

C A B R 2006



Comprehensive Annual Budget Report For The Year Ending June 30, 2006

City of Chattanooga, Tennessee



Photo by Med Dement

The Passage — the new pedestrian passage beneath Riverfront Parkway connects the revitalized waterfront with the First Street public art garden. The Passage includes a permanent public art installation that celebrates Cherokee culture, symbolism, and mythology while commemorating the forced removal of the Cherokee Indians on the Trail of Tears. The artwork was designed by a five member team of Cherokee Indians from Locust Grove, Oklahoma. The focal artistic element is a series of seven massive carved and glazed medallions inset in the west wall. Images on the medallions represent symbolism and imagery related to Cherokee culture and character.



Photo by Jim Myers



Photo by Priscilla Simmons



Photo by Med Dement



Photo by Jim Myers

On The Cover -

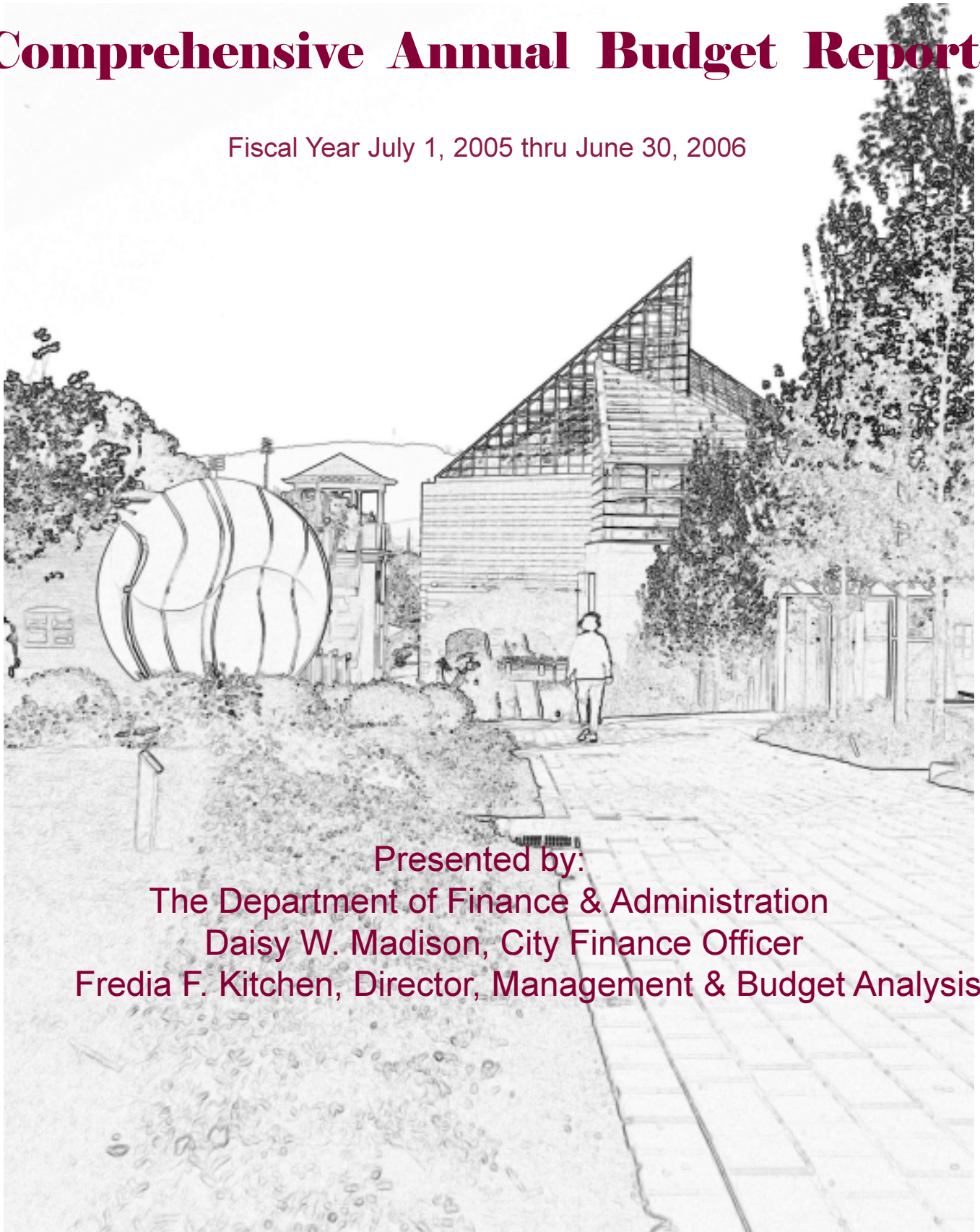
The completed 21st Century Waterfront development fulfills Chattanooga's 20 year vision for revitalizing downtown Chattanooga and marks a return to our greatest natural resource, the Tennessee River. The \$120 million, 129 acre vision, capitalized on the public/private partnerships that have made Chattanooga a model for urban revitalization.

Cover Photo by Med Dement

City of Chattanooga, Tennessee

Comprehensive Annual Budget Report

Fiscal Year July 1, 2005 thru June 30, 2006



Presented by:

The Department of Finance & Administration

Daisy W. Madison, City Finance Officer

Fredia F. Kitchen, Director, Management & Budget Analysis

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The **CABR 2006** is divided into five major sections: **Introduction, Guidelines, Financial Overview, Personnel Administration**, and the **Appendix**.

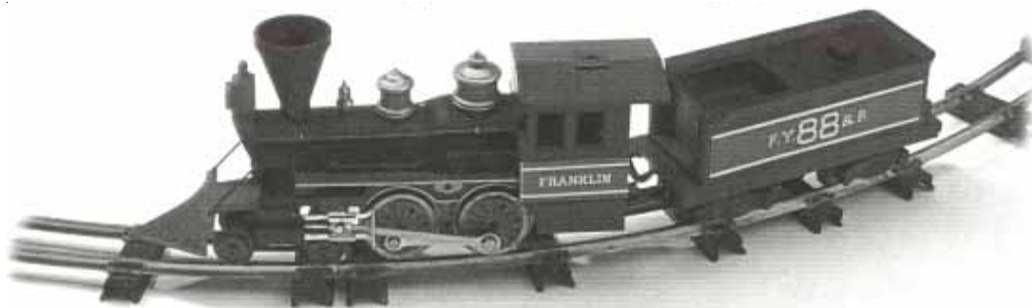
Section A: Introduction - gives a profile of Chattanooga with selected useful service, demographic, economic, and statistical information, a message from the City Finance Officer, an organizational chart, and City officials.

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

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

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

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



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

I am pleased to present the FY 2006 budget for the City of Chattanooga. This budget includes the resources necessary to continue providing quality services to the citizens of Chattanooga and promote economic development while maintaining a strong fiscal position. As a result of a reappraisal by the Hamilton County Tax Assessor, the State Board of Equalization approved a 31 cents decrease in our property tax rate, lowering it from \$2.516 to \$2.202 per \$100 of assessed valuation - the lowest tax rate the City has experienced in nearly 50 years.

Building a More Progressive and Compassionate City

In his inaugural remarks on April 2005, Mayor Ron Littlefield outlined three elements that will guide this administration:

CHANGE - Chattanooga has shown itself to be a *Master* of change rather than *Victims* of change. Twenty five years ago our civic leaders looked to other cities for ideas and inspiration. Now we have become a nationally and globally recognized model for our revitalized waterfront and downtown area.

CREATIVITY - Under this heading is art, invention, discoveries in science and entrepreneurialship. By getting creative in education, students are encouraged to think out of the box and play an important role in the success of our City.

COMPASSION - The Mayor is committed to making Chattanooga a city of compassion. A city that does not turn a blind eye and a deaf ear to those struggling.

A solid foundation has been laid for Chattanooga's future. The opening of the 21st Century Waterfront in April 2005, marks the culmination of a vision first conceived by Chattanooga's in the early 1980's. Through the work of the publicly commissioned Moccasin Bend Task Force, Chattanooga's created a shared dream for riverfront redevelopment over twenty years and across 22 miles. With the opening of the waterfront, the connection is completed twenty years to the month from the publication of the Tennessee Riverpark Master Plan. Construction is nearly complete on the components of the 21st Century Waterfront Plan. Thirty-five months in the works, the \$120 million waterfront initiative includes major expansions to the Tennessee Aquarium, the Creative Discovery Museum and the Hunter Museum featuring new attractions ranging from a glass-floored walking bridge to a 160-foot pier illuminated by towering light columns. It also include public green spaces, and urban wetland, boat docks and a downtown-to river-side pedestrian link with dazzling artwork that evokes American Indian history.

Now we can focus on how to build a more progressive and compassionate city based on all that has gone before. Chattanooga's focus on the recruitment of new businesses and the expansion of existing business is only the beginning. Continuing efforts are underway by City and County Mayors, the Chamber of Commerce and

the State to recruit businesses to Enterprise South and other areas of the City. Over the past 3 years more than \$491 million have been invested in the Chattanooga area including 47 business expansions and 30 new businesses. The Chamber is well on it's way to achieving it's goal of 20,000 new jobs with the addition of 7496 since July 2002.

For years, builders and developers in Chattanooga have requested a "One Stop Shop": where they could apply for permits, talk to plan reviewers and schedule site inspections all in one place. While the City moved toward this with the consolidation of offices and agencies that deal with construction in the Development Resource Center, the goal was truly achieved with the restructuring of the Public Works Department by Mayor Littlefield. Developers and contractors can now go to one office, the Land Development Office, for approval, review and inspection of projects.

Chattanooga can be proud of the continuing renaissance taking place in many areas but much remains to be done. The Enterprise Center is ramping up efforts to bring life back to acres of unused industrial land in Hamilton County. It is a non-profit organization created by the City and County and Congressman Wamp as an umbrella organization for oversight and accountability to several innovative, federally funded initiatives to ensure enhancement of Chattanooga's place in the technology corridor. A panel made up of public officials and private business will craft a Brownfields management program aimed at tapping state, federal and other resources to help rehabilitate Brownfields which are old industrial or commercial property that may hold contaminants.

As part of a \$10 million initiative called Housing for People Who are Homeless and Addicted to Alcohol, the U.S. Department of Housing and Urban Development awarded the Southeast Tennessee Human Resource Agency \$1 million to house 100 chronically homeless people who also suffer from alcoholism. Unlike some homeless programs, this program strives not to provide emergency shelter but permanent housing for the homeless. The City has also had it first annual "Go!Fest", to celebrate those who place their abilities above their disabilities. These along with Mayor Littlefield's creation an Office of Faith-Based and Community Partnerships are major initiatives in making Chattanooga a "city of compassion".

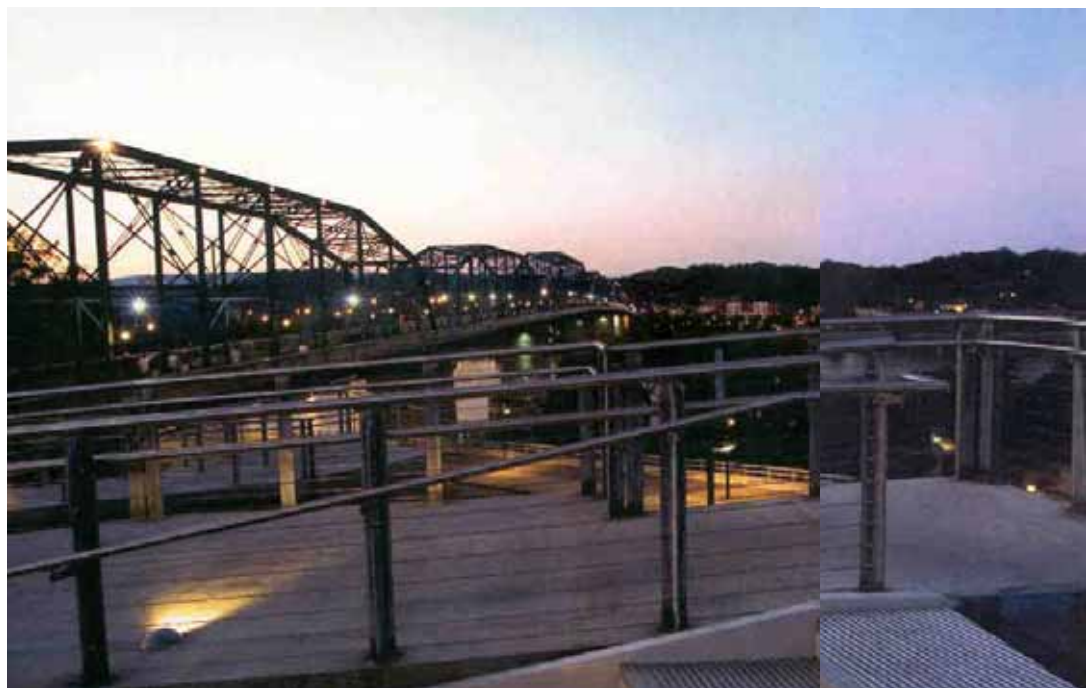
Mayor Littlefield has outlined a seven step strategy for implementation over the next four years designed to grow jobs and the economy:

1. Finish What We've Started

The downtown and riverfront have been the focus of much funding and attention since the mid 1980's. More than \$120 million in new construction associated with the 21st Century Waterfront Plan will be wrapping up in the spring of 2006 with celebration and fireworks. Meanwhile, out on the edge of the city, after 25 years of struggle by local leaders the old Volunteer Army Ammunition Plant has been reborn as Enterprise South — perhaps the finest industrial park in the Southeastern United States. A new interstate interchange is presently under construction to provide direct access from Interstate 75. After all the ribbons have been cut for the exceptional volume of work currently underway, attention must shift to filling up the new prime real estate with top quality, job producing, economy expanding new business and industry.

2. Fill In The Economic Gaps

The renewed downtown and rising economic tide that has enriched some in Chattanooga in recent years unfortunately has not been effective in lifting many segments of the population out of a persistent state of



underemployment, joblessness and poverty. We can never be a great city until all citizens enjoy the fruits of our community's dazzling new look and new spirit. The loss of employment in the old-line manufacturing must be matched by creation of new family wage jobs. The shrinking manufacturing base must be rebuilt. Otherwise, Chattanooga risks becoming an unbalanced city of rich and poor — with a diminished and struggling middle class. There are gaps in the economic fabric of the community that must be mended.

3. Enhance Links And Gateways

Chattanooga's future is heavily dependent on access to the outside world. Our principal gateways must offer an attractive and efficient opportunity for both visitors and local interests to enjoy the benefits of the renewing community. For our downtown and riverfront, the improved freeway entrance at Fourth Street is a good beginning but the other principal downtown ramps need significant treatment as well. The long delayed reworking of U.S. Highway 27 through the central business district must proceed without diminishing the carrying capacity or safety of this principal thoroughfare. New interstate access points are needed to serve the rapidly growing Hamilton Place area and the reviving Brainerd/East Ridge commercial center. The new interchange at Enterprise South must be connected to the existing street grid — with extension through to Highway 58. The outdated confluence of Interstate 24 and 75 must be redesigned and rebuilt to resolve the growing problem of truck crashes and other accidents that often result in complete blockage of the highway and near total disruption of traffic on area surface streets. Sight and sound barriers must be provided along limited access highways to protect residential areas from freeway noise. Finally, the much-discussed high-speed rail connection between Chattanooga's Lovell Field and Atlanta's Hartsfield-Jackson International Airport must continue to move forward toward reality.

4. Nourish The Neighborhoods

Downtown is unquestionably important, but there is more to "the greater city" than downtown. Nothing is more essential to a healthy city than healthy neighborhoods. People must have confidence and feel comfortable in the surroundings where they invest their lives and livelihoods most directly. As Chattanooga has reinvented itself, the neighborhoods have been left out — and they must not be neglected in the future. We must continue to strengthen the Department of Neighborhood Services to encourage and support grassroots neighborhood organizations. Traffic calming, removal of blighting influences, noise abatement, and other quality of life issues have been addressed during the last four years. The same period has seen a flurry of neighborhood plans. Such initiatives must continue in order to guarantee stronger, safer residential areas with rising property values.

5. Keep Growing The Green

Chattanooga has gained new recognition for its parks, greenways and outdoor initiatives. We must have more of this! Beginning with the Brainerd Levee Trail in the 1970's, Chattanooga has expanded its system of walkways and greenways into a community wide network serving residents and visitors alike. The Tennessee Riverwalk has been completed, a dream first envisioned in the mid 1980's. Finally, it is possible to walk between downtown

and Chickamauga Dam in a safe and scenic environment. Likewise, the new parks on the north shore of the Tennessee River are the product of decades of preparation and effort. The development of Coolidge Park got underway in the late 1980's with action by the (then) City Commission beginning the process of moving the old military reserve facilities to new and improved quarters. The park presently under construction on the



former Roper site offers an opportunity to complement our assets and further enhance our newfound prominence as “Boulder of the East”. The greening of Chattanooga with parks, trails, trees and outdoor facilities must continue.

6. Attack Fear With Technology

Crime, vandalism, fire and natural disasters are now joined by the new fear of terrorism. Fortunately, there are effective resources — some old, some new — to address such troublesome issues. Our police officers and our fire fighters must be well trained, well paid and well equipped in keeping with the increased challenges of today. In addition, the capabilities offered by hardware and software such as the city’s 311 and 911 operations, plus the county’s Geographic Information System must be coordinated to better track and manage response to emergencies.

7. Focus On Teaching

It might be said that the City of Chattanooga is no longer in the business of operating a school system, but we can never be out of the business of providing the best learning environment for our leaders of the future. The provision of appropriate educational opportunities for all citizens — children and adults — must remain a top priority. We must continue to provide incentives and rewards for top rank teachers performing in a measurably effective manner. In fact, such programs should be expanded whenever and wherever possible. Further, we must provide all teachers — not just some — with the support and resources needed for the task at hand. Still, as important as it might be, the public school classroom offers only one means for delivering the benefits of education. Therefore, to a greater degree, we must equip all citizens — and especially parents — to be teachers. One example: our local library system can be modeled into a more modern, more readily accessible learning resource. The computer age and the internet offer almost limitless possibilities. Chattanooga can become a city of teachers.

Budget Highlights

The City’s undesignated General Fund budget has grown by roughly one percent over the past four years and there are 250 fewer positions in City government. For the fourth consecutive year tax increases and layoffs have been avoided by a combination of more effective management and economic growth. This budget provides the resources for continued investment in the long term fiscal health of this community.

The City’s *chattanoogaRESULTS* initiative and hiring vacancy control program that has been in effect since February 2002 greatly increases accountability by allowing the Mayor, the City Finance Officer and other senior City officials to regularly monitor both spending and departmental performance. The result has been a budget review process that is no longer episodic, but instead defines the way that all of City government does business throughout the fiscal year. The City published its first annual performance report to the citizens of Chattanooga. The report not only gives residents an update on how city services are responding to their needs, it also provides department heads and managers with quantifiable performance measures.



Major Highlights of the Fiscal Year 2006 Budget follows:

Taxes - No tax increase for the fourth straight year. Tax rate of \$2.202 is 31 cents less due to increased values as a result of reappraisal

Personnel - No overall increase in personnel. The City reduced it's workforce by 250 authorized positions in FY2002. This budget retains that reduced workforce with improved service delivery. The vacancy control process implemented in FY02 will continue to save the City millions of dollars in personnel cost.

Total Employee Compensation – Employee compensation increased by 4.97%. Employees are granted raises in accordance with the City pay plans. Retirement benefit is the largest component of increased employee compensation. Pension rates increased from 4.07% to 6.67% (up 63.9%) for the General Plan and from 18.39% to 19.6% (up 6.58%) for Fire & Police Plan. Health insurance rates charged by the City health care provided remained the same as the prior year primarily due to competitive bidding for health insurance and a new wellness program for City employees.

Public Safety - Recognizing the importance of public safety to the community and its long term economic future, this budget maintains the highest number of uniformed officers on the streets in Chattanooga's history

Additional 311 operators – Chattanooga 311 will be more responsive to citizens with addition of four new operators

Greater emphasis on Neighborhoods - Strong, vital neighborhoods are the backbone of a growing, vibrant city. This budget places greater emphasis on the importance of neighborhoods with the reorganization of the Neighborhood Services Department. Animal Services Division which was added as part of Neighborhood Services in 2004 is returned to the Police Department..

City Parks - Resources are better leveraged to provide "Disney" level of quality in City's parks

Departmental Reorganization – For greater efficiencies and improved service delivery, Mayor Littlefield has included the following reorganization initiatives

Restructure of Public Works - The creation of a Land Development Office in Public Works allows for anyone having a say in approving, inspecting and reviewing land development projects in one office. This restructure streamlines the process and provides for a more user friendly environment for developers and contractors

Creation of Department of Education, Arts & Culture – The City will play a strong role in education through this department. The Department has its logo "Art is the Language of Education". People learn faster and retain more when you use the principles behind art in all aspects of teaching. Mayor Littlefield feels that although Chattanooga's schools are under the jurisdiction of Hamilton



County, the City should stay engaged in education through programs and initiatives that foster a creative environment of learning . Previously, Education, Arts & Culture had been part of the Department of Parks & Recreation. The newly created department will have oversight of Memorial Auditorium, Tivoli Theatre and the North River Civic Center.

The Office of Multicultural Affairs has been created to ensure inclusion of all facets of Chattanooga's citizenry

The Internal Audit division has been expanded to enhance performance review which will increase oversight, provide better management of the city's resources and ensure greater compliance with applicable laws and regulations by city departments.

The City's \$41 million capital program provides necessary funding to ensure economic growth and vitality as well ongoing delivery of essential government services. Mayor projects include renovation of the City Hall, construction of teh Animal Care Shelter, and street paving.

Projected revenues for all appropriated funds total \$253,754,074, an increase of 3.24% from the previous year. this does not include fund balance, bond proceeds, and transfers in, which are considered other financing sources. Intergovernmental revenues account for the largest increase of 10.5%, which consist of \$7,856,000 in TDOT funding for capital projects. Interest earnings are up by 22.8% due to increased available funds and higher interest rates. Taxes are up 2.37% largely due to projected increase in property taxes, countywide and state sales taxes of 2% 4% and 2% respectively. These conservative forecasts are based on an improving economy. The largest projected revenue increases come from taxes and intergovernmental revenues, with the most significant increase being earmarked for capital projects.

Revenues	FY05/06	FY04/05	inc(dec)	% change
Taxes	110,898,441	108,333,636	2,564,805	2.37%
Licenses & Permits	6,349,990	6,182,567	167,423	2.71%
Intergovernmental	70,748,035	64,022,868	6,725,167	10.50%
Charges for services	48,158,578	47,182,652	975,926	2.07%
Fines, forfeitures and penalties	1,172,500	1,091,759	80,741	7.40%
Interest earnings	1,673,750	1,362,736	311,014	22.82%
Miscellaneous	14,752,780	17,605,472	(2,852,692)	-16.20%
Total Revenues	\$ 253,754,074	\$ 245,781,690	7,972,384	3.24%
Other Financing Sources				
Transfers in	21,447,004	20,470,576	976,428	4.77%
Fund Balance	8,598,309	4,391,079	4,207,230	95.81%
Bond Proceeds	16,845,181	11,274,010	5,571,171	49.42%
Total Other Financing Sources	\$ 46,890,494	\$ 36,135,665	10,754,829	29.76%
Total Revenues & Other Sources	\$ 300,644,568	\$ 281,917,355	18,727,213	6.64%

Fines, forfeitures and penalties are projected to increase by 7.4% from FY 2005 budget due to better collections in FY05 for court fines and clerk fees. All other revenue sources remain relatively steady.

Appropriations are \$273,557,157, a 4.65% increase from the FY05 Budget, excluding transfers out, which are considered other financing uses. Projected General Fund increases are primarily applied to compensation and fringe benefits for city employees. Capital Project increases are primarily attributable to usage of Interceptor Sewer fund balance for capital projects, and TDOT funds for road construction at Enterprise South Industrial Park.

Appropriations	FY05/06	FY04/05	inc(dec)	% Change
General Fund	136,543,827	131,451,785	5,092,042	3.87%
Enterprise Funds	46,447,437	46,026,379	421,058	0.91%
Special Revenue Funds	35,155,906	35,411,824	(255,918)	-0.72%
Debt Service Fund	13,907,906	13,208,998	698,908	5.29%
Capital Project Funds	32,954,607	28,350,044	4,604,563	16.24%
Internal Service	8,547,474	6,953,110	1,594,364	22.93%
Total Expenditures	\$273,557,157	\$ 261,402,140	12,155,017	4.65%
Other Financing Uses				
Transfers Out	27,087,411	20,515,215	6,572,196	32.04%
Total Other Financing Uses	\$ 27,087,411	\$ 20,515,215	6,572,196	32.04%
Total Expenditures & Other Uses	\$300,644,568	\$ 281,917,355	18,727,213	6.64%

General Fund. The City's Undesignated General Fund accounts for all applicable resources related to the general operations of city government that are not accounted for elsewhere. The total appropriation for FY06 budget is \$152,214,238 including transfers of \$15,670,411, a 1.50% increase from FY05 budget. Appropriations for salaries and fringe benefits increased by 4.97%, while appropriations for operations increased by 1.57%.

Special Revenue Funds. The City's Special Revenue Funds are set by City resolution to account for funds that are restricted as to use. Reported funds for FY06 include State Street Aid, Human Services, Narcotics, Economic Development, Community Development and Hotel/Motel Tax as per the budget ordinance. The 2006 budget for the Special Revenue Funds totals \$38,419,906 including transfers of \$3,264,000. The Economic Development fund accounts for the City's share of the countywide (1/2 cent) local option sales tax. These funds are earmarked to pay long term lease rental payments to the Chattanooga Downtown Redevelopment Corporation and other economic development initiatives. The Community Development Fund is used to account for Community Development Block Grants and other projects funded by the Federal Housing and Urban Development Programs.

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

At year-end, the primary government and its component units had a number of debt issues outstanding. These issues included \$428,814,585 in general obligation debt, of which revenues from the City's Enterprise Funds support \$171,060,269 or 39.9%. Of the city's general obligation debt 80.8% is considered self-supporting. The primary government also has \$33,600,000 in revenue bonds outstanding at year-end for the Electric Power Board, an Enterprise Fund. Two component units have revenue bonds outstanding. These include \$14,520,000 for the Metropolitan Airport Authority and \$129,200,000 in lease rental revenue bonds issued by the Industrial Development Board of Chattanooga.

During FY06, the City anticipates issuing debt not to exceed \$15 million to fund the FY06 Capital Budget.

Capital Project Funds. These funds are used to account for the financial resources used for the acquisition or construction of major capital projects. The proposed Capital Budget for the 2006 fiscal year is \$41,107,607, of which \$32,954,607 will be applied to General Government projects, and \$8,153,000 will be used by the Enterprise Funds. This is a \$12,757,563 or 45% increase from last year's approved amount of \$28,350,044. The largest increases are due to \$6,153,000 and \$2,000,000 appropriated from the Sewer System and StormWater fund

balances, respectively, and \$7,856,000 funded through the Tennessee Department of Transportation for a new phase of roadways and improvements at the Enterprise South Industrial Park. Also included in this year's capital program is \$8.9 million for renovation of City Hall and \$3.6 Million for construction of the Animal Care Shelter.

Enterprise Funds. The City maintains five enterprise operations as part of the primary government. These funds are used to account for operations of entities that are financed and operated in a manner similar to a private business. Combined Enterprise Funds net assets at June 30, 2005 were \$485.4 million with a net income of \$11.23 million. A brief discussion of the major operations follows:

The Electric Power Board is not presented because it is a separate administrative agency of the government, having exclusive control and management of the Electric Distribution System. It is the sole distributor of the electric power within the boundaries of the City and County (600 square miles). It accounts for 88.4% of total Enterprise Fund operating revenues and reported a net operating income of \$4.5 million for the year ended June 30, 2005.

The Interceptor Sewer System of the City provides sewer services to customers on a self-supporting basis utilizing a rate structure designed to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. The strong commercial, industrial and residential growth in the City, along with increased federal mandates, have 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 \$361.97 million in 2005. Their total assets account for almost 83.7 percent of total Enterprise Fund assets, excluding the Electric Power Board. The 2006 approved budget including Debt Service and Capital is \$41,167,652. Approved operations is \$19,226,171.

The Solid Waste/Sanitation Fund was established in accordance with state mandate. This fund accounts for the operations of the City's landfill. The FY 2006 budget is \$5,758,005. Landfill fees are charged commercial customers for use of the landfill, while the cost of City landfill needs are funded by the General Fund. The City has entered into a long term agreement to transfer solid waste from a centrally located privately operated transfer station to the City Landfill. The City has received a permit from the state for the construction of new disposal cells which will facilitate the deposit of approximately 100,000 tons of solid waste for thirty years. In FY 2006, the City plans to solicit proposals for private management.

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 \$45.4 million. The 2006 Budget is \$7,674,780, including \$2,000,000 appropriation for capital projects.

The Housing Management Fund accounts for the costs associated with low-income housing provided to residents of the City. One complex exclusively provides low-income housing inside the inner city. Another complex, also in the heart of the city, meets the needs of the elderly in the community. The third complex is designed to provide mixed and affordable housing outside the traditional inner city. As of June 30, 2005 (unaudited) the net operating loss was \$322,133 with net assets of \$4,328,385.

Internal Service Funds. The City maintains two Internal Service Funds. These funds provide goods or services for a fee to other governmental units, departments, and agencies. The two reporting funds are the Municipal Fleet Services Fund and the Liability Insurance Fund. The Fleet Services Fund's 2006 budget is \$7,897,474. 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 2006 budget for the Liability Insurance Fund is \$650,000.

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

Retirement Plans. The City maintains three single-employer defined benefit pension plans 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 unfunded actuarial accrued liability for each fund at June 30, 2005.

Pension Plan	*UAAL	Funded Ratio
General Pension	(7,964)	104.00%
Fireman & Policemen	53,864	79.83%
Electric Power Board	0	100.00%

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

General Pension Plan. The City provides a pension plan for permanent general city employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of total earnings. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan, at an actuarially computed contribution rate of 6.67% for FY2006.

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 2006 not to exceed 19.60%. 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. The plan administrator is appointed by the EPB. Contribution requirements of Plan members and the EPB are established and can be amended by the EPB. Plan members are not required to contribute to the plan. EPB's contributions are calculated based on an actuarially determined rate, which is currently 9.70% of annual covered payroll. Effective August 1, 1984, the Board implemented a 401(k) plan, which permits employees to invest up to 13% of salary in a tax-deferred savings plan. EPB contributes up to 3.5% of the employee's salary.

Per Capita Budget

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

Program	Actual	Actual	Budget	Budget
	FY02/03	FY03/04	FY04/05	FY05/06
Population	155,582	155,289	154,853	154,853
General Government	\$ 248.46	\$ 237.45	\$ 272.97	\$ 288.90
Finance & Administration	102.26	101.16	99.24	107.86
Fire	143.38	154.84	164.92	166.11
Police	223.85	234.15	233.52	251.10
Public Works	459.91	463.12	499.76	548.78
Parks & Recreation	79.50	77.44	81.44	75.64
Education, Arts & Culture	0.00	0.00	0.00	9.82
Debt Services	99.12	69.15	85.30	89.81
Human Services	83.41	87.47	87.66	85.18
Total	\$ 1,439.89	\$ 1,424.78	\$ 1,524.81	\$ 1,623.20

Per Capita expenditures show an increase of \$183.31 or 11.3% since FY 2003, this is primarily due to the decline in population.

Financial Assessment

Chattanooga continues its position of 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.

General Fund Undesignated Fund Balance

One measure of a city's financial strength is the level of its fund balances. The City's general fund unaudited undesignated fund balance at June 30, 2005 is \$39 million or 25.8% of undesignated general fund revenues and transfers in, or 23.2% of total general fund revenues and transfers in. The City strives to maintain an undesignated general fund balance of 20% of operating revenues and transfers in. Reserves in excess of the 20% level may be used to fund capital projects.

Financial Reserves of Other Operating Funds

In other operating funds, the City strives to maintain a positive retained earnings position to provide sufficient reserves for emergencies and revenue shortfalls. Specifically the debt service fund has \$6.5 million in reserves at June 30, 2005.

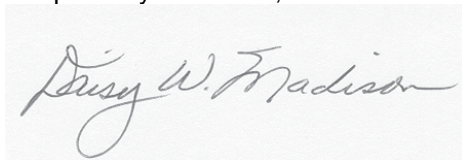
Bond Ratings

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 rating.

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,



Daisy W. Madison, CPA, CGFM
City Finance Officer

History & Development

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



Metropolitan Statistical Area (the "MSA"), which includes Hamilton County and the counties of Marion and Sequatchie, Tennessee and the counties of Catoosa, Dade and Walker, Georgia. Located near the southeastern corner of the State on the Tennessee-Georgia border, the City encompasses an area of 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 5.1 percent as of July, 2005. This is comparable to the nation's unemployment rate of 5.2 percent and the state rate of 5.6 percent.

In 1982 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. Within the last 3 years, over \$293 million in new developments are either completed or under construction. 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. The \$120 million plan combines 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, which has undergone a \$19.5 million expansion. A new public plaza is being created between Cherry and Walnut Streets. First Street itself is transformed into a mixed-use neighborhood of residences, shops, cafes, and galleries. 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 expansion of the Tennessee Aquarium, will solidify 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.

The City's share of the cost of the Plan 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.

In addition to increasing park space and expanding cultural institutions, the Waterfront Plan has led to significant growth in Downtown Housing. Construction of River Pier Landing, an 18 unit condominium, is almost completed. The Chattanooga Downtown Redevelopment Corporation (CDRC) has also selected a developer for two sites along the First Street Steps which will yield 136 new units of housing. On the Northshore, the Waterfront Plan has spawned 2 new housing developments with 60 new units.

On the Southside, the CDRC funded, in part through revenue from the State designated Tourism Development Zone (TDZ), construction of The Chattanooga, a 208,210 sq. ft. residential meeting facility, a new 1,029-space Parking Facility and 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, and the 226,000 sq. ft. expansion of the Chattanooga-Hamilton County Convention and Trade Center, which was completed in the spring of 2003. Together, these developments have made 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.

A new focus on neighborhoods has complemented the City's efforts to revitalize downtown. In response to neighborhood groups, the former mayor implemented a controversial plan that changed MLK Blvd. and McCallie Avenue from one way to two way traffic. This change has had a positive impact on the community and to the neighborhoods that border these two streets. Through the leadership of the Lyndhurst Foundation, MLK Tomorrow, the Community Impact Fund and Chattanooga Neighborhood Enterprises, 92 housing units for all income levels (19 of which were among the City's most economically disadvantaged neighborhoods) were constructed and rehabbed in this neighborhood resulting in a \$13 million investment.

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.

Along with its partners in the private sector and in County, State and Federal government, the City has systematically and strategically invested in infrastructure, recruitment and retention initiatives and technology. It has continued the process of reinventing the economy of the City in a way to meet the challenges of the 21st Century. As a result, the Chamber of Commerce projects that within the next four years, 20,000 new jobs will come to the Chattanooga region. A new federal court building and headquarters for the Electric Power Board will further boost development on the Southside.

Enterprise South, a top tier industrial park was developed by the City and Hamilton County at the old Volunteer Army Ammunition Plant site. The City and County have invested over \$31 million to date which provides 1,200 acres for development surrounded by a 2,800-acre passive recreation area. The site is located within 2 miles of Interstate 75 where a \$23 million interstate interchange is now under construction with completion scheduled

by December, 2006. This is the largest block of land available within the city limits in several decades. Enterprise South, one of Tennessee's premier Mega sites, has infrastructure in place to support a wide range of manufacturing and industrial uses and boasts dual main line rail capacity. Two companies have already committed to development at the site which will create over 300 jobs for the City area. The entire site exceeds 6,000 acres, and efforts continue to acquire the remaining portions for industrial and recreational uses. To add momentum to this venture, strong partnerships have been forged with our state economic development team, the Chamber of Commerce, TVA, and other economic development entities.

In order to take full advantage of the City's location and establish Chattanooga as a hub of the technology corridor, the City, County, and Congressman Wamp have caused the "Enterprise Center" to become an umbrella organization for oversight and accountability to 12 innovative, federally funded initiatives in order to enhance Chattanooga's placement in the technology corridor and the community's relationship with the world class research institutions throughout the region. They include initiatives such as: Advanced Transportation and Technology Institute; the Alliance for Secure Energy and Transportation; CARTA ITS Project; Connect the Valley; the Fuel Cell Project; the High Speed Rail Maglev initiative; the SimCenter; the Center for Entrepreneurial Growth; the Riverbend Technology Institute; and the New Economy Institute. The United States Department of Commerce announced that The Tennessee Valley Corridor was one of two regional alliances in the country to win the national award for Excellence in Regional Competitiveness in Economic Development. We share this award with the Research Triangle—great company for us to be in. The staff of the Enterprise Center is governed by a nine member board and works closely with our Chamber of Commerce.

Other initiatives such as the Public Art and Outdoor initiatives and the initiative to end chronic homelessness are designed to create public/private partnerships that improve the quality of life in Chattanooga making it truly a great 21st Century American City.

Finally, Hamilton Place Mall, Tennessee's largest, now in its fifteenth 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. For the past four years the property tax rate was \$2.516; it recently dropped to \$2.202 per \$100 assessed valuation.

The City's capital initiatives reflect its ongoing commitment to economic development and long term sustainability of the City. In the proposed FY06 budget, over \$41 million was appropriated for major initiatives. These include \$1.1 million for upgrade of various City parks; \$14 million for various public works projects such as paving, street improvement, curbs, gutters and sidewalks, downtown streetscape, and equipment replacement; \$1.4 million for fire vehicles and other equipment; \$1 million for Police projects such as vehicle replacement and building renovations; \$8.9 million for City Hall renovation; \$1 million for Homeland Security Projects and \$2 million for various Storm Water projects.

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 Dubai "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.

The City of Chattanooga has also been recognized by:

- *U.S. News & World Report* as one of the “Cities that Work.”
- *Family Fun Magazine* as one of America’s 10 most family-friendly cities to visit.
- *Parade* magazine as one of the “Reborn Cities”.
- *Utne Reader* magazine as one of the 10 “Most Enlightened Cities”.
- *Walking Magazine* as one of “America’s Best Walking Cities”.
- *New York Times* article entitled “Smaller U. S. Airports Are Increasingly Popular”.
- The National Arbor Day Foundation’s “Lady Bird Johnson Award” for the Area Beautification Committee’s work in establishing the Gateways Program. 1993
- *Foreign Direct Investment* in the April 2003 issue as an ideal environment for foreign companies looking to relocate or expand.
- 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 thirteen years, the Certificate of Achievement for Excellence in Financial Reporting for our preparation of government financial reports. The Fiscal Year 2005 CAFR is currently being submitted for review.

Also, for nine 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 2006 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. The seven principal departments are Finance & Administration; Fire; Police; Parks & Recreation; Human Services; Public Works; and Education, Arts, & Culture. The City employs approximately 2,360 full-time employees and approximately 127 part-time employees. The City’s Electric Power Board has an additional 400 employees.

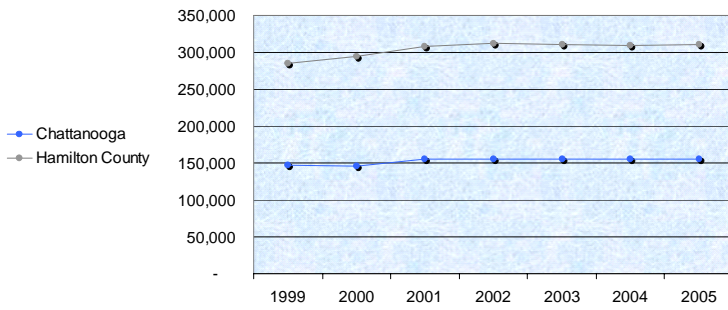
Date of Organization: 1839
Form of Government: Council/Mayor

Demographics

During 1999 thru 2005, the population for Chattanooga and Hamilton County show an increase of approximately 5 and 8.7 percent respectively.

Population		
	Chattanooga	Hamilton County
1999	147,500	285,536
2000	145,700	295,000
2001	155,554	307,896
2002	155,992	312,266
2003	155,582	311,178
2004	155,289	309,956
2005	154,853	310,371
Source: U.S. Census Bureau		

Population



Land Area and Usage

Area in Square Miles

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

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.....1,100

Miles of Streets (County-wide)

Paved.....2,389
Unpaved.....180

Elections (County-wide):

Registered Voters.....	176,671
Votes Cast in Last Election.....	137,272
Registered Voters Voting.....	77.7%

Racial Composition

	Chattanooga MSA
White	82.9%
Black	14.6
Asian	1.0
Other	1.6
American Indian/Alaska Native	0.3

Source: Chamber of Commerce

Average Home Sale Prices

0-2 Bedroom House.....	\$ 88,808
3 Bedroom House.....	\$134,896
4+ Bedroom House.....	\$260,197
Condo/Co-op.....	\$147,477

Source: Chattanooga Association of Realtors

Service Statistics

Education

There are 78 public schools in the Hamilton County School System. The type and number of schools in the County are as follows: Elementary (46); Middle (14); Middle thru High (6); Senior High (11); Kindergarten thru eight, eleven, & 12 (1)

There are 31 private and parochial schools in the Hamilton County area. The type and number of school in the County are as follows: Parochial (18); Elementary (11); Preparatory (2).

Facilities

Convention & Meeting Facilities (Capacity)

Soldiers and Sailors Memorial Auditorium (4,843); Chattanooga-Hamilton County Convention & Trade Center (312,000 sq. ft.); Tivoli Theater (1,800); UTC Roundhouse Arena (12,000); Engel Stadium (7,000); UTC Chamberlain Field (12,500); Finley Stadium (20,000); Chattanooga (25,000 sq. ft.)

Cultural Activities & Facilities

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

City-Owned Recreational Facilities

50	Parks
2	Golf Courses
16	Recreation Centers
9	Summer Playgrounds
55	Ball Fields
74	Tennis Courts
4	Swimming Pools
2	Theaters

Transportation

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

Airline carriers: American Eagle/American Airlines, Delta Airlines/ASA, Delta Airlines/Comair, The Delta Connection,

Northwest/Northwest Airlink, 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 2 US highways 7
State highways 5

Customer Services

Electric Power Board

Electric Customers.....165,275
Telephone lines15,978
Electric Rate for residential.....\$0.0681/ kw-hr

Public Works:

Solid Waste Collected (tons).....106,933
Miles of Pavement Markings (Center line).....550 miles
Signalized Intersections.....303

Interceptor Sewer System:

Net Assets.....\$231 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 (CY03).....14,934
Crime rate (per 1,000 pop.-CY03).....99.12
Parking Violations (CY04).....37,197
Moving Violations (CY04).....21,630
Calls for Service (CY04).....152,506
Average response time (CY03).....7.9 min

Fire Protection

Sworn Officers.....385
Fire Stations.....17
Front Line Ladder Trucks.....2
Front Line Fire Engines.....11
Front Line Quints (Engine/Truck Combination).....11
Fire Responses.....5,143
EMS Responses.....4,556
Average Response Time.....5.11 min.

Economic

Bond Ratings

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

Building Permits Issued & Value

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
2003.....2,597.....\$345,741,832
2004.....11,803.....\$496,000,000

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 NON-MANUFACTURERS		
<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
Hamilton County Dept. of Education	5,070	Elementary & Secondary Schools
Blue Cross BlueShield of TN	3,808	Insurance
Erlanger Medical Center	3,217	Hospital
UnumProvident Corporation	2,930	Insurance
Memorial Hospital	2,615	Hospital
City of Chattanooga	2,487	Government
CIGNA HealthCare	2,154	Insurance
U.S. Xpress Enterprises Inc.	1,600	Trucking
Bi-Lo, Inc.	1,228	Grocery Store
Hamilton County Government	1,119	Government

TOP MANUFACTURERS		
<u>Employer</u>	<u>Number of Employees</u>	<u>Type of Service</u>
McKee Foods Corp.	3,300	Cakes & Cookies
Synthetic Industries	1,931	Carpet Backing
Pilgrim's Pride Corporation	1,610	Process Boiler Chickens
Roper Corporation	1,600	Cooking Ranges
Tennessee Valley Authority	1,096	Utility Electric Service
Astec Industries, Inc.	1,069	Asphalt & Dust Collectors
Olan Mills Inc.	664	Portrait Studio
Alstom Power	529	Boilers
Mueller Company	517	Valves
Burner Systems International	500	Gas Appliance

City Officials as of July 1, 2005

Mayor: Ron Littlefield

Chief of Staff: Dan Johnson

City Council:

Linda Bennett	District 1	Marti Rutherford	District 6
*Sally L. Robinson	District 2	Manuel Rico	District 7
Dan B. Page	District 3	**Leamon Pierce	District 8
W. Jack Benson, Sr.	District 4	Yusuf A. Hakeem	District 9
John P. Franklin, Jr.	District 5		

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

Legal: Randall Nelson, City Attorney

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



Department Administrators and Directors:

Finance & Administration:
Daisy W. Madison, Administrator

Police: Steve Parks, Chief
Freeman Cooper, Executive Chief

Fire: Jim M. Coppinger, Chief
Kelvin Flint, Deputy Chief

Public Works:
Steven C. Leach, Administrator
Donald L. Norris, Deputy Administrator

Parks & Recreation:
Rob Healy, Administrator

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

Personnel:
Donna Kelley, Administrator
Susan Dubose, Deputy Administrator

Neighborhood Services:
Beverly Johnson, Administrator
Steven Hargis, Assistant Administrator

Education, Arts & Culture:
Missy Crutchfield, Administrator
Bill Bond, Deputy Administrator

Chattanooga-Hamilton County Bicentennial Library:
David Clapp, Director

Regional Planning Agency:
Barry Bennett, Director

Air Pollution Control:
Robert H. Colby, Director

Scenic Cities Beautiful:
Jeanette Eigelsbach, Director

*Chairman

**Vice-Chairman



photo by: David Andrews

CHATTANOOGA CITY COUNCIL



DISTRICT 1
Linda G. Bennett



DISTRICT 2
Sally L. Robinson,
Chairman



DISTRICT 3
Dan B. Page



DISTRICT 4
W. Jack Benson, Sr.



DISTRICT 5
John P. Franklin, Jr.



DISTRICT 6
Marti Rutherford



DISTRICT 7
Manuel Rico



DISTRICT 8
Leamon Pierce,
Vice Chairman



DISTRICT 9
Yusuf A. Hakeem

MeetUS

Mayor Ron Littlefield

Mayor Littlefield was sworn into office on April 18, 2005. He brought with him many years of experience in City Government and urban planning. Though his license is now retired, Mayor Littlefield was a Realtor, specializing in Commercial and Industrial Development, in both Tennessee and Georgia from 2000 to 2002. He has been an instructor at the University of Tennessee at Chattanooga, as well, teaching a summer postgraduate course on metropolitan politics and policies.

Mayor Littlefield has served in several previous capacities within government, including:

- Member, Chattanooga City Council (Chairman FY 2002-2003)
- Acting Director of Planning and Development, Walker County, GA, 1997-2000
- Chairman, Chattanooga City Council, 1990
- Commissioner of Public Works, Chattanooga, TN, 1987
- Economic Development Coordinator, City of Chattanooga, TN, 1979
- Director of Current Planning and Operations, Chattanooga-Hamilton County Regional Planning Commission, 1977
- Senior Planner, Chattanooga-Hamilton County Regional Planning Commission, 1974
- Planner-in-Charge, Tennessee State Planning Office, 1969

Mayor Littlefield has worked with many planning, research, and urban-development projects, including:

-Subcontractor on master plan for Chattanooga Metropolitan Airport, as consultant with Parsons Brinckerhoff - Subcontractor on engineering feasibility study of the Atlanta-Chattanooga MagLev High Speed Rail Proposal, as a consultant with Parsons Transportation Group - Market Development/Government Relations with Infrastructure Services Inc. - Consultant/Public Sector with Roadtec Inc. - Executive Director, Chattanooga Venture - General Manager, Chattanooga Area Economic Development Council - Field Office Director, Research Triangle Institute - Incorporator and Charter Member of the Board of Directors, Chattanooga Museum of Regional History.- Incorporator, Southeast Tennessee Local Development Corporation - Chattanooga-Hamilton County Business Development



Center (Proposed original idea and facilitated early efforts as an outgrowth of the 3M/GE sale brokered while serving as Economic Development Coordinator.) -Hamilton County Riverport and Industrial Park (As member of the public development team, obtained funds and contracted for necessary archaeological studies, etc.) - Bonny Oaks Industrial and Office Park (As member of the public development team, secured funding and facilitated early architectural and engineering design) - Special Consultant to the City of Chattanooga for the Chattanooga-Atlanta High Speed Rail Initiative

In private life, Mayor Littlefield and his wife Lanis have been married for 37 years. They grew up in the same community and even attended the same elementary school. The couple dated in high school and married during Ron's senior year at Auburn University, where he earned a Bachelor of Science degree in Business Administration in 1968.

After college, the couple moved to Chattanooga in 1968. For more than 30 years, the Littlefields have lived in the same home in the Glendon Place neighborhood in Brainerd. They have two adult sons: Derek 35 and Zack 30.

Mayor & Mrs. Littlefield are active members of Calvary Chapel, participate in the building program for the church and lead a small group Bible study.

Council Members

Linda Bennett, District 1

Linda Bennett was elected to the Council in March 2005, in her first attempt at elected office. Linda is a lifelong resident of Chattanooga. She grew up in the Falling Water community and graduated from Red Bank High School. Linda has 21 years of experience in sales and marketing, working as a National Technical Training Director and currently as a Sales Director for Mary Kay Cosmetics. She is Vice President of Programs of the North Chattanooga Chamber Council and serves on the Executive Board. Linda was a founding member of the Northside Community Association; she volunteers for Moccasin Bend Hospital's activities therapy program and is a past board member of the Northside Neighborhood House. Linda has a passion to help citizens lead their community and values the opportunity to be their voice in District One. Ms. Bennett is a member of St. Paul's Episcopal Church. She loves the outdoors and is a regular Bike2Work participant. Her two grown children also reside in the Chattanooga area.

District 1 consists of the following precincts: Lookout Valley 1 & 2; Moccasin Bend; Mountain Creek 1, 2 & 4; North Chattanooga 2; Northwoods North 2.

Phone: 425-7858

Address: 320 Pine Ridge Rd. -- Chattanooga, TN 37405

Sally L. Robinson, District 2, Chairman

Sally Robinson, the current Council Chairman, 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 The 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.

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

Phone: 757-5196

Address: 1136 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 42 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, and 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.

District 3 consists of the following precincts: Dupont; Hixson 1, 2, 3; Murray Hills; Northwoods 3 & 4; Northwoods North 1.

Phone: 757-5196

Address: 3000 Hamill Road - 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. 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.

District 4 consists of the following precincts: Concord 1 & 2; East Brainerd 1 & 2; Ooltewah 3; Tyner 1.
Phone: 757-5196
Address: 2302 Laurelton Creek Lane – Chattanooga, TN 37421

John P. Franklin, Jr., District 5

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 Directors Association. He has served on numerous boards including Partners for Academic Excellence, Chamber of Commerce, Jewish Community Center, and Zoning Board of Appeals for Variance and Special Permits. The Councilman is interested in improving the climate for new and existing business and upgrading property values in his district. Duke is an avid golfer.

District 5 consists of the following precincts: Bonny Oaks; Brainerd 2; Dalewood; Kingspoint; Lake Hills; Woodmore.
Phone: 757-5196
Address: 2233 Nimitz St. – Chattanooga, TN 37406

Marti Rutherford, District 6

Councilwoman Marti Rutherford is serving her third term on council, having previously served 2 terms from 1993 - 2001. Marti is a real estate broker and currently serves as Vice Chair of the Board of the Southside and Dodson Avenue Health Centers. She has been an officer or board member on a number of civic organizations focused on mental health, race relations, the arts, the disadvantaged, and children. She worked for the revitalization of Eastgate Mall and its conversion to a town center in the heart of her district. Her number one concern is neighborhood revitalization. She is a native Chattanooga - a graduate of GPS and the University of Tennessee at Chattanooga and a member of First Presbyterian Church.

District 6 consists of the following precincts: Airport 1, 2 & 4; Brainerd Hills; Concord 3; Eastgate 2; Sunnyside; Tyner 2 & 4.
Phone: 425-7852
Address: 3442 Alta Vista Dr. – Chattanooga, TN 37411

Manuel Rico, District 7

Councilman Rico was elected to the council in 2005. He has owned Rico Monuments, located in St. Elmo at the foot of Lookout Mountain, since 1985. He has been an active member of the community, including the Sertoma Club, the American Red Cross, and the city's Human

Rights and Relations Commission, having served as chairman. He is married with one son and three grandchildren.

District 7 consists of the following precincts: Alton Park; Cedar Hill; East Lake; Howard; Piney Woods; St. Elmo 1 & 2.
Phone: 425-7856
Address: 1616 West 52nd St. – Chattanooga, TN 37409

Leamon Pierce, District 8, Vice Chairman

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 lineman with TVA and six years with the Electric Power Board where he became the company's first Black lineman. He has been an activist for equal opportunity through many years of service with the NAACP, the Action Coordinating Council, Operation PUSH and the Unity Group.

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

District 9 consists of the following precincts: Amnicola; Bushtown; East Chattanooga 1; Eastdale 1 & 2; Glenwood; Highland Park; Missionary Ridge.
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 2009 (their current terms run from April, 2005 until April, 2009).

Management & Budget Staff

Daisy W. Madison, CPA, CGFM, City Finance Officer

Daisy W. Madison was hired as Deputy Finance Officer in 1992 and recently appointed to the position of City Finance Officer under the Littlefield administration in 2005. She is a Certified Public Accountant with over 22 years of experience in financial accounting and auditing which include 10 years as staff auditor for the U.S. General Accounting Office, Arthur Anderson & Company and audit manager for the internal audit division of Hamilton County government. Prior to coming to the City, she served as Director of Financial Management for Hamilton County government for over 10 years. Mrs. Madison initiated the first successful attempt by the City to obtain the GFOA certificate of achievement in financial reporting and the first GFOA Budget Award which was instrumental in the city's achieving an upgraded bond rating. She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her husband of 27 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 her appointment to the position of Budget Officer, her career with the City began in 1980 where she started out in Payroll, moving to Budget in 1984 as a Budget Analyst, then gaining promotion to Senior Budget Analyst. In addition to major budget duties, she monitors all City Investments, performs Revenue and Bond Analysis, including gathering data for official statement preparation. 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 Police and Neighborhood Services. Prior to joining the City, she was a Business Analyst for the City of Charleston (South Carolina). Simone holds a Bachelor of Science in Accounting from Clemson University (SC). She serves as a reviewer for the GFOA's Distinguished Budget Awards Program. Her other activities include serving as Member 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 parents of two year old triplets. **Office Phone: 757-0534**

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

Chris Haley was hired as a Budget Analyst in 1996. His areas of responsibility include selected General Government accounts, Parks & Recreation, Education, Arts, & Culture, Community Development, and the Pension Fund. Prior to coming to the City, he worked in internal audit for Hamilton County. In addition to obtaining a CFA (Chartered Financial Analyst), he holds a BS in accounting from the University of Tennessee at Chattanooga and a MBA from Middle Tennessee State University. **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 Fire and Public Works. He has been married to the former Teena Andrews for twenty-one years with three cats (Ernest T. Bass, Little Miss, and Arthur). **Office Phone: 757-0535**

Beverly J. Adams, Management & Budget Analyst

Beverly Adams was hired in February 2001 as a Budget Analyst. She handles budgets for General Government, Human Services and selected joint funded agencies (Air Pollution, Regional Planning Agency, 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. Beverly married Marcus Adams in December 2003, and they are the proud parents of one year old Joshua. **Office Phone: 757-4751**

Preciosa G. Goduco, CGFM, Management & Budget Analyst

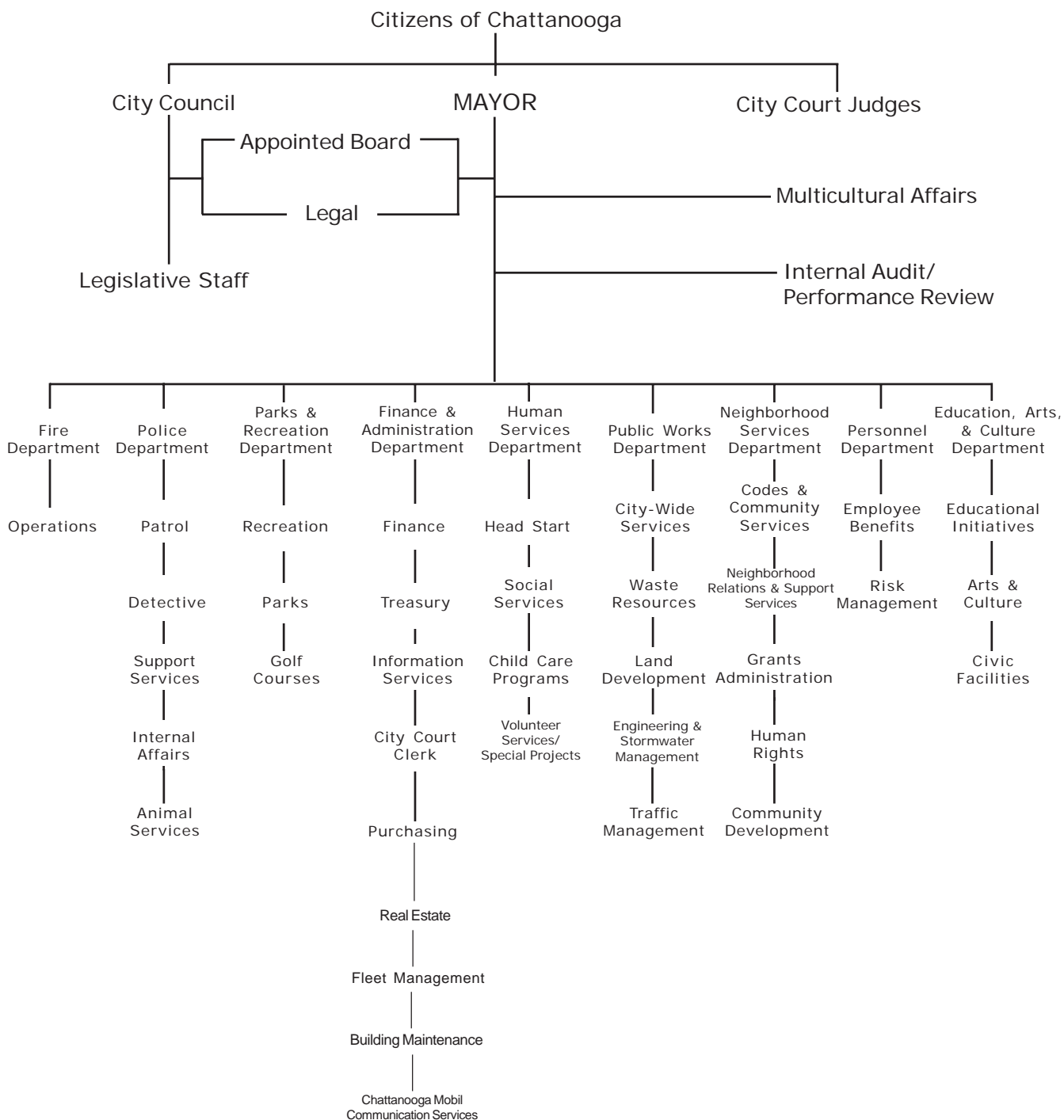
Preciosa Goduco joined the city in March, 1984 as an Internal Auditor. In 2003, she was transferred to the Management and Budget Analysis staff. She handles budgets for Finance & Administration and Debt Service. Prior to working with the city, she was a supervising senior with Carlos J. Valdes & Co., CPAs 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., CPAs in Tokyo, Japan for 16 months. She holds a BS in Commerce with a major in accounting from the College of the Holy Spirit and a CPA certification in the Philippines. **Office Phone: 425-6215**

Edward F. Wellmann, Management & Budget Analyst

Ed Wellmann was hired by the City in May of 2005. Prior to that he held various engineering and managerial positions with the Tracerco division of ICI Americas, Inc. in Houston, TX and Sarnia, Ontario, Canada. His areas of responsibility include Fleet Services, Personnel, and Interceptor Sewer. He holds a Bachelor of Science degree in Chemical Engineering from Mississippi State University. **Office Phone: 425-7874**



Organizational Chart



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

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

The 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 Management & Budget Analysis 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 Management & Budget Analysis Section 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 through the end of the fiscal year. Each increase requested in appropriations by a department or agency must be accompanied by a detailed justification. 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 Management & Budget Analysis Section prepares these revenue estimates working in conjunction with the various departments and outside agencies or governmental units who 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 to turn in their budget requests to the City Finance Office. During this time, their budgets are finalized by their budget personnel working closely with the Management & Budget Analyst assigned to their department. The goals and objectives of each activity are formalized, and the financial means to accomplish them are incorporated into their budgets. When presented to the City Finance Office, a department's budget consists of Budget Forms for each activity within the department, overlaid with a departmental summary form. The department's overall goals and objectives are stated here on the summary forms.

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

Then, 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.

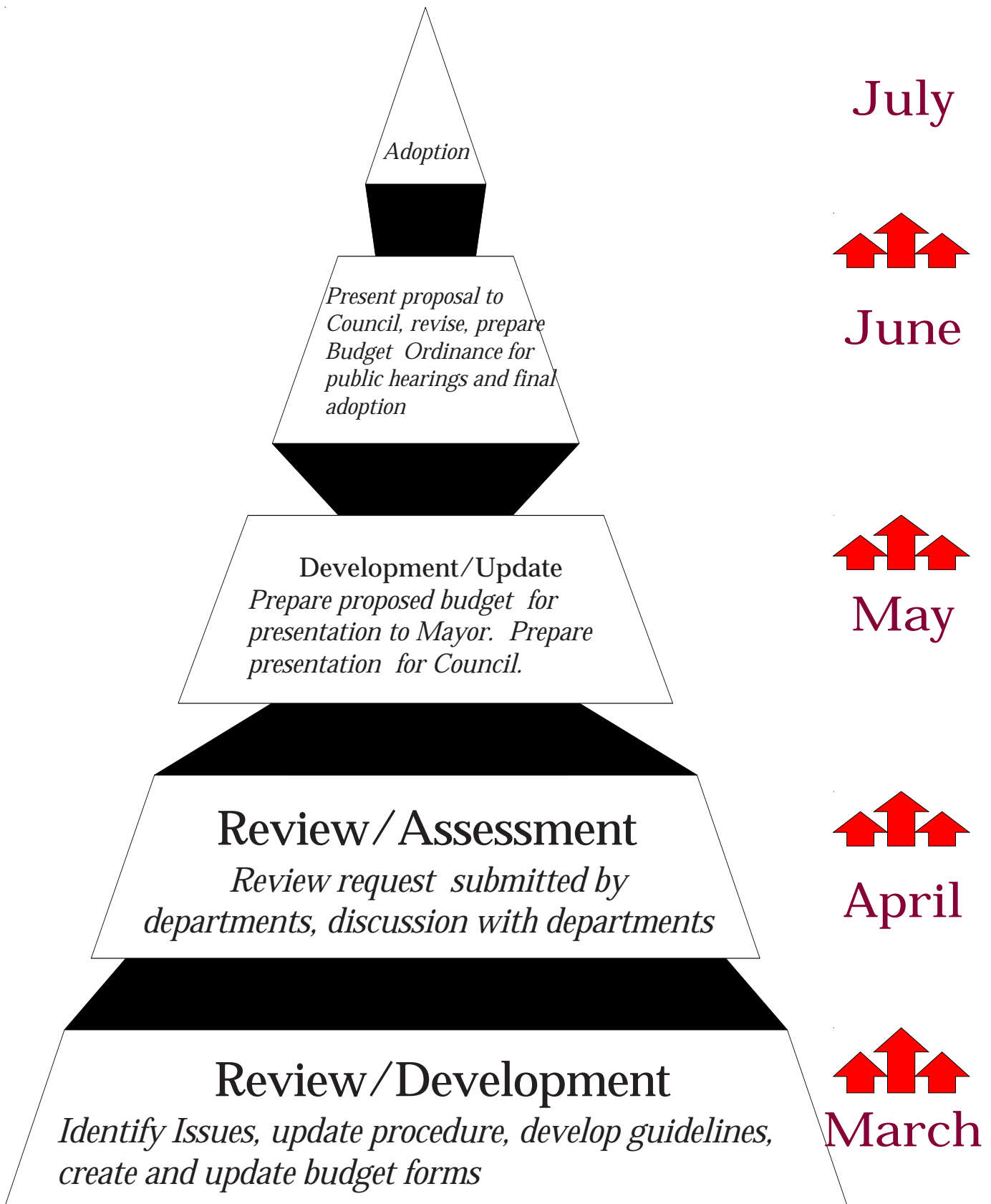
During May and June, the City Council hears budget requests from agencies and departments at its regularly scheduled meetings. Prior to July 1, the City adopts an interim budget appropriating funds for the usual and ordinary expenses of the City government in an amount not to exceed one-twelfth of the 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. 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.

The Budget Pyramid Approach Model



S M T W T F S

January 2005

1
2 3 4 5 6 7 8
9 10 11 12 13 14 15
16 17 18 19 20 21 22
23 24 25 26 27 28 29
30 31

February 2005

1 2 3 4 5
6 7 8 9 10 11 12
13 14 15 16 17 18 19
20 21 22 23 24 25 26
27 28

March 2005

1 2 3 4 5
6 7 8 9 10 11 12
13 14 15 16 17 18 19
20 21 22 23 24 25 26
27 28 29 30 31

April 2005

1 2
3 4 5 6 7 8 9
10 11 12 13 14 15 16
17 18 19 20 21 22 23
24 25 26 27 28 29 30

May 2005

1 2 3 4 5 6 7
8 9 10 11 12 13 14
15 16 17 18 19 20 21
22 23 24 25 26 27 28
29 30 31

June 2005

1 2 3 4
5 6 7 8 9 10 11
12 13 14 15 16 17 18
19 20 21 22 23 24 25
26 27 28 29 30

S M T W T F S

July 2005

1 2
3 4 5 6 7 8 9
10 11 12 13 14 15 16
17 18 19 20 21 22 23
24 25 26 27 28 29 30
31

August 2005

1 2 3 4 5 6
7 8 9 10 11 12 13
14 15 16 17 18 19 20
21 22 23 24 25 26 27
28 29 30 31

September 2005

1 2 3
4 5 6 7 8 9 10
11 12 13 14 15 16 17
18 19 20 21 22 23 24
25 26 27 28 29 30

October 2005

1
2 3 4 5 6 7 8
9 10 11 12 13 14 15
16 17 18 19 20 21 22
23 24 25 26 27 28 29
30 31

November 2005

1 2 3 4 5
6 7 8 9 10 11 12
13 14 15 16 17 18 19
20 21 22 23 24 25 26
27 28 29 30

December 2005

1 2 3
4 5 6 7 8 9 10
11 12 13 14 15 16 17
18 19 20 21 22 23 24
25 26 27 28 29 30 31

January
18-28 Preliminary prep work for budget documents
31 Target cut off for CY actuals on budget forms

February
1-4 Budget staff prepares on-line presentation for Depts
7 Budget forms available on-line to all Depts
7 Salary projections distribution to Depts

March
11 Deadline for Budget 2005 submissions along with goals and accomplishments
14-30 Budget review and discussions with departments
31 In-house budget sessions to balance budget 2005
31 Revenue projection target date

April
4-15 In-house budget sessions to balance budget 2005
22 Proposed balance budget to Mayor
25-29 Discussions w/Mayor

May
2-13 Discussion with the Mayor
11 City/County Joint Budget Hearing
24 Presentation of Budget to Council with PowerPoint

June
7&14 Council Finance Committee review/questions

August
9 Council approval 1st reading
16 Council approval 2nd & 3rd reading
17-18 Budget Roll to upload new budget
22 Budget Staff start work on CABR

September
Budget staff work on CABR 2006

November
7 Deadline date for CABR submission to GFOA

Budget Policies

Providing basic public services and facilities necessary to meet the current and future needs of its citizens are the City's highest priorities. 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 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 her 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 05/06 Operating Budget:

Budget Requests for FY 06 will be submitted on line item (Account) basis. All departments should present two budget requests, one with a 0% growth and one with a 5% decrease in total operating costs. The adopted FY2005 budget is the baseline. Flexibility is allowed in how this is achieved through a combination of salary and operating costs. 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 04/05 expenditures less any one time nonrecurring expenditures.

- a. Request for one time, unavoidable costs that are anticipated for FY 05/06 will be included in the Additional Requests with justification.
- b. Requests for recurring unavoidable increases, including such items as street lighting, other utilities, pension costs, FICA, etc., will be included in the Maintain Budget Requests.

Personnel Issues:

- a. Maintain Requests for Salaries & Wages will include all positions authorized at the current Pay Plan Amount. The department is

- encouraged to maintain frozen or unfilled positions from FY05 as part of the 0% growth and 5% reduction budget requests. 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. Salary increases are provided for by Projections, which will be entered by the Management & 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. No increase in positions or position reclassifications will be considered in the 2005-2006 budget without a corresponding reduction/reclassification in existing positions resulting in the same or reduced cost to the city.
 - i. Request for new and/or additional positions (including reclassifications) must be submitted to Personnel for review no later than Friday, March 25, 2005. 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 05/06 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 the City Garage. Parts will be billed by the Garage at a 25% markup. Labor cost has been set at \$55.00 per hour. Vehicle maintenance cost expenses should be based on hours experienced during FY 04/05 execution. The price factor to be used for forecasting fuel costs is \$2.65 per gallon for gasoline and \$2.55 per gallon for diesel. This reflects a \$1.25 per gallon price increase for gasoline and a \$1.20 per gallon price increase for diesel over FY05 budgeted rates for fuel. During FY06, the fuel cost will fluctuate as the market rate changes.

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

General Pension:	6.67%
Fire & Police Pension:	19.60%

CIGNA Healthcare premium net of employee contribution (monthly):

Individual	\$233.39
Subscriber + Child	\$389.75
Subscriber + Spouse	\$476.09
Family	\$660.46

Life Insurance Coverage: \$0.305 per \$1,000 coverage/month. Maximum Coverage: \$50,000.

Long-Term Disability:
\$0.61 per \$100 coverage per month. One-half of premium cost is paid by the General Pension Board. Cost to the City is \$.305 per \$100.

FICA	6.20%
Medicare	1.45%

Union Pensions:	
Operating Engineers	\$1.22/hour
Laborers	\$0.95/hour

Anticipated increase in utility cost during FY06
Electricity: 0% Natural Gas 5% Water: 0%

Budget Execution Guidance

1. Descriptions, Goals & Objectives, and Performance Measures for each activity in FY05 will be available by February 7, 2005. Please update, where necessary, for FY06 as they are included in the City's Comprehensive Annual Budget Report submitted to the Mayor and City Council as well as the Government Finance Officers Association. Please return updated Descriptions and Goals & Objectives information no later than March 11, 2005. Performance Measures are due back with the budget submission on March 11, 2005.

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

3. The budget submission will not be complete or considered if Descriptions, Goals & Objectives are not submitted timely as they will become part of the decision making process for budget approval in FY06.

4. Total Budget request information for FY06 is due back to the Budget Office by Friday, March 11, 2005.

Revenue Policies

The City of Chattanooga's revenue programs are administered by the Management & Budget Section of the Department of Finance & Administration. The Budget Section adheres to long-standing principles which insure stability and financial health. The cornerstone of these principles followed by the City is an air of conservatism. The City never has, 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 Division, as represented in the City of Chattanooga Comprehensive Annual Financial Report and include:

2.1 Funds

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

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

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

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

4.1 Safety. Safety of principal is the foremost objective of the investment program. Investments of the City of Chattanooga shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, 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 market risk.

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

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

10.0 Collateralization. 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.

Accounting, Auditing, and Financial Reporting Policies

An independent audit will be performed annually.

The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board.

The City will maintain a strong internal audit capability.

Capital Budget Policies

The City shall invest a percentage of its general operating funds to finance ongoing infrastructure maintenance, repair and replacement programs, and to implement approved plans that foster economic and neighborhood development each year.

The City will develop a multi-year plan for ongoing capital improvements, update it annually, and make all capital improvements in accordance with the plan. Funding of repair and replacement schedule projects will have funding priority before discretionary capital projects.

Capital improvement projects which violate the principles and concepts of an adopted City plan or which duplicate other public and/ or private services will not be considered.

The City Council will use the following criteria to evaluate the relative merit of each capital project:

Projects which will increase property values in a neighborhood, residential or business district; Projects identified by a priority board or a department as important; Projects which will directly benefit a community development area of the City; Projects which are part of a multi-year funding commitment; Projects which are an element of an approved master plan adopted by City Council; Projects which result in the creation of permanent jobs and/or generate additional net revenue to the city; Projects specifically included in an approved replacement schedule.

Legal Requirements

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

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

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

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

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

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

(5) a statement of pending capital projects and proposed new capital projects, relating to respective amounts proposed to be raised therefore by appropriations in the budget and the respective amounts, if any, proposed to be raised therefore by the issuance of bonds during the fiscal year; and

(6) such other supporting schedules as the governing body deems necessary, or otherwise required by law.

The City Code of the City of Chattanooga also provides requirements for a budget. Following is an excerpt from Chapter III, Chattanooga City Code:

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



Budget Ordinance

ORDINANCE NO. 11728

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS “THE FISCAL YEAR 2005-2006 BUDGET ORDINANCE”, TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2005, AND ENDING JUNE 30, 2006, 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 7-1, 7-8, 18-103, 18-105, 18-123, 18-124, 31-36, 31-41, and 31-43.

WHEREAS, Pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee, the revenue has been estimated for operating the Municipal Government for the fiscal year 2005-2006 from all sources to be as follows:

PROPERTY TAXES:

	<u>FY04</u> <u>Actual</u>	<u>FY05</u> <u>Projected</u>	<u>FY06</u> <u>Proposed</u>
Current Taxes on Real & Personal Property	\$77,199,656	\$79,709,673	\$80,650,402
Taxes on Real & Personal Property - Prior Years	3,830,420	3,597,953	3,200,000
CHA - In Lieu of Taxes	29,994	29,994	29,994
TVA - In Lieu of Taxes	1,070,298	1,144,642	1,161,811
Electric Power Board - In Lieu of Taxes	2,928,731	2,827,923	2,901,037
Electric Power Board Telecomm – In Lieu of Taxes	199,508	210,781	240,138
Chattanooga Labeling System – In Lieu of Taxes	9,151	8,928	8,928
E I Dupont – In Lieu of Taxes	252,664	248,760	248,760
Metals USA - In Lieu of Taxes	40,839	40,839	40,839
Burner Systems - In Lieu of Taxes	24,540	25,859	24,396
Messer Griesheim Ind – In Lieu of Taxes	64,272	66,414	66,414
T B Wood’s Inc – In Lieu of Taxes	15,529	7,274	7,274
Regis Corporation - In Lieu of Taxes	48,010	49,919	44,382
Pavestone Company – In Lieu of Taxes	21,561	0	0
JRB Company In Lieu of Taxes	45,689	42,383	41,552
Chattem, Inc In Lieu of Taxes	21,664	32,006	32,006
Covenant Transport – In Lieu of Taxes	23,526	23,505	23,505
Signal Mountain Cement – In Lieu of Taxes	517,697	428,892	428,892
Kenco Group, Inc - In Lieu of Taxes	82,373	86,137	86,137

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
Total Other – In Lieu of Taxes	32,706	31,619	35,277
Corporate Excise Taxes – State (Intangible Property)	103,564	182,611	141,443
Interest & Penalty on Current Year Taxes	111,770	131,963	67,000
Interest & Penalty on Delinquent Taxes	359,074	482,438	450,000
Delinquent Taxes Collection Fees	163,202	161,553	188,000
Interest - Bankruptcy Claim Delinq Tax	<u>0</u>	<u>22,341</u>	<u>0</u>
TOTAL PROPERTY TAXES	\$87,196,438	\$89,594,407	\$90,118,187
<u>OTHER LOCAL TAXES:</u>			
Franchise Taxes – ComCast Cable	\$1,399,783	\$1,411,908	\$1,426,000
Franchise Taxes – Chattanooga Gas	254,805	253,850	254,000
Liquor Taxes	1,528,939	1,605,459	1,662,014
Beer Taxes	4,553,269	4,581,700	4,633,840
Local Litigation Taxes - City Court	<u>5,799</u>	<u>5,176</u>	<u>5,400</u>
TOTAL OTHER LOCAL TAXES	\$7,742,595	\$7,858,093	\$7,981,254
<u>LICENSE, PERMITS, ETC.:</u>			
Motor Vehicle Licenses	\$411,090	\$394,810	\$425,000
Parking Meters	446,796	449,486	450,000
Business Licenses (excluding Liquor)	130,285	144,000	120,000
Gross Receipts Tax	2,891,898	2,900,000	2,940,000
Fees for Issuing Business Licenses & Permits	56,821	57,000	57,000
Interest & Penalty on Business Licenses & Permits	71,882	60,000	72,000
Wrecker Permits	13,125	6,900	5,000
Building Permits	1,195,554	1,143,668	975,000
Electrical Permits	195,525	191,787	185,000
Plumbing Permits	254,151	220,388	175,000
Street Cut-In Permits	292,592	251,089	250,000
Temporary Use Permits	1,000	2,980	1,500
Sign Permits	124,499	152,636	120,000
Taxi Permits	3,055	3,700	3,700
Liquor By the Drink Licenses	115,460	114,885	120,000
Hotel Permits	2,325	2,000	2,000
Gas Permits	10,017	8,000	8,000
Liquor By the Drink – Interest & Penalty	3,472	3,420	2,500
Plumbing Examiner Fees & Licenses	36,285	35,698	25,000
Electrical Examiner Fees & Licenses	39,895	32,555	25,000
Gas Examination Fees & Licenses	48,345	45,415	35,000
Mechanical Code Permits	68,898	68,666	65,000
Permit Issuance Fees	60,990	57,320	53,790
Beer Application Fees	97,292	97,142	85,000
Annual Electrical Contractor License	63,834	61,074	64,000
Exhibitor's fees	10,312	6,806	3,500
Mechanical Exam Fee & Licenses	60,995	62,000	62,000
Gross Receipts - Interest & Penalty	2,585	8,275	0
Miscellaneous	19,357	16,872	0
Subdivision Review/Inspection Fee	<u>30,980</u>	<u>29,085</u>	<u>20,000</u>
TOTAL LICENSES, PERMITS, ETC.	\$6,759,315	\$6,627,657	\$6,349,990
<u>FINES, FORFEITURES, AND PENALTIES:</u>			
City Court Fines	\$35,437	\$33,878	\$36,500
Criminal Court Fines	205,238	220,799	192,000
Parking Ticket Fines	426,487	444,596	425,000
City Fines-Speeding	163,035	325,979	200,000
City Fines-Other Driving Offenses	175,278	221,318	215,000
City Fines-Non Driving Offenses	18,434	22,246	22,000
Air Pollution Penalties	5,369	6,405	0
Bond Forfeitures	653	1,544	0

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
Miscellaneous	4,550	14,750	0
Delinquent Parking Tickets	45,029	68,945	50,000
Delinquent Tickets – Court Cost	<u>32,649</u>	<u>50,162</u>	<u>32,000</u>
TOTAL FINES, FORFEITURES AND PENALTIES	\$1,112,159	\$1,410,622	\$1,172,500
<u>REVENUES FROM USE OF MONEY OR PROPERTY:</u>			
Interest on Investments	\$620,977	\$1,000,055	\$800,000
Sale of Back Tax Lots	<u>72,888</u>	<u>31,670</u>	<u>25,000</u>
TOTAL FROM USE OF MONEY OR PROPERTY	\$693,865	\$1,031,725	\$825,000
<u>REVENUES FROM OTHER AGENCIES:</u>			
Local Option Sales Tax-General Fund	\$22,495,211	\$23,585,866	\$24,529,206
State Beer Taxes	77,194	76,270	81,108
Hall Income Tax	1,960,081	2,149,036	1,990,672
State Sales Tax	9,144,562	9,398,986	9,989,522
State Mixed Drink Tax	1,210,027	1,347,872	1,409,234
State Gas Inspection Fees	352,187	350,173	368,798
State Maintenance of Streets	78,912	133,625	100,000
State Alcoholic Beverage Tax	73,261	72,530	78,579
Hamilton County - Radio & Electronics	130,000	147,541	156,972
Hamilton County Ross' Landing/Plaza	397,496	476,078	730,663
State – Specialized Training Funds	369,020	347,032	381,750
State – Telecommunication Sales	26,248	25,974	27,271
State — Department of Transportation	0	34,493	0
DOJ — Bulletproof Vest Program	<u>0</u>	<u>24,371</u>	<u>0</u>
TOTAL FROM OTHER AGENCIES	\$36,314,199	\$38,169,847	\$39,843,775
<u>SERVICE CHARGES FOR CURRENT SERVICES:</u>			
Current City Court Costs	\$116,932	\$219,587	\$200,000
Court Commissions	9,190	9,423	9,000
Clerk's Fees	625,273	899,002	870,000
Current State Court Costs	3,857	3,473	2,600
Court Administrative Cost	26,552	23,399	30,000
Service of Process	1,620	3,106	1,700
Processing of Release Forms	13,377	12,304	12,500
Charges for Financial Services - Electric Power Board	7,200	7,200	7,200
Variance Request Fees	7,941	11,989	9,000
Fire & Ambulance Service Fees	734	541	750
Warner/Montague Park Ballfield Fees	8,950	4,350	7,500
Fitness Center	32,370	30,992	30,000
Arts & Culture	8,822	7,334	6,000
Skateboard Park	11,023	33,000	8,500
Kidz Kamp	85,229	84,164	55,000
Therapeutic Kamp Fee	15,062	7,109	5,000
Champion's Club	23,516	23,488	20,000
Construction Board of Appeals	2,484	3,550	2,500
Zoning Letter	3,850	4,900	3,500
Sign Board of Appeals	3,600	4,135	3,500
Certificates of Occupancy	1,595	325	1,000
Sewer Verification Letter	1,450	1,450	1,000
Modular Home Site Investigation	575	175	0
Plan Checking Fee	170,994	184,755	170,000
Phased Construction Plans Review	3,502	3,022	3,500
Cell Tower Site/Location Review	3,000	4,500	4,000
Memorial Auditorium Credit Card Fees	28,206	35,300	24,000
Tivoli Credit Card Fees	5,270	8,250	8,250
Preservation Fees	27,809	61,060	100,000
Sports Program Fees	9,422	10,000	10,000

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
Non-Traditional Program Fees	1,074	8,533	5,000
OutVenture Fees	19,472	15,951	10,000
Police Reports: Fees, Accidents, etc.	156,073	132,423	140,000
Photo/ID Card Fees	11,214	11,892	15,200
Dead Animal Pick Up Fee	7,644	7,696	7,500
Misc Revenue – Reimb from General Pension Fund	25,000	25,025	25,000
Credit Card Convenience Fee	6,172	10,279	23,000
Code Compliance Letter Fee	0	110	0
TOTAL SERVICE CHARGES	\$1,486,054	\$1,913,792	\$1,831,700
<u>MISCELLANEOUS REVENUE:</u>			
Land & Building Rents	\$94,752	\$71,681	\$65,000
Dock Rental	19,443	13,685	20,000
Payroll Deduction Charges	4,973	5,548	5,000
Indirect Cost	2,579,214	2,685,866	2,685,866
Plans and Specification Deposits	5,010	4,660	3,000
Condemnation	48,208	60,966	41,000
Memorial Auditorium Rents	194,663	180,000	180,000
Memorial Auditorium Concessions	41,769	50,000	50,000
Tivoli Rents	118,191	134,652	130,000
Tivoli Concessions	14,303	16,274	20,000
Swimming Pools	30,921	36,040	25,000
Park Concessions	12,174	10,000	10,000
Frost Stadium Income	0	600	600
Recreation Center Rental	31,430	47,053	32,000
Carousel Ridership	94,673	93,414	85,000
Walker Pavilion Rents	28,570	17,468	20,000
Engel stadium	1,400	1,175	1,000
Coolidge Park Table Rents	4,759	18,735	9,300
Recreation Center Concessions	12,017	13,980	13,000
City Softball Program Fees	17,755	10,000	20,000
Other Miscellaneous Revenue	942,267	191,187	160,000
Auditorium Box Office	96,829	98,974	65,000
Tivoli Box Office	24,384	28,000	30,000
Sale of Equipment	199,634	55,889	65,000
Loss & Damage	179,846	183,618	180,000
Sale of Scrap	38,198	54,232	35,000
Miscellaneous Revenue	25,556	20,604	25,000
Greenway Facilities Rent	14,013	8,850	10,000
Outside Sales – Radio Shop	38,638	73,562	94,066
Memorial Auditorium OT Reimbursement	12,758	14,525	8,000
Tivoli Theatre OT Reimbursement	4,805	7,770	4,000
TOTAL MISCELLANEOUS REVENUE	\$4,931,153	\$4,209,008	\$4,091,832
Transfers - In	\$204,617	\$0	\$0
TOTAL GENERAL FUND REVENUE	<u>\$146,440,395</u>	<u>\$150,815,151</u>	<u>\$152,214,238</u>
TOTAL GENERAL FUND ESTIMATED REVENUE	<u>\$146,440,395</u>	<u>\$150,815,151</u>	<u>\$152,214,238</u>

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 2005 at a rate of \$2.202 upon every \$100.00 in assessed value of such taxable property based on valuation determined by the quadrennial property reappraisal; 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 2005 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, 2005, and shall become delinquent MARCH 1, 2006, 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.

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, 2005, 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

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
Department of Finance & Administration	\$ 7,947,938	\$ 8,065,154	\$ 8,804,945
Department of Police	36,361,548	36,417,878	38,883,221
Department of Fire	24,044,462	24,453,260	25,722,775
Department of Public Works	26,494,100	27,288,624	27,662,751
Department of Parks & Recreation	10,498,256	10,687,937	10,055,886
Department of Personnel	5,152,684	5,476,778	6,684,279
Department of Neighborhood Services	1,510,194	2,626,518	1,827,966
General Government & Supported Agencies	28,974,703	32,489,929	29,619,077
Department of the Executive	1,234,495	1,288,841	1,432,397
Department of Education, Arts, & Culture	<u>0</u>	<u>0</u>	<u>1,520,941</u>
 TOTAL	 <u>\$142,218,380</u>	 <u>\$148,794,919</u>	 <u>\$152,214,238</u>

DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office	\$ 1,686,291	\$ 1,685,565	\$ 1,982,210
Information Services	2,483,693	2,671,375	2,636,621
City Treasurer	504,495	509,740	584,131
Telephone System	229,431	178,834	183,600
City Court Clerk – Operations	916,146	810,877	907,611
City Court Clerk's Office – Space Cost	109,500	125,000	125,000
Telecommunications Operations	128,256	131,971	145,744
Building Maintenance	575,930	587,234	693,561
Chattanooga Mobile Communication Services	362,971	384,438	426,676
Purchasing	782,117	835,806	838,193
Real Estate – Administration	117,634	109,759	173,098
Real Estate – Property Maintenance	<u>51,474</u>	<u>34,555</u>	<u>108,500</u>
 TOTAL	 \$ 7,947,938	 \$ 8,065,154	 \$ 8,804,945

DEPARTMENT OF POLICE

Chief of Police	\$1,443,499	\$ 1,589,626	\$2,102,199
Uniform Services Command Office	496,892	365,612	350,646
Sector 1	5,813,825	5,666,253	6,338,782
Sector 2	3,917,241	3,616,997	3,901,477
Sector 3	4,077,030	3,698,921	3,878,502
Community Services	853,422	477,652	539,712
Special Operations Division	1,120,157	1,377,549	1,743,427
Animal Services	1,057,431	0	1,030,409
Park Security	59,642	103,555	378,115
Investigative Services	4,621,363	6,171,682	5,720,901
Resource Officers	0	511,835	370,544
Support Services	501,691	291,192	236,802
Training Division	3,269,069	3,089,473	3,936,949
Technical Services	1,705,577	1,836,655	1,326,819
Operation Support Services	3,927,824	4,055,198	3,878,292

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
Budget & Finance	662,806	998,243	785,517
Facilities, Securities & Fleet Mgmt	<u>2,834,079</u>	<u>2,567,435</u>	<u>2,364,128</u>
TOTAL	\$ 36,361,548	\$ 36,417,878	\$ 38,883,221
 <u>DEPARTMENT OF FIRE</u>			
Fire Operations	\$ 23,157,592	\$ 23,665,479	\$ 25,465,475
Utilities	<u>886,870</u>	<u>787,781</u>	<u>257,300</u>
TOTAL	\$ 24,044,462	\$ 24,453,260	\$ 25,722,775
 <u>DEPARTMENT OF PUBLIC WORKS</u>			
Administration	\$ 892,794	\$ 997,772	\$ 1,024,997
City Engineer	1,736,237	1,826,786	1,701,773
Emergency	705,973	740,135	738,180
Sewer Construction & Maintenance	1,870,621	2,054,578	2,041,157
Street Cleaning	1,905,673	2,056,939	2,016,107
City Wide Services	928,670	935,700	1,001,264
Waste Pick-up Brush	2,704,319	2,653,218	2,475,591
Waste Pick-up Garbage	2,988,970	3,342,026	3,096,074
Municipal Forestry	461,515	490,752	521,115
Land Development Office	1,661,873	1,787,539	2,459,541
Board of Plumbing Examiners	2,824	1,356	2,250
Board of Electrical Examiners	24,185	22,630	18,920
Board of Mechanical Examiners	938	1,316	1,500
Board of Gas Fitters	3,332	4,480	3,200
Board of Appeals & Variances	7,365	8,605	10,000
Traffic Engineering Administration	663,291	603,450	709,116
Street Lighting	2,486,592	2,311,300	2,336,408
Traffic Control	1,697,456	1,601,413	1,732,349
Public Works Utilities	142,624	140,548	136,312
Brainerd Levee 1, 2, 3	52,360	94,787	54,800
Orchard Knob Storm Station	24,452	28,680	30,930
Minor Storm Station	16,068	18,907	20,800
Solid Waste Subsidy	4,832,016	4,881,755	4,846,415
Storm Water Subsidy	<u>683,952</u>	<u>683,952</u>	<u>683,952</u>
TOTAL	\$ 26,494,100	\$ 27,288,624	\$ 27,662,751
 <u>DEPARTMENT OF PARKS & RECREATION</u>			
Administration	\$ 771,993	\$ 580,066	\$ 742,256
Public Information	75,361	87,774	95,713
Senior Neighbors A.O.	58,916	58,916	58,916
Greater Chattanooga Sports Committee. A.O.	75,000	75,000	30,000
Inner City Ministry A.O.	18,500	18,500	18,500
Downtown Partnership A.O.	0	75,000	0
Outdoor Chattanooga	0	148,199	161,270
Skatepark	0	25,390	0
Recreation Facility Management	3,076,550	3,329,826	3,336,918
Fitness Center	304,585	295,137	253,735
Urban & Community Recreation	35,699	46,490	47,251
OutVenture	109,689	106,690	119,870
Sports	33,743	36,364	31,537
Champion's Club	230,737	204,389	214,906
Aquatics	135,458	150,661	159,731
Therapeutic Recreation	0	0	68,639
Parks & Athletic Fields	809,091	789,775	762,721
Tennessee Riverpark – Downtown	767,576	885,000	1,310,127

	<u>FY04 Actual</u>	<u>FY05 Projected</u>	<u>FY06 Proposed</u>
Buildings & Structures	905,530	804,410	833,581
Carousel Operations	52,209	101,683	96,126
Parks & Facilities	514,916	499,444	430,008
Landscape	387,557	372,171	423,270
TN Riverpark Security	48,875	0	0
City Wide Security	84,110	85,352	82,184
Athletic Facilities	347,096	299,024	308,577
Memorial Auditorium	398,116	370,774	0
Civic Facilities Concessions	31,019	34,141	0
Tivoli Theatre	280,092	219,701	0
Civic Facilities Administration	464,434	536,916	0
Arts & Culture	92,204	29,176	0
Chattanooga Zoo	<u>389,200</u>	<u>421,968</u>	<u>470,050</u>
TOTAL	\$ 10,498,256	\$ 10,687,937	\$ 10,055,886
<u>DEPARTMENT OF PERSONNEL</u>			
Administration	\$ 883,250	\$ 951,186	\$ 989,974
Wellness Initiative	285,468	312,986	313,800
Physicals	98,614	98,444	116,200
Employee Benefit	333,289	308,907	332,205
Employee Insurance	3,477,183	3,729,515	4,853,500
Job Injuries	<u>74,880</u>	<u>75,740</u>	<u>78,600</u>
TOTAL	\$ 5,152,684	\$ 5,476,778	\$ 6,684,279
<u>DEPARTMENT OF NEIGHBORHOOD SERVICES</u>			
Neighborhood Service – Administration	\$ 241,647	\$ 318,682	\$ 372,369
Grants Administration	0	0	140,804
Codes & Community Services	766,342	791,706	812,437
Human Rights	0	0	34,818
Neighborhood Relations & Support Service	387,205	374,890	367,538
Neighborhood Grants	115,000	100,000	100,000
NS-Animal Services	<u>0</u>	<u>1,041,240</u>	<u>0</u>
TOTAL	\$ 1,510,194	\$ 2,626,518	\$ 1,827,966
<u>DEPARTMENT OF THE EXECUTIVE</u>			
Mayor's Office	\$ 770,988	\$ 754,248	\$ 897,290
Office of Performance Review	145,736	112,838	0
Office of Capital Planning	0	132,417	0
General Fund – Community Development	165,917	141,120	0
Grants Administration	113,573	132,697	0
Human Rights	38,281	15,521	0
Multicultural Affairs	0	0	400,000
Asset Management	<u>0</u>	<u>0</u>	<u>135,107</u>
TOTAL	\$ 1,234,495	\$ 1,288,841	\$ 1,432,397
<u>DEPARTMENT OF EDUCATION, ARTS, & CULTURE</u>			
Administration	\$ 0	\$ 0	\$ 203,352
Memorial Auditorium	0	0	363,795
Civic Facilities Concessions	0	0	43,933
Tivoli Theatre	0	0	242,470
Civic Facilities Administration	0	0	541,280
Arts & Culture	<u>0</u>	<u>0</u>	<u>126,111</u>
TOTAL	\$ 0	\$ 0	\$ 1,520,941

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:

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
City Council	\$ 618,079	\$ 635,350	\$ 693,723
Air Pollution Control Bureau A.S.F.	270,820	270,820	270,820
Allied Arts Council. A.O.	250,000	250,000	250,000
Association of Visual Artists A.O.	15,000	15,000	15,000
Chattanooga Regional History Museum A.O.	24,000	24,000	24,000
Audits, Dues, & Surveys	159,985	206,757	206,757
Capital Improvements	0	3,500,000	0
CARCOG & Economic Development District . . . A.O.	30,493	31,111	31,111
CARTA Subsidy A.O.	3,158,650	3,285,000	3,415,300
Carter Street Corporation A. O.	176,324	0	0
Carter Street Lease Agreement A.O.	1,420,159	1,419,100	1,415,389
C-HC Bicentennial Public Library A.S.F.	2,405,725	2,487,660	2,487,660
Chatt. African-American Museum/Bessie Smith.A.O.	70,000	70,000	70,000
Chatt. African-American Museum Bldg. Maint A.S.F.	35,000	42,123	55,825
Chattanooga Neighborhood Enterprises A.O.	2,000,000	2,000,000	1,500,000
Chattanooga Area Urban League A.O.	50,000	50,000	50,000
Chattanooga Storm Water Fees A.S.F.	67,540	72,720	70,000
Children’s Advocacy Center A.O.	30,000	30,000	30,000
Citizen Relationship Management – 311 Call Center	334,837	355,526	441,868
City Code Revision	0	85,000	0
City Court (Judicial) #1	293,452	276,538	307,864
City Court (Judicial) #2	278,517	280,057	302,818
Community Foundation Scholarships A.O.	160,000	160,000	160,000
Community Impact Fund A.O.	0	450,000	0
Community Research Council, Inc A.O.	10,000	10,000	0
Contingency Fund	7,000	19,893	615,742
Debt Service Fund A.S.F.	7,636,840	8,772,293	9,801,307
Downtown Design Center	226,732	227,204	0
Downtown Partnership A.O.	140,000	140,000	140,000
Election Expense	0	207,121	0
Homeless Health Care Center A.O.	17,500	17,500	17,500
Human Services A.S.F.	1,333,477	1,333,477	1,333,477
Intergovernmental Relations	325,991	284,548	228,850
Chattanooga Invests	0	169,363	0
City Attorney’s Office			
Administration	744,352	1,006,236	1,027,496
Liability Insurance Fund A.S.F.	1,916,000	750,000	650,000
Renewal & Replacement	2,712,109	1,500,000	1,500,000
Pensions, FICA, & UIC	48,072	57,950	50,000
Regional Planning Agency. A.S.F.	974,817	988,817	942,817
Scenic Cities Beautiful A.S.F.	30,294	30,294	22,888
Tuition Assistance Program	15,301	20,000	20,000
Tennessee RiverPark A.O.	852,637	798,471	994,756
Westside Development Corporation A.O.	75,000	75,000	0
Finley Stadium A.O.	0	25,000	25,000

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
Railroad Authority A.O.	0	0	20,000
Internal Audit	0	0	271,109
Enterprise Center A.O.	0	0	100,000
WTCL-TV-Channel 45 A.O.	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>
TOTAL	\$ 28,974,703	\$ 32,489,929	\$ 29,619,077

SECTION 6. That there be and is hereby established a budget for each of the following special funds for

Fiscal Year 2005-2006:

1108 MUNICIPAL GOLF COURSE FUND

Estimated Revenue:			
Pro Shop	\$ 137,793	\$ 135,689	\$ 151,766
Green Fees	759,588	701,934	787,849
Memberships	64,732	80,439	69,327
Cart Rentals	479,236	427,456	484,643
Food	60,931	59,937	67,149
Beverage	100,082	85,329	96,749
Property Rental	<u>3,000</u>	<u>4,000</u>	<u>0</u>
	<u>\$ 1,605,362</u>	<u>\$1,494,784</u>	<u>\$1,657,483</u>
Appropriations:			
Brainerd	\$ 847,505	\$ 855,489	\$ 831,791
Brown Acres	<u>853,679</u>	<u>846,766</u>	<u>825,692</u>
	<u>\$ 1,701,184</u>	<u>\$1,702,255</u>	<u>\$1,657,483</u>

1119 ECONOMIC DEVELOPMENT/EDUCATION FUND

Estimated Revenue:			
City – Only Sales Tax	\$18,444,846	\$ 9,606,910	\$ 9,799,000
TDZ – State Sales Tax	1,009,059	602,883	500,000
TDZ – County Sales Tax	189,123	191,027	189,000
Revenue from Fund Balance	<u>0</u>	<u>3,550,000</u>	<u>0</u>
	<u>\$19,643,028</u>	<u>\$13,950,820</u>	<u>\$10,488,000</u>
Appropriations:			
Hamilton County for Education	\$ 8,459,059	\$ 0	\$ 0
Community Education Alliance	190,941	0	0
Economic Development Capital Projects	2,480,903	5,550,000	2,664,000
Chattanooga African-American Chamber of Commerce	150,000	150,000	150,000
Chattanooga Chamber of Commerce	400,000	400,000	400,000
Business Development Initiative	75,000	75,000	75,000
Lease Payments	4,447,999	6,179,590	6,510,000
TouristDevelopment –Debt Service	<u>1,198,182</u>	<u>793,910</u>	<u>689,000</u>
	<u>\$17,402,084</u>	<u>\$13,148,500</u>	<u>\$10,488,000</u>

2102 HUMAN SERVICES FUND

Estimated Revenue:			
Federal – State Grants	\$11,738,793	\$12,085,999	\$11,620,367
City of Chattanooga	1,333,477	1,333,477	1,333,477
Contributions & Parent Fees	32,258	28,000	28,000
Interest Income	11,676	5,000	10,000

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
Day Care Fees	123,317	99,013	53,000
Fund Balance	<u>343,799</u>	<u>151,045</u>	<u>145,309</u>
	<u>\$13,583,320</u>	<u>\$13,702,534</u>	<u>\$13,190,153</u>
Appropriations:			
Administration	\$ 878,545	\$ 822,283	\$ 826,124
Headstart	7,787,841	7,912,174	7,716,499
Day Care	826,346	892,900	892,900
Weatherization	435,285	411,966	349,550
Foster Grandparents	477,163	494,379	494,379
LIEAP	1,097,071	1,269,869	1,057,716
CSBG	709,198	802,683	730,795
Occupancy	122,373	0	0
Title II Commodities	103,985	70,435	35,435
Emergency Food and Shelter	32,949	32,120	32,120
Summer Food Program	690,553	713,857	834,767
Human Services Program	237,745	28,000	28,000
Neighborhood Family Services	91,309	99,000	99,000
Chambliss Home (per year for five years)	20,000	20,000	20,000
CDBG-Homeless Utility Deposit Asst.	0	15,000	0
AGL Resource Award	0	45,000	0
City General Relief	<u>72,957</u>	<u>72,868</u>	<u>72,868</u>
	<u>\$13,583,320</u>	<u>\$13,702,534</u>	<u>\$13,190,153</u>

2103 NARCOTICS FUND

Estimated Revenue:			
Federal	\$ 32,121	\$ 16,319	\$ 0
State	44,714	0	0
Confiscated Narcotics Funds	119,406	231,259	77,134
Other	<u>86,887</u>	<u>80,787</u>	<u>80,000</u>
	<u>\$ 283,128</u>	<u>\$ 328,365</u>	<u>\$ 157,134</u>

Appropriations:			
Narcotics - Operations	<u>\$ 172,212</u>	<u>\$ 164,420</u>	<u>\$ 157,134</u>
	<u>\$ 172,212</u>	<u>\$ 164,420</u>	<u>\$ 157,134</u>

2104 STATE STREET AID FUND

Estimated Revenue:			
State of Tennessee	\$ 4,381,334	\$ 4,382,380	\$4,419,289
Fund Balance	320,000	300,000	300,000
Investment Income	<u>18,397</u>	<u>35,231</u>	<u>35,000</u>
	<u>\$4,719,731</u>	<u>\$4,717,611</u>	<u>\$4,754,289</u>

Appropriations:			
Street Maintenance	<u>\$ 4,095,691</u>	<u>\$ 4,444,011</u>	<u>\$4,754,289</u>
	<u>\$ 4,095,691</u>	<u>\$ 4,444,011</u>	<u>\$4,754,289</u>

2105 COMMUNITY DEVELOPMENT FUND

Estimated Revenue:			
Federal	\$4,937,515	\$3,037,000	\$3,472,847
Interest	127,522	0	0
Miscellaneous	<u>964,570</u>	<u>2,103,000</u>	<u>1,700,000</u>
	<u>\$6,029,607</u>	<u>\$5,140,000</u>	<u>\$5,172,847</u>

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
Appropriations:			
Administration	\$ 424,635	\$ 396,412	\$ 639,000
Chattanooga Neighborhood Enterprise	2,651,733	2,095,736	2,690,952
Warehouse Row Receivable	2,985,125	0	0
Prior Yr Economic Dev Projects	2,200,328	998,301	1,242,895
Transfers	<u>615,841</u>	<u>1,247,200</u>	<u>600,000</u>
	<u>\$8,877,662</u>	<u>\$4,737,649</u>	<u>\$5,172,847</u>

2106 HOTEL/MOTEL TAX FUND

Estimated Revenue:			
Occupancy Tax	<u>\$2,040,244</u>	<u>\$2,440,000</u>	<u>\$3,000,000</u>
	<u>\$2,040,244</u>	<u>\$2,440,000</u>	<u>\$3,000,000</u>

Appropriations:

21 st Century Waterfront Capital Fund	\$1,988,139	\$2,361,200	\$2,910,000
Hotel/Motel Collection Fee	40,021	48,800	60,000
Hamilton County	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
	<u>\$2,058,160</u>	<u>\$2,440,000</u>	<u>\$3,000,000</u>

3100 DEBT SERVICE FUND

Estimated Revenue:			
General Fund	\$ 7,636,840	\$ 8,772,293	\$ 9,801,307
911 Emergency Communications	200,000	200,000	808,759
Homeland Security Grant (Hamilton Cty)	-	923,688	0
Hamilton County	794,983	782,163	762,683
CDBG (Fannie Mae Loan)	1,821	17,109	112,589
Safety Capital (Fire Loan)	3,525	3,316	5,638
Hotel/Motel Capitalized Interest	<u>2,477,536</u>	<u>2,477,538</u>	<u>2,416,930</u>
	<u>\$11,114,705</u>	<u>\$13,176,107</u>	<u>\$13,907,906</u>

Appropriations:

Principal	\$ 4,725,541	\$ 6,230,999	\$ 7,163,965
Interest	6,141,098	7,066,472	6,693,941
Bank Service Charges	<u>27,184</u>	<u>49,240</u>	<u>50,000</u>
	<u>\$10,893,823</u>	<u>\$13,346,711</u>	<u>\$13,907,906</u>

PROPRIETARY FUNDS

5100 INTERCEPTOR SEWER SYSTEM

Estimated Revenues:			
Sewer Service Charges	\$28,249,983	\$27,619,088	\$27,331,023
Industrial Surcharges	2,723,501	2,600,000	2,600,000
Septic Tank Charges	151,558	64,923	65,723
Wheelage and Treatment:			
Lookout Mountain, TN	210,334	217,062	\$226,090
Dade County	0	0	2,125
Walker County, GA	233,546	280,636	309,276
Collegedale, TN	237,187	242,211	232,825
Soddy-Daisy, TN	104,948	112,559	123,589
East Ridge, TN	1,167,428	1,212,172	1,294,065
Windstone	21,398	18,757	23,947

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
Hamilton County, TN	289,012	323,441	392,339
Northwest Georgia	435,413	433,392	565,954
Lookout Mountain, GA	43,513	49,064	55,936
Rossville, GA	326,092	333,491	362,038
Ringgold, GA	20,060	32,614	53,187
Red Bank, TN	308,840	329,051	411,467
Debt Service Northwest Georgia	441,838	441,838	447,353
Industrial User Permits	41,500	43,000	43,000
Garbage Grinder Fees	<u>28,433</u>	<u>24,415</u>	<u>24,715</u>
Operating Revenue	\$35,034,584	\$34,377,714	\$34,564,652
Fund Balance for Capital (P540)	0	0	6,153,000
Interest Earning	<u>356,615</u>	<u>450,000</u>	<u>450,000</u>
	<u>\$35,391,199</u>	<u>\$34,827,714</u>	<u>\$41,167,652</u>
Appropriations:			
Operations & Maintenance:			
Administration	\$ 2,196,595	\$ 2,150,000	\$ 1,960,359
Laboratory	427,710	460,000	526,377
Engineering	170,701	185,000	231,754
Plant Maintenance	1,235,531	1,275,000	1,487,805
Sewer Maintenance	1,126,591	1,285,000	1,267,095
Moccasin Bend - Liquid Handling	5,415,790	5,240,000	5,592,128
Inflow & Infiltration	639,924	775,000	771,601
Safety & Training	95,798	103,000	109,504
Pretreatment/Monitoring	268,418	295,000	316,094
Moccasin Bend - Solid Handling	1,875,057	2,426,000	3,377,614
Landfill Handling	2,134,045	1,882,000	1,490,000
Combined Sewer Overflow	<u>290,247</u>	<u>336,000</u>	<u>398,180</u>
Total Operations & Maintenance	\$15,876,407	\$16,412,000	\$17,528,511
Pumping Stations:			
Mountain Creek Pump Station	\$ 11,545	\$ 14,000	\$ 16,865
Citico Pump Station	230,128	298,000	273,981
Friar Branch Pump Station	111,296	159,000	146,631
Hixson 1, 2, 3, & 4 Pump Stations	68,420	72,000	80,212
19th Street Pump Station	40,163	32,000	48,543
Orchard Knob Pump Station	85,684	58,000	72,239
South Chickamauga Pump Station	302,135	285,000	303,047
Tiftonia 1 & 2 Pump Stations	39,473	97,000	44,218
23rd Street Pump Station	110,018	104,000	110,303
Latta Street Pumping Stations	19,484	8,000	18,136
Residential Pump Stations	12,187	23,000	14,300
Murray Hills Pump Station	8,284	9,000	15,355
Highland Park Pump Station	13,025	14,000	12,346
Big Ridge 1-5 Pump Stations	56,001	41,000	75,354
Dupont Parkway Pump Station	29,778	20,000	26,120
VAAP Pump Station	10,356	13,000	5,452
Northwest Georgia Pump Station	30,798	45,000	39,600
Brainerd Pump Station	10,863	13,000	12,456
East Brainerd Pump Station	33,440	41,000	34,830
North Chattanooga Pump Station	29,239	37,000	19,789
South Chattanooga Pump Station	32,901	18,000	6,088
Ooltewah-Collegedale Pump Station	48,771	118,000	61,725
Odor Control Pump Stations	462,030	165,000	250,000
Enterprise South Pump Station	202	1,000	5,820
River Park Pump Station	<u>0</u>	<u>1,000</u>	<u>4,250</u>
Total Pumping Stations	\$1,796,221	\$1,686,000	\$1,697,660

	FY04 <u>Actual</u>	FY05 <u>Projected</u>	FY06 <u>Proposed</u>
Total Operations & Maintenance & Pumping Stations	\$17,672,628	\$18,098,000	\$19,226,171
Capital Improvement	327,689	310,235	\$417,039
Construction Trust Fund (P540)	0	0	6,153,000
Debt Service			
Principal	9,046,514	10,664,661	\$10,445,134
Interest	4,994,518	5,761,704	4,926,308
	<u>\$14,041,032</u>	<u>\$16,426,365</u>	<u>\$15,371,442</u>
Total Appropriations:	<u>\$32,041,349</u>	<u>\$34,834,600</u>	<u>\$41,167,652</u>

5200 SOLID WASTE & SANITATION FUND

Estimated Revenue:			
Landfill Tipping Fees	\$ 800,292	\$ 972,493	\$350,000
Permits	3,194	2,667	2,500
State of Tennessee Household Hazardous Waste Grant	168,398	85,000	85,000
State of Tennessee Recycle Rebate	30,649	60,000	60,000
City Tipping Fees	4,832,016	4,881,755	4,846,415
Sale of Mulch	0	0	26,500
Sale of Scrap Metal	4,803	400	33,840
Investment Income	97,018	158,564	353,750
	<u>\$ 5,936,370</u>	<u>\$ 6,160,879</u>	<u>\$5,758,005</u>
Appropriations:			
Recycle	\$ 615,649	\$ 447,500	\$ 481,570
Sanitary Landfill	200,479	169,664	353,750
Waste Disposal – Chattanooga Landfill	887,530	780,703	945,614
Wood Recycle	427,574	372,980	413,942
Solid Waste Reserve	0	0	244,644
Debt Service			
Principal	1,719,811	1,810,147	1,910,211
Interest	1,429,801	1,371,981	1,283,214
Household Hazardous Waste	114,748	135,000	125,060
	<u>\$5,395,592</u>	<u>\$5,087,975</u>	<u>\$5,758,005</u>

5300 STORM WATER FUND

Estimated Revenue:			
Storm Water Fee	\$5,243,422	\$5,325,000	\$4,850,828
Land Disturbing Fee	51,315	53,885	55,000
Other	93,840	85,000	85,000
General Fund Subsidy	683,952	683,952	683,952
Fund Balance for Capital	0	1,500,000	2,000,000
	<u>\$6,072,529</u>	<u>\$7,647,837</u>	<u>\$7,674,780</u>
Appropriations:			
Storm Water Administration	\$1,518,803	\$1,808,746	\$1,972,993
Storm Water City Wide Services	1,021,660	628,188	1,285,265
Renewal & Replacement	39,994	127,400	127,400
Debt Service			
Principal	1,295,335	1,362,084	1,436,085
Interest	860,751	918,971	853,037
Appropriation to Capital Project Fund	350,000	1,500,000	2,000,000
	<u>\$5,086,543</u>	<u>\$6,345,389</u>	<u>\$7,674,780</u>

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). The City, or its designee, shall have the authority to impose and collect reasonable fees related to the administration of the Chattanooga Renewal Community Initiative including, but not limited to, a fee for applications for the Commercial Revitalization Deduction program as established under the Community Renewal Tax Relief Act of 2000 and the Tennessee Department of Economic and Community Development Qualified Allocation Plan.

SECTION 7(a). Be it further ordained that the City Finance Officer hereby be and is authorized to pay the increase in compensation to City employees in accordance with and subject to the constraints in Section 4 of ordinance #11692 encaptioned:

AN ORDINANCE PROVIDING FOR AN INTERIM BUDGET AND APPROPRIATING FUNDS FOR THE USUAL AND ORDINARY EXPENSES OF THE CITY GOVERNMENT FOR THE MONTHS OF JULY, AUGUST, AND SEPTEMBER 2005, PENDING THE ADOPTION OF THE 2005-2006 ANNUAL BUDGET

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, Golf Courses, and any other department, agency, board, commission, office, division, or branch of Municipal Government heretofore or hereafter established, notwithstanding that same is not specified hereinbefore, as certified to him by the respective administrative official.

SECTION 9(a). That the City Finance Officer is authorized to pay a uniform and equipment maintenance allowance of five hundred dollars (\$500.00) for all sworn police officers and firefighters as of July 1, 2005, except for those new employees who have received from the city a new uniform since July 1, 2004. 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 nineteen and six tenth percent (19.6%).

SECTION 9(c). That the City Finance Officer is authorized to contribute to the General Pension Plan an amount equal to six and sixty-seven one hundredth percent (6.67%) of all participants' salaries as specified in the most recent actuarial study.

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

Central Pension Fund	\$1.22 Per Hour
LIUNA (Laborers) Pension Fund	\$0.95 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, 2006, 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 any employee called-up to active duty. The employee's share of the coverage shall remain the responsibility of the employee and may be paid in the most convenient

method by the employee. During the time of active duty, the employee may request the City to make such payments on his/her behalf and reconcile the amounts paid upon his/her return to City employment.

SECTION 13. That 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. 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 15. That Chattanooga City Code, Part II, Chapter 7, Section 7-1 and 7-8, be and the same is hereby amended so as to delete any and all references therein to Department of Neighborhood Services and the Administrator of the Department of Neighborhood Services and substitute in lieu thereof Police Department or Chief of Police.

SECTION 16. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36(c) as relates to sewer service charges and fees be and the same is hereby deleted and the following substituted in lieu thereof:

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

	Regional Regional Operation & Maintenance Charge (\$/1,000 gallons)	Regional Debt Charge (\$/1,000 gallons)	Total Charge (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	\$ 1.0578	\$ 0.5782	\$ 1.6360

If regional customers are billed directly through the water company, the rate to be charged shall be one dollar and sixty-four cents (\$1.64) per one thousand (1,000) gallons.

SECTION 17. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36 (d), be and the same hereby deleted and the following substituted in lieu thereof:

- (d) Total flow. The amount due from the regional user shall be the dollar amount derived by applying the total charge shown in the table below applied to the quantity of water measured by a flow

meter installed and maintained at or near the point of connection between the system of the regional user and the Chattanooga system. In the event of any malfunction of said meters, flow shall be estimated, interpolated and/or projected in the most equitable manner possible. Such estimates, along with available readings for periods where there was no malfunction, shall be the basis for billing.

	Regional Operation & Maintenance Charge <u>(\$/1,000 gallons)</u>	Total Charge Regional Debt Treatment) Charge <u>(\$/1,000 gallons)</u>	Regional (Wheelage and <u>(\$/1,000 gallons)</u>
Wheelage and Treatment	\$ 0.6129	\$ 0.3350	\$ 0.9479

SECTION 18. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-41(c), be and the same is hereby deleted and the following substituted in lieu thereof:

(c) Rates. Based upon the current cost of treating wastewater containing constituents with concentrations in excess of “normal wastewater,” numerical rates are hereby established for Bc and Sc as follows:

Bc = \$0.092 per pound of BOD for concentrations in excess of three hundred (300) milligrams per liter.

Sc = \$0.070 per pound of total suspended solids for concentrations in excess of four hundred (400) milligrams per liter.

SECTION 19. That Chattanooga City Code, Part II, Chapter 18, Article VI, Section 18-103, be and the same is hereby deleted and the following substituted in lieu thereof:

Sec. 18-103. Control of access.

Access to the landfill sites will be denied by locking the entrance gate. The landfills will be open Monday through Friday, from 7:00 a.m. to 5:00 p.m., and Saturday from 7:30 a.m. to 12:00 p.m. for those persons who have been given private collector permits and for municipal vehicles. The landfills will be closed on holidays as specified by the superintendent. The public shall use the stations provided at the landfill entrances.

SECTION 20. That Chattanooga City Code, Part II, Chapter 18, Article VI, Section 18-105, be and the same is hereby deleted and the following substituted in lieu thereof:

Secs. 18-105 — 18-120. Reserved

SECTION 21. That Chattanooga City Code, Part II, Chapter 18, Article VII, Section 18-123, be

and same is hereby deleted and the following substituted in lieu thereof:

(a) Residents of the city delivering refuse originating from their primary residence in automobiles, station wagons, standard size or smaller pick-up trucks and comparably-sized trailers shall be charged no fee for dumping at the sanitary landfill.

(b) Non-residents of the city delivering refuse in automobiles, station wagons, standard size pick-up trucks and small trailers shall be charged ten dollars (\$10.00) per load of refuse, and five dollars (\$5.00) for construction and demolition wastes.

(c) All private collectors, municipalities, government agencies, contractors or others depositing waste shall be charged at the rate of twenty-nine dollars (\$29.00) per ton for dumping, with a minimum of twenty-three and 20/100 dollars (\$23.20) per load.

(d) In addition to the fees specified hereinabove, there shall be a surcharge of one hundred dollars (\$100.00) per load of waste for the disposal of materials requiring special handling by landfill personnel and equipment, including those specified in section 18-104 and those materials for which special handling is required by the Tennessee Department of Environment and Conservation, or other regulating agencies. There shall be a surcharge of two hundred dollars (\$200.00) per load of waste for the disposal of asbestos.

(e) Any person depositing industrial waste which may be hazardous or which is of questionable origin or composition, requiring monitoring through laboratory analysis in the discretion of the landfill operator, shall pay an additional forty dollars (\$40.00) per load administrative fee plus the cost of laboratory analysis together with any other expenses directly related to handling the particular load of waste.

(f) All brush and wood waste that is disposed of at the wood recycling facility shall be charged at the rate of thirteen dollars (\$13.00) per ton, with a minimum of six and 50/100 dollars (\$6.50) per load. Provided, that city residents disposing of such waste from their primary residence shall not be charged for a standard size or smaller pick-up or comparably-sized trailer load of such wastes. Wastes delivered by city residents from their primary residence in vehicles larger than a standard size or smaller pick-up truck or comparably-sized trailer shall be charged at the rate of thirteen dollars (\$13.00) per ton, with a minimum of six and 50/100 dollars (\$6.50) per load.

(g) In addition to the other landfill fees provided hereinabove, there shall be imposed a surcharge of one dollar (\$1.00) per ton for each ton of municipal solid waste received at the landfill.

(h) Notwithstanding the provisions of paragraphs (c) and (f) above, governmental agencies or private non-profit corporations funded by governmental agencies for the purpose of providing safe and sanitary housing for residents of Chattanooga or for the removal of dangerous or blighted structures including, but not limited to, the Chattanooga Housing Authority, the Chattanooga Neighborhood Enterprises, Inc. and Public Officer of the Department of Neighborhood Services, shall not be charged for the disposal of demolition waste.

(i) All private collectors, municipalities, government agencies, contractors or others depositing waste who have accounts shall be charged on their “*daily average tonnage*” deposited; for the waste categories identified as Garbage (G), Trash (T), Out of County (L), Out of State (N) and Fluff (AA) only; during any monthly billing period according to the following rate schedule:

First 75 tons @ \$29.00 per ton,
next 75 tons @ \$28.00 per ton,
next 75 tons @ \$27.00 per ton,
next 75 tons @ \$26.00 per ton,
next 75 tons @ \$25.00 per ton, and
over 375 tons @ \$24.00 per ton.

SECTION 22. That Chattanooga City Code, Part II, Chapter 18, Article VII, Section 18-124, be and the same is hereby deleted and the following substituted in lieu thereof:

18-124. Wood Chips.

Wood chips will be available for purchase by the public at the wood recycling facility at the rate of three dollars (\$3.00) per yard for vehicles with less than 20 yard capacity. Vehicles with a capacity of larger than 20 yards but less than 40 yards shall be charged at a rate of one and 50/100 dollars (\$1.50) per yard. Vehicles with a capacity of 40 yards or larger shall be charged at a rate of 75/100 dollars (\$0.75) per yard. Leaf compost will be available for purchase by the public at the wood recycling facility at the rate of five dollars (\$5.00) per yard. Provided, that city residents shall be entitled to five (5) no-charge loads of either wood chips or leaf compost per fiscal year if hauled in a standard size or smaller pick-up truck or comparably-sized trailer. Wood chips or leaf compost shall be available during regular operating hours and subject to availability and reasonable operating restrictions that may be established by the Administrator of the Department of Public Works.

SECTION 23. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-43(b) and (f), be and the same are hereby deleted and the following substituted in lieu thereof:

(b) *Fees for garbage grinders.* Any user of a garbage grinder, except users in a premise used exclusively for an individual residence, shall be charged at a rate of one hundred twenty-one and 16/100 (\$121.16) per month. The superintendent shall bill users on a bi-monthly basis and the bills shall be due and payable within thirty (30) days following the last day of the billing period.

(f) *Fees for septic tank discharge.* All persons discharging concentrated, domestic septic tank sewage waste from a truck under the provisions of Article III of this Chapter shall be charged at the rate of thirty-five dollars (\$35.00) per one thousand (1,000) gallons of such waste.

SECTION 24. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2005.

SECTION 25. 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 26. That this Ordinance shall take effect two (2) weeks from and after its passage.

PASSED on Second and Final Reading

_____, 2005.

CHAIRPERSON

APPROVED:___ DISAPPROVED: ___

DATE:_____, 2005

MAYOR

Reviewed By:_____

Daisy W. Madison

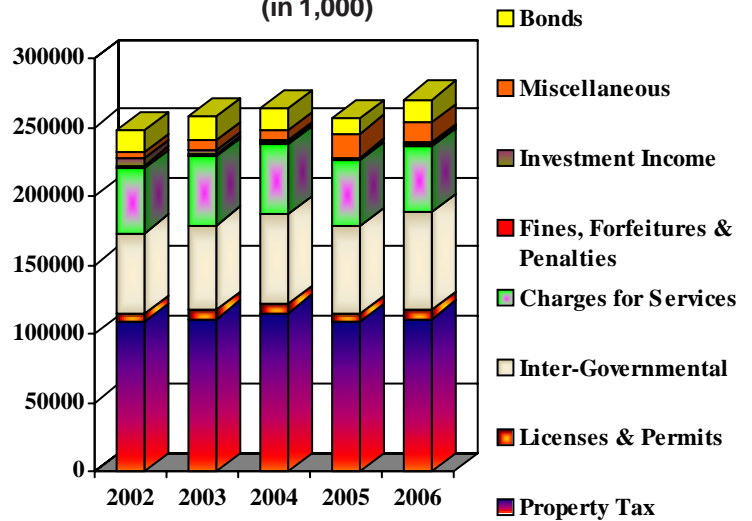
RLN/DWM/add

Financial Overview

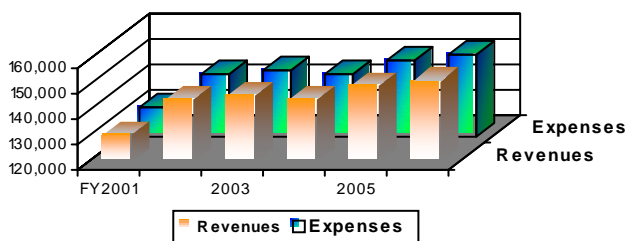
Revenue and Expenditure History

Total City revenues and operating transfers in for the fiscal year ended June 30, 2002 was \$240,468,918. Total projected City revenue for the fiscal year ended June 30, 2006 is \$300,644,568 which includes \$8.6 million from fund balance. This difference of \$60,175,650 represents a 25.0% increase over this four year period. The major reasons for the increase over this time frame includes a property tax increase in FY2002 from 2.31 to 2.516 per 100.00 and increases in capital and bond funding for capital. During this period the Undesignated General Fund Budget increased from \$144,594,307 in FY02 to \$152,214,238 in FY06. The chart below shows the Undesignated General Fund revenues and expenditures during this time period. To the right are five year comparisons of total revenues and expenditures.

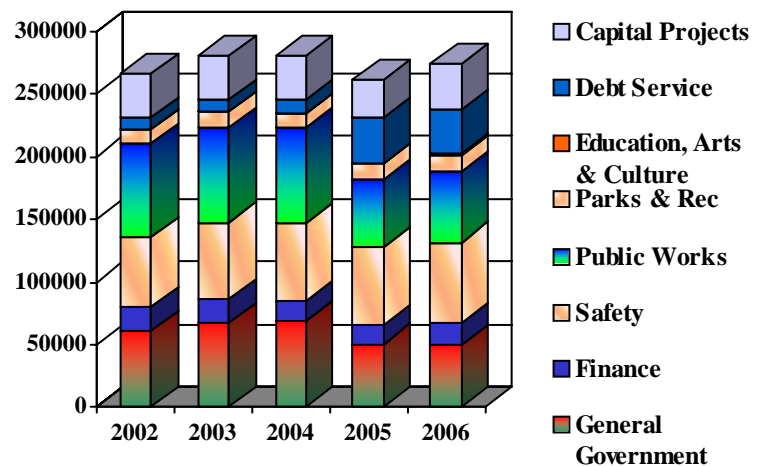
Budgeted Revenues
(in 1,000)



Undesignated General Fund



Budgeted Expenditures
(in 1,000)



**BUDGETED REVENUES & APPROPRIATIONS
BY FUND TYPE
FY2006**

<u>Revenues</u>	<u>Governmental Fund Types</u>			
	<u>Undesignated General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Capital Projects</u>
Taxes	98,099,441	12,799,000		
Licenses & Permits	6,349,990			
Intergovernmental	39,843,775	20,201,503	1,571,442	8,986,315
Charges for services	1,831,700	1,657,483		
Fines, forfeitures and penalties	1,172,500			
Interest earnings	825,000	45,000		
Miscellaneous	4,091,832	1,938,134		30,000
Bonds				16,845,181
Fund Balance		445,309		
Transfers In		1,333,477	12,336,464	7,093,111 (1)
Total Revenues	152,214,238	38,419,906	13,907,906	32,954,607
<u>Appropriations</u>				
General Government	14,704,283	24,988,000		
Finance & Administration	8,804,945			
Safety Department	64,534,331	157,134		
Public Works Department	26,978,799	4,754,289		
Parks, Recreation, Arts & Culture	10,055,886	1,657,483		
Personnel	6,684,279			
Neighborhood Services	1,827,966			
Executive Branch	1,432,397			
Education, Arts & Culture	1,520,941			
Debt Service		689,000	13,907,906	
Capital Projects		2,910,000		32,954,607
Transfers Out	15,670,411	3,264,000		
Total Appropriations	152,214,238	38,419,906	13,907,906	32,954,607

Note 1: Includes proposed \$3,500,000 from General Fund

**BUDGETED REVENUES & APPROPRIATIONS
BY FUND TYPE
FY2006**

Proprietary Fund Types	Internal Service Funds	Budget Total Revenue FY2006	Total Revenue FY2005
		110,898,441	108,333,636
		6,349,990	6,182,567
145,000		70,748,035	64,022,868
44,669,395		48,158,578	47,182,652
		1,172,500	1,091,759
803,750		1,673,750	1,362,736
145,340	8,547,474	14,752,780	17,605,472
		16,845,181	11,274,010
8,153,000		8,598,309	4,391,079
683,952		21,447,004	20,470,576
54,600,437	8,547,474	300,644,568	281,917,355
	650,000	40,342,283	40,426,528
	7,897,474	16,702,419	15,367,903
		64,691,465	61,699,431
25,176,409		56,909,497	54,504,941
		11,713,369	12,347,802
		6,684,279	6,349,619
		1,827,966	2,611,041
		1,432,397	1,317,050
		1,520,941	-
20,853,989		35,450,895	35,787,546
417,039		36,281,646	30,990,279
8,153,000		27,087,411	20,515,215
54,600,437	8,547,474	300,644,568	281,917,355

Fund Balance/Net Asset Summary

During the past five years the City of Chattanooga has seen a total net increase in its Governmental Fund Balances of \$1.5 million. This is primarily due to the increased use 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. Over the past three years some funds have experienced a decline in Fund Balance, while some funds have had increases. Fund Balances for the General, Debt Service and Enterprise Funds have increased while the Fund Balances for Special Revenue, Capital, and Internal Service Funds have decreased during this period.

The General Fund Balance was \$40,677,979 in 2003. This has grown steadily to a current unaudited balance of \$47,584,750 for FY05. This has been accomplished through sound fiscal management. A large part of the Fund Balance build-up can be attributed to increasing sales and property tax revenues.

The Special Revenues Fund Balance decreased from a balance of \$14,882,558 in 2003 to a 2006 projected beginning balance of \$10,141,785. The decrease is a direct result of increased spending in the Community Development fund in fiscal year 2004.

Debt Service Fund Balance was \$4,988,142 in FY03 and \$6,471,930 in FY05. During FY06, debt service Fund Balance is predicted to experience no change from FY05, but budgeted revenues and expenditures are expected to increase.

The Capital Funds Fund Balances have fluctuated most during the past few years. This is primarily due to the City's 21st Century Waterfront capital plan, which for the most part should be completed in 2006. FY 05 experienced a decrease in Fund Balance of \$24,609,021 and FY06 is projected to be flat.

The growth of the Net Assets within the Enterprise Funds have been most dramatic. Net Assets of \$233,041,498 in 2003 have increased to a 2005 unaudited balance of \$245,705,346. Over the past 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. There has also been an increase in sewer rates during

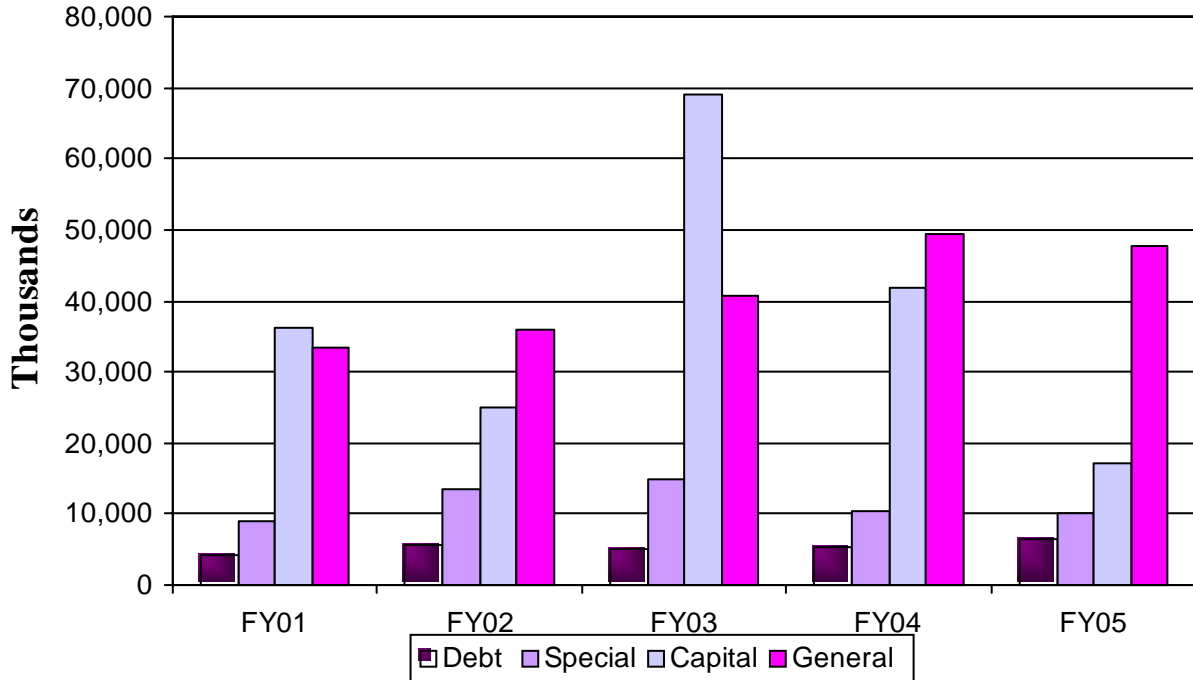
FY03, FY04 and FY05 of 7.29%, 7.07%, and 2.54% respectively. There will be no change for FY06.

The Internal Service Fund Balance was \$901,738 in 2003. At the beginning of 2006, this Fund Balance is projected to be \$35,076. 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. The subsequent Fund Balance schedules are inclusive of all reported funds and line items found in and outside of the budget ordinance, where the sections relate funds which are only accounted for in the budget ordinance.

Changes in Fund Balance Governmental Funds

Includes Designated Funds



Governmental Fund Balances					
	FY01	FY02	FY03	FY04	FY05
Debt Service Fund	\$ 4,163,307	\$ 5,497,083	\$ 4,988,142	\$ 5,222,704	\$ 6,471,930
Special Revenue Funds	\$ 9,058,189	\$ 13,587,108	\$ 14,882,558	\$ 10,460,134	\$ 10,141,785
Capital Funds	\$ 36,160,307	\$ 24,879,406	\$ 69,000,220	\$ 41,780,985	\$ 17,171,964
General Fund	\$ 33,494,589	\$ 35,967,697	\$ 40,677,979	\$ 49,359,359	\$ 47,584,750
Totals	\$ 82,876,392	\$ 79,931,294	\$ 129,548,899	\$ 106,823,182	\$ 81,370,429

NOTE: FY2005 Budget proposed a \$3.5 reduction in fund balance note realized. Project net change of FY2004

City of Chattanooga, Tennessee

General Fund

Includes Designated General Funds
 Schedule of Revenues, Expenditures, and Changes in Fund Balance -
 Budget and Actual on Budgetary Basis
 Years Ended June 30, 2003 - 2006

	FY 02/03	FY 03/04	Unaudited FY04/05	Budget FY05/06
FUND BALANCE at beginning of year	<u>35,967,697</u>	<u>40,677,979</u>	<u>49,359,359</u>	<u>47,584,750</u>
Revenues				
Taxes	112,029,460	113,383,883	110,911,336	111,527,441
Licenses and permits	6,649,683	7,168,267 (1)	4,092,969	3,841,990
Intergovernmental Revenues	39,996,511	40,985,664	42,738,584	42,847,959
Charges for Services	3,177,234	3,166,443	3,774,828	3,758,723
Fines, forfeitures and penalties	1,427,541	1,112,159	1,410,642	1,172,500
Interest Income	883,364	676,088	1,191,282	813,348
Sale of Property	103,348	72,888	31,670	25,000
Prior Year Surplus	0	0	0	
Miscellaneous Revenues	<u>4,383,523</u>	<u>5,383,053</u>	<u>4,687,330</u>	<u>4,313,108</u>
Total Revenues	<u>\$168,650,664</u>	<u>\$171,948,445</u>	<u>\$168,838,641</u>	<u>\$168,300,069</u>
Expenditures				
General Government	40,370,683	38,164,011	34,851,436	36,346,326
Finance & Administration	8,313,779	8,209,869	8,463,320	9,109,195
Safety	57,757,343	61,216,949	62,075,047	65,392,219
Public Works	19,431,285	25,772,165	26,903,194	27,762,751
Parks, Recreation Arts & Culture	<u>12,506,051</u>	<u>12,157,459</u>	<u>12,707,871</u>	<u>13,245,868</u>
Total Expenditures	<u>\$138,379,141</u>	<u>\$145,520,453</u>	<u>\$145,000,868</u>	<u>\$151,856,359</u>
Excess (deficiency) of revenues over expenditures	30,271,523	26,427,992	23,837,773	16,443,710
Other Financing Sources (Uses)				
Operating transfers in	65,322	0	0	1,958,049
Operating transfers out	(22,386,913)	(14,587,962)	(22,327,382)	(14,986,459)
Operating transfers to component units	<u>(3,239,650)</u>	<u>(3,158,650)</u>	<u>(3,285,000)</u>	<u>(3,415,300)</u>
Total other financing sources (uses)	<u>(25,561,241)</u>	<u>(17,746,612)</u>	<u>(25,612,382)</u>	<u>(16,443,710)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditure	<u>4,710,282</u>	<u>8,681,380</u>	<u>(1,774,609)</u>	<u>0</u>
FUND BALANCE at end of year	<u><u>\$40,677,979</u></u>	<u><u>\$49,359,359</u></u>	<u><u>\$47,584,750</u></u>	<u><u>\$47,584,750</u></u>

Note: Fund balance includes designated (largest of which is Economic Development) and undesignated general fund activity.

Note 1: Gross Receipt collections of \$3,641,709 reclassified from Licenses and Permits to Taxes beginning in FY05.

City of Chattanooga, Tennessee

Special Revenue Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2003 - 2006

	FY 02/03	FY 03/04	Unaudited FY04/05	Budget FY05/06
FUND BALANCE at beginning of year	<u>13,587,108</u>	<u>14,882,558</u>	<u>10,460,134</u>	<u>10,141,785</u>
Revenues				
Taxes	876,506	2,040,244	2,583,318	3,000,000
Intergovernmental Revenues	21,706,048	23,660,065	20,684,978	21,812,503
Charges for Services	73,112	123,317	141,512	53,000
Interest Income	391,028	256,603	125,508	50,670
Fines, Forfeitures, Penalties	19,880	16,153	0	0
Prior Year Surplus	0	0	0	445,309
Miscellaneous Revenues	<u>2,197,590</u>	<u>1,360,318</u>	<u>3,538,410</u>	<u>2,093,634</u>
Total Revenues	<u>\$25,264,164</u>	<u>\$27,456,700</u>	<u>\$27,073,726</u>	<u>\$27,455,116</u>
Expenditures				
General Government	21,868,299	27,222,678	22,475,236	23,454,830
Finance and Administration	25,331	687,902	63,799	0
Safety	264,346	132,866	162,294	157,134
Public Works	3,951,043	4,051,622	4,685,412	4,754,289
General Services	0	0	0	0
Capital Outlay/Fixed Assets	<u>635,407</u>	<u>919,277</u>	<u>281,866</u>	<u>2,910,000</u>
Total Expenditures	<u>\$26,744,426</u>	<u>\$33,014,345</u>	<u>\$27,668,607</u>	<u>\$31,276,253</u>
Excess (deficiency) of revenues over expenditures	(1,480,262)	(5,557,645)	(594,881)	(3,821,137)
Other Financing Sources (Uses)				
Operating transfers in	4,207,366	3,739,202	3,821,137	3,821,137
Operating transfers out	(1,431,654)	(2,603,981)	(3,544,605)	0
Change in Accounting Principle				
Total other financing sources (uses)	<u>2,775,712</u>	<u>1,135,221</u>	<u>276,532</u>	<u>3,821,137</u>
Net change in Fund Balance	<u>1,295,450</u>	<u>(4,422,424)</u>	<u>(318,349)</u>	<u>0</u>
FUND BALANCE at end of year	<u>\$14,882,558</u>	<u>\$10,460,134</u>	<u>\$10,141,785</u>	<u>\$10,141,785</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, 2003 - 2006

	FY 02/03	FY 03/04	Unaudited FY04/05	Budget FY05/06
FUND BALANCE at beginning of year	<u>5,497,083</u>	<u>4,988,142</u>	<u>5,222,704</u>	<u>6,471,930</u>
Revenues				
Other intergovernmental funds	805,984	794,983	1,705,851	762,683
Other	<u>200,010</u>	<u>213,678</u>	<u>221,917</u>	<u>200,000</u>
Total Revenues	<u>1,005,994</u>	<u>1,008,661</u>	<u>1,927,768</u>	<u>962,683</u>
Expenditures				
Principal retirement	4,753,112	4,725,541	5,777,360	7,163,965
Interest	4,394,875	6,141,098	6,118,239	6,693,941
Fiscal agent fees	<u>58,830</u>	<u>27,184</u>	<u>53,198</u>	<u>50,000</u>
Total Expenditures	<u>9,206,817</u>	<u>10,893,823</u>	<u>11,948,797</u>	<u>13,907,906</u>
Excess (deficiency) of revenues over expenditures	<u>(8,200,823)</u>	<u>(9,885,162)</u>	<u>(10,021,029)</u>	<u>(12,945,223)</u>
Other Financing Sources (Uses)				
Operating transfers in	7,661,316	10,119,724	11,270,255	12,223,875
Operating transfers out	(28,618)	0	0	0
CDBG (Fannie Mae)	0	0	0	112,589
Hamilton County 911	0	0	0	608,759
Proceeds of refunding bonds	6,244,753	0	0	0
Payment of refunding bonds	<u>(6,185,569)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total other financing sources (uses)	<u>7,691,882</u>	<u>10,119,724</u>	<u>11,270,255</u>	<u>12,945,223</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>(508,941)</u>	<u>234,562</u>	<u>1,249,226</u>	<u>0</u>
FUND BALANCE at end of year	<u>\$4,988,142</u>	<u>\$5,222,704</u>	<u>\$6,471,930</u>	<u>\$6,471,930</u>

City of Chattanooga, Tennessee

Capital Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Years Ended June 30, 2003 - 2006

	FY 02/03	FY 03/04	Unaudited FY04/05	Budget FY05/06
FUND BALANCE at beginning of year	<u>24,879,406</u>	<u>69,000,220</u>	<u>41,780,985</u>	<u>17,171,964</u>
Revenues				
Intergovernmental Revenues	4,027,263	6,163,609	9,424,398	8,986,315
Charges for services	14,530	0	32,606	0
Interest Income	1,015,593	590,850	661,255	0
Donations	0	0	0	30,000
Sale of Property	0	1,367,821	25,650	0
Miscellaneous Revenues	660,457	2,065,808	3,774,082	929,111
Total Revenues	<u>\$5,717,843</u>	<u>\$10,188,088</u>	<u>\$13,917,991</u>	<u>\$9,945,426</u>
Expenditures				
General Government	5,516,274	4,140,370	6,141,012	23,153,315
Finance & Administration	1,030,036	233,830	4,469,592	20,000
Safety	5,763,439	3,029,856	3,473,463	2,442,005
Public Works	14,445,487	8,465,212	12,665,890	14,027,287
Parks, Recreation, Arts & Culture	1,466,547	3,358,355	3,972,346	1,465,000
General Services	52,635	38,840	40,240	0
Capital outlay/fixed assets	9,543,865	23,191,459	29,386,325	0
Total Expenditures	<u>\$37,818,283</u>	<u>\$42,457,922</u>	<u>\$60,148,868</u>	<u>\$41,107,607</u>
Excess (deficiency) of revenues over expenditures	<u>(32,100,440)</u>	<u>(32,269,834)</u>	<u>(46,230,877)</u>	<u>(31,162,181)</u>
Other Financing Sources (Uses)				
Operating transfers in	9,525,770	5,130,128	12,695,410	14,317,000
Operating transfers out	(1,468,230)	(2,481,063)	(2,480,853)	0
Bond/Note Proceeds	68,163,714	2,401,534	35,365,630	16,845,181
Refund Bond Escrow Agent	0	0	(23,958,331)	0
Total other financing sources (uses)	<u>76,221,254</u>	<u>5,050,599</u>	<u>21,621,856</u>	<u>31,162,181</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>44,120,814</u>	<u>(27,219,235)</u>	<u>(24,609,021)</u>	<u>0</u>
FUND BALANCE at end of year	<u>\$69,000,220</u>	<u>\$41,780,985</u>	<u>\$17,171,964</u>	<u>\$17,171,964</u>

City of Chattanooga, Tennessee

Fiduciary Funds

Combining Statement of Revenues, Expenditures and
Changes in Fund Balances
Years Ended June 30, 2003 - 2006

	<u>FY 02/03</u>	<u>FY 03/04</u>	<u>Unaudited FY04/05</u>	<u>Budget FY05/06</u>
REVENUES				
Interest Income	4,623	3,667	210,159	2,867
Total Revenues	<u>4,623</u>	<u>3,667</u>	<u>210,159</u>	<u>2,867</u>
EXPENDITURES				
Finance & Administration	300	261	15,609	2,867
General Government	0	0	58,934	0
Total Expenditures	<u>300</u>	<u>261</u>	<u>74,543</u>	<u>2,867</u>
Excess (deficiency) of Revenues over (under) Expenditures	4,323	3,406	135,616	0
OTHER FINANCING SOURCES (USES)				
Operating Transfers Out	0	0	0	0
Total Other Financing Sources (Uses)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (deficiency) of Revenues and Other Financing Sources Over (under) Expenditures and Other Financing Uses	4,323	3,406	135,616	0
FUND BALANCE at Beginning of Year	<u>71,734</u>	<u>76,057</u>	<u>3,064,000</u>	<u>3,199,616</u>
FUND BALANCE at End of Year	<u><u>\$76,057</u></u>	<u><u>\$79,463</u></u>	<u><u>\$3,199,616</u></u>	<u><u>\$3,199,616</u></u>

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

Fiduciary funds reflect the three medal funds: Chattanooga High School, Ochs-Oakes Fire and Police, and Ochs-Oakes High School. Library Endowment Fund added to Fiduciary Funds beginning in the fiscal year ending June 30, 2005

City of Chattanooga, Tennessee

Enterprise Fund

Combining Statement of Revenues, Expenses and
Changes in Net Assets
Years Ended June 30, 2003 - 2006

	<u>FY 02/03</u>	<u>FY 03/04</u>	<u>Unaudited FY04/05</u>	<u>Budget FY05/06</u>
REVENUES				
Customer Charges	39,730,915	47,882,673	(2) 48,087,314	44,222,042
Other	0	0	860,434	85,000
Total Revenues	<u>39,730,915</u>	<u>47,882,673</u>	<u>48,947,748</u>	<u>44,307,042</u>
OPERATING EXPENSES				
Sewer Plant Operation	17,957,546	17,951,304	18,648,491	19,226,171
Solid Waste Operation	2,621,150	2,247,325	1,870,879	2,564,580
Storm Water Operation	2,793,619	2,561,350	2,962,648	3,385,658
Depreciation and Amortization	11,343,379	11,483,482	11,579,176	13,791,430
Closure/Postclosure Costs	634,521	430,624	517,996	0
Other/Housing	1,098,510	1,215,595	1,069,346	417,039
Total Operating Expenses	<u>36,448,725</u>	<u>35,889,680</u>	<u>36,648,536</u>	<u>39,384,878</u>
OPERATING INCOME (LOSS)	<u>3,282,190</u>	<u>11,992,993</u>	<u>12,299,212</u>	<u>4,922,164</u>
NONOPERATING REVENUES (EXPENSES)				
Interest Income	750,420	496,970	837,075	803,750
Interest Expense	(6,748,243)	(8,304,780)	(7,596,606)	(7,062,559)
Intergovernmental	1,241,536	720,213	83,652	592,353
Other Income (expense)	77,987	10,960	184,682	60,340
Total Nonoperating Rev. (Exp.)	<u>(4,678,300)</u>	<u>(7,076,637)</u>	<u>(6,491,197)</u>	<u>(5,606,116)</u>
INCOME (LOSS) BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM	<u>(1,396,110)</u>	<u>4,916,356</u>	<u>5,808,015</u>	<u>(683,952)</u>
Capital Contributions	0	521,640	170,247	0
Operating Transfers In	5,468,339	683,952	686,898	8,836,952 (2)
Operating Transfers Out	(1,612,697)		(123,260)	0
Special Item, Transfer of capital assets to governmental activities	0	0	0	0
NET INCOME (LOSS) BEFORE EXTRAORDINARY LOSS	<u>2,459,532</u>	<u>6,121,948</u>	<u>6,541,900</u>	<u>8,153,000</u>
Extraordinary loss on disposal of treatment plant	0	0	0	0
NET INCOME (LOSS)	<u>2,459,532</u>	<u>6,121,948</u>	<u>6,541,900</u>	<u>8,153,000</u>
Amortization of Contributed Capital	0	0	0	0
TOTAL NET ASSETS - Beginning	<u>230,581,966</u> (1)	<u>233,041,498</u>	<u>239,163,446</u>	<u>245,705,346</u>
TOTAL NET ASSETS - Ending	(1) <u>\$233,041,498</u>	<u>\$239,163,446</u>	<u>\$245,705,346</u>	<u>\$253,858,346</u>

Note 1: Beginning in FY04 the General Fund is paying tipping fees to the Solid Waste Fund

Note 2: Transfers In includes \$8,153,000 in capital appropriations from reserves. Prior year does not include capital funding.

City of Chattanooga, Tennessee

Internal Service Funds

Schedule of Revenues, Expenditures, and Changes in Net Assets
Years Ended June 30, 2003 - 2006

	FY 02/03	FY 03/04	Unaudited FY04/05	Budget FY05/06
Net Assets, beginning of year	<u>1,557,608</u>	<u>901,738</u>	<u>1,697,334</u>	<u>35,076</u>
Revenues				
Billings to Departments	7,845,687	9,464,024	9,227,287	8,015,391
Other	<u>658,953</u>	<u>607,358</u>	<u>534,206</u>	<u>532,083</u>
Total Revenues	<u>\$8,504,640</u>	<u>\$10,071,382</u>	<u>\$9,761,493</u>	<u>\$8,547,474</u>
Expenditures				
Repairs & Maintenance - Amnicola	3,228,040	2,951,243	3,195,192	2,870,330
Repairs & Maintenance - 12th St	3,403,577	3,158,074	3,315,469	2,858,658
Operations - Amnicola	453,357	505,233	698,210	634,906
Operations - 12th St	1,011,575	1,106,258	1,543,571	1,533,580
Judgments & Costs	590,286	1,151,146	2,414,202	405,000
Water System	0	4,242	301	0
Claims & Tort Liabilities	276,670	261,674	219,972	208,200
Special Counsel	<u>197,005</u>	<u>137,916</u>	<u>36,834</u>	<u>36,800</u>
Total Expenditures	<u>\$9,160,510</u>	<u>\$9,275,786</u>	<u>\$11,423,751</u>	<u>\$8,547,474</u>
Excess (deficiency) of revenues over expenditures	<u>(655,870)</u>	<u>795,596</u>	<u>(1,662,258)</u>	<u>0</u>
Net Assets, ending of year	<u><u>\$901,738</u></u>	<u><u>\$1,697,334</u></u>	<u><u>\$35,076</u></u>	<u><u>\$35,076</u></u>

Note 1: Beginning in FY05 , costs associated with claims and tort liabilities and special counsel was transferred to the general fund

Undesignated General Fund

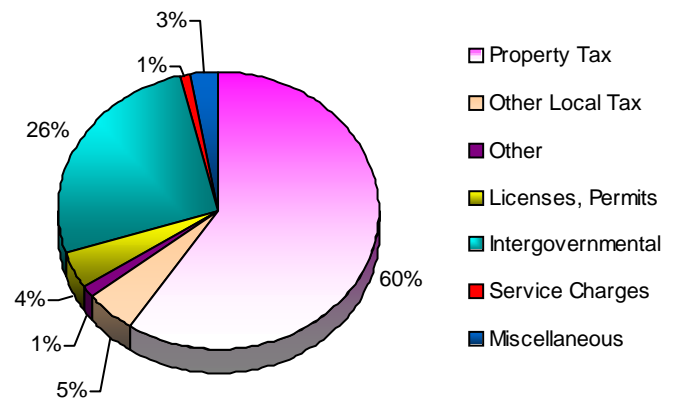
Fund Structure

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 2006, the budgeted revenue and expenses are \$168,300,069. Included are designated general government operations totaling \$16,085,831, the largest of which is the Economic Development Fund with a budget of \$10,488,000. Undesignated general fund operations budget is \$152,214,238. The following charts relate to the undesignated general fund operations.

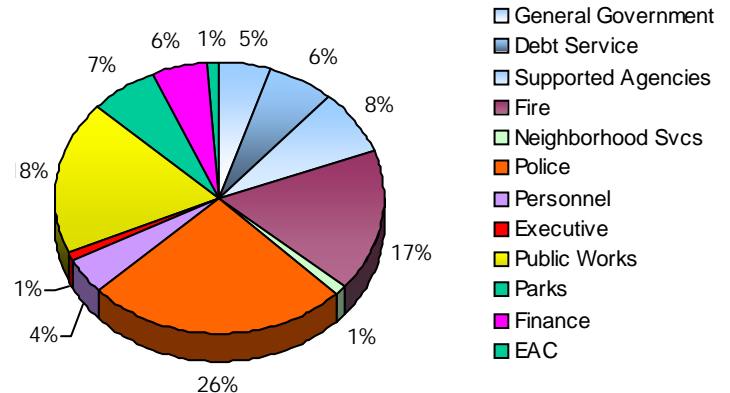
The major revenues of the general fund include: property taxes; other local taxes; licenses and permits; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

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

Revenues 2006
\$152,214,238



Appropriations 2006
\$152,214,238



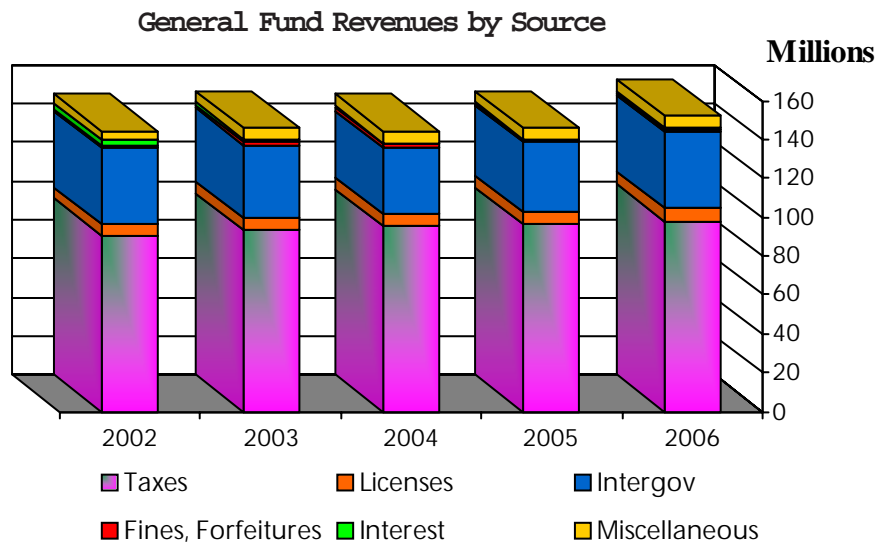
Fund Revenue Summary
Fiscal Years 2003 thru 2006
(expresses in \$1,000)

Fund Type	Actual FY02/03	Actual FY03/04	Budget FY04/05	Budget FY05/06	Budget 06 Increase (Decrease)	% Change FY 05/06
Undesignated General Fund:						
Property Taxes	87,247	87,196	88,759	90,118	1,359	1.53%
Other Local Taxes	7,517	7,743	7,646	7,981	335	4.38%
Licenses, Permits, Etc.	6,214	6,759	6,183	6,350	167	2.71%
Fines, Forfeitures & Penalties	1,428	1,112	1,092	1,173	81	7.44%
Investment Income	908	694	569	825	256	45.00%
Revenue form Other Agencies	36,116	36,314	36,218	39,844	3,626	10.01%
Service Charges	1,453	1,486	1,467	1,832	365	24.89%
Miscellaneous Revenues	4,723	4,931	4,106	4,092	(14)	-0.35%
Prior Year Surplus	-	-	3,927	-	(3,927)	N/A
<i>Total General Fund</i>	<u>145,607</u>	<u>146,235</u>	<u>149,967</u>	<u>152,215</u>	<u>2,248</u>	<u>1.50%</u>

Revenues

The proposed Budget for FY 2006 shows an increase in Estimated Revenues of \$2,247,238 or 1.5% when compared to FY 05. This increase in Estimated Revenues for FY 2006 can be attributed to increased tax revenues and governmental transfers. County-Wide sales tax is estimated to increase \$2,644,133; Gross Receipts is expected to increase by \$168,000; and the State Sales Tax is expected to increase \$1,060,977 or 11.9% for the City in FY 2006. Property Tax is anticipated to continue a strong, healthy growth.

The chart shows the General Fund Revenues by Source for the fiscal years 2002 thru 2006.



Property Taxes

FY 2006 Estimate : **\$90,118,187**
% of General Fund: **59.2%**
Growth From FY 05: **1,359,513**
% Change: **1.5%**

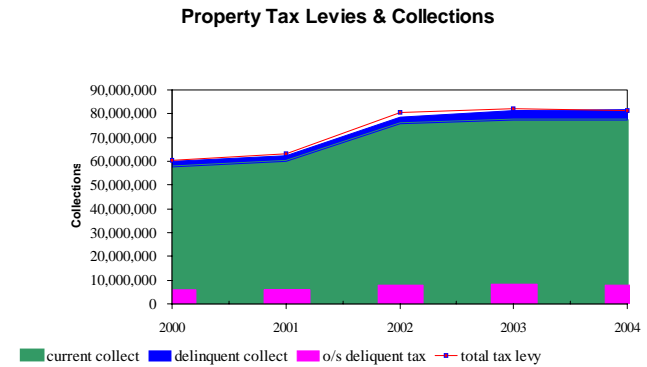
Current Real Property Taxes remain the primary source of funds for the City of Chattanooga, with the FY 2006 estimate of \$80,650,402 representing 52.98% of the total General Fund Budget. All property tax estimates inclusive of delinquencies and in lieu of tax payments total \$90,118,187 or 59.20% of the total General Fund budget. The current tax rate is \$2.202 per \$100.00 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98, this reappraisal is the lowest tax rate in nearly 50 years. Revenues generated in 1996 with a \$2.98 tax rate amounted to \$65,915,783 while the estimate for FY 2006 is \$80,650,402, an increase of \$14,238,105, or 17.77%. Assessments for 1995 were \$2,198,869,948. This figure has risen to \$3,237,183,936 in 2005, an increase of \$836,835,946 or 27.56%. Based on the City's economic climate, this trend is expected to continue.

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

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

Below is a graphical outlook of Property Tax Levies and Collections for the last five years. Not included in the totals are payment in lieu of taxes (PILOT) received

from the EPB and certain other entities within the City.



Pursuant to Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987, the minimum levy for the EPB is \$2,296,692 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 2006 is \$2,901,037 or 1.95% over FY05. The Telecommunication in lieu of tax due from the EPB is \$240,138, 13.92% over FY05.

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

Fiscal Year	Tax Rate	Event
94/1995	2.98	City Tax Increase
95/1996	2.98	
96/1997	2.70	Property Reappraisal
97/1998	2.31	City Tax Decrease
98/1999	2.31	
99/2000	2.31	
00/2001	2.31	
01/2002	2.516	City Tax Increase
02/2003	2.516	
03/2004	2.516	
04/2005	2.516	
05/2006	2.202	Property Reappraisal

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 \$320,550.

Current City policy for budgeting is to estimate collections of 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, Kenco Group, E.I. Dupont, Messer Griesheim Industries, and Signal Mountain Cement. The collection of In Lieu of Taxes accounts for approximately three percent (3.56%) of the operating budget each year.

Other Local Taxes:

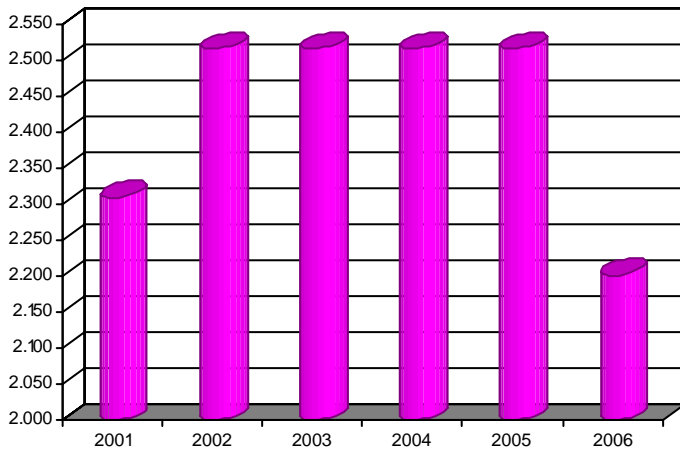
FY 2006 Estimate :	\$7,981,254
% of General Fund:	5.24%
Growth From FY 05:	334,792
% Change:	4.4%

Wholesale Beer Tax

FY 2006 Estimate:	\$4,633,840
% of General Fund:	3.04%
Growth From FY 05:	212,918
% Change:	4.8%

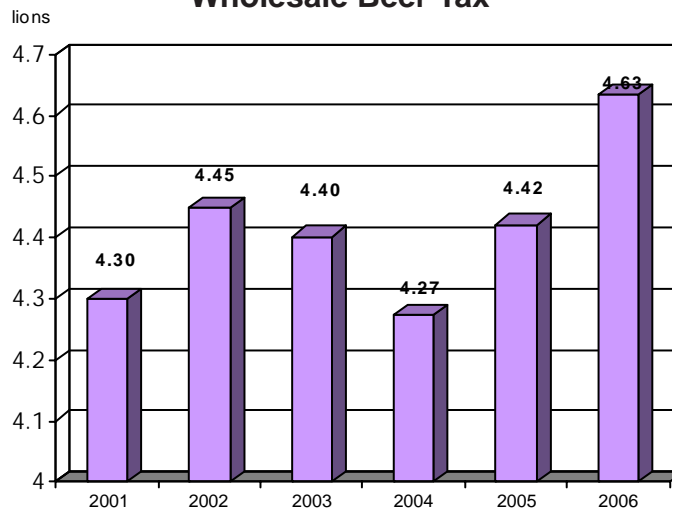
The Wholesale Beer Tax is a steady source of revenue to the City. The 17% tax is authorized by the State of Tennessee and is based on wholesalers' sales to retailers in the city. These collections represent an average of 3% of General Fund revenues. The average growth in these collection is about 2%. FY06 indicates a 4.8% increase from FY05, which had a realized 3.5% increase in revenues from FY05, suggesting continued growth as a revenue source. Revenue estimates for these collections are based on these known growth factors.

Property Tax Rates



(per \$100 of Assessed Valuation)

Wholesale Beer Tax



Licenses, Permits, Etc.:

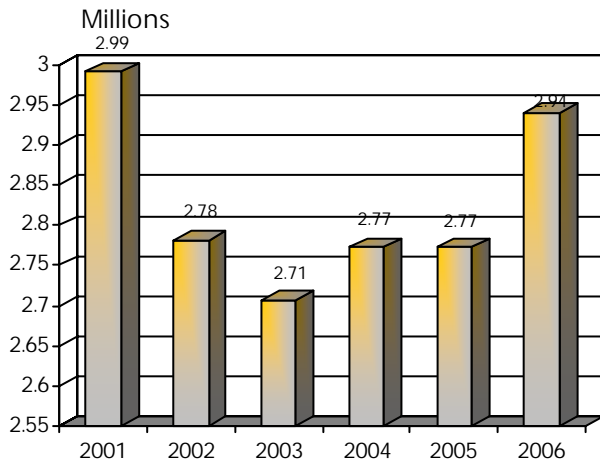
FY 2006 Estimate :	\$6,349,990
% of General Fund:	4.17%
Growth From FY 05:	167,423
% Change:	2.7%

Gross Receipts Taxes

FY 2006 Estimate :	\$2,940,000
% of General Fund:	1.93%
Growth from FY 05:	168,000
% Change:	6.1%

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 six 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 FY02 required a downward adjustment in the FY03 estimate, which has resulted in relatively stagnant growth in FY04 and FY05, but in FY06 collections are on the rise.

Gross Receipt Taxes



Revenue from Other Agencies:

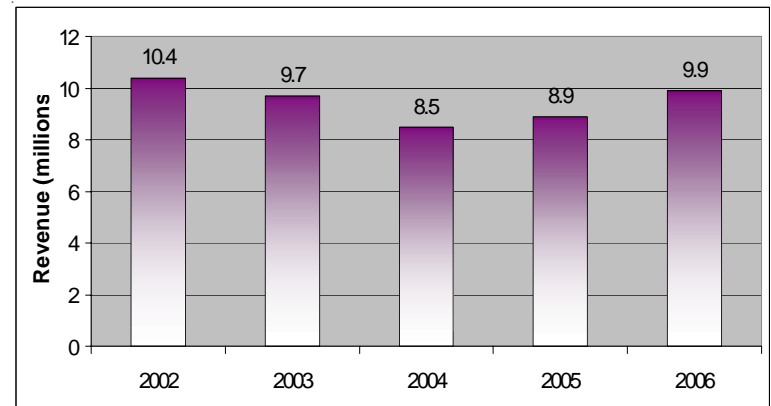
FY 2006 Estimate :	\$39,843,775
% of General Fund:	26.18%
Growth From FY 05:	3,625,505
% Change:	10.0%

City Allocation State Sales Tax

FY 2006 Estimate:	\$ 9,989,522
% of General Fund :	6.56%
Growth From FY 05:	1,060,977
% Change:	11.9%

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 154,853 and its per capita allocation from state sales tax for Fiscal Year 2006 is \$64.51. The State Sales Tax is expected to increase by 11.9% or \$1,060,977 in FY 2006. This suggests that the economy may be strengthening and that fewer consumers are traveling across state lines to purchase goods and services.

State Sales Tax



Revenues from Other Agencies

County-Wide Sales Taxes

FY 2006 Estimate :	\$24,529,206
% of General Fund:	16.11%
Growth From FY 05:	2,644,133
% Change:	12.1%

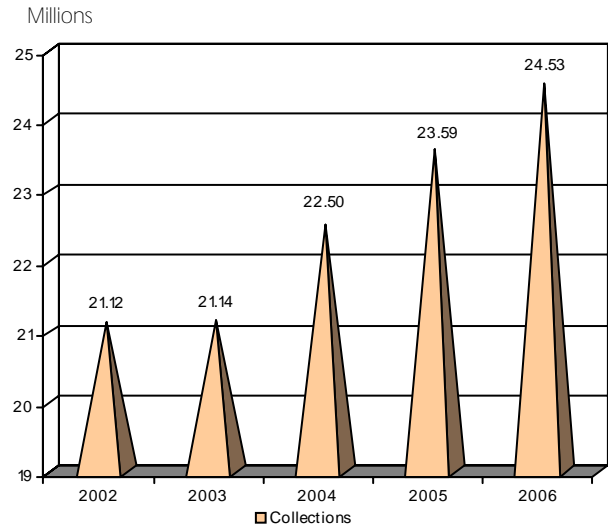
The County Wide Sales Tax, or Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended, the City and County have adopted a Local Option Sales Tax. The citizens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

The revenues from the county-wide sales tax are distributed pursuant to the provisions of the Act and other provisions of the Tennessee Code Annotated. Fifty percent of the revenues raised through a county wide sales tax are directed to education based upon the average daily attendance of each school system therein. The Economic Development Fund accounts for 1/2 cents of the sales tax collected.

Since FY04 growth in County-Wide sales tax revenues has increased by 9%. This is a reflection of the economic growth that has taken place in Hamilton County in the last few years.

The County-wide sales tax represents 16.11% of the total General Fund revenues for FY 2006.

County-Wide Sales Tax



Undesignated General Fund Expenditure Summary

Fiscal Years ending June 30, 2003 thru 2006

(expressed in \$1,000)

Fund Type	Actual FY02/03	Actual FY03/04	Budget FY04/05	Budget FY05/06	Budget 06 Increase (Decrease)	% Change FY 05/06
General Fund						
General Government	29,650	28,975	31,992	29,619	(2,373)	-7.42%
Department of Finance & Administration	8,014	7,948	8,665	8,805	140	1.62%
Department of Police	34,827	36,362	36,161	38,883	2,722	7.53%
Department of Fire	22,308	24,044	25,538	25,723	185	0.72%
Department of Public Works	25,284	26,494	26,673	27,663	990	3.71%
Department of Parks & Recreation	10,741	10,498	10,660	10,056	(604)	-5.67%
Department of Personnel	8,102	5,153	6,350	6,684	334	5.26%
Department of Neighborhood Services	1,577	1,510	2,611	1,828	(783)	-29.99%
Executive Branch	1,475	1,234	1,317	1,432	115	8.73%
Department of Education, Arts, & Culture	0	0	0	1,521	1,521	N/A
<i>Total General Fund</i>	141,978	142,218	149,967	152,214	2,247	1.50%

Expenses

General Government

FY 2006 Appropriation: \$29,619,077
% of General Fund: 19.46%
Growth From FY 05: 1,126,966
% Change: 3.96%

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

CARTA Subsidy

FY 2006 Appropriation: \$3,415,300
% of General Fund: 2.24%
Growth From FY 05: 130,300
% Change: 3.97%

The City finances part of the Chattanooga Area Regional Transportation Authority's operating loss. The CARTA appropriation of \$3,415,300 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 2006 Appropriation: \$1,415,389
% of General Fund: .93%
Decline From FY 05: (3,711)
% Change: (0.26%)

This appropriation of \$1,415,389 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. FY06 is the final year.

Chattanooga-Hamilton County Bicentennial Library

FY 2006 Appropriation: \$2,487,660
% of General Fund: 1.63%
Growth From FY 05: -0-
% Change: 0.00%

The City, along with the County fund the cost of the public library system.

Chattanooga Neighborhood Enterprises

FY 2006 Appropriation: \$1,500,000
% of General Fund: 0.99%
Decline From FY 05: (500,000)
% Change: -25.0%

This is an ongoing appropriation for efforts to upgrade housing in Chattanooga.

Debt Service Fund

FY 2006 Appropriation: \$9,801,307
% of General Fund: 6.44%
Growth From FY 05: 1,029,014
% Change: 11.73%

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 2006 Appropriation: \$1,500,000
% of General Fund: 0.99%
Growth From FY 05: -0-
% Change: 0.0%

Funds are provided here to be distributed to various departments for use in replacing equipment.

Department of Finance & Administration

FY 2006 Appropriation :	\$8,804,945
% of General Fund:	5.78%
Growth From FY 05:	140,152
% Change:	1.62%

This department oversees all aspects of the City's financial program, information services, radio and fleet maintenance. The major expenses for this department are personnel costs, Information Services hardware and software maintenance costs, and basic telecommunication support not charged directly to the departments. Increased FY06 expenditures are related to personnel expenses.

Department of Police

FY 2006 Appropriation :	\$38,883,221
% of General Fund:	25.55%
Growth From FY 05:	2,722,220
% Change:	7.53%

The majority of the increase in expenditures is attributed to Animal Services transfer back from Neighborhood Services.

Department of Fire

FY 2006 Appropriation:	\$25,722,775
% of General Fund:	16.90%
Growth From FY 05:	184,345
% Change:	0.72%

The 0.72% FY06 growth is attributed to increase in personnel costs offset by \$800,000 savings from the Tennessee General Assembly exempting certain Cities from Tennessee Water Company charges for fire hydrants.

Department of Public Works

FY 2006 Appropriation:	\$27,662,751
% of General Fund:	18.17%
Growth from FY 05:	989,804
% Change:	3.71%

The Department of Public Works General Fund operations underwent reorganization as a part of the FY06 budget. Several positions were transferred from General Government to Public Works. Three positions were transferred from Public Works to other departments. Public Works Engineering and the Land Development Office was included in the overall reorganization. Increased appropriations in this department represent personnel pay increases and increased motor vehicle maintenance.

Department of Parks & Recreation

FY 2006 Appropriation :	\$10,055,886
% of General Fund:	6.61%
Decline From FY 05:	(604,122)
% Change:	(5.67%)

In FY06, part of Parks & Recreation was reorganized into the new Department of Education, Arts & Culture. The overall decrease in the budget from FY05 reflects activities that were transferred to the new department. The areas included in the transfer are Civic Facilities and Arts & Culture.

Department of Personnel

FY 2006 Appropriation:	\$6,684,279
% of General Fund :	4.39%
Growth From FY 05:	334,660
% Change:	5.3%

The increase in expenditures in FY06 is attributed to increase in Retiree Health Insurance.

Department of Neighborhood Services

FY 2006 Appropriation :	\$1,827,966
% of General Fund:	1.20%
Decline From FY 05:	(783,075)
% Change:	(29.99%)

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, leading to the creation of the Department of Neighborhood Services. In FY06, Animal Services was removed and more neighborhood related divisions moved from the Executive Branch like Grants Administration, Human Rights, and Community Development.

Executive Branch

FY 2006 Appropriation:	\$1,432,397
% of General Fund:	.94%
Growth From FY 05:	115,347
% Change:	8.73%

The Executive Branch consists of functions under direct control of the Mayor. This branch includes the Mayor's Office, a transfer in from Finance - Asset Management, and a new initiative of the Mayor Multicultural Affairs.

Education, Arts, & Culture

FY 2006 Appropriation:	\$1,520,941
% of General Fund:	1.00%
Growth From FY 05:	1,520,941
% Change:	100%

The Department of Education, Arts, & Culture is new for FY06. This is an initiative of the Mayor to enhance and focus on education and arts through dedicated programs and activities. Some of the functions included in the department are from Parks & Recreation (formally know as Parks, Recreation, Arts, & Culture).

Undesignated General Fund Revenues

Fiscal Years 2003-2006

Revenue Source	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY05/06	BUDGET '06 INC/(DEC)	% CHANGE FY 05/06	% OF TOTAL
Property Taxes:							
Current Property Taxes Real	77,804,266	77,199,656	80,153,888	80,650,402	496,514	0.6%	52.98%
Interest & Penalty - Current Year	88,973	111,770	67,000	67,000	0	0.0%	0.04%
Interest & Penalty - Prior Year	258,221	359,074	275,000	450,000	175,000	63.6%	0.30%
Prior Year Real & Personal Taxes	3,413,388	3,830,420	2,605,000	3,200,000	595,000	22.8%	2.10%
City Fee- Collection of Delinquent Taxes	158,484	163,202	188,000	188,000	0	0.0%	0.12%
Corporate Excise Tax-State	183,932	103,564	103,500	141,443	37,943	36.7%	0.09%
Collections - In Lieu of Taxes	5,340,096	5,428,757	5,366,286	5,421,342	55,056	1.0%	3.56%
Total Property Tax	\$87,247,360	\$87,196,443	\$88,758,674	\$90,118,187	1,359,513	1.5%	59.20%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	250,780	254,805	254,000	254,000	0	0.0%	0.17%
Franchise Taxes - CCTV	1,397,342	1,399,783	1,400,000	1,426,000	26,000	1.9%	0.94%
Liquor Taxes	1,462,827	1,528,939	1,566,140	1,662,014	95,874	6.1%	1.09%
Beer Taxes	4,401,477	4,553,269	4,420,922	4,633,840	212,918	4.8%	3.04%
Local Litigation Taxes	4,962	5,799	5,400	5,400	0	0.0%	0.00%
Total Other Local Taxes	\$7,517,388	\$7,742,595	\$7,646,462	\$7,981,254	334,792	4.4%	5.24%
Licenses, Permits, Etc.:							
Motor Vehicle License	437,200	411,090	395,000	425,000	30,000	7.6%	0.28%
Parking Meters	430,365	446,796	508,077	450,000	(58,077)	-11.4%	0.30%
Business License excluding Liquor	122,298	130,285	120,000	120,000	0	0.0%	0.08%
Gross Receipts Tax	2,706,614	2,891,899	2,772,000	2,940,000	168,000	6.1%	1.93%
Building Permits	984,702	1,195,554	950,000	975,000	25,000	2.6%	0.64%
Other Licenses, Permits, Fees	1,532,779	1,683,692	1,437,490	1,439,990	2,500	0.2%	0.95%
Total Licenses & Permits	\$6,213,958	\$6,759,316	\$6,182,567	\$6,349,990	167,423	2.7%	4.17%
Fines, Forfeitures, & Penalties:							
City Court Fines	713,423	392,234	403,500	473,500	70,000	17.3%	0.31%
Criminal Court Fines	233,565	205,238	184,000	192,000	8,000	4.3%	0.13%
Parking Ticket Fines	429,895	504,165	504,259	507,000	2,741	0.5%	0.33%
Other Fines Forfeitures, & Penalties	50,658	10,522	0	0	0	N/A	0.00%
Total Fines, Forfeitures, & Penalties	\$1,427,541	\$1,112,159	\$1,091,759	\$1,172,500	80,741	7.4%	0.77%
Investment Income:							
Interest on Investments	804,707	620,978	543,946	800,000	256,054	47.1%	0.53%
Sale of Property	103,348	72,888	25,000	25,000	0	0.0%	0.02%
Total Investment Income	\$908,055	\$693,866	\$568,946	\$825,000	256,054	45.0%	0.54%

Undesignated General Fund Revenues

Fiscal Years 2003-2006

Revenue Source	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY05/06	BUDGET '06 INC/(DEC)	%	% OF TOTAL
						CHANGE FY 05/06	
Revenue From Other Agencies:							
County wide Sales Tax - General Fund	21,141,665	22,495,211	21,885,073	24,529,206	2,644,133	12.1%	16.11%
State Beer Tax	80,835	77,194	84,420	81,108	(3,312)	-3.9%	0.05%
Hall Income Tax	2,647,916	1,960,082	1,800,000	1,990,672	190,672	10.6%	1.31%
State Sales Tax	9,358,611	9,144,562	8,928,545	9,989,522	1,060,977	11.9%	6.56%
State Mixed Drink Tax	1,227,490	1,210,027	1,216,540	1,409,234	192,694	15.8%	0.93%
State Gas Inspection Fees	355,013	352,187	352,000	368,798	16,798	4.8%	0.24%
State Maintenance of Streets	113,501	78,912	90,000	100,000	10,000	11.1%	0.07%
State Alcohol Beverage Tax	71,224	73,261	75,000	78,579	3,579	4.8%	0.05%
State DOT - TVRM	18,204	0	0	0	0	N/A	0.00%
State - Special Training Funds	415,375	369,020	368,470	381,750	13,280	3.6%	0.25%
State - Telecom Sales Tax	28,663	26,248	29,611	27,271	(2,340)	-7.9%	0.02%
HUD-Harriet Tubman	0	0	0	0	0	N/A	0.00%
Ham. County-Ross Landing Plaza	523,671	397,496	489,787	730,663	240,876	49.2%	0.48%
Ham. County-Radio & Electronics	134,000	130,000	147,541	156,972	9,431	6.4%	0.10%
Ham. County DOE SRO's	0	0	751,283	0	(751,283)	-100.0%	0.00%
COPS - MORE Grant	0	0	0	0	0	N/A	0.00%
COPS Universal Hiring Grant	0	0	0	0	0	N/A	0.00%
Total Revenue from Other Agencies	\$36,116,168	\$36,314,200	\$36,218,270	\$39,843,775	3,625,505	10.0%	26.18%
Service Charges:							
City Court Cost	128,785	167,670	151,100	253,200	102,100	67.6%	0.17%
Clerk's Fee	673,026	625,273	579,119	870,000	290,881	50.2%	0.57%
State Court Cost	4,405	3,857	2,600	2,600	0	0.0%	0.00%
Public Works - Services Charge	252,287	206,637	182,330	205,500	23,170	12.7%	0.14%
PRAC - Services Charge	229,234	276,225	336,250	289,250	(47,000)	-14.0%	0.19%
Police - Service Charge	151,549	167,287	159,600	155,200	(4,400)	-2.8%	0.10%
Other Charges for Services	13,531	39,106	55,950	55,950	0	0.0%	0.04%
Total Service Charges	\$1,452,817	\$1,486,055	\$1,466,949	\$1,831,700	364,751	24.9%	1.20%
Miscellaneous Revenues:							
Indirect Cost	2,134,635	2,579,214	2,685,866	2,685,866	0	0.0%	1.76%
Land & Bldg. Rents	65,407	94,752	65,000	65,000	0	0.0%	0.04%
Dock Rental	23,589	19,443	20,000	20,000	0	0.0%	0.01%
Retiree Reimbursements (Regular)	994,070	0	0	0	0	N/A	0.00%
Mem. Aud.- Rents, Conc., OT, BO	316,792	349,920	342,000	303,000	(39,000)	-11.4%	0.20%
Tivoli - Rents, Conc., OT, BO	254,853	162,419	218,000	184,000	(34,000)	-15.6%	0.12%
Coolidge Park Revenue	132,308	128,002	109,500	114,300	4,800	4.4%	0.08%
Other General Government Misc.	801,649	1,597,403	666,007	719,666	53,659	8.1%	0.47%
Total Miscellaneous Revenues	\$4,723,303	\$4,931,153	\$4,106,373	\$4,091,832	(14,541)	-0.4%	2.69%
Revenue from Prior Year Surplus	0	0	3,927,000		(3,927,000)	-100.0%	0.00%
Grand Totals	\$145,606,590	\$146,235,787	\$149,967,000	\$152,214,238	\$2,247,238	1.5%	100.00%

Undesignated General Fund Expenditures

Fiscal Years 2003-2006

Expenditure	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY05/06	BUDGET '06 INC/(DEC)	% CHANGE FY 05/06	% OF TOTAL
General Government							
Agencies:							
Air Pollution	270,820	270,820	270,820	270,820	0	0.00%	0.18%
Allied Arts:							
Operations	250,000	250,000	250,000	250,000	0	0.00%	0.16%
African American Museum	70,000	70,000	70,000	70,000	0	0.00%	0.05%
Chattanooga Regional History	24,000	24,000	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	31,111	31,111	0	0.00%	0.02%
CARTA	3,239,650	3,158,650	3,285,000	3,415,300	130,300	3.97%	2.24%
Carter Street Corporation	352,324	176,324	0	0	0	N/A	0.00%
Carter Street Lease	1,420,753	1,420,159	1,419,100	1,415,389	(3,711)	-0.26%	0.93%
Chattanooga Urban League	50,000	50,000	50,000	50,000	0	0.00%	0.03%
C-HC Bicentennial Public Library	2,405,725	2,405,725	2,487,660	2,487,660	0	0.00%	1.63%
Chattanooga Neighborhood Enterprises	2,000,000	2,000,000	2,000,000	1,500,000	(500,000)	-25.00%	0.99%
Children's Advocacy Center	30,000	30,000	30,000	30,000	0	0.00%	0.02%
Community Foundation Scholarships	160,000	160,000	160,000	160,000	0	0.00%	0.11%
Community Impact Fund	0	0	450,000	0	(450,000)	-100.00%	0.00%
Downtown Partnership	140,000	140,000	140,000	140,000	0	0.00%	0.09%
Finley Stadium	0	0	0	25,000	25,000	N/A	0.02%
Heritage Hall Board	35,000	35,000	42,123	55,825	13,702	32.53%	0.04%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.00%	0.01%
Inner-City Develop Corp	35,000	0	0	0	0	N/A	0.00%
Community Research Council	10,000	10,000	10,000	0	(10,000)	-100.00%	0.00%
Railroad Authority	0	0	0	20,000	20,000	N/A	0.01%
Regional Planning Agency	974,817	974,817	988,817	942,817	(46,000)	-4.65%	0.62%
Scenic Cities	30,294	30,294	30,294	22,888	(7,406)	-24.45%	0.02%
Storm Water Fund	65,291	67,540	70,000	70,000	0	0.00%	0.05%
Tennessee Riverpark	790,902	852,637	798,471	994,756	196,285	24.58%	0.65%
Tenn Valley Railroad Museum	18,204	0	0	0	0	N/A	0.00%
West Side Development Corp	75,000	75,000	75,000	0	(75,000)	-100.00%	0.00%
WTCL - TV 45	60,000	60,000	60,000	60,000	0	0.00%	0.04%
General Government:							
Audits, Dues & Surveys	130,926	159,985	206,757	206,757	0	0.00%	0.14%
Capital Improvements	4,500,000	0	3,500,000	0	(3,500,000)	-100.00%	0.00%
ChattanoogaInvests	0	0	250,000	0	(250,000)	-100.00%	0.00%
City Attorney/Operations	649,121	744,352	906,236	1,027,496	121,260	13.38%	0.68%
City Attorney Liability Insurance Fund	862,000	1,916,000	250,000	650,000	400,000	160.00%	0.43%
City Code Revision	0	0	185,000	0	0	0.00%	0.00%
City Council	615,525	618,079	676,599	693,723	17,124	2.53%	0.46%
City Court Judicial	654,987	571,969	600,273	610,682	10,409	1.73%	0.40%
Contingency Fund	35,241	7,000	0	615,742	615,742	N/A	0.40%
Debt Service Fund	6,193,086	7,636,840	8,772,293	9,801,307	1,029,014	11.73%	6.44%
Election Expense	24,724	0	180,000	0	(180,000)	-100.00%	0.00%
Human Services	1,481,641	1,333,477	1,333,477	1,333,477	0	0.00%	0.88%
Internal Audit	0	0	0	271,109	271,109	N/A	0.18%
Intergovernmental Relations	206,759	325,991	228,850	228,850	0	0.00%	0.15%
Pensions, FICA & UIC	51,055	48,072	25,000	50,000	25,000	100.00%	0.03%
T.A.P. (tuition & books)	27,234	15,301	20,000	20,000	0	0.00%	0.01%
Downtown Design Center	125,108	226,732	227,204	0	(227,204)	-100.00%	0.00%
Renewal & Replacement	1,258,349	2,712,109	1,500,000	1,500,000	0	0.00%	0.99%
Enterprise Center	0	0	0	100,000	100,000	N/A	0.07%
311 Call Center	263,924	334,837	355,526	441,868	86,342	24.29%	0.29%
total	\$29,650,453	\$28,974,703	\$31,992,111	\$29,619,077	(\$2,188,034)	-6.84%	19.46%
Department of Finance & Administration:							
Finance Office	1,583,404	1,686,290	1,870,024	1,982,210	112,186	6.00%	1.30%
Information Services	2,355,491	2,483,693	2,671,652	2,636,621	(35,031)	-1.31%	1.73%
City Treasurer	487,040	504,495	518,868	584,131	65,263	12.58%	0.38%
Telecommunications	554,317	357,687	339,851	329,344	(10,507)	-3.09%	0.22%
City Court Clerk's Office	1,063,152	1,025,646	1,045,744	1,032,611	(13,133)	-1.26%	0.68%
Purchasing	753,344	782,117	782,860	838,193	55,333	7.07%	0.55%
Building Maintenance	692,184	575,930	725,768	693,561	(32,207)	-4.44%	0.46%
Radio & Electronics	360,367	362,971	405,019	426,676	21,657	5.35%	0.28%
Property Maintenance	57,923	51,474	143,138	108,500	(34,638)	-24.20%	0.07%
Real Estate	106,644	117,634	161,869	173,098	11,229	6.94%	0.11%
total	\$8,013,866	\$7,947,937	\$8,664,793	\$8,804,945	\$140,152	1.62%	5.78%

Undesignated General Fund Expenditures

Fiscal Years 2003-2006

Expenditure	Actual	Actual	Budget	Budget	BUDGET '06 INC/(DEC)	%	% OF TOTAL
	FY 02/03	FY 03/04	FY 04/05	FY05/06		FY 05/06	
Department of Police:	\$34,826,607	\$36,361,569	\$36,161,001	\$38,883,221	\$2,722,220	7.53%	25.55%
Department of Fire:							
Fire Operations	21,851,685	23,157,592	24,768,230	25,465,475	697,245	2.82%	16.73%
Utilities	455,686	886,870	343,200	257,300	(85,900)	-25.03%	0.17%
Fire Hydrants	559	0	427,000	0	(427,000)	-100.00%	0.00%
Combat Challenge	0	0	0	0	0	N/A	0.00%
total	\$22,307,930	\$24,044,462	\$25,538,430	\$25,722,775	\$184,345	0.72%	16.90%
Department of Public Works:							
Administration	551,753	892,794	961,899	1,024,997	63,098	6.56%	0.67%
City Engineer	1,793,001	1,736,237	1,903,901	1,701,773	(202,128)	-10.62%	1.12%
Downtown Design Center	0	0	0	0	0	N/A	0.00%
City Wide Services	3,133,906	3,540,316	3,584,046	3,755,551	171,505	4.79%	2.47%
Sewer Construction & Maintenance	1,732,796	1,870,621	1,966,870	2,041,157	74,287	3.78%	1.34%
Land Development Office	1,610,569	1,700,516	1,921,812	2,495,411	573,599	29.85%	1.64%
Utilities	147,617	142,624	137,547	136,312	(1,235)	-0.90%	0.09%
Pump Stations	60,021	92,880	84,404	106,530	22,126	26.21%	0.07%
Traffic Management	2,213,802	2,360,747	2,329,889	2,441,465	111,576	4.79%	1.60%
Street Lighting	2,476,302	2,486,592	2,563,500	2,336,408	(227,092)	-8.86%	1.53%
Subsidies to Other Funds	5,788,339	5,515,968	5,565,707	5,530,367	(35,340)	-0.63%	3.63%
Municipal Forestry	490,764	461,515	512,487	521,115	8,628	1.68%	0.34%
Waste Pickup - Brush	2,456,786	2,704,319	2,596,809	2,475,591	(121,218)	-4.67%	1.63%
Waste Pickup - Garbage	2,828,291	2,988,970	2,544,076	3,096,074	551,998	21.70%	2.03%
total	\$25,283,947	\$26,494,099	\$26,672,947	\$27,662,751	\$989,804	3.71%	18.17%
Department of Parks & Recreation:							
Administration	824,668	999,770	932,115	1,106,655	174,540	18.73%	0.73%
Recreation	4,127,746	4,018,664	4,212,887	4,232,587	19,700	0.47%	2.78%
Parks	4,582,192	4,306,159	4,361,445	4,716,644	355,199	8.14%	3.10%
Civic Facilities	1,206,582	1,173,661	1,153,561	0	(1,153,561)	-100.00%	0.00%
total	\$10,741,188	\$10,498,254	\$10,660,008	\$10,055,886	(\$604,122)	-5.67%	6.61%
Department of Personnel:							
Administration	908,760	883,250	951,186	989,974	38,788	4.08%	0.65%
Physicals	114,272	98,614	116,000	116,200	200	0.17%	0.08%
Employee's Insurance Office	272,844	333,289	365,407	332,205	(33,202)	-9.09%	0.22%
Employee's Insurance Program	4,631,890	3,477,183	4,568,500	4,853,500	285,000	6.24%	3.19%
Wellness Initiative	0	285,468	269,926	313,800	43,874	16.25%	0.21%
Job Injury Administration	2,174,344	74,880	78,600	78,600	0	0.0%	0.05%
total	\$8,102,110	\$5,152,684	\$6,349,619	\$6,684,279	\$334,660	5.3%	4.39%
Department of Neighborhood Services:							
Administration	379,570	241,647	309,859	372,369	62,510	20.17%	0.24%
Animal Services	0	0	1,078,179	0	(1,078,179)	-100.00%	0.00%
Codes & Community Services	754,650	766,342	769,266	812,437	43,171	5.61%	0.53%
Grants Administration	0	0	0	140,804	140,804	N/A	0.09%
Human Rights	0	0	0	34,818	34,818	N/A	0.02%
Neighborhood Relations	329,878	387,205	353,737	367,538	13,801	3.90%	0.24%
Neighborhood Grants	112,527	115,000	100,000	100,000	0	0.00%	0.07%
total	\$1,576,625	\$1,510,194	\$2,611,041	\$1,827,966	(\$783,075)	-29.99%	1.20%
Executive Branch:							
Mayor's Office	824,468	770,988	872,964	897,290	24,326	2.79%	0.59%
Office of Performance Review	296,132	145,736	102,703	0	(102,703)	-100.00%	0.00%
Human Rights	48,394	38,281	34,818	0	(34,818)	-100.00%	0.00%
Community Development	245,573	165,917	167,374	0	(167,374)	-100.00%	0.00%
Grants Administration	59,991	113,573	139,191	0	(139,191)	-100.00%	0.00%
Multicultural Affairs	0	0	0	400,000	400,000	N/A	0.26%
Asset Management	0	0	0	135,107	135,107	N/A	0.09%
total	\$1,474,558	\$1,234,495	\$1,317,050	\$1,432,397	\$115,347	8.76%	0.94%
Department of Education, Arts, & Culture:							
Administration	0	0	0	203,352	203,352	N/A	0.13%
Civic Facilities	0	0	0	1,191,478	1,191,478	N/A	0.78%
Arts & Culture	0	0	0	126,111	126,111	N/A	0.08%
total	\$0	\$0	\$0	\$1,520,941	\$1,520,941	N/A	1.00%
Expenditure Total	\$141,977,284	\$142,218,397	\$146,467,000	\$152,214,238	\$5,747,238	3.92%	100.00%



Special Revenue Funds

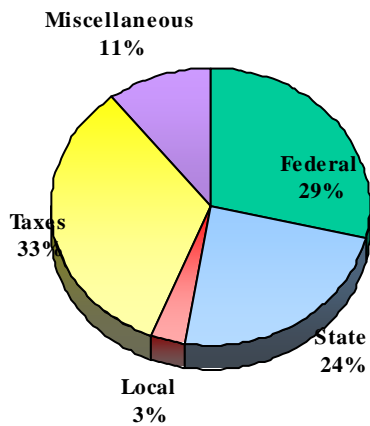
Fund Structure

Special Revenue Funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government. The basis of budgeting for these funds is modified accrual. Included funds are State Street Aid, Human Services, Economic Development, Community Development, Hotel/Motel Occupancy Tax Fund, and Municipal Golf Course Fund . For fiscal year ended June 30, 2005 the budgeted revenue and expenses were as follows:

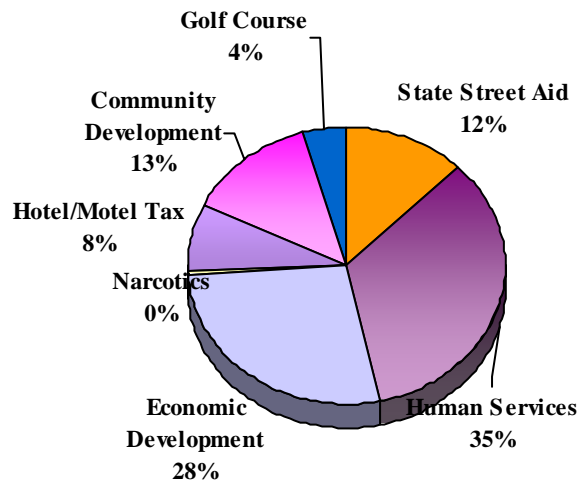
Fund	FY05 Budgeted Revenue & Expenses	FY05 Actual Revenues	FY05 Actual Expenses
State Street Aid Fund	\$4,689,350	\$4,448,377	\$4,688,518
Human Services Fund	\$13,574,677	\$12,860,934	\$13,373,949
Economic Development Fund	\$9,598,500	\$10,486,105	\$12,826,609
Community Development Fund	\$5,531,503	\$5,608,741	\$5,078,176
Hotel/Motel Tax	\$ 2,333,000	\$ 2,626,614	\$2,376,241
Municipal Golf Course Fund	\$ 1,687,794	\$ 1,543,440	\$ 1,754,152

Fiscal Year 2005/2006

Revenue by Source
\$38,419,906



Appropriation by Fund
\$38,419,906



Fund Revenue Summary

Fiscal Year Ending June 30, 2003-2006

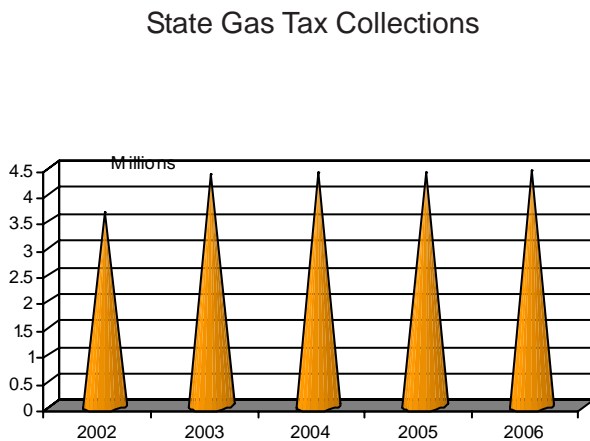
(expressed in \$1,000)

Fund Type:	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	Budget 06 Increase (Decrease)	% CHANGE FY 05/06
Special Revenue Fund						
State Street Aid	4,683	4,720	4,689	4,754	65	1.4%
Human Services	13,124	13,583	13,575	13,190	(385)	-2.8%
Economic Development Fund	18,004	19,691	9,598	10,488	890	9.3%
Narcotics	369	283	71	157	86	121.1%
Hotel/Motel Tax Fund	878	2,058	2,330	3,000	670	28.8%
Community Development Fund	5,211	6,030	5,532	5,173	(359)	-6.5%
Municipal Golf Course	1,629	1,609	1,688	1,657	(31)	-1.8%
Total Special Revenue Fund	43,898	47,974	37,483	38,419	936	2.5%

Revenues

State Street Aid

This fund was established to receive and account for the State's distribution of the gasoline tax. Funds received in this fund are restricted to road related projects. 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 slightly increased over the past few years due to the gradual increase in gasoline prices.

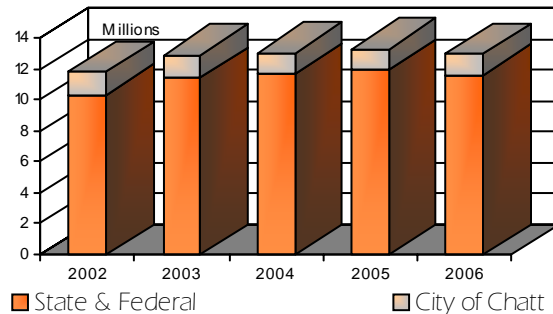


Human Services Fund

Human Services receives Federal, State, and City appropriations. This fund has increased by 9% overall during the past five-year period. The Federal and State portions account for 100% of this growth.

It is expected that resources will remain constant. The chart below shows how revenue for this fund has varied during a five year period.

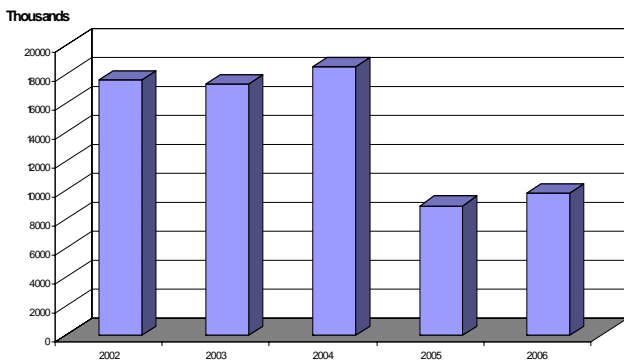
Human Services Collections



Economic Development Fund

In August 1997, the citizens of Chattanooga approved a half-cent tax on retail sales in the city. Revenues from this tax were shared on a 50/50 basis for education and economic development. In a county-wide election in February 2004, the residents of Hamilton County voted to increase the county-wide local option tax rate from 1.75% to 2.25% thereby repealing the city-only 1/2% tax. The additional taxes generated by the 1/2% increase in the county-wide tax will be distributed to the county, city and education in accordance with TCA 67-6-712 which requires that 50% is used for education and the remainder on a situs basis. The City should continue to receive a comparable amount for economic development from the county-wide tax as it has in prior years. The education component is distributed directly to the Hamilton County Department of Education as demonstrated by the 50% reduction in the FY2005 budget below.

Economic Development

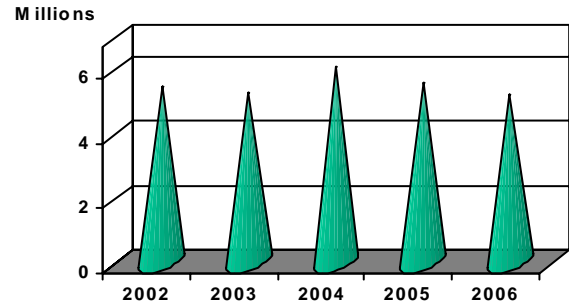


Community Development

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 FY06 decrease for this fund is \$358,656 compared to FY05. 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.

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 FY05 collections totaled \$2,626,614. The FY06 estimate is \$3,000,000.

Municipal Golf Course Fund

Revenues comes mainly from green fees and golf cart rentals. Overall estimated revenues are expected to decrease by 1.8% from FY05 budget.

Narcotics Fund

Revenues come mainly from confiscated funds which include forfeited cash and proceeds from the sale of items seized. Funds are also received from Federal and State.

Fund Expenditure Summary
 Fiscal Year Ending June 30, 2003-2006
 (expressed in \$1,000)

Fund Type:	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	Budget 06 Increase (Decrease)	% CHANGE FY 05/06
Special Revenue Fund						
State Street Aid	4,147	4,096	4,689	4,754	65	1.4%
Human Services	12,978	13,583	13,575	13,190	(385)	-2.8%
Economic Development Fund	17,549	17,402	9,599	10,488	889	9.3%
Narcotics	326	172	71	157	86	121.1%
Hotel/Motel Tax Fund	879	2,058	2,330	3,000	670	28.8%
Community Development Fund	5,041	9,109	5,531	5,173	(358)	-6.5%
Municipal Golf Course	1,628	1,701	1,688	1,657	(31)	-1.8%
Total Special Revenue Fund	42,548	48,121	37,483	38,419	936	2.5%

Expenses

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. The primary use of these funds are personnel, vehicle and construction costs.

at any time, and are also included in the City's annual audit.

Human Services

Human Services' expenditures have grown over the past four years. The primary reason for this growth is the expansion of the early childhood development component of the Head Start program. The FY2006 decrease is due to anticipated reductions in federal funds.

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.

Economic Development Fund

During FY2006, \$7,199,000 will be spent on debt service for the Southside Development. Since Hamilton County residents voted for the half-a-cent sales tax, no City portion is collected and remitted to the County School System. The remaining funds are dedicated to economic development.

Municipal Golf Course Fund

Funds are used to cover the operational cost of the City's two golf courses. The primary cost are personnel and purchase services. In keeping in line with estimated revenues, expenses have also been reduced from FY05.

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.

Narcotics Fund

Funds are primarily used for drug enforcement activity which includes purchase of surveillance equipment, drug identifications kits, maintenance on narcotics officer's vehicles and pay to informants. Funds can also be used for local drug treatment and education programs.

Federal guidelines are followed by the City in expending Community Development and Home Investment Funds. These are subject to federal audit

Special Fund Revenues

Fiscal Years 2003 - 2006

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '06	%	%
	FY 02/03	FY 03/04	FY 04/05	FY 05/06	INC/(DEC)	FY 05/06	OF TOTAL
State Street Aid (Fund 2104)							
State of Tennessee	4,343,885	4,381,334	4,369,350	4,419,289	49,939	1.1%	11.5%
Trfrs (1100) & Sale of Equipmer	320,000	0	0	0	0	N/A	0.0%
Miscellaneous	0	0	0	0	0	N/A	0.0%
Fund Balance	0	320,000	300,000	300,000	0	0.0%	0.8%
Interest Earnings	18,782	18,397	20,000	35,000	15,000	75.0%	0.1%
Total State Street Aid	\$4,682,667	\$4,719,731	\$4,689,350	\$4,754,289	\$64,939	1.4%	12.4%
Human Services (Fund 2102)							
Federal - State Grants	11,435,230	11,738,793	11,964,511	11,620,367	(344,144)	-2.9%	30.2%
City of Chattanooga	1,481,641	1,333,477	1,333,477	1,333,477	0	0.0%	3.5%
Day Care Fees	73,112	123,317	73,110	53,000	(20,110)	-27.5%	0.1%
Miscellaneous	97,760	32,258	26,500	28,000	1,500	5.7%	0.1%
Interest Income	29,542	11,676	13,000	10,000	(3,000)	-23.1%	0.0%
Fund Balance	0	343,799	164,079	145,309	(18,770)	-11.4%	0.4%
Trfrs Community Development	6,977	0	0	0	0	N/A	0.0%
Total Human Services	\$13,124,262	\$13,583,320	\$13,574,677	\$13,190,153	(\$384,524)	-2.8%	34.3%
Economic Development (Fund 1119)							
Local Option Sales Tax	17,264,712	18,444,846	8,909,500	9,799,000	889,500	10.0%	25.5%
Intergovernmental	676,056	1,198,182	689,000	689,000	0	0.0%	1.8%
Interest Income	63,252	48,297	0	0	0	N/A	0.0%
Total Economic Development	\$18,004,020	\$19,691,325	\$9,598,500	\$10,488,000	\$889,500	9.3%	27.3%
Narcotics (Fund 2103)							
Federal	12,602	32,121	40,582	0	(40,582)	-100.0%	0.0%
State	0	44,714	0	0	0	N/A	0.0%
Confiscated Narcotics Funds	191,892	119,406	26,645	77,134	50,489	189.5%	0.2%
Other	164,981	86,887	4,184	80,000	75,816	1812.0%	0.2%
Total Narcotics	\$ 369,475	\$ 283,128	\$ 71,411	\$ 157,134	\$ 85,723	120.0%	0.4%
Hotel/Motel Tax (Fund 2106)							
21st Century Waterfront	876,506	2,040,244	2,330,000	3,000,000	670,000	28.8%	7.8%
Interest Income	2,150	17,916	0	0	0	N/A	0.0%
Hamilton County	0	0	0	0	0	N/A	0.0%
Total Hotel/Motel Tax	\$878,656	\$2,058,160	\$2,330,000	\$3,000,000	\$670,000	28.8%	7.8%
Community Development (Fund 2105) (includes HOME program)							
Intergovernmental	3,404,782	4,937,515	3,731,503	3,472,847	(258,656)	-6.9%	9.0%
Investment Income	225,672	127,522	0	0	0	N/A	0.0%
Miscellaneous/Program	1,580,497	964,570	1,800,000	1,700,000	(100,000)	-5.6%	4.4%
Total Community Development	\$5,210,951	\$6,029,607	\$5,531,503	\$5,172,847	(\$358,656)	-6.5%	13.5%
Total Municipal Golf Course (1108)	\$1,628,777	\$1,609,092	\$1,687,794	\$1,657,483	(\$30,311)	-1.8%	4.3%
Grand Total	\$43,898,808	\$47,974,363	\$37,483,235	\$38,419,906	\$936,671	2.5%	100.0%

Special Fund Expenditures

Fiscal Years 2003 - 2006

Expenditures	Actual	Actual	Budget	Budget	BUDGET '06	CHANGE	%
	FY 02/03	FY 03/04	FY 04/05	FY 05/06	INC/(DEC)	FY 05/06	OF TOTAL
State Street Aid (Fund 2104)							
Street Maintenance	3,963,093	4,095,691	4,689,350	4,754,289	64,939	1.4%	12.37%
Capital Outlay & Fixed Assets	184,273	0	0	0	0	N/A	0.00%
Total State Street Aid	\$4,147,366	\$4,095,691	\$4,689,350	\$4,754,289	64,939	1.4%	12.37%
Human Services (Fund 2102)							
Administration	1,220,453	878,545	833,331	826,124	(7,207)	-0.9%	2.15%
Headstart	6,938,777	7,787,841	7,900,373	7,716,499	(183,874)	-2.3%	20.08%
Daycare	614,973	826,346	930,935	892,900	(38,035)	-4.1%	2.32%
Weatherization	373,014	435,285	443,728	349,550	(94,178)	-21.2%	0.91%
Foster Grandparents	440,796	477,163	485,562	494,379	8,817	1.8%	1.29%
LIHEAP	885,635	1,097,071	1,073,403	1,057,716	(15,687)	-1.5%	2.75%
Community Service Block Grant	629,278	709,198	790,884	730,795	(60,089)	-7.6%	1.90%
Neighborhood Family Services	0	91,309	97,820	99,000	1,180	1.2%	0.26%
Occupancy	222,932	122,373	0	0	0	N/A	0.00%
Title II Commodities	108,367	103,985	35,435	35,435	0	0.0%	0.09%
Emergency Food & Shelter	37,923	32,949	29,107	32,120	3,013	10.4%	0.08%
Human Services Programs	674,388	237,745	26,500	28,000	1,500	5.7%	0.07%
Food Programs	831,037	690,553	834,731	834,767	36	0.0%	2.17%
Chambliss Home	0	20,000	20,000	20,000	0	0.0%	0.05%
City General Relief -	0	72,957	72,868	72,868	0	0.0%	0.19%
Total Human Services	\$12,977,573	\$13,583,320	\$13,574,677	\$13,190,153	(384,524)	-2.8%	34.33%
Economic Development (Fund 1119 & P419)							
Hamilton County Schools	9,135,115	8,459,059	0	0	0	N/A	0.00%
Other	900,098	815,941	625,000	625,000	0	0.0%	1.63%
Debt Service	5,495,266	5,646,181	6,973,500	7,199,000	225,500	3.2%	18.74%
Capital Outlay/Projects	2,018,122	2,480,903	2,000,000	2,664,000	664,000	33.2%	6.93%
Total Economic Development	\$17,548,601	\$17,402,084	\$9,598,500	\$10,488,000	889,500	9.3%	27.30%
Narcotics (Fund 2103)							
Operations	326,311	172,212	71,411	157,134	85,723	120.0%	0.41%
Total Narcotics	\$326,311	\$172,212	\$71,411	\$157,134	\$85,723	120.0%	0.41%
Hotel/Motel Tax (Fund 2106)							
21st Century Waterfront	848,656	1,988,139	2,260,000	2,910,000	650,000	28.8%	7.57%
Hamilton County	30,000	30,000	30,000	30,000	0	0.0%	0.08%
Hotel/Motel Collection Fee	0	40,021	40,000	60,000	20,000	50.0%	0.16%
Total Hotel/Motel Tax	\$878,656	\$2,058,160	\$2,330,000	\$3,000,000	670,000	28.8%	7.81%
Community Development (Fund 2105) <i>(includes HOME program)</i>							
Community Development Project	4,295,438	8,679,158	4,992,003	4,533,847	(458,156)	-9.2%	11.80%
Administration	745,928	430,147	539,500	639,000	99,500	18.4%	1.66%
Total Community Development	\$5,041,366	\$9,109,305	\$5,531,503	\$5,172,847	(358,656)	-6.5%	13.46%
Total Municipal Golf Course (110€	\$1,628,031	\$1,701,183	\$1,687,794	\$1,657,483	(30,311)	-1.8%	4.31%
Grand Totals	\$42,547,904	\$48,121,955	\$37,483,235	\$38,419,906	936,671	2.5%	100.00%

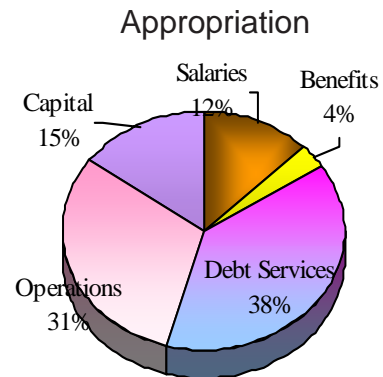
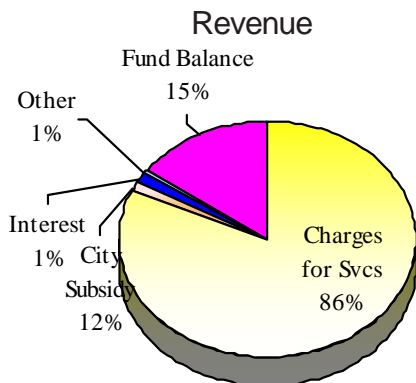
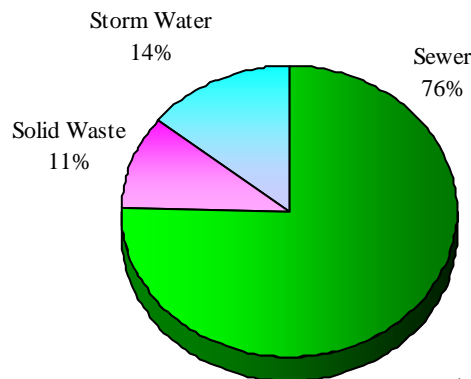
Fund Structure

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 budgetary basis of accounting for these funds is the accrual method where measurement focus is their economic resources, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. The CAFR shows the status of the funds finances on the basis of GAAP. The City of Chattanooga has three (3) budgeted Enterprise Funds: Interceptor Sewer Fund, Storm Water Management Fund and Solid Waste and Sanitation Fund. As of June 30, 2005 the budgeted revenue and expenses were as follows:

FUND	FY 05 Budgeted Revenue & Expenditures	FY 05 Actual Revenues	FY 05 Actual Expenses
Interceptor Sewer Fund	34,827,714	36,486,052	34,025,065
Solid Waste & Sanitation Fund	5,623,545	6,130,694	5,837,569
Storm Water Management Fund	5,575,120	5,744,986	5,952,029

Fiscal Year 2005/2006

Appropriation by Fund \$54,600,437



Fund Revenue Summary
 Fiscal Year Ending June 30, 2006
 (expressed in \$1,000)

Fund Type:	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	BUDGET '06 Increase (Decrease)	% CHANGE FY 05/06
Enterprise Funds						
Interceptor Sewer System	33,301	35,407	34,828	41,168	6,340	18.2%
Solid Waste & Sanitation	5,649	5,853	5,624	5,758	134	2.4%
Storm Water Fund	6,302	6,765	5,575	7,675	2,100	37.7%
Total Enterprise Funds	45,252	48,025	46,026	54,600	8,574	18.6%

Revenues

Interceptor Sewer Fund

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

Regional users such as Walker County, Georgia, and the City of Collegedale and the Town of Lookout Mountain, Tennessee are billed on the basis of metered water consumption. This method of billing does not allow for the recovery of costs incurred to treat flows beyond the amount of water purchased such as inflow and infiltration into the System. However, the wheelage and treatment rate is approximately two times the total metered flow rate, therefore, some inflow and infiltration is paid for. The City of Chattanooga has installed flow metering stations on the discharge line connecting regional users so that they may be billed on the basis of total measured wastewater flows, under the EPA approved user charge system. Contract negotiations with each respective government are underway and must be completed before this method of billing can begin.

The sewer service charges for the regional users -- Rossville, Catoosa County, Northwest Georgia, Ringgold, Windstone, 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 completion 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, 2005 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	\$ 1.16	\$2.78	\$ 3.94
Next 650,000	1.16	1.75	2.91
Next 1,250,000	1.16	1.20	2.36
Next 30,000,000	1.16	0.58	1.74
Over 32,000,000	1.16	0.36	1.52

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	\$ 1.0578	\$ 0.5782	\$ 1.6360

If regional customers are billed directly through the water company, the rate shall be one dollar and forty-nine cents (\$1.49) 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	\$ 0.6129	\$ 0.3350	\$ 0.9479

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	\$ 8.36
3/4 inch meter	29.83
1 inch meter	52.12
1 1/2 inch meter	116.65
2 inch meter	206.54
3 inch meter	484.15
4 inch meter	894.72
6 inch meter	2,131.08
8 inch meter	3,769.50

Industrial User Sewer Surcharge

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

- \$0.092 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of 300 milligrams per liter, and,
- \$0.070 per pound of total suspended solids for concentrations in excess of 400 milligrams per liter.

The City has also established the following fees and charges:

- A Sewer Service Line Connection Fee of \$800;
- A Truck Discharge Operation Permit Fee of \$40 per truck per year;
- A Septic Tank Discharge Fee of \$35.00 per 1,000 gallons of waste;
- Holding Tank Waste Fee of \$3.94 per 1,000 gallons of waste; and
- Garbage Grinders Fee of \$121.16 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. 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

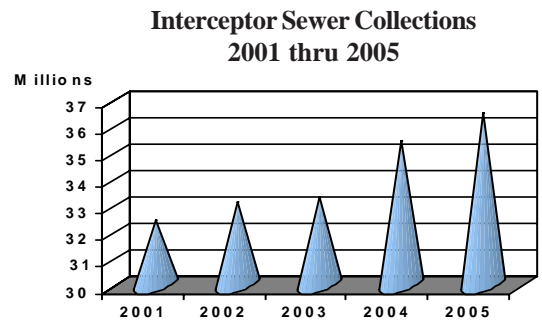
funding program. The 6.14% rate increase schedule through fiscal year ending June 30, 1990 was formulated by the consulting engineers pursuant to the five year financial analysis. Enactment of the rate increases requires adoption of the city ordinance by the City Council each year. The five year program 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 years, the City planned 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 enacted a 10% rate decrease. There was no rate increase for FY01 and FY02. In FY03, the City Council approved rate increases for the next three years of 7.29%, 7.07%, and 2.54% respectively. As evidenced by its program since 1985, the City remains committed to keeping the System self-supported from sewer revenues including adoption of any necessary sewer rate increases to ensure that it remains self supporting. Following is a history of rate increases since 1988:

FY 87/88 6.14%	FY 93/94 3.00%	FY 99/00 (0.10%)
FY 88/89 6.14%	FY 94/95 0.00%	FY 00/01 0.00%
FY 89/90 6.14%	FY 95/96 0.00%	FY 01/02 0.00%
FY 90/91 5.24%	FY 96/97 0.00%	FY 02/03 7.29%
FY 91/92 3.32%	FY 97/98 0.00%	FY 03/04 7.07%
FY 92/93 5.79%	FY 98/99 0.00%	FY 04/05 2.54%
		FY 05/06 0.00%

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

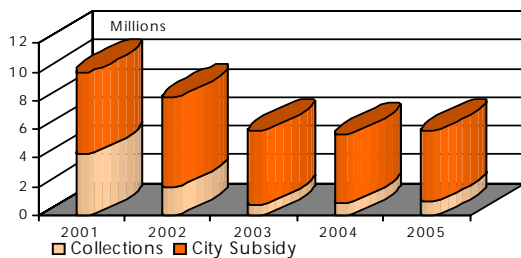
This fund accounts for the costs associated with the disposal of solid waste and recyclable materials. Prior to FY2002, the fund accounted for both collection and disposal of these materials. Due to reorganization, the collection portion of garbage and brush and trash were transferred to Public Works 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 the city, which has led some disposal companies to reroute their disposal traffic to other regional disposal facilities more conveniently located. The new sanitary landfill also stopped accepting construction waste. The construction debris site is operated by a private company. These changes have led to a reduction in the projected revenue for the fund.

Solid Waste Subsidy. Since the revenue from the landfill tipping fees does not totally fund the expenditures of the fund, it is necessary for the General Fund to support the Solid Waste & Disposal Fund through a General Fund Waste Disposal Fee. This FY06 fee of \$4,846,415 accounts for 84.2% of the total budget. The FY06 fee decrease of \$35,340 or 0.7% is due to an increase in projected revenue for the fund.

The chart below shows the historical trend of collections and subsidy. The primary sources of revenues for this fund are landfill tipping fees and a City of Chattanooga waste disposal fee. Revenues have declined because a major customer developed its own landfill in 2000 and the City's subsidy was reduced due to transfer of garbage collection cost to General Fund.

Solid Waste Revenue



Storm Water Management Fund

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

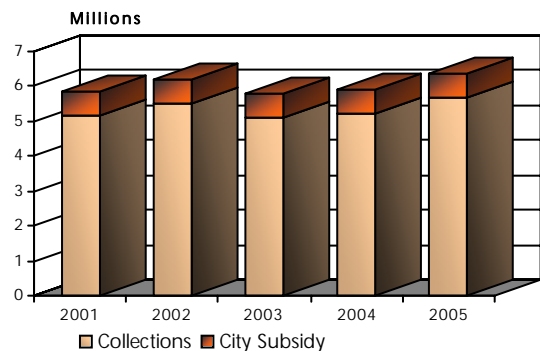
For the purpose of operating the storm water program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for

the operation and maintenance thereof, there is imposed a storm water user's fee upon the owner of property served directly or indirectly by the City's storm water system.

The revenue for this fund is derived from Stormwater fees, \$4,850,828 (87.6%), and a City of Chattanooga General Fund subsidy of \$683,952 (12.4%).

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

Storm Collections



Fund Expenditure Summary
Fiscal Year Ending June 30, 2006
(expressed in \$1,000)

Fund Type:	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	BUDGET '06 Increase (Decrease)	% CHANGE FY 05/06
Enterprise Funds						
Interceptor Sewer System	32,111	41,650	34,828	41,168	6,340	18.2%
Solid Waste & Sanitation	4,241	5,396	5,624	5,758	134	2.4%
Storm Water Fund	5,960	5,086	5,575	7,675	2,100	37.7%
Total Enterprise Funds	42,312	53,783	46,026	54,600	8,574	18.6%

Expenses

Interceptor Sewer Fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs; chemical costs for liquid and solid handling; maintenance costs; electricity costs and depreciation. Major capital expenses needed for the Moccasin Bend Wastewater Treatment Plant, such as vehicle replacement, pump replacement and major system repairs occur here. In FY 05/06, the operations and maintenance increased \$6,339,938, or 18.2%. The largest single change in the ISS budget for FY05/06 is the appropriation of \$6,153,000 for various capital projects.

The capital improvement portion of the FY05/06 ISS budget is for \$6,153,000. 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 05/06 decreased \$1,054,923 from FY 04/05. 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 05/06 increased \$134,460. This is due to increase in salaries and benefits along with increased vehicle expenses.

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

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

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 05/06, Storm Water budgeted expenses increased \$2,099,660. This increase is mainly due to a \$2,000,000 appropriation from fund balance to fund storm water capital projects. The City has maintained the same level of General Fund support for storm water maintenance and repairs as prior to the implementation of the storm water fee.

Enterprise Fund Revenues

Fiscal Years 2003 - 2006

Revenue Source	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	BUDGET '06 INC/(DEC)	% CHANGE FY 05/06	% OF TOTAL
Interceptor Sewer System (Fund 5100):							
Sewer Service Charges	26,041,317	28,249,983	27,619,088	27,331,023	(288,065)	-1.0%	50.06%
Industrial Surcharges	2,910,233	2,723,501	2,600,000	2,600,000	0	0.0%	4.76%
Septic Tank Charges	137,632	151,558	64,923	65,723	800	1.2%	0.12%
Wheelage & Treatment							
Lookout Mountain, TN	175,147	210,334	217,062	226,090	9,028	4.2%	0.41%
Dade County, GA	0	0	0	2,125	2,125	N/A	0.00%
Walker County, GA	289,239	233,546	280,636	309,276	28,640	10.2%	0.57%
Collegedale, TN	216,258	237,187	242,211	232,825	(9,386)	-3.9%	0.43%
Soddy-Daisy, TN	87,516	104,948	112,559	123,589	11,030	9.8%	0.23%
East Ridge, TN	1,062,705	1,167,428	1,212,172	1,294,065	81,893	6.8%	2.37%
Windstone	19,056	21,398	18,757	23,947	5,190	27.7%	0.04%
Hamilton County, TN	322,054	289,012	323,441	392,339	68,898	21.3%	0.72%
Northwest Georgia	334,324	435,413	433,392	565,954	132,562	30.6%	1.04%
Lookout Mountain, GA	41,499	43,513	49,064	55,936	6,872	14.0%	0.10%
Catoosa County, GA	16,121	20,060	32,614	53,187	20,573	63.1%	0.10%
Rossville, GA	320,173	326,092	333,491	362,038	28,547	8.6%	0.66%
Red Bank, TN	269,458	308,840	329,051	411,467	82,416	25.0%	0.75%
Refund to Regional Users	0	0	0	0	0	N/A	0.00%
Debt Service Northwest Georgia	258,037	441,838	441,838	447,353	5,515	1.2%	0.82%
Industrial User Permits	46,000	41,500	43,000	43,000	0	0.0%	0.08%
Industrial Violation Fines	9,700	3,900	0	0	0	N/A	0.00%
Garbage Grinder Fees	24,782	28,433	24,415	24,715	300	1.2%	0.05%
Fund Balance for Capital (P540)	0	0	0	6,153,000	6,153,000	N/A	11.27%
Miscellaneous Revenue	147,278	11,929	0	0	0	N/A	0.00%
Sale of Property	0	0	0	0	0	N/A	0.00%
Interest Earnings	572,464	356,615	450,000	450,000	0	0.0%	0.82%
Total Interceptor Sewer	\$33,300,993	\$35,407,028	\$34,827,714	\$41,167,652	\$6,339,938	18.2%	75.40%
Solid Waste & Sanitation(Fund 5200):							
Landfill Tipping Fees	664,310	612,447	245,000	350,000	105,000	42.9%	0.64%
Landfill Permit Fees	2,943	3,194	1,000	2,500	1,500	150.0%	0.00%
City of Chattanooga Tipping Fees	4,784,387	4,832,016	4,881,755	4,846,415	(35,340)	-0.7%	8.88%
State Sub Recyclable Material	66,196	30,649	60,000	60,000	0	0.0%	0.11%
S/W Surcharge - State	0	168,399	85,000	85,000	0	0.0%	0.16%
Interest	128,270	97,018	310,790	353,750	42,960	13.8%	0.65%
Public Works Capital	0	102,378	0	0	0	N/A	0.00%
Misc Revenues	2,802	6,751	40,000	60,340	20,340	50.9%	0.11%
Total Solid Waste & Sanitation	\$5,648,908	\$5,852,852	\$5,623,545	\$5,758,005	\$134,460	2.4%	10.55%
Storm Water (Fund 5300):							
Stormwater Fee	4,966,213	5,337,262	4,851,168	4,935,828	84,660	1.7%	9.04%
Public Works Capital	602,490	692,374	0	0	0	N/A	0.00%
Fund Balance for Capital	0	0	0	2,000,000	2,000,000	N/A	3.66%
Misc Revenue	49,426	51,315	40,000	55,000	15,000	37.5%	0.10%
General Fund Subsidy	683,952	683,952	683,952	683,952	0	0.0%	1.25%
Total Stormwater	\$6,302,081	\$6,764,903	\$5,575,120	\$7,674,780	\$2,099,660	37.7%	14.06%
Grand Totals:	\$69,720,498	\$69,472,165	\$46,026,379	\$54,600,437	\$8,574,058	18.6%	100.00%

Enterprise Fund Expenditures

Fiscal Years 2003 - 2006

Expenditures	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	Budget '06 INC/(DEC)	% CHANGE FY 05/06	% OF TOTAL
Interceptor Sewer System (Fund 5100):							
Operations & Maintenance:							
Administration	2,065,862	2,196,595	1,912,354	1,960,359	48,005	2.5%	3.59%
Safety & Training	99,903	95,798	107,090	109,504	2,414	2.3%	0.20%
Laboratory	420,854	427,710	474,808	526,377	51,569	10.9%	0.96%
Pretreatment/Monitoring	236,887	268,418	292,720	316,094	23,374	8.0%	0.58%
Engineering	132,750	170,701	218,460	231,754	13,294	6.1%	0.42%
Plant Maintenance	1,253,633	1,235,531	1,423,866	1,487,805	63,939	4.5%	2.72%
Sewer Maintenance	1,015,061	1,126,591	1,130,318	1,267,095	136,777	12.1%	2.32%
Moccasin Bend - Liquid Handling	4,598,119	5,415,790	5,138,886	5,592,128	453,242	8.8%	10.24%
Moccasin Bend - Solid Handling	3,176,358	1,875,057	2,578,292	3,377,614	799,322	31.0%	6.19%
Inflow & Infiltration	537,050	639,924	752,050	771,601	19,551	2.6%	1.41%
Combined Sewer Overflow	219,730	290,247	457,530	398,180	(59,350)	-13.0%	0.73%
Landfill Handling	2,577,019	2,134,045	1,854,250	1,490,000	(364,250)	-19.6%	2.73%
	<u>16,333,226</u>	<u>15,876,407</u>	<u>16,340,624</u>	<u>17,528,511</u>	<u>1,187,887</u>	<u>7.3%</u>	
Pumping Stations							
Mountain Creek	13,173	11,545	16,865	16,865	0	0.0%	0.03%
Citico	181,803	230,128	204,756	273,981	69,225	33.8%	0.50%
Friar Branch	107,800	111,296	126,826	146,631	19,805	15.6%	0.27%
Hixson 1,2,3,&4	61,998	68,420	75,862	80,212	4,350	5.7%	0.15%
19th Street	41,428	40,163	53,593	48,543	(5,050)	-9.4%	0.09%
Orchard Knob	29,827	85,684	71,239	72,239	1,000	1.4%	0.13%
South Chickamauga Creek	375,210	302,135	277,822	303,047	25,225	9.1%	0.56%
Tiftonia 1,2,3	46,902	39,473	43,843	44,218	375	0.9%	0.08%
23rd Street	94,520	110,018	116,428	110,303	(6,125)	-5.3%	0.20%
Latta Street	15,240	19,484	16,871	18,136	1,265	7.5%	0.03%
Residential Pump Stations	10,330	12,187	13,850	14,300	450	3.2%	0.03%
Murray Hills	7,960	8,284	15,430	15,355	(75)	-0.5%	0.03%
Big Ridge 1 - 5	55,546	56,001	83,274	75,354	(7,920)	-9.5%	0.14%
Highland Park	13,797	13,025	14,646	12,346	(2,300)	-15.7%	0.02%
Dupont Parkway	15,492	29,778	22,220	26,120	3,900	17.6%	0.05%
VAAP	2,119	10,356	4,402	5,452	1,050	23.9%	0.01%
Northwest Georgia	134,644	30,798	28,400	39,600	11,200	39.4%	0.07%
Brainerd	123,400	10,863	12,456	12,456	0	0.0%	0.02%
East Brainerd	148,741	33,440	35,705	34,830	(875)	-2.5%	0.06%
North Chattanooga	16,711	29,239	16,764	19,789	3,025	18.0%	0.04%
South Chattanooga	3,180	32,901	4,538	6,088	1,550	34.2%	0.01%
Ooltewah-Collegedale	162,235	48,771	55,750	61,725	5,975	10.7%	0.11%
Enterprise South	0	202	9,700	5,820	(3,880)	-40.0%	0.01%
River Park	0	0	4,250	4,250	0	0.0%	0.01%
Odor Control Pump Stations	0	462,030	425,000	250,000	(175,000)	-41.2%	0.46%
	<u>1,662,056</u>	<u>1,796,221</u>	<u>1,750,490</u>	<u>1,697,660</u>	<u>(52,830)</u>	<u>-3.0%</u>	
Depreciation	9,756,487	9,608,433	0	0	0	N/A	0.00%
Capital Improvements Program	144,368	327,689	310,235	417,039	106,804	34.4%	0.76%
Debt Service & Reserve							
Principal	0	9,046,514	10,664,661	10,445,134	(219,527)	-2.1%	19.13%
Interest	4,214,825	4,994,518	5,761,704	4,926,308	(835,396)	-14.5%	9.02%
Service Charges	0	0	0	0	0	N/A	0.00%
Reserve Coverage	0	0	0	0	0	N/A	0.00%
	<u>4,214,825</u>	<u>14,041,032</u>	<u>16,426,365</u>	<u>15,371,442</u>	<u>(1,054,923)</u>	<u>-6.4%</u>	
Reserve for Contingencies	0	0	0	6,153,000	6,153,000	N/A	11.27%
Total Interceptor Sewer	\$32,110,962	\$41,649,782	\$34,827,714	\$41,167,652	\$6,339,938	18.2%	75.40%
Solid Waste & Sanitation(Fund 5200):							
Garbage Collection	0	0	0	0	0	N/A	0.00%
Recycle	1,019,808	615,649	486,422	481,570	(4,852)	-1.0%	0.88%
Capital Improvements	0	2,605	0	0	0	N/A	0.00%
Brush & Trash Collection	0	0	0	0	0	N/A	0.00%
Sanitary Landfill (Summitt)	212,632	200,479	851,763	945,614	93,851	11.0%	1.73%
Waste Disposal - City Landfill	1,047,823	887,530	310,790	353,750	42,960	13.8%	0.65%
Compost Waste Recycle	380,324	427,574	401,098	413,942	12,844	3.2%	0.76%
Household Hazardous Waste	116,100	114,748	145,000	125,060	(19,940)	-13.8%	0.23%
Solid Waste Reserve	0	0	246,344	244,644	(1,700)	-0.7%	0.45%
Renewal & Replacement	1,347	0	0	0	0	N/A	0.00%
Depreciation and Bad Debt	0	611,108	0	0	0	N/A	0.00%
Debt Service	1,462,986	3,176,185	3,182,128	3,193,425	11,297	0.4%	5.85%
	<u>\$4,241,020</u>	<u>\$6,035,878</u>	<u>\$5,623,545</u>	<u>\$5,758,005</u>	<u>\$134,460</u>	<u>2.4%</u>	<u>10.55%</u>
Storm Water (Fund 5300):							
Stormwater Management	1,386,095	1,518,803	1,985,824	1,972,993	(12,831)	-0.6%	3.61%
Stormwater Operations	1,077,714	1,021,660	1,180,841	1,285,265	104,424	8.8%	2.35%
Renewal & Replacement	16,308	39,994	127,400	127,400	0	0.0%	0.23%
Capital Improvement	1,750,000	350,000	0	2,000,000	2,000,000	N/A	3.66%
Depreciation and Bad Debt	0	889,434	0	0	0	N/A	0.00%
Debt Service	1,729,800	2,277,148	2,281,055	2,289,122	8,067	0.4%	4.19%
	<u>\$5,959,917</u>	<u>\$6,097,039</u>	<u>\$5,575,120</u>	<u>\$7,674,780</u>	<u>\$2,099,660</u>	<u>37.7%</u>	<u>14.06%</u>
Total Stormwater	\$5,959,917	\$6,097,039	\$5,575,120	\$7,674,780	\$2,099,660	37.7%	14.06%
Grand Totals:	\$42,311,899	\$53,782,699	\$46,026,379	\$54,600,437	\$8,574,058	18.6%	100.00%

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 budgetary basis of accounting for these funds is the accrual method where measurement focus is their economic resources, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. The CAFR shows the status of the funds finances on the GAAP basis.

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.

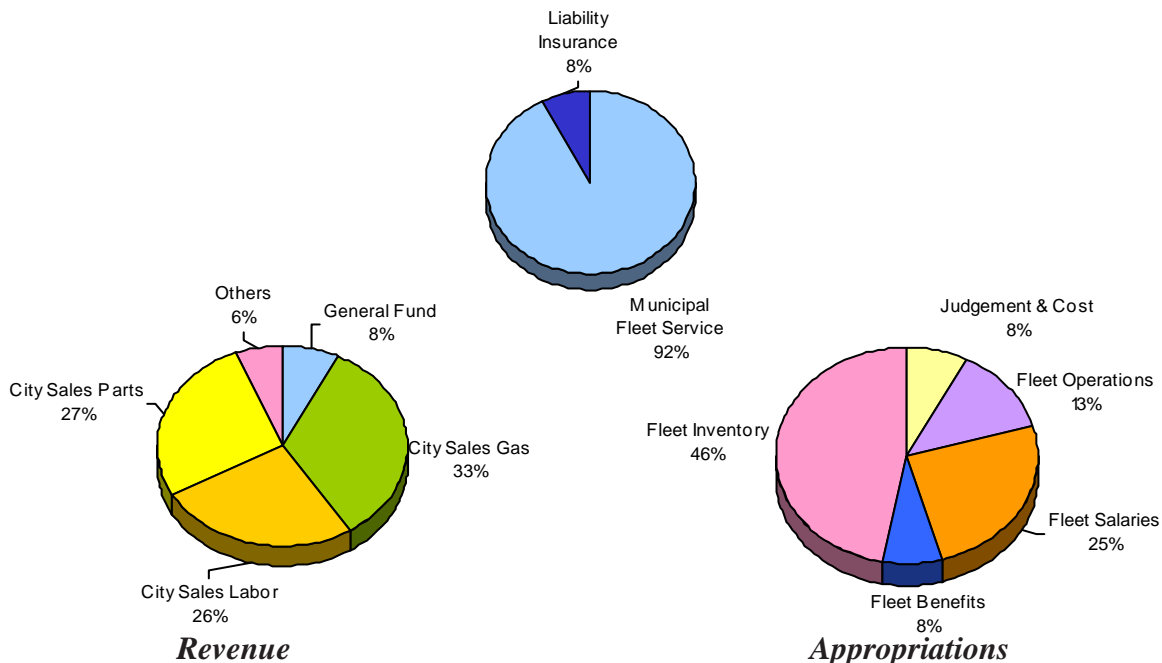
Liability Insurance fund accounts for the City self-insurance programs for claims and losses due to liabilities arising under the laws of State and Federal governments. The costs for these programs are funded through premiums paid by the departments and agencies of City government.

Fund	FY05 Budgeted Revenue & Expenses	FY05 Actual Revenues	FY05 Actual Expenses
Municipal Fleet Service Fund	\$6,703,110	\$8,711,493	\$8,552,196
Liability Insurance Fund	\$250,000	\$950,000	\$681,309

Fiscal Year 2005/2006

Budgeted Amount by Fund

\$8,547,474



Fund Revenue Summary
 Fiscal Year Ending June 30, 2006
 (expressed in \$1,000)

Fund Type:	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	BUDGET '06 Increase (Decrease)	% CHANGE FY 05/06
Internal Service Fund						
Municipal Services	7,643	8,155	6,703	7,897	1,194	17.8%
Liability Insurance Fund	862	1,916	250	650	400	160.0%
Total Internal Service Fund	8,505	10,071	6,953	8,547	1,594	22.9%

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 collections and rates have remained constant over the past years. Users pay a \$55.00 per hour charge for garage services. For budgeting or planning purposes during FY06, a 25% premium is applied to parts billed to departments. Gasoline and diesel fuel will be billed to departments at \$0.30/gallon over the average monthly cost.

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 advice of the City Attorney.

Fund Expenditure Summary
 Fiscal Year Ending June 30, 2006
 (expressed in \$1,000)

Fund Type:	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	BUDGET '06 Increase (Decrease)	% CHANGE FY 05/06
Internal Service Fund						
Municipal Services	8,118	7,721	6,703	7,897	1,194	17.8%
Liability Insurance Fund	1,064	1,555	250	650	400	160.0%
Total Internal Service Fund	9,182	9,276	6,953	8,547	1,594	22.9%

Expenses

Municipal Fleet Services Fund

Expenditures for these funds are primarily for personnel, and inventory supplies.

The number of positions within the Division of Fleet Services decreased from 77 to 62 from FY 02 to FY 06. As equipment replacements are made with more up to date equipment, it was decided the positions would not be filled. However, the cost for salaries has not decreased at the same rate 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 2003 - 2006

Revenue Source	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	BUDGET '06 INC/(DEC)	% CHANGE FY 05/06	% OF TOTAL
Municipal Service Station (Fund 6100):							
Amnicola Service Station:							
Fleet Fuel- City Sales	1,136,117	626,348	555,705	905,368	349,663	62.9%	10.59%
Fleet Fuel- Outside Sales	3,216	2,841	2,996	7,500	4,504	150.3%	0.09%
Total Amnicola Station	1,139,333	629,189	558,701	912,868	354,167	63.4%	10.68%
12th & Park Service Station:							
Fleet Fuel- City Sales	636,581	1,200,850	1,079,843	1,923,907	844,064	78.2%	22.51%
Fleet Fuel- Outside Sales	87,630	83,404	80,641	107,000	26,359	32.7%	1.25%
Total 12th & Park Station	724,211	1,284,254	1,160,484	2,030,907	870,423	75.0%	23.76%
Total Municipal Service Station	\$1,863,544	\$1,913,443	\$1,719,185	\$2,943,775	1,224,590	71.2%	34.44%
Municipal Garage (Fund 6101)							
Amnicola Garage:							
Sale of Surplus Equip/Scrap	1,013	867	0	300	300	N/A	0.00%
Misc Revenue	15,351	9,899	5,149	1,000	(4,149)	-80.6%	0.01%
Fleet - Sale of Parts	1,245,588	998,171	994,354	1,000,000	5,646	0.6%	11.70%
Outside Sale of Parts	305,364	275,010	281,125	200,000	(81,125)	-28.9%	2.34%
Sales - Labor	1,063,578	897,710	778,402	1,159,216	380,814	48.9%	13.56%
Outside Sales - Labor	246,196	235,183	217,673	200,000	(17,673)	-8.1%	2.34%
Fleet adjusted City sales	0	878,040	0	0	0	N/A	0.00%
Total Amnicola Garage	2,877,090	3,294,880	2,276,703	2,560,516	283,813	12.5%	29.96%
12th & Park Garage:							
Sale of Surplus Equip/Scrap	0	109	0	100	100	N/A	0.00%
Misc Revenue	0	0	500	200	(300)	-60.0%	0.00%
Fleet - Sale of Parts	1,767,096	1,808,373	1,653,721	1,287,469	(366,252)	-22.1%	15.06%
Outside Sale of Parts	103	(49)	500	9,459	8,959	1791.8%	0.11%
Sales - Labor	1,134,727	1,138,531	1,052,156	1,089,431	37,275	3.5%	12.75%
Outside Sales - Labor	81	95	345	6,524	6,179	1791.0%	0.08%
Total 12th & Park Garage	2,902,007	2,947,059	2,707,222	2,393,183	(314,039)	-11.6%	28.00%
Total Municipal Garage	\$5,779,097	\$6,241,939	\$4,983,925	\$4,953,699	(30,226)	-0.6%	57.96%
Total Fleet Services	\$7,642,641	\$8,155,382	\$6,703,110	\$7,897,474	\$1,194,364	17.8%	92.40%
Liability Insurance Fund (6200)							
General Fund Transfer -1100	862,000	1,916,000	250,000	650,000	400,000	160.0%	7.60%
	862,000	1,916,000	250,000	650,000	400,000	160.0%	7.60%
Grand Total:	\$8,504,641	\$10,071,382	\$6,953,110	\$8,547,474	\$1,594,364	22.9%	100.00%

Internal Service Fund Expenditures

Fiscal Years 2003 - 2006

Expenditures	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	BUDGET '06 INC/(DEC)	% CHANGE FY 05/06	% OF TOTAL
Municipal Service Station (Fund 6100):							
<i>Amnicola Service Station</i>							
Purchase Services	17,486	6,201	5,613	11,218	5,605	99.9%	0.13%
Vehicle Operation Expenses	12,024	3,969	5,500	1,423	(4,077)	-74.1%	0.02%
Inventory Supplies	397,129	473,751	450,000	622,026	172,026	38.2%	7.28%
Gov'tl Charges, Taxes, Fees, Misc.	26,719	21,312	0	0	0	N/A	0.00%
Total Amnicola Station	453,358	505,233	461,113	634,667	173,554	37.6%	7.43%
<i>12th & Park Service Station</i>							
Salaries & Wages	36,175	34,541	67,457	44,731	(22,726)	-33.7%	0.52%
Fringes	8,820	7,217	12,161	15,266	3,105	25.5%	0.18%
Purchase Services	6,206	3,708	5,700	8,935	3,235	56.8%	0.10%
Materials & Supplies	490	0	2,000	239	(1,761)	-88.1%	0.00%
Travel	0	0	500	0	(500)	-100.0%	0.00%
Vehicle Operation Expenses	5,886	2,089	5,600	7,127	1,527	27.3%	0.08%
Insurance, Claims, Damages	54	54	0	0	0	N/A	0.00%
Inventory Supplies	960,255	1,058,149	961,100	1,448,932	487,832	50.8%	16.95%
Capital Outlay	0	0	10,000	0	(10,000)	-100.0%	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	750	500	1,000	8,589	7,589	758.9%	0.10%
Total 12th & Park Station	1,018,636	1,106,258	1,065,518	1,533,819	468,301	44.0%	17.94%
Total Municipal Service Station	\$1,471,994	\$1,611,491	\$1,526,631	\$2,168,486	641,855	42.0%	25.37%
Municipal Garage (Fund 6101)							
<i>Amnicola Garage - Repair & Maint.</i>							
Salaries & Wages	1,042,841	1,025,324	1,010,655	1,085,054	74,399	7.4%	12.69%
Fringes	249,773	263,067	231,254	309,146	77,892	33.7%	3.62%
Purchase Services	130,512	89,406	89,583	103,879	14,296	16.0%	1.22%
Materials & Supplies	29,990	34,046	31,630	24,428	(7,202)	-22.8%	0.29%
Travel	0	0	2,000	3,947	1,947	97.4%	0.05%
Vehicle Operation Expenses	88,604	92,669	102,660	70,917	(31,743)	-30.9%	0.83%
Insurance, Claims, Damages	2,318	79,845	76,000	88,344	12,344	16.2%	1.03%
Inventory Supplies	1,273,942	987,305	879,000	879,000	0	0.0%	10.28%
Capital Outlay	47,043	10,514	14,500	15,957	1,457	10.0%	0.19%
Gov'tl Charges, Taxes, Fees, Misc.	377,401	369,067	34,500	289,658	255,158	739.6%	3.39%
	3,242,424	2,951,243	2,471,782	2,870,330	398,548	16.1%	33.58%
<i>12th & Park Garage - Repair & Maint.</i>							
Salaries & Wages	1,158,854	1,106,047	1,095,713	1,008,262	(87,451)	-8.0%	11.80%
Fringes	292,557	292,614	284,984	321,758	36,774	12.9%	3.76%
Purchase Services	72,852	65,796	54,460	57,245	2,785	5.1%	0.67%
Materials & Supplies	53,221	45,108	33,050	33,305	255	0.8%	0.39%
Travel	325	125	5,000	0	(5,000)	-100.0%	0.00%
Vehicle Operation Expenses	121,844	88,599	89,150	73,800	(15,350)	-17.2%	0.86%
Insurance, Claims, Damages	851	1,008	0	0	0	N/A	0.00%
Inventory Supplies	1,414,007	1,272,399	1,091,840	1,057,608	(34,232)	-3.1%	12.37%
Capital Outlay	2,009	0	50,000	20,452	(29,548)	-59.1%	0.24%
Gov'tl Charges, Taxes, Fees, Misc.	286,589	286,378	500	286,228	285,728	57145.6%	3.35%
	3,403,109	3,158,074	2,704,697	2,858,658	153,961	5.7%	33.44%
Total Municipal Garage	\$6,645,533	\$6,109,317	\$5,176,479	\$5,728,988	552,509	10.7%	67.03%
Total Fleet Services	\$8,117,527	\$7,720,808	\$6,703,110	\$7,897,474	\$1,194,364	17.8%	92.40%
Liability Insurance Fund (6200)							
Special Council & Claims	1,063,961	1,554,978	250,000	650,000	400,000	160.0%	7.60%
Total Liability Insurance	1,063,961	1,554,978	250,000	650,000	400,000	160.0%	7.60%
Grand Totals	\$9,181,488	\$9,275,786	\$6,953,110	\$8,547,474	\$1,594,364	22.9%	100.00%





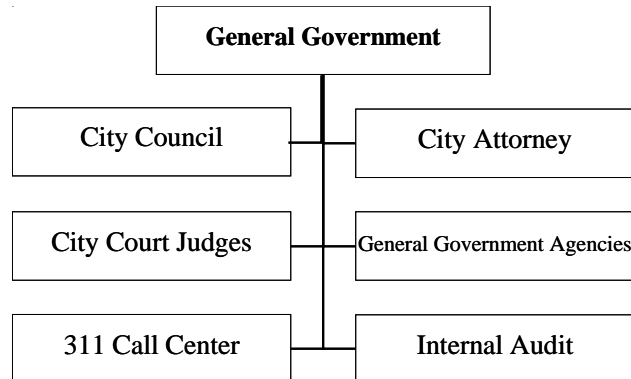
Mission:

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

Description:

The General Government budget provides for legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. The City Council Office and City Court Judge represent the elected officials of the City and their respective operations. The City Attorney's Office represents the City in all legal matters, litigating on behalf of the City, as well as providing legal advice to the governing body and other departments where appropriate. The audit department enhances government efficiency and accountability by conducting performance and financial reviews of City departments and City-funded agencies. 311 Call Center simplifies citizen access to government by providing a single point of contact for all City services. In addition, 311 provides City departments with data needed to identify service needs, trends, and outcomes.

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



Goals and Objectives

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

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

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

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

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

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

Deliver a quality customer experience to 311 customers

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

Performance Measures	Actual	Goal	Actual	Goal
	FY04	FY05	FY05	FY06
Audits/reviews conducted	10	18	N/P	N/P
311 calls/emails answered	137,865	151,652	N/A	200,000
311 service requests created	68,265	75,092	77,400	80,000
Customer satisfaction rating	85%	90%	90%	90%

*N/A=Not Available, N/P= Not Provided

Department Summary

	Actual FY 02/03	Actual FY03/04	Budget FY 04/05	Budget FY 05/06
City Council Office	615,525	618,079	676,599	693,723
Office of City Court Judges	654,987	571,969	600,273	610,682
Office of City Attorney	649,121	744,352	1,006,236	1,027,496
Supported Agencies	13,987,123	13,589,895	13,682,847	13,501,543
Debt Service	6,193,086	7,636,840	8,772,293	9,801,307
311 Call Center	263,924	334,837	355,526	441,868
Internal Audit	-	-	-	271,109
Other General Government Activities	7,286,687	5,478,730	6,898,337	3,271,349
Total Expenditures	29,650,453	28,974,702	31,992,111	29,619,077
Per Capita	\$ 190.58	\$ 186.59	\$ 206.60	\$ 191.27
Positions Authorized	30	32	34	37

Resources

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	1,313,903	1,670,693	1,457,281	2,012,518
Overtime	-	-	-	-
Operating	28,336,552	27,304,009	30,534,830	27,606,559
Revenue	-	-	-	-

Supported Agencies

Supported agencies are a portion of General Government and are primarily in two different categories. The first category is appropriations to special funds that 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 CARTA, Library, Regional Planning Agency and the Air Pollution Control Bureau. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose that are not accounted for on the City books. These include agencies such as Urban League, Allied Arts, and Chattanooga Neighborhood Enterprise (CNE). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. In addition, the Liability Insurance Fund accounts for liability claims and losses. Amounts are provided for Fiscal Year 2005/2006.

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.....\$70,000

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.....\$3,415,300

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. FY 2006 is the final year of the commitment.

City's Contribution.....\$1,415,389

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.....\$55,825

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 patrons' educational, professional, and personal needs, the library provides current information, promotes learning, and preserves the community's history.

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

City's Contribution.....\$2,487,660

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.....\$1,500,000

Chattanooga Regional History Museum

The overall mission is to collect, preserve, research, interpret and display the written, spoken, pictorial and artifactual record of the Chattanooga and Tri-State region from the earliest times to the present. This is accomplished by operating a museum and providing appropriate publications, exhibits and educational programs for all segments of the community in the context of the museum's permanent theme, "Chattanooga Country: Its Land, Rivers and People".

The museum has a working board and staff, and a proven track record of helping to improve the quality of life for current and future Hamilton County residents. 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.....\$31,111

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

Chattanooga/Hamilton County Regional Planning Agency

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

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

City's Contribution.....\$942,817

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.....\$22,888

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.....\$994,756

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

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.....\$650,000

The Enterprise Center (New)

The Enterprise Center is a public benefit corporation that is organized exclusively for charitable purposes including relief of the poor and distressed, lessening the burdens of government, promoting social welfare, and combating community deterioration. In furtherance of such purposes, the corporation will operate to further the economic development of the City of Chattanooga and its surrounding region.

City's Contribution\$100,000

Railroad Authority (New)

The Shortline Railroad Authority is governed by a board which includes City and County Mayors and the Executive Director of the Chamber of Commerce, providing for continuation of rail service in the region as it is needed and feasible.

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

Finley Stadium (New)

Finley Stadium/Davenport Field is a 20,000-seat facility encompassing 35 acres of property in the South Central Business District of Chattanooga. The Stadium helps to revitalize a desolate section of abandoned industrial buildings by creating a clean new gateway into the city. This is the second year of a three year commitment to install quality turf.

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

Resources				
	Actual FY02/03	Actual FY03/04	Budget FY04/05	Budget FY05/06
Air Pollution Control Bureau	270,820	270,820	270,820	270,820
Allied Arts of Greater Chattanooga	250,000	250,000	250,000	250,000
Association of Visual Arts	15,000	15,000	15,000	15,000
Bessie Smith Hall, Inc.	35,000	35,000	70,000	70,000
CARTA	3,239,650	3,158,650	3,285,000	3,415,300
Carter Street Lease	1,420,753	1,420,529	1,419,100	1,415,389
Chattanooga African-Museum				
Building Maintenance	70,000	70,000	42,213	55,825
Chattanooga Area Urban League	50,000	50,000	50,000	50,000
Chattanooga Downtown Partnership	140,000	140,000	140,000	140,000
Chattanooga - Hamilton County				
Bicentennial Library	2,405,725	2,045,725	2,487,660	2,487,660
Chattanooga Neighborhood Enterprises	2,000,000	2,000,000	2,000,000	1,500,000
Chattanooga Regional History Museum	24,000	24,000	24,000	24,000
Chatt. Area Regional Council of Gov.				
Southeast Tennessee Dev. District	30,493	30,493	31,111	31,111
Children's Advocacy Center	30,000	30,000	30,000	30,000
Community Foundation Scholarships	160,000	160,000	160,000	160,000
Homeless Healthcare Center	17,500	17,500	17,500	17,500
Chattanooga/ Hamilton County				
Regional Planning Agency	974,817	974,817	988,817	942,817
Scenic Cities Beautiful	30,294	30,294	30,294	22,888
Tennessee Riverpark	790,902	798,471	798,471	994,756
WTCI TV 45	60,000	60,000	60,000	60,000
Liability Insurance Fund	862,000	1,100,000	250,000	650,000
Finley Stadium	N/A	N/A	25,000	25,000
Railroad Authority	N/A	N/A	N/A	20,000
Enterprise Center	N/A	N/A	N/A	100,000
Community Impact of Chattanooga	N/A	N/A	450,000	N/A
TOTAL	12,876,954	12,681,299	12,894,986	12,748,066





Economic Development

Ron Littlefield, Mayor

www.chattanooga.gov

Description:

In August 1997, the citizens of Chattanooga approved a half-cent tax of retail sales in the city. Revenues from this tax were shared on a 50/50 basis for education and economic development. In a county-wide election in February 2004, the residents of Hamilton county voted to increase the county-wide local option tax rate from 1.75% to 2.25% thereby repealing the city-only 1/2% tax. The additional taxes generated by the 1/2% increase in the county-wide tax will be distributed to the county, city and education in accordance with TCA 67-6-712 which requires that 50% is used for education and the remainder on situs basis. The City should continue to receive a comparable amount for economic development from the county-wide tax as it has in prior years. With the passage of the county-wide tax increase the education component is distributed directly to the Hamilton County Department of Education.

Department Summary

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Education - Hamilton county	\$ 9,135,115	\$ 8,459,059	\$ -	\$ -
Capital fund	2,018,122	2,480,903	2,000,000	2,664,000
African American Chamber	150,000	150,000	150,000	150,000
Chamber for Economic Devel	400,000	400,000	400,000	400,000
Community Education Alliance	350,098	190,941	0	0
Business Development Initiative	0	75,000	75,000	75,000
Tourist Development Debt Service	0	1,198,182	689,000	689,000
Net Debt Service	5,495,266	4,447,999	6,284,500	6,510,000
Total Expenditures	\$ 17,548,601	\$ 17,402,084	\$ 9,598,500	\$ 10,488,000
City Only Sales Tax	\$ 17,264,712	\$ 18,444,846	\$ 8,909,500	\$ 9,799,000
TDZ State Sales Tax	345,408	1,009,059	500,000	500,000
TDZ County Sales tax	330,648	189,123	189,000	189,000
Interest Income	63,252	48,297	0	0
Total Revenues	\$ 18,004,020	\$ 19,691,325	\$ 9,598,500	\$ 10,488,000





Community Development

Beverly Johnson, Administrator

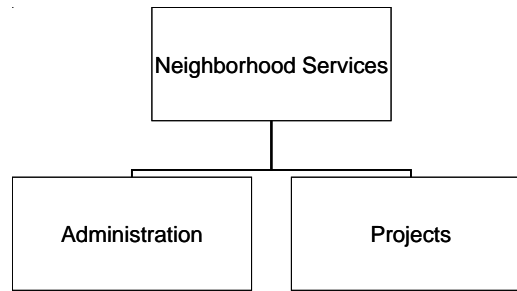
www.chattanooga.gov/communitydev

Mission:

To improve housing and employment opportunities for all low-to-moderate income Chattanooga residents and to provide the support needed to stabilize and revitalize low income communities.

Description:

Community Development, using grants from the U. S. Department of Housing and Urban Development, is dedicated to the revitalization of low-to-moderate income neighborhoods and the economic improvement of its residents. The department funds affordable housing initiatives, employment and business assistance, public facility and infrastructure improvements, and social services to assist the community as a whole.



Goals & Objectives:

To increase availability and access to affordable, quality housing in the City's low-to-moderate income communities.

- ❶ Increase neighborhood understanding of fair housing regulations to make sure good quality housing is accessible for lower income residents.
- ❷ Increase the stock of available, quality housing by the creation of new homes and rental units or providing financing to enable residents to build a new home.
- ❸ Help homeowners preserve existing housing and restore structures that have become uninhabitable.
- ❹ Encourage home ownership as a means of further stabilizing the community.

To drive the revitalization of Community Development Block Grant (CDBG) eligible neighborhoods.

- ❶ Strengthen the foundation of neighborhoods through infrastructure repairs and streetscape improvements.
- ❷ Create or renew public facilities to be used as community centers in targeted neighborhoods.

To increase employment in lower income areas.

- ❶ Use available resources and training to make sure that lower income residents have needed skills to get and retain good jobs.
- ❷ Bolster the existing business base and encourage the creation of new enterprises through access to capital funds.

Performance Measures

	Actual FY04	Goal FY05	Actual FY05	Goal FY06
Increase the stock of safe, affordable rental units	43	100	5	90
Rehabilitate substandard housing # of units	272	160	192	100
Assist first time LMI(low/moderate income) purchase with mortgages	220	220	49	120
# of Participants in Homebuyer Education Programs	256	700	174	200
Improved multipurpose centers	2	2	2	N/A

*N/A=Not Available

Community Development

Beverly Johnson, Administrator

www.chattanooga.gov/communitydev

Department Summary

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Administration - Gen Fund	\$ 245,573	\$ 165,917	\$ 167,374	\$ -
Administration	745,928	430,147	539,500	639,000
Community Dev Projects	4,295,438	8,679,158	4,992,003	4,533,847
Total Expenditures	\$ 5,286,939	\$ 9,275,222	\$ 5,698,877	\$ 5,172,847
Per Capita	\$ 33.99	\$ 59.62	\$ 36.18	\$ 32.84
Positions Authorized	8	9	10	7

Resources

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	\$ 584,482	\$ 506,143	\$ 552,174	\$ 552,174
Overtime	0	0	0	0
Operating	4,702,457	8,769,079	5,146,703	4,620,673
Revenue	5,210,951	6,029,607	5,531,503	5,172,847



Department of Finance & Administration

Daisy W. Madison, Administrator
 Vacant Position, Deputy Administrator

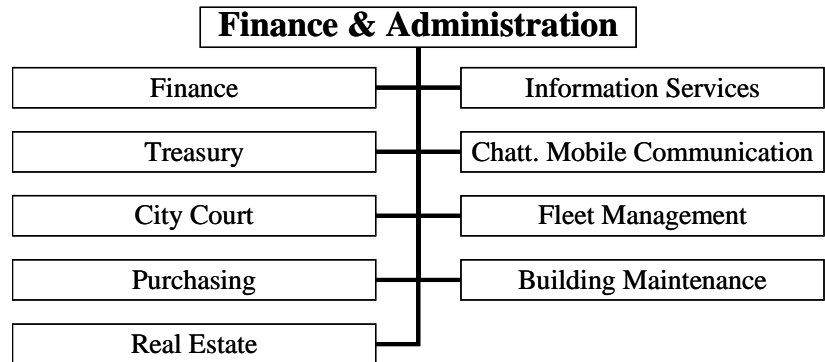
www.chattanooga.gov/finance

Mission:

To ensure the overall fiscal health of the City of Chattanooga and provide high quality support services to City departments and agencies.

Description:

The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, department Administrators and the City Council. The department is responsible for all budget and finance related functions of the City including purchasing, accounting, and treasury operations. The department also provides support to other departments and agencies in the areas of radio and electronics, building maintenance, real property management, fleet services, information services and City Court operations.



Goals & Objectives:

Using prudent economic forecasts, develop, monitor and help implement a balanced budget that secures the efficient and appropriate delivery of City Services.

- ① Propose and maintain a balanced budget that accounts for recurring revenue and cost.
- ② Develop an accurate and prudent economic revenue forecast.
- ③ Provide for the efficient and effective use of budgeted funds to eliminate wasteful spending, and maximizing the service and program results from each tax dollar spent.

To provide for the fair and efficient collection of and appropriate use and accounting of city revenues in a manner consistent with Federal, State and Local laws.

- ① Maximize revenue collection.
- ② Increase collection efficiency.
- ③ Maintain best use and investment of assets.
- ④ Ensure 100% GAAP compliance.
- ⑤ Compliance with law.

To provide timely, efficient and quality telecommunications and information services, as well as fleet, real estate and facilities management and support services for all City departments and agencies.

- ① Increase efficiency of service delivery.
- ② Achieve 100% on-time job performance.
- ③ Strive for an excellent quality response to every support service request.

Improve satisfactory interaction and engagement with citizens.

- ① Create an appealing, useful and easily navigated website that is valuable to citizens.

Performance Measures	Actual FY04	Goal FY05	Actual FY05	Goal FY06
Cash Management Yield on investment portfolio	1.1%	2.0%	2.1%	3.8%
% of Current Levy Collected	95.2%	96.0%	99.4%	96.0%
O/S Delinquent Tax as % of Current Levy	10.0%	10.0%	9.8%	10.0%
Credit Card Collections	\$430,323	\$600,000	\$685,345	\$600,000
Total City Fleet	1,618	1,600	1,657	1,600
Total City Fleet Repairs and Maintenance	\$7,987,332	\$7,765,217	\$8,676,088	\$8,137,830
Debt Outstanding as % of Gen. Fund Budget	300.4%	295.0%	281.7%	295.0%
Undesig GF Bal as % of Undesig GF Rev & Trans	21.8%	20.0%	25.8%	20.0%
Bond Rating by Standard & Poor's	AA	AA	AA	AA
Bond Rating by Fitch Ratings Ltd.	AA	AA	AA	AA
Properties Returned to Tax Roll	24	61	23	29

Department of Finance & Administration

Daisy W. Madison, Administrator

Vacant Position, Deputy Administrator

www.chattanooga.gov/finance

Department Summary

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Finance	\$ 1,583,404	\$ 1,686,290	\$ 1,870,024	\$ 1,982,210
Treasurer	487,040	504,495	518,868	584,131
City Court Clerk	1,063,152	1,025,646	1,045,744	1,032,611
Information Services	2,909,808	2,841,380	3,011,503	2,965,965
Purchasing	753,344	782,117	782,860	838,193
Building Maintenance	692,184	575,930	725,768	693,561
Radio & Electronics	360,367	362,971	405,019	426,676
Real Estate	164,567	169,109	305,007	281,598
Fleet Services	8,094,671	7,791,202	6,703,110	7,897,474
Total Expenditures	\$ 16,108,537	\$ 15,739,140	\$ 15,367,903	\$ 16,702,419
Per Capita	\$ 103.54	\$ 101.35	\$ 99.24	\$ 107.86
Positions Authorized	217	212	200	199

Resources

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	\$ 8,627,488	\$ 8,737,490	\$ 9,165,180	\$ 9,474,371
Overtime	78,435	47,608	58,450	55,132
Operating	7,402,614	6,954,042	6,144,273	7,172,916
Revenue	7,642,641	8,155,382	6,703,110	7,897,474



Department of Police

Steve Parks, Chief of Police

Freeman Cooper, Executive Police Chief

www.chattanooga.gov/police/

Mission:

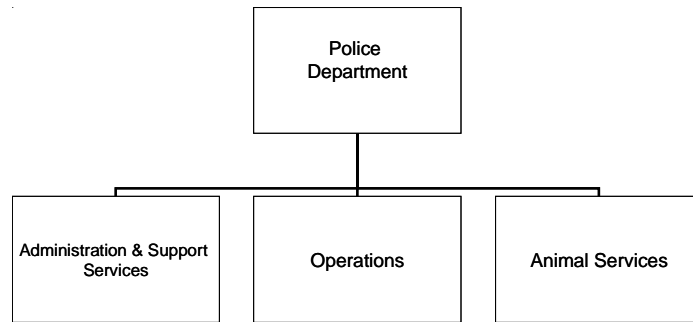
To work cooperatively with the public and within the framework of the constitutions of the United States and the State of Tennessee to enforce the laws, preserve the peace, maintain order, and provide for a safe community.

Description:

The department is separated into three major divisions: Police Administration & Support Services, Operations, and Animal Services.

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

The Animal Services division provides essential services to residents of Chattanooga through the enforcement of animal-related codes as stated in the Tennessee Code and City Code. They also license animals; provide animal safety and educational programs; and emergency and rescue services for animals.



Goals & Objectives:

Reduce Index Offenses Crime

- ❶ Reduce all Crime 3% in 2005 (Calendar Year)
- ❷ Reduce all Property Crime 5% in 2005 (Calendar Year)
- ❸ Meet or surpass national Uniform Crime Report crime reduction trends each year.

Prevent Crime and Make Citizens Safe

- ❶ Increase traffic safety
- ❷ Reduce "broken window" crimes & violations
- ❸ Maximize the visibility and effectiveness of police officers.

Promote the Attractiveness and Long-Term Economic Growth of the Area

- ❶ Create a safe, orderly and appealing destination for visitors
- ❷ Build a community environment that is conducive to the maintenance of peace and order and attractive to businesses

Rigorously Comply with all Local, State, and Federal Laws in the Pursuit of a Safe, Lawful Community

- ❶ Minimize sustained incidences of police misconduct
- ❷ Increase police awareness and respect for citizens rights to effect fewer litigation claims and more legally defensible police actions
- ❸ Provide sufficient assistance, time, resources, and training for officers to insure successful prosecution of charges.

Performance Measures	Actual CY 2003	Goal CY 2004	Actual CY 2004	Goal CY 2005
Sworn Staffing (FY)	447	472	441	472
Crimes Committed	15,485	15,020	14,315	13,886
Citywide Calls for Service	254,487	241,763	N/A	N/A
Parking Violations	39,237	37,275	37,197	35,337
Moving Violations	25,549	24,272	21,638	20,556
Weapons Seized	N/A	400	594	600
Citizen Complaints	79	75	107	102

N/A = Not Available

Department of Police

Steven Parks, Chief of Police

Freeman Cooper, Executive Police Chief

www.chattanooga.gov/police/

Department Summary				
	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Police Administration	\$ 2,018,025	\$ 3,291,194	\$ 1,606,110	\$ 2,102,199
Operations	21,294,630	21,456,383	21,244,287	23,283,908
Animal Services	1,150,060	1,057,431	0	1,030,409
Support Services	10,363,892	10,556,561	13,310,604	12,466,705
Total Expenditures	\$ 34,826,607	\$ 36,361,569	\$ 36,161,001	\$ 38,883,221
Per Capita	\$ 223.85	\$ 234.15	\$ 233.52	\$ 251.10
Positions Authorized	684	684	668	678

Resources				
	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	\$ 29,322,985	\$ 29,303,273	\$ 30,345,600	\$ 32,206,639
Overtime	1,074,815	1,294,799	991,561	994,561
Operating	4,428,807	5,763,497	4,823,840	5,682,021
Revenue	635,606	537,045	1,137,783	370,100



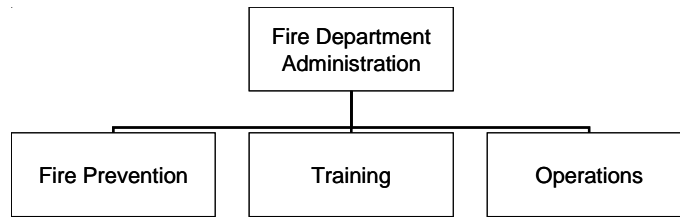
Department of Fire

Jim Coppinger, Fire Chief
Kelvin Flint, Deputy Fire Chief

www.chattanooga.gov/fire/fire

Mission:

To protect life, property and community resources through prevention, preparation, response and mitigation.



Description:

The department has four core divisions: Fire Administration, Operations, Fire Prevention, and Training. Operations includes 17 fire stations and more than 350 firefighters who respond to fire, automobile accidents, first response medical emergencies, hazardous materials incidents and other emergencies. The Fire Prevention Bureau includes code enforcement, fire investigation, and fire safety education. The Training Division provides instruction to all fire fighters on the latest tactics and technology in the fire service, and also trains new recruits in fire academies.

Goals & Objectives:

Reduce fire fatalities and injuries for civilians and firefighters.

- ① Meet or surpass National Fire Prevention Association (NFPA) reduction numbers for fatalities, injuries and total fires.
- ② Pursue an aggressive fire prevention education program to reach throughout the community.

Reduce property loss resulting from fire.

Maintain or improve the City's Insurance Services Office (ISO) public protection classification in order to reduce insurance costs to residents and businesses.

Provide a timely first response to medical emergencies, and offer well-trained emergency personnel to administer appropriate treatment.

Provide a Homeland Security regional response

- ① Establish a regional response team that is capable and ready to respond to any chemical, biological, radiological, nuclear or explosive (CBRNE) incident, as well as hazardous spills or structural collapse emergencies.

Performance Measures	Actual FY04	Goal FY05	Actual FY05	Goal FY06
Average response time (Department)	5:32	5:00	5:55	5:00
Inspections	2,968	3,116	2,586	3,190
Civillian Deaths	4	0	10	0
Civillian injuries	8	0	10	0
Firefighter Deaths	0	0	0	0
Firefighter Injuries	53	0	37	0
Property Damage (Smillion)	\$5.9	\$ 6.55	\$7.9	\$ 5.45
Fire Calls	1,006	1,004	991	930
First Responder Calls	4,765	5,529	4,431	4,408
Emergency Calls	9,742	9,694	9,899	9,011

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

Department of Fire

Jim Coppinger, Fire Chief

Kelvin Flint, Deputy Fire Chief

www.chattanooga.gov/fire/fire

Department Summary				
	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Fire Operations	\$ 21,851,685	\$ 23,157,592	\$ 24,768,230	\$ 25,465,475
Fire Utilities	455,686	886,870	770,200	257,300
Combat Challenge	559	0	0	0
Total Expenditures	\$ 22,307,930	\$ 24,044,462	\$ 25,538,430	\$ 25,722,775
Per Capita	\$ 143.38	\$ 154.84	\$ 164.92	\$ 166.11
Positions Authorized	418	417	418	418

Resources				
	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	\$ 20,259,365	\$ 20,903,771	\$ 22,389,443	\$ 22,902,614
Overtime	26,509	20,230	31,000	23,500
Operating	2,022,055	3,120,461	3,117,987	2,796,661
Revenue	1,054	735	750	750



Department of Public Works

Steve Leach, Administrator
Lee Norris, Deputy Administrator

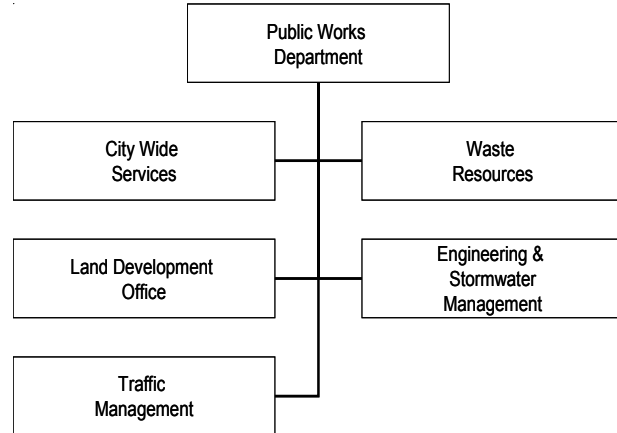
www.chattanooga.gov/pubworks/

Mission:

To preserve and enhance the quality of the physical environment through prompt, cost effective and courteous delivery of services that protect the health, safety and welfare of citizens, and to maintain and improve the city's infrastructure.

Description:

Public Works is responsible for the City's infrastructure: its design, construction and maintenance; the interceptor sewer system; the City's storm water system; the collection and disposal of garbage and brush, recycling and household hazardous waste; building inspections and code enforcement; and traffic management, signs and markings.



Goals & Objectives:

To preserve and enhance the city's physical environment, provide clean streets and clean water, and enforce zoning regulations as a foundation for a healthy and pleasing community.

- 1 To achieve 100% compliance with applicable Federal and State clean water laws and regulations
- 2 Increase the number of clean communities by striving for 100% maintenance of rights-of-way, and dependable scheduled curbside garbage collection.
- 3 To insure full compliance with zoning laws to preserve and protect communities and their citizens.

To provide prompt, courteous and cost-effective service delivery for solid waste collection, building inspection, permitting, and response to citizen inquiries and requests.

- 1 Strive to consistently provide "on time" response to citizen service requests and inquiries.
- 2 Maintain and increase the percentage of residents satisfied with the city's response to service requests, including those whose requests fall outside the departments's authority.
- 3 Reduce the number of citizen complaints, especially those involving repeated storm water grievances.

Maintain and improve the infrastructure of the city, including streets, bridges, traffic lights, signals and parking meters; sewers, treatment plant and storm water facilities; and the landfill and recycling center

- 1 Maintain and increase the quality of paved streets.
- 2 Maintain treatment plant, landfill and sewers in compliance with federal and state regulations.
- 3 Maintain and improve the condition and flow of the storm water infrastructure to address any existing or anticipated problem areas.
- 4 Ensure that the city has sufficient streets to handle substantive changes in the traffic load.

Department of Public Works

Steve Leach, Administrator

Lee Norris, Deputy Administrator

www.chattanooga.gov/pubworks/

To protect the health, safety and welfare of the City's residents through the enforcement of building codes, flood protection and mitigation, traffic safety, and by providing for recycling and solid waste disposal, all within compliance of applicable state and federal regulations.

- ❶ *To reduce the threat of personal or property damage or loss due to non-compliant construction.*
- ❷ *To prevent or mitigate property damage or loss due to flooding.*
- ❸ *To reduce the number of traffic accidents, injuries and fatalities in the City.*
- ❹ *To anticipate and provide adequate capacity for disposal of the City's solid waste.*

Performance Measures	Actual FY04	Goal FY05	Actual FY05	Goal FY06
Total *CSRs addressed	46,054	50,000	59,835	50,000
City Wide Service CSRs closed on time	83.9%	90.0%	94.5%	95.0%
City Wide Service CSRs unresolved	1.4%	10.0%	1.1%	10.0%
Codes & Inspection CSRs closed on time	92.9%	90.0%	97.3%	95.0%
Codes & Inspection CSRs unresolved	1.3%	10.0%	3.5%	10.0%
Engineering CSRs closed on time	87.7%	90.0%	93.0%	95.0%
Engineering CSRs unresolved	25.4%	10.0%	9.7%	10.0%
Storm Water CSRs closed on time	51.6%	90.0%	61.1%	95.0%
Storm Water CSRs unresolved	12.9%	10.0%	6.1%	10.0%
Traffic Engineering CSRs closed on time	84.7%	90.0%	90.7%	95.0%
Traffic Engineering CSRs unresolved	2.6%	10.0%	1.3%	10.0%
Waste Resources CSRs closed on time	92.4%	90.0%	96.7%	95.0%
Waste Resources CSRs unresolved	0.8%	10.0%	1.0%	10.0%

*CSR Customer Service Request

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
General Fund	\$ 25,283,947	\$ 26,494,100	\$ 26,672,947	\$ 27,662,751
Interceptor Sewer Fund	32,137,962	32,042,349	34,827,714	41,167,652
Solid Waste Fund	4,241,020	5,395,592	5,623,545	5,758,005
Storm Water Fund	5,928,384	3,889,993	5,575,120	5,637,359
State Street Aid Fund	3,963,093	4,095,691	4,689,350	4,754,289
Total Expenditures	\$ 71,554,406	\$ 71,917,725	\$ 77,388,676	\$ 84,980,056
Per Capita	\$ 459.91	\$ 463.12	\$ 499.76	\$ 548.78
Positions Authorized	649	632	626	624

Resources	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	\$ 22,250,000	\$ 22,878,397	\$ 24,991,311	\$ 26,423,702
Overtime	921,905	828,993	835,299	790,800
Operating	63,548,095	70,143,443	51,562,066	57,765,554
Revenue	50,824,241	55,139,978	44,850,022	53,167,564



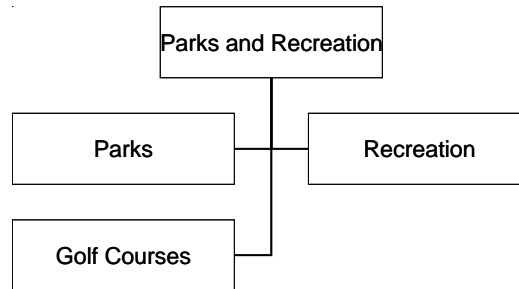
Parks & Recreation

Rob Healy, Administrator

www.chattanooga.gov/cpr

Mission:

To provide public space and/or outdoor recreation that invites a healthy, active lifestyle that will impact our community's economy and tourism. To have programs, parks and facilities be offered equitably to maximize use by the broadest spectrum of Chattanooga residents and visitors, which will, in turn, help develop and educate our community physically, socially and morally.



Goals & Objectives:

To operate the City's parks, facilities and recreational programs in order to maximize usage.

- ❶ Increase the use/attendance of parks.
- ❷ Increase the use/attendance of recreation centers.
- ❸ Increase the use/attendance of the golf courses.
- ❹ Increase the use/attendance of the zoo.

To increase access to the park system for all residents, and to offer facilities and programs that appeal to all segments of our diverse community.

- ❶ To ensure that the park system is accessible to all city residents.
- ❷ To ensure that parks and programs are offered in diverse areas, and to anticipate different priorities or needs in each one.

To work in concert with existing preservation groups.

- ❶ To maintain existing conservation sites within the parks department.
- ❷ To increase land set aside for conservation along creeks and waterways.

Description:

Parks & Recreation/Outdoor Chattanooga provides a wide variety of educational and recreational activities throughout a network of programs, parks and public facilities. The department is divided into two major divisions: Program Services and Parks & Facilities. Sports, fitness center, and OutVenture activities operate through Program Services, while the Parks and Facilities division oversees park activities and maintenance. The department also operates golf courses.

Performance Measures	Actual	Goal	Actual	Goal
	FY04	FY05	FY05	FY06
Golf Courses - # of Rounds	51,009	55,000	48,040	57,000
Chattanooga Zoo - Attendance	120,170	132,187	127,974	135,000
Carousel - Attendance	135,737	150,000	131,322	150,000
Champion's Club - Attendance	26,306	27,000	34,643	36,000
Fitness Center - Attendance	110,402	118,000	94,556	110,000
Aquatics - Attendance	20,621	20,905	16,176	18,000
OutVenture - Attendance	2,060	2,500	2,340	2,800
Therapeutic - Attendance	2,267	3,000	4,129	4,500
Recreation Centers - Attendance	176,369	180,000	400,959	425,000

Parks & Recreation

Rob Healy, Administrator

www.chattanooga.gov/cpr

Department Summary

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Administration	\$ 824,668	\$ 999,770	\$ 1,082,115	\$ 1,106,655
Program Services	4,127,747	4,018,664	4,312,387	4,232,587
Parks & Facilities	4,181,214	3,916,959	3,917,962	4,246,594
Civic Facilities	1,206,582	1,173,661	1,168,061	0
Chattanooga Zoo	400,977	389,200	443,483	470,050
Municipal Golf	1,628,031	1,701,183	1,687,794	1,657,483
Total Expenditures	\$ 12,369,219	\$ 12,199,437	\$ 12,611,802	\$ 11,713,369
Per Capita	\$ 79.50	\$ 77.44	\$ 81.44	\$ 75.64
Positions Authorized	341	246	238	217

Resources

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	\$ 8,211,754	\$ 7,863,005	\$ 8,290,614	\$ 8,097,223
Overtime	183,835	74,767	94,936	61,923
Operating	3,973,630	4,261,665	4,226,252	3,554,223
Revenue	3,356,603	3,179,229	3,358,931	2,832,045

Note: In FY06 the department was reorganized. Civic facilities was moved to the Department of Education, Arts, and Culture which caused a decrease in Parks & Recreation's budget.



Department of Human Services

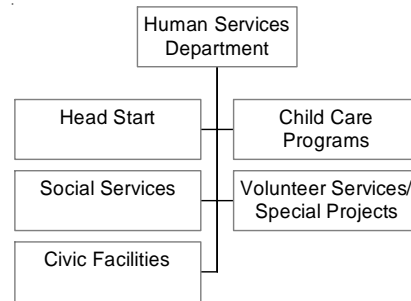
Bernadine Turner, Administrator
 Tommie L. Pruitt, Deputy Administrator
www.chattanooga.gov

Mission:

To improve quality of life by providing a safety net of services for very low income and / or disadvantaged citizens in Hamilton County.

Description:

The Department of Human Services seeks to improve the lives of the lower income or disadvantaged citizens in Hamilton County through a number of programs funded by the federal, state or local governments. These include Social Services, Head Start, Foster Grandparents, and child care. The department also offers emergency assistance to help individuals or families in dire circumstances maintain independent living.



Goals & Objectives:

To promote independent living, offering support and assistance to help the greatest number of residents maintain their autonomy.

- ❶ *Maintain the Foster Grandparents program to enable eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood.*
- ❷ *Offer emergency assistance including food vouchers, clothing, and rent or utility funds to prevent eviction or service interruption.*
- ❸ *Within the reach of Hamilton County, make certain that no one perishes because they lacked the resources to provide for the most basic human needs.*
- ❹ *Increase the availability of decent and affordable shelter through the Low Income Home Energy Assistance Program (LIHEAP), Weatherization, Mortgage Assistance, Rental Assistance and Reverse Mortgage counseling.*
- ❺ *Maintain or increase the number of housing units for low income residents that have working heat and air conditioning.*
- ❻ *Reduce foreclosures, evictions and utility cutoffs within the very low income population.*
- ❼ *Use a multi-prong approach to maximize access to basic healthcare for the low income population.*
- ❽ *Offer numerous channels to reduce hunger and improve nutrition.*

Provide early education for low income children through Head Start and Early Head Start.

- ❶ *Seek constant improvement in each child's skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness.*
- ❷ *Increase the numbers of children in Early Head Start.*
- ❸ *Increase childhood immunizations.*

Performance Measures

	Actual FY 03/04	Goal FY 04/05	Actual FY 04/05	Goal FY 05/06
Children received Up-to-Date immunizations	868	865	875	880
Parents received Adult Education/GED training	291	297	312	326
Number of meals served	346,663	357,050	230,823	150,000
Units of weatherized dwellings	139	106	68	135
Total number of households assisted	5,115	3,615	6,566	6,500
Heating assistance-emergency & regular	2,952	1,973	2,896	1,610
Summer Cooling	635	620	689	-
Homeless Prevention-total units served	925	723	1,225	1,000

Department of Human Services

Bernadine Turner, Administrator
 Tommie L. Pruitt, Deputy Administrator

www.chattanooga.gov

Department Summary				
	Actual	Actual	Budget	Budget
	FY 02/03	FY 03/04	FY 04/05	FY 05/06
Head Start	8,159,230	8,706,472	8,753,704	8,562,623
Day Care	614,973	826,346	930,935	892,900
Weatherization	373,014	435,285	443,728	349,550
Foster Grandparents	440,796	477,163	485,562	494,379
LIEAP	885,635	1,097,071	1,073,403	1,057,716
CSBG	629,278	709,198	790,884	730,795
Occupancy Grant	234,101	185,396	226,221	226,221
Human Services Programs	1,560,336	1,073,432	797,372	803,101
City General Relief	80,210	72,957	72,868	72,868
Total Expenditures	12,977,573	13,583,320	13,574,677	13,190,153
Per Capita	\$ 83.41	\$ 87.47	\$ 87.66	\$ 85.18
Authorized Positions	291	295	303	303

Resources				
	Actual	Actual	Budget	Budget
	FY 02/03	FY 03/04	FY 04/05	FY 05/06
Personnel	7,137,665	7,470,826	7,521,777	7,254,584
Overtime	41,528	43,467	43,689	42,208
Operating	5,798,380	6,069,027	6,009,211	5,893,361
Revenue	11,635,644	11,906,044	13,574,677	13,190,153

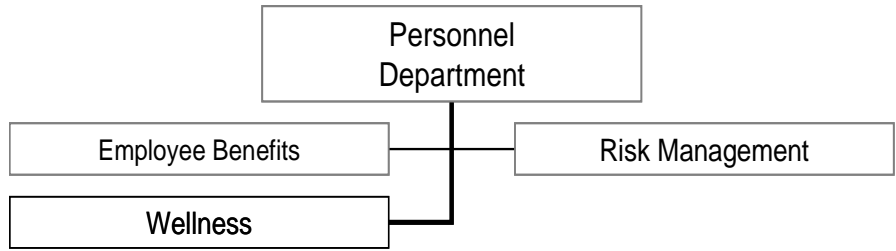


Department of Personnel

Donna Kelley, Administrator
 Susan Dubose, Deputy Administrator
www.chattanooga.gov

Mission:

Recruit and retain a qualified and diverse workforce to serve our citizens in compliance with federal, state, and local laws.



Description:

Personnel works with each department to develop specific standards for the recruitment and hiring of a qualified, diverse workforce, and to help identify those employees who should be considered for promotion. The department also assesses job classifications, compensation and benefits, and offers employee training and skill development. In addition, Personnel maintains a competitive and quality medical program. They also offer an Employee Assistance Program for confidential counseling service. All safety issues and on-the-job injuries are addressed through Risk Management.

Goals & Objectives:

Recruit a highly qualified workforce

- ❶ Determine the percentage of applicants that are qualified/ well qualified.
- ❷ Reduce to zero the number of positions posted for which no qualified candidates apply.
- ❸ Determine and reduce the number of declined job offers.

Recruit and retain diversified workforce that reflects a representation of local workforce.

- ❶ Recruit employees that are representative of local worker demographics.
- ❷ Seek diversity across all strata of pay and position, reflecting the local workforce.
- ❸ Make a concerted effort to retain a broad spectrum of employees, keeping the City's workforce reflective of local demographics.
- ❹ Retain a workforce that reflects the local population across all levels of compensation and department positions.

Retain a well-qualified and experienced workforce.

- ❶ Reduce turnover of the most successful employees, and make a concerted effort to retain those that have been highly qualified and productive.
- ❷ Use strategic initiatives to implement a wellness program that promotes and increases the good health of City employees as a means of maintaining a productive and effective workforce at reduced cost.

Ensure compliance with all federal, state, and City regulations and practices in all personnel circumstances.

Performance Measures

	Actual FY 03/04	Goal FY 04/05	Actual FY 04/05	Goal FY 05/06
% Applicants qualified/well qualified	47%	50%	39%	50%
Posted positions where qualified candidate found	100%	100%	100%	100%
Declined job offers	8	<10	51	<20
Turnover rate analysis	5.9%	<10%	8.0%	<10%
Promotion rate analysis	23%	>20%	8.62%	<10%
Compliance with law	100%	100%	100%	100%
Applicant Diversity (+/-3%)*	N/A	80%	87.50%	85%

*For each occupational group

Department of Personnel

Donna Kelley, Administrator

Susan Dubose, Deputy Administrator

www.chattanooga.gov

Departmental Summary

	Actual FY 02/03	Actual FY03/04	Budget FY 04/05	Budget FY05/06
Administration	908,760 \$	883,250	951,186	\$ 989,974
Physical Exams	114,272	98,614	116,000	116,200
Wellness	-	285,468	312,986	313,800
Employee Benefits Office	272,844	333,289	365,407	332,205
Employee Insurance	4,631,890	3,477,183	4,586,500	4,853,500
Job Injury	67,742	74,880	78,600	78,600
Total Expenditures	5,995,508	5,152,684	6,392,679	6,684,279
Per Capita	\$ 38.54	\$ 33.18	\$ 41.28	\$ 43.17
Positions Authorized	19	19	19	19

Resources

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	880,499	1,003,152	975,723	1,080,634
Overtime	-	-	-	-
Operating	5,115,009	4,149,532	5,416,956	5,603,645
Revenue	-	-	-	-



Department of Neighborhood Services

Beverly Johnson, Administrator
Steve Hargis, Deputy Administrator

www.chattanooga.gov/neighserv/

Mission:

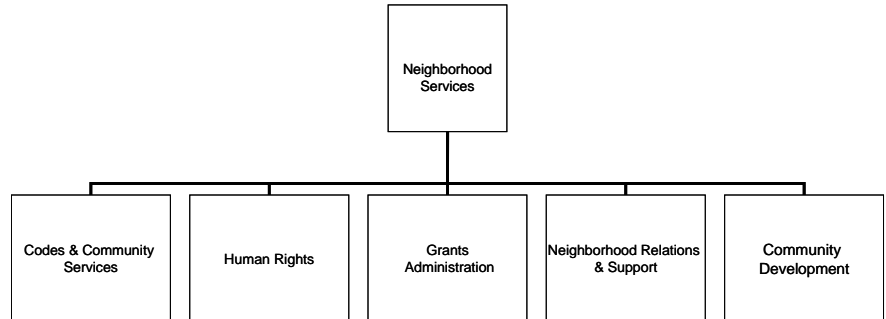
Make all Chattanooga neighborhoods a choice for people to live and invest in through the elimination of blight, code enforcement and individual participation and expended civic engagement.

Description:

The department of Neighborhood Services is comprised of six divisions: Administration; Codes and Community Services; Neighborhood Relations, Human Rights, Community Development, and Grants Administration.

The Codes and Community Services division is the agency which has the responsibility of enforcing the City's minimum housing, anti-litter, overgrowth and inoperable vehicle codes. They also share responsibility for overseeing proper brush and trash and garbage set out regulations along with the spot blight acquisition code.

The Neighborhood Relations division works hand in hand with Chattanooga's neighborhood associations to identify and resolve specific community problems.



Goals & Objectives:

To empower the community to use the tools of code enforcement and citizen participation to guarantee that every neighborhood throughout Chattanooga offers a pleasant and peaceful environment and makes an appealing choice for residents.

Increase the investment in housing in every neighborhood in the City annually.

- ① *To provide all neighborhoods the tools to make their community one that offers the real expectation of a sound investment and an appealing home.*
- ② *To increase housing investment in every neighborhood annually.*
- ③ *Increase owner-occupied homes in every neighborhood.*
- ④ *Increase commercial investment in neighborhoods zoned commercial and manufacturing.*

Elimination of blight in Chattanooga

- ① *Reduce abandoned vacant land*
- ② *Increase compliance by 5 - 10% annually*

Performance Measures

	Actual FY04	Goal FY05	Actual FY05	Goal FY06
All Complaints	9,672	8,705	9,442	8,700
Complaint Inspections	9,239	9,211	9,333	9,672
Cases Started	5,554	4,999	6,021	5,249
Cases Inspections	6,985	6,287	7,890	6,601
Total Inspection	16,224	14,602	17,223	15,332
SNI/CIF	8,265	7,439	9,567	7,810
Non-SNI/CIF and Other	7,959	7,163	7,656	7,521

Department of Neighborhood Services

Beverly Johnson, Administrator

Steve Hargis, Deputy Administrator

www.chattanooga.gov/neighserv/

Department Summary

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Administration	\$ 336,715	\$ 241,647	\$ 309,859	\$ 372,369
Grants Administration	0	0	0	140,804
Codes & Community Svc	754,650	766,342	769,266	812,437
Human Rights	0	0	0	34,818
Neighbor Relations & Grants	442,406	502,205	453,737	467,538
Animal Services	0	0	1,078,179	0
Community Development	0	0	0	5,172,847
Total Expenditures	\$ 1,533,771	\$ 1,510,194	\$ 2,611,041	\$ 7,000,813
Per Capita	\$ 9.86	\$ 9.73	\$ 16.86	\$ 45.21
Positions Authorized	30	27	37	36

Resources

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	\$ 1,014,766	\$ 1,107,066	\$ 1,485,262	\$ 1,878,147
Overtime	14,913	5,781	28,672	9,000
Operating	504,092	397,347	1,097,107	5,113,666
Revenue	-	-	-	5,172,847



Department of Executive Branch

Ron Littlefield, Mayor
Dan Johnson, Chief of Staff
www.chattanooga.gov

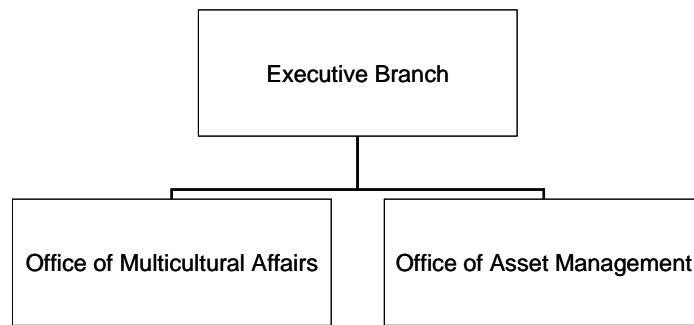
Mission:

To provide executive leadership for City government and enhance the City's capability to meet the needs of citizens by facilitating the effective, efficient and innovative application of information and resources.

Description:

The Executive Branch is comprised of the Mayor's Office, Office of Multicultural Affairs, and Office of Asset Management. The Mayor is elected-at-large for a four year term. He serves as the chief executive officer and oversees the operations of all city departments. The Mayor sets administrative procedures and provides direction and leadership in carrying out the wishes of the citizens in matters of government operations.

The Office of Multicultural Affairs (OMA) is responsible for reviewing, implementing, and monitoring public policy that affects the disadvantaged cultural communities in Chattanooga. The Office of Asset Management (OAM) provides general management for assigned divisions of the Department of Finance. OAM is responsible for overseeing daily operations of assigned divisions having comprehensive city-wide responsibilities; writing and enforcing policies/procedures; and setting goals and developing long-term plans. OMA and OAM are new additions to the Executive Branch this year.



Goals & Objectives:

OMA and OAM are new additions to the Executive Branch, therefore, goals & objectives and performance measures are not available this year.

Department of Executive Branch

Ron Littlefield, Mayor

Dan Johnson, Chief of Staff

www.chattanooga.gov

Departmental Summary				
	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Mayor's Office	824,468	770,988	829,904	897,290
Office of Performance Review	601,695	425,226	409,268	-
Human Rights & Relations	48,394	38,281	34,818	-
Office of Multicultural Affairs	-	-	-	400,000
Office of Asset Management	-	-	-	135,107
Total Expenditures	1,474,557	1,234,495	1,273,990	1,432,397
Per Capita	\$ 9.48	\$ 7.95	\$ 8.23	\$ 9.25
Positions Authorized	19	16	16	11

Resources				
	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	1,281,422	1,131,070	1,095,399	944,324
Overtime	-	-	-	-
Operating	193,135	103,425	178,591	488,073
Revenue	-	-	-	-



Education, Arts & Culture

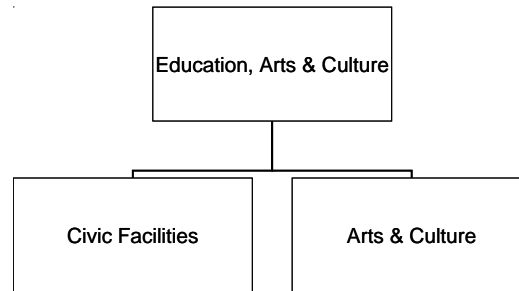
Missy Crutchfield, Administrator
William C. Bond, Jr., Deputy Administrator

Mission:

To expand, enhance and increase awareness and opportunities related to education, arts and culture; to provide safe, attractive and accessible public venues that invite both active participation and passive enjoyment of entertainment, cultural, and educational programs; and to take a leadership role in coordinating Chattanooga's public, private and non-profit agencies to advance public art, foster the performing arts, and support educational enrichment for all citizens.

Description:

Education, Arts and Culture provides a wide variety of activities throughout the city through its civic facilities. The department is divided into two major divisions: Civic Facilities and Arts & Culture. Civic Facilities manage, maintain and promote the use of the Memorial Auditorium and Tivoli Theatre. These facilities offer a gathering place for all citizens to enjoy the arts, special events, as well as regular programming for the public. Arts & Culture promotes the arts throughout the city with programs that include art, craft, and music classes. In addition to programs, information and publications are released to further enhance the awareness of the arts. Arts & Culture also manages the North River Civic Center. This facility offers various programs and activities related to arts and education.



Goals & Objectives:

To maximize usage of all City of Chattanooga venues and facilities, and identify new sources of funding.

- ❶ Increase usage days and attendance by 10-25% in the coming year.
- ❷ Identify opportunities for new education, arts and cultural programs by actively seeking sponsorships, partnerships and grants.
- ❸ Create a film commission.
- ❹ Identify opportunities to partner with the Hamilton County public schools, UTC and Chattanooga State.

To expand education, arts and cultural opportunities for underserved segments of the community.

- ❶ Encourage networking between education, arts and cultural groups and area churches.
- ❷ Attract programming that addresses diversity issues, social issues and community concerns.
- ❸ Renovate the Community Theatre at Memorial Auditorium and establish it as an arts incubator for youth at risk, offering education, arts and cultural programs, workshops, performances and mentoring.
- ❹ Work with area social service agencies to expand access to education, arts and cultural programs for their clients.

To enhance the visibility of the arts in Chattanooga.

- ❶ Maintain the integrity and historic preservation of the City of Chattanooga civic facilities.
- ❷ Collaborate with local education, arts and cultural groups to promote growth of festivals at City of Chattanooga public sites.
- ❸ Use City of Chattanooga civic facilities and outdoor sites for public art.
- ❹ Identify opportunities for media partnerships to create new outlets for education, arts and cultural information such as quarterly magazine and television programs.

Performance Measures

	Actual FY04	Goal FY05	Actual FY05	Goal FY06
Civic Facilities - Attendance	269,011	280,000	285,451	314,000
Civic Facilities - # of Events	359	380	450	495
North River Civic Center - Attendance	N/A	12,000	12,774	15,000

*N/A= Not Available

Education, Arts & Culture

Missy Crutchfield, Administrator

William C. Bond, Jr., Deputy Administrator

Department Summary

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Administration	\$ -	\$ -	\$ -	\$ 203,352
Civic Facilities	0	0	0	1,191,478
Arts & Culture	0	0	0	126,111
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,520,941
Per Capita	\$ -	\$ -	\$ -	\$ 9.82
Positions Authorized	0	0	0	24

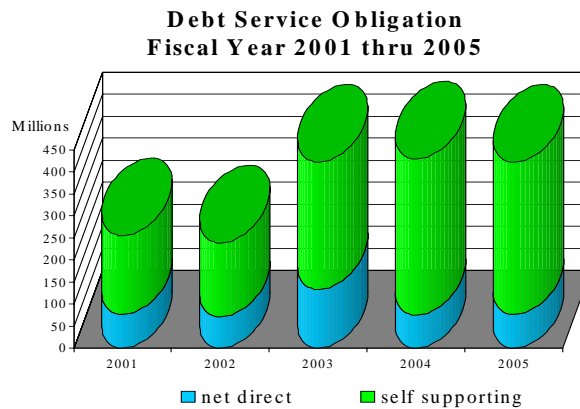
Resources

	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06
Personnel	\$ -	\$ -	\$ -	\$ 965,929
Overtime	0	0	0	32,427
Operating	0	0	0	522,585
Revenue	0	0	0	625,250

Note: Due to reorganization in FY06, this department was created. The majority of the budget is the transfer of civic facilities from the department of Parks & Recreation.

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.

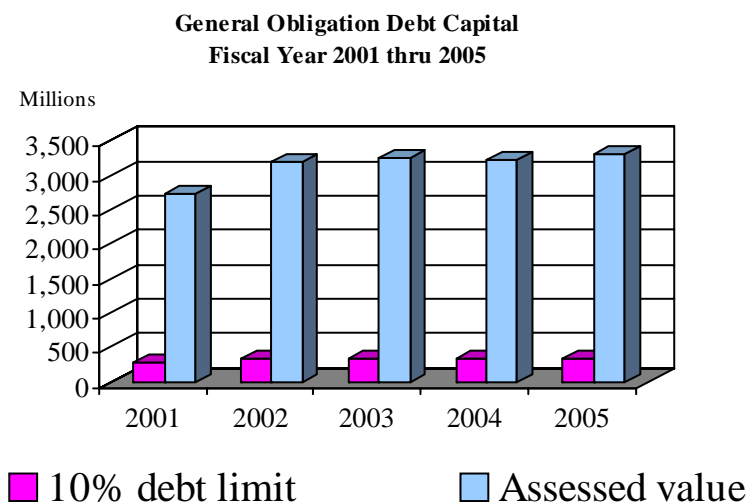


Gross outstanding indebtedness as of June 30, 2005 is \$ 428,814,582. This amount includes a 30-year capital lease of \$115,925,472 with final payment due on October 1, 2030 and 5-year capital lease of \$3,800,000 (balance on June 30, 2005 is \$2,917,191) with final payment due on July 1, 2009. Total authorized unissued debt at June 30, 2005 consist of 2003 TMBF Loan of \$3,457,229 and 2004 TMBF Loan of \$19,494,622.

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

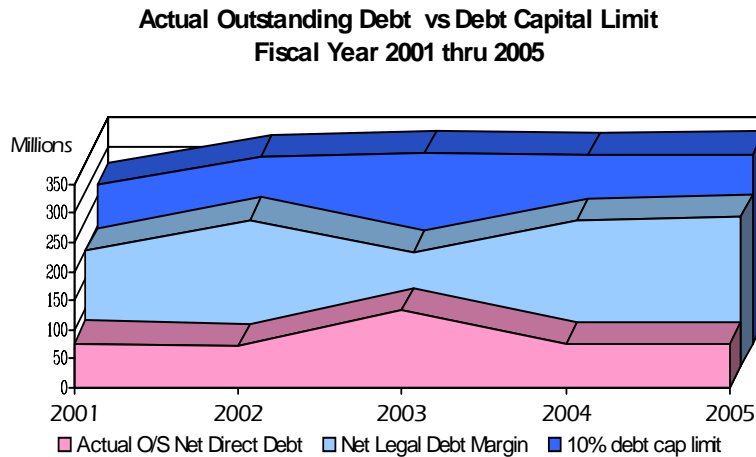
Sec.6.107. General Debt Limit. Hereafter no bonds shall be issued by the City of Chattanooga in such an aggregate amount as will create or increase the total bonded indebtedness of said City more than ten percent (10%) of the assessed valuation for the preceding year of all taxable property in said City.

The following chart 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 the following chart, the City's Net Legal Debt Margin is



very favorable.

In October 2000, the City entered into a 30-year noncancelable capital lease agreement with the Chattanooga Downtown Redevelopment Corporation (CDRC), formerly the Southside Redevelopment Corporation, for the purpose of financing the cost of designing, acquiring, constructing and equipping four (4) facilities in the Tourist Development Zone comprising of more than 631,210 sq. ft. at a cost of over \$120M. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service requirements on \$129M in revenue bonds issued by the Industrial Development Board (IDB) of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. IDB bonds are secured by payments to be made by the CDRC. The lease payments will be funded by the city's share from the 1/2% increase in the county-wide sales tax passed by the county-wide referendum (see page 151 for more details), income from The Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service fund in excess of \$9M included as part of the bond issue. The City's obligation under the capital lease is estimated at \$115,925,472 at June 30, 2005. The debt service reserve fund held by the fiscal agent at June 30, 2005 amounts to \$9,786,058. The fiscal agent is required by the agreement to apply any interest on the debt service reserve fund toward the lease payments. The debt service reserve fund will be used to retire debt near the end of the lease. Beginning in FY2003, this long-term lease agreement is reported as an obligation from the City resulting in a high increase in the gross outstanding debt.

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. The loan will have an interest rate of 2.98% with repayment over 20 years.

In FY04, the City entered into an agreement with the Tennessee Municipal Bond Fund for a variable rate loan not to exceed \$6M. This debt is to partially fund certain projects in the FY02 Capital Budget. The City also increased the State Revolving Loan Fund debt by \$3.4M increasing the total loan amount from \$37,321,000 up to \$40,721,000. Pursuant to a loan agreement with Fannie Mae American Communities Fund, the City is authorized to incur indebtedness up to \$5,000,000 to finance the cost of infrastructure relative to the Alton Park Hope VI grant as part of the City's match. The source of funds for repaying the loan shall be program income generated by Chattanooga Neighborhood Enterprise (CNE) from the use of funds obtained through Community Development Block Grant (CDBG) activities. In the event program income is insufficient to pay the loan, the City pledges to pay the same from available appropriations or reserves. The loan is structured on a ten-year amortization schedule with the possibility of an earlier lump-sum payment. Funds will be drawn as needed and as of June 30, 2005 the City had drawn down \$1,534,829. A five year Capital Lease Agreement for \$3.8M was entered into by the city for the 800 MHz Communication System. Lease payments will be funded by the Hamilton County Emergency Communication District (911) subject to availability of funds, pursuant to an interlocal agreement between the city, Hamilton County and 911.

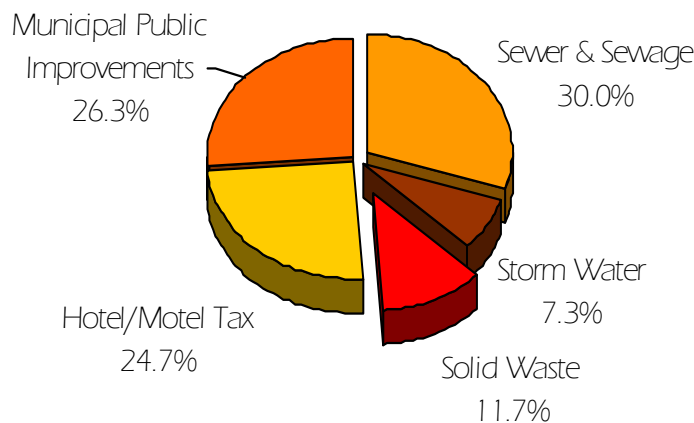
In FY05, the City issued \$51,375,000 General Obligation Refunding Bonds Series 2005A. These bonds refunded portions of outstanding issues of 2001 General Obligation, 2002 Hotel-Motel Tax, 1998 Sewer, Storm Water and Solid Waste General Obligation and 2001 Storm Water and Solid Waste General Obligation bonds. In December 2004, the City received approval to enter into an agreement with the Public Building Authority of Clarksville, Tennessee (PBACC) from the Tennessee Municipal Bond Fund Series 2004 for an amount not to exceed \$25,000,000 including originating cost of the loan which will be used to fund the Fiscal Year 2004 and 2005 Capital Projects. As of June 30, 2005, \$5,525,378 had been issued out of the total \$23,117,171 estimated projects cost.

The \$428,814,582 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2005 reflects the financing decisions being made by the City to meet its long-term goals.

As these charts point out, the City is concentrating on Sewers and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. All of the Sewer portion of the debt and 56.3% of the debt for Municipal Public Improvements is self supported debt.

General Obligation Bonds by Purpose

Fiscal Year 2005



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. This chart of City appropriations to the Debt Service Fund shows a decrease of \$2,771,256 from FY02 to FY03 which effects the additional funds that were appropriated in FY02 to accommodate the potential \$15 million new issue.

In FY 2002, the General Fund appropriated \$8,964,342. This included additional funds required to pay Debt Service on a potential \$15,000,000 new issue planned in FY02.

In FY 2003, the General Fund appropriated \$6,193,086. The decrease from prior year was due to increased refunding and debt retirements.

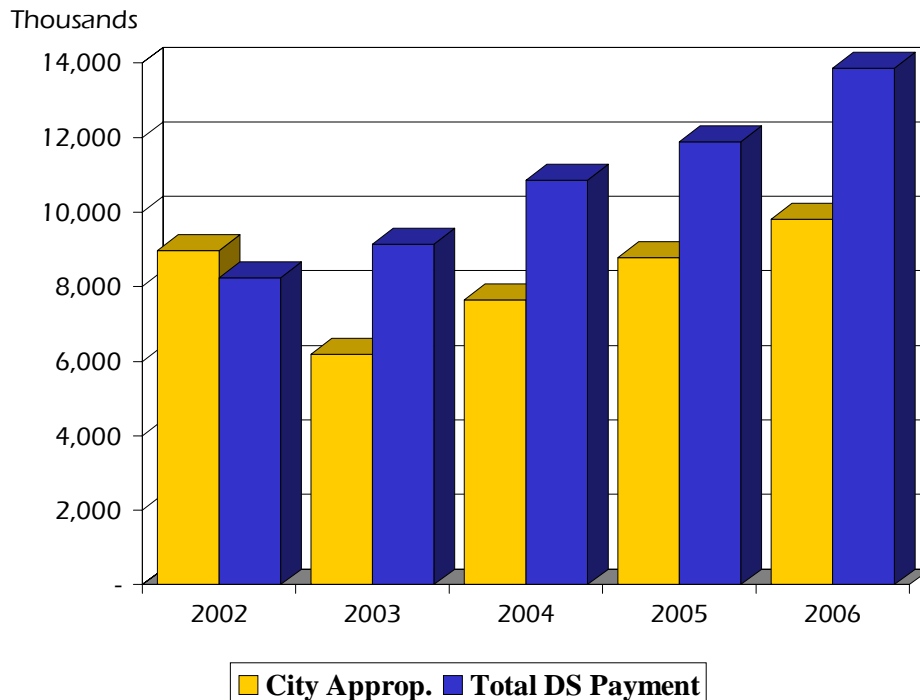
In FY 2004, the General Fund appropriated \$7,636,840. This increase from FY03 reflected the new \$12.2 million G.O. Bonds issued that same year.

In FY 2005, the General Fund will appropriate \$8,772,293. This increase from FY04 covered additional debt from FY04 that will be paid in FY05.

In FY 2006, the General Fund will appropriate \$9,812,998. This increase from FY05 will cover additional funds withdrawn from authorized bonds and loans in FY05 and will be paid in FY06.

General Fund Debt Service Appropriation

Fiscal Years 2002 thru 2006



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, 2005, the County had gross outstanding general obligation bonded debt of \$143,380,000 and net indebtedness of \$142,169,734. The percentage of County net indebtedness applicable to the City is 60.27% or \$97,486,316. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2005, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2005.

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, 2005; amounts are not adjusted for the City's share of County debt.

General Obligation Bonds by Purpose		
Municipal Public Improvement(1)	167,682,984	
Sewer and Sewage Facilities	<u>83,022,016</u>	
Total Bonded Indebtedness		250,705,000
Other Long-Term Indebtedness		
Chatt. Downtown Redev. Capital Lease	115,925,472	
Fannie Mae American Communities Fund (Hope VI)	1,534,829	
800 MHz Equipment Capital Lease	2,917,191	
General Obligation Capital Outlay Notes	<u>57,732,090</u>	
Total Long-Term Indebtedness		<u>178,109,582</u>
Gross Direct Indebtedness(8)		428,814,582
Less: Self-Supporting Indebtedness		
Sewer and Sewage Facilities Bonds(2)	83,022,016	
State Revolving Loan-CSO (ISS portion)(3)	38,510,779	
State of GA Revolving Loan (ISS portion)(4)	5,629,576	
Cap Lease City of Collegedale (ISS)	234,453	
Chatt. Downtown Redev. Capital Lease(5)	115,925,472	
State Revolving Loan-CSO (StormWater portion)(3)	1,297,921	
Municipal Public Improvement Bonds(StWa&SoWa)(6)	42,365,521	
800 MHz Equipment Capital Lease	2,917,191	
Hotel/Motel Tax Revenue Pledge	55,174,987	
Fannie Mae Loan (CDBG)	<u>1,534,829</u>	
Total Self Supporting Indebtedness		346,612,744
Debt Service Fund(7)		<u>6,471,929</u>
Net Direct Indebtedness		75,729,909
Plus: Estimated Net Overlapping Indebtedness		<u>97,486,316</u>
Net Direct and Net Overlapping Indebtedness		<u>173,216,225</u>

- Note:*
- (1) \$510,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose,
 - (2) Sewer and Sewage Facilities Bonds have the pledge of unlimited ad valorem taxes on all taxable property in the City for their repayment. However, such bonds have been paid by the City from revenues derived from the operation of the City's Interceptor Sewer System.
 - (3) 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 is to be repaid by participating North Georgia municipalities.
 - (5) Funding will be paid by revenues from incremental State sales tax, profits from the Chattanooga center, and the city's Share of the 1/2% increase in the county-wide sales tax recently passed by county-wide referendum held in February 2004. This increase replaced the 1/2% city-only sales tax effective July 1, 2004.
 - (6) \$42,365,521 represents the outstanding balance of 1998 through 2005 Municipal Public Improvement Bonds of which \$16,324,417 is related to Storm Water and \$26,041,106 is related to Solid Waste, which will be paid by the city from the revenue derived from the operations of these funds.
 - (7) This represents unaudited Fund Balance at June 30, 2005.
 - (8) Not included in this amount are authorized debt service as of June 30, 2005 but are not yet issued for 2003 TMBF loan of \$3,457,229 and 2004 TMBF loan of \$19,474,622.

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2005.

	<u>Amount of Indebtedness</u>	<u>Per Capita</u> ¹	<u>Percentage of Assessed Valuation</u> ²	<u>Percentage of Full Valuation</u> ³
Gross Direct Indebtedness ⁴	\$ 428,814,582	\$ 2,769	12.92%	4.15%
Net Direct Indebtedness ⁴	75,729,909	489	2.28%	0.73%
Gross Direct and Net Overlapping Indebtedness ⁵	526,300,898	3,383	16.26%	5.23%
Net Direct and Net Overlapping Indebtedness ⁵	173,216,225	1,119	5.22%	1.68%
Per Capita Assessed Valuation ¹	\$20,905 *			
Per Capita Full Valuation ¹	\$64,949 *			

*Based on 2005 population estimate.

- Notes:
- (1) The City's population in 2005 was estimated at 154,853.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2005 was \$3,319,249,168.
 - (3) The City's estimated full valuation of taxable property as of June 30, 2005 was \$10,323,946,674.
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$161,739,881. The City's share is \$97,486,316. (60.2735%).

Other Long-Term Indebtedness

As of June 30, 2005, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated Date	Maturity
State of Tennessee Revolving Loan	2,595,842	03/01/1993	02/28/2013
Capital Outlay Notes (1)	121,562	09/01/1992	09/01/2006
State of Tennessee Revolving Loan 2003	37,212,858	02/03/2003	10/20/2024
Tennessee Municipal League Bond Pool (1997)	4,477,023	02/01/1997	05/25/2012
State of Georgia Revolving Loan (2)	5,629,576	07/01/2000	10/01/2019
Fire Hall Land Note (3)	33,627	04/01/1999	04/01/2014
Capital Lease City of Collegedale (4)	234,454	10/01/2000	08/01/2014
Chatt. Downtown Redev. Corp. Capital Lease (5)	115,925,472	07/01/2002	10/01/2030
800 MHz Equipment Capital Lease	2,917,191	10/01/2003	07/01/2009
Fannie Mae Notes	1,534,829	03/15/2004	01/01/2015
Tennessee Municipal League Bond Pool (2003)	1,901,771	09/07/2003	05/25/2018
Tennessee Municipal League Bond Pool (2004)	5,525,378	05/20/2005	04/20/2025
Total	<u>\$178,109,583</u>		

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 for property associated with purchase.*
- (5) *Construction and purchase of the Conference Center (Chattanooga), Trade Center expansion, Development Resource Center, Parking Garage 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, 2005

**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 & I Requirements</u>
2006	13,983,241.20	6,743,418.92	20,726,660.12
2007	14,289,220.73	6,356,516.73	20,645,737.46
2008	12,688,434.28	5,837,334.04	18,525,768.32
2009	14,679,860.91	5,341,447.08	20,021,307.99
2010	12,826,627.98	4,726,357.48	17,552,985.46
2011	12,121,707.13	4,163,494.60	16,285,201.73
2012	10,261,094.36	3,648,054.53	13,909,148.89
2013	10,495,282.13	3,172,857.58	13,668,139.71
2014	9,530,544.91	2,729,867.98	12,260,412.89
2015	9,772,122.66	2,301,499.61	12,073,622.27
2016	8,113,554.71	1,899,742.50	10,013,297.21
2017	8,494,902.72	1,524,297.11	10,019,199.83
2018	8,891,125.97	1,130,555.86	10,021,681.83
2019	7,724,387.56	759,245.02	8,483,632.58
2020	2,795,910.41	540,305.90	3,336,216.31
2021	2,648,715.00	463,743.62	3,112,458.62
2022	2,739,685.00	374,546.82	3,114,231.82
2023	2,832,649.00	282,035.20	3,114,684.20
2024	2,932,667.00	186,160.80	3,118,827.80
2025	2,619,731.00	87,305.22	2,707,036.22
2026	618,800.00	30,419.62	649,219.62
Total	\$ 171,060,264.66	\$ 52,299,206.22	\$ 223,359,470.88

Does not include CDRC (Southside) Capital Lease of \$115,925,472 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2005 consist of 2003 TMBF Loan of \$3,457,229 and 2004 TMBF Loan of \$19,494,622.

City of Chattanooga, Tennessee
 General Obligation Debt Service Requirements
 As of June 30, 2005

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2006	7,675,357.34	13,060,827.62	20,736,184.96
2007	10,629,677.82	13,251,015.02	23,880,692.84
2008	9,678,802.08	12,840,966.77	22,519,768.85
2009	10,794,362.33	12,417,456.27	23,211,818.60
2010	11,196,272.29	11,924,827.70	23,121,099.99
2011	9,532,861.05	11,444,400.91	20,977,261.96
2012	8,441,777.95	11,011,096.34	19,452,874.29
2013	8,084,994.90	10,586,512.88	18,671,507.78
2014	8,296,426.35	10,177,886.15	18,474,312.50
2015	8,829,529.20	9,744,313.48	18,573,842.68
2016	9,170,852.00	9,275,660.60	18,446,512.60
2017	8,816,457.00	8,803,666.41	17,620,123.41
2018	9,430,341.00	8,321,842.86	17,752,183.86
2019	8,479,406.00	7,807,303.91	16,286,709.91
2020	8,875,776.00	7,330,779.12	16,206,555.12
2021	9,541,894.00	6,876,143.40	16,418,037.40
2022	10,163,007.00	6,317,751.20	16,480,758.20
2023	10,820,423.00	5,723,609.80	16,544,032.80
2024	11,505,542.00	5,098,498.20	16,604,040.20
2025	12,233,483.00	4,441,222.30	16,674,705.30
2026	12,995,986.00	3,742,506.90	16,738,492.90
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
Total	\$ 257,754,317.31	\$ 198,240,061.84	\$ 455,994,379.15

Does not include CDRC (Southside) Capital Lease of \$115,925,472 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2005 consist of 2003 TMBF Loan of \$3,457,229 and 2004 TMBF Loan of \$19,494,622.

GOVERNMENTAL ACTIVITIES

Serial Bonds:	Outstanding July 1, 2004	Interest Pd FY 2005	Issued FY 2005	Retired FY 2005	Refunded FY 2005	Outstanding 06/30/05	Maturing FY 2006	Interest Payable FY 2006
1998 Public Improvement Refunding	7,235,600	389,531	0	13,200	0	7,222,400	13,200	388,967
2001 Municipal Public Improvement	36,995,200	1,839,930	0	962,600	17,211,400	18,821,200	1,005,000	936,038
2002 Municipal Public Refunding	12,588,100	548,787	0	1,876,100	0	10,712,000	1,963,100	465,291
2002 Series A Refunding	5,303,903	198,561	0	713,547	0	4,590,356	652,048	171,557
2002 Hotel-Motel Tax Pledge	54,990,000	2,477,538	0	0	5,285,000	49,705,000	0	2,213,288
2003 Series A General Obligation	11,785,000	417,126	0	425,000	0	11,360,000	790,000	404,376
2005A Municipal Public Improvement Refunding	0	0	17,436,521	0	0	17,436,521	213,720	646,745
2005A Hotel-Motel Tax Pledge Refunding	0	0	5,469,987	0	0	5,469,987	0	203,642
Total Serial Bonds	128,897,803	5,871,473	22,906,508	3,990,447	22,496,400	125,317,464	4,637,068	5,429,904

Notes Payable:

Hamilton Count Parking Garage	182,343	9,816	0	60,781	0	121,562	60,781	5,911
1997 TML Bond Fund	4,990,023	102,750	0	513,000	0	4,477,023	542,000	179,081
1999 Fire Hall/Land Note	35,949	3,316	0	2,323	0	33,626	2,554	3,085
2003 Fannie Mae	321,289	38,782	1,213,540	0	0	1,534,829	500,000	40,155
2003 TML Bond Fund	1,629,320	9,850	600,451	328,000	0	1,901,771	339,000	41,459
2004 TML Bond Fund	0	41,373	5,525,378	0	0	5,525,378	1,027,000	120,453
Total Notes Payable	7,158,924	205,887	7,339,369	904,104	0	13,594,189	2,471,335	390,144

Capital leases payable:

Southside Capital Lease	115,925,472	7,198,975	0	0	0	115,925,472	0	7,198,975
800 MHz Equipment Capital Lease	3,800,000	40,879	0	882,809	0	2,917,191	566,954	41,805
Total Capital Leases Payable	119,725,472	7,239,854	0	882,809	0	118,842,663	566,954	7,240,780
Total governmental activities	255,782,199	13,317,214	30,245,877	5,777,360	22,496,400	257,754,316	7,675,357	13,060,828

BUSINESS TYPE ACTIVITIES:

Interceptor Sewer System	16,787,209	806,424	(437)	1,248,404	12,848,368	2,690,000	1,315,000	100,022
1998 Sewer & Sewage Facilities	13,389,700	703,487	0	51,800	0	13,337,900	51,800	701,272
1998 Sewer & Sewage Facilities Refunding	22,381,986	966,598	0	1,502,643	0	20,879,343	1,550,191	918,721
2002 Municipal Public Refunding	28,331,097	1,060,626	0	3,811,453	0	24,519,644	3,482,952	916,381
2002 Series A Refunding	11,140,000	339,625	0	2,090,000	0	9,050,000	2,185,000	276,925
2003 B Sewer & Sewage Facilities Refunding	0	0	12,545,129	0	0	12,545,129	75,971	502,335
2005A Municipal Public Improvement Refunding	92,029,992	3,876,760	12,544,692	8,704,300	12,848,368	83,022,016	8,660,914	3,415,656
Total serial bonds								

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 1999/00 through 2004/05, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

General Obligation Bonds by Purpose	2000	2001	2002	2003	2004	2005
Public Buildings Improvement	\$ 530,000	\$ 265,000	\$ -	\$ -	\$ -	\$ -
Sewer and Sewage Facilities	124,002,403	115,758,219	107,942,691	100,678,646	92,029,992	83,022,016
Municipal Public Improvement	81,887,597	125,716,782	120,057,309	181,276,354	174,535,008	167,682,984
Total Bonded Indebtedness	<u>\$ 206,420,000</u>	<u>\$ 241,740,001</u>	<u>\$ 228,000,000</u>	<u>\$ 281,955,000</u>	<u>\$ 266,565,000</u>	<u>\$ 250,705,000</u>
Other Long-Term Indebtedness						
General Obligation Capital Outlay Notes	8,804,735	8,434,926	9,866,532	24,399,322	41,145,146	52,653,672 ⁽¹⁾
Tennessee Municipal Bond Fund	8,296,833	7,819,523	6,550,098	5,339,097	6,619,343	6,378,794
Capital Leases	-	448,399	288,204	116,196,668	119,978,775	119,077,117 ⁽²⁾
Gross Direct Indebtedness	\$ 223,521,568	\$ 258,442,849	\$ 244,704,834	\$ 427,890,087	\$ 434,308,264	\$ 428,814,583
Less: Self-Supporting Indebtedness	179,866,955	179,059,226	169,016,890	289,509,352	353,562,825	346,612,744
Debt Service Fund	<u>2,671,606</u>	<u>3,971,606</u>	<u>5,497,083</u>	<u>4,988,142</u>	<u>5,222,704</u>	<u>6,471,929</u>
Net Direct Indebtedness	\$ 40,983,007	\$ 75,412,017	\$ 70,190,861	\$ 133,392,593	\$ 75,522,735	\$ 75,729,910
Plus: Estimated Net Overlapping Indebtedness	<u>88,150,799</u>	<u>103,117,962</u>	<u>109,591,857</u>	<u>96,147,876</u>	<u>107,821,749</u>	<u>97,486,316</u>
Net Direct and Overlapping Indebtedness	<u>\$ 129,133,806</u>	<u>\$ 178,529,979</u>	<u>\$ 179,782,718</u>	<u>\$ 229,540,469</u>	<u>\$ 183,344,484</u>	<u>\$ 173,216,226</u>

Notes:

(1) As of June 30, 2005 Capital Outlay Notes consist of \$121,562 payable to Hamilton County for City's share of City/County Parking Garage; \$39,808,700 State of Tennessee Revolving Loan for combined sewer overflow facilities; \$5,629,576 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion; \$1,534,829 Fannie Mae American Communities Fund for Alton Park Hope VI and \$33,626 Fire Hall Loan.

(2) Capital leases as of June 30, 2005 includes the \$234,454 City of Collegedale for Sewer Easement, \$115,925,472 CDRC (Southside) Capital Lease and \$2,917,191 for the 800MHz Communication Equipment.

CITY OF CHATTANOOGA
HISTORICAL DEBT RATIOS
June 30, 2005 (unaudited)

Year ended June 30	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Estimated population(1)	151,600	149,513	148,820	146,615	155,554	155,554	155,554	155,562	157,532	154,853
Appraised property valuation	\$ 6,724,514,167	\$ 6,952,125,326	\$ 7,710,994,825	\$ 7,944,005,472	\$ 7,984,908,874	\$ 8,281,644,305	\$ 9,789,654,070	\$ 9,944,568,067	\$ 10,057,472,717	\$ 10,323,946,674
Assessed property valuation	2,224,070,683	2,295,859,675	2,529,989,692	2,604,110,025	2,617,535,875	2,729,189,057	3,201,743,737	3,260,023,356	3,237,183,936	3,319,249,168
Gross indebtedness (2)	204,479,351	191,283,521	245,731,165	237,505,962	223,521,569	258,442,849	244,704,834	427,890,087	434,308,264	428,814,582
Less: Self-supporting indebtedness(3)	147,739,894	138,922,708	194,393,764	190,087,672	179,866,956	178,059,226	169,036,886	344,499,352	353,562,825	346,612,744
Debt Service Fund	9,127,569	8,802,830	7,126,274	2,566,687	2,671,606	4,163,307	5,497,083	4,988,142	5,222,704	6,471,929
Net direct indebtedness	47,611,888	43,557,983	44,211,127	44,851,603	40,983,007	76,220,316	70,170,865	78,402,593	75,522,735	75,729,909
Plus: Estimated net overlapping indebtedness	79,884,361	100,669,117	99,208,181	96,505,368	88,150,782	103,117,962	109,591,857	96,147,876	107,821,749	97,486,316
Net direct and overlapping indebtedness	\$ 127,496,249	\$ 144,227,100	\$ 143,419,308	\$ 143,356,971	\$ 129,133,789	\$ 179,338,278	\$ 179,762,722	\$ 174,550,469	\$ 183,344,485	\$ 173,216,225
Gross debt per capita	\$ 1,348.81	\$ 1,279.38	\$ 1,651.20	\$ 1,619.93	\$ 1,436.94	\$ 1,661.43	\$ 1,573.12	\$ 2,750.25	\$ 2,756.95	\$ 2,769.17
Net direct debt per capita	314.06	291.33	297.08	305.91	263.46	489.99	451.10	503.93	479.41	489.04
Net direct and overlapping debt per capita	841.00	964.65	963.71	977.78	830.15	1,152.90	1,155.63	1,121.92	1,163.86	1,118.58
Gross debt to appraised valuation	3.04%	2.75%	3.19%	2.99%	2.80%	3.12%	2.50%	4.30%	4.32%	4.15%
Net direct debt to appraised valuation	0.71%	0.63%	0.57%	0.56%	0.51%	0.92%	0.72%	0.79%	0.75%	0.73%
Net direct and overlapping debt to appraised valuation	1.90%	2.07%	1.86%	1.80%	1.62%	2.17%	1.84%	1.76%	1.82%	1.68%
Gross debt to assessed valuation	9.19%	8.33%	9.71%	9.12%	8.54%	9.47%	7.64%	13.13%	13.42%	12.92%
Net direct debt to assessed valuation	2.14%	1.90%	1.75%	1.72%	1.57%	2.79%	2.19%	2.40%	2.33%	2.28%
Net direct and overlapping debt to assessed valuation	5.73%	6.28%	5.67%	5.51%	4.93%	6.57%	5.61%	5.35%	5.66%	5.22%

(1) Population figures for all years are estimates.

(2) Gross indebtedness excludes revenue bonds payable by the Electric Power Board of Chattanooga and the Metropolitan Airport Authority.

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes, CDRC capital lease, Fannie Mae American Communities fund and 800 MHz Equipment Capital Lease.

Debt Service Fund Revenues

Fiscal Years 2003-2006

Revenue Source	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	BUDGET '06 INC/(DEC)	% CHANGE FY 05/06	% OF TOTAL
Debt Service (Fund 3100):							
General Fund	6,193,086	7,636,840	8,772,293	9,801,307	1,029,014	11.73	70.47
Trfrs-Cap Imp Bond Fd	6,421,982	0	0	0	0	0.00	0.00
Trfrs-Safety Cap Project Fd	3,716	3,525	3,316	5,638	2,322	70.02	0.04
Hamilton County	805,984	794,983	782,163	762,683	(19,480)	(2.49)	5.48
Miscellaneous Revenue	406,803	0	0	0	0	0.00	0.00
911 Communication	0	200,000	200,000	200,000	0	0.00	1.44
City Hotel/Motel Tax	0	2,477,538	2,477,538	0	(2,477,538)	(100.00)	0.00
CDBG (Fannie Mae Loan)	0	1,821	50,000	112,589	62,589	125.18	0.81
Homeland Security Grant	0	0	923,688	608,759	(314,929)	(34.09)	4.38
Trfrs-21st Century Waterfront	1,080,482	0	0	2,416,930	2,416,930	0.00	17.38
Fund Balance	0	0	0	0	0	0.00	0.00
Total Debt Service Fund	\$14,912,053	\$11,114,707	\$13,208,998	\$13,907,906	698,908	5.29	100.00
Grand Total	\$14,912,053	\$11,114,707	\$13,208,998	\$13,907,906	698,908	5.29	100.00

Debt Service Fund Expenditures

Fiscal Years 2003-2006

Expenditures	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	BUDGET '06 INC/(DEC)	% CHANGE FY 05/06
Debt Service (Fund 3100):						
Principal	4,394,875	4,725,541	6,132,526	7,163,965	1,031,439	16.8
Interest	4,753,112	6,141,098	7,066,472	6,693,941	(372,531)	(5.3)
Service Charges	9,551	26,434	10,000	50,000	40,000	400.0
Bond Sale Expenses	49,269	750	0	0	0	0.0
Payment to Refunding Bond Agent	6,185,569	0	0	0	0	0.0
Future Debt Payments	0	0	0	0	0	0.0
Trfrs-Cap Imp Bond Fd	28,618	0	0	0	0	0.0
Trfrs-Enterprise Fd	0	0	0	0	0	0.0
Total Debt Service Fund	\$15,420,994	\$10,893,823	\$13,208,998	\$13,907,906	698,908	5.3
Grand Total	\$15,420,994	\$10,893,823	\$13,208,998	\$13,907,906	698,908	5.3
Per Capita	99.12	70.15	85.30	89.81		



Capital Project Funds

Fund Structure

The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of budgeting is modified accrual. Included funds are Safety, Public Works, Parks & Recreation, General Government, Finance & Administration, Neighborhood Services and Education, Arts & Culture.

FY 2005 Capital Budget figures were as follows:

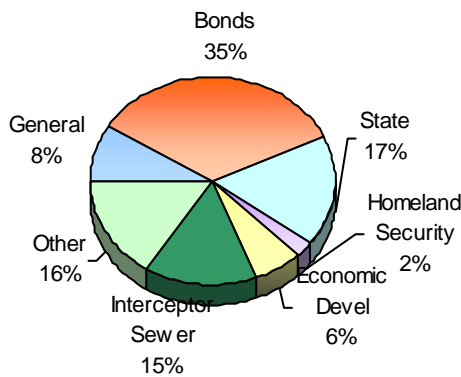
Finance & Administration	\$	110,000
General Government		6,957,194
Parks, Recreation, Arts & Culture		2,999,303
Public Works		12,171,962
Police		2,022,100
Fire		2,589,485
Public Works Storm Water		<u>1,500,000</u>
	\$	<u>28,350,044</u>

The FY06 Proposed Capital budget is as follows:

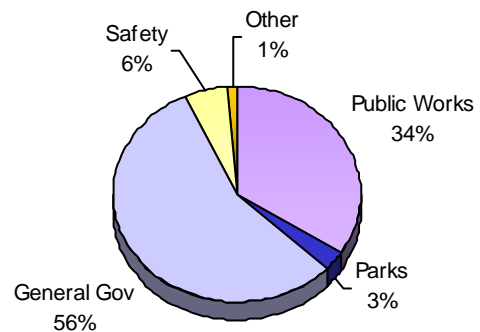
		<u>Budget FY2006</u>
Revenue FY06		
Bonds	\$	14,245,181
General Fund		3,500,000
Economic Development		2,664,000
State of Tennessee		7,056,000
Homeland Security Grant		1,000,000
Interceptor Sewer Fund Balance		6,153,000
Storm Water Fund Balance		2,000,000
Other		<u>4,489,424</u>
	\$	<u>41,107,605</u>

Appropriation FY06		
Finance & Administration	\$	20,000
General Government		23,003,313
Parks & Recreation		1,165,000
Public Works		14,027,287
Police (Safety)		1,025,000
Fire (Safety)		1,417,005
Education, Arts & Culture (Other)		300,000
Neighborhood Services (Other)		<u>150,000</u>
	\$	<u>41,107,605</u>

Fiscal Year 2005/2006 \$41,107,607



Revenues



Appropriations

Capital Fund Revenues

Fiscal Years 2003 - 2006

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '04 INC/(DEC)	%	% OF TOTAL
	FY 02/03	FY 03/04	FY 04/05	FY 05/06		CHANGE FY 03/04	
General Fund	4,027,264	0	3,500,000	3,500,000	0	0.0%	8.51%
Fund Balance	0	0	0	8,153,000	8,153,000	N/A	10.92%
State/Federal Grants	0	2,189,669	5,264,700	8,056,000	2,791,300	53.0%	100.00%
Economic Development Fund	0	2,385,146	2,000,000	2,664,000	664,000	33.2%	0.00%
General Obligation Bonds	0	5,055,107	11,274,010	14,245,181	2,971,171	26.4%	0.00%
GO Bonds for 21st Waterfront	0	0	1,500,000	0	(1,500,000)	-100.0%	100.00%
Hotel/Motel Tax Collections	0	0	3,043,796	0	(3,043,796)	-100.0%	0.00%
Interest Income	1,015,592	994	0	0	0	N/A	0.00%
Other	674,987	1,547,841	1,767,538	4,489,424	2,721,886	154.0%	100.00%
	\$5,717,843	\$11,178,757	\$28,350,044	\$41,107,605	12,757,561	45.0%	100.00%
 Grand Total	 \$5,717,843	 \$11,178,757	 \$28,350,044	 \$41,107,605	 12,757,561	 45.0%	 100.00%
 Annual Budget	 \$29,485,903	 \$25,026,116	 \$28,350,044	 \$41,107,605			

Revenues

The City funds its capital program through a variety of sources including current operations and reserves.

The FY 2003 Capital Budget totalled \$29,485,903. Funding was provided by the General Fund appropriation for Capital Improvements in the amount of \$7,296,317, General Obligation Bonds \$12,070,087, Economic Development Fund \$3,891,683, State & Federal Grants \$4,732,816 and other \$1,495,000. Two other major capital projects fundings for FY03 were GO Bonds for 21st Century Waterfront \$48,137,341, Hotel/Motel Tax Collections \$7,000,000, Interest Income \$862,659.

The FY2004 Capital Budget totalled \$25,026,116. 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.

The FY 2005 Capital Budget totalled \$28,350,044. Funding for the FY 2005 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$3,500,000, Economic Development Fund \$2,000,000, Tennessee Municipal Bond Fund Loan \$11,274,010, State of Tennessee and Federal grants of \$5,264,700, The 911 Board \$3,043,796, Storm Water Fund Balance of \$1,500,000 and funds from Foundations and other sources in the amount of \$1,767,538.

Proposed Funding for the FY 2006 Capital Budget is provided by the General Fund appropriation for Capital Improvements in the amount of \$3,500,000, Economic Development Fund \$2,664,000, General Obligation Bond Fund Loan \$14,245,181, State of Tennessee and Federal grants of \$8,056,000, Interceptor Sewer Fund Balance of \$6,153,000, Storm Water Fund Balance of \$2,000,000 and funds from Foundations and other sources in the amount of \$4,489,424.

Capital Fund Expenditures

Fiscal Years 2003 - 2006

Expenditures	Actual FY 02/03	Actual FY 03/04	Budget FY 04/05	Budget FY 05/06	BUDGET '04 INC/(DEC)	% CHANGE FY 04/05	% OF TOTAL
Capital Projects:							
Police (Fund P411)	5,763,440	3,001,604	2,022,100	1,025,000	(997,100)	-49.3%	2.49%
Fire (Fund P411)	0	1,579,967	2,589,485	1,417,005	(1,172,480)	-45.3%	3.45%
Public Works (Fund P416)	14,445,488	19,395,689	13,671,962	14,027,287	355,325	2.6%	34.12%
Parks & Recreation (Fund P415)	1,466,547	5,637,829	2,999,303	1,165,000	(1,834,303)	-61.2%	2.83%
General Government (Fund P413)	6,546,309	5,146,662	6,957,194	23,003,313	16,046,119	230.6%	55.96%
Finance & Admin (Fund P413)	0	0	110,000	20,000	(90,000)	-81.8%	0.05%
General Services (Fund P414)	52,635	0	0	0	0	N/A	0.00%
Other (Arts & Culture/Neighborhood Svs)	0	0	0	450,000	450,000	N/A	1.09%
Total Capital Projects	\$28,274,419	\$34,761,751	\$28,350,044	\$41,107,605	\$12,757,561	45.0%	100.00%
 Grand Total	 \$28,274,419	 \$34,761,751	 \$28,350,044	 \$41,107,605	 12,757,561	 45.0%	 100.00%
Annual Budget	\$29,485,903	\$25,026,116	\$28,350,044	\$41,107,605			

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 overview of each department's appropriation.

POLICE

FY 2006 Budget	\$ 1,025,000
% of Total Capital Budget	2.49%
Decrease From FY 2005	\$ 997,100
% Decrease	49.31%

The Police Department capital appropriation will be used for the police vehicle replacement and renovation of the Downtown Precinct.

FIRE

FY 2006 Budget	\$1,417,005
% of Total Capital Budget	3.44%
Decrease From FY 2005	\$1,172,480
% Increase	45.27%

The FY 2006 appropriation for the Fire Department includes the purchase of new Self Contained Breathing Apparatus and radios.

PUBLIC WORKS

FY 2006 Budget	\$14,027,287
% of Total Capital Budget	34.12%
Increase From FY 2005	355,325
% Increase	2.59%

The FY 2005 Public Works capital appropriation 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 rehabilitation, storm water projects and Interceptor Sewer projects.

PARKS & RECREATION

FY 2006 Budget	\$1,165,000
% of Total Capital Budget	2.83%
Decrease From FY 2005	1,834,303
% Decrease	61.16%

The FY 2006 Parks & Recreation Department appropriation includes City wide parks rehabilitation, vehicle replacement, Recreation Center upgrades and Zoo improvements.

GENERAL GOVERNMENT

FY 2006 Budget	\$ 23,003,313
% of Total Capital Budget	55.95%
Increase From FY 05	16,046,121
% Increase	241.03%

The FY 2006 General Government budget includes funding for City Hall Renovation, Chattanooga Area Regional Transit Authority, a new Animal Shelter and additional improvements for the Enterprise Industrial Park.

FINANCE & ADMINISTRATION

FY 2006 Budget	\$20,000
% of Total Capital Budget	>1%
Decrease From FY 05	90,000
% Decrease	81.81%

FY 2006 Capital budget is for a core infrastructure network upgrade.

EDUCATION, ARTS & CULTURE

FY 2006 Budget	\$300,000
% of Total Capital Budget	>1%
Increase From FY 05	300,000
% Increase	100.00%

FY 2006 Capital budget is for civic facilities improvements.

NEIGHBORHOOD SERVICES

FY 2006 Budget	\$150,000
% of Total Capital Budget	>1%
Increase From FY 05	150,000
% Increase	100.0%

FY 2006 Capital budget is for area beautification.

Capital Project Detail

General Government

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2004/05	FY2005/06	FY2006/07	FY2007/08	FY2008/09	FY2009/10
CARTA	300,000	500,000	500,000	500,000	500,000	500,000
City Hall Renovation	2,000,000	8,900,000	-	-	-	-
800 MHz Trunking Migration	3,967,484					
East Brainerd Radio System Expansion	322,142					
Rapid Response Interoperability	162,750					
WTCL	145,000					
Bessie Smith Heritage Center Chiller	-	50,313				
City Hall Computer Room UPS System	59,818					
Fleet Services		97,000	145,500	98,000		
Animal Shelter		4,600,000				
Enterprise South Passive Park		100,000				
Enterprise Industrial Park		8,656,000	1,000,000			
Total General Government	6,957,194	23,003,313	1,645,500	598,000	500,000	500,000

	Prior Years Appropriations	2005/2006 Budget	Total Project
1. CARTA			
Funding source: Economic Development Fund		\$ 500,000	
Prior Years	\$ 3,610,850		\$ 4,110,850
This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital need for new buses, bus shelters, office, radio and fare collection equipment, support vehicles and Incline repair			
Impact on operating budget: None because these are one time funded projects for supported agencies.			
2. City Hall Renovation			
Funding Source: General Obligation Bonds		\$ 8,900,000	
Prior Years	\$ 2,250,000		\$11,150,000
This appropriation funds the total renovation of City Hall which was built in 1908.			
Impact on operating budget: The renovation should result in savings in electrical usage, heating/cooling cost, building insurance and potential health cost for employees insurance.			
3. 800 MHz Trunking Migration			
Funding Source: Prior Years	\$ 3,967,484	\$ 0	\$ 3,967,484
This appropriation funds the upgrade of the City's 800 MHz radio system			
Impact on operating budget: None			
4. East Brainerd Radio System Expansion			
Funding Source: Prior Years	\$ 322,142	\$ 0	\$ 322,142
This appropriation funds installation of a repeater site connected into the current 800 MHz system to give Public Safety Responders in the East Brainerd area communications ability.			
Impact on operating budget: None.			

Capital Project Detail

	Prior Years Appropriations	2005/2006 Budget	Total Project
5. Rapid Response Interoperability Funding Source: Prior Years This appropriation funds the installation of a Rapid Response Interoperability Unit which will have the ability to provide seamless communications among Responders using radios that, otherwise, would be incompatible Impact on operating budget: None.	\$ 162,750	\$ 0	\$ 162,750
6. WTCI Television Station Funding Source: Prior Years To support capital upgrade for the public television station that televises the weekly City Council meetings. Impact on operating budget: None.	\$ 145,000	\$ 0	\$ 145,000
7. Bessie Smith Heritage Center Chiller Funding Source: Hamilton County This appropriation funds installation of a single air cooled chiller as opposed to the outdoor condensing units associated with the seven air handlers currently serving the area as well as the other proposed retrofitting work will replace existing residential hardware with commercial grade equipment Impact on operating budget: The new design will provide a more energy efficient, controllable system and reduce maintenance cost.	\$ 0	\$ 50,313	\$ 50,313
8. City Hall Computer Room UPS System Funding Source: Prior Years This appropriation funds installation of a UPS system for the City Hall computer room. This system is rated to cover the generator capacity currently installed at City Hall Impact on operating budget: None.	\$ 59,818	\$ 0	\$ 59,818
9. Fleet Services Funding Source: General Fund This appropriation funds the replacement of the Fleet Services Lube and PM vehicle that performs field service on the City off road equipment such as loaders, dozers, backhoes and the upgrading of fuel dispensing stations to increase security, obtain accurate fleet information without possibility of operator input errors, and increase accuracy of fleet numbers and departmental accountability. Impact on operating budget: The new vehicle will lessen the Garage vehicle maintenance cost due to the age, mileage and condition of this vehicle.	\$ 0	\$ 97,000	\$ 97,000

Capital Project Detail

	Prior Years Appropriations	2005/2006 Budget	Total Project
10. Animal Shelter			
Funding Source: General Obligation Bonds		\$ 2,000,000	
Animal Care Trust		2,600,000	
Prior Years	\$ 0		\$ 4,600,000

This appropriation funds the building of a new animal shelter for the City of Chattanooga.

Impact on operating budget: Personnel and operation cost to operate the facility

11. Enterprise South Passive Park			
Funding Source: General Fund		\$ 50,000	
Hamilton County		50,000	
Prior Years	\$ 0		\$ 100,000

This appropriation funds phase I of a buffer park between the Enterprise Industrial Park and existing neighborhoods.

Impact on operating budget: None.

12. Enterprise South Industrial Park			
Funding Source: Tennessee Department of Transportation		\$ 7,056,000	
Hamilton County		800,000	
Prior Years	\$ 13,775,000		\$ 21,631,000

This appropriation funds additional infrastructure improvements for the new Enterprise South Industrial Park formerly the Volunteer Army Ammunition Plant.

Impact on operating budget: None.

Capital Project Detail

Finance & Administration

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2004/ 05	FY 2005/ 06	FY 2006/ 07	FY 2007/ 08	FY 2008/ 09	FY 2009/ 10
Website Redesign	25,000					
Core Network Upgrade	20,000	20,000	20,000	20,000	20,000	
Backup Devices/ Storage Equipment	15,000		20,000		20,000	
System Management Software	50,000		35,000			
Infrastructure Growth Processor			25,000	25,000		
Total Finance & Administration	\$110,000	\$20,000	\$100,000	\$45,000	\$40,000	\$0

	Prior Years Appropriations	2005/2006 Budget	Total Project
1. Web Site Redesign Funding Source: Prior Years This appropriation is to fund redesign/redevelopment of The City of Chattanooga official web site (www.chattanooga.gov) Impact on operating budget: None	\$ 200,000	\$ 0	\$ 200,000
2. Core Network Upgrade Funding Source: General Fund Prior Years This appropriation is to purchase Routers, switches, etc for 100Mb/1Gb upgrade to core network infrastructure. Impact on operating budget: None	\$ 77,000	\$ 20,000	\$ 97,000
3. Backup Devices/Storage Equipment Funding Source: Prior Years This appropriation is to fund purchase of backup devices and storage equipment Impact on operating budget: None	\$ 45,500	\$ 0	\$ 45,500
4. System Management Software Funding Source: Prior Years This appropriation is to fund purchase of system/server management software Impact on operating budget: Annual maintenance cost \$3,750.00	\$ 75,000	\$ 0	\$ 75,000

Capital Project Detail

Police

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10
Police Fleet Replacement	750,000	650,000	1,250,000	1,250,000	1,250,000	1,250,000
Vehicle Digital Cameras	500,000	150,000	500,000	500,000	250,000	500,000
Walnut Street Precinct Renovation		30,000				
CPD Room Files	62,100		62,100	62,100	62,100	62,100
HVAC replacement	65,000		10,000			
Motorola Portable Radios	190,000	120,000	210,000	220,000	230,000	240,000
Renovation & Expansion Police Annex	455,000		120,000	70,000		
Renovation of Old Fire Hall		75,000	30,000	28,000		
Portable Training Classroom			87,000			
Target Range Control System			125,000			
Police Service Center Building Maintenance				125,000	125,000	
Total Police	2,022,100	1,025,000	2,394,100	2,255,100	1,917,100	2,052,100

	Prior Years Appropriations	2005/2006 Budget	Total Project
1. Police vehicle fleet replacement Funding source: General Fund Prior Years	\$ 9,125,980	\$ 650,000	\$ 9,775,980
This appropriation provides for an annual fleet replacement program to insure the safety margin for police vehicles by planned replacement.			
Impact on operating budget: The vehicle replacement program results in lower operating, maintenance, and fuel costs along with a safer fleet operations. Cost savings expected to exceed \$10,000 annually.			
2. Vehicle Digital Cameras Funding Source: General Fund Prior Years	\$ 500,000	\$ 150,000	\$ 650,000
This appropriation will fund the purchase and installation of approximately 300 digital camera's in all patrol officers and field supervisor vehicles.			
Impact on operating budget: None			
3. Walnut Street Precinct Renovation Funding Source: General Fund	\$ 0	\$ 30,000	\$ 30,000
This appropriation funds the renovation of the Walnut Street Precinct to expand the facility, improve operating efficiency and create a safe environment for citizens.			
Impact on operating budget: None			

Capital Project Detail

	Prior Years Appropriations	2005/2006 Budget	Total Project
4. CPD Room Files			
Funding source: Prior Year	\$ 62,100	\$ 0	\$ 62,100
This appropriation funds Installation of a movable File System in the Police Department Criminal History Room.			
Impact on operating budget: None			
5. HVAC Replacement for Police Facilities			
Funding Source: Prior Year	\$ 65,000	\$ 0	\$ 65,000
This appropriation will fund HVAC replacements for aging units at various Police Facilities.			
Impact on operating budget: None			
6. Motorola Portable Radios			
Funding Source: General Fund		\$ 120,000	
Prior Year	\$ 190,000		\$ 310,000
This appropriation funds purchase of new radios for Police Officers			
Impact on operating budget: None			
7. Police Annex Renovation and Expansion			
Funding Source: Prior Year	\$ 455,000	\$ 0	\$ 455,000
This appropriation funds renovation of the Police Annex to add additional office and storage space for the Narcotics Unit, Highway Intervention Unit, Computer Forensic and Property Divisions.			
Impact on operating budget: None			
8. Renovation of Fire Hall #7			
Funding Source: General Fund/Economic Development	\$ 0	\$ 75,000	\$ 75,000
This appropriation funds renovation of the Old Fire Hall #7			
Impact on operating budget: None			

Capital Project Detail

Fire

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2004/05	FY2005/06	FY2006/07	FY2007/08	FY2008/09	FY2009/10
Fire Apparatus	1,080,000		1,000,000	1,000,000	1,000,000	1,000,000
Building Maintenance	144,485		70,000	40,000	74,263	42,436
Firehall Roof and Driveway repair	60,000					
Technical Rescue equipment	1,200,000					
Radios	105,000	52,500	105,000	105,000	105,000	105,000
Self Contained Breathing Apparatus		1,364,505				
Burn Building					530,000	
Mobile Data Project						494,199
Total Fire	2,589,485	1,417,005	1,175,000	1,145,000	1,709,263	1,641,635

	Prior Years Appropriations	2005/2006 Budget	Total Project
1. Fire Apparatus Funding Source: Prior Years 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. Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.	\$ 6,135,000	\$ 0	\$ 6,135,000
2. Building Maintenance Funding Source: Prior Years 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. Impact on operating budget: None	\$379,485	\$ 0	\$ 379,485
3. Fire Station Expansion Funding Source: Prior Years This appropriation allows for the ongoing replacement of outdated, high maintenance Fire Stations which are unable to accommodate modern fire apparatus. Impact on operating budget: Lower utility and maintenance cost	\$ 750,000	\$ 0	\$ 750,000
4. Fire Station Roof and Driveway Repair Funding Source: Prior Years This appropriation allows for the replacement of one roof or repair/replace concrete areas at a Fire Department Building each year. Impact on operating budget: None	\$ 300,500	\$ 0	\$ 300,500

Capital Project Detail

	Prior Years Appropriations	2005/2006 Budget	Total Project
5. Technical Rescue Equipment Funding Source: Prior Years Tennessee Homeland Security is affording the department the opportunity to equip and train in technical areas. The funding will provide for water rescue, structural and trench collapse and confined space training training and equipment. Impact on operating budget: None	\$ 1,200,000	\$ 0	\$1,200,000
6. Radio Replacement Funding Source: General Fund Prior Years The purpose of this project is to provide radios for personnel at the expansion stations and to provide mobile units for the apparatus at the station. Also, it will fund upgrade of existing analog radios to a digital capacity radio for maximum efficiency. Impact on operating budget: None	\$ 577,000	\$ 52,000	\$ 629,000
7. Self Contained Breathing Apparatus Funding Source: General Fund Homeland Security Grant Prior Years The Fire Department applied for a grant to replace present Self-Contained Breathing Apparatus (SCBA) with new units that meets the current NFPA (National Fire Protection Association) standard. Impact on operating budget: None	\$ 0	\$ 364,505 1,000,000	\$1,364,505

Capital Project Detail

Public Works

Capital Budget						
<i>Five Year Plan</i>						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2004/ 05	FY 2005/ 06	FY 2006/ 07	FY 2007/ 08	FY 2008/ 09	FY 2009/ 10
Paving of Streets	2,000,000	1,000,000	2,000,000	2,500,000	2,500,000	2,500,000
City Wide Services Equipment	1,212,248	75,000	1,174,000	1,507,763	1,307,763	1,299,000
Bridge Rehab	250,000	250,000	650,000	250,000	50,000	250,000
Downtown Streetscape Program	1,500,000		800,000	1,250,000	750,000	500,000
Traffic Engineering Projects	1,017,000	425,000	1,064,000	1,042,000	535,000	530,000
Curbs, Gutters, and Sidewalks	650,000	300,000	500,000	1,000,000	1,000,000	1,000,000
Street Rehabilitation	1,540,700	2,050,000	1,550,000	1,750,000	3,575,000	3,350,000
MPO - Major Construction	1,763,230		500,000	600,000	500,000	1,000,000
HOPE VI Road Improvements		1,584,287				
Neighborhood Improvement Projects	450,000					
Tunnel Repair		50,000				
Intersection Improvements	400,000	40,000				
Pedestrian Lighting	243,904		50,000	50,000	50,000	50,000
Hazardous Mitigation	1,144,820					
Storm Water Capital Projects	1,500,000	2,100,000	4,750,000	1,000,000	500,000	1,000,000
Interceptor Sewer Capital Projects		6,153,000				
Software/Equipment				50,000		
Total Public Works	\$13,671,962	\$14,027,287	\$13,038,000	\$10,949,763	\$10,767,763	\$11,479,000

	Prior Years Appropriations	2005/2006 Budget	Total Project
1. Paving of streets			
Funding sources: General Fund		\$ 350,000	
Economic Development Fund		650,000	
Prior Years	\$15,214,450		\$16,214,450
This appropriation funds the resurfacing of streets City wide. It also provides for replacement of pavement markings and traffic signal loop detector wiring damaged due to pavement milling and resurfacing.			
Impact on operating budget: This program will reduce the cost of annual street maintenance.			
2. City Wide Services Equipment Replacement			
Funding sources: General Fund		\$ 75,000	
Prior Years	\$ 7,339,777		\$ 7,414,777
This appropriation allows for the ongoing replacement of older Public Works equipment.			
Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.			

Capital Project Detail

	Prior Years Appropriations	2005/2006 Budget	Total Project
3. Bridge Rehabilitation			
Funding sources: General Fund			
Prior Years	\$ 2,042,167	\$ 250,000	\$ 2,292,167
This appropriation funds the City's portion of state and federal funding for rehabilitating bridges with structural and utilization deficiencies.			
<i>Impact on operating budget: None</i>			
4. Streetscape			
Funding sources: Prior Years	\$ 7,815,021	\$ 0	\$ 7,815,021
This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.			
<i>Impact on operating budget: None</i>			
5. Traffic Engineering Projects			
Funding sources: General Fund			
Prior Years	\$ 6,043,749	\$ 425,000	\$ 6,468,749
This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.			
<i>Impact on operating budget: The replacement program results in lower maintenance costs.</i>			
6. Curbs, Gutters and Sidewalks			
Funding sources: General Fund			
Prior Years	\$ 3,457,347	\$ 300,000	\$ 3,757,347
This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.			
<i>Impact on operating budget: None</i>			
7. Street Improvements			
Funding sources: General Obligation Bonds		\$ 1,250,889	
Public Works Capital Fund (P416)		749,111	
Prior Years	\$26,227,539		\$28,277,539
This appropriation will fund a program of major street rehabilitation within the City.			
<i>Impact on operating budget: This program of major street Improvements results in lower street maintenance costs.</i>			
8. MPO Match Major Street Construction			
Funding sources: Prior Years	\$ 5,753,593	\$ 0	\$ 5,753,593
This appropriation funds the City's portion of State of Tennessee projects within the City limits.			
<i>Impact on operating budget: None</i>			

Capital Project Detail

	Prior Years Appropriations	2005/2006 Budget	Total Project
9. Software/Equipment			
Funding sources: General Obligation Bond	\$ 528,000	\$ 0	\$ 528,000
This appropriation funds the purchase of new Electronic Document Management and plans review software and equipment.			
Impact on operating budget: None			
10. HOPE VI Road Improvements			
Funding sources: General Obligation Bond		\$1,194,292	
Economic Development Fund		389,995	
Prior Years	\$ 5,950,000		\$ 7,534,287
This appropriation is for street improvements and streetscape in the Saint Elmo area.			
Impact on operating budget: None			
11. Neighborhood Improvements Projects			
Funding sources: Prior Years	\$1,420,000	\$ 0	\$ 1,420,000
This appropriation is for matching funds for Community Development Block Grants.			
Impact on operating budget: None			
12. Tunnel Repair			
Funding sources: General Fund		\$ 50,000	
Prior Years	\$ 150,000		\$ 200,000
This appropriation funds the study and repair of Wilcox tunnel.			
Impact on operating budget: None			
13. Intersection Improvements			
Funding sources: General Fund		\$ 40,000	
Prior Years	\$ 850,000		\$ 890,000
This appropriation funds an ongoing program to repair deteriorated intersections and rework intersections to create a better, more efficient traffic flow.			
Impact on operating budget: None			
14. Pedestrian Lighting			
Funding sources: Prior Years	\$ 243,904	\$ 0	\$ 243,904
This appropriation funds the replacement and repair of Pedestrian Light Fixtures.			
Impact on operating budget: None			
15. Hazardous Waste Mitigation			
Funding sources: Prior Years	\$ 1,144,820	\$ 0	\$ 1,144,820
This appropriation funds the purchase and demolition of homes in a flood plain.			
Impact on operating budget: None			

Capital Project Detail

	Prior Years Appropriations	2005/2006 Budget	Total Project
16. Storm Water Projects City Wide			
Funding sources: Storm Water Fund		\$ 2,000,000	
General Obligation Bonds		100,000	
Prior Years	\$ 1,850,000		\$ 3,950,000
This appropriation funds a drainage system inventory and City wide storm water projects.			
Impact on operating budget: None			
17. Interceptor Sewer Capital Projects			
Funding sources: Interceptor Sewer Fund Balance	\$ 0	\$ 6,153,000	\$ 6,153,000
This appropriation funds the purchase of equipment, expansion and rehabilitation of the Interceptor Sewer System.			
Impact on operating budget: None			

Capital Project Detail

Parks & Recreation

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2004/ 05	FY 2005/ 06	FY 2006/ 07	FY 2007/ 08	FY 2008/ 09	FY 2009/ 10
Parks Rehab	517,553	275,000	545,000	1,110,000		
Greenways	100,000	300,000	700,000	700,000	500,000	500,000
Civic Facilities	250,000					
Zoo Improvements	250,000	250,000	250,000	125,000	125,000	125,000
ADA Repairs	5,000					
Recreation Center Rehab	275,000	280,000	145,000	145,000	45,000	
Hope VI	700,000					
Parks Equipment Replacement	1,750	60,000	180,000	180,000	180,000	180,000
Public Arts Initiative	100,000					
Attendance tracking software	100,000					
Hixson Civic Center	700,000					
Total Parks & Recreation	\$2,199,303	\$1,165,000	\$1,820,000	\$2,260,000	\$850,000	\$805,000

	Prior Years Appropriations	2005/2006 Budget	Total Project
1. City Parks Rehabilitation			
Funding Source: General Obligation Bonds		\$ 275,000	
Prior Years	\$ 6,359,828		\$ 6,634,828
This appropriation will fund rehabilitation and upgrading of City Parks: equipment replacement; fencing; park planning and expansion.			
Impact on operating budget: None			
2. Greenways			
Funding Source: General Obligation Bonds		\$ 300,000	
Prior Years	\$ 487,367		\$ 787,367
The purpose of this project is to upgrade and expand the Greenway system in Chattanooga.			
Impact on operating budget: None			
3. Civic Facilities			
Funding Source: Prior Years	\$ 650,000	\$ 0	\$ 650,000
This appropriation funded upgrade and renovation of City of Chattanooga Civic Facilities. This project was Transferred to the new Department of Education, Arts and Culture in FY06.			
Impact on operating budget: None			

Capital Project Detail

	Prior Years Appropriations	2005/2006 Budget	Total Project
4. Zoo Improvements			
Funding Source: General Obligation Bonds		\$ 250,000	
Prior Years	\$ 625,000		\$ 875,000
<p>This appropriation will fund upgrade and renovation of the City Zoo.</p> <p>Impact on operating budget: None</p>			
5. ADA Repairs			
Funding Source: Prior Years	\$ 205,000	\$ 0	\$ 205,000
<p>This appropriation will fund upgrade and renovation of City of Chattanooga parks and recreation centers to comply with the Americans With Disabilities requirements.</p> <p>Impact on operating budget: None</p>			
6. Recreation Centers Rehabilitation			
Funding Source: General Fund		\$ 280,000	
Prior Years	\$1,245,000		\$1,525,000
<p>This appropriation will fund upgrade and renovation of City of Chattanooga parks and recreation centers</p> <p>Impact on operating budget: None</p>			
7. HOPE VI Road Improvements			
Funding sources: Prior Years	\$2,243,750	\$ 0	\$2,243,750
<p>This appropriation is for street improvements and streetscape in the Saint Elmo area.</p> <p>Impact on operating budget: None</p>			
8. Parks Equipment Replacement			
Funding Source: Hamilton County		\$ 30,000	
General Government Capital Fund Balance		30,000	
Prior Years	\$ 1,750		\$ 61,750
<p>This appropriation allows for the ongoing replacement of older Parks Department equipment.</p> <p>Impact on operating budget: None</p>			
9. Parks Art Initiative			
Funding Source: Prior Years	\$ 100,000	\$ 0	\$ 100,000
<p>This appropriation funds an art in public parks initiative program. The project was moved to General Government for the FY06 Budget.</p> <p>Impact on operating budget: None</p>			

Capital Project Detail

	Prior Years Appropriations	2005/2006 Budget	Total Project
10. Attendance tracking software			
Funding Source: Prior Years	\$ 100,000	\$ 0	\$ 100,000
This appropriation will fund purchase and implementation of a participant identification tracking system for Recreation Center & program participation tracking (for performance measurement reporting).			
Impact on operating budget: None			
11. Hixson Civic Center			
Funding sources: Prior Years	\$ 700,000	\$ 0	\$ 700,000
This appropriation funds the purchase of the existing Hixson Civic building which is currently being rented.			
Impact on operating budget: None			

Capital Project Detail

Education, Arts & Culture

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2004/ 05	FY 2005/ 06	FY 2006/ 07	FY 2007/ 08	FY 2008/ 09	FY 2009/ 10
Memorial Auditorium & TIVOLI		300,000	200,000	200,000	200,000	200,000
Total Neighborhood Services	\$0	\$300,000	\$200,000	\$200,000	\$200,000	\$200,000

	Prior Years Appropriations	2005/2006 Budget	Total Project
1. Memorial Auditorium & TIVOLI Funding Source: Economic Development Fund This appropriation will fund the renovation of the City's Civic facilities.	\$ 0	\$ 300,000	\$ 300,000
Impact on operating budget: None.			

Capital Project Detail

Neighborhood Services

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2004/ 05	FY 2005/ 06	FY2006/ 07	FY2007/ 08	FY2008/ 09	FY 2009/ 10
Blighted Area Rehab		150,000				
Total Neighborhood Services	\$0	\$150,000	\$0	\$0	\$0	\$0

	Prior Years Appropriations	2005/2006 Budget	Total Project
1. Blighted Area Rehabilitation			
Funding Source: P413 Fund Balance		\$ 150,000	
Prior Years	\$ 0		\$ 150,000
This appropriation will fund a revolving loan for rehabilitation of blighted areas of the City			
Impact on operating budget: None			

Proposed Capital Budget Ordinance

ORDINANCE NO. _____

AN ORDINANCE APPROPRIATING, AUTHORIZING OR ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS BUDGET FOR THE FISCAL YEAR 2005/2006 AND TO AMEND THE FISCAL YEAR 2005-2006 BUDGET ORDINANCE NO. 11728.

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

SECTION 1. That there be and is hereby appropriated, authorized, or allocated the hereinafter set funds from the sources specified for the public purposes indicated of the Capital Improvements Budget program for the Fiscal Year 2005/2006:

FROM	General Obligation Bonds	\$	14,245,181	
	General Fund		3,500,000	
	Economic Development Fund		2,664,000	
	Appropriation of General Gov Fund Balance (P413)		180,000	
	Appropriation of Public Works Fund Bal (P416)		749,111	
	Appropriation of Interceptor Sewer Fund Bal (5100)		6,153,000	
	Donation (Animal Care Trust)		2,600,000	
	Donation (Bushtown Neighborhood Assn)		30,000	
	Homeland Security Grant (Technical Rescue)		1,000,000	
	Hamilton County		930,313	
	Tennessee Department of Transportation		7,056,000	
	Appropriation of Storm Water Fund Balance (5300)		2,000,000	
TO:	General Government & Supported Agencies	\$	22,953,313	
	Department of Finance & Administration		20,000	
	Department of Police		1,025,000	
	Department of Fire		1,417,005	
	Department of Public Works		5,774,287	
	Department of Parks & Recreation		1,265,000	
	Department of Education, Arts & Culture		400,000	
	Storm Water Fund (P560)		2,100,000	
	Interceptor Sewer Fund (P540)		6,153,000	
	TOTALS		<u>\$41,107,605</u>	<u>\$41,107,605</u>

Proposed Capital Budget Ordinance

SECTION 2. That Ordinance No. 11728, the BUDGET ORDINANCE, be and is hereby amended as provided hereinafter.

SECTION 3. That the General Fund Estimated Revenue of said Ordinance be and is hereby amended as hereinafter set out:

	<u>Delete</u>	<u>Substitute in Lieu Thereof</u>
<u>REVENUE FROM OTHER AGENCIES:</u>		
Revenue From Fund Balance	\$ <u>0</u>	\$ <u>3,500,000</u>
AMENDED SUBTOTAL	\$ <u>39,843,775</u>	\$ <u>43,343,775</u>
AMENDED GENERAL FUND ESTIMATED REVENUE	<u>\$ 152,214,238</u>	<u>\$ 155,714,238</u>

SECTION 4. That Section 5 of said Ordinance be and is hereby amended as hereinafter set out:

	<u>Delete</u>	<u>Substitute in Lieu Thereof</u>
<u>GENERAL FUND APPROPRIATIONS:</u>		
Appropriation From Fund Balance	\$ <u>0</u>	\$ <u>3,500,000</u>
AMENDED TOTAL APPROPRIATION	<u>\$ 152,214,238</u>	<u>\$ 155,714,238</u>
<u>APPROPRIATION FROM FUND BALANCE:</u>		
Capital Improvements	\$ <u>0</u>	\$ <u>3,500,000</u>
AMENDED SUBTOTAL	\$ <u>0</u>	\$ <u>3,500,000</u>
AMENDED TOTAL APPROPRIATION	<u>\$ 152,214,238</u>	<u>\$ 155,714,238</u>

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

PASSED on Third and Final Reading
_____, 2005

CHAIRPERSON
APPROVED _____ DISAPPROVED _____
DATE: _____, 2005

MAYOR

DM/RR:

Capital Project Detail

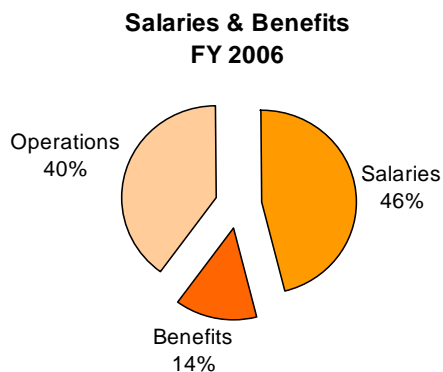


Personnel Administration

Chattanooga's number one priority is to provide the most effective and efficient services to the citizens. Our program is designed to provide one with challenging and rewarding opportunities and a chance to build a career and future.

The City's compensation package includes: *salaries, major medical health insurance, life insurance, social security, retirement plans, deferred compensation plans, worker's compensation, leave, unused leave pay and 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 FY 2006 operating budget. On January 31, 1995 there was an ordinance passed (Ordinance 10163) that provided for overtime pay and compensatory leave. All non-exempt employees 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 their choice of overtime pay or compensation leave at the rate of 1.5 times the number of excess hours worked.



A provision has been established for exempt employees in pay grades 15 through 18 who work in excess of the maximum allowable hours worked to be credited with compensatory leave equal to the number of excess hours so worked.

Employees in pay grade 19 and above shall be ineligible to receive overtime pay or compensatory leave unless expressly authorized by the mayor and/or City Council.

Health Insurance. Chattanooga provides major medical health and hospitalization group plans to all full-time employees. Coverage begins on the first day of the first month coincident with or immediately following completion of 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 \$58.32 per month, employee + child \$97.40 per month, employee + spouse \$119.00 per month and family \$165.08 per month.

In FY 2006, employee's Major Medical Health and Hospitalization group plan cost will amount to \$14,895,000, with another \$2,655,684 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 2006, the cost of this life insurance benefit will be \$0.305 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 \$90,000. 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 administering this benefit are Hartford Life Insurance Company, ING and ICMA (International City/County Management Association).

Long-term Disability. In FY 1998, 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 \$0.305 per \$100 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 employees in the Fire Department who are engaged in fire protection and emergency response activities (based on working a twenty-four hour shift):

Years of Service:

	<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 by sworn firefighting personnel who are not regularly scheduled to work a twenty-four hour shift and by sworn police personnel at the following rate:

Years of Service:

	<u>0 - 10</u>	<u>11-17</u>	<u>18 +</u>
Hours accrued bi-weekly	9.54	11.08	12.31
Hours accrued Annually	248	288	320
Days accrued Annually	31	36	40

Personal Leave shall be earned before it is taken. New employees shall earn Personal Leave after working one complete two week accrual period. Employees completing ten or seventeen years of employment shall earn Personal Leave at the new rate after working one full two week accrual period after his/her anniversary date. The maximum number of Personal Leave days that can be carried over from one accrual year to the next is 100. Every employee shall be eligible to carry over at the end of February (12 months beginning March 1st) no more than ten days (100 maximum) of personal leave in addition to his/her personal leave days carried over from the previous accumulation year. Any leave that is required to be taken, but not used, shall be deducted at the end of the respective leave year in which such leave was required to be taken.

Special Leaves with pay include: Reservists leave of absence, Court attendance, meetings to attend professional and technical institutions, or conferences, that are job-related and may contribute to the effectiveness of the employee's services, and educational leave less than 14 days (if longer than fourteen days must be approved by the City Council).

Unused Leave Pay. Upon retirement, unused personal leave shall be paid in cash, at the daily rate of pay of the employee, not to exceed the maximum allowed.

Upon retirement because of disability, the employee is required to use their personal leave balance prior to beginning disability benefits.

Upon separation for reasons other than retirement, unused personal leave is paid, in cash, at the employee's daily rate of pay, not to exceed the maximum allowed.

Leave Buyback. Upon application of an employee, the City of Chattanooga may purchase back from its employees personal leave which they have accrued, but only under the following circumstances and conditions which must be agreed to by each employee seeking to sell the leave:

- No more than sixty (60) days of leave will be purchased from any employee during his/her lifetime;
- The City will pay to the employee seventy percent (70%) of the employees daily salary for each day of leave sold back to the City by the employee;
- The employee agrees in writing that the cap on the amount of days that employee is entitled to accumulate over his/her career will be reduced on a day-for-day basis for the number of days the City is purchasing;
- The city will not purchase any days which would lower the employees total accumulated leave below thirty (30) days;
- The practice of buying back leave will be subject to the availability of funds to do so at the time of the request, the determination of which availability will be at the sole discretion of the city administration; and
- Funds realized by employees from the sale of leave will be excluded from pension-eligible earnings.

Personnel Changes

Since fiscal year 2002, the city has reduced authorized positions by 250. This can be attributed to the continued efforts set by the Council and Mayor to provide smaller, more efficient government.

In fiscal year 2002, the City authorized a reduction of 156 positions, which was a 5% decrease over 2001's 2,948 authorized positions. This decrease was 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 was to eliminate 200 positions. The first step in the process was to cut 114 full and part-time vacant positions in fiscal year 2002. Through a gradual staff reduction plan, all of

these positions were eliminated as of June 30, 2003. Further reductions in staff were included in the 2004 and 2005 budget. The Fiscal Year 2006 changes are as follows:

General Government

In fiscal year 2006, overall positions increased by three (3). Position increases are as follows: three additional Customer Service Representatives (CSR), & one Assistant CSR in the 311 Call Center, Internal Audit section moved from Executive Branch to General Government with one Internal Auditor. An additional Internal Auditor, one Administrative Secretary, & one Director of Internal Audit was added in FY 2006. Design Center moved to Public Works with four positions and City Council's staff decreased by one Council Assistant P/T.

Department of Finance & Administration

In fiscal year 2006, total positions decreased by one (1). Changes were as follows: Finance had one (1) Grants Specialist Senior moved from OPR; a Tax Clerk was added to the Treasurer's office from the reduction in City court clerks; the Facilities Manager and secretary were moved to the mayor's office; a Treasurer's position was added and a Property Service Coordinator was moved to a position in 311.

Department of Police

In fiscal year 2006, total positions increased by ten (10) primarily due to the return of the animal services division. Other changes include elimination of the following positions: two (2) communication clerks to be upgraded to Communication Officers, an Office Assistant and Police Records Clerk, Sr. were traded for two (2) additional Police Service Technician, Sr. in order to add increased security downtown on the new waterfront.

Department of Fire

In the fiscal year 2006, no changes were made in the Fire personnel.

Department of Public Works

In fiscal year 2006, the major personnel changes in Public Works was due to continued reorganization of the department. Six (6) positions were transferred from Engineering to Land Development Office (Inspection). The

Downtown Design Center consisting of four (4) positions was transferred from General Government to the Land Development Office. Due to new routing software three (3) positions were deleted from Brush & Trash. Two (2) General Fund Public Works and three (3) State Street Aid positions were transferred to the General Government 311 (3) Call Center and General Government Internal Audit (2).

Department of Parks and Recreation

In fiscal year 2006, positions overall decreased by twenty-one (21). All of this decrease is due to Civic Facilities and Cultural Arts activities being moved to the new department of Education, Arts, and Culture.

Department of Personnel:

In fiscal year 2006, there were no changes made in the personnel employees.

Department of Neighborhood Services:

In fiscal year 2006, overall positions decreased by one (1). In the new administration it was decided to reorganize the following divisions to DNS: Human Rights, Grants Administration, and Community Development. The Animal Services division was transferred back to Police.

Executive Branch:

In fiscal year 2006, overall positions decreased by five (5). The following were reorganized: Office of Performance Review moved to General Government; Grants, Community Development-GF, & Community Development moved to Neighborhood Services. Two new offices were added within Executive Branch. They are Office of Multicultural Affairs & Office of Asset Management.

Department of Education, Arts & Culture:

This is a new department that was basically moved out of the department of Parks, Recreation, Arts, & Culture. This new department has twenty-four positions. Twenty-one positions were moved over from Parks & Recreation.

City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
General Government & Agencies			30	32	34	37	3	7	37	37
City Attorney's Office										
C00150	City Attorney	48	1	1	1	1	0	0	1	1
City Court Judicial I										
C00152	Court Officer	11	3	2	2	2	0	-1	2	2
C00153	Judicial Assistant	NP	1	1	1	1	0	0	1	1
C20010	City Judge	NP	1	1	1	1	0	0	1	1
			5	4	4	4	0	-1	4	4
City Court Judicial II										
C00152	Court Officer	11	2	2	2	2	0	0	2	2
C00153	Judicial Assistant	NP	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	1	1	0	-1	-4	0	0
			17	14	14	13	-1	-4	13	13
Downtown Design Center										
C01952	Design Review Specialist	13	2	2	0	0	0	-2	0	0
C01709	Planner	14	0	0	1	0	-1	0	0	0
C01953	Senior Planner	17	1	1	2	0	-2	-1	0	0
C01002	Office Assistant Senior	5	0	0	1	0	-1	0	0	0
			3	3	4	0	-4	-3	0	0
Internal Audit/ Performance Review										
C00084	Internal Auditor	17	0	0	0	2	2	2	2	2
C01204	Administrative Secretary	9	0	0	0	1	1	1	1	1
C02118	Director, Internal Audit	41	0	0	0	1	1	1	1	1
			0	0	0	4	4	4	4	4
311 Call Center										
C02106	Customer Service Representative Sr	8	0	0	1	1	0	1	1	1
C02107	Customer Service Representative	7	0	5	5	8	3	8	8	8
C02108	Customer Service Coordinator	12	0	1	1	1	0	1	1	1
C02109	Assist Customer Svs Representative	10	0	0	0	1	1	1	1	1
			0	6	7	11	4	11	11	11
Department of Finance & Administration			217	212	200	199	-1	-18	199	199
Finance & Administration General Fund			144	139	135	135	0	-9	135	135
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	0	0	0	-1	0	0
C00076	Assistant City Finance Officer	45	0	0	1	0	-1	0	0	0
C00076	Deputy Administrator	45	0	0	0	1	1	1	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
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
C00085	Management & Budget Analyst	17	3	3	5	5	0	2	5	5
C00086	Management & Budget Analyst, Senior	19	1	1	1	1	0	0	1	1
C00087	Accountant	17	3	3	3	3	0	0	3	3
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
C00995	Grant Specialist, Senior	13	0	0	0	1	1	1	1	1
C01002	Office Assistant, Sr	5	5	5	4	4	0	-1	4	4
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
C01207	Executive Assistant	13	1	2	1	1	0	0	1	1
C01402	Accounting Technician	8	3	3	4	4	0	1	4	4
C02105	Management & Budget Analyst	17	0	1	0	0	0	0	0	0
			29	31	31	32	1	3	32	32

NR = Indicates that the position has not been rated by the City's personnel rating agency (DMG-Maximus, Inc.)
NP = Indicates not on the City's Pay Plan

City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
Information Services										
C00107	Information System Director	40	1	0	0	0	0	-1	0	0
C00107	Chief Information Officer	40	0	1	0	0	0	0	0	0
C00107	Asst. Admin & Chief Information Off.	43	0	0	1	1	0	1	1	1
C00108	Application Services Manager	32	1	1	1	1	0	0	1	1
C00109	Assistant Director	32	1	0	0	0	0	-1	0	0
C00109	Assistant Chief Information Officer	32	0	1	1	1	0	1	1	1
C00110	Network Analyst	20	0	0	1	1	0	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	2	2	1	1	0	-1	1	1
C00117	Network Manager	28	1	1	1	1	0	0	1	1
C00118	Programmer Analyst	25	4	4	5	5	0	1	5	5
C00119	Programmer, Sr	19	5	5	5	5	0	0	5	5
C00121	Network Technician, Sr	11	3	3	4	4	0	1	4	4
C00122	Micro System Trainer	12	1	1	0	0	0	-1	0	0
C00123	PC Services Specialist, Sr	18	1	0	0	0	0	-1	0	0
C00124	Network Technician	9	4	2	2	2	0	-2	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	1	2	2	2	0	1	2	2
C00130	Information Services assistant	9	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			35	33	34	34	0	-1	34	34
City Treasurer										
C00130	Treasurer	33	0	0	0	1	1	1	1	1
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	\$8.52hr	1	1	1	1	0	0	1	1
C00905	Property Tax Clerk II	\$8.78hr	1	1	1	1	0	0	1	1
C00906	Property Tax Clerk III	\$9.56hr	1	1	1	1	0	0	1	1
C01006	Tax Clerk	6	6	6	6	7	1	1	7	7
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			13	13	13	15	2	2	15	15
City Court Clerk's Office										
C00055	City Court Clerk	33	1	1	1	1	0	0	1	1
C00056	Assistant City Court Clerk	16	1	1	0	0	0	-1	0	0
C00059	Court Operation Supervisor	13	1	1	1	1	0	0	1	1
C01101	Court Clerk	5	16	16	13	12	-1	-4	12	12
C01102	Court Clerk, Sr	7	6	6	5	5	0	-1	5	5
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			25	25	20	19	-1	-6	19	19
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
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			2	2	2	2	0	0	2	2
Geo Information Services										
CXXX	GIS Manager	NR	1	0	0	0	0	-1	0	0
CXXX	GIS Analyst	NR	1	0	0	0	0	-1	0	0
CXXX	GIS Technician	NR	1	0	0	0	0	-1	0	0
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			3	0	0	0	0	-3	0	0
Purchasing										
C00250	Purchasing Agent	27	1	1	1	1	0	0	1	1
C00251	Assistant Purchasing Agent	17	2	2	2	2	0	0	2	2
C00252	Buyer	13	4	3	3	3	0	-1	3	3
C00257	City Travel Agent	9	0	0	1	1	0	1	1	1
C00258	Purchasing Technician	8	4	4	4	4	0	0	4	4
C01001	Office Assistant	3	2	2	1	1	0	-1	1	1
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			13	12	12	12	0	-1	12	12
City Hall/Annex Maintenance										
C00176	Director, Facilities & Fleet Management	38	1	1	1	0	-1	-1	0	0
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1
C00197	Custodian	2	8	7	0	0	0	-8	0	0
C00198	Guard	\$9.49hr	2	2	2	2	0	0	2	2
C01501	Crew Leader	6	1	1	1	1	0	0	1	1
C01521	Crew Worker	3	0	0	7	7	0	7	7	7
C01525	Building Maintenance Mechanic	7	2	2	2	2	0	0	2	2
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			15	14	14	13	-1	-2	13	13
Development Resource Center										
C00197	Custodian	2	1	1	0	0	0	-1	0	0
C01201	Secretary	6	1	1	1	0	-1	-1	0	0
C01521	Crew Worker	3	1	1	2	2	0	1	2	2
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			3	3	3	2	-1	-1	2	2
Chatt. Mobile Communication Services										
C00199	Electronics Supervisor	24	1	1	1	1	0	0	1	1
C00200	Electronics Comm Technician	14	5	5	5	5	0	0	5	5
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			6	6	6	6	0	0	6	6

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City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
Real Estate										
C00177	Manager of Real Property	22	1	1	1	1	0	0	1	1
C00990	Property Service Coordinator	14	2	2	2	1	-1	-1	1	1
			<u>3</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>-1</u>	<u>-1</u>	<u>2</u>	<u>2</u>
Municipal Garage - Amnicola										
C00204	Shop supervisor	18	2	2	2	1	-1	-1	1	1
C00205	Fleet Manager	25	1	1	1	1	0	0	1	1
C00206	Equipment Mechanic III	13	5	5	4	4	0	-1	4	4
C00208	Equipment Mechanic I	9	6	6	5	3	-2	-3	3	3
C00218	Shop Supervisor Senior	20	1	1	1	2	1	1	2	2
C00220	Parts Room Supervisor	11	1	1	1	1	0	0	1	1
C00224	Equipment Mechanic II	11	9	9	9	11	2	2	11	11
C01301	Inventory Clerk	5	1	1	1	1	0	0	1	1
C01302	Inventory Clerk, Sr	6	2	2	2	2	0	0	2	2
C01521	Crew Worker	3	3	3	3	3	0	0	3	3
			<u>31</u>	<u>31</u>	<u>29</u>	<u>29</u>	<u>0</u>	<u>-2</u>	<u>29</u>	<u>29</u>
Municipal Garage - 12th Street										
C00197	Custodian	2	1	1	0	0	0	-1	0	0
C00204	Shop Supervisor	18	3	3	1	2	1	-1	2	2
C00206	Equipment Mechanic III	13	8	8	7	7	0	-1	7	7
C00208	Equipment Mechanic I	9	2	2	3	5	2	3	5	5
C00218	Garage Superintendent	20	1	0	0	0	0	-1	0	0
C00218	Shop Supervisor Senior	20	0	1	2	1	-1	1	1	1
C00220	Parts Room Supervisor	11	1	1	1	1	0	0	1	1
C00224	Equipment Mechanic II	11	12	12	8	6	-2	-6	6	6
C00232	Vehicle Servicer	6	2	2	2	2	0	0	2	2
C01015	Office Manager	10	1	1	1	1	0	0	1	1
C01301	Inventory Clerk	5	2	2	1	1	0	-1	1	1
C01302	Inventory Clerk, Sr	6	2	2	1	1	0	-1	1	1
C01513	Heavy Equipment Operator	10	1	1	1	1	0	0	1	1
C01521	Crew Worker	3	1	1	2	2	0	1	2	2
C01522	Crew Worker, Sr	5	1	1	1	1	0	0	1	1
			<u>38</u>	<u>38</u>	<u>31</u>	<u>31</u>	<u>0</u>	<u>-7</u>	<u>31</u>	<u>31</u>
Municipal Gas Station										
C01513	Heavy Equipment Operator	10	1	1	1	1	0	0	1	1
C01302	Inventory Clerk, Sr	6	0	0	1	1	0	1	1	1
			<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>2</u>
Department of Police			684	684	668	678	10	-6	678	678
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1
C00200	Electronics Communication Tech.	14	1	1	1	1	0	0	1	1
C00209	Police Fleet Specialist	9	0	1	1	1	0	1	1	1
C00797	Executive Police Chief	43	0	0	1	1	0	1	1	1
C00805	Police Chief	50	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	0	0	0	-1	0	0
C00808	Assist. Community Outreach Dir.	12	1	0	0	0	0	-1	0	0
C00809	Captain	P4	8	8	8	8	0	0	8	8
C00812	Lieutenant	P3	18	16	16	16	0	-2	16	16
C00813	Sergeant	P2	104	103	103	103	0	-1	103	103
C00818	Police Officer	P1	330	337	341	341	0	11	341	341
C00820	Police Off. Crime Bill	P1	9	4	0	0	0	-9	0	0
C00824	Police Officer	P1	0	0	0	0	0	0	0	0
C00825	Police Service Technician	3	8	8	9	9	0	1	9	9
C00827	Police Service Tech P.T.	N/A	0	0	0	0	0	0	0	0
C00828	Police ID Technician	9	1	0	0	0	0	-1	0	0
C00828	Crime Scene Technician	9	0	1	1	1	0	1	1	1
C00829	Photo Lab Tech	9	1	1	1	1	0	0	1	1
C00831	Manager, Animal Services	24	1	1	0	0	0	-1	0	0
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	46	46	48	50	2	4	50	50
C00855	Manager Media Relations	19	1	1	0	0	0	-1	0	0
C00856	Lead Police Records Clerk	9	2	1	1	1	0	-1	1	1
C00858	Police Legal Advisor	28	1	1	1	1	0	0	1	1
C00861	Fingerprint Technician	6	1	1	1	1	0	0	1	1
C00896	Animal Service Officer	9	10	10	0	8	8	-2	8	8
C00897	Animal Service Sergeant	13	2	0	0	0	0	-2	0	0
C00897	Animal Service Field Supervisor	13	0	2	0	1	1	1	1	1
C00898	Communication Officer, Sr	13	6	6	6	6	0	0	6	6
C00923	Animal Service Admin Supervisor	16	0	0	0	0	0	0	0	0
C00970	Police Service Tech Senior	5	10	14	14	16	2	6	16	16
C00975	Lieutenant School Patrol	\$39.12hr	3	3	3	3	0	0	3	3
C00976	School Patrol Officer	\$27.59hr	30	30	30	30	0	0	30	30

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City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
C00994	Director, Police Admin	21	1	1	0	0	0	-1	0	0
C00996	Communication Clerk	8	12	12	12	10	-2	-2	10	10
C00997	Accounting Technician, Sr	11	1	1	0	0	0	-1	0	0
C00998	Staff Service Coordinator	15	1	1	1	1	0	0	1	1
C00999	Technology Coordinator	20	1	1	0	0	0	-1	0	0
C01000	Accreditation File Assistant	6	0	0	0	0	0	0	0	0
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01002	Office Assistant, Sr	5	3	2	2	1	-1	-2	1	1
C01003	Manager, Security, Facility & Fleet	18	1	1	0	0	0	-1	0	0
C01005	Manager, Accreditation	18	1	1	1	1	0	0	1	1
C01008	Police Records Clerk	3	11	0	0	0	0	-11	0	0
C01009	Police Records Clerk, Sr	5	9	20	20	19	-1	10	19	19
C01010	Police Records Clerk Supervisor	12	1	0	0	0	0	-1	0	0
C01010	Police Information Center Manager	16	0	1	1	1	0	1	1	1
C01011	Police Records Analyst	7	5	5	5	5	0	0	5	5
C01201	Secretary	6	8	6	6	6	0	-2	6	6
C01202	Secretary, Senior	7	6	6	5	5	0	-1	5	5
C01203	Assistant to Police Chief	17	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	9	5	5	4	5	1	0	5	5
C01401	Personnel Assistant	7	2	2	2	2	0	0	2	2
C01402	Accounting Technician	8	1	1	1	1	0	0	1	1
C01403	Administrative Coordinator	10	1	1	1	1	0	0	1	1
C01404	Fiscal Coordinator	17	0	0	1	1	0	1	1	1
C01521	Crew Worker	3	1	0	0	0	0	-1	0	0
C01525	Building Maintenance Mechanic	7	2	2	2	2	0	0	2	2
C02205	Terminal Agency Coordinator	8	0	1	1	1	0	1	1	1
C03003	Crime Statistics Analyst	15	0	1	1	1	0	1	1	1
			684	684	668	678	10	-6	678	678
Department of Fire			419	417	418	418	0	-1	418	418
C00195	Facilities Superintendent	16	1	1	1	1	0	0	1	1
C00855	Manager, Media relations	19	1	1	1	1	0	0	1	1
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
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	86	86	36	36	0	-50	36	36
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	16	16	0	1	16	16
C00890	Training Chief	F5	1	1	1	1	0	0	1	1
C00891	Fire Equipment Technician	F1	1	1	1	1	0	0	1	1
C00892	Senior Firefighter	F2	120	120	170	170	0	50	170	170
C00899	Tactical Services Chief	F5	1	1	1	1	0	0	1	1
C00999	Technology Manager	20	1	1	1	1	0	0	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	0	0	0	-1	0	0
C01403	F&A Coordinator	15	1	0	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	3	3	3	0	-1	3	3
C01526	Building Maintenance Mechanic, Sr	12	1	1	1	1	0	0	1	1
			419	417	418	418	0	-1	418	418
Department of Public Works (All Funds)			655	635	626	624	-2	-31	624	624
Public Works General Fund			360	346	338	339	1	-21	339	339
Administration										
C00448	Information Technology Coord	24	0	1	1	1	0	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	2	2	2	2	0	0	2	2
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	Director of Capital Planning	41	0	0	0	1	1	1	1	1
C01991	Development Planning Manager	28	1	1	1	0	-1	-1	0	0
			8	9	9	9	0	1	9	9

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City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006	Change				Projected			
		Pay Grade	FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
C00334	Forestry Inspector	15	1	1	1	1	0	0	1	1
C00509	Development Coordinator	14	0	1	0	1	1	1	1	1
C00513	Engineering Designer	17	4	0	0	1	1	-3	1	1
C00521	Construction Inspector	13	7	0	0	3	3	-4	3	3
C00525	Public Works Information Tech	10	0	1	0	0	0	0	0	0
C00530	Design Review Engineer	25	0	1	1	1	0	1	1	1
C00541	Chief Building Official	32	1	0	0	0	0	-1	0	0
C00541	Building Official	32	0	1	1	2	1	2	2	2
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	0	1	1	1	0	1	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	0	-1	-1	0	0
C00550	Plumbing Inspector	13	2	2	2	1	-1	-1	1	1
C00551	Plumbing Inspector, Sr	14	1	1	1	1	0	0	1	1
C00552	Combination Inspector	14	2	2	2	4	2	2	4	4
C00553	Building Inspector	13	2	2	2	1	-1	-1	1	1
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	0	0	0	0	-1	0	0
C00559	Gas/Mechanical Inspector, Sr	14	1	1	1	1	0	0	1	1
C00560	Chief Signs Inspector	16	1	0	0	0	0	-1	0	0
C00561	Electrical Sign Inspector	10	2	2	2	2	0	0	2	2
C00562	Codes Coordinator	12	1	1	1	2	1	1	2	2
C00567	Director of Codes & Inspection	36	1	1	1	1	0	0	1	1
C00571	Permit Services Chief	25	0	1	1	0	-1	0	0	0
C00578	Zoning and Sign Official	25	0	1	1	1	0	1	1	1
C00735	GIS Specialist Senior	15	1	1	1	1	0	0	1	1
C00737	GIS Specialist	11	0	0	1	1	0	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
C01002	Office Assistant Senior	5	0	0	0	1	1	1	1	1
C01709	Planner	14	0	0	0	1	1	1	1	1
C01953	Senior Planner	17	0	0	0	2	2	2	2	2
			42	35	34	43	9	1	43	43
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	1	1	1	1	0	0	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	0	0	0	-1	0	0
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
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	0	0	0	0	-1	0	0
C01530	Cost Estimator	15	0	1	1	1	0	1	1	1
			19	19	18	18	0	-1	18	18
Municipal Forestry										
C00311	Municipal Forester	21	1	1	1	1	0	0	1	1
C00312	Forestry Supervisor	13	1	1	1	1	0	0	1	1
C00333	Tree Trimmer	8	2	2	2	3	1	1	3	3
C01503	Crew Supervisor	11	1	1	1	1	0	0	1	1
C01511	Equipment Operator	6	1	1	1	1	0	0	1	1
C01522	Crew Worker Senior	5	0	1	1	1	0	1	1	1
			6	7	7	8	1	2	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	7	7	0	-1	7	7
C01506	General Supervisor, Sr	16	1	1	1	1	0	0	1	1
C01511	Equipment Operator	6	2	2	0	0	0	-2	0	0
C01512	Equipment Operator, Sr	8	3	2	4	4	0	1	4	4
C01513	Heavy Equipment Operator	10	4	4	5	5	0	1	5	5
C01521	Crew Worker	3	9	8	8	8	0	-1	8	8
C01522	Crew Worker, Sr	5	7	7	7	7	0	0	7	7
			44	42	42	42	0	-2	42	42

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City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
Emergency										
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	6	6	0	-1	6	6
C01512	Equipment Operator, Sr	8	2	4	5	4	-1	2	4	4
C01521	Crew Worker	3	0	3	3	3	0	3	3	3
			12	17	17	16	-1	4	16	16
Street Cleaning										
C01502	Crew Leader, Sr	9	3	3	3	3	0	0	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	7	7	7	7	0	0	7	7
C01512	Equipment Operator, Sr	8	8	9	9	10	1	2	10	10
C01521	Crew Worker	3	15	12	12	12	0	-3	12	12
C01522	Crew Worker, Senior	5	3	3	3	3	0	0	3	3
			38	36	36	37	1	-1	37	37
Traffic Engineering										
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 System 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 Designer	16	1	1	1	1	0	0	1	1
C00778	Clerk II P/P	\$9.72hr	1	1	0	0	0	-1	0	0
C01002	Office Assistant Senior	5	0	0	1	1	0	1	1	1
C01204	Administrative Secretary	9	1	1	1	1	0	0	1	1
			11	11	11	11	0	0	11	11
Engineering										
C00501	Engineering Technician	11	1	1	0	0	0	-1	0	0
C00504	Engineering Project Manager	29	0	0	2	2	0	2	2	2
C00505	City Engineer	41	1	1	1	1	0	0	1	1
C00506	Asst. City Engineer	36	0	0	0	0	0	0	0	0
C00509	Development Coordinator	14	0	0	1	0	-1	0	0	0
C00512	Assistant City Engineer	36	1	1	1	1	0	0	1	1
C00513	Engineering Designer	17	4	4	5	4	-1	0	4	4
C00516	Engineering Project Coordinator	20	4	3	2	2	0	-2	2	2
C00517	Supervisor, Survey Party	16	1	1	0	0	0	-1	0	0
C00518	Survey Party Chief	13	3	3	2	3	1	0	3	3
C00521	Construction Inspector	13	7	7	4	2	-2	-5	2	2
C00522	Survey Instrument Tech.	10	3	3	3	2	-1	-1	2	2
C00523	Survey Technician	5	3	3	0	0	0	-3	0	0
C00524	Technical Information Manager	29	0	0	1	1	0	1	1	1
C00525	Public Works Information Tech	10	5	4	0	0	0	-5	0	0
C00582	Assistant Engineering Designer	15	0	0	4	3	-1	3	3	3
C00735	GIS Specialist Senior	15	1	1	1	0	-1	-1	0	0
C00737	GIS Specialist	11	0	0	5	5	0	5	5	5
C00965	Engineering Co-op	\$11.34hr	4	4	2	2	0	-2	2	2
C01002	Office Assistant Senior	5	1	1	1	1	0	0	1	1
C01204	Administrative Secretary	NR	1	1	1	1	0	0	1	1
			40	38	36	30	-6	-10	30	30
Traffic Control										
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	3	3	3	3	0	0	3	3
C01521	Crew Worker	3	6	6	6	6	0	0	6	6
C01522	Crew Worker, Sr	5	3	3	3	3	0	0	3	3
C01523	Traffic Construction Worker	7	1	1	1	1	0	0	1	1
			34	34	34	34	0	0	34	34

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City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
Brush & Trash										
C00531	Refuse Inspector	10	6	6	6	6	0	0	6	6
C00538	Sanitation Worker	3	4	4	0	0	0	-4	0	0
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01503	Crew Supervisor	11	9	9	9	0	-9	-9	0	0
C01505	General Supervisor	14	1	1	1	1	0	0	1	1
C01510	Light Equip Operator	5	17	17	8	0	-8	-17	0	0
C01512	Equipment Operator, Sr	8	9	8	17	26	9	17	26	26
C01521	Crew Worker	3	9	9	13	18	5	9	18	18
			56	55	55	52	-3	-4	52	52
Garbage Collection										
C00532	Superintendent Sanitation	25	1	1	1	1	0	0	1	1
C00537	Sanitation Worker, Sr	5	4	3	0	0	0	-4	0	0
C00538	Sanitation Worker	3	18	12	0	0	0	-18	0	0
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C01503	Crew Supervisor	11	0	0	1	1	0	1	1	1
C01505	General Supervisor	14	2	2	1	1	0	-1	1	1
C01510	Light Equipment Operator	5	2	2	2	2	0	0	2	2
C01511	Equipment Operator	6	11	11	8	8	0	-3	8	8
C01512	Equipment Operator, Sr	8	11	11	15	0	-15	-11	0	0
CXXXX	Automated Garbage Collection Op	9	0	0	0	14	14	14	14	14
C01521	Crew Worker	3	0	0	10	11	1	11	11	11
			50	43	39	39	0	-11	39	39
Storm Water Management										
Administration										
C00509	Development Coordinator	14	3	1	0	0	0	-3	0	0
C00513	Engineering Designer	17	4	4	4	5	1	1	5	5
C00724	Public Relations Education Coordinator	NR	0	0	1	0	-1	0	0	0
C00728	Manager, Storm Water	29	1	1	1	1	0	0	1	1
C00733	Construction Program Supervisor	21	1	1	1	1	0	0	1	1
C00735	GIS Specialist, Sr	15	1	1	1	2	1	1	2	2
C00736	Water Quality Coordinator	19	1	1	1	2	1	1	2	2
C00737	GIS Specialist	11	1	1	3	1	-2	0	1	1
C00738	Water Quality Technician	10	3	3	3	3	0	0	3	3
C00740	Biologist	14	2	2	2	1	-1	-1	1	1
C00742	Soil Engineering Specialist	16	0	0	3	3	0	3	3	3
C00762	Water Quality Mgr	29	0	0	1	1	0	1	1	1
C00965	Engineering Co-op	11.34	0	0	2	2	0	2	2	2
C01002	Office Assistant, Sr	5	1	1	0	0	0	-1	0	0
C01004	Permit Clerk	5	1	1	1	1	0	0	1	1
C01201	Secretary	6	1	1	1	1	0	0	1	1
CXXXX	Land Disturbing Inspectors	NR	0	2	0	0	0	0	0	0
C0600	Public Information Specialist	13	0	0	0	1	1	1	1	1
			20	20	25	25	0	5	25	25
Storm Water City Wide Services										
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	0	0	0	-2	0	0
C01512	Equipment Operator, Senior	8	2	2	4	4	0	2	4	4
C01513	Heavy Equipment Operator	10	2	2	2	2	0	0	2	2
C01521	Crew Worker	3	6	6	6	8	2	2	8	8
C01522	Crew Worker, Sr	5	7	7	7	5	-2	-2	5	5
			24	24	24	24	0	0	24	24
State Street Aid Fund										
C00512	Engineering Project Coordinator	20	1	0	0	0	0	-1	0	0
C00516	Engineering Project Coordinator	20	0	1	1	1	0	1	1	1
C00521	Construction Inspector	NR	0	0	1	1	0	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	2	2	3	2	-1	0	2	2
C01504	Crew Supervisor, Sr	12	10	10	8	9	1	-1	9	9
C01506	General Super, Senior	16	2	2	2	2	0	0	2	2
C01511	Crew Supervisor, Sr	6	12	0	0	0	0	-12	0	0
C01511	Equipment Operator	6	0	12	2	2	0	2	2	2
C01512	Equipment Operator, Sr	8	8	8	18	18	0	10	18	18
C01513	Heavy Equipment Operator	10	14	14	14	14	0	0	14	14
C01521	Crew Worker	3	38	38	38	35	-3	-3	35	35
C01522	Crew Worker, Sr	5	20	20	20	20	0	0	20	20
			110	110	110	107	-3	-3	107	107

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City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
Solid Waste Fund										
Sanitary Fills										
C00663	Superintendent Landfill	25	1	1	1	1	0	0	1	1
C00664	Landfill Tech Sr	13	1	1	1	1	0	0	1	1
C00670	Landfill Supervisor	20	1	1	0	0	0	-1	0	0
C00671	Scale Operator	4	1	1	0	0	0	-1	0	0
C01504	Crew Supervisor Senior	12	1	0	1	1	0	0	1	1
C01510	Light Equipment Operator	5	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	8	1	1	1	0	-1	-1	0	0
C01513	Heavy Equipment Operator	10	7	4	3	4	1	-3	4	4
C01521	Crew Worker	3	1	0	0	0	0	-1	0	0
CXXXX	Landfill Technician	12	0	1	0	0	0	0	0	0
			<u>15</u>	<u>11</u>	<u>8</u>	<u>8</u>	<u>0</u>	<u>-7</u>	<u>8</u>	<u>8</u>
Wood Recycle										
C00664	Landfill Tech Sr	13	1	0	0	1	1	0	1	1
C00671	Scale Operator	4	1	1	1	1	0	0	1	1
C01504	Crew Supervisor, Sr	12	0	0	1	1	0	1	1	1
C01512	Equipment Operator, Senior	8	1	0	0	0	0	-1	0	0
C01513	Heavy Equipment Operator	10	1	2	2	2	0	1	2	2
C01521	Crew Worker	3	1	2	1	0	-1	-1	0	0
			<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>5</u>	<u>5</u>
Recycle										
C01512	Equipment Operator Sr	8	2	0	1	1	0	-1	1	1
			<u>2</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>-1</u>	<u>1</u>	<u>1</u>
			119	119	115	115	0	-4	115	115
Interceptor Sewer System										
Administration										
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
			<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>0</u>	<u>0</u>	<u>11</u>	<u>11</u>
Laboratory										
C00591	Quality Control Manager	27	1	1	1	1	0	0	1	1
C00592	Laboratory Technician, Sr	12	4	5	5	5	0	1	5	5
C00593	Laboratory Technician	n/a	1	0	0	0	0	-1	0	0
C00594	Chemist	15	1	1	1	1	0	0	1	1
			<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>0</u>	<u>0</u>	<u>7</u>	<u>7</u>
Engineering										
C00597	Waste Resources Sys 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
			<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>3</u>
Plant Maintenance										
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	12	12	12	11	-1	-1	11	11
C00611	Electrical Instrument Technician	12	7	7	7	7	0	0	7	7
C00618	Plant Maintenance Lubricator	6	3	3	3	3	0	0	3	3
C01503	Crew Supervisor	11	1	1	1	1	0	0	1	1
C01522	Crew Worker, Sr	5	1	1	1	1	0	0	1	1
			<u>29</u>	<u>29</u>	<u>29</u>	<u>28</u>	<u>-1</u>	<u>-1</u>	<u>28</u>	<u>28</u>
Sewer Maintenance										
C00646	Sewer Maint. Truck Operator	10	1	1	1	1	0	0	1	1
C01301	Inventory Clerk	5	0	1	1	1	0	1	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
C01512	Equipment Operator, Sr	8	4	4	4	4	0	0	4	4
C01513	Heavy Equipment Operator	10	2	4	4	4	0	2	4	4
C01522	Crew Worker, Sr	5	6	3	3	3	0	-3	3	3
			<u>18</u>	<u>18</u>	<u>18</u>	<u>18</u>	<u>0</u>	<u>0</u>	<u>18</u>	<u>18</u>
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	5	5	5	5	0	0	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	4	4	4	0	0	4	4
C01002	Office Assistant, Sr	5	1	1	1	1	0	0	1	1
			<u>24</u>	<u>24</u>	<u>24</u>	<u>24</u>	<u>0</u>	<u>0</u>	<u>24</u>	<u>24</u>

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City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
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	1	1	1	1	0	0	1	1
C01522	Crew Worker, Sr	5	4	4	3	3	0	-1	3	3
			10	10	9	9	0	-1	9	9
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	3	3	3	3	0	0	3	3
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
C00634	Plant Operator, Sr	12	4	4	4	5	1	1	5	5
C01512	Equipment Operator, Sr	8	4	4	1	1	0	-3	1	1
			9	9	6	7	1	-2	7	7
Department of Parks and Recreation			357	246	238	217	-21	-140	217	217
Parks General Fund			314	203	195	174	-21	-140	174	174
Administration										
C00300	Administrator	47	1	1	1	1	0	0	1	1
C00301	Deputy Administrator	38	1	1	1	1	0	0	1	1
C00329	Rec Mgmt Analyst/Outdoor Initiative	13	1	1	1	0	-1	-1	0	0
C01002	Office Assistant, Senior	5	1	0	0	0	0	-1	0	0
C01207	Executive Assistant	13	1	1	1	0	-1	-1	0	0
C01402	Accounting Technician	8	2	1	0	0	0	-2	0	0
C01404	Fiscal Coordinator	17	1	1	1	1	0	0	1	1
C02934	Director of Parks/Manager Projects	NP	0	0	0	1	1	1	1	1
			8	6	5	4	-1	-4	4	4
Admin-Public Info										
C00304	Communications Manager	16	1	1	1	1	0	0	1	1
Outdoor Chattanooga										
C01403	Administrative Coordinator	10	0	0	0	1	1	1	1	1
C02133	Coordinator of Special Events	14	0	0	0	1	1	1	1	1
			0	0	0	2	2	2	2	2
Recreation Facility Management										
C00197	Custodian	2	10	10	10	10	0	0	10	10
C00375	Manager, Recreation Operations	24	1	0	0	0	0	-1	0	0
C00376	Recreation Supervisor	19	3	3	3	3	0	0	3	3
C00378	Recreation Program Coordinator	14	3	4	4	4	0	1	4	4
C00380	Recreation Facility Manager	12	17	16	16	16	0	-1	16	16
C00382	Recreation Specialist	9	27	26	28	27	-1	0	27	27
C00388	Program Coordinator	12	1	0	0	0	0	-1	0	0
C00421	Aquatics Coordinator	14	1	0	0	0	0	-1	0	0
C01001	Office Assistant	3	0	1	1	1	0	1	1	1
C01521	Crew Worker	3	2	2	2	2	0	0	2	2
			65	62	64	63	-1	-2	63	63
Recreation - Summer Youth										
C00936	Outdoor Program Assistant	n/a	3	0	0	0	0	-3	0	0
C00940	Assistant Tennis Coordinator	n/a	1	0	0	0	0	-1	0	0
C00941	Supervisor	n/a	2	0	0	0	0	-2	0	0
C00943	Playground Leaders	n/a	32	0	0	0	0	-32	0	0
C00964	Outdoor Program Director	n/a	1	0	0	0	0	-1	0	0
C00982	Art Camp Leader	n/a	4	0	0	0	0	-4	0	0
			43	0	0	0	0	-43	0	0
Fitness Center										
C00376	Recreation Supervisor	19	1	1	1	1	0	0	1	1
C00380	Recreation Facility Manager	12	2	0	0	0	0	-2	0	0
C00420	Therapeutic Specialist	13	1	1	1	0	-1	-1	0	0
C00954	Fitness Trainer (Part Time 30 hrs.)	\$10.00	1	1	1	1	0	0	1	1
C00960	Front Desk Clerk (Part time 18 hrs.)	\$8.35	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	1	1	1	1	0	0	1	1
C02922	Fitness Coordinator	14	0	1	1	1	0	1	1	1
			7	6	6	5	-1	-2	5	5
Urban & Community Rec										
C00983	Late-Night Program Assistant	n/a	13	0	0	0	0	-13	0	0
			13	0	0	0	0	-13	0	0
Outventure										
C00378	Recreation Program Coordinator	n/a	1	0	0	0	0	-1	0	0
C00382	Recreation Specialist	9	1	2	2	2	0	1	2	2
C00935	Recreation Specialist P/T	\$10.73	1	1	1	1	0	0	1	1
			3	3	3	3	0	0	3	3

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City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
Champion's Club										
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	0	0	0	0	-1	0	0
C00422	Seasonal Tennis Assistant	n/a	1	0	0	0	0	-1	0	0
C00981	Tennis Assistant P/T	\$7.56	2	2	2	2	0	0	2	2
C01521	Crew Worker	3	0	1	1	1	0	1	1	1
			6	5	5	5	0	-1	5	5
Aquatics										
C00421	Aquatics Coordinator	14	0	1	1	1	0	1	1	1
C00949	Swimming Pool Manager	n/a	1	0	0	0	0	-1	0	0
C00951	Lifeguards	n/a	16	0	0	0	0	-16	0	0
			17	1	1	1	0	-16	1	1
Therapeutic Recreation										
C00420	Therapeutic Specialist	13	16	0	0	1	1	-15	1	1
			16	0	0	1	1	-15	1	1
Parks & Athletic Fields										
C00197	Custodian	2	0	1	1	1	0	1	1	1
C00208	Equipment Mechanic I	9	0	0	1	1	0	1	1	1
C00224	Equipment Mechanic II	11	1	1	0	0	0	-1	0	0
C01503	Crew Supervisor	11	0	2	2	2	0	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	2	1	1	1	0	-1	1	1
C01521	Crew Worker	3	2	3	3	3	0	1	3	3
C01522	Crew Worker, Sr	5	6	5	5	5	0	-1	5	5
			15	17	17	17	0	2	17	17
Buildings & Structures										
C00197	Custodian	n/a	1	0	0	0	0	-1	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
C00351	Painter	7	1	1	1	1	0	0	1	1
C00353	Welder	10	1	1	1	1	0	0	1	1
C01301	Inventory Clerk	5	1	1	1	1	0	0	1	1
C01504	Crew Supervisor, Sr	n/a	1	0	0	0	0	-1	0	0
C01505	General Supervisor	14	1	1	0	0	0	-1	0	0
C01506	General Supervisor, Sr	16	0	0	1	1	0	1	1	1
C01512	Equipment Operator, Sr	n/a	1	0	0	0	0	-1	0	0
C01521	Crew Worker	3	2	1	1	1	0	-1	1	1
C01522	Crew Worker, Sr	5	2	1	1	1	0	-1	1	1
C01525	Building Maint. Mechanic	7	5	5	5	5	0	0	5	5
C01526	Building Maint. Mechanic, Sr	12	1	1	1	1	0	0	1	1
			19	14	14	14	0	-5	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	5	5	5	5	0	0	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
			9	9	9	9	0	0	9	9
TN Riverpark - Downtown										
C00344	Asst. Superintendent, Riverpark	18	1	1	1	1	0	0	1	1
C01501	Crew Leader	6	0	0	1	1	0	1	1	1
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
C01521	Crew Worker	3	14	14	14	14	0	0	14	14
C01522	Crew Worker, Senior	5	2	2	1	1	0	-1	1	1
			23	23	23	23	0	0	23	23
Carousel Operations										
C00307	Park & Carousel Manager	n/a	1	0	0	0	0	-1	0	0
C00423	Parks "Reservationist"	6	0	0	1	1	0	1	1	1
C00968	Carousel Assistant P/T	\$7.33	2	2	2	2	0	0	2	2
C00993	Seasonal Carousel Asst. P/T	n/a	3	0	0	0	0	-3	0	0
			6	2	3	3	0	-3	3	3
Park & Facilities										
C00338	Manager, Projects & Facilities	30	1	1	1	0	-1	-1	0	0
C00355	Safety Coordinator	n/a	1	0	0	0	0	-1	0	0
C00423	Parks "Reservationist"	n/a	1	0	0	0	0	-1	0	0
C01402	Accounting Technician	8	0	0	1	1	0	1	1	1
			3	1	2	1	-1	-2	1	1
Landscape										
C00365	Gardener	5	1	1	1	1	0	0	1	1
C01503	Crew Supervisor	11	0	1	1	1	0	1	1	1
C01505	General Supervisor	14	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	n/a	1	0	0	0	0	-1	0	0
C01521	Crew Worker	3	5	3	3	3	0	-2	3	3
C01522	Crew Worker, Sr	5	4	5	5	5	0	1	5	5
			12	11	11	11	0	-1	11	11

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City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
TN River Park Security										
C00850	Ranger	n/a	7	7	0	0	0	-7	0	0
C00863	Ranger Supervisor	n/a	1	1	0	0	0	-1	0	0
			8	8	0	0	0	-8	0	0
City-Wide Security										
C00850	Ranger	4	1	1	1	1	0	0	1	1
C00953	Ranger P/T 20 hr	\$11.03	2	3	3	3	0	1	3	3
			3	4	4	4	0	1	4	4
Athletic Facilities										
C00362	Stadium Manager	17	1	1	1	1	0	0	1	1
C00931	Custodian P/T	n/a	1	0	0	0	0	-1	0	0
C00942	Softball Coordinator	\$303.00	1	1	1	1	0	0	1	1
C00984	Ballfield Leader	n/a	2	0	0	0	0	-2	0	0
C01002	Office Assistant, Senior	n/a	0	1	0	0	0	0	0	0
C01503	Crew Supervisor	11	0	1	1	1	0	1	1	1
C01513	Heavy Equipment Operator	n/a	1	0	0	0	0	-1	0	0
C01521	Crew Worker	3	1	2	2	2	0	1	2	2
C01522	Crew Worker, Sr	5	2	1	1	1	0	-1	1	1
C02932	Groundskeeper	7	0	1	1	1	0	1	1	1
			9	8	7	7	0	-2	7	7
Memorial Auditorium										
C00197	Custodian	n/a	2	2	2	0	-2	-2	0	0
C00405	Stage Manager	n/a	1	1	1	0	-1	-1	0	0
			3	3	3	0	-3	-3	0	0
Civic Facilities Concessions										
C00955	Concession Employees P/T	n/a	4	0	0	0	0	-4	0	0
Tivoli Theatre										
C00197	Custodian	n/a	1	1	1	0	-1	-1	0	0
C00405	Stage Manager	n/a	1	1	1	0	-1	-1	0	0
			2	2	2	0	-2	-2	0	0
Civic Facilities Administration										
C00400	Manager, Civic Facilities	n/a	1	1	1	0	-1	-1	0	0
C00401	Business Coordinator	n/a	1	1	1	0	-1	-1	0	0
C00402	Super, Civic Facilities Operator	n/a	1	1	1	0	-1	-1	0	0
C00405	Stage Manager	n/a	1	1	1	0	-1	-1	0	0
C00406	Facilities Marketing Coordinator	n/a	1	1	1	0	-1	-1	0	0
C00410	Box Office Coordinator	n/a	1	1	1	0	-1	-1	0	0
C00956	Box Office Cashiers P/T	n/a	2	2	2	0	-2	-2	0	0
C00958	Phone Sales Clerks P/T	n/a	4	4	4	0	-4	-4	0	0
C01403	Administrative coordinator	n/a	1	1	1	0	-1	-1	0	0
C01501	Crew Leader	n/a	1	1	1	0	-1	-1	0	0
C02920	Concessions Coordinator P/T	n/a	1	0	0	0	0	-1	0	0
C02921	Security Coordinator P/T	n/a	1	0	0	0	0	-1	0	0
			16	14	14	0	-14	-16	0	0
Cultural Arts										
C00381	Cultural Arts Specialist	n/a	3	3	1	0	-1	-3	0	0
			3	3	1	0	-1	-3	0	0
Municipal Golf Course										
C00224	Equipment Mechanic II	NP	2	2	2	2	0	0	2	2
C00317	Golf Course Superintendent	NP	2	2	2	2	0	0	2	2
C00319	Assistant Superintendent	NP	2	2	2	2	0	0	2	2
C00321	Concession Attendant	NP	4	4	4	4	0	0	4	4
C00326	Golf Course Ranger	NP	3	3	3	3	0	0	3	3
C00330	Proshop Clerk	NP	2	2	2	2	0	0	2	2
C00399	Golf Manager	NP	2	2	2	2	0	0	2	2
C00414	Golf Course Director	NP	1	1	1	1	0	0	1	1
C00415	Assistant Golf Manager	NP	2	2	2	2	0	0	2	2
C00925	Proshop Attendant (Part time)	NP	1	1	1	1	0	0	1	1
C00926	Laborer (Part time)	NP	8	8	8	8	0	0	8	8
C00927	Food Clerk (Part time)	NP	3	3	3	3	0	0	3	3
C01402	Accounting Technician	NP	1	1	1	1	0	0	1	1
C01512	Equipment Operator, Sr	NP	2	2	2	2	0	0	2	2
C01521	Crew Worker	NP	8	8	8	8	0	0	8	8
			43	43	43	43	0	0	43	43
Department of Personnel			19	19	19	19	0	0	19	19
C00270	Administrator	45	1	1	1	1	0	0	1	1
C00271	Assistant Personnel Director	22	2	2	1	1	0	-1	1	1
C00272	Class/Comp Analyst	19	1	1	1	1	0	0	1	1
C00273	Deputy Administrator Personnel	30	0	0	1	1	0	1	1	1
C00274	Personnel Analyst	17	2	2	2	2	0	0	2	2
C00275	Personnel Records Specialist	17	1	1	1	1	0	0	1	1

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City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
C00276	Personnel Investigator	14	1	1	0	0	0	-1	0	0
C00284	Police & Fire Recruitment Supervisor	16	0	0	1	1	0	1	1	1
C00279	Personnel Technicians	10	3	3	3	3	0	0	3	3
C00920	Clerk (part time)	\$9.13	1	1	0	0	0	-1	0	0
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	14	14	0	-1	14	14
Wellness Initiative										
C00010	Wellness Coordinator	NR	0	0	1	1	0	1	1	1
			0	0	1	1	0	1	1	1
Employee Benefits Office										
C00182	Risk Manager	28	1	1	1	1	0	0	1	1
C00183	Benefits Coordinator	9	2	2	0	0	0	-2	0	0
C00101	Benefits Assistant	8	0	0	1	1	0	1	1	1
C00185	Benefits Specialist	11	0	0	1	1	0	1	1	1
C00266	Loss Control Coordinator	17	1	1	1	1	0	0	1	1
			4	4	4	4	0	0	4	4
Department of Neighborhood Services			30	27	37	36	-1	6	36	36
Department of NS - General Fund			30	27	37	29	-8	-1	29	29
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
C01015	Office Manager	10	1	1	1	1	0	0	1	1
C01205	Administrative Secretary, Sr	11	1	1	1	1	0	0	1	1
C01925	Economic Consultant	\$31,012/yr	0	0	0	1	1	1	1	1
C0XXX	Clerical Assistant	\$7.47	0	0	0	1	1	1	1	1
C02900	Fellows Interns	n/a	2	2	2	0	-2	-2	0	0
			6	6	6	6	0	0	6	6
Codes & Community Services										
C00565	Code Enforcement Inspector	11	11	10	10	10	0	-1	10	10
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
C01202	Secretary, Senior	7	1	1	1	1	0	0	1	1
			16	15	15	15	0	-1	15	15
Neighborhood Relations										
C00155	Neighborhood Relation Coordinator	14	4	4	4	4	0	0	4	4
C00158	Program Coordinator	17	1	1	1	1	0	0	1	1
C01001	Office Assistant	3	1	0	0	0	0	-1	0	0
C01945	Special Project Coordinator	16	1	1	1	1	0	0	1	1
CXXX	Community Organizers	NR	1	0	0	0	0	-1	0	0
			8	6	6	6	0	-2	6	6
Animal Services										
C00896	Animal Service Officer	9	0	0	7	0	-7	0	0	0
C00897	Animal Service Field Supervisor	13	0	0	2	0	-2	0	0	0
C01204	Administrative Secretary	9	0	0	1	0	-1	0	0	0
			0	0	10	0	-10	0	0	0
Grants Administration OR Community Development										
C00995	Grant Specialist, Senior	13	0	0	0	1	1	1	1	1
C01406	Grants Specialist	12	0	0	0	1	1	1	1	1
			0	0	0	2	2	2	2	2
Community Development										
C00188	Manager, Econ & Com Development	27	0	0	0	1	1	1	1	1
C00189	Manager, Planning & Program Development	27	0	0	0	1	1	1	1	1
C00192	Community Development Specialist	15	0	0	0	3	3	3	3	3
C01202	Secretary, Senior	7	0	0	0	1	1	1	1	1
C01709	Planner	14	0	0	0	1	1	1	1	1
			0	0	0	7	7	7	7	7
Executive Department of the Mayor			25	23	23	11	-12	-14	11	11
Department of the Mayor - General Fund			19	16	16	11	-5	-8	11	11
Office of the Mayor										
C00164	Director, Media Relations	NP	1	1	1	1	0	0	1	1
C00171	Chief of Staff	50	1	1	1	1	0	0	1	1
C00174	Special Project Assistant	16	2	2	2	2	0	0	2	2
C00175	Special Assistants	NP	2	2	1	1	0	-1	1	1
C02132	Director of Mayor's Initiatives	NP	0	0	1	1	0	1	1	1
C01209	Administrative Assistant	NP	1	1	1	1	0	0	1	1
C00176	Director, Asset Management	38	0	0	0	1	1	1	1	1
C01201	Secretary	6	0	0	0	1	1	1	1	1
C02140	Director, Multicultural Affairs	NR	0	0	0	1	1	1	1	1
C20001	Mayor	NP	1	1	1	1	0	0	1	1
			8	8	8	11	3	3	11	11

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Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
Office of Performance Review										
C00084	Internal Auditor	17	2	2	1	0	-1	-2	0	0
C00181	Deputy Director OPR	27	0	0	1	0	-1	0	0	0
C00995	Grant Specialist, Senior	13	0	2	1	0	-1	0	0	0
C01406	Grants Specialist	12	0	0	2	0	-2	0	0	0
C01002	Office Assistant, Senior	5	1	0	0	0	0	-1	0	0
C02100	Performance Audit Manager	NP	1	0	0	0	0	-1	0	0
C00XXX	Internal Auditor, Senior	NR	0	1	0	0	0	0	0	0
			4	5	5	0	-5	-4	0	0
Community Development - General Fund										
C00175	Administrator of Community Services	47	1	1	1	0	-1	-1	0	0
C01207	Executive Assistant	13	1	1	1	0	-1	-1	0	0
C01925	Economic Consultant	\$31,012yr	1	1	1	0	-1	-1	0	0
			3	3	3	0	-3	-3	0	0
Grants Administration										
CXXXX	Grant Specialist, Senior	NR	3	0	0	0	0	-3	0	0
			3	0	0	0	0	-3	0	0
Human Rights										
C00051	Manager, Neighborhood Services	17	1	0	0	0	0	-1	0	0
			1	0	0	0	0	-1	0	0
Community Development										
C00188	Manager, Econ & Com Development	27	1	1	1	0	-1	-1	0	0
C00189	Manager, Planning & Program Development	27	0	1	1	0	-1	0	0	0
C00192	Community Development Specialist	15	3	3	3	0	-3	-3	0	0
C01202	Secretary, Senior	7	1	1	1	0	-1	-1	0	0
C01709	Planner	14	1	1	1	0	-1	-1	0	0
			6	7	7	0	-7	-6	0	0
			0	0	0	24	24	24	24	24
Education, Arts, & Culture										
Administration										
C02960	Administrator of Ed. Arts, & Culture	47	0	0	0	1	1	1	1	1
C01207	Executive Assistant	13	0	0	0	1	1	1	1	1
C00175	Special Assistant	NR	0	0	0	1	1	1	1	1
			0	0	0	3	3	3	3	3
Memorial Auditorium										
C00197	Custodian	2	0	0	0	2	2	2	2	2
C00405	Stage Manager	11	0	0	0	1	1	1	1	1
			0	0	0	3	3	3	3	3
Tivoli Theatre										
C00197	Custodian	2	0	0	0	1	1	1	1	1
C00405	Stage Manager	11	0	0	0	1	1	1	1	1
			0	0	0	2	2	2	2	2
Civic Facilities Administration										
C00400	Manager, Civic Facilities	29	0	0	0	1	1	1	1	1
C00401	Business Coordinator	17	0	0	0	1	1	1	1	1
C00402	Super, Civic Facilities Operator	15	0	0	0	1	1	1	1	1
C00405	Stage Manager	11	0	0	0	1	1	1	1	1
C00406	Facilities Marketing Coordinator	14	0	0	0	1	1	1	1	1
C00410	Box Office Coordinator	11	0	0	0	1	1	1	1	1
C00956	Box Office Cashiers P/T	\$10.17	0	0	0	2	2	2	2	2
C00958	Phone Sales Clerks P/T	\$9.93	0	0	0	4	4	4	4	4
C01403	Administrative coordinator	10	0	0	0	1	1	1	1	1
C01501	Crew Leader	6	0	0	0	1	1	1	1	1
			0	0	0	14	14	14	14	14
Cultural Arts										
C00381	Cultural Arts Specialist	9	0	0	0	1	1	1	1	1
C00382	Recreation Specialist	9	0	0	0	1	1	1	1	1
			0	0	0	2	2	2	2	2
			291	295	303	303	0	12	303	303
Human Services										
Administration										
C1A010	Administrator	45	1	1	1	1	0	0	1	1
C1A075	Executive Secretary	NP	1	1	1	1	0	0	1	1
C1A120	Senior Accounting Clerk	NP	2	1	1	1	0	-1	1	1
C1A171	Deputy Administrator	NP	1	1	1	1	0	0	1	1
C1A220	Clerk	NP	2	1	1	1	0	-1	1	1
C1A300	Receptionist	NP	1	1	1	1	0	0	1	1
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
			11	9	9	9	0	-2	9	9
Occupancy										
C1B050	Utility Worker	NP	1	1	1	1	0	0	1	1
			1	1	1	1	0	0	1	1

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NP = Indicates not on the City's Pay Plan

City of Chattanooga Detail Position List for Fiscal Year 2003-2008

Position Number	Position Name	2006 Pay Grade	2006				Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
Community Services Block Grant										
C1C020	Bookkeeper/Record Clerk	NP	1	1	1	1	0	0	1	1
C1C040	Service Delivery Worker II	NP	4	3	3	3	0	-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
C1C162	LIEAP Clerk	NP	0	1	1	1	0	1	1	1
C1C170	Energy Specialist	NP	1	1	1	1	0	0	1	1
C1C200	Data Entry Clerk	NP	1	1	1	1	0	0	1	1
C1C210	Intake Specialist	NP	1	1	1	1	0	0	1	1
			<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>10</u>	<u>10</u>
Day Care										
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	5	5	5	5	0	0	5	5
C1D100	Teacher Assistant	NP	5	5	5	5	0	0	5	5
C1D241	Family Service Supervisor	NP	1	1	1	1	0	0	1	1
C1D270	Cook II	NP	1	1	1	1	0	0	1	1
C1D390	Director of CC Programs	NP	1	1	1	1	0	0	1	1
C1D420	Janitor	NP	1	1	1	1	0	0	1	1
			<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>0</u>	<u>0</u>	<u>16</u>	<u>16</u>
Energy Project										
C1E020	Weatherization Coordinator	NP	1	1	1	1	0	0	1	1
C1E021	Weatherization Inspector	NP	1	1	1	1	0	0	1	1
			<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>
Foster Grandparents										
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	1	1	1	1	0	0	1	1
C1F071	Part Time Program Assistant	NP	1	1	1	1	0	0	1	1
			<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>4</u>	<u>4</u>
Head Start Centers										
C1H060	Health/ Nutrition Coordinator	NP	1	1	1	1	0	0	1	1
C1H061	Registered Dietician	NP	1	1	1	0	-1	-1	0	0
C1H062	Health Technician	NP	0	0	2	2	0	2	2	2
C1H080	Teacher	NP	26	30	30	30	0	4	30	30
C1H089	Teacher Assistant	NP	33	35	35	35	0	2	35	35
C1H140	Family Service Coordinator	NP	1	1	1	1	0	0	1	1
C1H150	Family Service Supervisor	NP	3	5	5	5	0	2	5	5
C1H170	Facility & Grounds Supervisor	NP	1	1	1	1	0	0	1	1
C1H175	Parent Involvement Coordinator	NP	0	1	1	1	0	1	1	1
C1H190	Family Service Assistant	NP	11	20	20	20	0	9	20	20
C1H240	Head Start / PCC Manager	NP	1	1	1	1	0	0	1	1
C1H250	Fiscal Officer	NP	2	2	2	2	0	0	2	2
C1H270	Dietary Supervisor	NP	0	1	1	1	0	1	1	1
C1H310	Nurse	NP	3	3	3	3	0	0	3	3
C1H320	Lead Teacher/ Center Supervisor	NP	5	5	5	5	0	0	5	5
C1H350	Center Clerk	NP	4	4	4	5	1	1	5	5
C1H380	Dietary Assistant	NP	5	8	8	8	0	3	8	8
C1H390	Clerk III	NP	3	4	4	4	0	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	2	2	2	0	1	2	2
C1H440	Special Project Coordinator	NP	1	1	1	1	0	0	1	1
C1H510	Asst Lead Teacher Center Supervisor	NP	1	1	1	1	0	0	1	1
C1H601	Education Coordinator	NP	1	1	1	1	0	0	1	1
C1H602	Resource Specialist	NP	3	3	3	3	0	0	3	3
C1H603	Multi-Disciplinary Team Manager	NP	3	3	3	3	0	0	3	3
C1H615	Community Part/Education Specialist	NP	1	1	1	1	0	0	1	1
			<u>115</u>	<u>139</u>	<u>141</u>	<u>141</u>	<u>0</u>	<u>26</u>	<u>141</u>	<u>141</u>
Head Start Mental Health										
C1M145	Clerk IV	NP	1	1	1	1	0	0	1	1
C1M165	Teacher	NP	1	1	1	1	0	0	1	1
C1M186	Mental Health Consultant	NP	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>
Neighborhood Family Services										
C1N001	Case Manager Coordinator	NP	2	1	1	1	0	-1	1	1
C1N003	Case Manager	NP	1	1	1	1	0	0	1	1
			<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>-1</u>	<u>2</u>	<u>2</u>
Parent/Child Center										
C1P180	Nurse	NP	1	1	1	1	0	0	1	1
C1P200	Teacher	NP	13	19	19	19	0	6	19	19
C1P250	Teacher Assistant	NP	6	14	14	14	0	8	14	14
C1P280	Family Service Assistant	NP	2	5	5	5	0	3	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	2	2	2	0	2	2	2
			<u>24</u>	<u>43</u>	<u>43</u>	<u>43</u>	<u>0</u>	<u>19</u>	<u>43</u>	<u>43</u>
Human Services Homeless Ser										
C1S010	Homeless Services Coordinator	NP	1	1	1	1	0	0	1	1
			<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>

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**City of Chattanooga
Detail Position List for Fiscal Year 2003-2008**

Position Number	Position Name	2006 Pay Grade					Change		Projected	
			FY 2003	FY 2004	FY 2005	FY 2006	PY to CY	FY 03 thru FY 2006	FY 2007	FY 2008
Temporary Head Start										
T50220	Driver	NP	2	2	2	2	0	0	2	2
T50240	Clerk III	NP	2	2	2	2	0	0	2	2
T50241	Maintenance	NP	0	0	1	1	0	1	1	1
T80040	Substitute Center Clerk	NP	2	2	2	2	0	0	2	2
T80045	Part Time Program Assistant	NP	0	0	1	1	0	1	1	1
T80047	Registered Dietian	NP	0	0	1	1	0	1	1	1
T80048	Janitor	NP	0	0	1	1	0	1	1	1
T80049	Mental Health Consultant	NP	0	0	1	1	0	1	1	1
T80070	Family Service Assistant	NP	1	1	1	1	0	0	1	1
T90010	Dietary Assistant I	NP	3	3	3	3	0	0	3	3
			10	10	15	15	0	5	15	15
Temporary /Classroom Substitute										
T10010	Classroom Substitutes	NP	32	18	18	18	0	-14	18	18
T10020	Nurse	NP	0	0	1	1	0	1	1	1
T10100	Bus Driver	NP	20	11	11	11	0	-9	11	11
			52	29	30	30	0	-22	30	30
Temporary Summer Lunch										
T80030	Monitor	NP	11	5	5	5	0	-6	5	5
T80050	Secretary	NP	2	2	2	2	0	0	2	2
T80060	Site Supervisor	NP	8	4	4	4	0	-4	4	4
T80070	Site Distribution Coordinator	NP	1	1	1	1	0	0	1	1
T80080	Site Supervisor Coordinator	NP	1	1	1	1	0	0	1	1
T80086	Asst Site Coordinator	NP	0	1	1	1	0	1	1	1
T80090	Clerical Assistant	NP	3	1	1	1	0	-2	1	1
T80100	Coordinator	NP	2	1	1	1	0	-1	1	1
T80110	Assistant Coordinator	NP	1	0	0	0	0	-1	0	0
T80200	Assistant Distribution Clerk	NP	3	1	1	1	0	-2	1	1
			32	17	17	17	0	-15	17	17
Temporary Family Service Counseling										
T12001	Family Services Counselor Aide	NP	2	2	2	2	0	0	2	2
Temporary Day Care										
T14010	Day Care Substitute	NP	4	4	4	4	0	0	4	4
T14020	Dietary Aide	NP	1	3	3	3	0	2	3	3
			5	7	7	7	0	2	7	7
All Authorized Budget Positions			2,727	2,590	2,566	2,566	0	-161	2,566	2,566
Total General Fund			2,019	1,883	1,860	1,864	4	-155	1,864	1,864
Total Special Revenue Funds			297	412	420	417	-3	10	417	417
Total Enterprise Funds			50	179	178	178	0	-7	178	178
Total Internal Service Funds			70	70	62	62	0	-8	62	62
Total Golf Course and DRC			46	46	46	45	-1	-1	45	45
Departmental Totals										
General Government & Agencies			30	32	34	37	3	7	37	37
Department of Finance & Administration			217	212	200	199	-1	-18	199	199
Department of Police			684	684	668	678	10	-6	678	678
Department of Fire			419	417	418	418	0	-1	418	418
Department of Public Works (All Funds)			655	635	626	624	-2	-31	624	624
Department of Parks and Recreation			357	246	238	217	-21	-140	217	217
Department of Personnel			19	19	19	19	0	0	19	19
Department of Neighborhood Services			30	27	37	36	-1	6	36	36
Executive Department of the Mayor			25	23	23	11	-12	-14	11	11
Education, Arts, & Culture			0	0	0	24	24	24	24	24
Human Services			291	295	303	303	0	12	303	303
Total All Departments			2,727	2,590	2,566	2,566	0	-161	2,566	2,566

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**City Of Chattanooga
General City Employee Pay Plan
Fiscal Year 2005/2006**

STEP	1	2	3	4	5	6	7	8	9	10	11	STEP
Grade												Grade
1	19,350	19,350	19,350	19,350	19,350	19,350	19,350	19,611	20,448	21,283	22,120	1
2	19,350	19,350	19,350	19,350	19,350	19,433	20,340	21,249	22,156	23,064	23,970	2
3	19,350	19,350	19,350	19,350	20,113	20,927	21,906	22,886	23,865	24,845	25,823	3
4	19,350	19,350	19,792	20,667	21,542	22,420	23,471	24,522	25,573	26,624	27,675	4
5	19,350	20,170	21,106	22,042	22,976	23,911	25,034	26,156	27,277	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	21,625	22,679	23,733	24,788	25,843	26,898	28,164	29,429	30,695	31,961	33,229	7
8	22,818	23,933	25,048	26,161	27,275	28,391	29,729	31,066	32,404	33,741	35,080	8
9	24,012	25,187	26,362	27,536	28,711	29,884	31,293	32,704	34,112	35,521	36,931	9
10	25,208	26,442	27,677	28,911	30,146	31,378	32,859	34,340	35,821	37,301	38,783	10
11	26,402	27,695	28,988	30,281	31,576	32,871	34,424	35,977	37,529	39,082	40,635	11
12	27,596	28,950	30,304	31,657	33,009	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	44,419	46,187	14
15	31,180	32,713	34,244	35,777	37,310	38,842	40,681	42,520	44,359	46,198	48,040	15
16	32,373	33,966	35,559	37,151	38,743	40,336	42,246	44,157	46,068	47,978	49,890	16
17	33,568	35,220	36,872	38,524	40,177	41,828	43,811	45,794	47,777	49,758	51,741	17
18	34,764	36,474	38,186	39,898	41,609	43,323	45,377	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	38,982	40,814	42,645	44,476	46,308	48,505	50,704	52,902	55,100	57,296	20
21	38,346	40,237	42,128	44,020	45,911	47,800	50,070	52,339	54,610	56,880	59,147	21
22	39,541	41,491	43,441	45,391	47,342	49,294	51,635	53,976	56,315	58,656	60,999	22
23	40,733	42,745	44,755	46,765	48,777	50,787	53,200	55,612	58,024	60,436	62,849	23
24	41,929	44,000	46,070	48,140	50,210	52,280	54,764	57,248	59,732	62,215	64,702	24
25	43,123	45,253	47,384	49,514	51,644	53,773	56,328	58,884	61,441	63,996	66,551	25
26	44,318	46,507	48,696	50,886	53,075	55,267	57,894	60,522	63,149	65,777	68,403	26
27	45,513	47,762	50,012	52,261	54,511	56,760	59,459	62,157	64,858	67,557	70,255	27
28	46,706	49,016	51,325	53,634	55,943	58,252	61,023	63,794	66,566	69,337	72,106	28
29	47,901	50,269	52,638	55,006	57,374	59,744	62,587	65,431	68,274	71,116	73,959	29
30	49,097	51,525	53,952	56,380	58,810	61,239	64,154	67,068	69,982	72,898	75,810	30
31	50,290	52,778	55,267	57,754	60,244	62,731	65,717	68,702	71,688	74,674	77,660	31
32	51,485	54,034	56,581	59,130	61,677	64,225	67,282	70,339	73,396	76,453	79,513	32
33	52,678	55,285	57,893	60,500	63,107	65,717	68,846	71,975	75,105	78,233	81,363	33
34	53,874	56,540	59,207	61,875	64,543	67,211	70,411	73,612	76,813	80,015	83,215	34
35	55,068	57,795	60,523	63,250	65,978	68,703	71,976	75,250	78,522	81,794	85,067	35
36	56,262	59,049	61,836	64,623	67,410	70,196	73,541	76,885	80,230	83,574	86,918	36
37	57,456	60,302	63,148	65,994	68,841	71,689	75,105	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	83,646	87,135	90,621	38
39	59,845	62,811	65,778	68,744	71,711	74,676	78,234	81,793	85,352	88,912	92,471	39
40	61,039	64,066	67,091	70,118	73,143	76,169	79,799	83,429	87,060	90,690	94,323	40
41	62,235	65,318	68,404	71,489	74,575	77,661	81,364	85,066	88,768	92,470	96,174	41
42	63,428	66,574	69,719	72,864	76,010	79,156	82,929	86,703	90,477	94,251	98,026	42
43	64,622	67,828	71,033	74,238	77,444	80,647	84,493	88,340	92,186	96,031	99,876	43
44	65,818	69,082	72,345	75,609	78,874	82,140	86,058	89,976	93,894	97,812	101,729	44
45	67,012	70,336	73,659	76,984	80,308	83,633	87,623	91,612	95,602	99,592	103,579	45
46	68,206	71,590	74,974	78,359	81,743	85,127	89,188	93,248	97,307	101,368	105,431	46
47	69,400	72,846	76,289	79,733	83,178	86,620	90,752	94,884	99,016	103,148	107,282	47
48	70,595	74,098	77,601	81,104	84,607	88,112	92,316	96,520	100,724	104,929	109,134	48
49	71,790	75,353	78,916	82,479	86,042	89,606	93,880	98,157	102,432	106,708	110,986	49
50	72,984	76,607	80,231	83,853	87,477	91,098	95,447	99,795	104,142	108,489	112,837	50

Fiscal Year 2005/2006
Fire & Police Pay Plans

STEP #1 Grade	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	STEP Grade	
F1	27,057	28,384	29,708	31,036	32,361	33,687	35,012	36,339	37,664	38,991	40,316	F1
F2	28,282	29,667	31,055	32,442	33,829	35,216	36,603	37,989	39,376	40,763	42,151	F2
F3	30,730	32,239	33,748	35,258	36,768	38,276	39,786	41,295	42,804	44,314	45,824	F3
F4	35,624	37,379	39,133	40,887	42,641	44,395	46,149	47,903	49,657	51,411	53,166	F4
F5	42,969	45,089	47,212	49,333	51,454	53,574	55,696	57,818	59,939	62,061	64,181	F5
F6	55,207	57,941	60,674	63,408	66,140	68,875	71,608	74,341	77,076	79,809	82,542	F6
P1	29,436	30,880	32,323	33,769	35,213	36,658	38,100	39,544	40,989			P1
P2	35,812	37,575	39,338	41,102	42,864	44,629	46,393	48,158	49,921			P2
P3	40,912	42,929	44,948	46,967	48,985	51,004	53,022	55,040	57,060			P3
P4	46,011	48,283	50,557	52,829	55,102	57,374	59,647	61,919	64,192			P4
P5	60,036	63,009	65,983	68,955	71,930	74,904	77,877	80,851	83,824			P5



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 Leases - The liability associated with a capital lease is treated in essentially the same way as other types of long-term debt. Both the principal and interest portions of lease payments are recognized as expenditures in the period when they are due. In addition, GAAP directs that governmental funds report an expenditure equal to the net present value of the minimum lease payments at the inception of the capital lease, to reflect the commitment of financial resources associated with acquiring a leased-financed capital asset.

Capital Outlay - Fixed assets which have a value of more than \$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. They City (the primary government) is financially accountable if it appoints a voting majority of the organization's governing board and (1) it is able to impose its will on the organization or (2) there is a potential for the organization to provide specific financial benefit or to impose specific financial burden on the City.

Constant or Real Dollars - The presentation of dollar amounts adjusted for inflation to reflect the purchasing power of money as compared to a certain point in time in the past.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U. S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-Living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

CSO- Combined Sewer Overflow

CSR- Customer service request associated with 311 call center

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

D - E

Personal Income, Debt to Full Value, Debt to Assessed Value, and Debt Services to Governmental Expenditures.

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. The major types of debt include Direct Obligation Debt; Self Supporting Debt; Outstanding Tax Supported Debt.

Debt Service Fund - Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on the City debt. They are used to account for the accumulation of resources, for, and the payment of, general obligation and special assessment debt principal, interest and relation cost, except the debt service accounted for in the Special Revenue Funds, and Enterprise Funds.

Dedicated Tax- A tax levied to support a specific government program or purpose.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - The 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.

I - O

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 Control - A plan of organization under which employees' duties are so arranged and records and procedures so designed as to make it possible to exercise effective accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations.

Internal Service Charges - The charges to user departments for internal services provided by another government agency, such as data processing, municipal service station and garage or insurance funded from a central pool.

I.O.D. - Injury-on-duty

Lapsing Appropriation - An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpected or unencumbered balance lapses or ends, unless otherwise provided by law.

Levy - To impose taxes for the support of government activities.

LIHEAP- Low Income Home Energy Assistance Program

Line-item Budget - A budget prepared along departmental lines that focuses on what is to be bought.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

MBWWTP - Moccasin Bend Wastewater Treatment Plant

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

Modified Accrual - Revenue is recognized in the accounting period when it becomes "susceptible" to accrual, that is, when it becomes measurable and available to finance expenditures of the fiscal period. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations which should be recognized when due.

MPO - Metropolitan Planning Organization

MTAS - Municipal Technical Advisory Service

Net Budget - The legally adopted budget less all interfund transfers and interdepartmental charges.

Nominal Dollars - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

Object of Expenditure - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Objective - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OAM - Office of Asset Management.

OMA - Office of Multicultural Affairs

OPR - Office of Performance Review

Operating Expenses Supplies - The cost for personnel, materials and equipment required for a department to function.

Operating Revenues - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Output Indicator - A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

P.A.L. - Police Athletic League

Pay-as-you-go Basis - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Budget - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - Data collected to determine how effective or efficient a program is in achieving its goals and objectives. There are four types of performance measures: input, output, outcome, and efficiency.

Input measures address the amount of resources used in providing a particular service (ex. dollars,

P - S

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.

Special Revenue Fund- These funds are used to account for revenues from specific taxes or other earmarked revenue sources which by law are designated to finance particular functions or activities of government

SRO - School Resource Officer

SSO - Sanitary Sewer Overflow

Supplemental Appropriation - An additional appropriation made by the governing body after the budget year or biennium has started.

Supplemental Requests - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

Target Budget - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

TOSHA - Tennessee Occupational Safety and Health Administration

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

TRPA - Tennessee Recreation and Parks Association

Unencumbered Balance - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

VAAP - Enterprise South formerly Volunteer Army Ammunition Plant

Variable Cost - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.



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