



City of Chattanooga, Tennessee
Comprehensive Annual
Budget Report
Fiscal Year 1999-2000

Presented By:

The Department of Finance & Administration

James S. Boney, City Finance Officer

Daisy W. Madison, Deputy Finance Officer

Donald A. Bain, Assistant City Finance Officer

Prepared By:

Fredia F. Kitchen, Senior Budget Analyst

Simone M. White, Budget Analyst & Project Leader

Randall E. Ray, Budget Analyst

Christopher L. Haley, Budget Analyst

Photo © 1999 by Janiece O'Rear

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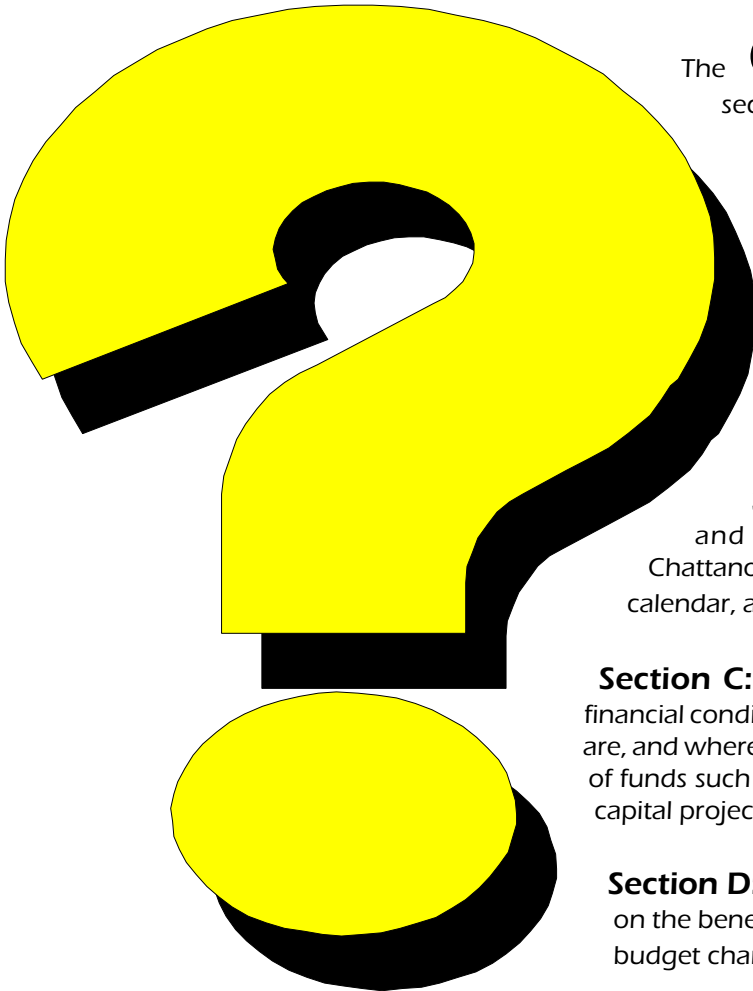
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The **CABR 2000** is divided into five major sections: **Introduction, Guidelines, Financial Overview, Personnel Administration**, and the **Appendix**.

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

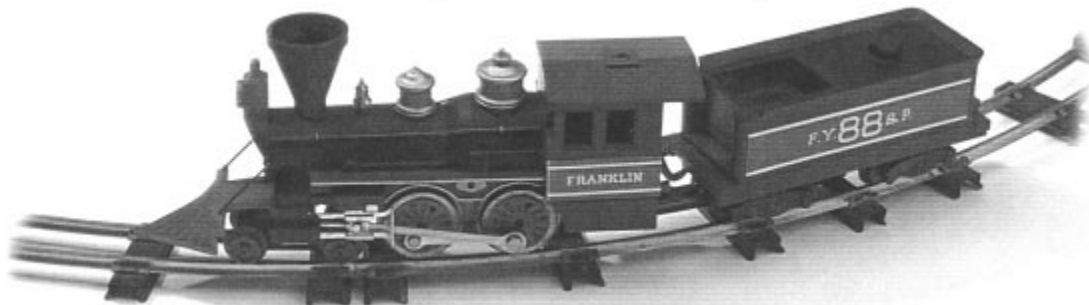
Section B: Guidelines - informs you of guidelines and rules adhered to by the finance department of Chattanooga, as well as budget policies, model, procedures, a calendar, and the budget ordinance.

Section C: Financial Overview - summarizes the overall financial condition of Chattanooga, where we have been, where we are, and where we are going. This is followed by detailed discussions of funds such as general, enterprise, special, fiduciary, debt service, capital projects, and internal services.

Section D: Personnel Administration - gives an outlook on the benefits provided by the City of Chattanooga, current year budget changes, its personnel detail, and a pay plan table.

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

*Welcome to the
City of Chattanooga, Tennessee*





This CABR 2000 is dedicated to **Donald A. Bain**



Donald A. Bain began his career in public service with the City of Chattanooga in 1963 as an Accounting Trainee in the Department of Finance under the term of Mayor Ralph Kelley. During the 60's Don was promoted to Accountant I, then Chief Accountant.

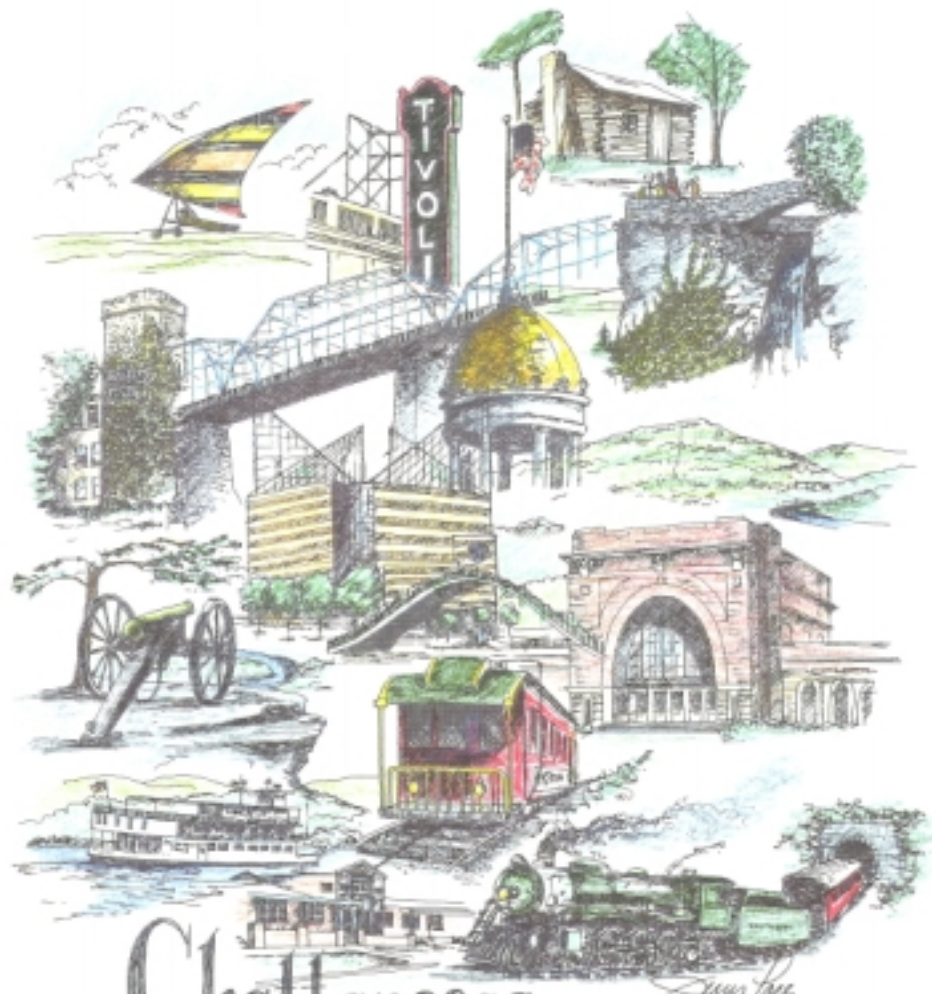
In July of 1972, Don was again promoted, and became the City of Chattanooga's first Budget Officer, which later was renamed Assistant City Auditor, then Assistant Finance Officer. At that time the City's budget was \$54,112,883, today, it has grown to over \$230 million.

During Don's 27 years in Budget he has prepared budgets under the Mayors Robert Kirk Walker, Charles A. "Pat" Rose, Gene Roberts, and Jon Kinsey. His supervising Administrative teams included William Zachry and H. D. Miller; H. D Miller and John Cross; and James Boney and Daisy Madison. Those who have passed thru the budget office to work under Don's supervision include Priscilla Simmons, Glen Thompson, John Gearhart, Susan Griffin, Rick Winters, Danny Grant, Joachim Volz, and Brian Smart. His current team include Fredia F. Kitchen, Simone M. White, Randall E. Ray, and Chris Haley. Under Mr. Bain's supervision, the current budget team has received three Distinguished Budget Presentation Awards for its annual budget presentation meeting policy, operational, financial, and communication criteria from the Government Finance Officers Association of the United States and Canada.



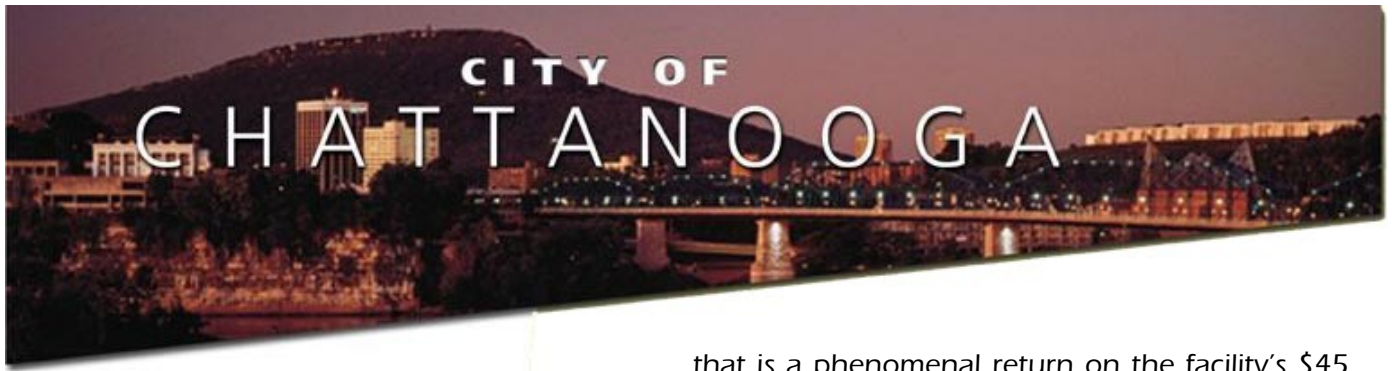
Don has exemplified excellent service to the City of Chattanooga, the community and its citizens. He takes with him an invaluable cachet of history and information. To his credit, and though he can never truly be replaced, he has built a capable, dedicated budget team who will continue to provide the excellence in service he has established. With this dedication we extend our sincerest appreciation and gratitude for his 36 years of loyal service.





Chattanooga
TENNESSEE

Jimmy Lee
93



History and Development

Founded as a ferry landing and warehouse site in 1815, the City of Chattanooga was incorporated under the State of Tennessee Private Acts of 1839. The City is commercially and industrially developed and is situated in the center of the six-county Metropolitan Statistical Area ("MSA"), which includes Hamilton County and the counties of Marion and Sequatchie, Tennessee, and the counties of Catoosa, Dade and Walker, Georgia. The City is the county seat of Hamilton County and is located near the southeastern corner of the state on the Tennessee-Georgia border. The City encompasses an area of 126.9 square miles and a population of 152,393. The Tennessee River flows through the center of the City, which has a diversified terrain. The MSA is centrally located in relation to other major population centers of the Southeast, being within a 150-mile radius of Knoxville and Nashville, Tennessee; Birmingham, Alabama; and Atlanta, Georgia.

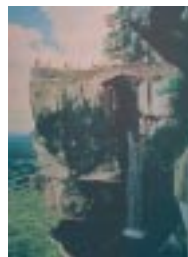
The City's commitment to long-range development along the Tennessee River corridor is still receiving major emphasis from local public and private leaders. The opening of the \$28.5 million Max Finley Stadium/Gordon Davenport Field in October 1998 was the latest in a string of major downtown projects that have transformed the City during the 1990s. The \$45 million Tennessee Aquarium began the downtown renaissance five years ago when it opened as the world's largest freshwater aquarium; the renovated Walnut Street Bridge reopened a year later as the longest pedestrian parkway over water; the \$16 million Children's Discovery Museum opened the following year; and the \$14 million IMAX Theater was added 1997.

The economic impact of the aquarium has been more than \$500 million. By any measure,

that is a phenomenal return on the facility's \$45 million cost, most of which was provided by individuals, business, foundations and others. In 1998 year alone, the spillover included a new hotel, the Bijou theater and an adjacent garage used for parking and as a deposit for the electric shuttle. They joined more than 100 new stores, restaurants and coffee shops in the area.

Around Downtown, along with the restaurants and retail shops that are opening, the Tennessee Riverwalk has been extended much of the way from Ross's Landing to the Chickamauga Dam. The area around the Hunter Museum of American Art has developed into the Bluff View Arts District. Also, construction of a new \$2 million softball stadium at Warner Park and the continued development of the Tennessee Riverwalk, included the opening this year of a -\$3 million phase of Coolidge Park. Even more ambitious plans are taking shape near the stadium in the Southside, where more than \$100 million in development is planned to include a \$45 million expansion of the downtown Trade Center a \$43 million conference and training complex, and \$12 million parking garage.

The City currently enjoys a favorable economic environment and local indicators point to continued stability. Economic diversity in the region provides long-term resilience and protection against a decline in any one sector. The City continues its effort to foster economic growth in the Chattanooga area largely through the efforts of RiverValley Partners, Inc., formerly the RiverCity Company and Partners for Economic Progress. RiverValley Partners, Inc. has been instrumental in stimulating new industry and commercial activity. Its mission is to develop and implement a realistic economic strategy that will create jobs for all the Chattanooga region's citizens through growth while building on the character and quality of life that makes this a unique and special community in which to live and work. The area's central location in the South makes it a perfect distribution



Photos courtesy of Chattanooga Area Convention & Visitors Bureau

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

These and other initiatives have generated record amounts of global attention and an increasing amount of investment. During the past year the City landed one of the biggest job generators in its history when AT&T announced plans for a 1,000-employee telemarketing office and one of the City's biggest corporate investments in history when DuPont announced plans to spend another \$150 million at its Hixson plant. These additions are part of an estimated \$425 million of new investment decisions announced in the past year. Collectively, these moves are projected to eventually add an estimated 4,000 jobs in Hamilton County. AT&T has leased 67,000 square feet of space vacated by Profitt's in early 1996. This was the beginning of the revitalization of Eastgate (the city's oldest shopping center) and Brainerd Road. Eastgate targeted office users, entertainment businesses and restaurants to fill its more than 250,000 square feet of space in the Brainerd complex. To mark the changed focus at Eastgate, the complex has been renamed the Eastgate Town Hall Center.

Other planned investments in the area include Koch Meat Company, a \$250 million-a-year chicken processing company that plans

to locate its headquarters from Chicago to Chattanooga and build a new 70,000 sq. ft. plant on North Hawthorne Street. The move is expected to add more than 300 jobs and establish another corporate base for Chattanooga's food processing industry, which already employs more than 7,500 local workers. Construction is scheduled to begin this fall. The Industrial Development Board of Chattanooga will issue up to \$10 million of tax-exempt bonds to finance the new plant.

Burner Systems International, which manufactures manifolds and burners for gas-fired appliances, will relocate to Lookout Valley. Burner Systems will consolidate its Rossville, Georgia and Lewisburg, Tennessee plants at this location. A major portion of the \$13.5 million plant will be financed by industrial revenue bonds arranged through the Industrial Development Board of Chattanooga. It is estimated to employ between 200 and 250 employees.

With over 12 million people visiting the City and surrounding area annually, tourism is a major industry for the City. Notable nearby attractions include historic Lookout Mountain, containing scenic Rock City and Ruby Falls; the Tennessee Aquarium, the TVA's "Great Lakes of the South"; the "Chattanooga Choo Choo", a reconstructed rail terminal facility now used as a tourist and convention attraction, Signal Mountain, and the historic Chickamauga and Chattanooga National Military Park. Chickamauga Military Park, the nation's largest military park, is located ten miles south of the City. Numerous nearby forests and mountain streams provide camping, fishing, boating and other outdoor activities.

Tennessee's largest Mall, Hamilton Place, remains a magnet for millions of people. The 1.4 million-square-foot mall has reeled in tourists and locals with a savvy mix of new and familiar stores, theme restaurants and movie theaters. Thanks to the mall, the area has become a retail hotbed with more than 15 million visitors a year. Sales at



Photos courtesy of Chattanooga Area Convention & Visitors Bureau

Hamilton Place have grown steadily over the past decade and now averages 30 percent above the national average for regional malls. That success has quickly spilled across Gunbarrell Road and Interstate 75. The number of businesses and amount of traffic in the mall area have more than doubled over the past decade. An area real estate agent described the development in the area as being like a “nuclear explosion.”

The City recognizes its role as a major partner in the continued development of this community and remains committed to the goal of making Chattanooga the best “mid-size” city in America.

Awards of Achievement

In addition to the development in and around town, the City was privileged to receive the 1994 City Livability Award for its *Renaissance on the River* presentation. The United States Conference of Mayors established the City Livability Awards Program to honor the outstanding leadership of Mayors devoted to enhancing “livability” across the country. The award highlights the mayors’ commitment to improving cities and their encouragement of the diverse creativity in our community. The focus for the 1994 City Livability Awards was on the arts and culture. Chattanooga was also designated as one of America’s most livable communities by Partners for Livable Places in Washington, D.C. In January 1995, the President’s Council on Sustainable Development Conference was conducted in the City of Chattanooga.

On March 28, 1996 in Toronto, Canada, the City of Chattanooga was selected by the Best Practices Jury as one of 12 winners of the Tokyo and Dubar “Awards of Excellence

in Improving the Living Environment”. This initiative was given special recognition at the City Summit in Istanbul, Turkey at a special awards ceremony June 4, 1996. The award included a special plaque, a scroll, and a grant that was used to cover costs of travel and per diem for two people directly involved in The Best Practice project.

- One of six cities in the world featured by U.S. News & World Report last year as “Cities that Work.”
- One of America’s 10 most family-friendly cities to visit, according to Family fun magazine last year.
- One of the “Reborn Cities” profiled by Parade magazine earlier this year.



- One of the 10 “Most Enlightened Cities” featured by Utne Reader magazine.
- One of “America’s Best Walking Cities” saluted by Walking Magazine.

We are honored with the distinction of receiving, for the past eight years, the Certificate of Achievement for Excellence in Financial Reporting for our Comprehensive Annual Financial Report (CAFR). The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for



Photos courtesy of Chattanooga Area Convention & Visitors Bureau

preparation of state and local government financial reports. The Fiscal Year 2000 CAFR is currently being submitted for review.

Also, for 1996, 1997, and 1998 we were honored with the distinction of receiving the Distinguished Budget Presentation Award. Due to extended circumstance the 1999 budget was not submitted to GFOA for review.

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 2000 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Form of Government

Since June 11, 1990, the City has operated under a Mayor/Council form of government. Previously it operated under the Commission form of government consisting of the Mayor and four Commissioners who were each elected at-large and headed a City department. An Agreed Order was issued by the United States District Court for the Eastern District of Tennessee, Southern Division, on January 18, 1990, abolishing the Board of Commissioners of the City and the offices of Mayor and Commissioners.

The Agreed Order provided that the City Charter be amended to create the office of Mayor, with all executive and administrative authority formerly vested in the Board of Commissioners. Further, the City Council was created with all legislative and quasi-judicial authority formerly vested in the Board of

Commissioners. Under the provisions of the Agreed Order, the Mayor is elected at-large and is not a member of the City Council, while 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 is the City's chief executive officer and oversees the operation of all city departments including the nine principal departments: General Government, Finance and Administration, Police, Fire, Public Works, Parks, Recreation, Arts & Culture, General Services, Personnel, and Neighborhood Services. The City employs approximately 2,652* people. The next City election for the Mayor and Council is March, 2001. **(As of September 16, 1999)*

Pictured on the next page is the current City Council along with a map showing their district boundaries. For additional information about the Council, you may visit our website at www.chattanooga.gov/council.

(Pictured above from left to right: Lookout Mountain, IMAX Theatre, Raccoon Mountain, Rock City (Lover's Leap), Ruby Falls, and the Chattanooga Choo Choo)



John Lively
District 1



Mai Bell Hurley
District 2



Dave W. Crockett
District 3



Don Eaves
District 4



John P. Franklin
District 5



Marti Rutherford
District 6



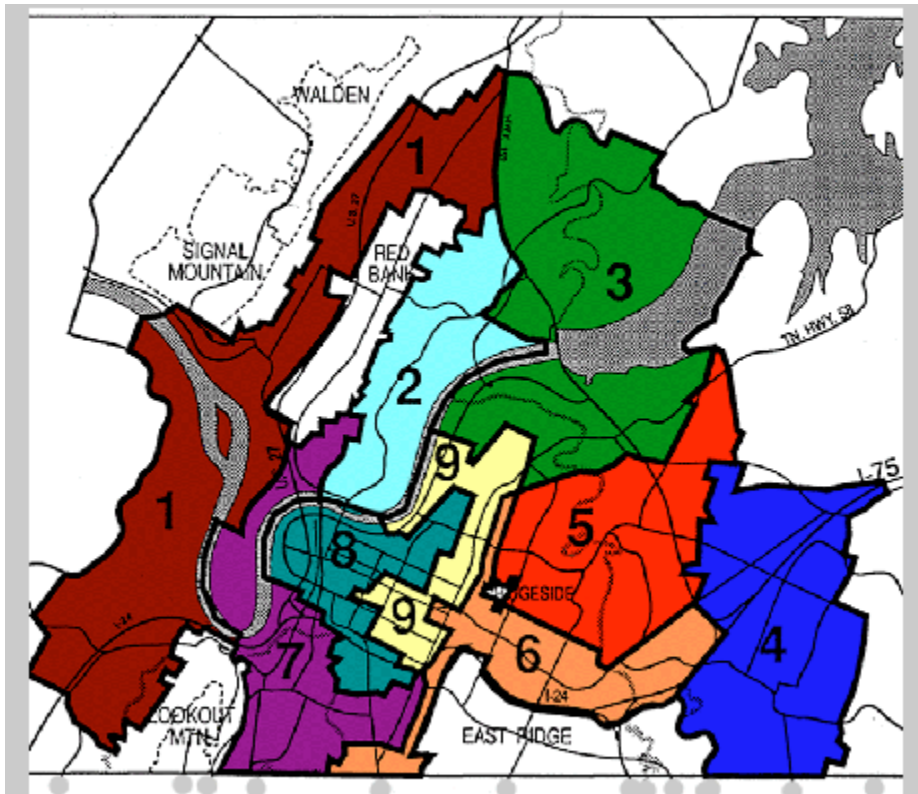
John Taylor
District 7



Leamon Pierce
District 8



Yusuf A. Hakeem,
District 9



Chattanooga City Council Districts

Form of Government

Date of Organization: 1839

Form of Government is Council/Mayor, adopted June 11, 1990.

The City Council is composed of nine members, with each being elected from one of nine districts within the geographic boundaries of the City.

The Mayor is elected at-large and not a member of the City Council.

Service Statistics

Financial Institutions

Major commercial banks: 7
 SunTrust Bank, Nations Bank, AmSouth Bank, First Tennessee Bank, First American National Bank, Union Planters National Bank, and Volunteer Bank & Trust Company

Convention & Meeting Facilities

	Capacity
Soilder's and Sailor's Memorial Auditorium.....	4,843
Chattanooga-Hamilton County Convention & Trade Center.....	7,500
Tivoli Theater.....	1,800
UTC Roundhouse Arena.....	12,000
Engel Stadium.....	7,000
UTC Chamberlain Field.....	12,500
Finley Stadium.....	20,000

Cultural Activities & Facilities

Hunter Museum of American Art, the Houston Museum of Decorative Arts, Bluff View Art District, Chattanooga Ballet, Chattanooga Theatre Center, UTC Fine Arts Center, the Chattanooga Symphony and Opera Association, the Arts & Education Council, the Chattanooga Boys Choir, and the Chattanooga Girls Choir, Bessie Smith Performance Hall, Afro-American Museum, Tivoli Theatre, and Soldier's and Sailor's Memorial Auditorium

Recreational Facilities

- 28 Parks
- 17 Golf Courses
- 28 Recreation Centers
- 48 Summer Playgrounds
- 82 Ball Fields
- 200 Public Tennis Courts
- 55 Swimming Pools
- 15 Theaters
- 3 Bowling Alleys

Transportation Services

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

Airline carriers: US Airways, Northwest Airlin, Comair, Atlantic Southeastern Airlines, United
 Passenger flow473,771
 Air Freight 7,396,975 lbs.
 Air Mail 99,161 lbs.

Chattanooga Metropolitan Airport (1996)

Privately owned and operated airport facilities:
 Collegedale Municipal Airport and Dallas Bay Skypark

Railway service: Norfolk Southern Railway System
 CSX Transportation System

Highway:
 Interstate highways..... 3
 US highways..... 7
 State highways..... 5

Local mass transportation service: Chattanooga Area Regional Transportation Authority
 Buses 55
 Routes 14

Educational Facilities

	County	Private
K-12	2	
Elementary	45	8
Middle	13	
High	9	3
Magnet	12	
Colleges	6	

Public libraries 3

Health Care Facilities

Hospitals 7

Police Protection

Sworn Officers.....342
 Park Officers..... 12
 Civilians:
 Park Rangers FT(PT).....4(5)
 School Patrol FT(PT).....2(32)
 All other.....98
 Crime Index..... 14,688
 Crime rate (per 1,000 pop.).....93.84
 Traffic Accidents..... 13,502
 Traffic Citations.....26,110
 Calls for Service..... 159,286
 Average response time.....4.12 min

Fire Protection

Sworn Officers.....350
 All other..... 10
 Fire Stations.....20
 First Line Fire Trucks.....8
 First Line Fire Engines..... 17
 Fire Runs.....5,100
 EMS Runs.....5,200
 Average response time:
 Fire.....4.5min
 Medic.....4.5min

Other Statistics:

Electric Power Board

Customers..... 153,748
 Rate..... \$0.0631/ kw-hr

Public Works:

Solid Waste Collected (tons).....453,320
 Street Miles (Center line).....276 miles
 Signalized Intersections.....260

Interceptor Sewer System:

Total Investment.....\$100 million
 Volumes:

- ◆ Approx. 61.1 MGD or 22.3 billion gallons per year
- ◆ 52.4 mil lbs/yr CBOD removed at 94.3% efficiency
- ◆ 153.5 mil lbs/year Suspended Solids removed at 97.9% efficiency
- ◆ 23,409 tons/yr dewatered sludge to Landfill
- ◆ 3.5 million gallons of septage per year

Waste Load Distribution:

- ◆ 50% Domestic Waste approx. 220,000 persons
- ◆ 50% Industrial Waste 100 permitted industries

Areas Served..... 11

Sewer and Pump Stations:

Miles of sewer..... 1,200
 Diameter..... 4 to 84 inches
 Major Pump Stations.....7
 Minor Pump Stations.....48
 Residential/Grinder Stations..... 121

Demographics

Per Capita Personal Income, Median Age, and Population

Calendar Year	Per Capita Income	Median Age	Population
1989	11,196	34.8	165,200
1990	12,944	34.8	152,466
1991	12,906	35.1	153,800
1992	13,566	35.3	155,000
1993	14,328	35.7	154,700
1994	15,170	36.1	154,700
1995	14,613	37.1	151,600
1996	14,965	38.7	153,154
1997	20,952	37.3	149,513
1998	18,513	36.9	148,820
1999	19,705	37.1	146,615

Source: National Decision Systems

Land Area and Usage

The county's land use is predominately agricultural woodland with approximately 73,419 acres or 21.2% having been developed.

Miles of Streets (City)

Paved..... 1,100

Miles of Streets (County)

Paved.....2,239
Unpaved.....180

Elections (County-wide):

Registered Voters.....175,863
Votes Cast in Last Election.....53,089
Registered Voters Voting.....30.19%

Source: County Election Commission (November 1998)

Racial Composition

	City	County	MSA
Asian & Pacific Islanders	1.34%	1.18%	.88%
African-American	29.09	18.17	12.67
Caucasian	69.08	80.18	86.03
Other	.49	.47	.42

Source: Chamber of Commerce

Area per Square Mile

1950.....	28.0
1960.....	36.7
1970.....	52.5
1980.....	126.9
1990.....	126.9

1998 Median Household Effective Buying Income

Chattanooga.....	\$28,919
Tennessee.....	\$31,464
United States.....	\$34,618

Source: Sales & Marketing Management Survey of Buying Power

1999 Housing Units-Chattanooga

Total Housing Units.....	69,128
Single Unit Structures.....	61.2%
Owner Occupied.....	55.6%
Median value of Owner-Occupied Housing.....	\$73,419

Source: National Decision Systems

Retail Sales Growth (000's)

1991.....	1,977,974
1992.....	2,229,363
1993.....	2,454,374
1994.....	2,578,700
1995.....	2,767,981
1996.....	2,871,417
1998.....	2,937,117

Sales & Marketing Management Survey of Buying Power (1999).

Economic

Bond Ratings

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

Building Permits Issued & Value

1994.....	2,106	188,231,830
1995.....	2,109	215,706,030
1996.....	2,258	289,913,419
1997.....	2,343	236,856,304
1998.....	2,335	285,997,625

Source: City Building Inspection Department

1999 Unemployment Rates

Chattanooga.....	3.2%
Hamilton County.....	3.0%
Tennessee.....	3.4%
United States.....	4.0%

Tennessee Dept. of Employment Security (May, 1999)

Largest Employers in the Chattanooga Area

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

Top Ten Non-Manufacturers

Company Name	Type of Service
Bi-Lo, Inc.	Grocery Stores
Blue Cross & Blue Shield of Tennessee	Insurance
CIGNA HealthCare	Insurance
City of Chattanooga	Government
Columbia/HCA-Chattanooga	Hospital
Erlanger Health System	Hospital
Hamilton County Dept. Education	Elem & Secondary Schools
Memorial Hospital	Hospital
Provident Companies, Inc	Insurance
Tennessee Valley Authority	Electric Service Utility

Top Ten Manufacturers

Company Name	Type of Service
Covenant Transport, Inc.	Trucking
Dixie Group, Inc.	Yarn
DuPont Company	Synthetic Yarn
McKee Foods Corporation	Cakes & Cookies
North American Royalties	Grey Iron, Casting, Oil Production
Olan Mills, Inc.	Photo Lab. & Studios
Roper Corporation	Cooking Products
Seaboard Farms	Process Broiler Chickens
Shaw Industries	Carpet
Synthetic Industries	Carpet Backing/Textiles

Source: Chamber of Commerce



Council Members



Mayor Kinsey



Judge Williams

Appointed Boards

Executive Staff

Legislative Staff



Randall Nelson
Legal



James Boney
Finance & Administration



Jimmie Dotson
Police



Jim Coppinger
Fire



Jack Marcellis
Public Works



Jerry Mitchell
*Parks, Recreation,
Arts & Culture*



Rayburn Traugher
General Services



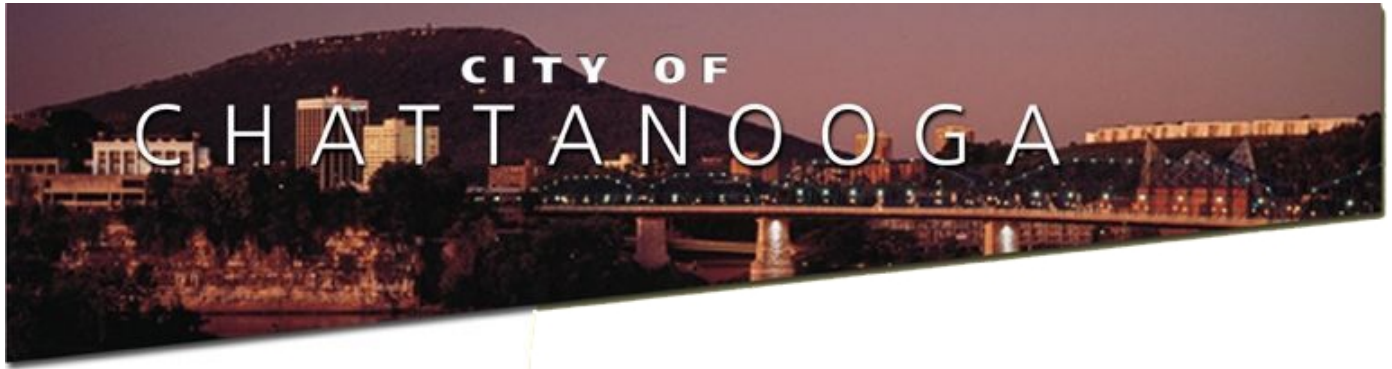
Donna Kelley
Personnel



Moses Freeman
Neighborhood Services



Bernadine Turner
Human Service



Mayor: Jon Kinsey

City Council:

John Lively, Chairman, District 1			
Mai Bell Hurley	District 2	Marti Rutherford	District 6
Dave W. Crockett	District 3	John Taylor	District 7
Don Eaves	District 4	Leamon Pierce	District 8
John P. Franklin Jr.	District 5	Yusuf A. Hakeem	District 9

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

Legal: Randall Nelson, City Attorney

City Court: Walter F. Williams, City Court Judge
Richard M. Dyer, City Court Clerk

Department Administrators and Directors:

Finance & Administration:
James S. Boney, Administrator
Daisy W. Madison, Deputy Administrator

Personnel:
Donna Kelley, Director

Police: Jimmie L. Dotson, Chief

Neighborhood Services:
Moses Freeman, Administrator

Fire: Jim M. Coppinger, Chief

Community Development:
Sandra Gober, Director of Economic Development
Juliette Thornton, Director of Planning

Public Works:
Jack C. Marcellis, Administrator
Beverly Johnson, Deputy Administrator

Regional Planning Agency:
Ann Coulter, Director

Parks & Recreation:
Darrell McDonald, Administrator
Larry Zehnder, Deputy Administrator
Janice Miller-Hester, Deputy Administrator

Air Pollution Control:
Robert H. Colby, Director

General Services:
Rayburn Traughber, Administrator
George Morgan, Deputy Administrator

Scenic Cities Beautiful:
Carolyn Skipper, Director

Human Services:
Bernadine Turner, Administrator
Tommie Pruitt, Deputy Administrator

**Chattanooga-Hamilton County
Bicentennial Library:**
Jane McFarland, Director

CITY OF
CHATTANOOGA



John Kinsey
Mayor



John Lively, Chairperson
District 1



Yusuf A. Hakeem,
Vice Chairperson
District 9



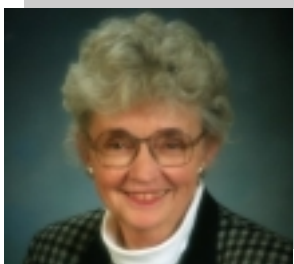
Dave W. Crockett,
District 3



Don Eaves,
District 4



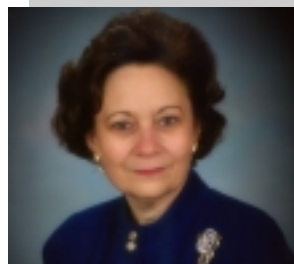
John P. Franklin
District 5



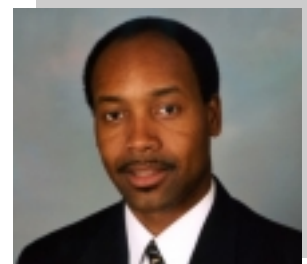
Mai Bell Hurley
District 2



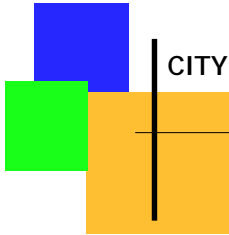
Leamon Pierce
District 8



Marti Rutherford
District 6



John Taylor
District 7



June 30, 1999

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

Transmitted herein is the City's Y2K Service Program and Budget. This balanced budget recommends no increase in the property tax rate of \$2.31 per \$100 assessed valuation. Plans are currently underway for a 10% reduction in the fee for the typical user of the sewer services. This budget presents the financial and operating plan for the City with the primary goal of providing a solid foundation for Chattanooga's future growth and prosperity as we enter the new millennium. The four overriding themes reflected in this budget are:

- Improved Public Safety
- Improved Parks & Recreation
- Cleaner, Safer Neighborhoods
- Community and Economic Development

Each of these is briefly described below.

Improved Public Safety

Community policing which began the previous fiscal year with the opening of the Brainerd precinct is being expanded to include two new precincts in the downtown (Walnut St. Bridge) and South Chattanooga (St.Elmo/Alton Park) areas. Additionally, this budget proposes a police storefront operation to be housed in the TVA Solar Energy Building on Martin Luther King Boulevard. Total cost is estimated at \$139,200



James S. Boney
City Finance Officer



Daisy W. Madison, CPA
Deputy Finance Officer

Eleven additional school resource officers (SRO's) are included at a cost of \$330,475, \$247,856 of which will be funded by federal and state grants on a declining basis for three years.

The budget proposes an additional \$601,042 for Animal Services. This service has previously been contracted with an outside agency.

Fourteen additional firefighters are included at a cost of \$387,019. This will provide the minimum staffing requirements for fire apparatus thereby improving the quality of fire protection afforded the citizens of Chattanooga.

Improved Parks & Recreation

Operational funding was increased by \$644,000 or 7% for parks and recreation. The additional funding was dictated in part by the master plan (RECREATE2008) adopted by the City Council during the prior fiscal year. This plan outlined the future development of the City's park system based on citizen demand and input. The opening of Coolidge Park in August and the need for better park maintenance accounted for most of the increased operations cost. An additional \$175,000 was added to a capital budget of more than \$16 million approved the prior year. The additional funding will be used to build 20 or 21 hardcourts

and a clubhouse at Rivermont Park. This additional along with other included in last year's capital budget is expected to give Chattanooga the edge it needs to sponsor the USA Leagues Tennis Southern Sectional Championships, a nine-day event that attracts 2,000 players from the nine states representing the Southern Tennis Association.

Cleaner, Safer Neighborhoods

Recognizing that neighborhoods are Chattanooga's most important assets, this budget provides \$250,000 for the development of a Neighborhood Relations Program to include four additional staff. Included in this new division within the Neighborhood Services Department is \$120,000 for mini grants for neighborhood improvement projects. The newly established program will provide developmental and organizational support for the empowerment of Chattanooga's neighborhoods by offering guidance and advocacy for residents wishing to improve the quality of life in their communities. Services will include regularly scheduled workshops on the formation of neighborhood associations as well as assistance in the form of educational material, bylaw development, community involvement activities, newsletter development, block captain training, neighborhood watch information, grant information, information on city resources, information on neighborhood associations in the area, community resource information and neighborhood enhancement opportunities. A quarterly magazine, "*Common Ground*," dedicated to all of Chattanooga's neighborhoods will be published.

Community and Economic Development

A primary goal of the current administration and the city council is the provision of jobs with earnings sufficient to support a family for all Chattanoogaans. To this end the FY2000 budget continues to appropriate 50% of the city-only sales taxes to economic development. This year's appropriation totals \$8.3 million or 7.6% more than the previous year. This commitment was made at the initial assessment of the city-only sales tax of 1/2% and has resulted in more

than \$22.6 million for economic development over the past three years. An equal amount is used for education. Among the projects funded from these funds are the Acquisition of Land in support of CIGNA (\$417,200), Hamilton Point Corporate Center (\$650,000), Chattanooga Chamber (\$600,000), Community Development Financing Institute (\$1,500,000), Improvements to D.L. Brown & E. Brainerd Rd. (\$650,000), Westside Economic Development Center (\$350,000), Traffic Signals (\$319,000) Street furniture (\$205,000) and various other miscellaneous projects. It is anticipated that a large portion of these monies will be used to support debt service related to the construction of over \$112 million in projects related to the Chattanooga Conference Center (\$43 million), Convention Center Improvements (\$45 million), the Development Research Center (\$12 million) and the Conference Center Parking Garage (\$12 million). Plans are also underway to purchase portions of the 6000 plus acres of the Volunteer Army Ammunition Plant (VAAP) property currently owned by the federal government.

Achievements in meeting 1998-1999 City Council Goals

Although the City Council established a formidable FY 1998-99 municipal work plan, the city's management team and staff was successful in meeting all of the Council's primary goals and objectives. These accomplishments included the following:

- ☑ Additional police officers and community action teams were added to initiate the Police Department's community-oriented policing program. One precinct was opened in the Eastgate Town Centre.
- ☑ Land was purchased in downtown Chattanooga for the construction of a new Super Fire Station.
- ☑ The Recreate2008 master plan for the parks and recreation program was completed. As a result of the plan there are over \$16 million

in planned capital expenditures for the city's park system. This is the largest capital outlay for the parks department in Chattanooga's history. Included are major upgrades to existing recreation centers and the addition of three super recreation centers at a cost of over \$4 million each.

- Over \$5 million was spent to promote economic development in the area. The passage of the Tourist Development Financing Act by the state legislature has opened the door to major improvements in the southside to include the Convention Center expansion (\$43 million), Conference Center (45 million), and the Development Resource Center (\$12 million). The city council has passed a resolution expressing the intent of issuing over \$100 million in bonds for these and related projects. More than \$1.7 million has already been spent for the design and other preliminary costs related to the Chattanooga Conference Center. After sputtering in the 1980s the City is ending the 1990s with manufacturing growth (4%) greater than any of the state's other metropolitan cities.

- A new pay plan was developed and implemented for all city employees. All positions were evaluated for market comparability and rated accordingly resulting in an overall 6% increase for all city employees. Over 14 positions were added to respond to increased services demanded by the citizens

- The City initiated proceedings to take over the Tennessee-American Water Company by eminent domain. Water is our most precious natural resource and the mayor and city council are committed to getting it

into the hands of the citizens of this community and out of the hands of the present monopoly.

- Federal and state grants were obtained for a variety of purposes including additional police officers and related equipment, community development, and parks
- City management continues to identify creative ways to contain costs while maintaining high levels and quality of services and adequate financial reserves within a balanced budget environment.

Budget Highlights

The 1999-2000 Annual Operating Budget (\$215,728,959) includes (\$8,309,486) of capital. This represents a 8.17% decrease in the total financial program due primarily to \$18,990,200 in bonds included in the prior year.

Revenues for all appropriable funds total \$213,324,339, an increase of 3.20% or \$6,615,062 from the previous year. The increase is primarily attributable to property taxes (\$1.5 million), COPs hiring grant (\$.5 million), and increased allocation from state sales taxes (\$.4 million). Service charges including sanitation fees are also up by (\$2,420,517). The increase in fees are negatively

Revenues				%
(expressed in 1,000)	FY99/2000	FY98/99	inc(dec)	change
Taxes	89,056	85,974	3,082	3.6%
Licenses & Permits	4,855	4,546	309	6.8%
Intergovernmental	57,151	54,682	2,468	4.5%
Charges for Services	48,234	45,813	2,421	5.3%
Fines, forfeitures and penalties	1,740	1,385	355	25.6%
Investment earnings	5,739	5,004	735	14.7%
Miscellaneous	6,550	9,306	(2,755)	-29.6%
Total Revenues	\$213,324	\$206,709	6,615	3.2%
Other Financing Sources				
Transfers In	14,272	22,142	(7,870)	-35.5%
Bond Proceeds	-0-	18,990	(18,990)	-100.0%
Total Other Financing Sources	\$14,272	\$41,133	(\$26,861)	-65.3%
Total Revenues & Other Sources	\$227,596	\$247,842	(\$20,245)	-8.2%

Expenditures

(expressed in 1,000)	FY99/2000	FY98/99	inc(dec)	% change
General Fund	125,641	127,913	(2,272)	-1.8%
Enterprise Funds	42,416	40,814	1,601	3.9%
Special Revenue Funds	30,775	30,389	386	1.3%
Fiduciary Funds	5,521	5,037	484	9.6%
Debt Service Fund	3,397	8,379	(4,982)	-59.5%
Capital Project Funds	725	1,985	(1,260)	-63.5%
Internal Service Funds	7,253	6,367	886	13.9%
Total Expenditures	\$215,728	\$220,885	(5,155)	-2.3%
Other Financing Uses				
Transfers Out	14,272	22,142	(7,870)	-35.5%
Total Other Financing Uses	14,272	22,142	(7,870)	-35.5%
Total Expenditures & Other Uses	\$230,001	\$243,027	(13,027)	-5.4%

impacted by a continual decline in stormwater fees due to appeals and/or non payment.

Expenditures are \$215,728,959, a (\$5,155,398) or 2.3% decrease from the previous budget. This decrease was largely due to the elimination of \$6.6 million capital funding from general fund balance that was included in the prior year's budget. Personnel costs are up due to the addition of positions through city departments; the bulk of which are in police (20), fire (15), neighborhood services (5), and parks (20). The net result of the personnel increases and the decrease in capital funding in the General Fund is an overall \$2.3 million decrease.

Although revenues for Fiscal Year 2000 show an increase in collections, expenditures exceeded revenues by \$2,404,620, thus the use of fund balance was needed in the Debt Service Fund (\$2,158,445) and Special Revenue Funds (\$246,175).

Financial Assessment

Chattanooga is in the best fiscal condition it has been in over 29 years and our outlook is improving. Over the years, through strong fiscal management, Chattanooga has positioned itself well to weather economic downturns, create a positive atmosphere for

economic development, and provide greater flexibility on budgetary issues.

Fund Balances

One measure of a city's financial strength is the level of its fund balances. The City's estimated unrestricted fund balance in the general fund will amount to approximately \$34 million as of June 30, 2000. This balance assumes no change in the current fund balance. Our recommended guideline for general fund balance coverage is 25% of general fund revenues.

Financial Reserves

Another indicator of a city's financial strength is the level of financial reserves. Over the years the City has established financial reserves to absorb unforeseen liabilities. The City also has \$2.5 million in debt service reserves at June 30, 1999, monies that will help stabilize and fund future debt service obligations. Included in this budget and financed from current revenues are \$.5 million that will protect us against unanticipated emergencies.

Bond Ratings

The City's bond ratings are further evidence of its financial strength. In 1998 Standard and Poor's upgraded the City's bond rating from "AA-" to "AA". Such rankings mean the City's bonds are considered to be of excellent investment quality, meaning lower interest rates on bonds with corresponding lower interest payments. Having solid financial policies and strong financial reserves are principle reasons for these excellent bond ratings.

Conclusion

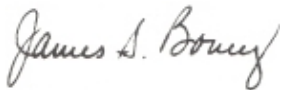
The favorable economic activity throughout our entire local and regional economy, provided some flexibility in preparing the City's fiscal year 2000 operating budget. However, we must continue

to focus on our long-range financial plan to further streamline the City's operations while providing quality public service at the lowest cost to the taxpayers.

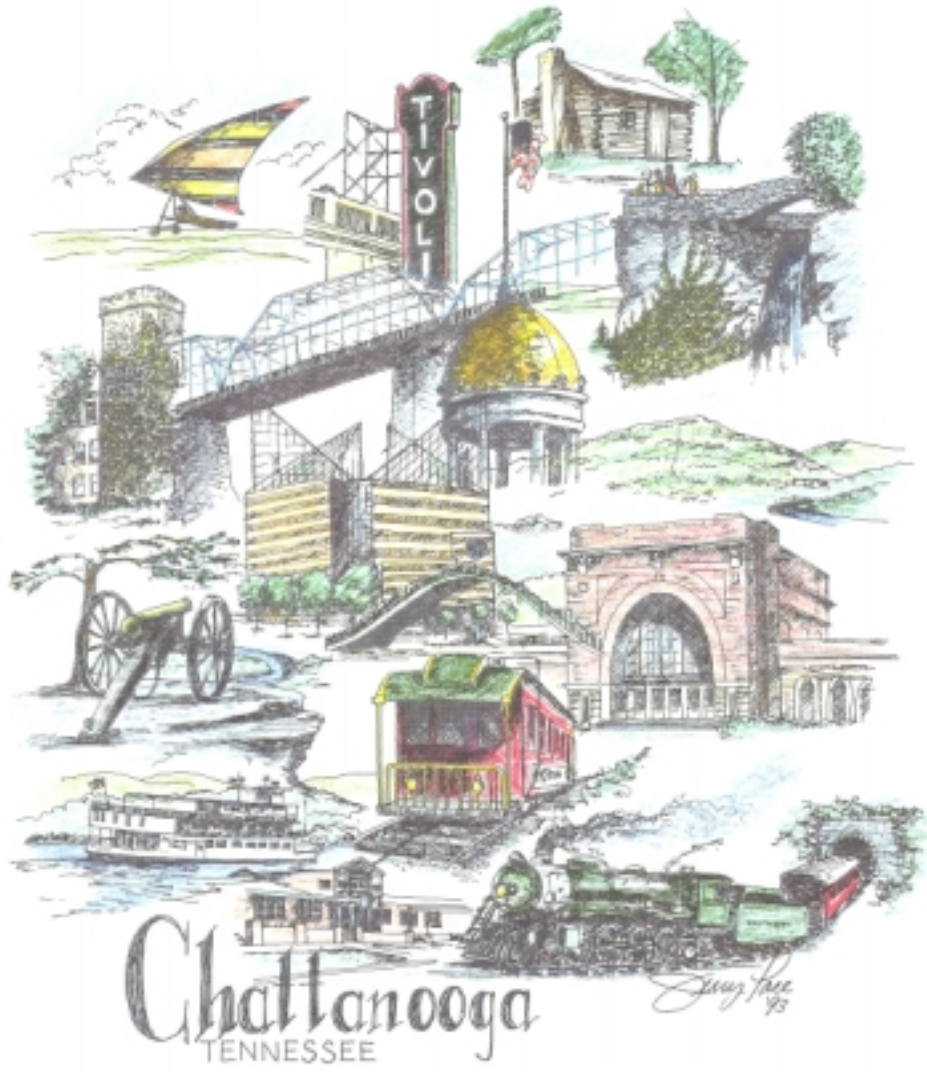
The following budget recommendations for FY 2000 are committed to the Council's policy of preserving the City's strong financial position by maintaining strong fund balances and reserves, recommending a balanced budget, adding new programs cautiously, and making decision within the context of prescribed goals and objectives. This budget asserts our commitment to meet and exceed our community's highest priority of making Chattanooga the "best midsize city in America." We continue to meet these needs at the lowest possible cost to our citizens.

With final budget adoption, I want to thank the Mayor and City Council, citizens and City staff for their time and effort throughout this budget process.

Respectfully submitted,

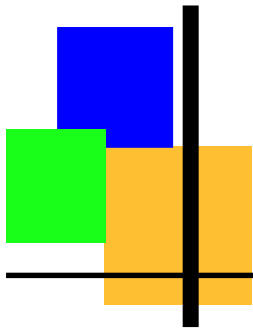


James S. Boney, Administrator
Finance and Administration



Chattanooga
TENNESSEE

Jenny Lee '93



POLICIES & PROCEDURES

Budget Policies

The City of Chattanooga has as its highest priority not only the maintenance of basic public services and facilities necessary to meet the needs of its citizens, but also any future needs necessary to keep it the growing, thriving metropolitan area it has become over the years. Current basic public services are those services that would not be provided without public action, and future basic public services could not be provided without the proper planning necessary to provide them. Within this framework the City prepares its Operating Budget each year.

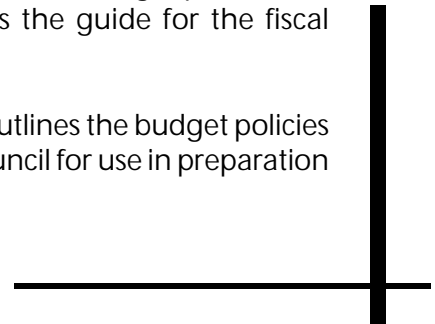
The overall goal of the City's financial plan is to establish and maintain effective top quality management of the City's financial resources. By effectively managing these financial resources through sound budget policies and the monitoring of the results of these policies throughout the fiscal year, the City builds itself a "better mousetrap" for subsequent years. Because the City involves each Department/Division so heavily in the budget process, the policies serve as an excellent training guide, even for the budget novice. And because the City involves each Department/Division Administrator so heavily in the budget process, the finished product, i.e. the Budget Ordinance, serves as an excellent management tool for use in day to day decision making in the operation of a department. The Budget Ordinance also provides the basis of financial control to ensure compliance and prevent any overspending. Monthly reports comparing budgeted amounts to actual amounts are furnished to each department for review. These reports are also used to search for funding sources, or unexpended appropriations, needed if a departmental mission is adjusted in midyear.

The City's budget policies are written up each year by the Budget Section of the City Finance Administrator's Office. These proposed policies are reviewed by the Finance Administrator to insure they contain all information known at that time to provide the desired results of the current year budget process. Working together, the Finance Administrator, Deputy Finance Administrator, Assistant Finance Officer and the budget staff insure that the budget policies to be presented for consideration by the Mayor and City Council do contain the means to provide the basic public services. Basic public services can be defined as those services that are

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

After the budget policies have met the satisfaction of the Finance Administrator and his staff, the Finance Administrator presents them to the Mayor. They undergo further review, additions, deletions, and changes by the Mayor based upon his personal knowledge of the direction the City needs to be taking. After the Mayor has reviewed the budget policies, he then presents them to the City Council for review and adoption. Here the City Council can add, delete, or change any portion of the policies they deem necessary. Once the Council is in agreement, the policies are formally adopted in a City Council budget meeting. Once adopted, the budget policies are set in place to serve as the guide for the fiscal year.

The following section outlines the budget policies adopted by the City Council for use in preparation



of the City's FY 99/00 Operating Budget: Budget Requests for Fiscal Year 2000 will be submitted on line-item (Account) basis. Generally, any growth in funding must be fully justified and will be at the expense of some other line item, barring a specific revenue generated to cover the additional expense.

- ◆ Budget Requests will be divided into two parts: The Maintain Requests, and the Additional Requests. Requests for additional funding must be accompanied by narrative justification.
- ◆ Maintain Requests will be based upon the projected 98/99 expenditures less any one time nonrecurring expenditures.
 - a. Request for one time, unavoidable costs that are anticipated for FY 99/00 will be included in the Additional Requests with justification.
 - b. Requests for recurring unavoidable increases, including such items as street lighting, other utilities, pension costs, FICA, etc., will be included in the Maintain Budget Requests.
- ◆ Personnel Issues:
 - a. Maintain Requests for Salaries & Wages will include all positions authorized at the current Pay Plan Amount. Projections will be provided by the Finance Office.
 - b. Maintain Requests will not include any requests for funding of additional personnel.
 - c. Do not include funds for pay raises or pending reclassifications. Step increases are provided for by Projections, which will be entered by the Budget Analysts after a decision is made concerning salary and wage changes.
 - d. Budget Requests for overtime must be from a zero base, consistent with overtime ordinances, and not justified by prior year experience only.
 - e. If you plan to hire temporary workers, your budget estimate should include payroll taxes. Any hiring of contract

- employees must stand up to IRS scrutiny.
- f. Temporary staffing should be budgeted under "Salaries & Wages".
- g. Requests for new or additional positions are to be submitted with the completed budget request forms along with proper justification. Only positions which are included in the City's current pay plan will be considered for approval in 1999-2000 budget.

- ◆ Renewal & Replacement: Budget Requests will include capital operating requirements, to be funded from the amount appropriated for Renewal & Replacement of Equipment. Generally, a capital operating requirement has a useful life of less than 15 years and involves a cost less than \$25,000.00. Items with a longer useful life and greater cost will be included in the Capital Budget.
- ◆ We do not anticipate any increase in utility costs during FY 99/00.
- ◆ The price factor to be used for forecasting fuel costs is \$0.90 per gallon.
- ◆ All departments will include in each activity funds for vehicle repairs at City Garage. Parts will be billed by the Garage at a 25% markup. Labor cost has been set at \$36.00 per hour. Vehicle maintenance cost expenses should be based on hours experienced during FY 98/99 execution.
- ◆ Fringe Benefit costs are to be included in each Activity Request which has Personnel costs. These Fringe Benefit costs are:

General Pension	3.53%
BlueCross Blue Shield of Tennessee:	
Individual	\$126.57
Subscriber + 1	\$272.34
Family	\$416.56
Life Insurance Coverage: \$0.295 per \$1,000 coverage/month	
Long-Term Disability: \$0.14 per \$1,000 up to age 62	

FICA	6.20%
Medicare	1.45%
Union Pensions:	
Operating Engineers	\$1.06/hour
Laborers	\$0.82/hour

These costs are subject to update as additional information becomes available. Fringe Benefit cost projections will be provided by the Finance Office.

- ◆ Budget Request will include \$1,500,000 for Renewal & Replacement Appropriation.
- ◆ Budget Request will include \$1,000,000 for Contingency Fund.

Budget Execution Guidance:

Salary and wage funds are "generally untouchable" to use as funding sources for other line items during the fiscal year.

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

Included in your budget packages are listings of Descriptions, Goals & Objectives, and Performance Measures for each activity. Please update, if necessary, as they are included in our Comprehensive Annual Budget Report submitted to the Government Finance Officer's Association.

Revenue Policies

The City of Chattanooga's revenue programs are administered by the Budget Section of the Department of Finance & Administration. The Budget Section adheres to long-standing principles which insure stability and financial health. The cornerstone of these principles followed by the City is an air of conservatism. The City never has, nor never will, intentionally overestimate a revenue source merely to fund a project or additional personnel. The revenue policies of the City remain fairly constant from year to year, changing to include new revenue sources and an extension of the tax base when appropriate. These revenue policies give a good insight into the reasoning being considered by the City at budget time. The policies themselves reflect the conservative approach used by the City.

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

- ◆ The City will maintain effective collection systems and implement aggressive enforcement strategies to maximize revenues from all sources.
- ◆ The City will attempt to maintain a diversified revenue base, which will not emphasize any one revenue source.
- ◆ The City will attempt to maintain a revenue system which will encourage development of alternative revenue sources.
- ◆ The City will continually monitor the local tax effort, such as Property Tax and Sales Tax, and compare it with other cities of comparable size.
- ◆ The City will maintain a broad revenue base; that is, a large number of widely diversified revenue sources will be established and maintained in order to distribute the revenue burden equitably and protect the City from short-term fluctuations in any one revenue source.
- ◆ The City will follow a conservative approach in

the projection of revenues so that actual revenues at year end will consistently equal or exceed budgeted amounts.

- ◆ The City will actively seek Federal and State grants and insure a fair proportion is received.
- ◆ The City will review all user fees and licenses annually, adjust these fees and licenses when appropriate, and establish new fees and licenses when necessary.
- ◆ The City will establish all user charges and fees at a level related to the full cost of providing the operating, direct, indirect, and capital services.
- ◆ The City will limit the designation of General Fund revenues for specified purposes in order to maximize flexibility and utilize revenues more efficiently.
- ◆ The City will continue to maintain its low Debt Ratio in providing funding through general obligation bond sales.

Cash Management & Investment Policy

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

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

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

2.1 Funds

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

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

3.0 Prudence The standard of prudence to be used by investment personnel shall be the "Prudent Investor Rule" and will be in the context of

managing an overall portfolio: " Investments shall be made with judgment and care-under circumstances then prevailing-which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

Investment officials meeting this standard will be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

4.0 Investment Objectives.

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

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

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

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

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

5.0 Delegation of Authority.

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

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

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

6.0 Ethics and Conflicts of Interest.

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

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

Bonding of all staff involved in the investment process shall be required, and such bonding

requirements shall apply to those individuals authorized to place orders to purchase or sell investment instruments.

7.0 Authorized Financial Dealers and Institutions.

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

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

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

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

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

8.0 Authorized and Suitable Investments.

The City of Chattanooga shall limit its investments to those allowed by the Tennessee Code Annotated 6-56-106, which states:

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

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

8.1 Securities Not Eligible As Investments For Public Funds In The State Of Tennessee:

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

8.2 Reverse Repurchase Agreements. The City of Chattanooga will not engage in using Reverse Repurchase Agreements. "Leveraging" is not an acceptable strategy for the City.

8.3 Derivatives. The City will not engage in rate speculation (e.g. through purchase of "derivative" securities).

8.4 Risk. The City's investing maxim is that public funds should never be put at risk.

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

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

10.0 Collateralization

All certificates of deposit and repurchase agreements will be collateralized. In order to anticipate market changes and provide a level of security for all funds, the Collateralization level will be 105% (Tennessee Code Annotated 9-4-105 "Required Collateral") of market value of principal and accrued interest.

- (1) Eligible Collateral: (Tennessee Code Annotated 9-4-103)
 - a. Bonds of the United States and its agencies
 - b. Obligations guaranteed by the United

States

- c. Obligations of Local Public Agencies and Public Housing Agencies (Section 110(c) of the Housing Act of 1949 amended:

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

11.0 Safekeeping and Custody:

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a Delivery-Versus-Payment (DVP) basis. Securities will be held by a third party custodian designated by the Treasurer and evidenced by safekeeping receipts.

12.0 Diversification

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

13.0 Maximum Securities:

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

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

14.0 Internal Control

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

15.0 Performance Standards

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

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

16.0 Reporting

The Treasurer is responsible for preparing a quarterly investment report to the Mayor and Finance Officer which will provide a clear picture of the status of the current investment portfolio. The management report should include comments on the fixed income markets and economic conditions, discussions regarding restrictions on percentage of investment by categories, possible changes in the portfolio structure going forward and thoughts on investment strategies.

Schedules in the quarterly report should include the following:

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

- (5) Percentage of the Portfolio represented by each investment category

17.0 Investment Policy Adoption:

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

Debt Policies

- ◆ The City will maintain a bond retirement fund reserve which is equivalent to the amount of debt services due on tax-supported General Obligation Bonds in the next fiscal year.
- ◆ The City will not issue notes to finance operating deficits.
- ◆ The City will issue bonds for capital improvements and moral obligations.
- ◆ The City will publish and distribute an official statement for each bond and note issue.

Reserve Policies

- ◆ The City will maintain a revenue reserve in the General Operating Fund which represents between 20-25% of the fund's expenditures.
- ◆ The City will maintain a revenue reserve in the Interceptor Sewer Fund and the Solid Waste/ Sanitation Fund.

Accounting, Auditing, and Financial Reporting Policies

- ◆ An independent audit will be performed annually.
- ◆ The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board.

- ◆ The City will maintain a strong internal audit capability.

Capital Budget Policies

- ◆ The City shall invest a percentage of its general operating funds to finance ongoing infrastructure maintenance, repair and replacement programs, and to implement approved plans that foster economic and neighborhood development each year.
- ◆ The City will develop a multi-year plan for ongoing capital improvements, update it annually, and make all capital improvements in accordance with the plan. Funding of repair and replacement schedule projects will have funding priority before discretionary capital projects.
- ◆ Capital improvement projects which violate the principles and concepts of an adopted City plan or which duplicate other public and/ or private services will not be considered.
- ◆ The City Council will use the following criteria to evaluate the relative merit of each capital project:

Projects which will increase property values in a neighborhood, residential or business district;

Projects identified by a priority board or a department as important;

Projects which will directly benefit a community development area of the City;

Projects which are part of a multi-year funding commitment;

Projects which are an element of an approved master plan adopted by City Council;

Projects which result in the creation of permanent jobs and/or generate additional net revenue to the city;

Projects specifically included in an approved replacement schedule.

Legal Requirements

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

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

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

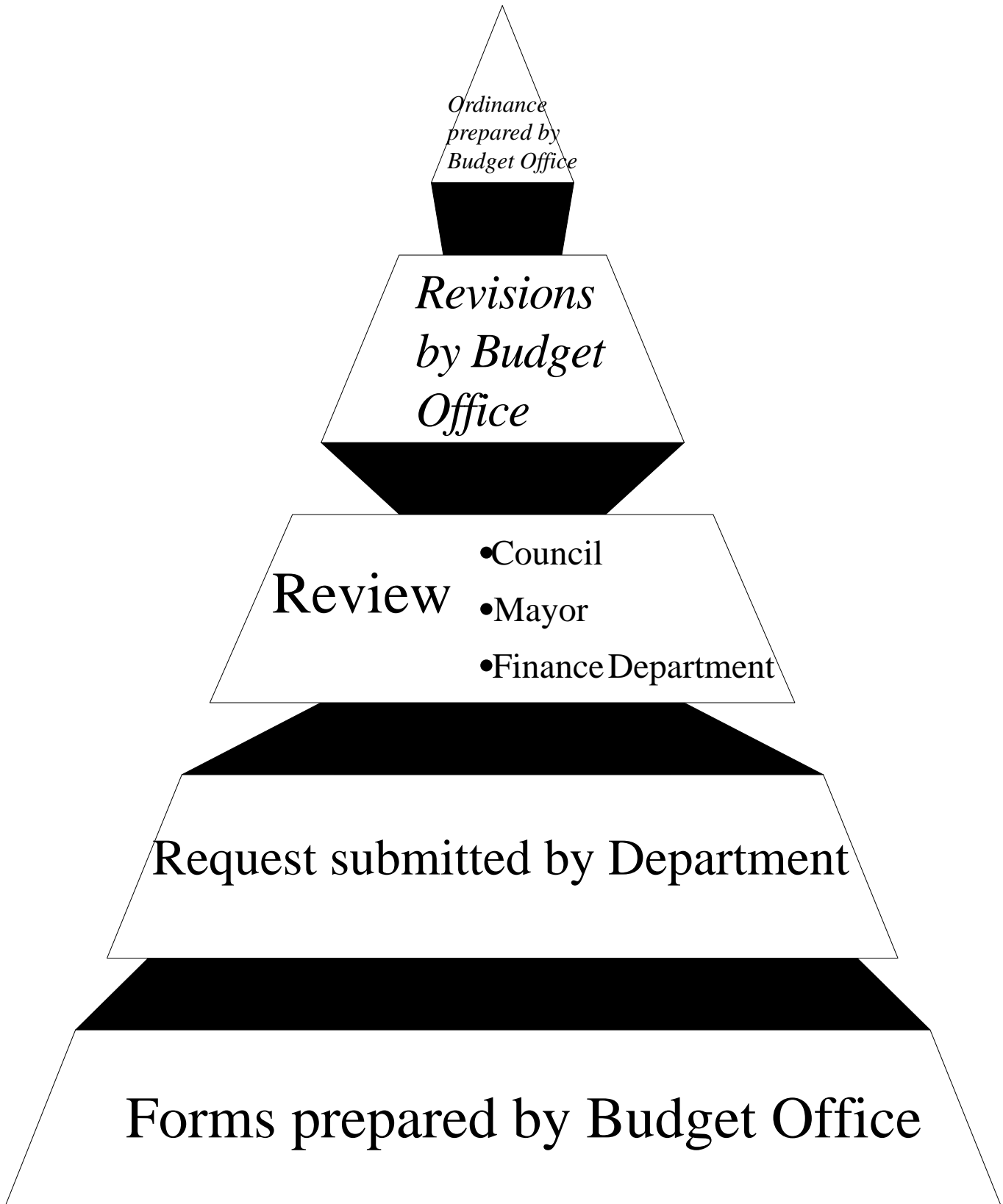
(2) statements of the bonded and other indebtedness of the municipality, including the debt redemption and interest requirements, the debt authorized and unissued, and the condition of the sinking fund;

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

- (4) a statement of the estimated fund balance or deficit, as of the end of the current fiscal year;
 - (5) a statement of pending capital projects and proposed new capital projects, relating to respective amounts proposed to be raised therefore by appropriations in the budget and the respective amounts, if any, proposed to be raised therefor by the issuance of bonds during the fiscal year; and
 - (6) such other supporting schedules as the governing body deems necessary, or otherwise required by law.
- The City Code of the City of Chattanooga also provides requirements for a budget. Following is an excerpt from Chapter III, Chattanooga City Code:

Sect. 6.80. Annual Budget not to exceed estimated revenue except in cases of extraordinary emergencies. It shall be the duty of the City Council elected under this act to prepare and pass an annual budget each year. The budget for the ordinary and extraordinary expenses of said city for any one year shall not exceed the estimated amount of revenue to be collected for said year; and in no event shall there be appropriated by the City Council any sum or sums in excess of the estimated revenues of said City, for the fiscal year in which said appropriation is made. Provided, however, said City Council may, in extraordinary emergencies such as floods, epidemics, or destructive fires, make appropriations in excess of the estimated revenue when the public health, safety, and welfare demand same.

THE BUDGET MODEL



Budget Procedures

The Charter of the City of Chattanooga designates the City Council as being the party responsible for the preparation and passage of the annual budget. This is found in Title 6, Finance & Taxation, Chapter III, Section. 6.80 and states:

Section. 6.80 Annual budget not to exceed estimated revenue except in cases of extraordinary emergencies. It shall be the duty of the City Council elected under this act to prepare and pass an annual budget each year. The budget for the ordinary and extraordinary expenses of said city for any one year shall not exceed the estimated amount of revenue to be collected for said year; and in no event shall there be appropriated by the Council any sum or sums in excess of the estimated revenues of said city, for the fiscal year in which said appropriation is made. Provided, however, said members of the Council may, in extraordinary emergencies such as floods, epidemics, or destructive fires, make appropriations in excess of the estimated revenue when the public health, safety, and welfare demand same.

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

A brief description of the form of government the City of Chattanooga utilizes will be useful in more fully understanding the budget process. The City of Chattanooga operates under a Council/Mayor form of government, having changed from the Mayor/Commission form in 1990. The current organizational plan places legislative responsibility for municipal government in the City Council and gives administrative or executive authority to the Mayor. The Council levies taxes, enacts ordinances, adopts the annual budgets as well as performs other legislative functions. The

Mayor, who is elected by the citizens of Chattanooga in an at-large vote, carries out the programs and policies approved by the City Council. In addition to advising the Council on policy and legislative matters, the Mayor also recommends the annual budgets and work programs.

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

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

To insure these criteria are met, the Budget section of the City Finance Department prepares a budget calendar and budget policies to facilitate the decision-making process by providing overall direction to City departments. The budget calendar and the budget policies form the nucleus of the budget-making process for the City of Chattanooga. Following these two tools City Departments and Agencies develop their budget requests as well as their performance data to reflect the goals and objectives for the upcoming fiscal year.

The first budget procedure to be put into place is the formal adoption of the budget calendar and the budget policies by the City Council. In early February, the Budget Section, working under the direction of the Finance Administrator, compiles draft copies of the proposed budget calendar as well as the proposed budget policies. When the Finance Administrator is satisfied the proposals meet the needs of the Departments/Agencies, they are presented to the Mayor for review. The Mayor can at this time add to or delete from either document. When his review is finished the Mayor then presents the finished products to the City

Council for review and approval. The City Council can then change either document. When the review is completed the City Council formally adopts both the budget calendar and the budget policies. This provides the guidelines needed by the Departments/Agencies to begin budget preparation for the upcoming fiscal year. After the City Council has adopted the budget calendar and the budget policies, the Mayor meets with his Department Administrators and Department Budget Personnel to distribute them. While the budget calendar and budget policies are being discussed, the Budget Section of the City Finance Officer's Department is preparing the budget forms and supplementary data for distribution to the various Departments and Agencies. A budget request form is prepared for each activity within each department of city government. This budget request form, along with the supplementary data, provides the detailed expenditures of the prior fiscal year and the detailed expenditures for the current fiscal year-to-date. Each department/Agency is responsible for projecting its expenditures thru the end of the fiscal year. Each increase requested in appropriations by a department or agency must be accompanied by a detailed justification sheet. Once the departments receive these budget request forms they are given a set time to return them to the City Finance Office, per the budget calendar. Detailed estimates are prepared of all anticipated revenues to the City from all sources. The Budget Section prepares these revenue estimates working in conjunction with the various departments and outside agencies or governmental units who plan to contribute funds to the City. The Revenue Budget Form contains data on the prior fiscal year, current year-to-date, a projection through the end of the fiscal year, and the amount estimated to be collected in the next fiscal year. These estimates are monitored throughout the budget-making process and changed as required, using updated data. When the Revenue Budget Form is completed it is discussed in detail with the Mayor by the Finance Administrator.

The Departments and Agencies are given a deadline in the budget calendar by which to turn in their budget requests to the City Finance Office. During this time their budgets are finalized by their budget personnel working closely with the Budget Section analyst assigned to their department. The goals and objectives of each activity are spelled out, and the financial means to accomplish them are incorporated into their budgets. Each activity is a stand alone document, virtually a teaching tool. When presented to the City Finance Office, a department's budget consists of Budget Forms for each activity within the department, overlaid with a departmental summary form. The department's overall goals and objectives are stated here on the summary forms.

Once all Budget Forms for all departments and agencies are collected by the City Finance Office a review process begins by the Budget Section. This budget documentation turned in by the departments should include a statement of proposed departmental goals and objectives, performance measures, an estimate on the status of performance at the end of the current year as well as traditional object code line item expenditure requests and justification for maintaining current and expanded expenditure requests. The Budget Section reviews each budget request to insure compliance with the budget policies.

It is at this time that budget sessions are held with departmental Administrators and budget personnel to discuss various issues and gain a thorough understanding of the budget requests. After meetings with the departments, the Budget Section is ready to balance the budget request to the estimated revenues. When this is accomplished, the balanced budget is presented to the Mayor for review. At this point the Mayor can add or delete items to the budget. When the Mayor is satisfied that the budget presented represents the goals and objectives of the City and the financial means of reaching those goals and objectives, he will present the balanced budget to the City Council at a Budget and Finance Committee meeting.

The City Council begins a budget review of its own once it receives the balanced budget proposal. This is done through the Budget Committee, where numerous work sessions are held to examine all aspects of the proposal. Department Administrators are called in to explain differences in their current year budget and the proposed budget. Changes are made by the Council at their discretion. Finally, when the budget is agreed upon, a Budget Ordinance is written up by the Budget Section for passage by the City Council at a regularly scheduled meeting. In this Budget Ordinance the City Council sets the Tax Rate for the next year to support the budget being submitted. The City Council holds public hearings on the budget proposal during the time the budget is first presented and when it is finally passed. The Budget Ordinance, like all City Ordinances, must pass three readings of the Council to become law.

The City of Chattanooga's budget process has evolved into a comprehensive system. The process is being constantly upgraded to provide the best tool possible for the departments and agencies to work with and to produce a budget document that is easy to read and follow and at the same time complex enough to allow for the many changes confronted by the City each year.

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

the amount of an unexpended appropriation from the previous year. Budget control is maintained by recording encumbrances as purchase orders are written. Financial reports, which compare actual performance with the budget, are prepared monthly and presented to the Council, allowing the council to review the financial status and measure the effectiveness of the budgetary controls. Open encumbrances are reported as reservations of fund balance at June 30. All unencumbered and unexpended appropriations lapse at year-end.

The City Finance Officer is authorized to transfer budgeted amounts within divisions within the General Fund, but the authorization does not apply to funds other than the General Funds.

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

March 1999

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April 1999

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August 1999

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March

22 Distribute budget request Operation and Capital forms along with supplementary data to departmental personnel

April

- 9 Agencies submit request to City Council Office
- 12 Departments submit budget requests to finance department for budget review to begin
- 12-23 Budget Office Review
- 16 Departments submit Capital Budget requests to finance department. Interceptor Sewer System request to finance.
- 19 Meet with Mayor to discuss revenue estimates
- 19 - 23 Budget staff meets with department to discuss FY 99/2000 budget request
- 30 Total Request Budget presented to Mayor

May

- 12 Joint City/County budget hearings
- 6 Budget staff meets to review results from budget meetings to decide FY 99/2000 balanced budget for presentation to Mayor

June

- 4 Financial staff presents the balanced budget to Mayor (preliminary)
- 7 Budget staff presented the balanced budget to Council's Budget & Finance Committee (preliminary) after Mayor's recommendations
- 11 Financial staff meets with Personnel to discuss personnel recommendations
- 15 First reading of FY 99/2000 Budget Ordinance
- 22 Second reading of FY 99/2000 Operating Ordinance
- 29 Third reading of FY 99/2000 Operating Ordinance

July

- 13 The FY 99/2000 Budget Ordinance #10872 officially becomes effective
- 16 Deadline to upload operating budget amounts in Banner Budget Module

August

- 3 Preliminary Meeting with Budget & Finance Committee Chairman to discuss Capital Budget 2000
- 10 Present capital budget to City Council for 1st reading
- 17 Capital budget to City Council for 2nd and 3rd reading
- 31 Capital Budget Fiscal Year 2000 (#10896) effective

September

Complete Comprehensive Annual Budget Report

October

- 29 Submit Comprehensive Annual Budget Report to GFOA for review

November

Monitoring of All budgets

December/January/February

Monitoring of All budgets

September 1999

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December 1999

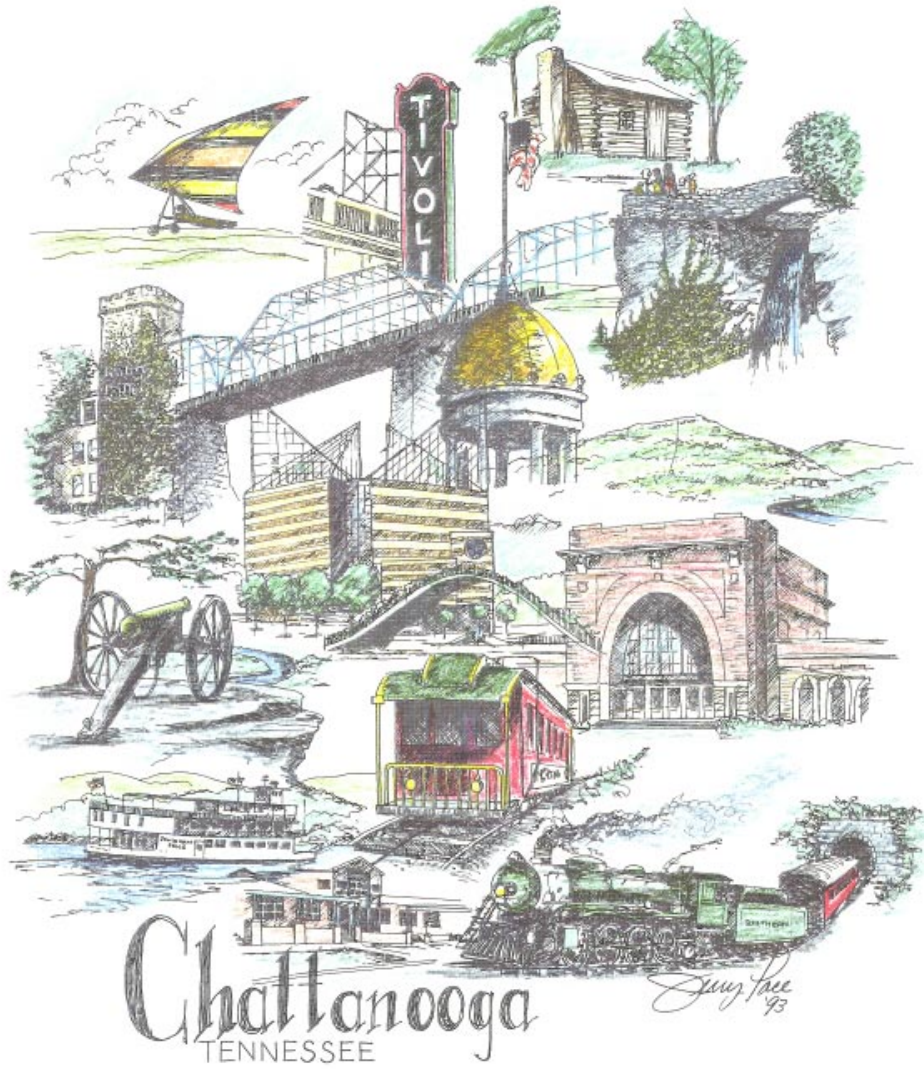
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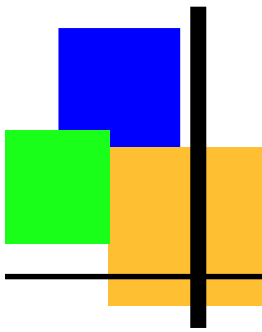
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ORDINANCE NO. 10872

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FY1999/2000 BUDGET ORDINANCE", TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 1999, AND ENDING JUNE 30, 2000, AND APPROPRIATING SAME TO THE PAYMENT OF EXPENSES OF THE MUNICIPAL GOVERNMENT; FIXING THE RATE OF TAXATION ON ALL TAXABLE PROPERTY IN THE CITY, AND THE TIME TAXES AND PRIVILEGES ARE DUE, HOW THEY SHALL BE PAID, WHEN THEY SHALL BECOME DELINQUENT; AND PROVIDING FOR INTEREST AND PENALTY ON DELINQUENT TAXES AND PRIVILEGES.

WHEREAS, pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee, the revenue has been estimated for operating the Municipal Government for the fiscal year 1999-2000 from all sources to be as follows:

PROPERTY TAXES:

Current Taxes on Real & Personal Property	\$	58,538,828
Taxes on Real & Personal Property-Prior Years		2,850,000
CHA - In Lieu of Taxes		20,419
TVA in Lieu of Taxes		997,398
Electric Power Board in Lieu of Taxes		2,155,424
CNE - In Lieu of Taxes		58,000
Sofix - In Lieu of Taxes		74,442
Gibraltar Steel - in Lieu of Taxes		32,611
Champion Tray - In lieu of Taxes		37,981
Total Other - In Lieu of Taxes		86,681
Corporate Excise Taxes - State (Intangible Property)		254,000
Interest & Penalty on Current Year Taxes		60,000
Interest & Penalty on Delinquent Taxes		282,000
Delinquent Taxes Collection Fees		106,000
TOTAL	\$	65,553,784

OTHER LOCAL TAXES:

Franchise Taxes - ComCast	\$	1,152,886
Franchise Taxes - Chatt Gas		283,750
Liquor Taxes		1,200,000
Beer Taxes		4,100,000

Local Litigation Taxes - City Court		5,700
TOTAL	\$	<u>6,742,336</u>

LICENSE, PERMITS, ETC.:

Motor Vehicle Licenses	\$	357,500
Parking Meters		500,000
Business Licenses (excluding Liquor)		124,000
Gross Receipts Tax		2,604,000
Fees for Issuing Business Licenses & Permits		56,000
Interest & Penalty on Business Licenses & Permits		64,000
Wrecker Permits		6,500
Building Permits		350,000
Electrical Permits		85,000
Plumbing Permits		82,000
Street Cut-In Permits		31,000
Sign Permits		90,000
Liquor By the Drink Licenses		102,500
Hotel Permits		1,900
Gas Permits		8,500
Liquor By the Drink - Interest & Penalty		4,500
Plumbing Examiner Fees & Licenses		25,000
Electrical Examiner Fees & Licenses		48,000
Gas Examination Fees & Licenses		33,000
Mechanical Code Permits		60,000
Permit Issuance Fees		70,000
Beer Application Fees		91,100
Mechanical Exam Fee & Licenses		60,000
TOTAL	\$	<u>4,854,500</u>

FINES, FORFEITURES, AND PENALTIES

City Court Fines	\$	950,000
Criminal Court Fines		240,000
Traffic Court Fines		250,000
Delinquent Tickets		200,000
Delinquent Tickets – Clerk's Fee		100,000
TOTAL	\$	<u>1,740,000</u>

REVENUES FROM USE OF MONEY OR PROPERTY:

Interest on Investments	\$	2,800,000
Land & Building Rents		162,000
Telephone Commissions		2,000
Dock Rental (Wharf)		9,540
TOTAL	\$	<u>2,973,540</u>

REVENUES FROM OTHER AGENCIES:

Local Option Sales Tax-General Fund	\$	20,192,436
State Beer Tax		74,000
Hall Income Tax		2,500,000
State Sales Tax		9,460,615
State Mixed Drink Tax		1,064,100
State Gas Inspection Fees		370,377
State Maintenance of Streets		100,000
State Alcoholic Beverage Tax		80,000
State – SRO Funds		110,000
TVA Impact Funds		28,000
HUD-Harriet Tubman Project		283,572
Hamilton County - Radio & Electronics		50,000
Cops Universal Hiring		1,796,937
Hamilton County Ross' Landing/Plaza		746,651
		<hr/>
TOTAL	\$	36,856,688

SERVICE CHARGES FOR CURRENT SERVICES

City Court Costs	\$	62,000
Clerk's Fees		190,000
State Court Costs		650
Charges for Financial Services-Elec. Power Board		7,200
Monitoring Service		3,300
Swimming Pools		9,000
Park Concessions		32,500
Variance Request Fees		4,000
Payroll Deduction Charges		11,450
Indirect Costs		1,679,578
Plans & Specification Deposits		7,500
Other Funds Reimbursement-Health Insurance		2,423,860
Employee Contributions-Health Insurance		1,191,218
Regular Retiree Contributions		325,750
Early Retiree Contributions		45,120
COBRA Reimbursements – Health Insurance		56,000
Carousel Ridership		41,062
Carousel – Miscellaneous Revenue		2,000
Walker's Pavilion Rents		10,500
Miscellaneous Revenue – Auditorium		5,000
Memorial Auditorium Concessions		41,450
Auditorium Box Office		63,950
Tivoli Box Office		15,300
Tivoli Concessions		17,500
Memorial Auditorium Rents		146,250
Tivoli Rents		128,500
Miscellaneous Revenue		400,000
		<hr/>
TOTAL	\$	6,920,638
		<hr/>
TOTAL GENERAL FUND ESTIMATED REVENUE	\$	125,641,486
		=====

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 1999 at a rate of \$2.31 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 1999 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, 1999, and shall become delinquent MARCH 1, 2000, after which date unpaid taxes shall bear interest at six (6%) percent per annum, and a penalty of (6%) percent per annum, plus other penalties as provided by law, which shall be paid by the taxpayer; provided, that except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705.

SECTION 4. That the Provisions of Chapter 387, Public Acts of 1971, as amended by Chapter 850, Public Acts of 1972, and as further amended by the Public Acts of 1973, and as further amended, relative to the authorization of local taxes upon the privilege of engaging in certain types of business activities be and are hereby adopted by reference, and there is hereby levied a Business Tax on all businesses taxable by municipalities under Chapter 387, Public Acts of 1971, as amended, at the maximum rates specified therein. The City Treasurer is authorized and directed to collect such taxes as are authorized by said Act to be collected by the City of Chattanooga, a municipality, together with such interest and penalties as may become due thereon, at the maximum rate provided by law. In addition to said taxes, the City Treasurer is hereby authorized and directed to collect a fee of Five and 00/100 (\$5.00) Dollars upon the issuance of any privilege license under said Business Tax Act and also upon receipt of each payment of the Gross Receipts tax authorized by said Act, except that this fee may not be charged persons paying the annual minimum tax under the provisions of Chapter 58, Title 67, of the Tennessee Code Annotated, if paid on the same date as the respective and related return is filed.

SECTION 5. That the budgets of the various departments, agencies, boards, commissions, offices, divisions, or branches of Municipal Government for the fiscal year beginning July 1, 1999, are fixed as hereafter set out; and the amount so fixed for each is hereby appropriated out of the estimated revenue for said year for the use of that department, agency, board, commission, office, division, branch of government, to-wit:

GENERAL FUND APPROPRIATIONS

Department of Finance & Administration	\$	5,852,709
Department of Police		28,437,890
Department of Fire		19,302,417
Department of Public Works		18,416,831
Department of Parks, Recreation, Arts & Culture		9,869,428
Department of General Services		15,854,843

Department of Personnel	922,523
Department of Neighborhood Services	1,315,518
General Government & Supported Agencies	25,669,327
	<hr/>
TOTAL	\$ 125,641,486
	<hr/> <hr/>

DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office	\$ 1,603,011
Information Services	2,331,676
City Treasurer	562,085
Telephone System	424,455
City Court Clerk – Operations	846,482
City Court Clerk’s Office – Space Cost	85,000
	<hr/>
TOTAL	\$ 5,852,709

DEPARTMENT OF POLICE

Chief of Police	\$ 503,416
Internal Affairs	40,357
Office of Budget & Finance	492,703
Office of Community Outreach	59,522
Police Information Office	114,302
Office of Legal Services	108,133
Community Policing Sworn	53,263
Uniform Services Command	380,439
Alpha Team	1,682,035
Charlie Team	2,070,810
Echo Team	1,486,412
Fox Team	1,641,523
George Team	1,582,369
Special Operations	1,251,549
Animal Services	681,988
Investigative Services	404,505
Property Crimes	1,195,479
Major Crimes	837,353
Narcotics, Vice, Organized Crime	1,045,047
Youth Services	1,003,940
Investigative Support	902,278
Support Services	209,638
Training Division	1,435,790
Fleet / Facilities Management	2,173,192
Information Management	3,952,896
Police Personnel	286,723
Crime Prevention	166,665
Police Department	2,475,563
	<hr/>
TOTAL	\$ 28,437,890

DEPARTMENT OF FIRE

Fire Operations	\$ 17,805,441
Utilities	1,496,976
	<hr/>
TOTAL	\$ 19,302,417

DEPARTMENT OF PUBLIC WORKS

Administration	\$	452,343
City Engineer		1,672,560
Street Cleaning		1,468,129
Emergency		389,668
City Wide Services		791,854
Sewer Construction & Maintenance		1,600,473
Storm Water Subsidy		683,952
Inspection Division		1,266,906
Board of Gas Fitters		3,450
Board of Plumbing Examiners		2,000
Board of Electrical Examiners		19,350
Board of Variances		5,000
Board of Mechanical Examiners		1,800
Utilities		127,500
Brainerd Levee 1,2,3		58,770
Orchard Knob		54,375
Minor Pump Stations		20,500
Traffic Administration		470,473
Traffic Control		1,413,266
Street Lighting		2,325,000
Solid Waste & Sanitation Fund Subsidy		5,589,462

TOTAL	\$	18,416,831

DEPARTMENT OF PARKS, RECREATION, ARTS & CULTURE

Administration	\$	535,001
Facility Planning		65,733
Public Information		103,371
J. Frost Stadium		101,265
Recreation Supervision		402,816
Community Centers		730,771
Senior Citizen Recreation. A.O.		58,916
Summer Youth Recreation		237,331
Fitness Center		238,986
Greater Chatt Sports Comm. A.O.		75,000
Inner City Ministry. A.O.		18,500
Rec-Late Night Programs		57,000
Cultural Arts		209,988
OutVenture		60,883
Sports		592,797
At-Risk Youth/Spec Program		510,404
Parks Maintenance		2,303,736
Warner Park Zoo		293,862
Tennessee Riverpark - Downtown		1,190,952
Municipal Forestry		349,870
Buildings & Structures		534,720
Carousel Operations		132,393
Auditorium Operations		299,691
Civic Facilities Concessions		77,025
Tivoli Operations		216,624
Civic Facilities Administration		471,793

TOTAL	\$	9,869,428

DEPARTMENT OF GENERAL SERVICES		
Administration	\$	490,084
City Hall/Annex Maintenance		700,277
Electronics Division		341,380
Employee Benefits Office		195,845
Employee Insurance Program		11,858,525
Job Injuries		1,563,000
Purchasing		705,732
		<hr/>
TOTAL	\$	15,854,843
DEPARTMENT OF PERSONNEL		
Administration	\$	825,123
Physicals		97,400
		<hr/>
TOTAL	\$	922,523
DEPARTMENT OF NEIGHBORHOOD SERVICES		
Administration	\$	301,084
Codes & Community Services		667,161
Human Rights		96,941
Neighborhood Relations		250,332
		<hr/>
TOTAL	\$	1,315,518

GENERAL GOVERNMENT & SUPPORTED AGENCIES:

The initials "A.O." as they appear in this Section, or elsewhere in the Ordinance, shall mean "Appropriation Only" which is hereby defined to mean that the amount as is shown being appropriated is only the appropriation of the City toward the total budget of such department, agency, board, commission, office or division or branch of government and is not to be construed to mean that such amount is its total budget or appropriation. The initials "A.S.F." as they appear in this Section, or elsewhere in this Ordinance, shall mean "Appropriation to Special Fund" which is hereby defined to mean that the amount as is shown being appropriated is to a Special Fund that will not revert to the General Fund at the end of the fiscal year.

GENERAL GOVERNMENT & SUPPORTED AGENCIES:

Executive Office of Mayor	\$	566,554
City Council		546,225
Air Pollution Control Bureau.	A.S.F.	270,820
Allied Arts Council.	A.O.	
General Operations		250,000
Chattanooga African-American Museum		70,000
Association of Visual Artist		15,000
Chattanooga Regional History Museum		48,000
Audits, Dues, & Surveys		137,000
CARCOG & Economic Development District.	A.O.	30,493
CARTA Subsidy.	A.O.	3,299,934
Carter Street Corporation Lease Agreement.	A.O.	1,428,042
Carter Street Corporation		49,675
C-HC Bicentennial Public Library.	A.S.F	2,165,258

Chattanooga Neighborhood Enterprises.	A.O.	2,000,000
Chattanooga Area Urban League.	A.O.	50,000
Chattanooga Storm Water Fees.	A.S.F.	70,000
Children's Advocacy Center.	A.O.	30,000
City Court (Judicial)		341,137
Community Foundation Scholarships		160,000
Community Impact		167,000
Contingency Fund		489,918
Debt Service Fund.	A.S.F.	6,416,931
Downtown Partnership.	A.O.	100,000
Election Expense		25,000
Front Porch Alliance (Inner City Ministries)		50,000
Heritage Fund	A.S.F.	35,000
Homeless Health Care Center.	A.O.	17,500
Human Services.	A.S.F.	1,396,784
Humane Educational Society.	A.O.	250,000
Inner City Development Corp		35,000
Intergovernmental Relations		237,800
Metro Council Community Services.	A.O.	10,000
City Attorney's Office		
Administration		693,038
Liability Insurance Fund		950,000
Renewal & Replacement		1,500,000
Pensions, FICA, & UIC		56,500
Real Estate Fund.	A.S.F.	85,000
Regional Planning Agency.	A.S.F.	821,162
Scenic Cities Beautiful.	A.S.F.	30,294
Taxi Board.	A.O.	750
Tennessee RiverPark.	A.O.	713,512
WTCI-TV-Channel 45.	A.O.	60,000
		<hr/>
TOTAL		\$ 25,669,327

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 1999-2000

Fund Number	Fund Title	Amount
1119	ECONOMIC DEVELOPMENT/EDUCATION FUND	
Estimated Revenue:		
City – Only Sales Tax		\$ 16,685,286
		=====
Appropriations:		
Education – Hamilton County		\$ 8,342,643
Chattanooga Economic Development Capital Fund		7,817,643
African – American Chamber (Urban League)		75,000
Chattanooga Chamber for Economic Development		400,000
Chamber of Commerce Marketing		50,000
		<hr/>
		\$ 16,685,286
		=====

1105 REAL ESTATE FUND

Estimated Revenue:	
City of Chattanooga General Fund	\$ 85,000
Fund Balance	246,175
Sale of Property	50,000
Building Rental	36,048
Back Tax Property Sales	75,000
	<hr/>
	\$ 492,223
	=====
Appropriations:	
Administration	\$ 288,566
Property Maintenance	203,657
	<hr/>
	\$ 492,223
	=====

2104 STATE STREET AID

Estimated Revenue:	
State of Tennessee	\$ 4,166,425
Interest Earning	65,000
	<hr/>
	\$ 4,231,425
	=====
Appropriations:	
Salaries & Wages	\$ 2,267,529
Fringe Benefits	595,197
Purchased Services	87,700
Material & Supplies	634,700
Travel	1,500
Vehicle Operating Expense	617,999
Capital Outlay & Fixed Assets	25,000
Government Charges, Taxes, Etc.	1,800
	<hr/>
	\$ 4,231,425
	=====

3100 DEBT SERVICE

Estimated Revenue:	
General Fund	\$ 6,416,931
911 Emergency Communications	200,000
Hamilton County	822,553
Private Industry Council	216,545
Fund Balance	2,158,445
	<hr/>
	\$ 9,814,474
	=====
Appropriations:	
Principal	\$ 4,748,696
Interest	2,897,333

Bank Service Charges	10,000
Future Debt Payments	2,158,445
	9,814,474
	\$ 9,814,474

7100 Community Development Fund

Estimated Revenue:

Community Development Block Grant - New Grants	\$ 2,467,000
CDBG – Program Income	1,400,000
Emergency Shelter Grant	88,000
THDA – Program Income	150,000
	4,105,000
	\$ 4,105,000

Appropriations:

28 th Legislative District CDC	50,000
Alton Park & Dodson Avenue Health Center	86,650
Bethlehem Community Development Credit Union	35,000
CCHDO	16,000
CD Office Administration	613,500
Chattanooga Church Ministries – Community Kitchen	30,235
Chattanooga Drum & Bugle Corp	59,000
Chattanooga Housing Authority	66,000
Chattanooga Human Services Department	200,000
Chattanooga Neighborhood Enterprise	1,741,000
City of Chattanooga General Services	325,000
City of Chattanooga Neighborhood Services	50,000
City of Chattanooga Parks, Recreation, Arts & Culture	92,450
Contingency	33,178
Dismas	51,600
Family & Children’s Services	27,437
Future TDHA Housing Projects	150,000
Girls, Inc.	87,500
Good Neighbor’s Housing, Inc.	17,600
Hope For Chattanooga	5,000
Interfaith Hospitality Network of Greater Chattanooga	20,000
Jeff Heights Neighborhood Coalition	11,000
Room In The Inn	4,000
Special Transit Services	20,700
Southeast Tennessee Legal Services	10,800
United Methodist Center (Bethlehem)	62,500
United Way Center for NonProfits	50,850
Westside CDC	100,000
ESG - Chattanooga Church Ministries	18,817
ESG – Chatt Room in the Inn	18,966
ESG - Family & Children’s Services	50,217
	4,105,000
	\$ 4,105,000

7101 Economic & Community Development - HOME PROGRAM

Estimated Revenue:	
Federal Grant (HOME)	\$ 1,216,000
Program Income	200,000

	\$ 1,416,000
	=====
Appropriations:	
HOME – CCHDO	457,000
HOME – CNE	959,000

	\$ 1,416,000
	=====

2102 Human Services Department

Estimated Revenue:	
Federal-State Grants	\$ 9,253,494
City of Chattanooga	1,396,784
Contributions	30,920

	\$ 10,681,198
	=====
Appropriations:	
Headstart	\$ 5,479,338
Day Care	1,387,847
Weatherization	244,989
Foster Grandparents	371,719
LIEAP	696,058
CSBG	629,059
Occupancy	226,221
Human Services Program	1,435,003
Neighborhood Family Services	105,361
City General Relief	105,603

	\$ 10,681,198
	=====

5200 Solid Waste & Sanitation Fund

Estimated Revenue:	
Landfill Tipping Fees	\$ 6,278,555
Permits	1,000
General Fund Subsidy	5,589,462
State of Tennessee	65,000
Public Works Capital	100,000
Interest	102,400

	\$ 12,136,417
	=====
Appropriations:	
Garbage Collection	2,689,491
Recycle	686,285
Brush & Trash Collection	2,105,164

Waste Disposal – Chattanooga Landfill	1,653,614
Sanitary Landfill	103,400
Wood Recycle	723,437
Solid Waste Reserve	1,318,496
Renewal & Replacement	6,880
Debt Service	2,749,650
Household Hazardous Waste	100,000
	\$ 12,136,417
	=====

5300 Storm Water Fund

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

Appropriations:	
Stormwater Management	2,467,594
Renewal & Replacement	78,000
Capital Improvement	71,500
Debt Service	2,170,906
	\$ 4,788,000
	=====

SECTION 6 (a). That there be and is hereby authorized the appropriation of all collections and fund balances to the respective funds, other than the General Fund, to be expended for the general public purposes as indicated. Be it further authorized that the City Attorney may continue to incur necessary expenses related to the acquisition of the Tennessee American Water Company, said expenses to be reimbursed from bond proceeds used to acquire the system.

SECTION 7(a) That all persons within the "City of Chattanooga Classification System" and covered by the "Pay Plans" on the effective date of this Ordinance shall receive, if approved by their supervisor, their regularly scheduled step increase as incorporated in the "Pay Plans" attached hereto and made a part by reference thereof, except that employees hired subsequent to February 28, 1999 shall not be eligible for a step increase during the fiscal year ending June 30, 2000. However, a Department head can certify that an employee is not qualified for a step increase. Also, all persons within the "City of Chattanooga Classification System" but not covered by the "Pay Plans" shall receive a four percent (4%) increase in pay effective July 1, 1999

SECTION 7(a)(1). In addition to the minimum rate of pay established in the Classification Plan, a rate of pay less that Step(1) one of the designated pay grade may be assigned to the newly employed or promoted incumbent for a specified period of time. This step shall be identified as "probation step"

SECTION 7(a)(2). Any person employed on a temporary basis in positions authorized within the Classification Plan shall be paid at a rate not more than Step (1) one of the position's pay grade. As provided in the Chattanooga City Code, Part II, temporary employment shall not exceed a period of 6 months on any occasion.

SECTION 7(a)(3). In addition to positions provided for hereinafter, known as positions within the "City of Chattanooga Classification Plan", which includes only permanent full time positions, the City recognizes and authorizes the following types of designation of positions as exempt from the

Classification Plan: Permanent Part-Time, Temporary Part-Time, Permanent Daily, Permanent Full-Time Elected Officials, and Temporary Full-Time.

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

**SEE PERSONNEL ADMINISTRATION SECTION FOR FY 99/2000
AUTHORIZED PERSONNEL AND APPROVED "PAY PLAN"**

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

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

SECTION 9(a). That the City Finance Officer is authorized to pay a uniform and equipment maintenance allowance of five hundred (\$500.00) dollars for all sworn policemen, detectives, inspectors, and firefighters as of July 1, 1999. Further, the City Finance Officer is authorized to pay a supplemental tool allowance of one hundred fifty (\$150.00) dollars for certain employees as set forth in Resolution 18381, dated 12/05/89, as amended; and is authorized to pay a supplemental uniform allowance of one hundred fifty (\$150.00) dollars for certain employees as set forth in Resolution 17840, dated 10/04/88, as amended. It shall be the duty of employees receiving these supplements to use the funds for the specified purpose and retain receipts to that effect. Any unused funds shall be returned to the City of Chattanooga.

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 twelve (12%) percent.

SECTION 9(c). That for purposes of calculation of Fire & Police Pension benefits, the "basic salary" as defined in Section 13.66, Part I (Charter), Chattanooga City Code, for fiscal year 1999-2000 shall be the top salary paid to Police Department Sergeants as capped at \$42,962.00 a (7%) seven percent growth over fiscal year 1998-99.

SECTION 9(d). That the City Finance Officer is authorized to match the total salaries of all participants in the General Pension Plan with a three point five three (3.53%) percent contribution from the General Fund.

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

Central Pension Fund	\$ 1.06 Per Hour
LIUNA (Laborers) Pension Fund	\$ 0.82 Per Hour

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

SECTION 11. That for employees currently receiving a monthly allowance of \$400.00 per person in-lieu of a take-home government vehicle shall continue to receive same for as long as such employee hold his/her current position. Additional employees may receive this allowance only with approval of the Mayor and passage of an ordinance by the City Council.

SECTION 12. That pursuant to the Charter, it shall be unlawful for any department, agency, or branch of the Government to expend any money other than the purpose for which it was appropriated, nor shall the expenditures for a purpose exceed the appropriation for said purpose.

SECTION 13. If at any time the actual receipt of revenues is projected to be less than the estimated revenues, it shall be the duty of the Mayor to forthwith initiate an ordinance amending this budget ordinance so as to appropriately reduce or otherwise change the various appropriations made herein which, in the judgment of the City Council, should be made.


SECTION 14. That any person, firm or corporation who engages in any business, occupation or vocation without first obtaining a license or permit therefor as provided herein shall, upon conviction, be fined not less than Two Dollars (\$2.00) nor more than Five Hundred Dollars (\$500.00) for each violation, and each day or violation shall constitute a separate offense.

SECTION 15. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 1999.

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

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

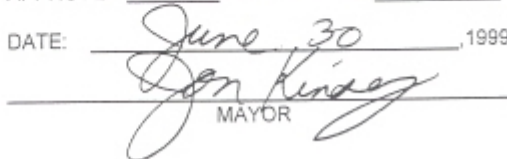
PASSED on Third and Final
Reading June 29, 1999



 CHAIRPERSON

APPROVED DISAPPROVED _____

DATE: June 30, 1999



 MAYOR

introduced by
 passed:
 1st reading
 2nd reading
 3rd reading
 passed
 adopted
 reprinted

8-10-99
 8-17-99
 8-19-99

ORDINANCE NO. 10896

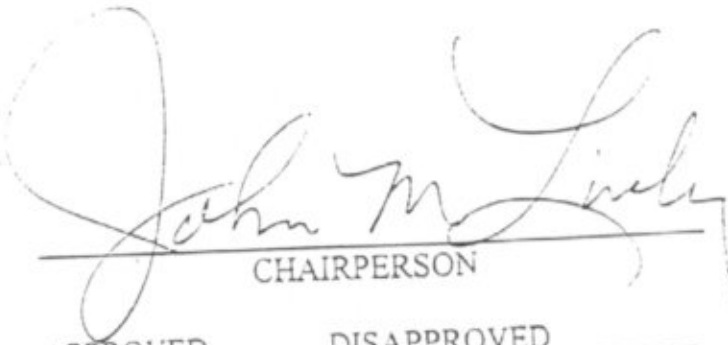
AN ORDINANCE APPROPRIATING, AUTHORIZING OR ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS BUDGET FOR THE FISCAL YEAR 1999/2000.

SECTION 1. BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CHATTANOOGA, TENNESSEE; That there be and is hereby appropriated, authorized, or allocated the hereinafter set funds from the sources specified for the public purposes indicated of the Capital Improvements Budget program for the Fiscal Year 1999/2000:

		<u>Source of Funds</u>	<u>Budget Appropriation</u>
FROM	General Fund – Fund Balance	\$ 175,000	
	General Fund Capital Improvements	550,000	
	Parks & Recreation Capital Projects Fund 4105		175,000
	General Services Capital Projects Fund 4104		550,000
	TOTALS	\$ 725,000	\$ 725,000

SECTION 2. BE IT FURTHER ORDAINED, That this Ordinance shall take effect two weeks from and after its passage as provided by law.

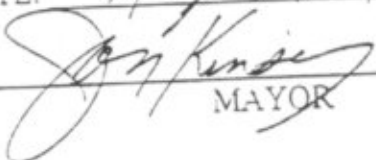
PASSED on Third and Final
Reading August 17, 1999.



CHAIRPERSON

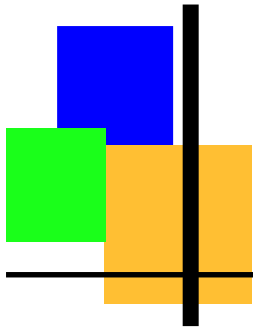
APPROVED _____ DISAPPROVED _____

DATE: August 18, 1999



MAYOR

RR:cjc



FINANCIAL OVERVIEW

As the City of Chattanooga prepares for a new millennium, preparations are also being made for a series of major projects which will change the face of Chattanooga forever. There is a new sense of optimism about the Scenic City of the South. Downtown Chattanooga is set to launch its biggest redevelopment effort since a building boom almost two decades ago led to the TVA power complex and other landmarks.

In 1979 a large portion of the City's Southside was owned by the state of Georgia and the L & N Railroad. The properties had become a blight to downtown Chattanooga. The City purchased these properties and the first blueprint of the Southside was born, with the result being the construction of the Tallan Building, the Trade Center, the Marriot Hotel, and two parking garages. This plan also helped push ahead the huge TVA office complex plans.

Recently there has been a resurgence of interest in the Southside. Just as the Tennessee Aquarium set the stage for a wealth of private investment on the riverfront in the north end of town, the development of the Southside is expected to do likewise for the south end. These new projects will have a huge impact on the City's capital budget and will also require funds in the operating budget to help maintain.

The Southside is not the only area of Chattanooga planned to see change. To the north, across the Tennessee River from the Aquarium, a new park is set to open in October, 1999. This is continuing development of the Riverpark. Farther north of downtown, a new tennis complex is in the making. New super recreation centers are being planned for three areas of Chattanooga.

These new projects will have a major impact

on the city's capital budget as well as requiring additional funding from the operating budget for assistance in maintenance.

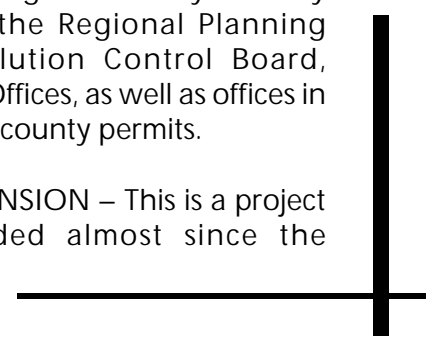
Some of the major projects are as follows:

CHATTANOOGA CONFERENCE CENTER – This \$43 million project is set to have groundbreaking in September, 1999, with a projected opening in early Spring 2001. Total gross area of the Conference Center is 212,000 square feet. Unlike the existing Trade Center, the Conference Center will provide a state-of-the art learning environment. Training rooms will offer university-level education with technology easily accessible to users. The Conference Center facilities are coupled with a four-story, 200 guestroom tower that will enjoy views of both downtown Chattanooga and Lookout Mountain to the south. The Center's architecture recalls forms and materials of the area's history of railroad and industry.

CONFERENCE CENTER PARKING GARAGE – This parking garage is to accompany the Conference Center. Estimated cost is \$12 million. It will provide parking for 1,000 vehicles.

DEVELOPMENT RESOURCE CENTER - Still in the design/development stage, the Development Resource Center of Chattanooga is set to be let for bid in early fall, 1999. Ground breaking for this \$12 million project is scheduled to be around February, 2000. The Development Resource Center will provide a one-stop shop for citizens of Chattanooga, housing the City/County engineering offices, the Regional Planning Agency, the Air Pollution Control Board, Environmental Health Offices, as well as offices in which to obtain all city/county permits.

TRADE CENTER EXPANSION – This is a project that has been needed almost since the



construction of the Trade Center. With an estimated cost of \$45 million, this expansion project will permit the city to go after more and bigger conventions. With the expansion, the Trade Center will have the capacity to house multiple meetings at the same time. This will eliminate the City losing conventions due to limited exhibit space and break-out rooms. The project will add about 190,000 square feet of space and is estimated to be finished in February, 2002.

COOLIDGE PARK – This park, with an estimated cost of \$6,270,000, is the centerpiece of the North Shore Plan, a bold plan to revitalize the area across the Tennessee River from downtown Chattanooga. It is located on a site previously occupied by the Naval-Marine Reserve. This four-acre park will serve as a passive recreational resource for nearby neighborhoods and the entire community. The North Shore Plan will provide a link between Coolidge Park, the Walnut Street Bridge, and the Chattanooga Theatre Centre. It will present one of the best opportunities for a strong mix between the community and visitors.

CONTINUED DEVELOPMENT OF BUSINESSES SURROUNDING TENNESSEE AQUARIUM – With the \$45 million Tennessee Aquarium as its centerpiece, the riverfront area, known as Ross's Landing, is the key to Chattanooga's dramatic renaissance and it the catalyst for the City's resurgence. Ross's Landing serves as a gateway to the Tennessee Aquarium, the city center and the Riverpark. Since the building of the Tennessee Aquarium at Ross's Landing there has been an abundance of construction in this area. The \$3 million Riverset Apartments, \$7 million Riverplace shop area, \$4 million Trolley Barns, \$1 million 212 Market Restaurant, and the \$1.5 million 2nd/Market Retail. Also, the \$16.5 million Creative Discovery Museum and the \$14 million 3-D IMAX Theatre recently opened. All of these substantial investments will bring great rewards to Chattanooga through the years to come, but they will also require budget attention in the meantime.

RIVERMONT TENNIS CENTER – This state-of-the-art tennis center will contain 28 tennis courts. The estimated cost is \$3 million, with a private benefactor providing \$2.7 million of this cost. This Center will provide countless hours for recreational enjoyment for the citizens of Chattanooga. Maintenance costs for this Center will need to be addressed each budget year.

RECREATION CENTERS - Plans have been made by the City of Chattanooga to build three super-recreation centers in different areas of town. The cost of these centers was budgeted in the 1999 Capital Budget at \$4 million each, but this cost may go up as additional features may be added to the original plans.

COUNCIL CHAMBERS – Work is presently underway to renovate the old city jail into new chambers for the City Council. With an estimated cost of \$3.3 million, this project will provide council members with new offices and a new council meeting room which will accommodate more citizens.

SUPER FIRE STATION - \$1 million was appropriated in the 1999 Capital Budget for land acquisition and design of a new super fire station to be located in the downtown area of Chattanooga. When completed, this new station will replace three fire stations now serving the downtown area.

BROWN ACRES GOLF COURSE CLUBHOUSE – Recently, the clubhouse at Brown Acres Golf Course burned down. A makeshift club house has been in use since the fire. The City plans to re-build the club house at a cost of \$500,000.

ANIMAL SERVICES - This is a new operational function being undertaken by the City. The City has always shared costs with Hamilton County for the Humane Educational Society, but in the FY 2000 operational budget this function was set up under the Police Department. Plans are being made for the City to build and maintain its own animal shelter in the near future, possibly in the year 2000. The operational impact of this new function is \$682,000 in FY 2000.

WATER SERVICES - The City of Chattanooga is

the only major city in the State of Tennessee that does not own its own water services. At present, negotiations are under way for the City to take over the local water services currently owned and operated by Tennessee-American Water Works. As Tennessee-American is resisting the sale to the City, a final dollar cost to the City to acquire the company is to be decided by a court of law. If the City is successful in its attempt to take over the water services for Chattanooga, there will be enormous budget changes in the Operating, Capital, Enterprise, and Debt Service Funds. The City plans to contract out the management of the water services.

As in many cities across the country, Chattanooga has taken a renewed liking to downtown. But very few can live there. A national consulting firm hired by RiverValley Partners last year found a "demonstrated and statistical demand for downtown housing". The study showed that the market for rental housing – mostly students, downtown workers and the elderly – would support 600 new multifamily units built over a 12-year period. Civic leaders are realizing that tourists can only support so much development in a small city. Provident Companies, an insurance concern that is one of Chattanooga's largest employers, is contemplating the biggest land-development project this city has seen in many years. Provident is the sole owner of about 30 acres of land between the riverfront and the campus of UTC that is currently used as parking lots for its 2,700 employees. A study suggests that Provident could build between 600 and 1,000 apartments. Both planners and developers point to the \$3 million, 41 unit Riverset Apartments-located east of the aquarium on the river front-as proof that a market exists for downtown living. Civic leaders hope that boosting downtown's population will spur the relocation of even more businesses to the financial districts.

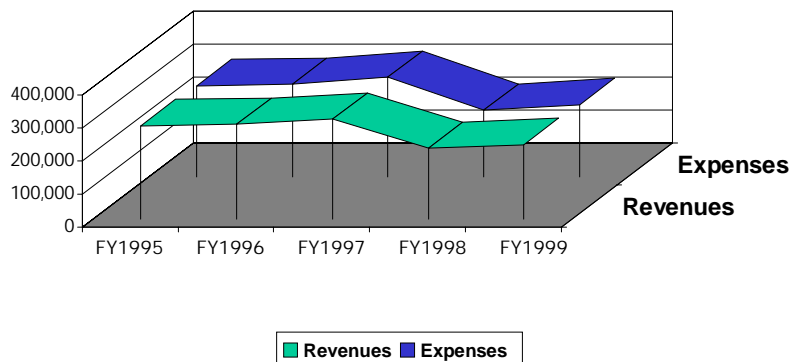
While these are not all of the projects going on in Chattanooga presently, they represent a sizable investment from various sources, including the City, County, State, and Federal

Governments, along with private donations. Any shift in the plans affecting one of these projects could alter not only the capital budget but also the operating budget. It is with these long term goals in place that the City of Chattanooga begins its budget preparations each year.

The City of Chattanooga is committed to excellence in financial reporting and budget preparation. Chattanooga is indeed a city on the move with a great number of diverse projects, funded either with public funds, private funds, or a combination of both, requiring more than just a passing thought during the budget-making process.

Revenue and Expenditure History

Total City revenue for the fiscal year ended June 30, 1995 was \$283,804,047. Total City revenue for the fiscal year ended June 30, 1999 was \$226,273,843. This difference of \$57,530,204 represents a 20.3% decrease over this five year period. During this same time period total City expenditures decreased from \$277,034,599 in 1995 to \$219,041,748 in 1999. This difference of \$57,992,851 represents a 20.9% decrease. The reason for this drastic drop in revenues/ expenditures is that on July 1, 1998 the City of Chattanooga went out of the school business, turning its system over to Hamilton County in compliance with state law. This caused an



immediate impact of over \$90 million in revenues/expenditures. We are presenting a chart which plots the relationship between revenues and expenditures during this time period. The drop in revenues/expenditures is apparent in FY 98. However, due to the economic climate of Chattanooga the revenues/expenditures begin to rise immediately as evidenced by the FY 99 figures. With Chattanooga's unemployment rate being among the lowest in the United States and well below the national average, we expect this trend to continue.

Fund Balance and Retained Earning Summary

Fund Balances During the past ten years the City of Chattanooga has seen a total net increase in its Fund Balances of \$89,970,410. This has been accomplished with the application of sound fiscal policies coupled with sound budget policies. While some fund classes have seen a decline in their Fund Balances, others have more than compensated for this decline. Fund Balances for the General, Enterprise, and Internal Service Funds have increased while the Fund Balances for the Special Revenue Funds, Debt Service, and Capital have decreased during this period.

The Fund Balance for the General Fund was \$28,285,707 in 1995. This dipped to a ten-year low of \$24,349,098 in 1994 but has grown steadily since to its current balance of \$46,180,837 at the close of FY99. This has been accomplished while lowering the City Property Tax during FY 99. Most of the Fund Balance build-up can be attributed to the City-only Sales Tax which the City started collecting in FY96.

The Special Revenues Fund Balances have decreased from a balance of \$10,282,622 in 1990 to a 1999 balance of \$7,875,454, or a \$2,407,168 decrease. The main reason for this decrease is that the City went out of the school business in 1997, turning its school system over to Hamilton County. A most significant drop in

the balances can be seen in FY 98, but the Funds have begun a steady increase for the past two years.

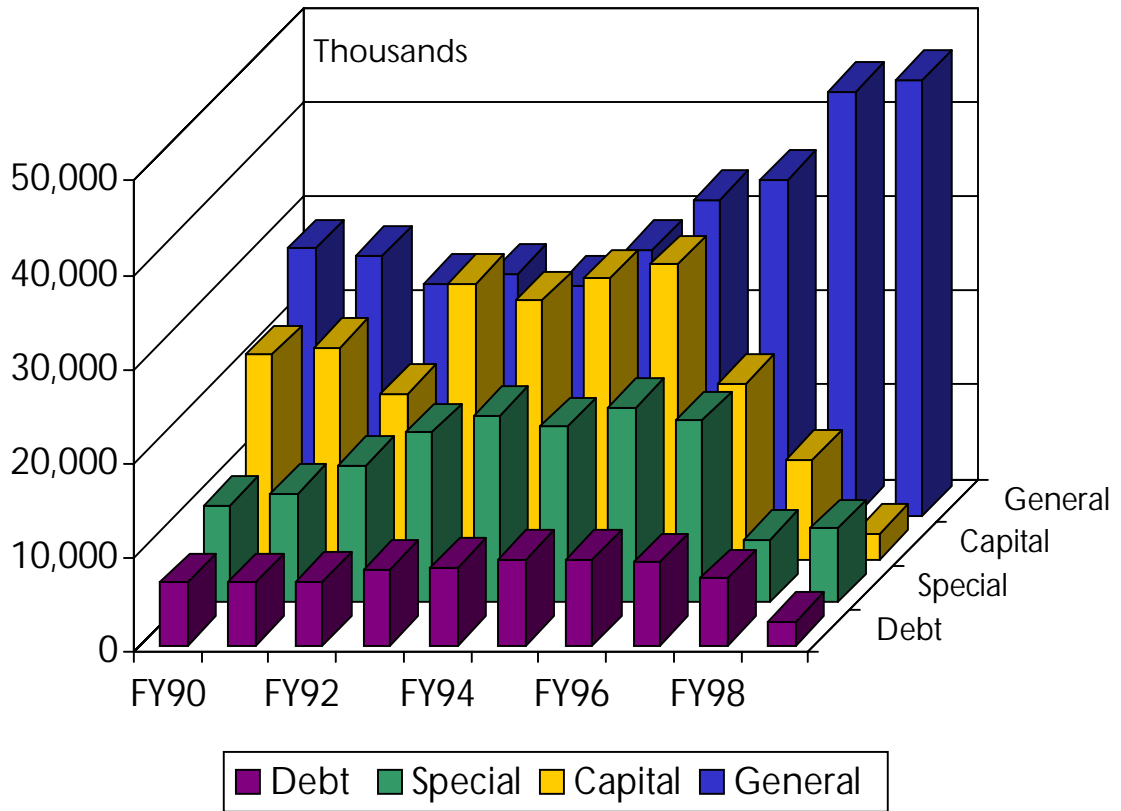
Debt Service has had a drop in its Fund Balance during this period, too. This came about through the use of the Fund Balance to pay current year maturities and interest. Fund Balance had risen to a high of \$9,127,569 in FY96 and the decision was made to use the Fund Balance for maturity payments and capital-type requirements at that time.

The Capital Funds Fund Balances have fluctuated most during this ten year period. Starting with a collective Fund Balance figure of \$21,625,878 in 1990, this fund class clearly shows the use of funds for infrastructure-like projects by the City, bringing the balance to (\$18,930,876) at the close of FY 99. A lot of capital projects have been started with their funding to come from an upcoming general obligation bond sale.

The growth of the Retained Earnings within the Enterprises Funds has been most dramatic. Retained Earnings of \$47,749,928 in 1995 has more than doubled to a 1999 balance of \$96,515,483. During this ten year period the City came under federal mandated Storm Water laws which necessitated issuance of Storm Water bonds by the City during FY 95 and FY98. During this same year the City also had to issue Solid Waste/Sanitation Bonds due to State mandates concerning the City's landfill. During this time the Interceptor Sewer System has had a steady increase, also.

The Internal Service Funds started the ten year period with a balance of \$644,179 in 1990. At the end of 1999 this balance has grown to \$1,047,198. This rise reflects the increased cost of maintaining the City's fleet of vehicles, which has grown considerably. The ten year high fund balance of \$2,141,279 reached at the end of 1997 has decreased to \$1,691,377 at the end of 1999. The City lowered its gas prices when this fund balance was achieved and made no adjustment when the wholesale price rose again, thus creating the drop in Retained Earnings.

The chart below plots the year-to-year changes in Fund Balances for the governmental fund types in the City of Chattanooga.



City of Chattanooga, Tennessee

General Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual on Budgetary Basis Year Ended June 30, 1997 - 2000

	FY 96/97	FY 97/98	Unaudited FY 98/99	Projected FY 99/Y2K
FUND BALANCE at beginning of year	\$33,470,093	\$35,598,921	\$44,884,369	46,180,837
Revenues				
Taxes	83,231,182	84,793,533	87,331,028	88,981,406
Licenses and permits	5,315,140	5,482,906	5,594,172	5,524,523
Intergovernmental Revenues	36,932,088	40,517,604	43,770,347	45,186,303
Charges for Services	2,117,435	2,315,595	2,607,709	2,507,150
Fines, forfeitures and penalties	1,760,268	1,805,903	2,073,083	1,740,000
Miscellaneous Revenues	9,412,424	10,741,550	10,790,480	10,326,926
Total Revenues	<u>\$138,768,537</u>	<u>\$145,657,091</u>	<u>\$152,166,819</u>	<u>\$154,266,308</u>
Expenditures				
General Government	20,339,047	30,044,057	31,509,195	34,395,856
Finance & Administration	5,200,443	5,130,132	5,329,113	5,852,709
Safety	40,952,113	43,134,157	45,227,034	48,988,659
Public Works	9,280,119	8,630,137	8,854,638	12,143,417
Parks & Recreation	9,612,392	9,800,381	11,258,878	12,068,054
General Services	14,309,868	15,011,465	17,322,928	16,347,066
Total Expenditures	<u>\$99,693,982</u>	<u>\$111,750,329</u>	<u>\$119,501,786</u>	<u>\$129,795,761</u>
Excess (deficiency) of revenues over expenditures	39,074,555	33,906,762	32,665,033	24,470,547
Other Financing Sources (Uses)				
Operating transfers in	25,501	6,556	142,831	0
Operating transfers out	(33,237,675)	(21,980,687)	(27,950,292)	(25,545,030)
Operating transfers to component units	(3,169,907)	(3,260,504)	(3,263,819)	(3,299,934)
Total other financing sources (uses)	<u>(36,382,081)</u>	<u>(25,234,635)</u>	<u>(31,071,280)</u>	<u>(28,844,964)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	2,692,474	8,672,127	1,593,753	(4,374,417)
Adjustment for encumbrances	<u>(563,646)</u>	<u>613,321</u>	<u>(297,285)</u>	<u>300,000</u>
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	2,128,828	9,285,448	1,296,468	(4,074,417)
FUND BALANCE at end of year	<u>\$35,598,921</u>	<u>\$44,884,369</u>	<u>\$46,180,837</u>	<u>\$42,106,420</u>

City of Chattanooga, Tennessee

Special Revenue Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual on Budgetary Basis Year Ended June 30, 1997 - 2000

	FY 96/97	FY 97/98	unaudited FY 98/99	Projected FY 99/Y2K
FUND BALANCE at beginning of year	20,677,466	\$19,242,089	6,621,617	7,875,454
Revenues				
Intergovernmental Revenues	108,172,653	15,556,202	15,606,749	15,410,458
Interest Income	260,381	266,459	518,272	505,200
Miscellaneous Revenues	778,178	520,533	1,236,394	1,288,602
Charges for Services	2,569,285	49,196	65,530	64,000
Total Revenues	<u>\$111,780,497</u>	<u>\$16,392,390</u>	<u>\$17,426,945</u>	<u>\$17,268,260</u>
Expenditures				
Safety	178,157	300,450	279,199	225,000
Education	108,785,421	0	0	0
General Government	13,870,320	14,215,895	15,195,589	14,851,893
Public Works	3,870,022	3,919,841	4,050,557	4,060,800
Capital Outlay/Fixed Assets	1,338,034	221,306	1,201,624	1,049,200
Total Expenditures	<u>\$128,041,954</u>	<u>\$18,657,492</u>	<u>\$20,726,969</u>	<u>\$20,186,893</u>
Excess (deficiency) of revenues over expenditures	(16,261,457)	(2,265,102)	(3,300,024)	(2,918,633)
Other Financing Sources (Uses)				
Operating transfers in	14,826,080	3,857,707	4,478,382	4,062,042
Operating transfers out	0	0	0	0
Total other financing sources (uses)	<u>14,826,080</u>	<u>3,857,707</u>	<u>4,478,382</u>	<u>4,062,042</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(1,435,377)	1,592,605	1,178,358	1,143,409
Adjustment for encumbrances	0	0	75,479	75,000
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(1,435,377)	1,592,605	1,253,837	1,218,409
Restatement of Discontinued School System	0	(14,213,077)	0	0
FUND BALANCE at end of year	<u><u>\$19,242,089</u></u>	<u><u>\$6,621,617</u></u>	<u><u>\$7,875,454</u></u>	<u><u>\$9,093,863</u></u>

City of Chattanooga, Tennessee

Debt Service Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual on Budgetary Basis Year Ended June 30, 1997 - 2000

	FY 96/97	FY 97/98	unaudited FY 98/99	Projected FY 99/Y2K
FUND BALANCE at beginning of year	\$9,127,569	\$8,802,830	\$7,126,274	\$2,566,688
Revenues				
Hamilton County, Tennessee Funds	824,040	847,748	836,625	822,553
Other intergovernmental funds	0	0	0	0
Rental revenue (PIC)	216,545	216,545	216,545	216,545
Other	14,875	18,821	206,812	200,000
Total Revenues	<u>1,055,460</u>	<u>1,083,114</u>	<u>1,259,982</u>	<u>1,239,098</u>
Expenditures				
Principal retirement	4,719,182	5,233,898	4,852,826	4,748,696
Interest	2,882,166	2,859,906	2,612,840	2,897,333
Fiscal agent fees	9,106	81,948	12,181	10,000
Total Expenditures	<u>7,610,454</u>	<u>8,175,752</u>	<u>7,477,847</u>	<u>7,656,029</u>
Excess (deficiency) of revenues over expenditures	(6,554,994)	(7,092,638)	(6,217,865)	(6,416,931)
Other Financing Sources (Uses)				
Operating transfers in	6,230,255	5,340,340	1,658,279	6,416,931
Proceeds of refunding bonds	0	7,682,764	0	0
Payment of refunding bonds	0	(7,607,022)	0	0
Total other financing sources (uses)	<u>6,230,255</u>	<u>5,416,082</u>	<u>1,658,279</u>	<u>6,416,931</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(324,739)	(1,676,556)	(4,559,586)	0
Adjustment for encumbrances	<u>0</u>			
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(324,739)	(1,676,556)	(4,559,586)	0
FUND BALANCE at end of year	<u><u>\$8,802,830</u></u>	<u><u>\$7,126,274</u></u>	<u><u>\$2,566,688</u></u>	<u><u>\$2,566,688</u></u>

City of Chattanooga, Tennessee

Capital Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual on Budgetary Basis Year Ended June 30, 1997 - 2000

	FY 96/97	FY 97/98	unaudited FY 98/99	Projected FY 99/Y2K
FUND BALANCE at beginning of year	\$31,211,618	\$18,536,069	\$10,528,452	\$2,695,002
Revenues				
Intergovernmental Revenues	503,182	2,463,027	974,152	632,100
Interest Income	1,153,325	137,700	115,508	111,800
Sale of property	1,000,000	0	0	0
Miscellaneous Revenues	347,962	810,462	4,172,218	2,624,600
Total Revenues	\$3,004,469	\$3,411,189	\$5,261,878	\$3,368,500
Expenditures				
General Government	12,829,762	8,734,585	8,457,963	6,904,819
Finance & Administration	599,624	829,615	121,344	21,733
Safety	3,245,197	4,552,454	4,333,295	7,318,598
Public Works	5,212,103	4,808,918	6,243,863	6,116,260
Parks & Recreation	1,844,803	2,274,942	8,789,580	19,469,622
General Services	263,610	91,970	2,598,791	1,085,035
Total Expenditures	\$23,995,099	\$21,292,484	\$30,544,836	\$40,916,067
Excess (deficiency) of revenues over expenditures	(20,990,630)	(17,881,295)	(25,282,958)	(37,547,567)
Other Financing Sources (Uses)				
Operating transfers in	9,157,032	8,418,485	16,515,793	16,906,553
Operating transfers out	(1,182,489)	0	0	0
Bond Proceeds	340,538	4,145,387	933,715	100,000,000
Total other financing sources (uses)	8,315,081	12,563,872	17,449,508	116,906,553
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(12,675,549)	(5,317,423)	(7,833,450)	79,358,986
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(12,675,549)	(5,317,423)	(7,833,450)	79,358,986
Restatement of Discontinued School System	0	(2,690,194)	0	0
FUND BALANCE at end of year	\$18,536,069	\$10,528,452	\$2,695,002	\$82,053,988

City of Chattanooga, Tennessee

Fiduciary Funds

Combining Statement of Revenues, Expenditures and
Changes in Fund Balances
Year Ended June 30, 1997 - 2000

	FY 96/97	FY 97/98	Unaudited FY 98/99	Projected FY 99/Y2K
REVENUES				
Intergovernmental	4,592,510	3,451,508	2,909,491	3,521,000
Interest and Dividends	14,405	10,100	101,024	382,236
Miscellaneous	812,093	573,271	614,271	5,836,170
Total Revenues	5,419,008	4,034,879	3,624,786	9,739,406
EXPENDITURES				
Operating Expenses	31,658	19,377	31,514	0
Community Development Projects	4,668,502	3,718,410	2,680,585	9,739,406
Bad Debt Expense	0	812,168	0	0
Total Expenditures	4,700,160	4,549,955	2,712,099	9,739,406
Excess (deficiency) of Revenues over (under) Expenditures	718,848	(515,076)	912,687	0
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	0	0	0	0
Operating Transfers Out	(591,298)	(316,386)	(723,749)	0
Total Other Financing Sources (Uses)	(591,298)	(316,386)	(723,749)	0
Excess (deficiency) of Revenues and Other Financing Sources Over (under) Expenditures and Other Financing Uses	127,550	(831,462)	188,938	0
FUND BALANCE at Beginning of Year	4,671,979	4,799,529	3,968,067	4,157,005
FUND BALANCE at End of Year	<u>\$4,799,529</u>	<u>\$3,968,067</u>	<u>\$4,157,005</u>	<u>\$4,157,005</u>

City of Chattanooga, Tennessee

Enterprise Fund

Combining Statement of Revenues, Expenses and Changes in Retained Earnings Year Ended June 30, 1997 - 2000

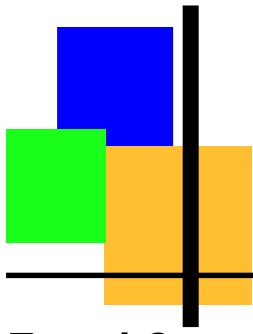
	FY 96/97	FY 97/98	Unaudited FY 98/99	Projected FY 99/Y2K
REVENUES				
Residential Service	0	0	0	0
Customer Charges	40,009,369	42,292,926	43,617,375	44,983,296
Other	5,118	5,658	174,259	6,255
Total Revenues	40,014,487	42,298,584	43,791,634	44,989,551
OPERATING EXPENSES				
Sewer Plant Operation	10,838,022	11,227,168	12,914,117	14,854,527
Solid Waste Operation	9,778,448	11,302,137	8,422,581	6,276,684
Storm Water Operation	2,030,321	3,116,516	2,314,102	1,718,287
Depreciation and Amortization	8,778,258	8,481,976	9,058,192	9,673,551
Closure/Postclosure Costs	3,377,853	566,684	622,668	684,182
Other	105,653	77,392	0	0
Total Operating Expenses	34,908,555	34,771,873	33,331,660	33,207,231
OPERATING INCOME (LOSS)	5,105,932	7,526,711	10,459,974	11,782,320
NONOPERATING REVENUES (EXPENSES)				
Interest Income	4,211,749	5,204,449	6,338,007	7,471,559
Interest Expense	(7,016,120)	(7,624,901)	(8,893,689)	(10,373,598)
Other Income (expense)	72,649	127,108	(62,146)	(30,384)
Total Nonoperating Rev. (Exp.)	(2,731,722)	(2,293,344)	(2,617,828)	(2,932,423)
INCOME (LOSS) BEFORE OPERATING TRANSFERS	2,374,210	5,233,367	7,842,146	8,849,897
Operating Transfers In	4,589,795	4,464,535	6,235,300	8,708,400
Operating Transfers Out	(60,000)	(34,255)	0	0
NET INCOME (LOSS) BEFORE EXTRAORDINARY LOSS	6,904,005	9,663,647	14,077,446	17,558,297
Extraordinary loss on sale of land	(567,635)	0	0	0
NET INCOME (LOSS)	6,336,370	9,663,647	14,077,446	17,558,297
Amortization of Contributed Capital	2,584,640	2,632,421	2,649,235	2,818,441
RETAINED EARNINGS (DEFICIT) Beginning	107,273,846	116,194,856	128,490,924	145,217,605
RETAINED EARNINGS (DEFICIT) Ending	116,194,856	128,490,924	145,217,605	165,594,343

City of Chattanooga, Tennessee

Internal Service Funds

Schedule of Revenues, Expenditures, and Changes in Retained Earnings Budget and Actual on Budgetary Basis Year Ended June 30, 1997 - 2000

	FY 96/97	FY 97/98	unaudited FY 98/99	Projected FY 99/Y2K
Retained Earnings at beginning of year	\$1,781,405	\$2,141,279	\$1,808,716	\$1,691,337
Revenues				
Billings to Departments	7,952,447	6,865,342	6,362,984	6,400,000
Other	36,750	339,298	3,601	5,000
Total Revenues	\$7,989,197	\$7,204,640	\$6,366,585	\$6,405,000
Expenditures				
Repairs & Maintenance - Amnicola	2,590,674	2,580,053	2,603,148	2,625,000
Repairs & Maintenance - 12th St	2,846,398	2,935,251	3,229,399	3,250,000
Operations - Amnicola	451,635	364,721	222,745	225,000
Operations - 12th St	809,542	680,464	498,791	500,000
Judgments & Costs	362,842	622,209	123,613	124,000
Claims & Tort Liabilities	376,026	141,825	164,291	165,000
Special Counsel	192,206	212,680	162,493	163,000
Water System	0	0	454,170	500,000
Total Expenditures	\$7,629,323	\$7,537,203	\$7,458,650	\$7,552,000
Excess (deficiency) of revenues over expenditures	359,874	(332,563)	(1,092,065)	(1,147,000)
Other Financing Sources (Uses)				
Operating transfers in			982,680	
Operating transfers out				
Bond Proceeds				
Total other financing sources (uses)	0	0	982,680	0
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	359,874	(332,563)	(109,385)	(1,147,000)
Adjustment for encumbrances			(7,994)	(10,000)
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	359,874	(332,563)	(117,379)	(1,157,000)
Residual Equity Transfer Out				
Retained Earnings at end of year	\$2,141,279	\$1,808,716	\$1,691,337	\$534,337



GENERAL FUND SUMMARY

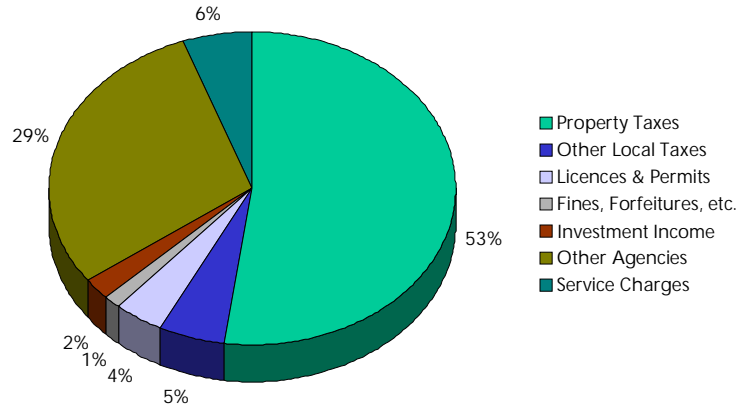
Fund Structure

The General Fund accounts for all financial resources applicable to the general operations of city government which are not properly accounted for in another fund. This fund is the only unrestricted fund of a government unit. The basis of budgeting is the modified accrual. As of June 30, 1999 the budgeted revenue was \$121,299,202 plus \$6,614,000 of revenue from fund balance and budgeted expenses were \$127,913,202. On an actual budgetary basis revenue was \$124,454,353 which includes the appropriation from fund balance and expenses actual was \$124,797,040 In FY 2000 the budget revenue and expenses are \$125,641,486.

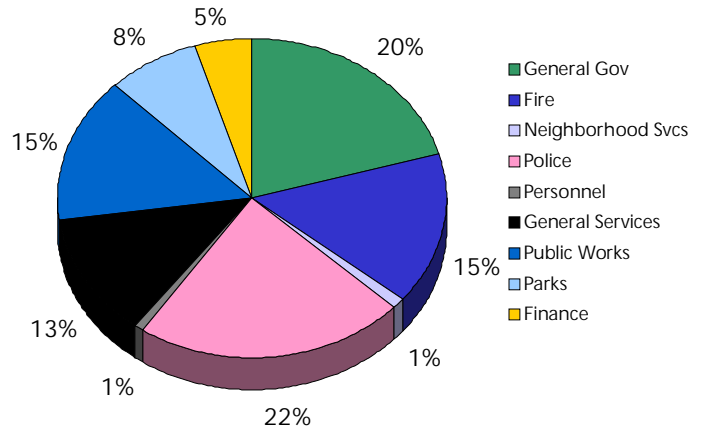
The major revenues of the general fund include: property taxes; other local taxes; licenses, permits, etc.; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

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

Revenues 2000



Expenditures 2000



Fund Revenue Summary
 Fiscal Year Ending June 30, 2000
 (expressed in \$1,000)

Fund Type:	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	Budget '99 Increase (Decrease)	% CHANGE FY 98/99
General Fund:						
Property Taxes	66,002	63,059	64,050	65,554	1,504	2.3%
Other Local Taxes	6,200	6,340	6,349	6,742	393	6.2%
Licenses, Permits, Etc.	4,536	4,730	4,546	4,855	309	6.8%
Fines, Forfeitures & Penalties	1,463	1,587	1,385	1,740	355	25.6%
Investment Income	2,893	2,822	2,912	2,974	62	2.1%
Revenue from Other Agencies	30,752	32,834	36,059	36,857	798	2.2%
Service Charges	5,047	5,853	5,999	6,921	922	15.4%
Total General Fund	\$116,892	\$117,225	\$121,299	\$125,641	4,342	3.6%

Revenues

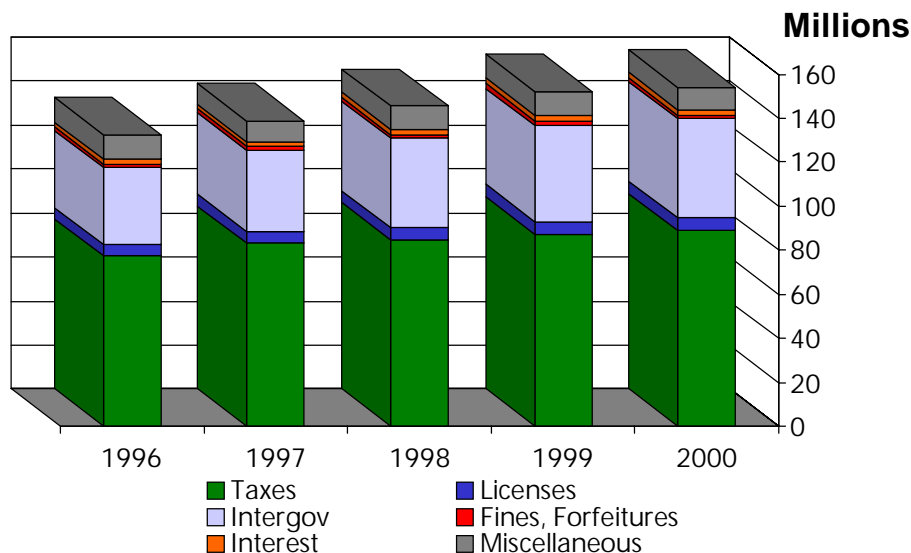
The proposed Budget for FY 2000 shows an increase in Estimated Revenues of \$4,377,791 or 3.61% when compared to FY 99 Estimated Revenues. This increase in Estimated Revenues for FY 2000 can be attributed to several factors. There is estimated to be a \$1.4 mil increase in Property Taxes due to increased assessments of property and overall growth; City Court Fines are estimated to increase \$300,000 as the City Court Judge continues his vigorous assault on lawbreakers in Chattanooga; a COPS Universal Hiring Grant for the Police Department is expected to increase by \$454,000; the Comcast Cable franchise will increase by \$174,000 based upon their contract with the City; Gross Receipts is expected to continue its trend upward and

produce an additional \$147,000 in FY 2000; and the State Sales Tax is expected to generate an additional \$405,423 for the City in FY 2000.

Historically, from 1996 thru 1999, the General Fund Revenues increased by 14.9%, \$19,825,577. The single largest increase was due to taxes, which showed an increase of \$9,860,581 or 12.7%. From FY 99 thru FY 2000 the revenues should increase by \$2,099,489 or 1.4%. This is due in large part to the property tax revenue estimated increase of \$1,437,853.

The chart shows the General Fund Revenues by Source for the fiscal years 1996 thru 2000.

General Fund Revenues by Source



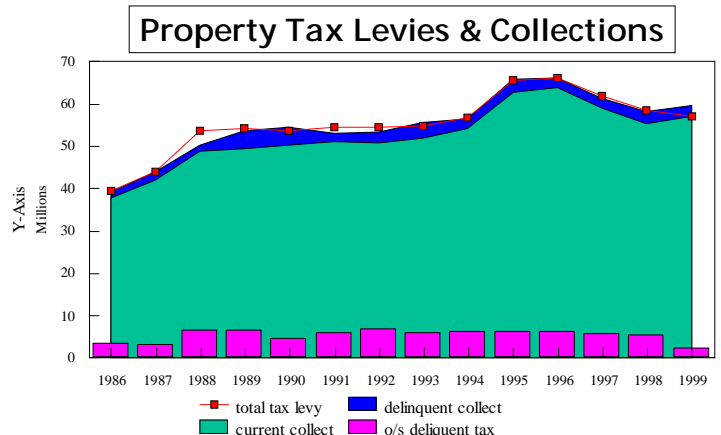
Property Taxes

FY 2000 Estimate :	\$58,538,828
% of General Fund:	46.6%
Growth From FY 99:	1,437,853
% Change:	2.5%

In the Property tax category, Current Property Taxes Real remains the top source of funds for the City of Chattanooga, with the FY 2000 estimate of \$58,538,828 representing 46.6% of the total General Fund Budget. The property tax rate in the City has been dropped considerably since 1995 when it was \$2.98 per \$100.00 assessed valuation. The tax rate in the budget for FY 2000 is \$2.31 per \$100.00 assessed valuation. Revenues produced in 1996 with this \$2.98 tax rate amounted to \$65,915,783 while the estimate for FY 2000 is \$58,538,828, a drop of \$7,376,955, or 11.1%. This may appear to paint a dark picture until you look at assessments for the same period. Assessments for 1995 were \$2,198,869,948. This figure had risen to \$2,570,955,798 by 1999, an increase of \$372,085,850 a 16.9% increase. This is indeed good news for Chattanooga. The assessments for FY 2000 would have been higher but for a reduction due to the 1999 Appraisal Ratio Study for Hamilton County in compliance with State law TCA 67-5-1601 through 1606. This study resulted in the City having to apply an overall median ratio of 0.8846% to the assessments for Personality Taxes and the Public Service Commission. The final result was a reduction in assessments of \$65,837,309. However, given the increase in assessments for FY 2000, the City has increased its estimate accordingly. Based on the City's economic climate, this trend is expected to continue.

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

The property taxes levied on taxable assessed valuation in the City are billed by the City on October 1st of each year and are due without penalty by the last day of February of the following year. For failure to pay the tax bill by the due date, a penalty of 1/2 of 1% and interest of 1/2 of 1% is added on the first of March and each month thereafter until the tax bill is paid. If a tax bill continues to be unpaid through June of such following year, it is turned over to a Delinquent Tax Attorney to be filed in the Clerk and Master's office of Chancery Court on July 1 of such year for collection. An additional fee of 10% is charged representing a 5% attorney's collection fee and a 5% City General Fund fee. Property is subject to a tax sale once taxes are delinquent for three years.



Above is a graphical outlook of Property Tax Levies and Collections for the last ten years. Not included in the totals are PILOT received from the EPB and certain other entities within the City.

Taxes levied for the EPB in fiscal year 1989 were reduced to adjust for a change in law that occurred in fiscal year 1988. The change in law changed the EPB PILOT as previously set forth in the City of Chattanooga charter to the provision as set forth in the Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987. The \$2,296,692 is the minimum levy for the EPB based pursuant to a new formula specified in the 1987 Law based on a

revenue floor of \$5,635,434. This revenue floor was exceeded in fiscal year 1994 resulting in a calculation which generated less PILOT collection for the City. The estimate to be received from Electric Power Board for FY 2000 is \$2,155,424.

Historically property taxes have decreased by \$8,201,287, or 12.5%, from FY 95 through FY 99. While collections have decreased there has been a steady climb in the assessments during this period. This category includes *current property taxes, in-lieu of taxes, and penalty charges*. From 1992 to present current property taxes have funded an average of 31% of the general fund's expenses. This percentage has remained relatively constant even while the City went through a reappraisal of property requiring a new State Certified Tax Rate in August, 1993 and 1997. Tax rates per \$100 of assessed valuation during this period were as follows:

1995	2.98	City Tax Increase
1996	2.98	
1997	2.70	Property Reappraisal
1998	2.31	City Tax Decrease
1999	2.31	
2000	2.31	

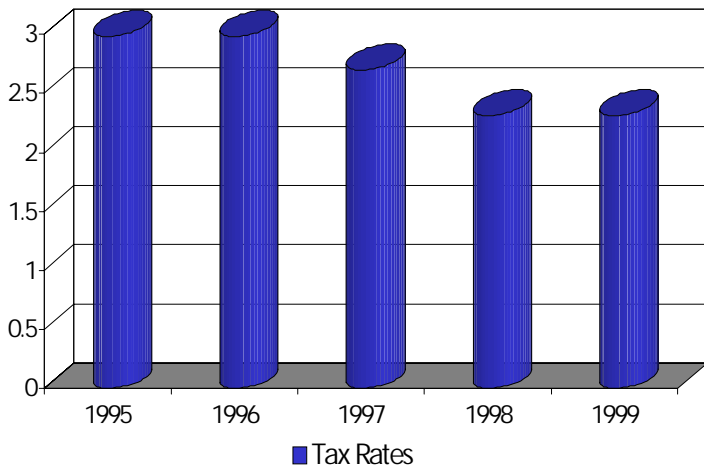
The 1995 increase in tax rates from \$2.62 to \$2.98 was the first tax increase imposed by the

City since 1987 and was imposed primarily to provide funds for capital purposes. A one penny increase produces additional income of \$240,000. Current City policy for budgeting is to estimate a collection for 95% of the estimated property tax.

Payments In Lieu of Taxes. Through a series of tax incentives and agreements the City receives sizeable In Lieu of Tax payments each year. The largest is received from the Electric Power Board of Chattanooga, a separate administrative agency of city government. Other major In-Lieu of payments received include: Jaycee Towers 1 & 2, Tennessee Valley Authority, Good Neighbors, Southern Health of Tennessee, Gibraltar Steel, Southern Champion Tray, Sofix, and Chattanooga Neighborhood Enterprise. The collection of In Lieu of Taxes accounts for approximately two percent (2%) of the operating budget each year.

Property Taxes

Tax rates per \$100 of Assessed Valuation



Other Local Taxes:

FY 2000 Estimate :	\$6,742,336
% of General Fund:	5.4%
Growth From FY 99:	393,086
% Change:	6.2%

WHOLESALE BEER TAX

FY 2000 Estimate:	\$4,100,000
% of General Fund:	3.3%
Growth From FY 99 :	150,000
% Change:	3.8%

The Wholesale Beer Tax is a steady source of revenue to the City. The 17% tax is authorized by the State of Tennessee and is based on wholesalers' sales to retailers in the city. The collection from this source represents an average of 3% of General Funds revenues thru the years. The average growth in these collection is also about 2%, although this has appeared flat in growth from FY 96 thru FY 98. However, the trend picked up in FY 99 with an increase of over 5.8%. Revenue estimates for these collections are based on these known growth factors.

Licenses, Permits, Etc.:

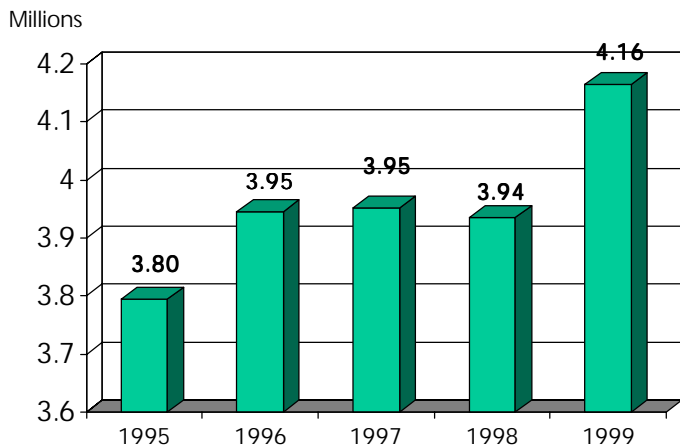
FY 2000 Estimate :	\$4,854,500
% of General Fund:	3.9%
Growth From FY 99:	308,922
% Change:	6.8%

GROSS RECEIPTS TAXES

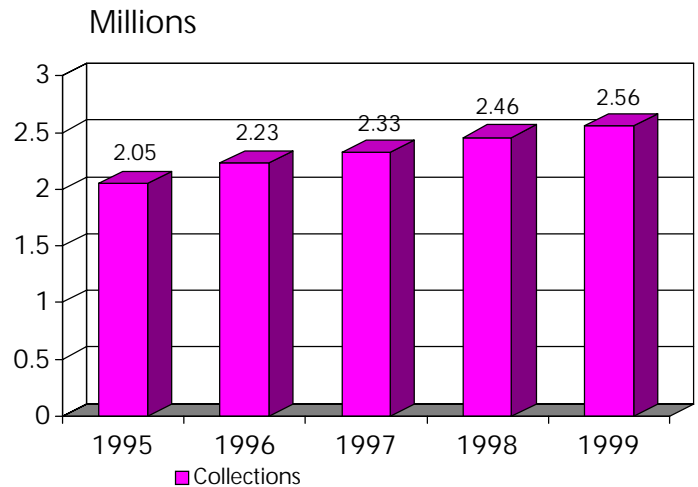
FY 2000 Estimate :	\$2,604,000
% of General Fund:	2.1%
Growth from FY 99:	174,000
% Change:	7.2%

Even though Gross Receipts Taxes are a steady source in the General Fund, they represent only 2% of total collections each year. The trend over the past five years reveals the growth of this collection has varied between 4% and 8%, as shown in the chart. For this reason the estimate for FY 2000 was increased 7.2% over the FY 99 budget amount.

Wholesale Beer Tax



Gross Receipt Taxes



Revenue from Other Agencies:

FY 2000 Estimate :	\$36,856,688
% of General Fund:	29.3%
Growth From FY 99:	797,952
% Change:	2.2%

City Allocation State Sales Tax

FY 2000 Estimate:	\$9,460,615
% of General Fund :	7.5%
Growth From FY 99:	405,423
% Change:	4.5%

The State of Tennessee imposes a 6% tax on sales. Under TCA 67-6-103(3)(A), around 4.5% to 4.75% is returned to all municipalities. This distribution is based on a population figure from the latest certified census. The City of Chattanooga has a certified population of 152,466 and its per capita amount for Fiscal Year 2000 is \$60.92, a 2.5% increase over Fiscal Year 1999 when the amount was \$59.42. State Sales Tax revenue increased by 8.6% for FY 94 to FY 95. Since FY 95 it has increased by a steady 4.4% per year. With this trend expected to continue the City has estimated a 4.5% increase for FY 2000.

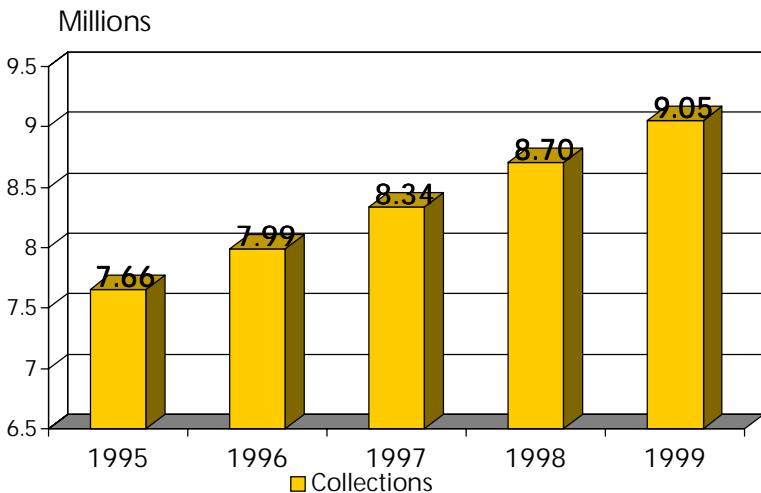
County-Wide Sales Taxes

FY 2000 Estimate :	\$20,192,436
% of General Fund:	16.1%
Growth From FY 99:	207,711
% Change:	1.0%

The County Wide Sales Tax, or Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended, the City and County have adopted a Local Option Sales Tax. The City of Chattanooga and Hamilton County levied a county-wide 1 3/4 cent Local Option Sales Tax which was adopted by referendum by the citizens of the City and the County.

In August, 1996, with the school merger and economic development needs on the horizon, the City Council presented to the voters of Chattanooga a plan to give assistance to both issues. A plan was presented to the voters requesting a one-half of one-percent (1/2 of 1%) increase in the Local Option Sales Tax, to be levied against the City only. The additional revenues generated by this tax rate increase would be split evenly between the appropriation to the school system and the capital improvements appropriation. This plan also called for a \$0.28 property tax rate decrease, if approved. This Local Option Sales Tax increase was approved in the August vote and the increased revenues, estimated to be \$13,000,000, is reflected in the FY 98 budget. This amount has risen to \$16,685,286 for FY 2000.

State Sales Tax

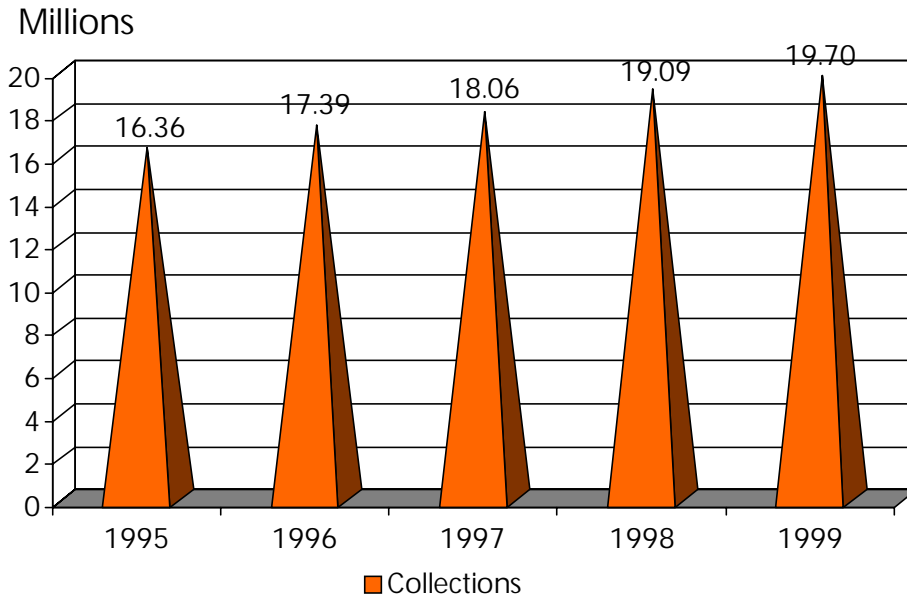


The revenues from the county-wide sales tax are distributed pursuant to the provisions of the Act and other provisions of the Tennessee Code Annotated. Fifty percent of the revenues raised through a county wide sales tax are directed to education based upon the average daily attendance of each school system therein. The remaining portion is distributed to the County and the municipalities therein based upon an agreed formula.

City revenues from the County-Wide Sales Tax were \$16,361,753 in FY 95. Collections in FY 99 amounted to \$19,698,478, a 20% increase over the five-year period. The collections have increased from a high of 8.1% in FY 95 to a low of 3.2% in FY 99. The City expects another increase during FY 2000, but has chosen a conservative increase of 2.5% over FY 99 collections.

The County-wide sales tax represents 16.1% of the total General Fund revenues for FY 2000.

County-Wide Sales Tax



Fund Expenditure Summary

Fiscal Year Ending June 30, 2000
(expressed in \$1,000)

Fund Type:	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	Budget '99 Increase (Decrease)	% CHANGE FY 98/99
General Fund						
General Government & Agencies	29,559	31,939	32,847	25,669	(7,178)	-21.9%
Department of Finance & Administration	5,200	5,130	5,379	5,853	474	8.8%
Department of Police	23,570	22,790	27,591	28,438	847	3.1%
Department of Fire	17,843	18,609	18,814	19,302	488	2.6%
Department of Public Works	13,750	13,197	15,474	18,417	2,943	19.0%
Department of Parks, Recreation, Arts & Culture	7,787	8,045	9,225	9,869	644	7.0%
Department of General Services	14,362	14,977	16,644	15,855	(790)	-4.7%
Department of Personnel	629	745	835	923	87	10.5%
Department of Neighborhood Services	146	608	1,104	1,316	212	19.2%
Appropriation to Fund Balance	0	0	0	0	0	N/A
Total General Fund	\$112,849	\$116,040	\$127,913	\$125,641	(2,272)	-1.8%

Expenses

General Government & Agencies

FY 2000 Appropriation: \$24,272,543
 % of General Fund: 19.3%
 Growth From FY 99: 998,326
 % Change: 4.1%

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

Primary major expenses in the General Government area year-to-year are:

Carta Subsidy
 FY 2000 Appropriation : \$3,299,934
 Growth From FY 99: 96,115
 % Change: 3%

The City finances part of the Chattanooga Area Regional Transportation Authority's operating loss - this is a great benefit to the citizens of the city. The CARTA appropriation of \$3,299,934 enables them to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping, etc.

Carter Street Corporation Lease Agreement
 FY 2000 Appropriation: \$1,428,042
 Decrease From FY 99: 4,294
 % Change: -3.1%

This appropriation of \$1,428,042 represents the City of Chattanooga's two-thirds share of the retirement of bonds sold for the construction of the Chattanooga-Hamilton County Trade Center.

Chattanooga-Hamilton County Bicentennial Library
 FY 2000 Appropriation: \$2,165,258
 Growth From FY 99: 33,660
 % Change: 1.6%

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

Chattanooga Neighborhood Enterprises
 FY 2000 Appropriation: \$2,000,000
 Growth From FY 99: -0-
 % Change: 0.0%

This is an ongoing appropriation for a commitment the City made ten years ago to upgrade housing in Chattanooga.

Debt Service Fund
 FY 2000 Appropriation: \$6,416,931
 Growth From FY 99: 4,758,652
 % Change: 287%

Funds are provided for appropriation to the Debt Service Fund for payment of current interest and principal on the City's outstanding General Fund debt. Debt Service Fund appropriation for FY 99 was reduced to provide funds for capital improvements. The fund balance of the Debt Service Fund was used to help pay the obligations for FY 99, thus the large increase for FY 2000.

Renewal & Replacement Fund
 FY 2000 Appropriation: \$1,500,000
 Growth From FY 99: 500,000
 % Change: 50%

Funds are provided here to be distributed to the various departments for use in replacing equipment. Because of the lack of necessary funding in prior years, in many instances department are operating with old and outdated equipment. The appropriation of \$1,500,000 will provide some relief in these areas.

Department of Finance & Administration

FY 2000 Appropriation : \$5,852,709
 % of General Fund: 4.7%
 Growth From FY 99: 473,610
 % Change: 8.8%

This department is primarily the "money" department for the City. Located here are the Finance Office, Information Services, City Treasurer, Telecommunication costs, and City Court Clerk. The major expenses for this department are personnel costs and information service's hardware and software maintenance costs.

The projected increase for FY 2000 of \$473,610 includes funds for movement of employees within the City's pay plan. Increases were Finance & Administration (\$40,292), Treasurer's Office (\$42,868), City Court Clerk (\$38,416), Information Services (\$88,064), and Telephone System (\$263,970). Funds are included in the Telephone System budget for a shift of responsibility of the telecommunication system to in-house versus an outside consultant.

Department of Police

FY 2000 Appropriation: \$28,437,890
 % of General Fund: 22.6%
 Growth From FY 99: 847,242
 % Change: 3%

The Department of Safety was reorganized by the incoming mayor and the Department of Police and the Department of Fire were separated into two separate Departments in FY 98.

The projected increase of \$847,284 includes funds for the movement of employees in the City's pay plan . Funds are included for step increases and the corresponding fringe benefits. Also included are funds to open a new downtown precinct and to fund eleven (11) new school resource officers.

Department of Fire

FY 2000 Appropriation: \$19,302,417
 % of General Fund: 15.3%
 Growth From FY 99: 488,464
 % Change: 2.6%

The projected increase includes funds for employees step increases and the corresponding fringe benefits. Also included are funds for Fire Training Books and Fire Code Equipment.

Department of Public Works

FY 2000 Appropriation: \$18,416,831
 % of General Fund: 14.7%
 Growth from FY 99: 2,942,618
 % Change: 19%

The Department of Public Works General Fund operations has remained fairly stable over the past several years. This is due primarily to the shifting of functions to newly created funds, such as the Storm Water Fund and the Solidwaste/Sanitation Fund. Increased/Decreased expenditures in this department represent personnel pay increases and increased motor vehicle maintenance. In FY 2000 the Street Lighting function has been shifted back to the Public Works Department, resulting in an increase of \$2,325,000. The largest expenditure associated with this department is the appropriation to the Solid Waste/Sanitation Fund, which increased from \$5,475,305 to \$5,589,462.

Department Of Parks, Recreation, Arts, and Culture

FY 2000 Appropriation :	\$9,869,428
% of General Fund:	7.9%
Growth From FY 99:	644,423
% Change:	7%

The projected increase of \$644,423 in the Department of Parks, Recreation, Arts, and Culture includes funds for step increases in the City's pay plan and the corresponding fringe benefits. This Department underwent a reorganization in this year's budget. As a result, FY 2000 budget includes several new positions and several upgrades of existing positions. Also, this Department is charged with the operation of the City's new Carousel, located within Coolidge Park next to the Tennessee River. This required a budget for FY 2000 of \$132,393.

Department Of General Services

FY 2000 Appropriation:	\$15,854,843
% of General Fund:	12.6%
Decrease From FY 99:	789,621
% Change:	-4.7%

The Department of General Services shows a decrease of \$789,621 for FY 2000. The primary reason for this is the shift of the Street & Traffic Lighting function to the Department of Public Works for FY 2000. This resulted in a decrease of \$2,246,000. However, this was partially offset by an increase of \$1,308,525 in the cost of employees insurance. Otherwise, the General Services Department has been a flatline trend over the past several years. The FY 2000 budget does include funds for employee step increases and the corresponding fringe benefits.

Department Of Personnel

FY 2000 Appropriation:	\$922,523
% of General Fund :	.7%
Growth From FY 99:	87,423
% Change:	10.5%

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

The projected increase of \$87,423 for FY 2000 is due to budgeting for the Fire Department in service exam, a consulting contract for an ongoing personnel study and employee step increases, the corresponding fringe benefits and funding for one new Personnel Assistant.

Department Of Neighborhood Services

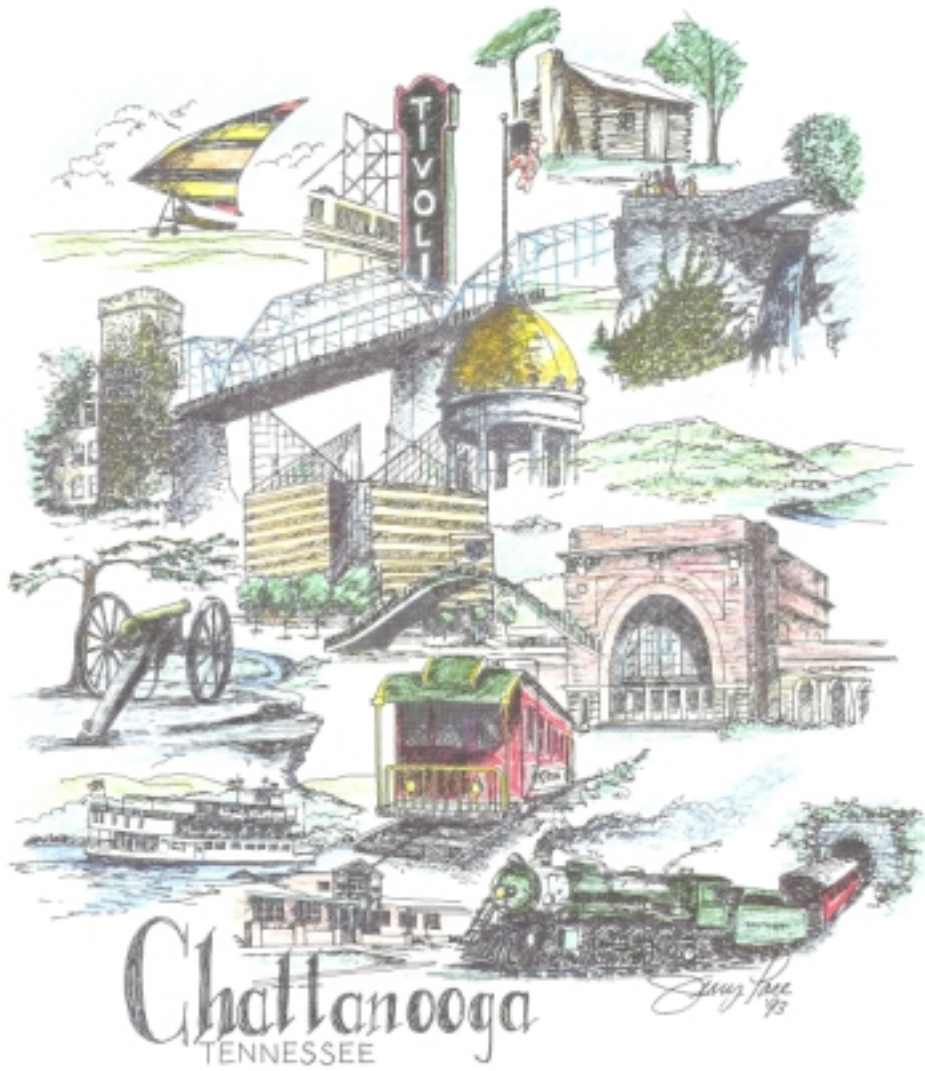
FY 2000 Appropriation :	\$1,315,518
% of General Fund:	1.1%
Growth From FY 99:	211,960
% Change:	19.2%

Formerly the Department of Equal Employment Opportunity, this was one of the smaller departments in our city government. As a part of reorganization the new Mayor transferred the Better Housing division from the Public Works Department to the newly created Department of Neighborhood Services in FY 98.

The increase of \$211,960 reflects a reorganization of this Department and the creation of a new division within it, the Neighborhood Relations Division. This division has been established to work more closely with neighborhoods for input concerning their problems. As a result of new duties several new positions were awarded. The increase also reflects an amount for employee step increases and corresponding fringe benefits.

SUMMARY

The General Fund Operating Budget decreased by \$2,271,614, or 1.78%, from FY 99 to FY 2000. This has been accomplished by identifying those areas where budget cuts could be made with the least amount of effort, and with sound management policies city services would be maintained at the same or higher level.



General Fund Revenues

Fiscal Years 1997 - 2000

Revenue Source	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000	BUDGET '99 INC/(DEC)	% CHANGE FY 98/99	% OF TOTAL
Property Taxes:							
Current Property Taxes Real	58,985,644	55,751,952	57,100,975	58,538,828	1,437,853	2.5%	46.59%
Electric Power Board - in Lieu of Taxes	2,267,430	2,155,424	2,155,424	2,155,424	0	0.0%	1.72%
Interest & Penalty - Current Year	74,452	54,715	75,000	60,000	(15,000)	-20.0%	0.05%
Interest & Penalty - Prior Year	410,072	281,599	285,000	282,000	(3,000)	-1.1%	0.22%
TVA-in Lieu of Taxes	895,775	877,389	896,070	997,398	101,328	11.3%	0.79%
Combustion-in Lieu of Taxes	460	440	460	440	(20)	-4.3%	0.00%
Prior Year Real & Personal Taxes	2,602,784	2,955,068	2,700,000	2,850,000	150,000	5.6%	2.27%
City Fee- Collection of Delinquent Taxes	114,930	121,022	120,000	106,000	(14,000)	-11.7%	0.08%
Jaycee Towers 1 & 2 - in Lieu of Taxes	2,448	2,448	2,448	2,448	0	0.0%	0.00%
Good Neighbors - in Lieu of Taxes	2,808	2,808	2,808	2,808	0	0.0%	0.00%
Culp, Inc. - in Lieu of Taxes	0	0	0	440	440	N/A	0.00%
Chatt Bakery- in Lieu of Taxes	0	0	0	4,794	4,794	N/A	0.00%
Corporate Excise Tax-State	260,000	300,212	295,290	254,000	(41,290)	-14.0%	0.20%
JRB Company - in Lieu of Taxes	0	0	0	8,594	8,594	N/A	0.01%
Kenco Group - in Lieu of Taxes	0	287	287	3,212	2,925	1019.2%	0.00%
National Print Gp. - in Lieu of Taxes	0	0	0	6,627	6,627	N/A	0.01%
Burner Systems Int- in Lieu of Taxes	0	1,819	1,819	18,485	16,666	916.2%	0.01%
Regis Corp.- in Lieu of Taxes	0	3,350	3,350	18,176	14,826	442.6%	0.01%
Southern Fndry Sup-in Lieu of Taxes	0	1,631	1,631	1,995	364	22.3%	0.00%
Southern HealthCare of TN - In Lieu of Taxe	161,400	315,499	158,926	0	(158,926)	-100.0%	0.00%
T. B. Wood's - in Lieu of Taxes	0	4,093	4,093	5,638	1,545	37.7%	0.00%
Top Flight, Inc - in Lieu of Taxes	0	0	0	12,559	12,559	N/A	0.01%
CNE- in Lieu of Taxes	48,330	67,666	58,000	58,000	0	0.0%	0.05%
CHA- in Lieu of Taxes	954	18,944	18,900	20,419	1,519	8.0%	0.02%
Sofix - in Lieu of Taxes	100,308	73,347	100,308	74,442	(25,866)	-25.8%	0.06%
Huntco Steel - in Lieu of Taxes	494	494	494	465	(29)	-5.9%	0.00%
S. Champion Tray- in Lieu of Taxes	38,851	33,784	33,784	37,981	4,197	12.4%	0.03%
Gilbraltar Steel - in Lieu of Taxes	34,624	34,624	34,624	32,611	(2,013)	-5.8%	0.03%
Total Property Tax	\$66,001,764	\$63,058,615	\$64,049,691	\$65,553,784	1,504,093	2.3%	52.18%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	196,875	268,750	236,250	283,750	47,500	20.1%	0.23%
Franchise Taxes - CCTV	904,300	947,240	978,500	1,152,886	174,386	17.8%	0.92%
Liquor Taxes	1,140,697	1,183,118	1,180,000	1,200,000	20,000	1.7%	0.96%
Beer Taxes	3,952,733	3,936,139	3,950,000	4,100,000	150,000	3.8%	3.26%
Local Litigation Taxes	4,997	4,807	4,500	5,700	1,200	26.7%	0.00%
Total Other Local Taxes	\$6,199,602	\$6,340,054	\$6,349,250	\$6,742,336	393,086	6.2%	5.37%
Licenses, Permits, Etc.:							
Motor Vehicle License	367,500	362,900	360,000	357,500	(2,500)	-0.7%	0.28%
Parking Meters	441,162	459,822	457,000	500,000	43,000	9.4%	0.40%
Business License excluding Liquor	116,061	118,244	118,000	124,000	6,000	5.1%	0.10%
Gross Receipts Tax	2,325,662	2,456,483	2,430,000	2,604,000	174,000	7.2%	2.07%
Fees-Issuing Business License	52,385	53,975	54,000	56,000	2,000	3.7%	0.04%
Interest & Penalty on Business License	56,313	68,713	68,000	64,000	(4,000)	-5.9%	0.05%
Wrecker Permits	5,920	6,845	6,095	6,500	405	6.6%	0.01%
Building Permits	393,835	364,738	300,000	350,000	50,000	16.7%	0.28%
Electrical Permits	95,150	102,217	85,000	85,000	0	0.0%	0.07%
Erosion Control Permits	4,290	0	35,000	0	(35,000)	-100.0%	0.00%
Plumbing Fixture Connection Permits	98,378	99,435	82,000	82,000	0	0.0%	0.07%
Permit Issuance Fees	69,885	69,560	53,000	70,000	17,000	32.1%	0.06%
Street Cut-in Permits	43,703	39,239	31,000	31,000	0	0.0%	0.02%
Sign Permits	86,711	87,654	72,000	90,000	18,000	25.0%	0.07%
Liquor by Drink License	100,480	92,060	97,000	102,500	5,500	5.7%	0.08%
Hotel Permits	1,475	2,483	1,883	1,900	17	0.9%	0.00%
Gas Permits	9,979	9,467	7,300	8,500	1,200	16.4%	0.01%
Liquor by Drink-Interest & Penalty	3,682	4,371	5,300	4,500	(800)	-15.1%	0.00%
Plumbing Examiner Fee/License	29,360	26,535	22,000	25,000	3,000	13.6%	0.02%
Electrical Exam Fee/License	36,740	48,135	48,000	48,000	0	0.0%	0.04%
Gas Examination Fee/License	23,250	40,355	15,000	33,000	18,000	120.0%	0.03%
Mechanical Code Permits	78,649	58,742	46,000	60,000	14,000	30.4%	0.05%
Beer Permit Tax Application Fee	30,500	96,766	92,000	91,100	(900)	-1.0%	0.07%
Mechanical Exam Fee/License	64,500	61,530	60,000	60,000	0	0.0%	0.05%
Total Licenses & Permits	\$4,535,570	\$4,730,269	\$4,545,578	\$4,854,500	\$308,922	6.8%	3.86%
Fines, Forfeitures, & Penalties:							
City Court Fines	665,635	757,960	650,000	950,000	300,000	46.2%	0.76%
Criminal Court Fines	232,739	246,679	200,000	240,000	40,000	20.0%	0.19%
Parking Ticket Fines	323,024	266,992	290,000	250,000	(40,000)	-13.8%	0.20%
Delinquent Parking Tickets - Clerk's Fees	0	103,980	0	100,000	100,000	N/A	0.08%
Delinquent Parking Tickets	241,505	211,522	245,000	200,000	(45,000)	-18.4%	0.16%
Total Fines, Forfeitures, & Penalties	\$1,462,903	\$1,587,133	\$1,385,000	\$1,740,000	\$355,000	25.6%	1.38%

General Fund Revenues

Fiscal Years 1997 - 2000

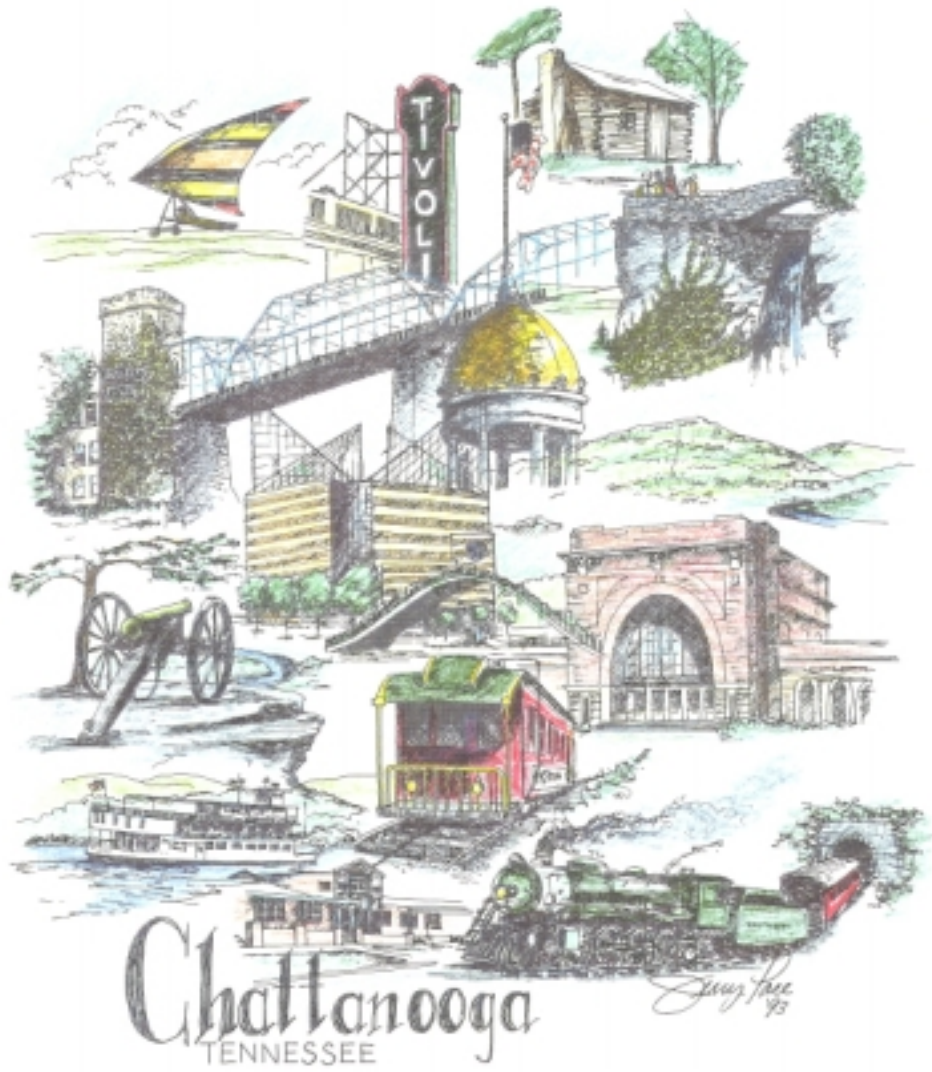
Revenue Source	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000	BUDGET '99 INC/(DEC)	% CHANGE FY 98/99	% OF TOTAL
Investment Income:							
Interest on Investments	2,765,022	2,680,879	2,800,000	2,800,000	0	0.0%	2.23%
Land & Bldg. Rents	117,911	123,088	101,000	162,000	61,000	60.4%	0.13%
Telephone Commission	2,266	2,021	1,700	2,000	300	17.6%	0.00%
Dock Rental	8,241	15,591	9,200	9,540	340	3.7%	0.01%
Total Investment Income	\$2,893,440	\$2,821,579	\$2,911,900	\$2,973,540	\$61,640	2.1%	2.37%
Revenue From Other Agencies:							
County wide Sales Tax - General Fund	18,062,714	19,089,807	19,984,725	20,192,436	207,711	1.0%	16.07%
State Beer Tax	76,794	75,499	77,720	74,000	(3,720)	-4.8%	0.06%
Hall Income Tax	1,498,264	1,892,551	2,907,959	2,500,000	(407,959)	-14.0%	1.99%
State Sales Tax	8,340,223	8,703,981	9,055,192	9,460,615	405,423	4.5%	7.53%
State Mixed Drink Tax	877,802	920,103	946,955	1,064,100	117,145	12.4%	0.85%
State Gas Inspection Fees	385,368	379,693	373,362	370,377	(2,985)	-0.8%	0.29%
State Maintenance of Streets	82,827	134,727	100,000	100,000	0	0.0%	0.08%
State Alcohol Beverage Tax	64,163	1,755	64,163	80,000	15,837	24.7%	0.06%
State DOT - TVRM	0	100,000	0	0	0	N/A	0.00%
State - SRO Funds	0	0	0	110,000	110,000	N/A	0.09%
TVA Impact Funds	75,932	50,309	50,300	28,000	(22,300)	-44.3%	0.02%
HUD-Harriet Tubman	446,649	474,748	524,640	283,572	(241,068)	-45.9%	0.23%
Cops Ahead - Crime Bill	48,534	0	0	0	0	N/A	0.00%
Ham. County-Ross Landing Plaza	422,210	404,825	558,578	746,651	188,073	33.7%	0.59%
Ham. County-Radio & Electronics	0	0	50,000	50,000	0	0.0%	0.04%
COPS Universal Hiring Grant	370,509	606,473	1,342,110	1,796,937	454,827	33.9%	1.43%
Community Development	0	0	23,032	0	(23,032)	-100.0%	0.00%
Total Revenue from Other Agencies	\$30,751,989	\$32,834,471	\$36,058,736	\$36,856,688	\$797,952	2.2%	29.33%
Service Charges:							
City Court Cost	52,116	59,769	60,000	62,000	2,000	3.3%	0.05%
Clerk's Fee	0	197,207	180,000	190,000	10,000	5.6%	0.15%
Delinquent Court Case-Interest	215,913	226,182	175,000	0	(175,000)	-100.0%	0.00%
State Court Cost	1,232	698	1,000	650	(350)	-35.0%	0.00%
Financial Service-EPB	7,200	7,200	7,200	7,200	0	0.0%	0.01%
Swimming Pools	7,413	12,119	12,760	9,000	(3,760)	-29.5%	0.01%
Park Concessions	23,204	23,600	15,219	32,500	17,281	113.5%	0.03%
Monitoring Service	3,300	3,300	3,300	3,300	0	0.0%	0.00%
Variance Request Fees	5,716	8,050	5,200	4,000	(1,200)	-23.1%	0.00%
Subrogation Claims	10,740	0	0	0	0	N/A	0.00%
Payroll Deduction Charges	17,566	16,586	17,900	11,450	(6,450)	-36.0%	0.01%
Indirect Cost	1,566,184	1,644,560	1,644,549	1,679,578	35,029	2.1%	1.34%
Plans & Specs Deposit	8,038	25,506	1,500	7,500	6,000	400.0%	0.01%
Department Reimb-Health Insurance	1,580,879	2,007,004	1,955,813	2,423,860	468,047	23.9%	1.93%
Employee Share-Health Insurance	1,146,893	1,201,962	1,515,456	1,191,218	(324,238)	-21.4%	0.95%
Retiree Reimbursements (Regular)	0	0	0	325,750	325,750	N/A	0.26%
Early Retirees Contribution	0	0	0	45,120	45,120	N/A	0.04%
COBRA Reimbursements - Health Ins.	0	0	0	56,000	56,000	N/A	0.04%
Miscellaneous Revenue	0	0	0	400,000	400,000	N/A	0.32%
Carousel Ridership	0	0	0	41,062	41,062	N/A	0.03%
Walker's Pavillion Rents	0	0	0	10,500	10,500	N/A	0.01%
Carousel - Misc Revenue	0	0	0	2,000	2,000	N/A	0.00%
Misc. Rev-Auditorium	7,215	6,326	3,650	5,000	1,350	37.0%	0.00%
Auditorium Box Office	45,675	63,922	52,000	63,950	11,950	23.0%	0.05%
Memorial Auditorium Concessions	36,757	41,441	42,000	41,450	(550)	-1.3%	0.03%
Tivoli Concessions	22,159	17,515	13,500	17,500	4,000	29.6%	0.01%
Memorial Auditorium Rents	151,158	146,225	172,000	146,250	(25,750)	-15.0%	0.12%
Tivoli Box Office	28,490	15,276	16,000	15,300	(700)	-4.4%	0.01%
Tivoli Rents	109,002	128,482	105,000	128,500	23,500	22.4%	0.10%
Total Service Charges	\$5,046,850	\$5,852,930	\$5,999,047	\$6,920,638	\$921,591	15.4%	5.51%
Estimated Use of Fund Balance	\$0	\$0	\$6,614,000	\$0			
Grand Totals	\$116,892,118	\$117,225,051	\$127,913,202	\$125,641,486	\$4,342,284	3.4%	100.00%

General Fund Expenditures
Fiscal Years 1997 - 2000

Expenditure	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	BUDGET '99 INC/(DEC)	% CHANGE FY 98/99	% OF TOTAL
General Government & Agencies							
Agencies							
Air Pollution	246,010	246,010	246,010	270,820	24,810	10.1%	0.22%
Allied Arts:							
Operations	263,000	150,000	154,500	250,000	95,500	61.8%	0.20%
African American Museum	0	35,000	35,000	70,000	35,000	100.0%	0.06%
Chattanooga Regional History	0	48,000	48,000	48,000	0	0.0%	0.04%
Bessie Smith	0	34,990	0	0	0	N/A	0.00%
Assoc of Visual Artists	0	7,000	15,000	15,000	0	0.0%	0.01%
CARCOG & SETDD	46,413	49,413	30,493	30,493	0	0.0%	0.02%
CARTA	3,019,907	3,110,504	3,203,819	3,299,934	96,115	3.0%	2.63%
Carter Street Corporation	0	0	0	49,675	49,675	N/A	0.04%
Carter Street Lease	1,426,400	1,431,840	1,432,336	1,428,042	(4,294)	-0.3%	1.14%
Chatt. Chamber Foundation (Marketing)	50,000	50,000	50,000	0	(50,000)	-100.0%	0.00%
Chattanooga Urban League	50,000	50,000	50,000	50,000	0	0.0%	0.04%
Chatt. Construction Industry Corp.	150,000	150,000	0	0	0	N/A	0.00%
C-HC Bicentennial Public Library	1,920,615	1,978,357	2,131,598	2,165,258	33,660	1.6%	1.72%
Chattanooga Neighborhood Enterprises	2,000,000	2,000,000	2,000,000	2,000,000	0	0.0%	1.59%
Children's Advocacy Center	0	30,000	30,000	30,000	0	0.0%	0.02%
Community Foundation Scholarships	200,000	240,000	0	160,000	160,000	N/A	0.13%
Community Impact Fund	0	0	167,000	167,000	0	0.0%	0.13%
Downtown Partnership	100,000	100,000	100,000	100,000	0	0.0%	0.08%
Front Porch Alliance	0	0	0	50,000	50,000	N/A	0.04%
Heritage Hall Board	35,272	35,000	70,000	35,000	(35,000)	-50.0%	0.03%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.0%	0.01%
Humane Society	458,753	492,516	492,516	250,000	(242,516)	-49.2%	0.20%
Inner-City Develop Corp	0	35,000	35,000	35,000	0	0.0%	0.03%
Metro Council Community Services	10,000	10,000	10,000	10,000	0	0.0%	0.01%
M.L.K. /CDC	69,931	0	0	0	0	N/A	0.00%
Orchard Knob Develop Corp	0	0	12,475	0	(12,475)	-100.0%	0.00%
Planning Commission	630,634	676,948	851,251	821,162	(30,089)	-3.5%	0.65%
Rivervalley Partnership	400,000	400,000	0	0	0	N/A	0.00%
Scenic Cities	24,241	24,822	28,718	30,294	1,576	5.5%	0.02%
Storm Water Fund	0	0	0	70,000	70,000	N/A	0.06%
Tennessee Riverpark	450,366	563,344	520,475	713,512	193,037	37.1%	0.57%
Tenn Valley Railroad Museum	0	100,000	0	0	0	N/A	0.00%
WTCL - TV 45	40,000	60,000	60,000	60,000	0	0.0%	0.05%
General Government							
Audits, Dues & Surveys	130,236	111,297	150,000	137,000	(13,000)	-8.7%	0.11%
Capital Improvements	5,973,541	8,226,703	12,202,400	0	(12,202,400)	-100.0%	0.00%
City Attorney/Operations	643,450	638,516	649,396	693,038	43,642	6.7%	0.55%
City Attorney Liability Insurance Fund	1,311,360	756,887	982,680	950,000	(32,680)	-3.3%	0.76%
City Council	429,035	462,284	500,638	546,225	45,587	9.1%	0.43%
City Court Judicial	301,659	295,300	315,688	341,137	25,449	8.1%	0.27%
Contingency Fund	363,250	355,034	719,510	489,918	(229,592)	-31.9%	0.39%
Debt Service Fund	6,230,255	5,340,340	1,658,279	6,416,931	4,758,652	287.0%	5.11%
Election Expense	115,291	0	25,000	25,000	0	0.0%	0.02%
Executive Office of Mayor	505,675	492,640	531,196	566,554	35,358	6.7%	0.45%
Human Rights/ Relation Commission	78,464	0	0	0	0	N/A	0.00%
Human Services	0	1,329,350	1,396,784	1,396,784	0	0.0%	1.11%
Intergovernmental Relations	176,933	113,880	237,800	237,800	0	0.0%	0.19%
Pensions, FICA & UIC	58,633	133,570	99,500	56,500	(43,000)	-43.2%	0.04%
Real Estate Fund	30,000	93,000	85,000	85,000	0	0.0%	0.07%
Renewal & Replacement	1,601,809	1,463,979	1,500,000	1,500,000	0	0.0%	1.19%
Taxi Board	525	358	1,600	750	(850)	-53.1%	0.00%
total	29,559,158	31,939,382	32,847,162	25,669,327	(7,177,835)	-21.85%	20.43%
Department of Finance & Administration:							
Finance Office	1,377,570	1,431,373	1,562,719	1,603,011	40,292	2.6%	1.28%
Information Systems	2,172,074	2,174,058	2,243,612	2,331,676	88,064	3.9%	1.86%
City Treasurer	477,168	489,405	519,217	562,085	42,868	8.3%	0.45%
Telecommunications	353,385	187,896	160,485	424,455	263,970	164.5%	0.34%
City Court Clerk's Office	820,247	847,228	893,066	931,482	38,416	4.3%	0.74%
total	5,200,444	5,129,960	5,379,099	5,852,709	473,610	8.80%	4.66%

General Fund Expenditures
Fiscal Years 1997 - 2000

Expenditure	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	BUDGET '99 INC/(DEC)	% CHANGE FY 98/99	% OF TOTAL
Department of Police:	23,570,457	22,789,752	27,590,648	28,437,890	847,242	3.1%	22.63%
Department of Fire:							
Fire Operations	16,493,467	17,037,010	17,294,836	17,805,441	510,605	3.0%	14.17%
Utilities	1,350,000	1,572,485	1,519,117	1,496,976	(22,141)	-1.5%	1.19%
total	17,843,467	18,609,495	18,813,953	19,302,417	488,464	2.60%	15.36%
Department of Public Works:							
Administration	372,619	413,739	475,953	452,343	(23,610)	-5.0%	0.36%
City Engineer	1,475,349	1,553,962	1,647,820	1,672,560	24,740	1.5%	1.33%
City Wide Services	2,296,638	2,319,158	2,495,959	2,649,651	153,692	6.2%	2.11%
Sewer Construction & Maintenance	1,471,239	1,411,879	1,533,317	1,600,473	67,156	4.4%	1.27%
Inspection	1,566,224	1,081,801	1,144,073	1,266,906	122,833	10.7%	1.01%
Board of Plumbing Examiners	3,955	5,099	2,000	2,000	0	0.0%	0.00%
Board of Electrical Examiners	19,629	26,216	18,400	19,350	950	5.2%	0.02%
Board of Mechanical Examiners	2,055	1,177	2,000	1,800	(200)	-10.0%	0.00%
Board of Gas Fitters	3,170	3,000	2,600	3,450	850	32.7%	0.00%
Board of Appeals & Variances	5,978	5,231	5,650	5,000	(650)	-11.5%	0.00%
Utilities	118,377	145,966	142,600	127,500	(15,100)	-10.6%	0.10%
Pump Stations	90,742	125,816	137,040	133,645	(3,395)	-2.5%	0.11%
Traffic Management	1,734,429	1,639,023	1,707,544	1,883,739	176,195	10.3%	1.50%
Street Lighting	0	0	0	2,325,000	2,325,000	N/A	1.85%
Stormwater Subsidy	718,882	683,952	683,952	683,952	0	0.0%	0.54%
Solid Waste & Sanitation Fund Subsidy	3,870,913	3,780,583	5,475,305	5,589,462	114,157	2.1%	4.45%
total	13,750,199	13,196,602	15,474,213	18,416,831	2,942,618	19.02%	14.66%
Department of Parks, Recreation, Arts, & Culture:							
Administration	460,326	472,696	638,855	805,370	166,515	26.1%	0.64%
Recreation	2,676,075	2,771,249	3,036,741	3,193,392	156,651	5.2%	2.54%
Parks	3,665,209	3,835,746	4,534,684	4,805,533	270,849	6.0%	3.82%
Civic Facilities	985,795	965,476	1,014,725	1,065,133	50,408	5.0%	0.85%
total	7,787,405	8,045,167	9,225,005	9,869,428	644,423	6.99%	7.86%
Department of General Services:							
Administration	385,820	373,215	463,079	490,084	27,005	5.8%	0.39%
City Hall Annex	695,577	753,037	703,986	700,277	(3,709)	-0.5%	0.56%
Radio & Electronics	273,929	301,051	321,678	341,380	19,702	6.1%	0.27%
Employee Benefits	211,071	224,567	192,807	195,845	3,038	1.6%	0.16%
Insurance Program	8,370,612	8,368,756	10,550,000	11,858,525	1,308,525	12.4%	9.44%
Job Injuries	1,368,662	1,628,067	1,465,600	1,563,000	97,400	6.6%	1.24%
Purchasing	576,141	606,334	701,314	705,732	4,418	0.6%	0.56%
Street & Traffic Lighting	2,480,102	2,722,242	2,246,000	0	(2,246,000)	-100.0%	0.00%
total	14,361,914	14,977,269	16,644,464	15,854,843	(789,621)	-4.74%	12.62%
Department of Personnel:							
Administration	607,490	709,195	721,300	825,123	103,823	14.4%	0.66%
Physicals	21,718	35,497	113,800	97,400	(16,400)	-14.4%	0.08%
total	629,208	744,692	835,100	922,523	87,423	10.47%	0.73%
Department of Neighborhood Services:							
Administration	146,469	169,414	216,464	301,084	84,620	39.1%	0.24%
Codes & Community Services	0	438,675	788,838	667,161	(121,677)	-15.4%	0.53%
Neighborhood Relations	0	0	98,256	96,941	(1,315)	-1.3%	0.08%
Human Rights/Relations	0	0	0	250,332	250,332	N/A	0.20%
total	146,469	608,089	1,103,558	1,315,518	211,960	19.21%	1.05%
Appropriation from Fund Balance	0	0	0	0	0	N/A	0.00%
Expenditure Total	89,278,264	93,250,656	127,913,202	125,641,486	(2,271,716)	-1.78%	100.00%





SUPPORTED AGENCIES

SUMMARY

Supported agencies are primarily in two different categories. The first category is appropriations to special funds that are either jointly supported with Hamilton County and / or some other agency which are accounted for in another fund on the City's books. These include the Library, Planning Commission, and the Air Pollution Control Bureau. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose which are not accounted for on the City's books. These include agencies such as the Chattanooga Area Regional Transportation Authority (CARTA). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. Figures are provided for Fiscal Year 1999/2000.

Air Pollution Control Bureau

The overall mission is to achieve and maintain levels of air quality which will protect human health and safety and prevent injury to plant and animal life and property. The Chattanooga Area has progressed from being listed as one of the nation's dirtiest cities in the late 1960's to being held out as a model of improvement. The City currently meets all federal air quality standards.

The bureau provides a program of air pollution prevention, abatement, and control to foster the health, comfort and convenience of all citizens of Hamilton County.

City's Contribution.....\$270,820

Allied Arts of Greater Chattanooga

The overall mission is to provide a united voice for all cultural organizations and activities, further the significance of their roles in the life of the community, provide financial assistance and such other measures necessary to

FY2000 Highlights:

- *New Agencies Funded*
 - Front Porch Alliance*
 - Community Impact Fund*
- *Appropriations to Agencies for FY2000 total \$8.94M, an increase of 4.75% from previous year.*

strengthen the area's cultural resources , and work with other agencies in the public and private sectors to make quality of life a priority issue for the community.

Through its annual fund drive, Allied Arts provides essential operating funds to eight cultural institutions:

- The Hunter Museum of Art*
- Chattanooga Symphony & Opera Assoc.*
- Chattanooga Boys Choir*
- Houston Museum of Decorative Arts*
- Arts & Education Council*
- Chattanooga Regional History Museum*
- Association for Visual Artists*
- Choral Arts Society.*

City's Contribution.\$250,000

Association of Visual Artist

The Association for Visual Artists is a charitable nonprofit organization dedicated to the promotion and support of original visual art and the artists who create it. An advocacy association and a liaison between artists and the entire community, AVA fosters Chattanooga's artists, its original visual art and provides quality programming for the community.

City's Contribution...\$15,000

Bessie Smith Hall, Inc.

The mission of the Bessie

Smith Hall is to celebrate the performance of blues, jazz, its antecedents and derivatives, by embracing the style and charisma of Bessie Smith in a setting reminiscent of her career surroundings, with emphasis on the multicultural and educational aspects of her contributions. Over the past three years, the BSH organization has focused its efforts on developing and implementing a successful assembly of programs and services designed to provide instruction, interpretation, exposure to and advocacy of African-American music traditions and practices. The activities sponsored by the organization have attracted some of the largest culturally diverse audiences and participants of any other organization or venture. The annual Bessie Smith Strut is part of a community-wide festival which takes place each year and includes participants from all walks of life.

City's Contribution.....\$35,000

Chattanooga Area Regional Transportation Authority (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 Shuttle. Specialized transportation services are offered for the disabled in Hamilton County. CARTA is the sole provider in the

Chattanooga-Hamilton County area of public transportation.

City's Contribution.....\$3,299,934

Carter Street Corporation

The corporation's missions is to improve, equip, own, lease, operate and manage the Chattanooga-Hamilton County Convention and Trade Center and adjoining parking garage as well as to provide coordination for the operation and management by others of a hotel located adjacent to the Trade Center and Parking Garage.

City's Contribution.....\$49,675

Carter Street Lease

This represents the City's share of debt service on the jointly funded Chattanooga-Hamilton County Convention and Trade Center. Bonds were sold in several issues, with the City being responsible for two-thirds of the primary debt, and the County government being responsible for the remaining one-third. A small portion of the debt is shared equally between the City and County governments.

City's Contribution.....\$1,428,042

Chattanooga African-American Museum

The museum's mission is to develop, coordinate, and provide a facility to house research materials and artifacts of the African-American culture, as well as documenting the contributions of African-

Americans to the development of Chattanooga and this nation.

The programs promote ethnic pride, self-esteem, cultural enrichment, cross-cultural awareness, improved human relations within the community and sensitivity to the African-American experience. The museum helps one to understand the culture and heritage of African-Americans.

City's Contribution...\$35,000

Chattanooga Area Urban League

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

This will create avenues for employment opportunities and also ensure that the county is in compliance with local, state, and federal regulations governing minority representation in the construction industry and have an impact on affirmative action goals throughout the local governments.

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

Chattanooga Downtown Partnership

The mission of the organization is development in the downtown area of Chattanooga. The Partnership directory of available office and retail space provides a comprehensive inventory for investors and new growth. Representatives attend regional and national leasing and retail recruiting expositions. Seasonal promotions are conducted throughout the year. The Partnership Windows Program fills vacant storefronts with banners and exhibits installed by businesses and civic organizations. Through efforts of the organization, Chattanooga is one of thirty U.S. cities selected to establish a benchmark of leading indicators to be used to measure downtown progress for the International Downtown Association.

City's Contribution.....\$100,000

Chattanooga - Hamilton County Bicentennial Library

The library serves the

community by making materials and services available to all residents. To meet patron's educational, professional, and personal needs, the library provides current information, promotes learning, and preserves the community's history.

The library provides access to information through books, periodicals, newspapers, pamphlets, government documents, phonograph records, audiocassettes, videocassettes, films and brochures. Through state, regional, national and international networks, the library can provide access to resources. The library encourages the love of reading in children and adults and provides information for both leisure and professional use.

City's Contribution.....\$2,165,258

Chattanooga Neighborhood Enterprise

The mission of the organization is to rid the Chattanooga area of all substandard housing. The City government joined in this effort in 1989 with a commitment of funding over a ten year period.

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

Chattanooga Regional History Museum

The overall mission is to collect, preserve, research, interpret and display the written, spoken, pictorial and artifactual record

of the Chattanooga and Tri-State region from the earliest times to the present. This is accomplished by operating a museum and providing appropriate publications, exhibits and educational programs for all segments of the community in the context of the museum's permanent theme, "Chattanooga Country: Its Land, Rivers and People".

The museum has a working board and staff, and a proven track record of helping to improve the quality of life for current and future Hamilton County residents. Over 25,000 visitors were served in 1994. Education is the primary purpose, which the education department fulfills with a full schedule of school tours, adult programs and outreach programs. The "Traveling Trunks" outreach program includes hands-on activities that bring to life specific historical periods in our area.

City's Contribution.....\$48,000

Chattanooga Area Regional Council of Governments / Southeast Tennessee Development District

The mission is to provide area-wide planning and coordination on a regional basis and to assist local

governments in project and program development within the thirteen counties of Southeast Tennessee and the bi-state metropolitan Chattanooga region.

This agency's program represents local governments in their relationships to State and Federal programs and seeks to maximize the amount of external funding that can be brought to bear on the area's development needs. Examples of funding secured in past years include funding for CARTA, the regional sewage treatment facility, industrial parks, water and sewer projects and a number of social service agencies for the elderly.

City's Contribution.....\$30,493

Children's Advocacy Center

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

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

Community Foundation Scholarships

This is a partnership of public

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

City's Contribution....\$160,000

Community Impact Fund

The mission of the Community Impact Fund is to improve the quality of life in the inner city. Along with the City, other funders include foundations such as Lyndhurst, Benwood, Community, Public Education, and the United Way. The Impact Fund sees its role as helping the residents of the neighborhood develop the tools, skills, and broader community alliances to enable them to be a source of their own solutions, design and implement strategies which they believe will yield the best results, and implement strategies which they believe will yield the best results, and earn additional resources for improvement.

City's Contribution.\$167,000

Front Porch Alliance

The Front Porch Alliance seeks to mobilize groups such as churches and faith-based organizations to have a

greater impact in the low- and moderate-income neighborhoods where they were located.

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

Heritage Hall Board

The overall mission of the board is to complete the construction of the Bessie Smith Heritage Hall and to develop and initiate an overall management plan for the facility. The building will house the Bessie Smith Hall, Inc., and the Chattanooga African-American Museum. The board has the responsibility of managing the facility while taking into consideration the needs of the two organizations which will occupy the building.

City's Contribution.....\$35,000

Homeless Healthcare Center

The Chattanooga - Hamilton County Homeless Healthcare Center provides outreach, primary care, substance abuse, and mental health services to Chattanooga's homeless population. Clients are provided assistance with locating housing, applying for entitlement programs and with obtaining jobs.

City's Contribution.....\$17,500

Humane Educational Society, Inc.

This organization investigates and enforces laws on animals. This includes enforcement of leash laws on dogs, investigation of cruelty and neglected animals, control of dogs and cats running loose. Animal control officers also pick up injured and unwanted animals.

The Society strives to educate the public on responsible pet ownership, including control of animals and the risks of overpopulation of animals. A primary responsibility is to keep stray, sick, unwanted, or vicious animals off the streets. Control of rabies in the community is a primary concern.

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

Inner-City Development Corporation

The mission of Inner-City Development is to encourage, facilitate, and stimulate the development of M.L. King District through physical, social and economic revitalization activities. The goal is to create a sustainable community by removing blight, stimulate economic development and encourage a mixed income community that will have a positive impact on the City's tax base.

City's Contribution.....\$35,000

Metropolitan Council for Community Services

The Metropolitan Council is a citizen-led United way member

agency that the community relies on to facilitate the problem solving process.

The Metropolitan Council 1) initiates and responds to requests for research about the well-being of the community; 2) assesses the adequacy and accuracy of data and identifies trends in the areas of, a) economic development, b) education, c) family life, d) health and human services, e) housing, f) public safety, g) civic involvement, and h) the environment. 3) convenes broad-based community groups to plan prevention of and solutions to identified problems.

City's Contribution.....\$10,000

Chattanooga/Hamilton County Regional Planning Commission

The mission of the CHCRPC and its staff is to develop a comprehensive vision and guide for the region which ensures that our land resources support, enhance, and sustain our community and its quality of life. This vision should include both short and long-range goals and strategies which public and private community leaders can utilize to implement these objectives.

The planning program facilitates government and various public and private decision-making by providing research, data, plans, studies and suggested strategies related to community land use,

transportation, and social issues.

City's Contribution.....\$821,162

Scenic Cities Beautiful

The organization's focus is to study, investigate, develop, and carry out programs for improving the cleanliness and beauty of the community through organized cleanups and beautification efforts. The organization also works with groups to implement proper waste handling practices, and to support and promote community wide recycling.

Scenic Cities serves as the coordinating body for county-wide cleanups and beautification programs, and provides support, information and materials to those involved in promoting a cleaner community. It also provides speakers and environmental exhibits for community affairs, garden clubs, civic groups, neighborhood organizations.

City's Contribution.....\$30,294

Senior Neighbors

The organization's mission is to enable older persons to maintain adequate functioning and foster as independent a life style as possible for as long as possible, preferably within

the person's own home or community, by advocating on behalf of older persons and opportunities, ancillary services and counseling.

Senior Neighbors provides opportunities for persons age 50 and above to apply for full or part-time work at no charge. It brings prospective employers and employees together, and also makes the community and private sector more aware of the benefits of employing older workers.

City's Contribution.....\$58,916

Tennessee Riverpark

This is a jointly funded activity in partnership with the Hamilton County Government. The local leaders have committed to a redevelopment of the riverfront area which includes a park connecting the downtown area with the Chickamauga Dam. This park is overseen by the County government, with the City contributing half of the cost of operations.

City's Contribution.....\$713,512

WTCI TV 45

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

City's Contribution.....\$60,000

GENERAL GOVERNMENT

DEPARTMENT SUMMARY

The General Government section contains legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. The Mayor's Office, City Council Office and City Court Judge's Office represent the elected officials of the City and their respective operations. The City Attorney's Office represents the City in all legal matters, litigating on behalf of the City, as well as providing legal advice to the governing body and other departments where appropriate.

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

Department's Divisions	Page
Mayor's Office	88
City Council Office	89
City Court Judge	90
City Attorney	91
Others	92

FY2000 Highlights:

- 3 new positions.

GENERAL GOVERNMENT Departmental Budget Summary Fiscal Years 1997 - 2000				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,280,177	\$1,290,464	\$1,293,558	\$1,351,906
Operating	26,559,057	29,169,113	30,052,307	22,809,921
Capital	1,719,924	1,479,805	1,501,297	1,507,500
Total	<u>\$29,559,158</u>	<u>\$31,939,382</u>	<u>\$32,847,162</u>	<u>\$25,669,327</u>
Positions Authorized	28	29	28	31

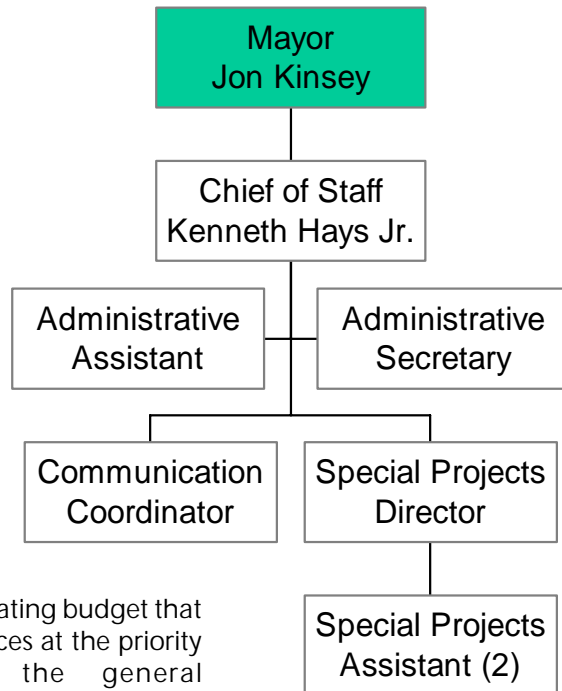
OFFICE OF THE MAYOR

This office is the frontline contact with the citizens of the City of Chattanooga. The Mayor is responsible for the day to day operations of the City and is responsible to the citizens for the financial well-being of the City Government.

Major Accomplishments for Fiscal Year 1998/1999

➤ The City is currently studying the economic feasibility of annexing additional areas contiguous to the corporate limits of the City of Chattanooga for the purpose of providing the area citizens with the best possible quality of life available in this area. Annexations bring stability to a city's fiscal health as the population moves into new subdivisions in urban areas outside the city limits.

- Establish an operating budget that will provide services at the priority expected by the general population.



Goals & Objectives

Maintain a solid property tax base within the city limits

- Encourage economic development within the corporate limits
- Eliminate substandard housing through the cooperative efforts with Chattanooga Neighborhood Enterprises

Provide area citizens with the best value for their tax dollar

- Operate the city government within its revenue stream

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Mayor's Night In/Out	N/A	10	10	10
Citizen's Survey	N/A	4,500	4,500	4,500

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Executive Office of the Mayor</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$461,408	\$455,528	\$479,761	\$508,994
Operating	44,258	33,958	51,435	52,560
Capital	9	3,154	0	5,000
Total	\$505,675	\$492,640	\$531,196	\$566,554
Positions authorized	7	8	8	8

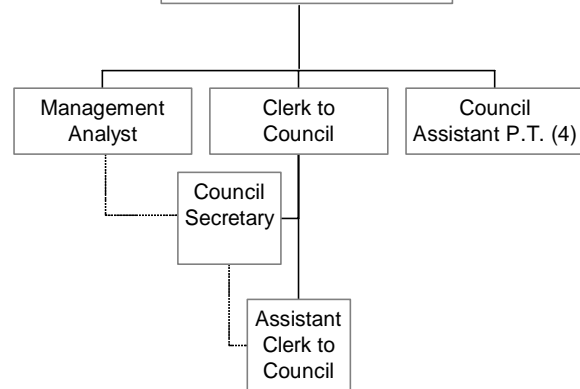
OFFICE OF THE CITY COUNCIL

There are nine City Council members elected to represent citizens of their respective districts. Elections are concurrent with the Mayoral Election every four years. They represent their constituents through the establishment of policies which generally take the form of ordinances, resolutions, or motions which establish the laws, proceedings and service levels for the community. Responsibilities of the Council cover a wide range, including reviewing and adopting the annual budget. The Council's administrative staff is responsible for official governmental and council records as well as other administrative duties.

Respond to each inquiry made by constituents as soon as possible.

- To complete all City Council Committee meeting minutes within 1 1/2 work days.
- To complete City Council meeting minutes within 2 work days.
- To respond to all City Council member's research requests within 1 week.

Council Members
 John Lively, District 1
 Mai Bell Hurley District 2
 Dave Crockett, District 3
 Don Eaves, District 4
 John Franklin, District 5
 Marti Rutherford, District 6
 John Taylor, District 7
 Leamon Pierce, District 8
 Yusuf Hakeem, District 9



Major Accomplishments for Fiscal Year 1998/1999

- Council voted unanimously to pursue the acquisition of the TWAC for the benefit of the citizens of Chattanooga
- Expressed intent to issue 100+ in bonds for the development of the Southside

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Resolutions	408	400	337	450
Ordinances	128	120	154	175
Council Meetings	49	50	49	50

Goals & Objectives

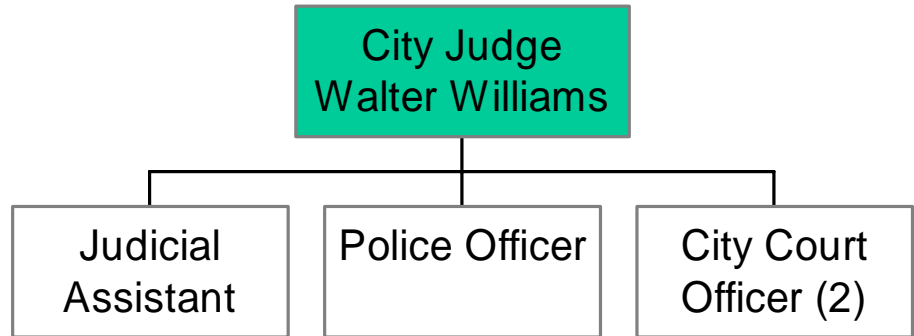
Establishment of legislation that will improve the quality of life for all the residents of Chattanooga.

Consider the short and long term ramifications when making policy decisions to ensure that future generations of Chattanoogans can enjoy the same if not improved benefits of living in our City.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: City Council</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$349,949	\$374,914	\$387,903	\$430,925
Operating	65,979	86,397	111,438	112,800
Capital	13,107	973	1,297	2,500
Total	<u>\$429,035</u>	<u>\$462,284</u>	<u>\$500,638</u>	<u>\$546,225</u>
Positions authorized	13	13	14	17

OFFICE OF THE CITY COURT JUDGE

The City Court is the judicial branch for the City of Chattanooga. The court decides all cases involving City ordinance violations that affect a city population of over 152,393 or a metropolitan population of over 432,300. The court dedicates specific scheduled time to hear environmental related ordinance violations as cited by the departments of Public Works, Safety, etc. The City Judge swears in newly trained police officers, persons who have special police commissions, and provides assistance, when requested, in the police academy and in-service training. The City Judge is asked occasionally to perform civil marriages. Other duties include speaking at community and civic groups and schools throughout the city.



environmental regulations and other codes through enforcement and citizen education

Goals & Objectives

Facilitate the collection of all fines charged by the court

- Refine computer programs and techniques available to municipal departments for tracking defendants

Improve the quality of life for area citizens

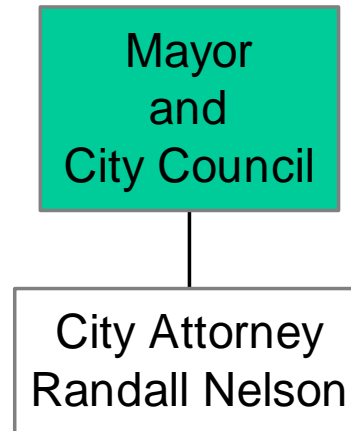
- Reduce the rate of recidivism through alternative sentencing where appropriate

- Increase compliance with

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: City Court Judicial</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$258,723	\$255,119	\$270,703	\$295,184
Operating	38,605	39,089	44,985	45,953
Capital	4,331	1,092	0	0
Total	\$301,659	\$295,300	\$315,688	\$341,137
Positions authorized	5	5	5	5

OFFICE OF THE CITY ATTORNEY

The City Attorney's Office functions as the sole legal counsel to the City and its various departments. The City Attorney is paid as an employee of the City, with all other attorneys and support staff being paid by the law firm. The City reimburses the law firm for all attorneys and support staff on a pro-rata basis. This staff defends the City in all legal disputes and files litigation on the City's behalf as appropriately directed. Staff attorneys advise elected officials and employees of the city on all legal questions concerning municipal law and personnel issues. A division of the City Attorney's Office handles all accident and property damage claims in which the City is involved.



Goals & Objectives

Provide the City with the best municipal legal service available

- Maintain state-of-the-art equipment to facilitate research in all areas of law
- Ensure compliance w/ laws, etc.
- Maintain a professional staff

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: City Attorney Activity: Office</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$107,673	\$107,925	\$112,191	\$116,803
Operating	531,837	524,860	537,205	576,235
Capital	3,940	5,731	0	0
Total	<u>\$643,450</u>	<u>\$638,516</u>	<u>\$649,396</u>	<u>\$693,038</u>
Positions authorized	1	1	1	1

OTHER GENERAL GOVERNMENT ACTIVITIES

The City pays for an annual audit, an indirect cost study, and membership dues in the National League of Cities, the U.S. Conference of Mayors, and other governmental organizations. Special audits and studies are also done on an occasional basis.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Audits, Dues, & Surveys</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	130,236	111,297	150,000	137,000
Capital	0	0	0	0
Total	\$130,236	\$111,297	\$150,000	\$137,000

This covers lobbying activities; membership in the Tennessee Municipal League and pays for special events in which the City participates or hosts.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Intergovernmental Relations</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	176,933	113,880	237,800	237,800
Capital	0	0	0	0
Total	\$176,933	\$113,880	\$237,800	\$237,800

This is the governing body of the taxi industry with the City of Chattanooga. Expenses associated with advertisement of meeting and other related expenses are paid from this activity.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Taxi Board</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	525	358	1,600	750
Capital	0	0	0	0
Total	\$525	\$358	1,600	\$750

Funds are set aside each year to cover unexpected expenditures which the City must pay for from its operating budget. Some payments are made directly from this activity. In other situations funds are re-appropriated from this to other activities to pay for these unexpected expenditures.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Contingencies</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	266,522	350,158	719,510	489,918
Capital	96,728	4,876	0	0
Total	\$363,250	\$355,034	719,510	\$489,918

Unemployment costs associated with former City employees are paid from this activity.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Unemployment Insurance</i>				
	Actual FY 94/95	Actual FY 95/96	Budget FY 96/97	Budget FY 97/98
Personnel	\$0	\$0	0	\$0
Operating	29,391	36,592	56,500	56,500
Capital	0	0	0	0
Total	\$29,391	\$36,592	56,500	\$56,500

This activity is used to pay for City Elections or referendums that are added to a County or State General Election. Regular City Elections are held in the spring of each year following a Presidential Election, with the exception that an election for City Court Judge is held every eight years. Primary elections are held in March with a runoff, if needed, in April during a City Election year.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Election Expense</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	115,291	0	25,000	25,000
Capital	0	0	0	0
Total	\$115,291	\$0	25,000	\$25,000

This is the replacement fund for small items such as furniture and equipment. Small projects are also funded here as resources permit. Departmental R & R was appropriated prior to FY 94/95.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: R & R</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	1,601,809	1,463,979	1,500,000	1,500,000
Total	\$1,601,809	\$1,463,979	1,500,000	\$1,500,000

This activity covers transfers made from the General Fund to other funds. This includes the Debt Service Fund, Heritage Hall Fund, Human Services Fund, Real Estate Fund, Library fund, Capital Funds, Air Pollution Fund, Planning Agency Fund, and Scenic Cities Fund.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Appropriations to Special Funds</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	16,366,656	18,672,417	19,582,720	12,136,249
Capital	0	0	0	0
Total	\$16,366,656	\$18,672,417	19,582,720	\$12,136,249

This activity funds the Liability Insurance Fund, the purpose of which is to cover unlitigated claims against the City, litigated judgments and related expenses, and to pay for the portion of staff attorney's time spent on specific cases. The goal of the Liability Insurance Fund is to build up enough reserve to meet the requirements of GASB 10.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: City Attorney</i>				
<i>Activity: Liability Insurance Fund</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	1,311,360	756,887	982,680	950,000
Capital	0	0	0	0
Total	\$1,311,360	\$756,887	\$982,680	\$950,000

This activity contains appropriations for all of the supported agencies.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Appropriations to Supported Agencies</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	8,787,542	9,200,107	8,534,114	8,939,156
Capital	0	0	0	0
Total	\$8,787,542	\$9,200,107	\$8,534,114	\$8,939,156

This is the General Fund's portion of the Capital Improvement Program in each fiscal year. Funding levels vary depending on availability of funds and on priorities set by the administration.

General Government Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Capital Improvement Program</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	5,973,541	8,226,703	12,202,400	0
Capital	0	0	0	0
Total	\$5,973,541	\$8,226,703	12,202,400	\$0

FINANCE & ADMINISTRATION

DEPARTMENT SUMMARY

The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, department Administrators and the City Council. Their mission is to provide professional support to City management for making fiscal and organizational decisions necessary to plan and implement the optimum use of City resources. The department's operational functions include all finance, budget, and accounting responsibilities, information operation, programming, user services, revenue collections, court and

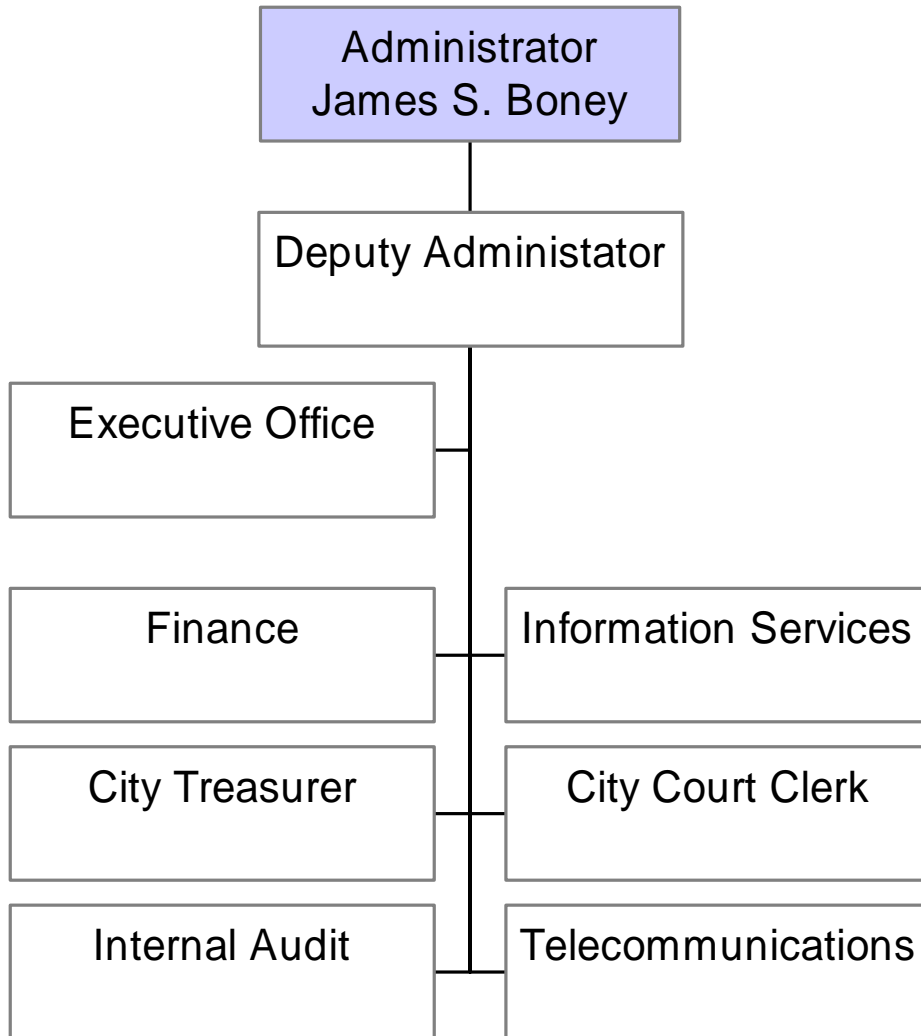
parking transactions, and Citywide audit evaluation. There are five divisions/activities of Finance and Administration: Finance, Information Services, City Treasurer, City Court Clerk's Office and the Telephone System.

Department's Divisions	Page
Finance	97
Information Services	99
Treasury	102
City Court Clerk	104
Internal Audit	106
Telephone System	107
Court Space Usage	107

FY2000 Highlights:

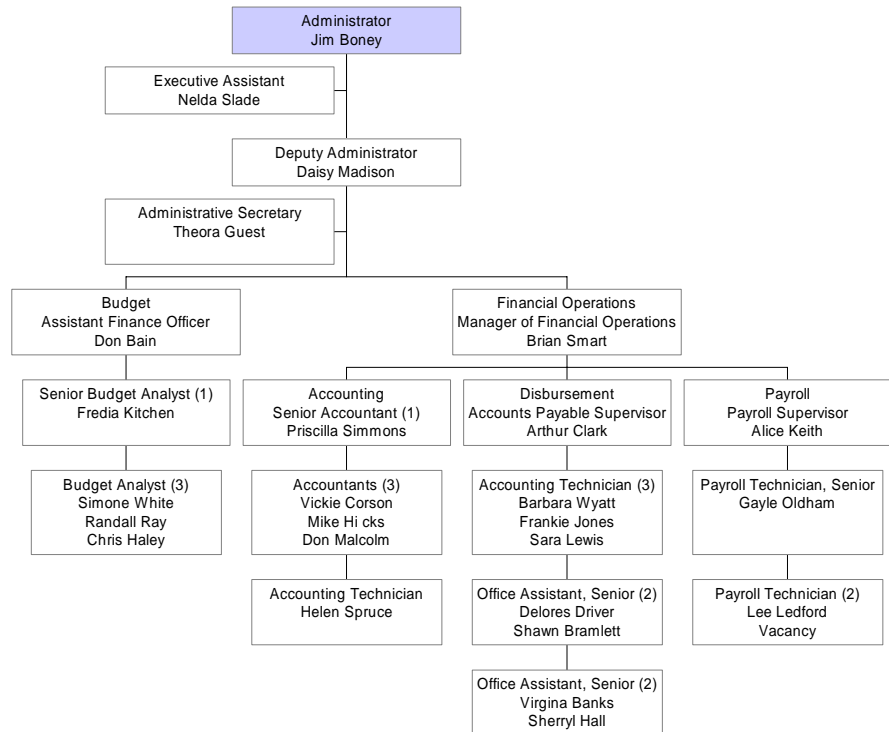
- *3 new positions.*
- *Expanding responsibilities of the Telecommunication function.*
- *In-house document microfilming in City Court Clerk and Treasurer's offices*

Finance & Administration Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Finance Department</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$3,824,177	\$3,859,402	\$4,131,271	\$4,451,181
Operating	1,304,654	1,112,379	1,205,828	1,357,128
Capital	71,613	158,179	42,000	44,400
Total	<u>\$5,200,444</u>	<u>\$5,129,960</u>	<u>\$5,379,099</u>	<u>\$5,852,709</u>
Positions Authorized	108	108	108	111



FINANCE

The Finance Office is responsible for managing all of the City's fiscal affairs. This is the centralized accounting office of the City. This department supports the other departments of the City with accounting services and financial reporting, management of all investments of the City, debt financing for capital projects, and collections of all revenues (including property taxes, court fines, etc.). They are responsible for coordinating the annual budget and monitoring compliance after adoption. The department supports the operating departments through accounting, administrative services, and financial reporting. Activity functions include maintaining a fund accounting system, posting accounts and funds, performing financial analyses, paying city obligations, establishing internal controls, preparing financial statements and processing payroll for all City employees. The activity also administers the City's cash management program, invests funds accordingly and performs the internal auditing function for the City. Of primary departmental responsibility and significance is the development and publishing of the City's Comprehensive Annual Financial Report (CAFR), the City's Comprehensive Annual Budget Report (CABR),



the annual operating budget and the Capital Improvements budget (CIP).

Major Accomplishments for Fiscal Year 1998/1999

- Received the GFOA Certificate of Excellence in Financial Reporting
- Worked with the Personnel Department to implement a new pay plan for city employees
- Completed the second year on Banner financial software without major problems.
- Implemented Ross 5.7 version of the HR system

Goals & Objectives

To effectively perform accounting, disbursing, and payroll functions for City departments; and maintain adequate internal controls, adhere to generally accepted accounting principles and ensure the safety of the City's investments.

- Maintain compliance with State and Federal reporting requirements and the City's investment policy; maintain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting; and process account payable checks and payroll in a cost effective manner

- Maintain a general fund balance of between 15% and 20% of annual general fund expenditures.
- Maximize investment yield by keeping a minimum cash on hand yet sufficient to meet daily expenditure needs.

Develop a financial plan and budget that moves toward achievement of goals, within the constraints of available resources.

- Evaluate all available resources as well as develop new resources to meet operating budget and capital requirements.

Ensure the long term financial success of the City through sound financial management practices

- Adhere to a financial management strategy that produces financial results that compare favorable with other comparable cities as measured by generally accepted financial indicators.

To earn professional recognition from the Government Finance Officers Association

- To submit the Comprehensive Annual Budget Report annually for review and evaluation.
- Submit the Comprehensive Annual Financial Report for review and evaluation.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Compliance with City investment policy	yes	yes	yes	yes
Fund balance coverage	yes	yes	yes	yes
Compliance with State and Federal reporting requirements	yes	yes	yes	yes
GFOA Certificate of Achievement in Financial Reporting	yes	yes	yes	yes
GFOA Distinguished Budget Award	yes	yes	N/A	yes
# of Payroll checks processed	92,000	90,000	87,000	87,000
# of AP checks processed	42,000	42,000	44,000	45,000

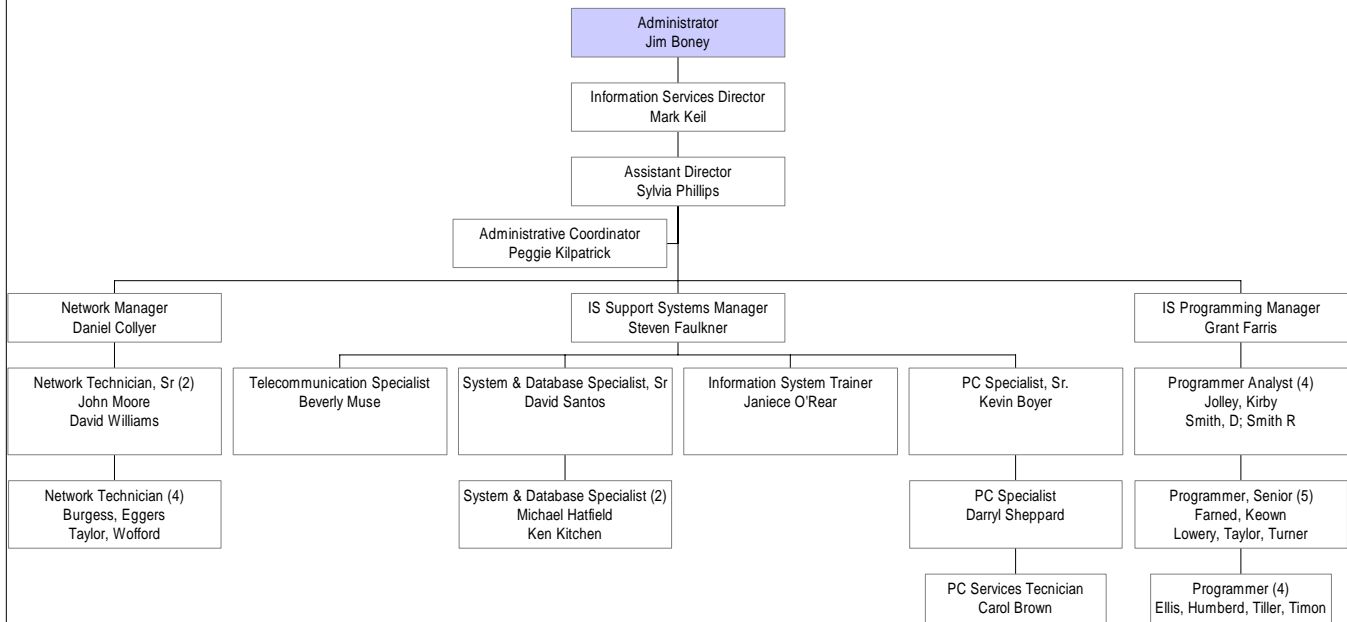
**Finance & Administration
Divisional Budget Summary
Fiscal Years 1997 - 2000**

Division: Finance Administration

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,221,470	\$1,269,009	\$1,370,334	\$1,417,411
Operating	137,848	146,493	192,385	185,600
Capital	18,252	7,987	0	0
Total	<u>\$1,377,570</u>	<u>\$1,423,489</u>	<u>\$1,562,719</u>	<u>\$1,603,011</u>

Positions Authorized 34 34 34 34

INFORMATION SERVICES



The mission of Information Services is to enhance the City of Chattanooga's business of governing with cost-effective information management and systems. Further, it is their mission to:

- Support the gathering and dissemination of management-specified information;
- Provide a secure environment for the storage and exchange of information;
- Orchestrate the cooperative integration of computer hardware, software, and networks, for City, County, State, and Federal.
- Accommodate the seamless flow of required information from source to recipient regardless of geographical or technological boundaries;

- Provide consistent and reliable access to data and systems;
- Support information technology users with the necessary tools and training to make their daily tasks more productive and cost effective;
- Continually evaluate new directions in hardware, software, and information services methodology in order that the City of Chattanooga might be positioned to take advantage of the current and emerging technologies most suited to the specific needs of their user base.

Major Accomplishments for Fiscal Year 1998/1999

- Programming Services
 - 1,100 programming requests
 - Census project: correcting all City residential addresses
 - IS Project Management System
 - Cell Tower location mapping
 - Major release of the Finance software
 - Major release of the Payroll software
 - Fixed Asset system
 - Y2K readiness
 - Data mapping software
 - Neighborhood Services Code Enforcement System
 - New City Pay Plan
 - Redesigned/expanded City web page
 - Document Management System for City Attorney's office
- Network Services

3,450 help desk requests
 New Dialup Networking solution
 Monitoring to notify of Network and System outages
 Email virus scanning
 Real-time network intrusion detection
 Network Infrastructure enhancements
 Y2K Readiness for Network Components
 Network Enhancements
 Motorola interface for Mobile communications
 Network for new Neighborhood Services building
 Air Pollution control Board network redesign

➤ Support Services

Greater than 99% system "uptime"
 Y2K readiness of system hardware/software
 Air Pollution Control Board client/system redesign
 Additional EXCHANGE mail server
 Deployed 8 Windows NT servers into various departments of the City
 Added 350 Gigabytes of disk
 108+ classes and educated 750+ City employees
 Provided research for all new hardware/software solutions
 Windows 98 support added
 Office 2000 support added
 Over 1200 PCs supported
 Over 6,000 network users supported
 363 new PCs implemented

Goals & Objectives for

Fiscal Year 1999/2000

Programming Services

- Public Works Work Order system
- Parks, Recreation, Arts & Culture Work Order System
- Fleet Maintenance System
- Property Tax billing System
- Business Licenses & Permits System
- Financial reporting for CAFR
- Finance system migrated to new platform architecture
- Police records TIBRS compliancy
- Police records management client/server system
- Laptops in Police cars
- Web page maintenance and growth
- Redesigned/expanded Intranet web pages
- Documentary Management System for Personnel Department Y2K readiness

Network Services

- Enhance Help Desk Software
- Implement more routed network segments
- Virus client solution
- Police services building
- Reporting of suspicious network activity
- Network enhancements TCP/IP link to State NCIC, TIES, NLETS
- Network for the Design Resource Center
- Network for the City Council building
- Network requirements for Windows 2000
- Network Security enhancements

Support Services

- Windows 2000 support
- Windows NT client support
- New NT servers for City Departments
- SQLServer support
- Laptops in Police cars
- Y2K readiness

Telecommunication Services

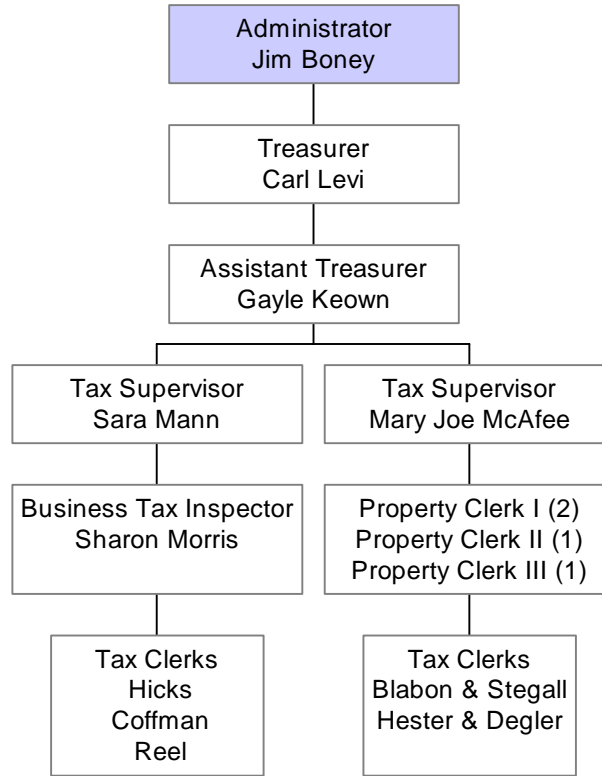
- Citywide management of Voice and data systems

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Computer availability %	99%	99%	99%	99%
% of Client/Server technology implemented	26%	34%	34%	40%
<u>Programming -</u> # of request	1,000	N/A	1,100	N/A
Programming request % outstanding vs received	25%	23%	20%	20%
<u>Helpdesk service-</u> # of calls logged	3,271	3,400	3,450	3,600
Helpdesk requests % outstanding vs received	3%	<3%	<3%	<3%
<u>PC support Service</u> # of PC supported	500	750	1,200	2,000
Users attending various office tools training	800	600	800	600
<u>Network Support Service</u> #of network users	6,010	6,020	6,020	6,050

Finance & Administration Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Information Services</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,636,726	\$1,595,428	\$1,690,367	\$1,775,988
Operating	497,976	449,156	511,245	513,688
Capital	37,372	129,474	42,000	42,000
Total	<u>\$2,172,074</u>	<u>\$2,174,058</u>	<u>\$2,243,612</u>	<u>\$2,331,676</u>
Positions Authorized	35	34	34	34

CITY TREASURER

The City Treasurer's Office is responsible for receiving, balancing and depositing all revenue from all City government offices into our local banks and reporting the collection of this revenue to the Finance Officer. The office balances the bank statements monthly in order to ensure proper credit for same. The City Treasurer's Office processes the billing and collection of real, personal and public utility tax for property located inside the corporate limits of the City of Chattanooga, which includes the collection of stormwater fees assessed on property. The collection of minimum business licenses, gross receipts taxes and other fees and permits (including wholesale beer and liquor taxes) are processed as required by City ordinances and the State of Tennessee. This office is responsible for investing available funds with local banks obtaining the highest yield on interest rates.



- All business licenses issued within 1 day of application
- Maintained a good working relationship with all local banks

Goals & Objectives

The Treasurer's Office continues to maximize the percentage rate on collection of revenues authorized to the City of Chattanooga under State statutes, city codes and ordinances. It continues to strive for good rapport between the City government and the citizens of Chattanooga.

- Ensure the city receives the best possible interest rate on investments by "shopping" area banks.

Major Accomplishments for Fiscal Year 1998/1999

- Installed 7 new personal computers for employees
- Processed property tax collections within 36 hours of receipt

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Number of current business license holders for which a renewal was mailed by deadline	9,000	9,000	9,000	9,000
% of permits issued within one hour of application	issued same day approved	issued same day approved	issued same day approved	issued same day approved
Business license issued within 45 days from date of application	same day	same day	same day	same day

Finance & Administration Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Office of City Treasurer</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$408,058	\$420,892	\$445,544	\$462,695
Operating	69,110	68,513	73,673	99,390
Capital	0	0	0	0
Total	<u>\$477,168</u>	<u>\$489,405</u>	<u>\$519,217</u>	<u>\$562,085</u>
Positions Authorized	15	16	16	16

CITY COURT CLERK

The Office of City Court Clerk is responsible for all parking and court fines collected and disbursed. This includes delinquent accounts that have been identified for collection. The office also maintains official city court records. Finally, the office provides professional, courteous and efficient service to its customers and the general public.

Major Accomplishments for 1998/99

To increase the efficiency of the office through the use of computer technology.

- ☞ To provide each employee with a personal computer at their desk.

To upgrade the level of customer service and efficiency through the use of a new telephone system.

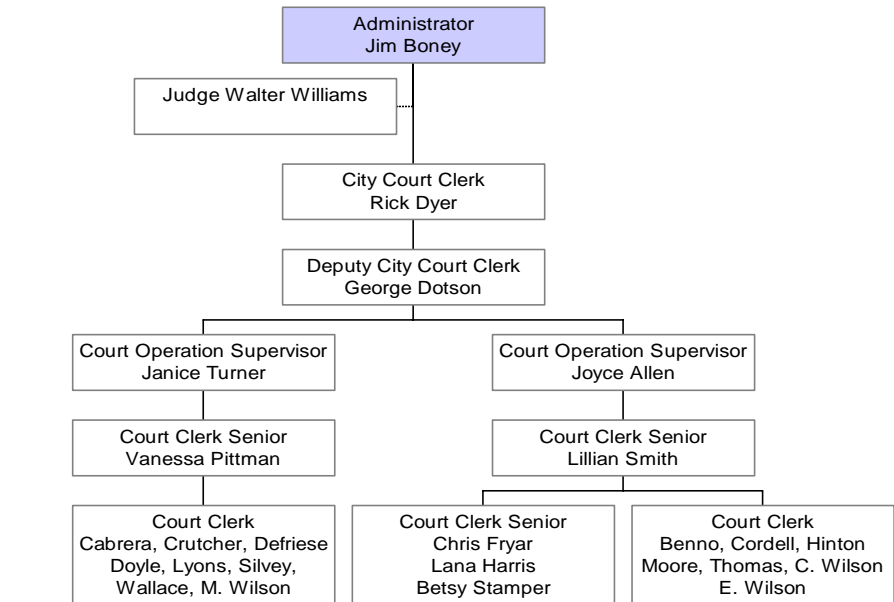
- ☞ To implement a telephone self service system that allows customers to access general information about citations and fines.

To decrease outstanding delinquent accounts.

- ☞ To increase the collection of delinquent accounts by 10% over the 1997/1998 fiscal year.

To increase knowledge, skills, and abilities of employees through training and development.

- ☞ To allow each employee to attend at least one develop-



mental activity per year.
Goals & Objectives

1999/2000

To continue to increase the efficiency of the office through the use of computer technology.

- To provide personal computers at the cashiers' stations.

To enhance every facet of the office through the use of a new court software package.

- To purchase and install a new court software package by June 30, 2000.

To decrease outstanding delinquent accounts.

- To increase the collection of delinquent accounts by 10% over the 1998/1999 fiscal year.

To increase knowledge, skills, and abilities of employees through training and development.

- To allow each employee to attend at least one developmen-

tal activity per year.

To eliminate costs associated with microfilm services provided by an outside vendor.

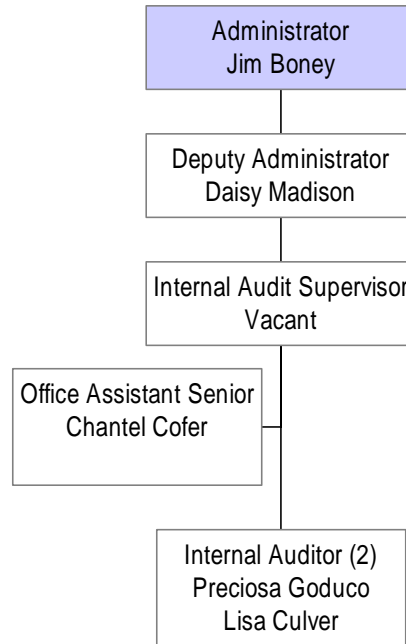
- To implement in-house microfilm services.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Computers for cashiers	0	0	0	5
Implement New court software package	N/A	N/A	N/A	Yes
Delinquent account collections	2.3M	1.8M	2.6M	2.8M
Employee training	N/A	90%	90%	95%

Finance & Administration Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: City Court Clerk's Office</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$557,923	\$574,073	\$625,026	\$694,842
Operating	165,794	165,448	168,040	151,640
Capital	4,530	11,707	0	0
Total	<u>\$728,247</u>	<u>\$751,228</u>	<u>\$793,066</u>	<u>\$846,482</u>
Positions Authorized	24	24	24	25

INTERNAL AUDIT

Internal Audit is responsible for enhancing the quality of City government, products and services, and providing independent, timely and relevant information concerning the City's programs activities, and functions. This is accomplished by responding to request to conduct objective evaluation of departments, divisions, and systems or units.



Major Accomplishments for Fiscal Year 1998/1999

- Restructure the operating procedures for cash collections at the Memorial Auditorium and Tivoli Theatre.
- Reconciled the state income tax records to citizen residency

To perform procedural audits in the various city divisions.

- Make a proposal to present to the City administration outlining program details

Goals & Objectives

To provide an internal consulting service to the City Administration and the operating departments that assists in evaluating the operations of the various departments and strives to ensure that products and services are provided in an efficient and effective manner.

- To perform independent evaluation and quality improvement initiatives/ studies of City departments, divisions, and systems or units.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Annual cash counts completed	yes	yes	yes	yes
Number of inventory reviews conducted	3	3	3	3
Reconcile payroll bank account	weekly	weekly	weekly	weekly
Monitor issuance of police tickets	daily	daily	daily	daily

The Divisional Budget Summary for this area is included within the Finance Office Activity.

TELECOMMUNICATION & COURT SPACE USAGE

The Telephone System activity is used to accumulate all telephone related expenditures for the entire city system. All local line charges are accumulated and paid from this activity. The long distance charges are likewise paid from this activity, then charged to the incurring department as a part of their operating budget. In January, 1993, the City obtained the services of a telephone management company. Their task was to review the current telephone situation and make recommendations on how the City could improve its system. Through this alternative the City has been able to consolidate and improve its services and has resulted in significant savings. All major telephone system enhancements are charged to this area.

Goals and Objectives

To reduce cost and improve efficiency by bringing this function in-house.

- Develop a new activity within Finance and Administration department

Finance & Administration Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Telephone System</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$100,245
Operating	341,926	186,769	160,485	321,810
Capital	11,459	1,127	0	2,400
Total	\$353,385	\$187,896	\$160,485	\$424,455
Positions Authorized	0	0	0	2

In 1992, the City of Chattanooga entered into an agreement with Hamilton County to combine their previously separate jail and court facilities. Within the agreement the County government maintains the facilities and the City pays its prorata share of the space occupied for City Court, City Court Clerk's Office and the support staff. The prorata share of cost the City pays include utilities, security, maintenance and custodial services. The original agreement provided that the city would pay 29% of the total operating costs. In FY 94/95, as a result of the changing needs of City Court, the agreement was reviewed and the negotiated rate was dropped to 15%.

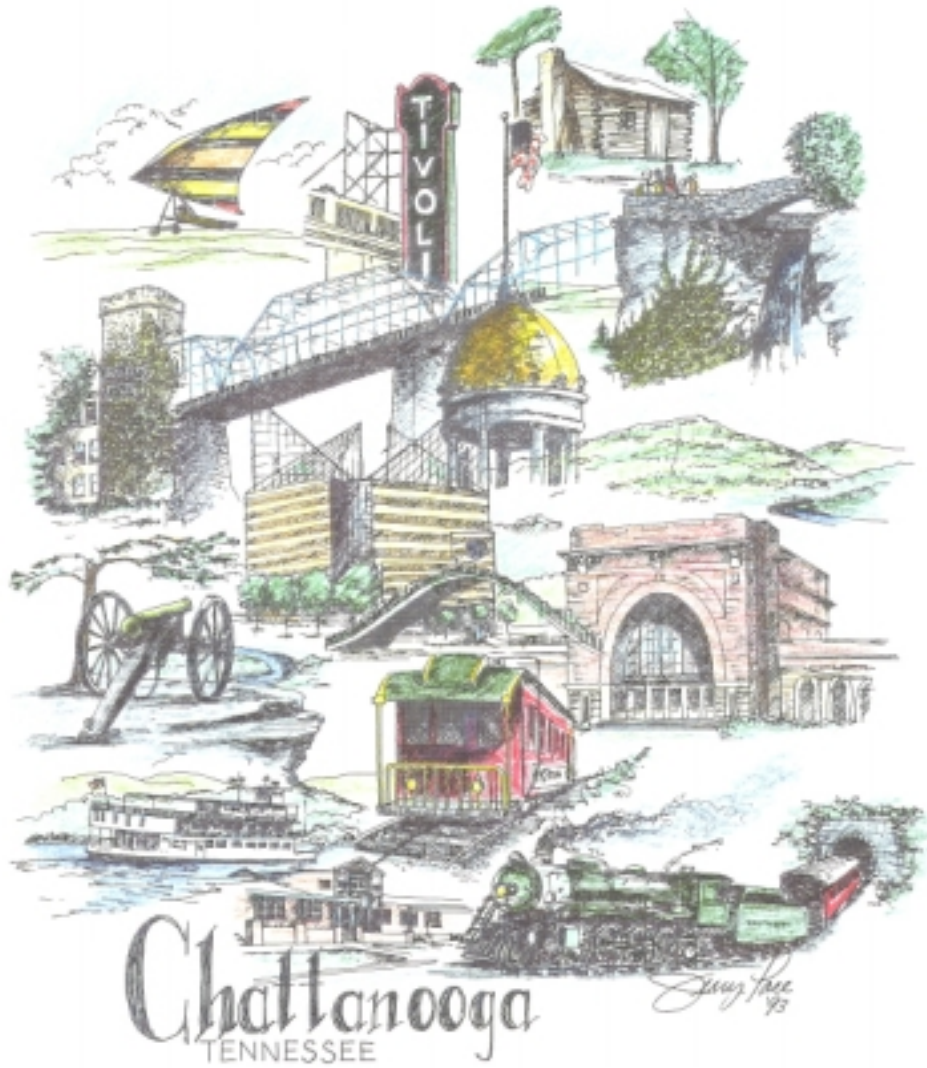
The City also pays a share of the debt service incurred when bonds were sold by the County to fund the building of the new facility. This debt service cost will be discussed in the debt service section

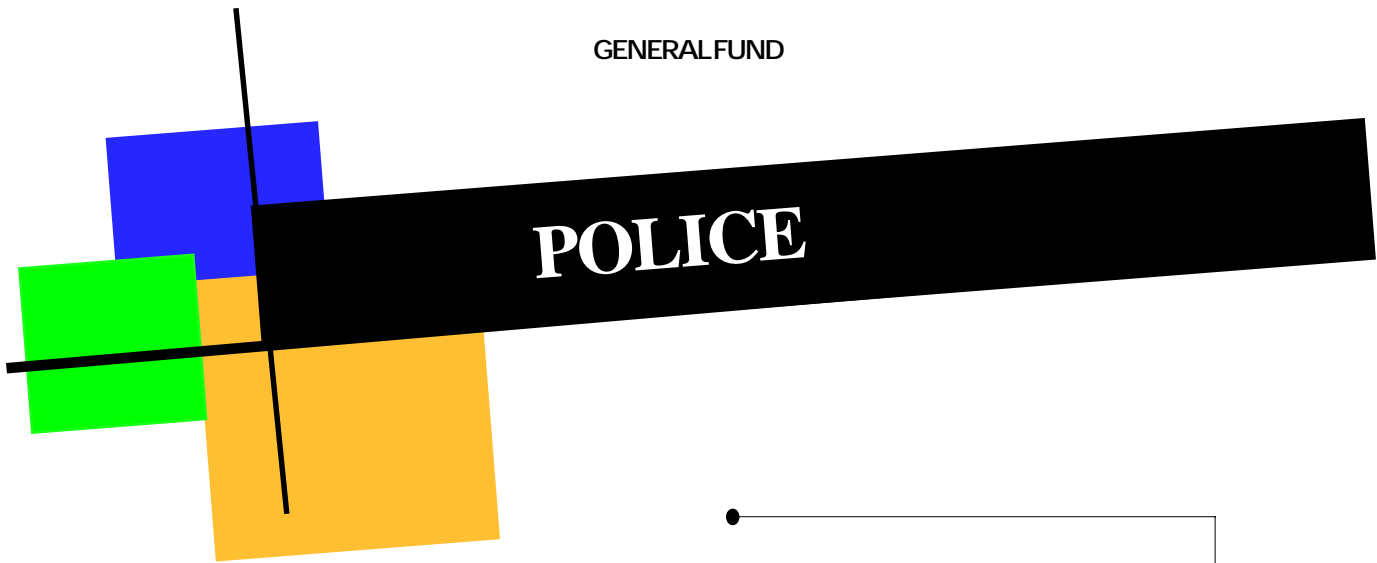
Goals and Objectives

Periodically review the space needs of City Court and the City Court Clerk's Office and negotiate with Hamilton County as necessary

- Ensure that the city pays only its fair share of space cost.

Finance & Administration Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Court Space Usage Costs</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	92,000	96,000	100,000	85,000
Capital	0	0	0	0
Total	\$92,000	\$96,000	\$100,000	\$85,000
Positions Authorized	0	0	0	0





DEPARTMENT SUMMARY

The mission of the Chattanooga Police Department is to enhance the quality of life in the City of Chattanooga by working cooperatively with the public and within the framework of the Constitutions of the United States and the State of Tennessee to enforce the laws, preserve the peace, maintain order, reduce crime and fear and provide for a safe environment.

This department consist of four major divisions: Police Administration, Uniform Services, Investigative Services,

and Support Services.

The department's responsibilities include effective and efficient police protection through investigation of criminal offenses, enforcement of state laws and City ordinances, response to citizen requests for services, and maintenance of support services.

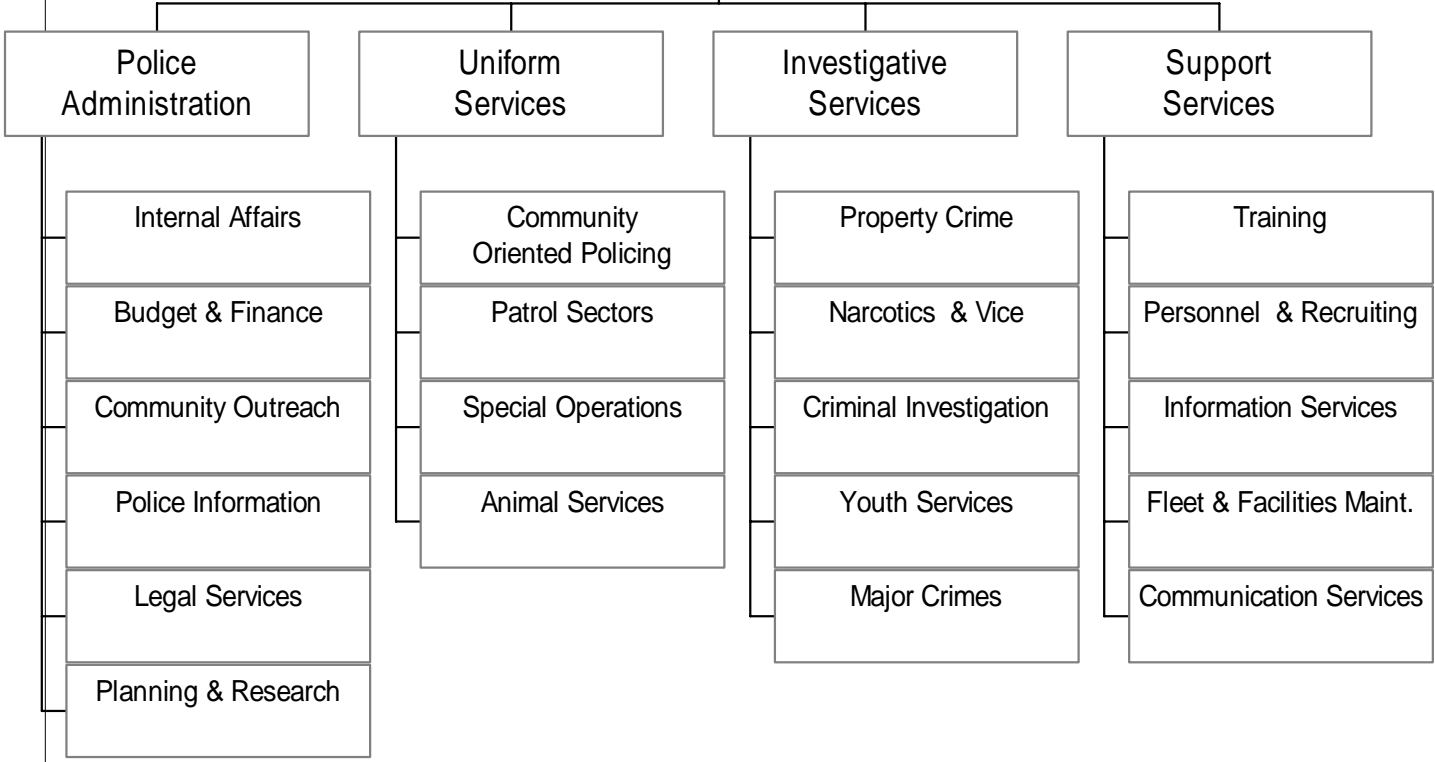
Department's Divisions	Page
Police Administration	115
Uniform Services	117
Investigative Services	119
Support Services	121

FY2000 Highlights:

- *20 new positions.*
- *New Animal Services Activity added to the Uniform Services Division.*
- *Plans to complete a major department reorganization*

Department of Police Departmental Budget Summary Fiscal Years 1997 - 2000				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$20,762,074	\$19,682,080	\$24,131,281	\$24,873,636
Operating	2,801,755	3,107,672	3,459,367	3,564,254
Capital	6,628	0	0	0
Total	<u>\$23,570,457</u>	<u>\$22,789,752</u>	<u>\$27,590,648</u>	<u>\$28,437,890</u>
Postions Authorized	609	616	695	715

Chief of Police
JL Dotson



DEPARTMENTAL GOALS & OBJECTIVES

The department has established a multi-year action plan establishing goals and objectives to be achieved. For FY 1999-2000, the goals and objectives are:

Enhance communication within the department and with the community.

- Crime prevention employees to work more closely with patrol on problem areas.
- Prepare videos about the department for use at major events and community meetings.
- Establish e-mail accounts for all personnel.
- Promote the work of the Domestic Violence Task Force.

Increase patrol and investigative uncommitted time to develop and implement initiatives in problem solving.

- Implement a fully functional Teleserve Unit.
- Reduce false alarms and associated costs.
- Redistricting based on call load and geography.

Opening a downtown precinct (Walnut street) will make officers and their supervisors more accessible to the community.

Improve accountability and discipline.

- Develop a written policy on the chain-of-command.
- Reorganize Department
- Establish written guidelines for positions throughout the department for accountability.
- Establish accountability for officers' appearance.

- Develop a City Council and court proof plan to remove problem employees.

Improve employee motivation.

- Establish a program for stress management.
- Create a daycare system.
- Develop plan for better pay and opportunities for civilian employees.
- Develop methods to recognize employee ideas and contributions.
- Develop and provide employee performance evaluation policy.

Develop and provide diversity training programs to give personnel the educational tools, knowledge and skills to do the job.

- Train employees in technology use (PCs).
- Prepare a pocket directory of City Services.
- Reduce negativity by increasing vision training.
- Link training to rank structure.
- Educate department personnel on available training resources.
- Emphasis on experienced officer in FTO Program.
- Enhance meaningful year-round task oriented training.

Improve quality of dispatchers.

Miscellaneous Objectives:

- Improve patrol/dispatcher working relationship.
- Research and development regarding more and better equipment.
- Increase computerization and decrease paperwork.
- Decentralized criminal investigations to include property crimes and narcotics.

DEPARTMENTAL PERFORMANCE MEASURES

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Sworn Officers	342	473	478	477
Sworn Officers per Capita (1,000)	3	4	4	4
Park Officers	12	5	0	0
Civilians:	4(5)	0	0	0
School Patrol FT(PT)	2(32)	5(30)	2 (33)	2(33)
Other employees FT(PT)	98	149(33)	177 (25)	175(25)
Crime Index	14,688	10,000	15,535	8,000
Crime Rate (per 1,000 population)	93.84	10	not available	8
Traffic Accidents	13,502	0	16,142	0
Speeding Tickets	not available	1,000	13,387	800
Citizen calls for Police Service	159,286	1,000	832,188	800
Average Response time (minutes)	4.12	3	not available	2.5
"911" Calls answered	not available	100,000	202,922	80,000
number of precincts	0	2	2	3

DEPARTMENTAL FY 1998/1999 ACCOMPLISHMENTS

Fiscal year 1998-1999 was a rebuilding year for the Chattanooga Police Department, literally millions of dollars were spent to bring salaries, facilities, and equipment closer to standard.

In an effort to retain and hire high quality employees the City conducted a pay plan study which resulted in our members receiving pay comparable to other Southeastern Cities of comparable size.

The second improvement made was to upgrade and improve existing computers, more than 70 personal computers were purchased and installed. In addition, 29 PCs have been ordered under a Byrne grant for the Police Record Management System.

A large number of vehicles had accumulated more than 110,000 miles, and needed to be retired. Many of those patrol cars were driven 24 hours a day for several years. One-fourth of the Police Fleet was replaced. The effort to upgrade the quality of the fleet continues.

To increase the effectiveness of the individual officers on the streets, each police car in the fleet has been equipped with fire extinguishers. In the past, officers watched a

small fire grow into a large one before the Fire Department could arrive, now officers on crash scenes and other situations involving fires, can take immediate action. The same theory is behind equipping every patrol car with a First Aid kit. When seconds count, officers will now be able to render minor medical care until Paramedics arrive.

The Police Fleet now also includes specialized-use vehicles:

- a) **Mobile Crime Scene Utility Vehicle.** This will be used primarily by the CPD Homicide Division as an on-scene Command Post.
- b) **Mobile Crime Lab.** This vehicle will aide greatly in the collection and preservation of evidence at crime scenes. This unit replaces a van, which was in poor shape and mechanical condition.
- c) **Crime Prevention Van.** This will be used in special events and in presentation of crime prevention programs to schools, neighborhood groups, churches, and other groups.
- d) **A trailer** was purchased to transport the six horses and equipment of the CPD Mounted Patrol.

Priority is high on the quality of the CPD Special Weapons and Tactics (SWAT) Team. To increase the unit's effectiveness, a number of items were added to their inventory:

- a) Night Vision Scope.
- b) 37mm Multi Launcher.
- c) 2 Shotguns.
- d) H&K .45 caliber pistols with light mounts for each team member.
- e) Body armor was upgraded to Level 3; 25 vests.
- f) 24 M-14 rifles.

The Columbine High School shooting in Littleton Colorado was just one more in a string of incidents which have demonstrated the necessity of having officers prepared for any situation. In order to enhance the effectiveness of SWAT, should any situation arise in Hamilton County schools, a laptop computer has been dedicated to SWAT for storing floor-plans and blue prints of all such schools.

One key indicator of a police officer's professionalism and pride in the organization is the way he or she maintains their uniform. Chattanooga officers were at a disadvantage when it came to cold weather gear, because a wide assortment of coats, jackets and parkas were being worn. The Chief ordered that each officer be equipped with a Thinsulate new winter jacket, a total of 435 were purchased.

Two hundred and sixty five officers were wearing body armor that exceeded the manufacturer's recommended life span for such equipment. New levels two and three body armor for rank and file officers were purchased.

Given the demographic projections for the next century, which show a continuing influx of people from other cultures moving into the Chattanooga area every member of the Department, both sworn and civilian, (approximately 600 people) were

required to attend Human Diversity and Community Partnership Training. The purpose was to create an awareness and sensitivity about the diversity in our communities. Approximately 300 community members were invited to take part in the two-day workshop. The training was led by the National Organization of Black Law Enforcement Executives (NOBLE).

Traffic crashes cause countless millions of dollars of damage each year. Any damage estimate must include property damage, health care, lost wages, the cost of emergency responders, physicians, insurance impact, and other considerations. Clearly it is more effective to **prevent** such situations, rather than merely **react** to them. The CPD Traffic Division has acquired 22 new radar guns to be used in the CPD Speed Reduction Program.

To enhance the training of officers 12 specialized schools were held at the Chattanooga Police Department, with approximately 360 officers enrolled. The schools covered such topics as "Managing and Controlling Aggressive and Assaultive Behavior", "Criminal Investigative Techniques", "Drug Interdiction for the Street Officer", "Problem Solving Skills for Effective Leadership", "Kinesic Roadside Interview Techniques", "Advanced Criminal Investigative Techniques", and "Team Building and Officer Motivation Skills", among others.

To insure that the policies, practices and procedures of the Chattanooga Police Department are effective, efficient, and up to speed with the rest of the nation,

a consultant has been hired to make recommendations.

A precinct was opened at the Eastgate Town Center for officers in the Brainerd and East Brainerd areas, making these officers and their supervisors more accessible to the community.

The Police Services Center building has been the site of numerous improvement projects:

- 1) The first major reroofing project since the building's construction was completed.
- 2) The 2nd floor of the 911 Building was renovated for Police Administration.
- 3) Efforts were made to increase the physical security of the Eastgate Precinct, and the Police Services Center.
- 4) Extensive landscaping has been done. Overgrown trees have been trimmed or removed, fences are being replaced and their height increased for security. Dead or dying shrubs and bushes have been replaced with more attractive plants.
- 5) To ease a critical overcrowding of parking lots, a new parking area was constructed for civilian employees. Extensive repairs have been made to the asphalt in the parking lots used for patrol vehicles and for public parking.

A large part of collecting evidence at a crime scene involves photography. Quality processing of these photos is necessary to create a case which leads to the conviction of those responsible. A new photo processing machine was purchased when the previous photo processing machine became worn beyond the point of repair.

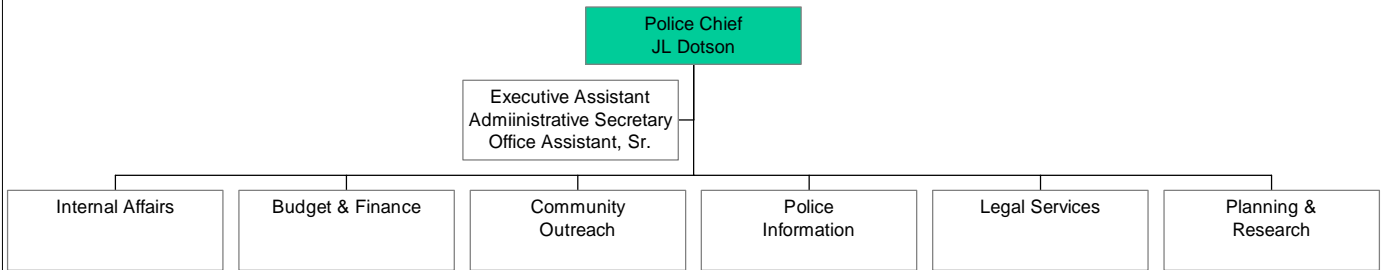
In the office of Budget & Finance an MBA was selected to serve as a Grant Specialist, which will lead to greater use of grant funds for a

host of uses, from hiring more police officers, to acquiring specialized equipment or for funding special programs such as combating under age drinking, child abuse, domestic violence, or gangs. A Safety Coordinator was hired to investigate, document and track accidents as well as for ADA and OSHA compliance for the department. A quantitative normative model for take-home police cars was developed and implemented. This model was later published in the national law enforcement journal titled "Sheriff" and was well received by other law enforcement agencies across the country. Four other publications authored in the division appeared in national law enforcement journals during the year. Additionally, the division wrote and got approved for execution three new policies and procedures, Fiscal Procedures, Compensation & Benefits policy and procedures, and Health & Safety policy & procedures.

The of Community Outreach implemented the following programs: Chattanooga Police Officer Next Door Program, Chattanooga Police Toastmasters Chapter# 6323, The Chattanooga Police Foundation, the Citizen Review Committee, The Citizen Police Academy, Alumni Association, and the Mentoring Program.

These are small steps towards completing the "big picture" for the CPD. With the continued support of our citizens, Council and Mayor, we will be able to provide the best quality Police protection possible.

POLICE ADMINISTRATION



Police Administration is comprised of seven sections, Office of the Chief, Internal Affairs, Budget & Finance, Community Outreach, Information Services, Legal Services, and Planning & Research. Services provided by this division are leadership, management, and administration for the Police Department; planning and research studies; policy and procedures; coordination of all the fiscal operations.

Office of the Chief. The Chief of Police is appointed by and responsible to the Mayor and City Council for the day-to-day administration and tactical operation of the Chattanooga Police Department. In fulfilling these responsibilities, the Chief has created a command staff to advise him in his decision making. The composition of the command staff includes the operational commanders of the three major field commands, Uniform Services, Investigative Services and Support Services. Additionally, six staff advisors assist the Chief as members of the

command staff. These include Planning & Research, Internal Affairs, Budget & Finance, Community Outreach, Legal Services, and Police Information.

Office of Internal Affairs. The Office of Internal Affairs is responsible for the investigation of allegations of criminal conduct and/or policy violations by members of the department. Additionally, the commander of this element is responsible for the administration of the Citizens Review Committee and the Administrative Review Committee.

Office of Budget & Finance. The Office of Budget & Finance consists of seven units, viz.: budget; grants; specialized funds & travel; accounts payable & contracts & requisitions; safety & health; payroll; and time & attendance.

Office of Community Outreach. The Office of Community Outreach serves as a liaison between the Police Department and all segments of the community. It develops partnerships with corporate, civic, religious, educational and community groups, in an effort to imple-

ment programs that provide positive interaction with the Police Department and the community.

Office of Police Information. The Office of Police Information is responsible for the departments liaison and relations with the electronic and print media. The Director of Police Information drafts press releases as well as acting as the departments principal spokesperson. The office serves as a key function in the implementation of Community Oriented Policing, and implements a proactive Public Relation program.

Office of Legal Services. The Office of Legal Services provides legal support for the Office of the Chief and all other elements of the department. In addition to providing legal advice to operational and administrative personnel, the legal advisor is instrumental in the formulation of new policy and the drafting of new legislation on law enforcement issues for review and implementation by the City

Council and the State Legislature.

Office of Planning & Research. The Office of Planning & Research embraces three functional areas including Accreditation & Standards, Crime Analysis & Research and Planning & Special Projects.

The Accreditation & Standards function is responsible for the management of the accreditation process. The Commission on Accreditation for Law Enforcement Agencies (CALEA) has established 439 professional standards embracing every aspect of law enforcement operations. These include administration, personnel, patrol, investigations, traffic, records, evidence and property.

The three primary functions of the **Crime Analysis** Unit are Administrative function, which is used by the command staff, managers, standing committees, and administrators for memoranda, staff studies, cyclical reports, proposals and long range plans.

Strategic function which is used by planning agencies, crime prevention units, community relation task forces and patrol/investigative commanders for formal proposals, mid range plans, summaries, and/or manuals.

Tactical function which is

used by operations units, investigative units, specialized units and other law enforcement agencies for bulletins, hot sheets, summaries, face-to-face communications and short range plans.

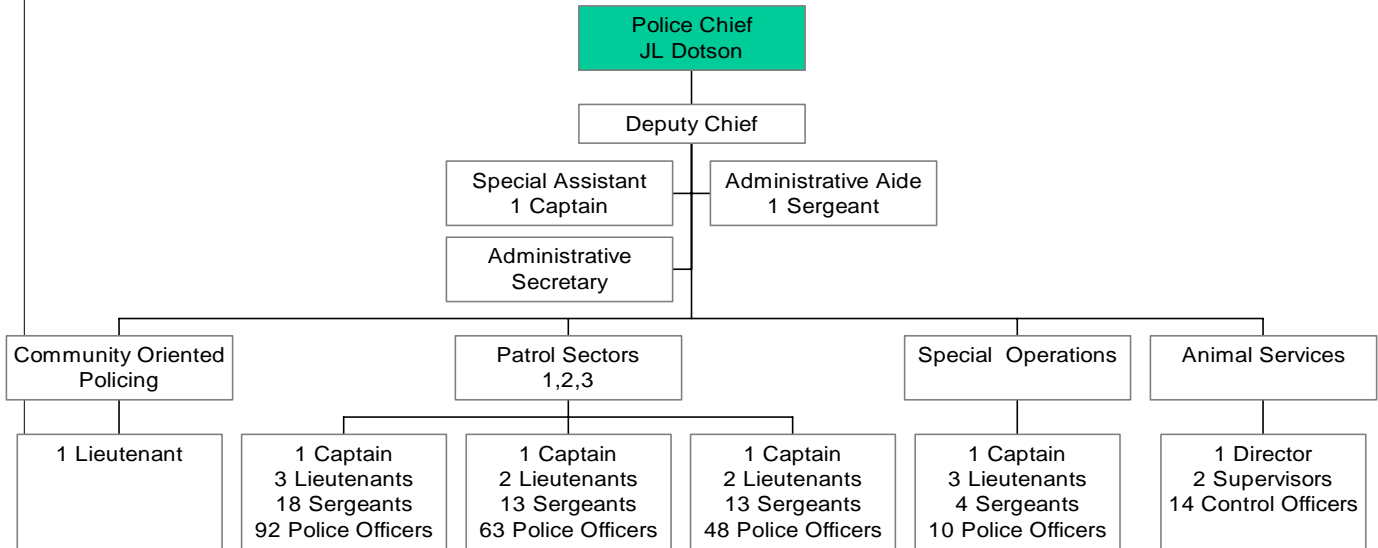
The **Planning and Special Projects Unit** is responsible for researching various topics and accepted theories pertaining to law enforcement. The unit is also responsible for evaluating and developing the strategic and long range goals and objectives of the department. These long range goals include

the current **"multi-year plan"** which is now in progress. In addition to the above-mentioned areas, the unit also responds to requests for information from outside agencies and prepares computer generated and standard responses to those requests.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Total number of investigations	176	100	197	95
Number of criminal conduct cases	2	0	2	0
Number of policy violations	33	0	47	0

<i>Division: Administration</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$299,546	\$1,027,721	\$1,131,882
Operating	0	5,034	322,745	386,551
Capital	0		0	
Total	<u>\$0</u>	<u>\$304,580</u>	<u>\$1,350,466</u>	<u>\$1,518,433</u>

UNIFORM SERVICES



The Uniform Services Command consists of the Community Oriented Policing - Crime Prevention - Housing Liaison, Patrol Division, Special Operations Division, and Animal Services. The mission of this element is the delivery of police and ancillary services directly to the members of the community.

Community Oriented Policing. The Community Oriented Policing Unit is responsible for the coordination of community policing training and community police partnerships, (which includes attending community meetings to identify ways in which human diversity impacts communication and collaboration between police and the community). To perform any other duties assigned by the Deputy Chief of the Uniform Services Command. The Office of Community

Oriented Policing also supervises the Crime Prevention Unit. This unit is responsible for setting up new neighborhood groups, establishing “watch groups”, attending community meetings, giving crime prevention presentations, conducting residential and business security surveys.

Patrol Sectors. The primary and secondary duties are as follows: To provide law enforcement and protection to all residents and businesses within the boundaries of the sector by enforcing all state laws and city ordinances within its jurisdiction. To prevent crime, make reports of crime and keep statistics to provide data for anti-crime programs and operations. To make the streets and highways safe while improving the quality of life for all within its boundaries. To work in conjunction with the other two sectors to accomplish the same task for the entire city. To maintain these duties by providing

Lieutenants, Sergeants and an adequate compliment of patrol officers’ twenty-four hours a day, seven days a week. To attend to the overall well being of the community by personal and professional relationships between the citizens and the police.

Special Operations. The Special Operations Division is divided into a number of different functions that utilize department members in highly specialized and technical roles that extend beyond those normally expected of police officers in the performance of their duties. The units assigned to Special Operations are listed below with a brief summary of their duties.

SWAT: The officers are trained in the handling of hostage taking incidents, barricaded gunmen, high risk warrant service, dignitaries protection, intelligence gathering, counter-terrorism (domestic), and training of other officers in tactical operations. All of these

functions involve highly specialized training and great levels of personal commitment by the officers. All of the tasks listed above require close working relationships with many different agencies, including federal, as well as the military. The SWAT Team supports the Uniformed Services Command by performing those tasks that are beyond the scope and training of officers handling regular day-to-day patrol duties. In the community policing aspect, SWAT serves as both advisors and consultants for schools and businesses to increase security and also provides speakers for civic groups. The Chattanooga Police SWAT Team is considered the regional expert for the type operations they carry out.

Hostage Negotiation Team: The officers assigned to HNT work closely with SWAT in those incidents requiring dialogue with offenders. They are extensively trained in dealing with people under stress or in crisis situations. They assist in many facets of special operations work, serving as command post personnel, debriefs, and advisors for tactical officers. They also work as intelligence collectors for SWAT.

Explosive Ordnance Disposal: The officers assigned EOD duty are graduates of military schools dealing with explosives and the disarming of explosive devices. They handle bomb threats, disposal of explosives, training, and work with SWAT in the event an explosive entry is to be made or booby-traps to be disarmed. The equipment they use is highly technical and very expensive. They work closely with other agencies, particularly the Secret Service on dignitary protection assignments.

Perimeter Team: Officers assigned duty with the Perimeter Team are trained by and work with SWAT. They assist SWAT on incident response, utilize special equipment, and perform duties as required by the SWAT commander.

Special Response Group: Officers who volunteer for this duty will

serve as support for Special Operations. They will receive specialized training in crowd control and the handling of special events that might fall outside the purview of other police units. They will receive special equipment and SWAT will provide training. (This unit is in its formative stages and is not operational at this time. Estimated date of inception is mid-November 1999.)

Traffic Division: The officers assigned to Traffic Division perform a wide variety of functions. The list of their duties, while not all inclusive, is attached. These officers are highly trained in all aspects of traffic enforcement, including specialized technical training for the equipment that they use in the course of their assignment.

TRAFFIC DIVISION: Investigate all fatal collisions ;investigate collisions involving city vehicles, all emergency vehicles and Hamilton County school buses, which occur within the City limits of Chattanooga; Investigate Hit and Run collisions; Maintain accident files; Traffic enforcement; DUI & underage drinking enforcement Motorcycle escorts for VIP's and parades; Training other divisions and academy classes on accident investigation; Safety education in school sand at community meetings (i.e. DUI instruction and RISK Watch); Coordinate traffic flow at special events; Track and sell seized vehicles; Maintenance of radar equipment; Investigate traffic complaints from citizens and other officers; Cooperate with City Traffic engineers on speed surveys and traffic problems and accident studies

School Patrol: The members of this civilian auxiliary to the department work as traffic control at area schools for the safety of students. They are also an invaluable source of support for any special events that require manpower to handle traffic control when regular officers are not available. They are available to handle assignments that call for an official presence but not necessarily

requiring a sworn officer.

K-9 Units: These officers and their dogs train under the auspices of Special Operations. They are assigned to the zones within the sectors to assist Uniformed Services with felony apprehensions, drug interdiction, and crowd control. They also assist EOD with bomb detection in the dignitary protection and building security role.

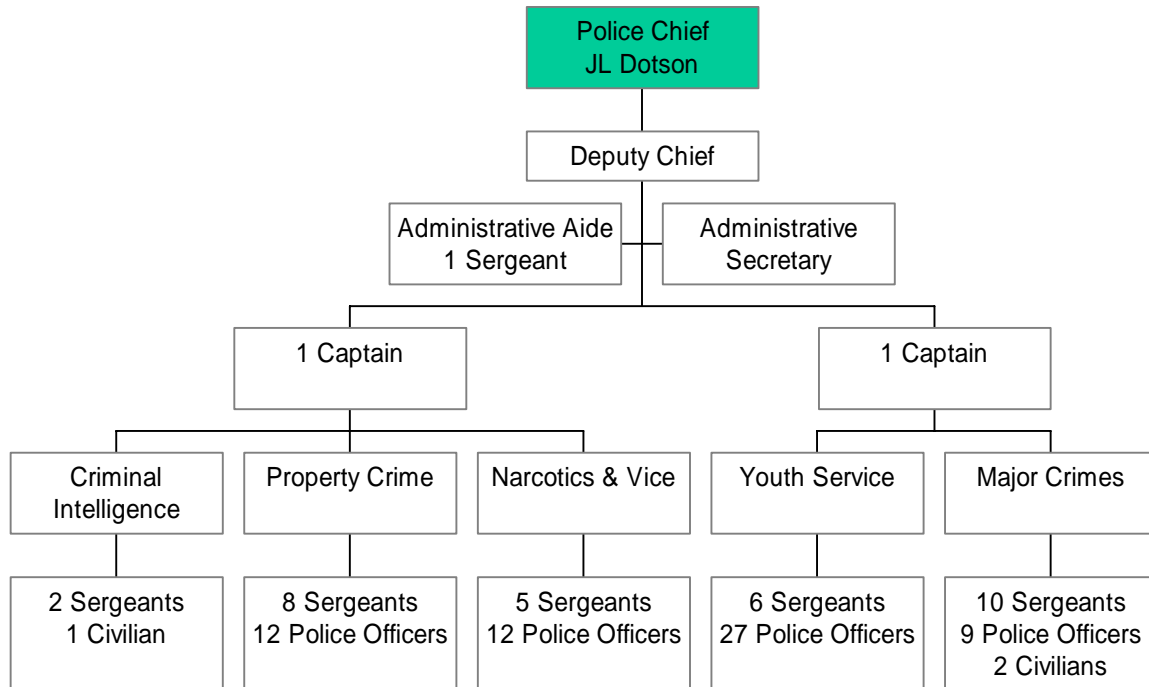
NOTE: SWAT, HNT, EOD, Perimeter Team, and SRG are all voluntary assignments and as such are collateral duties for officers in regular duty roles in all departmental commands. They are set apart by their training and commitment to their tasks.

Animal Services Division. The purpose of the Animal Services Division is to provide essential animal services to the residents of Chattanooga through the enforcement of animal related codes as stated in the Tennessee Code and City Codes; the licensing and permitting of animals; the providing of safety and educational programs; the attempt to resolve animal related problems by education or advise; and the providing of emergency and rescue services.

Responsibilities include: educating citizens to be responsible animal owners and/or caretakers , the field return of lost animals to their owners, patrol requests, trespassing dogs & cats, requests for humane live capture traps to capture nuisance animals, the investigation of animal cruelty and animal nuisance complaints, the enforcement of a rabies control program, the administration of a low cost sterilization program, vicious animal complaints and resolution, barking dog complaints and humane solutions, injured and/or animals in distress rescues, police department and other calls for

Department of Police Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Uniform Services</i>				
	Actual FY 96 /97	Actual FY 97 /98	Budget FY 98 /99	Budget FY 99 /2000
Personnel	\$0	\$18,184,542	\$13,324,745	\$12,975,075
Operating	0	1,634	197,395	330,876
Capital	0		0	
Total	\$0	\$18,186,176	\$13,522,140	\$13,305,951

INVESTIGATIVE SERVICES



The Investigative Services Command consists of the Property Crimes/Organized Crime Division and the Major Crimes/Youth Services Division. Their mission is the follow-up investigation of cases initiated by the Uniformed Services Command the initiation of investigations requiring specialized knowledge and skills.

The Criminal Intelligence Unit of the Chattanooga Police Department is established to manage the collection, analysis and distribution of data to the enforcement units within the department concerning those individuals, groups, businesses, and situations which, by their nature or intent, are involved in

unlawful activity; and to maintain liaison with other local, state, and federal agencies charged with similar responsibilities. The CIU also assists other investigative units of the department with technical and operational support. An example of this is the Polygraph section of this unit who administers pre-employment screening examinations to all entry and non-entry level applicants to the police department, as well as assists the Chattanooga Fire Department with their applicant screening process. They also assists the Investigative Services Division with polygraph services at the follow-up stages on request.

Property Crimes Unit The Property Crimes Division is divided into four working units.

These are the Burglary and Robbery, Auto Theft, Fraud, and the Pawn Shop detail.

Burglary and Robbery Unit is responsible for investigation all burglaries and robberies in the city.

Auto Theft Unit investigates all reported thefts of autos, trucks, boats, trailers, and sport vehicles.

Fraud Unit investigates forged and fraudulent checks, credit cards, embezzlements, and con games.

Pawn Unit checks daily records that are sent in from pawn shops against reported stolen property, aide citizens in recovering their stolen property, and assist detectives in identifying those that pawned the stolen property for prosecution.

The **Organized Crime Unit** is comprised of the Vice, Narcotics, and Computer Forensics units of the Chattanooga Police Department.

The Organized Crime Unit investigates ongoing criminal enterprises dealing with but not limited to narcotics, prostitution, gambling, obscenity, and sexually oriented businesses.

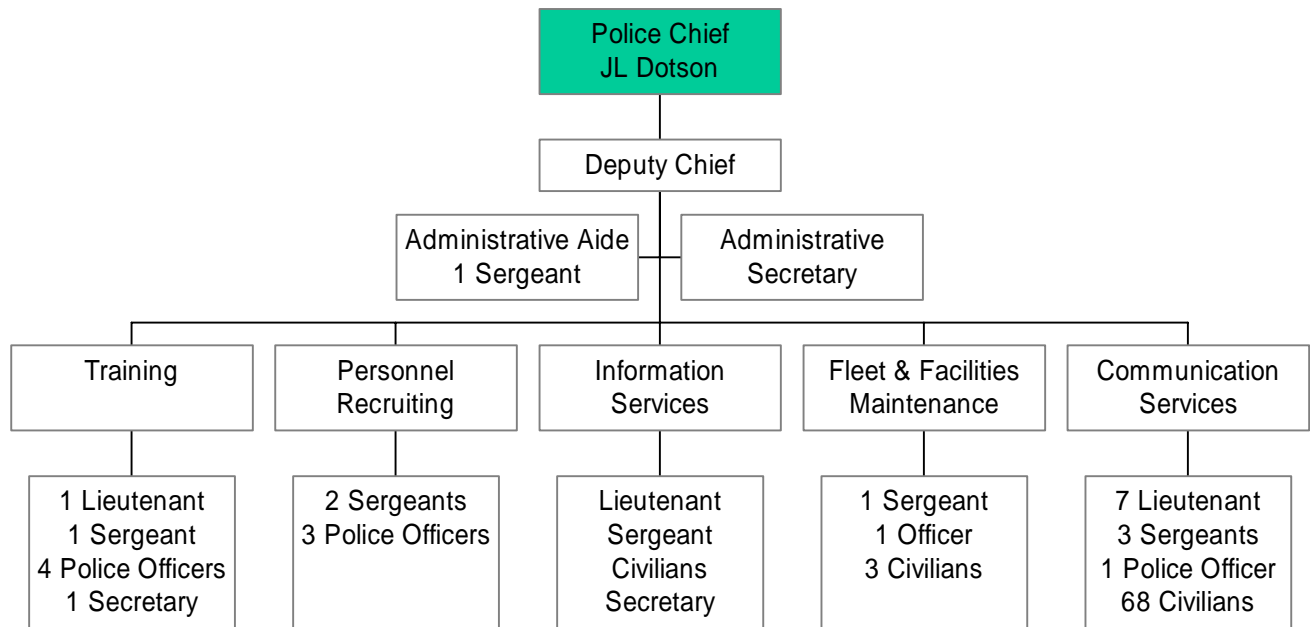
Youth Services Division. The Youth Services Division of the Chattanooga Police Department has seven separate units which investigate crimes against juveniles (Child Abuse Unit), teach the dangers of drugs, alcohol and youth violence (D.A.R.E), investigates crimes committed by juveniles and missing persons (Juvenile Unit), investigates gang related crimes and criminal gangs (Gang Unit), organized youth athletic league (P.A.L.), Boy Scout Explorer Unit (Explorers), provides mentoring police officers to area high-schools and middle schools (SRO Unit).

Major Crimes Division. The Major Crimes division is made of five units, Homicide, Identification, Crime Stoppers, the Fugitive Unit, and Domestic Violence.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
<u>Burglary:</u> Property cases investigated	2,924	1,000	3,094	850
Value of recovered property	\$376,545	N/A	\$400,768	N/A
Clearance rate	22%	100%	23%	100%
<u>Auto Theft:</u> Number of cases	1,764	500	1,965	500
Value of recovered property	\$6,547,325	N/A	\$6,378,422	N/A
Clearance rate	33%	100%	35%	100%
<u>Fraud:</u> Number of cases	415	250	435	250
Clearance rate	66%	100%	63%	100%
<u>Narcotics:</u> \$ value seized	\$1,378,454	N/A	\$1,490,550	N/A
Weapons	19	N/A	20	N/A
Vehicles	28	N/A	33	N/A

Department of Police Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Investigative Services</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$1,649,660	\$5,179,061	\$5,152,734
Operating	0	0	176,838	235,868
Capital	0		0	
Total	\$0	\$1,649,660	\$5,355,899	\$5,388,602

SUPPORT SERVICES



The Support Services Command is made up of the Training Division, Fleet/Facilities Management Division, Information Services Division, Personnel & Recruiting Division, Communication Services Division, Court Liaisons, Alarm Regulation and Federal Task Forces. The mission of the command is to support all other elements of the department in the functional areas cited above.

Training. The Training Division of the Chattanooga Police Department major function is to determine the interest and concern the department has for the self-improvement and personal development of its employees. The training standards established by the Training Division must meet depart-

mental guidelines as well as those established by the P.O.S.T. Commission.

Personnel and Recruiting. The Chattanooga Police Department Personnel and Recruiting Section has the following general responsibilities: the recruitment of new employees, the management and tracking of openings in the department, the tracking of all second employment and the management of the vehicle take home program.

Information Services. The Information Services Division maintains an integrated, centrally controlled comprehensive records management system that concerns all police and criminal justice related records. This division, while varied in its responsibilities, must meet the requirements set forth by all state and federal laws and requirements for the mainte-

nance, dissemination and the destruction of police records and reports.

Fleet & Facilities Maintenance. The Building and Fleet Maintenance Division has two major areas of responsibility. The first involves the physical maintenance and upkeep of the Police Services Center and all Police Department controlled properties and buildings. The second is the maintenance and issuance of police department owned vehicles to approved employees.

Communications Services. The Communications Services Division consists of two separate but equal units. The first is the Communications Division. This centralized division, is responsible for all incoming calls for service to the police department whether they are emergency or non-emergency. The Communi-

cations Division is also responsible for the dispatching of all calls for service. This division is responsible for notifying all personnel on major events and occurrences.

The other division under the Communications Division is the Property and Evidence Section. This division is responsible for the receiving, the protection, preservation and dissemination of all evidence and property collected, found or processed by members of the Chattanooga Police Department.

Federal Task Forces. The purpose of the Federal Task Forces is to provide manpower to various federal agencies to assist with long-term investigations for crimes which violate Federal Code. These investigations normally result in the defendant receiving longer prison terms and the department receiving funds through asset forfeiture to cover the expense of our officers' involvement in the investigation.

1. FBI Safe Streets Task Force - Currently consists of one sergeant and two officers. Sgt. Paul Lee will be coming back to the department in September.
2. DEA Task Force - Currently consists of one sergeant and one officer.
3. ATF Task Force - Currently consists of one sergeant.

Alarm Board Division. The purpose of this division is to

Department of Police Divisional Budget Summary Fiscal Years 1995 - 1998				
<i>Division: Support Services</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$1,314,662	\$4,599,754	\$5,613,945
Operating	0	0	2,762,389	2,610,959
Capital	0	0	0	0
Total	\$0	\$1,314,662	\$7,362,143	\$8,224,904

investigate alarms received from businesses and residences on an ongoing basis that prove to be false and a waste of manpower. There are plans in process to create an ordinance to fine homeowners and business owners who have an excessive amount of false alarms during a period of time due to a malfunctioning burglary or robbery alarm. This division is currently staffed with one captain, one lieutenant and one officer.

Court Liaison Division. The purpose of this division is to provide a better working relationship between the Chattanooga Police Department and the court system. This division provides support to the Hamilton County Grand Jury to insure officers appear before the Grand Jury on their appointed date and time. This division serves as the liaison between our department and the District Attorney's Office and provides an additional degree of security and officer presence in the Courts Building.



FIRE

DEPARTMENT SUMMARY

The mission of the Chattanooga Fire Department is to improve the quality of life for Chattanooga residents by protecting lives and property through fire suppression, rescue, emergency medical care, fire investigation, fire prevention and community education. The department is comprised of four major divisions, including Administration, Operations, Fire Prevention and Training.

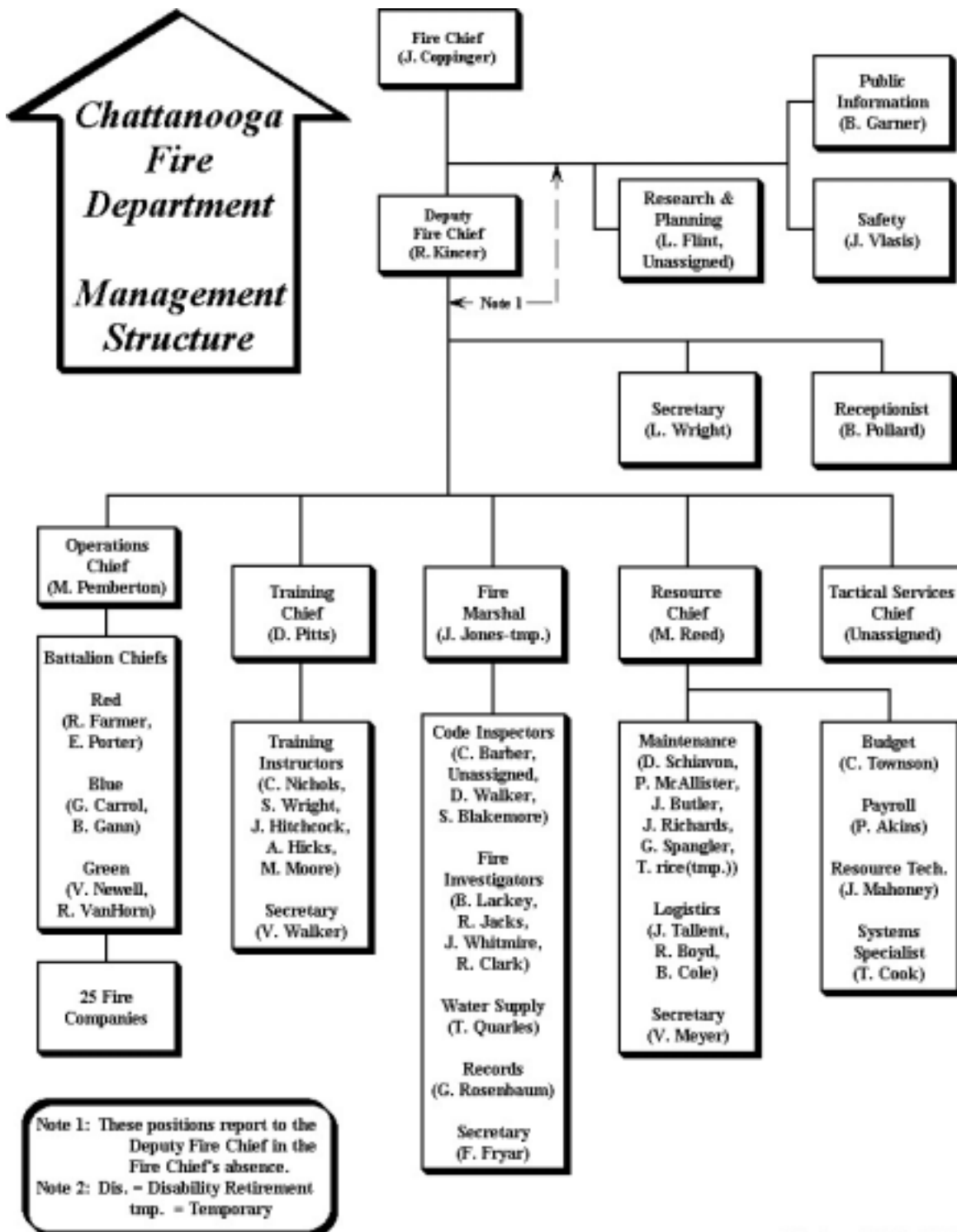
Administration is responsible for general policy and direction of the department. Planning, organizing, staffing, developing, coordinating, reporting, budgeting and public relations are also basic responsibilities of Administration.

The *Fire Prevention Bureau* is responsible for a vigorous, proactive campaign in codes enforcement, ensuring compliance with safety ordinances for all buildings in Chattanooga. Bureau inspectors are also involved in public education, conducting numerous fire safety presentations at schools, housing developments and businesses. Fire Investigators are firefighters who have special training and police powers. It is the Fire Investigator's job to determine the cause and origin of fires. If the crime of arson is involved, fire investigators will pursue any leads to arrest the person or persons responsible.

FY2000 Highlights:

- 15 new positions.
- Upgrade of Fire Code Equipment
- New training initiative

Department of Fire Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Fire</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	15,321,082	15,675,021	15,994,077	16,436,062
Operating	3,872,385	2,934,474	2,819,876	2,866,355
Capital	0	0	0	0
Total	19,193,467	18,609,495	18,813,953	19,302,417
Positions Authorized	363	368	389	404



FIRE

The *Operations Division* is the largest and most visible component of the Chattanooga Fire Department. Nearly 400 highly trained and dedicated firefighters respond to more than 11,000 emergency calls a year. When not responding to calls, firefighters stay busy checking hydrants, drawing up pre-fire plans for area businesses and training.

The *Training Division* is responsible for conducting 14-week fire academies that provide intensive training for new recruits. This division also provides 40 hours of in-service training for all sworn personnel on an annual basis.

Major Accomplishments for Fiscal Year 1998/99

With support from the Mayor and City Council, the Chattanooga Fire Department increased staffing in the Fire Training Division, enhanced the training curriculum for all firefighters, increased staffing levels department-wide, increased salaries to competitive levels and acquired additional state-of-the-art equipment.

Goals and Objectives

To effectively respond to all emergencies where our services are needed, whether it be for fires, medical and rescue emergencies or hazardous materials accidents.

- To respond to all emergencies in the most efficient, cost-effective manner possible.

To maintain the department's Insurance Services Office (ISO) Class 3 rating.

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

To maintain our involvement with the community by visiting schools and businesses.

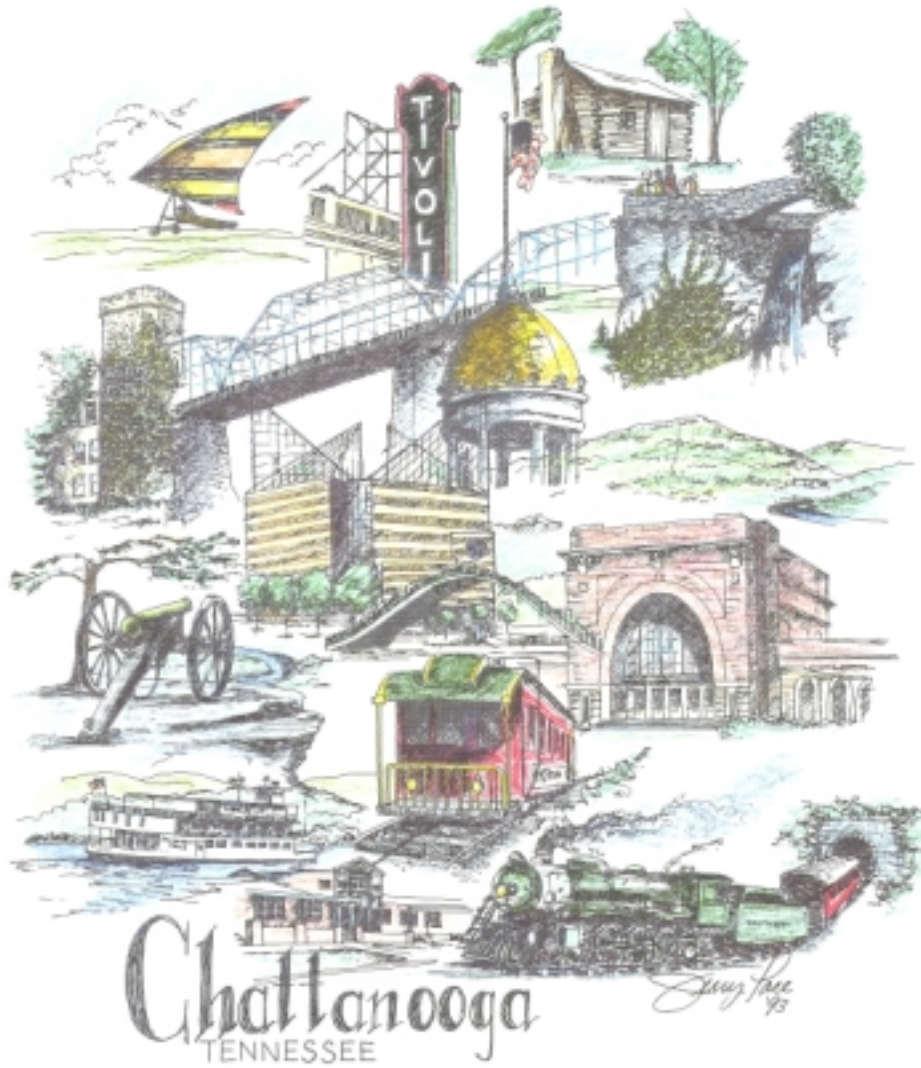
- To enhance our involvement with the community by visiting more schools and businesses, and conducting home safety checks.

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

- To expand firefighter training by including a "customer service" curriculum in in-service training to further enhance relations with those we serve directly on emergency calls, and with the public at large.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Fire Calls	1,246	950	1,213	1,152
First Responder Calls	6,367	5,500	6,559	6,887
# of emergency calls	11,493	10,000	11,649	12,231
Fire prevention inspections	2,030	2,500	2,062	2,475

Department of Fire Divisional Budget Summary Fiscal Years 1997 - 2000				
Division: Fire				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	15,321,082	15,675,021	15,994,077	16,436,062
Operating	3,872,385	2,934,474	2,819,876	2,866,355
Capital	0	0	0	0
Total	19,193,467	18,609,495	18,813,953	19,302,417



PUBLIC WORKS

DEPARTMENT SUMMARY

The mission of the Public Works Department is to maintain the basic infrastructure of the City of Chattanooga and to continually improve services in meeting the expectations of our customers. Construction and maintenance services include: street repair; curbs, gutters, and sidewalks repair; bridges and storm sewer repair. Other services include street cleaning, garbage collection, recycling collection and drop-off, brush and trash collection, sanitary landfill operation, traffic control, and building inspection and code enforcement.

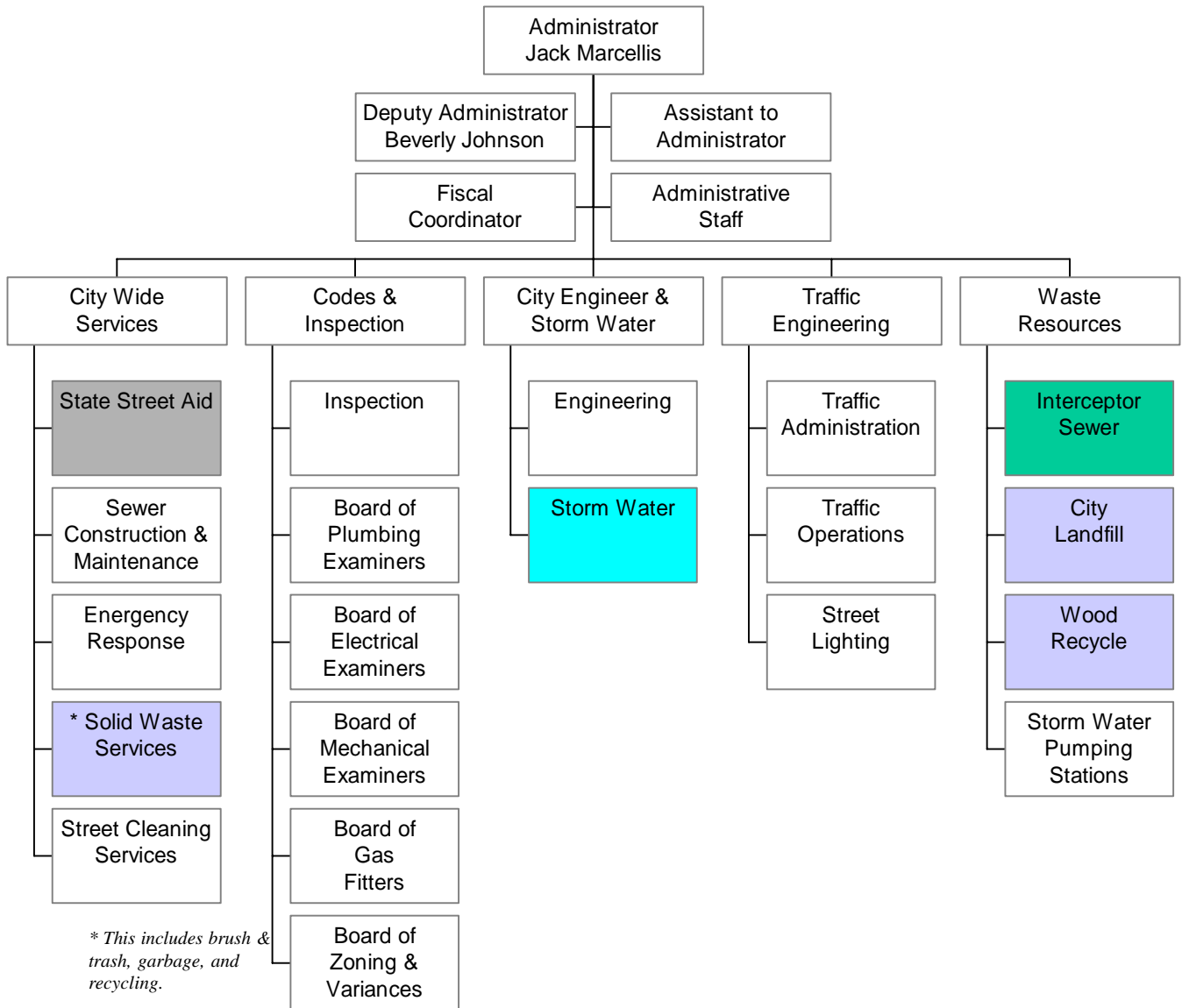
The Public Works Department is also responsible for the sanitary sewer and storm water systems. Major capital projects such as street paving and rehabilitation, and bridge rehabilitation are also handled by the department. With its staff of over 600 employees, the Department aims to provide quality and efficient service in a timely manner to ensure the safety and welfare of all Chattanooga.

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PUBLIC WORKS Departmental Budget Summary Fiscal Years 1997 - 2000				
	Actual <u>FY 96/97</u>	Actual <u>FY 97/98</u>	Budget <u>FY 98/99</u>	Budget <u>FY 99/2000</u>
Personnel	\$7,257,529	\$6,811,959	\$7,555,000	\$7,926,098
Operations	6,470,220	6,374,172	7,919,213	10,490,733
Capital	22,450	10,471	0	0
Total	<u>\$13,750,199</u>	<u>\$13,196,602</u>	<u>\$15,474,213</u>	<u>\$18,416,831</u>
Positions Authorized	236	219	233	240

FY2000 Highlights:

- *Added two (2) new Positions*
- *Transferred Streetlighting activity from General Services to Public Works.*



Note 1: Color boxes represent Non General Fund Functions, information will be presented in other sections.

Note 2: Same color boxes are related

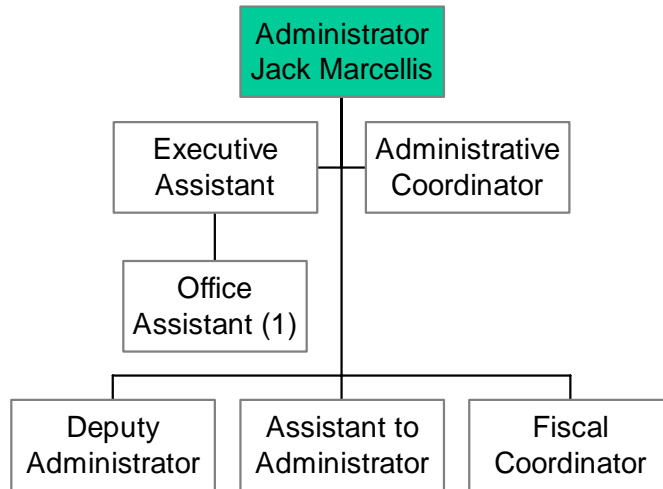
ADMINISTRATION

Public Works Administration is responsible for providing management coordination, including policy and budget, for the five operating divisions of the department. This office also operates the Public Works Action Line, taking requests for services from our customers.

Goals and Objectives

To improve coordination between the various divisions to better carry out the overall plans of the department.

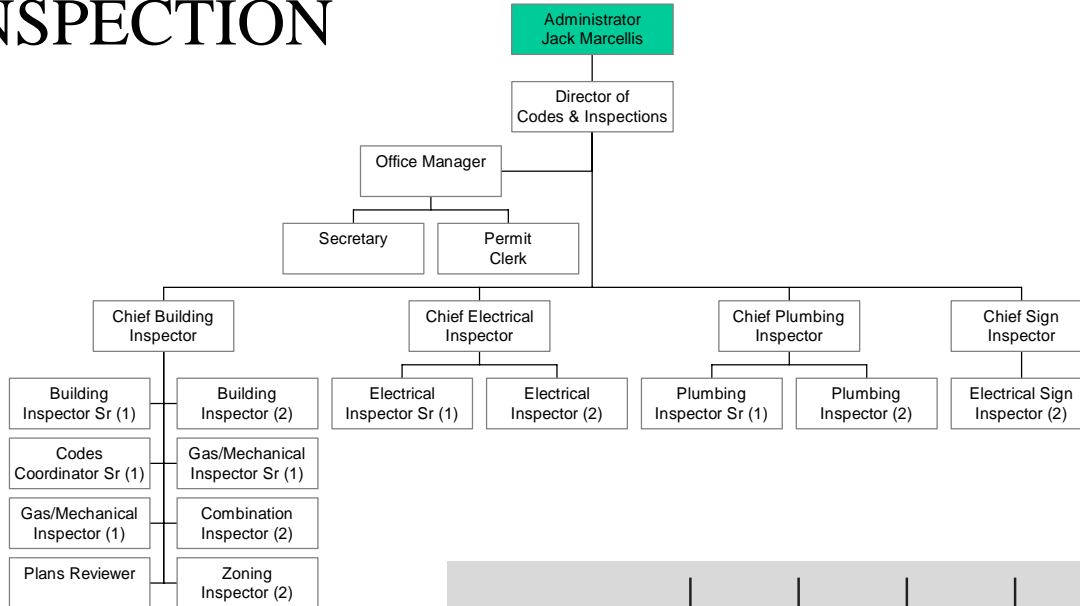
- Conduct weekly staff meetings.
- Monitoring departmental budget.



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
\$ budget in PW (budget vs actual)	13,196,602	14,268,210	15,474,213	18,416,831
Conduct Weekly Staff meetings	Yes/52	52	Yes/52	52

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$340,347	\$388,438	\$443,673	\$419,633
Operating	32,272	25,264	32,280	32,710
Capital	0	37	0	0
Total	\$372,619	\$413,739	\$475,953	\$452,343

INSPECTION



The Inspection Division is responsible for enforcing the regulatory codes and ordinances dealing with building codes adopted by the City of Chattanooga. This office issues permits governing housing, building construction, electrical, plumbing, mechanical and sign installation. In addition, Inspection issues street cut permits, land disturbing and pollution prevention permits.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Building Permits	\$364,738	300,000	412,836	350,000
Electrical Permits	\$102,217	85,000	92,277	85,000
Plumbing Fixtures Connection Permits	\$99,435	82,000	87,693	82,000
Street Cut-in Permits	\$39,239	31,000	36,276	31,000
Mechanical Code Permits	\$58,742	46,000	63,890	60,000
Gas Permits	\$9,467	7,300	9,309	8,500
Sign Permits	\$87,654	72,000	95,619	90,000

The Better Housing Commission was formerly a part of this division but due to reorganization this function has been transferred to the EEO & Fair Housing Department.

Goals and Objectives

To continue to enforce the City's minimum housing ordinance through the issuance of building, electrical, gas, mechanical and plumbing permits to ensure City building standards are met in new construction and remodel

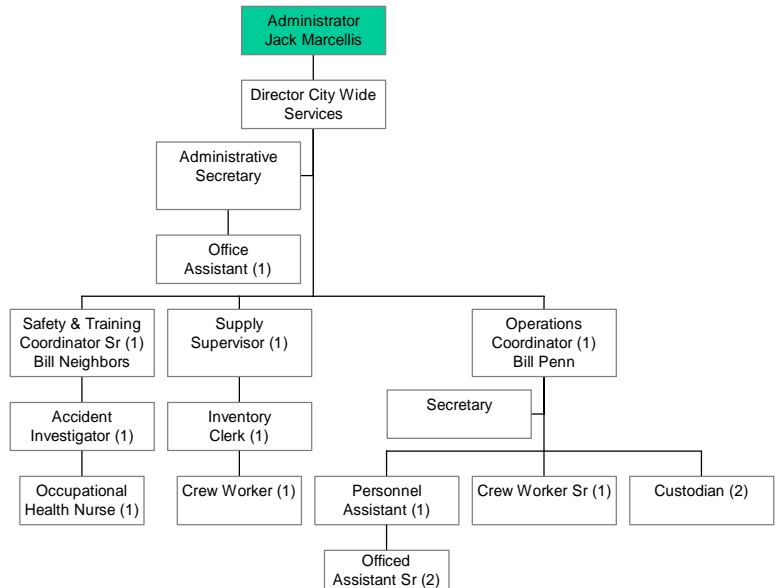
- Issue building, electrical, gas, mechanical, and plumbing permits to insure City building standards are met.

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,320,191	\$958,770	\$1,042,148	\$1,142,816
Operating	246,033	113,981	101,925	124,090
Capital	0	9,050	0	0
Total	\$1,566,224	\$1,081,801	\$1,144,073	\$1,266,906

CITY WIDE SERVICES

City Wide Services is responsible for providing daily logistical planning, resource and personnel management services, and oversight of the implementation of the various services which encompass the Division of City-Wide Services. These Divisions include:

Sewer Construction and Maintenance; Brush and Trash Collection (part of Solid Waste & Sanitation Fund); Emergency Response; Garbage Collection; (part of Solid Waste & Sanitation Fund); Street Cleaning; Recycling Collection (part of Solid Waste & Sanitation Fund); Street Construction & Maintenance (part of State Street Aid Fund); Street Cleaning



Goals and Objectives

To establish effective monetary control measures which allow City Wide Services to maximize the level of service provided to City residents while keeping within budgetary guidelines.

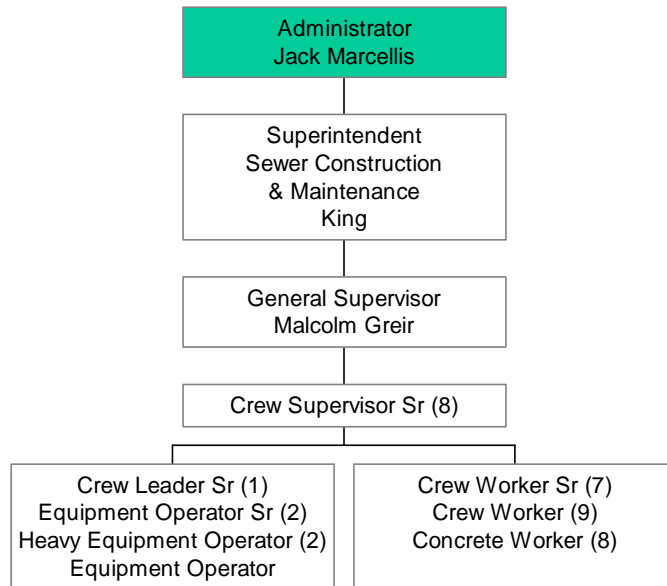
- Conduct regular planning meetings with section heads to assess expenditure levels
- Maintain schedule of services in order to project their costs.
- Analyze service schedules periodically to improve efficiency and reduce waste of resources.
- Ensure the public is informed of changes in services in a timely manner to prevent duplication of effort.
- Work closely with other City Divisions to coordinate service support requirements within budgetary guidelines.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Construction concrete Structures	9	15	12	15
Guardrail repair/installation	27	30	28	30
Sanitary Projects	0	5	3	5
Routine Storm Drain maintenance	7,352	7,500	7,384	7,500
Storm Drain Installation/repair	89	125	92	125

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
Division: City Wide Services				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$484,203	\$477,645	\$621,034	\$651,929
Operating	129,783	137,055	134,180	139,925
Capital	0	0	0	0
Total	\$613,986	\$614,700	\$755,214	\$791,854

SEWER CONSTRUCTION & MAINTENANCE

The Sewer Construction and Maintenance Division is responsible for the installation and maintenance of storm drains and concrete drainage structures. This Division is also responsible for installation of storm and sanitary sewers, guardrails, curbs and gutters, sidewalks and roadway concrete as required for rehabilitation jobs in order to insure streets adequate for the safe flow of traffic.



Goals and Objectives

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

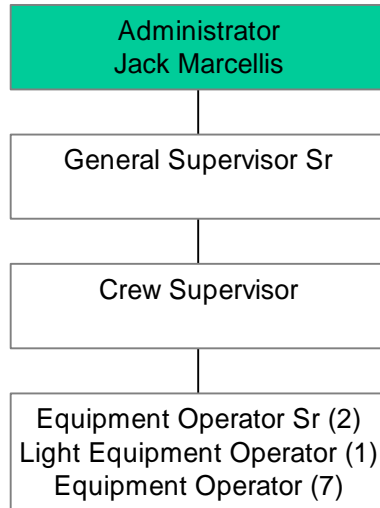
- Reduce costs to the City from damage to public and private property due to flooding.
- Work cooperatively with Storm Water Management on storm drain maintenance and installation.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Construction concrete Structures	3	12	5	12
Guardrail repair/installation	24	30	27	30
Sanitary Projects	0	5	2	5
Routine Storm Drain maintenance	6,360	7,500	6,530	7,500
Storm Drain Installation/repair	88	125	94	125

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Sewer Construction & Maintenance</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,145,052	\$1,131,571	\$1,205,267	\$1,245,723
Operating	326,187	280,308	328,050	354,750
Capital	0	0	0	0
Total	<u>\$1,471,239</u>	<u>\$1,411,879</u>	<u>\$1,533,317</u>	<u>\$1,600,473</u>

EMERGENCY

The Emergency Division is responsible for ensuring the safe movement of traffic along city streets. This involves clearing city streets and right-of-ways of any trees or litter blocking them as a result of storms or accidents. The Division also places flashers at road hazards and stop signs where traffic control signals are out. Emergency also spreads sand and/or salt on icy road surfaces during winter weather conditions. It is also this Division's responsibility to clear illegal dump sites and provide garbage collection service for special community events. .



Goals and Objectives

Safe movement of traffic along city streets and the development of a cooperative relationship with community organizations designed to improve the efficiency of waste collection efforts associated with community events.

- Reduce City's liability and associated costs through quick and accurate response to roadway emergencies.
- Become an active partner in the planning of large scale community events to help reduce the cost of waste collection for these events.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Gas Tanks	1,525	1,601	549	1,500
Tires	7,475	7,849	8,167	7,500
Illegal Dump sites	415	384	366	400
Sand Calls	190	198	66	195
Trees	60	63	274	100
Emergency Signs	250	263	188	265
Emergency Calls (general)	2,200	2,310	2,286	2,200
Ditch Crews	160	168	73	100
Ice Calls	225	237	122	175
Sweeper Miles	3,625	3,806	4,527	4,000
*Bagged Litter	26,165	27,473	22,536	25,000
# of community events	5	10	8	10

**Department of Public Works
Divisional Budget Summary
Fiscal Years 1997 - 2000**

Division: Emergency

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$294,385	\$369,045	\$324,674	\$337,028
Operating	63,782	56,281	54,750	52,640
Capital	0	0	0	0
Total	\$358,167	\$425,326	\$379,424	\$389,668

STREET CLEANING

The Street Cleaning Division is responsible for clean streets and right-of-ways. This involves sweeping the city streets and mowing right-of-ways on a regular basis. During the leaf collection season, this division also assists in the collection of leaves.

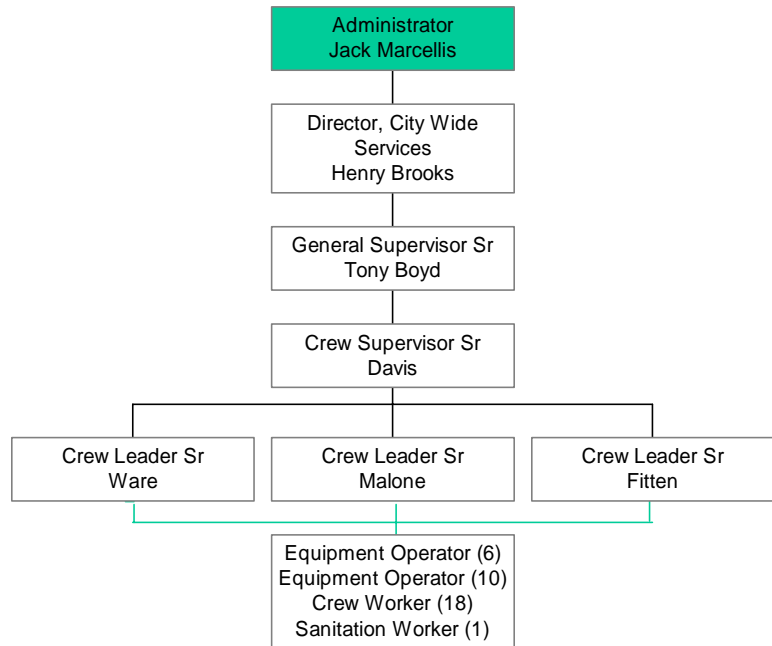
Major Accomplishments for Fiscal Year 1998/1999

- Performance was improved by purchasing new equipment and dividing the city into four areas resulting in right-of-way maintenance in each area once each month.

Goals and Objectives

Effective use of crews and equipment to improve the appearance and safety of streets and right-of-ways, thereby reducing the City's liability from accidents and reducing our landfill costs.

- Reduce expenditures for personnel and equipment by developing a schedule for sweeping City streets and mowing right-of ways.
- Reduce landfill cost through the diversion of organic materials to our compost mulch operation.

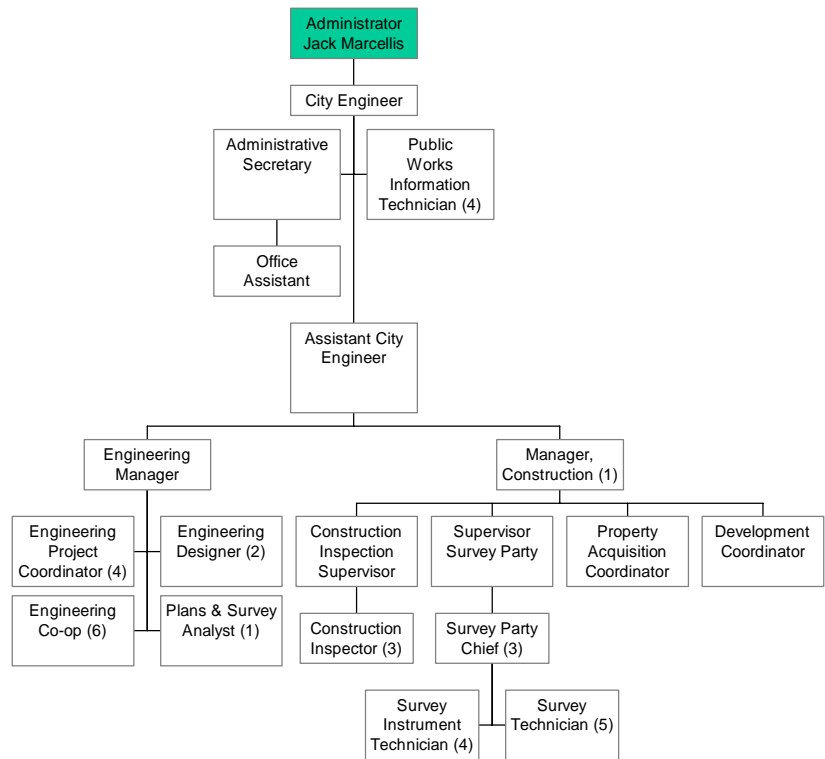


Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
City Broom	11,725	12,000	11,800	12,000
Contract Brooms	2,130	2,200	2,120	2,200
Mowed by Tractor(in miles)	13,575	16,000	15,600	16,000
Mowed by Hand Crew(in miles)	375	375	300	375

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$896,340	\$799,471	\$980,421	\$1,026,029
Operating	414,870	479,341	380,900	442,100
Capital	13,275	320	0	0
Total	<u>\$1,324,485</u>	<u>\$1,279,132</u>	<u>\$1,361,321</u>	<u>\$1,468,129</u>

ENGINEERING

The Engineering Division is responsible for maintaining records on and overseeing city projects. Records are kept on the location of sanitary and storm sewers, right-of-ways, construction schedules, topographic and flood maps, subdivision plats, street utility, and property information. This information is available to the general public or contractors. In overseeing city projects the Engineering Division administers engineering contracts for sewers, storm water projects, streets and sidewalks, and curbs and gutters. This involves surveying as needed, writing specifications and plans and specs review, and for selected projects, designing, preparing construction plans, specifications and right of ways and easements and inspecting progress of work of contractors and developers.



Goals and Objectives

To upgrade the information capabilities of the division.

Timely completion of engineering projects.

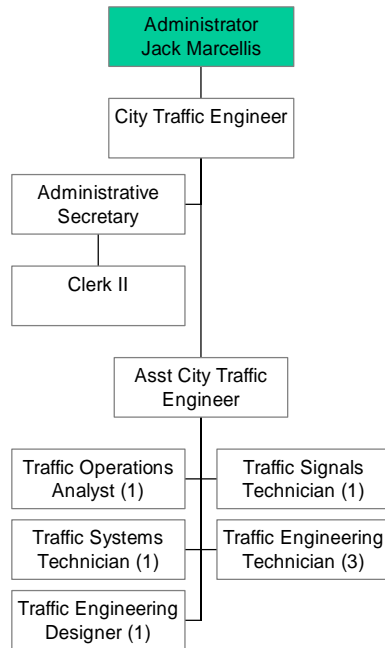
- Completion of the automation of the design and survey functions.
- Upgrade the scanning/digitizing capabilities to provide computer-stored access of all drawings.
- Design and/or review of design for the rehabilitation of streets in the City five and ten year roadway improvement program.
- Completion of all sewer collection system construction contracts and additional extensions as required.
- Provide a means to improve substandard streets to minimum acceptability.
- Evaluate street paving needs and recommend and monitor the progress of a paving program.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Street Paving (miles)	675	725	680	745
Street Rehabilitation (miles)	7	25	11	30
New Streets Built	0	0	0	0
Intersections Improved	35	45	37	45
Bridges Improved	0	0	0	0

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
Division: Engineering				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,375,394	\$1,360,912	\$1,525,080	\$1,544,067
Operating	99,955	192,102	122,740	128,493
Capital	0	948	0	0
Total	\$1,475,349	\$1,553,962	\$1,647,820	\$1,672,560

TRAFFIC ENGINEERING ADMINISTRATION

The office of Traffic Engineering Administration is responsible for the management of traffic functions for the City. This involves oversight of the Traffic Operations Division function of installation and maintenance of traffic signs and markings and their implementation of proposed traffic engineering improvements. Preparation of traffic studies, plans and engineering designs to identify, evaluate, and correct traffic operational and safety deficiencies are carried out through this office. Review of subdivision plats, building permits, roadway designs, variance request, zoning cases and special events permits are also handled through this office. Traffic Administration also assists contractors, utility companies, and other city departments in the development of work zones.



Goals and Objectives

Safe and efficient traffic flow and patterns for the City.

- Improve response time for citizen requests
- Become more active in long range transportation planning with Metropolitan Planning Organization.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Parking Lot Designs	5	5	3	7
Channelization drawings	7	10	8	10
New signals	6	15	9	15
Revised signals	19	20	17	20
Flashers	5	10	7	10
Intersection improvements	7	12	8	12
On-street parking revisions	3	5	4	5
Roadway designs	2	3	2	3
Building permit review	247	275	252	275
Subdivision design review	35	50	37	50

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000

Division: Traffic Engineering Administration

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$426,721	\$362,443	\$402,514	\$444,523
Operating	21,188	25,455	22,275	25,950
Capital	0	0	0	0
Total	\$447,909	\$387,898	\$424,789	\$470,473

TRAFFIC OPERATION

The Division of Traffic Control is responsible for the traffic signals, signs and markings, and parking meters throughout the City.

This involves:

Installation of new signalized intersections throughout the City.

Rebuilding and maintaining 243 signalized intersections, 15 beacons (flashing intersections) and 30 school flashers.

Installation and maintenance of traffic signs throughout the City.

Installation of center lines and edge lines with thermoplastic on City streets.

Repainting center and edge lines.

Installation of crosswalks, stop bars, parking stalls and cross hatching.

Repainting curbs for loading zones downtown.

Installation and maintenance of parking meters.

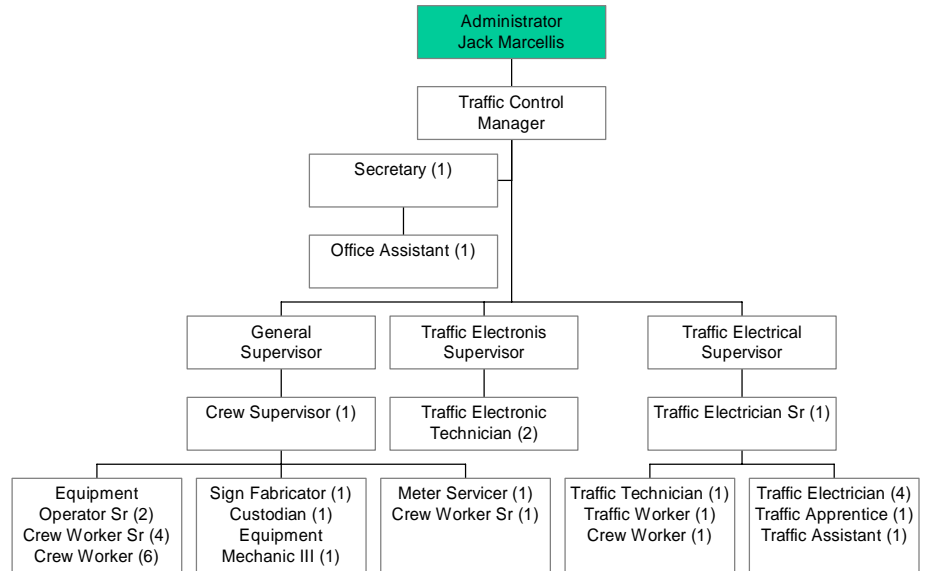
Collecting money from parking meters.

Traffic Control is also responsible for ordering, storing and issuing supplies for the City Wide Services and Traffic Operations Divisions.

Goals and Objectives

Safe and steady vehicle and pedestrian traffic flow throughout the City

- Meet or exceed the average Performance Indicators for sign installation and repair.
- Meet or exceed the average performance indicator for parking meter service calls.



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
New sign installation	976	1,200	984	1,250
Repaire Signs	8,474	8,750	8,486	8,750
Parking meter service calls	3,622	3,750	3,655	3,800
Center Lines - Street painted (miles)	229	250	234	250
Crosswalks & Stop lines (linear feet)	135,170	137,000	135,222	137,000
Intersection Call-outs	717	775	715	775
Traffic Signal Upgrades	16	20	15	20
Traffic Loops Installed	23	35	26	35

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$974,896	\$963,664	\$1,010,189	\$1,114,350
Operating	311,624	287,345	272,566	298,916
Capital	0	0	0	0
Total	\$1,286,520	\$1,251,009	\$1,282,755	\$1,413,266

LEVEE SYSTEM

The **Levee 1,2,3** system was set up to provide storm water pump services for the Brainerd area to prevent possible flooding from high levels of South Chickamauga Creek.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Levee 1,2,3</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	61,643	100,718	61,820	58,770
Capital	0	0	0	0
Total	\$61,643	\$100,718	\$61,820	\$58,770

The **Orchard Knob Levee** system was set up to provide storm water pump services for the area to prevent possible Orchard Knob creek flooding from high levels of Tennessee River.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Orchard Knob Levee</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	19,924	25,098	75,220	54,375
Capital	4,465	0	0	0
Total	\$24,389	\$25,098	\$75,220	\$54,375

Goals and Objectives

To prevent flooding in the Brainerd area of South Chickamauga Creek and Orchard Knob area.

- Monitoring of rising creek levels brought on by excessive rainy periods.
- To have the pump station fully operational at all times.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Brainerd Levee 1, 2, 3				
Hours Operated	226	245	229	245
*Volume Pumped	432.25	460.00	437.30	460.00
Orchard Knob Levee				
Hours Operated	30.3	30	29.4	30
*Volume Pumped	7.1	8.00	7.3	8

*Million Gallons

CITY EXAMINING BOARDS

It is the responsibility of the **Board of Plumbing Examiners** to examine, certify and issue certificates of competency for Master, Journeyman, Temporary Journeyman and Apprentice Plumbers.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Board of Plumbing Examiners</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	3,955	5,099	2,000	2,000
Capital	0	0	0	0
Total	\$3,955	\$5,099	\$2,000	\$2,000

The **Board of Electrical Examiners** is responsible for examination of applicants to determine their knowledge of the rules and regulations for the installation of electrical wiring, devices, appliances and equipment as set forth in the statutes of the City, State and the National Electrical Codes. Licenses and certificates are issued for the class of work covered by the application.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Board of Electrical Examiners</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	19,629	26,216	18,400	19,350
Capital	0	0	0	0
Total	\$19,629	\$26,216	\$18,400	\$19,350

The **Board of Mechanical Examiners** is responsible for the examination of applicants to determine their qualifications, as established by the Board, for licensing of mechanical journeymen and contractors.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Board of Mechanical Examiners</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	2,055	1,177	2,000	1,800
Capital	0	0	0	0
Total	\$2,055	\$1,177	\$2,000	\$1,800

The **Board of Gas Fitters** is responsible for examination of applicants to determine their knowledge of the rules and regulations for the installation of gas piping devices, appliances and equipment as set forth in the statutes of the City, State and the Standard Gas Codes. Licenses and certificates are issued for the class of work covered by the application.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Board of Gas Fitters</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	3,170	3,000	2,600	3,450
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>\$3,170</u>	<u>\$3,000</u>	<u>\$2,600</u>	<u>\$3,450</u>

Goals and Objectives

To insure a high degree of competency with Plumbing, Electrical, Mechanical and Gas contractors to assure compliance with City Codes.

- Annual examinations for certification.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Plumbing Examination Fees & Licenses	26,535	22,000	24,215	25,000
Electrical Examination Fees & Licenses	48,135	48,000	32,645	48,000
Mechanical Examination Fees & Licenses	63,540	60,000	66,320	60,000
Gas Examination Fees & Licenses	40,355	15,000	34,095	33,000

BOARD OF ZONING APPEALS & VARIANCES

The Board of Appeals and Variances is responsible for hearing cases such as request to build closer to a property line than is allowed by the City's zoning laws. The expenses connected with publishing the required legal notices and mailing notices to adjoining property owners are paid from this activity.

This activity was formerly budgeted in General Government but was moved to The Department of Public Works to budget all boards in the same area.

Goals and Objectives

To insure that the City of Chattanooga's zoning laws are met or amended in a proper manner.

- Monthly Board meetings to hear variance request

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Board of Appeals & Variances</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	5,978	5,231	5,650	5,000
Total	<u>\$5,978</u>	<u>\$5,231</u>	<u>\$5,650</u>	<u>\$5,000</u>

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Variance Request Fees	8,050	5,200	6,160	5,500

UTILITIES

The Public Works Utilities Activity for is used for paying operational utility bills.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Utilities</i>				
	Actual <u>FY 96/97</u>	Actual <u>FY 97/98</u>	Budget <u>FY 98/99</u>	Budget <u>FY 99/2000</u>
Personnel	\$0	\$0	\$0	\$0
Operating	118,377	145,966	142,600	127,500
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u><u>\$118,377</u></u>	<u><u>\$145,966</u></u>	<u><u>\$142,600</u></u>	<u><u>\$127,500</u></u>

PARKS, RECREATION, ARTS, & CULTURE

DEPARTMENT SUMMARY

The Parks, Recreation, Arts, and Culture Department strives to provide an excellent variety of leisure opportunities to enhance the individual's quality of life in attractive and well maintained parks and facilities. This mission is accomplished through its many parks and recreation facilities, as well as organized community activities. Community recreation centers are provided within easy driving or walking distance for all of our citizens. There are numerous parks throughout the community for individual, family, or group enjoyment.

The department works closely with all community, civic, and educational organizations to provide the best possible use of all available facilities.

The department is divided into three major divisions: Administration, Program Services and Facilities & Operations. Program Services includes Arts & Culture activities and Recreation activities. The Facilities and Operation division includes Park activities, Golf Course, and Civic Facilities.

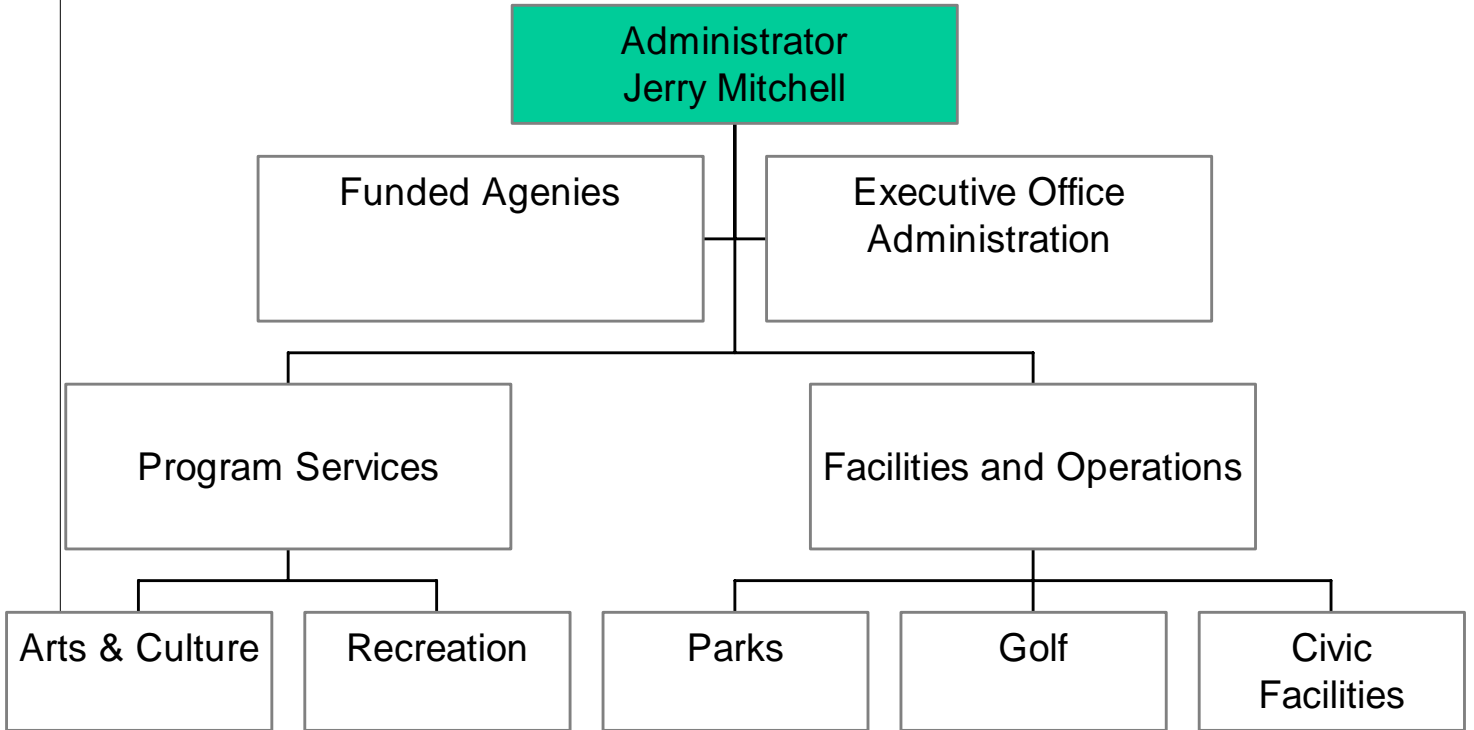
Department's Divisions	Page
Administration	145
Program Services	147
Arts & Culture	148
Recreation	150
Facilities & Operations	161
Parks	162
Golf Courses	170
Civic Facilities	171

FY2000 Highlights:

- 20 new positions.
- Changed department name from Parks & Recreations to Parks, Recreation, Arts & Culture

**Parks & Recreation
Departmental Budget Summary
Fiscal Years 1997 - 2000**

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$5,403,517	\$5,422,302	\$6,429,763	\$7,005,528
Operating	2,289,743	2,564,171	2,605,242	2,774,600
Capital	94,145	58,671	190,000	89,300
Total	\$7,787,405	\$8,045,144	\$9,225,005	\$9,869,428
Positions Authorized	323	340	373	393



ADMINISTRATION

The functional components of administration include Administration, Facility Design and Planning, Public Relations, Fiscal Coordination. The office functions to coordinate all the activities of the five major departmental divisions and sets and approves policy and direction for the entire department. Included in this management activity is the department's Safety and Training program. Through the efforts of the Planning and Design section, the office carries out the supervision of all capital projects that are provided annually through Community Development Block Grant programs, City Capital funding, and all state and federal grants. Coordination of activities involved in the development of the multimillion dollar Tennessee River Park is also a major responsibility.

Facility Planning. Responsible for administration of studies and plans for development of parks and recreation facilities; data collection; research and review; facility evaluation and preparation of proposals for grants and design services

Parks Information Office. The Public Information office works under the

direction of the Administrator and coordinates with each division in the department to create, process, and deliver information to the public at large utilizing all forms of communications. The PIO also assist to organize special events, public meetings, and also acts as a liaison in the other city government departments in organizing internal programs and communications.

Finance and Information Systems. The finance and information systems unit provides for the department's financial and computer support. All functions relating to budgeting, financial resources, and accountability are supervised through this unit. This unit also manages the department's computer resources and assists in the coordination and application of

new software programs and equipment.

Goals & Objectives

Develop public/private partnerships

- Continue efforts with the Greater Chattanooga Sports Committee
- Associate with at least three new entities to provide additional services

Implement the comprehensive plan for facility development

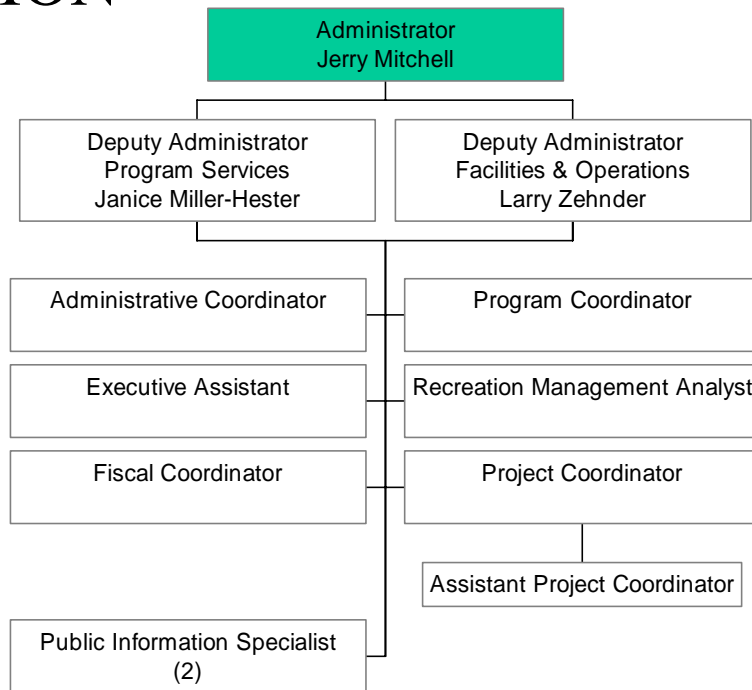
- Assemble team of architects and other professionals to design new facilities
- Employ contractors to build and renovate facilities new facilities

Utilize established criteria for future park and facility design and placement

- Follow recommendation of the 2008 master plan

Increase public awareness of services

- To establish better media relations ad secure regular coverage



- To have a minimum of one feature article published each month
- To improve usage and efficiency of internal communications tools

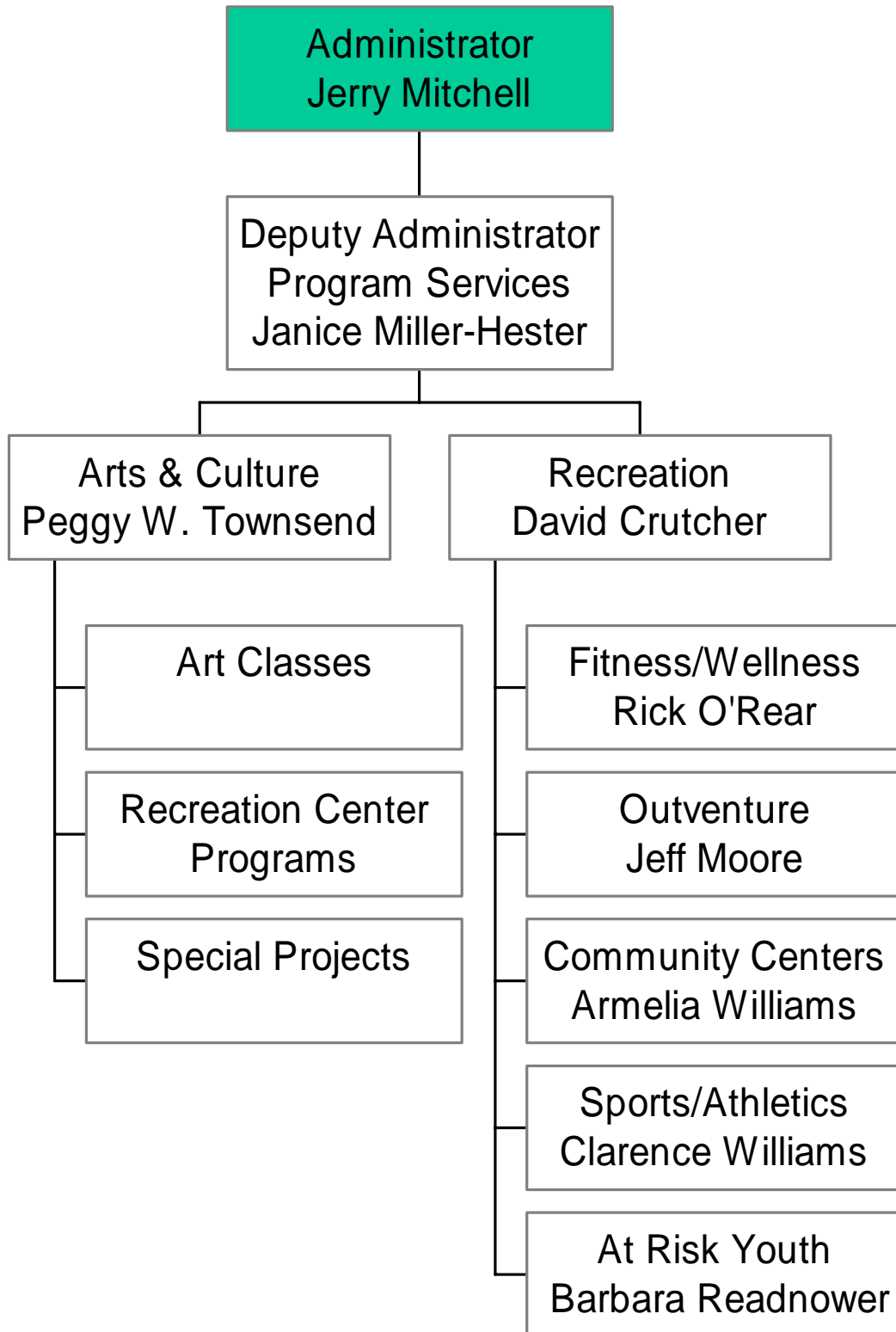
Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Reorganization for efficiency	n/a	yes	yes	yes
Promotional brochures printed	80,000	90,000	120,000	120,000
New releases	63	65	78	84
Construction projects completed	20	15	15	19
New Facilities Design completed	n/a	n/a	n/a	14

Parks & Recreation Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Administration</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$331,979	\$338,822	\$300,856	\$409,044
Operating	128,347	133,873	112,675	125,957
Capital	0	0	0	0
Total	\$460,326	\$472,695	\$413,531	\$535,001

Parks & Recreation Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Administration</i> <i>Activity: Facility Planning</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$0	\$0	\$60,764	\$63,548
Operating	0	0	825	2,185
Capital	0	0	0	0
Total	\$0	\$0	\$61,589	\$65,733

Parks & Recreation Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Administration</i> <i>Activity: Public Information</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$0	\$0	\$40,568	\$42,446
Operating	0	0	11,475	60,925
Capital	0	0	0	0
Total	\$0	\$0	\$52,043	\$103,371

PROGRAM SERVICES



PROGRAMSERVICES-ARTS & CULTURE

The Arts & Culture Division offers accessible, quality and affordable art programs to the public on a year-round basis. These art programs are delivered primarily in two ways through:

1) *Fee-based art, craft and music classes* for both children and adults at the Chattanooga Arts Center in Warner Park, and the John A. Patten Arts Center in Lookout Valley.

2) *No or low cost art programs* in all of the *recreation centers*, which are supported through grants or internally through staffing.

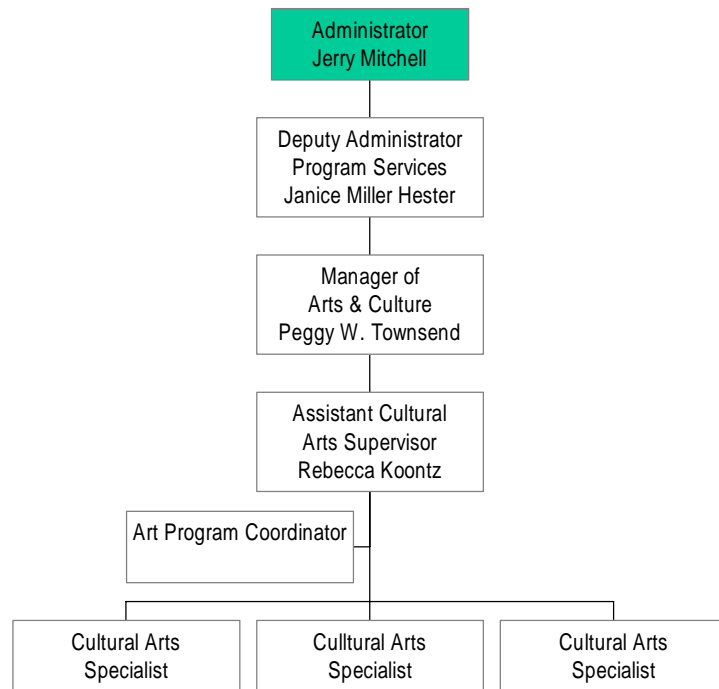
Fee-based classes include painting, jewelry crafts, print making, pottery, wood working, ceramics, drawing, music, a summer art camp, and a new art program designed for kids that are home schooled. Over 100 local professional artists and crafts people are hired annually on a contract basis as instructors. Classes are self-supporting with student fees paying for quality instruction as well as supplies and materials. A course catalogue listing these classes is published three times a year and distributed to over 7,000 households and businesses. In addition, the

arts center offers studio/facility rental for pottery, painting, print making and woodworking to individuals, schools and other groups. This program serves a niche in the community by functioning as the only venue where the general public can take art classes in a nonacademic or private studio-based setting.

The Division of Arts & Culture delivers *free fine arts programming* to youth and adults at all *recreation centers*. Two full time Cultural Arts Specialists teach art and music in the centers year round. Each summer, to accommodate arts programming during the heavily attended summer Kids Camp, Arts & Culture hires two to three summer art instructors

to teach free art classes in *painting, drawing, clay, fiber arts, and jewelry* daily in recreation centers.

Through grants from the Benwood Foundation, Allied Arts, and Community Foundation, seasonal and long term special programs are offered to youth city wide such as *In Your Face: Neighborhood Portraits, Dance Alive, Bessie Bus, Central Block Mural*, dance and visual art at the *Westside Community Center*, and *ArtWorks*, a summer youth work program. Other special art programs that Arts & Culture administers are art educational activities for *Coolidge Park parade* and the *TACA Festival of Fine Crafts*, and public art programs like *Heavy Metal*



Sound Sculpture and Art in the City.

Arts & Culture partners with many agencies to deliver its programs including the *African American Museum, Association for Visual Artists, Arts & Education Council, Ballet Tennessee, Chattanooga Downtown Partnership, Creative Discovery Museum, Private Industry Council, and Tennessee Association of Craft Artists.*

Goals & Objectives

Seek program and division growth opportunities

- Identify and secure a centrally located facility in which to house a multi-use arts center that would serve all segments of the community.
- Develop art programs for new recreation centers/new facilities.

Develop new funding sources and partnerships to assist with and compliment our programs.

- Hire qualified staffing with professional arts expertise to ensure that we continue to be a leader in our field and deliver the best programming possible to the public.

Offer accessible and high quality art activities to the public.

- Aggressively identify and market to new targeted audiences.
- Develop new arts initiatives

- in neighborhoods.
- Provide traditionally under served segments of the community an opportunity to have ready access to quality cultural programs.
- Track who current audience is and what they want through evaluations, questionnaires etc.
- Diversify program offerings and class curriculum.
- Promote programs through direct mail/ mailing lists and other marketing strategies.

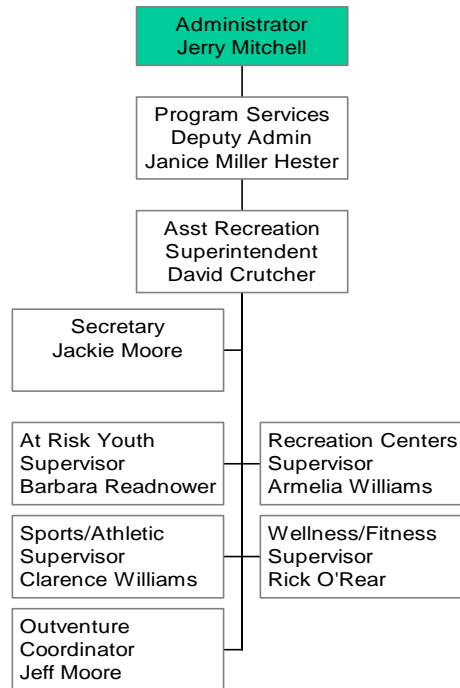
Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Attendance year round programs: fee based classes	1,341	1,400	1,434	1,535
Attendance year round programs: Recreation Center programs	554	600	716	765
Summer Programs: Fee Based Art Camp	80	90	105	126
Summer Programs: Recreation Center programs	4,845	4,950	4,983	5,480
Grants received	\$11,970	\$26,000	\$26,000	\$30,000

Parks & Recreation Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Program Services</i>				
<i>Activity: Cultural Arts</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$0	\$0	\$142,877	\$179,602
Operating	0	0	20,197	30,386
Capital	0	0	0	0
Total	\$0	\$0	\$163,074	\$209,988

PROGRAM SERVICES-RECREATION

Administration

The recreation section facilitates the operations of 18 recreation centers, 1 senior center, 1 fitness center, 27 ballfields, 78 tennis courts, 20 playgrounds, and 2 swimming pools. The recreation management team is made up of 1 general superintendent, 3 supervisors, 1 fitness coordinator, 1 outdoor coordinator, and 1 secretary. This team formulates and administers a broad public recreation program. These employees are also responsible for the planning, organizing, and implementation of programs and special events at each of their assigned facilities.



Major Accomplishments for Fiscal Year 1998/1999

- Provided staff training
- Each section has been given the responsibility of its own budget.

Goals & Objectives

Provide the highest quality of leisure services for all citizens

- Identify buildings and spaces in different areas of the City to be used for recreation programming

- Seek sponsorships in providing programming for all citizens through partnerships and grants
- Develop employee advisory board to ensure that all employees have input in decisions that effect them directly.
- Expand programs to meet leisure needs of communities where recreation centers are nonexistent.
- Add additional staff in order to maintain quality service and meet future trends in recreation programming
- Continue to be a positive force in the reduction of crime and violence by working with various youth providers to see that youth have programs such as Midnight Basketball, Overnight Campouts, and other programs scheduled during non-traditional hours

Maximize staff effectiveness

- Increase professional training of the supervisory staff
- Employee advisory board

Increase funding for programs

- Establish a fee schedule for selected programs
- Establish partnership with other youth providers, agencies, and private sector
- Seek local, state, and federal grants

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Staff meetings with directors	50	50	50	50
Supervisory staff meetings	50	50	50	50
Training classes	20	25	20	25
Seminars	13	15	13	15

**Parks, Recreation, Arts, & Culture
Divisional Budget Summary
Fiscal Years 1997 - 2000**

DIVISION: Program Services

Activity: Recreation-Administration

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$262,001	\$265,787	\$142,263	\$87,202
Operating	19,645	24,221	315,220	315,614
Capital	0	0	0	0
Total	\$281,646	\$290,008	\$457,483	\$402,816

PROGRAM SERVICES-RECREATION

Fitness Center

The fitness center offers health and fitness programs designed to meet the needs of all men, women, and children of all ages. It is a safe and effective nonprofit public health and fitness facility. These programs fill a void not being met by other area providers for physically and mentally challenged, the indigent, youth at risk, and the elderly. The center serves as a health and fitness resource advisor to area organizations, businesses, the community at large, and to all City Government departments.

Major Accomplishments for Fiscal Year 1998/1999

- Opened new front entrance and staff offices
- Employee Wellness
 - Provided 108 Police exercise classes
 - Provided 40 Fire exercise classes
- Community Wellness
 - Hosted senior Health & Fitness Day Event at Eastgate Town Center
 - Participated in 8 Health Fairs
 - Sponsored City employee in American Heart Walk Event
 - Provided 3 Health talks to city employees
- Civitan Club raised \$25,000 to help us enhance our adapted Programming capabilities

Goals & Objectives

Seek program growth opportunities

- Develop new funding/revenue sources: enhance admission fee collection system, seek grants, donations, hold fund raising activities, etc.
- Pursue partnership opportunities with organizations that offer programs and/or services that complement our efforts
- Continue to encourage and support the revision/upgrade of Warner Park

Assist with the implementation of CityFit, the City employee wellness program

- Provide input and expertise into all aspects of the program's formation and development
- Serve on employee wellness action team (committee)

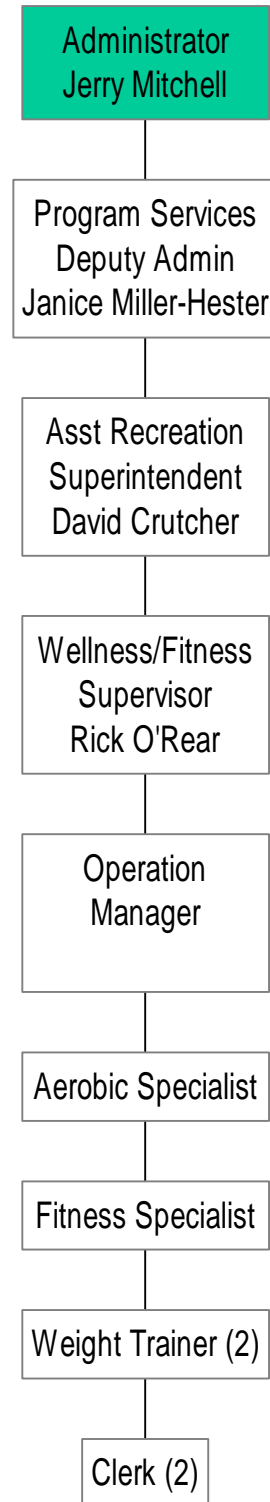
Provide growth opportunities for staff

- Challenge staff to increase their skills and knowledge by offering opportunities and resources through funding for membership in professional organizations, workshops, and certifications
- Offer skill- building training in areas such as teamwork, improving management skills, upgrading customer service skills, etc.

Develop Therapeutic Recreation Services

- Provide input and expertise into all aspects of the programs formation and development
- Build multipurpose space for disabled population

Develop a five year plan



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Attendance	100,213	105,000	104,233	105,000
Number of staff with fitness certification	6	7	7	7
Number of Programs	2,500	2,500	2,500	2,500
Fund raising events	N/A	N/A	N/A	1
User Fee Revenue	26,925	30,000	27,330	30,000
Build Facility	N/A	N/A	N/A	yes

Parks, Recreation, Arts, & Culture Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Program Services</i>				
<i>Activity: Recreation-Fitness Center</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$156,854	\$174,917	\$186,646	\$194,628
Operating	57,871	42,980	41,573	44,358
Capital	0	0	0	0
Total	<u>\$214,725</u>	<u>\$217,897</u>	<u>\$228,219</u>	<u>\$238,986</u>

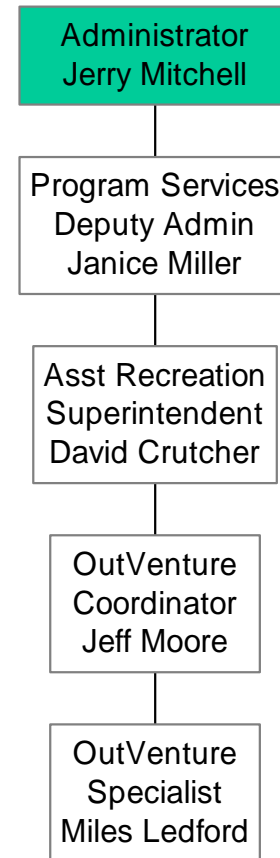
PROGRAM SERVICES-RECREATION

OutVenture

Chattanooga OutVenture is the outdoor adventure section of the Chattanooga Parks, Recreation, Arts & Culture Department. It exist to educate the public about outdoor opportunities in the Chattanooga area. This is accomplished by offering outdoor recreation and educational programs, which include, but not limited to whitewater and touring; canoe/kayaking; backpacking; rock climbing and much more.

- Maintain pertinent information by way of brochures, flyers, contact with youth organizations
- Seek all avenues of public information dissemination

Develop five year plan



Major Accomplishments for Fiscal Year 1998/1999

- ⇒ Implementation of a full service, comprehensive touring kayaking program.

Goals and Objectives

Educate the general public about the Chattanooga outdoors

- Develop partnership with local and regional outfitters, guides, school system and youth organizations
- Increase access to outdoor adventure activities for all segments of the population
- Conduct quality adventure-based outdoor education programs for the general public

Market OutVenture opportunities

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Number of Brochures circulated	N/A	N/A	2,000	2,000
Have a 5-year plan?	yes	yes	yes	yes
Outventure	0	0	2,500	3,000

Parks, Recreation, Arts, & Culture Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Program Services</i>				
<i>Activity: Recreation- Outventure</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$0	\$0	\$42,580	\$44,240
Operating	0	0	16,189	16,643
Capital	0	0	0	0
Total	\$0	\$0	\$58,769	\$60,883

PROGRAM SERVICES-RECREATION

Community Centers

The Recreation Center Section is managed by a Recreation Supervisor and a Program Coordinator, who plan and implement special programs designed for center participants and the public at large. Some of the annual programs include: Kidz Recreation Kamp, Elks Hoop Shoot, City Wide Easter Egg Hunt, Hershey Track Meets, Junior Olympics, Fun/N/Picnic Day, Discovery Chattanooga, Black History Quiz and Halloween Programs.

stimulating and socially sound.

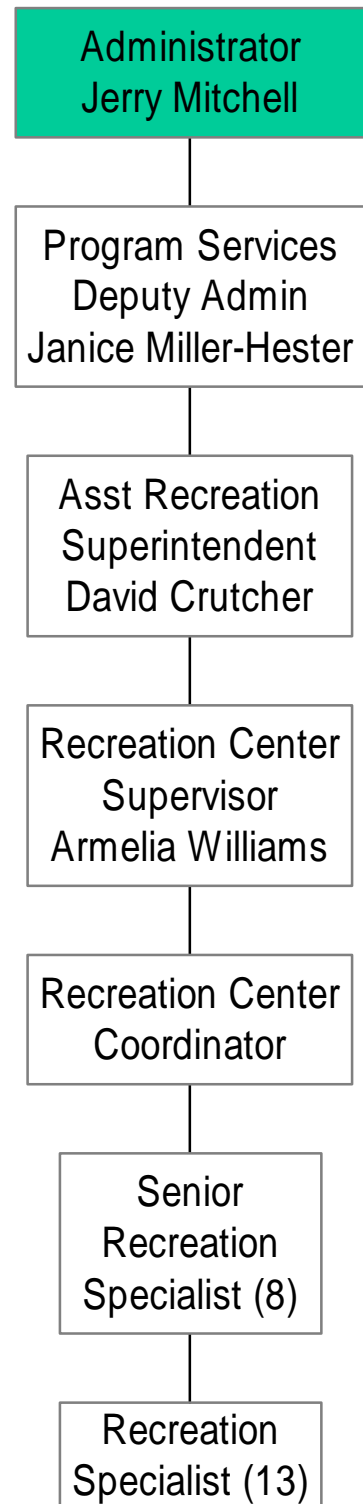
- To expand programs and kindle new interest, support, and opportunities for youth.
- To collaborate with other agencies forming partnerships for better programs.
- To involve community groups in programs of their interest thereby gaining extra support for programs.

Major Accomplishments for Fiscal Year 1998/1999

- Each year the number of participants enrolled in Kidz Recreation Kamp increases.
1998 - 565 enrolled
1999 - 888 enrolled
- See table for performance measure

Goals & Objectives

Provide the opportunity for participants to learn social skills through wholesome experiences that are well planned, supervised and implemented to help build confidence, self-esteem, mental health and feelings of success while they are having fun. Offer leisure time activities that are physically wholesome, mentally



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Kidz Recreation Kamp	555	600	888	900
Fun/N/Picnic Day	2,100	2,000	3,000	2,500
Hershey Track Meet District	400	450	460	450
Hershey Track Meet State	250	250	260	300
Junior Olympics	430	450	490	500
Elks Hoop Shoot	200	250	230	250
City Wide Egg Hunt	550	575	600	650
Black History Quiz	60	70	65	70
Kidz Volunteer Kamp	20	30	35	40

Parks, Recreation, Arts, & Culture Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Program Services</i>				
<i>Activity: Recreation-Community Centers</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$1,483,926	\$1,490,793	\$670,651	\$702,547
Operating	401,564	419,487	26,351	28,224
Capital	0	0	0	0
Total	<u>\$1,885,490</u>	<u>\$1,910,280</u>	<u>\$697,002</u>	<u>\$730,771</u>

PROGRAM SERVICES-RECREATION

Sports

The Sports Section is designed to offer opportunities to citizens in a wide variety of sport fundamentals. These include but not limited to basketball, golf, volleyball, flag football, soccer, swimming, softball and baseball.

Major Accomplishments for Fiscal Year 1998/1999

- Implemented a proactive coaches certification program (N.Y.S.C.A.)
- Offered an expanded sports camp this summer for over 60 children at Warner Park field House.
- Expanded our Instructional baseball and basketball program.
- Won the T.R.P.A. Aquatic Interest Section Longfellow award for Warner Park Pool Fun Time program.

Goals and Objectives

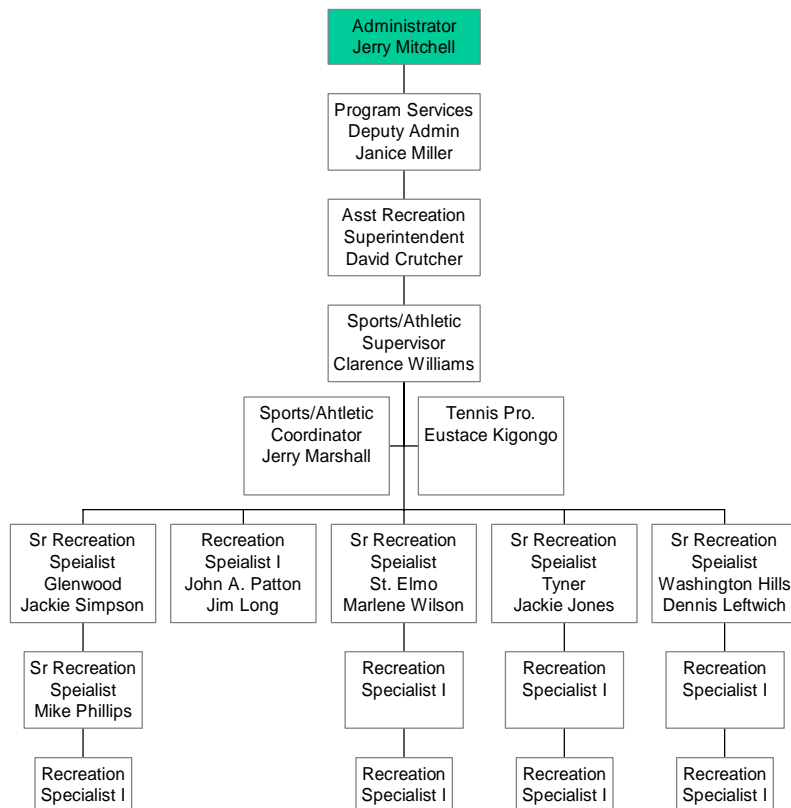
Train youth to enjoy sport activities and have friendly competitions

- Teach the fundamentals, rules and regulations of sports

Implement sportsmanship in all recreational activities

- Ensure youth understand the importance of positive play

Provide facilities that are safe and pleasant to all citizens



- Create an environment of enjoyment and pleasure

Provide opportunities to all citizens.

- Develop sport opportunities for adults and children of all ages.

Develop a five (5) year plan

Parks, Recreation, Arts, & Culture Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Program Services</i>				
<i>Activity: Recreation-Sports</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$0	\$0	\$512,551	\$568,870
Operating	0	0	24,627	23,927
Capital	0	0	0	0
Total	\$0	\$0	\$537,178	\$592,797

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
# of programs: Centers (5)	875	1,100	1,330	1,550
# of programs: Center Participants (5)	64,039	65,000	71,240	76,200
Participation with other Agencies	6	8	9	12
# of Programs: non centers	19	22	25	28
Have a 5-year Plan?	yes	yes	yes	yes
Number of pools	2	2	2	2
Learn to Swim	60	70	80	100
Sand Volleyball	150	175	177	200
Dixie Youth Baseball	205	225	227	275
<u>Recreation participation</u>				
Adult Softball	8,500	8,700		
Youth Softball/baseball	7,800	8,000		
Chattanooga Tennis Assoc	3,000	3,200		
Basketball Youth Assoc	4,500	5,000		
Other Adult activities/events	5,000	5,500		
N.Y.S.C.A. coach certification	150	200	200	200+
Basketball League city	402	430		
Adult Basketball League city	195	200	Play in Dec	250
Girls Basketball League city	230	250	Play in Nov	275
Boys Softball League	200	200	220	250
Girls Softball League	135	140	113	125
Citi Beat Soccer League	200	225	260	275
Flag Football League Boys/Girls	190	200	200	215
Adult Flag Football Tournament	80	100	117	123
Lookouts Baseball Camp	250	250	250	250
City Wide Table Tennis	166	175	150	175
City Wide Badminton	117	120	121	125
Adult Volleyball	78	80	77	80
City Wide Pool Party	200	250	Rain out	250
City wide Swim Meet	1,200	1,200	1,300+	1,355+

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
# of programs: Centers (5)	875	1,100	1,330	1,550
# of programs: Center Participants (5)	64,039	65,000	71,240	76,200
Participation with other Agencies	6	8	9	12
# of Programs: non centers	19	22	25	28
Have a 5-year Plan?	yes	yes	yes	yes
Number of pools	2	2	2	2
Learn to Swim	60	70	80	100
Sand Volleyball	150	175	177	200
Dixie Youth Baseball	205	225	227	275
<u>Recreation participation</u>				
Adult Softball	8,500	8,700		
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Chattanooga Tennis Assoc	3,000	3,200		
Basketball Youth Assoc	4,500	5,000		
Other Adult activities/events	5,000	5,500		
N.Y.S.C.A. coach certification	150	200	200	200+
Basketball League city	402	430		
Adult Basketball League city	195	200	Play in Dec	250
Girls Basketball League city	230	250	Play in Nov	275
Boys Softball League	200	200	220	250
Girls Softball League	135	140	113	125
Citi Beat Soccer League	200	225	260	275
Flag Football League Boys/Girls	190	200	200	215
Adult Flag Football Tournament	80	100	117	123
Lookouts Baseball Camp	250	250	250	250
City Wide Table Tennis	166	175	150	175
City Wide Badminton	117	120	121	125
Adult Volleyball	78	80	77	80
City Wide Pool Party	200	250	Rain out	250
City wide Swim Meet	1,200	1,200	1,300+	1,355+
Closest to the Hole Golf Contest	80	100	80	100
Chattanooga G.C.A.C. Swim Meet	1,500	1,500	1,500+	1,600+
Chattanooga Aquatic Club Practice	50	50	55	60
Fun/Picnic Day (free swim)	800	900	1,100	1,200
N.J.T.L. (free swim)	60	100	75	100
Pool Rentals	10	12	11	15
Carver pool attendance	1,652	2,000	2,093	2,500
Super Jam Basketball Camp	30	0	0	35
Carver Pool Party	100	130	134	150
Adult free tennis lessons	250	275	300	325
Lifeguard Training Program	4	10	5	10
Water Aerobics	469	550	550	600
Urban Youth Golf Program	100	60	80	60
Instructional Baseball League	53	75	120	150
Warner Park pool attendance	9,550	10,000	11,240	13,000
Co-ed Volleyball	66	75	95	100
Summer Soccer Clinic	153	175	350	375
Wee Dance Program (tap/ballet)	75	80	95	100
Tae-Kwon-Do class	33	35	35	40
Pee Wee Basketball League	189	200	Starts in Dec	225
Instructional Basketball League	67	75	Starts in Dec	95
Fast Pitch softball (using Warner park training facility)	58	75	65	75
Summer Sports Camp	35	50	68	100
Ghost Volleyball	60	75	Starts in Oct	100
Girls Basketball Clinic	77	80	Starts in Nov	100
Frisbee	0	88	88	200

PROGRAM SERVICES-RECREATION

At-Risk Youth Services/Special Programs

The At-Risk Youth Services/Special Programs Section offers a wide variety of programs for special populations; Youth At-Risk (youth with special problems or needs), Senior Citizens, and the physically challenged. This program section also provides City-wide Special Events and Community Festivals.

Major Accomplishments for Fiscal Year 1998/1999

- Provide year-round program facilities in communities at little or no cost to the taxpayer (Eastgate Senior Center, Brainerd Friendship Community Center, and Howard High School)
- Resolve conflicts within a community through programming ("Hangtime" and "Tiger's Den")

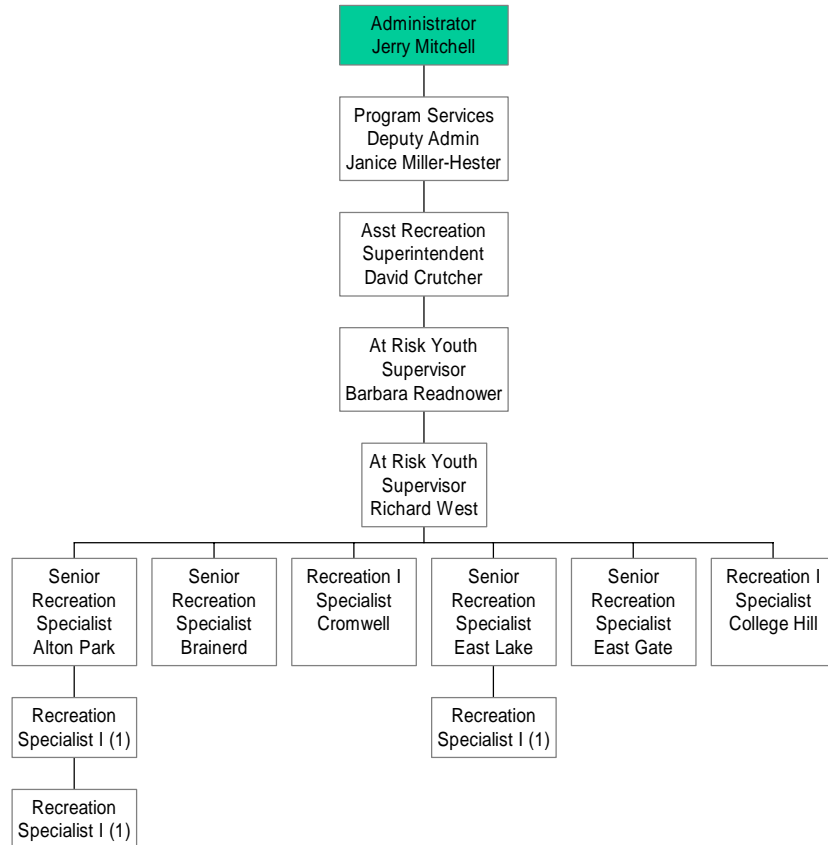
Goals & Objectives

Partner and network with other program providers to ensure diversified programming for special populations.

- Focus on strong partnerships with law enforcements, Juvenile Court System, Public School System, other youth organizations and agencies. These partnerships will develop programs that can change behavior and have a positive impact on our youth.

Increase the leisure activities within the community

- Provide an outreach arm of



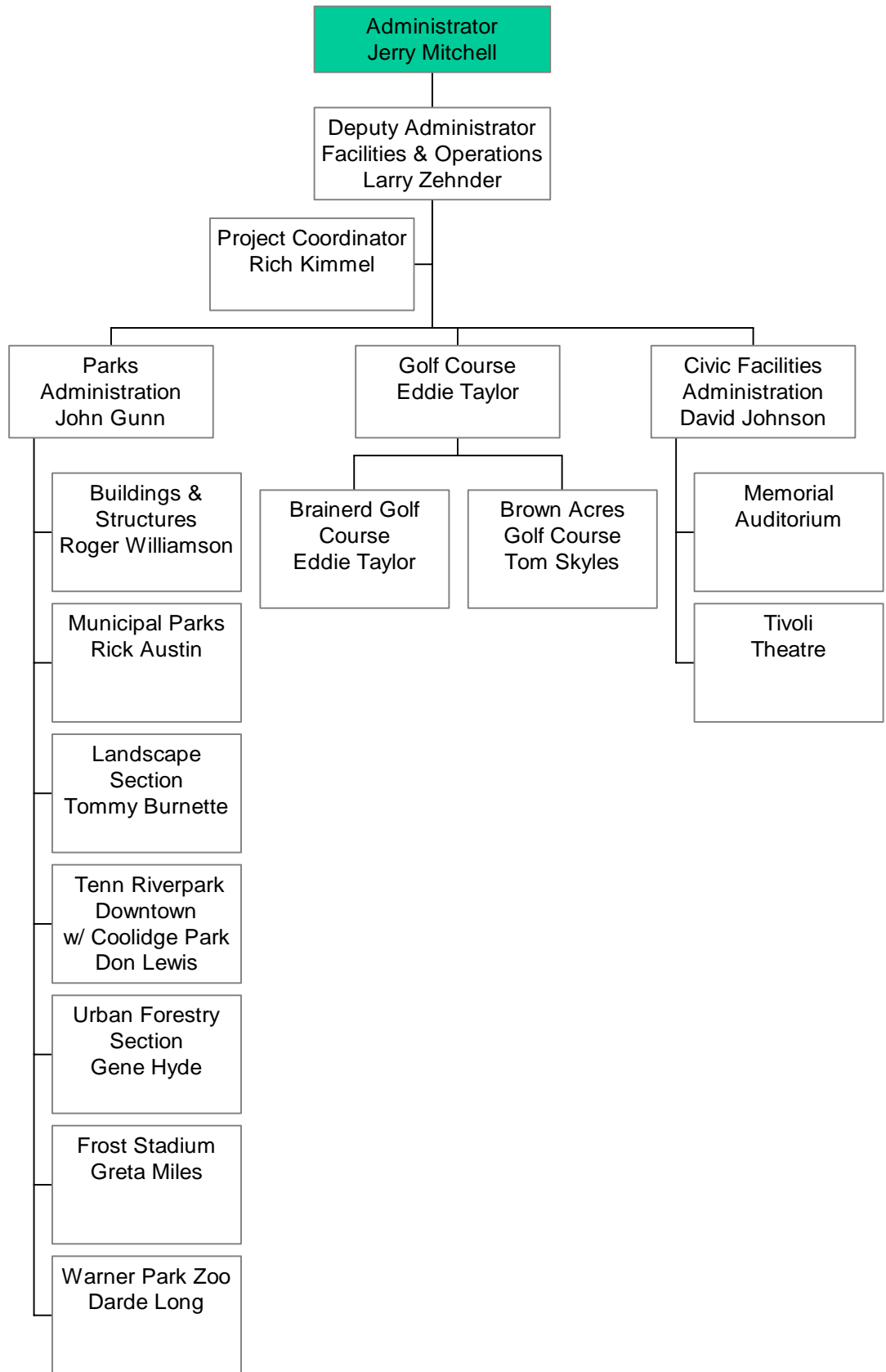
the department to assist community organizers with the implementation of celebrations, fairs, and parades.

- Ensure that positive leisure programs are developed for all citizens with a diverse focus.

Parks, Recreation, Arts, & Culture Divisional Budget Summary Fiscal Years 1997 - 2000				
DIVISION: Program Services				
Activity: Recreation-At Risk Youth/Special Programs				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$0	\$0	\$449,918	\$490,966
Operating	0	30,537	100,238	76,438
Capital	0	0	0	0
Total	\$0	\$30,537	\$550,156	\$567,404

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
# of Programs: Centers (5)	942	1,000	1,262	1,400
# of participants: Centers(5)	61,448	64,000	72,232	75,000
# of programs with other agencies/organizations: non-centers	16	18	21	23
# of participants in programs with other agencies/organizations: non-centers	1,226	1,300	1,496	1,600
# of Community Festivals	4	6	8	10
# of participants/Community Festivals	948	1,000	2,240	3,000
# of After School Programs	1	2	2	2
# of participants/After School Programs	26	42	42	42
Late Night Hoops: # of teams	10	14	22	26
Late Night Hoops: # of participants	82	122	204	236
Diamond Skills: # of participants	38	50	103	120
Punt, Pass & Kick: # of participants	190	220	122	150
Jr. Goodwill Games: # of participants	86	95	62	75
Little League Football: # of teams	2	3	4	4
Little League Football: # of participants	30	48	62	70
Little League Baseball: # of Teams	2	3	4	4
Little League Baseball: # of participants	26	36	51	55
"Hangtime": # of participants	5,000	6,000	10,000	13,000
"Tiger's Den": # of participants		25	52	75
Senior Games: # of participants	250	275	314	350
Horseshoes: # of participants	195	205	175	185
Christmas parade: # of participants	4,000	4,500	3,000	4,000

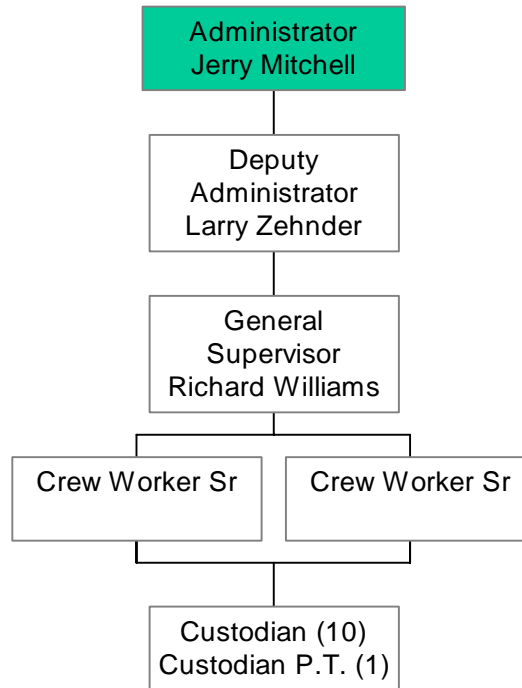
FACILITIES AND OPERATIONS



FACILITIES & OPERATIONS-PARKS

Building and Structures

This budget is detailed to broad-form maintenance at twenty-four recreation facilities, services in electrical, HVAC, Painting, welding, plumbing, & custodial maintenance. It also includes repairs to various game boards and repairs, major or incidental, that occur in the recreation facilities. Requests for service are continual and many are of an "emergency" nature. All repairs are done by or at the direction of the Parks Maintenance Division.



Goals & Objectives

Improve safety and appearance of facilities

- Complete the placement of recreation centers under pest control contract.
- Inspect each facility and playground on a scheduled basis
- Implement new signage for all facilities
- Develop a plan for long-range needs.
- Develop a new computerized work order management system.
- Daily custodial maintenance
- Maintain a schedule for inspection of substandard housing

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Emergency and routine service calls answered	370	500	938	940
Routine service and custodial calls	4,000	4,250	5,000	5,050

<i>DIVISION: Facilities & Operations</i>				
<i>Activity: Buildings & Structures</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$339,028	\$348,860	\$353,472	\$316,093
Operating	166,660	225,951	186,854	218,627
Capital	0	0	0	0
Total	\$505,688	\$574,811	\$540,326	\$534,720

FACILITIES & OPERATIONS-PARKS

Municipal Parks

The Parks Maintenance Division is directly responsible for all repair activities for the Parks and Recreation Department, including 22 year-round recreation facilities and two seasonal ones, 14 parks, 100 softball fields, 78 tennis courts, the Greenway system, and two swimming pools. Additionally, it is responsible for installation and maintenance of all landscaped areas at city facility locations. The division has administrative responsibility for the Zoo, Urban Forestry, Ross's Landing Park and Plaza, and the New Coolidge Park, for which separate budgets are submitted. A custodial unit serves to clean recreation centers daily and a Greenhouse is maintained for the seasonal growing of annual plantings. The division is diverse and capable in many areas of expertise through its skilled craftsmen, operators, and landscape specialists to fulfill its mission.

Relocate maintenance functions from Warner Park to a new location

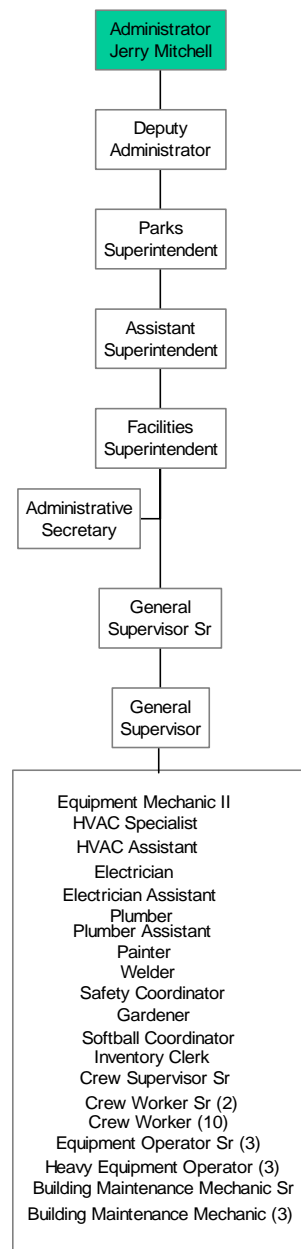
- Request capital funds to build a new maintenance facility

Increase emphasis on employee safety and training

- ADA compliance - playgrounds & restrooms

Increase physical facilities

- Complete resurfacing of all scheduled Tennis Courts
- Complete replenish all playground Safety Mulch
- Replace and add playground equipment
- Completion of new tennis complex at Rivermont



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Landscape & construction work orders completed	3,500	3,500	3,300	3,630
Major rehab projects completed	14	14	12	13
Major construction projects completed	16	15	15	16
Major events overseen	17	15	15	16

Goals & Objectives

Increase efficiency and reduce down time of a facility or program

- Additional use of private contractors for maintenance where possible.

DIVISION: Facilities & Operations				
Activity: Municipal Parks				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$1,420,612	\$1,444,878	\$1,504,426	\$1,593,407
Operating	605,851	680,441	646,580	710,329
Capital	0	0	0	0
Total	\$2,026,463	\$2,125,319	\$2,151,006	\$2,303,736

FACILITIES & OPERATIONS-PARKS

Landscape

The mission of the Landscape Unit is to provide specialized services to those areas that require intensive grooming in the form of installation of annual plantings and their care, care of shrubs, the rose garden, annual fertilization and weed control, the mulching of playgrounds City-wide. The unit also operates the Greenhouse at Warner Park and installs new replacement trees for the Urban Forestry Unit. During the summer, watering crews also service those areas requiring supplemental watering.

The assigned two 2-man crews make approximately 1,200 "service" trips annually, exclusive of watering, tree planting, mulching and special projects (ball tournaments) or for individuals stationed permanently at selected sites.

Goals & Objectives

Provide flowers in all planters and beds each year in their proper seasons

- Inspect flowers to ensure they are growing properly

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Service and maintenance calls	N/A	1,100	1,100	1,200
Prune all crape myrtles in fall	yes	yes	yes	yes
Prune and mulch roses	yes	yes	yes	yes
Seek assistance of private planter maintenance	N/A	N/A	N/A	yes

FACILITIES & OPERATIONS-PARKS

TN Riverpark Downtown

The Parks Department is responsible for the upkeep of the park and plaza area that surrounds the Tennessee Aquarium and extends to the Tennessee River and the new Coolidge Park on the north shore. Included is the historic Walnut Street Bridge, a one-half mile pedestrian right-of-way spanning the Tennessee River. In addition, a portion of the Tennessee Riverwalk that unites Ross's Landing Park to the Walnut Street Bridge, the Hunter Art Museum, and the Sculpture Garden is also maintained. This park which is a gateway to the city from the river provides some visitors with their first look at Chattanooga. Ross's Landing Park is located on the Tennessee River across from the Aquarium. It consists of a marina, boat ramp, a dock area, and restrooms. The Ross's Landing Park surrounds the Tennessee Aquarium and consists of a series of paved bands which move back in time toward the river. All facilities in the park are designed for interaction, education, and discovery.

Major Accomplishments for Fiscal Year 1998/1999

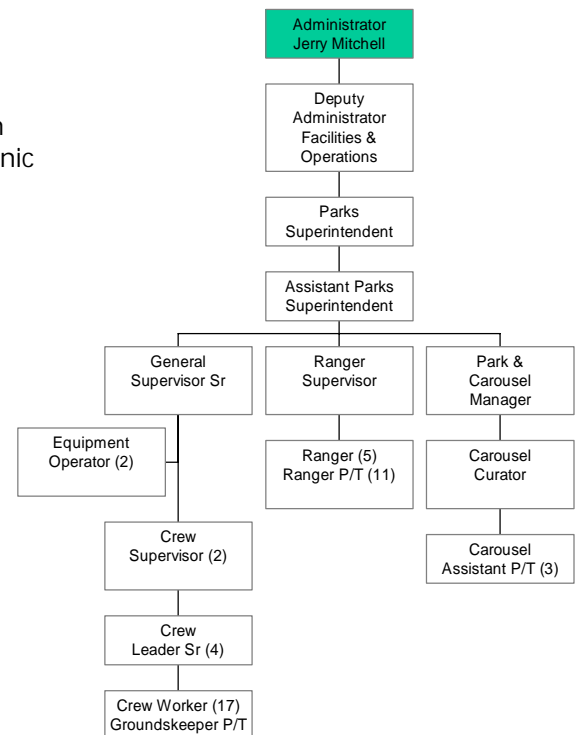
Recently the Tennessee

Riverpark shows the addition of Coolidge Park containing a 19th century carousel, the Walker Picnic Pavilion, and a very popular interactive fountain.

Goals & Objectives

Maintenance of the area as a premier entrance to the City

- Redefine existing tasks and assignments to provide for enhanced custodial attention.
- Provide increased attention to maintenance of Coolidge Park.
- Keep adequate equipment to perform maintenance



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Number of major events	N/A	N/A	20	20

<i>DIVISION: Facilities & Operations</i>				
<i>Activity: TN Riverpark-Downtown</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$361,764	\$351,037	\$776,557	\$851,783
Operating	165,533	184,789	263,923	249,869
Capital	94,145	58,671	190,000	89,300
Total	\$621,442	\$594,497	\$1,230,480	\$1,190,952

FACILITIES & OPERATIONS-PARKS

Carousel Operations

In conjunction with the creation of the newest segment of the Tennessee Riverpark, a 19th century carousel amusement ride was added, providing a very exciting addition to the Parks and Recreation facilities. The 52 animal Denzel carousel operates year round. An educational program is provided in a section of the building to provide visitors an idea of what it takes to carve and paint wooden animals.

Major Accomplishments for Fiscal Year 1998/1999

- The Carousel at Coolidge Park opened in July, 1999.

Goals & Objectives

Provide a safe and exciting family-oriented amusement ride

- Maintain and repair carousel components within one week of damage
- Recruit 15 additional volunteers to assist during peak periods
- Correct any safety discrepancies as soon as possible

Provide an accurate accounting of all attendance and funds collected

- Complete daily activity logs and submit collection reports within three days of funds received
- Keep accurate comparison between tokens sold and turnstile counts
- Establish clear policies and procedures for staff and volunteers to follow

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Attendance/Ridership	N/A	N/A	N/A	75,000

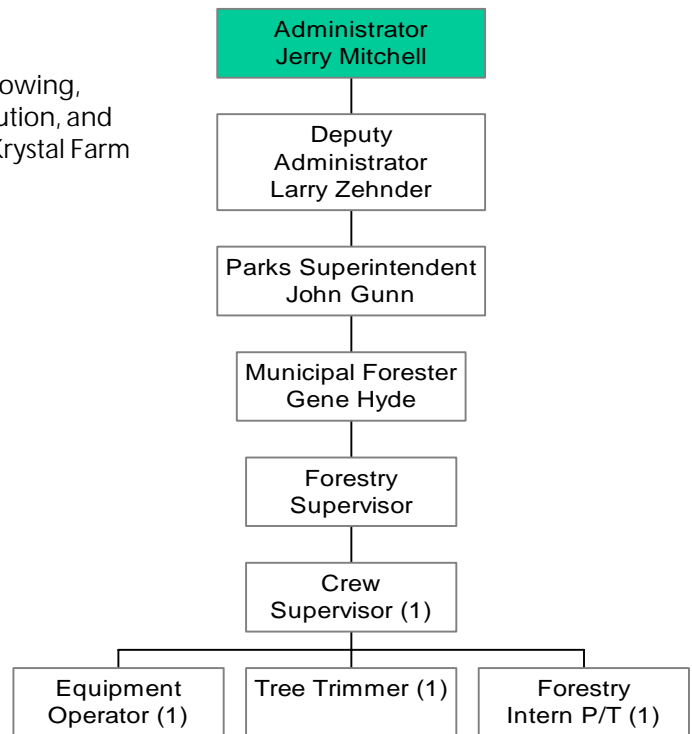
Parks, Recreation, Arts, & Culture Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Facilities & Operations</i>				
<i>Activity: Carousel Operations</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$0	\$0	\$40,494	\$125,243
Operating	0	0	0	7,150
Capital	0	0	0	0
Total	\$0	\$0	\$40,494	\$132,393

FACILITIES & OPERATIONS-PARKS

Urban Forestry

The Urban Forestry Division is generally responsible for the maintenance and care of the city's forest and tree resources. Great importance is placed on public safety; i.e., large trees on rights-of-way can pose a serious hazard to health, safety, and property if not identified and dealt with effectively. Other major programs include resolving the 700+ annual citizen-generated service requests; coordinating the Krystal Farm tree harvest, Streetscapes, permits and inspection, public information, and the Gateways program; assisting the Greenways Coordinator, carrying out routine maintenance on selected trees; large tract management; and Arbor Day and Tree City U.S.A. programs.

- Program
- Continue in the growing, harvesting, distribution, and planting of 1000 Krystal Farm trees



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Service requests performed	500	550	600	600
Number of trees pruned in the Streetscape Areas	300	350	400	500

Goals & Objectives

Reduce the 77 unresolved service requests

- Approved and begin implementation of the new five year plan
- Hire an assistant Urban Forester
- Prune 500+ trees in the downtown Streetscapes area
- Increase the delivery system
- Become more pro-active in operations

Increase public appreciation of forestry and horticulture

- Continue the Forestry Intern

<i>DIVISION: Facilities & Operations</i>				
<i>Activity: Municipal Forestry</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$154,974	\$146,927	\$158,492	\$174,896
Operating	130,640	132,068	143,929	174,974
Capital	0	0	0	0
Total	\$285,614	\$278,995	\$302,421	\$349,870

FACILITIES & OPERATIONS-PARKS

Warner Park Zoo

The AZA accredited Warner Park Zoo exhibits living specimens for the purpose of recreation and education of Chattanooga and surrounding communities. Included in the educational purpose is a highly successful outreach program for schools, churches, scout groups, and special citizen's groups. The mission of the Warner Park Zoo is to provide an educational and recreational opportunity for all of the citizens of the community. The educational mission stresses an understanding of and respect for all living things. A strong commitment to conservation is also implicit in the mission. The zoo also seeks to provide a dignified and aesthetically pleasing environment for the animals.

Goals & Objectives

Improve the educational opportunities at the Warner Park Zoo

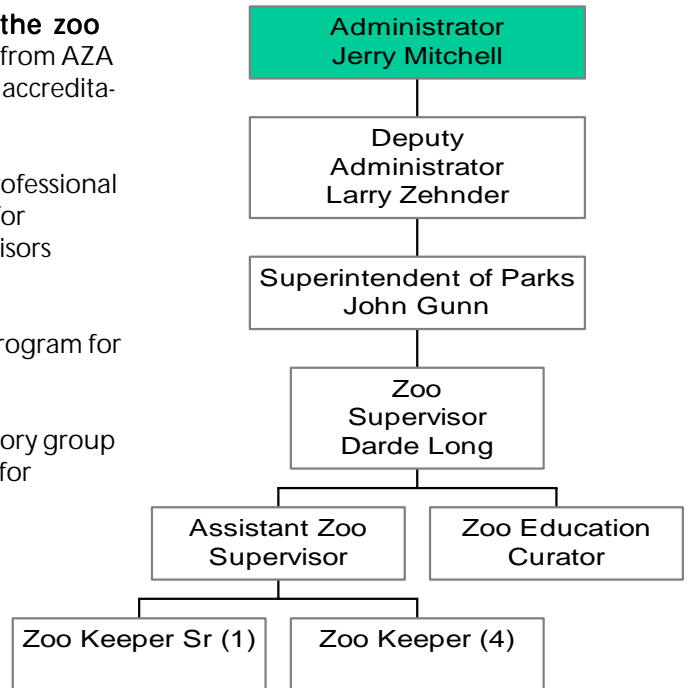
- Complete another phase of the approved master plan
- Create another primate social group
- Develop more educational programs for the zoo
- Create a teachers guide

Improve the status of the zoo

- Apply for accreditation from AZA
- Take step to implement accreditation recommendations
- Continue to increase professional training opportunities for zookeepers and supervisors

Increase Zoo funding

- Develop a marketing program for the zoo
- Apply for grants
- Establish a Citizen advisory group to lead a strategic plan for development



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Off-site programs completed	210	250	275	332
Participants in off-site programs	42,000	42,000	40,000	41,145
Grant applications completed	3	2	0	5

Parks, Recreation, Arts, & Culture Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Facilities & Operations</i>				
<i>Activity: Warner Park Zoo</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$168,035	\$171,020	\$196,614	\$216,227
Operating	57,967	91,103	73,343	77,635
Capital	0	0	0	0
Total	\$226,002	\$262,123	\$269,957	\$293,862

FACILITIES & OPERATIONS-PARKS

Frost Stadium

To provide a quality fast pitch softball facility for the use of women and girls youth. Frost Stadium will also serve as the home of the University of Tennessee at Chattanooga Lady Mocs softball team and will host a variety of National Tournaments consisting of girls softball teams from the United States and other countries.

Goals & Objectives

To increase the number of tournaments held at the Stadium

- To host a NCAA Division 1 College World Series and SEC College Championships

Major Accomplishments for Fiscal Year 1998/1999

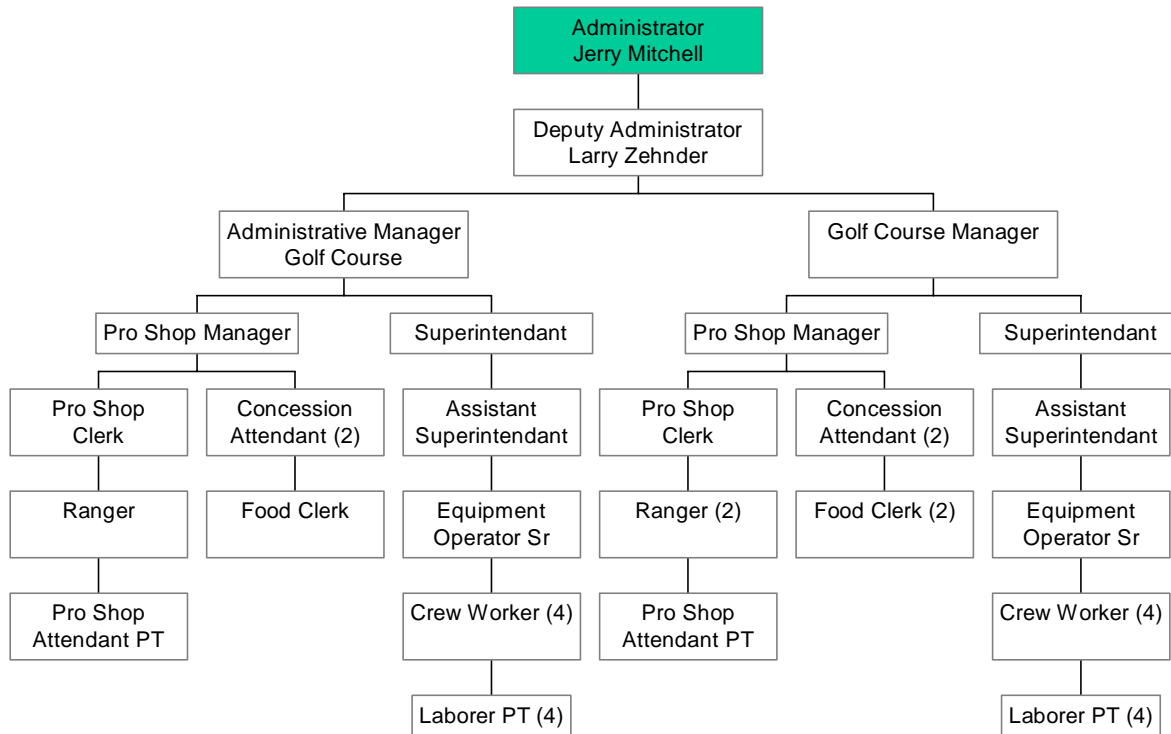
➤ Fiscal year 98/99 Frost Stadium served as the home of the UTC Lady Mocs for 27 home games including two major college tournaments. Teams such as UCLA, Notre Dame, Indiana, Maryland, and the University of Tennessee. Frost Stadium also was the host of two National tournaments for the Amateur Softball and the National Softball Association. These two tournaments alone brought in 450 teams across the United States and Canada to Chattanooga. All together the Stadium hosted 31 tournaments beginning in February and ended in October. Some tournaments choose to use the Stadium only for championship play and others use it throughout their tournaments including Warner and Montague parks.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Scheduled tournaments	N/A	25	31	40
Submit bid for NCAA Division I College World Series	N/A	N/A	N/A	yes
Submit bid to host SEC College championship	N/A	N/A	N/A	yes

Parks, Recreation, Arts, & Culture Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Facilities & Operations</i>				
<i>Activity: Frost Stadium</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$0	\$0	\$59,292	\$56,950
Operating	0	0	52,400	44,315
Capital	0	0	0	0
Total	\$0	\$0	\$111,692	\$101,265

FACILITIES & OPERATIONS-GOLF

Brainerd and Brown Acres Golf Courses



The golf division of Chattanooga Parks, Recreation, Arts & Culture is committed to creating a new standard in public golf for the Chattanooga Community and its visitors. In our quest to accomplish this, we will raise the customers expectations to a new level by offering outstanding service and affordable recreation on well maintained courses.

Goals & Objectives

Continued improvement/investment in our facilities

- An investment in capital-type projects of at least \$65,000
- Rebuild a more efficient clubhouse at the brown acres facility

Refocus on the development of junior golfers

- Establish stand alone facility dedicated for junior golf

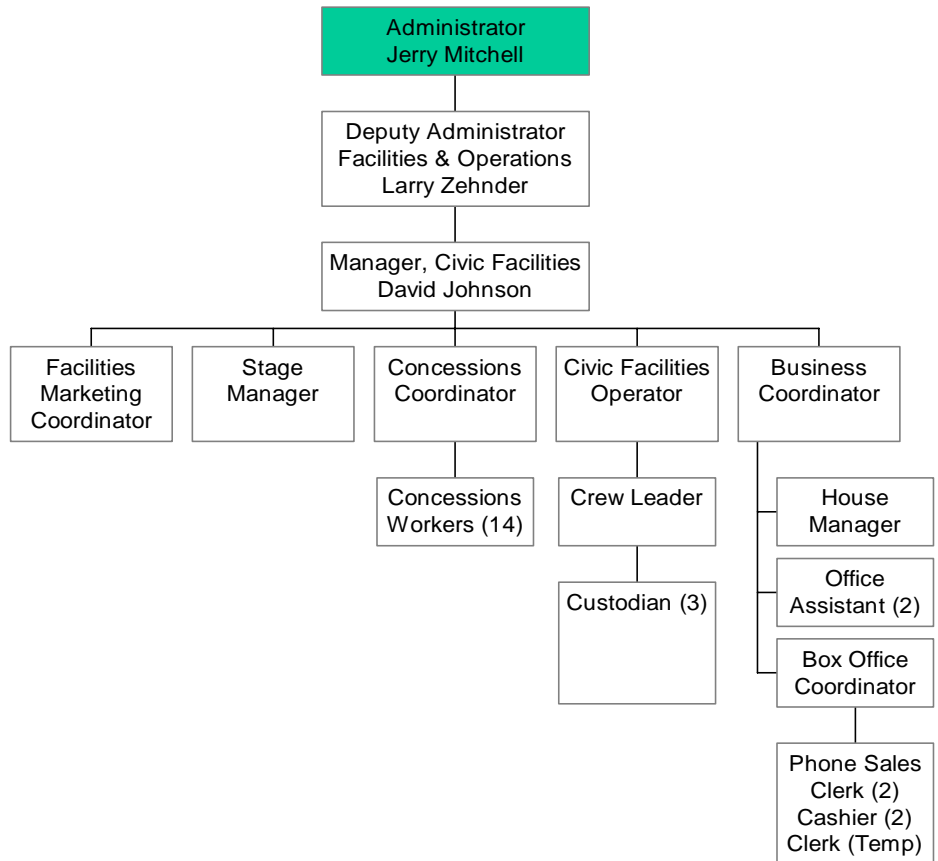
Major Accomplishments for Fiscal Year 1998/1999

➤ We successfully implemented our tee time reservation system. The system has handled some 13,500 calls and currently has over 4,000 golfers registered in the database.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Green fee revenue	\$847,238	\$900,000	\$963,441	\$981,171
Building clubhouse	N/A	N/A	N/A	yes

CIVIC FACILITIES

Manage, maintain and promote the use of the Soldier's and Sailor's Memorial Auditorium and the Tivoli Theatre and their respective concessions areas. These facilities offer a gathering place for all citizens to enjoy the arts, travel via video all over the world, celebrate their love of country, and generally enrich their lives by participating in or observing a public event. These facilities offer many special events as well as regular programming for the public.



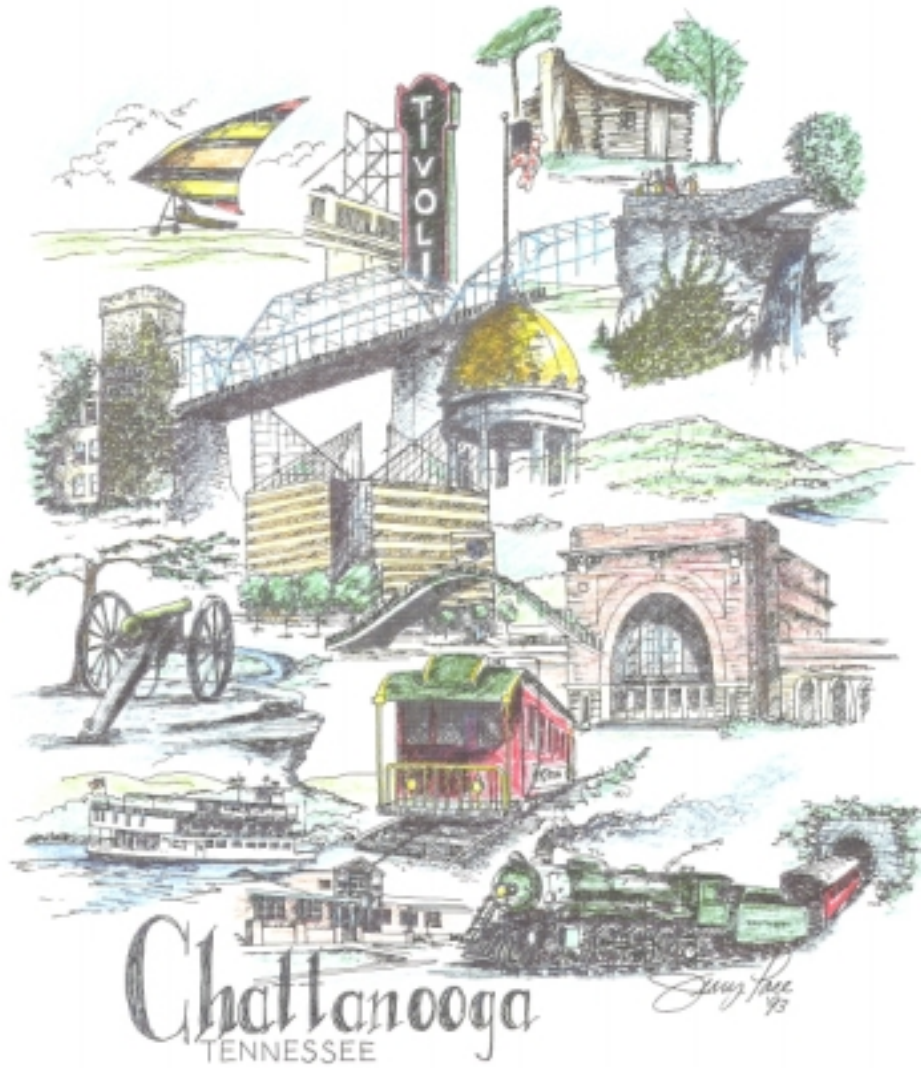
Goals & Objectives

Offer the best public facility available

- Improve customer service by installing computerized box office outlets
- Provide a clean well-maintained facility
- Increase share of local corporate meetings & convention business
- Continued offering of Broadway productions

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Attendance	319,352	320,000	325,000	330,000
Number of events	213	215	220	225
Number of days in use	372	375	380	390
Load-ins and rehearsals	70	70	75	80

Parks, Recreation, Arts, & Culture Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: Civic Facilities</i>				
<i>Activity: Summary</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$603,837	\$535,721	\$618,739	\$670,446
Operating	\$381,958	\$429,756	\$395,986	\$394,687
Capital	0	0	0	0
Total	\$985,795	\$965,477	\$1,014,725	\$1,065,133



GENERAL SERVICES

DEPARTMENT SUMMARY

The Department of General Services was created in 1990 after the reorganization of the City into the Council-Mayor form of Government. Most of its divisions were parts of other departments such as Parks & Recreation, Fire, and Police. The department's operational functions include repairs and custodial functions for all City Buildings, Insurance benefits and on-the-job injury, purchasing, contract negotiations for goods and services, maintenance of the City's vehicular fleet, radio repair and maintenance, and CD.

The department's divisions consist of the following:

Administration, Employee Benefits and Insurance Programs, Construction & Building Maintenance, Purchasing, Radio & Electronics, Street & Traffic Lighting, Real Estate*, Fleet Maintenance*, and Economic and Community Development*

**Financial detail for this is found in other fund areas.*

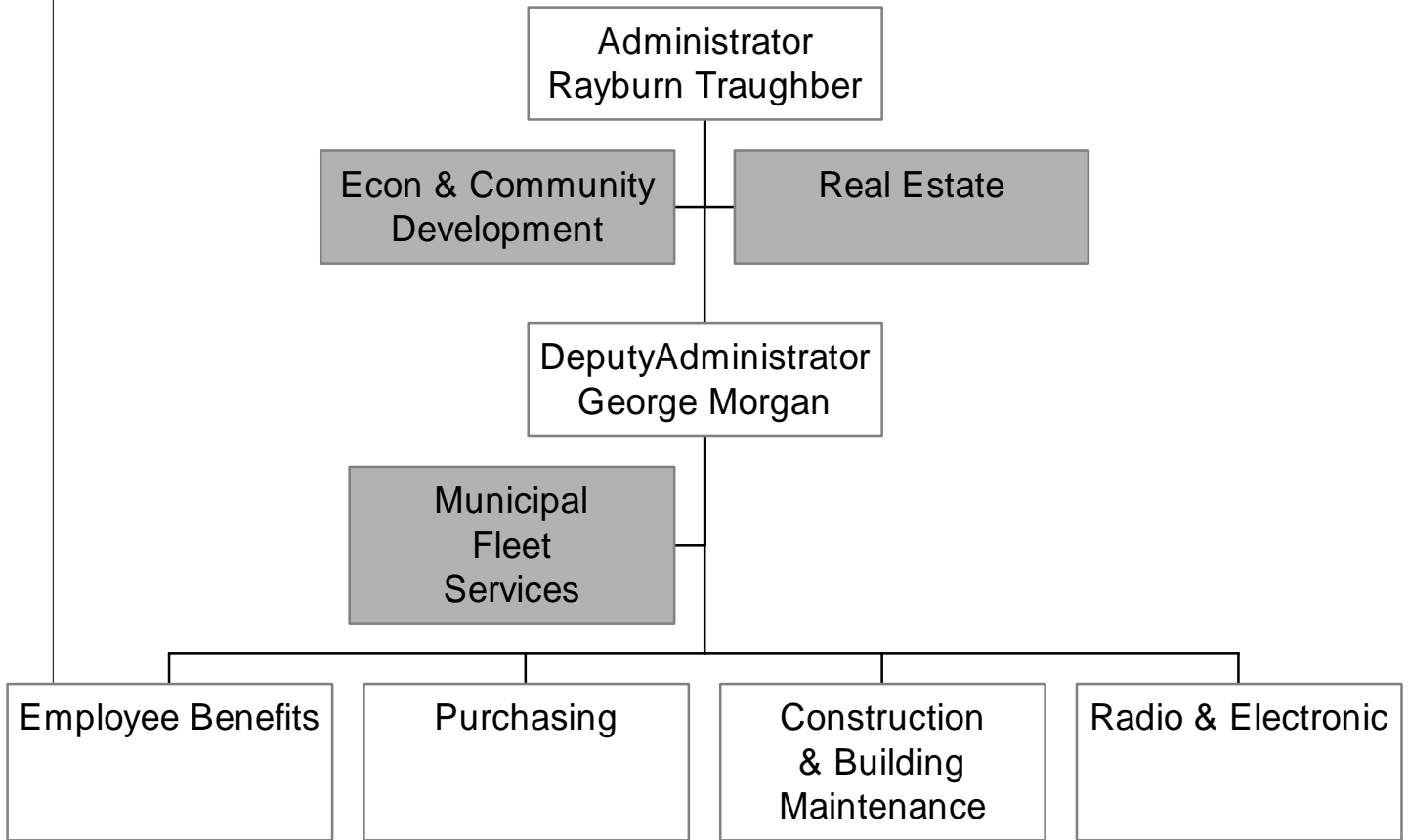
Department's Divisions	Page
Administration	175
Benefits	177
Purchasing	179
Construction & Maintenance	180
Radio & Electronics	181
Street Lighting	182

FY2000 Highlights:

- 1 new positions.
- The Street and Traffic Lighting activity was transferred to Public Works

GENERAL SERVICES Departmental Budget Summary Fiscal Years 1997 - 2000

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,425,364	\$1,470,392	\$1,630,491	\$1,645,273
Operating	12,923,821	13,505,331	15,013,973	14,209,570
Capital	12,728	1,546	0	0
Total	\$14,361,913	\$14,977,269	\$16,644,464	15,854,843
Positions Authorized	44	46	47	48

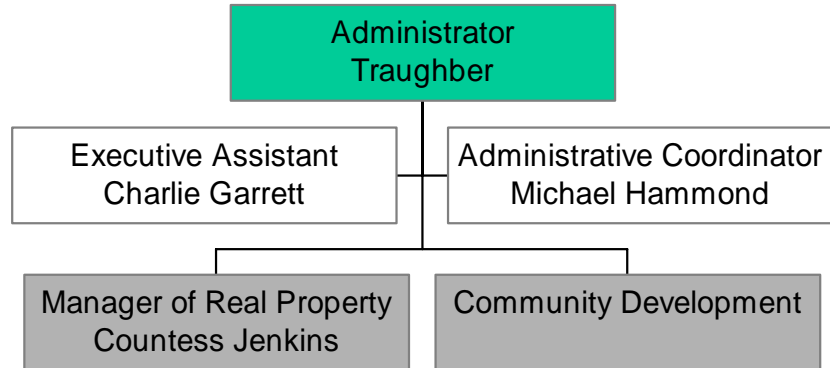


The shaded boxes represent non general fund divisions of this department. The Real Estate (page 201) is a special revenue fund, Community Development (page 339) is a fiduciary fund, Garage and Service Station (pages 325 - 329) are internal service funds. See recommended pages for their descriptions, etc.

ADMINISTRATION

The Administration division is the central authority for the Department of General Services. This division coordinates all departmental activities and sets general administrative policies. It translates policy objectives of the Mayor's Office and City Council into management programs.

The management of the Real Estate, Community Development, and Municipal Fleet Services are handled through the administration of this department.



The Manager of Real Property is a general funded position in the administration activity of this department. The activity is a special revenue.

Departmental Goals

To provide more staff training for the various employees of the department

Improve budget oversight for the different divisions of the department

To place more emphasis on technology as a tool to improve operation of the department

To develop a total customer friendly attitude toward the other departments in city government

Goals & Objectives- Administration

To achieve all objectives in each division of the Department of General Services.

- Annual comprehensive

review to establish whether all objectives in each division were achieved.

To stay within departmental projected budgetary expenditures.

- To end the fiscal year within 5% of the projected budget.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goals FY 99/00
Reviews completed	yes	yes	yes	yes
Budget Expenditure (Over)under	-12%	5%	3%	5%

GENERAL SERVICES
Divisional Budget Summary
Fiscal Years 1997 - 2000

Division: Administration

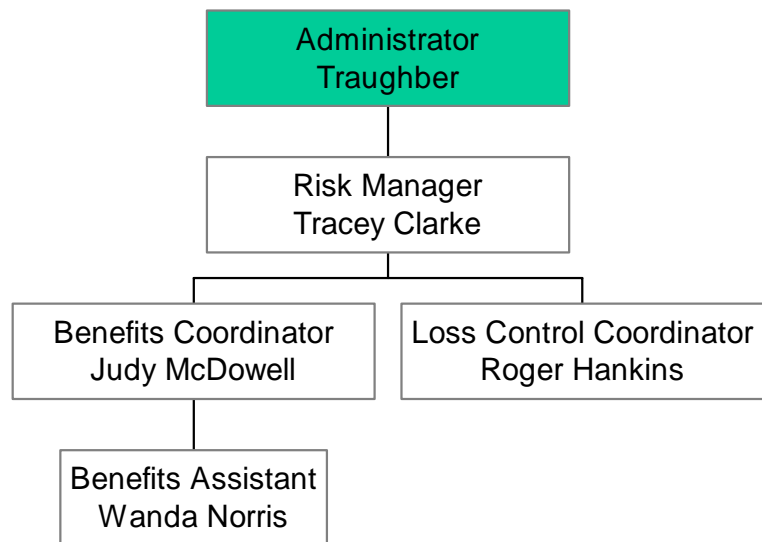
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$305,876	\$251,071	\$358,594	\$380,357
Operating	79,943	122,144	104,485	109,727
Capital	0	0	0	0
Total	<u>\$385,819</u>	<u>\$373,215</u>	<u>\$463,079</u>	<u>\$490,084</u>

BENEFITS & INSURANCE

The Risk Management Division centralizes the administration of four employee insurance benefits: Medical, Dental, Life, and Long Term Disability. Additionally, the City's Section 125 Cafeteria Plan and the Employee Assistance Program are managed by this division. Risk Management also directs the City's efforts to reduce work-related injuries, and provides for the medical care of employees who are injured on the job. Finally, this four-member division is responsible for risk transfer through the placement of property and casualty insurance and other lines of insurance citywide.

Major Accomplishments for the Fiscal Year 1998/1999

- One health insurance plan replaced the HMO and PPO in which employees and retirees were formerly enrolled. The plan retained the best features of both plans, and is much more member friendly. A new life insurance contract was negotiated for employees that resulted in a slightly better benefit at 25% less cost to the City. The Employee Assistance Program was uncoupled from the group health insurance and expanded to include all full-time employees. The Safety and Health Program Manual has been completed, and is



awaiting executive approval for implementation in FY 99/00.

Goals and Objectives

Continue to provide a first class employee benefit package at a reasonable cost to both attract and retain good employees.

- Add Dependent Care to the menu of the Section 125 Cafeteria Plan for the 1999 enrollment.

Assure that all employees are properly oriented and updated regarding all benefits administered by this division.

- Utilize newsletters, payroll staffers, and letters to employees on a quarterly basis to communicate features of their benefits.

Goal 3: Assure accurate and timely reconciliation of monthly insurance statements.

- Create and implement improved data system for monitoring direct pay employees, retirees and COBRA participants by November 1, 1999.
- Complete appraisals of City property to update values on insurance schedule January 1, 2000.

Implement Citywide Safety and Health Plan and assure compliance with TOSHA.

- Reduce FY lost time occupational injuries by 10% through safety plan implementation.

To minimize the City exposure to liability and worker's compensation claims through a proactive approach to risk management, loss prevention, and employee safety education.

- To minimize the City's liability and worker compensation claims paid as measured by claims per capita and claims per employee.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Worker comp claims	1,628,067	1,465,600	1,757,027	1,563,000
\$ claims per 100 employee	62,884	55,118	66,178	58,782
General and property liability claims	77,043	70,500	60,788	70,500
\$ claims per capita	.52	.47	.40	.47
Benefits workshops	32%	100%	95%	100%
Health care questions/ problems resolved in 2 days	85%	100%	92%	100%
# days lost time TOSHA log	235	200	239	215
Total compensation cost	\$314,759	\$300,000	\$469,881	\$345,000

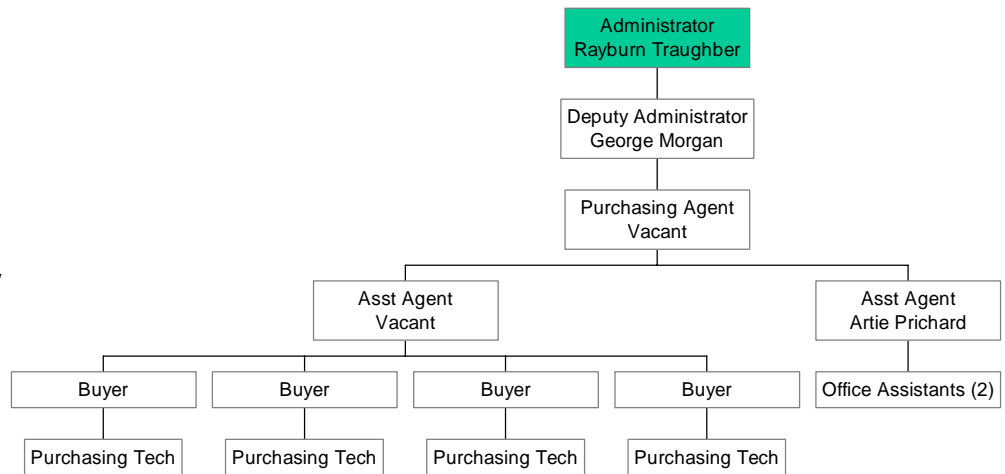
GENERAL SERVICES Divisional Budget Summary Fiscal Years 1997 - 2000				
Division: Employee Benefits Office				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$186,330	\$190,255	\$165,262	\$173,165
Operating	24,741	34,312	27,545	22,680
Capital	0	0	0	0
Total	<u>\$211,071</u>	<u>\$224,567</u>	<u>\$192,807</u>	<u>195,845</u>

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1997 - 2000				
Division: Employee Insurance Program				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	8,370,612	8,368,756	10,550,000	11,858,525
Capital	0	0	0	0
Total	<u>\$8,370,612</u>	<u>\$8,368,756</u>	<u>\$10,550,000</u>	<u>\$11,858,525</u>

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1997 - 2000				
Division: Job Injury				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	1,368,662	1,628,067	1,465,600	1,563,000
Capital	0	0	0	0
Total	<u>\$1,368,662</u>	<u>\$1,628,067</u>	<u>\$1,465,600</u>	<u>\$1,563,000</u>

PURCHASING

The Purchasing Division is responsible for obtaining the maximum value at lowest possible cost. The division, a centralized purchasing function, provides a cohesive, organized operation geared to furnishing adequate and timely material support to all City departments. The division also obtains the greatest possible revenue for the disposal of by-products and surplus assets. The Purchasing Division manages mailroom operations.



Major Accomplishments for Fiscal Year 1998/1999

Acquisitions of small purchases were decentralized to the customer departments using a \$1,000 purchasing voucher system. The division has undergone considerable restructuring to better serve its clients.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
% of departmental request responded in 2 days	100%	100%	100%	100%
Staff training/seminars	0	2	2	3
processing days for departmental request	2	2	2	2

Goals & Objectives

Improve Customer Service

- Reduce transaction time and cost
- Increase staff training

To procure low cost, quality goods and services for City departments, while ensuring that purchases are made in a timely and ethical manner

- To keep the turnaround time for purchase orders not requiring formal bids to under 5 days, and purchase orders requiring formal bids to under 90 days; increase minority vendor usage and dollars by 25%;

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Purchasing</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$342,935	\$372,996	\$463,869	\$475,202
Operating	224,574	231,792	237,445	230,530
Capital	8,632	1,546	0	0
Total	\$576,141	\$606,334	\$701,314	705,732

CONSTRUCTION & BUILDING MAINTENANCE

The maintenance/custodial division is responsible for the maintenance and repair of both City Hall and the City Hall Annex. Custodial services, minor maintenance and repair is done by city employees, while major or more extensive maintenance and repair is contracted to private organizations.

Major Accomplishments for Fiscal Year 1998/1999

- Reduced cost of building maintenance by utilizing staff and eliminating the use of outside services.

Goals & Objectives

Ensure maximum cost life cycle utilization of facilities at minimum cost and provide the public and employees with functional facilities.

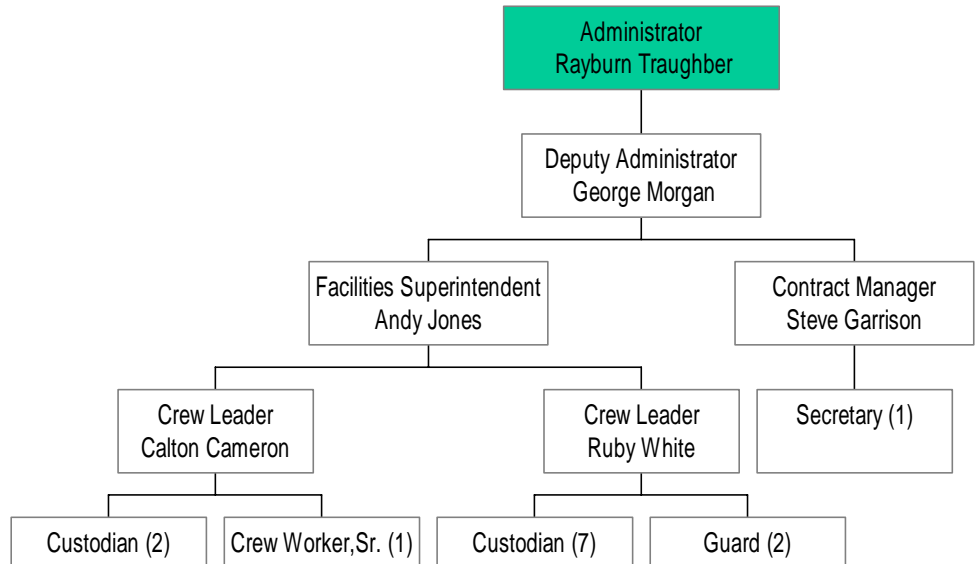
- No objective provided here.

Increase productivity of staff personnel through in-service training.

- Provide each employee with at least five hours of in-service training per budget year.

Maintain city facilities in an attractive, neat, clean, sanitary and safe condition.

- Measure goals and objectives through frequent daily building inspections.



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Cost/sq. ft carpet cleaned	.30475	.04	.03475	.04
Errands/day (hrs. spent)	1	1	1	1
lights replaced (minutes/item)	3	3	3	3
Time spent opening & Closing building	15	15	10	10

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$370,645	\$414,631	\$384,988	\$348,419
Operating	321,415	338,406	318,998	351,858
Capital	3,517	0	0	0
Total	\$695,577	\$753,037	\$703,986	\$700,277

RADIO & ELECTRONICS

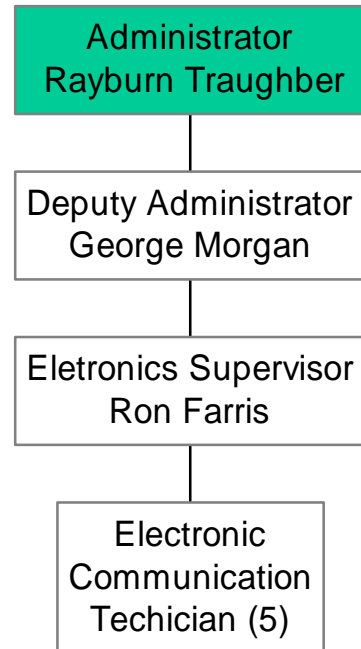
The Radio Shop provides 24hr. Emergency Service for the Police and Fire Department Radio Systems. We provide maintenance for all departments within the city and also several other agencies. We maintain approximately 500 police radios, 125 fire dept. radios, over 200 public works units, 70 Moc. Bend radios, 10 building inspection radios, 5 better housing radios, 40 public utility radios, and 5 general services radios. In addition to these city owned radios we also maintain 5 radios for Air Pollution Bureau, 80 radios for the Chattanooga School System, most of them on School Busses, 10 radios for the Humane Soc. and 20 radios for the Airport Auth. We also have a contract with the Hamilton County Emerg. Services to maintain their Ambulance and Supv. Radios totaling about 20 units. We maintain full services on the above radios totaling over 1100 units. We also maintain all base stations and repeaters and 800 Trunking System which are associated with the above mobile units. The equipment on one site alone is worth in excess of 1 Million Dollars.

Major Accomplishments for Fiscal Year 1998/1999

➤ We have Two mountain sites at this time and are in process of adding two more.

Goals & Objectives

- To provide quality repair services to our customers**
- Continue efficient repair time for emergency calls



Performance Measures	Actual FY 97/98	Goal FY98/99	Actual FY98/99	Goal FY99/00
Radios Maintained				
City Owned	955	955	1005	1005
Non City Owned	135	135	135	135
800Mhz System installed	yes	yes	yes	yes
Emergency Response %	100%	100%	100%	100%

GENERAL SERVICES Divisional Budget Summary Fiscal Years 1997 - 2000				
Division: Radio & Electronics				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$219,578	\$241,439	\$257,778	\$268,130
Operating	53,772	59,612	63,900	73,250
Capital	579	0	0	0
Total	\$273,929	\$301,051	\$321,678	\$341,380

STREET LIGHTING

The Street Lighting is installed and maintained by the Electric Power Board of Chattanooga. The City of Chattanooga, through its contract with the EPB is responsible for all cost of maintenance, installation, current, and investment charges associated with its street lighting program.

Traffic control equipment if installed and maintained by the Traffic Engineering Division of Public Works Department. The General Services Department is responsible for the cost of electrical power necessary to operate the system.

This activity is no longer a part of this department as of July 1, 1999. It was moved to the Public Works department

GENERAL SERVICES				
Divisional Budget Summary				
Fiscal Years 1997 - 2000				
<i>Division: Street & Traffic Lighting</i>				
	Actual	Actual	Budget	Budget
	FY 96/97	FY 97/98	FY 98/99	FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	2,480,102	2,722,242	2,246,000	0
Capital	0	0	0	0
Total	<u>\$2,480,102</u>	<u>\$2,722,242</u>	<u>\$2,246,000</u>	<u>0</u>

PERSONNEL

DEPARTMENT SUMMARY

The City's Personnel Department has the responsibility for administering a comprehensive personnel program for all city employees in keeping with the provisions of the city charter and ordinances as they apply to personnel matters. Duties include administration of working with each department of city government in setting necessary standards and/or requirements for the recruitment and selection of employees for hiring and promotion; recruiting qualified

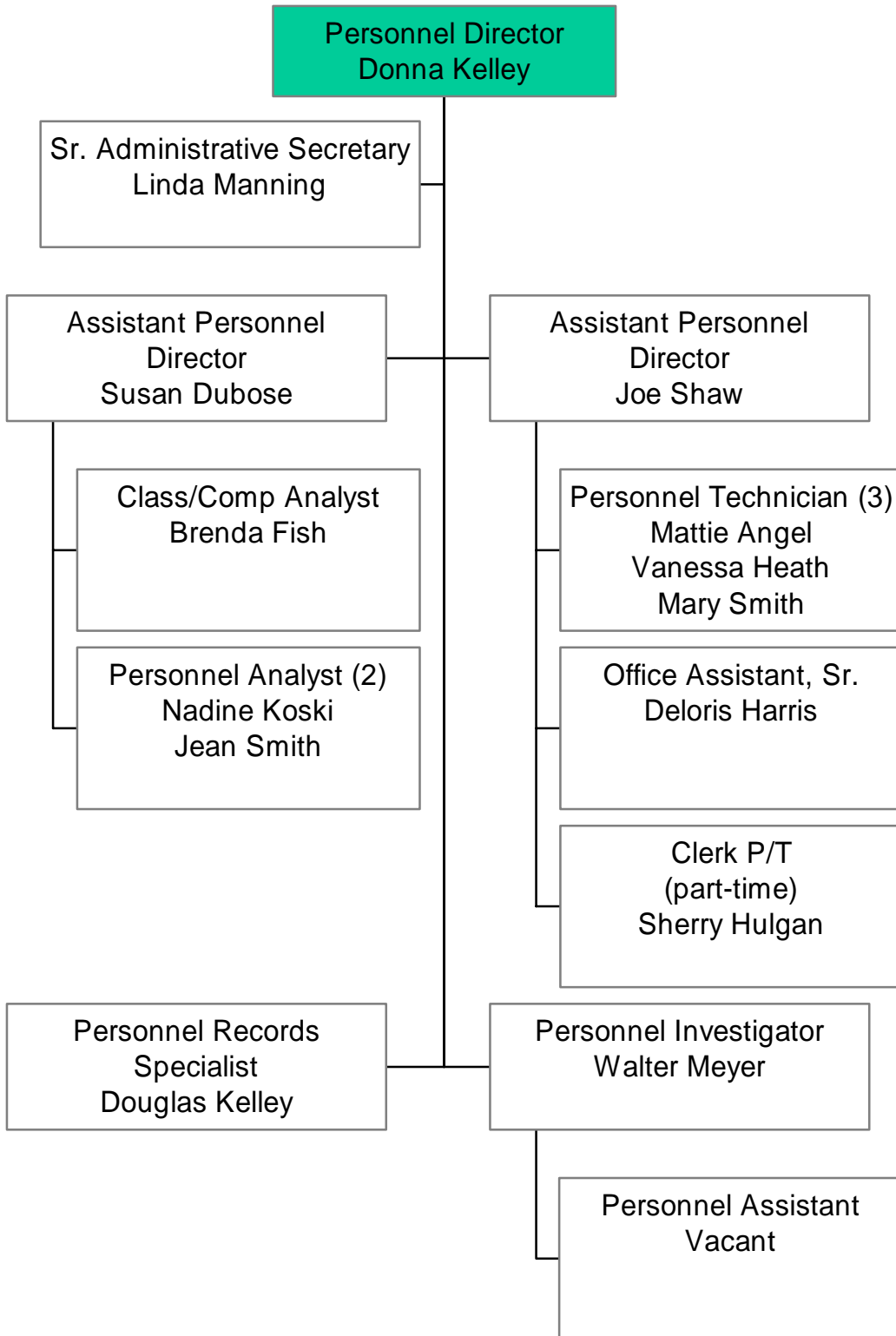
candidates for city employment; assisting department heads in identifying qualified employees for promotion; and establishing and maintaining employee improvement programs. The department also maintains a classification plan; keeps a list of job descriptions; and maintains personnel records.

Department's Divisions	Page
Administration	185
Physical Exams	186

FY2000 Highlights:

- *1 new position.*

DEPARTMENT OF PERSONNEL Departmental Budget Summary Fiscal Years 1997 - 2000				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$459,933	\$478,582	\$528,147	\$594,373
Operating	158,198	261,490	306,953	328,150
Capital	11,077	4,620	0	0
Total	\$629,208	\$744,692	\$835,100	\$922,523
Positions Authorized	13	13	14	15



ADMINISTRATION

The Personnel Department is responsible for filling all City positions with a diversity of qualified and capable individuals; providing cost effective and competitive pay and benefit programs to all employees; providing technical, managerial, and educational skills to serve the citizens of Chattanooga; and creating a quality worklife for all employees. The mission of the department is to continuously improve processes and developing strategies to enhance organization and individual quality of life for City employees and customers.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Applications taken	3,915	4,000	4,833	4,800
Job Announcements	193	190	193	190
New Hires	198	n/a	323	n/a
Job advertised (newspaper)	51	50	52	50
Retirements	48	48	48	48
Training Sessions	2	3	4	5

Goals & Objectives

To serve the departments and employees of City government

- Recruit a skilled, diverse, and representative workforce for City managers
- Promote excellence through the ongoing development of professional and ethical standards and personal and career development
- Promote communication and sharing of information among City Managers, professionals, and others.

To maintain and improve employee services

- Foster fairness and equity by promoting application of merit principles and equal opportunity for all;
- Assist City management in rewarding employees by recognizing their contributions to public service;

**Department of Personnel
Divisional Budget Summary
Fiscal Years 1997 - 2000**

Division: Administration

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$459,933	\$478,582	\$528,147	\$594,373
Operating	136,480	225,993	193,153	230,750
Capital	11,077	4,620	0	0
Total	\$607,490	\$709,195	\$721,300	\$825,123

PHYSICAL EXAMS

The division is used to account for post-offer physicals, in service fire employees, fit for duty, alcohol & drug screening, and psychological exams.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
<u>Number of exams:</u> Post offer physicals	216	200	331	200
In-service	35	40	350	350
Psychological Exams	0	0	5	0
Fit for Duty	14	14	7	7
Alcohol & Drug	10	0	15	0

Goals & Objectives

The goal is to ensure that every employee is physically and mentally able to perform duties required by employment position

**Department of Personnel
Divisional Budget Summary
Fiscal Years 1997 - 2000**

Division: Physical Exams

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	21,718	35,497	113,800	97,400
Capital	0	0	0	0
Total	<u>\$21,718</u>	<u>\$35,497</u>	<u>\$113,800</u>	<u>\$97,400</u>



NEIGHBORHOOD SERVICES

DEPARTMENT SUMMARY

The Neighborhood Services Department is designed to help preserve the integrity of Chattanooga's residential areas and to promote a sense of community. They are responsible for insuring that the neighborhoods of the City of Chattanooga maintain minimum housing codes and to assist landlords and tenants in favorably resolving complaints and conflicts. The divisions of this department are EEO-Administration, Codes and Community Services, Human

Rights /Human Relations and Neighborhood Relations and Community Services. This Department also oversees the capital expenditures for ADA compliance.

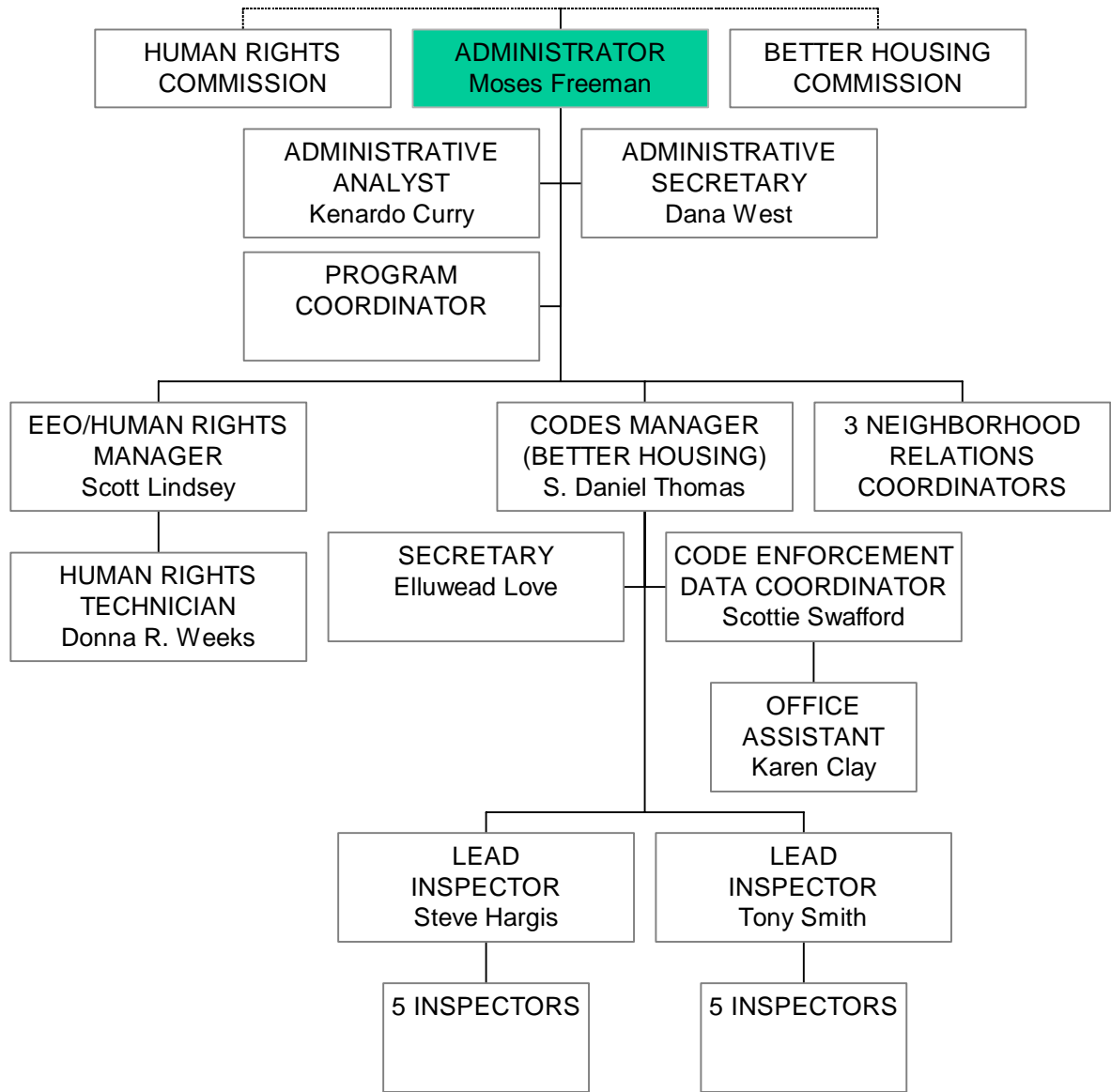
Department's Divisions	Page
EEO-Administration	189
Codes & Community Services	190
Human Rights/Human Relations	191
Neighborhood Relations & Community Support	192

FY2000 Highlights:

- 5 new positions.
- Changed name of division from Better Housing to Codes & Community Services.
- Created new division, Neighborhood Relations and Community Services

**Neighborhood Services
Departmental Budget Summary
Fiscal Years 1997 - 2000**

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$119,205	\$433,017	\$726,613	\$810,890
Operating	23,625	170,492	376,945	504,628
Capital	3,639	4,580	0	0
Total	\$146,469	\$608,089	\$1,103,558	\$1,315,518
Positions Authorized	3	17	21	26



EEO/FAIR HOUSING ADMINISTRATION

The Neighborhood Services Department educates landlords and tenants on the Tennessee Landlord /Tenant Act and the Federal Fair Housing provisions. We assist landlords and tenants in favorably resolving complaints and conflicts and we participate with the Chattanooga Housing Resource Board in developing Fair Housing Projects and activities. Booklets defining rights and responsibilities of the landlord and tenant are available to the public. The department also monitors the employment data of the City of Chattanooga, and receives, investigates and resolves complaints of employees and the public with regard to equal employment opportunity practices of the City of Chattanooga.

Major Accomplishments for Fiscal Year 1998/1999

- Retrofitting all Parks & Recreation sites bringing them to current ADA Standards
- Installed and repair elevators to comply with current ADA standard in City Hall and the Annex buildings
- Installed Bathroom in Annex according to ADA compliance.

Goals & Objectives

To minimize landlord/tenant conflicts which come to the attention of this department.

- Increase understanding by landlords and tenants concerning the respective

- parties' rights and responsibilities.
- Keep landlords informed of applicable laws
- Arbitrate complaints

To resolve satisfactorily all EEO complaints against the City.

- Keep employers informed of applicable laws
- Report findings to proper individuals

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
EEO Complaints	0	0	1	0
Print Brochures	5,000	5,000	5,000	5,000

See organizational chart on page 188 for division breakout

Neighborhood Services Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Administration</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$119,205	\$130,637	\$175,189	\$143,156
Operating	23,625	37,215	41,275	157,928
Capital	3,639	1,562	0	0
Total	\$146,469	\$169,414	\$216,464	\$301,084

CODES & COMMUNITY SERVICES

The Codes and Community Services Division of the Department of Neighborhood Services is the agency which has the responsibility of enforcing the City's minimum housing, anti-litter, overgrowth and inoperable vehicle codes. They also share responsibility for overseeing proper brush and trash and garbage set out regulations along with the spot blight acquisition code. These tasks are accomplished through the combined efforts of the Code Enforcement Inspectors and support staff, the Environmental Court system, the Better Housing Commission and Neighborhood Services Administration.

Major Accomplishments for Fiscal Year 1998/1999

- Implemented a proactive systematic inspection program
- Added additional inspectors bringing the total to twelve (12)
- Reorganized staff - two inspectors promoted to supervisory level with responsibility over field operations.
- Implemented spot blight acquisition program

Goals & Objectives

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

- Maintain a schedule for inspection of substandard housing
- Recommend improvements, demolition or spot blight procedures.

To enforce the requirements for upkeep of yards and lots within the city limits.

- Maintain a schedule of litter lot complaints
- Recommend cleanup and/or cutting

To enforce the requirements for removal of inoperable and/or abandoned vehicles from streets and private property.

- Maintain a schedule for investigating vehicle complaints
- Remove vehicle determined to be inoperable from streets and/or private property

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Rehabilitations	154	165	175	225
Demolitions	132	140	150	175
Litter & Overgrowth Enforcement	2,631	2,300	2,350	2,700
Abandoned vehicle code enforcement	821	800	950	1,050
Systematic housing exterior inspections	n/a	n/a	0	10
Substandard housing schedule maintained	yes	yes	yes	yes
Litter lot complaint schedule maintained	yes	yes	yes	yes
# of Spot blight recommendations	0	0	0	10

See organizational chart on page 188 for division breakout

Neighborhood Services Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Codes & Community Services</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$302,380	\$491,738	\$482,361
Operating	0	133,277	297,100	184,800
Capital	0	3,018	0	0
Total	\$0	\$438,675	\$788,838	\$667,161

HUMAN RIGHTS/HUMAN RELATIONS

The Chattanooga Human Rights and Human Relations Commission was formed in 1986 to encourage understanding and goodwill; to promote justice, to eliminate discriminatory practices between and among Chattanooga's citizens because of race, religion, creed, color, sex, age, handicap, national origin, or economic status. The Commission consists of 19 Commissioners appointed by the Mayor and the City Council. The members of the Commission are chosen from a broad representation of community groups such as business and labor organizations, the clergy, and associations such as the NAACP and the Urban League. Members are appointed to three-year terms.

help Hispanics new to the Chattanooga Area identify help agencies for basic social services. Both activities will occur during the 1999-2000 fiscal year.

- Commission members, will receive training in the areas of consensus building, paramilitary procedure, and conducting "Study Circles".

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
# of inquires	228	N/A	138	N/A
# of complaints filed	33	N/A	11	N/A
Complaints resolved without investigation	1	N/A	0	N/A
Investigative panel meetings	32	N/A	11	N/A
# of commission meetings	24	24	24	24

Major Accomplishments for Fiscal Year 1998/1999

- ⇒ Commissioners retreat held to create marketing Policy and Procedures program for outreach project.

See organizational chart on page 188 for division breakout

Goals & Objectives

Encourage understanding and eliminate discriminatory practices

- The HR/HRC will present a forum & workshop for Human Rights leaders and Human Resource professionals before May 2000.
- The Commission will also sponsor billboards written the Spanish language to

Neighborhood Services Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Human Rights</i>	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$59,686	\$64,991
Operating	0	0	38,570	31,950
Capital	0	0	0	0
Total	\$0	\$0	\$98,256	\$96,941

NEIGHBORHOOD RELATIONS & COMMUNITY SERVICES

The division helps develop community-based organizations such as non-profits or neighborhood associations who want to establish a presence in the neighborhoods of Chattanooga.

Goals & Objectives

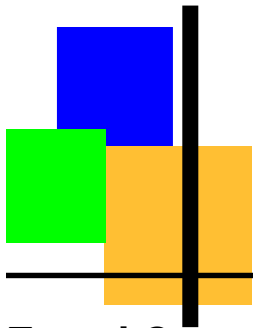
Improve sustainable development through efforts of citizen driven organizations.

- To award mini-grants to non-profit organizations and neighborhood organizations.
- To monitor mini-grants awarded.
- To have quarterly workshops
- To have an annual conference for 250 citizens.
- Establish routine local and regional communication mediums

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
# of minigrants awarded	n/a	n/a	n/a	33
# of non-profit 501(C)3	n/a	n/a	n/a	8
#of neighbor organizations	n/a	n/a	n/a	25
Total grant \$ awarded	n/a	n/a	n/a	\$250,000
# of quarterly workshops	n/a	n/a	n/a	3
# of attendees	n/a	n/a	n/a	20
# of non-profit 501(C)3	n/a	n/a	n/a	10
#of neighbor organizations	n/a	n/a	n/a	10
Newsletters published	n/a	n/a	n/a	25
Magazines published	n/a	n/a	n/a	4
Brochures printed	n/a	n/a	n/a	yes
per copy cost /City services Guide	n/a	n/a	n/a	1.75

See organizational chart on page 188 for division breakout

Neighborhood Services Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Neighborhood Relations</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$120,382
Operating	0	0	0	129,950
Capital	0	0	0	0
Total	\$0	\$0	\$0	\$250,332



SPECIAL REVENUE FUNDS

Fund Structure

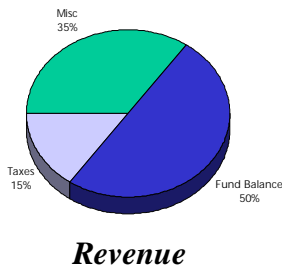
The Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose funds. The basis of budgeting for these funds is modified accrual. Included funds are the Real Estate, State Street Aid, Human Services, and Economic Development. As of June 30, 1999 the budgeted revenue and expenses were as followed:

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Real Estate Fund	\$471,806	\$189,731	\$437,137
State Street Aid Fund	\$5,003,425	\$5222,696	\$4,488,713
Human Services Fund	\$10,896,002	\$11,572,074	\$10,893,763
Economic Development Fund	\$15,500,000	\$16,433,326	\$20,314,526

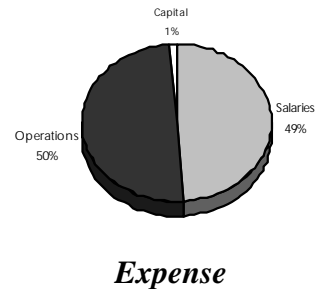
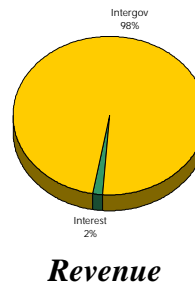
The FY 1999/2000 budget \$492,223; \$4,231,425; \$10,681,198; and \$16,685,286 respectively.

Fiscal Year 1999/2000

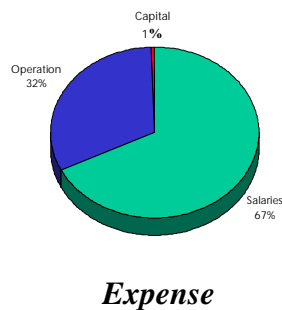
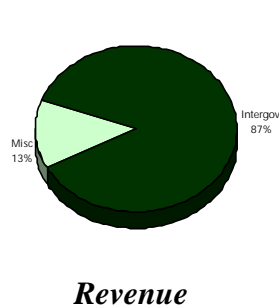
Real Estate



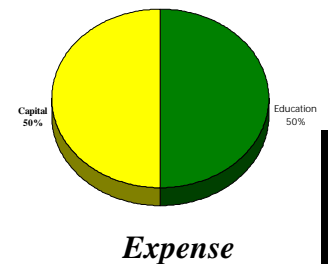
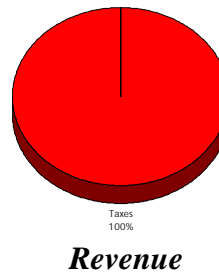
Human Services



State Street Aid



Economic Development



Fund Revenue Summary

Fiscal Year Ending June 30, 2000
(expressed in \$1,000)

Fund Type:	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	Budget '99 Increase (Decrease)	% CHANGE FY 98/99
Special Revenue Fund						
Real Estate	218	342	472	492	20	4.3%
State Street Aid	3,853	3,794	5,003	4,231	(772)	-15.4%
Human Services	8,722	9,195	10,896	10,848	(48)	-0.4%
Economic Development Fund	0	7,812	15,500	16,685	1,185	7.6%
Total Special Revenue Fund	\$12,793	\$21,144	\$31,871	\$32,257	386	1.2%

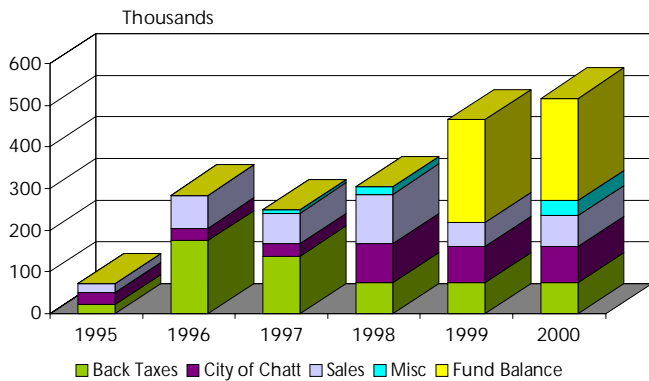
Revenues

Real Estate Fund

The revenue for the Real Estate Fund has grown 95% or \$239,783 from fiscal year 1997 to 2000. This increase is attributable to many factors facing the fund. When the Mayor took office, one of his agenda items included "Cleaning up the City". With that platform in mind, the FY 1999 funding support from the General Fund more than tripled from FY'97 to FY'98 to assist in funding efforts to make that clean up a reality. Prior to this, cleanup initiatives were only done on a "complaint only" basis, now with the increased funding maintenance like grass cutting is done weekly.

Below is a graphical outlook of the actual revenue collections in this fund over the last five years along with the revenue projection for fiscal year 2000.

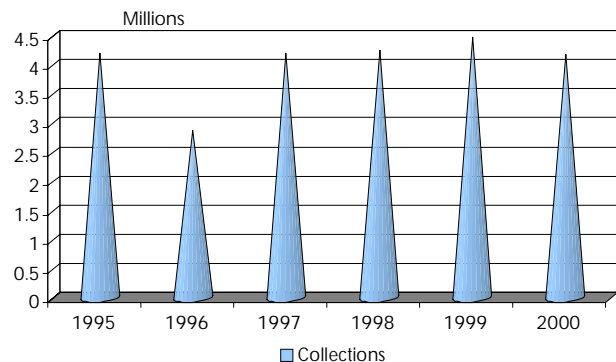
Real Estate Revenues



State Street Aid

This fund was established to receive and account for the State's distribution of the state gasoline tax. Funds received in this fund are restricted to road-type use. To qualify for a portion of this distribution, the City must meet state guidelines which require that a municipality appropriate an amount equal to at least the average appropriations for road work for the previous five years. Collections in this fund have not increased much in the past several years due to the City's loss of population in the last census and the fluctuation in gasoline prices causing the state distribution to drop. The City expects to receive about \$39,621 more from the State of Tennessee in state-shared gas tax funds for FY 99/2000. This is due to a slight increase in the per capita amount being used by the state. Also this fund shows a projected decrease in the amount being estimated for interest earnings, from \$50,000 in FY98/99 to \$30,000 in FY 99/2000.

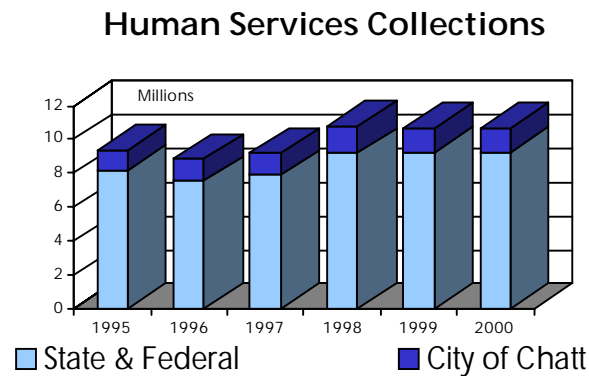
State Gas Tax collection



Human Services Fund

The area of Human Services receives Federal, State, and City appropriations. This fund has increased by 24% overall during the past five-year period. The Federal and State portion, accounts for 20% of this growth, while the City's portion is approximately 7%. The City's appropriation includes an Indirect Costs billed monthly for services rendered by the City's employees.

It is expected that resources will remain constant. The chart below shows how this fund has varied through the years.



Economic Development Fund

Chattanooga voted for itself a half-a-cent tax on retail sales within the city. The purpose of this tax is for capital outlay to increase economic development within the city and supplemental funding for the county schools. The retailers collect this tax and submit it to the State of Tennessee. The State in turn, sends these funds back to the City of Chattanooga. Half of these funds are sent to the Hamilton County Department of Education; the other half is appropriated for current and future capital projects. Due to the favorable economic environment with strong consumer confidence and spending, actual and budgeted revenues have increased since FY 97/98. One other small source of revenue is income from cash-equivalent investments. Idle funds are normally parked in cash equivalents until used for specific projects.

Fund Expenditure Summary
 Fiscal Year Ending June 30, 2000
 (expressed in \$1,000)

Fund Type:	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	Budget '99 Increase (Decrease)	% CHANGE FY 98/99
Special Revenue Fund						
Real Estate	218	342	472	492	20	4.3%
State Street Aid	3,853	3,794	5,003	4,231	(772)	-15.4%
Human Services	8,722	9,195	10,896	10,848	(48)	-0.4%
Economic Development Fund	0	7,812	15,500	16,685	1,185	7.6%
<i>Total Special Revenue Fund</i>	<i>\$12,793</i>	<i>\$21,144</i>	<i>\$31,871</i>	<i>\$32,257</i>	<i>386</i>	<i>1.2%</i>

Expenses

Real Estate.....

Over the past four years, as you can see, the cost of maintaining this budget has increased dramatically. With the new efforts underway to improve the City's beauty, activity generated during this period of economic development led to the importance of capturing cost for maintenance of the City's owned property, hence the creation of a Property Maintenance account.

Most of increases are due an increase of land assessments, appraisals, along with the constant and frequent maintenance of all the back tax lots and other City owned property.

State Street Aid.....

State gasoline tax distribution is collected into this fund and used for major street work in the Chattanooga area, under State guidelines. Personnel, vehicle costs and construction costs used most of the funds deposited in this fund.

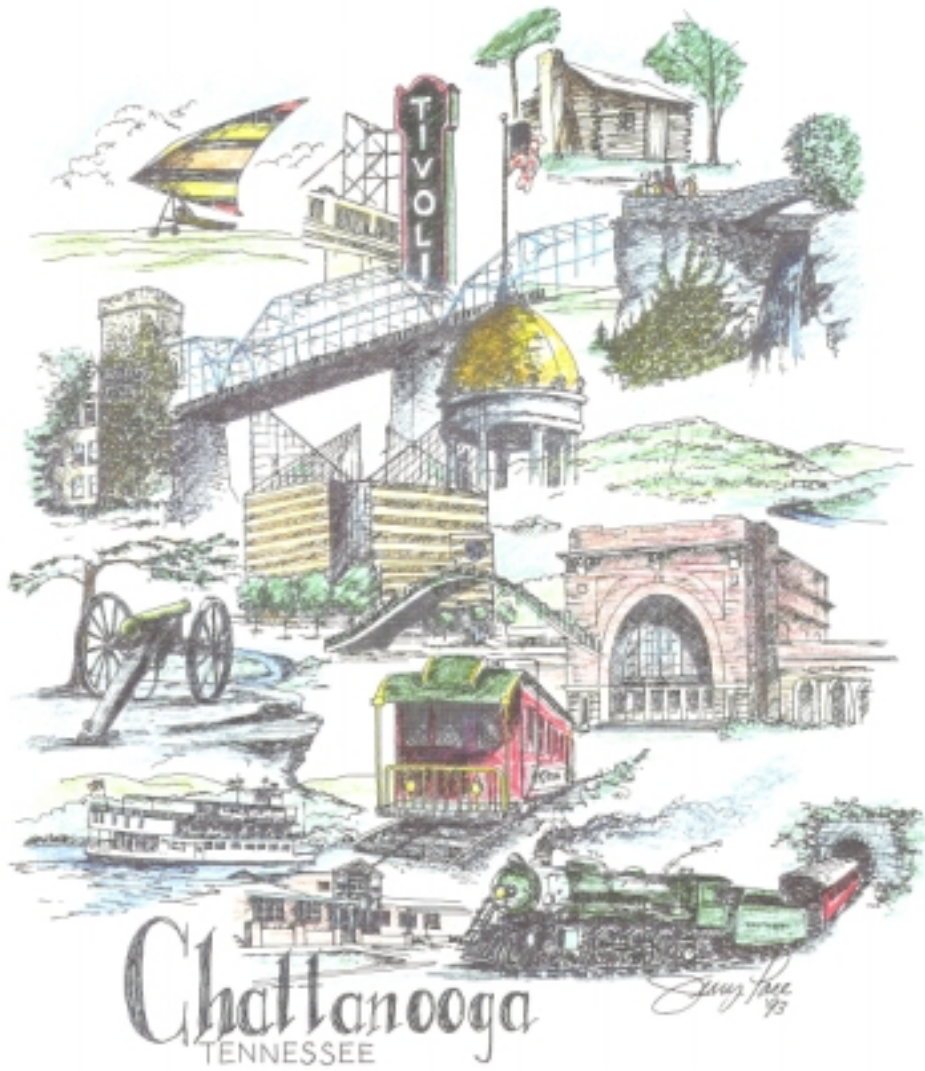
Human Services.....

The Human Services' expenditures have grown over the past four years. All growth can be attributed to the salary standardization for federal programs.

Decrease to fund for the FY 99/2000 are due to streamlining of duplicated activities.

Economic Development Fund

Half of the collections are automatically sent to the Hamilton County School System. The amount sent to the schools has increased since FY 97/98 due to the increased collections for this time period. Expenditures of the capital outlay nature vary in size and dollar amount. Usually these projects are selected by the City Council and Mayor on what they think is effective for economic development. Expenditures increased significantly in FY 98/99. The bulk of this increase is due to the planning and design of the future conference center.



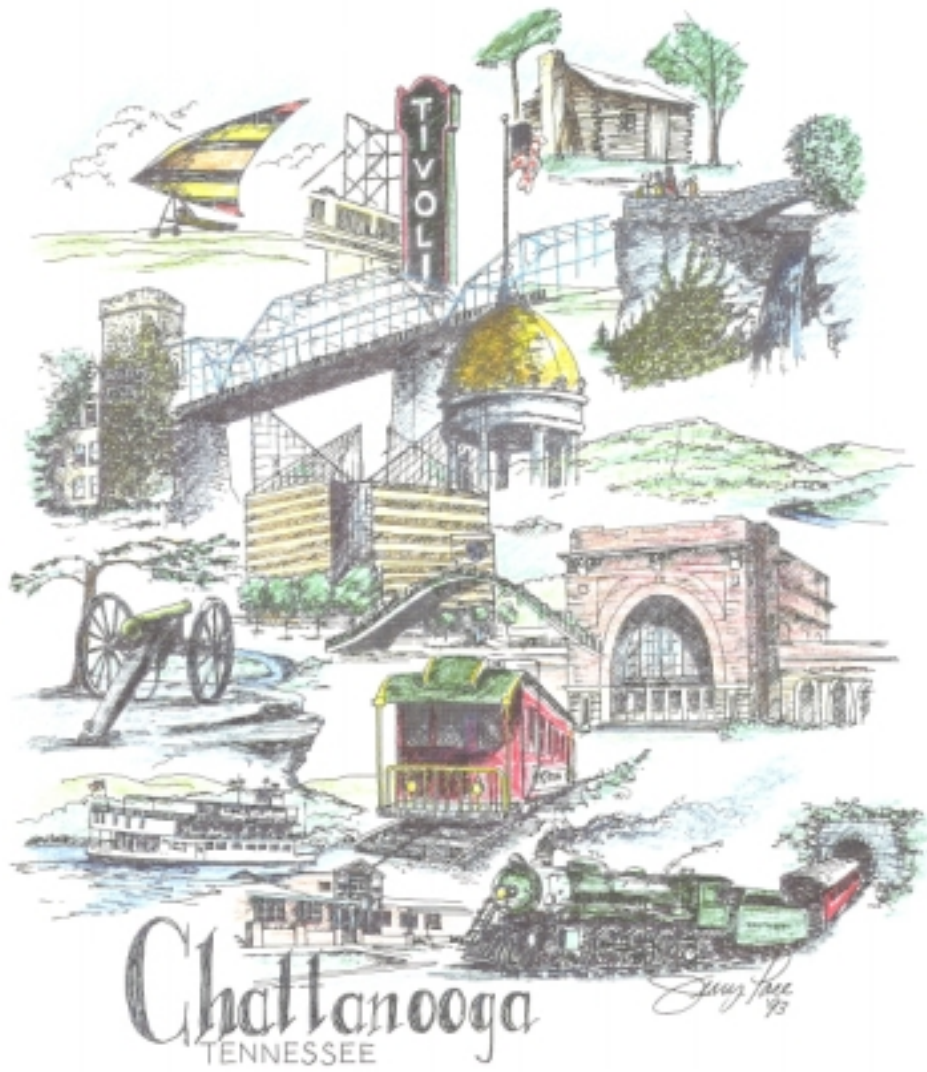
Special Fund Revenues
Fiscal Years 1997 - 2000

Revenue Source	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	BUDGET '99 INC/(DEC)	% CHANGE FY 98/99	% OF TOTAL
Real Estate (Fund 1105):							
City of Chattanooga General Fund	30,000	93,000	85,000	85,000	0	0.0%	0.26%
Sale of Real Estate	73,137	118,943	20,000	50,000	30,000	150.0%	0.16%
Lease Agreement	0	0	0	0	0	N/A	0.00%
Sale of Back Tax Lots	137,967	74,910	75,000	75,000	0	0.0%	0.23%
Miscellaneous	8,875	18,468	0	36,048	36,048	N/A	0.11%
Interest Income	2,461	0	0	0	0	N/A	0.00%
Fund Balance	0	0	291,806	246,175	(45,631)	-15.6%	0.76%
Total Real Estate Fund	\$252,440	\$305,321	\$471,806	\$492,223	20,417	4.3%	1.53%
State Street Aid (Fund 2104)							
State of Tennessee	4,190,426	4,232,007	4,266,425	4,166,425	(100,000)	-2.3%	12.92%
Railroad Reimbursement Mccallie Bridge	0	0	650,000	0	(650,000)	-100.0%	0.00%
Trfrs (1100) & Sale of Equipment	405,850	550,000	37,000	0	(37,000)	-100.0%	0.00%
Interest Earnings	12,579	44,046	50,000	65,000	15,000	30.0%	0.20%
Total State Street Aid	\$4,608,855	\$4,826,053	\$5,003,425	\$4,231,425	(\$772,000)	-15.4%	13.12%
Human Services (Fund 2102)							
Federal - State Grants	7,875,223	9,203,017	9,468,298	9,420,448	(47,850)	-0.5%	29.20%
City of Chattanooga	1,309,533	1,584,563	1,396,784	1,396,784	0	0.0%	4.33%
Miscellaneous	151,427	68,934	0	0	0	N/A	0.00%
Interest Income	30,589	42,128	0	0	0	N/A	0.00%
Contributions	29,996	30,653	30,920	30,920	0	0.0%	0.10%
Total Human Services	\$9,396,768	\$10,929,295	\$10,896,002	\$10,848,152	(\$47,850)	-0.4%	33.63%
Economic Development (Fund 1119)							
Local Option Sales Tax	0	15,506,179	15,500,000	16,685,286	1,185,286	7.6%	51.73%
Interest Income	0	109,916	0	0	0	N/A	0.00%
Total Economic Development	\$0	\$15,616,095	\$15,500,000	\$16,685,286	\$1,185,286	7.6%	51.73%
Grand Total:	\$14,258,063	\$31,676,764	\$31,871,233	\$32,257,086	385,853	1.2%	100.00%

Special Fund Expenditures

Fiscal Years 1997 - 2000

Expenditures	Actual	Actual	Budget	Budget	BUDGET '99 INC/(DEC)	% CHANGE FY 98/99	% OF TOTAL
	FY 96/97	FY 97/98	FY 98/99	FY 99/00			
Real Estate (1105):							
Administration	218,129	341,683	471,806	288,566	(183,240)	-38.8%	0.89%
Property Maintenance	0	0	0	203,657	203,657	N/A	0.63%
Total Real Estate	\$218,129	\$341,683	\$471,806	\$492,223	20,417	4.3%	1.53%
State Street Aid (Fund 2104)							
Capital Project	0	3,902	0	0	(4,353,425)	-100.0%	0.00%
Street Maintenance	0	3,648,711	4,353,425	4,231,425	(122,000)	-2.8%	13.12%
Snow & Ice Removal	0	54,205	0	0	0	N/A	0.00%
Equipment	0	87,319	650,000	0	(650,000)	-100.0%	0.00%
Salaries & Wages	1,997,830	0	0	0	0	N/A	0.00%
Medical Services	2,544	0	0	0	0	N/A	0.00%
Other Services	70,276	0	0	0	0	N/A	0.00%
Offices & Administration	1,507	0	0	0	0	N/A	0.00%
Utilities	955	0	0	0	0	N/A	0.00%
Vehicle Repairs & Maintenance	601,899	0	0	0	0	N/A	0.00%
Material & Supplies	637,120	0	0	0	0	N/A	0.00%
Capital Outlay	6,105	0	0	0	0	N/A	0.00%
Fixed Assets	31,275	0	0	0	0	N/A	0.00%
Fringe Benefits	503,220	0	0	0	0	N/A	0.00%
Total State Street Aid	\$3,852,731	\$3,794,137	\$5,003,425	\$4,231,425	(772,000)	-15.4%	13.12%
Human Services (Fund 2102)							
Headstart	4,206,629	4,807,421	5,479,338	5,479,338	0	0.0%	16.99%
Daycare	1,020,776	1,133,128	1,554,947	1,554,947	0	0.0%	4.82%
Weatherization	227,240	212,750	244,989	244,989	0	0.0%	0.76%
Foster Grandparents	246,001	284,501	383,719	371,719	(12,000)	-3.1%	1.15%
LIHEAP	662,756	632,530	696,058	696,058	0	0.0%	2.16%
Community Service Block Grant	242,279	317,646	440,313	440,313	0	0.0%	1.37%
Occupancy	158,010	150,040	226,221	226,221	0	0.0%	0.70%
Human Services Programs	1,765,134	1,429,412	1,659,453	1,623,603	(35,850)	-2.2%	5.03%
Neighborhood Family Services	89,278	58,218	105,361	105,361	0	0.0%	0.33%
City General Relief -	104,196	169,762	105,603	105,603	0	0.0%	0.33%
Total Human Services	\$8,722,299	\$9,195,408	\$10,896,002	\$10,848,152	(47,850)	-0.4%	33.63%
Economic Development (Fund 1119 & P419)							
Hamilton County Schools	0	7,753,090	7,750,000	8,342,643	592,643	7.6%	25.86%
Capital Outlay/Projects	0	59,186	7,750,000	8,342,643	592,643	7.6%	25.86%
Total Economic Development	\$0	\$7,812,276	\$15,500,000	\$16,685,286	1,185,286	7.6%	51.73%
Grand Totals	\$12,793,159	\$21,143,504	\$31,871,233	\$32,257,086	385,853	1.2%	100.00%



REAL ESTATE FUND

DEPARTMENT SUMMARY

The Real Estate Division of General Services is responsible for all real estate sales and acquisitions, real property leases, and the redevelopment and maintenance of vacant buildings and lots, including back-tax properties, for the City of Chattanooga. Additionally, the division orders all necessary reports and assessments used to determine project feasibility, construction or rehabilitation requirements and/or constraints, and serves as the keeper of all City real estate records.

It is the Mission of the City of Chattanooga's Real Estate Property Management Office to maintain and properly dispose of city surplus properties to prevent them from becoming unsightly and unsafe nuisances in our communities. To collaborate with citizens and agencies to redevelop vacant and surplus properties, thus aiding in the City's broader goals of instilling community pride and enhancing the quality of life for our citizens and for those who visit our beautiful city.

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Property Maintenance	203

FY2000 Highlights:

- *New activity created, Property Management.*

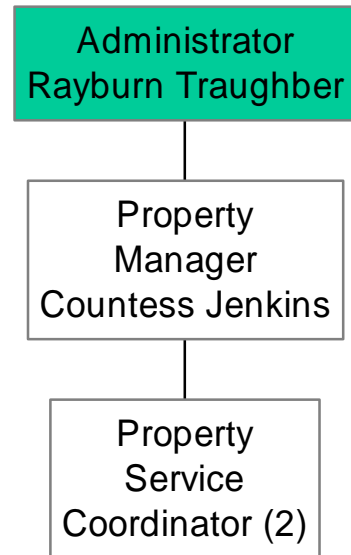
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$4,279	\$17,655	\$79,945	\$74,784
Operating	203,875	238,594	354,361	417,439
Capital	9,975	85,434	37,500	0
Total	<u>\$218,129</u>	<u>\$341,683</u>	<u>\$471,806</u>	<u>\$492,223</u>
Positions Authorized	0	2	2	2

REAL ESTATE ADMINISTRATION

The administration area is responsible for maintaining all real estate sales and acquisitions, real property leases, and the redevelopment and maintenance of vacant buildings and lots, including back-tax properties, for the City of Chattanooga. Additionally, the division orders all necessary reports and assessments used to determine project feasibility, construction or rehabilitation requirements and/or constraints, and serves as the keeper of all City real estate records.

Actively engage in current real estate market and educational trends

- Encourage continuing education for staff members
- Maintain professional relationships with Associations, Realtors and Developers
- Continue cooperative efforts and positive communications with industry partners
- Expand newly enhanced real property management system



Major Accomplishments for Fiscal Year 1998/1999

- Put in place a new real estate management system

Goals & Objectives

Develop strategies for disposition, development or redevelopment of vacant, surplus, and back-tax properties.

- Collaborate with non profit housing development for the reuse of back-tax properties.
- Participate with citizens and neighborhood associations in their clean-up efforts.
- Identify properties and locations for redevelopment potential
- Market suitable commercial development properties

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Property Sales	\$118,943	\$20,000	\$58,784	\$50,000
All properties maintained	n/a	n/a	255	250
Back Tax collection \$	\$74,910	\$75,000	\$44,747	\$75,000

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$4,279	\$17,655	\$79,945	\$74,784
Operating	203,875	238,594	354,361	213,782
Capital	9,975	85,434	37,500	0
Total	\$218,129	\$341,683	\$471,806	\$288,566

PROPERTY MANAGEMENT

With the rise of economic development in Chattanooga, this activity was created in fiscal year 2000 to help better manage cost for maintaining all City owned property.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
# of Surplus property maintained	n/a	n/a	63	6
Structures secured	n/a	n/a	n/a	yes

Major Accomplishments for Fiscal Year 1998/1999

➔ None. New division in fiscal year 2000.

Goals & Objectives

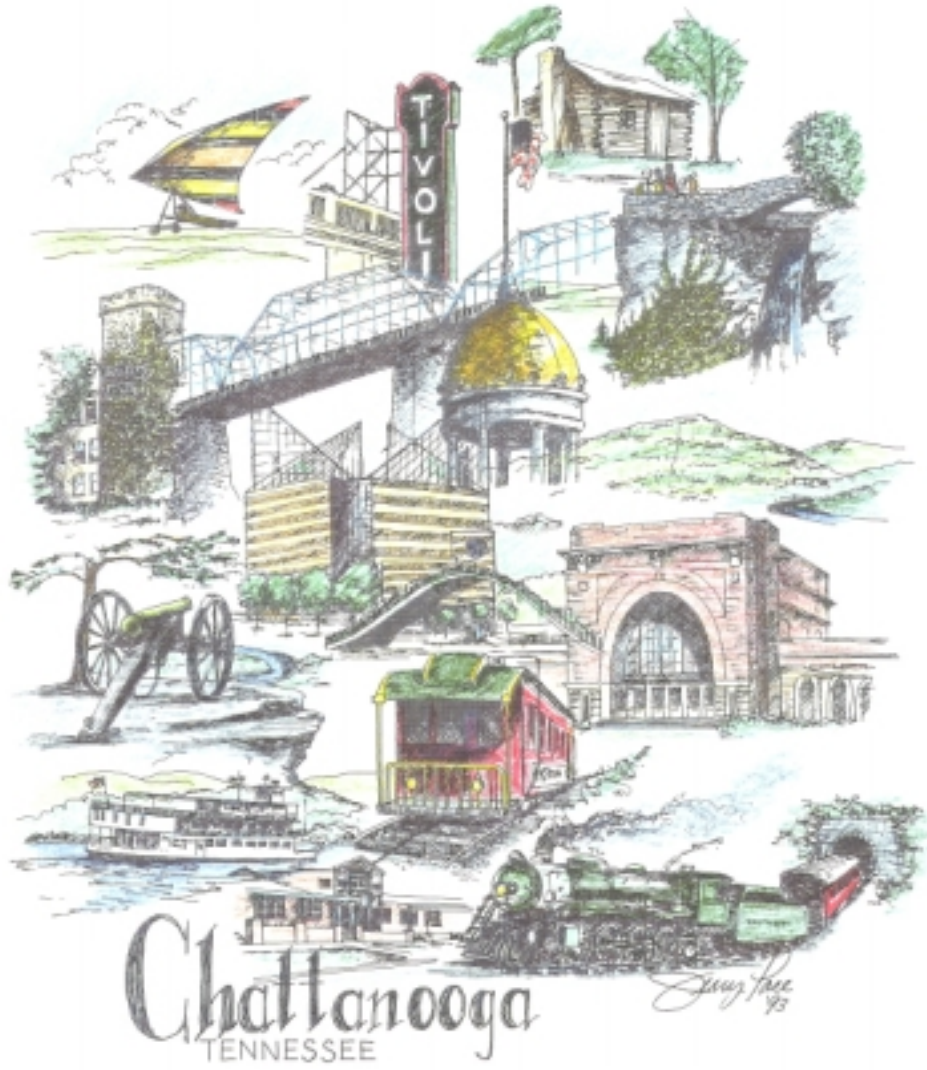
To manage the City's Real Property in a responsible and efficient manner

- To maintain all City surplus property, using independent contractors of varying capacity
- Provide routine maintenance, oversight and inspections.
- Coordinate boarding, securing and/or demolition of dilapidated, open and unsafe structures
- Provide professional property management services to tenants leasing City owned real estate
- Sell 90% of surplus property

**Real Estate Fund
Divisional Budget Summary
Fiscal Years 1997 - 2000**

Division: Property Maintenance

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	203,657
Capital	0	0	0	0
Total	\$0	\$0	\$0	\$203,657



STATE STREET AID FUND

DEPARTMENT SUMMARY

State Street Aid is a division of the Department of Public Works. This fund accounts for all revenue and expenditures from the City's share of State gasoline Taxes. The State distributes the taxes to municipalities based on population. Tennessee State Law requires that these funds be used for the construction and maintenance of city streets.

Departmental Goals & Objectives

- Develop and maintain a system of monetary controls which enables the Division to effectively apply State funds in the construction and maintenance of City streets.

- Accurately track expenditures for approved projects.
- Track projects at least monthly to ensure the division stays within budgetary guidelines.
- Reduce the city's liability through timely repair and maintenance of City streets.
- Maintain an automated data collection/filing system for projects and expenditures within this division to assist in budgetary compliance.

Department's Divisions	Page
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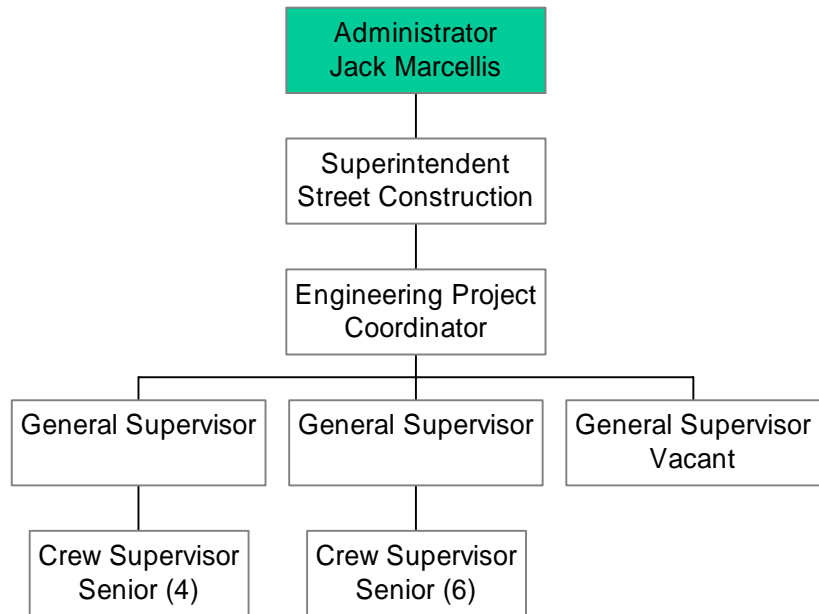
FY2000 Highlights:

- Reduced (3) positions

PUBLIC WORKS Departmental Budget Summary Fiscal Years 1997 - 2000				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$2,501,050	\$2,432,646	2,919,947	2,862,726
Operations	1,334,320	1,227,204	1,358,478	1,343,699
Capital	293,301	134,287	725,000	25,000
Total	\$4,128,671	\$3,794,137	5,003,425	4,231,425
Positions Authorized	101	101	101	104

STATE STREET AID OPERATIONS

The State Street Aid operations activity is used to account for general administrative expenditures. This includes personnel cost and benefits, purchase and rental of small equipment, vehicle operation and maintenance as well as general repair and rehab of City streets. Other costs accounted for in this activity include engineering services relative to maintaining the Pavement Management System which is a study of City streets and their particular needs. This study is used to prioritize street maintenance.



Goals & Objectives

Put into place positive control measures (automated and manual data collection tasks) which help the division accurately track all fund expenditures to ensure expenditures meet State fund guidelines.

- Ensure automated and manual data collection systems are updated on a daily basis.
- Hold regular meetings to assess street repair priorities and track expenditure levels

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Work Orders Completed	1,846	2,100	1,896	2,100
Street Rehab Projects	2	3	2	3

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: State Street Aid</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$2,501,050	\$2,432,646	\$2,919,947	\$2,862,726
Operating	1,334,320	1,227,204	1,358,478	1,343,699
Capital	37,380	43,066	75,000	25,000
Total	<u>\$3,872,750</u>	<u>\$3,702,916</u>	<u>\$4,353,425</u>	<u>\$4,231,425</u>

STATE STREET AID CAPITAL

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

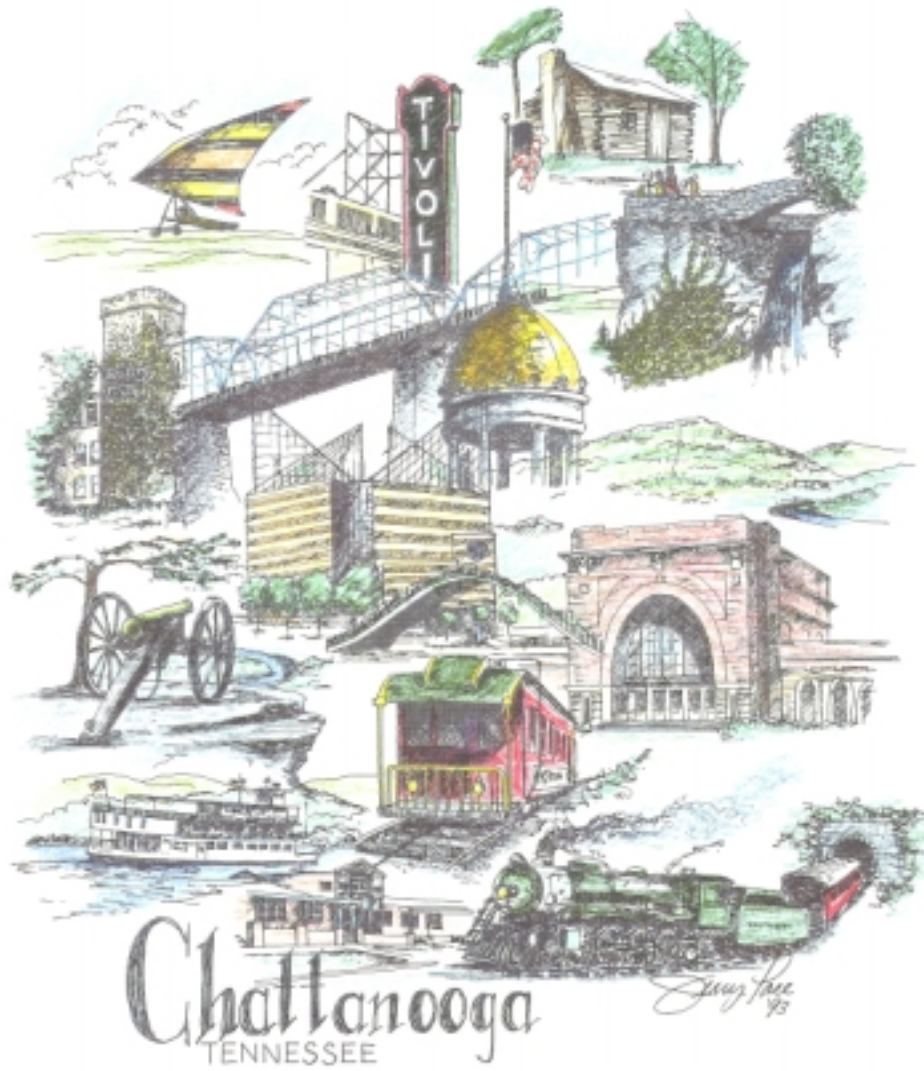
Goals & Objectives

Provide for the adequate repair and maintenance of City streets through the effective use of capital expenditures designated for equipment and projects which meet funding criteria.

- Analyze each project and/or equipment expenditure to ensure expenditure criteria are met.
- Prioritize all paving projects to match annual budgetary limits.
- Monitor projects to avoid cost overruns.

PUBLIC WORKS
Departmental Budget Summary
Fiscal Years 1997 - 2000

	<u>Actual</u> <u>FY 96/97</u>	<u>Actual</u> <u>FY 97/98</u>	<u>Budget</u> <u>FY 98/99</u>	<u>Budget</u> <u>FY 99/2000</u>
Personnel	\$2,501,050	\$2,432,646	2,919,947	2,862,726
Operations	1,334,320	1,227,204	1,358,478	1,343,699
Capital	<u>293,301</u>	<u>134,287</u>	<u>725,000</u>	<u>25,000</u>
Total	<u>\$4,128,671</u>	<u>\$3,794,137</u>	<u>5,003,425</u>	<u>4,231,425</u>



HUMAN SERVICES

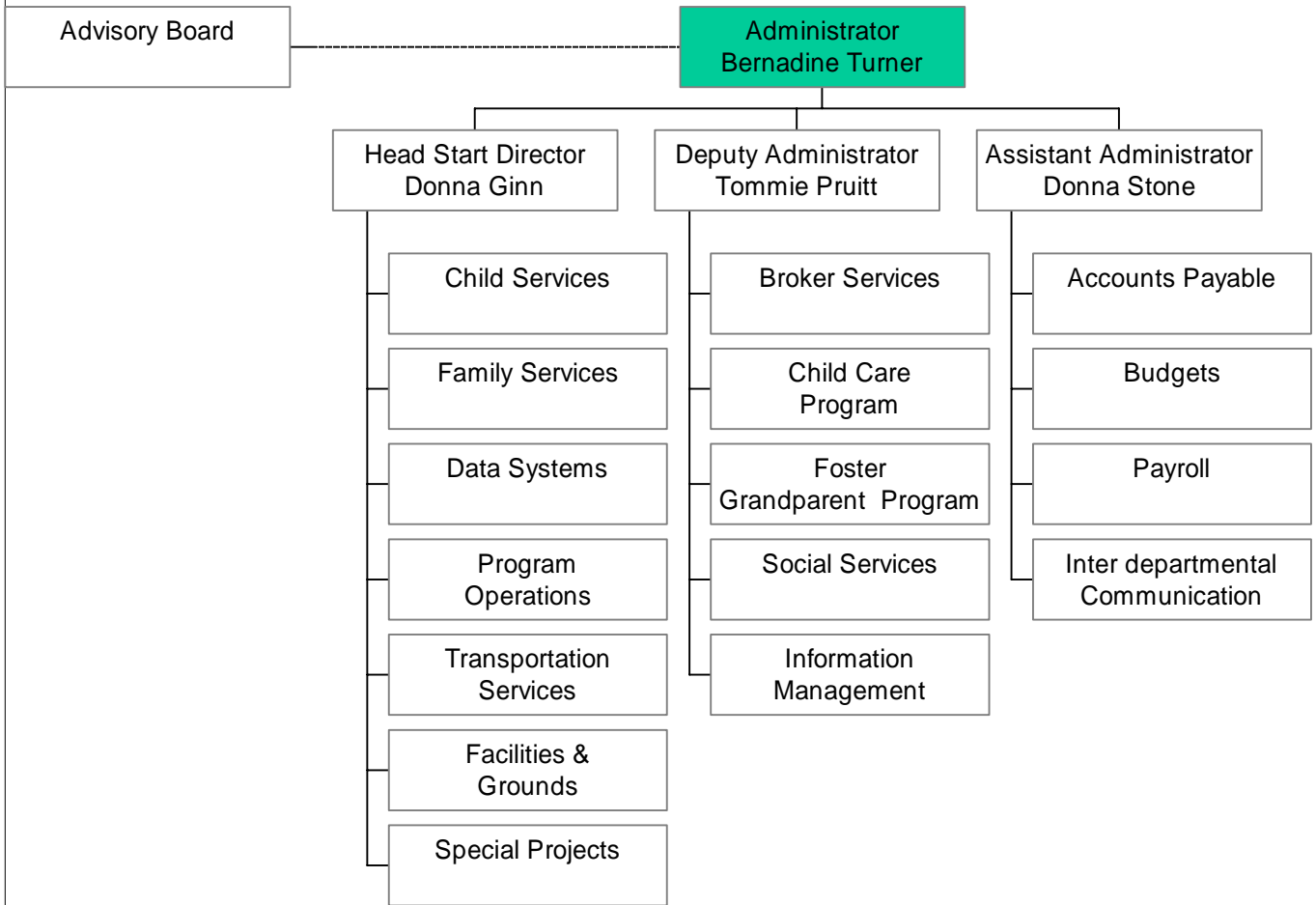
DEPARTMENT SUMMARY

The department operates 18 separate programs funded totally or in part by federal, state and local funds. Services include early childhood development (head start & day care), energy assistance, feeding programs, housing for poor, elderly, handicapped residents of Hamilton County and City of Chattanooga. Individuals with emergency needs are assisted daily in an effort to restore their lives to normalcy. Attempts to render services to families in crisis situation and return them to the road of self-sufficiency

and remove dependency for constant monetary assistance. Divisions are: Head Start, City General Relief, Day Care, Occupancy, Weatherization, HSD Programs, Foster Grandparents, Neighborhood Family Services, Low Income Home Energy, Assistance Program (LIHEAP), Community Services Block Grants (CSBG).

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LIHEAP	217
Community Services Block Grant	218
Occupancy	220
Human Services Programs	221
Family Neighborhood Centers	223
City General Relief	224

Human Services Departmental Budget Summary Fiscal Years 1997 - 2000				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$4,516,382	\$4,365,446	\$5,282,055	\$5,270,055
Operating	4,022,477	4,416,523	5,462,714	5,426,864
Capital	183,440	413,439	151,233	151,233
Total	\$8,722,299	\$9,195,408	\$10,896,002	\$10,848,152
Positions Authorized	301	314	270	266



Departmental Goals

Provide headstart for some 650poor children, day care for 875 working on training parents until they rise to an income level to be self-sufficient.

Provide and distribute of surplus food commodities quarterly to 4,300 poor families.

Assist poor and elderly in paying heating and cooling utility bills, helping 3,000

families. Through an intensive case management concept we plan to lead 125 individuals to a life of self-sufficiency and away from dependency on entitlement programs.

With the eroding funds for various social and community services we will seriously consider program consolidation, reorganization and staffing in order to release funds for needed services for the poor, elderly and handicapped.

HEADSTART

The Head Start program is a federally funded comprehensive, family focused child development program for children of low-income families. The program, which is funded by the United States Department of Health and Human Services, serves 667 preschool children in eight locations throughout the city and rural Hamilton County. The Head Start Program serves 617 three and four years old and the Early Head Start served 2 pregnant women and 48 infants to age three. The program provides evaluation, diagnosis, and special services to children with disabilities.

Goals & Objectives

Bring about a greater degree of social competence in young children to help ensure they begin school ready to learn and they can effectively deal with both present environment and later responsibilities in school and life.

Early Head Start provides intensive continuous, comprehensive child development and family support services to low-income infants, toddlers and pregnant women.

- Improve the child's health and physical abilities, including appropriate steps to correct present physical and mental problems and to enhance every child's access to an adequate diet.

- Encourage self-confidence, spontaneity, curiosity, and self-discipline which will assist in the development of the child's social and emotional health.
- Enhance the child's mental processes and skills with particular attention to conceptual and communications skills.
- Establish patterns and expectations of success for the child, which will create a climate of confidence for present and future learning efforts and overall development.
- Increase the ability of the child and the family to relate to each other and to others
- Enhance the sense of dignity and self-worth within the child and his family
- Provide support services to parents and involve them in program planning and implementation, decision making, parent education and adult literacy; and improve the family's attitude toward future education, health care and physical abilities.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Preschool children served	647	675	802	632
3 - 4 Year old (Head Start)	597	600	733	582
Infant to 3 year old (PPC/Early Head Start)	50	60	69	50
Diagnostic Evaluations	114	150	194	158
Children received Special Services	107	110	128	126
Children received Up-to-Date immunizations	647	700	802	632
Parents received Adult Education/GED training	100	100	105	100
Parents received Parent Education/Parent training	400	400	402	400
Parents and Community volunteers	700	750	1,089	859
Volunteer Hours	24,000	24,500	35,068	27,618

Human Services Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: HEADSTART</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$2,789,293	\$2,794,833	\$3,418,876	\$3,418,876
Operating	1,291,650	1,641,783	2,029,062	2,029,062
Capital	125,686	370,805	31,400	31,400
Total	\$4,206,629	\$4,807,421	\$5,479,338	\$5,479,338

DAY CARE

Provides comprehensive day care services to assist citizens in obtaining and maintaining employment and to provide a supportive influence to parents.

Goals & Objectives

CENTER PROGRAM
 To provide quality child care services to enable parents an opportunity to secure and maintain gainful employment and/or training.

To provide a safe nurturing environment for children at risk for potential abuse and/or neglect, and at the same time serve as a resource for the whole family.

To provide a developmentally appropriate environment that will aid in improving the intellectual, social, physical, and emotional needs of each child.

To empower parents, to assume and sustain the responsibility of the day to day care of their children.

To provide a social services component to include intake, information an (referral, eligibility determination, family social assessment, and other social services as needed to assist families in their own efforts to improve the quality and conditions of life.

To provide comprehensive health and nutrition information to the parent so that families can provide proper care for their children on a continuous basis.

- To act in accordance with all applicable local and state licensing requirements annually as mandated by TDHS.
- To keep all required information and records on families, children and staff accurate and current on a daily basis.
- To have training/meetings on a quarterly basis with staff and parents.
- To provide daily to and from transportation from the center.
- To provide breakfast, lunch and snack daily as required by CACFP.

DAY CARE HOMES
 To provide quality child care for parents or caretakers of infants and toddlers while they are away from the children as they pursue employment, educational or training opportunities

To provide a warm nurturing family environment for infants and toddlers.

To provide a developmentally appropriate setting for infants and toddlers.

To strengthen parents in self sufficiency by encouraging them in assumption of day to day

responsibilities in caring for their children.

To ensure health, nutrition and ethical practices and procedures are met.

- To comply with all applicable state, local and federal requirements.
- To keep family and group day care home records current and complete on a daily basis.
- To provide quarterly training for all home providers.
- To ensure that breakfast, lunch and snack served daily meet the requirements of CACFP by monitoring the homes monthly.
- Monitor homes monthly to ensure that each home is providing care to encompass the parents needs appropriately.
- To ensure that children in care a-receiving stimulation to enhance their overall growth by requiring monthly progress reports.
- The overall goal of the Child Care Program is to maintain the National Accreditation through the National Academy of Early Childhood Programs in Washington, DC.

Human Services Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: DAYCARE</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$675,260	\$715,598	\$837,217	\$837,217
Operating	344,622	409,106	689,530	689,530
Capital	894	8,424	28,200	28,200
Total	<u>\$1,020,776</u>	<u>\$1,133,128</u>	<u>\$1,554,947</u>	<u>\$1,554,947</u>

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
<u>Center Program</u>				
Children enrolled age 2-5	159	159	145	150
Parents maintained gainful employment	105	105	107	115
Children from child welfare provided a safe and nurturing environment	0	0	1	5
Children who received speech and hearing screening through Chatt Speech and Hearing Center	135	135	110	115
Field trips taken	12	12	8	10
Children received clothes from clothes pantry	0	5	10	15
Parent meetings	1	1	2	2
Individual family conferences	20	50	145	140
Meals served	86,220	86,000	45,602	50,000
Transportation services	25,000	25,000	21,837	22,000
Children	91	90	87	90
<u>DayCare (HOMES)</u>				
Children enrolled	50	50	47	50
Parents maintained gainful employment	42	45	42	45
Meals served	42,350	42,000	31,593	32,000
Day care home for infants through 12 years	12	10	8	10
Parent meeting per quarter	1	1	2	2
Monitoring visits	40+	40+	32+	32+

WEATHERIZATION

The Weatherization Program is a Federally funded project conducted in a single geographical area which undertakes to weatherize dwelling units that are energy inefficient. The weatherization project includes areas of Administration, Program Support, Training, Department of Energy (DOE), and Low - Income Energy (LIHEAP) funds for weatherization and material & labor.

workmanship and materials by:

- (1) obtaining certified post inspections on all units completed,
- (2) by reinspecting all units failed by the initial inspection, and

- To provide on-site client educational materials on energy conservation measures to all clients served on or after July 1, 1999.

Goals & Objectives

To assist low income individuals and families (home owners/ rental) to weatherize their dwellings. Priorities to elderly and handicapped.

- To improve energy efficiency in 54 selected dwellings in FY 1999/2000 in Hamilton County/Chattanooga.
- Weatherization measures installed will reduce energy cost and conserve heat loss.
- Weatherization measures are selected from energy surveys completed by certified WAP Staff. All measures are prioritized and expenditures limited according to the FY 1999/2000 State Plan.
- To contract all weatherization work with private contractors in accordance with minimum requirements of the Tennessee Department of Human Services.
- To assure quality

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Units of weatherized dwellings	122	125	101	110
Material & Labor Cost	238,722	238,000	149,565	175,000
Inspections completed	122	125	101	110
Number of applicants	130	130	130	130

Human Services Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: WEATHERIZATION</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$53,537	\$58,162	\$66,534	\$66,534
Operating	173,703	154,089	178,455	178,455
Capital	0	499	0	0
Total	\$227,240	\$212,750	\$244,989	\$244,989

FOSTER GRANDPARENTS

Mutually benefits senior citizens and special and exceptional needs children with specific needs in development for Hamilton, McMinn and Bradley counties. Areas include Foster Grandparent Volunteer support, and Foster Grandparent Volunteer Expense.

Goals & Objectives

Assign Volunteers to sites to address basic need of community.

- Conduct site visits
- Training suggestions from site coordinators
- Assign ninetyfive (95) volunteers to a minimum of 500 special children
- Negotiate Memorandum of Understandings with sites.

Recruit and placement of volunteers

- Recruit sites that serve special needs children
- Interview potential volunteers
- Conduct site training's
- Provide forty (40) hours of training for new volunteers
- Provide four (4) hours of additional training monthly
- Evaluate volunteers
- Conduct volunteer needs assessment
- Volunteer comply with income requirements
- Increase number of volunteer service years
- Annual physical for volunteers
- Transportation provided by sites for In-kind contributions

Develop advisory council

- Educate and train council on FGP affairs
- Assign to committees for advisory council
- Meet four time a year
- Procure private sector funding
- Provide annual program evaluation
- Accomplish specific goal each year.

Volunteer recognition for their Performance

- Participate in events for volunteers
- Program receives media coverage
- FGP provide 2 events

Increase private sector participation

- Address three or more organizations annually
- Annually submit proposal to businesses for funding non-federal volunteers and program activities

Human Services Divisional Budget Summary Fiscal Years 1997 - 2000				
DIVISION: FOSTER GRANDPARENTS				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$219,075	\$42,950	\$79,023	\$67,023
Operating	22,706	239,396	304,696	304,696
Capital	4,220	2,155	0	0
Total	\$246,001	\$284,501	\$383,719	\$371,719

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Conduct site visits	26	28	28	30
Training suggestions from site coordinators	26	26	28	30
Assign volunteers and special children	68/138	95/500	95/500	95/500
Negotiate Memo of Understanding with sites	28	28	28	30
Recruit sites that serve special needs children	26	26	28	30
Volunteers interviewed and hired	15	15	6	10
Conduct site training	as needed	as needed	as needed	as needed
40 hours of training for new volunteers	15	15	15	20
Sessions of 4 hours additional training	12	10	0	5
Volunteers evaluated	69	65	95	95
Conduct volunteer needs assessment	69	70	95	100
Volunteer comply w/income requirements	69	70	95	95
Annual physical for volunteers	69	75	95	100
Trans by sites for In-kind contributions	\$10,000	\$10,000	\$10,000	\$10,000
Educate and train council on FGP affairs	12	12	12	12
Assign to committees for advisory council	12	12	12	12
Advisory council meetings per year	4	4	4	4
Procure private sector funding	9	9	9	0
Participate in events for volunteers	5	5	6	7
Program receives media coverage	5	5	3	5
FGP provide 2 events	2	2	2	2
Address three or more organizations annually	3	3	5	5

LOW INCOME HOME ENERGY ASSISTANCE PROGRAM

The program is designed to assist eligible households with home energy costs through payments to energy suppliers. Priority is given to the lowest income households. LIHEAP includes areas of Program support, Emergency Heating, and Regular Heating.

Goals & Objectives

To ensure that approximately 2,931 eligible low income households receive assistance to offset the high cost of energy during the fiscal year 2000. Assistance will be provided in the following program areas:

- Regular Heating Assistance: A minimum of 2,452 eligible households will be assisted beginning July 1, 1999 thru June 30, 2000 or until funds are exhausted. Total cost not to exceed \$490,223.
- Emergency Heating Assistance: A minimum of 319 eligible households will be assisted from January 3, 1999 thru April 29, 2000 or until funds are exhausted. Total cost not to exceed \$63,865.
- Summer Cooling a minimum of 160 households at a cost not to exceed \$31,833.

Performance Indicators

LIHEAP met all performance goals and objectives proposed for fiscal year 1999 by assisting a total of 3,577 low income households with the high cost of heating their homes. Assistance was provided in the following areas:

Regular Heating: Total of 3,231 households assisted with funds totaling \$615,092.11.

Emergency Heating: Total of 346 households assisted with funds totaling \$65,140.

Human Services Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: LIHEAP</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$77,919	\$63,284	\$75,079	\$75,079
Operating	584,837	569,246	620,979	620,979
Capital	0	0	0	0
Total	<u>\$662,756</u>	<u>\$632,530</u>	<u>\$696,058</u>	<u>\$696,058</u>

COMMUNITY SERVICES BLOCK GRANT

Improves the quality of living by providing for long and short range service activities and referrals. CSBG includes areas of Emergency Assistance, Assistance II commodity, Special Home, State Appropriation, Homeless Assistance, Family support, Home Prevention, and Emergency Homeless.

Goals & Objectives

Comprehensive Emergency Assistance

Provide emergency financial assistance with rent, utilities, food, medicine to low income residents of Hamilton County. To provide services to reduce the immediate threat of eviction, services being disconnected and hunger.

- Elimination of immediate threat to families through financial assistance. Reduce level of stress in crisis situations to enable workers to develop long range plans for the family to become self-reliant. To assist at least 1,728 households this fiscal year.

Family Support Services Provide counseling, referrals, assistance in developing long range goals with the family, networking with other agencies to provide services for the family.

- To provide moral support and encouragement as well as pertinent information that helps the family in developing and setting long range plans to become

independent. Assist the family in locating the appropriate services and identification of barriers that prevent them from becoming self sufficient. Plans are to assist 48 (forty-eight) households this year.

Homeless Assistance To provide transitional housing to help family regain its financial balance. Provide counseling, referrals to other agencies for long assistance. Aids families in locating permanent housing. Helps families learn to maximize their resources to achieve financial stability.

- To help families move to permanent housing and to become self reliant. To assist families in prioritizing their goals and objectives to achieve success. Provisions have been made to assist 78 families.

Homeless Prevention To provide financial assistance and or assist client in making arrangements with the landlord or mortgage company to prevent eviction from housing.

- Provide an estimated 42 households with services and or to intervene on their behalf to assist in making the necessary arrangements to maintain housing.

Emergency Homeless Interview and locate shelter for homeless families/individuals. Assist in locating permanent housing. Provide letters of referral to Chattanooga Housing Authority to expedite the application process.

- Provide emergency shelter for those who need it. Elimination of homelessness. Placement of families or individuals in

affordable housing. An estimated 60 individuals will be served.

Special Home, State Appropriations To provide funding to provide services to the low income individuals living within Hamilton County.

- Provide matching fund to assist low income families/individuals residing in Hamilton county. To aid in improving the quality of life for low income families/individuals.

Performance Indicators

1,728 units of service provided in the area of payment of rent/mortgage, utilities for those meeting the eligibility criteria for the Comprehensive Emergency Assistance program under Community Services Block Grant funding.

48 Families participated in family support services. Goals were not met in this area for FY 97/98.

119 households were served in homeless assistance.

31 households were served in homeless prevention

206 households were served in emergency homeless

**Human Services
Divisional Budget Summary
Fiscal Years 1997 - 2000**

DIVISION: CSBG

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$60,041	\$78,121	\$127,853	\$127,853
Operating	181,738	239,525	312,460	312,460
Capital	500	0	0	0
Total	<u>\$242,279</u>	<u>\$317,646</u>	<u>\$440,313</u>	<u>\$440,313</u>

OCCUPANCY

Provides a safe, clean and comfortable facility for conducting business at 501 West 12th Street and other leased facilities to include everything from picking up litter on the properties, to maintaining and upgrading the physical structure.

Goals and Objectives

Priority 1: Abatement of problems that represents threats to life, health and safety or to the property itself.

- Fire inspection annually
- Daily cleaning and janitorial services
- Keep sanitary supplies stocked as needed
- Keep all plumbing items working properly
- Cleaning and/or replacing air filters as needed, but not less than quarterly

Priority 2: Maintenance needs related to curb appeal and facility appearance.

- Keep grass mowed at least weekly, in season; as needed other times.
- Keep awnings and fences in good repair.
- Keep parking lots and driveways in good repair, continue to reconfigure arrangements, repair areas as needed, reseal and restripe to meet handicap recommendations.
- Keep litter and other debris removed for area daily and create colorful flower beds.

Priority 3: Maintenance required to update or modernized older sections of the building.

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

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

- Plant trees in playground area.

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

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Fire Inspection	1	1	1	1
Cleaning/replacing air filters	4	4	4	4
Grass mowed	26	26	26	26
Replaced awnings	3	2	2	0
Repair/replace air condition units	3	8	8	0
Remove large trees from playground area	2	0	0	0
Touch up paint areas as needed	0	1	1	1

Human Services Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: OCCUPANCY - 501 W 11TH STREET</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$11,193	\$20,589	\$34,631	\$34,631
Operating	119,839	118,074	121,582	121,582
Capital	26,978	11,377	70,008	70,008
Total	<u>\$158,010</u>	<u>\$150,040</u>	<u>\$226,221</u>	<u>\$226,221</u>

HUMAN SERVICES PROGRAMS

Human services programs include areas of Title II commodity, Emergency Food & Shelter, Project Warm Neighbors, MC Mckeldin, Summer Lunch, Administration, Water Help, and HUD Counsel.

Goals & Objectives

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

- Provide two distribution sites, one site in Chattanooga, and one site in northern Hamilton County.
- Distribute commodities quarterly at designated sites.

Summer Food Service Program

Provide free nutritious meals to eligible children, ages 1-18 during the summer vacation. similar to those offered under the National School Lunch and Breakfast Program, during the school year.

- Secure 90 or more sites where meals can be served.
- To reach 50% or more of those children who received free and /or reduced lunches during the school year.
- Provide free nutritional lunches daily for 10 weeks, (49) days, during summer vacation.
- Develop positive attitudes toward nutritious meals.

Emergency Food & Shelter Assist families/individuals with past, due mortgage/rent or first month's rent payment. Payment of one months' past due electric and or gas bills; issue one month food orders during the program year.

- To improve the quality of life for the family/individuals by providing assistance with payment of an estimated 70 (seventy) rent/mortgage or providing first month's rental assistance. These services prevents evictions, foreclosures or homelessness for the families/ individuals receiving services.
- Provide and estimated 3,240 meals to families or single persons given a one month food voucher that can be used at the grocery store of their choice.
- Payment of an estimated 45 (forty-five) electric/gas bills to prevent services from being disconnected.

Warm Neighbors Maintain electric/gas services or purchase of home heating oil/fuel for low income households and or households who are experiencing financial difficulties and are not able to pay their bills due to illness, loss of employment, death of primary bread winner etc.

- To involve the community in helping to approximately 210 households to maintain services with the electric and gas companies, also the purchase of coal and kerosene. To raise community awareness about the needs within the community and encourage contributions be made to the program to aid the agency in providing services.

Harry McKeldin Fund To meet needs in the community that are not addressed in the catalog of services or those who are not eligible for assistance based on Community Services Block Grant guidelines.

- To address the needs within the community of 7-10 families per year that are not met through CSBG Program. Involvement of the community in making contributions that enable us to provide special assistance to those who would otherwise fall through the cracks.

Project Water Help Maintain or restore water services for families/individuals who are not able to pay their bills.

- To encourage the involvement of the community in helping to assist approximately 169 or more households per year to maintain or reestablish water services.

HUD Counsel Provide information to perspective home buyers, first time renters, and assistance to homeowners to prevent foreclosures and provide information and implementation of the reverse mortgage program.

- To assist families in obtaining a home, providing information as to the responsibility of home ownership, rental responsibility and rights. Assists the elderly in making decisions about reverse mortgages which enables eligibility for other programs that are based on poverty guidelines Works with families/ individuals to avoid foreclosure proceedings. Estimated number households to be served are 489.

Human Services
Divisional Budget Summary
Fiscal Years 1997 - 2000

DIVISION: HSD PROGRAMS

	<u>Actual</u> <u>FY 96/97</u>	<u>Actual</u> <u>FY 97/98</u>	<u>Budget</u> <u>FY 98/99</u>	<u>Budget</u> <u>FY 99/00</u>
Personnel	\$533,352	\$513,745	\$573,888	\$573,888
Operating	1,207,630	898,318	1,067,440	1,031,590
Capital	<u>24,152</u>	<u>17,349</u>	<u>18,125</u>	<u>18,125</u>
Total	<u>\$1,765,134</u>	<u>\$1,429,412</u>	<u>\$1,659,453</u>	<u>\$1,623,603</u>

FAMILY NEIGHBORHOOD CENTERS

Operates center in public housing developments which provide social services, family counseling, referral services, intervention, and after-school activities. This division helps families living in Public Housing toward self sufficiency.

As case managers, we intervene with intensive, unconditional support to provide services needed to keep families together. These cases are referred by Hamilton County Managed Care for Children.

planned and carried out youth activities.

In the Managed Care program, we try to normalized and stabilized the family situation without the case going back into State custody.

- Through Managed Care for Children, evaluate and update at least 25 families for individual help. Write a Family Plan of Action, agreed to by the entire family, and approved by case manager. This plan will hopefully move family toward stated goals and individualized needs.

Goals & Objectives

To move public housing families toward educational opportunities.

- Perform monthly reports on all activities held in Neighborhood Centers and refer families to other appropriate resources.

To move family unit toward self sufficient living.

- Complete a Family Needs Assessment on at least 150 families coming through Neighborhood Centers located in Public Housing Developments.
- Plan, schedule and carry out organized adult activities in Centers that are both creative and educational on an ongoing basis during the year.
- Keep an ongoing list of all

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Family Need Assessments performed	125	125	125	125
Adult and Youth Activities	12	15	20	25

Human Services Divisional Budget Summary Fiscal Years 1997 - 2000				
DIVISION: NEIGHBORHOOD FAMILY SERVICE CENTER				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$71,370	\$39,942	\$42,419	\$42,419
Operating	16,898	15,446	59,442	59,442
Capital	1,010	2,830	3,500	3,500
Total	\$89,278	\$58,218	\$105,361	\$105,361

CITY GENERAL RELIEF

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

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Number of households assistance planned	1,000	1,000	500	500
Dollars used in assistance	\$78,271	\$78,000	\$78,660	\$78,000

Goals & Objectives

To provide assistance to residents of the City of Chattanooga who are experiencing financial difficulties, who do not meet poverty guidelines, but are experiencing a crisis that prevents them from being able to meet their needs.

To acknowledge that crisis situations can arise in everyone's life and assistance is required to alleviate or reduce the impact of the circumstances. To meet the needs of all citizens within our community. Assistance is planned for approximately 1,000 households.

Human Services Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>DIVISION: CITY GENERAL RELIEF</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$25,342	\$38,222	\$26,535	\$26,535
Operating	78,854	131,540	79,068	79,068
Capital	0	0	0	0
Total	\$104,196	\$169,762	\$105,603	\$105,603



ECONOMIC DEVELOPMENT

DEPARTMENT SUMMARY

Economic Development is responsible for the following activities:

- (1) work with prospective businesses;
- (2) coordinate regional and local entities in attracting quality companies;
- (3) broaden the Chattanooga tax base;
- (4) encourage educational, cultural and recreational opportunities that make for a well-balanced city and contribute to the quality of life; and

- (5) foster the development of the City of Chattanooga.

Major Accomplishments for Fiscal Year 1998/1999

- Began the planning and design of the Chattanooga Conference Center

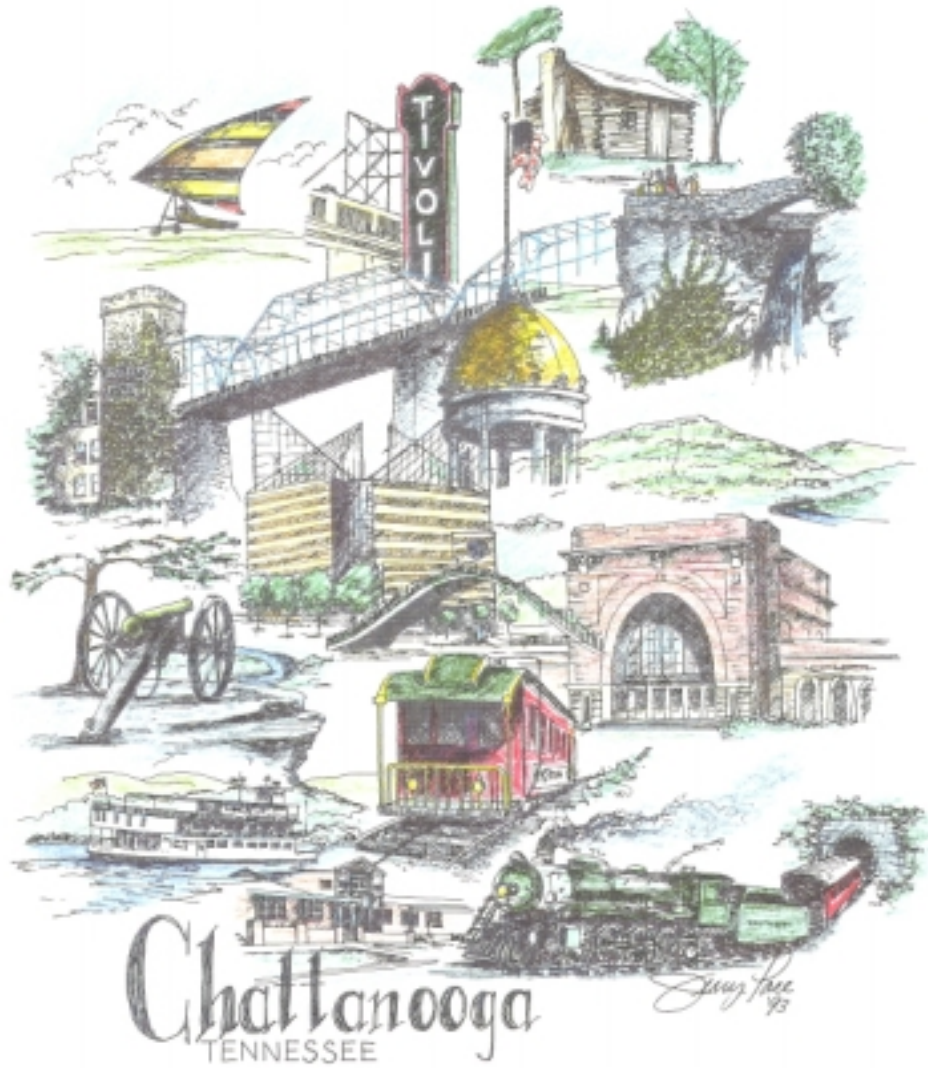
Goals & Objectives

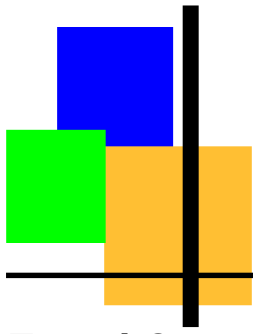
To increase economic progress in the Chattanooga area

- Encourage new business/corporations into the Chattanooga area

**Economic Development
Departmental Budget Summary
Fiscal Years 1997 - 2000**

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$0	\$0	\$0	\$0
Operating (Schools)	0	7,753,090	7,750,000	8,342,643
Capital	0	59,186	7,750,000	8,342,643
Total	<u>\$0</u>	<u>\$7,812,276</u>	<u>\$15,500,000</u>	<u>\$16,685,286</u>



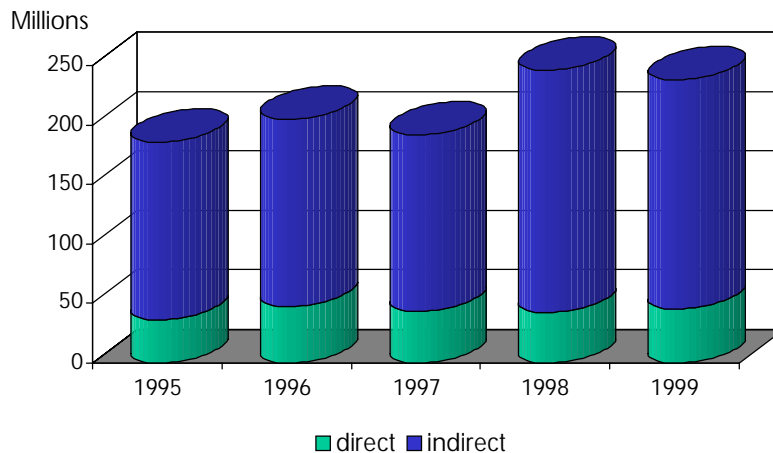


DEBT SERVICE FUND

Fund Structure

The Debt Service Fund was established to account for all principal and interest payments on the City's long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of City of Chattanooga General Obligation Bonds, Notes Payable, and Capital Leases. A majority of the outstanding debt is general obligation bonds. The debt can be either Direct Indebtedness, in which case an operating transfer is made from the General Fund for the maturity payments, or it can be an Indirect Indebtedness, with the supporting fund transferring funds for the maturities. The following chart shows the history of the City's debt over the past five years and the relationship between Direct and Indirect Indebtedness.

Gross outstanding indebtedness as of June 30, 1999 is \$ 237,505,961.



Debt Limit

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

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

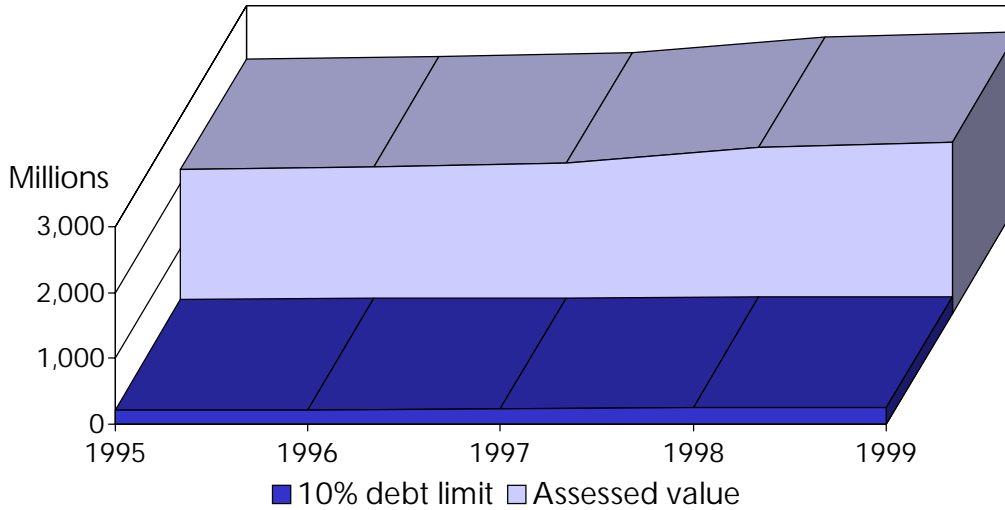
The chart on the next page shows the debt limit for the past five years, based upon the assessed

property valuation for the same period of time. After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, the next chart presented compares the Net Direct Indebtedness with the 10% Debt Limit.

The Net Direct Indebtedness is the Gross Indebtedness less the Self-Supporting Indebtedness and the Debt Service Fund Balance for each year. As is evidenced by this chart, the City's Net Legal Debt Margin is very favorable. The City issued \$36,635,000 Public Improvement bonds in 1995 which account for the slight increases in outstanding balances in that year. In December, 1995 the City sold

General Obligation Debt Capital

Fiscal Year 1995 thru 1999



\$22,270,000 Sewer and Sewage Facilities Refunding Bonds, Series 1995. In May, 1996 the City sold \$13,000,000 Municipal Improvement Bonds specifically for the purpose of building a multipurpose stadium.

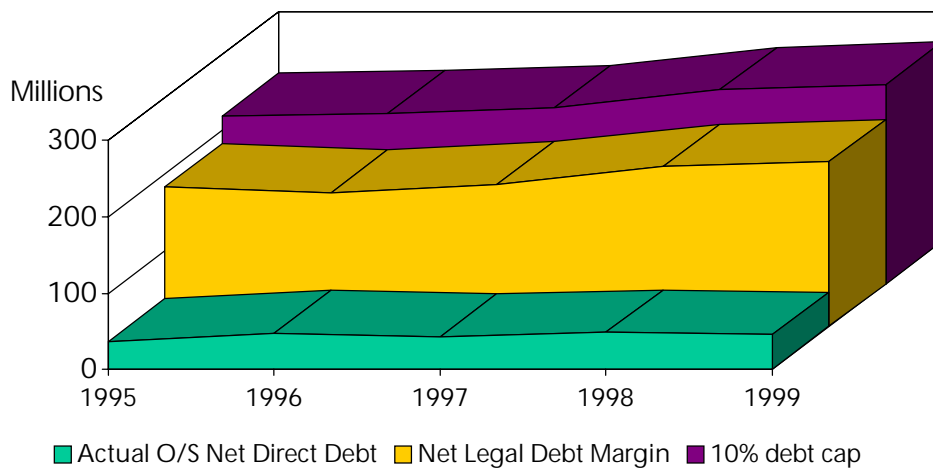
funds to construct, improve, replace and equip various public improvement projects for the City's regional Interceptor Sewer System, Solid Waste Landfill and Storm Water Program.

In 1998, the City issued \$64,000,000 General Obligation Bonds for the purpose of providing

Also in 1998, the city issued \$27,120,000 General Obligation Refunding Bonds. The Bonds were issued for the purpose of advance refunding certain

Actual Outstanding Debt vs Debt Capital

Fiscal Year 1995 thru 1999



outstanding bonds to take advantage of lower market interest rates.

June 30, 1999 reflects the budget decisions being made by the City to meet its long-term goals.

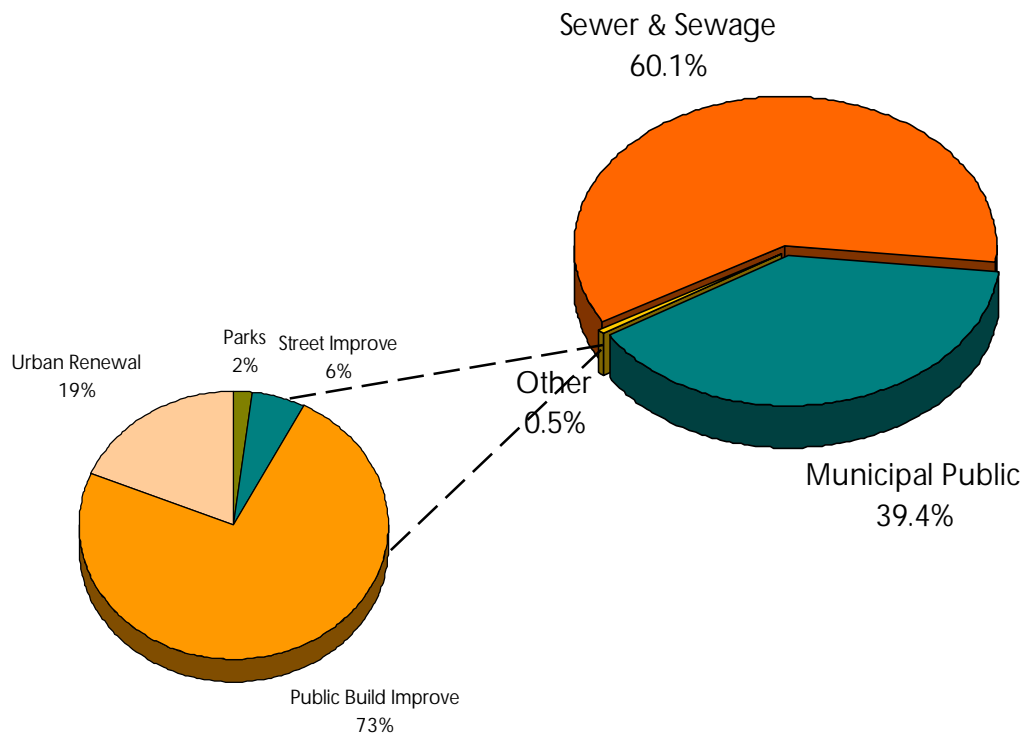
On February 9, 1999, the City Council approved by resolution, the intent to sell \$100,000,000 general obligation bonds during FY99/2000. \$43,000,000 will be used toward the design, construction, and equipping of a conference center facility, \$45,000,000 is for the expansion of the Convention and Trade Center and \$12,000,000 for the design and construction of a Development Resource Center.

As this chart points out, the City is concentrating on Sewers and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. The Sewer portion of the debt and a portion of the debt for Municipal Public Improvements is self supported debt. The City is in an excellent position to issue additional debt if required to for future projects. The operating transfer from the General Fund to pay the non-supported portion of the debt has remained fairly constant for the past five years, as reflected in the chart following.

The \$237,505,961 Gross Outstanding Indebtedness of the City of Chattanooga as of

General Obligation Bonds by Purpose

Fiscal Year 1999

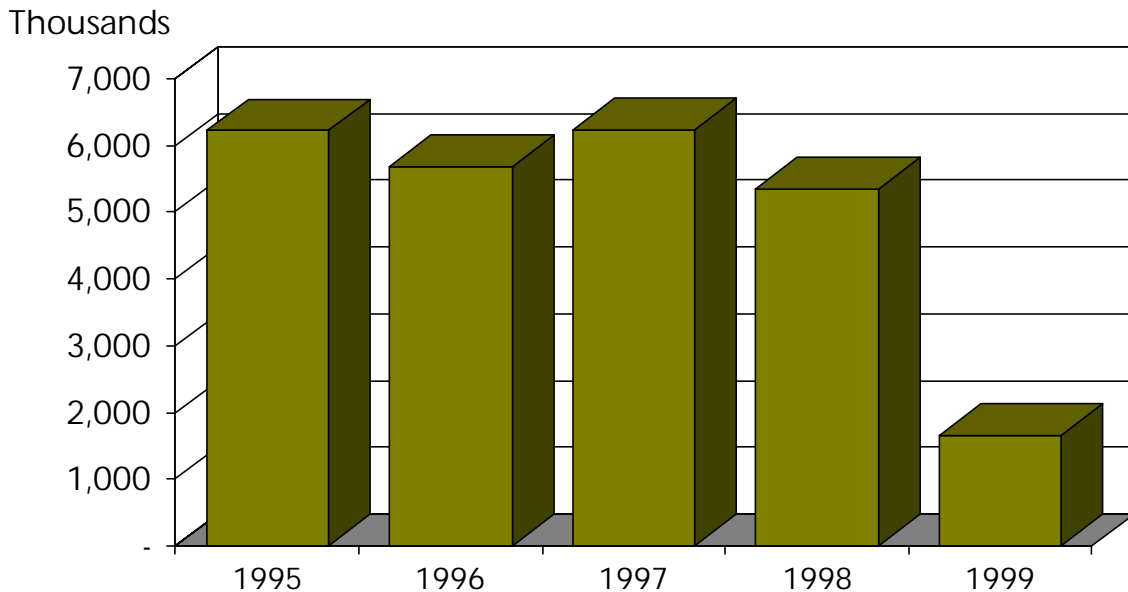


This chart of City appropriations to the Debt Service Fund shows a decrease of \$516,215 over this five year period. This represents a 7.65% decrease. At the same time, as chart #1 reveals, for this time frame total Gross Direct Indebtedness increased from \$204,479,351 at June 30, 1996 to \$237,505,961 at June 30, 1999, an increase of \$33,026,610, or 16.15%. Here again, this reflects the City's concentration on the sewer work, stormwater and solidwaste initiatives and other municipal improvements being self supported to meet long range goals, primarily in the downtown area of Chattanooga.

In FY99, the City funded \$4,838,400 of the capital improvement budget by reducing the General Fund appropriation to the Debt Service Fund. The Debt Service Fund used its fund balance to make up the shortfall between the debt service requirements and the General Fund funding source.

In FY2000, the General Fund restored its funding level to support the debt requirement.

General Fund Appropriation Fiscal Years 1995 thru 1999



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, 1999, the County had gross outstanding general obligation debt of \$163,226,800 and net indebtedness of \$162,607,804. The percentage of County net indebtedness applicable to the City is 60.5785% or \$98,505,368. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 1999, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 1999.

Outstanding General Obligation Debt

The following table sets forth all outstanding general obligation bond and note indebtedness of the City less applicable exclusions as of June 30, 1999; amounts are not adjusted for the City's share of County debt.

General Obligation Bonds by Purpose

Municipal Public Improvement	\$86,563,537	
Street Improvement	60,000	
Urban Renewal	200,000	
Public Buildings Improvement	795,000	
Municipal Parks and Playgrounds Improvement	20,000	
Sewer and Sewage Facilities	131,981,463	
Total Bonded Indebtedness		\$ 219,620,000

Other Long-Term Indebtedness

General Obligation Capital Outlay Notes	\$17,885,961	
Total Short-Term Indebtedness		\$ 17,885,961

Gross Direct Indebtedness

Less: Self-Supporting Indebtedness		237,505,961
Sewer and Sewage Facilities Bonds ²	131,981,463	
State of Tenn. Revolving Loan-CSO (ISS portion) ⁴	2,070,997	
State of Georgia Revolving Loan (ISS) ⁵	4,246,079	
State Revolving Loan-CSO (Storm Water portion)	2,070,997	
Municipal Public Improvement Bonds ³	49,718,135	
Debt Service Fund ⁶	2,158,445	
		192,246,116
Net Direct Indebtedness		45,259,845
Plus: Estimated Net Overlapping Indebtedness		98,505,368

Net Direct and Net Overlapping Indebtedness \$143,765,213

- Note:
- (1) Through an agreement between the City and the Metropolitan Airport Authority, created on July 1, 1985, Airport Improvements Bonds are repaid from revenues of the Metropolitan Airport Authority. These were paid off in 1998.
 - (2) 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.
 - (3) \$1,530,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose, \$49,718,135 represents the outstanding balance of 1995 and 1998 Municipal Public Improvement Bonds of which \$20,880,930 is related to Storm Water and \$28,837,206 is related to Solid Waste of which will be paid by the city from the revenue derived from the operations of these funds.

- (4) This amount represents 100 percent of the outstanding balance on a State revolving loan which 50% will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and 50% from the operations of the Storm Water fund.
- (5) The City of Chattanooga is the lead agent on the State of Georgia Revolving Loan however, the debt to be repaid by participating north Georgia municipalities.
- (6) This represents unaudited Fund Balance at June 30, 1999.

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 1999.

Percentage	Percentage	Amount of Indebtedness	Per Capita	of Assessed Valuation ²	of Full Valuation ³
		\$ 237,505,961	\$1,558	9.12%	2.99%
		45,259,845	297	1.74	0.57
		336,011,329	2,205	12.90	4.40
		143,765,213	943	5.52	1.81
<i>Per Capita Assessed Valuation</i>		\$17,087*			
<i>Per Capita Full Valuation</i>		\$52,126**			

*Based on 1997 population estimate.

**Based on 1990 census

- Notes:
- (1) The City's population in 1999 was estimated at 152,400.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 1999 was \$2,604,109,845.
 - (3) The City's estimated full valuation of taxable property as of June 30, 1999 was \$7,944,005,472.
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$162,607,804. The City's share is \$98,505,368 (60.5785%).

Other Long-Term Indebtedness

As of June 30, 1999, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated Date	Maturity
State of Tennessee Revolving Loan	\$4,141,994	03/01/93	02/28/2013
Capital Outlay Notes ¹	486,248	09/01/92	09/01/2006
Tennessee Municipal League Bond Pool (1990)	967,000	11/20/91	05/25/2001
Tennessee Municipal League Bond Pool (ALP-1993)	3,350,000	06/15/93	06/15/2003
Tennessee Municipal League Bond Pool (1997)	4,694,640	02/01/97	05/25/2012
State of Georgia Revolving Loan	4,246,079	10/01/99	04/01/2020

Notes: (1) City's share of Parking Garage at the Joint Courts Building.

Future Capital Financing

Each year the City develops and formally adopts a long range, five year capital improvement program (CIP). Annually, as part of the CIP process, the City departments are asked to review and prioritize their capital needs for the next five years. The capital projects for the first fiscal year of the five year CIP form the basis of the capital budget for that fiscal year. When the capital budget projects are finalized for the fiscal year, those projects are formally adopted by the City Council. The capital budget is funded each year from a variety of sources including debt proceeds, City appropriations, and Federal and state aid. Since departmental needs often change over time, the CIP is considered preliminary and subject to change until a capital budget is formally adopted by the City Council for a given fiscal year.

City of Chattanooga, Tennessee
 General Obligation Self Supporting Bonded Debt Service
 Requirements
 As Of June 30, 1999

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

Fiscal Year	Principal	Interest	Total P&I Requirements
2000	10,401,373	9,467,646	19,869,019
2001	10,840,113	9,190,521	20,030,634
2002	10,901,541	8,564,233	19,465,774
2003	11,171,976	8,013,004	19,184,980
2004	11,161,724	7,446,774	18,608,498
2005	11,512,709	6,868,171	18,380,880
2006	11,715,706	6,276,398	17,992,104
2007	12,227,205	5,669,938	17,897,143
2008	10,572,721	5,030,352	15,603,073
2009	12,661,663	4,421,296	17,082,959
2010	10,833,217	3,739,084	14,572,301
2011	10,132,582	3,176,519	13,309,101
2012	8,264,033	2,686,780	10,950,813
2013	8,444,178	2,241,439	10,685,617
2014	7,461,832	1,826,369	9,288,201
2015	7,790,956	1,433,814	9,224,770
2016	5,846,299	1,050,901	6,897,200
2017	6,151,662	750,252	6,901,914
2018	6,467,357	433,988	6,901,345
2019	5,220,903	142,876	5,363,779
2020	307,918	7,736	315,654
TOTAL	\$190,087,671	\$88,438,093	\$278,525,763

City of Chattanooga, Tennessee
General Obligation Debt Service Requirements
As of June 30, 1999

Fiscal Year	Principal	Interest	Total P&I Requirements
2000	4,748,696	2,419,453	7,168,149
2001	4,224,589	2,186,211	6,410,800
2002	3,878,705	1,987,472	5,866,177
2003	3,748,589	1,792,760	5,541,349
2004	2,891,829	1,604,202	4,496,031
2005	3,004,521	1,458,891	4,463,412
2006	3,088,914	1,307,300	4,396,214
2007	3,210,553	1,149,130	4,359,683
2008	2,091,164	986,613	3,077,777
2009	2,998,589	849,390	3,847,979
2010	2,839,953	687,173	3,527,126
2011	2,758,025	534,191	3,292,216
2012	1,474,917	419,362	1,894,279
2013	1,527,275	337,787	1,865,062
2014	1,390,674	258,667	1,649,341
2015	1,456,397	181,631	1,638,028
2016	1,341,300	104,998	1,446,298
2017	361,600	29,547	391,147
2018	382,000	10,028	392,028
TOTAL	\$47,418,290	\$ 18,304,806	65,723,096

City of Chattanooga, TN
 Analysis of General Obligation Debt
 June 30, 1999
 Filename:Debtreq Sheet: AnalGODEbt

	Outstanding July 1, 1998	Interest Pd FY 1998-99	Issued FY 1998-99	Retired FY 1998-99	Outstanding June 30, 1999	Maturing FY 1999-00	Interest Payable FY 1999-00
GENERAL LONG-TERM DEBT							
Serial Bonds:							
1974 Urban Transit	90,000	4,050		90,000	0	0	0
1974 Urban Renewal	115,000	5,175		115,000	0	0	0
1974 Street Improvement	120,000	4,500		60,000	60,000	60,000	1,500
1974 Urban Renewal-Series B	400,000	15,000		200,000	200,000	200,000	5,000
1974 Parks and Playground Improv.	40,000	1,500		20,000	20,000	20,000	500
1986 Municipal Public Improvement	100,000	7,050		50,000	50,000	50,000	3,550
1987 Jail/Court Building	1,060,000	57,505		265,000	795,000	265,000	39,750
1990 Municipal Public Improvement	1,060,000	72,610		530,000	530,000	530,000	36,570
1992 Municipal Public Improvement	1,215,000	78,796		125,000	1,090,000	130,000	68,915
1992 Series A Refunding	9,314,747	481,478		577,145	8,737,602	551,915	454,958
1995 Municipal Public Improvement	8,139,600	423,830		714,400	7,425,200	754,300	388,825
1996 Municipal Improvement	12,165,000	647,870		445,000	11,720,000	460,000	627,845
1998 Public Improvement Refunding	7,292,600	392,107		0	7,292,600	10,200	391,903
Subtotal- Serial Bonds	41,111,947	2,191,471	0	3,191,545	37,920,402	3,031,415	2,019,315
Notes payable:							
1990 TML Bond Fund	1,450,500	38,870		483,500	967,000	483,500	29,010
1993 TML bond Fund	4,095,000	199,450		745,000	3,350,000	780,000	167,042
Hamilton Count Parking Garage	547,029	32,062	0	60,781	486,248	60,781	28,506
1997 TML Bond Fund	4,132,925	176,936	933,715	372,000	4,694,640	393,000	175,580
Total notes payable	10,225,454	447,318	933,715	1,661,281	9,497,888	1,717,281	400,138
PROPRIETARY FUNDS							
Interceptor Sewer System:							
1974 Sewer & Sewage Facilities(03-74)	120,000	5,400		120,000	0	0	0
1974 Sewer & Sewage Facilities(10-74)	800,000	30,000		400,000	400,000	400,000	10,000
1976 Sewer & Sewage Facilities	780,000	35,100		260,000	520,000	260,000	23,400

1990 Sewer & Sewage Facilities	1,200,000	82,200		600,000	600,000	600,000	41,400
1992 Sewer & Sewage Facilities	4,710,000	305,835		480,000	4,230,000	505,000	267,666
1992 Sewer & Sewage Facilities Refunding	49,755,253	2,571,843		3,082,855	46,672,398	2,948,085	2,430,183
1995 Sewer & Sewage Facilities Refunding	21,205,000	998,631		1,660,000	19,545,000	1,645,000	928,911
1995 Sewer & Sewage Facilities	14,350,000	767,551		560,000	13,790,000	585,000	739,551
1998 Sewer & Sewage Facilities	32,611,365	1,638,734	0	0	32,611,365	996,175	1,618,810
1998 Sewer & Sewage Facilities Refunding	13,612,700	713,567	0	0	13,612,700	39,800	712,771
State of Tennessee Revolving Loan	2,182,855	84,852		111,858	2,070,997	116,394	80,316
State of Georgia Revolving Loan	0	0	4,246,079	0	4,246,079	0	0
Total Interceptor Sewer System	141,327,173	7,233,713	4,246,079	7,274,713	138,298,539	8,095,454	6,853,009
Solid Waste & Sanitation Fund:							
1995 Municipal Public Improvement	7,878,276	410,223	0	691,464	7,186,812	730,083	376,341
1998 Municipal Public Improvement	17,964,294	902,713	0	0	17,964,294	548,753	891,738
1998 Municipal Public Improvement Refunding	3,686,100	202,735	0	0	3,686,100	0	202,736
Total Solid Waste & Sanitation Fund	29,528,670	1,515,671	0	691,464	28,837,206	1,278,836	1,470,814
Stormwater fund							
State Revolving Loan	2,182,855	89,208	0	111,858	2,070,997	116,394	80,316
1995 Municipal Public Improvement	5,402,124	281,289	0	474,136	4,927,988	500,617	258,057
1998 Municipal Public Improvement	13,424,342	674,578	0	0	13,424,342	410,072	410,072
1998 Municipal Public Improvement Refunding	2,528,600	139,073	0	0	2,528,600	0	139,073
Total Stormwater Fund	23,537,921	1,184,148	0	585,994	22,951,927	1,027,083	887,517
TOTAL G.O. DEBT- PRIMARY GOVERNMENT	245,731,165	12,572,321	5,179,794	13,404,997	237,505,962	15,150,069	11,630,794
COMPONENT UNITS							
Metropolitan Airport Authority:							
Total Metropolitan Airport Authority	0	0	0	0	0	0	0
Total General Obligation Debt	245,731,165	12,572,321	5,179,794	13,404,997	237,505,962	15,150,069	11,630,794

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 1993/94 through 1998/99, less applicable exclusions, adjusted to reflect the City's applicable share of County debt except that 1993 and 1994 are not adjusted to reflect only the City's share of County debt .

General Obligation Bonds by Purpose	1994	1995	1996	1997	1998	1999
Bridge Improvement	\$550,000	\$280,000	\$0	\$0	0	0
Street Improvement	780,000	450,000	340,000	230,000	120,000	0
Municipal Airport Improvement	220,000	120,000	80,000	0	0	0
Urban Renewal	2,035,000	1,655,000	1,275,000	895,000	515,000	200,000
Public Buildings Improvement	2,360,000	2,035,000	1,710,000	1,385,000	1,060,000	795,000
Municipal Parks & Playground Improvement	220,000	160,000	120,000	80,000	40,000	20,000
Urban Transit	450,000	360,000	270,000	180,000	90,000	0
Storm Water Sewer Facilities	200,000	150,000	100,000	50,000	0	0
Sewer and Sewage Facilities	116,517,052	110,602,052	121,157,052	113,637,394	139,144,318	131,981,463
Municipal Public Improvement	19,822,948	55,352,948	65,632,948	62,302,606	90,170,682	86,563,537
Total Bonded Indebtedness	\$143,155,000	\$171,165,000	\$190,685,000	\$178,760,000	\$231,140,000	\$219,620,000
Other Long-Term Indebtedness						
General Obligation Capital Outlay Notes	5,938,261	5,604,447	5,876,851	5,398,983	4,912,739	8,874,321
Tennessee Municipal Bond Fund and Capital Leases	10,195,209	9,068,345	7,917,500	7,084,538	9,678,425	9,011,640
Gross Direct Indebtedness	\$159,288,470	\$185,837,792	\$204,479,351	\$191,243,521	245,731,164	237,505,961
Less: Self-Supporting Indebtedness	121,598,982	140,426,612	147,739,894	138,882,708	194,393,763	190,087,671
Debt Service Fund	8,268,907	9,128,675	9,127,569	8,802,830	8,802,830	2,158,445
Net Direct Indebtedness	\$29,420,581	\$36,282,505	\$47,611,888	\$43,557,983	\$42,534,571	\$45,259,845
Plus: Estimated Net Overlapping Indebtedness	84,898,036	75,913,865	79,884,361	100,669,117	89,480,985	98,505,368
Net Direct and Overlapping Indebtedness	\$114,318,617	\$112,196,370	\$127,496,249	\$144,227,100	\$132,015,556	\$143,765,213

Notes:

- (1) Includes \$179,306 and \$795,095 payable to Hamilton County for City's share of reappraisal loan and City/County Parking Garage respectively; \$4,963,860 State Revolving Loan for combined sewer overflow facilities.
- (2) Includes \$89,653 and \$733,934 payable to Hamilton County for City's share of reappraisal loan and City/County Parking Garage respectively, \$4,780,860 State Revolving Loan for combined sewer overflow facilities.
- (3) Includes \$668,592 payable to Hamilton County for City's share of City/County Parking Garage, \$4,787,342 State Revolving Loan for combined sewer overflow facilities and \$420,917 TML Loan.
- (4) Includes \$607,810 payable to Hamilton County for City's share of City/County Parking Garage, \$4,580,714 State Revolving Loan for combined sewer overflow facilities and \$210,459 TML Loan.
- (5) Includes \$547,029 payable to Hamilton County for City's share of City/County Parking Garage, \$4,365,710 State Revolving Loan for combined sewer overflow facilities.
- (6) Includes \$486,248 payable to Hamilton County for City's share of City/County Parking Garage, \$4,141,994 State of Tennessee Revolving Loan for combined sewer overflow facilities and \$4,246,079 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion.

Filename: cafr\debratios
 CITY OF CHATTANOOGA
 HISTORICAL DEBT RATIOS

Year ended June 30	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Estimated population(1)	165,200	152,466	153,800	155,000	154,700	154,200	151,600	150,300	148,800	152,400
Appraised property valuation	5,736,570,992	5,853,614,974	6,106,624,764	6,125,657,228	6,555,195,935	6,637,392,236.00	6,724,514,166.10	6,952,125,326	7,710,994,825	7,944,005,472
Assessed property valuation	1,983,706,249	2,024,180,058	2,030,902,854	2,039,234,429	2,171,396,746	2,198,869,948.00	2,224,070,682.77	2,295,859,675	2,529,989,692	2,604,109,845
Gross indebtedness (2)	146,253,237	136,781,090	157,418,732	169,276,511	159,288,470	185,837,792	204,479,351	191,283,521	245,731,165	237,505,961
Less: Self-supporting indebtedness(3)	111,620,000	106,460,000	121,245,000	130,073,419	121,598,982	140,426,612	147,739,894	138,922,708	190,087,671	190,087,671
Debt Service Fund	6,703,864	6,697,390	6,833,840	8,062,547	8,268,907	9,128,676	9,127,569	8,802,830	7,126,274	2,158,445
Net direct indebtedness	27,929,373	23,623,700	29,339,892	31,140,545	29,420,581	36,282,504	47,611,888	43,557,983	48,517,220	45,259,845
Plus: Estimated net overlapping indebtedness	42,818,221	41,160,822.00	50,120,961	72,122,174	84,898,036	75,913,865.00	79,884,360.96	100,669,117	99,208,181	98,505,368
Net direct and overlapping indebtedness	70,747,594	64,784,522	79,460,853	103,262,719	114,318,617	112,196,369	127,496,249	144,227,100	147,725,401	143,765,213
Gross debt per capita	885.31	897.13	1,023.53	1,092.11	1,029.66	1,205.17	1,348.81	1,272.68	1,651.42	1,558.44
Net direct debt per capita	169.06	154.94	190.77	200.91	190.18	235.30	314.06	289.81	326.06	296.98
Net direct and overlapping debt per capita	428.25	424.91	516.65	666.21	738.97	727.60	841.00	959.59	992.78	943.34
Gross debt to appraised valuation	2.55%	2.34%	2.58%	2.76%	2.43%	2.80%	3.04%	2.75%	3.19%	2.99%
Net direct debt to appraised valuation	0.49%	0.40%	0.48%	0.51%	0.45%	0.55%	0.71%	0.63%	0.63%	0.57%
Net direct debt and overlapping debt to appraised valuation	1.23%	1.11%	1.30%	1.69%	1.74%	1.69%	1.90%	2.07%	1.92%	1.81%
Gross debt to assessed valuation	7.37%	6.76%	7.75%	8.30%	7.34%	8.45%	9.19%	8.33%	9.71%	9.12%
Net direct debt to assessed valuation	1.41%	1.17%	1.44%	1.53%	1.35%	1.65%	2.14%	1.90%	1.92%	1.74%
Net direct and overlapping debt to assessed valuation	3.57%	3.20%	3.91%	5.06%	5.26%	5.10%	5.73%	6.28%	5.84%	5.52%

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

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

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

Debt Service Fund Revenues

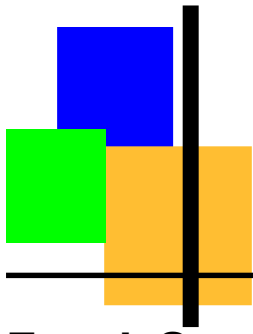
Fiscal Years 1997-2000

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '00 INC/(DEC)	%	% OF TOTAL
	FY 96/97	FY 97/98	FY 98/99	FY 99/2000		CHANGE FY 98/2000	
Debt Service (Fund 3100):							
General Fund	6,230,255	5,340,340	1,658,279	6,416,931	4,758,652	287.0%	65.38%
CARTA Bonds	8,117	7,794	0	0	0	N/A	0.00%
Interceptor Sewer System	14,181,145	0	0	0	0	N/A	0.00%
Airport Authority	41,950	40,650	0	0	0	N/A	0.00%
Hamilton County	824,040	847,748	836,625	822,553	(14,072)	-1.7%	8.38%
Private Industry Council	216,545	216,545	216,545	216,545	0	0.0%	2.21%
Stormwater Fund	1,087,622	0	0	0	0	N/A	0.00%
Solid Waste Fund	1,299,276	0	0	0	0	N/A	0.00%
Capital Improvement Bond Fund	0	0	0	0	0	N/A	0.00%
Proceeds from Refunding Bonds	0	7,682,764	0	0	0	N/A	0.00%
Miscellaneous Revenue	6,786	11,036	0	0	0	N/A	0.00%
Fund Balance	0	0	7,126,274	2,158,445	(4,967,829)	-69.7%	21.99%
911 Communication	0	0	200,000	200,000	0	0.0%	2.04%
Total Debt Service Fund	\$23,895,736	\$14,146,877	\$10,037,723	\$9,814,474	(223,249)	-2.2%	100.00%
Grand Total	\$23,895,736	\$14,146,877	\$10,037,723	\$9,814,474	(4,109,154)	-40.9%	100.00%

Debt Service Fund Expenditures

Fiscal Years 1997 - 2000

Expenditures	Actual	Actual	Budget	Budget	BUDGET '98 INC/(DEC)	%	% OF TOTAL
	FY 96/97	FY 97/98	FY 98/99	FY 99/2000		CHANGE FY 99/2000	
Debt Service (Fund 3100):							
Principal	13,536,368	5,273,898	4,852,826	4,748,696	(104,130)	-2.1%	48.38%
Interest	10,662,955	2,860,556	2,882,023	2,897,333	15,310	0.5%	29.52%
Service Charges	21,153	10,049	15,000	10,000	(5,000)	-33.3%	0.10%
Bond Sale Expenses	0	71,908	0	0	0	N/A	0.00%
Payment to Refunding Bond Agent	0	7,607,022	0	0	0	N/A	0.00%
Future Debt Payments	0	0	2,287,874	2,158,445	(129,429)	-5.7%	21.99%
Total Debt Service Fund	\$24,220,476	\$15,823,433	\$10,037,723	\$9,814,474	(223,249)	-2.2%	100.00%
Grand Total	\$24,220,476	\$15,823,433	\$10,037,723	\$9,814,474	(223,249)	-2.2%	100.00%



CAPITAL PROJECT FUNDS

Fund Structure

The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of budgeting is modified accrual. Included funds are Safety, Public Works, Parks & Recreation, General Government, Finance & Administration, and General Services. As of June 30, 2000, the requested budgeted revenues and expenses were as follows:

FY 1999 Capital Budget figures were as follows:

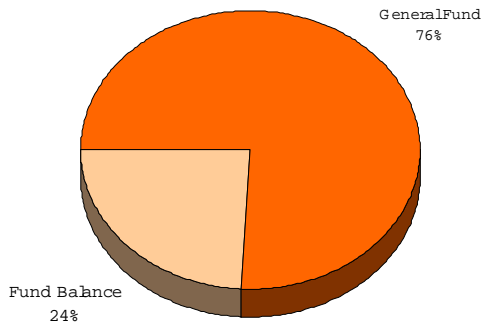
Finance & Administration	\$	315,000
General Government		935,000
General Services		1,645,000
Parks, Recreation, Arts & Culture		16,287,500
Public Works		8,421,394
Police		2,866,350
Fire		2,057,000
State Street Aid		650,000

\$ 33,177,244

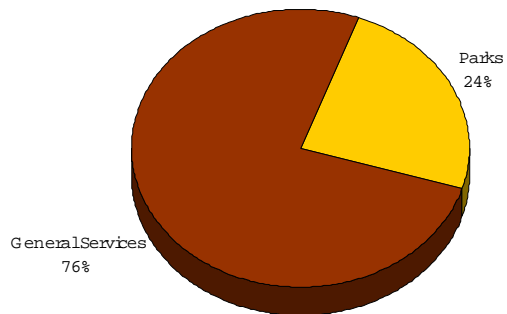
	Budgeted Revenue & Expenses
Finance & Administration	\$ 238,050
General Government	1,100,000
General Services	1,350,000
Parks, Recreation, Arts & Culture	475,000
Public Works	8,161,890
Police	7,318,598
Fire	6,441,250
	\$ 25,084,788

The approved portion of the FY 2000 request will be funded from the General Fund appropriation for Capital Improvements and from General Fund Fund Balance.

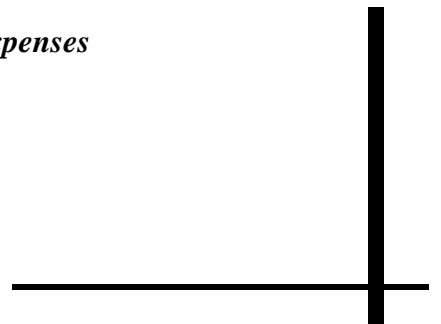
Fiscal Year 1999/2000



Revenues



Expenses



Fund Revenue Summary

Fiscal Year Ending June 30, 2000
(expressed in \$1,000)

Fund Type:	Actual	Actual	Budget	Budget	Budget 99	%
	FY 96/97	FY 97/98	FY 98/99	FY 99/00	Increase (Decrease)	CHANGE FY 98/99
General Fund	8,957	8,227	12,202	725	(11,477)	-94.1%
General Obligation Bonds	7,810	4,145	18,990	0	(18,990)	-100.0%
Other	2,303	3,603	1,985	0	(1,985)	-100.0%
Total Capital Projects Funds	\$19,070	\$15,975	\$33,177	\$725	(32,452)	-97.8%

Revenues

The City of Chattanooga routinely seeks funding for its capital budget from as many various resources as possible.

In FY95 and FY97, the City of Chattanooga used the State of Tennessee Municipal Bond Pool to fund a portion of the capital budget. This was more advantageous at the time because the rates were reasonable, funds were available and the bond market was unfavorable for the amount of funding needed.

It has always been management philosophy to provide as much as possible on a "pay as you go" basis. Therefore, every year the General Fund contributes funding for projects that are not bond or debt eligible. Each year this appropriation is approved after a thorough evaluation of all capital requests versus other available funding sources and General Fund affordability.

In FY99, the city passed the largest capital budget in its history, at a total of \$32,475,000. During the previous year, the mayor and city council appointed a committee to study the parks, recreation facilities and other recreation related activities currently provided to the citizens. This project was called "Recreate 2008". This capital budget took a large step toward the city's commitment to the implementation of this project by appropriating \$16,287,500 of the total to the Parks, Recreation, Arts & Culture department alone.

The increase in the General Fund appropriation from FY98 to FY99 was also a direct result of the city's commitment to the Recreate 2008 project as well as to the capital priorities of all other departments.

Budget 2000 Increases (Decreases)

Funding for the FY 1999 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$5,588,400, General Fund appropriation from Fund Balance, \$6,614,000, funds from Foundations in the amount of \$1,231,644, the State of Tennessee, \$458,000, Hamilton County, \$180,000, Golf Course fund balance, \$65,000, donations, \$10,000 and a proposed bond issuance of \$18,990,200. These bonds have not been sold as yet.

Funding for the requested FY 2000 Capital Budget is expected to be funded from the General Fund at this time rendering an analysis of increases/decreases meaningless.

Fund Expenditure Summary
Fiscal Year Ending June 30, 2000
(expressed in \$1,000)

Fund Type:	Actual	Actual	Budget	Budget	Budget 99	%
	FY 96/97	FY 97/98	FY 98/99	FY 99/00	Increase (Decrease)	CHANGE FY 98/99
Capital Project Fund						
Police (Fund 4101)	1,765	3,174	2,866	0	(2,866)	-100.0%
Fire (Fund 4101)	525	948	2,057	0	(2,057)	-100.0%
Public Works (Fund 4106)	6,804	4,943	8,421	0	(8,421)	-100.0%
Parks & Recreation (Fund 4105)	2,260	2,751	16,288	175	(16,113)	-98.9%
General Government (Fund 4103)	4,571	8,703	935	0	(935)	-100.0%
Finance & Administration (Fund 4103)	115	84	315	0	(315)	-100.0%
General Services (Fund 4104)	3,068	689	1,645	550	(1,095)	-66.6%
State Street Aid (Fund 2104)	400	238	650	0	(650)	-100.0%
Total Capital Projects Fund	\$19,508	\$21,530	\$33,177	\$725	(32,452)	-97.8%

Expenses

The appropriations to the Capital Improvements Budget are analyzed on a year to year basis. As priorities shift, the Capital Improvements Budget will vary to reflect this. Presented here is a brief of each department's request.

POLICE

FY 2000 Request	\$7,318,598
% of Total Capital Request	30%
Growth From FY 99	4,452,248
% of Growth	155%

The Police Department capital appropriation reflects the continuation of police fleet replacement, other police vehicles, RMS replacement, Police R & R equipment, work on the Training Facility, building security, and renovation of the 911 building.

FIRE

FY 2000 Request	\$6,441,250
% of Total Capital Request	26.4%
Growth From FY 99	4,384,250
% of Growth	213%

The FY 2000 request for the Fire Department includes second year funding for a new Super Fire Station in the amount of \$1,800,000. Also, funds are requested for four (4) new fire stations @ \$500,000 each. \$1,678,250 is included for fire apparatus and vehicles. \$450,000 is

included for SCBA replacement and \$200,000 for a storage building.

PUBLIC WORKS

FY 2000 Request	\$ 8,161,890
% of Total Capital Request	33.5%
Decrease From FY 99	259,504
% Decrease	3%

The FY 2000 Public Works capital requests reflects the City's continuous street paving/street rehab program. \$2,000,00 is included in the request for street paving while another \$1,809,890 is included for street rehab work. There is a request for \$750,000 for streetscape work. Funding for various traffic signal projects and replacement of city-wide services equipment accounts for \$1,302,000 of the request. \$1,000,000 is requested for the Third Street Bridge work and another \$200,000 for city-wide bridge rehab.

PARKS, RECREATION, ARTS & CULTURE

FY 2000 Request	\$ 300,000
% of Total Capital Request	1.2%
Decrease for FY 99	15,987,500
% Decrease	98.2%

The Parks, recreation, Arts, & Culture Department received the greatest share of the FY 99 Capital Budget due to an emphasis being placed upon

recreation by the City. The funding for FY 99 included funds to build three (3) Super Recreation Centers at an estimated cost of \$4,000,000 each. This accounted for their large share of the FY 99 Capital Budget. For FY 2000 their requests are small in comparison. Included in their requests are \$110,000 for The Rivermont Boat Ramp, \$75,000 for playground improvements. \$65,000 for golf course improvements and an additional \$50,000 for the Skateboard Park funded in FY 99.

GENERAL GOVERNMENT

FY 2000 Request	\$1,100,000
Of Total Capital Request	4.5%
Growth From FY 99	165,000
% of Growth	17.6%

The only request in the FY 2000 Capital Budget for General Government is \$1,100,000 for a new Library branch to be built in the north end of Hamilton County. If funded, this new library branch cost will be shared with Hamilton County.

FINANCE & ADMINISTRATION

FY 2000 Request	\$ 238,050
% of Total Capital Request	1%
Decrease From FY 99	76,950
% Decrease	24.4%

FY 2000 Capital Requests for the Finance & Administration Department include \$99,250 for new Business License & Property Tax Software, \$74,800 for a SCT Banner to NT Platform , \$40,000 for a Document Storage/Scanning program for Personnel, and \$24,000 for assorted other Information Systems hardware/ equipment.

GENERAL SERVICES

FY 2000 Request	\$800,000
% of Total Capital Request	3.3%
Decrease From FY 99	845,000
% Decrease	51.4%

The General Services Department has requested \$400,000 for a new Radio Shop building, \$200,000 for improvements within the Ridgedale community which will not be covered by Community Development funding, \$125,000 for the City's commitment to the THDA Bicentennial program for neighborhood improvements, and \$50,000 for electric disconnect equipment needed in the renovation of City Hall.

Capital Fund Revenues
Fiscal Years 1997 - 2000

Revenue Source	Actual	Actual	Budget	Budget	BUDGET 99	%	%
	FY 96/97	FY 97/98	FY 98/99	FY 99/2000	NC/DEC)	FY 98/99	OF TOTAL
General Fund	8,956,941	8,226,703	12,202,400	725,000	(11,477,400)	-94.1%	100.00%
General Obligation Bonds	7,810,000	4,145,387	18,990,200	0	(18,990,200)	-100.0%	0.00%
Other	2,302,698	3,602,971	1,984,644	0	(1,984,644)	-100.0%	0.00%
	<u>\$19,069,639</u>	<u>\$15,975,061</u>	<u>\$33,177,244</u>	<u>\$725,000</u>	<u>(32,452,244)</u>	<u>-97.8%</u>	<u>100.00%</u>
Grand Total	<u>\$19,069,639</u>	<u>\$15,975,061</u>	<u>\$33,177,244</u>	<u>\$725,000</u>	<u>(32,452,244)</u>	<u>-97.8%</u>	<u>100.00%</u>

Capital Fund Expenditures
Fiscal Years 1997 - 2000

Expenditures	Actual	Actual	Budget	Budget	BUDGET 99	%	%
	FY 96/97	FY 97/98	FY 98/99	FY 99/2000	NC/DEC)	CHANGE FY 98/99	OF TOTAL
Capital Projects:							
Police (Fund 4101)	1,765,000	3,173,580	2,866,350	0	(2,866,350)	-100.0%	0.00%
Fire (Fund 4101)	525,000	947,953	2,057,000	0	(2,057,000)	-100.0%	0.00%
Public Works (Fund 4106)	6,804,318	4,943,209	8,421,394	0	(8,421,394)	-100.0%	0.00%
Parks & Recreation (Fund 4105)	2,260,101	2,751,323	16,287,500	175,000	(16,112,500)	-98.9%	24.14%
General Government (Fund 4103)	4,571,334	8,703,387	935,000	0	(935,000)	-100.0%	0.00%
Finance & Administration (Fund 4104)	115,100	83,928	315,000	0	(315,000)	-100.0%	0.00%
General Services (Fund 4104)	3,067,500	689,104	1,645,000	550,000	(1,095,000)	-66.6%	75.86%
State Street Aid (Fund 2104)	400,000	237,760	650,000	0	550,000	84.6%	0.00%
Total Capital Projects	\$19,508,353	\$21,530,244	\$33,177,244	\$725,000	(32,452,244)	-97.8%	100.00%
 Grand Total	 <u>\$19,508,353</u>	 <u>\$21,530,244</u>	 <u>\$33,177,244</u>	 <u>\$725,000</u>	 <u>(32,452,244)</u>	 <u>-97.8%</u>	 <u>100.00%</u>

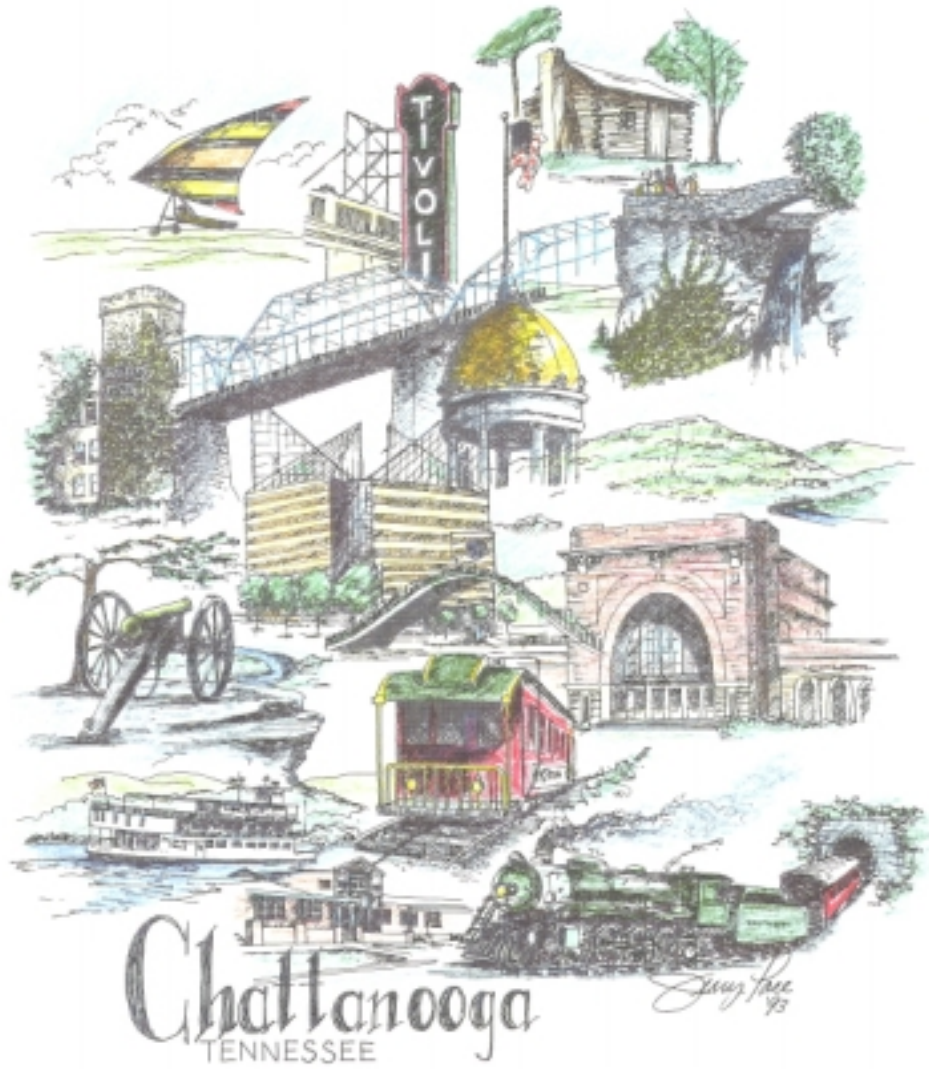
GENERAL GOVERNMENT

Capital Budget						
<i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 98/99	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04
Bicentennial Library (Water Chiller)	50,000					
Bicentennial Library (Front Entrance)	20,000					
Bicentennial Library (New Branch)		1,100,000				
Bicentennial Library (System Upgrade)			300,000			
Bicentennial Library (Vans)			40,000			
Bicentennial Library (Carpet)				200,000		
CARTA	400,000					
Area Beautification	100,000					
GIS Implementation Assist	100,000					
Riverbank Stabilization (Parks)	400,000					
WTCI Channel 45	45,000					
Total General Government	\$1,115,000	\$1,100,000	\$340,000	\$200,000	\$0	\$0

	1998/1999 budget	1999/2000 budget
1. Bicentennial Library (Water Cooler)		
Funding source: General Fund	\$ 50,000	\$ 0
This appropriation provides for the City's half of funding for remodeling the Chattanooga-Hamilton County Bicentennial Public Library.		
Prior Years Appropriation	\$ 0	
Total	\$ 50,000	\$ 0
Impact on operating budget: None		
2. Bicentennial Library (Front Entrance)		
Funding source: General Fund	\$ 20,000	\$ 0
This appropriation provides for the City's half of funding for remodeling the Chattanooga-Hamilton County Bicentennial Public Library.		
Prior Years Appropriation	\$ 0	
Total	\$ 20,000	\$ 0
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
3. Bicentennial Library (New Branch)		
Funding Source: FY1999/2000 Request	\$ 0	\$ 550,000
This appropriation provides for the City's half of funding for purchase of land and construction of a new branch of the Chattanooga-Hamilton County Bicentennial Public Library to be located in the North end of Hamilton County.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 550,000
Impact on operating budget: None		
4. CARTA		
Funding source: General Fund	\$ 400,000	
FY1999/2000 Request		\$ 150,000
This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs for this Fiscal Year. The \$400,000 for 1998/1999 and the \$150,000 for 1999/2000 make up the City's portion of local matching funds. These appropriations along with grants from The Tennessee Department of Transportation and the Federal Transit Administration will fund a \$5.5 million project to develop the next generation of electric transit vehicles.		
Prior Years Appropriation	\$ 2,444,992	
Total	\$ 2,844,992	\$ 150,000
Impact on operating budget: None		
5. Area Beautification		
Funding Source: General Fund	\$ 100,000	\$ 0
This appropriation to the Chamber of Commerce is to help fund their landscaping projects along the City freeways.		
Prior Years Appropriation	\$ 607,000	
Total	\$ 707,000	\$ 0
Impact on operating budget: None		
6. GIS Implementation Assistance		
Funding Source: General Fund	\$ 100,000	\$ 0
This appropriation will fund support for the PACE's Parent Involvement Program implemented at the Chattanooga Middle Schools.		
Prior Years Appropriation	\$ 72,000	
Total	\$ 172,000	\$ 0
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
7. Riverbank Stabilization		
Funding Source: General Fund	\$ 400,000	\$ 0
This appropriation funds the Corps of Engineers project to stabilize the banks of the Tennessee River which borders the City of Chattanooga's new Coolidge Park.		
Prior Years Appropriation	\$ 0	
Total	\$ 400,000	\$ 0
Impact on operating budget: None		
8. WTCI TV		
Funding Source: General Fund	\$ 45,000	\$ 0
This appropriation funds the purchase of new equipment for taping City Council meetings. WTCI is the local Public Television Station which tapes council meeting each week.		
Prior Years Appropriation	\$ 35,000	
Total	\$ 80,000	\$ 0
Impact on operating budget: None		



FINANCE & ADMINISTRATION

Capital Budget <i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 98/99	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04
Upgrade to Faster Network	5,000	5,000	5,000	5,000	5,000	5,000
Backup Devices/Storage Equipment	13,000		13,000		13,000	
Network Dial-In		6,000				
Additional Processor			16,000		16,000	
Computer Room Infrastructure	20,000					
Information Technology Advisory Services	11,000					
Expand Help Desk	5,000					
Better Housing Software (Codes Enforce	30,000					
City Court Automobile	22,000					
City Court Clerk Software Package	200,000					
SCT Banner to NT Platform		74,800				
Business License & Property Tax Software		99,250				
Document Storage/Scanning _ Personnel		40,000				
Total Finance & Administration	\$293,000	\$238,050	\$21,000	\$18,000	\$21,000	\$18,000

	1998/1999 budget	1999/2000 budget
1. Upgrade Computer Network		
Funding Source: General Fund	\$ 5,000	
FY1999/2000 Request		\$ 5,000
This appropriation funds an upgrade of the computer network to maintain computer service levels with new technology. The computer network speed must increase to handle the additional load. The ongoing challenge is to keep the major components of the system in balance to avoid "bottlenecks" and get the most performance from the system.		
Prior Years Appropriation	\$ 23,000	
Total	\$ 28,000	\$ 5,000
Impact on operating budget: None		
2. Backup Devices/Storage Equipment		
Funding Source: FY1999/2000 Request	\$ 0	\$ 13,000
This appropriation funds the purchase of storage equipment for growing stored information and tape drives/optical juke boxes for making copies of growing stored information in case of on-line storage device failure.		
Prior Years Appropriation	\$ 13,000	
Total	\$ 13,000	\$ 13,000
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
3. Network Dial-In		
Funding Source: General Fund	\$ 6,000	
FY1999/2000 Request		\$ 6,000
This will fund purchase of a Dial-In Server to provide network dial-in access to various applications for increasing reliability and user capacity as usage increases.		
Prior Years Appropriation	\$ 5,000	
Total	\$ 11,000	\$ 6,000
Impact on operating budget: None		
4. Computer Room Infrastructure		
Funding Source: General Fund	\$ 20,000	\$ 0
The evolution from a mainframe environment to a pc/server environment has changed the Network Operations Center Infrastructure requirements. This appropriation will provide an efficient work environment for the employees.		
Prior Years Appropriation	\$ 0	
Total	\$ 20,000	\$ 0
Impact on operating budget: None		
5. Information Technology Advisory Services		
Funding Source: General Fund	\$ 11,000	\$ 0
This will fund purchase of strategic coverage of IT industry with value-added focusing on asset management, vendor negotiations, management issues and technology evaluations.		
Prior Years Appropriation	\$ 0	
Total	\$ 11,000	\$ 0
Impact on operating budget: None		
6. Expand Help Desk		
Funding Source: FY1999/2000 Request	\$ 0	\$ 5,000
This will fund purchase of software for expanded problem management.		
Prior Years Appropriation	\$ 10,000	
Total	\$ 10,000	\$ 5,000
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
7. Better Housing Software		
Funding Source: General Fund	\$ 30,000	\$ 0
<p>This will fund the purchase of software to automate the Code Enforcement intake and tracking of complaints. This will reduce solution and response time for the inspectors. It will also prevent the overlapping of complaints.</p>		
Prior Years Appropriation	\$ 50,000	
Total	\$ 80,000	\$ 0
Impact on operating budget: None		
8. City Court Automobile		
Funding Source: General Fund	\$ 22,000	\$ 0
<p>This appropriation will fund the replacement of an outdated automobile for City Court.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 22,000	\$ 0
Impact on operating budget: None		
9. City Court Software Package		
Funding Source: General Fund	\$ 200,000	\$ 0
<p>The City Court Clerk's office is in need of software which will integrate the City Information Services Department and the County Information Services Department and also enable communication with the police system. This will aid in coordination of events, recording, maintenance and retrieval of information and in storage of historical records.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 200,000	\$ 0
Impact on operating budget: The efficient use of the software could lower salary and benefits cost in the future		
10. SCT Banner to NT Platform		
Funding Source: FY1999/2000 Request	\$ 0	\$ 74,800
<p>This appropriation is to upgrade the SCT Banner financial software and hardware for NT platform in City technology direction.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 74,800
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
11. Business License and Property Tax Software		
Funding Source: FY1999/2000 Request	\$ 0	\$ 99,250
This appropriation is to upgrade the Treasurer's Office business license, property tax and cash receipt software and hardware to NT platform in City technology direction		
Prior years Appropriation	\$ 0	
Total	\$ 0	\$ 99,250
Impact on operating budget: None		
12. Document Storage/Scanning software for Personnel		
Funding Source: FY1999/2000 Request	\$ 0	\$ 40,000
This appropriation will fund document scanning and storage software and equipment for the Personnel Department.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 40,000
Impact on operating budget: None		

POLICE

Capital Budget <i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 98/99	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04
Police Fleet Replacement	2,019,500	2,250,000				
Crime Prevention Van	29,450					
911 Bldg Renovation (completion of 2:	35,000	75,000				
Furnishings	120,450					
Security	76,765	100,000				
Mobile Crime Scene Vehicle	34,000					
Mobile Crime Lab	65,000					
New Radio Equipment	187,500	80,502				
Parking Lot Repairs	50,000					
911 Communication Center	110,000					
Renovation - Administrative Offices	26,350					
Mobile Data Transfer-Phase I	9,835					
Mobile Data Transfer-Phase II	102,500					
Vehicles - Police		1,575,000				
Computer Server Up-Grade		25,000				
RMS Replacement		2,690,972	159,860			
Equipment - Police R&R		370,625				
Training Facility		98,999				
Motorcycles		52,500				
Total Police	2,866,350	7,318,598	159,860	0	0	0

	1998/1999 budget	1999/2000 budget
1. Police vehicle fleet replacement		
Funding source: General Fund	\$ 2,019,500	
FY1999/2000 Request		\$2,250,000

This appropriation provides for an annual fleet replacement program to insure the safety margin for police vehicles by replacing at least 50 units per year.

Prior Years Appropriation	\$ 4,356,480	
Total	\$ 6,375,980	\$ 2,250,000

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

2. Crime Prevention Van		
Funding source: General Fund	\$ 29,450	\$ 0

This van will be used to store all crime prevention paraphernalia such as televisions, videos, etc. It will be used every night including weekends to set up neighborhood watch programs. Also the van will be used in schools and businesses for educational purposes. The life expectancy of this project is ten years.

Prior years Appropriation	\$ 0	
Total	\$ 29,450	\$ 0

Impact on operating budget: None

	1998/1999 budget	1999/2000 budget
3. Communication Center Expansion and Design		
Funding source: General Fund	\$ 265,450	
FY1999/2000 Request		\$ 75,000

The Communication Center will be the new location for all 911 operations and will also house Police Operations personnel. This appropriation will fund the completion of the unfinished area on the second floor for present staff and future expansion. The life expectancy of this project is twenty years.

Prior Years Appropriation	\$ 2,630,000	
Total	\$ 2,895,450	\$ 75,000

Impact on operating budget: None

4. Security		
Funding source: General Fund	\$ 76,765	
FY1999/2000 Request		\$ 100,000

The Police Service Center and its precinct stations (Walnut Street, East Gate, two new precincts, TVA Solar Training Building) need to be upgraded in the areas of security. Alarms are needed on all of our precincts in order to become compliant with the Tennessee Bureau of Investigations State Laws. Some precincts need security equipment such as cameras and monitors with VHS or other formats recording capabilities. The life expectancy of this project is ten years.

Prior Years Appropriation	\$ 0	
Total	\$ 76,765	\$ 100,000

Impact on operating budget: None

5. Mobile Crime Scene Vehicle		
Funding source: General Fund	\$ 34,000	\$ 0

This is a utility vehicle equipped with a portable office that would be utilized on a crime scene to expedite statements of witnesses, computer inquires, etc. A tremendous amount of time is currently being used to transport witnesses to the Homicide Office to allow tape-recorded statements, fingerprints and photographs to be taken. This in fact could be done on the scene while the witness information is fresh on the minds of the persons being interviewed and the identification personnel are still on the scene. The life expectancy of this project is ten years.

Prior Years Appropriation	\$ 0	
Total	\$ 34,000	\$ 0

Impact on operating budget: Could possibly reduce the need for working overtime thus reducing overtime cost.

	1998/1999 budget	1999/2000 budget
6. Mobile Crime Lab		
Funding Source: General Fund	\$ 65,000	\$ 0
<p>This appropriation provides for the replacement of the Mobile Crime Lab which is presently a 1980 Ford converted ambulance with over 135,000 miles. The new Mobile Crime Lab is a Ford Model E-350 with crime scene power and lighting equipment, photographic equipment, crime scene search kits, crime scene search equipment, 6.5 kw generator, and telescoping floodlights. Also included is a training program to insure that the vehicle and its systems are used and maintained properly. The life expectancy of this project is ten years.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 65,000	\$ 0
Impact on operating budget: None		
7. Radio Equipment		
Funding Source: General Fund	\$ 187,500	
FY1999/2000 Request		\$ 80,502
<p>This appropriation will fund the purchase of 75 new police radios for additional personnel funded in the operating budget. The life expectancy of this project is ten years.</p>		
Prior Years Appropriation	\$ 902,998	
Total	\$ 1,090,498	\$ 80,502
Impact on operating budget: None		
8. Parking Lot Repair		
Funding Source: General Fund	\$ 50,000	\$ 0
<p>This appropriation provides for repairs, resealing and restriping of the rear lot of the Police Service Center. These repairs should avoid more expensive repairs later on. The life expectancy of this project is ten years.</p>		
Prior Years Appropriation	\$ 35,000	
Total	\$ 85,000	\$ 0
Impact on operating budget: None		
9. Renovation - Administrative Offices		
Funding Source: General Fund	\$ 26,350	\$ 0
<p>This appropriation provides for reconfiguring and installing new carpet in the usable space in the present administrative areas after the administration moves to the second floor of the 911 Center.</p>		
<p>The life expectancy of this project is ten years.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 26,350	\$ 0
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
10. Mobile Data Transfer		
Funding Source: General Fund	\$ 112,335	\$ 0
<p>This appropriation provides for RF Upgrade for 800 mgh Radios including 2 data channels and the purchase of 48 mobile Panasonic Cf25 Ruggedized Laptops. This will permit the use of laptops in the vehicles with report writing capabilities as well as running NCIC/ties information. The life expectancy of this project is five years.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 112,335	\$ 0
Impact on operating budget: None		
11. Vehicles - Police		
Funding Source: General Fund	\$ 0	
FY1999/2000 Request		\$1,575,000
<p>This appropriation provides for the purchase of several police related vehicles: a SWAT/HNT van, five special vehicles for the meter patrol officers, a Crime Stopper Van, a 4 wheel drive vehicle for the Auto/Theft Division and 14 Nimal Transport Units and 1 Rescue Unit for the new Animal Services Division. The life expectancy of this project is five to ten years.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 1,575,000
Impact on operating budget: None		
12. Computer server upgrade		
Funding Source: FY1999/2000 Request	\$ 0	\$ 25,000
<p>This appropriation provides for a stand alone server for the Narcotics Division to be tied into the cities server. The database for the Narcotics Division is not compatible with the rest of the police department in the area of report retention due to the confidentiality of case files they maintain. The life expectancy of this project is five years.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 25,000
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
13. RMS Replacement		
Funding Source: FY1999/2000 Request	\$ 0	\$2,690,972

The current RMS System has become outdated. The new system will meet guidelines set forth by the State of Tennessee and the United States Department of Justice concerning report submission to these agencies. It will also allow officers to enter their reports in the field, thus eliminating a 2- day lag in getting the information into usable format. The system will be a fully integrated package capable of supporting and operating with other police systems. The life expectancy of this project is fifteen years.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 2,690,972

Impact on operating budget: None

14. Equipment - Police R&R		
Funding Source: FY1999/2000 Request	\$ 0	\$ 370,625

This appropriation will fund the replacement of various worn and out-of-date equipment. This includes new electronic surveillance equipment for the Vice Unit; a Linescam 222 X-Ray Security Screening System for added security for the entire police department; a Bomb Squad Robot needed for the safety of the Bomb Squad and SWAT Team; and a multimedia projection system for various meetings and for training. The life expectancy of this project is five years.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 370,625

Impact on operating budget: None

15. Training Facility		
Funding Source: FY1999/2000 Request	\$ 0	\$ 98,999

The Training Division of the Police Department shares space and equipment with the Fire Department and there is no longer room for both departments. The Department is looking at leasing a building located in an inner-city area that will greatly benefit from an increased police presence. The life expectancy of this project is ten years.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 98,999

Impact on operating budget: None

	1998/1999 budget	1999/2000 budget
16. Motorcycles		
Funding Source: FY1999/2000 Request	\$ 0	\$ 52,500
This appropriation provides for periodic replacement of motorcycles in order to keep the fleet at an acceptable level of performance. The life expectancy of this project is five years.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 52,500
Impact on operating budget: None		

FIRE

Capital Budget						
<i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 98/99	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04
Super Fire Station	1,000,000	1,800,000				
Defibrillators	20,500					
Fire Hose	50,000					
Vehicles		178,250	140,000			
Fire Apparatus	500,000	1,500,000				
Computer/Software	111,000	178,000				
911 Dispatch - Upgrade		40,000				
SCBA Replacement		450,000				
Technical Rescue Equipment		65,000				
New #9 Fire Station		500,000				
New Big Ridge Fire Station		500,000				
New #4 Fire Station		500,000				
New Ooltewah Fire Station		500,000				
Storage Building - Reserve Equipment		200,000				
Fire Safety House		30,000				
Exhaust Systems	100,000					
Roofs	45,500					
Renovation - Fire Stations	188,000					
Paving	42,000					
Total Fire	2,057,000	6,441,250	140,000	0	0	0

	1998/1999 budget	1999/2000 budget
1. Super Fire Station		
Funding Source: Bonds	\$ 1,000,000	
FY1999/2000 Request		\$ 1,800,000
The purpose of this project is to construct a new super fire station needed to relocate and combine fire stations 1, 2 and 7. The size will include and approximate total of 12,432 square feet. The life expectancy of this project is fifty years.		
Prior Years Appropriation	\$ 0	
Total	\$ 1,000,000	\$ 1,800,000
Impact on operating budget: None		
2. Automatic Defibrillator (EMS)		
Funding Source: General Fund	\$ 20,500	\$ 0
This appropriation provides for the purchase of semiautomatic defibrillator. This will upgrade the City's level of first response to the critically injured. Early defibrillation has proven to be beneficial to the cardiac arrest patient.		
Prior Years Appropriation	\$ 60,000	
Total	\$ 80,500	\$ 0
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
3. Fire hose replacement		
Funding source: General Fund	\$ 50,000	\$ 0
This appropriation provides for replacing fire hoses that are seven to sixteen years old and to maintain current level of service.		
Prior Years Appropriation	\$ 175,000	
Total	\$ 225,000	\$ 0
Impact on operating budget: None		
4. Fire Vehicles		
Funding Source: FY1999/2000 Request	\$ 0	\$ 178,250
This appropriation will fund the replacement of eight (8) high mileage vehicles having over 125,000 miles. Six of these vehicles will be four wheel drive. These vehicles are to be used by the Battalion Chiefs as line vehicles which will provide a more functional value to the tax payer. These vehicles can be utilized as mobile command posts as well as carry additional firefighting equipment to the fire and rescue scenes.		
Prior Years Appropriation	\$ 40,000	
Total	\$ 40,000	\$ 178,250
Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.		
5. Fire Apparatus		
Funding Source: FY1999/2000 Request	\$ 500,000	\$ 1,500,000
This appropriation will fund the purchase of new fire apparatus to upgrade the front line fire service fleet to maintain current level of service. These vehicles include Line Fire Apparatus, Elevating Platform, Hazardous Materials Vehicle, Technical Rescue Vehicle, Tankers and Brush Trucks.		
Prior Years Appropriation	\$ 350,000	
Total	\$ 850,000	\$1,500,000
Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.		
6. Computers & Software		
Funding Source: FY1999/2000 Request	\$ 111,000	\$ 178,000
This appropriation will fund the purchase of additional computer equipment to facilitate departmental information sharing and data collection and to insure Y2K compliance.		
Prior Years Appropriation	\$ 0	
Total	\$ 111,000	\$ 178,000
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
7. 911 Dispatch Upgrade		
Funding Source: FY1999/2000 Request	\$ 0	\$ 40,000
<p>The purpose of this project is to upgrade 911 dispatch capabilities to insure compliance with Y2K.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 40,000
Impact on operating budget: None.		
8. SCBA Replacement		
Funding Source: FY1999/2000 Request	\$ 0	\$ 450,000
<p>The purpose of this project is to replace current SCBA (Self Contained Breathing Apparatus) in order to comply with the National Fire Prevention Association guidelines. The unites needing to be replaced include: 170 complete packs (harness, regulator, cylinder, mask, PASS); 230 additional masks; and Posi-check III testing system.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 450,000
Impact on operating budget: Up to date fire fighting equipment provides better protection for firefighters preventing on the job injury and loss of time on duty from injury.		
9. Technical Rescue Equipment		
Funding Source: FY1999/2000 Request	\$ 0	\$ 65,000
<p>The purpose of this project is to provide equipment to be used in various technical rescues such as trench rescue, confined space, building collapse and other technical rescues requiring highly specialized equipment.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 65,000
Impact on operating budget: None.		
10. New #9 Fire Station		
Funding Source: FY1999/2000 Request	\$ 0	\$ 500,000
<p>The appropriation will fund the continuing effort to replace out of date fire stations with new up to date stations.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 500,000
Impact on operating budget: The new fire stations are more efficient and will cost less to operate.		

	1998/1999 budget	1999/2000 budget
11. New Big Ridge Fire Station		
Funding Source: FY1999/2000 Request	\$ 0	\$ 500,000
The appropriation will fund the continuing effort to replace out of date fire stations with new up to date stations.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 500,000
Impact on operating budget: The new fire stations are more efficient and will cost less to operate.		
12. New #4 Fire Station		
Funding Source: FY1999/2000 Request	\$ 0	\$ 500,000
The appropriation will fund the continuing effort to replace out of date fire stations with new up to date stations.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 500,000
Impact on operating budget: The new fire stations are more efficient and will cost less to operate.		
13. New Ooltewah Fire Station		
Funding Source: FY1999/2000 Request	\$ 0	\$ 500,000
The appropriation will fund the continuing effort to replace out of date fire stations with new up to date stations.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 500,000
Impact on operating budget: The new fire stations are more efficient and will cost less to operate.		
14. Reserve Apparatus Storage Building		
Funding Source: FY1999/2000 Request	\$ 0	\$ 200,000
The purpose of this project is to provide storage and protection for expensive reserve apparatus as well as specialized power equipment and hand tools specific to extrication and firefighting .		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
Impact on operating budget: This storage facility will result in longer life and lower maintenance cost for expensive fire equipment.		
15. Fire Safety House		
Funding Source: FY1999/2000 Request	\$ 0	\$ 30,000
The fire safety house is a tool intended to educate the public and specifically children concerning fire safety. It is designed to simulate a real house under both normal and fire conditions. It can be used to teach about the importance of smoke alarms and proper storage of flammable substances. It is also used to teach proper behavior and escape methods under fire conditions. It is built into a trailer similar to a normal travel trailer which can be moved using available vehicles.		

	1998/1999 budget	1999/2000 budget
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 30,000

Impact on operating budget: None

16. Exhaust Systems		
Funding Source: General Fund	\$ 100,000	\$ 0

The purpose of this ongoing project is to install exhaust systems in the bays of several fire stations to alleviate carbon monoxide from entering living quarters of the fire stations to assure compliance with OSHA.

Prior Years Appropriation	\$ 80,000	
Total	\$ 180,000	\$ 0

Impact on operating budget: None

17. Fire Roof Replacement		
Funding Source: General Fund	\$ 45,500	\$ 0

The purpose of this project is to continue the ongoing effort to repair or replace damaged or aged roofs of fire stations.

Prior Years Appropriation	\$ 127,175	
Total	\$ 172,675	\$ 0

Impact on operating budget: Proper maintenance of roofs can save even more costly repairs to the building in the future.

18. Fire Department Building Renovation		
Funding Source: General Fund	\$ 188,000	\$ 0

The purpose of this project is to make certain major repairs and improvements to Fire Department Buildings. Specifically this will fund certain structural repair to the Fire Administration, rework the HVAC duct system at station #10, provide thermal protection to the training tower by installing insulated heat tiles and to provide major renovation to the Fire Training Center.

Prior Years Appropriation	\$ 0	
Total	\$ 188,000	\$ 0

Impact on operating budget: None

	1998/1999 budget	1999/2000 budget
19. Paving		
Funding Source: General Fund	\$ 42,000	\$ 0
The purpose of this project is to repair the parking lots for Fire Stations #6, #10, #20 #21 and #22.		
Prior Years Appropriation	\$ 0	
Total	\$ 42,000	\$ 0
Impact on operating budget: None		

PUBLIC WORKS

Capital Budget <i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 98/99	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04
Paving of Streets	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
State Street Aid Equipment	650,000	400,000	400,000	400,000	400,000	400,000
City Wide Ser. & Traffic Oper. Equip.	740,000	550,000	550,000	550,000	550,000	550,000
Bridge Rehab - City Wide	0	200,000	200,000	200,000	200,000	200,000
Downtown Streetscape Program	400,000	750,000	400,000	400,000	400,000	400,000
Traffic Engineering Projects	280,000	752,000	770,000	770,000	770,000	770,000
Sidewalks Adjoining Schools	500,000	500,000	500,000	500,000	500,000	500,000
Curbs, Gutters, and Sidewalks	200,000	200,000	200,000	200,000	200,000	200,000
Street Rehab	2,090,200	1,809,890				1,188,280
Third Street Bridge	0	1,000,000				
Coolidge Park	1,468,000					
Total Public Works	\$8,328,200	\$8,161,890	\$5,020,000	\$5,020,000	\$5,020,000	\$6,208,280

	1998/1999 budget	1999/2000 budget
1. Paving of streets		
Funding sources: Bonds	\$2,000,000	
FY1999/2000 Request		\$2,000,000

This appropriation funds the resurfacing of streets City wide. It also provides for replacement of pavement markings and traffic signal loop detector wiring damaged due to pavement milling and resurfacing.

Prior Years Appropriation	\$ 3,000,000	
Total	\$ 5,000,000	\$ 2,000,000

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

2. State Street Aid Equipment Replacement		
Funding source: General Fund	\$ 650,000	
FY1999/2000 Request		\$ 400,000

This appropriation allows for the ongoing replacement of older State Street Aid equipment.

Prior Years Appropriation	\$ 2,510,543	
Total	\$ 3,160,543	\$ 400,000

Impact on operating budget: The replacement of older equipment results in lower repair and maintenance costs.

	1998/1999 budget	1999/2000 budget
3. General Fund Equipment Replacement		
Funding source: General Fund	\$ 740,000	
FY1999/2000 Request		\$ 550,000
This appropriation allows for the ongoing replacement of older Public Works equipment.		
Prior Years Appropriation	\$ 3,423,405	
Total	\$ 4,163,405	\$ 550,000

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

4. Bridge Rehabilitation		
Funding source: FY1999/2000 Request	\$ 0	\$ 200,000
This appropriation funds the City's portion of state and federal funding for rehabilitating bridges with structural and utilization deficiencies. The Fiscal Year 2000 funds will complete the matching funds for the construction of a replacement bridge at Old Harrison Pike at South Chickamauga Creek.		
Prior Years Appropriation	\$1,142,167	
Total	\$1,142,167	\$ 200,000

Impact on operating budget: None

5. Downtown Streetscape		
Funding sources: General Fund	\$ 400,000	
FY1999/2000 Request		\$ 750,000
This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.		
Prior Years Appropriation	\$ 3,962,621	
Total	\$ 4,362,621	\$ 750,000

Impact on operating budget: None

6. Traffic Signal Projects & Parking Meters		
Funding Source: General Fund	\$ 200,000	
FY1999/2000 Request		\$ 752,000
This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.		
Prior Years Appropriation	\$ 1,991,749	
Total	\$ 2,191,749	\$ 752,000

Impact on operating budget: The replacement program results in lower maintenance costs.

	1998/1999 budget	1999/2000 budget
7. Sidewalks Adjoining Schools		
Funding Source: General Fund	\$ 500,000	
FY1999/2000 Request		\$ 500,000
This appropriation begins a program to redo or add sidewalks to city school for increased safety for students.		
Prior Years Appropriation	\$ 0	
Total	\$ 500,000	\$ 500,000
Impact on operating budget: None		
8. Curbs, Gutters and Sidewalks		
Funding Source: General Fund	\$ 200,000	
FY1999/2000 Request		\$ 200,000
This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.		
Prior Years Appropriation	\$ 1,158,400	
Total	\$ 1,358,400	\$ 200,000
Impact on operating budget: None		
9. Street Improvements		
Funding Source: Bonds	\$ 2,090,200	
FY1999/2000 Request		\$1,809,890
This appropriation will fund a program of major street rehabilitation within the City.		
Prior Year Appropriation	\$10,464,639	
Total	\$12,554,839	\$ 1,809,890
Impact on operating budget: This program of major street Improvements results in lower street maintenance costs.		
10. Third Street Bridge		
Funding Source: General Fund	\$ 0	
FY1999/2000 Request		\$1,000,000
This appropriation funds the replacement of the Third Street Bridge. Per State bridge inspector, this structure has limited life and must be replaced. The appropriation is for the City's 20% share of the cost.		
Prior Years Appropriation	\$ 20,000,	
Total	\$ 20,000	\$1,000,000
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
11. Coolidge Park		
Funding Source: Donations	\$ 1,468,000	\$ 0

This appropriation funds the creation of the New Coolidge Park on the North Side of the Tennessee River. This is part of the Riverfront Revitalization for the City of Chattanooga. The center piece of the park is an antique merry-go-round. The animals have been carved by hand over the past several years by local residents with the aid of the local resident whose dream it was to create the merry-go-round.

Prior Years Appropriation	\$4,120,000	
Total	\$ 5,588,000	\$ 0

Impact on operating budget: None

PARKS, RECREATION, ARTS & CULTURE

Capital Budget <i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 98/99	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04
Tennessee Riverwalk Expansion	250,000					
Greenway Farm Conference Center	145,000					
Recreation Center Rehabilitation	60,000					
Parks Maintenance Facility Study	85,000					
Recreation Center Equip	15,000					
City Parks Rehabilitation	992,500	195,905				
Zoo Improvements	120,000					
Powerhouse Expansion.	107,000					
Playground Improvements	27,000	75,000				
City Tennis Courts Rehabilitation	595,000	85,095				
Golf Course Improvements	65,000	65,000	65,000	65,000	65,000	65,000
Memorial Auditorium	41,000					
Tivoli Theatre	42,000					
Tyner - E. Brainerd Ballfield Complex	50,000					
Imagination Station P.G. Other (Pri	10,000					
Land Acquisition	1,000,000					
Brainerd Park	3,965,000					
S. Chattanooga Recreation Complex	3,965,000					
Hixson Recreation Complex	3,965,000					
E. Chattanooga Recreation Center	500,000					
Downtown (Benches & amenities)	10,000					
Skateboard Park (Ross' Landing)	250,000	50,000				
Project/Maintenance Mgmt program	30,000					
Art in City Hall Project	25,000					
Total Parks & Recreation	\$15,859,500	\$471,000	\$65,000	\$65,000	\$65,000	\$65,000

	1998/1999 budget	1999/2000 budget
1. Tennessee Riverwalk Expansion		
Source: General Fund	\$ 250,000	\$ 0

This project involves the continued expansion of the Tennessee Riverwalk based on a funding strategy committed to by the City and County. This appropriation will leverage both foundation and other public monies to complete the project.

Prior Years Appropriation	\$ 750,000	
Total	\$ 1,000,000	\$ 0

Impact on operating budget: *The development of the Riverwalk will eventually result in increased personnel, supplies and related cost to operate and maintain.*

1998/1999	1999/2000 budget	budget
2. Greenway Farm Conference Center		
Funding Source: General Fund	\$ 145,000	\$ 0
<p>These funds will be used to renovate the existing building to better accommodate meetings and educational sessions, as well as to meet ADA standards. The scope of work will include kitchen improvements, restroom modernization, redesign of the entrance and remodeling meeting rooms.</p>		
Prior Years Appropriation	\$ 110,000	
Total	\$ 255,000	\$ 0
<p>Impact on operating budget: The renovation of the Conference Center will enhance its revenue production.</p>		
3. Recreation Center Rehabilitation		
Funding Source: General Fund	\$ 60,000	\$ 0
<p>This appropriation will fund the continuing project of replacing Recreation Centers: roof replacement; building upgrade; paving; landscaping; security lighting; baseball field rehab etc.</p>		
Prior Years Appropriation	\$ 875,000	
Total	\$ 935,000	\$ 0
<p>Impact on operating budget: Rehab of older Recreation Centers will decrease the cost related to maintenance and repair.</p>		
4. Parks Maintenance Facility Study		
Funding Source: General Fund	\$ 85,000	\$ 0
<p>This appropriation will fund a study to determine the benefits of consolidating total operation of the Park Maintenance Division. The division is now spread throughout six buildings. Quality supervision and management of personnel, equipment and supplies are hampered by the present setup.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 85,000	\$ 0
<p>Impact on operating budget: None</p>		
5. Recreation Center Equipment		
Funding Source: General Fund	\$ 15,000	\$ 0
<p>This appropriation will fund the purchase of various equipment and machinery for the Parks and Forestry Department.</p>		
Prior Years Appropriation	\$ 100,000	
Total	\$ 115,000	\$ 0
<p>Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs.</p>		

	1998/1999 budget	1999/2000 budget
6. City Parks Rehabilitation		
Funding Source: General Fund	\$ 992,000	
FY1999/2000 Request		\$ 185,905

This appropriation will fund rehabilitation and upgrading of City Parks: equipment replacement; fencing; park planning and expansion. The actual appropriation came to \$95,905

Prior Year Appropriation	\$ 0	
Total	\$ 992,000	\$ 110,000

Impact on operating budget: None

7. Warner Park Zoo Improvements		
Funding Source: General Fund	\$ 120,000	\$ 0

This appropriation will fund step one in the first phase of the long term development of the Zoo. The current year funds will be used for fencing, landscaping and road removal and construction of a Admission and Gift shop building. Exhibit improvements include a Deer exhibit, water fowl pond, Tortoise & Crane exhibit and a Kinkajou exhibit.

Prior Years Appropriation	\$ 447,563	
Total	\$ 567,563	\$ 0

Impact on operating budget: The development of the Zoo will result in increased personnel, supplies and related cost to operate and maintain.

8. Powerhouse Expansion		
Funding source: General Fund	\$ 107,000	\$ 0

This appropriation will be used improve the safety, accessibility and service capabilities of the fitness program.

Prior Years Appropriation	\$ 15,000	
Total	\$ 122,000	\$ 0

Impact on operating budget: None

9. Playground Improvements		
Funding Source: General Fund	\$ 27,000	
FY1999/2000 Request		\$ 75,000

This appropriation will fund a continuing program of Playground improvements City wide.

Prior Years Appropriation	\$ 30,000	
Total	\$ 57,000	\$ 75,000

Impact on operating budget: None

	budget	budget
10. Tennis Court Rehab		
Funding source: General Fund	\$ 595,000	\$ 85,095
This appropriation will be used for preventive maintenance measures to prevent substantial costs for replacement of courts		
Prior Years Appropriation	\$ 127,000	
Total	\$ 722,000	\$ 85,095
Impact on operating budget: None		
11. City Golf Courses		
Funding source: Golf Course Fund	\$ 65,000	\$ 65,000
These appropriations fund equipment replacement, annual upgrade and maintenance, landscape improvements and purchase of a computerized point-of-sale system for the City's two municipal golf courses.		
Prior Years Appropriation	\$ 496,000	
Total	\$ 561,000	\$ 65,000
Impact on operating budget: None		
12. Memorial Auditorium		
Funding Source: General Fund	\$ 41,000	\$ 0
This appropriation will fund the conversion of the auditorium heating and air-conditioning from the present 35 year old system to a computerized system. This system will provide improved zone operation, timing controls and more efficient heating and cooling.		
Prior Years Appropriation	\$ 0	
Total	\$ 41,000	\$ 0
Impact on operating budget: A more efficient heating and cooling system should result in lower utility cost.		
13. Tivoli Theatre		
Funding Source: General Fund	\$ 42,000	\$ 0
The purpose of this project is to convert the computerized ticketing system to a PC based system to provide a solution to the Y2K conversion problem. It will also fund repair of the Tivoli marquee.		
Prior Years Appropriation	\$ 0	
Total	\$ 42,000	\$ 0
Impact on operating budget: None		

	budget	budget
14. Tyner/E. Brainerd Ballfield Complex		
Funding source: General Fund	\$ 50,000	\$ 0
<p>This appropriation will fund the conversion of two baseball fields into two softball fields plus adding fencing, lighting and backstops. Curbing to divert water from the parking lot nearest the recreation center will also be added.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 50,000	\$ 0
Impact on operating budget: None		
15. Imagination Station Play Ground		
Funding source: Private Donation	\$ 10,000	\$ 0
<p>This appropriation will be used to fund a new park at the Imagination Station Museum for children.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 10,000	\$ 0
Impact on operating budget: None		
16. Land Acquisition		
Funding source: Bonds	\$ 1,000,000	\$ 0
<p>This appropriation will fund the purchase of property in areas of the City which are in need of parks and recreation centers.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 1,000,000	\$ 0
Impact on operating budget: None		
17. Brainerd Park		
Funding source: Bonds	\$ 3,965,000	\$ 0
<p>This appropriation will fund the creation of a new City Park in the Brainerd area. The site is adjacent to the Brainerd High School and in a high residential neighborhood making it a prime recreation area.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 3,965,000	\$ 0
Impact on operating budget: The development of the Brainerd Park will result in increased personnel, supplies and related cost to operate and maintain.		
	1998/1999	1999/2000

	budget		budget
18. S. Chattanooga Recreation Complex			
Funding source: Bonds	\$ 3,965,000	\$	0

This appropriation will fund the creation of a new City Park in the South Chattanooga area.

Prior Years Appropriation	\$ 0		
Total	\$ 3,965,000	\$	0

Impact on operating budget: The development of the Brainerd Park will result in increased personnel, supplies and related cost to operate and maintain.

19. Hixson Recreation Complex			
Funding source: Bonds	\$ 3,965,000	\$	0

This appropriation will fund the creation of a new City Park in the Hixson area.

Prior Years Appropriation	\$ 0		
Total	\$ 3,965,000	\$	0

Impact on operating budget: The development of the Hixson Park will result in increased personnel, supplies and related cost to operate and maintain.

20. E. Chattanooga Recreation Complex			
Funding source: Bonds	\$ 500,000	\$	0

This appropriation will fund the creation of a new City Park in the E. Chattanooga area.

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

Impact on operating budget: The development of the E. Chattanooga Park will result in increased personnel, supplies and related cost to operate and maintain.

21. Downtown (Benches & Amenities)			
Funding Source: General Fund	\$ 10,000	\$	0

This appropriation will provide for replacement of older benches, trash receptacles and other amenities in the downtown area.

Prior Years Appropriation	\$ 0		
Total	\$ 10,000	\$	0

Impact on operating budget: None

1998/1999	1999/2000
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	budget	budget
22. Skateboard Park		
Funding source: General Fund	\$ 250,000	
FY1999/2000 Request		\$ 50,000

This appropriation will be used to create a new skateboard park at Ross' Landing.

Prior Years Appropriation	\$ 0	
Total	\$ 250,000	\$ 50,000

Impact on operating budget: The development of the skateboard park will result in increased personnel, supplies and related cost to operate and maintain.

23. Project/Maintenance Management Program		
Funding source: General Fund	\$ 30,000	\$ 0

This appropriation funds the purchase of a facility-maintenance management software system to help monitor cost within the Parks Department.

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

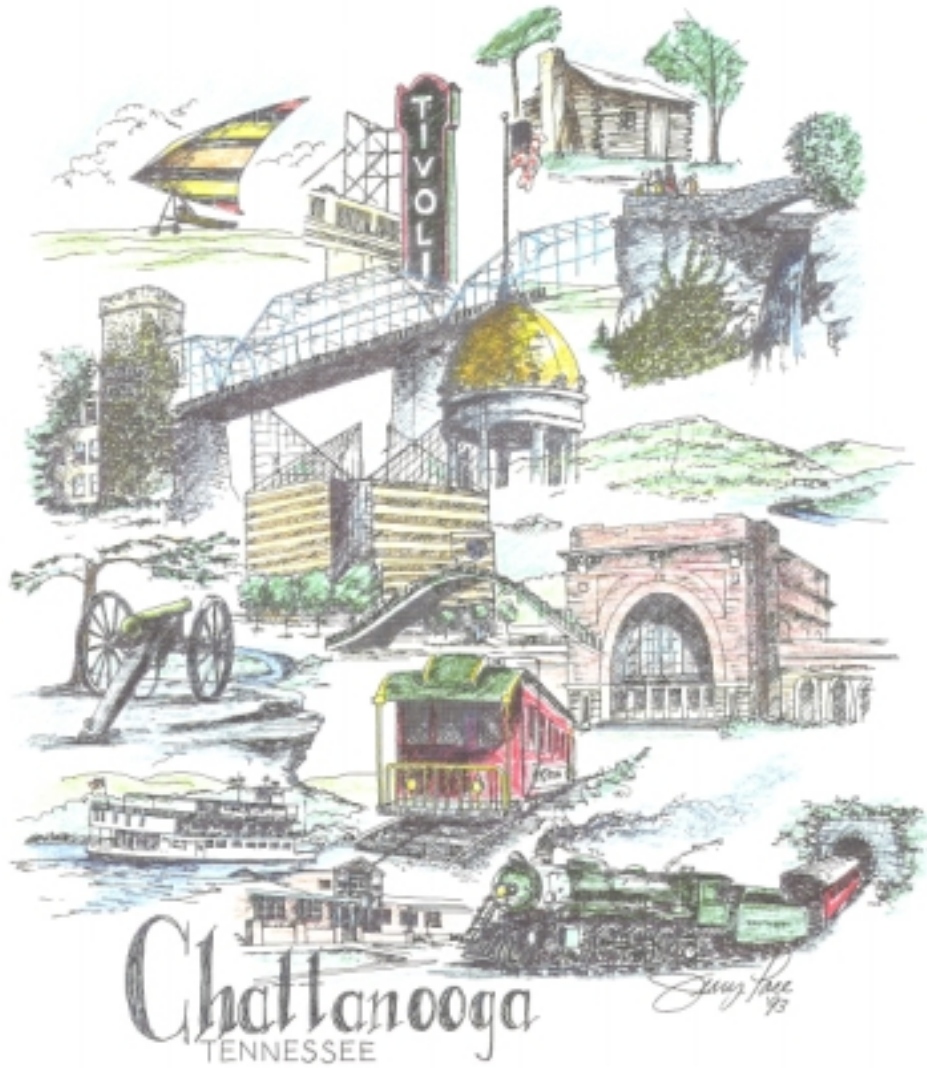
Impact on operating budget: None

24. Art In City Hall		
Funding source: General Fund	\$ 25,000	\$ 0

This appropriation will fund a regional art competition where winners will have their art exhibited for a year at City Hall. Also, \$14,000 of the appropriation will be set aside to purchase some of the winning art work.

Prior Years Appropriation	\$ 0	
Total	\$ 25,000	\$ 0

Impact on operating budget: None

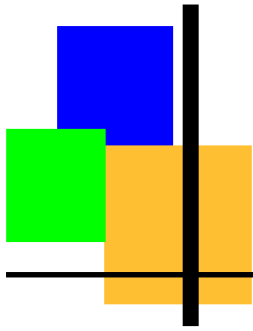


GENERAL SERVICES

Capital Budget						
<i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 98/99	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04
Council Building	1,600,000	550,000				
Bessie Smith HVAC	45,000					
New Radio Shop Building		400,000				
Electric Disconnect		50,000				
Planning Study City Hall and Campus		25,000				
Neighborhood Improvements		200,000				
Bicentennial Neighborhood Program		125,000				
Total General Services	\$1,645,000	\$1,350,000	\$0	\$0	\$0	\$0

	1998/1999 budget	1999/2000 budget
1. Council Building		
Funding Source: General Fund	\$ 1,600,000	\$ 550,000
This appropriation will fund the renovation of the old city jail in to council chamber for public meetings. The newly renovated council building will also include offices for council members and their staff.		
Prior Years Appropriation	\$ 0	
Total	\$ 1,600,000	\$ 550,000
Impact on operating budget: This will result in increased utilities, cleaning and maintenance costs.		
2. Bessie Smith HVAC		
Funding Source: General Fund	\$ 45,000	\$ 0
This appropriation will fund needed repairs and upgrade for the heating and air-conditioning unit for the Bessie Smith Hall.		
Prior Years Appropriation	\$ 0	
Total	\$ 45,000	\$ 0
Impact on operating budget: None		
3. New Radio Shop Building		
Funding Source: FY1999/2000 Request	\$ 0	\$ 400,000
This appropriation will fund a new Radio Shop building. The old building is located within what is to become a security perimeter for the police service center. This will require the radio shop to be relocated.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 400,000
Impact on operating budget: None		

	1998/1999 budget	1999/2000 budget
4. Electric Disconnect		
Funding Source: FY1999/2000 Request	\$ 0	\$ 50,000
<p>This appropriation will fund the purchase of a new disconnect for city hall as a part of a planned renovation. There is a long lead time for this equipment and the current disconnect is old and is subject to back down at any time.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 50,000
Impact on operating budget: None		
5. Planning City Hall Renovation		
Funding Source: FY1999/2000 Request	\$ 0	\$ 25,000
<p>This appropriation will fund design work for the renovation of city hall and storm water buildings and a new deck parking lot.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 25,000
Impact on operating budget: None		
6. Neighborhood Improvements		
Funding Source: FY1999/2000 Request	\$ 0	\$ 200,000
<p>This appropriation will fund neighborhood improvements for the Ridgedale section of the city.</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
Impact on operating budget: None		
7. Bicentennial Neighborhood Program		
Funding Source: FY1999/2000 Request	\$ 0	\$ 125,000
<p>This appropriation will be the final installment of the city's commitment to the THDA Bicentennial program for neighborhood improvements</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 125,000
Impact on operating budget: None		



ENTERPRISE FUNDS SUMMARY

Fund Structure

Enterprise Funds are established for operations that the City chooses to account for as though they were private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes it is necessary to account for income and capital maintenance. The basis of budgeting for these funds is full accrual. The City of Chattanooga has three (3) Enterprise Funds: Interceptor Sewer Fund; Solid Waste and Sanitation Fund and Storm Water Management Fund. As of June 30, 1999 the budgeted revenues and

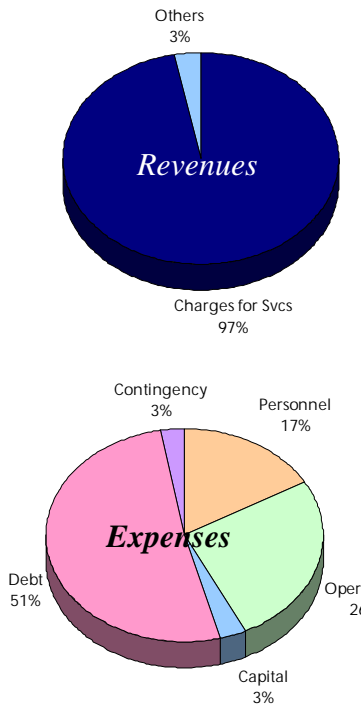
expenses were as follows for these funds.

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Interceptor Sewer Fund	\$30,720,367	\$34,005,947	\$31,398,171
Solid Waste & Sanitation Fund	\$11,465,078	\$12,343,811	\$9,884,071
Storm Water Management Fund	\$4,788,000	\$5,627,297	\$4,035,861

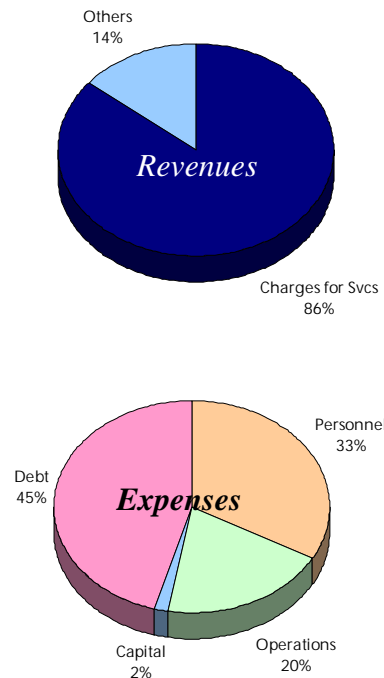
The FY 99/2000 Enterprise budgets are \$31,864,711; \$12,136,417; and \$4,788,000 respectively.

Fiscal Year 1999/2000

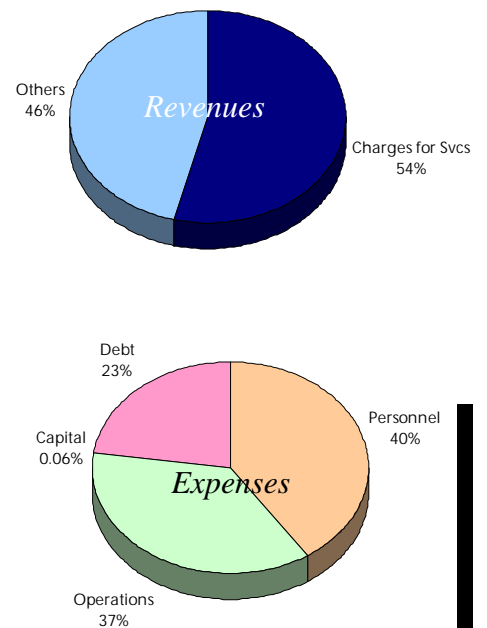
Interceptor Sewer



Storm Water Fund



Solid Waste Fund



Fund Revenue Summary
 Fiscal Year Ending June 30, 2000
 (expressed in \$1,000)

Fund Type:	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	Budget '99 Increase (Decrease)	% CHANGE FY 98/99
Enterprise Funds:						
Interceptor Sewer System	31,257	32,978	30,720	31,865	1,144	3.7%
Solid Waste & Sanitation	11,487	11,737	11,123	12,136	1,013	9.1%
Storm Water Fund	8,989	8,967	4,788	4,788	0	0.0%
Total Enterprise Funds	\$51,733	\$53,682	\$46,632	\$48,789	2,157	4.6%

Revenues

Interceptor Sewer Fund

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

Regional users such as Walker County, Georgia, and the City of Collegedale and the Town of Lookout Mountain, Tennessee are billed on the basis of metered water consumption. This method of billing does not allow for the recovery of costs incurred to treat flows beyond the amount of water purchased such as inflow and infiltration into the System. However the wheelage and treatment rate is approximately two times the total metered flow rate, therefore, some inflow and infiltration is paid for. The City of Chattanooga has installed flow metering station on the discharge line connecting regional users so that they may be billed on the basis of total measured wastewater flows, as required by the EPA approved user charge system. Contract negotiations with each respective government are underway and will be required before this method of billing can

begin.

The sewer service charges for the regional users, which includes Rossville, Collegedale, Lookout Mountain, Hamilton County, East Ridge, Red Bank and Walker County, are based on a regional service charge rate schedule (wheelage and treatment). The regional service charge rate schedule currently in effect provides rate schedules for billing the regional users on either a metered water consumption basis (billable flow method) or a total measured wastewater flow basis (total flow method). This allows the City to begin billing the regional users on a total flow method immediately upon cessation of successful contract negotiations for total flow method billing. Other System revenues come from an industrial user sewer surcharge, truck discharge operation permit fees, septic tank discharge fees, holding tank discharge fees, service line connection fees and garbage grinder usage fees.

The City operates the System on a self-supporting basis from sewer service charges and fees. The July 1, 2000 proposed rate schedule, is as follows:

Enumeration Of Charges - Quantity of Water Used

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

User Class	Operation and Maintenance Charge (\$/1,000 gal)	Debt Charge (\$/1,000 gal)	Total Charge (\$/1,000 gal)
First 100,000 gallons	0.69	2.74	3.43

Next 650,000 gallons	0.69	1.83	2.52
Next 1,250,000 gallons	0.69	1.34	2.03
Next 30,000,000 gallons	0.69	0.76	1.45
Over 32,000,000 gallons	0.69	0.56	1.25

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

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

Billable Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$0.7584	\$0.5171	\$1.2755

If regional customers are billed directly through the water company, the rate shall be one and fourteen cents (\$1.14) 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	\$0.4516	\$0.3079	\$0.7595

Monthly Minimum Sewer Service Charges

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

Meter Size	Monthly Minimum
5/8 inch meter	\$ 7.13
3/4 inch meter	25.43
1 inch meter	44.42
1 1/2 inch meter	99.41
2 inch meter	176.01
3 inch meter	412.57
4 inch meter	762.43
6 inch meter	1,815.98
8 inch meter	3,212.13

Industrial User Sewer Surcharge

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

- \$0.084 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of 300 milligrams per liter, and,
- \$0.061 per pound of total suspended solids for concentrations in excess of 400 milligrams per liter.

The City has also established the following fees and charges:

- A Sewer Service Line Connection Fee of \$500;
- A Truck Discharge Operation Permit Fee of \$40 per truck per year;
- A Septic Tank Discharge Fee of \$22.65 per 1,000 gallons of waste;
- Holding Tank Waste Fee of \$3.43 per 1,000 gallons of waste; and
- Garbage Grinders Fee of \$91.11 per month per unit.

In 1985 the City, in conjunction with the consulting Engineers and the financial advisors, developed a five year financial analysis which examined the System's capital improvement program at different yearly funding commitments of the City; other anticipated revenue requirements of the System during the five year period including the full-time operation of Moccasin Bend, and the associated

sewer rate structures necessary to meet the financial requirements of the system under different financial alternatives. As a result of this analysis, the City established its annual funding commitment of the System at \$10,000,000 per year. Simultaneously, the City committed itself to enacting annual rate increases of at least 6.14% for each of the five consecutive years starting in July 1985 in order to support the \$10,000,000 per year funding program. The 6.14% rate increase schedule through fiscal year ending June 30, 1990 was formulated by the Consulting Engineers pursuant to the five year financial analysis. Enactment of the rate increases requires adoption of the city ordinance by the City Council each year. The five year program and the related future rate increases were announced publicly in the City proceedings in 1985 and they received widespread community support.

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

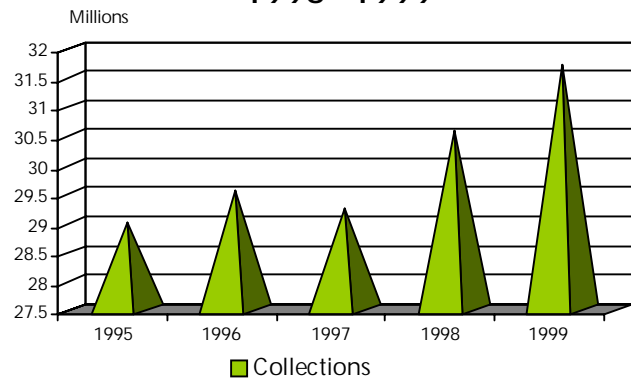
Since the City successfully accomplished its goal of enacting 6.14% sewer rate increases for the five consecutive fiscal year, the City is planning to enact future annual rate increases at a lower level than 5%. The City has increased sewer rates for nine consecutive year in support of its program. However, in fiscal year 94/95 through 98/99 the rate increase was 0% due to improved efficiency of the system and implementation of management policies. The City is also proposing a 0% increase for FY 99/2000 as well. As evidenced by its program since 1985, the City remains committed to keeping the System self-supporting from sewer revenues including adoption of any necessary sewer rate increases

to ensure that it remains self supporting. Following is a history of rate increases since 1985:

FY 85/86	6.14%	FY 90/91	15.24%	FY 95/96	0.00%
FY 86/87	6.14%	FY 91/92	3.32%	FY 96/97	0.00%
FY 87/88	6.14%	FY 92/93	5.79%	FY 97/98	0.00%
FY 88/89	6.14%	FY 93/94	3.00%	FY 98/99	0.00%
FY 89/90	6.14%	FY 94/95	0.00%	FY 99/2000	0.00% proposed

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

Sewer Collections 1995 - 1999



Solid Waste and Sanitation Fund

This fund accounts for the costs associated with the collection and 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, 1992, each municipality which collected solid waste and/or operated a landfill was required to account for them separately in individual funds. Effective July 1, 1993, it became a requirement to account for the operation of a landfill as an enterprise fund.

Landfill Tipping Fees. Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from tipping fees charged at the disposal sites. Municipalities may impose such a fee

upon each ton of waste or its volume equivalent received at such a disposal facility. During FY 98/99 the disposal operation was relocated to a new site as the available space at the old facility had been used up. The new location is further away from the center of town, which has led some disposal companies to reroute their disposal traffic to other regional disposal facilities more conveniently located. The new Sanitary landfill also stopped accepting construction waste. The construction debris site is operated by a private company. These changes have led to a reduction in the projected revenue for the fund. The fees collected still cover the operating cost of the disposal site as well as the capital expenditures and the debt service.

Landfill Dumping Charges. Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from landfill dumping charges. Municipalities may impose a tipping fee upon each ton of municipal solid waste or its volume equivalent received at such solid waste disposal facility. The FY 99/00 increase of \$289,582, 4.8 %, is due to an estimated increase in revenue from landfill tipping fees.

Solid Waste Subsidy. Since the revenue from the landfill dumping charges does not totally fund the expenditures of the fund it is necessary for the General Fund to subsidize the Solid Waste & Disposal Fund. This subsidy accounts for approximately forty-six percent (46.06%) of the total budget. The FY 99/00 increase of \$456,078, 8.9% is due to additional funding needed to cover additional positions and the

associated fringe benefits.

Above is a chart showing the historical trend of collections and subsidy. The primary sources of revenues for this fund are Landfill Dumping Charges and a City of Chattanooga subsidy. A look at the revenues for this fund since its inception will reveal that while the collections appear to be increasing steadily for the first three years, the City subsidy has grown more.

Storm Water Management

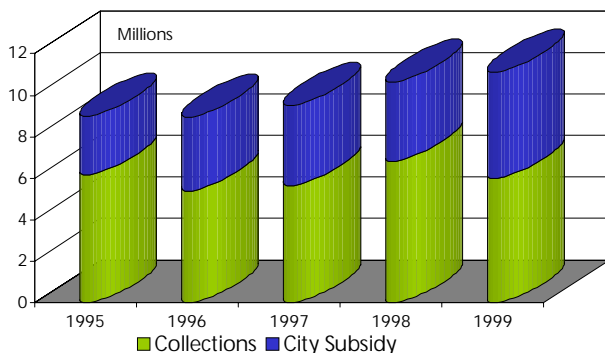
The Storm Water Management Fund was established in 1993 to comply with a Federal Mandate for the City to control storm water runoff. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques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

For the purpose of operating the storm water program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, there is imposed a storm water user's fee upon the owner of property served directly or indirectly by the City's storm sewer system.

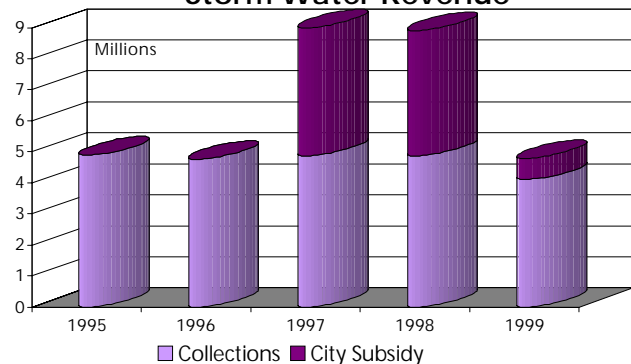
The revenue for this fund is derived from Stormwater fees, \$4,104,048 or 85.7% and a City of Chattanooga General Fund subsidy of \$683,952, or 14.3% of the total revenues.

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

Solid Waste Revenue



Storm Water Revenue



Fund Expenditure SummaryFiscal Year Ending June 30, 2000
(expressed in \$1,000)

Fund Type:	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	Budget '99 Increase (Decrease)	% CHANGE FY 98/99
Enterprise Fund						
Interceptor Sewer System	33,004	33,226	30,720	31,865	1,144	3.7%
Solid Waste & Sanitation	10,047	9,538	11,123	12,136	1,013	9.1%
Storm Water Fund	5,473	4,888	4,788	4,788	0	0.0%
Total Enterprise Fund	\$48,523	\$47,651	\$46,632	\$48,789	2,157	4.6%

Expenses

Interceptor Sewer Fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs; chemical costs for liquid and solid handling; maintenance costs; electricity costs and depreciation. Major capital expenses needed for the Moccasin Bend Wastewater Treatment Plant, such as vehicle replacement, pump replacement and major system repairs occur here. In FY 99/00, the operations and maintenance increase of \$24,941, or 2.3%, minimal. However, during FY99 city management implemented a new city wide employee pay plan. This is the first full year to fund the new plan. This is about a 8.5% increase in salaries plus the associated fringe benefit costs. Allowances have been made for a minimal inflation increase on goods and services. However, the biggest single factor in the past couple of years is that the MBWWTP is paying sludge disposal fees either to an independent party or the City's Landfill. This cost is budgeted at \$1,273,080 for FY99/00. In the past, the sludge has been disposed at the landfill without charge or at a minimal charge to the Treatment Plant.

The capital improvement portion of the FY99/00 ISS budget decreased \$241,850 over FY98/99. This appropriation provides for the renewal and replacement of plant facilities,

vehicles and equipment as necessary.

The debt service proposed budget for FY 99/00 increased by only \$35,686 from FY 98/99. This change is due to the varying interest and principal payments on bonded debt and/or capital outlay notes required from one fiscal year to the next.

Solid Waste and Sanitation Fund

Expenses in the Solidwaste & Sanitation Fund include:

- Recycle Center
- Waste Disposal - Landfill
- Compost Waste Center
- Waste Pickup - Garbage
- Waste Pickup - Brush and Trash
- Debt Service
- Capital Projects

Major expenditures of this fund are personnel costs and vehicle related costs. The Solidwaste Fund budget for FY 99/00 increased \$1,013,060. This is due in part to a \$542,514 increase in debt service requirements. Other general increases can be attributed to salary increases based on the new pay plan

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

necessary for the capital requirements of the landfill while the City continues to subsidize the operational costs.

In March, 1998 the city issued \$17,964,294 in new bonded debt to provided for capital improvements at both the Summit Landfill and the new City Landfill located in Birchwood.

Storm Water Management Fund

As this is an Enterprise Fund , its major revenue is derived from the Storm Water Fee. Expenses

in the Storm Water Management Fund include:

- Personnel
- Operations
- Capital Projects

In FY 99/00 Storm Water budgeted expenses did not change overall. The debt service requirement increase by \$405,120 or 22.9%. The availability of funds for capital improvement was decreased by \$419,894 or 85.4%. The major underlying reason is due to management's desire to maintain the same level of General Fund support for storm water maintenance and repairs as it was prior to the implementation of the storm water fee. Therefore, 16 positions and related fringe benefit costs plus certain other operational costs were transferred from General Fund to the Storm water Fund with General Fund providing a funding source for these expenses.

Enterprise Fund Revenues

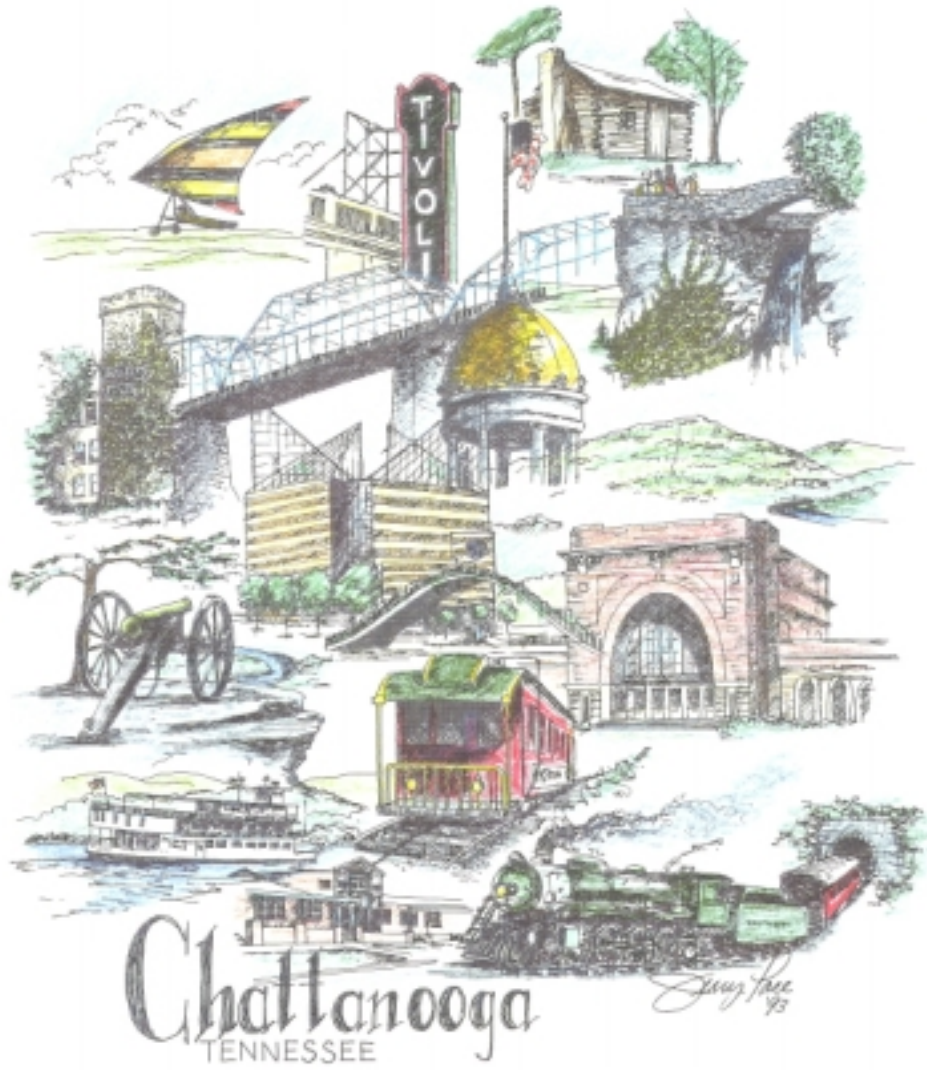
Fiscal Years 1997 - 2000

Revenue Source	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000	BUDGET '00 INC/(DEC)	% CHANGE FY 99/2000	% OF TOTAL
Interceptor Sewer System (Fund 5100):							
Sewer Service Charges	24,920,226	25,565,556	25,030,900	26,010,652	979,752	3.9%	53.31%
Industrial Surcharges	1,795,190	2,176,995	1,900,000	1,900,000	0	0.0%	3.89%
Septic Tank Charges	88,026	86,517	79,000	82,600	3,600	4.6%	0.17%
Weelage & Treatment							
<i>Lookout Mountain, TN</i>	91,372	118,156	100,936	120,020	19,084	18.9%	0.25%
<i>Walker County, GA</i>	225,646	248,653	242,824	253,162	10,338	4.3%	0.52%
<i>Collegedale, TN</i>	315,601	262,323	240,978	267,095	26,117	10.8%	0.55%
<i>Soddy-Daisy, TN</i>	56,469	68,657	65,092	66,387	1,295	2.0%	0.14%
<i>East Ridge, TN</i>	1,040,825	1,171,163	1,229,629	1,174,750	(54,879)	-4.5%	2.41%
<i>Windstone</i>	9,077	11,660	10,796	13,054	2,258	20.9%	0.03%
<i>Hamilton County, TN</i>	47,040	66,262	63,191	73,300	10,109	16.0%	0.15%
<i>Northwest Georgia</i>	0	0	0	183,505	183,505	ERR	0.38%
<i>Rossville, GA</i>	335,086	374,848	370,129	308,619	(61,510)	-16.6%	0.63%
<i>Red Bank, TN</i>	247,904	317,873	320,892	344,519	23,627	7.4%	0.71%
Refund to Regional Users	(59,138)	(16,008)	0	0	0	N/A	0.00%
Industrial User Permits	47,250	53,500	43,000	43,000	0	0.0%	0.09%
Industrial Violation Fines	16,700	7,500	0	0	0	N/A	0.00%
Garbage Grinder Fees	22,642	22,561	23,000	24,048	1,048	4.6%	0.05%
Miscellaneous Revenue	21,357	20,395	0	0	0	N/A	0.00%
Sale of Property	5,100	25,500	0	0	0	N/A	0.00%
Interest Earnings	2,030,752	2,395,768	1,000,000	1,000,000	0	0.0%	2.05%
Total Interceptor Sewer	\$31,257,125	\$32,977,879	\$30,720,367	\$31,864,711	\$1,144,344	3.7%	65.31%
Solid Waste & Sanitation(Fund 5200):							
Landfill Tipping Fees	5,642,087	5,598,023	5,988,973	6,278,555	289,582	4.8%	12.87%
Landfill Permit Fees	7,528	7,425	1,000	1,000	0	0.0%	0.00%
City of Chattanooga Subsidy	3,870,913	3,780,583	5,133,384	5,589,462	456,078	8.9%	11.46%
State Sub Recyclable Material	45,572	75,892	0	0	0	N/A	0.00%
S/W Surcharge - State	297,233	263,918	0	65,000	65,000	N/A	0.13%
Interest	0	188,999	0	102,400	102,400	N/A	0.21%
Public Works Capital	1,621,024	778,246	0	100,000	100,000	N/A	0.20%
Bio-solids Fees	0	1,034,488	0	0	0	N/A	0.00%
Property Rent/Lease/Sale	2,500	3,100	0	0	0	N/A	0.00%
Misc Revenues	25	6,162	0	0	0	N/A	0.00%
Total Solid Waste & Sanitation	\$11,486,882	\$11,736,836	\$11,123,357	\$12,136,417	\$1,013,060	9.1%	24.88%
Storm Water (Fund 5300):							
Stormwater Fee	4,768,559	4,807,182	4,104,048	4,104,048	0	0.0%	8.41%
Land Disturbing Permits	45,630	44,393	0	0	0	N/A	0.00%
Pollution Prevention Plans	47,290	21,020	0	0	0	N/A	0.00%
Public Works Capital (fund 5600)	0	54,948	0	0	0	N/A	0.00%
Misc Revenue	5,118	0	0	0	0	N/A	0.00%
General Fund Subsidy	4,122,875	4,039,533	683,952	683,952	0	0.0%	1.40%
Total Stormwater	\$8,989,472	\$8,967,076	\$4,788,000	\$4,788,000	\$0	0.0%	9.81%
Grand Totals:	\$51,733,479	\$53,681,791	\$46,631,724	\$48,789,128	\$2,157,404	4.6%	100.00%

Enterprise Fund Expenditures

Fiscal Years 1997 - 2000

Expenditures	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000	BUDGET '00 INC/(DEC)	% CHANGE FY 99/00	% OF TOTAL
Interceptor Sewer System (Fund 5100):							
Operations & Maintenance:							
Administration	1,102,889	1,062,311	1,099,629	1,154,683	55,054	5.0%	2.37%
Safety & Training	31,257	60,922	102,018	91,849	(10,169)	-10.0%	0.19%
Laboratory	388,089	394,986	446,097	441,298	(4,799)	-1.1%	0.90%
Pretreatment/Monitoring	256,147	245,807	266,690	273,636	6,946	2.6%	0.56%
Engineering	127,656	128,860	147,774	208,485	60,711	41.1%	0.43%
Plant Maintenance	1,041,878	1,047,693	1,101,448	1,123,784	22,336	2.0%	2.30%
Sewer Maintenance	745,760	680,821	799,745	866,254	66,509	8.3%	1.78%
Moccasin Bend - Liquid Handling	3,061,713	3,203,511	3,449,692	3,939,077	489,385	14.2%	8.07%
Moccasin Bend - Solid Handling	2,527,419	1,908,189	2,228,536	2,466,503	237,967	10.7%	5.06%
Inflow & Infiltration	545,601	523,630	627,962	625,015	(2,947)	-0.5%	1.28%
Combined Sewer Overflow	27,375	27,764	61,500	89,000	27,500	44.7%	0.18%
Landfill Handling	33,193	1,207,375	1,236,000	1,273,080	37,080	3.0%	2.61%
	<u>9,888,977</u>	<u>10,491,869</u>	<u>11,567,091</u>	<u>12,552,664</u>	<u>985,573</u>	<u>8.5%</u>	
Pumping Stations							
Mountain Creek	18,778	21,492	26,630	43,235	16,605	62.4%	0.09%
Citico	206,503	212,985	237,805	229,310	(8,495)	-3.6%	0.47%
Friar Branch	93,476	100,146	107,350	107,790	440	0.4%	0.22%
Hixson 1,2,3,&4	40,827	53,392	66,374	61,035	(5,339)	-8.0%	0.13%
19th Street	26,683	28,615	40,260	39,520	(740)	-1.8%	0.08%
Orchard Knob	28,379	39,330	46,080	47,580	1,500	3.3%	0.10%
South Chickamauga Creek	183,832	207,758	203,405	197,055	(6,350)	-3.1%	0.40%
Tiftonia 1,2,3	20,600	34,014	31,715	29,515	(2,200)	-6.9%	0.06%
23rd Street	95,977	101,169	133,330	140,330	7,000	5.3%	0.29%
Minor Pump Stations	74,087	100,254	91,950	17,250	(74,700)	-81.2%	0.04%
Residential Pump Stations	898	5,394	6,000	5,550	(450)	-7.5%	0.01%
Murray Hills	2,354	4,355	10,350	9,300	(1,050)	-10.1%	0.02%
Big Ridge 1 - 5	3,175	14,763	24,930	38,400	13,470	54.0%	0.08%
Highland Park	3,201	9,402	26,180	28,180	2,000	7.6%	0.06%
Dupont Parkway	6,154	11,776	24,620	21,420	(3,200)	-13.0%	0.04%
VAAP	0	0	0	11,000	11,000	N/A	0.02%
Nothwest Georgia	0	0	0	29,050	29,050	N/A	0.06%
Brainerd	0	0	0	10,750	10,750	N/A	0.02%
East Brainerd	0	0	0	25,400	25,400	N/A	0.05%
North Chattanooga	0	0	0	6,050	6,050	N/A	0.01%
South Chattanooga	0	0	0	4,200	4,200	N/A	0.01%
	<u>804,924</u>	<u>944,845</u>	<u>1,076,979</u>	<u>1,101,920</u>	<u>24,941</u>	<u>2.3%</u>	
Depreciation	7,722,815	7,488,680	0	0	0	N/A	0.00%
Capital Improvements Program	1,082,245	565,944	1,200,000	958,150	(241,850)	-20.2%	1.96%
Debt Service & Reserve							
Principal	7,622,973	7,614,643	7,677,762	8,095,454	417,692	5.4%	16.59%
Interest	5,870,226	6,109,871	7,233,713	6,853,009	(380,704)	-5.3%	14.05%
Service Charges	12,019	9,834	20,000	15,000	(5,000)	-25.0%	0.03%
Reserve Coverage	0	0	1,491,148	1,494,846	3,698	0.2%	3.06%
	<u>13,505,218</u>	<u>13,734,348</u>	<u>16,422,623</u>	<u>16,458,309</u>	<u>35,686</u>	<u>0.2%</u>	
Reserve for Contingencies	0	0	453,674	793,668	339,994	74.9%	1.63%
Total Interceptor Sewer	\$33,004,179	\$33,225,686	\$30,720,367	\$31,864,711	\$1,144,344	3.7%	65.31%
Solid Waste & Sanitation(Fund 5200):							
Garbage Collection	2,694,094	2,586,942	2,572,256	2,689,491	117,235	4.6%	5.51%
Recycle	403,866	818,884	635,598	686,285	50,687	8.0%	1.41%
Capital Improvements	0	86,187	0	0	0	N/A	0.00%
Brush & Trash Collection	1,811,719	1,727,264	1,800,093	2,105,164	305,071	16.9%	4.31%
Sanitary Landfill	1,922,576	1,779,393	1,880,460	103,400	(1,777,060)	-94.5%	0.21%
Waste Disposal - Chattanooga Landfill	0	0	0	1,653,614	1,653,614	N/A	3.39%
Compost Waste Recycle	557,480	494,294	594,395	723,437	129,042	21.7%	1.48%
Household Hazardous Waste	0	0	0	100,000	100,000	N/A	0.20%
Solid Waste Reserve	593,941	0	1,275,444	1,318,496	43,052	3.4%	2.70%
Renewal & Replacement	100	58,909	157,975	6,880	(151,095)	-95.6%	0.01%
Depreciation and Bad Debt	788,030	682,666	0	0	0	N/A	0.00%
Debt Service	1,274,860	1,303,078	2,207,136	2,749,650	542,514	24.6%	5.64%
Total Solid Waste & Sanitation	\$10,046,666	\$9,537,617	\$11,123,357	\$12,136,417	\$1,013,060	9.1%	24.88%
Storm Water (Fund 5300):							
Stormwater Management	1,795,723	1,846,296	2,407,820	2,467,594	59,774	2.5%	5.06%
Renewal & Replacement	17,299	43,970	123,000	78,000	(45,000)	-36.6%	0.16%
Capital Improvement	2,101,734	1,596,587	491,394	71,500	(419,894)	-85.4%	0.15%
Depreciation and Bad Debt	487,128	310,630	0	0	0	N/A	0.00%
Debt Service	1,070,648	1,090,129	1,765,786	2,170,906	405,120	22.9%	4.45%
Total Stormwater	\$5,472,532	\$4,887,612	\$4,788,000	\$4,788,000	\$0	0.0%	9.81%
Grand Totals:	\$48,523,377	\$47,650,915	\$46,631,724	\$48,789,128	\$2,157,404	4.6%	100.00%



INTERCEPTOR SEWER FUND

DEPARTMENT SUMMARY

The Interceptor Sewer System was conceived in 1952 to provide sewers for the City in a planned and orderly manner. The System encompasses approximately 1,200 miles of sewer lines, 7 large custom-built pumping stations, 4 custom-built storm stations, 48 underground, wetwell-mounted, submersible pumping stations, 121 residential/grinder stations, 2 combined sewer overflows (CSO) and one (1) major regional wastewater treatment plant (Moccasin Bend).

A construction program to expand the secondary treatment capacity of Moccasin Bend to 65 MGD was completed in March 1984. The plant is now in its fifteenth year of operation. The System currently treats approximately 61.1 million gallons per day (MGD) of wastewater. The expansion of the Wet Weather Treatment and the Advanced Secondary Treatment scheduled for completion in July 2000 will expand capacity to an average of 140 MGD and 220 MGD at peak periods.

Department's Divisions	Page
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Landfill Handling	303

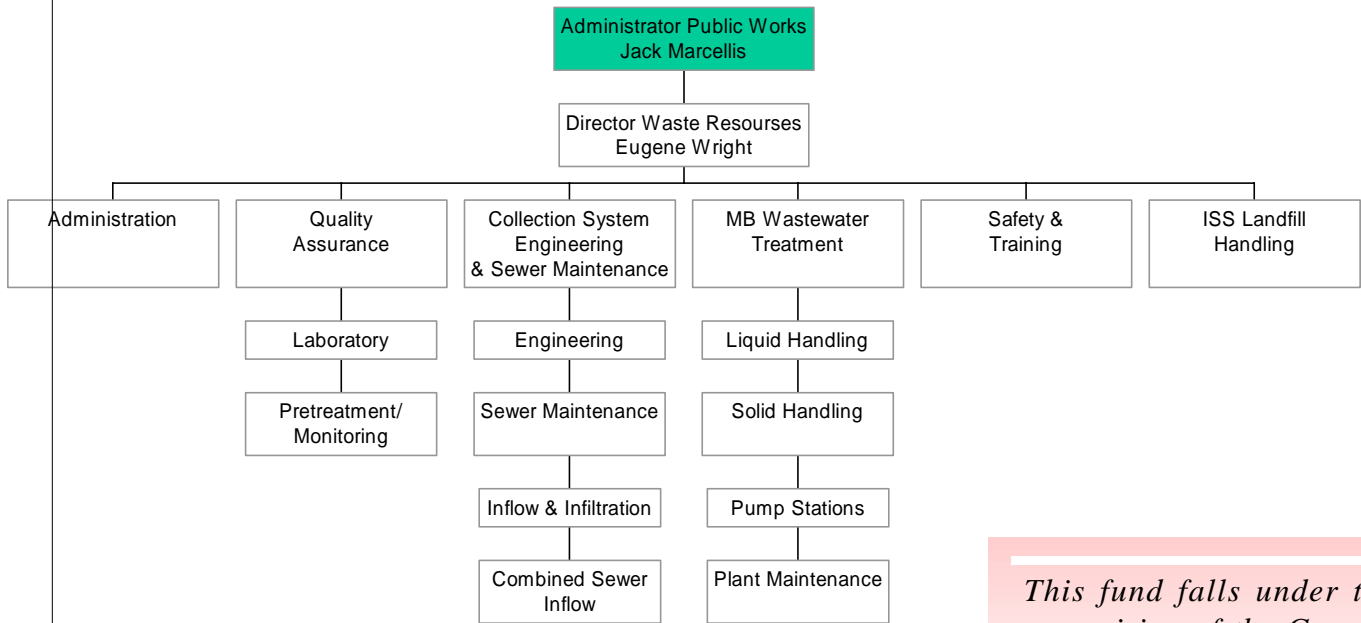
FY2000 Highlights:

- *Decrease total employees by 3*
- *First full year of new pay plan implementation*
- *Increase funding for Bio-Solids disposal*
- *Total O & M budget increase only 2.3%*

PUBLIC WORKS - INTERCEPTOR SEWER SYSTEM
Departmental Budget Summary
Fiscal Years 1997- 2000

DIVISION: ISS Operations

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Proposed FY 99/2000
Personnel	4,277,293	4,250,881	4,552,214	4,896,245
Operating	6,416,608	7,185,833	8,091,858	8,758,339
Capital	1,082,245	565,944	1,200,000	958,150
Total	\$11,776,146	\$12,002,658	\$13,844,072	\$14,612,734
Debt Service	\$13,505,218	\$13,734,348	\$16,422,623	\$16,458,309
Reserve for Contingencies	0	0	\$453,674	\$793,668
Positions Authorized	122	121	121	118



This fund falls under the supervision of the General Fund's Public Works Department

(CONTINUED FROM PAGE 211)

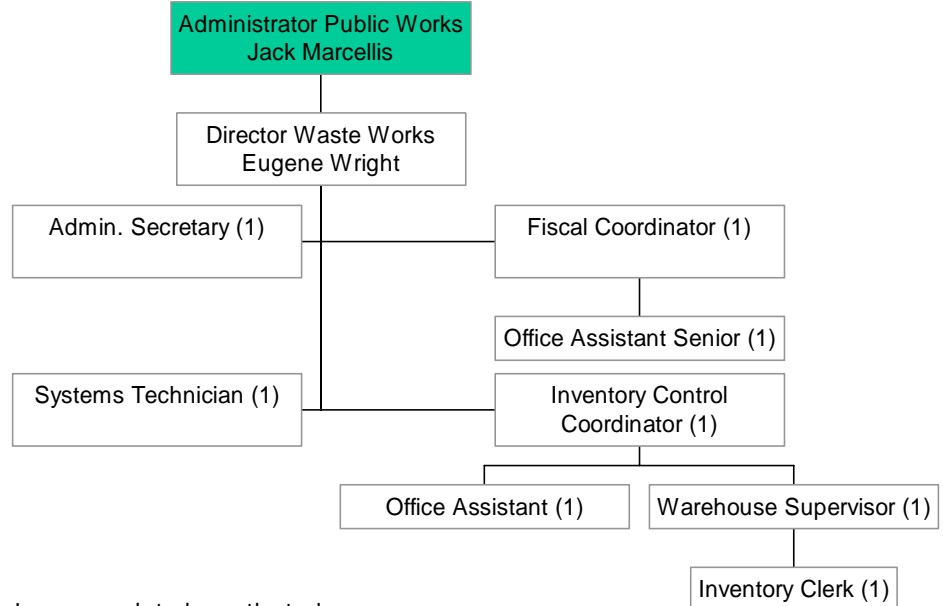
The completion of the expansion of Moccasin Bend has allowed treatment operations at smaller treatment plants to be phased out and diverted to Moccasin Bend. The System serves the City and a surrounding metropolitan area which together have a population of approximately 400,000. In addition to the City, the System serves the following seven (7) suburban areas: City of Collegedale, Tennessee; part of Hixson Utility District service area in Hamilton County, Tennessee; area of Red Bank,

Tennessee; City of East Ridge, Tennessee; City of Rossville, Georgia; Town of Lookout Mountain, Tennessee; and portions of Walker County, Georgia, Fort Oglethorpe, Georgia, and a portion of Catoosa County, Georgia.

The System is inspected on an annual basis. A detailed inspection of the System conducted in June 1998 by the Consulting Engineers and the staff of the System found the overall System to be well maintained and in good condition.

ADMINISTRATION

The administrative functions are for the support of the ISS as a total entity. These activities are comprised of general supervision of the ISS: payroll and human resource management; accounting, budgeting, billing and collection of charges and fees; requisitioning and warehousing of materials, supplies and equipment; processing of sewer service charge credits and preparation of payment documents.



Major Accomplishments for Fiscal Year 1998/1999

➔ Maintained a 0% rate increase

Goals & Objectives

Improve the General Supervision of ISS

- Process credit requests in a timely manner
- Provide courteous customer service
- Provide monthly performance data to operating entities
- Data for prior month's performance should be with the supervisors no later than the 10th of the month
- Proposed budget should provide sufficient funds for current year operations
- Process payment request in time for discounts to be taken

Warehouse should have all frequently needed supplies on hand, non standard items should be available "just in time"

- Improve data base that gives minimum order quantity
- Inventory should decrease from previous year or increase no more than 1%

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Provide monthly performance data to operating entities	yes	yes	yes	yes
Process performance data by 10th each month	yes	yes	yes	yes
Average days used to process pay requests	3	3	3	3
Average credit request process time	17	14	16	14
Improve data base that gives minimum order quantity	N/A	yes	partially complete	100%

Public Works - Interceptor Sewer System Divisional Budget Summary Fiscal Years 1997- 2000

DIVISION: ISS Operations
ACTIVITY: Administration

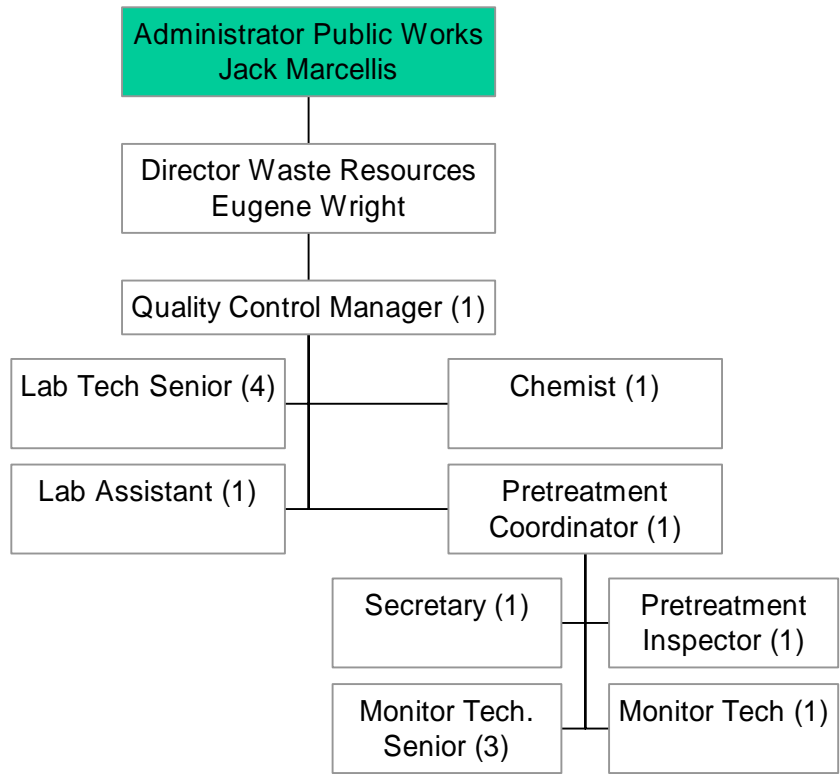
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Proposed FY 99/2000
Personnel	425,812	388,604	428,805	451,924
Operating	677,077	673,707	670,824	702,759
Capital	0	10,601	0	0
Total	\$1,102,889	\$1,072,912	\$1,099,629	\$1,154,683

QUALITY ASSURANCE

The Quality Assurance division of the Interceptor Sewer is comprised of two divisions, Laboratory and Pretreatment/Monitoring.

The **Laboratory** function associated with wastewater facilities and systems primarily serves as support to provide data and other information to ensure proper performance of treatment facilities and compliance with applicable regulatory requirements. The laboratory facility located at the Moccasin Bend Wastewater Treatment Plant is an integral part of the overall Interceptor Sewer System (ISS) operations for the City of Chattanooga. Data and information generated by the laboratory are provided for the purposes of pretreatment permitting and monitoring, treatment plant influent organic loadings and wastewater characteristics, in-plant process control, wastewater effluent quality and NPDES Permit compliance, effluent receiving water quality as it relates to combined sewer overflow (CSO) regulatory requirements.

The primary purpose of an **Industrial Pretreatment Program** is to protect the operational performance of a wastewater treatment facility and water quality of the receiving stream



through control limits on industry discharges into the sewer collection system. These industries must meet specific wastewater constituent limits in their discharge before an IPP permit is issued by the City. Industrial monitoring issues permits needed for the operation of industrial wastewater discharges, samples permitted discharges and ensures that all laws and regulations are complied with; they are the enforcement section of the ISS. Data samples collected by the monitoring and pretreatment section are used in the calculation of surcharge fees.

Major Accomplishments for Fiscal Year 1998/1999

⇒ All permit required tests were

performed in a timely manner.

⇒ All test were accurate and complete as required by NPDES permit.

Goals and Objectives

Utilization of Laboratory Information Management System (LIMS) in providing better services in meeting goals

High quality output using good laboratory practices

- Tests are completed in time for data to be useful should be done with a 99% on time factor.
- Tests are accurate and complete as required by NPDES permit.

Cost-effective laboratory operations

- Complete assigned tests with minimal manpower required through effective scheduling of

personnel and tests.

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

Continued safe environment for employees and outstanding safety record

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

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

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

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Have all permit required tests been performed?	yes	yes	yes	yes
Were DMR-QA results in the 90%+range	yes	yes	yes	yes
Were all tests performed in time for results to be useful	yes	yes	yes	yes
Number of industrial user permit violations	11	N/A	16	N/A
Number of industrial user fines issued	3	N/A	4	N/A
Value of fines issued	\$7,500	N/A	\$12,100	N/A

Public Works - Interceptor Sewer System Divisional Budget Summary Fiscal Years 1997- 2000				
DIVISION: ISS Operations ACTIVITY: Quality Assurance				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Proposed FY 99/2000
Personnel	510,148	509,157	525,292	539,839
Operating	134,088	131,636	187,495	175,095
Capital	0	9,335	0	0
Total	\$644,236	\$650,128	\$712,787	\$714,934

COLLECTION SYSTEM ENGINEERING & MAINTENANCE

The Collection System Engineering and Maintenance division of the Interceptor Sewer is comprised of four divisions, Engineering, Sewer Maintenance, Inflow & Infiltration, and Combined Sewer Inflow.

Engineering. The emphasis of the engineering section is to provide engineering and logistical support to the I & I, CSO and Sewer Maintenance program. Engineering reviews and approves plans and specifications submitted by dischargers to the sewer system. Flow data from numerous metering points in the system is analyzed and used in the formulation for collection system expansion, construction of wastewater storage systems for times of extremely heavy flows, and the elimination of sanitary as well as combined sewer overflows. This activity is responsible for contract evaluation and administration of sewer performance, maintenance and rehabilitation contracts. The engineers also are responsible for sewer collection system policy enforcement.

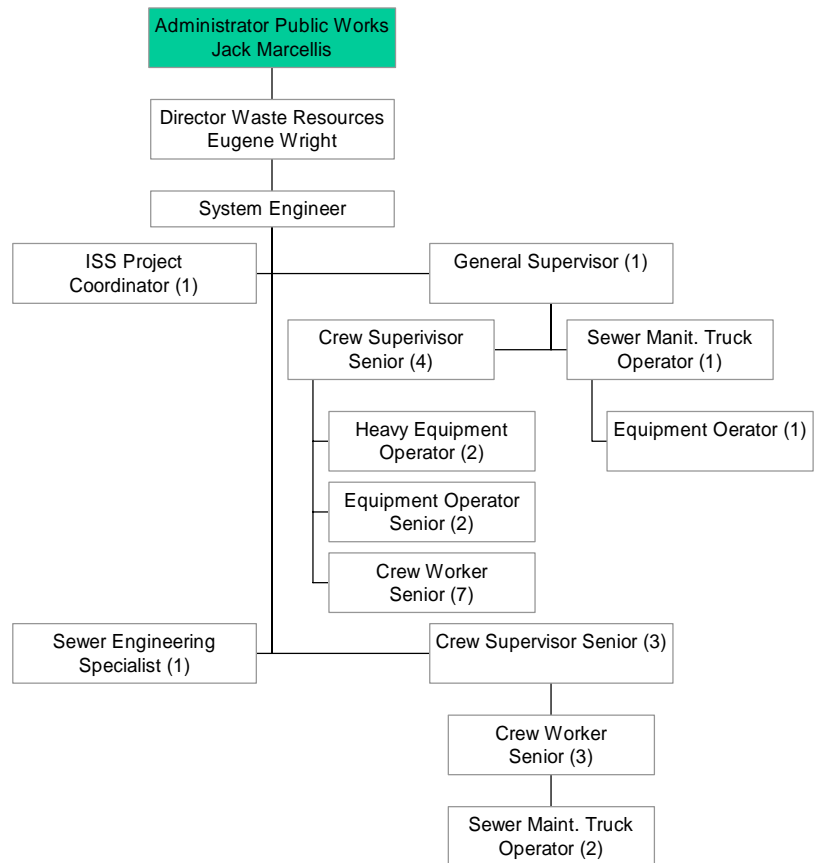
Sewer Maintenance. The Sewer Maintenance is primarily responsible for the proper operation of the system's collector lines and

interceptors excluding the operation of the pump stations. The crews clean, repair and replace smaller diameter sewer lines on a preventive as well as an emergency basis.

Inflow & Filtration. As with many communities throughout the United States, the City of Chattanooga has experienced a high degree of inflow and infiltration in its Interceptor and Collection Sewer System. The significance of this inflow and infiltration has resulted in periodic stormwater related overflows. Overflow conditions have impacted many receiving water systems throughout the country and, consequently, regulations have been promul-

gated to reduce and/or eliminate inflow and infiltration overflows from occurring. The City's Inflow and Infiltration program has been concentrated in the moratorium areas set by the State of Tennessee Commissioner's Order which requires reduction of overflows by the end of 1994. The I/I work consists of inspection and repair to reduce the number of overflow events which occur each year. The current effort of I & I work includes the use of two sewer flushing units, TV inspection van, grouting unit, and other related equipment.

The Inflow and Infiltration section is responsible for the inspection, cleaning and sealing



of sewer lines. The elimination of excessive inflow and infiltration into the sewer system allows the freed up line capacity to be used by additional revenue generating customers. A tight sewer system also reduces the need to construct additional interceptors, pump stations or plant capacity.

Combined Sewer Overflow.

The Interceptor Sewer System includes 18 combined sewer overflow point locations within approximately a 5 square mile area of downtown Chattanooga. In 1991, the State of Tennessee issued a Commissioner's Order that provides for specific activities to control combined sewer overflow by July 1, 2000.

The City has two CSO facilities in operation. The first to come on line is located at Ross's Landing, the second at Carter Street. A very aggressive capital plan has been implemented to have the other 6 CSO facilities on line by the year 2000.

Major Accomplishments for Fiscal Year 1998/1999

- Scheduled preventive maintenance reduced emergency sewer backup
- CSO located at Carter Street brought on-line

Goals & Objectives

Improve the performance of the collection system

- Inspection of sewer lines and the consequent grouting of holes or imperfect joints or leaking manholes.
- Cleaning of lines and the removal of obstructions as well as the construction of CSO facilities aid in the overflow reduction.

Maintain and rehabilitate the collection system

- Reduce rate of deterioration.
- Reduction in the number of overflows
- Reduction in the number of emergency repairs
- Reduction in the number of customer complaints

Enforce sewer use policies and suggest updates

- Update the sewer use ordinance
- Stress to developers and other parties to use the proper chain of command when reporting complaints
- Improve oil and grease problems from restaurants

Improve the operation of the system's collector lines and interceptors

- Reduce the number of customer complaints, sewer backups, stoppages, pipe failures and overflows

Improve preventive maintenance of sewer lines

- Increase cleanings of trouble spots and sewer lines i.e. with large number of restaurants causing grease build up
- TV inspect all stoppages and backups of sewer lines after cleaning has been done to determine cause of problem

Eliminate the excessive inflow and infiltration into the sewer system

- Reduction in the number of wet weather backups and overflows
- Increase pipe capacity through infiltration reduction
- Conduct system sewer line inspections and flow monitoring to identify sources of I & I

Compliance with the nine minimum controls of the National CSO Control Strategy Final Policy

Control of the frequency and quantity of overflows to minimize water quality impacts on receiving waters.

- Reduction in the number and/or pollutant load of combined sewer overflow
- Meet federal and state CSO control guideline

Continue effective operation of all CSO facilities

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Response to Sewer Customer requests	500	All	540	All
Number of requests that were customers responsibility	200	N/A	280	N/A
Repairing sewer pipe	50	55	57	60
Repairing manholes	30	35	40	35
Checking sewer lines for potential problems	100	100	100	100
Broken service lines fixed by private individuals	25	N/A	25	N/A

**Public Works - Interceptor Sewer System
Divisional Budget Summary
Fiscal Years 1997- 2000**

DIVISION: ISS Operations
ACTIVITY: Collection System Engineering & Maintenance

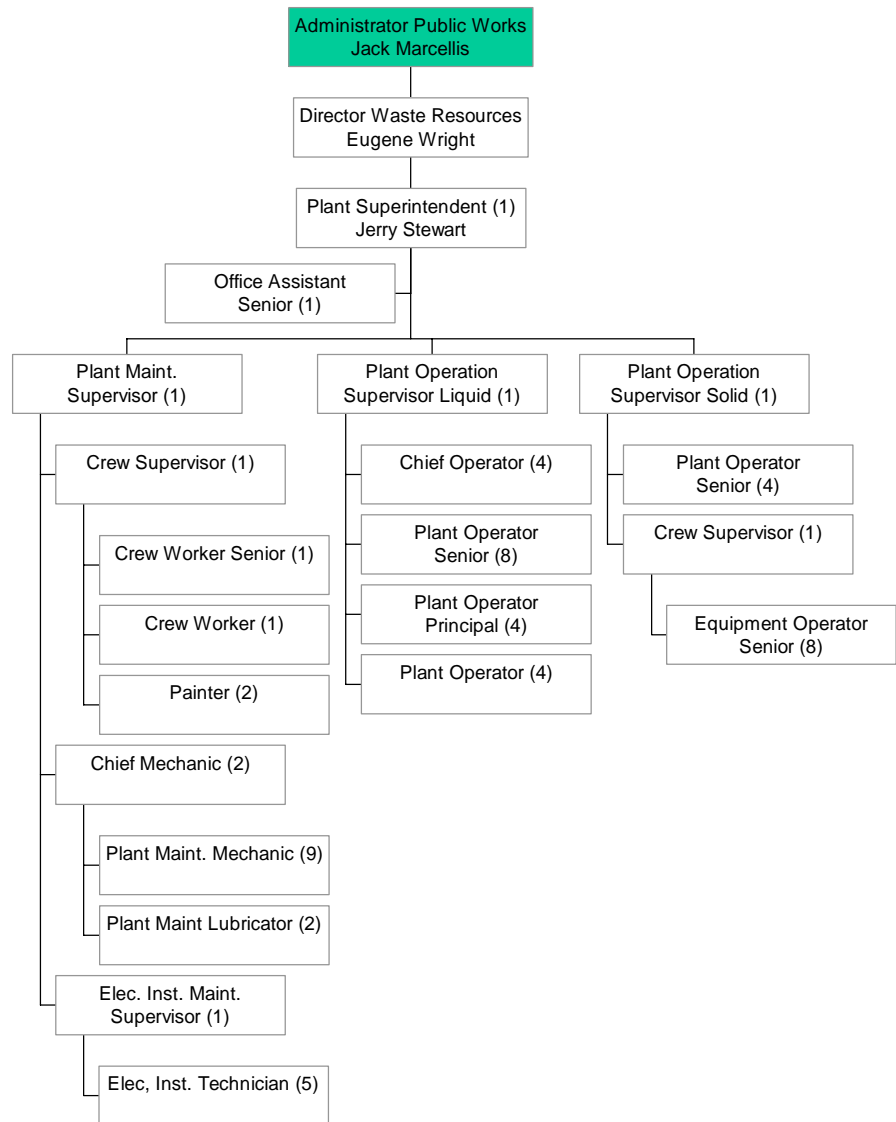
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Proposed FY 99/2000
Personnel	855,491	854,548	954,476	1,044,604
Operating	590,901	506,527	682,505	744,150
Capital	1,146	2,321	0	0
Total	<u>\$1,447,538</u>	<u>\$1,363,396</u>	<u>\$1,636,981</u>	<u>\$1,788,754</u>

WASTE WATER TREATMENT PLANT

The Moccasin Bend Waste Water Treatment Plant division of the Interceptor Sewer is comprised of four divisions: Liquid Handling, Solid Handling, Pump Stations, and Plant Maintenance.

Maintenance. The Plant Maintenance staff is responsible for all maintenance activities (mechanical, electrical, buildings and grounds) associated with the liquids and solids treatment processes at the wastewater treatment plant and the remote wastewater and stormwater pumping stations. The Interceptor Sewer System has in-place a maintenance program that includes predictive, preventive and corrective maintenance. A computerized data management system is used for scheduling and documenting maintenance activities. Plant Maintenance is performed under the supervision of the Plant Maintenance Supervisor.

Liquid Handling. The Moccasin Bend WWTP is a major regional treatment facility that processes both liquid and solids in the wastewater 24 hours/day, 365 days/year. It is designed to treat 65 MGD with a peak hydraulic capacity of 120 MGD. The liquid handling portion of



the wastewater represents a significant portion of the treatment at the facility and more than half of the cost of the treatment works and operations & maintenance costs.

The liquid handling portion of the plant includes the following unit processes: screening, grit removal, septage receiving, comminution, primary clarification for solids and scum

removal, flow equalization, high purity oxygen activated sludge process, final clarification, disinfection, and dechlorination. Other unit processes under the liquid handling section include anaerobic sludge digestion, plant water system, and sludge thickening. Operation of the liquid handling section is under the supervision of the Plant Operation Supervisor - Liquids.

Solid Handling. The Moccasin Bend WWTP has the design capability to produce over 200 dry tons of solids per day. The solids handling portion of the plant includes the following unit processes: sludge blending, chemical conditioning, and sludge dewatering (filter press and centrifuges). The combination of these processes reduce the solid pollutants and by-products removed from the liquid processes to a suitable form for disposal. Dewatered sludge is trucked to the City's landfill for ultimate disposal. The dewatered sludge product by the plant meets all EPA and State guidelines for use in land application. With a reduction in prime landfill space and more stringent guidelines governing the operating and maintaining of the landfill, alternative methods for sludge disposal need to be evaluated. The sludge processing and disposal operations are under the supervision of the Plant Operations Supervisor-Solids.

Goals & Objectives

Improve the operational integrity of the Waste water treatment plant

- Reduce the overall unit cost of operation
- Meet NPDES permit discharge requirement 99% of the time.
- Reduce utility usage by 1% for periods of normal rainfall and

temperature patterns

- Reduce unscheduled overtime by 1%
- Treat an average of 20 billion gallons/year
- Reduce the overall unit cost of operation
- Reduce manpower and utility requirements through automation

Improve the efficiency of the Bio-Solids process.

- Reduce chemical usage by 1%
- Reduce utility usage by 1%
- Reduce unscheduled overtime hours by 1%
- Produces and average of 85,000 wet tons of sludge annually

Explore different Bio-Solid disposal options

- Landspreading of Bio-Solids
- Contracting of Bio-Solids disposal

Reduce cost of the Bio-Solids process

Reduce frequency of unscheduled corrective maintenance

Document equipment condition and maintenance activities

Control of inventory to provide needed parts on an as-needed basis

Planned equipment replacement based on detailed repair/replacement evaluation and predictive maintenance program

Maintains equipment in like new condition

- Reduce the size of work order backlog to near zero.
- Reduce unscheduled non-emergency overtime hours through better planning by 2%.
- Insures availability of all equipment 80% of the time

Develop an experience-based inspection program based on flow conditions, mechanical dependability of pump station equipment and maintenance requirements.

Maintain effective 24 hour per day monitoring of pump station operation

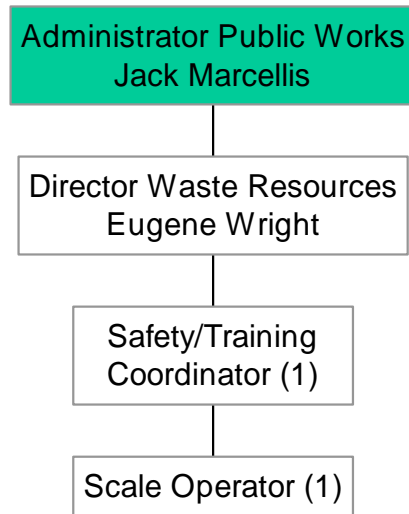
- Reduce number of alarms at pump stations by increasing reliability of pumps through improved maintenance and remote monitoring
- Reduce the number of odor complaints received from pump stations through implementation of odor control systems

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Work orders completed	7,500	7,750	8,003	8100
Meeting of NPDES permit discharge limits	99.5%	99.5%	99.5%	99.5%
Equipment availability	80%	80%	80%	80%
Average annual Bio-Solids production (dry tons)	26,079	N/A	26,079	N/A

Public Works - Interceptor Sewer System Divisional Budget Summary Fiscal Years 1997- 2000				
DIVISION: ISS Operations				
ACTIVITY: Waste Water Treatment Plant				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Proposed FY 99/2000
Personnel	2,457,193	2,447,555	2,567,858	2,789,894
Operating	4,978,741	4,656,683	5,288,799	5,841,390
Capital	154	2,891	0	0
Total	\$7,436,088	\$7,107,129	\$7,856,657	\$8,631,284

SAFETY & TRAINING

The Safety program establishes safe work practices, increases safety awareness and provides ongoing safety training opportunities for all employees. The existing training program includes a detailed schedule of activities for safety, general and job-specific training. It is the intent that all ISS employees receive the required training to meet current safety regulations. The safety program is under the supervision of an employee control safety committee chaired by the Director of Waste Resources.



Major Accomplishments for Fiscal Year 1998/1999

- No lost time due to a major accident

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Compliance with OSHA rules and regulations	yes	yes	yes	yes
In-house safety education	yes	yes	yes	yes
Number of lost time accidents	0	0	0	0
Number of workman comp cases	0	0	0	0

Goals & Objectives

Provide a safe work environment for all personnel

- Enhance employee skills and capabilities
- Reduce workman's compensation cases & rates
- Maintain compliance with applicable rules & regulations
- Reduce lost time accidents through improved education and awareness programs

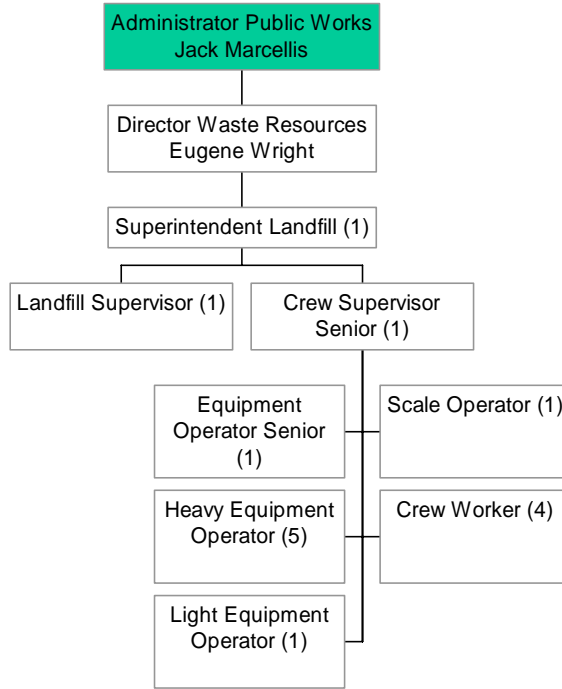
Public Works - Interceptor Sewer System Divisional Budget Summary Fiscal Years 1997- 2000

DIVISION: ISS Operations
ACTIVITY: Safety & Training

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Proposed FY 99/2000
Personnel	28,649	51,017	75,783	69,984
Operating	2,608	9,905	26,235	21,865
Capital	0	0	0	0
Total	\$31,257	\$60,922	\$102,018	\$91,849

LANDFILL HANDLING

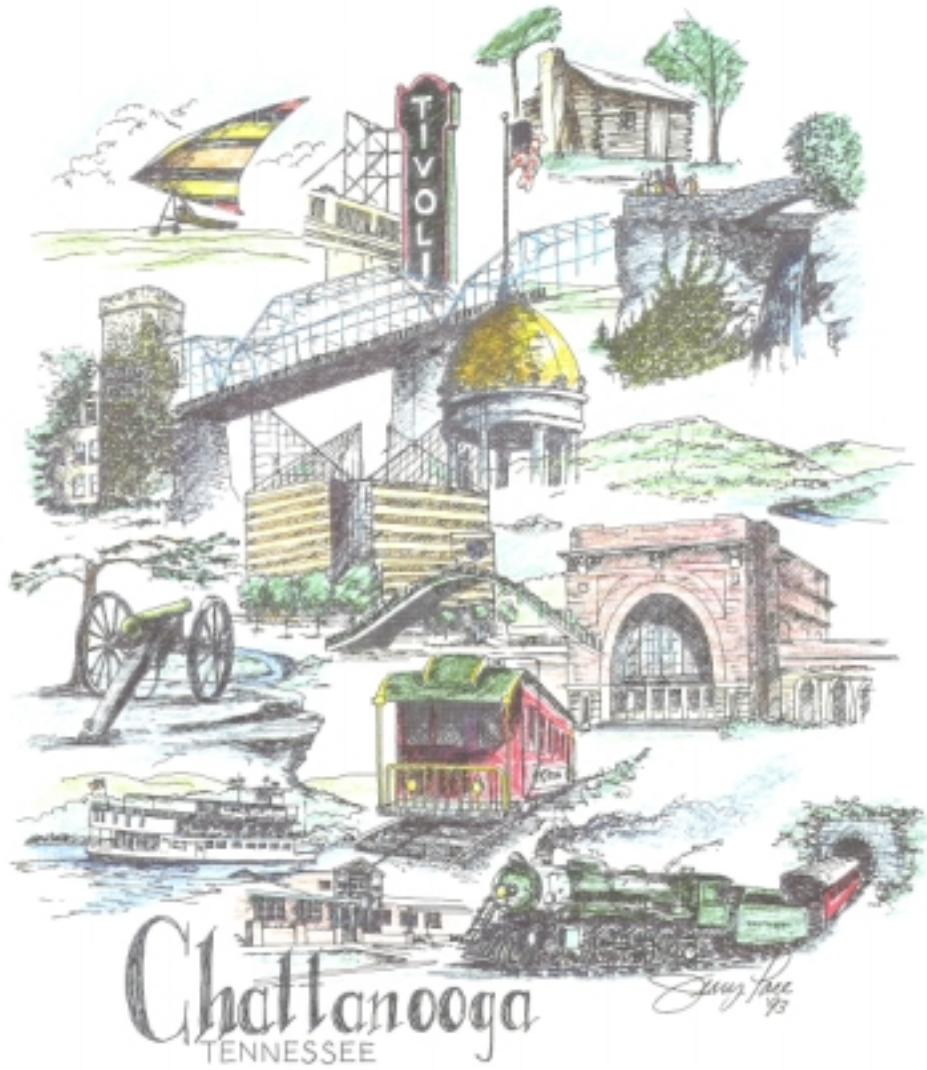
The Interceptor Sewer System generates and disposes an average of 92,000 (+/- 10%) wet tons of bio-solids annually. It also disposes of 3,000 (+/- 10%) wet tons of grit, screening and trash annually. The System has entered into a contract with SR-2, a private contractor, for the experimental purpose of soil restoration and recycling.



**Public Works - Interceptor Sewer System
Divisional Budget Summary
Fiscal Years 1997- 2000**

**DIVISION: ISS Operations
ACTIVITY: Landfill Handling**

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Proposed FY 99/2000
Personnel	0	0	0	0
Operating	33,193	1,207,375	1,236,000	1,273,080
Capital	0	0	0	0
Total	<u>\$33,193</u>	<u>\$1,207,375</u>	<u>\$1,236,000</u>	<u>\$1,273,080</u>





SOLID WASTE FUND

DEPARTMENT SUMMARY

The Solid Waste and Sanitation fund is a division of the Department of Public Works. This division is responsible for the collection and disposal of most solid waste within the City. Garbage collection, brush and trash pickup, recycling, and landfill operation are the main functions of this division.

At the present time this division, specifically the landfill, is undergoing major changes to conform with new guidelines for operation and preparation for closure of aging landfill sites. These guidelines are promulgated by the Tennessee Department of Environment and Conservation to prevent contamination of underground water supplies and to provide for funding to cover the cost of care and maintenance of landfills after they are taken out of service.

Departmental Goals & Objectives

Improve facility and collection operations to reduce cost of services

Ensure operations are in compliance with State and Federal guidelines

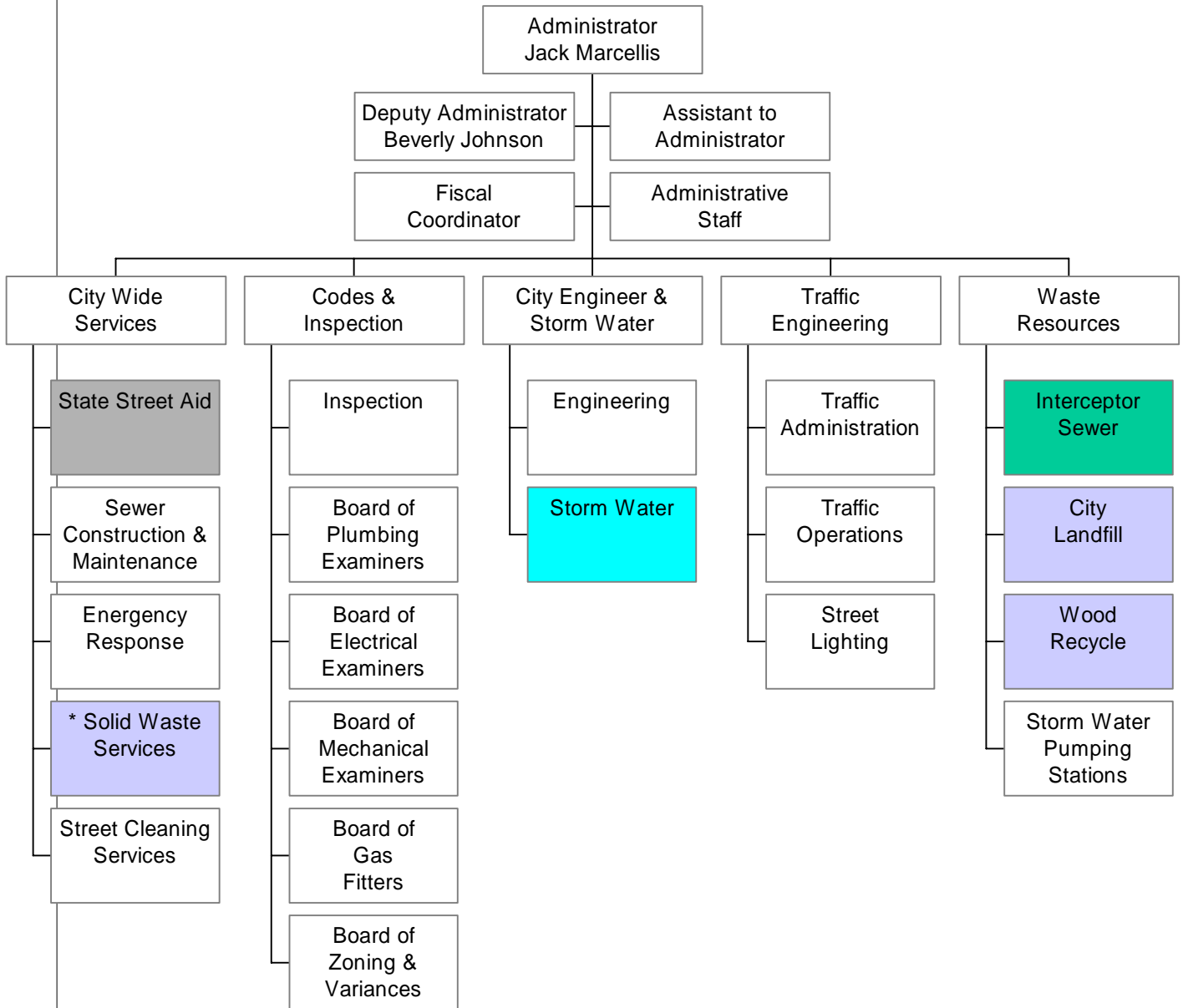
Maximize the level of public service provided by this division

- Reduce the impact of subtitle D compliance through diversion of solid waste through recycling.
- Cost account the delivery of waste collection services in order to quantify savings which result from recycling.
- Reduce overall cost of waste collection and processing through the expansion of recycling programs.

Department's Divisions	Page
Recycling Center	307
Waste Pickup - Garbage	308
Waste Pickup - Brush	309
Waste Disposal - Landfill	310
Compost Waste Center	312
Others	314

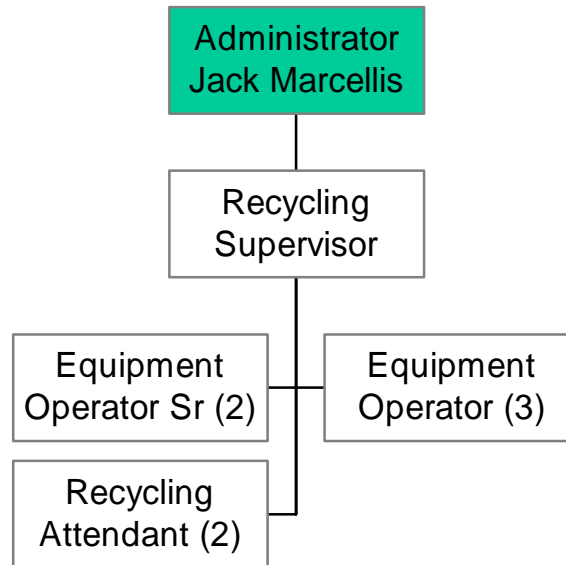
FY2000 Highlights:

- *Opened temporary landfill while searching for new long-term landfill*
- *Continue Summit Landfill Postclosure phase*



RECYCLING CENTER

The City Recycle Division is made up of two sub-components: the City Recycle Center and the Dual Blue Bag curbside recycling program. The Center is a manned collection point for area residents and businesses to dispose of the recyclable fraction of their solid waste and is aimed primarily at residents and businesses not served by the curbside program. The Recycling Division is also engaged in environmental education, waste reduction survey and audits, and waste reduction program development.



Major Accomplishments for Fiscal Year 1998/1999

Split bed, dual compartment recycling collection vehicles have been added to the sanitation section, replacing the older, conventional, single bodied vehicles that were being used for collection in our dual blue bag curbside recycling program. We anticipate a significant reduction in the amount of residue created by the old collection method. This will result in an increase in the amount of material being recycled.

Goals & Objectives

Extend the life of the Solid Waste Landfill.

Expand the level of environmental awareness through in-school programs.

Work with the Downtown Business Partnership to expand the Downtown Recycle waste reduction project.

With the use of Americorp support, develop a door-to-door information campaign targeted at areas with low participation.

Develop information campaign for waste oil disposal.

Expand the concept of backyard composting.

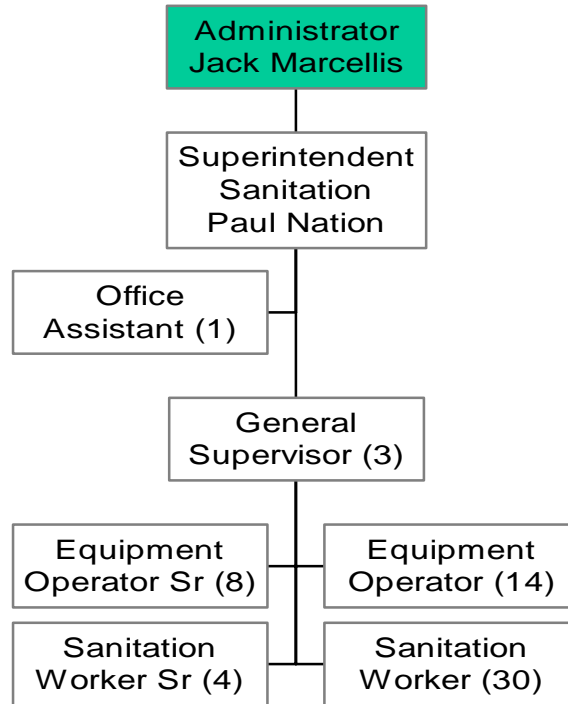
- Increase the number of in-school visits by 20%.
- Complete the compost demonstration site at the Recycle Center.
- Increase the number of community educational programs (visits to community groups) by 20%.
- Increase the total curbside set out rate to 30%.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Revenue from Recycle	\$44,976	\$46,000	\$45,346	\$46,000

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Recycle Center</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$193,064	\$319,411	\$218,177	\$229,525
Operating	207,160	497,405	435,282	456,760
Capital	0	2,067	0	0
Total	\$400,224	\$818,883	\$653,459	\$686,285
Positions Authorized	8	8	8	8

WASTE PICKUP-GARBAGE

The Garbage Department is responsible for the collection of garbage and curbside collection of recyclables within the City. The Curbside collection program is in an expansion phase and is part of the City's solid waste reduction plan, offering curbside collection of recyclables using blue plastic bags as a collection vehicle. The service will be available to all city residents and to a limited degree, commercial waste generators along the collection routes.



Major Accomplishments for Fiscal Year 1998/1999

⇒ The sanitation section continues to meet its goal of automating at least 8 percent of the conventional collection routes with the addition of four routes this fiscal year.

Goals & Objectives

To work with the Recycle and Landfill Divisions in the City's solid waste reduction plan.

- Safe and timely collection of garbage and recyclables each week.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Garbage	66,235	69,500	67,226	70,750
(tons)				

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,727,340	\$1,653,819	\$1,824,562	\$1,879,071
Operating	951,810	933,123	878,120	810,420
Capital	0	0	0	0
Total	<u>\$2,679,150</u>	<u>\$2,586,942</u>	<u>\$2,702,682</u>	<u>\$2,689,491</u>
Positions Authorized	67	65	63	61

WASTE PICKUP-BRUSH

The Brush and Trash Department is responsible for disposal of trash along the City right-of-ways. This involves removal of brush and trash left at the curb as well as providing free collection of appliances and furniture (Trash Flash) for City residents. Residents are also provided sway-car service on a first come first serve basis once per year. These trailers allow residents to dispose of large quantities of bulky trash at no expense.

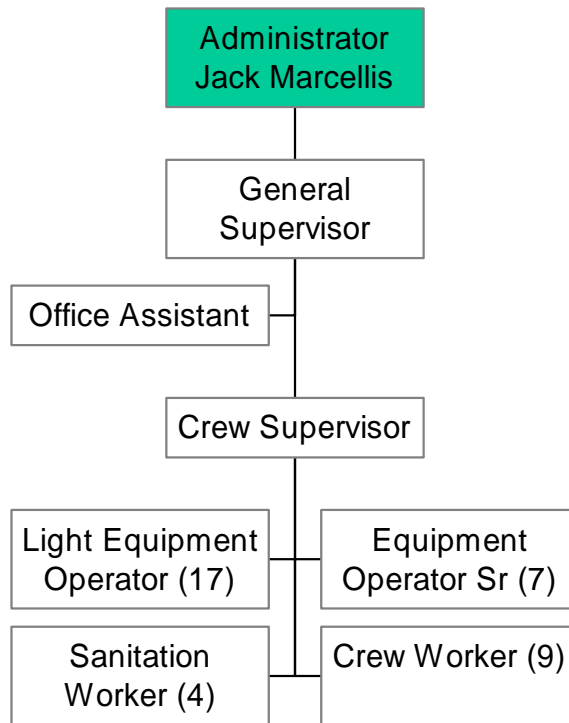
Major Accomplishments for Fiscal Year 1998/1999

- The transition from a five (5) day, eight (8) hour work week to a four (4) day, ten (10) hour work week has allowed the Brush and Trash section to improve their production rate by 20 percent.

Goals & Objectives

This division's mission is to provide City residents with a safe and efficient collection system of brush, wood, organic waste and bulky waste materials (old furniture and appliances, etc.) and to keep right-of-ways clear of debris.

- Organize collection crews into teams which provide residents with service at least once each month.
- Perform cost benefit analysis of collection program to ensure collection practices are cost efficient.
- Develop data collection systems which will facilitate cost analysis.
- Help reduce the cost of landfilling by diverting compostable materials to wood waste processing facilities.



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Brush Collection	26,976	27,500	27,324	27,500
(tons)				

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Waste Pickup - Brush</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,308,717	\$1,236,179	\$1,429,000	\$1,528,514
Operating	503,002	491,031	493,429	576,650
Capital	0	54	0	0
Total	\$1,811,719	\$1,727,264	\$1,922,429	\$2,105,164
Positions Authorized	67	65	49	49

WASTE DISPOSAL - LANDFILL

The function of the Landfill is to provide a location for the disposal of solid waste. All waste is compacted and covered daily, if possible metals are sorted out and sold to a recycle company. To extend the life of the site construction debris is no longer accepted.

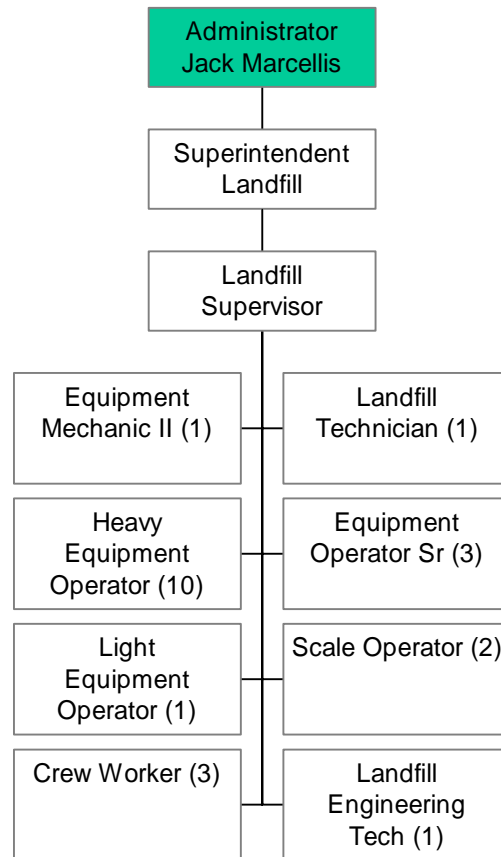
Major Accomplishments for Fiscal Year 1998/1999

- The City of Chattanooga completed the closure of the Old Summit Landfill and is now in the thirty (30) year postclosure phase. This phase involves monitoring the landfill to insure that the ground water is not contaminated thru leakage.

Goals & Objectives

Maintain an efficient and environmentally safe landfill.

- Continue the landfill seeding program.
- Minimize Leachate production.
- Prevent ground water contamination.
- Conduct the filling operation according to all State of Tennessee rules and guidelines.
- Operate landfill gas recovery system so that off site migration is prevented.



Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Waste Disposal - Landfill</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$740,541	\$661,858	\$815,866	\$0
Operating	1,101,183	1,101,485	1,108,415	103,400
Capital	46,252	12,306	0	0
Total	\$1,887,976	\$1,775,649	\$1,924,281	\$103,400
Positions Authorized	23	24	24	

Budget History for Summit Landfill (closed) and projected post closure cost for FY2000

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Waste Disposal - City Landfill</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$842,501
Operating	0	0	0	811,113
Capital	0	0	0	0
Total	\$0	\$0	\$0	\$1,653,614
Positions Authorized				24

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Tipping Fee Collection	\$6,903,854	\$5,988,973	\$5,572,346	\$6,278,555
City Garbage	50,409	50,000	47,346	47,000
Demolition	35,544	36,000	28,712	28,000
City Brush	378	3,000	3,307	3,000
City Trash	46,822	46,000	46,831	46,000
Garbage	89,027	70,000	70,411	70,000
County T & G	1,611	500	663	600
Single Tire Pass	731	750	826	800
Out of County	8	0	0	0
Single Tire Truck	14	15	16	16
Special Waste	6,441	4,500	5,288	5,000
Trash	84,539	80,000	81,528	81,000
Bio-Solids	81,875	70,000	76,515	76,000
Roofing	11,410	5,000	6,231	6,000
Fluff	127	4,000	4,939	4,500
Filldirt	0	10,000	14,398	10,000
Residential Demolition	94	0	12	0
SR Soil	17,117	30,000	34,115	34,000
Bio-Solids SR2	8,188	5,000	6,524	6,000
Hamilton County Bldgs	3,470	3,000	3,824	3,500

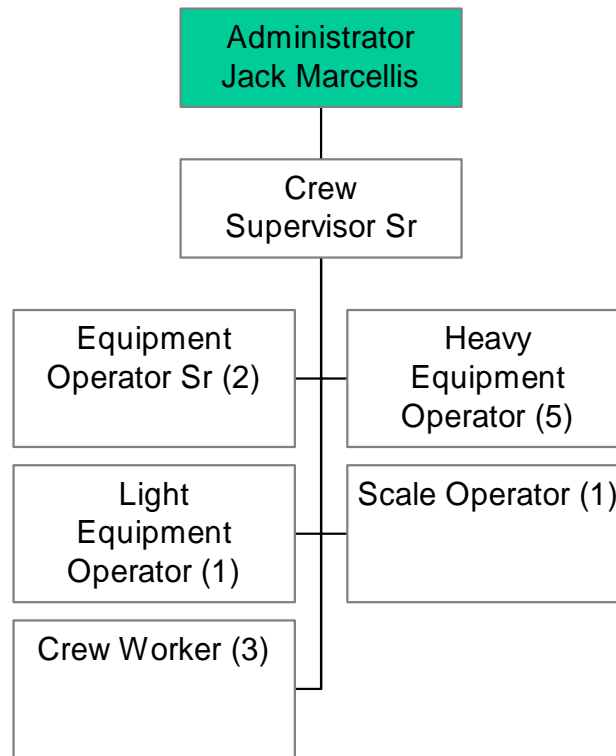
COMPOST WASTE CENTER

The function of the Compost Waste Center is to provide facilities for disposal of all burnable non air contaminating wood wastes or recyclable wood waste and leaves. This is done through chipping and partial composting. The Center also sorts mixed waste loads with daily transfer of non recyclables to the landfill.

Goals & Objectives

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

- Increase the amount of waste being chipped over that being burned.
- Increase the sale and giveaway of wood chips.
- Provide leaf compost to be used by public and City departments.



Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Compost Waste (tons)	53,056	55,000	54,203	52,500
Revenue Collected	\$134,460	\$140,000	\$137,675	\$111,270

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Compost Waste Center</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$351,268	\$203,650	\$397,272	\$431,812
Operating	206,212	290,645	224,400	291,625
Capital	0	0	0	0
Total	\$557,480	\$494,295	\$621,672	\$723,437
Positions Authorized	13	13	13	13

HOUSEHOLD HAZARDOUS WASTE

The function of the Household Hazardous Waste Center is to provide facilities for collection of a variety of household products deemed hazardous and therefore not recommended for disposal in the City Landfill. These products are collected at the Center and disposed of thru a contract with an approved hazardous waste disposal company.

**Department of Public Works
Divisional Budget Summary
Fiscal Years 1997 - 2000**

Division: Household Hazardous Waste

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	0	0	0	0
Operating	0	0	0	100,000
Capital	0	0	0	0
Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$100,000</u>

OTHER ACCOUNTS

Capital Improvements

The Solid Waste Fund Capital Improvements activity is set up to provide for capital improvements to the Solid Waste and Sanitation Department. This includes providing for purchasing new equipment, expansion of the facilities

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Capital Improvements</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	0	0	0	0
Total	\$0	\$0	\$0	\$0

Renewal & Replacement

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

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Renewal & Replacements</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	100	58,909	157,975	6,880
Total	\$100	\$58,909	\$157,975	\$6,880

Debt Service

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

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Debt Service</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	1,287,068	1,303,078	2,207,136	2,749,650
Capital	0	0	0	0
Total	\$1,287,068	\$1,303,078	\$2,207,136	\$2,749,650

Solid Waste Reserve

The Solid Waste Reserve activity is set up for the purpose of setting aside ten percent (10%) of the Landfill tipping fees to fund post closure care cost when the landfill is closed.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Solid Waste Reserve</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	593,941	0	1,275,444	1,318,496
Capital	0	0	0	0
Total	\$593,941	\$0	\$1,275,444	\$1,318,496

STORM WATER FUND

DEPARTMENT SUMMARY

Stormwater Management is a division of Public Works Department. This division was set up as a result of federal law 33 U.S.C. 1342 (p) and 40 CFR 122.26 to obtain a National Pollutant Discharge Elimination System (NPDES) permit from the Tennessee Department of Environment and Conservation for stormwater discharges from the Chattanooga stormwater system. City-wide drainage investigation, solution design and construction scheduling are the main functions of this division.

Departmental Goals & Objectives

To halt or prevent uncontrolled stormwater drainage and discharge carrying pollutants into the receiving community waters which could cause adverse impact on the health, safety, and general welfare of the citizens of Chattanooga.

- Develop a Pollution Prevention Program.
- Monitor and sample City-wide rainfall events and dry weather sampling
- Upgrade the pre-development site investigations.
- Complete the contractor certification program.
- Insure that proper maintenance programs are in effect for commercial sites and that permits are obtained.

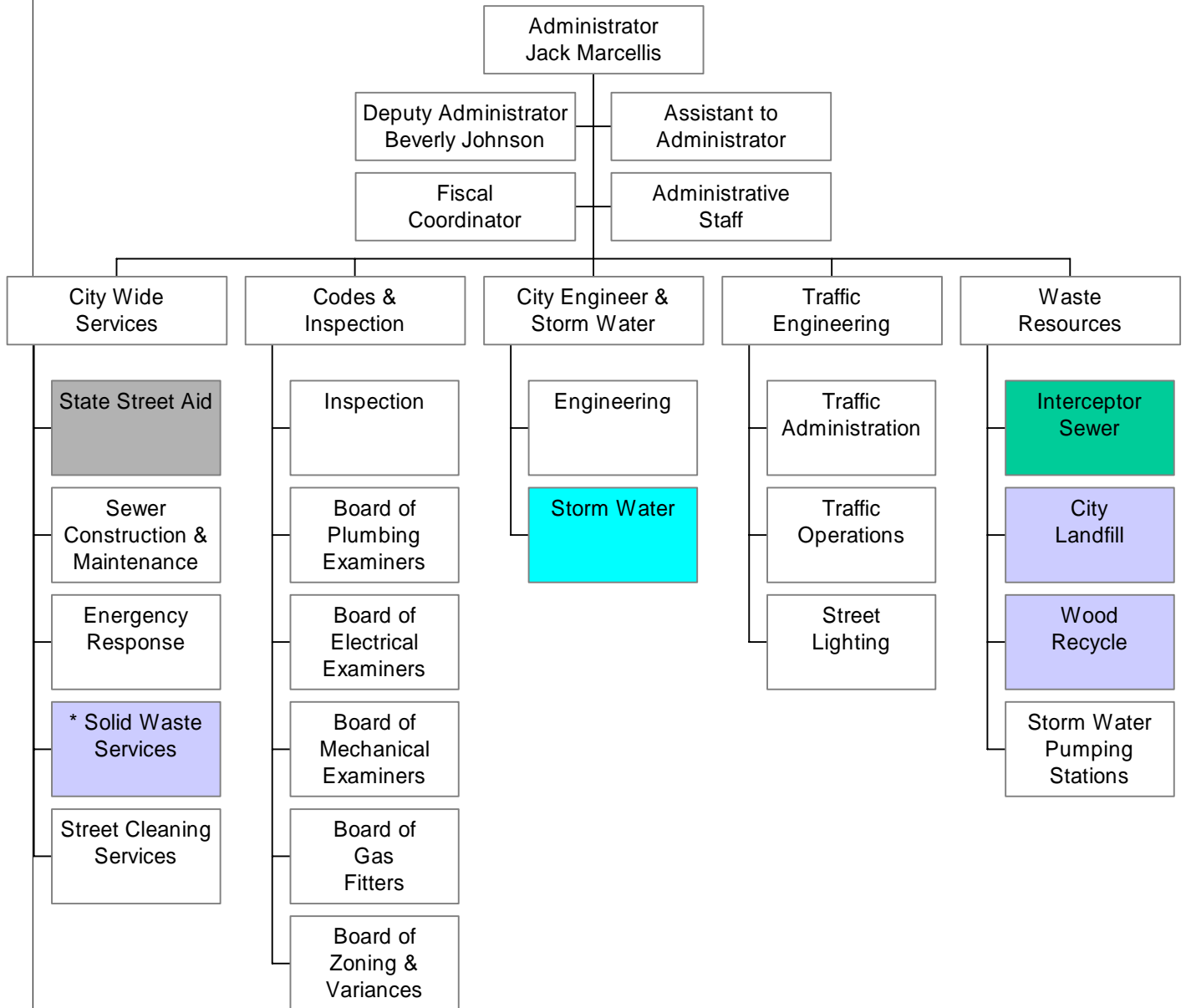
Department's Divisions	Page
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Renewal & Replacement	318
Debt Service	318
Capital	318

FY2000 Highlights:

- 4 New Positions

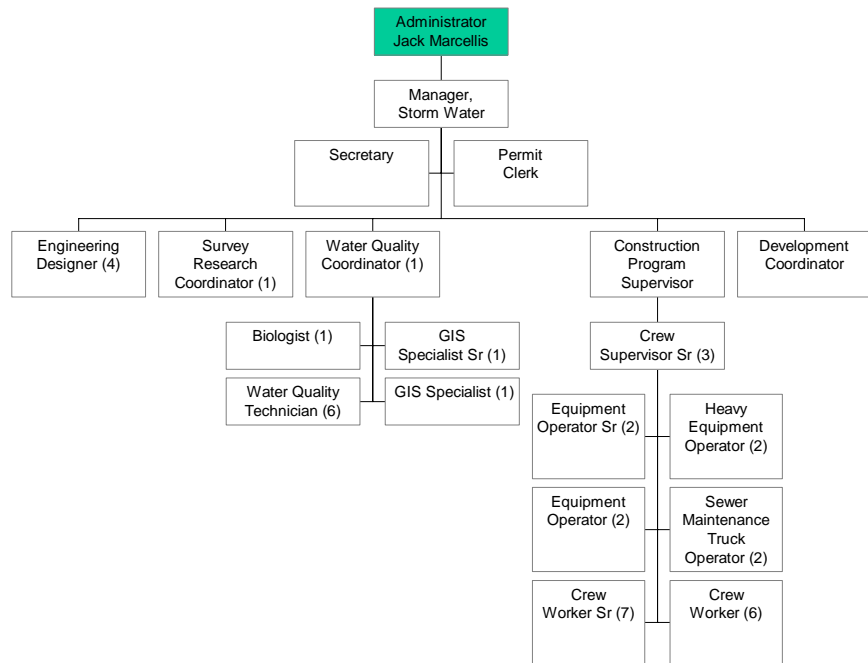
**Department of Public Works
Divisional Budget Summary
Fiscal Years 1997 - 2000**

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,115,043	\$1,095,867	\$1,640,774	\$1,573,122
Operating	1,229,022	1,838,454	2,695,248	3,113,978
Capital	2,108,448	1,632,535	451,978	100,900
Total	\$4,452,513	\$4,566,856	\$4,788,000	\$4,788,000
Postions Authorized	14	16	32	35



STORM WATER OPERATION

Storm Water Operations is the administration section of the division. This office is responsible for budgeting, planning and carrying out the requirements for obtaining the National Pollutant Discharge Elimination System (NPDES) permit from the Tennessee Department of Environment and Conservation. Areas of responsibility include water quality analysis, flood water management and control of illicit discharge. This office is also responsible for negotiating contracts for major storm water capital projects.



Goals & Objectives

To carry out the requirements of federal and state resolutions for the control of storm water within the City.

- Take periodic storm water samples for analysis.
- Make necessary improvements in the storm sewer system to prevent flooding.
- Inspect and approve major storm water projects when completed.

To insure that departmental equipment is always up to date.

- Maintain records on equipment to indicate when old equipment is in need of replacement.

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Storm Water Fee	\$4,847,606	\$4,104,048	\$4,850,117	\$4,104,048

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$1,115,043	\$1,095,867	\$1,640,774	\$1,573,122
Operating	680,680	748,225	929,462	943,072
Capital	0	2,204	0	0
Total	<u>\$1,795,723</u>	<u>\$1,846,296</u>	<u>\$2,570,236</u>	<u>\$2,516,194</u>

OTHER ACCOUNTS

Renewal & Replacement

The function of the Storm Water Fund renewal and replacement activity is to provide for purchasing replacement equipment and vehicles.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Renewal & Replacement</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	6,714	33,744	123,000	78,000
Total	\$6,714	\$33,744	\$123,000	\$78,000

Capital Improvements

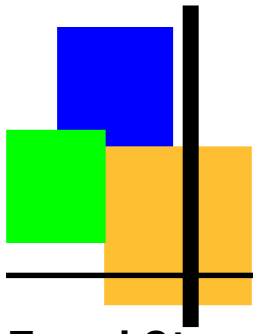
Capital accounts are set up to provide for accounting for major storm water capital projects. Each project is funded and accounted for separately. The goal of the capital program is to insure adequate storm drainage both for normal and heavy periods of rain while eliminating the flow of pollutant into streams and protecting environmentally sensitive areas and wetlands.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Capital Improvements</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	0	0	0	0
Capital	2,101,734	1,596,587	328,978	22,900
Total	\$2,101,734	\$1,596,587	\$328,978	\$22,900

Debt Service

Bonds have been sold to finance major stormwater projects spanning several years. The Storm Water Debt Service activity provides for funding for repayment of the bonded debt.

Department of Public Works Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: Debt Service</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	548,342	1,090,229	1,765,786	2,170,906
Capital	0	0	0	0
Total	\$548,342	\$1,090,229	\$1,765,786	\$2,170,906



INTERNAL SERVICE FUNDS

Fund Structure

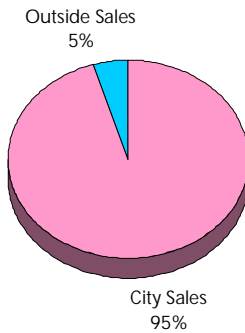
Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services are usually recovered from those governmental units that receive benefits. The basis of budgeting for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

Municipal Fleet Services Fund accounts for revenues and expenditures associated with the operation of the City's garage and gasoline services. The cost for these services are paid by the departments and agencies of City government.

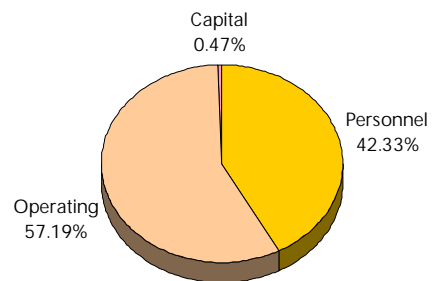
Liability Insurance fund accounts for the City self-insurance programs for liability claims and losses due to liabilities arising under the laws of State and Federal governments. The costs for these programs are funded through premiums paid by the departments and agencies of City government.

Fiscal Year 1999/2000

Municipal Fleet Service

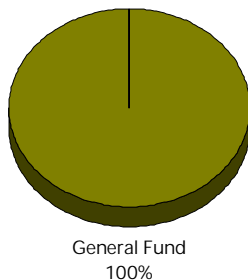


Revenue

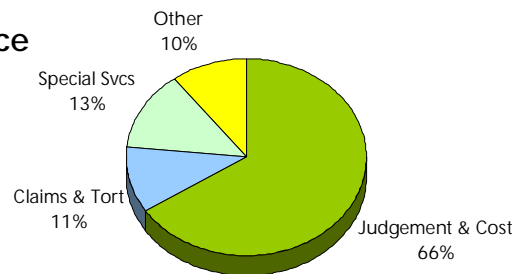


Expenses

Liability Insurance



Revenue



Expenses

Fund Revenue Summary
 Fiscal Year Ending June 30, 2000
 (expressed in \$1,000)

Fund Type:	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	Budget '99 Increase (Decrease)	% CHANGE FY 98/99
Internal Service Fund						
Municipal Fleet Services	5,309	5,099	5,089	5,038	(51)	-1.0%
Liability Insurance Fund	931	796	983	950	(33)	-3.3%
Total Internal Service Fund	\$6,241	\$5,895	\$6,072	\$5,988	(84)	-1.4%

Revenues

Municipal Fleet Services Fund

Service Stations and Garages. Revenues to operate, maintain, and finance the Fleet Service areas are derived primarily from sales of fuel, parts and labor to City divisions and outside areas like agencies.

The garages and services stations collections and rates have remained constant over the past years. It is designed that everyone pay a \$36 per hour charge for garage services and although gas prices increased a nickel last fiscal year, they still remain lower than purchasing from an outside source.

Liability Insurance Fund

Revenues to operate this fund is primarily a transfer from the General Fund. Looking at the summary, things have remained fairly constant over the past four years. The dip in fiscal year 1998 was mainly due to a decrease in activity in the fund. The budgets for fiscal year 1999 and 2000 remain constant due to the ongoing proceedings for taking over the Tennessee American Water Company by eminent domain.

Fund Expenditure Summary

Fiscal Year Ending June 30, 2000

(expressed in \$1,000)

Fund Type:	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	Budget '99 Increase (Decrease)	% CHANGE FY 98/99
Internal Service Fund						
Municipal Fleet Services	5,300	5,389	5,089	5,038	(51)	-1.0%
Liability Insurance Fund	931	796	983	950	(33)	-3.3%
Total Internal Service Fund	\$6,231	\$6,185	\$6,072	\$5,988	(84)	-1.4%

Expenses

Municipal Fleet Services Fund

Expenditures for these funds are primarily the salaries, fringes, and inventory supplies.

The Service Station's cost for salaries has decrease over the past four years due to a reduction in positions. As equipment replacements are made with more up to date , self sufficient equipment , it was decided the position would not be filled.

On the other side, the Garage's cost for salaries and fringes have increased over the years. Although few additional positions are being added, there have been numerous upgrade to positions not filled to accommodate their demands.

Liability Insurance Fund

Looking at the expense summary, things have remained fairly constant over the past four years. The dip in fiscal year 1998 was mainly due to a decrease in Judgements & Costs and Claims & Torts.

The budgets for fiscal year 1999 and 2000 remain constant due to the ongoing proceedings for taking over the Tennessee American Water Company by eminent domain which will result in an increase in

Internal Service Fund Revenues

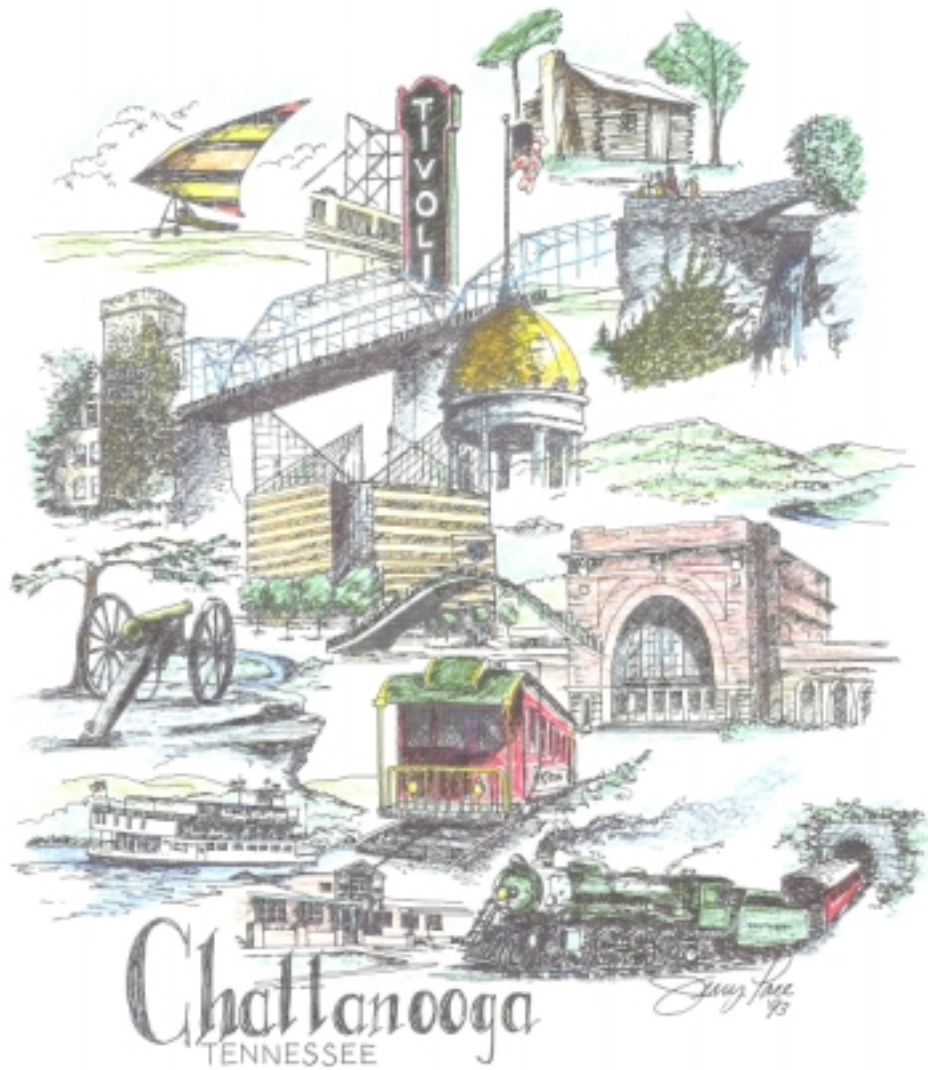
Fiscal Years 1997 - 2000

Revenue Source	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	BUDGET '00 INC/(DEC)	% CHANGE FY 99/00	% OF TOTAL
Municipal Service Station (Fund 6100):							
Amnicola Service Station:							
Fleet Fuel- City Sales	508,327	489,199	434,777	430,429	(4,348)	-1.0%	7.19%
Fleet Fuel - Outside Sales	2,339	905	854	845	(9)	-1.1%	0.01%
Total Amnicola Station	510,666	490,104	435,631	431,274	(4,357)	-1.0%	7.20%
12th & Park Service Station:							
Sale of Surplus Equip/Scrap	0	0	180	178	(2)	-1.1%	0.00%
Fleet Fuel- City Sales	813,127	810,495	803,489	795,454	(8,035)	-1.0%	13.28%
Fleet Fuel - Outside Sales	29,515	48,176	38,098	37,717	(381)	-1.0%	0.63%
Total 12th & Park Station	842,642	858,671	841,767	833,349	(8,418)	-1.0%	13.92%
Total Municipal Service Station	\$1,353,308	\$1,348,775	\$1,277,398	\$1,264,623	(12,775)	-1.0%	21.12%
Municipal Garage (Fund 6101)							
Amnicola Garage:							
Sale of Surplus Equip/Scrap	0	238	1,540	1,524	(16)	-1.0%	0.00%
Misc Revenue	16,891	4,414	1,683	1,666	(17)	-1.0%	0.03%
Fleet - Sale of Parts	1,293,837	1,185,431	1,157,431	1,145,856	(11,575)	-1.0%	19.13%
Outside Sale of Parts	197,527	197,001	177,901	176,121	(1,780)	-1.0%	2.94%
Sales - Labor	914,719	868,878	875,857	867,098	(8,759)	-1.0%	14.48%
Outside Sales - Labor	85,167	73,648	73,260	72,527	(733)	-1.0%	1.21%
Total Amnicola Garage	2,508,141	2,329,610	2,287,672	2,264,792	(22,880)	-1.0%	37.82%
12th & Park Garage:							
Sale of Surplus Equip/Scrap		0	198	196	(2)	-1.0%	0.00%
Misc Revenue	4,509	1,805	0	0	0	N/A	0.00%
Fleet - Sale of Parts	1,426,472	1,494,420	1,655,417	1,638,862	(16,555)	-1.0%	27.37%
Outside Sale of Parts	3,937	4,753	3,195	3,163	(32)	-1.0%	0.05%
Sales - Labor	1,363,760	1,265,448	1,139,792	1,128,394	(11,398)	-1.0%	18.84%
Outside Sales - Labor	2,656	2,904	2,914	2,884	(30)	-1.0%	0.05%
Total 12th & Park Garage	2,801,334	2,769,330	2,801,516	2,773,499	(28,017)	-1.0%	46.32%
Total Municipal Garage	\$5,309,475	\$5,098,940	\$5,089,188	\$5,038,291	(50,897)	-1.0%	84.14%
Liability Insurance Fund (6200)							
General Fund Transfer -1100	931,074	796,464	982,680	950,000	(32,680)	-3.3%	15.86%
	931,074	796,464	982,680	950,000	(32,680)	-3.3%	15.86%
Grand Total:	\$6,240,549	\$5,895,404	\$6,071,868	\$5,988,291	(83,577)	-1.4%	100.00%

Internal Service Fund Expenditures

Fiscal Years 1997 - 2000

Expenditures	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	BUDGET '00 INC/(DEC)	% CHANGE FY 99/00	% OF TOTAL
Municipal Service Station (6100):							
<i>Amnicola Service Station</i>							
Salaries & Wages	0	0	0	0	0	N/A	0.00%
Fringes	0	0	0	0	0	N/A	0.00%
Purchase Services	36,302	4,962	6,368	6,500	132	2.1%	0.11%
Materials & Supplies	0	89	100	0	(100)	-100.0%	0.00%
Vehicle Operation Expenses	0	0	6,155	0	(6,155)	-100.0%	0.00%
Inventory Supplies	410,165	367,016	421,408	423,293	1,885	0.4%	7.07%
Capital Outlay	0	0	0	0	0	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	0	17,543	1,600	1,481	(119)	-7.4%	0.02%
Total Amnicola Station	446,467	389,610	435,631	431,274	(4,357)	-1.0%	7.20%
 <i>12th & Park Service Station</i>							
Salaries & Wages	64,579	73,102	29,669	35,405	5,736	19.3%	0.59%
Fringes	15,012	12,960	7,047	7,192	145	2.1%	0.12%
Purchase Services	5,502	6,776	6,392	7,500	1,108	17.3%	0.13%
Materials & Supplies	28,051	803	5,351	8,000	2,649	49.5%	0.13%
Travel	238	0	0	1,000	1,000	N/A	0.02%
Vehicle Operation Expenses	10,188	19,884	14,942	20,000	5,058	33.9%	0.33%
Inventory Supplies	653,162	545,102	777,491	741,252	(36,239)	-4.7%	12.38%
Capital Outlay	30,174	20,839	0	12,000	12,000	N/A	0.20%
Gov'tl Charges, Taxes, Fees, Misc.	0	875	875	1,000	125	14.3%	0.02%
Total 12th & Park Station	806,906	680,341	841,767	833,349	(8,418)	-1.0%	13.92%
Total Municipal Service Station	\$1,253,373	\$1,069,951	\$1,277,398	\$1,264,623	(12,775)	-1.0%	21.12%
 Municipal Garage (Fund 6101)							
<i>Amnicola Garage - Repair & Maint.</i>							
Salaries & Wages	741,526	762,064	804,220	796,177	(8,043)	-1.0%	13.30%
Fringes	185,933	157,149	170,275	184,114	13,839	8.1%	3.07%
Purchase Services	436,548	96,877	71,908	75,000	3,092	4.3%	1.25%
Materials & Supplies	50,342	48,201	47,918	40,000	(7,918)	-16.5%	0.67%
Travel	132	0	901	891	(10)	-1.1%	0.01%
Vehicle Operation Expenses	19,636	77,381	105,065	100,000	(5,065)	-4.8%	1.67%
Insurance, Claims, Damages	0	956	0	0	0	N/A	0.00%
Inventory Supplies	1,054,870	984,138	840,000	800,000	(40,000)	-4.8%	13.36%
Capital Outlay	8,618	86,708	20,167	15,000	(5,167)	-25.6%	0.25%
Gov'tl Charges, Taxes, Fees, Misc.	0	364,206	227,218	253,610	26,392	11.6%	4.24%
Capitalized Fixed Assets	0	(92,966)	0	0	0	N/A	0.00%
	2,497,605	2,484,714	2,287,672	2,264,792	(22,880)	-1.0%	37.82%
 <i>12th & Park Garage - Repair & Maint.</i>							
Salaries & Wages	1,093,779	1,099,326	1,145,384	1,482,675	337,291	29.4%	24.76%
Fringes	266,946	224,885	232,944	379,024	146,080	62.7%	6.33%
Purchase Services	451,451	38,497	38,296	38,000	(296)	-0.8%	0.63%
Materials & Supplies	57,844	98,077	56,163	55,000	(1,163)	-2.1%	0.92%
Travel	1,521	803	1,112	1,000	(112)	-10.1%	0.02%
Vehicle Operation Expenses	45,240	220,019	149,430	100,000	(49,430)	-33.1%	1.67%
Insurance, Claims, Damages	0	0	0	0	0	N/A	0.00%
Inventory Supplies	875,218	923,611	892,889	701,800	(191,089)	-21.4%	11.72%
Capital Outlay	10,152	12,783	(886)	1,000	1,886	-212.9%	0.02%
Gov'tl Charges, Taxes, Fees, Misc.	0	286,254	286,184	15,000	(271,184)	-94.8%	0.25%
	2,802,151	2,904,255	2,801,516	2,773,499	(28,017)	-1.0%	46.32%
Total Municipal Garage	\$5,299,756	\$5,388,969	\$5,089,188	\$5,038,291	(50,897)	-1.0%	84.14%
 Liability Insurance Fund (6200)							
General Fund Transfer -1100	931,074	796,464	982,680	950,000	(32,680)	-3.3%	15.86%
	931,074	796,464	982,680	950,000	(32,680)	-3.3%	15.86%
Grand Totals	\$6,230,830	\$6,185,433	\$6,071,868	\$5,988,291	(83,577)	-1.4%	100.00%





MUNICIPAL FLEET SERVICES

DEPARTMENT SUMMARY

To provide safe reliable vehicles and equipment to the user department at the lowest possible cost with the least possible interference with operations.

Fleet Services is responsible for providing high-quality, efficient, reliable, economical and environmentally-sound transportation and related support services that are responsive to the needs of its users. To accomplish these tasks, Fleet Maintenance operates two services stations and two garages. Services are provided for several agencies include such thing as

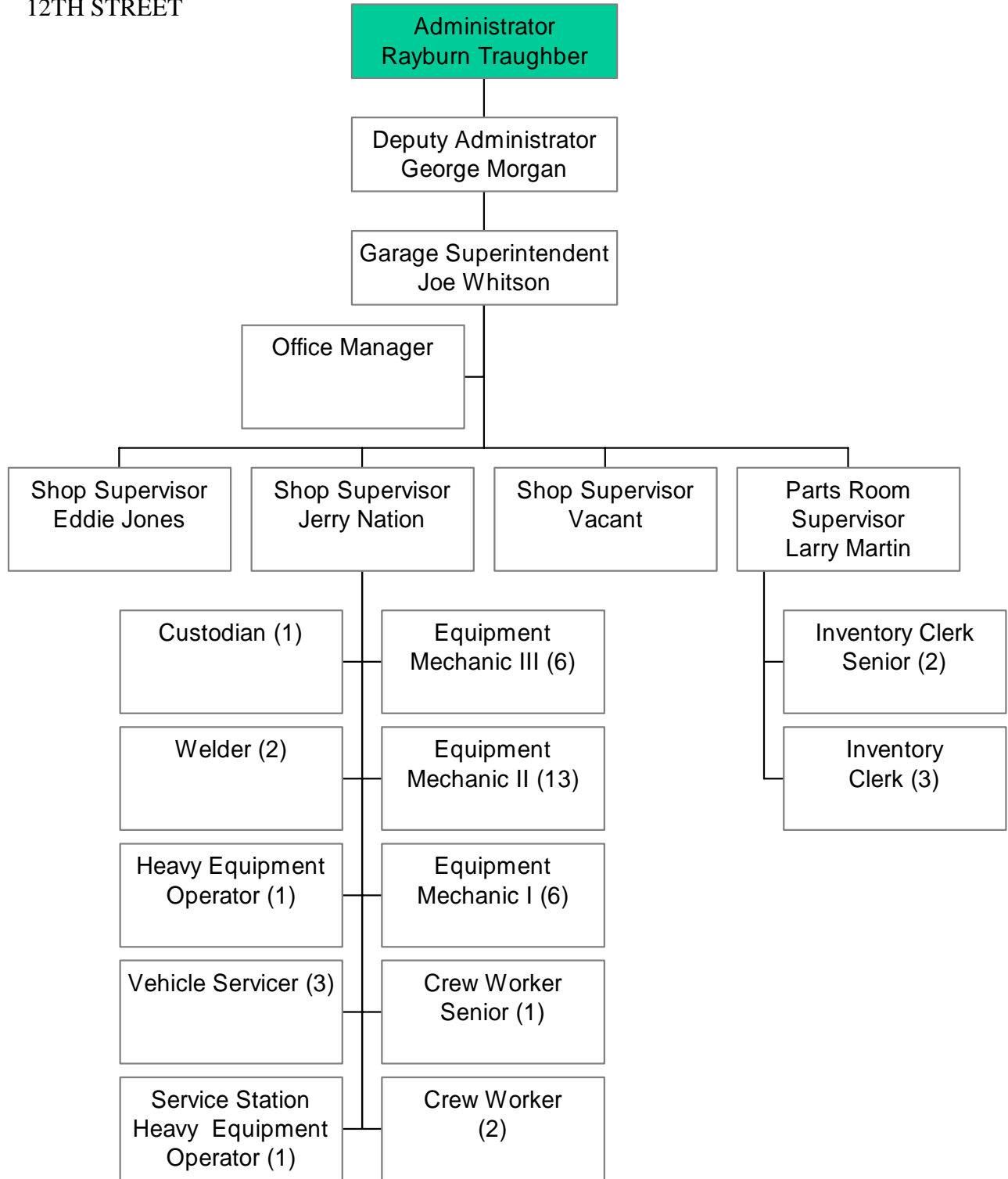
ambulance repair, gas, body repair, and basic car maintenance.

Fleet Maintenance is an internal Service Funds, therefore all expenditures have to be charged to customer through direct and indirect charges. Direct charges are the charges for parts supplies and services that can be billed directly to a vehicle repair order. Indirect charges or overhead cost are billed as part to the hourly repair rate and as a percentage of fleet to each department for cost associated with Fleet Department.

Department's Divisions	Page
Municipal Garage	327
Municipal Service Station	329

Municipal Fleet Services Departmental Budget Summary Fiscal Years 1997 - 2000				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$2,367,775	\$2,329,486	\$2,389,539	\$2,884,587
Operating	4,136,410	4,009,104	4,178,379	3,390,327
Capital	48,944	120,330	19,281	28,000
Total	<u>\$6,553,129</u>	<u>\$6,458,920</u>	<u>\$6,587,199</u>	<u>\$6,302,914</u>
Positions	82	82	81	81

ORGANIZATIONAL CHART
12TH STREET



MUNICIPAL GARAGE

Fleet Services-Amnicola is a comprehensive automotive repair facility with 32,400 square footage of work area, state of the art equipment, and 15 ASE and EVT certified mechanics. We have the capability to perform all types of repairs including paint, body, and reconstruction. We currently service about 1,100 pieces of equipment for the City of Chattanooga and surrounding areas. The primary types of equipment that we services include Fire Apparatus, Police vehicles, and EMS vehicles.

The 12th Street Garage is under the umbrella of the General Services Department. It consists of the Maintenance garage, tire shop, and service station. Responsibilities include maintenance, repair and fueling of 650 trucks, track/

heavy equipment and such related construction type equipment. This Department responds to the emergency needs of the Public Works Department during inclement weather situations such as snow, ice, high water, etc. There are 34 employees in this division.

Major Accomplishments for Fiscal Year 1998/1999

Amnicola

- Achieved a reduction in operating cost for the Chattanooga Police Department.

12th Street

- During FY 98/99 we condensed our work hours from two (2) eight hour shifts to one (1) eight hour shift.
- Installed a high pressure steam cleaner and security system.
- Reconstructed shop floor management.

Goals & Objectives

Provide efficient services for our customers

Amnicola

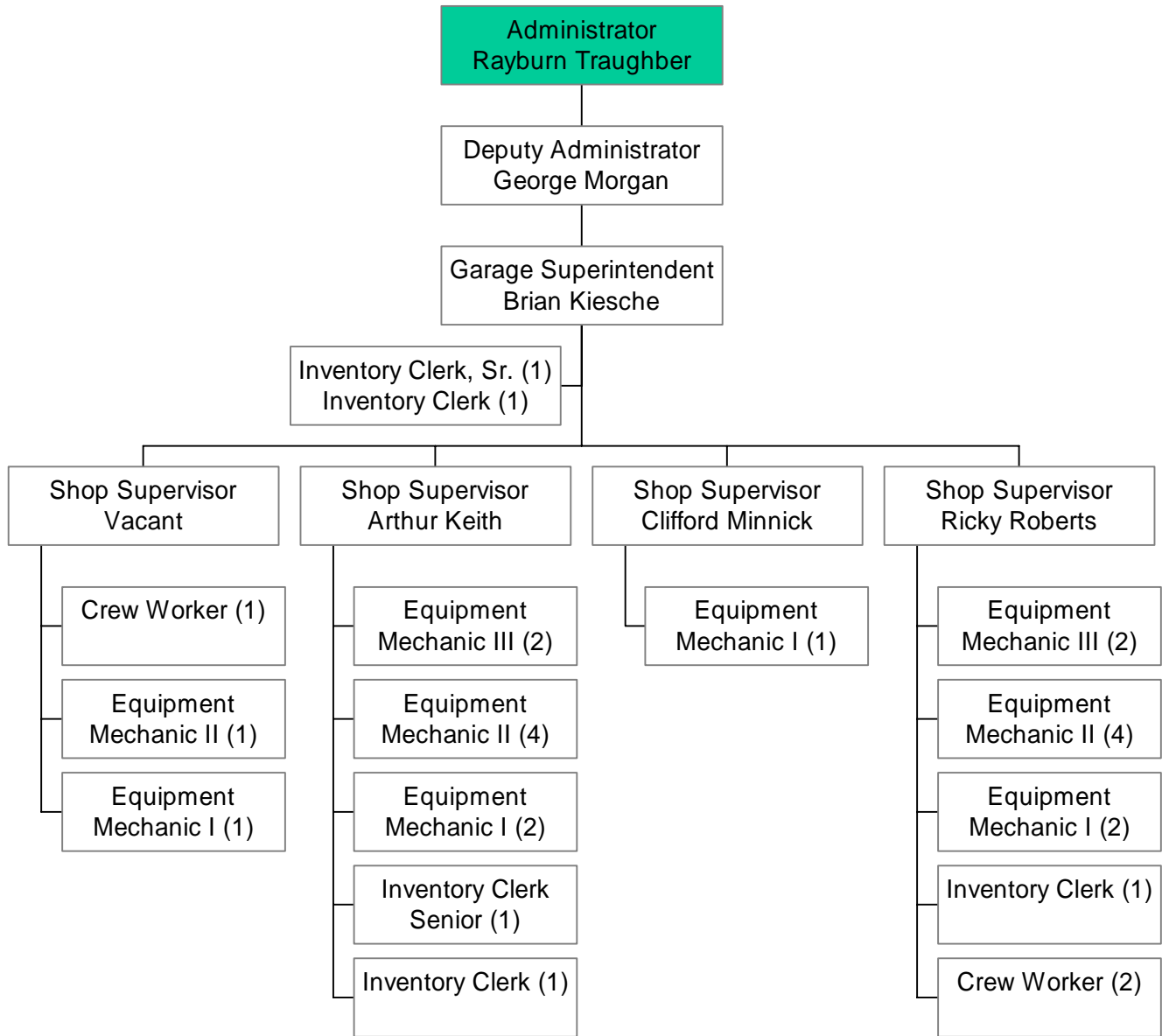
- Separate actual fleet cost from other cost.
- Increase Fleet Management assistance to user departments in three categories
- Increase mechanic work level capabilities by 5%

12th Street

- Increase the number of A/C technician and certified mechanics
- Install above ground lifts and upgrade our mobile tanker by June 30, 2000.

Municipal Fleet Services Municipal Garage Budget Summary Fiscal Years 1997 - 2000				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$2,288,184	\$2,243,424	\$2,352,823	\$2,841,990
Operating	2,992,802	3,046,054	3,280,673	2,180,301
Capital	18,770	99,491	19,281	16,000
Total	<u>\$5,299,756</u>	<u>\$5,388,969</u>	<u>\$5,652,777</u>	<u>\$5,038,291</u>
Positions	80	80	80	80

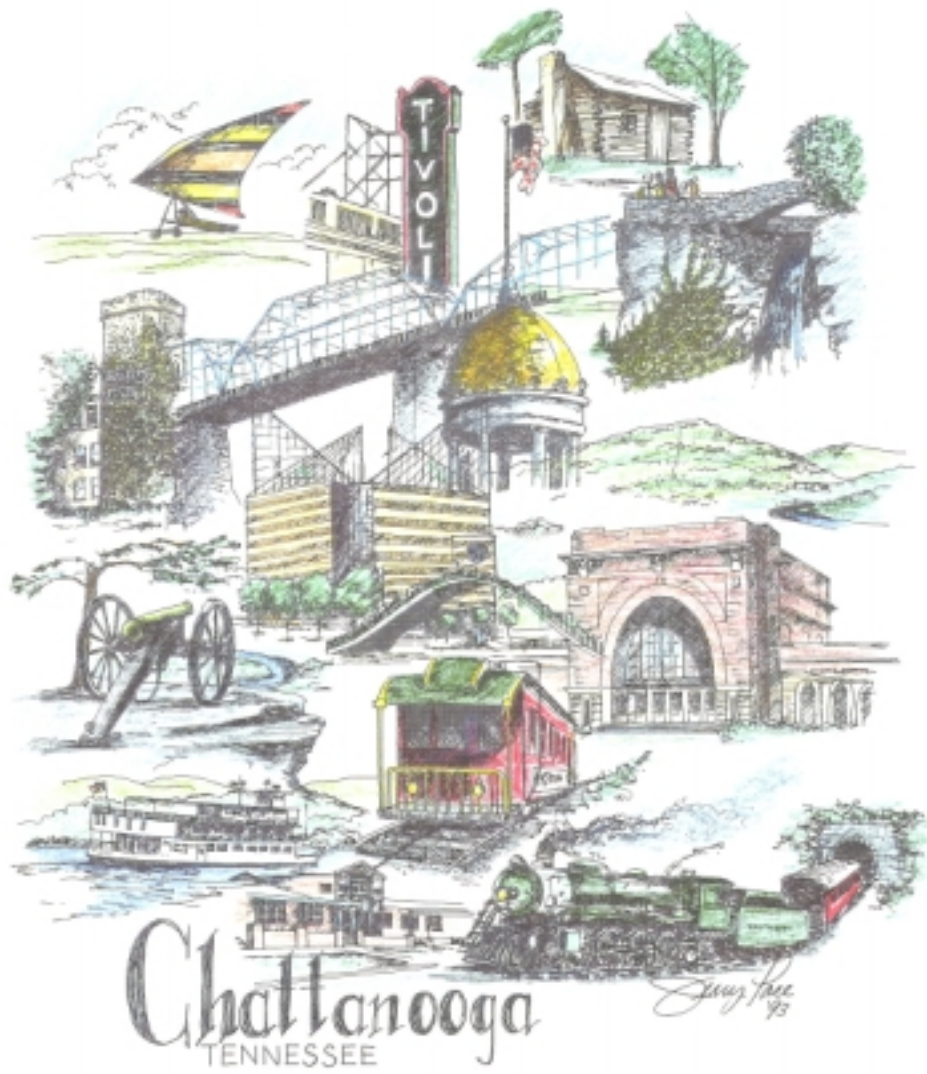
ORGANIZATIONAL CHART
AMNICOLA



MUNICIPAL SERVICE STATION

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

Municipal Fleet Services Municipal Station Budget Summary Fiscal Years 1997 - 2000				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$79,591	\$86,062	\$36,716	\$42,597
Operating	1,143,608	963,050	897,706	1,210,026
Capital	30,174	20,839	0	12,000
Total	<u>\$1,253,373</u>	<u>\$1,069,951</u>	<u>\$934,422</u>	<u>\$1,264,623</u>
Positions	2	2	1	1





LIABILITY INSURANCE

DEPARTMENT SUMMARY

The Liability Insurance fund accounts for the City self insurance program for liability claims and losses due to liabilities arising under the laws of State and Federal governments. Cost incurred in this account may include judgement and cost, special counsel fees, and cost for any special legal cases of the City. The cost for these programs are funded through premiums paid by the departments and agencies of City government.

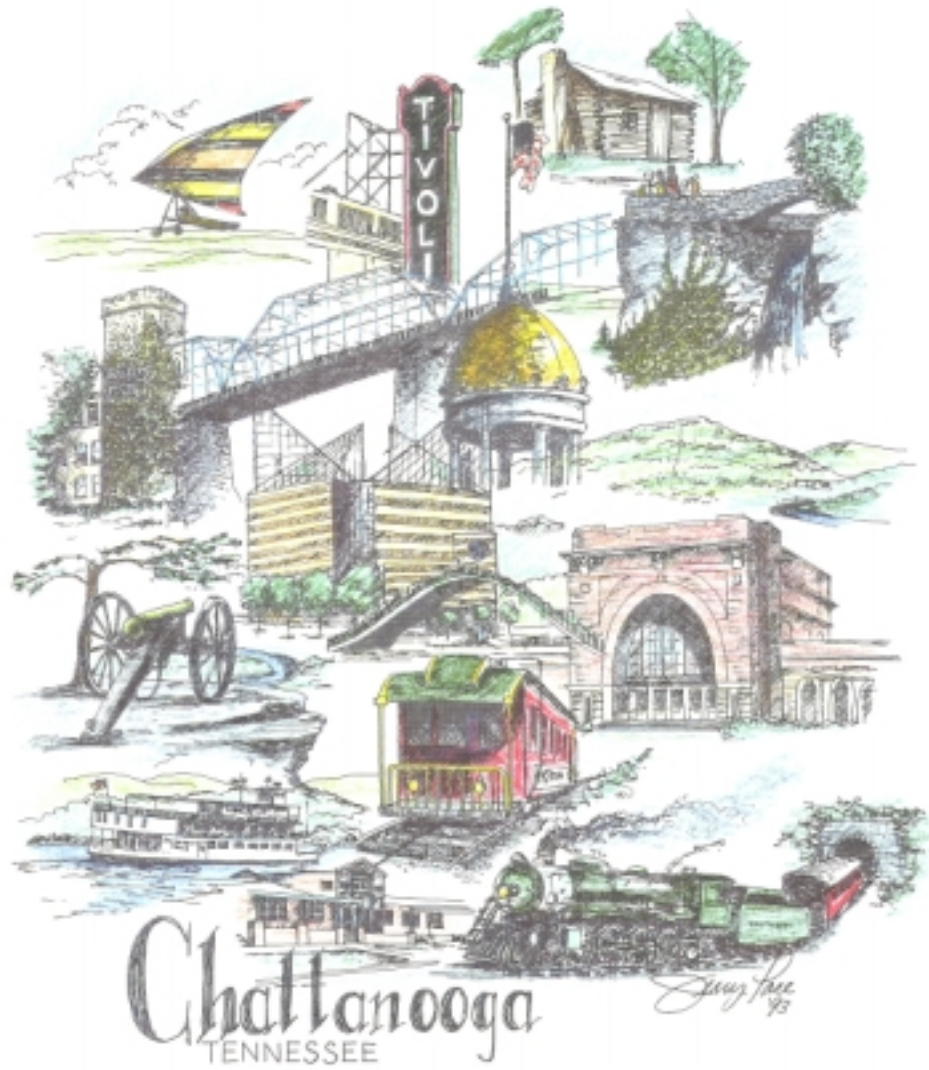
Major Accomplishments for Fiscal Year 1998/1999

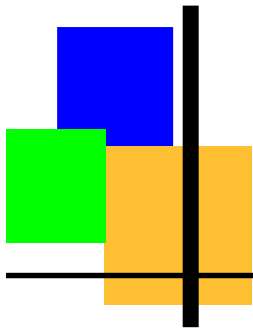
- Began the process of acquiring the City's Water System

Goals & Objectives

Protect the governing body acting on behalf of the Citizens of Chattanooga

Liability Insurance Fund Departmental Budget Summary Fiscal Years 1997 - 2000				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00
Personnel	\$0	\$0	\$0	\$0
Operating	931,074	796,464	982,680	950,000
Capital	0	0	0	0
Total	<u>\$931,074</u>	<u>\$796,464</u>	<u>\$982,680</u>	<u>\$950,000</u>





FIDUCIARY FUNDS

Fund Structure

The Fiduciary Funds are held by the government unit either as a trustee or an agent for others. The City of Chattanooga established the Community Development Fund to account for a major federal entitlement grant which funds a variety of programs and services within Chattanooga. This is a very important source of funding for Chattanooga, as without it several programs, projects and services would have to be incorporated into the City's operating budget, or be eliminated altogether. The basis of budgeting is modified accrual. Funds included in this group are the Economic &

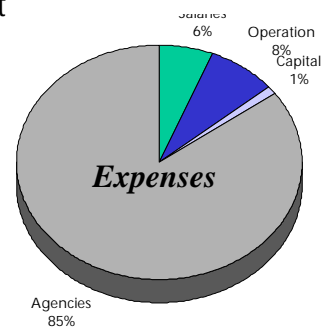
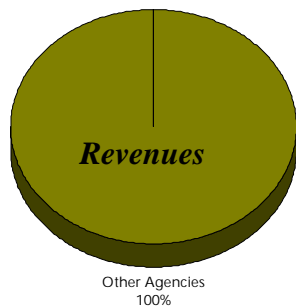
Community Development Fund and the CD - Home Program Fund. As of June 30, 1999 the budgeted revenue and expenses were as followed:

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Economic & Community Development	\$7,567,446	\$4,856,001	\$5,234,994
CD - Home Program	\$2,726,110	\$1,982,204	\$1,980,022

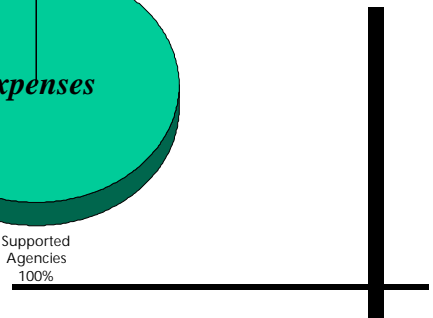
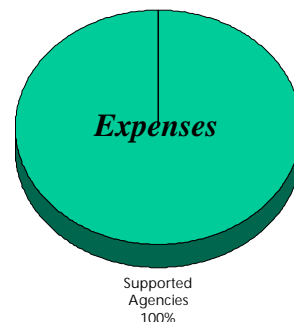
The FY 2000 budget for Economic & Community Development is \$4,105,000 while the 2000 budget for CD – Home Program is \$1,416,000.

Fiscal Year 1999/2000

Community Development



Community Development - Home Program



Fund Revenue Summary

Fiscal Year Ending June 30, 2000
(expressed in \$1,000)

Fund Type:	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	Budget '99 Increase (Decrease)	% CHANGE FY 98/99
Fiduciary Funds:						
Economic & Community Dev.	2,791	4,439	3,811	4,105	294	7.7%
E & CD - HOME Improvement	909	1,366	1,226	1,416	190	15.5%
Total Fiduciary Funds	\$3,700	\$5,805	\$5,037	\$5,521	484	9.6%

Revenues

to year.

Economic & Community Development

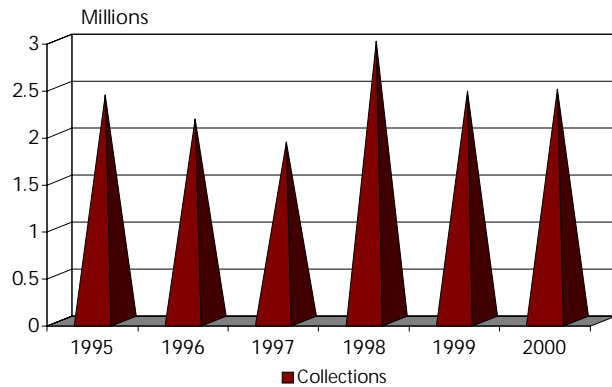
Approval for this funding is done by the U.S. Department of Housing and Urban Development on an annual basis, which accounts for the fluctuation in the revenues received each year. When the funding decreases, the City must make budget decisions which will suit the community as a whole, by either shifting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

The total decrease for this fund is \$3,462,446. This major decrease is \$2,853,802 which is the use of Fund Balance. This information was unavailable at FY 2000 budget submission. Other large decreases are Better Housing, \$250,000, CCHDO, \$251,000, and Chattanooga Neighborhood Enterprises, \$104,081. As with most federal funds these sources are allocated to the City based on the Federal Government's budget year which is different from the city's fiscal reporting year and may vary from year to year.

Historically, an analysis of Community Development Block Grant Funds received by the City reflects the variation in funding from year

Home Investment Program

The decrease in the Home Investment Program funding is due primarily to the use of Fund Balance, \$1,31,110. The FY 99 figure is unavailable at budget submission. Program income is expected to increase by \$200,000 in FY 2000. Also the Federal (HOME) grant will be decrease by \$1,399,435 to \$1,216,000.



Fund Expenditure Summary

Fiscal Year Ending June 30, 2000

(expressed in \$1,000)

Fund Type:	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/00	Budget '99 Increase (Decrease)	% CHANGE FY 98/99
Fiduciary Funds:						
Economic & Community Development	3,036	4,448	3,811	4,105	294	7.7%
E & CD - HOME Improvement	1,018	1,359	1,226	1,416	190	15.5%
Total Fiduciary Funds	\$4,055	\$5,807	\$5,037	\$5,521	484	9.6%

Expenses

Economic & Community Development

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

Federal guidelines are followed by the City in expending Economic & Community Development and Home Investment Funds. These are subject to federal audit at any time, and are also included in the City's annual audit. The expenditures are confined mostly to the blighted areas of Chattanooga.

Fiduciary Fund Revenues

Fiscal Years 1997 - 2000

Revenue Source	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000	BUDGET '99 INC/(DEC)	% CHANGE		% OF TOTAL
						FY 99/2000		
Economic & Community Development (Fund 4010):								
Community Development Block Grant	1,907,618	2,978,513	2,452,000	2,467,000	15,000	0.6%		44.68%
Fund Balance	0	0	143,000	0	(143,000)	-100.0%		0.00%
Emergency Shelter	0	91,129	94,000	88,000	(6,000)	-6.4%		1.59%
THDA House Program	199,032	198,500	90,000	150,000	60,000	66.7%		2.72%
EDA Grant			90,000	0	(90,000)	-100.0%		0.00%
Shelter Plus Care Grant	0	78,314	0	0	0	N/A		0.00%
Rental Rehab Grant	62,007	7,065	0	0	0	N/A		0.00%
Interest Income	141,980	250,755	0	0	0	N/A		0.00%
Other Income	47,969	70,716	0	0	0	N/A		0.00%
Property Rental		50,438	0	0	0	N/A		0.00%
Babcock Foundation Grant		25,919	0	0	0	N/A		0.00%
Program Income	432,676	688,003	941,644	1,400,000	458,356	48.7%		25.36%
Total Economic & Community Development	\$2,791,282	\$4,439,352	\$3,810,644	\$4,105,000	294,356	7.7%		74.35%
Economic & Community Development - HOME Program (Fund 4016):								
Federal Grant (HOME)	823,996	1,037,431	1,126,000	1,216,000	90,000	8.0%		22.02%
Fund Balance	0	0	0	0	0	N/A		0.00%
Program Income	84,587	328,341	100,000	200,000	100,000	100.0%		3.62%
Total Economic & Community Development (HOME)	\$908,583	\$1,365,772	\$1,226,000	\$1,416,000	190,000	15.5%		25.65%
Grand Totals:	\$3,699,865	\$5,805,124	\$5,036,644	\$5,521,000	484,356	9.6%		100.00%

Fiduciary Fund Expenditures
Fiscal Years 1997 - 2000

Expenditures	Actual	Actual	Budget	Budget	%		% OF TOTAL
	FY 96/97	FY 97/98	FY 98/99	FY 99/2000	BUDGET '99 INC/(DEC)	CHANGE FY 99/2000	
Economic & Community Development (Fund 7100):							
28th Legislative District CDC	0	0	0	50,000	50,000	N/A	0.91%
Alton Park & Dodson Avenue Health Center	0	0	0	86,650	86,650	N/A	1.57%
Bethlehem Community Development Credit Union	0	0	0	35,000	35,000	N/A	0.63%
Better Housing Commission	98,541	139,424	300,000	0	(300,000)	-100.0%	0.00%
Boys Club of Chattanooga	2,428	4,913	0	0	0	N/A	0.00%
CADAS	0	0	56,425	0	(56,425)	-100.0%	0.00%
CCHDO	0	0	0	16,000	16,000	N/A	0.29%
CD Commerical Facade	24,000	0	0	0	0	N/A	0.00%
CD Office Administration & Planning	232,790	242,188	439,625	471,476	31,851	7.2%	8.54%
CD Planning	8,025	145,685	0	142,024	142,024	N/A	2.57%
Chambliss Children's Home	0	50,000	0	0	0	N/A	0.00%
Chattanooga Area Food Bank	0	0	35,000	0	(35,000)	-100.0%	0.00%
Chattanooga Area Urban League	14,450	124,824	0	0	0	N/A	0.00%
Chattanooga CARES	0	1,469	0	0	0	N/A	0.00%
Chattanooga Church Ministries	0	0	0	30,235	30,235	N/A	0.55%
Chattanooga Drum & Bugle Corp	0	0	0	59,000	59,000	N/A	1.07%
Chattanooga Homeless Coalition	0	13,733	0	0	0	N/A	0.00%
Chattanooga Housing Authority	90,844	102,802	110,000	66,000	(44,000)	-40.0%	1.20%
Chattanooga Human Services	0	0	0	200,000	200,000	N/A	3.62%
Chattanooga Neighborhood Enterprise - CHAS	1,273,936	2,068,404	1,014,081	1,741,000	726,919	71.7%	31.53%
Chatt. Neighborhood Enterprise - Neighborhood Rev.	77,840	0	0	0	0	N/A	0.00%
Community Housing Resource Board	12,980	0	0	0	0	N/A	0.00%
Community Kitchen	11,160	270,000	0	0	0	N/A	0.00%
Contingency	0	0	0	33,178	33,178	N/A	0.60%
Emergency Shelter - Community Kitchen	63,275	0	0	0	0	N/A	0.00%
Emergency shelter - Chattanooga Church Ministries	0	0	15,000	18,817	3,817	25.4%	0.34%
Emergency Shelter - Dismas House	0	5,000	12,163	51,600	39,437	324.2%	0.93%
Emergency Shelter - Family & Children Services	42,749	51,216	53,837	50,217	(3,620)	-6.7%	0.91%
Emergency Shelter - Room In the Inn	5,798	11,417	13,000	18,966	5,966	45.9%	0.34%
Family & Children's Services	447	65,753	0	27,437	27,437	N/A	0.50%
Future THDA Housing Projects	0	0	0	150,000	150,000	N/A	2.72%
General Services	0	0	125,000	325,000	200,000	160.0%	5.89%
Girl's Incorporated	0	39,647	0	87,500	87,500	N/A	1.58%
Good Neighbor's Housing, Inc.	0	0	0	17,600	17,600	N/A	0.32%
Habitat	0	0	92,510	0	(92,510)	-100.0%	0.00%
HOPE for Chattanooga	0	0	24,000	5,000	(19,000)	-79.2%	0.09%
Hosanna	0	0	15,000	0	(15,000)	-100.0%	0.00%
Housing Rehab	61,768	0	0	0	0	N/A	0.00%
Inner City Development Center - CDBG	0	108,899	210,000	0	(210,000)	-100.0%	0.00%
Inner City Development Center - THDA Program Income	0	0	90,000	0	(90,000)	-100.0%	0.00%
Inner City Ministries	0	145,457	100,000	0	(100,000)	-100.0%	0.00%
Interfaith Hospitality Network of Greater Chattanooga	0	0	0	20,000	20,000	N/A	0.36%
Jefferson Heights Neighborhood Coalition	0	0	9,713	0	(9,713)	-100.0%	0.00%
Maurice Kirby Child Care Center	0	24,000	0	11,000	11,000	N/A	0.20%
Mary Reynolds Babcock Foundation - Grant	0	25,919	0	0	0	N/A	0.00%
Metropolitan Council for Community Services	7,200	7,600	7,600	0	(7,600)	-100.0%	0.00%
M. L. King Comm. Development Corp. - Rehab	120,953	75,000	0	0	0	N/A	0.00%
Neighborhood Services	0	0	0	50,000	50,000	N/A	0.91%
Newton Child Development Center	29,994	13,700	0	0	0	N/A	0.00%
Northside Neighborhood House	0	5,173	0	0	0	N/A	0.00%
Orange Grove	78,588	164,173	0	0	0	N/A	0.00%
Parks & Recreation	78,161	66,125	250,000	92,450	(157,550)	-63.0%	1.67%
Private Industry Council	28,386	53,763	0	0	0	N/A	0.00%
Police Athletic League	7,908	6,556	0	0	0	N/A	0.00%
Public Works	262,430	0	295,300	0	(295,300)	-100.0%	0.00%
Public Works/General Services - 10th & 11th Street	0	0	125,000	0	(125,000)	-100.0%	0.00%
Public Works/General Services - E Chattanooga	0	0	140,000	0	(140,000)	-100.0%	0.00%
Rental Rehab (Program Income)	21,520	0	0	0	0	N/A	0.00%
Room in the Inn	0	0	0	4,000	4,000	N/A	0.07%
Shelter Plus Care	98,319	78,314	0	0	0	N/A	0.00%
Southeast Tennessee Legal Services	0	0	0	10,800	10,800	N/A	0.20%
Special Transit Services, Inc.	43,366	54,201	41,800	20,700	(21,100)	-50.5%	0.37%
THDA House - CNE	199,032	198,500	0	0	0	N/A	0.00%
USDC - EDA	0	28,214	90,000	0	(90,000)	-100.0%	0.00%
United Methodist Center (Bethlehem)	0	0	0	62,500	62,500	N/A	1.13%
United Way Center for NonProfits	0	0	0	50,850	50,850	N/A	0.92%
University of Tennessee at Chattanooga	12,487	0	100,000	0	(100,000)	-100.0%	0.00%
Urban Renewal Project	0	3,595	0	0	0	N/A	0.00%
VITAL Center	0	0	45,590	0	(45,590)	-100.0%	0.00%
Westside Community Development / Jr. League	27,101	52,607	0	100,000	100,000	N/A	1.81%
Total Economic & Community Development	\$3,036,476	\$4,448,271	\$3,810,644	\$4,105,000	294,356	7.7%	74.35%
Economic & Community Development - HOME Program (Fund 4016):							
Administrative & Planning	38,033	37,630	160,000	0	(160,000)	-100.0%	0.00%
Chatt. Community Housing Dev. Organ. Operating	21,161	11,289	35,000	457,000	422,000	1205.7%	8.28%
Chatt. Community Housing Dev. Organ. Projects	0	621,347	200,000	0	(200,000)	-100.0%	0.00%
Rental Housing Rehab Projects/CNE	127,818	108,465	831,000	959,000	128,000	15.4%	17.37%
Homeowner Rehab Projects/CNE	822,531	513,854	0	0	0	N/A	0.00%
ICDC Housing Projects	8,933	66,144	0	0	0	N/A	0.00%
Future Projects	0	0	0	0	0	N/A	0.00%
Total Economic & Community Development (HOME)	\$1,018,476	\$1,358,729	\$1,226,000	\$1,416,000	190,000	15.5%	25.65%
Grand Totals:	\$4,054,952	\$5,807,000	\$5,036,644	\$5,521,000	484,356	9.6%	100.00%

Employee Pension System

General Pension Plan

The City provides a general pension plan for permanent employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of earnings subject to social security tax and 5% of earnings not subject to social security tax. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan with a three point five three (3.53%) percent contribution from the General Fund.

Retirement Plans

The City maintains three single-employer defined benefit pension plans which cover all employees. Each of these systems is maintained separately: one system (General Pension Plan) covers general City employees; a second plan covers employees of the Electric Power Board; and the third covers Firemen and Policemen. Each plan has its own consulting actuary. The following schedule shows the percentage amount of annual pension cost funded by the City for years currently available:

Pension Plan	Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed
General Pension	12/31/97	\$2,058,870	141.50%
	12/31/96	3,190,988	109.72%
	12/31/95	3,406,823	92.42%
Firemen and Policemen's Pension	06/30/97	5,359,708	100.00%
	06/30/96	4,924,618	100.00%
	06/30/95	4,738,897	100.00%

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

Firemen's and Policemen's Insurance And Pension Fund

The City Finance Officer is authorized to match the total salaries of all participants in the Fire & Police Pension Fund with a contribution from

the General Fund not to exceed twelve (12) percent. That for purposes of calculation of Fire & Police Pension benefits, the "basic salary" as defined in Section 13.66, Part I (Charter), Chattanooga City Code, for the fiscal year 1999-2000 shall be the top salary paid to Police Department Sergeants as capped at \$42,962 a (7%) seven percent growth over fiscal year 1998-1999. Each employee who is a participant in this Plan contributes 8% of total salary annually.

Tennessee Consolidated Retirement System

Certain employees of the City are members of the Tennessee Consolidated Retirement System (the "TCRS"). The TCRS is a contributory retirement plan covering general employees and teachers of the State as well as employees of political subdivisions that have elected coverage.

Contributions to the system are determined on an actuarial basis and provide funding for both normal and unfunded actuarial liability costs. At January 1, 1999, the last actuarial valuation date, the City's unfunded actuarial accrued liability for its pension plan was zero. All unfunded actuarial accrued liabilities are amortized over a 28-year period which began July 1, 1975. The accrued liability for basic benefits and cost-of-living benefits is amortized as a level dollar amount. It is the policy of the plan to fund pension costs accrued. Political subdivisions such as the City participate in the TCRS as individual entities and are liable for all costs associated with the operation and administration of their plan.

Electric Power Board Pension Plan

The Electric Power Board's plan is a single Employer Defined Benefit Pension Plan administered by an individual designated by EPB. Contribution requirements of Plan members and the EPB are established and can be amended by the EPB.

Effective August 1, 1984, the Board implemented a 401(k) plan, which permits employees to invest up to 7.5% of salary in a tax-deferred savings plan. EPB contributes up to 2.5% of the employee's salary.



COMMUNITY DEVELOPMENT

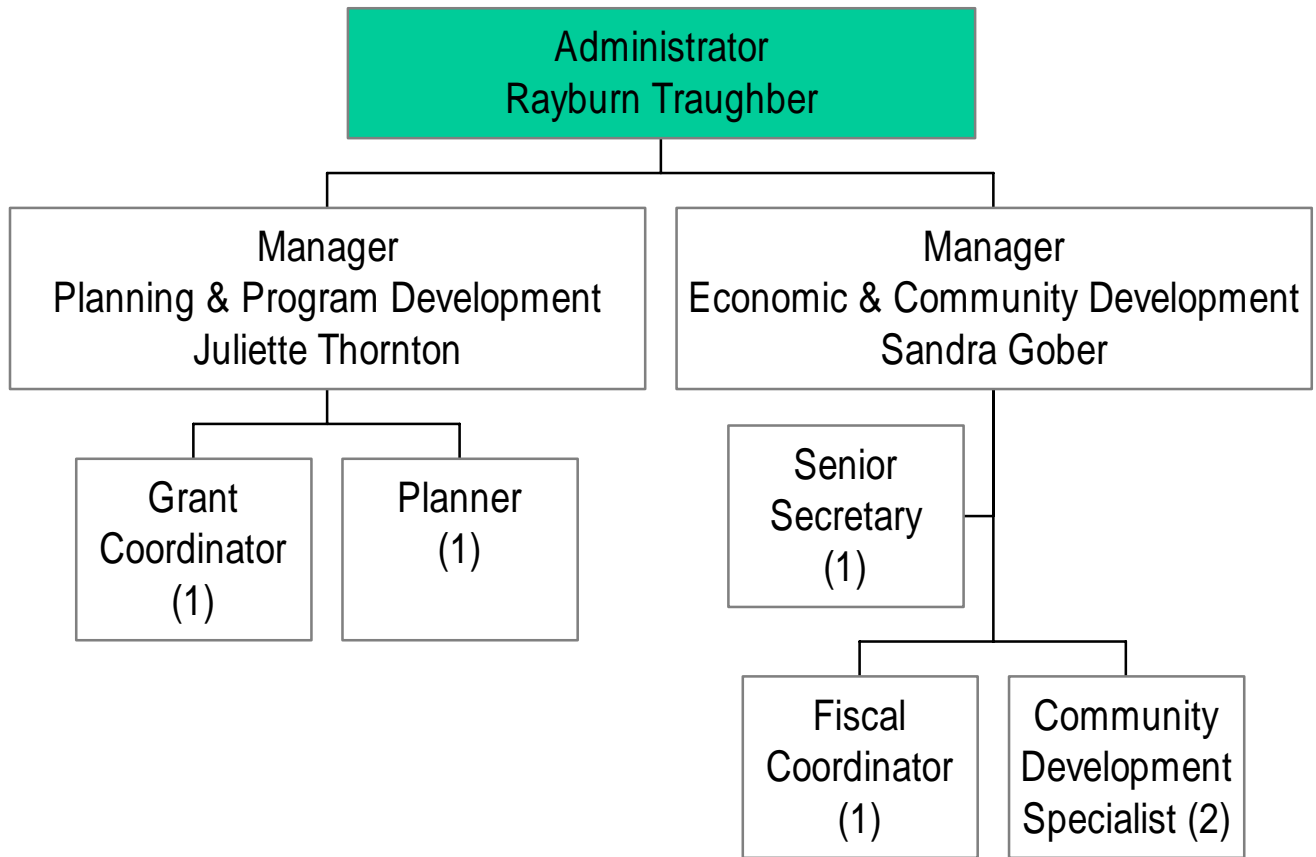
DEPARTMENT SUMMARY

It is the mission of the City of Chattanooga's Office of Economic and Community Development to have a significant and positive impact on our City by identifying and supporting neighborhood revitalization projects. In keeping with this mission, the following activities are designed to benefit low and moderate income people and neighborhoods:

Quality, Affordable Housing
 Employment Opportunities
 Opportunities for Economic Development
 Social Services
 Public Facility Improvements
 Infrastructure Enhancements

Department's Divisions	Page
Planning & Administration	341
CDBG Support Programs	343

Economic & Community Development Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: COMMUNITY DEVELOPMENT</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$188,115	\$200,862	\$209,383	\$250,000
Operating	2,826,081	4,239,619	3,586,456	3,810,000
Capital	22,232	7,791	14,805	45,000
Total	<u>\$3,036,428</u>	<u>\$4,448,272</u>	<u>\$3,810,644</u>	<u>\$4,105,000</u>
Positions Authorized	8	8	8	8



PLANNING AND ADMINISTRATION

The Office of Economic and Community Development, acting on behalf of the City of Chattanooga, is responsible for the administration and use of the Community Development Block Grant (CDBG), the HOME Investment Partnership Act (HOME), and Emergency Shelter Grant (ESG) funds received from the U.S. Department of Housing and Urban Development (HUD). Since 1974, the City of Chattanooga has been the recipient of the entitlement funds from HUD for a variety of housing and community development activities. Planning and self-evaluation have always been key elements of a successful program.

The mission of the Office of Economic and Community Development is to have a significant and positive impact on our city by identifying and supporting neighborhood revitalization projects. All activities are designed to benefit low and moderate income people and neighborhoods. In keeping with this mission, the department funds affordable housing activities, employment opportunities, economic development, social services activities, public facility improvements and infrastructure improvements.

Community Development Strategies and Goals:

- Planning and activities should be on a comprehensive approach to community

Performance Measures	Actual FY 97/98	Goal FY 98/99	Actual FY 98/99	Goal FY 99/00
Stock of safe, affordable rental units up to 425	242	180	180	425
Rehabilitate substandard housing	185	400	485	130
Assist first time LMI purchasers with affordable mortgage	321	220	875	220
Expand opportunities for self sufficiency	200	185	743	185
Improved multipurpose neighborhood based community centers	2	2	3	5
participate in streetscape improvements	yes	yes	yes	yes
Increase opportunities for youth to use time constructively	yes	yes	yes	yes
Assistance provided to improve quality of work force	6	6	7	7
Provide housing guide for citizens	yes	yes	yes	yes

Economic & Community Development Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: CD Planning & Administration</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$188,115	\$200,862	\$209,383	\$250,000
Operating	22,491	33,535	215,437	318,500
Capital	22,232	7,791	14,805	45,000
Total	\$232,838	\$242,188	\$439,625	\$613,500
Positions Authorized	8	8	8	8

- resources, needs and goals.
- Planning and implementation of community strategies should be an inclusive process.
- Revitalization goals and strategies should be based on strengths and acceptance of responsibility rather than on needs and the abdication of responsibility
- Coordination of activities and of key community players helps ensure an effective community development program
- Strategies and activities should be based on a long term, high quality approach

Housing Activities

- Increase the stock of safe, affordable, decent rental units; particularly in low and moderate income areas by 425 units.
- The City's Better Housing Commission (BHC) will pursue its efforts to enforce code compliance in residential structures, particularly in target neighborhoods.

Homeowner Rehabilitation Activities

- Rehabilitate 800 substandard low income owner occupied homes with low to no interest loans. Provide a program under which LMI families, who are unable to obtain bank financing for needed

home improvements, can access low to no interest loans to repair their homes up to local code.

- Weatherize and render more energy efficient 500 units serving low income families.

Affordable Home ownership Activities

- Assist 1,100 first time LMI purchasers with affordable mortgage financing and assistance with closing and down payment costs.
- Expand homeowner education programs to reach 3,100 people over the next five years.

Public and Assisted Housing

- Improve the housing mix and building configuration of public housing developments by reconfiguring 85 one bedroom units in selected developments into two bedroom units in conformance with CHA's 5-year Strategic Plan.
- Expand opportunities for residents to become more self sufficient by adding 75 participants to the self sufficiency program, hiring 60 residents within CHA and by graduating 50 residents from job training programs.

Public Facility Activities

- Within 5 years, a minimum of 2 sites will have been improved or created as multipurpose neighborhood based community centers in low-income neighborhoods.

- The City will develop the potential for Greenways in low and moderate income target neighborhoods.

Infrastructure Improvement Activities

- Improve neighborhood infrastructure such as sidewalks, street lighting, street improvements and landscaping as part of comprehensive neighborhood revitalization strategies.

Public or Social Services

- Increase opportunities for young people to use their time constructively, with guidance and attention from responsible, caring adults.
- Reduce the incidence of teen pregnancy, substance abuse and sexually transmitted diseases.

Economic Development

- Improve the quality of the local workforce.
- Improve access to capital for creation and expansion of small businesses, particularly for minority and women owned businesses.

Fair Housing

- Increase community knowledge of fair housing standards and issues.

CDBG SUPPORTED PROGRAMS

This summarizes the dollar amount of federal funding spent on Community Development Block Grant eligible programs.

Major Accomplishments for Fiscal Year 1998/1999

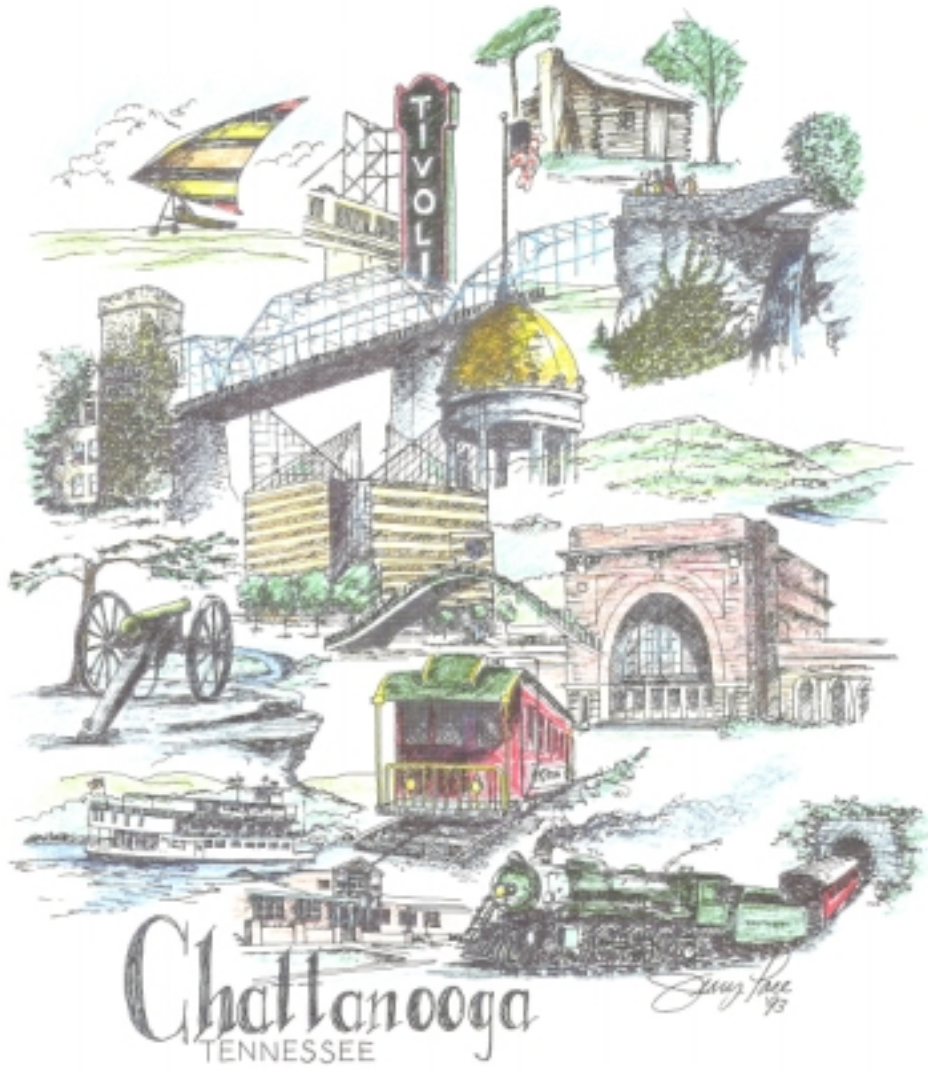
➔ See Community Development

Goals & Objectives

See Community Development goals and objectives

Economic & Community Development Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: CDBG Supported Programs</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	2,803,590	4,206,084	3,371,019	3,491,500
Capital	0	0	0	0
Total	<u>\$2,803,590</u>	<u>\$4,206,084</u>	<u>\$3,371,019</u>	<u>\$3,491,500</u>

See organizational chart on page 340 for division breakout





HOME INVESTMENT

DEPARTMENT SUMMARY

The HOME Investment Grant is for the administration of federal funds to provide decent and affordable housing for low and moderate income families.

**Economic & Community Development
Divisional Budget Summary
Fiscal Years 1997 - 2000**

Division: HOME IMPROVEMENT

	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$32,756	\$33,421	\$16,919	\$0
Operating	\$985,721	\$1,325,308	\$1,209,081	\$1,416,000
Capital	0	0	0	0
Total	\$1,018,477	\$1,358,729	\$1,226,000	\$1,416,000

Positions Authorized **1** **1** **1** **0**

FY2000 Highlights:

- *Position partially funded by HOME funds moved to 100% CD funding*

PLANNING & ADMINISTRATION

The Economic & Community Development Office reviews all requests for HOME funds. This activity records all operating expenditures such as personnel costs, including fringe benefits, travel and office expense.

Goals & Objectives

See Community Development goals and objectives.

- See Community Development

Economic & Community Development Divisional Budget Summary Fiscal Years 1998 - 2000				
<i>Division: HOME Planning & Administration</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$32,756	\$33,421	\$16,919	\$0
Operating	5,277	4,209	3,162	0
Capital	0	0	0	0
Total	<u>\$38,033</u>	<u>\$37,630</u>	<u>\$20,081</u>	<u>\$0</u>
Positions Authorized	1	1	1	0

HOME LOAN PROGRAMS

This activity includes all costs associated with loans made with the HOME Partnership Investment Funds

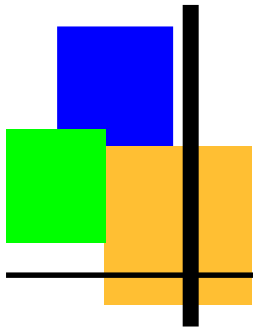
Major Accomplishments for Fiscal Year 1998/1999

- ➔ See Community Development

Goals & Objectives

See Community Development goals and objectives

Economic & Community Development Divisional Budget Summary Fiscal Years 1997 - 2000				
<i>Division: HOME Loans</i>				
	Actual FY 96/97	Actual FY 97/98	Budget FY 98/99	Budget FY 99/2000
Personnel	\$0	\$0	\$0	\$0
Operating	980,444	1,321,099	1,205,919	1,416,000
Capital	0	0	0	0
Total	<u>\$980,444</u>	<u>\$1,321,099</u>	<u>\$1,205,919</u>	<u>\$1,416,000</u>



PERSONNEL ADMINISTRATION

Chattanooga's number one priority is to provide the most effective and efficient services to the citizens. Our program is designed to provide one with challenging and rewarding opportunities and a chance to build a career and future.

The City's compensation package includes: **salaries, major medical health insurance, life insurance, social security, retirement plans, deferred compensation plans, worker's compensation, leave, and unused leave pay, leave buyback.**

Salaries. Salaried and hourly employees are paid on a weekly or biweekly basis, dependent upon position. Employee salaries and fringe benefits represent 52% of the total FY2000 operating budget.

in pay grades 1 through 11 who work more than 40 hours during a work week or more than his or her normally scheduled work day or exceeds the maximum work hours in his/her normal work period are to receive overtime pay.

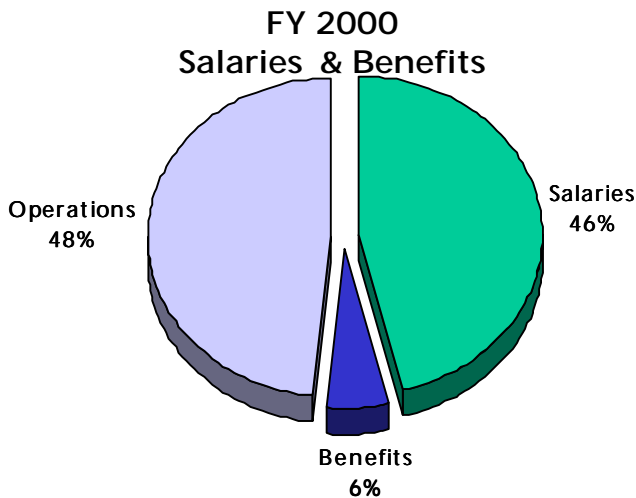
Premium compensatory leave has been deleted. A provision has been established for exempt employees in pay grades 12 through 15 who work in excess of the maximum allowable hours worked to be credited with compensatory leave equal to one times the number of excess hours so worked.

Employees in pay grade 16 and above shall be ineligible to receive overtime pay or compensatory leave unless expressly authorized by the mayor and/or City Council.

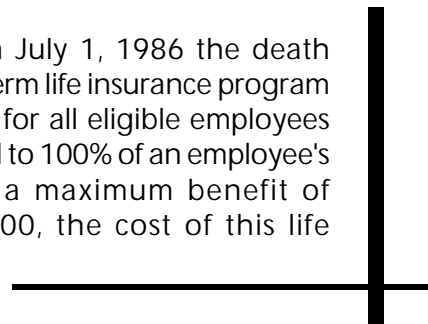
Major Medical Health Insurance. Chattanooga provides major medical health and hospitalization group plans to all full-time employees. Coverage begins on the first day coincident with or immediately following completion of 90 days of active employment. Currently, the City of Chattanooga contracts with BlueCross and BlueShield of Tennessee for employee medical coverage. For FY 2000, the monthly City contribution for those employees with an individual policy is \$126.57, subscriber + 1 is \$272.34 and family is \$416.56

In FY 2000, an employee's Major Medical Health and Hospitalization group plan cost will amount to \$11,858,525, with another \$1,563,000 projected to be spent on job injuries.

Life Insurance. On July 1, 1986 the death benefits of the group term life insurance program sponsored by the city for all eligible employees was upgraded to equal to 100% of an employee's annual salary, with a maximum benefit of \$40,000. For FY 2000, the cost of this life



On January 31, 1995 there was an ordinance passed (Ordinance 10163) that provided for overtime pay and compensatory leave. All non-exempt (any pay grade) and exempt employees



insurance benefit will be \$0.295 per \$1,000 of salary.

Social Security (FICA). All City employees are enrolled under the Social Security Act, except for sworn Fire & Police personnel. The City contributes the employer's share of 7.65% (6.20% Social Security and 1.45% Medicare) of earnings up to a maximum salary of \$72,600. Additionally, the Federal Insurance Program requires that an additional 1.45% be paid on all earnings.

Deferred Compensation. The City provides a voluntary Deferred compensation Plan opportunity for its employees to supplement the City-provided retirement plan. The City does not contribute to this supplemental plan. The three companies offering this benefit are ITT Hartford Life Insurance Company, AETNA and ICMA (International City/County Management Association).

Long-term Disability . In FY98, the City instituted a long-term disability plan in conjunction with the general pension board. The city pays one-half of the monthly premium at a rate of \$0.14 per \$1,000 up to age 62.

Personal Leave. Personal leave is a combination of annual, sick and holiday leave into one paid leave system.

The City observes nine (9) paid holidays throughout its fiscal year. Holidays included are as followed:

- New Year's Day
- July 4th
- Martin Luther King's Birthday
- Labor Day
- Good Friday
- Thanksgiving Day
- Memorial Day
- Day After Thanksgiving
- Christmas Day

The City Council may also designate other special holidays.

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

Years of Service:

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

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

Years of Service:

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

Personal Leave shall be earned before it is taken. New employees shall earn Personal Leave after working one complete two week accrual period. Employees completing ten or seventeen years of employment shall earn Personal Leave at the new rate after working one full two week accrual period after his/her anniversary date. The maximum number of Personal Leave days that can be carried over from one calendar year to the next is 150. Every employee shall be eligible to carry over from one calendar year to the next no more than ten day (150 maximum) of personal leave in addition to his/her personal leave days carried over from the previous calendar year. Any leave that is required to be taken, but not used, shall be deducted at the end of the calendar year.

Special Leaves with pay include: Reservists leave of absence, Court attendance, meetings to attend professional and technical institutions, or conferences, that are job-related and may contribute to the effectiveness of the employee's services, and educational leave less than 14 days (if longer than fourteen days must be approved by the City Council).

Unused Leave Pay. Upon retirement, unused personal leave shall be paid in cash, at the daily rate of pay of the employee, not to exceed the maximum allowed.

Upon retirement because of disability, the employee is entitled to use their personal leave balance prior to beginning disability benefits.

Upon separation for reasons other than retirement, unused personal leave is paid, in cash, at the employee's daily rate of pay, not to exceed the maximum allowed.

Leave Buyback. Upon application of an employee, the City of Chattanooga may purchase back from its employees personal leave which they have accrued, but only under the following circumstances and conditions which must be agreed to by each employee seeking to sell the leave:

- No more than sixty (60) days of leave will be purchased from any employee during his/her lifetime;
- The City will pay to the employee seventy percent (70%) of the employees daily salary for each day of leave sold back to the City by the employee;
- The employee agrees in writing that the cap on the amount of days that employee is entitled to accumulate over his/her career will be reduced on a day-for-day basis for the number of days the City is purchasing;
- The city will not purchase any days which would lower the employees total accumulated leave below thirty (30) days;
- The practice of buying back leave will be subject to the availability of funds to do so at the time of the request, the determination of which availability will be at the sole discretion of the city

administration; and

- Funds realized by employees from the sale of leave will be excluded from pension-eligible earnings.

Personnel Changes

During the FY98/99 and in the FY 99/2000 budget process, a large number of position changes occurred. This was due to major reorganization of the Parks, Recreation, Arts & Culture department and the Department of Police. The position changes are as follows:

General Government & Agencies

Add:
Three Council Assistant (part-time) \$8.32/hr

Department of Finance & Administration

Delete:
One Accounting Technician PG 08

Add:
One Accounts Payable Assistant NR
One City Court Clerk PG 05
Telecommunication Coordinator NR
Telecommunication Technician NR

Department of Police

Add:
Eleven School Resource Officers PG P1
One Secretary - Animal Control PG 06
Two Sergeants - Animal Service PG 13
Fourteen Animal Service Officers PG 09
One Assistant Community Outreach Director PG 12
One Police ID Technician PG 09
One Grant Specialist PG 12

Department of Fire

Reclassify:

Thirty-five Firefighters to Senior Firefighters
PG F1

Add:

Fourteen Firefighters PG F1
Thirty-five Senior Firefighters PG F2
One Tactical Services Chief PG F5

Department of Public Works

Delete:

One Crew Supervisor PG 11

Add:

Two Engineering Co-op \$9.09/hr
One Traffic Engineering Designer
PG 13

**Department of Parks, Recreation,
Arts & Culture**

Delete:

Four Concession Employees

Add:

One Deputy Administrator PG 38
One House Manager PG 11
One Rangers PG 04
Three Rangers Part-time \$9.11/hr
Twenty-six Part-time Program Assistants
\$ 6.00/hr
One Part-time Public Information Specialist
\$13.30/hr

Department of General Services:

Add:

One Purchasing Technician PG 08

Department of Personnel:

Add:

One Personnel Assistant NR

Department of Neighborhood Services:

Add:

One Code Inspector PG 11
Two Neighborhood Relation Coordinator
PG 14
One Program Coordinator NR
One Office Assistant NR

Interceptor Sewer System

Delete:

One Office Assistant Senior PG 05
One Laboratory Technician PG 10
Two Crew Worker PG 03

Move:

One Secretary from MB-Liquid to Administration
PG 06
One I & I Supervisor from I & I to Engineering
PG 21

StormWater Management:

Delete:

One Assistant Manager, Storm Water
PG 27
One Public Relation/Education Coordinator
PG 13
One Flood Manager Coordinator
PG 16
Two Storm Water Engineering Tech
PG 11
One Water Quality Technician Senior
PG 12

Add:

Three Engineering Designer
Two Development Coordinator NR
One Biologist PG 14

NR = Not Rated by DMG/rating in process

Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
General Government & Agencies			28	29	28	31	31	31	31	31
City Attorney's Office										
C00150	City Attorney	48	1	1	1	1	1	1	1	1
City Court Judicial										
C00152	Court Officer	11	2	2	2	2	2	2	2	2
C00153	Judicial Assistant	17.01hr	1	1	1	1	1	1	1	1
C00154	Police Officer	P1	1	1	1	1	1	1	1	1
C20010	City Judges	NP	1	1	1	1	1	1	1	1
			<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
Human Rights Commission										
C00155	Executive Director	N/A	1	1	0	0	0	0	0	0
C00157	Secretary	N/A	1	1	0	0	0	0	0	0
			<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
City Council										
C00159	City Clerk	NP	1	1	1	1	1	1	1	1
C00160	Management Analyst	NP	1	1	1	1	1	1	1	1
C00161	Assistant Clerk to Council	15	1	1	1	1	1	1	1	1
C00163	Council Secretary	10	1	1	1	1	1	1	1	1
C20100	Council Chairperson	NP	1	1	1	1	1	1	1	1
C20200	Council Vice Chairperson	NP	1	1	1	1	1	1	1	1
C20300	Council Member	NP	7	7	7	7	7	7	7	7
C00910	Council Assistant (P/T)	8.32hr			1	4	4	4	4	4
			<u>13</u>	<u>13</u>	<u>14</u>	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>
Office of the Mayor										
C01207	Executive Assistant	N/A	1	1	2	0	0	0	0	0
C00166	Special Assistant I	N/A	1	1	0	0	0	0	0	0
C01204	Administrative Secretary	9	1	1	1	1	1	1	1	1
C00168	Communication Coordinator	19	0	1	1	1	1	1	1	1
C01209	Administrative Assistant	19	1	1	1	1	1	1	1	1
C00170	Deputy Administrator	N/A	1	0	0	0	0	0	0	0
C00171	Chief of Staff	50	0	1	1	1	1	1	1	1
C00174	Special Project Assistant	15	0	0	0	2	2	2	2	2
C00912	Executive Secretary (Part Time)	N/A	1	0	0	0	0	0	0	0
C00172	Special Projects Director	19	0	1	1	1	1	1	1	1
C20001	Mayor	NP	1	1	1	1	1	1	1	1
			<u>7</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
Department of Finance & Administration			108	108	108	111	111	111	111	111
Finance										
C00075	Administrator	50	1	1	1	1	1	1	1	1
C00076	Deputy Administrator	42	1	1	1	1	1	1	1	1
C00077	Assistant Finance Officer	29	1	1	1	1	1	1	1	1
C00079	Financial Operations Manager	31	1	1	1	1	1	1	1	1
C00080	Internal Audit Supervisor	29	1	1	1	1	1	1	1	1
C00081	Accounts Payable Supervisor	15	1	1	1	1	1	1	1	1
C00083	Payroll Supervisor	18	1	1	1	1	1	1	1	1
C00084	Internal Auditor	17	2	2	2	2	2	2	2	2
C00085	Budget Analyst	17	4	3	3	3	3	3	3	3
C00086	Senior Budget Analyst	NR	0	1	1	1	1	1	1	1
C00087	Accountant	17	4	3	3	3	3	3	3	3
C00088	Accounting Technician	N/A	1	1	0	0	0	0	0	0
C00089	Assistant Disbursing Officer	N/A	1	1	0	0	0	0	0	0
C00090	Senior Accountant	NR	0	1	1	1	1	1	1	1
C00091	Clerk II	N/A	1	1	0	0	0	0	0	0
C00092	Clerk II	N/A	1	1	0	0	0	0	0	0
C00093	Data Entry Clerk II	N/A	1	1	0	0	0	0	0	0
C00095	Data Entry Clerk III	N/A	1	1	0	0	0	0	0	0
C00096	Clerk IV	N/A	2	2	0	0	0	0	0	0
C00097	Payroll Tech II	N/A	1	1	0	0	0	0	0	0
C00099	Payroll Technician	8	1	1	3	2	2	2	2	2
C00100	Secretary	N/A	1	1	0	0	0	0	0	0
C00101	Payroll Tech III	N/A	1	1	0	0	0	0	0	0
C00102	Payroll Technician, Sr	10	0	0	0	1	1	1	1	1
C00103	Executive Secretary	N/A	1	1	0	0	0	0	0	0

Personnel Summary
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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C00104	Clerk III	N/A	1	1	0	0	0	0	0	0
C00123	Data Entry Clerk IV	N/A	1	1	0	0	0	0	0	0
C00903	Accounting Intern (Part time)	\$7.28hr	2	2	2	2	2	2	2	2
C01001	Office Assistant	N/A	0	0	2	0	0	0	0	0
C01002	Office Assistant, Sr	5	0	0	4	6	6	6	6	6
C01204	Administrative Secretary	9	0	0	1	1	1	1	1	1
C01207	Executive Assistant	13	0	0	1	1	1	1	1	1
C00XXX	Accounts Payable Assistant	NR	0	0	0	1	1	1	1	1
C01402	Accounting Technician	8	0	0	4	3	3	3	3	3
			34	34	34	34	34	34	34	34
Information Services										
C00107	Information System Director	40	1	1	1	1	1	1	1	1
C00108	Manager, IS Programming	32	1	1	1	1	1	1	1	1
C00109	Assistant Director	32	1	1	1	1	1	1	1	1
C00111	Operations Manager	N/A	1	0	0	0	0	0	0	0
C00112	Control Supervisor	N/A	1	1	0	0	0	0	0	0
C00113	Manager, IS Support Systems	28	1	1	1	1	1	1	1	1
C00115	System & Data Base Specialist, Sr	25	2	2	2	2	2	2	2	2
C00116	System & Data Base Specialist	20	1	1	1	1	1	1	1	1
C00117	Network Manager	26	1	1	1	1	1	1	1	1
C00118	Programmer Analyst	25	4	4	4	4	4	4	4	4
C00119	Programmer, Sr	19	6	6	5	5	5	5	5	5
C00121	Network Technician, Sr	11	0	0	2	2	2	2	2	2
C00122	Trainer, Information Systems	12	1	1	1	1	1	1	1	1
C00123	PC Services Specialist, Sr	18	0	0	1	1	1	1	1	1
C00124	Network Technician	9	3	3	4	4	4	4	4	4
C00125	PC Service Technician	9	0	1	1	1	1	1	1	1
C00126	Computer Operator I	N/A	4	3	0	0	0	0	0	0
C00127	Programmer	16	7	7	4	4	4	4	4	4
C00128	PC Services Specialist	17	0	0	2	2	2	2	2	2
C00129	Telecommunication Specialist	14	0	0	1	1	1	1	1	1
C01403	Administrative Coordinator	10	0	0	1	1	1	1	1	1
			35	34	34	34	34	34	34	34
City Treasurer										
C00130	Treasurer	33	1	1	1	1	1	1	1	1
C00131	Assistant Treasurer	23	1	1	1	1	1	1	1	1
C00132	Tax Supervisor	15	1	1	2	2	2	2	2	2
C00134	Property Tax Supervisor	N/A	1	1	0	0	0	0	0	0
C00135	Clerk VI	N/A	1	1	0	0	0	0	0	0
C00136	Business Tax Inspector	11	1	1	1	1	1	1	1	1
C00138	Clerk V	N/A	1	1	0	0	0	0	0	0
C00139	Clerk IV	N/A	1	1	0	0	0	0	0	0
C00140	Clerk IV	N/A	1	1	0	0	0	0	0	0
C00141	Revenue Data Specialist/Clerk IV	N/A	0	1	0	0	0	0	0	0
C00142	Clerk IV	N/A	1	1	0	0	0	0	0	0
C00143	Clerk IV	N/A	1	1	0	0	0	0	0	0
C00904	Property Tax Clerk I	\$6.89hr	2	2	2	2	2	2	2	2
C00905	Property Tax Clerk II	\$8.03hr	1	1	1	1	1	1	1	1
C00906	Property Tax Clerk III	\$8.03hr	1	1	1	1	1	1	1	1
C01006	Tax Clerk	6	0	0	7	7	7	7	7	7
			15	16	16	16	16	16	16	16
City Court Clerk's Office										
C00055	City Court Clerk	33	1	1	1	1	1	1	1	1
C00056	Deputy City Court Clerk	15	1	1	1	1	1	1	1	1
C00057	Parking Supervisor	N/A	1	1	0	0	0	0	0	0
C00059	Court Operation Supervisor	13	1	1	2	2	2	2	2	2
C00060	Records & Collection Officer	N/A	1	1	0	0	0	0	0	0
C00061	Probation Officer/Clerk	N/A	1	1	0	0	0	0	0	0
C00063	Court Clerk I	N/A	11	11	0	0	0	0	0	0
C00065	Warrant Officer	N/A	1	1	0	0	0	0	0	0
C00067	Bench Clerk	N/A	2	2	0	0	0	0	0	0
C00072	Court Clerk II	N/A	2	2	0	0	0	0	0	0
C00068	Data Entry Clerk II	N/A	2	2	0	0	0	0	0	0
C01101	Court Clerk	5	0	0	15	16	16	16	16	16
C01102	Court Clerk, Sr	7	0	0	5	5	5	5	5	5
			24	24	24	25	25	25	25	25

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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected					
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004		
Telecommunications												
C0xxxx	Telecommunication Coordinator	NR	0	0	0	1	1	1	1	1	1	1
C0xxxx	Telecommunication Technician	NR	0	0	0	1	1	1	1	1	1	1
			0	0	0	2	2	2	2	2	2	2
Department of Police			609	616	695	715	715	715	715	715	715	715
Police												
C00195	Facilities Superintendent	16	0	1	1	1	1	1	1	1	1	1
C00355	Safety Coordinator	13	0	1	0	1	1	1	1	1	1	1
C00799	Budget Officer	N/A	0	0	0	0	0	0	0	0	0	0
C00800	Administrator	N/A	0	0	0	0	0	0	0	0	0	0
C00801	Information Safety Officer	N/A	0	0	1	0	0	0	0	0	0	0
C00802	Police Chief Assistant	N/A	0	0	0	0	0	0	0	0	0	0
C00803	Clerk IV	N/A	0	0	0	0	0	0	0	0	0	0
C00805	Police Chief	47	1	1	1	1	1	1	1	1	1	1
C00804	Executive Secretary	N/A	0	1	0	0	0	0	0	0	0	0
C00806	Deputy Police Chief	P5	3	3	3	3	3	3	3	3	3	3
C00807	Deputy Dir. , Community Outreach	17	0	0	1	1	1	1	1	1	1	1
C00808	Assist. Community Outreach Dir.	12	0	0	0	1	1	1	1	1	1	1
C00809	Captain	P4	17	22	18	18	18	18	18	18	18	18
C00810	Patrol Captain	N/A	7	0	0	0	0	0	0	0	0	0
C00811	Lieutenant (HUD)	N/A	1	1	0	0	0	0	0	0	0	0
C00812	Lieutenant	P3	34	34	31	31	31	31	31	31	31	31
C00813	Sergeant	P2	71	78	107	108	108	108	108	108	108	108
C00814	Inspector	N/A	34	34	0	0	0	0	0	0	0	0
C00815	Special Services Supervisor	N/A	1	1	1	0	0	0	0	0	0	0
C00816	Polygraph Examiner	P4	1	1	1	1	1	1	1	1	1	1
C00817	Police ID Officer	N/A	2	0	0	0	0	0	0	0	0	0
C00818	Police Officer	P1	204	201	225	231	231	231	231	231	231	231
C00819	Crime Prevention Supervisor	15	0	0	1	1	1	1	1	1	1	1
C00820	Police Off. Crime Bill	P1	31	31	76	74	74	74	74	74	74	74
C00821	Sergeant - HUD	N/A	0	1	1	0	0	0	0	0	0	0
C00824	Police Officer	P1	20	19	10	11	11	11	11	11	11	11
C00825	Police Service Technician	3	0	0	0	4	4	4	4	4	4	4
C00826	Crime Prevention Technician	N/A	2	2	0	0	0	0	0	0	0	0
C00827	Police Service Tech P.T.	\$8.94hr	0	0	25	25	25	25	25	25	25	25
C00828	Police ID Technician	9	1	1	1	2	2	2	2	2	2	2
C00829	Photo Lab Tech	9	1	1	1	1	1	1	1	1	1	1
C00830	School Resource Officer	N/A	0	7	0	0	0	0	0	0	0	0
C00831	Manager, Animal Services	24	0	0	1	1	1	1	1	1	1	1
C00832	Meter Patrol Supervisor	10	1	1	1	1	1	1	1	1	1	1
C00833	School Patrol Supervisor	12	1	1	1	1	1	1	1	1	1	1
C00834	School Patrol Officer Senior	9	1	1	1	1	1	1	1	1	1	1
C00836	Park Police Chief	N/A	1	1	0	0	0	0	0	0	0	0
C00837	Assistant Park Police Chief	N/A	1	1	0	0	0	0	0	0	0	0
C00838	Park Police Officer II	N/A	6	6	0	0	0	0	0	0	0	0
C00840	Property Service Clerk	7	6	6	5	8	8	8	8	8	8	8
C00841	Meter Patrol Officer	5	9	9	9	9	9	9	9	9	9	9
C00842	Admin. Secretary	N/A	2	2	0	0	0	0	0	0	0	0
C00843	Communication Officer, Fire	8	2	2	2	2	2	2	2	2	2	2
C00844	Communication Officer	11	25	30	58	58	58	58	58	58	58	58
C00846	Clerk II	N/A	12	12	0	0	0	0	0	0	0	0
C00847	Dispatcher Trainees	N/A	21	16	0	0	0	0	0	0	0	0
C00848	Clerk VI	N/A	1	1	0	0	0	0	0	0	0	0
C00849	Clerk III	N/A	1	0	0	0	0	0	0	0	0	0
C00850	Ranger	N/A	4	4	0	0	0	0	0	0	0	0
C00852	Clerk IV	N/A	1	1	0	0	0	0	0	0	0	0
C00853	Clerk III	N/A	1	1	0	0	0	0	0	0	0	0
C00854	Clerk IV	N/A	1	1	0	0	0	0	0	0	0	0
C00855	Manager Media Relations	19	0	0	1	1	1	1	1	1	1	1
C00856	Police Records Trainer	7	2	2	2	2	2	2	2	2	2	2
C00857	Clerk III	N/A	9	10	0	0	0	0	0	0	0	0
C00858	Police Legal Advisor	28	0	0	1	1	1	1	1	1	1	1
C00859	Secretary	N/A	6	6	0	0	0	0	0	0	0	0
C00860	Laborer II	N/A	3	0	0	0	0	0	0	0	0	0
C00861	Fingerprint Technician	6	1	1	2	2	2	2	2	2	2	2
C00862	RMS Data Analyst	N/A	4	4	0	0	0	0	0	0	0	0
C00863	Ranger Supervisor	N/A	1	1	0	0	0	0	0	0	0	0

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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C00864	Police Service Tech	3	0	0	4	0	0	0	0	
C00895	Manager, Information Services	25	0	0	0	1	1	1	1	
C00896	Animal Service Officer	9	0	0	0	14	14	14	14	
C00897	Animal Service Sergeant	13	0	0	0	2	2	2	2	
C00953	Ranger (Part time)	N/A	9	9	0	0	0	0	0	
C00975	Lieutenant School Patrol	N/A	3	3	3	0	0	0	0	
C00976	School Patrol Officer	N/A	30	30	30	0	0	0	0	
C00977	Reserve Officer (Part time)	N/A	13	13	8	0	0	0	0	
C01001	Office Assistant	3	0	0	1	1	1	1	1	
C01002	Office Assistant, Sr	5	0	0	4	4	4	4	4	
C01008	Police Records Clerk	3	0	0	13	13	13	13	13	
C01009	Police Records Clerk, Sr	5	0	0	13	13	13	13	13	
C01010	Police Records Clerk Supervisor	8	0	0	1	1	1	1	1	
C01011	Police Records Analyst	7	0	0	4	4	4	4	4	
C01201	Secretary	6	0	0	1	1	1	1	1	
C01202	Secretary, Senior	7	0	0	8	8	8	8	8	
C01204	Administrative Secretary	9	0	0	6	7	7	7	7	
C01207	Executive assistant	13	0	0	1	1	1	1	1	
C01401	Personnel Assistant	7	0	0	2	2	2	2	2	
C01402	Accounting Technician	8	0	0	2	2	2	2	2	
C01403	Administrative Coordinator	10	0	0	1	1	1	1	1	
C01404	Fiscal Coordinator	17	0	0	1	1	1	1	1	
C01406	Grant Specialist	12	0	0	0	1	1	1	1	
C01521	Crew Worker	3	0	0	1	1	1	1	1	
C01522	Crew Worker, Sr	N/A	0	0	0	0	0	0	0	
C01525	Building Maintenance Mechanic	7	0	0	2	2	2	2	2	
C00975	Lieutenant School Patrol	32.33/day				3	3	3	3	
C00976	School Patrol Officer	22.80/day				30	30	30	30	
			609	616	695	715	715	715	715	
Department of Fire			363	368	389	404	404	404	404	
Fire										
C00195	Facilities Superintendent	16	0	0	1	1	1	1	1	
C00839	Resource Technician	N/A	0	1	0	0	0	0	0	
C00864	System Specialist	15	0	0	1	1	1	1	1	
C00865	Fire Chief	47	1	1	1	1	1	1	1	
C00866	Deputy Fire Chief	F6	1	1	1	1	1	1	1	
C00867	Fire Marshal	F6	1	1	1	1	1	1	1	
C00868	Public Information Officer	15	0	1	1	1	1	1	1	
C00869	Battalion Chief	F5	7	7	6	6	6	6	6	
C00870	Commander	N/A	14	14	0	0	0	0	0	
C00871	Captain	F4	63	63	75	75	75	75	75	
C00872	Fire Investigator	F4	0	0	3	3	3	3	3	
C00873	Lieutenant	F3	95	95	87	87	87	87	87	
C00874	Firefighter	F1	169	169	138	117	117	117	117	
C00876	Operations Chief	F6	0	0	1	1	1	1	1	
C00877	Resource Chief	F5	1	1	1	1	1	1	1	
C00878	Maintenance Supervisor	N/A	1	1	0	0	0	0	0	
C00879	Maintenance Technician	N/A	1	1	0	0	0	0	0	
C00880	Budget Officer	N/A	0	1	0	0	0	0	0	
C00881	Administrative Secretary	N/A	1	1	0	0	0	0	0	
C00882	Secretary	N/A	2	2	0	0	0	0	0	
C00883	Clerk II	N/A	1	1	0	0	0	0	0	
C00885	Clerk V	N/A	1	1	0	0	0	0	0	
C00886	Secretary	N/A	1	1	0	0	0	0	0	
C00887	Laborer II	N/A	2	4	0	0	0	0	0	
C00888	Staff Officer	F4	0	0	15	15	15	15	15	
C00889	Truck Driver IV	N/A	1	1	0	0	0	0	0	
C00890	Training Chief	F5	0	0	1	1	1	1	1	
C00891	Fire Equipment Technician	11	0	0	1	1	1	1	1	
C00892	Senior Firefighter	F2	0	0	40	75	75	75	75	
C00899	Tactical Services Chief	F5	0	0	0	1	1	1	1	
C01001	Office Assistant	3	0	0	1	1	1	1	1	
C01201	Secretary	6	0	0	1	1	1	1	1	
C01202	Secretary, Senior	7	0	0	2	2	2	2	2	
C01207	Executive Assistant	13	0	0	1	1	1	1	1	
C01401	Personnel Assistant	7	0	0	1	1	1	1	1	
C01402	Accounting Technician	8	0	0	1	1	1	1	1	

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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C01403	Administrative Coordinator	10	0	0	1	1	1	1	1	
C01511	Equipment Operator	N/A	0	0	3	0	0	0	0	
C01513	Heavy Equipment Operator	10	0	0	2	2	2	2	2	
C01525	Building Maintenance Mechanic	7	0	0	1	4	4	4	4	
C01526	Building Maintenance Mechanic, .	12	0	0	1	1	1	1	1	
			363	368	389	404	404	404	404	
Department of Public Works (All Funds)			528	513	536	544	544	544	544	
Public Works General Fund			236	219	233	240	240	240	240	
Administration										
C00450	Administrator	47	1	1	1	1	1	1	1	
C00451	Deputy Administrator	38	1	1	1	1	1	1	1	
C00452	Budget Officer	N/A	1	1	0	0	0	0	0	
C00453	Assistant to Administrator	22	0	1	1	1	1	1	1	
C00454	Office Manager	N/A	1	1	0	0	0	0	0	
C00455	Administrative Secretary	N/A	1	1	0	0	0	0	0	
C00456	Clerk II	N/A	1	1	0	0	0	0	0	
C00458	Clerk III	N/A	0	0	0	0	0	0	0	
C00459	Clerk III	N/A	1	1	0	0	0	0	0	
C01001	Office Assistant	3	0	0	1	1	1	1	1	
C01207	Executive Assistant	13	0	0	1	1	1	1	1	
C01403	Administrative Coordinator	10	0	0	1	1	1	1	1	
C01404	Fiscal Coordinator	17	0	0	1	1	1	1	1	
			7	8	7	7	7	7	7	
Inspection										
C00540	Codes & Inspection Director	N/A	1	0	0	0	0	0	0	
C00541	Director of Codes & Inspections	32	1	1	1	1	1	1	1	
C00542	Better Housing Manager	N/A	1	0	0	0	0	0	0	
C00543	Zoning Inspector	12	0	0	2	2	2	2	2	
C00544	Chief Building Inspector	19	1	1	1	1	1	1	1	
C00545	Chief Electrical Inspector	19	1	1	1	1	1	1	1	
C00546	Chief Plumbing Inspector	19	1	1	1	1	1	1	1	
C00847	Building Inspector II	N/A	0	1	0	0	0	0	0	
C00548	Electrical Inspector	13	1	1	3	2	2	2	2	
C00549	Gas/Mechanical Insp.	13	1	1	1	1	1	1	1	
C00550	Plumbing Inspector	13	1	1	2	2	2	2	2	
C00551	Plumbing Inspector, Sr	14	0	0	1	1	1	1	1	
C00552	Combination Inspector	14	2	2	2	2	2	2	2	
C00553	Building Inspector	13	3	2	2	2	2	2	2	
C00554	Electrical Inspector, Sr	14	3	2	0	1	1	1	1	
C00555	Building Inspector, Sr	14	0	0	1	1	1	1	1	
C00556	Gas/Mechanical Inspector I	N/A	1	1	0	0	0	0	0	
C00557	Plumbing Inspector I	N/A	2	2	0	0	0	0	0	
C00558	Codes Inspector, Sr	17	1	1	1	1	1	1	1	
C00559	Gas/Mechanical Inspector, Sr	14	0	0	1	1	1	1	1	
C00560	Chief Signs Inspector	16	1	1	1	1	1	1	1	
C00561	Electrical Sign Inspector	10	1	2	2	2	2	2	2	
C00562	Codes Coordinator	12	1	1	1	1	1	1	1	
C00564	Senior Codes Enforcement Inspec	N/A	1	0	0	0	0	0	0	
C00565	Code Enforcement Inspector	N/A	6	0	0	0	0	0	0	
C00566	Signs Inspector	N/A	1	0	0	0	0	0	0	
C00568	Office Manager	N/A	1	1	0	0	0	0	0	
C00569	Secretary	N/A	1	0	0	0	0	0	0	
C00570	Clerk III	N/A	4	4	0	0	0	0	0	
C00571	Clerk II	N/A	0	0	0	0	0	0	0	
C00572	Clerk II	N/A	1	0	0	0	0	0	0	
C01004	Permit Clerk	5	0	0	4	4	4	4	4	
C01015	Office Manager	10	0	0	1	1	1	1	1	
C01201	Secretary	6	0	0	0	1	1	1	1	
C0xxx	Plans Reviewer	NR	0	0	0	1	1	1	1	
			39	27	29	31	31	31	31	
City Wide Services										
C00197	Custodian	2	0	0	2	2	2	2	2	
C00474	Director, City Wide Services	34	1	1	1	1	1	1	1	
C00476	Operations Coordinator	N/A	1	1	0	0	0	0	0	
C00478	Safety & Training Coordinator	N/A	1	1	1	0	0	0	0	
C00479	Accident Investigator	10	1	1	1	1	1	1	1	

Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C00480	Occupational Health Nurse	13	1	1	1	1	1	1	1	1
C00482	Purchasing Coordinator	N/A	1	1	0	0	0	0	0	0
C00483	Clerk II	N/A	1	1	0	0	0	0	0	0
C00484	Personnel Assistant	N/A	1	1	0	0	0	0	0	0
C00486	Secretary	N/A	1	1	0	0	0	0	0	0
C00487	Administrative Secretary	N/A	1	1	0	0	0	0	0	0
C00488	Clerk III	N/A	1	1	0	0	0	0	0	0
C00490	Clerk II	N/A	1	1	0	0	0	0	0	0
C00491	Custodian	N/A	2	2	0	0	0	0	0	0
C00492	Laborer III	N/A	1	1	0	0	0	0	0	0
C00651	Safety & Training Coord, Sr	15	0	0	0	1	1	1	1	1
C00747	Supply Supervisor	9	0	0	1	1	1	1	1	1
C01001	Office Assistant	3	0	0	1	1	1	1	1	1
C01002	Office Assistant, Sr	5	0	0	2	2	2	2	2	2
C01201	Secretary	6	0	0	1	1	1	1	1	1
C01204	Administrative Secretary	9	0	0	1	1	1	1	1	1
C01301	Inventory Clerk	5	0	0	1	1	1	1	1	1
C01401	Personnel Assistant	7	0	0	2	2	2	2	2	2
C01403	Administrator Coordinator	10	0	0	1	1	1	1	1	1
C01405	Operations Coordinator	25	0	0	1	1	1	1	1	1
C01521	Crew Worker	3	0	0	1	1	1	1	1	1
C01522	Crew Worker, Sr	5	0	0	1	1	1	1	1	1
			15	15	19	19	19	19	19	19
Sewer Construction & Maintenance										
C00683	Superintendent, SCM	25	1	1	1	1	1	1	1	1
C00684	General Foreman	N/A	1	1	0	0	0	0	0	0
C00685	Foreman	N/A	3	3	0	0	0	0	0	0
C00687	Foreman	N/A	0	0	0	0	0	0	0	0
C00688	Carpenter Foreman	N/A	2	2	0	0	0	0	0	0
C00689	Utility Servicer	N/A	1	1	0	0	0	0	0	0
C00691	Brick Mason	N/A	2	2	0	0	0	0	0	0
C00692	Carpenter	N/A	1	1	0	0	0	0	0	0
C00693	Equipment Operator, II	N/A	2	2	0	0	0	0	0	0
C00694	Equipment Operator III	N/A	1	1	0	0	0	0	0	0
C00695	Truck Driver II	N/A	2	2	0	0	0	0	0	0
C00696	Laborer III	N/A	7	7	0	0	0	0	0	0
C00697	Truck Driver III	N/A	2	2	0	0	0	0	0	0
C00698	Concrete Worker	6	8	8	8	8	8	8	8	8
C00699	Float Operator	N/A	1	1	0	0	0	0	0	0
C00700	Laborer II	N/A	9	2	0	0	0	0	0	0
C01502	Crew Leader, Sr	8	0	0	1	1	1	1	1	1
C01504	Crew Supervisor, Sr	12	0	0	8	8	8	8	8	8
C01506	General Supervisor, Sr	16	0	0	1	1	1	1	1	1
C01511	Equipment Operator	6	0	0	4	2	2	2	2	2
C01512	Equipment Operator, Sr	8	0	0	0	2	2	2	2	2
C01513	Heavy Equipment Operator	10	0	0	4	4	4	4	4	4
C01521	Crew Worker	3	0	0	9	9	9	9	9	9
C01522	Crew Worker, Sr	5	0	0	7	7	7	7	7	7
			43	36	43	43	43	43	43	43
Emergency										
C00494	General Foreman	N/A	1	1	0	0	0	0	0	0
C00495	Laborer II	N/A	1	1	0	0	0	0	0	0
C00496	Truck Driver II	N/A	1	1	0	0	0	0	0	0
C00498	Laborer III	N/A	6	6	0	0	0	0	0	0
C00499	Equipment Operator I	N/A	1	1	0	0	0	0	0	0
C00500	Equipment Operator I	N/A	1	1	0	0	0	0	0	0
C00503	Equipment Oper I/Foreman	N/A	1	1	0	0	0	0	0	0
C01503	Crew Supervisor	11	0	0	1	1	1	1	1	1
C01506	General Supervisor, Sr	16	0	0	1	1	1	1	1	1
C01510	Light Equipment Operator	5	0	0	1	1	1	1	1	1
C01511	Equipment Operator	6	0	0	7	7	7	7	7	7
C01512	Equipment Operator, Sr	8	0	0	2	2	2	2	2	2
			12	12	12	12	12	12	12	12
Street Cleaning										
C00538	Sanitation Worker	3	0	0	1	1	1	1	1	1
C00702	General Foreman	N/A	1	1	0	0	0	0	0	0

**Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004**

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C00703	Foreman	N/A	1	1	0	0	0	0	0	0
C00704	Equip. Operator. I	N/A	4	4	0	0	0	0	0	0
C00705	Crew Leader	N/A	3	3	0	0	0	0	0	0
C00706	Laborer III	N/A	7	7	0	0	0	0	0	0
C00707	Laborer I	N/A	15	15	0	0	0	0	0	0
C00708	Alt Sanitation Worker I/ Laborer I	N/A	4	4	0	0	0	0	0	0
C00709	Equip Operator I	N/A	2	2	0	0	0	0	0	0
C00710	Laborer II	N/A	3	3	0	0	0	0	0	0
C01502	Crew Leader, Sr	8	0	0	3	3	3	3	3	3
C01504	Crew Supervisor, Sr	12	0	0	1	1	1	1	1	1
C01506	General Supervisor, Sr	16	0	0	1	1	1	1	1	1
C01511	Equipment Operator	6	0	0	10	10	10	10	10	10
C01512	Equipment Operator, Sr	8	0	0	6	6	6	6	6	6
C01521	Crew Worker	3	0	0	18	18	18	18	18	18
			40	40	40	40	40	40	40	40
Traffic Engineering										
C00768	City Traffic Engineer	36	1	1	1	1	1	1	1	1
C00769	Assistant City Traffic Engineer	26	1	1	1	1	1	1	1	1
C00770	Traffic Operations Analyst	18	1	1	1	1	1	1	1	1
C00771	Traffic Engineering Designer	13	0	0	0	1	1	1	1	1
C00772	Traffic Control Technician	12	1	1	1	1	1	1	1	1
C00773	Drafter	N/A	1	1	0	0	0	0	0	0
C00774	Traffic Engineering Tech	10	2	2	3	3	3	3	3	3
C00776	Traffic Signal Tech.	16	1	1	1	1	1	1	1	1
C00778	Clerk II P. T.	\$8.04hr	1	1	0	1	1	1	1	1
C01204	Administrative Secretary	9	1	1	1	1	1	1	1	1
C01503	Crew Supervisor	N/A	0	0	1	0	0	0	0	0
			10	10	10	11	11	11	11	11
Engineering										
C00505	City Engineer	41	1	1	1	1	1	1	1	1
C00506	Asst. City Engineer	36	1	1	1	1	1	1	1	1
C00507	Civil Engineer III	N/A	1	1	0	0	0	0	0	0
C00509	Development Coordinator	14	1	1	1	1	1	1	1	1
C00510	Construction. Inspector Supervis	19	1	1	1	1	1	1	1	1
C00511	Manager, Construction	27	1	1	1	1	1	1	1	1
C00512	Engineering Manager	31	1	1	1	1	1	1	1	1
C00513	Engineering Designer	17	1	1	2	2	2	2	2	2
C00514	Prop. Acquisition Coordinator	14	1	1	1	1	1	1	1	1
C00515	Plans & Survey Analyst	15	1	1	1	1	1	1	1	1
C00516	Engineering Project Coordinator	20	0	0	4	4	4	4	4	4
C00517	Supervisor, Survey Party	16	1	1	1	1	1	1	1	1
C00518	Survey Party Chief	13	3	3	3	3	3	3	3	3
C00519	Civil Engineer Tech II	N/A	4	4	3	0	0	0	0	0
C00521	Construction. Inspector	13	3	3	3	3	3	3	3	3
C00522	Survey Instrument Tech.	10	4	4	4	4	4	4	4	4
C00523	Survey Technician	5	5	5	5	5	5	5	5	5
C00525	Public Works Information Tech	10	1	1	2	4	4	4	4	4
C00526	Administrative Secretary	N/A	1	1	0	0	0	0	0	0
C00527	Records Technician	N/A	1	1	0	0	0	0	0	0
C00528	Clerk III	N/A	1	1	0	0	0	0	0	0
C00529	Assistant Information Technician	N/A	1	1	0	0	0	0	0	0
C00965	Engineering Co-op	\$9.09hr	2	2	2	6	6	6	6	6
C01001	Office Assistant	3	0	0	2	2	2	2	2	2
C01204	Administrative Secretary	9	0	0	1	1	1	1	1	1
			37	37	40	43	43	43	43	43
Traffic Control										
C00197	Custodian	2	0	0	1	1	1	1	1	1
C00206	Equipment Mechanic III	13	0	0	1	1	1	1	1	1
C00360	Electrician's Assistant	5	0	0	1	1	1	1	1	1
C00743	Manager Traffic Control	25	1	1	1	1	1	1	1	1
C00744	Traffic Control Electrical Supervis	18	1	1	1	1	1	1	1	1
C00745	Traffic Electrician Apprentice	9	1	1	0	1	1	1	1	1
C00746	Traffic Electrician, Sr	15	1	1	1	1	1	1	1	1
C00747	Tool Room Supervisor	N/A	1	1	0	0	0	0	0	0
C00748	Tool Room Asst. Super.	N/A	1	1	0	0	0	0	0	0
C00749	Laborer II	N/A	1	1	0	0	0	0	0	0

Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C00751	Traffic Electrician	14	4	4	4	4	4	4	4	
C00752	Mechanic II	N/A	1	1	0	0	0	0	0	
C00753	Parking Meter Servicer	5	1	1	1	1	1	1	1	
C00754	Crew Leader	N/A	1	1	0	0	0	0	0	
C00755	Secretary	N/A	1	1	0	0	0	0	0	
C00756	Electronics Traffic Technician	14	2	2	2	2	2	2	2	
C00757	Traffic Electronic Supervisor	18	1	1	1	1	1	1	1	
C00758	Traffic Construction Technician	11			1	1	1	1	1	
C00759	Laborer III	N/A	1	1	0	0	0	0	0	
C00760	Electrician Helper	N/A	1	1	0	0	0	0	0	
C00761	Equipment Operator I	N/A	2	2	0	0	0	0	0	
C00763	Sign Fabricator	7	1	1	1	1	1	1	1	
C00764	Laborer III	N/A	3	3	0	0	0	0	0	
C00765	Laborer II	N/A	1	1	0	0	0	0	0	
C00766	Custodian	N/A	1	1	0	0	0	0	0	
C00767	Laborer II	N/A	5	5	0	0	0	0	0	
C00778	Clerk II	N/A	0	1	0	0	0	0	0	
C01001	Office assistant	3	0	0	1	1	1	1	1	
C01201	Secretary	6	0	0	1	1	1	1	1	
C01503	Crew Supervisor	11	0	0	1	1	1	1	1	
C01505	General Supervisor	14	0	0	1	1	1	1	1	
C01512	Equipment Operator, Sr	8	0	0	2	2	2	2	2	
C01521	Crew Worker	3	0	0	6	6	6	6	6	
C01522	Crew Worker, Sr	5	0	0	4	4	4	4	4	
C01523	Traffic Construction Worker	7	0	0	1	1	1	1	1	
			33	34	33	34	34	34	34	

Storm Water Management

C00513	Engineering Designer	NR	0	0	0	4	4	4	4
C00646	Sewer Maintenance Truck Operato	10	0	0	2	2	2	2	2
C00685	Foreman	N/A	2	2	0	0	0	0	0
C00686	Assistant Storm Water Manager	N/A	0	1	1	0	0	0	0
C00690	Vector Truck Driver	N/A	0	1	0	0	0	0	0
C00693	Equipment Operator II	N/A	2	2	0	0	0	0	0
C00695	Truck Driver II	N/A	2	2	0	0	0	0	0
C00696	Laborer III	N/A	6	6	0	0	0	0	0
C00697	Truck Driver III	N/A	2	2	0	0	0	0	0
C00700	Laborer II	N/A	2	2	0	0	0	0	0
C00701	Laborer III	N/A	0	1	0	0	0	0	0
C00728	Manager, Storm Water	29	1	1	1	1	1	1	1
C00729	Survey Research Coordinator	14	1	1	1	1	1	1	1
C00730	Public Relations/Education Manag	N/A	1	1	1	0	0	0	0
C00732	Flood Plain Mgmt Supervisor	N/A	1	1	1	0	0	0	0
C00733	Construction Program Supervisor	21	1	1	1	1	1	1	1
C00734	Civil Engineer Tech II	N/A	1	1	2	0	0	0	0
C00735	GIS Specialist, Sr	15	1	1	1	1	1	1	1
C00736	Water Quality Coordinator	19	1	1	1	1	1	1	1
C00737	GIS Specialist	11	1	1	1	1	1	1	1
C00738	Water Quality Technician	10	5	5	8	6	6	6	6
C00740	Biologist	14	1	1	0	1	1	1	1
C00741	Data Entry Technician	N/A	1	1	0	0	0	0	0
C01004	Permit Clerk	5	0	0	1	1	1	1	1
C01201	Secretary	6	0	0	1	1	1	1	1
C01504	Crew Supervisor, Senior	12	0	0	3	3	3	3	3
C01511	Equipment Operator	6	0	0	2	2	2	2	2
C01512	Equipment Operator, Senior	8	0	0	2	2	2	2	2
C01513	Heavy Equipment Operator	10	0	0	2	2	2	2	2
C01521	Crew Worker	3	0	0	6	6	6	6	6
C01522	Crew Worker, Sr	5	0	0	7	7	7	7	7
C0xxx	Development Coordinator	NR	0	0	0	2	2	2	2
	Total Storm Water Management		32	35	45	45	45	45	45

Street Maintenance

C00516	Engineering Project Coordinator	20	0	0	0	1	1	1	1
C00646	Sewer Maintenance Truck Operato	10	0	0	2	2	2	2	2
C00710	Assistant Superintendent	N/A	1	1	1	1	1	1	1
C00711	Foreman	N/A	2	2	0	0	0	0	0
C00712	Equipment Operator II	N/A	5	5	0	0	0	0	0
C00713	Equipment Operator III	N/A	1	1	0	0	0	0	0

Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C00714	Truck Driver III	N/A	8	8	0	0	0	0	0	0
C00715	Laborer III	N/A	1	1	0	0	0	0	0	0
C00717	Assistant Superintendent	N/A	1	1	1	0	0	0	0	0
C00718	General Foreman	N/A	2	2	0	0	0	0	0	0
C00719	Foreman	N/A	5	5	0	0	0	0	0	0
C00721	Foreman	N/A	4	4	0	0	0	0	0	0
C00722	Equipment Operator II	N/A	7	7	0	0	0	0	0	0
C00723	Truck Driver II	N/A	11	11	0	0	0	0	0	0
C00725	Laborer III	N/A	17	17	0	0	0	0	0	0
C00726	Laborer II	N/A	34	34	0	0	0	0	0	0
C00727	Vactor Truck Operator	N/A	2	2	0	0	0	0	0	0
C01504	Crew Supervisor, Sr	12	0	0	11	11	11	11	11	11
C01506	Sewer Maintenance Truck Operato	16	0	0	2	3	3	3	3	3
C01511	Crew Supervisor, Sr	6	0	0	15	11	11	11	11	11
C01512	Equipment Operator, Sr	8	0	0	4	8	8	8	8	8
C01513	Heavy Equipment Operator	10	0	0	13	13	13	13	13	13
C01521	Crew Worker	3	0	0	34	35	35	35	35	35
C01522	Crew Worker, Sr	5	0	0	18	19	19	19	19	19
Total State Street Aid			101	101	101	104	104	104	104	104

Solid Waste Fund

Sanitary Fills

C00224	Equipment Mechanic II	11	0	0	1	1	1	1	1	1
C00663	Superintendent Landfill	25	1	1	1	1	1	1	1	1
C00664	Landfill Engineering Tech	NR	1	1	1	1	1	1	1	1
C00665	Landfill Technician	12	1	1	1	1	1	1	1	1
C00666	Laborer III	N/A	2	3	0	0	0	0	0	0
C00667	Mechanic I	N/A	1	1	0	0	0	0	0	0
C00668	Vehicle Lubricator	N/A	0	0	0	0	0	0	0	0
C00669	Laborer II	N/A	4	4	0	0	0	0	0	0
C00670	Landfill Supervisor	20	1	1	1	1	1	1	1	1
C00671	Scale Operator	4	2	2	2	2	2	2	2	2
C00672	Equipment Operator, III	N/A	10	10	0	0	0	0	0	0
C00673	Truck Driver II	N/A	0	0	0	0	0	0	0	0
C00674	Truck Driver III	N/A	0	0	0	0	0	0	0	0
C01510	Light Equipment Operator	5	0	0	1	1	1	1	1	1
C01512	Equipment Operator, Sr	8	0	0	3	3	3	3	3	3
C01513	Heavy Equipment Operator	10	0	0	10	10	10	10	10	10
C01521	Crew Worker	3	0	0	3	3	3	3	3	3
			23	24	24	24	24	24	24	24

Wood Recycle

C00671	Scale Operator	4	0	0	1	1	1	1	1	1
C00780	Equipment Operator II	N/A	3	3	0	0	0	0	0	0
C00781	Scale Operator	N/A	1	1	0	0	0	0	0	0
C00782	Truck Driver IV	N/A	2	2	0	0	0	0	0	0
C00783	Wood Recycle Supervisor	N/A	1	1	0	0	0	0	0	0
C00784	Laborer II	N/A	5	5	0	0	0	0	0	0
C00785	Laborer III	N/A	0	0	0	0	0	0	0	0
C00786	Equipment Operator I	N/A	1	1	0	0	0	0	0	0
C01504	Crew Supervisor, Sr	12	0	0	1	1	1	1	1	1
C01510	Light Equipment Operator	5	0	0	1	1	1	1	1	1
C01512	Equipment Operator, Senior	8	0	0	1	2	2	2	2	2
C01513	Heavy Equipment Operator	10	0	0	5	5	5	5	5	5
C01521	Crew Worker	3	0	0	4	3	3	3	3	3
			13	13	13	13	13	13	13	13

Brush & Trash

C00462	General Foreman	N/A	2	2	0	0	0	0	0	0
C00463	Clerk I	N/A	1	1	0	0	0	0	0	0
C00464	Truck Driver II	N/A	18	18	0	0	0	0	0	0
C00466	Equip Operator I/Foreman	N/A	9	9	0	0	0	0	0	0
C00467	Laborer I	N/A	9	9	0	0	0	0	0	0
C00468	Truck Driver III	N/A	4	4	0	0	0	0	0	0
C00470	Truck Driver IV	N/A	0	0	0	0	0	0	0	0
C00471	Alt Sanitation Worker I/Laborer I	N/A	5	5	0	0	0	0	0	0
C00538	Sanitation worker	3	0	0	4	4	4	4	4	4
C01001	Office Assistant	3	0	0	1	1	1	1	1	1
C01503	Crew Supervisor	11	0	0	9	9	9	9	9	9
C01505	General Supervisor	14	0	0	2	2	2	2	2	2
C01510	Light Equip Operator	5	0	0	17	17	17	17	17	17
C01512	Equipment Operator, Sr	8	0	0	7	7	7	7	7	7
C01521	Crew Worker	3	0	0	9	9	9	9	9	9
			48	48	49	49	49	49	49	49

Recycle

C00675	Recycling supervisor	12	1	1	1	1	1	1	1	1
C00676	Recycling Attendant III	N/A	2	2	0	0	0	0	0	0
C00677	Clerk II	N/A	0	0	0	0	0	0	0	0
C00679	Recycling Attendant	2	3	3	2	2	2	2	2	2
C00680	Recycling Attendants	N/A	2	2	0	0	0	0	0	0
C01511	Equipment Operator	6	0	0	3	3	3	3	3	3
C01512	Crew Worker	8	0	0	2	2	2	2	2	2
			8	8	8	8	8	8	8	8

**Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004**

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
Garbage Collection										
C00532	Superintendent Sanitation	25	1	1	1	1	1	1	1	1
C00533	General Foreman	N/A	3	3	0	0	0	0	0	0
C00534	Clerk II	N/A	1	1	0	0	0	0	0	0
C00535	Sanitation Worker I	N/A	1	1	0	0	0	0	0	0
C00536	Truck Driver III	N/A	19	15	0	0	0	0	0	0
C00537	Sanitation Worker, Sr	5	4	4	4	4	4	4	4	4
C00538	Sanitation Worker	3	35	33	32	30	30	30	30	30
C00539	Truck Driver IV	N/A	3	7	0	0	0	0	0	0
C01001	Office Assistant	3	0	0	1	1	1	1	1	1
C01505	General Supervisor	14	0	0	3	3	3	3	3	3
C01511	Equipment Operator	6	0	0	14	14	14	14	14	14
C01512	Equipment Operator, Sr	8	0	0	8	8	8	8	8	8
			<u>67</u>	<u>65</u>	<u>63</u>	<u>61</u>	<u>61</u>	<u>61</u>	<u>61</u>	<u>61</u>
	Total Solid Waste Fund		159	158	157	155	155	155	155	155
Department of Parks & Recreation			323	340	373	393	393	393	393	393
Administration										
C00300	Administrator	45	1	1	1	1	1	1	1	1
C00301	Deputy Administrator	38	1	1	1	2	2	2	2	2
C00302	Budget Coordinator	N/A	0	1	0	0	0	0	0	0
C00304	Public Information Officer	N/A	1	1	0	0	0	0	0	0
C00305	Planner/Designer	N/A	1	1	0	0	0	0	0	0
C00306	Environmental Center Director	N/A	0	0	0	0	0	0	0	0
C00308	Assistant Planner	N/A	1	1	0	0	0	0	0	0
C00309	Executive Secretary	N/A	1	1	0	0	0	0	0	0
C00329	Recreation Management Analyst	13	0	0	0	1	1	1	1	1
C00388	Program Coordinator	12	0	0	0	1	1	1	1	1
C01207	Executive Assistant	13	1	1	1	1	1	1	1	1
C01403	Administrative Coordinator	10	0	0	1	1	1	1	1	1
C01404	Fiscal Coordinator	17	0	0	1	1	1	1	1	1
			<u>7</u>	<u>8</u>	<u>5</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>
Admin-Facility Planning										
C00305	Project Coordinator	16	0	0	1	1	1	1	1	1
C00308	Assistant Project Coord. - P&R	12	0	0	1	1	1	1	1	1
			<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Admin-Public Info										
C00304	Public Information Specialist	13	0	0	1	2	2	2	2	2
Admin-Frost Stadium										
C00362	Stadium Manager	N/A	0	0	1	0	0	0	0	0
C01502	Crew Leader, Sr	N/A	0	0	1	0	0	0	0	0
C00948	Clerk (P/T)	N/A	0	0	1	0	0	0	0	0
			<u>0</u>	<u>0</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Personnel Summary
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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
Recreation Administration										
C00374	Superintendent	N/A	1	1	1	0	0	0	0	0
C00375	Manager, Recreation Operations	21	1	1	1	1	1	1	1	1
C00376	Recreation Supervisor	N/A	3	3	0	0	0	0	0	0
C00379	Cultural Arts Coordinator	N/A	1	1	0	0	0	0	0	0
C00935	Recreation Specialist P/T	N/A	0	0	1	0	0	0	0	0
C01002	Office Assistant, Sr	N/A	0	0	1	0	0	0	0	0
C01202	Secretary, Sr	7	0	0	0	1	1	1	1	1
			<u>6</u>	<u>6</u>	<u>4</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Rec-Community Centers										
C00373	Clerk III	N/A	1	1	0	0	0	0	0	0
C00376	Recreation Supervisor	17	0	0	1	1	1	1	1	1
C00377	Outdoor Coordinator	N/A	1	1	0	0	0	0	0	0
C00378	Recreation Program Coordinator	14	0	0	1	1	1	1	1	1
C00380	Recreation Specialist, Sr	12	19	19	8	8	8	8	8	8
C00381	Recreation Program Coordinator	N/A	1	1	0	0	0	0	0	0
C00382	Recreation Specialist	9	18	18	12	11	11	11	11	11
C00383	Adult Activities Coordinator	N/A	1	1	0	0	0	0	0	0
C00384	Special Youth Coordinator	N/A	1	1	0	0	0	0	0	0
C00388	Sports Coordinator	N/A	1	1	0	0	0	0	0	0
C00934	Director (Part time)	N/A	1	1	0	0	0	0	0	0
C00935	Recreation Specialist (Part time 1	N/A	3	3	0	0	0	0	0	0
C00937	Recreation Specialist (Part time 2	N/A	8	8	0	0	0	0	0	0
C00938	Clerk (Part time 36 hrs.)	N/A	0	0	0	0	0	0	0	0
			<u>55</u>	<u>55</u>	<u>22</u>	<u>21</u>	<u>21</u>	<u>21</u>	<u>21</u>	<u>21</u>
Recreation - Summer Youth										
C00936	Outdoor Program Assistant	\$6.00hr	0	0	3	3	3	3	3	3
C00940	Assistant Tennis Coordinator	\$200.00wk	1	1	1	1	1	1	1	1
C00941	Supervisor	\$200.00wk	2	2	2	2	2	2	2	2
C00942	Softball Coordinator	N/A	1	1	0	0	0	0	0	0
C00943	Playground Leaders	\$5.15	37	47	44	36	36	36	36	36
C00945	Track Instructor	N/A	1	0	0	0	0	0	0	0
C00946	Assistant Instructor	N/A	5	0	0	0	0	0	0	0
C00947	Swimming Pool Supervisor I	\$275.00wk	2	2	2	2	2	2	2	2
C00949	Swimming Pool Manager	\$325.00wk	1	1	1	1	1	1	1	1
C00950	Aquatic Program Coordinator	\$250.00	1	1	1	1	1	1	1	1
C00951	Lifeguards	\$7.00	16	16	16	16	16	16	16	16
C00964	Outdoor Program Director	\$8.00	0	0	1	1	1	1	1	1
			<u>67</u>	<u>71</u>	<u>71</u>	<u>63</u>	<u>63</u>	<u>63</u>	<u>63</u>	<u>63</u>
Fitness Center										
C00376	Recreation Supervisor	17	0	0	1	1	1	1	1	1
C00378	Fitness Program Coordinator	N/A	1	1	0	0	0	0	0	0
C00380	Recreation Specialist, Sr	12	0	0	3	3	3	3	3	3
C00385	Recreation Specialist II	N/A	1	1	0	0	0	0	0	0
C00386	Recreation Specialist II	N/A	1	1	0	0	0	0	0	0
C00387	Fitness Specialist	N/A	1	1	0	0	0	0	0	0
C00391	Clerk II	N/A	1	1	0	0	0	0	0	0
C00954	Fitness Trainer (Part Time 30 hrs.)	\$8.27	0	1	1	1	1	1	1	1
C00960	Front Desk Clerk (Part time 18 hr	\$6.90	1	1	1	1	1	1	1	1
C01001	Office Assistant	3	0	0	1	1	1	1	1	1
			<u>6</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
Late Night Programs										
C00936	Outdoor Program Assistant	\$6.00hr	0	0	0	26	26	26	26	26
Cultural Arts										
C00381	Cultural Arts Specialist	9	0	0	3	4	4	4	4	4
C00384	Cultural Arts Manager	19	0	0	0	1	1	1	1	1
C00385	Cultural Arts Supervisor	N/A	0	0	1	0	0	0	0	0
C00387	Asst Cultural Arts Supervisor	14	0	0	1	1	1	1	1	1
C00935	Recreation Specialist P/T	N/A	0	0	1	0	0	0	0	0
			<u>0</u>	<u>0</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
Outventure										
C00378	Recreation Program Coordinator	14	0	0	1	1	1	1	1	1
C00935	Recreation Specialist P/T	\$8.53	0	0	1	1	1	1	1	1

Personnel Summary
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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected				
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	
			0	0	2	2	2	2	2	2	
Sports											
C00376	Recreation Supervisor	17	0	0	1	1	1	1	1	1	1
C00378	Recreation Program Coord.	14	0	0	1	1	1	1	1	1	1
C00380	Recreation Specialist, Sr	12	0	0	5	6	6	6	6	6	6
C00382	Recreation Specialist	9	0	0	9	9	9	9	9	9	9
C00388	Sports Coordinator	N/A	0	0	1	0	0	0	0	0	0
C00935	Recreation Specialist P/T	N/A	0	0	1	0	0	0	0	0	0
			0	0	18	17	17	17	17	17	17
At Risk Youth/Special Programs											
C00376	Recreation Supervisor	17	0	0	1	1	1	1	1	1	1
C00378	Recreation Program Coord.	14	0	0	1	1	1	1	1	1	1
C00380	Recreation Specialist, Sr	12	0	0	5	4	4	4	4	4	4
C00382	Recreation Specialist	9	0	0	7	7	7	7	7	7	7
			0	0	14	13	13	13	13	13	13
Municipal Parks											
C00195	Facilities Superintendent	N/A	0	0	1	0	0	0	0	0	0
C00224	Equipment Mechanic II	11	0	0	1	1	1	1	1	1	1
C00335	Parks Superintendent	N/A	1	1	1	0	0	0	0	0	0
C00336	Assistant Superintendent	21	1	1	1	1	1	1	1	1	1
C00337	Maintenance Supervisor	N/A	1	1	0	0	0	0	0	0	0
C00339	General Foreman	N/A	1	1	0	0	0	0	0	0	0
C00340	General Foreman	N/A	1	1	0	0	0	0	0	0	0
C00341	Custodial Supervisor	N/A	0	0	0	0	0	0	0	0	0
C00343	Assistant Maintenance Supervisor	N/A	1	1	0	0	0	0	0	0	0
C00345	HVAC Specialist	N/A	1	1	1	0	0	0	0	0	0
C00346	HVAC Assistant	N/A	0	0	1	0	0	0	0	0	0
C00347	Electrician	N/A	1	1	1	0	0	0	0	0	0
C00348	Plumber	N/A	1	1	1	0	0	0	0	0	0
C00349	Carpenter	N/A	0	0	0	0	0	0	0	0	0
C00350	Maintenance Technician	N/A	1	1	0	0	0	0	0	0	0
C00351	Painter	N/A	1	1	1	0	0	0	0	0	0
C00352	Equipment Operator II	N/A	4	4	0	0	0	0	0	0	0
C00353	Welder	N/A	1	1	1	0	0	0	0	0	0
C00354	Mechanic II	N/A	1	1	0	0	0	0	0	0	0
C00355	Safety Coordinator	N/A	1	1	1	0	0	0	0	0	0
C00355	Mechanic I	N/A	0	0	0	0	0	0	0	0	0
C00356	Custodian	N/A	0	0	0	0	0	0	0	0	0
C00357	Laborer II	N/A	4	4	0	0	0	0	0	0	0
C00359	Laborer III	N/A	14	15	0	0	0	0	0	0	0
C00360	Truck Driver III	N/A	1	1	0	0	0	0	0	0	0
C00361	Plumber Assistant	N/A	1	1	1	0	0	0	0	0	0
C00362	Stadium Manager	15	0	1	0	1	1	1	1	1	1
C00363	Electrician Assistant	N/A	1	1	1	0	0	0	0	0	0
C00364	Laborer II	N/A	2	2	0	0	0	0	0	0	0
C00365	Gardener	N/A	1	1	1	0	0	0	0	0	0
C00366	Work Foreman	N/A	0	1	0	0	0	0	0	0	0
C00367	Laborer II	N/A	5	5	0	0	0	0	0	0	0
C00368	Truck Driver II	N/A	2	2	0	0	0	0	0	0	0
C00369	Equipment Operator II	N/A	1	1	0	0	0	0	0	0	0
C00371	Clerk III	N/A	1	1	0	0	0	0	0	0	0
C00931	Custodian (Part time)	\$8.59hr	0	0	0	1	1	1	1	1	1
C00942	Softball Coordinator	\$208.00wk	0	0	1	1	1	1	1	1	1
C00943	Playground Leaders	\$5.15hr	0	0	0	8	8	8	8	8	8
C01204	Administrative Secretary	N/A	1	1	1	0	0	0	0	0	0
C01301	Inventory Clerk	N/A	0	0	1	0	0	0	0	0	0
C01504	Crew Supervisor, Sr	N/A	0	0	1	0	0	0	0	0	0
C01505	General Supervisor	N/A	0	0	1	0	0	0	0	0	0
C01506	General Supervisor, Sr	16	0	0	1	1	1	1	1	1	1
C01512	Equipment Operator, Sr	8	0	0	5	3	3	3	3	3	3
C01513	Heavy Equipment Operator	10	0	0	3	3	3	3	3	3	3
C01521	Crew Worker	3	0	0	10	3	3	3	3	3	3
C01522	Crew Worker, Sr	5	0	0	12	10	10	10	10	10	10
C01525	Building Maint. Mechanic	N/A	0	0	3	0	0	0	0	0	0
C01526	Building Maint. Mechanic, Sr	N/A	0	0	1	0	0	0	0	0	0
			52	55	54	33	33	33	33	33	33

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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
Buildings & Structures										
C00195	Facilities Superintendent	16	0	0	0	1	1	1	1	1
C00197	Custodian	2	0	0	12	10	10	10	10	10
C00341	Custodial Supervisor	N/A	1	1	0	0	0	0	0	0
C00342	Safety Aide	N/A	0	1	0	0	0	0	0	0
C00345	HVAC Specialist	12	0	0	0	1	1	1	1	1
C00346	HVAC Assistant	5	0	0	0	1	1	1	1	1
C00347	Electrician	12	0	0	0	1	1	1	1	1
C00348	Plumber	10	0	0	0	1	1	1	1	1
C00351	Painter	7	0	0	0	1	1	1	1	1
C00353	Welder	10	0	0	0	1	1	1	1	1
C00356	Custodian	N/A	13	12	0	0	0	0	0	0
C00358	Laborer III	N/A	1	1	0	0	0	0	0	0
C00361	Plumber Assistant	5	0	0	0	1	1	1	1	1
C00363	Electrician Assistant	5	0	0	0	1	1	1	1	1
C00931	Custodian, P.T.	N/A	1	1	1	0	0	0	0	0
C01504	Crew Supervisor, Sr	12	0	0	0	1	1	1	1	1
C01505	General Supervisor	14	0	0	1	1	1	1	1	1
C01512	Equipment Operator, Sr	8	0	0	0	1	1	1	1	1
C01521	Crew Worker	3	0	0	0	2	2	2	2	2
C01522	Crew Worker, Sr	5	0	0	2	2	2	2	2	2
C01525	Building Maint. Mechanic	7	0	0	0	3	3	3	3	3
C01526	Building Maint. Mechanic, Sr	12	0	0	0	1	1	1	1	1
			16	16	16	30	30	30	30	30
Zoo										
C00416	Zoo Supervisor	20	1	1	1	1	1	1	1	1
C00417	Assistant Zoo Supervisor	12	1	1	1	1	1	1	1	1
C00418	Zookeeper	6	5	5	4	4	4	4	4	4
C00419	Zookeeper, Sr	7	0	0	1	1	1	1	1	1
C00980	ZOO Education Curator	10	1	1	1	1	1	1	1	1
			8	8	8	8	8	8	8	8
Ross's Landing/Plaza										
C00389	General Foreman	N/A	1	1	0	0	0	0	0	0
C00390	Assistant Grounds Foreman	N/A	1	1	0	0	0	0	0	0
C00392	Crew Leader	N/A	2	2	0	0	0	0	0	0
C00393	Laborer II	N/A	13	13	0	0	0	0	0	0
C00850	Ranger	4	0	0	4	5	5	5	5	5
C00863	Ranger Supervisor	9	0	0	1	1	1	1	1	1
C00953	Ranger P/T	\$8.76hr	0	0	8	11	11	11	11	11
C00985	Groundskeepers	\$6.36hr	4	4	4	4	4	4	4	4
C01502	Crew Leader, Sr	8	0	0	4	4	4	4	4	4
C01503	Crew Supervisor	11	0	0	2	2	2	2	2	2
C01506	General Supervisor, Sr	16	0	0	1	1	1	1	1	1
C01511	Equipment Operator	6	0	0	2	2	2	2	2	2
C01521	Crew Worker	3	0	0	17	17	17	17	17	17
			21	21	43	47	47	47	47	47
Municipal Forestry										
C00311	Municipal Forester	1	1	1	1	1	1	1	1	1
C00312	Forestry Technician	1	1	1	1	1	1	1	1	1
C00313	Forestry Crew Leader	N/A	1	1	0	0	0	0	0	0
C00332	Laborer II	N/A	1	1	0	0	0	0	0	0
C00333	Tree Trimmer	6	1	1	1	1	1	1	1	1
C00933	Forestry Intern	\$9.00hr	0	1	1	1	1	1	1	1
C01503	Crew Supervisor	11	0	0	1	1	1	1	1	1
C01511	Equipment Operator	6	0	0	1	1	1	1	1	1
			5	6	6	6	6	6	6	6
Carousel Operations										
C00307	Park & Carousel Manager	17	0	0	1	1	1	1	1	1
C00310	Carousel Curator	11	0	0	1	1	1	1	1	1
C00968	Carousel Assistant P/T	\$6.06hr	0	0	3	3	3	3	3	3
			0	0	5	5	5	5	5	5

Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
Park Administration										
C00335	Parks Superintendent	26	0	0	0	1	1	1	1	1
C00355	Safety Coordinator	13	0	0	0	1	1	1	1	1
C01202	Secretary, Sr	7	0	0	0	1	1	1	1	1
C01301	Inventory Clerk	5	0	0	0	1	1	1	1	1
			0	0	0	4	4	4	4	4
Landscape										
C00365	Gardener	5	0	0	0	1	1	1	1	1
C01505	General Supervisor	14	0	0	0	1	1	1	1	1
C01512	Equipment Operator, Sr	8	0	0	0	1	1	1	1	1
C01521	Crew Worker	3	0	0	0	5	5	5	5	5
C01522	Crew Worker, Sr	5	0	0	0	3	3	3	3	3
			0	0	0	11	11	11	11	11
Memorial Auditorium & Tivoli										
C00400	Facilities Manager	N/A	1	1	0	0	0	0	0	0
C00401	Business Coordinator	N/A	1	1	0	0	0	0	0	0
C00402	Operations Coordinator	N/A	1	1	0	0	0	0	0	0
C00403	Receptionist	N/A	0	3	0	0	0	0	0	0
C00404	Technical Director	N/A	1	1	0	0	0	0	0	0
C00405	Stage Manager	N/A	1	1	0	0	0	0	0	0
C00406	Marketing Coordinator	N/A	1	1	0	0	0	0	0	0
C00407	Cashier	N/A	0	1	0	0	0	0	0	0
C00408	Painter	N/A	1	1	0	0	0	0	0	0
C00409	Concession Supervisor	N/A	1	1	0	0	0	0	0	0
C00410	Box Office Manager	N/A	1	1	0	0	0	0	0	0
C00412	Custodian Foreman	N/A	1	1	0	0	0	0	0	0
C00413	Custodian	N/A	3	3	0	0	0	0	0	0
C00944	Temporary Clerk	N/A	0	3	0	0	0	0	0	0
C00955	Concession Employee (Part time)	N/A	18	18	0	0	0	0	0	0
C00956	Box Office Cashier (Part time 25 h	N/A	3	2	0	0	0	0	0	0
C00957	Receptionist (Part time 25 hrs.)	N/A	1	0	0	0	0	0	0	0
C00958	Phone Sales Clerk (Part time 25 h	N/A	5	5	0	0	0	0	0	0
			40	45	0	0	0	0	0	0
Memorial Auditorium										
C00197	Custodian	2	0	0	2	2	2	2	2	2
C00405	Stage Manager	11	0	0	1	1	1	1	1	1
			0	0	3	3	3	3	3	3
Civic Facilities Concessions										
C00955	Concession Employees P/T	\$7.13hr	0	0	18	14	14	14	14	14
Tivoli Theatre										
C00197	Custodian	2	0	0	1	1	1	1	1	1
C00405	Stage Manager	11	0	0	1	1	1	1	1	1
			0	0	2	2	2	2	2	2
Civic Facilities Administration										
C00400	Manager, Civic Facilities	29	0	0	1	1	1	1	1	1
C00401	Business Coordinator	17	0	0	1	1	1	1	1	1
C00402	Super, Civic Facilities Operator	15	0	0	1	1	1	1	1	1
C00406	Facilities Marketing Coordinator	14	0	0	1	1	1	1	1	1
C00408	Painter	N/A	0	0	1	0	0	0	0	0
C00409	Concessions Coordinator	9	0	0	1	1	1	1	1	1
C00410	Box Office Coordinator	11	0	0	1	1	1	1	1	1
C00411	House Manager	11	0	0	0	1	1	1	1	1
C00944	Temp Clerk P/T	\$7.45hr	0	0	3	1	1	1	1	1
C00956	Box Office Cashiers P/T	\$8.40hr	0	0	2	2	2	2	2	2
C00958	Phone Sales Clerks P/T	\$8.21hr	0	0	5	5	5	5	5	5
C01001	Office Assistant	3	0	0	2	2	2	2	2	2
C01501	Crew Leader	6	0	0	1	1	1	1	1	1
			0	0	20	18	18	18	18	18
Municipal Golf Course										
C00224	Equipment Mechanic II	11	0	0	2	2	2	2	2	2
C00314	Golf Course Manager	20	1	1	1	1	1	1	1	1
C00315	Admin Manager, Golf Course	21	1	1	1	1	1	1	1	1

Personnel Summary
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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C00317	Golf Course Superintendent	18	2	2	2	2	2	2	2	2
C00319	Assistant Superintendent	10	2	2	2	2	2	2	2	2
C00320	Pro Shop Manager	14	2	2	2	2	2	2	2	2
C00321	Concession Attendant	2	0	3	4	4	4	4	4	4
C00322	Grill Manager	N/A	2	1	0	0	0	0	0	0
C00323	Operator II	N/A	4	4	0	0	0	0	0	0
C00324	Laborer II	N/A	6	6	0	0	0	0	0	0
C00326	Golf Course Ranger	3	3	3	3	3	3	3	3	3
C00327	Mechanic II	N/A	2	2	0	0	0	0	0	0
C00330	Proshop Clerk	6	2	2	2	2	2	2	2	2
C00331	Clerk III	N/A	1	1	0	0	0	0	0	0
C00925	Proshop Attendant (Part time)	\$7.89hr	2	2	2	2	2	2	2	2
C00926	Laborer (Part time)	\$8.20hr	6	6	8	8	8	8	8	8
C00927	Food Clerk (Part time)	\$6.84hr	3	3	3	3	3	3	3	3
C00930	Horticultural Specialist	N/A	1	1	0	0	0	0	0	0
C01002	Office Assistant, Sr	5	0	0	1	1	1	1	1	1
C01512	Equipment Operator, Sr	8	0	0	2	2	2	2	2	2
C01521	Crew Worker	3	0	0	8	8	8	8	8	8
			40	42	43	43	43	43	43	43
Department of General Services			134	136	138	139	139	139	139	139
General Services General Fund			44	46	47	48	48	48	48	48
Administration										
C00175	Administrator	47	1	1	1	1	1	1	1	1
C00176	Deputy Administrator	38	1	1	1	1	1	1	1	1
C00177	Manager of Real Property	22	1	1	1	1	1	1	1	1
C00180	Executive Secretary	N/A	1	1	0	0	0	0	0	0
C00184	Clerk IV	N/A	1	1	0	0	0	0	0	0
C00992	Director of Contract Management	19	0	1	1	1	1	1	1	1
C01201	Secretary	6	0	0	1	1	1	1	1	1
C01207	Executive Assistant	13	0	0	1	1	1	1	1	1
C01403	Administrative Coordinator	10	0	0	1	1	1	1	1	1
			5	6	7	7	7	7	7	7
Employee Benefits Office										
C00101	Benefits Assistant	8	0	0	1	1	1	1	1	1
C00182	Risk Manager	28	1	1	1	1	1	1	1	1
C00183	Benefits Coordinator	9	0	0	1	1	1	1	1	1
C00266	Loss Control Coordinator	17	1	1	1	1	1	1	1	1
C00267	Clerk VI	N/A	1	1	0	0	0	0	0	0
C00268	Loss Prevention Specialist	N/A	1	1	0	0	0	0	0	0
			4	4	4	4	4	4	4	4
City Hall/Annex Maintenance										
C00178	Security Guard	1	0	0	1	1	1	1	1	1
C00179	Department Coordinator	N/A	1	1	0	0	0	0	0	0
C00195	Facilities Superintendent	16	1	1	1	1	1	1	1	1
C00196	Custodian Foreman	N/A	2	2	0	0	0	0	0	0
C00197	Custodian	2	10	11	9	9	9	9	9	9
C00198	Guard	\$7.61hr	3	2	2	2	2	2	2	2
C00201	Laborer II	N/A	1	1	0	0	0	0	0	0
C01501	Crew Leader	6	0	0	2	2	2	2	2	2
C01521	Crew Worker	3	0	0	1	1	1	1	1	1
C01522	Crew Worker, Sr	5	0	0	1	1	1	1	1	1
			18	18	17	17	17	17	17	17
Electronics Division										
C00199	Electronics Supervisor	24	1	1	1	1	1	1	1	1
C00200	Electronics Comm Technician	14	4	4	5	5	5	5	5	5
			5	5	6	6	6	6	6	6
Purchasing										
C00250	Purchasing Agent	27	1	1	1	1	1	1	1	1
C00251	Assistant Purchasing Agent	17	1	1	2	2	2	2	2	2
C00252	Buyer	13	3	3	4	4	4	4	4	4

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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C00253	Assistant Purchasing Agent	N/A	0	1	0	0	0	0	0	0
C00255	Secretary	N/A	1	1	0	0	0	0	0	0
C00256	Purchasing Technician	N/A	1	1	0	0	0	0	0	0
C00258	Purchasing Technician	8	1	1	4	5	5	5	5	5
C00259	Clerk I	N/A	1	1	0	0	0	0	0	0
C00260	Mail/File Clerk	N/A	1	1	0	0	0	0	0	0
C00262	Contract Technician	N/A	1	1	0	0	0	0	0	0
C00263	Purchasing Technician	N/A	1	1	0	0	0	0	0	0
C01001	Office Assistant	3	0	0	2	2	2	2	2	2
			12	13	13	14	14	14	14	14

Municipal Garage - Amnicola

C00202	Garage Superintendent	N/A	1	1	0	0	0	0	0	0
C00203	Asst Garage Superintendent	N/A	1	1	0	0	0	0	0	0
C00204	Shop supervisor	18	1	1	4	4	4	4	4	4
C00206	Equipment Mechanic III	13	3	3	3	3	3	3	3	3
C00207	Mechanic II	N/A	6	6	0	0	0	0	0	0
C00208	Equipment Mechanic I	9	9	9	8	8	8	8	8	8
C00210	Shop Foreman	N/A	1	1	0	0	0	0	0	0
C00211	Body Repair Tech	N/A	1	1	0	0	0	0	0	0
C00212	Executive Secretary	N/A	1	1	0	0	0	0	0	0
C00214	Clerk IV	N/A	2	2	0	0	0	0	0	0
C00215	Clerk II	N/A	2	2	0	0	0	0	0	0
C00216	Laborer I	N/A	3	3	0	0	0	0	0	0
C00217	Laborer II	N/A	1	1	0	0	0	0	0	0
C00218	Garage Superintendent	23	0	0	1	1	1	1	1	1
C00224	Equipment Mechanic II	11	0	0	8	8	8	8	8	8
C01301	Inventory Clerk	5	0	0	2	2	2	2	2	2
C01302	Inventory Clerk, Sr	6	0	0	2	2	2	2	2	2
C01521	Crew Worker	3	0	0	4	4	4	4	4	4
Total Municipal Garage-Amnicola			32	32	32	32	32	32	32	32

Real Estate

C00990	Property Service Coordinator	14	0	0	2	2	2	2	2	2
C00991	Records Coordinator	N/A	0	1	0	0	0	0	0	0
Total Real Estate Fund			0	1	2	2	2	2	2	2

Municipal Garage - 12th Street

C00197	Custodian	2	0	0	1	1	1	1	1	1
C00204	Shop Supervisor	18	0	0	3	3	3	3	3	3
C00206	Equipment Mechanic III	13	0	0	6	6	6	6	6	6
C00208	Equipment Mechanic I	9	0	0	6	6	6	6	6	6
C00218	Garage Superintendent	23	1	1	1	1	1	1	1	1
C00219	Shop Foreman	N/A	3	3	0	0	0	0	0	0
C00220	Parts Room Supervisor	11	1	1	1	1	1	1	1	1
C00222	Office Manager	N/A	1	1	0	0	0	0	0	0
C00223	Mechanic III	N/A	5	5	0	0	0	0	0	0
C00224	Equipment Mechanic II	11	14	14	13	13	13	13	13	13
C00226	Mechanic I	N/A	6	6	0	0	0	0	0	0
C00228	Data Entry Clerk I	N/A	1	1	0	0	0	0	0	0
C00230	Clerk IV	N/A	2	2	0	0	0	0	0	0
C00231	Clerk II	N/A	1	1	0	0	0	0	0	0
C00232	Vehicle Servicer	6	1	1	4	4	4	4	4	4
C00234	Laborer II	N/A	1	1	0	0	0	0	0	0
C00235	Equipment Operator I	N/A	1	1	1	1	1	1	1	1
C00236	Tire Servicer	N/A	3	3	0	0	0	0	0	0
C00238	Truck Driver	N/A	1	1	0	0	0	0	0	0
C00240	Custodian	N/A	1	1	0	0	0	0	0	0
C00241	Vehicle Lubricator	N/A	1	1	0	0	0	0	0	0
C00242	Laborer I	N/A	2	2	0	0	0	0	0	0
C00353	Welder	10	2	2	2	2	2	2	2	2
C01015	Office Manager	10	0	0	1	1	1	1	1	1
C01301	Inventory Clerk	5	0	0	3	3	3	3	3	3
C01302	Inventory Clerk, Sr	6	0	0	2	2	2	2	2	2
C01513	Heavy Equipment Operator	10	0	0	1	1	1	1	1	1
C01521	Crew Worker	3	0	0	2	2	2	2	2	2
C01522	Crew Worker, Sr	5	0	0	1	1	1	1	1	1
Total Municipal Garage-12th Street			48	48	48	48	48	48	48	48

Personnel Summary
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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
Municipal Gas Station										
C00243	Service Station Manager	N/A	1	1	0	0	0	0	0	0
C00247	Truck Driver IV	N/A	1	1	0	0	0	0	0	0
C01513	Heavy Equipment Operator	10	0	0	1	1	1	1	1	1
Total Municipal Gas Station			2	2	1	1	1	1	1	1
Community Development										
C00188	Manager, Econ & Com Developm	27	1	1	1	1	1	1	1	1
C00189	Manger, Plan & Program Develop	27	1	1	1	1	1	1	1	1
C00191	Grants Coordinator	16	0	0	1	1	1	1	1	1
C00192	Community Development Speciali	13	4	4	2	2	2	2	2	2
C00193	Secretary	N/A	1	1	0	0	0	0	0	0
C01202	Secretary, Senior	7	0	0	1	1	1	1	1	1
C01404	Fiscal Coordinator	17	1	1	1	1	1	1	1	1
C01709	Planner	14	0	0	1	1	1	1	1	1
Total Community Development			8	8	8	8	8	8	8	8
Department of Personnel			13	13	14	15	15	15	15	15
C00270	Director	42	1	1	1	1	1	1	1	1
C00271	Assistant Personnel Director	22	1	1	2	2	2	2	2	2
C00272	Class/Comp Analyst	15	1	1	1	1	1	1	1	1
C00274	Personnel Analyst	17	2	2	2	2	2	2	2	2
C00275	Personnel Records Specialist	14	1	1	1	1	1	1	1	1
C00276	Personnel Investigator	14	1	1	1	1	1	1	1	1
C00278	Personnel Coordinator	N/A	1	1	0	0	0	0	0	0
C00279	Personnel Technicians	10	2	2	3	3	3	3	3	3
C00280	Secretary	N/A	1	1	0	0	0	0	0	0
C00282	Clerk II	N/A	1	1	0	0	0	0	0	0
C00920	Clerk (part time)	\$8.00hr	1	1	1	1	1	1	1	1
C01002	Office Assistant, Sr	5	0	0	1	1	1	1	1	1
C01205	Administrative Secretary, Sr	11	0	0	1	1	1	1	1	1
C0xxx	Personnel Assistant	NR	0	0	0	1	1	1	1	1
Department of Neighborhood Services			3	17	21	26	26	26	26	26
Administration										
C00050	Administrator	45	1	1	1	1	1	1	1	1
C00051	E. E. O. Specialist	N/A	1	1	1	0	0	0	0	0
C00053	Assist. to Admin, Neighborhood :	NR	0	0	1	1	1	1	1	1
C00052	Secretary	N/A	1	1	0	0	0	0	0	0
C01205	Administrative Secretary, Sr	11	0	0	1	1	1	1	1	1
C0xxx	Office Assistant	NR	0	0	0	1	1	1	1	1
			3	3	4	4	4	4	4	4
Codes & Community Ser										
C00542	Manager, Codes & Commuinity S	19	0	1	1	1	1	1	1	1
C00564	Senior Code Enforcement Inspect	N/A	0	1	0	0	0	0	0	0
C00565	Code Enforcement Inspector	11	0	8	9	10	10	10	10	10
C00569	Secretary	NR	0	1	0	0	0	0	0	0
C00572	Clerk II	NR	0	1	0	0	0	0	0	0
C00573	Codes Enforcement Data Coord	8	0	0	1	1	1	1	1	1
C00574	Chief Code Enforcement Inspecto	15	0	0	2	2	2	2	2	2
C01001	Office Assistant	3	0	0	1	1	1	1	1	1
C01202	Secretary, Senior	7	0	0	1	1	1	1	1	1
			0	12	15	16	16	16	16	16
Human Rights										
C00051	Manager, Neighborhood Services	17	0	1	1	1	1	1	1	1
C00157	Human Rights Technician	9	0	1	1	1	1	1	1	1
			0	2	2	2	2	2	2	2
Neighborhood Relations										
C00155	Neighborhood Relation Coordin	14	0	0	0	3	3	3	3	3
C0xxx	Program Coordinator	NR	0	0	0	1	1	1	1	1
			0	0	0	4	4	4	4	4

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Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
Interceptor Sewer System			122	121	121	118	117	117	117	117
Administration										
C00482	Inventory Control Coordinator	12	0	0	1	1	1	1	1	1
C00575	Waste Resources Director	39	1	1	1	1	1	1	1	1
C00576	Financial Coordinator	N/A	1	1	0	0	0	0	0	0
C00577	Purchasing Technician	N/A	1	1	0	0	0	0	0	0
C00579	System Technician	15	1	1	1	1	1	1	1	1
C00580	Warehouse Supervisor	11	1	1	1	1	1	1	1	1
C00583	Clerk IV	N/A	1	1	0	0	0	0	0	0
C00584	Clerk IV	N/A	1	1	0	0	0	0	0	0
C00585	Clerk IV	N/A	1	1	0	0	0	0	0	0
C00587	Clerk II	N/A	1	1	0	0	0	0	0	0
C00588	Clerk II	N/A	1	1	0	0	0	0	0	0
C00589	Clerk I	N/A	0	0	0	0	0	0	0	0
C01001	Office Assistant	3	0	0	1	1	1	1	1	1
C01002	Office Assistant, Sr	5	0	0	1	0	0	0	0	0
C01201	Secretary	6	0	0	0	1	1	1	1	1
C01204	Administrative Secretary	9	1	1	1	1	1	1	1	1
C01301	Inventory Clerk	5	0	0	2	2	2	2	2	2
C01401	Personnel Assistant	7	0	0	1	1	1	1	1	1
C01404	Fiscal Coordinator	17	0	0	1	1	1	1	1	1
			<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
Laboratory										
C00591	Quality Control Manager	27	1	1	1	1	1	1	1	1
C00592	Laboratory Technician, Sr	12	4	4	4	4	4	4	4	4
C00593	Laboratory Technician	10	1	1	1	0	0	0	0	0
C00594	Chemist	15	1	1	1	1	1	1	1	1
C00595	Laboratory Assistant	9	1	1	1	1	1	1	1	1
			<u>8</u>	<u>8</u>	<u>8</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
Engineering										
C00597	System Engineer	31	1	1	1	1	1	1	1	1
C00598	ISS Project Coordinator	16	1	1	1	1	1	1	1	1
C00644	Inflow & Infiltration Supervisor	21	0	0	0	1	1	1	1	1
			<u>2</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
Plant Maintenance										
C00351	Painter	7	0	0	2	2	2	2	2	2
C00601	Plant Maintenance Supervisor	24	1	1	1	1	1	1	1	1
C00602	Foreman	N/A	1	1	0	0	0	0	0	0
C00603	Electric Inst. Maint. Supervisor	19	1	1	1	1	1	1	1	1
C00605	Chief Maint. Mechanic	19	2	2	2	2	2	2	2	2
C00606	Electrician	N/A	1	1	0	0	0	0	0	0
C00607	Pump Station Mechanic	N/A	0	0	0	0	0	0	0	0
C00609	Computer Maintenance Technician	N/A	1	1	0	0	0	0	0	0
C00610	Plant Maint. Mechanic	11	9	9	9	9	9	9	9	9
C00611	Electrical Instrument Technician	12	3	3	5	5	5	5	5	5
C00613	Clerk II	N/A	1	1	0	0	0	0	0	0
C00614	Laborer III	N/A	1	1	0	0	0	0	0	0
C00615	Laborer III	N/A	2	2	0	0	0	0	0	0
C00618	Plant Maintenance Lubricator	6	2	2	2	2	2	2	2	2
C00619	Mechanic Helper	N/A	0	0	0	0	0	0	0	0
C00621	Laborer II	N/A	4	3	0	0	0	0	0	0
C01002	Office Assistant, Sr	N/A	0	0	1	1	0	0	0	0
C01503	Crew Supervisor	11	0	0	1	1	1	1	1	1
C01521	Crew Worker	3	0	0	3	1	1	1	1	1
C01522	Crew Worker, Sr	5	0	0	1	1	1	1	1	1
			<u>29</u>	<u>28</u>	<u>28</u>	<u>26</u>	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>
Sewer Maintenance										
C00622	Sewer Maintenance Supervisor	N/A	1	1	0	0	0	0	0	0
C00623	Foreman	N/A	4	4	0	0	0	0	0	0
C00625	Equipment Operator II	N/A	2	2	0	0	0	0	0	0
C00626	Laborer III	N/A	8	8	0	0	0	0	0	0
C00628	Truck Driver III	N/A	0	2	0	0	0	0	0	0
C00629	Truck Driver II	N/A	3	1	0	0	0	0	0	0
C00646	Sewer Maint. Truck Operator	10	0	0	1	1	1	1	1	1
C01504	Crew Supervisor, Sr	12	0	0	4	4	4	4	4	4

**Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004**

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C01506	General Supervisor, Sr	16	0	0	1	1	1	1	1	1
C01511	Equipment Operator	6	0	0	1	2	2	2	2	2
C01512	Equipment Operator, Sr	8	0	0	2	2	2	2	2	2
C01513	Heavy Equipment Operator	10	0	0	2	2	2	2	2	2
C01522	Crew Worker, Sr	5	0	0	7	6	6	6	6	6
			18	18	18	18	18	18	18	18
Moc Bend Treatment Plant - Liquid Handling										
C00630	Plant Superintendent	20	1	1	1	1	1	1	1	1
C00631	Plant Operation Supervisor Liquid	13	1	1	1	1	1	1	1	1
C00633	Chief Operator	16	4	4	4	4	4	4	4	4
C00634	Plant Operator, Sr	8	4	4	8	8	8	8	8	8
C00635	Operator III	N/A	4	4	0	0	0	0	0	0
C00636	Plant Operator Principal	13	0	0	0	4	4	4	4	4
C00638	Plant Operator	9	4	4	8	4	4	4	4	4
C00639	Operator II	N/A	4	4	0	0	0	0	0	0
C01201	Secretary	6	1	1	1	0	0	0	0	0
			23	23	23	22	22	22	22	22
Inflow & Infiltration										
C00644	Inflow & Infiltration Supervisor	N/A	1	1	1	0	0	0	0	0
C00645	TV Truck Operator	N/A	3	3	0	0	0	0	0	0
C00646	Sewer Maint. Truck Operator	10	2	2	5	2	2	2	2	2
C00648	Laborer III	N/A	3	3	0	0	0	0	0	0
C01504	Crew Supervisor Senior	12	0	0	0	3	3	3	3	3
C01522	Crew Worker, Sr	5	0	0	3	4	4	4	4	4
			9	9	9	9	9	9	9	9
Safety & Training										
C00650	Guard	N/A	1	1	0	0	0	0	0	0
C00651	Safety/Training Coordinator	15	0	1	1	1	1	1	1	1
C00671	Scale Operator	4	0	0	1	1	1	1	1	1
			1	2	2	2	2	2	2	2
Pretreatment/Monitoring										
C00652	Pretreatment Coordinator	15	1	1	1	1	1	1	1	1
C00653	Monitor Technician, Sr	10	3	3	2	2	2	2	2	2
C00654	Monitor Technician	8	1	1	1	1	1	1	1	1
C00655	Pretreatment Inspector	10	0	0	1	1	1	1	1	1
C01201	Secretary	6	1	1	1	1	1	1	1	1
			6	6	6	6	6	6	6	6
Moc Bend Treatment Plant - Solid Handling										
C00657	Plant Operations Supervisor-Solid	21	1	1	1	1	1	1	1	1
C00658	Truck Driver / Instructor	N/A	1	1	0	0	0	0	0	0
C00660	Truck Driver III	N/A	9	8	0	0	0	0	0	0
C00661	Plant Operator, Sr	12	4	4	4	4	4	4	4	4
C01503	Crew Supervisor	11	0	0	1	1	1	1	1	1
C01512	Equipment Operator, Sr	8	0	0	8	8	8	8	8	8
			15	14	14	14	14	14	14	14
Human Services			270	266	265	265	265	265	265	265
Administration										
C1A010	Administrator	45	1	1	1	1	1	1	1	1
C1A030	Assistant Administrator-Fiscal Oper	1,590.54/BW	1	1	0	0	0	0	0	0
C1A080	Executive Assistant	1,047.24/BW	1	1	1	1	1	1	1	1
	Accounting Supervisor	1,226.06/BW	0	0	1	1	1	1	1	1
C1A120	Senior Accounting Clerk	1,053.22/BW	2	2	2	2	2	2	2	2
C1A171	Deputy Administrator	1,638.72/BW	1	1	0	0	0	0	0	0
C1A220	Clerk	807.63/BW	1	1	1	1	1	1	1	1
C1A300	Receptionist	777.82/BW	1	1	1	1	1	1	1	1
C1A310	Data Entry	6.49/HR	1	1	1	1	1	1	1	1
C1A320	Information Management Coordinator	279.50/BW	0	1	1	1	1	1	1	1
C1A330	Data Technician	712.19/BW	0	1	1	1	1	1	1	1
C1A910	Data Entry	n/a	0	0	0	0	0	0	0	0
			9	11	10	10	10	10	10	10
Occupancy										
C1B050	Utility Worker	542.20/BW	0	1	1	1	1	1	1	1
C1B270	Building & Ground Supervisor	894/BW	0	0	0	0	0	0	0	0

Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
			0	1	1	1	1	1	1	1
Community Services Block Grant										
C1C020	Bookkeeper/Record Clerk	963.96/BW	1	1	1	1	1	1	1	1
C1C040	Service Delivery Worker II	798.86/BW	4	4	4	4	4	4	4	4
C1C050	Social Service Manager	1,288.46/BW	1	1	1	1	1	1	1	1
C1C160	Service Delivery Worker IV	1,254.74/BW	2	2	2	2	2	2	2	2
C1C170	Energy Specialist	964.04/BW	1	1	1	1	1	1	1	1
C1C180	WAP Specialist	939.42/BW	1	0	0	0	0	0	0	0
C1C190	Lead Service Delivery Worker III	817.15/BW	1	0	0	0	0	0	0	0
C1C200	Data Entry Clerk	722.97/BW	1	1	1	1	1	1	1	1
C1C210	Intake Specialist/Service Delivery	722.97/BW	1	1	1	1	1	1	1	1
C1C220	Director of Social Services	1,269.23/BW	13	1	1	1	1	1	1	1
C1C300	Data Entry Operator	800.00/BW	0	1	1	1	1	1	1	1
			26	13	13	13	13	13	13	13
Day Care										
C1D010	Child Care Manager	1,470.59/BW	1	1	1	1	1	1	1	1
C1D060	Clerk Typist V	879.01/BW	1	1	1	1	1	1	1	1
C1D071	Teacher	690.83/BW	8	8	8	8	8	8	8	8
C1D100	Teacher Assistant	520.63/BW	7	7	7	7	7	7	7	7
C1D111	Social Service Assist/Placement	875.43/BW	1	1	1	1	1	1	1	1
C1D120	Cook	477.74/BW	2	2	2	2	2	2	2	2
C1D130	Maintenance/ Repair Worker	554.00/BW	0	0	0	0	0	0	0	0
C1D241	Lead Teacher	903.28/BW	1	1	1	1	1	1	1	1
C1D270	Cook II	608.22/BW	1	1	1	1	1	1	1	1
C1D320	Social Services Coordinator	1,010.38/BW	1	1	1	1	1	1	1	1
C1D340	Child Care Broker	1,470.59/BW	5	5	5	5	5	5	5	5
C1D350	Invoice Clerk I	624.00/BW	1	1	1	1	1	1	1	1
C1D360	Field Placement Worker	650.66/BW	2	2	2	2	2	2	2	2
C1D370	Receptionist	480.19/BW	0	1	1	1	1	1	1	1
C1D380	Broker Service Manager	1,470.60/BW	1	1	1	1	1	1	1	1
C1D400	Payment Technician	634.61/BW	1	1	1	1	1	1	1	1
			31	32	32	32	32	32	32	32
Energy Project										
C1E020	Weatherization Coordinator	1,254.75/BW	0	1	1	1	1	1	1	1
C1E030	Weatherization Clerk	692.31/BW	1	1	1	1	1	1	1	1
C1E080	WAP Specialist/SS Delivery Clerk	1,007.15/BW	0	1	1	1	1	1	1	1
			0	3	3	3	3	3	3	3
Foster Grandparents										
C1F020	Foster Grand Field Supervisor	890.33/BW	0	0	0	0	0	0	0	0
C1F030	Foster Grand Coordinator	1,032.96/BW	1	1	1	1	1	1	1	1
C1F060	Clerk	756.28/BW	1	1	1	1	1	1	1	1
			2	2	2	2	2	2	2	2
Head Start Centers										
C1H020	Family Service Assistant	503.19/BW	3	5	5	5	5	5	5	5
C1H041	Head Start/ CC Teacher Assist I	552/BW	0	0	0	0	0	0	0	0
C1H060	Health/ Nutrition Coordinator	966/BW	1	1	1	1	1	1	1	1
C1H080	Teacher	887.60/BW	25	29	29	29	29	29	29	29
C1H081	CCDBG Teacher	991/BW	0	0	0	0	0	0	0	0
C1H085	Teacher	760/BW	0	0	0	0	0	0	0	0
C1H087	Teacher Assistant	365.40/BW	0	0	0	0	0	0	0	0
C1H089	Teacher Assistant	685.31/BW	26	33	33	33	33	33	33	33
C1H140	Family Service Coordinator	1,509.74/BW	1	1	1	1	1	1	1	1
C1H150	Family Service Supervisor	668.31/BW	3	3	3	3	3	3	3	3
C1H155	Parent Involvement Supervisor	985.60/BW	1	1	1	1	1	1	1	1
C1H190	Family Service Assistant	774.44/BW	12	13	13	13	13	13	13	13
C1H210	Secretary III	865.60/BW	0	0	0	0	0	0	0	0
C1H220	Administrative Assistant	1,211.54/BW	0	0	0	0	0	0	0	0
C1H230	Associate Director	2,000/BW	0	0	0	0	0	0	0	0
C1H240	Head Start / PCC Manager	2,139.23/BW	1	1	1	1	1	1	1	1
C1H250	Fiscal Officer	1,153.85/BW	2	2	2	2	2	2	2	2
C1H270	Dietary Supervisor	521.66/BW	2	2	2	2	2	2	2	2
C1H310	Nurse	833.97/BW	2	2	2	2	2	2	2	2
C1H320	Lead Teacher/ Center Supervisor	986.46/BW	2	2	2	2	2	2	2	2
C1H350	Center Clerk	527.79/BW	2	2	2	2	2	2	2	2
C1H370	Data Systems Coordinator	961.60/BW	0	0	0	0	0	0	0	0
C1H380	Dietary Assistant	405.39/BW	4	6	6	6	6	6	6	6

Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
C1H390	Clerk III	710.40/BW	2	3	3	3	3	3	3	
C1H400	Transportation/Janitorial Coordinator	1,153.85/BW	1	1	1	1	1	1	1	
C1H410	Clerk IV	891.58/BW	4	4	4	4	4	4	4	
C1H420	General Maintenance	891.34/BW	1	1	1	1	1	1	1	
C1H430	CCDBG Teacher Assistant	533.40/BW	2	2	2	2	2	2	2	
C1H440	Special Project Coordinator	1,465.77/BW	1	1	1	1	1	1	1	
C1H450	Parent Involvement Supervisor	1,155/BW	0	0	0	0	0	0	0	
C1H500	Mental Health Counselor/ Educator	576.08/BW	1	1	1	1	1	1	1	
C1H510	Asst Lead Teacher Center Supervisor	815.37/BW	4	3	3	3	3	3	3	
C1H600	Assistant Education Coordinator	297.62/BW	0	0	0	0	0	0	0	
C1H601	Education Coordinator	1,803.20/BW	1	1	1	1	1	1	1	
C1H602	Behavior Assistant	481.43/BW	1	1	1	1	1	1	1	
C1H603	Multi-Disciplinary Team Manager	803.20/BW	2	2	2	2	2	2	2	
C1H610	Transportation Supervisor/Mentor	972.92/BW	0	1	1	1	1	1	1	
C1H615	Community Part/Education Specialist	239.00/BW	0	1	1	1	1	1	1	
			104	118	118	118	118	118	118	
LIEAP										
C1L095	LIEAP Coordinator	926.88/BW	0	0	0	0	0	0	0	
C1L110	Project Manager	1,117.81/BW	0	0	0	0	0	0	0	
			0	0	0	0	0	0	0	
Head Start Mental Health										
C1M120	Special Education Teacher	671/BW	0	0	0	0	0	0	0	
C1M132	Disability Service Assistant II	532/BW	0	0	0	0	0	0	0	
C1M140	Clerk III	639/BW	0	0	0	0	0	0	0	
C1M145	Clerk IV	930.03/BW	1	1	1	1	1	1	1	
C1M147	Clerk IV	892/BW	0	0	0	0	0	0	0	
C1M150	Disability /SFE Coordinator	1,576.80/BW	1	1	1	1	1	1	1	
C1M160	Behavior Assistant	410.31/BW	0	0	0	0	0	0	0	
C1M165	Teacher	820.21/BW	1	1	1	1	1	1	1	
C1M170	Facilities & Grounds Supervisor	1,156.00/BW	0	1	1	1	1	1	1	
C1M175	Parent Involvement Coordinator	410.00/BW	0	1	1	1	1	1	1	
			3	5	5	5	5	5	5	
Neighborhood Family Services										
C1N001	Family Service Counselor	1,044.45/BW	2	2	2	2	2	2	2	
Parent/Child Center										
C1P092	Teacher Assistant	418.88/BW	1	1	1	1	1	1	1	
C1P125	Lead Teacher Center Supervisor	1359/BW	0	0	0	0	0	0	0	
C1P170	Dietary Assistant I	377/BW	0	0	0	0	0	0	0	
C1P180	Nurse	841.27/BW	1	1	1	1	1	1	1	
C1P190	Family Services Supervisor	904.58/BW	1	1	1	1	1	1	1	
C1P200	Teacher	870.77/BW	2	2	2	2	2	2	2	
C1P220	Assistant Education Coordinator	723.08/BW	0	0	0	0	0	0	0	
C1P230	Teacher Assistant I	357/BW	0	0	0	0	0	0	0	
C1P250	Teacher Assistant	653.81/BW	2	2	2	2	2	2	2	
C1P260	Center Clerk	470.40/BW	1	1	1	1	1	1	1	
C1P270	Clerk III	735.20/BW	1	1	1	1	1	1	1	
C1P280	Family Service Assistant	606.56/BW	1	1	1	1	1	1	1	
C1P300	Clerk IV	836/BW	1	1	1	1	1	1	1	
			10	10	10	10	10	10	10	
Temporary Head Start										
T50250	Groundskeeper	5.00/HR	1	0	0	0	0	0	0	
T80030	Lead Monitor	7.25/HR	0	0	0	0	0	0	0	
T80040	Substitute Center Clerk	7.00/HR	2	1	1	1	1	1	1	
T80050	Secretary	7.25/HR	0	0	0	0	0	0	0	
T80060	Janitor	6.00/HR	1	0	0	0	0	0	0	
T80070	Family Service Assistant	8.75/HR	1	1	1	1	1	1	1	
T80080	Site Supervisor Coordinator	6.76/HR	0	0	0	0	0	0	0	
T80081	Education Consultant	15.50/HR	0	1	1	1	1	1	1	
T80090	Even Start Supervisor	17.00/HR	1	0	0	0	0	0	0	
T80100	Substance Abuse Trainer	10.00/HR	1	0	0	0	0	0	0	
T90010	Dietary Assistant I	7.00/HR	6	3	3	3	3	3	3	
T90020	GED Instructor	13.00/HR	1	2	2	2	2	2	2	
			14	8	8	8	8	8	8	
Temporary /Classroom Substitute										
T10010	Classroom Substitutes	4.75	35	32	32	32	32	32	32	
T10050	Teacher Assistant I	4.80/HR	1	1	1	1	1	1	1	
T10051	Teacher Assistant	7.00/HR	3	0	0	0	0	0	0	

Personnel Summary
Actual & Projected for Fiscal Years 1997 - 2004

Position Number	Position Name	2000 Pay Grade	Budgeted				Projected			
			FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
T10060	Family Literacy Teacher	15.00/HR	3	2	2	2	2	2	2	
T10100	Bus Driver	8.75/HR	18	16	16	16	16	16	16	
T10150	Clerk II	5.50/HR	0	0	0	0	0	0	0	
T10180	Teacher (Consultant)	1152/BW	1	0	0	0	0	0	0	
T80080	Teacher	12.32/HR	2	2	2	2	2	2	2	
			<u>63</u>	<u>53</u>	<u>53</u>	<u>53</u>	<u>53</u>	<u>53</u>	<u>53</u>	
Temporary Summer Lunch										
T80030	Monitor	8.75/HR	0	8	8	8	8	8	8	
T80040	Monitor	8.75/HR	0	8	8	8	8	8	8	
T80050	Secretary	8.75/HR	0	2	2	2	2	2	2	
T80060	Site Supervisor	12.32/HR	0	20	20	20	20	20	20	
T80070	Site Distribution Coordinator	12.32/HR	0	1	1	1	1	1	1	
T80080	Site Supervisor Coordinator	12.32/HR	0	1	1	1	1	1	1	
T80090	Clerical Assistant	5.25/HR	3	3	3	3	3	3	3	
T80100	Coordinator	7.25/HR	2	2	2	2	2	2	2	
T80110	Assistant Coordinator	7.00/HR	1	1	1	1	1	1	1	
T800200	Assistant Distribution Clerk	7.00/HR	0	1	1	1	1	1	1	
			<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	
Temporary Cafeteria Substitute										
T90010	Dietary Assistant I	7.00/HR	4	6	6	6	6	6	6	
Temporary Family Service Counseling										
T12001	Family Services Counselor Aide	5.92/HR	2	2	2	2	2	2	2	
Temporary Day Care										
T14010	Day Care Substitute	6.40/HR	4	4	4	4	4	4	4	
T14020	Dietary Aide	5.00/HR	3	2	2	2	2	2	2	
T61050	Utility Worker	5.00/HR	0	0	0	0	0	0	0	
T73010	Teacher Assistant I	4.25/HR	0	0	0	0	0	0	0	
T73020	Classroom Substitute	4.25/HR	0	0	0	0	0	0	0	
T77110	Clerk	6.00/HR	0	0	0	0	0	0	0	
			<u>7</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	

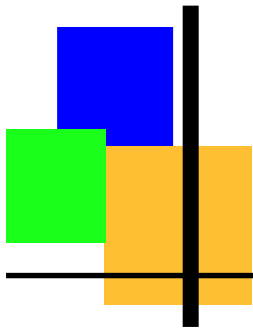
City of Chattanooga
General City Employee Pay Plan
Fiscal Year 1999/2000

Grade	1	2	3	4	5	6	7	8	9	10	11
1	\$ 13,001	\$ 13,651	\$ 14,301	\$ 14,951	\$ 15,601	\$ 16,251	\$ 17,031	\$ 17,811	\$ 18,591	\$ 19,371	\$ 20,152
2	\$ 14,115	\$ 14,821	\$ 15,527	\$ 16,233	\$ 16,939	\$ 17,644	\$ 18,491	\$ 19,338	\$ 20,185	\$ 21,032	\$ 21,878
3	\$ 15,230	\$ 15,992	\$ 16,754	\$ 17,516	\$ 18,278	\$ 19,038	\$ 19,952	\$ 20,866	\$ 21,780	\$ 22,694	\$ 23,607
4	\$ 16,345	\$ 17,162	\$ 17,979	\$ 18,796	\$ 19,613	\$ 20,431	\$ 21,412	\$ 22,393	\$ 23,374	\$ 24,355	\$ 25,335
5	\$ 17,459	\$ 18,332	\$ 19,205	\$ 20,078	\$ 20,951	\$ 21,824	\$ 22,871	\$ 23,918	\$ 24,965	\$ 26,012	\$ 27,061
6	\$ 18,574	\$ 19,503	\$ 20,432	\$ 21,361	\$ 22,290	\$ 23,217	\$ 24,332	\$ 25,447	\$ 26,562	\$ 27,677	\$ 28,790
7	\$ 19,689	\$ 20,673	\$ 21,657	\$ 22,641	\$ 23,625	\$ 24,611	\$ 25,792	\$ 26,973	\$ 28,154	\$ 29,335	\$ 30,518
8	\$ 20,803	\$ 21,843	\$ 22,883	\$ 23,923	\$ 24,963	\$ 26,004	\$ 27,252	\$ 28,500	\$ 29,748	\$ 30,996	\$ 32,245
9	\$ 21,918	\$ 23,014	\$ 24,110	\$ 25,206	\$ 26,302	\$ 27,397	\$ 28,712	\$ 30,027	\$ 31,342	\$ 32,657	\$ 33,973
10	\$ 23,033	\$ 24,185	\$ 25,337	\$ 26,489	\$ 27,641	\$ 28,791	\$ 30,173	\$ 31,555	\$ 32,937	\$ 34,319	\$ 35,701
11	\$ 24,147	\$ 25,354	\$ 26,561	\$ 27,768	\$ 28,975	\$ 30,184	\$ 31,633	\$ 33,082	\$ 34,531	\$ 35,980	\$ 37,428
12	\$ 25,262	\$ 26,525	\$ 27,788	\$ 29,051	\$ 30,314	\$ 31,577	\$ 33,093	\$ 34,609	\$ 36,125	\$ 37,641	\$ 39,156
13	\$ 26,376	\$ 27,695	\$ 29,014	\$ 30,333	\$ 31,652	\$ 32,970	\$ 34,553	\$ 36,136	\$ 37,719	\$ 39,302	\$ 40,883
14	\$ 27,491	\$ 28,866	\$ 30,241	\$ 31,616	\$ 32,991	\$ 34,364	\$ 36,013	\$ 37,662	\$ 39,311	\$ 40,960	\$ 42,611
15	\$ 28,606	\$ 30,036	\$ 31,466	\$ 32,896	\$ 34,326	\$ 35,757	\$ 37,473	\$ 39,189	\$ 40,905	\$ 42,621	\$ 44,339
16	\$ 29,720	\$ 31,206	\$ 32,692	\$ 34,178	\$ 35,664	\$ 37,150	\$ 38,933	\$ 40,716	\$ 42,499	\$ 44,282	\$ 46,066
17	\$ 30,834	\$ 32,376	\$ 33,918	\$ 35,460	\$ 37,002	\$ 38,543	\$ 40,393	\$ 42,243	\$ 44,093	\$ 45,943	\$ 47,793
18	\$ 31,950	\$ 33,547	\$ 35,144	\$ 36,741	\$ 38,338	\$ 39,937	\$ 41,854	\$ 43,771	\$ 45,688	\$ 47,605	\$ 49,523
19	\$ 33,064	\$ 34,717	\$ 36,370	\$ 38,023	\$ 39,676	\$ 41,330	\$ 43,314	\$ 45,298	\$ 47,282	\$ 49,266	\$ 51,249
20	\$ 34,178	\$ 35,887	\$ 37,596	\$ 39,305	\$ 41,014	\$ 42,723	\$ 44,774	\$ 46,825	\$ 48,876	\$ 50,927	\$ 52,976
21	\$ 35,293	\$ 37,058	\$ 38,823	\$ 40,588	\$ 42,353	\$ 44,116	\$ 46,234	\$ 48,352	\$ 50,470	\$ 52,588	\$ 54,704
22	\$ 36,408	\$ 38,228	\$ 40,048	\$ 41,868	\$ 43,688	\$ 45,510	\$ 47,694	\$ 49,878	\$ 52,062	\$ 54,246	\$ 56,432
23	\$ 37,522	\$ 39,398	\$ 41,274	\$ 43,150	\$ 45,026	\$ 46,903	\$ 49,154	\$ 51,405	\$ 53,656	\$ 55,907	\$ 58,159
24	\$ 38,637	\$ 40,569	\$ 42,501	\$ 44,433	\$ 46,365	\$ 48,296	\$ 50,614	\$ 52,932	\$ 55,250	\$ 57,568	\$ 59,887
25	\$ 39,751	\$ 41,739	\$ 43,727	\$ 45,715	\$ 47,703	\$ 49,689	\$ 52,074	\$ 54,459	\$ 56,844	\$ 59,229	\$ 61,614
26	\$ 40,866	\$ 42,909	\$ 44,952	\$ 46,995	\$ 49,038	\$ 51,083	\$ 53,535	\$ 55,987	\$ 58,439	\$ 60,891	\$ 63,342
27	\$ 41,981	\$ 44,080	\$ 46,179	\$ 48,278	\$ 50,377	\$ 52,476	\$ 54,995	\$ 57,514	\$ 60,033	\$ 62,552	\$ 65,071
28	\$ 43,095	\$ 45,250	\$ 47,405	\$ 49,560	\$ 51,715	\$ 53,869	\$ 56,455	\$ 59,041	\$ 61,627	\$ 64,213	\$ 66,797
29	\$ 44,210	\$ 46,420	\$ 48,630	\$ 50,840	\$ 53,050	\$ 55,262	\$ 57,915	\$ 60,568	\$ 63,221	\$ 65,874	\$ 68,526
30	\$ 45,325	\$ 47,591	\$ 49,857	\$ 52,123	\$ 54,389	\$ 56,656	\$ 59,376	\$ 62,096	\$ 64,816	\$ 67,536	\$ 70,254
31	\$ 46,439	\$ 48,761	\$ 51,083	\$ 53,405	\$ 55,727	\$ 58,049	\$ 60,835	\$ 63,621	\$ 66,407	\$ 69,193	\$ 71,980
32	\$ 47,554	\$ 49,932	\$ 52,310	\$ 54,688	\$ 57,066	\$ 59,442	\$ 62,295	\$ 65,148	\$ 68,001	\$ 70,854	\$ 73,709
33	\$ 48,668	\$ 51,101	\$ 53,534	\$ 55,967	\$ 58,400	\$ 60,835	\$ 63,755	\$ 66,675	\$ 69,595	\$ 72,515	\$ 75,435
34	\$ 49,783	\$ 52,272	\$ 54,761	\$ 57,250	\$ 59,739	\$ 62,229	\$ 65,216	\$ 68,203	\$ 71,190	\$ 74,177	\$ 77,164
35	\$ 50,898	\$ 53,443	\$ 55,988	\$ 58,533	\$ 61,078	\$ 63,622	\$ 66,676	\$ 69,730	\$ 72,784	\$ 75,838	\$ 78,892
36	\$ 52,012	\$ 54,613	\$ 57,214	\$ 59,815	\$ 62,416	\$ 65,015	\$ 68,136	\$ 71,257	\$ 74,378	\$ 77,499	\$ 80,619
37	\$ 53,126	\$ 55,782	\$ 58,438	\$ 61,094	\$ 63,750	\$ 66,408	\$ 69,595	\$ 72,782	\$ 75,969	\$ 79,156	\$ 82,345
38	\$ 54,242	\$ 56,954	\$ 59,666	\$ 62,378	\$ 65,090	\$ 67,802	\$ 71,057	\$ 74,312	\$ 77,567	\$ 80,822	\$ 84,075
39	\$ 55,356	\$ 58,124	\$ 60,892	\$ 63,660	\$ 66,428	\$ 69,195	\$ 72,516	\$ 75,837	\$ 79,158	\$ 82,479	\$ 85,802
40	\$ 56,470	\$ 59,294	\$ 62,118	\$ 64,942	\$ 67,766	\$ 70,588	\$ 73,976	\$ 77,364	\$ 80,752	\$ 84,140	\$ 87,529
41	\$ 57,585	\$ 60,464	\$ 63,343	\$ 66,222	\$ 69,101	\$ 71,981	\$ 75,436	\$ 78,891	\$ 82,346	\$ 85,801	\$ 89,257
42	\$ 58,700	\$ 61,635	\$ 64,570	\$ 67,505	\$ 70,440	\$ 73,375	\$ 76,897	\$ 80,419	\$ 83,941	\$ 87,463	\$ 90,985
43	\$ 59,814	\$ 62,805	\$ 65,796	\$ 68,787	\$ 71,778	\$ 74,768	\$ 78,357	\$ 81,946	\$ 85,535	\$ 89,124	\$ 92,712
44	\$ 60,929	\$ 63,975	\$ 67,021	\$ 70,067	\$ 73,113	\$ 76,161	\$ 79,817	\$ 83,473	\$ 87,129	\$ 90,785	\$ 94,440
45	\$ 62,043	\$ 65,145	\$ 68,247	\$ 71,349	\$ 74,451	\$ 77,554	\$ 81,277	\$ 85,000	\$ 88,723	\$ 92,446	\$ 96,167
46	\$ 63,158	\$ 66,316	\$ 69,474	\$ 72,632	\$ 75,790	\$ 78,948	\$ 82,737	\$ 86,526	\$ 90,315	\$ 94,104	\$ 97,895
47	\$ 64,273	\$ 67,487	\$ 70,701	\$ 73,915	\$ 77,129	\$ 80,341	\$ 84,197	\$ 88,053	\$ 91,909	\$ 95,765	\$ 99,623
48	\$ 65,387	\$ 68,656	\$ 71,925	\$ 75,194	\$ 78,463	\$ 81,734	\$ 85,657	\$ 89,580	\$ 93,503	\$ 97,426	\$ 101,350
49	\$ 66,502	\$ 69,827	\$ 73,152	\$ 76,477	\$ 79,802	\$ 83,127	\$ 87,117	\$ 91,107	\$ 95,097	\$ 99,087	\$ 103,078
50	\$ 67,617	\$ 70,998	\$ 74,379	\$ 77,760	\$ 81,141	\$ 84,521	\$ 88,578	\$ 92,635	\$ 96,692	\$ 100,749	\$ 104,806

City of Chattanooga
Fiscal Year 1999/2000
Fire & Police Pay Plans

Police: 9 steps		Min				Mid				Max
		1	2	3	4	5	6	7	8	9
Police Officer	P1	25,925.00	27,220.50	28,516.00	29,811.50	31,107.00	32,402.50	33,698.00	34,993.50	36,289.00
Sergeant	P2	31,645.00	33,227.00	34,809.00	36,391.00	37,973.00	39,555.00	41,138.50	42,720.75	42,962.00
Lieutenant	P3	36,220.00	38,031.00	39,842.00	41,653.00	43,464.00	45,275.00	47,086.00	48,897.00	50,708.00
Captain	P4	40,796.00	42,835.00	44,874.00	46,913.00	48,952.00	50,991.00	53,030.00	55,069.00	57,108.00
Deputy Chief	P5	53,378.00	56,046.00	58,714.00	61,382.00	64,050.00	66,718.00	69,386.00	72,054.00	74,722.00

Fire: 11 steps		Min				Mid					Max	
		1	2	3	4	5	6	7	8	9	10	11
Firefighter	F1	23,790.00	24,979.60	26,169.20	27,358.80	28,548.40	29,738.00	30,927.60	32,117.20	33,306.80	34,496.40	35,686.00
Senior Firefighter	F2	24,888.00	26,132.40	27,376.80	28,621.20	29,865.60	31,110.00	32,354.40	33,598.80	34,843.20	36,087.60	37,332.00
Lieutenant	F3	27,085.00	28,439.20	29,793.40	31,147.60	32,501.80	33,856.00	35,210.20	36,564.40	37,918.60	39,272.80	40,627.00
Captain	F4	31,477.00	33,050.80	34,624.60	36,198.40	37,772.20	39,346.00	40,919.80	42,493.60	44,067.40	45,641.20	47,215.00
Battalion Chief	F5	38,066.00	39,969.20	41,872.40	43,775.60	45,678.80	47,582.00	49,485.20	51,388.40	53,291.60	55,194.80	57,098.00
Deputy Chief	F6	49,047.00	51,499.40	53,951.80	56,404.20	58,856.60	61,309.00	63,761.40	66,213.80	68,666.20	71,118.60	73,571.00



GLOSSARY

Accrual Basis	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.	Asset	Resources owned or held by a government which have monetary value.
Activity	Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.	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.
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.	Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the year.
Allot	To divide an appropriation into amounts which may be encumbered or expended during an allotment period.	Available (Undesignated)	This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.
Annualize	Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.	Fund Balance	American Zoological Association
Appropriation	A legal authorization to incur obligations and to make expenditures for specific purposes.	AZA	Cost of continuing the existing levels of service in the current budget year.
Assessed Valuation	The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.	Base Budget	Building Attitudes During Group Experiences
Assessment Ratio	The ratio at which the tax rate is applied to the tax base.	B.A.D.G.E	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.
		Bond	The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.
		Bond Refinancing	A plan of financial activity for a specified period of time (fiscal
		Budget	

Budgetary Basis	<p>year or biennium) indicating all planned revenues and expenses for the budget period.</p> <p>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.</p>	Capital Outlay	<p>Fixed assets which have a value of less than \$500 and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.</p>
Budget Calendar	<p>The schedule of key dates which a government follows in the preparation and adoption of the budget.</p>	Capital Project	<p>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.</p>
Budgetary Control	<p>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.</p>	Capital Reserve	<p>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.</p>
Capital Assets	<p>Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.</p>	Cash Basis	<p>A basis of accounting in which transactions are recognized only when cash is increased or decreased.</p>
Capital Budget	<p>The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.</p>	CCHDO	<p>Chattanooga Community Housing Development Organization</p>
Capital Improvements	<p>Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.</p>	Child Abuse	<p>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.</p>
Capital Improvements Program (CIP)	<p>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.</p>	CNE	<p>Chattanooga Neighborhood Enterprise</p>

COBRA	Consolidated Omnibus Budget Reconciliation Act	Cost-of-living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
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).	CSO	Combined Sewer Overflow
Commodities	Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.	D.A.R.E	The Drug Abuse Resistance Education
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.	Debt Service	The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.
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).	Dedicated Tax	A tax levied to support a specific government program or purpose.
Contingency	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.	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.
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.	Department	The basic organizational unit of government which is functionally unique in its delivery of 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.
		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.

Employee (or Fringe) Benefits	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.	Fiscal Year	programming of government budgets and their funding. A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.
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.	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.
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.	Full Faith and Credit	A pledge of a government's taxing power to repay debt obligations.
EPB	Electric Power Board	Full-time Equivalent	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.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, services or settling a loss.	Function	A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).
Expenses	Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.	Fund	A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.
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	Fund Balance	The excess of the assets of a fund over its liabilities, reserves, and carryover.
		GAAP	Generally Accepted Accounting Principles. Uniform minimum standard for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Obligation (GO) Bond	This type of bond is backed by the full faith, credit and taxing power of the government.		revenues, and payments in lieu of taxes.
Goal	A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.	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.
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.D.	Injury-on-duty
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.	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.
Indirect Cost	A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.	Levy	To impose taxes for the support of government activities.
Infrastructure	The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).	LIHEAP	Low Income Home Energy Assistance Program
Interfund Transfers	The movement of monies between funds of the same governmental entity.	Line-item Budget	A budget prepared along departmental lines that focuses on what is to be bought.
Intergovernmental Revenue	Funds received from federal, state and other local government sources in the form of grants, shared	Long-term Debt	Debt with a maturity of more than one year after the date of issuance.
		MBWWTP	Moccasin Bend Wastewater Treatment Plant
		Materials and Supplies	Expendable materials and operating supplies necessary to conduct departmental operations.
		Mill	The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.
		Modified Accrual	Revenue is recognized in the accounting period when it

	becomes "susceptible" to accrual, that is, when it becomes measurable and available.		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.
MPO	Metropolitan Planning Organization		
MTAS	Municipal Technical Advisory Service	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.
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.	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.
Object of Expenditure	An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.	Performance Budget	A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.
Objective	Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.	Performance Indicators	Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.
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.	Performance Measure	Data collected to determine how effective or efficient a program is in achieving its objectives.
		Personal Services	Expenditures for salaries, wages, and fringe benefits of a government's employees.
Operating Expenses	The cost for personnel, materials and equipment required for a department to function.	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
Operating Revenues	Funds that the government receives as income to pay for ongoing operations. It		

	when the obligations are paid or otherwise terminated.		required for expenditure in the current budget year or to earmark revenues for a specific future purpose.
PILOT	Payment in lieu of taxes	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.
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.	Resources	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
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	Sources of income financing the operations of government.
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.	Revenue Bond	This type of bond is backed only by the revenues from the specific enterprise for project, such as a hospital or toll road.
		Service Lease	A lease under which the lessor maintains and services the asset.
		Service Level	Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.
Program Revenue (Income)	Revenues earned by a program, including fees for services, license and permits, fees, and fines.	Site-based Budgeting	A decentralized budget process whereby budget preparation and development are based on individual school (and department) sites.
PSC	Public Service Commission	Source of Revenue	Revenues are classified according to their source or point of origin.
Purpose	A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.	SRO	School Resource Officer
		SSO	Sanitary Sewer Overflow
Reserve	An account used either to set aside budgeted revenues that are not	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.	Unreserved Fund Balance	amount of money still available for future purposes. The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.
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.	User Charges	The payment of a fee for direct receipt of a public service by the party who benefits from the service.
Tax Levy	The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.	VAAP	Volunteer Army Ammunition Plant
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.	Variable Cost	A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.
TOSHA	Tennessee Occupational Safety and Health Administration	Working Cash	Excess of readily available assets over current liabilities. Or cash on hand equivalents which may be used to satisfy cash flow needs.
Transfers In/Out	Amounts transferred from one fund to another to assist in financing the services for the recipient fund.	Workload Indicator	A unit of work to be done (e.g., number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).
TRPA	Tennessee Recreation and Parks Association	Work Years	The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.
Unencumbered Balance	The amount of an appropriation that is neither expended nor encumbered. It is essentially the		

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