

2004

# cabr

Comprehensive Annual Budget Report – For the Year Ending June 30



**CHATTANOOGA**  
**311**  
ONE CALL TO CITY HALL

City of Chattanooga, Tennessee



### On The Cover:

In Mayor Corker's May 2002 State of the City Address, he promised that Chattanooga city government would become more democratized, as citizens from every walk of life would have an equal voice in calling one number and getting one answer for an inquiry, suggestion or complaint.

Thus, the groundwork was set for the establishment of the 311 Call Center - creating "One Call To City Hall" for all non-emergency inquiries or complaints.

On February 27, 2003, the 311 Center "went live."

Results of 311 calls can be clearly evidenced by the following examples of questions, responding answers and ultimate City Service departmental actions to those calls.

**Q:** I would like to have some information about the free exercise program in Coolidge Park. Have I called the right number?

**A:** Yes. I can give you that information. This is a 10-week program put on by the Parks, Recreation, Arts and Culture Department. Classes are held on Sunday mornings at 8am at Coolidge Park close to the stage area. The classes are held during the summer through September. If you have internet access, you can find out about this and other activities that may be of interest to you. Just go to [www.chattanooga.gov](http://www.chattanooga.gov) and click on the City Services link. Select the Parks link and you will see the information there.

**Q:** I'm in town on business and would like to visit some of Chattanooga's downtown attractions. I don't want to rent a car, so can you recommend an alternate way to get around?

**A:** I certainly can. We have a free electric Downtown Shuttle service which runs daily about every 5 minutes from 6am to 9:30pm on weekdays, 9am to 9:30pm on Saturdays and 9am to 8:30pm on Sundays. The buses cover a 14-block loop which includes all of our convention hotels. We hope you enjoy your visit to Chattanooga and if you need anything else, do not hesitate to call 311 anytime.

**Q:** The house next to mine is vacant and the property hasn't been maintained all summer. Is there a city service that can help me with this?

**A:** Absolutely. Neighborhood Services would be the department to handle this for you. If you will give me some information, I will be glad to place a request for one of their inspectors to come out and begin the process to have the lot cleaned by the owners.

**Q:** I travel the downtown area quite a bit and I would like to know how long all of this construction at Riverfront Parkway is going to take. Do you have that information?

**A:** Yes we do have that information. The projected completion date for that project is May 2005. I know it is difficult to get around in the downtown area right now, but when all of this is completed, it will allow for a better flow of traffic and the Riverfront project will greatly improve that area for development. If you need help with travel directions in the future you can call 311 and we will be glad to give you assistance.

**Q:** There is a traffic signal not working properly. It is staying on red too long. Can you report this for me?

**A:** I certainly can. I am sorry you are experiencing difficulty. If you will give me the intersection where the light is, I will place a request to have Traffic Operations go out and check the timing of the light. They will be able to make the corrections as soon as they determine the problem.

**Q:** Is this the number I call to report a tree down across the road?

**A:** Yes, this is the number. Is anyone hurt or do any emergency conditions exist as a result of the tree falling? I am glad no one was hurt when the tree fell. Please give me the location or closest address and I will send an emergency request for a crew from City Wide Services Forestry Division to go out and remove the tree from the road.

**Q:** When it rains, my street gets flooded. There is a drainage ditch right in front of my house and I think it is stopped up. Is there anyone who can come out and check on this problem for me?

**A:** There certainly is. I will be glad to send a request to City Wide Services and they will send a crew out to clean the storm drain for you. May I have your name, address and a phone number where we can contact you in the event someone from that department needs to ask any further questions regarding your request? Thank you. The tracking number for this request is 111121.



# City of Chattanooga, Tennessee

## Comprehensive Annual Budget Report

Fiscal Year July 1, 2003 thru June 30, 2004

*Presented by:*

The Department of Finance & Administration

David Eichenthal, City Finance Officer

Daisy W. Madison, Deputy Finance Officer

Fredia F. Kitchen, Director, Management & Budget Analysis

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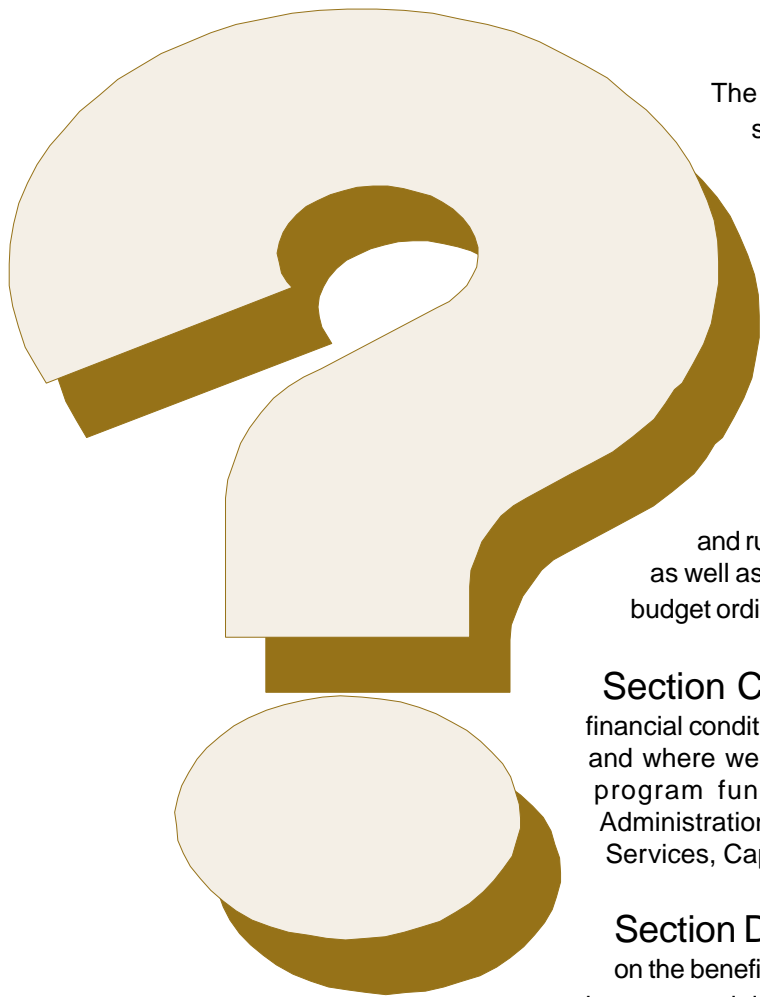
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The **CABR 2004** is divided into five major sections: **Introduction, Guidelines, Financial Overview, Personnel Administration**, and the **Appendix**.

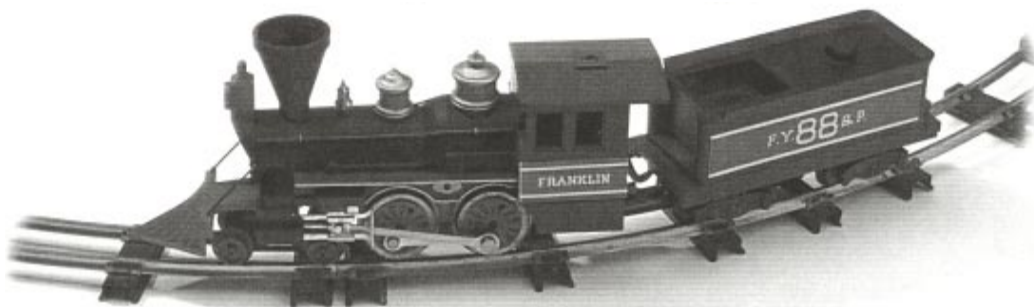
**Section A: Introduction** - gives a profile of Chattanooga with selected useful service, demographic, economical, and statistical information, a message from the City Finance Officer, an organizational chart, and City officials .

**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 program functions such as General Government, Finance & Administration, Public Safety, Public Works, Parks & Recreation, Debt Services, Capital Outlay, and Social Services.

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

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



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City of Chattanooga, Tennessee

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David R. Eichenthal  
City Finance Officer

Daisy W. Madison  
Deputy Finance Officer

Fredia F. Kitchen  
Director, Mgmt & Budget Analysis

Simone M. White  
Sr. Management & Budget Analyst

Management & Budget Analysts  
Randall E. Ray  
Christopher L. Haley  
Beverly J. Isaac  
Rachelle L. Smith  
Precious G. Goduco

*Department of Finance & Administration  
Management & Budget Division*



july 2003

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

I am pleased to present the 2004 budget for the City of Chattanooga. The City's long term budget strategy focuses on three elements – growing jobs and the local economy to increase revenue; smaller and smarter government to curb growth in expenditures; and maintenance of a strong fiscal position for city government.

The Mayor proposed and the Council has enacted a balanced budget that continues to reduce the size of City government, while maintaining quality public service. For the third year in a row, departmental operation costs have declined – except for salary and medical costs. The 2004 budget reflects an actual decline in General Fund spending. In fact, projected spending in 2004 is actually less than both of the last two adopted budgets in actual dollars.

By focusing on productivity and efficiency, Chattanooga seeks to overcome the problems of structural deficits that have plagued other cities across the nation. Rather than slashing services or hiking taxes, Chattanooga will maintain or improve services while living within its means.

As the City continues to keep its costs in check, it also is pursuing a series of initiatives that will lead to economic growth, new jobs and a healthier local economy in the future. New jobs and competitive wages will mean new revenue and continued fiscal stability for years to come.

### **Growing Jobs and the Local Economy**

Under the Mayor's leadership, implementation of a \$120 million public-private partnership to revitalize the City's riverfront is well underway. The 21<sup>st</sup> Century Waterfront Plan ([www.waterfrontchattanooga.com](http://www.waterfrontchattanooga.com)) will transform the City's downtown through the creation of new park space, housing, commercial development and the expansion of three of the city's cultural gems – the Tennessee Aquarium, the Hunter Museum and the Creative Discovery Museum. Redirection of Riverfront Parkway and new pedestrian connections will increase public access to all of these improvements. Work is on schedule for completion in May 2005.

At the same time, the City and Hamilton County proceed on schedule with the development of Enterprise South as a world-class industrial park. Work is almost complete on the first phase of infrastructure at the 1,200 acre former site of the Volunteer Army Ammunition Plant. Now, City and County officials – working with the Chamber of Commerce – are proceeding with an aggressive marketing and recruitment plan to encourage firms to relocate to Enterprise South.

The City's new Enterprise Center will focus on efforts to bring high tech jobs to Chattanooga, building on the city's proximity to Oak Ridge, Huntsville and Tullahoma and the recent establishment of the SimCenter and Graduate School of Computational Engineering at the University of Tennessee at Chattanooga. An \$84 million HOPE VI project in the City's Alton Park neighborhood will produce hundreds of new units of housing and spur job creation as well. Also, a new federal court building and headquarters for the Electric Power Board will further bolster development on the Southside.

These efforts – and numerous others – will insure that the Chattanooga Chamber of Commerce will meet its goal of creating 20,000 new jobs in the area in the next four years.

## Budget in Brief

In reaching this balanced budget, the Mayor and the City Council closed a gap of approximately \$10 million. Like other cities, Chattanooga faced increases in the cost of health insurance, pension contributions and liability. In balancing its own budget, the State of Tennessee enacted changes that reduced State shared revenue to Chattanooga by \$1.8 million in 2004.

The 2004 Budget met this challenge by taking a series of dramatic steps designed to reduce cost without sacrificing service to the public. By opening the contract for health insurance coverage for employees and retirees to competition, the City was able to restructure its plan to continue to provide quality care and save approximately \$3 million a year. At the same time, the City was able to invest in an employee wellness initiative designed to reduce long term health insurance costs.

By increasing competition on other City contracts and taking other steps to streamline procurement, the City plans to save \$1.1 million in 2004. In one case, increased competition on a major contract reduced cost by 25%.

A new vacancy control process – designed to slow hiring without imposing a full hiring freeze – will also save more than \$1 million.

The Public Works Department has contracted out operation of a recycling drop off center to a non-profit organization – creating jobs for the disabled and saving \$250,000 for the City.

Reduced staffing in City Court and the City Court Clerk's office – combined with increases in revenue generated by a transition to hand held ticketing devices and on-line payment of fines – will produce \$240,000 in savings and revenue.

Reductions in underutilized vehicles in the City's fleet will save another \$200,000. Better monitoring of cellular phone use and an ongoing audit of City telecommunication costs is already saving City funds, with monthly cell phone costs down by more than fifty percent. Similar reductions in travel and overtime cost will save close to another \$200,000.

Savings are also being achieved by reallocating certain costs. For example, in the past, the cost of on the job injuries was born centrally through the City's Personnel Department. Those costs are now being allocated, so that department administrators have a new incentive to reduce risk to their employees as a way of reducing cost.

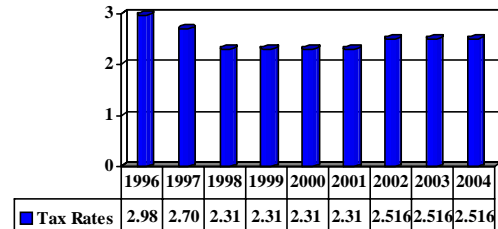
Along with sustained growth in property tax revenue and increased revenue from Court fees and parking ticket fines, these steps toward enhanced efficiency have allowed the City to fully close the projected gap and continue to provide vital services without an increase in tax rates.

## Budget Highlights

The FY2004 General Fund Operating Budget is \$144,557,000. The total financial program is \$277,152,810, a 0.29% decrease from the prior year. The council approved a three year capital plan that includes \$25.0 million for projects during the FY04 year.

Revenues for all appropriated funds total \$240,167,342, a decrease of 0.41% from previous years. The increase in tax revenue is more than offset by a projected 39.3% decline in licenses and permits, a 48.6% reduction in interest earnings, a 20.2% decline in miscellaneous earnings and a 25.8% reduction in intergovernmental revenue. Although reductions in state and county-wide sales taxes are estimated at 12.4% and 4.17% respectively, the new Motel/Hotel tax will contribute to the increase in total tax revenues.

Property Tax Rates



Revenues	FY03/04	FY02/03	inc(dec)	% change
Taxes	115,344,072	93,304,133	22,039,939	23.62%
Licenses & Permits	6,213,139	10,238,668	(4,025,529)	-39.32%
Intergovernmental	59,127,707	79,629,777	(20,502,070)	-25.75%
Charges for services	50,325,750	45,749,105	4,576,645	10.00%
Fines, forfeitures and penalties	1,616,084	1,761,760	(145,676)	-8.27%
Interest earnings	1,469,908	2,861,082	(1,391,174)	-48.62%
Miscellaneous	6,070,682	7,602,159	(1,531,477)	-20.15%
<b>Total Revenues</b>	<b>\$ 240,167,342</b>	<b>\$ 241,146,684</b>	<b>(979,342)</b>	<b>-0.41%</b>
Other Financing Sources				
Transfers in	20,857,307	24,746,066	(3,888,759)	-15.71%
Bond Proceeds	16,128,161	12,070,087	4,058,074	33.62%
<b>Total Other Financing Sources</b>	<b>\$ 36,985,468</b>	<b>\$ 36,816,153</b>	<b>169,315</b>	<b>0.46%</b>
<b>Total Revenues &amp; Other Sources</b>	<b>\$ 277,152,810</b>	<b>\$ 277,962,837</b>	<b>(810,027)</b>	<b>-0.29%</b>

Interest earnings are estimated to be down during FY04 due to the declining interest rates and market conditions, a projected decrease of 48.6% from FY2003.

Appropriations are \$255,446,554 a 0.96% increase over the FY03 Budget. This increase is primarily due to rising medical cost, increased pension contribution, additional salary cost, and additional debt service resulting from the issuance of new debt.

**General Fund.** The City's General Fund accounts for all applicable resources related to the general operations of city government that are not accounted for elsewhere. The total appropriation FY04 budget is \$144,557,000, a 1.10% reduction from prior year. Increases in medical, pension and employee pay are more than offset by reductions in operating costs and the elimination of a General Fund capital appropriation.

<b>Appropriations</b>	<b>FY03/04</b>	<b>FY02/03</b>	<b>inc(dec)</b>	<b>% Change</b>
General Fund	122,850,744	126,702,349	(3,851,605)	-3.04%
Enterprise Funds	45,748,489	38,372,766	7,375,723	19.22%
Special Revenue Funds	42,552,258	34,398,233	8,154,025	23.70%
Fiduciary Funds	-	5,318,000	(5,318,000)	-100.00%
Debt Service Fund	11,112,886	8,649,070	2,463,816	28.49%
Capital Project Funds	25,026,116	29,485,903	(4,459,787)	-15.13%
Internal Service Funds	8,156,061	10,100,000	(1,943,939)	-19.25%
<b>Total Expenditures</b>	<b>\$255,446,554</b>	<b>\$253,026,321</b>	<b>2,420,233</b>	<b>0.96%</b>
<b>Other Financing Uses</b>				
Transfers Out	21,706,256	24,936,516	(3,230,260)	-12.95%
<b>Total Other Financing Uses</b>	<b>\$ 21,706,256</b>	<b>\$ 24,936,516</b>	<b>(3,230,260)</b>	<b>-12.95%</b>
<b>Total Expenditures &amp; Other Uses</b>	<b>\$277,152,810</b>	<b>\$277,962,837</b>	<b>(810,027)</b>	<b>-0.29%</b>

**Special Revenue Funds.** The City's 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. Reported funds for FY04 include State Street Aid, Human Services, Economic Development, Community Development and Hotel/Motel Tax. The 2004 budget for the Special Revenue Funds total \$42,552,258. The Economic Development fund accounts for the city-only local option sales tax to be used to fund education and economic development on a 50/50 basis. The City of Chattanooga established the Community Development Fund to account for a major federal entitlement grants which funds a variety of programs and services within Chattanooga.

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

The City entered into a Loan Agreement with the Tennessee Municipal Bond Fund on February 10, 1997 and established a line of credit for up to \$7,908,000 for various general government capital projects. At June 30, 2003, the City had a balance outstanding of \$5,339,098. The City also entered into a lease purchase of sewer system improvements from the City of Collegedale, another local municipal government. At June 30, 2003 the outstanding balance was \$271,195. General Obligation Bonds were issued in March 2001 in the amount of \$48,310,000. This funded various capital improvements of the general government in the amount of \$39,576,000; solid waste system improvements in the amount of \$6,734,000; and stormwater system improvements in the amount of \$2,000,000. In order to take advantage of declining interest rates in March 2002, the City issued \$58,130,000 General Obligation Refunding Bonds. This refunded \$43,910,000 Public Improvements bonds and \$13,985,000 Sewer & Sewage Facilities Bonds.

During fiscal year 2003, the City issued bonds to fund various capital projects and reduce financing costs. In August 2002, the city issued \$38,290,000 General Obligation Refunding. This issue refunded \$31,632,952 and \$5,922,048, Sewer and Public Improvement bonds respectively. Additionally, \$12,190,000 General Obligation, \$13,175,000 Sewer Refunding, and \$54,990,000 G.O. Hotel/Motel Tax Revenue Pledge bonds were issued. The Hotel/Motel Tax bonds fund the City's share of the 21st Century Waterfront Plan.

At year-end, the primary government and its component units had a number of debt issues outstanding. These issues included \$427,890,087 in general obligation debt, of which revenues from the City's Enterprise Funds support \$289,509,352. The primary government also has \$36,800,000 in revenue bonds outstanding at year-end for the Electric Power Board, an Enterprise Fund. Two component units have revenue bonds outstanding. These include \$16,175,000 for the Metropolitan Airport Authority and \$129,200,000 in lease rental revenue bonds issued by the Chattanooga Downtown Redevelopment Corporation.

**Capital Project Funds.** The City accounts for its capital related expenditures in the Capital Projects Fund. The Capital Budget for the 2004 fiscal year is \$25,026,116, this is a \$4,459,787 or 15.1% decrease from last year's approved amount of \$29,485,903.

**Enterprise Funds.** The City maintains four enterprise operations as part of the primary government. Combined Enterprise Funds assets at June 30, 2003 were \$531.1 Million. Operating revenues for the fiscal year were \$408.7 million. A brief discussion of the major operations follows:

The Electric Power Board, not presented in our presentation because it is a separate administrative agency of the government, exercises exclusive control and management of the Electric Distribution System. It is the sole distributor of the electric power within the boundaries of the City and County (587 square miles). It accounts for 88.97% of total Enterprise Fund operating revenues and reported a net operating income of \$1.5 million for the year ended June 30, 2003.

The Interceptor Sewer System of the City provides water and sewer services to customers on a self-supporting basis utilizing a rate structure designed to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. The strong commercial, industrial and residential growth in the City, along with increased federal mandates, has necessitated ongoing expansion of the Interceptor Sewer System. To illustrate, property, plant and equipment of the system in 1976 totaled \$68.8 million compared to \$309.9 million in 2003. The department accounts for more than 45.0 percent of total Enterprise Fund assets. The 2004 approved budget including Debt Service and Capital is \$34,718,215. Approved operations is \$18,453,687.

The Solid Waste/Sanitation Fund was established in accordance with state mandate. This fund accounts for the operations of the City's landfill. Landfill fees are charged commercial customers for use of the landfill, while the cost of City landfill needs are financed through a General Fund subsidy. An aggressive capital program has been launched to meet landfill requirements set by the state and federal governments. This program is estimated to cost \$38.5 million over a ten-year period. The 2004 Budget is \$5,865,313.

The Storm Water Fund accounts for the operations of the City's storm water management program as mandated by the Environmental Protection Agency and the state. The program is designed to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. Since the inception of this program in 1994, the investment in property, plant, and equipment has grown to \$37.7 million. The 2004 Budget is \$5,164,961.

**Internal Service Funds.** The City maintains three Internal Service Funds. These funds provide goods or

services to other governmental operating units such as departments, bureaus, and agencies. These funds charge for services. The three reporting funds are the two Municipal Fleet Services Funds and the Liability Insurance Fund. The Fleet Services Fund's 2004 budget is \$7,056,061. The City of Chattanooga is self insured. The liability Insurance Fund was established to fund and pay for all judgments and costs or liability claims against the city. The Liability Fund's 2004 budget is \$1,100,000.

**Fiduciary Funds.** The Pension Trust Funds account for assets held by the City as trustee. These funds are accounted for in the same manner as business enterprises providing similar services.

Below is a brief discussion about the 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 Firefighters and Police Officers. 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	(28,542)	117.06%
Fireman & Policemen	37,051	84.46%
Electric Power Board	0	100.00%

\*Unfunded actuarial accrued liability

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

**General Pension Plan.** The City provides a pension plan for permanent general city employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of total earnings. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan. The City's actuarially computed contribution rate for FY 2004 is 4.07% of employee earnings.

**Fire and Police Insurance and Pension Fund.** The City Finance Officer is authorized to match the total salaries of all participants in the Fire & Police Pension Fund with a contribution from the General Fund in FY 2004 not to exceed 18.39%. Each employee who is a participant in this Plan contributes 8% of total salary annually.

**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 10% of salary in a tax-deferred savings plan. EPB contributes up to 3% of the employee's salary.

## Per Capita Budget

The citywide operating per capita budget for FY03 totals \$1,674.88 and for FY04 total \$1,676.15. This represents per capita increase of .0788%.

<b>Program</b>	<b>Actual FY00/01</b>	<b>Actual FY01/02</b>	<b>Budget FY02/03</b>	<b>Budget FY03/04</b>
General Government	328.30	374.32	379.52	376.56
Finance & Administration	84.25	102.10	120.54	100.17
Public Safety	413.72	346.70	373.01	397.40
Public Works	397.00	454.79	501.25	476.04
Parks Recreation Arts & Culture	80.37	85.89	88.98	81.27
Debt Service	44.76	159.93	55.45	71.24
Social Services	154.49	156.83	156.13	173.47
<b>Total</b>	<b>1,502.89</b>	<b>1,680.56</b>	<b>1,674.88</b>	<b>1,676.15</b>

## 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 30 years and our outlook is improving. Over the years, through strong fiscal management, Chattanooga has positioned itself well to weather economic downturns, and create a positive atmosphere for economic development.

## 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 is \$29.2 million as of June 30, 2003. This balance is \$2.1 million over FY02. Our recommended guideline for general fund balance coverage is 20% 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 \$4.9 million in debt service reserves at June 30, 2003; monies that will help stabilize and fund future debt service obligations. Included in this budget and financed from current revenues are \$.5 million for contingency that may be used to fund unanticipated emergencies.

## Bond Ratings

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

## Conclusion

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,

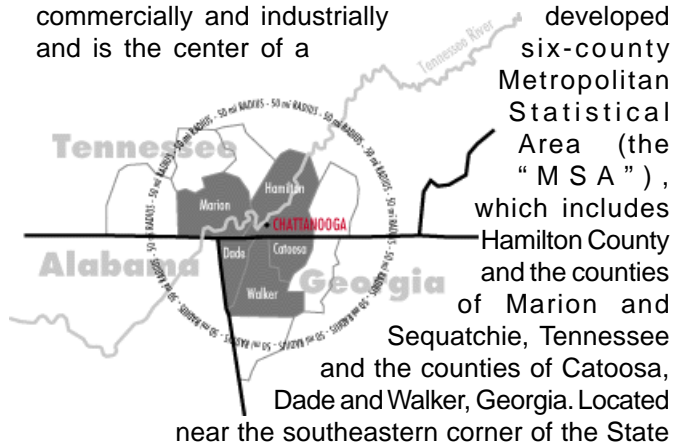
A handwritten signature in black ink, appearing to read "David R. Eichenthal". The signature is fluid and cursive, with a large, sweeping flourish at the end.

David R. Eichenthal,  
City Finance Officer



## History & Development

**F**ounded 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 144.1 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.

## 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 18.8 percent of its employment in that sector. However, 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 3.2percent as of July, 2003. This is comparable to the nation's unemployment rate of 6.3 percent and the state rate of 5.4 percent.

Twenty years ago, the City began a rebirth with the establishment of the Moccasin Bend Task Force. The Master Plan which grew out of this task force has resulted in the development of the Tennessee Aquarium, the Riverpark, the Walnut Street Bridge and Coolidge Park.

Over the past decade hundreds of millions of dollars have been invested in these and other projects in the riverfront and downtown gaining the City international recognition. The 21st Century Waterfront Plan is another step in this Master Plan to focus on the City's riverfront. The 21st Century plan grew out of a public process led by Hargreaves & Associates. It is a multimillion plan combining public and private financing to transform the downtown riverfront with a careful combination of development, preservation and enhancement that honors the history and beauty of the area.

The 21st Century Waterfront Plan comprises 129 acres on both sides of the river stretching from the Veteran's Bridge on the east to Moccasin Bend and M.L. King Boulevard on the west. The plan area is divided into six districts based on their natural features and development characteristics. Half of the districts- the First Street Steps, Ross' Landing Park, and Manufacturer's East-offer immediate development potential. Three others- Manufacturers West, Cameron Harbor, and the Moccasin Bend Gateway will develop over a longer period. A brief description of the projects follows:

The First Street Steps connect Market Street and the Bluff View Art District and the Hunter Museum of American Art. A new public plaza is created between Cherry and Walnut Streets. First Street itself is transformed into a mixed-use neighborhood of residences, shops, cafes, and galleries with a funicular to ease the trip up and down hill. Pedestrian connections at Second Street and a proposed bridge from the Walnut Street Circle across Riverfront Parkway complement the Hunter's plan to reconnect the museum to the City.

The Ross's Landing Park is a cornerstone of the plan. Here at the birthplace of the city, the vision includes a reconfigured Riverfront Parkway allowing for an enlarged and enhanced riverside park. This expansive area

encompasses the Chattanooga Green and the Tennessee River Terraces and will be a fabulous and functional setting for riverside festivals. An expanded marina, water taxis, riverfront cafes, residential units and commercial development bring a fitting vitality to the area known as the "front porch" of the city. The crown jewel is the expansion of the Tennessee Aquarium, solidifying its position as the finest freshwater aquarium in the world.

Manufacturers East comprises the area near the intersection of Manufacturers Road, Cherokee Boulevard, and Market Street. The plan calls for a new mixed-use neighborhood of residential and commercial development that mark the beginning of a connection between downtown and Moccasin Bend. The highlight of this district is the Tennessee Wetland Park, preserving the wetlands west of the Market Street Bridge as a nature reserve with an interpretive riverside boardwalk. The Adventure Playground and a segment of the Trail of Tears bring recreation and history to the district, and the collective components of the district provide a perfect complement to Coolidge Park.

Highlights of the remaining segment include: Cameron Harbor- anchoring the west end of M.L. King Boulevard with a marina, housing and offices, restaurants and shops, green space and river taxi linking to the developments upriver and down; Manufacturers West- celebrating the industrial character of the river's north shore, but tempering it with riparian habitats, riverwalk segments and a canoe launch; Moccasin Bend Gateway- providing a interpretive center, water taxi access and celebratory gateway into Moccasin Bend National Park, pending the declaration of park status.

Funding for the first phase of the 21st Century Waterfront Plan is estimated at over \$100 million from public and private sources. The City's share of cost estimated at over \$46 million will be funded by the recently levied Hotel Motel Tax.

In June 2002, the Tennessee Legislature enacted law (TCA 67-4-1401, et seq.) which removed constraints on municipalities giving them the freedom to enact a tax on the occupancy of hotel/motel rooms, in addition to the County Tax. In August 2002, the City levied such a tax to be phased in over a 30-month period beginning October 1, 2002 at 2%; increasing to 3% on October 1, 2003 and 4% effective May 1, 2005 and thereafter. This tax will be used to fund the 21st Century Waterfront Plan. (See section entitled Hotel Motel Occupancy Privilege Tax for more detail)

Four years ago, the State granted approval of a

development mechanism known as the Tourist Development Zone (TDZ), which encompasses the heart of Chattanooga's downtown. The zone, known as the Southside Redevelopment District, is comprised of three districts — the Aquarium/Ross's Landing District, the Central Business District and the Southside Redevelopment District. The City, through the Southside Redevelopment Corporation, is in the final phase of this project. The development will be supported by allocations of incremental increases in state and local sales and use tax revenues. Four facilities with more than 631,210 square feet and cost in excess of \$117.7 million are included in the project. It is anticipated that this investment planned 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. Three of the four facilities are complete and operational. They are (1) the Chattanooga, which is a 208,210 sq. ft. residential meeting facility, (2) a new 1,029-space Parking Facility and (3) the Development Resource Center which is an 85,000 sq. ft. facility that serves as a model for better ways to develop a sustainable community. The fourth and final project, the 226,000 sq. ft. expansion of the Chattanooga-Hamilton County Convention and Trade Center was completed in the spring of 2003.

The developments that have taken place throughout the North Shore, the Central Business District, and the Southside Redevelopment District have come together to make the downtown Chattanooga area a gathering place for night and family and recreational activity. The implementation of the 21st Century Waterfront Plan will further highlight Chattanooga's ability to forge bold visions through aggressive implementation.

Chattanooga continues to place high priority on education. Two new schools were constructed and opened downtown in August 2002, representing the first new school buildings in the downtown area in decades. Other investments in the area include the renovation of a former office building into a school for children with special needs, revitalization of a department store building as a premier downtown housing development, a new bank branch, and a new office building in the central business district.

Neighborhoods and quality, affordable housing continue to be a priority in the community. The Chattanooga Neighborhood Enterprise broke ground on a 20-unit apartment building within eyesight of the University of Ten-

nessee at Chattanooga. This unit will complement new housing units already built in the area.

The City continues to implement, through the Chattanooga Housing Authority, the HOPE VI Grant. This \$35 million grant from the Department of Housing and Urban Development (HUD) anchors a \$159 million project to replace the Spencer J. McCallie Homes and revitalize the surrounding Alton Park neighborhood. 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.

Despite the global attention to Chattanooga's downtown and environmental successes, economic growth in Chattanooga trails most of the rest of the South. During the 1990s, Chattanooga added jobs at only half the pace of the rest of the state. City officials have focused efforts on ways to reverse this trend of slow employment growth. The business culture in Chattanooga is on the verge of change. A venture capital firm with \$45 million in assets has been recruited to set up an office here. This will give entrepreneurs the needed access to capital that has been scarce in our local business environment. The Chamber of Commerce, charged with the task to oversee economic development, has implemented its plan for a larger economic recruitment program. This will include hiring of a business recruitment expert as part of its long-term plan to create more jobs.

Chattanooga is also poised on the leading edge of the technological age. The Electric Power Board of Chattanooga has donated a portion of its nearly 60 miles fiber optic ring for economic development. This move is anticipated to create a high speed information corridor allowing Chattanooga to become a hub for future research, information sharing, and job growth. This hub has already attracted a new long distance firm to locate in the heart of the central business district, bringing new jobs to the area.

City and County officials have initiated plans for the development of the old Volunteer Army Ammunition Plant site- renamed Enterprise South. The \$10 million investment by the City and County provides a 940-acre tract, located within 2 miles of Interstate 75, approximately 700 acres of which can be made available for industrial development almost immediately. This is the largest block of land available within the city limits in several decades. Infrastructure is in place to support a wide range of manufacturing and industrial uses. The entire site exceeds 6,000 acres, and efforts continue to acquire the remaining portions for industrial and recreational uses.

The U.S. Department of Housing and Urban Development recently designated a selected area within Chattanooga as a Renewal Community. The area includes Alton Park, the Southside Redevelopment District, the M.L. King Boulevard district and downtown. This designation allows business to share \$17 billion in tax incentives provided as part of the 2000 Community Renewal Tax Relief Act. The program gives new and existing businesses access to \$6 billion in tax incentives and \$11 billion in low-income housing and new market tax credits that can be used to help revitalize once-vibrant communities.

Hamilton Place Mall, Tennessee's largest, and now in its fourteenth year of operation, remains a magnet for millions of people. The 1.4 million-square-foot mall has brought in many 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 over the past decade 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. CBL and Associates, the mall's owner and developer of major retail space nation wide, has completed development of a multi-acre site on the south perimeter of the mall. The site includes a new national headquarters office building and additional retail space.

The City's two biggest local revenue sources are sales and property taxes. The local option sales tax rate is 2.25 percent (1.75 percent county-wide and .5 percent city only). The additional revenues generated by the ½ percent city only sales taxes are earmarked for education and economic development. Following two successive reductions the property tax rate has remained at \$2.516 per \$100 assessed valuation for the past three years.

The City's capital initiatives reflect its continual commitment to economic development and long term sustainability of the City. In addition to the operating budget over \$25 million was appropriated for major initiatives. These include \$2.7 million for upgrade of various City parks; \$18.5million for various public works projects such as paving , street improvement, curbs, gutters and sidewalks, downtown streetscape, and equipment replacement; \$2 million for fire vehicles and other equipment; and \$1.8 million for other miscellaneous requirements.

## Awards of Achievement

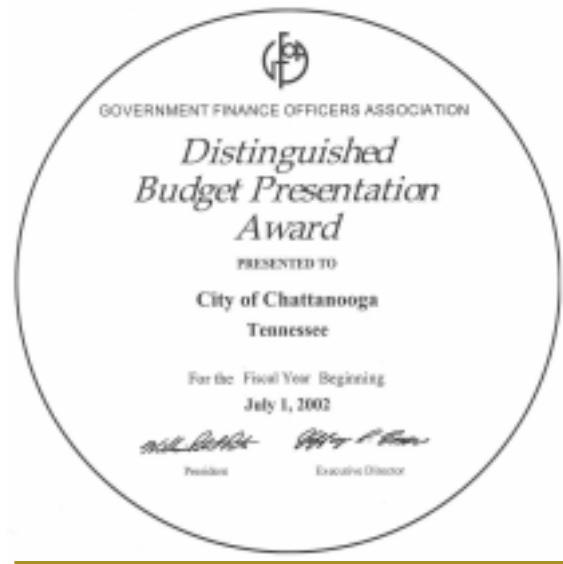
In addition to the development in and around town, the City was privileged to receive the 1994 City Livability Award for its *Renaissance on the River* presentation. The United States Conference of Mayors established the City Livability Awards Program to honor the outstanding leadership of Mayors devoted 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.
- One of cities cited by New York Times in "Smaller U. S. Airports Are Increasingly Popular".
- The National Arbor Day Foundation's "Lady Bird Johnson Award" for the Area Beautification Committee's work in establishing the Gateways Program. 1993.
- Cited in the April 2003 issue of Foreign Direct Investment as an ideal environment for foreign companies looking to relocate or expand due to the Economic Development made.
- The Tennessee Urban Forestry Council's "Tree Board" Award to the Chattanooga Tree Commission for outstanding Contributions to Urban Forestry in Tennessee. 1996.

We are honored with the distinction of receiving, for the past eleven years, the Certificate of Achievement for Excellence in Financial Reporting for our preparation of state and local government financial reports. The Fiscal Year 2003 CAFR is currently being submitted for review.

Also, for seven years we were honored with the distinction of receiving the Distinguished Budget Presentation Award.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2004 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 six principal departments – Finance & Administration; Fire; Police; Parks Recreation, Arts & Culture; Human Services; and Public Works. The City

employs approximately 2,412 full-time employees and approximately 149 part-time employees. The City's Electric Power Board has an additional 394 employees.

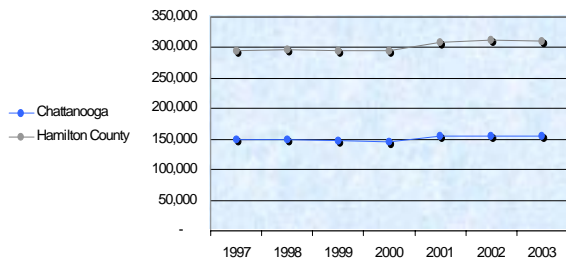
Date of Organization: 1839  
Form of Government: Council/Mayor,

## Demographics

During 1997 thru 2003, the population for Chattanooga shows an increase of approximated 4%. The population for Hamilton County shows a 5% increase, respectively.

Population		
	Chattanooga	Hamilton County
1997	150,300	295,800
1998	148,800	296,000
1999	147,500	294,800
2000	145,700	295,000
2001	155,554	307,896
2002	155,992	312,266
2003	155,582	311,178

Source: U.S. Census Bureau



## Land Area and Usage

### Area per Square Mile

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

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

### Miles of Streets (Inside City)

Paved.....1,118

### Miles of Streets (County-wide)

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

### Elections (County-wide):

Registered Voters.....164,193  
Votes Cast in Last Election.....89,030  
Registered Voters Voting.....54.22%

### Racial Composition

	City	County
Asian & Pacific Islanders	2.0%	1.6%
African-American	36.7	20.6
Caucasian	60.7	77.3
Other	1.4	1.1

Source: Chamber of Commerce

### Average Home Sale Prices

0-2 Bedroom House.....\$ 69,428  
3 Bedroom House.....\$114,438  
4+ Bedroom House.....\$210,785  
Condo/Co-op.....\$110,541

Source: Chattanooga Association of Realtors

### Average Monthly Rent

Average rental for a two bedroom, 1 1/2 bath mid-management household, stove and refrigerator included: \$649

Source: ACCRA Cost of Living Index, Second Quarter 2003

## Service Statistics

### Education

There are 78 public schools in the Hamilton County with a combined enrollment of 40,641. The type of schools and number in County is as follows: Elementary (45); Middle (15); Middle thru High (4); Senior High (12); Kindergarten thru eight, eleven, & 12 (2)

There are 27 private and parochial schools in the Hamilton County area with combined enrollment of 10,350. The type of school and number in County is as follows: Parochial (18); Elementary (6); Preparatory (3).

### Facilities

#### Convention & Meeting Facilities (Capacity)

Soldier's and Sailor's Memorial Auditorium (4,843); Chattanooga-Hamilton County Convention & Trade Center (9,500); 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, the Chattanooga Girls Choir, Bessie Smith Performance Hall, African-American Museum.

**Recreational Facilities**

- 119 Parks
- 16 Golf Courses
- 15 Recreation Centers
- 38 Summer Playgrounds
- 122 Ball Fields
- 200 Public & Private Tennis Courts
- 55 Swimming Pools
- 17 Theaters
- 3 Bowling Alleys

**Transportation**

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

Airline carriers: American Eagle, Atlantic Coast, Atlantic Southeast, Comair, Northwest Airlin, US Airways Express.

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

Railway service: Norfolk Southern Railway System and CSX Transportation System

Local mass transportation service: Chattanooga Area Regional Transportation Authority

Vehicles in Operation 88 Routes 18

Highways:

Interstate highways 3 US highways 7  
 State highways 5

**Customer Services**

**Electric Power Board**

Electric Customers.....160,700  
 Telephone lines .....13,487  
 Electric Rate for residential..... \$0.0639/ kw-hr

**Public Works:**

Solid Waste Collected (tons).....101,066  
 Miles of Pavement Markings (Center line).....276miles  
 Signalized Intersections.....287

**Interceptor Sewer System:**

Net Assets.....\$224 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  
 " 140,000 tons/yr biosolids 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 other than City.....11  
 Sewer and Pump Stations:  
 Miles of sewer.....1,200  
 Diameter.....4 to 84 inches  
 Major Pump Stations.....7  
 Minor Pump Stations.....48  
 Residential/Grinder Stations.....130

**Police Protection**

Sworn Officers.....472  
 Crime Index (CY 2002).....15,548  
 Crime rate (per 1,000 pop.).....99.67  
 Parking Citations (CY02).....46,931  
 Traffic Citations (FY2003).....20,704  
 Calls for Service (CY 2002).....261,175  
 Average response time.....7.2 min

**Fire Protection**

Sworn Officers.....384  
 Fire Stations.....17  
 Front Line Ladder Trucks.....2  
 Front Line Fire Engines.....10  
 Front Line Quints (Engine/Truck Combination).....9  
 Fire Responses.....5,411  
 EMS Responses.....4,188  
 Average Response Time..... 5.23 min.

**Economic**

**Bond Ratings**

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

**Building Permits Issued & Value**

1996.....	2,254.....	\$289,521,096
1997.....	2,343.....	\$236,856,304
1998.....	2,338.....	\$286,159,625
1999.....	2,263.....	\$304,112,845
2000.....	2,421.....	\$283,589,165
2001.....	2,443.....	\$365,734,755
2002.....	2,330.....	\$287,929,751

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

Source: City Building Inspection Department

**Largest Employers in the Chattanooga Area (MSA)**

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>
Hamilton County Dept. of Education	5,537	Elementary & Secondary Schools
Blue Cross & Blue Shield of Tenn.	3,754	Insurance
UnumProvident Corporation	3,147	Insurance
Memorial Health Care System	2,582	Healthcare
City of Chattanooga	2,587	Government
CIGNA Health Care	2,400	Insurance
Erlanger Health System	2,386	Healthcare
U.S. XPress Enterprises, Inc.	1,700	Trucking
Bi-Lo, Incorp.	1,228	Grocery Store
Hamilton County	1,059	Government

**TOP 10 MANUFACTURERS**

<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
Tennessee Valley Authority	6,974	Utility Electric Service
Beaulieu Group LLC	5,017	Carpet
Shaw Industries, Inc.	4,099	Carpet
McKee Foods Corporation	3,500	Cakes and Cookies
S.I. Corporation	2,358	Carpet Backing
La-Z-Boy Tennessee	2,016	Furniture
Maytag Corporation	1,888	Appliances
Roper Corporation	1,700	Cooking Ranges
United Technologies Carrier	1,600	Climate Control
ConAgra Poultry Company	1,500	Process Boiler Chickens

# City Officials as of July 1, 2003

**Mayor:** Robert P. Corker

**Chief of Staff:** Mike Compton

**City Council:**

John M. Lively	District 1	Ronald C. Littlefield	District 6
Sally L. Robinson	District 2	John R. Taylor, Sr.	District 7
Dan B. Page	District 3	Leamon Pierce	District 8
W. Jack Benson, Sr., Vice-Chairman	District 4	Yusuf A. Hakeem	District 9
John P. Franklin Jr., Chairman	District 5		

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

**Legal:** Randall Nelson, City Attorney

**City Court:** John Millican, City Court Judge  
Russell Bean, City Court Judge



## Department Administrators and Directors:

<p><b>Finance &amp; Administration:</b> David Eichenthal, Administrator Daisy W. Madison, Deputy Administrator Ed Hammonds, City Court Clerk</p>	<p><b>Human Services:</b> Bernadine Turner, Administrator Tommie Pruitt, Deputy Administrator</p>
<p><b>Police:</b> Jimmie L. Dotson, Chief Charles Cooke and Steve Parks, Deputy Chief</p>	<p><b>Personnel:</b> Donna Kelley, Administrator</p>
<p><b>Fire:</b> Jim M. Coppinger, Chief Kelvin Flint, Deputy Chief</p>	<p><b>Neighborhood Services:</b> Kenardo Curry, Administrator</p>
<p><b>Public Works:</b> Bill McDonald, Administrator Beverly Johnson, Deputy Administrator</p>	<p><b>Community Development:</b> Rayburn Traughber, Administrator</p>
<p><b>Parks Recreation Arts &amp; Culture:</b> Jerry Mitchell, Administrator Janice Miller-Hester, Deputy Administrator</p>	<p><b>Regional Planning Agency:</b> Barry Bennett, Director</p>
<p><b>Chattanooga-Hamilton County Bicentennial Library:</b> David Clapp, Director</p>	<p><b>Air Pollution Control:</b> Robert H. Colby, Director</p>
	<p><b>Scenic Cities Beautiful:</b> Jeanette Eigelsbach, Director</p>





# Chattanooga City Council



**John M. Lively**  
**DISTRICT 1**



**Sally L. Robinson**  
**DISTRICT 2**



**Dan B. Page**  
**DISTRICT 3**



**W. Jack Benson, Sr.**  
**DISTRICT 4**



**John P. Franklin, Jr.**  
**DISTRICT 5**



**Ronald C. Littlefield**  
**DISTRICT 6**



**John R. Taylor, Sr.**  
**DISTRICT 7**



**Leamon Pierce**  
**DISTRICT 8**



**Yusuf A. Hakeem**  
**DISTRICT 9**

PHOTOS BY MICKI JARRETT, HOUSE OF PHOTOGRAPHS

# Meet US

## Mayor

### **Mayor, Robert P. Corker**

Mayor Bob Corker graduated from the University of Tennessee in 1974 with a Bachelor of Science Degree in Industrial Management. He began his career in 1974 as a Project Manager and Construction Superintendent until he founded Bencor Corporation in 1978. Bencor specialized in building retail shopping centers and operated in 18 states.

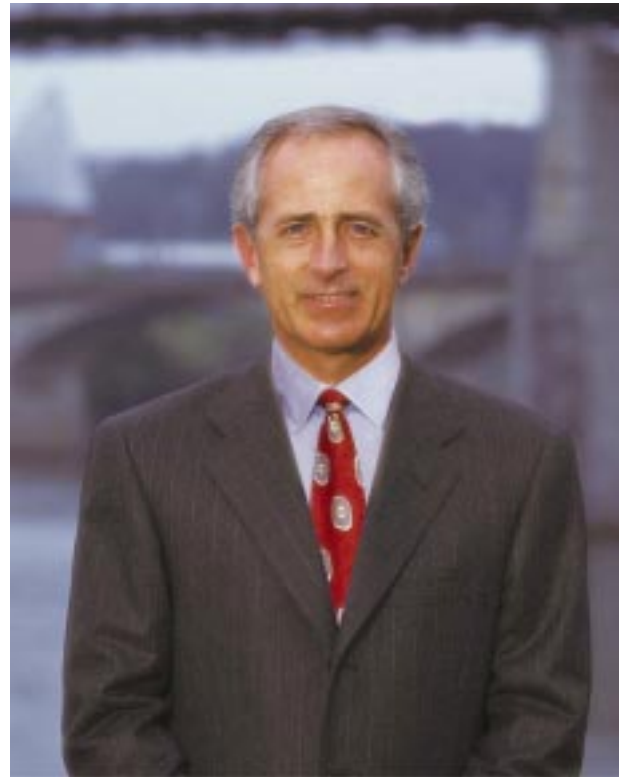
Over time, the acquisition of real estate and other investments became Mayor Corker's business focus and the construction arm of his company was sold in 1990. In 1999, he acquired Osborne Building Corporation and Stone Fort Land Company, the two largest and most historic real estate companies in Chattanooga.

In 1986, Mayor Corker led the creation of Chattanooga Neighborhood Enterprise (CNE), a non-profit, public/private partnership, and served as its founding Chairman. Through the hard work of a diverse group of community participants, CNE has become a national model for neighborhood revitalization, having invested more than \$200 million dollars and having helped more than 6,000 families in Chattanooga find decent, fit and affordable housing.

In 1995, Mayor Corker was recruited to serve as Commissioner of Finance and Administration for the State of Tennessee. There, he was widely acclaimed for his ability to bring together people from both sides of the aisle to solve problems. Among his responsibilities were the preparation and implementation of Tennessee's \$13 billion state budget and overseeing the general operations of the state.

In March of 2001, Bob Corker was elected Mayor of Chattanooga, earning 54% of the vote and a first ballot victory in a crowded field of eleven candidates.

Mayor Corker serves, or has served, on the board of directors of the University of Chattanooga Foundation, Chattanooga Housing Authority, Chattanooga Neighborhood Enterprise, U.S. Xpress Enterprises, Inc., River City Company, American National Bank and Trust Company, Siskin Memorial Foundation, Creative Discovery Museum, Regional Planning Agency,



Southside Development Corporation, Memorial Hospital, Tennessee Housing Development Agency, Chattanooga Venture, Chattanooga Chamber of Commerce, Associated General Contractors, the Executive Committee of the United Way, the Rotary Club and the Urban League. He is past Chairman of the Administrative Board and past Finance Chairman of First Centenary United Methodist Church and a past member of the University of Tennessee at Chattanooga Chancellor's Roundtable. Mayor Corker is a former member of the Governor's Task Force on Low-Income Housing as well as a former Trustee of the Tri-State Carpenters' Fringe Benefit Fund.

The Mayor and his family are members of St. Paul's Episcopal Church. He and his wife, Elizabeth, and their two daughters, Julia and Emily live in North Chattanooga.

# Council Members

## **John M. 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 36 years and have three daughters and 1 granddaughter.

Represents citizens in areas: Mountain Creek, Northwoods North, Valley View East, Wauhatchie  
Phone: 757-5196  
Address: 263 Garden Road, Chattanooga, TN 37419

## **Sally L. Robinson, District 2**

Sally Robinson has been involved in downtown revitalization and riverfront development in Chattanooga since 1980 as a founding member of the Riverbend Festival, and has volunteered through the years on the Moccasin Bend Task Force, Walnut Street Bridge Restoration, Cornerstones Historic Preservation and Friends of Moccasin Bend National Park. She is past executive director of the Arts & Education Council where she worked to establish the Chattanooga Conference on Southern Literature. Ms. Robinson is past executive director of Chattanooga Downtown Partnership where she expanded the Nightfall Concerts, established the Downtown Business and Merchants Roundtable Association, and developed seasonal activities promoting downtown year-round. She has served on the board of the International Downtown Association, and was elected to City Council in 2001. Ms. Robinson attended the University of North Carolina and graduated from the University of Tennessee-Chattanooga. Ms. Robinson is a member of St. Paul's Episcopal Church. She is married to attorney Sam Robinson and has four children and two grandchildren.

Represents citizens in areas: Lupton City, North Chattanooga, Northgate, Northwoods South, Riverview, and Stuart Heights  
Phone: 757-5196  
Address: 1068 Constitution Dr. - Chattanooga, TN 37405

## **Dan B. Page, District 3**

Councilman Dan Page, in his first venture into politics, was elected to the Council in 2001. Dan, a lifelong resident of Chattanooga, is founder and president of Greenleaf Health Systems. He grew up in the Avondale-East Chattanooga area and graduated from Central High School. He earned a Masters Degree from the University of Tennessee at Chattanooga and completed post-graduate studies at the University of Tennessee at Knoxville. Dan currently resides with his wife of 37 years, Shirley Lowe Page, in the Hixson area. They are actively involved at Trinity Lutheran Church. Dan Page has had a successful business career while raising two sons, Brent and Brian, who graduated from Chattanooga public schools...Hixson High School and Chattanooga High School of the Performing Arts. Dan is a Rotarian, a Trustee Emeritus of Newberry College, has been a board member of the North Chickamauga Creek Conservancy and the North River YMCA. He served on the core group that initiated the Interfaith Hospitality Network of Greater Chattanooga and has been involved with Northside Neighborhood House. Dan's interest is to continue helping people by listening to the citizens and providing them leadership with a strong voice. He believes public service is of the highest calling. He supports encouraging better community planning and promoting a strong business climate for Chattanooga.

Represents citizens in areas: Dupont, Hixson 1, Hixson 2, Kingsport, Lake Hills, Murray Hills  
Phone: 757-5196  
Address: 6315 Ridge Lake Rd. - Hixson, TN 37343

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

W. Jack Benson, B.S. Peabody at Vanderbilt, M. Ed. University of Chattanooga, Post Graduate at University of Tennessee at Knoxville. He is presently serving on the Chattanooga City Council as Councilman from District 4 and Vice-Chairman.

Mr Benson served for 35 years in the Chattanooga Public School System as an elementary and junior high teacher and then as principal of two elementary schools and two junior high schools. He then moved to a system-wide position at the administrative office where he served as Director of Curriculum and as the Assistant to the Superintendent. After retirement from the school system Mr Benson served as the Executive Director of the Chattanooga Big Brothers/Big Sisters Association.

Mr Benson is a Past-President of the Association of United Way Agency Directors. He has also served on the boards of the National Education Association; Tennessee Education Association; Southern

Association of College and Secondary Schools; Chattanooga/Hamilton County Planning Commission; Tele-scripps Cable Access; Council of Alcohol and Drug Abuse Services; Chattanooga Education Association; United Way Allocation Panel; Armed Forces Committee; Camp Ocoee; and Boy Scout Exposition.

Represents citizens in areas: Concord 1, Concord 2, East Brainerd, Tyner  
Phone: 757-5196  
Address: 8510 Chambers Rd. – Chattanooga, TN 37421

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

John Franklin—better known as Duke—was 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 and currently serves as Council Chairman from District 5. Duke is an avid golfer.

Represents citizens in areas: Airport, Bonny Oaks, Dalewood, Eastdale, Woodmore  
Phone: 757-5196  
Address: 2233 Nimitz St. – Chattanooga, TN 37406

### **Ronald C. Littlefield, District 6**

Ron Littlefield is a professional city planner with 32 years of experience working with cities, counties, states and private sector organizations.

He was the first director of Chattanooga's combined city/county/chamber of commerce economic development office where, in 1981, he initiated the annual leadership visits to dynamic cities such as Indianapolis, Baltimore and Charlotte that have inspired a number of major Chattanooga projects.

In 1984, he was an incorporator and initial Executive Director of Chattanooga Venture where he led the successful Vision 2000 planning program -credited with shaping the communities grand scale ideas for riverfront and downtown redevelopment

Subsequently, he was elected Commissioner of Public Works for the City of Chattanooga where he had opportunities to implement plans for restoration of the Walnut Street Bridge and construction of streets, sewers and other infrastructure associated with the Tennessee Aquarium and related projects. Later following a change

in the form of local government, he became the first Chairman of the new Chattanooga City Council and helped to guide the community's transition from the old form of government to the new.

During an eight-year hiatus from public office, Littlefield worked as a planning consultant for a number of public and private clients on a wide variety of development projects. In 1998, he was recruited by Mayor Jon Kinsey to assist with proposals for a high-speed passenger rail connection between Chattanooga and Atlanta.

In April of 2001, he was reelected to the Chattanooga City Council from District 6.

Represents citizens in areas: Brainerd, Brainerd Hills, Cedar Hill, Eastgate, Missionary Ridge North, Missionary Ridge South, Ridgedale, Sunnyside  
Phone: 757-5196  
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 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 attend East Third Street Church of Christ, where John is pastor.

Represents citizens in areas: Alton Park, East Lake, Howard, Moccasin Bend, Piney Woods, St. Elmo  
Phone: 757-5196  
Address: 4611 Tennessee Ave. – Chattanooga, TN 37409

### **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: 757-5196

Address: 2710 Cannon Ave. – Chattanooga, TN 37404

### **Yusuf A. Hakeem, District 9**

Yusuf 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 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 4th 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: 757-5196

Address: 504 Kilmer St. – Chattanooga, TN 37404

*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 2005 (their current terms run from April, 2001 until April, 2005).*

## **Management & Budget Staff**

### **David R. Eichenthal, Esq., City Finance Officer**

David Eichenthal joined the City of Chattanooga in July 2002 as the City's first Director of the Office of Performance Review. In February 2003, Mayor Corker tapped him to serve as City Finance Officer as well. Prior to coming to Chattanooga, Mr. Eichenthal served in a series of senior positions in New York City government in the Offices of the Public Advocate, the City Comptroller and the New York City School Construction Authority's Office of Inspector General. He represented the Public Advocate on the City of New York Audit Committee and was appointed by the New York State Assembly Speaker to serve as a local government representative on the New York State Procurement Council. A graduate of the University of Chicago and New York University School of Law, Mr. Eichenthal has

also been an adjunct professor of public administration at New York University's Wagner School of Public Service and Baruch College.

**Office Phone: 425-6200**

### **Daisy W. Madison, CPA, CGFM, Deputy Finance Officer/Treasurer**

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 and the first GFOA Budget Award 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 25 years, Sam, are the proud parents of four children.

**Office Phone: 757-5232**

### **Fredia F. Kitchen, CPA, CGFM Director of Management & Budget Analysis**

Fredia Kitchen was promoted to Budget Officer in March, 2000. She holds a Bachelor of Science degree from Austin Peay State University located in Clarksville, TN. She has obtained certificates for Certified Public Accountancy and the Certified Government Financial Manager issued by the Association of Government Accountants. Prior to 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 Senior Budget Analyst. 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 the Assistant Chief Information Officer in the City's Information Services division.

**Office Phone: 757-0524**

### **Simone M. White, Sr. Management & Budget Analyst**

Simone White joined the City in March 1993 as a Budget Analyst. In November, 2000 she was promoted to her

current position. She handles budgets for Finance & Administration, Police, Neighborhood Services, and the Interceptor Sewer. 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 serves as a reviewer for the GFOA's Distinguished Budget Awards Program. Her other activities include serving as President of the Chattanooga Chapter Association of Government Accountants, Daisy Girl Scout Leader, member of Delta Sigma Theta Sorority, and several church related activities. Simone is married to the wonderful Jerrold Javier White, an attorney practicing in the Chattanooga area and they are new parents of triplets. **Office Phone: 757-0534**

**Christopher L. Haley, CGFM, CFA, Management & Budget Analyst**

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

**Randall E. Ray, CGFM, Management & 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 Fleet Services, Fire, and Public Works. He has been married to the former Teena Andrews for seventeen years with three cats (Ernest T. Bass, Little Miss, and Arthur). **Office Phone: 757-0535**

**Beverly J. Isaac, Management & Budget Analyst**

Beverly Isaac was hired in February 2001 as a Budget Analyst. She handles budget for General Government, Personnel, Human Services and the joint funded agencies (Regional Planning Agency, Air Pollution, and Scenic Cities Beautiful). Beverly is a graduate of Southern University located in Baton Rouge, Louisiana. She holds a Bachelor of Science in Accounting. Prior to coming to the City, she served in the United States Army for seven years. She held various positions in the Finance Department. **Office Phone: 757-4751**

**Rachelle L. Smith, MPA, Management & Budget Analyst**

Rachelle Smith was hired as a Management and Budget Analyst in 2003. She is a graduate of the University of Tennessee at Chattanooga, holding a Master of Public

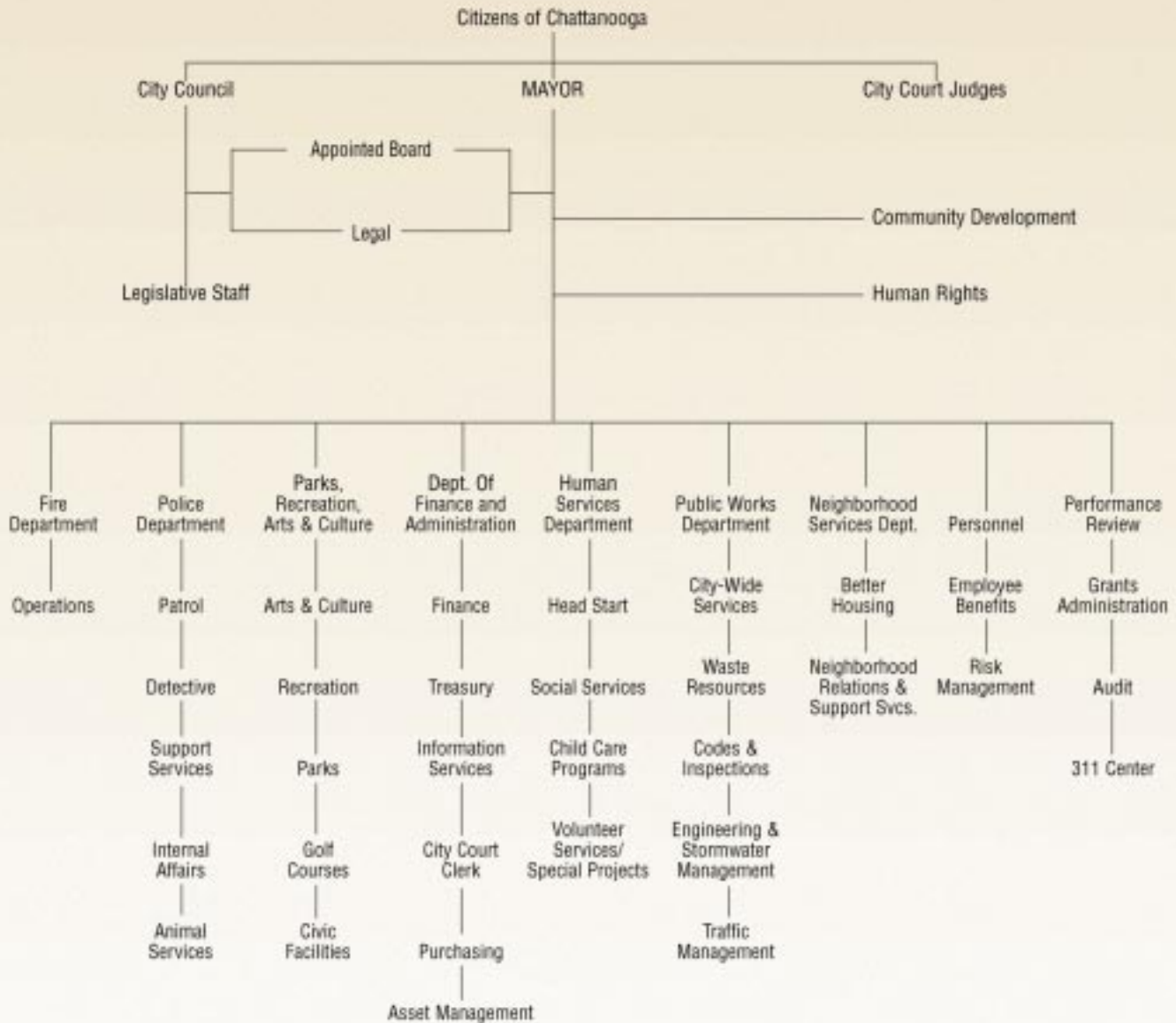
Administration. Her department assignments are the Chattanooga Area Regional Transportation Authority (CARTA), Chattanooga Neighborhood Enterprise (CNE), the Chattanooga Chamber of Commerce, the Chattanooga Downtown Redevelopment Corporation (CDRC), and the Hamilton County Department of Education. Rachelle is married to Spencer Smith, the Rehab Services Manager at a skilled care nursing facility. **Office Phone: 425-6217**

**Preciosa G. Goduco, CGFM, Management & Budget Analyst**

Preciosa Goduco joined the city in March, 1984 as an Internal Auditor. In 2003, she was transferred to the Management and Budget Analysis staff. Prior to working with the city, she was a supervising senior with Carlos J. Valdes & Co., CPA's in Manila, Philippines where she was in charge of auditing various SEC corporations and banks. She also worked as a senior auditor with Tomatsu Awoki & Co., CPA's in Tokyo, Japan for 16 months. **Office Phone: 425-6215**

# Organizational Chart

CITY OF CHATTANOOGA





# cabor

Comprehensive Annual Budget Report – For the Year Ending June 30  
City of Chattanooga, Tennessee

2004

## Guidelines

# 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 planning of the budget calendar and the budget policies by the City Finance Officer. In early February, the Budget Section, working under the direction of the Finance Officer, compiles draft copies of the proposed budget calendar as well as the proposed budget policies. When the Finance Officer is satisfied the proposals meet the needs of the Departments/Agencies, they are presented to the Mayor for review. The Mayor can at this time add to or delete from either document. When his review is finished the Mayor then presents the finished products to the City Council for review and approval. The City Council can then change either document. This provides the guidelines needed by the Departments/Agencies to begin budget preparation for the upcoming fiscal year. 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 Officer.

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 Analyst assigned to their department. The goals and objectives of each activity are formalized, and the financial means to accomplish them are incorporated into their budgets. 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 account 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 department 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 Mayor, 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 Fund.

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.

## City's Long Term Initiatives

As Mayor Corker took office in April of 2001, he presented an agenda that would maintain the strong fiscal character of the City through stimulation of the economy and providing good paying jobs for its citizens. This budget includes funding for **nine initiatives** that will help in achieving this goal. They are as follows:

**Business Recruitment** – This administration will work closely with the Chamber of Commerce to make recruitment of new businesses a top priority. An individual with extensive experience and business and industry contacts will be selected to lead this effort.

**Access to Capital** - Funding is provided for the recruitment and retention of a major regional economic development firm which will bring large amounts of venture capital and loans for new, start-up, minority owned or existing businesses in Chattanooga

**Digital Vision** – The goal of this administration is to capitalize on the assets we have to ensure that businesses in our community with high data transfer needs have access to digital technology at competitive prices. We will work closely with Oak Ridge National Laboratory (ORNL) and the

Electric Power Board to this end. The acquisition of strands of fiber optic lines will enable University of Tennessee at Chattanooga to connect with the ORNL, thereby significantly enhancing their capabilities to do applied research.

**Enterprise South Industrial Park formerly the Volunteer Army Ammunition Site (VAAP)** - Over \$20 million in joint City/County funding has been dedicated for the development of Enterprise South in order to attract new businesses with high paying jobs for the citizens of Chattanooga and Hamilton County. The County will fund 50% of total cost to develop and recruit businesses to this site.

**Airline Service** - This administration recognizes the need for strategic planning with regard to the future of the Airport Authority. A restructured Airport Authority recently adopted a strategic plan to increase and improve service.

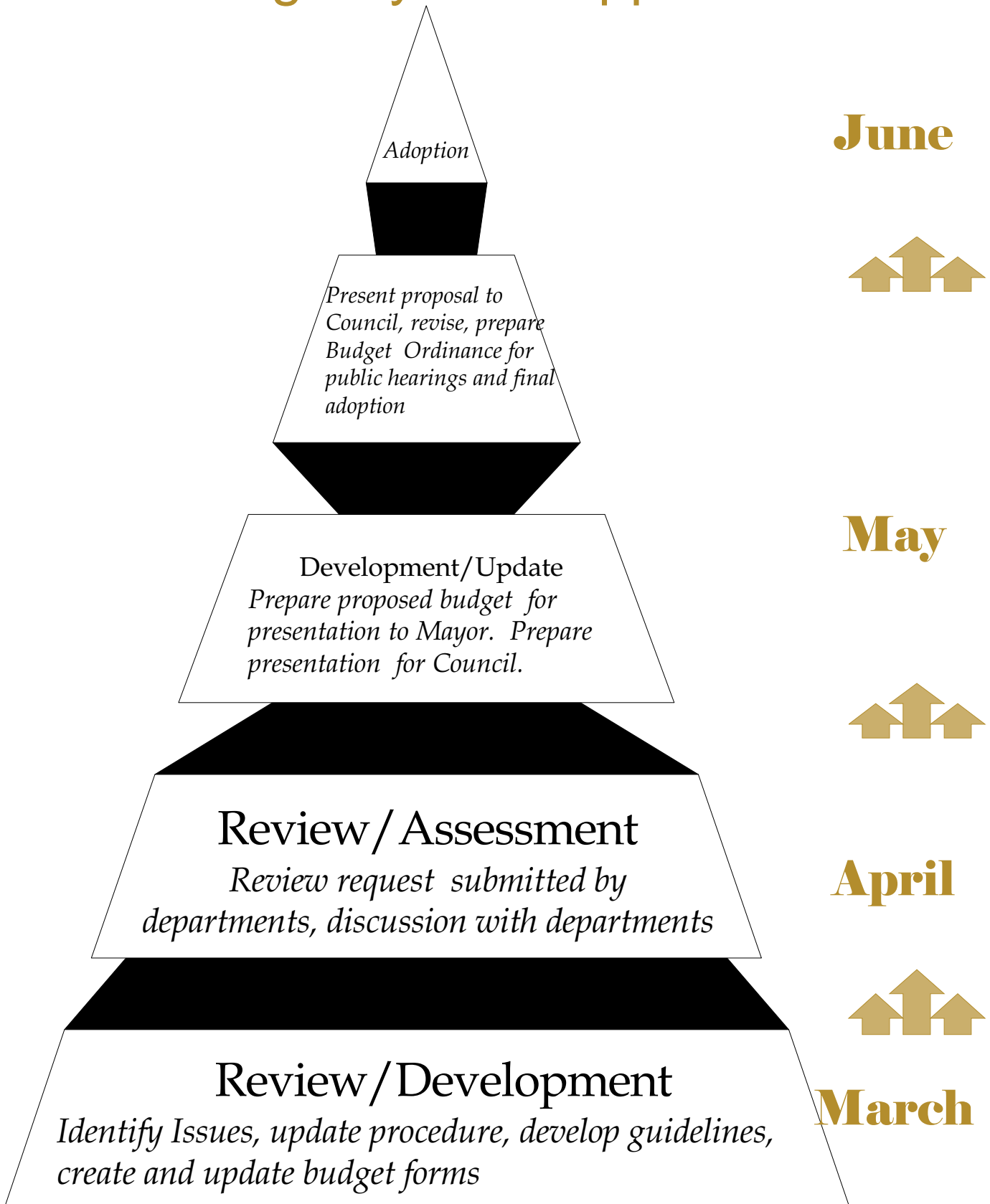
**University of Tennessee at Chattanooga**– This administration is committed to assisting UTC in becoming a place that attracts talented people from across the country and the world. A first class University is a prerequisite for every great city. Success in our digital vision will provide the opportunity for research and collaboration with other scholars across the country. Access to the Nation's super highway will have a tremendous effect on the University's ability to recruit technologically advanced students and faculty members.

**Education** – The formation of a Community Education Alliance composed of community and business leaders will work in coordination with the Hamilton County Department of Education and the Benwood Initiative to address the problems specific to high priority elementary schools in our community. This panel will specifically address teacher recruitment, teacher retention and the better coordination of the City administered Head Start program at these schools.

**Neighborhoods**– The Strategic Neighborhood Initiative (SNI) is a partnership between the City of Chattanooga and 15 high priority neighborhoods to transform them into clean, safe attractive communities with strong independent and capable neighborhood associations

**Safety** – Fear of crime in the neighborhood is of great concern to the citizens of Chattanooga. A new strategy calls for high visibility directed patrols in neighborhoods, faster response to calls for service, and a more timely response for investigating crime.

# The Budget Pyramid Approach Model



**S M T W T F S**

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**January**  
**6-31** Preliminary prep work for budget documents  
**31** Target cut off for CY actuals on budget forms

**February**  
**3-4** Budget staff prepares online presentation for Depts  
**5** Budget forms available on-line to all Depts  
**14** Salary projections distribution to Depts

**March**  
**7** Deadline for Budget 2003 submissions along with goals and accomplishments  
**10-28** Budget review and discussions with departments

**April**  
**1-17** Budget review and discussions with departments  
**4** Agency requests due back to City Council  
**28** City/County Joint Budget Hearing  
**30** Discussions with Mayor

**May**  
**1-16** Budget review and discussions with departments  
**20** Discussion with Mayor  
**28** Capital Budget Meeting

**June**  
**23-27** Final Budget review and discussions with departments and agencies  
**30** Discussion with the Mayor

**July**  
**1** Presentation of Budget to Council with Powerpoint  
**8** Council approval 1st reading  
**15** Council approval 2nd and 3rd reading  
**16-18** Budget Roll to upload new budget  
**21** Budget staff start work on CABR 2004

**August**  
 Budget staff work on CABR

**September**  
**9** Capital Budget Approval

**October**  
**15** Deadline date for CABR submission to GFOA

## 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 framework 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 Officer and Deputy Officer 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 Officer, Deputy Finance Officer, Budget 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 Officer and his staff, the Finance Officer 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 in conjunction with the Administrator's initiative. 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 03/04 Operating Budget:

Budget Requests for FY 04 will be submitted on line item (Account) basis. All departments should present budget requests with minimal (1 to 2%) or no increases in total operating costs. Any increase beyond this will not be considered without compelling written justifications. This is an attempt to present a balanced budget given the reduced level of revenue the City is experiencing and the rising cost of healthcare and pension benefits. 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 02/03 expenditures less any one time nonrecurring expenditures.

- a. Request for one time, unavoidable costs that are anticipated for FY 03/04 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.
- c. Each department was also asked to prepare budgets reflecting a zero growth 5% reduction and 10% reduction in operations including personnel costs.

**Personnel Issues:**

- a. Maintain Requests for Salaries & Wages will include all positions authorized at the current Pay Plan Amount. The Finance Office will provide projections.
- 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. Personnel has developed guidelines to assist in determining whether a person would be an employee or contract employee.
- f. Temporary staffing should be budgeted under "Salaries & Wages".
- g. There will be no additions to the total number of positions. New positions and position reclassifications must be matched with comparable reductions or consolidation of existing positions so as to result in no increase in total personnel cost.
- h. New and additional positions (including reclassifications) must be submitted to Personnel for review no later than March 28, 2003. Forms are available in personnel, see Jean Smith (ext. 4862). (All requests for new positions and reclassifications must be supported by corresponding reductions in existing positions resulting in the same or reduced payroll cost)

**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 03/04 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 \$47.25 per hour. Vehicle maintenance cost expenses should be based on hours experienced during FY 02/03 execution. The price factor to be used for forecasting fuel costs is \$1.45 per gallon for gasoline and \$1.30 per gallon for diesel. This reflects a \$0.10 and \$0.15 per gallon price increase over FY03 fuel rates.

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

General Pension	4.07%
Fire & Police Pension	18.39%

CIGNA Healthcare premium net of employee contribution:

Individual	\$225.02
Subscriber + Child	\$375.80
Subscriber + Spouse	\$459.06
Family	\$636.81

Life Insurance Coverage: \$0.295 per \$1,000 coverage/month. Maximum: \$50,000.

Long-Term Disability:  
\$0.1875 per \$100 coverage per month.

FICA	6.20%
Medicare	1.45%

Union Pensions:

Operating Engineers	\$1.18/hour
Laborers	\$0.92/hour

Anticipated increase in utility cost during FY04  
Electricity: 5% Natural Gas 15% Water: 6%

## 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 preparation. Please update, where 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) 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 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. The collateral pledge level to be used by each Collateral Pool participant to arrive at their pledge target may be determined on a percentage basis using the following factors:

- (1) If the Total Collateral Pool participants hold an aggregate of less than thirty percent (30%) of the total sum of deposits held in the State of Tennessee by financial institutions, the collateral pledging level shall equal two hundred percent (200%).
- (2) If the Total Collateral Pool participants hold an aggregate of thirty percent (30%) or more of the total sum of deposits held in the State of Tennessee by financial institutions,

the collateral pledging level shall equal one hundred fifteen percent (115%).

(3) However, the collateral pledging level will be one hundred percent (100%) for any participant whose bank rating is equal to or greater than twenty-five (25) as determined from the most recent quarterly report published by Sheshunoff Information Services, Inc. (bank president’s national peer group weighted rating). The collateral pledge level will be ninety percent (90%) if the participant meets the requirement in Rule 1700-4-1-.04(1)(b).

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

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

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

**12.0 Diversification**

The City will diversify its investments by security type and institution. With the exception of U.S. Treasury securities and the Tennessee State Local Government Investment Pool, 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 service 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 18-20% 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. 11434

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS “THE FISCAL YEAR 2003-2004 BUDGET ORDINANCE”, TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2003, AND ENDING JUNE 30, 2004, 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; PROVIDING FOR INTEREST AND PENALTY ON DELINQUENT TAXES AND PRIVILEGES, AND TO AMEND PART II, CHATTANOOGA CITY CODE, SECTIONS 10-23, 11-251, 12-21, 16-55, 24-304, 24-322, 18-191 THRU 18-196, AND TO AMEND ORDINANCE NO. 11328.

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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 2003-2004 from all sources to be as follows:

### PROPERTY TAXES:

Current Taxes on Real & Personal Property	79,397,860
Taxes on Real & Personal Property - Prior Years	2,605,000
CHA - In Lieu of Taxes	20,420
TVA - In Lieu of Taxes	1,056,075
Electric Power Board - In Lieu of Taxes	2,928,731
Electric Power Board Telecomm – In Lieu of Taxes	199,508
Chattanooga Labeling System – In Lieu of Taxes	9,151
CNE - In Lieu of Taxes	57,996
E I Dupont – In Lieu of Taxes	252,678
Metals USA - In Lieu of Taxes	40,839
Burner Systems - In Lieu of Taxes	24,853
Messer Griesheim Ind – In Lieu of Taxes	64,571
T B Wood’s Inc – In Lieu of Taxes	7,274

Regis Corporation - In Lieu of Taxes	51,852
Pavestone Company – In Lieu of Taxes	26,493
Chattanooga Bakery In Lieu of Taxes	4,471
JRB Company In Lieu of Taxes	24,486
National Print Group In Lieu of Taxes	5,069
Top Flight, Inc In Lieu of Taxes	11,862
Chattem, Inc In Lieu of Taxes	17,951
Nabisco Inc In Lieu of Taxes	34,092
Covenant Transport – In Lieu of Taxes	23,453
Signal Mountain Cement – In Lieu of Taxes	543,152
Kenco Group, Inc - In Lieu of Taxes	21,619
Total Other – In Lieu of Taxes	11,277
Corporate Excise Taxes – State (Intangible Property)	183,932
Interest & Penalty on Current Year Taxes	67,167
Interest & Penalty on Delinquent Taxes	261,406
Delinquent Taxes Collection Fees	275,810
<b>TOTAL PROPERTY TAXES</b>	<b>\$ 88,229,048</b>

**OTHER LOCAL TAXES:**

Franchise Taxes – ComCast Cable	1,397,342
Franchise Taxes – Chattanooga Gas	313,750
Liquor Taxes	1,400,700
Beer Taxes	4,273,300
Local Litigation Taxes - City Court	4,932
<b>TOTAL OTHER LOCAL TAXES</b>	<b>\$ 7,390,024</b>

**LICENSE, PERMITS, ETC.:**

Motor Vehicle Licenses	393,564
Parking Meters	441,634
Business Licenses (excluding Liquor)	120,000
Gross Receipts Tax	2,772,411
Fees for Issuing Business Licenses & Permits	57,000
Interest & Penalty on Business Licenses & Permits	72,000
Wrecker Permits	4,200
Building Permits	917,863
Electrical Permits	163,033
Plumbing Permits	177,309
Street Cut-In Permits	319,080
Temporary Use Permits	3,300
Sign Permits	117,570
Taxi Permits	3,700
Liquor By the Drink Licenses	123,264
Hotel Permits	2,000

Gas Permits	7,500
Liquor By the Drink – Interest & Penalty	3,208
Plumbing Examiner Fees & Licenses	25,000
Electrical Examiner Fees & Licenses	35,000
Gas Examination Fees & Licenses	35,000
Mechanical Code Permits	61,664
Permit Issuance Fees	53,790
Beer Application Fees	85,000
Annual Electrical Contractor License	64,000
Exhibitor’s fees	3,000
Mechanical Exam Fee & Licenses	62,000
Subdivision Review/Inspection Fee	69,962
Misc. Licenses & Permits	20,087
	<hr/>
TOTAL LICENSES, PERMITS, ETC.	\$ 6,213,139

FINES, FORFEITURES, AND PENALTIES:

City Court Fines	23,800
Delinquent City Court Fines	17,192
Criminal Court Fines	243,398
Parking Ticket Fines	365,706
City Fines-Speeding	396,846
City Fines-Other Driving Offenses	334,714
City Fines-Non Driving Offenses	23,017
Delinquent Tickets	65,906
Delinquent Tickets – Court Cost	21,268
Delinquent Tickets – Clerk’s Fee	124,236
	<hr/>
TOTAL FINES, FORFEITURES AND PENALTIES	\$ 1,616,083

REVENUES FROM USE OF MONEY OR PROPERTY:

Interest on Investments	650,058
Sale of City Owned Property	20,000
Sale of Back Tax Lots	45,000
	<hr/>
TOTAL FROM USE OF MONEY OR PROPERTY	\$ 715,058

REVENUES FROM OTHER AGENCIES:

Local Option Sales Tax-General Fund	21,102,341
State Beer Taxes	73,560
Hall Income Tax	2,000,000
State Sales Tax	8,497,319
State Mixed Drink Tax	1,074,629
State Gas Inspection Fees	323,061

State Maintenance of Streets	99,897
State Alcoholic Beverage Tax	66,514
Hamilton County - Radio & Electronics	134,000
Hamilton County Ross' Landing/Plaza	528,391
State – Specialized Training Funds	415,800
State – Telecommunication Sales	25,806
	<hr/>
TOTAL FROM OTHER AGENCIES	\$ 34,341,318

**SERVICE CHARGES FOR CURRENT SERVICES:**

Current City Court Costs	278,892
Court Commissions	12,000
Delinquent City Court Cost	4,180
Clerk's Fees	847,000
Delinquent Clerk's Fee	29,896
Current State Court Costs	1,681
Delinquent State Court Costs	2,537
Court Administrative Cost	8,611
Service of Process	1,416
Processing of Release Forms	12,371
Delinquent – processing of release forms	4,307
Charges for Financial Services - Electric Power Board	7,200
Variance Request Fees	9,270
Fire & Ambulance Service Fees	1,153
Warner/Montague Park Ballfield Fees	2,100
Fitness Center	35,432
Arts & Culture	51,000
Skateboard Park	9,290
Kidz Kamp	81,788
Champion's Club	21,634
Construction Board of Appeals	2,280
Zoning Letter	2,760
Sign Board of Appeals	3,840
Certificates of Occupancy	8,430
Sewer Verification Letter	2,340
Modular Home Site Investigation	570
Plan Checking Fee	214,610
Phased Construction Plans Review	6,607
Cell Tower Site/Location Review	3,840
Memorial Auditorium Credit Card Fees	43,500
Tivoli Credit Card Fees	11,163
Sports Program Fees	5,900
Non-Traditional Program Fees	3,855
OutVenture Fees	10,016
Police Reports: Fees, Accidents, etc.	141,289

Photo/ID Card Fees	11,698
Dead Animal Pick Up Fee	9,581
Credit Card Convenience Fee	7,391

TOTAL SERVICE CHARGES \$ 1,911,428

MISCELLANEOUS REVENUE:

Land & Building Rents	69,887
Dock Rental	26,321
Payroll Deduction Charges	6,815
Indirect Cost	2,585,866
Plans and Specification Deposits	13,800
Condemnation	39,714
Memorial Auditorium Rents	202,000
Memorial Auditorium Concessions	50,000
Tivoli Rents	138,462
Tivoli Concessions	20,402
Swimming Pools	23,468
Park Concessions	16,413
Frost Stadium Income	600
Recreation Center Rental	31,259
Carousel Ridership	109,206
Walker Pavilion Rents	19,028
Engel stadium	2,650
Coolidge Park Table Rents	5,393
Recreation Center Concessions	17,002
City Softball Program Fees	25,000
Other Miscellaneous Revenue	212,276
Auditorium Box Office	64,199
Tivoli Box Office	31,877
Sale of Equipment – GF Dept	69,228
Loss & Damage – GF Dept	205,274
Sale of Scrap – GF Dept	46,013
Miscellaneous Rev – GF Dept	46,643
Greenway Facilities Rent	7,106
Outside Sales – Radio Shop	37,925
Memorial Auditorium OT Reimbursement	10,000
Tivoli Theatre OT Reimbursement	7,075

TOTAL MISCELLANEOUS REVENUE \$ 4,140,902

TOTAL GENERAL FUND ESTIMATED REVENUE \$144,557,000

and,

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

NOW, THEREFORE,

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

SECTION 1. That for the purpose of raising revenue to operate the various departments, agencies, boards, commissions, offices, divisions or branches of the Municipal Government, and to pay the interest on and retire bonds of said City as they mature, there be and is hereby levied upon all taxable property within the City of Chattanooga, Tennessee, a tax for the year 2003 at a rate of \$2.516 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 2003 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, 2003, and shall become delinquent MARCH 1, 2004, after which date unpaid taxes shall bear interest at twelve percent (12%) per annum, and a penalty of six percent (6%) per annum, plus other penalties as provided by law, which shall be paid by the taxpayer; provided, that except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705. That taxes which are currently delinquent shall likewise bear interest at the rate of (12%) per annum effective August 1, 2003 and penalty at the rate of six percent (6%) per annum, subject to the statutory exclusions referenced above.

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 Dollars (\$5.00) 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, 2003, 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	\$ 8,645,340
Department of Police	36,994,102
Department of Fire	24,898,855
Department of Public Works	26,838,624
Department of Parks, Recreation, Arts & Culture	10,647,641
Department of Personnel	6,253,797
Department of Neighborhood Services	1,455,819
General Government & Supported Agencies	27,428,467
Executive Department	<u>1,394,355</u>
 TOTAL	 \$ 144,557,000 =====

DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office	\$ 1,798,128
Information Services	2,558,064
City Treasurer	526,254
Telephone System	335,450
City Court Clerk – Operations	932,856
City Court Clerk’s Office – Space Cost	116,480
Telecommunications Operations	125,676
Building Maintenance	746,866
Electronics Division	389,097
Purchasing	801,230
Real Estate – Administration	163,739
Real Estate – Property Maintenance	151,500
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TOTAL	\$ 8,645,340

DEPARTMENT OF POLICE

Police Operations	1,607,998
Chief of Police	428,645
Uniform Services Command	464,711
Sector 1	6,444,027
Sector 2	4,486,683
Sector 3	4,475,394
Community Services	646,218
Special Operations	1,153,223
Animal Services	1,157,749
Park Security	100,000
Support Services	559,363
Training Division	990,054
Technical Services	1,438,204
Operations Support Services	3,806,225
Major Investigations	3,941,402
Office of Budget & Finance	446,291
Accreditation	242,748
Fleet / Facilities Management	2,418,429
Administrative Services	1,202,674
Internal Affairs	487,491
Community Outreach	127,257
Police Information Office	130,888
Legal Services	136,549
Technology Coordinator	101,879
	<hr/>
TOTAL	\$ 36,994,102



DEPARTMENT OF FIRE

Fire Operations	\$ 24,325,655
Utilities	573,200
	<hr/>
TOTAL	\$ 24,898,855

DEPARTMENT OF PUBLIC WORKS

Administration	\$ 929,576
City Engineer	1,964,322
Municipal Forestry	511,108
Street Cleaning	1,804,342
Emergency	734,806
City Wide Services	946,183
Sewer Construction & Maintenance	1,916,986
Inspection Division	1,884,761
Board of Gas Fitters	3,200
Board of Plumbing Examiners	2,250
Board of Electrical Examiners	18,920
Board of Variances	10,000
Board of Mechanical Examiners	1,500
Utilities	146,755
Brainerd Levee 1,2,3	38,750
Orchard Knob Storm Stations	31,475
Minor Pump Stations	25,800
Traffic Administration	645,328
Traffic Control	1,650,988
Street Lighting	2,563,500
Solid Waste & Sanitation Fund Subsidy	4,832,016
Storm Water Subsidy	683,952
Waste Pickup Garbage	2,693,326
Waste Pickup Brush	2,798,780
	<hr/>
TOTAL	\$ 26,838,624

DEPARTMENT OF PARKS, RECREATION, ARTS & CULTURE:

Administration	\$ 566,938
Public Information	86,230
Senior Citizen . . . . . A.O.	58,916
Greater Chattanooga Sports Committee. . . . . A.O.	75,000
Inner City Ministry. . . . . A.O.	18,500
Recreation Facility Management	3,047,510
Fitness Center	258,369
Urban & Community Recreation	41,584
OutVenture	123,654
Sports	20,011

Champion's Club	214,995
Aquatics	159,879
Parks & Athletic Fields	794,350
Tennessee Riverpark – Downtown	1,005,411
Buildings & Structures	823,782
Carousel Operations	85,779
Parks & Facilities	452,139
Landscape	449,222
Tennessee Riverpark Security	75,000
City Wide Security	101,908
Athletic Facilities	399,476
Memorial Auditorium	355,913
Civic Facilities Concessions	46,818
Tivoli Theatre	214,724
Civic Facilities Administration	574,023
Arts & Culture	218,969
Chattanooga Zoo	378,541
TOTAL	\$ 10,647,641

DEPARTMENT OF PERSONNEL

Administration	951,543
Physicals	125,450
Employee Benefit	325,323
Employee Insurance	4,772,881
Job Injuries	78,600
TOTAL	\$ 6,253,797

DEPARTMENT OF NEIGHBORHOOD SERVICES

Administration	\$ 312,698
Codes & Community Services	686,468
Neighborhood Relations	341,653
Neighborhood Mini Grants	115,000
TOTAL	\$ 1,455,819

DEPARTMENT OF EXECUTIVE BRANCH

Mayor's Office	853,708
Office of Performance Review	216,135
General Fund – Community Development	190,501
Grants Administration	97,359
Human Rights	36,652
TOTAL	\$ 1,394,355

SECTION 5(a). GENERAL GOVERNMENT & SUPPORTED AGENCIES. The initials “A.O.” as they appear in this Section, or elsewhere in the Ordinance, shall mean “Appropriation Only” which is hereby defined to mean that the amount as is shown being appropriated is only the appropriation of the City toward the total budget of such department, agency, board, commission, office or division or branch of government and is not to be construed to mean that such amount is its total budget or appropriation. The initials “A.S.F.” as they appear in this Section, or elsewhere in this Ordinance, shall mean “Appropriation to Special Fund” which is hereby defined to mean that the amount as is shown being appropriated is to a Special Fund that will not revert to the General Fund at the end of the fiscal year.

GENERAL GOVERNMENT & SUPPORTED AGENCIES:

City Council	\$	666,345
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		24,000
Audits, Dues, & Surveys		206,757
CARCOG & Economic Development District . . . . . A.O.		30,493
CARTA Subsidy . . . . . A.O.		3,158,650
Carter Street Corporation Lease Agreement . . . . . A.O.		1,420,529
Carter Street Corporation . . . . . A.O.		176,324
C-HC Bicentennial Public Library . . . . . A.S.F.		2,405,725
Chatt. African-American Museum/Bessie Smith . . . . . A.O.		70,000
Chatt. African-American Museum Bldg. Maint . . . . . 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.		70,000
Children’s Advocacy Center . . . . . A.O.		30,000
Citizen Relationship Management		324,869
City Court (Judicial) #1		323,372
City Court (Judicial) #2		298,905
Community Foundation Scholarships		160,000
Community Research Council, Inc.		10,000
Contingency Fund		588,856
Debt Service Fund . . . . . A.S.F.		7,636,840
Downtown Design Center		218,535
Downtown Partnership . . . . . A.O.		140,000
Homeless Health Care Center . . . . . A.O.		17,500
Human Services . . . . . A.S.F.		1,333,477

Intergovernmental Relations	228,850
City Attorney's Office	
Administration	685,101
Liability Insurance Fund . . . . . A.S.F.	1,100,000
Renewal & Replacement	1,500,000
Pensions, FICA, & UIC	23,937
Regional Planning Agency . . . . . A.S.F.	974,817
Scenic Cities Beautiful . . . . . A.S.F.	30,294
Tuition Assistance Program	20,000
Tennessee RiverPark . . . . . A.O.	798,471
Westside Development Corporation . . . . . A.O.	75,000
WTCI-TV-Channel 45 . . . . . A.O.	60,000
	<hr/>
TOTAL	\$ 27,428,467

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2003-2004:

Fund Number	Fund Title	Amount
1119	<u>ECONOMIC DEVELOPMENT/EDUCATION FUND</u>	
Estimated Revenue:		
	City – Only Sales Tax	17,300,000
	TDZ – State Sales Tax	345,000
	TDZ – County Sales Tax	330,000
		<hr/>
		\$ 17,975,000
		=====
Appropriations:		
	Education – Hamilton County	7,905,059
	Education – School Resource Officers	554,000
	Community Education Alliance	190,941
	Chattanooga Economic Development Capital Fund	2,385,146
	Chattanooga African-American Chamber of Commerce	150,000
	Chattanooga Chamber for Economic Development	400,000
	Business Development Initiative	75,000
	Net Debt Service	5,639,854
	Tourist Development – Debt Service	675,000
		<hr/>
		\$ 17,975,000
		=====

SECTION 6(a). The following provisions apply to the Economic Development/ Education Fund for Fiscal Year 2004. The direct appropriation to the Hamilton County Education Department shall be frozen at the Fiscal Year 2001 level of \$8,459,059 except that an amount equal to 75% of the City's cost of salaries and operating expenses related to School Resource Officers serving in Hamilton County Schools shall be retained by the City. All funds collected above the Fiscal Year 2001 amount this year and in subsequent years shall be held by the City for funding of the Mayor's education initiatives—the Community Education Alliance.

SECTION 6(a)(1). The funding level for the Mayor's education initiative, the Community Education Alliance, shall continue to be equivalent to the excess funds collected over the "frozen" level of \$8,459,059 for fiscal year 2001 as discussed in SECTION (6)(a) and may cover salaries (for a limited staff), administrative expenses, analysis of fundraising opportunities and programs to benefit principally schools within the City, and other education-oriented initiatives.

SECTION 6(a)(2). From previously approved and uncommitted capital funds allocated to the Enterprise South Industrial Park, there is authorized and directed a transfer of up to \$430,000 to the Chamber of Commerce for expenditures related to marketing and recruitment for Enterprise South, with the provision that one-half of such expenditures shall be repaid to the City by Hamilton County. The City Finance Officer shall also be authorized to enter into a contract with the Woodhill Group for a period of up to one year and an amount not to exceed \$100,000 for business recruitment services related to Enterprise South Industrial Park, with funds to come from previously approved and uncommitted capital funds allocated to Enterprise South Industrial Park and with the provision that one-half of such expenditures shall be repaid to the City by Hamilton County.

SECTION 6 (a) (3). That Ordinance No. 11328 is amended such that:

(i) Section 2 of said Ordinance be amended to authorize the Chattanooga Downtown Redevelopment Corporation as successor to the Southside Redevelopment Corporation to execute qualifying projects on behalf of the City and submit, as required, request for payment of such projects through the City Finance Officer for payment from the Riverfront Projects Capital Fund.

(ii) That a new Section 5 be added in the existing Ordinance as follows and that the current Section 5 be renumbered as Section 6.

SECTION 5. BE IT FURTHER ORDAINED, that revenues from the County, State or Federal government, or any other governmental or non-governmental source, designated for qualifying projects or related to the completion or maintenance of such projects, shall be directly appropriated to the Riverfront Projects Capital Fund for expenditures pursuant to the designation by the funding source and agreement with the Chattanooga Downtown Redevelopment Corporation.

2104 STATE STREET AID FUND

Estimated Revenue:

State of Tennessee	\$ 3,621,297
Investment Income	30,000
Fund Balance	320,000
	<hr/>
	\$ 3,971,297
	=====

Appropriations:

Appropriation	\$ 3,971,297
	<hr/>
	\$ 3,971,297
	=====

2106 HOTEL/MOTEL TAX FUND

Estimated Revenue:

Occupancy Tax	\$ 1,750,000
	<hr/>
	\$ 1,750,000
	=====

Appropriations:

21 <sup>st</sup> Century Waterfront Capital Fund	\$ 1,720,000
Hamilton County	30,000
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	\$ 1,750,000
	=====

3100 DEBT SERVICE FUND

Estimated Revenue:	
General Fund	\$ 7,636,840
911 Emergency Communications	200,000
Hamilton County	794,983
Safety Capital (Fire Loan)	3,525
City Hotel/Motel Tax	2,477,538
	<hr/>
	\$ 11,112,886
	=====
Appropriations:	
Principal	\$ 4,556,613
Interest	6,546,273
Bank Service Charges	10,000
	<hr/>
	\$ 11,112,886
	=====

2105 COMMUNITY DEVELOPMENT FUND

Estimated Revenue:	
Community Development Block Grant - New Grants	\$ 2,253,000
CDBG – Program Income	981,000
Emergency Shelter Grant	88,000
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	\$ 3,322,000
	=====
Appropriations:	
CADAS	\$ 50,000
Chattanooga Homeless Coalition	34,000
City of Chattanooga Codes & Community Service	175,000
City of Chattanooga Neighborhood Services	264,450
Chattanooga Neighborhood Enterprise	1,571,750
Habitat for Humanity	98,000
Northside Neighborhood House	15,000
Enterprise Center-Renewal Community	316,725
Community Development Administration	280,075
C D Office – Debt Services – Infrastructure Loan	429,000
ESG – Chatt Room in the Inn	19,773
ESG – Family & Children’s Services	66,227
ESG – Interfaith Hospitality Network	2,000
	<hr/>
	\$ 3,322,000
	=====

2105 ECONOMIC & COMMUNITY DEVELOPMENT - HOME PROGRAM

Estimated Revenue:	
Federal Grant (HOME)	\$ 1,251,771
Program Income	348,229
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	\$ 1,600,000
	<hr/> <hr/>

Appropriations:	
HOME – CCHDO	\$ 368,000
HOME – CNE	1,028,250
28 <sup>th</sup> Legislative district CDC	73,750
Community Development Administration	130,000
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	\$ 1,600,000
	<hr/> <hr/>

2102 HUMAN SERVICES DEPARTMENT

Estimated Revenue:	
Federal – State Grants	\$ 12,323,289
City of Chattanooga	1,333,477
Contributions & Parent Fees	89,195
Interest Income	40,000
Fund Balance	148,000
	<hr/>
	\$ 13,933,961
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Appropriations:	
Administration	\$ 1,307,490
Headstart	7,880,550
Day Care	940,575
Weatherization	415,942
Foster Grandparents	477,408
LIEAP	854,055
CSBG	742,832
Occupancy	226,221
Human Services Program	907,020
Neighborhood Family Services	109,000
City General Relief	72,868
	<hr/>
	\$ 13,933,961
	<hr/> <hr/>



5200 SOLID WASTE & SANITATION FUND

Estimated Revenue:	
Landfill Tipping Fees	\$ 612,447
Permits	1,000
State of Tennessee Household Hazardous Waste Grant	85,000
State of Tennessee Recycle Rebate	60,000
General Fund Subsidy	4,832,016
Sale of Scrap Metal	40,000
Investment Income	234,850
	<hr/>
	\$ 5,865,313
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Appropriations:	
Recycle	\$ 656,750
Waste Disposal – Chattanooga Landfill	234,850
Sanitary Landfill	1,018,084
Wood Recycle	372,195
Solid Waste Reserve	246,344
Debt Service	3,176,090
Household Hazardous Waste	161,000
	<hr/>
	\$ 5,865,313
	<hr/> <hr/>

5300 STORM WATER FUND

Estimated Revenue:	
Storm Water Fee	\$ 4,481,009
General Fund Subsidy	683,952
	<hr/>
	\$ 5,164,961
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Appropriations:	
Storm Water Administration	\$ 1,755,422
Storm Water City Wide Services	1,132,460
Debt Service	2,277,079
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	\$ 5,164,961
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SECTION 6 (b). That there be and is hereby authorized the appropriation of all collections and fund balances to the respective funds, other than the General Fund, to be expended for the general public purposes as indicated.

SECTION 6 (c). That the City Finance Officer is authorized to enter into contracts necessary for the development, planning and establishment of The Enterprise Center, with funding for such contracts to come from UDAG program income in amount not to exceed \$418,000. These contracts shall include, but not be limited to, a contract with Joe Ferguson for a period of six months and amount not to exceed \$62,500 with an option to renew at the same rate for up to an additional six months; a contract with Wilma Carter for a period of six months and amount not to exceed \$14,500 with an option to renew at the same rate for up to an additional six months; a contract with the Woodhill Group for a period of six months and amount not to exceed \$25,000 with an option to renew at the same rate for up to an additional six months.

SECTION 6 (d). From previously approved and uncommitted funds in the Human Services Department, there is directed and authorized a transfer of \$50,000 to the Coalition for the Homeless for development of a blueprint to end homelessness as directed by the Director of the Office of Performance Review.

SECTION 7(a). That all persons in the General Pay Plan, and 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. The above pay provisions may be waived only by the authority of the Mayor on a case-by-case basis. This raise shall be retroactive to July 1, 2003, for those persons employed by the City on July 1, 2003, and still employed by the City. This retroactive raise shall also be available and paid to each person who has retired from City employment during the period of July 1, 2003, through the effective date of this Ordinance. The basis of computing such retroactive pay shall be the period July 1, 2003, through their final employment date. Persons who have left City employment for any reason other than retirement prior to the effective date of this Ordinance shall not be eligible for retroactive pay. However, a Department head can certify that an employee is not qualified for a pay

increase. Also, all persons within the “City of Chattanooga Classification System” but not covered by the “Pay Plans” shall receive a three percent (3%) increase in pay effective July 1, 2003. Permanent part-time employees shall receive a three percent (3%) increase.

SECTION 7(a)(1). In addition to the minimum rate of pay established in the Classification Plan, a rate of pay less than Step One (1) 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”. Provided, however, that no full time City employee shall be paid less than the prevailing poverty rate, except for those employees whose pay is governed by federal formula.

SECTION 7(a)(2). Any person employed on a temporary basis in positions authorized within the Classification Plan shall be paid at a rate not more than Step One (1) of the position’s pay grade. As provided in the Chattanooga City Code, Part II, temporary employment shall not exceed a period of six (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 7(b)(1). In order to achieve the efficiencies in personnel assignments, the Mayor is hereby authorized to realign, reclassify or otherwise change positions within the total number of funded positions provided for.

SECTION 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 dollars (\$500.00) for all sworn police officers and firefighters as of July 1, 2003, except for those new employees who have received from the city a new uniform since July 1, 2002. Further, the City Finance Officer is authorized to pay a supplemental tool allowance of one hundred fifty dollars (\$150.00) for certain employees as set forth in Resolution No. 18381, dated December 5, 1989, as amended; and is authorized to pay a supplemental uniform allowance of two hundred fifty dollars (\$250.00) for City Court Officers. It shall be the duty of employees receiving these supplements to use the funds for the specified purpose and retain receipts to that effect.

SECTION 9(b). That the City Finance Officer is authorized to match the total salaries of all participants in the Fire and Police Pension Fund with a contribution from the General Fund not to exceed eighteen and thirty nine one hundredth percent (18.39%).

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 four and seven one hundredth percent (4.07%) 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	\$1.18 Per Hour
LIUNA (Laborers) Pension Fund	\$ 0.92 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 four hundred dollars (\$400.00) per person in-lieu of a take-home government vehicle shall continue to receive same for as long as such employee holds his or her current position. Additional employees may receive this allowance only with approval of the Mayor and passage of an ordinance by the City Council.

SECTION 12. That for employees called to active duty during a National Emergency such as, but not limited to, the War on Terrorism or an Iraq Conflict, shall be paid the difference that their City pay exceeds their total military base pay, up to \$850.00 per month, from the time called to active duty until relieved from active duty status or until June 30, 2004, whichever occurs first. Payments beyond the current fiscal year shall be subject to future appropriations by City Council. The City Finance Officer be and is authorized to appropriate the necessary money from other available funds. (The difference in pay shall be calculated without regard to any payment of combat pay).

Further, with the concurrence of the General Pension Fund and the Fire and Police Pension Fund, or any union fund participation agreement, the City shall pay such contributions necessary, both the employee's and the employer's share, based on their pension-eligible salary at the time of call-up (not counting over-time pay) to ensure the continued enrollment and pension-eligibility of employees while called-up for this National Emergency for the same period as referenced above. In this manner, the affected employees shall not be penalized nor incur financial hardship as relates to their pension eligibility.

If the City's medical insurance provider will extend medical coverage to families affected by the call-up of reservists in response to the current National Emergency beyond the customary six (6) month period, the City shall pay the employers share of the premium for such coverage for up to one (1) year after any employee is called-up to active duty. The employee's share of the coverage shall remain the responsibility of the employee and may be paid in the most convenient method by the employee. During the time of active duty, the employee may request the City to make such payments on his/her behalf and reconcile the amounts paid upon his/her return to City employment.

SECTION 13. That 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 14 (a). 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 (b). If at any time the City receives an allocation of additional revenue from the State of Tennessee during the fiscal year as a result of the restoration of all or part of reduction in State-shared revenue, the Mayor shall be authorized to expend such funds on projects provided for in the City's Three Year Capital Plan.

SECTION 15. That any person, firm or corporation who engages in any business, occupation or vocation without first obtaining a license or permit therefore as provided herein shall, upon conviction, be fined not less than two dollars (\$2.00) nor more than fifty dollars (\$50.00) for each violation, and each day or violation shall constitute a separate offense.

SECTION 16. That Chattanooga City Code, Part II, Chapter 10, Section 23, be and the same is hereby amended:

Sec. 10-23. Engineering plans review and fees.

The City Engineer is authorized to charge a non-refundable fee for services provided as follows:

Plans deposit for project cost of \$500,000 or less	\$ 35.00
Plans deposit for project cost of \$501,000 to \$1,000,000	50.00
Plans deposit for project cost of over \$1,000,000	100.00
Subdivision review & inspection fee for lots (per lot)	300.00

Section 17. That Part II, Chattanooga City Code, Chapter 12, Article I, Section 12-21, be and is hereby amended by deleting said Section and substituting in lieu thereof the following:

Section 12-21. Court Costs.

(a) In all cases tried in the City Court of Chattanooga for the violation of ordinances of said City, costs shall be taxed as follows:

Clerk's Fee .....	\$ 37.75
Affidavit .....	4.00
Docketing Fee .....	2.00
Judgment Fee .....	5.00
Taxing .....	1.00
State Privilege Tax .....	14.75
Fire/Police Fee .....	5.00
Microfilming .....	2.00
Data Processing .....	3.50
Technology Fee .....	3.00
Officer's cost, arrest .....	1.00

(b) The following costs shall be taxed as applicable:

Photocopy .....	\$1.00
Facsimile .....	2.00
Local Litigation (criminal) .....	5.25
Processing of Release forms .....	5.00
Service of Process .....	5.00
Continuance .....	0.25
Recognizance Bond .....	0.50
Appeal Bond .....	0.75
Issuing subpoena for a single witness .....	0.50
Issuing subpoena for each additional witness .....	0.10
Mittimus to workhouse .....	0.25
For each witness summoned .....	0.50
Continuance requiring officer's attendance .....	1.00

(c) The Clerk's fee in the amount of Thirty-Seven Dollars and 75/100 (\$37.75) shall be reduced to Twenty-Seven Dollars and 75/100 (\$27.75) for all violations paid prior to court.

SECTION 18. That Chattanooga City Code, Part II, Chapter 16, be and the same is hereby amended by deleting section 16-55 in its entirety and inserting in lieu thereof the following:

Sec. 16-55. Alarm systems; false alarms.

(a) Definitions. For purposes of this section, the following words and phrases shall have the meaning given herein:

Alarm system means any mechanical or electrical device, which is designed to signal the occurrence of an illegal entry or other activity or event requiring urgent attention and to which the Department is expected to respond with emergency personnel or equipment. The term shall include automatic and

manual hold-up alarm systems, burglar alarm systems, direct-dial telephone devices, audible alarms and proprietor alarms.

Department means the Chattanooga Police Department.

False alarm means an alarm signal to which the Department responds with any emergency service personnel or equipment when a situation requiring a response by the Department does not in fact exist, regardless of whether the signal is caused by the inadvertence, negligence or intentional act or omission of an alarm company or alarm user or by a malfunction of the alarm. False alarm also means an alarm that emits a siren or other signal that is audible off the premises on which the alarm system is located that indicates an emergency situation or break-in when such emergency situation or break-in has not in fact occurred, regardless of whether the signal is caused by the inadvertence, negligence or intentional act or omission of an alarm company or alarm user or by a malfunction of the alarm. The following shall not be considered false alarms:

- (1) Alarms caused by the testing, repair or malfunction of telephone equipment or lines, provided the owner, user or operator first gives notice to the Communications Division of the Department prior to testing and repairing such equipment or lines;
- (2) Alarms caused by earthquakes, floods, windstorms, thunder or lightning;
- (3) Alarms caused by an attempted illegal entry of which there is visible evidence or which the Department determines to be the result of an intrusion attempt or alarm tampering; and
- (4) Alarms caused by the testing, repair or malfunction of electrical utility equipment or lines.

Location means the property, building, residence or business from which any alarm signal originates.

- (b) Police Department to receive information about person responsible for cutting off alarm systems prior to installation; failure to turn off false alarm. It shall be unlawful to install, repair or operate an alarm system without first giving written notice to the Regulatory Bureau of the Police Department of the name, address and telephone number of the person who shall be responsible for cutting off the alarm system when advised to do so by the Department. It shall likewise be unlawful for the owner or operator of an alarm system not to keep such information current and correct relative to the telephone number and name of the person who is responsible for cutting off the



alarm system. It shall be unlawful for the owner or operator of the alarm system not to provide the names and telephone numbers of persons who will be available to cut off the alarm on a twenty-four-hour basis every day of the year. It shall be unlawful for any owner, user or operator of an alarm system to refuse or fail to turn off or cause to be turned off an alarm system which is currently causing a false alarm within thirty (30) minutes after being notified to so do by the Department regardless of whether such owner or operator has given the written notice required by this subsection.

- (c) False alarms unlawful. It shall be unlawful for the owner, user or operator of an alarm system to allow such alarm system to generate a false alarm from any location within the City. Each false alarm shall be considered a separate violation.
- (d) Exemption. The provisions of subsection (c) above shall not take effect as to any owner, user or operator of an alarm system for thirty (30) days after completion of a system installation to allow for equipment failure, adjustment, subscriber education and possible environmental problems that cannot be detected prior to installation.
- (e) Penalty for violation. The penalty for a first violation of the provisions of subsection (c) above may, in the discretion of the judge, be limited to a requirement to complete a False Alarm Reduction Course administered by the Police Department; such course must be completed, in the discretion of the judge, by the owner of the alarm system or the manager of a business location at which a false alarm has occurred. The penalty for a second or subsequent violation of the provisions of subsection (c) above shall be limited to the maximum penalty allowed by state law for such violation, but such limitation shall not apply to a violation of any other provision of this section unless otherwise provided by state law.
- (f) Issuance of citations. Any officer assigned to the Regulatory Bureau of the Police Department may issue a citation for a violation of this section, provided that such officer shall also subpoena to court any officer or other witness necessary to establish such violation. Notwithstanding the foregoing, no citation for a false alarm may be issued until not less than two warning notices have been given to or served upon the owner or operator of an alarm system or a not less than two warning notices have previously been posted on the property on which such alarm system is located; said notices shall notify the owner or occupant that an officer has responded to a false alarm at the property and that the owner or operator of the alarm system will be subject to a citation for future false alarms.

Section 19. That Part II, Chattanooga City Code, Chapter 24 be and is hereby amended by deleting from Sections 24-304 and 24-322 the words and figures “five dollars (\$5.00)” wherever the same appears and substituting in lieu thereof the words and figures “ten dollars (\$10.00).”

Section 20. That Part II, Chattanooga City Code, Chapter 18, be and is hereby amended by repealing Sections 18-191 through 18-196 so as to eliminate public dumpster services to entities not owned and controlled by the City of Chattanooga.

SECTION 21. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2003.

SECTION 22. 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 23. That this Ordinance shall take effect two (2) weeks from and after its passage as provided by law.

PASSED on Third and Final Reading

July 15, 2003.

John P Franklin /S/  
CHAIRPERSON

APPROVED: Y DISAPPROVED: \_\_\_\_\_

DATE: \_\_\_\_\_, 2003

Bob Corker /S/  
MAYOR

Reviewed by: David Eichenthal /S/  
*David Eichenthal*

RLN/DRE/tr/pm

# cabor

Comprehensive Annual Budget Report – For the Year Ending June 30  
City of Chattanooga, Tennessee

2004

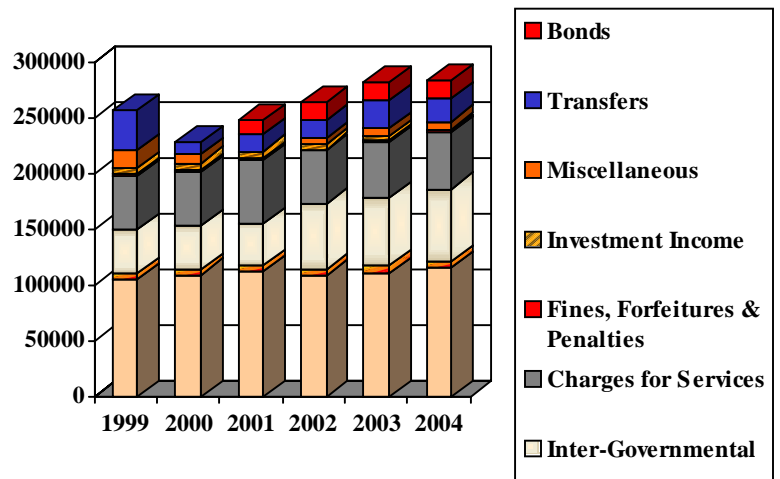
## Financial Overview

# Financial Overview

## Revenue and Expenditure History

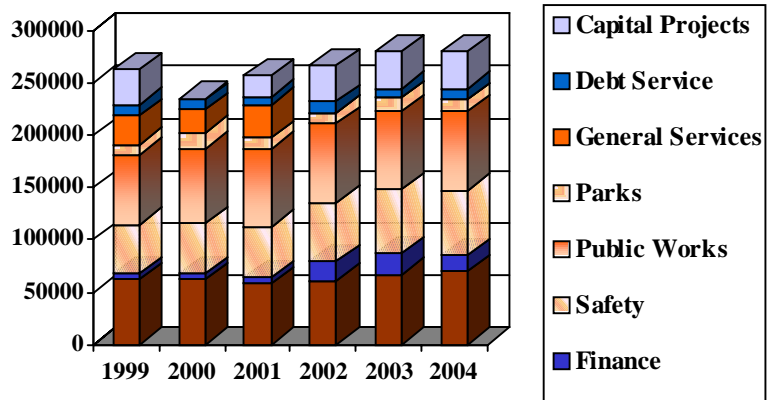
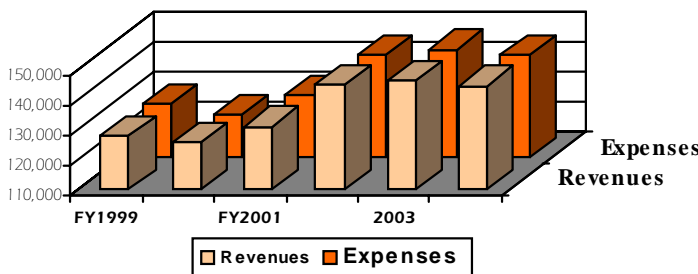
Total City revenues and operating transfers in for the fiscal year ended June 30, 1999 was \$257,366,775. Total projected City revenue for the fiscal year ended June 30, 2004 is \$277,512,810. This difference of \$20,146,035 represents a 7.83% increase over this six year period. The major reasons for the increase of the six year period include a property tax increase in FY2002 from 2.31 to 2.52 per 100.00 and increases in capital and bond funding for capital. During this period the Undesignated General Fund budget increased from \$127,913,202 in FY99 to \$144,557,00 in FY04. Bond sales for capital were \$12,500,087 in FY03 and \$11,128,161 in FY04. The chart below shows the Undesignated General Fund revenues and expenditures during this time period. To the right are six year comparisons of total revenues and expenditures.

Revenues  
(in 1,000)



Expenditures  
(in 1,000)

### Undesignated General Fund



**REVENUES & APPROPRIATIONS BY FUND TYPE  
FY2004**

<b>Revenues</b>	<b>Governmental Fund Types</b>			
	<b>Undesignated General</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>
Taxes	95,619,072	19,725,000	-	-
Licenses & Permits	6,213,139	-	-	-
Intergovernmental	34,341,318	19,537,357	794,983	4,309,049
Charges for services	1,911,428	1,329,229	-	-
Fines, forfeitures and penalties	1,616,084	-	-	-
Interest earnings	715,058	70,000	-	-
Miscellaneous	4,140,901	557,195	200,000	698,947
Bonds	-	-	-	16,128,161
Transfers In	-	1,333,477	10,117,903	3,889,959
<b>Total Revenues</b>	<b>144,557,000</b>	<b>42,552,258</b>	<b>11,112,886</b>	<b>25,026,116</b>
<b>Appropriations</b>				
General Government	11,238,179	36,830,961	-	-
Finance & Administration	8,645,340	-	-	-
Safety Department	61,892,957	-	-	-
Public Works Department	21,322,656	3,971,297	-	-
Parks, Recreation, Arts & Culture	10,647,641	-	-	-
Personnel	6,253,797	-	-	-
Neighborhood Services	1,455,819	-	-	-
Executive Branch	1,394,355	-	-	-
Debt Service	-	-	11,112,886	-
Capital Projects	-	1,750,000	-	25,026,116
Transfers Out	21,706,256	-	-	-
<b>Total Appropriations</b>	<b>144,557,000</b>	<b>42,552,258</b>	<b>11,112,886</b>	<b>25,026,116</b>

<b>Proprietary Fund Types</b>	<b>Internal Service Funds</b>	<b>Total Revenue</b>	<b>Total Revenue FY2003</b>
-	-	115,344,072	93,304,133
-	-	6,213,139	10,238,668
145,000	-	59,127,707	79,629,777
39,362,671	7,722,422	50,325,750	45,749,105
-	-	1,616,084	1,761,760
684,850	-	1,469,908	2,861,082
40,000	433,639	6,070,682	7,602,159
-	-	16,128,161	12,070,087
5,515,968	-	20,857,307	24,746,066
<b>45,748,489</b>	<b>8,156,061</b>	<b>277,152,810</b>	<b>277,962,837</b>
-	1,100,000	49,169,140	46,474,363
-	7,056,061	15,701,701	18,902,791
-	-	61,892,957	59,647,868
45,748,489	-	71,042,442	73,238,181
-	-	10,647,641	1,854,532
-	-	6,253,797	6,066,441
-	-	1,455,819	1,769,455
-	-	1,394,355	6,937,717
-	-	11,112,886	8,649,070
-	-	26,776,116	29,485,903
-	-	21,706,256	24,936,516
<b>45,748,489</b>	<b>8,156,061</b>	<b>277,152,810</b>	<b>277,962,837</b>

## FundBalance/NetAsset Summary

During the past ten years the City of Chattanooga has seen a total net increase in its Fund Balances of \$44,122,000. This is primarily due to the \$39,434,000 increase in the fund balance for capital. The largest contributor to the capital increase is the bonds sold in October, 2002 to fund the city's portion of the 21st Century Waterfront Plan. 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, Special Revenue and Enterprise Funds have increased while the Fund Balances for the Debt Service and Internal Service have decreased during this period.

The General Fund balance was \$28,193,451 in 1995. This has grown steadily to a current balance of \$40,699,661 for FY03. This has been accomplished through sound fiscal management. A large part of the Fund Balance build-up can be attributed to the city-only sales tax levied in FY97.

The Special Revenues Fund balances have decreased from a balance of \$18,561,014 in 1995 to a 2004 projected balance of \$14,882,557, or a \$3,678,457 or 19.8% decrease. The main reason for this decrease is that the City voted for consolidation of City and County school systems in 1997. This resulted in a significant drop in the balances in FY 98, but the Funds have experienced a steady increase since that time.

Debt Service has also had a drop in its fund balance during this period. 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 when the decision was made to use the Fund Balance for payment of existing debt service requirements at that time. The FY03 fund balance is \$4,988,142.

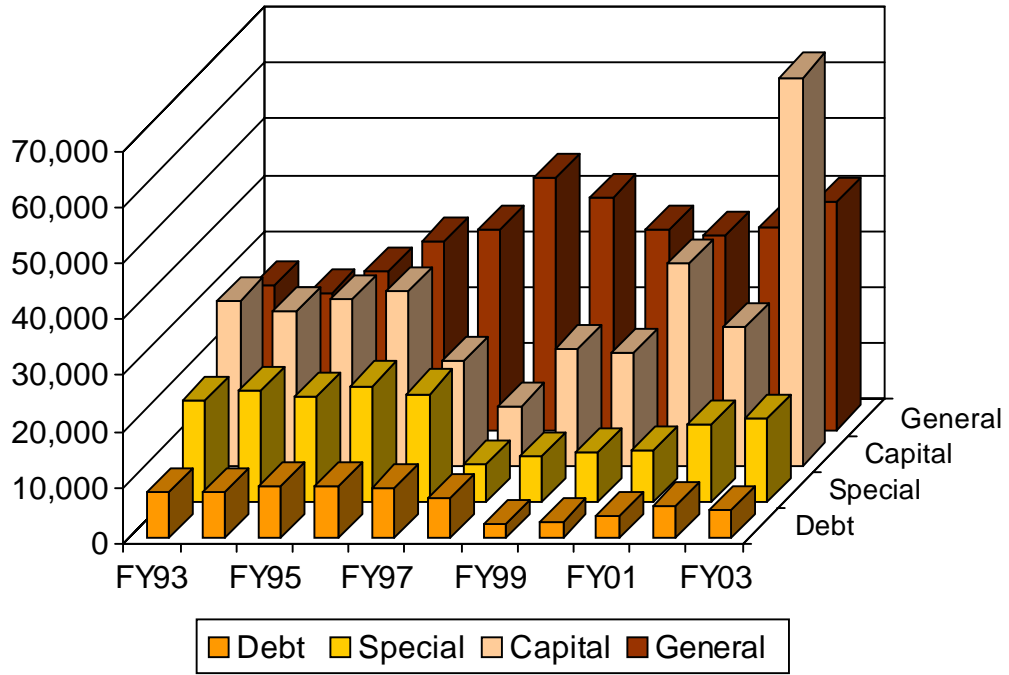
The Capital Funds Fund Balances have fluctuated most during this ten year period. Starting with a collective Fund Balance figure of \$29,743,640 in 1995, this fund class clearly shows the use of funds for infrastructure-like projCity's commitment to Economic Development Program. Fund balance increases primarily as a result of unspent proceeds from the recent Hotel/Motel Bonds.

The growth of the Net Assets within the Enterprise Funds has been most dramatic. Net Assets of \$167,123,858 in 1993 has increased to a 2003 balance of \$229,957,892. During this ten year period the City was subject to federal mandates relative to stormwater and landfill operations which necessitated the imposition of a stormwater fee and increased landfill rates to fund such mandates. 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 \$1,542,482 in 1995. At the end of 2003 this balance has decreased to \$903,107. This change reflects the increased cost of maintaining the City's fleet of vehicles, which has grown considerably. This fund is not intended to generate profits.

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  
Years Ended June 30, 2001 - 2004

	FY 00/01	FY 01/02	Unaudited FY 02/03	Projected FY03/04
FUND BALANCE at beginning of year	<u>35,942,278</u>	<u>33,494,589</u>	<u>35,967,695</u>	<u>40,699,661</u>
Revenues				
Taxes	90,999,348	107,767,598	111,689,144	113,594,072
Licenses and permits	6,133,506	6,276,409	6,649,683	6,213,139
Intergovernmental Revenues	40,197,687	40,070,794	39,996,511	38,051,667
Charges for Services	2,687,638	3,105,976	3,177,234	3,890,216
Fines, forfeitures and penalties	1,825,737	1,733,844	1,427,541	1,616,083
Interest Income	2,554,217	1,470,601	883,364	664,958
Sale of Property	0	381,078	103,348	65,000
Miscellaneous Revenues	<u>4,346,941</u>	<u>3,731,904</u>	<u>4,383,523</u>	<u>4,430,402</u>
Total Revenues	<u>\$148,745,074</u>	<u>\$164,538,204</u>	<u>\$168,310,348</u>	<u>\$168,525,537</u>
Expenditures				
General Government	25,586,923	36,591,193	40,008,683	44,012,298
Finance & Administration	5,507,563	8,231,570	8,313,779	9,195,340
Safety	51,210,832	54,759,001	57,757,343	62,677,357
Public Works	12,091,897	18,842,216	19,431,285	21,322,656
Parks, Recreation Arts & Culture	11,983,947	12,631,221	12,506,051	12,496,529
General Services	<u>13,406,947</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	<u>\$119,788,109</u>	<u>\$131,055,201</u>	<u>\$138,017,141</u>	<u>\$149,704,180</u>
Excess (deficiency) of revenues over expenditures	28,956,965	33,483,003	30,293,207	18,821,357
Other Financing Sources (Uses)				
Operating transfers in	146,256	963,361	65,322	3,039,373
Operating transfers out	(28,780,634)	(28,996,458)	(22,386,913)	(18,547,606)
Operating transfers to component units	<u>(2,770,276)</u>	<u>(2,976,800)</u>	<u>(3,239,650)</u>	<u>(3,158,650)</u>
Total other financing sources (uses)	<u>(31,404,654)</u>	<u>(31,009,897)</u>	<u>(25,561,241)</u>	<u>(18,666,883)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>(2,447,689)</u>	<u>2,473,106</u>	<u>4,731,966</u>	<u>154,474</u>
FUND BALANCE at end of year	<u>\$33,494,589</u>	<u>\$35,967,695</u>	<u>\$40,699,661</u>	<u>\$40,854,135</u>

# City of Chattanooga, Tennessee

## Special Revenue Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance -  
Years Ended June 30, 2001 - 2004

	<u>FY 00/01</u>	<u>FY 01/02</u>	<u>unaudited FY 02/03</u>	<u>Projected FY03/04</u>
FUND BALANCE at beginning of year	<u>7,997,786</u>	<u>12,681,117</u>	<u>13,587,108</u>	<u>14,882,557</u>
Revenues				
Taxes	0	0	876,507	1,750,000
Intergovernmental Revenues	16,067,588	19,615,211	21,706,048	22,043,082
Charges for Services	56,654	68,493	73,112	62,695
Interest Income	359,584	467,316	391,027	163,948
Fines, Forfeitures, Penalties	0	0	19,880	123,146
Miscellaneous Revenues	<u>871,443</u>	<u>2,497,722</u>	<u>2,197,589</u>	<u>1,399,759</u>
Total Revenues	<u>\$17,355,269</u>	<u>\$22,648,742</u>	<u>\$25,264,163</u>	<u>\$25,542,630</u>
Expenditures				
General Government	14,919,759	19,811,109	21,868,299	25,095,651
Finance and Administration	0	0	25,331	0
Safety	315,248	232,380	264,346	0
Public Works	4,574,663	4,410,487	3,951,043	3,971,297
General Services	144,204	0	0	0
Capital Outlay/Fixed Assets	<u>680,377</u>	<u>975,533</u>	<u>635,407</u>	<u>1,720,000</u>
Total Expenditures	<u>\$20,634,251</u>	<u>\$25,429,509</u>	<u>\$26,744,426</u>	<u>\$30,786,948</u>
Excess (deficiency) of revenues over expenditures	(3,278,982)	(2,780,767)	(1,480,263)	(5,244,318)
Other Financing Sources (Uses)				
Operating transfers in	3,997,867	4,207,366	4,207,367	4,776,318
Operating transfers out	0	(520,608)	(1,431,655)	0
Change in Accounting Principle	<u>341,517</u>			
Total other financing sources (uses)	<u>4,339,384</u>	<u>3,686,758</u>	<u>2,775,712</u>	<u>4,776,318</u>
Net change in Fund Balance	<u>1,060,402</u>	<u>905,991</u>	<u>1,295,449</u>	<u>(468,000)</u>
FUND BALANCE at end of year	<u>\$9,058,188</u>	<u>\$13,587,108</u>	<u>\$14,882,557</u>	<u>\$14,414,557</u>

Due to GASB 34 reporting, Community Development funds previously reported in the Fiduciary Funds are now reported in the Special Revenue Funds beginning fiscal year ending June 30, 2002.

# City of Chattanooga, Tennessee

## Debt Service Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance -  
Years Ended June 30, 2001 - 2004

	<u>FY 00/01</u>	<u>FY 01/02</u>	<u>unaudited FY 02/03</u>	<u>Projected FY03/04</u>
FUND BALANCE at beginning of year	<u>2,671,606</u>	<u>4,163,307</u>	<u>5,497,083</u>	<u>4,988,142</u>
Revenues				
Other intergovernmental funds	809,898	665,790	805,984	794,983
Rental revenue (PIC)	256,666	0	0	0
Other	<u>518,842</u>	<u>200,000</u>	<u>200,010</u>	<u>200,000</u>
Total Revenues	<u>1,585,406</u>	<u>865,790</u>	<u>1,005,994</u>	<u>994,983</u>
Expenditures				
Principal retirement	4,226,180	4,658,954	4,753,112	4,556,613
Interest	2,287,383	3,578,398	4,394,875	6,546,273
Fiscal agent fees	<u>8,607</u>	<u>155,882</u>	<u>58,830</u>	<u>10,000</u>
Total Expenditures	<u>6,522,170</u>	<u>8,393,234</u>	<u>9,206,817</u>	<u>11,112,886</u>
Excess (deficiency) of revenues over expenditures	<u>(4,936,764)</u>	<u>(7,527,444)</u>	<u>(8,200,823)</u>	<u>(10,117,903)</u>
Other Financing Sources (Uses)				
Operating transfers in	6,428,465	8,968,232	7,661,316	10,117,903
Operating transfers out	0	(248,788)	(28,618)	0
Proceeds of refunding bonds	0	16,377,267	6,244,753	0
Payment of refunding bonds	<u>0</u>	<u>(16,235,491)</u>	<u>(6,185,569)</u>	<u>0</u>
Total other financing sources (uses)	<u>6,428,465</u>	<u>8,861,220</u>	<u>7,691,882</u>	<u>10,117,903</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>1,491,701</u>	<u>1,333,776</u>	<u>(508,941)</u>	<u>0</u>
FUND BALANCE at end of year	<u>\$4,163,307</u>	<u>\$5,497,083</u>	<u>\$4,988,142</u>	<u>\$4,988,142</u>

# City of Chattanooga, Tennessee

## Capital Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance -  
Years Ended June 30, 2001 - 2004

	FY 00/01	FY 01/02	unaudited FY 02/03	Projected FY03/04
FUND BALANCE at beginning of year	<u>20,150,147</u>	<u>36,160,307</u>	<u>24,879,407</u>	<u>69,178,320</u>
Revenues				
Intergovernmental Revenues	1,607,028	3,245,813	4,025,579	4,309,049
Charges for services	0	0	14,530	0
Interest Income	303,333	440,475	1,015,593	0
Donations	0	0	0	200,000
Sale of Property	0	0	0	200,000
Miscellaneous Revenues	<u>332,254</u>	<u>658,562</u>	<u>660,457</u>	<u>298,947</u>
Total Revenues	<u>\$2,242,615</u>	<u>\$4,344,850</u>	<u>\$5,716,159</u>	<u>\$5,007,996</u>
Expenditures				
General Government	2,849,289	3,911,308	6,546,310	1,082,500
Finance & Administration	175,724	958,691	0	566,250
Safety	5,905,649	2,292,066	5,763,439	2,225,000
Public Works	9,210,815	9,322,952	14,265,705	18,483,321
Parks, Recreation, Arts & Culture	10,089,365	8,546,469	1,466,547	2,669,045
General Services	220,957	325,229	52,635	0
Capital outlay/fixed assets	<u>10,287,327</u>	<u>0</u>	<u>9,543,864</u>	<u>0</u>
Total Expenditures	<u>\$38,739,126</u>	<u>\$25,356,715</u>	<u>\$37,638,500</u>	<u>\$25,026,116</u>
Excess (deficiency) of revenues over expenditures	<u>(36,496,511)</u>	<u>(21,011,865)</u>	<u>(31,922,341)</u>	<u>(20,018,120)</u>
Other Financing Sources (Uses)				
Operating transfers in	11,602,686	10,675,641	9,525,770	3,889,959
Operating transfers out	(173,014)	(967,251)	(1,468,230)	0
Bond/Note Proceeds	<u>41,076,999</u>	<u>22,575</u>	<u>68,163,714</u>	<u>16,128,161</u>
Total other financing sources (uses)	<u>52,506,671</u>	<u>9,730,965</u>	<u>76,221,254</u>	<u>20,018,120</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>16,010,160</u>	<u>(11,280,900)</u>	<u>44,298,913</u>	<u>0</u>
FUND BALANCE at end of year	<u>\$36,160,307</u>	<u>\$24,879,407</u>	<u>\$69,178,320</u>	<u>\$69,178,320</u>

# City of Chattanooga, Tennessee

## Fiduciary Funds

Combining Statement of Revenues, Expenditures and  
Changes in Fund Balances  
Years Ended June 30, 2001 - 2004

	<u>FY 00/01</u>	<u>FY 01/02</u>	<u>Unaudited FY 02/03</u>	<u>Projected FY03/04</u>
<b>REVENUES</b>				
Intergovernmental	4,618,317	0	0	0
Interest Income	267,220	40	4,623	0
Miscellaneous	1,143,488	0	0	0
Total Revenues	<u>6,029,025</u>	<u>40</u>	<u>4,623</u>	<u>0</u>
<b>EXPENDITURES</b>				
Finance & Administration	1,655	4,210	300	300
Community Development Projects	5,590,923	0	0	0
Bad Debt Expense	0	0	0	0
Total Expenditures	<u>5,592,578</u>	<u>4,210</u>	<u>300</u>	<u>300</u>
Excess (deficiency) of Revenues over (under) Expenditures	436,447	(4,170)	4,323	(300)
<b>OTHER FINANCING SOURCES (USES)</b>				
Operating Transfers In	0	0	0	0
Operating Transfers Out	<u>(339,765)</u>	<u>(3,622,928)</u>	<u>0</u>	<u>0</u>
Total Other Financing Sources (Uses)	<u>(339,765)</u>	<u>(3,622,928)</u>	<u>0</u>	<u>0</u>
Excess (deficiency) of Revenues and Other Financing Sources Over (under) Expenditures and Other Financing Uses	96,682	(3,627,098)	4,323	(300)
FUND BALANCE at Beginning of Year	<u>3,602,150</u>	<u>3,698,832</u>	<u>71,734</u>	<u>76,057</u>
FUND BALANCE at End of Year	<u>\$3,698,832</u>	<u>\$71,734</u>	<u>\$76,057</u>	<u>\$75,757</u>

Due to GASB 34 reporting, Community Development funds are reported in the Special Revenue funds beginning fiscal year ending June 30, 2002.

# City of Chattanooga, Tennessee

## Enterprise Fund

Combining Statement of Revenues, Expenses and  
Changes in Net Assets  
Years Ended June 30, 2001 - 2004

	FY 00/01	FY 01/02	Unaudited FY 02/03	Projected FY03/04
<b>REVENUES</b>				
Customer Charges	41,290,125	40,108,309	38,506,818	39,362,671
Other	<u>36,046</u>	<u>71,136</u>	<u>0</u>	<u>40,000</u>
Total Revenues	<u>41,326,171</u>	<u>40,179,445</u>	<u>38,506,818</u>	<u>39,402,671</u>
<b>OPERATING EXPENSES</b>				
Sewer Plant Operation	17,449,765	17,571,212	18,007,546	17,613,687
Solid Waste Operation	11,066,367	3,261,964	2,621,150	2,689,223
Storm Water Operation	2,179,274	2,549,508	2,793,619	2,887,882
Depreciation and Amortization	11,064,532	9,317,111	11,109,314	12,088,160
Closure/Postclosure Costs	2,913,835	658,087	634,521	840,000
Other	<u>174,386</u>	<u>885,920</u>	<u>407</u>	<u>1,636,874</u>
Total Operating Expenses	<u>44,848,159</u>	<u>34,243,802</u>	<u>35,166,557</u>	<u>37,755,826</u>
<b>OPERATING INCOME (LOSS)</b>	<u>(3,521,988)</u>	<u>5,935,643</u>	<u>3,340,261</u>	<u>1,646,845</u>
<b>NONOPERATING REVENUES (EXPENSES)</b>				
Interest Income	3,571,644	1,211,226	749,861	684,850
Interest Expense	(8,661,688)	(8,958,443)	(6,644,170)	(7,992,663)
Intergovernmental	0	2,224,295	0	145,000
Other Income (expense)	<u>249,059</u>	<u>(496,218)</u>	<u>144,426</u>	<u>0</u>
Total Nonoperating Rev. (Exp.)	<u>(4,840,985)</u>	<u>(6,019,140)</u>	<u>(5,749,883)</u>	<u>(7,162,813)</u>
<b>INCOME (LOSS) BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM</b>	<u>(8,362,973)</u>	<u>(83,497)</u>	<u>(2,409,622)</u>	<u>(5,515,968)</u>
Capital Contributions	0	2,070,093	0	0
Operating Transfers In	7,118,139	5,918,505	5,468,339	5,515,968
Operating Transfers Out	0	0	(1,612,697)	0
Special Item, Transfer of capital assets to governmental activities	<u>0</u>	<u>(3,753,205)</u>	<u>0</u>	<u>0</u>
<b>NET INCOME (LOSS) BEFORE EXTRAORDINARY LOSS</b>	<u>(1,244,834)</u>	<u>2,081,803</u>	<u>1,446,020</u>	<u>0</u>
Extraordinary loss on disposal of treatment plant	<u>(1,948,410)</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>NET INCOME (LOSS)</b>	<u>(3,193,244)</u>	<u>2,081,803</u>	<u>1,446,020</u>	<u>0</u>
Amortization of Contributed Capital	2,618,265	0	0	0
<b>TOTAL NET ASSETS - Beginning</b>	<u>152,919,773</u>	<u>226,430,069</u> (1)	<u>228,511,872</u> (2)	<u>229,957,892</u>
<b>TOTAL NET ASSETS - Ending</b>	<u>\$152,344,794</u> (1)	<u>\$228,511,872</u>	<u>\$229,957,892</u>	<u>\$229,957,892</u>

Note 1: GASB change, Prior to FY02 contributed capital was reported as a separate component of retained earnings. Beginning with FY02, it was all consolidated.

Note 2: This does not include the Housing Management fund. Unaudited figures were unavailable at time of CABR report.

# City of Chattanooga, Tennessee

## Internal Service Funds

Schedule of Revenues, Expenditures, and Changes in Net Assets  
Years Ended June 30, 2001 - 2004

			unaudited	Projected
Net Assets, beginning of year	<u>35,942,278</u> <u>1,585,152</u>	<u>33,494,589</u> <u>1,568,756</u>	<u>35,967,695</u> <u>1,557,608</u>	<u>40,699,661</u> <u>903,107</u>
Revenues				
Billings to Departments	10,146,785	8,140,818	8,126,277	7,722,422
Other	<u>92,703</u>	<u>462,485</u>	<u>16,364</u>	<u>433,639</u>
Total Revenues	<u>\$10,239,488</u>	<u>\$8,603,303</u>	<u>\$8,142,641</u>	<u>\$8,156,061</u>
Expenditures				
Repairs & Maintenance - Amnicola	3,118,331	3,006,481	3,226,672	2,437,782
Repairs & Maintenance - 12th St	3,784,460	3,650,868	3,403,577	2,704,697
Operations - Amnicola	454,336	389,607	453,357	488,541
Operations - 12th St	1,056,339	833,937	1,011,575	1,425,041
Judgments & Costs	1,473,068	328,801	228,285	450,000
Water System	0	0	10,000	0
Claims & Tort Liabilities	185,809	205,596	276,670	450,000
Special Counsel	<u>183,541</u>	<u>199,161</u>	<u>187,006</u>	<u>200,000</u>
Total Expenditures	<u>\$10,255,884</u>	<u>\$8,614,451</u>	<u>\$8,797,142</u>	<u>\$8,156,061</u>
Excess (deficiency) of revenues over expenditures	<u>(16,396)</u>	<u>(11,148)</u>	<u>(654,501)</u>	<u>0</u>
Net Assets, ending of year	<u>\$1,568,756</u>	<u>\$1,557,608</u>	<u>\$903,107</u>	<u>\$903,107</u>



# Undesignated General Fund

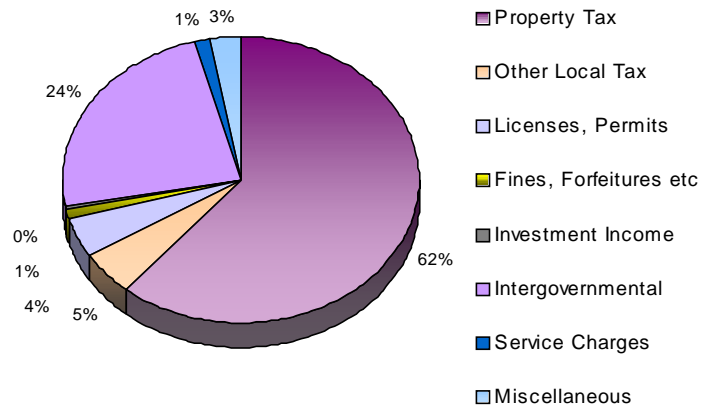
## Fund Structure

The Undesignated General Fund accounts for all financial resources applicable to the general operations of city government which are not 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. In FY 2004, the budgeted revenue and expenses are \$168,525,537. Included are designated general fund operations totaling \$23,968,537, the largest of which is the Economic Development and Education Fund with a budget of \$17,975,000. Undesignated general fund operations budget is \$144,557,000. The following charts relate to the undesignated general fund operations.

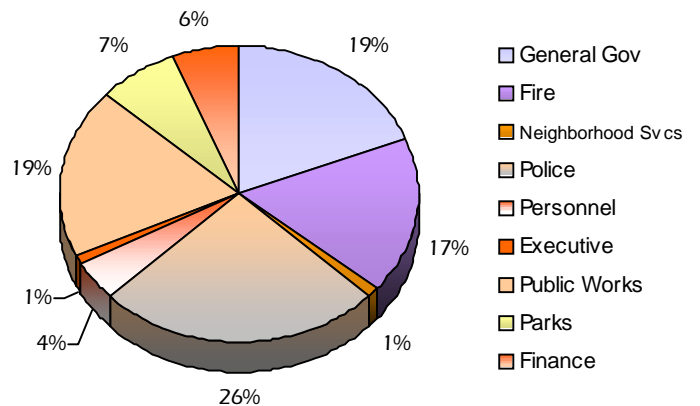
The major revenues of the general fund include: property taxes; other local taxes; licenses and permits; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

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

Revenues 2004  
 \$144,557,000



Appropriations 2004  
 \$144,557,000



**Fund Revenue Summary**  
Fiscal Years 2001 thru 2004  
(expressed in \$1,000)

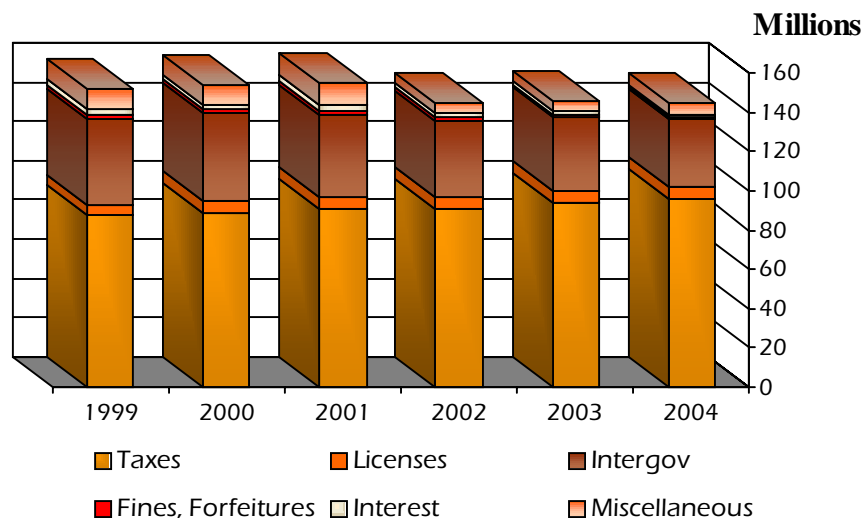
Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 INCREASE (DECREASE)	% CHANGE FY 03/04
<b>General Fund:</b>						
Property Taxes	66,868	83,311	85,940	88,229	2,289	2.7%
Other Local Taxes	7,197	7,411	7,364	7,390	26	0.4%
Licenses, Permits, Etc.	5,496	5,772	6,135	6,213	78	1.3%
Fines, Forfeitures & Penalties	1,826	1,734	1,762	1,616	(146)	-8.3%
Investment Income	2,457	1,766	1,468	715	(753)	-51.3%
Revenue from Other Agencies	38,240	36,421	37,861	34,341	(3,520)	-9.3%
Service Charges	905	1,280	1,525	1,911	386	25.3%
Miscellaneous Revenues	8,467	4,113	4,117	4,141	24	0.6%
<i>Total General Fund</i>	<u>131,456</u>	<u>141,808</u>	<u>146,172</u>	<u>144,556</u>	<u>(1,616)</u>	<u>-1.1%</u>

## Revenues

The proposed Budget for FY 2004 shows a decrease in Estimated Revenues of \$1,613,526 or -1.1% when compared to FY 03 Estimated Revenues. This decrease in Estimated Revenues for FY 2004 can be attributed to the decreased estimates for fines, forfeitures and penalties, investment income, and revenue from other agencies. County Wide sales tax is estimated to decrease \$906,032; State Income Tax is estimated to decrease by approximately \$1 million; Gross Receipts is expected to decrease by approximately \$300,000 in FY 2004; and the State Sales Tax is expected to decrease \$1,205,895 for the City in FY 2004. Property Tax is anticipated to continue a strong, healthy growth of 2.7%.

The chart shows the General Fund Revenues by Source for the fiscal years 1999 thru 2004.

**General Fund Revenues by Source**



## Property Taxes

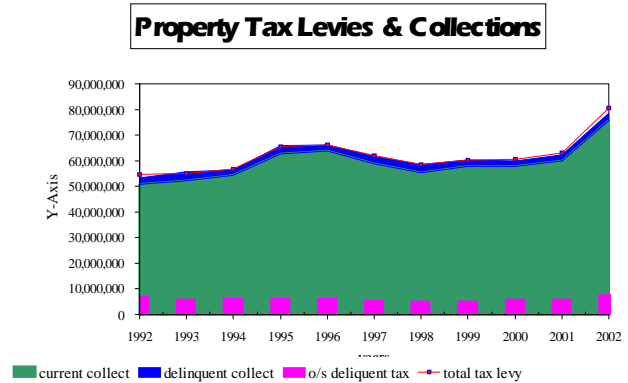
<b>FY 2004 Estimate :</b>	<b>\$88,229,048</b>
<b>% of General Fund:</b>	<b>61.03%</b>
<b>Growth From FY 03:</b>	<b>2,288,886</b>
<b>% Change:</b>	<b>2.7%</b>

Current Real Property Taxes remain the top source of funds for the City of Chattanooga, with the FY 2004 estimate of \$79,397,860 representing 54.9% of the total General Fund Budget. However, all property tax estimates inclusive of delinquencies and in lieu of tax payments total \$88,229,048 or 61.03% of the total General Fund budget. The current tax rate is \$2.516 per \$100.00 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98. Revenues generated in 1996 with this \$2.98 tax rate amounted to \$65,915,783 while the estimate for FY 2004 is \$79,397,860, an increase of \$25,560,263, or 38.8%. Assessments for 1995 were \$2,198,869,948. This figure has risen to \$3,035,505,894, an increase of \$836,835,946 a 3.8% increase. This is indeed good news for Chattanooga. 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. Effective August 1, 2003 taxes not paid by the due date shall bear interest at twelve percent (12%) per annum, and a penalty of six percent (6%) per annum, plus other penalties as provided by law, which shall be paid by the taxpayer except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705. If a tax bill continues to be unpaid through June of such following year, it is turned over to a Delinquent Tax Attorney to be filed in the Clerk and Master's office of Chancery Court on July 1 of such year for collection. An additional fee of 10% is charged representing a 5% attorney's collection fee and a 5% City General Fund fee. Property is subject to a tax sale once taxes are delinquent for three years.

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



Persuant to Tennessee Code Annotated 5-52-301 to 5-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987. The minimum levy for the EPB is \$2,296,692 based on 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 2004 is \$2,928,731 or 3.9% over FY03. The Telecommunication in lieu of tax due from the EPB is \$199,508 or 26.74% over FY03.

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

1994	2.62	
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	
2002	2.516	City Tax Increase
2003	2.516	
2004	2.516	

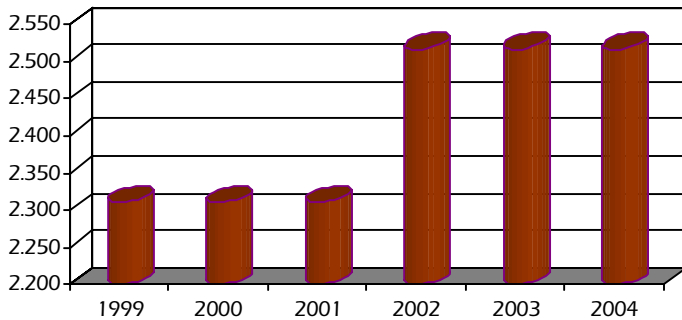
The 1995 increase in tax rates from \$2.62 to \$2.98 was the first tax increase imposed by the City since 1987 and was imposed primarily to provide funds for capital purposes. In FY02, a reappraisal year, the new certified

tax rate was \$2.036. A property tax increase of \$0.48 was approved increasing the rate to \$2.516. A one penny increase produces additional income of \$305,321. Current City policy for budgeting is to estimate a collection for 95% of the property tax levy.

**Payments In Lieu of Taxes.** Through a series of tax incentives and agreements the City receives sizeable In Lieu of Tax payments each year. 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: Tennessee Valley Authority, Burner Systems, Metals, USA, Kenco Group, Chattanooga Neighborhood Enterprise, E.I. Dupont, Regis Corp., Pavestone Co., Messer Griesheim Industries and Signal Mountain Cement. The collection of In Lieu of Taxes accounts for approximately three percent (3%) of the operating budget each year.

### Property Tax Rates

(per \$100 of Assessed Valuation)



### Other Local Taxes:

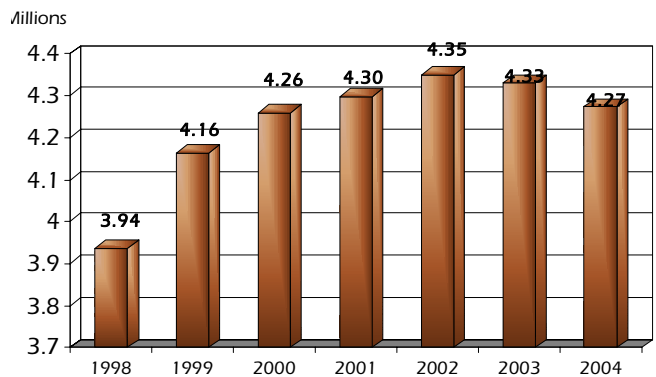
<b>FY 2004 Estimate :</b>	<b>\$7,390,024</b>
<b>% of General Fund:</b>	<b>5.11%</b>
<b>Growth From FY 03:</b>	<b>26,053</b>
<b>% Change:</b>	<b>.4%</b>

### Wholesale Beer Tax

FY 2004 Estimate:	\$4,273,300
% of General Fund:	3.0%
Decline From FY 03:	(56,700)
% Change:	(1.3%)

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 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%. But FY04 indicates a decrease of 1.3% from FY03. Revenue estimates for these collections are based on these known growth factors.

### Wholesale Beer Tax



### Licenses, Permits, Etc.:

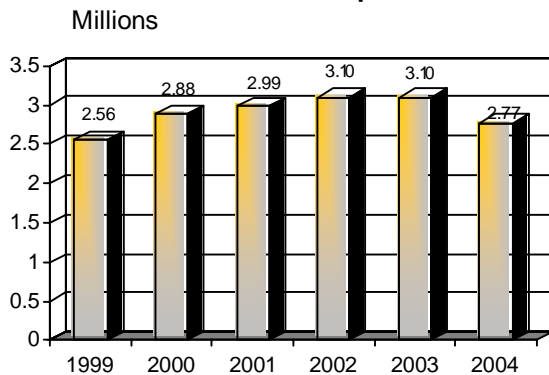
<b>FY 2004 Estimate :</b>	<b>\$6,213,139</b>
<b>% of General Fund:</b>	<b>4.3%</b>
<b>Growth From FY 03:</b>	<b>78,519</b>
<b>% Change:</b>	<b>1.3%</b>

### Gross Receipts Taxes

FY 2004 Estimate :	\$2,772,411
% of General Fund:	1.9%

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. However, the economic impact on retail sales in FY03 required a downward adjustment in the FY04 estimate.

### Gross Receipt Taxes



### Revenue from Other Agencies:

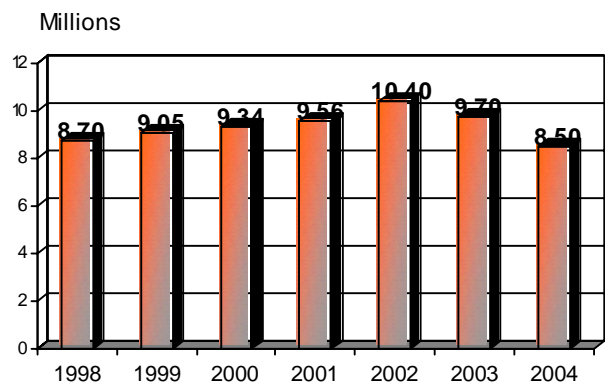
<b>FY 2004 Estimate :</b>	<b>\$34,341,318</b>
<b>% of General Fund:</b>	<b>23.8%</b>
<b>Decline From FY 03:</b>	<b>(3,519,213)</b>
<b>% Change:</b>	<b>(9.3)%</b>

### City Allocation State Sales Tax

FY 2004 Estimate:	\$ 8,497,319
% of General Fund :	5.88%
Decline From FY 03:	(1,205,895)
% Change:	(12.4%)

The State of Tennessee imposes a 7% tax on sales. Under TCA 67-6-103(3)(A), 5.5% to 5.75% is returned to all municipalities. This distribution is based on a population figure from the latest certified census. The City of Chattanooga has a certified population of 155,554 and its per capita allocation from state sales tax for Fiscal Year 2004 is \$56.49. The State Sales Tax is expected to decrease by 12.4%. This is due primarily to the state adoption of a revenue plan that cut state shared revenues coming back to the municipalities by 9%. Chattanooga is a border city with Georgia. Since the state increased the sales tax, numbers are beginning to show a trend of some economic movement across the state line. The current downturn in the economy experienced by most municipalities in the nation certainly has had an impact of Chattanooga.

### State Sales Tax



## County-Wide Sales Taxes

FY 2004 Estimate :	\$21,102,341
% of General Fund:	14.6%
Decline From FY 03:	(906,032)
% Change:	(4.1)%

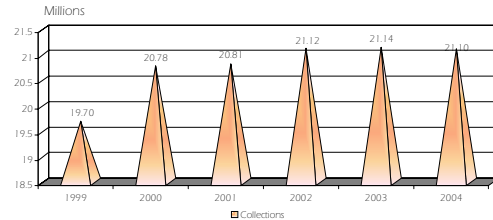
The County Wide Sales Tax, or Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended, the City and County have adopted a Local Option Sales Tax. The citizens of Hamilton County have adopted, by referendum a count-wide sales tax of 1.75%.

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 \$19,698,478 in FY 99. FY00 shows a spike in collections of \$20,777,740, an increase of over \$1.M or 5.5%. Since that time growth has leveled to about 1% a year. Total collections in FY03 amounted to \$21,141,665, a 7.3% increase over the five-year period. FY04 estimate shows a decrease of 4.1%.

The County-wide sales tax represents 14.6% of the total General Fund revenues for FY 2004.

## County-Wide Sales Tax



**Undesignated General Fund Expenditure Summary**  
 Fiscal Years Ending June 30, 2001 - 2004  
 (expressed in \$1,000)

Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 INCREASE (DECREASE)	% CHANGE FY 03/04
<b>General Fund:</b>						
General Government & Agencies	29,250	31,990	30,106	27,428	(2,678)	-8.9%
Department of Finance & Administration	5,424	8,069	8,803	8,645	(158)	-1.8%
Department of Police	30,785	32,974	35,215	36,994	1,779	5.1%
Department of Fire	19,447	20,958	22,971	24,899	1,928	8.4%
Department of Public Works	19,395	24,995	25,976	26,839	863	3.3%
Department of Recreation, Arts & Culture	10,291	10,840	10,945	10,648	(297)	-2.7%
Department of General Services	17,545	-	-	-	-	N/A
Department of Personnel	945	7,166	8,766	6,254	(2,512)	-28.7%
Department of Neighborhood Services	1,454	1,660	1,769	1,456	(313)	-17.7%
Executive Branch	-	1,326	1,620	1,394	(226)	N/A
<i>Total General Fund</i>	<u>134,536</u>	<u>139,978</u>	<u>146,171</u>	<u>144,557</u>	<u>(1,614)</u>	<u>-1.1%</u>

## Expenses

### General Government & Agencies

FY 2004 Appropriation: **\$27,428,467**  
 % of General Fund:  
 19.1%

Decrease From FY 03: **(2,677,502)**  
 % Change:  
 (8.89%)

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 decisions reached during the joint budget hearings with the County Commission.

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

CARTA Subsidy  
 FY 2004 Appropriation: **\$3,158,650**  
 Decrease From FY 03: **(81,000)**  
 % Change: **(2.5%)**

The City finances part of the Chattanooga Area Regional Transportation Authority's operating loss. The CARTA appropriation of \$3,158,650 enables CARTA to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping and other activities.

Carter Street Corporation Lease Agreement  
 FY 2004 Appropriation: **\$1,420,529**  
 Decrease From FY 03: **(236)**  
 % Change: **(0.02%)**  
 This appropriation of \$1,420,529 represents the City

of Chattanooga's two-thirds share of the retirement of bonds sold for the construction of the Chattanooga Hamilton County Convention and Trade Center.

Chattanooga-Hamilton County Bicentennial Library  
 FY 2004 Appropriation: **\$2,405,725**  
 Growth From FY 03: **-0-**  
 % Change: **0.0%**

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

Chattanooga Neighborhood Enterprises  
 FY 2004 Appropriation: **\$2,000,000**  
 Growth From FY 03: **-0-**  
 % Change: **0.0%**

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

Debt Service Fund  
 FY 2004 Appropriation: **\$7,636,840**  
 Growth From FY 03: **1,443,754**  
 % Change: **23.3%**  
 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.

Renewal & Replacement Fund  
 FY 2004 Appropriation: **\$1,500,000**  
 Increase From FY 03: **-0-**  
 % Change: **0.0%**

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 departments 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 2004 Appropriation :	\$8,645,340
% of General Fund:	5.98%
Decrease from FY 03:	(157,451)
% Change:	(1.79%)

This department oversees all aspects of the City's financial program, asset management and Information Services. 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, information service's hardware and software maintenance costs, and basic telecommunication support not charged directly to the departments.

### Department of Police

FY 2004 Appropriation:	\$36,994,102
% of General Fund:	25.6%
Growth From FY 03:	1,779,179
% Change:	5.1%

The projected increase includes funds for employee raises and the corresponding fringe benefits, including the increase to the F&P Pension fund from 15.72% to 18.39%

### Department of Fire

FY 2004 Appropriation:	\$24,898,855
% of General Fund:	17.2%
Growth From FY 03:	1,927,910
% Change:	8.39%

The projected increase includes funds for employee raises and the corresponding fringe benefits, including the increase to the F&P Pension fund from 15.72% to 18.39%

### Department of Public Works

FY 2004 Appropriation:	\$26,838,624
% of General Fund:	18.57%
Growth from FY 03:	862,574
% Change:	3.32%

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 Solid Waste/Sanitation Fund. Increased appropriations in this department represent personnel pay increases and increased motor vehicle maintenance. The largest expense associated with this department is the appropriation to the Solid Waste/Sanitation Fund, which increased \$47,629 from \$4,784,387 to \$4,832,016.

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

FY 2004 Appropriation :	\$10,647,641
% of General Fund:	7.37%
Decrease From FY 03:	(297,219)
% Change:	(2.72%)

The decrease of \$297,219 in the Department of Parks, Recreation, Arts, and Culture is the result of a reduction in personnel positions. FY 2004 budget does include funds for pay increases and the corresponding fringe benefits.

### Department of Personnel

FY 2004 Appropriation:	\$6,253,797
% of General Fund :	4.3%
Decrease From FY 03:	(2,512,019)
% Change:	(28.66)%

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

The projected decrease of \$2,512,019 for FY 2004 is due to the transfer of on-the-job injury (OJI) and retiree medical costs to other city departments and funds.

### Department of Neighborhood Services

FY 2004 Appropriation :	\$1,455,819
% of General Fund:	1.0%
Decrease From FY 03:	(313,636)
% Change:	(17.7%)

Since its establishment in FY98, many changes have occurred that significantly increased the functions and visibility of this department. During the previous administration, Better Housing functions were transferred from Public Works, thus creating the Department of Neighborhood Services.



### Executive Branch

FY 2004 Appropriation:	\$1,394,355
% of General Fund:	1.0%
Decrease From FY 03:	(225,362)
% Change:	(13.91%)

The Executive Branch was established for functions in which the Mayor's office desired more direct control or input. This branch includes the Mayor's Office, Office of Performance Review, Community Development, and Grants Administration.

## Undesignated General Fund Revenues

Fiscal Years 2001 - 2004

Revenue Source	Actual	Actual	Budget	Budget	%		%
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	BUDGET '04 INC/(DEC)	CHANGE FY 03/04	
<b>Property Taxes:</b>							
Current Property Taxes Real	60,051,130	75,796,622	77,993,969	79,397,860	1,403,891	1.8%	54.92%
Interest & Penalty - Current Year	76,893	86,551	50,000	67,167	17,167	34.3%	0.05%
Interest & Penalty - Prior Year	201,341	240,413	200,000	261,406	61,406	30.7%	0.18%
Prior Year Real & Personal Taxes	2,413,288	2,700,473	2,605,000	2,605,000	0	0.0%	1.80%
City Fee- Collection of Delinquent Taxes	98,741	116,038	100,000	275,810	175,810	175.8%	0.19%
Corporate Excise Tax- State	75,028	131,676	131,600	183,932	52,332	39.8%	0.13%
Collections - In Lieu of Taxes	3,951,699	4,238,897	4,859,593	5,437,873	578,280	11.9%	3.76%
<b>Total Property Tax</b>	<b>\$66,868,120</b>	<b>\$83,310,670</b>	<b>\$85,940,162</b>	<b>\$88,229,048</b>	<b>2,288,886</b>	<b>2.7%</b>	<b>61.03%</b>
<b>Other Local Taxes:</b>							
Franchise Taxes-Chatt Gas	291,250	238,906	306,250	313,750	7,500	2.4%	0.22%
Franchise Taxes - CCTV	1,228,026	1,337,746	1,337,746	1,397,342	59,596	4.5%	0.97%
Liquor Taxes	1,375,562	1,379,987	1,385,475	1,400,700	15,225	1.1%	0.97%
Beer Taxes	4,298,709	4,449,366	4,330,000	4,273,300	(56,700)	-1.3%	2.96%
Local Litigation Taxes	3,365	4,908	4,500	4,932	432	9.6%	0.00%
<b>Total Other Local Taxes</b>	<b>\$7,196,912</b>	<b>\$7,410,913</b>	<b>\$7,363,971</b>	<b>\$7,390,024</b>	<b>26,053</b>	<b>0.4%</b>	<b>5.11%</b>
<b>Licenses, Permits, Etc.:</b>							
Motor Vehicle License	410,560	377,745	400,000	393,564	(6,436)	-1.6%	0.27%
Parking Meters	441,417	424,480	427,000	441,634	14,634	3.4%	0.31%
Business License excluding Liquor	123,725	121,034	120,000	120,000	0	0.0%	0.08%
Gross Receipts Tax	2,990,651	2,781,220	3,100,000	2,772,411	(327,589)	-10.6%	1.92%
Building Permits	467,412	678,159	750,000	917,863	167,863	22.4%	0.63%
Other Licenses, Permits, Fees	1,061,936	1,389,051	1,337,620	1,567,667	230,047	17.2%	1.08%
<b>Total Licenses &amp; Permits</b>	<b>\$5,495,701</b>	<b>\$5,771,689</b>	<b>\$6,134,620</b>	<b>\$6,213,139</b>	<b>\$78,519</b>	<b>1.3%</b>	<b>4.30%</b>
<b>Fines, Forfeitures, &amp; Penalties:</b>							
City Court Fines	1,201,240	1,062,254	1,104,625	795,569	(309,056)	-28.0%	0.55%
Criminal Court Fines	192,966	172,868	170,579	243,398	72,819	42.7%	0.17%
Parking Ticket Fines	406,876	475,012	486,556	577,116	90,560	18.6%	0.40%
Other Fines Forfeitures, & Penalties	24,655	23,710	0	0	0	N/A	0.00%
<b>Total Fines, Forfeitures, &amp; Penalties</b>	<b>\$1,825,737</b>	<b>\$1,733,844</b>	<b>\$1,761,760</b>	<b>\$1,616,083</b>	<b>(\$145,677)</b>	<b>-8.3%</b>	<b>1.12%</b>
<b>Investment Income:</b>							
Interest on Investments	2,371,112	1,385,332	1,402,500	650,058	(752,442)	-53.7%	0.45%
Sale of Property	86,367	381,078	65,000	65,000	0	0.0%	0.04%
<b>Total Investment Income</b>	<b>\$2,457,479</b>	<b>\$1,766,410</b>	<b>\$1,467,500</b>	<b>\$715,058</b>	<b>(752,442)</b>	<b>-51.3%</b>	<b>0.49%</b>

## Undesignated General Fund Revenues

Fiscal Years 2001 - 2004

Revenue Source	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 INC./DEC)	% CHANGE FY 03/04	% OF TOTAL
<b>Revenue From Other Agencies:</b>							
County wide Sales Tax - General Fund	20,814,515	21,120,255	22,008,373	21,102,341	(906,032)	-4.1%	14.60%
State Beer Tax	77,984	76,018	77,158	73,560	(3,598)	-4.7%	0.05%
Hall Income Tax	3,050,215	2,567,398	3,050,000	2,000,000	(1,050,000)	-34.4%	1.38%
State Sales Tax	9,557,992	9,340,311	9,703,214	8,497,319	(1,205,895)	-12.4%	5.88%
State Mixed Drink Tax	1,219,394	1,269,230	1,300,254	1,074,629	(225,625)	-17.4%	0.74%
State Gas Inspection Fees	366,320	359,009	359,000	323,061	(35,939)	-10.0%	0.22%
State Maintenance of Streets	104,097	109,080	124,000	99,897	(24,103)	-19.4%	0.07%
State Alcohol Beverage Tax	67,775	65,149	65,000	66,514	1,514	2.3%	0.05%
State DOT - TVRM	73,600	0	0	0	0	N/A	0.00%
State Safe Neighborhood Act	342,022	0	0	0	0	N/A	0.00%
State - Special Training Funds	429,575	391,320	390,000	415,800	25,800	6.6%	0.29%
State - Telecom Sales Tax	26,137	23,201	23,692	25,806	2,114	8.9%	0.02%
HUD-Harriet Tubman	155,809	0	0	0	0	N/A	0.00%
Ham. County-Ross Landing Plaza	544,550	531,554	629,840	528,391	(101,449)	-16.1%	0.37%
Ham. County-Radio & Electronics	48,000	48,000	130,000	134,000	4,000	3.1%	0.09%
COPS - MORE Grant	147,059	36,279	0	0	0	N/A	0.00%
COPS Universal Hiring Grant	1,215,442	484,301	0	0	0	N/A	0.00%
<b>Total Revenue from Other Agencies</b>	<b>\$38,240,486</b>	<b>\$36,421,105</b>	<b>\$37,860,531</b>	<b>\$34,341,318</b>	<b>(\$3,519,213)</b>	<b>-9.3%</b>	<b>23.76%</b>
<b>Service Charges:</b>							
City Court Cost	94,653	86,884	102,357	295,072	192,715	188.3%	0.20%
Clerk's Fee	335,739	541,715	685,000	876,896	191,896	28.0%	0.61%
State Court Cost	7,781	6,004	6,500	4,218	(2,282)	-35.1%	0.00%
Public Works - Services Charge	0	102,016	158,790	264,128	105,338	66.3%	0.18%
PRAC - Services Charge	258,840	299,445	287,981	275,678	(12,303)	-4.3%	0.19%
Police - Service Charge	85,088	134,168	142,652	152,987	10,335	7.2%	0.11%
Other Charges for Services	122,565	109,480	141,607	42,449	(99,158)	-70.0%	0.03%
<b>Total Service Charges</b>	<b>\$904,666</b>	<b>\$1,279,712</b>	<b>\$1,524,887</b>	<b>\$1,911,428</b>	<b>386,541</b>	<b>25.3%</b>	<b>1.32%</b>
<b>Miscellaneous Revenues:</b>							
Indirect Cost	1,679,578	1,679,578	2,134,646	2,585,866	451,220	21.1%	1.79%
Land & Bldg. Rents	67,373	83,367	75,000	69,887	(5,113)	-6.8%	0.05%
Dock Rental	27,071	20,460	20,000	26,321	6,321	31.6%	0.02%
Department Reimb-Health Insurance	2,896,829	0	0	0	0	N/A	0.00%
Employee Share-Health Insurance	1,356,659	0	0	0	0	N/A	0.00%
Retiree Reimbursements (Regular)	457,839	726,576	752,217	0	(752,217)	-100.0%	0.00%
Mem. Aud.- Rents, Conc., OT, BO	410,807	388,094	321,500	326,199	4,699	1.5%	0.23%
Tivoli - Rents, Conc., OT, BO	208,580	196,409	193,200	197,816	4,616	2.4%	0.14%
Coolidge Park Revenue	210,266	168,721	166,200	133,627	(32,573)	-19.6%	0.09%
Other General Government Misc.	1,151,840	850,284	454,332	801,186	346,854	76.3%	0.55%
<b>Total Miscellaneous Revenues</b>	<b>\$8,466,842</b>	<b>\$4,113,489</b>	<b>\$4,117,095</b>	<b>\$4,140,902</b>	<b>23,807</b>	<b>0.6%</b>	<b>2.86%</b>
<b>Grand Totals</b>	<b>\$131,455,943</b>	<b>\$141,807,832</b>	<b>\$146,170,526</b>	<b>\$144,557,000</b>	<b>(\$1,613,526)</b>	<b>-1.1%</b>	<b>100.00%</b>

**Undesignated General Fund Expenditures**  
Fiscal Years 2001 - 2004

Expenditure	Actual	Actual	Budget	Budget	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04	% OF TOTAL
	FY 00/01	FY 01/02	FY 02/03	FY 03/04			
<b>General Government &amp; Agencies</b>							
<b>Agencies</b>							
Air Pollution	270,820	270,820	270,820	270,820	0	0.00%	0.19%
Allied Arts:							
Operations	250,000	250,000	250,000	250,000	0	0.00%	0.17%
African American Museum	70,000	70,000	70,000	70,000	0	0.00%	0.05%
Chattanooga Regional History	48,000	48,000	24,000	24,000	0	0.00%	0.02%
Assoc of Visual Artists	15,000	15,000	15,000	15,000	0	0.00%	0.01%
CARCOG & SETDD	30,493	30,493	30,493	30,493	0	0.00%	0.02%
CARTA	2,770,276	2,976,800	3,239,650	3,158,650	(81,000)	-2.50%	2.19%
Carter Street Corporation	81,955	0	352,324	176,324	(176,000)	-49.95%	0.12%
Carter Street Lease	1,427,783	1,426,092	1,420,765	1,420,529	(236)	-0.02%	0.98%
Chattanooga Urban League	50,000	50,000	50,000	50,000	0	0.00%	0.03%
C-HC Bicentennial Public Librar	2,230,262	2,405,725	2,405,725	2,405,725	0	0.00%	1.66%
Chattanooga Neighborhood Ente	2,000,000	2,000,000	2,000,000	2,000,000	0	0.00%	1.38%
Children's Advocacy Center	30,000	30,000	30,000	30,000	0	0.00%	0.02%
Community Foundation Scholars	160,000	160,000	160,000	160,000	0	0.00%	0.11%
Community Impact Fund	166,000	0	0	0	0	N/A	0.00%
Downtown Partnership	140,000	140,000	140,000	140,000	0	0.00%	0.10%
Heritage Hall Board	35,000	35,000	35,000	35,000	0	0.00%	0.02%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.00%	0.01%
Inner-City Develop Corp	35,000	35,000	35,000	0	(35,000)	-100.00%	0.00%
M L King / CDC	19,132	0	0	0	0	N/A	0.00%
Community Research Council	10,000	10,000	10,000	10,000	0	0.00%	0.01%
Regional Planning Agency	840,463	876,277	974,817	974,817	0	0.00%	0.67%
Scenic Cities	30,294	30,294	30,294	30,294	0	0.00%	0.02%
Storm Water Fund	71,507	71,309	75,000	70,000	(5,000)	-6.67%	0.05%
Tennessee Riverpark	712,212	698,035	767,584	798,471	30,887	4.02%	0.55%
Tenn Valley Railroad Museum	73,600	0	0	0	0	N/A	0.00%
West Side Development Corp	0	0	75,000	75,000	0	0.00%	0.05%
WTCI - TV 45	60,000	60,000	60,000	60,000	0	0.00%	0.04%
<b>General Government</b>							
Audits, Dues & Surveys	125,320	111,660	166,754	206,757	40,003	23.99%	0.14%
Capital Improvements	3,593,200	5,302,101	4,500,000	0	(4,500,000)	-100.00%	0.00%
City Attorney/Operations	586,870	644,034	726,921	685,101	(41,820)	-5.75%	0.47%
City Attorney Liability Insurance F	2,050,000	850,000	500,000	1,100,000	600,000	120.00%	0.76%
City Council	501,239	576,765	665,658	676,775	11,117	1.67%	0.47%
City Court Judicial	579,367	581,372	690,029	622,277	(67,752)	-9.82%	0.43%
Contingency Fund	201,359	33,685	500,000	578,426	78,426	15.69%	0.40%
Debt Service Fund	6,424,417	8,964,342	6,193,086	7,636,840	1,443,754	23.31%	5.28%
Election Expense	159,587	0	0	0	0	N/A	0.00%
Executive Office of Mayor	419,581	0	0	0	0	N/A	0.00%
Human Services	1,424,655	1,481,641	1,481,641	1,333,477	(148,164)	-10.00%	0.92%
Intergovernmental Relations	145,856	217,531	228,850	228,850	0	0.00%	0.16%
Pensions, FICA & UIC	23,790	36,712	41,500	23,937	(17,563)	-42.32%	0.02%
T.A.P. (tuition & books)	17,700	22,710	20,000	20,000	0	0.00%	0.01%
Downtown Design Center	22,509	158,402	135,324	218,535	83,211	61.49%	0.15%
Real Estate Fund	100,000	0	0	0	0	N/A	0.00%
Renewal & Replacement	1,228,906	1,302,836	1,500,000	1,500,000	0	0.00%	1.04%
Citizen Relationships Mgmt	0	0	216,934	324,869	107,935	49.75%	0.22%
Taxi Board	0	0	300	0	(300)	-100.00%	0.00%
<b>total</b>	<b>\$29,249,653</b>	<b>\$31,990,136</b>	<b>\$30,105,969</b>	<b>\$27,428,467</b>	<b>(2,677,502)</b>	<b>-8.89%</b>	<b>18.97%</b>
<b>Department of Finance &amp; Administration:</b>							
Finance Office	1,387,867	1,398,732	1,715,550	1,798,128	82,578	4.81%	1.24%
Information Systems	2,244,977	2,407,286	2,517,994	2,558,064	40,070	1.59%	1.77%
City Treasurer	514,670	522,559	541,065	526,254	(14,811)	-2.74%	0.36%
Telecommunications	409,229	510,192	463,713	461,126	(2,587)	-0.56%	0.32%
City Court Clerk's Office	867,729	982,311	1,133,717	1,049,336	(84,381)	-7.44%	0.73%
Geographic Information System	0	0	115,475	0	(115,475)	-100.00%	0.00%
Purchasing	0	905,824	849,196	801,230	(47,966)	-5.65%	0.55%
Building Maintenance	0	726,126	704,330	746,866	42,536	6.04%	0.52%
Radio & Electronics	0	322,085	373,040	389,097	16,057	4.30%	0.27%
Property Maintenance	0	110,886	156,100	151,500	(4,600)	-2.95%	0.10%
Real Estate	0	182,900	232,611	163,739	(68,872)	-29.61%	0.11%
<b>total</b>	<b>\$5,424,472</b>	<b>\$8,068,901</b>	<b>\$8,802,791</b>	<b>\$8,645,340</b>	<b>(157,451)</b>	<b>-1.79%</b>	<b>5.98%</b>

**Undesignated General Fund Expenditures**  
Fiscal Years 2001 - 2004

Expenditure	Actual	Actual	Budget	Budget	BUDGET '04	%	OF TOTAL
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	INC/DEC	CHANGE FY 03/04	
<b>Department of Police:</b>	<b>\$30,785,345</b>	<b>\$32,973,557</b>	<b>\$35,214,923</b>	<b>\$36,994,102</b>	<b>\$1,779,179</b>	<b>5.05%</b>	<b>25.59%</b>
<b>Department of Fire:</b>							
Fire Operations	18,463,629	20,467,140	22,510,645	24,325,655	1,815,010	8.06%	16.83%
Utilities	972,095	485,041	455,800	573,200	117,400	25.76%	0.40%
Combat Challenge	11,258	5,793	4,500	0	(4,500)	-100.00%	0.00%
<b>total</b>	<b>\$19,446,982</b>	<b>\$20,957,974</b>	<b>\$22,970,945</b>	<b>\$24,898,855</b>	<b>1,927,910</b>	<b>8.39%</b>	<b>17.22%</b>
<b>Department of Public Works:</b>							
Administration	580,820	510,666	579,580	929,576	349,996	60.39%	0.64%
City Engineer	1,602,526	1,767,987	1,909,238	1,964,322	55,084	2.89%	1.36%
City Wide Services	2,627,670	2,991,163	3,232,254	3,485,331	253,077	7.83%	2.41%
Sewer Construction & Maintenance	1,529,760	1,760,883	1,908,019	1,916,986	8,967	0.47%	1.33%
Inspection	1,262,568	1,393,618	1,617,740	1,920,631	302,891	18.72%	1.33%
Utilities	147,120	126,197	142,300	146,755	4,455	3.13%	0.10%
Pump Stations	95,494	63,622	100,125	96,025	(4,100)	-4.09%	0.07%
Traffic Management	1,900,425	2,107,527	2,225,414	2,296,316	70,902	3.19%	1.59%
Street Lighting	2,337,044	2,361,794	2,467,200	2,563,500	96,300	3.90%	1.77%
Subsidies to Other Funds	7,311,670	6,163,244	5,788,339	5,515,968	(272,371)	-4.71%	3.82%
Municipal Forestry	0	399,587	505,664	511,108	5,444	1.08%	0.35%
Waste Pickup - Brush	0	2,609,241	2,711,941	2,798,780	86,839	3.20%	1.94%
Waste Pickup - Garbage	0	2,739,558	2,788,236	2,693,326	(94,910)	-3.40%	1.86%
<b>total</b>	<b>\$19,395,097</b>	<b>\$24,995,087</b>	<b>\$25,976,050</b>	<b>\$26,838,624</b>	<b>862,574</b>	<b>3.32%</b>	<b>18.57%</b>
<b>Department of Parks, Recreation, Arts, &amp; Culture:</b>							
Administration	754,443	727,265	853,838	805,584	(48,254)	-5.65%	0.56%
Recreation	3,517,613	3,813,295	4,058,489	4,084,971	26,482	0.65%	2.83%
Parks	4,949,808	5,082,953	4,809,244	4,565,608	(243,636)	-5.07%	3.16%
Civic Facilities	1,068,647	1,216,431	1,223,289	1,191,478	(31,811)	-2.60%	0.82%
<b>total</b>	<b>\$10,290,511</b>	<b>\$10,839,944</b>	<b>\$10,944,860</b>	<b>\$10,647,641</b>	<b>(297,219)</b>	<b>-2.72%</b>	<b>7.37%</b>
<b>Department of General Services:</b>							
Administration	527,042	0	0	0	0	N/A	0.00%
City Hall Annex	676,957	0	0	0	0	N/A	0.00%
Radio & Electronics	341,523	0	0	0	0	N/A	0.00%
Employee Benefits	218,923	0	0	0	0	N/A	0.00%
Insurance Program	12,762,525	0	0	0	0	N/A	0.00%
Job Injuries	2,256,211	0	0	0	0	N/A	0.00%
Purchasing	761,687	0	0	0	0	N/A	0.00%
<b>total</b>	<b>\$17,544,868</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>N/A</b>	<b>0.00%</b>
<b>Department of Personnel:</b>							
Administration	809,778	862,439	994,283	951,543	(42,740)	-4.30%	0.66%
Physicals	134,911	101,806	142,100	125,450	(16,650)	-11.72%	0.09%
Employee's Insurance Office	0	279,753	317,403	325,323	7,920	2.50%	0.23%
Employee's Insurance Program	0	3,995,949	5,212,030	4,772,881	(439,149)	-8.43%	3.30%
Job Injury Administration	0	1,925,759	2,100,000	78,600	(2,021,400)	-96.26%	0.05%
<b>total</b>	<b>\$944,689</b>	<b>\$7,165,706</b>	<b>\$8,765,816</b>	<b>\$6,253,797</b>	<b>(2,512,019)</b>	<b>-28.66%</b>	<b>4.33%</b>
<b>Department of Neighborhood Services:</b>							
Administration	363,984	494,437	367,088	312,698	(54,390)	-14.82%	0.22%
Codes & Community Services	667,437	716,263	865,556	686,468	(179,088)	-20.69%	0.47%
Human rights	85,211	0	0	0	0	N/A	0.00%
Neighborhood Relations	215,530	282,648	421,811	341,653	(80,158)	-19.00%	0.24%
Neighborhood Grants	121,517	166,954	115,000	115,000	0	0.00%	0.08%
<b>total</b>	<b>\$1,453,679</b>	<b>\$1,660,302</b>	<b>\$1,769,455</b>	<b>\$1,455,819</b>	<b>(313,636)</b>	<b>-17.73%</b>	<b>1.01%</b>
<b>Executive Branch</b>							
Mayor's Office	0	718,126	856,904	853,708	(3,196)	-0.37%	0.59%
Internal Audit	0	0	331,761	0	(331,761)	-100.00%	0.00%
Office of Performance Review	0	116,135	0	216,135	216,135	N/A	0.15%
Human Rights	0	71,601	82,804	36,652	(46,152)	-55.74%	0.03%
Community Development	0	411,470	257,847	190,501	(67,346)	-26.12%	0.13%
Grants Administration	0	9,000	90,401	97,359	6,958	7.70%	0.07%
<b>total</b>	<b>\$0</b>	<b>\$1,326,332</b>	<b>\$1,619,717</b>	<b>\$1,394,355</b>	<b>(225,362)</b>	<b>-13.91%</b>	<b>0.96%</b>
<b>Expenditure Total</b>	<b>\$134,535,296</b>	<b>\$139,977,939</b>	<b>\$146,170,526</b>	<b>\$144,557,000</b>	<b>(\$1,613,526)</b>	<b>-1.10%</b>	<b>100.00%</b>



# Special Revenue Funds

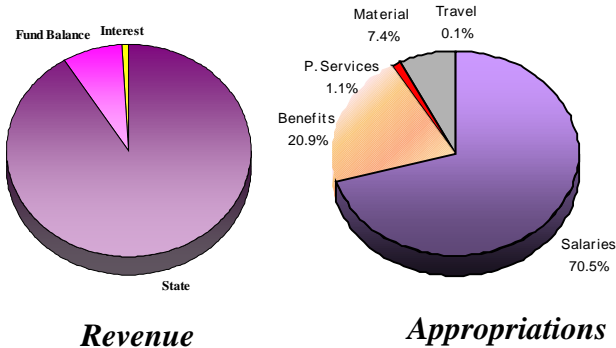
## Fund Structure

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 State Street Aid, Human Services, Economic Development, Community Development, and Hotel/Motel Occupancy Tax Fund. As of June 30, 2003 the budgeted revenue and expenses were as follows:

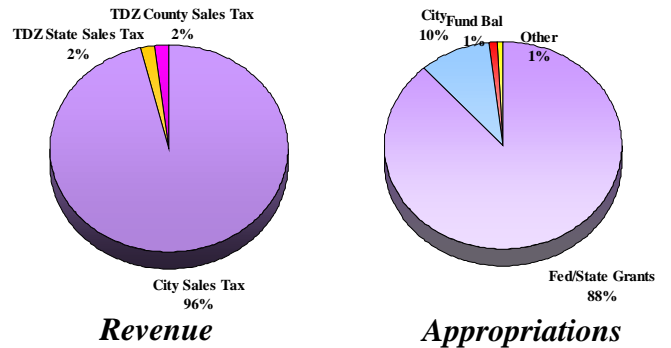
	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
State Street Aid Fund	\$4,350,000	\$4,696,715	\$4,410,487
Human Services Fund	\$12,429,918	\$10,658,139	\$11,504,088
Economic Development Fund	\$17,618,315	\$17,643,146	\$16,179,543
Community Development Fund	\$5,318,000	\$5,210,950	\$5,053,484
Hotel/Motel Tax	\$ 486,500	\$ 878,656	\$ 878,656

## Fiscal Year 2003/2004

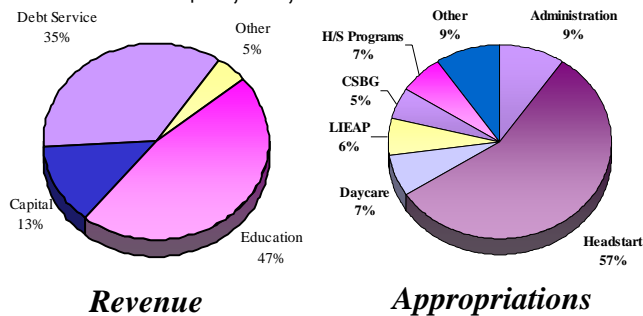
**State Street Aid**  
\$3,971,297



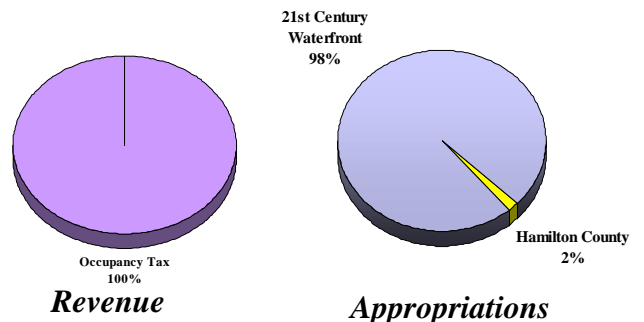
**Economic Development**  
\$17,975,000



**Human Services**  
\$13,933,961



**Hotel/Motel Tax**  
\$1,750,000



**Fund Revenue Summary**  
 Fiscal Years Ending June 30, 2001 - 2004  
 (expressed in \$1,000)

Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	Budget '04 Increase (Decrease) INC/(DEC)	% CHANGE FY 03/04
Special Revenue Fund						
Real Estate	297	-	0	0	(474)	-100.0%
State Street Aid	4,947	4,697	4,350	3,971	(325)	-7.0%
Human Services	10,944	11,801	12,430	13,934	(364)	-2.8%
Economic Development Fund	17,052	18,004	17,618	17,975	195	1.1%
Hotel/Motel Tax Fund	-	-	-	1,750	1,750	1.1%
Community Development Fund	6,025	4,330	5,318	4,922	(396)	-7.4%
Total Special Revenue Fund	39,265	38,832	39,716	42,552	385	1.0%

## Revenues

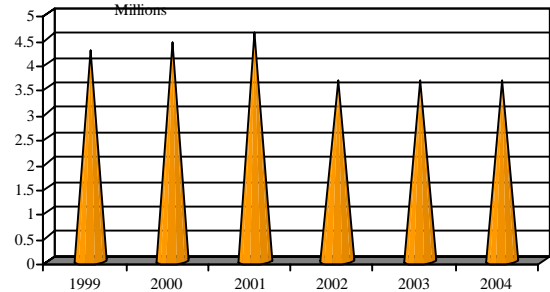
### Real Estate Fund

The Real Estate Fund, formerly a special revenue fund, was moved to General Fund in the FY2002 budget. This fund was originally set up as a special revenue fund to preserve an accumulated fund balance. This fund is now a part of General Fund under the Department of Finance & Administration and is fully funded by General Revenue.

### 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. As in FY2002, the City distribution is expected to decrease further due to 9% cut in state shared revenues but no reduction is shown for FY 04

### State Gas Tax Collections



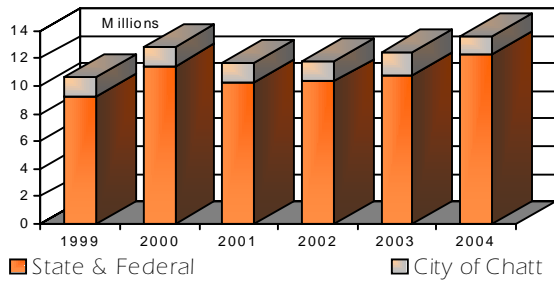
### Human Services Fund

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%.

It is expected that resources will remain constant. The chart below shows how this fund has varied through the years.



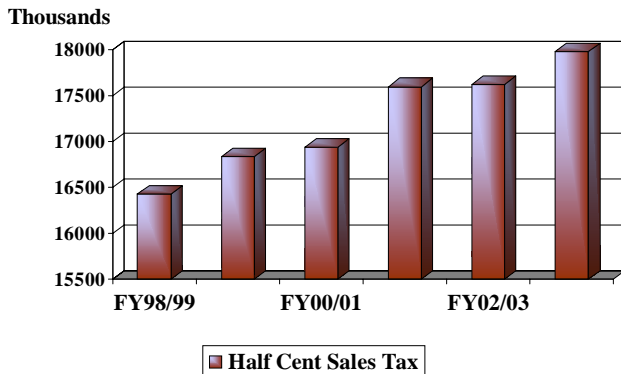
## Human Services Collections



## Economic Development Fund

In August 1997, the citizens of Chattanooga approved a half-a-cent tax on retail sales within the city. Revenues from this tax are dedicated to education and economic development. 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 all funds are appropriated to economic development and half to education.

Economic Development Collections

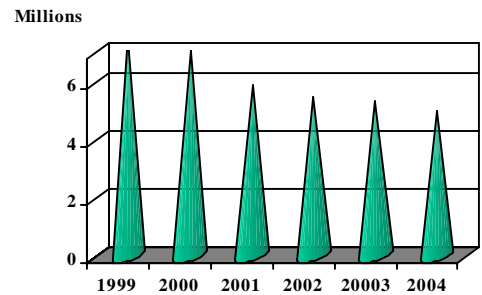


## Community Development

Annual funding is allocated by the U.S. Department of Housing and Urban Development which accounts for the fluctuation in the revenues received each year.

The total FY04 decrease for this fund is \$396,000 compared to FY03. This decrease in the 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.

## Community Development Collections



## Hotel-Motel Occupancy Privilege Tax Fund

Recently enacted legislation grants the City of Chattanooga the authority to levy a privilege tax on the occupancy of hotel/motel rooms by transients. Pursuant to T.C.A 67-4-1401, et seq. and City Ordinance No 11303, the City has levied such a tax that will be phased in over a 30-month period and began on October 1, 2002 at the following rates:

October 1, 2002 thru September 30, 2003	2%
October 1, 2003 thru April 30, 2005	3%
May 1, 2005 and thereafter	4%

The FY03 collections totaled \$876,507. The FY04 estimate is \$1,750,000.



**Fund Expenditure Summary**

Fiscal Years Ending June 30, 2001 - 2004  
(expressed in \$1,000)

Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	Budget '04 Increase (Decrease)	% CHANGE FY 03/04
Special Revenue Fund						
Real Estate	470	0	0	0	(474)	-100.0%
State Street Aid	4,580	4,529	4,350	3,971	(325)	-7.5%
Human Services	10,225	11,504	12,430	13,934	(364)	-2.8%
Economic Development Fund	22,697	16,298	17,618	17,975	195	1.1%
Hotel/Motel Tax Fund	-	-	-	1,750	1,750	N/A
Community Development Fund	5,808	4,517	5,318	4,922	(396)	-7.4%
Total Special Revenue Fund	43,780	36,848	39,716	42,552	385	1.0%

## Expenses

### Real Estate

The Real Estate Fund, formerly a special revenue fund, was moved to General Fund in the FY2002 budget. This fund was originally set up as a special revenue fund to preserve an accumulated fund balance. This fund is now a part of General Fund under the Finance Department and is fully funded by General Revenue.

### 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

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

The FY2003 increase is due to salary increases and a new program to provide computers to all employees in the Headstart program.

### Economic Development Fund

During FY2004, \$8,459,059 will be spent on educational activities. Hamilton County Department of Education is appropriated \$7,905,059 with an additional \$554,000 used to partially fund the cost of School Resource Officers in 17 schools. In addition, \$190,941 is appropriated to the Community Education Alliance to continue the incentive pay to high performing teachers and principals. The remaining funds are dedicated to economic development.

### Community Development

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

Federal guidelines are followed by the City in expending 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.

### Hotel-Motel Occupancy Privilege Tax Fund

This tax will be used to fund improvements in the downtown and riverfront area to encourage tourism and enhance community quality of life. This tax is dedicated to the 21st Century Waterfront Plan which involves redevelopment of the city waterfront. The Waterfront Plan, with an estimated cost of \$120 million, is funded jointly by the public and the private sectors.

## Special Fund Revenues

Fiscal Years 2001 - 2004

Revenue Source	Actual FY '00/01	Actual FY '01/02	Budget FY '02/03	Budget FY '03/04	BUDGET '04 INC/DEC)	% CHANGE FY 03/04	% OF TOTAL
<b>Real Estate (Fund 1105):</b>							
City of Chattanooga General Fund	100,000	0	0	0	0	N/A	0.00%
Sale of Real Estate	0	0	0	0	0	N/A	0.00%
Sale of Back Tax Lots	96,026	0	0	0	0	N/A	0.00%
Miscellaneous	8,272	0	0	0	0	N/A	0.00%
Property Rental	18,746	0	0	0	0	N/A	0.00%
Trfrs from Community Development	74,400	0	0	0	0	N/A	0.00%
Fund Balance	0	0	0	0	0	N/A	0.00%
<b>Total Real Estate Fund</b>	<b>\$297,444</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>N/A</b>	<b>0.00%</b>
<b>State Street Aid (Fund 2104)</b>							
State of Tennessee	4,231,705	4,349,519	3,621,297	3,621,297	0	0.0%	8.51%
Trfrs (1100) & Sale of Equipment	320,000	320,000	320,000	320,000	0	0.0%	0.75%
Miscellaneous	341,517	5,040	0	0	0	N/A	0.00%
Fund Balance	0	0	358,703	0	(358,703)	-100.0%	0.00%
Interest Earnings	53,750	22,156	50,000	30,000	(20,000)	-40.0%	0.07%
<b>Total State Street Aid</b>	<b>\$4,946,972</b>	<b>\$4,696,715</b>	<b>\$4,350,000</b>	<b>\$3,971,297</b>	<b>(\$378,703)</b>	<b>-8.7%</b>	<b>9.33%</b>
<b>Human Services (Fund 2102)</b>							
Federal - State Grants	9,271,716	10,502,555	10,785,834	12,323,289	1,537,455	14.3%	28.96%
City of Chattanooga	1,424,655	1,481,641	1,481,641	1,333,477	(148,164)	-10.0%	3.13%
Day Care Fees	56,654	68,493	88,361	89,195	834	0.9%	0.21%
Miscellaneous	27,425	29,935	0	0	0	N/A	0.00%
Interest Income	140,987	57,081	74,082	40,000	(34,082)	-46.0%	0.09%
Fund Balance	0	0	0	148,000	148,000	N/A	0.35%
Trfrs Community Development	22,950	28,310	0	0	0	N/A	0.00%
<b>Total Human Services</b>	<b>\$10,944,387</b>	<b>\$12,168,015</b>	<b>\$12,429,918</b>	<b>\$13,933,961</b>	<b>\$1,504,043</b>	<b>12.1%</b>	<b>32.75%</b>
<b>Economic Development (Fund 1119)</b>							
Local Option Sales Tax	16,934,315	17,589,594	17,618,315	17,975,000	356,685	2.0%	42.24%
Interest Income	117,783	53,552	0	0	0	N/A	0.00%
<b>Total Economic Development</b>	<b>\$17,052,098</b>	<b>\$17,643,146</b>	<b>\$17,618,315</b>	<b>\$17,975,000</b>	<b>\$356,685</b>	<b>2.0%</b>	<b>42.24%</b>
<b>Hotel/Motel Tax (Fund 2106)</b>							
21st Century Waterfront	0	0	0	1,720,000	1,720,000	N/A	N/A
Hamilton County	0	0	0	30,000	30,000	N/A	N/A
<b>Total Hotel/Motel Tax</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,750,000</b>	<b>1,750,000</b>	<b>N/A</b>	<b>N/A</b>
<b>Economic &amp; Community Development (Fund 2105):</b>							
Community Development Block Grant	194,298	0	2,571,000	2,253,000	(318,000)	-12.4%	N/A
Property Rental	52,582	23,886	0	0	0	N/A	N/A
Emergency Shelter	158,481	127,847	91,000	88,000	(3,000)	-3.3%	N/A
Federal Funds	2,742,695	1,250,842	0	0	0	N/A	N/A
Interest	263,343	254,022	0	0	0	N/A	N/A
CNE - Rehab Paybacks	732,566	1,138,168	0	0	0	N/A	N/A
Miscellaneous Income	53,482	359,075	0	0	0	N/A	N/A
Program Income	0	0	800,000	981,000	181,000	22.6%	N/A
<b>Total Economic &amp; Community Development</b>	<b>4,197,447</b>	<b>3,153,840</b>	<b>3,462,000</b>	<b>3,322,000</b>	<b>(140,000)</b>	<b>-4.0%</b>	<b>N/A</b>
<b>Economic &amp; Community Development - HOME Program</b>							
Federal Frant (HOME)	1,522,843	879,982	1,343,000	1,251,771	(91,229)	-6.8%	N/A
Fund Balance	0	0	188,000	0	(188,000)	-100.0%	N/A
Program Income	304,858	296,049	325,000	348,229	23,229	7.1%	N/A
<b>Total Economic &amp; Community Development</b>	<b>1,827,701</b>	<b>1,176,031</b>	<b>1,856,000</b>	<b>1,600,000</b>	<b>(256,000)</b>	<b>-13.8%</b>	<b>N/A</b>
<b>Grand Total:</b>	<b>\$39,266,049</b>	<b>\$38,837,747</b>	<b>\$39,716,233</b>	<b>\$42,552,258</b>	<b>2,836,025</b>	<b>7.1%</b>	<b>100.00%</b>

## Special Fund Expenditures

Fiscal Years 2001 - 2004

Expenditures	Actual	Actual	Budget	Budget	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04	% OF TOTAL
	FY 00/01	FY 01/02	FY 02/03	FY 03/04			
<b>Real Estate (1105):</b>							
Administration	302,579	0	0	0	0	N/A	0.00%
Property Maintenance	167,794	0	0	0	0	N/A	0.00%
<b>Total Real Estate</b>	<b>\$470,373</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0.00%</b>
<b>State Street Aid (Fund 2104)</b>							
Street Maintenance	4,530,930	4,410,487	4,350,000	3,971,297	(378,703)	-8.7%	11.07%
Snow & Ice Removal	48,300		0	0	0	N/A	0.00%
Capital Outlay & Fixed Assets	249	118,057	0	0	0	N/A	0.00%
<b>Total State Street Aid</b>	<b>\$4,579,479</b>	<b>\$4,528,544</b>	<b>\$4,350,000</b>	<b>\$3,971,297</b>	<b>(378,703)</b>	<b>-8.7%</b>	<b>11.07%</b>
<b>Human Services (Fund 2102)</b>							
Administration	0	0	0	1,307,490	1,307,490	N/A	3.64%
Headstart	5,369,840	5,677,200	7,230,870	7,880,550	649,680	9.0%	21.96%
Daycare	926,966	980,023	741,730	940,575	198,845	26.8%	2.62%
Weatherization	233,901	247,289	244,616	415,942	171,326	70.0%	1.16%
Foster Grandparents	337,549	356,869	462,135	477,408	15,273	3.3%	1.33%
LIHEAP	914,400	966,738	691,800	854,055	162,255	23.5%	2.38%
Community Service Block Grant	469,495	496,368	684,794	742,832	58,038	8.5%	2.07%
Occupancy	139,323	147,297	226,221	226,221	0	0.0%	0.63%
Human Services Programs	1,745,846	1,845,774	2,074,884	907,020	(1,167,864)	-56.3%	2.53%
Neighborhood Family Services	0	0	0	109,000	109,000	N/A	0.30%
WAP Enhancement	22,950	24,263	0	0	0	N/A	0.00%
City General Relief -	64,887	68,301	72,868	72,868	0	0.0%	0.20%
<b>Total Human Services</b>	<b>\$10,225,157</b>	<b>\$10,810,122</b>	<b>\$12,429,918</b>	<b>\$13,933,961</b>	<b>1,504,043</b>	<b>12.1%</b>	<b>38.83%</b>
<b>Economic Development (Fund 1119 &amp; P419)</b>							
Hamilton County Schools	7,731,431	8,459,059	8,459,059	7,905,059	(554,000)	-6.5%	22.03%
Capital Outlay/Projects	14,965,811	12,963,740	9,159,256	10,069,941	910,685	9.9%	28.07%
<b>Total Economic Development</b>	<b>\$22,697,242</b>	<b>\$21,422,799</b>	<b>\$17,618,315</b>	<b>\$17,975,000</b>	<b>356,685</b>	<b>2.0%</b>	<b>50.10%</b>
<b>Hotel/Motel Tax (Fund 2106)</b>							
21st Century Waterfront	0	0	0	1,720,000	1,720,000	N/A	N/A
Hamilton County	0	0	0	30,000	30,000	N/A	N/A
<b>Total Hotel/Motel Tax</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,750,000</b>	<b>1,750,000</b>	<b>N/A</b>	<b>N/A</b>
<b>Economic &amp; Community Development - HOME Program:</b>							
28th Legislative District CDC		-	-	73,750	73,750	N/A	1.50%
Home Administration		-	-	130,000	130,000	N/A	2.64%
Chatt. Community Housing Dev. Organ. Operating		40,000	368,000	368,000	-	-	7.48%
Chatt. Community Housing Dev. Organ. Projects		277,484	-	-	-	N/A	0.00%
Development Corp of Orchard Knob		-	188,000	-	(188,000)	(1.00)	0.00%
Homeowner Rehab Projects/CNE		823,903	1,200,000	1,028,250	(171,750)	(0.14)	20.89%
Hope for Chattanooga		-	100,000	-	(100,000)	(1.00)	0.00%
<b>Total Economic &amp; Development (HOME)</b>	<b>-</b>	<b>1,141,387</b>	<b>1,856,000</b>	<b>1,600,000</b>	<b>(256,000)</b>	<b>(0.14)</b>	<b>32.51%</b>

## Special Revenue Funds Expenditures

Fiscal Years 2001 - 2004

Expenditures	Actual	Actual	Budget	Budget	BUDGET '04	%	%
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	INC/(DEC)	FY 03/04	OF TOTAL
<b>Economic &amp; Community Development (Fund 2105):</b>							
28th Legislative District CDC		54,872	-	-	-	N/A	0.00%
Allied Arts		99,459	75,000	-	(75,000)	(1.00)	0.00%
Alton Park & Dodson Avenue Health Center		1,010	-	-	-	N/A	0.00%
Boy Scout of America		35,042	-	-	-	N/A	0.00%
Better Housing - Demolition		215,924	-	-	-	N/A	0.00%
CADAS		134,002	25,000	50,000	25,000	1.00	1.02%
CDBG Construction Projects		363,897	-	-	-	N/A	0.00%
CD Office Administration & Planning		377,229	360,912	280,075	(80,837)	(0.22)	5.69%
CD Office - Debt Services - Infrastructure Loan		-	-	429,000	429,000	N/A	8.72%
CD Planning		165,359	-	-	-	N/A	0.00%
Chattanooga Codes & Community Service		-	150,000	175,000	25,000	0.17	3.56%
Chattanooga Goodwill Industries		-	36,000	-	(36,000)	(1.00)	0.00%
Chattanooga Homeless Coalition		34,000	33,000	34,000	1,000	0.03	0.69%
Chattanooga Housing Authority		-	175,000	-	(175,000)	(1.00)	0.00%
Chattanooga Human Services		28,310	-	-	-	N/A	0.00%
Chattanooga Neighborhood Services		31,915	319,088	264,450	(54,638)	(0.17)	5.37%
Chattanooga Neighborhood Enterprise - CHAS		740,154	1,400,000	1,571,750	171,750	0.12	31.93%
Chattanooga Scenic Drum & Bugle		66,500	-	-	-	N/A	0.00%
Commercial Façade Program		-	200,000	-	(200,000)	(1.00)	0.00%
Community Housing Resource Bd		9,566	-	-	-	N/A	0.00%
Economic Development		-	100,000	-	(100,000)	(1.00)	0.00%
Emergency Shelter - Family & Children Services		-	67,227	66,227	(1,000)	(0.01)	1.35%
Emergency Shelter - Interfaith Hospitality Network		-	-	2,000	2,000	N/A	0.04%
Emergency Shelter - Room In the Inn		-	-	19,773	19,773	N/A	0.40%
Enterprise Center-Renewal Community		-	-	316,725	316,725	N/A	6.43%
Family & Children's Services		128,692	67,000	-	(67,000)	(1.00)	0.00%
Friendship Haven		12,250	-	-	-	N/A	0.00%
Girl Scouts		-	13,000	-	(13,000)	(1.00)	0.00%
Girl's Incorporated		-	25,000	-	(25,000)	(1.00)	0.00%
Good Neighbor's Housing, Inc.		12,064	-	-	-	N/A	0.00%
Habitat for Humanity		-	-	98,000	98,000	N/A	1.99%
Inner City Development Center - CDBG		170,150	250,000	-	(250,000)	(1.00)	0.00%
Interfaith Hospitality Network of Greater Chattanooga		45,691	-	-	-	N/A	0.00%
Jefferson Heights Neighborhood Coalition		5,553	-	-	-	N/A	0.00%
Northside Neighborhood House		-	-	15,000	15,000	N/A	0.30%
Parks & Recreation		54,790	-	-	-	N/A	0.00%
Rental Rehab Projects		-	75,000	-	(75,000)	(1.00)	0.00%
Room in the Inn		122,773	23,773	-	(23,773)	(1.00)	0.00%
Shelter Plus Care		42,159	-	-	-	N/A	0.00%
Southeast Tennessee Development District		-	22,500	-	(22,500)	(1.00)	0.00%
Southeast Tennessee Legal Services		7,090	-	-	-	N/A	0.00%
St. Elmo/Alton Park Partners		10,000	-	-	-	N/A	0.00%
Tennessee Wildlife Center		-	4,500	-	(4,500)	(1.00)	0.00%
THDA House - CNE		364,273	-	-	-	N/A	0.00%
United Methodist Center (Bethlehem)		26,543	40,000	-	(40,000)	(1.00)	0.00%
United Way Center for NonProfits		16,674	-	-	-	N/A	0.00%
<b>Total Economic &amp; Community Developmer.</b>	<b>-</b>	<b>3,375,941</b>	<b>3,462,000</b>	<b>3,322,000</b>	<b>(140,000)</b>	<b>(0.04)</b>	<b>67.49%</b>
<b>Grand Total</b>	<b>\$37,972,251</b>	<b>\$41,278,793</b>	<b>\$39,716,233</b>	<b>\$42,552,258</b>	<b>\$2,835,025</b>	<b>2.73%</b>	<b>100.00%</b>

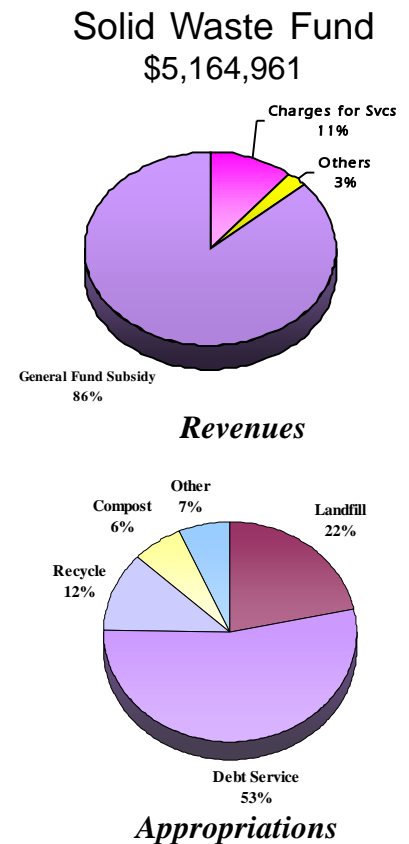
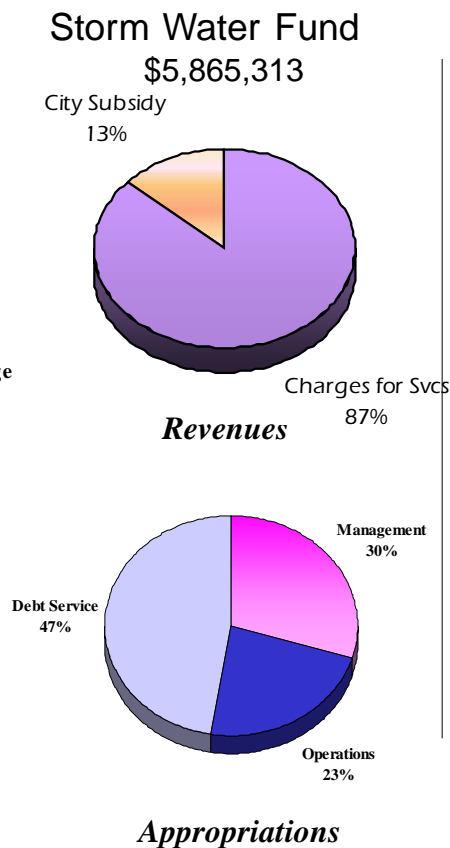
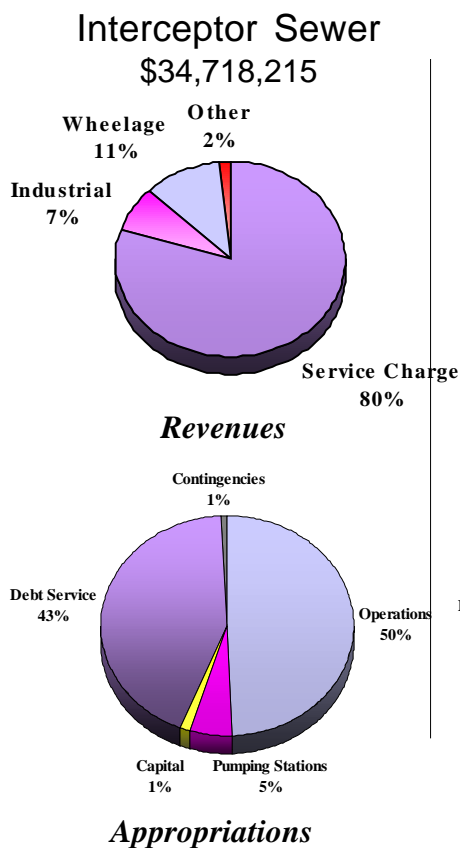


## Fund Structure

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, Storm Water Management Fund and Solid Waste and Sanitation Fund.

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Interceptor Sewer Fund	\$32,939,826	\$32,757,730	\$27,565,399
Solid Waste & Sanitation Fund	\$5,913,032	\$5,583,436	\$5,509,119
Storm Water Management Fund	\$6,538,000	\$6,765,639	\$5,055,029

## Fiscal Year 2003/2004



**Fund Revenue Summary**  
Fiscal Years Ending June 30, 2001 - 2004  
(expressed in \$1,000)

Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 Increase (Decrease)	% CHANGE FY 03/04
<b>Enterprise Fund</b>						
Interceptor Sewer System	45,092	51,247	33,140	34,718	1,578	4.8%
Solid Waste & Sanitation	12,487	7,780	5,913	5,865	(48)	-0.8%
Storm Water Fund	10,377	9,327	4,788	5,165	377	7.9%
<b>Total Enterprise Fund</b>	<b>67,956</b>	<b>68,354</b>	<b>43,841</b>	<b>45,748</b>	<b>1,907</b>	<b>4.3%</b>

## 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 -- Rossville, Catoosa County, Fort Oglethorpe, Collegedale, Lookout Mountain, Hamilton County, East Ridge, Soddy Daisy, Red Bank and Walker County -- are based on a regional service charge rate schedule (wheelage and treatment). The regional service charge rate schedule currently in effect provides rate schedules for billing the regional users

on either a metered water consumption basis (billable flow method) or a total measured wastewater flow basis (total flow method). This allows the City to begin billing the regional users on a total flow method immediately upon 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, 2003 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	Operations and Maintenance Charges (\$/1,000 gal)	Debt Charges (\$/1,000 gal)	Total Charges (\$/1,000 gal)
First 100,000	\$ 0.93	\$ 2.50	\$ 3.43
Next 650,000	0.93	1.59	2.52
Next 1,250,000	0.93	1.10	2.03
Next 30,000,000	0.93	0.52	1.45
Over 32,000,000	0.93	0.34	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	\$ 0.9310	\$ 0.4719	\$ 1.4029

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	\$ 0.5223	\$ 0.2647	\$ 0.7870

### 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. \$0.086 per pound of 5-day biochemical oxygen demand (BOD<sub>5</sub>) for concentrations in excess of 300 milligrams per liter, and,
2. \$0.061 per pound of total suspended solids for concentrations in excess of 400 milligrams per liter.

The City has also established the following fees and charges:

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 \$24.47 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

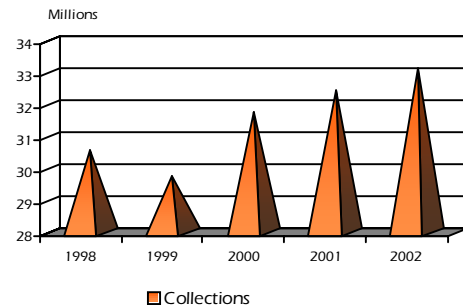
through fiscal year ending June 30, 1990 was formulated by the consulting engineers pursuant to the five year financial analysis. Enactment of the rate increases requires adoption of the city ordinance by the City Council each year. The five year program and the related future rate increases were announced 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 years 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. There was no rate 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 91/92 3.32%	FY 98/99 0.00%
FY 86/87 6.14%	FY 92/93 5.79%	FY 99/00 (0.10%)
FY 87/88 6.14%	FY 93/94 3.00%	FY 00/01 0.00%
FY 88/89 6.14%	FY 94/95 0.00%	FY 01/02 0.00%
FY 89/90 6.14%	FY 96/97 0.00%	FY 02/03 7.29%
FY 90/91 5.24%	FY 97/98 0.00%	FY 03/04 7.07%

## Sewer Collections 1998 - 2002



Below is the sewer systems historical trend of collections. Revenue increases 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.

## Solid Waste and Sanitation Fund

This fund accounts for the costs associated with the disposal of solid waste and recyclable materials. Prior to FY2002 the fund accounted for both collection and disposal of these materials. Due to reorganization the collection portion of garbage and brush and trash were transferred to Public Works General Fund. 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 in Birchwood as the available space at the old facility had been used up. The new location is farther away from the center of town, which has led some

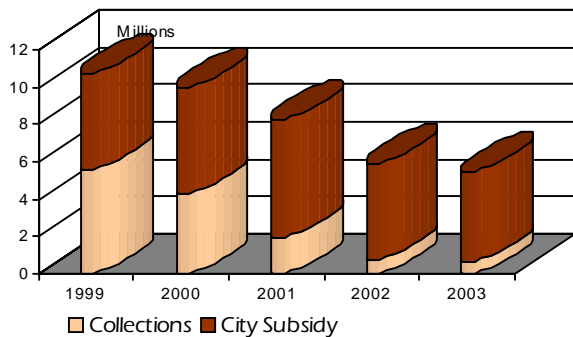
disposal companies to reroute their disposal traffic to other regional disposal facilities more conveniently located. The new sanitary landfill also stopped accepting construction waste. The construction debris site is operated by a private company. These changes have led to a reduction in the projected 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.

**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 eighty percent (80.9%) of the total budget. The FY 03/04 increase of \$47,629, 4.8% is due to reduction in operating needs due to reduced volume.

The chart below shows 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. Revenues have declined because a major customer, BFI, developed its own landfill in 2000 and the city's subsidy reduced due to transfer of garbage collection cost to General Fund.

### Storm Water Management Fund

The Storm Water Management Fund was established  
Solid Waste Revenue

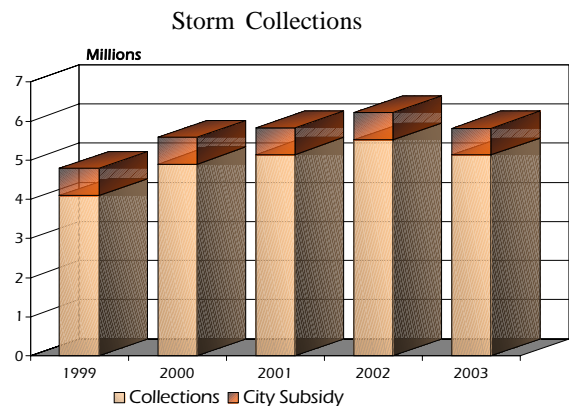


in 1993 to comply with a Federal mandate for the City to control storm water runoff. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques and system design and engineering methods 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 water system.

The revenue for this fund is derived from Stormwater fees, \$4,481,009 (85.7%) and a City of Chattanooga General Fund subsidy of \$683,952 (14.3%) of the total revenues.

Below is a chart showing the historical trend of fees collected.



**Fund Expenditure Summary**  
Fiscal Years Ending June 30, 2001 - 2004  
(expressed in \$1,000)

Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 Increase (Decrease)	% CHANGE FY 03/04
<b>Enterprise Fund</b>						
Interceptor Sewer System	52,445	43,879	33,140	34,718	1,578	4.8%
Solid Waste & Sanitation	20,137	9,513	5,913	5,865	(48)	-0.8%
Storm Water Fund	7,566	4,488	4,788	5,165	377	7.9%
<b>Total Enterprise Fund</b>	<b>80,148</b>	<b>57,880</b>	<b>43,841</b>	<b>45,748</b>	<b>1,907</b>	<b>4.3%</b>

## 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 03/04, the operations and maintenance increased \$500,196, or 1.5%. During FY99 city management implemented a new city wide employee pay plan. One of the biggest single changes in the ISS budget for FY03/04 is the reduction in the cost of sludge disposal due to a change in haulers. This cost is budgeted at \$413,560 for FY03/04 a decrease of \$1,192,772 from the FY02/03 budget of \$1,606,332. 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 FY03/04 ISS budget is for \$506,858 This appropriation provides for the renewal and replacement of plant facilities, vehicles and equipment as necessary.

The debt service portion of the proposed budget for FY 03/04 decreased \$576,861 from FY 02/03. 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
- Debt Service
- Capital Projects

Major expenditures of this fund are personnel costs and vehicle related costs. The Solid waste Fund budget for FY 03/04 decreased \$47,719. This is due to reduced operating needs due to reduced volume and a decrease in the 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 landfill.

In March 1998 and March 2001, the City issued general obligation bonds totaling \$17.9 million and \$6.7 million respectively, to fund capital improvements at the Summit landfill and the new landfill located in Birchwood.

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## **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 03/04, Storm Water budgeted expenses increased \$376,961. This increase is to fund additional State requirements for the City. The City has maintained 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 2001 - 2004

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '04 INC/(DEC)	%	% OF TOTAL
	FY 00/01	FY 01/02	FY 02/03	FY 03/04		CHANGE FY 03/04	
<b>Interceptor Sewer System (Fund 5100):</b>							
Sewer Service Charges	26,390,860	25,627,319	26,394,362	27,781,462	1,387,100	5.3%	60.73%
Industrial Surcharges	2,834,587	3,027,361	2,600,000	2,600,000	0	0.0%	5.68%
Septic Tank Charges	118,135	127,806	59,173	63,338	4,165	7.0%	0.14%
<b>Weelage &amp; Treatment</b>							
<i>Lookout Mountain, TN</i>	141,806	147,363	155,238	195,354	40,116	25.8%	0.43%
<i>Walker County, GA</i>	279,087	291,113	319,912	288,264	(31,648)	-9.9%	0.63%
<i>Collegedale, TN</i>	245,325	214,009	223,267	228,472	5,205	2.3%	0.50%
<i>Soddy-Daisy, TN</i>	66,467	73,895	81,074	96,230	15,156	18.7%	0.21%
<i>East Ridge, TN</i>	982,768	974,818	1,042,083	1,167,098	125,015	12.0%	2.55%
<i>Windstone</i>	25,129	14,644	22,230	20,749	(1,481)	-6.7%	0.05%
<i>Hamilton County, TN</i>	165,001	204,594	202,750	248,692	45,942	22.7%	0.54%
<i>Northwest Georgia</i>	287,385	292,043	312,558	824,954	512,396	163.9%	1.80%
<i>Lookout Mountain, GA</i>	0	22,475	39,635	45,237	5,602	14.1%	0.10%
<i>Catoosa County, GA</i>	0	110,519	0	0	0	N/A	0.00%
<i>Rossville, GA</i>	249,252	244,589	317,195	343,506	26,311	8.3%	0.75%
<i>Red Bank, TN</i>	312,241	277,285	291,763	292,128	365	0.1%	0.64%
Refund to Regional Users	0	0	0	0	0	N/A	0.00%
Debt Service Northwest Georgia	236,534	279,540	258,058	0	(258,058)	-100.0%	0.00%
Industrial User Permits	47,500	44,000	43,000	43,000	0	0.0%	0.09%
Industrial Violation Fines	11,589	4,900	0	0	0	N/A	0.00%
Garbage Grinder Fees	0	0	27,775	29,731	1,956	7.0%	0.06%
Capital Contributions	0	6,379	0	0	0	N/A	0.00%
Miscellaneous Revenue	24,178	7,691	0	0	0	N/A	0.00%
Sale of Property	602	109,300	0	0	0	N/A	0.00%
Trfrs from ISS Const Trust	10,448,379	18,117,173	0	0	0	N/A	0.00%
Interest Earnings	2,225,393	1,028,542	750,000	450,000	(300,000)	-40.0%	0.98%
<b>Total Interceptor Sewer</b>	<b>\$45,092,218</b>	<b>\$51,247,358</b>	<b>\$33,140,073</b>	<b>\$34,718,215</b>	<b>\$1,578,142</b>	<b>4.8%</b>	<b>75.89%</b>
<b>Solid Waste &amp; Sanitation( Fund 5200):</b>							
Landfill Tipping Fees	3,524,736	1,608,369	983,145	612,447	(370,698)	-37.7%	1.34%
Landfill Permit Fees	1,240	3,090	1,000	1,000	0	0.0%	0.00%
City of Chattanooga Subsidy	6,307,718	5,159,292	4,784,387	4,832,016	47,629	1.0%	10.56%
State Sub Recyclable Material	0	40,338	0	60,000	60,000	N/A	0.13%
S/W Surcharge - State	149,166	0	0	85,000	85,000	N/A	0.19%
Interest	499,296	182,457	144,500	234,850	90,350	62.5%	0.51%
Public Works Capital	1,989,267	429,787	0	0	0	N/A	0.00%
Misc Revenues	15,634	356,207	0	40,000	40,000	N/A	0.09%
<b>Total Solid Waste &amp; Sanitation</b>	<b>\$12,487,057</b>	<b>\$7,779,540</b>	<b>\$5,913,032</b>	<b>\$5,865,313</b>	<b>(\$47,719)</b>	<b>-0.8%</b>	<b>12.82%</b>
<b>Storm Water (Fund 5300):</b>							
Stormwater Fee	5,175,689	5,459,569	4,104,048	4,481,009	376,961	9.2%	9.79%
Public Works Capital	4,516,532	3,174,699	0	0	0	N/A	0.00%
Misc Revenue	412	9,006	0	0	0	N/A	0.00%
General Fund Subsidy	683,952	683,952	683,952	683,952	0	0.0%	1.50%
<b>Total Stormwater</b>	<b>\$9,327,226</b>	<b>\$4,788,000</b>	<b>\$5,164,961</b>	<b>\$5,164,961</b>	<b>\$376,961</b>	<b>7.9%</b>	<b>11.29%</b>
<b>Grand Totals:</b>	<b>\$68,354,124</b>	<b>\$43,841,105</b>	<b>\$45,748,489</b>	<b>\$45,748,489</b>	<b>\$1,907,384</b>	<b>4.4%</b>	<b>100.00%</b>

# Enterprise Fund Expenditures

Fiscal Years 2001 - 2004

Expenditures	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	# #	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04	% OF TOTAL
<b>Interceptor Sewer System (Fund 5100):</b>								
<b>Operations &amp; Maintenance:</b>								
Administration	1,332,056	1,311,499	1,414,743	1,981,830		567,087	40.1%	4.33%
Safety & Training	81,522	85,397	94,546	0		(94,546)	-100.0%	0.00%
Laboratory	406,917	406,435	448,584	431,971		(16,613)	-3.7%	0.94%
Pretreatment/Monitoring	272,995	271,055	293,095	285,855		(7,240)	-2.5%	0.62%
Engineering	203,659	171,511	223,524	221,032		(2,492)	-1.1%	0.48%
Plant Maintenance	1,083,832	1,166,075	1,367,712	1,438,930		71,218	5.2%	3.15%
Sewer Maintenance	872,278	732,198	1,116,165	1,143,594		27,429	2.5%	2.50%
Moccasin Bend - Liquid Handling	4,399,512	4,452,353	4,965,940	5,096,694		130,754	2.6%	11.14%
Moccasin Bend - Solid Handling	4,078,267	3,435,891	2,979,837	2,302,109		(677,728)	-22.7%	5.03%
Inflow & Infiltration	499,024	555,031	675,620	758,227		82,607	12.2%	1.66%
Combined Sewer Overflow	212,611	238,355	460,375	461,830		1,455	0.3%	1.01%
Landfill Handling	1,606,332	2,694,644	2,137,200	2,540,804		403,600	18.9%	5.55%
	<u>15,049,005</u>	<u>15,520,444</u>	<u>16,177,341</u>	<u>16,662,872</u>		<u>485,531</u>	<u>3.0%</u>	
<b>Pumping Stations</b>								
Mountain Creek	22,249	63,602	23,230	19,265		(3,965)	-17.1%	0.04%
Citico	235,516	199,452	326,003	188,256		(137,747)	-42.3%	0.41%
Friar Branch	83,006	87,127	172,740	127,576		(45,164)	-26.1%	0.28%
Hixson 1,2,3,&4	62,977	64,435	71,333	75,612		4,279	6.0%	0.17%
19th Street	42,770	37,269	53,985	53,593		(392)	-0.7%	0.12%
Orchard Knob	30,342	33,337	107,250	70,889		(36,361)	-33.9%	0.15%
South Chickamauga Creek	311,013	390,279	311,524	278,822		(32,702)	-10.5%	0.61%
Tiftonia 1,2,3	36,030	32,648	34,095	44,093		9,998	29.3%	0.10%
23rd Street	96,117	89,900	112,525	115,927		3,402	3.0%	0.25%
Latta Street	16,149	26,135	15,607	16,972		1,365	8.7%	0.04%
Residential Pump Stations	8,046	3,562	10,000	13,850		3,850	38.5%	0.03%
Murray Hills	16,088	6,955	14,615	15,430		815	5.6%	0.03%
Big Ridge 1 - 5	59,293	58,769	59,325	55,504		(3,821)	-6.4%	0.12%
Highland Park	8,555	10,345	31,465	14,796		(16,669)	-53.0%	0.03%
Dupont Parkway	16,307	11,717	18,875	19,470		595	3.2%	0.04%
VAAP	1,065	1,743	4,220	4,652		432	10.2%	0.01%
Nothwest Georgia	108,803	132,524	136,500	26,650		(109,850)	-80.5%	0.06%
Brainerd	28,091	114,201	9,175	11,706		2,531	27.6%	0.03%
East Brainerd	71,389	128,988	26,600	35,105		8,505	32.0%	0.08%
North Chattanooga	9,437	12,737	11,050	16,439		5,389	48.8%	0.04%
South Chattanooga	1,712	1,633	2,900	3,838		938	32.4%	0.01%
Ooltawah-Ringgold	100,981	145,277	91,975	57,370		(34,605)	-37.6%	0.13%
Odor Control Pump Stations	0	0	0	525,000		525,000	N/A	1.15%
	<u>1,365,936</u>	<u>1,652,635</u>	<u>1,644,992</u>	<u>1,790,815</u>		<u>145,823</u>	<u>8.9%</u>	
Depreciation	11,338,297	8,054,326	0	0		0	N/A	0.00%
<b>Capital Improvements Program</b>	496,241	397,198	500,000	400,000		(100,000)	-20.0%	0.87%
<b>Debt Service &amp; Reserve</b>								
Principal	8,095,454	8,442,161	8,364,046	8,660,224		296,178	3.5%	19.61%
Interest	5,605,859	6,092,238	6,175,750	5,274,786		(900,964)	-14.6%	11.94%
Service Charges	4,440	693	15,000	100,000		85,000	566.7%	0.23%
Trfrs to ISS Const Trust	11,020,059	9,572,130	0	0		0	N/A	0.00%
Reserve Coverage	0	0	554,660	500,000		(54,660)	-9.9%	1.13%
	<u>24,725,812</u>	<u>24,107,222</u>	<u>15,109,456</u>	<u>14,535,010</u>		<u>(574,446)</u>	<u>-3.8%</u>	
<b>Reserve for Contingencies</b>	0	88,622	0	282,730		282,730	N/A	0.64%
<b>Total Interceptor Sewer</b>	<b>\$48,229,675</b>	<b>\$52,445,323</b>	<b>\$33,225,142</b>	<b>\$33,140,073</b>		<b>(\$85,069)</b>	<b>-0.3%</b>	<b>75.03%</b>
<b>Solid Waste &amp; Sanitation( Fund 5200):</b>								
Garbage Collection	2,850,953	0	0	0		0	N/A	0.00%
Recycle	693,139	811,600	698,442	656,750		(41,692)	-6.0%	1.49%
Capital Improvements	0	0	0	0		0	N/A	0.00%
Brush & Trash Collection	2,153,918	0	0	0		0	N/A	0.00%
Sanitary Landfill (Summitt)	114,228	144,500	1,132,252	234,850		(897,402)	-79.3%	0.53%
Waste Disposal - City Landfill	1,431,048	1,132,253	144,500	1,018,084		873,584	604.6%	2.30%
Compost Waste Recycle	712,601	373,770	373,771	372,195		(1,576)	-0.4%	0.84%
Household Hazardous Waste	58,469	130,000	130,000	161,000		31,000	23.8%	0.36%
Solid Waste Reserve	1,385,836	246,344	246,344	246,344		0	0.0%	0.56%
Renewal & Replacement	21,262	17,000	17,000	0		(17,000)	-100.0%	0.00%
Depreciation and Bad Debt	1,144,934	0	0	0		0	N/A	0.00%
Debt Service	9,570,663	3,170,723	3,170,723	3,176,090		5,367	0.2%	7.19%
<b>Total Solid Waste &amp; Sanitation</b>	<b>\$20,137,051</b>	<b>\$6,026,190</b>	<b>\$5,913,032</b>	<b>\$5,865,313</b>		<b>(\$47,719)</b>	<b>-0.8%</b>	<b>13.28%</b>
<b>Storm Water (Fund 5300):</b>								
Stormwater Management	2,387,861	2,081,580	1,346,722	1,755,422		408,700	30.3%	3.97%
Stormwater Operations	0	0	1,049,360	1,132,460		83,100	7.9%	2.56%
Renewal & Replacement	57,124	8,344	77,600	0		(77,600)	-100.0%	0.00%
Capital Improvement	294	0	0	0		0	N/A	0.00%
Depreciation and Bad Debt	749,430	1,289,182	0	0		0	N/A	0.00%
Debt Service	1,127,795	4,186,700	2,314,318	2,277,079		(37,239)	-1.6%	5.16%
<b>Total Stormwater</b>	<b>\$4,322,504</b>	<b>\$7,565,806</b>	<b>\$4,788,000</b>	<b>\$5,164,961</b>		<b>\$376,961</b>	<b>7.9%</b>	<b>11.69%</b>
<b>Grand Totals:</b>	<b>\$72,689,230</b>	<b>\$66,037,319</b>	<b>\$43,926,174</b>	<b>\$44,170,347</b>		<b>\$244,173</b>	<b>0.6%</b>	<b>100.00%</b>





# Internal Service Funds

## Fund Structure

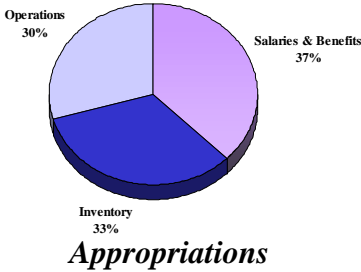
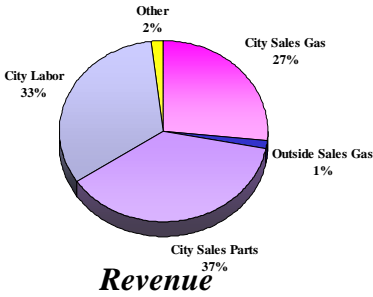
Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services are usually recovered from those governmental units that receive benefits. The basis of budgeting for 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.

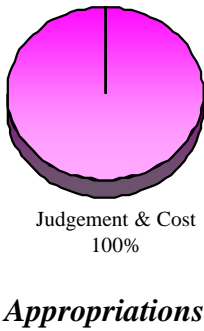
**Liability Insurance fund** accounts for the City self-insurance programs for claims and losses due to liabilities arising under the laws of State and Federal governments. The costs for these programs are funded through premiums paid by the departments and agencies of City government.

### Fiscal Year 2003/2004

#### Municipal Fleet Service \$7,056,065



#### Liability Insurance \$1,100,000



**Fund Revenue Summary**  
Fiscal Years Ending 2001 - 2004  
(expressed in \$1,000)

Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	Budget '04 Increase (Decrease)	% CHANGE FY 03/04
Internal Service Fund						
Municipal Services	8,189	7,753	10,100	7,056	(3,044)	-30.1%
Liability Insurance Fund	2,050	850	500	1,100	600	120.0%
<b>Total Internal Service Fund</b>	<b>10,239</b>	<b>8,603</b>	<b>10,600</b>	<b>8,156</b>	<b>(2,444)</b>	<b>-23.1%</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 Departments and other municipalities and agencies.

The garages and services stations' collections and rates have remained constant over the past years. It is designed that everyone pay a \$47.25 per hour charge for garage services and although gas prices fluctuated last fiscal year, they still remain lower than purchasing from an outside source. For budgeting or planning purposes during FY04, a 25% mark-up is applied to parts billed to departments. Gasoline and diesel fuel will be billed to departments at \$1.45/gallon and \$1.30/gallon respectively.

### Liability Insurance Fund

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

**Fund Expenditure Summary**  
 Fiscal Years Ending June 30, 2001 - 2004  
 (expressed in \$1,000)

Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 Increase (Decrease)	% CHANGE FY 03/04
Internal Service Fund						
Municipal Services	8,403	7,909	10,100	7,056	(3,044)	-30.1%
Liability Insurance Fund	1,842	774	500	1,100	600	120.0%
<b>Total Internal Service Fund</b>	<b>10,245</b>	<b>8,683</b>	<b>10,600</b>	<b>8,156</b>	<b>(2,444)</b>	<b>-23.1%</b>

## Expenses

### Municipal Fleet Services Fund

Expenditures for these funds are primarily the salaries, fringes, and inventory supplies.

The number of positions within the Division of Fleet Services decreased from 82 to 70 from FY 01 to FY 03. As equipment replacements are made with more up to date, self sufficient equipment, it was decided the positions would not be filled. However, the cost for salaries has actually increased during this time period due to yearly 3% cost of living adjustments. Also, numerous positions have been upgraded to accommodate additional demands.

### Liability Insurance Fund

Expenditures fluctuate over the years depending on advice of Counsel as a result of claims made against the City.

## Internal Service Fund Revenues

Fiscal Years 2001 - 2004

Revenue Source	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04	% OF TOTAL
<b>Municipal Service Station ( Fund 6100):</b>							
Amnicola Service Station:							
Fleet Fuel- City Sales	599,786	703,736	840,000	619,500	(220,500)	-26.3%	7.60%
Fleet Fuel - Outside Sales	5,199	1,677	1,000	1,000	0	0.0%	0.01%
<b>Total Amnicola Station</b>	<b>604,985</b>	<b>705,413</b>	<b>841,000</b>	<b>620,500</b>	<b>(220,500)</b>	<b>-26.2%</b>	<b>7.61%</b>
12th & Park Service Station:							
Fleet Fuel- City Sales	1,187,053	1,125,413	1,499,000	1,202,922	(296,078)	-19.8%	14.75%
Fleet Fuel - Outside Sales	83,447	91,620	60,000	90,165	30,165	50.3%	1.11%
<b>Total 12th &amp; Park Station</b>	<b>1,270,500</b>	<b>1,217,033</b>	<b>1,559,000</b>	<b>1,293,087</b>	<b>(265,913)</b>	<b>-17.1%</b>	<b>15.85%</b>
<b>Total Municipal Service Station</b>	<b>\$1,875,485</b>	<b>\$1,922,446</b>	<b>\$2,400,000</b>	<b>\$1,913,587</b>	<b>(486,413)</b>	<b>-20.3%</b>	<b>23.46%</b>
<b>Municipal Garage (Fund 6101)</b>							
Amnicola Garage:							
Sale of Surplus Equip/Scrap	2,949	1,253	0	0	0	N/A	0.00%
Misc Revenue	956	67	1,500	1,474	(26)	-1.7%	0.02%
Fleet - Sale of Parts	1,244,546	1,194,586	1,585,500	1,115,000	(470,500)	-29.7%	13.67%
Outside Sale of Parts	264,997	197,726	325,000	210,000	(115,000)	-35.4%	2.57%
Sales - Labor	1,171,202	1,040,401	1,350,000	1,000,000	(350,000)	-25.9%	12.26%
Outside Sales - Labor	195,379	169,802	175,000	120,000	(55,000)	-31.4%	1.47%
<b>Total Amnicola Garage</b>	<b>2,880,029</b>	<b>2,603,835</b>	<b>3,437,000</b>	<b>2,446,474</b>	<b>(990,526)</b>	<b>-28.8%</b>	<b>30.00%</b>
12th & Park Garage:							
Sale of Surplus Equip/Scrap	216	0	0	0	0	N/A	0.00%
Misc Revenue	(63)	0	2,000	1,000	(1,000)	-50.0%	0.01%
Fleet - Sale of Parts	2,038,347	2,015,800	2,750,000	1,460,000	(1,290,000)	-46.9%	17.90%
Outside Sale of Parts	119,127	174	5,500	5,000	(500)	-9.1%	0.06%
Sales - Labor	1,274,351	1,210,882	1,500,000	1,225,000	(275,000)	-18.3%	15.02%
Outside Sales - Labor	1,995	166	5,500	5,000	(500)	-9.1%	0.06%
<b>Total 12th &amp; Park Garage</b>	<b>3,433,973</b>	<b>3,227,022</b>	<b>4,263,000</b>	<b>2,696,000</b>	<b>(1,567,000)</b>	<b>-36.8%</b>	<b>33.06%</b>
<b>Total Municipal Garage</b>	<b>\$6,314,002</b>	<b>\$5,830,857</b>	<b>\$7,700,000</b>	<b>\$5,142,474</b>	<b>(2,557,526)</b>	<b>-33.2%</b>	<b>63.05%</b>
<b>Total Fleet Services</b>	<b>\$8,189,487</b>	<b>\$7,753,303</b>	<b>\$10,100,000</b>	<b>\$7,056,061</b>	<b>(\$3,043,939)</b>	<b>-30.1%</b>	<b>86.51%</b>
<b>Liability Insurance Fund (6200)</b>							
General Fund Transfer -1100	2,050,000	850,000	500,000	1,100,000	600,000	120.0%	13.49%
	2,050,000	850,000	500,000	1,100,000	600,000	120.0%	13.49%
<b>Grand Total:</b>	<b>\$10,239,487</b>	<b>\$8,603,303</b>	<b>\$10,600,000</b>	<b>\$8,156,061</b>	<b>(\$2,443,939)</b>	<b>-23.1%</b>	<b>100.00%</b>

## Internal Service Fund Expenditures

Fiscal Years 2001 - 2004

Expenditures	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04	% OF TOTAL
<b>Municipal Service Station (6100):</b>							
<i>Annicola Service Station</i>							
Purchase Services	163	155	25,000	20,000	(5,000)	-20.0%	0.25%
Vehicle Operation Expenses	959	3,149	0	0	0	N/A	0.00%
Inventory Supplies	427,124	361,049	776,500	468,541	(307,959)	-39.7%	5.74%
Gov'tl Charges, Taxes, Fees, Misc.	26,090	25,254	0	0	0	N/A	0.00%
<b>Total Annicola Station</b>	<b>454,336</b>	<b>389,607</b>	<b>801,500</b>	<b>488,541</b>	<b>(312,959)</b>	<b>-39.0%</b>	<b>5.99%</b>
<i>12th &amp; Park Service Station</i>							
Salaries & Wages	36,410	34,224	60,000	65,000	5,000	8.3%	0.80%
Fringes	8,399	8,203	15,000	12,000	(3,000)	-20.0%	0.15%
Purchase Services	6,425	4,195	10,000	9,000	(1,000)	-10.0%	0.11%
Materials & Supplies	1,800	3,917	15,000	12,000	(3,000)	-20.0%	0.15%
Travel	0	0	2,000	1,000	(1,000)	-50.0%	0.01%
Vehicle Operation Expenses	8,257	9,676	25,000	22,500	(2,500)	-10.0%	0.28%
Insurance, Claims, Damages	33	41	0	0	0	N/A	0.00%
Inventory Supplies	988,030	767,929	1,450,000	1,285,041	(164,959)	-11.4%	15.76%
Capital Outlay	6,486	0	20,000	17,500	(2,500)	-12.5%	0.21%
Gov'tl Charges, Taxes, Fees, Misc.	500	500	1,500	1,000	(500)	-33.3%	0.01%
<b>Total 12th &amp; Park Station</b>	<b>1,056,340</b>	<b>828,685</b>	<b>1,598,500</b>	<b>1,425,041</b>	<b>(173,459)</b>	<b>-10.9%</b>	<b>17.47%</b>
<b>Total Municipal Service Station</b>	<b>\$1,510,676</b>	<b>\$1,218,292</b>	<b>\$2,400,000</b>	<b>\$1,913,582</b>	<b>(486,418)</b>	<b>-20.3%</b>	<b>23.46%</b>
<b>Municipal Garage (Fund 6101)</b>							
<i>Annicola Garage - Repair &amp; Maint.</i>							
Salaries & Wages	1,062,271	1,030,684	1,175,000	1,071,415	(103,585)	-8.8%	13.14%
Fringes	198,578	216,307	250,000	303,867	53,867	21.5%	3.73%
Purchase Services	100,339	94,265	150,000	75,000	(75,000)	-50.0%	0.92%
Materials & Supplies	27,457	20,081	50,000	25,000	(25,000)	-50.0%	0.31%
Travel	1,314	2,926	1,500	2,000	500	33.3%	0.02%
Vehicle Operation Expenses	104,846	115,106	175,000	75,000	(100,000)	-57.1%	0.92%
Insurance, Claims, Damages	1,382	1,770	1,500	1,500	0	0.0%	0.02%
Inventory Supplies	1,191,006	1,141,255	1,250,000	800,000	(450,000)	-36.0%	9.81%
Capital Outlay	10,115	13,520	25,000	9,000	(16,000)	-64.0%	0.11%
Gov'tl Charges, Taxes, Fees, Misc.	411,738	398,452	475,000	75,000	(400,000)	-84.2%	0.92%
	3,109,046	3,034,366	3,553,000	2,437,782	(1,115,218)	-31.4%	29.89%
<i>12th &amp; Park Garage - Repair &amp; Maint.</i>							
Salaries & Wages	1,308,347	1,243,659	1,500,000	1,276,300	(223,700)	-14.9%	15.65%
Fringes	255,503	272,234	250,000	374,110	124,110	49.6%	4.59%
Purchase Services	80,798	51,932	80,000	75,000	(5,000)	-6.3%	0.92%
Materials & Supplies	80,464	78,755	80,000	50,000	(30,000)	-37.5%	0.61%
Travel	8,733	8,078	7,500	10,000	2,500	33.3%	0.12%
Vehicle Operation Expenses	187,180	148,938	200,000	150,000	(50,000)	-25.0%	1.84%
Insurance, Claims, Damages	548	680	0	0	0	N/A	0.00%
Inventory Supplies	1,555,667	1,550,336	1,679,500	619,287	(1,060,213)	-63.1%	7.59%
Capital Outlay	20,106	15,924	25,000	50,000	25,000	100.0%	0.61%
Gov'tl Charges, Taxes, Fees, Misc.	286,198	286,267	325,000	100,000	(225,000)	-69.2%	1.23%
	3,783,544	3,656,803	4,147,000	2,704,697	(1,442,303)	-34.8%	33.16%
<b>Total Municipal Garage</b>	<b>\$6,892,590</b>	<b>\$6,691,169</b>	<b>\$7,700,000</b>	<b>\$5,142,479</b>	<b>(2,557,521)</b>	<b>-33.2%</b>	<b>63.05%</b>
<b>Total Fleet Services</b>	<b>\$8,403,266</b>	<b>\$7,909,461</b>	<b>\$10,100,000</b>	<b>\$7,056,061</b>	<b>(\$3,043,939)</b>	<b>-30.1%</b>	<b>86.51%</b>
<b>Liability Insurance Fund (6200)</b>							
Special Council & Claims	0	773,558	0	0			
General Fund Transfer -1100	1,842,417	0	500,000	1,100,000	600,000	120.0%	13.49%
<b>Total Liability Insurance</b>	<b>1,842,417</b>	<b>773,558</b>	<b>500,000</b>	<b>1,100,000</b>	<b>600,000</b>	<b>120.0%</b>	<b>13.49%</b>
<b>Grand Totals</b>	<b>\$10,245,683</b>	<b>\$8,683,019</b>	<b>\$10,600,000</b>	<b>\$8,156,061</b>	<b>(\$2,443,939)</b>	<b>-23.1%</b>	<b>100.00%</b>



## Fund Structure

The Fiduciary Funds are held by the government unit either as a trustee or an agent for others. Effective FY2002 these funds are to be reported as Special Revenue Funds and not Fiduciary Funds due to a change in accounting principle required by Governmental Accounting Standards Board Statement No. 34.

### Fund Revenue Summary

Fiscal Year Ending June 30, 2004

(expressed in \$1,000)

Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 Increase (Decrease)	% CHANGE FY 02/03
Fiduciary Fund						
Community Development	4,197				-	
CD - HOME Improvements	1,828				-	
<i>Total Fiduciarys Fund</i>	6,025	-	-	-	-	

### Fund Expenditure Summary

Fiscal Year Ending June 30, 2004

(expressed in \$1,000)

Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 Increase (Decrease)	% CHANGE FY 02/03
Fiduciary Fund						
Community Development	3,973				-	
CD - HOME Improvements	1,835				-	
<i>Total Fiduciarys Fund</i>	5,808	-	-	-	-	

## Fiduciary Fund Revenues

Fiscal Years 2001 - 2004

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '04	%	OF TOTAL
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	INC/(DEC)	CHANGE FY 03/04	
<b>Economic &amp; Community Development (Fund 2105):</b>							
Community Development Block Grant	194,298				0	N/A	
Property Rental	52,582				0	N/A	
Emergency Shelter	158,481				0	N/A	
Federal Funds	2,742,695				0	N/A	
Interest	263,343				0	N/A	
CNE - Rehab Paybacks	732,566				0	N/A	
Miscellaneous Income	53,482				0	N/A	
Program Income	0				0	N/A	
<b>Total Economic &amp; Community Development:</b>	<b>\$4,197,447</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>N/A</b>	
<b>Economic &amp; Community Development - HOME Program</b>							
Federal Grant (HOME)	1,522,843				0	N/A	
Fund Balance	0				0	N/A	
Program Income	304,858				0	N/A	
<b>Total Economic &amp; Community Development:</b>	<b>\$1,827,701</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>N/A</b>	
<b>Grand Totals:</b>	<b>\$6,025,148</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>N/A</b>	

## Fiduciary Fund Expenditures

Fiscal Years 2001 - 2004

Expenditures	Actual	Actual	Budget	Budget	BUDGET '04	%	OF TOTAL
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	INC/(DEC)	CHANGE FY 03/04	
<b>Economic &amp; Community Development (Fund 2105):</b>							
28th Legislative District CDC	57,450				0	N/A	
Allied Arts	66,469				0	N/A	
Alton Park & Dodson Avenue Health Center	85,335				0	N/A	
Boy Scout of America	0				0	N/A	
Better Housing - Demolition	0				0	N/A	
CADAS	50,000				0	N/A	
CDBG Construction Projects	0				0	N/A	
Chatt. Community Housing Dev. Organ. Op	94,897				0	N/A	
Chatt. Community Housing Dev. Organ. Prc	5,708				0	N/A	
CD Office Administration & Planning	298,920				0	N/A	
CD Office - Debt Services - Infrastructure Lo	0				0	N/A	
CD Planning	164,125				0	N/A	
Chattanooga Codes & Community Service	0				0	N/A	
Chattanooga Goodwill Industries	0				0	N/A	
Chattanooga Homeless Coalition	0				0	N/A	
Chattanooga Housing Authority	0				0	N/A	
Chattanooga Human Services	22,950				0	N/A	
Chattanooga Neighborhood Services	50,251				0	N/A	
Chattanooga Neighborhood Enterprise - CH	1,135,589				0	N/A	
Chattanooga Scenic Drum & Bugle	0				0	N/A	
Citico Project	13,500				0	N/A	
Commercial Façade Program	173,632				0	N/A	
Community Housing Resource Bd	0				0	N/A	
Contingency	10,900				0	N/A	
Economic Development	0				0	N/A	
Emergency Shelter - Dismas House	5,879				0	N/A	
Emergency Shelter - Family & Children Serv	56,963				0	N/A	
Emergency Shelter - Interfaith Hospitality N	0				0	N/A	
Emergency Shelter - Room In the Inn	20,062				0	N/A	



## Fiduciary Fund Expenditures

Fiscal Years 2001 - 2004

Expenditures	Actual	Actual	Budget	Budget	BUDGET '04	%	%
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	INC/(DEC)	CHANGE FY 03/04	OF TOTAL
Enterprise Center-Renewal Community	0				0	N/A	
Family & Children's Services	46,500				0	N/A	
Friendship Haven	0				0	N/A	
General Services	127,158				0	N/A	
Girl Scouts	0				0	N/A	
Girl's Incorporated	0				0	N/A	
Good Neighbor's Housing, Inc.	17,600				0	N/A	
Habitat for Humanity	0				0	N/A	
Inner City Development Center - CDBG	356,188				0	N/A	
Interfaith Hospitality Network of Greater Cha	12,394				0	N/A	
Jefferson Heights Neighborhood Coalition	41,391				0	N/A	
Mary Reynolds Babcock Fndtn Grant	14,380				0	N/A	
Northside Neighborhood House	0				0	N/A	
Parks & Recreation	140,500				0	N/A	
Police Athletic League	25,319				0	N/A	
Public Works - Capital Projects	317,003				0	N/A	
Rental Rehab Projects	0				0	N/A	
Room in the Inn	88,602				0	N/A	
Scenic City Drum & Bugle Corps	5,500				0	N/A	
Shelter Plus Care	81,334				0	N/A	
Southeast Tennessee Development District	0				0	N/A	
Southeast Tennessee Legal Services	27,910				0	N/A	
Special Transit Services, Inc.	21,544				0	N/A	
St. Elmo/Alton Park Partners	0				0	N/A	
Tennessee Wildlife Center	0				0	N/A	
THDA House - CNE	214,342				0	N/A	
USDC - EDA	6,130				0	N/A	
United Methodist Center (Bethlehem)	11,250				0	N/A	
United Way Center for NonProfits	29,501				0	N/A	
Westside Community Development / Jr. Leac	76,081				0	N/A	
<b>Total Economic &amp; Community Development</b>	<b>\$3,973,257</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>N/A</b>	
Economic & Community Development - HOME Program:							
28th Legislative District CDC	0				0	N/A	
Home Administration	1,355				0	N/A	
Chatt. Community Housing Dev. Organ. Ope	50,545				0	N/A	
Chatt. Community Housing Dev. Organ. Proje	439,090				0	N/A	
Development Corp of Orchard Knob	0				0	N/A	
Rental Housing Rehab Projects/CNE	32,689				0	N/A	
Homeowner Rehab Projects/CNE	1,227,035				0	N/A	
Hope for Chattanooga	84,000				0	N/A	
<b>Total Economic &amp; Community Development</b>	<b>\$1,834,714</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>N/A</b>	
Grand Totals:	<b>\$5,807,971</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>	<b>N/A</b>	



# cabor

Comprehensive Annual Budget Report – For the Year Ending June 30  
City of Chattanooga, Tennessee

2004





# General Government

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

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

## Description:

The General Government budget provides for legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. The City Council Office and City Court 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.

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Exec Office of the Mayor	420,481.00	-	-	-
City Council Office	504,932.00	501,239.00	665,657.00	666,345.00
Office of City Court Judges	579,407.00	581,372.00	690,029.00	622,277.00
Office of City Attorney	586,870.00	644,034.00	726,921.00	685,101.00
Other General Government Activities	26,161,948.00	27,227,925.00	24,189,191.00	28,825,535.00
<b>Total</b>	<b>28,253,638</b>	<b>28,954,570</b>	<b>26,271,798</b>	<b>30,799,258</b>
Per Capita	\$ 208.04	\$ 199.13	\$ 187.28	\$ 200.89
<b>Positions Authorized</b>	<b>35</b>	<b>26</b>	<b>27</b>	<b>23</b>

<b>Resources</b>	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	1,397,565	1,138,914	1,401,028	1,458,181
Overtime	-	-	-	-
Operating	24,806,050	25,662,821	22,870,770	26,741,077
Revenue	4,107,779	4,173,338	4,943,044	3,138,121

## Purpose:

To act as the legislative branch of the City.

## Description:

The City of Chattanooga is divided into nine districts; each district elects a Council member to represent the interests of the citizens living within its boundaries. Elections are concurrent with the Mayoral Election every four years. Council Members represent their constituents through the establishment of policies, which generally take the form of ordinances and resolutions. These ordinances and resolutions establish the laws, proceedings, and service levels for the community. The Council is responsible for reviewing and approving the City's annual budget, submitted by the Mayor. The Council's administrative staff is responsible for maintaining official governmental and council records as well as other administrative duties.

## Critical Goals & Objectives:

To work together and with other responsible parties for continued economic development, enhanced educational opportunities and improved neighborhoods for the benefit of all residents of Chattanooga.

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

- ❶ To complete all City Council Committee meeting minutes within 1 1/2 workdays.
- ❷ To complete City Council meeting minutes within 2 workdays.
- ❸ To respond to all City Council members' research requests within 1 week.

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	415,665	421,668	544,132	551,570
Overtime	-	-	-	-
Operating	89,267	79,571	121,525	114,775
Revenue	-	-	-	-

# General Government

City Court Judge I & II

Judge John Millican & Judge Russell Bean

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

Decide all cases involving City ordinance violations.

## Description:

The City Court is the judicial branch for the City of Chattanooga. The court dedicates specific scheduled time to hear environmental related ordinance violations as cited by the departments of Public Works, Safety, and Neighborhood Services. In addition, the court dedicates specific scheduled time to hear traffic violatons.

## Critical Goals & Objectives:

### Reduce overtime by implementing a calendar for police officers's court appearances

① *Work with Chattanooga Police Department in implementing a calendar for officers' court appearances to reduce the amount of time officers spend in court to help reduce overtime.*

### Continued implementation of Neighborhood Community Court

① *Work with Neighborhood Services to determine critical locations and issues to be addressed.*

② *Render fair and impartial decisions relative to all city ordinances.*

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	493,148	520,180	590,224	562,592
Overtime	-	-	-	-
Operating	86,259	61,192	99,805	59,685
Revenue	-	-	-	-
<b>Total Expenditures</b>	<b>579,407</b>	<b>581,372</b>	<b>690,029</b>	<b>622,277</b>

# General Government

City Attorney  
Randy Nelson, City Attorney  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

Function as legal counsel to the city.

## Description:

The City Attorney is paid as an employee of the City, with all other attorneys and support staff being paid by the law firm of Nelson, McMchan & Noblett. 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 advice 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 involved.

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	114,828	174,557	200,171	208,051
Overtime	-	-	-	-
Operating	472,042	469,477	526,750	477,050
Revenue	-	-	-	-



# Supported Agencies & Other General Government Activities

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 that are not accounted for on the City books. These include agencies such as the Chattanooga Neighborhood Enterprise (CNE). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. In addition, the Liability Insurance Fund accounts for liability claims and losses. Amounts are provided for Fiscal Year 2003/2004.

## **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*  
*Chattanooga Girls Choir*

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

## **Association of Visual Artists**

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 (BSH) 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 Electric Shuttle. Specialized transportation services are offered for the disabled

in Hamilton County. CARTA is the sole provider in the Chattanooga-Hamilton County area of public transportation.

City's Contribution.....\$3,158,650

#### **Carter Street Lease Agreement**

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.....\$1,420,529

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

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. In addition, the museum is responsible for the overall management and maintenance of the Heritage Center in which the Center houses the Bessie Smith Hall and the African-American Museum.

City's Contribution...\$70,000

#### **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.....\$2,405,725

#### **Chattanooga Neighborhood Enterprise**

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

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

# Supported Agencies & Other General Government Activities

## **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. 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.....\$24,000

## **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

## **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

## **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 Agency**

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.....\$974,817

**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

**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.....\$798,471

**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

**Westside Development Corp**

The mission is to equip, inspire, and empower families in the Westside to move from dependency to self-sufficiency. WCDC is committed to offering a better quality of life for the community.  
City's Contribution.....\$75,000

**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.  
City's Contribution.....\$1,100,000

## Supported Agencies & Other General Government Activities

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	-	-	-	-
Overtime	-	-	-	-
Operating	26,161,948	27,227,925	24,189,191	28,825,535
Revenue	-	-	-	-
<b>Total Expenditures</b>	26,161,948	27,227,925	24,189,191	28,825,535





# Department of Personnel

Donna Kelley, Administrator  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

Administers personnel programs and insurance benefits to all city employees.

## Description:

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. Its primary function is to assist each department of city government in setting necessary standards and /or requirements for the recruitment and selection of qualified applicants for employment. The Personnel Department also assists departments in identifying qualified City employees for promotional opportunities.

In addition, the Personnel Department is responsible for a wide range of services to the departments and its employees. The department maintains a classification plan to assure that all city job positions are accurately assessed and meet current benchmark standards regarding functions and qualifications. The department also addresses compensation issues as it relates to our current job positions. The benefits division maintains a competitive and quality medical program. The benefit office also offers an Employee Assistance Program for confidential counseling service. All safety issues and on the job injuries are addressed through the Benefits Risk Management division. Personnel also provide opportunities for personal growth and skill development through employee training. Courses are customized to meet the specific training needs of a department or division, or made available to all interested employees.

## Critical 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 standards.

### To maintain and improve employee services

- ① Foster fairness and equity by promoting equal opportunity and merit principles .
- ② Implement a pilot program that proactively assists sworn employees being medically treated under the state Heart, Hypertension, and Lung Bill.
- ③ Implement wellness program to assist employees in successful lifestyle behaviors.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Applications for City Emploment	2714	5000	5077	4075
\$ daims per 100 employees	65,000	65,000	81,381	80,000

### Departmental Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Administration	\$ 810,665	\$ 862,439	\$ 994,283	\$ 951,543
Physical Exams	134,912	101,224	142,100	125,450
Employee Benefits	-	279,753	317,403	325,323
Employee Insurance	-	3,995,949	5,212,000	4,772,881
Job Injury	-	1,925,759	2,100,000	78,600
<b>Total</b>	<b>\$ 945,577</b>	<b>\$ 7,165,124</b>	<b>\$ 8,765,786</b>	<b>\$ 6,253,797</b>
Per Capita	\$ 6.49	\$ 46.06	\$ 56.19	\$ 40.09
<b>Positions Authorized</b>	<b>15</b>	<b>15</b>	<b>19</b>	<b>19</b>

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 595,777	\$ 860,583	\$ 929,106	\$ 977,416
Overtime	-	-	-	-
Operating	349,800	6,304,541	7,836,680	5,276,381
Revenue	-	-	-	-

\*Employee Insurance Administration Moved to Personnel in FY02.







# Department of Neighborhood Services

Kenardo Curry, Administrator  
 Vacant, Deputy Administrator

[www.neighborhood.gov](http://www.neighborhood.gov)

## Purpose:

To enforce quality of life codes and standards within the City.

## Description:

The department of Neighborhood Services is comprised of three divisions: Administration; Codes and Community Services; and Neighborhood Relations.

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.

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. 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.

## Critical Goals & Objectives:

### Further assist Neighborhood Associations in their community development

- ❶ Establish a community technology network with web presence.
- ❷ Establish information resource centers throughout the city.
- ❸ Develop city-wide Neighborhood Associations support group to address city-wide issues.

Performance Measures	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
All Complaints	n/a	n/a	7,782	
Complaint Inspections	n/a	n/a	7,629	
Cases Started	n/a	n/a	4,000	
Cases Inspections	n/a	n/a	5,818	
Complaints	---	---	---	---

## Department Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Administration	\$ 396,775	\$ 494,437	\$ 367,088	\$ 312,698
Codes & Community Svc	670,910	716,263	865,556	686,468
Neighbor Relations & Grants	353,439	449,601	536,811	456,653
Other	85,211	0	0	0
<b>Total</b>	<b>\$ 1,506,335</b>	<b>\$ 1,660,301</b>	<b>\$ 1,769,455</b>	<b>\$ 1,455,819</b>
Per Capita	\$ 10.34	\$ 10.67	\$ 11.34	\$ 9.33
<b>Positions Authorized</b>	<b>32</b>	<b>33</b>	<b>30</b>	<b>27</b>

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 913,980	\$ 1,001,622	\$ 1,157,645	\$ 958,734
Overtime	11,664	13,248	8,700	9,200
Operating	580,691	645,431	603,110	487,885
Revenue	0	0	0	0





# Office of the Mayor

Bob Corker, Mayor  
 Michael Compton, Chief of Staff  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To provide executive leadership for City government.

## Description:

The Executive Branch is comprised of the Mayor's Office, Office of Performance Review, Community Development-General Fund, and Human Rights Commission. The Mayor is elected-at-large for a four year term. He serves as the chief executive officer and oversees the operations of all city departments. The Mayor sets administrative procedures and provide direction and leadership in carrying out the wishes of the citizens in matters of government operations.

## Critical 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 Enterprise.
- ③ Increase level of employment through recruitment of business.

### 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.

### Departmental Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Mayor's Office	-	718,127	856,904	853,708
Office of Performance Review	-	125,135	639,096	638,363
Community & Economic Development	-	411,470	257,847	190,501
Human Rights & Relations	-	71,601	82,804	36,652
<b>Total</b>	-	<b>1,326,333</b>	<b>1,836,651</b>	<b>1,719,224</b>
Per Capita	\$ -	\$ 8.53	\$ 11.77	\$ 11.02
<b>Positions Authorized</b>	<b>15</b>	<b>23</b>	<b>20</b>	<b>24</b>

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	-	1,099,716	1,429,453	1,428,856
Overtime	-	-	-	-
Operating	-	226,617	407,198	290,368
Revenue	-	-	-	-

# Department of Executive Branch

Office of Performance Review

David Eichenenthal, Director

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

Provide enhanced service delivery, accountability and citizen access to government.

## Description:

The Office of Performance Review (OPR) is comprised of Internal Audit, Grants, and 311 Call Center.

OPR was created with the intent to increase efficiency and accountability in city government. The first step of this process was the creation of 311 Call Center, whose citizens who need information or want to request a service can call one phone number. Next was the completion of performance audits, in order to address how departments are performing and identify opportunities for increased efficiency. Third was the formation of a grant process in order to maximize the City's ability to obtain outside resources. Finally, was the implementation of performance measures, including agency response to citizens' requests.

## Critical Goals & Objectives:

### Recommend procedures that will reduce expenditures by City Departments

- ❶ To perform audits that will increase efficiency in the deliverance of city services at the lowest cost.

### To maximize the flow of grant and foundation dollars to the city

- ❶ Identify grant opportunities from the state and federal government as well as private foundations.
- ❷ To administer funded programs.

### To make city government more democratized to city's customer service

- ❶ Citizens would have an equal voice in calling one number and getting one answer for an inquiry, suggestion, or complaint.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
311 calls answered within a four month period	n/a	n/a	39,890	43,879
311 service requests	n/a	n/a	14,992	16,491

### Division Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Internal Audit	-	116,135	331,761	216,135
Grants	-	9,000	90,401	97,359
311 Call Center	-	-	216,934	324,869
<b>Total</b>	-	125,135	639,096	638,363
Per Capita	\$ -	\$ 0.80	\$ 4.10	\$ 4.09
<b>Positions Authorized</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>12</b>

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	-	113,537	401,392	506,029
Overtime	-	-	-	-
Operating	-	11,598	237,704	132,334
Revenue	-	-	-	-



# Department of General Government

Economic Development Fund

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To foster community development in the City.

## Description:

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. This fund also provides funding for the Hamilton County Department of Education thru an annual appropriation. This amount includes an appropriation to fund School Resource Officer for the School system.

## Critical Goals & Objectives:

**To increase economic developemnt in the Chattanooga area.**

① *Encourage new business/corporations into the Chattanooga area.*

**To continue supporting education in the Hamilton County school system.**

① *Appropriation of \$7,905,059 to the Hamilton County Department of Education.*

② *Appropriation of \$554,000 to fund School Resource Officers for the Hamilton County Department of Education.*

**To continue supporting the Mayor's Community Education Alliance.**

① *To benefit principally schools within the City.*

**To foster business recruitment in the area.**

① *To work thru the Chamber of Commerce and contracted agencies for market and recruitment of businesses for the Enterprise South Industrial Park.*

## Department Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Debt Service	\$ -	\$ 3,961,103	\$ 6,241,036	\$ 6,314,854
Education	7,731,430	8,459,059	8,459,059	8,459,059
Capital	7,234,380	4,679,405	2,918,220	3,201,087
<b>Total</b>	<b>\$ 14,965,810</b>	<b>\$ 17,099,567</b>	<b>\$ 17,618,315</b>	<b>\$ 17,975,000</b>
Per Capita	\$ 103.43	\$ 109.93	\$ 112.94	\$ 115.23



# cabor

Comprehensive Annual Budget Report – For the Year Ending June 30  
City of Chattanooga, Tennessee

2004







# Department of Finance & Administration

David R. Eichenthal, Administrator

Daisy W. Madison, Deputy Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

Responsible for sound financial policies & decisions for optimal use of cities assets and resources.

## Description:

The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, department Administrators and the City Council. Its 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, and user services; revenue collections; court and parking transactions; purchasing; building maintenance; radio & electronic services; real estate management; and fleet services.

## Critical Goals & Objectives:

### Provide Effective and Efficient use of City Assets

- ❶ Maintain AA or higher bond rating for the City from Standard & Poor's, and Fitch Investors Service.
- ❷ Proper acquisition, maintenance and disposition of assets to optimize efficiency.
- ❸ Development of policies and procedures for all city financial activities in compliance with applicable laws and regulations.

### Department Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Finance	\$ 1,424,579	\$ 1,398,732	\$ 1,715,550	\$ 1,798,128
Treasurer	514,670	522,559	541,068	526,254
City Court Clerk	780,624	889,549	1,033,967	932,856
Information Services	2,680,445	2,917,478	3,097,182	3,019,190
Purchasing	0	905,824	849,196	801,230
Building Maintenance	0	726,126	704,330	746,866
Radio & Electronics	0	322,085	373,040	389,097
Real Estate	0	293,787	388,711	315,239
Fleet Services	0	7,905,642	10,100,000	7,056,066
<b>Total</b>	<b>\$ 5,400,318</b>	<b>\$ 15,881,782</b>	<b>\$ 18,803,044</b>	<b>\$ 15,584,926</b>
Per Capita	\$ 37.06	\$ 102.10	\$ 120.54	\$ 100.17
<b>Positions Authorized</b>	<b>117</b>	<b>226</b>	<b>216</b>	<b>211</b>

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 6,958,650	\$ 8,523,377	\$ 9,513,212	\$ 9,583,494
Overtime	90,736	84,316	94,390	90,825
Operating	5,226,182	7,274,089	9,195,442	5,910,607
Revenue	8,188,905	7,786,677	10,100,000	7,056,066

# Department of Finance & Administration

Office of Finance  
Daisy Madison, Administrator  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

Responsible for management, accounting and reporting of all financial activities of the city to ensuring a strong financial position and favorable bond rating.

## Description:

The Finance Office is responsible for managing all of the City's fiscal affairs. This division supports all City departments with budget and accounting services, financial reporting, investment management, capital projects, debt financing, and all revenue collections (including property taxes, court fines, etc.). Office sections include Budget, Accounting, Payroll, and Accounts Payable. In addition to the support services provided, other significant responsibilities include 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).

## Critical 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.**

- ❶ *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.*
- ❷ *Maintain a general fund balance of between 15% and 20% of annual general fund expenditures.*
- ❸ *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.**

- ❶ *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**

- ❶ *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**

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

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Cash Management Yield on investment portfolio	n/a*	5.0%	1.2%	5.0%

\*Newly Established Performance Measure

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 1,236,578	\$ 1,248,367	\$ 1,488,145	\$ 1,621,357
Overtime	311	398	750	750
Operating	187,690	149,967	226,655	176,021
Revenue	0	0	0	0

# Department of Finance & Administration

Office of the Treasurer  
 Daisy W. Madison, Treasurer  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

Responsible for collection and deposit of all city revenues as well as cash management.

## Description:

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.

## Critical 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 Maximize the return the city receives on investments while preserving the safety and liquidity of capital in the overall portfolio

Performance Measures	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
<b>Property Tax Collections:</b>				
Delinquent	\$2,692,020	\$2,600,000	\$3,612,783	\$2,605,000
Current	\$75,787,775	\$77,500,000	\$77,551,987	\$79,397,860
<b>Business Licenses:</b>				
# issued	11,305	11,300	11,232	11,300
Inspections	n/a*	n/a*	N/A	N/A
Violations	n/a*	n/a*	N/A	N/A
Credit Card Transactions	n/a*	\$100,000	\$139,892	\$200,000
Online payments	n/a*	\$80,000	\$80,325	\$100,000
Business Tax Collections	\$3,068,335	\$3,000,000	\$3,035,125	\$3,035,125

N/A not Applicable  
 \*Newly Established Performance Measure

## Resources

	Actual	Actual	Budget	Budget
	FY 00/01	FY 01/02	FY 02/03	FY 03/04
Personnel	\$ 443,782	\$ 433,199	\$ 422,873	\$ 446,835
Overtime	0	0	0	0
Operating	70,888	89,360	118,195	79,419
Revenue	0	0	0	0

# Department of Finance & Administration

Office of City Court Clerk  
Ed Hammonds, City Court Clerk  
*www.chattanooga.gov*

## Purpose:

Responsible for the collection of fines for all violations of city ordinances and process of related court documents.

## Description:

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.

## Critical Goals & Objectives:

### To decrease outstanding delinquent accounts.

*To increase the collection of delinquent accounts by 20% over the prior fiscal year by use of credit bureau.*

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

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

### Reduced backlog of microfilm items

*Record microfilm on a daily basis*

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
<b>No. of cases by violation:</b>				
Metered Parking	26,379	30,000	31,852	30,000
Parking Other	8,742	10,000	10,684	10,000
Traffic Speeding	15,654	10,000	10,899	10,000
Traffic Other	22,287	15,000	14,787	15,000
Animal Services	63	100	847	800
Environmental	*	*	9	10
Garbage & Refuse	194	100	106	100
Business License & Permits	*	*	53	50
Building Inspection	*	*	85	50
Codes & Community Services	12	0	864	800
Other	6,740	6,000	5,407	5,000
Total cases	80,071	71,200	75,593	71,810
<b>Fines (\$) collected by type:</b>				
Metered Parking	\$307,763	\$300,000	\$337,567	\$441,634
Parking Other	\$150,637	\$150,000	\$209,623	\$210,000
Traffic Speeding	\$1,167,391	\$750,000	\$775,179	\$775,200
Traffic Other	\$910,929	\$500,000	\$532,397	\$533,000
Animal Services	\$1,303	\$1,000	\$14,290	\$14,000
Environmental	*	*	\$919	\$1,000
Garbage & Refuse	\$7,760	\$5,000	\$5,389	\$5,400
Business License & Permits	*	*	\$805	\$800
Building Inspection	*	*	\$3,307	\$3,300
Codes & Community Services	\$659	\$1,000	\$13,380	\$13,000
Other	\$277,067	\$100,000	\$125,983	\$126,000
Total fines (\$) collected	\$2,823,509	\$1,807,000	\$2,018,839	\$2,123,334
Boots on scofflaws	*	*	2	0

*\*Newly Established Performance Measure*

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 657,798	\$ 793,038	\$ 853,528	\$ 792,917
Overtime	2,199	3,839	7,500	7,500
Operating	120,627	92,672	172,939	132,439
Revenue	0	0	0	0

# Department of Finance & Administration

Office of Information Services  
 Mark Keil, Chief Information Officer  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To enhance the City of Chattanooga's business of governing with cost-effective information management and systems.

## Description:

Its divisions include Network, Programming, and Support Services. It oversees all Citywide Telecommunications and the newly formed Geographic Information Services (GIS) divisions of Finance & Administration. 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

## Critical Goals & Objectives:

### To reduce cost and improve efficiency

- Reduce the number of users on Essx/Centrez and business lines and support those users via dedicated access as part of the voice or VoIP network.

### 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.

### Performance Measures

	Actual FY02*	Estimate FY03	Actual FY03	Estimate FY04
# help desk/projects request by department				
Finance	*	3,000	3,359	3,000
Police	*	3,000	3,025	3,000
Fire	*	500	791	500
Public Works	*	1,500	1,609	1,500
Parks, Recreation Arts & Culture	*	500	684	500
Personnel	*	250	329	250
Human Services	*	200	280	200
Neighborhood Svcs	*	200	285	200
General Gov't and Agencies	*	850	895	850
Executive Branch	*	300	388	300
Others	*	800	817	800

\*Newly Established Performance Measure

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 1,831,691	\$ 1,991,260	\$ 2,229,669	\$ 2,222,333
Overtime	7,230	6,013	6,000	6,000
Operating	841,524	920,205	861,513	790,857
Revenue	0	0	0	0

# Department of Finance & Administration

Office of Purchasing  
Gene Settles, Purchasing Agent  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To obtain maximum value at lowest possible cost.

## Description:

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.

## Critical Goals & Objectives:

### Improve Customer Service and a positive City Purchasing image

- ❶ Conduct 12 customer site visits and continue staff training by identifying eight (8).

### Improve the efficiency and quality of purchases

- ❶ Implement new Purchasing software program and increase the consolidated contracts by 15%.
- ❷ Provide customers with usage and price history information.
- ❸ Implement a Purchase Card Program to simplify small dollar purchases.
- ❹ Document cost savings of \$50K using electronic technology, re-engineering the purchasing process, and reducing paper processes.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Percent of departments transitioned to Purchase card Program	n/a*	100%	81%	100%
No. of staff training classes/seminars	26	10	16	8
Consolidated Contracts	20	0	47	1
Purchase Card Transaction Savings	n/a*	n/a*	n/a*	\$700,000

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ -	\$ 529,671	\$ 547,032	\$ 565,701
Overtime	0	491	0	0
Operating	0	375,662	302,164	235,529
Revenue	0	0	0	0

# Department of Finance & Administration

Office of Asset Management  
 Vacant, Director of Asset Management

*www.chattanooga.gov*

## Purpose:

Responsible for the maintenance of city real and personal property including acquisition, disposition and use to effect the maximum benefit to the city.

## Description:

The Office of Asset Management is a group that includes: Building Maintenance and Real Estate.

The maintenance/custodial division is responsible for the maintenance and repair of all City buildings, Custodial services, minor maintenance and repair is done by city employees, while major or more extensive maintenance and repair is contracted to private organizations.

See page 149 for discussion on Real Estate.

## Critical Goals & Objectives:

**Ensure maximum cost life cycle utilization of facilities at minimum cost and provide the public and employees with functional facilities.**

**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 FY02	Goal FY03	Actual FY03	Goal FY04
Repairs by calls, location, status, resolution time	*	*	*	N/A

*N/A not applicable*

*\*Newly Established Performance Measure*

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ -	\$ 435,343	\$ 371,832	\$ 447,713
Overtime	0	7,053	13,365	9,800
Operating	0	283,730	319,133	289,353
Revenue	0	0	0	0

# Department of Finance & Administration

Office of Radio & Electronics  
Arnold Hooper, Electronics Supervisor

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

Responsible for maintenance of city's radios and 800 MHz Emergency Communication Tracking System on a 24hr basis.

## Description:

The Radio Shop provides 24hr. Emergency Service for the Police and Fire Department Radio Systems. It provides maintenance for all departments within the city and also several other agencies. It maintains 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 it 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. It also has a contract with the Hamilton County Emergency Services to maintain their Ambulance and Supv. Radios totaling about 20 units. It maintains full services on the above radios totaling over 1100 units. It also maintains 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.

## Critical Goals & Objectives:

To provide quality repair services to our customers

① Continue efficient repair time for emergency calls

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ -	\$ 249,678	\$ 285,495	\$ 293,732
Overtime	0	1,991	1,775	1,775
Operating	0	70,416	85,770	93,590
Revenue	0	0	0	0



# Department of Finance & Administration

Office of Real Estate

Harvey Webb, Acting Manager of Real Property

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

Responsible for acquisition, maintenance and disposition of City's real property in a manner that best meets the City's short and long-term goals.

## Description:

The Real Estate division 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.

## Critical 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 reuse 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.

### 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.

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ -	\$ 129,255	\$ 129,638	\$ 90,214
Overtime	0	0	0	0
Operating	0	164,532	259,073	225,025
Revenue	0	0	0	0



# Department of Finance & Administration

Division of Fleet Services  
 Brian Kiesche, Fleet Manager  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To provide safe reliable vehicles and equipment to the user department at the lowest possible cost with the least possible interference with operations.

## Description:

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 Division is an internal service organization that operate very much like a private sector business. It is responsible for providing high-quality, efficient, reliable, economical and environmentally-sound transportation and related support services that are responsive to the need 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 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 rechassing to our complex fleet which includes police vehicles, fire apparatus, ambulances, refuse trucks, pavers, sewer maintenance vehicles and off road equipment.

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.

## Critical Goals & Objectives:

To enhance the department's internal financial information systems management

- 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. Reduce vehicle out of commission (VOC) rate by 3%.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
<b>Vehicle Repairs</b>				
Contract	\$ 189,334	\$ 175,000	\$ 148,960	\$ 175,000
Non- Contract	\$ 4,237,206	\$4,146,254	\$3,922,784	\$3,841,684
<b>Vehicles by Type</b>				
Cars	*	*	*	*
Vans and Light Truck	*	*	*	*
Heavy Equipment	*	*	*	*
Fuel Consumption for the City	\$ 1,462,734	\$1,294,436	\$1,290,177	\$1,390,583

*\*Newly Established Performance Measure*

### Division: fleet svcs

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ -	\$ 2,713,566	\$ 3,185,000	\$ 3,102,692
Overtime	0	64,531	65,000	65,000
Operating	0	5,127,545	6,850,000	3,888,374
Revenue	0	7,786,677	10,100,000	7,056,066

# cabor

Comprehensive Annual Budget Report – For the Year Ending June 30  
City of Chattanooga, Tennessee

2004





# Department of Police

Jimmie Dotson, Chief of Police  
 Charles Cooke and Steven Parks, Deputy Chiefs  
[www.chattanooga.gov/police/](http://www.chattanooga.gov/police/)

## Purpose:

To protect and serve the people of Chattanooga.

## Description:

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.

The department is separated into four major divisions: Police Administration, Uniform Services Command, Investigative and Support Services Command, and Finance and Administration 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.

## Critical Goals & Objectives:

### High visibility directed patrols

① *The application of patrol assets to address specific problems within neighborhoods or communities*

### Rapid response to calls for services

① *A measured response to calls from the public appropriate to the severity of the incident and the available assets of patrol*

### Timely investigative response

① *The application of investigative service in a manner and amount, which increases the likelihood of a recovery of property and or arrest*

### Improved call-taker skills at initial call for service

① *Application of customer service skills to the call-taking process that enhance the ability of department Communication Center staff to identify the problem and apply the correct police assets in a timely manner.*

### Enhance crime prevention and community-department communication

① *The application of crime prevention services to mitigate the opportunity for crime with a concomitant emphasis of improving communication between the department and all segments of the community.*

## Department Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Police Administration	\$ 5,652,734	\$ 1,277,829	\$ 4,511,897	\$ 3,708,154
Finance & Administration Command	0	3,815,386	3,714,137	3,632,851
Uniform Services Command	15,633,725	17,430,017	17,162,358	18,919,333
Investigative & Support Services	19,534,034	10,450,325	9,826,531	10,733,764
<b>Total</b>	<b>\$ 40,820,493</b>	<b>\$ 32,973,557</b>	<b>\$ 35,214,923</b>	<b>\$ 36,994,102</b>
Per Capita	\$ 280.17	\$ 211.97	\$ 225.75	\$ 237.78
<b>Positions Authorized</b>	<b>747</b>	<b>711</b>	<b>684</b>	<b>684</b>

## Resources

	Actual FY 00/01*	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 34,309,843	\$ 27,344,615	\$ 29,267,017	\$ 30,751,034
Overtime	1,715,655	986,009	1,170,000	1,086,667
Operating	4,794,995	4,642,933	4,777,906	5,156,401
Revenue	2,353,527	968,648	357,500	428,127

# Department of Police

Office of Police Administration

Jimmie Dotson, Chief of Police

[www.chattanooga.gov/police/](http://www.chattanooga.gov/police/)

## Purpose:

To provide responsible, professional leadership for the Department.

## Description:

Police Administration is comprised of seven sections: Office of the Chief, Internal Affairs, Community Outreach, Police Information Office, Legal Services, Accreditation, and Technology.

## Critical Goals & Objectives:

### Evaluate and adjust staffing levels for critical services delivered by CPD.

- *Patrol.*
- *Criminal Investigations (15% - 16% typically).*
- *School Resource Officers.*
- *Supervision and management.*
- *Shift relief factor.*

### Refine and streamline the civilian complaint process to accept citizen complaints and promote effective policing.

- *Training.*
- *Offer feedback.*
- *Speed.*

Performance Measures	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
Total Major Offenses	19,125	na	15,548	na
Parking Citations	35,964	na	46,931	na
Moving Citations	31,902	na	20,704	na
Call for Service (citywide)	268,370	na	261,175	na
911 Calls for Svc (total)	525,704	na	498,148	na

## Resources

	Actual FY 00/01*	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 2,508,223	\$ 1,076,708	\$ 3,277,674	\$ 2,585,778
Overtime	27,123	5,373	866,311	25,042
Operating	3,117,388	195,748	367,912	1,097,334
Revenue	0	0	0	0

\*Include Expenditure of Police's Office of Finance & Administration

# Department of Police

Office of Uniform Services

Jimmie Dotson, Chief of Police

[www.chattanooga.gov/police/](http://www.chattanooga.gov/police/)

## Purpose:

To respond in a timely manner to calls for emergency and non-emergency police service from the public.

## Description:

Uniform Services Command consist 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.

## Critical Goals & Objectives:

Reduce calls for service that are non-criminal, non-police, unproductive, unnecessary.

- *Alarms*
- *Teleserve*
- *Major events.*

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Avg Response Time (in minutes only for priority 1)	7.1	na	7.2	na
Citizen Complaints Investigated	134	na	141	na

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 13,684,404	\$ 15,762,349	\$ 15,946,794	\$ 17,514,817
Overtime	1,175,872	627,291	223,000	548,128
Operating	773,449	1,040,377	992,564	856,388
Revenue	0	0	0	0

**Purpose:**

To provide the highest level of investigative function and operational support to the Department.

**Description:**

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.

**Critical Goals & Objectives:**

**Improve the criminal investigation process to enhance productivity, care quality, prosecution & prevention.**

- Preliminary investigation
- Supervision
- Prevention
- Training
- Career development
- Crime prevention training for CPD

**Improve the training for department personnel.**

- Facility
- Software
- Support personnel
- Technology training
- Interns
- Relevant training
- Prioritize training
- Career track
- Time
- Computer Training room

**Performance Measures**

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Avg Case for Investigator per year				
Crimes against persons	50	na	56	na
Crime Scenes	75	na	64	na
Child Abuse	93	na	105	na
Missing /Domestic Violence	285	na	322	na
Narcotics	35	na	35	na
Vice	92	na	67	na
Auto Theft	525	na	503	na
Fraud	525	na	503	na
Computer Forensics	86	na	104	na
Electronic Technician	na	na	263	na

**Resources**

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 18,117,216	\$ 9,279,000	\$ 8,926,898	\$ 9,503,981
Overtime	512,660	352,813	67,000	502,010
Operating	904,158	818,512	832,633	727,773
Revenue	0	0	0	0



**Purpose:**

**To provide professional support to all elements of the Department in the areas of financial and administrative operations.**

**Description:**

Finance & Administration Command consists of three sections: Financial Operations, administrative operations, and facilities, security, & fleet management.

**Critical Goals & Objectives:**

**Improve the career development process to improve the knowledge and skills of CPD personnel.**

- *Skills*
- *Learning*
- *Progression to learn investigations*
- *Fix responsibility*
- *Traffic assignments*
- *Career*
- *Success planning*

**Complete an assessment of the impact of Annexation on CPD workload and service levels.**

**Expand efforts to find resources outside the CPD, both grants and private sector.**

- *Volunteers*
- *Citizens Police Alumni Association*

**Resources**

	Actual FY 00/01*	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ -	\$ 1,226,558	\$ 115,651	\$ 1,146,458
Overtime	0	532	13,689	11,487
Operating	0	2,588,296	2,584,797	2,474,906
Revenue	0	0	0	0

\* Expenditure included in Office of Police Administration.





# Department of Fire

Jim Coppinter, Fire Chief  
 Kelvin Flint, Deputy Fire Chief  
[www.chattanooga.gov/fire/](http://www.chattanooga.gov/fire/)

## Purpose:

To protect the life, property and community resources in cases of fire, rescue and other emergencies where services are needed.

## Description:

The department is comprised of four major divisions, including Administration, Operations, Fire Prevention and Training. Administration is responsible for general policy and direction of the department. Planning, organizing, staffing, developing, coordinating, reporting, budgeting and public relations are also basic responsibilities of Administration.

The Fire Prevention Bureau is responsible for a vigorous, 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 fire academies that provide intensive training for new recruits. Beginning fiscal year 2003, the fire academies will be extended from 16 to 25 weeks so that graduating firefighters will be EMT-IV certified. This division also provides 40 hours of in-service training for all sworn personnel on an annual basis.

## Critical Goals & Objectives:

- 1 To effectively respond to all emergencies where services are needed.
- 2 To provide the best training possible to ensure the protection of the firefighter and the people they serve.
- 3 To maintain involvement in the community by visiting schools and businesses and conducting home safety surveys.
- 4 To systematically update fire apparatus and fire stations to insure cost effective facilities.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
*/**Average response time (Department)		5:00	5:23	5:00
** Inspections	2,255	2,458	2,982	3,042
** Permits			80	82
** Civillian Deaths		0	5	0
** Civillian injuries		0	0	0
** Firefighter Deaths		0	0	0
** Firefighter Injuries		0	34	0
** Property Damage (\$million)		0	\$7.2	0
Fire Calls	1,042	0	976	0
First Responder Calls	6,886	6,687	7,288	6,632
Emergency Calls	12,013	12,139	13,231	12,040

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

\*\* New performance measure

## Department Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Fire Operations	\$ 18,474,592	\$ 20,467,140	\$ 22,510,645	\$ 24,325,655
Fire Utilities	972,095	485,041	455,800	573,200
Combat Challenge	11,258	5,793	4,500	0
<b>Total</b>	<b>\$ 19,457,945</b>	<b>\$ 20,957,974</b>	<b>\$ 22,970,945</b>	<b>\$ 24,898,855</b>
Per Capita	\$ 133.55	\$ 134.73	\$ 147.26	\$ 159.62
<b>Positions Authorized</b>	<b>418</b>	<b>418</b>	<b>418</b>	<b>418</b>

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 17,122,412	\$ 18,898,863	\$ 20,758,082	\$ 21,946,867
Overtime	27,746	33,454	31,000	31,000
Operating	1,324,435	1,534,823	1,721,563	2,347,787
Revenue	192,030	175,222	166,000	170,903



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Comprehensive Annual Budget Report – For the Year Ending June 30  
City of Chattanooga, Tennessee

2004

## Public Works



# Department of Public Works

Bill McDonald, Administrator

Beverly Johnson, Deputy Administrator

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Purpose:

To maintain the basic infrastructure of the City of Chattanooga.

## Description:

The Department has five operating divisions: Engineering, City-Wide Services; Codes and Inspection; Traffic Engineering. The Department is also responsible for the Interceptor Sewer Fund, Solid Waste & Sanitation Fund, Storm Water Fund and State Street Aid Fund. Major responsibilities of the Department include:

- Construction and maintenance services for street repairs, curbs, gutters, sidewalks and storm sewers;
- Building inspections and code enforcement;
- Traffic management, traffic signs and markings;
- Garbage and brush collection, recycling and household hazardous waste disposal;
- Sanitary landfill operation;
- Stormwater systems;
- Sanitary Sewer
- Municipal Forestry

## Critical Goals & Objectives:

The Department aims to provide quality and efficient service in a timely manner to ensure the safety and welfare of all Chattanoogaans.

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Engineering & Storm Water	\$ 4,318,537	\$ 4,803,806	\$ 5,003,214	\$ 5,781,780
City Wide Services	14,437,893	15,722,520	16,194,555	16,595,304
Codes & Inspection	1,262,569	1,393,618	1,617,740	1,920,631
Traffic Engineering	4,239,324	4,469,322	4,692,614	4,859,816
Waste Resources	20,107,464	26,267,128	20,219,981	20,303,610
Other Operating	13,477,353	18,087,297	30,462,654	24,798,529
<b>Total</b>	<b>\$ 57,843,140</b>	<b>\$ 70,743,691</b>	<b>\$ 78,190,758</b>	<b>\$ 74,259,670</b>
Per Capita	\$ 397.00	\$ 454.79	\$ 501.25	\$ 476.05
<b>Positions Authorized</b>	<b>668</b>	<b>673</b>	<b>667</b>	<b>649</b>

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 20,163,688	\$ 21,685,500	\$ 24,057,231	\$ 24,599,139
Overtime	1,334,868	920,487	887,618	864,620
Operating	36,344,584	48,137,704	53,245,909	48,795,911
Revenue	0	0	78,190,758	74,259,670

### Purpose:

Design, construction management, and preserving official records for city projects.

### Description:

The Engineering Division administers engineering contracts for sanitary sewers, storm water projects, streets and sidewalks, curbs and gutters, capital improvement projects for waste resource divisions, police department and neighborhood services. Design and surveying is provided as needed, recommendations for construction project award are made, and project management, including inspection of the progress of the work of contractors and developers is performed. In addition, planning for future projects is accomplished and work programs are developed as part of a long range capital improvement plan.

### Critical Goals & Objectives:

**To provide Engineering Planning, Design, Construction Management and Inspection Services which will result in the efficient implementation of projects of the highest quality**

① *Ensuring the completion of projects on time and with a minimal number of unanticipated changes.*

**To maintain, update, and utilize the Pavement Management database**

① *To ensure that the quality of City's infrastructure is maintained in an optimal manner.*

**To create a system that will capture and establish all the infrastructure assets of the City in a digital format**

① *Accurate and usable information, utilizing both state-of the art in house GIS equipment and outside professional consultants.*

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
*Sidewalk Improvement projects	3	4	4.2	4.5
*Street Improvement projects	4	5	5	5
**Streetscape enhancement projects	6	8	8	8
*Sanitary Sewer extension projects	3	4	4	4
Subdivision Technical Reviews	24	30	30	30

\*miles

\*\*blocks

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 1,388,896	\$ 1,593,075	\$ 1,716,014	\$ 1,781,664
Overtime	3,412	3,102	5,500	3,000
Operating	210,219	171,810	187,724	179,658
Revenue	0	0	0	0



# Department of Public Works

City Wide Services Division

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Purpose:

Responsible for providing a number of critical infrastructure maintenance, repair, and material collection services.

## Description:

The City Wide Services Division is responsible for providing logistical planning, resource and personnel management services, and over sight of the implementation of the various City services These sections include:

- Sewer Construction and Maintenance
- Brush and Trash Collection
- Emergency Response
- Garbage Collection
- Street Cleaning
- Urban Forestry

## Critical Goals & Objectives:

### Timely installation and maintenance and repair of storm drainage systems.

- ① *Quality construction of required storm water structures*
- ② *Timely response to customer inquiries*

Provide a safe and efficient collection system of brush, wood, organic waste and bulky waste materials and to keep right-of-ways clear of debris.

- ① *Provide residents with service at least once each month.*

Ensure the safe movement of vehicle and pedestrian traffic along city streets while maintaining clean rights-of-ways

- ① *Respond to vehicle and/or pedestrian hazards*
- ② *Respond to down tree emergencies*
- ③ *Keep the city streets free of litter and debris*
- ④ *Clean up illegal dump sites.*

Safe, efficient, and timely collection of the City's residential and business garbage and recycling

- ① *Increase participation in the City's automated collection program.*
- ② *Increase tonnage of recycling collected*

To improve the appearance and safety of streets and rights-of-ways and to improve the trafficability of the city's maintained alleyways.

- ① *Cut and maintain selected rights-of-ways on schedule*
- ② *Correct sight distance violations*
- ③ *Clean and repair selected alleys on schedule*

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
*Customer Inquiries addressed		13,000	12,985	15,000
*Linear feet of pipe installed		7,855	7,855	9,000
*Linear feet of ditches cleaned		40,500	39,775	41,600
*Linear feet of sidewalks placed		3,985	3,985	5,000
*Brush Collection (tons)		15,000	14,610	15,000
*Loose Leaf Collection		2,500	2,217	2,500
*Flash Trash Calls		13,000	12,675	13,000
*Illegal Dump Sites cleaned		100	26	100
*Emergency Calls response (general)		950	811	950
*Garbage (tons)		46,000	48,747	46,000
*Recycle Material Collected (tons)		5,400	5,220	5,400
*Drop off Center Collection (tons)		5,000	4,159	6,000

*\*New Performance Measure*

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 7,358,209	\$ 6,710,981	\$ 7,510,868	\$ 7,935,343
Overtime	320,647	260,257	276,900	250,200
Operating	3,214,215	3,529,193	3,358,345	3,219,996
Revenue	0	0	0	0

# Department of Public Works

Codes & Inspection Division

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Purpose:

Responsible for the enforcement of the City's regulatory building and zoning ordinances..

## Description:

The Codes and Inspection Division ensures and promotes a better quality of life by implementing adopted Building and Life Safety Codes in conjunction with land use regulations legislated by the Federal, State, and local governments. This is accomplished through the examination of construction plans and specifications, inspection of construction work in progress, enforcement of adopted model codes, City Zoning, Sign, Floodplain, Sewer, Stormwater, and Historical Zone Ordinances. Duties include issuing permits for building, electrical, plumbing, mechanical, gas, sign, street cut-in, and land disturbing projects. Additional duties include administration of construction code boards, Zoning & Sign Appeals Board, examination and issuing licenses for electrical, mechanical, plumbing, and gas contractors and maintenance of records relative to all listed duties.

## Critical Goals & Objectives:

To enforce the City's minimum housing ordinance to ensure City building standards are met in new construction and remodeling.

● Issue building, electrical, gas, mechanical, plumbing, sign, street cut-in and land-disturbing permits to ensure City building and construction standards are met.

Performance Measures	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
Building Permits	678,159	750,000	984,702	917,863
Electrical Permits	137,485	140,000	158,391	163,033
Plumbing Permits	181,336	200,000	177,911	177,309
Street Cut-in Permits	191,868	147,000	287,319	319,080
Mechanical Code Permits	74,290	75,000	63,925	61,664
Gas Permits	7,490	8,000	7,580	7,500
Sign Permits	94,498	95,000	117,375	117,570

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 1,126,778	\$ 1,230,392	\$ 1,369,046	\$ 1,694,297
Overtime	5,515	5,707	6,900	5,500
Operating	34,236	157,519	241,794	220,834
Revenue	0	0	0	0

### Purpose:

Responsible for the management of traffic functions for the City.

### Description:

This functions of the division include 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.

### Critical Goals & Objectives:

Safe and efficient traffic flow and patterns for the City.

- ① Replace electro mechanical and thumbwheel controllers
- ② Replace old traffic signal heads.
- ③ Install new signals as required by traffic conditions.
- ④ Keep streetlights maintained and satisfy requests for additional lighting.
- ⑤ Keep guardrail maintained up to standard where needed.
- ⑥ Install and replace signs and street markings with a minimal turn around time.
- ⑦ Install new signals and maintain existing signals with efficiency and accuracy.

#### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
New Traffic Signals	8	5	5	3
Traffic Signal Upgrades	10	5	8	10
Building Permit Reviews	280	275	275	275
Subdivision Design Reviews	18	20	20	20
New Sign Installation	1,212	1,150	1,874	1,500
Signs Repaired	28,850	20,000	24,937	20,000
Parking Meter Service Calls	3,078	2,000	4,637	3,000
Center Lines Painted	458	458	223	458
Inspection Call outs	3,988	3,200	3,799	3,200
Traffic Signal Loops	24,327	28,000	11,224	20,000
Traffic Signal radar instalation	12	10	9	6
Rail Road Crossings lane approaches			331	200

#### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 1,561,254	\$ 1,720,181	\$ 1,839,546	\$ 1,952,527
Overtime	52,097	48,628	40,000	38,000
Operating	288,930	338,719	345,868	305,789
Revenue	0	0	0	0

# Department of Public Works

Interceptor Sewer Fund

Jerry Stewart, Waste Resources Director

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Purpose:

To provide sewers for the City in a planned and orderly manner.

## Description:

The System encompasses approximately 1,200 miles of sewer lines, 7 large custom-built pumping stations, 7 custom-built storm stations, 53 underground, wetwell-mounted, submersible pumping stations, approximately 130 residential/grinder stations, 7 combined sewer overflows (CSO) facilities and one (1) major regional wastewater treatment plant (Moccasin Bend).

Built in 1952, the City's interceptor sewer system serves the City and a surrounding metropolitan area which together have a population of approximately 400,000 encompassing about 200 miles. 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 Soddy Daisy, Tennessee; City of Rossville, Georgia; Town of Lookout Mountain, Tennessee; Lookout Mountain Georgia and portions of Walker County, Georgia, Fort Oglethorpe, Georgia; as well as Catoosa County, Georgia.

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 476,642	\$ 471,563	\$ 492,189	\$ 512,942
Overtime	0	17,604	17,500	19,092
Operating	853,875	822,332	905,054	1,347,357
Revenue	0	0	0	0

# Department of Public Works

Interceptor Sewer Fund-Quality Assurance

Jerry Stewart, Waste Resources Director

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Purpose:

Quality assurance thru monitoring/data - ensure regulatory compliance.

## Description:

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. 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.

## Critical Goals & 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.
- ① 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 01/02	Goal FY 02/03	Estimate FY 02/03	Goal FY 03/04
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	8	N/A	11	N/A
Number of industrial user fines issued	3	N/A	4	N/A
Value of fines issued	5,500	N/A	4,100	N/A

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 558,707	\$ 762,615	\$ 583,929	\$ 558,625
Overtime	0	5,230	8,740	8,740
Operating	120,654	139,142	149,010	150,461
Revenue	0	0	0	0

**Purpose:**

Inspection and repair to reduce the number of overflow events.

**Description:**

The Collection System Engineering and Maintenance division of the Interceptor Sewer is comprised of four divisions, Engineering, Sewer Maintenance, Inflow & Infiltration, and Combined Sewer Inflow.

**Engineering.** The emphasis of the engineering section is to provide engineering and logistical support to the I & I, CSO and Sewer Maintenance program. 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.** 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 City has six CSO facilities in operation. The completed CSOs are located at Ross's Landing, Carter Street, Central Avenue, Tremont Street, Williams Street and Citico Avenue. The last two facilities were completed end of FY02.

**Critical Goals & Objectives:**

**Improve the performance of the collection system**

- ❶ Inspection of sewer lines and the consequent grouting of holes or imperfect joints or leaking manholes.
- ❷ 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**

- ❶ Reduce rate of deterioration.
- ❷ Reduction in the number of overflows
- ❸ Reduction in the number of emergency repairs
- ❹ Reduction in the number of customer complaints

**Improve the operation of the system's collector lines and interceptors**

- ❶ Reduce the number of customer complaints, sewer backups, stoppages, pipe failures and overflows

**Eliminate the excessive inflow and infiltration into the sewer system**

- ❶ Reduction in the number of wet weather backups and overflows
- ❷ Increase pipe capacity through infiltration reduction
- ❸ Conduct system sewer line inspections and flow monitoring to identify sources of I & I

Performance Measures	Actual FY 01/02	Goal FY 02/03	Estimate FY 02/03	Goal FY 03/04
Response to Sewer Customer requests	525	All	560	All
Number of requests that were customers responsibility	310	N/A	266	N/A
Repairing sewer pipe	125	60	70	60
Repairing manholes	30	35	15	35
Checking sewer lines for potential problems	100%	100%	100%	100%
Broken service lines fixed by private individuals	15	N/A	10	N/A

**Resources**

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 1,071,637	\$ 901,889	\$ 1,100,304	\$ 1,211,345
Overtime	0	102,156	56,500	56,500
Operating	714,740	494,695	1,146,925	1,144,076
Revenue	0	0	0	0

# Department of Public Works

Interceptor Sewer Fund - Waste Water

Jerry Stewart, Waste Resources Director

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Purpose:

To improve the operational integrity of the Waste Water Treatment Plant.

## Description:

The Moccasin Bend Waste Water Treatment Plant division of the Interceptor Sewer is comprised of four divisions: Liquid Handling, Solid Handling, Pump Stations, and Plant Maintenance.

**Maintenance.** The Plant Maintenance staff is responsible for all maintenance activities (mechanical, electrical, buildings and grounds) associated with the liquids and solids treatment processes at the wastewater treatment plant and the remote wastewater and stormwater pumping stations. The Interceptor Sewer System has in-place a maintenance program that includes predictive, preventive and corrective maintenance. A computerized data management system is used for scheduling and documenting maintenance activities. Plant Maintenance is performed under the supervision of the Plant Maintenance Supervisor.

**Liquid Handling.** The Moccasin Bend WWTP is a major regional treatment facility that processes both liquid and solids in the wastewater 24 hours/day, 365 days/year. It is designed to treat 65 MGD with a peak hydraulic capacity of 120 MGD.

**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.

## Critical Goals & Objectives:

Improve the operational integrity of the Waste water treatment plant

- ❶ Reduce the overall unit cost of operation
- ❷ Meet NPDES permit discharge requirement 99% of the time.
- ❸ Reduce utility usage by 1% for periods of normal rainfall and temperature patterns
- ❹ Reduce unscheduled overtime by 1%
- ❺ Treat an average of 20 billion gallons/year
- ❻ Reduce the overall unit cost of operation
- ❼ Reduce manpower and utility requirements through automation

improve the efficiency of the Bio-Solids process.

- ❶ Reduce chemical usage by 1%
- ❷ Reduce utility usage by 1%
- ❸ Reduce unscheduled overtime hours by 1%
- ❹ Produces and average of 85,000 wet tons of sludge annually

### Performance Measures

	Actual FY 01/02	Goal FY 02/03	Estimate FY 02/03	Goal FY 03/04
Work orders completed	9,847	100%	9,800	100%
Meeting of NPDES permit discharge limits	99.50%	99.50%	99.50%	99.50%
Equipment availability	80%	85%	85%	85%
Average annual Bio-Solids production (dry tons)	27,936	N/A	28,000	N/A

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 2,695,784	\$ 2,266,308	\$ 2,969,990	\$ 2,683,507
Overtime	0	337,529	0	300,000
Operating	8,272,145	6,450,481	7,988,491	5,854,226
Revenue	0	0	0	0

# Department of Public Works

Interceptor Sewer Fund-Safety Training

Jerry Stewart, Waste Resources Director

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Purpose:

Provide a safe work environment for all personnel.

## Description:

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.

## Critical 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 00/01	Goal FY 01/02	Estimate FY 02/03	Goal FY 03/04
Compliance with OSHA rules and regulations	yes	yes	yes	yes
In-house safety education	yes	yes	yes	yes
Number of lost time accidents	21	-	10	-
Number of workman comp cases	21	-	-	-

#### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 72,657	\$ 69,398	\$ 81,821	\$ 78,401
Overtime	0	8,051	0	8,588
Operating	8,865	7,948	12,725	15,450
Revenue	0	0	0	0



# Department of Public Works

Interceptor Sewer Fund-Landfill Handling

Jerry Stewart, Waste Resources Director

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Purpose:

To manage bio-solid program

## Description:

The Interceptor Sewer System generates and disposes an average of 130,000 (+/- 10%) wet tons of bio-solids annually. It also disposes of 3,000 (+/- 10%) wet tons of grit, screening and trash annually.

## Resources

	Actual		Budget	
	FY 00/01	FY 01/02	FY 02/03	FY 03/04
Personnel	\$ -	\$ -	\$ -	\$ -
Overtime	0	0	0	0
Operating	1,606,332	2,694,644	2,137,200	2,540,800
Revenue	0	0	0	0

# Department of Public Works

Solid Waste & Sanitation Fund

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Purpose:

To provide a location for the disposal of solid waste

## Description:

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. Landfill operation, recycling, compost waste and household hazardous waste 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.

## Critical Goals & Objectives:

### Maintain an efficient and environmentally safe City 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.
- ⑥ Evaluate the beneficial use of landfill gas produced.
- ⑦ Increase the compaction ratio to prolong the life of the current developed area.
- ⑧ Minimize the disposal of commingled C&D deposited into the sanitary landfill through better separation and education of the public.

### Performance Measures

	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
Tipping Fee Collection	672,048	983,145	592,836	545,078
City Garbage	37,755	48,000	33,300	30,625
City Brush	1,175	1,250	1,175	1,250
City Trash	30,200	41,000	26,645	24,500
Garbage	7,625	8,000	7,735	8,000
County T & G	175	200	165	200
Spedal Waste	3,950	4,000	2,950	4,000
Trash	22,650	24,000	19,900	18,500
Bio-Solids	853,515			
Hamilton County Buildings	1,450	1,450	1,375	1,450

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 4,172,937	\$ 1,097,376	\$ 973,359	\$ 701,162
Overtime	243,297	64,974	65,500	59,500
Operating	4,999,751	3,760,956	4,874,173	5,104,651
Revenue	4,190,072	5,159,292	5,913,032	5,865,313

### Purpose:

To enhance water quality of storm water run-off, reduce flooding and provide habitat for wildlife.

### Description:

The Stormwater Division is responsible for assessment, management, and monitoring of water quality in the major drainage basins of Chattanooga. An integral component of the duties of the Stormwater Section is the evaluation and elimination of flooding and related drainage issues. The Stormwater Section evaluates and responds to water quality and flooding issues, emergency spills, and citizen requests. The Section interacts with Federal, State, and local agencies, city departments, contractors, and commercial and industrial land developers to assure compliance with erosion control and stormwater control regulations. The section is also responsible for citywide compliance with the NPDES Storm Water Discharge Permit issued by the Tennessee Department of Environment and Conservation

### Critical Goals & Objectives:

**Timely installation and proactive maintenance and repair of the City's drainage system in order to minimize flooding and water damage to streets and private property**

- ① *Continue the monitoring and cleanup of designated Hot Spots that accumulate debris and routinely cause flooding problems*
- ② *Timely response to customer requests to remove blockages*

**To work toward NPDES permit compliance**

- ① *Continue the City-wide inventory of drainage structures*
- ② *Install 3 automatic samplers at locations to monitor community waters*
- ③ *Conduct Field Screening at stormwater outfalls*
- ④ *Conduct inspections of private detention facilities*
- ⑤ *Continue inspection and enforcement of erosion controls at construction sites*

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Total Complaints	5,368,215	4,104,048	5,135,020	4,481,009

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 1,316,187	\$ 1,383,365	\$ 1,664,952	\$ 1,751,750
Overtime	30,827	12,351	15,000	15,000
Operating	5,148,343	3,146,183	4,858,048	3,398,211
Revenue	5,176,101	5,465,027	6,538,000	5,164,961

# Department of Public Works

State Street Aid Fund

[www.chattanooga.gov/pubworks/](http://www.chattanooga.gov/pubworks/)

## Purpose:

Provide for the adequate repair and maintenance of City streets

## Description:

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.

## Critical Goals & Objectives:

**Proactive and timely repair of the City's streets to increase service life and enhance public safety**

- ❶ Repair all reported pot holes within 10 working days
- ❷ Effective management of all resources to ensure compliance with budgetary guidance.
- ❸ Quality construction and repair of city streets
- ❹ Rapid repair of damaged guardrail

### Performance Measures

	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
*Street Rehabilitation Projects		3	3	3
*Number Alleys Cleaned		990	926	990
*New Performance Measure				

### Resources

	Actual		Budget	
	FY 00/01	FY 01/02	FY 02/03	FY 03/04
Personnel	\$ 3,017,291	\$ 3,103,014	\$ 3,533,720	\$ 3,663,634
Overtime	139,340	92,457	100,000	100,000
Operating	1,376,394	1,215,016	716,280	769,390
Revenue	4,946,972	4,376,715	4,350,000	3,971,297

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Comprehensive Annual Budget Report – For the Year Ending June 30  
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Parks and  
Recreation





## Purpose:

Leisure opportunities through attractive/well-maintained parks and facilities

## Description:

The Parks, Recreation, Arts, and Culture Department strives to provide an excellent variety of leisure opportunities to enhance the 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, civic, and educational organizations to provide the best possible use of all available facilities.

The department is divided into two major divisions: Program Services and Parks & Facilities. Program Services includes Arts & Culture activities and Recreation activities. The Parks and Facilities division includes Park activities, Golf Courses, and Civic Facilities.

## Critical Goals & Objectives:

Complete the physical inventory audit of vehicles and major equipment coupled with the reconciliation to the City's garage system database

Complete the physical inventory audit of electricity, gas and water accounts coupled with the reconciliation to the Accounting Dept's charge-out database

### Department Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Administration	\$ 754,443	\$ 727,061	\$ 853,838	\$ 805,584
Program Services	3,517,612	3,788,020	4,058,489	4,084,971
Parks & Facilities	4,641,873	4,638,049	4,428,210	4,187,067
Civic Facilities	1,068,647	1,216,431	1,223,289	1,191,478
Chattanooga Zoo	307,935	340,203	381,034	378,541
Municipal Golf	1,669,132	1,882,356	1,937,033	1,798,788
<b>Total</b>	<b>\$ 11,959,642</b>	<b>\$ 12,592,120</b>	<b>\$ 12,881,893</b>	<b>\$ 12,446,429</b>
Per Capita	\$ 80.37	\$ 85.89	\$ 88.98	\$ 81.27
<b>Positions Authorized</b>	<b>407</b>	<b>360</b>	<b>341</b>	<b>246</b>

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 7,391,556	\$ 7,927,519	\$ 8,561,246	\$ 8,624,960
Overtime	229,427	275,469	151,378	105,309
Operating	4,338,659	4,389,132	4,169,269	3,716,160
Revenue	3,678,499	3,630,313	3,749,590	3,460,318

# Parks, Recreation, Arts, & Culture

Program Services

[www.chattanooga.gov/cpr](http://www.chattanooga.gov/cpr)

## Purpose:

To provide a variety of recreational opportunities

## Description:

The Program Services division is responsible for providing a variety of recreational opportunities through athletics, fitness, outdoor adventure, life skills, and the arts. In addition to the enjoyment of the recreational activities, self-esteem and self-discipline are also built through these programs. Included in these programs are Fitness Center - health and fitness programs; OutVenture - outdoor recreation/education through canoe/kayaking, backpacking, rockclimbing and more; Sports - include but not limited to basketball, golf, volleyball, soccer, swimming, softball/baseball; Special Programs - activities for at-risk-youth and seniors; Champion's Club - tennis complex offering tennis programs, professional instructions; Arts - programs include art, craft and music classes.

## Critical Goals & Objectives:

### Increase participation in recreation programs

- ❶ Increase water exercise participation by 5%.
- ❷ Expand usage of CAPER room during non-peak times by implementing 2 new programs for special needs groups. - Lowered projections for Fitness Attendance due to road construction - 3rd Street Bridge, McCallie Ave, and MLK.
- ❸ Increase the number of recreation center programs by 5%.
- ❹ Increase the number of kayaking programs, clinics, and memberships.
- ❺ Maintain a quality year-round junior tennis program that services 150 tennis players.
- ❻ Increase participation in Sports programs by 4%.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Attendance of Sports Programs	3,666	4,066	4,366	4,540
# of Urban & Community Programs	5,300	6,012	6,386	7,343
Attendance of Fitness Programs	107,902	105,500	98,000	86,000
Attendance of OutVenture Programs	3,547	3,500	2,800	3,000
Attendance of Jr Tennis Program	75	125	150	150
Attendance of Water Exercise Program	794	1,032	5,638	5,919

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 2,416,625	\$ 2,688,113	\$ 3,239,622	\$ 3,438,083
Overtime	5,809	47,893	11,322	0
Operating	1,095,178	1,052,014	807,545	646,888
Revenue	307,679	308,628	280,007	342,750



# Parks, Recreation, Arts, & Culture

Parks and Facilities

[www.chattanooga.gov/cpr](http://www.chattanooga.gov/cpr)

## Purpose:

Provide first-class parks, facilities and landscaping for recreation and leisure

## Description:

The responsibility and mission for the division is to provide first-class parks, facilities and landscaping for recreational and leisure use by the citizens of Chattanooga. In this division are Coolidge Park which includes a 52 animal Denzel carousel and Downtown Riverpark with its park/plaza surrounding the Tennessee Aquarium. Maintenance of all the parks are handled by the Parks maintenance division.

## Critical Goals & Objectives:

### Increase park and carousel reservations

- ❶ Use innovative packaging to increase ridership by 10%.
- ❷ Use the carousel as a part of rental package for Walker Pavilion to increase "off-hour" rentals by 10%.
- ❸ Change rental options potentially increasing revenues by 10%.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Carousel Ridership	\$138,637	\$135,000	\$107,133	\$109,206
Walker Pavilion Rent	22,625	24,000	19,000	19,028
Walker Pavilion Table Rentals	7,000	7,200	6,175	5,393

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 2,900,653	\$ 2,974,626	\$ 2,853,643	\$ 2,744,072
Overtime	111,034	117,037	96,423	78,082
Operating	1,630,186	1,546,386	1,478,144	1,364,913
Revenue	825,605	812,743	875,953	740,102

# Parks, Recreation, Arts, & Culture

Chattanooga Zoo at Warner Park

[www.chattanooga.gov/cpr](http://www.chattanooga.gov/cpr)

## Purpose:

Enhance educational/  
recreational opportunities  
and promote conservation

## Description:

The Chattanooga Zoo at Warner Park is accredited by the American Zoo and Aquarium Association. In 2001, the zoo opened the Gombe Forest, a \$1.9 million dollar exhibit that features chimpanzees and other wildlife from the Gombe Forest in Tanzania. In 2002, the zoo opened the African Aviary and Misunderstood Marvels, an indoor exhibit featuring tarantulas, snakes and lizards. Friends of the Zoo, an organization that has supported the zoo since 1985, has raised over \$5 million dollars to complete the new master plan. In 2002, the zoo reached an all time record attendance of 101,985 and another 40,000 participants were served through the zoo's educational programs. Each year the zoo performs over 250 programs offsite, taking the message of conservation to locations from preschools to nursing homes.

## Critical Goals & Objectives:

### Increase attendance (by 10%)

- ❶ Complete the Red Panda Exhibit.
- ❷ Complete new petting zoo.
- ❸ Apply for and achieve accreditation.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Admissions - Chatt Zoo at Warner Park	96,221	100,000	101,985	112,184

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 204,752	\$ 239,189	\$ 278,514	\$ 307,017
Overtime	13,171	7,299	6,000	0
Operating	90,012	93,715	96,520	71,524
Revenue	41,566	24,533	25,000	0

# Parks, Recreation, Arts, & Culture

Civic Facilities  
[www.chattanooga.gov/cpr](http://www.chattanooga.gov/cpr)

## Purpose:

Offer the best public facilities available

## Description:

Manage, maintain and promote the use of the Soldier's and Sailor's Memorial Auditorium, 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.

## Critical Goals & Objectives:

### Increase attendance

- ❶ Pursue more family oriented shows, working directly with producers.
- ❷ Continue to expand concert market by attracting new promoters, even though entertainment market is very soft.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Attendance	374,892	515,000	280,000	300,000
Number of events	332	299	287	295
Number of days in use	441	466	418	420

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 474,423	\$ 606,674	\$ 708,207	\$ 754,994
Overtime	68,136	72,826	11,135	11,135
Operating	526,088	536,931	503,947	425,349
Revenue	656,650	652,400	568,200	578,678

# Parks, Recreation, Arts, & Culture

Municipal Golf Courses

[www.chattanooga.gov/cpr/golf](http://www.chattanooga.gov/cpr/golf)

## Purpose:

To create a new standard in public golf

## Description:

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.

The City has two municipal golf courses. Brainerd Golf Course is one of the city's oldest. It features lots of rolling acreage and mature trees. The course has a full-service pro shop and snack bar. Leagues and lessons are readily available for all ages and abilities. Brown Acres Golf Course is located off of I-75, minutes from Hamilton Place Mall, this course is popular with locals and tourists alike. It features a challenging 18-hole course and a new driving range. A newly constructed clubhouse provides a full-service snack bar and pro shop.

## Critical Goals & Objectives:

### Increase revenues and number of rounds played

- ① Increase scheduling of tournaments and outings.
- ② Discount non-prime times.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Green fee revenue from both courses	836,300	936,656	765,635	808,826
Number of rounds played on both courses	63,458	70,000	55,820	70,000

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 822,415	\$ 905,225	\$ 995,346	\$ 937,023
Overtime	30,647	25,237	26,498	16,092
Operating	816,070	951,894	915,189	845,673
Revenue	1,771,217	1,762,338	1,937,037	1,798,788

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City of Chattanooga, Tennessee

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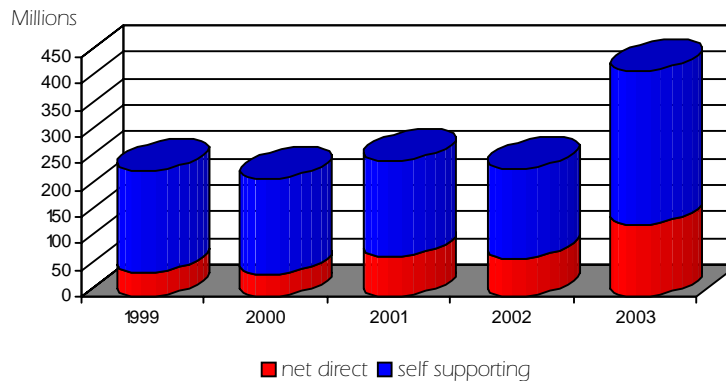
Debt Services

## Debt Services

# Debt Service Fund

The Debt Service Fund was established to account for all principal and interest payments on the City's long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of City of Chattanooga General Obligation Bonds, Notes Payable, and Capital Leases. A majority of the outstanding debt is general obligation bonds. The debt can be either Direct Indebtedness, in which case an operating transfer is made from the General Fund for the maturity payments, or it can be an Indirect Indebtedness, with the supporting fund transferring funds for the maturities. The following chart shows the history of the City's debt over the past five years and the relationship between Direct and Indirect Indebtedness.

Gross outstanding indebtedness as of June 30, 2003 is \$ 427,890,087. This amount includes a 30-year capital lease of \$115,925,472.



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.

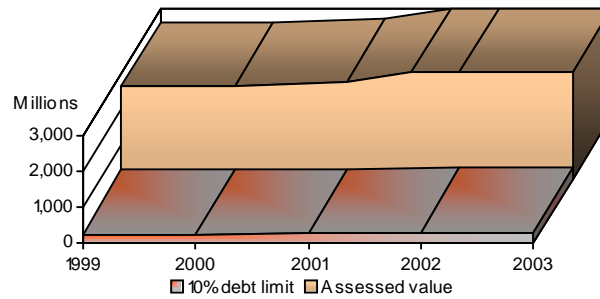
**Sec. 6.107. General Debt Limit.** Hereafter no bonds shall be issued by the City of Chattanooga in such an aggregate amount as will create or increase the total bonded indebtedness of said City more than ten per cent (10%) of the assessed valuation for the preceding year of all taxable property in 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 October 2000, the City entered into a 30-year capital lease agreement with the Chattanooga Downtown Redevelopment Corporation. The City committed to make lease rental payments equal to the debt service on \$129,000,000 Industrial Development Bonds issued for the purpose of constructing \$117.7 million of projects in the Southside, consisting of the Chattanooga, which is a 208,210 sq. ft. residential meeting facility (\$43 M), a 226,000 sq. ft. expansion of the Chattanooga-Hamilton County Convention and Trade Center (\$45M), the design and construction of the Development Resource Center, which is an 85,000 sq. ft. facility that serves as a model for better ways to develop a sustainable community (\$12M), and a new 1,029 space Parking Facility (\$17.7M). Fifty-percent of the City-only sales tax is dedicated for the lease payments. Beginning in FY2003, this long-term lease agreement is reported as an obligation for the City resulting in a high increase in the gross outstanding debt.

## General Obligation Debt Capital Fiscal Year 1999 thru 2003

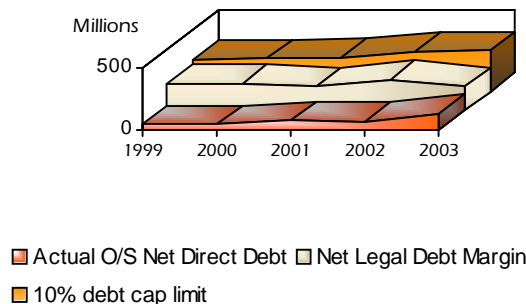


In 2001 the City issued 48,310,000 General Obligation Bonds for the purpose of providing funds to construct, improve, replace, and equip various projects of the City and to pay the legal, fiscal, and administrative costs incident to the issuance and sale of the bonds.

In order to take advantage of declining interest rates in 2002, the City issued \$58,130,000 General Obligation Refunding Bonds and \$38,290,000 Series A Refunding Bonds. These bonds refunded certain outstanding issues in FY02. That same year, the City also issued \$54,990,000 Hotel-Motel Tax Revenue Pledge Bonds for the 21st Century Waterfront Plan which is for the improvement in the downtown and riverfront area to encourage tourism and enhance the quality of life in Chattanooga.

In FY03, the City issued \$12,190,000 General Obligation Bonds and \$13,175,000 Sewer Refunding Bonds. The City also entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$37,321,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. Loan funds are drawn as needed.

## Actual Outstanding Debt vs Debt Capital Limit Fiscal Year 1999 thru 2003



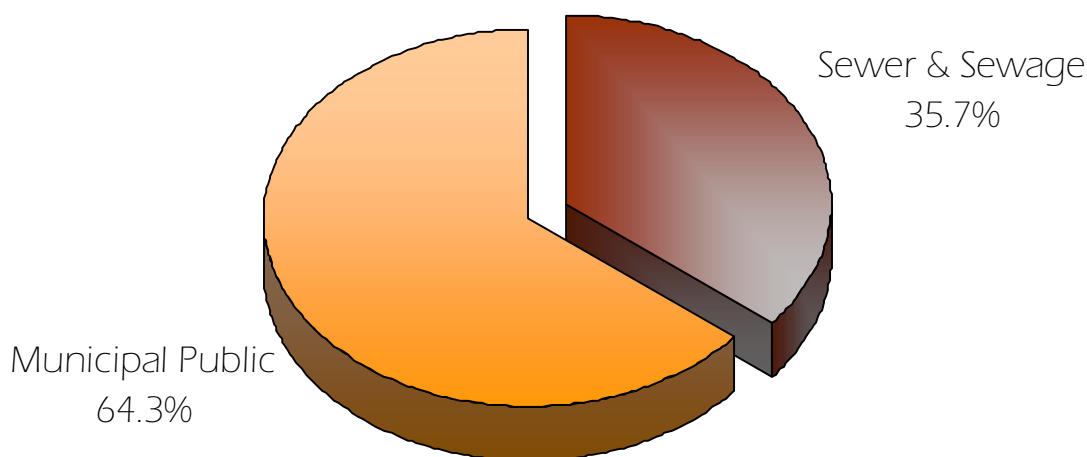


The \$427,890,087 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2003 reflects the financing decisions being made by the City to meet its long-term goals.

As this chart points out, the City is concentrating on Sewers and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. The Sewer portion of the debt and a portion of the debt for Municipal Public Improvements is self supported debt. The City is in an excellent position to issue additional debt if required to for future projects. The operating transfer from the General Fund to pay the non-supported portion of the debt has remained fairly constant for the past five years, as reflected in the following chart.

## General Obligation Bonds by Purpose

Fiscal Year 2004



This chart of City appropriations to the Debt Service Fund shows a decrease of \$2,771,256 from FY02 to FY03. This decrease reflects the additional funds that were appropriated in FY02 to accommodate the potential 15 million new issue.

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 appropriated \$6,424,417, restoring its full funding level to support the debt requirement.

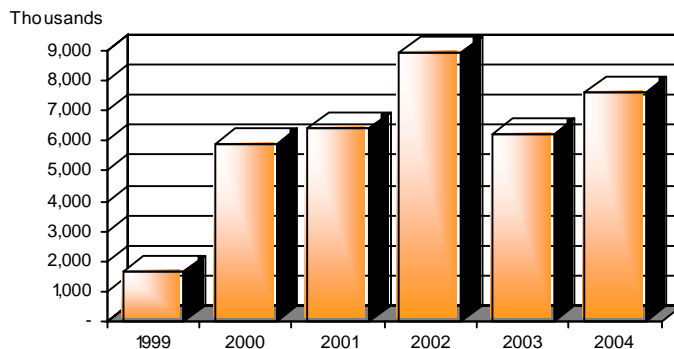
In FY 2002, the General Fund appropriated \$8,964,342. This includes additional funds required to pay Debt Service on a potential \$15,000,000 new issue planned in FY 02.

In FY 2003, the General Fund appropriated \$6,193,086. The decrease from prior year is due to increased refunding and debt retirements.

In FY 2004, the General Fund will appropriate \$7,636,840. This increase from FY03 reflects the new 12.2 million G.O. Bonds issued that same year.

## General Fund Appropriation

Fiscal Years 1999 thru 2004



# 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, 2003, the County had gross outstanding general obligation debt of \$139,070,000 and net indebtedness of \$138,283,455. The percentage of County net indebtedness applicable to the City is 59.8426% or \$96,147,876. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2003, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2003.

## 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, 2003; amounts are not adjusted for the City's share of County debt.

### **General Obligation Bonds by Purpose**

Municipal Public Improvement	\$181,276,354	
Sewer and Sewage Facilities	100,678,646	
Total Bonded Indebtedness		\$ 281,955,000

### **Other Long-Term Indebtedness**

Southside Capital Lease	115,925,472	
General Obligation		
Capital Outlay Notes	<u>30,009,615</u>	
Total Other Long-Term Indebtedness		\$ <u>145,935,087</u>

### **Gross Direct Indebtedness**

		427,890,087
Less: Self-Supporting Indebtedness		
Sewer and Sewage Facilities Bonds <sup>1</sup>	100,678,646	
State of Tenn. Revolving Loan-CSO (ISS portion) <sup>3</sup>	16,598,037	
State of Georgia Revolving Loan (ISS) <sup>4</sup>	5,943,759	
Capital Lease City of Collegedale	271,195	
Southside Capital Lease <sup>6</sup>	115,925,472	
State Revolving Loan-CSO (Storm Water portion) <sup>3</sup>	1,576,339	
Municipal Public Improvement Bonds <sup>2</sup>	<u>48,515,904</u>	
Total Self-Supporting Indebtedness		289,509,352
Debt Service Fund <sup>5</sup>		<u>4,988,142</u>

### **Net Direct Indebtedness**

		133,392,593
Plus: Estimated Net Overlapping Indebtedness		<u>96,147,876</u>

Net Direct and Net Overlapping Indebtedness **\$ 229,540,469**

- 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) \$850,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose, \$48,515,904 represents the outstanding balance of 1998 through 2003 Municipal Public Improvement Bonds of which \$18,818,729 is related to Storm Water and \$29,697,175 is related to Solid Waste, 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 will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and from the operations of the 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, 2003.
  - (6) Funding will be paid by revenues from incremental State sales tax, profits from the downtown conference center, and the city-only sales tax.

# Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2003.

Percentage	<u>Amount of Indebtedness</u>	<u>Per Capita</u>	<u>of Assessed Valuation<sup>2</sup></u>	<u>of Appraised Valuation<sup>3</sup></u>
Gross Direct Indebtedness <sup>4</sup>	\$ 427,890,087	\$2,750	13.13	4.30%
Net Direct Indebtedness <sup>4</sup>	133,392,593	857	4.09	1.34
Gross Direct and Net Overlapping Indebtedness <sup>5</sup>	524,037,963	3,368	16.07	5.26
Net Direct and Net Overlapping Indebtedness <sup>5</sup>	229,540,469	1,475	7.04	2.31
<i>Per Capita Assessed Valuation</i>	<i>\$20,954*</i>			
<i>Per Capita Full Valuation</i>	<i>\$63,919*</i>			

*\*Based on 2002 population estimate.*

*Notes:*

- (1) *The City's population in 2003 was estimated at 155,582.*
- (2) *The City's preliminary assessed valuation of taxable property as of June 30, 2003 was \$3,260,023,356.*
- (3) *The City's estimated full valuation of taxable property as of June 30, 2003 was \$9,944,568,067.*
- (4) *See "Historical Debt Ratios" under this section.*
- (5) *The County's net overlapping indebtedness is \$160,667,945. The City's share is \$96,147,876. (59.8426%).*

# Other Long-Term Indebtedness

As of June 30, 2003, 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	\$3,152,678	03/01/93	02/28/2013
Capital Outlay Notes <sup>1</sup>	243,124	09/01/92	09/01/2006
State of Tennessee Revolving Loan 2003	15,021,698	02/03/03	10/20/2024
Tennessee Municipal League Bond Pool (1997)	5,339,098	02/01/97	05/25/2012
State of Georgia Revolving Loan (2)	5,943,761	07/01/00	10/01/2019
Fire Hall Land Note (3)	38,062	04/01/99	04/01/2014
Capital Lease City of Collegedale (4)	271,195	10/01/00	08/01/2014
Southside Capital Lease (5)	<u>115,925,472</u>	07/01/02	10/01/2030
Total	\$145,935,088		

- 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%.
  - (4) To lease and purchase an interceptor gravity sewer line, force main, pump station, easements and fee property associated with purchase.
  - (5) Construction and purchase of the Conference Center (Chattanooga), Trade Center expansion, Development Resource Center, and associated infrastructure improvements.

## 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, 2003

**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>
2004	11,988,737.05	7,312,925.44	19,301,662.49
2005	12,214,885.75	6,831,467.89	19,046,353.64
2006	12,283,242.85	6,341,726.35	18,624,969.20
2007	12,734,286.14	5,795,604.34	18,529,890.48
2008	11,072,146.09	5,296,493.63	16,368,639.72
2009	13,030,367.15	4,822,074.86	17,852,442.01
2010	11,118,838.30	4,262,864.58	15,381,702.88
2011	10,372,441.95	3,749,003.20	14,121,445.15
2012	8,458,291.05	3,284,524.26	11,742,815.31
2013	8,627,469.10	2,862,681.03	11,490,150.13
2014	7,609,183.65	2,474,390.66	10,083,574.31
2015	7,918,340.80	2,100,835.89	10,019,176.69
2016	6,216,746.01	1,754,168.63	7,970,914.64
2017	6,540,614.00	1,435,114.25	7,975,728.25
2018	6,877,735.99	1,099,524.25	7,977,260.24
2019	5,652,529.00	788,020.00	6,440,549.00
2020	2,643,527.00	632,241.00	3,275,768.00
2021	464,600.00	607,787.00	1,072,387.00
2022	490,800.00	584,557.00	1,075,357.00
2023	15,538,798.00	560,017.00	16,098,815.00
2024	545,100.00	86,515.00	631,615.00
2025	576,800.00	59,260.00	636,060.00
2026	608,400.00	30,420.00	638,820.00
Total	\$ 173,583,879.88	\$ 62,772,216.26	\$ 236,356,096.14

Does not include Southside Capital Lease of \$115,925,472 which is supported by local-option sales tax.

City of Chattanooga, Tennessee  
 General Obligation Debt Service Requirements  
 As of June 30, 2003

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2004	4,413,517.95	13,501,134.71	17,914,652.66
2005	4,566,551.25	13,283,461.90	17,850,013.15
2006	5,017,183.15	13,091,392.94	18,108,576.09
2007	8,102,732.85	13,178,763.69	21,281,496.54
2008	7,147,921.90	12,820,992.89	19,968,914.79
2009	8,682,953.85	12,450,782.43	21,133,736.28
2010	9,058,417.70	12,021,211.46	21,079,629.16
2011	9,331,805.05	11,565,932.34	20,897,737.39
2012	8,318,173.95	11,122,289.03	19,440,462.98
2013	8,129,274.90	10,678,304.99	18,807,579.89
2014	8,366,475.35	10,247,088.10	18,613,563.45
2015	8,782,414.20	9,806,279.25	18,588,693.45
2016	9,105,317.00	9,342,490.13	18,447,807.13
2017	8,745,030.00	8,875,970.00	17,621,000.00
2018	9,352,666.00	8,400,226.50	17,752,892.50
2019	8,397,804.00	7,892,027.00	16,289,831.00
2020	8,960,544.00	7,400,480.00	16,361,024.00
2021	9,543,294.00	6,876,147.00	16,419,441.00
2022	10,162,207.00	6,317,752.00	16,479,959.00
2023	10,818,323.00	5,723,607.00	16,541,930.00
2024	11,505,442.00	5,098,496.00	16,603,938.00
2025	12,231,683.00	4,441,219.50	16,672,902.50
2026	13,005,386.00	3,742,506.50	16,747,892.50
2027	10,907,627.00	2,999,804.00	13,907,431.00
2028	11,606,391.00	2,356,134.00	13,962,525.00
2029	12,360,579.00	1,661,389.00	14,021,968.00
2030	13,171,492.00	911,572.00	14,083,064.00
2031	4,515,000.00	112,875.00	4,627,875.00
<b>Total</b>	<b>\$ 254,306,207.10</b>	<b>\$ 225,920,329.36</b>	<b>\$ 480,226,536.46</b>

Includes Southside Capital Lease of \$115,925,472 which is supported by local-option sales tax.

City of Chattanooga, TN  
 Analysis of General Obligation Debt  
 June 30, 2003  
 Filename:Debtreq Sheet: AnalGODOebt

GENERAL LONG-TERM DEBT

Serial Bonds:

	Outstanding July 1, 2002	Interest Pd FY 2003	Issued FY 2003	Retired FY 2003	Outstanding 06/30/03	Maturing FY 2004	Interest Payable FY 2004
1992 Municipal Public Improvement	155,000	5,813	0	155,000	0	0	0
1992 Series A Refunding	6,665,555	19,331	0	6,665,555	0	0	0
1996 Municipal Improvement	525,000	25,725	0	525,000	0	0	0
1998 Public Improvement Refunding	7,260,000	390,559	0	12,200	7,247,800	12,200	390,063
2001 Municipal Public Improvement	38,797,500	1,921,033	0	880,700	37,916,800	921,500	1,881,402
2002 Municipal Public Refunding	15,390,900	619,627	0	1,013,000	14,377,900	1,788,800	631,551
2002 Series A Refunding	0	156,118	6,037,950	0	6,037,950	734,047	220,275
2002 Hotel-Motel Tax Pledge	0	1,080,482	54,990,000	0	54,990,000	0	2,477,538
2003 Series A General Obligation	0	0	12,190,000	0	12,190,000	405,000	465,049
<b>Subtotal- Serial Bonds</b>	<b>68,793,955</b>	<b>4,218,688</b>	<b>73,217,950</b>	<b>9,251,455</b>	<b>132,760,450</b>	<b>3,862,647</b>	<b>6,065,678</b>

Notes payable:

1993 TML bond Fund	900,000	47,250	0	900,000	0	0	0
Hamilton Court Parking Garage	303,905	17,475	0	60,781	243,124	60,781	13,676
1997 TML Bond Fund	5,650,098	107,747	150,000	461,000	5,339,098	487,977	219,081
1999 Fire Hall Land Note	39,985	3,716	0	1,923	38,062	2,113	3,525
<b>Total notes payable</b>	<b>6,893,988</b>	<b>176,188</b>	<b>150,000</b>	<b>1,423,704</b>	<b>5,620,284</b>	<b>550,871</b>	<b>236,282</b>

Capital leases payable:

Southside Capital Lease	0	7,198,975	115,925,472	0	115,925,472	0	7,198,975
<b>Total capital leases payable</b>	<b>0</b>	<b>7,198,975</b>	<b>115,925,472</b>	<b>0</b>	<b>115,925,472</b>	<b>0</b>	<b>7,198,975</b>



<b>PROPRIETARY FUNDS</b>									
Interceptor Sewer System:									
1992 Sewer & Sewage Facilities	600,000	22,500	0	500,000	0	0	0	0	0
1992 Sewer & Sewage Facilities Refunding	35,604,445	103,259	0	35,604,445	0	0	0	0	0
1995 Sewer & Sewage Facilities Refunding	14,505,000	394,828	0	14,505,000	0	0	0	0	0
1998 Sewer & Sewage Facilities	19,105,674	929,806	0	1,131,207	17,974,467	1,187,258	870,360		
1998 Sewer & Sewage Facilities Refunding	13,485,300	707,515	0	47,800	13,437,500	47,800	705,574		
2002 Municipal Public Refunding	24,642,272	950,885	0	802,643	23,839,629	1,457,643	1,011,117		
2002 Series A Refunding	0	833,913	32,252,050	0	32,252,050	3,920,953	1,176,612		
2003 B Sewer & Sewage Facilities Refunding	0	0	13,175,000	0	13,175,000	2,035,000	434,065		
<b>Total serial bonds</b>	<b>107,942,691</b>	<b>3,942,704</b>	<b>45,427,050</b>	<b>52,691,095</b>	<b>100,678,646</b>	<b>8,648,654</b>	<b>4,197,728</b>		
Notes payable:									
CSO State Revolving Loan	1,707,469	65,580	0	131,130	1,576,339	136,446	60,264		
State of Georgia Revolving Loan	6,107,703	160,158	0	163,942	5,943,761	170,600	153,502		
2003 State Revolving Loan	0	56,739	15,021,698	0	15,021,698	0	447,647		
<b>Total notes payable</b>	<b>7,815,172</b>	<b>282,477</b>	<b>15,021,698</b>	<b>295,072</b>	<b>22,541,798</b>	<b>307,046</b>	<b>661,413</b>		
Capital leases payable:									
2001 Capital Lease City of Collegedale	268,204	16,644	0	17,009	271,195	17,892	15,761		
Total capital leases payable	268,204	16,644	0	17,009	271,195	17,892	15,761		
<b>Total Interceptor Sewer System</b>	<b>116,046,067</b>	<b>4,241,825</b>	<b>60,448,748</b>	<b>53,003,176</b>	<b>123,491,639</b>	<b>8,973,592</b>	<b>4,874,902</b>		
Solid Waste & Sanitation Fund:									
1998 Municipal Public Improvement	10,524,551	512,193	0	623,136	9,901,415	654,013	479,447		
1998 Municipal Public Improvement Refunding	3,686,100	202,736	0	0	3,686,100	0	202,736		
2001 Municipal Public Improvement	6,601,700	326,879	0	149,800	6,451,900	156,800	320,138		
2002 Municipal Public Improvement-Refunding	10,526,302	441,542	0	868,540	9,657,762	908,998	453,958		
<b>Total Solid Waste &amp; Sanitation Fund</b>	<b>31,338,653</b>	<b>1,483,350</b>	<b>0</b>	<b>1,641,476</b>	<b>29,697,177</b>	<b>1,719,811</b>	<b>1,456,278</b>		

Stormwater fund										
1998 Municipal Public Improvement	7,894,776	382,751	0	465,657	7,399,119	488,730	358,280			
1998 Municipal Public Improvement Refunding	2,528,600	139,073	0	0	2,528,600	0	139,073			
2001 Municipal Public Improvement	1,960,800	97,068	0	44,500	1,916,300	46,600	95,066			
2002 Municipal Public Improvement-Refunding	7,570,526	319,000	0	595,816	6,974,710	623,558	328,042			
Total serial bonds	19,924,702	937,912	0	1,105,973	18,818,729	1,158,888	921,481			
Notes payable:										
State Revolving Loan	1,707,469	65,580	0	131,130	1,576,339	136,446	60,264			
	1,707,469	65,580	0	131,130	1,576,339	136,446	60,264			
Total Stormwater Fund	21,632,171	1,003,492	0	1,237,103	20,395,068	1,295,334	981,745			
TOTAL G. O. DEBT	244,704,834	18,322,518	249,742,170	66,556,914	427,990,090	16,402,255	20,814,060			
PRIMARY GOVERNMENT REVENUE BONDS										
Electric Power Board										
2001 Electric System Revenue Bonds	38,400,000	1,866,800	0	1,600,000	36,800,000	1,600,000	1,812,800			
Total Electric Power Board	38,400,000	1,866,800	0	1,600,000	36,800,000	1,600,000	1,812,800			
Total Primary Government	283,104,834	20,209,318	249,742,170	68,156,914	464,690,090	16,002,255	22,626,860			
COMPONENT UNITS										
Metropolitan Airport Authority:										
2002 Airport Revenue Series A Refunding	12,625,000	188,600	0	0	12,625,000	0	174,856			
2002 Airport Revenue Series B	4,125,000	65,033	0	575,000	3,550,000	505,000	69,935			
Total Metropolitan Airport Authority	16,750,000	253,633	0	575,000	16,175,000	505,000	244,791			
Southside Redevelopment Corporation:										
2000 Chatt Lease Rental Revenue Bonds	129,200,000	7,198,975	0	0	129,200,000	0	7,198,975			
Total Southside Redevelopment Corp	129,200,000	7,198,975	0	0	129,200,000	0	7,198,975			
Total Component Units	145,950,000	7,452,608	0	575,000	145,375,000	505,000	7,443,766			

# 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 1997/98 through 2002/03, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

<b>General Obligation Bonds by Purpose</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Bridge Improvement	0	0	0	0	0	0
Street Improvement	120,000	0	0	0	0	0
Urban Renewal	515,000	200,000	0	0	0	0
Public Buildings Improvement	1,060,000	795,000	530,000	265,000	0	0
Municipal Parks & Playground Improvement	40,000	20,000	0	0	0	0
Urban Transit	90,000	0	0	0	0	0
Storm Water Sewer Facilities	50,000	0	0	0	0	0
Sewer and Sewage Facilities	139,144,318	131,981,463	124,002,403	115,758,219	107,942,691	100,678,646
Municipal Public Improvement	<u>90,170,682</u>	<u>86,563,537</u>	<u>81,887,597</u>	<u>125,716,782</u>	<u>120,057,309</u>	<u>181,276,354</u>
<b>Total Bonded Indebtedness</b>	<b>\$231,140,000</b>	<b>\$219,620,000</b>	<b>\$206,420,000</b>	<b>\$241,740,001</b>	<b>228,000,000</b>	<b>281,955,000</b>
<b>Other Long-Term Indebtedness</b>						
General Obligation Capital Outlay Notes	4,912,739 <sup>1</sup>	8,874,321 <sup>2</sup>	8,804,733 <sup>3</sup>	8,434,926 <sup>4</sup>	9,866,532 <sup>5</sup>	24,670,517 <sup>6</sup>
Tennessee Municipal Bond Fund and Capital Leases	<u>9,678,425</u>	<u>9,011,640</u>	<u>8,296,833</u>	<u>8,267,922</u>	<u>6,838,302</u>	<u>121,264,570</u>
<b>Gross Direct Indebtedness</b>	<b>\$245,731,164</b>	<b>237,505,961</b>	<b>223,521,568</b>	<b>258,442,849</b>	<b>244,704,834</b>	<b>427,890,087</b>
Less: Self-Supporting Indebtedness	194,393,763	190,087,671	179,866,955	218,059,226	169,016,890	289,509,352
Debt Service Fund	<u>8,802,830</u>	<u>2,158,445</u>	<u>2,671,606</u>	<u>3,971,606</u>	<u>5,497,083</u>	<u>4,988,142</u>
<b>Net Direct Indebtedness</b>	<b>\$42,534,571</b>	<b>\$45,259,845</b>	<b>\$40,983,007</b>	<b>\$76,412,017</b>	<b>70,190,861</b>	<b>133,392,593</b>
Plus: Estimated Net Overlapping Indebtedness	89,480,985	98,505,368	88,150,799	103,117,962	109,591,857	96,147,876
<b>Net Direct and Overlapping Indebtedness</b>	<b>\$132,015,556</b>	<b>\$143,765,213</b>	<b>\$129,133,806</b>	<b>\$179,529,979</b>	<b>\$179,782,718</b>	<b>\$229,540,469</b>

**Notes:**

- (1) 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.
- (2) 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.
- (3) Includes \$42,546 payable to Hamilton County for City's share of City/County Parking Garage; 3,909,206 State of Tennessee Revolving Loan for combined sewer overflow facilities, \$4,426,736 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion and \$43,324 Fire Hall Loan
- (4) Includes \$364,686 payable to Hamilton County for City's share of City/County Parking Garage; 3,666,986 State of Tennessee Revolving Loan for combined sewer overflow facilities; 4,361,519 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion, 41,735 Fire Hall Loan
- (5) Includes \$303,905 payable to Hamilton County for City's share of City/County Parking Garage; 3,414,938 State of Tennessee Revolving Loan for combined sewer overflow facilities; 6,107,703 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion, 39,987 Fire Hall Loan
- (6) Includes \$243,124 payable to Hamilton County for City's share of City/County Parking Garage; 18,174,376 State of Tennessee Revolving Loan for combined sewer overflow facilities; 5,943,761 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion, 38,062 Fire Hall Loan, 115,925,472 Southside Capital Lease

CITY OF CHATTAHOOGA  
HISTORICAL DEBT RATIOS  
June 30, 2003 (unaudited)

Year ended June 30	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Estimated population(1)	154,700	154,200	151,000	150,300	148,600	147,600	145,700	155,554	155,992	155,992
Appraised property valuation	\$ 6,505,100,935	\$ 6,637,392,235	\$ 6,724,514,167	\$ 6,952,175,326	\$ 7,710,994,825	\$ 7,944,025,472	\$ 7,964,923,874	\$ 8,251,644,305	\$ 9,789,654,070	\$ 9,944,568,057
Assessed property valuation	2,171,399,746	2,198,869,948	2,224,070,953	2,295,859,675	2,529,949,692	2,604,110,025	2,817,935,875	2,729,169,067	3,201,743,737	3,260,023,256
Gross indebtedness (2)	159,289,470	162,837,792	204,479,251	191,263,521	245,731,959	237,503,962	223,521,509	256,442,849	244,704,834	427,690,087
Less: Self-supporting indebtedness(2)	121,509,982	140,420,612	147,739,894	138,622,708	194,383,764	190,087,672	179,696,956	176,050,220	189,036,886	269,609,352
Debt Service Fund	8,269,937	9,128,676	9,127,565	8,602,830	7,126,274	2,566,697	3,671,606	4,163,307	5,497,063	4,668,142
Net direct indebtedness	29,420,561	36,289,504	47,611,809	43,557,963	44,211,127	44,851,603	40,363,027	76,220,310	70,170,865	133,302,593
Plus: Estimated net overlapping indebtedness	84,698,036	75,913,865	79,694,261	100,669,117	99,266,181	98,605,268	98,160,792	103,117,962	109,591,857	96,147,876
Net direct and overlapping indebtedness	\$ 114,318,617	\$ 112,199,369	\$ 127,696,249	\$ 144,227,100	\$ 143,416,308	\$ 143,356,971	\$ 128,133,799	\$ 179,338,270	\$ 179,762,722	\$ 229,540,469
Gross debt per capita	\$ 1,029.66	\$ 1,205.17	\$ 1,348.81	\$ 1,272.66	\$ 1,651.42	\$ 1,610.21	\$ 1,534.12	\$ 1,661.43	\$ 1,568.70	\$ 2,750.25
Net direct debt per capita	190.18	235.30	314.06	269.81	297.12	304.08	291.28	489.99	449.84	857.39
Net direct and overlapping debt per capita	738.97	727.60	941.00	959.59	953.84	971.91	899.30	1,152.90	1,152.39	1,479.37
Gross debt to appraised valuation	2.45%	2.60%	3.04%	2.75%	3.19%	2.99%	2.60%	3.12%	2.50%	4.30%
Net direct debt to appraised valuation	0.45%	0.55%	0.71%	0.63%	0.57%	0.56%	0.51%	0.62%	0.72%	1.34%
Net direct debt and overlapping debt to appraised valuation	1.74%	1.69%	1.80%	2.07%	1.96%	1.80%	1.62%	2.17%	1.84%	2.31%
Gross debt to assessed valuation	7.34%	8.46%	9.19%	8.33%	9.71%	9.12%	8.54%	9.47%	7.64%	15.13%
Net direct debt to assessed valuation	1.30%	1.65%	2.14%	1.92%	1.73%	1.72%	1.57%	2.19%	2.19%	4.59%
Net direct and overlapping debt to assessed valuation	5.26%	6.10%	6.73%	6.29%	6.67%	6.51%	6.03%	6.57%	5.61%	7.54%

(1) Population figures for all years are estimates.

(2) Gross indebtedness excludes revenue bonds payable by the Electric Power Board of Chattanooga and the

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes

## Debt Service Fund Revenues

Fiscal Years 2001-2004

Revenue Source	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04
Debt Service (Fund 3100):						
General Fund	6,424,417	8,964,342	6,193,086	7,636,840	1,443,754	23.3%
Trfrs-Cap Imp Bond Fd	0	16,377,266	0	0	0	N/A
Trfrs-Safety Cap Project Fd	4,048	3,890	3,716	3,525	(191)	-5.1%
Hamilton County	809,898	665,790	805,984	794,983	(11,001)	-1.4%
Miscellaneous Revenue	775,507	200,000	0	0	0	N/A
911 Communication	0	0	200,000	200,000	0	0.0%
City Hotel/Motel Tax	0	0	0	2,477,538	2,477,538	N/A
Fund Balance	0	0	1,446,284	0	(1,446,284)	-100.0%
<b>Total Debt Service Fund</b>	<b>\$8,013,870</b>	<b>\$26,211,288</b>	<b>\$8,649,070</b>	<b>\$11,112,886</b>	<b>2,463,816</b>	<b>28.5%</b>
Grand Total	<b>\$8,013,870</b>	<b>\$26,211,288</b>	<b>\$8,649,070</b>	<b>\$11,112,886</b>	<b>2,463,816</b>	<b>28.5%</b>

## Debt Service Fund Expenditures

Fiscal Years 2001-2004

Expenditures	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04
Debt Service (Fund 3100):						
Principal	4,226,180	4,658,954	4,753,112	4,556,613	(196,499)	-4.1%
Interest	2,287,383	3,578,398	3,685,958	6,546,273	2,860,315	77.6%
Service Charges	8,606	8,228	10,000	10,000	0	0.0%
Bond Sale Expenses	0	147,653	0	0	0	N/A
Payment to Refunding Bond Agent	0	16,235,491	0	0	0	N/A
Future Debt Payments	0	0	200,000	0	(200,000)	-100.0%
Trfrs-Cap Imp Bond Fd	0	173,527	0	0	0	N/A
Trfrs-Enterprise Fd	0	75,261	0	0	0	N/A
<b>Total Debt Service Fund</b>	<b>\$6,522,169</b>	<b>\$24,877,512</b>	<b>\$8,649,070</b>	<b>\$11,112,886</b>	<b>2,463,816</b>	<b>28.5%</b>
Grand Total	<b>\$6,522,169</b>	<b>\$24,877,512</b>	<b>\$8,649,070</b>	<b>\$11,112,886</b>	<b>2,463,816</b>	<b>28.5%</b>



# cabor

Comprehensive Annual Budget Report – For the Year Ending June 30  
City of Chattanooga, Tennessee

2004

Capital Outlay

## Capital Outlay



# 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, and Finance & Administration. As of June 30, 2003, the General Fund appropriation for Capital Expenditures is \$7,296,317. Departmental capital request are as follows:

### Appropriation

Finance & Administration	\$	566,250
General Government		1,082,500
Parks, Recreation, Arts & Culture		2,669,045
Public Works		18,483,321
Police		180,000
Fire		<u>2,045,000</u>
	\$	25,026,116

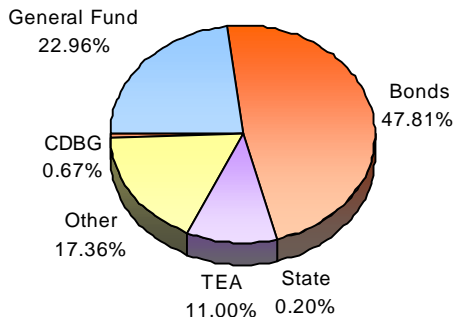
### Revenue FY04

	<u>Budget FY2004</u>	
Bonds	\$	11,128,161
Economic Development		2,385,146
State of Tennessee		2,682,849
Fannie Mae		5,000,000
Federal		1,626,200
Other		<u>2,203,760</u>
	\$	25,026,116

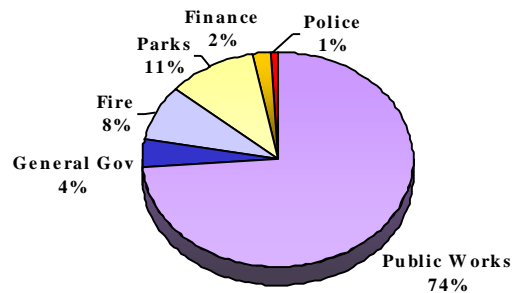
FY 2003 Capital Budget figures were as follows:

Finance & Administration	\$	540,825
General Government		11,649,000
Parks, Recreation, Arts & Culture		2,699,375
Public Works		11,789,703
Police		1,345,000
Fire		1,462,000
21st Century Waterfront		<u>56,000,000</u>
	\$	85,485,903

## Fiscal Year 2003/2004 \$25,026,116



*Revenues*



*Appropriations*

## Capital Fund Revenues

Fiscal Years 2001 - 2004

Revenue Source	Actual	Actual	Budget	Budget		%	
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	BUDGET '04 INC/(DEC)	CHANGE FY 03/04	% OF TOTAL
General Fund	3,593,200	2,178,683	7,296,317	0	(7,296,317)	-100.0%	0.00%
Fannie Mae Loan	0	0	0	5,000,000	5,000,000	N/A	8.81%
State/Federal Grants	0	0	0	4,309,049	4,309,049	N/A	100.00%
Economic Development Fund	0	0	0	2,385,146	2,385,146	N/A	0.00%
General Obligation Bonds	9,697,700	12,526,819	12,070,087	11,128,161	(941,926)	-7.8%	0.00%
GO Bonds for 21st Waterfront	0	0	48,137,341	0	(48,137,341)	-100.0%	100.00%
Hotel/Motel Tax Collections	0	0	7,000,000	0	(7,000,000)	-100.0%	0.00%
Interest Income	0	0	862,659	0	(862,659)	-100.0%	0.00%
Other	2,242,615	3,904,375	10,119,499	2,203,760	(7,915,739)	-78.2%	100.00%
	<b>\$15,533,515</b>	<b>\$18,609,877</b>	<b>\$85,485,903</b>	<b>\$25,026,116</b>	<b>(60,459,787)</b>	<b>-70.7%</b>	<b>100.00%</b>
Grand Total	<b>\$15,533,515</b>	<b>\$18,609,877</b>	<b>\$85,485,903</b>	<b>\$25,026,116</b>	<b>(60,459,787)</b>	<b>-70.7%</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.

Funding for the FY 2001 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$3,593,200, Economic Development Fund \$4,962,781, funds from Foundations and other sources in the amount of \$5,213,196, State of Tennessee and Federal grants of 7,245,200, and bond issuance of \$9,697,700.

Funding for the FY 2002 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$2,178,683, Tennessee Municipal League Loan \$4,825,000, funds from Foundations and other sources in the amount of \$655,004, and State of Tennessee and Federal grants of \$3,041,000.

Funding for the FY 2003 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$7,296,317, General Obligation Bonds \$12,070,087, GO Bonds for 21st Century Waterfront \$48,137,341, Hotel/Motel Tax Collections \$7,000,000, Interest Income \$862,659 and misc. other \$10,119,499.

Funding for the FY 2004 Capital Budget was provided by funds from Foundations and other sources in the amount of \$2,203,760, State of Tennessee and Federal grants of \$4,309,049, Fannie Mae Loan \$5,000,000, Economic Development Fund \$2,385,146 and bond issuance of \$11,128,161.

## Capital Fund Expenditures

Fiscal Years 2001 - 2004

Expenditures	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget Request FY 03/04	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04	% OF TOTAL
Capital Projects:							
Police (Fund P411)	2,255,018	1,904,711	1,345,000	180,000	(1,165,000)	-86.6%	0.72%
Fire (Fund P411)	5,579,540	387,355	1,462,000	2,045,000	583,000	39.9%	8.17%
Public Works (Fund P416)	16,707,231	9,322,952	11,789,703	18,483,321	6,693,618	56.8%	73.86%
Parks & Recreation (Fund P415)	19,565,315	8,546,469	2,699,375	2,669,045	(30,330)	-1.1%	10.67%
General Government (Fund P413)	2,876,617	4,444,380	11,649,000	1,082,500	(10,566,500)	-90.7%	4.33%
Finance & Admin (Fund P413)	175,522	169,176	540,825	566,250	25,425	4.7%	2.26%
General Services (Fund P414)	486,725	325,229	0	0	0	N/A	0.00%
21st Century Waterfront (Fund P421)	0	0	56,000,000	0	(56,000,000)	-100.0%	0.00%
<b>Total Capital Projects</b>	<b>\$47,645,968</b>	<b>\$25,100,272</b>	<b>\$85,485,903</b>	<b>\$25,026,116</b>	<b>(\$60,459,787)</b>	<b>-70.7%</b>	<b>100.00%</b>
 Grand Total	 <b>\$47,645,968</b>	 <b>\$25,100,272</b>	 <b>\$85,485,903</b>	 <b>\$25,026,116</b>	 <b>(60,459,787)</b>	 <b>-70.7%</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 appropriation.

### POLICE

FY 2004 Budget Request	\$ 180,000
% of Total Capital Budget	>1.0%
Decrease From FY 03	(1,165,000)
% Decrease	(86.6%)

The Police Department capital appropriation reflects the continuation of expansion of the Eastgate precincts.

### FIRE

FY 2004 Budget Request	\$2,045,000
% of Total Capital Budget	8.17%
Growth From FY 03	583,000
% of Growth	39.9%

The FY 2004 request for the Fire Department includes purchase of new fire apparatus, construction new fire stations and replacement of existing fire station, radio replacement and Station repairs and maintenance.

### PUBLIC WORKS

FY 2004 Budget Request	\$18,483,321
% of Total Capital Budget	73.85%
Growth From FY 03	6,693,618
% Increase	56.8%

The FY 2004 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 and infrastructure inventory of the new Guidance Information system.

### PARKS, RECREATION, ARTS & CULTURE

FY 2004 Budget	\$2,669,045
% of Total Capital Budget	10.6%
Decrease From FY 03	-330
% Decrease	1.1%

The FY 2004 Parks, Recreation, Arts, & Culture Department request includes City wide parks rehabilitation, vehicle replacement, golf course improvements and Recreation Center upgrades.

## GENERAL GOVERNMENT

FY 2004 Budget	\$ 1,082,500
% of Total Capital Budget	4.3%
Decrease From FY 03	(10,566,500)
% Decrease	(90.7%)

The FY 2004 General Government budget includes funding for City Hall Renovation, and matching funds for Chattanooga Area Regional Transit Authority.

## FINANCE & ADMINISTRATION

FY 2004 Budget	\$566,250
% of Total Capital Budget	2.2%
Increase From FY 03	25,425
% Decrease	4.7%

FY 2004 Capital budget includes various Information Systems hardware/equipment, and furniture and new human resources/payroll management software.

# Capital Project Detail

## General Government

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08
CARTA	586,500	832,500	478,000	552,000	557,000	600,000
EPB/Butcher Block	1,400,000	-				
Property Acquisition (Chattanooga State)	162,500	-				
Enterprise South Industrial Park	9,500,000	-				
City Hall Renovation		250,000		4,000,000	4,500,000	
800 MHz Radio System			1,500,000			
Radio Shop Vehicle				35,000		
City Hall Annex Roof Replacement					110,000	
Quint (Lift)				80,000		
<b>Total General Government</b>	<b>11,649,000</b>	<b>1,082,500</b>	<b>1,978,000</b>	<b>4,667,000</b>	<b>5,167,000</b>	<b>600,000</b>

		2002/2003 Budget	2003/2004 Budget
<b>1. CARTA</b>			
<b>Funding source: General Obligation Bonds</b>		<b>\$ 586,500</b>	<b>\$ 832,500</b>
This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs for this Fiscal Year. This appropriation includes new buses, bus shelters, office, radio and fare collection equipment, support vehicles and Incline repair			
Prior Years Appropriation		\$ 1,891,500	
Total		\$ 2,478,000	\$ 832,500
<b>Impact on operating budget:</b> None because these are one time funded projects for supported agencies.			
<b>2. EPB/Butcher Block</b>			
<b>Funding Source: General Obligation Bonds State of Tennessee</b>		<b>\$ 600,000 800,000</b>	<b>\$ 0</b>
This appropriation funds the difference between the appraisal values of the Electric Power Board Property and the "Butcher Block" property in a property swap between the City and the Electric Power Board.			
Prior Years Appropriation		\$ 3,200,000	
Total		\$ 4,600,000	\$ 0
<b>Impact on operating budget:</b> None because these are one time funded projects.			

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>3. Property Acquisition</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 162,500</b>	<b>\$ 0</b>
This appropriation funds the City's matching contribution of Hamilton County for purchase of land for Chattanooga State Technical Community College		
Prior Years Appropriation	\$ 0	
Total	\$ 162,500	\$ 0
<b>Impact on operating budget:</b> None because these are one time funded projects.		
<b>4. Enterprise South Industrial Park</b>		
<b>Funding Source: General Fund</b>	<b>\$ 7,296,317</b>	<b>\$ 0</b>
<b>Federal Grant</b>	<b>750,000</b>	
<b>Economic Development Fund</b>	<b>1,453,683</b>	
This appropriation funds infrastructure improvements for the new Enterprise South Industrial Park formerly the Volunteer Army Ammunition Plant.		
Prior Years Appropriation	\$ 725,000	
Total	\$ 10,225,000	\$ 0
<b>Impact on operating budget:</b> None because these are one time funded projects.		
<b>5. City Hall Renovation</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 250,000</b>
This appropriation funds the beginning of total renovation of electrical, heating/cooling and distribution sources, fire detection and suppression systems, and all other areas required to bring City Hall up to the current code requirements for building occupancy.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 250,000
<b>Impact on operating budget:</b> The renovation should result in savings in electrical usage, heating/cooling cost, building insurance and potential health cost for employees insurance.		

# Capital Project Detail

## Finance & Administration

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Infrastructure Growth Processor	26,000		24,000		16,000	
EDM (Purchasing/Treasurer/Finance)	82,000		75,000		75,000	
Network Security	55,000					
Fleet Maintenance Software	110,325					
City Hall Campus	150,000					
HVAC Upgrade Heritage Hall	87,500					
Radio System Enhancement	30,000	35,000				
Business Licenses Records		58,750				
Website Redesign		175,000				
Core Network Upgrade		57,000				
Backup Devices/Storage Equipment		30,500		13,000		13,000
System Management Software		25,000				
PBX Option 81 Module		35,000				
Human Resources/Payroll Management		150,000				
NT Print Management Software			25,000			
Fleet Service Vehicle Replacement			97,000			
Fleet Control-Automated Tracking			48,131	25,000	25,000	25,000
<b>Total Finance &amp; Administration</b>	<b>\$540,825</b>	<b>\$566,250</b>	<b>\$269,131</b>	<b>\$38,000</b>	<b>\$116,000</b>	<b>\$38,000</b>

	2002/2003 Budget	2003/2004 Budget
<b>1. Infrastructure Growth Processor</b>		
<b>Funding Source:</b> Economic Development Fund	<b>\$ 26,000</b>	
<b>General Obligation Bonds</b>		<b>\$ 0</b>
Purchase of a new processors 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	\$ 26,000	\$ 0
<b>Impact on operating budget:</b> Annual maintenance cost \$2,400.00		
<b>2. Electronic Document Management Software</b>		
<b>Funding Source:</b> Economic Development Fund	<b>\$ 82,000</b>	<b>\$ 0</b>
This appropriation is to fund the purchase of Electronic Document Management software for the Purchasing and Treasurer's office.		
Prior Years Appropriation	\$ 0	
Total	\$ 82,000	\$ 0
<b>Impact on operating budget:</b> None		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>3. Network Security</b>		
<b>Funding Source:</b> Economic Development Fund	<b>\$ 55,000</b>	<b>\$ 0</b>
This appropriation is to fund software for network security.		
Prior years Appropriation	\$ 0	
Total	\$ 55,000	\$ 0
<b>Impact on operating budget:</b> Annual maintenance cost \$2,000.00		
<b>4. Fleet Maintenance Software</b>		
<b>Funding Source:</b> General Obligation Bonds	<b>\$ 110,325</b>	<b>\$ 0</b>
This appropriation is to fund purchase of software for tracking maintenance needs of the city fleet.		
Prior Years Appropriation	\$ 0	
Total	\$ 110,325	\$ 0
<b>Impact on operating budget:</b> The upgrade will result in more efficient fleet maintenance.		
<b>5. City Hall Campus</b>		
<b>Funding Source:</b> General Obligation Bonds	<b>\$ 150,000</b>	<b>\$ 0</b>
This appropriation is to upgrade City Hall campus buildings to City Code.		
Prior Years Appropriation	\$ 775,000	
Total	\$ 925,000	\$ 0
<b>Impact on operating budget:</b> The upgrade will result in lower utility and maintenance costs and will eliminate office lease payments for one department.		
<b>6. Heritage Hall HVAC upgrade</b>		
<b>Funding Source:</b> General Obligation Bonds)	<b>\$ 87,500</b>	<b>\$ 0</b>
This appropriation is to fund the final phase of upgrade and boiler replacement for the Heritage Hall.		
Prior Years Appropriation	\$ 0	
Total	\$ 87,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>7. Radio System Enhancement</b>		
<b>Funding Source:</b> Economic Development Fund	<b>\$ 30,000</b>	<b>\$ 0</b>
This appropriation is to upgrade the radio system to increase capacity and measure signal strength.		
Prior Years Appropriation	\$ 0	
Total	\$ 30,000	\$ 0
<b>Impact on operating budget:</b> None		



# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>8. Business Licenses Records</b>		
<b>Funding Source: General Obligation Bonds</b>	\$ 0	\$ 58,750
This appropriation is to fund replacement of (BUSL, in house) computer hardware and operating system platform		
Prior years Appropriation	\$ 0	
Total	\$ 0	\$ 58,750
<b>Impact on operating budget:</b> Annual maintenance cost \$8,000.00		
<b>9. Web Site Redesign</b>		
<b>Funding Source: General Obligation Bonds</b>	\$ 0	\$ 175,000
This appropriation is to fund redesign/redevelopment of The City of Chattanooga official web site (www.chattanooga.gov)		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 175,000
<b>Impact on operating budget: None</b>		
<b>10. Core Network Upgrade</b>		
<b>Funding Source: General Obligation Bonds</b>	\$ 0	\$ 57,000
This appropriation is to purchase Routers, switches, etc for 100Mb/1Gb upgrade to core network infrastructure.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 57,000
<b>Impact on operating budget: None</b>		
<b>11. Backup Devises/Storage Equipment</b>		
<b>Funding Source: General Obligation Bonds</b>	\$ 0	\$ 30,500
This appropriation is to fund purchase of backup devices and storage equipment		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 30,500
<b>Impact on operating budget: None</b>		
<b>12. System Management Software</b>		
<b>Funding Source: General Obligation Bonds</b>	\$ 0	\$ 25,000
This appropriation is to fund purchase of system/server management software		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 25,000
<b>Impact on operating budget:</b> Annual maintenance cost \$3,750.00		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>13. PBX Option 81 Module</b>		
<b>Funding Source: General Obligation Bonds</b>	\$ 0	\$ 35,000
This appropriation is to fund the purchase of telecommunications software.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 35,000

**Impact on operating budget:** None

<b>14. Human Resources/Payroll Management Software</b>		
<b>Funding Source: General Obligation Bonds</b>	\$ 0	\$ 150,000
This appropriation is to fund replacement of existing Human Resource/Payroll Management computer hardware and operating system platform.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000

**Impact on operating budget:** Annual maintenance cost \$22,500.00

# Capital Project Detail

## Police

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Police Fleet Replacement	1,250,000		1,250,000	1,250,000	1,250,000	1,250,000
Fleet Canopy for Specialized Vehicles	95,000		95,000			
Relocation/Renovation Eastgate Precinct		180,000	180,000			
<b>Total Police</b>	<b>1,345,000</b>	<b>180,000</b>	<b>1,525,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>

### 1. Police vehicle fleet replacement

**Funding source: General Fund**

**Economic Development Fund**

2002/2003  
Budget

2003/2004  
Budget

**\$ 750,000**

**\$ 1,250,000**

**\$ 0**

This appropriation provides for an annual fleet replacement program to insure the safety margin for police vehicles by planned replacement.

Prior Years Appropriation

**\$ 7,125,980**

Total

**\$ 8,375,980**

**\$ 0**

**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.

### 2. Fleet Canopy for Specialized Vehicles

**Funding Source: General Obligation Bonds**

**\$ 95,000**

**\$ 0**

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

Prior Years Appropriation

**\$ 0**

Total

**\$ 95,000**

**\$ 0**

**Impact on operating budget:** None

### 3. Eastgate Precinct Relocation

**Funding Source: General Obligation Bonds**

**\$ 0**

**\$ 180,000**

This appropriation fund the renovation of the Eastgate Precinct to expand the facility, improve operating efficiency and create a safe environment for citizens.

Prior Years Appropriation

**\$ 0**

Total

**\$ 0**

**\$ 180,000**

**Impact on operating budget:** None

# Capital Project Detail

## Fire

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Fire Apparatus	1,000,000	1,000,000		1,000,000	1,000,000	1,000,000
Building Maintenance	237,000	235,000	87,200	144,485		
Fire Station Replacement		750,000			750,000	
Fire Station Roof Replacement		60,000	55,000	70,000	25,000	
Driveway #17 Signal Mtn Blvd	150,000					
Computer/Software	45,000					
Radios	30,000					
<b>Total Fire</b>	<b>1,462,000</b>	<b>2,045,000</b>	<b>142,200</b>	<b>1,214,485</b>	<b>1,775,000</b>	<b>1,000,000</b>

	2002/2003 Budget	2003/2004 Budget
<b>1. Fire Apparatus</b>		
<b>Funding Source: TML Bonds</b>	<b>\$ 1,000,000</b>	
<b>General Obligation Bonds</b>		<b>\$ 1,000,000</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	\$ 3,055,000	
Total	\$ 4,055,000	\$ 1,000,000
<b>Impact on operating budget:</b> The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.		
<b>2. Building Maintenance</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 237,000</b>	<b>\$ 235,000</b>
This appropriation will fund update of Fire Department Training Facility for handicap accessibility and female locker room and adequate bathrooms and replacement of heat and air system.		
Prior Years Appropriation	\$ 0	
Total	\$ 237,000	\$ 235,000
<b>Impact on operating budget:</b> None		
<b>3. Driveway #17 Signal Mtn Blvd</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 150,000</b>	<b>\$ 0</b>
The appropriation will fund the construction of a rear egress to Station #17 built before the Tennessee Department of Transportation (TDOT)-Signal Mtn. Blvd Widening project begins. This is to ensure that the Engine Company and Tanker located on this site will have clear access to and from the station during all phases of the project.		
Prior Years Appropriation	\$ 0	
Total	\$ 150,000	\$ 0
<b>Impact on operating budget:</b> None		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>4. Computers &amp; Software</b>		
<b>Funding Source: Economic Development Fund</b>	<b>\$ 45,000</b>	<b>\$ 0</b>
This appropriation will fund the purchase of additional computer equipment to facilitate departmental information sharing and data collection.		
Prior Years Appropriation	\$ 514,000	
Total	\$ 559,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>5. Radios</b>		
<b>Funding Source: Economic Development Fund State of Tennessee</b>	<b>\$ 30,000</b>	<b>\$ 62,500</b>
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	\$ 140,755	
Total	\$ 170,755	\$ 62,500
<b>Impact on operating budget:</b> None		
<b>6. Fire Station Roof Replacement</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 60,000</b>
This appropriation allows for the ongoing replacement of Fire Station roofs.		
Prior Years Appropriation	\$ 240,500	
Total	\$ 240,500	\$ 60,000
<b>Impact on operating budget:</b> None		
<b>7. Fire Station Expansion</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 750,000</b>
This appropriation allows for the ongoing replacement of outdated, high maintenance Fire Station which are unable to accomodate modern fire apparatus.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 750,000
<b>Impact on operating budget:</b> Lower utility and maintenance cost		

# Capital Project Detail

## Public Works

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Paving of Streets	1,500,000	2,214,450	2,000,000	2,000,000	2,000,000	2,000,000
City Wide Services Equipment	450,000	1,314,124	1,019,248	1,024,000	1,024,000	1,232,763
Bridge Rehab	200,000	450,000	450,000	250,000	250,000	250,000
Downtown Streetscape Program	1,577,400	175,000	850,000	750,000	302,500	2,016,000
Traffic Engineering Projects	1,702,000	863,000	557,000	581,000	686,000	557,000
Curbs, Gutters, and Sidewalks	600,000	648,947	600,000	600,000	600,000	600,000
Street Rehabilitation	300,000	2,100,000	250,000	1,200,000	1,000,000	470,000
MPO - Major Construction	2,060,303	2,452,525	3,593,168	3,500,000	3,375,300	2,962,500
MPO - Bicycle Plan	305,000			30,000	30,000	30,000
MPO - Streetscape	1,325,000	1,341,215				
Software/Equipment	250,000	278,000	50,000		50,000	
HOPE VI Road Improvements	900,000	5,050,000	4,456,744			
Neighborhood Improvement Projects	570,000	350,000	250,000	250,000	250,000	250,000
Neighborhood Traffic Management	50,000		50,000	50,000	50,000	50,000
Tunnel Repair	0	150,000				
Environmental Remediation	0	646,060	200,000			
Intersection Improvements	0	450,000	750,000			150,000
<b>Total Public Works</b>	<b>\$11,789,703</b>	<b>\$18,483,321</b>	<b>\$15,076,160</b>	<b>\$10,235,000</b>	<b>\$9,617,800</b>	<b>\$10,568,263</b>

	2002/2003 Budget	2003/2004 Budget
<b>1. Paving of streets</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 1,000,000</b>	<b>\$ 2,214,450</b>
<b>Federal Grant</b>	<b>500,000</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	\$ 9,500,000	
Total	\$ 11,000,000	\$ 2,214,450
<b>Impact on operating budget:</b> This program will reduce the cost of annual street maintenance.		
<b>2. City Wide Services Equipment Replacement</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 450,000</b>	<b>\$ 1,314,124</b>
This appropriation allows for the ongoing replacement of older Public Works equipment.		
Prior Years Appropriation	\$ 4,363,405	
Total	\$ 4,813,405	\$ 1,314,124
<b>Impact on operating budget:</b> The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>3. Bridge Rehabilitation</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 200,000</b>	<b>\$ 450,000</b>
This appropriation funds the City's portion of state and federal funding for rehabilitating bridges with structural and utilization deficiencies.		
Prior Years Appropriation	\$ 1,142,167	
Total	\$ 1,342,167	\$ 450,000
<b>Impact on operating budget: None</b>		
<b>4. Streetscape</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 1,577,400</b>	<b>\$ 175,000</b>
This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.		
Prior Years Appropriation	\$ 4,562,621	
Total	\$ 6,140,021	\$ 175,000
<b>Impact on operating budget: None</b>		
<b>5. Traffic Engineering Projects</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 1,584,184</b>	<b>\$ 863,000</b>
<b>State of Tennessee</b>	<b>102,816</b>	
<b>Economic Development Fund</b>	<b>15,000</b>	
This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.		
Prior Years Appropriation	\$ 2,641,749	
Total	\$ 4,343,749	\$ 863,000
<b>Impact on operating budget: The replacement program results in lower maintenance costs.</b>		
<b>6. Curbs, Gutters and Sidewalks</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 600,000</b>	<b>\$ 648,947</b>
This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.		
Prior Years Appropriation	\$ 1,558,400	
Total	\$ 2,158,400	\$ 648,947
<b>Impact on operating budget: None</b>		
<b>7. Street Improvements</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 300,000</b>	<b>\$ 2,100,000</b>
This appropriation will fund a program of major street rehabilitation within the City.		
Prior Year Appropriation	\$22,286,839	
Total	\$22,586,839	\$ 2,100,000
<b>Impact on operating budget: This program of major street improvements results in lower street maintenance costs.</b>		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>8. MPO Match</b>		
<b>Funding sources: General Obligation Bond</b>	<b>\$ 2,325,303</b>	<b>\$ 3,793,740</b>
<b>State of Tennessee</b>	<b>1,360,000</b>	
<b>Economic Development Fund</b>	<b>5,000</b>	
This appropriation funds the City's portion of State of Tennessee projects within the City limits.		
Prior Years Appropriation	\$ 305,000	
Total	\$ 3,990,303	\$ 3,793,740
<b>Impact on operating budget: None</b>		
<b>9. Software/Equipment</b>		
<b>Funding sources: General Obligation Bond</b>	<b>\$ 250,000</b>	<b>\$ 278,000</b>
This appropriation funds the purchase of new Electronic Document Management and plans review software and equipment.		
Prior Years Appropriation	\$ 0	
Total	\$ 250,000	\$ 278,000
<b>Impact on operating budget: None</b>		
<b>10. HOPE VI Road Improvements</b>		
<b>Funding sources: Federal Grant</b>	<b>\$ 900,000</b>	<b>\$ 5,050,000</b>
This appropriation is for street improvements and streetscape in the Saint Elmo area.		
Prior Years Appropriation	\$ 0	
Total	\$ 900,000	\$ 5,050,000
<b>Impact on operating budget: None</b>		
<b>11. Neighborhood Improvements Projects</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 250,000</b>	<b>\$ 350,000</b>
<b>Federal Grant</b>	<b>320,000</b>	
<b>Economic Development Fund</b>	<b>50,000</b>	
This appropriation is for matching funds for Community Development Block Grants.		
Prior Years Appropriation	\$ 0	
Total	\$ 620,000	\$ 350,000
<b>Impact on operating budget: None</b>		



# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>12. Tunnel Repair</b>		
<b>Funding sources: General Obligation Bonds</b>	\$ 0	\$ 150,000
This appropriation funds the study and repair of Wilcox tunnel.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
<b>Impact on operating budget: None</b>		
<b>13. Environmental Remediation</b>		
<b>Funding sources: General Obligation Bonds</b>	\$ 0	\$ 646,060
This appropriation funds the ongoing environmental clean-up of City owned property for use in the future.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 646,060
<b>Impact on operating budget: None</b>		
<b>14. Intersection Improvements</b>		
<b>Funding sources: General Obligation Bonds</b>	\$ 0	\$ 450,000
This appropriation funds an ongoing program to repair deteriorated intersections and rework intersections to create a better, more efficient traffic flow.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 450,000
<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					
	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Golf Course Improvements	95,000			250,000	65,000	65,000
Parks Rehab	220,000	255,295	500,000			1,000,000
Alton Park Safewalk	64,375					
Hixson/Northgate Community Center	1,400,000					
Greenways	50,000	50,000	50,000	50,000	50,000	50,000
Civic Facilities	200,000	200,000	200,000	200,000	200,000	200,000
Shepherd Hills Rec Center	350,000					
Washington Hills Rec Center	65,000					
N. Chattanooga Recreation Complex	30,000					
Zoo Improvements	125,000	250,000	250,000	250,000	250,000	125,000
ADA Repairs	100,000	100,000				
Parks Maintenance Facility		200,000				
Recreation Center Rehab		970,000	100,000	160,000		
Hope VI Road Improvements		643,750				
Parks Equipment Replacement				70,000		
Public Arts Initiative				100,000	100,000	100,000
<b>Total Parks &amp; Recreation</b>	<b>\$2,699,375</b>	<b>\$2,669,045</b>	<b>\$1,100,000</b>	<b>\$1,080,000</b>	<b>\$665,000</b>	<b>\$1,540,000</b>

	2002/2003 Budget	2003/2004 Budget
<b>1. City Golf Courses</b>		
<b>Funding Source: Golf Course Fund Balance</b>	<b>\$ 95,000</b>	<b>\$ 0</b>
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	\$ 645,753	
Total	\$ 735,753	\$ 0
<b>Impact on operating budget: None</b>		
<b>2. City Parks Rehabilitation</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 220,000</b>	<b>\$ 255,295</b>
This appropriation will fund rehabilitation and upgrading of City Parks: equipment replacement; fencing; park planning and expansion.		
Prior Year Appropriation	\$ 5,367,000	
Total	\$ 5,587,000	\$ 255,295
<b>Impact on operating budget: None</b>		

# Capital Project Detail

## 3. Alton Park Safewalk

### Funding Source: General Obligation Bonds

\$ 64,375 \$ 0

This appropriation will fund the creation of a safewalk area in the Alton Park area.

Prior Years Appropriation

\$ 0

Total

\$ 64,375 \$ 0

Impact on operating budget: None

## 4. Hixson/ Northgate Community Center

### Funding Source: Sale of Property

\$ 1,400,000 \$ 0

This appropriation will be used to create a new community in the Hixson area of Chattanooga.

Prior Years Appropriation

\$ 0

Total

\$ 1,400,000 \$ 0

Impact on operating budget: Salaries, materials, supplies and maintenance of community center

## 5. Greenways

### Funding Source: General Obligation Bonds

\$ 50,000 \$ 50,000

The purpose of this project is to upgrade and expand the Greenway system in Chattanooga.

Prior Years Appropriation

\$ 287,367

Total

\$ 337,367 \$ 50,000

Impact on operating budget: None

## 6. Civic Facilities

### Funding Source: General Obligation Bonds

\$ 200,000 \$ 200,000

This appropriation will fund upgrade and renovation of City of Chattanooga Civic Facilities.

Prior Years Appropriation

\$ 0

Total

\$ 200,000 \$ 200,000

Impact on operating budget: None

## 7. Shepherd Hills Recreation Center

### Funding Source: General Obligation Bonds

\$ 350,000 \$ 0

This appropriation will fund upgrade and renovation of the Shepherd Hills Recreation Center

Prior Years Appropriation

\$ 0

Total

\$ 350,000 \$ 0

Impact on operating budget: None

## 8. Washington Hills Recreation Center

### Funding Source: General Obligation Bonds

\$ 65,000 \$ 0

This appropriation will fund upgrade and renovation of the Washington Hills Recreation Center.

# Capital Project Detail

Prior Years Appropriation	\$	0		
Total	\$	65,000	\$	0

**Impact on operating budget:** None

## 9. N. Chattanooga Recreation Complex

### Funding Source: General Obligation Bonds

\$	30,000	\$	0
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This appropriation will fund upgrade and renovation of the North Chattanooga Recreation Complex.

Prior Years Appropriation	\$	0		
Total	\$	30,000	\$	0

**Impact on operating budget:** None

## 10. Zoo Improvements

### Funding Source: General Obligation Bonds

\$	125,000	\$	250,000
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This appropriation will fund upgrade and renovation of the City of Zoo.

Prior Years Appropriation	\$	0		
Total	\$	125,000	\$	250,000

**Impact on operating budget:** None

## 11. ADA Repairs

### Funding Source: General Obligation Bonds

\$	100,000	\$	100,000
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This appropriation will fund upgrade and renovation of City of Chattanooga parks and recreation centers to comply with the Americans With Disabilities requirements.

Prior Years Appropriation	\$	0		
Total	\$	100,000	\$	100,000

**Impact on operating budget:** None

## 12. Parks Maintenance Facility

### Funding Source: General Obligation Bonds

\$	0	\$	200,000
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This appropriation will fund building of a new maintenance building to improve operating efficiency

Prior Years Appropriation	\$	0		
Total	\$	0	\$	200,000

**Impact on operating budget:** None

## 13. Recreation Centers Rehab

### Funding Source: General Obligation Bonds

\$	0	\$	970,000
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This appropriation will fund upgrade and renovation of City of Chattanooga parks and recreation centers

Prior Years Appropriation	\$	0		
Total	\$	0	\$	970,000

**Impact on operating budget:** None

# Capital Project Detail

## 14. HOPE VI Road Improvements

**Funding sources: Federal Grant** \$ 900,000 \$ 5,050,000

This appropriation is for street improvements and streetscape in the Saint Elmo area.

Prior Years Appropriation \$ 0  
 Total \$ 900,000 \$ 5,050,000

**Impact on operating budget:** None

## 21st Century Waterfront

<b>Capital Budget</b>						
<i>Five Year Plan</i>						
<b>Estimated Project Cost by Fiscal Year</b>						
Project Name	FY2002/03	FY2003/04	FY2004/05	FY2005/06	FY 2006/07	FY 2007/08
Waterfront Development - Design	3,801,404					
Waterfront Development - Field Work	787,000					
Waterfront Development - Intersections	1,200,000					
Waterfront Development - Land Purchase	2,245,000					
Waterfront Development - Misc	100,000					
Waterfront Development - Construction	47,866,596					
<b>Total General Government</b>	<b>56,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Capital Project Detail



# cabor

Comprehensive Annual Budget Report – For the Year Ending June 30  
City of Chattanooga, Tennessee

2004







# Department of Human Services

Bernadine Turner, Administrator  
 Tommie Pruitt, Deputy Administrator  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To improve quality of life in Hamilton County.

## Description:

The mission of this department is to improve the quality of life for poor and disadvantaged citizens in Hamilton County through a variety of programs funded totally or in part by federal, state and local funds. These programs include Social Services (Community Services Block Grant, Low Income Home Energy Assistance, Weatherization Assistance, Emergency Food Assistance, and Summer Feeding Programs), Head Start, Child Care, and Foster Grandparent Programs. Individuals are enrolled in program activities or assisted with emergency needs in order to restore their lives to normalcy and/or self-sufficiency.

## Critical Goals & Objectives:

### Departmental Goals

- ① Provide Head Start Services to eligible three and four year old preschool children.
- ② Provide Early Headstart Services to eligible pregnant women and infants to age three.
- ③ Provide comprehensive Child Care Services to enable parents to obtain and/or maintain employment or training opportunities.
- ④ Provide intergenerational services between eligible older adults and special needs children.
- ⑤ Provide comprehensive case management services to families to help them gain a level of self-sufficiency.
- ⑥ Provide emergency support to families to help them maintain their residents and/or utility connections.
- ⑦ Provide weatherization assistance to families to help them conserve energy and low utility bills.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Number of 3-4 year olds enrolled by Center	674	674	674	887
Number of infant- 3 year olds enrolled by Center	72	72	72	173
Children receiving up-to-date immunizations	674	674	674	887
Parents receiving adult education/GED training	450	450	450	573

### Department Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Head Start	-	-	-	-
Day Care	1,443,632	868,679	741,730	930,935
Weatherization	235,639	160,830	247,138	322,736
Foster Grandparents	391,589	453,156	462,135	488,178
LIEAP	967,473	732,209	691,800	1,203,798
CSBG	684,189	633,038	684,794	737,930
Occupancy Grant	236,835	200,250	226,221	226,221
Human Services Programs	1,912,827	1,883,107	2,074,884	2,331,841
City General Relief	64,887	68,750	72,868	72,868
<b>Total</b>	<b>5,937,071</b>	<b>5,000,019</b>	<b>5,201,570</b>	<b>6,314,507</b>
Per Capita	\$ 154.49	\$ 156.83	\$ 156.13	\$ 173.47

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	5,683,611	5,948,545	6,527,938	7,522,811
Overtime	-	111,135	-	53,500
Operating	7,329,122	7,677,726	5,904,502	7,243,171
Revenue	9,496,782	10,658,064	11,922,439	12,240,698

# Department of Human Services

Headstart

Bernadine Turner, Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To development programs for children of low-income families.

## Description:

The Headstart 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 preschool children in eight locations throughout the City and rural Hamilton County. The Head Start Program serves three and four years old and the Early Head Start serves pregnant women and infants to age three. The program provides evaluation, diagnosis, and special services to children with disabilities.

## Critical Goals & Objectives:

### Bring about a greater degree of social competence in young children.

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

### Improve the child's health and physical abilities.

❷ *Encourage self-confidence, spontaneity, curiosity, and self-discipline which will assist in the development of the child's social and emotional health.*

❸ *Enhance the child's mental processes and skills with particular attention to conceptual and communications skills.*

❹ *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.*

❺ *Increase the ability of the child and the family to relate to each other and to others.*

❻ *Enhance the sense of dignity and self-worth within the child and his family.*

❼ *Provide support services to parents and involve them in program planning and implementation, decision making, parent education and adult literacy; and improve the family's attitude toward future education, health care and physical abilities.*

### Performance Measures

	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
Preschool children served	674	674	674	887
Diagnostic Evaluations	115	115	115	101
Children received special services	101	101	101	101
Parents received Parent Education/Training	450	450	450	573

### Resources

	Actual	Actual	Budget	Budget
	FY 00/01	FY 01/02	FY 02/03	FY 03/04
Personnel	3,818,743	4,405,280	4,842,560	5,739,595
Overtime	-	104,202	-	45,500
Operating	3,256,919	4,227,905	2,388,310	2,719,880
Revenue	9,496,782	10,658,064	11,922,439	12,240,698

# Department of Human Services

Day Care

Bernadine Turner, Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To provide quality child care services to enable parents to maintain jobs.

## Description:

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

## Critical Goals & Objectives:

**To provide comprehensive health and nutrition information to the parent so that families can provide proper care for their children on a continuous basis.**

- ❶ To act in accordance with all applicable local and state licensing requirements annually as mandated by TDHS.
- ❷ To keep all required information and records on families, children, and staff accurate and current on a daily basis.

**To provide a warm nurturing family environment for infants and toddlers.**

**To ensure health, nutrition and ethical practices and procedures are met.**

- ❶ To comply with all applicable state, local, and federal requirements.
- ❷ To keep family and group day care home records current and complete on a daily basis.
- ❸ To provide quarterly training for all home providers.

Performance Measures	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
Children Enrolled age 2-5	140	140	140	168
Children who received speech and hearing screening	140	140	140	168
Meals Served	102,000	102,000	102,000	84,870
<u>DayCare (HOMES)</u>				
Children Enrolled	42	42	42	25
Meals Served	20,000	20,000	20,000	18,450

## Resources

	Actual	Actual	Budget	Budget
	FY 00/01	FY 01/02	FY 02/03	FY 03/04
Personnel	749,887	419,945	450,000	526,725
Overtime	-	1,519	-	1,500
Operating	693,745	447,215	291,730	402,710
Revenue	-	-	-	-

# Department of Human Services

Weatherization

Bernadine Turner, Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To weatherize dwelling units that are energy inefficient.

## Description:

The Weatherization Program is a Federally funded project conducted in a single geographical area. The weatherization project includes areas of Administration, Program Support, Training, Department of Energy (DOE), and Low-Income Energy (LIHEAP) funds for weatherization and material and labor.

## Critical Goals & Objectives:

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

❶ *To improve energy efficiency in selected dwellings. Weatherization measures installed will reduce energy cost and conserve heat loss. Weatherization measures are selected from energy surveys completed by certified WAP Staff. All measures are prioritized and expenditures limited according to the State Plan.*

❷ *To contract all weatherization work with private contractors in accordance with minimum requirements of the Tennessee Department of Human Services.*

❸ *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.*

❹ *To provide on-site client educational materials on energy conservation measures to all clients served.*

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Units of weatherized dwellings	70	70	70	146
Number of Applicants	175	175	175	230

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	56,610	34,688	45,692	70,050
Overtime	-	-	-	-
Operating	179,029	126,142	201,446	252,686
Revenue	-	-	-	-

## Purpose:

To mutually benefit senior citizens and children with specific needs.

## Description:

The Foster Grandparents program is a developmental program for children with special and exceptional needs for Hamilton, McMinn, and Bradley counties. Areas include Foster Grandparent Volunteer support and Foster Grandparent Volunteer Expense.

## Critical Goals & Objectives:

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

- ❶ Conduct site visits.
- ❷ Training suggestions from site coordinators.
- ❸ Assign ninety-five (95) volunteers to a minimum of 500 special children.

### Recruit and placement of volunteers

- ❶ Recruit sites that serve special needs children.
- ❷ Interview potential volunteers.
- ❸ Provide volunteers with (1) forty 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

- ❶ Educate and train council on FGP affairs.
- ❷ Meet four times a year.
- ❸ Provide annual program evaluation.

### Increase Private Sector Participation

- ❶ Address three or more organizations annually, and annually submit proposal to businesses for funding non-federal volunteers and program activities.

### Performance Measures

	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
Volunteers Interviewed and Hired	25	25	25	22
Annual Physical for Volunteers	95	95	95	99
Advisory Council Meetings per Year	4	4	4	4

### Resources

	Actual	Actual	Budget	Budget
	FY 00/01	FY 01/02	FY 02/03	FY 03/04
Personnel	81,107	104,593	107,570	111,930
Overtime	-	-	-	-
Operating	310,482	348,563	354,565	376,248
Revenue	-	-	-	-

# Department of Human Services

Low Income Home Energy Assistance Program

Bernadine Turner, Administrator

*www.chattanooga.gov*

## Purpose:

To assist eligible households with home energy costs.

## Description:

Program provides payments to energy suppliers, with emphasis given to lowest income households. LIHEAP includes area of Program Support, Emergency Heating, and Regular Heating.

## Critical Goals & Objectives:

To ensure that eligible low income households receive assistance to offset the high cost of energy. Assistance will be provided in the following program areas:

*Regular Heating Assistance*  
*Emergency Heating Assistance*  
*Summer Cooling*

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Total number of Households Assisted	1,590	1,590	1,590	2,877
Regular Heating Assistance	1,114	1,114	1,114	1,823
Emergency Heating	277	277	277	436
Summer Cooling	199	199	199	618

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	84,374	97,828	88,644	132,693
Overtime	-	-	-	-
Operating	883,099	634,381	603,156	1,071,105
Revenue	-	-	-	-

# Department of Human Services

Community Services Block Grant

Bernadine Turner, Administrator

*www.chattanooga.gov*

## Purpose:

To improve the quality of living by providing assistance or referrals.

## Description:

Provides for long and short range service activities and referrals. CSBG includes areas of Emergency Assistance, Title II commodity, Special Home, State Appropriation, Homeless Assistance, Family Support, Home Prevention, and Emergency Homeless.

## Critical Goals & Objectives:

**Comprehensive Emergency Assistance - To provide emergency financial assistance with rent, utilities, food, and medicines to low income residents of Hamilton County. To provide services to reduce the immediate threat of eviction, services being disconnected, and hunger.**

**Family Support Services - Provide counseling, referrals, and assistance in developing long range goals with the family and networking with other agencies to provide services to the family.**

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

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Total Units Served	3,915	3,915	3,915	4,858
Family Support Services	75	75	75	75

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	251,120	244,726	258,776	270,321
Overtime	-	-	-	-
Operating	433,069	388,312	426,018	467,609
Revenue	-	-	-	-

# Department of Human Services

Occupancy

Bernadine Turner, Administrator

[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To provide a safe, clean, and comfortable facility for conducting business.

## Description:

Provides service to 501 West 12th Street and other leased facilities. Services include such things as picking up litter on the properties to maintaining and upgrading the physical structure.

## Critical Goals & Objectives:

### Abatement of problems that represent threats to life, health and safety, or 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.
- ⑤ Cleaning and/or replacing air filters as needed, but not less than quarterly.

### 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 from area daily.

### Maintenance required to update or modernize older sections of the building.

- ① Repair or replace air condition units as needed.
- ② Replace window units to conserve energy.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Fire Inspection	1	1	1	1
Cleaning/replacing air filters	36	36	36	48
Replaced Awnings	6	6	6	3
Touch up paint areas as needed	3	3	3	3

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 27,381	\$ 27,321	\$ 36,439	\$ 33,570
Overtime	0	4,761	0	5,000
Operating	209,454	168,168	189,782	187,651
Revenue	0	0	0	0



# Department of Human Services

Human Services Program  
Bernadine Turner, Administrator  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To provide assistance to low income families.

## Description:

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.

## Critical Goals & Objectives:

### Title II commodity - Improve the nutritional needs of low income individuals in Chattanooga and Hamilton County.

- ① Provide a minimum of two distribution sites, one site in Chattanooga and one site in northern Hamilton County.
- ② Distribute commodities at least quarterly to designated sites.

### Summer Food Service Program - Provide free nutritious meals to eligible children, ages 1-18 during summer vacation.

- ① To reach 50% or more of those children who received free and/or reduced lunches during the school year.

### Emergency Food & Shelter - Assist families/individuals with past due mortgage/rent or first month's rent payment. Payment of one month's past due electric and/or gas bills; issue one month food orders during the program year.

### Warm Neighbors - Maintain electric /gas services or purchases 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, etc.

- ① To involve the community in helping households to maintain services with the electric and gas companies, also the purchase of coal and kerosene. To raise community awareness about needs within the community and encourage contributions to 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.

### HUD Counsel - Provide information to prospective home buyers and first time renters, and to assist homeowners to prevent foreclosures and provide information and implementation of the reverse mortgage program.

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 564,933	\$ 564,064	\$ 647,903	\$ 603,976
Overtime	0	653	0	1,500
Operating	1,279,602	1,255,148	1,345,670	1,628,545
Revenue	0	0	0	0

# Department of Human Services

Family Neighborhood Centers  
Bernadine Turner, Administrator

*www.chattanooga.gov*

## Purpose:

To help families living in Public Housing Toward self sufficiency.

## Description:

This division operates centers in public housing developments which provide social services, family counseling, referral services, intervention, and after-school activities. Case managers intervene with intensive, unconditional support to provide services needed to help families. These cases are referred by Hamilton County Managed Care for Children.

## Critical Goals & Objectives:

### To move public housing families toward educational opportunities.

- ❶ 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.

- ❶ Complete a Family Needs Assessment coming through Neighborhood Centers located in Public Housing Developments.
- ❷ Plan, schedule, and carry out organized adult activities that are both creative and educational, in Centers, on an ongoing basis during the year.
- ❸ Keep an ongoing list of all planned and carried-out youth activities.

### In the Managed Care program, attempt to normalize and stabilize the family situation without the case going back to State custody.

- ❶ 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 family, and approved by case manager, in order to move family toward stated goals and individualized needs.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Family Needs Assessments Performed	75	75	75	50
Adult and Youth Activities	24	24	24	48

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 49,456	\$ 50,100	\$ 50,354	\$ 78,000
Overtime	0	0	0	0
Operating	18,836	13,142	30,957	19,820
Revenue	0	0	0	0

# Department of Human Services

City General Relief  
Bernadine Turner, Administrator  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To provide emergency financial assistance.

## Description:

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

## Critical Goals & Objectives:

**To provide assistance to residents of the City of Chattanooga who are experiencing financial difficulties and 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 circumstances.**

**To meet the needs of all citizens within our community. Assistance is planned for approximately 1,000 households.**

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ -	\$ -	\$ -	\$ -
Overtime	0	0	0	0
Operating	64,887	68,750	72,868	72,868
Revenue	0	0	0	0





# Community Development

Bob Corker, Mayor  
 Rayburn Traugher, Administrator  
[www.chattanooga.gov/communitydev](http://www.chattanooga.gov/communitydev)

## Purpose:

Positive impact by supporting neighborhood revitalization projects.

## Description:

It is the mission of the Office of 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. The department funds affordable housing activities, employment opportunities, economic development, social services activities, public facility improvements and infrastructure improvements.

The Office of Community Development is responsible for the administration and use of the Community Development Block Grant, the HOME Investment Partnership act, and Emergency Shelter Grant funds received from the U.S. Department of Housing and Urban Development. 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. The Office of Community Development operates under a HUD mandated five year strategic plan.

## Critical Goals & Objectives:

### Housing Activities

- ① Increase the availability of safe, affordable, decent rental units; particularly in low and moderate income areas by 500 units.
- ② The City's Better Housing Commission will pursue its efforts to enforce code compliance in residential structures, particularly in target neighborhoods.

### Homeowner Rehabilitation Activities

- ① Rehabilitate 800 substandard low income owner occupied homes with low to no interest loans..
- ② Weatherize and render more energy efficient 500 units serving low income families.

### Affordable Home Ownership Activities

- ① Assist 1,100 first time LMI purchasers with affordable mortgage financing and assistance with closing and down payment costs.
- ② Expand homeowner education programs to reach 3,500 people over the next five years.

### Public and Assisted Housing

- ① Improve housing mix and building configuration of public housing developments by reconfiguring selected developments.
- ② Expand opportunities for residents to become more self-sufficient and assure that at least 100 residents are given opportunities for training and employment with CHA and its contractors.

### Public Facility Activities

- ① Within 5 years, minimum of 2 sites will have been improved or created as multipurpose neighborhood based community centers in low-income neighborhoods..
- ② Develop the potential for Greenways in low and moderate income neighborhoods.

### Department Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Planning and Admin	\$ 298,920	\$ 377,229	\$ 732,949	\$ 280,075
CDBG Supported Prog	3,674,337	2,998,712	2,729,051	3,041,925
Home Program	1,834,714	1,141,387	1,856,000	1,600,000
<b>Total</b>	<b>\$ 5,807,971</b>	<b>\$ 4,517,328</b>	<b>\$ 5,318,000</b>	<b>\$ 4,922,000</b>
Per Capita	\$ 39.03	\$ 30.81	\$ 36.73	\$ 32.14
<b>Positions Authorized</b>	<b>8</b>	<b>5</b>	<b>6</b>	<b>7</b>

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 261,494	\$ 283,733	\$ 325,000	\$ 206,776
Overtime	0	0	0	0
Operating	5,546,477	4,233,595	4,993,000	4,715,224
Revenue	6,025,148	4,329,871	5,318,000	4,922,000

# Community Development

Bob Corker, Mayor

Rayburn Traugher, Administrator

[www.chattanooga.gov/communitydev](http://www.chattanooga.gov/communitydev)

## Infrastructure Improvement Activities

① *Improve neighborhood infrastructure such as sidewalks, street lighting, street improvements and landscaping as part of comprehensive neighborhood revitalization.*

## Public or Social Services

① *Increase social and recreational opportunities for young people; promote the formation of neighborhood coalitions for growth within communities.*

② *Improve and impact quality of life issues for elderly and special needs populations.*

## Economic Development

① *Improve quality of the local workforce and access to capital for creation/expansion of small business, particularly for minority and women owned businesses.*

② *Increase opportunities for retention and expansion of the existing business base.*

## Fair Housing

① *Increase community knowledge of fair housing standards and issues.*

Performance Measures	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
Stock of safe, affordable rental units up to 500	66	100	48	100
Rehabilitate substandard housing	240	160	122	160
Assist first time LMI purchasers with affordable mortgage	157	220	30	220
Homebuyer Education	350	700	250	700
Improved multipurpose neighborhood based community centers	1	2	2	2
Participate in streetscape improvements	Yes	Yes	Yes	Yes
Increase opportunities for youth to use time constructively	Yes	Yes	Yes	Yes

# cabor

Comprehensive Annual Budget Report – For the Year Ending June 30  
City of Chattanooga, Tennessee

2004





# Personnel Administration

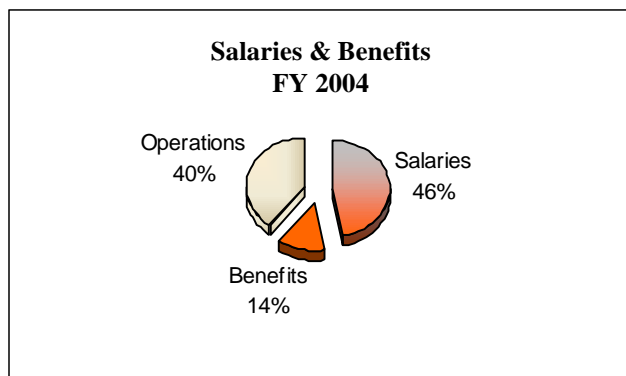
Chattanooga's number one priority is to provide the most effective and efficient services to the citizens. Our program is designed to provide one with challenging and rewarding opportunities and a chance to build a career and future.

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 60% of the total FY2004 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 work period are to receive overtime pay.

Premium compensatory leave has been deleted. A provision has been established for exempt employees



in pay grades 12 through 17 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 18 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 CIGNA Healthcare for employee medical coverage. The average monthly contribution by City employees with an individual policy will be \$49.40 per month, employee + child \$82.48 per month, employee + spouse \$100.76 per month and family \$139.80 per month.

In FY 2004, employee's Major Medical Health and Hospitalization group plan cost will amount to \$14,358,734, with another \$2,055,100 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 \$50,000. For FY 2004, 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 \$87,000. 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 plan. The three companies offering this benefit are ITT Hartford Life Insurance Company, AETNA and ICMA (International City/County Management Association).

**Long-term Disability.** In FY98, the City instituted a long-term disability plan in conjunction with the general pension board. The city pays one-half of the monthly premium at a rate of \$0.1875 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
- Martin Luther King's Birthday
- Good Friday
- Memorial Day
- July 4th
- Labor Day
- Thanksgiving Day
- Day After Thanksgiving
- Christmas Day

The City Council may also designate other special holidays.

The accrual period is on a bi-weekly basis. Employees shall earn Personal Leave at the following rates:

**Years of Service:**

	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
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:**

	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
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 100. Every employee shall be eligible to carry over from February to February 12 months beginning March 1st no more than ten days ( 100 maximum) of personal leave in addition to his/her personal leave days carried over from the previous 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 2001, the city has fluctuated in authorized positions. This can be attributed the continued efforts set by the Council and Mayor to provide programs promoting cleaner, safer, smarter, smaller, more efficient government.

In fiscal year 2002, the City authorized a reduction of 156 positions, this is a 5% decrease over 2001's 2,948 authorized positions. This decrease is a part of the City's staff reduction plan. Due to the financial challenges faced in fiscal year 2002, the City was forced to consider elimination of positions that were viewed as nonessential. The goal: To Eliminate 200 Positions. The first step in the process was to cut 114 full and part-time vacant positions in fiscal year 2002. Most of these positions have been eliminated as of December 31, 2002. Further reductions in staff are included in the 2004 budget. For employees who's jobs are targeted for elimination, the City will try to place them in other positions. This staff reduction plan provides for minimal terminations of existing employees. It allows for gradual reduction in the City's workforce while minimizing the negative impact to existing employees. The Fiscal Year 2004 changes are as follows:

### General Government

In fiscal year 2003 a new organization was created. The Citizen Relationship Management or 311 Call Center is comprised of five Customer Service Representatives, pay grade 7 and one Customer Service Coordinator, pay grade 12. These positions were authorized in FY04. The City Court Judicial I eliminated 1 Court Officer.

### Department of Finance & Administration

In fiscal year 2004, positions decreased by five (5). Changes were as follows: Purchasing: one (1) Buyer position eliminated. City Hall/Annex Maintenance: one (1) Custodian position eliminated. Information Services: two (2) Network Technicians positions eliminated. GIS: all three (3) positions (Manager, Analyst, and Technician) eliminated. Finance: two (2) positions were added, Executive Assistant and Management & Budget Analyst.

### Department of Police

In fiscal year 2004, there were no net reduction/addition changes in positions.

### Department of Fire

In fiscal year 2004 there were no personnel/position changes.

### Department of Public Works

In fiscal year 2004 the major personnel changes in Public Works was due to reorganization of the department. The following positions related to the Recycle facility - Recycling Supervisor, Recycling Attendant, Equipment Operator and one Equipment Operator Senior - were eliminated from the Solid Waste Fund . This facility was turned over to Orange Grove Center for operation. Also, two positions -Education Coordinator and Land Disturbing Inspector were added to the Storm Water fund due to requirements by the State of Tennessee.

### Department of Parks, Recreation, Arts & Culture

In fiscal year 2004 positions overall decreased by ninety-five (95). All of this decrease is due to a shifting of temporary part-time positions to seasonal temp-staff positions. Before in 2003, there were a set number of official temporary part-time positions. In 2004 a budgeted amount of funding was appropriated for temp-staffing. The department hires as many temp staffers (throughout the

year) as needed provided they stay within their budget. This process works well since it gives the department more flexibility in hiring which in turn provides greater costs control and meets the needs of the more volatile fluctuations in temporary labor demand.

**Department of Personnel:**

In fiscal year 2004 there were no personnel/position changes.

**Department of Neighborhood Services:**

In fiscal year 2004, positions decreased by three (3). One position was eliminated in Codes & Community Services. Two positions were eliminated and transferred to CRM (Citizen Relationship Management).

**Executive Branch:**

In the Internal Audit section the Audit Supervisor position was replaced with the Director of the Office of Performance Manager. The cost impact of this replacement is approximately \$58,400.

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 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY	FY	FY	FY	PY to	01 thru	FY	FY
			2001	2002	2003	2004	CY	FY 2004	2005	2006
<b>General Government &amp; Agencies</b>			<b>36</b>	<b>30</b>	<b>31</b>	<b>36</b>	<b>5</b>	<b>0</b>	<b>30</b>	<b>30</b>
City Attorney's Office										
C00150	City Attorney	48	1	1	1	1	0	0	1	1
City Court Judicial I										
C00152	Court Officer	11	2	2	3	2	-1	0	2	2
C00153	Judicial Assistant	20.71hr	1	1	1	1	0	0	1	1
C00154	Police Officer	P1	1	0	0	0	0	-1	0	0
C20010	City Judges	NP	1	1	1	1	0	0	1	1
			5	4	5	4	-1	-1	4	4
City Court Judicial II										
C00152	Court Officer	11	2	2	2	2	0	0	2	2
C00153	Judicial Assistant	20.71hr	1	1	1	1	0	0	1	1
C20010	City Judges	NP	1	1	1	1	0	0	1	1
			4	4	4	4	0	0	4	4
City Council										
C00159	Clerk to Council	NP	1	1	1	1	0	0	1	1
C00160	Management Analyst	NP	1	1	1	1	0	0	1	1
C00161	Assistant Clerk to Council	22	1	1	1	1	0	0	1	1
C00163	Council Secretary	15	1	1	1	1	0	0	1	1
C20100	Council Chairperson	NP	1	1	1	1	0	0	1	1
C20200	Council Vice Chairperson	NP	1	1	1	1	0	0	1	1
C20300	Council Member	NP	7	7	7	7	0	0	7	7
C00910	Council Assistant (P/T)	9.76hr	4	4	4	4	0	0	4	4
			17	17	17	17	0	0	17	17
Office of the Mayor										
C00168	Communication Coordinator	19	1	0	0	0	0	-1	0	0
C00171	Chief of Staff	50	1	0	0	0	0	-1	0	0
C00172	Special Projects Director	19	1	0	0	0	0	-1	0	0
C00173	Project Manager	NP	1	0	0	0	0	-1	0	0
C00174	Special Project Assistant	15	2	0	0	0	0	-2	0	0
C01204	Administrative Secretary	9	1	0	0	0	0	-1	0	0
C01207	Executive Assistant	N/A	0	0	0	0	0	0	0	0
C01209	Administrative Assistant	19	1	0	0	0	0	-1	0	0
C20001	Mayor	NP	1	0	0	0	0	-1	0	0
			9	0	0	0	0	-9	0	0
Downtown Design Center										
C00563	Design Review Coordinator	15	0	1	0	0	0	0	0	0
C00567	Design Review Assistant	9	0	1	0	0	0	0	0	0
C01952	Design Review Specialist	13	0	2	2	2	0	2	2	2
C01953	Senior Planner	17	0	0	1	1	0	1	1	1
C01954	Receptionist	NR	0	0	1	1	0	1	1	1
			0	4	4	4	0	4	4	4
Citizen Relationship Management										
C02107	Customer Service Representative	7	0	0	0	5	5	5	5	5
C02108	Customer Service Coordinator	12	0	0	0	1	1	1	1	1
			0	0	0	6	6	6	6	6
<b>Department of Finance &amp; Administration</b>			<b>117</b>	<b>227</b>	<b>217</b>	<b>212</b>	<b>-5</b>	<b>95</b>	<b>207</b>	<b>207</b>
<b>Finance &amp; Administration General Fund</b>			<b>117</b>	<b>150</b>	<b>147</b>	<b>142</b>	<b>-5</b>	<b>24</b>	<b>137</b>	<b>137</b>
Finance										
C00071	Accounts Payable Assistant	NR	1	1	1	1	0	0	1	1
C00075	Administrator	50	1	1	1	1	0	0	1	1
C00076	Deputy Administrator	42	1	1	1	1	0	0	1	1
C00077	Budget Officer	29	1	1	1	1	0	0	1	1
C00079	Manager, Financial Operations	31	1	1	1	1	0	0	1	1
C00080	Internal Audit Supervisor	29	1	0	0	0	0	-1	0	0
C00081	Accounts Payable Supervisor	15	1	1	1	1	0	0	1	1
C00082	Accounting Supervisor	26	1	1	1	1	0	0	1	1
C00083	Payroll Supervisor	18	1	1	1	1	0	0	1	1
C00084	Internal Auditor	17	2	0	0	0	0	-2	0	0
C00085	Budget Analyst	17	3	3	3	3	0	0	3	3
C00086	Budget Analyst, Senior	19	1	1	1	1	0	0	1	1
C00087	Accountant	17	3	3	3	3	0	0	3	3

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
C00090	Accountant, Senior	19	1	1	1	1	0	0	1	1
C00099	Payroll Technician	8	2	2	2	2	0	0	2	2
C00102	Payroll Technician, Sr	10	1	1	1	1	0	0	1	1
C00903	Accounting Intern (Part time)	N/A	2	0	0	0	0	-2	0	0
C01002	Office Assistant, Sr	5	6	5	5	5	0	-1	5	5
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
C01207	Executive Assistant	13	1	1	1	2	1	1	2	2
C01402	Accounting Technician	8	3	3	3	3	0	0	3	3
C02105	Management & Budget Analyst	17	0	0	0	1	1	1	1	1
			35	29	29	31	2	-4	31	31
Information Services										
C00107	Information System Director	40	1	1	1	0	-1	-1	0	0
C00107	Chief Information Officer	40	0	0	0	1	1	1	1	1
C00108	Application Services Manager	32	1	1	1	1	0	0	1	1
C00109	Assistant Director	32	1	1	1	0	-1	-1	0	0
C00109	Assistant Chief Information Officer	32	0	0	0	1	1	1	1	1
C00113	Manager, IS Support Systems	28	1	1	1	1	0	0	1	1
C00115	System & Data Base Specialist, Sr	25	2	2	2	2	0	0	2	2
C00116	System & Data Base Specialist	20	1	2	2	2	0	1	2	2
C00117	Network Manager	28	1	1	1	1	0	0	1	1
C00118	Programmer Analyst	25	5	5	4	4	0	-1	4	4
C00119	Programmer, Sr	19	4	4	5	5	0	1	5	5
C00121	Network Technician, Sr	11	3	3	3	3	0	0	3	3
C00122	Micro System Trainer	12	1	1	1	1	0	0	1	1
C00123	PC Services Specialist, Sr	18	1	1	1	0	-1	-1	0	0
C00124	Network Technician	9	5	4	4	2	-2	-3	2	2
C00125	PC Service Technician	9	1	1	1	1	0	0	1	1
C00127	Programmer	16	4	4	4	4	0	0	4	4
C00128	PC Services Specialist	17	2	1	1	2	1	0	2	2
C00129	Telecommunication Specialist	14	1	0	0	0	0	-1	0	0
C00130	Information Services assistant	9	0	1	1	1	0	1	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
			36	35	35	33	-2	-3	33	33
City Treasurer										
C00130	Treasurer	33	1	1	0	0	0	-1	0	0
C00131	Assistant Treasurer	23	1	1	1	1	0	0	1	1
C00132	Tax Supervisor	15	2	2	2	2	0	0	2	2
C00136	Business Tax Inspector	11	1	1	1	1	0	0	1	1
C00904	Property Tax Clerk I	\$8.27hr	1	1	1	1	0	0	1	1
C00905	Property Tax Clerk II	\$8.27hr	1	1	1	1	0	0	1	1
C00906	Property Tax Clerk III	\$9.01hr	1	1	1	1	0	0	1	1
C01006	Tax Clerk	6	7	6	6	6	0	-1	6	6
			15	14	13	13	0	-2	13	13
City Court Clerk's Office										
C00055	City Court Clerk	33	1	1	1	1	0	0	1	1
C00056	Deputy City Court Clerk	N/A	1	1	0	0	0	-1	0	0
C00056	Assistant City Court Clerk	16	0	0	1	1	0	1	1	1
C00059	Court Operation Supervisor	13	3	3	1	1	0	-2	1	1
C00154	Police Officer (Liaison)	P1	1	0	0	0	0	-1	0	0
C01101	Court Clerk	5	17	16	16	16	0	-1	11	11
C01102	Court Clerk, Sr	7	6	6	6	6	0	0	6	6
			29	27	25	25	0	-4	20	20
Telecommunications										
C00145	Telecommunication Manager	28	1	1	1	1	0	0	1	1
C00146	Telecommunication Coordinator	17	1	1	1	1	0	0	1	1
			2	2	2	2	0	0	2	2
Geo Information Services										
CXXXX	GIS Manager	NR	0	1	1	0	-1	0	0	0
CXXXX	GIS Analyst	NR	0	1	1	0	-1	0	0	0
CXXXX	GIS Technician	NR	0	1	1	0	-1	0	0	0
			0	3	3	0	-3	0	0	0
Purchasing										
C00250	Purchasing Agent	27	0	1	1	1	0	1	1	1
C00251	Assistant Purchasing Agent	17	0	2	2	2	0	2	2	2
C00252	Buyer	13	0	4	4	3	-1	3	3	3
C00258	Purchasing Technician	8	0	5	4	4	0	4	4	4
C01001	Office Assistant	3	0	2	2	2	0	2	2	2
			0	14	13	12	-1	12	12	12

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
City Hall/Annex Maintenance										
C00176	Director, Facilities & Fleet Management	38	0	1	1	1	0	1	1	1
C00195	Facilities Superintendent	16	0	1	1	1	0	1	1	1
C00197	Custodian	2	0	10	8	7	-1	7	7	7
C00198	Guard	\$8.94hr	0	2	2	2	0	2	2	2
C01501	Crew Leader	6	0	2	1	1	0	1	1	1
C01521	Crew Worker	3	0	1	0	0	0	0	0	0
C01522	Crew Worker, Sr	5	0	1	0	0	0	0	0	0
C01525	Building Maintenance Mechanic	7	0	0	2	2	0	2	2	2
			0	18	15	14	-1	14	14	14
Development Resource Center										
C00197	Custodian	2	0	0	1	1	0	1	1	1
C01201	Secretary	6	0	0	1	1	0	1	1	1
C01521	Crew Worker	3	0	0	1	1	0	1	1	1
			0	0	3	3	0	3	3	3
Electronics Division										
C00199	Electronics Supervisor	24	0	1	1	1	0	1	1	1
C00200	Electronics Comm Technician	14	0	5	5	5	0	5	5	5
			0	6	6	6	0	6	6	6
Real Estate										
C00177	Manager of Real Property	22	0	1	1	1	0	1	1	1
C00990	Property Service Coordinator	14	0	1	2	2	0	2	2	2
			0	2	3	3	0	3	3	3
Municipal Garage - Amnicola										
C00204	Shop supervisor	18	0	2	2	2	0	2	2	2
C00205	Fleet Manager	25	0	1	1	1	0	1	1	1
C00206	Equipment Mechanic III	13	0	4	5	5	0	5	5	5
C00208	Equipment Mechanic I	9	0	8	6	6	0	6	6	6
C00218	Shop Supervisor, Sr	20	0	1	1	1	0	1	1	1
C00220	Parts Room Supervisor	11	0	1	1	1	0	1	1	1
C00224	Equipment Mechanic II	11	0	9	9	9	0	9	9	9
C01301	Inventory Clerk	5	0	2	1	1	0	1	1	1
C01302	Inventory Clerk, Sr	6	0	2	2	2	0	2	2	2
C01521	Crew Worker	3	0	3	3	3	0	3	3	3
			0	33	31	31	0	31	31	31
Municipal Garage - 12th Street										
C00197	Custodian	2	0	1	1	1	0	1	1	1
C00204	Shop Supervisor	18	0	3	3	3	0	3	3	3
C00206	Equipment Mechanic III	13	0	8	8	8	0	8	8	8
C00208	Equipment Mechanic I	9	0	5	2	2	0	2	2	2
C00218	Garage Superintendent	20	0	1	1	0	-1	0	0	0
C00218	Shop Supervisor Senior	20	0	0	0	1	1	1	1	1
C00220	Parts Room Supervisor	11	0	1	1	1	0	1	1	1
C00224	Equipment Mechanic II	11	0	12	12	12	0	12	12	12
C00232	Vehicle Servicer	6	0	3	2	2	0	2	2	2
C01015	Office Manager	10	0	1	1	1	0	1	1	1
C01301	Inventory Clerk	5	0	3	2	2	0	2	2	2
C01302	Inventory Clerk, Sr	6	0	2	2	2	0	2	2	2
C01513	Heavy Equipment Operator	10	0	1	1	1	0	1	1	1
C01521	Crew Worker	3	0	1	1	1	0	1	1	1
C01522	Crew Worker, Sr	5	0	1	1	1	0	1	1	1
			0	43	38	38	0	38	38	38
Municipal Gas Station										
C01513	Heavy Equipment Operator	10	0	1	1	1	0	1	1	1
<b>Department of Police</b>			<b>747</b>	<b>711</b>	<b>684</b>	<b>684</b>	<b>0</b>	<b>-63</b>	<b>684</b>	<b>684</b>
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1
C00200	Electronics Communication Tech.	14	0	0	1	1	0	1	1	1
C00209	Police Fleet Specialist	9	0	0	0	1	1	1	1	1
C00805	Police Chief	NR	1	1	1	1	0	0	1	1
C00806	Deputy Police Chief	P5	2	2	2	2	0	0	2	2
C00807	Deputy Dir. , Community Outreach	17	1	1	1	1	0	0	1	1
C00808	Assist. Community Outreach Dir.	12	1	1	1	0	-1	-1	0	0
C00809	Captain	P4	9	8	8	8	0	-1	8	8
C00812	Lieutenant	P3	22	20	18	16	-2	-6	16	16

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
C00813	Sergeant	P2	108	108	104	103	-1	-5	103	103
C00818	Police Officer	P1	265	279	330	337	7	72	337	337
C00820	Police Off. Crime Bill	P1	54	54	9	4	-5	-50	4	4
C00824	Police Officer	P1	11	0	0	0	0	-11	0	0
C00825	Police Service Technician	3	13	10	8	8	0	-5	8	8
C00827	Police Service Tech P.T.	\$9.48hr	25	21	0	0	0	-25	0	0
C00828	Police ID Technician	9	3	2	1	0	-1	-3	0	0
C00828	Crime Scene Technician	9	0	0	0	1	1	1	1	1
C00829	Photo Lab Tech	9	1	1	1	1	0	0	1	1
C00831	Manager, Animal Services	24	1	1	1	1	0	0	1	1
C00834	School Patrol Officer Senior	9	1	1	1	1	0	0	1	1
C00840	Property Service Clerk	7	7	7	7	7	0	0	7	7
C00843	Communication Officer, Fire	8	2	2	2	2	0	0	2	2
C00844	Communication Officer	11	45	45	46	46	0	1	46	46
C00855	Manager Media Relations	19	1	1	1	1	0	0	1	1
C00856	Lead Police Records Clerk	9	2	2	2	1	-1	-1	1	1
C00858	Police Legal Advisor	28	1	1	1	1	0	0	1	1
C00861	Fingerprint Technician	6	3	1	1	1	0	-2	1	1
C00896	Animal Service Officer	9	14	10	10	10	0	-4	10	10
C00897	Animal Service Sergeant	13	2	2	2	0	-2	-2	0	0
C00897	Animal Service Field Supervisor	13	0	0	0	2	2	2	2	2
C00898	Communication Officer, Sr	13	6	6	6	6	0	0	6	6
C00923	Animal Service Admin Supervisor	16	1	0	0	0	0	-1	0	0
C00970	Police Service Tech Senior	5	10	10	10	14	4	4	14	14
C00971	Police Retiree 2000 P3	NP	7	0	0	0	0	-7	0	0
C00972	Police Retiree 2000 P4	NP	5	0	0	0	0	-5	0	0
C00973	Police Retiree 2000 P5	NP	1	0	0	0	0	-1	0	0
C00974	Police Retiree 2000 Civilian	NP	1	1	0	0	0	-1	0	0
C00975	Lieutenant School Patrol	\$37.98hr	3	3	3	3	0	0	3	3
C00976	School Patrol Officer	\$26.79hr	30	30	30	30	0	0	30	30
C00994	Director, Police Admin	21	1	1	1	1	0	0	1	1
C00995	Grant Specialist, Sr	13	1	0	0	0	0	-1	0	0
C00996	Communication clerk	8	13	13	12	12	0	-1	12	12
C00997	Accounting Technician, Sr	11	1	1	1	1	0	0	1	1
C00998	Staff Service Coordinator	15	1	1	1	1	0	0	1	1
C00999	Technology Coordinator	20	1	1	1	1	0	0	1	1
C01000	Accreditation File Assistant	6	1	1	0	0	0	-1	0	0
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01002	Office Assistant, Sr	5	4	4	3	2	-1	-2	2	2
C01003	Manager, Security, Facility & Fleet	18	1	1	1	1	0	0	1	1
C01005	Manager, Accreditation	18	1	1	1	1	0	0	1	1
C01007	Assistant Crime Analyst	10	1	0	0	0	0	-1	0	0
C01008	Police Records Clerk	3	12	12	11	0	-11	-12	0	0
C01009	Police Records Clerk, Sr	5	13	8	9	20	11	7	20	20
C01010	Police Records Clerk Supervisor	12	1	1	1	0	-1	-1	0	0
C01010	Police Information Center Manager	16	0	0	0	1	1	1	1	1
C01011	Police Records Analyst	7	5	5	5	5	0	0	5	5
C01201	Secretary	6	3	3	8	6	-2	3	6	6
C01202	Secretary, Senior	7	11	11	6	6	0	-5	6	6
C01203	Assistant to Police Chief	17	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	9	5	5	5	5	0	0	5	5
C01401	Personnel Assistant	7	2	2	2	2	0	0	2	2
C01402	Accounting Technician	8	2	1	1	1	0	-1	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
C01404	Fiscal Coordinator	n/a	0	0	0	0	0	0	0	0
C01406	Grant Specialist	n/a	0	0	0	0	0	0	0	0
C01521	Crew Worker	3	1	1	1	0	-1	-1	0	0
C01525	Building Maintenance Mechanic	7	3	3	2	2	0	-1	2	2
C02205	Terminal Agency Coordinator	8	0	0	0	1	1	1	1	1
C0XXX	Crime Statistics Analyst	NR	0	0	0	1	1	1	1	1
			747	711	684	684	0	-63	684	684



## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
<b>Department of Fire</b>			<b>418</b>	<b>418</b>	<b>418</b>	<b>417</b>	<b>-1</b>	<b>-1</b>	<b>417</b>	<b>417</b>
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1
C00855	Manager, Media relations	19	0	0	1	1	0	1	1	1
C00864	System Specialist	15	1	1	0	0	0	-1	0	0
C00865	Fire Chief	47	1	1	1	1	0	0	1	1
C00866	Deputy Fire Chief	F6	1	1	1	1	0	0	1	1
C00867	Fire Marshal	F6	1	1	1	1	0	0	1	1
C00868	Public Information Officer	15	1	1	0	0	0	-1	0	0
C00869	Battalion Chief	F5	6	6	6	6	0	0	6	6
C00871	Captain	F4	75	75	75	75	0	0	75	75
C00872	Fire Investigator	F4	3	3	3	3	0	0	3	3
C00873	Lieutenant	F3	87	87	87	87	0	0	87	87
C00874	Firefighter	F1	106	106	86	86	0	-20	86	86
C00876	Operations Chief	F6	1	1	1	1	0	0	1	1
C00877	Resource Chief	F5	1	1	1	1	0	0	1	1
C00888	Staff Officer	F4	15	15	15	15	0	0	15	15
C00890	Training Chief	F5	1	1	1	1	0	0	1	1
C00891	Fire Equipment Technician	11	1	1	1	1	0	0	1	1
C00892	Senior Firefighter	F2	100	100	120	120	0	20	120	120
C00899	Tactical Services Chief	F5	1	1	1	1	0	0	1	1
C00999	Technology Manager	20	0	0	1	1	0	1	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01202	Secretary, Senior	7	3	3	3	3	0	0	3	3
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1
C01401	Personnel Assistant	7	1	1	1	1	0	0	1	1
C01402	Accounting Technician	8	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
C01513	Heavy Equipment Operator	10	2	2	2	2	0	0	2	2
C01525	Building Maintenance Mechanic	7	4	4	4	3	-1	-1	3	3
C01526	Building Maintenance Mechanic, Sr	12	1	1	1	1	0	0	1	1
			<b>418</b>	<b>418</b>	<b>418</b>	<b>417</b>	<b>-1</b>	<b>-1</b>	<b>417</b>	<b>417</b>
<b>Department of Public Works (All Funds)</b>			<b>673</b>	<b>667</b>	<b>649</b>	<b>632</b>	<b>-17</b>	<b>-41</b>	<b>632</b>	<b>632</b>
<b>Public Works General Fund</b>			<b>241</b>	<b>351</b>	<b>348</b>	<b>341</b>	<b>-7</b>	<b>100</b>	<b>341</b>	<b>341</b>
<b>Administration</b>										
C00448	Information Technology Coord	24	0	0	0	1	1	1	1	1
C00450	Administrator	47	1	1	1	1	0	0	1	1
C00451	Deputy Administrator	38	1	1	1	1	0	0	1	1
C01002	Office Assistant Senior	NR	0	0	2	2	0	2	2	2
C00453	Assistant to Administrator	22	1	1	0	0	0	-1	0	0
C01001	Office Assistant	3	2	2	0	0	0	-2	0	0
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
C01404	Fiscal Coordinator	17	1	1	1	1	0	0	1	1
C01991	Development Planning Manager	28	0	0	1	1	0	1	1	1
			<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>8</b>
<b>Inspection</b>										
C00509	Development Coordinator	14	0	0	0	1	1	1	1	1
C00525	Public Works Information Tech	10	0	0	0	1	1	1	1	1
C00541	Chief Building Official	32	1	1	1	0	-1	-1	0	0
C00541	Building Official	25	0	0	0	1	1	1	1	1
C00543	Zoning Inspector	12	2	2	2	2	0	0	2	2
C00544	Chief Building Inspector	19	1	1	1	1	0	0	1	1
C00545	Chief Electrical Inspector	19	1	1	0	1	1	0	1	1
C00546	Chief Plumbing Inspector	19	1	1	1	1	0	0	1	1
C00548	Electrical Inspector	13	2	2	2	2	0	0	2	2
C00549	Gas/Mechanical Insp.	13	1	1	1	1	0	0	1	1
C00550	Plumbing Inspector	13	2	2	2	2	0	0	2	2
C00551	Plumbing Inspector, Sr	14	1	1	1	1	0	0	1	1

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
C00552	Combination Inspector	14	2	2	2	2	0	0	2	2
C00553	Building Inspector	13	2	2	2	2	0	0	2	2
C00554	Electrical Inspector, Sr	14	1	1	1	1	0	0	1	1
C00555	Building Inspector, Sr	14	1	1	1	1	0	0	1	1
C00558	Codes Inspector, Sr	17	1	1	1	0	-1	-1	0	0
C00559	Gas/Mechanical Inspector, Sr	14	1	1	1	1	0	0	1	1
C00560	Chief Signs Inspector	16	1	1	1	0	-1	-1	0	0
C00561	Electrical Sign Inspector	10	2	2	2	2	0	0	2	2
C00562	Codes Coordinator	12	1	1	1	1	0	0	1	1
C00567	Director of Codes & Inspection	36	0	0	1	1	0	1	1	1
C00571	Permit Services Chief	25	0	0	0	1	1	1	1	1
C00578	Zoning and Sign Official	25	0	0	0	1	1	1	1	1
C01004	Permit Clerk	5	4	4	4	4	0	0	4	4
C01015	Office Manager	10	1	1	1	1	0	0	1	1
C01201	Secretary	n/a	0	0	0	0	0	0	0	0
			29	29	29	30	1	1	30	30
City Wide Services										
C00197	Custodian	2	2	2	2	2	0	0	2	2
C00474	Director, City Wide Services	38	1	1	1	1	0	0	1	1
C00479	Accident Investigator	10	1	1	1	1	0	0	1	1
C00480	Occupational Health Nurse	13	1	1	1	1	0	0	1	1
C00482	Inventory Control Coordinator	12	0	0	1	1	0	1	1	1
C00651	Safety & Training Coord, Sr	15	1	1	1	1	0	0	1	1
C00747	Supply Supervisor	9	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01002	Office Assistant, Sr	5	2	2	2	2	0	0	2	2
C01201	Secretary	6	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
C01301	Inventory Clerk	5	1	1	1	1	0	0	1	1
C01401	Personnel Assistant	7	2	2	2	2	0	0	2	2
C01403	Administrator Coordinator	10	1	1	0	0	0	-1	0	0
C01405	Operations Coordinator	25	1	1	1	1	0	0	1	1
C01521	Crew Worker	3	1	1	1	1	0	0	1	1
C01522	Crew Worker, Sr	5	1	1	1	0	-1	-1	0	0
C01530	Cost Estimator	15	0	0	0	1	1	1	1	1
			19	19	19	19	0	0	19	19
Municipal Forestry										
C00311	Municipal Forester	21	0	1	1	1	0	1	1	1
C00312	Forestry Supervisor	13	0	1	1	1	0	1	1	1
C00333	Tree Trimmer	8	0	1	2	2	0	2	2	2
C00334	Forestry Inspector	15	0	1	1	1	0	1	1	1
C01503	Crew Supervisor	11	0	1	1	1	0	1	1	1
C01511	Equipment Operator	6	0	1	1	1	0	1	1	1
C01522	Crew Worker Senior	5	0	0	0	1	1	1	1	1
			0	6	7	8	1	8	8	8
Sewer Construction & Maintenance										
C00683	Superintendent, SCM	25	1	1	1	1	0	0	1	1
C00698	Concrete Worker	6	8	8	8	8	0	0	8	8
C01502	Crew Leader, Sr	9	1	1	1	1	0	0	1	1
C01504	Crew Supervisor, Sr	12	8	8	8	8	0	0	8	8
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1
C01511	Equipment Operator	6	2	2	2	2	0	0	2	2
C01512	Equipment Operator, Sr	8	3	3	3	2	-1	-1	2	2
C01513	Heavy Equipment Operator	10	4	4	4	4	0	0	4	4
C01521	Crew Worker	3	9	9	9	8	-1	-1	8	8
C01522	Crew Worker, Sr	5	7	7	7	7	0	0	7	7
			44	44	44	42	-2	-2	42	42

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
<b>Emergency</b>										
C01503	Crew Supervisor	11	1	1	1	1	0	0	1	1
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1
C01511	Equipment Operator	6	7	7	7	7	0	0	7	7
C01512	Equipment Operator, Sr	8	2	2	2	4	2	2	4	4
C01521	Crew Worker	3	0	0	0	3	3	3	3	3
			12	12	12	17	5	5	17	17
<b>Street Cleaning</b>										
C00538	Sanitation Worker	3	1	0	0	0	0	-1	0	0
C01502	Crew Leader, Sr	9	6	3	3	3	0	-3	3	3
C01504	Crew Supervisor, Sr	12	1	1	1	1	0	0	1	1
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1
C01511	Equipment Operator	6	9	7	7	7	0	-2	7	7
C01512	Equipment Operator, Sr	8	8	8	8	9	1	1	9	9
C01521	Crew Worker	3	15	15	15	12	-3	-3	12	12
C01522	Crew Worker, Senior	5	0	3	3	3	0	3	3	3
			41	38	38	36	-2	-5	36	36
<b>Traffic Engineering</b>										
C00768	City Traffic Engineer	36	1	1	1	1	0	0	1	1
C00769	Assistant City Traffic Engineer	26	1	1	1	1	0	0	1	1
C00770	Traffic Operations Analyst	18	1	1	1	1	0	0	1	1
C00771	Traffic Engineering Designer	13	1	1	1	1	0	0	1	1
C00772	Traffic Control Technician	14	1	1	1	1	0	0	1	1
C00774	Traffic Engineering Tech	10	3	3	3	3	0	0	3	3
C00776	Traffic Signal Tech.	16	1	1	1	1	0	0	1	1
C00778	Clerk II P/P	\$9.44hr	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
			11	11	11	11	0	0	11	11
<b>Engineering</b>										
C00501	Engineering Technician	11	1	1	1	1	0	0	1	1
C00505	City Engineer	41	1	1	1	1	0	0	1	1
C00506	Asst. City Engineer	36	1	1	0	0	0	-1	0	0
C00509	Development Coordinator	n/a	0	0	0	0	0	0	0	0
C00510	Construction. Inspector Supervisor	19	1	0	0	0	0	-1	0	0
C00511	Manager, Construction	n/a	0	0	0	0	0	0	0	0
C00512	Engineering Manager	31	1	1	1	1	0	0	1	1
C00513	Engineering Designer	17	4	4	4	4	0	0	4	4
C00514	Prop. Acquisition Coordinator	14	1	1	0	0	0	-1	0	0
C00516	Engineering Project Coordinator	20	4	4	4	3	-1	-1	3	3
C00517	Supervisor, Survey Party	16	1	1	1	1	0	0	1	1
C00518	Survey Party Chief	13	3	3	3	3	0	0	3	3
C00521	Construction. Inspector	13	7	7	7	7	0	0	7	7
C00522	Survey Instrument Tech.	10	3	3	3	3	0	0	3	3
C00523	Survey Technician	5	4	4	3	3	0	-1	3	3
C00525	Public Works Information Tech	10	4	4	5	4	-1	0	4	4
C00735	GIS Specialist Senior	NR	0	0	1	1	0	1	1	1
C00965	Engineering Co-op	\$10.69hr	4	4	4	4	0	0	4	4
C01001	Office Assistant	3	2	2	0	0	0	-2	0	0
C01002	Office assistant Senior	NR	0	0	1	1	0	1	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
			43	42	40	38	-2	-5	38	38

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
<b>Traffic Control</b>										
C00197	Custodian	2	1	1	1	1	0	0	1	1
C00206	Equipment Mechanic III	13	1	1	1	1	0	0	1	1
C00360	Electrician's Assistant	5	1	1	1	1	0	0	1	1
C00743	Manager Traffic Control	25	1	1	1	1	0	0	1	1
C00744	Traffic Control Electrical Supervisor	18	1	1	1	1	0	0	1	1
C00745	Traffic Electrician Apprentice	9	1	1	1	1	0	0	1	1
C00746	Traffic Electrician, Sr	15	1	1	1	1	0	0	1	1
C00751	Traffic Electrician	14	4	4	4	4	0	0	4	4
C00753	Parking Meter Servicer	5	1	1	1	1	0	0	1	1
C00756	Electronics Traffic Technician	14	2	2	2	2	0	0	2	2
C00757	Traffic Electronic Supervisor	18	1	1	1	1	0	0	1	1
C00758	Traffic Construction Technician	11	1	1	1	1	0	0	1	1
C00763	Sign Fabricator	7	1	1	1	1	0	0	1	1
C01001	Office assistant	3	1	1	1	1	0	0	1	1
C01201	Secretary	6	1	1	1	1	0	0	1	1
C01503	Crew Supervisor	11	1	1	1	1	0	0	1	1
C01505	General Supervisor	14	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	2	2	3	3	0	1	3	3
C01521	Crew Worker	3	6	6	6	6	0	0	6	6
C01522	Crew Worker, Sr	5	4	4	3	3	0	-1	3	3
C01523	Traffic Construction Worker	7	1	1	1	1	0	0	1	1
			<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>34</b>
<b>Brush &amp; Trash</b>										
C00531	Refuse Inspector	9	0	0	6	6	0	6	6	6
C00538	Sanitation Worker	3	0	5	4	4	0	4	4	4
C01001	Office Assistant	3	0	1	1	1	0	1	1	1
C01503	Crew Supervisor	11	0	9	9	9	0	9	9	9
C01505	General Supervisor	14	0	2	1	1	0	1	1	1
C01510	Light Equip Operator	5	0	17	17	17	0	17	17	17
C01512	Equipment Operator, Sr	8	0	7	9	8	-1	8	8	8
C01521	Crew Worker	3	0	9	9	9	0	9	9	9
			<b>0</b>	<b>50</b>	<b>56</b>	<b>55</b>	<b>-1</b>	<b>55</b>	<b>55</b>	<b>55</b>
<b>Garbage Collection</b>										
C00532	Superintendent Sanitation	25	0	1	1	1	0	1	1	1
C00537	Sanitation Worker, Sr	5	0	4	4	3	-1	3	3	3
C00538	Sanitation Worker	3	0	25	18	12	-6	12	12	12
C01001	Office Assistant	3	0	1	1	1	0	1	1	1
C01505	General Supervisor	14	0	3	2	2	0	2	2	2
C01510	Light Equipment Operator	5	0	2	2	2	0	2	2	2
C01511	Equipment Operator	6	0	11	11	11	0	11	11	11
C01512	Equipment Operator, Sr	8	0	11	11	11	0	11	11	11
			<b>0</b>	<b>58</b>	<b>50</b>	<b>43</b>	<b>-7</b>	<b>43</b>	<b>43</b>	<b>43</b>
<b>Storm Water Management</b>			<b>44</b>	<b>44</b>	<b>44</b>	<b>45</b>	<b>1</b>	<b>1</b>	<b>45</b>	<b>45</b>
<b>Administration</b>										
C00509	Development Coordinator	14	3	3	3	1	-2	-2	1	1
C00513	Engineering Designer	17	4	4	4	4	0	0	4	4
C00516	Engineering Project Coordinator	20	1	1	0	0	0	-1	0	0
C00728	Manager, Storm Water	29	1	1	1	1	0	0	1	1
C00733	Construction Program Supervisor	21	0	0	1	1	0	1	1	1
C00735	GIS Specialist, Sr	15	1	1	1	1	0	0	1	1
C00736	Water Quality Coordinator	19	1	1	1	1	0	0	1	1
C00737	GIS Specialist	11	1	1	1	1	0	0	1	1
C00738	Water Quality Technician	10	3	3	3	3	0	0	3	3
C00740	Biologist	14	2	2	2	2	0	0	2	2
C01002	Office Assistant, Sr	5	1	1	1	1	0	0	1	1
C01004	Permit Clerk	5	1	1	1	1	0	0	1	1

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
C01201	Secretary	6	1	1	1	1	0	0	1	1
C0XXX	Education Coordinator	NR	0	0	0	1	1	1	1	1
C0XXX	Land Disturbing Inspectors	NR	0	0	0	2	2	2	2	2
XXXX	<i>Inactivated positions</i>	n/a	0	0	0	0	0	0	0	0
			20	20	20	21	1	1	21	21
<b>Storm Water City Wide Services</b>										
C00646	Sewer Maintenance Truck Operator	10	2	2	2	2	0	0	2	2
C01504	Crew Supervisor, Senior	12	3	3	3	3	0	0	3	3
C01511	Equipment Operator	6	2	2	2	2	0	0	2	2
C01512	Equipment Operator, Senior	8	2	2	2	2	0	0	2	2
C01513	Heavy Equipment Operator	10	2	2	2	2	0	0	2	2
C01521	Crew Worker	3	6	6	6	6	0	0	6	6
C01522	Crew Worker, Sr	5	7	7	7	7	0	0	7	7
			24	24	24	24	0	0	24	24
<b>State Street Aid Fund</b>			<b>111</b>	<b>111</b>	<b>110</b>	<b>110</b>	<b>0</b>	<b>-1</b>	<b>110</b>	<b>110</b>
C00512	Engineering Project Coordinator	20	1	1	1	0	-1	-1	0	0
C00516	Engineering Project Coordinator	20	0	0	0	1	1	1	1	1
C00646	Sewer Maintenance Truck Operator	10	2	2	2	2	0	0	2	2
C00710	Superintendent Street Const.	25	1	1	1	1	0	0	1	1
C01502	Crew Leader, Senior	9	0	2	2	2	0	2	2	2
C01504	Crew Supervisor, Sr	12	12	10	10	10	0	-2	10	10
C01506	General Super, Senior	16	3	3	2	2	0	-1	2	2
C01511	Crew Supervisor, Sr	6	12	12	12	0	-12	-12	0	0
C01511	Equipment Operator	6	0	0	0	12	12	12	12	12
C01512	Equipment Operator, Sr	8	8	8	8	8	0	0	8	8
C01513	Heavy Equipment Operator	10	14	14	14	14	0	0	14	14
C01521	Crew Worker	3	38	38	38	38	0	0	38	38
C01522	Crew Worker, Sr	5	20	20	20	20	0	0	20	20
			111	111	110	110	0	-1	110	110
<b>Solid Waste Fund</b>			<b>155</b>	<b>39</b>	<b>28</b>	<b>17</b>	<b>-11</b>	<b>-138</b>	<b>17</b>	<b>17</b>
<b>Sanitary Fills</b>										
C00224	Equipment Mechanic II	11	1	1	0	0	0	-1	0	0
C00663	Superintendent Landfill	25	1	1	1	1	0	0	1	1
C00664	Landfill Engineering Tech	13	1	1	1	1	0	0	1	1
C00665	Landfill Technician	12	1	1	0	0	0	-1	0	0
C00670	Landfill Supervisor	20	1	1	1	1	0	0	1	1
C00671	Scale Operator	4	2	1	1	1	0	-1	1	1
C01504	Crew Supervisor Senior	12	0	0	1	0	-1	0	0	0
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	3	1	1	1	0	-2	1	1
C01513	Heavy Equipment Operator	10	10	9	7	4	-3	-6	4	4
C01521	Crew Worker	3	3	2	1	0	-1	-3	0	0
C00XX	Landfill Technician	12	0	0	0	1	1	1	1	1
XXXX	<i>Inactivated positions</i>	n/a	3	0	0	0	0	-3	0	0
			27	19	15	11	-4	-16	11	11
<b>Wood Recycle</b>										
C00671	Scale Operator	4	1	1	1	1	0	0	1	1
C01504	Crew Supervisor, Sr	12	1	1	0	0	0	-1	0	0
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Senior	8	2	1	1	0	-1	-2	0	0
C01513	Heavy Equipment Operator	10	5	5	1	2	1	-3	2	2
C01521	Crew Worker	3	3	3	1	1	0	-2	1	1
			13	12	5	5	0	-8	5	5

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY	FY	FY	FY	PY to	01 thru	FY	FY
			2001	2002	2003	2004	CY	FY 2004	2005	2006
<b>Brush &amp; Trash</b>										
C00538	Sanitation worker	3	4	0	0	0	0	-4	0	0
C01001	Office Assistant	3	1	0	0	0	0	-1	0	0
C01503	Crew Supervisor	11	9	0	0	0	0	-9	0	0
C01505	General Supervisor	14	2	0	0	0	0	-2	0	0
C01510	Light Equip Operator	5	17	0	0	0	0	-17	0	0
C01512	Equipment Operator, Sr	8	7	0	0	0	0	-7	0	0
C01521	Crew Worker	3	9	0	0	0	0	-9	0	0
			49	0	0	0	0	-49	0	0
<b>Recycle</b>										
C00675	Recycling supervisor	12	1	1	1	0	-1	-1	0	0
C00679	Recycling Attendant	2	2	2	2	0	-2	-2	0	0
C01511	Equipment Operator	6	3	3	3	1	-2	-2	1	1
C01512	Crew Worker	8	2	2	2	0	-2	-2	0	0
			8	8	8	1	-7	-7	1	1
<b>Garbage Collection</b>										
C00532	Superintendent Sanitation	25	1	0	0	0	0	-1	0	0
C00537	Sanitation Worker, Sr	5	2	0	0	0	0	-2	0	0
C00538	Sanitation Worker	3	25	0	0	0	0	-25	0	0
C01001	Office Assistant	3	1	0	0	0	0	-1	0	0
C01505	General Supervisor	14	3	0	0	0	0	-3	0	0
C01510	Light Equipment Operator	5	2	0	0	0	0	-2	0	0
C01511	Equipment Operator	6	12	0	0	0	0	-12	0	0
C01512	Equipment Operator, Sr	8	12	0	0	0	0	-12	0	0
			58	0	0	0	0	-58	0	0
<b>Interceptor Sewer System</b>			<b>122</b>	<b>122</b>	<b>119</b>	<b>119</b>	<b>0</b>	<b>-3</b>	<b>119</b>	<b>119</b>
<b>Administration</b>										
C00482	Inventory Control Coordinator	12	1	1	1	1	0	0	1	1
C00575	Waste Resources Director	39	1	1	1	1	0	0	1	1
C00579	System Technician	15	1	1	1	1	0	0	1	1
C00580	Warehouse Supervisor	11	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01201	Secretary	6	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
C01301	Inventory Clerk	5	2	2	2	2	0	0	2	2
C01401	Personnel Assistant	7	1	1	1	1	0	0	1	1
C01404	Fiscal Coordinator	17	1	1	1	1	0	0	1	1
			11	11	11	11	0	0	11	11
<b>Laboratory</b>										
C00591	Quality Control Manager	27	1	1	1	1	0	0	1	1
C00592	Laboratory Technician, Sr	12	4	4	4	4	0	0	4	4
C00593	Laboratory Technician	10	1	1	1	1	0	0	1	1
C00594	Chemist	15	1	1	1	1	0	0	1	1
C00595	Laboratory Assistant	9	1	0	0	0	0	-1	0	0
			8	7	7	7	0	-1	7	7
<b>Engineering</b>										
C00597	System Engineer	31	1	1	1	1	0	0	1	1
C00598	ISS Project Coordinator	16	1	1	1	1	0	0	1	1
C00644	Sewer Engineering Specialist	20	1	1	1	1	0	0	1	1
			3	3	3	3	0	0	3	3
<b>Plant Maintenance</b>										
C00351	Painter	7	1	1	1	1	0	0	1	1
C00601	Plant Maintenance Supervisor	24	1	1	1	1	0	0	1	1
C00603	Electric Inst. Maint. Supervisor	19	1	1	1	1	0	0	1	1
C00605	Chief Maint. Mechanic	19	2	2	2	2	0	0	2	2
C00610	Plant Maint. Mechanic	11	11	12	12	12	0	1	12	12
C00611	Electrical Instrument Technician	12	6	7	7	7	0	1	7	7
C00618	Plant Maintenance Lubricator	6	3	3	3	3	0	0	3	3

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
C01503	Crew Supervisor	11	1	1	1	1	0	0	1	1
C01521	Crew Worker	n/a	1	1	0	0	0	-1	0	0
C01522	Crew Worker, Sr	5	1	1	1	1	0	0	1	1
			28	30	29	29	0	1	29	29
Sewer Maintenance										
C00646	Sewer Maint. Truck Operator	10	1	1	1	1	0	0	1	1
C01504	Crew Supervisor, Sr	12	4	4	4	4	0	0	4	4
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1
C01511	Equipment Operator	n/a	2	2	0	0	0	-2	0	0
C01512	Equipment Operator, Sr	8	2	2	4	4	0	2	4	4
C01513	Heavy Equipment Operator	10	2	2	2	2	0	0	2	2
C01522	Crew Worker, Sr	5	6	6	6	6	0	0	6	6
			18	18	18	18	0	0	18	18
Moc Bend Treatment Plant - Liquid Handling										
C00630	Plant Superintendent	32	1	1	1	1	0	0	1	1
C00631	Plant Operation Supervisor Liquid	22	1	1	1	1	0	0	1	1
C00633	Chief Operator	16	4	5	5	5	0	1	5	5
C00634	Plant Operator, Sr	12	8	8	8	8	0	0	8	8
C00636	Plant Operator Principal	13	4	4	4	4	0	0	4	4
C00638	Plant Operator	9	4	6	4	4	0	0	4	4
CXXXX	Plant Engineer	n/a	0	1	0	0	0	0	0	0
C01002	Office Assistant, Sr	5	1	1	1	1	0	0	1	1
			23	27	24	24	0	1	24	24
Inflow & Infiltration										
C00646	Sewer Maint. Truck Operator	10	2	2	2	2	0	0	2	2
C01504	Crew Supervisor, Senior	12	3	3	3	3	0	0	3	3
C01506	General supervisor, Senior	16	0	0	1	1	0	1	1	1
C01522	Crew Worker, Sr	5	4	4	4	4	0	0	4	4
			9	9	10	10	0	1	10	10
Safety & Training										
C00651	Safety/Training Coordinator	15	1	1	1	1	0	0	1	1
C00671	Scale Operator	4	1	1	1	1	0	0	1	1
			2	2	2	2	0	0	2	2
Pretreatment/Monitoring										
C00652	Pretreatment Coordinator	15	1	1	1	1	0	0	1	1
C00653	Monitor Technician, Sr	10	2	2	3	3	0	1	3	3
C00654	Monitor Technician	n/a	1	1	0	0	0	-1	0	0
C00655	Pretreatment Inspector	10	1	1	1	1	0	0	1	1
C01201	Secretary	6	1	1	1	1	0	0	1	1
			6	6	6	6	0	0	6	6
Moc Bend Treatment Plant - Solid Handling										
C00657	Plant Operations Supervisor-Solids	21	1	1	1	1	0	0	1	1
C00661	Plant Operator, Sr	12	4	4	4	4	0	0	4	4
C01503	Crew Supervisor	n/a	1	0	0	0	0	-1	0	0
C01512	Equipment Operator, Sr	8	8	4	4	4	0	-4	4	4
			14	9	9	9	0	-5	9	9
<b>Department of Parks, Recreation, Arts, &amp; Culture</b>			<b>407</b>	<b>360</b>	<b>341</b>	<b>246</b>	<b>-95</b>	<b>-161</b>	<b>240</b>	<b>240</b>
Parks General Fund			<b>364</b>	<b>317</b>	<b>298</b>	<b>203</b>	<b>-95</b>	<b>-161</b>	<b>197</b>	<b>197</b>
Administration										
C00300	Administrator	45	1	1	1	1	0	0	1	1
C00301	Deputy Administrator	38	2	1	1	1	0	-1	1	1
C00329	Recreation Management Analyst	13	1	0	1	1	0	0	1	1
C00388	Program Coordinator	n/a	1	0	0	0	0	-1	0	0
C01002	Office Assistant, Senior	5	0	1	1	0	-1	0	0	0
C01207	Executive Assistant	13	1	1	1	1	0	0	1	1
C01402	Accounting Technician	8	1	1	2	1	-1	0	1	1
C01403	Administrative Coordinator	n/a	0	0	0	0	0	0	0	0
C01404	Fiscal Coordinator	17	1	1	1	1	0	0	1	1
			8	6	8	6	-2	-2	6	6

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
Admin-Facility Planning										
C00305	Project Coordinator	n/a	1	1	0	0	0	-1	0	0
C00308	Assistant Project Coord. - P&R	n/a	1	0	0	0	0	-1	0	0
C00338	Project Manager	n/a	1	0	0	0	0	-1	0	0
			3	1	0	0	0	-3	0	0
Admin-Public Info										
C00304	Public Information Specialist	13	2	1	1	1	0	-1	1	1
Recreation Administration										
C00197	Custodian	2	0	11	0	0	0	0	0	0
C00329	Recreation Management Analyst	13	0	1	0	0	0	0	0	0
C00375	Manager, Recreation Operations	24	1	1	0	0	0	-1	0	0
C00376	Recreation Supervisor	17	0	1	0	0	0	0	0	0
C00378	Recreation Program Coordinator	14	0	1	0	0	0	0	0	0
C00380	Recreation Specialist, Senior	12	0	17	0	0	0	0	0	0
C00382	Recreation Specialist	9	0	2	0	0	0	0	0	0
C00388	Program Coordinator	12	0	1	0	0	0	0	0	0
C01402	Accounting Technician	8	1	1	0	0	0	-1	0	0
XXXX	Inactivated positions	n/a	0	0	0	0	0	0	0	0
			2	36	0	0	0	-2	0	0
Recreation Facility Management										
C00197	Custodian	2	0	0	10	10	0	10	10	10
C00375	Manager, Recreation Operations	24	0	0	1	0	-1	0	0	0
C00376	Recreation Supervisor	19	1	0	3	3	0	2	3	3
C00378	Recreation Program Coordinator	14	1	0	3	4	1	3	4	4
C00380	Recreation Facility Manager	12	8	0	17	16	-1	8	16	16
C00382	Recreation Specialist	9	11	0	27	26	-1	15	26	26
C00388	Program Coordinator	12	0	0	1	0	-1	0	0	0
C00421	Aquatics Coordinator	14	0	0	1	0	-1	0	0	0
C01521	Crew Worker	3	0	0	2	2	0	2	2	2
			21	0	65	61	-4	40	61	61
Recreation - Summer Youth										
C00936	Outdoor Program Assistant	\$6.50hr	3	3	3	0	-3	-3	0	0
C00940	Assistant Tennis Coordinator	\$200.00wk	1	1	1	0	-1	-1	0	0
C00941	Supervisor	\$200.00wk	2	2	2	0	-2	-2	0	0
C00943	Playground Leaders	\$5.65	32	32	32	0	-32	-32	0	0
C00947	Swimming Pool Supervisor I	n/a	2	0	0	0	0	-2	0	0
C00949	Swimming Pool Manager	n/a	1	1	0	0	0	-1	0	0
C00950	Aquatic Program Coordinator	n/a	1	0	0	0	0	-1	0	0
C00951	Lifeguards (3 months)	n/a	16	16	0	0	0	-16	0	0
C00964	Outdoor Program Director	\$8.00	1	1	1	0	-1	-1	0	0
C00982	Art Camp Leader	\$7.00	4	4	4	0	-4	-4	0	0
C00989	Lifeguards ( 6 months)	n/a	0	4	0	0	0	0	0	0
			63	64	43	0	-43	-63	0	0
Fitness Center										
C00376	Recreation Supervisor	19	1	1	1	1	0	0	1	1
C00380	Recreation Facility Manager	12	3	2	2	0	-2	-3	1	1
C00420	Therapeutic Specialist	13	0	1	1	1	0	1	1	1
C00954	Fitness Trainer (Part Time 30 hrs.)	\$9.72	1	1	1	1	0	0	1	1
C00960	Front Desk Clerk (Part time 18 hrs.)	\$8.11	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	0	0
C02922	Fitness Coordinator	14	0	0	0	1	1	1	1	1
			7	7	7	6	-2	-2	6	6
Urban & Community Rec										
C00376	Recreation Supervisor	n/a	0	1	0	0	0	0	0	0
C00378	Recreation Program Coordinator	n/a	0	1	0	0	0	0	0	0
C00382	Recreation Specialist	n/a	0	10	0	0	0	0	0	0
C00936	Outdoor Program Assistant	n/a	0	0	0	0	0	0	0	0
C00983	Late-Night Program Assistant	\$6.00hr	26	13	13	0	-13	-26	0	0
			26	25	13	0	-13	-26	0	0



## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
<b>Outventure</b>										
C00378	Recreation Program Coordinator	14	1	1	1	1	0	0	1	1
C00382	Recreation Specialist	9	1	1	1	1	0	0	1	1
C00935	Recreation Specialist P/T	\$10.42	1	1	1	1	0	0	1	1
			<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>3</u>
<b>Sports</b>										
C00376	Recreation Supervisor	n/a	1	1	0	0	0	-1	0	0
C00378	Recreation Program Coord.	n/a	1	1	0	0	0	-1	0	0
C00380	Recreation Specialist, Sr	n/a	6	0	0	0	0	-6	0	0
C00382	Recreation Specialist	n/a	9	15	0	0	0	-9	0	0
C00388	Sports Coordinator	n/a	0	0	0	0	0	0	0	0
C00421	Aquatics Coordinator	n/a	0	1	0	0	0	0	0	0
C00935	Recreation Specialist P/T	n/a	0	0	0	0	0	0	0	0
			<u>17</u>	<u>18</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-17</u>	<u>0</u>	<u>0</u>
<b>At Risk Youth/Special Programs</b>										
C00376	Recreation Supervisor	n/a	1	0	0	0	0	-1	0	0
C00378	Recreation Program Coord.	n/a	1	0	0	0	0	-1	0	0
C00380	Recreation Specialist, Sr	n/a	4	0	0	0	0	-4	0	0
C00382	Recreation Specialist	n/a	7	0	0	0	0	-7	0	0
			<u>13</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-13</u>	<u>0</u>	<u>0</u>
<b>Champion's Club</b>										
C00394	Manager, Champion's Club	17	1	1	1	1	0	0	1	1
C00395	Asst. Manager, Champions Club	15	1	1	1	1	0	0	1	1
C00398	Tennis Specialist	9	1	1	1	0	-1	-1	0	0
C00422	Seasonal Tennis Assistant	\$6.63hr	0	1	1	0	-1	0	0	0
C00981	Tennis Assistant P/T	\$7.34hr	2	2	2	2	0	0	2	2
C01521	Crew Worker	3	0	0	0	1	1	1	1	1
			<u>5</u>	<u>6</u>	<u>6</u>	<u>5</u>	<u>-1</u>	<u>0</u>	<u>5</u>	<u>5</u>
<b>Aquatics</b>										
C00421	Aquatics Coordinator	14	0	0	0	1	1	1	1	1
C00949	Swimming Pool Manager	\$325.00wk	0	0	1	0	-1	0	0	0
C00951	Lifeguards	\$7.00hr	0	0	16	0	-16	0	0	0
			<u>0</u>	<u>0</u>	<u>17</u>	<u>1</u>	<u>-16</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>Parks &amp; Athletic Fields</b>										
C00197	Custodian	2	0	0	0	1	1	1	1	1
C00224	Equipment Mechanic II	11	1	1	1	1	0	0	1	1
C00362	Stadium Manager	n/a	1	1	0	0	0	-1	0	0
C00931	Custodian ( Part time)	n/a	1	1	0	0	0	-1	0	0
C00942	Softball Coordinator	n/a	1	1	0	0	0	-1	0	0
C00984	Ballfield Leader P/T	n/a	8	2	0	0	0	-8	0	0
C01503	Crew Supervisor	11	0	0	0	2	2	2	2	2
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	3	3	3	3	0	0	3	3
C01513	Heavy Equipment Operator	10	3	3	2	1	-1	-2	1	1
C01521	Crew Worker	3	3	2	2	2	0	-1	2	2
C01522	Crew Worker, Sr	5	10	9	6	6	0	-4	6	6
XXXX	Inactivated positions	n/a	0	0	0	0	0	0	0	0
			<u>32</u>	<u>24</u>	<u>15</u>	<u>17</u>	<u>2</u>	<u>-15</u>	<u>17</u>	<u>17</u>
<b>Buildings &amp; Structures</b>										
C00197	Custodian	2	13	5	1	0	-1	-13	0	0
C00345	HVAC Specialist	12	1	1	1	1	0	0	1	1
C00346	HVAC Assistant	5	1	1	1	1	0	0	1	1
C00347	Electrician	n/a	1	1	0	0	0	-1	0	0
C00348	Plumber	n/a	1	1	0	0	0	-1	0	0
C00351	Painter	7	1	1	1	1	0	0	1	1
C00353	Welder	10	1	1	1	1	0	0	1	1
C00361	Plumber Assistant	n/a	1	1	0	0	0	-1	0	0
C00363	Electrician Assistant	n/a	1	1	0	0	0	-1	0	0
C00370	Asst. Superintendent, Maint.	n/a	1	1	0	0	0	-1	0	0
C00402	Super, Civic Facilities Operator	n/a	0	1	0	0	0	0	0	0

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
C01301	Inventory Clerk	5	1	1	1	1	0	0	1	1
C01501	Crew Leader	n/a	0	1	0	0	0	0	0	0
C01504	Crew Supervisor, Sr	12	1	1	1	0	-1	-1	0	0
C01505	General Supervisor	14	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	1	1	1	0	-1	-1	0	0
C01521	Crew Worker	3	2	2	2	1	-1	-1	1	1
C01522	Crew Worker, Sr	5	2	2	2	1	-1	-1	1	1
C01525	Building Maint. Mechanic	7	3	5	5	5	0	2	5	5
C01526	Building Maint. Mechanic, Sr	12	1	1	1	1	0	0	1	1
			34	30	19	14	-5	-20	14	14
Chattanooga Zoo										
C00416	Zoo Supervisor	20	1	1	1	1	0	0	1	1
C00417	Assistant Zoo Supervisor	12	1	1	1	1	0	0	1	1
C00418	Zookeeper	6	4	5	5	5	0	1	5	5
C00419	Zookeeper, Sr	7	1	1	1	1	0	0	1	1
C00980	Zoo Education Curator	10	1	1	1	1	0	0	1	1
			8	9	9	9	0	1	9	9
TN Riverpark - Downtown										
C00344	Asst. Superintendent, Riverpark	18	1	1	1	1	0	0	1	1
C00985	Groundskeepers	n/a	4	0	0	0	0	-4	0	0
C01502	Crew Leader, Sr	9	4	4	4	4	0	0	4	4
C01503	Crew Supervisor	11	2	2	2	2	0	0	2	2
C01511	Equipment Operator	n/a	2	2	0	0	0	-2	0	0
C01521	Crew Worker	3	17	15	14	14	0	-3	14	14
C01522	Crew Worker, Senior	5	0	0	2	2	0	2	2	2
			30	24	23	23	0	-7	23	23
Municipal Forestry										
C00311	Municipal Forester	n/a	1	0	0	0	0	-1	0	0
C00312	Forestry Supervisor	n/a	1	0	0	0	0	-1	0	0
C00333	Tree Trimmer	n/a	1	0	0	0	0	-1	0	0
C00334	Forestry Inspector	n/a	1	0	0	0	0	-1	0	0
C00933	Forestry Intern	n/a	1	0	0	0	0	-1	0	0
C01503	Crew Supervisor	n/a	1	0	0	0	0	-1	0	0
C01511	Equipment Operator	n/a	1	0	0	0	0	-1	0	0
			7	0	0	0	0	-7	0	0
Carousel Operations										
C00307	Park & Carousel Manager	17	1	1	1	0	-1	-1	0	0
C00310	Carousel Curator	n/a	0	0	0	0	0	0	0	0
C00423	Parks "Reservationist"	n/a	0	1	0	0	0	0	0	0
C00968	Carousel Assistant P/T	\$7.12hr	3	3	2	2	0	-1	2	2
C00993	Seasonal Carousel Asst. P/T	\$6.06hr	3	3	3	0	-3	-3	0	0
			7	8	6	2	-4	-5	2	2
Park & Facilities										
C00335	Parks Superintendent	n/a	1	1	0	0	0	-1	0	0
C00338	Manager, Projects & Facilities	30	0	1	1	1	0	1	1	1
C00355	Safety Coordinator	13	1	1	1	0	-1	-1	0	0
C00423	Parks "Reservationist"	NR	0	0	1	0	-1	0	0	0
C01202	Secretary, Sr	n/a	0	0	0	0	0	0	0	0
C01402	Accounting Technician	n/a	1	1	0	0	0	-1	0	0
			3	4	3	1	-2	-2	1	1
Landscape										
C00365	Gardener	5	1	1	1	1	0	0	1	1
C01503	Crew Supervisor	11	0	0	0	1	1	1		
C01505	General Supervisor	14	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	1	1	1	0	-1	-1	1	1
C01521	Crew Worker	3	5	5	5	4	-1	-1	5	5
C01522	Crew Worker, Sr	5	4	4	4	5	1	1	4	4
			12	12	12	12	0	0	12	12

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
TN River Park Security										
C00850	Ranger	4	4	4	7	7	0	3	0	0
C00863	Ranger Supervisor	9	2	3	1	1	0	-1	0	0
C00953	Ranger P/T	n/a	9	4	0	0	0	-9	0	0
			15	11	8	8	0	-7	0	0
City-Wide Security										
C00850	Ranger	4	1	1	1	1	0	0	1	1
C00953	Ranger P/T 20 hr	\$10.71	2	2	2	3	1	1	3	3
			3	3	3	4	1	1	4	4
Athletic Facilities										
C00362	Stadium Manager	17	0	0	1	1	0	1	1	1
C00931	Custodian P/T	\$8.89	0	0	1	0	-1	0	0	0
C00942	Softball coordinator	\$294.00	0	0	1	1	0	1	1	1
C00984	Ballfield Leader	\$5.65	0	0	2	0	-2	0	2	2
C01002	Office Assistant, Senior	5	0	0	0	1	1	1	1	1
C01503	Crew Supervisor	11	0	0	0	1	1	1	1	1
C01513	Heavy Equipment Operator	103	0	0	1	0	-1	0	1	1
C01521	Crew Worker	3	0	0	1	2	1	2	1	1
C01522	Crew Worker, Sr	5	0	0	2	2	0	2	2	2
			0	0	9	8	-1	8	10	10
Memorial Auditorium										
C00197	Custodian	2	2	0	2	2	0	0	2	2
C00405	Stage Manager	11	1	1	1	1	0	0	1	1
			3	1	3	3	0	0	3	3
Civic Facilities Concessions										
C00955	Concession Employees P/T	\$7.13hr	14	6	4	0	-4	-14	0	0
Tivoli Theatre										
C00197	Custodian	2	1	0	1	1	0	0	1	1
C00405	Stage Manager	11	1	1	1	1	0	0	1	1
			2	1	2	2	0	0	2	2
Civic Facilities Administration										
C00400	Manager, Civic Facilities	29	1	1	1	1	0	0	1	1
C00401	Business Coordinator	17	1	1	1	1	0	0	1	1
C00402	Super, Civic Facilities Operator	15	1	0	1	1	0	0	1	1
C00405	Stage Manager	11	0	1	1	1	0	1	1	1
C00406	Facilities Marketing Coordinator	14	1	1	1	1	0	0	1	1
C00409	Concessions Coordinator	n/a	1	1	0	0	0	-1	0	0
C00410	Box Office Coordinator	11	1	1	1	1	0	0	1	1
C00411	House Manager	n/a	0	0	0	0	0	0	0	0
C00944	Temp Clerk P/T	n/a	1	0	0	0	0	-1	0	0
C00956	Box Office Cashiers P/T	\$9.87hr	2	2	2	2	0	0	2	2
C00958	Phone Sales Clerks P/T	\$9.64hr	5	4	4	4	0	-1	4	4
C01001	Office Assistant	n/a	2	0	0	0	0	-2	0	0
C01403	Administrative coordinator	10	1	1	1	1	0	0	1	1
C01501	Crew Leader	6	1	0	1	1	0	0	1	1
C02920	Concessions Coordinator P/T	\$300.00	0	0	1	0	-1	0	0	0
C02921	Security Coordinator P/T	\$8.50	0	0	1	0	-1	0	0	0
			18	13	16	14	-2	-4	14	14
Cultural Arts										
C00381	Cultural Arts Specialist	9	4	3	3	3	0	-1	3	3
C00384	Cultural Arts Manager	n/a	1	0	0	0	0	-1	0	0
C00385	Cultural Arts Supervisor	n/a	0	0	0	0	0	0	0	0
C00387	Cultural Arts Prog. Coordinator	n/a	1	1	0	0	0	-1	0	0
C00935	Recreation Specialist P/T	n/a	0	0	0	0	0	0	0	0
			6	4	3	3	0	-3	3	3
Municipal Golf Course										
C00224	Equipment Mechanic II	11	2	2	2	2	0	0	2	2
C00314	Golf Course Manager	n/a	0	0	0	0	0	0	0	0
C00315	Admin Manager, Golf Course	n/a	0	0	0	0	0	0	0	0
C00317	Golf Course Superintendent	19	2	2	2	2	0	0	2	2

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
C00319	Assistant Superintendent	11	2	2	2	2	0	0	2	2
C00320	Pro Shop Manager	n/a	0	0	0	0	0	0	0	0
C00321	Concession Attendant	2	4	4	4	4	0	0	4	4
C00326	Golf Course Ranger	3	3	3	3	3	0	0	3	3
C00330	Proshop Clerk	6	2	2	2	2	0	0	2	2
C00399	Golf Manager	19	2	2	2	2	0	0	2	2
C00414	Golf Course Director	25	1	1	1	1	0	0	1	1
C00415	Assistant Golf Manager	11	2	2	2	2	0	0	2	2
C00925	Proshop Attendant (Part time)	\$7.89hr	1	1	1	1	0	0	1	1
C00926	Laborer ( Part time)	\$8.20hr	8	8	8	8	0	0	8	8
C00927	Food Clerk (Part time)	\$6.84hr	3	3	3	3	0	0	3	3
C01002	Office Assistant, Sr	n/a	0	0	0	0	0	0	0	0
C01402	Accounting Technician	8	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	2	2	2	2	0	0	2	2
C01521	Crew Worker	3	8	8	8	8	0	0	8	8
			43	43	43	43	0	0	43	43
<b>Department of General Services</b>			<b>144</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-144</b>	<b>0</b>	<b>0</b>
<b>General Services General Fund</b>			<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-49</b>	<b>0</b>	<b>0</b>
Administration										
C00175	Administrator	n/a	1	0	0	0	0	-1	0	0
C00176	Deputy Administrator	n/a	1	0	0	0	0	-1	0	0
C00177	Manager of Real Property	n/a	1	0	0	0	0	-1	0	0
C00992	Director of Contract Management	n/a	0	0	0	0	0	0	0	0
C01201	Secretary	n/a	1	0	0	0	0	-1	0	0
C01207	Executive Assistant	n/a	1	0	0	0	0	-1	0	0
C01403	Administrative Coordinator	n/a	1	0	0	0	0	-1	0	0
C01404	Fiscal Coordinator	n/a	1	0	0	0	0	-1	0	0
C00000	Economic Consultant	n/a	1	0	0	0	0	-1	0	0
			8	0	0	0	0	-8	0	0
Employee Benefits Office										
C00101	Benefits Assistant	n/a	1	0	0	0	0	-1	0	0
C00182	Risk Manager	n/a	1	0	0	0	0	-1	0	0
C00183	Benefits Coordinator	n/a	1	0	0	0	0	-1	0	0
C00266	Loss Control Coordinator	n/a	1	0	0	0	0	-1	0	0
			4	0	0	0	0	-4	0	0
City Hall/Annex Maintenance										
C00178	Security Guard	n/a	0	0	0	0	0	0	0	0
C00195	Facilities Superintendent	n/a	1	0	0	0	0	-1	0	0
C00197	Custodian	n/a	10	0	0	0	0	-10	0	0
C00198	Guard	n/a	2	0	0	0	0	-2	0	0
C01501	Crew Leader	n/a	2	0	0	0	0	-2	0	0
C01521	Crew Worker	n/a	1	0	0	0	0	-1	0	0
C01522	Crew Worker, Sr	n/a	1	0	0	0	0	-1	0	0
			17	0	0	0	0	-17	0	0
Electronics Division										
C00199	Electronics Supervisor	n/a	1	0	0	0	0	-1	0	0
C00200	Electronics Comm Technician	n/a	5	0	0	0	0	-5	0	0
			6	0	0	0	0	-6	0	0
Purchasing										
C00250	Purchasing Agent	n/a	1	0	0	0	0	-1	0	0
C00251	Assistant Purchasing Agent	n/a	2	0	0	0	0	-2	0	0
C00252	Buyer	n/a	4	0	0	0	0	-4	0	0
C00258	Purchasing Technician	n/a	5	0	0	0	0	-5	0	0
C01001	Office Assistant	n/a	2	0	0	0	0	-2	0	0
			14	0	0	0	0	-14	0	0
Real Estate										
C00909	Staff Assistant P/T	n/a	2	0	0	0	0	-2	0	0
C00990	Property Service Coordinator	n/a	2	0	0	0	0	-2	0	0
			4	0	0	0	0	-4	0	0

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
Municipal Garage - Amnicola										
C00204	Shop supervisor	n/a	3	0	0	0	0	-3	0	0
C00205	Fleet Manager	n/a	1	0	0	0	0	-1	0	0
C00206	Equipment Mechanic III	n/a	3	0	0	0	0	-3	0	0
C00208	Equipment Mechanic I	n/a	9	0	0	0	0	-9	0	0
C00218	Shop Supervisor, Sr	n/a	1	0	0	0	0	-1	0	0
C00220	Parts Room Supervisor	n/a	1	0	0	0	0	-1	0	0
C00224	Equipment Mechanic II	n/a	9	0	0	0	0	-9	0	0
C01301	Inventory Clerk	n/a	3	0	0	0	0	-3	0	0
C01302	Inventory Clerk, Sr	n/a	2	0	0	0	0	-2	0	0
C01521	Crew Worker	n/a	4	0	0	0	0	-4	0	0
			36	0	0	0	0	-36	0	0
Municipal Garage - 12th Street										
C00197	Custodian	n/a	1	0	0	0	0	-1	0	0
C00204	Shop Supervisor	n/a	3	0	0	0	0	-3	0	0
C00206	Equipment Mechanic III	n/a	8	0	0	0	0	-8	0	0
C00208	Equipment Mechanic I	n/a	5	0	0	0	0	-5	0	0
C00218	Garage Supeintendent	n/a	1	0	0	0	0	-1	0	0
C00220	Parts Room Supervisor	n/a	1	0	0	0	0	-1	0	0
C00224	Equipment Mechanic II	n/a	12	0	0	0	0	-12	0	0
C00232	Vehicle Servicer	n/a	3	0	0	0	0	-3	0	0
C00235	Equipment Operator I	n/a	0	0	0	0	0	0	0	0
C00353	Welder	n/a	0	0	0	0	0	0	0	0
C01015	Office Manager	n/a	1	0	0	0	0	-1	0	0
C01301	Inventory Clerk	n/a	3	0	0	0	0	-3	0	0
C01302	Inventory Clerk, Sr	n/a	2	0	0	0	0	-2	0	0
C01513	Heavy Equipment Operator	n/a	2	0	0	0	0	-2	0	0
C01521	Crew Worker	n/a	2	0	0	0	0	-2	0	0
C01522	Crew Worker, Sr	n/a	1	0	0	0	0	-1	0	0
			45	0	0	0	0	-45	0	0
Municipal Gas Station										
C01513	Heavy Equipment Operator	n/a	1	0	0	0	0	-1	0	0
			1	0	0	0	0	-1	0	0
Community Development										
C00185	Com Development Spec P/T	n/a	1	0	0	0	0	-1	0	0
C00187	Grants Coordinator P/T	n/a	1	0	0	0	0	-1	0	0
C00188	Manager, Econ & Com Development	n/a	1	0	0	0	0	-1	0	0
C00189	Manger, Plan & Program Develop	n/a	1	0	0	0	0	-1	0	0
C00191	Grants Coordinator	n/a	0	0	0	0	0	0	0	0
C00192	Community Development Specialist	n/a	3	0	0	0	0	-3	0	0
XXXX	Inactivated positions	n/a	0	0	0	0	0	0	0	0
C01202	Secretary, Senior	n/a	1	0	0	0	0	-1	0	0
C01404	Fiscal Coordinator	n/a	0	0	0	0	0	0	0	0
C01709	Planner	n/a	1	0	0	0	0	-1	0	0
			9	0	0	0	0	-9	0	0
<b>Department of Personnel</b>			<b>15</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>4</b>	<b>19</b>	<b>19</b>
C00270	Administrator	45	1	1	1	1	0	0	1	1
C00271	Assistant Personnel Director	22	2	2	2	2	0	0	2	2
C00272	Class/Comp Analyst	17	1	1	1	1	0	0	1	1
C00274	Personnel Analyst	17	2	2	2	2	0	0	2	2
C00275	Personnel Records Specialist	14	1	1	1	1	0	0	1	1
C00276	Personnel Investigator	14	1	1	1	1	0	0	1	1
C00279	Personnel Technicians	10	3	3	3	3	0	0	3	3
C00920	Clerk (part time)	\$9.13	1	1	1	1	0	0	1	1
C01002	Office Assistant, Sr	5	1	1	1	1	0	0	1	1
C01205	Administrative Secretary, Sr	11	1	1	1	1	0	0	1	1
C01401	Personnel Assistant	7	1	1	1	1	0	0	1	1
			15	15	15	15	0	0	15	15

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
Employee Benefits Office										
C00182	Risk Manager	28	0	1	1	1	0	1	1	1
C00183	Benefits Coordinator	9	0	2	2	2	0	2	2	2
C00266	Loss Control Coordinator	17	0	1	1	1	0	1	1	1
			0	4	4	4	0	4	4	4
<b>Department of Neighborhood Services</b>			<b>32</b>	<b>33</b>	<b>30</b>	<b>27</b>	<b>-3</b>	<b>-5</b>	<b>24</b>	<b>24</b>
Administration										
C00050	Administrator	45	1	1	1	1	0	0	1	1
C00053	Assist. to Admin, Neighborhood Ser	28	1	1	1	1	0	0	1	1
C01205	Administrative Secretary, Sr	11	1	1	1	1	0	0	1	1
C01001	Office Assistant	n/a	0	0	0	0	0	0	0	0
C01015	Office Manager	10	1	1	1	1	0	0	1	1
CXXXX	Community Organizers	n/a	0	2	0	0	0	0	0	0
CXXXX	Codes Specialist	n/a	0	2	0	0	0	0	0	0
C02900	Fellows Interns	\$7.25hr	2	2	2	2	0	0	2	2
			6	10	6	6	0	0	6	6
Codes & Community Services										
C00542	Manager, Codes & Community Ser	n/a	1	1	0	0	0	-1	0	0
C00565	Code Enforcement Inspector	11	10	11	11	10	-1	0	7	7
C00573	Codes Enforcement Data Coord	n/a	1	0	0	0	0	-1	0	0
C00574	Chief Code Enforcement Inspector	15	2	2	2	2	0	0	2	2
C01001	Office Assistant	3	2	2	2	2	0	0	2	2
C0XXXX	Research Specialist	n/a	1	0	0	0	0	-1	0	0
C01202	Secretary, Senior	7	1	1	1	1	0	0	1	1
			18	17	16	15	-1	-3	12	12
Human Rights										
C00051	Manager, Neighborhood Services	n/a	1	0	0	0	0	-1	0	0
C00157	Human Rights Technician	n/a	1	0	0	0	0	-1	0	0
			2	0	0	0	0	-2	0	0
Neighborhood Relations										
C00155	Neighborhood Relation Coordinator	14	3	3	4	4	0	1	4	4
C00158	Program Coordinator	17	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	1	1	1	0	-1	-1	0	0
C01945	Special Project Coordinator	16	1	1	1	1	0	0	1	1
CXXXX	Community Organizers	NR	0	0	1	0	-1	0	0	0
			6	6	8	6	-2	0	6	6
<b>Executive Department of the Mayor</b>			<b>0</b>	<b>30</b>	<b>26</b>	<b>24</b>	<b>-2</b>	<b>24</b>	<b>26</b>	<b>26</b>
<b>Department of the Mayor - General Fund</b>			<b>0</b>	<b>25</b>	<b>20</b>	<b>17</b>	<b>-3</b>	<b>17</b>	<b>19</b>	<b>19</b>
Office of the Mayor										
C00164	Director, Media Relations	NP	0	1	1	1	0	1	1	1
C00171	Chief of Staff	50	0	1	1	1	0	1	1	1
C00174	Special Project Assistant	15	0	1	2	2	0	2	2	2
C00175	Special Assistants	NP	0	2	2	2	0	2	2	2
C00913	Assistant for Education Initiative	NP	0	1	1	1	0	1	1	1
C01209	Administrative Assistant	19	0	2	1	1	0	1	1	1
C20001	Mayor	NP	0	1	1	1	0	1	1	1
			0	9	9	9	0	9	9	9
Office of Performance Review										
C00080	Internal Audit Supervisor	n/a	0	1	0	0	0	0	0	0
C00084	Internal Auditor	17	0	2	2	2	0	2	2	2
C00995	Grant Specialist, Senior	13	0	0	0	2	2	2	2	2
C01002	Office Assistant, Senior	5	0	1	1	0	-1	0	1	1
C02100	Performance Audit Manager	NP	0	1	1	0	-1	0	1	1
C00XXX	Internal Auditor, Senior	NR	0	0	0	1	1	1	1	1
			0	5	4	5	1	5	7	7

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
Community Development - General Fund										
C00175	Administrator of Community Services	47	0	1	1	1	0	1	1	1
C01201	Secretary	n/a	0	1	0	0	0	0	0	0
C01207	Executive Assistant	13	0	1	1	1	0	1	1	1
C01403	Administrative Coordinator	n/a	0	1	0	0	0	0	0	0
C01404	Fiscal Coordinator	n/a	0	1	0	0	0	0	0	0
C01925	Economic Consultant	\$30,000yr	0	1	1	1	0	1	1	1
			0	6	3	3	0	3	3	3
Grants Administration										
CXXXX	Grant Specialist, Senior	NR	0	3	3	0	-3	0	0	0
			0	3	3	0	-3	0	0	0
Human Rights										
C00051	Manager, Neighborhood Services	17	0	1	1	0	-1	0	0	0
C00157	Human Rights Technician	n/a	0	1	0	0	0	0	0	0
			0	2	1	0	-1	0	0	0
Community Development										
C00188	Manager, Econ & Com Development	27	0	1	1	1	0	1	1	1
C00189	Manager, Planning & Program Developmen	27	0	0	0	1	1	1	1	1
C00192	Community Development Specialist	15	0	2	3	3	0	3	3	3
C01202	Secretary, Senior	7	0	1	1	1	0	1	1	1
C01709	Planner	14	0	1	1	1	0	1	1	1
			0	5	6	7	1	7	7	7
<b>Human Services</b>			<b>358</b>	<b>311</b>	<b>306</b>	<b>295</b>	<b>-11</b>	<b>-63</b>	<b>295</b>	<b>295</b>
Administration										
C1A010	Administrator	45	1	1	1	1	0	0	1	1
C1A075	Executive Secretary	NP	1	1	1	1	0	0	1	1
C1A080	Executive Assistant	NP	1	0	0	0	0	-1	0	0
C1A120	Senior Accounting Clerk	NP	3	2	2	1	-1	-2	1	1
C1A171	Deputy Administrator	NP	1	1	1	1	0	0	1	1
C1A220	Clerk	NP	1	2	2	1	-1	0	1	1
C1A300	Receptionist	NP	1	1	1	1	0	0	1	1
C1A310	Data Entry	NP	1	0	0	0	0	-1	0	0
C1A311	Supervisor of Fiscal Operations	NP	1	1	1	1	0	0	1	1
C1A312	Asst Admin for Admin, Plan, FO	NP	1	1	1	1	0	0	1	1
C1A320	Information Management Coordinator	NP	1	1	1	1	0	0	1	1
C1A330	Data Technician	NP	1	0	0	0	0	-1	0	0
			14	11	11	9	-2	-5	9	9
Occupancy										
C1B050	Utility Worker	NP	1	1	1	1	0	0	1	1
C1B055	Janitor	NP	0	0	0	1	1	1	1	1
			1	1	1	2	1	1	2	2
Community Services Block Grant										
C1C020	Bookkeeper/Record Clerk	NP	1	1	1	1	0	0	1	1
C1C040	Service Delivery Worker II	NP	4	4	4	3	-1	-1	3	3
C1C150	Director of Social Services	NP	1	1	1	1	0	0	1	1
C1C160	LIEAP Coordinator	NP	1	1	1	1	0	0	1	1
C1C170	Energy Specialist	NP	1	1	1	1	0	0	1	1
C1C200	Data Entry Clerk	NP	1	1	1	1	0	0	1	1
C1C210	Intake Specialist/Service Delivery Worker	NP	1	1	1	1	0	0	1	1
C1C220	Director of Social Services	NP	1	0	0	0	0	-1	0	0
C1C300	Data Entry Operator	NP	1	0	0	0	0	-1	0	0
			12	10	10	9	-1	-3	9	9

## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
<b>Day Care</b>										
C1D010	Center Supervisor	NP	1	1	1	1	0	0	1	1
C1D060	Clerk Typist V	NP	1	1	1	1	0	0	1	1
C1D071	Teacher	NP	8	5	5	5	0	-3	5	5
C1D100	Teacher Assistant	NP	7	5	5	3	-2	-4	3	3
C1D111	Social Service Assist/Placement Worker	NP	1	0	0	0	0	-1	0	0
C1D115	Director of Child Care Programs	NP	1	0	0	0	0	-1	0	0
C1D120	Cook	NP	2	2	2	2	0	0	2	2
C1D241	Family Service Supervisor	NP	1	1	1	1	0	0	1	1
C1D260	Cook	NP	0	1	1	0	-1	0	0	0
C1D270	Cook II	NP	1	1	1	0	-1	-1	0	0
C1D320	Social Services Coordinator	NP	1	0	0	0	0	-1	0	0
C1D340	Child Care Counselor	NP	7	0	0	0	0	-7	0	0
C1D350	Administrative Clerk IV	NP	1	0	0	0	0	-1	0	0
C1D360	Field Placement Worker	NP	2	0	0	0	0	-2	0	0
C1D370	Receptionist	NP	1	0	0	0	0	-1	0	0
C1D372	Receptionist P/T	NP	1	0	0	0	0	-1	0	0
C1D380	Director of Broker Service	NP	1	1	1	0	-1	-1	0	0
C1D390	Director of CC Programs	NP	1	1	1	1	0	0	1	1
C1D400	Payment Technician	NP	3	0	0	0	0	-3	0	0
C1D410	Referral Technician	NP	1	0	0	0	0	-1	0	0
C1D412	Payment Technician P/T	NP	1	0	0	0	0	-1	0	0
C1D420	Janitor	NP	1	1	1	2	1	1	2	2
			44	20	20	16	-4	-28	16	16
<b>Energy Project</b>										
C1E020	Weatherization Coordinator	NP	1	1	1	1	0	0	1	1
C1E021	Weatherization Inspector	NP	0	0	1	1	0	1	1	1
C1E081	Weatherization Assistant	NP	1	1	0	0	0	-1	0	0
C1E085	Inspector	NP	1	1	0	0	0	-1	0	0
			3	3	2	2	0	-1	2	2
<b>Foster Grandparents</b>										
C1F020	Foster Grand Field Supervisor	NP	1	1	1	1	0	0	1	1
C1F030	Foster Grand Coordinator	NP	1	1	1	1	0	0	1	1
C1F040	Program Assistant II	NP	0	1	1	1	0	1	1	1
C1F060	Clerk	NP	1	1	1	0	-1	-1	0	0
C1F070	Profram Assistant	NP	1	1	1	1	0	0	1	1
			4	5	5	4	-1	0	4	4
<b>Head Start Centers</b>										
C1H020	Family Service Assistant	NP	5	5	5	1	-4	-4	1	1
C1H060	Health/ Nutrition Coordinator	NP	1	1	1	1	0	0	1	1
C1H061	Registered Dietician	NP	0	0	1	1	0	1	1	1
C1H080	Teacher	NP	29	26	26	28	2	-1	28	28
C1H089	Teacher Assistant	NP	33	33	33	31	-2	-2	31	31
C1H140	Family Service Coordinator	NP	1	1	1	1	0	0	1	1
C1H150	Family Service Supervisor	NP	3	3	3	4	1	1	4	4
C1H155	Parent Involvement Supervisor	NP	1	0	0	0	0	-1	0	0
C1H170	Facility & Grounds Supervisor	NP	0	1	1	1	0	1	1	1
C1H190	Family Service Assistant	NP	13	11	11	17	6	4	17	17
C1H240	Head Start / PCC Manager	NP	1	1	1	1	0	0	1	1
C1H241	Collaboration Team Leader	NP	1	1	1	0	-1	-1	0	0
C1H250	Fiscal Officer	NP	2	2	2	2	0	0	2	2
C1H270	Dietary Supervisor	NP	2	0	0	1	1	-1	1	1
C1H310	Nurse	NP	2	3	3	2	-1	0	2	2
C1H320	Lead Teacher/ Center Supervisor	NP	3	5	5	5	0	2	5	5
C1H330	Lead Teacher/ Mentor Teacher	NP	1	0	0	0	0	-1	0	0
C1H350	Center Clerk	NP	2	4	4	4	0	2	4	4
C1H380	Dietary Assistant	NP	6	5	5	8	3	2	8	8
C1H390	Clerk III	NP	3	3	3	4	1	1	4	4
C1H400	Transportation/Janitorial Coordinator	NP	1	1	1	1	0	0	1	1
C1H410	Clerk IV	NP	3	3	3	3	0	0	3	3
C1H420	General Maintenance	NP	1	1	1	2	1	1	2	2



## City of Chattanooga Detail Position List for Fiscal Year 2001-2006

Position Number	Position Name	2004 Pay Grade	2004				Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
C1H425	General Maintenance Repairman	NP	0	1	1	0	-1	0	0	0
C1H430	CCDBG Teacher Assistant	NP	2	0	0	0	0	-2	0	0
C1H440	Special Project Coordinator	NP	1	1	1	1	0	0	1	1
C1H500	Mental Health Counselor/ Educator	NP	1	0	0	0	0	-1	0	0
C1H510	Asst Lead Teacher Center Supervisor	NP	3	1	1	1	0	-2	1	1
C1H601	Education Coordinator	NP	1	1	1	1	0	0	1	1
C1H602	Resource Specialist	NP	2	3	3	3	0	1	3	3
C1H603	Multi-Disciplinary Team Manager	NP	2	3	3	3	0	1	3	3
C1H605	Resource Specialist P/T	NP	1	0	0	0	0	-1	0	0
C1H610	Transportation Supervisor/Mentor Teacher	NP	1	0	0	0	0	-1	0	0
C1H615	Community Part/Education Specialist	NP	1	1	1	1	0	0	1	1
C1H620	Registered Dietitian	NP	1	1	1	0	-1	-1	0	0
			130	122	123	128	5	-2	128	128
Head Start Mental Health										
C1M145	Clerk IV	NP	1	1	1	1	0	0	1	1
C1M150	Disability /SFE Coordinator	NP	1	0	0	0	0	-1	0	0
C1M165	Teacher	NP	1	1	1	1	0	0	1	1
C1M170	Facilities & Grounds Supervisor	NP	1	0	0	0	0	-1	0	0
C1M175	Parent Involvement Coordinator	NP	1	1	1	1	0	0	1	1
C1M186	Mental Health Consultant	NP	0	1	1	1	0	1	1	1
			5	4	4	4	0	-1	4	4
Neighborhood Family Services										
C1N001	Case Manager Coordinator	NP	2	2	2	1	-1	-1	1	1
C1N002	Information Management Coord	NP	1	0	0	0	0	-1	0	0
C1N003	Case Manager	NP	0	0	1	1	0	1	1	1
			3	2	3	2	-1	-1	2	2
Parent/Child Center										
C1P092	Teacher Assistant	NP	1	0	0	0	0	-1	0	0
C1P180	Nurse	NP	1	1	1	1	0	0	1	1
C1P190	Family Services Supervisor	NP	1	1	1	0	-1	-1	0	0
C1P200	Teacher	NP	2	13	13	20	7	18	20	20
C1P250	Teacher Assistant	NP	2	6	6	12	6	10	12	12
C1P260	Center Clerk	NP	1	0	0	0	0	-1	0	0
C1P270	Clerk III	NP	1	0	0	0	0	-1	0	0
C1P280	Family Service Assistant	NP	1	2	2	5	3	4	5	5
C1P300	Clerk IV	NP	1	1	1	1	0	0	1	1
C1P312	Coordinator EHS	NP	1	1	1	1	0	0	1	1
C1P320	Dietary Assistant	NP	0	0	0	1	1	1	1	1
			12	25	25	41	16	29	41	41
Human Services Homeless Ser										
C1S010	Homeless Services Coordinator	NP	1	1	1	0	-1	-1	0	0
Human Services WAP										
C1W085	Inspector	NP	1	0	0	0	0	-1	0	0
Temporary Head Start										
T50220	Driver	NP	10	2	2	0	-2	-10	0	0
T50240	Clerk III	NP	2	2	2	0	-2	-2	0	0
T80040	Substitute Center Clerk	NP	2	2	2	1	-1	-1	1	1
T80070	Family Service Assistant	NP	4	1	1	0	-1	-4	0	0
T80081	Education Consultant	NP	0	0	0	0	0	0	0	0
T80090	Even Start Supervisor	NP	1	0	0	0	0	-1	0	0
T80100	Substance Abuse Trainer	NP	0	0	0	0	0	0	0	0
T90010	Dietary Assistant I	NP	3	3	3	2	-1	-1	2	2
T90020	GED Instructor	NP	0	0	0	0	0	0	0	0
			22	10	10	3	-7	-19	3	3
Temporary /Classroom Substitute										
T10010	Classroom Substitutes	NP	32	32	32	18	-14	-14	18	18
T10050	Teacher Assistant I	NP	1	0	0	0	0	-1	0	0
T10060	Family Literacy Teacher	NP	4	0	0	0	0	-4	0	0
T10100	Bus Driver	NP	16	20	20	11	-9	-5	11	11
T80080	Teacher	NP	0	0	0	0	0	0	0	0
			53	52	52	29	-23	-24	29	29

**City of Chattanooga  
Detail Position List for Fiscal Year 2001-2006**

Position Number	Position Name	2004 Pay Grade					Change		Projected	
			FY 2001	FY 2002	FY 2003	FY 2004	PY to CY	01 thru FY 2004	FY 2005	FY 2006
Temporary Summer Lunch										
T80030	Monitor	NP	8	11	11	6	-5	-2	6	6
T80040	Monitor	NP	0	0	0	0	0	0	0	0
T80050	Secretary	NP	2	2	2	0	-2	-2	0	0
T80060	Site Supervisor	NP	20	8	8	13	5	-7	13	13
T80070	Site Distribution Coordinator	NP	1	1	1	1	0	0	1	1
T80080	Site Supervisor Coordinator	NP	1	1	1	4	3	3	4	4
T80090	Clerical Assistant	NP	3	3	3	1	-2	-2	1	1
T80100	Coordinator	NP	2	2	2	2	0	0	2	2
T80110	Assistant Coordinator	NP	1	1	1	0	-1	-1	0	0
T80200	Assistant Distribution Clerk	NP	1	3	3	3	0	2	3	3
			39	32	32	30	-2	-9	30	30
Temporary Cafeteria Substitute										
T90010	Dietary Assistant I	NP	6	6	0	3	3	-3	3	3
Temporary Family Service Counseling										
T12001	Family Services Counselor Aide	NP	2	2	2	1	-1	-1	1	1
Temporary Day Care										
T14010	Day Care Substitute	NP	4	4	4	11	7	7	11	11
T14020	Dietary Aide	NP	2	1	1	1	0	-1	1	1
			6	5	5	12	7	6	12	12
<b>All Authorized Budget Positions</b>			2,947	2,806	2,721	2,596	-129	-355	2,574	2,574
<b>Total General Fund</b>			2,062	2,097	2,038	1,929	-109	-133	1,911	1,911
<b>Total Special Revenue Funds</b>			473	422	416	404	-11	-68	405	405
<b>Total Enterprise Funds</b>			321	205	191	181	-10	-140	181	181
<b>Total Internal Service Funds</b>			82	76	69	69	0	-13	69	69
<b>Total Fiduciary Funds</b>			9	5	6	7	1	-2	7	7

**City of Chattanooga  
General City Employee Pay Plan  
Fiscal Year 2003/2004**

STEP	1	2	3	4	5	6	7	8	9	10	11	STEP
Grade												Grade
1	18,643	18,643	18,643	18,643	18,643	18,643	18,776	19,612	20,448	21,283	22,120	1
2	18,643	18,643	18,643	18,643	18,678	19,433	20,341	21,248	22,156	23,064	23,970	2
3	18,643	18,643	18,643	19,295	20,113	20,927	21,906	22,885	23,865	24,845	25,823	3
4	18,643	18,916	19,792	20,667	21,543	22,420	23,470	24,522	25,573	26,624	27,675	4
5	19,234	20,170	21,106	22,042	22,977	23,912	25,034	26,156	27,278	28,400	29,524	5
6	20,429	21,425	22,421	23,416	24,412	25,405	26,600	27,795	28,989	30,185	31,377	6
7	21,624	22,678	23,733	24,788	25,843	26,899	28,164	29,429	30,695	31,961	33,228	7
8	22,818	23,933	25,047	26,161	27,276	28,391	29,729	31,066	32,404	33,741	35,080	8
9	24,013	25,187	26,362	27,536	28,711	29,884	31,293	32,703	34,112	35,521	36,931	9
10	25,208	26,443	27,677	28,911	30,146	31,378	32,859	34,340	35,821	37,302	38,783	10
11	26,402	27,695	28,988	30,281	31,576	32,871	34,424	35,977	37,530	39,082	40,634	11
12	27,596	28,950	30,304	31,657	33,010	34,364	35,988	37,613	39,238	40,862	42,485	12
13	28,791	30,204	31,617	33,031	34,444	35,856	37,553	39,249	40,945	42,642	44,336	13
14	29,985	31,458	32,932	34,405	35,879	37,350	39,117	40,884	42,651	44,418	46,188	14
15	31,180	32,713	34,244	35,777	37,310	38,843	40,681	42,521	44,359	46,198	48,040	15
16	32,373	33,966	35,559	37,151	38,743	40,336	42,247	44,157	46,068	47,979	49,890	16
17	33,568	35,220	36,872	38,524	40,177	41,829	43,811	45,794	47,776	49,759	51,741	17
18	34,763	36,475	38,186	39,898	41,609	43,323	45,376	47,430	49,485	51,539	53,594	18
19	35,957	37,728	39,499	41,271	43,043	44,815	46,941	49,067	51,194	53,319	55,444	19
20	37,151	38,983	40,814	42,645	44,476	46,307	48,505	50,704	52,902	55,100	57,296	20
21	38,346	40,237	42,128	44,020	45,911	47,800	50,071	52,340	54,609	56,879	59,147	21
22	39,540	41,491	43,441	45,391	47,342	49,294	51,635	53,976	56,315	58,656	60,999	22
23	40,734	42,745	44,755	46,765	48,776	50,787	53,199	55,611	58,024	60,436	62,849	23
24	41,929	43,999	46,070	48,141	50,210	52,280	54,764	57,248	59,732	62,215	64,701	24
25	43,123	45,254	47,384	49,514	51,644	53,773	56,328	58,884	61,440	63,996	66,551	25
26	44,317	46,507	48,696	50,886	53,075	55,267	57,894	60,522	63,149	65,777	68,404	26
27	45,513	47,762	50,012	52,261	54,510	56,760	59,459	62,158	64,858	67,557	70,256	27
28	46,707	49,016	51,325	53,634	55,943	58,252	61,023	63,795	66,566	69,336	72,106	28
29	47,901	50,269	52,638	55,006	57,374	59,744	62,587	65,430	68,273	71,116	73,959	29
30	49,097	51,525	53,953	56,380	58,809	61,238	64,154	67,068	69,983	72,898	75,810	30
31	50,290	52,778	55,267	57,755	60,244	62,731	65,717	68,702	71,688	74,673	77,660	31
32	51,485	54,033	56,581	59,130	61,678	64,224	67,281	70,339	73,396	76,453	79,513	32
33	52,678	55,286	57,893	60,500	63,107	65,717	68,846	71,976	75,104	78,233	81,363	33
34	53,874	56,540	59,208	61,875	64,543	67,211	70,411	73,612	76,814	80,015	83,215	34
35	55,068	57,796	60,523	63,250	65,978	68,703	71,977	75,249	78,522	81,794	85,067	35
36	56,262	59,049	61,836	64,623	67,411	70,196	73,541	76,885	80,230	83,574	86,917	36
37	57,456	60,302	63,148	65,994	68,841	71,689	75,104	78,520	81,934	85,350	88,767	37
38	58,652	61,558	64,464	67,371	70,277	73,183	76,671	80,159	83,647	87,135	90,622	38
39	59,845	62,811	65,778	68,744	71,711	74,676	78,234	81,793	85,352	88,911	92,472	39
40	61,039	64,066	67,091	70,118	73,144	76,169	79,799	83,429	87,060	90,691	94,323	40
41	62,234	65,319	68,405	71,489	74,575	77,661	81,364	85,066	88,768	92,471	96,174	41
42	63,429	66,574	69,719	72,864	76,010	79,155	82,929	86,703	90,478	94,251	98,026	42
43	64,622	67,828	71,033	74,239	77,444	80,647	84,493	88,340	92,186	96,031	99,876	43
44	65,818	69,082	72,345	75,610	78,874	82,140	86,058	89,975	93,894	97,812	101,729	44
45	67,011	70,336	73,660	76,984	80,308	83,633	87,623	91,612	95,601	99,592	103,579	45
46	68,206	71,590	74,974	78,359	81,743	85,127	89,188	93,248	97,308	101,368	105,431	46
47	69,401	72,845	76,289	79,733	83,178	86,620	90,752	94,884	99,016	103,148	107,282	47
48	70,595	74,098	77,602	81,104	84,607	88,113	92,316	96,521	100,724	104,929	109,133	48
49	71,790	75,353	78,916	82,479	86,042	89,606	93,881	98,157	102,432	106,708	110,985	49
50	72,984	76,608	80,231	83,854	87,477	91,099	95,447	99,794	104,142	108,489	112,837	50

Approved by: /s/ Bob Corker

**Fiscal Year 2003/2004  
Fire & Police Pay Plans**

STEP --> Grade	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11
F1	27,057	28,383	29,708	31,035	32,361	33,686	35,012	36,339	37,664	38,990	40,31
F2	28,281	29,667	31,055	32,442	33,829	35,215	36,603	37,990	39,376	40,763	42,15
F3	30,730	32,238	33,748	35,258	36,767	38,277	39,786	41,295	42,804	44,314	45,82
F4	35,624	37,379	39,133	40,887	42,641	44,395	46,149	47,903	49,657	51,411	53,16
F5	42,969	45,090	47,212	49,333	51,454	53,575	55,697	57,818	59,939	62,061	64,18
F6	55,207	57,941	60,674	63,408	66,141	68,875	71,608	74,342	77,075	79,808	82,54
P1	29,437	30,880	32,324	33,769	35,212	36,657	38,100	39,544	40,988		
P2	35,812	37,575	39,338	41,102	42,865	44,629	46,394	48,157	49,920		
P3	40,912	42,930	44,948	46,967	48,985	51,003	53,023	55,041	57,059		
P4	46,012	48,284	50,557	52,829	55,103	57,375	59,647	61,920	64,192		
P5	60,035	63,008	65,982	68,956	71,931	74,904	77,878	80,852	83,825		

Approved by: /s/ Bob Corker

# cabor

Comprehensive Annual Budget Report – For the Year Ending June 30  
City of Chattanooga, Tennessee

2004



# 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

## B - C

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.

**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 more than \$5000 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.

**Component Unit** - A traditionally separate reporting entity for which the City may be financially accountable and, as such, should be included within the City's financial statements. The City (the primary government) is financially accountable if it appoints a voting majority of the organization's governing board and (1) it is able to impose its will on the organization or (2) there is a potential for the organization to provide specific financial benefit or to impose specific financial burden on the City.

**Constant or Real Dollars** - The presentation of dollar amounts adjusted for inflation to reflect the purchasing power of money as compared to a certain point in time in the past.

**Consumer Price Index (CPI)** - A statistical description of price levels provided by the U.S Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Cost-of-Living Adjustment (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**CSO**- Combined Sewer Overflow

**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

## D - E

interest payments on the City debt. They are used to account for the accumulation of resources, for, and the payment of, general obligation and special assessment debt principal, interest and relation cost, except the debt service accounted for in the Special Revenue Funds, and Enterprise Funds.

**Dedicated Tax**- A tax levied to support a specific government program or purpose.

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** - The basis organizational unit of government which is functionally unique in its delivery of services. The City of Chattanooga has nine departments: General Government; Executive Department; 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 unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

**Levy** - To impose taxes for the support of government activities.

**LIHEAP**- Low Income Home Energy Assistance Program

**Line-item Budget** - A budget prepared along departmental lines that focuses on what is to be bought.

**Long-term Debt** - Debt with a maturity of more than one year after the date of issuance.

**MBWWTP** - Moccasin Bend Wastewater Treatment Plant

**Materials and Supplies** - Expendable materials and operating supplies necessary to conduct departmental operations.

**Modified Accrual** - Revenue is recognized in the accounting period when it becomes "susceptible" to accrual, that is, when it becomes measurable and available.

**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.

**OPR** - Office of Performance Review

**Operating Expenses** **Supplies** - The cost for personnel, materials and equipment required for a department to function.

**Operating Revenues** - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Output Indicator** - A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**P.A.L.** - Police Athletic League

**Pay-as-you-go Basis** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Budget** - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Indicators** - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure** - Data collected to determine how effective or efficient a program is in achieving its goals and objectives. There are four types of performance measures: input, output, outcome, and efficiency.

Input measures address the amount of resources used in providing a particular service (ex. dollars, employee-hours, etc.).

Output measures describe the activities undertaken in providing a service or carrying out a program (ex. # of emergency calls or the # of cases heard)

Outcome measures are used to evaluate the quality and effectiveness of public programs and services (ex. # of crimes committed per capita or \$ of property lost due to fire).

Efficiency measures relate inputs, or resources used, to units of output or outcome, 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.

**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.

**PILOT**- Payment in lieu of taxes

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget** - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Revenue Bond** - This type of bond is backed only by the revenues from the specific enterprise 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** - Enterprise South formerly Volunteer Army Ammunition Plant

**Variable Cost** - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.





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**City of Chattanooga**

**Department of  
Finance & Administration**

**400 City Hall Annex**

**Chattanooga, TN 37402**

**423-757-5232**

**[www.chattanooga.gov](http://www.chattanooga.gov)**