for use of the landfill, while the cost of the City landfill needs are funded by the General Fund. The City has entered into a long term agreement to transfer solid waste from a centrally located privately operated transfer station to the City Landfill. A new cell is in its 2nd year of operation. At June 30, 2012, the fund had a deficit of \$3,081,771.

The Water Quality Management Fund accounts for the operations of the City's water quality management program as mandated by the Environmental Protection Agency and the state. Since the inception of this program in 1994, the investment in property, plant, and equipment has grown to \$41.5 million. The 2013 budget is \$15,558,000.

The Housing Management Fund accounts for the operations of Dogwood Manor, an apartment complex the City acquired from the U.S. Department of Housing and Urban Development. The complex provides low-income housing within the inner city for the elderly. Rental revenue of \$882,897 was reported for the year ended June 30, 2012.



**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 2013 budget is \$20,159,800. 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 2013 budget for the Liability Insurance Fund is \$730,000. The 2013 Health & Wellness Fund budget is \$36,214,238.

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

Retirement Plans. The City maintains three single-employer defined benefit pension plans and one Other Post Employment Benefit Trust which cover all employees. Each of these systems is maintained separately: one system (General Pension Plan) covers general City employees; a second plan covers employees of the Electric Power Board; and the third covers Firefighters and Police Officers and the fourth covers all city retirees from civilian and sworn service classifications. Each plan has its own consulting actuary. The following schedule shows the unfunded actuarial accrued liability (asset) for each fund at June 30, 2012.

*Trend Information:*

	Year Ended	Annual Cost (APC)	% APC Cont	Net Pension Obligation (Assets)
General	06/30/12	\$ 7,215,031	92.62%	(769,699)
Pension	06/30/11	\$ 6,340,774	69.02%	(1,302,008)
Fund	06/30/10	\$ 3,817,842	99.01%	(4,100,566)
Fire &	06/30/12	\$ 9,615,142	96.89%	(4,693,643)
Police	06/30/11	\$ 8,526,415	96.58%	(4,385,105)
Fund	06/30/10	\$ 7,818,280	107.01%	4,677,104
OPEB	06/30/12	\$ 14,169,688	100.84%	31,500,289
	06/30/11	\$ 13,718,933	110.75%	31,619,302
	06/30/10	\$ 18,190,921	57.30%	27,201,450

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

General Pension Plan. The City provides a pension plan for permanent general city employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of total earnings. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan, at an actuarially computed contribution rate of 13.65% for FY2013





Fire and Police Insurance and Pension Fund. The City Finance Officer is authorized to match the total salaries of all participants in the Fire & Police Pension Fund with a contribution from the General Fund total salary annually. The annual required contribution rate for FY2013 is 31.8%.

Electric Power Board Pension Plan. The Electric Power Board of Chattanooga is a single-employer defined benefit pension plan administered by an individual designated by EPB. The Plan provides retirement benefits to plan members. Plan members are not required to contribute to the Plan. EPB's contributions are calculated based on an actuarially determined rate, which is currently 9.83% 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 15.0% of their salary in the savings plan. EPB contributes up to 4.0% of an employee's salary after one year of employment.

The City maintains a single-employer defined benefit post employment health and medical care plan for retirees and their dependents. Substantially all of the City's employees may become eligible for benefits should they reach normal retirement age and certain services requirements. Retirees and beneficiaries are required to contribute specified amounts depending upon certain criteria and retirement date. Employees who retired prior to 2002 contribute an amount equal to the amount paid by active employees. If they retire after 2002 with 25 years of service or a job related disability, retiree contributes an amount equal to 1.5 times that of active employees: if less than 25 years of service or non-job relate 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 contribute to the Federal Medicare Insurance Trust Fund.

In 2008 the City established an OPEB Trust. This year's budget includes sufficient amount to fully fund the annual required contribution (ARC) to the trust. The City's ARC is calculated based on amount actuarially determined in accordance with the parameters of GASB Statement No. 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities over a period not to exceed thirty years.

### Per Capita Budget

The chart represents per capita expenditures by department over the past four years. The population figures used in calculations are shown in the chart below.

### 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.

Program	Actual FY09/10	Actual FY10/11	Budget FY11/12	Budget FY12/13
<b>Population</b>	<b>170,880</b>	<b>171,349</b>	<b>167,674</b>	<b>167,674</b>
General Government	247.40	240.27	284.24	316.68
Personnel	40.36	8.97	11.39	11.33
Neighborhood Services	27.73	31.39	21.40	19.71
Executive Branch	8.44	7.06	8.16	11.10
Finance & Administration	23.57	24.47	30.44	30.53
Police	265.73	309.13	324.09	332.22
Fire	163.76	195.65	221.05	226.07
Public Works	577.02	660.16	627.01	636.95
Parks & Recreation	78.78	89.81	97.42	96.45
Human Services	98.79	96.43	89.46	89.04
Education, Arts & Culture	13.82	12.87	13.71	14.58
General Services	80.65	90.22	99.84	107.00
Debt Service	93.19	117.99	117.00	132.64
<b>Total</b>	<b>1,719.24</b>	<b>1,884.42</b>	<b>1,945.21</b>	<b>2,024.30</b>

## General Fund Undesignated Fund Balance

One measure of a city's fiscal health is the level of its fund balance. The City's unaudited unassigned general fund balance at June 30, 2012 is \$45.5 million or 21.7% of undesignated general fund revenues and transfers in, or 19.6% of total unaudited general fund revenues and transfers in. The City strives to maintain an undesignated general fund balance of 20% of operating revenues and transfers in. City sometimes use fund balance to fund capital projects instead of adding new debt.

## Financial Reserves of Other Operating Funds

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

## Bond Ratings

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

## Conclusion

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

Respectfully submitted,

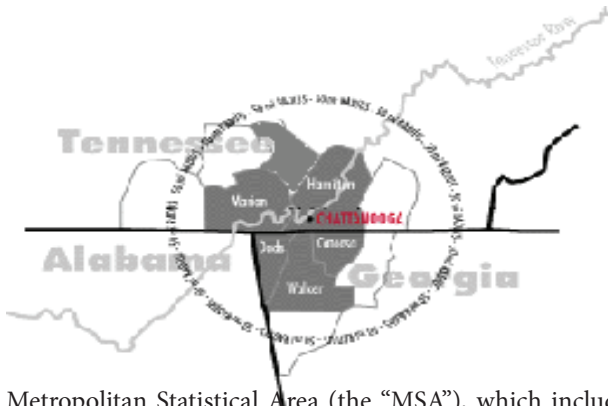


Daisy W. Madison, CPA, CGFM  
City Finance Officer



## History & Development

Founded in 1816, by the leader of the Cherokee Indians, Chief John Ross, the City of Chattanooga was created on the site of Ross's Landing trading post. Chattanooga, a Cherokee word for "Rock coming to a point" was incorporated under State of Tennessee Private Acts of 1839. Today the City serves as the County seat of Hamilton County, is commercially and industrially developed and is the center of a six-county



Metropolitan Statistical Area (the "MSA"), which includes Hamilton County and the counties of Marion and Sequatchie, Tennessee and the counties of Catoosa, Dade and Walker, Georgia. Located near the southeastern corner of the state on the Tennessee-Georgia border, the City encompasses an area of 145 square miles and a population of 167,674. The City is centrally located in relation to other major population centers of the southeast, being within a 150-mile radius of Knoxville and Nashville, Tennessee; Birmingham, Alabama; and Atlanta, Georgia. Over 11 million people live within a 2 to 2½ hour drive of Chattanooga.

## Form of Government

Date of Organization: 1839

Form of Government: Mayor/Council

The City operates under a Mayor/Council form of government. The Mayor, elected at-large, serves as the City's Chief Executive Officer and oversees the operation of all City departments. The Mayor does not serve as a member of the Council. The City Council is composed of nine members, with each member being elected from one of nine districts within the geographic boundaries of the City. The Mayor and Council are elected to four-year terms.

The City provides a full range of municipal services including, but not limited to, fire and police protection; sanitation services; construction and maintenance of highways, streets and infrastructure; recreation and cultural activities; public library; community development; planning and zoning; neighborhood services; social services; and general administrative services. It also operates a water quality program and a regional sewer and sewage facility system serving southeast Tennessee and northwest Georgia. The City is empowered to levy a property tax on both real and personal property located within its boundaries. It also has the power to extend its corporate limits by annexation in accordance with procedures under an "Urban Growth Plan" agreed to between the City and Hamilton County. Annexation proceedings began in 2009 for selected areas included in the Urban Growth Plan. To date the City has successfully annexed an additional 4.3 square miles including over \$73.4 million of appraised property value. An additional 0.6 square mile will be annexed in late 2012 with \$23.4 million of appraised value.

The City employs approximately 2,588 full-time equivalent employees. The City's Electric Power Board has an additional 499 employees.

## Industrial and Economic Development

While the past few years have been a fiscal challenge, both nationally and internationally, the Chattanooga area has performed better than most cities. We are fortunate that a diverse group of companies are either locating here or are expanding operations here. Chattanooga has transformed its reputation in economic development circles to that of a national leader. Dubbed the "undiscovered gem" of Tennessee by the New York Times, Chattanooga's rebirth has enjoyed great recognition on a national scale and has become a model for other cities with regard to urban renewal, demonstrating what occurs when dedicated people have a vision and take the necessary steps to realize that vision.

In the 1960s, Chattanooga was declared the nation's

dirtiest city. Soot from the iron mills stained the air, the river was tainted and its banks were an industrial wasteland. In 2008 Forbes magazine headlined that Chattanooga was, “Back on Track”. During the 1980s the City lost 10% of its population as manufacturing jobs drifted away. However since 2000 the population has rebounded. Due to strategic economic initiatives by federal, state and local leaders, the City is well positioned to navigate the current economic climate. U.S. Bureau of Labor Statistics estimates that the Chattanooga area added 1,800 jobs from June 2011 to June 2012 which accounted for nearly 5% of all the net new jobs in Tennessee in the past year. The rise in Chattanooga jobs over the past 12 months represented a 1% gain.

Over the past five years 130 new and expansion projects have been publicly announced bringing in over 11,338 new jobs and saving 655 additional jobs with a total investment of nearly \$2.2 billion. These projects run the gamut of retirement facilities, hotels, manufacturing, office buildings, retail, professional services, delivery services, customer service, etc.

In February 2011 ATN Hölzel GmbH, a German specialist in glue application and automation technology, announced plans to establish its U.S. presence in Chattanooga. This company is creating family-wage jobs for local residents through an enterprise which has excellent potential for additional expansion.

Amazon.com, Inc. finalized its commitment in December 2010 to establish two fulfillment centers in Tennessee, one at the Enterprise South Industrial Park in Chattanooga and the other in neighboring Bradley County. Amazon plans to invest a combined total of up to \$139 million to construct the two new facilities. The Chattanooga facility currently employs nearly 2,000 workers in addition to thousands of additional seasonal jobs during peak season. The new fulfillment centers were operational before the 2011 holiday season.

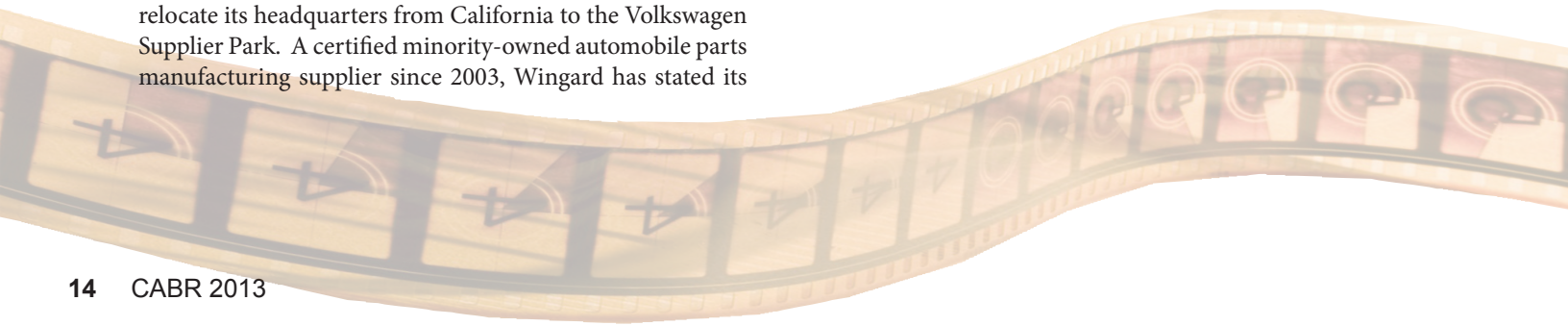
September 2010 was the announcement by IBI Power that it will locate its expansion to the Southeast in Chattanooga. The expansion represents an investment of \$5 million and will create at least 60 new jobs. IBI manufactures metal generator enclosures, metal equipment centers that hold electronic switchgear components and metal battery housings and control buildings, among other products. Important considerations in the decision to locate in Chattanooga include the regions numerous companies in the metal industries, a skilled workforce and a superior transportation network. Wingard Quality Supply announced in August 2010 that it will relocate its headquarters from California to the Volkswagen Supplier Park. A certified minority-owned automobile parts manufacturing supplier since 2003, Wingard has stated its

intention to hire locally.

In April 2010 Volkswagen Group of America announced tenants selected to locate in the on-site supplier park. Suppliers include Faurecia (EMCON), MTEK, and Thyssen Krupp. Magna Seating, an operating group of Magna International, and Hollingsworth International, a leading provider of industrial supply chain management, announced in March 2010 they have formed a joint venture, called Chattanooga Seating Systems, to supply Volkswagen Group of America with complete seat systems. Hollingsworth Logistics Group is a certified minority Native American company which has provided logistics support to the automotive industry for over 25 years.

Key to the growth in the Chattanooga area was the development of Enterprise South Industrial Park (ESIP). Through collaborative efforts of the federal state and local governments, the old Volunteer Army Ammunition Plant site has been developed into this top tier industrial park. The site is now home to Volkswagen Group of America, their supplier park, Amazon.com, Gestamp, TAG Manufacturing and others with an additional 1,400 acres being prepared for use. The Foreign-Trade Zone (FTZ) in the Chattanooga metropolitan area has been expanded by an additional 5,000 acres to include ESIP. This expanded FTZ allows Chattanooga to remain competitive in regional and U.S. markets; it encourages more business and commerce in the southeast Tennessee region and serves as an excellent business recruiting tool. The developable acres at ESIP are surrounded by a 2,800 acre passive recreation area. The site is located within 2 miles of Interstate 75 and is served by a new parkway and interchange.

Chattanooga’s central location makes it a perfect distribution center for the eastern United States. Supplies and products for industry flow easily to and from the Chattanooga area by way of an extensive network of highway, water, air and rail transportation systems. Employment in the Chattanooga area is diverse with no single dominating industry. The employment sectors are trades, transportation, and utilities (20.5%), government (15.0%), manufacturing (13.7%), professional and business services (17.1%), educational and health services (13.4%), leisure and hospitality (11.2%) and other (26.4%). Advantages such as ample utilities, an efficient transportation system, abundant natural resources, a trained labor force and centralized location make Chattanooga a diversified and profitable business location. Amid continued concerns about the national economy, Chattanooga is moving forward and is expected to continue the growth trend.





## Transportation

Chattanooga has a strong history in the transportation arena. While railroads made Chattanooga prosperous in the 1800s, they also made it a military target during the Civil War. In the twentieth century the area became a major intersection in the Southeast with the advent of the interstate system with excellent north/south access via I-75 and I-59 and east/west access via I-24. Chattanooga is home to more than seventy common and contract carriers, including two of the nation's top transportation companies.

Railroads still play an important role in Chattanooga's transportation with dual-rail transport provided by Norfolk Southern and CSX Transportation. An additional twenty-three miles of track was recently laid linking with both Norfolk Southern and CSX; this new rail connection serves all the companies located at ESIP.

Because of Chattanooga's proximity to the Tennessee River, there is easy access to 16,000 miles of navigable waterways. River navigation has contributed greatly to the economic and industrial development of the Tennessee Valley as a whole and directly to the development of Chattanooga and was recently used to transport the first turbine manufactured at Alstom.

The City is one of the region's major transportation hubs. The Chattanooga Metropolitan Airport, which is easily accessible due to proximity to the intersection of I-24 and I-75, is a full service airport providing facilities for the general aviation sector, as well as the commercial passenger sector for southeast Tennessee and north Georgia.

Air transportation services are provided by Lovell Field, which is operated by the Chattanooga Metropolitan Airport Authority. Currently, Lovell Field is served by Delta Airlines to Atlanta and Detroit, USAirways to Charlotte and Washington, D.C., American Eagle to Chicago and Dallas and Allegiant Air to Orlando and Tampa Bay. The Chattanooga Metropolitan Airport saw 4.33 percent enplanement growth in 2011 with passenger boardings reaching 304,016. Total passenger traffic (enplanements and deplanements) through the Chattanooga Metropolitan Airport in 2011 came to 608,886. Privately owned and operated airport facilities include Collegedale Municipal Airport and Dallas Bay Skypark. All airport facilities are conveniently located from the downtown area of the City and provide such services as aircraft sales, instruction, charter services, fueling and maintenance of aircraft.

In addition to the City's service by three interstate highways, seven U.S. highways and five State highways, there is one

interstate bus line that operates from the City to all other major cities. Local mass transportation service is furnished by the Chattanooga Area Regional Transportation Authority. Multiple daily departures are made via privately operated shuttle service to and from major metropolitan areas surrounding Chattanooga, such as Atlanta and Nashville.

In addition, channelization of the Tennessee River to a nine-foot minimum navigable depth from its junction with the Ohio River at Paducah, Kentucky to Knoxville, Tennessee gives the City the benefits of year round, low-cost water transportation and a port on the nation's 10,000 mile inland waterways system. This system, formed largely by the Mississippi River and its tributaries, effectively links the City with the Great Lakes in the north and the Gulf of Mexico in the south, with cargo passing through the lock with origin or destination in 17 states. Road and bridge relocation, the first step in replacing the Chickamauga Lock, has been completed. When completed, this project will bring the upper Tennessee lock system into conformance with the lower Tennessee lock system and enhance barge traffic in the region.

For several years Chattanooga has been a driving force in the high speed rail initiative connecting Atlanta and Chattanooga. With population growth projections indicating Atlanta and Chattanooga will continue to have significant growth toward one another, it is important we plan now for our future mobility in the region. Chattanooga continues playing a key role in the Atlanta-Chattanooga High Speed Rail corridor project. The Georgia Department of Transportation (GDOT) as the lead agency for the Project has submitted a draft administrative report to the Federal Rail Agency (FRA) on the Tier 1 Environmental Impact Study (EIS) required by FRA. Discussions between FRA and GDOT regarding procedures for moving the project forward are to be completed prior to GDOT's accessing \$13.8 million in Federal Maglev Development Program funds for completion of the EIS requirements. Matching funds in the amount of \$3.3 million have been raised for accessing the federal funds with the Tennessee Department of Transportation (TDOT), City of Chattanooga, City of Atlanta and the State of Georgia participating.

An earlier feasibility study to extend the corridor on to Nashville from Chattanooga was successfully completed by the Arcadis Group under the direction of Chattanooga's Enterprise Center indicating enhanced ridership revenue from Nashville with the connection into Atlanta. Recently, with FRA funding, GDOT contracted with the HNTB Group to examine the feasibility of extending the corridor

on to Louisville. The study was successfully completed with Chattanooga's Enterprise Center and TDOT as participants.

## Manufacturing

Manufacturing is a proud part of Chattanooga's past and an essential key to its future. In the early part of the twentieth century, Chattanooga built a foundation of prosperity on a diverse manufacturing base that made every kind of product imaginable, including engines, synthetic silk, furniture and baked goods. Successful economies are always built on existing foundations such as this. Today Chattanooga continues the tradition of innovation as companies locate and expand here to produce products for the new millennium.

Chattanooga's strong manufacturing tradition gives us a head start in creating successful modern manufacturing operations for the 21st Century. The Chattanooga area has a workforce with experience and skill in manufacturing greatly due to local post-secondary programs. Education is targeted toward our manufacturers through Chattanooga State's Industrial Training Programs and the University of Tennessee at Chattanooga's (UTC) Engineering Program. Chattanooga State is in the top tier among schools with similar offerings and has programs that can be customized to meet the needs of individual manufacturers. The National Center for Computational Engineering, located at UTC, is a world-class computer simulation program that has the ability to proto-type new products for manufacture and serves as a magnet for new industrial talent and ideas.

## Future Oriented Economic Growth

While Chattanooga has a proud manufacturing heritage and an impressive manufacturing base, many believe future oriented economic growth requires at least a partial shift to producing knowledge and intangible services. In this area Chattanooga is far ahead of almost everyone. Because of Chattanooga's reputation for technological innovation, we joined two other U.S. cities as one of the world's seven smartest cities in 2011 as determined by the Intelligent Community Forum (ICF), a New York-based think tank that studies 21st Century growth within the global community.

Chattanooga has engendered outstanding transformation over the last several years by using innovative technologies to create jobs. We've earned our place on the international map and expect to continue making waves in the global community as we pursue further leadership in 21st Century. Chattanooga was praised for leveraging some of the latest

information and communications technology to spark job creation. Our participation in the ICF intelligent communities' process supported our efforts to communicate Chattanooga's tremendous technology story. Our community has established a national reputation for its quality of life and an international business brand by recruiting world-class companies. Now we're capturing headlines for pioneering the uses of next generation data infrastructure.

The infrastructure for much of this transformation is the smart grid developed by EPB, the city-owned electric utility. Discussion of smart grid technology usually centers on the automated meter infrastructure program. The smart grid developed by EPB goes beyond automated metering to built-in intelligence that reorients itself to find alternative paths for electricity when there are power outages. This is an integral need for the growing manufacturing community. Chattanooga won national recognition with the Cornerstone Award for deploying America's largest and fastest fiber-to-home network at the 2011 Broadband Properties Summit held in Dallas. The award is the latest in a string of national and international awards recognizing Chattanooga's fiber optic network, which is capable of delivering gigabit Internet speeds to every home and business in a 600 square mile area. EPB became the first in the nation to offer this speed of internet service.

The ICF honored the City of Chattanooga for having the Coolest Broadband App for deploying an ultra high-speed wireless network called the mesh network. Access points are being installed throughout the city with plans to cover Chattanooga's entire homeland security district in wireless coverage. The mesh network can be used for enhancing public services ranging from smarter traffic controls to better coordination of police, as well as dozens of other services. Police are experimenting with a device that uses a laser to digitally record every aspect of a crime scene in 3-D, allowing investigators to navigate the scene in 3-D to analyze clues previously missed.

Chattanooga is home to the National Center for Computational Engineering (the SimCenter) at the University of Tennessee at Chattanooga. The SimCenter is a center for integrated research and education whose primary goals are to establish next-generation technologies in computational modeling, simulation and design, to educate a new breed of interdisciplinary computational engineer, and to provide consequent leadership and national impact in critical technology areas. It has established a national reputation for excellence in solving real-world engineering problems in diverse fields such as hydrodynamics, aerodynamics, propulsion, heat transfer, electromagnetics, and computational design optimization. The SimCenter serves as the



focal point for a new university-based technology community which makes Chattanooga a significant part of the Tennessee Valley Technology Corridor and will strengthen the high-technology intellectual base of Chattanooga to stimulate and support ongoing economic development initiatives.

Chattanooga continues to distinguish itself for offering a technology platform that sets us apart from every other community in the U.S. and all but a handful in the world. The high-speed internet is connecting the entrepreneurial community in Chattanooga to the global economy. We are the best place in America for entrepreneurs who are working to define the future of the Internet as everyone else will experience it in five to ten years.

Another technology project is the North Shore street light project. Induction lights and LED street lights are being installed to replace outdated high pressure sodium lights with radio controls. The use of radio controlled lights offers operators point-to-point real time communication with individual light data. They can quickly spot and correct malfunctions as well have control over a full range of safety and emergency settings such as brightness and strobe settings. This point-to-point communication allows safety personnel to easily identify emergency locations and quickly program the lights to aid in evacuation efforts including a sequential pulse to indicate a disaster evacuation route or to lead emergency vehicles to the scene of an accident. Energy efficient lights are expected to reduce energy consumption 64% and create positive effects for our environment. Also because LED and induction lights have a longer life span than traditional lights, the City anticipates savings in maintenance costs. This pilot project could be a first step to replacing all of the street lights in the city.

### **Downtown Development**

Chattanooga's Waterfront has been heralded as a model of urban renewal. Southern Living in July 2007 said: "An utterly inspiring turnaround. Chattanooga proves that a vision, a plan, and a community that cooperates can make big dreams happen." The key to Chattanooga's renaissance, which began in the mid 1980's, was the realization of the importance of our downtown. The Moccasin Bend Task Force was appointed by local governments to lead the community in an inclusive planning process to outline future development plans for the river corridor between the Chickamauga Dam and the Marion County line. The visionary plan which grew out of the task force has reconnected the City to the magnificent Tennessee River. It has resulted in the City making over its image, founding new

sources of pride for its citizens and fueling the engine for central economic development.

The first phase of this development resulted in the Tennessee Aquarium, the Tennessee Riverpark, the Walnut Street Pedestrian Bridge and Coolidge Park. Hundreds of millions of dollars were invested in this necklace of recreation, historical exhibits, new housing, museums, working industry, hotels, shopping and tourist attractions along the banks of the river. The next phase of the plan began during the late 1990's in the Southside Redevelopment District, a large former industrial area south of the central business district. This phase of the plan provided an opportunity to create a model community by rebuilding the district's job base and revitalizing housing opportunities. In the heart of the district is a convention center and conference center complex. The final step of the master plan was completed in 2005 with the 21st Century Waterfront Development. The \$120 million, 129-acre vision, capitalizing on the public/private partnerships that have made Chattanooga a model for urban revitalization, transforms the downtown riverfront with a careful combination of development, preservation and enhancement that honors the history and beauty of the area. The waterfront development included expansion of the Tennessee Aquarium and the Hunter Museum of American Art, renovation of the Creative Discovery Museum, enhanced public spaces along both shores of the Tennessee River, and a dramatic underground passageway to the river marking the beginning of the Trail of Tears. The City's share was approximately \$70 million. Now it is time for the next great master plan.

The seal of Chattanooga depicts a large bend of the Tennessee River as seen from Lookout Mountain. This area of the river is called Moccasin Bend and has distinct geographical attributes which have made it of strategic importance as a crossroads within the North American continent throughout the centuries. As a result, the area contains a unique array of contiguous prehistoric and historic sites which chronicle important aspects of human history. Because of the extraordinary density, complexity and integrity of sites which include Native American villages, the remains of Civil War earthworks and other sites of national significance, in 2003 approximately 755 acres were designated as the Moccasin Bend National Archeological District, a unit of the National Park System.

An integrated conceptual plan is in design for the next phase of downtown development for the gateway to the new Moccasin Bend National Archeological District. This integrated plan will help guide future development, identify and design high



quality public spaces, identify potential connections and protect the integrity of our natural and cultural resources. We have much to look forward to as we work with the Friends of Moccasin Bend National Park to construct a cultural/visitor center on Moccasin Bend. This new facility, along with other interpretive features, will allow Chattanooga to showcase the history of this special place for the benefit of both the American public and international audiences. With evidence of over 12,000 years of human occupation, overlaid by the Trail of Tears and Civil War artillery emplacements, and complemented by outstanding views of the Tennessee River and surrounding mountains, Moccasin Bend provides a unique experience for visitors to downtown Chattanooga.

Our downtown renaissance is a monumental turnaround. Most of the vital attractions, stores and restaurants in the downtown core are either housed in former railroad and warehouse infrastructure or are built on top of industrial sites, which was all part of the plan to bring people back to downtown. The heart of Chattanooga is now a popular tourism, entertainment and residential place, as well as the business hub of the region.

One of the new and exciting projects underway is Cameron Harbor, a mixed-use development on the Tennessee River opposite Moccasin Bend National Park that sits on a 9-acre former industrial tract. Cameron Harbor will be an extension of the city's waterfront project, creating a resort atmosphere on the river in the heart of downtown. The mixed-use development consists of townhouses, a hotel, a restaurant, and a marina. The Townhomes at Cameron Harbor will be assorted styles of architecture with a touch of coastal ambiance, dubbed "Tennessee coastal". Prices will range from \$1 million to \$1.8 million with 2,500 to 4,200 square feet per unit. The townhouses will be LEED certified and will have broad porches with views of the river. The hotel is the first built on the city's downtown waterfront. Most rooms will feature magnificent river views; the hotel will have about 3,000 square feet of meeting space and will include a visually stunning piazza overlooking the river. A world-class restaurant, also planned on the water, will share the piazza of the hotel and will be built predominately of glass to maximize river views. The city is expanding the marina at Ross's Landing by 65 boat slips providing the townhomes convenient access to the Tennessee River as well as providing rental and transient boat slips. The Riverwalk will be extended from the 21st Century Waterfront Project at nearby Ross's Landing and will eventually connect to Alstom Power further downstream.

### **Impact of Tourism On the Economy**

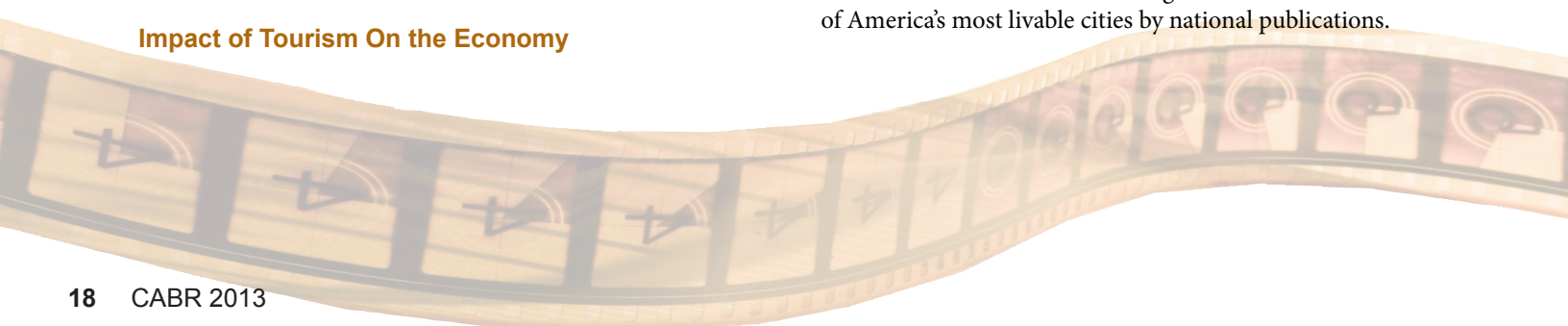
Chattanooga is a source of pride for its citizens and a hub for activity, whether in the Southside, on the NorthShore or at the waterfront. The reclamation of the riverfront for public use was recognized by the CBS Morning Show and has made Chattanooga a model eco town and tourist hotspot. American Style Magazine ranked Chattanooga as the number two mid-sized city arts destination. Outdoor Magazine and Runner's World have featured the outdoor activities that help attract millions of visitors to Chattanooga each year. National Geographic has included the area in one of only 15 geotourism mapguides in the world, spotlighting this region as one of the treasured natural places on the globe.

Top sporting events recently held in Chattanooga were the Head of the Hooch, Amateur Softball Association (ASA) national championships and the National Softball Association (NSA) World Series. Head of the Hooch is a rowing regatta that features teams from across the country and around the world and is held in November. This two-day event is the second largest rowing event in the country. The ASA Girls' Class "A" 16-Under Fast Pitch national championships were held at Frost Stadium and Summit of Softball, both city-owned complexes. This was the most attended recruiting tournament in the nation and drew players from all 50 states and Canada with over 170 teams participating and 300 college coaches present. The NSA Girls' Glass "A" fast-pitch world series for ages 10, 12, 14, 16 and 18 brought over 150 teams to Chattanooga.

Events like these bring an influx of visitors. According to the Chattanooga Area Convention and Visitors Bureau, Chattanooga attracts 3 million visitors annually. This translates into upwards of \$762 million and employs over 7,500 people. The impact of tourism has a bottom-line impact on the City of Chattanooga's budget; for fiscal year 2012 hotel-motel tax revenues rose over 5 percent.

### **Quality of Life**

Chattanooga has done its share of "big project" strategies, such as the waterfront expansion, but city leaders have also paid attention to less conspicuous things that enhance the quality of life for all citizens. Chattanooga has electric buses with routes that run every five minutes on major downtown streets and is the first city in the nation to have a one gigabit per second Internet service available to the entire community. Surrounded by the breathtaking natural beauty of the Tennessee Mountains, Chattanooga has been named as one of America's most livable cities by national publications.



## Recreation and Arts

Chattanooga has undergone an amazing transformation over the last twenty years and has received numerous accolades. National Public Radio Morning Edition acclaimed Chattanooga's strong sense of community, beautiful natural landscapes, civic pride and the ability to solve problems. Chattanooga has twice been designated by Outside Magazine a top city to "Live Big, Play Hard, and Work (if you must)" because of the unlimited options for climbing, caving, biking, hiking, paddling and an expansive park system.

The Wall Street Journal featured Chattanooga in a special section about U.S. cities who are benefiting from the expansion of arts and cultural venues. American Style magazine placed Chattanooga near the top for mid-size cities for the arts. Chattanooga's commitment to the arts has helped draw artists and art lovers to take up residence here. As a result art is everywhere from the side of a walking path to downtown sculptures; even distance on the Riverwalk is marked by colorful metal sculptures.

The Bluff View Art District is a historic neighborhood with restaurants, a coffee house, art gallery, historic bed and breakfast and plazas. Master gardeners tend to the dramatic landscaping features, including the award-winning River Gallery Sculpture Garden, noted by the Smithsonian in its Archive of American Gardens. The Southside, with its historic buildings, industrial architecture and revitalized community, has become a hub to experience boutique shopping, an array of cuisine, public art, working studios and fine galleries.

## State and Local Economy

We've raised Chattanooga in the national consciousness; major publications are including us at the top of their lists for quality living and economic potential and our community has recruited a number of companies with world-wide name recognition. This is reflected in the unemployment rate for Chattanooga. Unemployment within the Chattanooga MSA as of June 2012 was at 8.2%, compared with 8.1% for the State of Tennessee and 8.2% for the nation.

The City's two largest local revenue sources are sales and property taxes. The local option sales tax rate is 2.25 percent county-wide. By state law, 50% of the county-wide local option sales tax is dedicated to schools. The City earmarks .25 percent of its share of the local option sales tax for economic development. In 2010 the property tax rate was lowered to \$1.939 per \$100 of assessed valuation due to reappraisal of all property in Hamilton County to 100 percent market value. This was the lowest tax rate for the City since 1958 largely due

to growth in the economic base. The current property tax rate, increased in FY2011, is \$2.309 per \$100 of assessed value.

Hamilton Place Mall, Tennessee's largest shopping destination has brought in many tourists and locals with its mix of new and familiar stores and restaurants. The 1.2 million-square-foot mall, which opened in 1987 and was renovated in 2011, has over 200 stores and 30 restaurants. CBL and Associates, the mall's owner and developer of major retail space nationwide, maintains their national headquarters on a multi-acre site on the south perimeter of the mall.

The City's capital initiatives reflect its continual commitment to economic development and long-term sustainability of the City. In addition to the operating budget, over \$96 million was appropriated for major initiatives in fiscal year 2013. Major projects include \$23.3 million for public infrastructure such as paving, road improvements, and sidewalks; \$1.9 million for technology upgrades; an additional \$7.4 million for a Regional Intelligent Traffic System; \$2.0 million for a Health & Wellness Center; \$2 million for fleet replacement; \$2.6 million for various parks and recreation projects; \$3.2 million in public safety projects such as a new firing range; \$0.3 million for building repair; \$8 million for riverfront repairs; \$38.5 million for Interceptor Sewer; \$5.7 million to update water quality/storm water infrastructure, and \$1.1 million for other capital projects.

## Revitalization of Neighborhoods

The Southside area of Chattanooga that once flourished with the railroads and industry was home to hotels, business and the famed "Chattanooga Choo-Choo". Main Street has new life and a strong sense of community. Many artists are choosing to live and work here and developers are committed to using the historical buildings for new purposes while preserving greenspaces. A grant from National Endowment for the Arts, along with local private dollars, will be used to create the Main Terrain, a new urban park in the Southside. The grant was awarded to communities that have created public-private partnerships designed to improve the arts while impacting the social, physical and economic characters of their neighborhoods, towns, cities and regions. The park will feature interactive sculptures that encourage physical play and fitness.

Chattanooga's Renewal Community Program, which began in 2002 and expanded in 2006, creates jobs by providing federal tax savings to individuals who invest in, conduct business in, and/or hire residents from the designated renewal community areas. The program advances the creation of livable and vibrant communities through public-private partnerships that



encourage affordable housing development, support school improvements, and foster economic growth where families can flourish. One of the recent expansions mentioned earlier, Designed Alloy Products, is a result of the renewal community program in the Alton Park community.

The NorthShore is neighborhood beautifully situated on the Tennessee River that has resurged as a result of downtown development. This neighborhood, perhaps Chattanooga's most eclectic, boasts Victorian-style houses and small bungalows along with luxury condominiums. Here you will find boutiques, restaurants, coffeehouses, galleries, salons and day spas, and even dance steps on the sidewalk. The Chattanooga Theatre Centre, Coolidge Park and the Walnut Street Pedestrian Bridge are all within walking distance. Chattanooga Neighborhood Enterprise (CNE) has a mission to eliminate substandard housing and promote homeownership. Built on the premise that homeownership is the key to stable neighborhoods, CNE has moved into neighborhoods often overlooked by conventional banks to offer many different programs and services such as home buying assistance, home improvement assistance, weatherization programs and loan assistance. CNE, which has touched almost every neighborhood in the city, is currently focusing on the Orchard Knob area to rebuild 100-year old dwellings. They are adding energy-efficiencies while retaining original wood and wrought-iron features where possible. Emphasis on sustainability

Chattanooga is a national example of how good business practices and good environmental practices can go hand in hand. Chattanooga pioneered sustainable building practices in signature developments such as the Development Resource Center, The Chattanooga Convention Center and EPB's headquarters and is competing on a global basis for investments in clean technology. This existing culture of environmental awareness has made sustainability a standard operating procedure.

Chattanooga boasts one of the nation's top-ten green convention centers. The Chattanooga Convention Center was the first in the nation to incorporate a farm-to-table program, providing fresh produce, bread, meats, cheese and coffee from local and in-state purveyors. Station Seven at Enterprise South received LEED Gold and Station Three in Tiftonia is completed and under review for LEED certification.

BlueCross BlueShield of Tennessee committed to achieve gold certification for their recently completed headquarters on Cameron Hill. Today they are the largest LEED gold-certified corporate campus in the state and the second largest in the nation. Alstom followed LEED guidelines during construction of their expansion to achieve the largest gold certified manufacturing sites in US and is an exemplary leader as a non-impacting facility on the environment. Volkswagen, who was LEED aggressive in building the assembly plant, was awarded the 2011 Governor's Environmental Stewardship Award for Building Green.

The list of LEED certified building includes the only gold-certified shopping center in the region located in the NorthShore, the City's Outdoor Chattanooga headquarters, a private school's new residence hall, multiple banks, a cinema, business offices and condos. Other businesses have recognized the benefits of solar projects including restaurants, museums, manufacturers, grocers, and professional service groups. As of mid-2012, there were twenty-four LEED, solar and green roof projects either completed or underway in Chattanooga. All of these recognize the need to be thoughtful stewards of the environment, both to protect our natural resources and to reduce energy costs.

The City of Chattanooga participates in the Tennessee Stormwater Excellence Program, an initiative designed to educate and coordinate engineers, buildings and regulators in building approaches that help limit pollution from water running off parking lots and buildings following heavy rains. This is a pioneering new partnership between business and government.

A growing movement committed to increasing the production and consumption of local food in the Chattanooga region was launched in 2010. Production and consumption of local food bolsters the economy, helps conserve the environment, promotes good health and builds community. Food artisans, farmers markets, grocers, restaurants and community gardens all participate in the program.

Chattanooga was chosen as one of seventeen cities to be part of the ECOTality program launched by the U.S. Department of Energy. Since most of the participating cities are located among the west coast, this is indeed an honor. Currently there is a free charging station at one of the downtown hotels with plans to expand to tourist destinations on Lookout Mountain as part of the program.



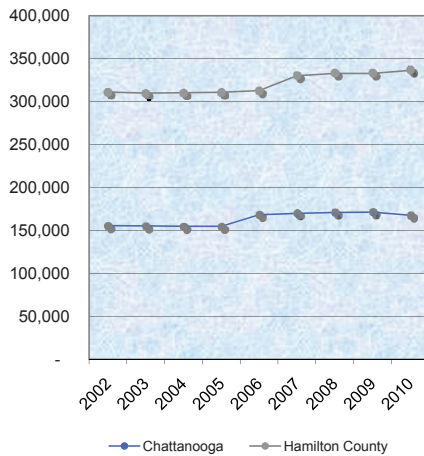


## Demographics

Population		
	Chattanooga	Hamilton County
2002	155,582	311,178
2003	155,289	309,956
2004	154,853	310,371
2005	154,762	310,935
2006	168,293	312,905
2007	169,884	330,168
2008	170,880	332,848
2009	171,349	332,848
2010	167,674	336,463

Source: U.S. Census Bureau

During 2002 thru 2010, the population for Chattanooga increased 7.8 percent and Hamilton County showed an increase of approximately 8.1 percent.



### Land Area and Usage

Area in Square Miles

1950.....	28.0
1960.....	36.7
1970.....	52.5
1980.....	126.9
1990.....	126.9
2000.....	144.1
2010.....	144.9

The county's land use is predominately agricultural woodland with approximately 587 square miles or 21.2% having been developed.

Miles of Streets (Inside City).....	1,151
Miles of Streets (County-wide).....	2,829

### Elections (County-wide):

Registered Voters.....	217,312
Votes Cast in Last Major Election (Aug 2012).....	50,562
Registered Voters Voting.....	23.41%

### Racial Composition

Hamilton County, Tennessee	Hamilton County	Tennessee
White persons, percent, 2010 (a)	73.9%	77.6%
Black persons, percent, 2010 (a)	20.2%	16.7%
American Indian and Alaska Native persons, percent, 2010 (a)	0.3%	0.3%
Asian persons, percent, 2010 (a)	1.8%	1.4%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	0.1%	0.1%
Persons reporting two or more races, percent, 2010	1.7%	1.7%
Persons of Hispanic or Latino origin, percent, 2010 (b)	4.5%	4.6%
White persons not Hispanic, persons, 2010	72.0%	75.6%

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

Source: US Census Bureau State & County QuickFacts, June 2011

### Housing Costs

Year	Median Sale Prices
2007	\$130,900
2008	\$131,870
2009	\$122,600
2010	\$121,400
2011	\$121,400

Source: Chamber of Commerce Community Profile July 2012

## Service Statistics

### Education

There are 77 public schools in the Hamilton County School System. The type and number of schools in the County are as follows: Elementary (44); Middle (12); High (21). Based on the 20th Day Enrollment Report for the 2012-2013 school year, a total of 42,705 students are served by this system.

There are 41 private and parochial schools in the Chattanooga area with combined enrollment of 11,720 students.

### Facilities

#### Convention & Meeting Facilities (Capacity)

Soldiers and Sailors Memorial Auditorium (4,843); Chattanooga-Hamilton County Convention & Trade Center



(312,000 sq. ft.); Tivoli Theater (1,800); McKenzie Arena (12,000); Engel Stadium (7,000); Finley Stadium (20,000); The Chattanooga (25,000 sq. ft.); AT&T Field (6,300).

**Cultural Activities & Facilities**

Hunter Museum of American Art, Houston Museum of Decorative Arts, Bluff View Art District, Chattanooga Ballet, Chattanooga Theatre Center, UTC Fine Arts Center, Chattanooga Symphony and Opera Association, Arts & Education Council, Chattanooga Boys Choir, Chattanooga Girls Choir, Bessie Smith Performance Hall, African-American Museum, Oak Street Playhouse, Creative Discovery Museum, Regional History Center, Tennessee Valley Railroad Museum.

**City-County Recreational Facilities**

- 98 Parks
- 13 Private/11 Public Golf Courses
- 8 Country Clubs
- 17 Community Centers
- 140 Hotels and Motels (9,000+ total rooms)

**Customer Services**

Electric Power Board:  
 Electric Customers.....172,439  
 Electric Rate for residential.....\$0.1022/kw-hr

Public Works:  
 Solid Waste Accepted at Landfill (tons).....68,336  
 Miles of Pavement Markings (Center line).....500 miles  
 Signalized Intersections.....320

Interceptor Sewer System:  
 Net Assets.....258 million

**Volumes:**

- ◆ Approx. 69.7 MGD or 25 billion gallons per year
- ◆ 55 mil lbs/yr BOD removed at 95.1% efficiency
- ◆ 74.6 mil lbs/year TSS removed at 94.2% efficiency
- ◆ 71,762 tons/yr biosolids land applied
- ◆ 4.5 million gallons of septage per year

**Waste Load Distribution:**

- ◆ 50% Domestic Waste approx. 220,000 persons
- ◆ 50% Industrial Waste 79 permitted industries

Areas Served other than city.....11

Sewer and Pump Stations:  
 Miles of sewer.....1,263  
 Diameter.....2 to 96 inches  
 Major Pump Stations.....8  
 Minor Pump Stations.....62  
 Residential/Grinder Stations.....195  
 Combined sewer overflows.....9

Police Protection:  
 Sworn Officers.....475  
 Crime Index (CY11).....12,037  
 Crime rate (per 1,000 pop.-CY11).....72.78  
 Parking Violations (CY11).....34,969  
 Moving Violations (CY11).....67,098  
 Calls for Service (CY11).....218,408

Fire Protection:  
 Sworn Officers.....429  
 Fire Stations.....19  
 Front Line Ladder Trucks.....2  
 Front Line Fire Engines.....11  
 Front Line Quints (Engine/Truck Combination).....13  
 Fire Responses.....8,545  
 EMS Responses.....7,857  
 Average Response Time (minutes).....5:11

**Economic**

Bond Ratings  
 Fitch.....AA+  
 Standard & Poor's.....AA+

Building Permits Issued & Value  
 2002.....2,330.....\$287,929,751  
 2003.....2,596.....\$345,528,832  
 2004.....2,500.....\$347,658,477  
 2005.....2,678.....\$388,424,847  
 2006.....2,667.....\$415,215,320  
 2007.....2,387.....\$673,609,683  
 2008.....1,186.....\$347,269,516  
 2009.....1,360.....\$435,957,827  
 2010.....1,896.....\$266,466,115  
 2011.....2,105.....\$392,043,677

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

Source: Land Development Office

## Largest Employers in the Chattanooga Area

The largest employers within the Chattanooga area in the manufacturing and non-manufacturing sectors in 2012 were:

### TOP NON-MANUFACTURERS

<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
Hamilton County Dept. of Education	6,075	Elementary & Secondary Schools
BlueCross BlueShield of Tennessee	4,376	Health Care Financing
Tennessee Valley Authority	4,222	Utility - Electric Service
Erlanger Health System	3,863	Hospital
Memorial Health Care System	3,766	Health Care
Unum	2,800	Insurance
City of Chattanooga	2,693	Government
Hamilton County Government	1,942	Government
CIGNA HealthCare	1,375	Health Services
Amazon.com.dedc LLC	1,207	Fulfillment Center

### TOP MANUFACTURERS

<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
McKee Foods Corporation	2,950	Cakes & Cookies
Volkswagen Chattanooga	2,487	Automobiles
Pilgrim's Pride Corporation	1,700	Poultry Producer, Processor
Astec Industries, Inc.	1,335	Asphalt & Construction Equipment
Roper Corporation	1,200	Cooking Products
Chattem, Inc.	637	Health & Beauty Aids
Koch Foods, LLC	592	Poultry Producer, Processor
Chattanooga Coca-Cola Bottling Co.	485	Soft Drinks
INVISTA	444	Nylon Fiber
Komatsu America Corp.	440	Heavy Construction Equipment

Source: Chattanooga Chamber of Commerce Major Employers List -2012. Includes part-time employees.



# City Officials as of July 1, 2012

**Mayor:** Ron Littlefield  
**Chief of Staff:** L. Dan Johnson  
**City Council:**

Deborah Scott	District 1	Carol Berz	District 6
Sally L. Robinson	District 2	Manuel Rico	District 7
Pam Ladd*	District 3	Andrae McGary	District 8
W. Jack Benson, Sr.	District 4	Peter Murphy**	District 9
Russell Gilbert	District 5		

\*Chairman

\*\*Vice-Chairman

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

**Legal:** Michael McMahan, City Attorney

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



## Department Administrators and Directors:

### Finance & Administration:

Daisy W. Madison, CPA, Administrator  
 Vickie C. Haley, CPA, Deputy Finance Officer

### Police:

Bobby Dodd, Chief  
 Tommy Kennedy, Deputy Chief

### Fire:

Randall Parker, Chief  
 Lamar Flint, Deputy Chief

### Public Works:

Steven C. Leach, Administrator  
 Donald L. Norris, Deputy Administrator

### Parks & Recreation:

Larry Zehnder, Administrator

### Human Services:

Ron Swafford, Administrator  
 Donna Stone, Assistant Administrator

### Personnel:

Donna Kelley, Administrator  
 Susan Dubose, Deputy Administrator

### Neighborhood Services:

Beverly P. Johnson, Administrator  
 Anthony O. Sammons, Assistant Administrator

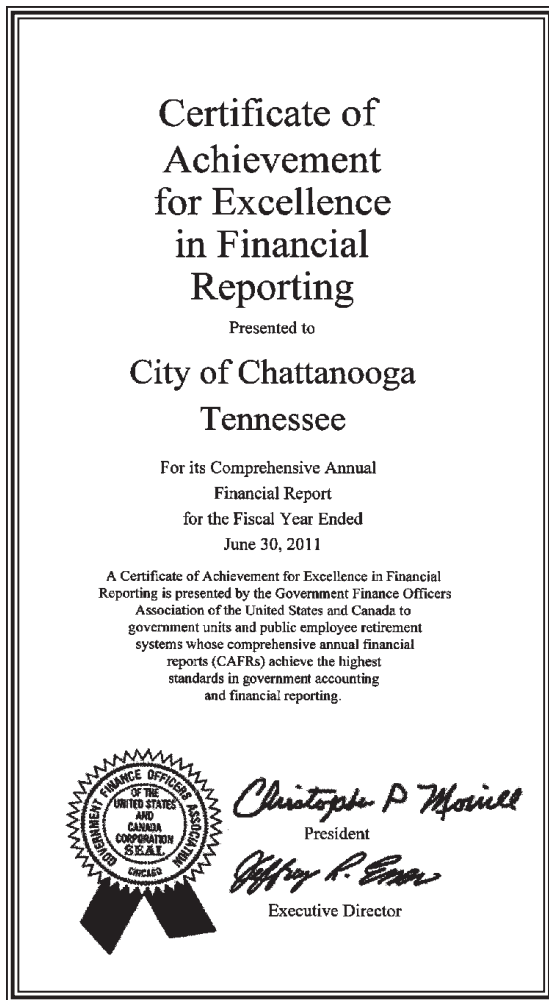
### Education, Arts & Culture:

Missy Crutchfield, Administrator  
 Thad Oliver, Deputy Administrator



## Awards of Achievement

We are honored to have received, for the past nineteen years, the Certificate of Achievement for Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report (CAFR). The Fiscal Year 2012 CAFR is currently being submitted for review.



The New York Times (September 13, 2006) says, "NOT too small and not too big, Chattanooga is really the undiscovered gem of Tennessee, where old-school Southern manners and grand Victorian mansions meet a thoroughly modern, eco-friendly Tennessee riverfront."

The City of Chattanooga has also been recognized by:

- *U.S. News & World Report* as one of the "Cities that Work."
- In 2012, the *Wall Street Journal* calls Chattanooga home to "one of the nation's strongest local economies."
- *New York Times*, January 2012: Named Chattanooga one of 45 cities worldwide (and one of only four U.S. cities) to visit in 2012.
- *Family Fun Magazine* as one of America's 10 most family-friendly cities to visit.
- In July 2012, *Chattanooga Times Free Press* reported "Chattanooga's population growth outpaces other [Tennessee] cities."
- *Utne Reader* magazine as one of the 10 "Most Enlightened Cities".
- *Walking Magazine* as one of "America's Best Walking Cities".
- *New York Times* article entitled "Smaller U. S. Airports Are Increasingly Popular".
- *National Geographic* established the "Tennessee River Valley" Geotourism website, 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 great place for business"
- *Outside Magazine*, October 2011: Named Chattanooga "Best Town Ever" based on reader votes.
- *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".
- *Business Facilities Magazine* ranked Chattanooga #1 among all American metros for "Economic Growth Potential" and among the top 10 for best cost of living in 2010.
- *CNNMoney.com* included Chattanooga in their "8 Cities that Want Your Business!" in 2010.
- *Where to Retire* magazine selected Chattanooga to profile as a top retirement town in the March/April 2011 issue.
- *IFC's* Top 7 Intelligent Community of the year in 2011



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Chattanooga  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Danton Jeffrey R. Egan*

President

Executive Director

For sixteen years, the City of Chattanooga has received the Distinguished Budget Presentation Award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2013 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.







## Mayor Ron Littlefield

Mayor Littlefield was sworn into his second term as Mayor on April 20, 2009. He brought with him many years of experience in City Government and urban planning. Under the guidance of Mayor Littlefield, Chattanooga has experienced a manufacturing rebirth with the announcement that Volkswagen would locate their North American Manufacturing facility at the Enterprise South Industrial Park. Volkswagen's \$1 billion investment in the community has resulted in over 2000 direct jobs and another 9,500 indirect jobs. Alstom Power has also invested over \$300 million in a new facility and has employed over 300 people. Working closely with Hamilton

County officials, our United States congressional delegation, state and local officials, Mayor Littlefield has been instrumental in attracting thousands of new jobs to our region in the past seven years.

Mayor Littlefield's dedication to Chattanooga's neighborhoods has resulted in more sidewalk construction than any previous administration. Coupled with his dedication to neighborhoods and support of increased involvement from community leaders, Chattanooga has seen a resurgence of neighborhood pride and neighbors coming together to fight blight and crime. Under his direction, the Department of Neighborhood Services has been at the forefront of re-establishing itself as premier resource that citizens can rely upon for direction in reclaiming and strengthening neighborhoods.

Mayor Littlefield recognizes that neighborhoods are integral to the success of our city. During his neighborhood meetings, which began in 2006, he was able to hear directly from citizens in each of the city's nine unique districts. Numerous matters are resolved immediately and others are given individualized attention. Neighborhoods are stronger as a result. Residents are able to speak directly with the Mayor and gain a better understanding of the City of Chattanooga.

Since 2005, approximately 198 miles of roads have been repaved, replaced, and improved in the city. This creative use of scarce resources, along with a life time of working with State and Federal officials, has helped improve the city's infrastructure and has positioned Chattanooga as a potential recipient of funding which will allow the continuation of this much needed work.

As a community planner in the 1970's, Ron Littlefield was instrumental in establishing the Brainerd Levee as the City's first Greenway and as Mayor, he has extended and improved the City's Greenway system. Under the leadership of Mayor Littlefield, Warner Park has undergone a dramatic transformation which has been a key component in reestablishing Chattanooga as a Soft Ball Tournament destination. Along with a new entrance to the Chattanooga Zoo, Warner Park is now a first-class facility able to once again host softball tournament play. Combined with the new Summit of Softball, Chattanooga can once again

host regional and national events which will have an estimated economic impact of \$25 million within the next five years for our community.

The McKamey Animal Center is the culmination of a decades long dream for the city of Chattanooga. McKamey is employing national best practices; setting a higher standard in animal welfare; and helping to inspire and educate our citizens toward an awareness and compassion for all living beings. The pursuit of excellence has translated into many awards and recognitions in the Center's short history, just a few of which are: The BBB Torch Award for Marketplace Ethics; Finalist for the Kruesi Spirit of Innovation award; selection as one of Humane Strategies (Rescue Waggin) Regional Training Centers for the U.S.; and, the Executive Director's appointment to the Tennessee State Board of Veterinary Medical Examiners and as a 2012 Chattanooga Woman of Distinction.

In 2006 Mayor Littlefield joined 235 other communities when he signed the US Conference of Mayors Climate Protection Agreement. Creating a sustainable city is a long term journey and requires commitment. In 2007, Mayor Littlefield appointed the Chattanooga Green Committee to advise and assist in moving Chattanooga toward the long-sought goal of sustainability. The committee is working diligently towards this goal.

Mayor Littlefield has and continues to be committed to completing the transformation of Chattanooga. From urban renewal to planned growth in the region, he has lead with experience and knowledge.

The installation of cameras in high traffic areas continues to deter speeding and dangerous driving habits resulting in a safer Chattanooga. The supplemental use of cameras to help fight crime has been unprecedented. Police officers are now equipped with state of the art surveillance equipment helping reduce their workload and their ability to fight crime more effectively. The innovative use of technology continues to be high on the city's agenda for Mayor Littlefield.

Mayor Littlefield's commitment to providing better access to services for those less fortunate continues to be a priority. The resources to effectively address homelessness and those at risk of becoming

homeless already exist in our city. All we need is an efficient delivery system. Once in place, it will help to provide better access to housing, employment, and services. Work continues towards this goal.

During Mayor Littlefield's administration, the City established a WellAdvantage Wellness Program which consists of two on-site clinics, pharmacy, a fitness center, and an employee wellness incentive program. A new Wellness Complex is scheduled to open January 2013, will combine the City's clinics, fitness center, and pharmacy. Additionally, Mayor Littlefield began longevity pay for employees with five or more years of employment, a career track program for sworn personnel, and continued competitive pay for civilian employees.

Though his license is now retired, Mayor Littlefield was a Realtor, specializing in Commercial and Industrial Development, in both Tennessee and Georgia from 2000 to 2005. He has been an instructor at the University of Tennessee at Chattanooga, as well, teaching a summer postgraduate course on metropolitan politics and policies.

In private life, Mayor Littlefield and his wife Lanis have been married over 40 years. They grew up in the same community and even attended the same elementary school. The couple dated in high school and married during Ron's senior year at Auburn University, where he earned a Bachelor of Science degree in Business Administration in 1968.

After college, the couple moved to Chattanooga in 1968. For more than 30 years, the Littlefield's have lived in the same home in the Glendon Place neighborhood in Brainerd. They have two grown sons.

Mayor & Mrs. Littlefield are active members of Calvary Chapel where they have participated in the recent building program for the church. They also lead a small group Bible study.



## Deborah Scott, District 1

Councilwoman Scott is a native of Alabama, but has been a District 1 resident of Chattanooga for 26 years. Prior to running for City Council, she retired from a career in education and nursing. She received her Bachelor's Degree in Education from the University of Alabama, as well as two Master's Degrees, in Counseling & Guidance and in Communications. While teaching high school in Birmingham she attended UAB, earning a Bachelor of Science of Nursing. After moving to Chattanooga she received a Master's Degree in Nursing with specialization as a Family Nurse Practitioner from UTC.

Councilwoman Scott and Wayne, her husband of 33 years, reside on Mountain Creek Road. They are members of Red Bank Church of Christ.

Councilwoman Scott's philosophy of governance is predicated on 3 main goals: fiscal responsibility, transparency and accountability. She believes fiscal policy should be prioritized according to resident needs, with the most important needs being safety and infrastructure. She believes the most effective governments promote full disclosure and that elected officials have a duty to inform and educate residents about administrative problems, government actions, and issues that impact them. "When residents know more, government accountability will follow."

Councilwoman Scott is Chair of the Personnel, Performance and Audit Review Committee.

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

## Sally L. Robinson, District 2

Councilwoman Robinson has been involved in downtown revitalization and riverfront development in Chattanooga since 1980. Councilwoman Robinson was a founding member of the Riverbend Festival, and has volunteered through the years on the Moccasin Bend Task Force, Walnut Street Bridge Restoration, Cornerstones Historic Preservation and Friends of Moccasin Bend National Park. She is past

executive director of the Arts & Education Council where she worked to establish the Chattanooga Conference on Southern Literature.

Councilwoman Robinson is past executive director of Chattanooga Downtown Partnership where she expanded the Nightfall Concerts, established the Downtown Business and Merchants Roundtable Association, and developed seasonal activities promoting downtown year-round. She has served on the board of the International Downtown Association, and was elected to City Council in 2001.

She attended the University of North Carolina and graduated from the University of Tennessee-Chattanooga. Councilwoman Robinson is a member of St. Paul's Episcopal Church. She is married to attorney Sam Robinson. They have four children and five grandchildren.

Councilwoman Robinson is currently serving as Chair of the Housing and Neighborhood Services Committee.

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

## Pam Ladd, District 3, Chairman

Councilwoman Ladd grew up in the Hixson area of District 3 and is a graduate of Hixson High School. She is a current resident of Murray Hills where she served as President of her neighborhood association for 2 years. She has been active in several civic organizations in her district and throughout Chattanooga. She is a graduate of Chattanooga Leadership and the City of Chattanooga Neighborhood Leadership Institute.

Councilwoman Ladd was first elected Council Chair for the 2011-12 legislative year and then re-elected by her colleagues for a second term in 2012-13. Councilwoman Ladd has a Master of Science Degree in Industrial Organizational Psychology from UTC. She was previously Assistant Vice President of Corporate Properties at Unum-Provident, leaving there to establish her own company, Custom Custodial, Inc. She operated the firm for over 15 years; when she sold it in 2011 it had grown to 140 part-time and 6 full-time employees.



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

### **W. Jack Benson, Sr., District 4**

Councilman Benson received a B.S. from Peabody at Vanderbilt, a M. Ed. from The University of Chattanooga, and completed Post Graduate work at The University of Tennessee at Knoxville. Mr. Benson served for 35 years in the Chattanooga Public School System as an elementary and junior high teacher and then as principal of two elementary schools and two junior high schools. He then moved to a system-wide position at the administrative office where he served as Director of Curriculum and as the Assistant to the Superintendent.

After retirement from the school system Mr. Benson served as the Executive Director of the Chattanooga Big Brothers/Big Sisters Association. Mr. Benson is a Past-President of the Association of United Way Agency Directors. He has also served on the boards of the National Education Association; Tennessee Education Association; Southern Association of College and Secondary Schools; Chattanooga/Hamilton County Planning Commission; Tele-scripps Cable Access; Council of Alcohol and Drug Abuse Services; Chattanooga Education Association; United Way Allocation Panel; Armed Forces Committee; Camp Ocoee; and Boy Scouts Exposition.

This year Councilman Benson is serving as Chairman of the Economic Development and Sustainability Committee.

District 4 consists of the following precincts: Concord 2, 4, 5, & 7; East Brainerd 1 & 2; Summit 4.

### **Russell Gilbert, District 5**

Councilman Gilbert is a Food Service Director at Parkridge Valley Hospital. He's also an entrepreneur whose non-profit organization, "Angels in Flight", provides industrial and arts training to area children. Councilman Gilbert has also worked to revitalize the Washington Hills Recreation Center and football field. These areas provide a safe haven for community children to spend time and play. He also coordinates the McKenzie Football Camp for Kids and is the coordinator of the Highway 58 Neighborhood Association Coalition, a group of over 3,000 households working together to

improve their neighborhoods in Murray Hills, Lakes Hills, Washington Hills, Mimosa Circle, Chickamauga and Bal Harbour.

Councilman Gilbert serves as Chairman of the Parks and Recreation/Education, Arts and Culture Committee.

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

### **Carol B. Berz, District 6**

Carol Berz is the Chief Executive Officer of Private Dispute Resolution Services, LLC, a mediation services and training organization headquartered in downtown Chattanooga. In addition, Dr. Berz does extensive teaching in both the private and public sectors in the areas of mediation, mediation advocacy, mediation ethics and employment and labor/management matters relative to the costs of corporate conflict.

Dr. Berz studied liberal arts at Emory University and human service administration at the University of Tennessee, Chattanooga. Her master's degree in social policy was completed at the University of Tennessee, Knoxville; her law degree was completed at the Nashville School of Law; and her doctorate in social policy was completed at the University of Tennessee, Knoxville, in cooperation with Bryn Mawr College in Philadelphia, Pennsylvania. In addition Dr. Berz is certified by the Aquatic Exercise Association (AEA) as an Instructor and by the YMCA/USA as an Instructor and Trainer in Aquatics, where she specializes in aquatic kick-boxing. Dr. Berz is a graduate of the Program on Negotiation at Harvard Law School's 2005 and 2006 Insight Initiative Summer Learning Forums.

Councilwoman Berz is Chair of the Budget and Finance Committee.

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

### **Manuel Rico, District 7**

Councilman Rico first entered public service roughly twenty years ago as a member of the Downtown Sertoma Club where he served as President. At about

the same time he was asked to become chairman of the board of WTCI; since that time he has served numerous other boards including Blood Assurance, the American Red Cross, Goodwill Industries, Moccasin Bend, Mental Health Association, Hamilton County Health Council, Boy Scouts, the Homeless Coalition, Southeast Tennessee Development Board, T.P.O. Board, Chattanooga Community Housing Development Organization, and was a past Chairman of the Human Rights Commission.

Councilman Rico enjoys working with young people and also serves on the Metro YMCA board as well as Y-CAP. While he has never had any problem working hard with any group that in need of help, he particularly enjoys his spot on the board of the "Friends of the Festival" and the Riverbend celebration each year.

Councilman Rico is currently Chairman of the Public Works, Codes and Standards Committee.

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

### **Andraé McGary, District 8**

Councilman Andraé McGary is originally from Dallas, Texas, but has lived in Chattanooga since 2002. Councilman McGary has a B.A. from Carver Bible College in Atlanta, a Master's in Divinity from Covenant Theological Seminary, and is working on a doctorate in sociology of religion at Oxford Graduate School. Councilman McGary and his wife have been married for 10 years and are the parents of Imani, Zion, Elijah, and Isaiah.

Key issues for Councilman McGary: Helping growth and development along Main Street and M.L. King Boulevard; seeing if incentives can be used to improve participation in our recycling program; making government more transparent.

Councilman McGary chairs the Health, Human Services and Multi-cultural Affairs Committee.

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

### **Peter Murphy, District 9, Vice-Chairman**

Councilman Peter Murphy is a native of New York and the youngest of seven children. He attended public schools there and earned scholarships in Track and Cross Country and an Academic pre-law scholarship to Canisius College, in Buffalo, New York, graduating with a B.A. in Political Science and Communication.

Prior to law school, he was a Program Assistant with the Congressional Economic Leadership Institute in Washington, D.C.

He received his Juris Doctor in 1997 from Washington & Lee University Law School where he was a member of the Law School Rugby team and (by personal invitation) a member of the Black Law Student's Association.

He is married to Etelka Murphy and the father of two sons. In addition to his work for our City, Councilman Murphy practices civil litigation in State and Federal Courts in and around Chattanooga.

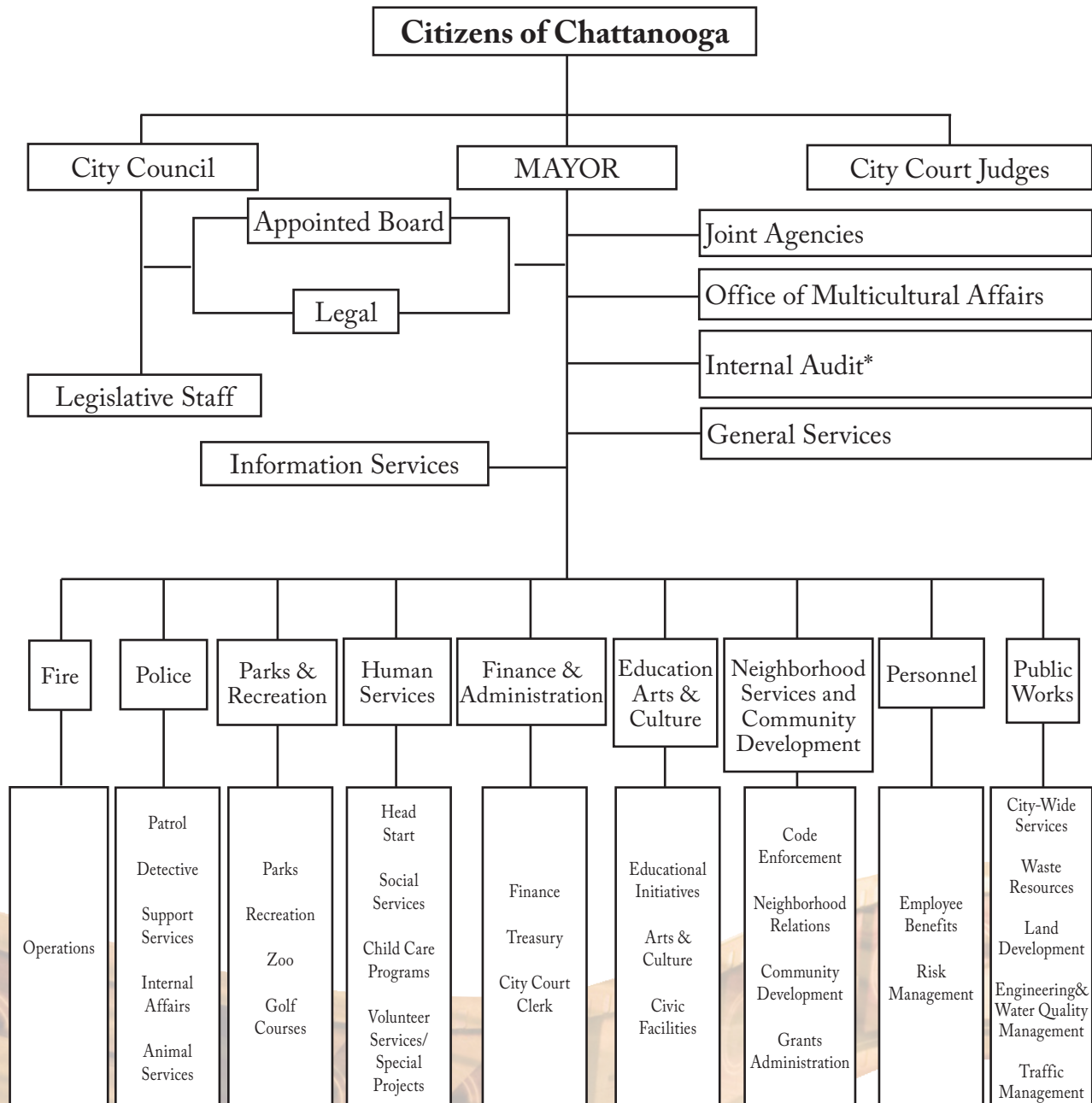
His civic and community activities have included Chattanooga City Council, District Nine and Chair of Chattanooga City Council Legal and Legislative Committee since 2009. He is on the Board of Directors for The Industrial Development Board of Hamilton County since 2007. Mr. Murphy is the Arbitrator for the Chattanooga Bar Association, Fee Dispute Panel. He serves as Legal Advisor and past Treasurer for the Missionary Ridge Neighborhood Association. He is a past and present member of the YMCA of Greater Chattanooga, the Chattanooga Track Club, Friends of the Park, The Historical Society of the US District Court for the Eastern District of Tennessee.

Councilman Murphy was chosen by his fellow Council members to serve as Vice-Chair of the Council for the 2012-13 legislative year. He also serves as Chairman of the Legal, Legislative, & Safety Committee for the Council.

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 four-year term. Current term expires April 2013.*

# Organizational Chart



\* Ordinance 12566, dated January 24, 2012 proposed an amendment to the Charter of the City of Chattanooga so as to (1) establish an independent Office of Internal Audit; an Audit Committee and City Auditor. The ordinance was certified to the Hamilton County Election Commission to be placed on the ballot in the general county election held on August 2, 2012. The proposed amendment was approved by referendum.



# City Council



**Deborah Scott**  
District 1



**Sally Robinson**  
District 2



**Pam Ladd**  
Chairman  
District 3



**Jack Benson, Sr.**  
District 4



**Russell Gilbert, Sr.**  
District 5



**Carol Berz**  
District 6



**Manuel Rico**  
District 7



**Andraé McGary**  
District 8



**Peter Murphy**  
Vice - Chair  
District 9

**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 Certified Public Accountant with over 22 years of experience in financial accounting and auditing which include 10 years as staff auditor for the U.S. General Accounting Office, Arthur Anderson & Company and audit manager for the internal audit division of Hamilton County government. Prior to coming to the City, she served as Director of Financial Management for Hamilton County government for over 10 years. Mrs. Madison initiated the first successful attempt by the City to obtain the GFOA certificate of achievement in financial reporting and the first GFOA Budget Award which was instrumental in the city's achieving an upgraded bond rating. She is past president of the Tennessee Government Finance Officers Association and serves on the GFOA standing committee on Debt Management and is a member and past president of the Association of Government Accountants. She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her husband of 36 years, Sam, are the proud parents of four children and three grandchildren. **Office Phone: 757-5232**

**Vickie C. Haley, CPA, CGFM  
Deputy Administrator**

Vickie Haley, who was appointed as Deputy Administrator in 2006 began her service with the City in 1993 as an accountant. She obtained a Bachelor of Science in Business Administration from Old Dominion University in Norfolk, VA. As a CPA she has worked as an auditor in regional CPA firms in Norfolk and in Chattanooga. She has served on the Special Review Committee for GFOA's certificate of achievement in financial reporting, as an officer of the Chattanooga chapter of the Tennessee Society of Certified Public Accountants and the Chattanooga chapter of the Association of Government Accountants. She has two children and four grandchildren. **Office Phone: 757-4912.**

**Fredia Forshee Kitchen, CPA, CGFM  
Director of Management & Budget Analysis**

Fredia Kitchen was promoted to Budget Officer in March, 2000. She holds a Bachelor of Science degree from Austin Peay State University located in Clarksville, TN. She has obtained certificates for Certified Public Accountancy and the Certified Government Financial Manager issued by the Association of Government Accountants. Prior to her appointment to the position of Budget Officer, her career with the City began in 1980 where she started out in Payroll, moving to Budget in 1984 as a Budget Analyst, then gaining promotion to Senior Budget Analyst. In addition to major budget duties, she monitors all City Investments, performs Revenue and Bond Analysis, including gathering data for official statement preparation. **Office Phone: 757-0524**

**Simone M. White,  
Management & Budget Analyst 2**

Simone White joined the City in March 1993 as a Budget Analyst. In November 2000 she was promoted to her current position. She handles budgets for Finance, Police, and ISS. Prior to joining the City, she was a Business Analyst for the City of Charleston (South Carolina). Simone holds a Bachelor of Science in Accounting from Clemson University. She has been a reviewer for the GFOA's Distinguished Budget Awards Program for over 11 years. Her other activities include serving as past president of the Chattanooga Chapter Association of Government Accountants, Daisy Girl Scout Leader, member of Delta Sigma Theta Sorority, and other church/community activities. Simone and her husband, Jerrold, are busy parents of triplets. **Office Phone: 757-0534**

**Christy Creel  
Management & Budget Analyst 2**

Christy Creel was hired by the City in 2008 and joined the Budget Department in 2009. In August 2011 she was promoted to her current position. Prior to working with the City she worked as a Staff Accountant for Chattanooga Neighborhood Enterprise. Christy holds a Bachelor of Business Administration in Accounting from Shorter College. She handles budgets for the General Services, Human Services, and Education, Arts, and Culture. She is a Member of the Chattanooga Chapter Association of Government Accountants. Christy and her husband, Stephen, have two children. **Office Phone: 425-7874**

**Ulystean J. Oates, Jr.,  
Management & Budget Analyst 1**

Ulystean was hired by the City in January, 2008. He has over 19 years experience in the accounting and finance profession which includes governmental accounting, corporate finance, internal audit and supply chain management. He holds a Bachelor of Science with double majors in Finance and Economics from the University of North Alabama, Florence. His areas of responsibility include, Air Pollution, Personnel, including Employee Benefits, City Attorney, City Council, City Court, Fire Department, Internal Audit, Regional Planning. He is married to Shana and they have two boys. **Office Phone: 757-4751**

**Misty O'Malley  
Management & Budget Analyst 1**

Misty was hired by the City in November 2011. Prior to joining the City, she was a Credit Analyst for a local community bank. Misty holds a Bachelor of Business Finance and Masters of Business Administration from the University of Tennessee at Chattanooga. She handles budgets for the Parks and Recreation, Neighborhood Services and Community Development, and Executive departments. She is a member of the Chattanooga Chapter Association of Government Accountants. Misty and her husband, Steven, are expecting their first child. **Office Phone: 757-0520**







## Budget Procedures

The Charter of the City of Chattanooga and Municipal Budget Law, passed by the Tennessee General Assembly in 1982 designates the City Council as being the governing body responsible for the preparation and passage of the annual budget. (See TCA Title 6,

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

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

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

A governmental budget should:

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

To insure these criteria are met, the Management & Budget Analysts prepares a budget calendar and budget policies is the nucleus of the budget process and facilitates budget preparation and passage.

Utilizing these tools City Departments and Agencies develop budget requests as well as performance data to reflect their goals and objectives for the upcoming fiscal year.

The budget process begins with preparation of the budget calendar and the budget policies by the Finance team. In early January, the Budget Staff, working under the direction of the Finance Officer, compiles draft copies of the proposed budget calendar as well as the proposed budget policies. When the Finance Officer is satisfied the proposals meet the needs of the Departments/Agencies, they are presented to the Mayor for review. The Mayor can at this time add to or delete from either document. When his review is finished the Mayor then presents the finished products to the City Council for review and approval. The City Council can then change either document. This provides the guidelines needed by the Departments/Agencies to begin budget preparation for the upcoming fiscal year. While the budget calendar and budget policies are being discussed, the Management & Budget Analysts are preparing the budget forms and supplementary data for distribution to the various Departments and Agencies via intranet. All documents are prepared and transmitted electronically. A budget request form is prepared for each activity within each department of city government. This budget request form, along with the supplementary data, provides the detailed expenditures of the prior fiscal year and the detailed expenditures for the current fiscal year-to-date. Each department/Agency is responsible for projecting its expenditures through the end of the fiscal year. Each increase requested in appropriations by a department or agency must be accompanied by a detailed justification. After the budget request forms are made available on the intranet, the departments are given a date by which they are to be completed and electronically transmitted to the City Finance Office, per the budget calendar.

The Management & Budget Analysts in conjunction with the City Finance Officer and various departments and agencies prepare

detailed estimates of all anticipated revenues from all sources. The Revenue Budget Form contains data on the prior fiscal year, current year-to-date, a projection through the end of the fiscal year, and the amount estimated to be collected in the next fiscal year. These estimates are monitored throughout the budget process and changed as required, When the Revenue Budget Form is completed, it is discussed in detail with the Mayor by the Finance Officer.

The departments and agencies are given a deadline to turn in their budget requests to the City Finance Office. During this time, their budgets are finalized by their budget personnel working closely with the Management & Budget Analyst assigned to their department. The goals and objectives of each activity are formalized, and the financial means to accomplish them are incorporated into their budgets. When presented to the City Finance Office, a department's budget consists of Budget Forms for each activity within the department, overlaid with a departmental summary form. The department's overall goals and objectives are stated here on the summary forms.

Upon receipt of completed budget request forms from all departments and agencies, the Management & Budget Analysts begin a review process. Budget documentation turned in by the departments should include a statement of proposed departmental goals and objectives, performance measures, an estimate on the status of performance at the end of the current year as well as traditional account line item expenditure requests and justification for maintaining current and expanded expenditure requests. Each Budget request is reviewed by the Budget Analysts to insure compliance with the budget policies.

Total Request Packages are prepared for Council. they then set budget sessions with departments to review requests and discuss various issues to gain a thorough understanding of the budget requests.

After Council sessions are over, budget sessions are held with department Administrators, Finance

Officer and budget Budget Analysts for further discussion or request and potential changes. When this is accomplished, the balanced budget is presented to the Mayor for review and edit. When the Mayor is satisfied that the budget presented represents the goals and objectives of the City and the financial means of reaching those goals and objectives, the Finance Officer meets with the Chair of the Budget and Finance Committee to give an overview. The Mayor then presents the balanced budget to the Budget and Finance Committee of the City Council. The City Council then begins a review of the Mayor's proposed balanced budget. This is done through the Budget Committee, where numerous work sessions are held to examine all aspects of the proposal. Department Administrators are asked to attend to respond to any questions posed by the public and or Councilmembers. Changes are made by the Council at their discretion. Finally, when the budget is agreed upon, a Budget Ordinance is prepared for public comment via public hearings and adoption by the City Council at a regularly scheduled meeting. In this Budget Ordinance, the City Council sets the Tax Rate for the next year to support the budget being submitted. The City Council holds public hearings on the budget proposal during the time the budget is first presented and when it is finally passed. The Budget Ordinance, like all City Ordinances, must pass two readings of the Council to become law.

During May and June, budget hearings are held by the Council that allow comment/input from citizens. Prior to July 1, the City adopts an interim budget appropriating funds for the usual and ordinary expenses of the City government in an amount not to exceed one-twelfth of the preceding fiscal year operating budget for each month that the interim budget is in effect. Subsequently, the budget is legally enacted through passage of an ordinance with an operative date of July 1. Upon adoption of the annual budget ordinance by the Council, it becomes the formal budget for City operations. After the budget ordinance is adopted, the council can increase the budget only if actual receipts exceed the estimated, or from accumulated surplus in the



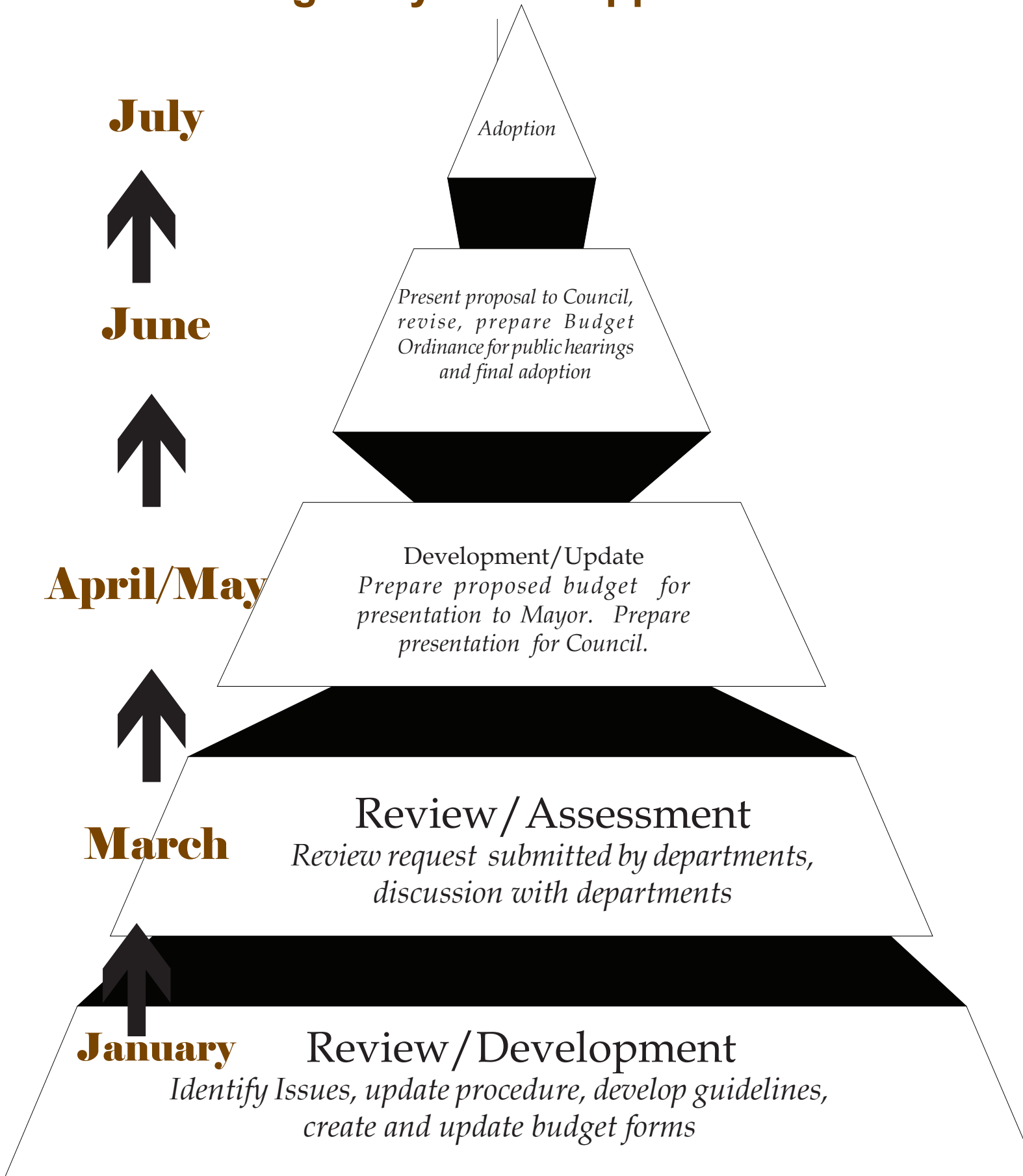
amount of an unexpended appropriation from the previous year. Budget control is maintained by recording encumbrances as purchase orders are written. Financial reports, which compare actual performance with the budget, are prepared monthly and are available online and in hard copy for the Council, Mayor and department managers to review. Open encumbrances are reported as reservations of fund balance at June 30. All unencumbered and unexpended appropriations lapse at year-end.

The City Finance Officer is authorized to transfer budgeted amounts from one account to another within or between the accounts of the various agencies and divisions of government and the various departments of the City as may be necessary to meet expenditures for the fiscal year. Changes in total budgets at the fund level must be approved by City Council.

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

The City's budget preparation is an evolving process. Changes are constantly made to facilitate the development of a financial plan that ensure effective and efficient delivery of quality services while providing long term fiscal sustainability and a strong fiscal position for the citizens of this

# The Budget Pyramid Approach Model



**December**

30 Cutoff date for FY12 actual expenditures and encumbrances included on Budget Forms

**January**

5 Operations Budget forms available on intranet  
10 Capital Budget Forms available for department

**February**

6 Deadline for Budget submissions  
10 Deadline for Non-Profit and Agency submissions to City Council  
7-3/2 Internal review of operations budget requests and discussions with Department Administrators  
27 Deliver "Total Request" budget to City Council; Deadline for Capital Budget submissions

**March**

2/28-3/12 Internal review and preparation of Capital Requests; Deliver "Total Capital Request" budget to City Council  
5-4/8 Continued internal review of Operations and Capital requests including follow up discussions with Department Administrators

**April**

9-13 Preparation of Mayor's Recommended Operations Budget for Council  
30 Preparation of Mayor's Recommended Capital Budget

**May**

1-4 Discuss Operation Budget with Mayor; Discuss Operation Budget with Council Budget & Finance Committee Chair  
9 Budget Hearings (TBA - early May)  
8 or 15 Presentation of Mayor's Recommended Operating Budget to Council  
15, 22, or 29 Council Budget & Finance Committee review/questions - Operation Budget  
22 or 29 Presentation of Mayor's Recommended Capital Budget to Council

**June**

5 Council Budget & Finance Committee review/questions  
5 or 19 Council approval 1st reading (Operations)  
19 Council approval 2nd reading (Operations); 1st reading for Capital Budget  
26 Council approval 2nd reading (Operations if not done on 6/19/12); Council approval 2nd reading (Capital)

**July**

2 Council approval 2nd & 3rd reading Capital

**September**

Budget staff finalize CABR 2013  
25 Deadline date for CABR submission to GFOA

**November/December**

Mid Year Review and preparation for Budget Projections



## Budget Policies

Providing basic public services and facilities necessary to meet the current and future needs of its citizens are the City's highest priorities. The City strives to deliver those current and future public services that would not be provided without public action and proper planning. Basic public services can be defined as those services that are:

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

Within this framework, the City prepares its operating and capital budget each year.

The overall goal of the City's financial plan is the effective management of its limited resources to deliver quality services and ensure long term sustainability and a strong fiscal position.

The Budget Ordinance also provides the basis of financial control to ensure compliance and prevent any overspending. Monthly reports comparing budgeted amounts to actual amounts are readily available online to each department for review. These reports are also used to search for funding sources, or unexpended appropriations, needed if a departmental mission is adjusted in midyear.

The following section outlines the budget policies for use in preparation of the City's FY 12/13 Operating Budget. Once adopted, the budget policies are set in place to serve as the guide for the fiscal year:

This document provides guidance and direction for completing the City's operations budget request for fiscal year ending June 30, 2013. Please read and follow these instructions carefully to ensure the most efficient and effective use of public funds.

Department heads are encouraged to reevaluate programs, processes and procedures to provide optimum efficiencies in delivery of city services within available resources. Any recommended changes, reductions, additions, or enhancements to the current operations should be clearly documented in the budget detail as well as the "EXECUTIVE SUMMARY".

As a CONTINGENCY PLAN, in the event that the costs of maintaining existing services exceed estimated revenues, we ask that a supplemental information/budget be included that reflects a 2% cut to your FY 2012 budget. A description

of the changes proposed in the supplemental budget along with the impact on service delivery should be clearly explained in the Executive Summary.

Minimally, each budget request must include the following:

1. Zero Increase Budget which may require adjustments to offset current increases in personnel and other operations costs.
2. Maintain Budget which includes current increases in personnel costs such as fringe benefits; operations costs such as utilities, vehicle repair & maintenance; fuel and cost of materials and supplies, etc.
3. Salaries & Benefits should be based on projections provided. Any change in personnel costs must be clearly documented. Any overall increase in employee compensation will be proposed by the Mayor and should not be included in items 1 and 2.
4. A supplemental/contingency budget of recommended 2% reduction in costs should future economic conditions result in an unanticipated decline in revenue or unavoidable costs increases.
5. One of the most important parts of your budget request is the "Executive Summary". This is a brief synopsis that provides an overview of your request and operations as we try to make difficult choices among competing projects with limited resources. This summary provides valuable information about your budget that may not be apparent in the budget dollars alone. Keep in mind that this is a valuable source of information for the Mayor and Council as they evaluate your request along with the many others received. Emphasis should be placed on changes in funding and the potential impact on city services.

### DETAILED BUDGET INSTRUCTIONS

1. Requests will be submitted on a line item (Account) basis. Flexibility is allowed in the budget preparation through a combination of salary and operating costs. Generally, any growth in funding for a particular line item must be fully justified and will be at the expense of some other line item, barring a specific revenue source generated to cover the additional expense.
2. Total Requests as shown on the budget spreadsheet is divided into two parts – the Maintain Requests and the Additional Requests. Any additional requests for a particular line item

must be offset by a reduction in another line item to affect no change in total requests over Fiscal Year 2012. Additional funding must be accompanied by narrative justification.

3. Maintain Requests will be based upon the Projected FY2012 expenditures less any one-time, non-recurring expenditure.
  - a. Requests for one-time, unavoidable costs that are anticipated for the FY2013 budget will be included in the Additional Requests with justification.
  - b. Requests for recurring unavoidable increases, including such items as street lighting, utilities, pension costs, health insurance, etc., will be included in the Maintain Requests.
4. Personnel Issues
  - a. Maintain Requests for Salaries & Wages must include all positions authorized and funded at the current Pay Plan Amount. Any frozen or unfunded positions in current year should remain frozen unless swapped with another position at a comparable pay grade to be frozen. The Finance Office will provide salary projections for all authorized positions. Adjustments should be made for frozen positions.
  - b. Maintain Requests, subject to item g below, will not include any requests for funding of additional personnel.
  - c. Do not include funds for pay raises or pending reclassifications except as outlined in g below. All salary adjustments will be made by the Management & Budget Analysis Staff.
  - d. Budget Requests for overtime must be from a zero base, consistent with overtime policy and not based on prior year experience only
  - e. Temporary staffing should be budgeted under "Salaries & Wages." Payroll taxes should be included for temporary workers.
  - f. Any hiring of contract employees must stand up to IRS scrutiny. Guidelines can be found in the Finance intranet site under the topic "Independent Contractors".
  - g. **NO INCREASE IN POSITIONS OR POSITION RECLASSIFICATIONS WILL BE CONSIDERED IN THE FY2013 ZERO INCREASE OR MAINTAIN BUDGET WITHOUT A CORRESPONDING REDUCTION/RECLASSIFICATION IN EXISTING POSITIONS RESULTING IN THE SAME OR REDUCED COSTS TO THE CITY.**

h. Any requests for increase beyond item g above must be part of a supplemental budget with detailed explanations in the executive summary

i. A completed Job Analysis Questionnaire (JAQ) and the Classification Action Request Form: FY2012-2013 Budget Process must be submitted to Personnel for review and approval for new and/or additional existing positions including reclassifications. The JAQ and Classification Action Request Form: FY2012-2013 Budget Process is available on the City's intranet website. The link is below. If you have questions, contact Jean Smith at 757-4862 or

<http://int.chattanooga.gov/forms.asp?Dir=Personnel>

5. Renewal & Replacement include capital operating requirements such as equipment that has a useful life of 15 years or less and a cost less than 25,000 dollars. Items with a longer useful life and greater cost will be included in the Capital Budget. 6. City Garage charges will be included in each activity for vehicle lease and repairs & maintenance. Parts will be billed by the Garage at a 25% mark-up. Vehicle maintenance cost should take into consideration any additional leased vehicles. The current labor rate is \$65.00 per hour. The average price of fuel for FY13 is estimate at \$3.25 per gallon for unleaded gasoline and \$3.35 per gallon for diesel. The actual fuel prices will continue to fluctuate as the market rate changes. Use of the City's garage services is mandatory for applicable procedures/ services unless specific approval of the Mayor is obtained in advance. See Attachment A for complete listing of vehicle lease rates by vehicle type. See Attachment A for complete listing of vehicle lease rates.

7. Fringe Benefits costs including OPEB must be included in each Activity Request in which there are full time personnel. A listing of these rates are included as Attachment B.

Description	Employer Cost/Rate	Employee Cost	Total Premium/Cost
Medical			
Individual	\$4,133.16	\$980.16	\$5,113.32
Subscriber + Child	\$7,544.04	\$1,808.64	\$9,352.68
Subscriber + Spouse	\$8,674.92	\$2,056.80	\$10,731.72
Family	\$12,517.08	\$2,990.40	\$15,507.48
Onsite Medical Cost	\$78.86		
Onsite Facility Cost	\$56.00		
OPEB - Sworn Personnel	19.80%		
OPEB - Civilian	9.50%		
Pension - Fire & Police	31.80%		
Pension - General	13.65%		

Description	Rate/Cost
Life & AD&D Insurance	\$0.15/\$1000 coverage per mo. (Max \$50,000 Coverage)
Long Term Disability Ins	\$0.205/\$100 covered salary/month (remaining 50% paid by pension fund)
FICA	6.20%
Medicare	1.45%
Radio Maintenance	\$130.25 per radio per year

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 effort, such as Property Tax and Sales Tax, and compare it with other cities of comparable size.

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

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

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

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

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

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

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

- Utility Costs estimated increase for FY 13 follows:  
Anticipated increase in utility costs during FY13  
Electricity: 3%      Natural Gas: 1%      Water: 3%

- Radio Maintenance will be charged at \$130.25 per radio per year

## OTHER INSTRUCTIONS

Descriptions, Goals & Objectives, and Performance Measures for each activity for FY12 are available on the intranet. Please update, where necessary, for FY13 as they are included in the City's Comprehensive Annual Budget Report which is a publication intended for external users including rating agencies, financing institutions and most of all the taxpayers. Please return updated Descriptions and Goals & Objectives information with the budget submission on February 6, 2012. Year end Performance Measures are due July 31, 2012.

- The Budget submission will not be complete or considered if Descriptions, Goals and Objectives are not submitted timely as they will become part of the decision making process for budget approval in FY13.
- Completed Budget Request Forms and Documents must be submitted to the Budget Office by Monday, February 6, 2012.

## Revenue Policies

The City of Chattanooga's revenue programs are administered by the Management & Budget Section of the Department of Finance & Administration. The Budget Section adheres to long-standing principles which insure stability and financial health. The cornerstone of these principles followed by the City is an air of conservatism. The City never has, 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 and an extension of the tax base when appropriate. These revenue policies give a good



## Cash Management & Investment Policy

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

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

These funds are accounted for by the City's Finance Division, as represented in the City of Chattanooga Comprehensive Annual Financial Report and include:

### 2.1 Funds

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

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

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

4.0 Investment Objectives. The primary objectives, in priority order, of the City of Chattanooga's investment

activities shall be as follows:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

8.0 Authorized and Suitable Investments. Except for pension trust funds, the City of Chattanooga shall limit its investments to those allowed by the Tennessee Code

Annotated 6-56-106, which states:

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

- (1) Bonds, Notes or Treasury Bills of the United States;
- (2) Nonconvertible debt securities of the following federal government sponsored enterprises that are chartered by the United States congress; provided, that such securities are rated in the highest category by at least two (2) nationally recognized rating services:
  - (A) The federal home loan bank;
  - (B) The federal national mortgage association;
  - (C) The federal farm credit bank; and
  - (D) The federal home loan mortgage corporation;
- (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 under a repurchase agreement for a shorter time than the maturity date of the security itself if the market value of the security itself is more than the amount of funds invested; provided, that municipalities may invest in repurchase agreements only if the comptroller of the treasury or the comptroller's designee approves repurchase agreements as an authorized investment, and if such investments are made in accordance with procedures established by the state funding board;
- (6) The local government investment pool created by title 9, chapter 4, part 7;

**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?

**Collateralization.** All certificates of deposit and repurchase agreements will be collateralized. The collateral pledge level to be used by each Collateral Pool participant to arrive at their pledge target may be determined on a percentage basis using the following factors:

- (1) If the Total Collateral Pool participants hold an aggregate of less than thirty percent (30%) of the total sum of deposits held in the State of Tennessee by financial institutions, the collateral pledging level shall equal two hundred percent (200%).
- (2) If the Total Collateral Pool participants hold an aggregate of thirty percent (30%) or more of the total sum of deposits held in the State of Tennessee by financial institutions, the collateral pledging level shall equal one hundred fifteen percent (115%).
- (3) However, the collateral pledging level will be one hundred percent (100%) for any participant whose bank rating is equal to or greater than twenty-five (25) as determined from the most recent quarterly report published by Sheshunoff Information Services, Inc. (bank president's national peer group weighted rating). The collateral pledge level will be ninety percent (90%) if the participant meets the requirement in Rule 1700-4-1-.04(1)(b).

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

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

11.0 Safekeeping and Custody. All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a Delivery-

Versus-Payment (DVP) basis. Securities will be held by a third party custodian designated by the Treasurer and evidenced by safekeeping receipts.

12.0 Diversification. The City will diversify its investments by security type and institution. With the exception of U. S. Treasury securities and the Tennessee State Local Government Investment Pool, to the extent reasonably practical, given the City's policy (section 1.0) and investment objectives (sections 4.0 through 4.4), no more than 50% of the City's total investment portfolio will be invested in a single security type or with a single financial institution.

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

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

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

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

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

16.0 Reporting. The Treasurer is responsible for preparing a quarterly investment report to the Mayor and Finance Officer which will provide a clear picture of the status of the current investment portfolio. The management report should include comments on the fixed income markets and economic conditions, discussions regarding restrictions on



percentage of investment by categories, possible changes in the portfolio structure going forward and thoughts on investment strategies.

Schedules in the quarterly report should include the following:

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

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

## Debt Policies

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 of 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 the 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](http://www.chattanooga.gov).

## 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:

Sec. 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.





ORDINANCE NO. 12622

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FISCAL YEAR 2012-2013 BUDGET ORDINANCE", TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2012, AND ENDING JUNE 30, 2013; APPROPRIATING SAME TO THE PAYMENT OF EXPENSES OF THE MUNICIPAL GOVERNMENT; FIXING THE RATE OF TAXATION ON ALL TAXABLE PROPERTY IN THE CITY, AND THE TIME TAXES AND PRIVILEGES ARE DUE, HOW THEY SHALL BE PAID, WHEN THEY SHALL BECOME DELINQUENT; PROVIDING FOR INTEREST AND PENALTY ON DELINQUENT TAXES AND PRIVILEGES; AND TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 2, SECTION 2-267, RELATIVE TO PAID LEAVE FOR ACTIVE-DUTY TRAINING AND TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 31, SECTIONS 31-36, 31-37, 31-41, and 31-43.

WHEREAS, Pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee, the revenue has been estimated for operating the Municipal Government for the fiscal year 2012-2013 from all sources to be as follows:

	FY11 Actual	FY12 Projected	FY13 Proposed
<u>PROPERTY TAXES</u>			
Current Taxes on Real & Personal Property	\$105,335,894	\$106,142,960	\$106,780,000
Taxes on Real & Personal Property - Prior Years	3,401,076	4,290,000	4,500,000
<u>PAYMENTS IN LIEU OF TAXES</u>			
Chattanooga Housing Authority	\$ 107,458	\$ 99,622	\$ 99,600
Tennessee Valley Authority	1,793,597	1,980,502	1,800,000
Chattem, Inc	60,117	-	-
Covenant Transport	24,876	24,960	25,000
LJT of Tennessee	37,619	41,598	62,400
Unum	11,681	30,205	30,200
American Plastic Ind. Inc.	47,949	44,508	44,500
Dupont-Sabancı Intl.	14,850	10,053	20,100
Invista	34,510	30,257	30,300
Wm Wrigley Jr Co	72,053	58,267	58,300
Astec Industries	41,753	38,879	38,900
BlueCrossBlueShield	933,510	930,200	930,200
Roadtec	31,336	27,777	27,800
US Express	54,462	51,369	51,400
United Packers of Chattanooga	59,768	38,421	38,400

	FY11 Actual	FY12 Projected	FY13 Proposed
Vision Chestnut Hotel Group LLC	75,138	96,116	96,100
Alstom Power	726,390	-	-
Gestamp Chattanooga LLC	151,889	-	-
Scannell Properties	22,597	-	-
Riverset Apartments	40,579	5,693	5,700
Total Other	371,302	395,897	319,160
<b>TOTAL IN LIEU OF TAXES</b>	<b>\$4,713,431</b>	<b>\$3,904,324</b>	<b>\$3,678,060</b>
Interest & Penalty on Current Year Taxes	143,028	150,000	150,000
Interest & Penalty on Delinquent Taxes	838,841	867,000	867,000
Delinquent Taxes Collection Fees	353,598	200,000	200,000
<b>TOTAL PROPERTY TAXES</b>	<b>\$114,785,868</b>	<b>\$115,554,284</b>	<b>\$116,175,060</b>
<b><u>OTHER LOCAL TAXES</u></b>			
Liquor Taxes	\$1,964,432	\$2,000,000	\$2,020,000
Beer Taxes	5,387,951	5,400,000	5,508,000
Local Litigation Taxes - City Court	2,485	2,886	2,900
Gross Receipts Taxes	4,427,900	4,200,000	4,122,300
Gross Receipts - Interest & Penalty	9,983	5,000	-
Corp Excise Taxes – State (Intangible Property)	41,035	80,282	80,000
Franchise Taxes – Chattanooga Gas	258,356	830,000	935,100
Franchise Taxes – ComCast Cable	1,823,788	1,749,024	1,710,000
Franchise Taxes - Century Tel	26,172	18,918	19,100
Franchise Taxes – AT&T Mobility	11,230	46,417	46,900
<b>TOTAL OTHER LOCAL TAXES</b>	<b>\$13,953,332</b>	<b>\$14,332,527</b>	<b>\$14,444,300</b>
<b><u>LICENSES, PERMITS, ETC.</u></b>			
Business Licenses (excluding Liquor)	\$ 3,650	\$ 428	\$-
Business Licenses – Suspense	979	162	500
Wrecker Permits	4,850	7,100	6,700
Liquor By the Drink Licenses	141,030	153,000	153,000
Liquor By the Drink – Interest & Penalty	1,485	1,215	1,200
Motor Vehicle Licenses	390,195	380,000	380,000
Building Permits	901,990	1,280,705	1,293,500
Electrical Permits	297,478	287,900	290,800
Plumbing Permits	153,978	135,084	136,000
Street Cut-In Permits	301,178	200,000	200,000
Mechanical Code Permits	152,935	125,000	125,000
Hotel Permits	3,375	4,725	4,700
Gas Permits	28,654	25,000	25,000
Sign Permits	140,625	135,471	136,300

	FY11 Actual	FY12 Projected	FY13 Proposed
Taxi Permits	3,460	9,000	9,000
Temporary Use Permits	4,415	3,908	3,900
Fees for Issuing Business Licenses & Permits	60,129	64,302	64,300
Plumbing Examiner Fees & Licenses	35,945	33,000	33,000
Electrical Examiner Fees & Licenses	87,065	139,911	139,900
Gas Examination Fees & Licenses	31,825	34,000	34,000
Beer Application Fees	94,092	100,000	100,000
Mechanical Exam Fees & Licenses	57,690	60,000	60,000
Permit Issuance Fees	44,445	43,000	43,000
Subdivision Review/Inspection Fees	15,065	13,185	13,200
Zoning Letter	10,875	10,350	10,400
Variance Request Fees	7,600	7,350	7,400
Certificates of Occupancy	18,985	17,745	17,700
Sewer Verification Letter	950	113	950
Code Compliance Letter Fees	250	675	700
Modular Home Site Investigation	300	225	200
Plan Checking Fees	148,416	217,313	150,000
Phased Construction Plans Review	38,140	121,089	43,800
Construction Board of Appeals	1,100	1,275	1,300
Sign Board of Appeals	4,200	4,650	3,700
Dead Animal Pick Up Fees	4,627	3,857	3,900
Fire Department Permits	9,950	11,025	11,000
Miscellaneous	58,087	56,213	54,800
<b>TOTAL LICENSES, PERMITS, ETC.</b>	<b>\$3,260,012</b>	<b>\$3,687,976</b>	<b>\$3,558,850</b>

#### REVENUES FROM OTHER AGENCIES

Federal Funds	\$1,039,221	\$33,046	-
TEMA Recovery	173,203	-	-
State – Specialized Training Funds	493,200	469,800	469,800
State Maintenance of Streets	280,528	320,000	320,000
State Sales Taxes	10,357,166	11,230,000	11,667,000
Hall Income Taxes	2,714,695	1,800,000	2,200,000
State Beer Taxes	81,152	88,000	88,000
State Mixed Drink Taxes	1,942,779	2,067,643	2,088,300
State – Telecommunication Sales Taxes	10,515	9,720	9,900
State Alcoholic Beverage Taxes	104,086	104,888	104,100
State Gas Inspection Fees	333,865	344,232	346,000
Commission from State of TN/Gross Receipts	410,746	373,000	365,500
Hamilton County Ross' Landing/Plaza	895,515	1,093,740	1,093,700
Local Option Sales Taxes-General Fund	26,462,886	37,700,000	40,741,000
Miscellaneous	70,238	1,916,753	-



	FY11 Actual	FY12 Projected	FY13 Proposed
TOTAL FROM OTHER AGENCIES	\$45,369,795	\$57,550,822	\$59,493,300

SERVICE CHARGES FOR CURRENT SERVICES

Current City Court Costs	\$197,676	\$255,009	\$257,600
Court Commissions	7,866	6,500	6,500
Clerk's Fees	838,136	944,613	954,100
Processing of Release Forms	15,712	17,328	17,500
Court Administrative Costs	10,481	14,079	14,100
Current State Court Costs	2,077	1,169	1,200
Memorial Auditorium Rents	148,913	90,000	90,000
Tivoli Rents	119,549	115,000	115,000
Land & Building Rents	98,241	92,000	92,900
Ballfield Income	65,808	70,000	70,000
Skateboard Park	35,864	26,000	26,300
Carousel Ridership	94,338	84,000	84,800
Walker Pavilion Rents	20,078	13,634	13,800
Walker Pavilion Table Rental	625	500	500
Heritage Park House Rent	29,475	25,000	25,000
Greenway Facilities Rent	19,565	15,497	15,500
Fitness Center	47,900	48,855	48,900
Dock Rental	40,706	58,000	58,000
Ross' Landing Rent	11,782	12,878	12,900
Champion's Club	52,866	47,000	47,900
Recreation Center Rental	68,114	72,978	73,000
Preservation Fees	135,935	115,727	115,700
Auditorium Box Office	107,545	98,000	98,000
Tivoli Box Office	101,800	50,000	50,000
Memorial Auditorium OT Reimbursement	6,633	2,142	2,100
Tivoli Theatre OT Reimbursement	4,653	5,103	5,100
Park Event Fee	40,355	28,000	28,000
Kidz Kamp	28,895	30,000	30,300
Sports Program Fees	13,653	18,858	18,900
Non-Traditional Program Fees	4,437	2,355	2,400
OutVenture Fees	15,309	30,000	20,000
Therapeutic Kamp Fees	2,940	3,000	3,000
Swimming Pools	113,034	100,094	101,100
Arts & Culture	12,180	14,144	14,300
Police Reports: Accidents, etc. Fees	41,425	40,679	40,700
Photo/ID Card Fees	677	300	300
Memorial Auditorium Credit Card Fees	32,127	43,127	32,000
Tivoli Credit Card Fees	22,019	15,038	15,000

	FY11 Actual	FY12 Projected	FY13 Proposed
Credit Card Processing Fees	48,195	41,292	41,300
Memorial Auditorium Concessions	60,192	16,000	16,000
Tivoli Concessions	23,993	12,000	12,000
Park Concessions	47,845	50,000	50,000
Charges for Services - Electric Power Board	7,200	7,200	7,200
Fire & Ambulance Service Fees	419	400	400
General Pension Admin. Costs & Other Misc.	45,000	45,000	45,000
Waste Container Purchases	25,080	25,830	25,800
Other Service Charges	90,442	66,777	51,300
<b>TOTAL SERVICE CHARGES</b>	<b>\$2,957,755</b>	<b>\$2,871,106</b>	<b>\$2,851,400</b>

#### FINES, FORFEITURES, AND PENALTIES

City Court Fines	\$11,890	\$12,818	\$12,900
City Fines-Speeding	139,311	198,561	202,500
City Fines-Other Driving Offenses	342,359	426,446	360,000
City Fines-Non Driving Offenses	19,578	16,539	16,900
Criminal Court Fines	121,377	120,000	120,000
Parking Ticket Fines	428,120	384,783	392,500
Delinquent Parking Tickets	45,927	26,453	26,700
Delinquent Tickets – Court Cost	45,565	29,370	29,400
Air Pollution Penalties	1,298	3,245	3,200
Miscellaneous	2,693	4,538	-
<b>TOTAL FINES, FORFEITURES AND PENALTIES</b>	<b>\$1,158,118</b>	<b>\$1,222,753</b>	<b>\$1,164,100</b>

#### REVENUES FROM USE OF MONEY OR PROPERTY

Interest on Investments	\$616,428	\$445,000	\$445,000
Sale of City Owned Property	2,754	50,263	9,900
Sale of Back Tax Lots	49,061	17,000	17,000
Sale of Scrap	7,956	5,000	5,000
<b>TOTAL FROM USE OF MONEY OR PROPERTY</b>	<b>\$676,199</b>	<b>\$517,263</b>	<b>\$476,900</b>

#### MISCELLANEOUS REVENUE

Loss & Damage	\$63,785	\$70,000	\$70,000
Indirect Cost	2,815,900	2,815,900	4,179,024
Payroll Deduction Charges	2,960	3,400	3,400
Plans and Specification Deposits	9,875	10,050	10,000
Condemnation	19,847	26,204	26,200
Purchase Card Rebate	12,096	12,157	12,200
Take Home Vehicle Fee	33,941	171,497	171,500
Miscellaneous Revenue	311,528	104,969	52,976
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>\$3,269,932</b>	<b>\$3,214,177</b>	<b>\$4,525,300</b>

	FY11 Actual	FY12 Projected	FY13 Proposed
<u>TRANSFERS IN</u>			
Transfers In-EPB Electric	\$3,877,247	\$5,219,598	\$5,518,190
Transfers In-EPB Telecom	369,177	415,899	417,600
Transfers In-EPB Internet	120,972	197,464	199,400
Transfers In-EPB Fiber Optic	323,883	485,928	495,600
Transfers In-Any Other	5,952	-	-
TOTAL TRANSFERS IN	\$4,697,231	\$6,318,889	\$6,630,790
TOTAL GENERAL FUND REVENUE	\$190,128,242	\$205,269,797	\$209,320,000

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 2012 at a rate of \$2.309 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 2012 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, 2012, and shall become delinquent MARCH 1, 2013, 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, 2012, 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

	FY11 Actual	FY12 Projected	FY13 Proposed
General Government & Supported Agencies	\$ 41,170,681	\$45,472,482	\$53,099,825
Executive Department	1,209,269	1,346,093	1,861,232
Department of Finance & Administration	3,787,171	4,413,252	5,119,066
Department of General Services	2,375,339	2,533,429	2,621,421
Department of Personnel	1,537,556	1,797,933	1,898,986
Department of Neighborhood Services	1,922,332	2,161,681	2,147,967
Department of Police	47,842,255	53,812,011	55,704,648
Department of Fire	33,560,234	36,261,471	37,905,372



	FY11 Actual	FY12 Projected	FY13 Proposed
Department of Public Works	30,800,318	31,873,135	32,145,690
Department of Parks & Recreation	13,542,111	14,365,535	14,403,404
Department of Education, Arts, & Culture	2,317,525	2,468,132	2,412,389
TOTAL	\$180,064,791	\$196,505,154	\$209,320,000
DEPARTMENT OF EXECUTIVE BRANCH			
Mayor's Office	\$923,452	\$950,748	\$957,610
Multicultural Affairs	241,795	214,685	403,744
Office Of Faith Based Initiatives	44,022	-	-
Comprehensive Gang Initiative	-	180,660	499,878
TOTAL	\$1,209,269	\$1,346,093	\$1,861,232
DEPARTMENT OF FINANCE & ADMINISTRATION			
Finance Office	\$2,141,755	\$2,252,816	\$2,627,940
City Treasurer	680,202	637,221	857,933
Delinquent Tax	24,570	69,500	72,200
City Court Clerk – Operations	940,644	1,089,511	1,154,806
City General Tax Revenue	-	364,204	406,187
TOTAL	\$3,787,171	\$4,413,252	\$5,119,066
DEPARTMENT OF GENERAL SERVICES			
General Services Admin	\$366,159	\$468,105	\$498,934
Purchasing	751,489	814,998	850,771
Building Maintenance	1,146,412	1,103,828	1,135,191
Storage on Main Street	-	68,150	70,900
Real Estate Office	71,191	16,837	13,625
Property Maintenance	30,242	43,643	34,800
Farmers Market	9,846	17,868	17,200
TOTAL	\$2,375,339	\$2,533,429	\$2,621,421
DEPARTMENT OF PERSONNEL			
Personnel Admin	\$1,111,807	\$1,356,397	\$1,329,965
Employees Insurance Office	289,209	304,077	317,631
Employees Insurance Program	44,103	46,681	45,350
Safety Programs	-	-	112,540
OJI Admin	73,747	77,778	78,500
Physical Exam - Police	18,690	13,000	15,000
TOTAL	\$1,537,556	\$1,797,933	\$1,898,986
DEPARTMENT OF NEIGHBORHOOD SERVICES & COMMUNITY DEVELOPMENT			
Neighborhood Serv - Admin	\$505,757	\$557,203	\$597,990
Neighborhood Serv - Grants Admin	45,407	53,847	49,500
Neighborhood Serv - Partners Projects	55,000	55,000	55,000
Codes, Community Svcs & Neighborhood Relations	1,316,168	1,495,631	1,445,477
TOTAL	\$1,922,332	\$2,161,681	\$2,147,967

	FY11 Actual	FY12 Projected	FY13 Proposed
<b>DEPARTMENT OF POLICE</b>			
Chief of Police	\$1,963,380	\$1,990,354	\$2,253,493
Internal Affairs	459,625	544,370	596,990
Uniform Services Command Office	347,616	321,702	372,532
Community Services	21,269	2,442	83,734
Special Operations Division	2,300,254	2,466,334	2,847,960
Police Patrol Alpha	2,825,086	3,343,894	2,978,912
Police Patrol Bravo	2,273,098	2,702,817	2,523,879
Police Patrol Charlie	2,196,467	2,729,094	2,477,935
Park Security	224,853	247,763	273,617
Parking	506,856	542,084	556,431
Bike Patrol	496,217	571,550	529,009
Police Patrol Echo	2,329,009	2,902,790	2,964,523
Police Patrol Fox	2,612,053	3,105,575	3,479,691
Police Patrol Delta	2,273,829	2,734,716	2,530,038
Police Patrol George	2,867,276	3,584,759	3,186,364
Investigative Services	500,915	468,176	699,131
Property Crimes	1,842,789	1,897,861	1,913,462
Major Crimes	2,684,265	3,151,194	3,169,385
Special Investigations	2,990,482	3,573,153	3,688,396
Admin & Support Service Command	282,659	321,069	281,121
Administrative Support & Technical Services	1,910,749	2,493,221	2,579,948
Training Recruiting	2,568,128	1,917,967	3,676,591
Budget & Finance	389,780	386,825	348,171
Facilities, Securities	5,188,592	5,238,254	5,150,796
Records Management & Services	1,049,294	1,129,887	1,060,501
Polygraph	106,270	117,071	108,506
Police Communications Center	3,112,635	3,762,716	3,809,159
Animal Services	1,518,809	1,564,373	1,564,373
<b>TOTAL</b>	<b>\$47,842,255</b>	<b>\$53,812,011</b>	<b>\$55,704,648</b>
<b>DEPARTMENT OF FIRE</b>			
Fire Admin Staff	\$351,806	\$306,284	\$1,320,156
Fire Inventory Purchases	297,129	872,153	424,400
Fire Operations	2,677,271	3,092,961	2,979,925
Fire Station # 1	4,059,319	4,234,867	4,343,848
Fire Station # 3	-	-	1,046,007
Fire Station # 4	1,040,957	1,187,886	1,170,510
Fire Station # 5	2,320,107	2,266,755	2,402,675
Fire Station # 6	1,065,443	1,132,269	1,143,743
Fire Station # 7	1,248,862	2,138,977	2,135,747
Fire Station # 8	1,135,537	1,082,294	1,158,871
Fire Station # 9	1,023,959	1,012,932	1,158,736
Fire Station # 10	1,031,166	1,129,941	1,180,660
Fire Station # 12	1,042,567	1,129,851	1,173,368
Fire Station # 13	2,076,536	2,141,885	2,090,463
Fire Station # 14	2,127,262	2,179,025	1,052,635

	FY11 Actual	FY12 Projected	FY13 Proposed
Fire Station # 15	941,070	1,003,373	1,166,920
Fire Station # 16	1,030,569	1,074,513	1,185,699
Fire Station # 17	1,041,353	1,043,527	1,148,739
Fire Station # 19	2,039,957	2,123,078	2,245,951
Fire Station # 20	1,139,039	1,183,850	1,220,027
Fire Station # 21	1,128,820	1,066,119	1,221,488
Fire Station # 22	1,040,937	1,131,567	1,255,299
Hamilton County Rescue	9,105	8,570	9,000
Fire Deputy Chief Admin	179,594	198,151	194,199
Fire Safety	99,778	110,554	109,856
Fire Research and Planning	-	-	84,748
Fire Tactical Services	184,059	222,129	221,129
Fire Training Division	1,225,975	937,562	797,085
Fire Resource Division	686,656	755,933	725,660
Fire Marshall Staff	152,962	184,024	172,844
Fire Prevention	560,908	569,020	659,655
Fire Public Education	94,489	112,890	-
Fire Investigation	203,128	293,310	369,803
Fire Water Supply	86,473	93,651	86,972
Fire Information Technology	128,233	140,555	151,379
Fire Records Division	89,208	101,014	97,175
<b>TOTAL</b>	<b>\$33,560,234</b>	<b>\$36,261,471</b>	<b>\$37,905,372</b>
<b>DEPARTMENT OF PUBLIC WORKS</b>			
Public Works Admin	\$865,234	\$1,287,207	\$1,266,030
City Engineer	2,213,476	4,211,962	3,758,884
Public Works Utilities	175,158	198,604	188,666
Solid Waste Disposal	5,907,775	5,773,587	5,773,587
Public Works Summer Work Program	9,531	-	-
CWS Admin	2,062,120	1,041,684	953,047
CWS Emergency	833,086	981,691	961,970
CWS Street Cleaning	2,634,170	2,681,058	2,457,592
Brush Pick-up	1,201,818	1,194,865	1,264,612
Garbage Pick-up	3,764,736	3,916,872	4,140,562
Trash Flash Pick-up	536,250	474,049	482,904
Recycle Pick-up	552,243	480,475	567,930
Refuse Inspection	263,129	329,559	327,746
Solid Waste Refuse Collection Centers	247,627	216,721	214,832
Sway Cars	-	95,056	51,380
Recycle Express	-	35,316	50,800
Municipal Forestry	695,674	622,361	715,814
Land Development Office	2,707,750	2,586,324	2,813,679
Board of Plumbing Examiners	2,567	3,830	3,650
Board of Electrical Examiners	34,418	15,472	2,350
Board of Mechanical Examiners	975	3,559	2,600
Board of Gas Fitters	1,424	2,900	2,900
Board of Appeals & Variances	8,252	8,995	6,750
Traffic Engineering Admin	814,422	687,886	906,307

	FY11 Actual	FY12 Projected	FY13 Proposed
Street Lighting	3,234,880	2,844,374	2,986,462
Traffic Operations	1,966,337	2,076,276	2,152,336
Brainerd Levee 1, 2, 3	22,638	52,074	43,100
Orchard Knob Storm Station	33,345	38,250	38,000
Minor Storm Station	11,283	12,128	11,200
<b>TOTAL</b>	<b>\$30,800,318</b>	<b>\$31,873,135</b>	<b>\$32,145,690</b>

## DEPARTMENT OF PARKS &amp; RECREATION

Parks & Rec Admin	\$493,453	\$533,541	\$513,930
Parks & Rec Public Information	98,799	85,412	106,876
Trust For Public Land	75,000	100,000	100,000
Greater Chatt Sports Committee	75,000	-	-
Recreation Admin	1,229,267	921,383	718,576
Recreation Support Services	571,750	645,885	602,585
Rec Prog - Youth Development	130,007	255,396	201,578
Rec Prog - Kidz Kamp	200,350	212,772	197,330
Rec Prog - Sports	234,788	200,644	192,564
Aquatics Programs	213,131	164,582	185,120
Therapeutic Programs	122,111	105,201	128,559
Fitness Center	220,782	217,115	206,995
Rec Facility - Skatepark	57,916	49,496	85,337
Rec Facility - Champion's Club	271,825	278,200	299,756
Rec Facility - Heritage House	1,424	-	300
Rec Facility - Summit of Softball	457,225	497,896	517,580
Rec Ctr - Avondale	146,173	173,869	143,380
Rec Ctr - Brainerd	283,768	321,586	348,576
Rec Ctr - Carver	191,361	205,433	233,623
Rec Ctr - East Chattanooga	205,918	238,654	233,593
Rec Ctr - East Lake	155,266	208,851	225,421
Rec Ctr - Eastdale	195,423	158,617	234,720
Rec Ctr - First Centenary	51,481	54,162	55,010
Rec Ctr - Frances B. Wyatt	91,377	82,002	86,521
Rec Ctr - Glenwood	239,641	205,361	227,602
Rec Ctr - John A. Patten	164,010	232,590	220,162
Rec Ctr - North Chattanooga	157,534	192,237	182,097
Rec Ctr - Shepherd	183,065	211,250	224,961
Rec Ctr - South Chattanooga	213,420	316,929	323,081
Rec Ctr - Tyner	135,093	231,951	220,448
Rec Ctr - Washington Hills	170,199	238,254	242,347
Rec Ctr - Westside Community Ctr	40,804	67,825	59,968
Rec Ctr - Hixson	-	19,394	241,848
Outdoor Chattanooga	398,615	294,134	385,254
Parks Admin	850,711	816,353	871,734
Parks Maint - Parks & Athletic Fields	498,685	411,684	439,926
Parks Maint - Buildings & Structures	1,084,902	1,129,170	1,059,220
Parks Maint - Landscape	838,944	871,649	995,212
Parks Maint - City-Wide Security	130,060	147,724	144,832
Shared Maint - TN Riverpark Downtown	1,383,203	1,937,302	1,656,548



	FY11 Actual	FY12 Projected	FY13 Proposed
Shared Maint - Carousel Operations	47,372	51,833	76,035
Shared Maint - TN Riverpark Security	186,772	185,895	206,567
Shared Maint - Coolidge Park	89,146	77,238	50,826
Shared Maint - Outdoor Pavilion	90	-	-
Shared Maint - Renaissance Park	11,640	6,928	11,300
Shared Maint - Ross' Landing	181,955	149,339	142,864
Shared Maint - Walker Pavilion	293	6,289	1,500
Shared Maint - Walnut Street Bridge	34,030	19,772	16,214
Shared Maint - Waterfront Management	40,000	40,000	40,000
Shared Maint - Public Art	13,917	135,180	73,200
Chattanooga Zoo at Warner Park	674,415	658,557	671,728
<b>TOTAL</b>	<b>\$13,542,111</b>	<b>\$14,365,535</b>	<b>\$14,403,404</b>
<b>DEPARTMENT OF EDUCATION, ARTS, &amp; CULTURE</b>			
EAC Administration	373,067	381,727	389,992
Memorial Auditorium	454,045	500,995	462,374
Tivoli Theatre	318,768	364,531	342,753
Civic Facilities Concessions	59,509	6,633	6,633
Civic Facilities Administration	811,095	881,664	888,552
Arts & Culture North River	93,457	100,711	96,025
Arts & Culture Eastgate Center	124,831	135,251	134,505
Arts & Culture Heritage House	66,042	74,655	70,456
Cultural Arts Programs	\$16,711	\$21,965	\$21,099
<b>TOTAL</b>	<b>\$2,317,525</b>	<b>\$2,468,132</b>	<b>\$2,412,389</b>

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 &amp; SUPPORTED AGENCIES

	FY11 Actual	FY12 Projected	FY13 Proposed
City Council	\$729,754	\$786,324	\$788,113
City Judges Division 1	394,203	399,738	418,548
City Judges Division 2	380,588	395,721	399,890
City Attorney Operations	1,182,055	1,255,571	1,427,490
Internal Audit	450,547	518,113	548,543
Information Services	3,474,465	3,761,845	4,047,516
Telephone Systems	110,615	41,812	52,300
Telecommunication Operations	77,903	-	-
311 Call Center	525,015	535,274	604,716
CARCOG & Economic Dev District . . . . . A.O.	36,038	36,038	38,544
Allied Arts Council . . . . . A.O.	161,200	176,472	226,472
Carter Street Corporation . . . . . A.O.	161,257	200,000	200,000
Chattanooga Neighborhood Enterprises .A.O.	1,000,000	1,150,000	900,000
WTCL-TV-Channel 45 . . . . . A.O.	50,650	80,000	85,000
Tennessee RiverPark . . . . . A.O.	1,021,241	1,050,701	1,077,154
Homeless Health Care Center . . . . . A.O.	13,300	13,300	25,000
Children's Advocacy Center . . . . . A.O.	19,000	19,000	30,000
Community Foundation Scholarships . . .A.O.	101,300	101,300	101,300
Chattanooga Area Urban League . . . . . A.O.	42,200	50,000	40,000
Chatt African Amer Museum/Bessie Smith. AO.	54,000	54,000	54,000
Chattanooga History Center. . . . . A.O.	15,200	15,200	15,200
Community Impact Fund. . . . . A.O.	175,600	100,000	-
Railroad Authority. . . . . A.O.	-	10,311	16,923
Enterprise Center. . . . . A.O.	260,500	160,500	160,500
Enterprise South Nature Park. . . . . A.O.	434,600	1,239,750	682,200
Go Fest. . . . . A.S.F.	8,440	-	-
Front Porch Alliance. . . . . A.O.	22,800	22,800	-
Choose Chattanooga . . . . . A.O.	16,900	16,900	16,900
Finley Stadium. . . . . A.O.	60,000	-	-
Friends of Moccasin Bend Nat'l Park. . . A.O.	25,300	30,000	30,000
ESIP Security. . . . . A.O.	53,488	53,827	55,427
Chattanooga Area Food Bank. . . . . A.O.	12,700	-	-
Alexian Brothers/Senior Neighbors . . . .A.O.	17,700	12,720	12,720
RiverCity . . . . . A.O.	67,500	67,500	67,500
Homeless Coalition . . . . . A.O.	-	15,000	-
Partnership Rape Crisis . . . . . A.O.	-	56,522	56,522
Chambliss Shelter . . . . . A.O.	-	275,000	347,500
The Team Centers - Team Evaluation . . .A.O.	-	50,000	-
Fortwood Center . . . . . A.O.	-	105,000	55,000
Joe Johnson Mental Health . . . . . A.O.	-	60,156	60,000
Speech & Hearing Center . . . . . A.O.	-	67,700	67,700
Orange Grove . . . . . A.O.	-	32,000	30,000
Signal Center . . . . . A.O.	-	30,006	30,000
East Chattanooga Improvement Inc. . . . .A.O.	-	20,000	-
CARTA Subsidy . . . . . A.O.	4,231,000	4,675,000	4,772,000
Public Library . . . . . A.S.F.	2,777,468	5,655,773	5,771,950

	FY11 Actual	FY12 Projected	FY13 Proposed
Debt Service Fund . . . . . A.S.F.	15,494,469	10,300,000	16,942,222
Capital Improvements	1,163,500	4,350,000	-
Human Services . . . . . A.S.F.	733,477	733,477	1,033,477
Air Pollution Control Bureau . . . . . A.S.F.	270,820	270,820	289,626
Regional Planning Agency . . . . . A.S.F.	1,378,500	2,631,648	2,247,235
Scenic Cities Beautiful . . . . . A.S.F.	4,220	5,000	5,000
Heritage Hall Fund . . . . . A.S.F.	62,653	62,653	82,707
Election Expense	19,735	-	200,000
Unemployment Insurance	100,067	105,000	133,000
Contingency Fund Appropriation	50,000	70,000	5,379,559
Renewal & Replacement	1,057,332	1,500,000	1,500,000
Audits, Dues & Surveys	166,931	291,000	306,000
Intergovernmental Relations	199,906	357,000	357,000
City Water Quality Mgmt Fees . . . . . A.S.F.	332,175	387,610	426,371
Liability Insurance Premiums . . . . . A.S.F.	1,960,000	1,000,000	730,000
Tuition Assistance Program	12,369	11,400	20,000
Fortwood Center Capital Campaign	-	-	50,000
AIM Center, Inc	-	-	60,000
Bethlehem Center	-	-	25,000
<b>Total</b>	<b>\$41,170,681</b>	<b>\$45,472,482</b>	<b>\$53,099,825</b>
Beginning Unrestricted Fund Balance	28,415,466	38,478,917	47,243,560
Estimated increase(decrease)	10,063,451	8,764,643	-
Ending Unrestricted Fund Balance	38,478,917	47,243,560	47,243,560

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2012-2013:

	FY11 Actual	FY12 Projected	FY13 Proposed
<b>1105      <u>MUNICIPAL GOLF COURSE FUND</u></b>			
<b>ESTIMATED REVENUE</b>			
Pro Shop	\$141,148	\$133,732	\$139,000
Green Fees	712,673	787,428	757,000
Memberships	146,643	107,866	145,000
Cart Rentals	528,816	561,852	537,000
Food	64,530	64,110	65,000
Beverage	113,828	112,794	118,000
Property Rental	3,200	3,600	3,600
Miscellaneous Revenue	22,072	6,736	3,600
<b>Total</b>	<b>\$1,732,910</b>	<b>\$1,778,118</b>	<b>\$1,768,200</b>

**APPROPRIATIONS**

	FY11 Actual	FY12 Projected	FY13 Proposed
Brainerd	\$903,858	\$811,958	\$840,125
Brown Acres	943,664	918,530	928,075
Total	\$1,847,522	\$1,730,488	\$1,768,200
Beginning Assigned Fund Balance	81,151	(33,461)	14,169
Estimated increase(decrease)	(114,612)	47,630	-
Ending Assigned Fund Balance	(33,461)	14,169	14,169

### 1111 ECONOMIC DEVELOPMENT/EDUCATION FUND

#### ESTIMATED REVENUE

City – Local Option Sales Tax	\$10,652,849	\$11,300,000	\$11,639,000
Total	\$10,652,849	\$11,300,000	\$11,639,000

#### APPROPRIATIONS

Economic Development Capital Projects	\$2,157,131	\$2,775,817	\$1,238,801
Tennessee Multicultural Chamber of Commerce	75,000	-	-
Chatt Chamber of Commerce - Minority Bus Dev.	-	25,000	25,000
Urban League of Greater Chatt - Minority Bus Dev.	-	50,000	50,000
Chattanooga Chamber of Commerce	525,000	525,000	525,000
Commission to Hamilton County	-	113,000	116,390
Lease Payments	8,567,744	10,961,094	10,283,809
Less: Chattanooga Lease Payment offset	(1,189,361)	(1,260,744)	(600,000)
Total	\$10,135,514	\$13,189,167	\$11,639,000

Beginning Restricted Fund Balance	3,862,236	4,379,571	2,490,404
Estimated increase(decrease)	517,335	(1,889,167)	-
Ending Restricted Fund Balance	4,379,571	2,490,404	2,490,404

### 2030 HUMAN SERVICES DEPARTMENT

#### ESTIMATED REVENUE

Federal – State Grants	\$14,570,680	\$13,857,654	\$ 13,857,654
City of Chattanooga	733,477	733,477	931,149
Interest Income	15,042	5,000	5,000
Donations & Other	150,359	52,600	52,600
Day Care Fees	50,870	83,000	83,000
Fund Balance	1,004,320	197,672	-
Total	\$16,524,748	\$14,929,403	\$ 14,929,403

#### APPROPRIATIONS

Administration	\$872,614	\$ 615,625	\$ 615,625
Headstart	8,294,612	8,836,859	8,836,859
Day Care	921,678	865,145	865,145



	FY11 Actual	FY12 Projected	FY13 Proposed
Weatherization	3,790	-	-
Foster Grandparents	521,925	506,243	506,243
LIEAP	3,612,758	3,127,132	3,127,132
CSBG	580,714	693,234	693,234
Human Services Program	242,686	225,256	225,256
City General Relief	57,356	59,909	59,909
ARRA	1,415,615	-	-
Other	1,000	-	-
Total	\$16,524,748	\$14,929,403	\$ 14,929,403
Beginning Restricted Fund Balance	2,387,797	1,383,477	1,185,805
Estimated increase(decrease)	(1,004,320)	(197,672)	-
Ending Restricted Fund Balance	1,383,477	1,185,805	1,185,805

## 2050 STATE STREET AID

## ESTIMATED REVENUE

State of Tennessee	\$4,506,224	\$4,411,249	\$4,280,000
Fund Balance	-	-	-
State Maintenance of Streets	58,652	20,000	-
Investment Income	4,141	-	-
Total	\$4,569,017	\$4,431,249	4,280,000

## APPROPRIATIONS

Operations	\$4,224,893	\$4,547,618	4,280,000
Total	\$4,224,893	\$4,547,618	4,280,000

Beginning Restricted Fund Balance	1,226,673	1,570,797	1,454,428
Estimated increase(decrease)	344,124	(116,369)	-
Ending Restricted Fund Balance	1,570,797	1,454,428	1,454,428

## 2060 COMMUNITY DEVELOPMENT FUND

## ESTIMATED REVENUE

Federal and State	\$4,872,376	\$2,937,955	\$2,654,934
Miscellaneous/Other	509,610	650,017	650,017
Total	\$5,381,986	\$3,587,972	\$3,304,951

## APPROPRIATIONS

Administration	\$354,467	\$522,861	\$497,954
Chattanooga Neighborhood Enterprise	815,230	996,206	315,000
Other Community Development Projects	3,284,432	1,125,589	1,241,410
Transfers	924,047	943,316	1,250,587
Total	\$5,378,176	\$3,587,972	\$3,304,951

	FY11 Actual	FY12 Projected	FY13 Proposed
Beginning Restricted Fund Balance	1,152,797	1,156,607	1,156,607
Estimated increase(decrease)	3,810	-	-
Ending Restricted Fund Balance	1,156,607	1,156,607	1,156,607

## 2070 HOTEL/MOTEL TAX FUND

## ESTIMATED REVENUE

Occupancy Tax	\$4,746,845	\$4,900,000	\$4,949,000
SRC Parking Garage Revenue	253,071	270,844	250,000
Interest Revenue	-	-	-
River Pier Garage Capital Contribution	-	60,000	-
Fund Balance	-	-	-
Total	\$4,999,916	\$5,230,844	\$5,199,000

## APPROPRIATIONS

21 <sup>st</sup> Century Waterfront Capital Fund	\$350,000	\$333,024	\$818,352
Other Waterfront Capital Fund	-	-	-
Appropriation from Fund Balance	-	866,976	-
River Pier Garage Operations	143,696	118,644	250,000
River Pier Capital	-	60,000	-
Hotel/Motel Collection Fee	82,734	98,000	98,980
Debt Service	3,320,547	3,953,252	4,001,668
Hamilton County	30,000	30,000	30,000
Total	\$3,926,977	\$5,459,896	\$5,199,000

Beginning Restricted Fund Balance	1,130,240	2,203,179	1,974,127
Estimated increase(decrease)	1,072,939	(229,052)	-
Ending Restricted Fund Balance	2,203,179	1,974,127	1,974,127

## TN VALLEY REGIONAL

## 2110 COMMUNICATIONS

## ESTIMATED REVENUE

Partner Revenue	\$172,711	\$150,000	\$150,000
Maintenance Fees	577,609	742,797	787,573
Site & Programming Fees	87,641	33,005	72,927
Grant Revenue	15,755	-	-
Transfer In	1,000	-	-
Total	\$854,716	\$925,802	\$1,010,500

## APPROPRIATIONS

Operations	682,985	1,000,671	1,010,500
Total	\$682,985	\$1,000,671	\$1,010,500

Beginning Restricted Fund Balance	-	171,731	96,862
Estimated increase(decrease)	171,731	(74,869)	-

	FY11 Actual	FY12 Projected	FY13 Proposed
Ending Restricted Fund Balance	171,731	96,862	96,862
3100 DEBT SERVICE FUND			
ESTIMATED REVENUE			
General Fund	\$15,494,469	\$10,300,000	\$16,942,222
911 Emergency Communications	200,000	-	-
Homeland Security Grant (911)	-	-	-
Hamilton County	474,423	436,091	473,170
CDBG (Fannie Mae Loan)	488,494	478,505	467,434
Safety Capital (Fire Loan)	1,563	5,639	5,639
Hotel/Motel Tax	3,320,547	4,094,506	4,001,667
Other Sources	322,708	183,881	350,681
Use of Fund Balance	-	-	-
Total	\$20,302,204	\$15,498,622	\$22,240,813
APPROPRIATIONS			
Principal	\$13,007,185	\$11,825,623	\$14,828,125
Interest	7,096,207	7,432,688	7,302,688
Bank Service Charges	114,804	100,000	110,000
Total	\$20,218,196	\$19,358,311	\$22,240,813
Beginning Committed Fund Balance	4,870,365	4,954,373	1,094,684
Estimated increase(decrease)	84,008	(3,859,689)	-
Ending Committed Fund Balance	4,954,373	1,094,684	1,094,684
6010 INTERCEPTOR SEWER SYSTEM			
ESTIMATED REVENUE			
Sewer Service Charges	\$38,788,897	\$38,543,582	\$41,110,939
Industrial Surcharges	3,607,814	2,500,000	2,500,000
Septic Tank Charges	315,554	239,500	219,400
Wheelage and Treatment:			
Lookout Mountain, TN	202,962	201,936	222,876
Dade County, GA	11,529	12,585	13,310
Walker County, GA	416,262	408,634	467,003
Collegedale, TN	315,384	356,127	353,530
Soddy-Daisy, TN	187,674	220,283	212,686
East Ridge, TN	1,513,002	1,679,376	1,665,598
Windstone	72,558	25,563	32,880
Hamilton County, TN	764,334	827,623	847,230
Northwest Georgia	717,440	798,798	784,645
Lookout Mountain, GA	61,059	64,145	67,953
Rossville, GA	421,553	445,653	480,593
Ringgold, GA	372,004	403,022	406,799
Red Bank, TN	582,375	720,234	692,874
Debt Service Northwet Georgia	447,353	447,353	447,353

	FY11 Actual	FY12 Projected	FY13 Proposed
Industrial User Permits	44,000	41,000	41,000
Industrial User Fines	4,100	-	-
Miscellaneous	12,489	-	-
Garbage Grinder Fees	46,804	53,400	56,448
Operating Revenue:	\$48,905,147	\$47,988,814	\$50,623,117
Fund Balance			
Interest Earnings	\$362,693	\$270,000	\$300,000
Total Revenues	\$49,267,840	\$48,258,814	\$50,923,117

#### APPROPRIATIONS

Operations & Maintenance:			
Administration	\$2,985,984	2,116,747	3,512,511
Laboratory	629,942	636,321	702,475
Engineering	946,874	600,659	589,551
Plant Maintenance	1,451,974	1,514,292	1,914,887
Sewer Maintenance	2,957,620	3,582,565	3,663,474
Moccasin Bend - Liquid Handling	12,226,872	11,179,997	11,864,049
Inflow & Infiltration	1,709,940	1,534,420	1,333,405
Safety & Training	112,883	141,649	146,527
Pretreatment/Monitoring	453,605	586,678	717,778
Moccasin Bend - Solid Handling	3,403,365	3,473,230	3,928,130
Moccasin Bend - Landfill Handling	1,281,922	1,600,000	1,600,000
Contingency	-	-	-
Combined Sewer Overflow	265,898	217,346	309,178
Total Operations & Maintenance	\$28,426,879	\$27,183,904	\$30,281,965

Pumping Stations:			
Mountain Creek Pump Station	19,551	17,477	28,470
Citico Pump Station	400,109	303,117	322,010
Friar Branch Pump Station	187,352	152,296	220,975
Hixson 1, 2, 3, & 4 Pump Stations	159,985	97,101	135,745
19th Street Pump Station	109,824	48,792	62,295
Orchard Knob Pump Station	45,090	52,961	137,310
South Chickamauga Pump Station	406,065	334,209	481,550
Tiftonia 1 & 2 Pump Stations	188,431	123,115	104,325
23rd Street Pump Station	116,978	127,700	135,250
Latta Street Pumping Stations	30,503	10,667	21,650
Residential Pump Stations	51,070	30,750	40,000
Murray Hills Pump Station	26,377	15,544	40,865
Highland Park Pump Station	32,875	8,150	27,050
Big Ridge 1-5 Pump Stations	105,178	73,497	93,185
Dupont Parkway Pump Station	33,004	18,834	25,725
VAAP Pump Station	2,573	3,990	9,065



	FY11 Actual	FY12 Projected	FY13 Proposed
Northwest Georgia Pump Station	46,304	49,733	65,724
Brainerd Pump Station	48,887	39,252	70,834
East Brainerd Pump Station	41,644	46,175	54,125
North Chattanooga Pump Station	27,181	30,123	28,155
South Chattanooga Pump Station	2,392	6,978	11,070
Ooltewah-Collegedale Pump Station	88,535	88,941	94,875
Odor Control Pump Stations	750,604	800,000	800,000
Enterprise South Pump Station	17,236	23,908	44,770
River Park Pump Station	987	3,500	4,750
Ringgold Pump Station	47,272	58,740	65,195
Regional Metering Stations	-	-	-
Warner Park #1	-	10,500	7,500
West Chickamauga	2,071	-	9,000
Total Pumping Stations	\$2,988,078	\$2,576,050	\$3,141,468
Total Operations & Maintenance	\$31,414,957	\$29,759,954	\$33,423,433
Capital Improvement	1,015,063	2,737,985	428,393
Appropriation to Capital	-	-	-
Debt Service Reserve	1,575,012	1,687,795	2,354,661
Construction Trust Fund (P540)	-	-	-
Debt Service			
Principal	9,137,500	8,941,261	11,200,206
Interest	3,987,597	3,114,417	3,516,424
	\$13,125,097	\$12,055,678	\$14,716,630
Total	\$47,130,129	\$46,241,412	\$50,923,117
Beginning Unrestricted Net Assets	254,321,427	256,459,138	258,476,540
Estimated increase(decrease) in Unrestricted Net Assets	2,137,711	2,017,402	-
Ending Unrestricted Net Assets	256,459,138	258,476,540	258,476,540

## 6020 SOLID WASTE & SANITATION FUND

### ESTIMATED REVENUE

Landfill Tipping Fees	\$456,641	\$578,996	\$321,000
Permits	1,032	2,016	2,200
Federal Operations Funds	87,430	-	-
State of Tennessee Household Hazardous Waste Grant	108,954	145,000	85,000
State of Tennessee Recycle Rebate	-	-	15,000
State Operations Funds TEMA	10,480	-	-
City Tipping Fees	5,907,775	5,773,587	5,773,587
Investment Income	58,649	30,108	-

	FY11 Actual	FY12 Projected	FY13 Proposed
Sale of Mulch	188,106	11,711	25,000
Miscellaneous	43,867	54,763	11,968
Total	\$6,862,934	\$6,596,180	\$6,233,755

#### APPROPRIATIONS

Recycle	\$760,476	\$868,784	\$944,674
Waste Disposal – Summit Monitoring	265,175	287,660	308,510
Waste Disposal – City Landfill	1,602,840	1,346,641	1,535,738
Wood Recycle	707,215	755,112	781,827
Montague Park Monitoring	25,444	10,500	10,500
Solid Waste Reserve	-	-	173,868
Debt Service			
Principal	2,785,090	1,540,155	1,602,988
Interest	955,872	854,836	775,650
Capital Improvement	1,127,000	-	-
Household Hazardous Waste	94,179	103,181	100,000
Total	\$8,323,291	\$5,766,869	\$6,233,755
Beginning Unrestricted Net Assets	(6,772,038)	(8,232,395)	(7,403,084)
Estimated increase(decrease) in Unrestricted Net Assets	(1,460,357)	829,311	-
Ending Unrestricted Net Assets	(8,232,395)	(7,403,084)	(7,403,084)

#### 6030 WATER QUALITY FUND

##### ESTIMATED REVENUE

Water Quality Fee	\$15,352,778	\$14,171,105	\$15,522,000
Land Disturbing Fee	26,530	28,897	25,000
Federal Operations Funds	150,384	-	-
State Operations Funds TEMA	25,066	-	-
Other	(1,075,661)	11,874	11,000
General Fund Subsidy	-	-	-
Fund Balance	-	-	-
Total	\$14,479,097	\$14,211,876	\$15,558,000

##### APPROPRIATIONS

Water Quality Administration	\$2,178,312	\$1,846,134	\$3,159,912
Water Quality Operations	5,169,174	5,875,257	6,704,420
Water Quality Site Development	326,048	1,092,579	1,113,868
Water Quality Engineering	499,785	561,219	798,131
Water Quality Public Education	72,536	63,046	68,158
Renewal & Replacement	281,190	(4,568)	99,285
Contingency	-	-	-
Debt Service			
Principal	1,824,609	977,327	962,666

	FY11 Actual	FY12 Projected	FY13 Proposed
Interest	477,203	404,971	355,017
Debt Service Reserve	-	895,441	846,543
Appropriation to Capital Project Fund	11,500,000	1,450,284	1,450,000
Total	\$22,328,857	\$13,161,690	\$ 15,558,000
Beginning Unrestricted Net Assets	37,680,313	29,830,553	30,880,739
Estimated increase(decrease) in Unrestricted Net Assets	(7,849,760)	1,050,186	-
Ending Unrestricted Net Assets	29,830,553	30,880,739	30,880,739
<b>9091 AUTOMATED TRAFFIC ENFORCEMENT</b>			
<b>ESTIMATED REVENUE</b>			
Automated Traffic & Speeding Fines	\$1,519,702	\$1,076,476	\$1,100,000
Total	\$1,519,702	\$1,076,476	\$1,100,000
<b>APPROPRIATIONS</b>			
Traffic Enforcement Operations	\$1,374,079	\$1,043,296	\$1,100,000
Total	\$1,374,079	\$1,043,296	\$1,100,000
Beginning Fund Balance	1,129,965	1,275,588	1,308,768
Estimated increase(decrease) in Fund Balance	145,623	33,180	-
Ending Fund Balance	1,275,588	1,308,768	1,308,768
<b>9250 NARCOTICS FUND</b>			
<b>ESTIMATED REVENUE</b>			
Federal	\$-	\$50,000	\$50,000
State	-	6,000	12,000
Confiscated Narcotics Funds	528,378	260,000	200,000
Other	95,887	51,000	50,000
Total	\$624,265	\$367,000	\$312,000
<b>APPROPRIATIONS</b>			
Operations	\$451,912	\$291,732	\$312,000
Total	\$451,912	\$291,732	\$312,000
Beginning Fund Balance	1,381,968	1,554,321	1,629,589
Estimated increase(decrease) in Fund Balance	172,353	75,268	-
Ending Fund Balance	1,554,321	1,629,589	1,629,589

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

SECTION 6(c). That the Chattanooga City Council adopted Resolution 25862 on March 24, 2009, authorizing the City to enter into an Airport Operations Service Contract (“Contract”) with the Chattanooga Metropolitan Airport Authority (“Airport Authority”). In accordance with Section 5.1 of the Contract, the City hereby appropriates the sum of \$576,592.00 from the Debt Service Fund (which represents the total debt service requirements for the Airport Authority’s fiscal year 2013), to be used only in the event that the Airport Authority is unable to meet its debt service requirement for fiscal year 2013.

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

The Mayor is authorized to increase pay to address the Career Ladder Programs; the Mayor is further authorized to apply a three percent (3%) increase in base pay for eligible permanent civilian personnel effective July 1, 2012. All increases are subject to the maximum of the assigned pay range. Employees hired subsequent to February 29, 2012 shall not be eligible for the increase. Increases in this section shall not apply to employees whose current base pay is equal to or greater than the maximum of the assigned pay range.

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

SECTION 7(a)(2). Any person employed on a temporary basis in positions authorized within the Classification Plan shall be paid at a rate not more than the minimum of the position's pay range. As provided in the Chattanooga City Code, Part II, temporary employment is for a specified period, not to exceed two (2) years.



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

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

<u>Funded</u>	<u>Position Name</u>	<u>Range/Rate</u>	<u>Period</u>
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DEPARTMENT OF GENERAL GOVERNMENT

OFFICE OF CITY ATTORNEY

0000150	1	City Attorney	34	B
0004037	5	Administrative Support Spec	10	B
0004130	1	Claims Investigator	18	B
0004131	1	Deputy City Attorney	30	B
0030020	5	Staff Attorney	25	B
0004037	1	Administrative Support Spec	10	B

CITY COURT (JUDICIAL) – First Division

0000152	2	City Court Officer	(each) NP	B
0000153	1	Judicial Assistant	\$23.30H	B
0020010	1	City Judge	*	B

CITY COURT (JUDICIAL) – Second Division

0000152	2	City Court Officer	(each) NP	B
0000153	1	Judicial Assistant	\$23.30H	B
0020010	1	City Judge	*	B

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

CITY COUNCIL

0000159	1	Clerk to Council	NP	B
0000160	1	Management Analyst	NP	B
0000161	1	Assistant Clerk to Council	NP	B
0000163	1	Council Secretary	NP	B
0020100	1	Council Chairperson	***	B

0020200	1	Council Vice Chairperson		**	B
0020300	7,	Council Member	(each)	*	B

\* 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 \$2,500.00  
 \*\*\* The Chairperson shall be paid fifteen percent (15%) of the Mayor's salary plus an additional \$5,000.00

INTERNAL AUDIT/ PEFORMANCE REVIEW

0000084	3	Internal Auditor 1	(each)	19	B
0002117	1	Internal Auditor 2		21	B
0002118	1	Director Internal Audit		29	B
0004037	1	Administrative Support Spec		10	B

INFORMATION SERVICES

0000107	1	Chief Information Officer		33	B
0000108	1	Manager Application Services		28	B
0000109	1	Dep Chief Information Officer		29	B
0000110	3	Network Analyst		22	B
0000113	1	Manager IT Support Services		28	B
0000114	1	Network Engineer		20	B
0000115	2	Systems & Database Spec 2	(each)	23	B
0000116	2	Systems & Database Spec 1	(each)	22	B
0000117	1	Manager Network		27	B
0000119	4	Programmer 2	(each)	20	B
0000120	1	IT Support Services Supervisor		21	B
0000127	4	Programmer 1	(each)	18	B
0000146	1	Telecommunications Coordinator		17	B
0004004	4	IT Business Project Analyst	(each)	25	B
0004008	1	Webmaster		20	B
0004009	3	IT Specialist	(each)	19	B
0004015	4	IT Technician	(each)	15	B
0004159	1	Emerging Technology Specialist		25	B
0004037	1	Administrative Support Spec		10	B
0004047	1	Adm Support Assistant 2		7	B

311 CALL CENTER

0002106	1	Customer Service Rep 2		8	B
0002107	8	Customer Service Rep 1	(each)	7	B
0002108	1	Customer Service Supervisor		15	B
0004008	1	Webmaster		20	B

DEPARTMENT OF GENERAL GOVERNMENT

## GENERAL SERVICES ADMINISTRATION

0000020	1	Director General Services		30	B
0000021	1	Asst. Director Gen Svcs		NR (1 Frozen)	B
0000022	1	Special Project Coordinator		NR (1 Frozen)	B
0000187	1	General Svcs Technology Spec		22	B
0004011	1	Fiscal Analyst		17	B
0004047	1	Adm Support Assistant 2		7	B
0004163	1	Real Property Coordinator		14	B
0004164	1	Contract Project Manager		22	B

## PURCHASING

0000250	1	Manager Purchasing		23	B
0000252	7	Buyer	(each)	16	B
0000269	1	Deputy Purchasing Manager		21	B
0004057	1	Adm Support Assistant 1		4	B
0004047	1	Adm Support Assistant 2		7	B
0004167	1	Procurement Analyst		17	B

## CITY HALL / ANNEX MAINTENANCE

0000198	2	Security Guard	(each)	4	B
0004010	1	General Supervisor		18	B
0004045	1	Crew Supervisor 1		8	B
0004059	7	Crew Worker 1	(each)	2 (1 Frozen)	H
0004040	4	Bldg Maintenance Mechanic 1	(each)	9	H

## DEVELOPMENT RESOURCE CENTER

0004057	1	Adm Support Assistant 1		4	B
0004059	2	Crew Worker 1	(each)	2	H

## TN VALLEY REGIONAL COMMUNICATIONS

0000199	1	Mgr Electronics Communications		25	B
0000213	4	Electronics Com Technician 2		16	B
0004019	2	Electronics Com Technician 1	(each)	14	B
0004116	1	Electronics Shop Supv		18	B
0004057	1	Administrative Support Asst 1		4	B

## MUNICIPAL GARAGE – AMNICOLA

0000204	1	Fleet Maintenance Shift Supv		16	B
0000205	1	Manager Fleet		23	B
0000206	4	Equipment Mechanic 3*	(each)	13	H
0000208	3	Equipment Mechanic 1*	(each)	10	H
0000209	1	Data Analyst		12	B
0000218	2	Fleet Maintenance Shop Supv	(each)	18	B
0000224	11	Equipment Mechanic 2*	(each)	12	H

0001301	1	Inventory Clerk		5	H
0004028	1	Inventory Coordinator		13	H
0004051	3	Inventory Technician	(each)	7	H
0004059	2	Crew Worker 1	(each)	2	H

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

#### MUNICIPAL GARAGE – 12<sup>TH</sup> STREET

0000204	2	Fleet Maintenance Shift Supv	(each)	16	B
0000206	7	Equipment Mechanic 3*	(each)	13	H
0000208	5	Equipment Mechanic 1*	(each)	10	H
0000218	1	Fleet Maintenance Shop Supv		18	B
0000224	6	Equipment Mechanic 2*	(each)	12	H
0004028	1	Inventory Coordinator		13	B
0004037	1	Administrative Support Spec		10	B
0004051	2	Inventory Technician	(each)	8	B
0004053	1	Vehicle Servicer		7	H
0004057	1	Adm Support Assistant 1		4	H
0004058	1	Crew Worker 2		4	H
0004059	1	Crew Worker 1		2	H
0004100	1	Equipment Operator 4		10	H

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

#### MUNICIPAL GAS STATION

0004100	1	Equipment Operator 4		10	H
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### DEPARTMENT OF FINANCE & ADMINISTRATION

#### FINANCE OFFICE

0000075	1	Administrator & City Finance Officer		35	B
0000076	1	Deputy Administrator Finance		29	B
0000077	1	Budget Officer		27	B
0000079	1	Manager Financial Operations		27	B
0000081	1	Accounts Payable Supervisor		17	B
0000082	1	Accounting Manager		24	B
0000083	1	Payroll Supervisor		19	B
0000085	4	Management & Budget Analyst 1	(each)	17	B
0000086	2	Management & Budget Analyst 2		21	B
0000087	3	Accountant 1	(each)	17	B
0000090	2	Accountant 2	(each)	21	B
0000099	1	Payroll Assistant		7	B

0000102	2	Payroll Technician	(each)	11	B
0000995	1	Grants Specialist		15	B
0001402	3	Accounting Technician 1	(each)	8	B
0004021	1	Executive Assistant		14	B
0004035	2	Accounting Technician 2	(each)	10	B
0004047	4	Adm Support Assistant 2	(each)	7	B
0004143	1	Business Systems Analyst		24	B
0004161	1	Capital Project Analyst		21	B

## CITY TREASURER

0000131	1	Assistant City Treasurer		22	B
0000132	2	Tax Supervisor	(each)	16	B
0000133	1	City Treasurer		25	B
0000136	1	Tax Specialist 2		10	B
0000904	1	Property Clerk I		\$9.35	H
0000905	1	Property Clerk II		\$9.63	H
0000906	1	Property Clerk III		\$10.50	H
0001006	7	Tax Specialist	(each)	7	B

## OFFICE OF CITY COURT CLERK

0000055	1	City Court Clerk		24	B
0000059	1	Deputy City Court Clerk		17	B
0001101	12	Court Operations Assistant	(each)	5	B
0004044	2	Court Operations Technician 2	(each)	8	B
0004054	3	Court Operations Technician 1	(each)	6	B

## POLICE DEPARTMENT

SWORN

0000796	3	Assistant Police Chief	(each)	P9	B
0000805	1	Police Chief		34	B
0000806	1	Deputy Police Chief		30	B
0000809	8	Police Captain	(each)	P8	B
0000812	17	Police Lieutenant	(each)	P7	B
0000813	89	Police Sergeant	(each)	P6	B
0004121	349	Police Officer I	(each)	P2 (frozen 12)	B
0004122		Police Officer II	(each)	P3	B
0004123		Police Officer III	(each)	P4	B
0004060		Master Police Officer	(each)	P5	B



NON-SWORN

0000168	1	Public Relations Coordinator 2		18	B
0000825	9	Police Services Technician 1	(each)	4	B
0000828	1	Crime Scene Technician		9	B
0000829	1	Photographic Lab Technician		9	B
0000834	1	School Patrol Officer Supv		9	B
0000840	7	Police Property Technician	(each)	7	B
0000856	1	Police Records Operation Supv		13	B
0000970	18	Police Service Technician 2	(each)	6	B
0000975	3	School Patrol Lieutenant	(each)	\$21.84	H
0000976	30	School Patrol Officer	(each)	\$15.08	H
0001005	1	Manager Accreditation		17	B
0001010	1	Police Information Center Mgr		16	B
0001011	5	Police Records Analyst	(each)	10	B
0001402	1	Accounting Technician 1		8	B
0002205	1	Terminal Agency Coordinator		8	B
0003003	1	Crime Statistical Analyst		15	B
0004010	1	General Supervisor		18	B
0004011	1	Fiscal Analyst		17	B
0004014	1	Occupational Safety Specialist		17	B
0004020	1	Electronics Surveillance Techn		14	B
0004021	2	Executive Assistant		14	B
0004040	2	Bldg Maintenance Mechanic 1	(each)	9	B
0004042	1	Fiscal Technician		9	B
0004047	14	Adm Support Assistant 2	(each)	7	B
0004050	2	Fingerprint Technician	(each)	7	B
0004052	2	Personnel Assistant	(each)	8	B
0004056	18	Police Records Technician	(each)	5	B
0004057	2	Adm Support Assistant 1	(each)	4	B

## AUTOMATED TRAFFIC FUND

## SWORN

0000813	1	Police Sergeant		P6	B
0004121	3	Police Officer I	(each)	P2	B
0004122	1	Police Officer II		P3	B
0004123	1	Police Officer III		P4	B
0004060	1	Master Police Officer		P5	B

## NON-SWORN

0004037	1	Adm Support Specialist		10	B
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## FIRE DEPARTMENT

SWORN

0000865	1	Fire Chief		34	B
0000866	1	Deputy Fire Chief		F7C	B
0000867	1	Fire Marshall		F7C	B
0000869	9	Fire Battalion Chief	(each)	F5A	B
0000873	84	Fire Lieutenant	(each)	F3A	B
0000874	49	Firefighter	(each)	F1A	B
0000892	177	Firefighter Senior	(each)	F2A	B
0004001	3	Assistant Fire Chief	(each)	F6C	B
0004003	81	Fire Captain	(each)	F4A	B
0004111	10	Staff Captain	(each)	F4 C	B
0004112	11	Staff Lieutenant	(each)	F3C	B
0004113	1	Staff Firefighter Senior	(each)	F2C	B
0004115	1	Executive Deputy Fire Chief		29	B

NON-SWORN

0000168	1	Public Relations Coordinator 2		18	B
0000891	3	Fire Equipment Specialist	(each)	11	B
0000999	1	Manager IT Fire		18	B
0001407	1	Budget Technician		12	B
0004010	1	General Supervisor		18	B
0004021	1	Executive Assistant		14	B
0004029	1	Bldg Maintenance Mechanic 2		12	B
0004040	3	Bldg Maintenance Mechanic 1	(each)	9	B
0004047	2	Adm Support Assistant 2	(each)	7	B
0004051	1	Inventory Technician		7	B
0004052	1	Personnel Assistant		8	B
0004057	1	Adm Support Assistant 1		4	B

## DEPARTMENT OF PUBLIC WORKS

## ADMINISTRATION

0000450	1	Administrator		34	B
0000451	1	Deputy Administrator		31	B
0004011	1	Fiscal Analyst		17	B
0004021	1	Executive Assistant		14	B
0004028	1	Inventory Coordinator		13	B
0004047	2	Administrative Support Assistant 2	(each)	7	B

## CITY WIDE SERVICES

0000474	1	Director, City Wide Services		27	B
0000479	1	Accident Investigator		10	B
0001301	1	Inventory Clerk		5	B
0001530	1	Crew Scheduler		8	B
0004014	1	Occupation Safety Specialist		17	B
0004028	1	Inventory Coordinator		13	B
0004037	2	Administrative Support Specialist		10	B
0004047	2	Administrative Support Assistant 2	(each)	7	B/H
0004051	1	Inventory Technician		8	B
0004057	2	Administrative Support Specialist 1	(each)	4	B
0004059	1	Crew Worker 1		2	B
0004068	1	Asst. Director City Wide Services Adm		22	B

## MUNICIPAL FORESTRY

0000311	1	Municipal Forester		23	B
0000312	1	Forestry Supervisor		18	B
0000333	2	Tree Trimmer	(each)	9	H
0004038	2	Crew Supervisor 2	(each)	12	H
0004100	2	Equipment Operator 4	(each)	10	H
0004148	1	Forestry Technician		12	B

## EMERGENCY

0004059	5	Crew Worker 1	(each)	2 (1 frozen)	H
0004100	7	Equipment Operator 4	(each)	10	H
0004102	2	Equipment Operator 3	(each)	8	H
0004105	2	Equipment Operator 1		5	H

## SOLID WASTE REFUSE COLLECTION CENTERS

0004100	1	Equipment Operator 4	(each)	10	H
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## ENGINEERING

0000505	1	City Engineer		31	B
0000512	1	Assistant City Engineer		28	B
0000513	4	Civil Engineer	(each)	19	B
0000516	3	Engineering Coordinator	(each)	21	B
0000518	4	Survey Party Chief	(each)	14	B
0000522	2	Survey Instrument Technician	(each)	9	B
0000521	1	Construction Inspector 1		14	B
0000524	1	Manager IT Public Works		24	B
0000582	1	Engineering Technician	(each)	13	B
0000965	1	Engineering Co-op	(each)	\$12.33 (1 frozen)	H
0004047	1	Administrative Support Assistant 2		7	B
0004057	1	Administrative Support Assistant 1		4 (1 frozen)	B
0004064	1	Engineering Manager	(each)	27	B
0004090	3	GIS Technician	(each)	13	B
0004117	1	Engineering Contracts Tech		11	B
0004135	1	Construction Inspector 2	(each)	15	B
0004150	2	Senior Engineer	(each)	25	B
0000733	1	Construction Program Supervisor		21	B

## LAND DEVELOPMENT OFFICE

0000521	3	Construction Inspector 1	(each)	14 (1 frozen)	B
0000541	1	Assistant Director Development Services		25	B
0000544	1	Chief Building Inspector		19	B
0000545	1	Chief Electrical Inspector		19	B
0000546	1	Chief Plumbing Inspector		19	B
0000548	2	Electrical Inspector 1	(each)	14	B
0000550	2	Plumbing Inspector 1	(each)	14 (1 frozen)	B
0000551	1	Plumbing Inspector 2		15	B
0000552	6	Combination Inspector	(each)	15(1 frozen)	B
0000553	1	Building Inspector 1		15	B
0000554	1	Electrical Inspector 2		15	B
0000555	1	Building Inspector 2		15	B
0000559	1	Gas/Mechanical Inspector 2		15	B
0000567	1	Director Land Development		27	B
0000578	1	Assistant Director Land Use Dev Service		21	B
0001004	5	Permit Clerk	(each)	6	B
0001955	1	Development Ombudsman		18	B
0004032	1	Office Supervisor		12	B
0004047	1	Administrative Support Assistant 2		7	B
0004057	1	Administrative Support Assistant 1		4 (1 frozen)	B
0004080	1	Plans Review Specialist 3		15	B
0004085	1	Historic Preservation Planner		14	B
0004096	1	Plans Review Specialist 2		12	B
0004101	2	Plans Review Specialist 1	(each)	9	B
0004135	1	Construction Inspector 2		15	B
0004165	1	Manager Land Use Development		19	B
0004166	1	Zoning Inspector		12	B

0004171	1	Combination Inspector 1		13	B
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## STREET CLEANING

0004010	1	General Supervisor		18	B
0004038	2	Crew Supervisor 2		12 (1 frozen)	B
0004045	3	Crew Supervisor 1	(each)	8	B
0004058	3	Crew Worker 2	(each)	4	H
0004059	11	Crew Worker 1	(each)	2 (1 frozen)	H
0004100	14	Equipment Operator 4		10 (1 frozen)	H

## TRAFFIC CONTROL

0000206	1	Equipment Mechanic 3		13 (1 frozen)	H
0000743	1	Manager Traffic Operations		24	B
0000744	1	Traffic Electrician Supervisor		19	B
0000753	1	Parking Meter Technician		7	B
0000756	2	Electronics Technician 1	(each)	14	B
0000757	1	Traffic Electronic Supervisor		19	B
0004010	1	General Supervisor		18	B
0004018	1	Electrician 2		14	B
0004027	4	Electrician 1	(each)	13	B
0004037	1	Administrative Support Specialist		10	B
0004038	1	Crew Supervisor 2		12	B
0004049	2	Crew Worker 3	(each)	7	H
0004057	1	Administrative Support Assistant 1		4	B
0004058	3	Crew Worker 2	(each)	4	H
0004059	7	Crew Worker 1	(each)	2 (1 frozen)	H
0004100	6	Equipment Operator 4	(each)	10	H

## TRAFFIC ENGINEERING ADMINISTRATION

0000768	1	City Traffic Engineer		27	B
0000769	1	Assistant City Traffic Engineer		25	B
0000770	1	Traffic Operations Analyst		16	B
0000771	1	Traffic Engineering Coordinator		13	B
0000774	4	Traffic Engineering Technician	(each)	10	B
0000776	1	Traffic Signal Designer		14	B
0004047	1	Administrative Support Assistant 2		7	B
0004141	1	Traffic Signal Systems Engineer		25	B

## BRUSH &amp; TRASH

0004010	1	General Supervisor		18	B
0004059	1	Crew Worker 1		2	H
0004100	11	Equipment Operator 4	(each)	10 (1 frozen)	H



## TRASH FLASH

0004100	4	Equipment Operator 4	(each)	10	H
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## SWAY CAR

0004100	2	Equipment Operator 4		10	H
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## CURBSIDE RECYCLE

0004038	1	Crew Supervisor 2		12	B
0004059	4	Crew Worker 1	(each)	2 (1 frozen)	H
0004102	3	Equipment Operator 3	(each)	8	H
0004104	1	Equipment Operator 2	(each)	6	H

## GARBAGE COLLECTION

0000532	1	Manager Sanitation		22	B
0004100	14	Equipment Operator 4		10	H
0004010	1	General Supervisor		18	B
0004038	1	Crew Supervisor 2		12	B
0004058	1	Crew Worker 2		4	H
0004059	5	Crew Worker 1	(each)	2	H
0004102	4	Equipment Operator 3	(each)	8 (1 frozen)	H

## REFUSE INSPECTION

0000531	6	Refuse Collection Inspector	(each)	10 (1 frozen)	H
0004153	1	Refuse Collection Inspector Supervisor		12	B

SOLID WASTE FUND POSITIONS  
SANITARY FILLS

0000663	1	Manager Landfill		22	B
0004010	1	General Supervisor		18	B
0004058	4	Crew Worker 2		4	H
0004098	2	Landfill Technician		11	B
0004124	5	Equipment Operator 5	(each)	12	H
0004105	1	Equipment Operator 1		5	H

## WOOD RECYCLE

0004058	1	Crew Worker 2		4	B
0004059	1	Crew Worker 1		2	H
0004124	3	Equipment Operator 5	(each)	12	H
0004126	1	Crew Supervisor 3		14	B

## RECYCLE

0004100	1	Equipment Operator 4	(each)	10	H
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## WATER QUALITY MANAGEMENT FUND POSITIONS

## WATER QUALITY MANAGEMENT

0000512	1	Assistant City Engineering		28	B
0000728	1	Manager PWD Water Quality Mgt		25	B
0000736	2	Water Quality Supervisor		19	B
0000738	1	Water Quality Technician 1	(each)	12	B
0000740	8	Water Quality Specialist 1		14	B
0000965	4	Engineering Co-op	(each)	\$12.33	H
0001016	2	Water Quality Specialist 2		18	B
0004047	1	Administrative Support Assistant 2		7	B
0004069	1	GIS Systems Administrator		22	B
0004075	2	GIS Analyst 1	(each)	18	B
0004090	2	GIS Technician		13	B

## WATER QUALITY OPERATIONS

0004010	2	General Supervisor	(each)	18	B
0000683	1	Manager Sewer Construction		22	B
0000521	1	Construction Inspector 1		14	B
0004045	4	Crew Supervisor 1	(each)	8	B
0004038	7	Crew Supervisor 2	(each)	12	B
0004030	7	Crew Supervisor 3	(each)	14	B
0004047	1	Administrative Support Assistant 2		7	B
0004049	9	Crew Worker 3	(each)	7	H
0004058	13	Crew Worker 2	(each)	4	H
0004059	26	Crew Worker 1	(each)	2	H
0004100	4	Equipment Operator 4	(each)	10	H
0004102	4	Equipment Operator 3	(each)	8	H
0004104	8	Equipment Operator 2	(each)	6	H
0004124	10	Equipment Operator 5	(each)	12	H

## WATER QUALITY SITE DEVELOPMENT

0004140	1	Manager Water Quality		25	B
0000742	3	Soil Engineering Specialist	(each)	19	B
0001004	1	Permit Clerk		6	B

## WATER QUALITY ENGINEERING &amp; PROJECT MANAGEMENT

0004064	1	Engineering Manager		27	B
0000733	1	Construction Program Supervisor		21	B
0000513	5	Civil Engineer	(each)	19	B
0004071	2	Project Engineer	(each)	22	B
0004150	1	Senior Engineer		25	B
XXXXXXXX	1	Landscape Architect		NR	

## WATER QUALITY PUBLIC EDUCATION

0000600	1	Public Information Specialist		15	B
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## STATE STREET AID

## STREET MAINTENANCE

0000516	1	Engineering Coordinator		21	B
0001530	1	Crew Scheduler		8	B
0004010	1	General Supervisor	(each)	18	B
0004038	3	Crew Supervisor 2	(each)	12	B
0004045	1	Crew Supervisor 1	(each)	8	B
0004058	12	Crew Worker 2	(each)	4	H
0004059	21	Crew Worker 1	(each)	2	H
0004065	1	Asst Director City Wide Services Ops		25	B
0004100	3	Equipment Operator 4	(each)	10	H
0004102	7	Equipment Operator 3	(each)	8	H
0004104	4	Equipment Operator 2	(each)	6	H
0004124	10	Equipment Operator 5	(each)	12	H
0004126	4	Crew Supervisor 3 CDL	(each)	14	H
0004142	1	Manager Street Maintenance		22	B

## INTERCEPTOR SEWER SYSTEM

## ADMINISTRATION

0000575	1	Director Waste Resources		29	B
0000590	1	Waste Resources Plant Engineer		22	B
0001301	3	Inventory Clerk	(each)	5	H
0004009	1	IT Specialist		19	B
0004011	1	Fiscal Analyst		17	B
0004028	1	Inventory Coordinator		13	B
0004037	1	Administrative Support Spec		10	B
0004047	2	Adm Support Assistant 2		7	B
0004051	1	Inventory Technician		8	B
0004052	1	Personnel Assistant		8	B
0004071	1	Project Engineer		22	B

## LABORATORY

0000591	1	Manager Laboratory Services		23	B
0000594	1	Chemist		17	B
0004091	2	Laboratory Technician 2		13	B
0004094	4	Laboratory Technician 1	(each)	12	B

## ENGINEERING

0000596	1	Construction Inspector Supv		18	B
0000597	1	Waste Resources Sys Engineer		25	B
0000598	2	Sewer Project Coordinator	(each)	15	B
0001530	1	Crew Scheduler		8	B
0004071	1	Project Engineer		22	B

## PLANT MAINTENANCE

0000601	1	Waste Resources Maintenance Manager		24	B *
0000603	1	Chief Electrical Instrument Techn		19	H *
0000605	2	Chief Maintenance Mechanic	(each)	19	H *
0000610	11	Plant Maintenance Mechanic	(each)	11	H *
0000618	3	Plant Maintenance Lubricator	(each)	5	H *
0004018	7	Electrician 2	(each)	14	H *
0004038	1	Crew Supervisor 2		12	H *
0004040	1	Bldg Maintenance Mechanic 1		9	B *
0004058	1	Crew Worker 2		4	H
0004170	1	Plant Maintenance Planner		13	B
0004155	1	Asset Management Systems Coordinator		13	B

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

## SEWER MAINTENANCE

0004010	1	General Supervisor		18	B
0004030	4	Crew Supervisor 3	(each)	14	H
0004058	2	Crew Worker 2	(each)	4	H
0004100	5	Equipment Operator 4	(each)	10	H
0004102	4	Equipment Operator 3	(each)	8	H
0004126	1	Crew Supervisor 3 CDL	(each)	14	H

## MOCCASIN BEND TREATMENT PLANT – LIQUID HANDLING

0000630	1	Plant Superintendent		27	B
0000633	4	Chief Plant Operator	(each)	15	H
0000636	5	Plant Operator 3	(each)	13	H
0000638	7	Plant Operator 1	(each)	9	H
0004006	2	Plant Operations Supervisor		21	B
0004034	9	Plant Operator 2	(each)	11	H
0004057	1	Adm Support Assistant 1		4	B
0000598	1	Sewer Project Coordinator		15	B

## INFLOW AND INFILTRATION

0004010	1	General Supervisor	18	H	
0004030	3	Crew Supervisor 3	(each) 14		H
0004058	3	Crew Worker 2	(each) 4		H
0004102	6	Equipment Operator 3	(each) 8		H

## SAFETY &amp; TRAINING

0004014	1	Occupational Safety Specialist	17		B
0004058	1	Crew Worker 2	4		H

## PRETREATMENT/MONITORING

0000652	1	Pretreatment Supervisor	19		B
0000653	5	Monitor Technician	(each) 12		B
0000655	2	Pretreatment Inspector	14		B
0004047	1	Adm Support Assistant 2	7		B

## MOCCASIN BEND TREATMENT PLANT – SOLID HANDLING

0000636	3	Plant Operator 3	13		H
0000638	4	Plant Operator 1	(each) 9		H
0004006	1	Plant Operations Supervisor	21		B
0004034	5	Plant Operator 2	(each) 11		H
0004100	1	Equipment Operator 4	10		H

## DEPARTMENT OF PARKS AND RECREATION

## ADMINISTRATION

0000300	1	Adm Parks & Recreation	32		B
0004011	2	Fiscal Analyst	(each) 17		B
0004021	1	Executive Assistant	14		B
0004052	1	Personnel Assistant	8		B
0004037	1	Administrative Support Spec	10		B

## PUBLIC INFORMATION

0004017	1	Public Relations Coordinator I	15		B
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## OUTDOOR CHATTANOOGA



0002133	1	Events and Marketing Spec		15	B
0004007	1	Recreation Division Manager		20	B
0000382	1	Recreation Specialist		9	B

## OUTVENTURE

0000378	1	Recreation Program Coordinator		16	B
0000378	1	Recreation Program Specialist		13	B
0000935	1	Recreation Specialist (P/T) 18hr		\$11.38	H

## SKATE PARK

0002940	2	Skatepark Assistant (P/T) 36hr	(each)	\$10.30	H
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## RECREATION FACILITY MANAGEMENT

0000378	4	Recreation Program Coordinator	(each)	16	B
0000382	28	Recreation Specialist	(each)	9	B
0002938	1	Director Recreation		25	B
0002943	1	Assistant Director of Recreation		21	B
0004007	2	Recreation Division Manager	(each)	20	B
0004025	14	Recreation Facility Manager 1	(each)	14	B
0004037	1	Adm Support Specialist	(each)	10	B
0004059	14	Crew Worker 1	(each)	2	B
0004082	3	Recreation Facility Manager 2	(each)	15	B
0004083	1	Recreation Program Specialist		13	B

## SUMMIT OF SOFTBALL

0004038	1	Crew Supervisor 1		12	B
0004058	5	Crew Worker 2		4	B

## FITNESS CENTER

0000954	1	Fitness Trainer (P/T)		\$10.61	H
0000960	1	Front Desk Clerk (P/T) 18hr		\$8.86	H
0004007	1	Recreation Division Manager		20	B
0004057	1	Adm Support Assistant 1		4	B

## CHAMPION'S CLUB

0000394	1	Tennis Professional		16	B
0000981	2	Tennis Assistant (P/T) 20hr	(each)	\$8.02	H
0004059	1	Crew Worker 1		2	B
0004083	1	Recreation Program Specialist		13	B

## AQUATICS

0000421	1	Aquatics Program Coordinator		16	B
THERAPEUTIC RECREATION					
0000420	1	Therapeutic Program Coord		16	B
0004083	1	Recreation Program Specialist		13	B
PARKS & ATHLETIC FIELDS					
0004126	1	Crew Supervisor 3 CDL	(each)	14	H
0004100	3	Equipment Operator 5	(each)	12	H
0004100	1	Equipment Operator 4	(each)	10	H
TENNESSEE RIVERPARK - DOWNTOWN					
0004010	1	General Supervisor		18	B
0004038	3	Crew Supervisor 2	(each)	12	H
0004045	3	Crew Supervisor 1	(each)	8	H
0004058	2	Crew Worker 2	(each)	4	H
0004059	14	Crew Worker 1	(each)	2	H
0004105	1	Equipment Operator 1	(each)	5	H
BUILDINGS & STRUCTURES					
0004010	1	General Supervisor		18	B
0004029	1	Bldg Maintenance Mechanic 2		12	H
0004038	1	Crew Supervisor 2		12	H
0004040	8	Bldg Maintenance Mechanic 1	(each)	9	H
0004097	1	Pool Technician		12	H
CAROUSEL OPERATIONS					
0000968	2	Carousel Assistant (P/T) 30hr	(each)	\$7.78	H
PARKS & FACILITIES					
0002934	1	Director Parks		25	B
0002943	1	Assistant Director Parks		21	B
0004037	1	Administrative Support Spec		10	B
0004047	1	Administrative Support Asst 2		7	B
0001301	1	Inventory Clerk		5	B
LANDSCAPE					
0000365	1	Gardener		7	H
0004010	1	General Supervisor		18	B
0004045	4	Crew Supervisor 1		8	H
0004038	2	Crew Supervisor 2		12	H
0004058	4	Crew Worker 2	(each)	4	H

0004059	3	Crew Worker 1	(each)	2	H
0004105	2	Equipment Operator 1	(each)	5	H
0000208	1	Equipment Mechanic 1	(each)	10	H

## TENNESSEE RIVERPARK SECURITY

0000850	4	Park Ranger	(each)	4	B
0000863	1	Park Ranger Supervisor		9	B
0004176	1	Park Ranger 2		6	B

## CITY-WIDE SECURITY

0000850	3	Park Ranger	(each)	4	B
0000953	1	Ranger (P/T) 20hr	(each)	\$11.70	H

## RECREATION SUPPORT SERVICES (ATHLETIC FACILITIES)

0000362	1	Stadium Manager		17	B
0004010	1	General Supervisor		18	B
0000942	1	Softball Coordinator		\$321.00	W
0004038	1	Crew Supervisor 2		12	H
0004058	4	Crew Worker 2		4	H
0004059	1	Crew Worker 1	(each)	2	H

## DEPARTMENT OF PERSONNEL

## ADMINISTRATION

0000270	1	Administrator Personnel		32	B
0000272	1	Compensation Mgt Analyst		21	B
0000273	1	Deputy Administrator Personnel		29	B
0000275	1	Personnel Records Specialist		20	B
0000284	1	Recruitment Supervisor		18	B
0002142	1	Compliance Officer		18	B
0004012	4	Human Resources Generalist	(each)	17	B
0004021	1	Executive Assistant		14	B
0004033	3	Personnel Technician	(each)	11	B
0004057	1	Administrative Support Asst 1		4	B

## EMPLOYEE BENEFITS OFFICE

0000182	1	Dir Risk Mgt and Insurance		27	B
0000185	2	Benefits Technician	(each)	11	B
0004169	1	Pension & Data Analyst		21	B

## SAFETY PROGRAMS

0000266	1	Safety Programs Coordinator		21	B
WELLNESS INITIATIVE					
0000011	1	Manager Safety and Wellness		23	B
0000012	1	Wellness Coordinator		16	B

## DEPARTMENT OF NEIGHBORHOOD SERVICES &amp; COMMUNITY DEVELOPMENT

## ADMINISTRATION

0000050	1	Adm Neighborhood Services		32	B
0001912	1	Dep Adm Neighborhood Svcs		29	B
0001949	1	Graphics & Technology Spec		15	B
0001975	1	Clerical Assistant		\$7.92	H
0004016	2	Neighborhood Program Spec	(each)	15	B
0004021	1	Executive Assistant		14	B

## CODES, COMMUNITY SERVICES &amp; NEIGHBORHOOD RELATIONS

0000155	3	Neighborhood Relations Spec	(each)	14	B
0000542	1	Chief Neighborhood Code Enforcement Inspector		19	B
0000565	9	Code Enforcement Inspector 1	(each)	12	B
0004133	1	Code Enforcement Inspector 2	(each)	14	B
0000574	3	Code Enforcement Insp Supv	(each)	16	B
0004047	3	Adm Support Assistant 2	(each)	7	B

## GRANTS ADMINISTRATION

0004086	1	Project Specialist		14	B
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## COMMUNITY DEVELOPMENT

0000188	1	Manager Community Development		23	B
0000189	1	Asst Mgr Community Development		21	B
0000192	3	Community Development Spec	(each)	16	B
0004011	1	Fiscal Analyst		17	B
0004047	1	Adm Support Assistant 2		7	B

## EXECUTIVE DEPARTMENT OF THE MAYOR

## ADMINISTRATION

0000164	1	Director of Media Relations		NP	B
0000171	1	Chief of Staff		NP	B
0000174	1	Special Project Assistant		NP	B
0000175	1	Special Assistant	(each)	NP	B
0001209	1	Deputy to the Mayor		NP	B

0020001	1	Mayor*		B
0002135	1	Assistant to Mayor	NP	B
0002136	1	Special Project Coordinator	NP	B
0004047	1	Administrative Support Assistant 2	7	B

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

OFFICE OF MULTICULTURAL AFFAIRS

0001204	1	Administrative Support Specialist	10	B
0002140	1	Director, Multicultural Affairs	NP	B
0002142	1	Compliance Officer	18	B
0001403	1	Administrative Coordinator	NP	B

COMPREHENSIVE GANG INITIATIVE

0004172	1	Coordinator CGI	NP	B
0004173	1	Assoc Coordinator CGI	NP	B

DEPARTMENT OF EDUCATION, ARTS, & CULTURE

ADMINISTRATION

0002960	1	Adm Education Arts Culture	32	B
0002961	1	Deputy Administrator EAC	30	B
0004017	1	Public Relations Coordinator 1	15	B
0004021	1	Executive Assistant	14	B
0004037	1	Administrative Support Spec	10	B

MEMORIAL AUDITORIUM

0000405	1	Technical Coordinator	12	B
0004059	2	Crew Worker 1	(each) 2 (1 Frozen)	H

TIVOLI THEATRE

0000405	1	Technical Coordinator	12	B
0004059	1	Crew Worker 1	2	H

CIVIC FACILITIES ADMINISTRATION

0000400	1	Director Civic Facilities	22	B
0000401	1	Business Mgr Civic Facilities	20	B
0000402	1	Supr Civic Facilities Operation	18	B



0000406	1	Facilities Marketing Coord		15	B
0000410	1	Box Office Supervisor		11	B
0000956	2	Box Office Cashiers (P/T) 36hr	(each)	\$10.79	H
0000958	4	Phone Sales Clerks (P/T) 36hr	(each)	\$10.54	H
0004045	1	Crew Supervisor 1		8	B
0004047	2	Adm Support Assistant 2		7	B

## NORTH RIVER CIVIC CENTER

0004026	1	Community Facilities Supv		13	B
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EASTGATE CENTER

0004026	1	Community Facilities Supv		13	B
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## HERITAGE HOUSE

0004039	1	Community Facilities Supv		13	B
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## CULTURAL ARTS

0004162	1	Art Assistant (P/T) 36hr	(each)	\$10.00	H
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## DEPARTMENT OF HUMAN SERVICES

001A010	1	Administrator		32	B
001A171	1	Dep Administrator Human Svcs		29	B
0001207	1	Executive Assistant		14	B
0001402	1	Accounting Technician 1		08	B
0004011	1	Fiscal Analyst		17	B
0004052	1	Personnel Assistant		08	B

NR - Positions Not Rated in the Classification System

NP - Non Plan

B - Biweekly

H - Hourly

W - Weekly

SECTION 7(b)(1). In order to achieve the efficiencies in personnel assignments, the Mayor is hereby authorized to realign, reclassify or otherwise change positions within the total number of funded positions provided for.

SECTION 7(c). 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, 2012. 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, 2012 shall not qualify for the longevity bonus pay.

SECTION 8. That all salaries and wages and other expenditures shall be paid only upon the authorization of the official who has the responsibility of expending the appropriation against which the salaries or wages or other expenditures are charged, pursuant to Private Acts of 1953, Chapter 105, Section 2 (4). That all funds appropriated in this Ordinance for payment of salaries and/or wages shall be spent for salaries and wages only unless proper authorization is given to do otherwise.

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

SECTION 9(a). That the City Finance Officer is authorized to pay a uniform and equipment maintenance allowance of five hundred dollars (\$500.00) for all sworn police officers and firefighters as of July 1, 2012, except for those new employees who have received from the city a new uniform since July 1, 2011. Further, the City Finance Officer is authorized to pay a supplemental tool allowance of two hundred dollars (\$200.00) for certain employees as set forth in Resolution No. 18381, dated December 5, 1989, as amended; and is authorized to pay a supplemental uniform allowance of two hundred fifty dollars (\$250.00) for City Court Officers. It shall be the duty of employees receiving these supplements to use the funds for the specified purpose and retain receipts to that effect.

SECTION 9(b). That the City Finance Officer is authorized to match the total salaries of all participants in the Fire and Police Pension Fund with a contribution from the General Fund not to exceed thirty-one and eight tenth percent (31.8%).

SECTION 9(c). That the City Finance Officer is authorized to contribute to the General Pension Plan an amount equal to thirteen and sixty-five hundredth percent (13.65%) of all participants' salaries as specified in the most recent actuarial study.

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

Central Pension Fund

\$1.44 per hour

SECTION 9(e). 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 same for as long as such employee holds his or her current position. Additional employees may receive this allowance only with approval of the Mayor and passage of an ordinance by the City Council.

SECTION 12. That 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, 2013, whichever occurs first. Payments beyond the current fiscal year shall be subject to future appropriations by City Council. The City Finance Officer be and is authorized to appropriate the necessary money from other available funds. The difference in pay shall be calculated without regard to any payment of combat pay.

Further, with the concurrence of the General Pension Fund and the Fire and Police Pension Fund, or any union fund participation agreement, the City shall pay such contributions necessary, both the employee's and the employer's share, based on their pension-eligible salary at the time of call-up (not counting over-time pay)

to ensure the continued enrollment and pension-eligibility of employees while called-up for 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 employers share of the premium for any employee called-up to active duty. The employee’s share of the coverage shall remain the responsibility of the employee and may be paid in the most convenient method by the employee. During the time of active duty, the employee may request the City to make such payments on his/her behalf and reconcile the amounts paid upon his/her return to City employment.

SECTION 13. That Chattanooga City Code, Part II, Chapter 2, Section 2-167(b), be and is hereby amended by deleting same in its entirety and substituting in lieu thereof the following:

(b) Unless his/her military organization requires a specified time for the training period, the employee shall arrange with his/her department head for a mutually suitable time period. Employees shall be granted twenty (20) days of paid leave for each calendar year for active-duty training.

SECTION 14. Copying Fees. Whenever a request is made by a member of the public for copies of City records, the following fees are hereby levied and shall be paid by the requesting party in order to defray the City’s costs:

- (1) A fee of fifteen cents (\$0.15) per page per each standard 8 ½ by 11 or 8 ½ x 14 black and white copy produced.
- (2) A fee of fifty cents (\$0.50) per page per each 8 ½ x 11 or 8 ½ x 14 color copy produced.
- (3) If the time reasonably necessary to produce the requested records, including time spent locating, retrieving, reviewing, redacting, and reproducing the records, exceeds more than one (1) hour, the City is permitted to charge the hourly wage of the employee(s) producing such requested records. The hourly wage is based upon the base salary of the employee(s) and does not include benefits. If an employee is not paid on an hourly basis, the hourly wage shall be determined by dividing the employee’s annual salary by the required hours to be worked per year.

- (4) Any records request not subject to the provisions of the Tennessee Open Records Act may be provided at the discretion of the department head at a reasonable rate considering the employees' time and expenses to provide the records.

SECTION 15. That, pursuant to the Charter, it shall be unlawful for any department, agency, or branch of the Government to expend any money other than the purpose for which it was appropriated, nor shall the expenditures for a purpose exceed the appropriation for said purpose.

SECTION 16. 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 17. That the City Finance Officer be and is hereby authorized to transfer credits from one account to another account within or between the accounts of the various agencies and divisions of government and the various departments of the City as may be necessary to meet expenditures for the fiscal year 2012-2013.

SECTION 18. In addition to FY13 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 19. That Ordinance 11941 dated March 14, 2007 amended the Chattanooga City Code, Part II, Chapter 24 relative to parking, per Section 24-335, the City delegated the Management responsibilities for parking meters within the Special Parking Management Districts to Chattanooga Area Regional Transportation Authority. By this Budget Ordinance, any revenue in excess of the cost to CARTA for operation of metered parking spaces within the Special Parking Management Districts be appropriated to CARTA to be utilized for CARTA's parking management operations, including the costs of acquiring and maintaining parking equipment and systems and enforcement of these ordinances, as well as the acquisition, construction, and maintenance of off-street parking facilities and the provision of passenger shuttle services in the downtown Chattanooga area.



SECTION 20. 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)	Fiscal Year	Fiscal Year
	2012/2013 - 1 10/1/2012 Total Charges (\$/1,000 gallons)	2012/2013 - 2 4/1/2013 Total Charges (\$/1,000 gallons)
First 100,000	\$6.15	\$ 6.43
Next 650,000	4.57	4.78
Next 1,250,000	3.71	3.88
Next 30,000,000	3.13	3.27
Over 32,000,000	3.04	3.18

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, then the monthly sewer service charge shall be at least the minimum for that particular size water meter.

SECTION 21. 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 (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	1.8540	\$ 0.6264	\$ 2.4804

If regional customers are billed directly through the water company, the rate to be charged shall be two dollars and twenty cents (\$2.20) per one thousand (1,000) gallons.

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

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

	Regional Operation & Maintenance Charge (\$/1,000 gallons)	Regional Debt Charge (\$/1,000 gallons)	Total Regional Charge (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	\$ 0.9397	\$ 0.3049	\$ 1.2446

SECTION 23. 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)	<u>Fiscal Year</u> 2012/2013 -1 <u>Charge per Month</u>	<u>Fiscal Year</u> 2012/2013 - 2 <u>Charge per Month</u>
5/8	\$12.67	\$13.25
3/4	45.19	47.28
1	78.96	82.61
1-1/2	176.72	184.88
2	312.90	327.35
3	733.47	767.34
4	1,355.46	1,418.07
6	3,228.49	3,377.61
8	5,710.62	5,674.39

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 24. 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 = \$0.1120 per pound of BOD for concentrations in excess of three hundred (300) milligrams per liter.

Sc = \$0.0795 per pound of total suspended solids for concentrations in excess of four hundred (400) milligrams per liter.

SECTION 25. 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 one hundred ninety-six dollars (\$196.00) per month. The superintendent shall bill users on a bi-monthly 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 seventy-four dollars (\$74.00) 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. All persons discharging grease trap or grease interceptor waste or loads where septic tank waste has been mixed or blended with grease trap or grease interceptor waste shall be charged at the rate two and one half (2 1/2) times the rate for septic tank wastes.

(g) *Fees 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 six dollars and forty-three cents (\$6.43) 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 superintendent may also require a chemical analysis of such waste and charge therefore.

SECTION 26. 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 following dates:

For the Fiscal Year 2012/2013-1 for service rendered beginning on the 1<sup>st</sup> day of October 2012 and;  
For the Fiscal Year 2012/2013-2 for service rendered beginning on the 1<sup>st</sup> day of April 2013 and until further notice

SECTION 27. 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, 2012 for calendar year 2012 will be as follows:

Residential Properties – \$115.20 per ERU  
Non-residential Properties: - \$105.00 per ERU

SECTION 28. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2012.

SECTION 29. 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.

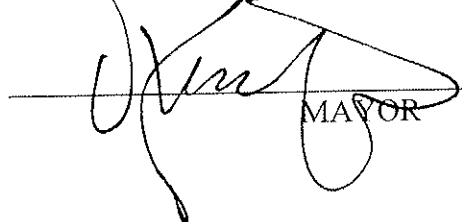
SECTION 30. That this Ordinance shall take effect two (2) weeks from and after its passage.

PASSED on Second and Final Reading  
June 26, 2012.

  
CHAIRPERSON

APPROVED: X DISAPPROVED: \_\_\_\_\_

DATE: June 28, 2012

  
MAYOR

DWM/add

## INCLUSIVE PAY PLAN: GENERAL, FIRE, POLICE

RANGE	MINIMUM	MIDPOINT	MAXIMUM	RANGE
P9	73,246	87,757	102,268	P9
P8	56,135	67,227	78,317	P8
P7	49,913	59,764	69,615	P7
P6	43,692	52,296	60,906	P6
P5	46,483	47,364	55,000	P5
P4	42,961	43,843	44,725	P4
P3	39,436	40,318	41,199	P3
P2	35,913	36,794	37,674	P2
P1	34,118	34,118	34,118	P1
F7C	68,579	85,552	102,532	F7C
F6C	65,350	81,479	97,607	F6C
F5A	60,756	75,751	90,746	F5A
F4C	49,132	61,229	73,325	F4C
F3C	46,358	57,007	67,656	F3C
F3A	43,358	54,007	64,656	F3A
F2C	39,004	47,000	53,405	F2C
F2A	36,004	44,000	50,405	F2A
F1C	35,077	42,313	50,049	F1C
F1A	32,077	39,313	47,049	F1A
F0C	31,577	31,577	31,577	F0C
35	95,283	120,612	147,749	35
34	90,746	114,868	140,714	34
33	86,425	109,398	134,013	33
32	82,309	104,189	127,631	32
31	78,390	99,227	121,554	31
30	74,657	94,502	115,765	30
29	71,102	90,002	110,253	29
28	67,716	85,716	105,003	28
27	64,491	81,635	100,002	27
26	61,420	77,747	95,240	26
25	58,496	74,045	90,705	25
24	55,710	70,519	86,386	24
23	53,057	67,161	82,272	23
22	50,531	63,963	78,355	22
21	48,124	60,917	74,623	21
20	45,833	58,016	71,070	20
19	43,650	55,254	67,686	19
18	41,572	52,622	64,462	18
17	39,592	50,117	61,393	17
16	37,707	47,730	58,469	16
15	35,911	45,457	55,685	15

14	34,201	43,293	53,033	14
13	32,573	41,231	50,508	13
12	31,021	39,268	48,103	12
11	29,544	37,398	45,812	11
10	28,137	35,617	43,631	10
9	26,798	33,921	41,553	9
8	25,521	32,306	39,574	8
7	24,306	30,767	37,690	7
6	23,149	29,302	35,895	6
5	22,046	27,907	34,186	5
4	20,997	26,578	32,558	4
3	19,996	25,312	31,008	3
2	19,044	24,107	29,531	2

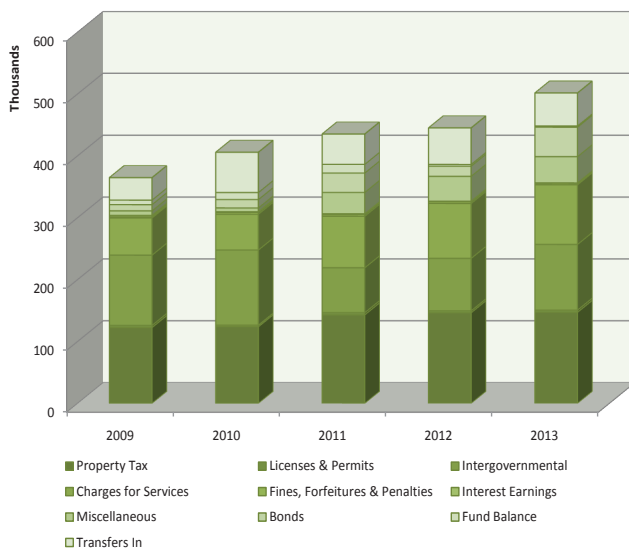


# Financial Overview

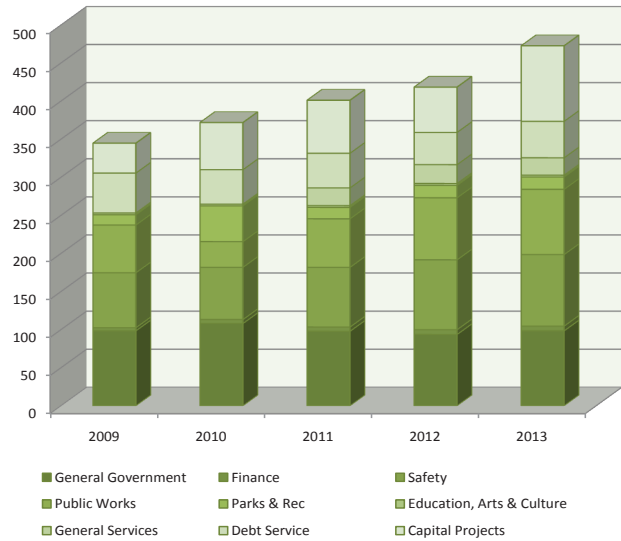
## Revenue and Expenditure History

Total City revenues and operating transfers in for the fiscal year ended June 30, 2009 were \$364,203,646. Total projected City revenue for the fiscal year ended June 30, 2013 is \$501,564,867 an increase of \$137,361,221 or 37.7% over this five year period. Increases include tax increases, water quality fee increases, capital, Sewer rate increases, cost of operations largely due to market conditions and the economy, and the assumption of management of the City's share of sales tax. During this period the Undesignated General Fund Budget increased from \$170,070,000 in FY09 to \$209,320,000 in FY13, an increase of \$39,250,000 or 23.1%. The chart below shows the Undesignated General Fund revenues and expenditures during this time period. Also below are comparisons of total revenues and expenditures.

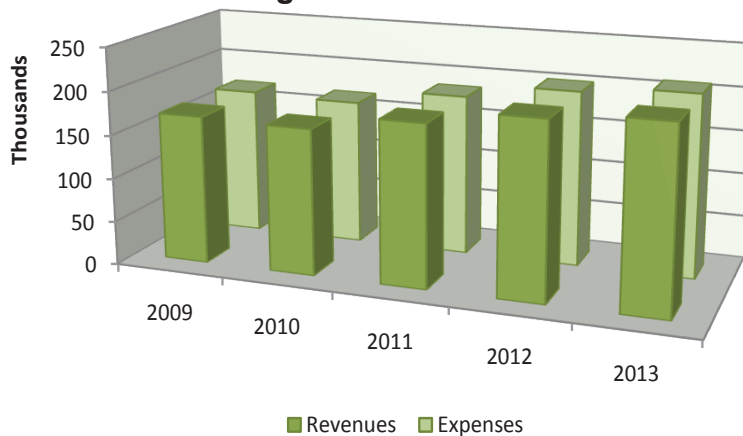
**Budgeted Revenues  
(in 1,000)**



**Budgeted Expenditures  
(in 1,000)**



**Undesignated General Fund**



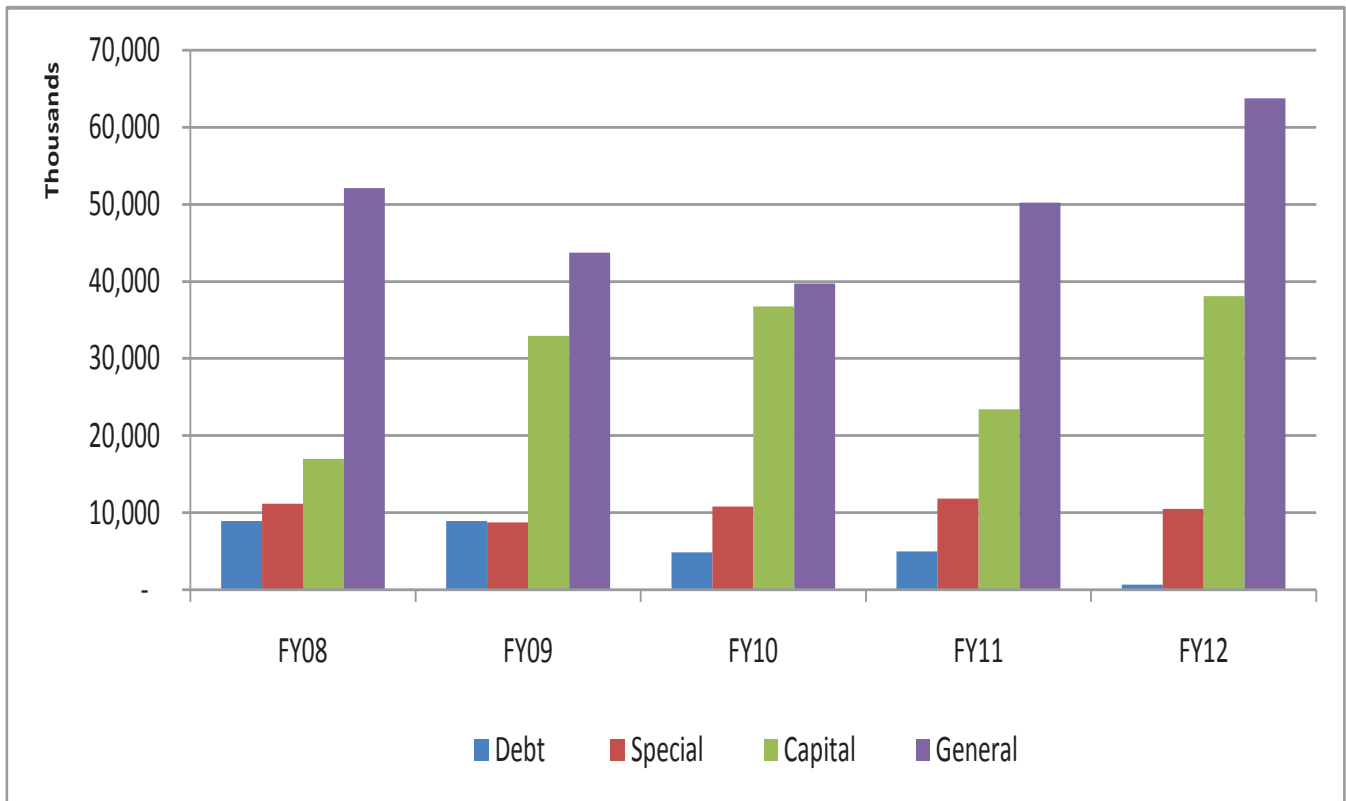
**BUDGETED REVENUES & APPROPRIATIONS  
BY FUND TYPE  
FY2013**

Revenues	Governmental Fund Types				Internal Service Funds	Budget Total Revenue FY2013	Budget Total Revenue FY2012
	Undesignated General	Special Revenue	Debt Service	Capital Projects			
Taxes	130,619,360	16,588,000	-	-	-	147,207,360	146,537,860
Licenses & Permits	3,558,850	-	-	-	-	3,558,850	3,098,700
Intergovernmental	59,493,300	20,952,260	473,170	25,098,579	-	106,117,309	84,708,126
Charges for services	2,851,400	3,111,700	-	-	18,159,800	96,389,804	88,730,163
Fines, forfeitures and penalties	1,164,100	1,100,000	-	-	-	2,264,100	2,739,600
Interest earnings	476,900	5,000	-	-	-	781,900	1,052,660
Miscellaneous	4,525,300	752,617	356,320	530,000	36,214,238	42,426,443	40,105,849
Bonds	-	-	-	47,637,469	-	47,637,469	16,336,038
Fund Balance	-	-	-	-	2,000,000	2,000,000	2,856,266
Transfers In	6,630,790	1,033,477	21,411,323	23,376,042	730,000	53,181,632	58,961,640
<b>Total Revenues</b>	<b>209,320,000</b>	<b>43,543,054</b>	<b>22,240,813</b>	<b>96,642,090</b>	<b>57,104,038</b>	<b>501,564,867</b>	<b>445,126,902</b>
<b>Appropriations</b>							
General Government	26,810,315	28,773,446	-	-	730,000	56,313,761	53,764,792
Finance & Administration	5,119,066	1,100,000	-	-	-	6,219,066	6,259,979
Safety	93,610,020	312,000	-	-	-	93,922,020	91,718,821
Public Works	32,145,690	4,280,000	-	-	-	85,648,014	81,455,430
Parks & Recreation	14,403,404	1,768,200	-	-	-	16,171,604	16,335,167
Personnel	1,898,986	-	-	-	36,214,238	38,113,224	36,393,897
Neighborhood Services	2,147,967	-	-	-	-	2,147,967	2,147,967
Executive Branch	1,861,232	-	-	-	-	1,861,232	1,367,574
Education, Arts, & Culture	2,412,389	-	-	-	-	2,412,389	2,444,747
General Services	2,621,421	-	-	-	20,159,800	22,781,221	24,713,810
Debt Service	-	4,001,668	22,240,813	-	-	47,856,636	42,307,422
Capital Projects	-	2,057,153	-	96,642,090	-	99,127,636	59,427,262
Transfers Out	26,289,510	1,250,587	-	-	-	28,990,097	26,790,034
<b>Total Appropriations</b>	<b>209,320,000</b>	<b>43,543,054</b>	<b>22,240,813</b>	<b>96,642,090</b>	<b>57,104,038</b>	<b>501,564,867</b>	<b>445,126,902</b>

## Fund Balance/Net Asset Summary

During the past five years the City of Chattanooga has seen a total net increase in its Governmental Fund Balances of \$23.8 million. This is due to the increase in the fund balance for the Capital Funds and increase in General Fund. Fund Balances for the Special Revenue Funds and Debt Service Fund have decreased during this period.

### Changes in Fund Balance Governmental Funds Includes Designated Funds



	Governmental Fund Balances				
	FY08	FY09	FY10	FY11	FY12 unaudited
<b>Debt Service Fund</b>	\$ 8,925,003	\$ 8,925,003	\$ 4,870,365	\$ 4,954,374	\$ 652,700
<b>Special Revenue Funds</b>	\$ 11,176,061	\$ 8,762,909	\$ 10,791,021	\$ 11,839,913	\$ 10,501,890
<b>Capital Funds</b>	\$ 16,995,039	\$ 32,923,230	\$ 36,787,650	\$ 23,431,548	\$ 38,096,870
<b>General Fund</b>	\$ 52,094,869	\$ 43,746,999	\$ 39,746,939	\$ 50,197,576	\$ 63,761,184
<b>Totals</b>	<b>\$ 89,190,972</b>	<b>\$ 94,358,141</b>	<b>\$ 92,195,975</b>	<b>\$ 90,423,411</b>	<b>\$ 113,012,644</b>

## Fund Balance/Net Asset Summary

The General Fund Balance was \$52,094,869 in FY08. This has risen to a current unaudited balance of \$63,761,184 for FY12. The increase is primarily due to conservative budgeting resulting in positive variances in expenditures largely because of funded vacancies. In FY12 Library was recategorized from Special Revenue to General Fund.

The Special Revenue Fund Balance decreased from a balance of \$11,176,061 in FY08 to a FY12 unaudited balance of \$10,501,809. 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. There is a \$1.8 million increase in FY10 because Regional Planning Agency, Air Pollution Control Bureau, and Scenic Cities Beautiful funds were recategorized as Special Revenue Funds. In FY11 Tennessee Valley Regional Communications were recategorized as Special Revenue Funds.

Debt Service Fund Balance was \$8,925,003 in FY08, decreasing to \$652,700 by the end of FY12. In early 2007 the City refunded \$17.7M of the outstanding General Obligation Series 2001. In FY 10, \$5 million debt service fund balance was used to fund debt service thus allowing General Fund to fund pay go capital. In 2012, there was a \$4 million planned use of debt service fund balance.

The Capital Fund Balance has fluctuated most during the past few years. This is primarily due to the City's 21st Century Waterfront capital plan, which was substantially completed in FY07, also because the city recorded \$46 million bond proceeds in FY09. Since FY08, the balance has risen from \$16,995,039 to an unaudited \$38,096,870 at the beginning of FY13.

The growth of the Net Assets within the Enterprise Funds (excluding the Electric Power Board) has been most dramatic. Net Assets of \$268,483,869 in FY08 have increased to a FY12 unaudited balance of \$303,579,618. For more than fifteen years, the City was subject to federal mandates relative to water quality and landfill operations which necessitated the imposition of a water quality fee and increased landfill rates to fund such mandates. In FY06 there was no change in rate, but

prior to that, there were increases in sewer rates from FY03 to FY05 ranging from 2.54% to 7.29%. In FY07 an increase of 15.5% was applied, and for FY08 and FY09 a 6% increase will be phased in at 3% in October and 3% in April of each respective year. In FY11, 5% increase has been applied to sewer rates. 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 \$115.20 per ERU (equivalent residential unit). One ERU is equal to 3,200 square feet of impervious area of residential property.

The Internal Service Fund Balance was \$14,430,022 in FY08. At the beginning of FY13, this fund is projected to have an unaudited Fund Balance of \$29,655,196. This reflects \$2.4M in capital recovery funds from the Fleet Leasing Program for vehicle replacement that is factored into the current lease rate. There is \$11.7M for the purchase of Fleet Leasing vehicles. This fund is not intended to generate profits. Internal Service fund also includes Health & Wellness Fund which includes On Site Pharmacy, On Site Clinic & Wellness and employee healthcare. Balance includes \$7M 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, 2010 - 2013

	FY09/10	FY10/11	Unaudited FY11/12	Budget FY12/13
FUND BALANCE at beginning of year	<u>41,869,523</u>	<u>39,746,939</u>	<u>50,197,576</u>	<u>63,761,184</u>
<b>Revenues</b>				
Taxes	110,526,290	128,739,188	130,944,854	130,619,360
Licenses and permits	4,827,976	4,685,560	5,180,385	3,558,850
Intergovernmental Revenues	62,379,945	63,117,881	76,050,738	72,604,806
Charges for Services	5,558,025	4,891,144	5,263,474	6,150,100
Fines, forfeitures and penalties	3,256,983	2,657,310	2,105,600	2,399,100
Interest Income	659,658	655,298	771,009	445,000
Contributions and donations	181,798	140,710	221,687	-
Miscellaneous Revenues	<u>3,185,133</u>	<u>3,464,839</u>	<u>4,548,913</u>	<u>4,783,144</u>
<b>Total Revenues</b>	<u>190,575,808</u>	<u>208,351,930</u>	<u>225,086,660</u>	<u>220,560,360</u>
<b>Expenditures</b>				
General Government (1)	50,996,560	34,601,779	42,453,987	49,790,552
Finance & Administration	3,669,862	3,787,566	4,418,397	5,327,426
CARTA appropriation	3,851,000	4,231,000	4,675,000	4,772,000
Police	41,600,084	48,991,740	53,753,126	56,392,066
Fire	28,271,752	33,883,443	36,303,669	38,230,372
Public Works	27,660,933	35,035,739	34,479,910	32,317,690
Parks & Recreation	14,770,476	15,685,436	16,982,983	16,216,604
Education, Arts, & Culture	<u>2,208,588</u>	<u>2,318,552</u>	<u>2,476,913</u>	<u>2,414,189</u>
<b>Total Expenditures</b>	<u>173,029,255</u>	<u>178,535,255</u>	<u>195,543,985</u>	<u>205,460,899</u>
Excess (deficiency) of revenues over expenditures	17,546,553	29,816,675	29,542,675	15,099,461
<b>Other Financing Sources (Uses)</b>				
Operating transfers in (2)	4,012,552	4,898,833	14,235,316	13,122,947
Operating transfers out	(23,681,689)	(24,264,872)	(30,214,383)	(28,382,408)
Issuance of debt	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total other financing sources (uses)</b>	<u>(19,669,137)</u>	<u>(19,366,039)</u>	<u>(15,979,067)</u>	<u>(15,259,461)</u>
Prior Year Surplus	-	-	-	160,000
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>(2,122,584)</u>	<u>10,450,636</u>	<u>13,563,608</u>	<u>-</u>
FUND BALANCE at end of year	<u><u>39,746,939</u></u>	<u><u>50,197,576</u></u>	<u><u>63,761,184</u></u>	<u><u>63,761,184</u></u>

(1) General Government took on additional expenditure with the expiration of the Sales Tax agreement in FY12.

(2) In FY12, Library was recategorized from Special Revenue fund to General fund.

# City of Chattanooga, Tennessee

## Special Revenue Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance  
Years Ended June 30, 2010 - 2013

	FY09/10	FY10/11	Unaudited FY11/12	Budget FY 12/13
FUND BALANCE at beginning of year	<u>10,557,831</u>	<u>10,791,021</u>	<u>11,839,913</u>	<u>10,501,890</u>
Revenues				
Taxes	4,058,621	4,746,845	5,001,504	4,949,000
Licenses and permits	540,256	490,853	554,723	248,913
Intergovernmental Revenues	28,809,943	30,612,153	25,069,782	22,334,561
Charges for Services	624,954	711,289	698,491	1,343,500
Fines, forfeitures and penalties	-	48,642	43,352	-
Interest Income	92,922	78,143	117,461	5,000
Contributions and donations	113,104	254,286	189,179	-
Prior Year Surplus	-	-	-	31,600
Miscellaneous Revenues	1,705,159	1,225,921	736,940	952,617
Total Revenues	<u>35,944,959</u>	<u>38,168,132</u>	<u>32,411,432</u>	<u>29,865,191</u>
Expenditures				
General Government	10,218,794	11,634,645	5,660,275	8,746,778
Public safety	384,640	463,112	383,455	312,000
Public Works	3,940,663	4,224,891	4,803,415	4,280,000
Social Services	22,890,301	20,978,875	19,123,591	15,031,731
Capital Outlay/Fixed Assets	-	423,011	-	1,068,352
Total Expenditures	<u>37,434,398</u>	<u>37,724,534</u>	<u>29,970,736</u>	<u>29,438,861</u>
Excess (deficiency) of revenues over expenditures	(1,489,439)	443,598	2,440,696	426,330
Other Financing Sources (Uses)				
Operating transfers in	5,356,881	7,760,254	8,351,001	3,575,338
Operating transfers out	<u>(3,634,252)</u>	<u>(7,154,960)</u>	<u>(12,129,720)</u>	<u>(4,001,668)</u>
Total other financing sources (uses)	<u>1,722,629</u>	<u>605,294</u>	<u>(3,778,719)</u>	<u>(426,330)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>233,190</u>	<u>1,048,892</u>	<u>(1,338,023)</u>	<u>-</u>
FUND BALANCE at end of year	<u>10,791,021</u>	<u>11,839,913</u>	<u>10,501,890</u>	<u>10,501,890</u>

(2) In FY12, Library was recategorized from Special Revenue fund to General fund.



# City of Chattanooga, Tennessee

## Debt Service Fund

Statement of Revenues, Expenditures, and Changes in Fund Balance  
Years Ended June 30, 2010 - 2013

	FY09/10	FY10/11	Unaudited FY11/12	Budget FY12/13
FUND BALANCE at beginning of year	<u>8,925,003</u>	<u>4,870,365</u>	<u>4,954,374</u>	<u>652,700</u>
Revenues				
Intergovernmental funds	1,286,612	674,423	436,091	473,170
Other	<u>19,437</u>	<u>-</u>	<u>-</u>	<u>350,681</u>
Total Revenues	<u>1,306,049</u>	<u>674,423</u>	<u>436,091</u>	<u>823,851</u>
Expenditures				
Principal retirement	12,532,082	13,007,185	11,846,305	14,828,125
Interest	7,147,952	7,096,207	6,976,936	7,302,688
Fiscal agent fees	<u>93,970</u>	<u>114,804</u>	<u>90,112</u>	<u>110,000</u>
Total Expenditures	<u>19,774,004</u>	<u>20,218,196</u>	<u>18,913,353</u>	<u>22,240,813</u>
Excess (deficiency) of revenues over expenditures	<u>(18,467,955)</u>	<u>(19,543,773)</u>	<u>(18,477,262)</u>	<u>(21,416,962)</u>
Other Financing Sources (Uses)				
Operating transfers in	14,413,317	19,627,782	14,175,588	21,416,962
Total other financing sources (uses)	<u>14,413,317</u>	<u>19,627,782</u>	<u>14,175,588</u>	<u>21,416,962</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures:	<u>(4,054,638)</u>	<u>84,009</u>	<u>(4,301,674)</u>	<u>-</u>
FUND BALANCE at end of year	<u><u>4,870,365</u></u>	<u><u>4,954,374</u></u>	<u><u>652,700</u></u>	<u><u>652,700</u></u>

# City of Chattanooga, Tennessee

## Capital Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance  
Years Ended June 30, 2010 - 2013

	FY09/10	FY10/11	Unaudited FY11/12	Budget FY12/13
FUND BALANCE at beginning of year	<u>32,923,230</u>	<u>36,787,650</u>	<u>23,431,548</u>	<u>38,096,870</u>
Revenues				
Intergovernmental Revenues	3,802,069	6,036,562	2,154,474	19,748,579
Charges for services	-	-	-	-
Interest Income	208,397	134,691	211,910	-
Contributions and Donations	458,324	813,817	445,358	530,000
Sale of Property	1,036,053	114,756	449,040	-
Miscellaneous Revenues	-	7,755	(17,247)	-
Total Revenues	<u>5,504,843</u>	<u>7,107,581</u>	<u>3,243,535</u>	<u>20,278,579</u>
Expenditures				
General Government	3,668,866	-	4,177,249	3,250,000
Finance & Administration	2,145,039	-	2,551,255	1,855,000
Safety	3,201,313	-	2,354,182	3,150,000
Public Works	12,364,426	-	13,639,264	36,563,090
Parks & Recreation	2,616,410	-	2,307,338	2,553,000
Education, Arts, & Culture	281,778	-	76,821	500,000
General Services	-	-	-	2,321,000
Capital outlay/fixed assets	-	24,178,417	46,829	8,000,000
Total Expenditures	<u>24,277,832</u>	<u>24,178,417</u>	<u>25,152,938</u>	<u>58,192,090</u>
Excess (deficiency) of revenues over expenditures	<u>(18,772,989)</u>	<u>(17,070,836)</u>	<u>(21,909,403)</u>	<u>(37,913,511)</u>
Other Financing Sources (Uses)				
Operating transfers in	7,797,653	4,155,838	23,198,318	23,376,042
Operating transfers out	(251,910)	(571,104)	(15,336,809)	-
Bond/Note Proceeds	49,214,922	130,000	44,040,000	14,537,469
Refund Bond Escrow Agent	(34,123,256)	-	(15,326,784)	-
Total other financing sources (uses)	<u>22,637,409</u>	<u>3,714,734</u>	<u>36,574,725</u>	<u>37,913,511</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditure	<u>3,864,420</u>	<u>(13,356,102)</u>	<u>14,665,322</u>	<u>-</u>
FUND BALANCE at end of year	<u><u>36,787,650</u></u>	<u><u>23,431,548</u></u>	<u><u>38,096,870</u></u>	<u><u>38,096,870</u></u>

# City of Chattanooga, Tennessee

## Enterprise Funds

Statement of Revenues, Expenses and  
Changes in Net Assets  
Years Ended June 30, 2010 - 2013

	<u>FY09/10</u>	<u>FY10/11</u>	<u>Unaudited FY11/12</u>	<u>Budget FY12/13</u>
<b>OPERATING REVENUES</b>				
Customer Charges	66,448,096	69,771,572	74,024,530	73,153,904
Other	2,398,436	1,043,283	1,454,952	23,000
Total Revenues	<u>68,846,532</u>	<u>70,814,855</u>	<u>75,479,482</u>	<u>73,176,904</u>
<b>OPERATING EXPENSES</b>				
Sewer Plant Operation	28,119,595	30,214,431	32,583,201	30,652,032
Solid Waste Operation	2,795,870	3,190,967	3,094,827	4,603,105
Water Quality Management Operation	6,816,033	8,492,623	10,901,990	11,806,440
Depreciation and Amortization	14,853,915	16,261,295	14,990,601	16,065,000
Closure/Postclosure Costs	327,723	283,572	550,010	290,000
Other/Housing	665,891	874,324	1,122,213	899,000
Total Operating Expenses	<u>53,579,027</u>	<u>59,317,212</u>	<u>63,242,842</u>	<u>64,315,577</u>
<b>OPERATING INCOME (LOSS)</b>	<u>15,267,505</u>	<u>11,497,643</u>	<u>12,236,640</u>	<u>8,861,327</u>
<b>NONOPERATING REVENUES (EXPENSES)</b>				
Investment Income	634,413	428,002	406,118	300,000
Interest Expense	(5,289,152)	(4,632,534)	(4,030,380)	(4,647,091)
Intergovernmental	-	-	-	100,000
Other Income (expense)	16,427	12,284	22,879	(3,164,236)
Net Gain on Sale of Property	-	-	-	-
Total Nonoperating Rev. (Exp.)	<u>(4,638,312)</u>	<u>(4,192,248)</u>	<u>(3,601,383)</u>	<u>(7,411,327)</u>
<b>INCOME (LOSS) BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM</b>	<u>10,629,193</u>	<u>7,305,395</u>	<u>8,635,257</u>	<u>1,450,000</u>
Capital Contributions	359,723	50,000	11,558	-
Operating Transfers In	87,963	239,508	339,100	-
Operating Transfers Out	(150,000)	-	-	(1,450,000)
<b>NET INCOME (LOSS)</b>	<u>10,926,879</u>	<u>7,594,903</u>	<u>8,985,915</u>	<u>-</u>
<b>NET ASSETS - Beginning</b>	<u>276,727,789</u>	<u>287,654,668</u>	<u>295,249,571</u>	<u>304,235,486</u>
<b>NET ASSETS - Ending</b>	<u>287,654,668</u>	<u>295,249,571</u>	<u>304,235,486</u>	<u>304,235,486</u>

# City of Chattanooga, Tennessee

## Internal Service Funds

Statement of Revenues, Expenses, and Changes in Net Assets  
Years Ended June 30, 2010 - 2013

	FY09/10	FY10/11	Unaudited FY11/12	Budget FY12/13
<b>OPERATING REVENUES</b>				
Billings to Departments	37,555,068	44,779,308	53,147,951	54,374,038
Other	7,045,733	2,020,248	3,180,539	-
Intergovernmental Revenue	-	-	-	-
Misc Revenue	-	-	-	-
Prior Year surplus	-	-	-	2,000,000
<b>Total Operating Revenues</b>	<b>44,600,801</b>	<b>46,799,556</b>	<b>56,328,490</b>	<b>56,374,038</b>
<b>OPERATING EXPENSES</b>				
Repairs & Maintenance - Amnicola	3,446,612	3,556,496	3,663,942	3,690,032
Repairs & Maintenance - 12th St	2,945,043	3,266,344	3,481,853	3,466,968
Operations - Amnicola	1,058,658	1,120,910	1,433,593	1,299,767
Operations - 12th St	2,016,667	2,665,265	3,046,988	2,924,933
Fleet Leasing Capital	1,849,912	188,124	515,917	6,439,000
Fleet Leasing Operations	1,079,724	1,247,329	2,656,133	2,339,100
Judgments & Costs	3,187,835	-	267,129	240,150
Claims & Tort Liabilities	152,187	189,856	364,331	384,000
Special Counsel	177,289	330,510	204,921	5,000
TAWC Rate Hearing	-	265,219	16,753	100,850
Employee Healthcare	24,950,539	20,604,335	24,789,487	25,579,153
Pensioner Healthcare	540,325	465,913	780,583	949,885
On Site Pharmacy	919,320	4,565,494	4,807,753	5,706,656
On Site Clinic & Wellness	2,016,126	2,340,443	2,662,609	2,978,544
Health Center Capital	-	-	-	1,000,000
Depreciation*	-	2,063,883	2,554,280	-
<b>Total Operating Expenses</b>	<b>44,340,237</b>	<b>42,870,121</b>	<b>51,246,272</b>	<b>57,104,038</b>
<b>OPERATING INCOME (LOSS)</b>	<b>260,564</b>	<b>3,929,435</b>	<b>5,082,218</b>	<b>(730,000)</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>				
Other income (expense)	-	(411,688)	(26,392)	-
<b>Total nonoperating revenues (expenses)</b>	<b>-</b>	<b>(411,688)</b>	<b>(26,392)</b>	<b>-</b>
<b>INCOME (LOSS) BEFORE CONTRIBUTIONS AND TRANSFERS</b>	<b>260,564</b>	<b>3,517,747</b>	<b>5,055,826</b>	<b>-</b>
Capital contributions	-	52,000	-	-
Transfers in	-	-	3,757,000	730,000
Transfers out	(87,963)	-	-	-
<b>CHANGES IN NET ASSETS</b>	<b>172,601</b>	<b>3,569,747</b>	<b>8,812,826</b>	<b>730,000</b>
<b>NET ASSETS, beginning of year</b>	<b>17,100,022</b>	<b>17,272,623</b>	<b>20,842,370</b>	<b>29,655,196</b>
<b>NET ASSETS, ending of year</b>	<b>17,272,623</b>	<b>20,842,370</b>	<b>29,655,196</b>	<b>30,385,196</b>

\*FY09/10 Depreciation was included in individual department lines.

# City of Chattanooga, Tennessee

## Fiduciary Funds

### Statement of Changes in Fiduciary Net Assets Years Ended June 30, 2010 - 2013

	FY09/10	FY10/11	Unaudited FY11/12	Budget FY12/13
<b>ADDITIONS</b>				
Contributions:				
Employer	14,422,280	22,109,230	35,199,926	35,090,000
Employee	<u>4,209,541</u>	<u>4,277,012</u>	<u>4,559,594</u>	<u>4,500,000</u>
	18,631,821	26,386,242	39,759,520	39,590,000
Investment Income				
Net Deprec in Fair market value of investments	33,555,191	71,176,410	(1,118,260)	-
Interest	3,757,604	3,791,367	700,252	700,000
Dividends	<u>3,090,130</u>	<u>4,824,426</u>	<u>6,091,961</u>	<u>6,000,000</u>
	40,402,925	79,792,203	5,673,953	6,700,000
Less Investment expense	<u>(894,602)</u>	<u>(1,147,015)</u>	<u>(1,144,858)</u>	<u>(1,145,000)</u>
Net investment income (loss)	39,508,323	78,645,188	4,529,095	5,555,000
Total Additions	58,140,144	105,031,430	44,288,615	45,145,000
<b>DEDUCTIONS</b>				
Benefits paid to participants	33,013,568	35,372,643	48,572,600	48,500,000
Administrative expenses	<u>757,459</u>	<u>853,771</u>	<u>933,648</u>	<u>930,000</u>
Total Deductions	<u>33,771,027</u>	<u>36,226,414</u>	<u>49,506,248</u>	<u>49,430,000</u>
CHANGES IN NET ASSETS	24,369,117	68,805,016	(5,217,633)	(4,285,000)
NET ASSETS, beginning	<u>358,195,575</u>	<u>382,564,692</u>	<u>451,369,708</u>	<u>446,152,075</u>
NET ASSETS, ending	<u><u>382,564,692</u></u>	<u><u>451,369,708</u></u>	<u><u>446,152,075</u></u>	<u><u>441,867,075</u></u>





# Undesignated General Fund

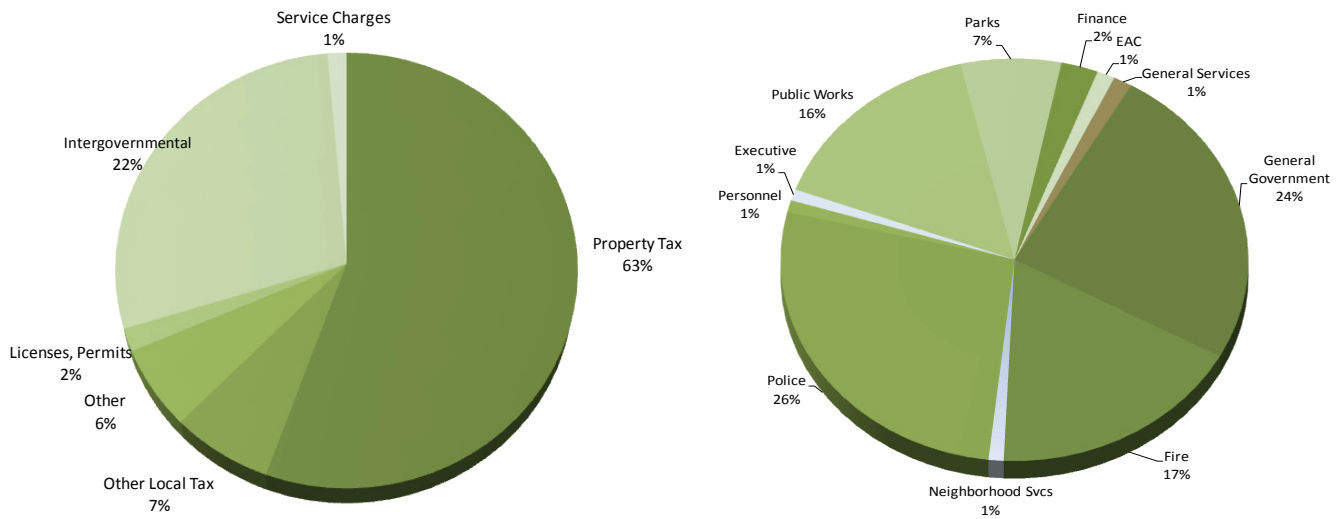
## Fund Structure

The Undesignated General Fund accounts for all financial resources applicable to the general operations of city government which are not accounted for in another fund. This fund is the only unrestricted fund of a government unit. The basis of budgeting is modified accrual. Undesignated general fund operations budget is \$209,320,000. The charts on this page relate to the undesignated general fund operations. In FY 2013, the budgeted revenues and expenses for all reported General Fund is \$233,843,307 including designated general government operations totaling \$24,523,307. The largest is the Economic Development Fund with a budget of \$11,639,000.

The major revenues of the general fund include: property taxes; other local taxes; licenses and permits; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include: General Government which includes Debt Service and Supported Agencies; Executive Branch; Finance & Administration; General Services; Personnel; Neighborhood Services; Police; Fire; Public Works; Parks & Recreation; and Education, Arts, & Culture.

## Fiscal Year 2012/2013

### Undesignated Revenues & Appropriations \$209,320,000

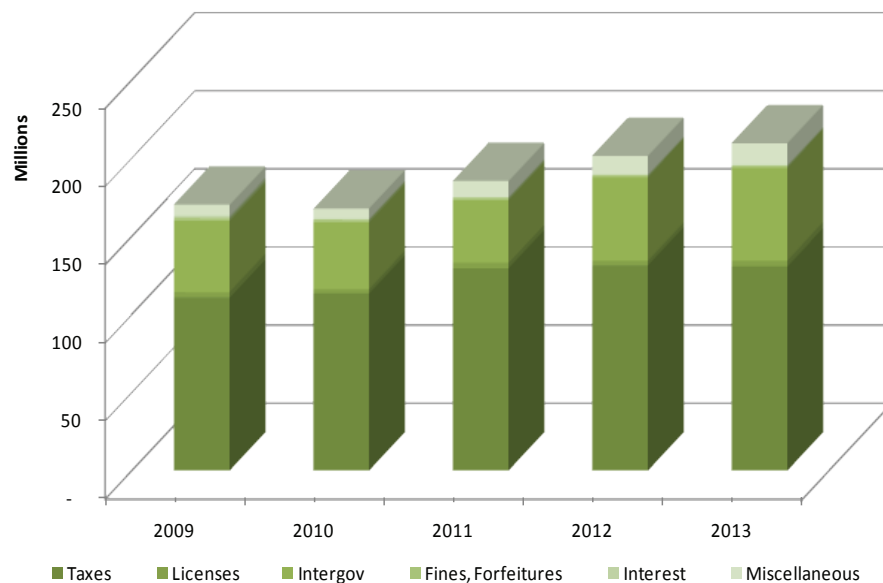


Undesignated General Fund Revenue Summary						
	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg
Undesignated General Fund:						
Property Tax	97,196,852	114,785,868	117,026,660	116,175,060	(851,600)	-0.73%
Other Local Taxes	13,329,440	13,953,332	13,979,500	14,444,300	464,800	3.32%
Licenses & Permits	3,068,471	3,260,012	3,098,700	3,558,850	460,150	14.85%
Fines, Forfeitures, & Penalties	1,426,587	1,158,118	1,215,600	1,164,100	(51,500)	-4.24%
Investment Income	584,387	676,199	462,900	476,900	14,000	3.02%
Intergovernmental	42,290,079	45,440,828	53,491,540	59,493,300	6,001,760	11.22%
Service Charges	3,518,935	2,957,755	2,799,500	2,851,400	51,900	1.85%
Miscellaneous Revenues	3,078,219	3,292,221	3,041,300	4,525,300	1,484,000	48.79%
Transfers In	4,285,201	4,697,231	6,139,300	6,630,790	491,490	8.01%
<b>Grand Totals</b>	<b>168,778,171</b>	<b>190,221,564</b>	<b>201,255,000</b>	<b>209,320,000</b>	<b>8,065,000</b>	<b>4.01%</b>

## Revenues

The proposed Budget for FY 2013 shows an increase of \$8,065,000 or 4.01%, including transfers in. The increase is primarily due to the expiration of the Sales Tax Agreement with Hamilton County dated 1966. Previously, Hamilton County was receiving a portion of the City's sales tax dollars to be distributed to certain specified agencies. Beginning FY 2012, these dollars will remain with the City. Current Local Option Sales Tax is estimated to increase \$4,083,300 or 11.14%, State Sales Tax is estimated to increase \$1,246,900 or 11.97%. The chart shows the General Fund Revenues by Source for the fiscal years 2009 thru 2013.

**General Fund Revenues by Source**



# Property Taxes

**FY 2013 Estimate:** **\$116,175,060%**  
**of General Fund:** **55.5%**  
**Decline From FY 12:** **(851,600)**  
**Change:** **-0.73%**

Current Real Property Taxes remain the primary source of funds for the City of Chattanooga, with the FY 2013 estimate of \$106,780,000 representing 51.01% of the total undesignated General Fund Budget. All property tax estimates inclusive of delinquencies and in lieu of tax payments total \$116,175,060 or 55.5% of the total undesignated General Fund budget. The current tax rate is \$2.309 per \$100 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98, and is the lowest tax rate in nearly 50 years. Revenues generated in 1997 with a \$2.70 tax rate amounted to \$61,533,569, while the estimate for FY 2013 is \$116,175,060, an increase of \$54,641,461 or 88.8%. Assessments for 1997 were \$2,295,859,675. This figure has risen to \$4,820,825,577 in 2012, an increase of \$2,290,815,706 or 99.78% in the last 15 years. Based on the City's economic climate, this trend is expected to continue.

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

The property taxes levied on taxable assessed valuation in the City are billed by the City on October 1st of each year and are due without penalty by the last day of February of the following year. Effective August 1, 2003 taxes not paid by the due date shall bear interest at twelve percent (12%) per annum, and a penalty of six percent (6%) per annum, plus other penalties as provided by law, which shall be paid by the taxpayer except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705. If a tax bill continues to be unpaid through June of such following year, it is turned over to a Delinquent Tax Attorney to be filed in the Clerk and Master's office of Chancery Court on July 1 of such year for collection. An additional fee of 10% is charged representing a 5% attorney's collection fee and a 5% City General Fund fee. Property is subject to a tax sale once taxes are delinquent for three years.

Tax rates per \$100 of assessed valuation during this period were as follows:

Fiscal Year		
From	Rate	Rate Change Explanation
1993-1994	2.620	
1994-1996	2.980	City Tax Increase - FY1995
1996-1997	2.700	Property Reappraisal - FY1997
1997-2001	2.310	City Tax Decrease - FY1997
2001-2005	2.516	City Tax Increase - FY2001
2005-2009	2.202	Property Reappraisal - FY2005
2009-2010	1.939	Property Reappraisal - FY2009
2010-2013	2.309	City Tax Increase - FY 2010

The 1995 increase in tax rates from \$2.62 to \$2.98 was the first tax increase imposed by the City since 1987 and was imposed primarily to provide funds for capital purposes. In FY02, a reappraisal year, the new certified tax rate was \$2.036. A property tax increase of \$0.48 was approved increasing the rate to \$2.516. 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 is \$2.309. A one penny increase produces additional income of \$503,140. Current City policy for budgeting is to estimate collections at 95% of the property tax levy.

**Payments In Lieu of Taxes.** Through a series of tax incentives and agreements the City receives sizeable in lieu of tax payments each year. Companies paying in lieu of taxes include Tennessee Valley Authority, LJT



Hotel Group, American Plastics Inc, Blue Cross Blue Shield, Westinghouse, US Express, and United Packers of Chattanooga. The collection of in lieu of taxes accounts for \$3,678,060, or 1.76% of the operating budget in FY13.

Pursuant to Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987, the minimum levy for the EPB is \$2,296,692, according to a new formula specified in the 1987 Law based on a revenue floor of \$5,635,434. This revenue floor was exceeded in fiscal year 1994, resulting in a calculation which generated less PILOT collection for the City. The estimate to be received from Electric Power Board for FY 2013 is \$6,630,790, which is 8.01% over FY12. The EPB Internet in lieu of tax due from the EPB is \$199,400, a .98% increase over FY12. The Fiber Optics increase \$189,300 or 1.99% over FY12.

## Other Local Taxes:

<b>FY 2013 Estimate:</b>	<b>\$14,444,300</b>
<b>% of General Fund:</b>	<b>6.9%</b>
<b>Increase From FY 12:</b>	<b>464,800</b>
<b>Change:</b>	<b>3.32%</b>

### Gross Receipts Taxes

<b>FY 2013 Estimate:</b>	<b>\$4,122,300</b>
<b>of General Fund:</b>	<b>1.97%</b>
<b>Growth From FY 12:</b>	<b>450,300</b>
<b>Change:</b>	<b>12.26%</b>

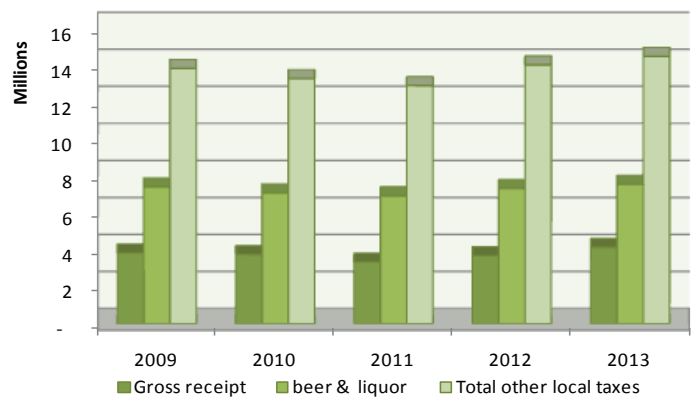
Even though Gross Receipts Taxes are a steady source in the General Fund, they represent only 1.97% of total collections this year. The trend over the past five years shows a slight downturn of collections for the previous three years, but the recovering economic conditions in FY12 is expected to produce an increase in growth for FY13.

### Beer & Liquor Taxes

<b>FY 2013 Estimate:</b>	<b>\$7,528,000</b>
<b>% of General Fund:</b>	<b>3.60%</b>
<b>Growth From FY 12:</b>	<b>216,800</b>
<b>Change:</b>	<b>2.97%</b>

Beer & Liquor Taxes make up approximately half of Other Local Taxes. They represent 52% of total collections each year. The trend over the past five years shows a downturn in 2010 and 2011. In 2012, and continuing into 2013 an increase is expected.

## Other Local Taxes



## Licenses & Permits:

<b>FY 2013 Estimate:</b>	<b>\$3,558,850</b>
<b>% of General Fund:</b>	<b>1.70%</b>
<b>Growth from FY 12:</b>	<b>460,150</b>
<b>% Change:</b>	<b>14.85%</b>

### Building Permits

<b>FY 2013 Estimate :</b>	<b>\$1,293,500</b>
<b>% of General Fund:</b>	<b>.62%</b>
<b>Growth from FY 12:</b>	<b>508,100</b>
<b>% Change:</b>	<b>64.69%</b>

Building Permits are the single greatest revenue generator in the category of Licenses & Permits. As shown in the chart below, revenue budgets for Building Permits have increase since 2009, reflecting the rebuilding of the housing market over that period of time. Due to incoming industry in Chattanooga, Permits are starting to show an increase, but were not as high as expected in FY11. Actual revenue in FY11 was 12% below budget. FY12 Actual collection is \$575,545 above budget. In FY 2013, we are projecting a 14.85% over FY12 budget.

## Revenue from Other Agencies:

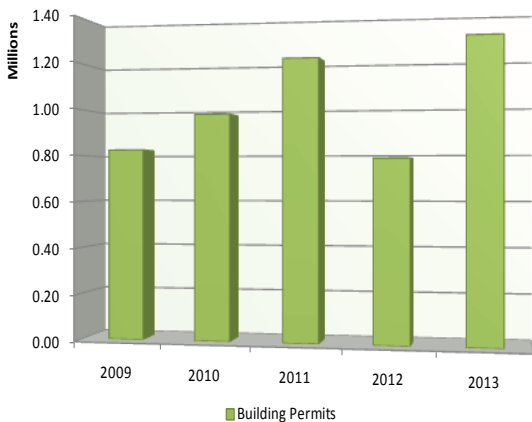
<b>FY 2013 Estimate:</b>	<b>\$59,493,300</b>
<b>% of General Fund:</b>	<b>28.42%</b>
<b>Growth From FY 12:</b>	<b>6,001,760%</b>
<b>Change:</b>	<b>11.22%</b>

### City Allocation State Sales Tax

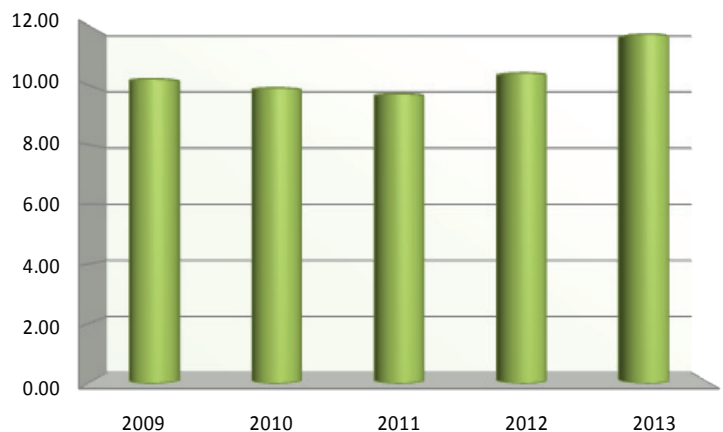
<b>FY 2013 Estimate:</b>	<b>\$11,667,000</b>
<b>% of General Fund :</b>	<b>5.57%</b>
<b>Growth From FY 12:</b>	<b>1,246,900</b>
<b>% Change:</b>	<b>11.97%</b>

The State of Tennessee imposes a 7% tax on sales. Under TCA 67-6-103(3)(A), 5.5% to 5.75% is returned to all municipalities. This distribution is based on population data from the latest certified census. The City of Chattanooga has a certified population of 167,674 and its per capita allocation from state sales tax for Fiscal Year 2012 was \$64.65. In 2013, the per capita allocation is \$67.91, or a 5% increase, with a population of 167,674. The State Sales Tax is expected to increase by 11.97% or \$1,246,900 in FY 2013.

### Building Permits



### State Sales Tax



**Local Option Sales Taxes**

<b>FY 2013 Estimate:</b>	<b>\$40,741,000</b>
<b>% of General Fund:</b>	<b>19.46%</b>
<b>Growth From FY 12:</b>	<b>4,083,300</b>
<b>% Change:</b>	<b>11.14%</b>

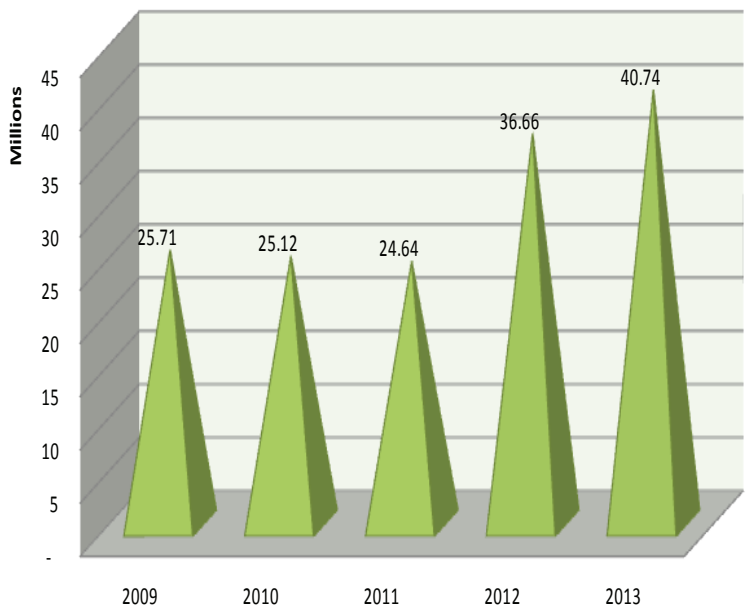
The Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended. The City of Chattanooga and the citizens of Hamilton County have adopted, by referendum, a county-wide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

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

From FY2009 thru FY2011 there was a steady decline in Local Option sales tax revenues. This was a reflection of the economic climate during those years. In FY2012, the City regained control of approximately \$10 million of sales tax managed on its behalf by Hamilton County under a 1966 Sales Tax agreement. This accounts for the spike in revenues in FY2012 over FY2011, with expected growth in FY13.

The Local Option Sales Tax represents 19.46% of the total General Fund revenues for FY 2013.

**Local Option Sales Tax**





<b>Undesignated General Fund Expenditure Summary</b>						
	<b>Actual 10</b>	<b>Actual 11</b>	<b>Budget 12</b>	<b>Budget 13</b>	<b>Inc(Dec)</b>	<b>% chg</b>
<b>General Fund</b>						
General Government (1)	47,413,160	41,170,682	47,292,090	53,099,825	5,807,735	12.28%
Executive Branch	1,442,926	1,209,269	1,367,574	1,861,232	493,658	36.10%
Finance & Administration	3,647,809	3,787,173	5,103,479	5,119,066	15,587	0.31%
General Services (2)	-	2,375,340	2,642,487	2,621,421	(21,066)	-0.80%
Personnel	6,896,201	1,537,560	1,909,637	1,898,986	(10,651)	-0.56%
Neighborhood Services	1,877,782	1,922,332	2,147,967	2,147,967	-	0.00%
Police	41,125,562	47,842,252	54,342,130	55,704,648	1,362,518	2.51%
Fire	27,983,309	33,560,226	37,064,691	37,905,372	840,681	2.27%
Public Works	27,476,923	30,800,298	32,403,031	32,145,690	(257,341)	-0.79%
Parks & Recreation	11,714,239	13,542,085	14,537,167	14,403,404	(133,763)	-0.92%
Education, Arts, & Culture	2,198,944	2,317,515	2,444,747	2,412,389	(32,358)	-1.32%
<b>Total General Fund</b>	<b>171,776,855</b>	<b>180,064,731</b>	<b>201,255,000</b>	<b>209,320,000</b>	<b>8,065,000</b>	<b>4.01%</b>

(1) Amount includes amendment for capital appropriation of \$1,000,000 for FY11 & \$2,000,000 in FY12.

(2) General Services reported in General Government previously.

## Expenses

### General Government

**FY 2013 Appropriation:** \$53,099,825  
**% of General Fund:** 25.37%  
**Increase From FY 12:** 5,807,735  
**% Change:** 12.28%

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

#### **CARTA Subsidy**

**FY 2013 Appropriation:** \$4,772,000  
**% of General Fund:** 2.28%  
**Increase From FY 12:** 97,000  
**% Change:** 2.07%

The City finances part of the Chattanooga Area Regional Transportation Authority's operating cost. The CARTA appropriation of \$4,772,000 enables CARTA to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping and other activities.

#### **Chattanooga Public Library**

**FY 2013 Appropriation:** \$5,771,950  
**% of General Fund:** 2.76%  
**Increase From FY 12:** 116,177  
**% Change:** 2.05%

The City assumed full funding of the cost of the public library system as a result of the dissolution of Sales Tax Agreement with Hamilton County in FY 2011.

#### **Chattanooga Neighborhood Enterprises**

**FY 2013 Appropriation:** \$900,000  
**% of General Fund:** 0.43%  
**Decrease From FY 12:** (250,000)  
**% Change:** -21.74%

This is an ongoing appropriation for efforts to upgrade housing in Chattanooga. The \$250,000 in FY12 set aside to fund a program for incentive for Police officers to purchase housing in revitalizing areas was sufficient to carry over to FY13.

#### **Debt Service Fund**

**FY 2013 Appropriation:** \$16,942,222  
**% of General Fund:** 8.09%  
**Increase From FY 12:** 6,642,222  
**% Change:** 64.49%

Funds are provided for appropriation to the Debt Service Fund for payment of current interest and principal on the City's outstanding General Fund debt and to fund planned or anticipated new debt. Increase due to use of \$4M from debt service reserves in FY2012. Total increase in debt service for FY2013 is \$6,642,222.

#### **Renewal & Replacement**

**FY 2013 Appropriation:** \$1,500,000  
**% of General Fund:** 0.72%  
**Increase From FY 12:** 0.00  
**% Change:** 00%

Funds are provided here to be distributed to various departments for use in replacing equipment. This remains the same level as FY12.

#### **Tennessee Riverpark**

**FY 2013 Appropriation:** \$1,077,154  
**% of General Fund:** 0.51%  
**Increase From FY 12:** 26,453  
**% Change:** 2.52%

### **Executive Branch**

<b>FY 2013 Appropriation:</b>	<b>\$1,861,232</b>
<b>% of General Fund:</b>	<b>0.89%</b>
<b>Increase From FY 12:</b>	<b>493,658</b>
<b>% Change:</b>	<b>36.10%</b>

The Executive Branch consists of functions under direct control of the Office of the Mayor. The Executive Branch increase is due to increases in salaries, fringe benefits and the newly created Gang Task Force Office.

### **Department of Finance & Administration**

<b>FY 2013 Appropriation:</b>	<b>\$5,119,066</b>
<b>% of General Fund:</b>	<b>2.45%</b>
<b>Increase From FY 12:</b>	<b>15,587</b>
<b>% Change:</b>	<b>0.31%</b>

This department oversees all aspects of the City's financial program. The major expenses for this department are personnel costs. The primary factor for the increase in FY13 is increases for salaries, pension contributions, other post-employment benefits and the county trustee fee to collect and distribute local sales tax.

### **Department of General Services**

<b>FY 2013 Appropriation:</b>	<b>\$2,621,421</b>
<b>% of General Fund:</b>	<b>1.25%</b>
<b>Decrease From FY 12:</b>	<b>(21,066)</b>
<b>% Change:</b>	<b>-0.80%</b>

This department manages Building & Property Maintenance, Purchasing, and Real Estate. Utility expense was increased due to rising costs and demand from additional properties. In FY13, 3 positions remain frozen. Decrease mainly results from changes in personnel.

### **Department of Personnel**

<b>FY 2013 Appropriation:</b>	<b>\$1,898,986</b>
<b>% of General Fund :</b>	<b>.91%</b>
<b>Decrease From FY 12:</b>	<b>(10,651)</b>
<b>% Change:</b>	<b>-0.56%</b>

The decrease in appropriations in FY13 is primarily attributable to the personnel and staffing changes.

### **Department of Neighborhood Services**

<b>FY 2013 Appropriation:</b>	<b>\$2,147,967</b>
<b>% of General Fund:</b>	<b>1.03%</b>
<b>Increase From FY 12:</b>	<b>0.00</b>
<b>% Change:</b>	<b>0.00%</b>

The FY13 appropriation for the Department of Neighborhood Services did not change compared to the FY12 appropriation.

### **Department of Police**

<b>FY 2013 Appropriation:</b>	<b>\$55,704,648</b>
<b>% of General Fund:</b>	<b>26.61%</b>
<b>Increase From FY 12:</b>	<b>1,362,518</b>
<b>% Change:</b>	<b>2.51%</b>

In FY13, increases are due to increases in fringes for health, retiree medical (OPEB) and pension. Also included in their appropriation is \$1,000,00 for the career ladder program for Police Officers.

### **Department of Fire**

<b>FY 2013 Appropriation:</b>	<b>\$37,905,372</b>
<b>% of General Fund:</b>	<b>18.11%</b>
<b>Increase From FY 12:</b>	<b>840,681</b>
<b>% Change:</b>	<b>2.27%</b>

The increase in appropriations for FY2013 are due to an increase in salaries, pension contributions, and other post-employment benefits for both civilian, sworn, and 6 months funding for 15 new fire positions (company) for a new firehall due to annexation and the academy's associated operational cost. This will ensure that the Fire Department maintains the #2 ISO rating and continues providing exceptional Fire protection services to the citizens of Chattanooga.

### **Department of Public Works**

<b>FY 2013 Appropriation:</b>	<b>\$32,145,690</b>
<b>% of General Fund:</b>	<b>15.36%</b>
<b>Decrease from FY 12:</b>	<b>(257,341)</b>
<b>% Change:</b>	<b>-0.79%</b>

The Department of Public Works General Fund decrease in FY13 appropriations represent changes in employee make up in authorized positions. Also included in the Public Works budget is an appropriation of \$2,000,000 to capital for street paving.

### **Department of Parks & Recreation**

<b>FY 2013 Appropriation:</b>	<b>\$14,403,404</b>
<b>% of General Fund:</b>	<b>6.88%</b>
<b>Increase From FY 12:</b>	<b>(133,763)</b>
<b>% Change:</b>	<b>- 0.92%</b>

The overall decrease in the budget for FY13 reflects a reduction in personnel costs as well as a change in the department's use of temporary staffing to employment agencies.

### **Education, Arts, & Culture**

<b>FY 2013 Appropriation:</b>	<b>\$2,412,389</b>
<b>% of General Fund:</b>	<b>1.15%</b>
<b>Decrease From FY 12:</b>	<b>(32,358)</b>
<b>% Change:</b>	<b>-1.32%</b>

The FY13 decrease is attributed to temporary staffing due to outsourcing of concession operations. EAC had 1 frozen position.

Undesignated General Fund Revenue							
Source	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of total
<b>Property Taxes:</b>							
Current Property Taxes	88,829,178	105,335,894	106,442,960	106,780,000	337,040	0.32%	51.01%
Interest & Penalty-Current Year	148,815	143,028	150,000	150,000	-	0.00%	0.07%
Interest & Penalty-Prior Year	746,396	838,841	725,000	867,000	142,000	19.59%	0.41%
Prior Year Property Taxes	3,311,966	3,401,076	4,290,000	4,500,000	210,000	4.90%	2.15%
City Fee-Collection of Delinquent taxes	240,216	353,598	285,600	200,000	(85,600)	-29.97%	0.10%
Payments in Lieu of Taxes	3,920,281	4,713,431	5,133,100	3,678,060	(1,455,040)	-28.35%	1.76%
<b>Total Property Tax</b>	<b>\$ 97,196,852</b>	<b>\$ 114,785,868</b>	<b>\$ 117,026,660</b>	<b>\$ 116,175,060</b>	<b>\$ (851,600)</b>	<b>-0.73%</b>	<b>55.50%</b>
<b>Other Local Taxes:</b>							
Franchise Taxes-Chatt Gas	289,883	258,356	1,100,000	935,100	(164,900)	-14.99%	0.45%
Franchise Taxes-Century Tel	17,142	26,172	21,500	19,100	(2,400)	-11.16%	0.01%
Corporate Excise Tax-State	224,020	41,035	41,000	80,000	39,000	95.12%	0.04%
Franchise Taxes-CCTV	1,941,254	1,823,788	1,740,000	1,710,000	(30,000)	-1.72%	0.82%
Franchise Taxes-AT&T Mobility	-	11,230	21,000	46,900	25,900	N/C	0.02%
Liquor Taxes	2,160,674	1,964,432	1,958,200	2,020,000	61,800	3.16%	0.97%
Beer Taxes	4,902,027	5,387,951	5,353,000	5,508,000	155,000	2.90%	2.63%
Gross Receipts Taxes-Interest & Penalty	59,569	9,983	70,000	-	(70,000)	-100.00%	0.00%
Gross Receipts Tax	3,731,345	4,427,900	3,672,000	4,122,300	450,300	12.26%	1.97%
Local Litigation Taxes	3,526	2,485	2,800	2,900	100	3.57%	0.00%
<b>Total Other Local Taxes</b>	<b>\$ 13,329,440</b>	<b>\$ 13,953,332</b>	<b>\$ 13,979,500</b>	<b>\$ 14,444,300</b>	<b>\$ 464,800</b>	<b>3.32%</b>	<b>6.90%</b>
<b>Licenses &amp; Permits.:</b>							
Motor Vehicle License	404,595	390,195	378,900	380,000	1,100	0.29%	0.18%
Business License excluding Liquor	101,130	3,650	3,400	-	(3,400)	-100.00%	0.00%
Building Permits	976,155	901,990	785,400	1,293,500	508,100	64.69%	0.62%
Other Licenses,Permits, Fees	1,586,591	1,964,177	1,931,000	1,885,350	(45,650)	-2.36%	0.90%
<b>Total Licenses &amp; Permits</b>	<b>\$ 3,068,471</b>	<b>\$ 3,260,012</b>	<b>\$ 3,098,700</b>	<b>\$ 3,558,850</b>	<b>\$ 460,150</b>	<b>14.85%</b>	<b>1.70%</b>
<b>Fines, Forfeitures, &amp; Penalties:</b>							
City Court Fines	617,019	514,581	543,900	592,300	48,400	8.90%	0.28%
Criminal Court Fines	155,746	121,377	110,000	120,000	10,000	9.09%	0.06%
Parking Ticket Fines	577,052	519,612	560,500	448,600	(111,900)	-19.96%	0.21%
Other Fines Forfeitures, & Penalties	76,770	2,548	1,200	3,200	2,000	166.67%	0.00%
<b>Total Fines, Forfeitures, &amp; Penalties</b>	<b>\$ 1,426,587</b>	<b>\$ 1,158,118</b>	<b>\$ 1,215,600</b>	<b>\$ 1,164,100</b>	<b>\$ (51,500)</b>	<b>-4.24%</b>	<b>0.56%</b>
<b>Investment Income</b>							
Interest on Investments	554,057	616,428	428,300	445,000	16,700	3.90%	0.21%
Sale of Back Tax Lots	15,710	49,061	17,000	17,000	-	0.00%	0.01%
Sale of City Owned Property	9,855	2,754	9,900	9,900	-	0.00%	0.00%
Other Sales	4,765	7,956	7,700	5,000	(2,700)	-35.06%	0.00%
<b>Total Investment Income</b>	<b>\$ 584,387</b>	<b>\$ 676,199</b>	<b>\$ 462,900</b>	<b>\$ 476,900</b>	<b>\$ 14,000</b>	<b>3.02%</b>	<b>0.23%</b>

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Undesignated General Fund Revenue Source	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of total
<b>Revenue From Other Agencies:</b>							
Local Option Sales Taxes-GF	25,116,025	26,462,886	36,657,700	40,741,000	4,083,300	11.14%	19.46%
State Beer Tax	77,086	81,152	81,400	88,000	6,600	8.11%	0.04%
Hall Income Tax	2,578,926	2,714,695	1,800,000	2,200,000	400,000	22.22%	1.05%
State Sales Tax	9,904,220	10,357,166	10,420,100	11,667,000	1,246,900	11.97%	5.57%
State Mixed Drink Tax	1,888,061	1,942,779	1,919,000	2,088,300	169,300	8.82%	1.00%
State Gas Inspection Fees	318,287	333,865	335,500	346,000	10,500	3.13%	0.17%
State Maintenance of Streets	334,015	280,528	320,000	320,000	-	0.00%	0.15%
State Alcohol Beverage Tax	99,820	104,086	107,500	104,100	(3,400)	-3.16%	0.05%
State-Special Training Funds	484,200	493,200	469,800	469,800	-	0.00%	0.22%
State-Telecom Sales Tax	13,500	10,515	11,000	9,900	(1,100)	-10.00%	0.00%
State-Misc Receipts	77,042	190,906	-	-	-	N/C	0.00%
Ham.County-Ross Landing Plaza	897,203	895,515	1,093,740	1,093,700	(40)	0.00%	0.52%
Ham.County-Radio & Electronics	151,089	-	-	-	-	N/C	0.00%
Miscellaneous	350,605	1,573,535	275,800	365,500	89,700	32.52%	0.17%
<b>Total Revenue from Other Agencies</b>	<b>\$ 42,290,079</b>	<b>\$ 45,440,828</b>	<b>\$ 53,491,540</b>	<b>\$ 59,493,300</b>	<b>\$ 6,001,760</b>	<b>11.22%</b>	<b>28.42%</b>
<b>Service Charges:</b>							
City Court Cost	286,455	197,676	200,000	257,600	57,600	28.80%	0.12%
Clerk's Fee	1,019,769	838,136	868,400	954,100	85,700	9.87%	0.46%
State Court Cost	2,498	2,077	2,500	1,200	(1,300)	-52.00%	0.00%
Other Charges for Services	202,400	84,026	71,900	85,100	13,200	18.36%	0.04%
Service Charges	2,210,213	1,835,840	1,656,700	1,553,400	(103,300)	-6.24%	0.74%
<b>Total Service Charges</b>	<b>\$ 3,518,935</b>	<b>\$ 2,957,755</b>	<b>\$ 2,799,500</b>	<b>\$ 2,851,400</b>	<b>\$ 51,900</b>	<b>1.85%</b>	<b>1.36%</b>
<b>Miscellaneous Revenues:</b>							
Indirect Cost	2,789,981	2,815,900	2,815,900	4,179,024	1,363,124	48.41%	2.00%
Other General Government Misc.	288,238	476,321	225,400	346,276	120,876	53.63%	0.17%
<b>Total Miscellaneous Revenues</b>	<b>\$ 3,078,219</b>	<b>\$ 3,292,221</b>	<b>\$ 3,041,300</b>	<b>\$ 4,525,300</b>	<b>\$ 1,484,000</b>	<b>48.79%</b>	<b>2.16%</b>
<b>Transfers In</b>	<b>4,285,201</b>	<b>4,697,231</b>	<b>6,139,300</b>	<b>6,630,790</b>	<b>491,490</b>	<b>8.01%</b>	<b>3.17%</b>
<b>Grand Totals</b>	<b>\$ 168,778,171</b>	<b>\$ 190,221,564</b>	<b>\$ 201,255,000</b>	<b>\$ 209,320,000</b>	<b>\$ 8,065,000</b>	<b>4.01%</b>	<b>0.00%</b>

Undesignated General Fund Expenditure Summary							
	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of Total
<b>General Government &amp; Agencies:</b>							
AIM Center, Inc.				60,000	60,000	N/A	0.03%
Air Pollution	270,820	270,820	270,820	289,626	18,806	6.94%	0.14%
Alexian Brothers/Sr Neighbors	22,094	17,700	12,720	12,720	-	0.00%	0.01%
Allied Arts	231,250	161,200	176,472	226,472	50,000	28.33%	0.11%
Bessie Smith Cultural Center	64,000	54,000	54,000	54,000	-	0.00%	0.03%
Bethlehem Center				25,000	25,000	N/A	0.01%
CARCOG & SETDD	31,111	36,038	36,038	38,544	2,506	6.95%	0.02%
CARTA	3,851,000	4,231,000	4,675,000	4,772,000	97,000	2.07%	2.28%
Carter Street Corporation	185,000	161,257	200,000	200,000	-	0.00%	0.10%
Chattanooga Area Food Bank	15,000	12,700	-	-	-	N/A	0.00%
Chattanooga Urban League	50,000	42,200	50,000	40,000	(10,000)	-20.00%	0.02%
Chattanooga Comm Resource Cntr	-	-	-	-	-	N/A	0.00%
Chattanooga History Center	18,000	15,200	15,200	15,200	-	0.00%	0.01%
Chattanooga Neighborhood Enterprises	900,000	1,000,000	1,150,000	900,000	(250,000)	-21.74%	0.43%
Children's Advocacy Center	22,500	19,000	19,000	30,000	11,000	57.89%	0.01%
Children's Home - Chambliss Shelter			275,000	347,500	72,500	26.36%	0.17%
Choose Chattanooga	20,000	16,900	16,900	16,900	-	0.00%	0.01%
City Code Revision	-	-	-	-	-	N/A	0.00%
Community Foundation Scholarships	120,000	101,300	101,300	101,300	-	0.00%	0.05%
Community Impact Fund	208,511	175,600	100,000	-	(100,000)	-100.00%	0.00%
Downtown Partnership	40,000	-	-	-	-	N/A	0.00%
RiverCity	-	67,500	67,500	67,500	-	0.00%	0.03%
East Chattanooga Improvement	-	-	20,000	-	(20,000)	-100.00%	0.00%
Enterprise Center	137,500	260,500	160,500	160,500	-	0.00%	0.08%
Enterprise South Nature Park	233,810	434,600	1,239,750	682,200	(557,550)	-44.97%	0.33%
ESIP Security	55,496	53,488	53,827	55,427	1,600	2.97%	0.03%
Finley Stadium	60,000	60,000	-	-	-	N/A	0.00%
Friends of Moccasin Bend	30,000	25,300	30,000	30,000	-	0.00%	0.01%
Fortwood Center	-	-	105,000	55,000	(50,000)	-47.62%	0.03%
Fortwood Center Capital Campaign				50,000	50,000	N/A	0.02%
Front Porch Alliance	27,000	22,800	22,800	-	(22,800)	-100.00%	0.00%
Go!Fest	15,000	8,440	-	-	-	N/A	0.00%
Heritage Hall Fund	62,653	62,653	62,653	82,707	20,054	32.01%	0.04%
Homeless Coalition	-	-	15,000	-	(15,000)	-100.00%	0.00%
Homeless Health Center	15,750	13,300	13,300	25,000	11,700	87.97%	0.01%
Joe Johnson Mental Health	-	-	60,156	60,000	(156)	-0.26%	0.03%
Orange Grove	-	-	32,000	30,000	(2,000)	-6.25%	0.01%
Partnership/Rape Crisis	-	-	56,522	56,522	-	0.00%	0.03%
Public Library	2,659,000	2,777,468	5,655,773	5,771,950	116,177	2.05%	2.76%
Railroad Authority	-	-	10,311	16,923	6,612	64.13%	0.01%
Regional Planning Agency	1,188,584	1,378,500	2,631,648	2,247,235	(384,413)	-14.61%	1.07%
Scenic Cities	5,000	4,220	5,000	5,000	-	0.00%	0.00%
Signal Center	-	-	30,006	30,000	(6)	-0.02%	0.01%
Speech & Hearing Center	-	-	67,700	67,700	-	0.00%	0.03%
Tennessee Riverpark	1,154,397	1,021,241	1,050,701	1,077,154	26,453	2.52%	0.51%
The Team Centers/ Team Evaluation	-	-	50,000	-	(50,000)	-100.00%	0.00%
Water Quality Management Fee	274,627	332,175	356,300	426,371	70,071	19.67%	0.20%
WTCl -TV 45	45,000	50,650	80,000	85,000	5,000	6.25%	0.04%
Audits, Dues & Surveys	128,947	166,931	306,000	306,000	-	0.00%	0.15%
Capital Improvements	9,461,261	1,163,500	4,350,000	-	(4,350,000)	-100.00%	0.00%
City Attorney/Operations	1,108,136	1,182,056	1,387,359	1,427,490	40,131	2.89%	0.68%
City Attorney Liability Insurance Fund	3,478,237	1,960,000	1,000,000	730,000	(270,000)	-27.00%	0.35%
City Council	690,361	729,754	784,351	788,113	3,762	0.48%	0.38%
City Judges Division 1	360,515	394,204	403,374	418,548	15,174	3.76%	0.20%
City Judges Division 2	355,502	380,588	396,888	399,890	3,002	0.76%	0.19%
Contingency Fund	1,072	50,000	1,579,220	5,379,559	3,800,339	240.65%	2.57%
Debt Service Fund	10,906,307	15,494,469	10,300,000	16,942,222	6,642,222	64.49%	8.09%
Election Expense	-	19,735	-	200,000	200,000	N/A	0.10%
Human Services	1,233,477	733,477	733,477	1,033,477	300,000	40.90%	0.49%
Internal Audit	458,219	450,546	543,732	548,543	4,811	0.88%	0.26%
Intergovernmental Relations	310,850	199,906	357,000	357,000	-	0.00%	0.17%
Pensions, FICA & UIC	95,744	100,067	133,000	133,000	-	0.00%	0.06%
T.A.P ( tuition & books)	12,262	12,369	20,000	20,000	-	0.00%	0.01%
Renewal & Replacement	466,311	1,057,332	1,500,000	1,500,000	-	0.00%	0.72%
General Services Administration	2,682,072	-	-	-	-	N/A	0.00%
Information Services	2,833,498	3,474,464	3,804,837	4,047,516	242,679	6.38%	1.93%
Telecommunications	329,107	188,517	56,975	52,300	(4,675)	-8.21%	0.02%
311 Call Center	488,179	525,016	606,980	604,716	(2,264)	-0.37%	0.29%
<b>Total</b>	<b>\$ 47,413,160</b>	<b>\$ 41,170,682</b>	<b>\$ 47,292,090</b>	<b>\$ 53,099,825</b>	<b>5,807,735</b>	<b>12.28%</b>	<b>25.37%</b>



Undesignated General Fund Expenditure Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of Total
<b>Department of Finance &amp; Administration</b>							
Finance Office	2,034,358	2,141,759	2,651,040	2,627,940	(23,100)	-0.87%	1.26%
City Treasurer	707,961	680,202	865,133	857,933	(7,200)	-0.83%	0.41%
City Court Clerk's Office	905,490	940,642	1,154,806	1,154,806	-	0.00%	0.55%
Delinquent Tax	-	24,570	65,000	72,200	7,200	11.08%	0.03%
City General Tax Revenue (Trustee Fee) <sup>(1)</sup>	-	-	367,500	406,187	38,687	10.53%	0.19%
<b>Total</b>	<b>\$ 3,647,809</b>	<b>\$ 3,787,173</b>	<b>\$ 5,103,479</b>	<b>\$ 5,119,066</b>	<b>\$ 15,587</b>	<b>0.31%</b>	<b>2.45%</b>
<sup>(1)</sup> Was previously reported in Gen Gov & Agencies							
<b>Department of Police:</b>	<b>\$ 41,125,562</b>	<b>\$ 47,842,252</b>	<b>\$ 54,342,130</b>	<b>\$ 55,704,648</b>	<b>\$ 1,362,518</b>	<b>2.51%</b>	<b>26.61%</b>
<b>Department of Fire:</b>	<b>\$ 27,983,309</b>	<b>\$ 33,560,226</b>	<b>\$ 37,064,691</b>	<b>\$ 37,905,372</b>	<b>\$ 840,681</b>	<b>2.27%</b>	<b>18.11%</b>
<b>Department of Public Works:</b>							
Administration	900,871	865,234	1,283,293	1,266,030	(17,263)	-1.35%	0.60%
City Engineer	2,119,953	2,213,475	4,228,268	3,758,884	(469,384)	-11.10%	1.80%
City Wide Services	4,052,562	5,538,902	4,328,009	4,372,609	44,600	1.03%	2.09%
Land Development Office	2,461,333	2,755,389	2,832,174	2,831,929	(245)	-0.01%	1.35%
Utilities	165,387	175,158	170,013	188,666	18,653	10.97%	0.09%
Pump Stations, Levee & Storm Stations	54,058	67,265	96,300	92,300	(4,000)	-4.15%	0.04%
Traffic Management	2,508,341	2,780,755	2,986,721	3,058,643	71,922	2.41%	1.46%
Street Lighting	2,942,943	3,234,880	2,924,000	2,986,462	62,462	2.14%	1.43%
Solid Waste Disposal	5,740,775	5,907,775	5,773,587	5,773,587	-	0.00%	2.76%
Municipal Forestry	558,451	695,674	705,740	715,814	10,074	1.43%	0.34%
Waste Pickup - Brush	2,657,094	1,201,816	1,350,643	1,264,612	(86,031)	-6.37%	0.60%
Waste Pickup -Garbage, Trash Flash & Recycle	3,315,155	5,363,978	5,724,283	5,836,154	111,871	1.95%	2.79%
<b>Total</b>	<b>\$ 27,476,923</b>	<b>\$ 30,800,298</b>	<b>\$ 32,403,031</b>	<b>\$ 32,145,690</b>	<b>\$ (257,341)</b>	<b>-0.79%</b>	<b>15.36%</b>
<b>Department of Parks &amp; Recreation:</b>							
Administration	744,105	742,249	1,057,629	720,806	(336,823)	-31.85%	0.34%
Recreation	4,999,441	6,733,712	7,085,189	7,224,892	139,703	1.97%	3.45%
Parks	5,970,693	6,066,124	6,394,349	6,457,706	63,357	0.99%	3.09%
<b>Total</b>	<b>\$ 11,714,239</b>	<b>\$ 13,542,085</b>	<b>\$ 14,537,167</b>	<b>\$ 14,403,404</b>	<b>\$ (133,763)</b>	<b>-0.92%</b>	<b>6.88%</b>
<b>Department of Personnel:</b>							
Administration	918,719	1,111,807	1,455,136	1,329,965	(125,171)	-8.60%	0.64%
Physicals	6,630	18,690	18,000	15,000	(3,000)	-16.67%	0.01%
Employee's Insurance Office	253,791	289,212	315,851	317,631	1,780	0.56%	0.15%
Safety Programs	-	-	-	112,540	112,540	N/A	0.05%
Employee's Insurance Program	5,642,020	44,103	45,650	45,350	(300)	-0.66%	0.02%
Job Injury Administration	75,041	73,747	75,000	78,500	3,500	4.67%	0.04%
<b>Total</b>	<b>\$ 6,896,201</b>	<b>\$ 1,537,560</b>	<b>\$ 1,909,637</b>	<b>\$ 1,898,986</b>	<b>\$ (10,651)</b>	<b>-0.56%</b>	<b>0.91%</b>
<b>Department of Neighborhood Services:</b>							
Administration	494,391	505,756	628,391	597,990	(30,401)	-4.84%	27.84%
Codes & Community Services	1,280,983	1,316,171	1,387,350	1,445,477	58,127	4.19%	67.30%
Grants Administration	47,408	45,405	77,226	49,500	(27,726)	-35.90%	2.30%
Neighborhood Grants	55,000	55,000	55,000	55,000	-	0.00%	2.56%
<b>Total</b>	<b>\$ 1,877,782</b>	<b>\$ 1,922,332</b>	<b>\$ 2,147,967</b>	<b>\$ 2,147,967</b>	<b>\$ -</b>	<b>0.00%</b>	<b>1.03%</b>
<b>Executive Branch:</b>							
Mayor's Office	865,286	923,452	968,661	957,610	(11,051)	-1.14%	0.46%
Comprehensive Gang Initiative	-	-	-	499,878	499,878	N/A	0.24%
Multicultural Affairs	308,071	241,795	398,913	403,744	4,831	1.21%	0.19%
Office of Faith Based Initiatives	269,569	44,022	-	-	-	N/A	0.00%
<b>Total</b>	<b>\$ 1,442,926</b>	<b>\$ 1,209,269</b>	<b>\$ 1,367,574</b>	<b>\$ 1,861,232</b>	<b>\$ 493,658</b>	<b>36.10%</b>	<b>0.89%</b>
<b>Department of Education, Arts, &amp; Culture:</b>							
Administration	341,990	373,066	401,415	389,992	(11,423)	-2.85%	0.19%
Civic Facilities	1,557,522	1,643,409	1,721,640	1,700,312	(21,328)	-1.24%	0.81%
Arts & Culture	299,432	301,040	321,692	322,085	393	0.12%	0.15%
<b>Total</b>	<b>\$ 2,198,944</b>	<b>\$ 2,317,515</b>	<b>\$ 2,444,747</b>	<b>\$ 2,412,389</b>	<b>\$ (32,358)</b>	<b>-1.32%</b>	<b>1.15%</b>
<b>Department of General Services:</b>							
General Services Administration	-	366,161	582,416	498,934	(83,482)	-14.33%	0.24%
Purchasing	-	751,489	836,224	850,771	14,547	1.74%	0.41%
Building Maintenance	-	1,146,412	1,166,207	1,135,191	(31,016)	-2.66%	0.54%
Storage on Main Street	-	-	-	70,900	70,900	N/A	0.03%
Real Estate	-	71,189	15,575	13,625	(1,950)	-12.52%	0.01%
Property Maintenance	-	30,243	26,000	34,800	8,800	33.85%	0.02%
Farmer's Market Operations	-	9,846	16,065	17,200	1,135	0	0.01%
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,375,340</b>	<b>\$ 2,642,487</b>	<b>\$ 2,621,421</b>	<b>\$ (21,066)</b>	<b>-0.80%</b>	<b>1.25%</b>
<b>Expenditure Total</b>	<b>\$ 171,776,855</b>	<b>\$ 180,064,731</b>	<b>\$ 201,255,000</b>	<b>\$ 209,320,000</b>	<b>\$ 8,065,000</b>	<b>4.01%</b>	<b>100%</b>



# Special Revenue Funds

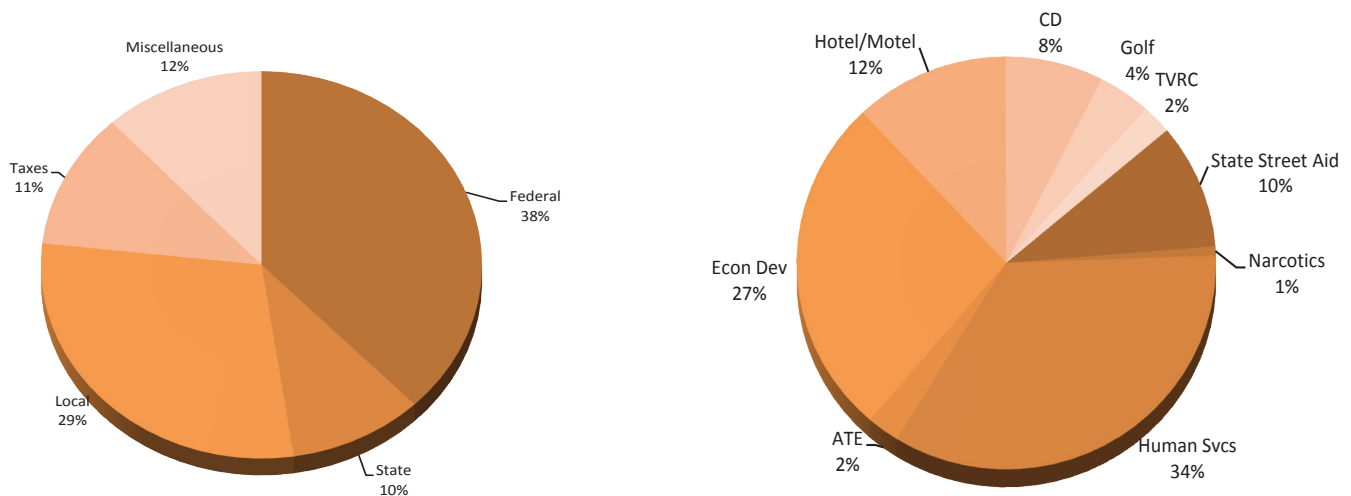
## Fund Structure

Special Revenue Funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government. The basis of budgeting for these funds is modified accrual. Included funds are State Street Aid, Human Services, Economic Development, Narcotics, Community Development, Hotel/Motel Occupancy Tax Fund, and Municipal Golf Course Fund. For fiscal year ended June 30, 2013 the budgeted revenue and expenses were as follows:

FY 12 Results	Budget Rev & Exp	(unaudited) FY 12 Actual Rev	(unaudited) FY 12 Actual Exp
State Street Aid	4,280,000	4,335,115	4,457,109
Human Services	14,929,403	14,233,065	14,725,016
Economic Development Fund	11,639,000	10,747,974	11,279,370
Narcotics	312,000	256,790	983,455
Hotel/Motel Tax Fund	5,199,000	4,550,085	4,550,179
Community Development Fund	3,304,951	3,587,972	3,587,972
Municipal Golf Course	1,768,200	1,778,118	1,730,488
Automated Traffic Enforcement	1,100,000	856,997	981,219
Tenn Valley Region Communication	1,010,500	927,786	1,052,663
<b>Total Special Revenue Fund</b>	<b>43,543,054</b>	<b>41,273,902</b>	<b>43,347,471</b>

(1) While presented here, the Economic Development Fund, Golf Course, and Automated Traffic Enforcement are reported as a designated portion of General Fund.

## Fiscal Year 2012/2013 Revenue & Appropriation by Fund \$43,543,054



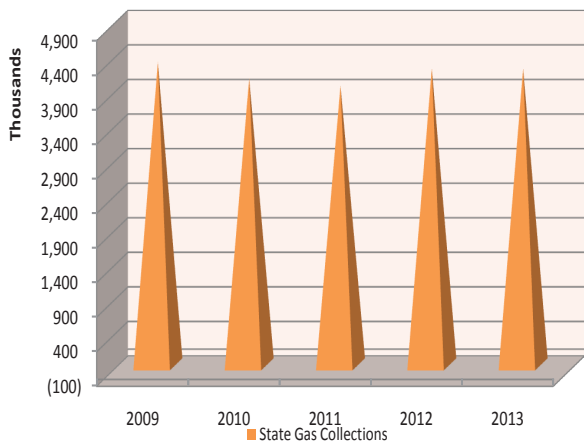
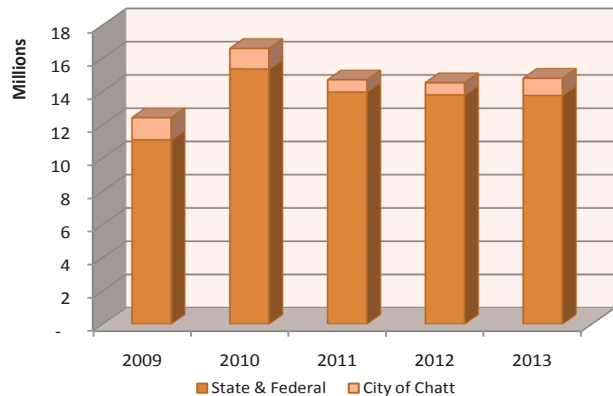
Special Revenue Fund Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg
<b>REVENUES</b>						
State Street Aid	4,159,108	4,569,017	4,315,000	4,280,000	(35,000)	-0.81%
Human Services	16,783,009	16,524,748	15,000,825	14,929,403	(71,422)	-0.48%
Economic Development Fund	12,587,891	10,652,849	13,073,368	11,639,000	(1,434,368)	-10.97%
Narcotics	833,550	624,225	312,000	312,000	-	0.00%
Hotel/Motel Tax Fund	4,372,109	4,999,916	5,725,476	5,199,000	(526,476)	-9.20%
Community Development Fund	4,738,679	5,391,927	3,587,972	3,304,951	(283,021)	-7.89%
Municipal Golf Course	1,677,870	1,732,910	1,798,000	1,768,200	(29,800)	-1.66%
Automated Traffic Enforcement	1,830,713	1,519,702	1,524,000	1,100,000	(424,000)	-27.82%
Tenn Valley Region Communication	-	854,716	1,068,821	1,010,500	(58,321)	-5.46%
<b>Total Special Revenue Fund</b>	<b>46,982,929</b>	<b>46,870,010</b>	<b>46,405,462</b>	<b>43,543,054</b>	<b>(2,862,408)</b>	<b>-6.17%</b>

## 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. The allocation to cities is based on per capita and set annually by the Tennessee State Legislature.

Collections in this fund have remained fairly constant thru FY2009. In FY10 & FY11 we saw a significant drop in state gas collections due to low usage and collections from the state. In FY12, revenue slightly increased, which is expected to continue in FY13.



### 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 tax will be distributed to the county, city and education in accordance with TCA 67-6-712 which requires that 50% is used for education and the remainder on a situs basis. The education component is distributed directly to the Hamilton County Department of Education. Between FY09 and FY11 there was a decrease in revenues by 12.7% due to the economic decline in sales. In FY12 there was growth of 10% over FY11. FY 13 estimates an additional increase of 6%.

### Human Services Fund

Human Services receives Federal, State, and City appropriations. This fund for FY13 is estimated to decrease by .5% from FY12. The chart for revenues shows a significant increase in state and federal funding in FY10 due to additional State funds for Weatherization programs received under the American Recovery & Reinvestment Act (ARRA).

### Narcotics Fund

Revenues come mainly from confiscated funds which include forfeited cash and proceeds from the sale of items seized. Funds are also received from Federal and State. Collections have decreased by more than 14% since 2008 due to the drop in collections from federal, state, and confiscated funds.

**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 FY13 budgeted revenue totals \$5,199,000 or 9.2% below FY12, due to a budgeted use of Fund Balance for Capital repairs at the 21st Century Waterfront. The budget is \$5,725,476.

**Community Development**

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

The FY13 budgeted revenue totals \$3,304,951, which is 8% less than FY12. This is due to a reduction in Federal funds. As with most Federal funds, allocations are being reduced due to the economy.

**Municipal Golf Course Fund**

Revenues come mainly from green fees and golf cart rentals. Overall, estimated revenues are expected to be slightly down from FY12 budget due to storm damage and the replacement of greens at Brainerd Golf Course.

**Automated Traffic Enforcement Fund**

Revenues comes primarily from automated traffic and speeding fines. The FY13 revenues are estimated at \$1,100,000 or 27.82% below FY12 budget of \$1,524,000. Collections are being decreased based on actual collections in FY11 and FY12. The City suspended the contract with the initial vendor for poor performance. We have negotiated a contract with a new vendor for installation in FY13.

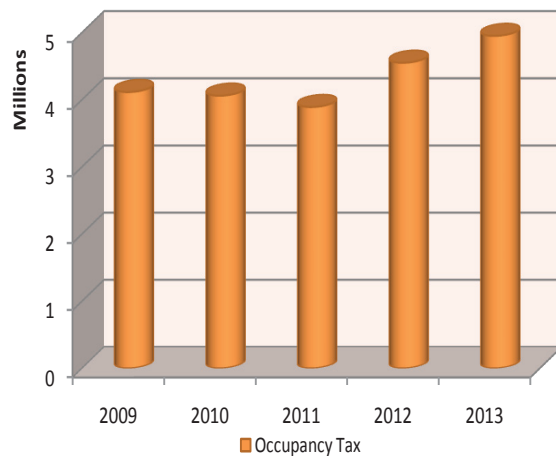
**Tennessee Valley Regional Communication Fund**

Revenues come mainly from maintenance fees on equipment and member fees for the communications system. Revenues are expected to decrease by 5.46% in FY13 because of a planned use of Fund Balance in FY12 for the expansion of the facility. Although reported a s aspecial revenue fund, it is intended that total fees charged will be sufficient to cover all operations cost excluding depreciation.

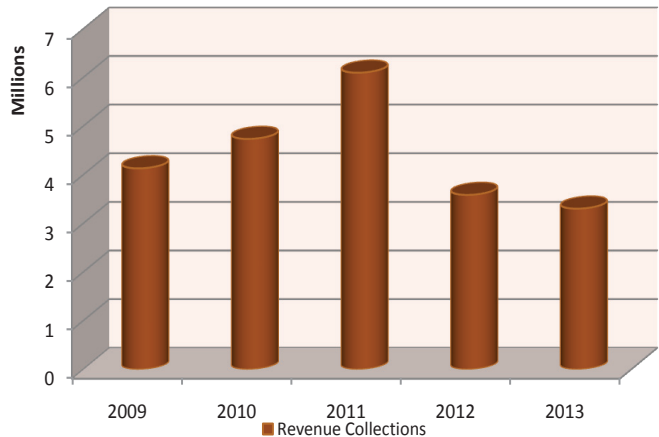
Economic Development Collections



Hotel-Motel Tax Collections



Community Development Collections



Special Revenue Fund Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg
<b>EXPENDITURES</b>						
State Street Aid	3,940,663	4,224,893	4,315,000	4,280,000	(35,000)	-0.81%
Human Services	16,783,009	16,523,747	15,000,825	14,929,403	(71,422)	-0.48%
Economic Development Fund	11,972,740	10,135,514	13,073,368	11,639,000	(1,434,368)	-10.97%
Narcotics	415,746	451,912	312,000	312,000	-	0.00%
Hotel/Motel Tax Fund	2,956,626	3,926,977	5,725,476	5,199,000	(526,476)	-9.20%
Community Development Fund	7,015,355	5,378,176	3,587,972	3,304,951	(283,021)	-7.89%
Municipal Golf Course	1,747,891	1,847,526	1,798,000	1,768,200	(29,800)	-1.66%
Automated Traffic Enforcement	1,873,892	1,374,079	1,524,000	1,100,000	(424,000)	-27.82%
Tenn Valley Region Communication	-	682,985	1,068,821	1,010,500	(58,321)	-5.46%
<b>Total Special Revenue Fund</b>	<b>46,705,922</b>	<b>44,545,809</b>	<b>46,405,462</b>	<b>43,543,054</b>	<b>(2,862,408)</b>	<b>-6.17%</b>

## Expenditures

### State Street Aid

State gasoline fuel tax distribution is collected into this fund and used for major street improvements and construction in the Chattanooga area, under State guidelines. The primary use of these funds are personnel, vehicle and construction costs.

### Human Services

Human Services' FY13 estimated expenditures have decreased by .5%. Fund accounts for Head Start, and other Federal programs administered by the City.

### Economic Development Fund

During FY2013, \$9,683,809 will be spent on lease rental payments for Lease Rental Revenue Bonds on behalf of the CDRC. The remaining funds are dedicated to economic development projects in downtown Chattanooga and Enterprise South.

### Narcotics Fund

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

### Hotel-Motel Occupancy Privilege Tax Fund

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

### Community Development

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

Federal guidelines are followed by the City in expending Community Development and Home Investment Funds. These are subject to federal audit at any time, and are also included in the City's annual audit.

### Municipal Golf Course Fund

Funds are used to cover the operational cost of the City's two golf courses. The primary costs are personnel and purchase services. Expenses for FY13 are estimated to remain about the same with a slight decrease of 1% from FY12.

### Automated Traffic Enforcement Fund

Funds used to account for automated traffic enforcement operations including student driver training. Expenses for FY13 are estimated to be decreased 27.82% or \$424,000 due to declining revenues and change in traffic camera vendors.

### Tennessee Valley Regional Communication Fund

The Fund is for the Operations, Management, & Maintenance of the a Regional Communications System. The TVRCS is a jointly funded Interoperable Public Safety communications system made up of Partners from the City of Chattanooga, 13 Counties in Tennessee & Georgia, & the State of Tennessee. The governance of the system is handled by an Advisory Committee composed of a member from each of the Partners and an Executive Commission composed of the Advisory Committee member from the City of Chattanooga, Hamilton County, Catoosa County and two at large members elected by the Advisory Committee. Expenses for FY13 are estimated to be \$1,010,500.

Special Revenue Revenue Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of total
<b>State Street Aid (Fund 2050)</b>							
State of Tennessee	4,134,448	4,239,547	4,280,000	4,280,000	-	0.00%	9.83%
State Maintenance of Streets	20,472	58,652	35,000		(35,000)	-100%	0.00%
Investment Income	4,188	4,141	-		-	N/A	0.00%
Other (EPA, FEMA, TEMA)	-	266,677	-		-	N/A	0.00%
<b>Total State Street Aid</b>	<b>\$ 4,159,108</b>	<b>\$ 4,569,017</b>	<b>\$ 4,315,000</b>	<b>\$ 4,280,000</b>	<b>\$ (35,000)</b>	<b>-0.81%</b>	<b>9.83%</b>
<b>Human Service (Fund 2030)</b>							
Federal - State Grants	15,348,742	14,570,680	13,788,108	13,755,326	(32,782)	-0.24%	31.59%
City of Chattanooga	1,233,477	733,477	733,477	1,033,477	300,000	40.90%	2.37%
Day Care Fees	39,204	50,870	83,000	83,000	-	0.00%	0.19%
Miscellaneous	118,399	150,360	383,077	52,600	(330,477)	-86.27%	0.12%
Interest Income	20,534	15,042	5,000	5,000	-	0.00%	0.01%
Fund Balance	22,653	1,004,320	8,163	-	(8,163)	-100.00%	0.00%
<b>Total Human Services</b>	<b>\$ 16,783,009</b>	<b>\$ 16,524,748</b>	<b>\$ 15,000,825</b>	<b>\$ 14,929,403</b>	<b>\$ (71,422)</b>	<b>-0.48%</b>	<b>34.29%</b>
<b>Economic Development (Fund 1111)</b>							
Local Option Sales Tax	12,541,791	10,652,849	10,983,200	11,639,000	655,800	5.97%	26.73%
Interest Income	46,100	-	-	-	-	N/A	0.00%
Fund Balance	-	-	2,090,168	-	(2,090,168)	-100%	0.00%
<b>Total Economic Development</b>	<b>\$ 12,587,891</b>	<b>\$ 10,652,849</b>	<b>\$ 13,073,368</b>	<b>\$ 11,639,000</b>	<b>\$ (1,434,368)</b>	<b>-10.97%</b>	<b>26.73%</b>
<b>Narcotics (Fund 9250)</b>							
Federal	-	-	50,000	50,000	-	0.00%	0.11%
State	-	-	12,000	12,000	-	0.00%	0.03%
Confiscated Narcotics Funds	693,823	528,338	200,000	200,000	-	0.00%	0.46%
Other	139,727	95,887	50,000	50,000	-	0.00%	0.11%
<b>Total Narcotics</b>	<b>\$ 833,550</b>	<b>\$ 624,225</b>	<b>\$ 312,000</b>	<b>\$ 312,000</b>	<b>\$ -</b>	<b>0.00%</b>	<b>0.72%</b>
<b>Hotel/Motel Tax (Fund 2070)</b>							
Occupancy Tax	4,058,621	4,746,845	4,548,500	4,949,000	400,500	8.81%	11.37%
SRC Parking Garage Revenue	296,876	253,071	250,000	250,000	-	0.00%	0.57%
River Pier Capital Contribution	-	-	60,000	-	(60,000)	-100.00%	0.00%
Fund Balance	-	-	866,976	-	(866,976)	-100.00%	0.00%
Interest Income	16,612	-	-	-	-	N/A	0.00%
<b>Total Hotel/Motel Tax</b>	<b>\$ 4,372,109</b>	<b>\$ 4,999,916</b>	<b>\$ 5,725,476</b>	<b>\$ 5,199,000</b>	<b>\$ (526,476)</b>	<b>-9.20%</b>	<b>11.94%</b>
<b>Community Development (Fund 2060)</b> <i>(includes HOME program)</i>							
Federal	3,988,357	4,872,376	2,937,955	2,654,934	(283,021)	-9.63%	6.10%
Miscellaneous/Program	750,322	519,551	650,017	650,017	-	0.00%	1.49%
<b>Total Community Development</b>	<b>\$ 4,738,679</b>	<b>\$ 5,391,927</b>	<b>\$ 3,587,972</b>	<b>\$ 3,304,951</b>	<b>\$ (283,021)</b>	<b>-7.89%</b>	<b>7.59%</b>
<b>Total Municipal Golf Course (1105)</b>	<b>\$ 1,677,870</b>	<b>\$ 1,732,910</b>	<b>\$ 1,798,000</b>	<b>\$ 1,768,200</b>	<b>\$ (29,800)</b>	<b>-1.66%</b>	<b>4.06%</b>
<b>Automated Traffic Enforcement (Fund 9091)</b>							
Automated Traffic & Speeding Fines	1,830,713	1,499,192	1,524,000	1,100,000	(424,000)	-27.82%	2.53%
Other	-	20,510	-	-	-	N/A	0.00%
<b>Total Automated Traffic Enforcement</b>	<b>\$ 1,830,713</b>	<b>\$ 1,519,702</b>	<b>\$ 1,524,000</b>	<b>\$ 1,100,000</b>	<b>\$ (424,000)</b>	<b>-27.82%</b>	<b>2.53%</b>
<b>Tenn Valley Regional Communications (Fund 2110)</b>							
Operations	-	854,716	988,600	1,010,500	21,900	2.22%	2.32%
Use of Fund Balance	-	-	80,221	-	(80,221)	-100.00%	0.00%
<b>Total TVRC</b>	<b>\$ -</b>	<b>\$ 854,716</b>	<b>\$ 1,068,821</b>	<b>\$ 1,010,500</b>	<b>\$ (58,321)</b>	<b>-5.46%</b>	<b>2.32%</b>
<b>Grand Total</b>	<b>\$ 46,982,929</b>	<b>\$ 46,870,010</b>	<b>\$ 46,405,462</b>	<b>\$ 43,543,054</b>	<b>\$ (2,862,408)</b>	<b>-6.17%</b>	<b>4.85%</b>

In FY12 \$866,976 of Fund Balance was appropriated as an amendment to the Hotel Motel Fund as part of the Capital Ordinance #12534.

In FY12 \$2,090,168 of Fund Balance was appropriated as an amendment to the Economic Development Fund as part of the Capital Ordinance #12534.



Special Revenue Expenditure Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of total
<b>State Street Aid (Fund 2050)</b>							
Street Maintenance	3,940,663	4,224,893	4,315,000	4,280,000	(35,000)	-0.81%	9.83%
<b>Total State Street Aid</b>	<b>\$ 3,940,663</b>	<b>\$ 4,224,893</b>	<b>\$ 4,315,000</b>	<b>\$ 4,280,000</b>	<b>\$ (35,000)</b>	<b>-0.81%</b>	<b>9.83%</b>
<b>Human Services (Fund 2030)</b>							
Administration	1,066,079	872,613	768,625	615,625	(153,000)	-19.91%	1.41%
Headstart	7,932,990	8,294,612	8,836,859	8,836,859	-	0.00%	20.29%
Daycare	890,002	921,678	864,944	865,145	201	0.02%	1.99%
Wealthierization	37,205	3,790	-	-	-	N/A	0.00%
Foster Grandparents	494,292	521,925	502,643	506,243	3,600	0.72%	1.16%
LIHEAP	2,311,476	3,612,758	3,129,132	3,127,132	(2,000)	-0.06%	7.18%
Community Service Block Grant	639,651	580,714	693,234	693,234	0	0.00%	1.59%
Human Services Programs	247,652	242,686	142,464	225,256	82,792	58.11%	0.52%
City General Relief-	62,554	57,356	59,909	59,909	-	0.00%	0.14%
ARRA	3,099,061	1,415,615	-	-	-	N/A	0.00%
Other	2,047	-	3,015	-	(3,015)	-100.00%	0.00%
<b>Total Human Services</b>	<b>\$16,783,009</b>	<b>\$16,523,747</b>	<b>\$15,000,825</b>	<b>\$14,929,403</b>	<b>\$ (71,422)</b>	<b>-0.48%</b>	<b>34.29%</b>
<b>Economic Development (Fund 1111)</b>							
Capital Projects_Economic Development	2,999,500	2,157,131	2,775,817	1,238,801	(1,537,016)	-55.37%	2.85%
Minority Business Development	75,000	75,000	-	75,000	75,000	N/A	0.17%
Chattanooga Chamber of Commerce	450,000	450,000	450,000	450,000	-	0.00%	1.03%
Chamber of Comm Marketing-Enterprise South	75,000	75,000	75,000	75,000	-	0.00%	0.17%
Commission to Hamilton County	-	-	109,832	116,390	-	-	-
Lease Payments	6,760,434	8,567,744	10,262,719	10,283,809	21,090	0.21%	23.62%
Less: Chattanooga Lease Payment offset	(746,743)	(1,189,361)	(600,000)	(600,000)	-	0.00%	-1.38%
Tourist Development Zone	2,359,549	-	-	-	-	N/A	0.00%
<b>Total Economic Development</b>	<b>\$11,972,740</b>	<b>\$10,135,514</b>	<b>\$13,073,368</b>	<b>\$11,639,000</b>	<b>\$ (1,434,368)</b>	<b>-10.97%</b>	<b>26.73%</b>
<b>Narcotics (Fund 9250)</b>							
Operations	415,746	451,912	312,000	312,000	-	0.00%	0.72%
<b>Total Narcotics</b>	<b>\$ 415,746</b>	<b>\$ 451,912</b>	<b>\$ 312,000</b>	<b>\$ 312,000</b>	<b>\$ -</b>	<b>0.00%</b>	<b>0.72%</b>
<b>Hotel/Motel Tax (Fund 2070)</b>							
21st Century Waterfront	-	350,000	333,024	818,352	485,328	145.73%	1.88%
Capital Approp from Fund Balance	-	-	866,976	-	(866,976)	-100.00%	N/A
River Pier Garage Operations	161,048	143,696	250,000	250,000	-	0.00%	N/A
River Pier Capital	-	-	60,000	-	(60,000)	-100.00%	N/A
Hamilton County	30,000	30,000	30,000	30,000	-	0.00%	N/A
Debt Service	2,685,160	3,320,547	4,094,506	4,001,668	(92,838)	-2.27%	9.19%
Hotel/Motel Collection Fee	80,418	82,734	90,970	98,980	8,010	8.81%	0.23%
<b>Total Hotel/Motel Tax</b>	<b>\$ 2,956,626</b>	<b>\$ 3,926,977</b>	<b>\$ 5,725,476</b>	<b>\$ 5,199,000</b>	<b>\$ (526,476)</b>	<b>-9.20%</b>	<b>11.94%</b>
<b>Community Development (Fund 2060)</b> (includes HOME Program)							
Administration	451,000	354,467	497,954	497,954	-	0.00%	1.14%
Chattanooga Neighborhood Enterprise	1,400,000	815,230	908,426	315,000	(593,426)	-65.32%	0.72%
Other Community Development Projects	4,256,292	3,284,432	1,238,276	1,241,410	3,134	0.25%	2.85%
Transfers	908,063	924,047	943,316	1,250,587	307,271	32.57%	2.87%
<b>Total Community Development</b>	<b>\$ 7,015,355</b>	<b>\$ 5,378,176</b>	<b>\$ 3,587,972</b>	<b>\$ 3,304,951</b>	<b>\$ (283,021)</b>	<b>-7.89%</b>	<b>7.59%</b>
<b>Total Municipal Golf Course (1105)</b>	<b>\$ 1,747,891</b>	<b>\$ 1,847,526</b>	<b>\$ 1,798,000</b>	<b>\$ 1,768,200</b>	<b>\$ (29,800)</b>	<b>-1.66%</b>	<b>4.06%</b>
<b>Automated Traffic Enforcement (Fund 9091)</b>							
Automated Traffic	1,830,713	1,374,079	1,524,000	1,100,000	(424,000)	-27.82%	2.53%
Use of Fund Balance	43,179	-	-	-	-	N/A	0.00%
<b>Total Automated Traffic Enforcement</b>	<b>\$ 1,873,892</b>	<b>\$ 1,374,079</b>	<b>\$ 1,524,000</b>	<b>\$ 1,100,000</b>	<b>\$ (424,000)</b>	<b>-27.82%</b>	<b>2.53%</b>
<b>Tenn Valley Regional Communications (Fund 2110)</b>							
Operations	-	682,985	1,068,821	1,010,500	(58,321)	-5.46%	2.32%
<b>Total TVRC</b>	<b>\$ -</b>	<b>\$ 682,985</b>	<b>\$ 1,068,821</b>	<b>\$ 1,010,500</b>	<b>\$ (58,321)</b>	<b>-5.46%</b>	<b>2.32%</b>
<b>Grand Totals</b>	<b>\$46,705,922</b>	<b>\$44,545,809</b>	<b>\$46,405,462</b>	<b>\$43,543,054</b>	<b>\$ (2,862,408)</b>	<b>-6.17%</b>	<b>100.00%</b>



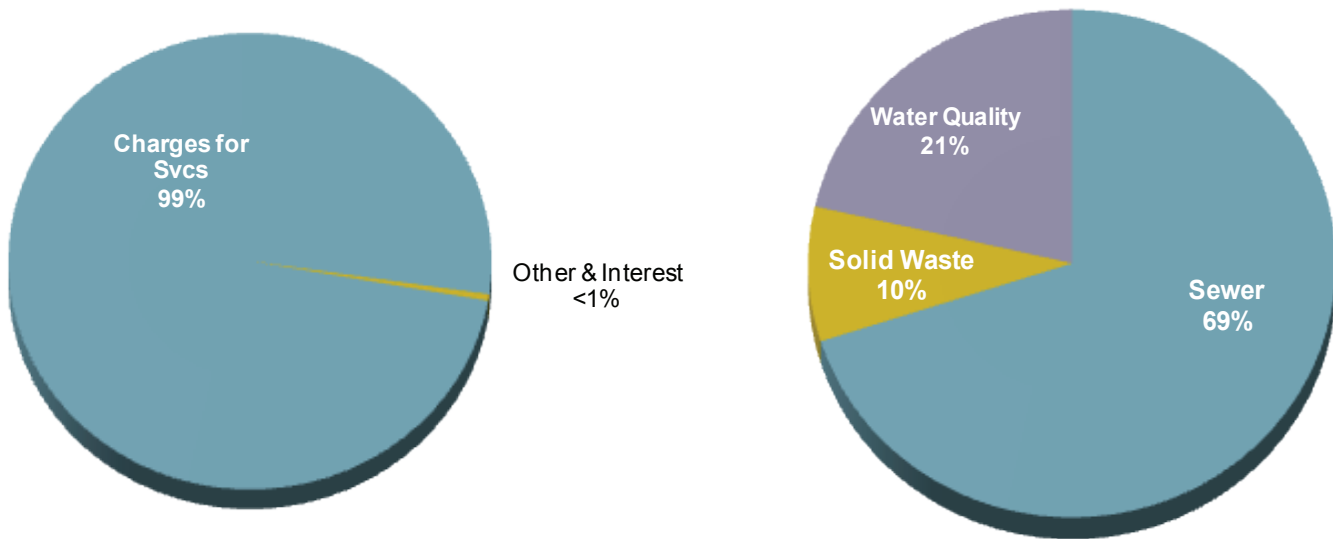
# Enterprise Funds

## Fund Structure

Enterprise Funds are established for operations that the City accounts for as though they were private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes it is necessary to account for income and capital maintenance. The budgetary basis of accounting for these funds is the full accrual method where measurement focus is their economic resources, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. The CAFR shows the status of the funds finances on the basis of GAAP. The City of Chattanooga has three (3) budgeted Enterprise Funds: Interceptor Sewer Fund, Water Quality Management Fund and Solid Waste and Sanitation Fund. As of June 30, 2012 the budgeted revenue and expenses were as follows:

FY 12 Results	Budget Rev & Exp	(unaudited) FY12 Actual Rev	(unaudited) FY12 Actual Exp
Interceptor Sewer Fund	49,533,000	48,258,814	46,241,412
Solid Waste Fund	6,888,100	6,596,180	5,766,869
Water Quality Fund	14,298,800	14,211,876	13,161,690

## Fiscal Year 2012/2013 Revenue & Appropriation by Fund \$72,714,872



Enterprise Funds						
Revenue Fund Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg
Interceptor Sewer System	46,074	49,273	49,533	50,923	1,390	2.8%
Solid Waste	6,865	6,936	6,888	6,234	(654)	-9.5%
Water Quality Fund	14,021	16,887	14,299	15,558	1,259	8.8%
Total Enterprise Funds	66,960	73,096	70,720	72,715	1,995	2.8%

## Revenues

### Interceptor Sewer Fund

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

Regional users such as Walker County, Georgia, 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. Contract negotiations with each respective government are underway and must be completed before this method of billing can begin.

The sewer service charges for the regional users (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, 2012 approved 2-tiered rate schedule, is as follows:

### Enumeration Of Charges - Quantity of Water Used

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

User Class	FY2012/2013-1 Total Charges (\$/1,000 gal) 10/01/2012	FY2012/2013 - 2 Total Charges (\$/1,000 gal) 04/01/2013
First 100,000	\$ 6.15	\$ 6.43
Next 650,000	4.57	4.78
Next 1,250,000	3.71	3.88
Next 30,000,000	3.13	3.27
Over 32,000,000	3.04	3.18

### Regional Service Charge Rate (Wheelage and Treatment)

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

### Billable Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 1.8540	\$ 0.6264	\$ 2.4804

If regional customers are billed directly through the water company, the rate shall be two dollars and twenty cents (\$2.20) per one thousand (1,000) gallons.

### Total Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 0.9397	\$ 0.3049	\$1.2446

### Monthly Minimum Sewer Service Charges

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

Meter Size	FY2012/2013 - 1 Charge per Month	FY2012/2013 - 2 Charge per Month
5/8"	\$ 12.67	\$ 13.25
3/4"	45.19	47.28
1"	78.96	82.61
1 1/2"	176.72	184.88
2"	312.90	327.35
3"	733.47	767.34
4"	1,355.46	1,418.07
6"	3,228.49	3,377.61
8"	5,710.62	5,674.39

### 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:

- \$0.1120 per pound of 5-day biochemical oxygen demand (BOD<sub>5</sub>) for concentrations in excess of three hundred (300) milligrams per liter, and,
- \$0.0795 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:

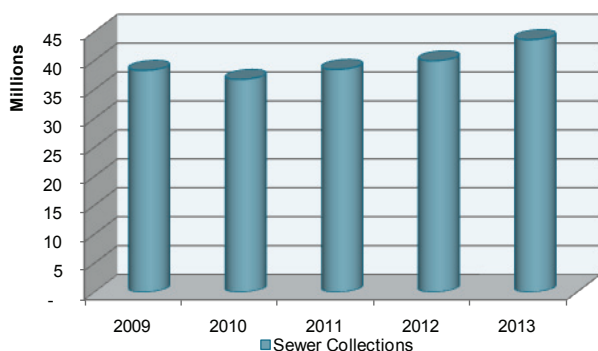
- A Sewer Service Line Connection Fee of \$800;
- A Truck Discharge Operation Permit Fee of \$100 per truck per year;
- A Septic Tank Discharge Fee of \$74.00 per 1,000 gallons of waste;
- Holding Tank Waste Fee of \$6.43 per 1,000 gallons of waste and
- Garbage Grinders Fee of \$196.00 per month per unit.

In 1985, the City, in conjunction with consulting engineers and financial advisors, developed a five year financial analysis which examined the System's capital improvement program at different yearly funding commitments of the City. As a result of this analysis, the City established its annual funding commitment of the System at \$10,000,000 per year. Simultaneously, the City committed itself to enacting annual rate increases of at least 6.14% for each of the five consecutive years starting in July 1985 in order to support the \$10,000,000 per year funding program. The City has followed through with its commitment to raise rates to support the program since 1985. As of April 1990, the City had adopted five consecutive annual sewer rate increases of 6.14%.

Since the City successfully accomplished its goal of enacting 6.14% sewer rate increases for the five consecutive fiscal years, the City planned to enact future annual rate increases at a lower level than 5%. As evidenced by its program since 1985, the City remains committed to keeping the System self-supported from sewer revenues including adoption of any necessary sewer rate increases to ensure that it remains self supporting. Following is a history of rate increases since 1988:

FY 87/88	6.14%	FY 96/97	0.00%	FY 04/05	2.54%
FY 88/89	6.14%	FY 97/98	0.00%	FY 05/06	0.00%
FY 89/90	6.14%	FY 98/99	0.00%	FY 06/07	15.48%
FY 90/91	5.24%	FY 99/00	(10.00%)	FY 07/08	6.00%
FY 91/92	3.32%	FY 00/01	0.00%	FY 08/09	6.00%
FY 92/93	5.79%	FY 01/02	0.00%	FY 09/10	3.00%
FY 93/94	3.00%	FY 02/03	7.29%	FY 10/11	3.00%
FY 94/95	0.00%	FY 03/04	7.07%	FY 11/12	5.00%
				FY12/13	9.50%

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



### Solid Waste Fund

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

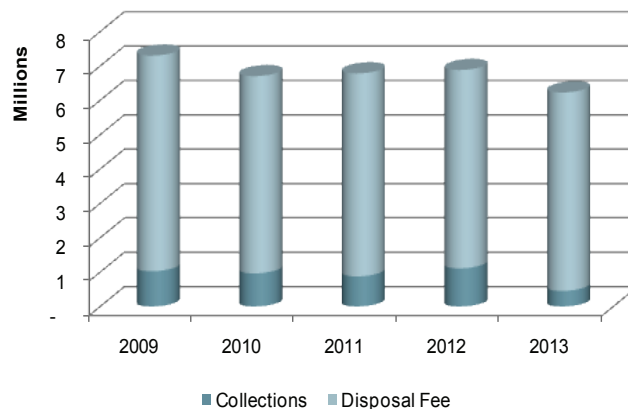
**Landfill Tipping Fees.** Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from tipping fees charged at the disposal sites. Municipalities may impose such a fee upon each ton of waste or its volume equivalent received at such a disposal facility. During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

**Solid Waste Disposal Fee.** Since the revenue from the landfill tipping fees does not totally fund the expenditures

of the fund, it is necessary for the General Fund to support the Solid Waste & Disposal Fund through a General Fund Waste Disposal Fee. This FY12/13 fee of \$5,773,587 accounts for 92.6% of the total budget.

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

### Solid Waste Revenue



## Water Quality Management Fund

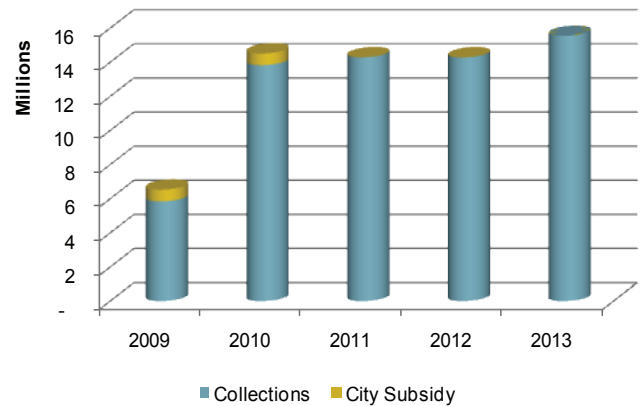
The Water Quality Management Fund was established in 1993 to comply with a Federal mandate for the City to control storm water runoff. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques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

For the purpose of operating the water quality program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, there is imposed a water quality user's fee upon the owner of property served directly or indirectly by the City's storm water system. The Water Quality fee has remained constant since 1993. Over the past couple of years the City has conducted a water quality utility program level of service analysis, cost of service analysis, rate study analysis and cash flow analysis which has identified water quality and water quantity problems and needs. As a result of this study the Council determined that was in the best interest of the City, its citizens, and the users of the City storm water system to revise the mechanism for the financing of storm water and water quality facilities, systems, and services provided by the City through a revised water quality fee. The Water Quality fee for Fiscal Year 2013 is \$115.20 per ERU for residential properties; \$105.00 per ERU for non-residential properties passed June 28, 2011 per City Ordinance 12523.

The revenue for this fund is derived from water quality fees totaling \$15,558,000 for FY2013.

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

### Water Quality Collections





Enterprise Funds						
Expend Fund Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg
Interceptor Sewer System	54,302	58,024	49,533	50,923	1,390	2.8%
Solid Waste	6,691	8,929	6,888	6,234	(654)	-9.5%
Water Quality Fund	8,877	14,278	14,299	15,558	1,259	8.8%
Total Enterprise Funds	69,870	81,231	70,720	72,715	1,995	2.8%

## 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 FY 12/13, the operations and maintenance budget increased \$1,390,117, or 2.8%, due to increases related to rates to meet operations, maintenance, and capital requirements based on current agreements with EPA and TDEC-DWPC. The largest single change in the ISS budget for FY12/13 is the \$1.3M appropriation for liquid handling operations at MBWWTP and \$860K increase in administration for the operations of the system pump stations.

The debt service portion of the proposed budget for FY 12/13 increased \$3,890,117 from FY 11/12. 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 and the anticipation of new debt issuance in FY13 through the State Revolving Loan.

### Solid Waste Fund

Expenses in the Solidwaste & Sanitation Fund include:

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

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

In March 1998 and March 2001, the City issued

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

Major expenses of this fund are personnel costs and vehicle related costs. The Solid Waste Fund budget for FY 09/10 decreased \$647,154 due mainly to the City not funding the post closure care cost for FY2010. The Solid Waste Fund budget for FY 10/11 increased \$479,151 due mainly to the City reinstating funding the post closure care cost, and increased cost of hauling and handling for FY2011. The FY2012 major changes are due to salary and benefits increases and a \$700,000 appropriation for capital expenditures. In FY12/13, a decrease of 9.5% or \$653K was due to reduced capital funding offset by increases in salary and benefits.

### 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

Prior to FY2010, the City has maintained the same level of General Fund support for water quality maintenance and repairs as prior to the implementation of the water quality fee. Due to requirements from the Tennessee Department of Environment and Conservation to obtain a NPDES Phase I permit, the City will be required to implement new programs to improve the quality of storm water entering the system. As a part of this process the Public Works Department was reorganized in fiscal year 2011 to consolidate Water Quality related expenses. General Fund and State Street Aid costs were transferred to Water Quality along with thirty (30) General Fund and nineteen (19) State Street Aid positions.



Enterprise Funds							
Revenue Fund Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of total
<b>Interceptor Sewer System (Fund 6010):</b>							
Sewer Service Charges	36,572,568	38,788,897	37,453,990	41,110,939	3,656,949	9.8%	56.54%
Industrial Surcharges	2,789,097	3,607,814	2,500,000	2,500,000	0	0.0%	3.44%
Septic Tank Charges	419,693	315,554	200,000	219,400	19,400	9.7%	0.30%
<b>Wheelage &amp; Treatment:</b>							
Lookout Mountain, TN	210,131	202,962	226,233	222,876	(3,357)	-1.5%	0.31%
Dade County, GA	13,233	11,529	11,723	13,310	1,587	13.5%	0.02%
Walker County, GA	401,848	416,262	412,470	467,003	54,533	13.2%	0.64%
Collegedale, TN	310,421	315,384	341,307	353,530	12,223	3.6%	0.49%
Soddy-Daisy, TN	187,079	187,674	204,218	212,686	8,468	4.1%	0.29%
East Ridge, TN	1,379,078	1,513,002	1,644,098	1,665,598	21,500	1.3%	2.29%
Windstone	85,449	72,558	32,797	32,880	83	0.3%	0.05%
Hamilton County, TN	695,824	764,334	796,738	847,230	50,492	6.3%	1.17%
Northwest Georgia	680,331	717,440	804,913	784,645	(20,268)	-2.5%	1.08%
Lookout Mountain, GA	63,518	61,059	65,035	67,953	2,918	4.5%	0.09%
Ringgold, GA	470,765	372,004	447,541	480,593	33,052	7.4%	0.66%
Rossville, GA	344,173	421,534	407,217	406,799	(418)	-0.1%	0.56%
Red Bank, TN	521,488	582,375	668,695	692,874	24,179	3.6%	0.95%
Debt Service Northwest Georgia	447,353	447,353	447,353	447,353	0	0.0%	0.62%
Industrial User Permits	40,500	44,000	41,000	41,000	0	0.0%	0.06%
Industrial Violation Fines	5,067	4,100	0	0	0	N/A	0.00%
Garbage Grinder Fees	45,290	46,804	57,672	56,448	(1,224)	-2.1%	0.08%
Miscellaneous Revenue	24,509	17,331	0	0	0	N/A	0.00%
Fund Balance for Capital	0	0	2,500,000	0	(2,500,000)	-100.0%	0.00%
Interest Earnings	366,601	362,693	270,000	300,000	30,000	11.1%	0.41%
<b>Total Interceptor Sewer</b>	<b>\$46,074,016</b>	<b>\$49,272,664</b>	<b>\$49,533,000</b>	<b>\$50,923,117</b>	<b>\$1,390,117</b>	<b>2.8%</b>	<b>70.0%</b>
<b>Solid Waste (Fund 6020):</b>							
Landfill Tipping Fees	472,878	456,641	457,553	321,000	(136,553)	-29.8%	0.44%
Landfill Permit Fees	2,160	1,032	2,200	2,200	0	0.0%	0.00%
City of Chattanooga Tipping Fees	5,740,775	5,907,775	5,773,587	5,773,587	0	0.0%	7.94%
Sale of Mulch	179,211	188,106	180,000	25,000	(155,000)	-86.1%	0.03%
State Sub Recyclable Material	0	0	60,000	15,000	(45,000)	-75.0%	0.02%
Interest	134,069	58,649	299,760	0	(299,760)	-100.0%	0.00%
Fund Balance	276,014	72,574	0	0	0	N/A	0.00%
State THHWG	48,771	133,504	85,000	85,000	0	0.0%	0.12%
Misc Revenues	11,129	117,228	30,000	11,968	(18,032)	-60.1%	0.0%
<b>Total Solid Waste</b>	<b>\$6,865,007</b>	<b>\$6,935,509</b>	<b>\$6,888,100</b>	<b>\$6,233,755</b>	<b>(\$654,345)</b>	<b>-9.5%</b>	<b>8.6%</b>
<b>Water Quality (Fund 6030):</b>							
Water Quality Fee	13,987,535	15,345,974	14,222,600	15,522,000	1,299,400	9.1%	21.35%
Land Disturbing Fee	26,393	26,530	20,800	25,000	4,200	20.2%	0.03%
Fund Balance for Capital	0	1,330,390	0	0	0	N/A	0.00%
Misc Revenue	6,882	184,469	55,400	11,000	(44,400)	-80.1%	0.02%
General Fund Subsidy	0	0	0	0	0	N/A	0.00%
<b>Total Water Quality</b>	<b>\$14,020,810</b>	<b>\$16,887,363</b>	<b>\$14,298,800</b>	<b>\$15,558,000</b>	<b>\$1,259,200</b>	<b>8.8%</b>	<b>21.40%</b>
<b>Grand Totals:</b>	<b>\$66,959,833</b>	<b>\$73,095,536</b>	<b>\$70,719,900</b>	<b>\$72,714,872</b>	<b>\$1,994,972</b>	<b>2.8%</b>	<b>100.00%</b>

Enterprise Funds							
Revenue Fund Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
<b>Operations &amp; Maintenance:</b>							
Administration	2,683,671	2,895,190	2,651,679	3,512,511	860,832	32.5%	4.83%
Laboratory	646,375	629,888	624,934	702,475	77,541	12.4%	0.97%
Engineering	363,371	414,543	539,296	589,551	50,255	9.3%	0.81%
Plant Maintenance	1,426,557	1,292,235	1,783,679	1,914,887	131,208	7.4%	2.63%
Sewer Maintenance	2,169,992	2,283,564	3,677,813	3,663,474	(14,339)	-0.4%	5.04%
Moccasin Bend - Liquid Handling	10,674,429	11,787,040	10,553,161	11,864,049	1,310,888	12.4%	16.32%
Inflow & Infiltration	1,513,590	1,714,176	1,261,124	1,333,405	72,281	5.7%	1.83%
Safety & Training	114,870	118,249	145,862	146,527	665	0.5%	0.20%
Pretreatment/Monitoring	430,571	449,624	602,484	717,778	115,294	19.1%	0.99%
Moccasin Bend - Solid Handling	3,638,084	3,564,626	3,572,322	3,928,130	355,808	10.0%	5.40%
Landfill Handling	1,422,181	1,281,718	1,600,000	1,600,000	0	0.0%	2.20%
Combined Sewer Overflow	320,887	248,254	388,902	309,178	(79,724)	-20.5%	0.43%
<b>Subtotal O &amp; M</b>	<b>25,404,578</b>	<b>26,679,105</b>	<b>27,401,256</b>	<b>30,281,965</b>	<b>2,880,709</b>	<b>10.8%</b>	<b>41.64%</b>
<b>Pumping Stations</b>							
19th Street	66,754	101,655	114,400	62,295	(52,105)	-45.5%	0.09%
23rd Street	139,792	116,977	141,250	135,250	(6,000)	-4.2%	0.19%
Big Ridge 1 - 5	45,515	105,177	113,400	93,185	(20,215)	-17.8%	0.13%
Brainerd	17,369	15,199	51,525	70,834	19,309	37.5%	0.10%
Citico	308,674	400,110	360,300	322,010	(38,290)	-10.6%	0.44%
Dupont Parkway	47,449	33,003	26,110	25,725	(385)	-1.5%	0.04%
East Brainerd	53,364	41,641	53,120	54,125	1,005	1.9%	0.07%
Enterprise South	1,861	17,235	24,395	44,770	20,375	83.5%	0.06%
Friar Branch	219,162	187,351	193,700	220,975	27,275	14.1%	0.30%
Highland Park	25,272	32,875	10,300	27,050	16,750	162.6%	0.04%
Hixson 1,2,3,&4	108,936	159,985	198,196	135,745	(62,451)	-31.5%	0.19%
Latta Street	26,753	30,504	14,100	21,650	7,550	53.5%	0.03%
Mountain Creek	6,585	19,552	53,400	28,470	(24,930)	-46.7%	0.04%
Murray Hills	16,789	26,376	24,610	40,865	16,255	66.1%	0.06%
North Chattanooga	24,867	27,180	23,325	28,155	4,830	20.7%	0.04%
Northwest Georgia	41,831	46,305	113,650	65,724	(47,926)	-42.2%	0.09%
Odor Control Pump Stations	718,256	750,604	800,000	800,000	0	0.0%	1.10%
Ooltewah-Collegedale	77,437	88,534	93,400	94,875	1,475	1.6%	0.13%
Orchard Knob	39,535	45,090	53,045	137,310	84,265	158.9%	0.19%
Residential Pump Stations	4,578	51,069	38,500	40,000	1,500	3.9%	0.06%
Ringgold Pump Station	78,900	47,271	57,850	65,195	7,345	12.7%	0.09%
River Park	861	987	4,350	4,750	400	9.2%	0.01%
South Chattanooga	11,657	2,393	8,270	11,070	2,800	33.9%	0.02%
South Chickamauga Creek	346,409	406,065	413,025	481,550	68,525	16.6%	0.66%
Tiftonia 1&2	97,948	188,430	159,575	104,325	(55,250)	-34.6%	0.14%
West Chickamauga	7,247	2,071	-	9,000	9,000	N/A	0.01%
Other (Warner Park #1)	9,215	-	-	7,500	7,500	N/A	0.01%
VAAP	-	2,573	6,490	9,065	2,575	39.7%	0.01%
<b>Subtotal Pumping Stations</b>	<b>2,543,016</b>	<b>2,946,213</b>	<b>3,150,286</b>	<b>3,141,468</b>	<b>(8,818)</b>	<b>-0.3%</b>	<b>4.32%</b>
Bad Debt Expense		259,727				N/A	0.00%
Other		289				N/A	0.00%
Depreciation		14,360,784			0	N/A	0.00%
<b>Capital Improvements Program</b>	<b>1,242,285</b>	<b>1,015,063</b>	<b>2,737,985</b>	<b>428,393</b>	<b>(2,309,592)</b>	<b>-84.4%</b>	<b>0.59%</b>
<b>Debt Service &amp; Reserve</b>							
Principal	9,492,618	7,972,785	8,941,261	11,200,206	2,258,945	25.3%	15.40%
Interest	3,755,185	3,214,977	3,114,417	3,516,424	402,007	12.9%	4.84%
Reserve Coverage	1,059,825	1,575,012	1,687,795	2,354,661	666,866	39.5%	3.24%
	14,307,628	12,762,774	13,743,473	17,071,291	3,327,818	26.1%	
Construction Trust Fund (6011)	10,804,000	0	2,500,000		(2,500,000)	-100.0%	0.00%
<b>Total Interceptor Sewer</b>	<b>\$54,301,507</b>	<b>\$58,023,955</b>	<b>\$49,533,000</b>	<b>\$50,923,117</b>	<b>\$3,890,117</b>	<b>6.7%</b>	<b>70.03%</b>

Enterprise Funds Revenue Fund Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of total
<b>Solid Waste (Fund 6020):</b>							
Recycle	776,790	772,345	923,224	944,674	21,450	2.3%	1.30%
Capital Improvements	25,983	1,127,000	700,000	0	(700,000)	-100.0%	0.00%
Sanitary Landfill (Summitt)	218,069	265,175	399,760	308,510	(91,250)	-22.8%	0.42%
Waste Disposal - City Landfill	1,289,520	1,615,117	1,676,269	1,535,738	(140,531)	-8.4%	2.11%
Compost Waste Recycle	569,982	681,367	685,542	781,827	96,285	14.0%	1.08%
Household Hazardous Waste	60,616	94,179	100,000	100,000	0	0.0%	0.14%
Solid Waste Reserve	0	0	0	173,868	173,868	N/A	0.24%
Montague Park Monitoring	3,971	25,444	9,750	10,500	750	7.7%	0.01%
Other	0	95,900	0		0	N/A	0.00%
Depreciation	0	564,339	0		0	N/A	0.00%
Debt Service	3,746,415	3,688,207	2,393,555	2,378,638	(14,917)	-0.6%	3.27%
<b>Total Solid Waste</b>	<b>\$6,691,346</b>	<b>\$8,929,073</b>	<b>\$6,888,100</b>	<b>\$6,233,755</b>	<b>(\$654,345)</b>	<b>-9.5%</b>	<b>8.57%</b>
<b>Water Quality (Fund 6030):</b>							
Water Quality Management	2,690,552	2,038,183	2,240,247	3,159,912	919,665	41.1%	4.35%
Water Quality Operations	3,828,793	5,194,044	5,899,024	6,704,420	805,396	13.7%	9.22%
Water Quality Site Development	0	375,973	1,164,187	1,113,868	(50,319)	-4.3%	1.53%
Water Quality Engineering	0	575,749	798,131	798,131	0	0.0%	1.10%
Water Quality Public Education	0	74,017	89,034	68,158	(20,876)	-23.4%	0.09%
Renewal & Replacement	58,523	133,952	200,689	99,285	(101,404)	-50.5%	0.14%
Capital Improvement	0	1,450,000	1,450,000	1,450,000	0	0.0%	1.99%
Depreciation and Bad Debt	0	2,179,779	0		0	N/A	0.00%
Debt Service & Reserve	2,299,462	2,256,013	2,457,488	2,164,226	(293,262)	-11.9%	2.98%
<b>Total Water Quality</b>	<b>\$8,877,330</b>	<b>\$14,277,711</b>	<b>\$14,298,800</b>	<b>\$15,558,000</b>	<b>\$1,259,200</b>	<b>8.8%</b>	<b>21.40%</b>
<b>Grand Totals:</b>	<b>\$69,870,183</b>	<b>\$81,230,739</b>	<b>\$70,719,900</b>	<b>\$72,714,872</b>	<b>\$4,494,972</b>	<b>5.5%</b>	<b>100.00%</b>



# Internal Service Funds

## Fund Structure

Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services is usually recovered from those governmental units that receive benefits. The budgetary basis of accounting for these funds is the accrual method with economic resources measurement focus, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. Funds are reported on GAAP basis in CAFR.

**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. Fleet disbursements for FY13 include a use of Fund Balance of \$2,000,000 accumulated as part of the program for vehicle purchases to be placed in the lease program.

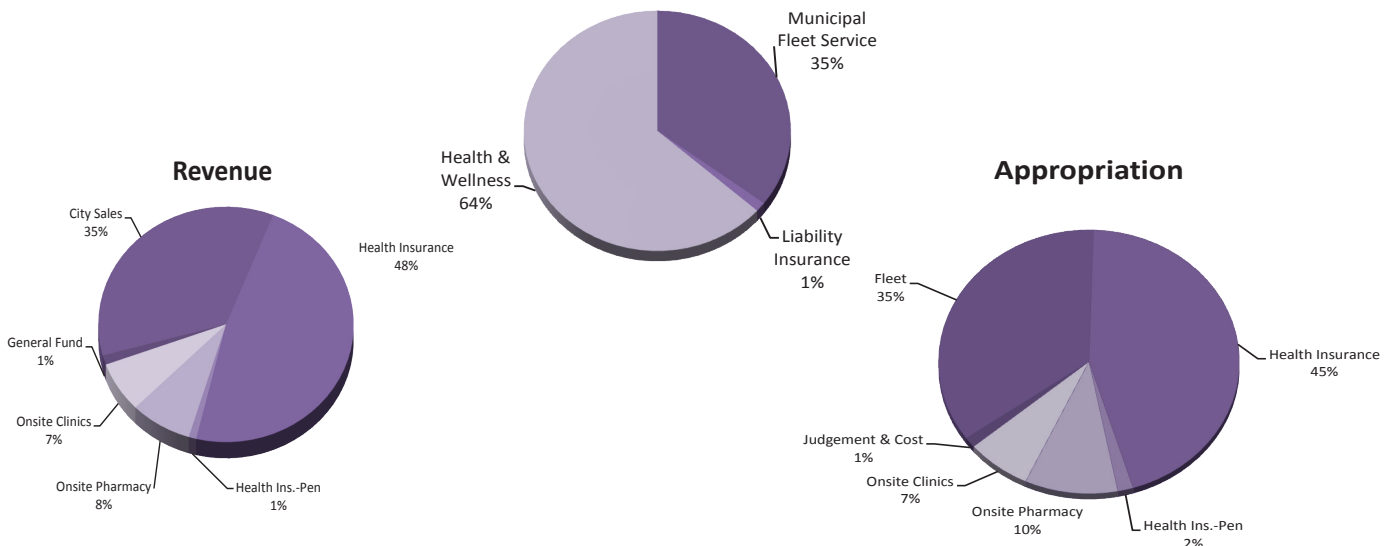
FY 12 Results	Budget Rev & Exp	(unaudited) FY 12 Actual Rev	(unaudited) FY 12 Actual Exp
Municipal Service Station	\$ 3,365,000	\$ 4,343,779	\$ 4,392,143
Municipal Garage	\$ 6,874,323	\$ 7,908,959	\$ 7,183,924
Fleet Leasing Capital	\$ 10,082,000	\$ 10,674,016	\$ 6,225,930
Fleet Leasing Operations	\$ 2,207,000	\$ 2,477,202	\$ 2,656,133
Liability Insurance	\$ 1,000,000	\$ 1,000,000	\$ 853,134
Health & Wellness Fund	\$ 34,484,260	\$ 36,881,533	\$ 35,268,894
<b>Total Internal Service Fund</b>	<b>58,012,583</b>	<b>63,285,489</b>	<b>56,580,158</b>

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

**Health & Wellness Fund** accounts for the health insurance, onsite clinic, and wellness program benefits for current employees and retirees. The costs are funded by employee and department/agency premiums.

## Fiscal Year 2012/2013 Budgeted Amount by Fund \$57,104,038

### Budget



<b>Internal Services Funds</b>						
<b>Revenue Summary</b>	<b>Actual 10</b>	<b>Actual 11</b>	<b>Budget 12</b>	<b>Budget 13</b>	<b>Inc(Dec)</b>	<b>% chg</b>
Municipal Service Station	3,068,354	3,651,505	3,365,000	4,294,600	929,600	27.6%
Municipal Garage	6,328,044	6,985,640	6,874,323	7,051,200	176,877	2.6%
Fleet Leasing Operations	1,669,292	2,000,524	2,207,000	2,375,000	168,000	7.6%
Fleet Leasing Capital	3,483,827	9,106,280	10,082,000	6,439,000	(3,643,000)	-36.1%
Liability Insurance	3,517,311	1,960,351	1,000,000	730,000	(270,000)	-27.0%
Health & Wellness Fund	29,533,535	28,500,758	34,484,260	36,214,238	1,729,978	5.0%
<b>Total Internal Services</b>	<b>47,600,363</b>	<b>52,205,058</b>	<b>58,012,583</b>	<b>57,104,038</b>	<b>(908,545)</b>	<b>-1.6%</b>

## Revenues

### Municipal Fleet Services Fund

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

The garages collections have increased for FY13. Users will continue to pay a \$65.00 per hour charge for garage services for vehicles that are not part of the lease program. For budgeting or planning purposes during FY13, 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.** Continuing in FY13 is the Fleet Leasing Program, in which new vehicles will be purchased, owned and maintained by Fleet Services and leased back to the various departments and agencies at a fixed rate. 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 FY10, in order to relieve some expenses to the departments, the capital replacement component of the lease rate was suspended temporarily. This component was restored in FY11.

### 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, and agencies, and from charges to departments and agencies for the onsite medical clinics and wellness initiatives. The city currently operates two clinics, one employee fitness facility, and an onsite pharmacy.



<b>Internal Services Funds</b>						
<b>Expenditure Summary</b>	<b>Actual 10</b>	<b>Actual 11</b>	<b>Budget 12</b>	<b>Budget 13</b>	<b>Inc(Dec)</b>	<b>% chg</b>
Municipal Service Station	3,069,300	3,786,174	3,986,849	4,224,700	237,851	6.0%
Municipal Garage	6,424,035	6,855,850	6,664,080	7,157,000	492,920	7.4%
Fleet Leasing Operations	1,079,724	1,247,329	1,795,394	2,339,100	543,706	30.3%
Fleet Leasing Capital	5,113,732	4,881,405	10,082,000	6,439,000	(3,643,000)	-36.1%
Liability Insurance	3,517,311	567,637	1,000,000	730,000	(270,000)	-27.0%
Health & Wellness Fund	28,443,085	27,730,596	34,484,260	36,214,238	1,729,978	5.0%
Total Internal Services	47,647,187	45,068,991	58,012,583	57,104,038	(908,545)	-1.6%

## Expenses

### Municipal Fleet Services Fund

Expenses for these funds are primarily for personnel, inventory supplies, and vehicle purchases. Rising fuel costs has continued to impact the expenses in the Municipal Service Station. The City has begun purchasing more fuel efficient vehicles in an effort to minimize costs. FY13 projects a 6% rise in expenses over FY12 budget for Service Stations due to rising fuel costs. As more vehicles are added to the Fleet Leasing program, Leasing Operations cost will continue to rise. FY13 projects an increase of 30.3% over FY12 budget.

### Liability Insurance Fund

Expenses fluctuate from year to year depending on advice of Counsel 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 clinics and wellness initiative 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 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of total
<b>Municipal Service Station (Fund 6501):</b>							
Amnicola Service Station:							
Fleet Fuel-City Sales	996,761	1,077,438	1,100,000	1,310,000	210,000	19.09%	2.29%
Fleet Fuel-Outside Sales	25,096	25,871	25,000	31,100	6,100	24.40%	0.05%
<b>Total Amnicola Station</b>	<b>1,021,857</b>	<b>1,103,309</b>	<b>1,125,000</b>	<b>1,341,100</b>	<b>\$ 216,100</b>	<b>19.21%</b>	<b>2.35%</b>
12th & Park Service Station:							
Fleet Fuel- City Sales	2,005,225	2,501,562	2,195,000	2,895,300	700,300	31.90%	5.07%
Fleet Fuel- Outside Sales	41,272	46,634	45,000	58,200	13,200	29.33%	0.10%
<b>Total 12th &amp; Park Station</b>	<b>2,046,497</b>	<b>2,548,196</b>	<b>2,240,000</b>	<b>2,953,500</b>	<b>\$ 713,500</b>	<b>31.85%</b>	<b>5.17%</b>
<b>Total Municipal Service Station</b>	<b>\$ 3,068,354</b>	<b>\$ 3,651,505</b>	<b>\$ 3,365,000</b>	<b>\$ 4,294,600</b>	<b>\$ 929,600</b>	<b>51.06%</b>	<b>7.52%</b>
<b>Municipal Garage (Fund 6502):</b>							
Amnicola Garage:							
Sale of Surplus Equip/Scrap	14,243	2	10,000	-	(10,000)	-100.00%	0.00%
Fleet - Sale of Parts	1,463,146	1,557,633	1,500,000	1,472,700	(27,300)	-1.82%	2.58%
Outside Sale of Parts	212,655	269,955	226,323	276,600	50,277	22.21%	0.48%
Sales - Labor	1,431,434	1,276,128	1,305,000	1,447,200	142,200	10.90%	2.53%
Outside Sales - Labor	207,215	190,402	185,000	222,400	37,400	20.22%	0.39%
<b>Total Amnicola Garage</b>	<b>3,328,693</b>	<b>3,294,120</b>	<b>3,226,323</b>	<b>3,418,900</b>	<b>\$ 192,577</b>	<b>5.97%</b>	<b>5.99%</b>
12th & Park Garage:							
Fleet - Sale of Parts	1,480,006	1,564,133	1,525,000	1,660,700	135,700	8.90%	2.91%
Outside Sale of Parts	36,893	43,404	46,000	29,000	(17,000)	-36.96%	0.05%
Sales - Labor	1,441,096	2,028,343	2,020,000	1,918,300	(101,700)	-5.03%	3.36%
Outside Sales - Labor	41,356	55,640	57,000	24,300	(32,700)	-57.37%	0.04%
<b>Total 12th &amp; Park Garage</b>	<b>2,999,351</b>	<b>3,691,520</b>	<b>3,648,000</b>	<b>3,632,300</b>	<b>(15,700)</b>	<b>-0.43%</b>	<b>6.36%</b>
<b>Total Municipal Garage</b>	<b>\$ 6,328,044</b>	<b>\$ 6,985,640</b>	<b>\$ 6,874,323</b>	<b>\$ 7,051,200</b>	<b>\$ 176,877</b>	<b>5.54%</b>	<b>12.35%</b>
<b>Fleet Leasing Operations(Fund 6503)</b>							
Fleet Leased Vehicles	1,418,848	1,663,447	1,957,000	1,923,000	(34,000)	-1.74%	3.37%
Fleet Mileage Surcharge	250,444	337,077	250,000	452,000	202,000	80.80%	0.79%
<b>Total Fleet Leasing Operations</b>	<b>\$ 1,669,292</b>	<b>\$ 2,000,524</b>	<b>\$ 2,207,000</b>	<b>\$ 2,375,000</b>	<b>\$ 168,000</b>	<b>7.61%</b>	<b>4.16%</b>
<b>Fleet Leasing Capital(Fund 6504-6505)</b>							
Damage Settlements	111,729	98,100	115,000	115,000	-	0.00%	0.20%
Sale of Surplus Equip/Scrap	142,620	264,080	140,000	300,000	160,000	114.29%	0.53%
Vehicle Replacement Reserve	171,445	2,261,540	2,500,000	3,400,000	900,000	36.00%	5.95%
Fleet Mileage Surcharge	58,033	482,560	370,000	624,000	254,000	68.65%	1.09%
Use of Fund Balance	3,000,000	2,000,000	3,200,000	2,000,000	(1,200,000)	-37.50%	3.50%
Transfers In-General Fund	-	-	2,807,000	-	(2,807,000)	-100.00%	0.00%
Transfers In-Economic Development	-	-	950,000	-	-	-	-
Transfers In-Gen.Govt. Cap.Fund 4103	-	4,000,000	-	-	-	N/A	0.00%
<b>Total Fleet Leasing Capital</b>	<b>\$ 3,483,827</b>	<b>\$ 9,106,280</b>	<b>\$ 10,082,000</b>	<b>\$ 6,439,000</b>	<b>\$ (3,643,000)</b>	<b>-36.13%</b>	<b>11.28%</b>
<b>Total Fleet Services</b>	<b>\$ 14,549,517</b>	<b>\$21,743,949</b>	<b>\$ 22,528,323</b>	<b>\$ 20,159,800</b>	<b>(2,368,523)</b>	<b>-10.51%</b>	<b>35.30%</b>
<b>Liability Insurance Fund (0651)</b>							
Prior Year Surplus	-	351	-	-	-	N/A	0.00%
General Fund Transfer-1100	3,517,311	1,960,000	1,000,000	730,000	(270,000)	-27.00%	1.28%
<b>Total Liability Insurance</b>	<b>\$ 3,517,311</b>	<b>\$ 1,960,351</b>	<b>\$ 1,000,000</b>	<b>\$ 730,000</b>	<b>\$ (270,000)</b>	<b>-27.00%</b>	<b>1.28%</b>
<b>Health &amp; Wellness Fund (0652)</b>							
Dept Prem Empl/Ret Healthcare	26,210,692	21,980,564	26,081,726	27,255,593	1,173,867	4.50%	47.73%
Dept Prem Pensioners	744,453	488,446	510,873	546,066	35,193	6.89%	0.96%
Dept Prem On Site Clinic & Wellness	1,986,164	2,014,133	2,570,238	2,520,987	(49,251)	-1.92%	4.41%
On Site Pharmacy Co Pay & OTC sales	592,226	4,017,615	4,404,329	4,466,952	62,623	1.42%	7.82%
Dept Prem Employee Health Center	-	-	917,093	1,424,640	507,547	55.34%	2.49%
<b>Total Health &amp; Wellness</b>	<b>\$ 29,533,535</b>	<b>\$28,500,758</b>	<b>\$ 34,484,260</b>	<b>\$ 36,214,238</b>	<b>\$ 1,729,978</b>	<b>5.02%</b>	<b>63.42%</b>
<b>Grand Total:</b>	<b>\$ 47,600,363</b>	<b>\$52,205,058</b>	<b>\$ 58,012,583</b>	<b>\$ 57,104,038</b>	<b>\$ (908,545)</b>	<b>-1.57%</b>	<b>100.00%</b>

Internal Service Fund Expenditure Summary	Actual 10	Actual 11	Budget 12	Budget 13	Inc(Dec)	% chg	% of total
<b>Municipal Service Station (Fund 6501):</b>							
Amnicola Service Station							
Salaries & Wages	43,047	25,131	22,036	23,679	1,643	7.46%	0.04%
Fringes	14,054	12,547	11,833	13,977	2,144	18.12%	0.02%
Purchased Services	14,385	10,865	17,730	16,500	(1,230)	-6.94%	0.03%
Materials & Supplies	456	1,204	-	-	-	N/A	0.00%
Vehicle Operating Expenses	871	8,070	5,000	2,500	(2,500)	-50.00%	0.00%
Inventory Supplies	910,726	1,000,796	1,170,000	1,227,832	57,832	4.94%	2.15%
Gov'tl Charges, Taxes, Fees, Misc.	62,297	62,297	62,097	15,279	(46,818)	-75.39%	0.03%
<b>Total Amnicola Station</b>	<b>1,045,836</b>	<b>1,120,910</b>	<b>1,288,696</b>	<b>1,299,767</b>	<b>11,071</b>	<b>-101.81%</b>	<b>2.28%</b>
12th & Park Service Station							
Salaries & Wages	59,077	43,117	66,417	70,126	3,709	5.58%	0.12%
Fringes	19,274	19,721	38,070	44,674	6,604	17.35%	0.08%
Purchased Services	20,526	6,617	14,025	14,025	-	0.00%	0.02%
Materials & Supplies	1,003	2,149	1,000	1,000	-	0.00%	0.00%
Vehicle Operating Expenses	1,993	6,199	2,500	2,650	150	6.00%	0.00%
Insurance, Claims, Damages	87	76	-	-	-	N/A	0.00%
Inventory Supplies	1,794,646	2,458,335	2,450,000	2,757,700	307,700	12.56%	4.83%
Capital Outly	-	2,500	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees Misc.	126,858	126,550	126,141	34,758	(91,383)	-72.45%	0.06%
<b>Total 12th &amp; Park Station</b>	<b>2,023,464</b>	<b>2,665,264</b>	<b>2,698,153</b>	<b>2,924,933</b>	<b>226,780</b>	<b>8.41%</b>	<b>5.12%</b>
<b>Total Municipal Service Station</b>	<b>\$ 3,069,300</b>	<b>\$ 3,786,174</b>	<b>\$ 3,986,849</b>	<b>\$ 4,224,700</b>	<b>\$ 237,851</b>	<b>5.97%</b>	<b>7.40%</b>
<b>Municipal Garage (Fund 6502):</b>							
Amnicola Garage - Repair & Maint.							
Salaries & Wages	1,004,667	988,707	1,032,615	1,109,906	77,291	7.48%	1.94%
Fringes	378,760	455,817	516,988	588,201	71,213	13.77%	1.03%
Purchased Services	280,249	330,501	237,564	207,941	(29,623)	-12.47%	0.36%
Materials & Supplies	38,487	67,187	15,550	21,250	5,700	36.66%	0.04%
Vehicle Operation Expenses	83,375	107,322	68,505	112,300	43,795	63.93%	0.20%
Insurance, Claim, Damages	133,078	3,321	130,000	4,000	(126,000)	-96.92%	0.01%
Inventory Supplies	1,378,496	1,392,506	1,365,000	1,380,000	15,000	1.10%	2.42%
Capital Outlay	-	16,188	16,450	10,200	(6,250)	-37.99%	0.02%
Gov'tl Charges, Taxes, Fees, Misc.	186,850	198,798	180,200	256,234	76,034	42.19%	0.45%
<b>Total Amnicola Garage</b>	<b>3,483,962</b>	<b>3,560,347</b>	<b>3,562,872</b>	<b>3,690,032</b>	<b>\$ 127,160</b>	<b>3.57%</b>	<b>6.46%</b>
12th & Park Garage - Repair & Maint.							
Salaries & Wages	849,451	985,076	1,019,215	1,103,335	84,120	8.25%	1.93%
Fringes	313,639	473,405	514,769	618,379	103,610	20.13%	1.08%
Purchased Services	155,957	133,903	120,840	117,788	(3,052)	-2.53%	0.21%
Materials & Supplies	56,826	52,265	25,700	23,000	(2,700)	-10.51%	0.04%
Travel	492	-	-	500	500	N/A	0.00%
Vehicle Operating Expenses	126,944	160,691	112,000	119,700	7,700	6.88%	0.21%
Insurance, Claims, Damages	35,468	1,197	36,000	1,200	(34,800)	-96.67%	0.00%
Inventory Supplies	1,302,352	1,299,260	1,120,000	1,224,000	104,000	9.29%	2.14%
Capital Outlay	21,631	7,576	-	1,000	1,000	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	77,313	182,130	152,684	258,066	105,382	69.02%	0.45%
<b>Total 12th &amp; Park Garage</b>	<b>2,940,073</b>	<b>3,295,503</b>	<b>3,101,208</b>	<b>3,466,968</b>	<b>365,760</b>	<b>11.79%</b>	<b>6.07%</b>
<b>Total Municipal Garage</b>	<b>\$ 6,424,035</b>	<b>\$ 6,855,850</b>	<b>\$ 6,664,080</b>	<b>\$ 7,157,000</b>	<b>\$ 492,920</b>	<b>7.40%</b>	<b>12.53%</b>
<b>Fleet Leasing Operations(Fund 6503)</b>							
Vehicle Operating Expenses	1,079,724	1,247,329	1,795,394	2,339,100	543,706	30.28%	4.10%
<b>Total Fleet Leasing Operations Progr</b>	<b>\$ 1,079,724</b>	<b>\$ 1,247,329</b>	<b>\$ 1,795,394</b>	<b>\$ 2,339,100</b>	<b>543,706</b>	<b>30.28%</b>	<b>4.10%</b>
<b>Fleet Leasing Capital(Fund 6504-6505)</b>							
Capital Outlay	2,113,732	2,881,405	6,882,000	4,439,000	(2,443,000)	-35.50%	7.77%
Fund Balance Reserve	3,000,000	2,000,000	3,200,000	2,000,000	(1,200,000)	-37.50%	3.50%
<b>Total Fleet Leasing Capital Program</b>	<b>\$ 5,113,732</b>	<b>\$ 4,881,405</b>	<b>\$ 10,082,000</b>	<b>\$ 6,439,000</b>	<b>(3,643,000)</b>	<b>-36.13%</b>	<b>11.28%</b>
<b>Total Fleet Services</b>	<b>\$ 15,686,791</b>	<b>\$ 16,770,758</b>	<b>\$ 22,528,323</b>	<b>\$ 20,159,800</b>	<b>(2,368,523)</b>	<b>-10.51%</b>	<b>35.30%</b>
<b>Liability Insurance Fund(6200)</b>							
Special Council & Claims	3,517,311	567,637	1,000,000	730,000	(270,000)	-27.00%	1.28%
<b>Total Liability Insurance</b>	<b>\$ 3,517,311</b>	<b>\$ 567,637</b>	<b>\$ 1,000,000</b>	<b>\$ 730,000</b>	<b>(270,000)</b>	<b>-27.00%</b>	<b>1.28%</b>

<b>Internal Service Fund Expenditure Summary</b>	<b>Actual 10</b>	<b>Actual 11</b>	<b>Budget 12</b>	<b>Budget 13</b>	<b>Inc(Dec)</b>	<b>% chg</b>	<b>% of total</b>
<b>Health &amp; Wellness Fund(6300)</b>							
Employee/Retiree Healthcare	24,958,182	20,604,335	22,744,413	25,579,153	2,834,740	12.46%	44.79%
Pensioners	540,325	465,913	510,873	949,885	439,012	85.93%	1.66%
On Site Clinic & Wellness	2,013,634	2,094,854	2,723,930	2,978,544	254,614	9.35%	5.22%
On Site Pharmacy	930,945	4,565,494	5,005,043	5,706,656	701,613	14.02%	9.99%
Employee Health Center	-	-	3,500,000	1,000,000	(2,500,000)	-71.43%	1.75%
<b>Total Health &amp; Wellness</b>	<b>\$ 28,443,085</b>	<b>\$ 27,730,596</b>	<b>\$ 34,484,260</b>	<b>\$ 36,214,238</b>	<b>1,729,978</b>	<b>5.02%</b>	<b>63.42%</b>
<b>Grand Totals</b>	<b>\$ 47,647,187</b>	<b>\$ 45,068,991</b>	<b>\$ 58,012,583</b>	<b>\$ 57,104,038</b>	<b>(908,545)</b>	<b>-1.57%</b>	<b>100.00%</b>



# General Government

www.chattanooga.gov

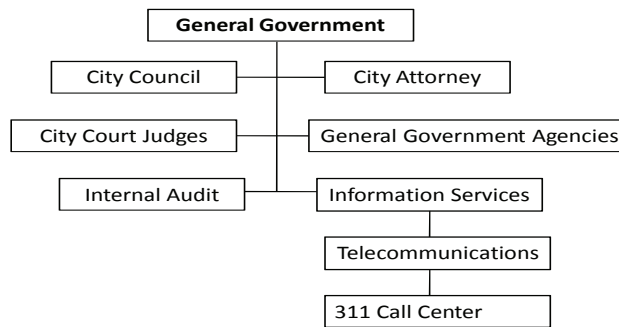
## Mission:

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

## Description:

The General Government budget provides for legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. The City Council Office and City Court Judges represent the elected officials of the City and their respective operations. The City Attorney's Office represents the City in all legal matters, litigating on behalf of the City, as well as providing legal advice to the governing body and other departments where appropriate. 311 Call Center simplifies citizen access to government by providing a single point of contact for all City services. In addition, 311 provides City departments with data needed to identify service needs, trends, and outcomes. Information Systems is under General Government. This area includes information service and telecommunications. 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. It is in internal control that functions by measuring and evaluating the effectiveness of other controls. It also serves as a deterrent to fraud, waste, and abuse.

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



## Goals and Objectives

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

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

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

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

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

- ❶ Identify high risk areas for audit.
- ❷ Plan and conduct audits in an independent and objective manner.
- ❸ Ensure staff are sufficiently trained to perform duties at a professional level.

**To provide timely, efficient and quality telecommunications and information services for all City departments and agencies.**

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

**Deliver a quality customer experience to 311 customers**

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

<b>Performance Measures</b>	Actual FY11	Goal FY12	Actual FY12	Goal FY13
311 service requests created	135,692	118,000	111,879	118,000
311 service requests closed	93.0%	100%	96.6%	100%
Days from Council Meeting to minutes	2	2	2	2

<b>Department Summary</b>				
	Actual FY 09/10 *	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13
City Council Office	\$ 690,361	\$ 729,754	\$ 784,351	\$ 788,113
Office of City Court Judges	716,017	774,791	806,734	818,438
Office of City Attorney	1,108,136	1,182,055	1,387,359	1,427,490
Supported Agencies	13,606,953	13,289,052	19,386,074	18,768,557
Debt Service	10,906,307	15,494,469	14,400,000	16,942,222
Liability Insurance Fund	800,000	1,960,000	1,000,000	730,000
311 Call Center	488,179	525,015	606,980	604,716
Internal Audit	458,219	450,547	543,732	548,543
Information Services	3,162,605	3,662,983	3,861,812	4,099,816
General Services	2,682,072	-	-	-
Other General Government Activities	10,112,239	3,102,015	4,882,548	8,371,930
<b>Total Expenditures</b>	<b>\$44,731,088</b>	<b>\$41,170,681</b>	<b>\$47,659,590</b>	<b>\$53,099,825</b>
Per Capita	\$261.77	\$240.27	\$284.24	\$316.68
<b>Positions Authorized</b>	<b>181</b>	<b>91</b>	<b>90</b>	<b>90</b>

<b>Resources</b>				
	Actual FY 09/10 *	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13
Personnel	\$ 5,388,511	\$ 6,038,024	\$ 6,984,314	\$ 7,350,274
Overtime	12,195	9,504	-	5,000
Operating	39,330,382	35,059,038	40,675,276	45,639,975
Revenue	-	-	-	-

\* Note: General Services reported as separate department in FY11



# Supported Agencies

Supported agencies are a portion of General Government and are primarily in two different categories. The first category is appropriations to special funds that were either jointly supported with Hamilton County and/or some other agency which are accounted for in another fund on the City's books. These included Public Library, Regional Planning Agency and the Air Pollution Control Bureau. The Sales Tax Agreement that jointly funded those agencies ended during FY2011. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose that are not accounted for on the City books. These include agencies such as Urban League, Allied Arts, and Chattanooga Neighborhood Enterprise (CNE). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. Amounts are provided for Fiscal Year 2012/2013 per Ordinance 12622.

## 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.....\$289,626

## Alexian Brothers Senior Neighbors

Since 1960, Senior Neighbors, an Alexian Brothers ministry, has been Chattanooga's resource for all things related to aging well. Senior Neighbors provides vocational, social, mental, spiritual and physical opportunities designed to maintain and improve health and wellness.

City Contribution .....\$12,720

## Allied Arts Council

The overall mission is to provide a united voice for all cultural organizations and activities, further the significance of their roles in the life of the community, provide financial assistance and such other measures necessary to strengthen the area's cultural resources, and work with other agencies in the public and private sectors to make quality of life a priority issue for the community. Through its annual fund drive, Allied Arts provides essential operating funds to the following cultural institutions:

*Arts and Education Council  
Association for Visual Arts  
Ballet Tennessee  
Bessie Smith Cultural Center  
Chattanooga Ballet  
Chattanooga Boys Choir*

*Chattanooga Girls Choir  
Chattanooga History Center  
Chattanooga Symphony and Opera  
Chattanooga Theatre Centre  
Choral Arts of Chattanooga  
Creative Discovery Museum  
Houston Museum of Decorative Arts  
Hunter Museum of American Art  
Shaking Ray Levi Society*

City's Contribution.....\$226,472  
(\$50,000 of City appropriation helps to fund the Pops on the River concert held in July)

## Bessie Smith Cultural Center

The mission of the Bessie Smith Cultural Center is to collect, preserve, interpret and present art and artifacts relating to the history and culture of African Americans while serving as a resource for local and national history. 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 experience. The museum helps one to understand the culture and heritage of African-Americans.

City's Contribution.....\$54,000

## Carter Street Corporation

Carter Street Corporation manages the Chattanooga/Hamilton County Convention & Trade Center. The convention and trade center provides rental space for conventions, trade shows, meetings, banquets, etc., which bring outside dollars into the community, as well as providing a place for local organizations to hold events.

City's Contribution.....\$200,000

**Chattanooga Area Regional Council of Governments / Southeast Tennessee Development District**

The mission is to provide area-wide planning and coordination on a regional basis and to assist local governments in project and program development within the thirteen counties of Southeast Tennessee and the bi-state metropolitan Chattanooga region. This agency’s program represents local governments in their relationships to State and Federal programs and seeks to maximize the amount of external funding that can be brought to bear on the area’s development needs. Examples of funding secured in past years include funding for CARTA, the regional sewage treatment facility, industrial parks, water and sewer projects and a number of social service agencies for the elderly.

City’s Contribution.....\$38,544

**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.....\$5,771,950

**Chattanooga African-American Museum/Building Maintenance**

The City & Hamilton County are responsible for the overall management and maintenance of the Heritage Center in which the Center houses the Bessie Smith Hall and the African-American Museum. FY13 appropriation includes capital funds to replace the HVAC system.

City’s Contribution.....\$82,707

**Chattanooga Area Regional Transportation Authority (CARTA)**

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

City’s Contribution.....\$4,772,000

**Chattanooga Area Urban League**

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

City’s Contribution.....\$40,000

**Chattanooga History Center**

The overall mission is to collect, preserve, research, interpret and display the written, spoken, pictorial and artifactual record of the Chattanooga and Tri-State region from the earliest times to the present. This is accomplished by operating a museum and providing appropriate publications, exhibits and educational programs for all segments of the community. The museum has a working board and staff, and a proven track record of helping to improve the quality of life for current and future Hamilton County residents. Education is the primary purpose, which the education department fulfills with a full schedule of school tours, adult programs and outreach programs. The “Traveling Trunks” outreach program includes hands-on activities that bring to life specific historical periods in our area.

City’s Contribution.....\$15,200

**Chattanooga Neighborhood Enterprise**

The mission of the organization is to rid the Chattanooga area of all substandard housing. The City government joined in this effort in 1989.

City’s Contribution.....\$900,000

**Chattanooga/Hamilton County Regional Planning Agency**

The mission of the CHCRPA 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.....\$2,247,235

### **Children's Advocacy Center**

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

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

### **Choose Chattanooga**

Choose Chattanooga is a marketing effort designed to increase area population growth as a necessary ingredient to accelerating economic development and organically increasing the local tax base. Funding will be used to promote Hamilton County to retirees and others who might potentially locate in the Chattanooga area.

City's Contribution.....\$16,900

### **Community Foundation Scholarships**

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

City's Contribution.....\$101,300

### **Enterprise Center**

The Enterprise Center promotes high-tech economic development in the Chattanooga community to create jobs and build wealth. Through public/private partnerships, the Enterprise Center connects local entrepreneurs, business and industry to National laboratories, research universities and federal research-oriented programs. Their core initiatives are alternative energy, advanced transportation, technology development and transfer, and community revitalization. The Center manages the HUD-designated Renewal Community program and assists with Brownfields redevelopment issues in the community.

City's Contribution .....\$160,500

### **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.....\$682,200

### **Enterprise South Industrial Park Security**

This activity is to provide security services specific to the Enterprise South Industrial Park and is equally 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 .....\$55,427

### **Friends of Moccasin Bend**

The purpose of the Friends of Moccasin Bend National Park is to support the preservation, protection and interpretation of the cultural, historical and natural resources of Moccasin Bend National Archeological District in partnership with the National Park Service. The Friends will also support the design, construction and sustainability of an interpretive center/visitor facility at Moccasin Bend.

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

### **Homeless Healthcare Center**

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

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

### **Human Services**

This City department provides for the administration and the operations of all public programs and projects of a human nature in the city such as the following:

- Foster Grandparents program enables eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood
- Offer emergency assistance including food vouchers, clothing, and rent or utility funds to prevent eviction or service interruption
- Increase the availability of decent and affordable shelter through the Low Income Home Energy Assistance Program (LIHEAP), Mortgage Assistance, Rental Assistance and Reverse Mortgage counseling
- Reduce foreclosures, evictions and utility cutoffs within the very low income population

- Offer numerous channels to reduce hunger and improve nutrition
  - Provide early education for low income children through Head Start and Early Head Start
  - Seek constant improvement in each child's skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness
  - Increase the numbers of children in Early Head Start
  - Increase childhood immunizations
- City's Contribution.....\$1,033,477

**Railroad Authority**

The Railroad Authority is governed by a board which includes the City and County Mayors and the Executive Director of the Chamber of Commerce, providing for continuation of rail service in the region as it is needed and feasible.

City's Contribution.....\$16,923

**RiverCity**

The RiverCity Company is a private, not-for-profit corporation. RiverCity's Board of Directors is made up of the City and County Mayors, the Chairs of the City Council and the County Commission and community leaders. The primary mission is to ensure a vibrant and attractive downtown that is the economic, social and cultural centerpiece of the Chattanooga region by developing downtown real estate, making and programming great urban spaces and employing creative urban design.

City's Contribution .....\$67,500

**Scenic Cities Beautiful**

The organization's focus is to study, investigate, develop, and carry out programs for improving the cleanliness and beauty of the community through organized cleanups and beautification efforts. The organization also works with groups to implement proper waste handling practices, and to support and promote community wide recycling. Scenic Cities serves as the coordinating body for county-wide cleanups and beautification programs, and provides support, information, and materials to those involved in promoting a cleaner community. It also provides speakers and environmental exhibits for community affairs, garden clubs, civic groups, and neighborhood organizations.

City's Contribution.....\$5,000

**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 overseen by

the County government, with the City contributing half of the cost of operations.

City's Contribution.....\$1,077,154

**WTCTV 45**

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

City's Contribution.....\$85,000

**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.....\$56,522

**Children's Home/Chambliss Shelter**

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.....\$347,500

**Fortwood Center**

Fortwood provides mental health services for adults and children residing in the City that are uninsured or underinsured. This also includes training of graduate students in mental health clinical care.

City's Contribution.....\$55,000

**Joe Johnson Mental Health Center**

Our community depends upon the mental wellness of its citizens. When citizens receive treatment for their mental illness and substance abuse problems, they increase their ability to live as contributing members of our community. When people are engaged in their treatment, they often use less community resources. For the mentally ill this often means less encounters with police officers and lower rates of jail incarceration, less visits to local emergency rooms, etc. Community mental health services are delivered in the least restrictive environment, which produces a savings to the City.

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

**Speech and Hearing Center**

The Center is the only nonprofit of its kind in the Chattanooga area that provides audiological and speech pathology services to individuals at or below the poverty line who are unable to afford the full fees for services. They also are an early identification and intervention program for children under five years old who have communication disorders. The services they provide the community ensure that children are prepared to enter school and perform at grade level, and that older individuals with communication disorders are able to find or maintain gainful employment, take part in educational opportunities, and remain connected to others socially. Each of these items creates a purposeful existence for our clients, and produces productive, stable citizens for Chattanooga.

City's Contribution.....\$67,700

**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.....\$30,000

**Signal Centers**

Signal Centers' Adult Services is designed to benefit and, serve the needs of two groups who are in need of day services:

- a) adults with a primary diagnosis of a physical disability
- b) low-income individuals over the age of sixty

The overall goals for both groups are:

- To increase or maintain independence
- Reduce feelings of isolation and depression
- To provide learning opportunities to develop, maintain, or increase skills in the areas of:

- 1)Work/employment
- 2)Socialization
- 3)Daily living skills

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

**AIM Center, Inc.**

AIM Center offers critically-needed psychosocial, employment, and housing services in the Chattanooga public System of Care (SOC) for mentally ill adults age 18 and older. According to average national statistics released January 2012 by the Substance Abuse and Mental Health Services Administration, the City of Chattanooga would be comprised of 20% or 33,535 individuals with a mental illness at any given time with 25% or 8,494 of those having a severe mental illness.

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

**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.....\$25,000



<b>Agencies</b>	<b>Actual FY09/10</b>	<b>Actual FY10/11</b>	<b>Budget FY11/12</b>	<b>Budget FY12/13</b>
Air Pollution Control Bureau	270,820	270,820	270,820	289,626
Alexian Brothers Senior Neighbors <sup>1)</sup>		17,700	12,720	12,720
Allied Arts Council	191,250	161,200	176,472	226,472
Bessie Smith Cultural Center	64,000	54,000	54,000	54,000
Carter Street Corp	185,000	161,257	200,000	200,000
Chatt. Area Regional Council of Gov. Southeast Tennessee Dev. District	31,111	36,038	36,038	38,544
Chattanooga Public Library	2,640,000	2,777,468	5,655,773	5,771,950
Chattanooga African-Museum Building Maintenance	62,653	62,653	62,653	82,707
Chattanooga Area Food Bank	15,000	12,700	0	0
Chattanooga Area Regional Transportation Authority (CARTA)	3,851,000	4,231,000	4,675,000	4,772,000
Chattanooga Area Urban League	50,000	42,200	50,000	40,000
Chattanooga Downtown Partnership	80,000	0	0	0
Chattanooga History Center	18,000	15,200	15,200	15,200
Chattanooga Neighborhood Enterprises	900,000	1,000,000	1,150,000	900,000
Chattanooga/ Hamilton County Regional Planning Agency	1,115,712	1,378,500	2,631,648	2,247,235
Children's Advocacy Center	22,500	19,000	19,000	30,000
Choose Chattanooga	20,000	16,900	16,900	16,900
Community Foundation Scholarships	120,000	101,300	101,300	101,300
Community Impact of Chattanooga	208,511	175,600	100,000	0
Enterprise Center	237,500	260,500	160,500	160,500
Enterprise South Nature Park	283,861	434,600	1,239,750	682,200
GO Fest		8,440		
ESIP Security	55,496	53,488	53,827	55,427
Finley Stadium	60,000	60,000	0	0
Friends of Moccasin Bend	30,000	25,300	30,000	30,000
Front Porch Alliance	27,000	22,800	22,800	0
Homeless Healthcare Center	15,750	13,300	13,300	25,000
Human Services	1,233,477	733,477	733,477	1,033,477
Railroad Authority	67,822	0	10,311	16,923
RiverCity	0	67,500	67,500	67,500
Scenic Cities Beautiful	5,000	4,220	5,000	5,000
Tennessee Riverpark	1,219,775	1,021,241	1,050,701	1,077,154
WTCI TV 45	45,000	50,650	80,000	85,000
Partnership/Rape Crisis <sup>2)</sup>	0	0	56,522	56,522
Children's Home - Chambliss Shelter <sup>2)</sup>	0	0	275,000	347,500
Team Centers <sup>2)</sup>	0	0	50,000	0
Fortwood Center <sup>2)</sup>	0	0	105,000	55,000
Joe Johnson Mental Health <sup>2)</sup>	0	0	60,156	60,000
Speech & Hearing Center <sup>2)</sup>	0	0	67,700	67,700
Orange Grove <sup>2)</sup>	0	0	32,000	30,000
Signal Center <sup>2)</sup>	0	0	30,006	30,000
Homeless Coalition <sup>2)</sup>	0	0	15,000	0
AIM Center, Inc <sup>2)</sup>	0	0	0	60,000
Bethlehem Center <sup>2)</sup>	0	0	0	25,000
<b>TOTAL</b>	<b>13,126,238</b>	<b>13,289,052</b>	<b>19,386,074</b>	<b>18,768,557</b>

1) Alexian Brothers was previously funded in Parks & Recreation Department

2) New requests as a result of Sales Tax Agreement with Hamilton County ending in FY 2011





# Economic Development

Ron Littlefield, Mayor

[www.chattanooga.gov](http://www.chattanooga.gov)

## Description:

In August 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 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 FY 09/10	Budget FY 10/11	Budget FY 11/12	Budget FY 12/13
Capital fund	2,999,500	2,157,131	2,775,817	1,238,801
TN Multi-Cultural Chamber of Commerce	75,000	75,000	0	0
Chamber for Economic Devel	450,000	450,000	450,000	450,000
Chamber Marketing-Enterprise South	75,000	76,358	75,000	75,000
Chamber of Commerce - Minority Business Development	0	0	25,000	25,000
Chattanooga Area Urban League - Minority Business Development	0	0	50,000	50,000
Commission to Hamilton County	0	0	109,832	116,390
Net Debt Service	6,013,700	7,378,383	9,662,719	9,683,809
Tourist Development Debt Service	2,359,549	0	0	0
<b>Total Expenditures</b>	<b>\$ 11,972,749</b>	<b>\$ 10,136,873</b>	<b>\$ 13,148,368</b>	<b>\$ 11,639,000</b>
City Only Sales Tax	\$ 10,182,243	\$ 10,652,849	\$ 10,983,200	\$ 11,639,000
Unreserved Fund Balance	0	0	0	0
TDZ State Sales Tax	1,809,793	0	0	0
TDZ County Sales tax	549,755	0	0	0
Interest Income	46,111	0	0	0
<b>Total Revenues</b>	<b>\$ 12,587,902</b>	<b>\$ 10,652,849</b>	<b>\$ 10,983,200</b>	<b>\$ 11,639,000</b>
Per Capita	\$ 70.07	\$ 59.16	\$ 78.42	\$ 69.41

Note: Ordinance # 12533 for Fiscal Year 11/12 authorized the allocation of \$75,000 from the Economic Development Fund for the purpose of supporting an agency with the goal of assisting small businesses, multicultural, minority and women-owned businesses in the City of Chattanooga. Ordinance # 12568 reallocated the \$75,000 - \$25,000 to the Chamber of Commerce and \$50,000 to the Chattanooga Urban League.





# Community Development

Beverly P. Johnson, Administrator

Anthony Sammons, Deputy Administrator

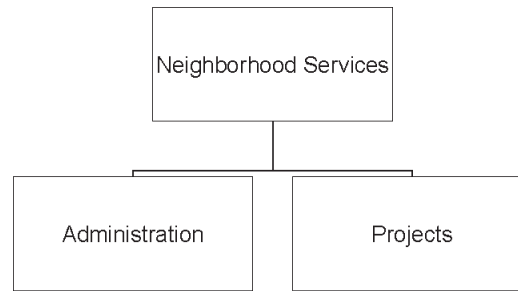
[www.chattanooga.gov/communitydev](http://www.chattanooga.gov/communitydev)

## Mission:

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

## Description:

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



## Goals & Objectives:

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

- 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 (CDBG) eligible neighborhoods.

- ① Strengthen the foundation of neighborhoods through infrastructure repairs and streetscape improvements.
- ② Create or renew public facilities to be used as community centers in targeted neighborhoods.

### To increase employment in lower income areas.

- ① Use available resources and training to make sure that lower income residents have needed skills to get and retain good jobs.
- ② Bolster the existing business base and encourage the creation of new enterprises through access to capital funds.

Performance Measures	Actual	Goal	Actual	Goal
	FY11	FY12	FY12	FY13
Increase the stock of safe, affordable rental units	19	20	16	19
Rehabilitate substandard housing # of units	76	104	48	76
Assist first time LMI(low/moderate income) purchase with mortgages	63	50	15	63
# of Participants in Homebuyer Education Programs	303	160	119	160

\*N/A=Not Available

# Community Development

Beverly P. Johnson, Administrator

Anthony Sammons, Deputy Administrator

[www.chattanooga.gov/communitydev](http://www.chattanooga.gov/communitydev)

## Department Summary

	Actual FY09/10	Actual FY10/11	Budget FY11/12	Budget FY12/13
Administration	451,000	354,467	522,861	497,954
Community Dev Projects	4,287,679	5,023,709	3,065,111	2,806,997
<b>Total Expenditures</b>	<b>\$ 4,738,679</b>	<b>\$ 5,378,176</b>	<b>\$ 3,587,972</b>	<b>\$ 3,304,951</b>
Per Capita	\$ 27.73	\$ 31.39	\$ 21.40	\$ 19.71
<b>Positions Authorized</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

## Resources

	Actual FY 09/10	Actual FY10/11	Budget FY11/12	Budget FY12/13
Personnel	\$ 390,000	\$ 442,739	\$ 497,954	\$ 494,324
Overtime	0	0	0	0
Operating	4,348,679	4,939,247	3,090,018	2,810,627
Revenue	4,738,679	5,381,986	3,587,972	3,304,951



# Department of Finance & Administration

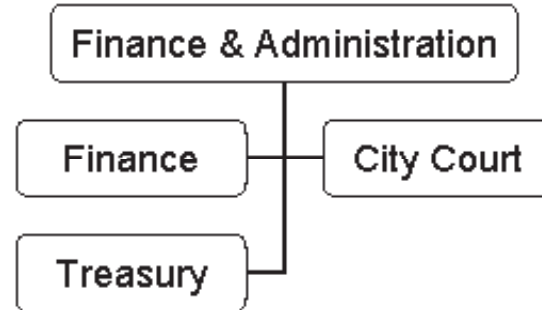
Daisy W. Madison, Administrator  
 Vickie C. Haley, Deputy Finance Officer  
[www.chattanooga.gov/finance](http://www.chattanooga.gov/finance)

## 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 operations, Accounts Payable and Payroll.



## Goals & Objectives:

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

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

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

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

Performance Measures	Actual FY11	Goal FY12	Actual FY12	Goal FY13
Cash Management Yield on investment portfolio	0.58%	0.5%	0.59%	0.5%
% of Current Levy Collected	94.0%	95.0%	94.4%	95.0%
Annual Debt Service Requirement as % of General Fund	5.0%	5.0%	9.7%	5.0%
Bond Rating by Standard & Poor's	AA+	AA+	AA+	AA+
Bond Rating by Fitch Ratings Ltd.	AA+	AA+	AA+	AA+

# Department of Finance & Administration

Daisy W. Madison, Administrator

Vickie C. Haley, Deputy Finance Officer

[www.chattanooga.gov/finance](http://www.chattanooga.gov/finance)

## Department Summary

	Actual FY 09/10	Actual FY 10/11	Budget FY11/12	Budget FY12/13
Finance	\$2,034,358	\$2,141,755	\$3,018,540	\$3,034,127
Treasurer	707,961	680,202	865,133	930,133
City Court Clerk	905,490	965,214	1,219,806	1,154,806
<b>Total Expenditures</b>	<b>\$ 3,647,809</b>	<b>\$ 3,787,171</b>	<b>\$ 5,103,479</b>	<b>\$ 5,119,066</b>
Per Capita	\$ 23.57	\$ 24.47	\$ 30.44	\$ 30.53
<b>Positions Authorized</b>	<b>67</b>	<b>68</b>	<b>68</b>	<b>68</b>

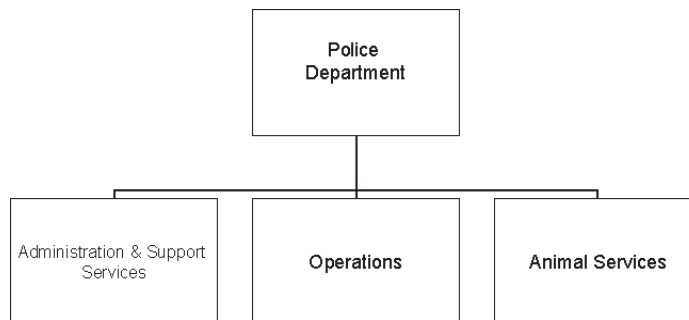
## Resources

	Actual FY 09/10	Actual FY 10/11	Budget FY11/12	Budget FY12/13
Personnel	\$ 3,037,380	\$ 3,162,410	\$ 4,087,680	\$ 4,055,957
Overtime	1,233	1,838	2,700	2,700
Operating	609,196	622,923	1,013,099	1,060,409
Revenue	161,795,416	182,261,252	194,845,260	202,471,750



## Mission:

To work cooperatively with the public and within the framework of the constitutions of the United States and the State of Tennessee to enforce the laws, preserve the peace, maintain order, and provide for a safe community.



## Description:

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

The department's responsibilities include effective and efficient police protection through investigation of criminal offenses, enforcement of state laws and City ordinances, response to citizen requests for services, and maintenance of support services.

Although, the Animal Services remain a division of the department, the function of Animal Services is no longer performed by the City directly, we only oversee. In 2008 the McKamey Animal Care and Adoption Center was created to provide essential services to residents of Chattanooga. The mission of the Animal Care Trust/McKamey Animal Center is to protect animals from neglect, abuse and exploitation; to advocate for their interests and welfare; to reduce the unwanted pet population through an effective spay/neuter program; and to inspire and educate the citizens of the City of Chattanooga toward an awareness and compassion for all living beings.

## Goals & Objectives:

### Reduce Index Offenses Crime

- ① Reduce all Crime 3% in 2012 (Calendar Year)
- ② Reduce all Property Crime 5% in 2012 (Calendar Year)
- ③ Meet or surpass national Uniform Crime Report crime reduction trends each year.

### Prevent Crime and Make Citizens Safe

- ① Increase traffic safety
- ② Reduce "broken window" crimes & violations
- ③ Maximize the visibility and effectiveness of police officers.

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

- ① Create a safe, orderly and appealing destination for visitors
- ② Build a community environment that is conducive to the maintenance of peace and order and attractive to businesses

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

- ① Minimize sustained incidences of police misconduct
- ② Increase police awareness and respect for citizens rights to effect fewer litigation claims and more legally defensible police actions
- ③ Provide sufficient assistance, time, resources, and training for officers to insure successful prosecution of charges.

\*\*\*Calendar Year\*\*\*

Performance Measures	Actual 2010	Goal 2011	Actual 2011	Goal 2012
Crimes Committed	-15.5%	-3%	-1.0%	-3%
Moving Violations	-15.2%	-5%	-6.8%	-5%
Parking Violations	-24.8%	-3%	-32.9%	-3%
Traffic fatalities	25	15	19	15
Weapons Seized	530	400	465	400
Citizen Complaints	63	50	44	50

*N/A = Not Available*

# Department of Police

Bobby H. Dodd, Chief of Police

Tom Kennedy, Deputy Police Chief

[www.chattanooga.gov/police/](http://www.chattanooga.gov/police/)

## Department Summary

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13
Police Administration	\$ 3,463,446	\$ 2,423,005	\$ 3,715,670	\$ 2,850,483
Operations	24,333,200	29,292,333	31,994,562	34,274,999
Animal Services	1,474,574	1,518,809	1,564,373	1,564,373
Support Services	11,854,342	14,608,107	17,067,525	17,014,793
<b>Total</b>	<b>\$ 41,125,562</b>	<b>\$ 47,842,254</b>	<b>\$ 54,342,130</b>	<b>\$ 55,704,648</b>
Per Capita	\$ 265.73	\$ 309.13	\$ 324.09	\$ 332.22
<b>Positions Authorized</b>	<b>601</b>	<b>597</b>	<b>597</b>	<b>* 597</b>

\*Automated Traffic Control (Special Revenue Fund) includes 7 authorized sworn positions. FY 13 total is 604.

## Resources

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13
Personnel	\$ 30,957,802	\$ 35,795,691	\$ 41,618,651	\$ 43,020,327
Overtime	519,095	555,120	722,000	722,000
Operating	9,648,665	11,491,443	12,001,479	11,962,321
Revenue	433,714	495,661	353,100	461,900



# Department of Fire

Randall Parker, Fire Chief  
Lamar Flint, Exec Dep Fire Chief

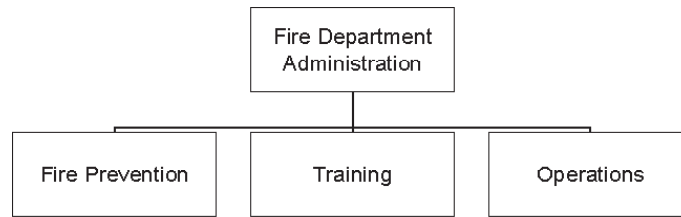
[www.chattanooga.gov/fire/fire](http://www.chattanooga.gov/fire/fire)

## Mission:

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

## Description:

The department has four core divisions: Fire Administration, Operations, Fire Prevention, and Training. Operations includes 19 fire stations and more than 400 firefighters who respond to fire, automobile accidents, first response medical emergencies, hazardous materials incidents and other emergencies. The Fire Prevention Bureau includes code enforcement, fire investigation, and fire safety education. The Training Division provides instruction to all fire fighters on the latest tactics and technology in the fire service, and also trains new recruits in fire academies.



## Goals & Objectives:

### Reduce fire fatalities and injuries for civilians and firefighters.

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

### Reduce property loss resulting from fire.

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

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

### Provide a Homeland Security regional response

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

Performance Measures	Actual	Goal	Actual	Goal
	FY11	FY12	FY12	FY13
Average response time (Department)	5:12	5:00	5:36	5:00
Inspections	4,750	6,500	4,298	6,500
Civilian Deaths	4	-	3	-
Civilian injuries	6	-	8	-
Firefighter Injuries	66	-	56	-
Property Damage (\$million)	\$7.35	\$ 5.45	\$6.31	\$ 5.45
Fire Calls	951	-	775	-
Non-Fire Calls	15,412	-	15,386	-

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

# Department of Fire

Randall Parker, Fire Chief

Lamar Flint, Exec Dep Fire Chief

[www.chattanooga.gov/fire/fire](http://www.chattanooga.gov/fire/fire)

## Department Summary

	Actual FY9/10	Actual FY10/11	Budget FY11/12	Budget FY12/13
Fire Administration	\$ 1,643,182	\$ 1,917,325	\$ 3,410,016	\$ 3,231,527
Operations	\$ 24,051,930	\$ 29,195,484	\$ 31,442,230	\$ 32,490,311
Prevention	\$ 1,020,552	\$ 1,186,586	\$ 1,331,047	\$ 1,386,449
Training	\$ 1,267,645	\$ 1,225,735	\$ 881,398	\$ 797,085
<b>Total Expenditures</b>	<b>\$ 27,983,309</b>	<b>\$ 33,525,130</b>	<b>\$ 37,064,691</b>	<b>\$ 37,905,372</b>
Per Capita	\$ 163.76	\$ 195.65	\$ 221.05	\$ 226.07
<b>Positions Authorized</b>	<b>417</b>	<b>429</b>	<b>431</b>	<b>446</b>

## Resources

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY12/13
Personnel	\$ 25,268,402	\$ 30,705,799	\$ 34,011,200	\$ 34,429,657
Overtime	22,032	19,592	15,700	9,400
Operating	2,692,875	2,799,740	3,037,791	2,915,790
Revenue <sup>1)</sup>	750	48,664	22,000	11,400

1) During FY10 by Ord.# 12356 the City Council amended the fees for services rendered by the Fire Department.



# Department of Public Works

Steve Leach, Administrator

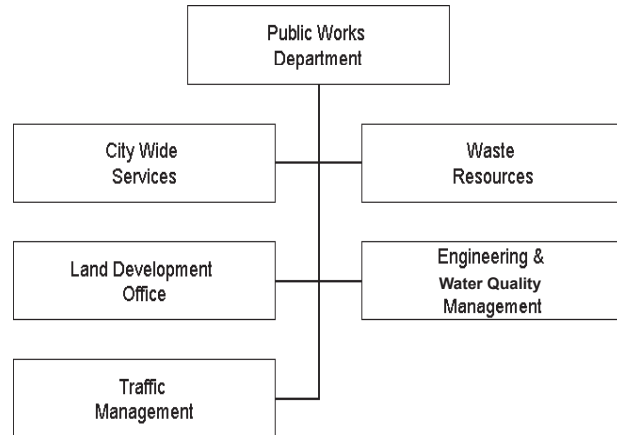
Lee Norris, Deputy Administrator

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Mission:

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

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



## Goals & Objectives:

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

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

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

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

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

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

# Department of Public Works

Steve Leach, Administrator

Lee Norris, Deputy Administrator

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

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

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

Performance Measures	Actual FY11	Goal FY12	Actual FY12	Goal FY13
City Wide Service CSRs closed on time	92.2%	95.0%	72.7%	95.0%
Trash Flash CSRs closed on time	96.8%	96.0%	96.4%	96.0%
Engineering CSRs closed on time	38.3%	95.0%	33.4%	95.0%
Missed Garbage CSRs closed on time	94.0%	96.0%	97.2%	96.0%
Traffic Engineering CSRs closed on time	85.1%	95.0%	80.1%	95.0%
Waste Resources CSRs closed on time	89.3%	96.0%	95.4%	96.0%

## Department Summary

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13
General Fund	\$ 27,476,923	\$ 30,800,318	\$ 32,403,031	\$ 32,145,690
Interceptor Sewer Fund	\$ 52,765,259	\$ 47,130,129	\$ 49,533,000	\$ 50,923,117
Solid Waste Fund	\$ 4,965,917	\$ 8,323,291	\$ 6,888,100	\$ 6,233,755
Water Quality Fund (1)	\$ 8,877,330	\$ 22,328,857	\$ 14,298,800	\$ 15,558,000
State Street Aid Fund	3,940,663	4,224,893	4,315,000	4,280,000
<b>Total Expenditures</b>	<b>\$ 98,026,092</b>	<b>\$ 112,807,488</b>	<b>\$ 107,437,931</b>	<b>\$ 109,140,562</b>
Per Capita	\$ 577.02	\$ 660.16	\$ 627.01	\$ 636.95
<b>Positions Authorized</b>	<b>630</b>	<b>629</b>	<b>633</b>	<b>637</b>

## Resources

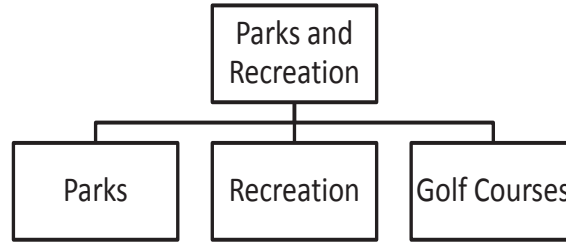
	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13
Personnel	\$ 23,610,602	\$ 29,226,424	\$ 32,994,936	\$ 36,089,023
Overtime	758,030	957,758	634,900	675,600
Operating	73,657,460	82,623,306	71,308,095	72,375,939
Revenue	68,664,469	84,575,431	104,937,931	109,140,562





**Mission:**

To provide public space and programs that promote a healthy active lifestyle that will impact our community's economy and tourism. To offer programs, parks, and facilities equitably to maximize use by the broadest spectrum of Chattanooga residents and visitors, which will help develop and educate our community physically, socially, and morally.



**Description:**

Parks & Recreation provides a wide variety of educational and recreational activities throughout a network of programs, parks and public facilities. The department includes Recreation Centers, Aquatics, Therapeutic Recreation activities, Sports, the Chattanooga Fitness Center, Outdoor Chattanooga Programs, and the Chattanooga Zoo. The department is responsible for all park and public spaces maintenance including two public golf courses, a tournament quality tennis complex and softball complexes.

**Goals & Objectives:**

**To maximize usage at the City's parks, facilities and recreational programs.**

- ① *Maintain and improve the standards of park maintenance, with available resources, and with the ultimate goal of increasing citizen use and appreciation.*
- ② *Increase the use/attendance of recreation centers and programs, through an increased variety and number of quality program offerings.*
- ③ *Enhance community participation through new approaches to publicizing programs, facilities and services.*

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

- ① *To ensure that the park system is accessible to all city residents.*
- ② *To ensure that parks and programs are offered in diverse areas.*
- ③ *To reasonably anticipate the priorities or needs each park area demands.*

**To work in concert with existing preservation groups.**

- ① *To develop strategic alliances and partnerships with conservation groups, having similar missions, to supplement diminishing limited resources, in order to maintain existing conservation sites within the Parks Department.*
- ② *To increase land set aside for conservation along creeks and waterways.*
- ③ *Help foster citizen involvement in preserving our parks and open spaces.*

Performance Measures	Actual	Goal	Actual	Goal
	FY11	FY12	FY12	FY13
Park Permit CSRs closed on time	96.3%	95%	97.9%	95%
Park reservation CSRs closed on time	98.6%	97%	97.2%	97%
Park work requests closed on time	69.6%	90%	56.9%	90%
Recreation Center Attendance	630,178	600,000	721,415	600,000

# Parks & Recreation

Lawrence A. Zehnder, CPRP, Administrator

[www.chattanooga.gov/cpr](http://www.chattanooga.gov/cpr)

## Department Summary

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY12/13
Parks & Recreation	\$ 11,120,520	\$ 12,867,696	\$ 13,878,590	\$ 13,731,676
Chattanooga Zoo	593,719	674,415	658,577	671,728
Municipal Golf	1,747,900	1,847,522	1,798,000	1,768,200
<b>Total Expenditures</b>	<b>\$ 13,462,139</b>	<b>\$ 15,389,633</b>	<b>\$ 16,335,167</b>	<b>\$ 16,171,604</b>
Per Capita	\$ 78.78	\$ 89.81	\$ 97.42	\$ 96.45
<b>Positions Authorized</b>	<b>236</b>	<b>236</b>	<b>230</b>	<b>230</b>

## Resources

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY12/13
Personnel	\$ 9,055,592	\$ 9,462,270	\$ 10,858,620	\$ 10,723,510
Overtime	68,431	107,796	20,702	20,702
Operating	4,338,116	5,819,567	5,455,845	5,427,392
Revenue	3,505,524	3,621,259	3,418,400	3,637,900



# Department of Human Services

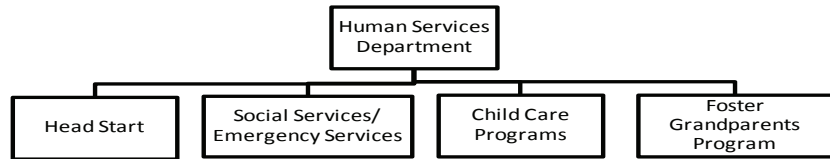
Ron Swafford, Administrator

Donna Stone, Assistant Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Mission:

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



## Description:

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

## Goals & Objectives:

**To Provide emergency assistance and an array of support services to low income and vulnerable residents of Chattanooga and Hamilton County, which strengthen family connections, improve quality of life issues, empower them to become community stakeholders, and help them achieve self-sufficiency.**

- ① *Maintain the Foster Grandparents program to enable eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood.*
- ② *Improve family outcomes through wrap around supports services and comprehensive community partnerships.*
- ③ *Assist families with supplemental services needed to sustain their quality of life through the Commodity Food Program, the Low Income Home Energy Assistance Program and Self Sufficiency Program.*
- ④ *Provide emergency assistance to aid families during natural disasters, and those experiencing crisis situations to prevent forecloses, evictions, and utility cut offs.*
- ⑤ *Offer numerous channels to reduce hunger and improve nutrition among vulnerable populations.*

**Provide early education for low income children through Head Start, Early Head Start, and Childcare Services.**

- ① *Seek constant improvement in each child's skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness.*
- ② *Increase the number of children in Early Head Start.*
- ③ *Increase childhood immunizations.*
- ④ *Offer quality, affordable and available child care services for children ages 1-12 in the Chattanooga area.*

### Performance Measures

	Actual FY 11	Goal FY 12	Actual FY 12	Goal FY 13
Number of foster grandparents	98	93	96	93
Emergency Services(Families helped)	1,660	1,000	1,417	1,450
Energy Assistance	6,334	500	10,905	7,100
Participants in food distribution program	7,606	6,000	8,397	8,300
Headstart funded enrollment	605	622	622	622
Early Headstart funded enrollment	226	226	226	226
Children immunized	888	1,000	1,223	1,200
Parents in adult ed/GED training	335	350	49	75

# Department of Human Services

Ron Swafford Administrator

Donna Stone, Assistant Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Department Summary

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13
Administration	1,066,079	872,613	768,625	615,625
Head Start	7,932,990	8,294,612	8,836,859	8,836,859
Day Care	890,002	921,678	864,944	865,145
Weatherization	37,205	3,790	-	-
Foster Grandparents	494,292	521,925	502,643	506,243
LIHEAP	2,311,476	3,612,758	3,129,132	3,127,132
CSBG	639,651	580,714	693,234	693,234
Human Services Programs	247,652	242,686	142,464	225,256
City General Relief	62,554	57,356	59,909	59,909
ARRA Stimulus Grant	3,099,061	1,415,615	-	-
Other	2,047	-	3,015	-
<b>Total Expenditures</b>	<b>16,783,009</b>	<b>16,523,748</b>	<b>15,000,825</b>	<b>14,929,403</b>
Per Capita	\$ 98.79	\$ 96.43	\$ 89.46	\$ 89.04
Authorized Positions	285	285	305	305

## Resources

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13
Personnel	7,970,368	7,853,509	7,103,562	7,069,740
Overtime	36,260	90,734	26,123	-
Operating	8,776,381	8,579,505	7,871,140	7,859,663
Revenue	16,783,009	16,524,748	15,000,825	14,929,403



# Department of Personnel

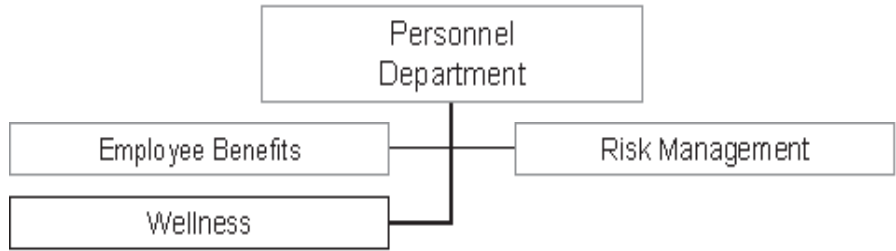
Donna Kelley, Administrator

Susan Dubose, Deputy Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Mission:

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



## Description:

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

## Goals & Objectives:

### Recruit a highly qualified workforce

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

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

- ❶ Recruit individuals that are representative of local demographics.
- ❷ Seek diversity across all strata of pay and position.
- ❸ Retain a well qualified, diverse workforce.

### Retain a well-qualified and experienced workforce.

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

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

Performance Measures	Actual	Goal	Actual	Goal
	FY11	FY12	FY12	FY13
Avg. eligible candidates per Requisition	6.75	6.00	8.35	6.00
Positions where qualified candidate found	100%	100%	100%	100%
Declined job offers	10	<20	<20	*
Turnover rate	8.3%	<10%	8.6%	<10%
Number of promotions	83	85	116	100
Compliance with law	100%	100%	100%	100%

\*Unable to accurately track this performance measure in current system

# Department of Personnel

Donna Kelley, Administrator

Susan Dubose, Deputy Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Departmental Summary

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13
Administration	\$ 918,719	\$ 1,111,807	\$ 1,455,136	\$ 1,329,965
Employee Insurance Office	253,791	289,212	315,851	317,631
Employee Insurance Program	5,642,020	44,103	45,650	45,350
Employee Safety Program	-	-	-	112,540
Job Injury Administration	75,041	73,747	75,000	78,500
Physical Exams	6,630	18,690	18,000	15,000
<b>Total Expenditures</b>	<b>\$ 6,896,201</b>	<b>\$ 1,537,560</b>	<b>\$ 1,909,637</b>	<b>\$ 1,898,986</b>
Per Capita	\$ 40.36	\$ 8.97	\$ 11.39	\$ 11.33
<b>Positions Authorized</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>

## Resources

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13
Personnel	\$ 1,068,952	\$ 1,245,642	\$ 1,478,167	\$ 1,596,740
Overtime	-	935		
Operating	5,827,249	290,982	431,470	539,205
Revenue	40,000	72,035	45,000	45,000
<b>Total</b>	<b>\$ 6,936,201</b>	<b>\$ 1,609,595</b>	<b>\$ 1,954,637</b>	<b>\$ 2,180,945</b>





# Neighborhood Services & Community Development

Beverly P. Johnson, Administrator

Anthony Sammons, Deputy Administrator

[www.chattanooga.gov/neighserv/](http://www.chattanooga.gov/neighserv/)

## Mission:

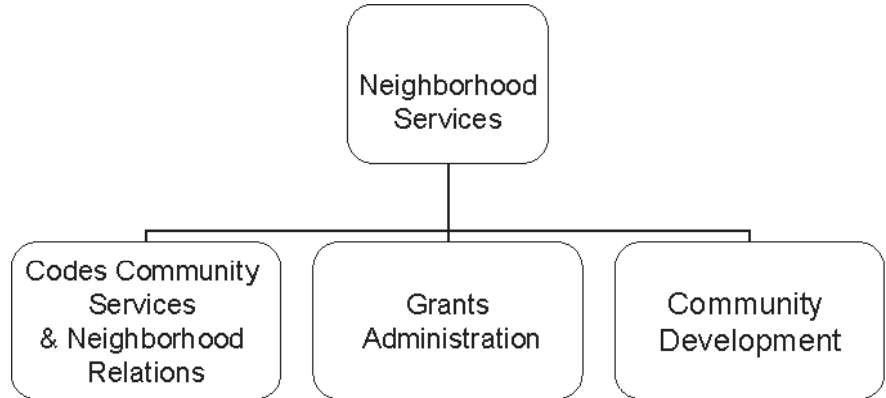
Make all Chattanooga neighborhoods a choice for people to live and invest in through the elimination of blight, code enforcement and individual participation and expended civic engagement.

## Description:

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

The Codes and Community Services division is the agency which has the responsibility of enforcing the City's minimum housing, anti-litter, overgrowth and inoperable vehicle codes. They also share responsibility for overseeing proper brush and trash and garbage set out regulations along with the spot blight acquisition code.

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



## Goals and Objectives:

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

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

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

### ***Elimination of blight in Chattanooga***

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

Performance Measures	Actual FY11	Goal FY12	Actual FY12*	Goal FY13
Abandoned vehicle CSRs closed on time	99.2%	95.0%	89.2%	95.0%
Housing CSRs closed on time	98.7%	95.0%	71.0%	95.0%
Litter CSRs closed on time	99.3%	95.0%	69.3%	95.0%
Vacant lot overgrowth CSRs closed on time	99.6%	95.0%	84.1%	95.0%
Non-vac overgrowth CSRs closed on time	98.5%	95.0%	77.8%	95.0%

*\*The decline in reported performance for FY12 is due to a departmental software change.*

# Department of Neighborhood Services

Beverly P. Johnson, Administrator

Anthony Sammons, Deputy Administrator

[www.chattanooga.gov/neighserv/](http://www.chattanooga.gov/neighserv/)

## Department Summary

	Actual FY 09/10	Actual FY10/11	Budget FY11/12	Budget FY12/13
Administration	\$ 494,391	\$ 505,757	\$ 628,391	\$ 597,990
Grants Administration	47,408	45,407	77,226	49,500
Codes & Community Svc	1,280,983	1,316,168	1,387,350	1,445,477
Neighbor Partners Project	55,000	55,000	55,000	55,000
Community Development	7,015,355	5,378,176	3,587,972	3,304,951
<b>Total</b>	<b>\$ 8,893,137</b>	<b>\$ 7,300,508</b>	<b>\$ 5,735,939</b>	<b>\$ 5,452,918</b>
Per Capita	\$ 57.43	\$ 42.61	\$ 34.21	\$ 32.52
<b>Positions Authorized</b>	<b>36</b>	<b>35</b>	<b>35</b>	<b>35</b>

## Resources

	Actual FY 09/10	Actual FY10/11	Budget FY11/12	Budget FY12/13
Personnel	\$ 1,863,526	\$ 1,968,099	\$ 1,691,589	\$ 1,697,007
Overtime	102	35	1,000	750
Operating	7,029,509	5,332,374	4,043,350	450,210
Revenue	4,738,679	5,378,176	3,587,972	3,304,951



# Executive Branch

Ron Littlefield, Mayor

L. Dan Johnson, Chief of Staff

[www.chattanooga.gov](http://www.chattanooga.gov)

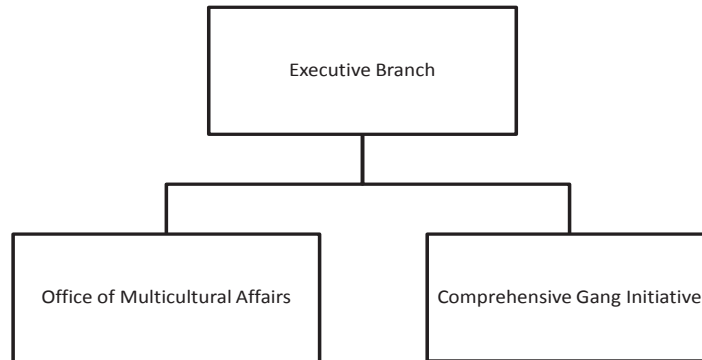
**Mission:** To provide executive leadership for City government and enhance the City's capability to meet the needs of citizens by facilitating the effective, efficient and innovative application of information and resources.

## Description:

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

The Office of Multicultural Affairs (OMA) is responsible for reviewing, implementing, and monitoring public policy that affects the disadvantaged cultural communities in Chattanooga.

The Comprehensive Gang Initiative (CGI) is responsible for investigating the root causes of gang violence in Chattanooga and to develop and implement strategies that will facilitate a community-wide sustainable response to the violence.



## Goals & Objectives:

### Office of Multicultural Affairs

#### **Cultivate an environment of non-discrimination.**

- ① Investigate and mediate discrimination complaints relevant to ADA, EEO, Fair Housing and Title VI.
- ② Work with other agencies (i.e., HUD, THRC, EEOC) to ensure City compliance.
- ③ Act as resource to City of Chattanooga Departments to ensure compliance with non-discrimination policies at the Federal, State and Local level.

#### **Create a climate of dignity, respect and inclusion**

- ① Organize committees and task forces to engage all communities.
- ② Provide public educational forums and trainings to address human rights and human relations concerns.

#### **Promote cross cultural communication**

- ① Create collaborative community projects.
- ② Identify and network with culturally diverse organizations and communities.

#### **Open communication between conflicting groups**

- ① Conduct research and studies.
- ② Liaison with appropriate advocacy groups to promote diversity principles.

### Comprehensive Gang Initiative

Utilize evidence-based prevention and invention models for programming

Empower the pipeline of local service providers to strengthen services

Promote community-wide standardizations through research and best practices

# Executive Branch

Ron Littlefield, Mayor

L. Dan Johnson, Chief of Staff

www.chattanooga.gov

## Department Summary

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY12/13
Mayor's Office	\$ 865,286	\$ 923,452	\$ 968,661	\$ 957,610
Office of Faith Based Initiative	\$ 269,569	\$ 44,022	\$ -	\$ -
Office of Multicultural Affairs	\$ 308,071	\$ 241,795	\$ 398,913	\$ 403,744
Comprehensive Gang Initiative	\$ -	\$ -	\$ -	\$ 499,878
<b>Total Expenditures</b>	<b>\$ 1,442,926</b>	<b>\$ 1,209,269</b>	<b>\$ 1,367,574</b>	<b>\$ 1,861,232</b>
Per Capita	\$ 8.44	\$ 7.06	\$ 8.16	\$ 11.10
<b>Positions Authorized</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>15</b>

## Resources

	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY12/13
Personnel	\$ 1,272,645	\$ 1,113,654	\$ 1,147,024	\$ 1,502,436
Overtime	0	0	0	0
Operating	170,281	95,615	220,550	358,796
Revenue	0	0	0	0

## Office of Multicultural Affairs Performance Measures

Compliance Assistance	FY2011				FY2012				% Chg
	TOTAL CALLS	Assistance	Information	Other	TOTAL CALLS	Assistance	Information	Other	
EEO/Discrimination	36	36	0	0	15	13	2	0	-58.33%
ADA Accommodation	2	2	0	0	3	3	0	0	50.00%
Landlord/ Tenant & Fair Housing	53	50	3	0	13	13	0	0	-75.47%
Internal Workplace	15	0	14	1	8	8	0	0	-46.67%
Title VI	16	0	0	0	4	0	4	0	-75.00%
Other	35	20	15	0	108	28	39	41	208.57%
<b>Total</b>	<b>157</b>	<b>108</b>	<b>32</b>	<b>1</b>	<b>151</b>	<b>65</b>	<b>45</b>	<b>41</b>	<b>-3.82%</b>



# Department of Education, Arts & Culture

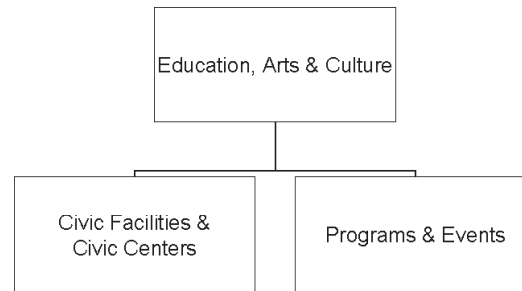
Missy Crutchfield, Administrator

Thad Oliver, Deputy Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Mission:

To expand, enhance and increase awareness and opportunities related to education, arts and culture; to provide safe, attractive and accessible public venues that invite both active participation and passive enjoyment of entertainment, cultural, and educational programs; and to take a leadership role in coordinating Chattanooga's public, private and non-profit agencies to advance public art, foster the visual and performing arts, and support educational enrichment for all citizens.



## Goals & Objectives:

### To maximize usage of all City of Chattanooga venues and facilities, and identify new sources of funding.

- ❶ Provide safe and secure venues with quality programs and productions for all Chattanoogaans to enjoy.
- ❷ Identify and maintain opportunities for education, arts and cultural programs by actively seeking and sustaining sponsorships, partnerships and grants.
- ❸ Launch a capital campaign for renovation of the Soldiers and Sailors Memorial Auditorium, the Tivoli Theatre, and the Community Theatre.
- ❹ Promote film production through the Chattanooga SE/TN Film Commission.
- ❺ Cultivate new partnerships with public and private educational institutions and organizations.
- ❻ Strengthen and develop effective community programming through collaboration with all City departments, as well as public and educational organizations.

### To expand education, arts and cultural opportunities for underserved segments of the community.

- ❶ Increase and develop networking and programming opportunities between education, arts and cultural groups, schools, recreation centers, and area churches.
- ❷ Expand programming that addresses diversity issues, social issues and community concerns.
- ❸ Continue to work with area social services, art, and educational agencies to expand access to education, arts and cultural programs within the community.

### To enhance the visibility of the arts in Chattanooga.

- ❶ Maintain the integrity and historic preservation of the City of Chattanooga civic facilities.
- ❷ Collaborate with local education, arts and cultural groups to promote growth of special events and on-going programs at City of Chattanooga public sites.
- ❸ Use City of Chattanooga civic facilities, civic centers, recreation facilities, and outdoor sites for Education, Arts & Culture events and programs.
- ❹ Identify opportunities for partnerships with all print, broadcast and on-line media to create new outlets for education, arts and cultural information.

## Description:

Education, Arts and Culture provides a wide variety of activities throughout the city through its civic facilities. The department consists of two major Civic Facilities and three Civic Centers. Civic Facilities manage, maintain and promote the use of the Memorial Auditorium and Tivoli Theatre. These facilities offer a gathering place for all citizens to enjoy the arts, special events, as well as regular programming for the public. They also host a wide variety of programming for school groups and young children. The Civic Centers promote the arts with programs that include art, craft, and music classes at Eastgate Senior Activity Center, Heritage House, and North River Civic Center. In addition to programs and information, publications are released to further enhance the awareness of the arts.

Performance Measures	Actual FY10	Goal FY11	Actual FY11	Goal FY12
Civic Facilities - Attendance	247,452	250,000	227,974	250,000
Civic Facilities - # of Events	343	375	330	375
Civic Centers - Attendance	66,974	68,983	74,752	75,000
Civic Centers - # of Events	2,251	2,200	2,212	2,200

# Department of Education, Arts & Culture

Missy Crutchfield, Administrator

David Johnson, Deputy Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Department Summary

	Actual FY 08/09	Actual FY 09/10	Budget FY 10/11	Budget FY 11/12
Administration	\$ 325,260	\$ 341,990	\$ 357,543	\$ 401,415
Civic Facilities	1,443,608	1,557,522	1,683,026	1,721,640
Arts & Culture	255,535	270,001	290,746	302,468
Programs	61,680	29,431	18,422	19,224
<b>Total Expenditures</b>	<b>\$ 2,086,083</b>	<b>\$ 2,198,944</b>	<b>\$ 2,349,737</b>	<b>\$ 2,444,747</b>
Per Capita	\$ 13.82	\$ 12.87	\$ 13.71	\$ 14.58
<b>Positions Authorized</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>27</b>

## Resources

	Actual FY 08/09	Actual FY 09/10	Budget FY 10/11	Budget FY 11/12
Personnel	\$ 1,330,338	\$ 1,350,955	\$ 1,425,691	\$ 1,533,201
Overtime	23,448	26,255	41,500	41,500
Operating	755,741	821,734	882,546	870,046
Revenue	734,607	1,012,750	702,900	738,500





# Department of General Services

Dan Thornton, Director  
[www.chattanooga.gov/Gen\\_Serv](http://www.chattanooga.gov/Gen_Serv)

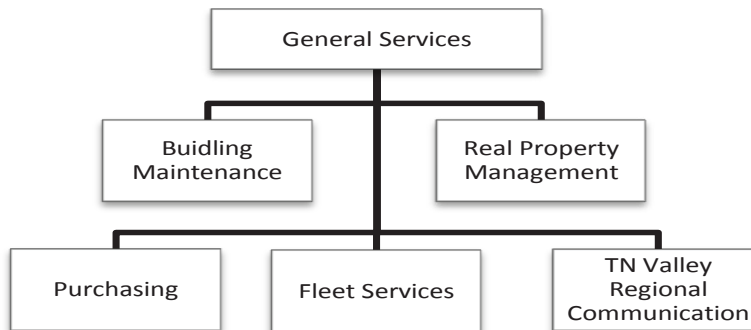
## Mission:

To provide quality services and controls in the areas of City-wide purchasing, fleet services, building maintenance, real property management, and mobile communications.

## Description:

General Services provides support to other city departments and agencies in the areas of purchasing, building maintenance, real property management, mobile communications, and fleet services.

The Purchasing area is responsible for obtaining the maximum value at lowest possible cost through a centralized purchasing function and also seeks to obtain the greatest possible revenue for the disposal of by-products and surplus assets. Building Maintenance is responsible for the repair and maintenance of all buildings within and near the City Hall Campus. Custodial services, minor maintenance and repairs are done by city employees, while major or more extensive maintenance/repairs are contracted to private suppliers. Real Property Management area is responsible for acquiring property, selling of surplus property, leasing land or buildings, maintaining City owned back-tax properties and keeping all of the city real estate records. Mobile Communications Services provides management and maintenance of Tennessee Valley Regional Communications System (TVRCS) on a 24 hour basis. The TVRCS is an APCO P23 communications trunking system encompassing a region that includes ten counties in Tennessee and three counties in Georgia which includes over 26 radio sites, five 911 centers and 6 other dispatch centers. Fleet Services is comprised of two main areas the service station and garage. Fleet maintenance which includes two automotive repair centers and three fueling stations which serves not only the City but several outside local government agencies and non-profit organizations for their EMS, Police and Fire. Fleet Management utilizes an internal leasing program to distribute the fully burdened cost allocation of vehicle and equipment assets to the departments who utilize them.



## Goals & Objectives:

### Improve the efficiency and quality of purchases

- 1 Use state of the art technology to improve business processes
- 2 Re-engineering the purchasing process and reducing paper processes

### To Operate building maintenance in an efficient manner

- 1 Provide clean, safe, and well maintained workplaces for all employees
- 2 Exercise the capability of appropriately allocating our resources
- 3 Meet and fulfill all customer service requests to the best of our ability
- 4 Work independently or as part of a working team

### To provide quality repair services and technological guidance to our customers

- 1 Provide a reliable communication system with unplanned downtime not to exceed 0.001% over the course of the year.
- 2 Provide focus and direction in establishing objectives for the current and future wireless technology needs of the City of Chattanooga and other TVRCS partners.

### To manage the City's real property in a responsible and efficient manner

- 1 Fine tune departmental strategies for disposition, development or redevelopment of vacant, surplus and back-tax properties.
- 2 Maintain professional relationships with associations, realtors and developers.

### To insure efficiency in both Fleet Management and Fleet Maintenance

- 1 Reduce fleet operational costs (fuel and maintenance) by purchasing more fuel efficient vehicles and proper lifecycle timing of acquisitions and disposals.
- 2 Reduce overall fleet size by fleet utilization analysis of departmental use.
- 3 Create a revolving fleet replacement fund by internal fleet leasing program with lease costs lower than private sector leasing.
- 4 To provide safe reliable vehicles and equipment to the user department at the lowest possible cost with the least possible interference with operations.
- 5 Maintain equipment technician efficiency by training and ASE and/or EVT certified.

# Department of General Services

Dan Thornton, Director

[www.chattanooga.gov/Gen\\_Serv](http://www.chattanooga.gov/Gen_Serv)

Performance Measures	Actual FY11	Goal FY12	Actual FY12	Goal FY13
Total City Fleet	1,261	1,775	1,286	1,250
Total City Fleet Repairs and Maintenance	\$ 6,962,163	\$ 7,200,000	\$ 7,576,067	\$ 7,200,000
% Bldg Maint. Service Request Resolved on-time	75.9%	80.0%	78.7%	80.0%

## Department Summary

	Actual FY 09/10	Actual FY10/11	Budget FY11/12	Budget FY12/13
Gen Svc Admin	325,511	366,161	582,416	498,934
Purchasing	756,267	751,489	836,224	850,771
Bldg. Maintenance	1,010,552	1,146,412	1,166,207	1,135,191
Mobile Communications*	534,179	-	-	-
Real Est./Prop. Maint/Farmers Market	55,563	111,278	57,640	136,525
<b>Total General Fund</b>	<b>\$ 2,682,072</b>	<b>\$ 2,375,340</b>	<b>\$ 2,642,487</b>	<b>\$ 2,621,421</b>
Fleet Services Operations	10,573,062	11,862,644	12,446,323	13,720,800
Heritage Ctr. Maint.	90,186	112,309	125,306	127,860
TN Valley Regional Communications*	-	682,985	1,068,821	1,010,500
Development Resource Center	435,979	426,663	457,435	461,289
<b>TOTAL GEN SVCS EXPENDITURE</b>	<b>\$ 13,781,299</b>	<b>\$ 15,459,941</b>	<b>\$ 16,740,372</b>	<b>\$ 17,941,870</b>
Per Capita	\$ 80.65	\$ 90.22	\$ 99.84	\$ 107.00
<b>Positions Authorized</b>	<b>106</b>	<b>107</b>	<b>107</b>	<b>107</b>

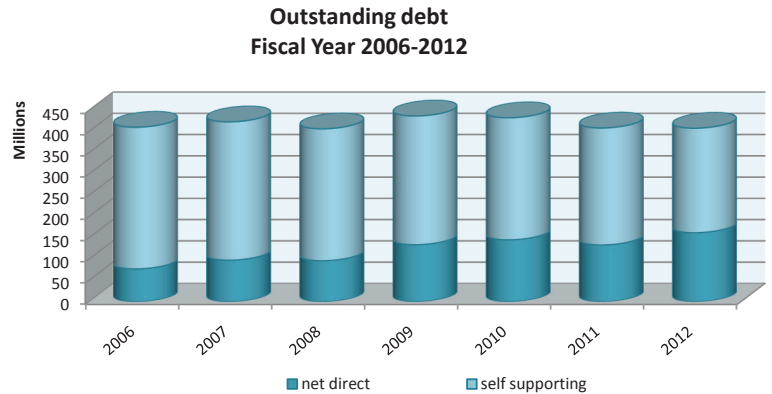
## Resources

	Actual FY 09/10	Actual FY10/11	Budget FY11/12	Budget FY12/13
Personnel	\$ 4,749,422	\$ 5,090,746	\$ 5,819,412	\$ 6,134,796
Overtime	70,541	3,669	3,669	3,640
Operating	8,961,336	10,365,526	10,917,291	11,803,434
Revenue	14,549,517	22,598,665	23,597,144	21,170,300

\* Mobile communications has been moved to special revenue fund as TN Valley Regional Communications in FY11

# Debt Service Fund

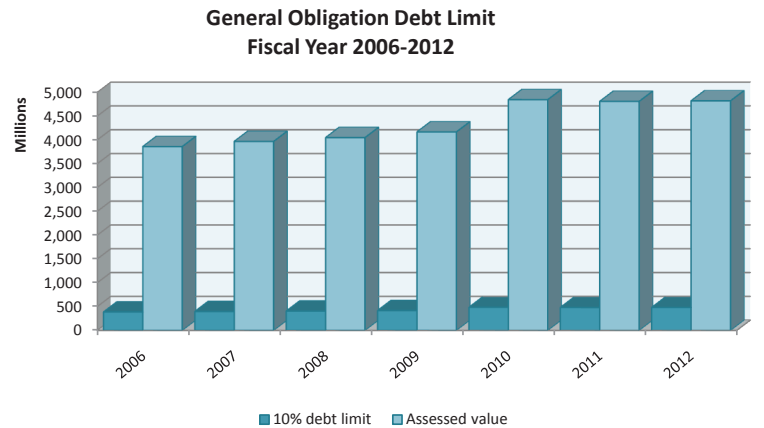
The Debt Service Fund was established to account for all principal and interest payments on the City's long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of City of Chattanooga General Obligation Bonds, Notes Payable, and Capital Leases. A majority of the outstanding debt is general obligation bonds. The debt can be either Direct Indebtedness, in which case an operating transfer is made from the General Fund for the maturity payments, or it can be an Indirect Indebtedness, with the supporting fund transferring funds for the maturities. The following chart shows the history of the City's debt over the past seven years and the relationship between Direct and Indirect Indebtedness.



Gross outstanding indebtedness as of June 30, 2012 is \$407,942,873. This amount includes a 30-year Chattanooga Downtown Redevelopment capital lease of \$100,531,340 with final payment due on October 1, 2030. Total authorized unissued debt at June 30, 2012 related to the 2004 TMBF Loan is \$252,681. Total authorized unissued debt from the State Revolving Loan Fund for sewer infrastructure improvements is \$20,000,000.

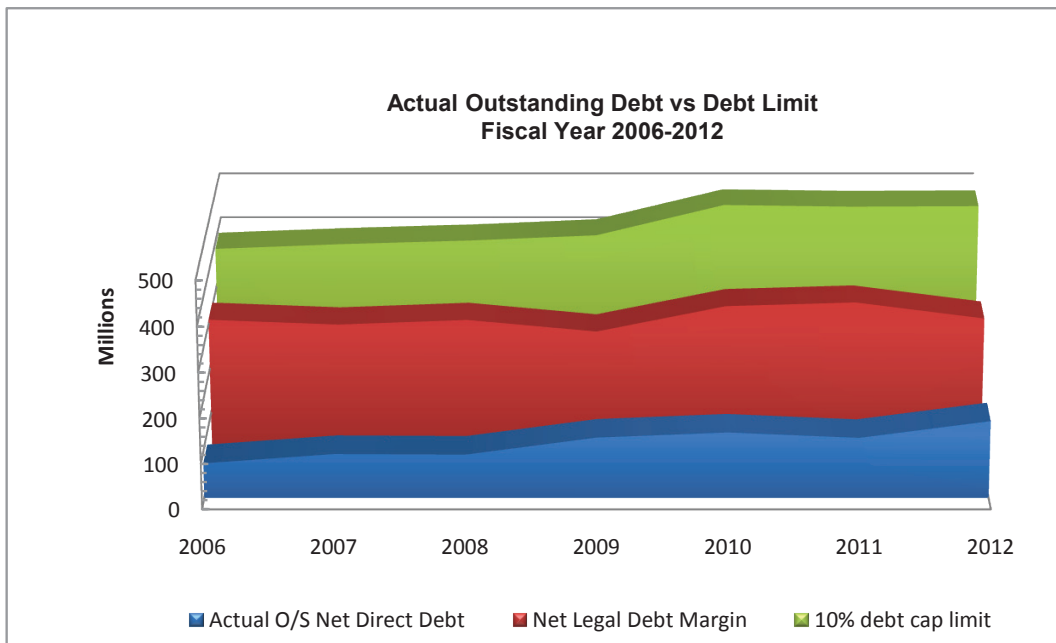
The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

**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 seven years, based upon the assessed property valuation for the same period of time. After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, the next chart presented compares the Net Direct Indebtedness with the 10% Debt Limit.

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



In October 2000, the City entered into a 30-year noncancelable capital lease agreement with the Chattanooga Downtown Redevelopment Corporation (CDRC), formerly the Southside Redevelopment Corporation, for the purpose of financing the cost of designing, acquiring, constructing and equipping four (4) facilities in the Tourist Development Zone comprising of more than 631,210 sq. ft. at a cost of over \$120M. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service requirements on \$129M in revenue bonds issued by the Industrial Development Board (IDB) of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. IDB bonds are secured by payments to be made by the CDRC. The lease payments are funded by the city's share from the 1/4% increase in the county-wide sales tax passed by the county-wide referendum (see overlapping debt schedule), income from The Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service fund in excess of \$9M included as part of the bond issue. The City's obligation under the capital lease is estimated at \$100,531,340 at June 30, 2012. The debt service reserve fund held by the fiscal agent at June 30, 2012 amounts to \$9,756,000. 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 2004 the CDRC entered into a swaption contract to provide an upfront payment of \$3,088,000 based on a notional amount of \$59,655,000. As a synthetic refunding of its 2000 bonds, this payment represents the risk-adjusted, present-value savings of a refunding in October 2010 without issuing refunding bonds currently. The counterparty has the option to exercise the agreement on October 1, 2010. The fixed rate swap (5.45%) was set at a rate that, when added to an assumption for remarketing and liquidity costs, will approximate the coupons of the "refunded" bonds. The counterparty exercised the option and the underlying bonds were refunded resulting in a termination payment of \$15,619,000.

In FY05, the City issued \$51,375,000 General Obligation Refunding Bonds Series 2005A. These bonds refunded portions of outstanding issues of 2001 General Obligation, 2002 Hotel-Motel Tax, 1998 Sewer, Storm Water and Solid Waste General Obligation and 2001 Storm Water and Solid Waste General Obligation bonds. In December 2004, the City received approval to enter into an agreement with the Public Building Authority of Clarksville, Tennessee (PBACC) from the Tennessee Municipal Bond Fund Series 2004 for an amount not to exceed \$25,000,000 including originating cost of the loan used to fund the Fiscal Year 2004 and 2005 Capital Projects. As of June 30, 2012, \$24,585,990 had been issued out of the total \$24,838,671 estimated projects cost.

In FY07, the City issued \$26,400,000 General Obligation Bonds, Series 2006A. These bonds were issued to support the FY06 & FY07 capital improvement budgets of which \$5.7M for SolidWaste or landfill improvements and \$20.4M general government capital improvement including \$2M as a portion of the costs of a public building

housing an animal shelter to be owned by the City and operated by the Animal Care Trust, a Tennessee not-for profit institution operating under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended. The City also issued \$56,110,000 Lease Rental Revenue Refunding Bonds, Series 2007. The proceeds of the Series 2007 Bonds are to be used to (i) advance refund \$55,340,000 in aggregate principal amount outstanding of certain of the Prior Bonds (Series 2000), and (ii) pay the costs of issuing the Series 2007 Bonds. The proceeds of the Series 2007A Bonds (\$17,750,000) were issued to provide the funds to advance refund certain outstanding maturities of the General Obligation Bonds, Series 2001 totaling \$17,715,000.

In FY08, The City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$13,000,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. As of June 30, 2012 the City had drawn all of the loan. The loan has an interest rate of 2.79% with repayment over 20 years.

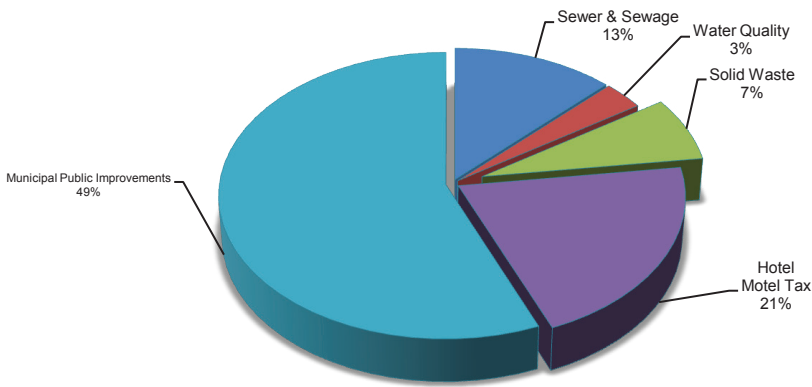
In FY09, the City issued \$45,415,000 General Obligation Bonds, Series 2009A. These bonds were issued to support the FY08 & FY09 capital improvement budgets including \$10,963,319 for Summit of Softball, \$5,713,000 for new fire hall at Enterprise South Industrial Park near the Volkswagen Plant, \$5,550,000 for Enterprise Resource Planning (integrated) software, \$3,312,000 for North Shore Garage, \$2,293,000, for Warner Park improvements and \$14,420,154 for Road Improvement projects.

In FY10, the City issued \$6,725,000 General Obligation Bonds, Series 2010A for funding Mesh Network project at \$1,500,000, Fire capital projects at \$3,188,945, ESIP Railway Lines at \$1,308,677 and \$375,000 of other projects. City also issued \$34,265,000 General Obligation Refunding Bonds, Series 2010B which refunded \$27,900,000 of 2002 Hotel-Motel Tax pledge and \$4,440,000 of 2003 GO bonds. In addition to that, City issued 2010C series Recovery Zone Facility Bonds in the amount of \$6,840,000, used entirely for local commitment to Volkswagen.

In FY12, the City issued \$26,495,000 General Obligation Bonds, Series 2011A for funding Mesh Network project at \$2,000,000, Fire capital projects at \$1,735,000, Parks & Recreation projects at \$2,964,950, ESIP Railway Lines at \$3,450,000, ESIP Intersection at \$1,660,000, other Public Works infrastructure projects at \$8,713,553, \$4,000,000 for Fleet replacement, \$700,000 to renovate the Community Theatre and \$2,460,000 of other various projects. The City also issued \$17,545,000 General Obligation Refunding Bonds, Series 2011B Series which refunded \$16,320,000 of 2002 Hotel-Motel Tax pledge and \$2,040,000 of 2003A GO bonds.

\$407,942,873 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2012 reflects the financing decisions being made by the City to meet its long-term goals.

**General Obligation Bond by Purpose  
Fiscal Year 2012**



As the pie chart points out, the City is concentrating on Sewer and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. All of the Sewer portion of the debt and 29% 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 seven years, as reflected in the chart below.

In FY 2006, the General Fund appropriated \$9,801,307 for debt service. This increase from FY05 covered additional funds withdrawn from authorized bonds and loans in FY05 and paid in FY06.

In FY 2007, the General Fund appropriated \$11,567,051. This increase from FY06 reflects an anticipated debt issue of \$30M to cover FY06 and FY07 capital project expenditures.

In FY 2008, the General Fund appropriated \$9,392,174. This decrease from FY07 is due to the effect of 2007A Refunding, debt retirements and the planned use of \$567,100 from the Debt Service fund balance.

In FY 2009, the General Fund appropriated \$12,166,456. This increase from FY08 is due to the principal retirement structure of existing debt.

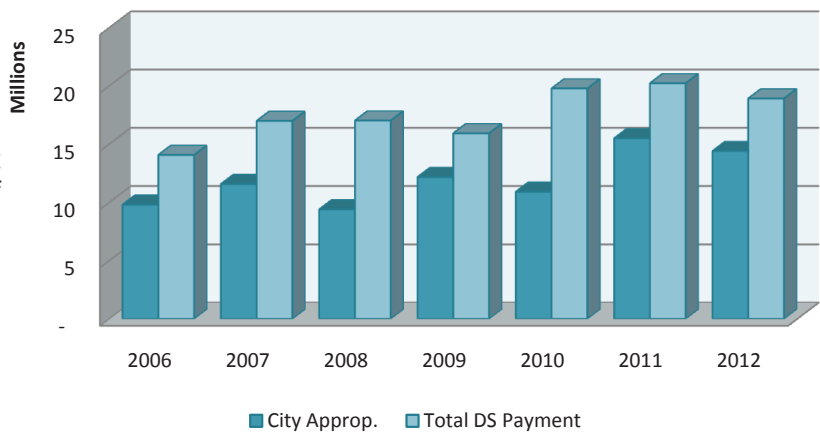
In FY 2010, the General Fund appropriated \$10,906,307. This year portion of debt service fund balance was used to pay current year debt service

In FY 2011, the General Fund appropriated \$15,494,470. This increase over FY10 reflects the three new bond issues in FY10.

In FY 2012, the General Fund appropriated \$14,400,000, this includes estimated debt service for upcoming bond issue for FY2011 and FY2012 capital projects. Capital Budget reduced to \$10,300,000 for planned us of \$4,100,000 from Debt Service Fund Balance.

In FY 2013, the General Fund appropriated \$16,942,222, this includes estimated debt service for upcoming bond issue for FY2013 and FY2014 capital projects.

**General Fund Debt Service Appropriation  
Fiscal Years 2006 thru 2012**





# 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, 2012, the County had gross outstanding general obligation bonded debt of \$223,705,000 and net indebtedness of \$223,317,917. The percentage of County net indebtedness applicable to the City is 59.5814% or \$152,555,047. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2012, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2012.

## Outstanding General Obligation Debt

OSGOdebt	
<b>General Obligation Bonds by Purpose</b>	
Municipal Public Improvement <sup>(1)</sup>	207,386,734
Sewer and Sewage Facilities	<u>29,633,265</u>
Total Bonded Indebtedness	237,019,999
<b>Other Long-Term Indebtedness</b>	
Chatt. Downtown Redev. Capital Lease	100,531,340
HUD Sec 108 Notes	3,661,000
2009 Golf Course Capital Lease	93,758
General Obligation Capital Outlay Notes	<u>66,636,777</u>
Total Long-Term Indebtedness	<u>170,922,875</u>
<b>Gross Direct Indebtedness</b>	407,942,874
Less: Self-Supporting Indebtedness	
Sewer and Sewage Facilities Bonds <sup>(2)</sup>	29,633,265
State Revolving Loan-CSO (ISS portion) <sup>(3)</sup>	40,650,323
State of GA Revolving Loan (ISS portion) <sup>(4)</sup>	2,977,924
Cap Lease City of Collegedale (ISS)	67,834
Chatt. Downtown Redev. Capital Lease <sup>(5)</sup>	100,531,340
State Revolving Loan-CSO (Water Quality portion) <sup>(3)</sup>	129,207
Tennessee Municipal Bond Notes (SoWa) <sup>(6)</sup>	658,281
Municipal Public Improvement Bonds(WaQu&SoWa) <sup>(6)</sup>	24,708,925
Hotel/Motel Tax Revenue Pledge	49,324,122
HUD Sec. 108 Notes	3,661,000
2009 Golf Course Capital Lease (Golf Cart)	<u>93,758</u>
Total Self Supporting Indebtedness	252,435,979
Debt Service Fund <sup>(7)</sup>	<u>652,699</u>
<b>Net Direct Indebtedness</b>	154,854,196
Plus: Estimated Net Overlapping Indebtedness	<u>152,555,047</u>
<b>Net Direct and Net Overlapping Indebtedness</b>	<u><u>307,409,243</u></u>

- Note:*
- (1) Sewer and Sewage Facilities Bonds have the pledge of unlimited ad valorem taxes on all taxable property in the City for their repayment. However, such bonds have been paid by the City from revenues derived from the operation of the City's Interceptor Sewer System.
  - (2) This amount represents 100 percent of the outstanding balance on a State revolving loan, which will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and from the operations of the Water Quality fund.
  - (3) The City of Chattanooga is the lead agent on the State of Georgia Revolving Loan; however, the debt is to be repaid by participating 4North Georgia municipalities.
  - (4) Funding will be paid by revenues from incremental State sales tax, profits from the Chattanooga center, and the city's Share of the 1/2% increase in the county-wide sales tax passed by county-wide referendum held in February 2004. This increase replaced the 1/2% city-only sales tax effective July 1, 2004.
  - (5) \$24,708,926 represents the outstanding balance of 1998 through 2007A Municipal Public Improvement Bonds of which \$7,528,435 is related to Water Quality and \$17,838,771 is related to Solid Waste, which will be paid by the city from the revenue derived from the operations of these funds.
  - (6) This represents unaudited Fund Balance at June 30, 2012.

# Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2012.

	<u>Amount of Indebtedness</u>	<u>Per Capita</u> <sup>1</sup>	<u>Percentage of Assessed Valuation</u> <sup>2</sup>	<u>Percentage of Full Valuation</u> <sup>3</sup>
Gross Direct Indebtedness <sup>4</sup>	\$ 407,942,875	\$ 2,433	8.46%	2.68%
Net Direct Indebtedness <sup>4</sup>	170,922,875	924	3.21%	1.02%
Gross Direct and Net Overlapping Indebtedness <sup>5</sup>	560,497,922	3,343	11.63%	3.68%
Net Direct and Net Overlapping Indebtedness <sup>5</sup>	307,409,241	1,833	6.38%	2.02%
Per Capita Assessed Valuation <sup>1</sup>	\$28,751 *			
Per Capita Full Valuation <sup>1</sup>	\$90,885 *			

\*Based on 2012 population estimate.

- Notes:
- (1) The City's population in 2012 was estimated at 167,674.
  - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2012 was \$4,820,825,577.
  - (3) The City's estimated full valuation of taxable property as of June 30, 2012 was \$15,239,117,325.
  - (4) See "Historical Debt Ratios" under this section.
  - (5) The County's net overlapping indebtedness is \$256,044,751. The City's share is \$152,555,047. (59.5814%).

<u>Ratio</u>	<u>Requirement</u>	<u>Actual</u>
General Fund Balance Requirement	> 15%	18.22%
Average Life of Total Debt	≤ 10 Years	9.23 Years
Percentage of Principal Paid within 10 Years	≥ 50%	67.0%
Per Capita Debt/Per Capita Income	≤ 4%	2.92%
Per Capita Debt/Per Capita Assessed Value	≤ 4%	3.54%
Debt Service/General Fund Operation Expense	≤ 10%	7.01%

## Other Long-Term Indebtedness

As of June 30, 2012, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated Date	Maturity
State of Tennessee Revolving Loan 1992	258,412	03/01/1993	02/28/2013
State of Tennessee Revolving Loan 2003	27,889,154	02/03/2003	10/20/2024
State of Georgia Revolving Loan (1)	2,977,925	07/01/2000	10/01/2019
Fire Hall Land Note (2)	9,478	04/01/1999	04/01/2014
Capital Lease City of Collegedale (3)	67,833	10/01/2000	08/01/2014
Chatt. Downtown Redev. Corp. Capital Lease (4)	100,531,340	07/01/2002	10/01/2030
Tennessee Municipal League Bond Pool (2003)	2,746,001	09/07/2003	05/25/2018
Tennessee Municipal League Bond Pool (2004)	16,954,319	05/20/2005	04/20/2025
Hennen Land Note (2008) (5)	323,821	01/15/2007	12/15/2013
HUD Section 108 Loan Program (2008) (6)	3,661,000	06/01/2008	06/01/2024
2009 IDB Foreign Trade Zone (7)	27,871	07/01/2009	06/30/2013
2009 Golf Course Capital Lease	93,758	07/01/2009	06/30/2014
2010 VAAP Land Note (8)	2,750,000	07/01/2005	06/30/2015
State of Tennessee Revolving Loan 2007	12,631,963	06/06/2007	05/28/2028
Total	<u>\$170,922,875</u>		

### Notes:

- (1) Loan agreement with the State of Georgia.
- (2) Land purchased for \$45,000 to build a Fire Super Station. Term of Loan - 15 years at 9.5%.
- (3) To lease and purchase an interceptor gravity sewer line, force main, pump station, easements and fee for property associated with purchase
- (4) Construction and purchase of the Conference Center (Chattanooga), Trade Center expansion, Development Resource Center, Parking Garage and associated infrastructure improvements.
- (5) Land purchase to support 1 Parks greenway project
- (6) 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.
- (7) Note for FTZ related to Volkswagen
- (8) Purchase of former Volunteer Army Ammunition Plant 1,024 acre land for development of Enterprise South Industrial Park in 2005 with payment deferred 10 years, payable in 2015.

## 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	2013	2014	2015	2016	2017
General Government	\$7,426,000	\$5,240,000	\$2,574,000	\$500,000	\$500,000
Public Works	75,013,090	122,483,860	83,525,804	76,305,804	42,474,000
Parks & Recreation	2,553,000	408,000	2,600,000	750,000	4,661,000
Education, Arts, & Culture	500,000	700,000	1,200,000	200,000	200,000
Police	3,150,000	495,000	1,070,000	670,000	495,000
Fire	-	2,300,000	1,810,000	3,492,000	3,182,000
Chatt Downtown Redev Corp	8,000,000	600,000	-	-	-
<b>Total</b>	<b>\$ 96,642,090</b>	<b>\$ 132,226,860</b>	<b>\$ 92,779,804</b>	<b>\$ 81,917,804</b>	<b>\$ 51,512,000</b>

**City of Chattanooga, Tennessee**  
**General Obligation Self Supporting Bonded Debt Service Requirements**  
**As of June 30, 2012**  
**Sewer & Sewage Facilities Bonds**  
**Municipal Public Improvement Bonds (Water Quality and Solid Waste)**  
**and State Revolving Loan (CSO)**  
**(Water Quality and Interceptor Sewer)**

<b>Fiscal Year</b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b>Total P &amp; I <u>Requirements</u></b>
2013	11,453,433.00	3,710,518.00	15,163,951.00
2014	10,507,803.00	3,238,886.00	13,746,689.00
2015	10,769,926.00	2,780,448.00	13,550,374.00
2016	9,131,992.00	2,347,142.00	11,479,134.00
2017	9,534,623.00	1,939,595.00	11,474,218.00
2018	9,952,775.00	1,514,611.00	11,467,386.00
2019	8,572,626.00	1,111,781.00	9,684,407.00
2020	3,581,328.00	874,341.00	4,455,669.00
2021	3,716,045.00	768,983.00	4,485,028.00
2022	3,829,204.00	646,108.00	4,475,312.00
2023	3,944,976.00	523,205.00	4,468,181.00
2024	4,073,465.00	393,252.00	4,466,717.00
2025	3,717,487.00	257,754.00	3,975,241.00
2026	1,615,736.00	172,469.00	1,788,205.00
2027	1,026,149.00	111,747.00	1,137,896.00
2028	763,776.00	85,092.00	848,868.00
2029	785,364.00	63,504.00	848,868.00
2030	807,552.00	41,316.00	848,868.00
2031	830,376.00	18,492.00	848,868.00
2032	211,123.00	1,001.00	212,124.00
2033	0.00	0.00	0.00
2034	0.00	0.00	0.00
Total	\$ 98,825,759.00	\$ 20,600,245.00	\$ 119,426,004.00

Does not include CDRC (Southside) Capital Lease of \$100,531,340 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2012 consists of 2004 TMBF Loan of \$252,681.

**City of Chattanooga, Tennessee**  
**General Obligation Debt Service Requirements**  
**As of June 30, 2012**

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013	16,422,132.00	13,586,159.00	30,008,291.00
2014	16,211,065.00	12,969,609.00	29,180,674.00
2015	19,476,056.00	12,396,853.00	31,872,909.00
2016	17,059,265.00	11,753,919.50	28,813,184.50
2017	15,793,641.00	11,109,961.50	26,903,602.50
2018	17,447,209.00	10,483,126.00	27,930,335.00
2019	16,128,950.00	9,772,456.00	25,901,406.00
2020	16,563,402.00	9,068,951.00	25,632,353.00
2021	17,173,601.00	8,427,369.00	25,600,970.00
2022	17,798,748.00	7,644,667.00	25,443,415.00
2023	18,457,175.00	6,857,180.00	25,314,355.00
2024	19,047,596.00	5,970,375.00	25,017,971.00
2025	18,085,123.00	5,101,056.00	23,186,179.00
2026	18,845,425.00	4,192,581.00	23,038,006.00
2027	16,744,266.00	3,230,537.00	19,974,803.00
2028	14,616,391.00	2,430,278.00	17,046,669.00
2029	15,220,579.00	1,722,933.00	16,943,512.00
2030	13,706,492.00	943,397.00	14,649,889.00
2031	4,320,000.00	172,800.00	4,492,800.00
<b>Total</b>	<b>\$ 309,117,116.00</b>	<b>\$ 137,834,208.00</b>	<b>\$ 446,951,324.00</b>

Includes CDRC (Southside) Capital Lease of \$100,531,340 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2012 consists of 2004 TMBF Loan of \$352,681

CITY OF CHATTANOOGA, TENNESSEE  
ANALYSIS OF GENERAL OBLIGATION DEBT  
June 30, 2012

	Outstanding 7/1/2011	Interest Pd FY2012	Issued FY2012	Retired FY2012	Refunded FY2012	Outstanding 6/30/2012	Maturing FY 2013	Interest Payable FY 2013
<b>GOVERNMENTAL ACTIVITIES</b>								
Serial Bonds:								
1998 Public Improvement Refunding	2,271,700.00	112,124.00		272,000.00		1,999,700.00	288,300	97,416
2002 Municipal Public Refunding	4,160,000.00	183,419.00		770,000.00		3,390,000.00	805,000	141,341
2002 Series A Refunding	1,050,215.00	36,593.00		371,360.00		678,855.00	364,264	20,023
2002 Hotel-Motel Tax Pledge	17,440,000.00	385,400.00		1,120,000.00	16,320,000.00	-	-	-
2003 Series A General Obligation	2,040,000.00				2,040,000.00	-	-	-
2005A Municipal Public Improvement Refunding	14,757,064.00	651,708.00		1,290,902.00		13,466,162.00	1,328,320	599,323
2005A Hotel-Motel Tax Pledge Refunding	5,403,495.00	238,433.00		25,000.00		5,378,495.00	1,245,000	213,033
2006A Municipal Public Improvement	16,586,237.00	659,562.00		1,036,640.00		15,549,597.00	1,036,640	618,097
2007A Municipal Public Refunding	14,520,000.00	690,785.00				14,520,000.00	-	690,805
2009 Series A General Obligation	40,865,000.00	1,489,762.00		2,275,000.00		38,590,000.00	2,270,000	1,421,587
2010 Series A GO Bond	6,385,000.00	208,937.00		340,000.00		6,045,000.00	340,000	202,138
2010 Series B Refunding Hotel Motel Tax Pledge	29,320,320.00	572,694.00		970,443.00		28,349,877.00	987,695	968,621
2010 SeriesB Refunding GO bonds	4,669,680.00	572,694.00		154,557.00		4,515,123.00	157,305	154,267
2010 Series C Recovery Zone Bonds	6,500,000.00	206,300.00		345,000.00		6,155,000.00	345,000	199,400
2011 Series A General Obligation	-	403,888.00	26,495,000.00			26,495,000.00	1,770,000	838,925
2011 Series B Refunding Hotel Motel Tax Pledge	-	274,082.00	15,595,750.00			15,595,750.00	-	587,318
2011 SeriesB Refunding GO bonds	-	34,256.00	1,949,250.00			1,949,250.00	-	73,406
<b>Total Serial Bonds</b>	<b>165,968,711.00</b>	<b>6,720,637.00</b>	<b>44,040,000.00</b>	<b>8,970,902.00</b>	<b>18,360,000.00</b>	<b>182,677,809.00</b>	<b>10,937,524</b>	<b>6,825,700</b>
Notes Payable:								
1997 TML Bond Fund	746,023.00	3,775.00		746,023.00		-	-	-
1999 Fire Hall Land Note	13,984.00	1,133.00		4,506.00		9,478.00	4,953	686
2003 TML Bond Fund	2,864,500.00	9,916.00		371,339.00		2,493,161.00	383,144	9,786
2004 TML Bond Fund	17,648,334.00	61,793.00	75,201.00	1,174,657.00		16,548,878.00	1,205,901	64,954
2008 Hennen Land Note	389,170.00			65,349.00		323,821.00	323,821	-
2008 HUD Section 108 Loan Program	3,966,000.00	173,505.00		305,000.00		3,661,000.00	305,000	162,434
2009 IDB Foreign Trade Zone	39,871.00			12,000.00		27,871.00	27,871	-
2010 VAAP Land Note	2,750,000.00			130,000.00		2,750,000.00	-	-
2010 Tennessee Temple University Note	130,000.00					-	-	-
<b>Total Notes Payable</b>	<b>28,547,882.00</b>	<b>250,122.00</b>	<b>75,201.00</b>	<b>2,808,874.00</b>	<b>-</b>	<b>25,814,209.00</b>	<b>2,250,690</b>	<b>237,860</b>
Capital leases payable:								
Southside Capital Lease	103,518,327.00	6,713,363.00		2,986,987.00		100,531,340.00	3,164,158	6,519,651
2009 Golf Course Capital Lease	160,288.00	6,178.00		66,530.00		93,758.00	69,760	2,948
<b>Total Capital Leases Payable</b>	<b>103,678,615.00</b>	<b>6,719,541.00</b>	<b>-</b>	<b>3,053,517.00</b>	<b>-</b>	<b>100,625,098.00</b>	<b>3,233,918</b>	<b>6,522,599</b>
<b>Total governmental activities</b>	<b>298,195,208.00</b>	<b>13,690,300.00</b>	<b>44,115,201.00</b>	<b>14,833,293.00</b>	<b>18,360,000.00</b>	<b>309,117,116.00</b>	<b>16,422,132</b>	<b>13,586,159</b>



CITY OF CHATTANOOGA, TENNESSEE  
ANALYSIS OF GENERAL OBLIGATION DEBT  
June 30, 2012

	Outstanding 7/1/2011	Interest Pd FY2012	Issued FY2012	Retired FY2012	Refunded FY2012	Outstanding 6/30/2012	Maturing FY 2013	Interest Payable FY 2013
<b>BUSINESS TYPE ACTIVITIES:</b>								
Interceptor Sewer System:								
Serial Bonds:								
1998 Sewer & Sewage Facilities Refunding	8,878,300.00	438,207.00		1,063,000.00		7,815,300.00	1,126,700	380,727
2002 Municipal Public Refunding	9,971,738.00	412,855.00		2,787,947.00		7,183,791.00	2,932,214	270,995
2002 Series A Refunding	5,609,785.00	195,462.00		1,983,640.00		3,626,145.00	1,945,736	106,957
2005A Municipal Public Improvement Refunding	11,010,067.00	550,258.00		2,038.00		11,008,029.00	9,335	550,031
<b>Total serial bonds</b>	<b>35,469,890.00</b>	<b>1,596,782.00</b>	<b>-</b>	<b>5,836,625.00</b>	<b>-</b>	<b>29,633,265.00</b>	<b>6,013,985</b>	<b>1,308,710</b>
Notes payable:								
1992 CSO State Revolving Loan	316,706.00	9,209.00		187,500.00		129,206.00	129,206	1,936
1998 State of Georgia Revolving Loan	3,678,673.00	142,484.00		700,748.00		2,977,925.00	400,255	113,163
2003 State Revolving Loan	29,647,402.00	859,624.00		1,758,249.00		27,889,153.00	1,811,364	806,508
2007-204 State Revolving Loan	13,000,000.00	347,451.00		368,037.00		12,631,963.00	502,836	346,032
<b>Total notes payable</b>	<b>46,642,781.00</b>	<b>1,358,768.00</b>	<b>-</b>	<b>3,014,534.00</b>	<b>-</b>	<b>43,628,247.00</b>	<b>2,843,661</b>	<b>1,267,639</b>
Capital leases payable:								
2001 Capital Lease City of Collegedale	96,119.00	5,367.00		28,286.00		67,833.00	30,133	3,520
<b>Total capital leases payable</b>	<b>96,119.00</b>	<b>5,367.00</b>	<b>-</b>	<b>28,286.00</b>	<b>-</b>	<b>67,833.00</b>	<b>30,133</b>	<b>3,520</b>
<b>Total Interceptor Sewer System</b>	<b>82,208,790.00</b>	<b>2,960,917.00</b>	<b>-</b>	<b>8,879,445.00</b>	<b>-</b>	<b>73,329,345.00</b>	<b>8,887,779</b>	<b>2,579,869</b>

CITY OF CHATTANOOGA, TENNESSEE  
ANALYSIS OF GENERAL OBLIGATION DEBT  
June 30, 2012

	Outstanding 7/1/2011	Interest Pd FY2012	Issued FY2012	Retired FY2012	Refunded FY2012	Outstanding 6/30/2012	Maturing FY 2013	Interest Payable FY 2013
<b>Solid Waste Fund:</b>								
Serial Bonds:								
2002 Municipal Public Improvement-Refunding	3,063,732.00	134,619.00	-	968,381.00	-	2,095,351.00	1,020,308	81,173
2005A Municipal Public Improvement Refunding	8,575,709.00	413,979.00	-	220,974.00	-	8,354,735.00	231,365	404,933
2006A Municipal Public Improvement	4,533,764.00	180,288.00	-	283,360.00	-	4,250,404.00	283,361	168,954
2007A Municipal Public Improvement Refunding	2,480,000.00	117,990.00	-	-	-	2,480,000.00	-	117,990
<b>Total serial bonds</b>	<b>18,653,205.00</b>	<b>846,876.00</b>	<b>-</b>	<b>1,472,715.00</b>	<b>-</b>	<b>17,180,490.00</b>	<b>1,535,034</b>	<b>773,050</b>
Notes payable:								
2003 TML Bond Fund	290,501.00	1,006.00	-	37,661.00	-	252,840.00	38,856	992
2004 TML Bond Fund	433,783.00	1,491.00	-	28,342.00	-	405,441.00	29,099	1,591
<b>Total Notes Payable</b>	<b>724,284.00</b>	<b>2,497.00</b>	<b>-</b>	<b>66,003.00</b>	<b>-</b>	<b>658,281.00</b>	<b>67,955</b>	<b>2,583</b>
<b>Total Solid Waste &amp; Sanitation Fund</b>	<b>19,377,489.00</b>	<b>849,373.00</b>	<b>-</b>	<b>1,538,718.00</b>	<b>-</b>	<b>17,838,771.00</b>	<b>1,602,989</b>	<b>775,633</b>
<b>Water Quality Fund</b>								
Serial Bonds:								
2002 Municipal Public Improvement-Refunding	2,289,528.00	100,601.00	-	723,672.00	-	1,565,856.00	762,476	60,661
2005A Municipal Public Improvement Refunding	5,278,665.00	259,478.00	-	66,086.00	-	5,212,579.00	70,981	256,737
2007A Municipal Public Improvement Refunding	750,000.00	35,682.00	-	-	-	750,000.00	-	35,682
<b>Total serial bonds</b>	<b>8,318,193.00</b>	<b>395,761.00</b>	<b>-</b>	<b>789,758.00</b>	<b>-</b>	<b>7,528,435.00</b>	<b>833,457</b>	<b>353,080</b>
Notes payable:								
1992 CSO State Revolving Loan	316,707.00	9,211.00	-	187,500.00	-	129,207.00	129,207	1,936
<b>Total Notes Payable</b>	<b>316,707.00</b>	<b>9,211.00</b>	<b>-</b>	<b>187,500.00</b>	<b>-</b>	<b>129,207.00</b>	<b>129,207</b>	<b>1,936</b>
<b>Total Water Quality Fund</b>	<b>8,634,900.00</b>	<b>404,972.00</b>	<b>-</b>	<b>977,258.00</b>	<b>-</b>	<b>7,657,642.00</b>	<b>962,664</b>	<b>355,016</b>
<b>Total Business-Type Activities</b>	<b>110,221,179.00</b>	<b>4,215,262.00</b>	<b>-</b>	<b>11,395,421.00</b>	<b>-</b>	<b>98,825,758.00</b>	<b>11,453,432</b>	<b>3,710,518</b>
<b>TOTAL GENERAL OBLIGATION DEBT</b>	<b>408,416,387.00</b>	<b>17,905,562.00</b>	<b>44,115,201.00</b>	<b>26,228,714.00</b>	<b>18,360,000.00</b>	<b>407,942,874.00</b>	<b>27,875,564</b>	<b>17,296,677</b>

CITY OF CHATTANOOGA, TENNESSEE  
ANALYSIS OF GENERAL OBLIGATION DEBT  
June 30, 2012

	Outstanding 7/1/2011	Interest Pd FY2012	Issued FY2012	Retired FY2012	Refunded FY2012	Outstanding 6/30/2012	Maturing FY 2013	Interest Payable FY 2013
<b>PRIMARY GOVERNMENT REVENUE BONDS AND OTHER DEBTS</b>								
Electric Power Board								
Revenue Bonds:								
2000 Electric System Revenue Bonds	1,600,000.00	40,000.00	-	1,600,000.00	-	-	-	-
2006B Electric System Refunding Revenue Bond	23,430,000.00	957,556.00	-	-	-	23,430,000.00	1,770,000	922,156
2006A Electric System Revenue Bonds	37,820,000.00	1,615,525.00	-	1,150,000.00	-	36,670,000.00	1,195,000	1,568,625
2008A Electric System Revenue Bonds	219,830,000.00	10,764,500.00	-	-	-	219,830,000.00	-	10,764,500
<b>Total Revenue Bonds</b>	<b>282,680,000.00</b>	<b>13,377,581.00</b>	<b>-</b>	<b>2,750,000.00</b>	<b>-</b>	<b>279,930,000.00</b>	<b>2,965,000</b>	<b>13,255,281</b>
Notes Payable								
2011 Secured Term Note	18,907,000.00	570,000.00	-	4,495,000.00	-	14,412,000.00	3,613,000	356,000
2011 Secured Term Note	-	227,000.00	7,500,000.00	187,000.00	-	7,313,000.00	-	206,227
<b>Total Notes Payable</b>	<b>18,907,000.00</b>	<b>797,000.00</b>	<b>7,500,000.00</b>	<b>4,682,000.00</b>	<b>-</b>	<b>21,725,000.00</b>	<b>3,613,000</b>	<b>562,227</b>
<b>Total Electric Power Board</b>	<b>301,587,000.00</b>	<b>14,174,581.00</b>	<b>7,500,000.00</b>	<b>7,432,000.00</b>	<b>-</b>	<b>301,655,000.00</b>	<b>6,578,000</b>	<b>13,817,508</b>
<b>Total Primary Government</b>	<b>710,003,387.00</b>	<b>32,080,143.00</b>	<b>51,615,201.00</b>	<b>33,660,714.00</b>	<b>18,360,000.00</b>	<b>709,597,874.00</b>	<b>34,453,564</b>	<b>31,114,185</b>
<b>COMPONENT UNITS</b>								
Revenue Bonds:								
Metropolitan Airport Authority:								
2009 Refunding	5,955,989.00	319,475.00	-	325,414.00	-	5,630,575.00	375,680	193,366
<b>Total Metropolitan Airport Authority</b>	<b>5,955,989.00</b>	<b>319,475.00</b>	<b>-</b>	<b>325,414.00</b>	<b>-</b>	<b>5,630,575.00</b>	<b>375,680</b>	<b>193,366</b>
Chatt Downtown Redevelopment Corporation:								
2007 Chatt Lease Rental Rev Ref Bonds	55,880,000.00	2,606,325.00	-	3,395,000.00	-	52,485,000.00	3,555,000	2,432,575
2010 Chatt Lease Rental Rev Ref Bonds	66,955,000.00	2,921,394.00	-	665,000.00	-	66,290,000.00	685,000	2,901,144
<b>Total Chatt. Downtown Redev. Corp.</b>	<b>122,835,000.00</b>	<b>5,527,719.00</b>	<b>-</b>	<b>4,060,000.00</b>	<b>-</b>	<b>118,775,000.00</b>	<b>4,240,000</b>	<b>5,333,719</b>
<b>Total Component Units</b>	<b>128,790,989.00</b>	<b>5,847,194.00</b>	<b>-</b>	<b>4,385,414.00</b>	<b>-</b>	<b>124,405,575.00</b>	<b>4,615,680</b>	<b>5,527,085</b>

# 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 2002/03 through 2011/12, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

General Obligation Bonds by Purpose	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Public Buildings Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer and Sewage Facilities	100,678,646	92,029,992	83,022,016	74,361,102	65,515,699	56,618,625	47,820,059	41,146,682	35,469,890	29,633,265
Municipal Public Improvement	181,276,354	174,535,008	167,682,984	159,728,898	177,464,301	170,276,376	205,134,941	207,398,317	192,940,110	207,386,735
Total Bonded Indebtedness	\$ 281,955,000	\$ 266,565,000	\$ 250,705,000	\$ 234,090,000	\$ 242,980,000	\$ 226,895,000	\$ 252,955,000	\$ 248,544,999	\$ 228,410,000	\$ 237,020,000
Other Long-Term Indebtedness										
General Obligation Capital Outlay Notes	24,399,322	41,145,146	39,608,208	46,145,255	47,232,935	48,101,287	56,874,396	57,203,522	54,248,514	50,529,623
Tennessee Municipal Bond Fund	5,339,097	6,619,343	19,424,258	18,664,185	25,781,445	27,604,081	25,801,938	24,260,141	21,983,141	19,700,320
Capital Leases	116,196,668	119,978,775	119,077,117	118,490,272	115,707,438	112,775,074	109,969,749	106,654,524	103,774,735	100,692,931
Gross Direct Indebtedness	\$ 427,890,087	\$ 434,308,264	\$ 428,814,583	\$ 417,389,713	\$ 431,701,818	\$ 415,375,442	\$ 445,601,083	\$ 436,663,186	\$ 408,416,390	\$ 407,942,874
Less: Self-Supporting Indebtedness	289,509,352	(3)	346,612,744	333,128,264	325,198,221	310,153,520	302,638,530	287,059,370	270,029,615	252,435,979
Debt Service Fund	4,988,142	5,222,704	6,471,929	7,139,208	8,871,564	8,925,003	8,925,003	4,870,365	4,954,374	652,699
Net Direct Indebtedness	\$ 133,392,593	\$ 75,522,735	\$ 75,729,910	\$ 77,122,241	\$ 97,632,033	\$ 96,296,919	\$ 134,037,550	\$ 144,733,451	\$ 133,432,401	\$ 154,854,196
Plus: Estimated Net Overlapping Indebtedness	96,147,876	107,821,749	97,486,316	87,645,429	89,393,466	136,287,686	149,048,842	154,968,909	148,698,012	152,555,047
Net Direct and Overlapping Indebtedness	\$ 229,540,469	\$ 183,344,484	\$ 173,216,226	\$ 164,767,669	\$ 187,025,499	\$ 232,584,605	\$ 283,086,392	\$ 299,702,360	\$ 282,130,413	\$ 307,409,243

## Notes:

(1) As of June 30, 2012 Capital Outlay Notes consist of \$40,650,322 State of Tennessee Revolving Loan for combined sewer overflow facilities; \$2,977,925 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion; \$3,661,000 HUD Sec 108 Note; \$323,821 Notes to Individual for land purchase; and \$9,478 Fire Hall Loan; \$27,871 for 2009 IDB Foreign Trade Zone; \$2,750,000 for 2010 VAAP Land Note.

(2) Capital leases as of June 30, 2012 includes the \$67,833 City of Collegedale for Sewer Easement, \$100,551,340 CDRC (Southside) Capital Lease and \$93,758 Golf Course Capital Lease (Golf

(3) In FY03, the \$54,990,000 Hotel/Motel Tax bonds were initially treated as general government supported. In FY04 and forward they are treated as self-supporting debt since there is a dedicated revenue stream to retire the debt.

CITY OF CHATTANOOGA  
**HISTORICAL DEBT RATIOS**  
6/30/2012 (unaudited)

Year ended June 30	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Estimated population(1)	155,582	155,289	154,853	154,762	168,293	169,884	170,880	171,349	167,674	167,674
Appraised property valuation	\$ 9,944,568,067	\$ 10,057,472,717	\$ 10,323,946,674	\$ 11,955,447,979	\$ 12,310,849,619	\$ 12,906,102,564	\$ 13,294,163,310	\$ 15,307,270,881	\$ 15,187,143,683	\$ 15,239,117,325
Assessed property valuation	3,260,023,356	3,237,183,936	3,319,249,168	3,860,452,959	3,968,157,371	4,048,760,875	4,167,163,278	4,845,694,497	4,808,789,510	4,820,825,577
Gross indebtedness (2)	427,890,087	434,308,264	428,814,582	417,389,712	431,701,818	415,375,442	445,601,083	436,663,186	408,416,390	407,942,874
Less: Self-supporting indebtedness(3)	344,499,352	353,562,825	346,612,744	333,128,264	325,198,221	310,153,520	302,638,530	287,059,370	270,029,615	252,435,979
Debt Service Fund	4,988,142	5,222,704	6,471,929	7,139,208	8,871,564	8,925,003	8,925,003	4,870,365	4,954,374	652,699
Net direct indebtedness	78,402,593	75,522,735	75,729,909	77,122,240	97,632,033	96,296,919	134,037,550	144,733,451	133,432,402	154,854,196
Plus: Estimated net overlapping indebtedness	96,147,876	107,821,749	97,486,316	87,645,429	89,393,466	136,287,686	149,048,842	154,968,909	148,698,012	152,555,047
Net direct and overlapping indebtedness	\$ 174,550,469	\$ 183,344,485	\$ 173,216,225	\$ 164,767,668	\$ 187,025,499	\$ 232,584,605	\$ 283,086,392	\$ 299,702,360	\$ 282,130,414	\$ 307,409,243
Gross debt per capita	\$ 2,750.25	\$ 2,796.77	\$ 2,769.17	\$ 2,696.98	\$ 2,565.18	\$ 2,445.05	\$ 2,607.68	\$ 2,548.38	\$ 2,435.78	\$ 2,432.95
Net direct debt per capita	503.93	486.34	489.04	498.33	580.13	566.84	784.40	844.67	795.78	923.54
Net direct and overlapping debt per capita	1,121.92	1,180.67	1,118.58	1,064.65	1,111.31	1,369.08	1,656.64	1,749.08	1,682.61	1,833.37
Gross debt to appraised valuation	4.30%	4.32%	4.15%	3.49%	3.51%	3.22%	3.35%	2.85%	2.69%	2.68%
Net direct debt to appraised valuation	0.79%	0.75%	0.73%	0.65%	0.79%	0.75%	1.01%	0.95%	0.88%	1.02%
Net direct debt and overlapping debt to appraised valuation	1.76%	1.82%	1.68%	1.38%	1.52%	1.80%	2.13%	1.96%	1.86%	2.02%
Gross debt to assessed valuation	13.13%	13.42%	12.92%	10.81%	10.88%	10.26%	10.69%	9.01%	8.49%	8.46%
Net direct debt to assessed valuation	2.40%	2.33%	2.28%	2.00%	2.46%	2.38%	3.22%	2.99%	2.77%	3.21%
Net direct and overlapping debt to assessed valuation	5.35%	5.66%	5.22%	4.27%	4.71%	5.74%	6.79%	6.18%	5.87%	6.38%

(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, 800 MHz Equipment Capital Lease.

## Debt Service Fund Revenues

Fiscal Years 2010-2013

Revenue Source	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13	Budget '13 Inc/(Dec)	% Change FY 12/13	% of Total
Debt Service (Fund 3100):							
General Fund	10,906,307	15,494,469	10,300,000	16,942,222	6,642,222	64.49	76.18
Trfrs-Safety Cap Project Fd	1,910	1,563	5,639	5,639	-	0.00	0.03
Hamilton County	477,852	474,423	476,834	473,170	(3,664)	(0.77)	2.13
Miscellaneous Revenue	342,145	322,708	183,881	350,681	350,681	0.00	1.58
911 Communication	200,000	200,000			-	0.00	0.00
City Hotel/Motel Tax	2,685,160	3,320,547	4,094,506	4,001,667	(92,839)	(2.27)	17.99
CDBG (Fannie Mae Loan)	497,232	488,494	457,540	467,434	9,894	2.16	2.10
Homeland Security Grant	608,759	-	-	-	-	0.00	0.00
Use of Fund Balance	4,054,639	-	4,100,000	-	(4,100,000)	(100.00)	0.00
<b>Total Debt Service Fund</b>	<b>\$19,774,004</b>	<b>\$20,302,204</b>	<b>\$19,618,400</b>	<b>\$22,240,813</b>	<b>2,622,413</b>	<b>13.37</b>	<b>100.00</b>
Grand Total	<b>\$19,774,004</b>	<b>\$20,302,204</b>	<b>\$19,618,400</b>	<b>\$22,240,813</b>	<b>2,622,413</b>	<b>13.37</b>	<b>100.00</b>

## Debt Service Fund Expenditures

Fiscal Years 2010-2013

Expenditures	Actual FY 09/10	Actual FY 10/11	Budget FY 11/12	Budget FY 12/13	Budget '13 Inc/(Dec)	% Change FY 12/13	% of Total
Debt Service (Fund 3100):							
Principal	9,591,680	13,007,185	12,762,130	14,828,125	2,065,995	15.88	66.67
Interest	6,236,742	7,096,207	6,756,270	7,302,688	546,418	7.70	32.83
Service Charges	96,302	114,804	100,000	110,000	10,000	8.71	0.49
<b>Total Debt Service Fund</b>	<b>\$15,924,724</b>	<b>\$20,218,196</b>	<b>\$19,618,400</b>	<b>\$22,240,813</b>	<b>\$2,622,413</b>	<b>13.37</b>	<b>100.00</b>
Grand Total	<b>\$15,924,724</b>	<b>\$20,218,196</b>	<b>\$19,618,400</b>	<b>\$22,240,813</b>	<b>\$2,622,413</b>	<b>13.37</b>	<b>100.00</b>
Per Capita	93.19	117.99	117.00	132.64			



# Capital Project Funds

## Fund Structure

The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of budgeting is modified accrual. Included funds are Safety, Public Works, Parks & Recreation, General Government, Education, Arts & Culture, Interceptor Sewer, Solid Waste and Water Quality and the Chattanooga Downtown Redevelopment Corporation.

FY 2012 Approved Capital Budget was as follows:

General Government	\$ 14,344,988
Parks & Recreation	3,090,378
Education, Arts & Culture	700,000
Public Works	18,134,238
Fire (Safety)	800,000
Interceptor Sewer Fund	8,900,000
Solid Waste Fund	6,881,000
Water Quality Fund	1,500,000
Chattanooga Downtown Redevelopment Corp	<u>1,320,000</u>
	\$ 55,670,604

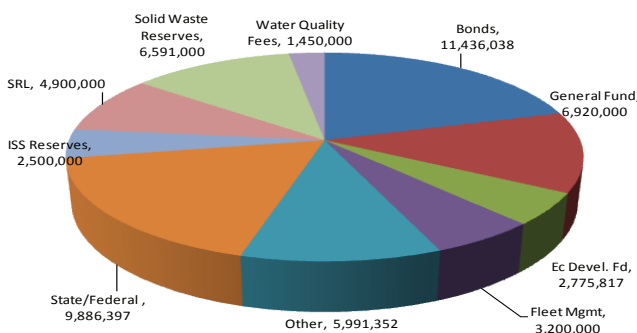
The FY13 Capital budget is as follows:

<b>Revenue FY13</b>	
Bonds	\$ 14,537,469
General Fund	2,622,500
Economic Development	2,628,542
Fleet Management Fund	2,000,000
Health and Wellness Fund	2,000,000
Hotel Motel Tax Bonds	8,000,000
Other	5,467,500
State & Federal Grants	20,886,079
Interceptor Sewere Reserves	5,350,000
State Revolving Loan	33,100,000
Solid Waste Reserves	<u>50,000</u>
	\$ 96,642,090

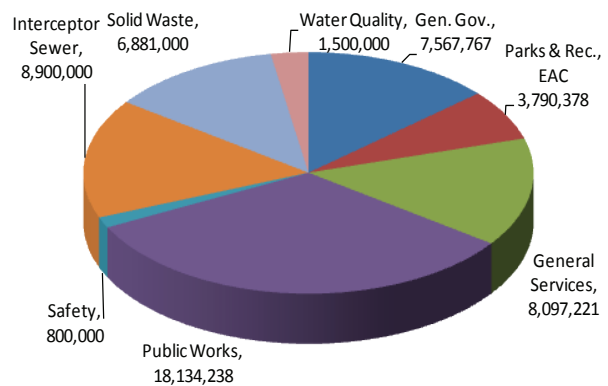
<b>Appropriation FY13</b>	
General Government	\$ 7,426,000
Parks & Recreation	2,553,000
Education, Arts & Culture	500,000
Public Works	30,857,090
Police (Safety)	3,150,000
Interceptor Sewer Fund	38,450,000
Solid Waste Fund	50,000
Water Quality Fund	5,656,000
Chattanooga Development Resource Corp	<u>8,000,000</u>
	\$ 96,642,090

## Fiscal Year Budget 2012/2013 \$96,642,090

*Revenues*



*Appropriations*



## Capital Fund Revenues

Fiscal Years 2010 - 2013

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '13	%	%
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	INC/(DEC)	CHANGE FY 12/13	OF TOTAL
General Fund Fund Balance	8,961,261	1,163,500	6,920,000	2,622,500	(4,297,500)	-62.1%	2.71%
State/Federal Grants	3,802,069	3,766,165	9,886,397	20,886,079	10,999,682	111.3%	21.61%
Economic Development Fund	2,999,500	2,077,131	2,775,817	2,628,542	(147,275)	-5.3%	2.72%
General Obligation Bonds	8,177,086	9,272,663	11,436,038	14,537,469	3,101,431	27.1%	15.04%
Fleet Lease Program	3,000,000	6,390,000	3,200,000	2,000,000	(1,200,000)	-37.5%	2.07%
Hotel/Motel Tax Collections	0	350,000	1,200,000	8,000,000	6,800,000	566.7%	8.28%
Medical Megafund	0	0	3,500,000	2,000,000	(1,500,000)	-42.9%	2.07%
Interest Income	312,585	0	530,000	0	(530,000)	-100.0%	0.00%
Interceptor Sewer Reserves	10,804,000	0	2,500,000	5,350,000	2,850,000	114.0%	5.54%
State Revolving Loan	0	0	4,900,000	33,100,000	28,200,000	575.5%	34.25%
Solid Waste Fund	0	1,607,502	6,591,000	50,000	(6,541,000)	-99.2%	0.05%
Water Quality Fund	0	11,500,000	1,450,000	0	(1,450,000)	-100.0%	0.00%
Other	4,140,035	1,158,015	781,352	5,467,500	4,686,148	599.7%	5.66%
	<b>\$42,196,536</b>	<b>\$37,284,976</b>	<b>\$55,670,604</b>	<b>\$96,642,090</b>	<b>40,971,486</b>	<b>73.6%</b>	<b>100.00%</b>
Grand Total	<b>\$42,196,536</b>	<b>\$37,284,976</b>	<b>\$55,670,604</b>	<b>\$96,642,090</b>	<b>40,971,486</b>	<b>73.6%</b>	<b>100.00%</b>

## Revenues

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

Funding for the FY 2009 Capital Budget is provided by the General Fund Fund Balance of \$7,956,413, General Obligation Bond Fund \$10,000,000, State of Tennessee and Federal grants of \$5,206,874, Economic Development Fund \$2,925,688, Hotel Motel Tax \$2,000,000, Water Quality Fund \$775,000, Solid Waste Fund \$300,000 and funds from foundations and other sources in the amount of \$4,628,274.

Funding for the FY 2010 Capital Budget is provided by the General Fund Fund Balance of \$9,461,261, General Obligation Bond Fund \$6,713,945 State of Tennessee and Federal grants of \$6,755,442, Economic Development Fund \$2,999,500, Economic Development Recovery Bonds \$6,813,000, Fleet Lease Program \$3,000,000, Interest Income \$300,000 Interceptor Sewer Fund Reserves \$10,804,000 and funds from Foundations and other sources in the amount of \$12,822,373.

Funding for the FY 2011 Capital Budget is provided by the General Fund of \$1,000,000, General Obligation Bonds \$16,247,465 State of Tennessee and Federal grants of \$4,517,092, Economic Development Fund \$2,157,131, Fleet Lease Program \$2,000,000, State Revolving Loan \$15,100,000, Solid Waste Fund reserves \$765,000, Water Quality Reserves \$11,500,000, Hotel Motel Tax \$350,000 and funds from Foundations and other sources in the amount of \$1,158,015.

Funding for the FY 2012 Capital Budget is provided by the General Fund of \$6,920,000, General Obligation Bonds \$11,436,038 State of Tennessee and Federal grants of \$9,886,397, Economic Development Fund \$2,775,817, Fleet Lease Program \$3,200,000, Medical Megafund \$3,500,000 State Revolving Loan \$4,900,000, Interceptor Sewer Reserves \$2,500,000, Solid Waste Fund reserves \$6,591,000, Water Quality Reserves \$1,450,000, Hotel Motel Tax \$1,200,000 and funds from Foundations and other sources in the amount of \$1,311,352.

Funding for the FY 2013 Capital Budget is provided by the General Fund of \$2,622,500, General Obligation Bonds \$14,537,469, Hotel/Mote Tax bonds \$8,000,000, State of Tennessee and Federal grants of \$20,886,079, Economic Development Fund \$2,628,542, Fleet Lease Program \$2,000,000, Health and Wellness Fund \$2,000,000, State Revolving Loan \$33,100,000, Interceptor Sewer Reserves \$5,350,000, Solid Waste Fund reserves \$50,000, other municipalities and funds from Foundations and other sources in the amount of \$5,467,500.

## Capital Fund Expenditures

Fiscal Years 2010 - 2013

Expenditures	Actual	Actual	Budget	Budget	%		%
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	BUDGET '13 INC/(DEC)	CHANGE FY 12/13	
Police	508,710	267,602	400,000	3,150,000	2,750,000	688%	3.26%
Fire	2,694,511	2,677,861	400,000	0	(400,000)	-100%	0.00%
Public Works	12,614,425	10,905,096	18,134,238	30,857,090	12,722,852	70%	31.93%
Parks & Recreation	3,134,253	2,767,197	3,090,378	2,553,000	(537,378)	-17%	2.64%
Education, Arts & Culture	281,779	10,840	700,000	500,000	(200,000)	-29%	0.52%
General Government	3,171,681	2,839,831	14,344,988	5,105,000	(9,239,988)	-64%	5.28%
General Services	0	0	0	2,321,000	2,321,000	N/A	2.40%
Chattanooga Downtown Redevelopment Corp	811,005	206,075	1,320,000	8,000,000	6,680,000	506%	8.28%
Interceptor Sewer Fund	7,038,012	7,710,754	8,900,000	38,450,000	29,550,000	332%	39.79%
Solid Waste Fund	705,532	356,033	6,881,000	50,000	(6,831,000)	-99%	0.05%
Water Quality Fund	352,089	10,429,985	1,500,000	5,656,000	4,156,000	277%	5.85%
<b>Total Capital Projects</b>	<b>\$31,311,997</b>	<b>\$38,171,274</b>	<b>\$55,670,604</b>	<b>\$96,642,090</b>	<b>\$40,971,486</b>	<b>73.6%</b>	<b>100.00%</b>
Grand Total	<b>\$31,311,997</b>	<b>\$38,171,274</b>	<b>\$55,670,604</b>	<b>\$96,642,090</b>	<b>40,971,486</b>	<b>73.6%</b>	<b>100.00%</b>

# 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.

### GENERAL GOVERNMENT

<b>FY 2013 Budget</b>	<b>\$ 5,105,000</b>
<b>% of Total Capital Budget</b>	<b>5.28%</b>
<b>Decline From FY 2012</b>	<b>(1,142,767)</b>
<b>% Change</b>	<b>-18.29%</b>

The FY 2013 General Government budget includes funding for Chattanooga Area Regional Transit Authority, city wide vehicle replacement, various building renovation, Information Services software upgrades, The Public Library HVAC, MESH (wireless) network and a continued construction for the new City health facility.

### POLICE

<b>FY 2013 Budget</b>	<b>\$ 3,150,000</b>
<b>% of Total Capital Budget</b>	<b>3.26%</b>
<b>Growth From FY 2012</b>	<b>2,750,000</b>
<b>% Change</b>	<b>687.5%</b>

The FY 2013 appropriation for the Police Department

is for a new firing range. The current site must be vacated for the development of the Moccasin Bend National Park.

### PUBLIC WORKS (All Funds)

<b>FY 2013 Budget</b>	<b>\$75,013,090</b>
<b>% of Total Capital Budget</b>	<b>77.62%</b>
<b>Growth From FY 2012</b>	<b>39,597,852</b>
<b>% Change</b>	<b>111.81%</b>

The FY 2013 Public Works capital appropriation reflects the City's street rehab program, replacement of city-wide services equipment and infrastructure improvements for the City's Enterprise South Industrial Park, implementation of a regional ITS signalization system and Traffic Operations Center, Closure of City landfill cell, Summit Landfill gas generation facility to supply the Volkswagen plant, upgrade of the Interceptor and Water Quality systems.

### PARKS & RECREATION

<b>FY 2013 Budget</b>	<b>\$ 2,553,000</b>
<b>% of Total Capital Budget</b>	<b>2.6%</b>
<b>Decline From FY 2012</b>	<b>(537,378)</b>
<b>% Change</b>	<b>-17.39%</b>

The FY 2013 Parks & Recreation Department

appropriation includes improvements in City parks, recreation centers, Greenway system, continued development of new Hixson Recreation Center and Summit of Softball complex.

### **EDUCATION, ARTS & CULTURE**

<b>FY 2013 Budget</b>	<b>\$ 500,000</b>
<b>% of Total Capital Budget</b>	<b>0.52%</b>
<b>Decrease From FY 2012</b>	<b>(200,000)</b>
<b>% Change</b>	<b>-28.57%</b>

This appropriation is to fund the roof replacement at two facilities Memorial Auditorium and Tivoli Theatre.

### **CHATTANOOGA DOWNTOWN REDEVELOPMENT CORP.**

<b>FY 2013 Budget</b>	<b>\$ 8,000,000</b>
<b>% of Total Capital Budget</b>	<b>8.28%</b>
<b>Growth From FY 2012</b>	<b>6,680,000</b>
<b>% Change</b>	<b>506.1%</b>

This appropriation is to fund repair of the Ross' Landing Riverfront hardedge.

# Capital Project Detail

## General Government

Recommended Projects	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	5 Year Plan Total
<b>General Government</b>	<b>5,105,000</b>	<b>3,145,000</b>	<b>574,000</b>	<b>500,000</b>	<b>500,000</b>	<b>9,824,000</b>
Library - Central HVAC & Lighting	400,000	600,000	-	-	-	1,000,000
CARTA Match Funds	800,000	1,400,000	500,000	500,000	500,000	3,700,000
Fortwood Center	50,000	-	-	-	-	50,000
WellAdvantage Healthcare Center	2,000,000	-	-	-	-	2,000,000
Information Services	1,855,000	895,000	74,000	-	-	2,824,000
Eastgate Branch Relocation	-	250,000	-	-	-	250,000

### General Government

<b>FY 2013 Appropriation:</b>	<b>\$5,105,000</b>
<b>% of Capital Funds:</b>	<b>5.38%</b>
<b>Decrease From FY 12:</b>	<b>(1,142,767)</b>
<b>% Change:</b>	<b>-18.29%</b>

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 requests or decisions. This year requests were \$5,941,000. Approved FY13 appropriations in the General Government Capital area include:

#### **Library - Central HVAC & Lighting**

<b>FY 2013 Appropriation:</b>	<b>\$400,000</b>
<b>Funding source:</b>	<b>Other Sources - Fund Balance Reserves</b>
<b>Prior Years Appropriations:</b>	<b>None</b>
<b>Total Project Cost:</b>	<b>\$400,000</b>

This appropriation is to help fund the Chattanooga Public Library with its HVAC capital needs.

**Impact on operating budget:** None - one time funding

#### **CARTA**

<b>FY 2013 Appropriation:</b>	<b>\$600,000</b>
<b>Funding source:</b>	<b>Economic Development</b>
<b>Prior Years Appropriations:</b>	<b>\$ 9,824,617</b>
<b>Total Project Cost:</b>	<b>\$10,424,617</b>

This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs.

**Impact on operating budget:** None - these are one time funded projects for supported agencies

# Capital Project Detail

## Fortwood Center

<b>FY 2013 Appropriation:</b>	<b>\$ 50,000</b>
<b>Funding source(s):</b>	<b>General Fund</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ 200,000</b>
<b>Total Project Cost:</b>	<b>\$ 250,000</b>

This appropriation is the fourth year of a 5 year commitment to help fund capital upgrades for the Fortwood Center.  
**Impact on operating budget:** None

## WellAdvantage Healthcare Center

<b>FY 2013 Appropriation:</b>	<b>\$ 2,000,000</b>
<b>Funding source(s):</b>	<b>Health and Wellness Fund</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ 3,500,000</b>
<b>Total Project Cost:</b>	<b>\$ 5,500,000</b>

This appropriation is to fund the City's new employee health center inclusive of clinic, pharmacy, and fitness facility.  
**Impact on operating budget:** Additional Building Maintenance and Utilities estimated between \$100,000 - \$300,000

## Information Services

<b>FY 2013 Appropriation:</b>	<b>\$ 1,855,000</b>
<b>Funding source(s):</b>	<b>\$ 50,000 General Fund</b> <b>\$ 1,805,000 General Obligation Bonds</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$16,044,386</b>
<b>Total Project Cost:</b>	<b>\$17,899,386</b>

This appropriation funds Network Infrastructure upgrade, ERP Software upgrade (Oracle - R12), Final phase of Time Clock implementation, 311 software, Human Resources Management-Self Service Enhancement System, and Wireless.

**Impact on operating budget:** Software Maintenance and upgrades estimated between \$250,000 - \$500,000



# Capital Project Detail

## General Services

Recommended Projects	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	5 Year Plan Total
<b>General Services</b>	<b>2,321,000</b>	<b>2,095,000</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>6,416,000</b>
City Hall Campus	286,000	-	-	-	-	286,000
Bessie Smith Hall	35,000	-	-	-	-	35,000
Fleet Leasing Program	2,000,000	2,095,000	2,000,000	-	-	6,095,000

### General Services

<b>FY 2013 Appropriation:</b>	<b>\$2,321,000</b>
<b>% of Capital Funds:</b>	<b>2.40%</b>
<b>Decrease From FY 12:</b>	<b>(5,776,221)</b>
<b>% Change:</b>	<b>-71.34%</b>

General Services is responsible for the City's buildings and vehicle lease program to buy vehicles for all the departments in the city except the fire department. This year requests were \$6,730,500. Approved FY13 appropriations in the General Services Capital area include:

#### City Hall Campus

<b>FY 2013 Appropriation:</b>	<b>\$ 286,000</b>
<b>Funding source(s):</b>	<b>General Obligation Bonds</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$12,569,216</b>
<b>Total Project Cost:</b>	<b>\$12,855,216</b>

This appropriation is for the building, maintenance, and upkeep of on campus City facilities. The appropriation specifically focused on purchase of a new chiller for City Hall and new energy windows and boiler for City Hall Annex  
**Impact on operating budget:** Cost savings expected to exceed \$50,000.

#### Bessie Smith Hall

<b>FY 2013 Appropriation:</b>	<b>\$ 35,000</b>
<b>Funding source(s):</b>	<b>\$ 17,500 General Fund</b>
	<b>\$ 17,500 External Sources - Hamilton County</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ -0-</b>
<b>Total Project Cost:</b>	<b>\$ 35,000</b>

This appropriation is to fund a new boiler for heating at the facility.  
**Impact on operating budget:** None

#### Fleet Leasing Program

<b>FY 2013 Appropriation:</b>	<b>\$ 2,000,000</b>
<b>Funding source(s):</b>	<b>Fleet Services Fund</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$25,732,323</b>
<b>Total Project Cost:</b>	<b>\$27,732,323</b>

The vehicle replacement program fund portion of all light/medium duty vehicles, in-car camera systems and mounts, and fund heavy equipment replacement.

**Impact on operating budget:** The vehicle replacement program results in lower operating, maintenance, and fuel costs along with a safer fleet operations. Cost savings expected to exceed \$50,000.

# Capital Project Detail

## POLICE

Recommended Projects	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	5 Year Plan Total
<b>Police Department</b>	<b>3,150,000</b>	<b>495,000</b>	<b>1,070,000</b>	<b>670,000</b>	<b>495,000</b>	<b>5,880,000</b>
Whole Dehumidification System (mold)	100,000	-	-	-	-	100,000
Rangs	3,050,000	-	-	-	-	3,050,000
Motorola Portable Digital Radios	-	95,000	95,000	95,000	95,000	380,000
In-car Laptop Computers	-	400,000	400,000	400,000	400,000	1,600,000
Police Service Center Parking Lots	-	-	400,000	-	-	400,000
Annex Renovation & Expansion	-	-	175,000	175,000	-	350,000

### Police Department

<b>FY 2013 Appropriation:</b>	<b>\$3,150,000</b>
<b>% of Capital Funds:</b>	<b>3.26%</b>
<b>Increase From FY 12:</b>	<b>2,750,000</b>
<b>% Change:</b>	<b>687.50%</b>

Police is responsible for the City's police protection. This year requests were \$21,270,000. Approved FY13 appropriations in the Police Capital area include:

### **Whole Dehumidification System for Major Crimes**

<b>FY 2013 Appropriation:</b>	<b>\$ 100,000</b>
<b>Funding source(s):</b>	<b>General Fund</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ -0-</b>
<b>Total Project Cost:</b>	<b>\$ 100,000</b>

This appropriation is for the design & configure a whole dehumidification system for Major Crimes. To include space humidity and CO2 sensores for the purpose of monitoring the acutal conditions. To install automatic damper control system that would be controlled by CO2 levels in the controlled space, The purchase and installation of all equipment for this project

**Impact on operating budget:** None

### **Firing Range**

<b>FY 2013 Appropriation:</b>	<b>\$ 3,050,000</b>
<b>Funding source(s):</b>	<b>\$ 900,000 General Obligation Bonds</b>
	<b>\$ 100,000 Economic Development</b>
	<b>\$ 2,050,000 External Sources - Federal Grants</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ -0-</b>
<b>Total Project Cost:</b>	<b>\$ 3,050,000</b>

Relocate present Chattanooga Police Department range. Congressman Wamp is in process of researching additional funding, there is so far 500,000 grant for lead recovery system.

**Impact on operating budget:** Additional Building Maintenance and Utilities estimated between \$50,000 - \$100,000

# Capital Project Detail



Range



Annex Renovation



Service Center Renovation/Expansion

## Police Request



Parking Lot Repair



Service Center Exterior Repair

# Capital Project Detail

## Fire

Recommended Projects	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	5 Year Plan Total
<b>Fire Department</b>	<b>0</b>	<b>2,300,000</b>	<b>1,810,000</b>	<b>3,492,000</b>	<b>3,182,000</b>	<b>10,784,000</b>
Apparatus	-	-	500,000	500,000	1,000,000	2,000,000
Station Generators	-	-	160,000	80,000	80,000	320,000
Fire Station Major Improvements	-	-	150,000	50,000	50,000	250,000
Nederman System	-	-	-	-	52,000	52,000
Turnout Gear	-	-	-	572,000	-	572,000
Fire Service Expansion	-	2,300,000	1,000,000	2,290,000	2,000,000	7,590,000

### Fire Department

**FY 2013 Appropriation:**

**\$ -0-**

**% of Capital Funds:**

**0%**

**Decrease From FY 12:**

**400,000**

**% Change:**

**-100%**

Fire is responsible for the City's fire protection. This year requests were \$11,037,500. Approved FY13 appropriations in the Fire Capital were delayed until future dates. See proposed 5 year plan above for anticipated need for the future.



# Capital Project Detail



Upgrade Fire Apparatus (1982 Ladder Truck)



# Capital Project Detail



Shallowford Road/Jenkins Road



Central Avenue Extension

## Roadway Projects



ESIP Intersection Improvements



Goodwin Drive Extension



Wilcox Tunnel



# Capital Project Detail

## Public Works

Recommended Projects	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	5 Year Plan Total
<b>Public Works</b>	<b>75,013,090</b>	<b>122,483,860</b>	<b>83,525,804</b>	<b>76,305,804</b>	<b>42,474,000</b>	<b>399,802,558</b>
Paving of Streets	1,788,000	2,000,000	2,000,000	2,000,000	2,000,000	9,788,000
City Wide Services Equipment	-	1,015,000	820,000	350,000	-	2,185,000
ESIP Connector Road Extension	12,500,000	9,000,000				21,500,000
Traffic Engineering Projects	7,530,000	7,250,000	7,650,000	7,650,000	150,000	30,230,000
Curbs, Gutters, and Sidewalks	1,992,587	1,300,000	2,050,000	1,800,000	300,000	7,442,587
Street Rehabilitation	7,046,503	16,115,851	24,995,804	27,655,804	14,550,000	90,363,962
Water Quality	5,656,000	8,826,009	9,920,000	9,600,000	2,500,000	36,502,009
Solid Waste	50,000	1,313,000	1,090,000	1,650,000	624,000	4,727,000
Interceptor Sewer	38,450,000	43,664,000	30,000,000	20,600,000	17,350,000	150,064,000
Wilcox Tunnel Rehab	-	32,000,000	5,000,000	5,000,000	5,000,000	47,000,000

### Public Works

<b>FY 2013 Appropriation:</b>	<b>\$75,013,090</b>
<b>% of Capital Funds:</b>	<b>77.62%</b>
<b>Increase From FY 12:</b>	<b>39,597,852</b>
<b>% Change:</b>	<b>111.81%</b>

Public Works is responsible for the City's infrastructure which includes the interceptor sewer, water quality system, collection and disposal of garbage & brush, building inspections, traffic management, signs, and markings. This year requests were \$156,557,363. Approved FY13 appropriations in the Public Works Capital area include major project is areas of :

### Paving Program

<b>FY 2013 Appropriation:</b>	<b>\$ 1,788,000</b>
<b>Funding source(s):</b>	<b>\$ 1,500,000 General Fund</b> <b>288,000 External Sources</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ 23,698,117</b>
<b>Total Project Cost:</b>	<b>\$ 25,486,117</b>

This appropriation funds the resurfacing of streets City wide. It also provides for replacement of pavement markings and traffic signal loop detector wiring damaged due to pavement milling and resurfacing.

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

### ESIP Connector Road Extention

<b>FY 2013 Appropriation:</b>	<b>\$12,500,000</b>
<b>Funding source(s):</b>	<b>\$ 1,250,000 General Obligation Bonds</b> <b>11,250,000 External Sources</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ 11,056,000</b>
<b>Total Project Cost:</b>	<b>\$ 21,556,000</b>

Extention of the EXIP Connector Roadway from Interstate 75 to Highway 58, the segment more specifically defined as Hickory Valley Road at Discovery Drive to the intersection of Hickory Valley Road at Highway 58. The roadway is proposed to be widened to 4 lanes with a multipurpose path on one side, commuter bicycle lanes, bridge section over Volzswagen rail yard, andn two roundabouts.

**Impact on operating budget:** This will improve the operating efficiency of traffic

# Capital Project Detail

## Traffic Engineering Projects

FY 2013 Appropriation:	\$ 7,530,000
Funding source(s):	\$ 130,000 General Fund 7,400,000 External Sources (CMAQ Grant)
Prior Year(s) Appropriations:	\$ 18,685,143
Total Project Cost:	\$ 26,215,143

This appropriation provides for modernization of existing signals and installation of new traffic signals and equipment. The current year contains an appropriation of CMAQ grant funds for phase 1 construction of a regional ITS Signalization System and Traffic Operations Center.

**Impact on operating budget:** None.

## Curbs, Gutters and Sidewalks

FY 2013 Appropriation:	\$ 1,992,587
Funding source(s):	\$ 400,000 General Fund \$ 1,175,000 General Obligation Bonds \$ 417,587 External Funding Sources (CDBG & Other)
Prior Year(s) Appropriations:	\$ 7,890,836
Total Project Cost:	\$ 9,883,423

This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.

**Impact on operating budget:** None.

## Street Rehabilitation

FY 2013 Appropriation:	\$ 7,046,503
Funding source(s):	\$ 300,000 General Fund \$ 2,517,469 General Obligation Bonds \$ 4,229,034 External Funding Sources (Other)
Prior Year(s) Appropriations:	\$ 56,699,968
Total Project Cost:	\$ 63,746,471

This appropriation will fund a program of major street rehabilitation within the City.

**Impact on operating budget:** This program of major street Improvements results in lower street maintenance costs

## Water Quality Fund

FY 2013 Appropriation:	\$ 5,656,000
Funding source(s):	General Obligation Bonds
Prior Year(s) Appropriations:	\$ 13,000,000
Total Project Cost:	\$ 18,656,423

This appropriation provides for expansion and upgrade of the City's storm water system to comply with Federal and State guidelines.

**Impact on operating budget:** None

# Capital Project Detail

## Solid Waste Fund

FY 2013 Appropriation:	\$ 50,000
Funding source(s):	Solid Waste Reserves
Prior Year(s) Appropriations:	\$ 7,646,000
Total Project Cost:	\$ 7,696,000

This appropriation provides for the purchase of new equipment, closure of a landfill cell and development of a methane gas generation facility for the Volkswagen plant.

**Impact on operating budget:** This will result in lower operations and maintenance cost.

## Interceptor Sewer Fund

FY 2013 Appropriation:	\$ 38,450,000
Funding source(s):	\$ 33,100,000 SRF Loan \$ 5,350,000 Sewer Reserves
Prior Year(s) Appropriations:	\$ 34,804,000
Total Project Cost:	\$ 69,254,000

This appropriation provides for the continuing program of upgrading the City's interceptor sewer system.

**Impact on operating budget:** None

# Capital Project Detail



# Capital Project Detail

## Education, Arts & Culture

Recommended Projects	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	5 Year Plan Total
<b>Education, Arts, &amp; Culture</b>	<b>500,000</b>	<b>700,000</b>	<b>1,200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>2,800,000</b>
Memorial Auditorium & Tivoli Repair & Maint.	500,000	200,000	200,000	200,000	200,000	1,300,000
Community Theatre Renovation	-	500,000	1,000,000	-	-	1,500,000

### Education, Arts, & Culture

<b>FY 2013 Appropriation:</b>	<b>\$ 500,000</b>
<b>% of Capital Funds:</b>	<b>0.52%</b>
<b>Decrease From FY 12:</b>	<b>(200,000)</b>
<b>% Change:</b>	<b>-28.57%</b>

Education, Arts, & Culture is responsible for the City's cultural educational programs and entertainment in public art, visual, and performing arts. This year requests were \$500,000. Approved FY13 appropriations in the EAC Capital area include major project in areas of :

### **Memorial Auditorium & Tivoli Repair and Maintenance**

<b>FY 2013 Appropriation:</b>	<b>\$ 500,000</b>
<b>Funding source(s):</b>	<b>General Obligation Bonds</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ 1,128,920</b>
<b>Total Project Cost:</b>	<b>\$ 1,628,920</b>

This appropriation provides funding to address the wear and tear issues in our two facilities. The major issues are carpet replacement needed at the Tivoli, decorative painting at both facilities, roof replacement is critical at Memorial Auditorium, and lighting and sound equipment upgrade.

**Impact on operating budget:** This will result in lower operations and maintenance cost.



# Capital Project Detail



Hixson Recreation Center



GREENWAY ACCESS  
South Chickamauga Creek  
City of Chattanooga



Enterprise South Nature Park



Summit of Softball



# Capital Project Detail

## Parks & Recreation

Recommended Projects	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	5 Year Plan Total
<b>Parks &amp; Recreation</b>	<b>2,553,000</b>	<b>408,000</b>	<b>2,600,000</b>	<b>750,000</b>	<b>4,661,000</b>	<b>10,972,000</b>
S. Chickamauga Creek Greenway	140,000	158,000	1,050,000	500,000	1,000,000	2,848,000
Zoo Improvements	250,000	250,000	250,000	250,000	250,000	1,250,000
Hixson Recreation Center	1,400,000	-	1,300,000	-	500,000	3,200,000
"Summit of Softball" Sports Complex	300,000	-	-	-	-	300,000
Roof Replacements	123,000	-	-	-	-	123,000
HVAC Systems	100,000	-	-	-	-	100,000
John A. Patten Park - Restrooms	75,000	-	-	-	-	75,000
St. Elmo Passive Park (Restrooms)	75,000	-	-	-	-	75,000
1st Street Redesign	90,000	-	-	-	-	90,000
Ross's Landing Park Visitor Services	-	-	-	-	500,000	500,000
Montague Park Development	-	-	-	-	1,311,000	1,311,000
Tyner Tournament Ballfield Complex	-	-	-	-	1,100,000	1,100,000

### Parks & Recreation

**FY 2013 Appropriation:** \$ 2,553,000  
**% of Capital Funds:** 2.64%  
**Decrease From FY 12:** (537,378)  
**% Change:** -17.39%

Parks & Recreation is responsible for the City's parks and public space maintenance including two golf courses, a tournament quality tennis complex and softball complexes. This year requests were \$21,121,063. Approved FY13 appropriations in the Park & Recreation Capital area include major project in areas of :

### South Chickamauga Creek Greenway

**FY 2013 Appropriation:** \$ 140,000  
**Funding source(s):** Economic Development Fund  
**Prior Year(s) Appropriations:** \$ 4,162,667  
**Total Project Cost:** \$ 4,302,667

Cover overages of current construction, design and engineering for Phase III; acquisition of Boyd property needed to continue extension as specified in plans. The next phase includes the connection from Faith Hill Road to the Brainerd Levee or from the Riverwalk to Hawthorne Street.

**Impact on operating budget:** This will result in lower operations and maintenance cost.

### Zoo Improvements

**FY 2013 Appropriation:** \$ 250,000  
**Funding source(s):** General Fund  
**Prior Year(s) Appropriations:** \$ 2,776,840  
**Total Project Cost:** \$ 3,026,840

This funding is a continuation of the Master Plan. Expansion of the Chatt Zoo including the addition of new exhibits, present agreement calls for an incentive match of Friends of Zoo (FOZ) raised funds by the City. These funds will be used to insure the City is in compliance with the terms of the loan agreement that states. There is potential

# Capital Project Detail

for additional credit to the loan, via a \$1 appropriation dollar per \$2 donation dollar contribution, per fiscal year, up to an amount of \$250,000.

**Impact on operating budget:** This will result in economic development.

## Hixson Recreation Center

<b>FY 2013 Appropriation:</b>	<b>\$ 1,400,000</b>
<b>Funding source(s):</b>	<b>General Obligation Bonds</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ 1,055,000</b>
<b>Total Project Cost:</b>	<b>\$ 1,455,000</b>

Project planning exercise completed in FY 2011. Demolition & site work FY 2012. Remodel 1972 gym, home economic area and Auditorium. Refinish floors and new HVAC. Initial minimal construction activity for lobby addition. Continue remodeling of existing saved spaces including the auditorium.

**Impact on operating budget:** This will result in lower operations and maintenance cost.

## Summit of Softball Sports Complex

<b>FY 2013 Appropriation:</b>	<b>\$ 300,000</b>
<b>Funding source(s):</b>	<b>Economic Development Fund</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ 11,558,319</b>
<b>Total Project Cost:</b>	<b>\$ 11,858,319</b>

Funds needed to support the overall completion of the project incorporating items that had to be removed from the original project scope. Completion of the initial plans which includes finishing items removed from the original construction plan due to funding limitations (playground, perimeter fencing, picnic shelter, walking trails, entrance road landscaping, bleachers, windscreens, additional trash receptacles, etc.).

**Impact on operating budget:** This will result in lower operations and maintenance cost.

## Roof Replacements

<b>FY 2013 Appropriation:</b>	<b>\$ 123,000</b>
<b>Funding source(s):</b>	<b>General Obligation Bonds</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ 922,500</b>
<b>Total Project Cost:</b>	<b>\$ 1,045,500</b>

This appropriation provides funding to address the wear and tear issues in our facilities. Glenwood and Warner Park Fieldhouse are priorities for this year.

**Impact on operating budget:** This will result in lower operations and maintenance cost.

## HVAC Systems

<b>FY 2013 Appropriation:</b>	<b>\$ 100,000</b>
<b>Funding source(s):</b>	<b>General Obligation Bonds</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ 197,281</b>
<b>Total Project Cost:</b>	<b>\$ 297,281</b>

This appropriation provides funding to address 2 facility areas that presently do not have air-conditioning. Conditions in these facilities during the summer months significantly limits programming opportunities.

# Capital Project Detail

**Impact on operating budget:** This will result in lower operations and maintenance cost.

## John A Patten Park & St. Elmo Passive Park Restrooms

<b>FY 2013 Appropriation:</b>	<b>\$ 150,000</b>
<b>Funding source(s):</b>	<b>\$ 75,000 General Obligation Bonds</b>
	<b>\$ 75,000 General Funds</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ -0-</b>
<b>Total Project Cost:</b>	<b>\$ 150,000</b>

This appropriation provides funding to address the Improvements that were recommended by the Master Plan completed in the early 1990s. Site work will be to provide outdoor restrooms to these locations.

**Impact on operating budget:** This will result in lower operations and maintenance cost.

## 1st Street Redesign

<b>FY 2013 Appropriation:</b>	<b>\$ 90,000</b>
<b>Funding source(s):</b>	<b>Economic Development &amp; Hamilton County</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ -0-</b>
<b>Total Project Cost:</b>	<b>\$ 90,000</b>

The 1st Street corridor from the Holmberg Bridge to Market Street is presently a pedestrian thoroughfare with an ADA vernacular. The visual and practical pedestrian connections between the Aquarium and the Hunter Museum needs further design and engineering consideration to be successful. Foundations will be solicited after a final design is completed. Present Handicap Accessibility is not present with the moving vernacular in-operative. This provides for the redesign and reconstruction of 1st Street in the Aquarium district of the Riverfront. Replacement of people mover (vernacular), construction of a new road and sidewalk, and alignment with new landscape and pavement applications.

**Impact on operating budget:** This will result in lower operations and maintenance cost.

Recommended Projects	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	5 Year Plan Total
Chatt Downtown Redevelop Corp.	8,000,000	600,000	0	0	0	8,600,000
Ross's Landing Riverfront Hardedge repairs	8,000,000	600,000	-	-	-	8,600,000

## Ross's Landing Riverfront Hardedge Repairs

<b>FY 2013 Appropriation:</b>	<b>\$ 8,000,000</b>
<b>Funding source(s):</b>	<b>Hotel/Motel Funding</b>
<b>Prior Year(s) Appropriations:</b>	<b>\$ 1,140,000</b>
<b>Total Project Cost:</b>	<b>\$ 9,140,000</b>

This funding will complete design and Engineering services to correct deficiencies as noted by study of the waterfront finished in FY12. This will also provide funding for construction and repairs to existing structure.

**Impact on operating budget:** This will result in lower operations and maintenance cost.

# CAPITAL BUDGET ORDINANCE

2ND READING 7-10-11  
 1ST READING  
 2ND READING

ORDINANCE NO. 12625

AN ORDINANCE APPROPRIATING, AUTHORIZING OR ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS BUDGET FOR THE FISCAL YEAR 2012/2013 AND TO AMEND THE FISCAL YEAR 2012/2013 BUDGET ORDINANCE NO. 12622.

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 2012/2013:

GENERAL GOVERNMENTAL FUNDS			
FROM	General Obligation Bonds	\$	8,881,469
	Hotel Motel GO Bonds		8,000,000
	General Fund		2,622,500
	Economic Development Fund		2,628,542
	Fleet Management Fund		2,000,000
	Medical Mega Fund		2,000,000
	Library Fund (1115)		400,000
	State of Tennessee (TDOT)		7,938,000
	State of Tennessee (TIP)		1,580,492
	Redistribute Capital Funds (6030)		250,000
	Redistribute Capital Funds (4016)		50,000
	Redistribute Capital Funds (4015)		25,000
	Capital Contribution (Hamilton County)		1,612,500
	Capital Contribution (Shallowford Area Property Owners)		100,000
	Capital Contribution (Lyndhurst Foundation)		430,000
	Capital Contribution (H C. Railroad Authority)		1,600,000
	Capital Contribution (Other local governments)		1,000,000
	Federal		11,050,000
	Community Development Block Grant		317,587
<hr/>			
TO	General Government & Supported Agencies	\$	5,105,000
	Department of Police		3,150,000
	Department of Public Works		30,857,090
	Department of Parks & Recreation		2,553,000
	Department of Education, Arts & Culture		500,000
	Department of General Services		2,321,000
	Chattanooga Downtown Redevelop Corp.		8,000,000
		<u>\$</u>	<u>52,486,090</u>
		<u>\$</u>	<u>52,486,090</u>

# CAPITAL BUDGET ORDINANCE

## PROPRIETARY FUNDS CAPITAL

FROM:	State Revolving Loan Fund	33,100,000	
	Interceptor Sewer System Reserves (Fund 6010)	5,350,000	
	Solid Waste Fund Reserves	50,000	
	General Obligation Bonds	5,656,000	
<hr/>			
TO:	Interceptor Sewer Fund	38,450,000	
	Solid Waste Fund	50,000	
	Water Quality Fund	5,656,000	
	TOTAL PROPRIETARY FUNDS	\$ 44,156,000	\$ 44,156,000
<hr/>			
	TOTAL CAPITAL BUDGET	\$ 96,642,090	\$ 96,642,090

~~SECTION 2.~~ That Ordinance No. 12622, the BUDGET ORDINANCE, be and is hereby amended as provided hereinafter.

SECTION 3. That the General Fund Estimated Revenue of said Ordinance be and is hereby amended as hereinafter set out:

	<u>Delete</u>	<u>Substitute in Lieu Thereof</u>
REVENUE FROM FUND BALANCE	\$ 0	\$ 1,122,500
AMENDED GENERAL FUND ESTIMATED REVENUE	<u>\$ 209,320,000</u>	<u>\$ 210,442,500</u>

SECTION 5. That Section 5 of said Ordinance be and is hereby amended as hereinafter set out:

	<u>Delete</u>	<u>Substitute in Lieu Thereof</u>
GENERAL FUND APPROPRIATIONS:		
General Government & Agencies	\$ 54,399,703	\$ 55,522,203
AMENDED TOTAL APPROPRIATION	<u>\$ 209,320,000</u>	<u>\$ 210,442,500</u>

# CAPITAL BUDGET ORDINANCE

	<u>Delete</u>	<u>Substitute in Lieu Thereof</u>
<hr/>		
GENERAL GOVERNMENT & SUPPORTED AGENCIES		
Capital Improvements	\$ <u>0</u>	\$ <u>1,122,500</u>
AMENDED GEN. GOVT. & SUPPORTED AGENCIES	\$ <u>54,399,703</u>	\$ <u>55,522,203</u>
AMENDED TOTAL APPROPRIATION	\$ <u>209,320,000</u>	\$ <u>210,442,500</u>

SECTION 3.

That Section 6 of said Ordinance be and is hereby amended as hereinafter set out:



	<u>Delete</u>	<u>Substitute in Lieu Thereof</u>
<hr/>		
1111 <u>ECONOMIC DEVELOPMENT EDUCATION FUND:</u>		
<u>ESTIMATED REVENUE</u>		
Economic Development Unreserved Fund Balance	\$ <u>0</u>	\$ <u>1,389,741</u>
Amended Total Revenue	\$ <u>11,639,000</u>	\$ <u>13,028,741</u>
<u>APPROPRIATIONS</u>		
Economic Development Capital Projects	\$ <u>1,238,801</u>	\$ <u>2,628,542</u>
Amended Total Appropriation	\$ <u>11,639,000</u>	\$ <u>13,028,741</u>
6010 <u>INTERCEPTOR SEWER OPERATIONS:</u>		
<u>ESTIMATED REVENUE</u>		
Interceptor Sewer Fund Reserves	\$ <u>0</u>	\$ <u>5,350,000</u>
Amended Total Revenue	\$ <u>50,923,117</u>	\$ <u>56,273,117</u>
<u>APPROPRIATIONS</u>		
Construction Trust Fund (6011)	\$ <u>0</u>	\$ <u>5,350,000</u>
Amended Total Appropriation	\$ <u>50,923,117</u>	\$ <u>56,273,117</u>



	<u>Delete</u>	<u>Substitute in Lieu Thereof</u>
6020 <u>SOLID WASTE &amp; SANITATION FUND:</u>		
ESTIMATED REVENUE		
Solid Waste & Sanitation Fund Reserves	\$ <u>0</u>	\$ <u>50,000</u>
Amended Total Revenue	\$ <u>6,233,755</u>	\$ <u>6,283,755</u>
 APPROPRIATIONS		
Appropriation to Capital	\$ <u>0</u>	\$ <u>50,000</u>
Amended Total Appropriation	\$ <u>6,233,755</u>	\$ <u>6,283,755</u>

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

PASSED July 10, 2012

  
 CHAIRPERSON  
 APPROVED  DISAPPROVED   
 DATE: 7/12, 2012  
  
 MAYOR

DM/SW/AD/MS

# Capital Project Detail

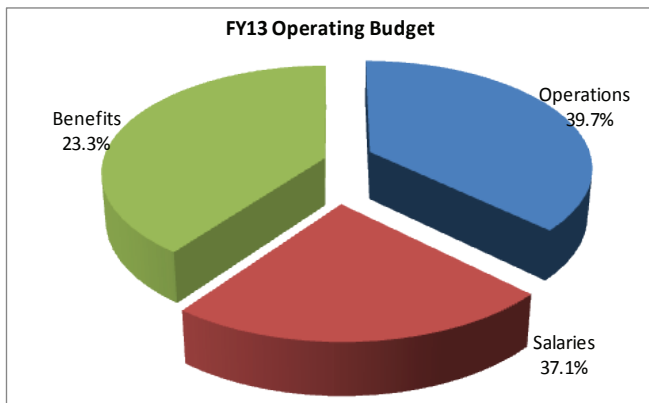


# Personnel Administration

Chattanooga's number one priority is to provide the most effective and efficient services to the citizens. Our program is designed to provide one with challenging and rewarding opportunities and a chance to build a career and future.

The City's compensation package includes: *salaries, major medical health insurance, life insurance, social security, retirement plans, deferred compensation plans, worker's compensation (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 60.4% of the total FY 2013 operating budget.



On July 20, 2010, Ordinance 12414 was passed modifying overtime pay, compensatory leave and personal leave accrual. All non-exempt employees are required to work their standard workweek or work period before they are eligible for overtime pay or premium compensatory leave. Non-exempt employees shall be able to elect to receive premium compensatory leave in lieu of overtime pay. Overtime compensation and premium compensatory time shall be paid or granted by the City as required by the Fair Labor Standards Act and shall be paid or earned at one-half times the employee's regular rate for hours worked over the established workweek or work period. Any paid time off shall not be used to calculate the total hours worked in determining overtime pay or premium compensatory leave during the workweek or work period.

In FY 2007, a pay-behind system was instituted where employees are paid one full pay period after the time is worked. This allows the city better use of computerized controls and brings the city into better compliance with the federal Fair Labor Standards Act.

Health Insurance. Chattanooga offers major medical health and hospitalization group plans to all full-time employees. Coverage begins on the first day of the first month coincident with or immediately following completion of 30 days of active employment starting 7/1/12. Currently, the City of Chattanooga contracts with Blue Cross Blue Shield of TN for employee medical coverage. The City offers a discount for having a non – tobacco status. If employees and their spouses are tobacco free, they receive a \$15 per month discount of their healthcare plan. The average monthly contribution for Network P by City employees with an individual policy will be \$96.68 per month, employee + child \$165.72 per month, employee + spouse \$186.40 per month and family \$264.20 per month. The average monthly contribution by City employees for Health Savings Account Plans with an individual policy will be \$47.24 per month, employee + child \$87.92 per month, employee + spouse \$90.84 per month and family \$134.48 per month.. The City also contributes a monthly amount into the employee's account.

Starting in FY13, City employees will have the option of selecting a discounted BCBST network for either their PPO or H.S.A plans. Network S is a regional BCBST network with hospitals and providers throughout the entire state of TN and in surrounding areas. The hospital systems in the Chattanooga area in Network S are Erlanger and Parkridge. The average monthly contribution for Network S by City employees with an individual policy will be \$88.56 per month, employee + child \$149.56 per month, employee + spouse \$169.36 per month and family \$238.20 per month. The average monthly contribution by City employees for Health Savings Account Plans with an individual policy will be \$40.88 per month, employee + child \$73.92 per month, employee + spouse \$76.84 per month and family \$121.48 per month.. The City also contributes a monthly amount into the employee's account.

Also starting in FY13, City employees will have the option of selecting a vision plan. The average monthly contribution for vision by City employees with an individual policy will be \$4.96 per month, employee + child \$10.24 per month, employee + spouse \$9.76 per month and family \$14.52 per month.

In FY 2013, employee's Major Medical Health and Hospitalization group plan cost will amount to \$36,214,238, with another \$2,634,676 projected to be spent on job injuries. City employees, retirees and their dependents who are covered under the City's health plan are eligible to utilize health providers and services

at one of the City's two on-site WellAdvantage clinics. 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 12/08) has resulted in a reduction of the costs that the City pays for its medical 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 clinics and pharmacy, a fitness center, an employee wellness incentive program. A new Wellness Program center that will combine our clinics, fitness center and pharmacy is set to open 1/1/13.

**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 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 medical benefits. Employees not eligible for post-retirement medical benefits as of July 1, 2010, shall be eligible for post-retirement medical benefits until they reach eligibility for Medicare. The surviving spouses of such retirees may continue to receive medical benefits until they become eligible for Medicare and surviving dependent children so 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 The Hartford, offers a death benefit of 100% of the employee's annual salary up to a maximum of \$50,000. For FY 2011, the cost of this life insurance benefit will be \$0.15 per \$1,000 of salary. Employees eligible for this benefit are full time employees who have been employed with the City for six months.

**Social Security (FICA).** All City employees are enrolled under the Social Security Act, except for sworn Fire & Police personnel. The City contributes the employer's share of 7.65% (6.20% Social Security and 1.45% Medicare) of earnings up to a maximum salary of \$106,800. 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 Hartford Life Insurance Company, ING, ICMA (International City/County Management Association) and Nationwide Retirement Solutions.

**Long Term Disability Insurance (LTD).** The City's LTD policy, administered through The Hartford, is offered in conjunction with the City's general pension board. The City pays one half of the monthly premium at a rate of \$0.205 per \$100 of covered salary. This benefit is offered to employees who have worked full time for six months. The age limit (62) was removed.

**Personal Leave.** Personal leave is a combination of annual, sick and holiday leave into one paid leave system. Employees can not accrue personal leave while receiving payments under the injured on duty program.

The City observes nine (9) paid holidays throughout its fiscal year. Holidays included are as followed:

- New Year's Day
- Martin Luther King's Birthday
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day After Thanksgiving
- Christmas Day

The City Council may also designate other special holidays.

The accrual period is on a bi-weekly basis. The accrual rate was changed adding 5 additional personal leave days.

Employees shall earn Personal Leave at the following rates:

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	11.08	12.31	13.54
Hours accrued Annually	288	320	352
Days accrued Annually	36	40	44

The following accrual schedule applies to employees in the Fire Department who are engaged in fire protection

and emergency response activities (based on working a twenty-four hour shift):

Years of Service:		
0 - 10	11-17	18 +
Hours accrued bi-weekly		
14.77	17.54	19.85
Hours accrued Annually		
384	456	516
Days accrued Annually		
32	38	43

Personal leave shall be earned by sworn fire fighting personnel who are not regularly scheduled to work a twenty-four hour shift and by sworn police personnel at the following rate:

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

Personal Leave shall be earned before it is taken. New employees shall earn Personal Leave after working one complete two week accrual period. Employees completing ten or seventeen years of employment shall earn Personal Leave at the new rate after working one full two week accrual period after his/her anniversary date. The maximum number of Personal Leave days that can be carried over from one accrual year to the next is 100. Every employee shall be eligible to carry over at the end of February (12 months beginning March 1st) no more than ten days (100 maximum) of personal leave in addition to his/her personal leave days carried over from the previous accumulation year. Any leave that is required to be taken, but not used, shall be deducted at the end of the respective leave year in which such leave was required to be taken.

Special Leaves with pay include: Reservists leave of absence, Court attendance, meetings to attend professional and technical institutions, or conferences, that are job-related and may contribute to the effectiveness of the employee's services, and educational leave less than 14 days (if longer than fourteen days must be approved by the City Council).

Unused Leave Pay. Upon retirement, unused personal leave shall be paid in cash, at the daily rate

of pay of the employee, not to exceed the maximum allowed.

Upon retirement because of disability, the employee is required to use their personal leave balance prior to beginning disability benefits.

Upon separation for reasons other than retirement, unused personal leave is paid, in cash, at the employee's daily rate of pay, not to exceed the maximum allowed.

Leave Buyback. Upon application of an employee, the City of Chattanooga may purchase back from its employees personal leave which they have accrued, but only under the following circumstances and conditions which must be agreed to by each employee seeking to sell the leave:

- No more than sixty (60) days of leave will be purchased from any employee during his/her lifetime;
- The City will pay to the employee seventy percent (70%) of the employees daily salary for each day of leave sold back to the City by the employee;
- The employee agrees in writing that the cap on the amount of days that employee is entitled to accumulate over his/her career will be reduced on a day-for-day basis for the number of days the City is purchasing;
- The city will not purchase any days which would lower the employees total accumulated leave below thirty (30) days;
- The practice of buying back leave will be subject to the availability of funds to do so at the time of the request, the determination of which availability will be at the sole discretion of the city administration; and
- Funds realized by employees from the sale of leave will be excluded from pension-eligible earnings.

## Personnel Changes

Fiscal Year 2008, the major personnel change was the implementation of a new pay plan. The plan was a result of an examination of all positions in the City. All City posi-



tions were placed in grades based on benchmarks for cities similar to Chattanooga. New positions were created in the 4000 series to better represent classifications citywide.

The Fiscal Year 2013 changes are as follows:

#### **General Government**

In fiscal year 2013, General Government Department has 90 positions and the overall number of positions did not change.

#### **Department of General Services**

In fiscal year 2013, General Services had 108 positions. There was 1 position moved from Purchasing to Administration. Purchasing added 1 Procurement Analyst position. General Services has 3 frozen position (1) Crew worker, (1) Asst. Director General Services, and (1) Special Project Coordinator.

#### **Department of Finance & Administration**

In fiscal year 2013, the Department of Finance & Administration has overall added no new positions this year.

#### **Department of Police**

In fiscal year 2013, unfortunately due to budgetary constraints still remains with 12 frozen sworn positions, this is the third year, since 2010.

#### **Department of Fire**

In the fiscal year 2013, the Fire Department added 15 new fire positions (one company) for a total of 446 positions.

#### **Department of Public Works**

In fiscal year 2013, Public Works has 16 frozen positions (3) Crew Worker 1, (1) Crew Worker 2, (1) Crew Supervisor 2, (1) Equip Operator 3, (2) Equipment Operator 4, (1) Refuse Collection Inspector, (1) Enigneering Coop, (1) Combination Inspector, (2) Admin Support Assist 1, (1) Construction Inspector 1, (1) Plumbing Inspector 1, and (1) Equipment Mechanic 3. The department had a net decrease of four (4) positions.

#### **Department of Parks and Recreation**

In fiscal year 2013, the Department of Parks and Recreation has 2 frozen positions, (2) Skatepark Assistant. The overall number of positions did not change. The department has a total of 230 positions, 187 in General Fund and 43 in Municipal Golf Course.

#### **Department of Personnel**

In fiscal year 2013, the Department of Personnel added a position that was vacated by Public Works so they now have 20 General Fund positions and 2 positions in the

Wellness Initiative.

#### **Department of Neighborhood Services**

In fiscal year 2013, the Manager of Codes and Neighborhood Relations position was eliminated and replaced with the Chief Code Enforcement Inspector Supervisor. The overall number of positions did not change. The department has a total of 35 positions, 28 in General Fund and 7 in Community Development.

#### **Executive Branch**

In fiscal year 2013, The Executive Branch added two (2) positions in General Fund for the Comprehensive Gang Initiative: (1) Coordinator CGI and (1) Assoc Coordinator CGI. The department has a total of 15 positions.

#### **Department of Education, Arts & Culture**

In fiscal year 2013, 1 frozen position (Crew Worker 1).

#### **Department of Human Services**

In fiscal year 2013, the Human Service Department added a net change of 2 positions. Administration (-1), Day Care (-2), Head Start (4), and Head Start Mental Health (1).

See summary below for breakdown by fund on the following pages.)



# City of Chattanooga

## Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	Change					Projected		
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015
<b>General Government &amp; Agencies</b>			<b>181</b>	<b>91</b>	<b>90</b>	<b>90</b>	<b>0</b>	<b>-91</b>	<b>90</b>	<b>90</b>
City Attorney's Office										
0000150	City Attorney	34	1	1	1	1	0	0	1	1
0002963	Receptionist	11.75	0	1	1	0	-1	0	0	0
0004037	Administrative Support Spec	10	0	4	4	6	2	6	6	6
0004127	Transportation Inspector	NP	0	1	0	0	0	0	0	0
0004130	Claims Investigator	18	0	1	1	1	0	1	1	1
0004131	Deputy City Attorney	30	0	1	1	1	0	1	1	1
0004132	Administrative Support Spec PT	NR	0	1	1	0	-1	0	0	0
0030020	Staff Attorney	25	0	4	5	5	0	5	5	5
			1	14	14	14	0	13	14	14
City Court Judicial I										
0000152	City Court Officer	NP	2	2	2	2	0	0	2	2
0000153	Judicial Assistant	\$23.30h	1	1	1	1	0	0	1	1
0020010	City Judge	NP	1	1	1	1	0	0	1	1
			4	4	4	4	0	0	4	4
City Court Judicial II										
0000152	City Court Officer	NP	2	2	2	2	0	0	2	2
0000153	Judicial Assistant	\$23.30h	1	1	1	1	0	0	1	1
0020010	City Judge	NP	1	1	1	1	0	0	1	1
			4	4	4	4	0	0	4	4
City Council										
0000159	Clerk to Council	NP	1	1	1	1	0	0	1	1
0000160	Management Analyst	NP	1	1	1	1	0	0	1	1
0000161	Assistant Clerk to Council	NP	1	1	1	1	0	0	1	1
0000163	Council Secretary	NP	1	1	1	1	0	0	1	1
0020100	Council Chairperson	NP	1	1	1	1	0	0	1	1
0020200	Council Vice Chairperson	NP	1	1	1	1	0	0	1	1
0020300	Council Member	NP	7	7	7	7	0	0	7	7
			13	13	13	13	0	0	13	13
Internal Audit										
0000084	Internal Auditor 1	19	3	3	3	3	0	0	3	3
0002117	Internal Auditor 2	21	1	1	1	1	0	0	1	1
0002118	Director, Internal Audit	29	1	1	1	1	0	0	1	1
0004037	Administrative Support Spec	10	1	1	1	1	0	0	1	1
			6	6	6	6	0	0	6	6
311 Call Center										
0002106	Customer Service Rep 2	8	1	1	1	1	0	0	1	1
0002107	Customer Service Rep 1	7	8	8	8	8	0	0	8	8
0002108	Customer Service Supervisor	15	1	1	1	1	0	0	1	1
0004008	Webmaster	20	1	1	1	1	0	0	1	1
			11	11	11	11	0	0	11	11
Information Services										
0000107	Chief Information Officer	33	1	1	1	1	0	0	1	1
0000108	Manager Application Services	28	1	1	1	1	0	0	1	1
0000109	Dep Chief Information Officer	29	1	1	1	1	0	0	1	1
0000110	Network Analyst	22	1	3	2	3	1	2	3	3
0000113	Manager IT Support Services	28	1	1	1	1	0	0	1	1
0000114	Network Engineer	17	1	1	1	1	0	0	1	1
0000115	Systems & Database Spec 2	23	2	2	2	2	0	0	2	2
0000116	Systems & Database Spec 1	22	1	2	2	2	0	1	2	2
0000117	Manager Network	27	1	1	1	1	0	0	1	1
0000119	Programmer 2	20	4	4	4	4	0	0	4	4
0000120	IT Support Services Supervisor	21	1	1	1	1	0	0	1	1
0000127	Programmer 1	18	4	4	4	4	0	0	4	4
0000146	Telecommunications Coordinator	17	0	0	1	1	0	1	1	1
0004004	IT Business Project Analyst	25	4	4	4	4	0	0	4	4
0004008	Webmaster	20	1	1	1	1	0	0	1	1
0004009	IT Specialist	19	3	3	3	3	0	0	3	3
0004015	IT Technician	15	5	4	4	4	0	-1	4	4
0004037	Administrative Supp Spec	10	1	1	1	1	0	0	1	1
0004047	Adm Support Assistant 2	7	1	1	1	1	0	0	1	1
0000000	Security Analyst	NR	0	0	1	0	-1	0	0	0
0004059	Emerging Technology Specialist	25	0	1	1	1	0	1	1	1
			34	37	38	38	0	4	38	38
Telecommunications										
0000145	Telecommunications Manager	24	1	1	0	0	0	-1	0	0
0000146	Telecommunications Coordinator	17	1	1	0	0	0	-1	0	0
			2	2	0	0	0	-2	0	0
<b>General Services</b>			<b>106</b>	<b>107</b>	<b>107</b>	<b>108</b>	<b>1</b>	<b>2</b>	<b>108</b>	<b>108</b>
<b>General Services - General Fund</b>			<b>33</b>	<b>34</b>	<b>34</b>	<b>35</b>	<b>1</b>	<b>2</b>	<b>35</b>	<b>35</b>
Administration										
0000020	Director General Services	30	1	1	1	1	0	0	1	1
0000021	Asst. Director Gen Svcs	NR	1	1	1	1	0	0	1	1
0000022	Special Project Coordinator	NR	1	1	1	1	0	0	1	1
0000187	General Svcs Technology Spec	22	1	1	1	1	0	0	1	1
0004011	Fiscal Analyst	17	1	1	1	1	0	0	1	1
0004047	Adm Support Assistant 2	7	1	1	1	1	0	0	1	1
0004163	Real Property Coordinator	14	0	0	0	1	1	1	1	1

# City of Chattanooga

## Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	2013					Change		Projected	
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015	
0004164	Contract Administrator	22	0	1	1	1	0	1	1	1	
			6	7	7	8	1	2	8	8	
<b>Purchasing</b>											
0000250	Manager Purchasing	23	1	1	1	1	0	0	1	1	
0000252	Buyer	16	7	7	7	7	0	0	7	7	
0000269	Deputy Purchasing Manager	21	1	1	1	1	0	0	1	1	
0000283	Manager Real Property	22	1	1	1	0	-1	-1	0	0	
0004047	Adm Support Assistant 2	7	0	1	1	1	0	1	1	1	
0004057	Adm Support Assistant 1	4	2	1	1	1	0	-1	1	1	
0004167	Procurement Analyst	17	0	0	0	1	1	1	1	1	
			12	12	12	12	0	0	12	12	
<b>City Hall/Annex Maintenance</b>											
0000198	Security Guard	4	2	2	2	2	0	0	2	2	
0004010	General Supervisor	1	1	1	1	1	0	0	1	1	
0004029	Bldg Maintenance Mechanic 2	12	1	1	0	0	0	-1	1	1	
0004040	Bldg Maintenance Mechanic 1	9	1	1	4	4	0	3	1	1	
0004045	Crew Supervisor 1	8	1	1	1	1	0	0	1	1	
0004059	Crew Worker 1	2	9	9	7	7	0	-2	9	9	
			15	15	15	15	0	0	15	15	
<b>Development Resource Center</b>											
0004057	Adm Support Assistant 1	4	1	1	1	1	0	0	1	1	
0004059	Crew Worker 1	2	2	2	2	2	0	0	2	2	
			3	3	3	3	0	0	3	3	
<b>Chatt. Mobile Communication Services</b>											
0000199	Mgr Electronics Communications	25	1	1	1	1	0	0	1	1	
0000213	Electronics Com Technician 2	16	1	4	4	4	0	3	1	1	
0004019	Electronics Com Technician 1	14	5	2	2	2	0	-3	5	5	
0004057	Administrative Support Asst 1	4	1	1	1	1	0	0	1	1	
0004116	Electronics Sghp Supv	18	1	1	1	1	0	0	1	1	
			9	9	9	9	0	0	9	9	
<b>Municipal Garage - Amnicola</b>											
0000204	Fleet Maintenance Shift Supv	16	1	1	1	1	0	0	1	1	
0000205	Manager Fleet	23	1	1	1	1	0	0	1	1	
0000206	Equipment Mechanic 3	13	4	4	4	4	0	0	4	4	
0000208	Equipment Mechanic 1	10	3	3	3	3	0	0	3	3	
0000209	Data Analyst	12	1	1	1	1	0	0	1	1	
0000218	Fleet Maintenance Shop Supv	18	2	2	2	2	0	0	2	2	
0000224	Equipment Mechanic 2	12	11	11	11	11	0	0	11	11	
0001301	Inventory Clerk	5	1	1	1	1	0	0	1	1	
0004028	Inventory Coordinator	13	1	1	1	1	0	0	1	1	
0004051	Inventory Technician	8	2	2	3	3	0	1	2	2	
0004059	Crew Worker 1	2	2	2	2	2	0	0	2	2	
			29	29	30	30	0	1	29	29	
<b>Municipal Garage - 12th Street</b>											
0000204	Fleet Maintenance Shift Supv	16	2	2	2	2	0	0	2	2	
0000206	Equipment Mechanic 3	13	7	7	7	7	0	0	7	7	
0000208	Equipment Mechanic 1	10	5	5	5	5	0	0	5	5	
0000218	Fleet Maintenance Shop Supv	18	1	1	1	1	0	0	1	1	
0000224	Equipment Mechanic 2	12	6	6	6	6	0	0	6	6	
0004028	Inventory Coordinator	13	1	1	1	1	0	0	1	1	
0004037	Administrative Support Spec	10	1	1	1	1	0	0	1	1	
0004051	Inventory Technician	8	2	2	2	2	0	0	2	2	
0004053	Vehicle Servicer	7	1	1	1	1	0	0	1	1	
0004057	Adm Support Assistant 1	4	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2	4	1	1	1	1	0	0	1	1	
0004059	Crew Worker 1	2	1	1	1	1	0	0	1	1	
0004100	Equipment Operator 4	10	1	1	1	1	0	0	1	1	
			30	30	30	30	0	0	30	30	
<b>Municipal Gas Station</b>											
0004051	Inventory Technician	8	1	1	0	0	0	-1	1	1	
0004100	Equipment Operator 4	10	1	1	1	1	0	0	1	1	
			2	2	1	1	0	-1	2	2	
<b>Department of Finance &amp; Administration</b>			<b>67</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>0</b>	<b>1</b>	<b>68</b>	<b>68</b>	
<b>Finance</b>											
0000075	Administrator & City Finance Officer	35	1	1	1	1	0	0	1	1	
0000076	Deputy Administrator Finance	29	1	1	1	1	0	0	1	1	
0000077	Budget Officer	27	1	1	1	1	0	0	1	1	
0000079	Manager, Financial Operations	27	1	1	1	1	0	0	1	1	
0000081	Accounts Payable Supervisor	17	1	1	1	1	0	0	1	1	
0000082	Accounting Manager	24	1	1	1	1	0	0	1	1	
0000083	Payroll Supervisor	19	1	1	1	1	0	0	1	1	
0000085	Management & Budget Analyst 1	17	5	5	4	4	0	-1	5	5	
0000086	Management & Budget Analyst 2	21	1	1	2	2	0	1	1	1	
0000087	Accountant 1	17	3	3	3	3	0	0	3	3	
0000090	Accountant 2	21	2	2	2	2	0	0	2	2	
0000099	Payroll Assistant	7	2	1	1	1	0	-1	1	1	
0000102	Payroll Technician	11	1	2	2	2	0	1	2	2	
0000995	Grant Specialist	15	1	1	1	1	0	0	1	1	
0001402	Accounting Technician 1	8	3	3	3	3	0	0	3	3	
0004021	Executive Assistant	14	1	1	1	1	0	0	1	1	
0004035	Accounting Technician 2	10	2	2	2	2	0	0	2	2	
0004047	Adm Support Assistant 2	7	4	4	4	4	0	0	4	4	

# City of Chattanooga

## Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	Change					Projected		
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015
0004143	Business Systems Analyst	24	0	1	1	1	0	1	1	1
0004161	Capital Project Analyst	21	1	1	1	1	0	0	1	1
			33	34	34	34	0	1	34	34
City Treasurer										
0000131	Assistant Treasurer	22	1	1	1	1	0	0	1	1
0000132	Tax Supervisor	16	2	2	2	2	0	0	2	2
0000133	City Treasurer	25	1	1	1	1	0	0	1	1
0000136	Business Tax Inspector	10	1	1	1	1	0	0	1	1
0000904	Property Tax Clerk I	\$9.35hr	1	1	1	1	0	0	1	1
0000905	Property Tax Clerk II	\$9.63hr	1	1	1	1	0	0	1	1
0000906	Property Tax Clerk III	\$10.50hr	1	1	1	1	0	0	1	1
0001006	Tax Clerk	7	7	7	7	7	0	0	7	7
			15	15	15	15	0	0	15	15
City Court Clerk's Office										
0000055	City Court Clerk	24	1	1	1	1	0	0	1	1
0000059	Deputy City Court Clerk	17	1	1	1	1	0	0	1	1
0001101	Court Operations Assistant	5	12	12	12	12	0	0	12	12
0004044	Court Operations Technician 2	8	2	2	2	2	0	0	2	2
0004054	Court Operations Technician 1	6	3	3	3	3	0	0	3	3
			19	19	19	19	0	0	19	19
<b>Department of Police</b>			<b>601</b>	<b>604</b>	<b>604</b>	<b>604</b>	<b>0</b>	<b>3</b>	<b>604</b>	<b>604</b>
<b>Police General Fund</b>			<b>601</b>	<b>597</b>	<b>597</b>	<b>597</b>	<b>0</b>	<b>-4</b>	<b>597</b>	<b>597</b>
<b>SWORN</b>										
0000796	Assistant Police Chief	P9	3	3	3	3	0	0	3	3
0000805	Police Chief	34	1	1	1	1	0	0	1	1
0000806	Deputy Police Chief	30	1	1	1	1	0	0	1	1
0000809	Police Captain	P8	8	8	8	8	0	0	8	8
0000812	Police Lieutenant	P7	17	17	17	17	0	0	17	17
0000813	Police Sergeant	P6	90	89	89	89	0	-1	89	89
0000818	Police Officer I (12 frozen)	P2	352	349	349	349	0	-3	349	349
0004122	Police Officer II	P3	see above	see above	see above	see above				
0004123	Police Officer III	P4	see above	see above	see above	see above				
0004060	Master Police Officer	P5	see above	see above	see above	see above				
<b>NON - SWORN</b>										
0000168	Public Relations Coordinator 2	18	1	1	1	1	0	0	1	1
0000825	Police Service Technician 1	4	9	9	9	9	0	0	9	9
0000828	Crime Scene Technician	9	1	1	1	1	0	0	1	1
0000829	Photographic Lab Technician	9	1	1	1	1	0	0	1	1
0000834	School Patrol Officer Supv	9	1	1	1	1	0	0	1	1
0000840	Police Property Technician	7	7	7	7	7	0	0	7	7
0000843	Communication Officer, Fire	8	0	0	0	0	0	0	0	0
0000844	Communication Officer	11	0	0	0	0	0	0	0	0
0000856	Police Records Operation Supv	13	1	1	1	1	0	0	1	1
0000898	Communication Officer, Senior	13	0	0	0	0	0	0	0	0
0000970	Police Service Technician 2	6	18	18	18	18	0	0	18	18
0000975	School Lieutenant Patrol	\$21.84hr	3	3	3	3	0	0	3	3
0000976	School Patrol Officer	\$15.08hr	30	30	30	30	0	0	30	30
0000996	Communication Clerk	8	0	0	0	0	0	0	0	0
0001005	Manager Accreditation	17	1	1	1	1	0	0	1	1
0001010	Police Information Center Manager	16	1	1	1	1	0	0	1	1
0001011	Police Records Analyst	10	5	5	5	5	0	0	5	5
0001402	Accounting Technician 1	8	1	1	1	1	0	0	1	1
0002205	Terminal Agency Coordinator	8	1	1	1	1	0	0	1	1
0003003	Crime Statistics Analyst	15	1	1	1	1	0	0	1	1
0004010	General Supervisor	18	1	1	1	1	0	0	1	1
0004011	Fiscal Analyst	17	1	1	1	1	0	0	1	1
0004014	Occupational Safety Specialist	17	1	1	1	1	0	0	1	1
0004020	Electronics Surveillance Techn	14	1	1	1	1	0	0	1	1
0004021	Executive Assistant	14	2	2	2	2	0	0	2	2
0004040	Bldg Maintenance Mechanic 1	9	2	2	2	2	0	0	2	2
0004042	Fiscal Technician	9	1	1	1	1	0	0	1	1
0004047	Adm Support Assistant 2	7	14	14	14	14	0	0	14	14
0004050	Fingerprint Technician	7	2	2	2	2	0	0	2	2
0004052	Personnel Assistant	7	2	2	2	2	0	0	2	2
0004056	Police Records Technician	5	18	18	18	18	0	0	18	18
0004057	Adm Support Assistant 1	4	2	2	2	2	0	0	2	2
			601	597	597	597	0	-4	597	597
<b>Automated Traffic Control</b>										
0000813	Police Sergeant	P6	0	1	1	1	0	1	1	1
0000818	Police Officer I	P2	0	3	3	3	0	3	3	3
0004122	Police Officer II	P3	0	1	1	1	0	1	1	1
0004123	Police Officer III	P4	0	1	1	1	0	1	1	1
0004060	Master Police Officer	P5	0	1	1	1	0	1	1	1
			0	7	7	7	0	7	7	7
<b>Department of Fire</b>			<b>417</b>	<b>429</b>	<b>431</b>	<b>446</b>	<b>15</b>	<b>29</b>	<b>431</b>	<b>431</b>
0000168	Public Relations Coordinator 2	18	1	1	1	1	0	0	1	1
0000195	Facilities Superintendent	16	0	0	0	0	0	0	0	0
0000855	Manager, Media relations	27	0	0	0	0	0	0	0	0
0000865	Fire Chief	34	1	1	1	1	0	0	1	1

# City of Chattanooga

## Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	2013					Change		Projected	
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015	
0000866	Deputy Fire Chief	F7C	1	1	1	1	0	0	1	1	
0000867	Fire Marshal	F7C	1	1	1	1	0	0	1	1	
0000869	Fire Battalion Chief	F5A	6	6	9	9	0	3	9	9	
0000871	Captain	F4	0	0	0	0	0	0	0	0	
0000872	Fire Investigator	F4	0	0	0	0	0	0	0	0	
0000873	Lieutenant	F3A	78	81	81	84	3	6	81	81	
0000874	Firefighter	F1A	41	46	46	49	3	8	46	46	
0000876	Operations Chief	F6	0	0	0	0	0	0	0	0	
0000877	Resource Chief	F5	0	0	0	0	0	0	0	0	
0000888	Staff Officer	F4	0	0	0	0	0	0	0	0	
0000890	Training Chief	F5	0	0	0	0	0	0	0	0	
0000891	Fire Equipment Specialist	11	3	3	3	3	0	0	3	3	
0000892	Firefighter Senior	F2A	170	171	171	177	6	7	171	171	
0000899	Tactical Services Chief	F5	0	0	0	0	0	0	0	0	
0000999	Manager IT Fire	18	1	1	1	1	0	0	1	1	
0001001	Office Assistant	3	0	0	0	0	0	0	0	0	
0001014	Fire Suppression Chief	F5	0	0	0	0	0	0	0	0	
0001202	Secretary, Senior	7	0	0	0	0	0	0	0	0	
0001207	Executive Assistant	13	0	0	0	0	0	0	0	0	
0001401	Personnel Assistant	7	0	0	0	0	0	0	0	0	
0001402	Accounting Technician	8	0	0	0	0	0	0	0	0	
0001403	F&A Coordinator	15	0	0	0	0	0	0	0	0	
0001407	Budget Technician	12	1	1	1	1	0	0	1	1	
0001513	Heavy Equipment Operator	10	0	0	0	0	0	0	0	0	
0001525	Building Maintenance Mechanic	7	0	0	0	0	0	0	0	0	
0001526	Building Maintenance Mechanic, Sr	12	0	0	0	0	0	0	0	0	
0004001	Assistant Fire Chief	F6C	4	4	3	3	0	-1	3	3	
0004003	Fire Captain	F4A	75	78	78	81	3	6	78	78	
0004010	General Supervisor	18	1	1	1	1	0	0	1	1	
0004021	Executive Assistant	14	1	1	1	1	0	0	1	1	
0004029	Bldg Maintenance Mechanic 2	12	1	1	1	1	0	0	1	1	
0004040	Blddg Maintenance Mechanic 1	9	3	3	3	3	0	0	3	3	
0004047	Adm Support Assistant 2	7	2	2	2	2	0	0	2	2	
0004051	Inventory Technician	8	1	1	1	1	0	0	1	1	
0004052	Personnel Assistant	7	1	1	1	1	0	0	1	1	
0004057	Adm Support Assistant 1	4	1	1	1	1	0	0	1	1	
0004111	Staff Captain	F4C	8	10	10	10	0	2	10	10	
0004112	Staff Lieutenant	F3C	12	11	11	11	0	-1	11	11	
0004113	Staff Firefighter Senior	F2C	2	1	1	1	0	-1	1	1	
0004115	Executive Deputy Fire Chief	29	1	1	1	1	0	0	1	1	
			417	429	431	446	15	29	431	431	
<b>Department of Public Works (All Funds)</b>			<b>649</b>	<b>629</b>	<b>633</b>	<b>637</b>	<b>4</b>	<b>-12</b>	<b>637</b>	<b>637</b>	
<b>Public Works General Fund</b>			<b>278</b>	<b>267</b>	<b>266</b>	<b>266</b>	<b>0</b>	<b>-12</b>	<b>266</b>	<b>266</b>	
Administration											
0000450	Administrator	34	1	1	1	1	0	0	1	1	
0000451	Deputy Administrator	31	1	1	1	1	0	0	1	1	
0000482	Inventory Control Coordinator	13	1	1	1	1	0	0	1	1	
0001002	Office Assistant Senior	NR	0	0	0	0	0	0	0	0	
0000453	Assistant to Administrator	22	0	0	0	0	0	0	0	0	
0001207	Executive Assistant	13	0	0	0	0	0	0	0	0	
0001403	Administrative Coordinator	10	0	0	0	0	0	0	0	0	
0001404	Fiscal Coordinator	17	0	0	0	0	0	0	0	0	
0001991	Development Planning Manager	27	0	0	0	0	0	0	0	0	
0004011	Fiscal Analyst	17	1	1	1	1	0	0	1	1	
0004021	Executive Assistant	14	1	1	1	1	0	0	1	1	
0004047	Administrative Support Assistant 2	7	2	2	2	2	0	0	2	2	
			7	7	7	7	0	0	7	7	
Land Development Office											
0000334	Landscape Inspector	14	1	1	1	1	0	0	1	1	
0000513	Civil Engineer	19	1	1	0	0	0	-1	0	0	
0000521	Construction Inspector 1	14	3	3	3	3	0	0	3	3	
0000530	Design Review Engineer	24	1	0	0	0	0	-1	0	0	
0000541	Building Official	25	1	1	1	1	0	0	1	1	
0000544	Chief Building Inspector	19	1	1	1	1	0	0	1	1	
0000545	Chief Electrical Inspector	19	1	1	1	1	0	0	1	1	
0000546	Chief Plumbing Inspector	19	1	1	1	1	0	0	1	1	
0000548	Electrical Inspector	14	2	2	2	2	0	0	2	2	
0000550	Plumbing Inspector	14	2	2	2	2	0	0	2	2	
0000551	Plumbing Inspector, Sr	15	1	1	1	1	0	0	1	1	
0000552	Combination Inspector	14	8	8	8	8	0	0	8	8	
0000553	Building Inspector	14	1	1	1	1	0	0	1	1	
0000554	Electrical Inspector, Sr	15	1	1	1	1	0	0	1	1	
0000555	Building Inspector, Sr	15	1	1	1	1	0	0	1	1	
0000559	Gas/Mechanical Inspector, Sr	15	1	1	1	1	0	0	1	1	
0000567	Director of Codes & Inspection	27	1	1	1	1	0	0	1	1	
0000578	Zoning and Sign Official	19	1	1	1	1	0	0	1	1	
0001004	Permit Clerk	6	4	5	5	5	0	1	5	5	
0001955	Development Ombudsman	18	1	1	1	1	0	0	1	1	
0004032	Office Supervisor	12	1	1	1	1	0	0	1	1	
0004047	Administrative Support Assistant 2	7	1	1	1	1	0	0	1	1	
0004057	Administrative Support Assistant 1	4	1	1	1	1	0	0	1	1	

## City of Chattanooga Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	2013					Change			Projected	
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015		
0004080	Plans Review Specialist 3	15	1	1	1	1	0	0	1	1		
0004085	Historic Preservation Planner	14	1	1	1	1	0	0	1	1		
0004096	Plans Review Specialist 2	12	1	1	1	1	0	0	1	1		
0004135	Construction Inspector 2	15	1	1	1	1	0	0	1	1		
0004101	Plans Review Specialist 1	9	2	2	2	2	0	0	2	2		
			43	43	42	42	0	-1	42	42		
City Wide Services												
0000474	Director, City Wide Services	27	1	1	1	1	0	0	1	1		
0000479	Accident Investigator	10	1	1	1	1	0	0	1	1		
0001301	Inventry Clerk	5	1	1	1	1	0	0	1	1		
0001530	Crew Scheduler	8	1	1	1	1	0	0	1	1		
0004014	Occupation Safety Specialist	15	1	1	1	1	0	0	1	1		
0004028	Inventry Coordinator	13	1	1	1	1	0	0	1	1		
0004037	Administrative Support Specialist	10	1	2	2	2	0	1	2	2		
0004047	Administrative Support Assistant 2	7	2	2	2	2	0	0	2	2		
0004051	Inventry Technician	7	1	1	1	1	0	0	1	1		
0004052	Personnel Assistant	4	2	0	0	0	0	-2	0	0		
0004057	Administrative Support Specialist 1	4	3	3	3	3	0	0	3	3		
0004059	Crew Worker 1	2	1	1	1	1	0	0	1	1		
0004068	Assistant Director City Wide Services Adm	22	1	1	1	1	0	0	1	1		
			17	16	16	16	0	-1	16	16		
Municipal Forestry												
0000311	Municipal Forester	23	1	1	1	1	0	0	1	1		
0000312	Forestry Supervisor	18	1	1	1	1	0	0	1	1		
0000333	Tree Trimmer	9	2	2	2	2	0	0	2	2		
0004100	Equipment Operator 4	10	2	2	2	2	0	0	2	2		
0004038	Crew Supervisor 2	12	2	2	2	2	0	0	0	2		
0004102	Equipment Operator 3	8	0	0	0	0	0	0	2	0		
0004148	Forestry Technician	12	0	0	1	1	0	1	1	1		
			8	8	9	9	0	1	9	9		
Sewer Construction & Maintenance												
0000521	Construction Inspector 1	14	0	0	0	0	0	0	0	0		
0000683	Manager Sewer Construction & Maintenance	25	0	0	0	0	0	0	0	0		
0000698	Concrete Worker	6	0	0	0	0	0	0	0	0		
0001502	Crew Leader, Sr	9	0	0	0	0	0	0	0	0		
0001504	Crew Supervisor, Sr	12	0	0	0	0	0	0	0	0		
0001506	General Supervisor, Sr	16	0	0	0	0	0	0	0	0		
0001512	Equipment Operator, Sr	8	0	0	0	0	0	0	0	0		
0001513	Heavy Equipment Operator	10	0	0	0	0	0	0	0	0		
0001521	Crew Worker	3	0	0	0	0	0	0	0	0		
0001522	Crew Worker, Sr	5	0	0	0	0	0	0	0	0		
0004030	Crew Supervisor 3	14	0	0	0	0	0	0	0	0		
0004038	Crew Supervisor 2	12	0	0	0	0	0	0	0	0		
0004045	Crew Supervisor 1	8	0	0	0	0	0	0	0	0		
0004049	Crew Worker 3	7	0	0	0	0	0	0	0	0		
0004058	Crew Worker 2	4	0	0	0	0	0	0	0	0		
0004059	Crew Worker 1	2	0	0	0	0	0	0	0	0		
0004100	Equipment Operator 4	10	0	0	0	0	0	0	0	0		
0004102	Equipment Operator 3	8	0	0	0	0	0	0	0	0		
0004124	Equipment Operator 5		0	0	0	0	0	0	0	0		
0004104	Equipment Operator 2	6	0	0	0	0	0	0	0	0		
			0	0	0	0	0	0	0	0		
Solid Waste Refuse Collection Center												
0004100	Equipment Operator 4	10	0	1	1	1	0	1	1	1		
			0	1	1	1	0	1	1	1		
Emergency												
0004010	General Supervisor	18	1	1	0	0	0	-1	0	0		
0004059	Crew Worker 1	2	5	5	5	5	0	0	5	5		
0004100	Equipment Operator 4	10	7	6	7	7	0	0	7	7		
0004102	Equipment Operator 3	8	3	3	2	2	0	-1	2	2		
0004104	Equipment Operator 2	6	0	0	0	0	0	0	0	0		
0004105	Equipment Operator 1	5	1	1	2	2	0	1	2	2		
			17	16	16	16	0	-1	16	16		
Street Cleaning												
0004010	General Supervisor	18	1	1	1	1	0	0	1	1		
0004030	Crew Supervisor 2	12	0	0	0	0	0	0	0	0		
0004038	Crew Supervisor 2	8	1	1	2	2	0	1	2	2		
0004045	Crew Supervisor 1	8	3	3	3	3	0	0	3	3		
0004058	Crew Worker 2	4	2	2	3	3	0	1	3	3		
0004059	Crew Worker 1	2	11	11	11	11	0	0	11	11		
0004100	Equipment Operator 4	10	11	11	10	10	0	-1	10	10		
0004102	Equipment Operator 3	8	0	0	0	0	0	0	0	0		
0004105	Equipment Operator 1	5	6	6	5	5	0	-1	5	5		
			35	35	35	35	0	0	35	35		
Traffic Engineering												
0000768	City Traffic Engineer	27	1	1	1	1	0	0	1	1		
0000769	Assistant City Traffic Engineer	25	1	1	1	1	0	0	1	1		
0000770	Traffic Operations Analyst	16	1	1	1	1	0	0	1	1		
0000771	Traffic Engineering Coordinator	13	1	1	1	1	0	0	1	1		
0000774	Traffic Engineering Tech	10	4	4	4	4	0	0	4	4		

## City of Chattanooga Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	2013					Change			Projected	
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015		
0000776	Traffic Signal Designer	14	1	1	1	1	0	0	1	1		
0004047	Administrative Support Assistnat 2	7	0	1	1	1	0	1	1	1		
000XXXX	Traffic Signal Systems Engineer		0	1	1	1	0	1	1	1		
0004037	Administrative Support Specialist	10	1	0	0	0	0	-1	0	0		
0004057	Administrative Support Specialist 1	4	1	0	0	0	0	-1	0	0		
			11	11	11	11	0	0	11	11		
<b>Engineering</b>												
0000505	City Engineer	31	1	1	1	1	0	0	1	1		
0000512	Assistant City Engineer	28	1	1	1	1	0	0	1	1		
0000513	Engineering Designer	19	5	5	6	6	0	1	6	6		
0000516	Engineering Project Coordinator	21	3	3	3	3	0	0	3	3		
0000518	Survey Party Chief	14	4	4	4	4	0	0	4	4		
0000521	Construction. Inspector	14	2	0	1	1	0	-1	1	1		
0000522	Survey Instrument Tech.	9	2	2	2	2	0	0	2	2		
0000524	Technical Information Manager	24	1	1	1	1	0	0	1	1		
0000582	Assistant Engineering Designer	13	2	1	1	1	0	-1	1	1		
0000965	Engineering Co-op	\$12.33hr	2	2	2	2	0	0	2	2		
0004047	Administrative Support Assistant 2	7	1	1	1	1	0	0	1	1		
0004057	Administrative Support Specialist 1	4	1	1	1	1	0	0	1	1		
0004064	Engineering Manager	27	2	2	2	2	0	0	2	2		
0004117	Engineering Contracts Tech		1	1	1	1	0	0	1	1		
0004135	Construction Inspector 2	15	0	2	1	1	0	1	1	1		
0004090	GIS Technician	13	3	3	3	3	0	0	3	3		
			31	30	31	31	0	0	31	31		
<b>Traffic Control</b>												
0000206	Equipment Mechanic III	13	1	1	1	1	0	0	1	1		
0000743	Manager Traffic Control	24	1	1	1	1	0	0	1	1		
0000744	Traffic Control Electrical Supervisor	19	1	1	1	1	0	0	1	1		
0000753	Parking Meter Servicer	7	1	1	1	1	0	0	1	1		
0000756	Electronics Traffic Technician	14	2	2	2	2	0	0	2	2		
0000757	Traffic Electronic Supervisor	19	1	1	1	1	0	0	1	1		
0004010	General Supervisor	18	1	1	1	1	0	0	1	1		
0004018	Electrician 2	14	1	1	1	1	0	0	1	1		
0004027	Electrician 1	13	4	4	4	4	0	0	4	4		
0004037	Administrative Support Specialist		1	1	1	1	0	0	1	1		
0004038	Crew Supervisor 2	12	1	1	1	1	0	0	1	1		
0004047	Administrative Support Assistant 2	7	0	0	0	0	0	0	0	0		
0004049	Crew Worker 3	7	2	2	2	2	0	0	2	2		
0004057	Administrative Support Specialist 1	4	1	1	1	1	0	0	1	1		
0004058	Crew Worker 2	4	3	3	3	3	0	0	3	3		
0004059	Crew Worker 1	2	7	7	7	7	0	0	7	7		
0004100	Equipment Operator 4	10	1	0	6	6	0	5	6	6		
0004102	Equipment Operator 3	8	5	6	0	0	0	-5	0	0		
0004104	Equipment Operator 2	6	0	0	0	0	0	0	0	0		
			34	34	34	34	0	0	34	34		
<b>Brush &amp; Trash</b>												
0004010	General Supervisor	18	1	1	1	1	0	0	1	1		
0004100	Equipment Operator 4	10	11	11	11	11	0	0	11	11		
0004059	Crew Worker 1	2	13	4	2	2	0	-11	2	2		
0004102	Equipment Operator 3	8	0	0	0	0	0	0	0	0		
			25	16	14	14	0	-11	14	14		
<b>Refuse Inspection</b>												
0000531	Refuse Inspector	10	0	6	6	6	0	6	6	6		
0004153	Refuse Collection Inspector Super.	12	0	0	1	1	0	1	1	1		
			0	6	7	7	0	7	7	7		
<b>Trash Flash</b>												
0004102	Equipment Operator 3	8	6	6	5	5	0	-1	5	5		
			6	6	5	5	0	-1	5	5		
<b>Sway Car</b>												
0004100	Equipment Operator 4	10	0	0	1	1	0	1	1	1		
			0	0	1	1	0	1	1	1		
<b>Curbside Recycle</b>												
0004030	Crew Supervisor 3	14	0	0	0	0	0	0	0	0		
0004038	Crew Supervisor 2	12	1	1	1	1	0	0	1	1		
0004102	Equipment Operator 3	8	3	3	3	3	0	0	3	3		
0004059	Crew Worker 1	2	4	4	4	4	0	0	4	4		
0004104	Equipment Operator 2	6	1	1	1	1	0	0	1	1		
			9	9	9	9	0	0	9	9		
<b>Garbage Collection</b>												
0000531	Refuse Inspector	10	6	0	0	0	0	-6	0	0		
0000532	Manager Sanitation	22	1	1	1	1	0	0	1	1		
0004100	Equipment Operator 4	10	14	14	14	14	0	0	14	14		
0004010	General Supervisor	18	1	1	1	1	0	0	1	1		
0004038	Crew Supervisor 2	12	1	1	1	1	0	0	1	1		
0004058	Crew Worker 2	4	0	0	1	1	0	1	1	1		
0004059	Crew Worker 1	2	7	7	6	6	0	-1	6	6		
0004102	Equipment Operator 3	8	3	3	4	4	0	1	4	4		
0004105	Equipment Operator 1	5	2	2	0	0	0	-2	0	0		
			35	29	28	28	0	-7	28	28		



## City of Chattanooga Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	2013					Change		Projected	
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015	
<b>Water Quality Management</b>			<b>137</b>	<b>137</b>	<b>138</b>	<b>138</b>	<b>0</b>	<b>1</b>	<b>138</b>	<b>138</b>	
Administration											
0000513	Engineering Designer	19	0	0	0	0	0	0	0	0	
0000600	Public Information Specialist	15	0	0	0	0	0	0	0	0	
0000728	Manager, Storm Water	29	1	1	1	1	0	0	1	1	
0000733	Construction Program Supervisor	21	0	0	0	0	0	0	0	0	
0000736	Water Quality Coordinator	19	2	2	2	2	0	0	2	2	
0000738	Water Quality Technician	12	2	2	2	2	0	0	2	2	
0000740	Biologist	14	7	7	7	7	0	0	7	7	
0000762	Water Quality Mgr	25	0	0	0	0	0	0	0	0	
0000965	Engineering Co-op	12,33	4	4	4	4	0	0	4	4	
0001016	Watershed Specialist	18	2	2	2	2	0	0	2	2	
0004047	Administrative Support Assistant 2	7	1	1	1	1	0	0	1	1	
0004069	GIS System Administrator	22	1	1	1	1	0	0	1	1	
0004071	Project Administrator	22	0	0	0	0	0	0	0	0	
0004075	GIS Analyst 1	18	2	2	2	2	0	0	2	2	
0004090	GIS Technician	13	2	2	2	2	0	0	2	2	
000XXXX	Director of Watershed Management	29	0	0	1	1	0	1	1	1	
			24	24	25	25	0	1	25	25	
Water Quality Management Operations											
0000410	General Supervisors	18	2	2	2	2	0	0	2	2	
0000521	Construction Inspector 1	14	1	1	1	1	0	0	1	1	
0000683	Manager Sewer Construction&Maintenance	25	1	1	1	1	0	0	1	1	
0004038	Crew Supervisor 2	12	8	8	7	7	0	-1	7	7	
0004030	Crew Supervisor 3	14	6	6	7	7	0	1	7	7	
0004049	Crew Worker 3	7	9	9	9	9	0	0	9	9	
0004045	Crew Supervisor 1	8	4	4	4	4	0	0	4	4	
0004047	Administrative Support Assistant 2	7	0	0	1	1	0	1	1	1	
0004058	Crew Worker 2	4	14	14	13	13	0	-1	13	13	
0004059	Crew Worker 1	2	26	26	26	26	0	0	26	26	
0004100	Equipment Operator 4	10	4	4	4	4	0	0	4	4	
0004102	Equipment Operator 3	8	4	4	4	4	0	0	4	4	
0004124	Equipment Operator 5	12	10	10	10	10	0	0	10	10	
0004104	Equipment Operator 2	6	8	8	8	8	0	0	8	8	
			97	97	97	97	0	0	97	97	
Water Quality Site Development											
0000728	Manager Water Quality	25	1	1	1	1	0	0	1	1	
0000742	Soil Engineering Specialist	19	3	3	3	3	0	0	3	3	
0001004	Permit Clerk	6	1	1	1	1	0	0	1	1	
			5	5	5	5	0	0	5	5	
Water Quality Engineering & Project Management											
0000000	Engineering Manager		1	1	1	1	0	0	1	1	
0000513	Engineering Designer	19	5	5	5	5	0	0	5	5	
0000733	Construction Program Supervisor	21	1	1	1	1	0	0	1	1	
0000000	Flood Plain Supervisor		1	1	1	1	0	0	1	1	
0004071	Project Administrator	22	2	2	2	2	0	0	2	2	
			10	10	10	10	0	0	10	10	
Water Quality Public Relations											
0000600	Public Information Specialist	15	1	1	1	1	0	0	1	1	
			1	1	1	1	0	0	1	1	
<b>State Street Aid Fund</b>			<b>82</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>0</b>	<b>-12</b>	<b>70</b>	<b>70</b>	
0000516	Engineering Project Coordinator	21	1	1	1	1	0	0	1	1	
0000521	Construction Inspector	14	1	1	0	0	0	-1	0	0	
0001530	Crew Scheduler	8	0	0	1	1	0	1	1	1	
0004010	General Supervisor	18	2	2	1	1	0	-1	1	1	
0004030	Crew Supervisor 3	14	4	4	0	0	0	-4	0	0	
0004038	Crew Supervisor 2	12	3	1	3	3	0	0	3	3	
0004045	Crew Supervisor 1	8	3	1	1	1	0	-2	1	1	
0004058	Crew Worker 2	4	15	13	12	12	0	-3	12	12	
0004059	Crew Worker 1	2	24	21	21	21	0	-3	21	21	
0004065	Assistant Director City Wide Services Ops	25	1	1	1	1	0	0	1	1	
0004100	Equipment Operator 4	10	5	3	3	3	0	-2	3	3	
0004102	Equipment Operator 3	8	5	7	7	7	0	2	7	7	
0004104	Equipment Operator 2	6	7	5	4	4	0	-3	4	4	
0004124	Equipment Operator 5	12	11	10	10	10	0	-1	10	10	
0004126	Crew Supervisor 3 CDL	14	0	0	4	4	0	4	4	4	
0004142	Manager Street Maintenance	22	0	0	1	1	0	1	1	1	
			82	70	70	70	0	-12	70	70	
<b>Solid Waste Fund</b>			<b>16</b>	<b>16</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>3</b>	<b>19</b>	<b>19</b>	
Sanitary Fills											
0000663	Superintendent Landfill	22	1	1	1	1	0	0	1	1	
0004010	General Supervisor	18	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2	4	1	1	2	2	0	1	2	2	
0004098	Landfill Technician	11	1	1	2	2	0	1	2	2	
0004100	Equipment Operator 4	10	5	5	5	5	0	0	5	5	
0004105	Equipment Operator 1	5	1	1	1	1	0	0	1	1	
000XXXX	Landfill Technician 2	NR	0	0	1	1	0	1	1	1	

## City of Chattanooga Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	2013					Change		Projected	
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015	
			10	10	13	13	0	3	0	13	13
<b>Wood Recycle</b>											
0004058	Crew Worker 2	4	1	1	1	1	0	0		1	1
0004059	Crew Worker 1	2	1	1	1	1	0	0		1	1
0004100	Equipment Operator 4	10	3	3	3	3	0	0		3	3
			5	5	5	5	0	0		5	5
<b>Recycle</b>											
0001512	Equipment Operator Sr	8	0	0	0	0	0	0		0	0
0004102	Equipment Operator 3	8	1	1	1	1	0	0		1	1
			1	1	1	1	0	0		1	1
<b>Automated Traffic Control</b>											
0004037	Admin Support Specialist	10	0	1	1	1	0	1		1	1
			<b>136</b>	<b>138</b>	<b>139</b>	<b>143</b>	<b>4</b>	<b>7</b>		<b>143</b>	<b>143</b>
<b>Interceptor Sewer System</b>											
<b>Administration</b>											
0000575	Director Waste Resources	29	1	1	1	1	0	0		1	1
0000590	Waste Resources Plant Engineer	22	1	1	1	1	0	0		1	1
0001301	Inventory Clerk	5	2	2	3	3	0	1		3	3
0004009	IT Specialist	19	1	1	1	1	0	0		1	1
0004011	Fiscal Analyst	17	1	1	1	1	0	0		1	1
0004028	Inventory Coordinator	13	1	1	1	1	0	0		1	1
0004037	Administrative Support Spec	10	1	1	1	1	0	0		1	1
0004047	Adm Support Assistant 2	7	1	1	2	2	0	1		2	2
0004051	Inventory Technician	8	1	1	1	1	0	0		1	1
0004052	Personnel Assistant	8	1	1	1	1	0	0		1	1
0004057	Adm Support Assistant 1	4	1	1	0	0	0	-1		0	0
0004071	Project Engineer	22	1	1	1	1	0	0		1	1
			13	13	14	14	0	1		14	14
<b>Laboratory</b>											
0000591	Manager Laboratory Services	23	1	1	1	1	0	0		1	1
0000594	Chemist	17	1	2	1	1	0	0		1	1
0004091	Laboratory Technician 2	13	1	1	2	2	0	1		2	2
0004094	Laboratory Technician 1	12	4	4	4	4	0	0		4	4
			7	8	8	8	0	1		8	8
<b>Engineering</b>											
0000596	Construction Inspector Supv	18	1	1	1	1	0	0		1	1
0000597	Waste Resources Sys Engineer	25	1	1	1	1	0	0		1	1
0000598	Sewer Project Coordinator	15	3	3	3	3	0	0		3	3
0001530	Crew Scheduler	8	1	1	1	1	0	0		1	1
0004071	Project Engineer	22	0	0	0	1	1	1		1	1
			6	6	6	7	1	1		7	7
<b>Plant Maintenance</b>											
0000601	Plant Maintenance Supervisor	21	1	1	1	1	0	0		1	1
0000603	Chief Electrical Instrmnt Techn	19	1	1	1	1	0	0		1	1
0000605	Chief Maintenance Mechanic	19	2	2	2	2	0	0		2	2
0000610	Plant Maintenance Mechanic	11	11	11	11	11	0	0		11	11
0000618	Plant Maintenance Lubricator	5	3	3	3	3	0	0		3	3
0004018	Electrician 2	14	7	7	7	7	0	0		7	7
0004038	Crew Supervisor 2	12	1	1	1	1	0	0		1	1
0004040	Bldg Maintenance Mechanic 1	9	1	1	1	1	0	0		1	1
0004058	Crew Worker 2	4	1	1	1	1	0	0		1	1
0004155	Asset Management Systems Coordinator	13	0	1	1	1	0	1		1	1
			28	29	29	29	0	1		29	29
<b>Sewer Maintenance</b>											
0004010	General Supervisor	18	1	1	1	1	0	0		1	1
0004030	Crew Supervisor 3	14	5	5	4	4	0	-1		4	4
0004058	Crew Worker 2	4	2	2	2	2	0	0		2	2
0004100	Equipment Operator 4	10	5	5	5	5	0	0		5	5
0004102	Equipment Operator 3	8	4	4	4	4	0	0		4	4
0004126	Crew Supervisor 3 CDL	14	0	0	1	1	0	1		1	1
			17	17	17	17	0	0		17	17
<b>Moc Bend Treatment Plant - Liquid Handling</b>											
0000630	Plant Superintendent	27	1	1	1	1	0	0		1	1
0000598	Sewer Project Coordinator	15	0	0	0	1	1	1		1	1
0000633	Chief Plant Operator	15	5	5	4	4	0	-1		4	4
0000636	Plant Operator 3	13	5	5	5	5	0	0		5	5
0000638	Plant Operator 1	9	7	7	7	7	0	0		7	7
0004006	Plant Operations Supervisor	21	1	1	2	2	0	1		2	2
0004034	Plant Operator 2	11	9	9	9	9	0	0		9	9
0004057	Adm Support Assistant 1	4	1	1	1	1	0	0		1	1
			29	29	29	30	1	1		30	30
<b>Inflow &amp; Infiltration</b>											
0004010	General Supervisor	18	1	1	1	1	0	0		1	1
0004030	Crew Supervisor 3	14	3	3	3	3	0	0		3	3
0004058	Crew Worker 2	4	3	3	3	3	0	0		3	3
0004102	Equipment Operator 3	8	6	6	6	6	0	0		6	6
			13	13	13	13	0	0		13	13
<b>Safety &amp; Training</b>											
0004014	Occupational Safety Specialist	17	1	1	1	1	0	0		1	1
0004058	Crew Worker 2	4	1	1	1	1	0	0		1	1
			2	2	2	2	0	0		2	2
<b>Pretreatment/Monitoring</b>											

# City of Chattanooga

## Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	2013					Change		Projected	
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015	
0000652	Pretreatment Supervisor	19	1	1	1	1	0	0	1	1	
0000653	Monitor Technician	12	4	4	4	5	1	1	5	5	
0000655	Pretreatment Inspector	14	1	1	1	2	1	1	2	2	
0004047	Adm Support Assistant 2	7	1	1	1	1	0	0	1	1	
Moc Bend Treatment Plant - Solid Handling			7	7	7	9	2	2	9	9	
0000636	Plant Operator 3	13	1	3	3	3	0	2	3	3	
0000638	Plant Operator 1	9	3	3	3	3	0	0	3	3	
0004006	Plant Operations Supervisor	21	1	1	1	1	0	0	1	1	
0004034	Plant Operator 2	11	8	6	6	6	0	-2	6	6	
0004100	Equipment Operator 4	10	0	1	1	1	0	1	1	1	
0004102	Equipment Operator 3	8	1	0	0	0	0	-1	0	0	
			14	14	14	14	0	0	14	14	
<b>Department of Parks and Recreation</b>			<b>236</b>	<b>236</b>	<b>230</b>	<b>230</b>	<b>0</b>	<b>-6</b>	<b>230</b>	<b>230</b>	
<b>Parks General Fund</b>			<b>193</b>	<b>193</b>	<b>187</b>	<b>187</b>	<b>0</b>	<b>-6</b>	<b>187</b>	<b>187</b>	
Administration											
0000300	Administrator	32	1	1	1	1	0	0	1	1	
0004037	Administrative Support Spec	n/a	0	0	1	1	0	1	1	1	
0004011	Fiscal Analyst	17	2	2	2	2	0	0	2	2	
0004021	Executive assistant	14	1	1	1	1	0	0	1	1	
0004052	Personnel Assistant	8	1	1	1	1	0	0	1	1	
Admin-Public Info			5	5	6	6	0	1	6	6	
0004017	Public Relations Coordinator 1	15	1	1	1	1	0	0	1	1	
Outdoor Chattanooga											
0002133	Events and Marketing Spec	15	1	1	1	1	0	0	1	1	
0004007	Recreation Division Manager	20	1	1	1	1	0	0	1	1	
0000382	Recreation Specialist		1	1	1	1	0	0	1	1	
			3	3	3	3	0	0	3	3	
Skatepark											
0002940	Skatepark Assistant P/T 36hr	\$10.30	2	2	2	2	0	0	2	2	
Recreation Facility Management											
0000378	Recreation Program Coordinator	16	4	4	4	4	0	0	4	4	
0000382	Recreation Specialist	9	26	26	28	28	0	2	28	28	
0002938	Director of Recreation	25	1	1	1	1	0	0	1	1	
0002943	Assistant Director of Recreation	21	1	1	1	1	0	0	1	1	
0004007	Recreation Division Manager	20	2	2	2	2	0	0	2	2	
0004025	Recreation Facility Manager 1	14	14	14	14	14	0	0	14	14	
0004037	Administrative Support Spec	10	1	1	1	1	0	0	1	1	
0004057	Adm Support Assistant 1	4	2	2	0	0	0	-2	0	0	
0004059	Crew Worker 1	2	13	13	14	14	0	1	14	14	
0004082	Recreation Facility Manager 2	15	2	2	3	3	0	1	3	3	
0004083	Recreation Program Specialist	13	1	1	1	1	0	0	1	1	
			67	67	69	69	0	2	69	69	
Recreation - Summit of Softball											
0004038	Crew Supervisor 1	12	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2	4	5	5	5	5	0	0	5	5	
			6	6	6	6	0	0	6	6	
Recreation - Fitness Center											
0000954	Fitness Trainer (Part Time 30 hrs.)	\$10.61	1	1	1	1	0	0	1	1	
0000960	Front Desk Clerk (Part time 18 hrs.)	\$8.86	1	1	1	1	0	0	1	1	
0004007	Recreation Division Manager	20	1	1	1	1	0	0	1	1	
0004057	Adm Support Assistant 1	4	1	1	1	1	0	0	1	1	
			4	4	4	4	0	0	4	4	
Outventure											
0000378	Recreation Program Coordinator	16	1	1	1	1	0	0	1	1	
0000382	Recreation Specialist	9	1	1	1	1	0	0	1	1	
0000935	Recreation Specialist P/T	\$11.38	1	1	1	1	0	0	1	1	
			3	3	3	3	0	0	3	3	
Champion's Club											
0000394	Tennis Professional	16	1	1	1	1	0	0	1	1	
0000981	Tennis Assistant P/T	\$8.02	2	2	2	2	0	0	2	2	
0004059	Crew Worker 1	2	1	1	1	1	0	0	1	1	
0004083	Recreation Program Specialist	13	1	1	1	1	0	0	1	1	
			5	5	5	5	0	0	5	5	
Aquatics											
0000421	Aquatics Program Coordinator	16	1	1	1	1	0	0	1	1	
			1	1	1	1	0	0	1	1	
Therapeutic Recreation											
0000420	Therapeutic Program Coordinator	16	1	1	1	1	0	0	1	1	
0004083	Recreation Program Specialist	13	1	1	1	1	0	0	1	1	
			2	2	2	2	0	0	2	2	
Parks & Athletic Fields											
0000208	Equipment Mechanic I	10	1	1	0	0	0	-1	0	0	
0004010	General Supervisor	18	1	1	0	0	0	-1	0	0	
0004038	Crew Supervisor 2	12	2	2	0	0	0	-2	0	0	
0004126	Crew Supervisor 3 CDL	14	0	0	1	1	0	1	1	1	
0004058	Crew Worker 2	4	4	2	0	0	0	-4	0	0	

# City of Chattanooga

## Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	2013					Change		Projected	
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015	
0004059	Crew worker 1	2	3	1	0	0	0	-3	0	0	
0004100	Equipment Operator 5	12	3	3	3	3	0	0	3	3	
0004100	Equipment Operator 4	10	0	2	1	1	0	1	1	1	
0004105	Equipment Operator 1	5	1	3	0	0	0	-1	0	0	
			15	15	5	5	0	-10	5	5	
<b>Buildings &amp; Structures</b>											
0001301	Inventory Clerk	5	1	1	0	0	0	-1	0	0	
0004010	General Supervisor	18	1	1	1	1	0	0	1	1	
0004029	Bldg Maintenance Mechanic 2	12	1	1	1	1	0	0	1	1	
0004038	Crew Supervisor 2	12	1	1	1	1	0	0	1	1	
0004040	Bldg Maintenance Mechanic 1	9	7	8	8	8	0	1	8	8	
0004058	Crew Worker 2	4	1	0	0	0	0	-1	0	0	
0004097	Pool Technician	12	1	1	1	1	0	0	1	1	
			13	13	12	12	0	-1	12	12	
<b>Chattanooga Zoo</b>											
0000416	Director Zoo	23	1	1	0	0	0	-1	0	0	
0000417	Assistant Director Zoo	15	1	1	0	0	0	-1	0	0	
0000418	Zookeeper 1	5	4	4	0	0	0	-4	0	0	
0000419	Zookeeper 2	7	1	1	0	0	0	-1	0	0	
0000980	Zoo Education Curator	10	1	1	0	0	0	-1	0	0	
0002942	Zoo Cmty Partnership Coordinator	14	1	1	0	0	0	-1	0	0	
			9	9	0	0	0	-9	0	0	
<b>TN Riverpark - Downtown</b>											
0004105	Equipment Operator 1	5	0	0	1	1	0	1	1	1	
0004010	General Supervisor	18	1	1	1	1	0	0	1	1	
0004038	Crew Supervisor 2	12	3	3	3	3	0	0	3	3	
0004045	Crew Supervisor 1	8	3	4	3	3	0	0	3	3	
0004058	Crew Worker 2	4	1	1	2	2	0	1	2	2	
0004059	Crew worker 1	2	15	14	14	14	0	-1	14	14	
			23	23	24	24	0	1	24	24	
<b>Carousel Operations</b>											
0000423	Parks "Reservationist"	n/a	0	0	0	0	0	0	0	0	
0000968	Carousel Assistant P/T	\$7.78	2	2	2	2	0	0	2	2	
0004047	Adm Support Assistant 2	7	1	1	0	0	0	-1	0	0	
			3	3	2	2	0	-1	2	2	
<b>Park &amp; Facilities</b>											
0001301	Inventory Technician	5	0	0	1	1	0	1	1	1	
0004047	Administrative Support Assisstant 2	7	0	0	1	1	0	1	1	1	
0002934	Director Parks	25	1	1	1	1	0	0	1	1	
0002943	Assistant Director Parks	21	1	1	1	1	0	0	1	1	
0004037	Administrative Support Spec	10	1	1	1	1	0	0	1	1	
			3	3	5	5	0	2	5	5	
<b>Landscape</b>											
0000365	Gardener	7	1	1	1	1	0	0	1	1	
0004045	Crew Supervisor 1	8	0	0	2	2	0	2	2	2	
0004105	Equipment Operator 1	5	0	0	2	2	0	2	2	2	
0000208	Equipment Mechanic I	10	0	0	1	1	0	1	1	1	
0002932	Groundskeeper	7	1	1	1	1	0	0	1	1	
0004010	General Supervisor	18	1	1	1	1	0	0	1	1	
0004038	Crew Supervisor 2	12	1	1	2	2	0	1	2	2	
0004058	Crew Worker 2	4	4	4	5	5	0	1	5	5	
0004059	Crew worker 1	2	2	2	3	3	0	1	3	3	
			10	10	18	18	0	8	18	18	
<b>TN River Park Security</b>											
0000850	Ranger	4	5	5	5	5	0	0	5	5	
0000863	Ranger Supervisor	9	1	1	1	1	0	0	1	1	
			6	6	6	6	0	0	6	6	
<b>City-Wide Security</b>											
0000850	Ranger	4	3	3	3	3	0	0	3	3	
0000953	Ranger P/T 20 hr	\$11.70	1	1	1	1	0	0	1	1	
			4	4	4	4	0	0	4	4	
<b>Athletic Facilities (Recreation Support Services)</b>											
0000362	Stadium Manager	17	1	1	1	1	0	0	1	1	
0004010	General Supervisor	18	0	0	1	1	0	1	1	1	
0000942	Softball Coordinator	\$321.00	1	1	1	1	0	0	1	1	
0002932	Groundskeeper	7	1	1	0	0	0	-1	0	0	
0004038	Crew Supervisor 2	12	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2	4	1	1	4	4	0	3	4	4	
0004059	Crew worker 1	2	3	3	1	1	0	-2	1	1	
			8	8	9	9	0	1	9	9	
<b>Municipal Golf Course</b>											
0000224	Equipment Mechanic II	NP	2	2	2	2	0	2	2	2	
0000317	Golf Course Superintendent	NP	2	2	2	2	0	2	2	2	
0000319	Assistant Superintendent	NP	2	2	2	2	0	2	2	2	
0000321	Concession Attendant	NP	4	4	4	4	0	4	4	4	
0000326	Golf Course Ranger	NP	3	3	3	3	0	3	3	3	
0000330	Proshop Clerk	NP	2	2	2	2	0	2	2	2	
0000399	Golf Manager	NP	2	2	2	2	0	2	2	2	
0000414	Golf Course Director	NP	1	1	1	1	0	1	1	1	
0000415	Assistant Golf Manager	NP	2	2	2	2	0	2	2	2	
0000925	Proshop Attendant (Part time)	NP	1	1	1	1	0	1	1	1	
0000926	Laborer ( Part time)	NP	8	8	8	8	0	8	8	8	
0000927	Food Clerk (Part time)	NP	3	3	3	3	0	3	3	3	
0001402	Accounting Technician	NP	1	1	1	1	0	1	1	1	

# City of Chattanooga

## Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	2013					Change		Projected	
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015	
0001512	Equipment Operator, Sr	NP	2	2	2	2	0	2	2	2	
0001521	Crew Worker	NP	8	8	8	8	0	8	8	8	
			43	43	43	43	0	43	43	43	
<b>Department of Personnel</b>			<b>21</b>	<b>21</b>	<b>21</b>	<b>22</b>	<b>1</b>	<b>1</b>	<b>26</b>	<b>26</b>	
Personnel Administration											
0000270	Administrator Personnel	32	1	1	1	1	0	0	1	1	
0000271	Assistant Personnel Director	22	1	1	0	0	0	-1	0	0	
0000272	Compensation Mgt Analyst	21	1	1	1	1	0	0	1	1	
0000273	Deputy Administrator Personnel	29	1	1	1	1	0	0	1	1	
0000275	Personnel Records Specialist	20	1	1	1	1	0	0	1	1	
0000284	Fire & Police Recruitment Supv	18	1	1	0	0	0	-1	1	1	
0000284	Recruitment Supervisor	18	0	0	1	1	0	1	1	1	
0002142	Compliance Officer	18	0	0	1	1	0	1	1	1	
0004012	Human Resource Generalist	17	5	4	4	4	0	-1	4	4	
0004021	Executive Assistant	14	1	1	1	1	0	0	1	1	
0004033	Personnel Technician	11	2	2	4	3	-1	1	2	2	
0004047	Administrative Support Asst 2	7	0	2	0	0	0	0	2	2	
0004057	Adm Support Assistant 1	4	1	0	0	1	1	0	0	0	
			15	15	15	15	0	0	19	19	
Wellness Initiative											
0000011	Manager Safety and Wellness	23	1	1	1	1	0	0	1	1	
0000012	Wellness Coordinator	16	1	1	1	1	0	0	1	1	
			2	2	2	2	0	0	2	2	
Employee Benefits Office & Safety Program											
0000182	Dir Risk Mgt and Insurance	27	1	1	1	1	0	0	1	1	
0000185	Benefits Technician	11	2	2	2	2	0	0	2	2	
0004169	Pension & Data Analyst	21	0	0	0	1	1	1	1	1	
0000266	Safety Programs Coordinator	21	1	1	1	1	0	0	1	1	
			4	4	4	5	1	1	5	5	
<b>Department of Neighborhood Services</b>			<b>36</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>0</b>	<b>-1</b>	<b>35</b>	<b>35</b>	
Department of NS - General Fund			<b>29</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>0</b>	<b>-1</b>	<b>28</b>	<b>28</b>	
Administration											
0000050	Adm Neighborhood Services	32	1	1	1	1	0	0	1	1	
0001912	Dep Adm Neighborhood Svcs	29	1	1	1	1	0	0	1	1	
0001925	Economic Consultant	\$31,012yr	1	0	0	0	0	-1	0	0	
0001949	Graphic & Tech Specialist	15	1	1	1	1	0	0	1	1	
0001975	Clerical Assistant	\$7.92	1	1	1	1	0	0	1	1	
0004016	Neighborhood Program Spec	15	2	2	2	2	0	0	2	2	
0004021	Executive Assistant	14	1	1	1	1	0	0	1	1	
			8	7	7	7	0	-1	7	7	
Codes, Community Services & Neighborhood Relations											
0000155	Neighborhood Relation Coordinator/Spec.	14	3	3	3	3	0	0	3	3	
0000542	Chief Neighborhood Code Enforcement Ins	19	0	0	0	1	1	1	0	0	
0000548	Mgr Codes & Neighborhood Relations	NR	1	1	1	0	-1	-1	1	1	
0000565	Code Enforcement Inspector 1	12	10	9	9	9	0	-1	9	9	
0000574	Code Enforcement Insp Supv	16	3	3	3	3	0	0	3	3	
0004047	Adm Support Assistant 2	7	3	3	3	3	0	0	3	3	
0004133	Code Enforcement Inspector 2	14	0	1	1	1	0	1	1	1	
			20	20	20	20	0	0	20	20	
Grants Administration											
0004086	Project Specialist	14	1	1	1	1	0	0	1	1	
			1	1	1	1	0	0	1	1	
Community Development											
0000188	Manager Community Development	23	1	1	1	1	0	0	1	1	
0000189	Asst Manager Community Development	21	1	1	1	1	0	0	1	1	
0000192	Community Development Spec	16	3	3	3	3	0	0	3	3	
0004011	Fiscal Analyst	17	1	1	1	1	0	0	1	1	
0004047	Adm Support Assistant 2	7	1	1	1	1	0	0	1	1	
			7	7	7	7	0	0	7	7	
<b>Executive Department of the Mayor</b>			<b>14</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>-1</b>	<b>-1</b>	<b>13</b>	<b>13</b>	
Department of the Mayor - General Fund			<b>14</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>-1</b>	<b>-1</b>	<b>13</b>	<b>13</b>	
Office of the Mayor											
0000164	Director of Media Relations	NP	1	1	1	1	0	0	1	1	
0000171	Chief of Staff	NP	1	1	1	1	0	0	1	1	
0000174	Special Project Assistant	NP	1	1	1	1	0	0	1	1	
0000175	Special Assistant	NP	1	1	1	1	0	0	1	1	
0001209	Deputy to the Mayor	NP	1	1	1	1	0	0	1	1	
0002135	Assistant to the Mayor	NP	1	1	1	1	0	0	1	1	
0002136	Special Project Coordinator	NP	1	1	1	1	0	0	1	1	
0004047	Administrative Support Assistant 2	7	1	1	1	1	0	0	1	1	
0020001	Mayor	NP	1	1	1	1	0	0	1	1	
			9	9	9	9	0	0	9	9	
Office of Faith Based Initiatives											
'0001207	Executive Assistant	13	1	0	0	0	0	-1	0	0	

## City of Chattanooga Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	Change					Projected		
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015
'0001403	Administrative Coordinator	10	1	0	0	0	0	-1	0	0
			2	0	0	0	0	-2	0	0
Office of Multicultural Affairs										
'0001204	Administrative Support Specialist	10	1	1	1	1	0	0	1	1
0002140	Director, Multicultural Affairs	NP	0	1	1	1	0	1	1	1
'0002142	Compliance Officer	18	1	1	1	1	0	0	1	1
0001207	Executive Assistant	13	0	1	1	0	-1	0	0	0
0001403	Administrative Coordinator	NP	0	1	1	1	0	1	1	1
0002145	Community Housing Specialist	NR	1	0	0	0	0	-1	0	0
			3	5	5	4	-1	1	4	4
<b>Education, Arts, &amp; Culture</b>			<b>27</b>	<b>27</b>	<b>27</b>	<b>28</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>28</b>
Administration										
0002960	Administrator of Ed. Arts, & Culture	32	1	1	1	1	0	0	1	1
0002961	Deputy Administrator	30	1	1	1	1	0	0	1	1
0004017	Public Relations Coordinator 1	15	1	1	1	1	0	0	1	1
0004021	Executive Assistant	14	1	1	1	1	0	0	1	1
0004037	Administrative Support Spec	10	1	1	1	1	0	0	1	1
			5	5	5	5	0	0	5	5
Memorial Auditorium										
0000405	Technical Coordinator	12	1	1	1	1	0	0	1	1
0004059	Crew Worker 1	2	2	2	2	2	0	0	2	2
			3	3	3	3	0	0	3	3
Tivoli Theatre										
0000405	Technical Coordinator	12	1	1	1	1	0	0	1	1
0004059	Crew Worker 1	2	1	1	1	1	0	0	1	1
			2	2	2	2	0	0	2	2
Civic Facilities Administration										
0000400	Director Civic Facilities	22	1	1	1	1	0	0	1	1
0000401	Business Mgr Civic Facilities	20	1	1	1	1	0	0	1	1
0000402	Super, Civic Facilities Operation	15	1	1	1	1	0	0	1	1
0000406	Facilities Marketing Coordinator	15	1	1	1	1	0	0	1	1
0000410	Box Office Supervisor	11	1	1	1	1	0	0	1	1
0000956	Box Office Cashiers P/T	\$10.79	2	2	2	2	0	0	2	2
0000958	Phone Sales Clerks P/T	\$10.54	4	4	4	4	0	0	4	4
0004045	Crew Supervisor 1	8	1	1	1	1	0	0	1	1
0004047	Adm Support Assistant 2	7	2	2	2	2	0	0	2	2
			14	14	14	14	0	0	14	14
North River Civic Center										
0004026	Community Facilities Supv	13	1	1	1	1	0	0	1	1
			1	1	1	1	0	0	1	1
Eastgate Center										
0004026	Community Facilities Supv	13	1	1	1	1	0	0	1	1
			1	1	1	1	0	0	1	1
Heritage House										
0004026	Community Facilities Supv	13	0	1	1	1	0	1	1	1
0004039	Cultural Arts Coordinator	10	1	0	0	0	0	-1	0	0
			1	1	1	1	0	0	1	1
Culture Arts										
0004162	Art Assistant P/T	\$10.00				1	1	1	1	1
			0	0	0	1	1	1	1	1
<b>Human Services</b>			<b>285</b>	<b>285</b>	<b>305</b>	<b>307</b>	<b>2</b>	<b>22</b>	<b>307</b>	<b>307</b>
Administration										
C1A010	Administrator	32	1	1	1	1	0	0	1	1
C1A075	Executive Secretary	NP	1	1	0	0	0	-1	0	0
C1A080	Executive Assistant	NP	0	0	1	1	0	1	1	1
C04052	Personnel Assistant	8	0	0	0	1	1	1	1	1
C1A120	Senior Accounting Clerk	NP	1	1	1	0	-1	-1	0	0
C01402	Accounting Technician 1	8	0	0	0	1	1	1	1	1
C1A171	Deputy Administrator	29	1	1	1	1	0	0	1	1
C1A220	Clerk	NP	1	1	1	0	-1	-1	0	0
C1A300	Receptionist	NP	1	1	0	0	0	-1	0	0
C1A311	Supervisor of Fiscal Operations	NP	1	1	1	0	-1	-1	0	0
C04011	Fiscal Analyst	17	0	0	0	1	1	1	1	1
C1A312	Asst Admin for Admin, Plan, FO	NP	1	1	1	0	-1	-1	0	0
C1A320	Information Management Coordinator	NP	1	1	0	0	0	-1	0	0
			9	9	7	6	-1	-3	6	6
Occupancy										
C1B050	Utility Worker	NP	1	1	1	1	0	0	1	1
			1	1	1	1	0	0	1	1
Community Services Block Grant										
C1C020	Bookkeeper/Record Clerk	NP	1	1	0	0	0	-1	0	0
C1C040	Service Delivery Worker II	NP	2	2	2	3	1	1	3	3



# City of Chattanooga

## Detail Position List for Fiscal Year 2010-2015

Position Number	Position Name	2013 Pay Grade	2013					Change		Projected	
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015	
C1C150	Director of Social Services	NP	1	1	1	1	0	0	1	1	
C1C152	Soc Serv Delivery Worker/Pro Coord	NP	1	1	0	0	0	-1	0	0	
C1C160	LIEAP Coordinator	NP	1	1	1	1	0	0	1	1	
C1C170	Energy Specialist	NP	1	1	1	1	0	0	1	1	
C1C200	Data Entry Clerk	NP	1	1	1	1	0	0	1	1	
C1C210	Intake Specialist	NP	1	1	1	0	-1	-1	0	0	
			9	9	7	7	0	-2	7	7	
Day Care											
C1D010	Center Supervisor	NP	1	1	1	1	0	0	1	1	
C1D060	Clerk II	NP	1	1	1	1	0	0	1	1	
C1D071	Teacher	NP	7	7	7	8	1	1	8	8	
C1D100	Teacher Assistant	NP	8	8	8	8	0	0	8	8	
C1D241	Family Service Supervisor	NP	0	0	1	0	-1	0	0	0	
C1D270	Cook II	NP	1	1	2	2	0	1	2	2	
C1D320	Social Services Coordinator	NP	1	1	1	0	-1	-1	0	0	
C1D390	Director of CC Programs	NP	1	1	1	0	-1	-1	0	0	
C1D420	Janitor	NP	0	0	1	1	0	1	1	1	
			20	20	23	21	-2	1	21	21	
Energy Project											
C1E020	Weatherization Coordinator	NP	1	1	0	0	0	-1	0	0	
C1E021	Weatherization Inspector	NP	1	1	0	0	0	-1	0	0	
			2	2	0	0	0	-2	0	0	
Foster Grandparents											
C1F020	Foster Grand Field Supervisor	NP	1	1	1	1	0	0	1	1	
C1F030	Director of FGP Program	NP	1	1	1	1	0	0	1	1	
C1F040	Program Assistant II	NP	1	1	1	1	0	0	1	1	
			3	3	3	3	0	0	3	3	
Head Start Centers											
C1H060	Health/ Nutrition Coordinator	NP	1	1	1	1	0	0	1	1	
C1H062	Health Technician	NP	2	2	2	4	2	2	4	4	
C1H080	Teacher	NP	24	24	24	24	0	0	24	24	
C1H082	English lang Learner Supervisor	NP	1	1	1	1	0	0	1	1	
C1H089	Teacher Assistant	NP	25	25	25	25	0	0	25	25	
C1H140	Family Service Coordinator	NP	1	1	1	1	0	0	1	1	
C1H150	Family Service Supervisor	NP	5	5	5	5	0	0	5	5	
C1H170	Facility & Grounds Supervisor	NP	1	1	1	1	0	0	1	1	
C1H175	Parent Involvement Coordinator	NP	1	1	1	1	0	0	1	1	
C1H190	Family Service Assistant	NP	15	15	15	15	0	0	15	15	
C1H240	Head Start / PCC Manager	NP	1	1	1	1	0	0	1	1	
C1H250	Fiscal Officer	NP	2	2	0	1	1	-1	1	1	
C1H251	Data Technician	NP	1	1	0	1	1	0	1	1	
C1H252	Fiscal/Data Systems Manager	NP	1	1	1	1	0	0	1	1	
C1H253	Senior Accountant	NP	1	1	1	1	0	0	1	1	
C1H270	Dietary Supervisor	NP	1	1	1	1	0	0	1	1	
C1H310	Nurse	NP	1	1	1	1	0	0	1	1	
C1H320	Lead Teacher/ Center Supervisor	NP	5	5	5	5	0	0	5	5	
C1H350	Center Clerk	NP	5	5	5	5	0	0	5	5	
C1H380	Dietary Assistant	NP	8	8	10	10	0	2	10	10	
C1H390	Clerk III	NP	5	5	5	5	0	0	5	5	
C1H400	Transportation/Janitorial Coordinator	NP	1	1	1	1	0	0	1	1	
C1H410	Clerk IV	NP	3	3	2	2	0	-1	2	2	
C1H420	General Maintenance	NP	1	1	1	1	0	0	1	1	
C1H440	Special Project Coordinator	NP	1	1	1	1	0	0	1	1	
C1H601	Education Coordinator	NP	1	1	1	1	0	0	1	1	
C1H602	Resource Specialist	NP	3	3	3	3	0	0	3	3	
C1H603	Multi-Disciplinary Team Manager	NP	3	3	3	3	0	0	3	3	
C1H615	Community Part/Education Specialist	NP	1	1	1	1	0	0	1	1	
			121	121	119	123	4	2	123	123	
Head Start Mental Health											
C1M141	Resource Specialist	NP	2	2	2	2	0	0	2	2	
C1M145	Clerk IV	NP	1	1	0	1	1	0	1	1	
C1M165	Teacher	NP	1	1	0	0	0	-1	0	0	
			4	4	2	3	1	-1	3	3	
Neighborhood Family Services											
C1N001	Case Manager Coordinator	NP	1	1	1	1	0	0	1	1	
C1N003	Case Manager	NP	1	1	1	1	0	0	1	1	
			2	2	2	2	0	0	2	2	
Parent/Child Center											
C1P200	Teacher	NP	22	22	22	22	0	0	22	22	
C1P250	Teacher Assistant	NP	9	9	5	5	0	-4	5	5	
C1P280	Family Service Assistant	NP	5	5	5	5	0	0	5	5	
C1P312	Coordinator EHS	NP	1	1	1	1	0	0	1	1	
C1P320	Dietary Assistant	NP	1	1	1	1	0	0	1	1	
			38	38	34	34	0	-4	34	34	
Temporary Head Start											
T50241	Maintenance	NP	1	1	1	1	0	0	1	1	
T80045	Part Time Program Assistant	NP	1	1	1	1	0	0	1	1	
T80047	Registered Dietian	NP	1	1	1	1	0	0	1	1	
T80048	Janitor	NP	1	1	1	1	0	0	1	1	
T80049	Mental Health Consultant	NP	1	1	1	1	0	0	1	1	
T80052	Custodian	NP	1	1	1	1	0	0	1	1	
T80081	Education Consultant	NP	3	3	0	0	0	-3	0	0	
T90010	Dietary Assistant I	NP	6	6	6	6	0	0	6	6	
			15	15	12	12	0	-3	12	12	

**City of Chattanooga**  
**Detail Position List for Fiscal Year 2010-2015**

Position Number	Position Name	2013 Pay Grade	Change					Projected		
			FY 2010	FY 2011	FY 2012	FY 2013	PY to CY	FY 10 thru FY 2013	FY 2014	FY 2015
Temporary /Classroom Substitute										
T10010	Classroom Substitutes	NP	36	36	70	70	0	34	70	70
T10100	Bus Driver	NP	9	9	9	9	0	0	9	9
			45	45	79	79	0	34	79	79
Temporary Day Care										
T14010	Day Care Substitute	NP	14	14	14	14	0	0	14	14
T14020	Dietary Aide	NP	2	2	2	2	0	0	2	2
			16	16	16	16	0	0	16	16
<b>All Authorized Budget Positions</b>			<b>2,640</b>	<b>2,546</b>	<b>2,565</b>	<b>2,588</b>	<b>23</b>	<b>-52</b>	<b>2,577</b>	<b>2,577</b>
<b>Total General Fund</b>			<b>1,764</b>	<b>1,769</b>	<b>1,761</b>	<b>1,778</b>	<b>17</b>	<b>14</b>	<b>1,767</b>	<b>1,767</b>
<b>Total Special Revenue Funds</b>			<b>374</b>	<b>371</b>	<b>391</b>	<b>393</b>	<b>2</b>	<b>19</b>	<b>393</b>	<b>393</b>
<b>Total Enterprise Funds</b>			<b>289</b>	<b>291</b>	<b>296</b>	<b>300</b>	<b>4</b>	<b>11</b>	<b>300</b>	<b>300</b>
<b>Total Internal Service Funds</b>			<b>61</b>	<b>61</b>	<b>61</b>	<b>61</b>	<b>0</b>	<b>0</b>	<b>61</b>	<b>61</b>
<b>Total Golf Course and DRC</b>			<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>0</b>	<b>43</b>	<b>46</b>	<b>46</b>
<b>Departmental Totals</b>										
<b>General Government &amp; Agencies</b>			181	91	90	90	0	-91	90	90
<b>Department of Finance &amp; Administration</b>			67	68	68	68	0	1	68	68
<b>Department of Police</b>			601	604	604	604	0	3	604	604
<b>Department of Fire</b>			417	429	431	446	15	29	431	431
<b>Department of Public Works (All Funds)</b>			649	629	633	637	4	-12	637	637
<b>Department of Parks and Recreation</b>			236	236	230	230	0	-6	230	230
<b>Department of Personnel</b>			21	21	21	22	1	1	26	26
<b>Department of Neighborhood Services</b>			36	35	35	35	0	-1	35	35
<b>Executive Department of the Mayor</b>			14	14	14	13	-1	-1	13	13
<b>Education, Arts, &amp; Culture</b>			27	27	27	28	1	1	28	28
<b>General Services</b>			106	107	107	108	1	2	108	108
<b>Human Services</b>			285	285	305	307	2	22	307	307
<b>Total All Departments</b>			<b>2,640</b>	<b>2,546</b>	<b>2,565</b>	<b>2,588</b>	<b>23</b>	<b>-52</b>	<b>2,577</b>	<b>2,577</b>

**INCLUSIVE PAY PLAN: GENERAL, FIRE, POLICE**

<b>RANGE</b>	<b>MINIMUM</b>	<b>MIDPOINT</b>	<b>MAXIMUM</b>	<b>RANGE</b>
P9	73,246	87,757	102,268	P9
P8	56,135	67,227	78,317	P8
P7	49,913	59,764	69,615	P7
P6	43,692	52,296	60,906	P6
P5	46,483	47,364	55,000	P5
P4	42,961	43,843	44,725	P4
P3	39,436	40,318	41,199	P3
P2	35,913	36,794	37,674	P2
P1	34,118	34,118	34,118	P1
F7C	68,579	85,552	102,532	F7C
F6C	65,350	81,479	97,607	F6C
F5A	60,756	75,751	90,746	F5A
F4C	49,132	61,229	73,325	F4C
F3C	46,358	57,007	67,656	F3C
F3A	43,358	54,007	64,656	F3A
F2C	39,004	47,000	53,405	F2C
F2A	36,004	44,000	50,405	F2A
F1C	35,077	42,313	50,049	F1C
F1A	32,077	39,313	47,049	F1A
F0C	31,577	31,577	31,577	F0C
35	95,283	120,612	147,749	35
34	90,746	114,868	140,714	34
33	86,425	109,398	134,013	33
32	82,309	104,189	127,631	32
31	78,390	99,227	121,554	31
30	74,657	94,502	115,765	30
29	71,102	90,002	110,253	29
28	67,716	85,716	105,003	28
27	64,491	81,635	100,002	27
26	61,420	77,747	95,240	26
25	58,496	74,045	90,705	25
24	55,710	70,519	86,386	24
23	53,057	67,161	82,272	23
22	50,531	63,963	78,355	22
21	48,124	60,917	74,623	21
20	45,833	58,016	71,070	20
19	43,650	55,254	67,686	19
18	41,572	52,622	64,462	18
17	39,592	50,117	61,393	17
16	37,707	47,730	58,469	16
15	35,911	45,457	55,685	15
14	34,201	43,293	53,033	14
13	32,573	41,231	50,508	13
12	31,021	39,268	48,103	12
11	29,544	37,398	45,812	11
10	28,137	35,617	43,631	10
9	26,798	33,921	41,553	9
8	25,521	32,306	39,574	8
7	24,306	30,767	37,690	7
6	23,149	29,302	35,895	6
5	22,046	27,907	34,186	5
4	20,997	26,578	32,558	4
3	19,996	25,312	31,008	3
2	19,044	24,107	29,531	2



# Glossary

**AA** - An obligor rated 'AA' has very strong capacity to meet its financial commitments. It differs from the highest-rated obligors only to a small degree. The City of Chattanooga has an AA+ rating with Standard & Poor's and Fitch.

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity**- Departmental efforts or organizational unit for performing a specific function which contribute to the achievement of a specific set of program objectives.

**Ad Valorem Taxes** - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

**Allot**- To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

**Annualize** - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriation** - A legal authorization to incur obligations and to make expenditures for specific purposes.

**ARRA** - American Recovery and Reinvestment Act

**Assessed Valuation** - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes. Property Values for Chattanooga are established by Hamilton County.

**Assessment Ratio** - The ratio at which the tax rate is applied to the tax base.

**Asset** - Resources owned or held by a government which have monetary value.

**ATE** - Automated Traffic Enforcement

**Attrition** - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

**Authorized Positions** - Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Available (Undesignated) Fund Balance** - This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**Base Budget** - Cost of continuing the existing levels of service in the current budget year.

**B.A.D.G.E** - Building Attitudes During Group Experiences

**Bond** - A long-term I.O.U. of promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds.

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** - A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period. The most common types of budgets are Line-Item Budget,

## B - C

Operating Budget, Performance Budget, Program Budget, and the Capital Improvements Program Budget (definitions of each are included in glossary).

**Budgetary Basis** - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar** - The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Budgetary Control** - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Assets** - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Budget** - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**Capital Improvements** - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvements Program (CIP)** - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

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

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

**CAFR** - Comprehensive Annual Financial Report



**CCHDO** - Chattanooga Community Housing Development Organization

**CCRC** - Chattanooga Community Resource Center

**CDRC** - Chattanooga Downtown Redevelopment Corporation

**Child Abuse** - Program offered by the Police Department. The Child Abuse Unit investigates child sexual abuse, child physical abuse and child neglect and any other cases that the supervision deems appropriate for the unit. They work very closely with the Child Advocacy Center, the Department of Children Services, other social agencies that promote children and the special child abuse prosecutor with the District Attorney's Office.

**CNE** - Chattanooga Neighborhood Enterprise

**COBRA** - Consolidated Omnibus Budget Reconciliation Act

**Collective Bargaining Agreement** - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

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

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

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

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

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

**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

**D.A.R.E**- Drug Abuse Resistance Education program offered by the Police Department.

**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

# D - E

Expenditures.

**Debt Service** - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. The major types of debt include Direct Obligation Debt; Self Supporting Debt; Outstanding Tax Supported Debt.

**Debt Service Fund** - Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on the City debt. They are used to account for the accumulation of resources, for, and the payment of, general obligation and special assessment debt principal, interest and relation cost, except the debt service accounted for in the Special Revenue Funds, and Enterprise Funds.

**Dedicated Tax** - A tax levied to support a specific government program or purpose.

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** - The basis organizational unit of government which is functionally unique in its delivery of services. The City of Chattanooga has ten departments: General Government; Executive Department; Finance & Administration; Police; Fire; Public Works; Parks & Recreation; Education, Arts, & Culture; Personnel; and Neighborhood Services.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Development Related Fees** - Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**Direct Debt** - The sum of the total bonded debt and any unfunded debt of the City for which the City has pledged its "full faith and credit". It does not include the debt of overlapping jurisdictions.

**Disbursement** - The expenditure of monies from an account.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Division** - A group of homogeneous activities within a department, i.e. Memorial Auditorium, Civic Facilities Concessions, Tivoli Theatre, and Civic Facilities Administration make up the Civic Facilities division of the Education, Arts & Culture Department.

**Employee Benefits (or Fringes)** - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Entitlements** - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**Enterprise Funds** - Enterprise Funds are used to account for operations including debt service (a) that are financed and operated in a manner similar to private businesses where the intent of the government body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or (b) where the governing body has

determined that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes. Our Enterprise funds include the Electric Power Board Fund, Interceptor Sewer System Fund, Solid Waste/Sanitation Fund, and Water Quality Fund.

**EPB** - Electric Power Board

**ERU** - Equivalent Residential Units

**Expenditure** - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, services or settling a loss.

**Expenses** - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiscal Policy** - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Chattanooga's fiscal year is July 1 to June 30.

**Fixed Assets** - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full Faith and Credit** - A pledge of a government's taxing power to repay debt obligations.

**Full-time Equivalent (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**Function** - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. The City of Chattanooga's functions are public safety, public works, general government, culture & recreation, general services, finance & administration.

**Fund** - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity. Fund Structure consist of Governmental Funds (General, Special, Debt, and Capital); Proprietary Funds; Fiduciary Funds.

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

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standard for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**General Obligation Bonds (GO)** - This type of bond is backed by the full faith, credit and taxing power of the government.

**Goal** - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants** - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

# I - O

**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.

**ICF** - Intelligent Community Forum

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Interfund Transfers** - The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

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

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

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

**Lapsing Appropriation** - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

**Levy** - To impose taxes for the support of government activities.

**LIHEAP**- Low Income Home Energy Assistance Program

**Line-item Budget** - A budget prepared along departmental lines that focuses on what is to be bought.

**Long-term Debt** - Debt with a maturity of more than one year after the date of issuance.

**MBWWTP** - Moccasin Bend Wastewater Treatment Plant

**Materials and Supplies** - Expendable materials and operating supplies necessary to conduct departmental operations.

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

**MPO** - Metropolitan Planning Organization

**MTAS** - Municipal Technical Advisory Service

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

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

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

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

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

**OAM** - Office of Asset Management.

**OMA** - Office of Multicultural Affairs

**OPR** - Office of Performance Review

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

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

**Output Indicator** - A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**P.A.L.** - Police Athletic League

**Pay-as-you-go Basis** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Budget** - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Indicators** - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure** - Data collected to determine how effective or efficient a program is in achieving its goals and objectives. There are four types of performance measures: input, output, outcome, and efficiency.

Input measures address the amount of resources used in providing a particular service (ex. dollars, employee-hours, etc.).

Output measures describe the activities undertaken in providing a service of carrying out a program (ex. # of emergency calls or the # of cases heard)

# P - S

Outcome measures are used to evaluate the quality and effectiveness of public programs and services (ex. # of crimes committed per capita or \$ of property lost due to fire).

Efficiency measures relate inputs, or resources used, to units of output or outcome, and provide evidence of trends in productivity (employee hours per crime solved).

**Personal Services** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Prior-Year Encumbrances** - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Program Performance Budget** - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**Program Revenue (Income)** - Revenues earned by a program, including fees for services, licenses and permits, fees, and fines.

**PSC** - Public Service Commission

**Purpose** - A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**Reserve** - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Resolution** - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue** - Sources of income financing the operations of government.

**PILOT**- Payment in lieu of taxes

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget** - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Revenue Bond** - This type of bond is backed only by the revenues from the specific enterprise or project, such as a hospital or toll road.

**Service Lease** - A lease under which the lessor maintains and services the asset.

**Service Level** - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Site-based Budgeting** - A decentralized budget process whereby budget preparation and development are



based on individual school (and department) sites.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

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

**SRO** - School Resource Officer

**SSO** - Sanitary Sewer Overflow

**Supplemental Appropriation** - An additional appropriation made by the governing body after the budget year or biennium has started.

**Supplemental Requests** - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**Target Budget** - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**Tax Levy** - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**TOSHA** - Tennessee Occupational Safety and Health Administration

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**TRPA** - Tennessee Recreation and Parks Association

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges** - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**VAAP** - Enterprise South formerly Volunteer Army Ammunition Plant

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



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