

# City of Chattanooga, Tennessee

**2001**

## **C**omprehensive **A**nnual **B**udget **R**eport

**Presented by:**

**The Department of Finance & Administration**

**James S. Boney, City Finance Officer**

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The **CABR 2001** 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



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

**T**ransmitted herein is the City's Service Program and Budget for the fiscal year ending June 30, 2001. This balanced budget recommends no increase in the property tax rate of \$2.31 per \$100 assessed valuation. There are also no proposed increases in the charges for services provided under the City's enterprise operations such as the Interceptor Sewer System, Stormwater Program or the Solid Waste Landfill. This budget presents the financial and operating plan for the City with the primary goal of continuing the economic prosperity enjoyed by the citizens through economic growth and improved quality of life while maintaining a strong financial position and a solid level of reserves. The four overriding themes reflected in this budget as in the past four years are:

- Improved Public Safety
- Improved Parks & Recreation
- Strengthen, Neighborhoods
- Continued Economic Growth
- Encourage Population growth through
- Improved quality of life
- Increased efficiencies in providing government services
- Enhancement of county-wide public education
- Creation of new, higher paying jobs

Each of these is briefly described below.

### **Improved Public Safety**

Community policing which began two years ago has expanded to include three locations (Brainerd, Alton Park/St.Elmo, and Downtown/Walnut Street) in addition to the main office on Amnicola Highway. Greater police presence fosters community involvement and cooperation between the citizens and police personnel. This budget includes a full year's operation of a storefront operation at the TVA Solar Energy Building on Martin Luther King Boulevard

which began during the the FY2000 fiscal year. Programs are being instituted that train communities how to improve the safety in their neighborhood through cooperative efforts with the police department. The cost for these innovative approaches to the City's public safety programs is minimized through operational efficiencies and restructuring of personnel. Several high ranking sworn positions are being eliminated and replaced with lower paying civilian positions upon retirements resulting in greater efficiencies at reduced costs. Total increase in operational costs for the police department is \$387,546 or (10.8%) primarily due to the inclusion of the costs of the city's contract with the Humane Society of \$316,000.

School resource officers (SRO's) are included for every school within the City. While these officers were largely funded by federal and state funds in previous years, this budget includes up 75% of the total funding at a total cost of \$388,500. All federal and state funding ceases in FY 2002 at which time these positions will be 100% funded by the City.

This budget includes a full year of funding for the newly established activity Animal Services in Police. This additional \$323,680 will provide enhance animal services programs, along with education, and improved response to community requests for the Chattanooga area.

Fourteen additional firefighters are included at a cost of \$433,060. This will provide the minimum staffing requirements for fire apparatus thereby improving the quality of fire protection afforded the citizens of Chattanooga. This is in addition to 14 new positions added in the prior year. Our goal is an upgraded fire rating to a class 2. Also included is the reclassification of 25 Firefighter to Senior Firefighters which will increase the professional competency level of Firefighters for better service delivery. The fire safety budget was reduced by \$570,000 due to a reduction in fire hydrant fees which resulted from a settlement with the Tennessee American Water Company.

## Improved Parks & Recreation

Operational funding was increased by \$399,639 or 14% for Parks, Recreation, Arts, & Culture. The additional funding was dictated in part by the 10 year master plan (RECREATE2008), established from a series of citizen's forums and adopted by the City Council during the fiscal year 1988. 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, the new downtown Skatepark on the Southside, and the new Champion Tennis Club at Rivermont Park, as well as the need for better park maintenance accounted for most of the increased operations cost. This additional amount, along with others included in last year's capital budget is expected to give Chattanooga the edge it needs to sponsor larger tournament type events like, 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 \$115,000 in mini grants for the continued development of a Neighborhood Relations Program. This is in addition to the more than \$240,000 included as mini grants in the current year (FY 2000) for that same purpose. Also to continue the efforts of Cleaner, Safer Neighborhoods, six additional positions were approved at a cost of \$111,972. Created in 1998, the Neighborhood Services Department is one of the fastest growing departments in city government as demonstrated by the urgent need and desire of the communities to improve itself. The newly established programs 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 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 is published quarterly.

## Continued Economic Growth

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 FY2001 budget continues to appropriate 50% of the city-only sales taxes to economic development. This year's appropriation totals \$17,400,000 million or 4.3% 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 \$35.5 million for economic development over the past four years. An equal amount is used for education. This half cent city-only sales tax along with and incremental state sales tax provided for under the Tourism and Convention Center Financing Act will provide funding for over \$117.7 million in construction projects in the southside of downtown. The State has granted approval and development has already began development of a Tourism Development Zone (TDZ) which encompasses the heart of Chattanooga's downtown. A convention and conference complex which includes four planned public use facilities is currently under construction. The four facilities will contain more than 631,210 square feet and cost in excess of \$117.7 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.

## FY 99/00 City Council Goals Achieved

Although the City Council established a formidable FY 1999/00 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. Three precinct have been opened in the Eastgate Town Centre, Alton Park/St. Elmo and downtown/Walnut Street.
- ☑ Construction has begun on the new Super Fire Station located at Main Street and 14 additional firefighters have been added to the fire department to fully man all fire stations.
- ☑ The Recreate2008 master plan for the parks and recreation program was completed. As a result of the plan there are over \$26 million in planned city capital expenditures for the city's park system. An additional \$35 million in private investment in the plan is anticipated. This represents 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: The new Brainerd Recreation Complex along the South Chickamauga Creek Greenway, South Chattanooga Recreation Complex at two locations, Hixson Recreation Complex with a state of the art aquatics center.

- The State has granted approval and the construction has already begun on the development of a Tourism Development Zone (TDZ) which encompasses the heart of Chattanooga's downtown. A convention and conference complex which includes four planned public use facilities is currently under construction. The Development will be supported by allocations of incremental increases in state and local sales and use tax revenues. The four facilities will contain more than 631,210 sq. ft. and cost in excess of \$117.7 million. After sputtering in the 1980s the City ended the 1990s with manufacturing growth (4%) greater than any of the state's other metropolitan cities.
- The City became one of 18 cities across the country to receive a HOPE VI grant to redevelop public housing and one of 10 cities to receive the full \$35 million allowed by HUD. Coupled with the Alton Park Development Corporation's master plan, the HOPE VI grant will bring about a major revitalization the Spencer McCallie homes, one of the City's most depressed neighborhoods.
- A pay increase of 6% was granted to city employees to ensure that employees continue to receive market wages and the city continues to retain and attract competent professional staff.
- The City negotiated a settlement with the Tennessee-American Water Company whereby the City's rates for hydrant fees were reduced by \$1 million annually.

- Animal Services Division is established and fully operational including 18 staff and 8 vehicles. Animal services programs including education is being implemented throughout the city.
- 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.

### FY 2001 Budget Highlights

The 2000/2001 Annual General Fund Operating Budget of \$131,017,415 includes only \$800,000 of capital. This represents a 36.7% decrease in the total financial program due primarily to \$128,134,146 in bonds proceeds included in FY00. The FY01 capital program is still under management review at this time.

Revenues for all appropriated funds total \$219,838,000, an increase of 1.98% or \$4,266,000 from the previous year. The increase is primarily attributable to taxes (\$1.2M) and intergovernmental revenue which includes state sales tax (\$.25M), county wide sales tax (\$1.9M) and state income tax (\$.5M). Service charges are down approximately \$1,600,000 due to a significant drop in landfill tipping fees in the SolidWaste/Sanitation Fund. Interest earnings are up slightly anticipating favorable market rates in FY01 versus the experience in FY00. The costs incurred to date for projects in the Tourist Development Zone has been fronted by Cash Pool funds thereby reducing our actual interest earnings in FY00. The City of Chattanooga will be receiving a significant inflow of cash with the pending bond sale in early FY01 to rectify the cash depletion.

Appropriations are \$219,353,000, a \$158,164,000, or 42% decrease from the previous budget. This decrease

<b>Revenues</b> (expressed in 1,000)	<b>FY00/01</b>	<b>FY 99/00</b>	<b>inc(dec)</b>	<b>% change</b>
Taxes	90,976	89,056	1,920	2.16%
Licenses & Permits	5,146	4,855	291	5.99%
Intergovernmental	58,933	56,247	2,686	4.78%
Charges for services	55,207	56,807	(1,600)	-2.82%
Fines, forfeitures and penalties	1,741	1,740	1	0.06%
Interest earnings	6,982	4,740	2,242	47.30%
Miscellaneous	853	2,127	(1,274)	-59.90%
<b>Total Revenues</b>	<b>\$ 219,838</b>	<b>\$ 215,572</b>	<b>4,266</b>	<b>1.98%</b>
<b>Other Financeing Sources</b>				
Transfers in	16,487	29,721	(13,234)	N/A
Bond Proceeds	0	128,134	(128,134)	N/A
<b>Total Other Financing Sources</b>	<b>\$ 16,487</b>	<b>\$ 157,855</b>	<b>(141,368)</b>	<b>N/A</b>
<b>Total Revenues &amp; Other Sources</b>	<b>\$ 236,325</b>	<b>\$ 373,427</b>	<b>(137,102)</b>	<b>-36.71%</b>

**Expenditures**

(expressed in 1,000)	FY2000/2001	FY99/2000	inc(dec)	% Change
General Fund	113,807	125,742	(11,935)	-9%
Enterprise Funds	49,515	48,689	826	2%
Special Revenue Funds	34,576	32,090	2,486	8%
Fiduciary Funds	5,255	5,521	(266)	-5%
Debt Service Fund	7,650	9,264	(1,614)	-17%
Capital Project Funds		148,474	(148,474)	-100%
Internal Service Funds	8,550	7,737	813	11%
<b>Total Expenditures</b>	<b>\$ 219,353</b>	<b>\$ 377,517</b>	<b>(158,164)</b>	<b>-42%</b>

**Other Financing Uses**

Transfers Out	17,210	6,273	10,937	174%
<b>Total Other Financing Uses</b>	<b>\$ 17,210</b>	<b>\$ 6,273</b>	<b>10,937</b>	<b>174%</b>
<b>Total Expenditures &amp; Other Uses</b>	<b>\$ 236,563</b>	<b>\$ 383,790</b>	<b>(147,227)</b>	<b>-38%</b>

is largely due to the elimination of \$6.3 million capital funding from general fund balance that was included in the prior year's budget. Also in FY00, the capital budget appropriated \$128,134,146 from bonds and \$10.0 million from the Economic Development Fund. This reduction is overstated by the fact the capital budget has yet to be approved. Personnel costs are up due to the addition of positions throughout city departments; the bulk of which are in the safety function; police (23) and fire (14). Other departmental personnel increases were approved as follows: public works (4), parks (8), general services (1) and neighborhood services (6). The net result of the personnel increases, decrease in required pension funding to both the General Pension Plan and the Fire and Police Pension Plan, and the decrease in capital funding from the General Fund, the General Fund has an overall increase of \$5.3 million or 4%.

Although revenues for Fiscal Year 2001 show an increase in anticipated collections, program appropriations exceeds revenues by \$238,000, thus the intended use of fund balance is a portion of the funding plan.

**Financial Assessment**

Chattanooga continues its position of strong fiscal strength enjoyed over the past several years. The City 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 \$28 million as of June 30, 2001. 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 \$2.6 million in debt service reserves at June 30, 2000 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 following budget recommendations for FY 2001 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.

The favorable economic activity throughout our entire local and regional economy, provided some flexibility in preparing the City's fiscal year 2001 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.

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,

A handwritten signature in cursive script that reads "James S. Boney".

James S. Boney,  
Chief of Staff/Finance Administrator

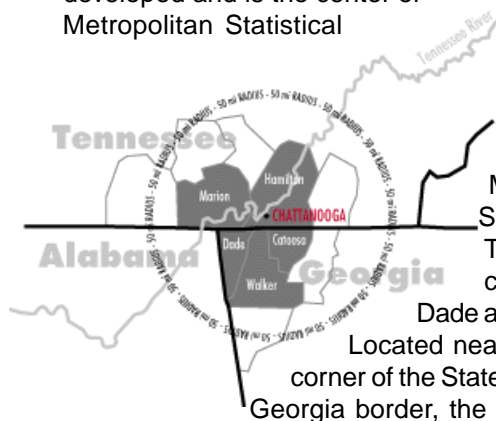


The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Chattanooga for its annual budget for the fiscal year beginning July 1, 1999. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, 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 current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



## History & Development

Founded in 1816, by the leader of the Cherokee Indians, Chief John Ross, the City of Chattanooga was created on the site of Ross's Landing trading post. Chattanooga, a Cherokee word for "Rock coming to a point" was incorporated under State of Tennessee Private Acts of 1839. Today the City serves as the County seat of Hamilton County, is commercially and industrially developed and is the center of a six-county Metropolitan Statistical Area (the "MSA"), which includes Hamilton County and the counties of Marion and Sequatchie, Tennessee and the counties of Catoosa, Dade and Walker, Georgia. Located near the southeastern corner of the State on the Tennessee-Georgia border, the City encompasses an area of 126.9 square miles. The Tennessee River flows through the center of the City, which has a diversified terrain. The MSA is centrally located in relation to other major population centers of the Southeast, being within a 150-mile radius of Knoxville and Nashville, Tennessee; Birmingham, Alabama and Atlanta, Georgia.



there is no single dominating industry. Economic advantages such as ample utilities, an efficient transportation system, abundant natural resources, a trained labor force and centralized location make Chattanooga a diversified and profitable business location. This largely accounts for the City's low unemployment rate, which stands at 3.0 percent as of June 30, 2000. This is comparable to the nation's unemployment rate of 4.2 percent and the state rate of 3.9 percent. The total civilian labor force for the MSA for the past ten years is set forth below:

	Civilian Labor Force % Unemployed		
	MSA	TN	U.S.
1990	4.6	5.2	5.5
1991	6.0	6.6	6.7
1992	5.7	6.3	7.1
1993	5.1	5.7	6.8
1994	4.5	4.8	6.1
1995	4.8	5.2	5.6
1996	4.6	5.2	5.4
1997	5.0	5.1	5.0
1998	4.0	4.2	4.5
1999	3.5	3.8	4.2

Source: Tennessee Department of Employment Security

## Industrial and Economic Development

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

Chattanooga, known in the 1930's as the "Dynamo of Dixie", is one of the nation's oldest manufacturing cities with 23 percent of its employment in that sector. However,

The City has undergone a renaissance that can not be surpassed by no other city of its size. This rebirth began in 1982 with the establishment of the Moccasin Bend Task Force which was developed as a result of the City's and County's initiative to determine the best use of 600-plus acres on the Moccasin Bend – a place where the Tennessee River bends back sharply to linger a while in Chattanooga. The scope of the project soon expanded to include a 22-mile Tennessee River corridor. With the guidance of a consulting firm, the Task Force forged the Tennessee River Park Master Plan – a 20-year commitment to use the river as a catalyst for increasing Chattanooga's livability, for improving the area's prospects for attracting new investment and for initiating new development that included industry, retail, office space, housing and attractions. Through cooperative efforts of both the public and private sectors, most of the goals

were met by 1992 generating \$793 million of investment in the community and many major projects including the Tennessee Aquarium (the world's largest freshwater aquarium), Tennessee Riverpark, Walnut Street Bridge Renovation, Bessie Smith Hall and Chattanooga Neighborhood Enterprise. While the \$45 million aquarium anchors most of the dynamic area of downtown, signs of renewal are strong in almost every area of the City – expanding even beyond the downtown. The City has become known nationally for its efforts in providing affordable housing for low-income citizens and its electric shuttle system. Largely through the efforts of the Chattanooga Neighborhood Enterprises (CNE), progress is being made to bring people back downtown to live. Not only has CNE produced and financed over 600 units of affordable housing in the area for low income citizens but it has began efforts to stimulate the market for unsubsidized housing to demonstrate it can be profitable.

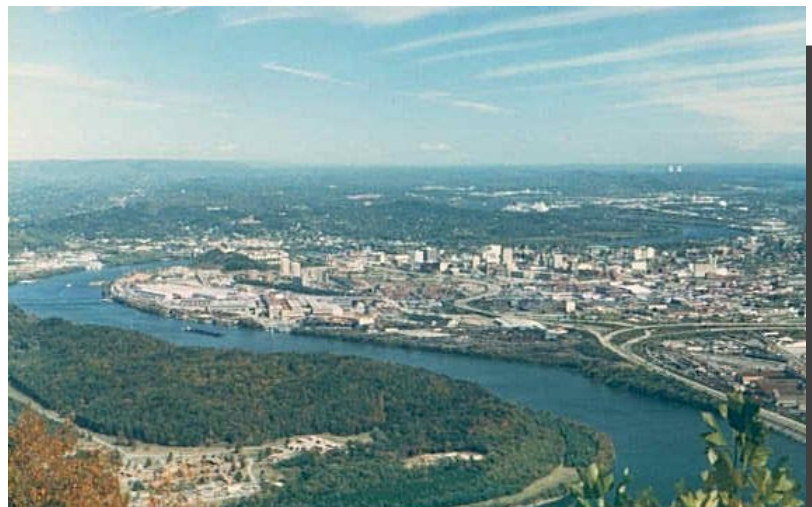
Since its opening in 1992, the \$45 million aquarium has spurred an estimated \$1 billion in downtown economic development causing property values to increase 141 percent 10 years, from \$25 million in 1988 and \$60.3 million in 1999 according to RiverCity Co. Eight attractions, two public parks, eleven apartment buildings, 26 businesses, three industrial complexes and five public or religious institutions have opened or expanded facilities in the area. While most of the aquarium's success comes from boosting the City's tourist industry, the aquarium is a crucial element in recruiting coveted high-dollar, high-tech business. The Tennessee Aquarium is touted as the world's largest freshwater aquarium, having 12 stories and home to more than 9,000 animals – 350 species of fish, birds mammals, reptiles and amphibians. The 130,000 square foot building holds 400,000 gallons of water in 24 exhibits.

Coolidge Park, (encompassing 10-acres), is the latest addition to the Tennessee Riverpark (a 22-mile public park along the Tennessee River). The park is named in honor of Charles Coolidge, a World War II veteran who five decades ago was awarded the Medal of Honor. Located on Chattanooga's North shore waterfront, the park's 3-row vintage carousel, designed by Gustave Denzel and built in 1895, was restored and fitted with 52 animals carved and painted by local and out of town sculptors. As with many of the

projects that are part of Chattanooga's renaissance, Coolidge Park is a shining example of the public and private partnerships that exists here. Three local foundations provided more than 70 percent of the funding or over \$5 million for the park's development. This park joins the many other developments along the Tennessee River such as the Tennessee Aquarium, the Max Finley Stadium/Gordon Davenport Field, the Children's Creative Discovery Museum, the IMAX and the Bijou Theatre, along with dozens of restaurants and retail shops.

The Chattanooga Lookouts played their final game at the 70 year old Engel Stadium in September 1999. The new \$8-10 million, 6000-seat facility (BellSouth Stadium) opened in March 2000. It is located on the south shore of the river near the aquarium.

Hamilton Place Mall, Tennessee's largest, remains a magnet for millions of people. The 1.4 million-square-foot mall has reeled in tourist and locals with a savvy mix of new and familiar stores, theme restaurants and movie theaters. Thanks to the mall, the area has become a retail hotbed with more than 15 million visitors a year. Sales at Hamilton Place have grown steadily and now average 30 percent above the national average for regional malls. That success has quickly spilled across Gunbarrel Road and Interstate 75. The number of businesses and amount of traffic in the mall area has more than doubled over the past decade.



## The Moccasin Bend

photo courtesy of Mike & Diedra Smith



The Tennessee Commissioner for Economic and Community Development has stated that with a new development strategy and the opening up of the Volunteer Army Ammunitions Plant site, Chattanooga is well positioned to capitalize on another year of record investment in the State. Upon the advice of a Harvard University business professor and development consultant, Chattanooga is developing a new regional growth strategy that emphasizes its dominant business clusters of tourism, technology, medical services and confectionery bakeries.

The industrial reuse of the abandoned Volunteer site should open the way for Chattanooga to get a share of the automotive market.

### A New Era

The City is well postured to enter into the new millennium. Many new projects are on the horizon that will enhance our economy through better schools, better jobs and a better community in which to live, work and play. City leaders are not content to rest on its laurels but to keep the momentum for improvement going that has been started by our predecessors. Much attention is being focused on the south side of town for the near future.

The State has granted approval and the City has already begun development of a Tourism Development Zone ("TDZ"), which encompasses the heart of Chattanooga's downtown. The zone is comprised of three districts – the Aquarium/Ross's Landing District, The Central Business District and the Southside Redevelopment District. A convention and conference complex which includes four planned public use facilities is currently under construction in the Southside Redevelopment District. The development will be supported by allocations of incremental increases in state and local sales and use tax revenues. The four facilities will contain more than 631,210 square feet and cost in excess of \$117.7 million. Private investments planned or completed since January 1998 total more than \$50 million. It is anticipated that the projected \$118 million public investment in the TDZ will leverage more than \$400 million in private investment by 2006.

The Southside Redevelopment District is an opportunity to create a model community by rebuilding the District's job base and revitalize housing opportunities. In the heart

of the TDZ is the convention and conference complex that includes four public use facilities as follows:

**Chattanooga-Hamilton County Convention and Trade Center Expansion** – a 226,000 square feet addition to the successful Convention and Trade Center to enable the community to attract more and larger conventions, meetings and trade shows. The expansion will more than double the size of the current facility, adding new exhibit space, meeting and banquet rooms. Cost: \$50 million.

**Conference and Training Center** – already under construction is the new 208,210 square feet residential meeting facility designed specifically for the upscale conference center market. The facility is targeted for small-to medium-sized groups of less than 250 people with 200 guest rooms and 27,000 square feet of fully equipped meeting room space. Cost: \$43.5 million.



**The Conference and Training Center**

photo courtesy of Regional Planning Agency

**Development Resource Center** – this new facility is also under construction and will exhibit improved efficiencies that can be achieved by utilizing best building practices in its own design and operation thus serving as a model for better ways to develop a sustainable community. This 85,000 square feet facility will be located one block from the conference and training center. Cost: \$11 million

**New Parking Facility** – located between the conference and training center and the trade center, the 1,029 space new parking facility is designed to serve the needs of increased traffic in the convention and conference complex and replacement parking. Cost: \$10.8 million



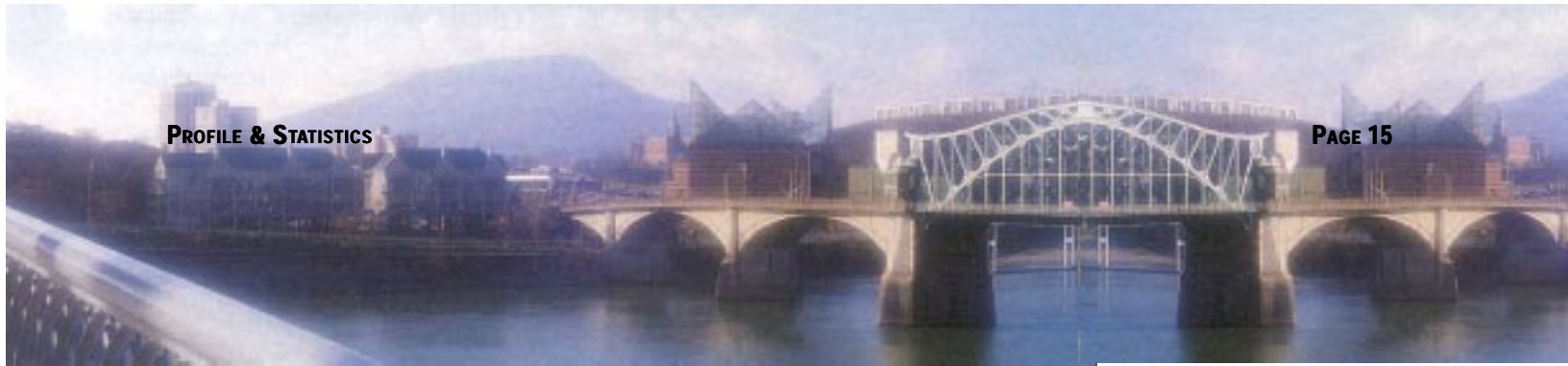
These projects constitute a concentrated \$118 million building boom unmatched here in decades. Investment in the four-block area bounded by Market, Carter, 11th and 13th streets will exceed the value of the Hamilton Place Mall and the Aquarium combined. These projects are an expression of the City's growing dynamism, optimism and progressive outlook. A city that invests in itself expresses vision and faith that it can make things happen. These projects, along with others, will attract interest in the City and generate economic growth that will spread benefits to the entire region. Mayor Kinsey, along with Tennessee's other urban mayors, played a significant role in the Legislature's creation of the special tax district financing plan integral to the Southside developments. The plan let Chattanooga and other large Tennessee cities use sales tax growth downtown to finance investments in the designated districts.

City officials have focused on ways to reverse the City's trend of slow employment growth. The Chamber of Commerce was given the task to create more jobs when it drew oversight of economic development. The Chamber is preparing a new plan for a larger economic recruitment program, which includes expanded business financial support. One of the most recognized people in the country and possibly the world has been tapped to fashion a new job growth plan. He will identify the region's strengths and weaknesses and help devise a 3 to 5 year road map to create more jobs. Chattanooga has already shown signs of stronger economic growth as it continues to attract large industries such as AT&T, DuPont, Komatsu, America International, MG Industries, Wheland Foundries, Century Telephone and others who continue to make major financial investments in this community. Anchored by a \$35 million federal HOPE VI grant from the Department of Housing and Urban Development (HUD), City officials announced a \$159 million project to replace Spencer J. McCallie Homes and revitalize the surrounding Alton Park neighborhood

The City is one of 18 cities across the country to receive HOPE VI grants to redevelop public housing and one of 10 cities to receive the full \$35 million allowed by HUD. The HOPE VI projects replace the kind of public housing that should never have been built in the first place, according to HUD secretary.



Coupled with the Alton Park Development Corporation's master plan, the HOPE VI grant will bring about a major revitalization of one of the City's most depressed neighborhoods. The HOPE VI plan includes day care, retail stores, park spaces, a community center expansion, a police precinct and financial assistance for building and buying new homes. The two plans work together; the Alton Park master plan outlines community priorities, such as more single family homes, while the HOPE VI plan provides a blueprint for financial planning and partnerships to get there. The grant will fund the demolition of the mid-1950s project and rebuild 360 units in Alton Park and 75 in other neighborhoods. In addition, 141 vouchers for the Section 8 rental subsidy program will enable families to relocate in St. Elmo, the Martin Luther King District and other neighborhoods. The plans also include a town center to be built on 38th Street with health, day care community and senior centers, offices, as well as business incubator and retail space. A warehouse distribution center is to be developed along a new truck route to be created at the eastern edge of the McCallie Homes site all the way to 38th Street and Central Avenue. Expansion of the SafeWalk from McCallie Homes to Emma Wheeler Homes and creation of a new greenway along the banks of Chattanooga Creek are also part of the plan. "Mayor Kinsey refers to this project as more than just housing; it is the rebuilding of people's lives in a neighborhood that has really been neglected."



## 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.

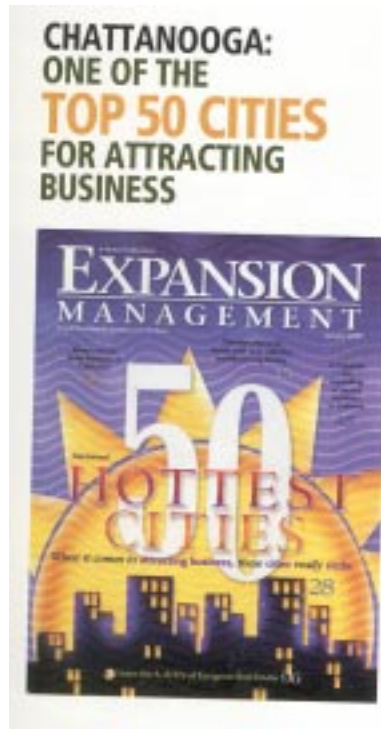
- One of six cities in the world featured by U.S. News & World Report last year as "Cities that Work."
- One of America's 10 most family-friendly cities to visit, according to Family fun magazine last year.
  - One of the "Reborn Cities" profiled by Parade magazine earlier this year.
  - One of the 10 "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 preparation of state and local government financial reports. The Fiscal Year 2000 CAFR is currently being submitted for review.

Also, for 1996, 1997, 1998, and 2000 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 2001 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





## Form of Government

The City operates under a Mayor/Council form of government. The Mayor is elected at-large and is not a member of the City Council. The Council is composed of nine members, with each member being elected from one of nine districts within the geographic boundaries of the City. The Mayor and Council are elected for four-year terms. The Mayor is the City's chief executive officer and oversees the operation of all City departments including the seven principal departments – Fire, Police, Parks Recreation, Arts & Culture, Finance and Administration, Human Services, Public Works and General Services. The City employs approximately 2,341 full-time employees and approximately 200 part-time employees. The City's Electric Power Board has an additional 447 employees.

Date of Organization: 1839

Form of Government: Council/Mayor,

## Chattanooga City Government

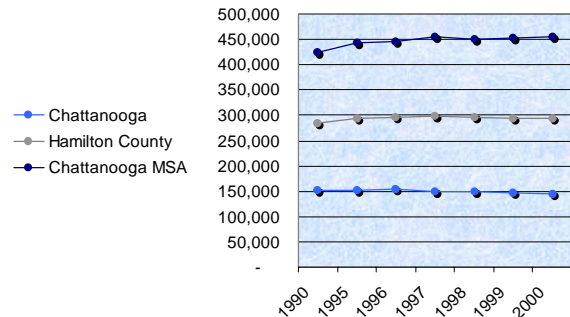
Government Type	Mayor/Council
Police Officers	430
Police Vehicles	400
Firefighters	351
Equipment	70
Insurance Rate	Class 3

Source: City of Chattanooga

## Demographics

Population			
	Chattanooga	Hamilton County	Chattanooga MSA
1990	151,821	285,536	424,347
1995	152,642	294,070	444,213
1996	153,154	295,183	446,512
1997	149,513	299,320	453,802
1998	148,820	296,468	450,381
1999	146,615	294,897	452,198
2000	144,776	294,982	453,925

Source: Chamber of Commerce



During 1990 thru 2000, the population for Chattanooga show a decrease of approximated 4.05%. The population for the County's and MSA show a 3.31% and 6.97% increase, respectively.

Population projections for 2000 thru 2005 for the City are expected to continue decreasing another 2.33% to 141,399. The County and MSA are expected to show slight increases of .38% (296,104) and 2.45% (465,050) respectively.

**Financial Institutions.** There are 12 commercial banks within the MSA reporting a total deposits of \$3,500,642 as of June 30, 1999. They are SunTrust Bank, Nations Bank, AmSouth Bank, First Tennessee Bank, First American National Bank, Union Planters National Bank, and Volunteer Bank & Trust Company, Cornerstone Coimmunity Bank, Regions Bank, Meigs County Bank, The Bank/First Citizens Bank, and Community Trust & Banking Company.





## Climate

Annual Average Temperature	60.5 degrees
<small>(avg. low 50.2 degrees, avg. high 70.6 degrees)</small>	
Annual Rainfall	51.8 inches
Annual Snowfall	2.8 inches
Prevailing Wind Direction	South
Elevation	675 feet

*Source: Chamber of Commerce*

### 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.....178,677  
Votes Cast in Last Election.....28,674  
Registered Voters Voting.....16.00%

*Source: County Election Commission (August 2000)*

### Racial Composition

	<u>City</u>	<u>County</u>	<u>MSA</u>
Asian & Pacific Islanders	1.52%	1.36%	1.05%
African-American	38.19	20.77	14.63
Caucasian	59.71	77.25	83.76
Other	.58	.61	.56

*Source: Chamber of Commerce*

### Area per Square Mile

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

### 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.....69,601  
Single Unit Structures.....60.2%  
Owner Occupied.....54.2%  
Median value of Owner-Occupied Housing.....\$54,100

*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  
1997.....2,937,117  
1998.....3,066,687

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

## Service Statistics

### Convention & Meeting Facilities

	<u>Capacity</u>
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

Airport:

Lovell Field operated by the Chattanooga Metropolitan Airport Authority.

Airline carriers:

US Airways, American Eagle, Northwest Airlin, Comair, Atlantic Southeastern Airlines, US Air Express  
Passenger flow . . . . .603,922

*Chattanooga Metropolitan Airport (1999)*

Privately owned and operated airport facilities:

Collegedale Municipal Airport  
Dallas Bay Skypark

Railway service:

Norfolk Southern Railway System  
CSX Transportation System

Local mass transportation service:

Chattanooga Area Regional Transportation Authority  
Buses 55  
Routes 14

Highway:

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

**Electric Power Board**

Customers.....153,748

Rate..... \$0.0631/ kw-hr

**Public Works:**

Solid Waste Collected (tons).....453.320  
Street Miles (Center line).....276miles  
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 84inches  
Major Pump Stations.....7  
Minor Pump Stations.....48  
Residential/Grinder Stations.....121

**Police Protection**

Sworn Officers.....430  
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.....	351
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

## 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

Per Capita Income				
	Hamilton Co.	Growth Rate	Chattanooga MSA	Growth Rate
1995	\$18,365	8.30%	\$16,355	6.80%
1996	19,046	3.7	17,007	4
1997	19,350	1.6	17,310	1.8
1998	20,232	4.6	18,308	5.8
1999	21,710	7.3	19,464	6.3
2000	22,587	4	20,320	4.4

Source: Chamber of Commerce

## Property Tax

Chattanooga City	\$2.31 per \$100 assessed value
Hamilton County	\$3.519 per \$100 assessed value
Total	\$5.829 per \$100 assessed value

Source: Chamber of Commerce

Ratio of Assessment		
	Chattanooga	Hamilton County
Residential	0.25	0.25
Commercial & Industrial Real	0.4	0.4
Commercial & Industrial Personal	0.3	0.3

Source: Chamber of Commerce



## Largest Employers in the Chattanooga Area

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

### TOP 10 NON-MANUFACTURERS

<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
Covenant Transport	6,105	Trucking
Hamilton County Dept. of Education	6,074	Elementary & Secondary Schools
Blue Cross & Blue Shield of Tenn.	3,664	Insurance
Tennessee Valley Authority	3,212	Utility Electric Service
Bi-Lo, Incorp.	3,206	Grocery Store
Erlanger Medical Center	2,882	Hospital
City of Chattanooga	2,847	Government
Memorial Hospital	2,500	Hospital
UnumProvident Corp.	2,341	Insurance
CIGNA Health Care	1,841	Insurance

### TOP 10 MANUFACTURERS

<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
McKee Foods Corp.	3,000	Cakes & Cookies
North American Royalties	2,002	Grey Iron, Castings, Oil Prod.
Roper Corp.	1,950	Cooking Ranges
Synthetic Industries	1,900	Carpet Backing
DuPont Company	1,520	Synthetic Yarn
Con Agra (formerly Seaboard Farms)	1,410	Process Boiler Chickens
Astec Industries, Inc.	1,401	Asphalt, & Dust Collectors
Shaw Industries	1,182	Carpet
Olan Mills, Inc.	1,000	Portrait Studio
US Pipe and Foundry	750	Iron Pressure Fittings

Source: City of Chattanooga, Tennessee

**Home-Grown National Names**  
 These are just a few of the brands known around the nation that are made in Chattanooga by Chamber members.

- BIG RIVER**  
BIG RIVER GRILLE: From one brewing restaurant in 1981, the Chattanooga company has grown to 12 restaurants, expanding so rapidly that Inc. Magazine named it one of the South's fastest growing companies.
- CHATTEM**  
CHATTEM: This Chattanooga manufacturer makes dozens of familiar consumer products.
- COCA-COLA BOTTLING**  
COCA-COLA BOTTLING: The world's favorite soft drink was first put into bottles in Chattanooga in 1898.
- KRYSTAL**  
KRYSTAL: The little square hamburgers get their start in Chattanooga, and the company is headquartered here.
- LITTLE DEBBIE**  
LITTLE DEBBIE: McKee Foods, the company that makes America's number one snack cake, is headquartered in metropolitan Chattanooga.
- OLAN MILLS**  
OLAN MILLS: The company that makes all those family portraits and school pictures is headquartered here.
- ROCK CITY**  
ROCK CITY: One of the best known destinations in the South, thanks to hundreds of "See Rock City" signs.

# City Officials as of July 1, 2000

**Mayor:** Jon Kinsey

**Chief of Staff:** James S. Boney

## City Council:

John Lively	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  
Russell Bean, City Court Judge  
Vacant, 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:**  
Barry Bennett, 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

**Citizens of Chattanooga**



**Council Members**



**Mayor Kinsey**



**Judge Williams**



**Judge Bean**

**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*



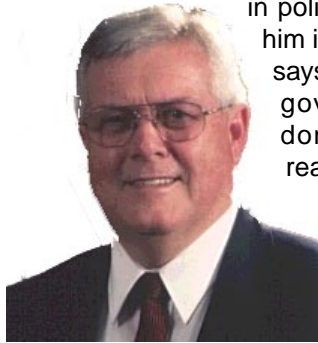
**Bernadine Turner**  
*Human Services*

# Meet US

Council Photos © 1999 Steve Watkins Photography

## Council Members

### John Lively, District 1



Mr. Lively had never been involved in politics before friends talked him into running in 1990. " He says that it is "more difficult to govern...to get things done...than most people realize." His special interest is cutting waste from city's budget. Lively worked in sales and marketing for General Mills for 20 years and is still active in the

business world selling commercial waste removal services to contractors and others. He attended Central High and UTC, and put in 35 years of active service in the National Guard. Lively was a football official with the Tennessee Secondary School Athletic Association for 20 years spending many Friday nights refereeing games around the region. Lively is Deacon of Lookout Valley Baptist Church, a choir member and Sunday school teacher. Lively and his wife Margie Bryan, have been married for 35 years and have three daughters.

Represents citizens in areas: Mountain Creek, Northwoods North, Valley View East, Wauhatchie  
Phone: 825-1218  
Address: 263 Garden Road, Chattanooga, TN 37419

### Mai Bell Hurley, District 2, Vice Chairman,

Ms. Hurley was first elected to Council in 1990. She graduated Phi Beta Kappa from University of North Carolina at Chapel Hill. She spent her early years as a reporter for the Chattanooga News Free Press. Ms. Hurley has been active all of her adult life as a civic volunteer and fundraiser in fields of social welfare, the arts and community development. She is past president of

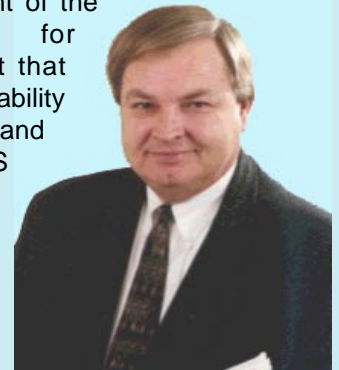


several state and national organizations and currently presides over Allied Arts of Chattanooga, the Council on Accreditation, and the Hamilton County Children's Service Committee. Ms. Hurley is a member of eight other public, private or non-profit boards at present. Ms. Hurley is described as a "professional volunteer...she's worked as hard as any CEO of any Fortune 500 company, but never a day for pay." She is married to B.T. Hurley and has two children and two grandchildren.

Represents citizens in areas: Lupton City, North Chattanooga, Northgate, Northwoods South, Riverview, and Stuart Heights  
Phone: Home 266-0224  
Address: 1068 Constitution Dr. - Chattanooga, TN 37405

### David Crockett, District 3

Following a 20-year career with IBM, Mr. Crockett was elected to the City Council in 1990. In 1997 he became president of the Chattanooga Institute for Sustainable Development that develops models of sustainability in industry, institutions and land use. He has traveled the US and world as a keynote speaker on environmentally sound community development and has served on five national boards including the Climate Institute and the National Council on Environmental Policy and Technology. An avid outdoorsman and sportsman, Crockett chaired the 1995 Outdoor Writers of America national conference held here. He graduated from University of Alabama and served as an Army officer. He is married to Sue Galloway of Birmingham, Alabama, and they have four children.

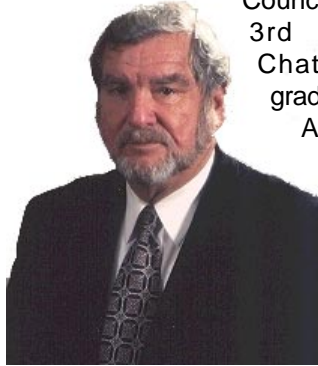


Represents citizens in areas: Dupont, Hixson 1, Hixson 2, Kingsport, Lake Hills, Murray Hills  
Phone: Home 842-7464  
Address: 6315 Ridge Lake Rd. - Hixson, TN 37343

*Elections for Chair and Vice Chair are made each year, generally the 3rd week of April. Each councilperson will be up for re-election in 2001 (their current terms run from April, 1997 until April, 2001).*

# Council Members

## Don Eaves, District 4

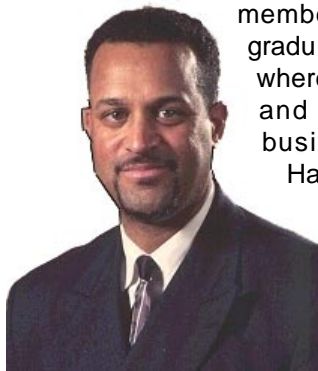


Mr. Eaves was elected to the City Council in 1990 and is now in his 3rd term. Eaves is a Chattanooga native and a graduate of Tyner High School.

After business school and serving 3 years in the Korean conflict, he went to work as a regional sales manager for an electrical supplier in 1978. He started his own electrical supply company here where he was both manufacturer's representative and jobber until his retirement in 1984. His district includes East Brainerd, the most rapidly growing part of town. His chief interests are to find 500 acres for a new landfill to handle Chattanooga's daily 2,000 tons of waste on along-term basis, and to track the progress of the \$40 million EPA-mandated combined sewer overflow project now almost complete. Eaves is married to Harriett Ann and has four daughters, but he leaves everything behind once a year to navigate southeastern rivers on his pontoon boat.

Represents citizens in areas: Concord 1, Concord 2, East Brainerd, Tyner  
Phone: Home 892-2359  
Address: 8510 Chambers Rd. – Chattanooga, TN 37421

## John P. Franklin, Jr., District 5



John Franklin—better known as Duke—is the newest Council member elected in 1998. He graduated from Brainerd High where he excelled in football and track. He received a business degree from Hampton University. Duke is a third-generation director of Franklin-Strickland Funeral Home, and past president of the Tennessee Funeral Director's Association.

He has served on numerous boards including Partners for Academic Excellence, Chamber of Commerce, Jewish Community Center, and Zoning Board of Appeals for Variance and Special Permits.

The Councilman is interested in improving the climate for new and existing business and upgrading property values in his district. Duke is an avid golfer.

Represents citizens in areas: Airport, Bonny Oaks, Dalewood, Eastdale, Woodmore  
Phone: Home 622-6484  
Address: 2233 Nimitz St. – Chattanooga, TN 37406

## Marti Rutherford, District 6

Marti Rutherford owned and operated Apollo Travel Agency from 1980 until she sold the company in 1998. She has been active in the Republican Party—on state and local levels—most of her life.

She was elected to City Council in 1993 and has been an officer or board member of a number of civic organizations focused on mental health, race relations, the arts, the disadvantaged, and children. For the past 6 years she has worked to revitalize the aging Eastgate Mall and convert it to a town center in the heart of her district; her number one concern is neighborhood revitalization. A native Chattanooga, Ms. Rutherford graduated from GPS and University of Chattanooga and is a member of First Presbyterian Church. She is involved in restoration of her 70-year-old home and gardens, and fund-raising for GPS.

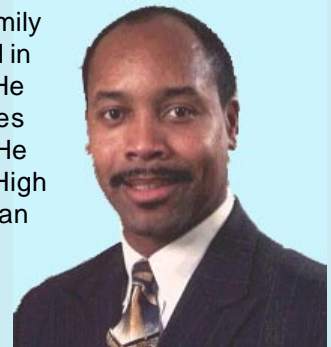
Represents citizens in areas: Brainerd, Brainerd Hills, Cedar Hill, Eastgate, Missionary Ridge North, Missionary Ridge South, Ridgedale, Sunnyside  
Phone: Home 629-0501  
Address: 308 Hemphill Ave. – Chattanooga, TN 37411



## John R. Taylor, Sr., District 7

Mr. Taylor was elected to the City Council in 1997. He is president of Taylor Funeral Home, a family owned business established in 1989 employing 20 people. He is president of the Scales Funeral Home in Nashville. He graduated from Brainerd High and Southwestern Christian College in Tiarell, Texas, and went on to get a degree in Mortuary Science. His district is 50% black and 50% white; some

constituents live in poverty and others are wealthy. He is interested in empowering underdeveloped neighborhoods





# Council Members

by bringing more people into the governmental process...“for the people and by the people”. Taylor loves to travel (but hates to fly) and in Spring 1999 journeyed to Johannesburg, South Africa as an embalming consultant. He is married to Anita, a native of Indianapolis. They have two sons and are active members of the Avondale Church of Christ where John is educational director.

Represents citizens in areas: Alton Park, East Lake, Howard, Moccasin Bend, Piney Woods, St. Elmo  
 Phone: Home 821-2715  
 Address: 4611 Tennessee Ave. – Chattanooga, TN 37409

Bethlehem Center and Credit Union. Hakeem has been very active in the Tennessee Municipal League and is currently on the Board of Directors; he chaired the League’s Telecommunications Committee in 1996. Hakeem was elected to City Council in 1990 and is now serving his 3rd term on the Council. He is a graduate of Howard High School and Chattanooga State. He and his wife Beseemah have four children—all are college graduates.

Represents citizens in areas: Amnicola, East Chattanooga, East Side, Glenwood, Highland Park  
 Phone: Home 624-0118  
 Address: 504 Kilmer St. – Chattanooga, TN 37404

## Leamon Pierce, District 8



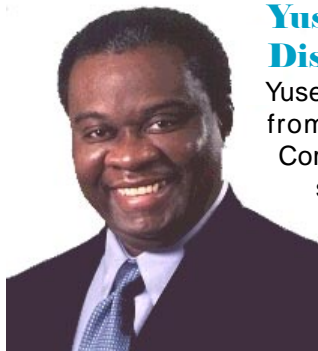
Mr. Pierce and his wife Sue have one child and have lived in Park City all their lives. He has operated his own business, Liberty Bonding Company and Lesser Properties, since 1974.

He was elected to City Council in 1990. Pierce’s career history includes five years as a linesman with TVA and six years with the Electric Power Board where he

became the company’s first Black linesman. He has been an activist for equal opportunity through many years of service with NAACP, the Action Coordinating Council, Operation PUSH and the Unity Group.

Represents citizens in areas: Avondale, Bushtown, City Hall, Clifton Hills, Courthouse, Downtown  
 Phone: Home 624-0118  
 Address: 2710 Cannon Ave. – Chattanooga, TN 37404

## Yusuf Hakeem, District 9, Chairman



Yusef Abdul Hakeem retired from the General Electric Corporation after 25 years of service, and was one of the pioneers who started the Islamic Center in Chattanooga. He served on the Board of Education for 10

years, and on many other local boards—both past and present—including Chattanooga Neighborhood Enterprise, the Regional History Museum and the

# Mayor & Financial Staff

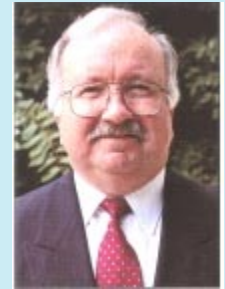
## Mayor Jon Kinsey



Jon Kinsey, in his first attempt to hold public office, was elected Mayor of Chattanooga in March 1997, running on the promise to bring a business approach to the management of city government. He received 54% of the vote in a five-person race. Prior to election, Mr.

Kinsey enjoyed a successful career in real estate development, primarily in Chattanooga and the Southeast. He and his firm were instrumental in the revitalization of downtown Chattanooga with the development of the Riverset Apartments, Big River Grille and Brewing Works, the Bijou Theatre for Carmike Cinemas and the renovation of Chattanooga's premiere golf course community, Council Fire. He currently serves on the boards of the Tennessee Aquarium and RiverValley Partners—a public/private enterprise whose primary mission is to promote economic development and sustainable growth in Chattanooga—Chattanooga Neighborhood Enterprise, the Regional Planning Commission and the Sports Committee, among others. Mr. Kinsey has been active in community affairs much of his life. In 1978 he managed the public campaign for elected—rather than appointed—school board members. He served as co-chair of the 1994 Legislative Weekend, which showcased the Chattanooga community for members of the Tennessee General Assembly. Mr. Kinsey was Chairman of the Chattanooga Convention and Visitors Bureau for two years, and has served on the boards of the Chattanooga Chamber of Commerce, the Siskin Foundation, the Chamber Foundation, the Tennessee Aquarium, and the Tourist Development Agency. Mr. Kinsey attended Boston University and the University of Tennessee at Chattanooga. He has lived in Chattanooga since 1965, is married to Candy and has three children.

## James S. Boney, Chief of Staff/ Chief Financial Officer



Jim Boney was appointed City Finance Officer in 1992 and has been re-appointed twice. Prior to his appointment, Boney served 26 years with the United States Air Force, retiring as a Colonel to accept this position. Under his leadership, the City of Chattanooga has been recognized for excellence in financial reporting, and has achieved an upgraded credit rating from the major rating agencies. Boney serves on numerous civic boards in the community and is a trustee of the Chattanooga-Hamilton County Hospital Authority (the Erlanger Health System). He and his wife of 30 years, Dianne, have three children.

**Office Phone: 757-5234**

## Daisy W. Madison, Deputy Financial Officer



Daisy W. Madison was hired as Deputy Finance Officer in 1992. She is a Certified Public Accountant with over 22 years of experience in financial accounting and auditing which include 10 years as staff auditor for the U.S. General Accounting Office, Arthur Anderson

& Company and audit manager for the internal audit division of Hamilton County government. Prior to coming to the City, she served as Director of Financial Management for Hamilton County government for over 10 years. Mrs. Madison initiated the first successful attempt by the City to obtain the GFOA certificate of achievement in financial reporting which was instrumental in the city's achieving an upgraded bond rating. She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her husband of 23 years, Sam, are the *proud* (smile) parents of four children. **Office Phone: 757-5232**

## Fredia F. Kitchen, Budget Officer

Fredia F. Kitchen was promoted to Budget Officer in March, 2000. Prior to Budget Officer, her career with the City began in 1980 where she started out in Payroll, moving to Budget in 1984 as a Budget Analyst, then

promoted to Budget Analyst, Senior. She handles budgets for Finance & Administration and the Interceptor Sewer Funds. In addition to major budget duties, she monitors all City Investments, performs Revenue Analysis, and Bond Analysis, including gathering data for official statement preparation. She is married to Ken, who is a System & Data Base Specialist Senior in the City's Information Services division. **Office Phone: 757-0524**

### **Christopher Haley, Budget Analyst**

Chris Haley was hired as a Budget Analyst in 1996. He handles budgets for the General Government and Parks, Recreation, Arts, & Culture. Prior to coming to the City, he worked in internal audit with Hamilton County. **Office Phone: 757-0537**

### **Randall Ray, Budget Analyst**

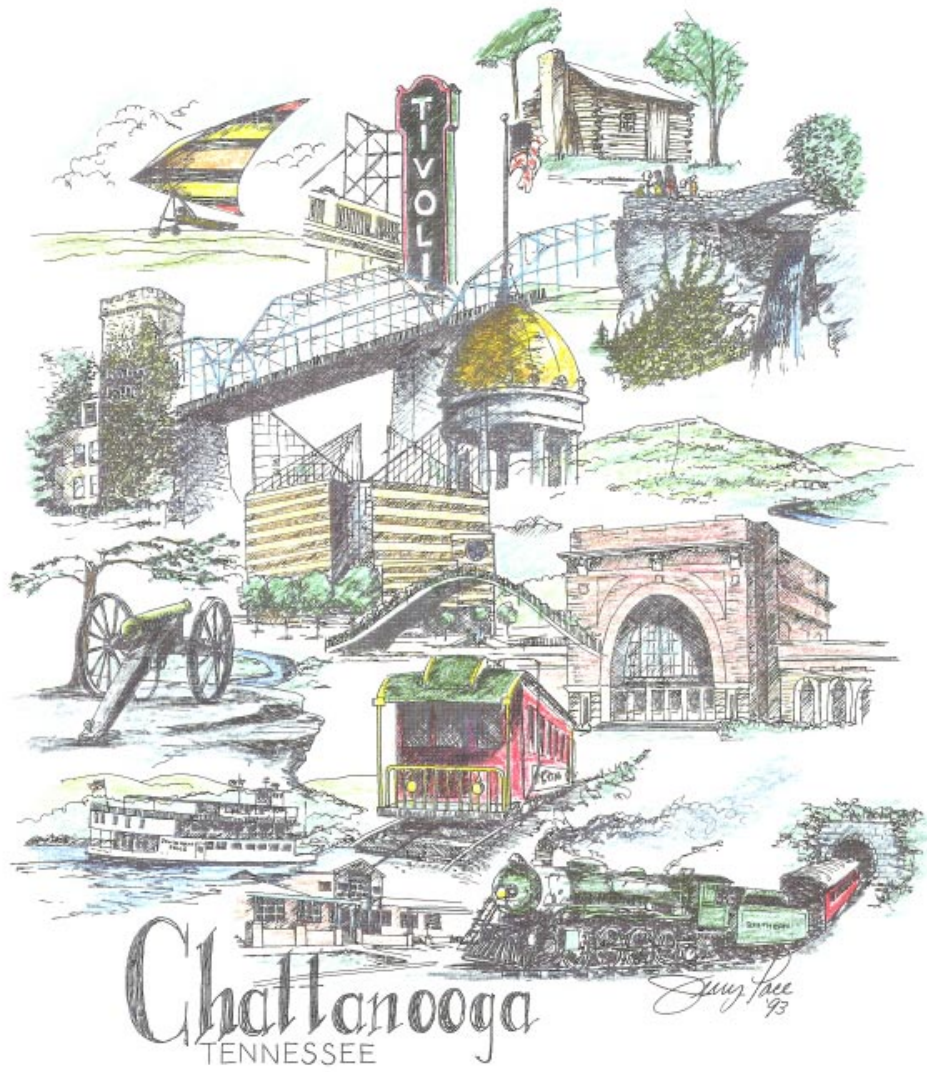
Randall Ray was hired by the City in 1986. Prior to that he was a Sales Tax Auditor for the State of Tennessee for 2 years. He is a graduate of Middle Tennessee State University. He handles budgets for Police, Fire, and Public Works. He has been married to the former Teena Andrews for fifteen years with two cats (Bearden and Ernest T. Bass).

**Office Phone: 757-0535**

### **Simone M. White, Budget Analyst**

Simone White was hired by the City of Chattanooga in March 1993. She handles budgets for the General Services, Personnel, Neighborhood Services, as well as most of the joint funded agencies of the City (Air Pollution, Regional Planning Agency, Scenic Cities Beautiful, and Human Services). Prior to joining the City, she was a Business Analyst for the City of Charleston (South Carolina). Simone holds a Bachelor of Science in Accounting from Clemson University (SC). She has served as a reviewer for the GFOA's Distinguished Budget Awards Program for the past three years. She also serves on the board of the Chattanooga Chapter, Association of Government Accountants. Prior to her board appointment, she served five years as the Newsletter Editor, winning four first place awards. Simone is married to the wonderful Jerrold Javier White.

**Office Phone: 757-0534**



# Policies & Procedures

## Budget Procedures

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

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

The 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

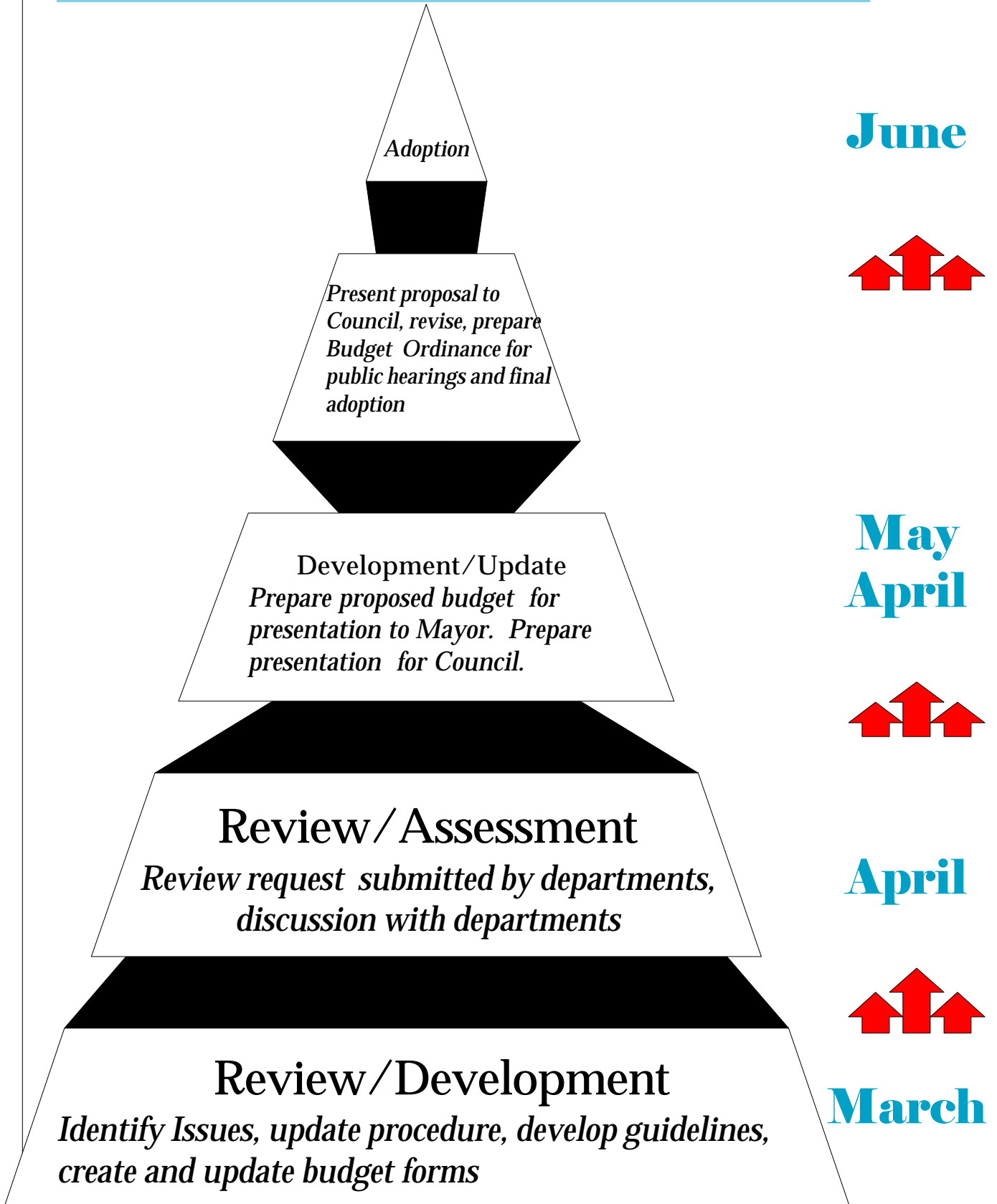
is in effect. Subsequently, the budget is legally enacted through passage of an ordinance with an operative date of July 1. Upon adoption of the annual budget ordinance by the Council, it becomes the formal budget for City operations. After the budget ordinance is adopted, the council can increase the 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.

## The Budget Pyramid Approach Model

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**March**

- 1 Budget analysts begin preparing YTD dept. data
- 15 Distribute budget request Operation and Capital forms along with supplementary data to departmental personnel

**April**

- 7 Agencies submit request to City Council Office
- 12 Departments submit budget requests to finance department for budget review to begin
- 13-28 Budget Office Review
- 17 - 28 Budget staff meets with department to discuss FY 00/01 budget request

**May**

- 1 Finance Officer delivers revenue estimates to the Mayor
- Departments submit Capital Budget requests to finance department. Interceptor Sewer System request to finance.
- 4 Total Request Budget presented to Mayor
- 10 Joint City/County budget hearings
- 12 Financial staff presents the balanced budget to Mayor
- 23 Begin budget hearings with City Council

**June**

- 20 First reading of FY 00/01 Budget Ordinance
- 27 Second and third reading of FY 00/01 Operating Ordinance

**July**

- 11 The FY 00/01 Budget Ordinance #11027 officially becomes effective
- 31 Deadline to upload operating budget amounts in Banner Budget Module

**August**

**September**

- 18 Complete Comprehensive Annual Budget Report
- 26 Submit Comprehensive Annual Budget Report to GFOA for review

**October/November**

- 17 Preliminary Meeting with Budget & Finance Committee Chairman to discuss Capital Budget 2001
- 24 Present capital budget to City Council for 1st reading
- 31 Capital budget to City Council for 2nd and 3rd reading

**Budget Maintenance and Monitoring**

**December/January/February**

- Review improvement ideas for FY 2002 Budget process

## 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 00/01 Operating Budget:

Budget Requests for Fiscal Year 2001 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 99/00 expenditures less any one time nonrecurring expenditures.

- a. Request for one time, unavoidable costs that are anticipated for FY 00/01 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 2000-2001 budget.
- h. New and additional positions must be submitted to Personnel for review no later than April 3, 2000.

General Pension 0.00%

BlueCross Blue Shield of Tennessee:  
 Individual \$185.48  
 Subscriber + 1 \$370.97  
 Family \$505.96

Life Insurance Coverage: \$0.295 per \$1,000 coverage/month

Long-Term Disability:  
 \$0.125 per \$100 coverage per month.  
 FICA 6.20%  
 Medicare 1.45%

Union Pensions:  
 Operating Engineers \$1.01/hour  
 Laborers \$0.78/hour

We do not anticipate any increase in utility costs during FY 00/01.

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

**Renewal & Replacement:**

Budget Requests will include capital operating requirements, to be funded from the amount appropriated for Renewal & Replacement of Equipment. Generally, a capital operating requirement has a useful life of less than 15 years and involves a cost less than \$25,000.00. Items with a longer useful life and greater cost will be included in the Capital Budget. We anticipate that the FY 00/01 budget will include funding for Renewal & Replacement in the amount of \$1,500,000.

All departments will include in each activity funds for vehicle repairs at City Garage. Parts will be billed by the Garage at a 25% markup. Labor cost has been set at \$45.00 per hour. Vehicle maintenance cost expenses should be based on hours experienced during FY 99/00 execution. The price factor to be used for forecasting fuel costs is \$1.35 per gallon for gasoline and \$1.15 per gallon for diesel.

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

**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.

Descriptions, Goals & Objectives, and Performance Measures for each activity will be distributed during budget time. Please update, if necessary, as they are included in the City's 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;

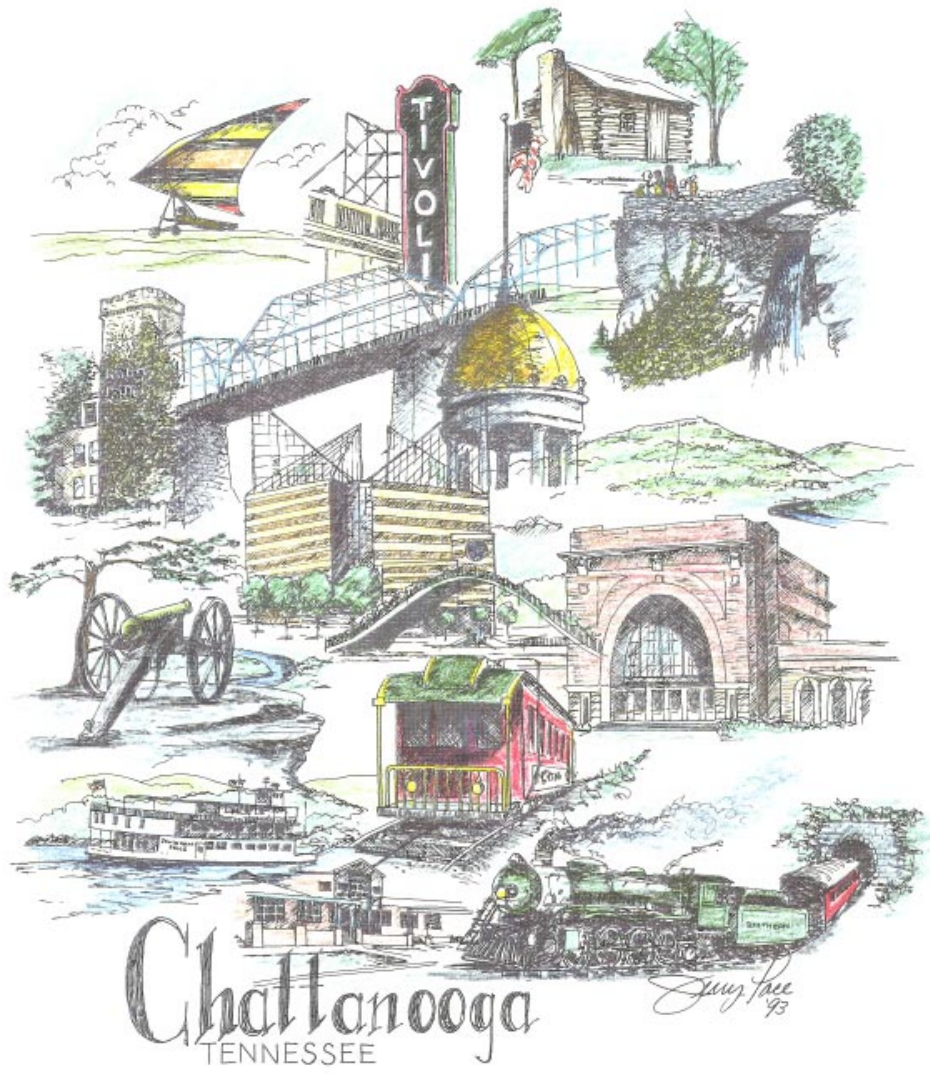
(4) a statement of the estimated fund balance or deficit, as of the end of the current fiscal year;

(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.



# Budget Ordinance

## **ORDINANCE NO.11027**

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FY2000/2001 BUDGET ORDINANCE", TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2000, AND ENDING JUNE 30, 2001, 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.

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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 2000-2001 from all sources to be as follows:

### PROPERTY TAXES:

Current Taxes on Real & Personal Property	\$	59,835,000
Taxes on Real & Personal Property - Prior Years		2,300,000
CHA - In Lieu of Taxes		20,420
TVA - In Lieu of Taxes		1,080,000
Electric Power Board - In Lieu of Taxes		2,273,128
CNE - In Lieu of Taxes		58,000
Sofix - In Lieu of Taxes		212,217
Gibraltar Steel - In Lieu of Taxes		32,612
Champion Tray - In Lieu of Taxes		37,982
Regis Corporation - In Lieu of Taxes		33,280
E.I. Dupont - In Lieu Of Taxes		95,993
Messer Griesheim Ind - In Lieu of Taxes		51,393
Total Other – In Lieu of Taxes		111,287
Corporate Excise Taxes – State (Intangible Property)		155,000
Interest & Penalty on Current Year Taxes		5,000
Interest & Penalty on Delinquent Taxes		200,000
Delinquent Taxes Collection Fees		100,000
<b>TOTAL</b>	<b>\$</b>	<b>66,601,312</b>

OTHER LOCAL TAXES:

Franchise Taxes - ComCast Cable	\$	1,210,000
Franchise Taxes – Chattanooga Gas		285,000
Liquor Taxes		1,325,000
Beer Taxes		4,100,000
Local Litigation Taxes - City Court		5,000
TOTAL	\$	6,925,000

LICENSE, PERMITS, ETC.:

Motor Vehicle Licenses	\$	375,000
Parking Meters		460,000
Business Licenses (excluding Liquor)		120,000
Gross Receipts Tax		2,800,000
Fees for Issuing Business Licenses & Permits		55,000
Interest & Penalty on Business Licenses & Permits		75,000
Wrecker Permits		6,700
Building Permits		420,000
Electrical Permits		92,000
Plumbing Permits		85,000
Street Cut-In Permits		35,000
Sign Permits		88,000
Liquor By the Drink Licenses		99,000
Hotel Permits		2,100
Gas Permits		8,500
Liquor By the Drink - Interest & Penalty		4,100
Plumbing Examiner Fees & Licenses		25,000
Electrical Examiner Fees & Licenses		35,000
Gas Examination Fees & Licenses		32,000
Mechanical Code Permits		65,000
Permit Issuance Fees		64,500
Beer Application Fees		75,000
Annual Electrical Contractor License		61,700
Mechanical Exam Fee & Licenses		62,000
TOTAL	\$	5,145,600

FINES, FORFEITURES, AND PENALTIES

City Court Fines	\$	865,000
Delinquent City Court Fines		118,000
Criminal Court Fines		235,000
Traffic Court Fines		225,000
Delinquent Tickets		158,000
Delinquent Ticket-Court Cost		50,000
Delinquent Tickets – Clerk's Fee		90,000
TOTAL	\$	1,741,000

REVENUES FROM USE OF MONEY OR PROPERTY:

Interest on Investments	\$	2,800,000
Land & Building Rents		135,000
Telephone Commissions		1,000
Dock Rental (Wharf)		22,600
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TOTAL	\$	2,958,600

REVENUES FROM OTHER AGENCIES:

Local Option Sales Tax-General Fund	\$	22,072,000
State Beer Tax		78,600
Hall Income Tax		2,976,411
State Sales Tax		9,717,012
State Mixed Drink Tax		1,150,000
State Gas Inspection Fees		375,000
State Maintenance of Streets		100,000
State Alcoholic Beverage Tax		68,000
State – School Resource Officer Funds		70,000
TVA Impact Funds		28,000
HUD-Harriet Tubman Project		400,208
Hamilton County - Radio & Electronics		48,000
Cops Universal Hiring		1,123,227
Hamilton County Ross' Landing/Plaza		691,849
State DOT – TVRM		73,600
Municipal Forestry Grant		15,868
State – Specialized Training Funds		407,000
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TOTAL	\$	39,394,775

SERVICE CHARGES FOR CURRENT SERVICES

City Court Costs	\$	72,500
Delinquent City Court Cost		10,000
Clerk's Fees		250,000
Delinquent Clerk's Fee		35,000
State Court Costs		650
Delinquent State Court Cost		15,000
Processing of Release Forms		8,000
Delinq-processing of Release Forms		2,000
Charges for Financial Services - Electric Power Board		7,200
Swimming Pools		9,000
Park Concessions		32,500
Variance Request Fees		5,500
Condemnation		25,000
Payroll Deduction Charges		8,700
Indirect Costs		1,679,578
Plans & Specification Deposits		15,000
Other Funds Reimbursement-Health Insurance		2,898,000
Employee Contributions-Health Insurance		1,300,000

Regular Retiree Contributions	405,000
Carousel Ridership	175,000
Walker's Pavilion Rents	25,000
Memorial Auditorium Concessions	40,000
Auditorium Box Office	75,000
Miscellaneous Revenue – Auditorium/Tivoli	59,000
Tivoli Box Office	20,000
Tivoli Concessions	17,500
Memorial Auditorium Rents	205,000
Tivoli Rents	150,000
Fitness Center	29,000
Arts & Culture	78,000
Skateboard Park	20,000
Zoo Recycling	33,000
Kidz Kamp	55,000
City Softball Program Fees	40,000
Recreation Center Rental	10,000
Champion's Club	40,000
Miscellaneous PRAC Revenue	26,000
Miscellaneous Revenue	375,000
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TOTAL	\$ 8,251,128
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TOTAL GENERAL FUND ESTIMATED REVENUE	\$ 131,017,415
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and,

WHEREAS, it is necessary to base the appropriations to the various departments of the Municipal Government on the above estimated revenues:

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CHATTANOOGA, TENNESSEE:

SECTION 1. That for the purpose of raising revenue to operate the various departments, agencies, boards, commissions, offices, divisions or branches of the Municipal Government, and to pay the interest on and retire bonds of said City as they mature, there be and is hereby levied upon all taxable property within the City of Chattanooga, Tennessee, a tax for the year 2000 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 2000 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, 2000, and shall become delinquent MARCH 1, 2001, 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, 2000, 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	\$	5,962,132
Department of Police		29,009,837
Department of Fire		19,357,217
Department of Public Works		19,530,810
Department of Parks, Recreation, Arts & Culture		10,445,220
Department of General Services		17,470,960
Department of Personnel		1,036,452
Department of Neighborhood Services		1,613,542
General Government & Supported Agencies		26,591,245

TOTAL	\$	131,017,415
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DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office	\$	1,679,591
Information Services		2,330,628
City Treasurer		549,383
Telephone System		291,400
City Court Clerk – Operations		907,243
City Court Clerk's Office – Space Cost		95,000
Telecommunications Operations		108,887

TOTAL	\$	5,962,132
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DEPARTMENT OF POLICE

Chief of Police	\$	367,233
Internal Affairs		330,926
Office of Budget & Finance		514,567
Office of Community Outreach		64,066
Police Information Office		114,357
Office of Legal Services		114,803
Accreditation		138,677
Technology Manager		7,650
Uniform Services Command		378,983
Sector 1		4,812,454
<u>Sector 2</u>		<u>3,304,325</u>
Sector 3		2,683,821
Community Services		839,424
Special Operations		1,040,546
Animal Services		762,030
Support Services		668,529
Training Division		1,508,397
Fleet / Facilities Management		2,236,066
Technical Services		2,173,279
Professional Standards		1,036,516
Operations Support Services		2,288,581
Major Investigations		1,902,006
Police Department unallocated salaries		1,722,601

TOTAL	\$	29,009,837
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DEPARTMENT OF FIRE

Fire Operations	\$	18,424,241
Utilities		926,976
Combat Challenge		6,000
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TOTAL	\$	19,357,217

DEPARTMENT OF PUBLIC WORKS

Administration	\$	491,807
City Engineer		1,648,902
Street Cleaning		1,435,081
Emergency		435,740
City Wide Services		749,097
Sewer Construction & Maintenance		1,604,866
Inspection Division		1,227,578
Board of Gas Fitters		2,900
Board of Plumbing Examiners		2,000
Board of Electrical Examiners		19,500
Board of Variances		5,000
Board of Mechanical Examiners		1,800
Utilities		128,650
Brainerd Levee 1,2,3		58,770
Orchard Knob Storm Stations		54,375
Minor Pump Stations		20,500
Traffic Administration		485,557
Traffic Control		1,451,017
Street Lighting		2,396,000
Solid Waste & Sanitation Fund Subsidy		6,307,718
State Street Aid Subsidy		320,000
Storm Water Subsidy		683,952
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TOTAL	\$	19,530,810

DEPARTMENT OF PARKS, RECREATION, ARTS & CULTURE

Administration	\$	566,139
Facility Planning		123,983
Public Information		129,785
Recreation Administration		453,548
Community Centers		740,746
Senior Citizen Recreation. . . . . A.O.		58,916
Summer Youth		197,807
Fitness Center		279,385
Greater Chattanooga Sports Committee . . . . . A.O.		75,000
Inner City Ministry. . . . . A.O.		18,500
Late Night Programs		59,200
OutVenture		93,225
Sports		611,192
At-Risk Youth/Spec Program		484,370
Champion's Club		165,423
Warner Park Zoo		296,616
Municipal Parks		1,019,051
Tennessee Riverpark – Downtown		888,626
Municipal Forestry		404,869
Buildings & Structures		1,067,907

Carousel Operations	156,393
Parks Administration	526,706
Landscape	356,930
Tennessee Riverpark Security	308,842
City Wide Security	48,449
Memorial Auditorium	297,164
Civic Facilities Concessions	63,702
Tivoli Theatre	217,770
Civic Facilities Administration	450,665
Arts & Culture	284,311

TOTAL	\$	10,445,220
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DEPARTMENT OF GENERAL SERVICES

Administration	\$	523,429
City Hall/Annex Maintenance		710,221
Electronics Division		340,358
Employee Benefits Office		200,559
Employee Insurance Program		13,330,046
Job Injuries		1,615,350
Purchasing		750,997

TOTAL	\$	17,470,960
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DEPARTMENT OF PERSONNEL

Administration	\$	878,452
Physicals		158,000

TOTAL	\$	1,036,452
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DEPARTMENT OF NEIGHBORHOOD SERVICES

Administration	\$	349,476
Codes & Community Services		747,872
Human Rights		109,191
Neighborhood Relations		292,003
Neighborhood Mini Grants		115,000

TOTAL	\$	1,613,542
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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	\$	578,253
City Council		562,144
Air Pollution Control Bureau. . . . . A.S.F.		270,820
Allied Arts Council. . . . . A.O.		250,000
Association of Visual Artists . . . . .A.O.		15,000
Chattanooga Regional History Museum		48,000
Audits, Dues, & Surveys		140,750
Capital Improvements		800,000
CARCOG & Economic Development District. . . . . A.O.		30,493
CARTA Subsidy. . . . .A.O.		2,770,276
Carter Street Corporation Lease Agreement. . . . . A.O.		1,427,927
Carter Street Corporation		81,955
C-HC Bicentennial Public Library. . . . . A.S.F.		2,230,262
Chattanooga African-American Museum/Bessie Smith Hall . . . . .A.O.		70,000
Chattanooga African-American Museum Building Maintenance . . . . . A.S.F.		35,000
Chattanooga Neighborhood Enterprises. . . . . A.O.		2,000,000
Chattanooga Area Urban League. . . . . A.O.		50,000
Chattanooga Storm Water Fees. . . . . A.S.F.		75,000
Children's Advocacy Center. . . . . A.O.		30,000
City Court (Judicial)		659,618
Community Foundation Scholarships		160,000
Community Impact Fund		166,000
Community Research Council, Inc.		10,000
Contingency Fund		517,857
Debt Service Fund. . . . . A.S.F.		6,424,417
Downtown Design Center		56,177
Downtown Partnership. . . . . A.O.		140,000
Election Expense		160,000
Homeless Health Care Center. . . . . A.O.		17,500
Human Services. . . . . A.S.F.		1,424,655
Inner City Development Corp		35,000
Intergovernmental Relations		237,800
City Attorney's Office		
Administration		629,024
Liability Insurance Fund . . . . . A.S.F.		1,150,000
Renewal & Replacement		1,500,000
Pensions, FICA, & UIC		41,500
Real Estate Fund. . . . .A.S.F.		100,000
Regional Planning Agency. . . . . A.S.F.		840,463
Scenic Cities Beautiful. . . . . A.S.F.		30,294
Tuition Assistance Program		5,000
Taxi Board. . . . . A.O.		300
Tennessee RiverPark. . . . .A.O.		686,160
Tennessee Valley Railroad Museum . . . . .A.O.		73,600
WTCI-TV-Channel 45 . . . . . A.O.		60,000
TOTAL	\$	26,591,245

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2000-2001:

Fund Number	Fund Title	Amount
1119	<u>ECONOMIC DEVELOPMENT/EDUCATION FUND</u>	
Estimated Revenue:		
City – Only Sales Tax		\$ 17,400,000
		=====
Appropriations:		
Education – Hamilton County		\$ 8,700,000
Chattanooga Economic Development Capital Fund		8,051,089
African – American Chamber (Urban League)		150,000
Chattanooga Chamber for Economic Development		448,911
Chamber of Commerce Marketing		50,000
		-----
		\$ 17,400,000
		=====
1105	<u>REAL ESTATE FUND</u>	
Estimated Revenue:		
City of Chattanooga General Fund		\$ 100,000
Fund Balance		237,811
Sale of Property		20,000
Building Rental		38,688
Back Tax Property Sales		50,000
		-----
		\$ 446,499
		=====
Appropriations:		
Administration		\$ 275,499
Property Maintenance		171,000
		-----
		\$ 446,499
		=====
2104	<u>STATE STREET AID FUND</u>	
Estimated Revenue:		
State of Tennessee		\$ 4,593,296
Investment Income		85,000
General Fund Subsidy		320,000
		-----
		\$ 4,998,296
		=====

Appropriations:	
Salaries & Wages	\$ 2,752,290
Fringe Benefits	680,097
Purchased Services	49,900
Material & Supplies	864,061
Travel	1,500
Vehicle Operating Expense	623,648
Capital Outlay & Fixed Assets	25,000
Government Charges, Taxes, Etc.	1,800
	<hr/>
	\$ 4,998,296
	=====

3100 DEBT SERVICE FUND

Estimated Revenue:	
General Fund	\$ 6,424,417
911 Emergency Communications	200,000
Hamilton County	809,898
Private Industry Council	<u>216,545</u>
	\$ 7,650,860
	=====

Appropriations:	
Principal	\$ 4,224,589
Interest	3,416,271
Bank Service Charges	<u>10,000</u>
	\$ 7,650,860
	=====

7100 COMMUNITY DEVELOPMENT FUND

Estimated Revenue:	
Community Development Block Grant - New Grants	\$ 2,559,000
CDBG – Program Income	1,176,000
Emergency Shelter Grant	<u>87,000</u>
	\$ 3,822,000
	=====

Appropriations:	
28 <sup>th</sup> Legislative District CDC	\$ 45,000
Allied Arts	70,000
Bethlehem Center	25,882
CADAS	50,000
CD Office Administration	593,269
CD Office (Housing)	250,000
Chattanooga Neighborhood Enterprise	1,130,718
City of Chattanooga General Services	290,000
City of Chattanooga Neighborhood Services	150,000
City of Chattanooga Parks, Recreation, Arts & Culture	40,200
City of Chattanooga Police	200,000
Dodson Avenue Health Center	86,650
Family & Children’s Services	62,000
Friendship Haven	45,000

Inner City Development Corporation	345,000
Interfaith Hospitality Network of Greater Chattanooga	51,500
Police Athletic League	40,000
Room In The Inn	86,000
Southeast Tennessee Historical District	11,000
Southeast Tennessee Legal Services	35,000
Special Transit Services	19,200
United Way Center for NonProfits	32,500
Westside CDC	76,081
ESG – Chatt Room in the Inn	15,488
ESG – Family & Children’s Services	68,012
ESG – Interfaith Hospitality Network	3,500
	<hr/>
	\$ 3,822,000
	=====

7101 ECONOMIC & COMMUNITY DEVELOPMENT - HOME PROGRAM

Estimated Revenue:	
Federal Grant (HOME)	\$ 1,214,000
Program Income	220,000
	<hr/>
	\$ 1,434,000
	=====

Appropriations:

HOME – CCHDO	\$ 235,000
HOME – CNE	1,115,000
HOPE for Chattanooga	84,000
	<hr/>
	\$ 1,434,000
	=====

2102 HUMAN SERVICES DEPARTMENT

Estimated Revenue:	
Federal-State Grants	\$ 10,275,740
City of Chattanooga	1,424,655
Contributions	30,920
	<hr/>
	\$ 11,731,315
	=====

Appropriations:

Headstart	\$ 5,739,096
Day Care	1,709,024
Weatherization	259,585
Foster Grandparents	419,834
LIEAP	717,316
CSBG	610,286
Occupancy	226,221
Human Services Program	1,895,774
Neighborhood Family Services	81,311
City General Relief	72,868
	<hr/>
	\$ 11,731,315
	=====

5200 SOLID WASTE & SANITATION FUND

Estimated Revenue:	
Landfill Tipping Fees	\$ 5,272,506
Permits	1,000
General Fund Subsidy	6,307,718
Public Works Capital	77,520
Investment Income	<u>343,650</u>
	\$ 12,002,394
	=====

Appropriations:	
Garbage Collection	\$ 2,711,587
Recycle	628,460
Brush & Trash Collection	2,167,588
Waste Disposal – Chattanooga Landfill	1,586,984
Sanitary Landfill	123,650
Wood Recycle	726,790
Solid Waste Reserve	1,119,574
Renewal & Replacement	86,900
Debt Service	2,750,861
Household Hazardous Waste	<u>100,000</u>
	\$ 12,002,394
	=====

5300 STORM WATER FUND

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

Appropriations:	
Stormwater Administration	\$ 1,360,386
Storm Water City Wide Services	1,114,435
Renewal & Replacement	78,086
Capital Improvement	62,156
Debt Service	<u>2,172,937</u>
	\$ 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

SECTION 7(a). That all persons in the General City Employee Pay Plan within the “City of Chattanooga Classification System” and covered by the “Pay Plan” on the effective date of this Ordinance shall receive a two percent (2%) increase in pay in addition to the amount they are

being paid on the effective date of this Ordinance. That all persons in the Fire and Police Pay Plans within the "City of Chattanooga Classification System" and covered by the "Pay Plans" on the effective date of this Ordinance shall receive a three percent (3%) increase in pay in addition to the amount they are being paid on the effective date of this Ordinance. This raise shall be retroactive to July 1, 2000 only for those persons employed by the City on July 1, 2000 and still employed by the City. 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, 2000 shall not be eligible for a step increase during the fiscal year ending June 30, 2001. However, a Department head can certify that an employee is not qualified for a step increase. That any employee already receiving pay above the maximum step of the assigned pay grade will not receive an increase. Also, all persons within the "City of Chattanooga Classification System" but not covered by the "Pay Plans" shall receive a six percent (6%) increase in pay effective July 1, 2000.

SECTION 7(a)(1). In addition to the minimum rate of pay established in the Classification Plan, a rate of pay less than 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.

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 and firefighters as of July 1, 2000. 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 two hundred twenty-five (\$225.00) 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 eight point nineteen (8.19%) percent.

SECTION 9(c). That the City Finance Officer is authorized to match the total salaries of all participants in the General Pension Plan as specified in the most recent actuarial study with no (0.0%) contribution from the General Fund.

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

Central Pension Fund	\$1.07 Per Hour
LIUNA (Laborers) Pension Fund	\$ 0.83 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, 2000

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 27, 2000

Yusuf A. Hakeem  
CHAIRPERSON

APPROVED \_\_\_\_\_ DISAPPROVED \_\_\_\_\_

DATE: June 29, 2000

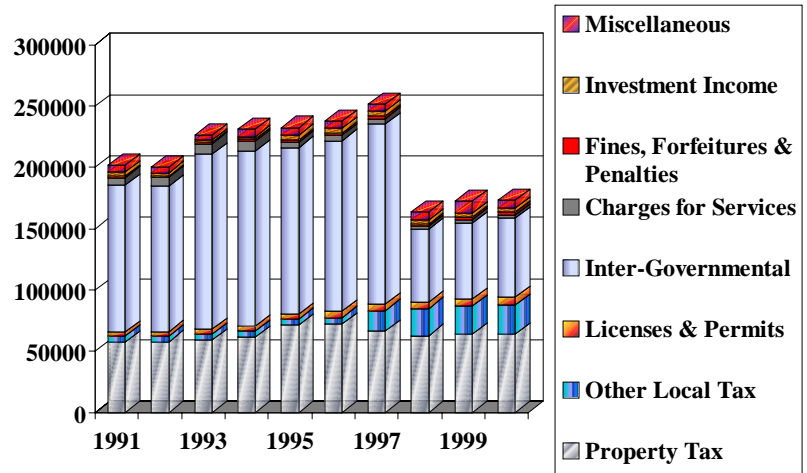
John Kinney  
MAYOR

# Financial Overview

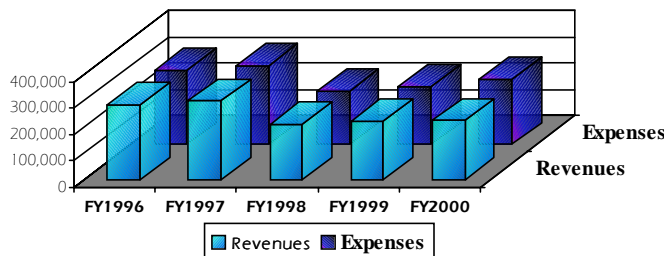
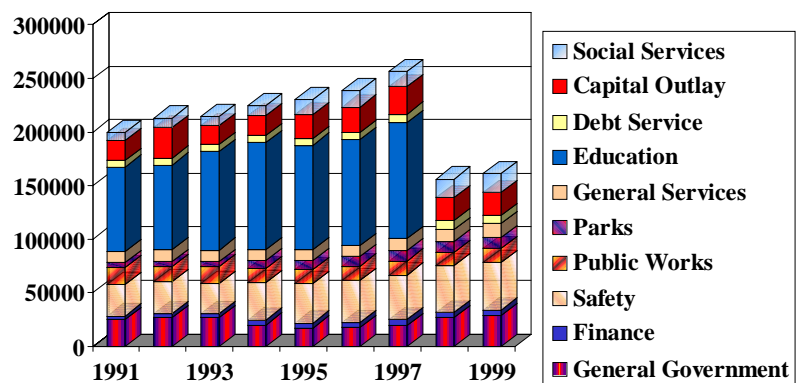
## Revenue and Expenditure History

Total City revenue for the fiscal year ended June 30, 1996 was \$288,383,284. Total City revenue for the fiscal year ended June 30, 2000 was \$223,575,322. This difference of \$64,807,962 represents a 22.5% decrease over this five year period. During this same time period total City expenditures decreased from \$282,110,651 in 1996 to \$237,197,364 in 2000. This difference of \$44,913,287 represents a 15.9% 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. Below 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. To the right are ten year comparisons of total revenues and expenditures.

**Revenues**  
(in 1,000)



**Expenditures**  
(in 1,000)



**REVENUES & APPROPRIATIONS BY FUND TYPE  
FY2001**

<b>Revenues</b>	<b>Governmental Fund Types</b>			
	<b>General</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>
Taxes	73,526,312	22,043,296	-	-
Licenses & Permits	5,145,600	-	-	-
Intergovernmental	39,394,775	10,513,551	809,898	-
Charges for services	8,251,128	-	-	-
Fines, forfeitures and penalties	1,741,000	-	-	-
Interest earnings	2,958,600	85,000	-	-
Miscellaneous	-	89,608	416,545	-
Bonds	-	-	-	-
Transfers In	-	1,844,655	6,424,417	-
<b>Total Revenues</b>	<b>131,017,415</b>	<b>34,576,110</b>	<b>7,650,860</b>	<b>-</b>
<b>Appropriations</b>				
General Government	26,591,245	29,131,315	-	-
Finance & Administration	5,962,132	-	-	-
Police Department	29,009,837	-	-	-
Fire Department	19,357,217	-	-	-
Public Works Department	19,530,810	4,998,593	-	-
Parks, Recreation, Arts & Culture	10,445,220	-	-	-
General Services	17,470,960	446,499	-	-
Personnel	1,036,452	-	-	-
Neighborhood Services	1,613,245	-	-	-
Debt Service	-	-	7,650,860	-
Capital Projects	-	-	-	-
<b>Total Appropriations</b>	<b>131,017,118</b>	<b>34,576,407</b>	<b>7,650,860</b>	<b>-</b>

Fiduciary Fund Types	Proprietary Fund Types	Internal Service Funds	Total FY2001	Total FY2000
Community Development	Enterprise			
-	-	-	95,569,608	89,056,406
-	-	-	5,145,600	4,854,500
3,860,000	-	-	54,578,224	69,746,880
-	39,902,500	8,550,000	56,703,628	48,985,314
-	-	-	1,741,000	1,740,000
1,396,000	2,543,650	-	6,983,250	2,982,400
-	77,520	-	-	4,674,502
-	-	-	-	128,134,146
-	6,991,670	-	15,260,742	33,615,852
5,256,000	49,515,340	8,550,000	236,565,725	383,790,000
-	-	-	55,722,560	70,542,999
-	-	-	5,962,132	5,852,709
-	-	-	29,009,837	28,437,890
-	-	-	19,357,217	19,302,417
-	49,515,340	-	74,044,743	71,337,884
-	-	-	10,445,220	9,869,428
5,256,000	-	8,550,000	31,723,459	21,868,066
-	-	-	1,036,452	922,523
-	-	-	1,613,245	1,315,518
-	-	-	7,650,860	5,866,931
-	-	-	-	148,473,635
5,256,000	49,515,340	8,550,000	236,565,725	383,790,000

## Fund Balance/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 \$81,575,969. 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 and Enterprise Funds have increased while the Fund Balances for the Special Revenue Funds, Debt Service, Internal Service and Capital have decreased during this period.

The Fund Balance for the General Fund was \$28,285,707 in 1990. This dipped to a ten-year low of \$24,349,098 in 1994 but has grown steadily since to its current balance of \$35,572,566 at the close of FY00. This has been accomplished while lowering the City Property Tax during FY 98. Most of the Fund Balance build-up can be attributed to the City-only Sales Tax which the City started collecting in FY97.

The Special Revenues Fund Balances have decreased from a balance of \$11,483,620 in 1991 to a 2000 balance of \$8,878,082, or a \$2,605,538 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.

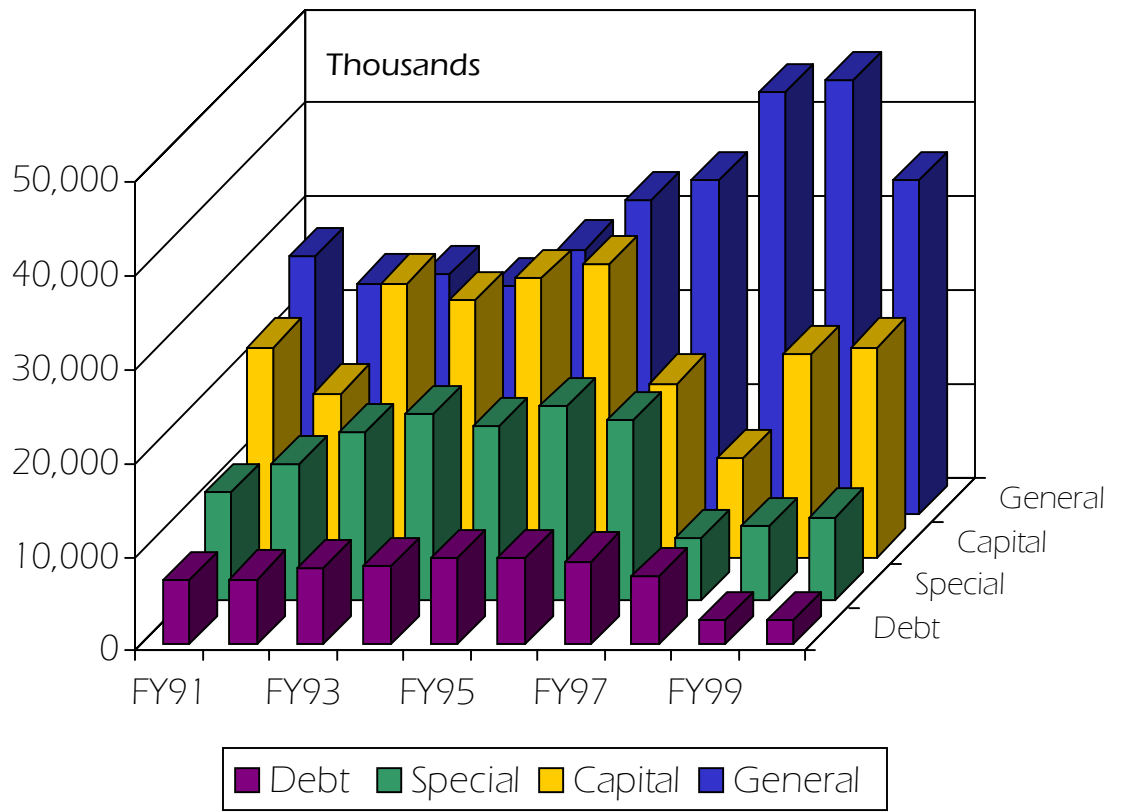
Debt Service has had a drop in its Fund Balance during this period, too. This came about through the use of the Fund Balance to pay current year maturities and interest. Fund Balance had risen to a high of \$9,127,569 in FY96 and the decision was made to use the Fund Balance for maturity payments and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

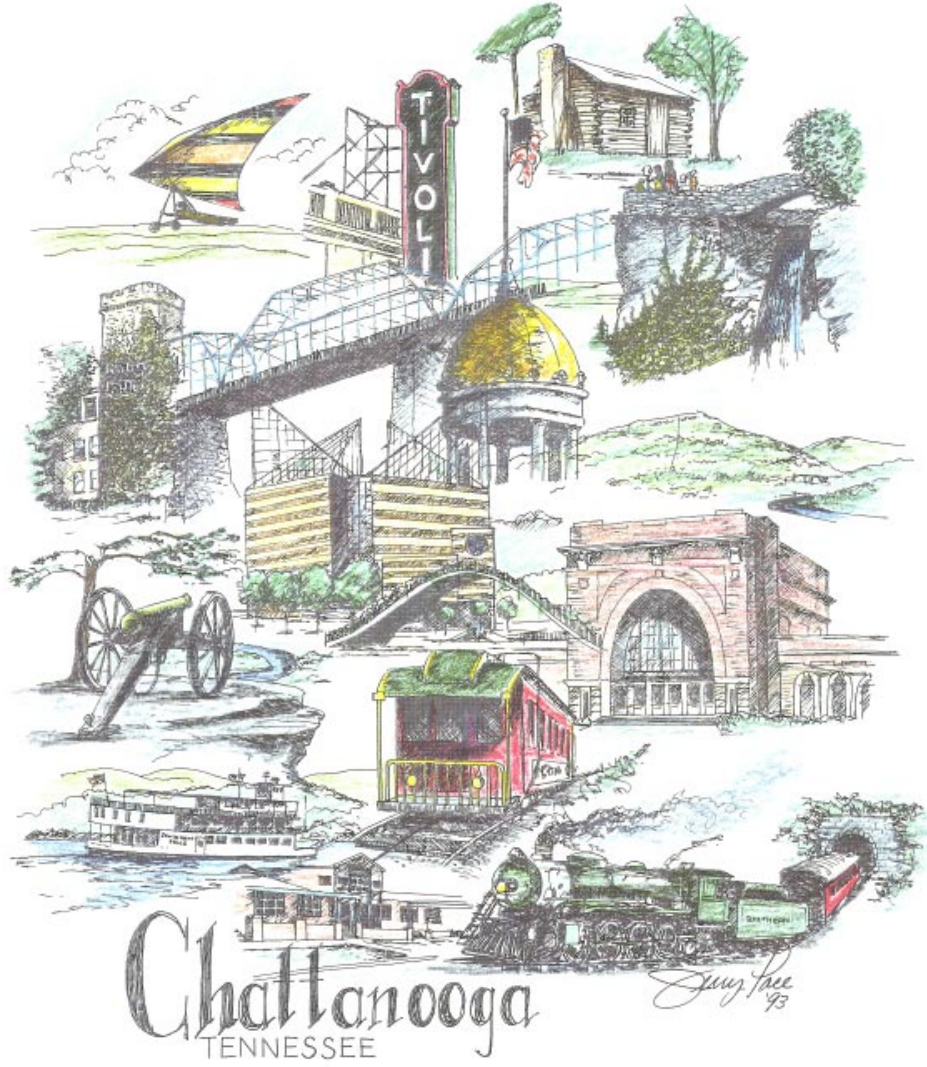
The Capital Funds Fund Balances have fluctuated most during this ten year period. Starting with a collective Fund Balance figure of \$22,378,055 in 1991, this fund class clearly shows the use of funds for infrastructure-like projects by the City, bringing the balance to (\$21,010,424) at the close of FY 00. 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 \$52,049,804 in 1990 has more than tripled to a 2000 balance of \$153,490,790. 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 2000 this balance has decreased to \$67,570. 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 \$67,570 at the end of 2000. 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 on the following page 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, 1998 - 2001

	FY 97/98	FY 98/99	Unaudited FY 99/00	Projected FY 00/01
FUND BALANCE at beginning of year	\$35,598,921	\$44,884,369	\$41,421,296	35,572,566
<b>Revenues</b>				
Taxes	84,793,533	86,865,736	87,930,776	90,926,312
Licenses and permits	5,482,906	5,593,174	6,102,187	5,815,600
Intergovernmental Revenues	40,517,604	43,123,167	45,785,219	41,879,275
Charges for Services	2,315,595	2,607,711	2,658,941	2,648,420
Fines, forfeitures and penalties	1,805,903	2,143,025	1,874,413	1,753,000
Interest Income	2,682,184	2,885,733	3,167,537	3,296,200
Miscellaneous Revenues	8,059,366	8,315,596	8,977,257	8,325,678
Total Revenues	\$145,657,091	\$151,534,142	\$156,496,330	\$154,644,485
<b>Expenditures</b>				
General Government	30,044,057	30,849,148	32,152,289	45,538,931
Finance & Administration	5,130,132	5,342,297	5,480,393	5,962,132
Safety	43,134,157	43,839,762	48,843,929	49,615,406
Public Works	8,630,137	8,881,598	11,777,803	12,219,140
Parks & Recreation	9,800,381	10,944,930	11,947,665	12,360,513
General Services	15,011,465	16,555,748	17,476,609	17,963,183
Total Expenditures	\$111,750,329	\$116,413,483	\$127,678,688	\$143,659,305
Excess (deficiency) of revenues over expenditures	33,906,762	35,120,659	28,817,642	10,985,180
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	6,556	142,831	29,260	1,300,577
Operating transfers out	(21,980,687)	(35,772,094)	(31,711,697)	(8,588,247)
Operating transfers from component units		24,663		
Operating transfers to component units	(3,260,504)	(3,263,819)	(3,299,934)	(2,770,276)
Total other financing sources (uses)	(25,234,635)	(38,868,419)	(34,982,371)	(10,057,946)
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	8,672,127	(3,747,760)	(6,164,729)	927,234
Adjustment for encumbrances	613,321	284,687	315,999	300,000
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	9,285,448	(3,463,073)	(5,848,730)	1,227,234
FUND BALANCE at end of year	\$44,884,369	\$41,421,296	\$35,572,566	\$36,799,800

# 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, 1998 - 2001

#	FY 97/98	FY 98/99	unaudited FY 99/00	Projected FY 00/01
FUND BALANCE at beginning of year	5,029,012	\$6,621,617	8,126,314	8,878,082
<b>Revenues</b>				
Intergovernmental Revenues	15,556,202	17,111,581	16,721,281	16,924,153
Interest Income	266,459	257,578	306,789	291,070
Miscellaneous Revenues	520,533	726,840	613,005	536,875
Charges for Services	49,196	32,766	41,633	45,000
Total Revenues	<u>\$16,392,390</u>	<u>\$18,128,765</u>	<u>\$17,682,708</u>	<u>\$17,797,098</u>
<b>Expenditures</b>				
Safety	312,328	432,567	279,465	275,000
General Government	14,572,403	14,922,236	14,640,873	16,433,454
Public Works	4,447,192	3,936,740	4,186,110	4,998,296
General Services			72,000	
Capital Outlay/Fixed Assets	221,306	1,435,429	873,878	446,185
Total Expenditures	<u>\$19,553,229</u>	<u>\$20,726,972</u>	<u>\$20,052,326</u>	<u>\$22,152,935</u>
Excess (deficiency) of revenues over expenditures	(3,160,839)	(2,598,207)	(2,369,618)	(4,355,837)
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	3,857,707	4,178,382	3,774,162	4,124,262
Operating transfers out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total other financing sources (uses)	<u>3,857,707</u>	<u>4,178,382</u>	<u>3,774,162</u>	<u>4,124,262</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	696,868	1,580,175	1,404,544	(231,575)
Adjustment for encumbrances	<u>895,737</u>	<u>(75,478)</u>	<u>(652,776)</u>	<u>125,000</u>
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	1,592,605	1,504,697	751,768	(106,575)
Restatement of Discontinued School System			0	0
FUND BALANCE at end of year	<u>\$6,621,617</u>	<u>\$8,126,314</u>	<u>\$8,878,082</u>	<u>\$8,771,507</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, 1998 - 2001

#	FY 97/98	FY 98/99	unaudited FY 99/00	Projected FY 00/01
FUND BALANCE at beginning of year	\$8,802,830	\$7,126,274	\$2,566,687	\$2,671,607
Revenues				
Hamilton County, Tennessee Funds	847,748	1,036,625	1,022,553	1,009,898
Other intergovernmental funds	0	0	0	0
Rental revenue (PIC)	216,545	216,545	216,837	216,545
Other	18,821	6,812	0	0
Total Revenues	<u>1,083,114</u>	<u>1,259,982</u>	<u>1,239,390</u>	<u>1,226,443</u>
Expenditures				
Principal retirement	5,233,898	4,852,826	4,750,143	4,224,589
Interest	2,859,906	2,612,840	2,467,820	3,416,271
Fiscal agent fees	81,948	12,182	14,473	10,000
Total Expenditures	<u>8,175,752</u>	<u>7,477,848</u>	<u>7,232,436</u>	<u>7,650,860</u>
Excess (deficiency) of revenues over expenditures	(7,092,638)	(6,217,866)	(5,993,046)	(6,424,417)
Other Financing Sources (Uses)				
Operating transfers in	5,340,340	1,658,279	6,097,966	6,424,417
Proceeds of refunding bonds	7,682,764	0	0	0
Payment of refunding bonds	(7,607,022)	0	0	0
Total other financing sources (uses)	<u>5,416,082</u>	<u>1,658,279</u>	<u>6,097,966</u>	<u>6,424,417</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(1,676,556)	(4,559,587)	104,920	0
Adjustment for encumbrances	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(1,676,556)	(4,559,587)	104,920	0
FUND BALANCE at end of year	<u>\$7,126,274</u>	<u>\$2,566,687</u>	<u>\$2,671,607</u>	<u>\$2,671,607</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, 1998 - 2001

	FY 97/98	FY 98/99	unaudited FY 99/00	Projected FY 00/01
FUND BALANCE at beginning of year	\$18,536,069	\$10,528,452	\$20,708,478	\$1,367,631
<b>Revenues</b>				
Intergovernmental Revenues	2,463,027	974,152	1,010,123	1,000,000
Interest Income	137,700	115,508	58,395	60,000
Donations	0	3,557,273	0	0
Miscellaneous Revenues	810,462	614,945	1,327,468	500,000
Total Revenues	<u>\$3,411,189</u>	<u>\$5,261,878</u>	<u>\$2,395,986</u>	<u>\$1,560,000</u>
<b>Expenditures</b>				
General Government	8,702,217	5,920,388	22,102,572	38,000,000
Finance & Administration	85,098	217,681	47,429	130,000
Safety	4,121,533	3,832,183	3,657,297	5,000,000
Public Works	4,943,209	8,038,932	6,708,706	7,300,000
Parks, Recreation, Arts & Culture	2,751,323	2,021,400	4,405,352	6,000,000
General Services	689,104	333,950	2,085,606	1,500,000
Total Expenditures	<u>\$21,292,484</u>	<u>\$20,364,534</u>	<u>\$39,006,962</u>	<u>\$57,930,000</u>
Excess (deficiency) of revenues over expenditures	(17,881,295)	(15,102,656)	(36,610,976)	(56,370,000)
<b>Other Financing Sources (Uses)</b>				
Operating transfers in	8,418,485	24,486,210	16,719,828	16,000,000
Operating transfers out	0	(137,242)	(391,392)	0
Bond/Note Proceeds	4,145,387	933,714	941,693	117,700,000
Total other financing sources (uses)	<u>12,563,872</u>	<u>25,282,682</u>	<u>17,270,129</u>	<u>133,700,000</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(5,317,423)	10,180,026	(19,340,847)	77,330,000
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(5,317,423)	10,180,026	(19,340,847)	77,330,000
Restatement of Discontinued School System	(2,690,194)		0	0
FUND BALANCE at end of year	<u>\$10,528,452</u>	<u>\$20,708,478</u>	<u>\$1,367,631</u>	<u>\$78,697,631</u>

## City of Chattanooga, Tennessee

## Fiduciary Funds

Combining Statement of Revenues, Expenditures and  
Changes in Fund Balances  
Year Ended June 30, 1998 - 2001

	FY 97/98	FY 98/99	Unaudited FY 99/00	Projected FY 00/01
<b>REVENUES</b>				
Intergovernmental	4,571,067	5,417,502	5,455,196	3,860,000
Interest and Dividends	261,570	266,080	213,008	220,000
Miscellaneous	983,303	1,163,982	1,065,336	1,176,000
Total Revenues	5,815,940	6,847,564	6,733,540	5,256,000
<b>EXPENDITURES</b>				
Finance & Administration	35,090	17,236	2,000	25,000
Community Development Projects	5,725,601	6,098,691	6,010,850	4,510,800
Bad Debt Expense	0	0	0	0
Total Expenditures	5,760,691	6,115,927	6,012,850	4,535,800
Excess (deficiency) of Revenues over (under) Expenditures	55,249	731,637	720,690	720,200
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	0	0	0	0
Operating Transfers Out	(72,681)	(791,666)	(891,541)	(720,200)
Total Other Financing Sources (Use)	(72,681)	(791,666)	(891,541)	(720,200)
Excess (deficiency) of Revenues and Other Financing Sources Over (under) Expenditures and Other Financing Use	(17,432)	(60,029)	(170,851)	0
FUND BALANCE at Beginning of Year	3,850,462	3,833,030	3,773,001	3,602,150
FUND BALANCE at End of Year	<u>\$3,833,030</u>	<u>\$3,773,001</u>	<u>\$3,602,150</u>	<u>\$3,602,150</u>

# City of Chattanooga, Tennessee

## Enterprise Fund

Combining Statement of Revenues, Expenses and  
Changes in Retained Earnings  
Year Ended June 30, 1998 - 2001

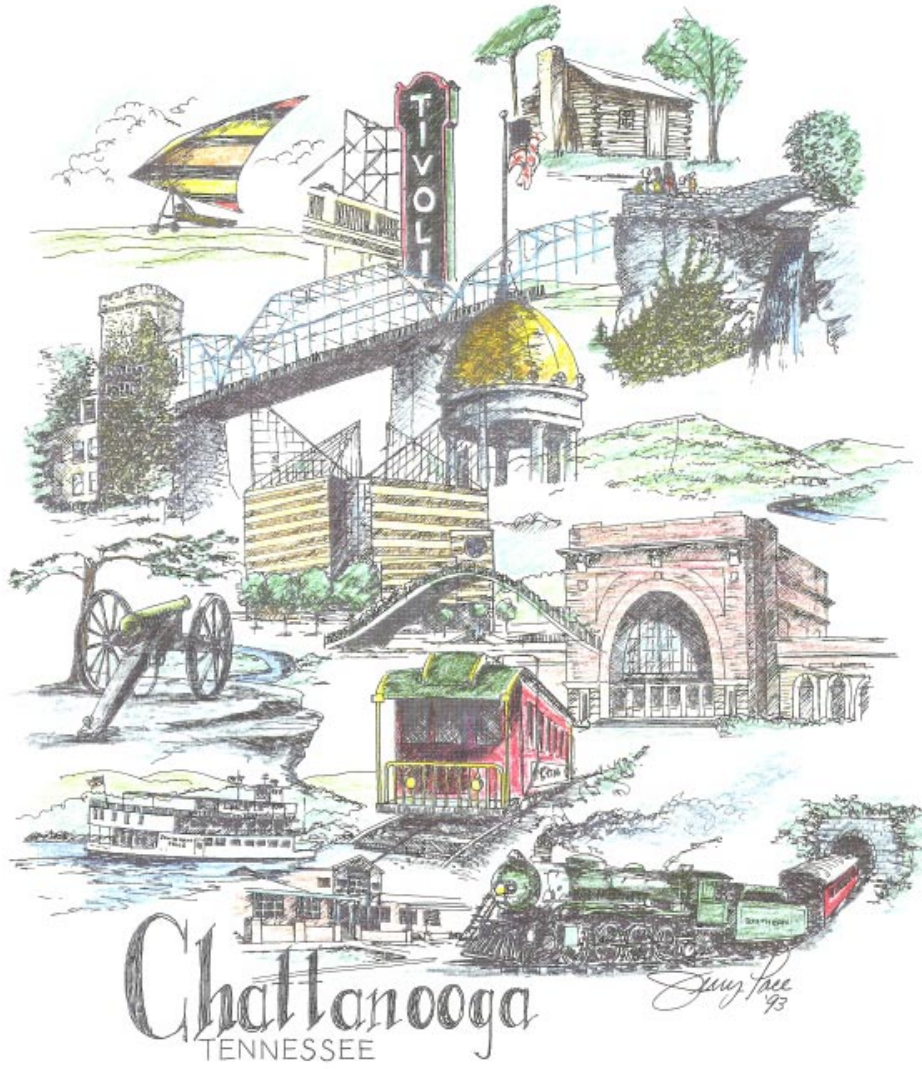
#	FY 97/98	FY 98/99	Unaudited FY 99/00	Projected FY 00/01
<b>REVENUES</b>				
Residential Service	0	0	0	0
Customer Charges	42,292,926	43,577,661	41,946,372	39,644,442
Other	5,658	409	626,487	258,058
Total Revenues	42,298,584	43,578,070	42,572,859	39,902,500
<b>OPERATING EXPENSES</b>				
Sewer Plant Operation	12,179,362	12,822,085	15,116,935	15,493,001
Solid Waste Operation	11,302,137	8,380,110	10,079,405	8,131,959
Storm Water Operation	3,116,516	2,314,102	2,440,355	2,615,063
Depreciation and Amortization	8,481,976	9,063,102	10,031,216	10,846,129
Closure/Postclosure Costs	566,684	470,994	800,916	800,000
Other	77,392	62,147	66,298	0
Total Operating Expenses	35,724,067	33,112,540	38,535,125	37,886,152
<b>OPERATING INCOME (LOSS)</b>	<b>6,574,517</b>	<b>10,465,530</b>	<b>4,037,734</b>	<b>2,016,348</b>
<b>NONOPERATING REVENUES (EXPENSES)</b>				
Interest Income	5,204,449	6,338,007	4,685,608	2,543,650
Interest Expense	(7,624,901)	(8,893,689)	(9,432,726)	(9,192,955)
Other Income (expense)	127,108	174,259	306,951	62,520
Total Nonoperating Rev. (Exp.)	(2,293,344)	(2,381,423)	(4,440,167)	(6,586,785)
<b>INCOME (LOSS) BEFORE OPERATING TRANSFERS</b>	<b>4,281,173</b>	<b>8,084,107</b>	<b>(402,433)</b>	<b>(4,570,437)</b>
Operating Transfers In	4,464,535	6,235,300	7,394,262	6,991,670
Operating Transfers Out	(34,255)	0	(704,692)	0
<b>NET INCOME (LOSS) BEFORE EXTRAORDINARY LOSS</b>	<b>8,711,453</b>	<b>14,319,407</b>	<b>6,287,137</b>	<b>2,421,233</b>
Extraordinary loss on sale of land	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>8,711,453</b>	<b>14,319,407</b>	<b>6,287,137</b>	<b>2,421,233</b>
Amortization of Contributed Capital	2,632,421	2,644,493	2,701,023	2,750,000
<b>RETAINED EARNINGS (DEFICIT)</b>				
Beginning	116,194,856	127,538,730	144,502,630	153,490,790
<b>RETAINED EARNINGS (DEFICIT) Ending</b>	<b>127,538,730</b>	<b>144,502,630</b>	<b>153,490,790</b>	<b>158,662,023</b>

# 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, 1998 - 2001

	FY 97/98	FY 98/99	unaudited FY 99/00	Projected FY 00/01
Retained Earnings at beginning of year	\$2,141,279	\$1,808,756	\$1,234,572	\$67,570
Revenues				
Billings to Departments	6,865,342	7,306,712	7,904,097	8,550,000
Other	339,298	42,554	2,201	0
Total Revenues	<u>\$7,204,640</u>	<u>\$7,349,266</u>	<u>\$7,906,298</u>	<u>\$8,550,000</u>
Expenditures				
Repairs & Maintenance - Amnicola	2,580,053	2,684,342	2,848,502	2,900,000
Repairs & Maintenance - 12th St	2,935,211	3,202,369	3,603,896	3,500,000
Operations - Amnicola	364,721	265,368	368,076	300,000
Operations - 12th St	680,464	501,218	819,984	650,000
Judgments & Costs	622,209	123,614	612,518	500,000
Claims & Tort Liabilities	141,825	164,292	191,252	200,000
Special Counsel	212,680	548,549	629,072	500,000
Total Expenditures	<u>\$7,537,163</u>	<u>\$7,489,752</u>	<u>\$9,073,300</u>	<u>\$8,550,000</u>
Excess (deficiency) of revenues over expenditures	(332,523)	(140,486)	(1,167,002)	0
Other Financing Sources (Uses)				
Operating transfers in	0	0	0	
Operating transfers out	0	0	0	
Bond Proceeds				
Total other financing sources (uses)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(332,523)	(140,486)	(1,167,002)	0
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(332,523)	(140,486)	(1,167,002)	0
Restatement for Compensated Absences		(433,698)		
Retained Earnings at end of year	<u>\$1,808,756</u>	<u>\$1,234,572</u>	<u>\$67,570</u>	<u>\$67,570</u>





# General Fund

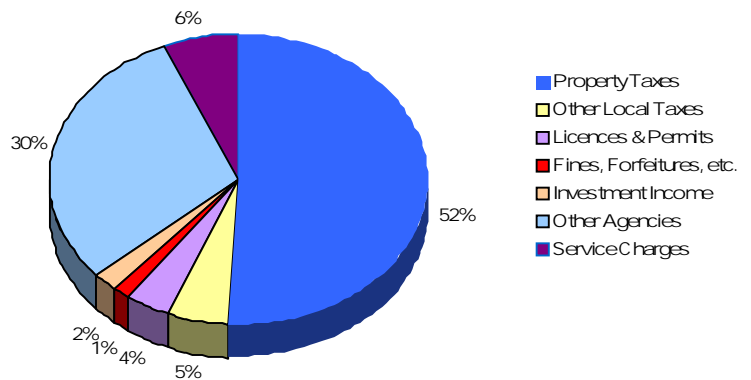
## Fund Structure

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, 2000 the budgeted revenue was \$125,715,086 plus \$6,300,000 of revenue from fund balance and budgeted expenses were \$132,015,086. On an actual budgetary basis revenue was \$133,427,322 which includes the appropriation from fund balance and expenses actual was \$131,814,374. In FY 2001 the budget revenue and expenses are \$131,017,415.

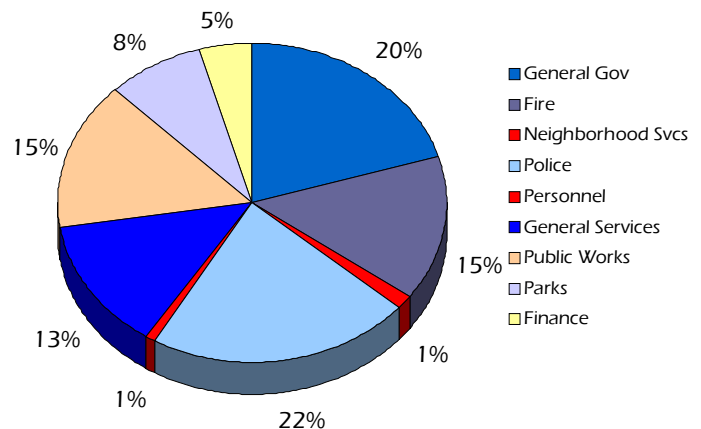
The major revenues of the general fund include: property taxes; other local taxes; licenses, permits, etc.; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

- GG** General Government & Agencies
- FA** Finance & Administration
- PD** Police
- FD** Fire
- PW** Public Works
- PR** Parks, Recreation, Arts, & Culture
- GS** General Services
- GG** Personnel
- GG** Neighborhood Services

Throughout the financial presentation the above initials will be used to specify department relationships and function types.



**Revenues 2001**



**Appropriations 2001**

**Fund Revenue Summary**  
Fiscal Year Ending June 30, 2001  
(expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
<b>General Fund:</b>						
Property Taxes	63,059	63,927	65,554	66,601	1,047	1.6%
Other Local Taxes	6,340	6,752	6,742	6,925	183	2.7%
Licenses, Permits, Etc.	4,730	4,871	4,855	5,146	291	6.0%
Fines, Forfeitures & Penalties	1,587	1,816	1,740	1,741	1	0.1%
Investment Income	2,822	3,069	2,973	2,959	(14)	-0.5%
Revenue from Other Agencies	32,834	34,632	43,230	39,394	(3,836)	-8.9%
Service Charges	5,853	6,035	6,921	8,251	1,330	19.2%
<i>Total General Fund</i>	117,225	121,102	132,015	131,017	(998)	-0.8%

## Revenues

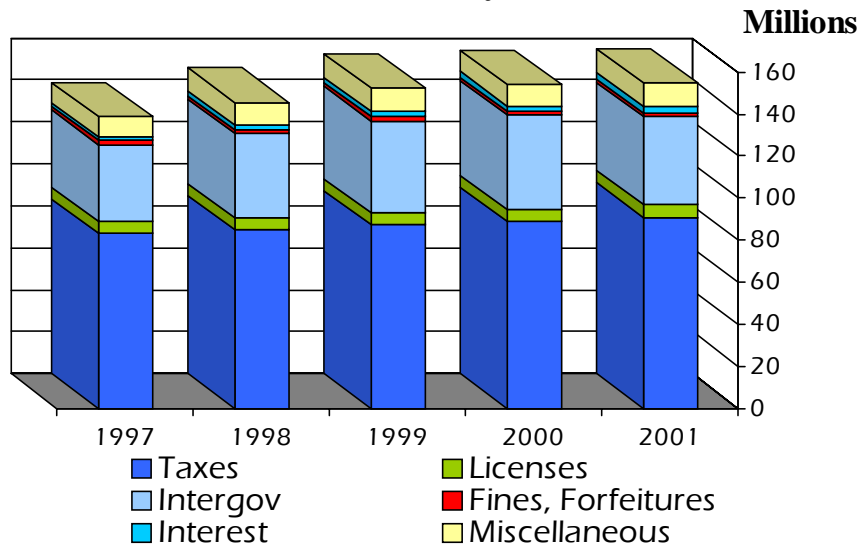
The proposed Budget for FY 2001 shows a decrease in Estimated Revenues of \$997,671 or 1% when compared to FY 00 Estimated Revenues. This decrease is attributed to no capital funding included in this budget. Last years budget included a \$6.3M amount, without this, revenues show an increase of \$5,302,329, a 4.2% increase. This increase in Estimated Revenues for FY 2001 can be attributed to several factors, there is an estimated \$1.0 mil increase in Property Taxes due to increased assessments of property and overall growth; County Wide sales tax is estimated to increase \$1.88 mil; State Income Tax is estimated to increase \$476,411; the State Special Training funds of \$407,000 are being included in the General Fund revenue beginning in

FY2001; the Comcast Cable franchise will increase by \$57,114 based upon their contract with the City; Gross Receipts is expected to continue its trend upward and produce an additional \$223,000 in FY 2001; and the State Sales Tax is expected to generate an additional \$256,397 for the City in FY 2001.

Historically, from 1997 thru 2000, the General Fund Revenues increased by 14.1%, \$16,535,204. The single largest increase was due to taxes, which showed an increase of \$5,090,937 or 7.7%.

The chart shows the General Fund Revenues by Source for the fiscal years 1997 thru 2001.

## General Fund Revenues by Source



## Property Taxes

**FY 2001 Estimate :** \$66,601,312  
**% of General Fund:** 50.83%  
**Growth From FY 00:** 1,047,528  
**% Change:** 1.60%

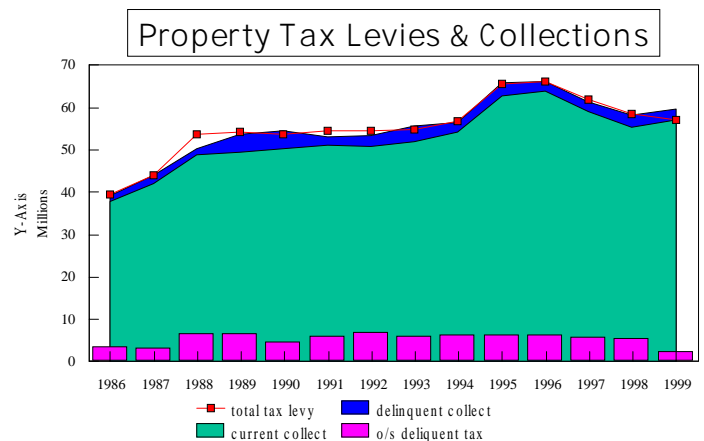
In the Property tax category, Current Property Taxes Real remains the top source of funds for the City of Chattanooga, with the FY 2000 estimate of \$59,835,000 representing 44.7% of the total General Fund Budget. The property tax rate in the City has been dropped considerably since 1995 when it was \$2.98 per \$100.00 assessed valuation. The tax rate in the budget for FY 2001 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 2001 is \$59,835,000, a drop of \$6,080,783, or 10.2%. 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 Personalty 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 2001, 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 2001 is \$2,273,128.

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:

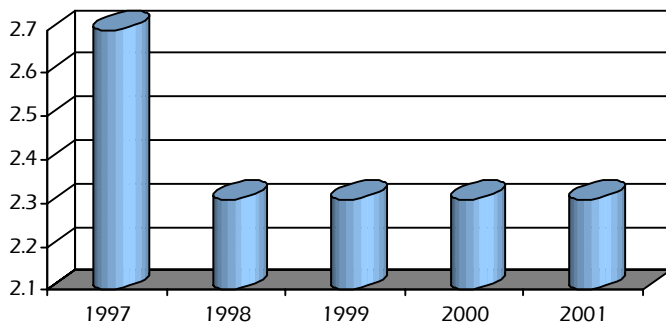
1995	2.98	City Tax Increase
1996	2.98	
1997	2.70	Property Reappraisal
1998	2.31	City Tax Decrease
1999	2.31	
2000	2.31	
2001	2.31	

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, Chattanooga Neighborhood Enterprise, E.I. Dupont and Messer Griesheim Industries. The collection of In Lieu of Taxes accounts for approximately two percent (3%) of the operating budget each year.

### Property Taxes

Tax rates per \$100 of Assessed Valuation



### Other Local Taxes:

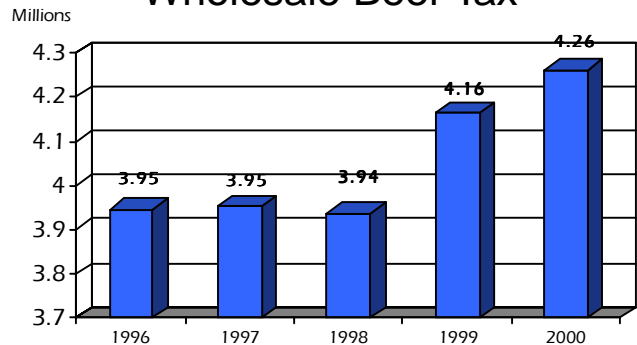
<b>FY 2001 Estimate :</b>	<b>\$6,925,000</b>
<b>% of General Fund:</b>	<b>5.3%</b>
<b>Growth From FY 00:</b>	<b>182,664</b>
<b>% Change:</b>	<b>2.71%</b>

### Wholesale Beer Tax

FY 2001 Estimate:	\$4,100,000
% of General Fund:	3.1%
Growth From FY 00 :	-0-
% Change:	0.0%

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% however we expect limited growth in FY2001. Revenue estimates for these collections are based on these known growth factors.

### Wholesale Beer Tax



### Licenses, Permits, Etc.:

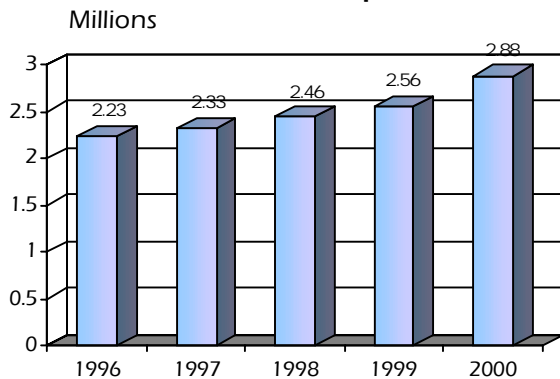
<b>FY 2001 Estimate :</b>	<b>\$5,145,600</b>
<b>% of General Fund:</b>	<b>3.9%</b>
<b>Growth From FY 00:</b>	<b>253,100</b>
<b>% Change:</b>	<b>5.2%</b>

#### Gross Receipts Taxes

FY 2001 Estimate :	\$2,800,000
% of General Fund:	2.1%
Growth from FY 00:	223,000
% Change:	8.7%

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 2001 was increased 8.7% over the FY 00 budget amount.

### Gross Receipt Taxes



### Revenue from Other Agencies:

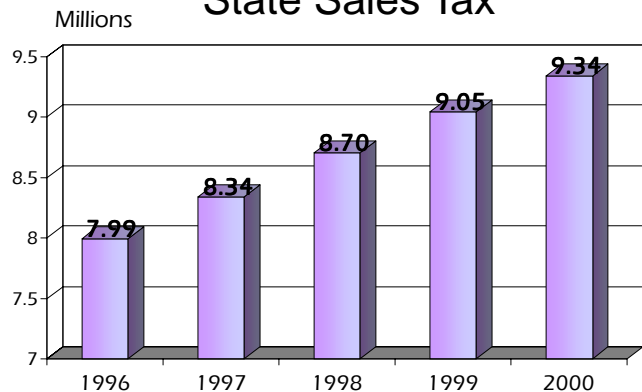
<b>FY 2001 Estimate :</b>	<b>\$39,378,907</b>
<b>% of General Fund:</b>	<b>30.1%</b>
<b>Growth From FY 00:</b>	<b>242,619</b>
<b>% Change:</b>	<b>6.6%</b>

#### City Allocation State Sales Tax

FY 2001 Estimate:	\$9,717,012
% of General Fund :	7.4%
Growth From FY 00:	256,397
% Change:	2.7%

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 2001 is \$63.73, a 4.61% increase over Fiscal Year 2000 when the amount was \$60.92. 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 2.7% increase for FY 2001.

### State Sales Tax



**County-Wide Sales Taxes**

FY 2001 Estimate :	\$22,072,000
% of General Fund:	16.8%
Growth From FY 00:	1,879,564
% Change:	9.3%

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.

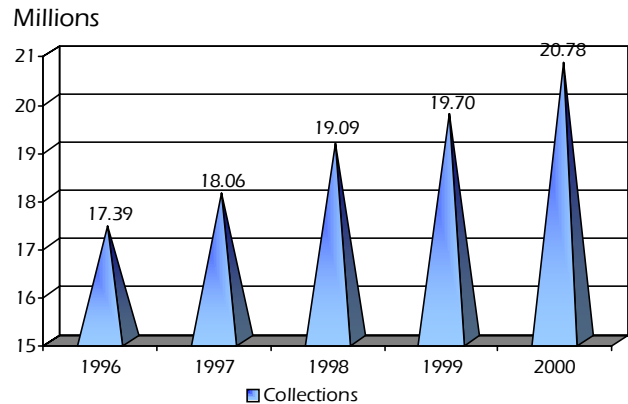
In August, 1996, with the school merger and economic development needs on the horizon, the City Council presented to the voters of Chattanooga a plan to give assistance to both issues. A plan was presented to the voters requesting a one-half of one-percent (1/2 of 1%) increase in the Local Option Sales 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 \$17,400,00 for FY 2001.

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 \$17,388,948 in FY 96. Collections in FY 00 amounted to \$20,777,740, a 19.5% 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 a 6.2% increase during FY 2001.

The County-wide sales tax represents 16.8% of the total General Fund revenues for FY 2001.

**County-Wide Sales Tax**



**Fund Expenditure Summary**  
Fiscal Year Ending June 30, 2001  
(expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
<b>General Fund:</b>						
General Government & Agencies	31,939	25,600	32,042	26,591	(5,451)	-17.0%
Department of Finance & Administration	5,130	5,319	5,853	5,962	109	1.9%
Department of Police	22,790	23,627	28,438	29,010	572	2.0%
Department of Fire	18,609	18,258	19,302	19,357	55	0.3%
Department of Public Works	13,197	15,047	18,417	19,531	1,114	6.0%
Department of Recreation, Arts & Culture	8,045	9,099	9,869	10,445	576	5.8%
Department of General Services	14,977	13,919	15,855	17,471	1,616	10.2%
Department of Personnel	745	804	923	1,036	113	12.2%
Department of Neighborhood Services	608	848	1,316	1,614	298	22.6%
<i>Total General Fund</i>	116,040	112,521	132,015	131,017	(998)	-0.8%

## Expenses

### General Government & Agencies

FY 2001 Appropriation: \$26,591,245  
 % of General Fund: 20.3%  
 Decrease From FY 00: 5,451,682  
 % Change: (17.0%)

General Government is the area where all appropriations to other funds, 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 2001 Appropriation : \$2,770,276  
 Decrease From FY 00: (529,658)  
 % Change: (16.1)%

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 \$2,770,276 enables them to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping, etc. The City funding decreased for FY2001 due to CARTA receiving a MPO Grant for \$800,000.

**Carter Street Corporation Lease Agreement**  
 FY 2001 Appropriation: \$1,427,927  
 Decrease From FY 00: (115)  
 % Change: 0%

This appropriation of \$1,427,927 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 2001 Appropriation: \$2,230,262  
 Growth From FY 00: 65,004  
 % Change: 3.0%

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

**Chattanooga Neighborhood Enterprises**  
 FY 2001 Appropriation: \$2,000,000  
 Growth From FY 00: -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 2001 Appropriation: \$6,424,417  
 Growth From FY 00: 557,486  
 % Change: 9.5%

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. The FY2001 appropriation includes anticipated requirements for the FY2000 General Obligation Bond issue to cover FY99 & FY2000 Capital Projects.

Renewal & Replacement Fund	
FY 2001 Appropriation:	\$1,500,000
Decrease From FY 00:	(996,500)
% Change:	(39.9%)

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 2001 Appropriation :	\$5,962,132
% of General Fund:	4.6%
Growth From FY 00:	109,423
% Change:	1.9%

This department oversees all aspects of the City's financial program. These functions include 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, and basic telecommunication support not charged directly to the departments.

The projected increase for FY 2001 of \$109,423 includes funds for movement of employees within the City's pay plan. Increases were Finance & Administration \$76,580, Treasurer's Office (\$12,702), City Court Clerk \$60,761, Information Services (\$1,048), and Telephone System (\$259,955). 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 2001 Appropriation:	\$29,009,837
% of General Fund:	16.8%
Growth From FY 00:	571,947
% Change:	2%

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 \$571,947 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 is a contract with the Hamilton County Humane Society to house animals for the City pending completion of the City's new Animal Services Complex.

**Department of Fire**

FY 2001 Appropriation:	\$19,357,217
% of General Fund:	14.8%
Growth From FY 00:	54,800
% Change:	0.3%

The projected increase includes funds for employees step increases and the corresponding fringe benefits.

**Department of Public Works**

FY 2001 Appropriation:	\$19,530,810
% of General Fund:	14.9%
Growth from FY 00:	1,113,979
% Change:	6.0%

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 \$718,256 from \$5,589,462 to \$6,307,718. Also included for FY2001 is a subsidy to the State Street Aid Fund for a new city wide alley cleanup program.

**Department Of Parks, Recreation, Arts, and Culture**

FY 2001 Appropriation :	\$10,445,220
% of General Fund:	8.0%
Growth From FY 00:	575,792
% Change:	5.8%

The projected increase of \$575,792 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. Also included are the costs associated with the new Champions Club Tennis Complex which has 21 courts and a 6,000 square foot clubhouse. The budget for the Champions Club is \$165,423.



### Department Of General Services

FY 2001 Appropriation:	\$17,470,960
% of General Fund:	9.5%
Increase From FY 00:	1,616,117
% Change:	10.2%

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.

The Department of General Services shows a increase of \$1,616,117 for FY 2001. 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 and 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 2001 budget does include funds for employee step increases and the corresponding fringe benefits.

### Department Of Personnel

FY 2001 Appropriation:	\$1,036,452
% of General Fund :	.8%
Growth From FY 00:	113,929
% Change:	12.3%

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

The projected increase of \$113,929 for FY 2001 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 2001 Appropriation :	\$1,613,542
% of General Fund:	1.2%
Growth From FY 00:	298,024
% Change:	22.7%

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 \$298,024 reflects a reorganization of this Department and the creation of a new division within it, the Neighborhood Relations Division. This

**General Fund Revenues**  
Fiscal Years 1998 - 2001

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '01 INC/(DEC)	%	% OF TOTAL
	FY 97/98	FY 98/99	FY 99/00	FY 00/01		CHANGE FY 00/01	
<b>Property Taxes:</b>							
Current Property Taxes Real	55,751,952	57,195,257	58,538,828	59,835,000	1,296,172	2.2%	45.67%
Interest & Penalty - Current Year	54,715	70,678	60,000	5,000	(55,000)	-91.7%	0.00%
Interest & Penalty - Prior Year	281,599	228,328	282,000	200,000	(82,000)	-29.1%	0.15%
Prior Year Real & Personal Taxes	2,955,068	2,553,995	2,850,000	2,300,000	(550,000)	-19.3%	1.76%
City Fee- Collection of Delinquent Taxe	121,022	106,573	106,000	100,000	(6,000)	-5.7%	0.08%
Corporate Excise Tax-State	300,212	253,643	254,000	155,000	(99,000)	-39.0%	0.12%
Collections - In Lieu of Taxes	3,594,047	3,518,960	3,462,956	4,006,312	543,356	15.7%	3.06%
<b>Total Property Tax</b>	<b>\$63,058,615</b>	<b>\$63,927,434</b>	<b>\$65,553,784</b>	<b>\$66,601,312</b>	<b>1,047,528</b>	<b>1.6%</b>	<b>50.83%</b>
<b>Other Local Taxes:</b>							
Franchise Taxes-Chatt Gas	268,750	276,250	283,750	285,000	1,250	0.4%	0.22%
Franchise Taxes - CCTV	947,240	1,097,988	1,152,886	1,210,000	57,114	5.0%	0.92%
Liquor Taxes	1,183,118	1,208,956	1,200,000	1,325,000	125,000	10.4%	1.01%
Beer Taxes	3,936,139	4,163,963	4,100,000	4,100,000	0	0.0%	3.13%
Local Litigation Taxes	4,807	5,288	5,700	5,000	(700)	-12.3%	0.00%
<b>Total Other Local Taxes</b>	<b>\$6,340,054</b>	<b>\$6,752,445</b>	<b>\$6,742,336</b>	<b>\$6,925,000</b>	<b>182,664</b>	<b>2.7%</b>	<b>5.29%</b>
<b>Licenses, Permits, Etc.:</b>							
Motor Vehicle License	362,900	333,945	357,500	375,000	17,500	4.9%	0.29%
Parking Meters	459,822	517,796	500,000	460,000	(40,000)	-8.0%	0.35%
Business License excluding Liquor	118,244	121,088	124,000	120,000	(4,000)	-3.2%	0.09%
Gross Receipts Tax	2,456,483	2,556,344	2,577,000	2,800,000	223,000	8.7%	2.14%
Fees-Issuing Business License	53,975	55,545	56,000	55,000	(1,000)	-1.8%	0.04%
Interest & Penalty on Business Lice	68,713	62,866	64,000	75,000	11,000	17.2%	0.06%
Wrecker Permits	6,845	6,675	6,500	6,700	200	3.1%	0.01%
Building Permits	364,738	412,836	350,000	420,000	70,000	20.0%	0.32%
Electrical Permits	102,217	92,277	85,000	92,000	7,000	8.2%	0.07%
Plumbing Fixture Connection Permi	99,435	87,694	82,000	85,000	3,000	3.7%	0.06%
Permit Issuance Fees	69,560	66,590	70,000	64,500	(5,500)	-7.9%	0.05%
Street Cut-in Permits	39,239	36,276	31,000	35,000	4,000	12.9%	0.03%
Annual Electrical Contractor Lic	0	0	65,000	61,700	(3,300)	-5.1%	0.05%
Sign Permits	87,654	95,620	90,000	88,000	(2,000)	-2.2%	0.07%
Liquor by Drink License	92,060	99,900	102,500	99,000	(3,500)	-3.4%	0.08%
Hotel Permits	2,483	2,175	1,900	2,100	200	10.5%	0.00%
Gas Permits	9,467	9,309	8,500	8,500	0	0.0%	0.01%
Liquor by Drink-Interest & Penalty	4,371	4,855	4,500	4,100	(400)	-8.9%	0.00%
Plumbing Examiner Fee/License	26,535	24,215	25,000	25,000	0	0.0%	0.02%
Electrical Exam Fee/License	48,135	32,645	48,000	35,000	(13,000)	-27.1%	0.03%
Gas Examination Fee/License	40,355	34,095	33,000	32,000	(1,000)	-3.0%	0.02%
Mechanical Code Permits	58,742	63,890	60,000	65,000	5,000	8.3%	0.05%
Beer Permit Tax Application Fee	96,766	87,767	91,100	75,000	(16,100)	-17.7%	0.06%
Mechanical Exam Fee/License	61,530	66,320	60,000	62,000	2,000	3.3%	0.05%
<b>Total Licenses &amp; Permits</b>	<b>\$4,730,269</b>	<b>\$4,870,723</b>	<b>\$4,892,500</b>	<b>\$5,145,600</b>	<b>\$253,100</b>	<b>5.2%</b>	<b>3.93%</b>
<b>Fines, Forfeitures, &amp; Penalties:</b>							
City Court Fines	757,960	984,099	950,000	865,000	(85,000)	-8.9%	0.66%
Delinquent City court Fines	0	0	0	118,000	118,000	N/A	0.09%
Criminal Court Fines	246,679	247,464	240,000	235,000	(5,000)	-2.1%	0.18%
Parking Ticket Fines	266,992	247,195	250,000	225,000	(25,000)	-10.0%	0.17%
Delinquent Ticket - Court Cost	0	0	0	50,000	50,000	N/A	0.04%
Delinquent Parking Tickets - Clerk's	103,980	128,019	100,000	90,000	(10,000)	-10.0%	0.07%
Delinquent Parking Tickets	211,522	209,581	200,000	158,000	(42,000)	-21.0%	0.12%
<b>Total Fines, Forfeitures, &amp; Penalties</b>	<b>\$1,587,133</b>	<b>\$1,816,358</b>	<b>\$1,740,000</b>	<b>\$1,741,000</b>	<b>\$1,000</b>	<b>0.1%</b>	<b>1.33%</b>

**General Fund Revenues**  
Fiscal Years 1998 - 2001

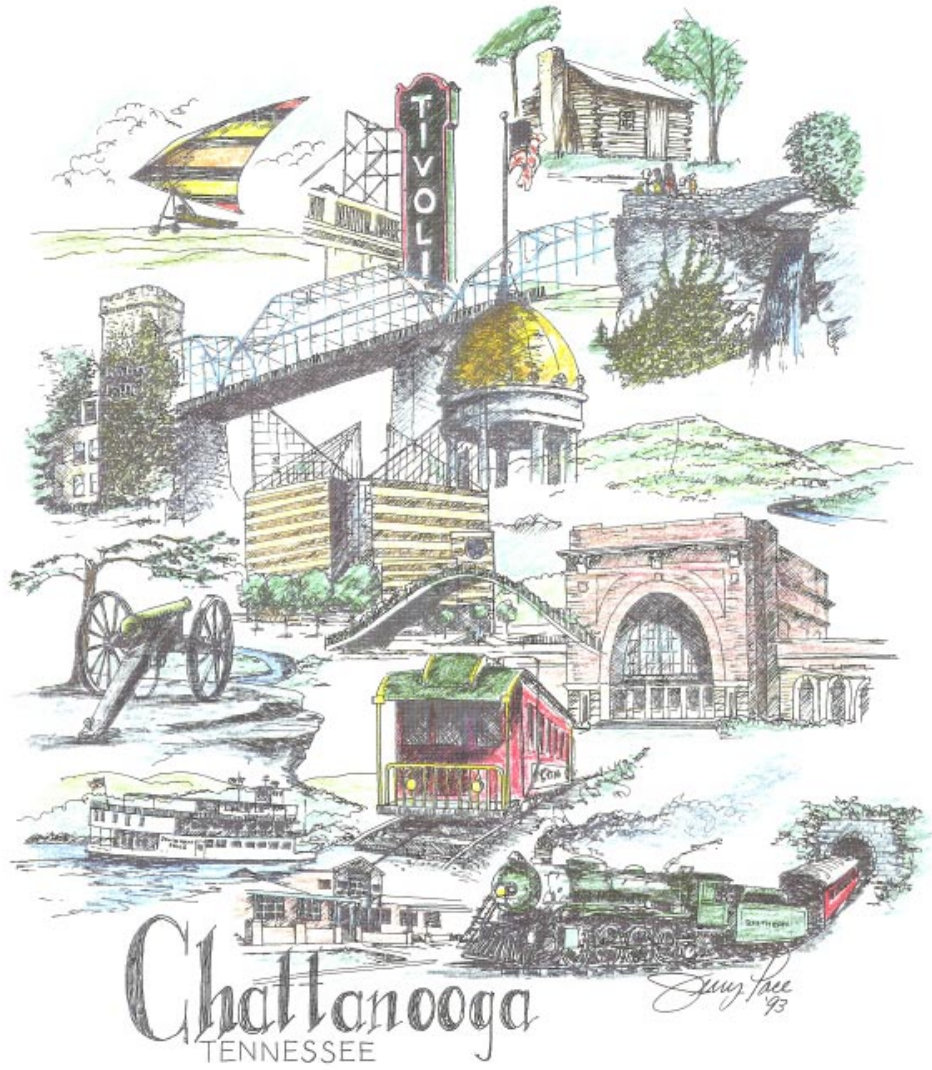
Revenue Source	Actual	Actual	Budget	Budget	BUDGET '01	%	%
	FY 97/98	FY 98/99	FY 99/00	FY 00/01	INC/(DEC)	CHANGE FY 00/01	OF TOTAL
<b>Investment Income:</b>							
Interest on Investments	2,680,879	2,882,889	2,800,000	2,800,000	0	0.0%	2.14%
Land & Bldg. Rents	123,088	171,769	162,000	135,000	(27,000)	-16.7%	0.10%
Telephone Commission	2,021	1,376	2,000	1,000	(1,000)	-50.0%	0.00%
Dock Rental	15,591	12,510	9,540	22,600	13,060	136.9%	0.02%
<b>Total Investment Income</b>	<b>\$2,821,579</b>	<b>\$3,068,544</b>	<b>\$2,973,540</b>	<b>\$2,958,600</b>	<b>(\$14,940)</b>	<b>-0.5%</b>	<b>2.26%</b>
<b>Revenue From Other Agencies:</b>							
County wide Sales Tax - General Ft	19,089,807	19,698,478	20,192,436	22,072,000	1,879,564	9.3%	16.85%
State Beer Tax	75,499	76,577	74,000	78,600	4,600	6.2%	0.06%
Hall Income Tax	1,892,551	2,540,605	2,500,000	2,976,411	476,411	19.1%	2.27%
State Sales Tax	8,703,981	9,048,518	9,460,615	9,717,012	256,397	2.7%	7.42%
State Mixed Drink Tax	920,103	1,025,918	1,064,100	1,150,000	85,900	8.1%	0.88%
State Gas Inspection Fees	379,693	374,801	370,377	375,000	4,623	1.2%	0.29%
State Maintenance of Streets	134,727	109,831	100,000	100,000	0	0.0%	0.08%
State Alcohol Beverage Tax	1,755	80,734	80,000	68,000	(12,000)	-15.0%	0.05%
State DOT - TVRM	100,000	0	73,600	73,600	0	0.0%	0.06%
TVA Impact Funds	50,309	28,280	28,000	28,000	0	0.0%	0.02%
State - School Resource Officers	0	0	110,000	70,000	(40,000)	-36.4%	0.05%
State - Special Training Funds	0	0	0	407,000	407,000	N/A	0.31%
HUD-Harriet Tubman	474,748	236,468	283,572	400,208	116,636	41.1%	0.31%
Ham. County-Ross Landing Plaza	404,825	530,788	773,651	691,849	(81,802)	-10.6%	0.53%
Ham. County-Radio & Electronics	0	0	50,000	48,000	(2,000)	-4.0%	0.04%
State - Forestry Grant	0	0	0	15,868	15,868	N/A	0.01%
COPS Universal Hiring Grant	606,473	880,708	1,796,937	1,123,227	(673,710)	-37.5%	0.86%
<b>Total Revenue from Other Agencies:</b>	<b>\$32,834,471</b>	<b>\$34,631,706</b>	<b>\$36,957,288</b>	<b>\$39,394,775</b>	<b>\$2,437,487</b>	<b>6.6%</b>	<b>30.07%</b>
<b>Service Charges:</b>							
City Court Cost	285,951	167,043	62,000	127,500	65,500	105.6%	0.10%
Clerk's Fee	197,207	246,634	190,000	250,000	60,000	31.6%	0.19%
State Court Cost	698	622	650	15,650	15,000	2307.7%	0.01%
Other Charges for Services	18,550	16,674	14,500	297,700	283,200	1953.1%	0.23%
General Fund Misc Revenues	136,767	140,543	258,020	225,700	(32,320)	-12.5%	0.17%
Indirect Cost	1,644,560	1,644,560	1,679,578	1,679,578	0	0.0%	1.28%
Department Reimb-Health Insurance	2,007,004	2,153,758	2,423,860	2,898,000	474,140	19.6%	2.21%
Employee Share-Health Insurance	1,201,962	1,202,587	1,191,218	1,300,000	108,782	9.1%	0.99%
Retiree Reimbursements (Regular)	0	0	325,750	405,000	79,250	24.3%	0.31%
Carousel Ridership	0	0	41,062	175,000	133,938	326.2%	0.13%
Memorial Auditorium Rents	146,225	204,953	146,250	205,000	58,750	40.2%	0.16%
Tivoli Rents	128,482	108,901	128,500	150,000	21,500	16.7%	0.11%
Other Gen. Fund Misc Revenues	0	0	0	40,000	40,000	N/A	0.03%
Departmental Misc. Revenues	85,524	148,838	84,250	107,000	22,750	27.0%	0.08%
<b>Total Service Charges</b>	<b>\$5,852,930</b>	<b>\$6,035,113</b>	<b>\$6,545,638</b>	<b>\$7,876,128</b>	<b>\$1,330,490</b>	<b>20.3%</b>	<b>6.01%</b>
<b>Miscellaneous Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$310,000</b>	<b>\$375,000</b>	<b>65,000</b>	<b>21.0%</b>	<b>0.29%</b>
<b>Estimated Use of Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,300,000</b>	<b>\$0</b>	<b>(6,300,000)</b>	<b>-100.0%</b>	<b>0.00%</b>
<b>Grand Totals</b>	<b>\$117,225,051</b>	<b>\$121,102,323</b>	<b>\$132,015,086</b>	<b>\$131,017,415</b>	<b>(\$997,671)</b>	<b>-0.8%</b>	<b>100.00%</b>

**General Fund Expenditures**  
Fiscal Years 1998 - 2001

Expenditure	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01	BUDGET '01 INC/(DEC)	% CHANGE FY 00/01	% OF TOTAL
<b>General Government &amp; Agencies</b>							
<b>Agencies</b>							
Air Pollution	246,010	246,010	270,820	270,820	0	0.0%	0.21%
Allied Arts:							
Operations	150,000	154,500	250,000	250,000	0	0.0%	0.19%
African American Museum	35,000	35,000	105,000	70,000	(35,000)	-33.3%	0.05%
Chattanooga Regional History	48,000	48,000	48,000	48,000	0	0.0%	0.04%
Bessie Smith	34,990	0	0	0	0	N/A	0.00%
Assoc of Visual Artists	7,000	15,000	15,000	15,000	0	0.0%	0.01%
CARCOG & SETDD	49,413	30,493	30,493	30,493	0	0.0%	0.02%
CARTA	3,110,504	3,263,819	3,299,934	2,770,276	(529,658)	-16.1%	2.11%
Carter Street Corporation	0	0	49,675	81,955	32,280	65.0%	0.06%
Carter Street Lease	1,431,840	1,432,332	1,428,042	1,427,927	(115)	0.0%	1.09%
Chatt. Chamber Foundation (Marke	50,000	0	0	0	0	N/A	0.00%
Chattanooga Urban League	50,000	50,000	50,000	50,000	0	0.0%	0.04%
Chatt. Construction Industry Corp.	150,000	0	0	0	0	N/A	0.00%
C-HC Bicentennial Public Library	1,978,357	2,131,598	2,165,258	2,230,262	65,004	3.0%	1.70%
Chattanooga Neighborhood Enterp	2,000,000	2,000,000	2,000,000	2,000,000	0	0.0%	1.53%
Children's Advocacy Center	30,000	30,000	30,000	30,000	0	0.0%	0.02%
Community Foundation Scholarship	240,000	0	160,000	160,000	0	0.0%	0.12%
Community Impact Fund	0	167,000	167,000	166,000	(1,000)	-0.6%	0.13%
Downtown Partnership	100,000	100,000	100,000	140,000	40,000	40.0%	0.11%
Front Porch Alliance	0	0	50,000	0	(50,000)	-100.0%	0.00%
Heritage Hall Board	35,000	0	35,000	35,000	0	0.0%	0.03%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.0%	0.01%
Humane Society	492,516	492,516	493,638	0	(493,638)	-100.0%	0.00%
Inner-City Develop Corp	35,000	35,000	35,000	35,000	0	0.0%	0.03%
Community Research Council	10,000	10,000	10,000	10,000	0	0.0%	0.01%
Planning Commission	676,948	851,251	821,162	840,463	19,301	2.4%	0.64%
Rivervalley Partnership	400,000	0	0	0	0	N/A	0.00%
Scenic Cities	24,822	28,718	30,294	30,294	0	0.0%	0.02%
Storm Water Fund	0	69,710	70,000	75,000	5,000	7.1%	0.06%
Tennessee Riverpark	563,344	586,868	713,512	686,160	(27,352)	-3.8%	0.52%
Tenn Valley Railroad Museum	100,000	174,000	73,600	73,600	0	0.0%	0.06%
WTCL - TV 45	60,000	60,000	60,000	60,000	0	0.0%	0.05%
<b>General Government</b>							
Audits, Dues & Surveys	111,297	119,124	137,000	140,750	3,750	2.7%	0.11%
Capital Improvements	8,226,703	5,357,500	5,853,500	800,000	(5,053,500)	-86.3%	0.61%
City Attorney/Operations	638,516	650,023	693,038	629,024	(64,014)	-9.2%	0.48%
City Attorney Liability Insurance Fur	756,887	982,680	950,000	1,150,000	200,000	21.1%	0.88%
City Council	462,284	470,434	546,225	562,144	15,919	2.9%	0.43%
City Court Judicial	295,300	318,204	341,137	659,618	318,481	93.4%	0.50%
Contingency Fund	355,034	374,519	454,918	517,857	62,939	13.8%	0.40%
Debt Service Fund	5,340,340	1,658,279	5,866,931	6,424,417	557,486	9.5%	4.90%
Election Expense	0	42,668	25,000	160,000	135,000	540.0%	0.12%
Executive Office of Mayor	492,640	527,021	566,554	578,253	11,699	2.1%	0.44%
Human Services	1,329,350	1,396,784	1,396,784	1,424,655	27,871	2.0%	1.09%
Intergovernmental Relations	113,880	176,791	237,800	237,800	0	0.0%	0.18%
Pensions, FICA & UIC	133,570	43,901	56,500	41,500	(15,000)	-26.5%	0.03%
T.A.P. (tuition & books)	0	0	0	5,000	5,000	N/A	0.00%
Downtown Design Center	0	0	0	56,177	56,177	N/A	0.04%
Real Estate Fund	93,000	85,000	85,000	100,000	15,000	17.6%	0.08%
Renewal & Replacement	1,463,979	1,367,296	2,496,500	1,500,000	(996,500)	-39.9%	1.14%
Taxi Board	358	214	750	300	(450)	-60.0%	0.00%
<b>total</b>	<b>31,939,382</b>	<b>25,599,753</b>	<b>32,286,565</b>	<b>26,591,245</b>	<b>(5,695,320)</b>	<b>-17.64%</b>	<b>20.30%</b>

**General Fund Expenditures**  
Fiscal Years 1998 - 2001

Expenditure	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01	BUDGET '01 INC/(DEC)	% CHANGE FY 00/01	% OF TOTAL
<b>Department of Finance &amp; Administration:</b>							
Finance Office	1,431,373	1,460,602	1,603,011	1,679,591	76,580	4.8%	1.28%
Information Systems	2,174,058	2,192,973	2,331,676	2,330,628	(1,048)	0.0%	1.78%
City Treasurer	489,405	497,904	562,085	549,383	(12,702)	-2.3%	0.42%
Telecommunications	187,896	269,271	424,455	400,287	(24,168)	-5.7%	0.31%
City Court Clerk's Office	847,228	898,046	931,482	1,002,243	70,761	7.6%	0.76%
<b>total</b>	<b>5,129,960</b>	<b>5,318,796</b>	<b>5,852,709</b>	<b>5,962,132</b>	<b>109,423</b>	<b>1.87%</b>	<b>4.55%</b>
<b>Department of Police:</b>	<b>22,789,752</b>	<b>23,627,416</b>	<b>28,194,252</b>	<b>29,009,838</b>	<b>815,586</b>	<b>2.9%</b>	<b>22.14%</b>
<b>Department of Fire:</b>	<b>18,609,495</b>	<b>18,257,697</b>	<b>19,302,417</b>	<b>19,357,217</b>	<b>54,800</b>	<b>0.28%</b>	<b>14.77%</b>
<b>Department of Public Works:</b>							
Administration	413,739	441,356	452,343	491,806	39,463	8.7%	0.38%
City Engineer	1,553,962	1,559,463	1,672,560	1,648,902	(23,658)	-1.4%	1.26%
City Wide Services	2,319,158	2,446,372	2,649,651	2,619,918	(29,733)	-1.1%	2.00%
Sewer Construction & Maintenance	1,411,879	1,427,307	1,600,473	1,604,866	4,393	0.3%	1.22%
Inspection	1,081,801	1,150,026	1,266,906	1,227,578	(39,328)	-3.1%	0.94%
Board of Plumbing Examiners	5,099	2,206	2,000	2,000	0	0.0%	0.00%
Board of Electrical Examiners	26,216	21,531	19,350	19,500	150	0.8%	0.01%
Board of Mechanical Examiners	1,177	705	1,800	1,800	0	0.0%	0.00%
Board of Gas Fitters	3,000	2,470	3,450	2,900	(550)	-15.9%	0.00%
Board of Appeals & Variances	5,231	2,758	5,000	5,000	0	0.0%	0.00%
Utilities	145,966	118,821	127,500	128,650	1,150	0.9%	0.10%
Pump Stations	125,816	60,379	133,645	113,145	(20,500)	-15.3%	0.09%
Traffic Management	1,639,023	1,654,224	1,883,739	1,936,574	52,835	2.8%	1.48%
Street Lighting	0	0	2,325,000	2,396,000	71,000	3.1%	1.83%
Stormwater Subsidy	683,952	684,061	683,952	704,452	20,500	3.0%	0.54%
State Street Aid Subsidy	0	0	0	320,000	320,000	N/A	0.24%
Solid Waste & Sanitation Fund Sub	3,780,583	5,475,305	5,589,462	6,307,718	718,256	12.9%	4.81%
<b>total</b>	<b>13,196,602</b>	<b>15,046,984</b>	<b>18,416,831</b>	<b>19,530,809</b>	<b>1,113,978</b>	<b>6.05%</b>	<b>14.91%</b>
<b>Department of Parks, Recreation, Arts, &amp; Culture:</b>							
Administration	472,696	591,681	805,370	819,907	14,537	1.8%	0.63%
Recreation	2,771,249	2,807,323	3,193,392	3,237,312	43,920	1.4%	2.47%
Parks	3,835,746	4,572,152	4,805,533	5,074,389	268,856	5.6%	3.87%
Civic Facilities	965,476	1,127,869	1,065,133	1,313,612	248,479	23.3%	1.00%
<b>total</b>	<b>8,045,167</b>	<b>9,099,025</b>	<b>9,869,428</b>	<b>10,445,220</b>	<b>575,792</b>	<b>5.83%</b>	<b>7.97%</b>
<b>Department of General Services:</b>							
Administration	373,215	437,621	490,084	523,429	33,345	6.8%	0.40%
City Hall Annex	753,037	714,909	700,277	710,221	9,944	1.4%	0.54%
Radio & Electronics	301,051	279,682	341,380	340,358	(1,022)	-0.3%	0.26%
Employee Benefits	224,567	204,329	195,845	200,559	4,714	2.4%	0.15%
Insurance Program	8,368,756	9,839,276	11,858,525	13,330,046	1,471,521	12.4%	10.17%
Job Injuries	1,628,067	1,739,588	1,563,000	1,615,350	52,350	3.3%	1.23%
Purchasing	606,334	703,518	705,732	750,997	45,265	6.4%	0.57%
Street & Traffic Lighting	2,722,242	0	0	0	0	N/A	0.00%
<b>total</b>	<b>14,977,269</b>	<b>13,918,923</b>	<b>15,854,843</b>	<b>17,470,960</b>	<b>1,616,117</b>	<b>10.19%</b>	<b>13.33%</b>
<b>Department of Personnel:</b>	<b>744,692</b>	<b>804,333</b>	<b>922,523</b>	<b>1,036,452</b>	<b>113,929</b>	<b>12.35%</b>	<b>0.79%</b>
<b>Department of Neighborhood Services:</b>							
<b>total</b>	<b>608,089</b>	<b>848,042</b>	<b>1,315,518</b>	<b>1,613,542</b>	<b>298,024</b>	<b>22.65%</b>	<b>1.23%</b>
<b>Expenditure Total</b>	<b>116,040,408</b>	<b>112,520,969</b>	<b>132,015,086</b>	<b>131,017,415</b>	<b>(997,671)</b>	<b>-0.76%</b>	<b>100.00%</b>



# Supported Agencies

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 (ARTA). 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 2000/2001.

## Air Pollution Control Bureau

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

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

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

## Allied Arts of Greater Chattanooga

The overall mission is to provide a united voice for all cultural organizations and activities, further the significance of their roles in the life of the community, provide financial assistance and such other measures necessary to strengthen the area's cultural resources, and work with other agencies in the public and private sectors to make quality of life a priority issue for the community.

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

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

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.....\$2,770,276

### **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.....\$81,955

### **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.....\$1,427,927

### **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.....\$140,000

### **Chattanooga - Hamilton County Bicentennial Library**

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

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

City's Contribution.....\$2,230,262

### **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.\$166,000

### **Heritage Hall Fund**

The purpose of the Fund is for the overall management and maintenance of the Heritage Center. The Heritage Center houses the Bessie Smith Hall and the Chattanooga African-American Museum.

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

### **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

**Community Research Council**

The Council is a citizen-led United way member agency that the community relies on to facilitate the problem solving process.

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

3) convenes broad-based community groups to plan prevention of and solutions to identified problems.

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

**Chattanooga/Hamilton County Regional Planning 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.....\$840,463

**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.....\$686,160

**WTCI TV 45**

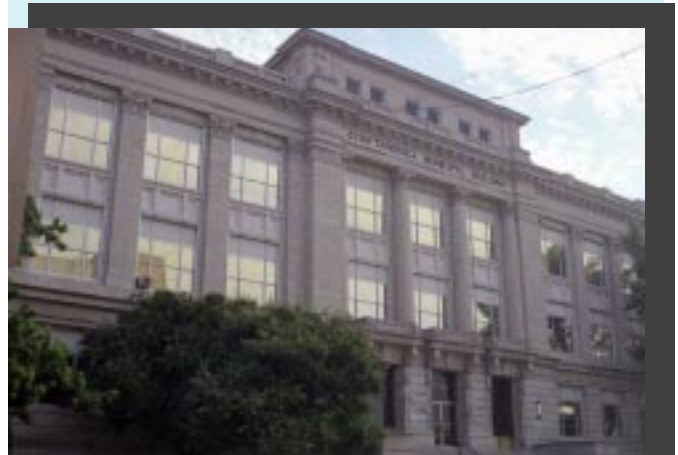
The overall mission is to provide informational, educational, and quality cultural television programs to the people of the Greater Chattanooga and Hamilton County community on Channel 45. The station provides information on the Chattanooga and Hamilton County governments, getting the public involved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

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

# General Government

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.



**Chattanooga's City Hall**

photo Janiece O'Rear©1999

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 1,193,486	\$ 1,262,755	\$ 1,351,906	\$ 1,623,754
<b>Operating</b>	29,926,000	22,802,770	28,430,659	23,397,491
<b>Capital</b>	1,479,805	1,534,228	2,504,000	1,570,000
<b>Total</b>	\$ 32,599,291	\$ 25,599,753	\$ 32,286,565	\$ 26,591,245
# Authorized	30	28	32	38

# Mayor's Office

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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 455,528	\$ 485,535	\$ 508,994	\$ 513,878
<b>Operating</b>	33,958	40,970	52,560	59,375
<b>Capital</b>	3,154	516	5,000	5,000
<b>Total</b>	\$ 492,640	\$ 527,021	\$ 566,554	\$ 578,253

## Major Accomplishments for FY 1999/2000

➔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.

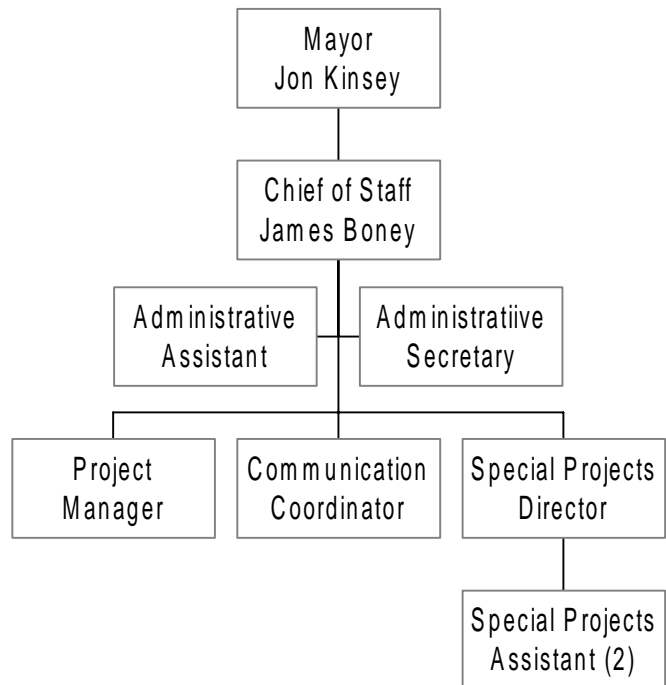
## Goals & Objectives

### Maintain a solid property tax base within the city limits

- ① Encourage economic development within the corporate limits
- ② Eliminate substandard housing through the cooperative efforts with Chattanooga Neighborhood Enterprises

### Provide area citizens with the best value for their tax dollar

- ① Operate the city government within its revenue stream
- ② Establish an operating budget that will provide services at the priority expected by the general population.



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Mayor's Night Out	10	10	10	10
Citizen's Survey	4,500	4,500	4,500	4,500

# City Council Office

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 and resolutions, 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 maintaining official governmental and council records as well as other administrative duties.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 374,914	\$ 389,455	\$ 430,925	\$ 440,194
<b>Operating</b>	86,397	80,845	112,800	113,650
<b>Capital</b>	973	134	2,500	8,300
<b>Total</b>	\$ 462,284	\$ 470,434	\$ 546,225	\$ 562,144

## Major Accomplishments for FY 1999/2000

- Occupied new offices in the renovated City Council Building at 1000 Lindsay Street (former City Court and Jail) including a new Assembly Room with seating for 145.
- Authorized the creation of a Second Division of City Court.
- Accepted the compromise agreement with TAWC, relative to the eminent domain action brought by the City.

## Goals & Objectives

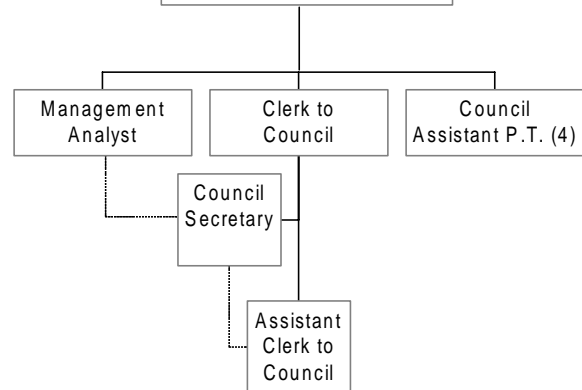
To look for new opportunities, as well as continuing existing policies, to improve the overall quality of life throughout Chattanooga, with particular emphasis placed on neighborhoods.

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

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

- ① To complete all City Council Committee meeting minutes within 1 1/2 work days.
- ② To complete City Council meeting minutes within 2 work days.
- ③ 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



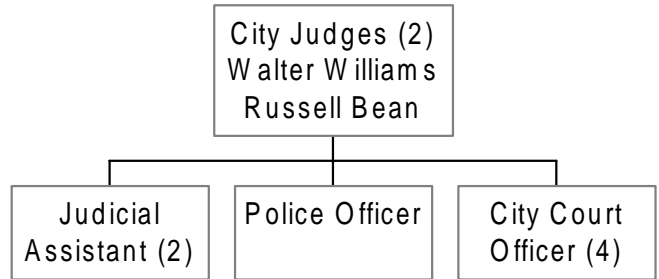
### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Resolutions	338	as needed	402	as needed
Ordinances	155	as needed	155	as needed
Committee Meetings	93	as needed	92	as needed
Council Meetings	51	as needed	50	as needed

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 255,119	\$ 271,459	\$ 295,184	\$ 498,116
<b>Operating</b>	39,089	40,803	45,953	105,302
<b>Capital</b>	1,092	5,942	0	56,200
<b>Total</b>	\$ 295,300	\$ 318,204	\$ 341,137	\$ 659,618



## Major Accomplishments for FY 1999/2000

➡ Opening of second division court

## Goals & Objectives FY 2000/2001

### Facilitate the collection of all fines charged by the court

- ① Refine computer programs and techniques available to municipal departments for tracking defendants

### Improve the quality of life for area citizens

- ① Reduce the rate of recidivism through alternative sentencing where appropriate.
- ② Increase compliance with environmental regulations and other codes through enforcement and citizen education

#### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
# attending defensive driving school	N/A	N/A	856	N/A
# obtaining GED programs	93	N/A	95	N/A

# Office of the City Attorney

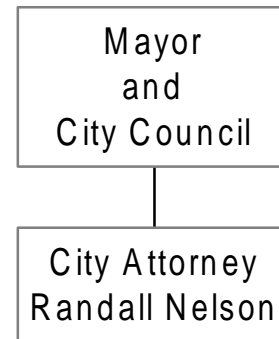
The City Attorney's Office functions as the sole legal counsel to the City and its various departments. The City Attorney is paid as an employee of the City, with all other attorneys and support staff being paid by the law firm. The City reimburses the law firm for all attorneys and support staff on 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 107,925	\$ 116,306	\$ 116,803	\$ 115,389
<b>Operating</b>	524,860	533,717	576,235	513,135
<b>Capital</b>	5,731	0	0	500
<b>Total</b>	\$ 638,516	\$ 650,023	\$ 693,038	\$ 629,024

## Goals & Objectives

**Provide the City with the best municipal legal service available**

- ① Maintain state-of-the-art equipment to facilitate research in all areas of law.
- ② Ensure compliance with/ laws, etc.
- ③ Maintain a professional staff



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Awards, Claims, & Damages	\$117,817	N/A	\$711,825	N/A

# Other General Government Activities

Governmental operations include 1) audits, dues, & surveys - This for an annual audit, indirect cost study, and various surveys. 2) intergovernmental relations - covers lobbying activities, membership in TML and special events. 3) city storm water fees 4) liability insurance - This covers unlitigated claims, litigated judgments and expenses for legal staff.

**DIVISION: Governmental Operations**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 0	\$ 0	\$ 0	\$ 0
<b>Operating</b>	982,064	1,348,305	1,394,800	1,603,550
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 982,064	\$ 1,348,305	\$ 1,394,800	\$ 1,603,550

This includes 1) election expense - City, County, and State general elections. 2) taxi board - expenses related to the governing body of the taxi industry. 3) unemployment insurance 4) Design Center - salaries.

**DIVISION: Miscellaneous**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 0	\$ 0	\$ 0	\$ 56,177
<b>Operating</b>	36,950	86,783	82,250	201,800
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 36,950	\$ 86,783	\$ 82,250	\$ 257,977

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.

**DIVISION: Contingencies**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 0	\$ 0	\$ 0	\$ 0
<b>Operating</b>	350,158	214,179	454,918	517,857
<b>Capital</b>	4,876	160,340	0	0
<b>Total</b>	\$ 355,034	\$ 374,519	\$ 454,918	\$ 517,857

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.

**DIVISION: R & R**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 0	\$ 0	\$ 0	\$ 0
<b>Operating</b>	0	0	0	0
<b>Capital</b>	1,463,979	1,367,296	2,496,500	1,500,000
<b>Total</b>	\$ 1,463,979	\$ 1,367,296	\$ 2,496,500	\$ 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.

**DIVISION: Appropriations to Special Funds**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 0	\$ 0	\$ 0	\$ 0
<b>Operating</b>	18,672,417	11,755,140	16,524,749	12,155,911
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 18,672,417	\$ 11,755,140	\$ 16,524,749	\$ 12,155,911

This activity contains appropriations for all of the supported agencies.

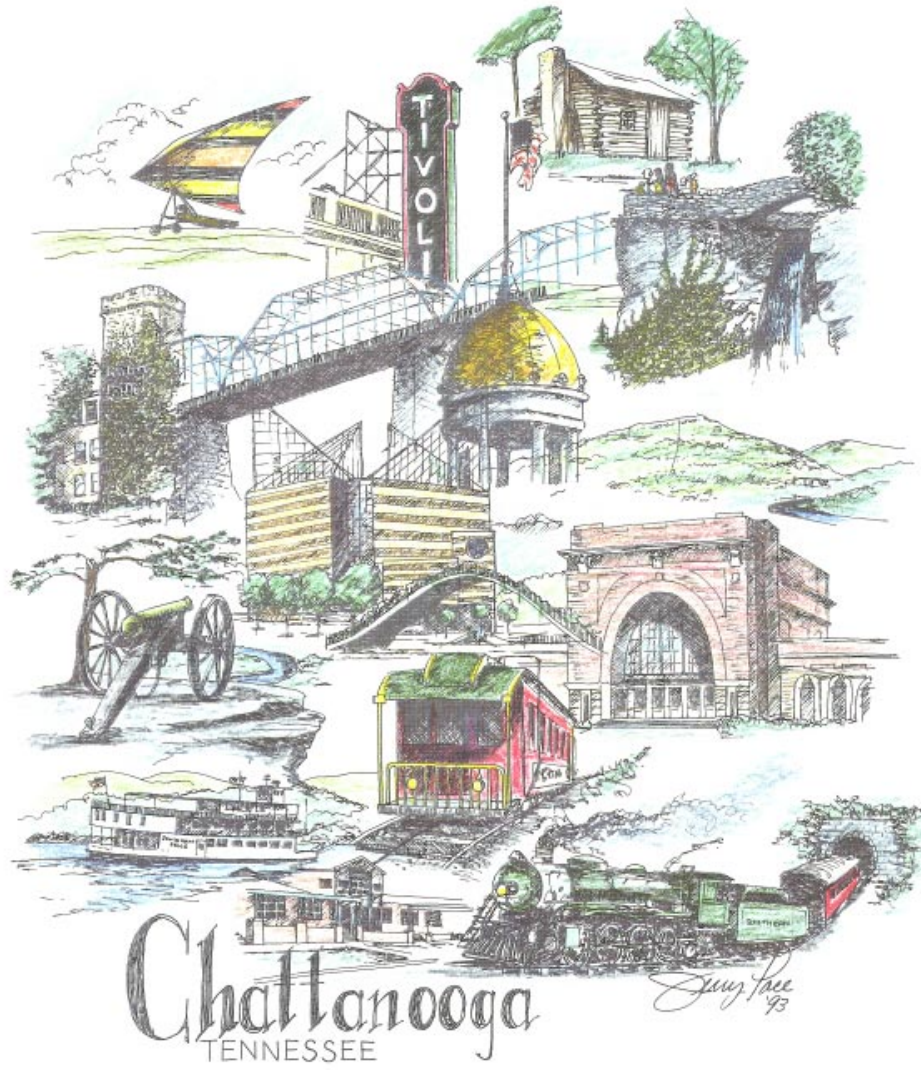
**DIVISION: Appropriations to Supported Agencies**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 0	\$ 0	\$ 0	\$ 0
<b>Operating</b>	9,200,107	8,702,028	9,186,394	8,121,911
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 9,200,107	\$ 8,702,028	\$ 9,186,394	\$ 8,121,911

Tuition Assistance Program (T.A.P.) - Funds for City employees who want to continue their education. This activity is new for FY 2000/2001. The City has established an educational assistance program to help eligible employees develop their skills and upgrade their performance. All full-time regular employees who have completed a minimum of one year services are eligible to participate in this program.

**DIVISION: Tuition Assistance Program**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 0	\$ 0	\$ 0	\$ 0
<b>Operating</b>	0	0	0	5,000
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 5,000



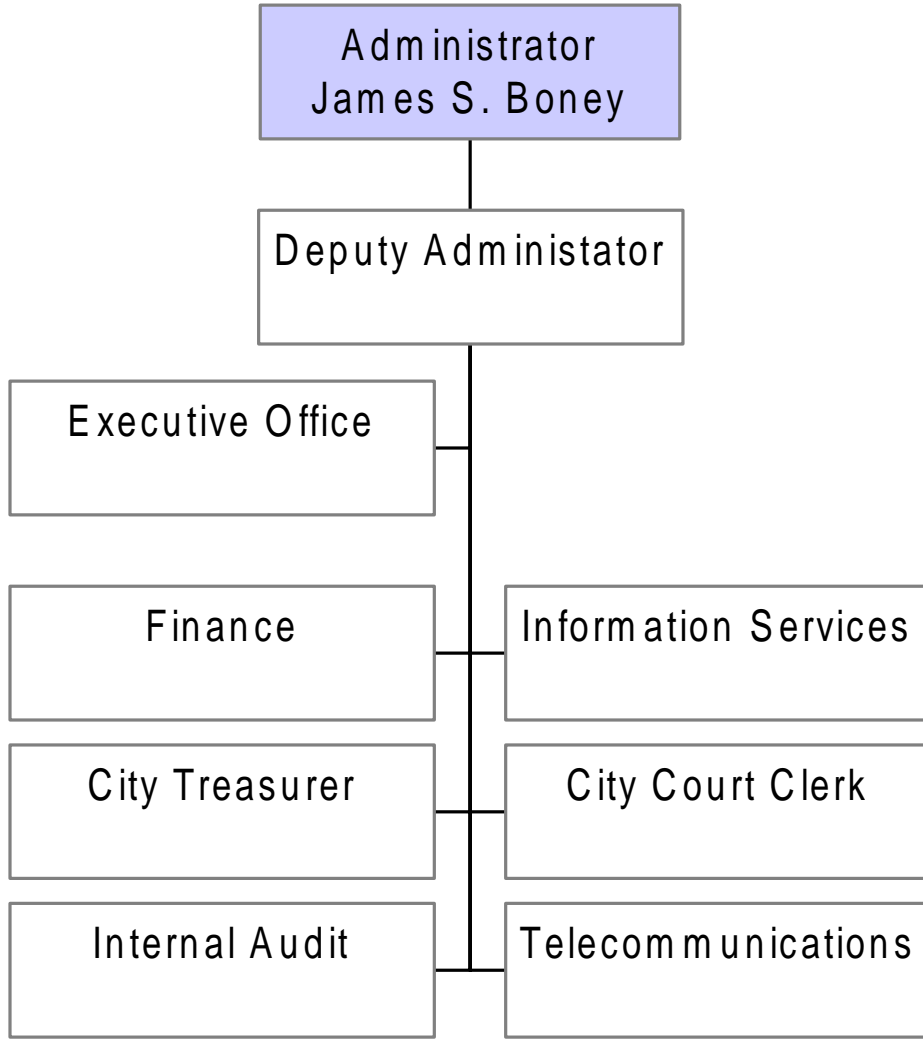
# FINA Finance & Administration

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.



**Division: Finance Department**

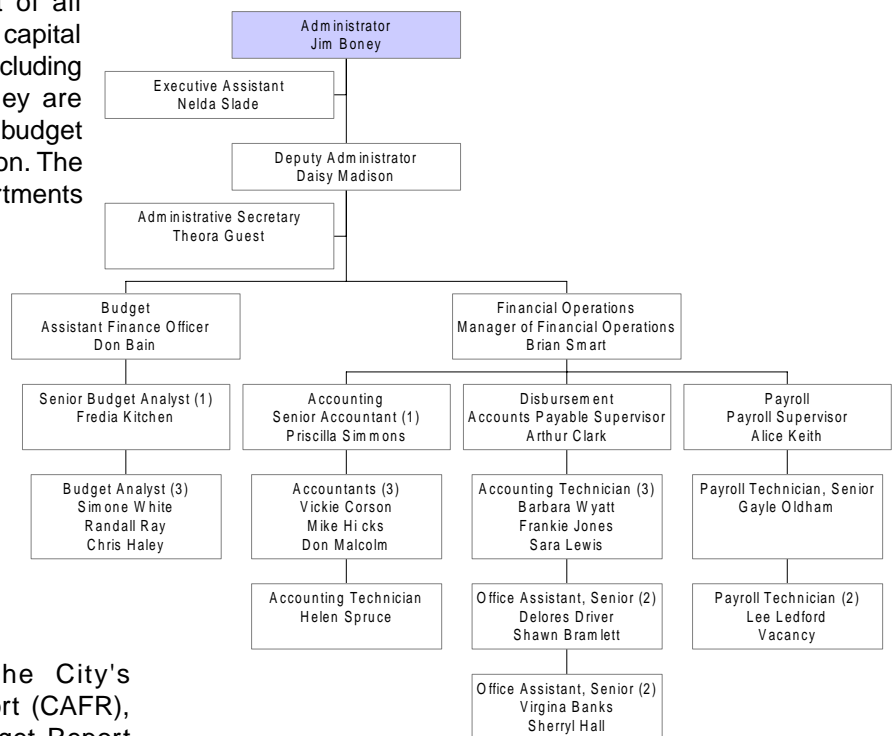
	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 3,859,402	\$ 4,033,553	\$ 4,451,181	\$ 4,527,314
<b>Operating</b>	1,112,379	1,135,539	1,357,128	1,337,618
<b>Capital</b>	150,295	149,704	44,400	97,200
<b>Total</b>	\$ 5,122,076	\$ 5,318,796	\$ 5,852,709	\$ 5,962,132
Positions Authorized	<b>108</b>	<b>108</b>	<b>112</b>	<b>115</b>



# 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).

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 1,269,009	\$ 1,328,222	\$ 1,417,411	\$ 1,455,841
<b>Operating</b>	146,493	123,195	185,600	223,750
<b>Capital</b>	7,987	9,185	0	0
<b>Total</b>	\$ 1,423,489	\$ 1,460,602	\$ 1,603,011	\$ 1,679,591



## Major Accomplishments for FY 1999/2000

- Received the GFOA Certificate of Excellence in Financial Reporting
- Received the GFOA Distinguished Budget Presentation Award
- Completed the third year on Banner financial software without major problems.
- Implemented Ross 5.7H 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.

- ① 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.
- ② Maintain a general fund balance of between 15% and 20% of annual general

fund expenditures. ③ 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.**

① 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**

① 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**

① To submit the Comprehensive Annual Budget Report annually for review and evaluation. ② Submit the Comprehensive Annual Financial Report for review and evaluation.

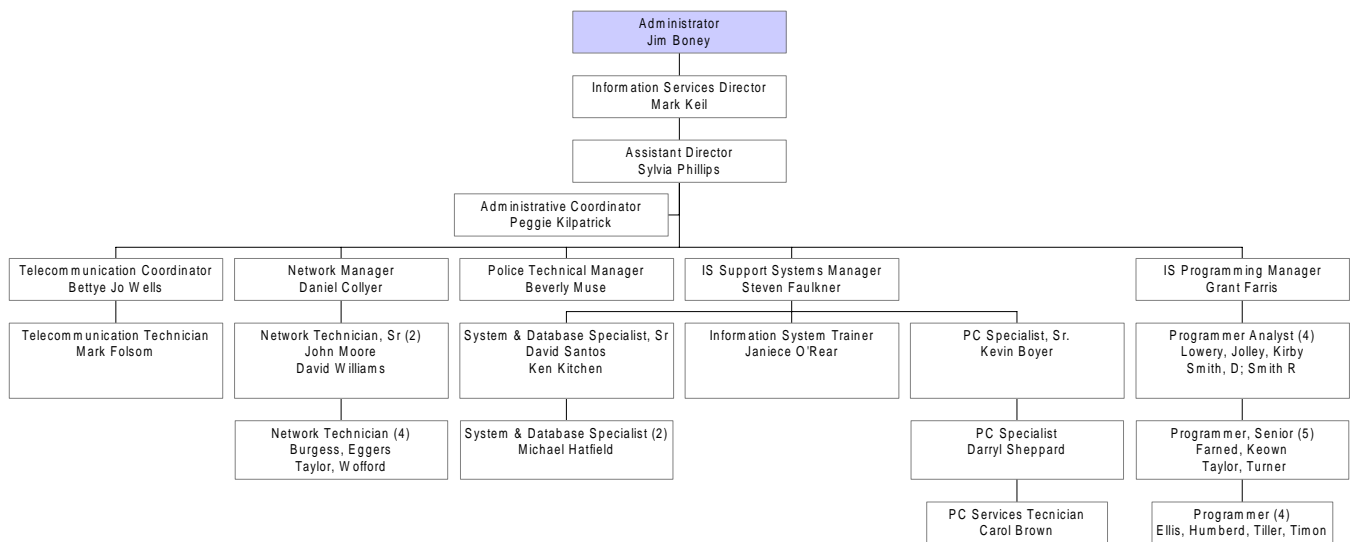
**Performance Measures**

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Compliance with City investment policy	yes	yes	yes	yes
Fund balance coverage	yes	yes	yes	yes
Compliance with State & Federal reporting require	yes	yes	yes	yes
GFOA Certificate of Achievement in Financial Reporting	yes	yes	yes	yes
GFOA Distinguished Budget Award	N/A	yes	yes	yes
# of Payroll checks processed	87,000	87,000	90,000	90,000
# of AP checks processed	42,000	44,000	39,732	40,000

# 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:

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 1,595,428	\$ 1,641,677	\$ 1,775,988	\$ 1,755,067
<b>Operating</b>	449,156	431,641	513,688	533,561
<b>Capital</b>	129,474	119,655	42,000	42,000
<b>Total</b>	\$ 2,174,058	\$ 2,192,973	\$ 2,331,676	\$ 2,330,628



- 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 FY1999/2000

### ➤ 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

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**

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

**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

**Goals & Objectives**

**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

**Performance Measures**

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Computer availability %	99%	99%	99%	99%
% of Client/Server technology implemented	34%	40%	40%	50%
Programming: # of request	1,100	N/A	-	-
Programming request % outstanding vs received	20%	20%	25%	20%
Helpdesk service: # of calls logged	3,450	3,600	3,750	3,825
Helpdesk request % outstanding vs received	<3%	<3%	3%	<3%
PC Support Service: # of PC supported	750	2,000	1,000	1,250
Users attending various office tools training	800	600	900	600
Network Support Svc: #of network users	6,020	6,050	6,040	6,070

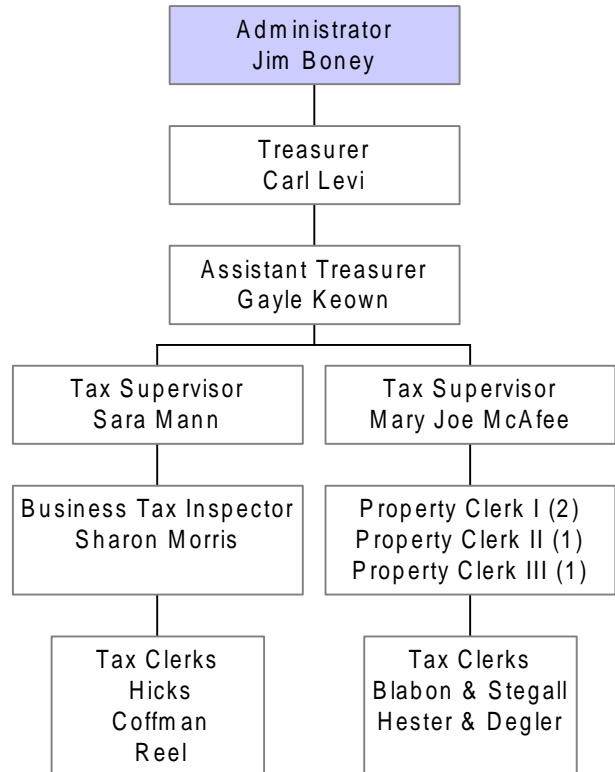


# City Treasurer

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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 420,892	\$ 424,223	\$ 462,695	\$ 463,301
<b>Operating</b>	68,513	73,681	99,390	86,082
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 489,405	\$ 497,904	\$ 562,085	\$ 549,383



## Major Accomplishments for FY 1999/2000

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

- ① Ensure the city receives the best possible interest rate on investments by "shopping" area banks.

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
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

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 574,073	\$ 639,431	\$ 694,842	\$ 756,653
<b>Operating</b>	165,448	158,113	151,640	150,590
<b>Capital</b>	11,707	20,864	0	0
<b>Total</b>	\$ 751,228	\$ 818,408	\$ 846,482	\$ 907,243

## Major Accomplishments for FY 1999/2000

- Provided each employee with a personal computer at their desk.
- Implemented in-house microfilm services.

## Goals & Objectives

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

- ① To provide personal computers at the cashiers' stations.

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

- ① To purchase and install a new court software package by June 30, 2001.

**To decrease outstanding delinquent accounts.**

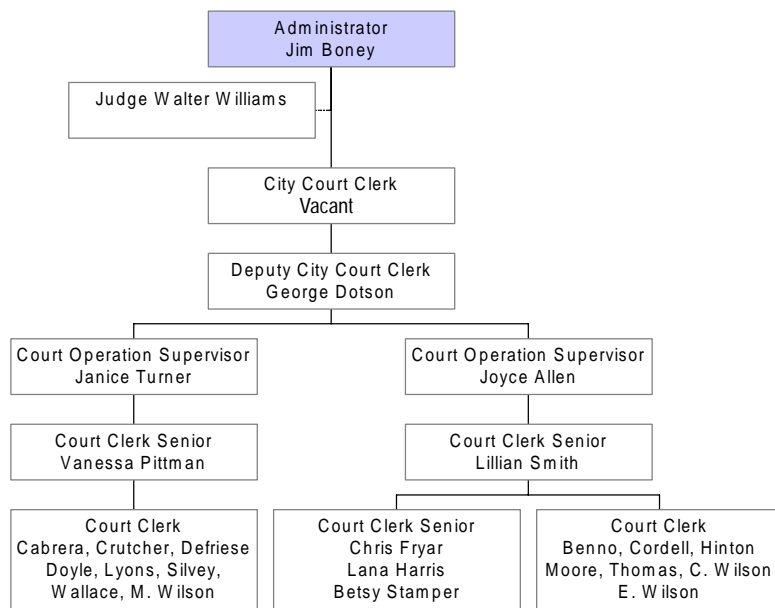
- ① To increase the collection of delinquent accounts by 10% over the 1999/2000 fiscal year.

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

- ① To allow each employee to attend at least one developmental activity per year.

**Reduced backlog of microfilm items**

- ① Record microfilm on a daily basis



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Computers for cashiers	-	5	5	n/a
Implement New court software package	N/A	Yes	Yes	n/a
Delinquent account collections	2.6M	2.8M	1.9M	2.8M
Employee training	90%	95%	90%	95%

# 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 FY 1999/2000

- Follow-up on the implementation of operating procedures for cash collections at the Memorial Auditorium and Tivoli.
- Established internal control procedures for cash collections and evaluated change fund at the following departments and divisions: Police Information Center, Branches of the Library, Recreation Centers, Carousel, and Human Services Department.

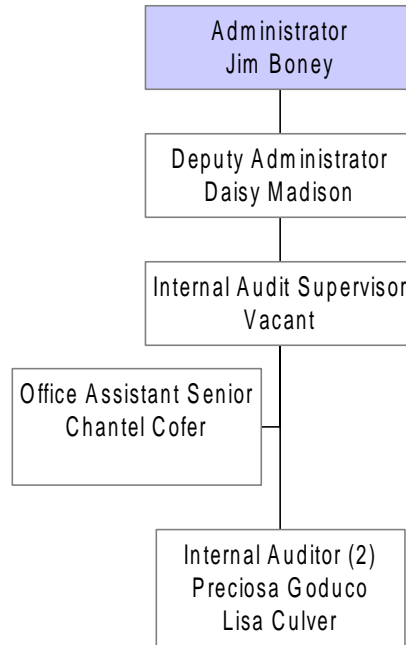
## Goals & Objectives

**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.**

- ① To perform independent evaluation and quality improvement initiatives/studies of City departments, divisions, and systems or units.

**To perform procedural audits in the various city divisions.**

- ① Make a proposal to present to the City administration outlining program details



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

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
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

# 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.**

- ① Develop a new activity within Finance and Administration department

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ 100,245	\$ 96,452
<b>Operating</b>	186,769	269,271	321,810	248,635
<b>Capital</b>	1,127	0	2,400	55,200
<b>Total</b>	\$ 187,896	\$ 269,271	\$ 424,455	\$ 400,287

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%.

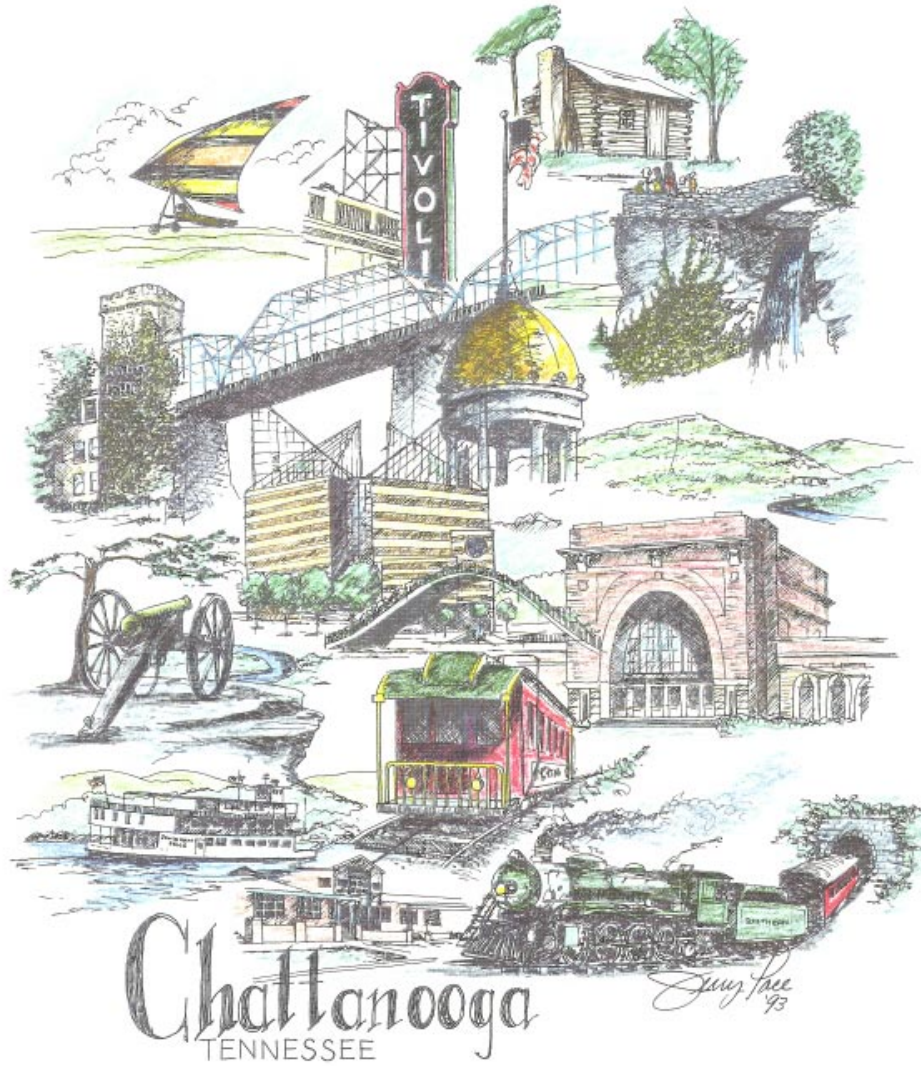
The City also pays a share of the debt service incurred when bonds were sold by the County to fund the building of the new facility. This debt service cost will be discussed in the debt service section

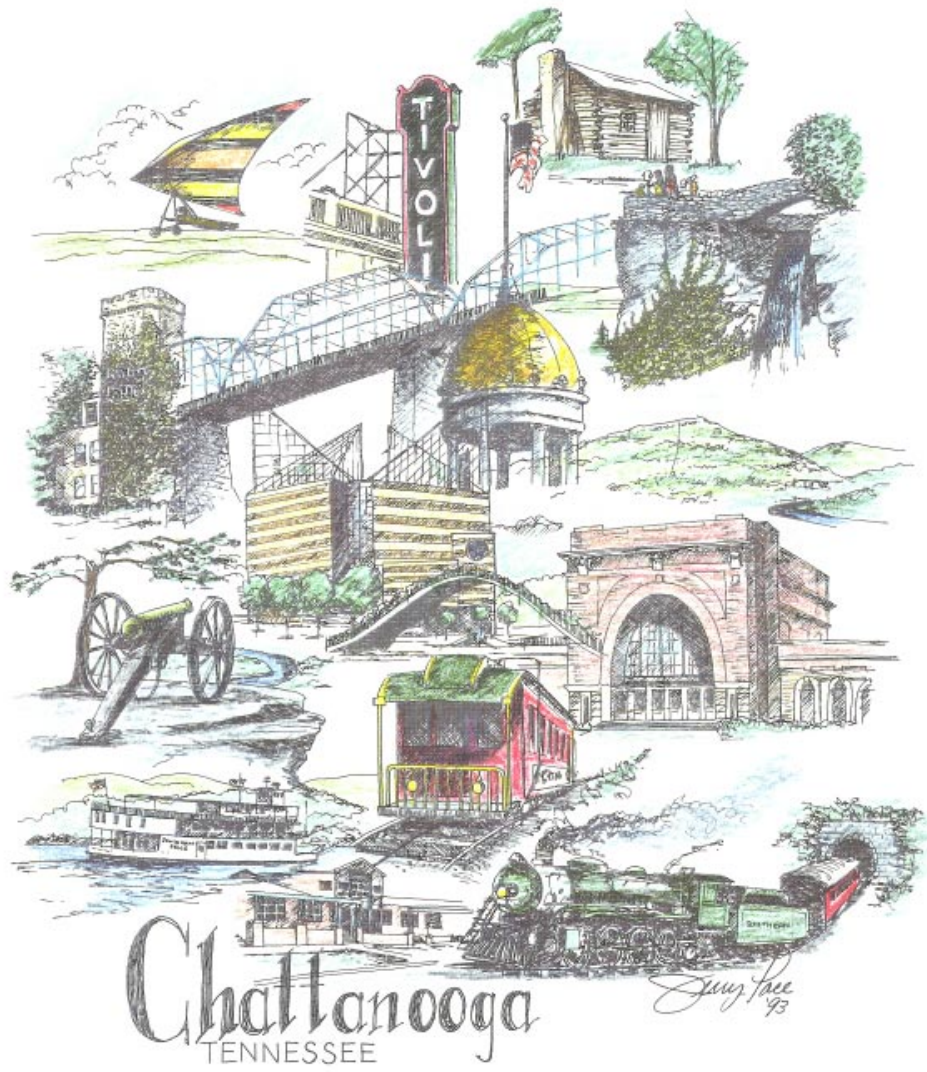
## Goals and Objectives

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

- ① Ensure that the city pays only its fair share of space cost.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	96,000	79,638	85,000	95,000
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 96,000	\$ 79,638	\$ 85,000	\$ 95,000





# PPD Police Department

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.

Following reorganization, the department consists of four major divisions: Police Administration, Finance and Administration Command, Uniform Services Command, and Investigative and Support Services Command

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.



**City of Chattanooga Officer with children**

**Division: All**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 19,671,106	\$ 20,244,544	\$ 24,605,114	\$ 25,032,453
<b>Operating</b>	3,118,646	3,237,781	3,589,838	3,977,384
<b>Capital</b>		0	0	0
<b>Total</b>	\$ 22,789,752	\$ 23,482,325	\$ 28,194,952	\$ 29,009,837
# Authorized	<b>616</b>	<b>695</b>	<b>715</b>	<b>745</b>

# Departmental Accomplishments

## Fiscal Year 2000

Fiscal year 1999-2000 was again a year of redefining the core for the Chattanooga Police Department and affecting far-reaching changes.

1. An upgrade to improve existing computers was done; more than 160 personal computers were purchased and installed, with **130 PCs being purchased** under two Byrne grants for the Police Record Management System. 23 laptop computers complete with stands were purchased and installed in 22 police cars with one unit provided in the computer training room.
2. **Renovation of the main lobby** of the Police Services Center has been done to make it more customer-friendly as well as upgrade the security of the people at the front desk with bulletproof glass enclosures.
3. The **security system for the Police Services Center** has been upgraded to a more comprehensive system that allows for separate security for different areas of the facility. The new card readers are of the proximity type that allows people with their passes to just approach the reader for admission.
4. A new **False Alarm Ordinance** passed by the City Council that will allow the Department to cite those locations that have an inordinately high number of false alarms turn in. The owners of the alarms will be required to fix their equipment or face additional citations.
5. A **Downtown Precinct** was opened at the Walnut Street and Third Street intersection to service the downtown area for officers in the Bravo precinct, making these officers and their supervisors more accessible to the downtown section of the city.
6. **The TVA Solar Institute** on M.L. King Street was acquired by the City for use by the Police Department as a new training facility for training. It is expected to have the new training facility operational in 2001. The training will be moved from its current home in the Fire Training Center.
7. **Special Surveillance Van** The van can be parked in areas and observe and record activities from inside for narcotics and other investigations.
8. **Mobile Crime Scene Utility Vehicle.** This will be used primarily by the CPD Homicide as an on-scene Command Post.
9. **Bomb Robot:** The Bomb Robot is a remote controlled robot that can be used to retrieve any suspected bomb and pick it up and move it to a protected storage container and protect the bomb officers from possible injury.
10. **Special S.W.A.T. Van.** A new S.W.A.T. van was obtained that would allow the transportation of equipment for 33 officers and hostage negotiators to a serious situation requiring their use. It would also become the on-scene command post.
11. **Animal Control Services became fully operational** with seven vehicles working the City. The seven vehicles are provided with individual compartments for the separation of animals and they are equipped with the latest type of tools to assist in animal control.
12. **40 AED Defibrillators** have been purchased with a Grant from the Benwood Foundation. This will enable the officers who are usually the first responders to a person down with a cardiac arrest situation. When seconds count, officers will now be able to render minor medical care until Paramedics arrive and help to save lives. The same theory was behind equipping every patrol car with a First Aid kit and a fire extinguisher.
13. To enhance the training of officers several **specialized schools** were held at the Chattanooga Police Department
14. **DUI Lab Room:** As a result of local hospitals having stopped drawing blood for people arrested for DUI, the CPD in conjunction with the CFD have taken over this operation and set up a special room for drawing blood samples.



# Departmental Goals & Objectives

The department established a multi-year action plan establishing goals and objectives to be achieved. For the FY 2000-2001, the goals and objectives are:

1. **Improve accountability and discipline**
  - A. Evaluate top management and/or combine civilian.
  - B. Establish written guidelines for positions throughout the department for accountability.
  - C. Develop written policy on chain of command.
  - D. Accountability of officer's appearance.
  - E. Develop a city council and court proof plan to remove problem employees.
2. **Develop and provide diversified training programs to give personnel the educational tools, knowledge and skill to do the job.**
  - A. Train employees in technology use
  - B. Reduce negativity by increasing vision training
  - C. Training linked to rank structure
  - D. Educate department on all available resources to include creating a pocket directory of City services.
  - E. Emphasis on experience officers in FTO Programs
  - F. Enhance meaningful year round task.
3. **Increase computerization and decrease paperwork**
  - A. Improve property and evidence tracking
  - B. Improve data entry
  - C. Implement a new CAD System
4. **Enhance communication within the department and with the community**
  - A. Create an environment that nurtures the diversity of people and their ideas.
  - B. Expand PAL and Personnel participation in community programs.
  - C. Establish email accounts for all personnel.
  - D. Crime Prevention employees to work more closely with patrol on problem areas.
  - C. Prepare videos about the CPD for use at major events and community meetings.
  - E. Promote the work of the Domestic Violence Task Force in encouraging agencies to work together to address this problem.
5. **Increase patrol and investigative uncommitted time to develop and implement initiatives in problem solving.**
  - A. Redistricting based on call load and geography
  - B. Implement fully functional Tel-Serve Unit
  - C. Reduce false alarm response
6. **Improve employee motivation.**
  - A. Create a physical fitness program
  - B. Create a daycare system
  - C. Increase police foundation by one million dollars per year
  - D. Develop plan for better pay and opportunities for civilian employees
  - E. Develop methods to recognize employee ideas and contributions
  - F. Establish program for stress management
  - G. Improve retirement benefits
7. **Decentralized criminal investigations to include property crimes and narcotics.**
8. **Develop and provide employee performance evaluation policies.**
9. **Improve quality of dispatchers.**
10. **Provide more and better equipment.**
  - A. Weapons
  - B. Lap top computers
  - C. Video car equipment
  - D. Audio equipment
11. **Create a recruitment plan with goal of diverse work force that reflects community while maintaining quality candidates.**
  - A. Prepare a recruitment flier that stresses cultural diversity.

The recruitment Unit should be on site at the Riverbend Festival.

# Departmental Performance Measures

## Performance Measures

	Actual FY 98/99	Goal FY 99/00	Actual FY 99/00	Goal FY 00/01
Sworn Officers	478	477	432	473
Sworn Officers per Capita (1,000)	4	4	4	4
<b>Civilians:</b>				
School Patrol FT (PT)	2(33)	2(33)	2(31)	2(31)
Other employee FT(PT)	177(25)	175(25)	164(45)	200(58)
<b>Statistics:</b>				
Speeding Tickets	13,387	12,000	14,750	12,000
Citizen calls for Police Svc	832,188	800,000	822,747	800,000
Average Repsonse Time (min)	n/a	3	3	3
"911" calls answered	202,922	80,000	191,544	80,000
number of precincts	2	3	2	3

# Police Administration

Police Administration is comprised of seven sections, Office of the Chief, Internal Affairs, Finance & Administration, Community Outreach, Police Information Office, Legal Services, Accreditation, and Technology Coordinator. Services provided by this division are leadership, management, and administration for the Police Department; policy and procedures; coordination of all information, and community outreach programs for the Police Department. The three major Commands are covered separately.

**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 Commands, Finance & Administration Command, Uniform Services Command and Investigative & Support Services Command. Additionally, other staff advisors assist the Chief as members of the command staff. These include Accreditation, Internal Affairs, Community Outreach, Technology Coordination, Legal Services, Police Information, and Finance and Administration.

**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 implement 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 department's liaison and relations with the electronic and print media. The Director of Police Information drafts press releases as well as acting as the department's principal spokesperson. The office serves a key function in the implementation of Community Oriented Policing, and implements a proactive Public Relations program.

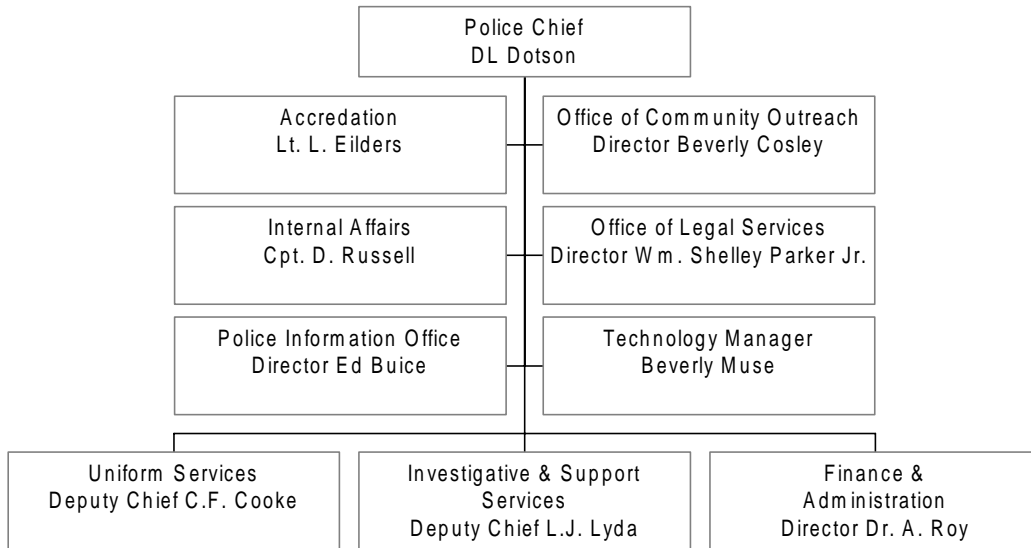
	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 868,077	\$ 882,206	\$ 899,912
<b>Operating</b>	0	116,050	220,495	237,800
<b>Capital</b>	0		0	
<b>Total</b>	\$ -	\$ 984,127	\$ 1,102,701	\$ 1,137,712

**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.

**Accreditation.** The Accreditation & Standards function is responsible for the management of the accreditation process and policy development. 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.

**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.

**Technology Coordinator.** This office is responsible for the developments of a department Needs Assessments Plan as well develop a Client/Server RMS Package and a technical solution to develop a county wide integrated network in the near future. Additionally, they will provide training for CPD along with other municipalities.



**Performance Measures**

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Total number of investigations completed	197	95	258	200
Number of criminal conduct cases	2	-	4	2
Number of policy violations	47	-	18	15
Grant dollars received		2,500,000	2,315,712	2,500,000
Police Information: turnaround time for press releases	2 hrs.	2 hrs.	2 hrs.	2 hrs.
Police Information: # of requests			3,000	2,000
turnaround time for info request	8 hrs.	8 hrs.	8 hrs.	8 hrs.

# Finance & Administration Command

The Finance and Administration Command consists of three Divisions: (a) Financial Operations Division, (b) Administrative Operations Division, and (c) Facilities, Security and Fleet Management Operations Division.

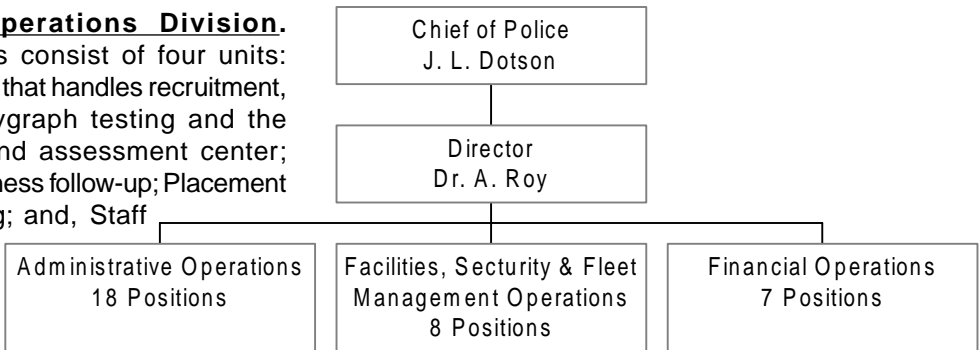
	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 506,857	\$ 550,823	\$ 589,679
<b>Operating</b>	0	2,208,472	2,091,354	2,160,954
<b>Capital</b>	0		0	
<b>Total</b>	\$ -	\$ 2,715,329	\$ 2,642,177	\$ 2,750,633

**(a) Financial Operations**

**Division.** Financial Operations consists of five units operations: Budget, which assembles and monitors expenditures; Accounts Payable with contracts and requisitions that handles the payment of department expenses; Planning and Special Projects Unit; Grants with a portfolio of about \$11.3 million dollars and PST Management; and, Specialized Funds handling and Travel for the department.

**(b) Administrative Operations Division.**

Administrative operations consist of four units: Personnel and Recruitment that handles recruitment, background checks, polygraph testing and the performance appraisal and assessment center; Inspections and Victim/Witness follow-up; Placement for Extra Jobs Monitoring; and, Staff Services Coordination, which include payroll, time & attendance, safety/ OSHA records, job analysis.



**(c) Facilities, Security & Fleet Management**

**Operations Division.** Facilities, Security & Fleet Management Operations Division consists of four units: Fleet, Facilities, and Security with the responsibility for the management of all of the physical maintenance and upkeep of the Police Services Center and all Police Department controlled properties and buildings, for the security in each of the facilities and properties, for the maintenance, and issuance of police department owned vehicles to approved employees, and Wellness and Fitness training which works with employees to rehabilitate from injuries or improve overall well-being.

# Uniform Services Command

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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 9,237,741	\$ 14,483,340	\$ 14,876,747
<b>Operating</b>	0	137,879	343,237	667,437
<b>Capital</b>	0		0	
<b>Total</b>	\$ -	\$ 12,374,976	\$ 14,826,577	\$ 15,544,184

**Community Services.** The Community Services Unit is responsible for the coordination of community policing training, community police partnerships, (which includes attending community meetings to identify ways in which human diversity impacts communication and collaboration between police and the community) and Youth Services. To perform any other duties assigned by the Deputy Chief of the Uniform Services Command. The Office of Community Services 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, and conducting residential and business security surveys. The Community Services has other separate units which teach the dangers of drugs, alcohol and youth violence (D.A.R.E), 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), and works a program to rescue at-risk youth by building attitudes during group experiences (B.A.D.G.E.).

**Patrol Sectors.** The primary and secondary duties are as follows: 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, Prevent crime, make reports of crime and keep statistics to provide data for anti-crime programs and operations, Make the streets and highways safe while improving the quality of life for all within its boundaries, Work in conjunction with the other two sectors to accomplish the same task for the entire city, Maintain these duties by providing Lieutenants, Sergeants and an adequate compliment of patrol officers' twenty-four hours a day, seven days a week, and attend to the overall well being of the community by personal and professional relationships between the citizens and the police. In addition, investigators are stationed in the various sectors to do follow-up work on crimes that are

recurrent or require a local investigation into the events.

**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.

**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

**K-9 Units:** These officers and their dogs train under the auspices of Uniform Services Command. 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.

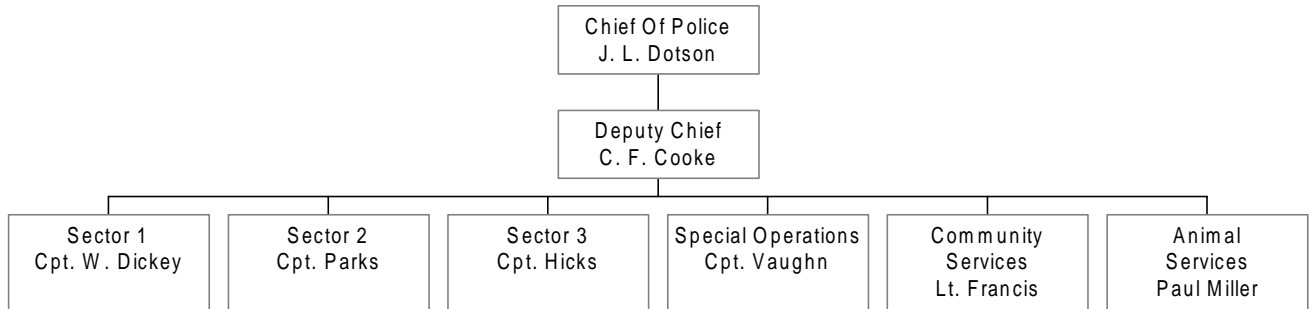
NOTE: SWAT, HNT, EOD, and Perimeter Team are all voluntary assignments and as such are collateral duties for officers in regular duty roles in all-departmental commands. They are set apart by their training and commitment to their tasks.

**Crime Analysis.** 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.

**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 assistance, loose livestock on the highway.



**Performance Measures**

	<b>Actual FY 98/99</b>	<b>Goal FY 99/00</b>	<b>Estimate FY 99/00</b>	<b>Goal FY 00/01</b>
Total number of investigations completed	197	95	258	350
Number of criminal conduct cases	2	-	4	2
Number of policy violations	47	-	18	15
Grant dollars received		2,500,000	2,315,712	2,500,000
Police Information: turnaround time for press releases	2 hrs.	2 hrs.	2 hrs.	2 hrs.
Police Information: # of requests			3,000	N/A
turnaround time for info request	8 hrs.	8 hrs.	8 hrs.	8 hrs.
Neighborhood Groups, watches, or surveys	n/a	n/a	23	30
# of educational program conducted	n/a	n/a	6	12
# of animal related violations	n/a	n/a	267	350
#animal Service calls	n/a	n/a	3,105	2,750



# Investigative & Support Services

The Investigative & Support Services Command consists of four sections that are Technical Service, Operations Support Service, Training and Major Investigations. Property Crimes/Organized Crime Division and the Major Crimes Unit. 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 Support Services Command is made up of the Training Division, Information Services Division, Communication Services Division, Court Liaisons, Technical Services and Federal Task Forces. The mission of the command is to support all other elements of the department in the functional areas cited above.

**Technical Services.** The Technical Services section has five units that are Automated Fingerprint Identification System (A.F.I.S.), Case Management, Quality Assurance & Court Liaison, the Records management Unit (RMS) and Pawn Entry information, the Regulatory Bureau that follows up on Alarms, Beer licenses, Taxi licenses and Wrecker licenses and the Teleserve unit

**Court Liaison Unit.** The purpose of this unit 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.

**Operations Support Services.** The Operation Support Services Division consists of three units. The first is the Communications Unit. This centralized unit is responsible for all incoming calls for service to the police department whether they are emergency or non-emergency. The Communications 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 second unit is the Property and Evidence Section. This unit 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 9,803,732	\$ 8,931,021	\$ 8,927,733
<b>Operating</b>	0	2,803,295	2,852,550	2,885,641
<b>Capital</b>	0	0	0	
<b>Total</b>	\$ -	\$ 12,607,027	\$ 11,783,571	\$ 11,813,374

The third unit is the School Patrol that is an auxiliary group of people who primarily work at area schools as traffic control and assist at other events requiring an official presence but not necessarily sworn officers.

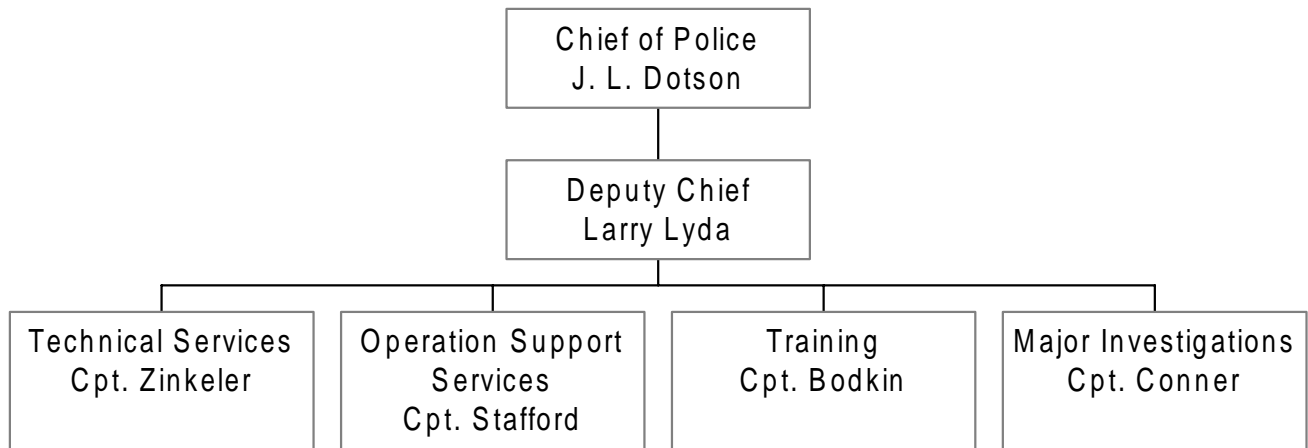
**School Patrol:** The members of this civilian auxiliary to the department work as traffic control at area schools for the safety of students. They are also an invaluable source of support for any special events that require manpower to handle traffic control when regular officers are not available.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

**Training.** The Training Section 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 departmental guidelines as well as those established by the P.O.S.T. Commission.

**Major Investigation Division.** The Major Investigation division is made up of three sections: Major Crimes, Youth & Family Investigation and Special Investigation. In the Major Crime section are three units that are: Crimes Against Person, Identification and Crime Stoppers. The Youth & Family Investigation section has three units that are: a unit that investigates crimes committed by juveniles and missing persons (Juvenile/ Missing persons Unit), investigate crimes against juveniles (Child Abuse Unit), and the Domestic Violence Unit. Special Investigations is the third section with four units that are an Auto Theft unit, a Computer crime unit, an Intelligence unit and a Major Narcotics and Vice Unit.

**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 maintenance, dissemination and the destruction of police records and reports.

**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.



**Performance Measures**

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
<b>Burglary:</b>				
Property cases investigated	3,094	850	2,186	1,000
<b>Auto Theft:</b>				
Number of cases	1,965	500	1,981	850
Value of recovered property	\$ 6,378,422	N/A	\$ 7,345,735	N/A
Clearance rate	35%	100%	19%	100%
<b>Narcotics:</b>				
\$ value seized	\$ 1,490,550	N/A	\$ 1,510,323	\$ 1,510,323
Weapons	20	N/A	40	N/A
Vehicles	33	N/A	9	N/A

# FD Fire Department

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.

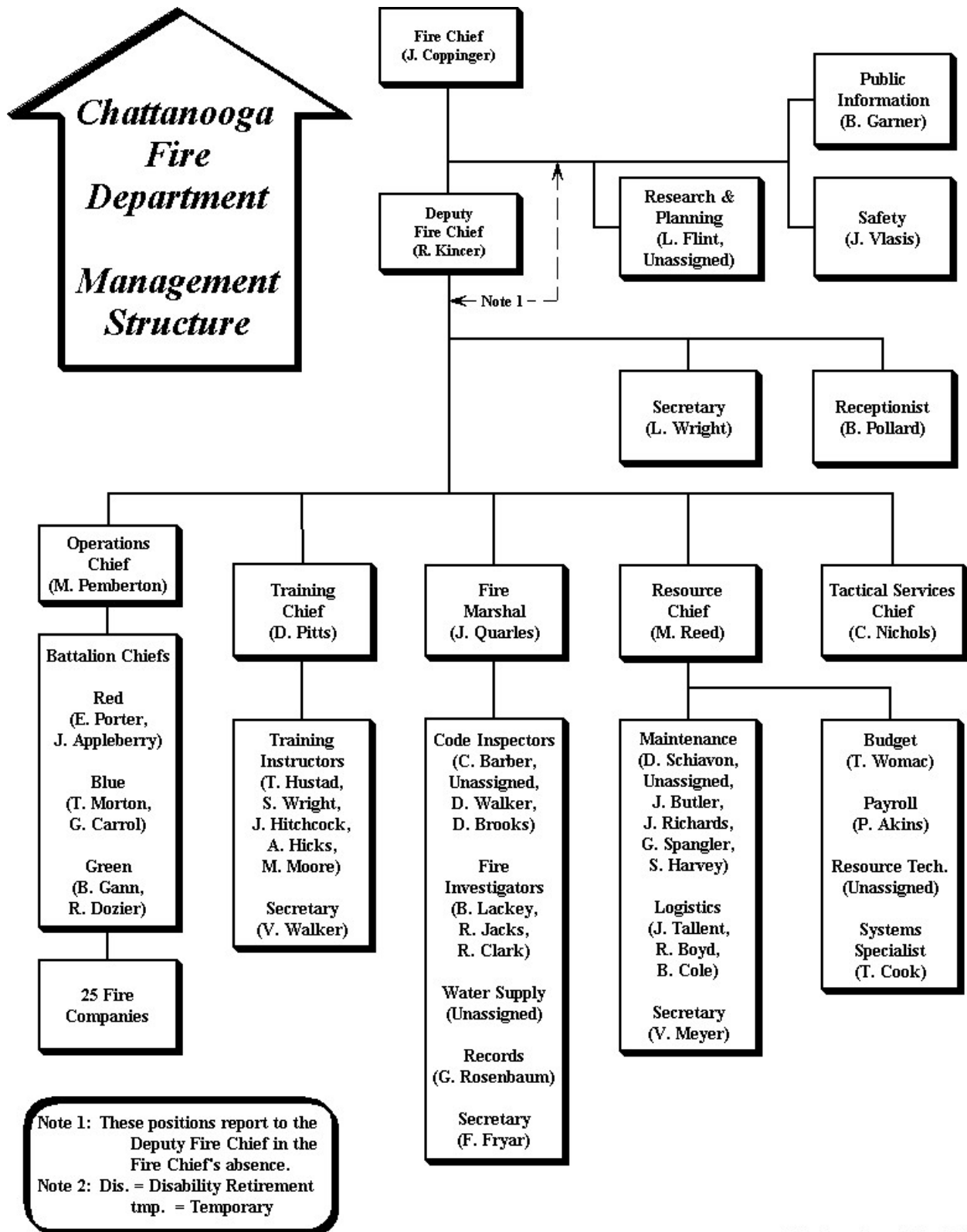
*Administration* is responsible for general policy and direction of the department. Planning, organizing, staffing, developing, coordinating, reporting, budgeting and public relations are also basic responsibilities of Administration.



**City of Chattanooga Fire fighters talking with children at Fire station #**

**Division: All**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 15,675,021	\$ 15,570,910	\$ 16,436,062	\$ 17,054,599
<b>Operating</b>	2,934,474	2,686,787	2,866,355	2,302,618
<b>Capital</b>	-	-	-	-
<b>Total</b>	\$ 18,609,495	\$ 18,257,697	\$ 19,302,417	\$ 19,357,217
<b># Authorized</b>	<b>368</b>	<b>389</b>	<b>404</b>	<b>418</b>



# Fire

The *Fire Prevention Bureau* is responsible for a vigorous, pro-active 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.

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 12,000 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 FY 1999/2000

With support from the Mayor and City Council, the Chattanooga Fire Department increased staffing department-wide, enhanced the training curriculum for all firefighters, constructed a new fire station large enough to serve the entire downtown district and constructed a new storage building to house reserve equipment. The department also purchased additional state-of-the-art equipment, including three new fire engines, new Self-Contained Breathing Apparatus (SCBA) for all firefighters, new computers for all fire stations and new operations management software to better track all records and related documentation

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Fire Calls	1,213	1,152	1,225	1,120
First Responder Calls	6,559	6,887	6,768	7,106
# of emergency calls	11,649	12,231	12,065	12,785
Fire prevention inspections	2,062	2,475	2,395	2,500
ISO rating	3	2	3	2

## 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.**

① To respond to all emergencies in the most efficient, cost-effective manner possible.

**To maintain the department’s Insurance Services Office (ISO) rating.**

① 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.**

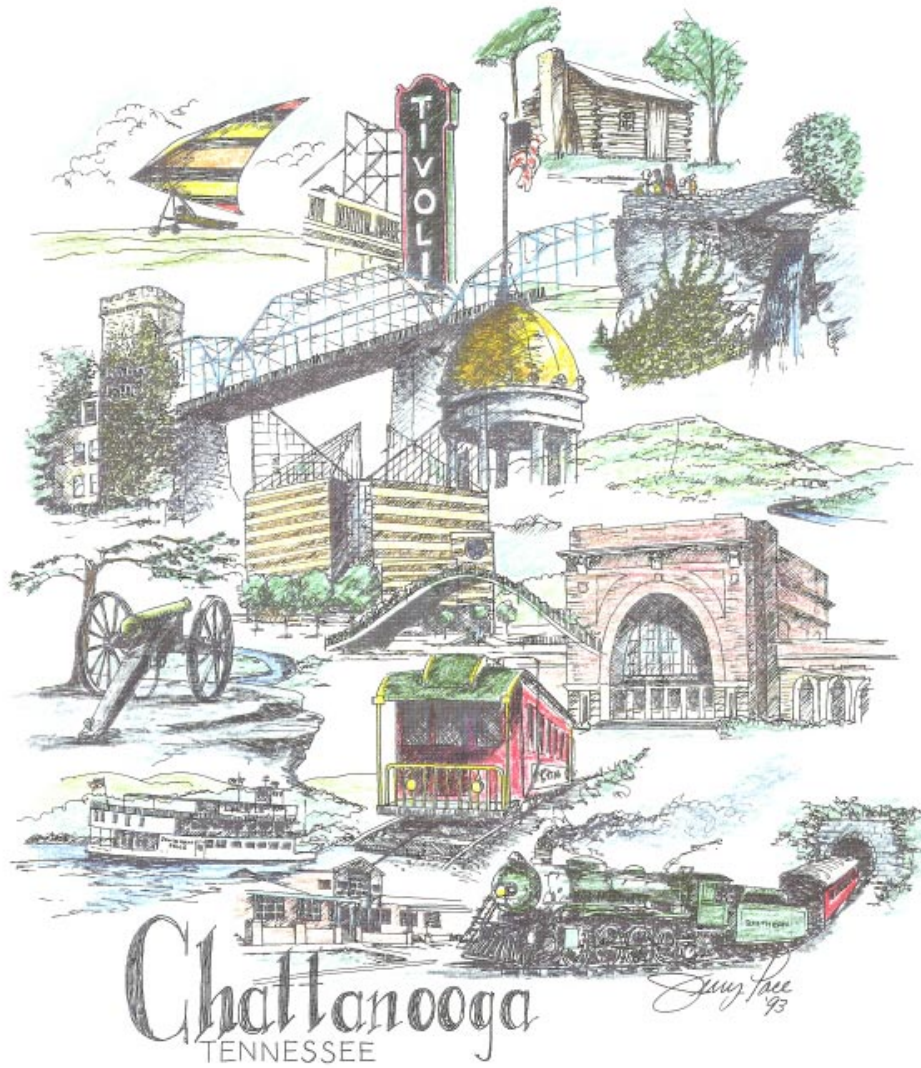
① To enhance our involvement with the community by visiting more schools and businesses, and conducting home safety checks.

**To modernize the department’s complement of fire stations.**

① To replace outdated fire stations with modern, cost-effective facilities, and build new stations in strategically placed locations to keep pace with population shifts and new developments.

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

① 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.



# PWW

## Public Works

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 Chattanoogaans.

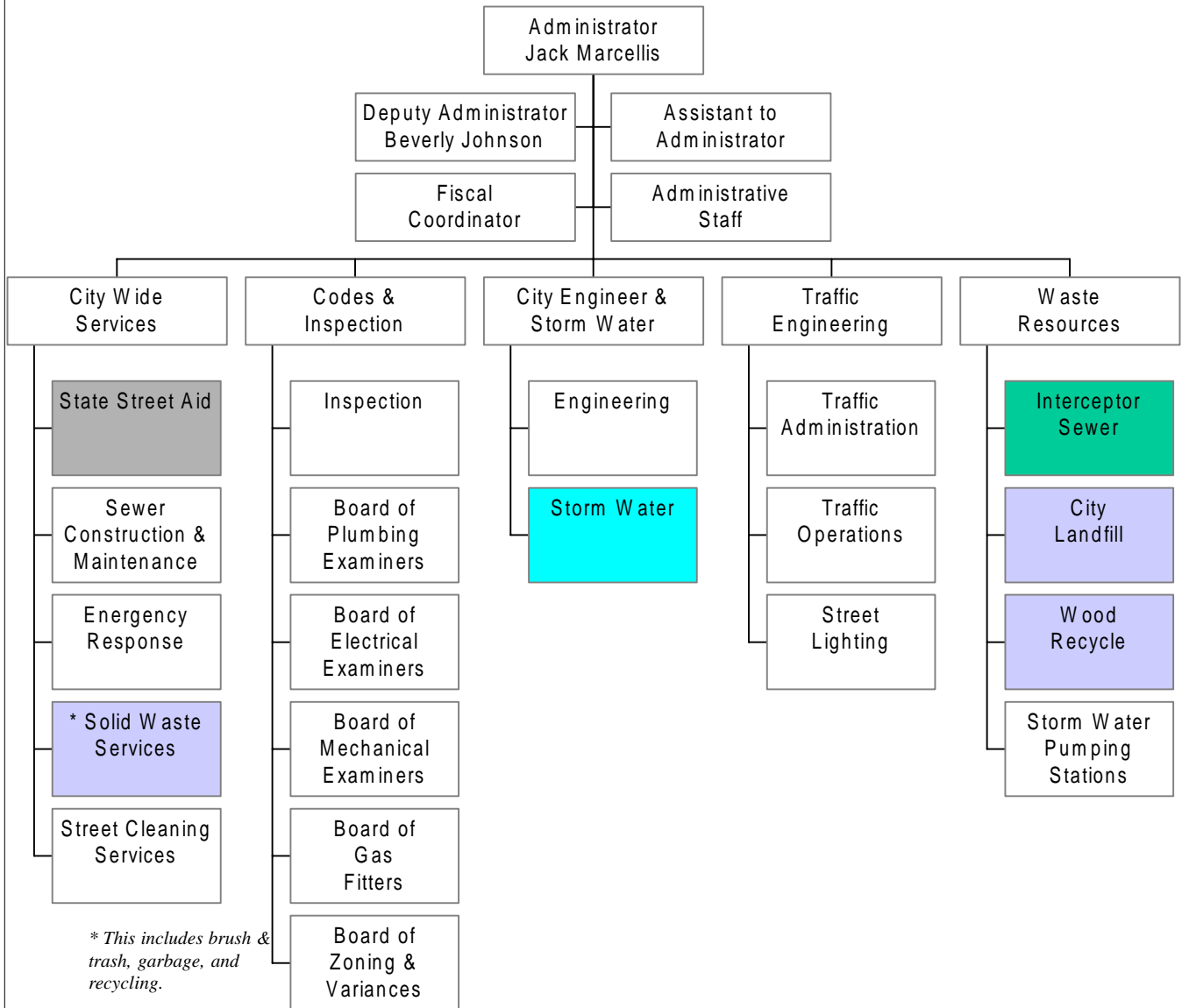


**Dump Truck and Bulldozer at Landfill Site**

### FY2001 Highlights:

- Created a new General Fund Subsidy for the State Street Aid Fund for City wide Alley cleanup

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 6,811,959	\$ 7,150,537	\$ 7,926,098	\$ 7,802,270
<b>Operating</b>	6,384,643	7,896,447	10,490,733	11,728,539
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 13,196,602	\$ 15,046,984	\$ 18,416,831	\$ 19,530,809
<b># Authorized</b>	<b>219</b>	<b>233</b>	<b>240</b>	<b>241</b>



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

**Note 2:** Same color boxes are related



# Administration

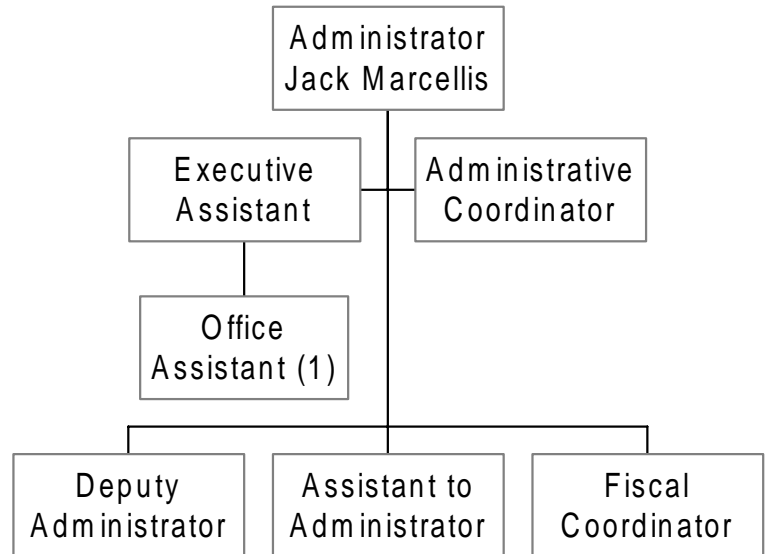
Public Works Administration is responsible for providing management coordination, including policy and budget, for the five operating divisions of the department. This office also operates the Public Works Action Line, taking requests for services from our customers.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 388,438	\$ 415,500	\$ 419,633	\$ 426,765
<b>Operating</b>	25,301	25,856	32,710	65,041
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 413,739	\$ 441,356	\$ 452,343	\$ 491,806

## Goals and Objectives

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

- ① Conduct weekly staff meetings.
- ② Monitoring departmental budget.



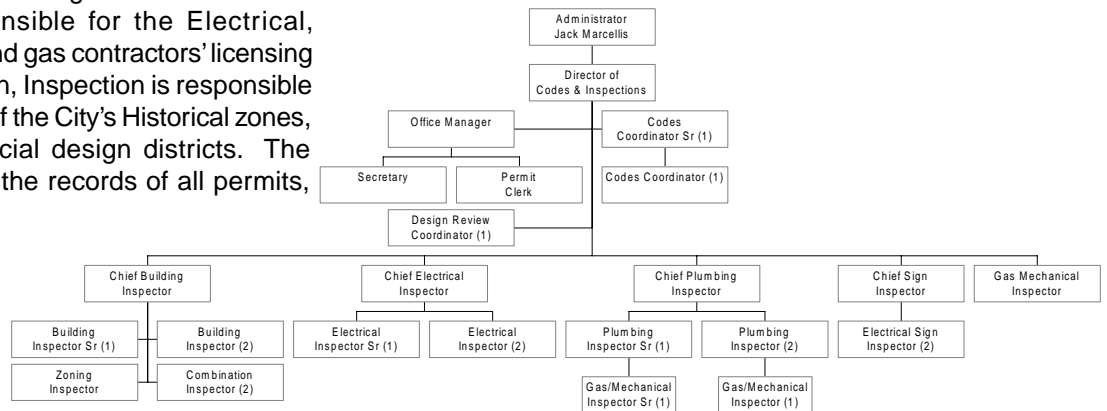
### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
\$ budget in PW	15,474,213	18,416,831	18,162,027	19,530,809
Conduct Weekly Staff meetings	yes/52	52	yes/52	52

# Inspection

The Codes and Inspection Division is responsible for the enforcement of the City's regulatory building and zoning ordinances. These duties include the issuing of permits for all building, electrical, plumbing, mechanical, gas, sign, street cut-in, land disturbing and pollution prevention projects. Operations include the review of construction plans for all proposed building and renovation, the inspection of all work performed on these projects, and the issuance of certificates of occupancy for these buildings when the work has been completed in compliance to the adopted Building and Zoning Ordinances. The Division is also responsible for the Electrical, plumbing, mechanical and gas contractors' licensing and renewals. In addition, Inspection is responsible for insuring compliance of the City's Historical zones, overlay zones and special design districts. The Division also maintains the records of all permits, inspections, licenses, construction drawings and compliance files related to these duties.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 958,770	\$ 1,025,929	\$ 1,142,816	\$ 1,105,219
<b>Operating</b>	123,031	124,097	124,090	122,359
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,081,801	\$ 1,150,026	\$ 1,266,906	\$ 1,227,578



## Goals and Objectives

To provide better development opportunities for the City of Chattanooga through a new and modern computerized permitting, plans review and inspection system

- ① Issue building, electrical, gas, mechanical, and plumbing permits to insure City building standards are met.

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Building Permits	412,836	350,000	472,260	420,000
Electrical Permits	92,277	85,000	95,480	92,000
Plumbing Fixtures Connection Permits	87,693	82,000	97,140	85,000
Street Cut-in Permits	36,276	31,000	38,480	35,000
Mechanical Code Permits	63,890	60,000	71,560	65,000
Gas Permits	9,309	8,500	8,670	8,500
Sign Permits	95,619	90,000	87,830	88,000

# 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:

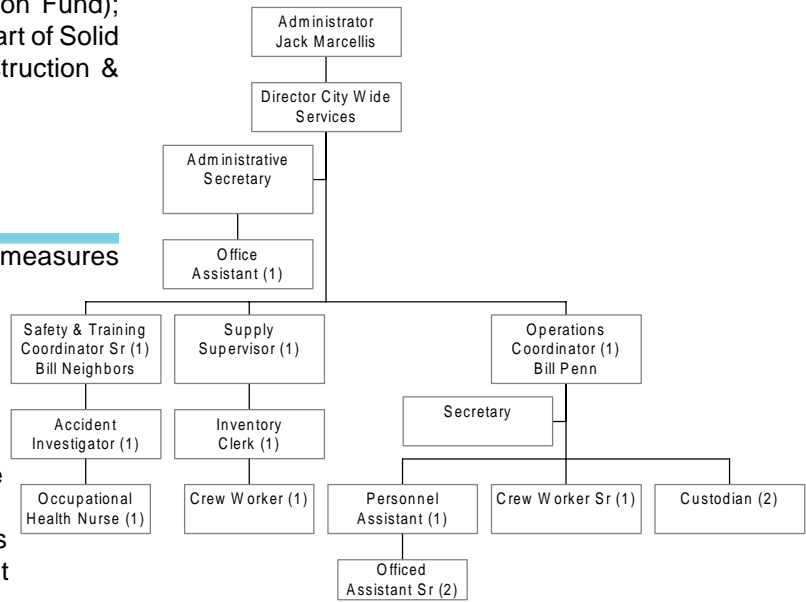
	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 477,645	\$ 597,758	\$ 651,929	\$ 600,277
<b>Operating</b>	137,055	134,468	139,925	148,820
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 614,700	\$ 732,226	\$ 791,854	\$ 749,097

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.

- ① Conduct regular planning meetings with section heads to assess expenditure levels
- ② Ensure the public is informed of changes in services in a timely manner to prevent duplication of effort.
- ③ Implement GIS system to accurately track service requests, customer complaints, structure inventories and to initiate our service routing program
- ④ Integrate customer complaint and work order tracking process with GIS system to improve service performance
- ⑤ Use new GIS system to evaluate service and collection routes to improve scheduling of services and cost projection



## Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Construction concrete Structures	12	15	13	15
Guardrail repair/installation	28	30	29	30
Sanitary Projects	3	5	5	5
Routine Storm Drain maintenance	7,384	7,500	3,382	7,500
Storm Drain Installation/repair	92	125	123	125

# Sewer Construction & Maintenance

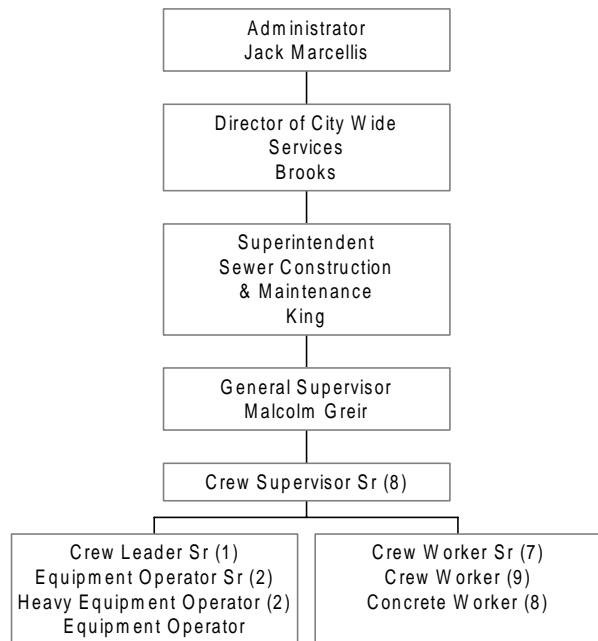
The Sewer Construction and Maintenance Division is responsible for the installation and maintenance of storm drains and concrete drainage structures. This Division is also responsible for installation of storm and sanitary sewers, guardrails, curbs and gutters, sidewalks and roadway concrete as required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

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 1,131,571	\$ 1,133,339	\$ 1,245,723	\$ 1,213,266
<b>Operating</b>	280,308	293,968	354,750	391,600
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,411,879	\$ 1,427,307	\$ 1,600,473	\$ 1,604,866

## Goals and Objectives

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

- ① Integrate our service request and work order tracking system with the new GIS program to improve service delivery and to more accurately track service costs
- ② Reduce the cost and potential damage to underground utilities through the use of GIS mapping capability to accurately locate utilities
- ③ Begin an inventory of all storm water structures and map recurring problem areas to improve service and reduce response time



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Construction Concrete Structures	5	12	13	15
Guardrail repair/installation	27	30	29	30
Sanitary Projects	2	5	5	5
Routine Storm Drain maintenance	6,530	7,500	3,385	7,500
Storm Drain installation/repair	94	125	123	125

# Emergency

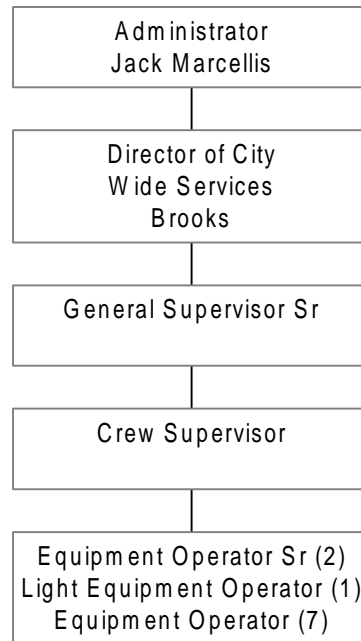
The Emergency Division is responsible for ensuring the safe movement of traffic along city streets. This involves clearing city streets and right-of-ways of any trees or litter blocking them as a result of storms or accidents. The Division also places flashers at road hazards and stop signs where traffic 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 369,045	\$ 303,437	\$ 337,028	\$ 356,800
<b>Operating</b>	56,281	57,784	52,640	78,940
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 425,326	\$ 361,221	\$ 389,668	\$ 435,740

## 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.

- ① Utilize GIS system to improve response time and to map citizen complaints for analysis and identification of recurring problem areas



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Gas Tanks	549	1,500	674	1,500
Tires	8,167	7,500	2,924	7,500
Illegal Dump sites	366	400	1,462	750
Sand Calls	66	195	0	195
Trees	274	100	234	325
Emergency Signs	188	265	166	265
Emergency Calls (general)	2,286	2,200	291	2,450
Ditch Crews	73	100	225	100
Ice Calls	122	175	87	175
Sweeper Miles	4,527	4,000	3,221	4,000
*Bagged Litter	22,536	25,000	22,235	25,000
# of community events	8	10	10	10

# Street Cleaning

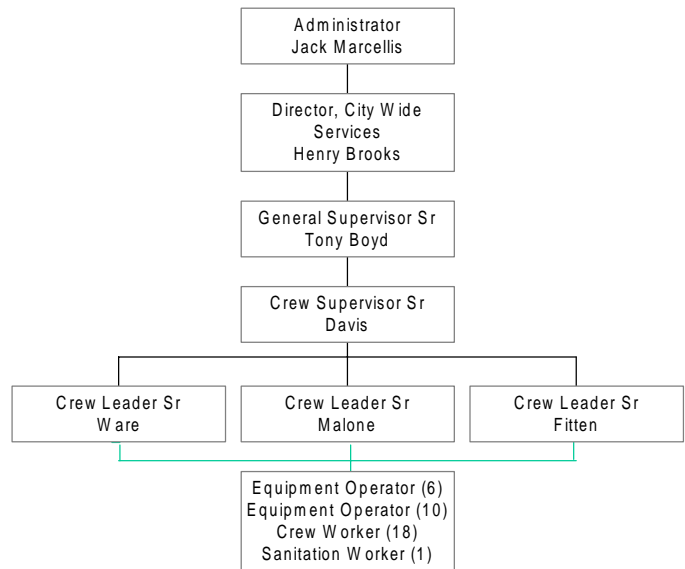
The Street Cleaning Division is responsible for clean streets and right-of-ways. This involves sweeping the city streets and mowing right-of-ways on a regular basis. During the leaf collection season, this division also assists in the collection of leaves.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 799,471	\$ 901,438	\$ 1,026,029	\$ 1,010,131
<b>Operating</b>	479,661	451,487	442,100	424,950
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,279,132	\$ 1,352,925	\$ 1,468,129	\$ 1,435,081

## 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.**

- ① Reduce expenditures for personnel and equipment by developing a schedule for sweeping City streets and mowing right-of ways.
- ② Reduce landfill cost through the diversion of organic materials to our compost mulch operation.



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
City Broom	11,800	12,000	11,800	12,000
Contract Brooms	2,120	2,200	2,122	2,200
Mowed by Tractor (miles)	15,600	16,000	15,380	16,000
Mowed by Hand (miles)	300	375	305	375

# Engineering

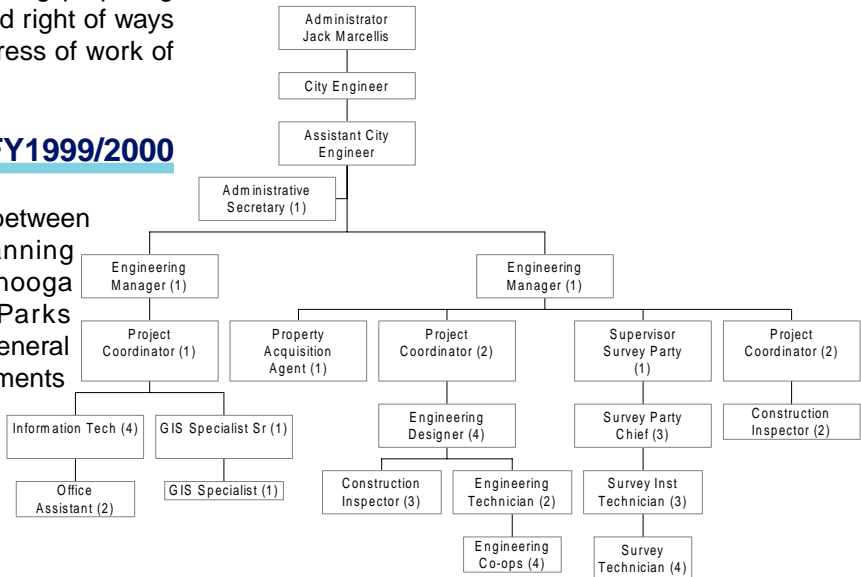
The Engineering Division is responsible for maintaining records on and overseeing city projects. Records are kept on the location of sanitary and storm sewers, right-of-ways, construction schedules, topographic and flood maps, subdivision plats, street utility, and property information. This information 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 1,360,912	\$ 1,426,101	\$ 1,544,067	\$ 1,505,854
<b>Operating</b>	193,050	133,362	128,493	143,048
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,553,962	\$ 1,559,463	\$ 1,672,560	\$ 1,648,902

## Major Accomplishments for FY1999/2000

Established an integrated interface between City Engineering; Regional Planning Agency; Design Center; Chattanooga Neighborhood Enterprise; Parks Recreation Arts and Culture; and General Services for infrastructure improvements

Completed the engineering and construction standard drawings which integrated Hamilton County and City standards into one set of drawings.



## Goals and Objectives

To improve the quality of the built environment by planning, management and implementation of transportation, water quality, stormwater, solid waste, sidewalk and streetscape projects and to provide information relative to the city's infrastructure

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Work Orders Completed	1,896	2,100	1,926	2,100
Street Rehab Projects	2	3	3	3

- ① To begin implementation of GIS system.
- ② To begin a three year infrastructure inventory program.
- ③ To provide a response from the Technical Information Center within 24 hours

# 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.

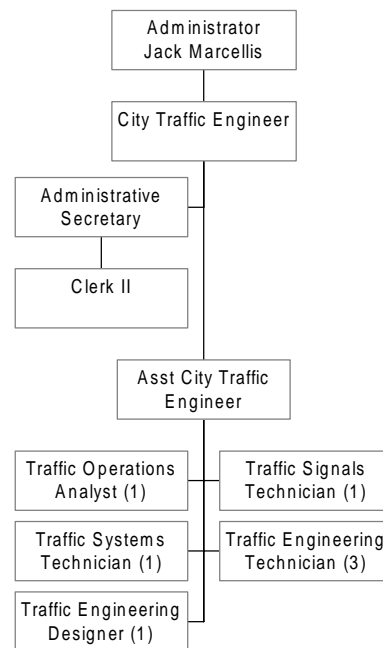
Preparation of traffic studies, plans and engineering designs to identify, evaluate, and correct traffic operational and safety deficiencies are carried out through this office. Review of subdivision plats, building permits, roadway designs, variance request, zoning cases and special events permits are 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.

- ① Replace all electro mechanical and thumbwheel controllers
- ② Design and install three arterial signal systems
- ③ Work with MPO and TDOT to initiate the planning process for Intelligent Transportation Systems deployment

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 362,443	\$ 362,416	\$ 444,523	\$ 455,173
<b>Operating</b>	25,517	26,442	25,950	30,384
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 387,960	\$ 388,858	\$ 470,473	\$ 485,557



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Parking Lot Designs	3	7	8	10
Channelization drawings	8	10	8	10
New Signals	9	15	5	8
Revised signals	17	20	13	20
Flashers	7	10	7	10
Inspection Improvemtns	8	12	2	12
On-street parking revisions	4	5	3	5
Roadway designs	2	3	2	3
Building Permit review	252	275	280	275
Subdivision design review	37	50	30	50



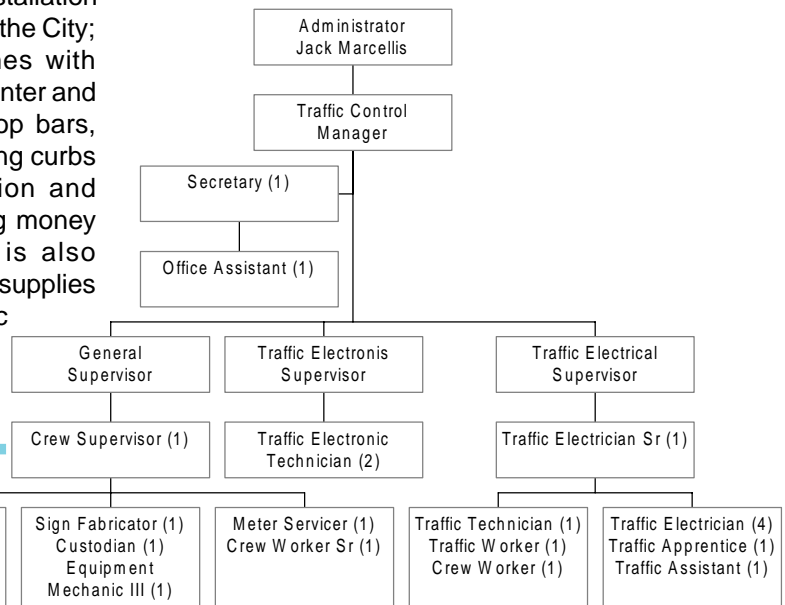
# Traffic Operation

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 268 signalized intersections, 15 beacons (flashing intersections), 31 school flashers and 13 pedestrian zones; 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 963,664	\$ 984,619	\$ 1,114,350	\$ 1,128,785
<b>Operating</b>	287,399	280,747	298,916	322,232
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,251,063	\$ 1,265,366	\$ 1,413,266	\$ 1,451,017



## Goals and Objectives

Safe and steady vehicle and pedestrian traffic flow throughout the City

- ① Meet or exceed the average Performance Indicators for sign installation and repair.
- ② Meet or exceed the average performance indicator for parking meter service calls.

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
New sign Installation	984	1,250	1,130	1,200
Signs repaired	8,486	8,750	23,378	20,000
Parking Meter service calls	3,655	3,800	3,090	3,000
Center Lines painted	234	250	458	458
Crosswalk/stoplins (ft)	135,222	137,000	32,125	135,000
Intersection call-outs	715	775	3,307	700
Traffic Signal Upgrades	15	20	20	20
Traffic Signal Loops	0	0	80	50
Traffic Signal radar installation	0	0	12	10

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/2001
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	100,718	37,799	58,770	58,770
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 100,718	\$ 37,799	\$ 58,770	\$ 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/2001
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	25,098	22,580	54,375	54,375
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 25,098	\$ 22,580	\$ 54,375	\$ 54,375

The **Minor Pump Stations** were set up to provide storm water pump services for certain low lying areas to prevent possible flooding during heavy rains.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/2001
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	0	109	20,500	20,500
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ -	\$ 109	\$ 20,500	\$ 20,500

## Goals and Objectives

**To prevent flooding in the Brainerd area of South Chickamauga Creek and Orchard Knob area.**

- ① Monitoring of rising creek levels brought on by excessive rainy periods.
- ② To have the pump station fully operational at all times.

# 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.

	Actual FY 97/98		Actual FY 98/99		Budget FY 99/00		Budget FY 00/2001	
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	5,099	2,206	2,206	2,000	2,000	2,000	2,000	2,000
<b>Capital</b>	0	0	0	0	0	0	0	0
<b>Total</b>	\$ 5,099	\$ 2,206	\$ 2,206	\$ 2,000	\$ 2,000	\$ 2,000	\$ 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.

	Actual FY 97/98		Actual FY 98/99		Budget FY 99/00		Budget FY 00/2001	
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	26,216	21,531	21,531	19,350	19,350	19,500	19,500	19,500
<b>Capital</b>	0	0	0	0	0	0	0	0
<b>Total</b>	\$ 26,216	\$ 21,531	\$ 21,531	\$ 19,350	\$ 19,350	\$ 19,500	\$ 19,500	\$ 19,500

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.

	Actual FY 97/98		Actual FY 98/99		Budget FY 99/00		Budget FY 00/2001	
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	1,177	705	705	1,800	1,800	1,800	1,800	1,800
<b>Capital</b>	0	0	0	0	0	0	0	0
<b>Total</b>	\$ 1,177	\$ 705	\$ 705	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 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.

	Actual FY 97/98		Actual FY 98/99		Budget FY 99/00		Budget FY 00/2001	
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	3,000	2,470	2,470	3,450	3,450	2,900	2,900	2,900
<b>Capital</b>	0	0	0	0	0	0	0	0
<b>Total</b>	\$ 3,000	\$ 2,470	\$ 2,470	\$ 3,450	\$ 3,450	\$ 2,900	\$ 2,900	\$ 2,900

## Goals and Objectives

To insure a high degree of competency with Plumbing, Electrical, Mechanical and Gas contractors to assure compliance with City Codes.

① Annual examinations for certification.

# Board of Zoning Appeals & Variances

The Board of Appeals and Variances hears and decides on zoning appeals from property owners, reviews conditional and special permits and hears and decides appeals from property owners on decisions by administrative officials in the enforcement of the zoning ordinance

	Actual		Budget	
	FY 97/98	FY 98/99	FY 99/00	FY 00/2001
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	5,231	2,758	5,000	5,000
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 5,231	\$ 2,758	\$ 5,000	\$ 5,000

## Goals and Objectives

To insure that the City of Chattanooga's zoning laws are met or amended in a proper manner.

- ① To hear and act within established guidelines for hearing requests for relief from Chattanooga zoning regulations

# Utilities

The Public Works Utilities Activity for is used for paying operational utility bills.

	Actual		Budget	
	FY 97/98	FY 98/99	FY 99/00	FY 00/2001
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	145,966	118,821	127,500	128,650
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 145,966	\$ 118,821	\$ 127,500	\$ 128,650

# Parks, Recreation, Arts, & Culture

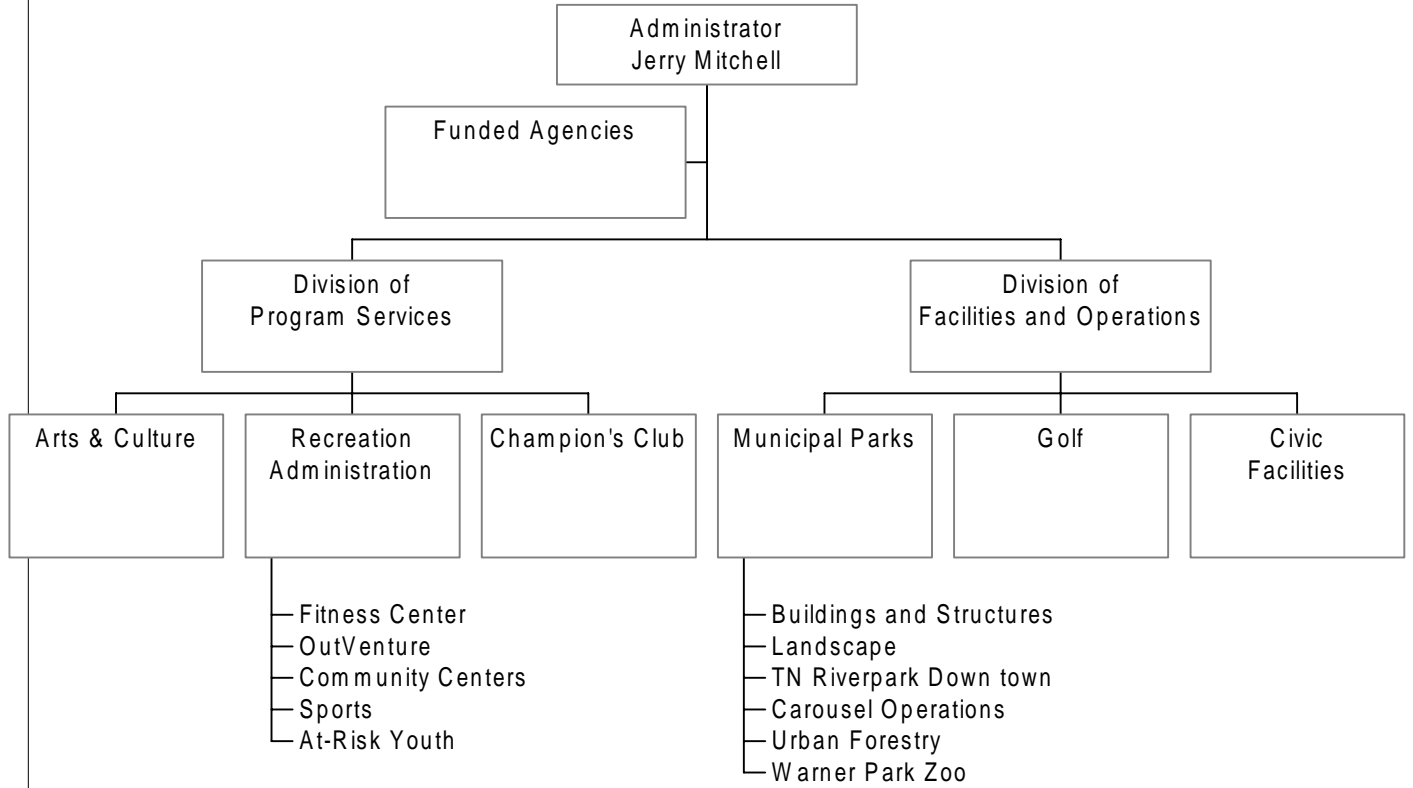
The Parks, Recreation, Arts, and Culture Department strives to provide an excellent variety of leisure opportunities to enhance the individual's quality of life in attractive and well maintained parks and facilities. This mission is accomplished through its many parks and recreation facilities, as well 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.



The Rose Garden at Warner Park

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 5,422,302	\$ 6,085,820	\$ 7,026,028	\$ 7,202,181
<b>Operating</b>	2,560,069	2,729,618	2,754,100	3,153,739
<b>Capital</b>	62,796	283,587	89,300	89,300
<b>Total</b>	\$ 8,045,167	\$ 9,099,025	\$ 9,869,428	\$ 10,445,220
# Authorized	340	370	399	407



# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 338,822	\$ 467,893	\$ 607,212	\$ 671,340
<b>Operating</b>	133,874	140,532	188,751	175,302
<b>Capital</b>	0	23,114	45,925	51,525
<b>Total</b>	\$ 472,696	\$ 631,539	\$ 841,888	\$ 898,167

**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

**Public 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.

**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.

## Goals & Objectives

### Develop public/private partnerships

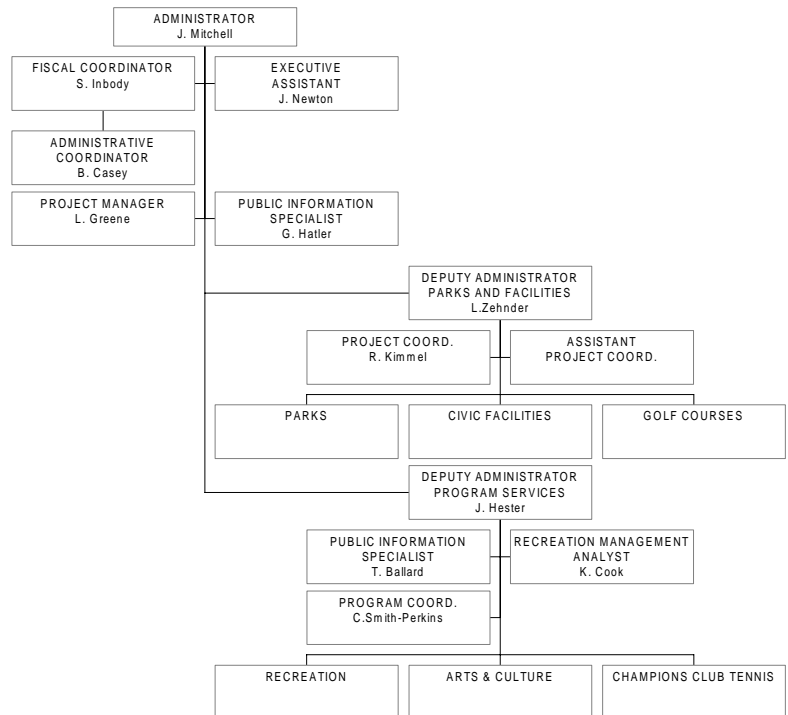
- ① Continue efforts with the Greater Chattanooga Sports Committee.
- ② Associate with at least three new entities to provide additional services

### Implement the comprehensive plan for facility development

- ① Assemble team of architects and other professionals to design new facilities.
- ② Employ contractors to build and renovate facilities new facilities

### Utilize established criteria for future park and facility design and placement

- ① Follow recommendation of the 2008 master plan



### Increase public awareness of services

- ① To establish better media relations and secure regular coverage.
- ② To have a minimum of one feature article published each month.
- ③ To improve usage and efficiency of internal communications tools

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Reorganization for efficiency	yes	yes	yes	yes
Promotional brochures printed	120,000	120,000	120,000	120,000
New releases	78	84	85	90
Construction projects completed	15	19	15	17
New Facilities Design completed	n/a	14	10	15

# Program Services - 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 123,413	\$ 179,602	\$ 175,013
<b>Operating</b>	0	19,665	30,386	109,298
<b>Capital</b>	0	222	0	0
<b>Total</b>	\$ -	\$ 143,300	\$ 209,988	\$ 284,311

## Goals & Objectives

### Seek program and division growth opportunities

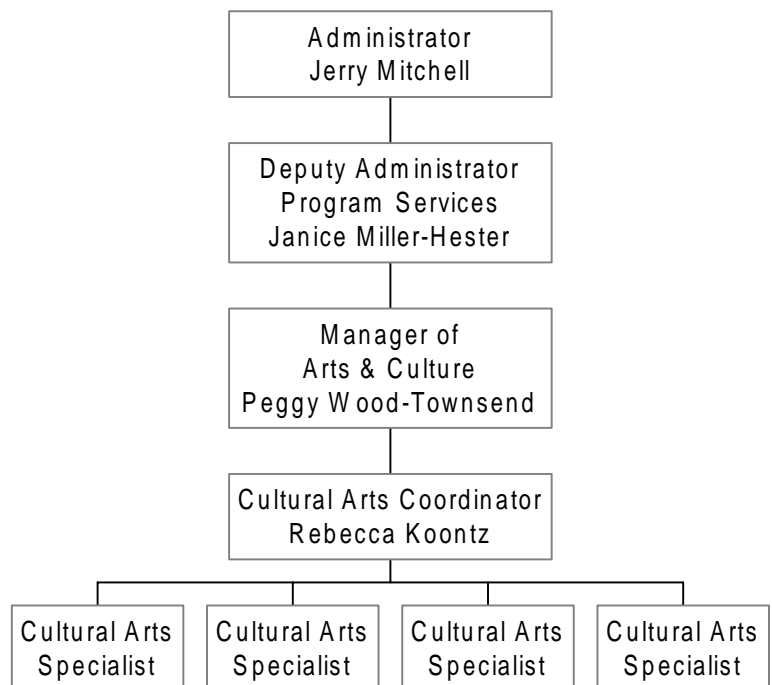
- ① Identify and secure a centrally located facility in which to house a multi-use arts center that would serve all segments of the community.
- ② Develop art programs for new recreation centers/new facilities.

### Develop new funding sources and partnerships to assist with and compliment our programs.

- ① 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.

- ① Aggressively identify and market to new targeted audiences.
- ② Develop new arts initiatives in neighborhoods.
- ③ Provide traditionally under served segments of the community an opportunity to have ready access to quality cultural programs.
- ④ Track who current audience is and what they want through evaluations, questionnaires etc.
- ⑤ Diversify program offerings and class curriculum.
- ⑥ Promote programs through direct mail/mailling lists and other marketing strategies.



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Attendance year round programs: fee based classes	1,434	1,535	1,550	1,600
Attendance year round programs: Recreation Center programs	716	765	775	780
Summer Programs: Fee Based Art Camp	105	126	130	\$135
Summer Programs: Rec Center programs	4,983	5,480	5,493	5,500
Grants received	\$26,000	\$30,000	\$19,974	\$30,000



# Program Services-Recreation Administration

The recreation section facilitates the operations of 16 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 operation manager, 3 supervisors, 1 fitness coordinator, 1 outdoor coordinator, and 1 accounting technician. 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 265,787	\$ 137,509	\$ 78,542	\$ 92,082
<b>Operating</b>	24,221	293,098	312,564	361,466
<b>Capital</b>	0	111	0	0
<b>Total</b>	\$ 290,008	\$ 430,718	\$ 391,106	\$ 453,548

## Major Accomplishments for FY 1999/2000

- Provided staff training
- Each section has been given the responsibility of its own budget.
- Created strategic plan

## Goals & Objectives

### Provide the highest quality of leisure services for all citizens

- ① Identify buildings and spaces in different areas of the City to be used for recreation programming.
- ② Seek sponsorships in providing programming for all citizens through partnerships and grants.
- ③ Develop employee advisory board to ensure that all employees have input in decisions that effect them directly.
- ④ Expand programs to meet leisure needs of communities where recreation centers are nonexistent.
- ⑤ Add additional staff in order to maintain quality service and meet future trends in recreation programming .
- ⑥ 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

supervisory staff. ② Employee advisory board

### Increase funding for programs

- ① Establish a fee schedule for selected programs.
- ② Establish partnership with other youth providers, agencies, and private sector.
- ③ Seek local, state, and federal grants

### Maximize staff effectiveness

- ① Increase professional training of the

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Staff meetings with directors	50	50	50	50
Supervisory staff meetings	50	50	50	50
Training classes	20	25	23	25
Seminars	13	15	14	20

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 174,917	\$ 186,493	\$ 194,628	\$ 200,858
<b>Operating</b>	42,980	41,115	44,358	78,527
<b>Capital</b>	0	119	0	0
<b>Total</b>	\$ 217,897	\$ 227,727	\$ 238,986	\$ 279,385

### Major Accomplishments for FY 1999/2000

- Opened new front entrance and staff offices
- Employee Wellness-exercise classes
- Community Wellness Activities
- Civitan Club raised \$25,000 to help us enhance our adapted Programming capabilities

### Goals & Objectives

#### Seek program growth opportunities

- ① Develop new funding/revenue sources: enhance admission fee collection system, seek grants, donations, hold fund raising activities, etc.
- ② Pursue partnership opportunities with organizations that offer programs and/or services that complement our efforts.
- ③ Continue to encourage and support the revision/upgrade of Warner Park

#### Assist with the implementation of CityFit, the City employee wellness program

- ① Provide input and expertise into all aspects of the program's formation and development.
- ② Serve on employee wellness action team (committee)

#### Provide growth opportunities for staff

- ① Challenge staff to increase their skills and knowledge by offering opportunities and resources through funding for membership in professional

organizations, workshops, and certifications  
 ② Offer skill- building training in areas such as teamwork, improving management skills, upgrading customer service skills, etc.

#### Develop Therapeutic Recreation Services

- ① Provide input and expertise into all aspects of the programs formation and development.
- ② Build multipurpose space for disabled population

#### Develop a five year plan



#### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Attendance	104,233	105,000	104,750	105,000
Number of staff with fitness certification	7	7	7	7
Number of Programs	2,500	2,500	2,500	2,500
Fund raising events	N/A	1	2	5
User Fee Revenue	\$27,330	\$30,000	\$32,000	\$35,000

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 41,816	\$ 44,240	\$ 70,041
<b>Operating</b>	0	10,232	16,393	23,184
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ -	\$ 52,048	\$ 60,633	\$ 93,225

### Major Accomplishments for FY 1999/2000

- Implementation of a full service, comprehensive touring kayaking program.

### Goals and Objectives

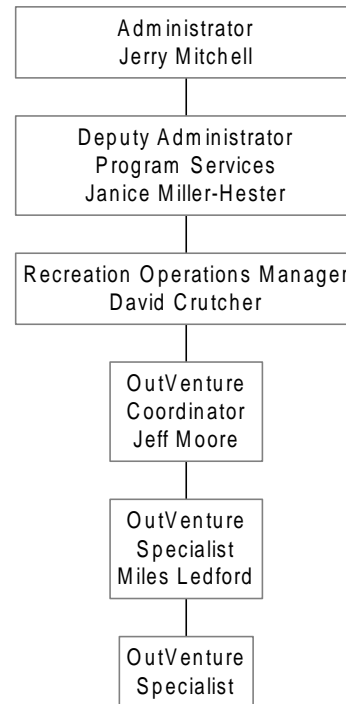
#### Educate the general public about the Chattanooga outdoors

- ① 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

- ① Maintain pertinent information by way of brochures, flyers, contact with youth organizations. Seek all avenues of public information dissemination

#### Develop five year plan



#### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Number of Brochures circulated	2,000	2,000	2,000	2,000
Have a 5-year plan?	yes	yes	yes	yes
Outventure	2,500	3,000	3,000	3,100

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 1,490,793	\$ 649,615	\$ 677,881	\$ 655,546
<b>Operating</b>	419,487	43,701	28,224	85,200
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,910,280	\$ 693,316	\$ 706,105	\$ 740,746

### Major Accomplishments for FY 1999/2000

- 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 stimulating and socially sound.**

- ① To expand programs and kindle new interest, support, and opportunities for youth.
- ② To collaborate with other agencies forming partnerships for better programs.
- ③ To involve community groups in programs of their interest thereby gaining extra support for programs.



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Kidz Recreation Kamp	888	900	890	900
Fun/N/Picnic Day	3,000	2,500	2,600	2,600
Hershey Track Meet District	460	450	444	460
Hershey Track Meet State	260	300	267	300
Junior Olympics	490	500	502	525
Elks Hoop Shoot	230	250	245	250
City Wide Egg Hunt	600	650	647	650
Black History Quiz	65	70	72	75
Kidz Volunteer Kamp	35	40	39	45

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 497,872	\$ 558,956	\$ 578,015
<b>Operating</b>	0	19,983	22,677	33,177
<b>Capital</b>	0	2,780	0	0
<b>Total</b>	\$ -	\$ 520,635	\$ 581,633	\$ 611,192

### Major Accomplishments for FY 1999/2000

- 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 & Objectives

#### Train youth to enjoy sport activities and have friendly competitions

- ① Teach the fundamentals, rules and regulations of sports

#### Implement sportsmanship in all recreational activities

- ① Ensure youth understand the importance of positive play

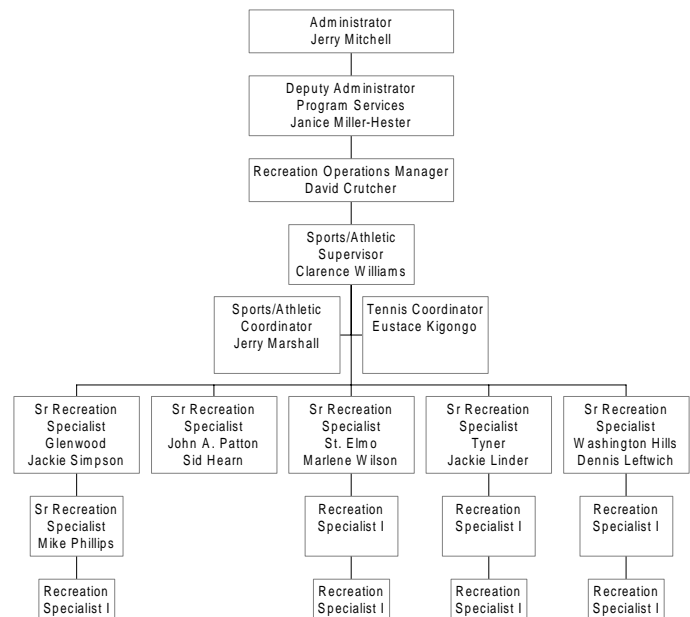
#### Provide facilities that are safe and pleasant to all citizens

- ① Create an environment of enjoyment and pleasure

#### Provide opportunities to all citizens.

- ① Develop sport opportunities for adults and children of all ages.

Develop a five (5) year plan



#### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Pool Rentals	11	15	14	15
Carver pool attendance	2,093	2,500	2,445	2,500
Warner Park pool attendance	11,240	13,000	12,475	13,000
Fast Pitch softball (using Warner park training facility)	65	75	68	75
Summer Sports Camp	68	100	74	100

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 446,676	\$ 439,736	\$ 441,132
<b>Operating</b>	0	52,712	40,738	43,238
<b>Capital</b>	0	4,636	0	0
<b>Total</b>	\$ -	\$ 504,024	\$ 480,474	\$ 484,370

### Major Accomplishments for FY 1999/2000

- 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")

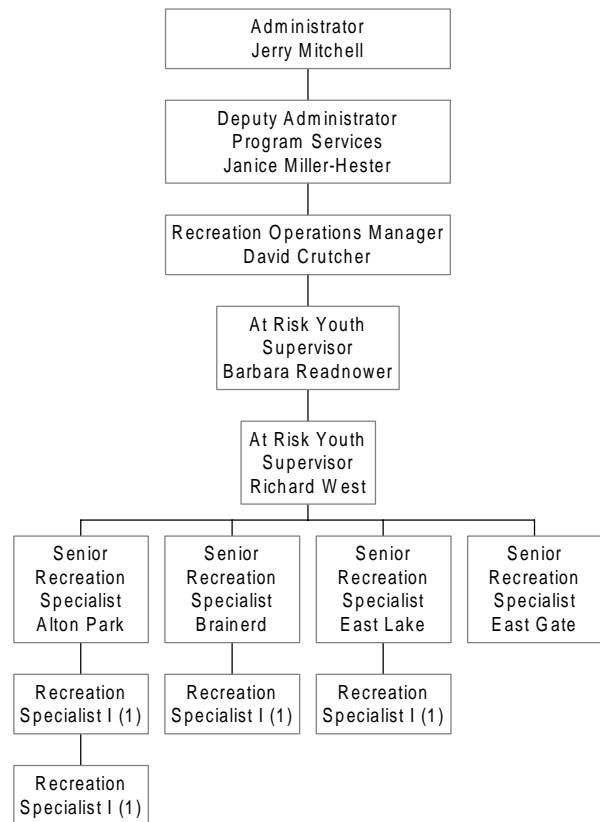
### Goals & Objectives

**Partner and network with other program providers to ensure diversified programming for special populations.**

- ① 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**

- ① 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.



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
# of Programs: Centers (5)	1,262	1,400	1,356	1,400
# of participants: Centers(5)	72,232	75,000	73,475	75,000
# of programs with other agencies/organizations: non-centers	21	23	24	25
# of participants in programs with other agencies/organizations: non-centers	1,496	1,600	1,575	1,600
Hangtime™: # of participants	10,000	13,000	13,000	13,500

# Program Services-Recreation

## Champion's Club

The Champions Club is a sensational tennis complex featuring 21 hard courts and a centrally located 6,000 square-foot clubhouse that provides covered seating for 360 spectators, locker rooms & showers, banquet space, as well as a pro shop. The approximate cost for the Champions Club is approximately \$2.7 million with the Hamico Foundation paying roughly 75% of the total costs. The complex will charge minimal fees for reservation times as well as offering professional tennis lessons. The Champions Club mission is to create a complex, tennis programs, and atmosphere that will garner the enthusiasm for tennis from the entire City of Chattanooga, while building a well organized City-Wide Juniors Tennis Development Program.

	Actual		Budget	
	FY 97/98	FY 98/99	FY 99/00	FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ 123,823
<b>Operating</b>	0	0	0	41,600
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ -	\$ -	\$ -	\$ 165,423

### Major Accomplishments for FY 1999/2000

⇒ None; FY 2001 is the first year of operations.

### Goals & Objectives:

- **Develop policies and procedures.**
- **Develop Junior Tennis Program.**
- **Develop Referee Training Program.**
- **Apply for appropriate tennis sanctions.**
- **Develop tournament structures.**
- **Develop tennis socials.**
- **Prepare grant proposals for programming.**

#### Performance Measures

	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 99/00	FY 00/01
# of Tournaments	N/A	N/A	N/A	2
# of court reservations	N/A	N/A	N/A	8,000
Revenue	N/A	N/A	N/A	40,000

# Facilities & Operations-Parks

## Building and Structures

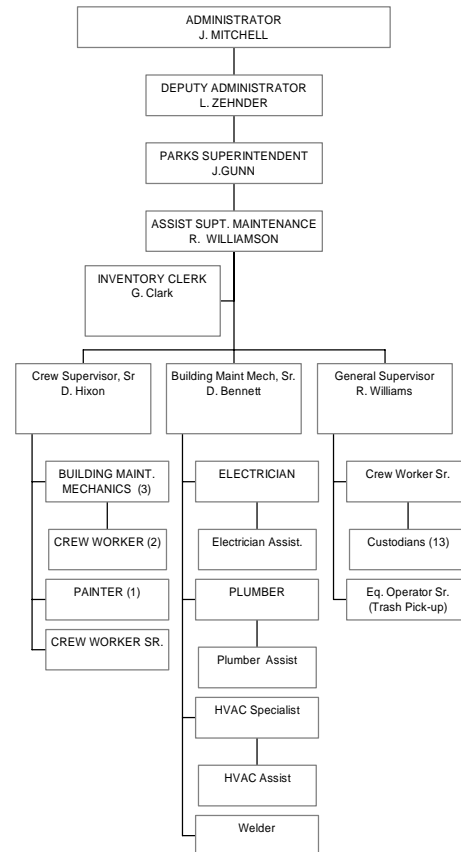
This budget is detailed to broad-form maintenance at twenty-four recreation facilities, services in electrical, HVAC, Painting, welding, plumbing, & custodial maintenance. It also includes repairs to various game boards and repairs, major or incidental, that occur in the recreation facilities. Requests 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 348,860	\$ 374,831	\$ 810,233	\$ 863,526
<b>Operating</b>	225,951	172,731	230,079	204,381
<b>Capital</b>	0	22	0	0
<b>Total</b>	\$ 574,811	\$ 547,584	\$ 1,040,312	\$ 1,067,907

### Goals & Objectives

#### Improve safety and appearance of facilities

- ① Complete the placement of recreation centers under pest control contract
- ② Inspect each facility and playground on a scheduled basis
- ③ Implement new signage for all facilities
- ④ Develop a plan for long-range needs
- ⑤ Develop a new computerized work order management system
- ⑥ Daily custodial maintenance
- ⑦ Maintain a schedule for inspection of substandard housing



#### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Emergency and routine service calls answered	938	940	1,188	1,512
Routine service and custodial calls	5,000	5,050	5,025	5,000
Aver. W/O completed per month	N/A	N/A	99	125



# Facilities & Operations-Parks Municipal Parks

The Parks Maintenance Division is directly responsible for all repair activities for the Parks and Recreation Department and custodial services for recreation centers. 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 1,444,878	\$ 1,541,691	\$ 764,190	\$ 693,707
<b>Operating</b>	680,441	821,154	325,344	325,344
<b>Capital</b>	0	51,410	0	0
<b>Total</b>	\$ 2,125,319	\$ 2,414,255	\$ 1,089,534	\$ 1,019,051

## Goals & Objectives

### Increase efficiency and reduce down time of a facility or program

- ① Additional use of private contractors for maintenance where possible.

### Relocate maintenance functions from Warner Park to a new location

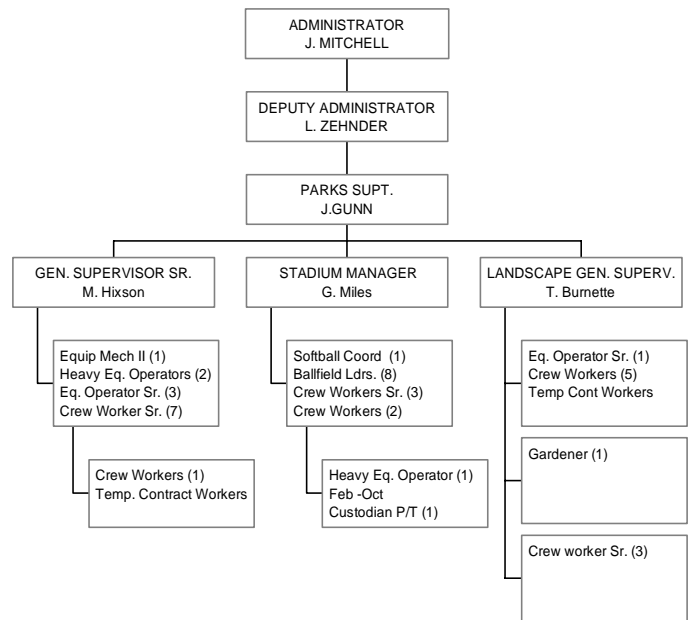
- ① Request capital funds to build a new maintenance facility

### Increase emphasis on employee safety and training

- ① ADA compliance - playgrounds & restrooms

### Increase physical facilities

- ① Complete resurfacing of all scheduled Tennis Courts
- ② Complete replenish all playground Safety Mulch
- ③ Replace and add playground equipment
- ④ Completion of new tennis complex at Rivermont



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Mowing parks & facilities, routine and scheduled work orders completed	N/A	N/A	1,800	2,000
Frost scheduled games or tournaments	25	40	38	42
Landscape service and maintenance calls	1,100	1,200	2,000	2,500

# 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, of the 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ 281,559	\$ 279,161
<b>Operating</b>	0	0	77,769	77,769
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ -	\$ -	\$ 359,328	\$ 356,930

## Goals & Objectives

### Provide flowers in all planters and beds each year in their proper seasons

- ① Inspect flowers to ensure they are growing properly

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 351,037	\$ 529,700	\$ 595,676	\$ 559,205
<b>Operating</b>	184,789	232,370	240,121	240,121
<b>Capital</b>	58,671	212,630	89,300	89,300
<b>Total</b>	\$ 594,497	\$ 974,700	\$ 925,097	\$ 888,626

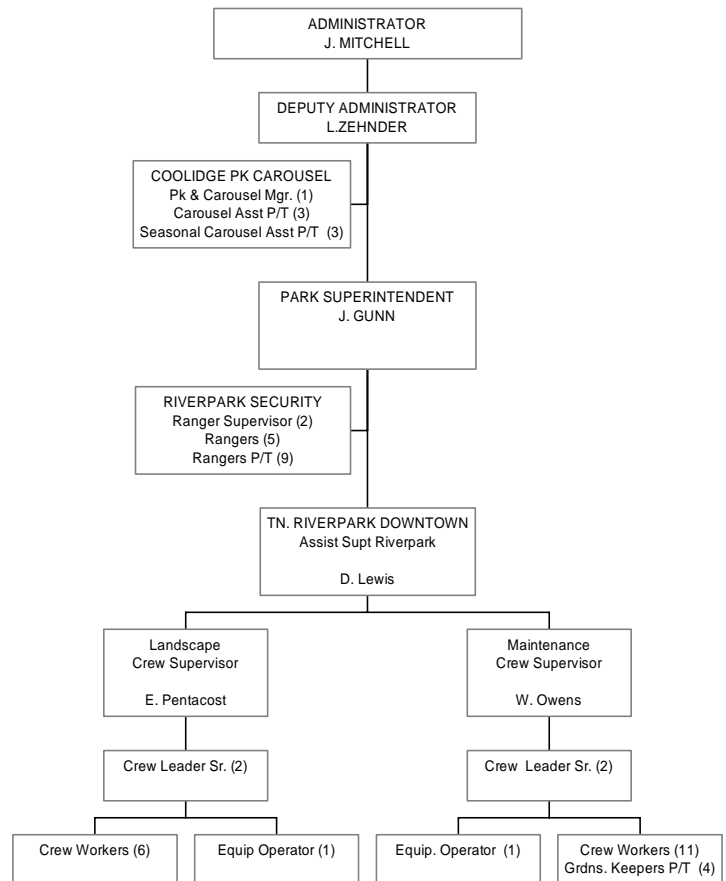
### Major Accomplishments for FY 1999/2000

➤ 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

- ① Redefine existing tasks and assignments to provide for enhanced custodial attention
- ② Provide increased attention to maintenance of Coolidge Park
- ③ Keep adequate equipment to perform maintenance



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Number of major events	20	20	23	26

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 26,456	\$ 125,243	\$ 106,558
<b>Operating</b>	0	14,477	7,150	49,835
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ -	\$ 40,933	\$ 132,393	\$ 156,393

### Major Accomplishments for FY 1999/2000

- The Carousel at Coolidge Park opened in July, 1999.

### Goals & Objectives

#### Provide a safe and exciting family-oriented amusement ride

- ① Maintain and repair carousel components within one week of damage
- ② Recruit 15 additional volunteers to assist during peak periods
- ③ Correct any safety discrepancies as soon as possible

#### Provide an accurate accounting of all attendance and funds collected

- ① Complete daily activity logs and submit collection reports within three days of funds received
- ② Keep accurate comparison between tokens sold and turnstile counts
- ③ Establish clear policies and procedures for staff and volunteers to follow

#### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Carousel ridership	N/A	75,000	336,027	300,000
Walker Pavillion rentals	N/A	-	72	85
Picnic table reservations	N/A	-	405	415

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 146,927	\$ 178,875	\$ 174,896	\$ 209,940
<b>Operating</b>	132,068	132,197	172,924	194,929
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 278,995	\$ 311,072	\$ 347,820	\$ 404,869

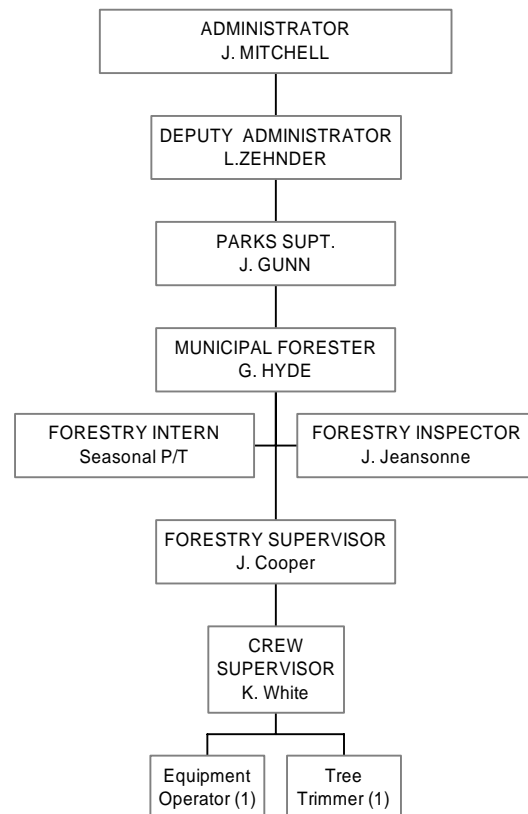
### Goals & Objectives

#### Reduce the 77 unresolved service requests

- ① Approved and begin implementation of the new five year plan
- ② Hire an assistant Urban Forester
- ③ Prune 500+ trees in the downtown Streetscapes area
- ④ Increase the delivery system
- ⑤ Become more pro-active in operations

#### Increase public appreciation of forestry and horticulture

- ① Continue the Forestry Intern Program
- ② Continue in the growing, harvesting, distribution, and planting of 1000 Krystal Farm trees



#### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Service requests performed	600	600	630	615
Number of trees pruned in the Streetscape Areas	400	500	500	520

# 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. 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 171,020	\$ 205,283	\$ 216,227	\$ 215,981
<b>Operating</b>	91,103	78,040	77,135	80,635
<b>Capital</b>	0	284	0	0
<b>Total</b>	\$ 262,123	\$ 283,607	\$ 293,362	\$ 296,616

### Goals & Objectives

#### Improve the educational opportunities at the Warner Park Zoo

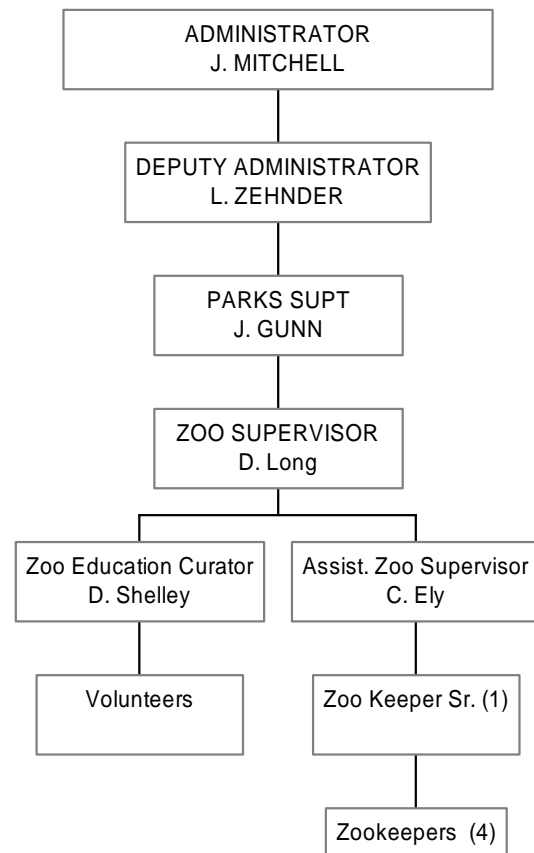
- ① Complete another phase of the approved master plan
- ② Create another primate social group
- ③ Develop more educational programs for the zoo
- ④ Create a teachers guide

#### Improve the status of the zoo

- ① Apply for accreditation from AZA
- ② Take step to implement accreditation recommendations
- ③ Continue to increase professional training opportunities for zookeepers and supervisors

#### Increase Zoo funding

- ① Develop a marketing program for the zoo
- ② Apply for grants
- ③ Establish a Citizen advisory group to lead a strategic plan for development



#### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Off-site programs completed	275	332	434	375
Participants in off-site programs	40,000	41,145	34,400	36,000
Grant applications completed	-	5	3	3

# 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.

### Major Accomplishments for FY 1999/2000

➤ 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.

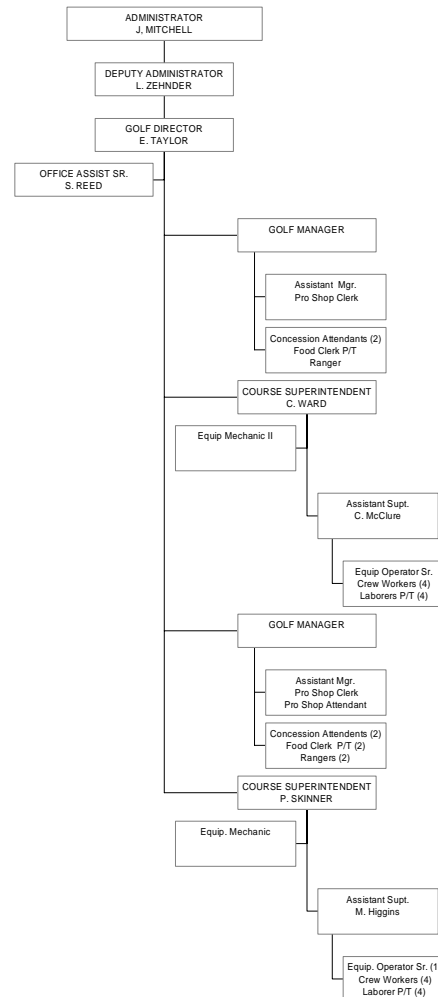
### Goals & Objectives

#### Continued improvement/investment in our facilities

- ① An investment in capital-type projects of at least \$65,000
- ② Rebuild a more efficient clubhouse at the brown acres facility

#### Refocus on the development of junior golfers

- ① Establish stand alone facility dedicated for junior golf



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Green fee revenue both courses	963,441	981,171	958,252	976,972

# Civic Facilities

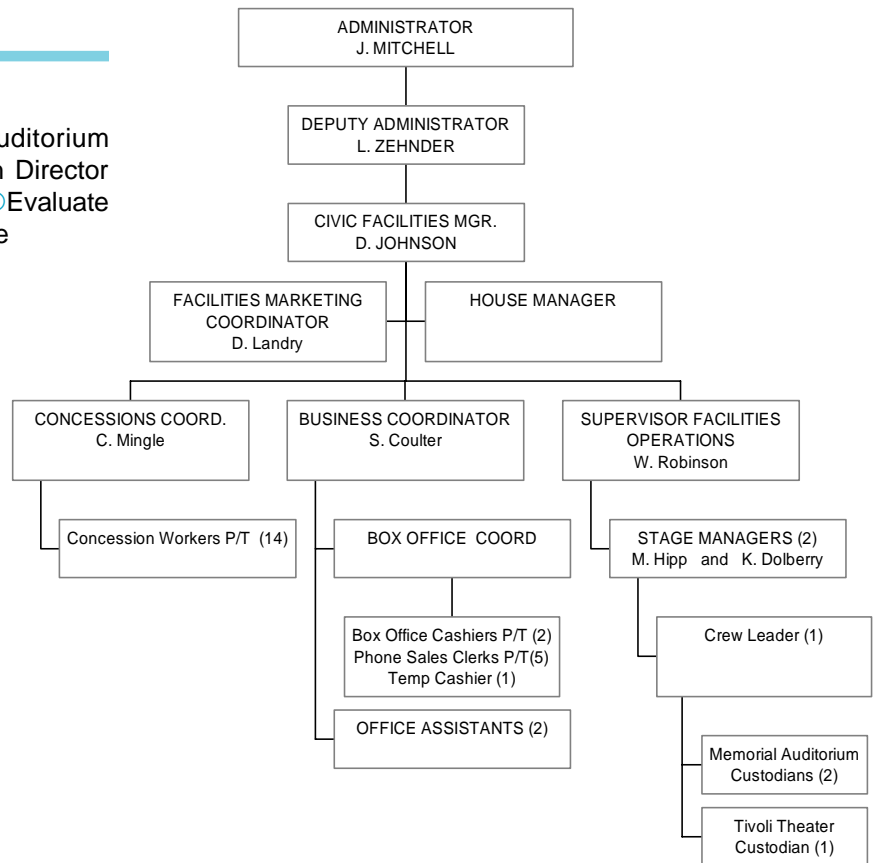
Manage, maintain and promote the use of the Soldier's and Sailor's Memorial Auditorium and the Tivoli Theatre and their respective concessions areas. These facilities offer a gathering place for all citizens to enjoy the arts, travel via video all over the world, celebrate their love of country, and 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 535,721	\$ 536,480	\$ 670,446	\$ 634,614
<b>Operating</b>	425,972	446,854	394,687	394,687
<b>Capital</b>	3,783	1,235	0	0
<b>Total</b>	\$ 965,476	\$ 984,569	\$ 1,065,133	\$ 1,029,301

## Goals & Objectives

### Offer the best public facility available

- ① Reduce utility cost at Memorial Auditorium
- ② Reduce overtime by contracting Tech Director services
- ③ Continue to increase usage
- ④ Evaluate mission and future of Community Theatre



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Attendance	325,000	330,000	345,000	350,000
Number of events	220	225	275	300
Number of days in use	380	390	440	\$450



# General Services

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\*

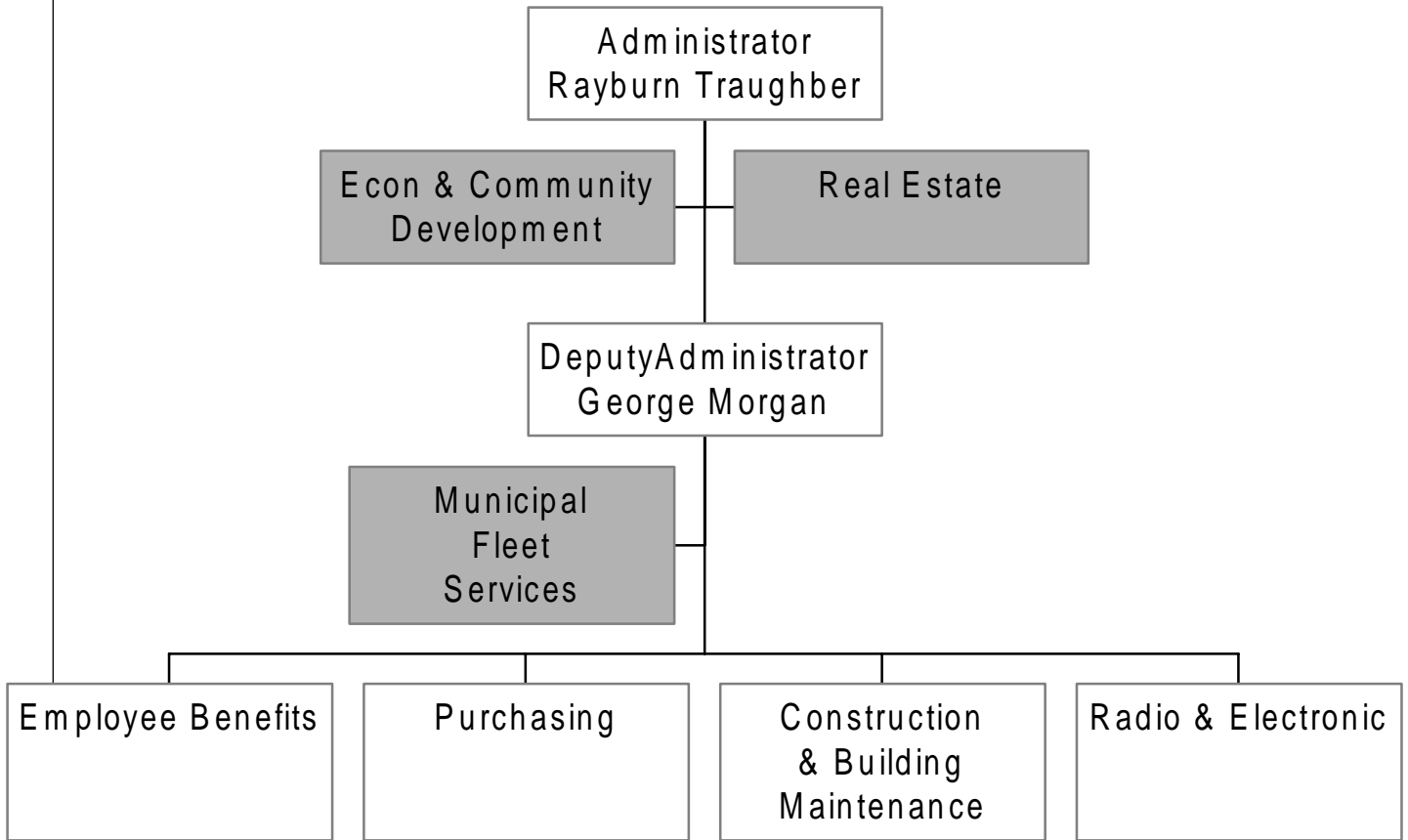
*\*Financial detail for this is found in other fund areas.*



**Custodial Staff providing Building Maintenance**

pictured Melvin Dews, Sr.

	<b>Actual FY 97/98</b>	<b>Actual FY 98/99</b>	<b>Budget FY 99/00</b>	<b>Budget FY 00/01</b>
<b>Personnel</b>	\$ 1,470,392	\$ 1,551,256	\$ 1,645,273	\$ 1,706,489
<b>Operating</b>	10,783,089	12,367,366	14,209,570	15,764,471
<b>Capital</b>	1,546	301	0	0
<b>Total</b>	\$ 12,255,027	\$ 13,918,923	\$ 15,854,843	\$ 17,470,960
<b># Authorized</b>	<b>46</b>	<b>46</b>	<b>48</b>	<b>49</b>



*The shaded boxes represent non general fund divisions of this department. The Real Estate (page 189) is a special revenue fund, Community Development (page 323) is a fiduciary fund, Garage and Service Station (pages 311) 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 251,071	\$ 349,769	\$ 380,357	\$ 407,264
<b>Operating</b>	122,144	87,852	109,727	116,165
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 373,215	\$ 437,621	\$ 490,084	\$ 523,429

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.*

## Goals & Objectives

**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**

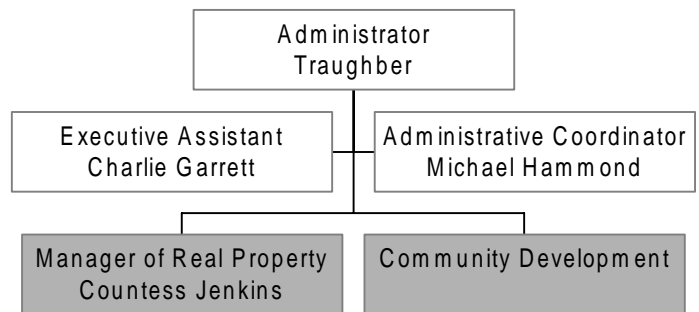
**To develop a total customer friendly attitude toward the other departments in city government**

**To achieve all objectives in each division of the Department of General Services.**

- ① Annual comprehensive review to establish whether all objectives in each division were achieved.

**To stay within departmental projected budgetary expenditures.**

- ① To end the fiscal year <5% of the projected budget.



## Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Reviews completed	yes	yes	yes	yes
Budget Expenditure Over (under)	-3%	-5%	7%	-5%

# Benefits Office & 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 190,255	\$ 168,091	\$ 173,165	\$ 175,869
<b>Operating</b>	34,312	36,238	22,680	24,690
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 224,567	\$ 204,329	\$ 195,845	\$ 200,559

## Major Accomplishments for FY 1999/2000

➤ 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.**

- ① 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.**

- ① Utilize newsletters, payroll staffers, and letters to employees on a quarterly basis to communicate features of their benefits.

**Assure accurate and timely reconciliation of monthly insurance statements.**

- ① Create and implement improved data system for

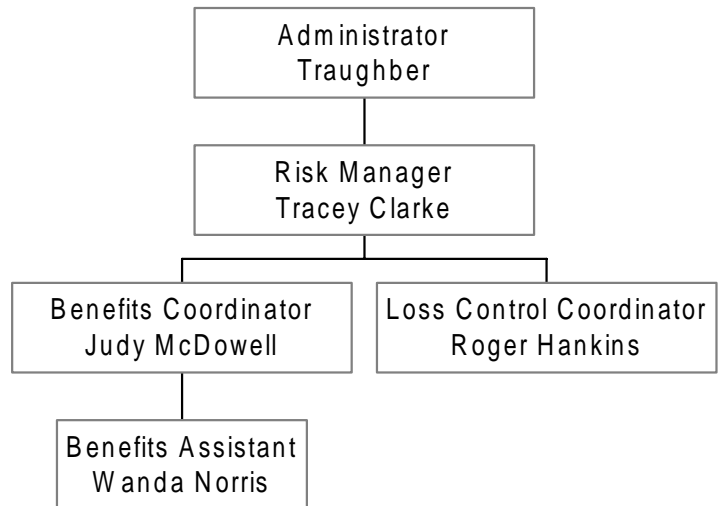
monitoring direct pay employees, retirees and COBRA participants by November 1, 1999. ② Complete appraisals of City property to update values on insurance schedule January 1, 2000.

**Implement Citywide Safety and Health Plan and assure compliance with TOSHA.**

- ① 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.**

- ① To minimize the City's liability and worker compensation claims paid as measured by claims per capita and claims per employee.



**Performance Measures**

	<b>Actual FY 98/99</b>	<b>Goal FY 99/00</b>	<b>Estimate FY 99/00</b>	<b>Goal FY 00/01</b>
Worker comp claims	1,757,027	1,563,000	not available	1,563,000
\$ claims per 100 employee	66,078	58,782	not available	58,782
General and property liability claims	60,788	70,500	not available	70,500
\$ claims per capita	0.40	0.47	not available	0.47
Benefits workshops	1	1	not available	1
Health care questions/problems resolved in 2 days	1	1	not available	1
# days lost time TOSHA log	239	215	not available	215
Total compensation cost	469,881	345,000	not available	345,000

**Division: Employee Insurance Program**

	<b>Actual FY 97/98</b>	<b>Actual FY 98/99</b>	<b>Budget FY 99/00</b>	<b>Budget FY 00/01</b>
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	8,368,756	9,839,276	11,858,525	13,330,046
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 8,368,756	\$ 9,839,276	\$ 11,858,525	\$ 13,330,046

**Division: Job Injury**

	<b>Actual FY 97/98</b>	<b>Actual FY 98/99</b>	<b>Budget FY 99/00</b>	<b>Budget FY 00/01</b>
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	1,628,067	1,739,588	1,563,000	1,615,350
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,628,067	\$ 1,739,588	\$ 1,563,000	\$ 1,615,350

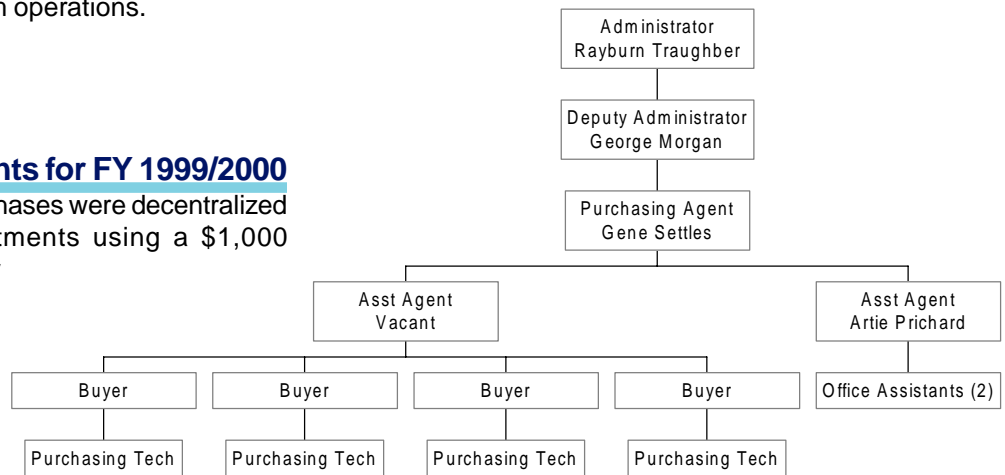
# Purchasing

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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 372,996	\$ 456,921	\$ 475,202	\$ 485,727
<b>Operating</b>	231,792	246,296	230,530	265,270
<b>Capital</b>	1,546	301	0	0
<b>Total</b>	\$ 606,334	\$ 703,518	\$ 705,732	\$ 750,997

## Major Accomplishments for FY 1999/2000

➔ 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.



## Goals & Objectives

Improve Customer Service

- ① Reduce transaction time and cost
- ② 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**

- ① 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%;

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
% of departmental request responded in 2 days	1	1	1	1
Staff trainings/seminars	2	3	31	10
processing days for departmental request	2	2	2	2
Consolidated Contracts	n/a	n/a	4	10

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 414,631	\$ 353,273	\$ 348,419	\$ 363,871
<b>Operating</b>	338,406	361,636	351,858	346,350
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 753,037	\$ 714,909	\$ 700,277	\$ 710,221

## Major Accomplishments for FY1999/2000

- 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.**

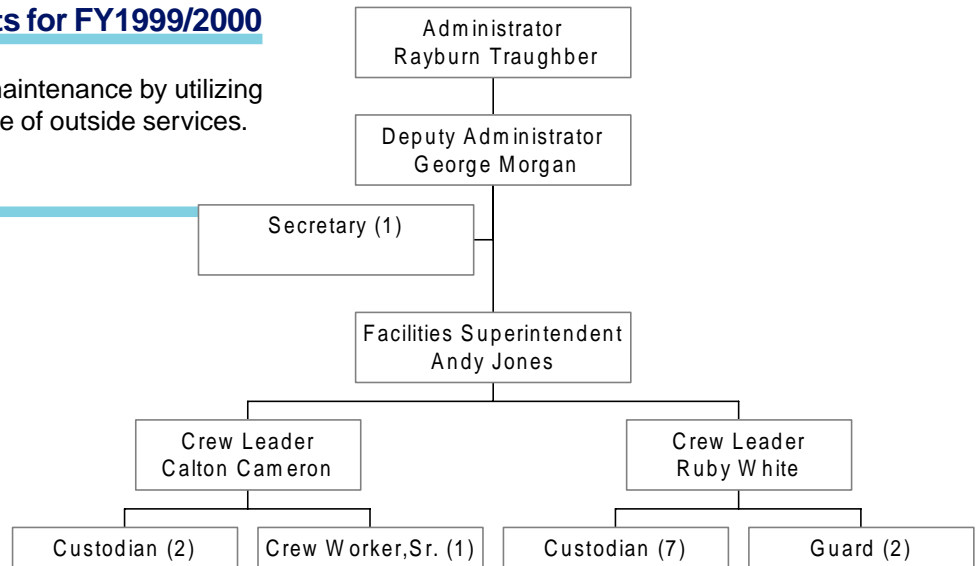
- ① No objective provided here.

**Increase productivity of staff personnel through in-service training.**

- ① 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.**

- ① Measure goals and objectives through frequent daily building inspections.



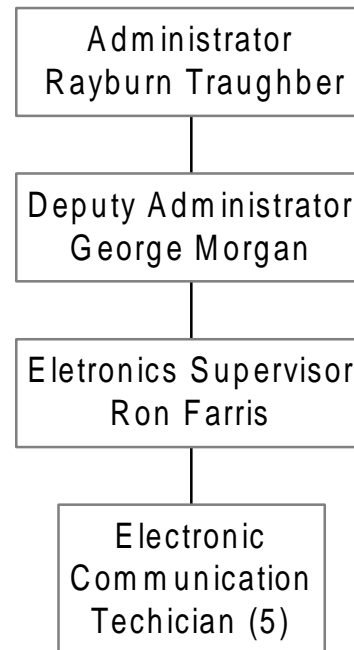
### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Cost/sq. ft capet cleaned	0.03475	0.04000	0.03475	0.04000
Errands/day (hrs. spent)	1	1	2	1
lights replaced (minutes/item)	3	3	3	3
Time spent opening & closing building	10	10	7	8

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 241,439	\$ 223,202	\$ 268,130	\$ 273,758
<b>Operating</b>	59,612	56,480	73,250	66,600
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 301,051	\$ 279,682	\$ 341,380	\$ 340,358



## Major Accomplishments for FY 1999/2000

➔ 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

- ① Continue efficient repair time for emergency calls

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
City Owned	1,005	1,005	1,050	1,005
Non city Owned	135	135	150	135
800 Mhz System installed	yes	yes	yes	yes
Emergency Response %	100%	100%	100%	100%



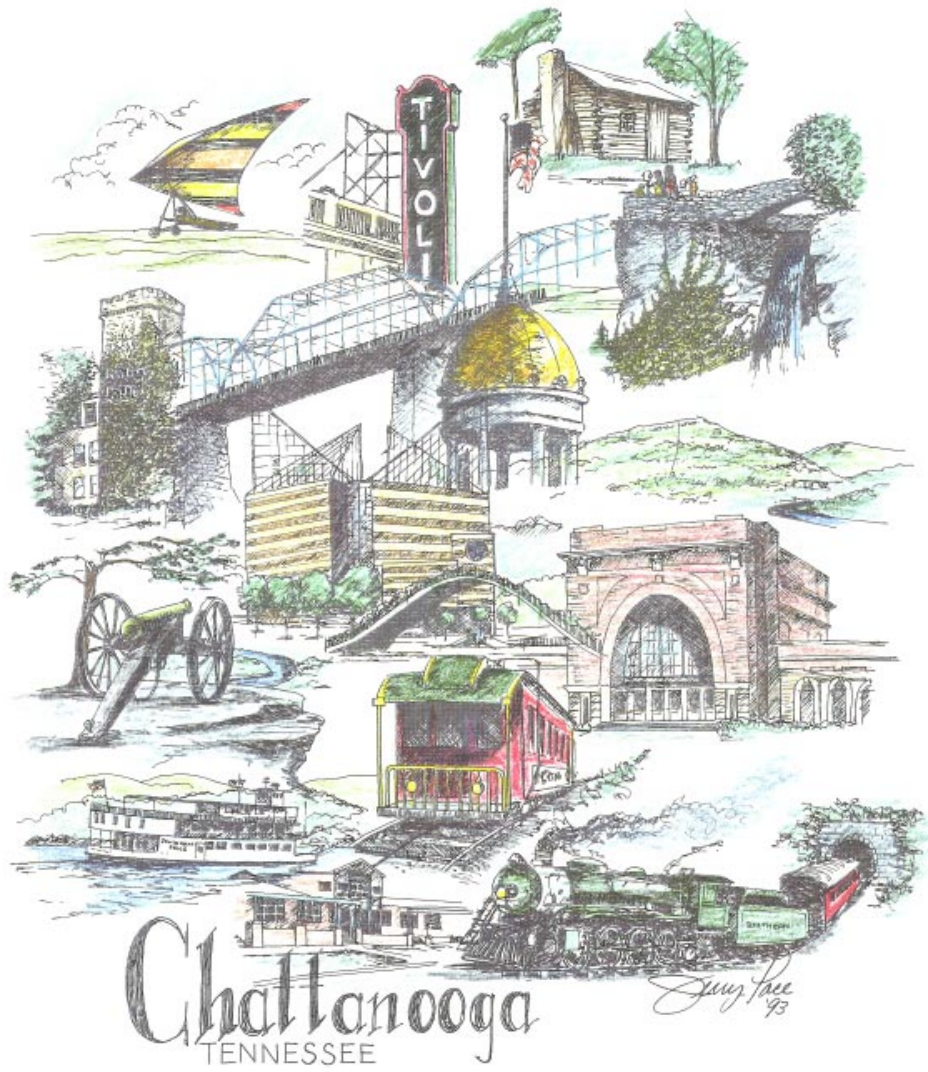
# Street Lighting

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.

*This activity is no longer a part of this department as of July 1, 1999. It was moved to the Public Works department*

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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	2,722,242	0	0	0
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 2,722,242	\$ -	\$ -	\$ -



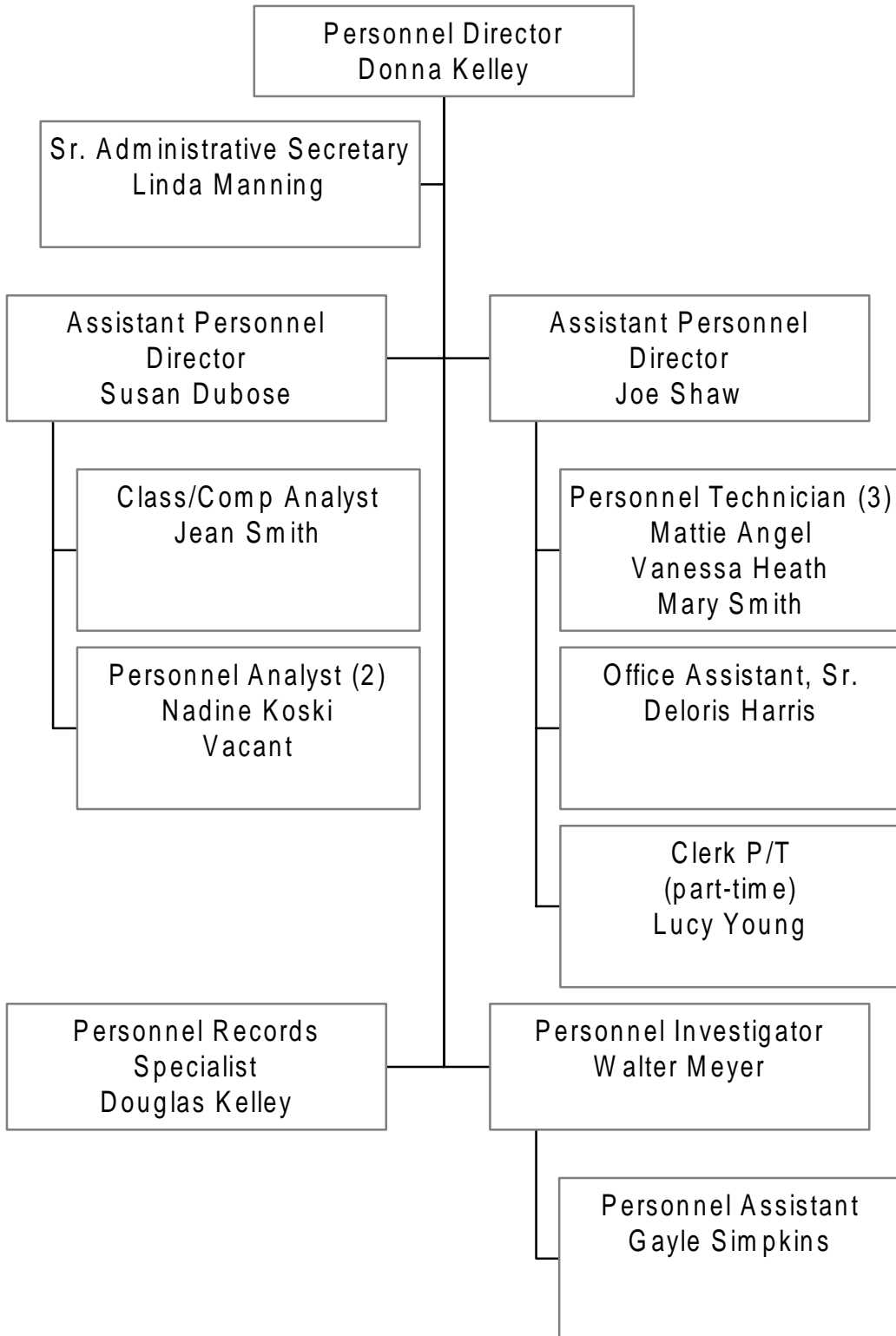
# Personnel Department

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.



**New City Employee Receiving Orientation Material**

	<b>Actual FY 97/98</b>	<b>Actual FY 98/99</b>	<b>Budget FY 99/00</b>	<b>Budget FY 00/01</b>
<b>Personnel</b>	\$ 478,582	\$ 520,185	\$ 594,373	\$ 615,687
<b>Operating</b>	261,490	277,679	328,150	420,765
<b>Capital</b>	4,620	6,469	0	0
<b>Total</b>	\$ 744,692	\$ 804,333	\$ 922,523	\$ 1,036,452
<b># Authorized</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>15</b>



# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 478,582	\$ 520,185	\$ 594,373	\$ 615,687
<b>Operating</b>	225,993	156,785	230,750	262,765
<b>Capital</b>	4,620	6,469	0	0
<b>Total</b>	\$ 709,195	\$ 683,439	\$ 825,123	\$ 878,452

## Goals & Objectives

### To serve the departments and employees of City government

- ① Recruit a skilled, diverse, and representative workforce for City managers.
- ② Promote excellence through the ongoing development of professional and ethical standards and personal and career development.
- ③ Promote communication and sharing of information among City Managers, professionals, and others.

### To maintain and improve employee services

- ① Foster fairness and equity by promoting application of merit principles and equal opportunity for all.
- ② Assist City management in rewarding employees by recognizing their contributions to public service;

#### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Applications taken	4,833	4,800	5,772	6,000
Job Announcements	193	190	239	250
New Hires	323	n/a	230	N/A
Job advertised (newspaper)	52	50	79	52
Retirements	48	48	56	60
Training Sessions	4	5	29	35

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	35,497	120,894	97,400	158,000
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 35,497	\$ 120,894	\$ 97,400	\$ 158,000

## Goals & Objectives

The goal is to ensure that every employee is physically and mentally able to perform duties required by employment position

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Number of exams: Post offer physicals	331	200	233	225
In-service	350	350	203	350
Psychological Exams	5	-	19	-
Fit for Duty	7	7	5	10
Alcohol & Drug	15	-	7	-

# Neighborhood Services

The Neighborhood Services Department is designed to help preserve the integrity of Chattanooga's residential areas and promote unity, harmony, and a sense of community between the city's inhabitants. The primary responsibilities of this department are

- receiving, investigating, and resolving complaints of discrimination from citizens, land owners, tenants, or city employees,
- insuring that property owners comply with the city's housing codes, and
- assisting Chattanooga's neighborhood associations in community development and revitalization

The divisions of this department are Equal Employment Opportunities (EEO) Administration, Codes and Community Services, Human Rights/ Human Relations, and Neighborhood Relations and Community Services.

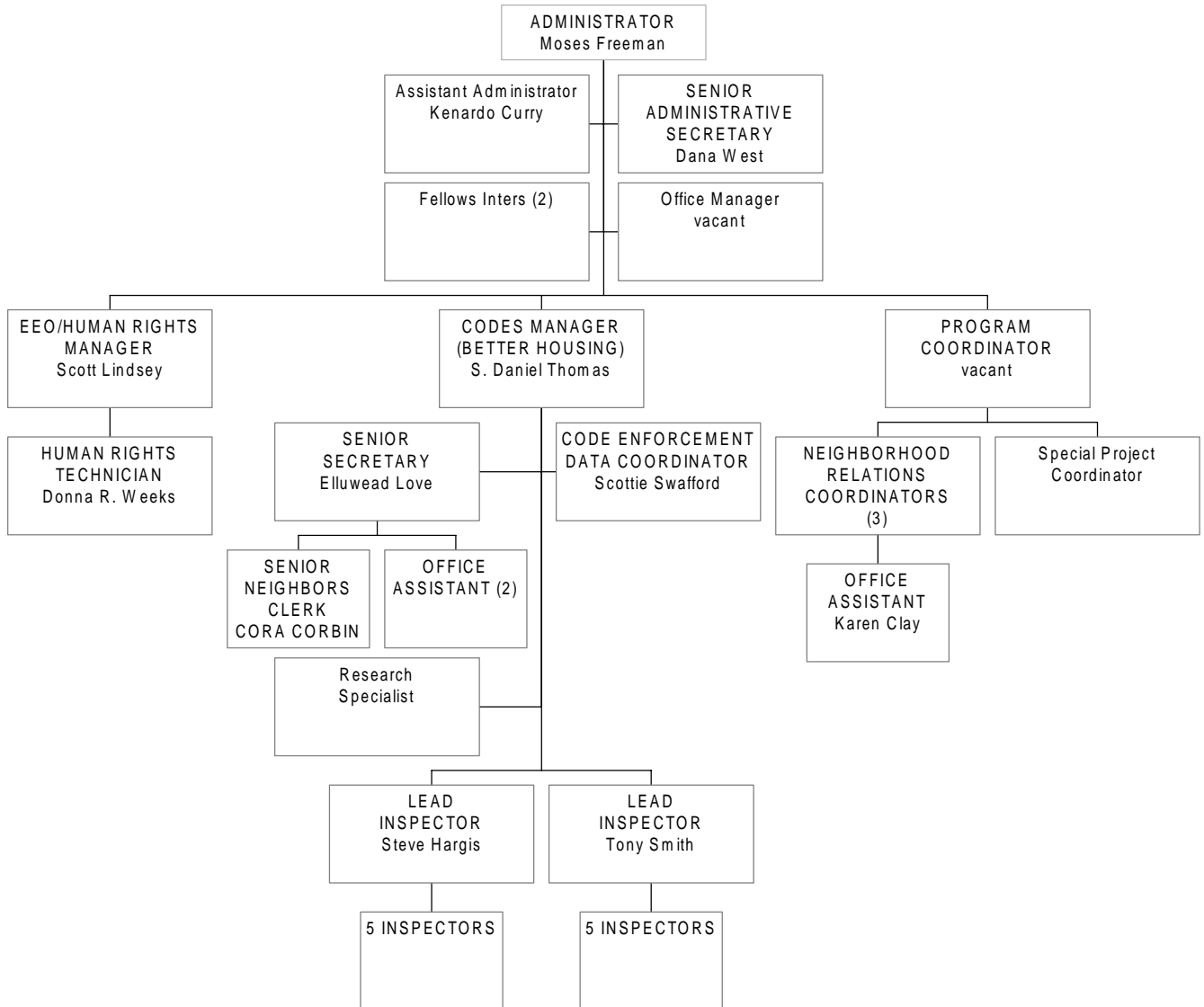


**Official Neighborhood Services Logo**

## FY 2001 Highlights:

- Six (6) new positions
- Redeployment of Code Inspectors for intensive code enforcement
- Implementation of a city-wide, residential driven effort to enforce property codes called "Flight the Blight"

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 433,017	\$ 630,654	\$ 810,890	\$ 1,009,011
<b>Operating</b>	170,492	150,576	504,628	604,531
<b>Capital</b>	4,580	66,812	0	0
<b>Total</b>	\$ 608,089	\$ 848,042	\$ 1,315,518	\$ 1,613,542
<b># Authorized</b>	<b>17</b>	<b>21</b>	<b>26</b>	<b>32</b>





# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 130,637	\$ 175,904	\$ 143,156	\$ 203,936
<b>Operating</b>	37,215	46,104	157,928	145,540
<b>Capital</b>	1,562	0	0	0
<b>Total</b>	\$ 169,414	\$ 222,008	\$ 301,084	\$ 349,476

## Major Accomplishments for FY 1999/2000

- Implemented workshops educating current or potential employers concerning Titles VI and VII of the Civil Rights Act of 1964.
- Worked with the Tenn. Dept. of Transportation (TDOT) to ensure that construction complied with the City of Chattanooga's codes.
- Published numerous Spanish brochures for Chattanooga's Hispanic population.

*See organizational chart on page 176 for division breakout*

## Goals & Objectives

**To minimize landlord/tenant conflicts which come to the attention of this department.**

- ① Increase understanding by landlords and tenants concerning the respective parties' rights and responsibilities.
- ② Keep landlords informed of applicable laws.
- ③ Arbitrate complaints.
- ④ Organize and host a workshop featuring lectures and question/answer sessions given by housing experts that will focus on informing landlords and tenants of their housing choices and rights.

**Increase awareness in the community about discrimination against persons with disabilities**

- ① Host a series of seminars about the Americans with Disabilities Act, educating citizens about the law and creating discussion about discrimination against the disabled.

**To resolve satisfactorily all EEO complaints against the City.**

- ① Keep employers informed of applicable laws.
- ② Report findings to proper individuals

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
EEO Complaints	1	-	1	-
Print Brochures	5,000	5,000	-	-
Brochures Distributed	100	600	586	800
Fair Housing Complaints	163	200	446	400

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 302,380	\$ 425,905	\$ 482,361	\$ 558,647
<b>Operating</b>	133,277	93,950	184,800	189,225
<b>Capital</b>	3,018	55,970	0	0
<b>Total</b>	\$ 438,675	\$ 575,825	\$ 667,161	\$ 747,872

## Major Accomplishments for FY 1999/2000

- ⇒ Continued proactive systematic inspection program.
- ⇒ Continued the Spot Blight acquisition program.
- ⇒ Implemented the "Fight the Blight" neighborhood survey event.
- ⇒ Improved our working relationship with the Chattanooga Police Dept.
- ⇒ Sponsored an Anti-litter workshop for various neighborhood leaders, politicians and city personnel.
- ⇒ Reduced the time and paperwork involved in city abatement of nuisance lots.
- ⇒ Put into production new complaint/case tracking software and made available to other city departments.

## Goals & Objectives (continued)

**To enforce the requirements for removal of inoperable and/or abandoned vehicles from streets and private property.**

- ① Maintain a schedule for investigating vehicle complaints.
- ② Remove vehicle determined to be inoperable from streets and/or private property.
- ③ Work closer with other city departments that share responsibility for removing inoperable and/or abandoned vehicles.

## Goals & Objectives

**To enforce the Minimum Housing Code for maintenance and condition for existing structures within the city limits.**

- ① Maintain a schedule for inspection of substandard housing
- ② Recommend improvements, demolition or spot blight procedures.
- ③ Work with property owners through the rehabilitation process.

**To enforce the requirements for upkeep of yards and lots within the city limits.**

- ① Maintain a schedule of litter/overgrown lot complaints.
- ② Recommend cleanup and/or cutting
- ③ Reduce the time required for city abatement of nuisance lots.

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Rehabilitations	47	225	148	165
Demolitions	3	175	66	75
Litter & Overgrowth Enforcement	2,487	2,700	1,811	2,000
Abandoned vehicle code enforcement	1,222	1,050	814	900
Systematic housing exterior inspections	-	10	-	-
Substandard housing schedule maintained	yes	yes	yes	yes
Litter lot complaint schedule maintained	yes	yes	yes	yes
Total # of Complaints	5,937	6,000	7,640	6,900
Total # of Cases Created	5,937	3,000	3,404	3,800
Housing Cases	1,314	700	755	850
Garbage, Dumping, Trash Cases	914	30	24	30
Housing Condemnations	116	175	179	200
# of Spot blight recommendations	-	10	12	20

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 28,845	\$ 64,991	\$ 69,891
<b>Operating</b>	0	10,522	31,950	39,300
<b>Capital</b>	0	10,842	0	0
<b>Total</b>	\$ -	\$ 50,209	\$ 96,941	\$ 109,191

## Major Accomplishments for FY 1999/2000

- ⇒ Commissioners retreat held to create marketing Policy and Procedures program for outreach project.
- ⇒ Initiated, promoted, and conducted "Study Circles" over 150 Chattanoogaans are currently involved.
- ⇒ Hosted a number of free guest speakers for the community.
- ⇒ The Freeman Human Rights Lecture Series initiated. Dr. Henry Foster a speaker on race relations.
- ⇒ Hate Crime Seminar with Morris Dees as a keynote speaker and over 300 were people in attendance.

## Goals & Objectives

### Encourage understanding and eliminate discriminatory practices

- ① Initiate a quarterly lecture series on human rights for the citizens of Chattanooga
- ② The Commission will also sponsor billboards written the Spanish language to help Hispanics new to the Chattanooga Area identify help agencies for basic social services. Both activities will occur during the 1999-2000 fiscal year.
- ③ Award outstanding citizens for human rights initiatives. Nominations for one Business, one non-profit organization, and one individual from Chattanooga citizens will be received, and an awards banquet will be held in honor of the award recipients.
- ④ Create a program with the purpose of easing the transition of citizenship for Chattanooga's Hispanic population.

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
# of inquires	138	N/A	116	105
# of complaints filed	11	N/A	-	-
Complaints resolved without investigation	-	N/A	-	-
Investigative panel meetings	11	N/A	-	-
# of commission meetings	24	24	24	24

# Neighborhood Relations & Community Services

Neighborhood Relations is the division of the Neighborhood Services Department that works hand in hand with Chattanooga's Neighborhood Associations in order to identify specific community problems and help citizens resolve those problems. We are teaching associations how to apply for grant money from the federal government with our QNLI program, and are keeping Chattanooga up-to-date on the successes and issues of the neighborhoods in the area with our quarterly publication, *Common Ground*. This division's primary focus is to help Neighborhood Associations organize and structure themselves so that they can be efficient and effective in their community.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ 120,382	\$ 176,537
<b>Operating</b>	0	0	129,950	115,466
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ -	\$ -	\$ 250,332	\$ 292,003

## Major Accomplishments for FY 1999/2000

- Neighborhood Grants were awarded to Neighborhood Associations totaling over \$230,000.
- Established a Neighborhood Council Board, which is composed of the presidents of each Neighborhood Association.
- Quarterly Neighborhood Leadership Institute (QNLI) workshops were instituted.
- Established grant program for faith-based organizations.
- Established Grants for Neighborhood Blocks totaling \$4,000 for the beautification of neighborhood streets.

## Goals & Objectives

### Promote a statewide Neighborhood Conference

### Further assist Neighborhood Associations in their community development

- ① Establish a community technology network with web presence.
- ② Establish information resource centers throughout the city.

## Goals & Objectives (continued)

Encourage the development of Neighborhood Associations into non-profit organization (501 (C)3) status

- ① Host informative workshops on the proper procedure in applying for non-profit status and the benefits of being a non-profit organization.

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
# of minigrants awarded	35	33	34	45
# of Faith-based minigrants	n/a	10	11	15
# of Neighborhood Associations in Region	50	65	75	100
#of neighbor organizations	n/a	25	-	-
Total grant \$ awarded	223,777	250,000	233,000	n/a
# of quarterly workshops	2	3	3	4
# of attendees	n/a	20	-	-
# of non-profit 501(C)3	8	10	8	12
#of neighbor organizations	n/a	10	-	-
# of Neighborhoods Conference attendants	475	500	850	500
Newsletters published	n/a	25	-	-
Magazines published	n/a	4	4	4
Magazines Distributed	n/a	10,000	10,000	10,000
Brochures printed	n/a	yes	-	-
per copy cost /City services Guide	n/a	2	-	-

# Special Revenue Funds

## Fund Structure

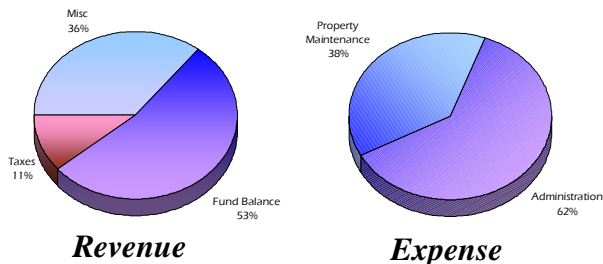
The Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose funds. The basis of budgeting for these funds is modified accrual. Included funds are the Real Estate, State Street Aid, Human Services, and Economic Development. As of June 30, 2000 the budgeted revenue and expenses were as follows:

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Real Estate Fund	\$492,223	\$330,857	\$435,289
State Street Aid Fund	\$4,231,425	\$4,882,408	\$4,958,101
Human Services Fund	\$11,763,455	\$11,468,335	\$10,078,159
Economic Development Fund	\$16,685,286	\$17,274,850	\$18,308,680

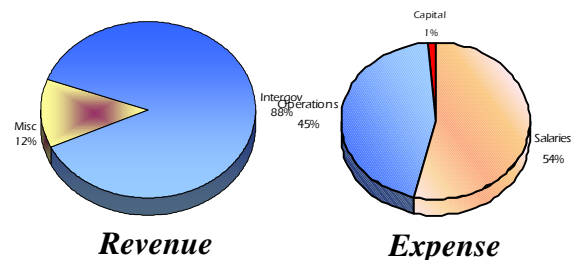
The FY 2000/2001 budget \$446,499; \$4,998,296; \$11,731,315; and \$17,400,000 respectively.

## Fiscal Year 2000/2001

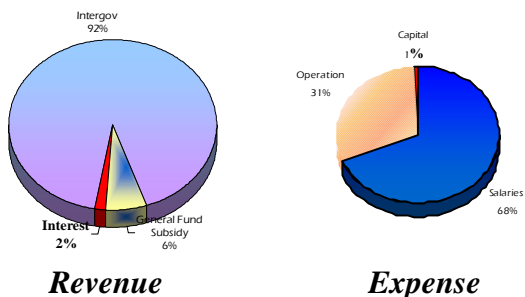
### Real Estate



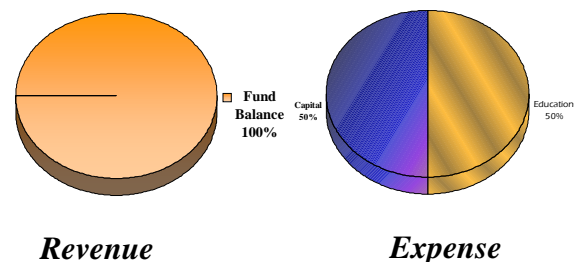
### Human Services



### State Street Aid



### Economic Development



**Fund Revenue Summary**  
 Fiscal Year Ending June 30, 2001  
 (expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
<b>Special Revenue Fund</b>						
Real Estate	305	189	492	447	(45)	-9.1%
State Street Aid	4,826	5,178	4,231	4,998	767	18.1%
Human Services	10,929	11,526	11,764	11,731	(33)	-0.3%
Economic Development Fund	15,616	16,433	16,685	17,400	715	4.3%
<b>Total Special Revenue Fund</b>	<b>31,676</b>	<b>33,326</b>	<b>33,172</b>	<b>34,576</b>	<b>1,404</b>	<b>4.2%</b>

## Revenues

### Real Estate Fund

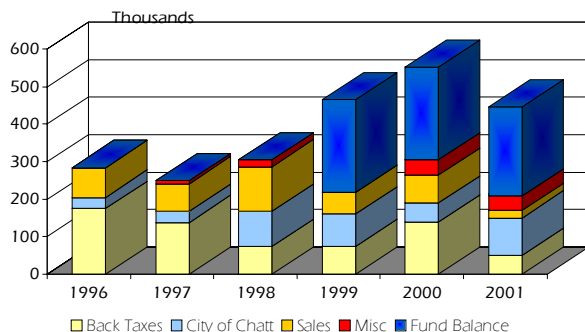
The revenue for the Real Estate Fund has increased 46% or \$141,178 from fiscal year 1998 to 2001. This increase is attributable to many factors facing the fund. When the Mayor took office, one of his agenda items included "Cleaning up the City". With that platform in mind, the FY 1999 funding support 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 2001.

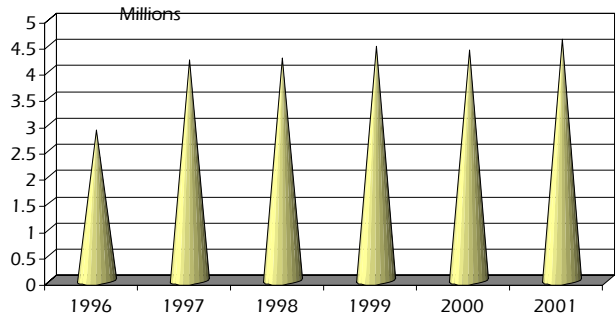
### State Street Aid

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 \$200,000 more from the State of Tennessee in state-shared gas tax funds for FY 00/2001. This is due to a slight increase in the per capita amount (\$28.02) being used by the state. Also this fund shows a projected increase in the amount being estimated for interest earnings, from \$65,000 in FY99/00 to \$85,000 in FY 00/2001.

**Real Estate Revenues**



**State Gas Tax collection**



## Human Services Fund

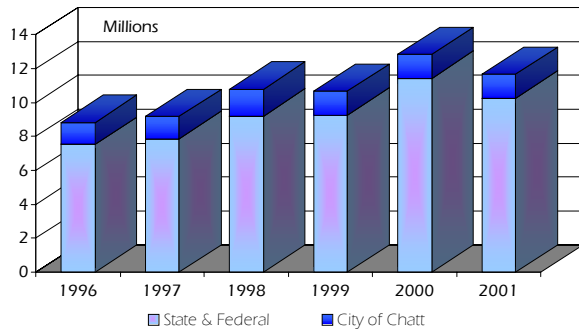
The area of Human Services receives Federal, State, and City appropriations. This fund has increased by 28% overall during the past five-year period. The Federal and State portion, accounts for 20% of this growth, while the City portion is approximately 7%. The City's appropriation includes an Indirect 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.

### Human Services Collections



**Fund Expenditure Summary**  
 Fiscal Year Ending June 30, 2001  
 (expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
Special Revenue Fund						
Real Estate	342	437	492	447	(45)	-9.1%
State Street Aid	3,794	4,488	4,231	4,998	767	18.1%
Human Services	9,195	10,932	11,764	11,731	(33)	-0.3%
Economic Development Fund	7,812	20,315	16,685	17,400	715	4.3%
Total Special Revenue Fund	21,143	36,172	33,172	34,576	1,404	4.2%

## 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.

The FY 2001 decrease is primarily due to a reduction of back tax properties being maintained. In FY 2000, more than \$64,000 was overcollected in revenues due to sales of several back tax properties through auction by Hamilton County.

### 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.

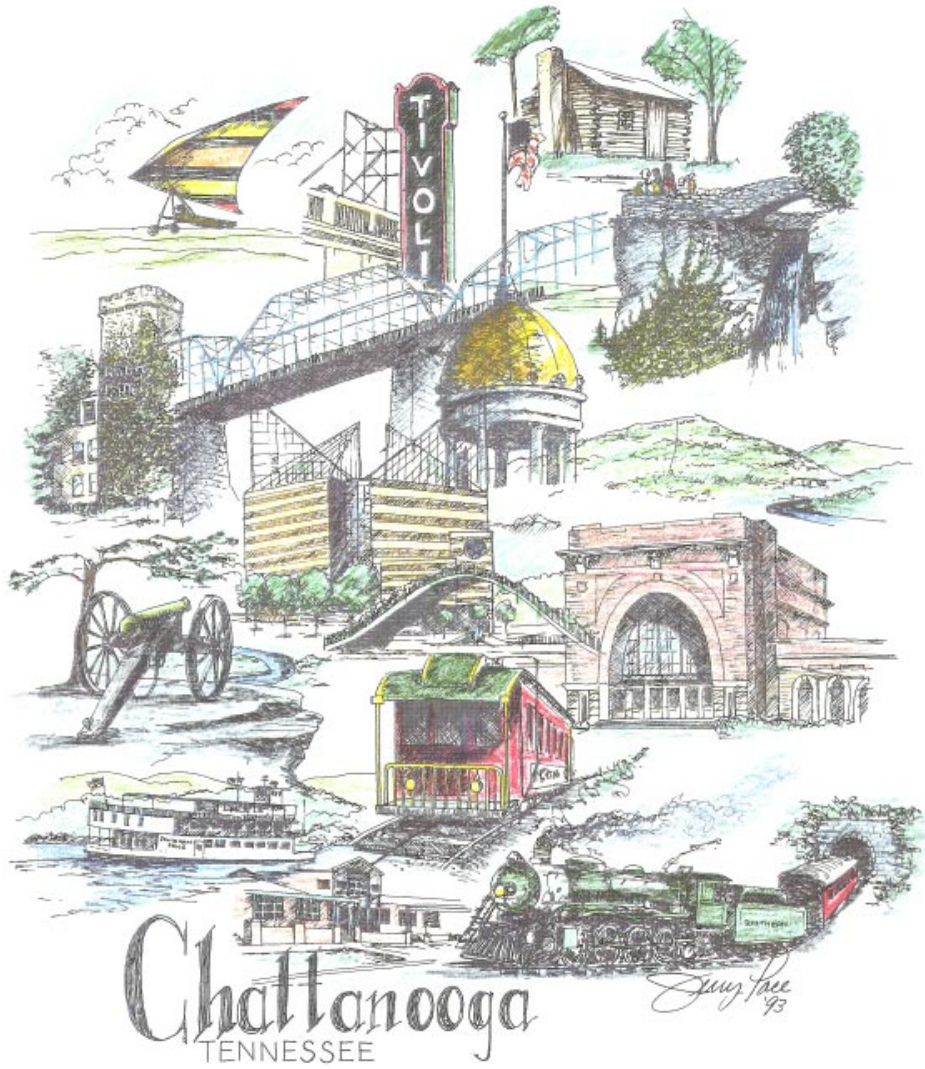
The Human Services' expenditures have grown over the past four years. All growth can be attributed to the salary standardization for federal programs.

The FY2001 increase is due to salary increases and a new program to provide computers to all employees in the Headstart program.

### 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 00/01. The bulk of this increase is due to the planning and design of the future conference center.





## Special Fund Revenues

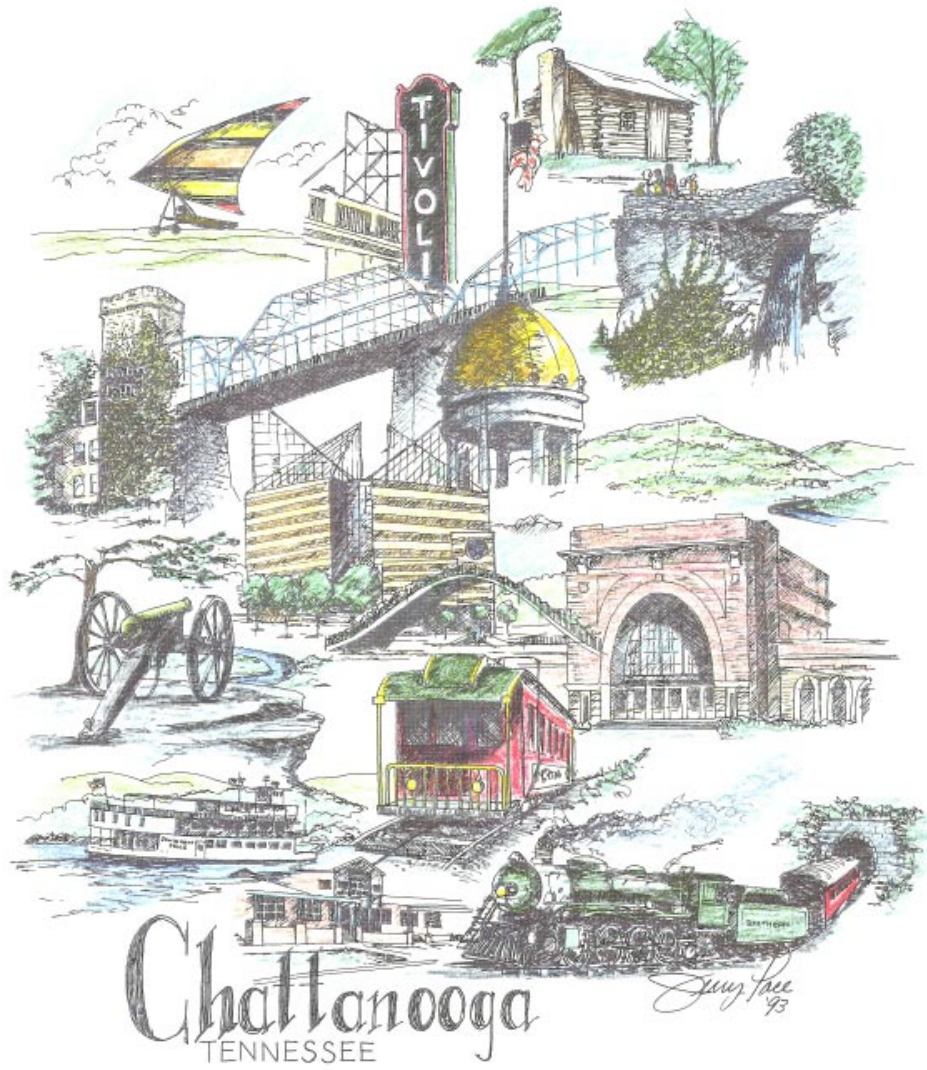
Fiscal Years 1998 - 2001

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '01 INC/(DEC)	%	% OF TOTAL
	FY 97/98	FY 98/99	FY 99/00	FY 00/01		CHANGE FY 00/01	
Real Estate ( Fund 1105):							
City of Chattanooga General Fund	93,000	85,000	85,000	100,000	15,000	17.6%	0.29%
Sale of Real Estate	118,943	58,784	50,000	20,000	(30,000)	-60.0%	0.06%
Sale of Back Tax Lots	74,910	44,747	75,000	50,000	(25,000)	-33.3%	0.14%
Miscellaneous	18,468	0	36,048	38,688	2,640	7.3%	0.11%
Fund Balance	0	0	246,175	237,811	(8,364)	-3.4%	0.69%
<b>Total Real Estate Fund</b>	<b>\$305,321</b>	<b>\$188,531</b>	<b>\$492,223</b>	<b>\$446,499</b>	<b>(45,724)</b>	<b>-9.3%</b>	<b>1.29%</b>
State Street Aid (Fund 2104)							
State of Tennessee	4,232,007	4,460,206	4,166,425	4,593,296	426,871	10.2%	13.28%
Trfrs (1100) & Sale of Equipment	550,000	650,000	0	320,000	320,000	N/A	0.93%
Interest Earnings	44,046	68,131	65,000	85,000	20,000	30.8%	0.25%
<b>Total State Street Aid</b>	<b>\$4,826,053</b>	<b>\$5,178,337</b>	<b>\$4,231,425</b>	<b>\$4,998,296</b>	<b>\$766,871</b>	<b>18.1%</b>	<b>14.46%</b>
Human Services (Fund 2102)							
Federal - State Grants	9,203,017	9,902,229	9,202,618	10,275,740	1,073,122	11.7%	29.72%
City of Chattanooga	1,584,563	1,396,784	1,396,784	1,424,655	27,871	2.0%	4.12%
Day Care Fees	0	32,766	32,700	0	(32,700)	-100.0%	0.00%
Miscellaneous	68,934	159,727	23,975	0	(23,975)	-100.0%	0.00%
Interest Income	42,128	0	0	0	0	N/A	0.00%
Contributions	30,653	34,677	30,100	30,920	820	2.7%	0.09%
Fund Balance	0	0	1,077,278	0	(1,077,278)	-100.0%	0.00%
<b>Total Human Services</b>	<b>\$10,929,295</b>	<b>\$11,526,183</b>	<b>\$11,763,455</b>	<b>\$11,731,315</b>	<b>(\$32,140)</b>	<b>-0.3%</b>	<b>33.93%</b>
Economic Development (Fund 1119)							
Local Option Sales Tax	15,506,179	16,185,856	16,685,286	17,400,000	714,714	4.3%	50.32%
Interest Income	109,916	247,470	0	0	0	N/A	0.00%
<b>Total Economic Development</b>	<b>\$15,616,095</b>	<b>\$16,433,326</b>	<b>\$16,685,286</b>	<b>\$17,400,000</b>	<b>\$714,714</b>	<b>4.3%</b>	<b>50.32%</b>
<b>Grand Total:</b>	<b>\$31,676,764</b>	<b>\$33,326,377</b>	<b>\$33,172,389</b>	<b>\$34,576,110</b>	<b>1,403,721</b>	<b>4.2%</b>	<b>100.00%</b>

## Special Fund Expenditures

Fiscal Years 1998 - 2001

Expenditures	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01	%		% OF TOTAL
					BUDGET '01 INC/(DEC)	CHANGE FY 00/01	
<b>Real Estate (1105):</b>							
Administration	341,683	437,137	288,566	275,499	(13,067)	-4.5%	0.80%
Property Maintenance	0	0	203,657	171,000	(32,657)	-16.0%	0.49%
<b>Total Real Estate</b>	<b>\$341,683</b>	<b>\$437,137</b>	<b>\$492,223</b>	<b>\$446,499</b>	<b>(45,724)</b>	<b>-9.3%</b>	<b>1.29%</b>
<b>State Street Aid (Fund 2104)</b>							
Capital Project	3,902	0	0	0	0	N/A	0.00%
Street Maintenance	3,648,711	4,124,948	4,231,425	0	(4,231,425)	-100.0%	0.00%
Snow & Ice Removal	54,205	0	0	0	0	N/A	0.00%
Equipment	87,319	363,765	0	0	0	N/A	0.00%
Salaries & Wages	0	0	0	2,752,290	2,752,290	N/A	7.96%
Purchase Services	0	0	0	49,900	49,900	N/A	0.14%
Travel	0	0	0	1,500	1,500	N/A	0.00%
Vehicle Repairs & Maintenance	0	0	0	623,648	623,648	N/A	1.80%
Material & Supplies	0	0	0	864,061	864,061	N/A	2.50%
Capital Outlay & Fixed Assets	0	0	0	25,000	25,000	N/A	0.07%
Government Charges, Taxes, Etc.	0	0	0	1,800	1,800	N/A	0.01%
Fringe Benefits	0	0	0	680,097	680,097	N/A	1.97%
<b>Total State Street Aid</b>	<b>\$3,794,137</b>	<b>\$4,488,713</b>	<b>\$4,231,425</b>	<b>\$4,998,296</b>	<b>766,871</b>	<b>18.1%</b>	<b>14.46%</b>
<b>Human Services (Fund 2102)</b>							
Headstart	4,807,421	5,586,509	5,753,236	5,739,096	(14,140)	-0.2%	16.60%
Daycare	1,133,128	1,229,433	1,727,024	1,709,024	(18,000)	-1.0%	4.94%
Weatherization	212,750	236,338	259,585	259,585	0	0.0%	0.75%
Foster Grandparents	284,501	319,401	419,834	419,834	0	0.0%	1.21%
LIHEAP	632,530	966,436	717,316	717,316	0	0.0%	2.07%
Community Service Block Grant	317,646	531,653	610,286	610,286	0	0.0%	1.77%
Occupancy	150,040	250,020	226,221	226,221	0	0.0%	0.65%
Human Services Programs	1,429,412	1,621,897	1,895,774	1,895,774	0	0.0%	5.48%
Neighborhood Family Services	58,218	68,735	81,311	81,311	0	0.0%	0.24%
City General Relief -	169,762	122,024	72,868	72,868	0	0.0%	0.21%
<b>Total Human Services</b>	<b>\$9,195,408</b>	<b>\$10,932,446</b>	<b>\$11,763,455</b>	<b>\$11,731,315</b>	<b>(32,140)</b>	<b>-0.3%</b>	<b>33.93%</b>
<b>Economic Development (Fund 1119 &amp; P419)</b>							
Hamilton County Schools	7,753,090	8,092,928	8,342,643	8,700,000	357,357	4.3%	25.16%
Capital Outlay/Projects	59,186	12,221,598	8,342,643	8,700,000	357,357	4.3%	25.16%
<b>Total Economic Development</b>	<b>\$7,812,276</b>	<b>\$20,314,526</b>	<b>\$16,685,286</b>	<b>\$17,400,000</b>	<b>714,714</b>	<b>4.3%</b>	<b>50.32%</b>
<b>Grand Totals</b>	<b>\$21,143,504</b>	<b>\$36,172,822</b>	<b>\$33,172,389</b>	<b>\$34,576,110</b>	<b>1,403,721</b>	<b>4.2%</b>	<b>100.00%</b>



# Real Estate Fund

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.



	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 17,655	\$ 38,214	\$ 74,784	\$ 111,991
<b>Operating</b>	238,594	372,498	417,439	294,508
<b>Capital</b>	85,434	26,425	0	40,000
<b>Total</b>	\$ 341,683	\$ 437,137	\$ 492,223	\$ 446,499

# Authorized

1

2

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4

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 17,655	\$ 38,214	\$ 74,784	\$ 111,991
<b>Operating</b>	238,594	372,498	213,782	123,508
<b>Capital</b>	85,434	26,425	0	40,000
<b>Total</b>	\$ 341,683	\$ 437,137	\$ 288,566	\$ 275,499

## Major Accomplishments for FY 1999/2000

- Completed Data Base Management System by merging Excel Accounting/Expense System with the Access Real Property Inventory Database.
- Collaborated with Habitat for Humanity for their first Sub-division Development "Habitat Square". The City donated an old, vacant and dilapidated school site that encompassed an entire city block. This former Brownfield site is now home to twenty families, all living in brand new homes that the owners helped to construct. There were no General Fund dollars used in this project.

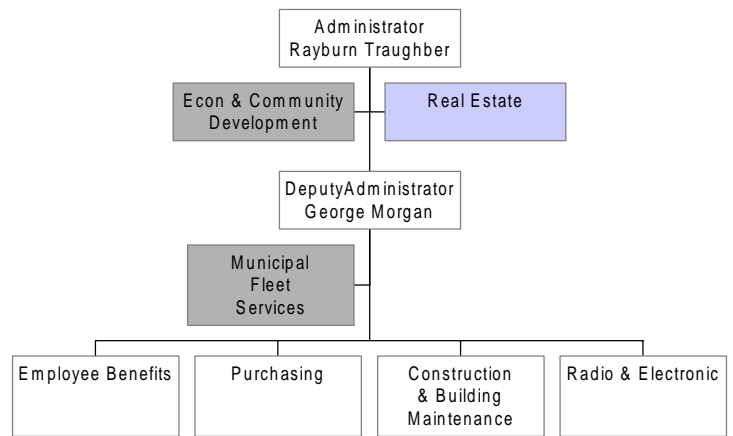
## Goals & Objectives

**To manage the City's Real Property in a responsible and efficient manner.**

- ① To maintain all City surplus property, using independent contractors of varying capacity.
- ② Provide routine maintenance, oversight and inspections.
- ③ Coordinate boarding, securing and/or demolition of dilapidated, open and unsafe structures.
- ④ Provide professional property management services to tenants leasing City owned real estate

**Fine tune and continue departmental strategies for disposition, development or redevelopment of vacant, surplus, and back-tax properties.**

- ① Continue and expand collaborations with non profit housing development agencies for the re-use of back-tax properties.
- ② Participate with citizens and neighborhood associations in their clean-up efforts



- ③ Identify properties and locations for redevelopment potential.
- ④ Market suitable commercial development properties.
- ⑤ Acquire properties for infill housing development.

**Actively engage in current real estate market and educational trends**

- ① Encourage continuing education for staff members.
- ② Maintain professional relationships with Associations, Realtors and Developers.
- ③ Continue cooperative efforts and positive communications with industry partners.
- ④ Make real property management database/system available for other department's use

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Property Sales (\$)	58,784	50,000	50,100	20,000
All properties maintained	255	250	190	190
Back Tax collection (\$)	44,747	75,000	139,296	50,000

# 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.

	Actual FY 97/98		Actual FY 98/99		Budget FY 99/00		Budget FY 00/01	
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	0	0	0	0	203,657	171,000	171,000	171,000
<b>Capital</b>	0	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 203,657	\$ 171,000	\$ 171,000	\$ 171,000

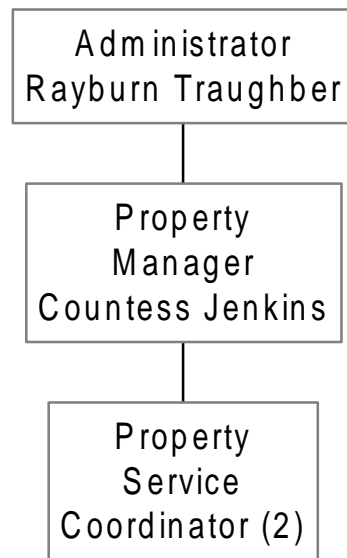
## Major Accomplishments for FY 1999/2000

➤The City, along with Hamilton County donated a record number of back tax properties to non-profit housing development organizations.

## Goals & Objectives

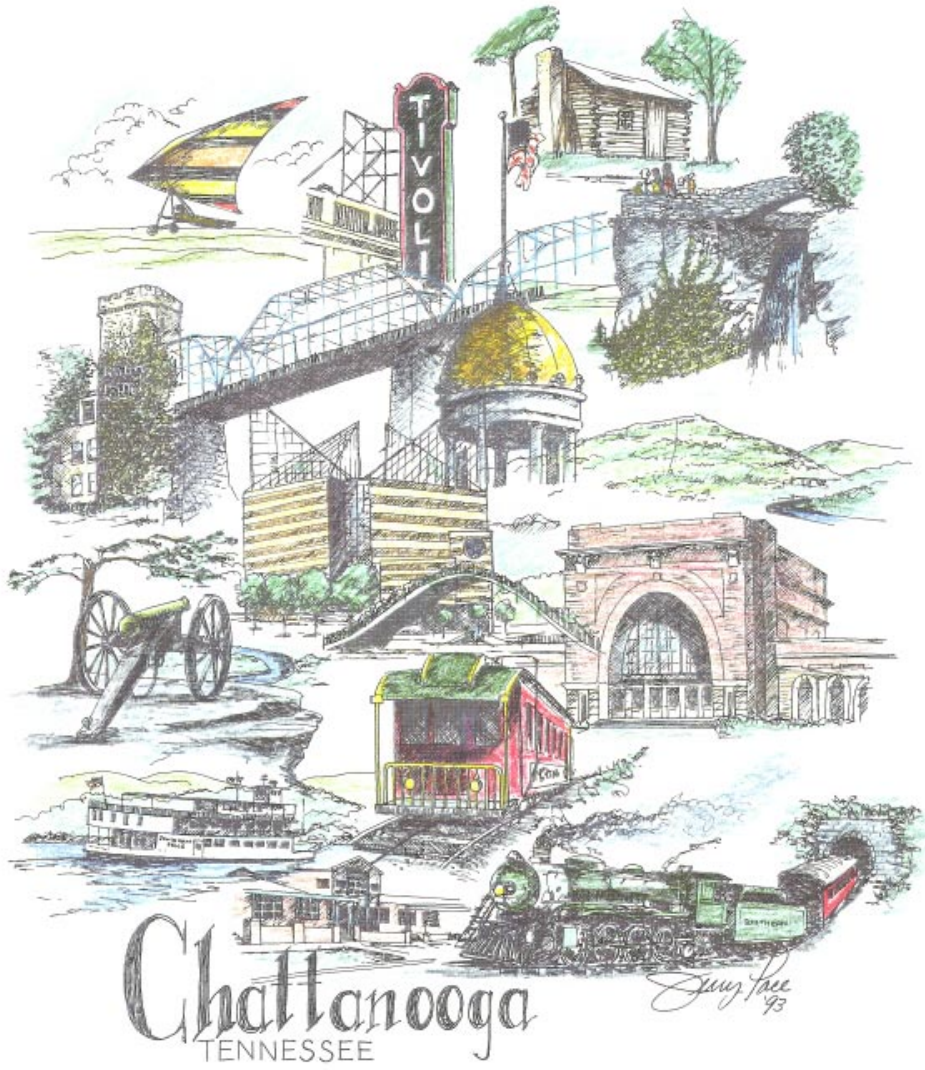
To manage the City's Real Property in a responsible and efficient manner

- ① To maintain all City surplus property, using independent contractors of varying capacity
- ② Provide routine maintenance, oversight and inspections.
- ③ Coordinate boarding, securing and/ or demolition of dilapidated, open and unsafe structures.
- ④ Provide professional property management services to tenants leasing City owned real estate.
- ⑤ Sell 90% of surplus property



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
# of Surplus property maintained	63	6	28	6
Structures secured	n/a	yes	yes	yes
Back Tax Property	n/a	n/a	110	110
All other maintained property	n/a	n/a	52	52
Acres maintained	n/a	n/a	83.45	83.45
Cost per acre	n/a	n/a	\$1,198	\$1,198





# PWW

## State Street Aid

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

- ① 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.
- ② Accurately track expenditures for approved projects.
- ③ Track projects at least monthly to ensure the division stays within budgetary guidelines.
- ④ Reduce the city's liability through timely repair and maintenance of City streets.
- ⑤ Maintain an automated data collection/filing system for projects and expenditures within this division to assist in budgetary compliance.
- ⑥ Enhance neighborhood streetscape through a series of maintenance and improvement projects as prescribed by the urban development plan



**Street Maintenance Projects**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 2,423,646	\$ 2,575,455	\$ 2,862,726	\$ 3,432,387
<b>Operating</b>	1,162,643	1,798,867	1,343,699	1,540,909
<b>Capital</b>	207,848	74,391	25,000	25,000
<b>Total</b>	\$ 3,794,137	\$ 4,448,713	\$ 4,231,425	\$ 4,998,296
<b>#Authorized</b>	<b>101</b>	<b>101</b>	<b>104</b>	<b>111</b>

# State Street Aid Operations

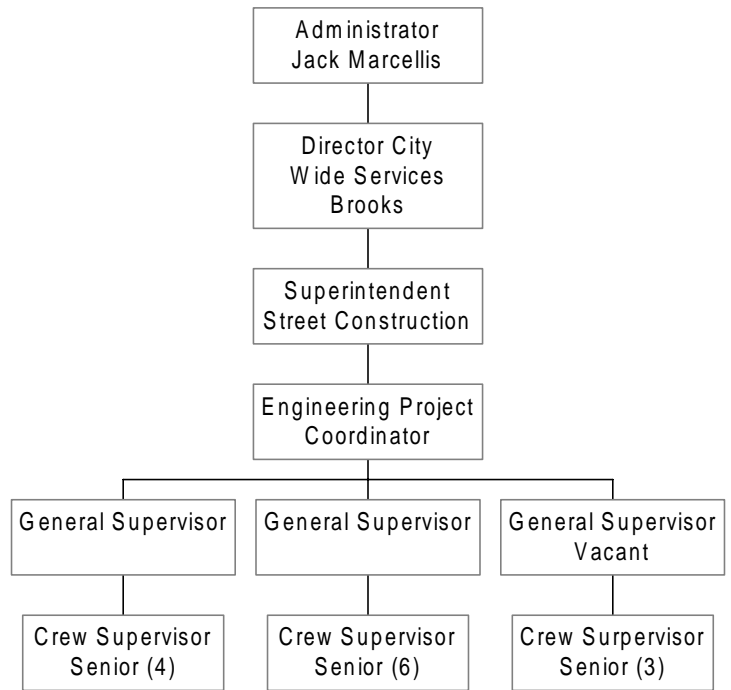
The State Street Aid operations activity is used to account for general administrative expenditures. This includes personnel cost and benefits, purchase and rental of small equipment, vehicle operation and maintenance as well as general repair and rehab of City streets. Other costs accounted for in this 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. A new function of clearing city wide alleyways has been added to State Street Aid beginning in FY2001. This is funded with a \$320,000 subsidy from the General Fund.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 2,423,646	\$ 2,575,455	\$ 2,862,726	\$ 3,432,387
<b>Operating</b>	1,499,592	1,389,226	1,343,699	1,540,909
<b>Capital</b>	207,848	74,391	25,000	25,000
<b>Total</b>	\$ 4,131,086	\$ 4,039,072	\$ 4,231,425	\$ 4,998,296

## 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.**

- ① Ensure automated and manual data collection systems are updated on a daily basis.
- ② Hold regular meetings to assess street repair priorities and track expenditure levels
- ③ Establish an alley maintenance program as part of our commitment to neighborhood improvements



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Work Orders Completed	1,896	2,100	1,916	2,100
Street Rehab Projects	2	3	2	3

# State Street Aid Capital

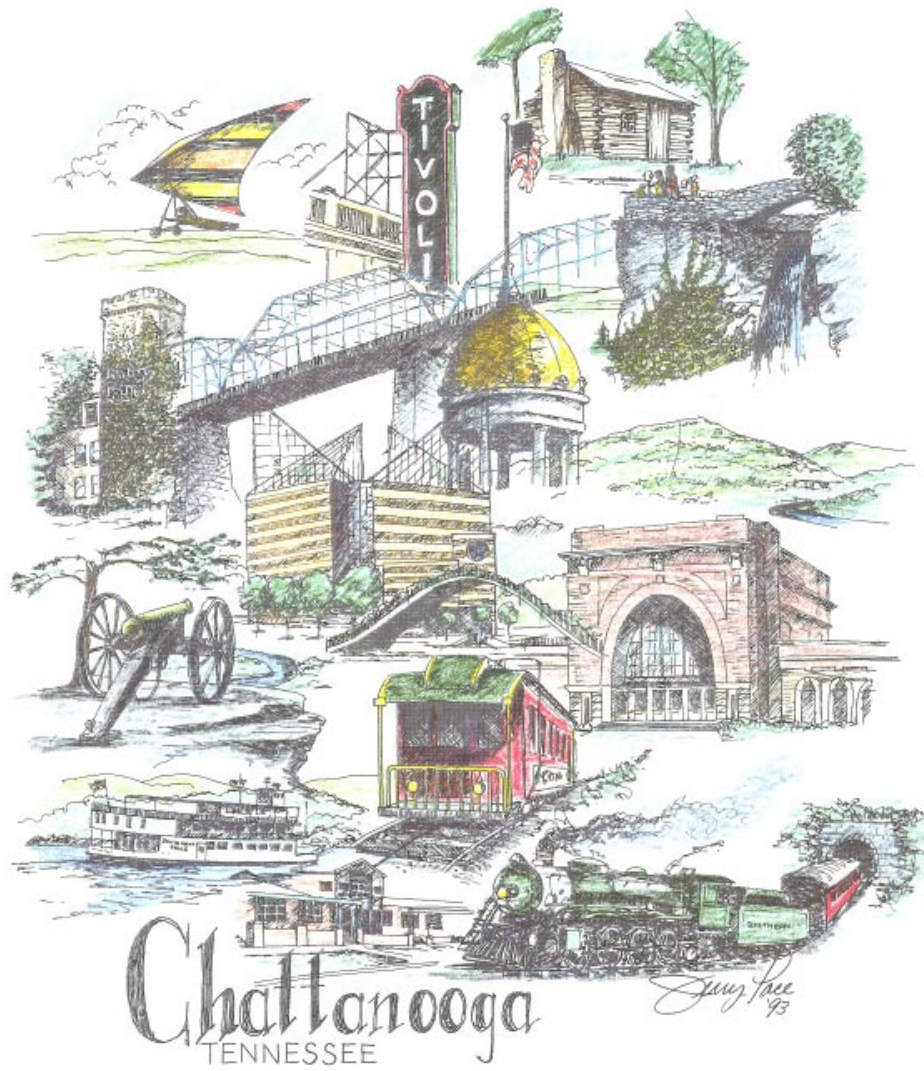
Capital accounts are set up to provide for accounting for large equipment purchases and major street projects. This includes City wide paving as well as major street rehabilitation. Each project is funded and accounted for individually.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	0	0	0	0
<b>Capital</b>	0	0	650,000	400,000
<b>Total</b>	\$ -	\$ -	\$ 650,000	\$ 400,000

## 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.**

- ① Analyze each project and/or equipment expenditure to ensure expenditure criteria are met.
- ② Prioritize all paving projects to match annual budgetary limits.
- ③ Monitor projects to avoid cost overruns.



# HHS Human Services

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).

## Departmental Goals

Provide headstart for some 650 poor 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.

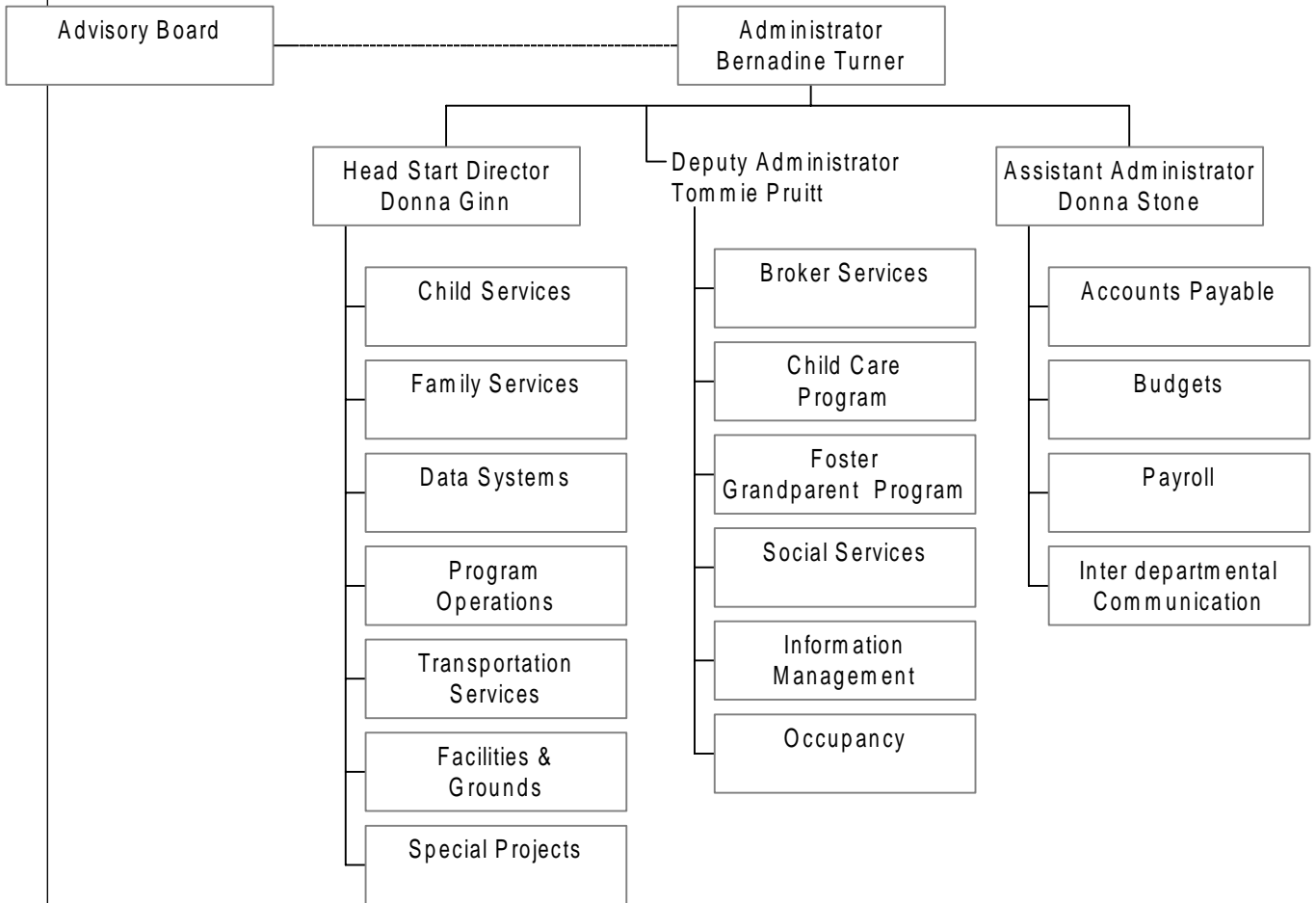
*Dept: Human Services*

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.



**Weatherization Homes**

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
Personnel	\$4,516,382	\$4,564,614	\$5,282,055	\$6,210,003
Operating	4,022,477	5,938,316	5,462,714	5,373,579
Capital	183,440	429,516	151,233	147,733
<b>Total</b>	<b>\$8,722,299</b>	<b>\$10,932,446</b>	<b>\$10,896,002</b>	<b>\$11,731,315</b>
<b># Authorized</b>	<b>332</b>	<b>328</b>	<b>328</b>	<b>358</b>



# 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.

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 00	Budget FY 00/ 01
<b>Personnel</b>	\$2,789,293	\$2,906,626	\$3,418,876	\$3,678,634
<b>Operating</b>	1,291,650	2,309,078	2,029,062	2,029,062
<b>Capital</b>	125,686	370,805	31,400	31,400
<b>Total</b>	\$4,206,629	\$5,586,509	\$5,479,338	\$5,739,096

## 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.**

family. ⑥ 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.

**Early Head Start provides intensive continuous, comprehensive child development and family support services to low-income infants, toddlers and pregnant women.**

① 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.

② Encourage self-confidence, spontaneity, curiosity, and self-discipline which will assist in the development of the child's social and emotional health. ③ Enhance the child's mental processes and skills with particular attention to conceptual and communications skills. ④ 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. ⑤ Enhance the sense of dignity and self-worth within the child and his

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Preschool children served	802	632	755	632
3 - 4 Year old (Head Start)	733	582	685	582
Infant to 3 year old (PPC/Early Head Start)	69	50	70	50
Diagnostic Evaluations	194	158	147	150
Children received Special Services	128	126	83	100
Children received Up-to-Date immunizations	802	632	743	632
Parents received Adult Education/GED training	105	100	166	100
Parents received Parent Education/Parent training	402	400	412	400
Parents and Community volunteers	1,089	859	858	663
Volunteer Hours	35,068	27,618	27,556	36,965

# Day Care

Provides comprehensive day care services to assist citizens in obtaining and maintaining employment and to provide a supportive influence to parents.

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 00	Budget FY 00/ 01
<b>Personnel</b>	\$675,260	\$760,223	\$837,217	\$991,294
<b>Operating</b>	344,622	444,210	689,530	689,530
<b>Capital</b>	894	25,000	28,200	28,200
<b>Total</b>	\$1,020,776	\$1,229,433	\$1,554,947	\$1,709,024

## 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.

- ① To act in accordance with all applicable local and state licensing requirements annually as mandated by TDHS.
- ② To keep all required information and records on families, children and staff accurate and current on a daily basis.
- ③ To have training/ meetings on a quarterly basis with staff and parents.
- ④ To provide daily to and from transportation from the center.
- ⑤ 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.

- ① To comply with all applicable state, local and federal requirements.
- ② To keep family and group day care home records current and complete on a daily basis.
- ③ To provide quarterly training for all home providers.
- ④ To ensure that breakfast, lunch and snack served daily meet the requirements of CACFP by monitoring the homes monthly.
- ⑤ Monitor homes monthly to ensure that each home is providing care to encompass the parents needs appropriately.
- ⑥ To ensure that children in care a - receiving stimulation to enhance their overall growth by requiring monthly progress reports.
- ⑦ 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.



**Performance Measures**

	<b>Actual FY 98/99</b>	<b>Goal FY 99/00</b>	<b>Estimate FY 99/00</b>	<b>Goal FY 00/01</b>
<b>Center Program</b>				
Children enrolled age 2-5	145	150	150	150
Parents maintained gainful employment	107	115	N/A	N/A
Children from child welfare provided a safe and nurturing environment	1	5	N/A	N/A
Children who received speech and hearing screening through Chatt Speech and Hearing Center	110	115	45	65
Field trips taken	8	10	35	20
Children received clothes from clothes pantry	10	15	0	15
Parent meetings	2	2	2	4
Individual family conferences	145	140	175	150
Meals served	45,602	50,000	51,716	55,000
Transportation services	21,837	22,000	26,200	28,800
Children	87	90	238	150
<b>DayCare (HOMES)</b>				
Children enrolled	47	50	49	50
Parents maintained gainful employment	42	45	N/A	N/A
Meals served	31,593	32,000	29,035	36,000
Day care home for infants through 12 years	8	10	10	12
Parent meeting per quarter	2	2	2	4
Monitoring visits	32+	32+	36	48

# 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.

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 00	Budget FY 00/ 01
<b>Personnel</b>	\$53,537	\$61,070	\$66,534	\$81,130
<b>Operating</b>	173,703	175,268	178,455	178,455
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$227,240	\$236,338	\$244,989	\$259,585

## Goals & Objectives

**To assist low income individuals and families (home owners/rental) to weatherize their dwellings. Priorities to elderly and handicapped.**

- ① To improve energy efficiency in 54 selected dwellings in FY 2000/2001 in Hamilton County/ Chattanooga.
- ② Weatherization measures installed will reduce energy cost and conserve heat loss.
- ③ Weatherization measures are selected from energy surveys completed by certified WAP Staff. All measures are prioritized and expenditures limited according to the FY 2000/2001 State Plan.
- ④ To contract all weatherization work with private contractors in accordance with minimum requirements of the Tennessee Department of Human Services.
- ⑤ To assure quality workmanship and materials by: (1) obtaining certified post inspections on all units completed, (2) by reinspecting all units failed by the initial inspection, and
- ⑥ To provide on-site client educational materials on energy conservation measures to all clients served on or after July 1, 2000.

### Performance Measures

	Actual FY 98/ 99	Goal FY 99/ 00	Estimate FY 99/ 00	Goal FY 00/ 01
Units of weatherized dwellings	101	2,100	105	60
Material & Labor Cost	149,565	175,000	155,725	175,000
Inspections completed	101	110	145	125
# of applicants	130	130	130	150

# 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.

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 00	Budget FY 00/ 01
<b>Personnel</b>	\$219,075	\$45,098	\$79,023	\$115,138
<b>Operating</b>	22,706	272,148	304,696	304,696
<b>Capital</b>	4,220	2,155	0	0
<b>Total</b>	\$246,001	\$319,401	\$383,719	\$419,834

## Goals & Objectives

### Assign Volunteers to sites to address basic need of community.

- ① Conduct site visits.
- ② Training suggestions from site coordinators.
- ③ Assign ninetyfive (95) volunteers to a minimum of 500 special children.
- ④ Negotiate Memorandum of Understandings with sites.

### Recruit and placement of volunteers

- ① Recruit sites that serve special needs children;
- ② Interview potential volunteers;
- ③ Conduct site training's
- ④ Volunteer comply with income requirements;
- ⑤ Transportation provided by sites for In-kind contributions;
- ⑥ Provide volunteers with (1)fourty hours of training for new volunteers, (2) four (4) hours of additional training monthly, (3)evaluations, (4)Increase number of volunteer service years, (5) Needs assessment, (6) Annual physicals.

### Develop advisory council

- ① Educate and train council on FGP affairs;
- ② Assign to committees for advisory council;
- ③ Meet four time a year;
- ④ Procure private sector funding;
- ⑤ Provide annual program evaluation;
- ⑥ Accomplish specific goal each year.

### Volunteer recognition for their Performance

- ① Participate in events for volunteers;
- ② Program receives media coverage;
- ③ FGP provide 2 events

### Increase private sector participation

- ① Address three or more organizations annually;*and*
- ② Annually submit proposal to businesses for funding non-federal volunteers and program activities

**Performance Measures**

	<b>Actual FY 98/99</b>	<b>Goal FY 99/00</b>	<b>Estimate FY 99/00</b>	<b>Goal FY 00/01</b>
Conduct site visits	28	30	28	30
Training suggestions from site coordinators	28	30	28	30
Assign volunteers and special children	95/500	95/500	95/500	95/500
Negotiate Memo of Understanding with sites	28	30	28	28
Recruit sites that serve special needs children	28	30	0	5
Volunteers interviewed and hired	6	10	12	15
Conduct site training	as needed	as needed	as needed	as needed
40 hours of training for new volunteers	15	20	12	15
Sessions of 4 hours additional training	-	5	12	12
Volunteers evaluated	95	95	95	95
Conduct volunteer needs assessment	95	100	95	95
Volunteer comply w/income requirements	95	95	95	95
Annual physical for volunteers	95	100	95	95
Trans by sites for In-kind contributions	10,000	10,000	12,000	12,000
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	0	0	0
Participate in events for volunteers	6	7	7	7
Program receives media coverage	3	5	8	10
FGP provide 2 events	2	2	2	2
Address three or more organizations annually	5	5	4	4

# 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.

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 00	Budget FY 00/ 01
<b>Personnel</b>	\$77,919	\$66,448	\$75,079	\$96,337
<b>Operating</b>	584,837	899,988	620,979	620,979
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$662,756	\$966,436	\$696,058	\$717,316

## Goals & Objectives

**To ensure that approximately 2,326 eligible low income households receive assistance to offset the high cost of energy during the fiscal year 2001. Assistance will be provided in the following program areas:**

- ① Regular Heating Assistance: A minimum of 1,971 eligible households will be assisted. Total cost not to exceed \$492,603.
- ② Emergency Heating Assistance: A minimum of 256 eligible households will be assisted. Total cost not to exceed \$63,974.
- ③ Summer Cooling a minimum of 99 households at a cost not to exceed \$31,987.

## Performance Indicators

LIHEAP met all performance goals and objectives proposed for fiscal year 2000 by assisting a total of 2,379 low income households with the high cost of heating their homes. Assistance was provided in the following areas:

- Regular Heating: Total of 1,909 households assisted with funds totaling \$477,201.
- Emergency Heating: Total of 266 households assisted with funds totaling \$66,278.

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Total # households assisted	3,577	2,931	2,379	2,326
Regular Heating Assistance	3,231	2,452	1,909	1,971
Avg cost per Household	\$ 190	\$ 200	\$ 250	\$ 250
Emergency Heating	346	319	266	256
Avg cost per Household	\$ 188	\$ 200	\$ 249	\$ 250
Summer Cooling	n/a	160	n/a	99
Total \$ Summer Cooling	n/a	\$ 31,833	n/a	\$ 31,987

# 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.

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 00	Budget FY 00/ 01
<b>Personnel</b>	\$60,041	\$82,027	\$127,853	\$297,826
<b>Operating</b>	181,738	449,626	312,460	312,460
<b>Capital</b>	500	0	0	0
<b>Total</b>	\$242,279	\$531,653	\$440,313	\$610,286

## 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.

- ① 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 2,260 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.

- ① 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 67 (sixty-seven) households this year.

### Homeless Prevention

To provide financial assistance and or assist client in making arrangements with the landlord or mortgage company to prevent eviction from housing.

- ① Provide an estimated 42 households with services and or to intervene on their behalf to assist in making the necessary arrangements to maintain housing.

## 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.

68 Families participated in family support services.

137 households were served in homeless assistance.

33 households were served in homeless prevention

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Total Units Served	1,728	1,728	1,728	2,260
Family Support Services	48	48	68	67
Homesless Assistance	119	78	137	n/a
Homeless Prevention	31	42	33	42
Emergency Homeless	206	60	60	50

# 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.

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 00	Budget FY 00/ 01
<b>Personnel</b>	\$11,193	\$21,618	\$34,631	\$34,631
<b>Operating</b>	119,839	217,025	121,582	121,582
<b>Capital</b>	26,978	11,377	70,008	70,008
<b>Total</b>	\$158,010	\$250,020	\$226,221	\$226,221

## Goals and Objectives

**Priority 1: Abatement of problems that represents threats to life, health and safety or to the property itself.**

- ① Fire inspection annually;
- ② Daily cleaning and janitorial services;
- ③ Keep sanitary supplies stocked as needed;
- ④ Keep all plumbing items working properly;
- ④ Cleaning and/or replacing air filters as needed, but not less than quarterly

**Priority 2: Maintenance needs related to curb appeal and facility appearance.**

- ① Keep grass mowed at least weekly, in season; as needed other times.
- ② Keep awnings and fences in good repair.
- ③ Keep parking lots and driveways in good repair, continue to reconfigure arrangements, repair areas as needed, reseal and restripe to meet handicap recommendations.
- ④ 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.**

- ① Repair or replace air condition units as needed (3 planned this year).
- ② Replace window units to conserve energy.

**Priority 4: Maintenance work which reflects a negative impact of building if left undone.**

- ① 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 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Fire Inspection	1	1	1	1
Cleaning/replacing air filters	4	4	15	15
Grass mowed	26	26	26	26
Replaced awnings	2	0	0	2
Repair/replace air condition units	8	0	0	0
Remove large trees from playground area	0	0	0	0
Touch up paint areas as needed	1	1	1	1

# 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.

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 00	Budget FY 00/ 01
<b>Personnel</b>	\$533,352	\$539,432	\$573,888	\$846,059
<b>Operating</b>	1,207,630	1,065,116	1,067,440	1,031,590
<b>Capital</b>	24,152	17,349	18,125	18,125
<b>Total</b>	\$1,765,134	\$1,621,897	\$1,659,453	\$1,895,774

## Goals & Objectives

### Title II Commodity

**Improve the nutritional needs of low income individuals in Chattanooga and Hamilton County.**

- ① Provide two distribution sites, one site in Chattanooga, and one site in northern Hamilton County.
- ② 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.**

- ① Secure 90 or more sites where meals can be served.
- ② To reach 50% or more of those children who received free and /or reduced lunches during the school year.
- ③ Provide free nutritional lunches daily for 10 weeks, (49) days, during summer vacation.
- ④ 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.**

- ① 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.
- ② 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.
- ③ 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.**

- ① 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.**

- ① 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.**

- ① 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.**

- ① 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.



# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$71,370	\$41,939	\$42,419	\$42,419
<b>Operating</b>	16,898	23,966	59,442	38,892
<b>Capital</b>	1,010	2,830	3,500	0
<b>Total</b>	\$89,278	\$68,735	\$105,361	\$81,311

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.

## Goals & Objectives

To move public housing families toward educational opportunities.

- ① 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.**

- ① Complete a Family Needs Assessment on at least 150 families coming through Neighborhood Centers located in Public Housing Developments.

- ② Plan, schedule and carry out organized adult activities in Centers that are both creative and educational on an ongoing basis during the year.

- ③ Keep an ongoing list of all 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.**

- ① 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.

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Family Need Assessments Performed	125	125	125	150
Adult and Youth Activities	20	25	36	36

# City General Relief

Provides emergency financial assistance including mortgage/rent, utilities, food/nonfood household items and medications to City residents.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$25,342	\$40,133	\$26,535	\$26,535
<b>Operating</b>	78,854	81,891	79,068	46,333
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$104,196	\$122,024	\$105,603	\$72,868

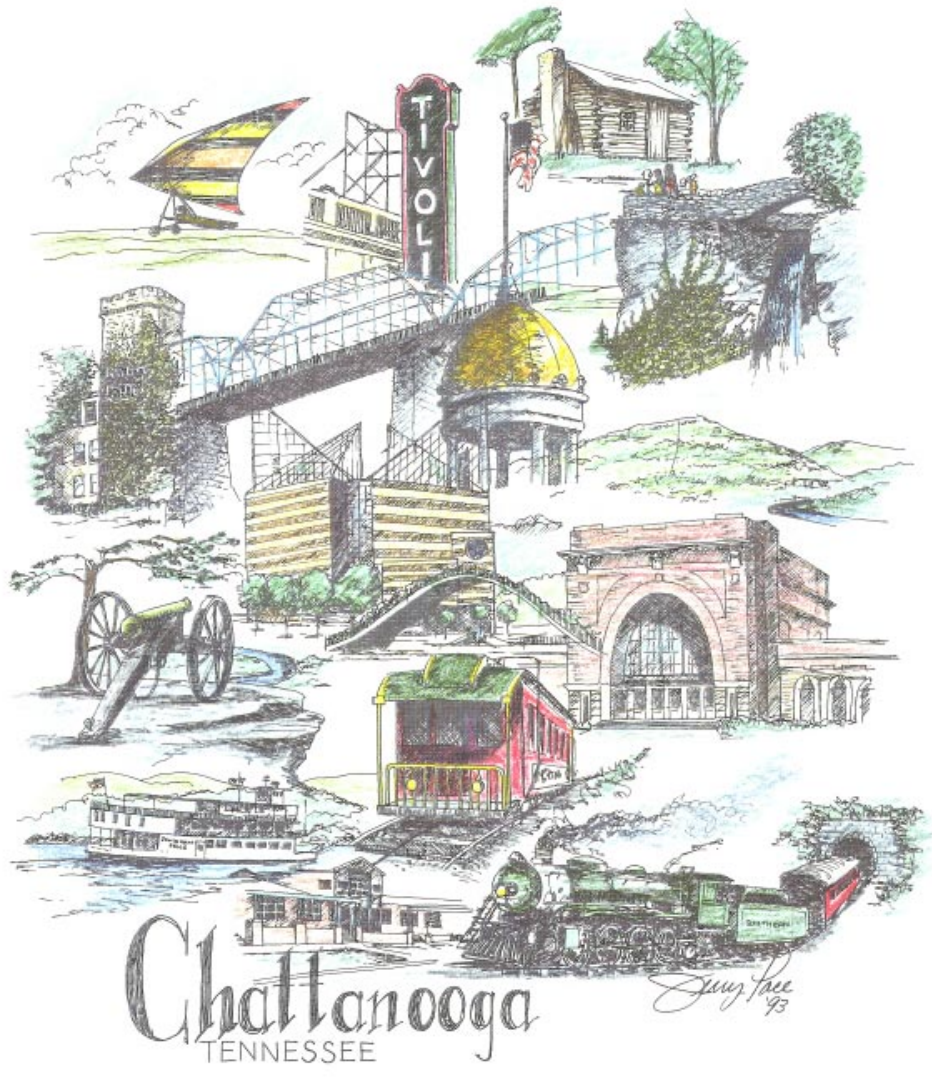
## Goals & Objectives

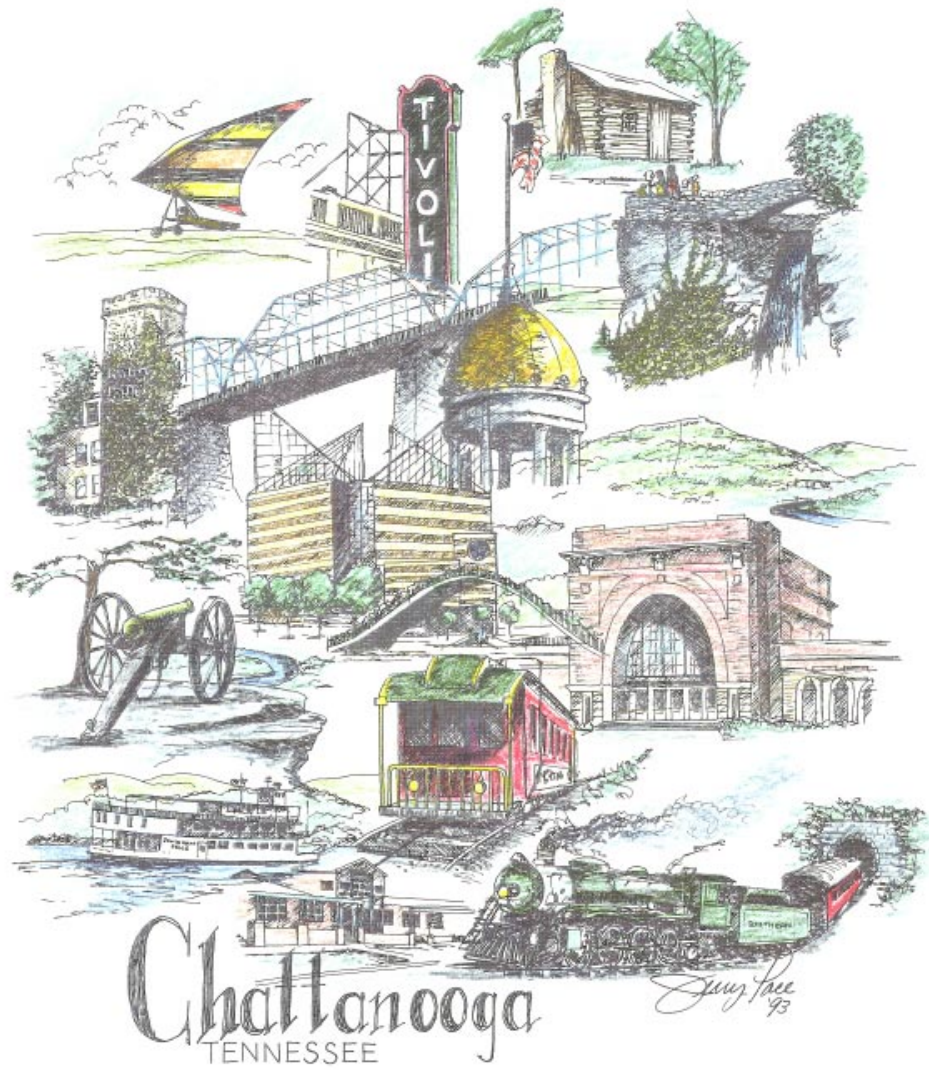
To provide assistance to residents of the-City of Chattanooga who are experiencing financial difficulties, who do not meet poverty guidelines, but are experiencing a crisis that prevents them from being able to meet their needs.

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.

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
# of households assistance planned	500	500	500	500
\$ used in assistance	78,660	78,000	78,000	78,000





# Economic Development

Economic Development is responsible for the following activities:

work with prospective businesses; coordinate regional and local entities in attracting quality companies; broaden the Chattanooga tax base; encourage educational, cultural and recreational opportunities that make for a well-balanced city and contribute to the quality of life; and foster the development of the City of Chattanooga.

## Major Accomplishments for FY 1999/2000

➔ Began the planning and design of the Chattanooga Conference Center

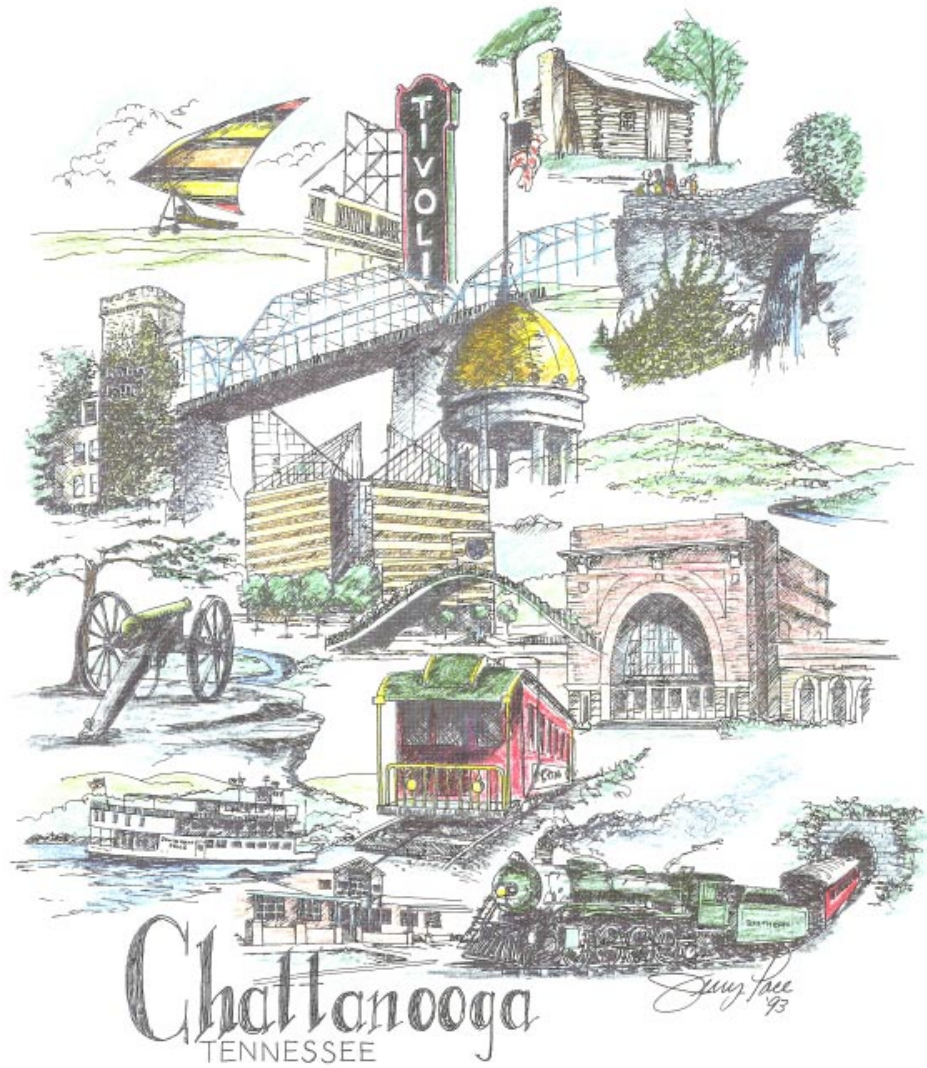
## Goals & Objectives

To increase economic progress in the Chattanooga area

① Encourage new business/corporations into the Chattanooga area



	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Schools</b>	7,753,090	8,092,928	8,342,643	8,700,000
<b>Capital</b>	59,186	12,221,598	8,342,643	8,700,000
<b>Total</b>	\$ 7,812,276	\$ 20,314,526	\$ 16,685,286	\$ 17,400,000

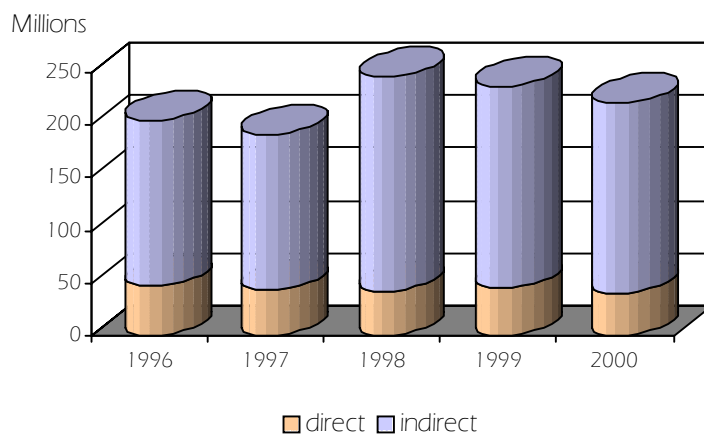


# Debt Service Fund

## 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, 2000 is \$ 223,521,568.



## 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

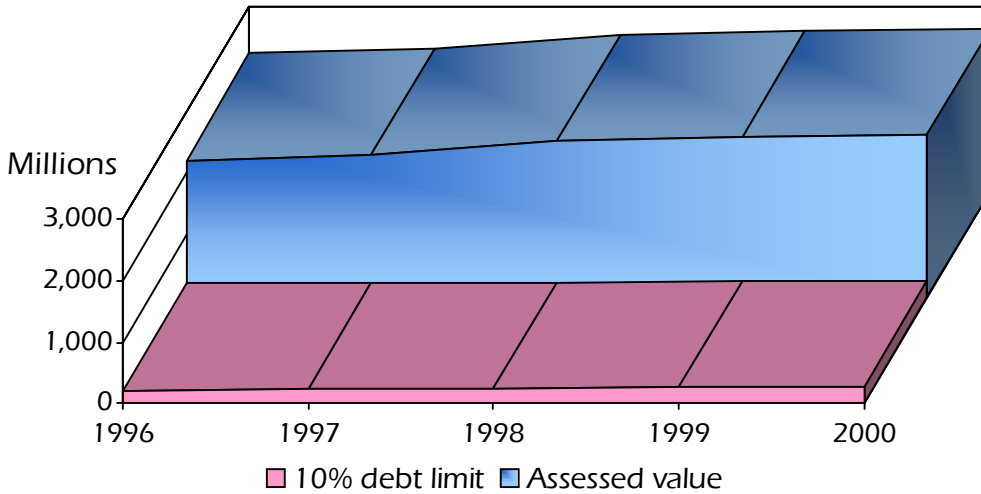
Indebtedness with the 10% Debt Limit.

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. In May, 1996 the City sold \$13,000,000 Municipal Improvement Bonds specifically for the purpose of building a multipurpose stadium.

In 1998, the City issued \$64,000,000 General Obligation Bonds for the purpose of providing 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.

### General Obligation Debt Capital

Fiscal Year 1996 thru 2000



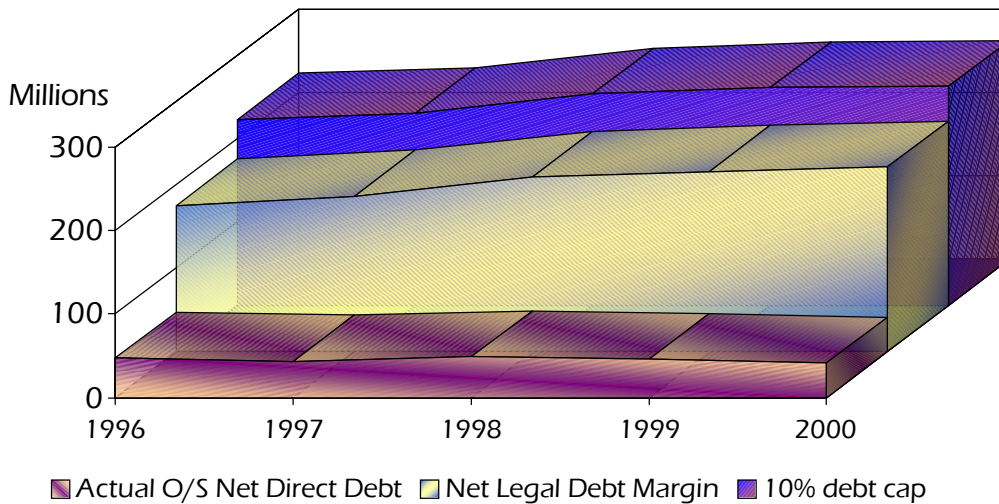
Also in 1998, the city issued \$27,120,000 General Obligation Refunding Bonds. The Bonds were issued for the purpose of advance refunding certain outstanding bonds to take advantage of lower market interest rates.

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. Since 1999, the cost of these projects has grown to \$117,700,000. We are in the process of compiling data for the official statement to go

On February 9, 1999, the City Council approved by resolution, the intent to sell \$100,000,000 general

### Actual Outstanding Debt vs Debt Capital

Fiscal Year 1996 thru 2000





to the bond market in September or early October, 2000.

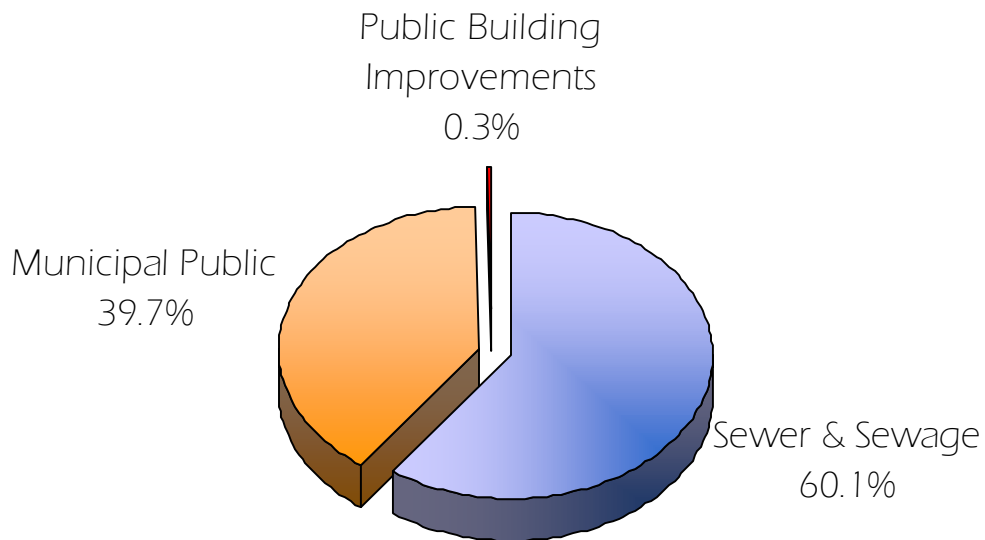
The \$223,521,568 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2000 reflects the budget decisions being made by the City to meet its long-term goals.

As this charts 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.

### General Obligation Bonds by Purpose

Fiscal Year 2000



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 \$223,521,568 at June 30, 2000, an increase of \$19,042,217, or 9.31%. 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.

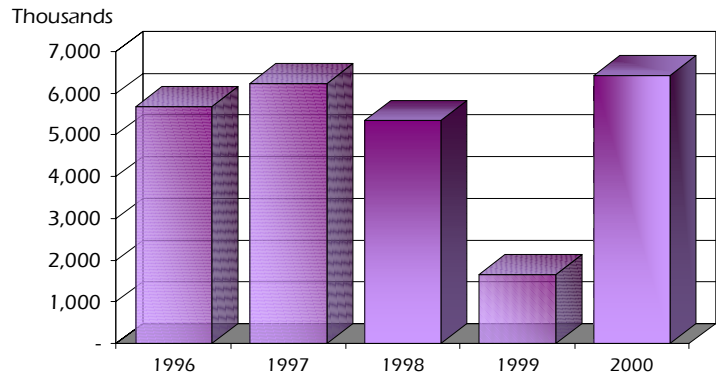
In FY99, the City funded \$4,838,400 of the capital improvement budget by reducing the General Fund appropriation to the Debt Service Fund. The Debt Service Fund used its fund balance to make up the shortfall between the debt service requirements and the General Fund funding source.

In FY2000, the City funded \$550,000 of the capital budget by reducing the General Fund appropriation to Debt Service. The total appropriation for FY00 was \$5,866,931

In FY2001, the General Fund will appropriate \$6,424,417, restoring its full funding level to support the debt requirement.

## General Fund Appropriation

Fiscal Years 1996 thru 2000



## 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, 2000, the County had gross outstanding general obligation debt of \$146,997,388 and net indebtedness of \$146,956,827. The percentage of County net indebtedness applicable to the City is 59.9841% or \$88,150,799. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2000, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2000.

## 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, 2000; amounts are not adjusted for the City's share of County debt.

### General Obligation Bonds by Purpose

Municipal Public Improvement	\$81,887,597	
Public Buildings Improvement	530,000	
Sewer and Sewage Facilities	124,002,403	
Total Bonded Indebtedness		\$ 206,420,000

### Other Long-Term Indebtedness

General Obligation Capital Outlay Notes	\$17,101,568	
Total Short-Term Indebtedness		\$ 17,101,568

### Gross Direct Indebtedness

		223,521,568
Less: Self-Supporting Indebtedness		
Sewer and Sewage Facilities Bonds <sup>1</sup>	124,002,403	
State of Tenn. Revolving Loan-CSO (ISS portion) <sup>3</sup>	1,954,603	
State of Georgia Revolving Loan (ISS) <sup>4</sup>	4,426,736	
State Revolving Loan-CSO (Storm Water portion)	1,954,603	
Municipal Public Improvement Bonds <sup>2</sup>	<u>47,528,610</u>	
Total Self-Supporting Indebtedness		179,866,955
Debt Service Fund <sup>5</sup>		<u>2,671,606</u>

### Net Direct Indebtedness

Plus: Estimated Net Overlapping Indebtedness		<u>40,983,007</u>
		<u>88,150,799</u>

Net Direct and Net Overlapping Indebtedness		<u>\$ 129,133,806</u>
---	--	-----------------------

- Note:
- (1) Sewer and Sewage Facilities Bonds have the pledge of unlimited ad valorem taxes on all taxable property in the City for their repayment. However, such bonds have been paid by the City from revenues derived from the operation of the City's Interceptor Sewer System.
  - (2) \$1,360,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose, \$47,528,610 represents the outstanding balance of 1995 and 1998 Municipal Public Improvement Bonds of which \$19,970,241 is related to Storm Water and \$27,558,369 is related to Solid Waste of which will be paid by the city from the revenue derived from the operations of these funds.
  - (3) This amount represents 100 percent of the outstanding balance on a State revolving loan which 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.
  - (4) The City of Chattanooga is the lead agent on the State of Georgia Revolving Loan however, the debt to be repaid by participating north Georgia municipalities.
  - (5) This represents unaudited Fund Balance at June 30, 2000.

## Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2000.

Percentage	Percentage	Amount of Indebtedness	Per Capita	of Assessed Valuation <sup>2</sup>	of Full Valuation <sup>3</sup>
Gross Direct Indebtedness <sup>4</sup>		\$ 223,521,568	\$1,515	8.54	2.80%
Net Direct Indebtedness <sup>4</sup>		40,983,007	276	1.62	0.51
Gross Direct and Net Overlapping Indebtedness <sup>5</sup>		311,672,367	2,113	11.91	3.90
Net Direct and Net Overlapping Indebtedness <sup>5</sup>		129,133,806	875	4.93	1.62
<i>Per Capita Assessed Valuation</i>		<i>\$17,746*</i>			
<i>Per Capita Full Valuation</i>		<i>\$54,135**</i>			

*\*Based on 1999 population estimate.*

*\*\*Based on 1990 census*

- Notes:
- (1) *The City's population in 2000 was estimated at 147,500.*
  - (2) *The City's preliminary assessed valuation of taxable property as of June 30, 2000 was \$2,617,535,875.*
  - (3) *The City's estimated full valuation of taxable property as of June 30, 2000 was \$7,984,908,874.*
  - (4) *See "Historical Debt Ratios" under this section.*
  - (5) *The County's net overlapping indebtedness is \$146,956,827. The City's share is \$88,150,799 (59.9841%).*

## Other Long-Term Indebtedness

As of June 30, 2000, the City had the following other outstanding long-term indebtedness.

	<b>Outstanding Amount</b>	<b>Issue Dated Date</b>	<b>Maturity</b>
State of Tennessee Revolving Loan	\$3,909,206	03/01/93	02/28/2013
Capital Outlay Notes <sup>1</sup>	425,467	09/01/92	09/01/2006
Tennessee Municipal League Bond Pool (1990)	483,500	11/20/91	05/25/2001
Tennessee Municipal League Bond Pool (ALP-1993)	2,570,000	06/15/93	06/15/2003
Tennessee Municipal League Bond Pool (1997)	5,243,333	02/01/97	05/25/2012
State of Georgia Revolving Loan (2)	4,426,736	07/01/00	10/01/2019
Fire Hall Land Note (3)	43,326	04/01/99	04/01/2014

- Notes:
- (1) City's share of Parking Garage at the Joint Courts Building.
  - (2) Loan agreement with the State of Georgia
  - (3) Land purchased for \$45,000 to build a Fire Super Station. Term of Loan - 15 years at 9.5%.

## 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, 2000

**Sewer & Sewage Facilities Bonds**  
**Municipal Public Improvement Bonds**  
**(Storm Water and Solidwaste)**  
**and State Revolving Loan (CSO)**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total P&amp;I Requirements</u>
2001	10,846,129	9,192,954	20,039,083
2002	10,908,671	8,565,551	19,474,222
2003	11,179,396	8,014,032	19,193,428
2004	11,169,444	7,447,502	18,616,946
2005	11,520,743	6,868,585	18,389,328
2006	11,724,067	6,276,485	18,000,552
2007	12,235,905	5,669,686	17,905,591
2008	10,581,774	5,029,748	15,611,522
2009	12,671,084	4,420,323	17,091,407
2010	10,843,020	3,737,729	14,580,749
2011	10,142,784	3,174,765	13,317,549
2012	8,274,648	2,684,613	10,959,261
2013	8,455,225	2,238,840	10,694,065
2014	7,473,327	1,823,322	9,296,649
2015	7,802,917	1,430,300	9,233,217
2016	5,858,746	1,046,902	6,905,648
2017	6,164,614	745,747	6,910,361
2018	6,480,836	428,957	6,909,793
2019	5,234,929	137,298	5,372,227
2020	298,696	2,399	301,095
<b>TOTAL</b>	<u>\$179,866,955</u>	<u>\$78,935,737</u>	<u>\$258,802,692</u>

**City of Chattanooga, Tennessee**  
**General Obligation Debt Service Requirements**  
As of June 30, 2000

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total P&amp;I Requirements</u>
2001	4,226,180	2,255,626	6,481,806
2002	3,880,454	2,053,625	5,934,079
2003	3,750,512	1,856,292	5,606,804
2004	2,893,942	1,664,961	4,558,903
2005	3,006,844	1,516,714	4,523,558
2006	3,091,468	1,362,019	4,453,487
2007	3,213,360	1,200,561	4,413,921
2008	2,094,250	1,034,568	3,128,818
2009	3,364,341	893,662	4,258,003
2010	3,423,015	713,994	4,137,009
2011	2,762,124	535,731	3,297,855
2012	1,479,423	420,495	1,899,918
2013	1,532,228	338,473	1,870,701
2014	1,395,175	258,865	1,654,040
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	<u>382,000</u>	<u>10,028</u>	<u>392,028</u>
<b>TOTAL</b>	<u>\$43,654,613</u>	<u>\$ 16,431,790</u>	<u>60,086,403</u>

City of Chattanooga, TN  
 Analysis of General Obligation Debt  
 June 30, 2000  
 Filename:Debtreq Sheet: AnalGODEbt

	Outstanding July 1, 1999	Interest Pd FY 99/00	Issued FY 99/00	Retired FY 99/00	Outstanding June 30, 2000	Maturing FY 00/01
<b>GENERAL LONG-TERM DEBT</b>						
Serial Bonds:						
1974 Street Improvement	60,000	1,500		60,000	0	0
1974 Urban Renewal Series B	200,000	500,000		200,000	0	0
1974 Parks and Playground Improvement	20,000	500		20,000	0	0
1986 Municipal Public Improvement	50,000	3,550		50,000	0	0
1987 Jail/Court Building	795,000	39,750		265,000	530,000	265,000
1990 Municipal Public Improvement	530,000	36,570		530,000	0	0
1992 Municipal Public Improvement	1,090,000	68,915		130,000	960,000	135,000
1992 Series A Refunding	8,737,602	454,958		551,915	8,185,687	764,008
1995 Municipal Public Improvement	7,425,200	388,825		754,300	6,670,900	796,100
1996 Municipal Improvement	11,720,000	627,845		460,000	11,260,000	480,000
1998 Public Improvement Refunding	7,292,600	391,903		10,200	7,282,400	11,200
<b>Subtotal- Serial Bonds</b>	<b>37,920,402</b>	<b>2,514,316</b>	<b>0</b>	<b>3,031,415</b>	<b>34,888,987</b>	<b>2,451,308</b>
Notes payable:						
1990 TML Bond Fund	967,000	29,786		483,500	483,500	483,500
1993 TML bond Fund	3,350,000	167,042		780,000	2,570,000	815,000
Hamilton Count Parking Garage	486,248	28,506	0	60,781	425,467	60,781
1997 TML Bond Fund	4,694,640	218,979	941,693	393,000	5,243,333	414,000
1999 Fire Hall Land Note	0	4,191	44,772	1,448	43,324	1,591
<b>Total notes payable</b>	<b>9,497,888</b>	<b>448,504</b>	<b>986,465</b>	<b>1,718,729</b>	<b>8,765,624</b>	<b>1,774,872</b>
47,418,290						
<b>PROPRIETARY FUNDS</b>						
Interceptor Sewer System:						
1974 Sewer & Sewage Facilities (10-01-74)	400,000	10,000		400,000	0	0
1976 Sewer & Sewage Facilities	520,000	23,400		260,000	260,000	260,000
1990 Sewer & Sewage Facilities	600,000	41,400		600,000	0	0
1992 Sewer & Sewage Facilities	4,230,000	267,666		505,000	3,725,000	535,000
1992 Sewer & Sewage Facilities Refunding	46,672,398	2,430,183		2,948,085	43,724,313	4,080,992
1995 Sewer & Sewage Facilities Refunding	19,545,000	928,911		1,645,000	17,900,000	1,680,000
1995 Sewer & Sewage Facilities	13,790,000	739,551		585,000	13,205,000	610,000



1998 Sewer & Sewage Facilities	32,611,365	1,618,810	0	996,175	31,615,190	1,034,392
1998 Sewer & Sewage Facilities Refunding	13,612,700	712,771	0	39,800	13,572,900	43,800
State of Tennessee Revolving Loan	2,070,997	80,316	116,394	1,954,603	121,110	65,217
State of Georgia Revolving Loan	4,246,079	0	180,657	0	4,426,736	0
<b>Total Interceptor Sewer System</b>	<b>138,298,539</b>	<b>6,853,008</b>	<b>180,657</b>	<b>8,095,454</b>	<b>130,383,742</b>	<b>8,430,511</b>
					124,002,403	
<b>Solid Waste &amp; Sanitation Fund:</b>						
1995 Municipal Public Improvement	7,186,812	376,341	0	730,083	6,456,729	770,541
1998 Municipal Public Improvement	17,964,294	891,738	0	548,753	17,415,541	569,805
1998 Municipal Public Improvement Refunding	3,686,100	202,736	0	0	3,686,100	0
<b>Total Solid Waste &amp; Sanitation Fund</b>	<b>28,837,206</b>	<b>1,470,815</b>	<b>0</b>	<b>1,278,836</b>	<b>27,558,370</b>	<b>1,340,346</b>
<b>Stormwater fund</b>						
State Revolving Loan	2,070,997	80,316	0	116,394	1,954,603	121,110
1995 Municipal Public Improvement	4,927,988	258,057	0	500,617	4,427,371	528,359
1998 Municipal Public Improvement	13,424,342	666,377	0	410,072	13,014,270	425,803
1998 Municipal Public Improvement Refunding	2,528,600	139,073	0	0	2,528,600	0
<b>Total Stormwater Fund</b>	<b>22,951,927</b>	<b>1,143,823</b>	<b>0</b>	<b>1,027,083</b>	<b>21,924,844</b>	<b>1,075,272</b>
<b>TOTAL G.O. DEBT - PRIMARY GOVERNMENT</b>	<b>237,505,962</b>	<b>12,430,466</b>	<b>1,167,122</b>	<b>15,151,517</b>	<b>223,521,567</b>	<b>15,072,309</b>
<b>COMPONENT UNITS</b>						
Metropolitan Airport Authority:	12,372,364	914,051	0	270,000	12,102,364	290,000
<b>Total Metropolitan Airport Authority</b>	<b>12,372,364</b>	<b>914,051</b>	<b>0</b>	<b>270,000</b>	<b>12,102,364</b>	<b>290,000</b>
<b>Total General Obligation Debt</b>	<b>249,878,326</b>	<b>13,344,517</b>	<b>1,167,122</b>	<b>15,421,517</b>	<b>235,623,931</b>	<b>15,362,309</b>

## History of General Obligation Debt

The following table sets forth all outstanding general obligation bond and note indebtedness of the city at the end of the fiscal years 1994/95 through 1999/00, 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	1995	1996	1997	1998	1999	2000
Bridge Improvement	\$280,000	\$0	\$0	0	0	0
Street Improvement	450,000	340,000	230,000	120,000	0	0
Municipal Airport Improvement	80,000	0	0	0	0	0
Urban Renewal	1,655,000	1,275,000	895,000	515,000	200,000	0
Public Buildings Improvement	2,035,000	1,710,000	1,385,000	1,060,000	795,000	530,000
Municipal Parks & Playground Improvement	160,000	120,000	80,000	40,000	20,000	0
Urban Transit	360,000	270,000	180,000	90,000	0	0
Storm Water Sewer Facilities	150,000	100,000	50,000	0	0	0
Sewer and Sewage Facilities	110,602,052	121,157,052	113,637,394	139,144,318	131,981,463	124,002,403
Municipal Public Improvement	<u>55,352,948</u>	<u>65,632,948</u>	<u>62,302,606</u>	<u>90,170,682</u>	<u>86,563,537</u>	<u>81,887,597</u>
Total Bonded Indebtedness	\$171,165,000	\$190,685,000	\$178,760,000	\$231,140,000	\$219,620,000	\$206,420,000
<b>Other Long-Term Indebtedness</b>						
General Obligation Capital Outlay Notes	5,604,447	5,876,851	5,398,983	4,912,739	8,874,321	8,804,733
Tennessee Municipal Bond Fund and Capital Leases	<u>9,068,345</u>	<u>7,917,500</u>	<u>7,084,538</u>	<u>9,678,425</u>	<u>9,011,640</u>	<u>8,296,833</u>
<b>Gross Direct Indebtedness</b>	\$185,837,792	\$204,479,351	\$191,243,521	245,731,164	237,505,961	223,521,568
Less: Self-Supporting Indebtedness Debt Service Fund	140,426,612 <u>9,128,675</u>	147,739,894 <u>9,127,569</u>	138,882,708 <u>8,802,830</u>	194,393,763 <u>8,802,830</u>	190,087,671 <u>2,158,445</u>	179,866,955 <u>2,671,606</u>
<b>Net Direct Indebtedness</b>	\$36,282,505	\$47,611,888	\$43,557,983	\$42,534,571	\$45,259,845	\$40,983,007
Plus: Estimated Net Overlapping Indebtedness	75,913,865	79,884,361	100,669,117	89,480,985	98,505,368	88,150,799
<b>Net Direct and Overlapping Indebtedness</b>	\$112,196,370	\$127,496,249	\$144,227,100	\$132,015,556	\$143,765,213	\$129,133,806

*Notes:*

- (1) 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.
- (2) 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.
- (3) 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.
- (4) 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.
- (5) 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.
- (6) Includes \$17 payable to Hamilton County for City's share of City/County Parking Garage; 3,909,206 State of Tennessee Revolving Loan for sewer overflow facilities, \$4,426,736 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion and \$43,324 Fire

CITY OF CHATTANOOGA  
HISTORICAL DEBT RATIOS

Year ended June 30	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Estimated population(1)	152,466	153,800	155,000	154,700	154,200	151,600	150,300	148,800	152,400	147,500
Appraised property valuation	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	7,984,908,874
Assessed Property valuation	2,024,160,058	2,030,902,854	2,039,234,429	2,171,396,746	2,198,869,948,00	2,224,070,682,77	2,295,659,675	2,529,989,692	2,604,109,845	2,617,535,875
Gross indebtedness (2)	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	223,521,568
Less: Self-supporting indebtedness(3)	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	179,866,955
Debt Service Fund	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	2,671,606
Net direct indebtedness	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	40,983,007
Plus: Estimated net overlapping indebtedness	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	88,150,799
Net direct and overlapping indebtedness	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	129,133,806
Gross debt per capita	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	1,515.40
Net direct debt per capita	154.94	190.77	200.91	190.18	235.30	314.06	289.81	326.06	296.98	277.85
Net direct and overlapping debt per capita	424.91	516.65	666.21	738.97	727.60	841.00	959.59	992.78	943.34	875.48
Gross debt to appraised valuation	2.34%	2.58%	2.76%	2.43%	2.80%	3.04%	2.75%	3.19%	2.99%	2.80%
Net direct debt to appraised valuation	0.40%	0.48%	0.51%	0.45%	0.55%	0.71%	0.63%	0.63%	0.57%	0.51%
Net direct debt and overlapping debt to appraised valuation	1.11%	1.30%	1.69%	1.74%	1.69%	1.90%	2.07%	1.92%	1.81%	1.62%
Gross debt to assessed valuation	6.76%	7.75%	8.30%	7.34%	8.45%	9.19%	8.33%	9.71%	9.12%	8.54%
Net direct debt to assessed valuation	1.17%	1.44%	1.53%	1.35%	1.65%	2.14%	1.90%	1.92%	1.74%	1.57%
Net direct and overlapping debt to assessed valuation	3.20%	3.91%	5.06%	5.26%	5.10%	5.73%	6.28%	5.84%	5.52%	4.93%

(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 1998-2001

Revenue Source	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01	BUDGET '01 INC/(DEC)	%		% OF TOTAL
						CHANGE FY 00/01		
Debt Service (Fund 3100):								
General Fund	5,340,340	1,658,279	5,866,931	6,424,417	557,486	9.5%		83.97%
CARTA Bonds	7,794	0	0	0	0	N/A		0.00%
Airport Authority	40,650	0	0	0	0	N/A		0.00%
Hamilton County	847,748	836,625	822,553	809,898	(12,655)	-1.5%		10.59%
Private Industry Council	216,545	216,545	216,545	216,545	0	0.0%		2.83%
Proceeds from Refunding Bonds	7,682,764	0	0	0	0	N/A		0.00%
Miscellaneous Revenue	11,036	0	0	0	0	N/A		0.00%
911 Communication	0	200,000	200,000	200,000	0	0.0%		2.61%
Fund Balance	0	0	127,179	0	(127,179)	-100.0%		0.00%
<b>Total Debt Service Fund</b>	<b>\$14,146,877</b>	<b>\$2,911,449</b>	<b>\$7,233,208</b>	<b>\$7,650,860</b>	<b>417,652</b>	<b>5.8%</b>		<b>100.00%</b>
Grand Total	<b>\$14,146,877</b>	<b>\$2,911,449</b>	<b>\$7,233,208</b>	<b>\$7,650,860</b>	<b>4,321,759</b>	<b>59.7%</b>		<b>100.00%</b>

### Debt Service Fund Expenditures

Fiscal Years 1998 - 2001

Expenditures	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01	BUDGET '99 INC/(DEC)	%		% OF TOTAL
						CHANGE FY 00/01		
Debt Service (Fund 3100):								
Principal	5,273,898	4,852,826	4,750,143	4,224,589	(525,554)	-11.1%		55.22%
Interest	2,860,556	2,612,840	2,467,049	3,416,271	949,222	38.5%		44.65%
Service Charges	10,049	12,182	16,016	10,000	(6,016)	-37.6%		0.13%
Bond Sale Expenses	71,908	0	0	0	0	N/A		0.00%
Payment to Refunding Bond Agent	7,607,022	0	0	0	0	N/A		0.00%
Future Debt Payments	0	0	0	0	0	N/A		0.00%
<b>Total Debt Service Fund</b>	<b>\$15,823,433</b>	<b>\$7,477,848</b>	<b>\$7,233,208</b>	<b>\$7,650,860</b>	<b>417,652</b>	<b>5.8%</b>		<b>100.00%</b>
Grand Total	<b>\$15,823,433</b>	<b>\$7,477,848</b>	<b>\$7,233,208</b>	<b>\$7,650,860</b>	<b>417,652</b>	<b>5.8%</b>		<b>100.00%</b>

# 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 General Fund appropriation for Capital Expenditures is \$800,000. Departmental capital request are as follows:

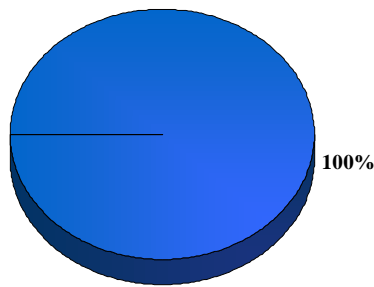
FY 2000 Capital Budget figures were as follows:

Finance & Administration	\$	359,227
General Government		659,196
General Services		746,900
Parks, Recreation, Arts & Culture		9,138,863
Public Works		10,461,872
Police		4,469,327
Fire		4,538,250
State Street Aid		400,000
Tourist Development Zone		<u>117,700,000</u>

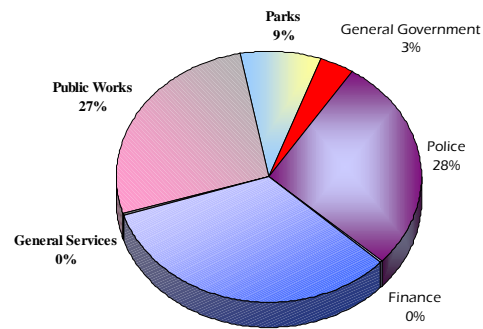
\$148,473,635

	<u>Budget</u>
	<u>Request FY2001</u>
Finance & Administration	\$ 92,000
General Government	1,272,500
General Services	100,000
Parks, Recreation, Arts & Culture	3,140,000
Public Works	9,805,200
Police	10,118,150
Fire	<u>12,027,598</u>
	\$ 36,555,448

## Budget Request Fiscal Year 2000/2001



*Revenues*



*Expenses*

### Capital Fund Revenues

Fiscal Years 1998 - 2001

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '01	%	%
	FY 97/98	FY 98/99	FY 99/00	FY 00/01	INC/(DEC)	CHANGE FY 00/01	OF TOTAL
General Fund	8,226,703	11,552,400	6,098,500	800,000	(5,298,500)	-86.9%	2.19%
General Obligation Bonds	4,145,387	933,715	128,134,146	0	(128,134,146)	-100.0%	97.81%
Other	3,602,971	6,021,989	14,240,989	35,755,448	21,514,459	151.1%	100.00%
	<b>\$15,975,061</b>	<b>\$18,508,104</b>	<b>\$148,473,635</b>	<b>\$36,555,448</b>	<b>(111,918,187)</b>	<b>-75.4%</b>	<b>100.00%</b>
Grand Total	<b>\$15,975,061</b>	<b>\$18,508,104</b>	<b>\$148,473,635</b>	<b>\$36,555,448</b>	<b>(111,918,187)</b>	<b>-75.4%</b>	<b>100.00%</b>

## 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 capital budget totaled \$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.

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 FY 2000 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$6,098,500, Economic Development Fund \$10,000,000, funds from Foundations and other sources in the amount of \$1,721,316, TML Bond reappropriation \$1,586,398, the State of Tennessee, \$439,275, State Street Aid Fund 400,000, Hamilton County, \$29,000, Golf Course fund balance, \$65,000, and a proposed bond issuance of \$128,134,146. These bonds have not been sold as yet.

### Budget 2001 Increases (Decreases)

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.

**Capital Fund Expenditures**  
Fiscal Years 1998 - 2001

Expenditures	Actual	Actual	Budget	Budget	BUDGET '01	%	%
	FY 97/98	FY 98/99	FY 99/00	FY 00/01	INC/(DEC)	CHANGE FY 00/01	OF TOTAL
Capital Projects:							
Police (Fund P411)	3,173,580	3,218,137	4,469,327	10,118,150	5,648,823	126.4%	27.68%
Fire (Fund P411)	947,953	1,115,159	4,538,250	12,027,598	7,489,348	165.0%	32.90%
Public Works (Fund P416)	4,943,209	12,003,612	10,861,872	9,805,200	(1,056,672)	-9.7%	26.82%
Parks & Recreation (Fund P415)	2,751,323	2,373,284	9,138,863	3,140,000	(5,998,863)	-65.6%	8.59%
General Government (Fund P413)	8,703,387	2,638,094	659,196	1,272,500	613,304	93.0%	3.48%
Finance & Admin (Fund P413)	83,928	444,462	359,227	92,000	(267,227)	-74.4%	0.25%
General Services (Fund P414)	689,104	2,358,271	746,900	100,000	(646,900)	-86.6%	0.27%
Tourist Dev Zone (Fund P420)	0	0	117,700,000	0	(117,700,000)	-100.0%	0.00%
<b>Total Capital Projects</b>	<b>\$21,292,484</b>	<b>\$24,151,019</b>	<b>\$148,473,635</b>	<b>\$36,555,448</b>	<b>(111,918,187)</b>	<b>-75.4%</b>	<b>100.00%</b>
 Grand Total	 <b>\$21,292,484</b>	 <b>\$24,151,019</b>	 <b>\$148,473,635</b>	 <b>\$36,555,448</b>	 <b>(111,918,187)</b>	 <b>-75.4%</b>	 <b>100.00%</b>

**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 2001 Request	\$10,118,150
% of Total Capital Request	28%
Growth From FY 00	7,251,800
% of Growth	253%

The Police Department capital appropriation reflects the continuation of police fleet replacement, other police vehicles, Police R & R equipment, work on the Training Facility, building security, expansion of the precincts, creation of a new mounted unit for the Greenway Farm and construction of a new animal control complex.

**FIRE**

FY 2001 Request	\$12,027,598
% of Total Capital Request	33%
Growth From FY 00	5,586,348
% of Growth	87%

The FY 2001 request for the Fire Department includes purchase of new fire apparatus and other fire vehicles, construction of three (3) new fire stations and replacement of (4) existing fire

station, new mobil computers and a Thermal Imaging Camera.

**PUBLIC WORKS**

FY 2001 Request	\$ 9,805,200
% of Total Capital Request	27%
Decrease From FY 00	1,056,672
% Decrease	10%

The FY 2001 Public Works capital requests reflects the City's continuous street paving/street rehab program, streetscape work, various traffic signal projects and replacement of city-wide services equipment accounts, city-wide bridge rehab extension of sidewalks adjoining public schools and infrastructure inventory of the new GIS system.

**PARKS, RECREATION, ARTS & CULTURE**

FY 2001 Request	\$3,140,000
% of Total Capital Request	9%
Decrease for FY 99	15,987,500
% Decrease	98.2%

The FY 2001 Parks, Recreation, Arts, & Culture Department request includes City wide parks rehabilitation, vehicle replacement, golf course improvements and Recreation Center upgrades.

## GENERAL GOVERNMENT

FY 2001 Request	\$1,272,500
Of Total Capital Request	4%
Increase From FY 00	613,304
% of Growth	93%

The FY 2001 General Government request includes two (2) new Library branches to be built in the north end of Hamilton County and the 28th CDC District and remodeling the downtown branch of the library.

## FINANCE &amp; ADMINISTRATION

FY 2001 Request	\$ 92,000
% of Total Capital Request	1%
Decrease From FY 00	267,227
% Decrease	75%

FY 2001 Capital Requests for the Finance & Administration Department include new Business License & Property Tax Software, and assorted Information Systems hardware/equipment.

## GENERAL SERVICES

FY 2001 Request	\$ 100,000
% of Total Capital Request	>1%
Decrease From FY 99	646,900
% Decrease	87%

FY 2001 Capital Requests for the General Services Department request for new software for the Purchasing Department.



### Capital Fund Revenues

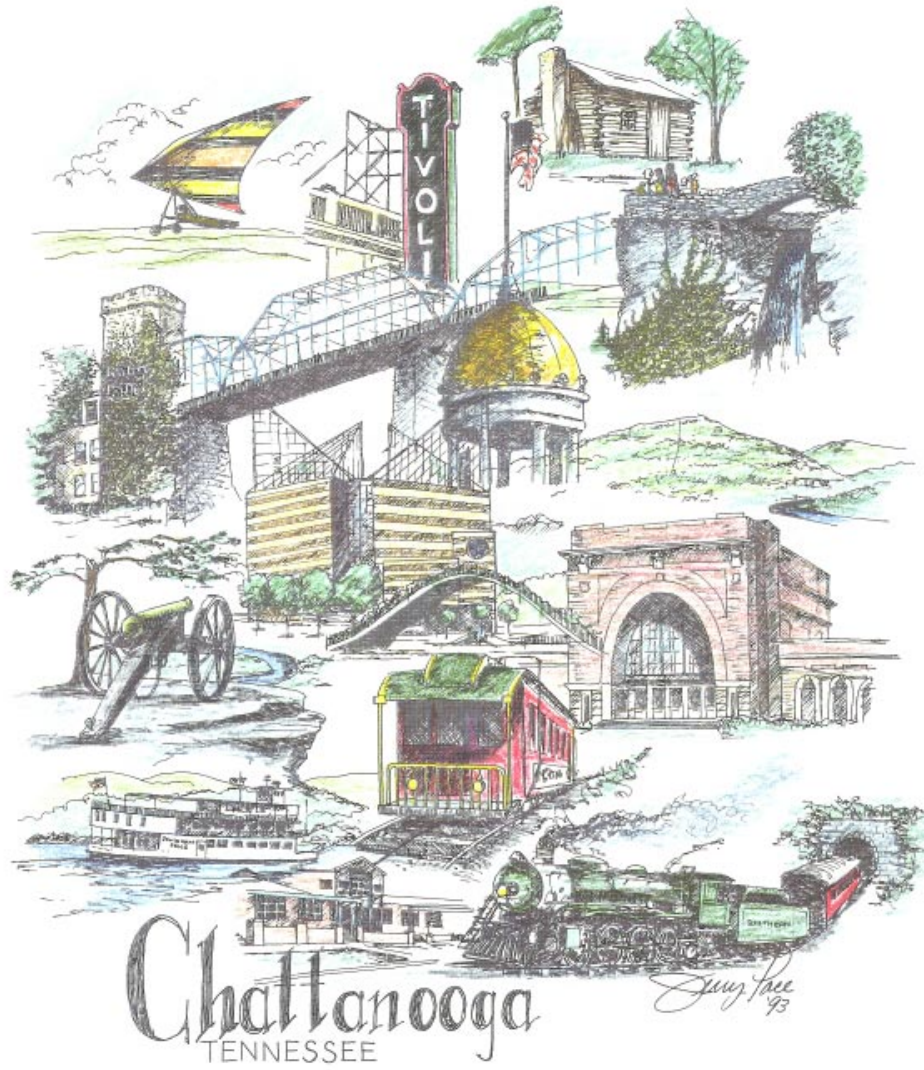
Fiscal Years 1998 - 2001

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '01	%	%
	FY 97/98	FY 98/99	FY 99/00	FY 00/01	INC/(DEC)	FY 00/01	OF TOTAL
General Fund	8,226,703	11,552,400	6,098,500	800,000	(5,298,500)	-86.9%	2.19%
General Obligation Bonds	4,145,387	933,715	128,134,146	0	(128,134,146)	-100.0%	97.81%
Other	3,602,971	6,021,989	14,240,989	35,755,448	21,514,459	151.1%	100.00%
	<b>\$15,975,061</b>	<b>\$18,508,104</b>	<b>\$148,473,635</b>	<b>\$36,555,448</b>	<b>(111,918,187)</b>	<b>-75.4%</b>	<b>100.00%</b>
Grand Total	<b>\$15,975,061</b>	<b>\$18,508,104</b>	<b>\$148,473,635</b>	<b>\$36,555,448</b>	<b>(111,918,187)</b>	<b>-75.4%</b>	<b>100.00%</b>

### Capital Fund Expenditures

Fiscal Years 1998 - 2001

Expenditures	Actual	Actual	Budget	Budget	BUDGET '01	%	%
	FY 97/98	FY 98/99	FY 99/00	FY 00/01	INC/(DEC)	FY 00/01	OF TOTAL
Capital Projects:							
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Parks & Recreation (Fund P415)	2,751,323	2,373,284	9,138,863	3,140,000	(5,998,863)	-65.6%	8.59%
General Government (Fund P413)	8,703,387	2,638,094	659,196	1,272,500	613,304	93.0%	3.48%
Finance & Admin (Fund P413)	83,928	444,462	359,227	92,000	(267,227)	-74.4%	0.25%
General Services (Fund P414)	689,104	2,358,271	746,900	100,000	(646,900)	-86.6%	0.27%
Tourist Dev Zone (Fund P420)	0	0	117,700,000	0	(117,700,000)	-100.0%	0.00%
<b>Total Capital Projects</b>	<b>\$21,292,484</b>	<b>\$24,151,019</b>	<b>\$148,473,635</b>	<b>\$36,555,448</b>	<b>(111,918,187)</b>	<b>-75.4%</b>	<b>100.00%</b>
Grand Total	<b>\$21,292,484</b>	<b>\$24,151,019</b>	<b>\$148,473,635</b>	<b>\$36,555,448</b>	<b>(111,918,187)</b>	<b>-75.4%</b>	<b>100.00%</b>



# Capital Project Detail

## General Government

<b>Capital Budget</b> <i>Five Year Plan</i>						
Project Name	<b>Estimated Project Cost by Fiscal Year</b>					
	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05
Bicentennial Library (Sculpture Repair)		67,500				
Bicentennial Library (System Upgrade)		150,000				
New Branch - North Hamilton Cty		550,000				
New Branch - 28th CDC		505,000				
Bicentennial Library (Carpet)			170,000			
Bicentennial Library (Library Vans)			20,000			
Bicentennial Library (Exterior Cleaning)				37,500		
Bicentennial Library (Branches)						
Bessie Smith Hall	7,196					
CARTA	507,000					
Area Beautification	100,000					
WTCI Channel 45	45,000					
<b>Total General Government</b>	<b>\$659,196</b>	<b>\$1,272,500</b>	<b>\$190,000</b>	<b>\$37,500</b>	<b>\$0</b>	<b>\$0</b>

### 1. Bicentennial Library (Sculpture Repair)

#### Funding source: FY2000/2001 Request

This appropriation provides for the City's half of funding for remodeling the Chattanooga-Hamilton County Bicentennial Public Library.

1999/2000  
Budget

\$ 0

2000/2001  
Request

\$ 67,500

Prior Years Appropriation

\$ 0

Total

\$ 0 \$ 67,500

**Impact on operating budget:** None because these were funds one time funded projects for supported agencies.

### 2. Bicentennial Library (System Upgrade)

#### Funding source: FY2000/2001 Request

This appropriation provides for the City's half of funding for remodeling the Chattanooga-Hamilton County Bicentennial Public Library.

\$ 0 \$ 150,000

Prior Years Appropriation

\$ 0

Total

\$ 0 \$ 150,000

**Impact on operating budget:** None because these were funds one time funded projects for supported agencies.

# Capital Project Detail

2000/2001

**3. Bicentennial Library (New Branch)**

**Funding Source: FY2000/2001 Request**

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.

budget                      Request

\$                      0                      \$    550,000

Prior Years Appropriation

\$                      0

Total

\$                      0                      \$    550,000

**Impact on operating budget:** None because these were funds one time funded projects for supported agencies.

**4. Bicentennial Library (New Branch)**

**Funding Source: FY2000/2001 Request**

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 28th Community Development District.

\$                      0                      \$    505,000

Prior Years Appropriation

\$                      0

Total

\$                      0                      \$    505,000

**Impact on operating budget:** None because these were funds one time funded projects for supported agencies.

**5. Bessie Smith Hall**

**Funding Source: General Government**

This appropriation provides funding for final completion of the City's Blues hall featuring memorabilia and music of Chattanooga's own "Empress of Blues" Bessie Smith.

\$                      7,196                      \$                      0

Prior Years Appropriation

\$ 4,269,999

Total

\$ 4,277,195                      \$                      0

**Impact on operating budget:** None because these were funds one time funded projects for supported agencies.

**6. CARTA**

**Funding source: General Fund**

This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs for this Fiscal Year. This 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.

\$    507,000                      \$                      0

Prior Years Appropriation

\$    884,500

Total

\$ 1,391,500                      \$                      0

**Impact on operating budget: Impact on operating budget:** None because these were funds one time funded projects for supported agencies.

# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>7. Area Beautification</b>		
<b>Funding Source: General Fund</b>	<b>\$ 100,000</b>	<b>\$ 0</b>
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
<b>Impact on operating budget:</b> None because these were funds one time funded projects for supported agencies.		
<b>8. WTCITV</b>		
<b>Funding Source: General Fund</b>	<b>\$ 45,000</b>	<b>\$ 0</b>
This appropriation funds the purchase of new equipment for taping City Council meetings. WTCL is the local Public Television Station which tapes council meeting each week.		
Prior Years Appropriation	\$ 35,000	
Total	\$ 80,000	\$ 0
<b>Impact on operating budget:</b> None because these were funds one time funded projects for supported agencies.		

# Capital Project Detail

## Finance & Administration

Project Name	Capital Budget Five Year Plan					
	Estimated Project Cost by Fiscal Year					
	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05
Upgrade to Faster Network	5,000	10,000	5,000	5,000	5,000	
Network Dial-In	6,000					
Backup Devices/Storage Equipment	13,000	13,000		13,000		13,000
Additional Processor		16,000		16,000		
Laser Printer		7,000				
Archive System		9,000				
Business License & Property Tax Software	70,427	37,000				
SCT Banner to NT Platform	74,800					
Document Storage/Scanning Personnel	40,000					
Night Court Start up	150,000					
<b>Total Finance &amp; Administration</b>	<b>\$359,227</b>	<b>\$92,000</b>	<b>\$5,000</b>	<b>\$34,000</b>	<b>\$5,000</b>	<b>\$13,000</b>

	1999/2000 budget	2000/2001 Request
<b>1. Upgrade Computer Network</b>		
<b>Funding Source: General Fund</b>	<b>\$ 5,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 10,000</b>
<p>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.</p>		
Prior Years Appropriation	\$ 14,390	
Total	\$ 19,390	\$ 10,000
<b>Impact on operating budget: None, one time project funding</b>		
<b>2. Network Dial-In</b>		
<b>Funding Source: General Fund</b>	<b>\$ 6,000</b>	<b>\$ 0</b>
<p>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.</p>		
Prior Years Appropriation	\$ 11,000	
Total	\$ 17,000	\$ 0
<b>Impact on operating budget: None, one time project funding</b>		

# Capital Project Detail

**3. Backup Devices/Storage Equipment**

**Funding Source: General Fund**

1999/2000 budget	2000/2001 Request
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\$ 13,000	\$ 13,000
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**FY2000/2001 Request**

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	\$ 26,000	\$ 13,000

**Impact on operating budget:** None

**4. Additional Processor**

**Funding Source: FY2000/2001 Request**

\$ 0	\$ 16,000
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Purchase of a new processor to maintain computer service level and testing capacity as new applications are added as a part of the system balance for performance maintenance.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 16,000

**Impact on operating budget:** None

**5. Laser Printer**

**Funding Source: FY2000/2001 Request**

\$ 0	\$ 7,000
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This will fund purchase of a laser printer to increase speed of large print jobs.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 7,000

**Impact on operating budget:** Maintenance cost <500 annually.

**6. Archive System**

**Funding Source: FY2000/2001 Request**

\$ 0	\$ 9,000
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This will fund purchase expansion of archive system to meet requirements of increased on-line storage.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 9,000

**Impact on operating budget:** Maintenance cost <500 annually.

**7. Business License and Property Tax Software**

**Funding Source: General Fund**

\$ 70,427	
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**FY2000/2001 Request**

\$ 30,000
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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	\$ 70,427	\$ 30,000

**Impact on operating budget:** None

# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>8. SCT Banner to NT Platform</b>		
<b>Funding Source: General Fund</b>	<b>\$ 74,800</b>	<b>\$ 0</b>
This appropriation is to upgrade the SCT Banner financial software and hardware for NT platform in City technology direction.		
Prior Years Appropriation	\$ 0	
Total	\$ 74,800	\$ 0
<b>Impact on operating budget:</b> None		
<b>9. Document Storage/Scanning software for Personnel</b>		
<b>Funding Source: General Fund</b>	<b>\$ 40,000</b>	<b>\$ 0</b>
This appropriation will fund document scanning and storage software and equipment for the Personnel Department.		
Prior Years Appropriation	\$ 0	
Total	\$ 40,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>10. Night Court Start-up</b>		
<b>Funding Source: General Fund</b>	<b>\$ 150,000</b>	<b>\$ 0</b>
This appropriation will fund the cost of setting up a new Night Court for the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 150,000	\$ 0
<b>Impact on operating budget:</b> Funding for City Court personnel and operations increased \$318,481 for FY2001.		



# Capital Project Detail

## Police

Project Name	Capital Budget					
	Five Year Plan					
	Estimated Project Cost by Fiscal Year					
	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05
Police Fleet Replacement	2,250,000	2,000,000				
Southside Precinct		300,000				
New entrance to Compound		200,000				
Bomb Squad Vehicle		35,000				
Community Service Vehicle		21,000				
Mounted Unit - Greenway Farm		1,117,750				
Solar Institute - Renovation	1,200,000	222,950				
New Range Target System		50,000				
Major Investigation Vehicle		60,000				
Facilities, Security & Flt Maint vehicle		25,000				
Forensic Lab Equipment		125,000				
Ballistics Test Tank		100,000				
Skid Car Training System		37,500				
Fleet Canopy for Specialized Vehicles		95,000				
Animal Ctrl Complex		5,728,950				
911 Bldg Renovation	75,000					
Narcotics Vehicles	250,000					
Security	100,000					
New Radio Equipment	80,502					
Computer Server Upgrade	18,200					
SWAT/HNT Van	89,000					
Four Wheel Drive Vehicle	36,000					
Equipment -Police R&R	370,625					
<b>Total Police</b>	<b>4,469,327</b>	<b>10,118,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	1999/2000 budget	2000/2001 Request
<b>1. Police vehicle fleet replacement</b>		
<b>Funding source: General Fund</b>	<b>\$ 2,250,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 2,000,000</b>

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	\$ 2,000,000

**Impact on operating budget:** The vehicle replacement program results in lower operating, maintenance, and fuel costs along with a safer fleet operations. Cost savings expected to exceed \$10,000 annually.

# Capital Project Detail

## 2. Southside Precinct

### Funding source: FY2000/2001 Request

This appropriation provides funding for a 4000 sq. ft. Precinct Building on the south side of city to provide greater in touch with our neighborhood. Project to be in partnership with CDBG. Estimated life: 20 years

Prior years Appropriation

Total

**Impact on operating budget: Personnel cost should not be affected due to using neighborhood volunteers to operate the precinct. However there will be additional material and supplies plus utilities.**

## 3. New Entrance to Compound

### Funding source: FY2000/2001 Request

This appropriation provides funding for site preparation for new entrance and exit for the Police Service Center. Present entrance and exit continues to be extremely dangerous. Estimated life: 15 years

Prior Years Appropriation

Total

**Impact on operating budget: None**

## 4. Bomb Squad Vehicle

### Funding source: FY2000/2001 Request

This appropriation provides funding for the purchase a One Ton Van to transport Bomb Squad and Equipment. Estimated life 5 years.

Prior Years Appropriation

Total

**Impact on operating budget: None**

## 5. Community Service Vehicle

### Funding source: FY2000/2001 Request

This appropriation provides funding for the purchase of two (2) vehicles a 15 Passenger Van and car to transport explorers to various venues.

Prior Years Appropriation

Total

**Impact on operating budget: None**

## 6. Mounted Unit - Greenway Farm

### Funding Source: FY2000/2001 Request

This appropriation provides funding to build barn and stalls (8,492 sq. ft.) for the equestrians used by the Mounted Patrol. Estimated life: 50 years

Prior Years Appropriation

Total

**Impact on operating budget: None**

1999/2000  
budget

2000/2001  
Request

\$ 0 \$ 300,000

\$ 0 \$ 300,000

\$ 0 \$ 200,000

\$ 0 \$ 200,000

\$ 0 \$ 35,000

\$ 0 \$ 21,000

\$ 0 \$ 21,000

\$ 0 \$ 1,117,750

\$ 0 \$ 1,117,750

# Capital Project Detail

**7. Solar Institute Renovation**

**Funding Source: Economic Development Fund  
FY2000/2001 Request**

1999/2000  
budget

2000/2001  
Request

\$ 1,200,000

\$ 222,950

This appropriation provides for renovation of the TVA Solar Building to create a new Police Training facility and inner-city precinct

Estimated life: 10 years.

Prior Years Appropriation

\$ 0

Total

\$ 1,200,000

\$ 222,950

**Impact on operating budget:** Increase in Utilities, Building Maintenance expected not to exceed 10,000 annually.

**8. New Target Range System**

**Funding Source: FY2000/2001 Request**

\$ 0

\$ 50,000

This appropriation provides for replacement of the existing target range system as opposed to trying to repair the present target system.

Estimated life 25 years

Prior Years Appropriation

\$ 0

Total

\$ 0

\$ 50,000

**Impact on operating budget:** None

**9. Major Investigation Vehicle**

**Funding Source: FY2000/2001 Request**

\$ 0

\$ 60,000

This appropriation provides for the purchase of a Four (4) Wheel Utility Vehicle for off road investigations.

Estimated life 7 years

Prior Years Appropriation

\$ 0

Total

\$ 0

\$ 60,000

**Impact on operating budget:** None

**10. Facilities, Security & Fleet Maintenance Vehicle**

**Funding Source: FY2000/2001 Request**

\$ 0

\$ 25,000

This appropriation provides for the purchase of a vehicle to Replace old 1978 GMC 3/4 Ton Dual Axle vehicle with approximately 265,000 miles.

Estimated life 5 years

Prior Years Appropriation

\$ 0

Total

\$ 0

\$ 25,000

**Impact on operating budget:** None

**11. Forensic Lab Equipment**

**Funding Source: FY2000/2001 Request**

\$ 0

\$ 125,000

This appropriation provides for Building and equipping a forensic lab for on site investigations and space for an I. D. processing center.

Estimated life 15 years

Prior Years Appropriation

\$ 0

Total

\$ 0

\$ 125,000

**Impact on operating budget:** None

# Capital Project Detail

**12. Ballistics Test Tank**

**Funding Source: FY2000/2001 Request**

This appropriation will fund the purchase of a Ballistic test tank for testing weapons and doing ballistic printing of bullet to trace to original weapon.

Estimated life 25 years

1999/2000 budget	2000/2001 Request
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\$	0	\$	100,000
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Prior Years Appropriation

\$	0
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Total

\$	0	\$	100,000
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**Impact on operating budget:** None

**13. Skid Car Training System**

**Funding Source: FY2000/2001 Request**

This appropriation will fund the Development and installation of a skid car traing system for officer training.

Estimated life 5 years

\$	0	\$	37,500
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Prior Years Appropriation

\$	0
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Total

\$	0	\$	37,500
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**Impact on operating budget:** None

**14. Fleet Canopy for Specialized Vehicles**

**Funding Source: FY2000/2001 Request**

This appropriation will fund Fleet Facilities a Canopy to protect several of recently acquired expensive vehicles, the Homicide Truck, Identification Van, and our Crime Prevention Van.

land area is not available to build a garage for these vehicles.

Estimated life 10 years

\$	0	\$	95,000
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Prior Years Appropriation

\$	0
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Total

\$	0	\$	95,000
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**Impact on operating budget:** None

**15. Animal Control Compex**

**Funding Source: FY2000/2001 Request**

This appropriation will fund the building of a new 37,325 sq. ft. animal control complex and will also house the K-9 Area.

Estimate life: 50 years

\$	0	\$	5,728,950
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Prior Years Appropriation

\$	0
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Total

\$	0	\$	5,728,950
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**Impact on operating budget:** Additional cost to budget for Utilities expected not to exceed 5,000 annually.

**16. 911 Building Renovation**

**Funding Source: General Obligation Bonds**

This appropriation provides for completion of the new 911 Communication Center..

Estimated life 15 years

\$	75,000	\$	0
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Prior Years Appropriation

\$	2,895,450
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Total

\$	2,970,450	\$	0
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**Impact on operating budget:** None

# Capital Project Detail

**17. Narcotics Vehicles**

**Funding Source: General Obligation Bonds**

This appropriation will fund the purchase of replacement vehicles for the undercover officers due to excessive mileage on the existing vehicles.

Estimated Life 5 years

1999/2000 budget	2000/2001 Request
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\$ 250,000	\$ 0
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Prior Years Appropriation  
Total

\$ 0	\$ 0
\$ 250,000	\$ 0

**Impact on operating budget:** None

**18. Security**

**Funding Source: General Fund**

This appropriation will fund the purchase of upgraded security equipment for the Police Service Center and new precincts - 22 weather proof outside cameras and indoor cameras, 22 color monitors, 4 recording devices, 3 precinct alarms and monitor-recording equipment for precincts.

Estimated life 5 years

\$ 100,000	\$ 0
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Prior Years Appropriation  
Total

\$ 0	\$ 0
\$ 100,000	\$ 0

**Impact on operating budget:** None

**19. Radio Equipment**

**Funding Source: General Fund**

This appropriation will fund the purchase of 30 radios for new officers graduating from the Police Academy.

Estimated life 10 years

\$ 80,500	\$ 0
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Prior Years Appropriation  
Total

\$ 0	\$ 0
\$ 80,502	\$ 0

**Impact on operating budget:** None

**20. Computer Server Upgrade**

**Funding Source: FY2000/2001 Request**

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.

Estimate life 50 years

\$ 18,200	\$ 0
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Prior Years Appropriation  
Total

\$ 0	\$ 0
\$ 18,200	\$ 0

**Impact on operating budget:** None

# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>21. SWAT/HNT Van</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 89,000</b>	<b>\$ 0</b>
This appropriation will fund the purchase of a new SWAT van to replace the two converted ambulances - one for officers and one for equipment - being used now.		
Estimated Life: 10 years		
Prior Years Appropriation	\$ 0	
Total	\$ 89,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>22. Four Wheel Drive Vehicle</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 36,000</b>	<b>\$ 0</b>
This appropriation will fund the purchase of a four wheel drive vehicle for the Auto/Theft Division. This is needed to be able to check off road areas for stolen vehicles and boats.		
Estimated life: 5 years		
Prior Years Appropriation	\$ 0	
Total	\$ 36,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>23. Equipment Replacement</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 370,625</b>	<b>\$ 0</b>
This appropriation allows for the ongoing replacement of older Police Department equipment.		
Prior Years Appropriation	\$ 0	
Total	\$ 370,625	\$ 0
<b>Impact on operating budget:</b> None		

# Capital Project Detail

## Fire

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 99/00	FY2000/01	FY 2001/02	FY2002/03	FY2003/04	FY 2004/05
Fire Apparatus	1,005,000	3,000,000				
Land Acquisition & Station Design		866,250				
New Big Ridge Fire Station		750,000				
New #9 Fire Station		750,000				
New #4 Fire Station		750,000				
New #15 Firestation		750,000				
New #5 Firestation		750,000				
New Firestation (VAAP)		750,000				
New Ooltewah Fire Station		750,000				
Computer/Software	218,000	185,000				
Tactical Service Equipment		80,000				
Fire Vehicles	178,250	165,000				
Burn Building		90,000				
Roofs		70,000				
Radios		66,000				
Thermal Imaging Cameras		624,000				
Mobil Computers		1,045,502				
Fire Suppression Boat		150,000				
Fire Department Building Renovations	22,000	75,000				
Defibrillators		39,500				
Automatic Vehicle Location Sys		277,146				
Signal Line for Firefighting		44,200				
Fire Station Construction	2,200,000					
SCBA Replacement		450,000				
Technical Rescue Equipment		65,000				
Storage Building - Reserve Equipment		400,000				
<b>Total Fire</b>	<b>4,538,250</b>	<b>12,027,598</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	1999/2000 budget	2000/2001 Request
<b>1. Fire Apparatus</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 850,000</b>	
<b>Reappropriation PY Project</b>	<b>155,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 3,000,000</b>

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	\$ 1,250,000	
Total	\$ 2,255,000	\$ 3,000,000

**Impact on operating budget:** The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.

<b>2. Land Acquisition and Station Design</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 866,250</b>

This appropriation will fund purchase of needed real estate and construction drawings / management for projected fire station replacements and new station construction in non-covered areas. Station sites are as follows: Big Ridge, Ooltewah, VAAP, Station #4, Station #9, Station #15, Station #5

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 500,000

**Impact on operating budget:** None

# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>3. New Big Ridge Fire Station</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 750,000</b>
The appropriation will fund the construction of a new fire station to service the Big Ridge area		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 750,000
<b>Impact on operating budget:</b> The new fire stations are more efficient and will cost less to operate.		
<b>4. New #9 Fire Station</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 750,000</b>
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	\$ 750,000
<b>Impact on operating budget:</b> The new fire stations are more efficient and will cost less to operate.		
<b>5. New #4 Fire Station</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 750,000</b>
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	\$ 750,000
<b>Impact on operating budget:</b> The new fire stations are more efficient and will cost less to operate.		
<b>6. New #15 Fire Station</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 750,000</b>
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	\$ 750,000
<b>Impact on operating budget:</b> The new fire stations are more efficient and will cost less to operate.		
<b>7. New #5 Fire Station</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 750,000</b>
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	\$ 750,000
<b>Impact on operating budget:</b> The new fire stations are more efficient and will cost less to operate.		
<b>8. New Fire Station (VAAP)</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 750,000</b>
The appropriation will fund the construction of a new firestation at the Volunteer Army Ammunition Plant.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 750,000
<b>Impact on operating budget:</b> The new fire stations are expected to save utilities and building maintenance cost (estimate savings <10,000).		



# Capital Project Detail

**9. New Ooltewah Fire Station**

**Funding Source: FY2000/2001 Request**

	1999/2000 budget	2000/2001 Request
	\$ 0	\$ 750,000

The appropriation will fund the construction of a new firestation in the Ooltewah area.

Prior Years Appropriation

	\$ 0	
Total	\$ 0	\$ 750,000

**Impact on operating budget:** The new fire stations are more efficient and will cost less to operate.

**10. Computers & Software**

**Funding Source: General Obligation Bonds  
FY2000/2001 Request**

	\$ 218,000	
		\$ 185,000

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

	\$ 111,000	
Total	\$ 329,000	\$ 185,000

**Impact on operating budget:** None

**11. Tactical Service Equipment**

**Funding Source: FY2000/2001 Request**

	\$ 0	\$ 80,000
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This appropriation will fund the purchase of Tactical Services equipment including operations such as technical rescue operations, hazardous materials incident emergency response, and emergency medical services. In order to continue to support existing Tactical Services and further expand the Chattanooga Fire Department's capability to effectively respond to these and other complex incidents, Estimated Life 15 years

Prior Years Appropriation

	\$ 0	
Total	\$ 0	\$ 80,000

**Impact on operating budget:** None

**12. Fire Vehicles**

**Funding Source: General Obligation Bonds  
FY2000/2001 Request**

	\$ 178,250	
		\$ 165,000

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	\$ 218,250	\$ 165,000

**Impact on operating budget:** The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.

# Capital Project Detail

## 13. Burn Building

### Funding Source: FY2000/2001 Request

This appropriation will fund upgrading of the existing training tower with a new facility designed to simulate live burns and actual fire events. The department is now using the five story masonry construction training tower for these events and it is showing signs of structural distress from this practice.

Estimated Life 25 years

Prior Years Appropriation

Total

Impact on operating budget: None

1999/2000 budget	2000/2001 Request
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\$ 0	\$ 90,000
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\$ 0	\$ 90,000
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\$ 0	\$ 90,000
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## 14. Fire Roof Replacement

### Funding Source: FY2000/2001 Request

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

Total

Impact on operating budget: Proper maintenance of roofs can save even more costly repairs to the building in the future.

\$ 0	\$ 70,000
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\$ 172,675	\$ 70,000
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\$ 172,675	\$ 70,000
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## 15. Radios

### Funding Source: FY2000/2001 Request

Firefighters are required at times to work in and around potentially explosive environments. Something as small as a spark or static discharge from a portable radio could trigger an ignition.

"Intrinsically Safe" (IS) radios, those certified by the Factory Mutual insurance organization to be safe in these environments, are available.

This project will upgrade all remaining radios to intrinsically safe certification.

Prior Years Appropriation

Total

Impact on operating budget: None

\$ 0	\$ 66,000
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\$ 107,755	\$ 66,000
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\$ 107,755	\$ 66,000
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## 16. Thermal Imaging Cameras

### Funding Source: FY2000/2001 Request

Searching for and locating possible victims is one of the department's primary duties in a fire or rescue situation. Thermal imaging is a recent technology which tremendously improves the likelihood that victims can and will be found in a timely manner. The firefighters' can work with improved safety because the device can detect and warn of unseen fire hot spots in addition to sometimes hidden or hard to find victims. These funds would provide such a device for every response apparatus in the department.

Estimated Life 15 years

Prior Years Appropriation

Total

Impact on operating budget: None

\$ 0	\$ 624,000
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\$ 0	\$ 624,000
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\$ 0	\$ 624,000
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# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>17. Mobil Computers</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 1,045,502</b>
<p>This project will place computers in the hands of personnel in the field, both inspector's, investigator's and line chief's and in fire apparatus. Greater detailed incident response plans and mapping will be available to front line responders as well as more efficient, direct connection to the communications/dispatch center. The investigators and inspectors will spend less time filling out paper reports and allow near real-time progress reports of inspections and re-inspections. This will also facilitate better management and documentation of incidents. Estimated Life 15 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 1,045,502
<b>Impact on operating budget: None</b>		
<b>18. Fire Suppression Boat</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 150,000</b>
<p>The Tennessee River serves as a major trade artery and supports a large and rapidly growing waterfront industrial complex. A water based response vehicle outfitted and equipped is needed to be stationed to serve the more heavily developed area along the Downtown / Amnicola waterfront. Estimated Life 15 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
<b>Impact on operating budget: None</b>		
<b>19. Fire Department Building Renovation</b>		
<b>Funding Source: General Fund</b>	<b>\$ 22,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 75,000</b>
<p>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.</p>		
Prior Years Appropriation	\$ 188,000	
Total	\$ 210,000	\$ 75,000
<b>Impact on operating budget: None</b>		
<b>20. Automatic Defibrillator (EMS)</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 39,500</b>
<p>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.</p>		
Prior Years Appropriation	\$ 140,500	
Total	\$ 140,500	\$ 39,500
<b>Impact on operating budget: None</b>		

# Capital Project Detail

**21. Automatic Vehicle Location System**

**Funding Source: FY2000/2001 Request**

	1999/2000 budget	2000/2001 Request
	\$ 0	\$ 277,146

This project augments the mobile computing project by placing Global Positioning System(GPS) receivers in the apparatus and transmitting positioning data over the radio data system to a central server to interface with the Hamilton County 911 Center's Computer-Aided-Dispatch (CAD) system. This will facilitate "closest unit dispatch" to incidents, cutting valuable time from responses.

Estimated Life 15 years

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 277,146

**Impact on operating budget:** None

**22. Signal Line for Firefighting**

**Funding Source: FY2000/2001 Request**

	\$ 0	\$ 44,200
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The purpose of this project is to meet the OSHA Two in Two Out Rule. Rescue Technology includes Signal & Life Line. Signal line for two-in, two out operation is required by OSHA.

Estimated Life 15 years

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 44,200

**Impact on operating budget:** None

**23. Fire Station Construction**

**Funding Source: General Fund**

**General Obligation Bonds  
TML Bond Reappropriation**

	\$ 142,399	\$ 0
	479,525	
	1,578,076	

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.

Estimated Life: 50 years.

Prior Years Appropriation	\$ 0	
Total	\$ 2,200,000	\$ 0

**Impact on operating budget:** The new fire stations are more efficient and will cost less to operate.

**24. SCBA Replacement**

**Funding Source: General Fund**

	\$ 450,000	\$ 0
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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.

Prior Years Appropriation	\$ 0	
Total	\$ 450,000	\$ 0

**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.

# Capital Project Detail

**25. Technical Rescue Equipment**

**Funding Source: General Fund**

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.

1999/2000 budget	2000/2001 Request
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\$ 65,000	\$ 0
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Prior Years Appropriation

\$ 0

Total

\$ 65,000	\$ 0
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**Impact on operating budget:** None.

**26. Reserve Apparatus Storage Building**

**Funding Source: General Fund**

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 .

\$ 400,000	\$ 0
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Prior Years Appropriation

\$ 0

Total

\$ 400,000	\$ 0
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**Impact on operating budget:** This storage facility will result in longer life and lower maintenance cost for expensive fire equipment.

# Capital Project Detail

## Public Works

<b>Capital Budget</b> <i>Five Year Plan</i>						
Project Name	<b>Estimated Project Cost by Fiscal Year</b>					
	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05
Paving of Streets	2,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
State Street Aid Equip. Replacement	400,000	442,000	400,000	400,000	400,000	400,000
City Wide Services Equipment	530,000	337,000	400,000	400,000	400,000	400,000
Bridge Rehab	200,000	200,000				
Downtown Streetscape Program	1,025,760	700,000	400,000	400,000	400,000	400,000
Traffic Engineering Projects	752,000	470,000	470,000	470,000	470,000	470,000
Sidewalks Adjoining Schools	500,000					
Curbs, Gutters, and Sidewalks	595,000	700,000	700,000	700,000	700,000	700,000
<b>Street Rehabilitation</b>	<b>2,078,340</b>	<b>2,734,200</b>	<b>230,000</b>	<b>200,000</b>	<b>0</b>	<b>0</b>
3rd Street Bridge Rehab	1,358,000					
Coolidge Park	192,772					
Solid Waste Equipment	225,000					
MPO Match - Paving	105,000	162,000				
Guard Rail		100,000	100,000	100,000	100,000	100,000
Infrastructure Inventor for GIS		500,000	500,000	500,000	500,000	500,000
Permit File System		35,000				
Salt Spreader Storage shed		40,000				
Interconnection of Arterial Signal Sys		210,000	100,000	100,000	100,000	100,000
Document Management System		100,000				
Auto Electronic Plans Review Sys		50,000				
Parking Lot Paving		25,000				
Modernization of Traffic Signal Inter		200,000	200,000	200,000	200,000	200,000
Ridgedale Neighborhood Improvements	400,000					
Walnut Street Bridge (Painting)		200,000		200,000		200,000
800 Training Radio System		600,000				
<b>Total Public Works</b>	<b>\$10,861,872</b>	<b>\$9,805,200</b>	<b>\$5,500,000</b>	<b>\$5,670,000</b>	<b>\$5,270,000</b>	<b>\$5,470,000</b>

	1999/2000 budget	2000/2001 Request
1. Paving of streets		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 2,500,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 2,000,000</b>

This appropriation funds the resurfacing of streets City wide. It also provides for replacement of pavement markings and traffic signal loop detector wiring damaged due to pavement milling and resurfacing.

Prior Years Appropriation	\$ 5,000,000	
Total	\$ 7,500,000	\$ 2,000,000

**Impact on operating budget:** This program will reduce the cost of annual street maintenance.

# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>2. State Street Aid Equipment Replacement</b>		
<b>Funding source: General Fund</b>	<b>\$ 400,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 442,000</b>
This appropriation allows for the ongoing replacement of older State Street Aid equipment.		
Prior Years Appropriation	\$ 3,160,543	
Total	\$ 3,560,543	\$ 442,000
<b>Impact on operating budget:</b> The replacement of older equipment results in lower repair and maintenance costs.		
<b>3. City Wide Services Equipment Replacement</b>		
<b>Funding source: General Obligation Bonds</b>	<b>\$ 530,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 337,000</b>
This appropriation allows for the ongoing replacement of older Public Works equipment.		
Prior Years Appropriation	\$ 4,163,405	
Total	\$ 4,693,405	\$ 337,000
<b>Impact on operating budget:</b> The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.		
<b>4. Bridge Rehabilitation</b>		
<b>Funding source: Economic Development Fund</b>	<b>\$ 200,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 200,000</b>
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	\$ 1,342,167	\$ 200,000
<b>Impact on operating budget:</b> None		
<b>5. Downtown Streetscape</b>		
<b>Funding sources: Economic Development Fund</b>	<b>\$ 760,000</b>	
<b>State of Tennessee</b>	<b>265,760</b>	
<b>FY2000/2001 Request</b>		<b>\$ 700,000</b>
This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.		
Prior Years Appropriation	\$ 4,362,621	
Total	\$ 5,388,381	\$ 700,000
<b>Impact on operating budget:</b> None		

# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>6. Traffic Signal Projects &amp; Parking Meters</b>		
<b>Funding Source: Economic Development Fund</b>	<b>\$ 752,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 470,000</b>
This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.		
Prior Years Appropriation	\$ 2,191,749	
Total	\$ 2,943,749	\$ 470,000
<b>Impact on operating budget:</b> The replacement program results in lower maintenance costs.		
<b>7. Sidewalks Adjoining Schools</b>		
<b>Funding Source: Economic Development Fund</b>	<b>\$ 500,000</b>	<b>\$ 0</b>
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	\$ 0
<b>Impact on operating budget:</b> None		
<b>8. Curbs, Gutters and Sidewalks</b>		
<b>Funding Source: Economic Development Fund</b>	<b>\$ 300,000</b>	
<b>Community Development</b>	<b>295,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 700,000</b>
This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.		
Prior Years Appropriation	\$ 1,358,400	
Total	\$ 1,953,400	\$ 700,000
<b>Impact on operating budget:</b> None		
<b>9. Street Improvements</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 2,048,340</b>	
<b>Donation</b>	<b>30,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 2,734,200</b>
This appropriation will fund a program of major street rehabilitation within the City.		
Prior Year Appropriation	\$12,554,839	
Total	\$14,633,179	\$ 2,734,200
<b>Impact on operating budget:</b> This program of major street Improvements results in lower street maintenance costs.		



# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>10. Third Street Bridge</b>		
<b>Funding Source: Economic Development Fund</b>	<b>\$ 1,358,000</b>	<b>\$ 0</b>
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	\$ 1,378,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>11. Coolidge Park</b>		
<b>Funding Source: Donations</b>	<b>\$ 192,772</b>	<b>\$ 0</b>
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	\$ 5,588,000	
Total	\$ 5,780,772	\$ 0
<b>Impact on operating budget:</b> None		
<b>12. Solid Waste Equipment</b>		
<b>Funding Source: Solid Waste Fund Balance</b>	<b>\$ 225,000</b>	<b>\$ 0</b>
This appropriation provides for the purchase of needed equipment for the Solid Waste Division.		
Prior Years Appropriation	\$ 0	
Total	\$ 225,000	\$ 0
<b>Impact on operating budget:</b> The replacement program results in lower maintenance costs.		
<b>13. MPO Match - Paving</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 105,000</b>	
<b>FY2000/2001 Request</b>		<b>\$ 162,000</b>
This appropriation funds the City's portion of State of Tennessee Paving projects within the City limits.		
Prior Years Appropriation	\$ 0	
Total	\$ 105,000	\$ 162,000
<b>Impact on operating budget:</b> None		

# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>14. Guard Rails</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 100,000</b>	<b>\$ 0</b>
This appropriation provides for a new program of Installation of new guard rails City wide.		
Prior Years Appropriation	\$ 0	
Total	\$ 100,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>15. Infrastructure Inventory for GIS</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 500,000</b>
This appropriation will fund field Location and inventory of sanitary sewer, storm sewer, street and other structures for management in the G.I.S system.		
Prior Year Appropriation	\$ 0	
Total	\$ 0	\$ 500,000
<b>Impact on operating budget:</b> The G.I.S. system will require new personnel, office space and supplies.		
<b>16. Permit File System</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 35,000</b>
The City of Chattanooga issues permits for many difference businesses. These funds are to purchase a updated system for filling these permits.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 35,000
<b>Impact on operating budget:</b> None		
<b>17. Salt Spreader Storage Shed</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 40,000</b>
This appropriation funds the construction of a salt spreader storage shed to ease installation of spreaders onto trucks.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 40,000
<b>Impact on operating budget:</b> None		
<b>18. Interconnection of Arterial Signal Systems</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 210,000</b>
This appropriation funds the Interconnection of arterial signal systems at: East Brainerd Road - Concord Road to Graysville Road (6 signals) Lee Highway - Park Place to Highway 153 NB (5 signals) Estimated life - 15 years		
Prior Year Appropriation	\$ 0	
Total	\$ 0	\$ 210,000
<b>Impact on operating budget:</b> None.		

# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>19. Document Management System</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 100,000</b>
This appropriation funds equipment for electronic scanning and retrieval of Engineering/Public Works records and driveways.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 100,000
<b>Impact on operating budget: None</b>		
<b>20. Auto Electronic Plans Review System</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 50,000</b>
This appropriation funds an Auto/Electronic System to Review Plans		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 50,000
<b>Impact on operating budget: None</b>		
<b>21. Parking Lot Paving</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 25,000</b>
This appropriation will fund Paving of new parking lots at City-wide Services Division.		
Prior Year Appropriation	\$ 0	
Total	\$ 0	\$ 25,000
<b>Impact on operating budget: None</b>		
<b>22. Modernization of Traffic Signal Intersection</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 200,000</b>
This appropriation funds Installation of future traffic signals, equipment for signal modernization, and parking meters: 16 steel strain poles; 75 3-section signal heads w/LED red; 25 5-section signal heads w/LED red; 40 pedestrian signal heads, LED; 10 cabinets and controllers; 100 parking meters		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
<b>Impact on operating budget: None</b>		
<b>23. Ridgedale Neighborhood Improvements</b>		
<b>Funding Source: Donations</b>	<b>\$ 400,000</b>	<b>\$ 0</b>
This appropriation funds upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.for the community of Ridgedale.		
Prior Years Appropriation	\$ 0	
Total	\$ 400,000	\$ 0
<b>Impact on operating budget: None</b>		

# Capital Project Detail

	1999/2000 budget	2000/2001 Request
24. Walnut Street Bridge (Painting)		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 200,000</b>
This appropriation will fund repair and painting of the Walnut Street Bridge.		
Prior Year Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
<b>Impact on operating budget: None</b>		
25. <b>800 Training Radio System</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 600,000</b>
This appropriation funds the replacement of Citywide Services Engineering and Traffic Engineering Radio System		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 600,000
<b>Impact on operating budget: None</b>		

# Capital Project Detail

## Parks, Recreation, Arts & Culture

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05
Tennessee Riverwalk Expansion	1,675,000					
Playground Rehab	258,000					
Powerhouse Expansion.	200,000					
Memorial Auditorium	152,920					
Tivoli Theatre	100,000					
Greenway Farm	75,000					
Golf Course Improvements	65,000	65,000	65,000	65,000	65,000	65,000
Brown Acres Fire Recovery	695,937					
E. Brainerd Ballfield Complex	100,000					
Parks Projects	2,675,886	1,325,000	2,700,000	1,200,000	1,775,000	825,000
Vehicle Replacement	0	200,000	200,000	200,000	200,000	200,000
Downtown Improvements	0	0	500,000	0	500,000	0
Recreation Center Upgrade	1,500,000	1,500,000	1,050,000	3,350,000	350,000	3,350,000
Skating Park	412,520					
S. Chickamauga Greenway	250,000					
Chattanooga Creek Greenway	250,000	50,000	50,000	50,000	50,000	50,000
Roof Replacement	170,000					
Landscape Imp	200,000					
Missionary Ridge Community Bldg	80,000					
Zoo Improvements	278,600					
<b>Total Parks &amp; Recreation</b>	<b>\$9,138,863</b>	<b>\$3,140,000</b>	<b>\$4,565,000</b>	<b>\$4,865,000</b>	<b>\$2,940,000</b>	<b>\$4,490,000</b>

	1999/2000 <b>budget</b>	2000/2001 Request
<b>1. Tennessee Riverwalk Expansion</b>		
<b>Source: General Fund</b>	<b>\$ 45,000</b>	<b>\$ 0</b>
<b>Economic Development Fund</b>	<b>1,530,000</b>	
<b>Parks &amp; Recreation Capital Fund Balance</b>	<b>100,000</b>	

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	\$ 1,000,000	
Total	\$ 2,675,000	\$ 0

**Impact on operating budget:** The expansion of the Riverwalk will impact the operating budget through increased personnel for security and grounds work.

Personnel	Ranger (each)	\$16,345
	Crew Worker (each)	15,535

# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>2. Playground Improvements</b>		
<b>Funding Source: General Fund</b>	<b>\$ 245,000</b>	
<b>Hamilton County</b>	<b>13,000</b>	
<b>FY1999/2000 Request</b>		<b>\$ 0</b>
This appropriation will fund a continuing program of Playground improvements City wide.		
Prior Years Appropriation	\$ 392,403	
Total	\$ 640,403	\$ 0
<b>Impact on operating budget:</b> None		
<b>3. Powerhouse Expansion</b>		
<b>Funding source: General Fund</b>	<b>\$ 200,000</b>	<b>\$ 0</b>
This appropriation will be used improve the safety, accessibility and service capabilities of the fitness program.		
Prior Years Appropriation	\$ 122,000	
Total	\$ 322,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>4. Memorial Auditorium</b>		
<b>Funding Source: General Fund</b>	<b>\$ 145,000</b>	<b>\$ 0</b>
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	\$ 48,920	
Total	\$ 193,920	\$ 0
<b>Impact on operating budget:</b> A more efficient heating and cooling system should result in lower utility cost.		
<b>5. Tivoli Theatre</b>		
<b>Funding Source: General Fund</b>	<b>\$ 100,000</b>	<b>\$ 0</b>
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	\$ 105,000	
Total	\$ 205,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>6. Greenway Farm</b>		
<b>Funding Source: General Fund</b>	<b>\$ 75,000</b>	<b>\$ 0</b>
The purpose of this project is to upgrade and expand the Greemway Farm conference center area.		
Prior Years Appropriation	\$ 20,000	
Total	\$ 95,000	\$ 0
<b>Impact on operating budget:</b> None		

# Capital Project Detail

**7. City Golf Courses**

**Funding source: Golf Course Fund**

	1999/2000 budget	2000/2001 Request
	\$ 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	\$ 561,000	
Total	\$ 626,000	\$ 65,000

**Impact on operating budget:** None

**8. City Golf Courses**

**Funding source: Golf Course Fund**

	\$ 65,000	\$ 65,000
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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	\$ 561,000	
Total	\$ 626,000	\$ 65,000

**Impact on operating budget:** None

**9. Brown Acres Golf Courses Fire Recovery**

**Funding source: General Obligation Bonds  
Travelers Insurance**

	\$ 150,000	\$ 0
	545,937	

These appropriations fund the rebuilding of the Brown Acres Golf Course Clubhouse after it was destroyed by fire.

Prior Years Appropriation	\$ 0	
Total	\$ 695,930	\$ 0

**Impact on operating budget:** None

**10. Tyner - E. Brainerd Ballfield Complex**

**Funding source: General Fund**

	\$ 100,000	\$ 0
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This appropriation funds 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.

Prior Years Appropriation	\$ 110,000	
Total	\$ 210,000	\$ 0

**Impact on operating budget:** None

# Capital Project Detail

**11. City Parks Rehabilitation**

<b>Funding Source: General Fund</b>	<b>1999/2000 budget</b>	<b>2000/2001 Request</b>
<b>General Obligation Bonds</b>	<b>\$ 395,000</b>	<b>250,000</b>
<b>Economic Development Fund</b>	<b>2,000,000</b>	
<b>Other funding</b>	<b>28,359</b>	
<b>FY2000/2001 Request</b>		<b>\$ 1,325,000</b>

This appropriation will fund rehabilitation and upgrading of City Parks: equipment replacement; fencing; park planning and expansion.

Prior Year Appropriation	\$ 3,667,000	
Total	\$ 6,340,000	\$ 1,325,000

**Impact on operating budget:** None

**12. Vehicle Replacement**

<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 200,000</b>
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This appropriation allows for the ongoing replacement of older Parks & Recreation equipment.

Prior Year Appropriation	\$ 0	
Total	\$ 0	\$ 200,000

**Impact on operating budget:** Replacement of older equipment results in lower maintenance cost

**13. Downtown (Benches & Amenities)**

<b>Funding Source: General Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>
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This appropriation will provide for replacement of older benches, trash receptacles and other amenities in the downtown area.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 0

**Impact on operating budget:** None

**14. Recreation Center Rehabilitation**

<b>Funding Source: Economic Development Fund</b>	<b>\$ 1,000,000</b>	
<b>General Fund</b>	<b>250,000</b>	
<b>General Obligation Bonds</b>		<b>177,480</b>
<b>Parks &amp; Recreation Capital Fund Balance</b>	<b>72,520</b>	
<b>FY2000/2001 Request</b>		<b>\$ 1,500,000</b>

This appropriation will fund the continuing project of replacing Recreation Centers: roof replacement; building upgrade; paving; landscaping; security lighting; baseball field rehab etc.

Prior Years Appropriation	\$ 2,435,000	
Total	\$ 3,900,000	\$ 1,500,000

**Impact on operating budget:** Rehab of older Recreation Centers will decrease the cost related to maintenance and repair.



# Capital Project Detail

	1999/2000 budget	2000/2001 Request
<b>15. Skateboard Park</b>		
<b>Funding source: General Fund</b>	<b>\$ 322,520</b>	<b>\$ 0</b>
This appropriation will be used to create a new skateboard park .		
Prior Years Appropriation	\$ 340,000	
Total	\$ 622,520	\$ 0
<b>Impact on operating budget:</b>		
Estimated Revenue: 20,000		
Contract to operate: 18,400		
<b>16. South Chickamauga Greenway</b>		
<b>Funding source: Federal Grant</b>	<b>\$ 160,000</b>	<b>\$ 0</b>
<b>Trust for Public Land</b>	<b>80,000</b>	
<b>City of East Ridge</b>	<b>10,000</b>	
This appropriation will be used to fund the expansion of the City's Greenway network design, construction and land easement to the South Chickamauga area.		
Prior Years Appropriation	\$ 0	
Total	\$ 250,000	\$
0		
<b>Impact on operating budget:</b> None		
<b>17. Chattanooga Creek Greenway</b>		
<b>Funding source: General Fund</b>	<b>\$ 250,000</b>	<b>\$ 0</b>
This appropriation will be used to fund the expansion of the City's Greenway network design, construction and land easement to the Chattanooga Creek area.		
Prior Years Appropriation	\$ 0	
Total	\$ 250,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>18. Roof Replacement</b>		
<b>Funding source: General Fund</b>	<b>\$ 170,000</b>	<b>\$ 0</b>
This appropriation will be used to fund the continuing project of replacing Recreation Center roofs.		
Prior Years Appropriation	\$ 575,500	
Total	\$ 745,500	\$ 0
<b>Impact on operating budget:</b> Replacement of older roof will reduce annual repair and maintenance cost.		
<b>19. Landscape Improvement</b>		
<b>Funding source: General Fund</b>	<b>\$ 200,000</b>	<b>\$ 0</b>
This appropriation will fund landscape improvements throughout the City Parks and Recreation Centers.		
Prior Years Appropriation	\$ 0	
Total	\$ 250,000	\$
0		

# Capital Project Detail

**Impact on operating budget:** None

	1999/2000 budget	2000/2001 Request
<b>19. Missionary Ridge Community Building</b>		
<b>Funding source: General Fund</b>	<b>\$ 80,000</b>	<b>\$ 0</b>
This appropriation will be used to turn a closed fire station on Missionary Ridge into a Community Center.		
Prior Years Appropriation	\$ 0	
Total	\$ 80,000	\$ 0
<b>Impact on operating budget:</b>		
Salaries & Wages \$35,000		
Operation 7,500		
<b>20. Warner Park Zoo Improvements</b>		
<b>Funding Source: General Fund</b>	<b>\$ 2,449</b>	<b>\$ 0</b>
<b>General Obligation Bonds</b>		<b>122,551</b>
<b>Zoo Admissions</b>	<b>134,127</b>	
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	\$ 752,855	
Total	\$ 1,011,982	\$ 0
<b>Impact on operating budget:</b>		
Salaries & Wages: \$22,500		
Operation 2,500		

# Capital Project Detail

## General Services

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 99/00	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05
Software (Purchasing)		100,000				
Council Building	550,000					
Environmental Inspection City Hall	9,900					
Planning Study City Hall and Campus	62,000					
Henry - YMCA Site	125,000					
<b>Total General Services</b>	<b>\$746,900</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	1999/2000 budget	2000/2001 Request
<b>1. Software (Purchasing)</b>		
<b>Funding Source: FY2000/2001 Request</b>	<b>\$ 0</b>	<b>\$ 100,000</b>
This appropriation will fund new purchasing software for the Purchasing Department.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 100,000
<b>Impact on operating budget:</b> None		
<b>2. Council Building</b>		
<b>Funding Source: General Fund</b>	<b>\$ 550,000</b>	<b>\$ 0</b>
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	\$ 1,600,000	
Total	\$ 2,150,000	\$ 0
<b>Impact on operating budget:</b> This will result in increased utilities, cleaning and maintenance costs.		
<b>3. Environmental Inspection City Hall</b>		
<b>Funding Source: General Fund</b>	<b>\$ 9,900</b>	<b>\$ 0</b>
This appropriation will fund a study to detect possible lead paint, asbestos or lead water in the City Hall complex.		
Prior Years Appropriation	\$ 0	
Total	\$ 9,900	\$ 0
<b>Impact on operating budget:</b> None		

# Capital Project Detail

**4. Planning Study City Hall and Campus**

**Funding Source: General Fund**

With the building of the new Development Resource Center and moving several department out of City Hall this study will help determine the best use of the vacated space.

1999/2000 <b>budget</b>	2000/2001 Request
----------------------------	----------------------

\$ 62,000	\$ 0
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Prior Years Appropriation

\$ 0
------

Total

\$ 62,000	\$ 0
-----------	------

**Impact on operating budget:** None

**5. Henry - YMCA Site**

**Funding Source: General Fund**

This appropriation will fund the demolition of an old YMCA Building.

\$ 125,000	\$ 0
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Prior Years Appropriation

\$ 0
------

Total

\$ 125,000	\$ 0
------------	------

**Impact on operating budget:** None

# Enterprise Funds

## Fund Structure

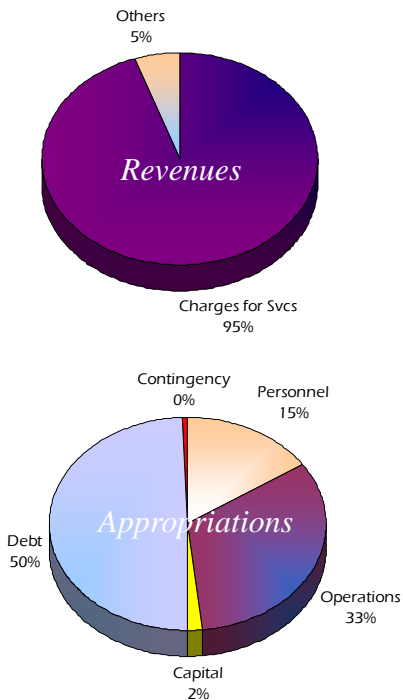
Enterprise Funds are established for operations that the City chooses to account for as though they were private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes 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, 2000 the budgeted revenues and expenses were as follows for these funds.

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Interceptor Sewer Fund	\$31,765,211	\$34,505,709	\$33,566,698
Solid Waste & Sanitation Fund	\$12,136,417	\$12,051,008	\$9,606,380
Storm Water Management Fund	\$4,788,000	\$5,631,660	\$3,684,680

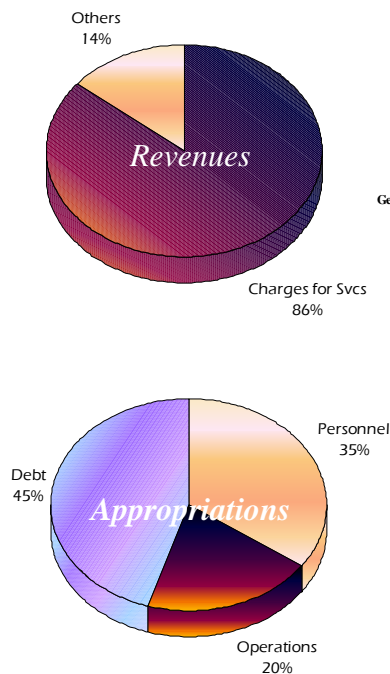
The FY 00/2001 Enterprise budgets are \$32,724,946; \$12,002,394; and \$4,788,000 respectively.

## Fiscal Year 2000/2001

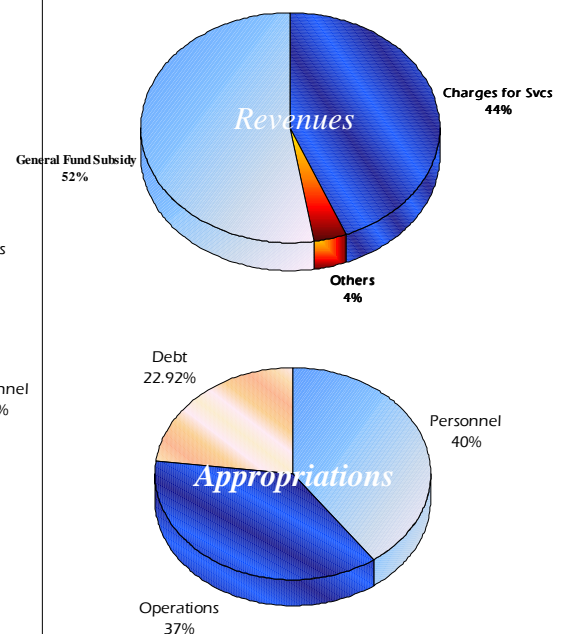
### Interceptor Sewer



### Storm Water Fund



### Solid Waste Fund



**Fund Revenue Summary**  
 Fiscal Year Ending June 30, 2001  
 (expressed in \$1,000)

Fund Type:	Actual FY97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
Enterprise Fund						
Interceptor Sewer System	32,977,879	34,344,592	31,765,211	32,724,946	959,735	3.0%
Solid Waste & Sanitation	11,736,836	13,842,378	12,136,417	12,002,394	(134,023)	-1.1%
Storm Water Fund	8,967,076	14,222,437	4,788,000	4,788,000	-	0.0%
Total Enterprise Fund	53,681,791	62,409,407	48,689,628	49,515,340	825,712	1.7%

## 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, 2001 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	0.78	2.65	3.43
Next 650,000 gallons	0.78	1.74	2.52
Next 1,250,000 gallons	0.78	1.25	2.03
Next 30,000,00 gallons	0.78	0.67	1.45
Over 32,000,000 gallons	0.78	0.49	1.27

#### 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	\$0.8638	\$0.4851	\$1.3489

If regional customers are billed directly through the water company, the rate shall be one and thirty-five cents (\$1.35) 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	\$0.4949	\$0.2779	\$0.7728

**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:

1. \$0.085 per pound of 5-day biochemical oxygen demand (BOD<sub>5</sub>) for concentrations in excess of 300 milligrams per liter, and,
2. \$0.062 per pound of total suspended solids for concentrations in excess of 400 milligrams per liter.

The City has also established the following fees and charges:

1. A Sewer Service Line Connection Fee of \$500;
2. A Truck Discharge Operation Permit Fee of \$40 per truck per year;
3. A Septic Tank Discharge Fee of \$22.75 per 1,000 gallons of waste;
4. Holding Tank Waste Fee of \$3.43 per 1,000 gallons of waste; and
5. Garbage Grinders Fee of \$91.45 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

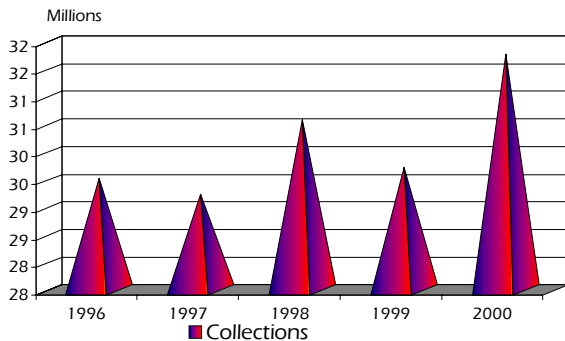
increases in July 1986, July 1987, July 1988, and July 1989, respectively. Annually, the Consulting Engineers review the financial operations of the System and its revenue requirements for the upcoming fiscal year to determine the size of the rate increase needed for the next fiscal year.

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. In FY00, after close analysis of the financial state and operations of the system, the City was able to enact a 10% rate decrease. The City is proposing a 0% increase for FY 00/01. 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	(0.10%)
FY 00/01	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



## 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 fifty-three percent (52.5%) of the total budget. The FY 00/01 increase of \$718,256, 8.9% is due to additional funding needed to cover reduced revenue estimate.

On the opposite page 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 Fund

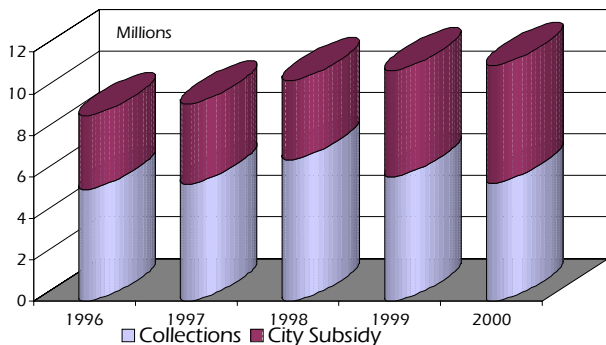
The Storm Water Management Fund was established in 1993 to comply with a Federal Mandate for the City to control storm water runoff. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques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

For the purpose of operating the storm water program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, there is imposed a storm water user's fee upon the owner of property served directly or indirectly by the City's storm sewer system.

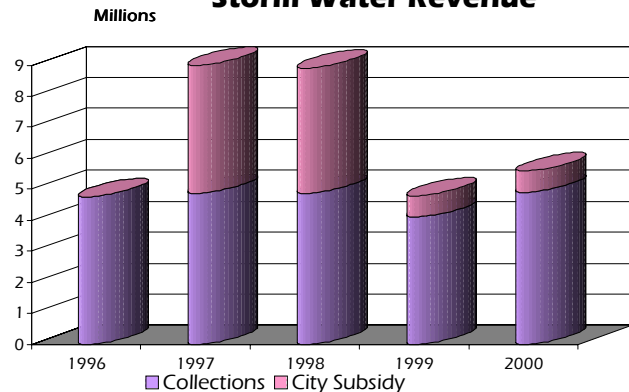
The revenue for this fund is derived from Stormwater fees, \$4,104,048 or 85.7% and a City of Chattanooga General Fund subsidy of \$683,952, or 14.3% of the total revenues.

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

**Solid Waste Revenue**



**Storm Water Revenue**



**Fund Expenditure Summary**  
 Fiscal Year Ending June 30, 2001  
 (expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
Enterprise Fund						
Interceptor Sewer System	33,225,686	35,240,004	31,765,211	32,724,946	959,735	3.0%
Solid Waste & Sanitation	9,537,617	9,871,176	12,136,417	12,002,394	(134,023)	-1.1%
Storm Water Fund	4,877,612	4,499,690	4,788,000	4,788,000	-	0.0%
Total Enterprise Fund	47,640,915	49,610,870	48,689,628	49,515,340	825,712	1.7%

## 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 00/01, the operations and maintenance increased \$1,767,391, or 14.1%. During FY99 city management implemented a new city wide employee pay plan. The biggest single factor for increases 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 \$1,606,332 for FY00/01. 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 FY00/01 ISS budget decreased of \$458,150 over FY99/00. This appropriation provides for the renewal and replacement of plant facilities, vehicles and equipment as necessary.

The debt service proposed budget for FY 00/01 has a minimal increase of \$185,014 from FY 99/00 . 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 00/01 decreased \$134,023. This is due in part to a \$198,922 decrease in Solid Waste Reserve which was set up to provide funding for post closure cost for the now closed Summit Landfill.

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 00/01 Storm Water budgeted expenses did not change overall. The debt service requirement increase by \$2,031 or 0.1%. The availability of funds for capital improvement was decreased by \$9,344 or 13.1%. The City management has a 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.

### Enterprise Fund Revenues

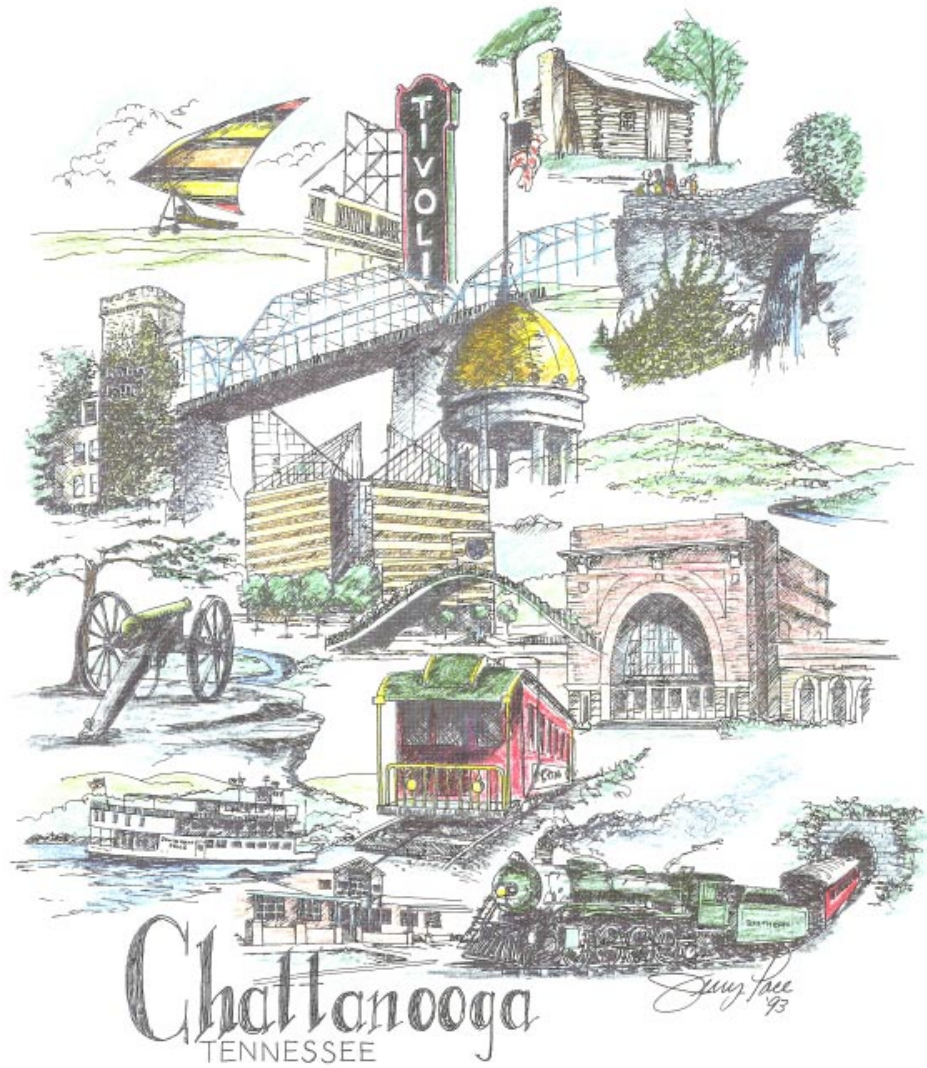
Fiscal Years 1998 - 2001

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '01 INC/(DEC)	%	% OF TOTAL
	FY 97/98	FY 98/99	FY 99/00	FY 00/01		CHANGE FY 00/01	
<b>Interceptor Sewer System (Fund 5100):</b>							
Sewer Service Charges	25,565,556	26,977,436	24,763,393	25,359,328	595,935	2.4%	51.22%
Industrial Surcharges	2,176,995	2,389,656	1,900,000	2,000,000	100,000	5.3%	4.04%
Septic Tank Charges	86,517	93,344	49,000	51,420	2,420	4.9%	0.10%
Weelage & Treatment							
<i>Lookout Mountain, TN</i>	118,156	138,019	115,319	152,451	37,132	32.2%	0.31%
<i>Walker County, GA</i>	248,653	177,570	242,365	274,631	32,266	13.3%	0.55%
<i>Collegedale, TN</i>	262,323	237,945	255,173	288,747	33,574	13.2%	0.58%
<i>Soddy-Daisy, TN</i>	68,657	55,210	63,424	63,275	(149)	-0.2%	0.13%
<i>East Ridge, TN</i>	1,171,163	960,364	1,122,315	1,063,557	(58,758)	-5.2%	2.15%
<i>Windstone</i>	11,660	14,199	12,471	15,651	3,180	25.5%	0.03%
<i>Hamilton County, TN</i>	66,262	101,156	70,089	86,476	16,387	23.4%	0.17%
<i>Northwest Georgia</i>	0	0	181,677	513,924	332,247	182.9%	1.04%
<i>Lookout Mountain, GA</i>	0	0	0	19,254	19,254	N/A	0.04%
<i>Rossville, GA</i>	374,848	277,013	294,844	231,489	(63,355)	-21.5%	0.47%
<i>Red Bank, TN</i>	317,873	314,239	329,141	337,607	8,466	2.6%	0.68%
Refund to Regional Users	(16,008)	(23,436)	0	0	0	N/A	0.00%
Industrial User Permits	53,500	47,000	43,000	43,000	0	0.0%	0.09%
Industrial Violation Fines	7,500	15,100	0	0	0	N/A	0.00%
Garbage Grinder Fees	22,561	19,343	23,000	24,136	1,136	4.9%	0.05%
Miscellaneous Revenue	20,395	0	0	0	0	N/A	0.00%
Sale of Property	25,500	0	0	0	0	N/A	0.00%
Interest Earnings	2,395,768	2,550,434	2,300,000	2,200,000	(100,000)	-4.3%	4.44%
<b>Total Interceptor Sewer</b>	<b>\$32,977,879</b>	<b>\$34,344,592</b>	<b>\$31,765,211</b>	<b>\$32,724,946</b>	<b>\$959,735</b>	<b>3.0%</b>	<b>66.09%</b>
<b>Solid Waste &amp; Sanitation (Fund 5200):</b>							
Landfill Tipping Fees	5,598,023	5,572,346	6,278,555	5,272,506	(1,006,049)	-16.0%	10.65%
Landfill Permit Fees	7,425	4,450	1,000	1,000	0	0.0%	0.00%
City of Chattanooga Subsidy	3,780,583	5,475,483	5,589,462	6,307,718	718,256	12.9%	12.74%
State Sub Recyclable Material	75,892	0	0	0	0	N/A	0.00%
S/W Surcharge - State	263,918	0	65,000	0	(65,000)	-100.0%	0.00%
Interest	188,999	207,199	102,400	343,650	241,250	235.6%	0.69%
Public Works Capital	778,246	2,582,900	100,000	77,520	(22,480)	-22.5%	0.16%
Bio-solids Fees	1,034,488	0	0	0	0	N/A	0.00%
Property Rent/Lease/Sale	3,100	0	0	0	0	N/A	0.00%
Misc Revenues	6,162	0	0	0	0	N/A	0.00%
<b>Total Solid Waste &amp; Sanitation</b>	<b>\$11,736,836</b>	<b>\$13,842,378</b>	<b>\$12,136,417</b>	<b>\$12,002,394</b>	<b>(\$134,023)</b>	<b>-1.1%</b>	<b>24.24%</b>
<b>Storm Water (Fund 5300):</b>							
Stormwater Fee	4,807,182	4,850,117	4,104,048	4,104,048	0	0.0%	8.29%
Land Disturbing Permits	44,393	0	0	0	0	N/A	0.00%
Pollution Prevention Plans	21,020	0	0	0	0	N/A	0.00%
Public Works Capital (fund 5600)	54,948	8,688,368	0	0	0	N/A	0.00%
Misc Revenue	0	0	0	0	0	N/A	0.00%
General Fund Subsidy	4,039,533	683,952	683,952	683,952	0	0.0%	1.38%
<b>Total Stormwater</b>	<b>\$8,967,076</b>	<b>\$14,222,437</b>	<b>\$4,788,000</b>	<b>\$4,788,000</b>	<b>\$0</b>	<b>0.0%</b>	<b>9.67%</b>
<b>Grand Totals:</b>	<b>\$53,681,791</b>	<b>\$62,409,407</b>	<b>\$48,689,628</b>	<b>\$49,515,340</b>	<b>\$825,712</b>	<b>1.7%</b>	<b>100.00%</b>

### Enterprise Fund Expenditures

Fiscal Years 1998 - 2001

Expenditures	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01	BUDGET '01 INC/(DEC)	CHANGE FY00/01	% OF TOTAL
<b>Interceptor Sewer System (Fund 5100):</b>							
<i>Operations &amp; Maintenance:</i>							
Administration	1,062,311	1,133,472	1,154,683	1,171,229	16,546	1.4%	2.37%
Safety & Training	60,922	88,056	91,849	82,276	(9,573)	-10.4%	0.17%
Laboratory	394,986	375,928	441,298	435,712	(5,586)	-1.3%	0.88%
Pretreatment/Monitoring	245,807	261,853	273,636	285,737	12,101	4.4%	0.58%
Engineering	128,860	136,796	208,485	213,812	5,327	2.6%	0.43%
Plant Maintenance	1,047,693	1,060,857	1,123,784	1,192,073	68,289	6.1%	2.41%
Sewer Maintenance	680,821	651,186	866,254	890,471	24,217	2.8%	1.80%
Moccasin Bend - Liquid Handling	3,203,511	3,495,396	3,939,077	4,180,108	241,031	6.1%	8.44%
Moccasin Bend - Solid Handling	1,908,189	2,571,117	2,466,503	3,392,553	926,050	37.5%	6.85%
Inflow & Infiltration	523,630	557,523	625,015	619,352	(5,663)	-0.9%	1.25%
Combined Sewer Overflow	27,764	8,398	89,000	250,400	161,400	181.3%	0.51%
Landfill Handling	1,207,375	1,236,000	1,273,080	1,606,332	333,252	26.2%	3.24%
	<u>10,491,869</u>	<u>11,576,582</u>	<u>12,552,664</u>	<u>14,320,055</u>	<u>1,767,391</u>	<u>14.1%</u>	
<i>Pumping Stations</i>							
Mountain Creek	21,492	37,605	43,235	36,850	(6,385)	-14.8%	0.07%
Citico	212,985	215,134	229,310	245,150	15,840	6.9%	0.50%
Friar Branch	100,146	74,410	107,790	115,020	7,230	6.7%	0.23%
Hixson 1,2,3,&4	53,392	51,950	61,035	69,068	8,033	13.2%	0.14%
19th Street	28,615	23,316	39,520	54,035	14,515	36.7%	0.11%
Orchard Knob	39,330	43,473	47,580	44,930	(2,650)	-5.6%	0.09%
South Chickamauga Creek	207,758	163,480	197,055	229,740	32,685	16.6%	0.46%
Tiftonia 1,2,3	34,014	24,022	29,515	31,975	2,460	8.3%	0.06%
23rd Street	101,169	90,485	140,330	131,350	(8,980)	-6.4%	0.27%
Latta Street	0	0	0	16,868	16,868	N/A	0.03%
Minor Pump Stations	100,254	76,764	17,250	0	(17,250)	-100.0%	0.00%
Residential Pump Stations	5,394	2,612	5,550	11,300	5,750	103.6%	0.02%
Murray Hills	4,355	3,500	9,300	7,825	(1,475)	-15.9%	0.02%
Big Ridge 1 - 5	14,763	14,667	38,400	36,750	(1,650)	-4.3%	0.07%
Highland Park	9,402	4,586	28,180	26,660	(1,520)	-5.4%	0.05%
Dupont Parkway	11,776	4,781	21,420	24,220	2,800	13.1%	0.05%
VAAP	0	6,073	11,000	3,110	(7,890)	-71.7%	0.01%
Nothwest Georgia	0	3,896	29,050	34,220	5,170	17.8%	0.07%
Brainerd	0	0	10,750	14,400	3,650	34.0%	0.03%
East Brainerd	0	0	25,400	26,300	900	3.5%	0.05%
North Chattanooga	0	0	6,050	8,975	2,925	48.3%	0.02%
South Chattanooga	0	0	4,200	4,200	0	0.0%	0.01%
	<u>944,845</u>	<u>840,754</u>	<u>1,101,920</u>	<u>1,172,946</u>	<u>71,026</u>	<u>6.4%</u>	
Depreciation	7,488,680	7,789,330	0	0	0	N/A	0.00%
<b>Capital Improvements Program</b>	<b>565,944</b>	<b>510,141</b>	<b>958,150</b>	<b>500,000</b>	<b>(458,150)</b>	<b>-47.8%</b>	<b>1.01%</b>
<i>Debt Service &amp; Reserve</i>							
Principal	7,614,643	7,274,713	8,095,454	8,430,511	335,057	4.1%	17.03%
Interest	6,109,871	7,233,713	6,853,009	6,686,146	(166,863)	-2.4%	13.50%
Service Charges	9,834	8,031	15,000	15,000	0	0.0%	0.03%
Reserve Coverage	0	0	1,494,846	1,511,666	16,820	1.1%	3.05%
	<u>13,734,348</u>	<u>14,516,457</u>	<u>16,458,309</u>	<u>16,643,323</u>	<u>185,014</u>	<u>1.1%</u>	
<i>Reserve for Contingencies</i>	0	6,740	694,168	88,622	(605,546)	-87.2%	0.18%
<b>Total Interceptor Sewer</b>	<b>\$33,225,686</b>	<b>\$35,240,004</b>	<b>\$31,765,211</b>	<b>\$32,724,946</b>	<b>\$959,735</b>	<b>3.0%</b>	<b>66.09%</b>
<b>Solid Waste &amp; Sanitation (Fund 5200):</b>							
Garbage Collection	2,586,942	2,592,840	2,689,491	2,711,587	22,096	0.8%	5.48%
Recycle	818,884	818,838	686,285	628,460	(57,825)	-8.4%	1.27%
Capital Improvements	86,187	0	0	0	0	N/A	0.00%
Brush & Trash Collection	1,727,264	1,944,600	2,105,164	2,167,588	62,424	3.0%	4.38%
Sanitary Landfill (Summitt)	1,779,393	1,269,708	103,400	123,650	20,250	19.6%	0.25%
Waste Disposal - City Landfill	0	414,786	1,653,614	1,586,984	(66,630)	-4.0%	3.21%
Compost Waste Recycle	494,294	510,959	723,437	726,790	3,353	0.5%	1.47%
Household Hazardous Waste	0	1,126	100,000	100,000	0	0.0%	0.20%
Solid Waste Reserve	0	0	1,318,496	1,119,574	(198,922)	-15.1%	2.26%
Renewal & Replacement	58,909	44,163	6,880	86,900	80,020	1163.1%	0.18%
Depreciation and Bad Debt	682,666	830,855	0	0	0	N/A	0.00%
Debt Service	1,303,078	1,443,301	2,749,650	2,750,861	1,211	0.0%	5.56%
<b>Total Solid Waste &amp; Sanitation</b>	<b>\$9,537,617</b>	<b>\$9,871,176</b>	<b>\$12,136,417</b>	<b>\$12,002,394</b>	<b>(\$134,023)</b>	<b>-1.1%</b>	<b>24.24%</b>
<b>Storm Water (Fund 5300):</b>							
Stormwater Management	1,846,296	2,513,579	2,467,594	2,474,821	7,227	0.3%	5.00%
Renewal & Replacement	43,970	83,711	78,000	78,086	86	0.1%	0.16%
Capital Improvement	1,596,587	332,230	71,500	62,156	(9,344)	-13.1%	0.13%
Depreciation and Bad Debt	310,630	442,917	0	0	0	N/A	0.00%
Debt Service	1,090,129	1,127,253	2,170,906	2,172,937	2,031	0.1%	4.39%
<b>Total Stormwater</b>	<b>\$4,887,612</b>	<b>\$4,499,690</b>	<b>\$4,788,000</b>	<b>\$4,788,000</b>	<b>\$0</b>	<b>0.0%</b>	<b>9.67%</b>
<b>Grand Totals:</b>	<b>\$47,650,915</b>	<b>\$49,610,870</b>	<b>\$48,689,628</b>	<b>\$49,515,340</b>	<b>\$825,712</b>	<b>1.7%</b>	<b>100.00%</b>



# DDWW Interceptor Sewer

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, 5 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 September 2000 will expand capacity to an average of 140 MGD and 220 MGD at peak periods.

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; Lookout Mountain Georgia and portions of Walker County, Georgia, Fort Oglethorpe, Georgia, and a portion of Catoosa County, Georgia.



**Moccasin Bend Treatment Plant**

	Actual FY97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/2001
<b>Personnel</b>	\$ 4,250,881	\$ 4,492,228	\$ 4,896,245	\$ 4,952,795
<b>Operating</b>	7,185,835	7,921,455	8,756,840	10,540,206
<b>Capital</b>	25,148	14,283	1,500	0
<b>Total</b>	\$ 11,461,864	\$ 12,427,966	\$ 13,654,585	\$ 15,493,001
<b>Debt Service</b>	\$ 13,734,348	\$ 16,422,623	\$ 16,458,309	\$ 16,643,323
<b>Reserve for Contingencies</b>	\$ -	\$ 453,674	\$ 793,668	\$ 88,622
Positions Authorized	<b>121</b>	<b>121</b>	<b>121</b>	<b>122</b>

The System is inspected on an annual basis. A detailed inspection of the System conducted in June 1999 by the Consulting Engineers and the staff of the System found the overall System to be well maintained and in good condition.

# Administration

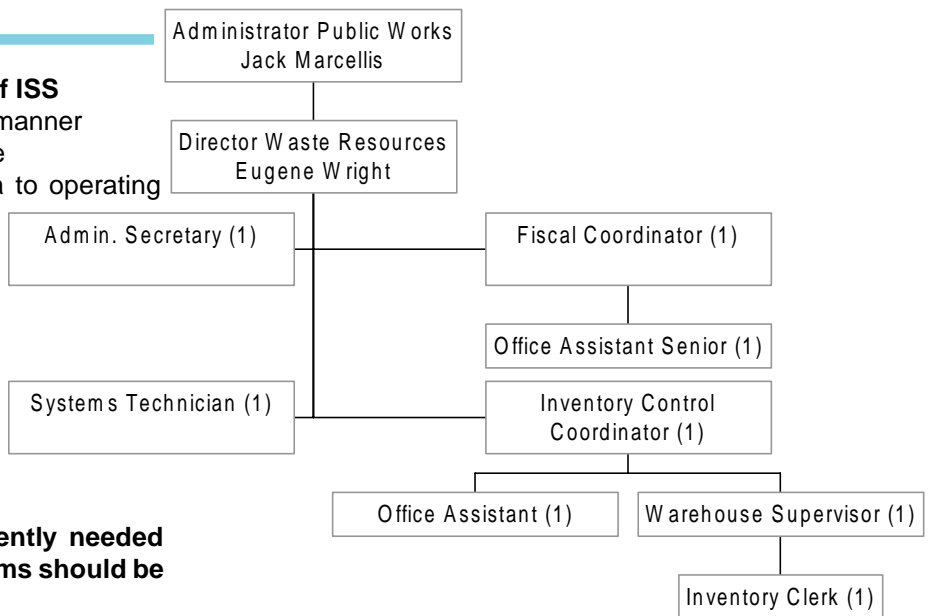
The administrative functions are for the support of the ISS as a total entity. These activities are comprised of general supervision of the ISS: payroll and human resource management; accounting, budgeting, billing and collection of charges and fees; requisitioning and warehousing of materials, supplies and equipment; processing of sewer service charge credits and preparation of payment documents.

	Actual FY97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 388,604	\$ 428,268	\$ 451,924	\$ 459,491
<b>Operating</b>	673,708	685,034	724,259	711,738
<b>Capital</b>	10,601	3,122	0	0
<b>Total</b>	\$ 1,072,913	\$ 1,116,424	\$ 1,176,183	\$ 1,171,229

## Goals & Objectives

### Improve the General Supervision of ISS

- ① Process credit requests in a timely manner
- ② Provide courteous customer service
- ③ Provide monthly performance data to operating entities
- ④ Data for prior month's performance should be with the supervisors no later than the 10th of the month
- ⑤ Proposed budget should provide sufficient funds for current year operations
- ⑥ 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"**

- ① Improve data base that gives minimum order quantity
- ② Inventory should decrease from previous year or increase no more than 1%

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
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	16	14	13	11
Improve data base that gives minimum order quantity	partially complete	100%	95%	100%



# 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 F/Y 1999/2000

- All permit required tests were performed in a timely manner.
- All test were accurate and complete as required by NPDES permit.

	Actual FY97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/2001
<b>Personnel</b>	\$ 509,157	\$ 510,855	\$ 539,839	\$ 550,864
<b>Operating</b>	131,636	122,440	175,145	170,585
<b>Capital</b>	9,335	1,489	0	0
<b>Total</b>	\$ 650,128	\$ 634,784	\$ 714,984	\$ 721,449

## Goals and Objectives

### Utilization of Laboratory Information Management System (LIMS) in providing better services in meeting goals

#### High quality output using good laboratory practices

- ① Tests are completed in time for data to be useful should be done with a 99% on time factor.
- ② Tests are accurate and complete as required by NPDES permit.

#### Cost-effective laboratory operations

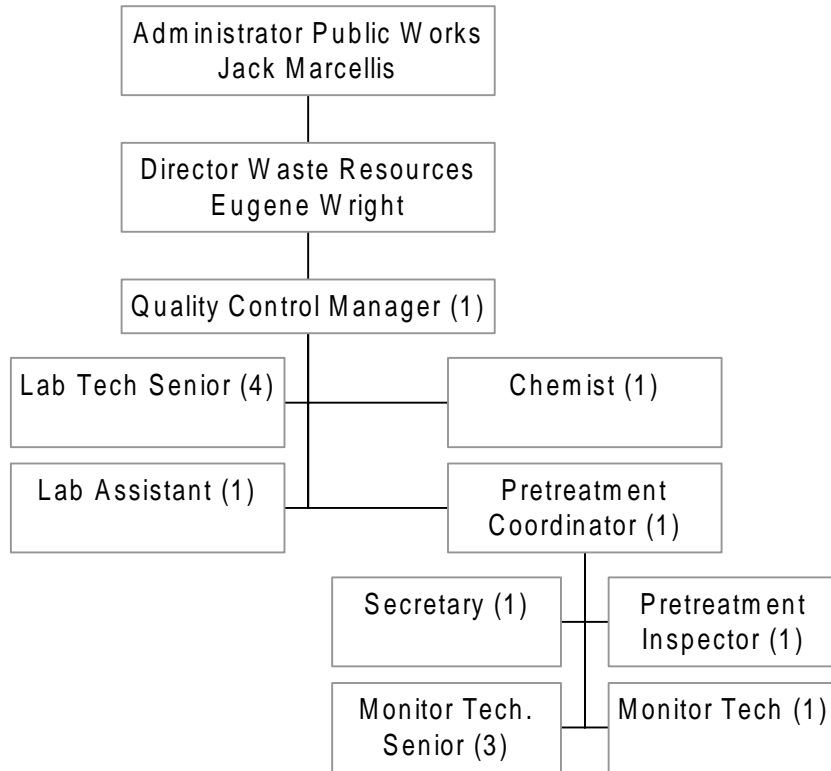
- ① Complete assigned tests with minimal manpower required through effective scheduling of personnel and tests.
- ② Eliminate testing that is not required in permit or used for plant operation enhancement.

#### Continued safe environment for employees and outstanding safety record

- ① Participation in DMR-QA studies with acceptable results of at least 90%
- ② Regulatory and compliance acceptance

#### Protection of the treatment facility and its processes, the collection system, and receiving system

- ① Compliance with all applicable rules and regulations of regulatory agencies
- ② Effective and valid documentation and reporting
- ③ Enforcement of permit requirements
- ④ Fewer than 10 industrial non compliance incidents
- ⑤ Reduce the number of upsets to wastewater treatment plant



**Performance Measures**

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
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 significant industrial user permit violations	16	N/A	8	N/A
Number of industrial user fines issued	4	N/A	3	N/A
Value of fines issued	12,100	N/A	5,500	N/A

# 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.

	Actual FY97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/2001
Personnel	\$ 854,548	\$ 890,670	\$ 1,044,604	\$ 1,033,145
Operating	506,527	453,808	745,000	940,890
Capital	2,321	3,193	0	0
<b>Total</b>	<b>\$ 1,363,396</b>	<b>\$ 1,347,671</b>	<b>\$ 1,789,604</b>	<b>\$ 1,974,035</b>

**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 promulgated 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, two TV inspection vans, 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 13 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 three CSO facilities in operation. The first to come on line is located at Ross's Landing, the second at Carter Street and the third at Central Avenue. A very aggressive capital plan has been implemented to have the other 5 CSO facilities on line by the year 2001.

## Major Accomplishments for F/Y 1999/2000

- Scheduled preventive maintenance reduced emergency sewer backup
- CSO located at Carter Street brought on-line

## Goals & Objectives

### Improve the performance of the collection system

- ① Inspection of sewer lines and the consequent grouting of holes or imperfect joints or leaking manholes.
- ② 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

- ① Reduce rate of deterioration.
- ② Reduction in the number of overflows
- ③ Reduction in the number of emergency repairs
- ④ Reduction in the number of customer complaints

**Enforce sewer use policies and suggest updates**

- ① Update the sewer use ordinance
- ② Stress to developers and other parties to use the proper chain of command when reporting complaints
- ③ Improve oil and grease problems from restaurants

**Improve the operation of the system’s collector lines and interceptors**

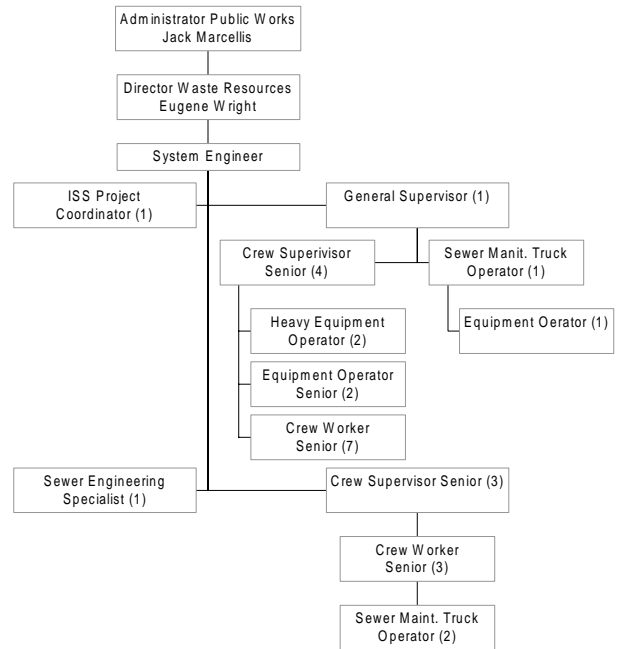
- ① Reduce the number of customer complaints, sewer backups, stoppages, pipe failures and overflows

**Improve preventive maintenance of sewer lines**

- ① Increase cleanings of trouble spots and sewer lines i.e. with large number of restaurants causing grease build up
- ② 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**

- ① Reduction in the number of wet weather backups and overflows
- ② Increase pipe capacity through infiltration reduction
- ③ Conduct system sewer line inspections and flow monitoring to identify sources of I & I



**Performance Measures**

**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.**

- ① Reduction in the number and/or pollutant load of combined sewer overflow
- ② Meet federal and state CSO control guideline

**Continue effective operation of all CSO facilities**

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Response to Sewer Customer requests	540	All	525	All
Number of requests that were customers responsibility	280	N/A	310	N/A
Repairing sewer pipe	57	60	125	60
Repairing manholes	40	35	30	35
Checking sewer lines for potential problems	100%	100%	100%	100%
Broken service lines fixed by private individuals	25	N/A	15	N/A

# 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.

	Actual FY97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/2001
<b>Personnel</b>	\$ 2,447,555	\$ 2,593,485	\$ 2,789,894	\$ 2,836,514
<b>Operating</b>	4,656,684	5,419,443	5,817,491	7,101,166
<b>Capital</b>	2,891	6,479	1,500	0
<b>Total</b>	\$ 7,107,130	\$ 8,019,407	\$ 8,608,885	\$ 9,937,680

**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

- ① Reduce the overall unit cost of operation
- ② Meet NPDES permit discharge requirement 99% of the time.
- ③ Reduce utility usage by 1% for periods of normal rainfall and temperature patterns
- ④ Reduce unscheduled overtime by 1%
- ⑤ Treat an average of 20 billion gallons/year
- ⑥ Reduce the overall unit cost of operation
- ⑦ Reduce manpower and utility requirements through automation

Improve the efficiency of the Bio-Solids process.

- ① Reduce chemical usage by 1%
- ② Reduce utility usage by 1%
- ③ Reduce unscheduled overtime hours by 1%
- ④ Produces and average of 85,000 wet tons of sludge annually

Explore different Bio-Solid disposal options

- ① Landspreading of Bio-Solids
- ② 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**

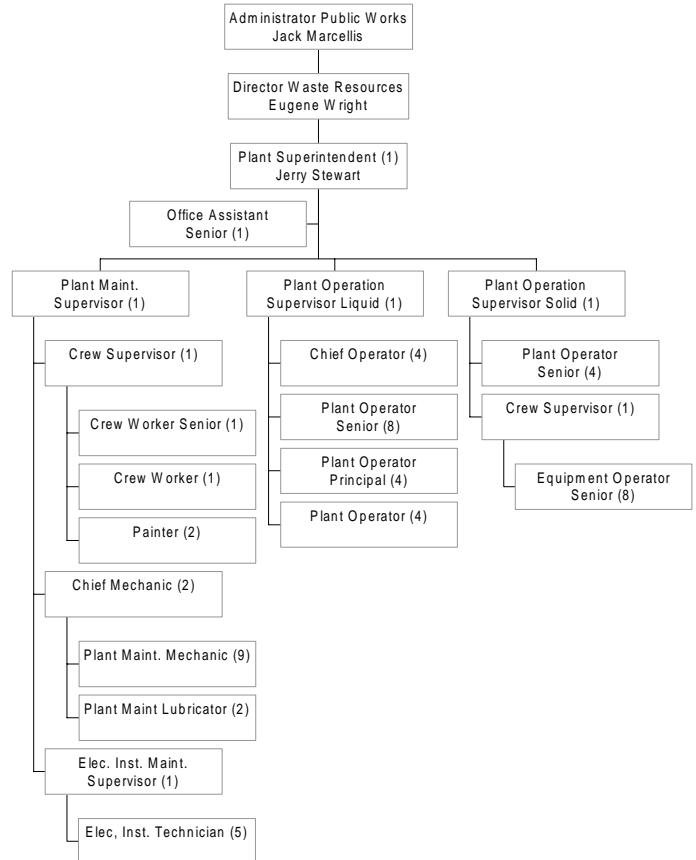
**Maintains equipment in like new condition**

- ① Reduce the size of work order backlog to near zero.
- ② Reduce unscheduled non-emergency overtime hours through better planning by 2%.
- ③ 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**

- ① Reduce number of alarms at pump stations by increasing reliability of pumps through improved maintenance and remote monitoring
- ② Reduce the number of odor complaints received from pump stations through implementation of odor control systems



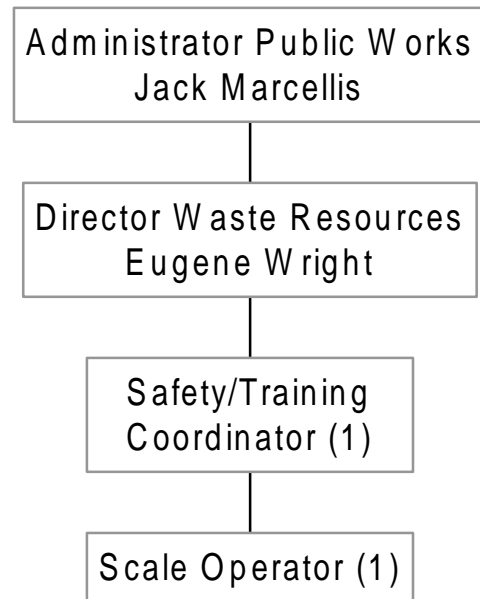
**Performance Measures**

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Work orders completed	8,003	100%	9,847	100%
Meeting of NPDES permit discharge limits	100%	100%	99.50%	99.50%
Equipment availability	80%	80%	80%	85%
Average annual Bio-Solids production (dry tons)	26,079	N/A	27,936	N/A

# 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.

	Actual FY97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/2001
<b>Personnel</b>	\$ 51,017	\$ 68,950	\$ 69,984	\$ 72,781
<b>Operating</b>	9,905	4,730	21,865	9,495
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 60,922	\$ 73,680	\$ 91,849	\$ 82,276



## Major Accomplishments for F/Y 99/00

➤ No lost time due to a major accident

## Goals & Objectives

### Provide a safe work environment for all personnel

- ① Enhance employee skills and capabilities
- ② Reduce workman's compensation cases & rates
- ③ Maintain compliance with applicable rules & regulations
- ④ Reduce lost time accidents through improved education and awareness programs

### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Compliance with OSHA rules and regulations	yes	yes	yes	yes
In-house safety education	yes	yes	yes	yes
Number of lost time accidents	-	-	21	-
Number of workman comp cases	-	-	21	-

# 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.

	Actual FY97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/2001
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	1,207,375	1,236,000	1,273,080	1,606,332
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,207,375	\$ 1,236,000	\$ 1,273,080	\$ 1,606,332



# PWW Solid Waste & Sanitation

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.



**Birchwood Landfill**

## Departmental Goals & Objectives

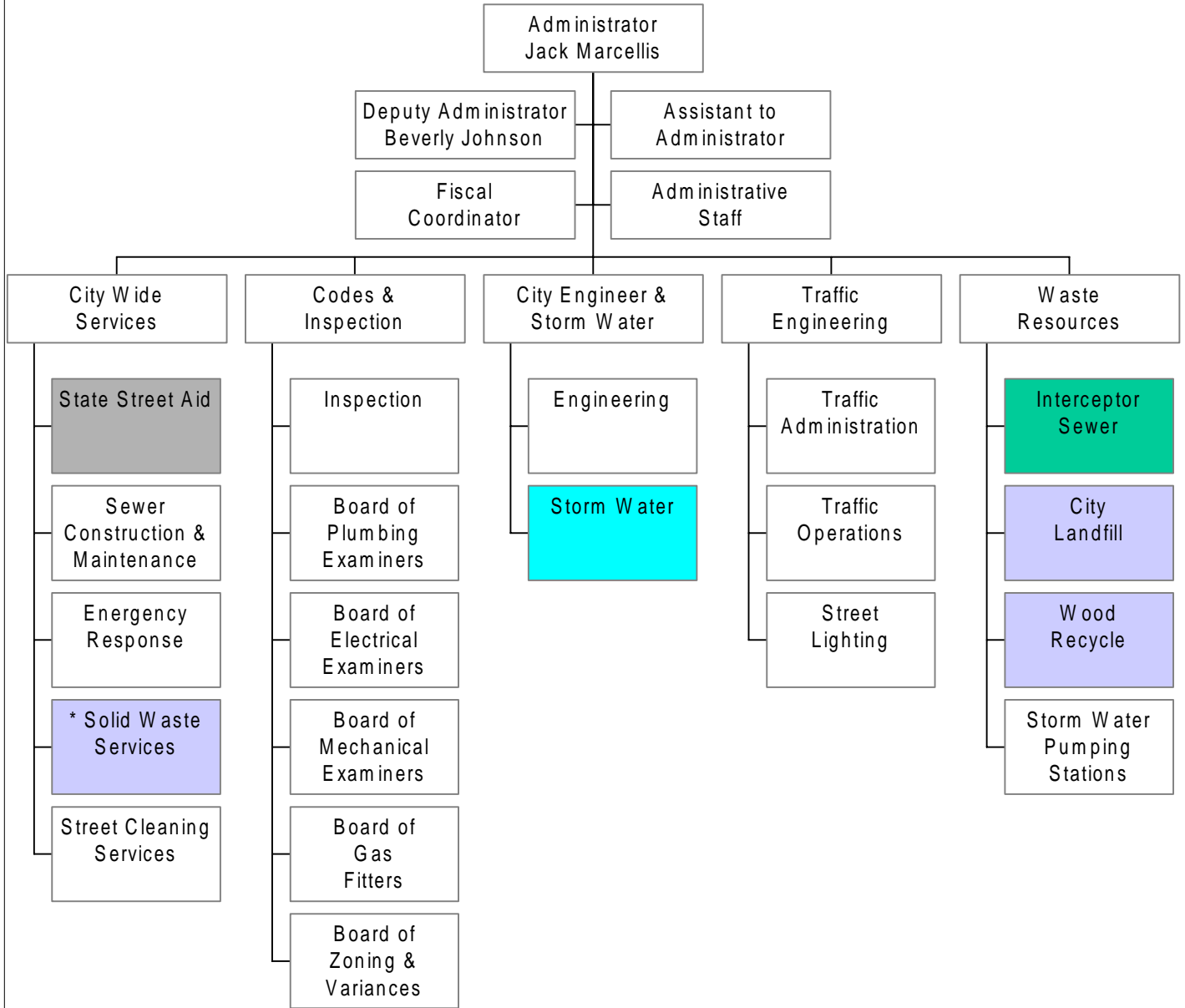
**Improve facility and collection operations to reduce cost of services**

**Ensure operations are in compliance with State and Federal guidelines**

**Maximize the level of public service provided by this division**

- ① Reduce the impact of subtitle D compliance through diversion of solid waste through recycling.
- ② Cost account the delivery of waste collection services in order to quantify savings which result from recycling.
- ③ Reduce overall cost of waste collection and processing through the expansion of recycling programs.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 4,020,878	\$ 3,697,380	\$ 4,911,423	\$ 4,798,870
<b>Operating</b>	4,984,139	\$ 6,054,433	\$ 7,224,994	\$ 7,203,524
<b>Capital</b>	0	\$ -	\$ -	\$ -
<b>Total</b>	\$ 9,005,017	\$ 9,751,813	\$ 12,136,417	\$ 12,002,394
<b># Authorized</b>	<b>158</b>	<b>160</b>	<b>155</b>	<b>155</b>



# 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.

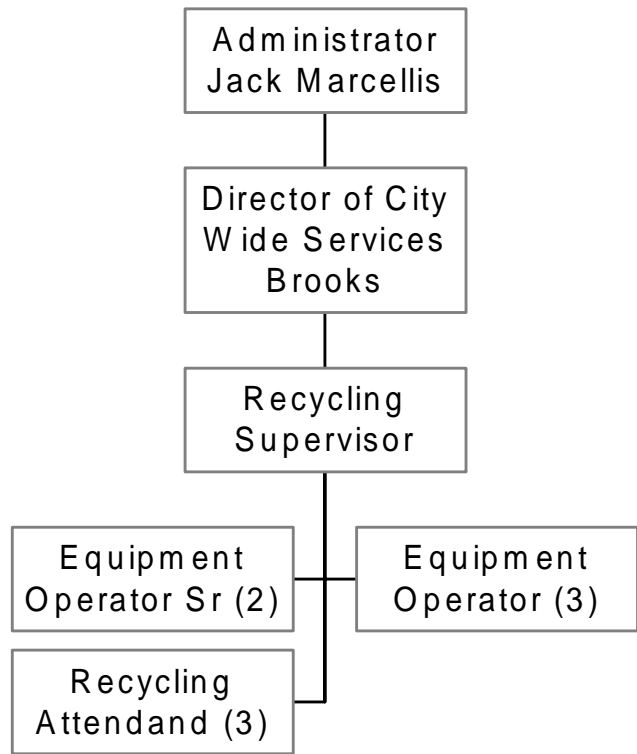
	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 266,414	\$ 342,471	\$ 229,525	\$ 230,631
<b>Operating</b>	52,996	315,647	456,760	397,829
<b>Capital</b>				
<b>Total</b>	\$ 319,410	\$ 658,118	\$ 686,285	\$ 628,460

## Major Accomplishments for FY 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.



### Performance Measures

Develop information campaign for waste oil disposal.

Expand the concept of backyard composting.

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Revenue from Recycle (\$)	45,346	46,000	40,338	46,000

- 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%.

# 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.

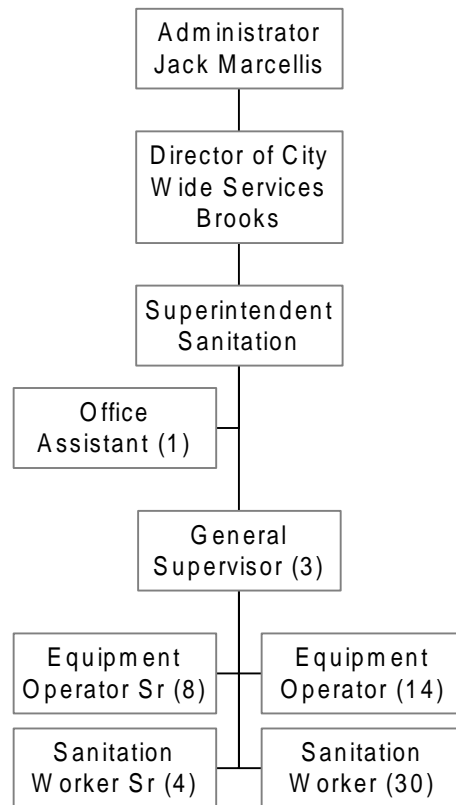
## Major Accomplishments for FY 1998/1999

➔ 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.

- ① Safe and timely collection of garbage and recyclables each week.



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Garbage (tons)	67,226	70,750	68,245	70,750

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 1,236,179	\$ 1,380,920	\$ 1,528,514	\$ 1,517,005
<b>Operating</b>	498,688	562,780	576,650	650,583
<b>Capital</b>				
<b>Total</b>	\$ 1,734,867	\$ 1,943,700	\$ 2,105,164	\$ 2,167,588
<b># Authorized</b>	65	49	49	49

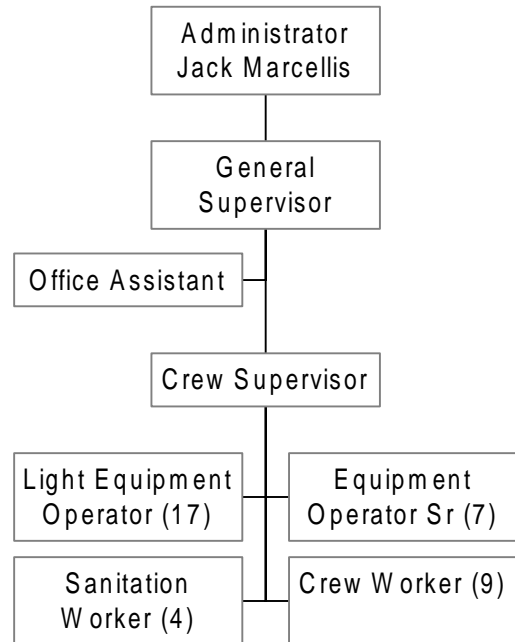
## Major Accomplishments for FY 1998/1999

➤ 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.**

- ① Organize collection crews into teams which provide residents with service at least once each month.
- ② Perform cost benefit analysis of collection program to ensure collection practices are cost efficient.
- ③ Develop data collection systems which will facilitate cost analysis.
- ④ Help reduce the cost of landfilling by diverting compostable materials to wood waste processing facilities.



## Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Brush Collection (tons)	27,324	27,500	27,485	27,750

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 661,859	\$ -	\$ -	\$ -
<b>Operating</b>	1,208,338	130,605	103,400	123,650
<b>Capital</b>				
<b>Total</b>	\$ 1,870,197	\$ 130,605	\$ 103,400	\$ 123,650

**Budget History for Summit Landfill (closed) and projected post closure cost for FY2000**

## Major Accomplishments for F/Y 1998/1999

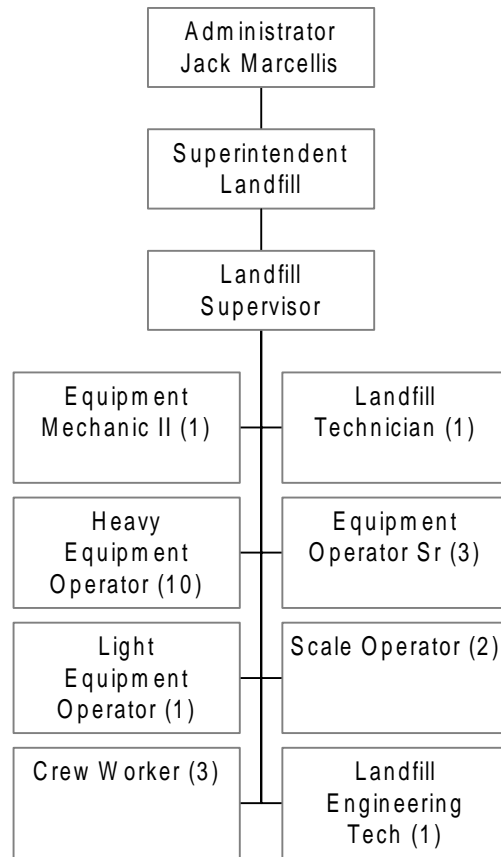
➤ The City of Chattanooga completed the closure of the Old Summit Landfill and is now in the thirty (30) year postclosure phase. This phase involves monitoring the landfill to insure that the ground water is not contaminated thru leakage.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ 14,458	\$ 842,501	\$ 825,179
<b>Operating</b>		394,603	811,113	761,805
<b>Capital</b>				
<b>Total</b>	\$ -	\$ 409,061	\$ 1,653,614	\$ 1,586,984

## Goals & Objectives

**Maintain an efficient and environmentally safe landfill.**

- ① Continue the landfill seeding program.
- ② Minimize Leachate production.
- ③ Prevent ground water contamination.
- ④ Conduct the filling operation according to all State of Tennessee rules and guidelines.
- ⑤ Operate landfill gas recovery system so that off site migration is prevented.



**Performance Measures**

	<b>Actual FY 98/99</b>	<b>Goal FY 99/00</b>	<b>Estimate FY 99/00</b>	<b>Goal FY 00/01</b>
Tipping Fee Collection	5,572,346	6,278,555	5,419,383	5,168,492
City Garbage	47,346	47,000	43,444	45,000
Demolition	28,712	28,000	-	-
City Brush	3,307	3,000	8,649	4,000
City Trash	46,831	46,000	42,152	45,000
Garbage	70,411	70,000	36,754	40,000
County T & G	663	600	331	400
Single Tire Pass	826	800	584	600
Single Tire Truck	16	16	20	-
Special Waste	5,288	5,000	5,575	5,500
Trash	81,528	81,000	105,600	103,000
Bio-Solids	76,515	76,000	103,722	50,000
Roofing	6,231	6,000	0	0
Fluff	4,939	4,500	0	0
Fill/dirt	14,398	10,000	0	0
Residential Demolition	12	0	0	0
SR Soil	34,115	34,000	0	0
Bio-Solids SR2	6,524	6,000	0	0
Hamilton County Bldgs	3,824	3,500	3,292	3,200

# Compost Waste Center

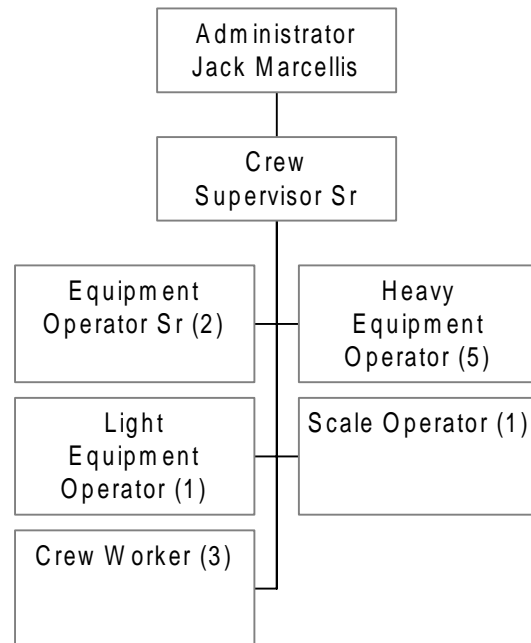
The function of the Compost Waste Center is to provide facilities for disposal of all burnable non air contaminating wood wastes or recyclable wood waste and leaves. This is done through chipping and partial composting. The Center also sorts mixed waste loads with daily transfer of non recyclables to the landfill.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 203,648	\$ 220,309	\$ 431,812	\$ 437,765
<b>Operating</b>	343,791	289,258	291,625	289,025
<b>Capital</b>				
<b>Total</b>	\$ 547,439	\$ 509,567	\$ 723,437	\$ 726,790

## Goals & Objectives

To provide for disposal or recycling of wood waste to reduce the volume of waste at the landfill.

- ① Increase the amount of waste being chipped over that being burned.
- ② Increase the sale and giveaway of wood chips.
- ③ Provide leaf compost to be used by public and City departments.



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Compost Waste (tons)	54,203	52,500	47,225	50,000
Revenue collected (\$)	137,675	111,270	105,367	105,014



# 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.

	Actual		Budget	
	FY 97/98	FY 98/99	FY 99/00	FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>			100,000	100,000
<b>Capital</b>				
<b>Total</b>	\$ -	\$ -	\$ 100,000	\$ 100,000

# 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

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$0	\$0	\$0	\$0
<b>Operating</b>	0	0	0	0
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ -	\$ -	\$ -	\$ -

## Renewal & Replacement

This activity is set up to provide for replacement of small equipment.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	17,355	32,158	6,880	86,900
<b>Capital</b>				
<b>Total</b>	\$ 17,355	\$ 32,158	\$ 6,880	\$ 86,900

## Debt Service

The Solid Waste Fund Debt Service activity is set up to provide for payment of bonded debt.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	1,303,078	2,207,136	2,749,650	2,750,861
<b>Capital</b>				
<b>Total</b>	\$ 1,303,078	\$ 2,207,136	\$ 2,749,650	\$ 2,750,861

## 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	597,575	1,275,444	1,318,496	1,119,574
<b>Capital</b>				
<b>Total</b>	\$ 597,575	\$ 1,275,444	\$ 1,318,496	\$ 1,119,574

# PWW Storm Water Fund

**S**tormwater 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. This division underwent a reorganization for FY2001 in which the administrative functions were separated from the city wide services functions.

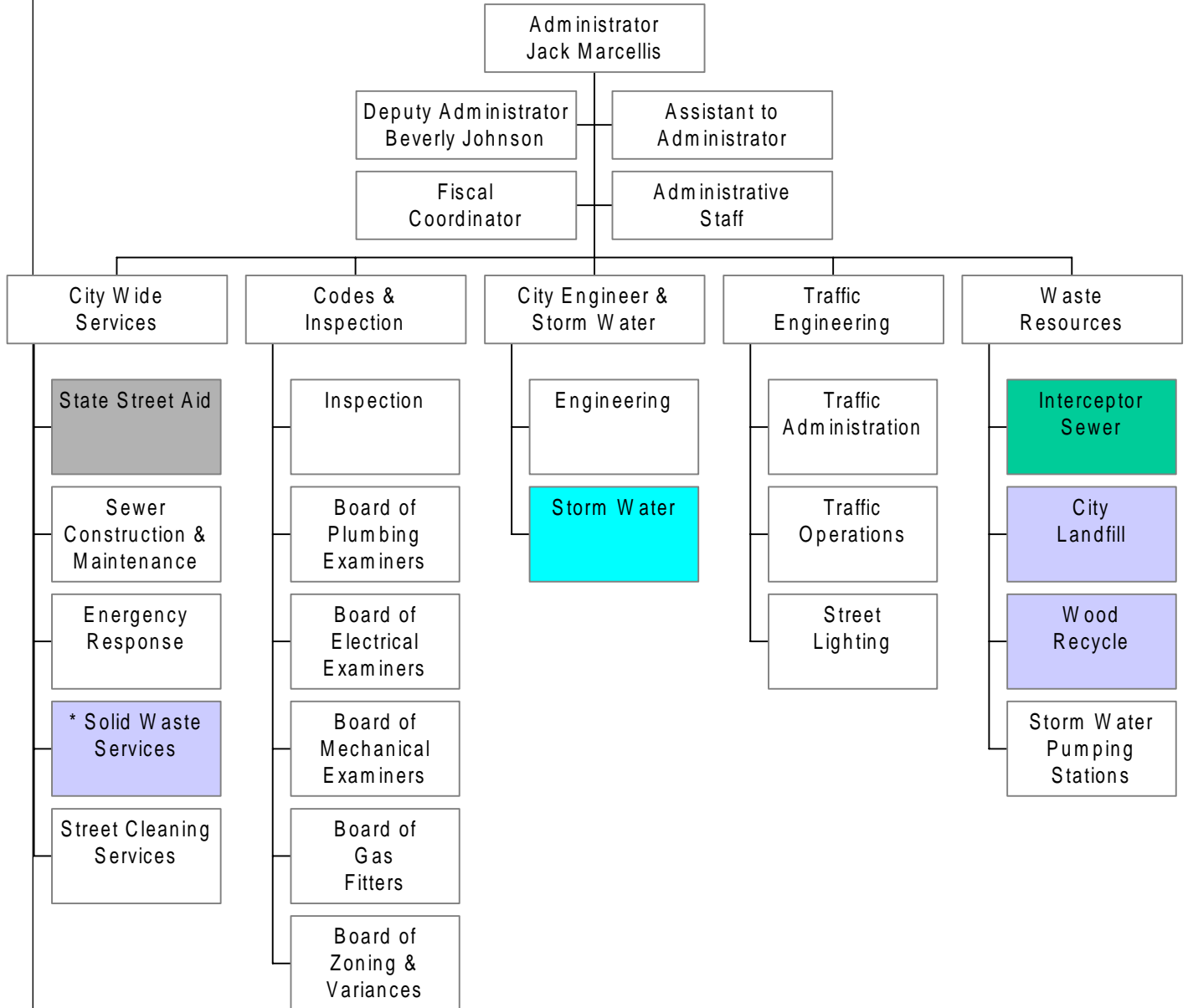
## Departmental Goals & Objectives

**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.**

- ① Develop a Pollution Prevention Program.
- ② Monitor and sample City-wide rainfall events and dry weather sampling
- ③ Upgrade the pre-development site investigations.
- ④ Complete the contractor certification program.
- ⑤ Insure that proper maintenance programs are in effect for commercial sites and that permits are obtained.



	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 1,095,867	\$ 1,393,708	\$ 1,573,122	\$ 1,661,906
<b>Operating</b>	2,161,149	2,951,442	3,214,878	3,126,724
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 3,257,016	\$ 4,345,150	\$ 4,788,000	\$ 4,788,630
<b># Authorized</b>	<b>35</b>	<b>45</b>	<b>45</b>	<b>44</b>



# Storm Water Administration

Storm Water Administration section 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. This office is also responsible for negotiating contracts for major storm water capital projects.

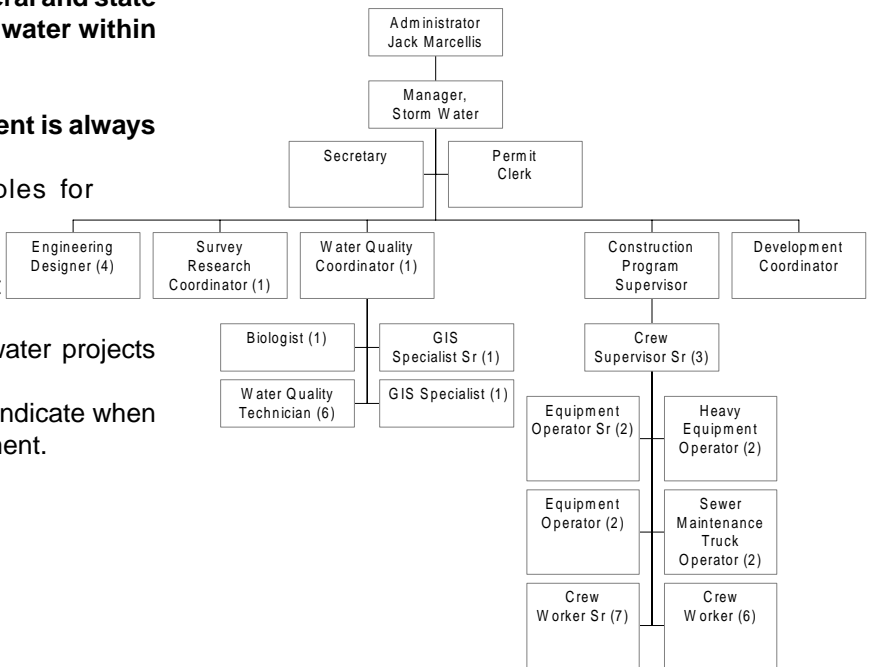
	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ 904,706
<b>Operating</b>	0	0	0	460,934
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ -	\$ -	\$ -	\$ 1,365,640

## Goals & Objectives

To carry out the requirements of federal and state resolutions for the control of storm water within the City

To insure that departmental equipment is always up to date.

- ① Take periodic storm water samples for analysis.
- ② Make necessary improvements in the storm sewer system to prevent flooding.
- ③ Inspect and approve major storm water projects when completed.
- ④ Maintain records on equipment to indicate when old equipment is in need of replacement.



### Performance Measures

	Actual FY 98/99	Goal FY 99/00	Estimate FY 99/00	Goal FY 00/01
Storm Water Fee	4,847,606	4,104,048	4,593,684	4,104,048

# Storm Water Administration

The Storm Water Operations section of the division is responsible for water quality analysis, flood water management and control of illicit discharge.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 1,095,867	\$ 1,393,708	\$ 1,573,122	\$ 757,200
<b>Operating</b>	898,752	1,104,604	943,072	408,714
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,994,619	\$ 2,498,312	\$ 2,516,194	\$ 1,165,914

## Goals & Objectives

**To carry out the requirements of federal and state resolutions for the control of storm water within the City**

**To insure that departmental equipment is always up to date.**

- ① Take periodic storm water samples for analysis.
- ② Make necessary improvements in the storm sewer system to prevent flooding.
- ③ Inspect and approve major storm water projects when completed.
- ④ Maintain records on equipment to indicate when old equipment is in need of replacement.

# Other Accounts

## Renewal & Replacement

The function of the Storm Water Fund renewal and replacement activity is to provide for purchasing replacement equipment and vehicles.

	Actual FY 97/98		Actual FY 98/99		Budget FY 99/00		Budget FY 00/01	
<b>Personnel</b>	\$	-	\$	-	\$	-	\$	-
<b>Operating</b>		34,667		81,052		78,000		71,400
<b>Capital</b>		0		0		0		0
<b>Total</b>	\$	34,667	\$	81,052	\$	78,000	\$	71,400

## 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.

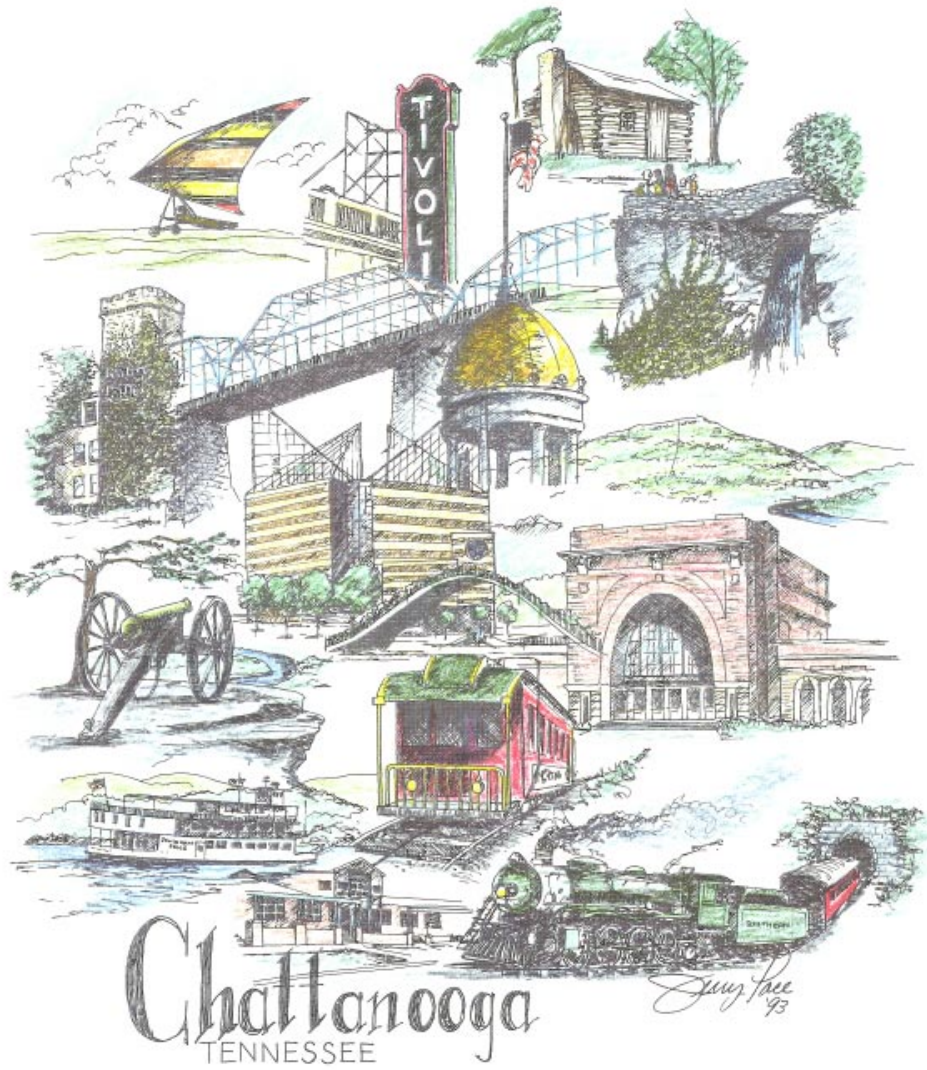
The goal of the capital program is to insure adequate storm drainage both for normal and heavy periods of rain while eliminating the flow of pollutant into streams and protecting environmentally sensitive areas and wetlands.

	Actual FY 97/98		Actual FY 98/99		Budget FY 99/00		Budget FY 00/01	
<b>Personnel</b>	\$	-	\$	-	\$	-	\$	-
<b>Operating</b>		328,978		0		22,900		12,739
<b>Capital</b>		0		0		0		0
<b>Total</b>	\$	328,978	\$	-	\$	22,900	\$	12,739

## 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.

	Actual FY 97/98		Actual FY 98/99		Budget FY 99/00		Budget FY 00/01	
<b>Personnel</b>	\$	-	\$	-	\$	-	\$	-
<b>Operating</b>		898,752		1,765,786		2,170,906		2,172,937
<b>Capital</b>		0		0		0		0
<b>Total</b>	\$	898,752	\$	1,765,786	\$	2,170,906	\$	2,172,937



Chattanooga  
TENNESSEE



# Internal Service Funds

## Fund Structure

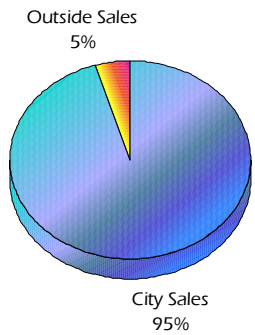
Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services are usually recovered from those governmental units that receive benefits. The basis of budgeting for 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.

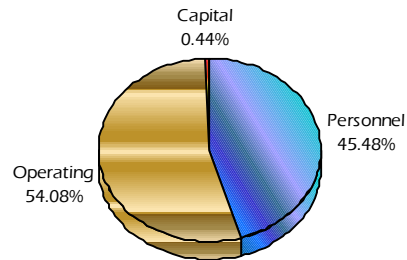
**Liability Insurance fund** accounts for the City self-insurance programs for liability claims and losses due to liabilities arising under the laws of State and Federal governments. The costs for these programs are funded through premiums paid by the departments and agencies of City government.

## Fiscal Year 2000/2001

### Municipal Fleet Service

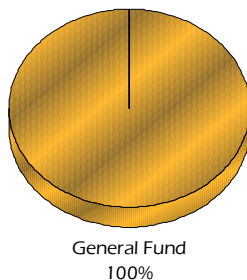


*Revenue*

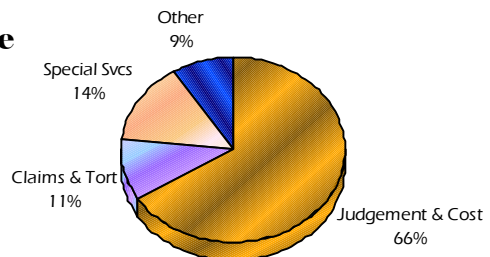


*Expenses*

### Liability Insurance



*Revenue*



*Expenses*

**Fund Revenue Summary**  
 Fiscal Year Ending June 30, 2001  
 (expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
Internal Service Fund						
Municipal Services	6,448	6,367	6,303	7,400	1,097	17.4%
Liability Insurance Fund	796	983	950	1,150	200	21.1%
<b>Total Internal Service Fund</b>	<b>7,244</b>	<b>7,350</b>	<b>7,253</b>	<b>8,550</b>	<b>1,297</b>	<b>17.9%</b>

## Revenues

### Municipal Fleet Services Fund

**Service Stations and Garages.** Revenues to operate, maintain, and finance the Fleet Service areas are derived primarily from sales of fuel, parts 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 \$45 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.

**Fund Expenditure Summary**  
Fiscal Year Ending June 30, 2001  
(expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
Internal Service Fund						
Municipal Services	6,459	6,661	6,303	7,400	1,097	17.4%
Liability Insurance Fund	796	983	950	1,150	200	21.1%
<b>Total Internal Service Fund</b>	<b>7,255</b>	<b>7,644</b>	<b>7,253</b>	<b>8,550</b>	<b>1,297</b>	<b>17.9%</b>

## 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.

**Internal Service Fund Revenues**

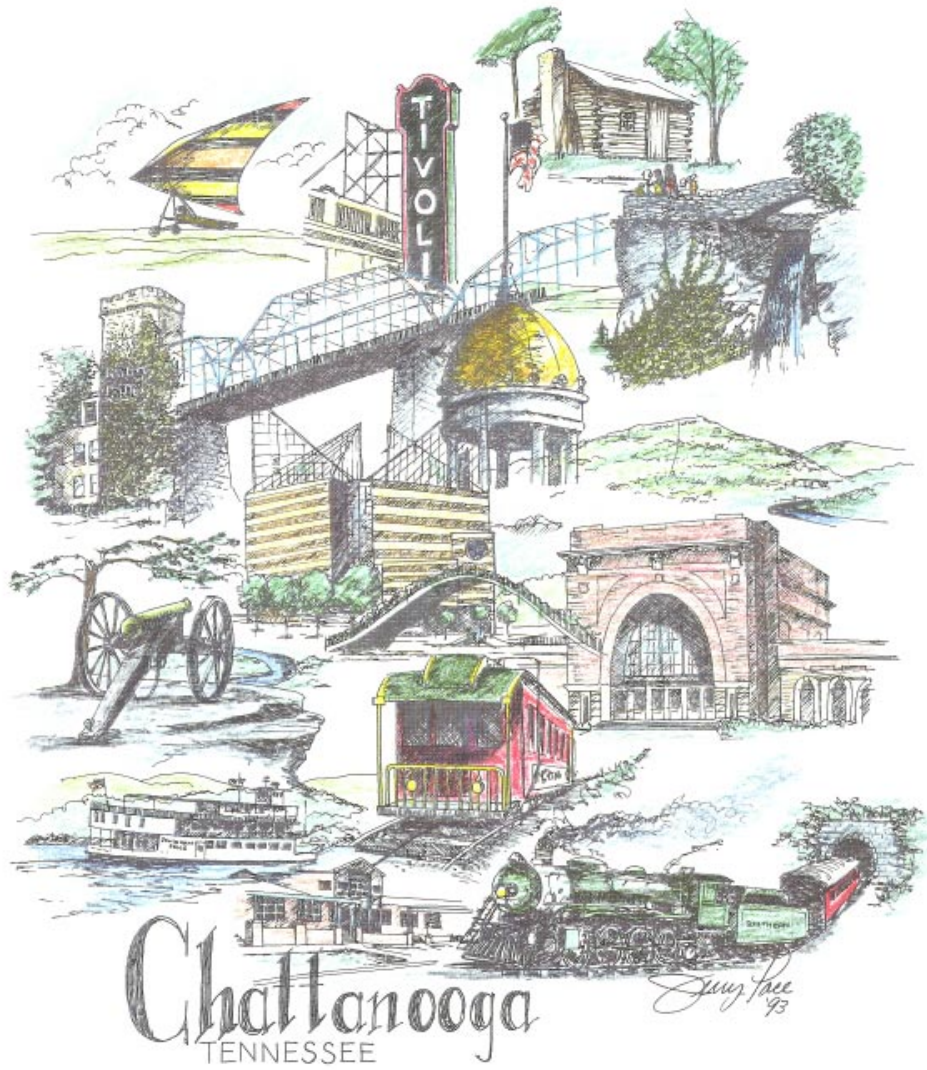
Fiscal Years 1998 - 2001

Revenue Source	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01	BUDGET '01 INC/(DEC)	% CHANGE FY 00/01	% OF TOTAL
<b>Municipal Service Station ( Fund 6100):</b>							
Amnicola Service Station:							
Fleet Fuel- City Sales	489,199	434,777	430,429	514,380	83,951	19.5%	6.02%
Fleet Fuel - Outside Sales	905	854	845	985	140	16.6%	0.01%
<b>Total Amnicola Station</b>	<b>490,104</b>	<b>435,631</b>	<b>431,274</b>	<b>515,365</b>	<b>84,091</b>	<b>19.5%</b>	<b>6.03%</b>
12th & Park Service Station:							
Sale of Surplus Equip/Scrap	0	180	178	0	(178)	-100.0%	0.00%
Fleet Fuel- City Sales	810,495	803,489	795,454	939,999	144,545	18.2%	10.99%
Fleet Fuel - Outside Sales	48,176	38,098	37,717	43,978	6,261	16.6%	0.51%
<b>Total 12th &amp; Park Station</b>	<b>858,671</b>	<b>841,767</b>	<b>833,349</b>	<b>983,977</b>	<b>150,628</b>	<b>18.1%</b>	<b>11.51%</b>
<b>Total Municipal Service Station</b>	<b>\$1,348,775</b>	<b>\$1,277,398</b>	<b>\$1,264,623</b>	<b>\$1,499,343</b>	<b>234,720</b>	<b>18.6%</b>	<b>17.54%</b>
<b>Municipal Garage (Fund 6101)</b>							
Amnicola Garage:							
Sale of Surplus Equip/Scrap	238	1,540	1,524	0	(1,524)	-100.0%	0.00%
Misc Revenue	4,414	1,683	1,666	2,479	813	48.8%	0.03%
Fleet - Sale of Parts	1,185,431	1,157,431	1,145,856	1,342,318	196,462	17.1%	15.70%
Outside Sale of Parts	197,001	177,901	176,121	205,357	29,236	16.6%	2.40%
Sales - Labor	868,878	875,857	867,098	1,017,286	150,188	17.3%	11.90%
Outside Sales - Labor	73,648	73,260	72,527	84,566	12,039	16.6%	0.99%
<b>Total Amnicola Garage</b>	<b>2,329,610</b>	<b>2,287,672</b>	<b>2,264,792</b>	<b>2,652,007</b>	<b>387,215</b>	<b>17.1%</b>	<b>31.02%</b>
12th & Park Garage:							
Sale of Surplus Equip/Scrap	0	198	196	0	(196)	-100.0%	0.00%
Misc Revenue	1,805	0	0	2,479	2,479	N/A	0.03%
Fleet - Sale of Parts	1,494,420	1,655,417	1,638,862	1,917,163	278,301	17.0%	22.42%
Outside Sale of Parts	4,753	3,195	3,163	3,688	525	16.6%	0.04%
Sales - Labor	1,265,448	1,139,792	1,128,394	1,321,957	193,563	17.2%	15.46%
Outside Sales - Labor	2,904	2,914	2,884	3,363	479	16.6%	0.04%
<b>Total 12th &amp; Park Garage</b>	<b>2,769,330</b>	<b>2,801,516</b>	<b>2,773,499</b>	<b>3,248,650</b>	<b>475,151</b>	<b>17.1%</b>	<b>38.00%</b>
<b>Total Municipal Garage</b>	<b>\$5,098,940</b>	<b>\$5,089,188</b>	<b>\$5,038,291</b>	<b>\$5,900,657</b>	<b>862,366</b>	<b>17.1%</b>	<b>69.01%</b>
<b>Total Fleet Services</b>	<b>\$6,447,715</b>	<b>\$6,366,586</b>	<b>\$6,302,914</b>	<b>\$7,400,000</b>	<b>\$1,097,086</b>	<b>17.4%</b>	<b>86.55%</b>
Liability Insurance Fund (6200)							
General Fund Transfer -1100	796,464	982,680	950,000	1,150,000	200,000	21.1%	13.45%
	796,464	982,680	950,000	1,150,000	200,000	21.1%	13.45%
<b>Grand Total:</b>	<b>\$7,244,179</b>	<b>\$7,349,266</b>	<b>\$7,252,914</b>	<b>\$8,550,000</b>	<b>\$1,297,086</b>	<b>17.9%</b>	<b>100.00%</b>

## Internal Service Fund Expenditures

Fiscal Years 1998 - 2001

Expenditures	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01	BUDGET '01 INC/(DEC)	% CHANGE FY 00/01	% OF TOTAL
<b>Municipal Service Station (6100):</b>							
<i>Amnicola Service Station</i>							
Purchase Services	4,962	5,368	6,500	7,500	1,000	15.4%	0.09%
Materials & Supplies	89	0	0	0	0	N/A	0.00%
Vehicle Operation Expenses	0	5,470	0	0	0	N/A	0.00%
Inventory Supplies	367,016	211,408	423,293	505,365	82,072	19.4%	5.91%
Capital Outlay	0	0	0	0	0	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	17,543	17,939	1,481	2,500	1,019	68.8%	0.03%
<b>Total Amnicola Station</b>	<b>389,610</b>	<b>240,185</b>	<b>431,274</b>	<b>515,365</b>	<b>84,091</b>	<b>19.5%</b>	<b>6.03%</b>
<i>12th &amp; Park Service Station</i>							
Salaries & Wages	73,102	32,096	35,405	41,282	5,877	16.6%	0.48%
Fringes	12,960	7,047	7,192	8,386	1,194	16.6%	0.10%
Purchase Services	6,776	6,392	7,500	8,745	1,245	16.6%	0.10%
Materials & Supplies	803	5,351	8,000	9,328	1,328	16.6%	0.11%
Travel	0	0	1,000	1,166	166	16.6%	0.01%
Vehicle Operation Expenses	19,884	14,942	20,000	23,320	3,320	16.6%	0.27%
Inventory Supplies	545,102	434,515	741,252	876,593	135,341	18.3%	10.25%
Capital Outlay	20,839	0	12,000	13,992	1,992	16.6%	0.16%
Gov'tl Charges, Taxes, Fees, Misc.	875	875	1,000	1,166	166	16.6%	0.01%
<b>Total 12th &amp; Park Station</b>	<b>680,341</b>	<b>501,218</b>	<b>833,349</b>	<b>983,978</b>	<b>150,629</b>	<b>18.1%</b>	<b>11.51%</b>
<b>Total Municipal Service Station</b>	<b>\$1,069,951</b>	<b>\$741,403</b>	<b>\$1,264,623</b>	<b>\$1,499,343</b>	<b>234,720</b>	<b>18.6%</b>	<b>17.54%</b>
<b>Municipal Garage (Fund 6101)</b>							
<i>Amnicola Garage - Repair &amp; Maint.</i>							
Salaries & Wages	762,064	837,389	796,177	928,342	132,165	16.6%	10.86%
Fringes	157,149	170,275	184,114	214,677	30,563	16.6%	2.51%
Purchase Services	96,877	81,908	75,000	87,450	12,450	16.6%	1.02%
Materials & Supplies	48,201	48,048	40,000	46,640	6,640	16.6%	0.55%
Travel	0	901	891	1,039	148	16.6%	0.01%
Vehicle Operation Expenses	77,381	105,065	100,000	116,600	16,600	16.6%	1.36%
Insurance, Claims, Damages	956	0	0	0	0	N/A	0.00%
Inventory Supplies	984,138	1,015,423	800,000	945,300	145,300	18.2%	11.06%
Capital Outlay	86,708	49,298	15,000	17,490	2,490	16.6%	0.20%
Gov'tl Charges, Taxes, Fees, Misc.	364,206	375,077	253,610	294,469	40,859	16.1%	3.44%
Capitalized Fixed Assets	(92,966)	0	0	0	0	N/A	0.00%
<b>Total Amnicola Garage</b>	<b>2,484,714</b>	<b>2,683,384</b>	<b>2,264,792</b>	<b>2,652,007</b>	<b>387,215</b>	<b>17.1%</b>	<b>31.02%</b>
<i>12th &amp; Park Garage - Repair &amp; Maint.</i>							
Salaries & Wages	1,099,326	1,171,279	1,482,675	1,731,049	248,374	16.8%	20.25%
Fringes	224,885	232,944	379,024	441,942	62,918	16.6%	5.17%
Purchase Services	38,497	38,296	38,000	44,308	6,308	16.6%	0.52%
Materials & Supplies	98,077	56,324	55,000	64,130	9,130	16.6%	0.75%
Travel	803	1,112	1,000	1,166	166	16.6%	0.01%
Vehicle Operation Expenses	220,019	149,430	100,000	116,600	16,600	16.6%	1.36%
Inventory Supplies	923,611	1,260,713	701,800	830,799	128,999	18.4%	9.72%
Capital Outlay	12,783	40,219	1,000	1,166	166	16.6%	0.01%
Gov'tl Charges, Taxes, Fees, Misc.	286,254	286,184	15,000	17,490	2,490	16.6%	0.20%
<b>Total 12th &amp; Park Garage</b>	<b>2,904,255</b>	<b>3,236,501</b>	<b>2,773,499</b>	<b>3,248,650</b>	<b>475,151</b>	<b>17.1%</b>	<b>38.00%</b>
<b>Total Municipal Garage</b>	<b>\$5,388,969</b>	<b>\$5,919,885</b>	<b>\$5,038,291</b>	<b>\$5,900,657</b>	<b>862,366</b>	<b>17.1%</b>	<b>69.01%</b>
<b>Total Fleet Services</b>	<b>\$6,458,920</b>	<b>\$6,661,288</b>	<b>\$6,302,914</b>	<b>\$7,400,000</b>	<b>\$1,097,086</b>	<b>17.4%</b>	<b>86.55%</b>
Liability Insurance Fund (6200)							
General Fund Transfer -1100	796,464	982,680	950,000	1,150,000	200,000	21.1%	13.45%
<b>Total Liability Insurance</b>	<b>796,464</b>	<b>982,680</b>	<b>950,000</b>	<b>1,150,000</b>	<b>200,000</b>	<b>21.1%</b>	<b>13.45%</b>
<b>Grand Totals</b>	<b>\$7,255,384</b>	<b>\$7,643,968</b>	<b>\$7,252,914</b>	<b>\$8,550,000</b>	<b>\$1,297,086</b>	<b>17.9%</b>	<b>100.00%</b>



# Fleet Services

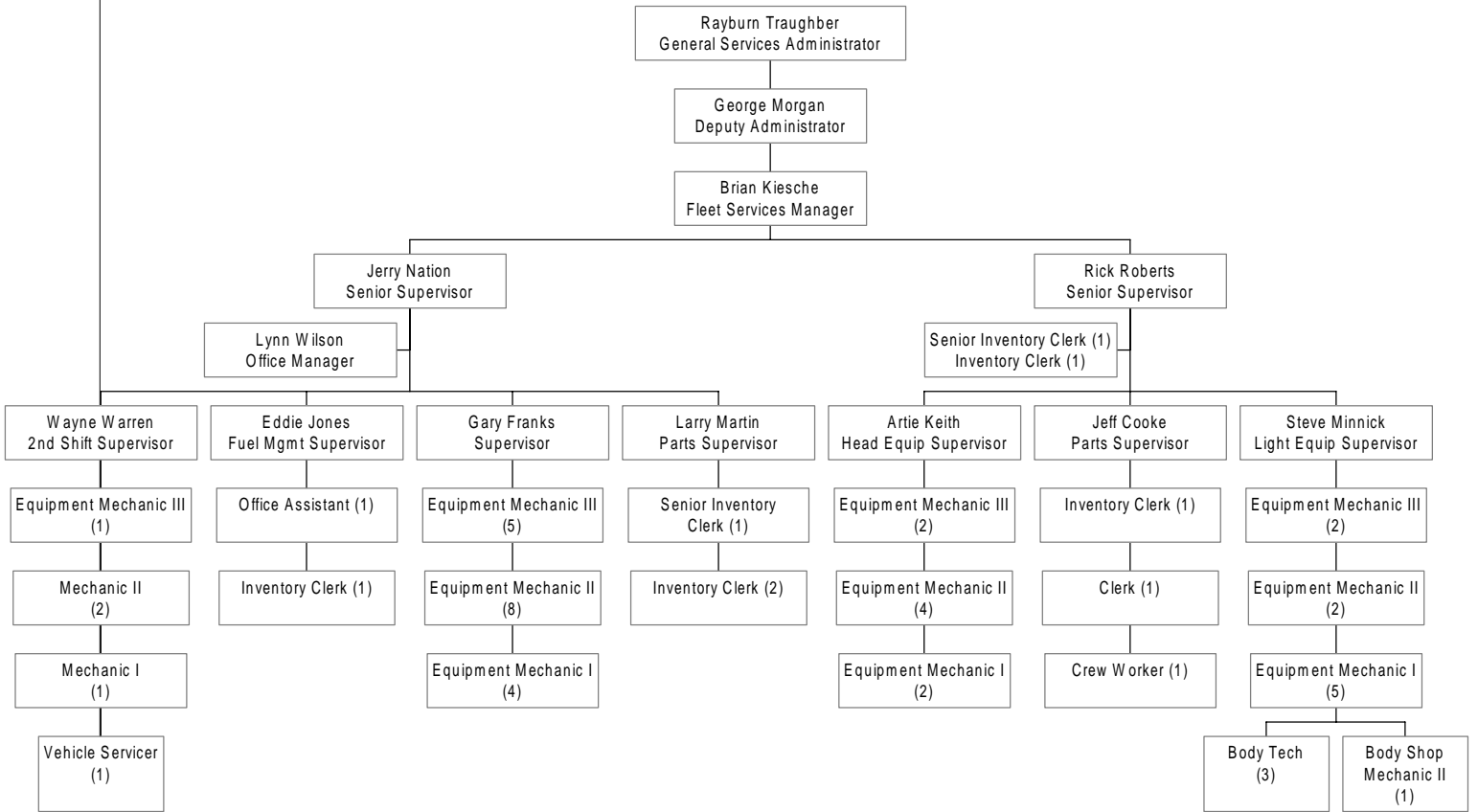
To provide safe reliable vehicles and equipment to the user department at the lowest possible cost with the least possible interference with operations.

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 user departments. 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 organization that operates very much like an ordinary business. Not participating in the General Fund, it derives its income by charging customer departments for services rendered. Under this arrangement, Fleet Services is mandated to perform mechanical and fabrication work for Government entities only.



	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 2,329,486	\$ 2,451,030	\$ 2,884,587	\$ 3,365,678
<b>Operating</b>	4,009,104	4,120,741	3,390,327	4,001,744
<b>Capital</b>	120,330	89,517	28,000	32,578
<b>Total</b>	\$ 6,458,920	\$ 6,661,288	\$ 6,302,914	\$ 7,400,000
<b># Authorized</b>	<b>83</b>	<b>81</b>	<b>82</b>	<b>82</b>





# Municipal Garage

Fleet Services-Amnicola is a comprehensive automotive repair facility with 42,400 square footage of work area, state of the art equipment, and 15 ASE and EVT certified technicians. We have the capability to perform all types of repairs, reconstruction and re-chasseing to our complex fleet which includes police vehicles, fire apparatus, ambulances, refuse trucks, pavers, sewer maintenance vehicles and off road equipment.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 2,243,424	\$ 2,451,030	\$ 2,841,990	\$ 3,316,010
<b>Operating</b>	3,046,054	4,120,741	2,180,301	2,565,991
<b>Capital</b>	99,491	89,517	16,000	18,656
<b>Total</b>	\$ 5,388,969	\$ 6,661,288	\$ 5,038,291	\$ 5,900,657

## Major Accomplishments for FY 1999/2000

- Developed a VMRS coding system that allows separation of vehicle maintenance costs from capital, fabrication, and other costs
- Developed a single source parts contract to facilitate parts acquisition, parts inventory management, and reduce labor requirements.

## Goals & Objectives

### Provide efficient services for our customers

- ① To assist in the standardization of the municipal fleet for overall fleet cost reduction
- ② Improve equipment technician efficiency by 10% through training and certification
- ③ Implement new fleet management software to improve fleet analysis and reporting capabilities
- ④ Reduce vehicle out of commission (VOC) rate by 3%

# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ 86,062	\$ 39,143	\$ 42,597	\$ 49,669
<b>Operating</b>	963,050	702,260	1,210,026	1,435,683
<b>Capital</b>	20,839	0	12,000	13,992
<b>Total</b>	\$ 1,069,951	\$ 741,403	\$ 1,264,623	\$ 1,499,344

# Liability Insurance Fund

The Liability Insurance fund accounts for the City self insurance program for liability claims and losses due to liabilities arising under the laws of State and Federal governments. Cost incurred in this account may include judgement and cost, special counsel fees, and cost for any special legal cases of the City.

The cost for these programs are funded through premiums paid by the departments and agencies of City government.

## Major Accomplishments for FY 1999/2000

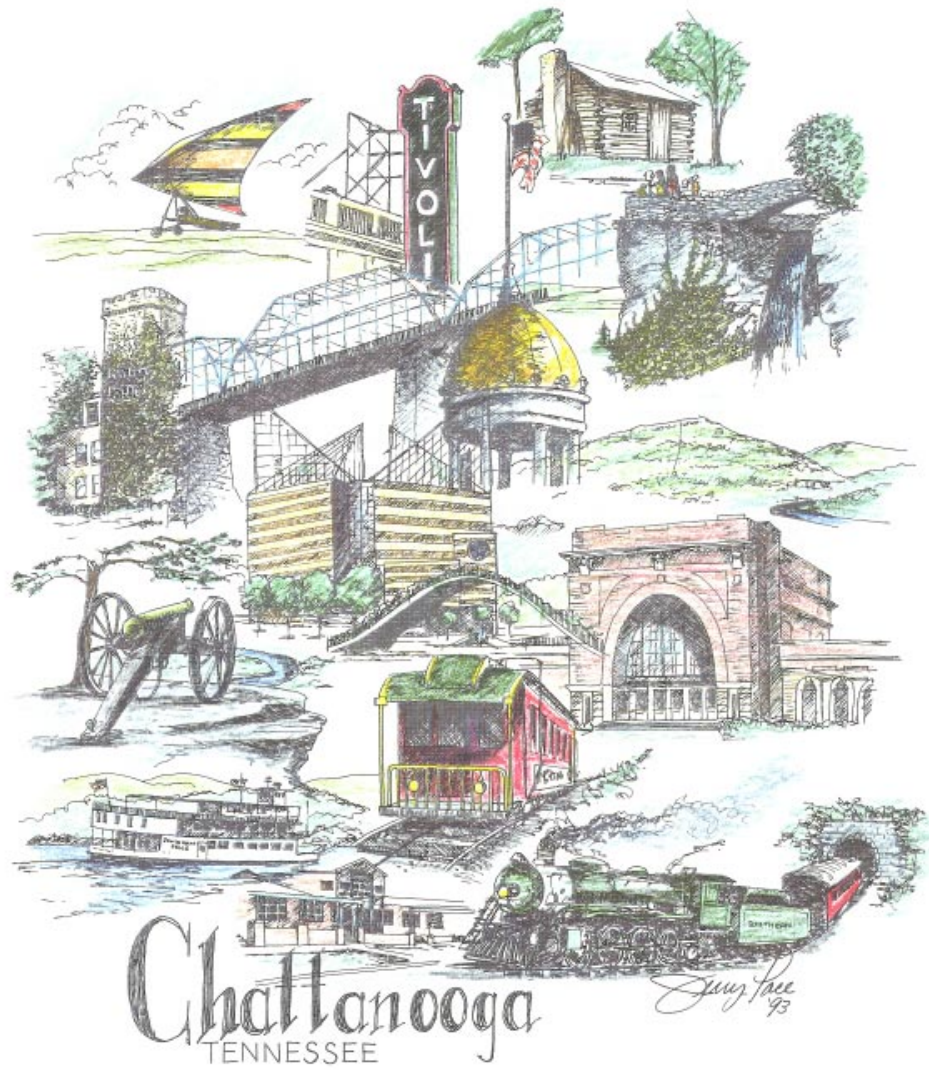
None

## Goals & Objectives

Protect the governing body acting on behalf of the Citizens of Chattanooga



	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	796,464	982,680	950,000	1,150,000
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 796,464	\$ 982,680	\$ 950,000	\$ 1,150,000



# 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

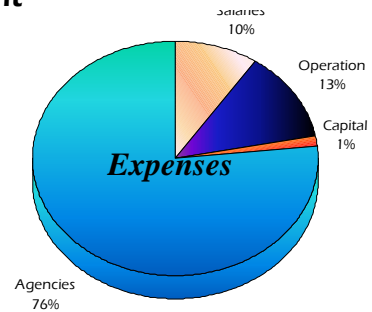
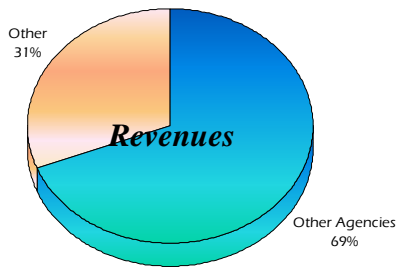
Development Fund and the CD - Home Program Fund. As of June 30, 2000 the budgeted revenue and expenses were as followed:

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Economic & Community Development	\$7,245,229	\$5,335,286	\$5,578,260
CD - Home Program	\$2,284,953	\$1,393,790	\$1,388,004

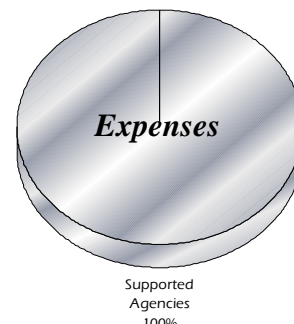
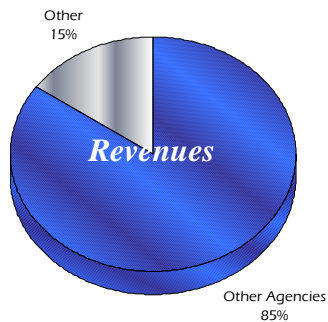
The FY 2001 budget for Economic & Community Development is \$3,822,000 while the 2001 budget for CD – Home Program is \$1,434,000.

## Fiscal Year 2000/2001

### Community Development



### Community Development - Home Program



**Fund Revenue Summary**  
Fiscal Year Ending June 30, 2001  
(expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
Fiduciary Fund						
Community Development	4,439	4,856	7,245	3,822	(3,423)	-47.2%
CD - HOME Improvements	1,366	1,982	2,285	1,434	(851)	-37.2%
<i>Total Fiduciarys Fund</i>	5,805	6,838	9,530	5,256	(4,274)	-44.8%

## Revenues

### 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.

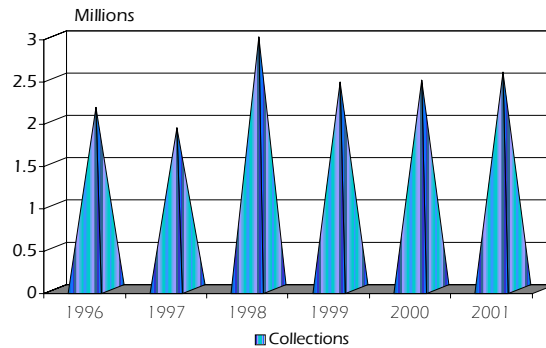
The total decrease for this fund is \$4,274,183. This major decreases in this fund is due to the changes in grant funding during the City's fiscal year. As with most federal funds these sources are allocated to the City based on the Federal Government's budget year which is different from the city's fiscal reporting year and may vary from year to year.

Historically, an analysis of Community Development Block Grant Funds received by the City reflects the variation in funding from year to year.

### Home Investment Program

The total decrease for this fund is \$850,953. This major decrease is due to the changes in grant funding during the City's fiscal year. As with most federal funds these sources are allocated to the City based on the Federal Government's budget year which is different from the city's fiscal reporting year and may vary from year to year.

Historically, an analysis of Community Development Block Grant Funds received by the City reflects the variation in funding from year to year.



**Fund Expenditure Summary**  
Fiscal Year Ending June 30, 2001  
(expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
<hr/>						
Fiduciary Fund						
Community Development	4,448	5,300	7,245	3,822	(3,423)	-47.2%
CD - HOME Improvements	1,359	1,980	2,285	1,434	(851)	-37.2%
<hr/>						
<i>Total Fiduciarys Fund</i>	5,807	7,280	9,530	5,256	(4,274)	-44.8%

## Expenses

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### 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 1998 - 2001

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '01	%	%
	FY 97/98	FY 99/00	FY 99/00	FY 00/01	INC/(DEC)	CHANGE FY 00/01	OF TOTAL
<b>Economic &amp; Community Development (Fund 7100):</b>							
Community Development Block Grant	2,978,513	3,360,099	5,299,753	2,559,000	(2,740,753)	-51.7%	48.69%
Fund Balance	0		58,902	0	(58,902)	-100.0%	0.00%
Emergency Shelter	91,129	85,241	96,759	87,000	(9,759)	-10.1%	1.66%
State Housing Dept Grant	198,500	197,000	27,000	0	(27,000)	-100.0%	0.00%
Shelter Plus Care Grant	78,314	51,339	354,421	0	(354,421)	-100.0%	0.00%
Rental Rehab Grant	7,065	180	0	0	0	N/A	0.00%
Interest Income	250,755	256,723	294,483	0	(294,483)	-100.0%	0.00%
Other Income	70,716	6,101	0	0	0	N/A	0.00%
Property Rental	50,438	55,028	57,000	0	(57,000)	-100.0%	0.00%
Private Foundation Grant	25,919	29,685	20,395	0	(20,395)	-100.0%	0.00%
Program Income	688,003	814,603	1,036,517	1,176,000	139,483	13.5%	22.37%
<b>Total Economic &amp; Community Development</b>	<b>\$4,439,352</b>	<b>\$4,855,999</b>	<b>\$7,245,230</b>	<b>\$3,822,000</b>	<b>(3,423,230)</b>	<b>-47.2%</b>	<b>72.72%</b>
<b>Economic &amp; Community Development - HOME Program (Fund 7101):</b>							
Federal Grant (HOME)	1,037,431	1,723,641	2,084,953	1,214,000	(870,953)	-41.8%	23.10%
Fund Balance	0	0	0	0	0	N/A	0.00%
Program Income	328,341	258,564	200,000	220,000	20,000	10.0%	4.19%
<b>Total Economic &amp; Community Development (HO)</b>	<b>\$1,365,772</b>	<b>\$1,982,205</b>	<b>\$2,284,953</b>	<b>\$1,434,000</b>	<b>(850,953)</b>	<b>-37.2%</b>	<b>27.28%</b>
<b>Grand Totals:</b>	<b>\$5,805,124</b>	<b>\$6,838,204</b>	<b>\$9,530,183</b>	<b>\$5,256,000</b>	<b>(4,274,183)</b>	<b>-44.8%</b>	<b>100.00%</b>



Fiduciary Fund Expenditure  
Fiscal Years 1998-2001

Expenditures	Actual FY 97/98	Actual FY 98/99	Budget FY 99/00	Budget FY 00/01	BUDGET '01 INC/(DEC)
Economic & Community Development (Fund 7100):					
28th Legislative District CDC	0	0	50,000	45,000	(5,000)
Allied Arts	0	0	0	70,000	70,000
Alton Park & Dodson Avenue Health Center	0	0	86,650	86,650	0
Bethlehem Community Development Credit Union	0	0	35,000	25,882	(9,118)
Better Housing Commission	139,424	158,491	189,420	0	(189,420)
Boy's Club of Chattanooga	4,913	0	0	0	0
CADAS	0	31,564	123,700	50,000	(73,700)
CCHDO	0	3,459	132,541	0	(132,541)
CD Office Administration & Planning	242,188	260,109	652,325	843,269	190,944
CD Planning	145,685	135,620	203,871	0	(203,871)
Chambliss Children's Home	50,000	0	0	0	0
Chattanooga Area Food Bank	0	35,000	0	0	0
Chattanooga Area Urban League	124,824	3,676	0	0	0
Chattanooga CARES	1,469	7,031	0	0	0
Chattanooga Homeless Coalition	13,733	717	0	0	0
Chattanooga Housing Authority	102,802	354,245	150,565	0	(150,565)
Chattanooga Human Services	0	0	200,000	0	(200,000)
Chattanooga Neighborhood Enterprise - CHAS	2,068,404	1,801,921	1,741,000	1,130,718	(610,282)
Children's Advocacy Center	0	110,867	83,623	0	(83,623)
Community Kitchen	270,000	8,029	0	0	0
Contingency	0	0	129,786	0	(129,786)
Dismas	0	0	51,600	0	(51,600)
Emergency Shelter - Community Kitchen	0	15,000	18,817	0	(18,817)
Emergency Shelter - Dismas House	5,000	6,284	5,879	0	(5,879)
Emergency Shelter - Family & Children Services	51,216	56,118	50,217	68,012	17,795
Emergency Shelter - Interfaith Hospitality Network	0	0	0	3,500	3,500
Emergency Shelter - Room In the Inn	11,417	13,000	21,846	15,488	(6,358)
Family & Children's Services	65,753	0	27,437	62,000	34,563
Friendship Haven	0	0	0	45,000	45,000
General Services	0	120,000	175,000	290,000	115,000
Girl's Incorporated	39,647	0	87,500	0	(87,500)
Good Neighbor's Housing, Inc.	0	0	17,600	0	(17,600)
Habitat	0	0	111,510	0	(111,510)
HOPE for Chattanooga	0	24,000	5,000	0	(5,000)
Hosanna	0	15,000	0	0	0
Inner City Development Center - CDBG	108,899	99,527	217,961	345,000	127,039
Inner City Ministries	145,457	54,543	0	0	0
Interfaith Hospitality Network of Greater Chattanooga	0	0	20,000	51,500	31,500
Jefferson Heights Neighborhood Coalition	0	8,600	33,813	0	(33,813)
Maurice Kirby Child Care Center	24,000	0	0	0	0
Mary Reynolds Babcock Foundation - Grant	25,919	30,861	20,395	0	(20,395)
Metropolitan Council for Community Services	7,600	7,600	0	0	0
M. L. King Comm. Development Corp. - Rehab	75,000	0	0	0	0
Neighborhood Services	0	0	194,142	150,000	(44,142)
Newton Child Development Center	13,700	0	0	0	0
Northside Neighborhood House	0	5,173	14,827	0	0
Orange Grove	164,173	0	0	0	0
Parks & Recreation	66,125	701,469	837,086	40,200	(796,886)
Private Industry Council	53,763	0	0	0	0
Police Athletic League	6,556	16,812	4,901	40,000	35,099
Police Dept. - City of Chatt	0	0	0	200,000	200,000
Public Works	0	564,761	613,110	0	(613,110)
Room in the Inn	0	0	4,000	86,000	82,000
Scenic City Drum & Bugle Corps	0	56,439	59,000	0	(59,000)
Shelter Plus Care	78,314	51,261	354,421	0	(354,421)
Southeast Tennessee Historical District	0	0	0	11,000	11,000
Southeast Tennessee Legal Services	0	0	10,800	35,000	24,200
Special Transit Services, Inc.	54,201	39,926	20,700	19,200	(1,500)
THDA House - CNE	198,500	233,000	175,725	0	(175,725)
USDC - EDA	28,214	102,729	64,668	0	(64,668)
United Methodist Center (Bethlehem)	0	0	62,500	0	(62,500)
United Way Center for NonProfits	0	0	50,850	32,500	(18,350)
University of Tennessee at Chattanooga	0	6,000	0	0	0
Urban Renewal Project	3,595	270	0	0	0
VITAL Center	0	0	45,590	0	(45,590)
Westside Community Development / Jr. League	52,607	151,710	104,681	76,081	(28,600)
<b>Total Economic &amp; Community Development</b>	<b>\$4,448,271</b>	<b>\$5,300,466</b>	<b>\$7,245,230</b>	<b>\$3,822,000</b>	<b>(3,423,230)</b>
Administrative & Planning	37,630	20,081	20,318	0	(20,318)
Chatt. Community Housing Dev. Organ. Operating	11,289	85,000	57,000	50,000	(7,000)
Chatt. Community Housing Dev. Organ. Projects	621,347	338,323	699,493	185,000	(514,493)
Rental Housing Rehab Projects/CNE	108,465	419,830	276,489	0	(276,489)
Homeowner Rehab Projects/CNE	513,854	1,091,865	988,857	1,115,000	126,143
Hope for Chattanooga	0	0	0	84,000	84,000
ICDC Housing Projects	66,144	24,923	0	0	0
Future Projects	0	0	242,796	0	(242,796)
<b>Total Economic &amp; Community Development (HOME)</b>	<b>\$1,358,729</b>	<b>\$1,980,022</b>	<b>\$2,284,953</b>	<b>\$1,434,000</b>	<b>(850,953)</b>
<b>Grand Totals:</b>	<b>\$5,807,000</b>	<b>\$7,280,488</b>	<b>\$9,530,183</b>	<b>\$5,256,000</b>	<b>(4,274,183)</b>

## Employee Pension System

### Retirement Plans

The City maintains three single-employer defined benefit pension plans which cover all employees. Each of these systems is maintained separately: one system (General Pension Plan) covers general City employees; a second plan covers employees of the Electric Power Board; and the third covers 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	UAAL	Funded Ratio
General Pension	(19,675,485)	117.90%
Fireman & Policemen	( 2,225,200)	101.33%
Electric Power Board	( 5,355,000)	113.94%

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

### General Pension Plan

The City provides a 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, however, since the General Pension is currently fully funded the City opted not to match contributions for FY2001.

### 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 (8.19) percent. 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

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:

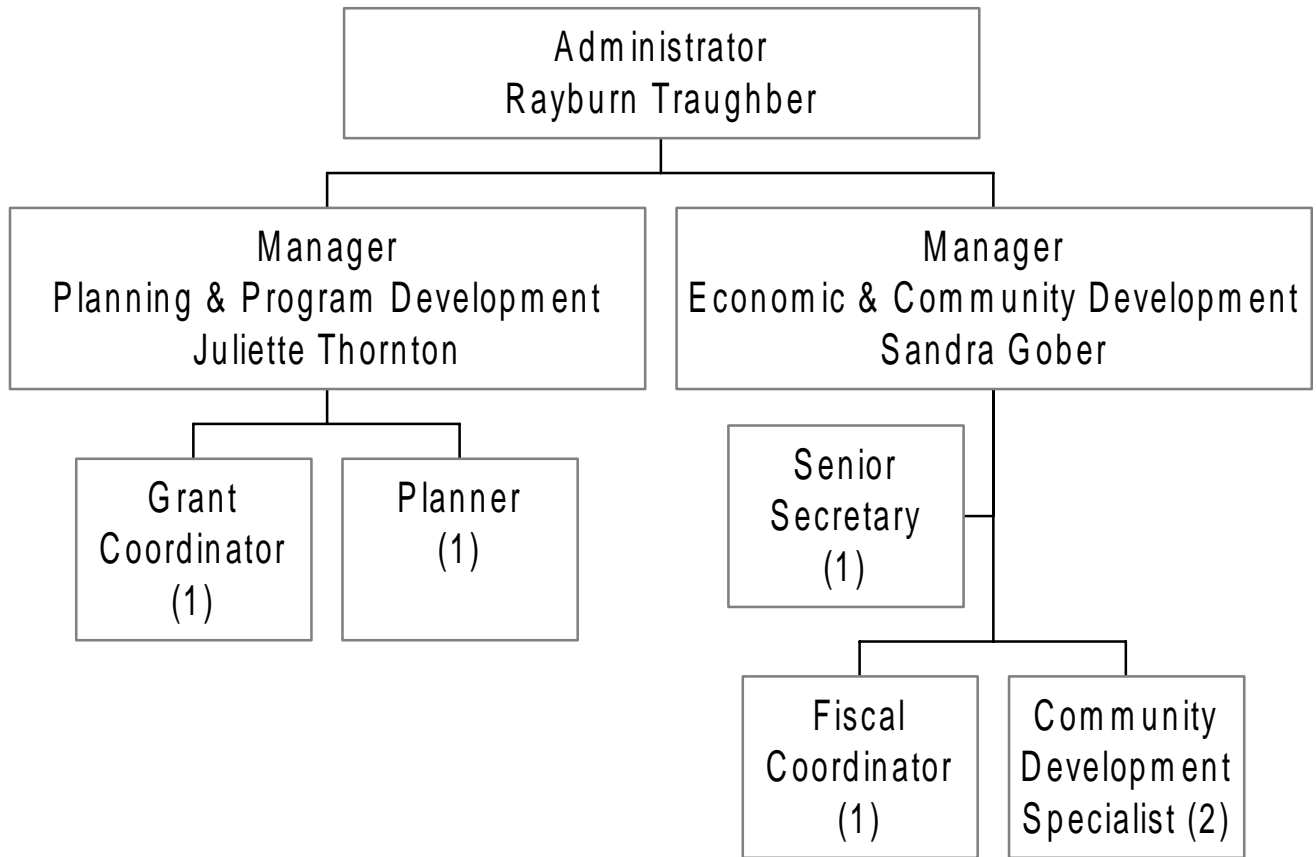
- Quality, Affordable Housing
- Employment Opportunities
- Opportunities for Economic Development
- Social Services
- Public Facility Improvements
- Infrastructure Enhancements



**Community Development Neighborhood**

**Department: COMMUNITY DEVELOPMENT**

	<b>Actual FY 97/98</b>	<b>Actual FY 98/99</b>	<b>Budget FY 99/2000</b>	<b>Budget FY 00/2001</b>
<b>Personnel</b>	\$ 200,862	\$ 209,382	\$ 250,000	\$ 290,646
<b>Operating</b>	4,239,619	5,076,280	6,950,230	3,521,354
<b>Capital</b>	7,791	14,804	45,000	10,000
<b>Total</b>	\$ 4,448,272	\$ 5,300,466	\$ 7,245,230	\$ 3,822,000
<b># Authorized</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>



# 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.

	Actual FY 97/98	Actual FY 98/99	Budget FY 99/2000	Budget FY 00/2001
<b>Personnel</b>	\$ 200,862	\$ 209,382	\$ 250,000	\$ 290,646
<b>Operating</b>	33,535	35,753	318,500	292,623
<b>Capital</b>	7,791	14,804	45,000	10,000
<b>Total</b>	\$ 242,188	\$ 259,939	\$ 613,500	\$ 593,269

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 & Goals:

**Planning and activities should be on a comprehensive approach to community 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**

### Performance Measures

	Actual FY 98/ 99	Goal FY 99/ 00	Estimate FY 99/ 00	Goal FY 00/ 01
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
Private housing guide for citizens	yes	yes	yes	yes

**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.

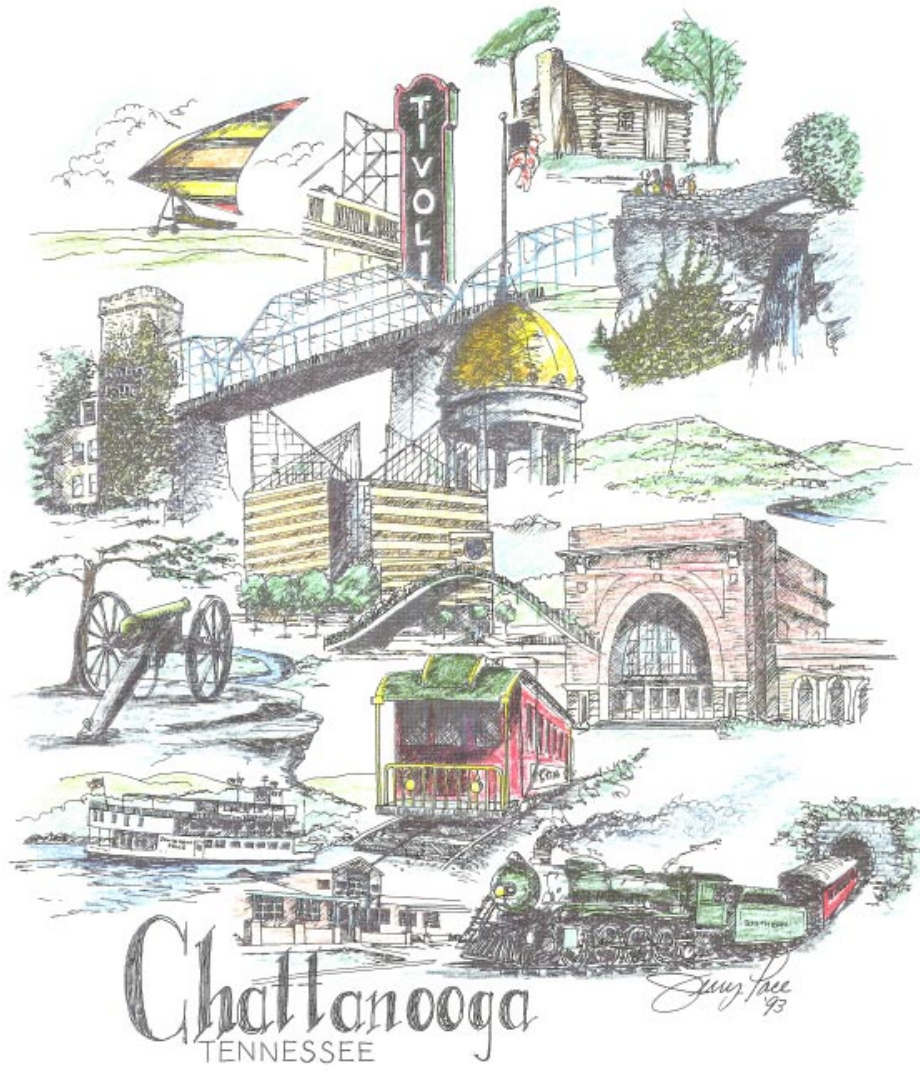
## Major Accomplishments for FY 1999/2000

See Community Development

## Goals & Objectives

See Community Development goals and objectives

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 2000	Budget FY 00/ 2001
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	4,206,084	5,040,527	6,631,730	3,228,731
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 4,206,084	\$ 5,040,527	\$ 6,631,730	\$ 3,228,731





# Home Program

The HOME Investment Grant is for the administration of federal funds to provide decent and affordable housing for low and moderate income families.



**Revitalize Homes for Low and Moderate Income Families**

**Division: HOME IMPROVEMENT**

	<b>Actual FY 97/ 98</b>	<b>Actual FY 98/ 99</b>	<b>Budget FY 99/ 2000</b>	<b>Budget FY 00/ 2001</b>
<b>Personnel</b>	\$ 33,421	\$ 33,421	\$ -	\$ 15,618
<b>Operating</b>	1,325,308	1,946,601	2,284,953	1,418,382
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,358,729	\$ 1,980,022	\$ 2,284,953	\$ 1,434,000
<b>Positions Authorized</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>

# 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.

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 2000	Budget FY 00/ 2001
<b>Personnel</b>	\$ 33,421	\$ 33,421	\$ -	\$ 15,618
<b>Operating</b>	4,209	4,209	0	3,000
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 37,630	\$ 37,630	\$ -	\$ 18,618

## Goals & Objectives

See Community Development goals and objectives.

See Community Development

# HOME Loan Programs

This activity includes all costs associated with loans made with the HOME Partnership Investment Funds

	Actual FY 97/ 98	Actual FY 98/ 99	Budget FY 99/ 2000	Budget FY 00/ 2001
<b>Personnel</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	1,321,099	1,942,392	2,284,953	1,415,382
<b>Capital</b>	0	0	0	0
<b>Total</b>	\$ 1,321,099	\$ 1,942,392	\$ 2,284,953	\$ 1,415,382

## Goals & Objectives

See Community Development goals and objectives

# 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.

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

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.

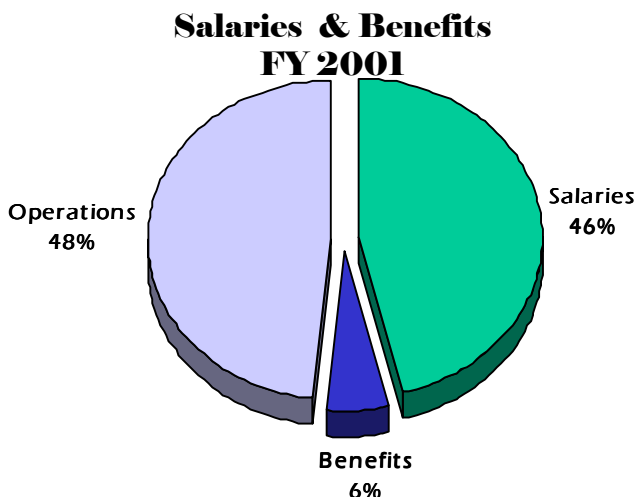
**Life Insurance.** On July 1, 1986 the death benefits of the group term life insurance program sponsored by the city for all eligible employees was upgraded to equal to 100% of an employee's annual salary, with a maximum benefit of \$40,000. For FY 2000, the cost of this life insurance benefit will 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

work period are to receive overtime pay.

Premium compensatory leave has been deleted. A provision has been established for exempt employees



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:

<b>Years of Service:</b>	<b><u>0 - 10</u></b>	<b><u>11-17</u></b>	<b><u>18 +</u></b>
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:**

	<b><u>0 - 10</u></b>	<b><u>11-17</u></b>	<b><u>18 +</u></b>
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

Since fiscal year 1998, the city has authorized a cumulative total of 346 new positions. This 16% can be attributed the continued efforts set by the Council and Mayor to provide programs promoting cleaner, safer, neighborhoods; improve public safety; improve Parks and Recreation; and continue community and economic development.

In fiscal year 2001, the City authorized a total of 95 new positions, this is a 4% increase over last years 2,446 authorized positions. The Fiscal Year 2001 changes are as follows:

### General Government

In fiscal year 2001 positions increased by six (6). This is a result of four (4) new positions needed to staff a second division for City Court at a cost of \$204,967. The other two positions are Design Review Coordinator and Design Review Assistant at a cost of \$56,177. These positions continue the City's effort to support the Regional Planning Agency in their review of City design guidelines as passed by Council. Total cost impact for new positions is \$261,144.

### Department of Finance & Administration

In fiscal year 2001 positions increased by three (3). This increase is a result of four (4) new positions in the City Court Clerk's office needed to supports the new second division for City Court, the cost impact is \$95,096. An offset to this increase, the City Treasurer's office deleted a Property Tax Clerk I position, which reduced the authorized positions to three (3). The cost impact for new positions is \$36,200.

### Department of Police

In fiscal year 2001 positions increased by twenty-three (23), but 18 of those authorized positions were established to house retirees until a new pension plan was voted on in the election on August 3, 2000. These positions will not remain in budget in upcoming years. This end result is five (5) new positions needed to assist increased clerical functions. Total cost increase is \$98,444.

### Department of Fire

In fiscal year 2001 positions increased by fourteen (14). This increase is the last installment of positions needed to fulfill a 3 year commitment to meet recommendations made by the Municipal Technical Advisory Service for standards set by the National Fire Association. The report stated we were understaffed by 35 firefighters. Also there were 25 positions reclassified from regular firefighters to Senior firefighters. Total cost impact is \$433,060.

### Department of Public Works

In fiscal year 2001 positions increased by four (4). This four (4) is a result of increases and decreases in several funds included within the Public Works Department: General Fund (+1), Storm Water Fund (-1), State Street Aid (+7), and Solid Waste(-3). The major position increases can be attributed to State Street Aid (\$130,000) for planned efforts to aid in Alley Cleanup around the City. Total cost impact is \$164,452.

### Department of Parks, Recreation, Arts & Culture

In fiscal year 2001 positions increased by eight (8). These five (5) full time and three (3) part-time positions will be used to continue efforts of providing staff for recreation centers, forestry, and the newly operated Carousel at Coolidge Park. Total cost impact is \$176,951.

**Department of General Services:**

In fiscal year 2001 positions increased by two (2). These positions will provide are needed to help increase efficiency in everyday fiscal functions and help facilitate with the City growing Economic Development. Total cost impact is \$62,376.

**Department of Neighborhood Services:**

In fiscal year 2001 positions increased by six (6): four (4) full time and tow (2) part time. Two of the four (4) full time positions will be used Codes and Community Services for data entry of several complaints received daily and Program Research on Codes and Laws. One will be used in Neighborhood Relations to oversee special projects and programs designed to make citizen aware of services provided through this department from the City. The other full time position will be an Office Manager needed to oversee day to day functions. Part-time positions are two summer interns participating in the City's new Fellows program. These students will work June thru August only. Total position cost impact is \$111,972.

NR = Indicates that the position has not been rated by the City's personnel rating agency - DMG - throughout the detail position listing.

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	FY 2002
<b>General Government &amp; Agencies</b>			<b>30</b>	<b>28</b>	<b>32</b>	<b>38</b>	<b>6</b>	<b>8</b>	<b>38</b>
City Attorney's Office									
C00150	City Attorney	48	1	1	1	1	0	0	1
City Court Judicial I									
C00152	Court Officer	11	2	2	2	2	0	0	2
C00153	Judicial Assistant	18.03hr	1	1	1	1	0	0	1
C00154	Police Officer	P1	1	1	1	1	0	0	1
C20010	City Judges	NP	1	1	1	1	0	0	1
			<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>5</u>
City Court Judicial II									
C00152	Court Officer	11	0	0	0	2	2	2	2
C00153	Judicial Assistant	18.03hr	0	0	0	1	1	1	1
C20010	City Judges	NP	0	0	0	1	1	1	1
			<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
City Council									
C00159	Clerk to Council	NP	1	1	1	1	0	0	1
C00160	Management Analyst	NP	1	1	1	1	0	0	1
C00161	Assistant Clerk to Council	15	1	1	1	1	0	0	1
C00163	Council Secretary	10	1	1	1	1	0	0	1
C20100	Council Chairperson	NP	1	1	1	1	0	0	1
C20200	Council Vice Chairperson	NP	1	1	1	1	0	0	1
C20300	Council Member	NP	7	7	7	7	0	0	7
C00910	Council Assistant (P/T)	8.82hr	1	1	4	4	0	3	4
			<u>14</u>	<u>14</u>	<u>17</u>	<u>17</u>	<u>0</u>	<u>3</u>	<u>17</u>
Office of the Mayor									
C00168	Communication Coordinator	19	1	1	1	1	0	0	1
C00171	Chief of Staff	50	1	1	1	1	0	0	1
C00172	Special Projects Director	19	1	1	1	1	0	0	1
C00173	Project Manager	NP	0	0	1	1	0	1	1
C00174	Special Project Assistant	15	0	0	2	2	0	2	2
C01204	Administrative Secretary	9	1	1	1	1	0	0	1
C01207	Executive Assistant	N/A	1	2	0	0	0	-1	0
C01209	Administrative Assistant	19	1	1	1	1	0	0	1
C20001	Mayor	NP	1	1	1	1	0	0	1
XXXX	Inactivated positions	n/a	1	0	0	0	0	-1	0
			<u>8</u>	<u>8</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>1</u>	<u>9</u>
Downtown Design Center									
C00563	Design Review Coordinator	15	0	0	0	1	1	1	1
C00567	Design Review Assistant	9	0	0	0	1	1	1	1
			<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
General Government Inactivated Positions									
XXXX	Human Rights Commision	n/a	2	0	0	0	0	-2	0
			<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-2</u>	<u>0</u>
<b>Department of Finance &amp; Administration</b>			<b>108</b>	<b>108</b>	<b>112</b>	<b>115</b>	<b>3</b>	<b>7</b>	<b>115</b>
Finance									
C00071	Accounts Payable Assistant	NR	0	0	0	1	1	1	1
C00075	Administrator	50	1	1	1	1	0	0	1
C00076	Deputy Administrator	42	1	1	1	1	0	0	1
C00077	Budget Officer	29	1	1	1	1	0	0	1
C00079	Manager, Financial Operations	31	1	1	1	1	0	0	1
C00080	Internal Audit Supervisor	29	1	1	1	1	0	0	1
C00081	Accounts Payable Supervisor	15	1	1	1	1	0	0	1

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
C00082	Accounting Supervisor	26	0	0	1	1	0	1	1
C00083	Payroll Supervisor	18	1	1	1	1	0	0	1
C00084	Internal Auditor	17	2	2	2	2	0	0	2
C00085	Budget Analyst	17	4	3	3	3	0	-1	3
C00086	Budget Analyst, Senior	19	0	1	1	1	0	1	1
C00087	Accountant	17	4	3	3	3	0	-1	3
C00090	Accountant, Senior	19	0	1	1	1	0	1	1
C00099	Payroll Technician	8	1	1	3	2	-1	1	2
C00102	Payroll Technician, Sr	10	0	0	0	1	1	1	1
C00903	Accounting Intern (Part time)	\$7.28hr	2	2	2	2	0	0	2
C01001	Office Assistant	N/A	0	0	2	0	-2	0	0
C01002	Office Assistant, Sr	5	0	0	4	6	2	6	6
C01204	Administrative Secretary	9	0	0	1	1	0	1	1
C01207	Executive Assistant	13	0	0	1	1	0	1	1
C01402	Accounting Technician	8	0	0	4	3	-1	3	3
XXXX	Inactivated positions	n/a	14	14	0	0	0	-14	0
			34	34	35	35	0	1	35
<b>Information Services</b>									
C00107	Information System Director	40	1	1	1	1	0	0	1
C00108	Manager, IS Programming	32	1	1	1	1	0	0	1
C00109	Assistant Director	32	1	1	1	1	0	0	1
C00113	Manager, IS Support Systems	28	1	1	1	1	0	0	1
C00115	System & Data Base Specialist, Sr	25	2	2	2	2	0	0	2
C00116	System & Data Base Specialist	20	1	1	1	1	0	0	1
C00117	Network Manager	26	1	1	1	1	0	0	1
C00118	Programmer Analyst	25	4	4	4	5	1	1	5
C00119	Programmer, Sr	19	6	5	5	4	-1	-2	4
C00121	Network Technician, Sr	11	0	2	2	2	0	2	2
C00122	Trainer, Information Systems	12	1	1	1	1	0	0	1
C00123	PC Services Specialist, Sr	18	0	1	1	1	0	1	1
C00124	Network Technician	9	3	4	4	4	0	1	4
C00125	PC Service Technician	9	1	1	1	1	0	0	1
C00127	Programmer	16	7	4	4	4	0	-3	4
C00128	PC Services Specialist	17	0	2	2	2	0	2	2
C00129	Telecommunication Specialist	14	0	1	1	1	0	1	1
C01403	Administrative Coordinator	10	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	4	0	0	0	0	-4	0
			34	34	34	34	0	0	34
<b>City Treasurer</b>									
C00130	Treasurer	33	1	1	1	1	0	0	1
C00131	Assistant Treasurer	23	1	1	1	1	0	0	1
C00132	Tax Supervisor	15	1	2	2	2	0	1	2
C00136	Business Tax Inspector	11	1	1	1	1	0	0	1
C00904	Property Tax Clerk I	\$6.89hr	2	2	2	1	-1	-1	1
C00905	Property Tax Clerk II	\$8.03hr	1	1	1	1	0	0	1
C00906	Property Tax Clerk III	\$8.03hr	1	1	1	1	0	0	1
C01006	Tax Clerk	6	0	7	7	7	0	7	7
XXXX	Inactivated positions	n/a	8	0	0	0	0	-8	0
			16	16	16	15	-1	-1	15
<b>City Court Clerk's Office</b>									
C00055	City Court Clerk	33	1	1	1	1	0	0	1
C00056	Deputy City Court Clerk	15	1	1	1	1	0	0	1
C00059	Court Operation Supervisor	13	1	2	2	3	1	2	3
C00154	Police Officer (Liaison)	P1	0	0	0	1	1	1	1
C01101	Court Clerk	5	0	15	16	17	1	17	17
C01102	Court Clerk, Sr	7	0	5	5	6	1	6	6
XXXX	Inactivated positions	n/a	21	0	0	0	0	-21	0
			24	24	25	29	4	5	29



**City of Chattanooga**  
**Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
Telecommunications									
C0145	Telecommunication Manager	28	0	0	1	1	0	1	1
C00146	Telecommunication Coordinator	17	0	0	1	1	0	1	1
			0	0	2	2	0	2	2
<b>Department of Police</b>			<b>616</b>	<b>695</b>	<b>722</b>	<b>745</b>	<b>23</b>	<b>129</b>	<b>745</b>
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1
C00355	Safety Coordinator	N/A	1	0	1	0	-1	-1	0
C00801	Information Safety Officer	N/A	0	1	0	0	0	0	0
C00805	Police Chief	47	1	1	1	1	0	0	1
C00806	Deputy Police Chief	P5	3	3	2	2	0	-1	2
C00807	Deputy Dir. , Community Outreach	17	0	1	1	1	0	1	1
C00808	Assist. Community Outreach Dir.	12	0	0	1	1	0	1	1
C00809	Captain	P4	22	18	11	11	0	-11	11
C00812	Lieutenant	P3	34	31	23	23	0	-11	23
C00813	Sergeant	P2	78	107	108	108	0	30	108
C00815	Special Services Supervisor	N/A	1	1	0	0	0	-1	0
C00816	Polygraph Examiner	N/A	1	1	0	0	0	-1	0
C00818	Police Officer	P1	201	225	249	263	14	62	263
C00819	Crime Prevention Supervisor	N/A	0	1	0	0	0	0	0
C00820	Police Off. Crime Bill	P1	31	76	74	54	-20	23	54
C00821	Sergeant - HUD	N/A	1	1	0	0	0	-1	0
C00824	Police Officer	P1	19	10	11	11	0	-8	11
C00825	Police Service Technician	3	0	0	4	13	9	13	13
C00827	Police Service Tech P.T.	\$9.48hr	0	25	25	25	0	25	25
C00828	Police ID Technician	9	1	1	2	2	0	1	2
C00829	Photo Lab Tech	9	1	1	1	1	0	0	1
C00831	Manager, Animal Services	24	0	1	1	1	0	1	1
C00832	Meter Patrol Supervisor	N/A	1	1	0	0	0	-1	0
C00833	School Patrol Supervisor	12	1	1	1	1	0	0	1
C00834	School Patrol Officer Senior	9	1	1	1	1	0	0	1
C00840	Property Service Clerk	7	6	5	8	8	0	2	8
C00841	Meter Patrol Officer	N/A	9	9	0	0	0	-9	0
C00843	Communication Officer, Fire	8	2	2	2	2	0	0	2
C00844	Communication Officer	11	30	58	58	45	-13	15	45
C00855	Manager Media Relations	19	0	1	1	1	0	1	1
C00856	Police Records Trainer	7	2	2	2	2	0	0	2
C00858	Police Legal Advisor	28	0	1	1	1	0	1	1
C00861	Fingerprint Technician	6	1	2	2	2	0	1	2
C00864	Police Service Tech	N/A	0	4	0	0	0	0	0
C00895	Manager, Information Services	N/A	0	0	1	0	-1	0	0
C00896	Animal Service Officer	9	0	0	14	14	0	14	14
C00897	Animal Service Sergeant	13	0	0	2	2	0	2	2
C00898	Communication Officer, Sr	13	0	0	6	6	0	6	6
C00923	Animal Service Admin Supervisor	16	0	0	1	1	0	1	1
C00970	Police Service Tech Senior	5	0	0	10	10	0	10	10
C00971	Police Retiree 2000 P3	NP	0	0	0	7	7	7	7
C00972	Police Retiree 2000 P4	NP	0	0	0	5	5	5	5
C00973	Police Retiree 2000 P5	NP	0	0	0	1	1	1	1
C00974	Police Retiree 2000 Civilian	NP	0	0	0	1	1	1	1
C00975	Lieutenant School Patrol	\$34.26hr	3	3	3	3	0	0	3
C00976	School Patrol Officer	\$24.16hr	30	30	30	30	0	0	30
C00977	Reserve Officer (Part time)	N/A	13	8	0	0	0	-13	0
C00994	Director, Police Admin	19	0	0	0	1	1	1	1
C00995	Grant Specialist, Sr	13	0	0	0	1	1	1	1
C00996	Communication clerk	NR	0	0	0	13	13	13	13
C00997	Accounting Technician, Sr	11	0	0	0	1	1	1	1
C00998	Staff Service Coordinator	15	0	0	0	1	1	1	1
C00999	Technology Coordinator	18	0	0	0	1	1	1	1
C01000	Accreditation File Assistant	6	0	0	0	1	1	1	1
C01001	Office Assistant	3	0	1	1	1	0	1	1

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
C01002	Office Assistant, Sr	5	0	4	4	4	0	4	4
C01008	Police Records Clerk	3	0	13	13	13	0	13	13
C01009	Police Records Clerk, Sr	5	0	13	13	13	0	13	13
C01010	Police Records Clerk Supervisor	8	0	1	1	1	0	1	1
C01011	Police Records Analyst	7	0	4	4	5	1	5	5
C01201	Secretary	6	0	1	1	2	1	2	2
C01202	Secretary, Senior	7	0	8	10	11	1	11	11
C01203	Assistant to Police Chief	17	0	0	1	1	0	1	1
C01204	Administrative Secretary	9	0	6	5	5	0	5	5
C01207	Executive assistant	N/A	0	1	0	0	0	0	0
C01401	Personnel Assistant	7	0	2	2	2	0	2	2
C01402	Accounting Technician	8	0	2	2	2	0	2	2
C01403	Administrative Coordinator	10	0	1	1	1	0	1	1
C01404	Fiscal Coordinator	N/A	0	1	1	0	-1	0	0
C01406	Grant Specialist	N/A	0	0	1	0	-1	0	0
C01521	Crew Worker	3	0	1	1	1	0	1	1
C01525	Building Maintenance Mechanic	7	0	2	2	3	1	3	3
XXXX	Inactivated positions	n/a	121	0	0	0	0	-121	0
			616	695	722	745	23	129	745
<b>Department of Fire</b>			<b>368</b>	<b>389</b>	<b>404</b>	<b>418</b>	<b>14</b>	<b>50</b>	<b>418</b>
C00195	Facilities Superintendent	16	0	1	1	1	0	1	1
C00864	System Specialist	15	0	1	1	1	0	1	1
C00865	Fire Chief	47	1	1	1	1	0	0	1
C00866	Deputy Fire Chief	F6	1	1	1	1	0	0	1
C00867	Fire Marshal	F6	1	1	1	1	0	0	1
C00868	Public Information Officer	15	1	1	1	1	0	0	1
C00869	Battalion Chief	F5	7	6	6	6	0	-1	6
C00871	Captain	F4	63	75	75	75	0	12	75
C00872	Fire Investigator	F4	0	3	3	3	0	3	3
C00873	Lieutenant	F3	95	87	87	87	0	-8	87
C00874	Firefighter	F1	169	138	117	106	-11	-63	106
C00876	Operations Chief	F6	0	1	1	1	0	1	1
C00877	Resource Chief	F5	1	1	1	1	0	0	1
C00888	Staff Officer	F4	0	15	15	15	0	15	15
C00890	Training Chief	F5	0	1	1	1	0	1	1
C00891	Fire Equipment Technician	11	0	1	1	1	0	1	1
C00892	Senior Firefighter	F2	0	40	75	100	25	100	100
C00899	Tactical Services Chief	F5	0	0	1	1	0	1	1
C01001	Office Assistant	3	0	1	1	1	0	1	1
C01201	Secretary	N/A	0	1	0	0	0	0	0
C01202	Secretary, Senior	7	0	2	3	3	0	3	3
C01207	Executive Assistant	13	0	1	1	1	0	1	1
C01401	Personnel Assistant	7	0	1	1	1	0	1	1
C01402	Accounting Technician	8	0	1	1	1	0	1	1
C01403	Administrative Coordinator	10	0	1	1	1	0	1	1
C01511	Equipment Operator	N/A	0	3	0	0	0	0	0
C01513	Heavy Equipment Operator	10	0	2	2	2	0	2	2
C01525	Building Maintenance Mechanic	7	0	1	4	4	0	4	4
C01526	Building Maintenance Mechanic, Sr	12	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	29	0	0	0	0	-29	0
			368	389	404	418	14	50	418

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
<b>Department of Public Works (All Funds)</b>			<b>634</b>	<b>660</b>	<b>668</b>	<b>672</b>	<b>4</b>	<b>38</b>	<b>672</b>
<b>Public Works General Fund</b>			<b>219</b>	<b>233</b>	<b>240</b>	<b>241</b>	<b>1</b>	<b>22</b>	<b>241</b>
<b>Administration</b>									
C00450	Administrator	47	1	1	1	1	0	0	1
C00451	Deputy Administrator	38	1	1	1	1	0	0	1
C00453	Assistant to Administrator	22	1	1	1	1	0	0	1
C01001	Office Assistant	3	0	1	1	2	1	2	2
C01207	Executive Assistant	13	0	1	1	1	0	1	1
C01403	Administrative Coordinator	10	0	1	1	1	0	1	1
C01404	Fiscal Coordinator	17	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	5	0	0	0	0	-5	0
			<b>8</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>8</b>
<b>Inspection</b>									
C00541	Director of Codes & Inspections	32	1	1	1	1	0	0	1
C00543	Zoning Inspector	12	0	2	2	2	0	2	2
C00544	Chief Building Inspector	19	1	1	1	1	0	0	1
C00545	Chief Electrical Inspector	19	1	1	1	1	0	0	1
C00546	Chief Plumbing Inspector	19	1	1	1	1	0	0	1
C00548	Electrical Inspector	13	1	3	2	2	0	1	2
C00549	Gas/Mechanical Insp.	13	1	1	1	1	0	0	1
C00550	Plumbing Inspector	13	1	2	2	2	0	1	2
C00551	Plumbing Inspector, Sr	14	0	1	1	1	0	1	1
C00552	Combination Inspector	14	2	2	2	2	0	0	2
C00553	Building Inspector	13	2	2	2	2	0	0	2
C00554	Electrical Inspector, Sr	14	2	0	1	1	0	-1	1
C00555	Building Inspector, Sr	14	0	1	1	1	0	1	1
C00558	Codes Inspector, Sr	17	1	1	1	1	0	0	1
C00559	Gas/Mechanical Inspector, Sr	14	0	1	1	1	0	1	1
C00560	Chief Signs Inspector	16	1	1	1	1	0	0	1
C00561	Electrical Sign Inspector	10	2	2	2	2	0	0	2
C00562	Codes Coordinator	12	1	1	1	1	0	0	1
C00563	Design Review Coordinator	N/A	0	0	1	0	-1	0	0
C01004	Permit Clerk	5	0	4	4	4	0	4	4
C01015	Office Manager	10	0	1	1	1	0	1	1
C01201	Secretary	N/A	0	0	1	0	-1	0	0
XXXX	Inactivated positions	n/a	9	0	0	0	0	-9	0
			<b>27</b>	<b>29</b>	<b>31</b>	<b>29</b>	<b>-2</b>	<b>2</b>	<b>29</b>
<b>City Wide Services</b>									
C00197	Custodian	2	0	2	2	2	0	2	2
C00474	Director, City Wide Services	34	1	1	1	1	0	0	1
C00478	Safety & Training Coordinator	N/A	1	1	0	0	0	-1	0
C00479	Accident Investigator	10	1	1	1	1	0	0	1
C00480	Occupational Health Nurse	13	1	1	1	1	0	0	1
C00651	Safety & Training Coord, Sr	15	0	0	1	1	0	1	1
C00747	Supply Supervisor	9	0	1	1	1	0	1	1
C01001	Office Assistant	3	0	1	1	1	0	1	1
C01002	Office Assistant, Sr	5	0	2	2	2	0	2	2
C01201	Secretary	6	0	1	1	1	0	1	1
C01204	Administrative Secretary	9	0	1	1	1	0	1	1
C01301	Inventory Clerk	5	0	1	1	1	0	1	1
C01401	Personnel Assistant	7	0	2	2	2	0	2	2
C01403	Administrator Coordinator	10	0	1	1	1	0	1	1
C01405	Operations Coordinator	25	0	1	1	1	0	1	1
C01521	Crew Worker	3	0	1	1	1	0	1	1
C01522	Crew Worker, Sr	5	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	11	0	0	0	0	-11	0
			<b>15</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>4</b>	<b>19</b>

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	FY 2002
<b>Sewer Construction &amp; Maintenance</b>									
C00683	Superintendent, SCM	25	1	1	1	1	0	0	1
C00698	Concrete Worker	6	8	8	8	8	0	0	8
C01502	Crew Leader, Sr	8	0	1	1	1	0	1	1
C01504	Crew Supervisor, Sr	12	0	8	8	8	0	8	8
C01506	General Supervisor, Sr	16	0	1	1	1	0	1	1
C01511	Equipment Operator	6	0	4	2	2	0	2	2
C01512	Equipment Operator, Sr	8	0	0	2	3	1	3	3
C01513	Heavy Equipment Operator	10	0	4	4	4	0	4	4
C01521	Crew Worker	3	0	9	9	9	0	9	9
C01522	Crew Worker, Sr	5	0	7	7	7	0	7	7
XXXX	Inactivated positions	n/a	27	0	0	0	0	-27	0
			<u>36</u>	<u>43</u>	<u>43</u>	<u>44</u>	<u>1</u>	<u>8</u>	<u>44</u>
<b>Emergency</b>									
C01503	Crew Supervisor	11	0	1	1	1	0	1	1
C01506	General Supervisor, Sr	16	0	1	1	1	0	1	1
C01510	Light Equipment Operator	5	0	1	1	1	0	1	1
C01511	Equipment Operator	6	0	7	7	7	0	7	7
C01512	Equipment Operator, Sr	8	0	2	2	2	0	2	2
XXXX	Inactivated positions	n/a	12	0	0	0	0	-12	0
			<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>0</u>	<u>0</u>	<u>12</u>
<b>Street Cleaning</b>									
C00538	Sanitation Worker	3	0	1	1	1	0	1	1
C01502	Crew Leader, Sr	8	0	3	3	3	0	3	3
C01504	Crew Supervisor, Sr	12	0	1	1	1	0	1	1
C01506	General Supervisor, Sr	16	0	1	1	1	0	1	1
C01511	Equipment Operator	6	0	10	10	9	-1	9	9
C01512	Equipment Operator, Sr	8	0	6	6	8	2	8	8
C01521	Crew Worker	3	0	18	18	18	0	18	18
XXXX	Inactivated positions	n/a	40	0	0	0	0	-40	0
			<u>40</u>	<u>40</u>	<u>40</u>	<u>41</u>	<u>1</u>	<u>1</u>	<u>41</u>
<b>Traffic Engineering</b>									
C00768	City Traffic Engineer	36	1	1	1	1	0	0	1
C00769	Assistant City Traffic Engineer	26	1	1	1	1	0	0	1
C00770	Traffic Operations Analyst	18	1	1	1	1	0	0	1
C00771	Traffic Engineering Designer	13	0	0	1	1	0	1	1
C00772	Traffic Systems Technician	14	1	1	1	1	0	0	1
C00774	Traffic Engineering Tech	10	2	3	3	3	0	1	3
C00776	Traffic Signal Tech.	16	1	1	1	1	0	0	1
C00778	Clerk II P/P	\$8.52hr	1	0	1	1	0	0	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1
C01503	Crew Supervisor	N/A	0	1	0	0	0	0	0
XXXX	Inactivated positions	n/a	1	0	0	0	0	-1	0
			<u>10</u>	<u>10</u>	<u>11</u>	<u>11</u>	<u>0</u>	<u>1</u>	<u>11</u>
<b>Engineering</b>									
C00501	Engineering Technician	10	0	0	0	1	1	1	1
C00502	Construction Inspector	10	0	0	0	4	4	4	4
C00505	City Engineer	41	1	1	1	1	0	0	1
C00506	Asst. City Engineer	36	1	1	1	1	0	0	1
C00509	Development Coordinator	N/A	1	1	1	0	-1	-1	0
C00510	Construction, Inspector Supervisor	19	1	1	1	1	0	0	1
C00511	Manager, Construction	N/A	1	1	1	0	-1	-1	0
C00512	Engineering Manager	31	1	1	1	1	0	0	1
C00513	Engineering Designer	17	1	2	2	4	2	3	4
C00514	Prop. Acquisition Coordinator	14	1	1	1	1	0	0	1
C00515	Plans & Survey Analyst	N/A	1	1	1	0	-1	-1	0
C00516	Engineering Project Coordinator	20	0	4	4	4	0	4	4
C00517	Supervisor, Survey Party	16	1	1	1	1	0	0	1

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
C00518	Survey Party Chief	13	3	3	3	3	0	0	3
C00519	Civil Engineer Tech II	N/A	4	3	0	0	0	-4	0
C00521	Construction, Inspector	13	3	3	3	3	0	0	3
C00522	Survey Instrument Tech.	10	4	4	4	3	-1	-1	3
C00523	Survey Technician	5	5	5	5	4	-1	-1	4
C00525	Public Works Information Tech	10	1	2	4	4	0	3	4
C00965	Engineering Co-op	\$9.64hr	2	2	6	4	-2	2	4
C01001	Office Assistant	3	0	2	2	2	0	2	2
C01204	Administrative Secretary	9	0	1	1	1	0	1	1
XXXX	<i>Inactivated positions</i>	n/a	5	0	0	0	0	-5	0
			37	40	43	43	0	6	43
<b>Traffic Control</b>									
C00197	Custodian	2	0	1	1	1	0	1	1
C00206	Equipment Mechanic III	13	0	1	1	1	0	1	1
C00360	Electrician's Assistant	5	0	1	1	1	0	1	1
C00743	Manager Traffic Control	25	1	1	1	1	0	0	1
C00744	Traffic Control Electrical Supervisor	18	1	1	1	1	0	0	1
C00745	Traffic Electrician Apprentice	9	1	0	1	1	0	0	1
C00746	Traffic Electrician, Sr	15	1	1	1	1	0	0	1
C00751	Traffic Electrician	14	4	4	4	4	0	0	4
C00753	Parking Meter Servicer	5	1	1	1	1	0	0	1
C00756	Electronics Traffic Technician	14	2	2	2	2	0	0	2
C00757	Traffic Electronic Supervisor	18	1	1	1	1	0	0	1
C00758	Traffic Construction Technician	11	0	1	1	1	0	1	1
C00763	Sign Fabricator	7	1	1	1	1	0	0	1
C01001	Office assistant	3	0	1	1	1	0	1	1
C01201	Secretary	6	0	1	1	1	0	1	1
C01503	Crew Supervisor	11	0	1	1	1	0	1	1
C01505	General Supervisor	14	0	1	1	1	0	1	1
C01512	Equipment Operator, Sr	8	0	2	2	2	0	2	2
C01521	Crew Worker	3	0	6	6	6	0	6	6
C01522	Crew Worker, Sr	5	0	4	4	4	0	4	4
C01523	Traffic Construction Worker	7	0	1	1	1	0	1	1
XXXX	<i>Inactivated positions</i>	n/a	21	0	0	0	0	-21	0
			34	33	34	34	0	0	34
<b>Storm Water Management</b>									
C00509	Development Coordinator	14	0	0	2	3	1	3	3
C00513	Engineering Designer	17	0	0	4	4	0	4	4
C00516	Engineering Project Coordinator	20	0	0	0	1	1	1	1
C00646	Sewer Maintenance Truck Operator	10	0	2	2	2	0	2	2
C00686	Assistant Storm Water Manager	N/A	1	1	0	0	0	-1	0
C00728	Manager, Storm Water	29	1	1	1	1	0	0	1
C00729	Survey Research Coordinator	N/A	1	1	1	0	-1	-1	0
C00730	Public Relations/Education Manager	N/A	1	1	0	0	0	-1	0
C00732	Flood Plain Mgmt Supervisor	N/A	1	1	0	0	0	-1	0
C00733	Construction Program Supervisor	N/A	1	1	1	0	-1	-1	0
C00734	Civil Engineer Tech II	N/A	1	2	0	0	0	-1	0
C00735	GIS Specialist, Sr	15	1	1	1	1	0	0	1
C00736	Water Quality Coordinator	19	1	1	1	1	0	0	1
C00737	GIS Specialist	11	1	1	1	1	0	0	1
C00738	Water Quality Technician	10	5	8	6	3	-3	-2	3
C00740	Biologist	14	1	0	1	2	1	1	2
C01002	Office Assistant, Sr	5	0	0	0	1	1	1	1
C01004	Permit Clerk	5	0	1	1	1	0	1	1
C01201	Secretary	6	0	1	1	1	0	1	1
C01504	Crew Supervisor, Senior	12	0	3	3	3	0	3	3
C01511	Equipment Operator	6	0	2	2	2	0	2	2
C01512	Equipment Operator, Senior	8	0	2	2	2	0	2	2
C01513	Heavy Equipment Operator	10	0	2	2	2	0	2	2
C01521	Crew Worker	3	0	6	6	6	0	6	6
C01522	Crew Worker, Sr	5	0	7	7	7	0	7	7
XXXX	<i>Inactivated positions</i>	n/a	19	0	0	0	0	-19	0
	<b>Total Storm Water Management</b>		35	45	45	44	-1	9	44

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
<b>State Street Aid Fund</b>									
C00512	Engineering Project Coordinator	20	0	0	1	1	0	1	1
C00646	Sewer Maintenance Truck Operator	10	0	2	2	2	0	2	2
C00710	Superintendent Street Const.	25	1	1	1	1	0	0	1
C00717	Assistant Superintendent	N/A	1	1	0	0	0	-1	0
C01504	Crew Supervisor, Sr	12	0	11	11	12	1	12	12
C01506	Sewer Maintenance Truck Operator	16	0	2	3	3	0	3	3
C01511	Crew Supervisor, Sr	6	0	15	11	12	1	12	12
C01512	Equipment Operator, Sr	8	0	4	8	8	0	8	8
C01513	Heavy Equipment Operator	10	0	13	13	14	1	14	14
C01521	Crew Worker	3	0	34	35	38	3	38	38
C01522	Crew Worker, Sr	5	0	18	19	20	1	20	20
XXXX	Inactivated positions	n/a	99	0	0	0	0	-99	0
<b>Total State Street Aid</b>			101	101	104	111	7	10	111
<b>Solid Waste Fund</b>									
<b>Sanitary Fills</b>									
C00224	Equipment Mechanic II	11	0	1	1	1	0	1	1
C00663	Superintendent Landfill	25	1	1	1	1	0	0	1
C00664	Landfill Engineering Tech	NR	1	1	1	1	0	0	1
C00665	Landfill Technician	12	1	1	1	1	0	0	1
C00670	Landfill Supervisor	20	1	1	1	1	0	0	1
C00671	Scale Operator	4	2	2	2	2	0	0	2
C01510	Light Equipment Operator	5	0	1	1	1	0	1	1
C01512	Equipment Operator, Sr	8	0	3	3	3	0	3	3
C01513	Heavy Equipment Operator	10	0	10	10	10	0	10	10
C01521	Crew Worker	3	0	3	3	3	0	3	3
XXXX	Inactivated positions	n/a	18	3	3	3	0	-15	3
			24	27	27	27	0	3	27
<b>Wood Recycle</b>									
C00671	Scale Operator	4	0	1	1	1	0	1	1
C01504	Crew Supervisor, Sr	12	0	1	1	1	0	1	1
C01510	Light Equipment Operator	5	0	1	1	1	0	1	1
C01512	Equipment Operator, Senior	8	0	1	2	2	0	2	2
C01513	Heavy Equipment Operator	10	0	5	5	5	0	5	5
C01521	Crew Worker	3	0	4	3	3	0	3	3
XXXX	Inactivated positions	n/a	13	0	0	0	0	-13	0
			13	13	13	13	0	0	13
<b>Brush &amp; Trash</b>									
C00538	Sanitation worker	3	0	4	4	4	0	4	4
C01001	Office Assistant	3	0	1	1	1	0	1	1
C01503	Crew Supervisor	11	0	9	9	9	0	9	9
C01505	General Supervisor	14	0	2	2	2	0	2	2
C01510	Light Equip Operator	5	0	17	17	17	0	17	17
C01512	Equipment Operator, Sr	8	0	7	7	7	0	7	7
C01521	Crew Worker	3	0	9	9	9	0	9	9
XXXX	Inactivated positions	n/a	48	0	0	0	0	-48	0
			48	49	49	49	0	1	49
<b>Recycle</b>									
C00675	Recycling supervisor	12	1	1	1	1	0	0	1
C00679	Recycling Attendant	2	3	2	2	2	0	-1	2
C01511	Equipment Operator	6	0	3	3	3	0	3	3
C01512	Crew Worker	8	0	2	2	2	0	2	2
XXXX	Inactivated positions	n/a	4	0	0	0	0	-4	0
			8	8	8	8	0	0	8
<b>Garbage Collection</b>									
C00532	Superintendent Sanitation	25	1	1	1	1	0	0	1
C00537	Sanitation Worker, Sr	5	4	4	4	4	0	0	4
C00538	Sanitation Worker	3	33	32	30	25	-5	-8	25
C01001	Office Assistant	3	0	1	1	1	0	1	1
C01505	General Supervisor	14	0	3	3	3	0	3	3
C01510	Light Equipment Operator	5	0	0	0	2	2	2	2
C01511	Equipment Operator	6	0	14	14	11	-3	11	11
C01512	Equipment Operator, Sr	8	0	8	8	11	3	11	11
XXXX	Inactivated positions	n/a	27	0	0	0	0	-27	0
			65	63	61	58	-3	-7	58
<b>Total Solid Waste Fund</b>			158	160	158	155	-3	-3	155

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected
			FY 1998	FY 1999	FY 2000	FY 2001	PY to C Y	98 thru FY 2001	FY 2002
<b>Department of Parks, Recreation, Arts, &amp; Culture</b>			<b>340</b>	<b>370</b>	<b>399</b>	<b>407</b>	<b>8</b>	<b>67</b>	<b>407</b>
Parks General Fund			<b>298</b>	<b>327</b>	<b>356</b>	<b>364</b>	<b>8</b>	<b>66</b>	<b>364</b>
Administration									
C00300	Administrator	45	1	1	1	1	0	0	1
C00301	Deputy Administrator	38	1	1	2	2	0	1	2
C00329	Recreation Management Analyst	13	0	0	1	1	0	1	1
C00388	Program Coordinator	12	0	0	1	1	0	1	1
C01207	Executive Assistant	13	1	1	1	1	0	0	1
C01403	Administrative Coordinator	10	0	1	1	1	0	1	1
C01404	Fiscal Coordinator	17	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	5	0	0	0	0	-5	0
			8	5	8	8	0	0	8
Admin-Facility Planning									
C00305	Project Coordinator	16	0	0	1	1	0	1	1
C00308	Assistant Project Coord. - P&R	12	0	0	1	1	0	1	1
C00338	Project Manager	NR	0	0	0	1	1	1	1
			0	0	2	3	1	3	3
Admin-Public Info									
C00304	Public Information Specialist	13	0	0	2	2	0	2	2
Admin-Frost Stadium									
C00362	Stadium Manager	N/A	0	1	0	0	0	0	0
C01502	Crew Leader, Sr	N/A	0	1	0	0	0	0	0
C00948	Clerk (P/T)	N/A	0	1	0	0	0	0	0
			0	3	0	0	0	0	0
Recreation Administration									
C00374	Superintendent	N/A	1	1	0	0	0	-1	0
C00375	Manager, Recreation Operations	24	1	1	1	1	0	0	1
C00935	Recreation Specialist P/T	N/A	0	1	0	0	0	0	0
C01002	Office Assistant, Sr	N/A	0	1	0	0	0	0	0
C01202	Secretary, Sr	7	0	0	1	0	-1	0	0
C01402	Accounting Technician	8	0	0	0	1	1	1	1
XXXX	Inactivated positions	n/a	4	0	0	0	0	-4	0
			6	4	2	2	0	-4	2
Rec-Community Centers									
C00376	Recreation Supervisor	17	0	1	1	1	0	1	1
C00378	Recreation Program Coordinator	14	0	1	1	1	0	1	1
C00380	Recreation Specialist, Sr	12	19	8	8	8	0	-11	8
C00382	Recreation Specialist	9	18	12	11	11	0	-7	11
XXXX	Inactivated positions	n/a	18	0	0	0	0	-18	0
			55	22	21	21	0	-34	21
Recreation - Summer Youth									
C00936	Outdoor Program Assistant	\$6.50hr	0	3	3	3	0	3	3
C00940	Assistant Tennis Coordinator	\$200.00wk	1	1	1	1	0	0	1
C00941	Supervisor	\$200.00wk	2	2	2	2	0	0	2
C00943	Playground Leaders	\$5.65	47	44	36	32	-4	-15	32
C00947	Swimming Pool Supervisor I	\$275.00wk	2	2	2	2	0	0	2
C00949	Swimming Pool Manager	\$325.00wk	1	1	1	1	0	0	1
C00950	Aquatic Program Coordinator	\$250.00	1	1	1	1	0	0	1
C00951	Lifeguards	\$7.00	16	16	16	16	0	0	16
C00964	Outdoor Program Director	\$8.00	0	1	1	1	0	1	1
C00982	Art Camp Leader	\$7.00	0	0	0	4	4	4	4
XXXX	Inactivated positions	n/a	1	0	0	0	0	-1	0
			71	71	63	63	0	-8	63
Fitness Center									
C00376	Recreation Supervisor	17	0	1	1	1	0	1	1
C00380	Recreation Specialist, Sr	12	0	3	3	3	0	3	3
C00954	Fitness Trainer (Part Time 30 hrs.)	\$8.77	1	1	1	1	0	0	1
C00960	Front Desk Clerk (Part time 18 hrs.)	\$7.31	1	1	1	1	0	0	1
C01001	Office Assistant	3	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	5	0	0	0	0	-5	0
			7	7	7	7	0	0	7
Late Night Programs									
C00936	Outdoor Program Assistant	\$6.00hr	0	0	26	0	-26	0	0
C00983	Late-Night Program Assistant	\$6.00hr	0	0	0	26	26	26	26
			0	0	26	26	0	26	26
Outventure									
C00378	Recreation Program Coordinator	14	0	1	1	1	0	1	1
C00382	Recreation Specialist	9	0	0	0	1	1	1	1
C00935	Recreation Specialist P/T	\$9.40	0	1	1	1	0	1	1
			0	2	2	3	1	3	3

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
<b>Sports</b>									
C00376	Recreation Supervisor	17	0	1	1	1	0	1	1
C00378	Recreation Program Coord.	14	0	1	1	1	0	1	1
C00380	Recreation Specialist, Sr	12	0	5	6	6	0	6	6
C00382	Recreation Specialist	9	0	9	9	9	0	9	9
C00388	Sports Coordinator	N/A	0	1	0	0	0	0	0
C00935	Recreation Specialist P/T	N/A	0	1	0	0	0	0	0
			0	18	17	17	0	17	17
<b>At Risk Youth/Special Programs</b>									
C00376	Recreation Supervisor	17	0	1	1	1	0	1	1
C00378	Recreation Program Coord.	14	0	1	1	1	0	1	1
C00380	Recreation Specialist, Sr	12	0	5	4	4	0	4	4
C00382	Recreation Specialist	9	0	7	7	7	0	7	7
			0	14	13	13	0	13	13
<b>Champion's Club</b>									
C00394	Manager, Champion's Club	17	0	0	1	1	0	1	1
C00395	Asst. Manager, Champions Club	15	0	0	1	1	0	1	1
C00398	Tennis Specialist	NR	0	0	1	1	0	1	1
C00981	Tennis Assistant P/T	\$6.63hr	0	0	2	2	0	2	2
C01522	Crew Worker, Sr	5	0	0	1	1	0	1	1
			0	0	6	6	0	6	6
<b>Municipal Parks</b>									
C00195	Facilities Superintendent	N/A	0	1	0	0	0	0	0
C00224	Equipment Mechanic II	11	0	1	1	1	0	1	1
C00335	Parks Superintendent	N/A	1	1	0	0	0	-1	0
C00336	Assistant Superintendent	N/A	1	1	1	0	-1	-1	0
C00345	HVAC Specialist	N/A	1	1	0	0	0	-1	0
C00346	HVAC Assistant	N/A	0	1	0	0	0	0	0
C00347	Electrician	N/A	1	1	0	0	0	-1	0
C00348	Plumber	N/A	1	1	0	0	0	-1	0
C00351	Painter	N/A	1	1	0	0	0	-1	0
C00353	Welder	N/A	1	1	0	0	0	-1	0
C00355	Safety Coordinator	N/A	1	1	0	0	0	-1	0
C00361	Plumber Assistant	N/A	1	1	0	0	0	-1	0
C00362	Stadium Manager	15	1	0	1	1	0	0	1
C00363	Electrician Assistant	N/A	1	1	0	0	0	-1	0
C00365	Gardener	N/A	1	1	0	0	0	-1	0
C00931	Custodian ( Part time)	\$8.59hr	0	0	1	1	0	1	1
C00942	Softball Coordinator	\$265.00wk	0	1	1	1	0	1	1
C00943	Playground Leaders	\$5.15hr	0	0	8	0	-8	0	0
C00984	Ballfield Leader P/T	\$5.15hr	0	0	0	8	8	8	8
C01204	Administrative Secretary	N/A	1	1	0	0	0	-1	0
C01301	Inventory Clerk	N/A	0	1	0	0	0	0	0
C01504	Crew Supervisor, Sr	N/A	0	1	0	0	0	0	0
C01505	General Supervisor	N/A	0	1	0	0	0	0	0
C01506	General Supervisor, Sr	16	0	1	1	1	0	1	1
C01512	Equipment Operator, Sr	8	0	5	3	3	0	3	3
C01513	Heavy Equipment Operator	10	0	3	3	3	0	3	3
C01521	Crew Worker	3	0	10	3	3	0	3	3
C01522	Crew Worker, Sr	5	0	12	10	10	0	10	10
C01525	Building Maint. Mechanic	N/A	0	3	0	0	0	0	0
C01526	Building Maint. Mechanic, Sr	N/A	0	1	0	0	0	0	0
XXXX	Inactivated positions	n/a	42	0	0	0	0	-42	0
			55	54	33	32	-1	-23	32
<b>Buildings &amp; Structures</b>									
C00195	Facilities Superintendent	N/A	0	0	1	0	-1	0	0
C00197	Custodian	2	0	12	10	13	3	13	13
C00345	HVAC Specialist	12	0	0	1	1	0	1	1
C00346	HVAC Assistant	5	0	0	1	1	0	1	1
C00347	Electrician	12	0	0	1	1	0	1	1
C00348	Plumber	10	0	0	1	1	0	1	1
C00351	Painter	7	0	0	1	1	0	1	1
C00353	Welder	10	0	0	1	1	0	1	1
C00361	Plumber Assistant	5	0	0	1	1	0	1	1
C00363	Electrician Assistant	5	0	0	1	1	0	1	1
C00370	Asst. Superintendent, Maint.	18	0	0	0	1	1	1	1
C01301	Inventory Clerk	5	0	0	1	1	0	1	1
C00931	Custodian, P.T.	N/A	1	1	0	0	0	-1	0



**City of Chattanooga**  
**Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	FY 2002
C01504	Crew Supervisor, Sr	12	0	0	1	1	0	1	1
C01505	General Supervisor	14	0	1	1	1	0	1	1
C01512	Equipment Operator, Sr	8	0	0	1	1	0	1	1
C01521	Crew Worker	3	0	0	2	2	0	2	2
C01522	Crew Worker, Sr	5	0	2	2	2	0	2	2
C01525	Building Maint. Mechanic	7	0	0	3	3	0	3	3
C01526	Building Maint. Mechanic, Sr	12	0	0	1	1	0	1	1
XXXX	<i>Inactivated positions</i>	n/a	15	0	0	0	0	-15	0
			16	16	31	34	3	18	34
<b>Zoo</b>									
C00416	Zoo Supervisor	20	1	1	1	1	0	0	1
C00417	Assistant Zoo Supervisor	12	1	1	1	1	0	0	1
C00418	Zookeeper	6	5	4	4	4	0	-1	4
C00419	Zookeeper, Sr	7	0	1	1	1	0	1	1
C00980	Zoo Education Curator	10	1	1	1	1	0	0	1
			8	8	8	8	0	0	8
<b>TN Riverpark - Downtown</b>									
C00344	Asst. Superintendent, Riverpark	18	0	0	0	1	1	1	1
C00850	Ranger	N/A	0	4	0	0	0	0	0
C00863	Ranger Supervisor	N/A	0	1	0	0	0	0	0
C00953	Ranger P/T	N/A	0	8	0	0	0	0	0
C00985	Groundskeepers	\$6.36hr	4	4	4	4	0	0	4
C01502	Crew Leader, Sr	8	0	4	4	4	0	4	4
C01503	Crew Supervisor	11	0	2	2	2	0	2	2
C01506	General Supervisor, Sr	N/A	0	1	1	0	-1	0	0
C01511	Equipment Operator	6	0	2	2	2	0	2	2
C01521	Crew Worker	3	0	17	17	17	0	17	17
XXXX	<i>Inactivated positions</i>	n/a	17	0	0	0	0	-17	0
			21	43	30	30	0	9	30
<b>Municipal Forestry</b>									
C00311	Municipal Forester	21	1	1	1	1	0	0	1
C00312	Forestry Supervisor	13	1	1	1	1	0	0	1
C00333	Tree Trimmer	8	1	1	1	1	0	0	1
C00334	Forestry Inspector	15	0	0	0	1	1	1	1
C00933	Forestry Intern	\$9.00hr	1	1	1	1	0	0	1
C01503	Crew Supervisor	11	0	1	1	1	0	1	1
C01511	Equipment Operator	6	0	1	1	1	0	1	1
XXXX	<i>Inactivated positions</i>	n/a	2	0	0	0	0	-2	0
			6	6	6	7	1	1	7
<b>Carousel Operations</b>									
C00307	Park & Carousel Manager	17	0	1	1	1	0	1	1
C00310	Carousel Curator	11	0	1	1	0	-1	0	0
C00968	Carousel Assistant P/T	\$6.42hr	0	3	3	3	0	3	3
C00993	Seasonal Carousel Asst. P/T	\$6.06hr	0	0	0	3	3	3	3
			0	5	5	7	2	7	7
<b>Park Administration</b>									
C00335	Parks Superintendent	26	0	0	1	1	0	1	1
C00355	Safety Coordinator	13	0	0	1	1	0	1	1
C01202	Secretary, Sr	7	0	0	1	0	-1	0	0
C01402	Accounting Technician	8	0	0	0	1	1	1	1
			0	0	3	3	0	3	3
<b>Landscape</b>									
C00365	Gardener	5	0	0	1	1	0	1	1
C01505	General Supervisor	14	0	0	1	1	0	1	1
C01512	Equipment Operator, Sr	8	0	0	1	1	0	1	1
C01521	Crew Worker	3	0	0	5	5	0	5	5
C01522	Crew Worker, Sr	5	0	0	3	3	0	3	3
			0	0	11	11	0	11	11

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	FY 2002
TN River park Security									
C00850	Ranger	4	0	0	5	5	0	5	5
C00863	Ranger Supervisor	9	0	0	1	2	1	2	2
C00953	Ranger P/T	\$9.66	0	0	10	9	-1	9	9
			0	0	16	16	0	16	16
City-Wide Security									
C00953	Ranger P/T	\$9.66	0	0	1	2	1	2	2
Memorial Auditorium & Tivoli									
XXXX	Inactivated positions	n/a	45	0	0	0	0	-45	0
			45	0	0	0	0	-45	0
Memorial Auditorium									
C00197	Custodian	2	0	2	2	2	0	2	2
C00405	Stage Manager	11	0	1	1	1	0	1	1
			0	3	3	3	0	3	3
Civic Facilities Concessions									
C00955	Concession Employees P/T	\$7.13hr	0	18	14	14	0	14	14
Tivoli Ttheatre									
C00197	Custodian	2	0	1	1	1	0	1	1
C00405	Stage Manager	11	0	1	1	1	0	1	1
			0	2	2	2	0	2	2
Civic Facilities Administration									
C00400	Manager, Civic Facilities	29	0	1	1	1	0	1	1
C00401	Business Coordinator	17	0	1	1	1	0	1	1
C00402	Super, Civic Facilities Operator	15	0	1	1	1	0	1	1
C00406	Facilities Marketing Coordinator	14	0	1	1	1	0	1	1
C00408	Painter	N/A	0	1	0	0	0	0	0
C00409	Concessions Coordinator	9	0	1	1	1	0	1	1
C00410	Box Office Coordinator	11	0	1	1	1	0	1	1
C00411	House Manager	11	0	0	1	1	0	1	1
C00944	Temp Clerk P/T	\$7.45hr	0	3	1	1	0	1	1
C00956	Box Office Cashiers P/T	\$8.90hr	0	2	2	2	0	2	2
C00958	Phone Sales Clerks P/T	\$8.70hr	0	5	5	5	0	5	5
C01001	Office Assistant	3	0	2	2	2	0	2	2
C01501	Crew Leader	6	0	1	1	1	0	1	1
			0	20	18	18	0	18	18
Cultural Arts									
C00381	Cultural Arts Specialist	9	0	3	4	4	0	4	4
C00384	Cultural Arts Manager	19	0	0	1	1	0	1	1
C00385	Cultural Arts Supervisor	N/A	0	1	0	0	0	0	0
C00387	Cultural Arts Prog. Coordinator	14	0	1	1	1	0	1	1
C00935	Recreation Specialist P/T	N/A	0	1	0	0	0	0	0
			0	6	6	6	0	6	6
Municipal Golf Course									
C00224	Equipment Mechanic II	11	0	2	2	2	0	2	2
C00314	Golf Course Manager	20	1	1	1	0	-1	-1	0
C00315	Admin Manager, Golf Course	21	1	1	1	0	-1	-1	0
C00317	Golf Course Superintendent	18	2	2	2	2	0	0	2
C00319	Assistant Superintendent	10	2	2	2	2	0	0	2
C00320	Pro Shop Manager	14	2	2	2	0	-2	-2	0
C00321	Concession Attendant	2	3	4	4	4	0	1	4
C00326	Golf Course Ranger	3	3	3	3	3	0	0	3
C00330	Proshop Clerk	6	2	2	2	2	0	0	2
C00399	Golf Manager	NR	0	0	0	2	2	2	2
C00414	Golf Course Director	NR	0	0	0	1	1	1	1
C00415	Assistant Golf Manager	NR	0	0	0	2	2	2	2
C00925	Proshop Attendant (Part time)	\$7.89hr	2	2	2	1	-1	-1	1
C00926	Laborer ( Part time)	\$8.20hr	6	8	8	8	0	2	8
C00927	Food Clerk (Part time)	\$6.84hr	3	3	3	3	0	0	3
C01002	Office Assistant, Sr	5	0	1	1	1	0	1	1
C01512	Equipment Operator, Sr	8	0	2	2	2	0	2	2
C01521	Crew Worker	3	0	8	8	8	0	8	8
XXXX	Inactivated positions	n/a	15	0	0	0	0	-15	0
			42	43	43	43	0	1	43

**City of Chattanooga**  
**Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
<b>Department of General Services</b>			<b>138</b>	<b>137</b>	<b>143</b>	<b>144</b>	<b>1</b>	<b>6</b>	<b>144</b>
General Services General Fund			<b>46</b>	<b>46</b>	<b>48</b>	<b>49</b>	<b>1</b>	<b>3</b>	<b>49</b>
Administration									
C00175	Administrator	47	1	1	1	1	0	0	1
C00176	Deputy Administrator	38	1	1	1	1	0	0	1
C00177	Manager of Real Property	22	1	1	1	1	0	0	1
C00992	Director of Contract Management	N/A	1	1	1	0	-1	-1	0
C01201	Secretary	6	0	1	1	1	0	1	1
C01207	Executive Assistant	13	0	1	1	1	0	1	1
C01403	Administrative Coordinator	10	0	1	1	1	0	1	1
C01404	Fiscal Coordinator	17	0	0	0	1	1	1	1
C00000	Economic Consultant	\$30,000/yr	0	0	0	1	1	1	1
XXXX	Inactivated positions	n/a	2	0	0	0	0	-2	1
			6	7	7	8	1	2	8
Employee Benefits Office									
C00101	Benefits Assistant	8	0	1	1	1	0	1	1
C00182	Risk Manager	28	1	1	1	1	0	0	1
C00183	Benefits Coordinator	9	0	1	1	1	0	1	1
C00266	Loss Control Coordinator	17	1	1	1	1	0	0	1
XXXX	Inactivated positions	n/a	2	0	0	0	0	-2	0
			4	4	4	4	0	0	4
City Hall/Annex Maintenance									
C00178	Security Guard	N/A	0	1	0	0	0	0	0
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1
C00197	Custodian	2	11	9	10	10	0	-1	10
C00198	Guard	\$8.07/hr	2	2	2	2	0	0	2
C01501	Crew Leader	6	0	2	2	2	0	2	2
C01521	Crew Worker	3	0	1	1	1	0	1	1
C01522	Crew Worker, Sr	5	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	4	0	0	0	0	-4	0
			18	17	17	17	0	-1	17
Electronics Division									
C00199	Electronics Supervisor	24	1	1	1	1	0	0	1
C00200	Electronics Comm Technician	14	4	4	5	5	0	1	5
			5	5	6	6	0	1	6
Purchasing									
C00250	Purchasing Agent	27	1	1	1	1	0	0	1
C00251	Assistant Purchasing Agent	17	1	2	2	2	0	1	2
C00252	Buyer	13	3	4	4	4	0	1	4
C00258	Purchasing Technician	8	1	4	5	5	0	4	5
C01001	Office Assistant	3	0	2	2	2	0	2	2
XXXX	Inactivated positions	n/a	7	0	0	0	0	-7	0
			13	13	14	14	0	1	14
Real Estate									
C00909	Staff Assistant P/T	\$13.78	0	0	1	2	1	2	2
C00990	Property Service Coordinator	14	0	2	2	2	0	2	2
XXXX	Inactivated positions	n/a	1	0	0	0	0	-1	0
<b>Total Real Estate Fund</b>			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>4</b>
Municipal Garage - Amnicola									
C00204	Shop supervisor	18	1	4	3	3	0	2	3
C00205	Fleet Manager	25	0	0	1	1	0	1	1
C00206	Equipment Mechanic III	13	3	3	3	3	0	0	3
C00208	Equipment Mechanic I	9	9	8	8	9	1	0	9
C00218	Shop Supervisor, Sr	20	0	1	1	1	0	1	1
C00220	Parts Room Supervisor	11	0	0	0	1	1	1	1
C00224	Equipment Mechanic II	11	0	8	8	9	1	9	9
C01301	Inventory Clerk	5	0	2	3	3	0	3	3
C01302	Inventory Clerk, Sr	6	0	2	2	2	0	2	2
C01521	Crew Worker	3	0	4	4	4	0	4	4
XXXX	Inactivated positions	n/a	19	0	0	0	0	-19	0
<b>Total Municipal Garage-Amnicola</b>			<b>32</b>	<b>32</b>	<b>33</b>	<b>36</b>	<b>3</b>	<b>4</b>	<b>36</b>

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
<b>Municipal Garage - 12th Street</b>									
C00197	Custodian	2	0	1	1	1	0	1	1
C00204	Shop Supervisor	18	0	3	3	3	0	3	3
C00206	Equipment Mechanic III	13	0	6	6	8	2	8	8
C00208	Equipment Mechanic I	9	0	6	6	5	-1	5	5
C00218	Garage Superintendent	23	1	1	1	1	0	0	1
C00220	Parts Room Supervisor	11	1	1	1	1	0	0	1
C00224	Equipment Mechanic II	11	14	13	13	12	-1	-2	12
C00232	Vehicle Servicer	6	1	4	3	3	0	2	3
C00235	Equipment Operator I	N/A	1	1	1	0	-1	-1	0
C00353	Welder	N/A	2	2	2	0	-2	-2	0
C01015	Office Manager	10	0	1	1	1	0	1	1
C01301	Inventory Clerk	5	0	3	3	3	0	3	3
C01302	Inventory Clerk, Sr	6	0	2	2	2	0	2	2
C01513	Heavy Equipment Operator	10	0	1	2	2	0	2	2
C01521	Crew Worker	3	0	2	2	2	0	2	2
C01522	Crew Worker, Sr	5	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	29	0	0	0	0	-29	0
<b>Total Municipal Garage-12th Street</b>			<b>49</b>	<b>48</b>	<b>48</b>	<b>45</b>	<b>-3</b>	<b>-4</b>	<b>45</b>
<b>Municipal Gas Station</b>									
XXXX	Inactivated positions	n/a	2	0	0	0	0	-2	0
C01513	Heavy Equipment Operator	10	0	1	1	1	0	1	1
<b>Total Municipal Gas Station</b>			<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>-1</b>	<b>1</b>
<b>Community Development</b>									
C00185	Com Development Spec P/T	\$13.75hr	0	0	1	1	0	1	1
C00187	Grants Coordinator P/T	\$18.00hr	0	0	1	1	0	1	1
C00188	Manager, Econ & Com Development	27	1	1	1	1	0	0	1
C00189	Manger, Plan & Program Develop	27	1	1	1	1	0	0	1
C00191	Grants Coordinator	N/A	0	1	0	0	0	0	0
C00192	Community Development Specialist	13	4	2	3	3	0	-1	3
XXXX	Inactivated positions	n/a	1	0	0	0	0	-1	0
C01202	Secretary, Senior	7	0	1	1	1	0	1	1
C01404	Fiscal Coordinator	N/A	1	1	1	0	-1	-1	0
C01709	Planner	14	0	1	1	1	0	1	1
<b>Total Community Development</b>			<b>8</b>	<b>8</b>	<b>10</b>	<b>9</b>	<b>-1</b>	<b>1</b>	<b>9</b>
<b>Department of Personnel</b>									
			<b>13</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>2</b>	<b>15</b>
C00270	Director	42	1	1	1	1	0	0	1
C00271	Assistant Personnel Director	22	1	2	2	2	0	1	2
C00272	Class/Comp Analyst	15	1	1	1	1	0	0	1
C00274	Personnel Analyst	17	2	2	2	2	0	0	2
C00275	Personnel Records Specialist	14	1	1	1	1	0	0	1
C00276	Personnel Investigator	14	1	1	1	1	0	0	1
C00279	Personnel Technicians	10	2	3	3	3	0	1	3
C00920	Clerk (part time)	\$8.48hr	1	1	1	1	0	0	1
C01002	Office Assistant, Sr	5	0	1	1	1	0	1	1
C01205	Administrative Secretary, Sr	11	0	1	1	1	0	1	1
C01401	Personnel Assistant	7	0	0	1	1	0	1	1
XXXX	Inactivated positions	n/a	3	0	0	0	0	-3	0
<b>Department of Neighborhood Services</b>									
<b>Administration</b>			<b>17</b>	<b>21</b>	<b>26</b>	<b>32</b>	<b>6</b>	<b>15</b>	<b>32</b>
C00050	Administrator	45	1	1	1	1	0	0	1
C00051	E. E. O. Specialist	N/A	1	1	0	0	0	-1	0
C00053	Assist. to Admin, Neighborhood Ser	28	0	1	1	1	0	1	1
C00052	Secretary	N/A	1	0	0	0	0	-1	0
C01205	Administrative Secretary, Sr	11	0	1	1	1	0	1	1
C01001	Office Assistant	N/A	0	0	1	0	-1	0	0
C01015	Office Manager	NR	0	0	0	1	1	1	1
C02900	Fellows Interns	\$7.00hr	0	0	0	2	2	2	2
			<b>3</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>6</b>
<b>Codes &amp; Community Services</b>									
C00542	Manager, Codes & Community Ser	19	1	1	1	1	0	0	1
C00565	Code Enforcement Inspector	11	8	9	10	10	0	2	10
C00573	Codes Enforcement Data Coord	8	0	1	1	1	0	1	1
C00574	Chief Code Enforcement Inspector	15	0	2	2	2	0	2	2
C01001	Office Assistant	3	0	1	1	2	1	2	2
C0XXX	Research Specialist	NR	0	0	0	1	1	1	1
C01202	Secretary, Senior	7	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	3	0	0	0	0	-3	0
			<b>12</b>	<b>15</b>	<b>16</b>	<b>18</b>	<b>2</b>	<b>6</b>	<b>18</b>

**City of Chattanooga**  
**Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
<b>Human Rights</b>									
C00051	Manager, Neighborhood Services	17	1	1	1	1	0	0	1
C00157	Human Rights Technician	9	1	1	1	1	0	0	1
			2	2	2	2	0	0	2
<b>Neighborhood Relations</b>									
C00155	Neighborhood Relation Coordinator	14	0	0	3	3	0	3	3
C00158	Program Coordinator	17	0	0	1	1	0	1	1
C01001	Office Assistant	3	0	0	0	1	1	1	1
C0XXX	Special Project Coordinator	NR	0	0	0	1	1	1	1
			0	0	4	6	2	6	6
<b>PUBLIC WORKS</b>									
<b>Interceptor Sewer System</b>			<b>121</b>	<b>121</b>	<b>121</b>	<b>122</b>	<b>1</b>	<b>1</b>	<b>121</b>
<b>Administration</b>									
C00482	Inventory Control Coordinator	12	0	1	1	1	0	1	1
C00575	Waste Resources Director	39	1	1	1	1	0	0	1
C00579	System Technician	15	1	1	1	1	0	0	1
C00580	Warehouse Supervisor	11	1	1	1	1	0	0	1
C01001	Office Assistant	3	0	1	1	1	0	1	1
C01002	Office Assistant, Sr	N/A	0	1	0	0	0	0	0
C01201	Secretary	6	0	0	1	1	0	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1
C01301	Inventory Clerk	5	0	2	2	2	0	2	2
C01401	Personnel Assistant	7	0	1	1	1	0	1	1
C01404	Fiscal Coordinator	17	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	7	0	0	0	0	-7	0
			11	11	11	11	0	0	11
<b>Laboratory</b>									
C00591	Quality Control Manager	27	1	1	1	1	0	0	1
C00592	Laboratory Technician, Sr	12	4	4	4	4	0	0	4
C00593	Laboratory Technician	10	1	1	1	1	0	0	1
C00594	Chemist	15	1	1	1	1	0	0	1
C00595	Laboratory Assistant	9	1	1	1	2	1	1	1
			8	8	8	9	1	1	8
<b>Engineering</b>									
C00597	System Engineer	31	1	1	1	1	0	0	1
C00598	ISS Project Coordinator	16	1	1	1	1	0	0	1
C00644	Inflow & Infiltration Supervisor	21	0	0	1	1	0	1	1
			2	2	3	3	0	1	3
<b>Plant Maintenance</b>									
C00351	Painter	7	0	2	2	1	-1	1	1
C00601	Plant Maintenance Supervisor	24	1	1	1	1	0	0	1
C00603	Electric Inst. Maint. Supervisor	19	1	1	1	1	0	0	1
C00605	Chief Maint. Mechanic	19	2	2	2	2	0	0	2
C00610	Plant Maint. Mechanic	11	9	9	9	11	2	2	11
C00611	Electrical Instrument Technician	12	3	5	5	6	1	3	6
C00618	Plant Maintenance Lubricator	6	2	2	2	3	1	1	3
C01002	Office Assistant, Sr	N/A	0	1	0	0	0	0	0
C01503	Crew Supervisor	11	0	1	1	1	0	1	1
C01521	Crew Worker	3	0	3	3	1	-2	1	1
C01522	Crew Worker, Sr	5	0	1	1	1	0	1	1
XXXX	Inactivated positions	n/a	10	0	0	0	0	-10	0
			28	28	27	28	1	0	28
<b>Sewer Maintenance</b>									
C00646	Sewer Maint. Truck Operator	10	0	1	1	1	0	1	1
C01504	Crew Supervisor, Sr	12	0	4	4	4	0	4	4
C01506	General Supervisor, Sr	16	0	1	1	1	0	1	1
C01511	Equipment Operator	6	0	1	1	2	1	2	2
C01512	Equipment Operator, Sr	8	0	2	2	2	0	2	2
C01513	Heavy Equipment Operator	10	0	2	2	2	0	2	2
C01522	Crew Worker, Sr	5	0	7	7	6	-1	6	6
XXXX	Inactivated positions	n/a	18	0	0	0	0	-18	0
			18	18	18	18	0	0	18

### City of Chattanooga Detail Position List for Fiscal Year 1998-2002

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	FY 2002
<b>Moc Bend Treatment Plant - Liquid Handling</b>									
C00630	Plant Superintendent	20	1	1	1	1	0	0	1
C00631	Plant Operation Supervisor Liquid	13	1	1	1	1	0	0	1
C00633	Chief Operator	16	4	4	4	4	0	0	4
C00634	Plant Operator, Sr	8	4	4	8	8	0	4	8
C00635	Operator III	N/A	4	4	0	0	0	-4	0
C00636	Plant Operator Principal	13	0	0	0	4	4	4	4
C00638	Plant Operator	9	4	4	8	4	-4	0	4
C00639	Operator II	N/A	4	4	0	0	0	-4	0
C01002	Office Assistant, Sr	5	0	0	1	1	0	1	1
C01201	Secretary	6	1	1	0	0	0	-1	0
			<u>23</u>	<u>23</u>	<u>23</u>	<u>23</u>	<u>0</u>	<u>0</u>	<u>23</u>
<b>Inflow &amp; Infiltration</b>									
C00644	Inflow & Infiltration Supervisor	N/A	1	1	0	0	0	-1	0
C00645	TV Truck Operator	N/A	3	0	0	0	0	-3	0
C00646	Sewer Maint. Truck Operator	10	2	5	5	5	0	3	5
C00648	Laborer III	N/A	3	0	0	0	0	-3	0
C01522	Crew Worker, Sr	5	0	3	4	3	-1	3	3
			<u>9</u>	<u>9</u>	<u>9</u>	<u>8</u>	<u>-1</u>	<u>-1</u>	<u>8</u>
<b>Safety &amp; Training</b>									
C00650	Guard	N/A	1	0	0	0	0	-1	0
C00651	Safety/Training Coordinator	15	1	1	1	1	0	0	1
C00671	Scale Operator	4	0	1	1	1	0	1	1
			<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>
<b>Pretreatment/Monitoring</b>									
C00652	Pretreatment Coordinator	15	1	1	1	1	0	0	1
C00653	Monitor Technician, Sr	10	3	2	2	2	0	-1	2
C00654	Monitor Technician	8	1	1	1	1	0	0	1
C00655	Pretreatment Inspector	10	0	1	1	1	0	1	1
C01201	Secretary	6	1	1	1	1	0	0	1
			<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>6</u>
<b>Moc Bend Treatment Plant - Solid Handling</b>									
C00657	Plant Operations Supervisor-Solids	21	1	1	1	1	0	0	1
C00658	Truck Driver / Instructor	N/A	1	0	0	0	0	-1	0
C00660	Truck Driver III	N/A	8	0	0	0	0	-8	0
C00661	Plant Operator, Sr	12	4	4	4	4	0	0	4
C01503	Crew Supervisor	11	0	1	1	1	0	1	1
C01512	Equipment Operator, Sr	8	0	8	8	8	0	8	8
			<u>14</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>0</u>	<u>0</u>	<u>14</u>
<b>Human Services Administration</b>			<b>332</b>	<b>328</b>	<b>328</b>	<b>358</b>	<b>30</b>	<b>24</b>	<b>358</b>
C1A010	Administrator	45	1	1	1	1	0	0	1
C1A030	Assistant Administrator-Fiscal Operation	N/A	1	0	0	0	0	-1	0
C1A075	Executive Secretary	1014/BW	0	0	0	1	1	1	1
C1A080	Executive Assistant	1236/BW	1	1	1	1	0	0	1
	Accounting Supervisor	N/A	0	1	1	0	-1	0	0
C1A120	Senior Accounting Clerk	1243/BW	2	2	2	3	1	1	3
C1A171	Deputy Administrator	1935/BW	1	0	0	1	1	0	1
C1A220	Clerk	953/BW	1	1	1	1	0	0	1
C1A300	Receptionist	809/BW	1	1	1	1	0	0	1
C1A310	Data Entry	908/BW	1	1	1	1	0	0	1
C1A311	Supervisor of Fiscal Operations	1440/BW	0	0	0	1	1	1	1
C1A312	Asst Admin for Admin, Plan, FO	1714/BW	0	0	0	1	1	1	1
C1A320	Information Management Coordinator	1511/BW	1	1	1	1	0	0	1
C1A330	Data Technician	733/BW	1	1	1	1	0	0	1
			<u>11</u>	<u>10</u>	<u>10</u>	<u>14</u>	<u>4</u>	<u>3</u>	<u>14</u>
<b>Occupancy</b>									
C1B050	Utility Worker	637.72/BW	1	1	1	1	0	0	1

**City of Chattanooga**  
**Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
<b>Community Services Block Grant</b>									
C1C020	Bookkeeper/Record Clerk	1138/BW	1	1	1	1	0	0	1
C1C040	Service Delivery Worker II	907/BW	4	4	4	4	0	0	4
C1C150	Director of Social Services	1463/BW	1	1	1	1	0	0	1
C1C160	LIEAP Coordinator	1373/BW	2	2	2	1	-1	-1	1
C1C170	Energy Specialist	1138/BW	1	1	1	1	0	0	1
C1C200	Data Entry Clerk	853/BW	1	1	1	1	0	0	1
C1C210	Intake Specialist/Service Delivery Worker	853/BW	1	1	1	1	0	0	1
C1C220	Director of Social Services	1,269/BW	1	1	1	1	0	0	1
C1C300	Data Entry Operator	840/BW	1	1	1	1	0	0	1
			13	13	13	12	-1	-1	12
<b>Day Care</b>									
C1D010	Child Care Manager	1184/BW	1	1	1	1	0	0	1
C1D060	Clerk Typist V	1038/BW	1	1	1	1	0	0	1
C1D071	Teacher	790/BW	8	8	8	8	0	0	8
C1D100	Teacher Assistant	591/BW	7	7	7	7	0	0	7
C1D111	Social Service Assist/Placement Worker	955/BW	1	1	1	1	0	0	1
C1D115	Director of Child Care Programs	1133/BW	0	0	0	1	1	1	1
C1D120	Cook	542/BW	2	2	2	2	0	0	2
C1D130	Maintenance/ Repair Worker	554.00/BW	0	0	0	0	0	0	0
C1D241	Lead Teacher	1107/BW	1	1	1	1	0	0	1
C1D270	Cook II	718/BW	1	1	1	1	0	0	1
C1D320	Social Services Coordinator	1103/BW	1	1	1	1	0	0	1
C1D340	Child Care Counselor	1,670/BW	5	5	5	7	2	2	7
C1D350	Administrative Clerk IV	800/BW	1	1	1	1	0	0	1
C1D360	Field Placement Worker	710/BW	2	2	2	2	0	0	2
C1D370	Receptionist	580/BW	1	1	1	1	0	0	1
C1D372	Receptionist P/T	6/76hr	0	0	0	1	1	1	1
C1D380	Director of Broker Service	1736/BW	1	1	1	1	0	0	1
C1D390	Director of CC Programs	1255/BW	0	0	0	1	1	1	1
C1D400	Payment Technician	820/BW	1	1	1	3	2	2	3
C1D410	Referral Technician	768/BW	0	0	0	1	1	1	1
C1D412	Payment Technician P/T	7.50hr	0	0	0	1	1	1	1
C1D420	Janitor	350/BW	0	0	0	1	1	1	1
			34	34	34	44	10	10	44
<b>Energy Project</b>									
C1E020	Weatherization Coordinator	1239/BW	1	1	1	1	0	0	1
C1E081	Weatherization Assistant	823/BW	1	1	1	1	0	0	1
C1E085	Inspector	800/BW	1	1	1	1	0	0	1
			3	3	3	3	0	0	3
<b>Foster Grandparents</b>									
C1F020	Foster Grand Field Supervisor	948/BW	0	0	0	1	1	1	1
C1F030	Foster Grand Coordinator	1186/BW	1	1	1	1	0	0	1
C1F060	Clerk	741/BW	1	1	1	1	0	0	1
C1F070	Profram Assistant	400/BW	0	0	0	1	1	1	1
			2	2	2	4	2	2	4
<b>Head Start Centers</b>									
C1H020	Family Service Assistant	833/BW	5	5	5	5	0	0	5
C1H060	Health/ Nutrition Coordinator	1140/BW	1	1	1	1	0	0	1
C1H080	Teacher	1132/BW	29	29	29	29	0	0	29
C1H089	Teacher Assistant	685/BW	33	33	33	33	0	0	33
C1H140	Family Service Coordinator	1699/BW	1	1	1	1	0	0	1
C1H150	Family Service Supervisor	821/BW	3	3	3	3	0	0	3
C1H155	Parent Involvement Supervisor	669/BW	1	1	1	1	0	0	1
C1H190	Family Service Assistant	774/BW	13	13	13	13	0	0	13
C1H240	Head Start / PCC Manager	2831/BW	1	1	1	1	0	0	1
C1H245	EHS Director	2429/BW	0	0	0	1	1	1	1
C1H250	Fiscal Officer	1704/BW	2	2	2	2	0	0	2
C1H270	Dietary Supervisor	521/BW	2	2	2	2	0	0	2
C1H310	Nurse	952/BW	2	2	2	2	0	0	2
C1H320	Lead Teacher/ Center Supervisor	1336/BW	2	2	2	3	1	1	3
C1H330	Lead Teacher/ Mentor Teacher	1110/BW	0	0	0	1	1	1	1
C1H350	Center Clerk	1056/BW	2	2	2	2	0	0	2
C1H380	Dietary Assistant	512/BW	6	6	6	6	0	0	6
C1H390	Clerk III	777/BW	3	3	3	3	0	0	3
C1H400	Transportation/Janitorial Coordinator	1617/BW	1	1	1	1	0	0	1
C1H410	Clerk IV	1138/BW	4	4	4	3	-1	-1	3

**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected FY 2002
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	
C1H420	General Maintenance	891/BW	1	1	1	1	0	0	1
C1H430	CCDBG Teacher Assistant	533/BW	2	2	2	2	0	0	2
C1H440	Special Project Coordinator	1517/BW	1	1	1	1	0	0	1
C1H500	Mental Health Counselor/ Educator	1,530/BW	1	1	1	1	0	0	1
C1H510	Asst Lead Teacher Center Supervisor	1343/BW	3	3	3	3	0	0	3
C1H601	Education Coordinator	1,735/BW	1	1	1	1	0	0	1
C1H602	Behavior Assistant	931/BW	1	1	1	2	1	1	2
C1H603	Multi-Disciplinary Team Manager	2203/BW	2	2	2	2	0	0	2
C1H605	Resource Specialist P/T	560/BW	0	0	0	1	1	1	1
C1H610	Transportation Supervisor/Mentor Teacher	1517/BW	1	1	1	1	0	0	1
C1H615	Community Part/Education Specialist	1379/BW	1	1	1	1	0	0	1
C1H620	Registered Dietitian	1611/BW	0	0	0	1	1	1	1
			125	125	125	130	5	5	130
<b>Head Start Mental Health</b>									
C1M145	Clerk IV	1119/BW	1	1	1	1	0	0	1
C1M150	Disability /SFE Coordinator	1865/BW	1	1	1	1	0	0	1
C1M165	Teacher	1089/BW	1	1	1	1	0	0	1
C1M170	Facilities & Grounds Supervisor	1451/BW	1	1	1	1	0	0	1
C1M175	Parent Involvement Coordinator	1500/BW	1	1	1	1	0	0	1
			3	5	5	5	0	0	5
<b>Neighborhood Family Services</b>									
C1N001	Family Service Counselor	1230/BW	2	2	2	2	0	0	2
C1N002	Information Management Coord	1453/BW	0	0	0	1	1	1	1
			2	2	2	3	1	1	3
<b>Parent/Child Center</b>									
C1P092	Teacher Assistant	418/BW	1	1	1	1	0	0	1
C1P180	Nurse	931/BW	1	1	1	1	0	0	1
C1P190	Family Services Supervisor	1015/BW	1	1	1	1	0	0	1
C1P200	Teacher	908/BW	2	2	2	2	0	0	2
C1P250	Teacher Assistant	653/BW	2	2	2	2	0	0	2
C1P260	Center Clerk	496/BW	1	1	1	1	0	0	1
C1P270	Clerk III	836/BW	1	1	1	1	0	0	1
C1P280	Family Service Assistant	695/BW	1	1	1	1	0	0	1
C1P300	Clerk IV	1113/BW	1	1	1	1	0	0	1
C1P312	Coordinator EHS	1608/BW	0	0	0	1	1	1	1
			11	11	11	12	1	1	12
<b>Human Services Homeless Ser</b>									
C1S010	Homeless Services Coordinator	965/BW	0	0	0	1	1	1	1
<b>Human Services WAP</b>									
C1W085	Inspector	10.00/HR	0	0	0	1	1	1	1
<b>Temporary Head Start</b>									
T50220	Driver	557/BW	0	0	0	10	10	10	10
T50240	Clerk III	557/BW	0	0	0	2	2	2	2
T80040	Substitute Center Clerk	560/BW	2	1	1	2	1	0	2
T80060	Janitor	6.00/HR	1	0	0	0	0	-1	0
T80070	Family Service Assistant	8.75/HR	1	1	1	4	3	3	4
T80081	Education Consultant	N/A	0	1	1	0	-1	0	0
T80090	Even Start Supervisor	13.00/HR	1	0	0	1	1	0	1
T80100	Substance Abuse Trainer	N/A	1	0	0	0	0	-1	0
T90010	Dietary Assistant I	380/BW	6	3	3	3	0	-3	3
T90020	GED Instructor	N/A	1	2	2	0	-2	-1	0
			13	8	8	22	14	9	22
<b>Temporary /Classroom Substitute</b>									
T10010	Classroom Substitutes	4.25/HR	32	32	32	32	0	0	32
T10050	Teacher Assistant I	4.80/HR	1	1	1	1	0	0	1
T10060	Family Literacy Teacher	15.00/HR	2	2	2	4	2	2	4
T10100	Bus Driver	8.75/HR	16	16	16	16	0	0	16
T80080	Teacher	N/A	2	2	2	0	-2	-2	0
			53	53	53	53	0	0	53
<b>Temporary Summer Lunch</b>									
T80030	Monitor	560/BW	8	8	8	8	0	0	8
T80040	Monitor	N/A	8	8	8	0	-8	-8	0
T80050	Secretary	593/BW	2	2	2	2	0	0	2
T80060	Site Supervisor	538/BW	20	20	20	20	0	0	20
T80070	Site Distribution Coordinator	560/BW	1	1	1	1	0	0	1
T80080	Site Supervisor Coordinator	560/BW	1	1	1	1	0	0	1
T80090	Clerical Assistant	593/BW	3	3	3	3	0	0	3
T80100	Coordinator	1040/BW	2	2	2	2	0	0	2
T80110	Assistant Coordinator	678/BW	1	1	1	1	0	0	1
T800200	Assistant Distribution Clerk	560/BW	1	1	1	1	0	0	1
			47	47	47	39	-8	-8	39



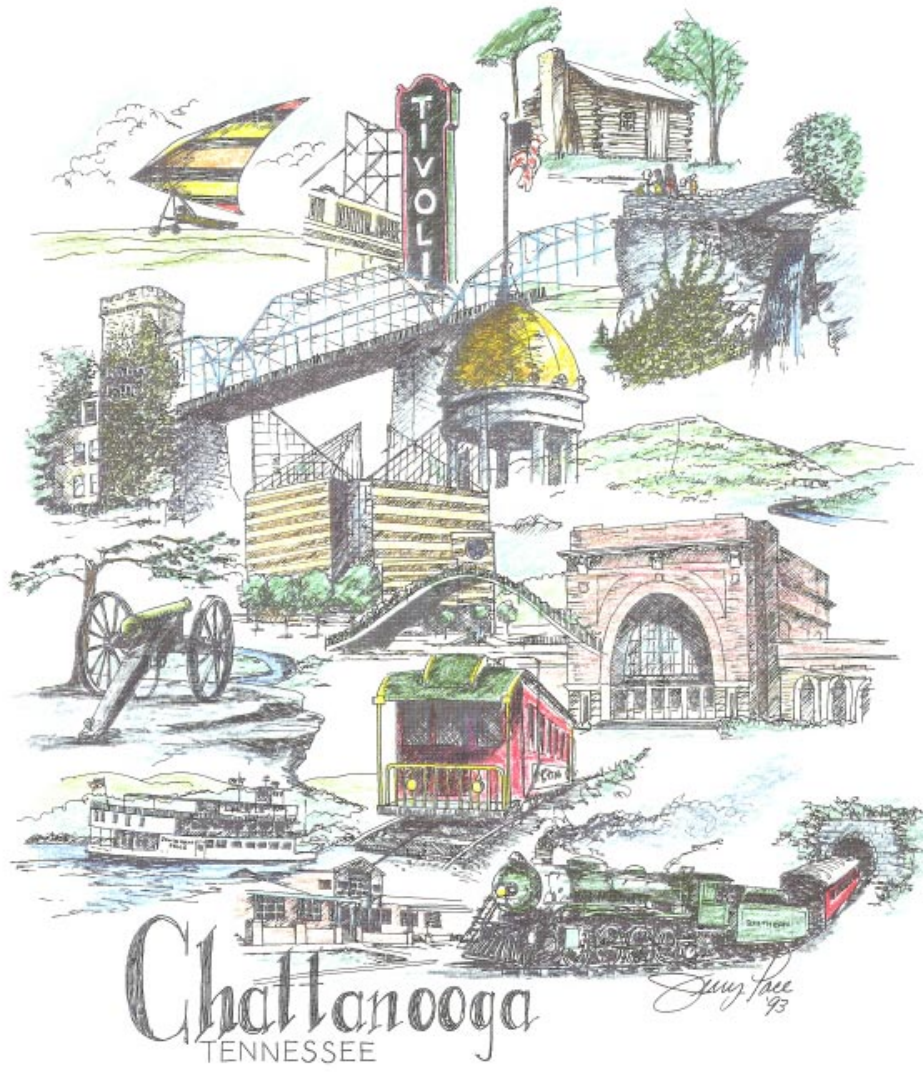
**City of Chattanooga  
Detail Position List for Fiscal Year 1998-2002**

Position Number	Position Name	2001 Pay Grade	Authorized				Change		Projected
			FY 1998	FY 1999	FY 2000	FY 2001	PY to CY	98 thru FY 2001	FY 2002
Temporary Cafeteria Substitute T90010	Dietary Assistant I	7.00/HR	6	6	6	6	0	0	6
Temporary Family Service Counseling T12001	Family Services Counselor Aide	5.92/HR	2	2	2	2	0	0	2
Temporary Day Care T14010	Day Care Substitute	6.66/HR	4	4	4	4	0	0	4
T14020	Dietary Aide	5.00/HR	2	2	2	2	0	0	2
			<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>6</u>
<b>All Authorized Budget Positions</b>			<u>2,228</u>	<u>2,362</u>	<u>2,446</u>	<u>2,945</u>	<u>95</u>	<u>346</u>	<u>2,944</u>
<b>Total General Fund</b>			<u>1,757</u>	<u>1,904</u>	<u>1,998</u>	<u>2,060</u>	<u>62</u>	<u>303</u>	<u>2,060</u>
<b>Total Special Revenue Funds</b>			<u>434</u>	<u>431</u>	<u>435</u>	<u>473</u>	<u>38</u>	<u>37</u>	<u>473</u>
<b>Total Enterprise Funds</b>			<u>314</u>	<u>326</u>	<u>324</u>	<u>321</u>	<u>-3</u>	<u>7</u>	<u>320</u>
<b>Total Internal Service Funds</b>			<u>83</u>	<u>81</u>	<u>82</u>	<u>82</u>	<u>0</u>	<u>-1</u>	<u>82</u>
<b>Total Fiduciary Funds</b>			<u>8</u>	<u>8</u>	<u>10</u>	<u>9</u>	<u>-1</u>	<u>1</u>	<u>9</u>

City of Chattanooga											
General City Employee Pay Plan											
Fiscal Year 2000/2001											
STEP	1	2	3	4	5	6	7	8	9	10	11
Grade											
1	13,261	13,924	14,587	15,250	15,913	16,576	17,372	18,167	18,963	19,758	20,555
2	14,397	15,117	15,838	16,558	17,278	17,997	18,861	19,725	20,589	21,453	22,316
3	15,535	16,312	17,089	17,866	18,644	19,419	20,351	21,283	22,216	23,148	24,079
4	16,672	17,505	18,339	19,172	20,005	20,840	21,840	22,841	23,841	24,842	25,842
5	17,808	18,699	19,589	20,480	21,370	22,260	23,328	24,396	25,464	26,532	27,602
6	18,945	19,893	20,841	21,788	22,736	23,681	24,819	25,956	27,093	28,231	29,366
7	20,083	21,086	22,090	23,094	24,098	25,103	26,308	27,512	28,717	29,922	31,128
8	21,219	22,280	23,341	24,401	25,462	26,524	27,797	29,070	30,343	31,616	32,890
9	22,356	23,474	24,592	25,710	26,828	27,945	29,286	30,628	31,969	33,310	34,652
10	23,494	24,669	25,844	27,019	28,194	29,367	30,776	32,186	33,596	35,005	36,415
11	24,630	25,861	27,092	28,323	29,555	30,788	32,266	33,744	35,222	36,700	38,177
12	25,767	27,056	28,344	29,632	30,920	32,209	33,755	35,301	36,848	38,394	39,939
13	26,904	28,249	29,594	30,940	32,285	33,629	35,244	36,859	38,473	40,088	41,701
14	28,041	29,443	30,846	32,248	33,651	35,051	36,733	38,415	40,097	41,779	43,463
15	29,178	30,637	32,095	33,554	35,013	36,472	38,222	39,973	41,723	43,473	45,226
16	30,314	31,830	33,346	34,862	36,377	37,893	39,712	41,530	43,349	45,168	46,987
17	31,451	33,024	34,596	36,169	37,742	39,314	41,201	43,088	44,975	46,862	48,749
18	32,589	34,218	35,847	37,476	39,105	40,736	42,691	44,646	46,602	48,557	50,513
19	33,725	35,411	37,097	38,783	40,470	42,157	44,180	46,204	48,228	50,251	52,274
20	34,862	36,605	38,348	40,091	41,834	43,577	45,669	47,762	49,854	51,946	54,036
21	35,999	37,799	39,599	41,400	43,200	44,998	47,159	49,319	51,479	53,640	55,798
22	37,136	38,993	40,849	42,705	44,562	46,420	48,648	50,876	53,103	55,331	57,561
23	38,272	40,186	42,099	44,013	45,927	47,841	50,137	52,433	54,729	57,025	59,322
24	39,410	41,380	43,351	45,322	47,292	49,262	51,626	53,991	56,355	58,719	61,085
25	40,546	42,574	44,602	46,629	48,657	50,683	53,115	55,548	57,981	60,414	62,846
26	41,683	43,767	45,851	47,935	50,019	52,105	54,606	57,107	59,608	62,109	64,609
27	42,821	44,962	47,103	49,244	51,385	53,526	56,095	58,664	61,234	63,803	66,372
28	43,957	46,155	48,353	50,551	52,749	54,946	57,584	60,222	62,860	65,497	68,133
29	45,094	47,348	49,603	51,857	54,111	56,367	59,073	61,779	64,485	67,191	69,897
30	46,232	48,543	50,854	53,165	55,477	57,789	60,564	63,338	66,112	68,887	71,659
31	47,368	49,736	52,105	54,473	56,842	59,210	62,052	64,893	67,735	70,577	73,420
32	48,505	50,931	53,356	55,782	58,207	60,631	63,541	66,451	69,361	72,271	75,183
33	49,641	52,123	54,605	57,086	59,568	62,052	65,030	68,009	70,987	73,965	76,944
34	50,779	53,317	55,856	58,395	60,934	63,474	66,520	69,567	72,614	75,661	78,707
35	51,916	54,512	57,108	59,704	62,300	64,894	68,010	71,125	74,240	77,355	80,470
36	53,052	55,705	58,358	61,011	63,664	66,315	69,499	72,682	75,866	79,049	82,231
37	54,189	56,898	59,607	62,316	65,025	67,736	70,987	74,238	77,488	80,739	83,992
38	55,327	58,093	60,859	63,626	66,392	69,158	72,478	75,798	79,118	82,438	85,757
39	56,463	59,286	62,110	64,933	67,757	70,579	73,966	77,354	80,741	84,129	87,518
40	57,599	60,480	63,360	66,241	69,121	72,000	75,456	78,911	82,367	85,823	89,280
41	58,737	61,673	64,610	67,546	70,483	73,421	76,945	80,469	83,993	87,517	91,042
42	59,874	62,868	65,861	68,855	71,849	74,843	78,435	82,027	85,620	89,212	92,805
43	61,010	64,061	67,112	70,163	73,214	76,263	79,924	83,585	87,246	90,906	94,566
44	62,148	65,255	68,361	71,468	74,575	77,684	81,413	85,142	88,872	92,601	96,329
45	63,284	66,448	69,612	72,776	75,940	79,105	82,903	86,700	90,497	94,295	98,090
46	64,421	67,642	70,863	74,085	77,306	80,527	84,392	88,257	92,121	95,986	99,853
47	65,558	68,837	72,115	75,393	78,672	81,948	85,881	89,814	93,747	97,680	101,615
48	66,695	70,029	73,364	76,698	80,032	83,369	87,370	91,372	95,373	99,375	103,377
49	67,832	71,224	74,615	78,007	81,398	84,790	88,859	92,929	96,999	101,069	105,140
50	68,969	72,418	75,867	79,315	82,764	86,211	90,350	94,488	98,626	102,764	106,902

**City of Chattanooga  
Fiscal Year 2000/2001  
Fire & Police Pay Plans**

STEP -->	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11
Grade											
F1	\$ 24,504	\$ 25,729	\$ 26,954	\$ 28,180	\$ 29,405	\$ 30,630	\$ 31,855	\$ 33,081	\$ 34,306	\$ 35,531	\$ 36,757
F2	\$ 25,635	\$ 26,916	\$ 28,198	\$ 29,480	\$ 30,762	\$ 32,043	\$ 33,325	\$ 34,607	\$ 35,888	\$ 37,170	\$ 38,452
F3	\$ 27,898	\$ 29,292	\$ 30,687	\$ 32,082	\$ 33,477	\$ 34,872	\$ 36,267	\$ 37,661	\$ 39,056	\$ 40,451	\$ 41,846
F4	\$ 32,421	\$ 34,042	\$ 35,663	\$ 37,284	\$ 38,905	\$ 40,526	\$ 42,147	\$ 43,768	\$ 45,389	\$ 47,010	\$ 48,631
F5	\$ 39,208	\$ 41,168	\$ 43,129	\$ 45,089	\$ 47,049	\$ 49,009	\$ 50,970	\$ 52,930	\$ 54,890	\$ 56,851	\$ 58,811
F6	\$ 50,518	\$ 53,044	\$ 55,570	\$ 58,096	\$ 60,622	\$ 63,148	\$ 65,674	\$ 68,200	\$ 70,726	\$ 73,252	\$ 75,778
P1	\$ 26,703	\$ 28,037	\$ 29,371	\$ 30,706	\$ 32,040	\$ 33,375	\$ 34,709	\$ 36,043	\$ 37,378		
P2	\$ 32,594	\$ 34,224	\$ 35,853	\$ 37,483	\$ 39,112	\$ 40,742	\$ 42,373	\$ 44,002	\$ 45,632		
P3	\$ 37,307	\$ 39,172	\$ 41,037	\$ 42,903	\$ 44,768	\$ 46,633	\$ 48,499	\$ 50,364	\$ 52,229		
P4	\$ 42,020	\$ 44,120	\$ 46,220	\$ 48,320	\$ 50,421	\$ 52,521	\$ 54,621	\$ 56,721	\$ 58,821		
P5	\$ 54,979	\$ 57,727	\$ 60,475	\$ 63,223	\$ 65,972	\$ 68,720	\$ 71,468	\$ 74,216	\$ 76,964		



# Glossary

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity**- Departmental efforts or organizational unit for performing a specific function which contribute to the achievement of a specific set of program objectives.

**Ad Valorem Taxes** - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

**Allot**- To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

**Annualize** - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriation** - A legal authorization to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation** - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes. Property Values for Chattanooga are established by Hamilton County.

**Assessment Ratio** - The ratio at which the tax rate is applied to the tax base.

**Asset** - Resources owned or held by a government which have monetary value.

**Attrition** - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

**Authorized Positions** - Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Available (Undesignated) Fund Balance** - This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**AZA** - American Zoological Association

**Base Budget** - Cost of continuing the existing levels of service in the current budget year.

**B.A.D.G.E** - Building Attitudes During Group Experiences

**Bond** - A long-term I.O.U. of promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds.

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget**- A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period. The most common types of budgets are Line-Item Budget, Operating Budget, Performance Budget, Program Budget, and the Capital Improvements Program Budget (definitions of each are included in glossary).

**Budgetary Basis** - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar** - The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Budgetary Control** - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Budgeteer** - Code name for members in the Budget Office responsible for annual budget preparation, creation of the City's Annual Budget Report, forecasting, financial analysis, monitoring, and overseeing the financial stability of the City.

**Capital Assets** - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Budget** - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**Capital Improvements** - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvements Program (CIP)** - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**Capital Outlay** - 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.

**Capital Project** - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Capital Project Funds** - Capital Project Funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust Funds).

**Capital Reserve** - An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CCHDO** - Chattanooga Community Housing Development Organization

**Child Abuse** - Program offered by the Police Department. The Child Abuse Unit investigates child sexual abuse, child physical abuse and child neglect and any other cases that the supervision deems appropriate for the unit. They work very closely with the Child Advocacy Center, the Department of Children Services, other social agencies that promote children and the special child abuse prosecutor with the District Attorney's Office.

**CNE** - Chattanooga Neighborhood Enterprise

**COBRA** - Consolidated Omnibus Budget Reconciliation Act

**Collective Bargaining Agreement** - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

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

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

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

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

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

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

**CSO** - Combined Sewer Overflow

**D.A.R.E-** Program offered by the Police Department. The Drug Abuse Resistance Education

**Debt Ratio** - Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time and against its own standards and policies. The five major debt ratios used by the City are Gross Debt per Capita, Debt per Personal Income, Debt to Full Value, Debt to Assessed Value, and Debt Services to Governmental Expenditures.

**Debt Service** - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. The major types of debt include Direct Obligation Debt; Self Supporting Debt; Outstanding Tax Supported Debt.

**Debt Service Fund** - Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on the City debt. They are used to account for the accumulation of resources, for, and the payment of, general obligation and special assessment debt principal, interest and relation cost, except the debt service accounted for in the Special Revenue Funds, and Enterprise Funds.

**Dedicated Tax-** A tax levied to support a specific government program or purpose.

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** - The basic organizational unit of government which is functionally unique in its delivery of services. The City of Chattanooga has nine departments: General Government; Finance & Administration; Police; Fire; Public Works; Parks, Recreation, Arts, & Culture; General Services; Personnel; and Neighborhood Services.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Development Related Fees** - Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**Direct Debt** - The sum of the total bonded debt and any unfunded debt of the City for which the City has pledged its "full faith and credit" It does not include the debt of overlapping jurisdictions.

**Disbursement** - The expenditure of monies from an account.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Division** - A group of homogeneous activities within a department, i.e. Memorial Auditorium, Civic Facilities Concessions, Tivoli Theatre And Civic Facilities Administration make up the Civic Facilities division of the Parks, Recreation, Arts & Culture Department.

**Employee Benefits (or Fringes)** - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Entitlements** - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**Enterprise Funds** - Enterprise Funds are used to account for operations including debt service (a) that are financed and operated in a manner similar to private businesses- where the intent of the government body is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or (b) where the governing body has determined that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability, or other purposes. Our Enterprise funds include the Electric Power Board Fund, Interceptor Sewer System Fund, Solid Waste/ Sanitation Fund, and Storm Water Fund.

**EPB** - Electric Power Board

**Expenditure** - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, services or settling a loss.

**Expenses** - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiscal Policy** - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Chattanooga's fiscal year is July 1 to June 30.

**Fixed Assets** - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full Faith and Credit** - A pledge of a government's taxing power to repay debt obligations.

**Full-time Equivalent (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**Function** - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g. The City of Chattanooga's functions are public safety, public works, general government, culture & recreation, general services, finance & administration).

**Fund** - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity. Fund Structure consist of Governmental Funds (General, Special, Debt, and Capital); Proprietary Funds; Fiduciary Funds.

**Fund Balance** - The excess of the assets of a fund over its liabilities, reserves, and carryover.

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standard for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**General Obligation Bonds (GO)** - This type of bond is backed by the full faith, credit and taxing power of the government.

**Goal** - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants** - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Hourly** - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing need. Hourly employees are paid on a per hour basis, and receive limited benefits.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Interfund Transfers** - The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

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

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

**Lapsing Appropriation** - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or ends, unless otherwise provided by law.



**Levy** - To impose taxes for the support of government activities.

**LIHEAP**- Low Income Home Energy Assistance Program

**Line-item Budget** - A budget prepared along departmental lines that focuses on what is to be bought.

**Long-term Debt** - Debt with a maturity of more than one year after the date of issuance.

**MBWWTP** - Moccasin Bend Wastewater Treatment Plant

**Materials and Supplies** - Expendable materials and operating supplies necessary to conduct departmental operations.

**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.

**MPO** - Metropolitan Planning Organization

**MTAS** - Municipal Technical Advisory Service

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

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

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

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

**Obligations** - Amounts which a government may be legally required to meet out of its resources. They

include not only actual liabilities, but also encumbrances not yet paid.

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

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

**Output Indicator** - A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**P.A.L.** - Police Athletic League

**Pay-as-you-go Basis** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Budget** - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Indicators** - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure** - Data collected to determine how effective or efficient a program is in achieving its goals and objectives. There are four types of performance measures: input, output, outcome, and efficiency.

Input measures address the amount of resources used in providing a particular service (ex. dollars, employee-hours, etc.).

Output measures describe the activities undertaken in providing a service of carrying out a program (ex. # of emergency calls or the # of cases heard)

Outcome measures are used to evaluate the quality and effectiveness of public programs and services (ex. # of crimes committed per capita or \$ of property lost due to fire).

Efficiency measures relate inputs, or resources used, to units of output or outcome, provides evidence of trends in productivity (employee hours per crime solved).

**Personal Services** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Prior-Year Encumbrances** - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**PILOT**- Payment in lieu of taxes

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget** - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Program Performance Budget** - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**Program Revenue (Income)** Revenues earned by a program, including fees for services, license and permits, fees, and fines.

**PSC** - Public Service Commission

**Purpose** - A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**Reserve** - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark

revenues for a specific future purpose.

**Resolution** - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue** - Sources of income financing the operations of government.

**Revenue Bond** - This type of bond is backed only by the revenues from the specific enterprise for project, such as a hospital or toll road.

**Service Lease** - A lease under which the lessor maintains and services the asset.

**Service Level** - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Site-based Budgeting** - A decentralized budget process whereby budget preparation and development are based on individual school (and department) sites.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**SRO** - School Resource Officer

**SSO** - Sanitary Sewer Overflow

**Supplemental Appropriation** - An additional appropriation made by the governing body after the budget year or biennium has started.

**Supplemental Requests** - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**Target Budget** - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**Tax Levy** - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Taxes** - Compulsory charges levied by a government for

the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**TOSHA** - Tennessee Occupational Safety and Health Administration

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**TRPA** - Tennessee Recreation and Parks Association

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges** - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

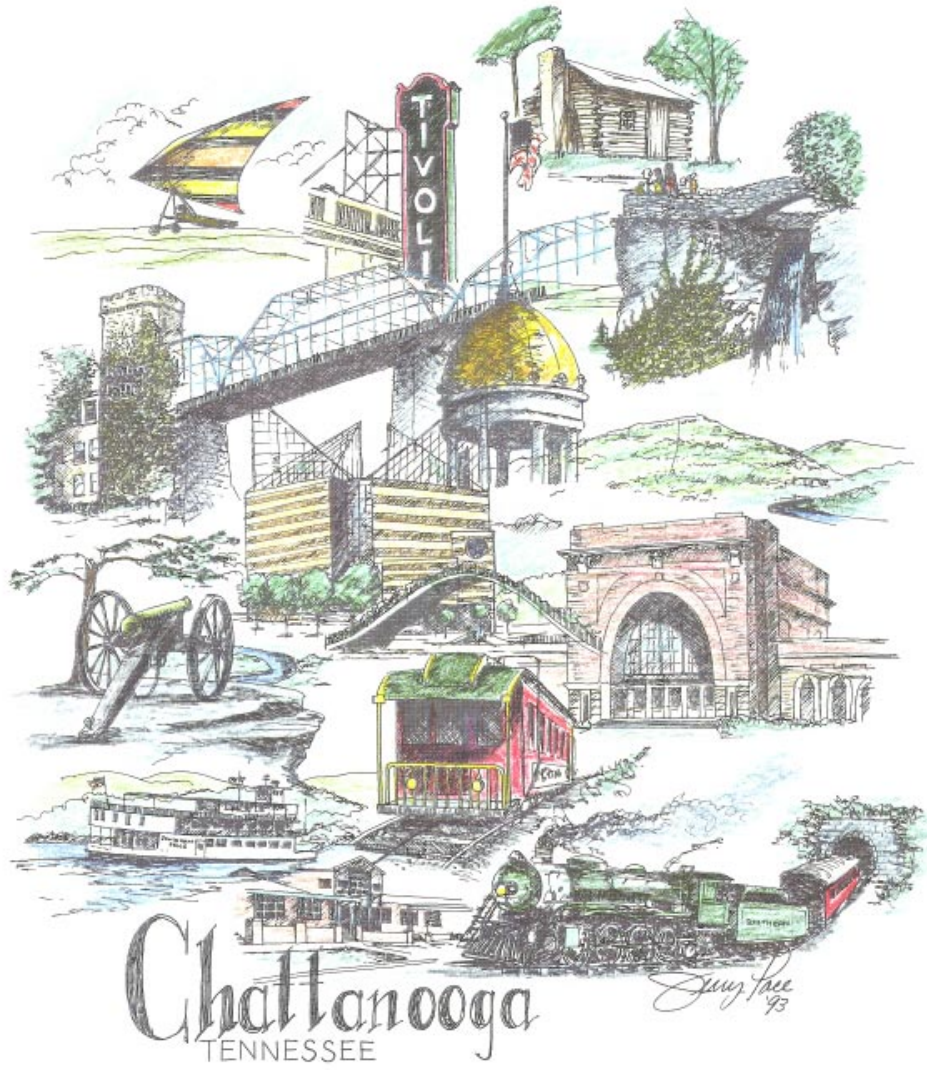
**VAAP** - Volunteer Army Ammunition Plant

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

**Working Cash** - Excess of readily available assets over current liabilities. Or cash on hand equivalents which may be used to satisfy cash flow needs.

**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).

**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.



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