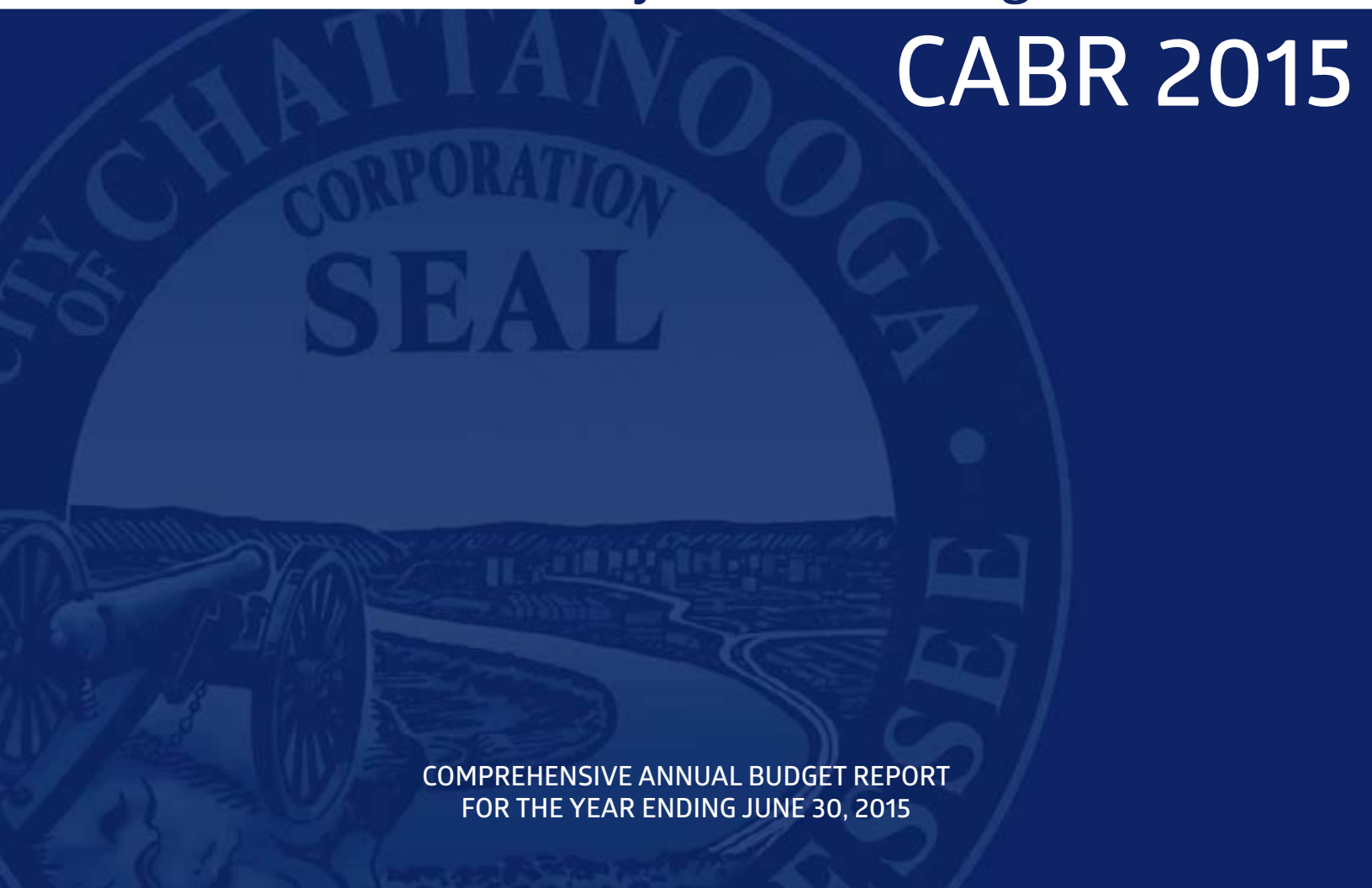




City of Chattanooga, Tennessee

CABR 2015



COMPREHENSIVE ANNUAL BUDGET REPORT
FOR THE YEAR ENDING JUNE 30, 2015

About the Cover

Through Budgeting for Outcomes, Chattanooga Mayor Andy Berke has ensured the priorities of City Government are aligned with those established by the community - safer streets, smarter students and stronger families, a growing economy, stronger neighborhoods, and high performing government. From initiatives like community policing and the Chattanooga Violence Reduction Initiative to ensuring every young person in Chattanooga has the opportunity to succeed, the City is relentlessly focused on building the best mid-sized city in America while delivering the most efficient and effective services to our community.

City of Chattanooga, Tennessee
Comprehensive Annual Budget Report

CABR 2015

Presented by

Mayor Andy Berke and Finance & Administration



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The **CABR 2015** is divided into five major sections: **Introduction, Guidelines, Financial Overview, Personnel Administration**, and the **Appendix**.

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

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

Section C: Financial Overview - summarizes the overall financial condition of the City of Chattanooga, where we have been, where we are, and where we are going. This is followed by discussions of programs such as General Government, Supported Agencies, Finance & Administration, Police, Fire, Public Works, Youth & Family Development, Human Resources, Economic & Community Development, Executive Branch, Transportation, 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.

Message from the Mayor



To the Citizens of the City Chattanooga:

I am honored to present the City of Chattanooga's annual budget report for the year ending June 30, 2015. Since I took office, I have made sure city government's actions match our community priorities. Safer streets, smarter students and stronger families, a growing economy, stronger neighborhoods, and high performing government – Chattanoogaans tell me these are the areas they want to see addressed. And we are addressing them, every day.

Over the past year, we have made strides in public safety. From the Chattanooga Violence Reduction Initiative to a more proactive and community-focused police department, we are diligently working to ensure our streets are safe for all Chattanoogaans. On top of that, the City successfully reformed an underfunded Police & Fire pension, putting the pension plan on a sustainable path in a fiscally responsible way. That means taxpayers will save a total of \$227 million and, at the same time, we will ensure the fund is able to pay benefits to tomorrow's retirees.

A great city supports its families and students by providing access to opportunity. Throughout the year we have turned our 18 Youth & Family Development Centers into places for learning and growth. Our literacy initiative has resulted in more children reading at grade level and our Chattanooga Ambassador Program is helping young people prepare for success through intense mentorship and training.

To grow our local economy, the City created an Economic Development office, purchased the former Harriet Tubman housing complex to create jobs in East Chattanooga, and refocused The Enterprise Center to capitalize on Chattanooga's emerging reputation as a technology hub. We began pulling together the essential entities for the creation of an innovation district and launched two new initiatives to offer incentives to our small businesses, as well as paved the way for Volkswagen to announce a second line at their existing Chattanooga plant. Volkswagen's announcement means the creation of 2,000 new jobs in Chattanooga and a total investment of \$900 million.

The City is able to do all of this and more because of the hard work and talent of our employees. Whether it is delivering essential services or innovative policy solutions, city government is more attentive than ever to enhancing quality of life for Chattanoogaans throughout our City.



Sincerely,

Mayor of Chattanooga



Letter of Transmittal

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

Daisy W. Madison, City Finance Officer

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

Presented is the adopted Operating Budget and Capital Improvement Plan for the Fiscal Year Ending June 30, 2015. This budget year continues to highlight key issues concerning citizens in Chattanooga and reflects our goal to continue to provide quality service while keeping our focus on maintaining Chattanooga as an affordable option for our citizens and stakeholders. This budget proposes no property tax increase.

Over the past years, several programs have been used in order to facilitate management with making decisions that insured increased accountability as well as monitor department performance. These programs allow the Mayor, the Chief Operating Officer, the City Finance Officer, and other senior City officials to collaborate on ideas and plans to best meet the needs for the City. For maximum efficiencies and uses of our limited resources, Mayor Berke has expanded on the Budgeting for Outcomes (BFO) approach, introduced last year. BFO identifies citizen priorities and allocates funds to achieve those results. Our focus this year

Safer Streets
Stronger Neighborhoods
A Growing Economy
Smarter Students & Stronger Families
High Performing Government
Innovative Government



Budgeting for Outcomes



Budgeting for Outcomes is an approach based on collaboration, transparency, and delivering the services that matter most to citizens.

Budgeting For Outcomes (BFO) starts with a set of results and requires City administrators to work collaboratively to achieve the outcomes in a cost-effective and efficient manner. Rather than submitting department-wide proposals

focused on total expenditures, departments and agencies submit “offers” to explain how they can achieve the best results that matter to citizens for the lowest cost and explain what performance measures they will use to demonstrate success. Budgeting for Outcomes, which has been named a “recommended practice” by the Government Finance Officers Association (GFOA), starts with the results citizens want from their City government and works to align those priorities with the budget decision-making process. The BFO process focuses on services the public receives, how much it costs, and how outcomes will be measured.

This budget reflects a government relentlessly focused on the priorities of its residents: safer streets, stronger neighborhoods, a growing economy, smarter students & stronger families, and a high performing government. These priorities have been elevated with an eye toward effectiveness. Through a new budgeting approach, implemented City-wide for the first time, each dollar must

be justified based on how it delivers results to constituents.

To highlight some of those dollars at work, following is a summary by priority:

To make Chattanooga’s **Streets Safer**, this budget allocates needed funds to implement smart policing strategies, effective prevention programs for our youth, and high-quality response.

Total requested: \$113,243,532

Total funded: \$101,096,324

Total number of offers funded: 19

The budget continues funding for 486 sworn personnel in the Police Department – an all-time high maintained from the previous budget which allows the Department to implement

What is Budgeting for Outcomes?

It is a process that better aligns spending with outcomes.

Key elements include:

- *Greater emphasis on citizens.*
- *Primary focus on desired outcomes.*
- *Ranking funding proposals using Results Teams to prioritize spending to achieve the desired outcomes.*
- *Use of results teams to align resources using priorities.*
- *Comprehensive data-driven performance metrics.*

more community-based policing models and back fill investigative positions.

The Administration will partner with area agencies to provide more comprehensive services for young men and women who want to turn their lives around through the Chattanooga Violence Reduction Initiative (VRI).

The Administration has been in ongoing discussions with the leaders of the Police Department and employee representatives to fix the broken Police pay plan. The current structure has left the City vulnerable to numerous lawsuits and is in desperate need of repair. This budget allocates \$950,000 to ensure consistency, fairness, and predictability in the allocation of raises to sworn officers.

The budget also maintains several key public safety initiatives from the previous year, including funding for a family justice center as well as federal prosecutor focused solely on crimes occurring within City limits.

Growing our Local Economy means investing in small businesses, ensuring Chattanooga has the skills to compete, and strengthening our infrastructure to support business expansion.

Total requested: \$34,730,130
Total funded: \$23,504,020
Total number of offers funded: 26

This budget allocates \$600,000 to a newly created Office of Economic Development within City Hall, which will focus on recruiting and retaining jobs in Chattanooga.

The new Economic Development Office will implement the Growing Small Businesses (GSB) initiative. For small businesses with less than 100 employees, who make a substantial increase to their workforce and sustain that growth for a year or more, the City will provide a \$500 cash grant per employee.

To provide people who live in various neighborhoods with access to one of the largest job centers in our region, this budget provides funding for a bus route to Enterprise South – creating an important link between jobs and neighborhoods.

To grow Chattanooga's minority, veteran, and women owned businesses, the City will partner with the Chamber, the Urban League, and LAUNCH to establish the Chattanooga Alliance for Diverse Business Enterprises. This is an unprecedented collaboration between multiple agencies to strengthen diverse businesses in Chattanooga.

To ensure Chattanooga has a successful future and a high quality of life, the City is investing in building **Smarter Students and Stronger Families** by supporting kids from cradle to career, providing character education, and creating effective programming for seniors and parents.

Total requested: \$32,944,516
Total funded: \$24,295,904
Total number of offers funded: 21

Success for students starts long before they enter school. This budget funds a Chattanooga Baby College that will prepare expectant mothers and fathers to be great parents and a child's first teacher. The initiative will identify at-risk pregnant women and provide them with the information and skills they need to ensure their children enter school ready to learn so kids in Chattanooga are not starting off behind.

This budget funds a partnership with La Paz to create a Hispanic family resource center that will provide family violence prevention, prenatal care, and nutritional resources to Chattanooga's growing Hispanic community.

Due to the growing expense of a college education, it is more critical than ever before that high school seniors understand and apply for financial aid. Research shows a strong correlation between the number of students who apply for financial aid and those who go to college. This budget dedicates resources to partner with local agencies to help more kids fill out their FAFSA form to apply for financial aid.

Building Stronger Neighborhoods is critical to the long-term health of any City. Every Chattanooga citizen should have the opportunity to live in a strong and thriving neighborhood with high quality affordable homes, recreation opportunities nearby, and access to a variety of transportation options.

Total requested: \$46,782,640
Total funded: \$45,243,639
Total number of offers funded: 15

This budget dedicates resources to create a homeless-to-housed pipeline for homeless veterans in Chattanooga the first step in towards the goal of ending chronic veteran homelessness by the end of 2016. This initiative will focus on providing intensive case management and transitional housing to those who have served our country.

This budget allocates \$2.3 million for paving and street maintenance, maintaining last year's record high to ensure our roads are well maintained.

A new contract with Orange Grove Center will increase our curbside recycling participation and increase the revenue generated to the City based on the sale of the recycled commodity. This will divert additional waste from our landfill, while maintaining the important job training function provided by the Orange Grove Center.

The City of Chattanooga strives each day to operate a **High Performing Government** by ensuring the long-term financial health of the City, using each dollar effectively, and providing excellent customer service.

Total requested: \$26,432,043
Total funded: \$22,710,113
Total number of offers funded: 26

All the initiatives included in this year's budget will be fully funded without a tax increase.

This budget absorbs most of the increase in health costs (\$1.4 million) with a minimal increase in employee premiums (average increase of \$3 per month).

To ensure the most effective use of existing street lighting infrastructure, and avoid duplication of costs while moving towards sustainable alternatives, the City has budgeted \$616,000 to replace our current street lights with LED lights as they are needed.

This budget continues our compliance with the EPA consent, including the previously scheduled 9.8% raise in sewer fees.

Finally, in addition to the performance metrics being tracked from the previous pilot of Budgeting for Outcomes, the Office of Performance Management will establish long-term goals, data points, and tools for public engagement.

Financial Highlights

Additional Highlights of the Fiscal Year 2015 Budget:

The rate of \$2.309 per \$100 of assessed valuation is maintained. However, overall assessments and property tax collections are up slightly to almost 2%, along with some return of positive retail consumer spending, gross receipts, state sales tax, and the local option sales tax collections. Gross receipt taxes are estimated to remain flat over the FY2014 budget.

Projected revenues, excluding other financing sources for all appropriated funds total \$401,556,140, an increase of \$9.4 million or 2.4% over the previous year. The moderate increase in taxes, licenses, charges for services, and fines all contribute a 2% or more increase over FY14. The largest increase in miscellaneous is due to the internal services fund use of fund balance because it is anticipated the health & wellness fund's claim will exceed its premium for the upcoming year.

Revenues				
<i>Fiscal Year Ending June 30,</i>	2015	2014	inc(dec)	% change
Taxes	159,457,460	156,239,300	3,218,160	2.06%
Licenses & Permits	3,684,840	3,595,300	89,540	2.49%
Intergovernmental	84,432,953	86,559,888	(2,126,935)	-2.46%
Charges for services	105,522,494	101,513,650	4,008,844	3.95%
Fines, forfeitures and penalties	1,466,700	1,198,600	268,100	22.37%
Interest Earnings	776,000	1,031,700	(255,700)	-24.78%
Miscellaneous	46,215,693	41,982,181	4,233,512	10.08%
Total Revenues	\$ 401,556,140	\$ 392,120,619	9,435,521	2.41%
Other Financing Sources				
Transfers in	59,221,589	45,308,447	13,913,142	30.71%
Fund Balance	16,905,048	5,122,929	11,782,119	229.99%
Bond Proceeds	60,863,507	33,014,245	27,849,262	84.36%
Total Other Financing Sources	\$ 136,990,144	\$ 83,445,621	53,544,523	64.17%
Total Revenues & Other Sources	\$ 538,546,284	\$ 475,566,240	62,980,044	13.24%

Other financing sources of \$136.9 million includes transfers from governmental funds of \$58.2 million and \$1 million from fund balance from Internal Services, fund balance from governmental funds of \$13.2 million and \$3.7 million Internal Services, and bond proceeds (which includes State Revolving Loans) of \$61 million to governmental funds of \$8.3 million in bonds and \$52.5 million in proprietary funds.

Appropriations (next page), excluding other financing uses are \$496,295,125, a \$56.4 million or 12.8% increase from the FY14 budget. Enterprise and Capital account for \$42.7 million or 76% of the increase. The Enterprise and Capital Funds increases will provide for the continuing program of upgrading the City's interceptor sewer system and compliance with EPA consent decree requirements.

Appropriations	%			
<i>Fiscal Year Ending June 30,</i>	2015	2014	inc(dec)	Change
General Fund (undesignated)	187,238,437	181,566,342	5,672,095	3.12%
Special Revenue Funds ⁽¹⁾	45,189,623	44,104,682	1,084,941	2.46%
Debt Service Fund	24,834,716	22,434,873	2,399,843	10.70%
Capital Project Funds	36,063,470	28,185,215	7,878,255	27.95%
Enterprise Funds	142,996,397	108,067,316	34,929,081	32.32%
Internal Service	59,972,482	55,475,384	4,497,098	8.11%
<small>(1) includes Economic Development Fund</small>				
Total Expenditures	\$496,295,125	\$ 439,833,812	56,461,313	12.84%
Other Financing Uses				
Transfers Out	42,251,159	35,732,428	6,518,731	18.24%
Total Other Financing Uses	\$ 42,251,159	\$ 35,732,428	6,518,731	18.24%
Total Expenditures & Other Uses	\$538,546,284	\$ 475,566,240	62,980,044	13.24%

General Fund - The City's Undesignated General Fund accounts for all resources related to the general operations of city government that are not accounted for elsewhere. The total appropriation for FY15 budget is \$226,861,055 including transfers of \$39,622,618, a \$14.2 million or 6.7% increase over FY14 budget. Salaries and fringes decreased by \$3.6 million or 2.95% which is due primarily to pension reform for the Fire & Police pension fund. This budget includes a 1.5% increase in employee pay, along w over \$2 million to implement a new pay plan for sworn personnel.

There is \$15,989,055 in pay-go capital included in the FY15 budget, which is a \$6.7 million increase over previous year's \$9.3 million. Funding support for these efforts were salaries & fringe cuts along with fund balance.

Special Revenue Funds - The City's Special Revenue Funds are set by City resolution to account for funds that are restricted as to use. Special Revenue Funds itemized in the budget ordinance include State Street Aid, Human Services, Narcotics, Economic Development, Community Development, Hotel/Motel Tax, Automated Traffic Enforcement and Tennessee Valley Regional Communications. Funding for all other designated funds are authorized by ordinance and restricted as to use. The 2015 budget for the Special Revenue Funds totals \$45,414,623. The Economic Development Fund accounts for \$0.25 of the City's share of the local option sales tax designated for economic development. These funds are earmarked to pay long term lease rental payments to fund the debt service for revenue bonds issued by the Chattanooga Downtown Redevelopment

Corporation and other economic development initiatives. The Community Development Fund is used to account for Community Development Block Grants and other projects funded by the Federal Housing and Urban Development Programs.

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

At June 30, 2014, total outstanding debt for the primary government and component units was \$696,419,422 which is made up of the following:

The City anticipates issuing debt not to exceed \$33 million to fund the FY13/14 Capital Budget, including \$9.3 million of GO bonds and \$23.7 million state revolving loan which is self-supporting debt paid through the Interceptor Sewer System revenues.

Capital Project Funds - These funds are used to account for the financial resources used for the acquisition or construction of major capital projects. The approved Capital Budget for the 2015 fiscal year is \$96,975,470, of which \$36,063,470 will be applied to General Government projects, \$48,150,000 to sewer infrastructure and \$12,762,000 to Water Quality improvements. This is a \$37,961,255 or 64% increase from last year's approved budget of \$59,014,215. The current capital included \$12 million in pay-go funding, \$17.8 million in bonds and \$3.0 million in state funding from the Tennessee Department of Transportation.

During the preparation of this, Chattanooga and Hamilton County were announcing that Volkswagen has just announced that its new "Midsize SUV" will be built at the company's Chattanooga, TN manufacturing facility. Further, the company says it will establish a new "National Research & Development and Planning Center" at the Tennessee campus. The expense will require an additional capital outlay of \$26.3 million dollars from both City and County to be appropriated over the next two years. See Capital Amendment chart in Capital Summary section for proposed funding reallocations.

Enterprise Funds - The City maintains five enterprise operations as part of the primary government. These funds are used to account for entities that are financed and operated in a manner similar to a private business. User fees are charged to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. Combined Enterprise Funds' net assets at June 30, 2014 were \$606.6 million, an increase of \$10 million. A brief discussion of the major operations follows:

The **Electric Power Board** is not presented because it is a separate administrative agency of the government, having exclusive control and management of the Electric Distribution System. It is the sole distributor of electric power within the boundaries of the City and County (600 square miles). It accounts for 86% of total Enterprise Fund operating revenues and reported net operating revenue of \$17.3 million for the year ended June 30, 2014.

The **Interceptor Sewer Fund** accounts for sanitary sewer services provided to the residents of the City and to portions of Northwest Georgia. The fund's revenues are derived primarily from user fees and investment earnings. The strong growth in the City and increased federal mandates have necessitated ongoing expansion of the Interceptor Sewer System. Their total assets account for almost 84% of total Enterprise Fund assets, excluding the Electric Power Board. Total approved budget for FY2015 including Debt Service and Capital is \$60,446,000, of which \$34,422,956 is for operations.

The **Solid Waste Fund** was established in accordance with state mandate. This fund accounts for the operations of the City's landfill. The FY 2015 budget is \$7,202,000. Landfill fees are charged to commercial customers for use of the landfill, while the cost of the City landfill needs are funded by the General Fund. A new cell is in its 4th year of operation. At June 30, 2014, the fund had an operations deficit of \$537,278 which is being funded over a three year period, the result of inadequate accumulation of assets to close.

The **Water Quality Management Fund** accounts for the operations of the City's water quality management program as mandated by the Environmental Protection Agency and the state. Since the inception of this program in 1994, the investment in property, plant, and equipment has grown to \$45.5 million. The 2015 budget is \$16,839,938.

Chattanooga Downtown Redevelopment Corporation: In October 2000, the City entered into a non-cancelable long-term lease with the Chattanooga Downtown Redevelopment Corporation (CDRC), for financing the cost of designing, acquiring, constructing and equipping four facilities in the Tourist Development Zone comprising more than 631,210 square feet at a cost of over \$120 million. Facilities include (1) the Chattanooga conference center, (2) parking garage, (3) the Development Resource Center, and (4) an expansion of the Chattanooga-Hamilton County Convention and Trade Center. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service requirements on \$129 million in revenue bonds issued by the Industrial Development Board of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. The IDB bonds are secured by payments to be made by the CDRC. The lease payments are funded by the City's share of the 0.5% increase in the county-wide sales tax passed by county-wide referendum, income from the Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service reserve fund in excess of \$9 million included as part of the bond issue. In the event these sources are insufficient, the City agreed to appropriate sufficient moneys to make the lease payments.

Internal Service Funds - The City maintains three Internal Service Funds - Municipal Fleet Services Fund, Liability Insurance Fund, and the Health & Wellness Fund. Internal Service Funds provide goods or services for a fee to other governmental units, departments, and agencies. The Fleet Services Fund 2015 budget is \$18,886,644. The City of Chattanooga is self-insured for judgments and claims, including health care. The Liability Insurance Fund was established to fund and pay for all judgments and costs or liability claims against the City. The 2015 General Fund premium to the Liability Insurance Fund is \$1,000,000. The 2015 Health & Wellness Fund budget is \$40,085,838.

Personnel Highlights - The fiscal year budget provides for 2,591 positions within the City. This is a 1.9% increase of 50 positions citywide. More than half of these positions are due to new services approved through the BFO process. For example, Safer Streets increased ten (10) positions primarily due to a future opening of a Family Justice Center, Smarter Streets and Stronger Families increased ten (10) position for a new Baby College initiative, and High Performing Government increased eight (8) positions for Information Technology reorganizations, a new Performance Manager, and a Strategic Capital Planner. For more detailed information see the Human Resource Administration section of this document.

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

Retirement Plans. The City maintains three single-employer defined benefit pension plans and one Other Post Employment Benefit (OPEB) Trust which cover all employees. Each of these systems is maintained separately: one system (General Pension Plan) covers general City employees; a second plan covers employees of the Electric Power Board; and the third covers Firefighters and Police Officers and the fourth covers all city retirees from civilian and sworn service classifications. Each plan has its own consulting

	Year Ended	Annual Cost (ARC)	% ARC Cont	Net Pension Obligation (Assets)
General	06/30/14	\$ 7,215,031	93%	(769,674)
Pension	06/30/13	\$ 7,813,112	97%	(556,527)
Fund	06/30/12	\$ 7,215,031	93%	(769,699)
Fire &	06/30/14	\$ 13,272,893	101%	(4,687,040)
Police	06/30/13	\$ 11,782,355	101%	(4,848,557)
Fund	06/30/12	\$ 9,615,142	103%	(4,693,643)
OPEB	12/13/13	\$ 15,071,389	114%	29,467,895
	12/31/12	\$ 12,739,235	101%	31,381,724
	12/31/11	\$ 14,169,688	101%	31,500,289

actuary. The following schedule on the next page shows the unfunded net pension obligation (asset) for each fund at June 30, 2014.

Trend Information:

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

General Pension Plan - The City provides a pension plan for permanent general city employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of total earnings. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan, at an actuarially computed contribution rate of 13.92% for FY2015.

Fire and Police Pension Fund - The City Finance Officer is authorized to match the total salaries of all participants in the Fire & Police Pension Fund with a contribution from the General Fund total salary annually. The annual required contribution rate for FY2015 is 26.19%.

Electric Power Board Pension Plan - The Electric Power Board of Chattanooga is a single-employer defined benefit pension plan administered by an individual designated by EPB. The Plan provides retirement benefits to plan members. Plan members are not required to contribute to the Plan. EPB's contributions are calculated based on an actuarially determined rate, which is currently 11.46% of annual covered payroll. Effective August 1, 1984, EPB implemented a 401(k) defined contribution plan, the EPB Retirement Savings Plan, which allows employees to invest up to 15.0% of their salary in the savings plan. EPB contributes up to 4.0% of an employee's salary after one year of employment.

OPEB Trust. The City maintains a single-employer defined benefit post-employment health and medical care plan for retirees and their dependents. Substantially all of the City's employees may become eligible for benefits should they reach normal retirement age and certain services requirements. Retirees and beneficiaries are required to contribute specified amounts depending upon certain criteria and retirement date. Employees who retired prior to 2002 contribute an amount equal to the amount paid by active employees. If they retire after 2002 with 25 years of service or a job related disability, retiree contributes an amount equal to 1.5 times that of active employees: if less than 25 years of service or non-job relate disability, retiree contributes an amount increased on a pro rata year's basis. The City pays the remainder of the costs. As a cost reduction measure, effective July 1, 2010, the City council discontinued retiree medical coverage past Medicare eligibility for all new employees and employees not already eligible for retirement. This provision does not

Program	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Population	154,762	167,674	171,279	173,366
General Government	270.24	314.33	328.92	324.25
Human Resources	11.57	11.70	10.97	10.84
Economic & Community Dev ⁽¹⁾	48.08	40.19	54.53	56.65
Economic Development	67.27	66.00	68.83	78.69
Executive Branch	8.51	10.42	9.49	9.34
Finance & Administration	28.53	27.74	33.00	32.13
Police	337.42	319.70	320.57	622.61
Fire	214.25	216.86	224.44	209.48
Public Works	627.01	691.13	659.33	672.48
Parks & Recreation ⁽²⁾	101.05	-	-	-
Social Services	85.20	86.63	88.39	81.34
Youth & Family Development	-	-	48.63	52.39
Transportation	-	-	41.34	61.69
Education, Arts & Culture ⁽²⁾	14.50	-	-	-
General Services	109.38	115.28	125.68	126.01
Debt Service	112.80	118.82	130.98	143.25
Total	2,035.81	2,018.80	2,145.10	2,481.15

⁽¹⁾ Formerly Neighborhood Services

⁽²⁾ Eliminated under Reorganization

apply to sworn personnel for which the City does not contribute to the Federal Medicare Insurance Trust Fund.

Per Capita Budget

The chart represents per capita expenditures by department over the past four years.

Financial Assessment

Chattanooga continues to enjoy a position of fiscal strength and our outlook is improving. Through strong fiscal management, Chattanooga has created an environment that fosters economic growth which has lessened the impact of the recent economic down

turn on its citizens as compared to other entities on a global scale.

General Fund Undesignated Fund Balance

One measure of a city's fiscal health is the level of its fund balance. At June 30, the City's unaudited total and unassigned fund balance of \$67.2 million and \$64.5 million are 29.3% and 23.3% of total revenues and transfers in. The City strives to maintain an undesignated general fund balance of 20% of operating revenues and transfers in. The City periodically uses fund balance to fund pay-go capital projects instead of adding new debt.

Financial Reserves of Other Operating Funds

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

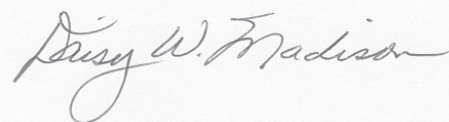
Bond Ratings

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

Conclusion

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

Respectfully submitted,

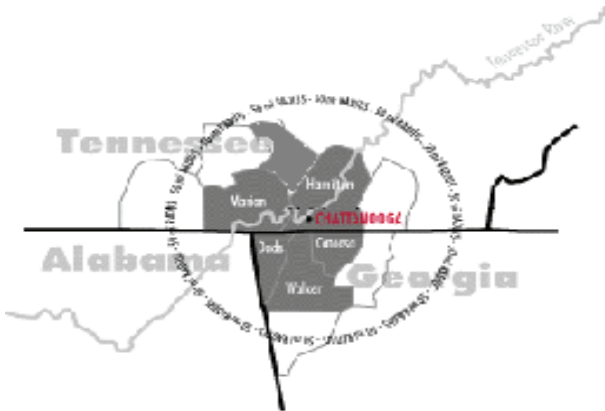


Daisy W. Madison, CPA, CGFM
City Finance Officer



History & Development

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



Metropolitan Statistical Area (the "MSA"), which includes Hamilton County and the counties of Marion and Sequatchie, Tennessee and the counties of Catoosa, Dade and Walker, Georgia. Located near the southeastern corner of the state on the Tennessee-Georgia border, the City encompasses an area of 145 square miles and a population of 173,366. The City is centrally located in relation to other major population centers of the southeast, being within a 150-mile radius of Knoxville and Nashville, Tennessee; Birmingham, Alabama; and Atlanta, Georgia. Over 11 million people live within a 2 to 2½ hour drive of Chattanooga.

Form of Government

Date of Organization: 1839

Form of Government: Mayor/Council

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

The City provides a full range of municipal services including, but not limited to, fire and police protection; sanitation services; construction and maintenance of highways, streets and infrastructure; recreation and cultural activities; youth and family development; public library; economic and community development; planning and zoning; social services; and general administrative services. It also operates a water quality program and a regional sewer and sewage facility system serving southeast Tennessee and northwest Georgia. The City is empowered to levy a property tax on both real and personal property located within its boundaries. It also has the power to extend its corporate limits by annexation in accordance with procedures under an "Urban Growth Plan" agreed to between the City and Hamilton County. Annexation for selected areas included in the Urban Growth Plan occurred in 2009-2013 adding an additional 4 square miles and over \$313 million of appraised property value.

The City employs approximately 2,685 full-time equivalent employees. The City's Electric Power Board has an additional 544 employees.

Demographics

During 2000 thru 2010, the population for Chattanooga increased 10.2 percent and Hamilton County showed an increase of approximately 9.3 percent.

Census Year	City Area	City of Chattanooga	Hamilton County	State of TN	Decennial % Change			
					City	County	State	US
1960	36.7	130,009	237,905	3,567,089	-0.8	14.2	8.4	18.5
1970	52.5	119,923	255,077	3,926,018	-7.8	7.2	10.1	13.3
1980	126.9	169,565	287,740	4,591,120	41.4	12.8	16.9	11.4
1990	126.9	152,466	285,536	4,877,855	-10.1	-0.8	6.2	9.8
2000	126.9	155,554	307,896	5,689,283	2.0	7.8	16.6	13.1
2010	144.0	171,349	336,463	6,346,105	10.2	9.3	11.5	9.7
2011	149.7	167,674	340,855	6,399,787				
2012	149.7	170,136	345,545	6,456,243				
2013	137.2	173,366	348,673	6,495,978				

Source: US Census Bureau Estimates July 2014

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

Miles of Streets (Inside City)..... 1,250

Miles of Streets (County-wide).....2,829

Elections (County-wide):

Registered Voters.....220,875

Votes Cast in Last Major Election (Aug 2012).....50,562

Registered Voters Voting.....23.41%

Elections (City-wide):

Registered City Voters.....111,324

Votes Cast in Last City Election (March 2013).....18,245

Registered City Voters Voting.....16.39%

Racial Composition

Hamilton County, Tennessee	Hamilton County Tennessee	
	County	Tennessee
White alone, percent, 2013(a)	75.7%	79.1%
Black or African American alone, percent, 2013(a)	19.9%	17.0%
American Indian and Alaska Native alone, percent, 2013(a)	0.6%	0.4%
Asian alone, percent, 2013(a)	2.1%	1.6%
Native Hawaiian and Other Pacific Islander alone, percent, 2013(a)	20.0%	0.1%
Two or More Races, percent, 2013	1.6%	1.7%
Hispanic or Latino, percent, 2013(b)	4.9%	4.9%
White alone, not Hispanic or Latino, percent, 2013	71.7%	74.9%

(a) Includes persons reporting only one race.

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

Source: US Census Bureau State & County QuickFacts, July 2014

Housing Costs

Year	Median Sale Prices
2007	\$130,900
2008	\$131,870
2009	\$122,600
2010	\$121,400
2011	\$121,400
2012	\$129,100
2013	\$132,300

Source: Chamber of Commerce Community Profile July 2014

Service Statistics

Education

There are 77 public schools in the Hamilton County School System. The type and number of schools in the County are as follows:

	2013-2014	
	Locations	Enrollment
High Schools	12	8,385
Middle - High	6	4,924
Middle Schools	12	6,973
Elementary - High	2	1,034
Elementary - Middle	2	1,184
Elementary Schools	41	19,929
Exceptional & Adult Schools	2	244
Total	77	42,673

Source: Hamilton County Department of Education 20th day enrollment

There are 35 private and parochial schools in the Chattanooga area with combined enrollment of 11,140 students.

Facilities

Convention & Meeting Facilities (Capacity)

Soldiers and Sailors Memorial Auditorium (4,843); Chattanooga-Hamilton County Convention & Trade Center (312,000 sq. ft.); Chattanooga Choo-Choo (30,000 sq. ft.); Tivoli Theater (1,800); McKenzie Arena (12,000); Engel Stadium (7,000); Finley Stadium (20,000); The Chattanooga (25,000 sq. ft.); AT&T Field (6,300); Robert K. Walker Community Theatre (8,921).

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, Cultural Center, Oak Street Playhouse, Creative Discovery Museum, Regional History Center, Tennessee Valley Railroad Museum.

Community Recreation & Facilities

Parks (approx 4,000 total acres)	75+
Bike Lanes (Miles).....	75
White Water Rafting (area rivers)	3
Golf Courses (8 Private/9 Public)	17
Mountain Climbing (Mountains)	3
Country Clubs	18
Community Centers	16
Area Attractions	40+
Hotels and Motels / Rooms	140/9000
Bed & Breakfasts.....	14
Regional Malls	5
Libraries / Branches	7/4

Source: Chattanooga Chamber

Customer Services

Electric Power Board:

Electric Customers.	173,418
Electric Rate for residential	\$0.1017/kw-hr
Fiber Optics Customers	48,000

Source: EPB Financial Highlights 2013

Public Works:

Solid Waste Accepted at Landfill (tons).....	73,567
Miles of Pavement Markings (Center line).....	700 miles
Signalized Intersections.....	327

Source: City Public Works & Transportation

Interceptor Sewer System:

Net Assets.....\$258.27 million

Volumes:

- ◆ Approx. 69.7 MGD or 25 billion gallons per year
- ◆ 55 mil lbs/yr BOD removed at 95.1% efficiency
- ◆ 74.6 mil lbs/year TSS removed at 94.2% efficiency
- ◆ 67,534 tons/yr biosolids land applied
- ◆ 4.5 million gallons of septage per year

Waste Load Distribution:

- ◆ 88% Domestic & Commercial Waste (approx. 220,000 persons)
- ◆ 12% Industrial Waste (approx. 79 permitted industries)

Areas Served other than city.....11

Sewer and Pump Stations:

Miles of sewer.....	1,263
Diameter.....	2 to 96 inches
Major Pump Stations.....	8
Minor Pump Stations.....	62
Residential/Grinder Stations	195
Combined sewer overflow treatment facilities.....	9

Police Protection:

Sworn Officers.....	486
Crime Index (CY13).....	12,902
Crime rate (per 1,000 pop.-CY13).....	75.33
Parking Violations (CY13).....	2,118
Moving Violations (CY13).....	38,609
Calls for Service (CY13).....	221,346

Fire Protection:

Sworn Officers.....	429
Fire Stations.....	19
Front Line Ladder Trucks.....	2
Front Line Fire Engines.....	11
Front Line Quints (Engine/Truck Combination).....	13
Fire Responses.....	8,547
EMS Responses.....	7,377
Average Response Time (minutes).....	5:08

Economic

Bond Ratings

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

Building Permits Issued & Value

2004.....	2,500.....	\$347,658,477
2005.....	2,678.....	\$388,424,847
2006.....	2,667.....	\$415,215,320
2007.....	2,387.....	\$673,609,683
2008.....	1,186.....	\$347,269,516
2009.....	1,360.....	\$435,957,827
2010.....	1,896.....	\$266,466,115
2011.....	2,105.....	\$392,043,677
2012.....	2,383.....	\$619,129,674
2013.....	2,182.....	\$372,191,371
2014.....	1,925.....	\$334,477,743

Source: Land Development Office

Values are based on the industry averages as published by the International Code Congress (ICC).

C H A T T A N O O G A T E N N E S S E E

Major Employers List - 2014

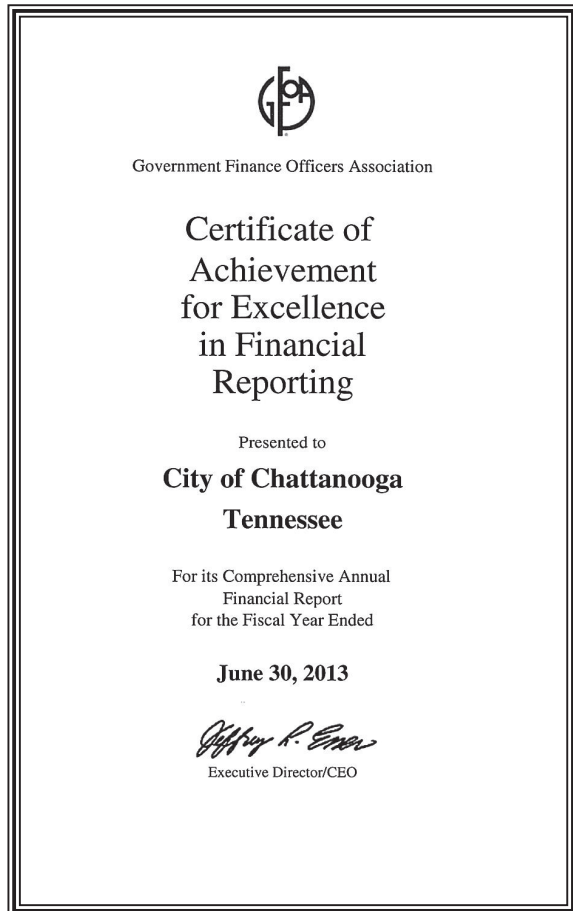
Employers with 100+ full-time employees listed in descending order.

Company	Product/Service	Full-Time Emps.	Part-Time Emps.
•Hamilton County Dept. of Education	Elementary & Secondary Schools	4,480	1,421
•BlueCross BlueShield of Tennessee	Health Care Financing	4,238	50
Tennessee Valley Authority	Utility - Electric	4,126	1
•Erlanger Health System	Hospital	3,468	372
Memorial Health Care System	Health Care	2,832	451
•Unum	Insurance	2,800	
•McKee Foods Corporation	Mfr. Cakes & Cookies	2,750	
•City of Chattanooga	Government	2,685	408
Volkswagen Chattanooga	Mfr.	2,107	
Amazon.com.dedc LLC	Distribution [Fulfillment] Center	1,966	13
•Hamilton County Government	Government	1,780	171
Roper Corporation	Mfr. Cooking	1,500	
CIGNA HealthCare	Health Services	1,350	25
•Astec Industries, Inc.	Mfr. Asphalt & Construction Equipment	1,308	
Pilgrim's Pride Corporation	Poultry Slaughtering & Processing	1,300	9
The University of TN at Chattanooga	University	1,205	32
Parkridge Medical Center, Inc.	Healthcare - Hospital	1,164	86
•U.S. Xpress Enterprises, Inc.	Transportation	1,005	28
Convergys Corporation	Out-Sourced Customer Service	800	
•Kenco Group	Supply Chain Solutions, 3rd Party Logistics (3PL)	744	
•Orange Grove Center, Inc.	Private, Non-Profit Serving Developmentally Disabled Adults &	710	129
Chattem Inc.	Mfr. Health & Beauty Products	697	9
•Chattanooga State Community College	Two Year State College	671	61
Hutcheson Medical Center	Hospital	638	281
BI-LO, LLC	Grocery Stores	608	1,330

*Locally owned and/or headquartered

Awards of Achievement

We are honored to have received, for the past twenty years, the Certificate of Achievement for Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report (CAFR). The Fiscal Year 2014 CAFR is currently being submitted for review.



The New York Times (January 2012) named Chattanooga as one of 45 cities worldwide (and one of only four U.S. cities) to visit in 2012. After being famously called the “dirtiest” city in America by Walter Cronkite in 1969, Chattanooga has “undergone a dramatic overhaul with radical gentrification plan and an aggressive citywide push to lure artists.”

The City of Chattanooga has also been recognized by:

- *U.S. News & World Report* as one of the “Cities that Work.”
- In 2012, the *Wall Street Journal* calls Chattanooga home to “one of the nation’s strongest local economies.”
- *CNN Travel* calls Chattanooga a “regional gem,” and “Scenic City USA” with “literally dozens of attractions packed along the city’s downtown riverfront.”
- In July 2012, *Chattanooga Times Free Press* reported “Chattanooga’s population growth outpaces other [Tennessee] cities.”
- *Utne Reader* magazine as one of the 10 “Most Enlightened Cities”.
- *Walking Magazine* as one of “America’s Best Walking Cities”.
- *New York Times* article entitled “Smaller U. S. Airports Are Increasingly Popular”.
- *National Geographic* established the “Tennessee River Valley” Geotourism website, which features the Tennessee River Valley region in one of only 15 such projects in the world, and the only river region in the world to be featured.
- *Forbes Magazine* says “technology makes Chattanooga great place for business”
- *Outside Magazine*, October 2011: Named Chattanooga “Best Town Ever” based on reader votes.
- *MSN Money* calls Chattanooga a “New Hot Retirement Spot...where the amenities include hiking and biking trails, an aquarium and a thriving local arts scene”.
- *Livability.com* Designated Chattanooga as having one of the Top 10 Most Livable Downtowns in 2012
- *Where to Retire* magazine selected Chattanooga to profile as a top retirement town in the March/April 2011 issue.
- *IFC’s* Top 7 Intelligent Community of the year in 2011
- *American Planning Association* designated the Walnut Street Bridget as one of 10 Great Public Spaces for 2013.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Chattanooga
Tennessee**

For the Fiscal Year Beginning

July 1, 2013

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

For eighteen years, the City of Chattanooga has received the Distinguished Budget Presentation Award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2015 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Mayor Andy Berke



Mayor Andy Berke was born on March 31, 1968 in Chattanooga, Tennessee to Marvin and Kandy Berke.

His grandfather, Harry, founded a local law practice in Chattanooga aimed at representing and helping Tennesseans. From assisting someone who was discriminated against for his military service to talking to someone who just needed some advice, the Berke family law practice worked to make someone's life better. Growing up in a family devoted to solving problems for individuals, Mayor Berke learned the value of helping others while giving back to and improving one's community.

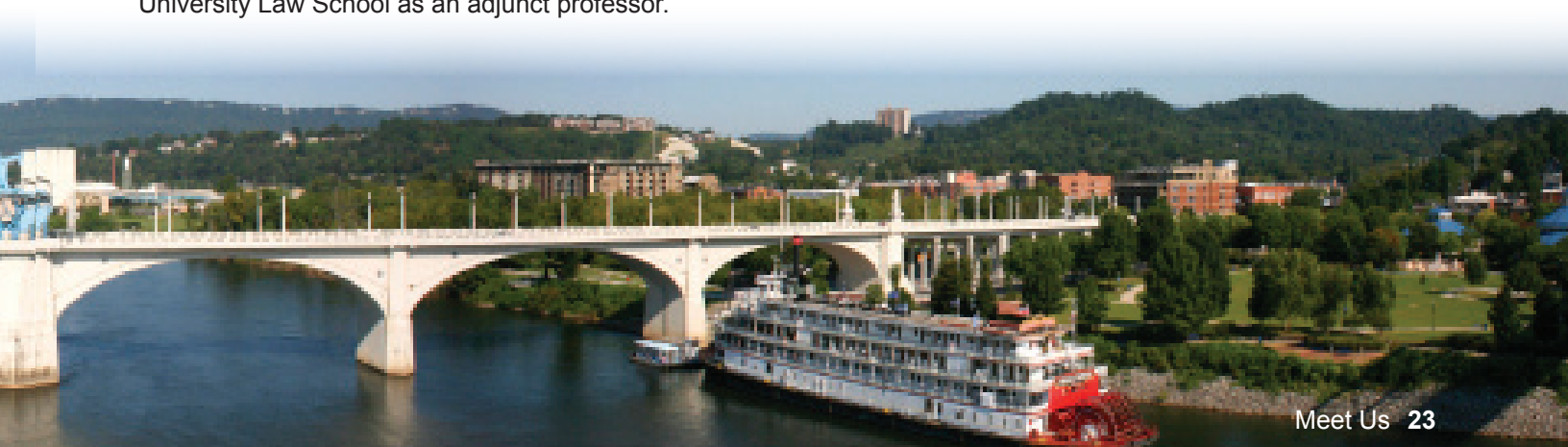
After graduating with honors from Stanford University in 1990, he worked as a legislative assistant in the office of Tennessee Congressman Bart Gordon. Seeing Congressman Gordon's attentiveness to his constituents' needs, Mayor Berke decided public service was where he could best serve his community.

He graduated with honors from the University of Chicago Law School in 1994. Following law school, he worked as a law clerk for Judge Deanell Tacha of the United States Court of Appeals for the Tenth Judicial Circuit in Denver, Colorado. During this time he also taught at Kansas University Law School as an adjunct professor.

Elected to the State Senate in 2007 and re-elected to a second term in 2008, Mayor Berke became the Vice-Chairman of the Senate Democratic Caucus. During his tenure, he worked on key legislation like Tennessee Works, First to the Top, and Complete College Tennessee and served on the Senate Education and Transportation Committees. In 2008, he was appointed by Governor Phil Bredesen to the State Workforce Development Board. In addition, the State Legislative Leaders Foundation nominated him to attend its Emerging Leaders Program at the Darden School at the University of Virginia Business School. He attended the 31st American-German Young Leaders Conference in Germany. Recently, he was honored by the Tennessee PTA as the 2012 Legislator of the Year and the Tennessee Education Association's 2012 Friend of Education Award for his commitment to improving public education across Tennessee. Previously, the County Officials Association of Tennessee had named him its legislator of the year, as had the Southeast Tennessee Development District. Lipscomb University's Institute for Sustainable Practice awarded him its Public Official of the Year.

Mayor Berke is a past President of the Chattanooga Association for Justice, and was a charter member of the local chapter of the Inns of Court. Prior to his election as Mayor, he worked as a board member of the Siskin Children's Institute, the local public television station, WTCI, the Chattanooga Nature Center, and the Tennessee Holocaust Commission. At his daughter's elementary school, Normal Park Museum Magnet, he has been on the PTA board and worked on the Superintendent's Parent Advisory Committee.

He was elected to serve as Mayor of Chattanooga on March 5, 2013, winning over 70% of the electoral vote. Mayor Berke has focused his public service on making streets safer, providing every child with the opportunity for success, promoting economic and community development, and ensuring that government budgets on outcomes and effectiveness. He is married to Monique Prado Berke and they have two daughters: Hannah, who is in ninth grade, and Orly, a sixth grader.



Chip Henderson, District 1, Chairman

Councilman Henderson's business experience started in 2006/2007 when industry experienced a building boom which resulted in an increase in revenue for his company. He made the decision to take profits and completely eliminate financial debt while also building cash reserves. This decision became instrumental in weathering the economic crisis of 2008. His education includes: Jacksonville State University, Tennessee Temple University, and Gordon Lee High class of 1978. His activities include involvement in church and have been for many years. As a current member of Temple Baptist Church, he serves as the Children's Chapel Director. Before that while a member at Bible Way Baptist Church, he served as Bus Driver, Middle School Sunday School Teacher, and Kid's Club Bible Teacher. Outside of church, he is a football and lacrosse official as well as a registered Beekeeper. He has coached softball, baseball, basketball, and football at different age levels for the Lookout Valley Community. He served on the LVES PTA as a member for 16 years, 2 of which he was the President. He has also served on the Executive Board for Lookout Valley Recreation, and is a member of the Southeast Tennessee Football Association and US Lacrosse Association. He was also elected to the Hamilton County School Board where he served as both Vice Chair and Chairman. He has also become a member of the Tennessee Valley Beekeepers Association. His wife of 31 years, Deanne, have raised three children and now have one grandchild within the 26 years they have lived in Chattanooga's District 1. His favorite quotation is "Government should provide collectively what we cannot provide individually."

Councilman Henderson serves as Chairperson of the RPA (Planning Committee).

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

Jerry Mitchell, District 2

Councilman Jerry Mitchell, a first-time candidate, defeated two opponents vying to replace retiring Councilwoman Sally Robinson.

Councilman Mitchell has spent his entire career in private and public sector management positions. Jerry attended St. Jude School and graduated from Notre Dame High School and attended college at UTC, UTK, and Florida State before taking his first full time job with a local non-profit – Senior Neighbors of Chattanooga.

As Director of Senior Employment Services at Senior Neighbors, Jerry managed a team of 80 people. He learned about job creation and workforce issues and worked closely with local partners to place seniors in work positions around the region. This early experience with workforce development led to Jerry's next position that gave him all-important international business experience.

At Tel-a-Train, Jerry was Vice President of International Operations and US Sales for workplace training products. For ten years this work took him to Canada, Central and South America, Asia, Australia and across the US. He managed 40 employees, as well as several distributorships and satellite offices.

Two subsequent positions involving computer solutions for manufacturing and staffing found Jerry closer to home and ready to engage in a civic role. As a lover of the outdoors, Jerry volunteered to lead the creation of Chattanooga's Recreate 2008, the city's first comprehensive recreation plan. As a volunteer he worked closely with city staff, the professional recreation consultants, neighborhoods, and other city leaders. The success of this planning process led to Jerry being asked by Mayor Jon Kinsey to become head of City Parks and Recreation in 1998 and implement the plan.

Working for both Mayors Jon Kinsey and later Bob Corker, Jerry led a department of over 300 employees responsible for the operation, programming and upkeep of the city's parks, playgrounds, golf courses, civic facilities, zoo, and recreation centers. His administration oversaw an increase in parkland – including Coolidge Park, The Champions Club in Lupton City, DuPont Park



in Hixson, Enterprise South Nature Park and the 21st Century Waterfront. Jerry also directed the creation of the Public Art Plan and the development of the Outdoor Initiative, both intended to improve quality of life as a local economic development generator. Jerry increased efficiencies by reducing operating expenses the final three years of his leadership of Parks, Recreation, Arts & Culture.

Under Jerry's leadership the Department of Parks and Recreation took citizen involvement to a new level, engaging people in how the city could best serve recreational needs in their own neighborhoods, and across the city as a whole. His department led a public process that resulted in one of the nation's best recognized Public Art Programs – and one that continues to attract most of its funding from private or national partners. The Outdoor Initiative has served as an essential part of the Chattanooga Area Convention and Visitors Bureau strategy, as well as a major recruitment tool for the Chamber of Commerce. As Jerry's time at Parks, Recreation, Arts & Culture drew to a close in 2005, he helped celebrate the opening of the 21st Century Waterfront. The \$120 million dollar improvements of Ross's Landing and the Northshore area used no general fund dollars and have attracted economic generators like the Head of the Hooch to Chattanooga, as well as providing an amazing place for Chattanooga families to enjoy each other's company.

After seven years in public service, Jerry returned to private business working in commercial real estate and new store development for 2NDS in Building Materials, Inc. a Chattanooga based company.

Jerry has now committed himself full time to connecting with his fellow District 2 neighbors and voters, learning what is important to them, and helping people understand his own thoughts about the future of the district and the city. Jerry continues to enjoy all things outdoors in his spare time. Jerry and his wife Carla Donina live in North Chattanooga and have three children, son Taylor, who lives in District 2 and is employed locally, and two daughters, Sara and Julia, who attend colleges out of town.

Councilman Mitchell serves as Chairperson of the Budget and Finance Committee.

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

Ken Smith, District 3

Ken is a local businessman, community advocate and father of three, ages 2 through 14 years old. He currently works for The Johnson Group as the firm's Chief Information Officer and previously owned a small business in Chattanooga for the last 10 years. His experience as a small business owner exposed him to the economic hardships, payroll challenges and budget cuts, and most of all, the importance of developing a strong, clear vision for getting back to the basics. Ken believes that without fully addressing critical needs, success is hindered right from the beginning. His community involvement spans from volunteering to serving as chairman of non-profits to mentoring future leaders through Leadership Chattanooga. Ken currently serves as the Board Chairman of Re:Start - The Center for Adult Education and the Leadership Chattanooga Alumni Association, and serves on the Board of Directors for Chattanooga's Kids on the Block and Friends of Hixson. His experience serving on non-profit boards and working with Leadership Chattanooga exposed him to dealing with state and locally funded budgets, critical leadership and organizational skills needed to build consensus among multiple parties, and the importance of using limited resources to achieve the maximum impact in the community. As a father of three children, Ken is very concerned with the future of Chattanooga. Although it is a beautiful place to live and raise a family, he believes there are short and long-term needs that need to be better addressed for Chattanooga to reach its potential. These include managing growth and development, creating strong and vibrant neighborhoods, bringing better transparency and more accountability to city government, and addressing our critical infrastructure needs. Ken's focus will be to bring inclusive and positive leadership to the City Council by being a voice of the



citizens and getting back to the basics of providing essential services to the taxpayers of Chattanooga. Ken and his family attend Hixson United Methodist Church where his children attend Sunday School and Youth Group and his wife serves on the Education Board.

He is also Chairperson of the Public Works and Transportation Committee.

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

Larry Grohn, District 4

Lawrence Owen Grohn was born and raised in San Antonio, Texas, and lived there for 38 years. His parents were Anton Charles Grohn and Addie Shaw Grohn, both native Texans. He was the younger of two sons. All of his immediate family is deceased. Larry has two sons, six grandchildren and one great-grandchild who live in Texas and Oklahoma. He was a single parent for 10 years before he met and married Army Major Carol Werschky Grohn (retired) in 1986. He followed her career hither and yon until she retired in 1996 and took on other opportunities.

Larry worked for Sears, Roebuck and Co. from 1970 to 1985. He ended that career as a divisional sales manager responsible for a \$3.8 million sales budget and managing 24-40 employees in his departments. In 1986 Larry returned to college full-time to pursue a second career as a secondary school teacher. He began teaching at the age of 42 after completing his undergraduate degree in History (University of Texas) and Master's Degree in Education (University of Kansas). He was certified in Kansas, Oklahoma, and Colorado receiving umbrella certifications in science and social studies. At one time or another he taught the following courses at the middle and high school levels: life science, mathematics, geography, U.S. history, world history, A.P. US history, AP world history, economics, psychology, civics, chemistry, physics, earth science and geology.

In addition, Larry coached freshman high school basketball, high school junior varsity baseball, and 8th

grade girls and boys basketball. He continues to play baseball himself and until recently played and managed in the Chattanooga area adult baseball league. He also sponsored and coached chess teams at the middle and high school levels, taking teams to city, region, state and national tournaments. He recently resigned his position of tournament coordinator for the Tennessee Chess Association due to the pressing demands of the council position. He is a member of the Tennessee Chess Association and the US Chess Federation and serves as a teacher, mentor and resource for instructional chess materials in the Chattanooga area.

Larry and Carol are active members of Woodland Park Baptist Church, the Chattanooga Tea Party, the Tennessee Republican Party, the local Pachyderm Club and other related clubs. Larry is a member of the Brainerd Kiwanis Club.

In April 2013, with the help of many supporters, Larry waged a successful and hard-fought primary and runoff campaign to win the Chattanooga 4th District City Council seat against a 12-year incumbent. Aware that he is one of nine council members, this role is at once collaborative among others on the Council, other civic and business leaders, and the Mayor, yet also supportive to his district constituents. Always looking for a win/win, Larry's motto is "Believe in Better."

Councilman Grohn serves as Chairperson of the Audit & IT Committee.

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

Russell Gilbert, District 5

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



Neighborhood Association Coalition, a group of over 3,000 households working together to improve their neighborhoods in Murray Hills, Lake Hills, Washington Hills, Mimosa Circle, Chickamauga and Bal Harbour.

Councilman Gilbert serves as Chairman of the Youth and Family Development Committee.

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

Carol B. Berz, District 6, Vice Chairman

Carol Berz is the Chief Executive Officer of Private Dispute Resolution Services, LLC, a mediation services and training organization headquartered in Chattanooga, Tennessee, and serves as a Chattanooga City Councilwoman representing District 6.

A civil and family mediator, Dr. Berz is listed by the Supreme Court of Tennessee as a Rule 31 Neutral and Trainer in General Civil and Family Mediation and as a Trainer in the special circumstance of Domestic Violence. In addition, Dr. Berz does extensive teaching in both the public and private sectors regarding mediation, law and ethics, and collaborative problem-solving in the areas of health care, labor/management issues and government relations.

Formerly the Director of Forensic Services for Joseph W. Johnson Mental Health Center, and subsequently its Executive Director, Dr. Berz also has served as a visiting professor at the University of Tennessee, Chattanooga, teaching social policy, law and ethics. She is a Board Certified Diplomat in Clinical Social Work, with extensive post-doctoral training in mediation, law, ethics and conflict management system design.

Dr. Berz served as the Chair of the Curriculum and Continuing Education Committee of the Mediation Association of Tennessee before becoming its President. She also chaired the Mediation component of the Hamilton County Courts' Pilot Project relative to Tennessee's Parenting Plan law and spent eleven years as a commissioner with the Chattanooga Human Rights/Human Relations Commission, dealing with

employment and civil rights matters. Dr. Berz was the first woman Chairperson of that body.

Dr. Berz is a graduate of Leadership America in Washington, D.C., and is a former President of the Board of Directors, and life member of, the Moccasin Bend Girl Scout Council. She served on the Governor's Task Force on Church Burnings and the Tennessee Economic Council on Women, for whom she served as Vice Chair, Chair and most recently as head of the Economic Impact Committee. Dr. Berz is a former Chair of the Board of Managers of the Hamilton Family YMCA and a former member of the Board of Directors of the Chattanooga Metro YMCA, where she served on the Human Resources Committee. She is the 2004 recipient of the Chattanooga Area Chamber of Commerce Athena Award, a sustaining member of Chattanooga's Women's Leadership Institute, and recently was honored by the City of Chattanooga for her unique contributions toward advancing equality of opportunity among the citizens of the City. Other professional memberships include the Association of Professional Family Mediators, the ADR Section of the American Bar Association, and the National Association of Social Workers, where she serves as a mediator for the national organization

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

Carol serves as Chairperson of the Human Resource Committee.



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

Chris Anderson, District 7

Chris Anderson is a life-long resident of Chattanooga. He is currently Director of Food & Beverage for the Bluff View Art District, a European-style village of restaurants, inns, shops, and specialty kitchens. The facility employs over 150 people and is an iconic part of downtown Chattanooga.

Over the past fifteen years, Chris has worked actively in his community to advocate for policies that strengthen our neighborhoods. He's committed to working side-by-side with residents and community leaders to make District 7 and Chattanooga a better place to live.

Chris also serves as Vice Chair of the Chattanooga-Hamilton County Regional Health Council, promoting health and safety in his community through policy recommendations and guidelines.

Chris and Phillip, his partner of ten years, live in downtown Chattanooga with their two dogs, Jackson and Jefferson.

Councilman Anderson serves as Chairman of the Economic and Community Development Committee.

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

Moses Freeman, District 8

Councilman Freeman graduated from Tennessee State University in 1960 and also attended graduate school at the University of Chattanooga and Southern University in Baton Rouge, LA. Moses is married to Louise D. Freeman; he has one son, Eric, and two grandchildren - Jonathan and Joseph, along with one great-granddaughter, Kaleigh June Freeman.

Moses worked under former Commissioner of Education John Franklin as Executive Assistant and retired from

the City of Chattanooga in 2000 as Administrator of the Department of Neighborhood Services. Moses worked at Community Impact of Chattanooga as a physical revitalization neighborhood specialist. He is Co-Owner of Urban Development Corporation and built several homes in the downtown M. L. King neighborhood. He is a member and Trustee at Second Missionary Baptist Church where he also served as church treasurer. A former teacher at Howard High School and former Boys Club Director here in Chattanooga, Moses also served as Executive Director of the Northeast Florida Community Action Agency in Jacksonville Florida.

Councilman Freeman served as past president of the Riverbend Festival, Fortwood Mental Health Association, M. L. King Neighborhood Association and the Council on Alcohol and Drugs Treatment Center and a board member of numerous other organizations including the Chattanooga Area Urban League. Moses is a life member of Kappa Alpha Psi Fraternity, the National Association for the Advancement Colored People (NAACP) and the Howard High School National Alumni Association.

Moses has also been very active in Chattanooga-Hamilton County political community serving on many campaigns and was elected countywide to serve as a commissioner of the Metropolitan Study Charter Commission. He also served as campaign manager and in other posts with several candidates for mayor of Chattanooga, City Council candidates, several judicial candidates, and other elective offices in Chattanooga and Hamilton County.

Presently he serves as a commissioner on the Chattanooga Metropolitan Airport Authority and The Chancellor's Roundtable at the University of Tennessee at Chattanooga. He is also Chairperson of the Public Safety Committee.

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



Yusuf Hakeem, District 9

In March 2013, District 9 voters returned Councilman Yusuf Hakeem to the position he had held for five terms, beginning in 1990. Councilman Hakeem resigned from the City Council in 2006 when appointed by Gov. Phil Bredesen to the Tennessee Board of Probation and Parole, from which he has now retired. During his first 15 years on the City Council, he served as the Council's first Vice Chairman and as Chairman of the Council in 1996, 2000 and 2001. At the first meeting of the new Council he was chosen by his fellow Councilmembers to serve as Chairman for the coming year.

Councilman Hakeem is a 1966 graduate of Howard High School and graduated from Chattanooga State Technical Community College with a major in electronics. He attended the University of Tennessee at Chattanooga and pursued studies in economics. He is retired from 25 years service at the General Electric Corporation.

Councilman Hakeem served as a member of the Chattanooga Board of Education for ten years, and is a 1987 graduate of the Leadership Chattanooga program. He has served on multiple boards, including the Chattanooga-Hamilton County Planning Commission Zoning Board, Chattanooga Community Impact Fund, Tennessee Human Rights Commission, Chattanooga Downtown Redevelopment Corporation, and is the former chairman of the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization.

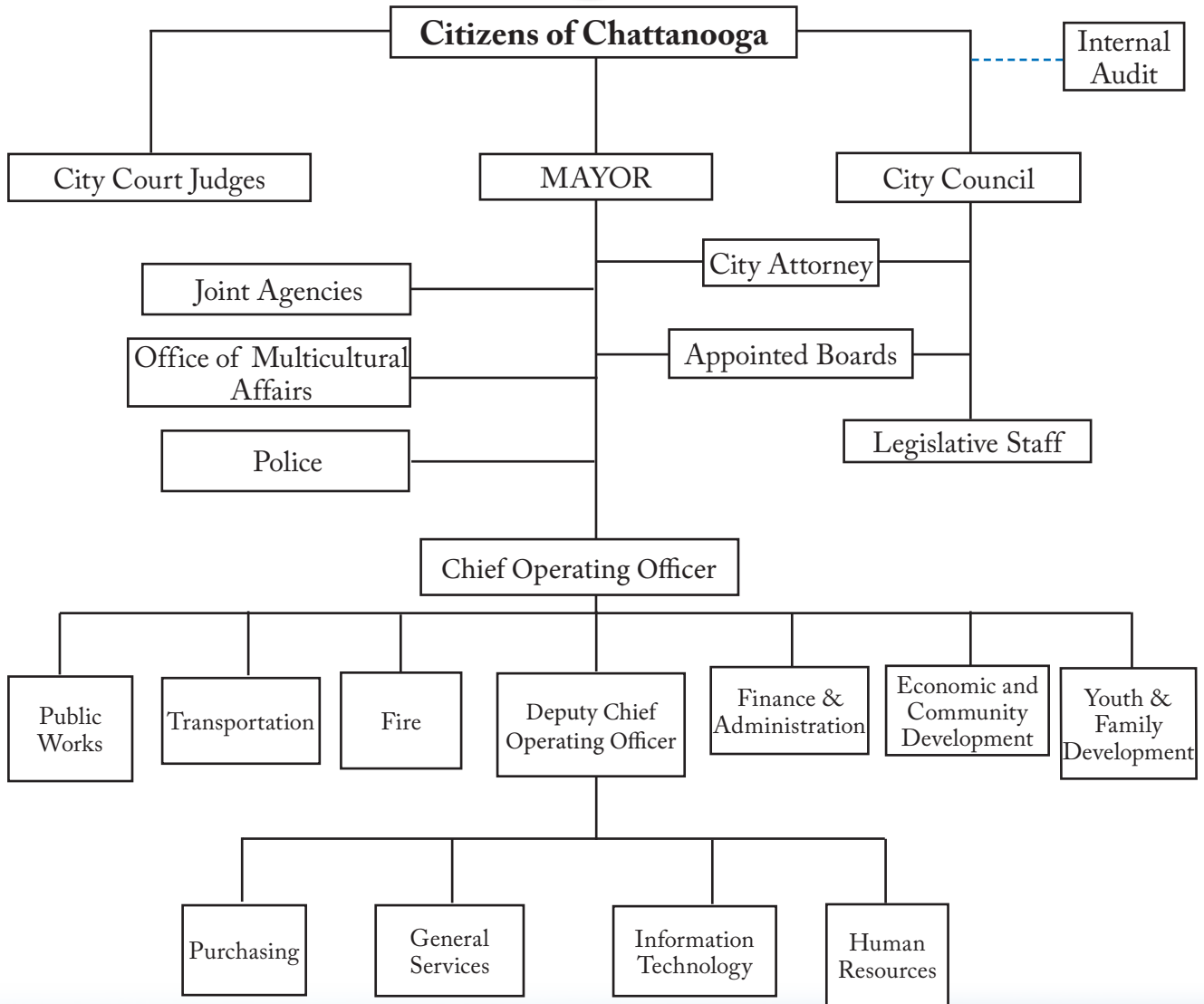
During his first tenure on the City Council, he led an eight-person delegation to Chattanooga's Chinese sister city, Wuxi, to further the two cities' working relationship.

Councilman Hakeem and his wife of 48 years, Baseemah, have four children, and four grandchildren.

Council Chair and Vice Chair are elected each year in April. Councilmembers are elected for four-year term. Current term expires April 2018.



Organizational Chart



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

City Officials

As of July 1, 2014

Mayor:

Andy Berke

Chief of Staff & Counselor to the Mayor:

Travis R. McDonough

Chief Operating Officer:

Brent Goldberg

City Council:

Chip Henderson*	District 1	Carol Berz**	District 6
Jerry Mitchell	District 2	Chris Anderson	District 7
Ken Smith	District 3	Moses Freeman	District 8
Larry Grohn	District 4	Yusuf Hakeem	District 9
Russell Gilbert	District 5		

*Chairman

**Vice-Chairman

Legislative Staff: Sandra L. Freeman, Clerk to Council

Legal: Wade A. Hinton, City Attorney

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



Department Administrators and Directors:

Finance & Administration:

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

Fire:

Lamar Flint, Chief
Chris Adams, Executive Deputy Chief

General Services:

Cary M. Bohannon, Director

Public Works:

Donald L. Norris, Administrator
Justin Holland, Deputy Administrator

Human Resources:

Todd Dockery, Director
Richard J. Beeland, Deputy Director

Youth & Family Development:

Lurone Jennings, Administrator

Economic & Community Development:

Donna C. Williams, Administrator
Anthony O. Sammons, Deputy Administrator

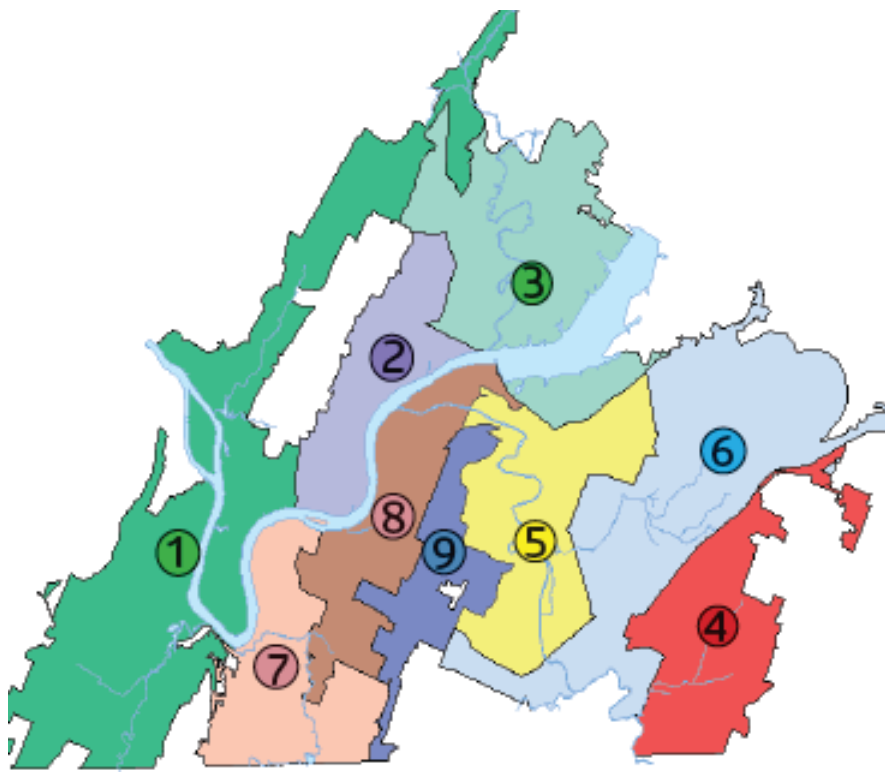
Transportation:

Blythe Bailey, Administrator

Police:

Frederick Fletcher, Chief
David Roddy, Police Chief of Staff





Council Districts

District ①

Chairman
Chip Henderson

District ②

Jerry Mitchell

District ③

Ken Smith

District ④

Larry Grohn

District ⑤

Russell Gilbert

District ⑥

Vice-Chairwoman
Carol Berz

District ⑦

Chris Anderson

District ⑧

Moses Freeman

District ⑨

Yusuf Hakeem

CHATTANOOGA, TN

Chattanooga is the fourth-largest city in Tennessee, with an estimated population of 171,279 in 2012. It is the seat of Hamilton County.

Incorporated in 1839, Chattanooga has grown to 143.2 square miles. While our official nickname is Scenic City, Chattanooga is also referred to as Gig City and sometimes simply CHA.

Chattanooga operates under a city charter with a strong mayor system. The legislative branch of Chattanooga is separated into nine districts, with a council member for each district.



Chip Henderson
Chairman
District 1



Carol Berz
Vice Chair
District 6

City Council



Jerry Mitchell
District 2



Ken Smith
District 3



Larry Grohn
District 4



Russell Gilbert
District 5



Chris Anderson
District 7



Moses Freeman
District 8



Yusuf Hakeem
District 9



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

Daisy W. Madison was hired as Deputy Finance Officer in 1992 and appointed to the position of City Finance Officer by Mayor Ron Littlefield in 2005. She is a graduate of Alabama State University with a Bachelor of Science in Accounting and also attended University of Cincinnati. 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 a AAA bond rating. She is past president of the Tennessee Government Finance Officers Association and served on the GFOA standing committee on Debt Management and is a member and past president of the local chapter Association of Government Accountants and Tennessee Society of Certified Public Accountants (TSCPA). She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her husband of 36 years, Sam, are the proud parents of four children and five grandchildren.

Office Phone: (423) 643-7363

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

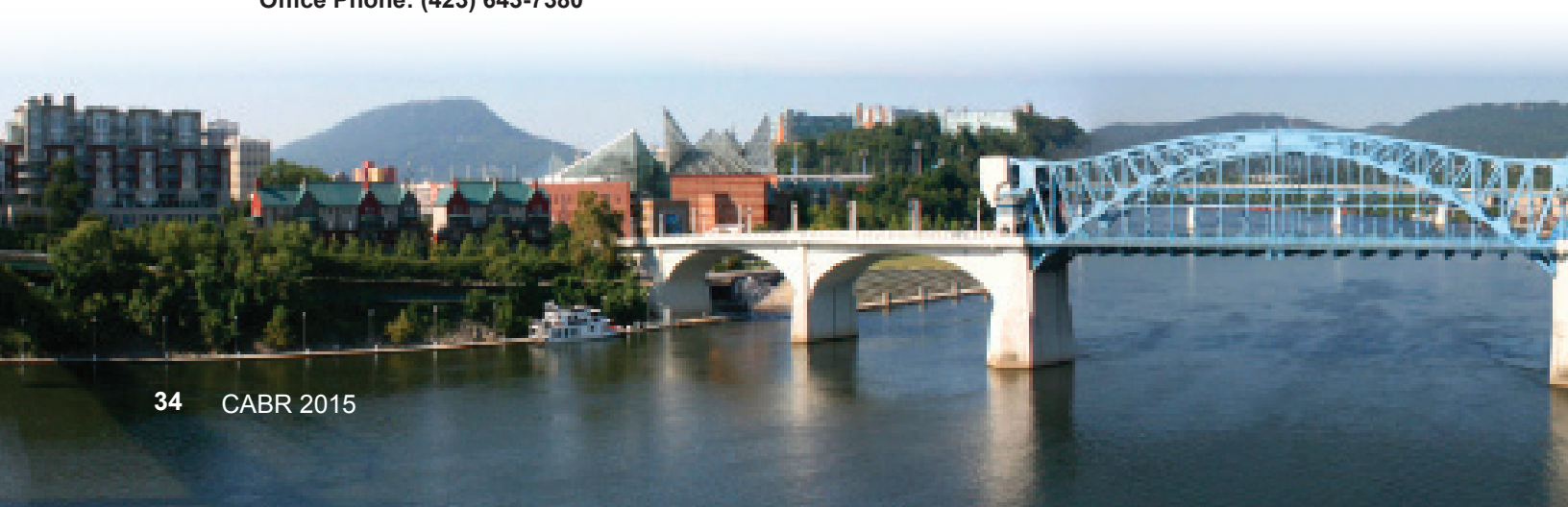
Vickie Haley, who was appointed as Deputy Administrator in 2006 began her service with the City in 1993 as an accountant. She obtained a Bachelor of Science in Business Administration from Old Dominion University in Norfolk, VA. As a CPA she has worked as an auditor in regional CPA firms in Norfolk and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

Office Phone: (423) 643-.7370

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

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

Office Phone: (423) 643-7380



**Simone M. White,
Management & Budget Analyst 3**

Simone White joined the City in March 1993. She has over 20 years experience in Management & Budget. She handles budgets for Finance, Police, Interceptor Sewer, and manages Capital planning for the City. Prior to joining the City, she was a Business Analyst for the City of Charleston (South Carolina). Simone holds a Bachelor of Science in Accounting from Clemson University. She has been a reviewer for the GFOA's Distinguished Budget Awards Program for over 13 years. Her other activities include serving on the leadership team and past president of the Chattanooga Chapter Association of Government Accountants, Girl Scout Leader, member of Delta Sigma Theta Sorority, and other church/community activities. Simone and her husband, Jerrold, are busy parents of triplets. **Office Phone: (423)643-7361**

**Christy Creel
Management & Budget Analyst 2**

Christy Creel was hired by the City in 2008 and joined the Budget Department in 2009. In August 2011 she was promoted to her current position. Prior to working with the City she worked as a Staff Accountant for Chattanooga Neighborhood Enterprise. Christy holds a Bachelor of Business Administration in Accounting from Shorter College. She handles budgets for the Public Works, Transportation, and Solidwaste. She is a Member of the Chattanooga Chapter Association of Government Accountants. Christy and her husband, Stephen, have two children. **Office Phone: (423)643-7366**

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

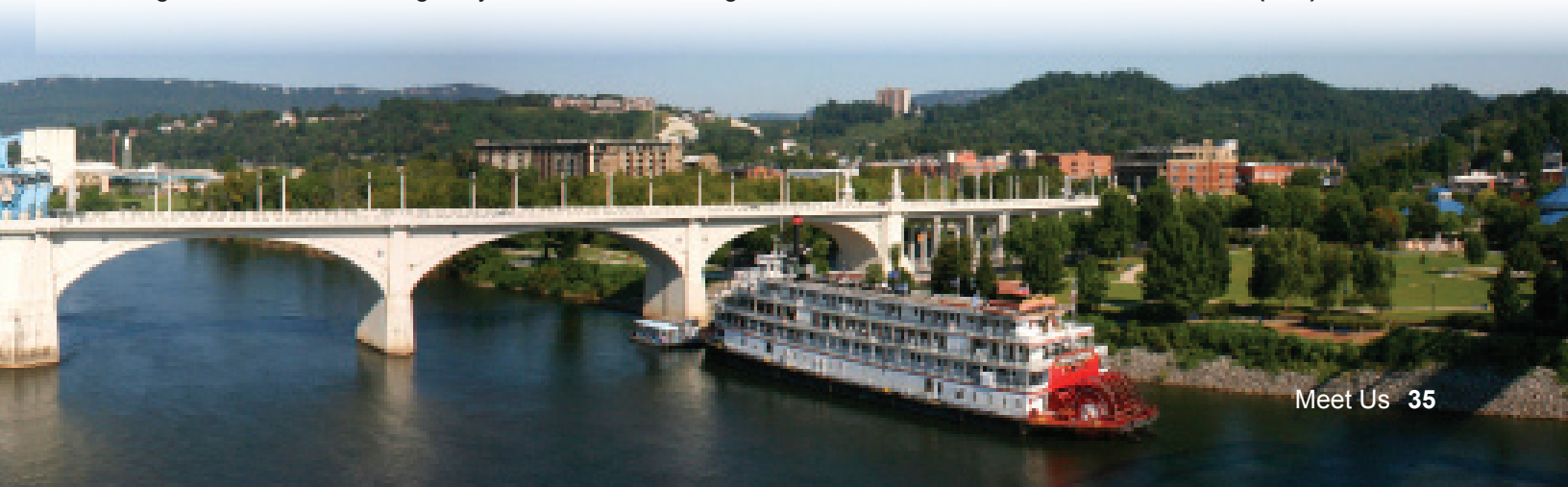
Ulystean was hired by the City in January, 2008. He has over 19 years experience in the accounting and finance profession which includes governmental accounting, corporate finance, internal audit and supply chain management. He holds a Bachelor of Science with double majors in Finance and Economics from the University of North Alabama, Florence. His areas of responsibility include, Air Pollution, Human Resources (including Employee Benefits), Fire Department, Regional Planning. He is also the MTAS Benchmarking Project lead analyst. He is married to Shana and they have two boys. **Office Phone: (423)643-7365**

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

Misty was hired by the City in November 2011. Prior to joining the City, she was a Credit Analyst for a local community bank. Misty holds a Bachelor of Business Finance and Masters of Business Administration from the University of Tennessee at Chattanooga. She handles budgets for the Executive, Economic and Community Development, and Water Quality departments. She is a member of the Chattanooga Chapter Association of Government Accountants. Misty and her husband, Steven, have one child. **Office Phone: (423)643-7367**

**Teresa (McDougal) DiDonato
Management & Budget Analyst 1**

Teresa DiDonato was hired by the City in October 2012 as a Management & Budget Analyst. She has over 15 years experience in Health Care Management which includes, Supervision, Governmental Compliance, corporate & governmental budgeting, and extensive internal/external auditing background including LEAN and ISO Certification. Teresa holds a Bachelor of Science in Finance. She handles budgets for City Council, City Attorney, City Judges, Internal Audit, Purchasing, Youth and Family Development, Social Services, State Street Aid, and Supported Agencies. Teresa is originally from St. Petersburg, FL and has two children. **Office Phone: (423)643-7364**





Budget Process Overview

Mayor Berke’s fiscal year 2015 budget was prepared using a process called Budgeting for Outcomes (BFO). Budgeting for Outcomes is an approach based on collaboration, transparency, and delivering the services that matter most to citizens. Traditional budgeting typically starts with using the prior year budget as a baseline and determining increases or decreases to develop a new budget. It is an incremental process that does little to foster innovation.

BFO starts with a set of results and requires City administrators to work collaboratively to achieve the outcomes while also providing essential services to citizens in a cost-effective and efficient manner. Rather than submitting department-wide proposals focused on total expenditures, departments and agencies must submit “offers” to explain how they can achieve the best results that matter to citizens for the lowest cost and explain what performance measures they will use to demonstrate success. Like performance budgeting, BFO focuses on what the public receives, how much it costs, and how outcomes will be measured. Budgeting for Outcomes, which has been named a “recommended practice” by the Government Finance Officers Association (GFOA), starts with the results citizens want from their City government and works to align those priorities with the budget decision-making process.

There are seven major steps in the BFO process. The following diagram provides a process map, and each step is summarized on the following pages.



Step One: Determine Available Funding

City Finance department staff analyzed historical information and evaluated current trends to estimate revenues from varying sources for fiscal year 2015. Estimated general fund revenue for fiscal year 2015 is \$216,850,000, a 2.03% increase over the budgeted revenues for fiscal year 2014.

Step Two: Establish Prioritized Results

Based on input from citizens, Mayor Berke’s vision to move Chattanooga forward is built around five result areas:

- Safer Streets
- Smarter Students and Stronger Families
- A Growing Economy
- Stronger Neighborhoods
- High Performing Government

Step Three: Allocate Revenues to Results Areas

Once the result areas were identified, the Administration allocated available funding to each result area based on estimated cost of services and priority of result area. The largest result area by over 25% is safer streets. Not only do safer streets include the operation of the Police and Fire Departments, but it also includes all crime prevention initiatives. Stronger neighborhoods ranks second highest, making up 21% of the budget. Stronger neighborhoods include all city-wide services to ensure the health, vitality, and cleanliness of City neighborhoods. Smarter students, growing economy, and high performing government are all roughly 10% of the total budget. Since this is the first full year of Budgeting for Outcomes, a year-to-year comparison is not available.

Step Four: Offers to Achieve Results

Departments and agencies submitted offers that detailed how each dollar in the general fund operating budget would achieve results for Chattanooga. As a resource for departments and agencies, city leadership developed requests for offers and results maps, laying out the goals for each result area.

Requests for offers (RFO) summarize each result area and provide useful information for developing offers, including a description of the result area, desired outcomes, and budget strategies.

Results maps (RM) summarize the components of each result area used to develop the overall desired outcomes for each result area. All offers were encouraged to include the following:

- Clear and measurable goals: The Administration will track these benchmarks to ensure long term success of the funded initiatives.
- Multi-agency and/or multi-department collaboration: to leverage City dollars effectively, the Administration will give preference to multi-agency or multi-departmental collaboration.
- Mechanisms for citizen involvement and feedback: to ensure effectiveness, citizen input should be encouraged during program development and implementation. Agencies and departments should have plans that use citizen input for constant iteration and improvement of service delivery.
- Sustainable practices: Agencies and Departments that harness environmental sustainability will be given extra consideration. These projects should detail the environmental and fiscal return on the investment to City taxpayers.
- Research/Evidence based best practices: All funded offers must employ documented best practices or thorough research.

Preparing the budget in this manner allowed the departments and agencies to review operations and organizational structure to identify opportunities to streamline processes, improve customer service, save money, adopt best practices, provide needed services, and focus limited resources on citizen priorities.

Step Five: Prioritizing the Offers

Result teams were formed for each of the five result areas. Result team responsibilities included reviewing and ranking the offers for

funding and providing feedback on how to improve offers. Each result team included a member of the leadership team, a budget analyst, two City department administrators or deputy administrators, and a volunteer community member knowledgeable in the result area.

The result teams reviewed all offers and ranked them twice. After the first ranking, the result teams provided feedback to departments and agencies on how to improve their offers. The second ranking was submitted to the leadership team for review, followed by input from the Mayor. The ranking process is subject to change based on the recommendations of all the reviewers until the final budget has been compiled.

The rankings are listed in priority order, with offers likely to achieve the most results at the top of the list and the offers likely to achieve the fewest results at the bottom of the list. The amount of money available for each result area is allocated to the offers beginning at the top of the ranked list until the money runs out. A line is drawn and everything above the line is recommended for funding. Everything below the line is recommended not to be funded. If something below the line needs to be funded, an offer that is currently above the line needs to be adjusted or moved below the line. This process allows decision-makers at each level to see the impact of budget decisions.

Step Six: Identify Performance Measures

Each result area has overall desired outcomes for which performance measures must be identified and tracked. The leadership team has begun to develop key performance indicators (KPIs) for each result area. KPIs will measure outputs, efficiency, or customer service.

For each offer submitted, departments and agencies were required to provide performance measures that will demonstrate alignment of department or agency activities with resources to achieve the City's desired outcomes. This performance data will be monitored throughout the year and success rate will be considered if the same offer is made in the following fiscal year.

Step Seven: Monitor Performance and Track Results

Currently, departments must acquire, verify, and track data manually to measure performance. The Office of Performance Management (OPM) will have responsibility for developing and implementing ChattaData, a program that complements current open government initiatives and provides a central

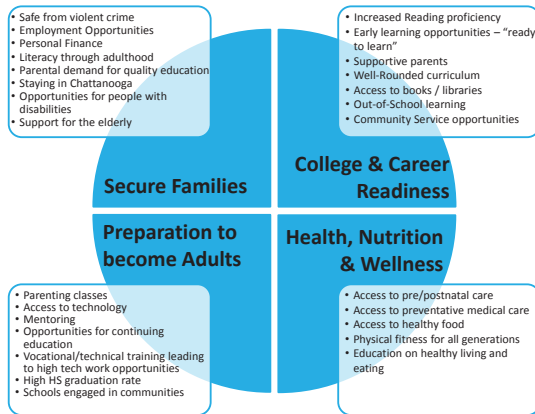
clearing house for all performance data. This office, while small in staff and overhead cost, will greatly improve the City's ability to maintain, track, and release City performance information, yielding long term savings and effectiveness.

ChattaData is a performance management platform expressly designed to help government leaders in applying data to every aspect of their decision-making, while involving citizens in the process. ChattaData provides a seamless system not only to set goals, but measure impact against data, perform broad analysis, and share results with the public automatically. Implementing ChattaData will give administrators a tool for data driven decision-making while also providing accountability and transparency to citizens.

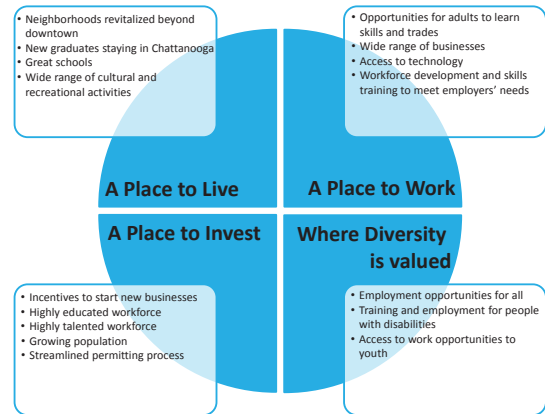
Safer Streets



Smarter Students, Stronger Families



Growing Economy



Stronger Neighborhoods



High-Performing Government



The Budget Calendar Outline

December

Establish Structure

- Preliminary Revenue Projections
- Cutoff date for FY15 actual expenditures and encumbrances included on Budget Forms
- Results Team Training & Leadership Team Kickoff
- Agency & Council Education Sessions for BFO
- Performance Academy: Introduction to Performance Government
- Develop Results Maps

January

Develop High- Quality Offers

- Depart. Training Developing High Quality Offers
- BFO operation Budget forms available on intranet
- Capital Budget forms available on intranet
- RFOs and Results Maps available on intranet

February - March - April

Review Offers

- BFO operation Budget forms returned to Budget
- Capital Budget forms returned to Budget
- Results Team Members Review Offers
- Results Teams Develop Preliminary Ranking
- Results Teams brief Leadership Team of Rankings
- Feedback #1 provided to Department
- Department Revisions from feedback #1
- Results Teams Review Final Offers and give final ranking
- Leadership Team review final recommendations
- Mayor reviews final recommendations
- Budget Staff prepares draft of Awards

May - June

Council Approval

- Communicate BFO Awards to Departments
- Deliver Capital Budget to COO
- Discuss Capital Budget with COO
- Mayor's recommended budgets - operation & capital
- Present to Council

June

Council Approval

- Budget work operation session with Council
- Budget work operation session with Council
- Public Hearings for public input
- First reading to Council on Operations Budget
- Second reading to Council on Operations Budget

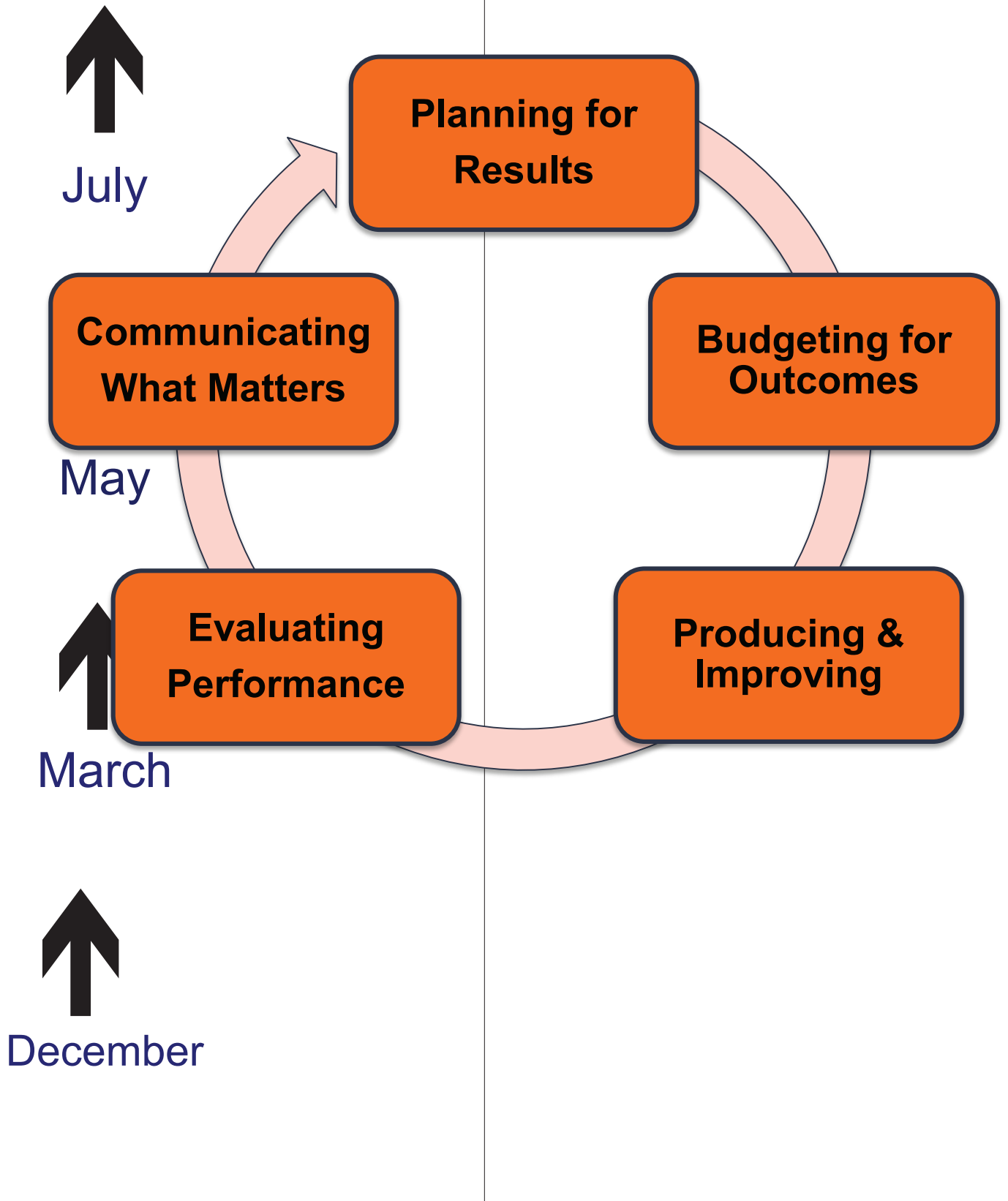
July-August

- Budget work session with Council on Capital
- Budget work session with Council on Capital
- First reading to Council Capital Budget
- Second reading to Council Capital Budget
- Post Budget on Website

September/October/November/December

- Mid Year Review and preparation
- for Budget Projections
- Budget staff finalize CABR 2015
- Deadline date for CABR submission to GFOA

The Budget Approach Model

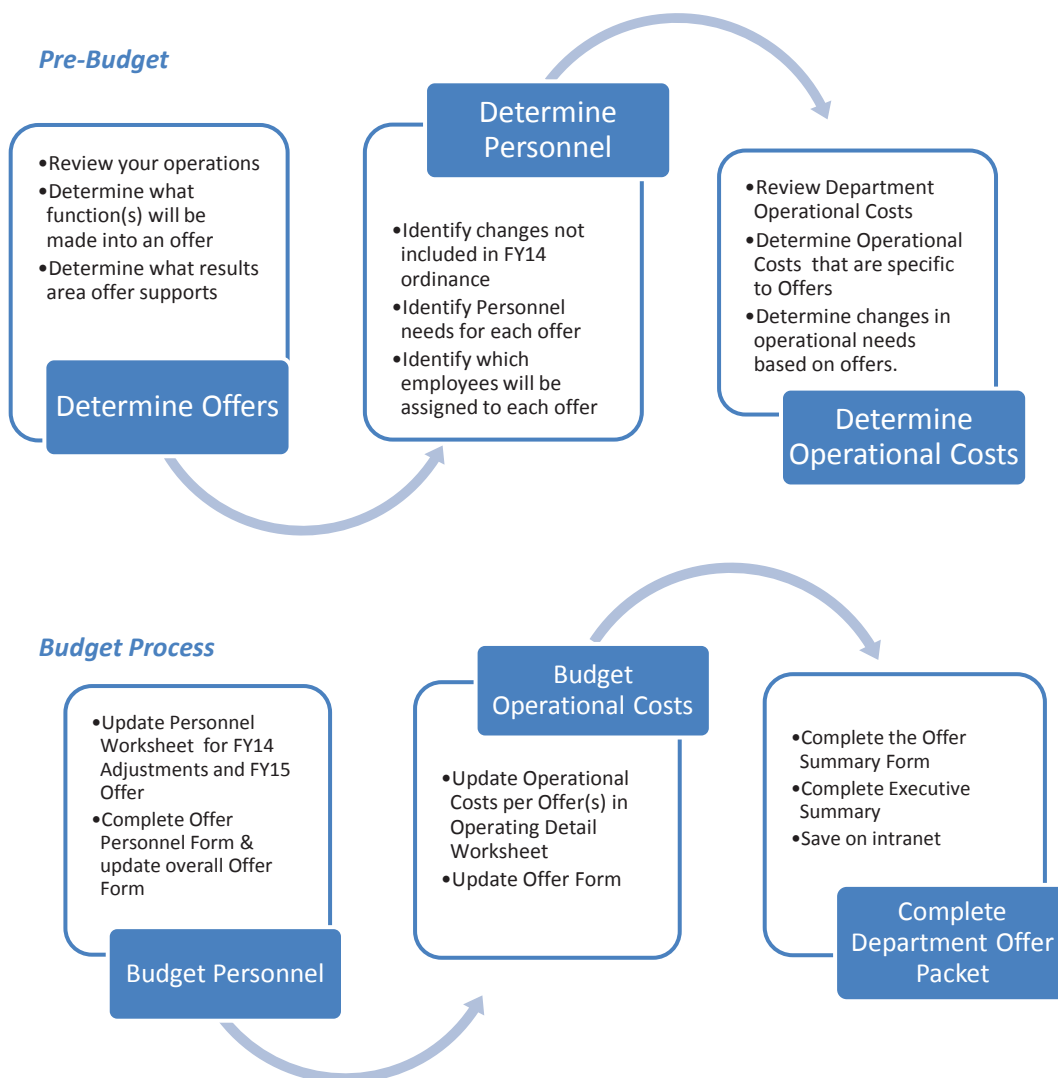




City of Chattanooga

Budgeting for Outcomes

FY15 Budget Overview



Revenue Policies

The City of Chattanooga's revenue programs are administered by the Management & Budget Section of the Department of Finance & Administration. The Budget Section adheres to long-standing principles which insure stability and financial health. The cornerstone of these principles followed by the City is an air of conservatism. The City never has, and never will, intentionally overestimate a revenue source merely to fund a project or additional personnel. The revenue policies of the City remain fairly constant from year to year, changing to include new revenue sources and an extension of the tax base when appropriate. These revenue policies give a good insight into the reasoning being considered by the City at budget time. The policies themselves reflect the conservative approach used by the City.

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

The City will maintain effective collection systems and implement aggressive enforcement strategies to maximize revenues from all sources.

The City will attempt to maintain a revenue system which will encourage development of alternative revenue sources.

The City will continually monitor the local tax effort, such as property tax and sales tax, and compare it with other cities of comparable size.

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

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

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

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

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

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

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

Cash Management & Investment Policy

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

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

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

2.1 Funds

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

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

3.0 Prudence. The standard of prudence to be used by investment personnel shall be the "Prudent Investor Rule" and will be in the context of managing an overall portfolio: "Investments shall be made with judgment and care-under circumstances then prevailing-which persons of prudence,

discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.” Investment officials meeting this standard will be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

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

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

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

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

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

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

Procedures should include reference to: safekeeping, sale and repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment

transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Officer. The Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

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

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

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

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

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

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

- (1) Audited financial statements
- (2) Proof of National Association of Security Dealers certification

- (3) Trading resolution
- (4) Proof of State of Tennessee registration
- (5) Completed broker/dealer questionnaire
- (6) Certification of having read the City of Chattanooga's investment policy and depository contracts.

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

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

8.0 Authorized and Suitable Investments. Except for pension trust funds, the City of Chattanooga shall limit its investments to those allowed by the Tennessee Code Annotated 6-56-106, which states:

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

- (1) Bonds, Notes or Treasury Bills of the United States;
- (2) Nonconvertible debt securities of the following federal government sponsored enterprises that are chartered by the United States congress; provided, that such securities are rated in the highest category by at least two (2) nationally recognized rating services:
 - (A) The federal home loan bank;
 - (B) The federal national mortgage association;
 - (C) The federal farm credit bank; and
 - (D) The federal home loan mortgage corporation;
- (3) Any other obligations not listed above which are guaranteed as to principal and interest by the United States or any of its agencies;
- (4) Certificates of deposit and other evidences of deposit at state and federal chartered banks and savings and loan associations.
- (5) Obligations of the United States or its agencies under a repurchase agreement for a shorter time than the maturity date of the security itself if the market value of the security itself is more than the amount of funds invested; provided, that municipalities may invest in repurchase agreements only if the comptroller of the treasury or the comptroller's designee approves repurchase agreements as an authorized investment, and if such investments are made in accordance with procedures established by the state funding board;
- (6) The local government investment pool created by title 9, chapter 4, part 7;

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

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

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

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

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

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

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

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

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

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

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

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

15.1 Market Yield (Benchmark): The City's investment strategy is passive. Basically, the

passive approach to investing involves buying-and holding purchases until maturity. Given this strategy, the basis used by the Treasurer to determine how the portfolio's market average rate of return compares to market yields shall be the six-month U. S. Treasury Bill and the average Federal Funds Rate.

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

Schedules in the quarterly report should include the following:

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

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

Debt Policies

To maintain a high quality debt management program, the City of Chattanooga (the "City") has adopted the guidelines and policies set forth in this document titled "Debt Management Policy" ("The Policy"). The purpose of creating the Debt Policy is to establish the objectives and practices for debt management for the City and to assist all concerned parties in understanding the City's approach of debt management.

The Policy is intended to guide current and future decisions related to debt issued by the City by providing written guidance about the amount and type of debt issued, the issuance process, and the management of the City's debt program within available resources. The purpose of the Policy is to improve the quality of decisions, provide justification for the structure of debt issuance,

identify policy goals, and demonstrate a commitment to long-term financial planning, including a multi-year capital plan. Adherence to this Policy signals the rating agencies and the capital market that the City is well managed and should meet its obligation in a timely manner. This Policy fulfills the State of Tennessee requirements with regard to the adoption of a formal debt management policy.

This Policy provides guidelines for the City to manage its debt levels and their related annual costs within both current and projected available resources while promoting understanding and transparency for our citizens, taxpayers, rate payers, businesses, vendors, investors and other interested parties and stakeholders. The debt program for the City includes various types of obligations for which the City has pledged its full faith and credit as well as other designated revenues for the payment of both principal and interest. The City Council, comprised of nine elected officials, is the body authorized to issue indebtedness of the City.

Since the guidelines contained in the Policy require regular updating in order to maintain relevance and to respond to the changes inherent in the capital markets, the City plans to revisit the Policy from time to time.

Resolution number 26914, regarding the Debt Management Policy, was adopted by the City Council of the City of Chattanooga on December 6, 2011. To view the full Debt Management Policy, visit the City's website: www.chattanooga.gov. or go to the following link: <http://www.chattanooga.gov/city-council-files/>

Reserve Policies

The City will maintain a minimum revenue reserve in the General Operating Fund which represents between 18-20% of the fund's expenditures and transfers out.

Accounting, Auditing, and Financial Reporting Policies

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

The City will maintain a strong internal audit capability.

Capital Budget Policies

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

The City will develop a multi-year plan for ongoing capital improvements, update it annually, and make all capital improvements in accordance with the plan. Funding of repair and replacement schedule projects will have funding priority before discretionary capital projects. Capital improvement projects which violate the principles and concepts of an adopted City plan or which duplicate other public and/ or private services will not be considered.

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

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

Legal Requirements

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

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

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

or special assessments), except in accordance with a budget ordinance adopted under this section or through a proprietary type fund or a fiduciary type fund properly excluded from the budget ordinance;

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

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

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

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

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

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

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.

ORDINANCE NO. 12835

AN ORDINANCE, HEREINAFTER ALSO KNOWN AS "THE FISCAL YEAR 2014-2015 OPERATIONS BUDGET ORDINANCE", TO PROVIDE REVENUE FOR THE FISCAL YEAR BEGINNING JULY 1, 2014, AND ENDING JUNE 30, 2015; APPROPRIATING SAME TO THE PAYMENT OF EXPENSES OF THE MUNICIPAL GOVERNMENT; FIXING THE RATE OF TAXATION ON ALL TAXABLE PROPERTY IN THE CITY, AND THE TIME TAXES AND PRIVILEGES ARE DUE, HOW THEY SHALL BE PAID, WHEN THEY SHALL BECOME DELINQUENT; PROVIDING FOR INTEREST AND PENALTY ON DELINQUENT TAXES AND PRIVILEGES; AND TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 2, SECTION 2-267, RELATIVE TO PAID LEAVE FOR ACTIVE-DUTY TRAINING AND TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 31, SECTIONS 31-36, 31-37, 31- 41, and 31- 43.

WHEREAS, Pursuant to and in compliance with the provisions of the Charter of the City of Chattanooga, Tennessee, the revenues have been estimated for operating the Municipal Government for the fiscal year 2014-2015 from all sources to be as follows:

	FY13 Actual	FY14 Projected	FY15 Proposed
<u>PROPERTY TAXES</u>			
Current Taxes on Real & Personal Property	\$ 105,925,515	\$108,000,000	\$108,800,000
Taxes on Real & Personal Property - Prior Years	5,256,731	5,000,000	5,000,000
PAYMENTS IN LIEU OF TAXES			
Chattanooga Housing Authority	\$103,022	\$135,528	\$135,500
Tennessee Valley Authority	1,955,139	1,898,099	1,860,100
Chattem, Inc	120,441	65,360	-
LJT of Tennessee	41,221	39,494	-
Unum	30,998	31,062	31,000
Invista	25,459	19,038	19,000
TAG Manufacturing, Inc.	56,913	85,183	-
Wm Wrigley Jr Co	40,840	32,796	32,800
Astec Industries	34,461	30,120	30,100
Aerisyn, Inc.	30,127	-	-
BlueCrossBlueShield	952,397	923,482	923,500
East Tech Co.	-	35,501	-
Roadtec	24,699	22,227	22,200
			12835

	FY13 Actual	FY14 Projected	FY15 Proposed
Steel Warehouse of TN	45,504	48,102	43,100
US Express	49,836	55,397	52,400
United Packers of Chattanooga	37,105	81,128	81,100
Jarnigan Road III, LLC	35,326	40,905	40,900
Vision Chestnut Hotel Group LLC	87,988	108,359	-
Gestamp Chattanooga, LLC	-	220,014	135,000
Scannell Properties	55,986	53,356	-
Westinghouse	63,464	78,094	117,100
EPB Electric	5,518,185	5,789,725	5,955,900
EPB Telecom	376,580	334,416	303,190
EPB Internet	245,713	266,962	276,710
Total Other	64,695	44,851	55,460
TOTAL IN LIEU OF TAXES	\$ 9,996,099	\$10,439,199	\$10,115,060
Interest & Penalty on Current Year Taxes	134,159	134,100	134,100
Interest & Penalty on Delinquent Taxes	1,283,658	1,200,000	1,150,000
Delinquent Taxes Collection Fees	279,003	280,000	280,000
TOTAL PROPERTY TAXES	\$ 122,875,165	\$125,053,299	\$125,479,160
<u>OTHER LOCAL TAXES</u>			
Liquor Taxes	\$2,156,332	\$2,200,000	\$2,200,000
Beer Taxes	5,597,518	5,730,000	5,730,000
Local Litigation Taxes - City Court	3,009	3,199	3,200
Gross Receipts Taxes	5,114,910	4,819,111	4,891,700
Corp Excise Taxes – State	66,590	159,535	160,000
Franchise Taxes – Chattanooga Gas	1,503,189	1,600,000	1,985,500
Franchise Taxes – ComCast Cable	1,598,153	1,525,228	1,450,000
Franchise Taxes - Century Tel	14,831	15,314	15,000
Franchise Taxes – AT&T Mobility	62,759	56,801	57,000
Franchise Taxes - EPB Fiber Optic	691,928	861,052	887,000
TOTAL OTHER LOCAL TAXES	\$ 16,809,218	\$16,970,240	\$17,379,400
<u>LICENSES, PERMITS, ETC.</u>			
Wrecker Permits	6,540	4,968	6,000
Liquor By the Drink Licenses	154,970	158,000	158,000
Liquor By the Drink – Interest & Penalty	745	1,739	800
Motor Vehicle Licenses	404,150	410,000	410,000
Original Business License	25,805	23,520	22,800
Building Permits	1,200,667	1,100,000	1,100,000
Electrical Permits	304,606	290,000	290,000

	FY13 Actual	FY14 Projected	FY15 Proposed
Plumbing Permits	153,265	170,379	155,000
Street Cut-In Permits	304,707	307,517	307,500
Mechanical Code Permits	223,420	168,039	168,000
Hotel Permits	4,950	5,213	5,200
Gas Permits	32,040	52,000	29,000
Sign Permits	156,205	135,436	140,000
Taxi Permits	5,820	6,761	6,800
Temporary Use Permits	3,700	5,231	4,700
Traffic Eng Special Events Permits	17,120	12,401	12,400
Fortwood Parking Permits	8,238	4,400	4,400
Issuing Business Licenses & Permits	68,514	90,000	90,000
Plumbing Examiner Fees & Licenses	52,220	34,035	52,220
Electrical Examiner Fees & Licenses	178,840	70,000	187,700
Gas Examination Fees & Licenses	44,315	25,100	334,320
Beer Application Fees	98,950	98,132	100,000
Mechanical Exam Fees & Licenses	58,320	101,470	10,000
Permit Issuance Fees	45,180	49,864	45,000
Subdivision Review/Inspection Fees	17,575	17,100	17,100
Adult Entertain Application Fee	15,300	10,899	10,900
Zoning Letter	12,675	12,761	12,800
Variance Request Fees	7,725	10,560	8,500
Certificates of Occupancy	20,115	21,366	19,000
Sewer Verification Letter	450	5,982	500
Code Compliance Letter Fees	1,800	1,560	1,000
Modular Home Site Investigation	200	200	200
Plan Checking Fees	154,616	177,000	170,000
Phased Construction Plans Review	2,559	30,000	30,000
Construction Board of Appeals	1,250	1,680	1,700
Sign Board of Appeals	3,600	5,520	5,500
Dead Animal Pick Up Fees	2,854	3,638	3,600
Fire Department Permits	23,200	54,120	50,300
Miscellaneous	4,802	13,625	3,900
TOTAL LICENSES, PERMITS, ETC.	\$ 3,822,008	\$3,690,216	\$3,684,840

REVENUES FROM OTHER AGENCIES

Federal Funds	\$-	-	-
State – Specialized Training Funds	501,000	493,400	535,000
State Maintenance of Streets	289,567	327,411	304,500
State Sales Taxes	11,544,670	11,951,665	12,310,200
State Income Taxes	4,199,313	2,600,000	3,200,000
State Beer Taxes	82,899	79,340	79,300

	FY13 Actual	FY14 Projected	FY15 Proposed
State Mixed Drink Taxes	2,229,008	2,409,720	2,400,000
State – Telecommunication Sales Taxes	14,297	17,727	14,000
State Alcoholic Beverage Taxes	112,935	117,261	117,300
State Gas Inspection Fees	343,587	343,232	343,000
Commission from State of TN/Gross Receipts	473,787	370,000	371,900
Hamilton County Ross' Landing/Plaza	1,202,944	991,705	1,000,000
Local Option Sales Taxes-General Fund	40,007,670	39,620,975	39,857,700
Miscellaneous	61,211	-	-
TOTAL FROM OTHER AGENCIES	\$ 61,062,888	\$59,322,436	\$60,532,900

SERVICE CHARGES FOR CURRENT SERVICES

Current City Court Costs	\$296,739	\$300,261	\$295,000
Court Commissions	9,308	8,110	8,200
Clerk's Fees	964,400	943,774	953,200
Processing of Release Forms	22,684	17,603	17,800
Court Administrative Costs	11,899	10,460	10,500
Current State Court Costs	1,034	1,020	1,000
Memorial Auditorium Rents	113,733	95,423	75,000
Tivoli Rents	189,192	130,421	175,000
Land & Building Rents	97,533	64,000	64,600
Ballfield Income	52,651	50,000	52,500
Skateboard Park	20,572	18,660	17,000
Carousel Ridership	83,729	85,000	85,900
Walker Pavilion Rents	14,980	14,187	14,300
Walker Pavilion Table Rental	4,518	408	500
Heritage Park House Rent	25,284	24,600	24,600
Greenway Facilities Rent	18,527	21,164	15,500
Fitness Center	47,596	44,819	44,800
Dock Rental	67,128	50,777	40,000
Ross' Landing Rent	14,179	45,113	14,000
Champion's Club	43,592	31,000	31,600
Recreation Center Rental	75,538	52,000	52,500
Carousel Room Rental	8,120	10,000	10,000
Coolidge Park Rental	10,958	13,000	10,000
Preservation Fees	157,029	123,524	120,500
Auditorium Box Office	90,581	55,208	100,000
Tivoli Box Office	173,591	114,460	100,000
Park Event Fee	20,455	2,905	20,000
Kidz Kamp	57,530	50,000	50,000

	FY13 Actual	FY14 Projected	FY15 Proposed
Sports Program Fees	16,935	12,558	12,600
Non-Traditional Program Fees	3,352	1,712	3,400
OutVenture Fees	37,958	14,338	14,300
Therapeutic Kamp Fees	2,848	1,476	1,500
Swimming Pools	129,508	105,000	120,000
Arts & Culture	18,242	1,129	1,100
Police Reports: Accidents, etc. Fees	51,048	41,296	45,000
Memorial Auditorium Credit Card Fees	38,086	22,164	32,000
Tivoli Credit Card Fees	62,539	38,156	35,000
Credit Card Processing Fees	36,901	45,425	45,000
Memorial Auditorium Concessions	23,846	19,792	20,000
Tivoli Concessions	32,940	26,144	28,000
Park Concessions	59,670	63,238	60,000
Civic Facilities Show Merchandise	23,344	19,414	20,000
Charges for Services - EPB	7,200	7,200	7,200
General Pension Admin. Costs	45,000	45,000	45,000
Waste Container Purchases	53,420	62,394	35,000
Other Service Charges	82,124	90,563	35,900
TOTAL SERVICE CHARGES	\$ 3,418,041	\$2,994,896	\$2,965,000

FINES, FORFEITURES, AND PENALTIES

City Court Fines	\$7,049	\$7,066	\$7,100
City Fines-Speeding	237,143	238,455	233,500
Delinquent City Fines - Speeding	22,913	4,603	-
City Fines-Other Driving Offenses	486,807	482,863	482,900
City Fines-Non Driving Offenses	15,414	16,858	17,200
Criminal Court Fines	110,500	75,000	100,000
Parking Ticket Fines	103,950	30,446	30,000
Delinquent Parking Tickets	15,914	3,497	1,500
Delinquent Tickets – Court Cost	12,718	3,226	2,500
Air Pollution Penalties	1,236	305	-
Miscellaneous	330	15	-
TOTAL FINES, FORFEITURES AND PENALTIES	\$ 1,013,974	\$862,334	\$874,700

REVENUES FROM USE OF MONEY OR PROPERTY

Interest on Investments	\$538,942	\$508,195	\$572,000
Sale of City Owned Property	145,615	140,000	60,000
Sale of Back Tax Lots	387,840	30,000	30,000
Sale of Equipment	-	9,189	9,200
Sale of Scrap	4,519	4,784	4,800

	FY13 Actual	FY14 Projected	FY15 Proposed
TOTAL FROM USE OF MONEY OR PROPERTY	\$ 1,076,916	\$692,168	\$676,000
<u>MISCELLANEOUS REVENUE</u>			
Loss & Damage	\$98,802	\$71,171	\$71,200
Indirect Cost	4,160,227	4,189,200	4,386,500
Payroll Deduction Charges	2,069	1,708	1,700
Plans and Specification Deposits	5,892	12,414	12,400
Condemnation	186,102	26,860	26,200
Purchase Card Rebate	22,933	51,837	50,000
Take Home Vehicle Fee	191,588	113,375	115,000
Chattanooga Parking Authority	280,000	480,000	480,000
Miscellaneous Revenue	141,895	116,556	115,000
TOTAL MISCELLANEOUS REVENUE	\$ 5,089,508	5,063,121	5,258,000
<u>TRANSFERS IN</u>			
Transfers In-Any Other	46,117	3,886	-
TOTAL TRANSFERS IN	\$ 46,117	\$3,886	\$-
SUBTOTAL GENERAL FUND REVENUE	\$ 215,213,835	\$214,652,596	\$216,850,000
GOLF COURSE REVENUE	\$ 1,753,399	\$1,698,846	\$1,800,890
TOTAL GENERAL FUND REVENUE	\$ 216,967,234	\$216,351,442	\$218,650,890

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 2014 at a rate of \$2.309 upon every \$100.00 in assessed value of such taxable property; and to the extent applicable there is also levied a tax at the same rate upon every \$100.00 of Merchant and other Ad Valorem within the corporate limits of the City of Chattanooga, Tennessee.

SECTION 2. That the assessment made by the Assessor of Property of Hamilton County, Tennessee, and by the Tennessee Regulatory Agency for 2014 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, 2014, and shall become delinquent MARCH 1, 2015, on which date unpaid taxes shall bear interest at twelve percent (12%) per annum, and a penalty of six percent (6%) per annum, plus other penalties as provided by law, which shall be paid by the taxpayer; provided, that except for taxpayers receiving tax relief under T.C.A. Sections 67-5-702 through 67-5-705.

SECTION 4. That the provisions of the Business Tax Act, Tennessee Code Annotated section 67-4-701, et seq., relative to the authorization of local taxes upon the privilege of engaging in certain types of business activities be and are hereby adopted by reference, and there is hereby levied a Business Tax on all businesses taxable by municipalities under Chapter 387, Public Acts of 1971, as amended, at the maximum rates specified therein. The Tennessee Department of Revenue shall collect the Business Tax on behalf of the City as authorized in T.C.A. § 67-4-703(a). The City Treasurer is authorized and directed to collect such fees and taxes as are authorized by said Act to be collected by the City of Chattanooga, a municipality, together with such interest and penalties as may become due thereon, at the maximum rate provided by law. The City Treasurer is hereby authorized and directed, in accordance with the Business Tax Act, to register new businesses located within the City and collect a fee of Fifteen Dollars (\$15.00) for issuance of an initial business license upon the City Treasurer's receipt of the application, together with any other information reasonably required, and to issue such license at the time of registration. The City Treasurer is designated as the City official responsible for the registration of businesses located within the City of Chattanooga.

SECTION 5. That the budgets of the various departments, agencies, boards, commissions, offices, divisions, or branches of Municipal Government for the fiscal year beginning July 1, 2014, 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

	FY13 Actual	FY14 Projected	FY15 Proposed
General Government & Supported Agencies	\$ 54,493,885	\$56,710,382	\$56,214,779
Executive Department	1,746,948	1,624,902	1,619,843
Department of Finance & Administration	4,651,766	4,946,181	5,570,094
Department of General Services	4,603,527	4,146,579	5,261,093
Department of Human Resources	1,961,367	1,462,166	1,879,597
Department of Economic & Community Development	2,612,388	6,171,128	7,220,567
Department of Police	53,604,799	54,732,008	55,292,183
Department of Fire	36,370,369	38,333,406	36,317,474
Department of Public Works	39,596,900	29,151,029	27,697,148
Department of Youth & Family Development	7,646,166	9,510,863	9,082,215
Department of Transportation	-	6,190,574	10,695,007
SUBTOTAL	\$ 207,288,116	\$212,979,218	\$216,850,000
Golf Course	\$ 2,161,038	\$1,686,388	\$1,800,890
TOTAL GENERAL FUND	\$ 209,449,154	\$214,665,606	\$218,650,890
DEPARTMENT OF EXECUTIVE BRANCH			
Mayor's Office	\$1,127,629	\$1,387,492	\$1,293,969
Multicultural Affairs	259,624	237,410	325,874
Comprehensive Gang Initiative	359,695	-	-
TOTAL	\$1,746,948	\$1,624,902	\$1,619,843
DEPARTMENT OF FINANCE & ADMINISTRATION			
City General Tax Revenue	\$432,578	\$394,500	\$393,569
Finance Office	2,327,595	2,536,106	2,864,419
City Treasurer	723,528	653,727	877,467
Delinquent Tax	69,870	4,050	91,000
City Court Clerk – Operations	1,098,196	1,357,799	1,193,639
Office of Performance Management			150,000
TOTAL	\$4,651,766	\$4,946,181	\$5,570,094
DEPARTMENT OF GENERAL SERVICES			
General Services Admin	\$513,189	\$528,946	\$748,974

	FY13 Actual	FY14 Projected	FY15 Proposed
Purchasing / Mailroom	-	-	76,707
Building Maintenance	1,080,755	1,212,879	2,178,076
Storage on Main Street	54,096	68,575	74,100
Real Estate Office	26,252	28,065	22,450
Property Maintenance	37,755	51,036	-
Farmers Market	29,582	14,368	13,950
Chattanooga Zoo at Warner Park	670,791	671,728	675,000
Memorial Auditorium	468,090	439,449	471,178
Tivoli Theatre	376,428	338,538	351,614
Civic Facilities Concessions	6,344	-	-
Civic Facilities Administration	931,582	779,395	634,944
Community Theatre	4,955	13,600	14,100
EAC Admin (Discontinued Department)	403,709	-	-
TOTAL	\$4,603,527	\$4,146,579	\$5,261,093
DEPARTMENT OF HUMAN RESOURCES			
Human Resources Admin	\$1,542,646	\$1,308,163	\$1,375,968
Employees Insurance Office	300,023	9,145	315,507
Employees Insurance Program	22,114	2,200	2,200
Safety Programs	9,361	29,068	87,122
OJI Admin	79,393	88,590	73,800
Physical Exam - Police	7,830	25,000	25,000
TOTAL	\$1,961,367	\$1,462,166	\$1,879,597
DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT			
Neighborhood Serv - Admin	\$561,351	\$770,809	\$666,881
Neighborhood Serv - Grants Admin	56,774	105,168	129,316
Neighborhood Serv - Partners Projects	52,000	50,000	-
Community Development Pilot	-	500,000	463,591
Economic Development	-	-	623,904
Codes, Community Svcs & Neighborhood Relations	1,491,757	1,369,672	303,146
Outdoor Chattanooga	350,506	397,436	393,836
Trust For Public Land	100,000	100,000	100,000
Shared Maint - Riverpark Art Maint & Mgmt	-	105,250	125,250
Land Development Office	-	2,752,415	4,387,568
Board of Plumbing Examiners	-	1,782	1,975
Board of Electrical Examiners	-	8,200	13,600
Board of Mechanical Examiners	-	1,650	2,500
Board of Gas Fitters	-	1,950	1,500
Board of Appeals & Variances	-	6,796	7,500
TOTAL	\$2,612,388	\$6,171,128	\$7,220,567

	FY13 Actual	FY14 Projected	FY15 Proposed
DEPARTMENT OF POLICE			
Chief of Police	\$1,616,957	\$2,052,380	\$2,581,931
Internal Affairs	564,580	542,579	624,228
Uniform Services Command Office	327,046	497,694	753,171
Special Operations Division	2,479,588	2,849,964	2,635,162
Police Patrol Alpha	3,102,612	3,298,515	2,666,751
Police Patrol Bravo	2,467,481	2,512,358	2,435,726
Police Patrol Charlie	2,246,456	2,531,752	2,279,237
Police Patrol Delta	2,598,651	2,551,060	2,323,040
Police Patrol Echo	2,185,003	2,573,867	2,359,154
Police Patrol Fox	2,885,611	2,905,323	2,830,444
Police Patrol George	3,094,707	2,970,100	2,765,125
Park Security	275,611	216,589	216,440
Parking	406,371	420,374	253,541
Bike Patrol	641,439	532,576	560,078
Investigative Services	846,808	882,768	901,653
Property Crimes	1,999,896	1,892,713	1,787,149
Major Crimes	3,212,286	3,266,695	3,276,570
Special Investigations	3,092,725	3,213,422	3,215,139
PoliceAdmin & Support Service Command	325,830	190,812	154,252
Police Admin. Support & Technical Services	2,603,925	2,563,131	3,082,834
Police Training Recruiting	3,283,974	3,393,224	3,301,041
Police Budget & Finance	411,730	426,284	394,954
Police Facilities, Securities	6,415,096	5,659,713	6,699,501
Police Facilities - East 11th Street	29,783	26,108	26,517
Records Management & Services Polygraph	1,006,849	1,002,591	1,380,862
Police Communications Center	110,253	120,815	110,346
Animal Services	3,809,159	4,074,225	4,318,069
Family Justice Center	1,564,373	1,564,373	1,611,299
Unallocated cost	-	-	297,969
			(550,000)
TOTAL	\$53,604,799	\$54,732,008	\$55,292,183

DEPARTMENT OF FIRE

Fire Admin Staff	\$335,956	\$404,514	415,657
Fire Operations	3,145,860	3,547,662	3,234,280
Fire Station # 1	4,153,221	4,216,538	4,785,629
Fire Station # 3	1,175,042	1,197,731	1,122,470
Fire Station # 4	1,176,932	1,179,435	1,128,670
Fire Station # 5	2,338,793	2,541,208	2,297,969
Fire Station # 6	1,124,915	1,197,832	1,130,242
Fire Station # 7	2,154,409	2,206,424	2,108,399
Fire Station # 8	1,087,143	1,209,459	1,136,541
Fire Station # 9	989,360	1,171,797	1,142,431
Fire Station # 10	1,080,354	1,256,448	1,168,078

	FY13 Actual	FY14 Projected	FY15 Proposed
Fire Station # 11	-	-	-
Fire Station # 12	1,110,791	1,206,370	1,123,949
Fire Station # 13	2,154,414	2,369,016	1,985,437
Fire Station # 14	1,042,493	1,039,379	954,536
Fire Station # 15	951,530	1,072,926	1,088,741
Fire Station # 16	1,047,817	1,155,457	1,118,651
Fire Station # 17	1,165,251	1,231,383	1,150,433
Fire Station # 19	2,270,141	2,315,588	2,148,089
Fire Station # 20	1,043,143	1,213,919	1,112,798
Fire Station # 21	1,177,641	1,178,999	1,158,913
Fire Station # 22	1,093,168	1,121,434	1,179,702
Hamilton County Rescue	6,689	7,023	7,500
Fire Tactical Services	234,553	234,656	214,517
Fire Training Division	1,408,998	835,994	714,308
Fire Deputy Chief Admin	380,814	214,256	270,913
Fire Marshall Staff	1,316,418	1,041,389	1,341,451
Fire Logistics & Technology	1,204,523	1,966,569	1,377,170
Unallocated Cost	-	-	(300,000)
TOTAL	\$36,370,369	\$38,333,406	\$36,317,474
DEPARTMENT OF PUBLIC WORKS			
Public Works Admin	\$954,447	\$725,341	\$730,247
City Engineer	3,864,903	2,008,047	1,728,817
Street Paving	151,396	2,283,633	-
Public Works Utilities	187,283	158,872	193,661
Solid Waste Disposal	5,773,587	6,403,570	6,500,000
CWS Admin	1,078,266	1,187,763	753,371
CWS Emergency	999,860	895,385	902,817
CWS Sewer Construction & Maintenance	250	-	-
CWS Street Cleaning	2,886,808	2,541,019	3,290,101
Brush Pick-up	1,124,442	1,187,383	1,100,278
Garbage Pick-up	3,804,169	3,143,234	4,180,868
Trash Flash Pick-up	499,849	492,707	441,800
Recycle Pick-up	562,111	436,963	1,307,295
Refuse Inspection	362,922	325,785	-
Solid Waste Refuse Collection Centers	347,957	419,906	338,984
Sway Cars	114,256	134,664	133,228
Recycle Express	47,885	57,852	-
Blighted Property Abatement	-	-	196,566
Municipal Forestry	802,668	718,837	893,477
Brainerd Levee 1, 2, 3	26,963	50,554	-
Orchard Knob Storm Station	34,760	33,607	-
Minor Storm Station	4,186	9,856	-
Traffic Engineering Admin	914,838	-	-
Street Lighting	3,518,283	-	-

	FY13 Actual	FY14 Projected	FY15 Proposed
Traffic Operations	2,142,458	-	-
Land Development Office	2,720,887	-	-
Board of Plumbing Examiners	2,806	-	-
Board of Electrical Examiners	7,173	-	-
Board of Mechanical Examiners	1,735	-	-
Board of Gas Fitters	1,699	-	-
Board of Appeals & Variances	7,603	-	-
Park Maint - Admin	-	1,030,732	1,032,284
Park Maint - Park & Athletic Fields	502,670	424,349	307,791
Park Maint - Buildings & Structures	1,070,503	971,800	-
Park Maint - Landscape	966,651	939,940	839,206
Park Maint - City-Wide Security	123,053	126,540	119,952
Park Mgmt - Heritage Park	-	-	50,000
Park Mgmt - Greenway Farm	-	-	51,866
Park Mgmt - Rivermont Park	-	-	51,635
Park Mgmt -East Lake	-	-	60,767
Shared Maint - TN Riverpark Downtown	1,706,674	1,853,479	1,763,711
Shared Maint - Carousel Operations	83,029	62,312	138,972
Shared Maint - TN Riverpark Security	224,711	273,825	247,750
Shared Maint - Coolidge Park	58,727	20,885	43,717
Shared Maint - Outdoor Pavilion	85	1,758	1,759
Shared Maint - Renaissance Park	11,663	2,963	11,500
Shared Maint - Ross' Landing	134,807	106,336	157,999
Shared Maint - Walker Pavilion	-	-	1,000
Shared Maint - Walnut Street Bridge	13,774	7,602	12,202
Shared Maint - Waterfront Management	43,245	113,527	113,527
Shared Maint - Riverpark Art Main Parks & Rec Admin (Discontinued Dept)	79,075	-	-
	\$1,631,783	-	-
TOTAL	\$39,596,900	\$29,151,029	\$27,697,148

DEPARTMENT OF YOUTH & FAMILY DEVELOPMENT

Recreation Admin	\$938,695	\$775,329	\$513,884
Recreation Support Services	596,997	650,252	788,664
Recreation Public Information	114,298	118,149	100,884
Youth Development	262,760	937,399	1,019,658
Rec Prog - Kidz Kamp	227,103	240,816	176,883
Sports Programs	221,846	324,894	283,628
Aquatics Programs	231,493	227,121	189,586
Therapeutic Programs	138,126	143,934	144,315
Fitness Center	242,044	255,973	258,897

	FY13 Actual	FY14 Projected	FY15 Proposed
Rec Facility - Skatepark	49,439	53,531	-
Rec Facility - Champion's Club	317,032	368,153	315,715
Rec Facility - Heritage House	1,465	745	-
Rec Facility - Summit of Softball	467,775	426,116	511,514
Rec Ctr - Avondale	243,192	226,600	128,719
Rec Ctr - Brainerd	384,080	337,626	317,267
Rec Ctr - Carver	234,534	277,281	238,517
Rec Ctr - Cromwell Community Ctr	-	111,103	65,928
Rec Ctr - East Chattanooga	241,031	278,393	250,311
Rec Ctr - East Lake	241,574	229,914	215,808
Rec Ctr - Eastdale	186,866	218,798	155,430
Rec Ctr - First Centenary	57,040	82,467	57,586
Rec Ctr - Frances B. Wyatt	86,472	96,945	94,774
Rec Ctr - Glenwood	168,959	192,436	231,208
Rec Ctr - Hixson	167,144	215,077	274,040
Rec Ctr - John A. Patten	208,829	242,413	240,837
Rec Ctr - North Chattanooga	193,157	198,970	195,364
Rec Ctr - Shepherd	253,539	251,865	239,552
Rec Ctr - South Chattanooga	330,496	398,624	356,756
Rec Ctr - Tyner	179,033	288,977	237,718
Rec Ctr - Washington Hills	236,014	364,799	255,813
Rec Ctr - Westside Community Ctr	61,257	73,840	104,271
North River Center Programs	100,564	106,578	103,863
Senior Programming & Eastgate Ctr	153,442	235,014	317,630
Heritage House Programs	81,463	78,608	69,475
Cultural Arts Programs	28,406	1,370	35,883
Youth & Family Development Admin	-	480,752	591,837
TOTAL	\$7,646,166	\$9,510,863	\$9,082,215
DEPARTMENT OF TRANSPORTATION			
Traffic Engineering Admin	\$-	\$831,861	\$2,120,635
Street Lighting	-	2,778,817	3,448,900
Traffic Operations	-	2,225,754	2,184,278
Transportation Admin	-	354,142	229,194
Street Paving	-	-	2,712,000
TOTAL	\$-	\$6,190,574	\$10,695,007
Golf Course			
Brainerd	1,054,692	766,094	872,225
Brown Acres	1,106,346	920,294	928,665
	\$2,161,038	\$1,686,388	\$1,800,890

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

	FY13 Actual	FY14 Projected	FY15 Proposed
City Attorney Operations	\$1,373,343	\$1,026,775	\$1,527,149
City Council	829,432	672,588	708,917
City Judges Division 1	423,137	434,632	459,177
City Judges Division 2	418,226	417,135	429,226
Information Technology	4,801,829	4,666,387	5,364,868
Telephone Systems	152,576	-	-
311 Call Center	579,362	657,856	532,983
Internal Audit	548,265	567,494	587,152
Purchasing	857,448	773,138	721,322
CARCOG & SETDD A.O.	38,535	38,544	-
Arts Build..... A.O.	226,472	275,000	275,000
Carter Street Corporation A. O.	200,000	200,000	200,000
Chattanooga Neighborhood Enterprises ..A.O.	1,087,275	900,000	705,000
WTCI-TV-Channel 45 A.O.	85,000	85,000	85,000
Tennessee RiverPark A.O.	1,072,871	1,102,654	1,129,610
Homeless Health Care Center A.O.	25,000	13,300	-
Children's Advocacy Center A.O.	30,000	30,000	60,000
Community Foundation ScholarshipsA.O.	101,300	101,300	101,300
Chattanooga Area Urban League A.O.	40,000	40,000	100,000
Bessie Smith Cultural Center. A.O.	54,000	54,000	60,000
Chattanooga History Center. A.O.	15,200	15,200	-
Railroad Authority. A.O.	15,648	14,844	19,371
Enterprise Center. A.O.	160,500	160,500	160,500

	FY13 Actual	FY14 Projected	FY15 Proposed
Enterprise South Nature Park.A.O.	587,977	705,973	771,878
Choose ChattanoogaA.O.	16,900	16,900	-
Friends of Moccasin Bend Nat'l Park. . . .A.O.	30,000	30,000	30,000
ESIP Security.A.O.	52,019	62,077	62,077
Alexian Brothers/Senior NeighborsA.O.	12,720	-	-
RiverCityA.O.	67,500	-	-
Homeless CoalitionA.O.	75,000	50,000	50,000
Partnership for Families, Children & Adults .A.O.	56,522	56,522	65,000
Chamblis ShelterA.O.	347,500	347,500	350,000
Fortwood CenterA.O.	55,000	55,000	57,000
Joe Johnson Mental HealthA.O.	60,000	60,000	60,000
Speech & Hearing CenterA.O.	67,700	67,700	67,700
Orange GroveA.O.	30,000	30,000	98,472
Signal CenterA.O.	30,000	30,000	80,000
AIM Center, IncA.O.	60,000	60,000	60,000
Bethlehem Center.A.O.	25,000	25,000	25,000
Baby College.A.S.F.	-	-	250,000
Hope for the Inner City.A.O.	-	-	75,000
Girls, Inc..A.O.	-	-	30,000
Greater Chattanooga Sports & Events. . .A.O.	-	-	100,000
Chattanooga Zoo/Friends of the Zoo, Inc. .A.O.	-	-	25,000
Chattanooga Room in the Inn.A.O.	-	-	25,000
LaPaz ChattanoogaA.O.	-	-	50,000
CARTA SubsidyA.O.	4,772,000	4,867,440	5,217,440
Public LibraryA.S.F.	5,771,950	5,771,950	5,892,700
Youth & Family Development-Social ServicesA.S.F.	1,033,477	1,064,481	1,165,000
Air Pollution Control BureauA.S.F.	270,820	270,820	270,820
Regional Planning AgencyA.S.F.	2,247,235	2,422,235	2,481,557
Scenic Cities BeautifulA.S.F.	5,000	5,000	-
Heritage Hall Fund.A.S.F.	82,707	70,300	66,477
Debt Service FundA.S.F.	16,942,222	17,668,872	17,485,009
Capital Improvements	1,122,500	5,696,395	2,000,000
Election Expense	264,525	-	30,000
Unemployment Insurance	39,453	101,478	90,000
Contingency Fund Appropriation	3,018,284	788,407	2,556,284
Renewal & Replacement	1,716,306	1,196,394	142,054
Audits, Dues & Surveys	117,680	123,635	231,736
Intergovernmental Relations	115,888	357,000	357,000
City Water Quality Mgmt Fees	403,988	445,133	450,000

	FY13 Actual	FY14 Projected	FY15 Proposed
Liability Insurance Premiums			
A.S.F.	730,000	800,000	1,000,000
Education Contribution (per TCA 57-4-306)	1,114,504	1,198,392	1,200,000
Tuition Assistance Program	16,092	19,430	20,000
Total	\$54,493,885	\$56,710,382	\$56,214,779
Beginning Unassigned Fund Balance	51,026,979	\$ 58,840,668	60,526,504
Estimated Increase(Decrease)	7,813,689	\$1,685,836	-
Ending Unassigned Fund Balance	58,840,668	\$60,526,504	60,526,504

SECTION 6. That there be and is hereby established a budget for each of the following special funds for Fiscal Year 2014-2015:

1111	<u>ECONOMIC DEVELOPMENT/EDUCATION FUND</u>	FY13 Actual	FY14 Projected	FY15 Proposed
ESTIMATED REVENUE				
	Local Option Sales Tax	\$11,405,092	\$11,295,238	\$11,303,400
	TDZ – State Sales Tax	10,393	-	-
	Total	\$11,415,485	\$11,295,238	\$11,303,400
APPROPRIATIONS				
	Economic Development Capital Projects	\$2,628,542	\$2,110,000	\$1,661,797
	Chatt Chamber of Commerce - Minority Business Dev.	25,000	25,000	-
	Urban League of Greater Chatt - Minority Business Dev.	50,000	50,000	-
	Chattanooga Chamber of Commerce	450,000	450,000	450,000
	Chamber of Commerce - Enterprise South	75,000	75,000	75,000
	Enterprise Center	-	-	50,000
	Sales Tax Commission	123,310	112,193	113,034
	Lease Payments	8,947,849	9,091,227	9,553,569
	Less: Chattanooga Lease Payment offset	(1,232,447)	(1,265,807)	(600,000)
	Tourist Development Zone	10,393	-	-
	Total	\$11,077,647	\$10,647,613	\$11,303,400

Beginning Fund Balance	4,774,067	5,111,905	5,759,530
Estimated Incr(Decr) in Fund Balance	337,838	647,625	-
Ending Fund Balance	<u>5,111,905</u>	<u>5,759,530</u>	<u>5,759,530</u>

2030 YOUTH & FAMILY DEPARTMENT-SOCIAL SERVICES

ESTIMATED REVENUE

Federal	\$8,921,035	\$8,658,888	\$9,425,162
State	4,449,064	2,312,340	\$2,937,106
City of Chattanooga - Transfer In	1,033,477	1,159,923	1,165,000
Interest Income	3,514	1,992	-
Donations, Service Charges & Other Revenue	77,618	123,876	575,120
Total	<u>\$14,484,708</u>	<u>\$12,257,019</u>	<u>\$14,102,388</u>

APPROPRIATIONS

Administration	\$760,364	\$1,086,873	\$1,660,420
Headstart	8,780,584	8,704,134	8,805,681
Day Care	671,647	549,984	570,000
Foster Grandparents	507,540	495,267	499,481
Low Income Energy Assistance Program	3,011,503	633,600	1,919,035
Community Services Block Grant (CSBG)	601,713	686,400	580,671
Social Services Programs	141,772	98,278	41,500
City General Relief	48,818	36,644	25,600
Other	1,027	-	-
Total	<u>\$14,524,968</u>	<u>\$12,291,180</u>	<u>\$14,102,388</u>

Beginning Fund Balance	948,750	908,490	874,329
Estimated Incr(Decr) in Fund Balance	(40,260)	(34,161)	-
Ending Fund Balance	<u>908,490</u>	<u>874,329</u>	<u>874,329</u>

2050 STATE STREET AID

ESTIMATED REVENUE

State Shared Ops St Aid 1989 Amended Gas Tax	\$475,595	\$480,843	\$490,000
State Shared Ops Street Aid Gas Tax	2,949,051	2,987,309	3,000,000
State Shared Ops Street Aid Add 3 Cent Tax	882,707	892,446	900,000
State Maintenance of Streets	6,892	22,034	7,476
Other		126	2,524
Total	<u>\$4,314,246</u>	<u>\$4,382,758</u>	<u>\$4,400,000</u>

APPROPRIATIONS

Operations	\$4,280,693	\$4,380,837	\$4,400,000
Total	\$4,280,693	\$4,380,837	\$4,400,000
Beginning Fund Balance	1,078,220	1,111,772	1,113,693
Estimated Incr(Decr) in Fund Balance	33,552	1,921	-
Ending Fund Balance	1,111,772	1,113,693	1,113,693

2060 COMMUNITY DEVELOPMENT FUND

ESTIMATED REVENUE

Federal and State	\$4,501,482	\$ 2,005,000	\$ 2,585,000
Miscellaneous/Other	76,231	13,000	15,000
Total	\$4,577,713	\$ 2,018,000	\$ 2,600,000

APPROPRIATIONS

Administration	\$ 480,000	\$420,000	\$ 440,000
Chattanooga Neighborhood Enterprise	1,402,238	280,000	580,000
Other Community Development Projects	1,681,775	1,033,000	1,355,000
Transfers	1,013,700	285,000	225,000
Total	\$4,577,713	\$ 2,018,000	\$ 2,600,000

Beginning Fund Balance	1,257,655	1,257,655	1,257,655
Estimated Incr(Decr) in Fund Balance	-	-	-
Ending Fund Balance	1,257,655	1,257,655	1,257,655

2070 HOTEL/MOTEL TAX FUND

ESTIMATED REVENUE

Occupancy Tax	\$4,966,790	\$5,270,921	\$5,295,500
Parking Garage Revenue	326,086	249,398	250,000
Interest Revenue	3,457		
Total	\$5,296,333	\$5,520,319	\$5,545,500

APPROPRIATIONS

21 st Century Waterfront Capital Fund	\$-	\$652,797	\$667,160
Public Works Capital Fund (TN Riverpark Expansion)	-	503,450	-
Other Capital Purchases	18,000	-	-
River Pier Garage Operations	145,497	105,230	250,000
Hotel/Motel County Trustee Collection Fee	105,645	105,121	105,910
Debt Service	4,001,667	3,812,242	4,492,430

Hamilton County Accounting Fee	30,000	30,000	30,000
Total	\$4,300,809	\$5,208,840	\$5,545,500

Beginning Fund Balance	2,817,382	3,812,906	4,124,385
Estimated Incr(Decr) in Fund Balance	995,524	311,479	-
Ending Fund Balance	3,812,906	4,124,385	4,124,385

TN VALLEY REGIONAL
2110 COMMUNICATIONS

ESTIMATED REVENUE

Federal Operations Funds	\$5,597	\$9,218	\$10,000
State Operations Funds	43,290	47,822	50,000
Ham Co Ops Radio & Electronics	192,898	184,962	190,610
Other Intergovernmental Operations	638,430	649,823	559,877
Outside Sales Radio Shop	41,940	47,939	55,000
Mobile Communications Services	212,150	196,717	201,915
Miscellaneous Revenue		31,206	-
	\$1,134,304	\$1,167,687	\$1,067,402

APPROPRIATIONS

Operations	922,999	950,204	1,053,594
Total	\$922,999	\$950,204	\$1,053,594

Beginning Fund Balance	46,855	258,160	475,643
Estimated Incr(Decr) in Fund Balance	211,305	217,483	13,808
Ending Fund Balance	258,160	475,643	489,451

3100 DEBT SERVICE FUND

ESTIMATED REVENUE

General Fund	\$16,942,222	\$17,668,872	\$17,485,009
Hamilton County	513,914	469,291	456,877
CDBG (Fannie Mae Loan)	467,434	455,508	443,095
Safety Capital (Fire Loan)	686	4,723	-
Hotel/Motel Tax	4,001,667	3,812,243	4,492,430
Other Sources	113,778	24,236	124,305
Total	\$22,039,701	\$22,434,873	\$23,001,716

APPROPRIATIONS

Principal	\$13,037,072	\$15,133,713	\$17,345,338
Interest	7,062,765	7,191,160	7,379,378

Bank Service Charges	115,927	110,000	110,000
Total	\$20,215,764	\$22,434,873	\$24,834,716
Beginning Fund Balance	652,700	2,476,637	2,476,637
Estimated Incr(Decr) in Fund Balance	1,823,937	-	(1,833,000)
Ending Fund Balance	2,476,637	2,476,637	643,637

6010 INTERCEPTOR SEWER SYSTEM

ESTIMATED REVENUE

Sewer Service Charges	\$41,600,208	45,358,000	49,673,833
Industrial Surcharges	3,294,838	2,750,000	2,500,000
Septic Tank Charges	316,588	240,000	264,509
Wheelage and Treatment:			
Hamilton County, TN	939,928	1,048,000	1,030,581
Lookout Mountain, TN	164,100	235,000	233,087
Lookout Mountain, GA	64,764	69,900	73,723
Walker County, GA	469,579	440,600	517,234
Collegedale, TN	375,487	417,000	425,754
Soddy-Daisy, TN	241,127	303,000	280,987
East Ridge, TN	1,722,560	2,069,000	2,012,285
Windstone	24,765	27,800	29,614
Rossville, GA	480,446	560,500	545,017
Red Bank, TN	752,263	890,400	864,099
Northwest Georgia	765,554	901,500	871,286
Catoosa-Ringgold, GA	397,011	455,800	460,181
Dade County, GA	13,578	15,500	15,481
Debt Service Northwest Georgia	410,074	447,353	447,353
Industrial User Permits	43,761	41,000	41,000
Industrial User Fines	4,900	-	-
Garbage Grinder Fees	90,983	55,000	59,976
Other Revenue/Charges	207,190	-	-
Operating Revenue:	\$52,379,704	\$56,325,353	\$60,346,000
Interest Earnings	\$99,489	\$100,000	\$100,000
Total Revenues	\$52,479,193	\$56,425,353	\$60,446,000

APPROPRIATIONS

Operations & Maintenance:

Administration	4,038,062	3,616,770	3,465,925
Laboratory	740,952	716,916	792,932
Engineering	622,842	496,214	720,401
Plant Maintenance	1,815,398	1,922,347	2,572,354

Sewer Maintenance	3,152,889	3,404,310	3,385,202
Moccasin Bend - Liquid Handling	13,010,518	11,486,098	13,342,808
Inflow & Infiltration	1,967,028	2,022,455	2,188,467
Safety & Training	158,514	162,547	161,269
Pretreatment/Monitoring	625,106	628,252	660,750
Moccasin Bend - Solid Handling	3,324,140	3,828,530	4,627,473
Moccasin Bend - Landfill Handling	1,560,288	1,600,000	1,664,000
Combined Sewer Overflow	277,236	242,419	341,375
Total Operations & Maintenance	<u>\$31,292,973</u>	<u>\$30,126,858</u>	<u>\$33,922,956</u>

Pumping Stations:

Mountain Creek Pump Station	31,782	76,858	90,975
Citico Pump Station	381,740	388,229	502,355
Friar Branch Pump Station	233,051	219,979	226,425
Hixson 1, 2, 3, & 4 Pump Stations	372,582	264,136	289,883
19th Street Pump Station	81,464	52,471	68,925
Orchard Knob Pump Station	71,236	67,895	80,925
South Chickamauga Pump Station	451,832	543,862	417,390
Tiftonia 1 & 2 Pump Stations	264,004	427,080	146,380
23rd Street Pump Station	189,518	166,512	200,180
Latta Street Pumping Stations	11,230	12,615	23,715
Residential Pump Stations	27,826	2,954	41,500
Murray Hills Pump Station	33,682	42,084	40,520
Highland Park Pump Station	33,307	27,735	33,725
Big Ridge 1-5 Pump Stations	88,171	185,672	107,760
Dupont Parkway Pump Station	45,362	21,410	28,410
VAAP Pump Station	4,854	6,065	9,065
Northwest Georgia Pump Station	92,583	71,794	68,900
Brainerd Pump Station	62,268	30,995	71,434
East Brainerd Pump Station	46,646	60,132	56,325
North Chattanooga Pump Station	51,156	30,342	46,675
South Chattanooga Pump Station	6,678	5,209	11,070
Ooltewah-Collegedale Pump Station	157,160	123,254	199,575
Odor Control Pump Stations	951,254	800,000	900,000
Enterprise South Pump Station	37,149	15,275	30,645
River Park Pump Station	303	-	4,750
Ringgold Pump Station	61,809	105,902	109,870
Regional Metering Stations	376	-	-
West Chickamauga	6,011	7,502	13,000
Total Pumping Stations	<u>\$3,795,034</u>	<u>\$3,755,962</u>	<u>\$3,820,377</u>
Total Operations, Maint & Pumping Stations	<u>\$35,088,007</u>	<u>\$33,882,820</u>	<u>\$37,743,333</u>

Capital Improvement	(366,508)	500,000	500,000
Appropriation to Capital	10,770,601	4,656,000	4,149,145
Debt Service Reserve	-	2,658,104	3,490,633
ISS Cap Equip Maint & Reliability	(62,376)	-	-
Debt Service			
Principal	8,887,783	11,355,380	11,594,500
Interest	2,608,338	3,411,863	2,968,389
Bank Fees	1,428	-	-
	<u>\$11,497,549</u>	<u>\$14,767,243</u>	<u>\$14,562,889</u>
Total	<u>\$56,927,273</u>	<u>\$56,464,167</u>	<u>\$60,446,000</u>

Beginning Unrestricted Net Position	41,046,221	36,598,141	36,559,327
Estimated Incr(Decr) in Unrestricted Net Position	(4,448,080)	(38,814)	-
Ending Unrestricted Net Position	<u>36,598,141</u>	<u>36,559,327</u>	<u>36,559,327</u>

6020 SOLID WASTE & SANITATION FUND

ESTIMATED REVENUE

Landfill Tipping Fees	\$380,749	\$524,353	\$525,000
City Tipping Fees	\$5,773,587	\$6,403,570	\$6,435,570
Permits	840	-	-
State Operations Funds / TEMA	83,675	48,000	85,000
Sale of Property / Scrap	67,887	61,000	60,000
Sale of Mulch	84,104	112,787	81,000
Miscellaneous	3,236	16,647	15,430
Total	<u>\$6,394,078</u>	<u>\$7,166,357</u>	<u>\$7,202,000</u>

APPROPRIATIONS

Recycling Center	\$722,640	\$889,146	\$967,972
Waste Disposal – Summit Monitoring	-	6,492	3,701
Waste Disposal – City Landfill	1,480,894	1,709,563	2,380,815
Compost Waste Center	718,346	612,616	882,200
Solid Waste Reserve	-	109,863	480,532
Debt Service			
Principal	1,602,988	1,670,321	1,723,523
Interest	775,362	700,572	623,339
Bank Fees	3,471	2,640	2,700
Capital Improvement		25,341	25,341
Household Hazardous Waste	70,260	74,883	111,877
Total	<u>\$5,373,961</u>	<u>\$5,801,437</u>	<u>\$7,202,000</u>

Beginning Unrestricted Net Position	2,174,819	3,194,936	4,559,856
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Estimated Incr(Decr) in Unrestricted Net Position	1,020,117	1,364,920	-
Ending Unrestricted Net Position	3,194,936	4,559,856	4,559,856

6030 WATER QUALITY FUND

ESTIMATED REVENUE

Water Quality Fee	\$17,783,423	\$17,654,677	\$16,813,938
Water Quality Permits	38,593	69,896	25,000
Revenue Adjustments	(604,671)	(95,780)	-
Sale of Property	34,835	-	-
Other	2,187	88,136	1,000
Total	\$17,254,367	\$17,716,929	\$16,839,938

APPROPRIATIONS

Water Quality Management Administration	\$2,827,868	\$4,555,799	\$3,378,306
Water Quality Maintenance & Operations	6,160,784	7,054,408	6,867,824
Water Quality Site Development	884,846	1,311,909	978,270
Water Quality Engineering & Project Management	872,074	809,867	832,617
Water Quality Public Education	78,200	93,873	91,026
Renewal & Replacement	103,557	60,498	438,335
Debt Service			
Principal	962,667	876,972	1,161,010
Interest	355,013	358,623	689,009
Bank Service Charges	109	-	-
Appropriation to Capital Project Fund	-	2,450,000	2,403,541
Total	\$12,245,118	\$17,571,949	\$16,839,938

Beginning Unrestricted Net Position	3,648,610	8,657,861	8,802,839
Estimated Incr(Decr) in Unrestricted Net Position	5,009,251	144,980	-
Ending Unrestricted Net Position	8,657,861	8,802,839	8,802,839

9091 AUTOMATED TRAFFIC ENFORCEMENT

ESTIMATED REVENUE

Automated Traffic & Speeding Fines	\$364,745	\$608,352	\$592,000
Miscellaneous	\$21,068	\$20,568	\$20,000
Total	\$385,813	\$628,920	\$612,000

APPROPRIATIONS

Traffic Enforcement Operations	\$926,730	\$997,827	\$612,000
Total	\$926,730	\$997,827	\$612,000

Beginning Fund Balance	1,123,041	582,124	213,217
Estimated Incr(Decr) in Fund Balance	(540,917)	(368,907)	-
Ending Fund Balance	582,124	213,217	213,217

9250 NARCOTICS FUND

ESTIMATED REVENUE

Confiscated Narcotics Funds	977,856	154,475	702,000
Fines, Forfeitures and Penalties	43,739	27,300	-
Other	28,238	29,000	60,000
Total	\$1,049,833	\$210,775	\$762,000

APPROPRIATIONS

Operations	\$418,941	\$529,378	\$310,000
Capital	-	295,000	452,000
Total	\$418,941	\$824,378	\$762,000

Beginning Fund Balance	385,592	1,016,484	402,881
Estimated Incr(Decr) in Fund Balance	630,892	(613,603)	-
Ending Fund Balance	1,016,484	402,881	402,881

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

SECTION 6(b). That the Chattanooga City Council adopted Resolution 25862 on March 24, 2009, authorizing the City to enter into an Airport Operations Service Contract (“Contract”) with the Chattanooga Metropolitan Airport Authority (“Airport Authority”). In accordance with Section 5.1 of the Contract, the City hereby appropriates the sum of \$560,247 from the Debt Service Fund (which represents the total debt service requirements for the Airport Authority’s fiscal year 2015), to be used only in the event that the Airport Authority is unable to meet its debt service requirement for fiscal year 2015.

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

The Mayor is authorized to apply a one and one-half percent (1.5%) increase in base pay for civilian employees effective July 1, 2014, except for those employees whose pay is governed by federal and/or state formula. If necessary to achieve this pay increase, an employee’s pay may exceed the maximum in the pay range. Employees hired subsequent to [March 31, 2014] shall not be eligible for the increase.

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

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

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

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

<u>Position Name</u>	<u>Range/Rate</u>	<u>Period</u>
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		12835
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DEPARTMENT OF GENERAL GOVERNMENT

Office of City Attorney

0000150	1	City Attorney	GS.34	B
0002142	1	Compliance Officer	GS.17	B
0002963	1	Receptionist PT	NP	H
0004130	1	Claims Investigator	GS.18	B
0004131	1	Deputy City Attorney	GS.32	B
0004213	1	Public Records E-Discovery Coordinator	GS.15	B
0030020	5	Staff Attorney	GS.25	B
NEW	3	Legal Assistant	NR	B
NEW	1	Legal Secretary	NR	B
TOTAL	15			

City Judges Division 1

0000152	2	City Court Officer	NP	H
0000153	1	Judicial Assistant	NP	B
0020010	1	City Judge	*	B
TOTAL	4			

City Judges Division 2

0000152	2	City Court Officer	NP	H
0000153	1	Judicial Assistant	NP	B
0020010	1	City Judge	*	B
TOTAL	4			

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

City Council

0000159	1	Clerk to Council	NP	B
0000160	1	Management Analyst	NP	B
0000161	1	Deputy Clerk to Council	NP	B
0004201	1	Council Support Specialist	NP	B
0020300	7	Council Member	*	B
0020200	1	Council Vice Chairperson	**	B
0020100	1	Council Chairperson	***	B
TOTAL	13			

**Members of the Council shall be paid fifteen percent (15%) of the Mayor's salary.*

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

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

Internal Audit

0000084	1	Internal Auditor	GS.19	B
0002117	3	Senior Auditor	GS.21	B
0002118	1	City Auditor	GS.29	B
0004037	1	Administrative Support Specialist	GS.10	B
TOTAL	6			

Information Technology

0000107	1	Chief Information Officer	GS.33		B
0000108	1	Manager Application Services	GS.28		B
0000109	1	Deputy Chief Information Officer	GS.29	(1 frozen)	B
0000110	3	Network Analyst	GS.22		B
0000111	1	Assistant Director IT Security	GS.30		B
0000113	1	Manager IT Support Services	GS.28		B
0000114	1	Network Engineer	GS.20		B
0000115	2	System & Data Base Specialist 2	GS.23		B
0000116	2	System & Data Base Specialist 1	GS.22		B
0000117	1	Manager Network	GS.27		B
0000119	4	Programmer 2	GS.20		B
0000120	1	IT Support Services Supervisor	GS.21		B
0000127	4	Programmer 1	GS.18		B
0000146	1	Telecommunications Coordinator	GS.17		B
0000147	1	Telecommunications Supervisor	GS.21		B
0004004	4	IT Business Project Analyst	GS.25		B
0004008	1	Web Master	GS.20		B
0004009	3	IT Specialist	GS.19		B
0004011	1	Fiscal Analyst	GS.17		B
0004015	5	IT Technician	GS.15	(1 frozen)	B
0004037	1	Administrative Support Specialist	GS.10		B
0004046	1	Database Administrator	GS.25		B
0004047	1	Administrative Support Assistant 2	GS.07		B
0004177	1	ECM Specialist	GS.22		B
0000023	1	Assistant Director IT Project Management	GS.30		B
0000024	1	Assistant Director IT Infrastructure & Operations	GS.30		B
TOTAL	45				

311 Call Center

0002106	1	Customer Service Rep 2	GS.08		B
0002107	8	Customer Service Rep 1	GS.07		B
0002108	1	Customer Service Supervisor	GS.15		B
TOTAL	10				

Purchasing

0000250	1	Manager Purchasing	GS.23		B
0000252	6	Buyer	GS.16		B
0000269	1	Deputy Purchasing Agent	GS.21		B
0004037	1	Administrative Support Specialist	GS.10		B
0004167	1	Procurement Analyst	GS.17		B
TOTAL	10				

DEPARTMENT OF
GENERAL
GOVERNMENT
TOTAL 107

EXECUTIVE DEPARTMENT OF THE MAYOR

Administration

0004037	1	Administrative Support Specialist	GS.10	B
0004057	1	Administrative Support Assistant 1	GS.04	B
0004194	1	Chief of Staff & Counselor to Mayor	NP	B
0004195	1	Chief Operating Officer	NP	B
0004196	1	Sr Advisor Chief Policy Officer	NP	B
0004197	1	Deputy COS Chief Innovation Officer	NP	B
0004198	1	Director of Communications	NP	B
0004199	1	Senior Administrative Coordinator	NP	B
0004200	1	Administrative Specialist	NP	B
0004209	1	Public Safety Coordinator	NP	B
0020001	1	Mayor*	NP	B
TOTAL	11			

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

Office of Multicultural Affairs

0002140	1	Director	NP	B
0002146	1	Community Outreach Specialist	NR	B
TOTAL	2			

EXECUTIVE
DEPARTMENT OF
THE MAYOR
TOTAL 13

DEPARTMENT OF FINANCE & ADMINISTRATION

Finance Office

0000075	1	Administrator City Finance Officer	GS.35	B
0000076	1	Deputy Administrator Finance	GS.29	B
0004210	1	Deputy Chief Operating Officer	NP	B
0000077	1	Budget Officer	GS.27	B
0000079	1	Manager Financial Operations	GS.27	B
0000081	1	Accounts Payable Supervisor	GS.17	B
0000082	1	Accounting Manager	GS.24	B
0000083	1	Payroll Supervisor	GS.19	B
0000085	4	Management Budget Analyst 1	GS.19	(1 frozen) B
0000086	1	Management Budget Analyst 2	GS.21	B
0000088	1	Management Budget Analyst 3	GS.23	B
0000087	3	Accountant 1	GS.19	B
0000090	1	Accountant 2	GS.21	B
0000091	1	Accountant 3	GS.23	B

0000099	1	Payroll Assistant	GS.09		B
0000102	1	Payroll Technician	GS.11		B
0000103	1	Payroll Technician 2	GS.12		B
0000995	1	Grants Analyst	GS.17		B
0001402	3	Accounting Technician 1	GS.08	(1 frozen)	B
0004021	1	Executive Assistant	GS.14		B
0004035	2	Accounting Technician 2	GS.10		B
0004047	3	Administrative Support Assistant 2	GS.07		B
0004143	1	Business Systems Analyst	GS.24		B
XXXXXX1	1	Performance Manager	NR		B
XXXXXX2	1	Capital Planner	NR		B
TOTAL	35				

Office of City Treasurer

0000131	1	Assistant City Treasurer	GS.22		B
0000132	2	Tax Supervisor	GS.16	(1 frozen)	B
0000133	1	City Treasurer	GS.25		B
0000136	1	Tax Specialist 2	GS.10		B
0000904	1	Property Tax Clerk II	\$9.63		H
0000906	1	Property Tax Clerk III	\$10.50		H
0001006	7	Tax Specialist	GS.07		B
TOTAL	14				

City Court Clerk's Office

0000055	1	City Court Clerk	GS.24		B
0000059	1	Deputy City Court Clerk	GS.17		B
0001101	10	Court Operations Assistant	GS.05	(3 frozen)	B
0004021	1	Administrative Support Specialist	GS.10		B
0004044	2	Court Operations Technician 2	GS.08	(1 frozen)	B
0004054	3	Court Operations Technician 1	GS.06		B
TOTAL	18				

DEPARTMENT OF
FINANCE &
ADMINISTRATION
TOTAL 67

DEPARTMENT OF GENERAL SERVICES

General Services Admin

0000020	1	Director General Services	GS.30		B
0000021	1	Assistant Director General Services	NR	(1 frozen)	B
0000022	1	Special Project Coordinator	NR	(1 frozen)	B
0000187	1	General Services Technology Specialist	GS.22		B
0004011	2	Fiscal Analyst	GS.17		B
0004047	1	Administrative Support Assistant 2	GS.07		B
0004057	1	Administrative Support Assistant 1	GS.04		B

0004163	1	Real Property Coordinator	GS.14	B
0004220	1	Manager Facilities Operations	GS.22	B
XXXXXXX	1	Director of Sustainability	NR	B
TOTAL	11			

Building Maintenance

0000198	1	Security Guard	GS.04	B
0004010	2	General Supervisor	GS.18	B
0004029	1	Building Maint Mechanic 2	GS.12	B
0004040	10	Building Maint Mechanic 1	GS.09	B
0004045	2	Crew Supervisor 1	GS.08	B
0004057	1	Administrative Support Assistant 1	GS.04	B
0004059	7	Crew Worker 1	GS.02	(1 frozen) B
0004097	1	Pool Technician	GS.12	B
TOTAL	25			

Memorial Auditorium

0000405	1	Technical Coordinator	GS.12	B
TOTAL	1			

Tivoli Theatre

0000405	1	Technical Coordinator	GS.12	B
TOTAL	1			

Civic Facilities Administration

0000400	1	Director Civic Facilities	GS.22	B
0000401	1	Business Manager	GS.20	B
0000406	1	Facilities Marketing Coordinator	GS.15	B
0000956	2	Box Office Cashier PT	N/A	B
0000958	2	Phone Sales Clerk PT	N/A	B
0004047	1	Administrative Support Assistant 2	GS.07	B
TOTAL	8			

DEPARTMENT OF
GENERAL
SERVICES TOTAL 46

Development Resource Center

0004057	1	Administrative Support Assistant 1	GS.04	B
0004059	4	Crew Worker 1	GS.02	H
TOTAL	5			

TN Valley Regional Communications

0000199	1	Manager Electronics Comm	GS.25	B
0000213	2	Electronics Comm Tech 2	GS.16	B

0004019	3	Electronics Comm Tech 1	GS.14	B
0004116	1	Electronics Shop Supervisor	GS.18	B
0004057	1	Administrative Support Assistant 1	GS.04	B
TOTAL	8			

Municipal Garage - Amnicola

0000204	1	Fleet Maintenance Shift Supv	GS.16	B
0000205	1	Manager Fleet	GS.23	B
0000206	4	Equipment Mechanic 3*	GS.13	H
0000208	3	Equipment Mechanic 1*	GS.10	H
0000209	1	Data Analyst	GS.12	B
0000218	2	Fleet Maintenance Shop Supv	GS.18	B
0000224	11	Equipment Mechanic 2*	GS.12	H
0001301	1	Inventory Clerk	GS.05	H
0004028	1	Inventory Coordinator	GS.13	H
0004051	3	Inventory Technician	GS.07	H
0004059	2	Crew Worker 1	GS.02	H
TOTAL	30			

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

Municipal Garage - 12th Street

0000204	2	Fleet Maintenance Shift Supv	GS.16	B
0000206	7	Equipment Mechanic 3*	GS.13	H
0000208	5	Equipment Mechanic 1*	GS.10	H
0000218	1	Fleet Maintenance Shop Supv	GS.18	B
0000224	6	Equipment Mechanic 2*	GS.12	H
0004028	1	Inventory Coordinator	GS.13	B
0004037	1	Administrative Support Specialist	GS.10	B
0004051	2	Inventory Technician	GS.08	B
0004053	1	Vehicle Servicer	GS.07	H
0004057	1	Administrative Support Assistant 1	GS.04	H
0004058	1	Crew Worker 2	GS.04	H
0004059	1	Crew Worker 1	GS.02	H
0004100	1	Equipment Operator 4	GS.10	H
TOTAL	30			

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

DEPARTMENT OF HUMAN RESOURCES

Administration

0000270	1	Director Human Resources	GS.32	B
0000272	1	Compensation Analyst	GS.21	B
0000273	1	Deputy Director Human Resources	GS.29	B
0000275	1	Human Resources Records Specialist	GS.20	B
0002142	1	Compliance Officer	GS.17	B
0004012	5	Human Resources Generalist	GS.17	B

0004021	1	Executive Assistant	GS.14	B
0004033	2	Human Resources Technician	GS.11	B
0004057	1	Administrative Support Assistant 1	GS.04	B
0004233	1	Workforce Planning Coordinator	GS.18	B
0004xxx	1	Employee Relations Coordinator	NR	B
TOTAL	16			

Employees Insurance Office

0000182	1	Director Risk Mgmt & Ins Benefits	GS.27	B
0000185	2	Benefits Technician	GS.11	B
0004169	1	Pension and Data Analyst	GS.21	B
TOTAL	4			

Employees Safety Program

0000266	1	Manager Safety	GS.23	B
TOTAL	1			

DEPARTMENT OF
HUMAN
RESOURCES
TOTAL 21

WELLNESS INITIATIVE

0000011	1	Manager Employee Wellness & Occup Health	GS.23	B
0000012	1	Wellness Coordinator	GS.16	B
TOTAL	2			

DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

Administration

0000050	1	Administrator	GS.32	B
0001912	1	Deputy Administrator	GS.29	B
0001975	1	Clerical Assistant	\$7.92	H
0004016	1	Neighborhood Program Specialist	GS.15	B
0004021	1	Executive Assistant	GS.14	B
0004231	1	Civic Engagement Coordinator	NP	B
NEW	1	Homeless Advisor	NR	B
TOTAL	7			

Grants Administration

0004086	2	Project Specialist	GS.14	B
TOTAL	2			

Affordable Housing

NEW	1	Affordable Housing Specialist	NR	B
TOTAL	1			

Economic Development

0001912	1	Deputy Administrator	GS.29	B
TOTAL	1			

Codes, Community Services & Neighborhood Relations

0000155	3	Neighborhood Relations Specialist	GS.14	B
TOTAL	3			

Outdoor Chattanooga

0000378	1	Recreation Program Coordinator	GS.16	B
0000382	1	Recreation Specialist	GS.09	B
0000935	1	Recreation Specialist (PT)	\$11.38	H
0002133	1	Events & Marketing Specialist	GS.15	B
0004007	1	Recreation Division Manager	GS.20	B
0004083	1	Recreation Program Specialist	GS.13	B
TOTAL	6			

Land Development Office

0000521	2	Construction Inspector 1	GS.14	B
0000531	4	Refuse Collection Inspector	GS.10	H
0000541	1	Assistant Director Dev Svcs	GS.25	B
0000542	1	Chief Neighborhood Code Enforcement Insp	GS.19	B
0000544	1	Chief Building Inspector	GS.19	B
0000545	1	Chief Electrical Inspector	GS.19	B
0000546	1	Chief Plumbing Inspector	GS.19	B
0000548	2	Electrical Inspector 1	GS.14	B
0000550	1	Plumbing Inspector 1	GS.14	B
0000551	1	Plumbing Inspector 2	GS.15	B
0000552	5	Combination Inspector	GS.15	B
0000553	1	Building Inspector 1	GS.14	B
0000554	1	Electrical Inspector 2	GS.15	B
0000555	1	Building Inspector 2	GS.15	B
0000559	1	Gas Mechanical Inspector 2	GS.15	B
0000565	8	Code Enforcement Inspector 1	GS.12	B
0000567	1	Director	GS.27	B
0000574	3	Code Enforcement Inspector Supervisor	GS.16	B
0000578	1	Assistant Director Land Use Dev	GS.21	B
0001004	5	Permit Clerk	GS.06	B
0001955	1	Development Ombudsman	GS.18	B
0004032	1	Office Supervisor	GS.12	B
0004047	4	Administrative Support Assistant 2	GS.07	B
0004080	1	Plans Review Specialist 3	GS.15	B
0004085	1	Historic Preservation Planner	GS.14	B
0004096	1	Plans Review Specialist 2	GS.12	B
0004101	2	Plans Review Specialist 1	GS.09	B

0004133	1	Code Enforcement Inspector 2	GS.14	B
0004153	1	Refuse Collection Inspector Supervisor	GS.12	B
0004165	1	Manager Land Use Dev	GS.19	B
0004171	2	Zoning Inspector 2	GS.13	B
NEW	1	Systems & Database Specialist 2	NR	B
NEW	1	Administrative Support Specialist 2	GS.07	B
TOTAL	60			

Community Development

0000188	1	Manager Community Development	GS.23	B
0000192	4	Community Development Specialist	GS.16	B
0004011	1	Fiscal Analyst	GS.17	B
TOTAL	6			

DEPARTMENT OF
ECONOMIC &
COMMUNITY
DEVELOPMENT
TOTAL 86

POLICE DEPARTMENT
SWORN

0000796	3	Assistant Police Chief	P9	B
0000805	1	Police Chief	GS.34	B
0000806	1	Deputy Police Chief	GS.30	B
0000809	7	Police Captain	PD.8	B
0000812	17	Police Lieutenant	PD.7	B
0000813	87	Police Sergeant	PD.6	B
0004060	343	Master Police Officer	PD.5	B
0004121		Police Officer 1	PD.2	B
0004122		Police Officer 2	PD.3	B
0004123		Police Officer 3	PD.4	B
0004121	23	COPS Grant Police Officer 1	PD.2	B
TOTAL	482			

NON-SWORN

0001402	1	Accounting Technician 1	GS.08	B
0004057	1	Administrative Support Assistant 1	GS.04	B
0004047	10	Administrative Support Assistant 2	GS.07	B
0004037	1	Administrative Support Specialist	GS.10	B
0004040	2	Building Maint Mechanic 1	GS.09	B
0003003	1	Crime Statistical Analyst	GS.15	B
0004020	1	Electronics Surveillance Tech	GS.14	B
0004021	2	Executive Assistant	GS.14	B
0004011	1	Fiscal Analyst	GS.17	B
0004042	1	Fiscal Technician	GS.09	B

0004010	1	General Supervisor	GS.18	B
0004052	2	Personnel Assistant	GS.08	B
0000829	1	Photographic Lab Technician	GS.09	B
0001010	1	Police Inf Center Manager	GS.17	B
0000840	6	Police Property Technician	GS.07	B
0001011	4	Police Records Analyst	GS.10	B
0000856	1	Police Records Oper Supv	GS.13	B
0004056	14	Police Records Technician	GS.05	B
0000825	9	Police Service Tech	GS.04	B
0000970	9	Police Service Technician 2	GS.06	B
0000975	2	School Patrol Lieutenant	\$21.84	H
0000976	30	School Patrol Officer	N/A	H
0000834	1	School Patrol Officer Supv	GS.09	B
0004214	1	Special Assistant City Attorney	NP	B
0002205	1	Terminal Agency Coordinator	GS.10	B
XXXXXX1	1	Public Information Specialist	NR	B
XXXXXX2	8	Administrative Support Asst 2	NR	B
TOTAL	113			
POLICE DEPARTMENT TOTAL	595			

AUTOMATED TRAFFIC FUND
SWORN

0004060	4	Master Police Officer	P5	B
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NON-SWORN

0004037	1	Administrative Support Specialist	GS.10	B
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AUTOMATED TRAFFIC FUND TOTAL 5

FIRE DEPARTMENT
SWORN

0000865	1	Fire Chief	GS.34	B
0000866	1	Deputy Fire Chief	FD.7C	B
0000867	1	Fire Marshall	FD.6C	B
0000869	9	Fire Battalion Chief	FD.5A	B
0000873	84	Fire Lieutenant	FD.3A	(3 frozen) B
0000874	49	Firefighter	FD.1A	(6 frozen) B
0000892	177	Firefighter Senior	FD.2A	(3 frozen) B
0004001	3	Assistant Fire Chief	FD.6C	B
0004003	81	Fire Captain	FD.4A	(3 frozen) B
0004111	9	Staff Captain	FD.4C	B

0004112	11	Staff Lieutenant	FD.3C	(2 frozen)	B
0004113	1	Staff Firefighter Senior	FD.2C	(1 frozen)	B
0004115	1	Executive Deputy Fire Chief	GS.29		B
0004211	1	Deputy Fire Marshall	FD.5C		B
TOTAL	429				

NON-SWORN

0000168	1	Public Relations Coordinator 2	GS.18		B
0000891	3	Fire Equipment Specialist	GS.11		B
0004011	1	Fiscal Analyst	GS.17		B
0004010	1	General Supervisor	GS.18		B
0004021	1	Executive Assistant	GS.14		B
0004029	1	Building Maint Mechanic 2	GS.12		B
0004040	3	Building Maint Mechanic 1	GS.09		B
0004047	2	Administrative Support Assistant 2	GS.07		B
0004051	1	Inventory Technician	GS.08		B
0004052	1	Personnel Assistant	GS.08		B
0004057	1	Administrative Support Assistant 1	GS.04		B
0004168	1	Fire Systems & Database Specialist	GS.22		B
TOTAL	17				

FIRE
DEPARTMENT
TOTAL 446

DEPARTMENT OF PUBLIC WORKS

Public Works Admin

0000450	1	Administrator	GS.34		B
0000451	1	Deputy Administrator	GS.31		B
0004011	1	Fiscal Analyst	GS.17		B
0004021	1	Executive Assistant	GS.14		B
0004028	1	Inventory Coordinator	GS.13		B
0004047	2	Administrative Support Assistant 2	GS.07		B
TOTAL	7				

CWS Administration

0000474	1	Director, City Wide Services	GS.27		B
0000479	1	Accident Investigator	GS.10		B
0001301	1	Inventory Clerk	GS.05		B
0001530	1	Crew Scheduler	GS.08		B
0004014	1	Occupational Safety Specialist	GS.17		B
0004028	1	Inventory Coordinator	GS.13		B
0004037	2	Administrative Support Specialist	GS.10		B
0004047	1	Administrative Support Assistant 2	GS.07		B/H
0004051	1	Inventory Technician	GS.08		B
0004057	2	Administrative Support Assistant 1	GS.04		B

0004059	1	Crew Worker 1	GS.02		W
0004065	1	Assistant Director Operations	GS.25		B
0004068	1	Administrative Manager	GS.22		B
TOTAL	15				

Municipal Forestry

0000311	1	Municipal Forester	GS.23		B
0000312	1	Forestry Supervisor	GS.18		B
0000333	3	Tree Trimmer	GS.09		H
0004038	3	Crew Supervisor 2	GS.12		H
0004100	3	Equipment Operator 4	GS.10		H
TOTAL	11				

Emergency

0004038	1	Crew Supervisor 2	GS.12		H
0004059	4	Crew Worker 1	GS.02	(1 frozen)	H
0004100	7	Equipment Operator 4	GS.10		H
0004102	1	Equipment Operator 3	GS.08	(1 frozen)	H
0004105	2	Equipment Operator 1	GS.05		H
TOTAL	15				

Solid Waste Refuse Collection Centers

0004100	1	Equipment Operator 4	GS.10		H
TOTAL	1				

Engineering

0000505	1	City Engineer	GS.31		B
0000512	1	Assistant City Engineer	GS.28		B
0000513	2	Civil Engineer	GS.19		B
0000516	3	Engineering Coordinator	GS.21		B
0000518	2	Survey Party Chief	GS.14		B
0000522	2	Survey Instrument Technician	GS.09		B
0000524	1	Manager IT	GS.24		B
0000965	1	Engineer Coop	\$12.33	(1 frozen)	H
0004047	1	Administrative Support Assistant 2	GS.07		B
0004057	1	Administrative Support Assistant 1	GS.04	(1 frozen)	B
0004075	1	GIS Analyst	GS.18		B
0004090	2	GIS Technician	GS.13		B
0004135	1	Construction Inspector 2	GS.15		B
0004150	2	Senior Engineer	GS.25		B
TOTAL	21				

Street Cleaning

0004010	1	General Supervisor	GS.18		B
0004038	2	Crew Supervisor 2	GS.12	(1 frozen)	B

0004045	4	Crew Supervisor 1	GS.08		W
0004058	4	Crew Worker 2	GS.04		H
0004059	9	Crew Worker 1	GS.02	(1 frozen)	H
0004100	14	Equipment Operator 4	GS.10	(2 frozen)	H
TOTAL	34				

Brush Pick-up

0004010	1	General Supervisor	GS.18		B
0004059	1	Crew Worker 1	GS.02		H
0004100	11	Equipment Operator 4	GS.10	(1 frozen)	H
TOTAL	13				

Trash Flash

0004100	4	Equipment Operator 4	GS.10		H
TOTAL	4				

Recycle Pick-up

0004038	1	Crew Supervisor 2	GS.12		B
0004059	4	Crew Worker 1	GS.02	(1 frozen)	H
0004102	3	Equipment Operator 3	GS.08		H
TOTAL	8				

Garbage Pick-up

0000532	1	Manager Sanitation	GS.22		B
0004010	1	General Supervisor	GS.18		B
0004038	1	Crew Supervisor 2	GS.12		B
0004058	1	Crew Worker 2	GS.04		H
0004059	3	Crew Worker 1	GS.02		H
0004100	14	Equipment Operator 4	GS.10		H
0004102	4	Equipment Operator 3	GS.08	(1 frozen)	H
TOTAL	25				

Refuse Inspection

0000531	1	Refuse Collection Inspector	GS.10	(1 frozen)	H
TOTAL	1				

Sway Cars

0004100	1	Equipment Operator 4	GS.10		H
TOTAL	1				

Blighted Property Abatement & Maintenance

NEW	1	Crew Worker 1	GS.02		H
NEW	1	Crew Worker 2	GS.04		H
NEW	1	Crew Supervisor 2	GS.12		B
TOTAL	3				

Parks Maintenance Administration

0001301	1	Inventory Clerk	GS.05	B
0002934	1	Director Parks	GS.25	B
0002943	1	Assistant Director Parks		
0004014	1	Occupational Safety Specialist	GS.17	B
0004028	1	Inventory Coordinator		
0004037	1	Administrative Support Specialist	GS.10	B
0004047	1	Administrative Support Assistant 2	GS.07	B
TOTAL	7			

Parks Maintenance - City-Wide Security

0000850	2	Park Ranger	GS.04	B
TOTAL	2			

Parks Maintenance - Landscape

0000208	1	Equipment Mechanic 1	GS.10	H
0000365	1	Gardener	GS.07	H
0004010	1	General Supervisor	GS.18	B
0004038	2	Crew Supervisor 2	GS.12	H
0004058	4	Crew Worker 2	GS.04	H
0004059	2	Crew Worker 1	GS.02	H
0004105	2	Equipment Operator 1	GS.05	H
TOTAL	13			

Heritage Park

0004045	1	Crew Supervisor 1	GS.08	B
TOTAL	1			

Greenway Farm

0004045	1	Crew Supervisor 1	GS.08	B
TOTAL	1			

Rivermont Park

0004045	1	Crew Supervisor 1	GS.08	B
TOTAL	1			

East Lake

0004045	1	Crew Supervisor 1	GS.08	B
TOTAL	1			

Carousel Operations

0000968	2	Carousel Assistant PT	\$7.78	H
TOTAL	2			

Tennessee Riverpark Downtown

0004010	1	General Supervisor	GS.18	B
0004029	1	Building Maintenance Mechanic 2	GS.12	H
0004038	3	Crew Supervisor 2	GS.12	H
0004040	1	Building Maintenance Mechanic 1	GS.09	B
0004045	3	Crew Supervisor 1	GS.08	H
0004058	2	Crew Worker 2	GS.04	H
0004059	13	Crew Worker 1	GS.02	H
0004105	1	Equipment Operator 1	GS.05	H
TOTAL	25			

Tennessee Riverpark Security

0000850	4	Park Ranger	GS.04	B
0004176	1	Park Ranger 2	GL.06	B
0000863	1	Park Ranger Supervisor	GS.09	B

TOTAL 6

DEPARTMENT OF
PUBLIC WORKS
(GENERAL FUND)

TOTAL 218

SOLID WASTE

Sanitary Fills

0000663	1	Manager Landfill	GS.22	B
0004010	1	General Supervisor	GS.18	B
0004059	1	Crew Worker 1	GS.02	H
0004098	2	Landfill Technician	GS.11	B
0004124	5	Equipment Operator 5	GS.12	H
0004105	1	Equipment Operator 1	GS.05	H
0004126	1	Crew Supervisor 3 CDL	GS.14	B
NEW	1	Administrative Support Assistant 2	GS.07	B
TOTAL	13			

Wood Recycle

0004058	1	Crew Worker 2	GS.04	B
0004059	1	Crew Worker 1	GS.02	H
0004124	3	Equipment Operator 5	GS.12	H
0004126	1	Crew Supervisor 3 CDL	GS.14	B
TOTAL	6			

Recycle Center

0004100	1	Equipment Operator 4	GS.10	H
TOTAL	1			

DEPARTMENT OF
PUBLIC WORKS -
SOLID WASTE
FUND TOTAL 20

WATER QUALITY MANAGEMENT FUND POSITIONS

Water Quality Management

0000512	1	Assistant City Engineer	GS.28	B
0000736	2	Water Quality Supervisor	GS.19	B
0000738	1	Water Quality Technician	GS.12	B
0000740	8	Water Quality Specialist 1	GS.14	B
0000965	4	Engineering Co-op	\$12.33	H
0001016	2	Water Quality Specialist 2	GS.18	B
0004047	1	Administrative Support Assistant 2	GS.07	B
0004069	1	GIS Systems Administrator	GS.24	B
0004075	3	GIS Analyst 1	GS.18	B
0004090	1	GIS Technician	GS.13	B
0004140	1	Manager Water Quality Management	GS.25	B
NEW	2	Water Quality Specialist 2	GS.18	B
TOTAL	27			

Water Quality Operations

0000521	1	Construction Inspector 1	GS.14	B
0000683	1	Manager Sewer Construction	GS.22	B
0004010	2	General Supervisor	GS.18	B
0004030	7	Crew Supervisor 3	GS.14	B
0004038	7	Crew Supervisor 2	GS.12	B
0004045	4	Crew Supervisor 1	GS.08	B
0004047	1	Administrative Support Assistant 2	GS.07	B
0004049	9	Crew Worker 3	GS.07	H
0004058	13	Crew Worker 2	GS.04	H
0004059	26	Crew Worker 1	GS.02	H
0004100	11	Equipment Operator 4	GS.10	H
0004102	4	Equipment Operator 3	GS.08	H
0004124	10	Equipment Operator 5	GS.12	H
TOTAL	96			

Water Quality Site Development

0000742	3	Soil Engineering Specialist	GS.19	B
0004101	1	Plans Review Specialist 1	GS.09	B
0004182	1	Landscape Architect	GS.18	B
0004183	1	Manager Site Development	GS.25	B
NEW	1	Project Engineer	GS.22	B
NEW	1	Construction Program Supervisor	GS.21	B
NEW	1	Soil Engineering Specialist	GS.19	B

NEW	1	Landscape Architect	GS.18	B
NEW	1	Landscape Inspector	NR	B
NEW	1	Administrative Support Asst 1	GS.04	B
TOTAL	12			

Water Quality Engineering & Project Management

0000513	5	Civil Engineer	GS.19	B
0000516	1	Engineering Coordinator	GS.21	B
0000518	1	Survey Party Chief	GS.14	B
0000522	1	Survey Instrument Technician	GS.09	B
0000582	1	Engineering Technician	GS.13	B
0000733	1	Construction Program Supervisor	GS.21	B
0004064	1	Engineering Manager	GS.27	B
0004071	1	Project Engineer	GS.22	B
0004150	1	Senior Engineer	GS.25	B
NEW	2	Engineering Coordinator	GS.21	B
TOTAL	15			

Water Quality Public Education

0000600	1	Public Information Specialist	GS.15	B
TOTAL	1			

DEPARTMENT OF
PUBLIC WORKS -
WATER QUALITY
FUND TOTAL 151

STATE STREET AID

SSA - Street Maintenance

0000516	1	Engineering Coordinator	GS.21	(1 frozen)	B
0001530	1	Crew Scheduler	GS.08		B
0004010	1	General Supervisor	GS.18		B
0004038	3	Crew Supervisor 2	GS.12	(1 frozen)	B
0004045	1	Crew Supervisor 1	GS.08		B
0004058	11	Crew Worker 2	GS.04	(4 frozen)	H
0004059	20	Crew Worker 1	GS.02	(5 frozen)	H
0004100	7	Equipment Operator 4	GS.10	(1 frozen)	H
0004102	7	Equipment Operator 3	GS.08		H
0004124	10	Equipment Operator 5	GS.12	(4 frozen)	H
0004126	4	Crew Supervisor 3 CDL	GS.14	(2 frozen)	B
0004142	1	Manager Street Maintenance	GS.22		B
TOTAL	67				

SSA - Transportation

0004058	1	Crew Worker 2	GS.04		H
0004059	1	Crew Worker 1	GS.02		H
TOTAL	2				

DEPARTMENT OF
PUBLIC WORKS -
STATE STREET AID
FUND TOTAL 69

INTERCEPTOR SEWER SYSTEM

Administration

0000575	1	Director Waste Resources Water	GS.29	B
0000424	1	Deputy Director of Waste Water	GS.28	B
0004068	1	Administrative Manager	GS.22	B
0004009	1	IT Specialist	GS.19	B
0004011	2	Fiscal Analyst	GS.17	B
0004037	1	Administrative Support Specialist	GS.10	B
0004047	1	Adm Support Assistant 2	GS.07	B
0004052	1	Personnel Assistant	GS.08	B
TOTAL	9			

Laboratory

0000591	1	Manager Laboratory Services	GS.23	B
0000594	1	Chemist	GS.17	B
0004091	2	Laboratory Technician 2	GS.13	B
0004094	4	Laboratory Technician 1	GS.12	B
TOTAL	8			

Engineering

0000596	1	Construction Inspector Supv	GS.18	B
0000597	1	Waste Resources Sys Engineer	GS.25	B
0000598	2	Sewer Project Coordinator	GS.15	B
0001530	1	Crew Scheduler	GS.08	B
0000590	1	Waste Resources Plant Engineer	GS.22	B
0004071	2	Project Engineer	GS.22	B
TOTAL	8			

Plant Maintenance

0000601	1	Waste Resource Maintenance Manger	GS.24	B*
0000603	1	Chief Electrical Instrument Technician	GS.19	H*
0000605	2	Chief Maintenance Mechanic	GS.19	H*
0000610	11	Plant Maintenance Mechanic	GS.11	H*
0000618	2	Plant Maintenance Lubricator	GS.05	H*
0004018	9	Electrician 2	GS.14	H*
0004038	1	Crew Supervisor 2	GS.12	H*
0004040	1	Bldg Maintenance Mechanic I	GS.09	B*
0004058	1	Crew Worker 2	GS.04	H
0004170	1	Plant Maintenance Planner	GS.13	B

0004155	1	Asset Management Systems Coordinator	GS.13	B
0004047	2	Adm Support Assistant 2	GS.07	B
0001301	3	Inventory Clerk	GS.05	H
0004028	1	Inventory Coordinator	GS.13	B
0004051	1	Inventory Technician	GS.08	B
TOTAL	38			

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

Sewer Maintenance

0004010	1	General Supervisor	GS.18	B
0000683	1	Manager Sewer Construction	GS.22	B
0004030	3	Crew Supervisor 3	GS.14	H
0004058	2	Crew Worker 2	GS.04	H
0004100	5	Equipment Operator 4	GS.10	H
0004124	4	Equipment Operator 5	GS.12	H
0004126	2	Crew Supervisor 3 CDL	GS.14	H
TOTAL	18			

Moccasin Bend Treatment Plant - Liquid Handling

0004203	1	Plant Manager	GS.25	B
0000633	4	Chief Plant Operator	GS.15	H
0000636	6	Plant Operator 3	GS.13	H
0000638	7	Plant Operator 1	GS.09	H
0004034	9	Plant Operator 2	GS.11	H
0004236	1	Pump Station Operations Supervisor	GS.21	B
0004234	1	Plant Liquid Operations Supervisor	GS.22	B
0004057	1	Adm Support Assistant 1	GS.04	B
0004058	1	Crew Worker 2	GS.04	H
0000598	1	Sewer Project Coordinator	GS.15	B
TOTAL	32			

Inflow and Infiltration

0004010	1	General Supervisor	GS.18	H
0004030	2	Crew Supervisor 3	GS.14	H
0004058	2	Crew Worker 2	GS.04	H
0004102	5	Equipment Operator 4	GS.10	H
TOTAL	10			

Safety & Training

0004014	1	Occupational Safety Specialist	GS.17	B
0004058	1	Crew Worker 2	GS.04	H
TOTAL	2			

Pretreatment/Monitoring

0000652	1	Pretreatment Supervisor	GS.19	B
0000653	4	Monitor Technician	GS.12	B
0000655	2	Pretreatment Inspector	GS.14	B
0004047	1	Adm Support Assistant 2	GS.07	B
TOTAL	8			

Moccasin Bend Treatment Plant - Solid Handling

0000636	3	Plant Operator 3	GS.13	H
0000638	4	Plant Operator 1	GS.09	H
0004235	1	Plant Solids Operation Supervisor	GS.20	B
0004034	5	Plant Operator 2	GS.11	H
0004100	1	Equipment Operator 4	GS.10	H
TOTAL	14			

DEPARTMENT OF
PUBLIC WORKS -
ISS FUND TOTAL 147

Youth & Family Development Administration

0004207	1	Administrator	GS.32	B
NEW	1	Deputy Administrator	GS.29	B
0004011	1	Fiscal Analyst	GS.17	B
0002938	1	Director Recreation	GS.25	B
0004120	1	Assistant Director Recreation	GS.21	B
0000378	1	Recreation Program Coordinator	GS.16	B
0004037	1	Administrative Support Specialist	GS.10	B
TOTAL	7			

Recreation Administration

0004007	1	Recreation Division Manager	GS.20	B
0004037	1	Administrative Support Specialist	GS.10	B
TOTAL	2			

Recreation Support Services

0004010	1	General Supervisor	GS.18	B
0004045	1	Crew Supervisor 1	GS.08	B
0004058	3	Crew Worker 2	GS.04	B
0004059	4	Crew Worker 1	GS.02	B
0000208	1	Equipment Mechanic 1	GS.10	B
TOTAL	10			

Public Information

0004017	1	Public Relations Coordinator 1	GS.15	B
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TOTAL 1

Youth Development

0004083	2	Recreation Program Specialist	GS.13	B
0000378	2	Recreation Program Coordinator	GS.16	B
TOTAL	4			

Kidz Kamp

0000378	1	Recreation Program Coordinator	GS.16	B
TOTAL	1			

Sports Programs

0000378	1	Recreation Program Coordinator	GS.16	B
0004083	1	Recreation Program Specialist	GS.13	B
0004025	1	Recreation Facility Manager 1	GS.14	B
TOTAL	3			

Aquatics Programs

0000421	1	Aquatics Program Coordinator	GS.16	B
TOTAL	1			

Therapeutic Programs

0000420	1	Therapeutic Program Coordinator	GS.16	B
0004083	1	Recreation Program Specialist	GS.13	B
TOTAL	2			

Fitness Center

0000954	1	Fitness Trainer PT	\$10.61	H
0000960	1	Front Desk Clerk PT	\$8.86	H
0004007	1	Recreation Division Manager	GS.20	B
0004057	1	Administrative Support Assistant 1	GS.04	B
TOTAL	4			

Recreation Facility - Champion's Club

0000394	1	Tennis Professional	GS.16	B
0000981	2	Tennis Assistant PT	\$8.02	B
0004059	1	Crew Worker 1	GS.02	B
0004083	1	Recreation Program Specialist	GS.13	B
TOTAL	5			

Recreation Facility - Summitt of Softball

0004038	1	Crew Supervisor 2	GS.12	B
0004058	5	Crew Worker 2	GS.04	B
TOTAL	6			

Recreation Center - Avondale

0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	1	Recreation Specialist	GS.09	B
TOTAL	2			

Recreation Center - Brainerd

0004059	1	Crew Worker 1	GS.02	B
0004082	1	Recreation Facility Manager 2	GS.15	B
0000382	3	Recreation Specialist	GS.09	B
TOTAL	5			

Recreation Center - Carver

0004059	1	Crew Worker 1	GS.02	B
0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	2	Recreation Specialist	GS.09	B
TOTAL	4			

Recreation Center - East Chattanooga

0004059	1	Crew Worker 1	GS.02	B
0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	2	Recreation Specialist	GS.09	B
TOTAL	4			

Recreation Center -East Lake

0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	2	Recreation Specialist	GS.09	B
TOTAL	3			

Recreation Center - Eastdale

0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	1	Recreation Specialist	GS.09	B
TOTAL	2			

Recreation Center - First Centenary

0004025	1	Recreation Facility Manager 1	GS.14	B
TOTAL	1			

Recreation Center -Francis B. Wyatt

0004025	1	Recreation Facility Manager 1	GS.14	B
TOTAL	1			

Recreation Center - Glenwood

0004059	1	Crew Worker 1	GS.02	B
0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	2	Recreation Specialist	GS.09	B

TOTAL 4

Recreation Center - John A. Patton

0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	2	Recreation Specialist	GS.09	B
TOTAL	3			

Recreation Center - North Chattanooga

0004059	1	Crew Worker 1	GS.02	B
0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	1	Recreation Specialist	GS.09	B
TOTAL	3			

Recreation Center - Shepherd

0004059	1	Crew Worker 1	GS.02	B
0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	2	Recreation Specialist	GS.09	B
TOTAL	4			

Recreation Center - South Chattanooga

0004059	1	Crew Worker 1	GS.02	B
0004082	1	Recreation Facility Manager 2	GS.15	B
0000382	3	Recreation Specialist	GS.09	B
TOTAL	5			

Recreation Center - Tyner

0004059	1	Crew Worker 1	GS.02	B
0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	2	Recreation Specialist	GS.09	B
TOTAL	4			

Recreation Center - Washington Hills

0004059	1	Crew Worker 1	GS.02	B
0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	2	Recreation Specialist	GS.09	B
TOTAL	4			

Recreation Center - Westside Community Center

0004025	1	Recreation Facility Manager 1	GS.14	B
0000382	1	Recreation Specialist	GS.09	B
TOTAL	2			

Recreation Center - Hixson

0004059	1	Crew Worker 1	GS.02	B
0004082	1	Recreation Facility Manager 2	GS.15	B

0000382	2	Recreation Specialist	GS.09	B
TOTAL	4			

Recreation Center - Cromwell Community Center

0004025	1	Recreation Facility Manager 1	GS.14	B
TOTAL	1			

Programs - North River Center

0004026	1	Community Facilities Supv	GS.13	B
TOTAL	1			

Programs - Eastgate Center Programs

0004026	1	Community Facilities Supervisor	GS.13	B
0004037	1	Administrative Support Specialist	GS.10	B
TOTAL	2			

Heritage House Programs

0004026	1	Community Facilites Supv	GS.13	B
TOTAL	1			

Cultural Arts Programs

0004162	1	Art Assistant PT	\$10.00	H
TOTAL	1			

DEPARTMENT OF
YOUTH & FAMILY
DEVELOPMENT
TOTAL 107

SOCIAL SERVICES FUND POSITIONS

Social Services Administration

001A010	1	Administrator	GS.32	B
001A171	1	Dep Administrator	GS.29	B
0001207	1	Executive Assistant	GS.14	B
0001402	1	Accounting Technician 1	GS.08	B
0004011	1	Fiscal Analyst	GS.17	B
0004052	1	Personnel Assistant	GS.08	B
TOTAL	6			

Social Services - Occupancy

New	2	Crew Worker 1	NR	H
TOTAL	2			

Social Services - Baby College

NEW	1	Coordinator	NR	B
NEW	1	Recruiter / Life Coach	NR	B

NEW	3	Teacher PT	NR	B
NEW	1	Administrative Assistant PT	NR	B
NEW	4	Child Care Workers PT	NR	B
TOTAL	10			

SOCIAL SERVICES
FUND TOTAL 18

DEPARTMENT OF TRANSPORTATION

Traffic Engineering Admin

0000513	3	Civil Engineer	GS.19	B
0000521	1	Construction Inspector 1	GS.14	B
0000582	1	Engineering Technician	GS.13	B
0000733	1	Construction Program Supervisor	GS.21	B
0000768	1	City Traffic Engineer	GS.27	B
0000770	1	Traffic Operations Analyst	GS.16	B
0000771	1	Traffic Engineering Coordinator	GS.13	B
0000774	4	Traffic Engineering Tech	GS.10	B
0004037	1	Administrative Support Specialist	GS.10	B
0004047	1	Administrative Support Assistant 2	GS.07	B
0004064	1	Engineering Manager	GS.27	B
0004117	1	Engineering Contracts Tech	GS.11	B
0004141	1	Traffic Signal Systems Engineer	GS.25	B
0004150	1	Senior Engineer	GS.25	B
0004186	2	Traffic Signal Designer Spc	GS.19	B
0004216	1	Transportation Engineer		B
0004217	1	Asst Transportation Engineer		B
	1	Transportation Planning Analyst		B
TOTAL	24			

Traffic Operations

0000206	1	Equipment Mechanic 3	GS.13	(1 frozen)	H
0000743	1	Manager	GS.24		B
0000744	1	Traffic Electrician Supv	GS.19		B
0000756	2	Electronics Tech 1	GS.14		B
0000757	1	Traffic Electronic Supv	GS.19		B
0004010	1	General Supervisor	GS.18		B
0004018	1	Electrician 2	GS.14		B
0004027	3	Electrician 1	GS.13		B
0004037	1	Administrative Support Specialist	GS.10		B
0004038	1	Crew Supervisor 2	GS.12		B
0004049	2	Crew Worker 3	GS.07		W
0004057	1	Administrative Support Assistant 1	GS.04		B
0004058	2	Crew Worker 2	GS.04		W

0004059	7	Crew Worker 1	GS.02	(1 frozen)	B
0004100	5	Equipment Operator 4	GS.10		B
0004228	1	Signal Tech Apprentice			
TOTAL	31				

Transportation Admin

0004202	1	Administrator Transportation	GS.32		B
0004215	1	Transportation Designer			B
TOTAL	2				

DEPARTMENT OF
TRANSPORTATION

TOTAL 57

NR - Positions Not Rated in the Classification System

NP - Non Plan

B – Biweekly H - Hourly W - Weekly

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

SECTION 7(c).This ordinance further provides longevity bonus pay for permanent, full time classified service employees who have five (5) or more years of continuous service as of October 31, 2014. The longevity pay shall be seventy-five dollars (\$75.00) for each full year of continuous service up to a maximum of thirty (30) years or two thousand two hundred fifty dollars (\$2,250).Employees terminated prior to October 31, 2014 shall not qualify for the longevity bonus pay.

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

SECTION 9.That the City Finance Officer is authorized to pay the payroll and/or costs of personal services, whether on the payroll, voucher or otherwise, of the Air Pollution Control Bureau, The Public Library,

Regional Planning Agency, Youth & Family Development – Social Services, 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, 2014, except for those new employees who have received from the city a new uniform since July 1, 2013. Further, the City Finance Officer is authorized to pay a supplemental tool allowance of two hundred dollars (\$200.00) for certain employees as set forth in Resolution No. 18381, dated December 5, 1989, as amended; and is authorized to pay a supplemental uniform allowance of two hundred fifty dollars (\$250.00) for City Court Officers. It shall be the duty of employees receiving these supplements to use the funds for the specified purpose and retain receipts to that effect.

SECTION 9(b). That the City Finance Officer is authorized to match the total salaries of all participants in the Fire and Police Pension Fund with a contribution from the General Fund not to exceed twenty-six and nineteen hundredth percent (26.19%) as specified in the most recent actuarial valuation.

SECTION 9(c). That the City Finance Officer is authorized to contribute to the General Pension Plan an amount equal to thirteen and ninety two hundredth percent (13.92%) of all participants' salaries as specified in the most recent actuarial valuation.

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

Central Pension Fund	\$1.46 per hour
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SECTION 9(e). That the City Finance Officer is authorized to contribute to the Other Post-Employment Benefit Trust Fund a percentage of all participants' salaries as specified in the most recent actuarial study.

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

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

SECTION 12. That employees called to active duty and deployed outside the continental United States (“OCONUS”) to a combat zone or a qualified hazardous duty area, as those terms are defined by federal law, shall be paid the difference that their City pay exceeds their total military base pay, up to \$850.00 per month, from the time called to active duty until relieved from active duty status or until June 30, 2015, whichever occurs first. Payments beyond the current fiscal year shall be subject to future appropriations by City Council. The City Finance Officer be and is authorized to appropriate the necessary money from other available funds. The difference in pay shall be calculated without regard to any payment of combat pay.

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

If the City’s medical insurance provider will extend medical coverage to families affected by the call-up of reservists for deployment OCONUS beyond the customary six (6) month period, the City shall pay the employers share of the premium for any employee called-up to active duty. The employee’s share of the coverage shall remain the responsibility of the employee and may be paid in the most convenient method by the

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

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

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

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

- (1) A fee of fifteen cents (\$0.15) per page per each standard 8 ½ by 11 or 8 ½ x 14 black and white copy produced.
- (2) A fee of fifty cents (\$0.50) per page per each 8 ½ x 11 or 8 ½ x 14 color copy produced.
- (3) If the time reasonably necessary to produce the requested records, including time spent locating, retrieving, reviewing, redacting, and reproducing the records, exceeds more than one (1) hour, the City is permitted to charge the hourly wage of the employee(s) producing such requested records. The hourly wage is based upon the base salary of the employee(s) and does not include benefits. If an employee is not paid on an hourly basis, the hourly wage shall be determined by dividing the employee's annual salary by the required hours to be worked per year.
- (4) Any records request not subject to the provisions of the Tennessee Open Records Act may be provided at the discretion of the department head at a reasonable rate considering the employees' time and expenses to provide the records.

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

SECTION 16.If at any time the actual receipt of revenues is projected to be less than the estimated revenues, it shall be the duty of the Mayor to forthwith initiate an ordinance amending this budget ordinance so as to appropriately reduce or otherwise change the various appropriations made herein which, in the judgment of the City Council, should be made.

SECTION 17.The City Finance Officer is hereby authorized to transfer monies from one appropriation to another within the same fund as may be necessary to meet expenditures for the fiscal year 2015. No individual transfer by the City Finance Officer shall exceed 5% of the Fund's total appropriations. Any such transfer shall be reported by the City Finance Officer at the City Council's next regular meeting and entered in the minutes.

SECTION 18.In addition to FY15 appropriations for current year expenditures, funds shall be appropriated to meet obligations carried forward from prior year open purchase order balances in each fund. Such appropriation shall be from the fund balance of each respective fund.

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

SECTION 20. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36(a), be and the same is hereby deleted and the following substituted in lieu thereof:

- (a) Enumeration of charges; quantity of water used. Sewer service charges shall be based upon the quantity of water used as shown by water meter readings and shall be the dollar amount derived by applying the total charge in dollars per one thousand (1,000) gallons for the quantities of water shown in the following table:

FY15

User Class (gallons)	Total Charges (\$/1,000 gallons)
First 100,000	\$ 7.77
Next 650,000	5.77
Next 1,250,000	4.69
Next 30,000,000	3.96
Over 32,000,000	3.85

In addition, the total charges derived from the above chart for residential users will be multiplied by ninety (90) percent to compensate for water use not going to the sewer such as lawn and garden watering. Any residential location where a separate water meter has been installed for the purpose of lawn and garden watering shall not be entitled to have the multiplier applied to any water consumed through the primary water meter. Each residence or apartment unit shall have a maximum monthly sewer service charge for a volume of no more than 12,000 gallons water used; unless the minimum charge due to water meter size exceeds the 12,000 gallon limit, then the monthly sewer service charge shall be at least the minimum for that particular size water meter.

SECTION 21. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-36(c) as relates to sewer service charges and fees be and the same is hereby deleted and the following substituted in lieu thereof:

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

	Regional Operation & Maintenance Charge (\$/1,000 gallons)	Regional Debt Charge (\$/1,000 gallons)	Total Regional Charge (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	2.0990	\$.7855	\$ 2.8845

If regional customers are billed directly through the water company, the rate to be charged shall be two dollars and eighty-nine cents (\$2.89) per one thousand (1,000) gallons.

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

- (d) Total flow. The amount due from the regional user shall be the dollar amount derived by applying the total charge shown in the table below

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

	Regional Operation & Maintenance Charge (\$/1,000 gallons)	Regional Debt Charge (\$/1,000 gallons)	Total Regional Charge (Wheelage and Treatment) (\$/1,000 gallons)
Wheelage and Treatment	\$ 1.0369	\$ 0.3726	\$ 1.4095

SECTION 23. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-37, be and the same is hereby deleted and the following substituted in lieu thereof:

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

Monthly Minimum Sewer Service Charges

<u>Meter Size</u> (inches)	FY15 10/1/2014 <u>Charge per Month</u>
5/8	15.98
3/4	57.02
1	99.63
1-1/2	222.97
2	394.80
3	925.44
4	1,710.24
6	4,073.52
8	7,205.34

The minimum sewer service charge for residential users with various meter size shall be multiplied by ninety (90) percent to compensate for water use not going to the sewer such as lawn and garden watering. Any residential location where a separate water meter has been installed for the purpose of lawn and garden watering shall not be entitled to have the multiplier applied to any water consumed through the primary water meter.

SECTION 24. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-41(c), be and the same is hereby deleted and the following substituted in lieu thereof:

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

Bc = \$0.1229 per pound of BOD for concentrations in excess of three hundred (300) milligrams per liter.

Sc = \$0.0852 per pound of total suspended solids for concentrations in excess of four hundred (400) milligrams per liter.

SECTION 25. That Chattanooga City Code, Part II, Chapter 31, Article II, Section 31-43 (b), (f) and (g)

be and the same are hereby deleted and the following substituted in lieu thereof:

(b) *Fees for garbage grinders.* Any user of a garbage grinder, except users in a premise used exclusively for an individual residence, shall be charged at a rate of two hundred thirty-eight dollars (\$238.00) per month. The superintendent shall bill users on a bi-monthly basis and the bills shall be due and payable within fifteen (15) days following the last day of the billing period.

(f) *Fees for septic tank discharge.* All persons discharging concentrated, domestic septic tank sewage waste from a truck under the provisions of Article III of this Chapter shall be charged at the rate of ninety-one dollars (\$91.00) per one thousand (1,000) gallons of such waste. The minimum charge for septic tank discharges shall be one half (1/2) of the rate for one thousand (1,000) gallons of the rate in effect at the time of such discharge. All persons discharging grease trap or grease interceptor waste or loads where septic tank waste has been mixed or blended with grease trap or grease interceptor waste shall be charged at the rate two and one half (2 1/2) times the rate for septic tank wastes.

(g) *Fees holding tank wastes.* All persons discharging any holding tank waste authorized pursuant to division 6 of this article shall be charged at the rate of seven dollars and seventy-seven cents (\$7.77) per one thousand (1,000) gallons of such discharge, plus any surcharge rate authorized by Article III of this chapter for concentrations of pollutants in excess of normal waste water without regard to the definition of the industrial user or other limitations set forth in such section. The superintendent may also require a chemical analysis of such waste and charge therefore.

(h) Late fees of 10% (ten) shall be applied to all amounts billed but not received by the due date indicated on the invoice.

(i) An applicable disconnect fee may be assessed for delinquent accounts.

SECTION 26. Notwithstanding any other provision of this Ordinance to the contrary, water providers within the City of Chattanooga shall bill according to the new Chattanooga sewer service charges effective on the 1st day of October 2014 until further notice.

SECTION 27. That per ordinance 12377 Section 2. Amending City Code, Part II, Chapter 31, Article VIII, Division 7, Fees, Section 31-354 the annual City of Chattanooga Water Quality fee for bills issued on or about October 1, 2014 for calendar year 2014 will be as follows:

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

SECTION 28. That this Ordinance shall be operative, as distinguished from its effective date, on and after July 1, 2014.

SECTION 29. That if any section, sentence, word or figures contained in this Ordinance should be declared invalid by a final decree of a Court of competent jurisdiction, such holding shall not affect the remaining sentences, sections, words or figures contained in this Ordinance, but the same shall remain in full force and effect.

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

PASSED on Second and Final Reading: June 24, 2014



CHAIRPERSON

APPROVED: DISAPPROVED:

DATE: June 27, 2014



MAYOR

City of Chattanooga Pay Plan FY 2014 - 2015: General, Fire, Police			
General			
Grade	Min Annual	Mid Annual	Max Annual
1	23,550	25,838	28,125
2	23,550	26,762	29,974
3	23,550	27,512	31,473
4	23,550	28,298	33,046
5	23,550	29,125	34,699
6	23,550	29,992	36,434
7	24,306	31,280	38,255
8	25,521	32,845	40,168
9	26,798	34,487	42,176
10	28,137	36,211	44,285
11	29,544	38,022	46,499
12	31,021	39,993	48,824
13	32,573	41,920	51,266
14	34,201	44,015	53,829
15	35,911	46,216	56,520
16	37,707	48,527	59,346
17	39,592	50,953	62,314
18	41,572	53,501	65,429
19	43,650	56,176	68,701
20	45,833	58,985	72,136
21	48,124	61,934	75,743
22	50,531	65,031	79,530
23	53,057	68,282	83,506
24	55,710	71,696	87,682
25	58,496	75,281	92,066
26	61,420	79,045	96,669
27	64,491	82,997	101,503
28	67,716	87,147	106,578
29	71,102	91,505	111,907
30	74,657	96,080	117,502
31	78,390	100,884	123,377
32	82,309	105,928	129,546
33	86,425	111,224	136,023
34	90,746	116,785	142,824
35	95,283	122,624	149,965
Fire			
F0C	31,577	31,577	31,577

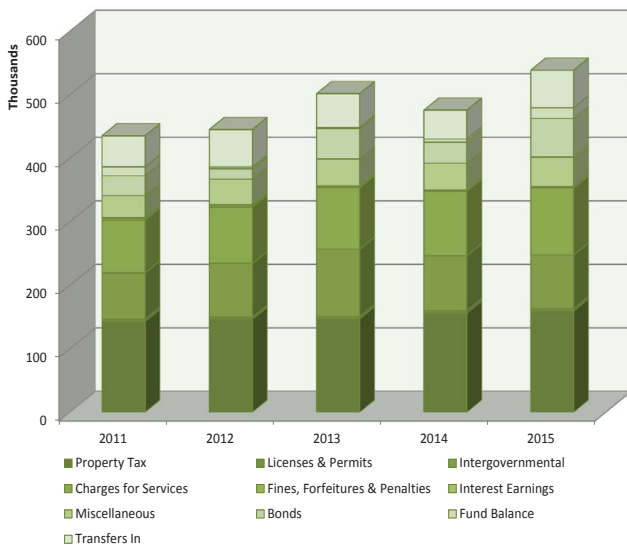
F1A	32,077	39,313	47,755
F1C	35,077	42,313	50,800
F2A	36,004	44,000	51,161
F2C	39,004	47,000	54,206
F3A	43,358	54,007	65,626
F3C	46,358	57,007	68,671
F4A	49,132	61,229	74,425
F4C	49,132	61,229	74,425
F5A	60,756	75,751	92,107
F5C	60,756	75,751	92,107
F6C	65,350	81,479	99,071
F7C	68,579	85,552	104,070
Police			
P1	34,118	34,118	34,118
P2	35,913	36,794	38,239
P3	39,436	40,318	41,817
P4	42,961	43,843	45,396
P5	46,483	47,364	55,825
P6	43,692	52,296	61,820
P7	49,913	59,764	70,659
P8	56,135	67,227	79,492
P9	73,246	87,757	103,802

Financial Overview

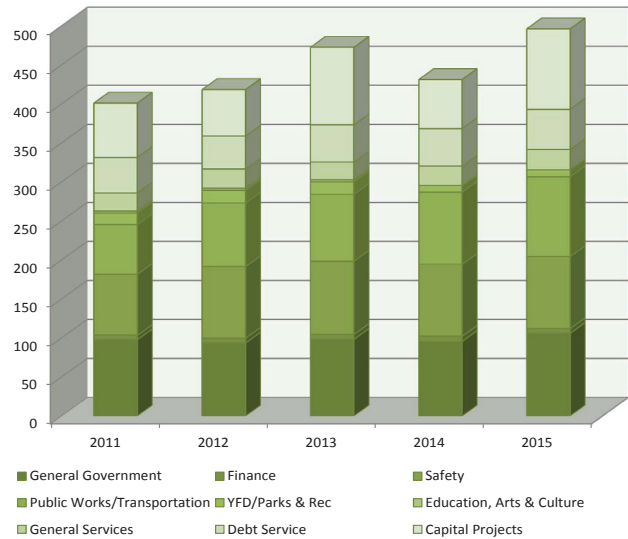
Revenue and Expenditure History

Total City revenues and operating transfers in for the fiscal year ended June 30, 2011 were \$435,470,067. Total projected City revenue for the fiscal year ended June 30, 2015 is \$538,546,284 an increase of \$103,076,217 or 23.7% over this five year period. Increases include water quality fee increases, capital, sewer rate increases, cost of operations largely due to market conditions and the economy, and the assumption of management of the City's share of sales tax. During this period the Undesignated General Fund Budget increased from \$185,188,000, an increase of \$31,662,000 or 17.1%. Also below are comparisons of total revenues and expenditures.

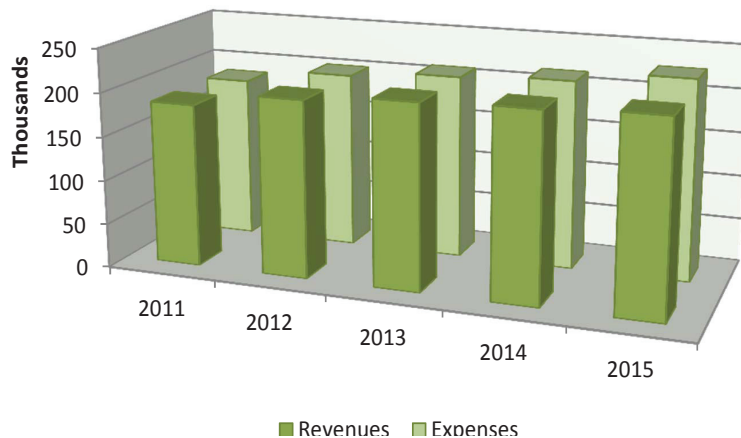
**Budgeted Revenues
(in 1,000)**



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



Undesignated General Fund



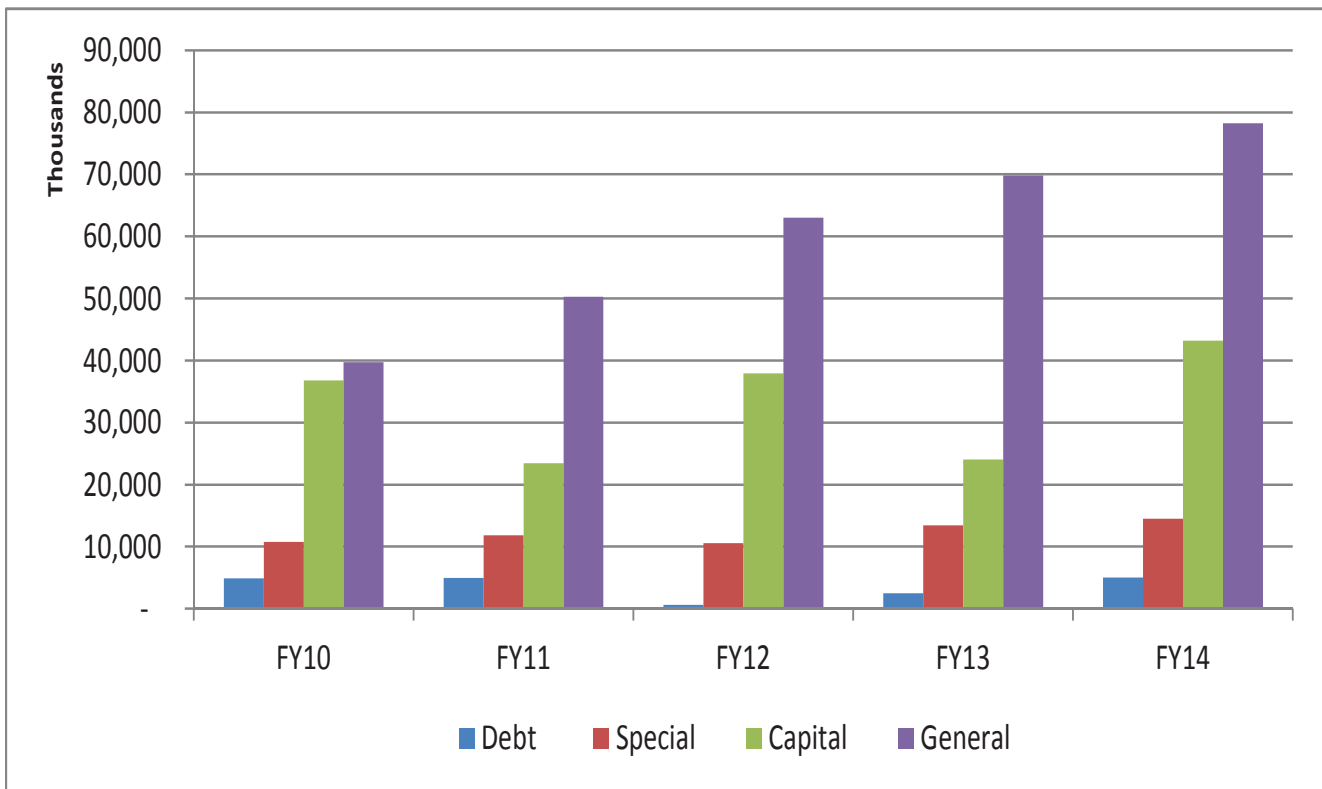
**BUDGETED Sources & Uses of Funds
BY FUND TYPE
Fiscal Year Ending June 30, 2015**

Sources	Governmental Fund Types				Internal Service Funds	Budget Total Revenue 2015	Budget Total Revenue 2014	Actual Total Revenue 2013
	Undesignated General	Special Revenue	Debt Service	Capital Projects				
Taxes	142,858,560	16,598,900	-	-	-	159,457,460	156,239,300	156,038,476
Licenses & Permits	3,684,840	-	-	-	-	3,684,840	3,595,300	3,822,008
Intergovernmental	60,532,900	20,049,268	456,877	3,308,908	-	84,432,953	86,559,888	109,916,847
Charges for services	2,965,000	3,198,292	-	-	15,213,694	105,522,494	101,513,650	102,873,136
Fines, forfeitures and penalties	874,700	592,000	-	-	-	1,466,700	1,198,600	1,378,719
Interest earnings/Use of Property	676,000	-	-	-	-	776,000	1,031,700	1,183,376
Miscellaneous	5,258,000	590,120	124,305	-	40,085,838	46,215,693	41,982,181	44,272,609
Bonds	-	-	-	8,363,507	-	60,863,507	33,014,245	47,637,469
Fund Balance	10,011,055	3,221,043	-	-	3,672,950	16,905,048	5,122,929	2,000,000
Transfers In	-	1,165,000	24,253,534	24,391,055	1,000,000	59,221,589	45,308,447	46,597,645
Total Revenues	226,861,055	45,414,623	24,834,716	36,063,470	59,972,482	538,546,284	475,566,240	515,720,285
Uses								
General Government	26,603,216	27,572,303	-	-	-	55,175,519	55,138,832	54,044,543
Finance & Administration	5,570,094	612,000	-	-	1,000,000	6,182,094	6,473,723	5,578,503
Safety	91,609,657	762,000	-	-	-	92,371,657	92,811,343	90,394,140
Public Works	27,697,148	4,400,000	-	-	59,331,294	91,428,442	88,149,537	113,372,289
Parks & Recreation	-	-	-	-	-	-	-	13,916,066
Youth & Family Development	9,082,215	-	-	-	-	9,082,215	8,286,738	-
Human Resources	1,879,597	-	-	-	40,085,838	41,965,435	38,363,472	35,694,759
Neighborhood Services	-	-	-	-	-	-	-	2,161,883
Economic & Community Dev	7,220,567	-	-	-	-	7,220,567	6,003,527	-
Executive Branch	1,619,843	-	-	-	-	1,619,843	1,624,902	1,746,952
Education, Arts, & Culture	-	-	-	-	-	-	-	2,554,985
General Services	5,261,093	1,800,890	-	-	18,886,644	25,948,627	25,114,301	25,466,582
Transportation	10,695,007	-	-	-	-	10,695,007	7,010,261	-
Debt Service	-	4,492,430	24,834,716	-	-	51,580,249	48,076,714	36,589,723
Capital Projects	-	5,550,000	-	36,063,470	-	103,025,470	62,780,462	98,351,461
Transfers Out	39,622,618	225,000	-	-	-	42,251,159	35,732,428	28,489,611
Total Appropriations	226,861,055	45,414,623	24,834,716	36,063,470	59,972,482	538,546,284	475,566,240	508,361,497

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 \$48.8 million or 53%. This is due to the increase in the fund balance for the Capital Fund of \$6.4 million or 17% and increase in General Fund of \$38.5 million or 97%. Special Revenue Funds and Debt Service Fund balances have increased \$3.7 million or 3% and \$150 thousand or 34% respectively during this period.

Changes in Fund Balance Governmental Funds Includes Designated Funds



Governmental Fund Balances

	FY10	FY11	FY12	FY13	FY14 unaudited
Debt Service Fund	\$ 4,870,365	\$ 4,954,374	\$ 652,700	\$ 2,476,637	\$ 5,020,753
Special Revenue Funds	\$ 10,791,021	\$ 11,839,913	\$ 10,561,193	\$ 13,458,354	\$ 14,502,947
Capital Funds	\$ 36,787,650	\$ 23,431,548	\$ 37,958,070	\$ 24,038,313	\$ 43,202,659
General Fund	\$ 39,746,939	\$ 50,280,129	\$ 63,003,393	\$ 69,845,600	\$ 78,258,121
Totals	\$ 92,195,975	\$ 90,505,964	\$ 112,175,356	\$ 109,818,904	\$ 140,984,480

Fund Balance/Net Asset Summary

The General Fund Balance was \$39,746,939 in FY10. This has risen to a current unaudited balance of \$78,558,020 for FY14. The increase is primarily due to conservative budgeting resulting in positive variances in expenditures largely because of funded vacancies. In FY12 Library was recategorized from Special Revenue to General Fund. The City began collecting 100% of its share of the local option sales tax in 2012 after the expiration of the sales tax agreement.

The Special Revenue Fund Balance increased from a balance of \$10,791,021 in FY10 to a FY14 unaudited balance of \$14,502,948. The City earmarks .25 percent of its share of the local option sales tax for economic development. These funds are dedicated to supported capital and the payments for the retirement of the Lease Rental Revenue Bonds. There is a \$1.8 million increase in FY10 because Regional Planning Agency, Air Pollution Control Bureau, and Scenic Cities Beautiful funds were recategorized as Special Revenue Funds. In FY11 Tennessee Valley Regional Communications was recategorized as a Special Revenue Fund.

Debt Service Fund Balance was \$4,870,365 in FY10, increasing to \$5,020,752 by the end of FY14. In FY10, \$5 million debt service fund balance was used to fund debt service thus allowing General Fund to fund pay go capital. In 2012, there was a \$4 million planned use of debt service fund balance.

The Capital Fund Balance has fluctuated most during the past few years. This is primarily because the city recorded \$26.5 million bond proceeds in FY12. Since FY10, the balance has increased from \$36,787,650 to an unaudited \$43,202,659 at the beginning of FY15.

The growth of the Net Assets within the Enterprise Funds (excluding the Electric Power Board) has been most dramatic. Net Assets of \$287,654,668 in FY10 have increased to a FY14 unaudited balance of \$324,604,541. For more than fifteen years, the City has been subject to federal mandates relative to water quality and landfill operations which necessitated the imposition of a water quality fee and increased landfill rates to fund such mandates. In FY11, 5% increase was applied to sewer

rates. In FY 14, the average increase was 9.8%. The Water Quality fee had remained constant at \$24.00 for two (2) or less residential units on a lot of 10,000 square feet or less since 1993. Due to increased Federal and State requirements for the current NPDES Permit, the Water Quality fee has been adjusted to \$115.20 per ERU (equivalent residential unit). One ERU is equal to 3,200 square feet of impervious area of residential property.

The Internal Service Fund Balance was \$17,272,623 in FY10. At the beginning of FY15, this fund is projected to have an unaudited Fund Balance of \$36,939,215. There is \$9.6 million for the purchase of Fleet Leasing vehicles. This fund is not intended to generate profits. Internal Service fund also includes Health & Wellness Fund which includes On Site Pharmacy, On Site Clinic & Wellness and employee healthcare. Balance includes \$10.1 million in reserves to pay medical claims.

The chart on the previous page plots the year-to-year changes in Fund Balances for the governmental fund types in the City of Chattanooga. The subsequent Fund Balance schedules are inclusive of all reported funds found in and outside of the budget ordinance, while the departmental sections present only funds which are accounted for in the budget ordinance.

City of Chattanooga, Tennessee

General Fund

Includes Designated General Funds
Statement of Revenues, Expenditures, and Changes in Fund Balance
Budget and Actual on Budgetary Basis
Years Ended June 30, 2012 - 2015

	2012	(1)	2013	Unaudited 2014	Budget 2015
FUND BALANCE at beginning of year	<u>50,280,129</u>		<u>63,003,392</u>	<u>69,845,600</u>	<u>78,258,121</u>
Revenues					
Taxes	130,221,929		139,684,383	142,254,096	142,858,560
Licenses and permits	5,184,028		5,300,519	5,799,027	3,684,840
Intergovernmental Revenues	75,902,885		79,709,572	75,203,146	72,888,711
Charges for Services	5,347,148		5,837,249	5,614,849	6,566,390
Fines, forfeitures and penalties	2,105,600		1,378,816	2,017,340	1,601,700
Interest Income	777,377		607,357	601,903	572,000
Sale of Property	177,829		128,021	625,239	104,000
Contributions and donations	221,687		539,553	208,622	-
Miscellaneous Revenues	<u>4,323,860</u>		<u>5,267,187</u>	<u>5,173,888</u>	<u>5,404,538</u>
Total Revenues	<u>224,262,343</u>		<u>238,452,657</u>	<u>237,498,110</u>	<u>233,680,739</u>
Expenditures					
General Government (1)	42,462,930		47,886,431	50,612,275	63,856,852
Finance & Administration	4,418,397		4,651,767	5,166,048	5,674,080
CARTA appropriation	4,675,000		4,772,000	4,867,440	5,217,440
Police	53,760,208		55,050,619	55,160,451	55,872,303
Fire	36,303,668		36,654,329	37,541,892	36,445,711
Public Works	34,479,915		36,574,245	27,583,980	27,669,849
Youth & Family Development	-		-	8,511,523	9,072,465
Transportation	-		-	6,703,417	7,342,443
Parks & Recreation	16,982,982		17,244,974	-	-
Education, Arts, & Culture	<u>2,476,913</u>		<u>2,627,103</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>195,560,013</u>		<u>205,461,468</u>	<u>196,147,026</u>	<u>211,151,143</u>
Excess (deficiency) of revenues over expenditures	28,702,330		32,991,189	41,351,084	22,529,596
Other Financing Sources (Uses)					
Operating transfers in (2)	7,756,422		9,349	116,847	6,438,427
Operating transfers out	(23,735,489)		(26,459,824)	(33,055,410)	(51,976,171)
Issuance of debt/Capital Lease	<u>-</u>		<u>301,493</u>	<u>-</u>	<u>-</u>
Total other financing sources (uses)	<u>(15,979,067)</u>		<u>(26,148,982)</u>	<u>(32,938,563)</u>	<u>(45,537,744)</u>
Prior Year Surplus	-		-	-	23,008,148
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>12,723,263</u>		<u>6,842,207</u>	<u>8,412,521</u>	<u>-</u>
FUND BALANCE at end of year	<u>63,003,392</u>		<u>69,845,600</u>	<u>78,258,121</u>	<u>78,258,121</u>

(1) General Government operations budget increased approx \$10 million in FY12 due to the expiration of the Sales Tax agreement.

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

City of Chattanooga, Tennessee

Special Revenue Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2012 - 2015

	2012	2013	Unaudited 2014	Budget 2015
FUND BALANCE at beginning of year	<u>11,839,913</u>	<u>10,561,193</u>	<u>13,458,354</u>	<u>14,502,947</u>
Revenues				
Taxes	5,001,504	4,970,247	5,348,451	5,295,500
Licenses and permits	554,723	529,735	585,383	458,708
Intergovernmental Revenues	25,185,626	25,671,005	20,864,185	20,799,205
Charges for Services	698,491	422,578	400,184	1,393,594
Fines, forfeitures and penalties	43,352	43,739	34,548	-
Interest Income	117,461	73,520	60,881	-
Sale of Property	16,625	24,062	5,925	-
Contributions and donations	172,554	23,083	82,877	-
Prior Year Surplus	-	-	-	30,000
Miscellaneous Revenues	780,719	309,227	844,040	1,292,120
Total Revenues	<u>32,571,055</u>	<u>32,067,196</u>	<u>28,226,474</u>	<u>29,269,127</u>
Expenditures				
General Government	5,720,995	6,619,619	7,390,319	8,420,966
Public safety	423,055	418,941	547,269	762,000
Public Works	4,803,415	4,280,693	3,913,897	4,400,000
Social Services	19,123,591	16,515,908	13,430,670	14,102,388
Capital Outlay/Fixed Assets	-	-	-	1,800,000
Total Expenditures	<u>30,071,056</u>	<u>27,835,161</u>	<u>25,282,155</u>	<u>29,485,354</u>
Excess (deficiency) of revenues over expenditures	2,499,999	4,232,035	2,944,319	(216,227)
Other Financing Sources (Uses)				
Operating transfers in	4,170,599	3,752,782	3,762,536	3,917,377
Operating transfers out	<u>(7,949,318)</u>	<u>(5,087,656)</u>	<u>(5,662,262)</u>	<u>(4,620,027)</u>
Total other financing sources (uses)	<u>(3,778,719)</u>	<u>(1,334,874)</u>	<u>(1,899,726)</u>	<u>(702,650)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>(1,278,720)</u>	<u>2,897,161</u>	<u>1,044,593</u>	<u>(918,877)</u>
FUND BALANCE at end of year	<u>10,561,193</u>	<u>13,458,354</u>	<u>14,502,947</u>	<u>13,584,070</u>

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

City of Chattanooga, Tennessee

Debt Service Fund

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2012 - 2015

	2012	2013	Unaudited 2014	Budget 2015
FUND BALANCE at beginning of year	<u>4,954,374</u>	<u>652,700</u>	<u>2,476,637</u>	<u>5,020,753</u>
Revenues				
Intergovernmental funds	436,091	513,914	471,791	456,877
Other	-	-	-	124,305
Total Revenues	<u>436,091</u>	<u>513,914</u>	<u>471,791</u>	<u>581,182</u>
Expenditures				
Principal retirement	11,846,305	13,037,072	12,970,806	17,345,338
Interest	6,976,936	7,062,765	6,925,961	7,379,378
Fiscal agent fees	90,112	115,927	104,238	110,000
Total Expenditures	<u>18,913,353</u>	<u>20,215,764</u>	<u>20,001,005</u>	<u>24,834,716</u>
Excess (deficiency) of revenues over expenditures	<u>(18,477,262)</u>	<u>(19,701,850)</u>	<u>(19,529,214)</u>	<u>(24,253,534)</u>
Other Financing Sources (Uses)				
Operating transfers in	14,175,588	21,525,787	22,073,330	22,420,534
Total other financing sources (uses)	<u>14,175,588</u>	<u>21,525,787</u>	<u>22,073,330</u>	<u>22,420,534</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditure	<u>(4,301,674)</u>	<u>1,823,937</u>	<u>2,544,116</u>	<u>(1,833,000)</u>
FUND BALANCE at end of year	<u><u>652,700</u></u>	<u><u>2,476,637</u></u>	<u><u>5,020,753</u></u>	<u><u>3,187,753</u></u>

City of Chattanooga, Tennessee

Capital Funds

Statement of Revenues, Expenditures, and Changes in Fund Balance
Years Ended June 30, 2012 - 2015

	2012	2013	Unaudited 2014	Budget 2015
FUND BALANCE at beginning of year	<u>23,431,548</u>	<u>37,958,070</u>	<u>24,038,313</u>	<u>43,202,659</u>
Revenues				
Intergovernmental Revenues	2,154,474	1,596,449	358,812	3,083,908
Charges for services	-	-	2,952	-
Interest Income	211,910	51,317	196,840	-
Contributions and Donations	445,358	66,925	202,662	-
Sale of Property	424,040	186,690	-	-
Miscellaneous Revenues	7,754	13,733	(421,353)	-
Total Revenues	<u>3,243,536</u>	<u>1,915,114</u>	<u>339,913</u>	<u>3,083,908</u>
Expenditures				
General Government	2,956,719	2,255,462	2,011,753	89,200
Finance & Administration	8,076	1,728,549	2,408,956	3,371,090
Safety	2,354,183	1,577,202	2,557,836	5,254,000
Public Works	13,778,064	9,890,421	2,394,668	5,889,000
Transportation	-	-	9,279,186	9,922,135
Parks & Recreation	2,694,671	1,686,422	-	-
Education, Arts, & Culture	76,821	1,098,001	-	-
Youth and Family Development	-	-	1,188,807	1,650,000
Economic & Community Deveopment	46,829	-	2,757,163	27,850,000
General Services	629,521	-	-	2,038,045
Capital outlay/fixed assets	2,746,854	-	-	-
Total Expenditures	<u>25,291,738</u>	<u>18,236,057</u>	<u>22,598,369</u>	<u>56,063,470</u>
Excess (deficiency) of revenues over expenditures	<u>(22,048,202)</u>	<u>(16,320,943)</u>	<u>(22,258,456)</u>	<u>(52,979,562)</u>
Other Financing Sources (Uses)				
Operating transfers in	8,331,325	6,269,596	12,882,783	35,157,945
Operating transfers out	(469,816)	(3,996,826)	(604,470)	-
Refunding bonds issued	17,545,000	-	-	-
General Obligation bonds issued	26,495,000	-	26,775,000	17,821,617
Premium on refunding bonds issued	1,372,466	-	-	-
Premium on general obligation bonds issued	1,800,288	-	2,369,489	-
Note Proceeds	75,201	128,416	-	-
Refund Bond Escrow Agent	(18,574,740)	-	-	-
Total other financing sources (uses)	<u>36,574,724</u>	<u>2,401,186</u>	<u>41,422,802</u>	<u>52,979,562</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures	<u>14,526,522</u>	<u>(13,919,757)</u>	<u>19,164,346</u>	<u>-</u>
FUND BALANCE at end of year	<u><u>37,958,070</u></u>	<u><u>24,038,313</u></u>	<u><u>43,202,659</u></u>	<u><u>43,202,659</u></u>

Note: FY14 Budget Excludes Interceptor Sewer of \$28,379,000

City of Chattanooga, Tennessee

Enterprise Funds

Statement of Revenues, Expenses and
Changes in Net Position
Years Ended June 30, 2012 - 2015

	2012	2013	Unaudited 2014	Budget 2015
OPERATING REVENUES				
Customer Charges	74,248,494	94,003,697	106,341,088	102,615,651
Other	1,273,366	503,432	110,214	3,470,268
Total Revenues	<u>75,521,860</u>	<u>94,507,129</u>	<u>106,451,302</u>	<u>106,085,919</u>
OPERATING EXPENSES				
Sewer Plant Operation	32,650,371	34,851,175	31,954,828	37,743,333
Solid Waste Operation	3,094,828	3,015,399	3,024,719	4,852,438
Water Quality Management Operation	10,921,490	11,355,952	11,850,307	11,700,845
Chattanooga Downtown Redevelopment	-	10,727,234	10,785,887	16,159,261
Depreciation and Amortization	16,558,195	16,950,055	16,850,765	17,315,133
Closure/Postclosure Costs	550,010	-	196,683	1,193,523
Other/Housing	771,492	463,327	-	-
Total Operating Expenses	<u>64,546,386</u>	<u>77,363,142</u>	<u>74,663,189</u>	<u>88,964,533</u>
OPERATING INCOME	<u>10,975,474</u>	<u>17,143,987</u>	<u>31,788,113</u>	<u>17,121,386</u>
NONOPERATING REVENUES (EXPENSES)				
Investment Income	406,118	683,896	727,099	535,075
Interest Expense	(4,041,890)	(8,455,090)	(7,890,050)	(9,317,006)
Intergovernmental	-	-	-	85,000
Other Income (expense)	(108,913)	2,196,001	(24,962)	(846,543)
Loss on disposal of asset	-	(4,150,506)	-	-
Net Gain on Sale of Property	-	-	-	-
Total Nonoperating Rev. (Exp.)	<u>(3,744,685)</u>	<u>(9,725,699)</u>	<u>(7,187,913)</u>	<u>(9,543,474)</u>
INCOME (LOSS) BEFORE CONTRIBUTIONS TRANSFERS AND SPECIAL ITEM	<u>7,230,789</u>	<u>7,418,288</u>	<u>24,600,200</u>	<u>7,577,912</u>
Capital Contributions	11,558	-	-	-
Operating Transfers In	339,100	473,432	-	600,000
Operating Transfers Out	-	-	-	(8,153,541)
Special Item	-	(2,190,475)	-	-
CHANGE IN NET POSITION	<u>7,581,447</u>	<u>5,701,245</u>	<u>24,600,200</u>	<u>24,371</u>
NET POSITION as previously reported	-	302,831,018	298,538,305	-
CHANGE IN ACCOUNTING PRINCIPAL	<u>-</u>	<u>(9,993,958)</u>	<u>1,466,036</u>	<u>-</u>
NET POSITION, as restated	295,249,571	292,837,060	300,004,341	324,604,541
CHANGE IN NET POSITION	<u>7,581,447</u>	<u>-</u>	<u>24,600,200</u>	<u>-</u>
NET POSITION - Ending	<u><u>302,831,018</u></u>	<u><u>298,538,305</u></u>	<u><u>324,604,541</u></u>	<u><u>324,628,912</u></u>

City of Chattanooga, Tennessee

Internal Service Funds

Statement of Revenues, Expenses, and Changes in Net Position
Years Ended June 30, 2012 - 2015

	2012	2013	Unaudited 2014	Budget 2015
OPERATING REVENUES				
Billings to Departments	53,147,951	53,908,049	53,064,888	56,290,721
Other	3,020,119	3,588,466	2,102,038	-
Intergovernmental Revenue	-	-	-	-
Misc Revenue	-	-	-	-
Prior Year surplus	-	-	-	2,200,000
Total Operating Revenues	56,168,070	57,496,515	55,166,926	58,490,721
OPERATING EXPENSES				
Repairs & Maintenance - Amnicola	3,663,942	3,973,783	3,746,443	4,012,329
Repairs & Maintenance - 12th St	3,481,853	3,866,468	3,906,746	3,869,035
Operations - Amnicola	1,433,593	1,326,651	1,304,913	1,373,727
Operations - 12th St	3,046,988	2,829,526	2,861,364	2,898,857
Fleet Leasing Capital	112,066	292,485	200,589	2,200,000
Fleet Leasing Operations	2,656,133	2,291,137	2,561,117	2,553,696
Judgments & Costs	(349,871)	(371,621)	1,889,312	169,575
Claims & Tort Liabilities	364,331	313,249	992,280	519,825
Special Counsel	204,921	251,307	303,508	310,600
TAWC Rate Hearing	16,753	59,068	9,766	-
Employee/Retiree Healthcare	24,789,487	24,698,312	29,392,511	30,504,540
Pensioner Healthcare	780,583	495,623	462,309	479,607
On Site Pharmacy	4,807,753	5,190,265	5,754,548	5,974,301
On Site Clinic & Wellness	2,662,608	3,325,855	2,950,163	3,127,390
Health Center Capital	-	-	9,595	-
Depreciation*	2,844,399	3,176,496	3,465,094	-
Total Operating Expenses	50,515,539	51,718,604	59,810,258	57,993,482
OPERATING INCOME	5,652,531	5,777,911	(4,643,332)	497,239
NONOPERATING REVENUES (EXPENSES)				
Other income (expense)	134,027	573,358	845,349	-
Total nonoperating revenues (expenses)	134,027	573,358	845,349	-
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS				
	5,786,558	6,351,269	(3,797,983)	-
Capital contributions	-	-	-	-
Transfers in	3,757,000	3,513,358	517,575	-
Transfers out	-	-	(30,934)	-
CHANGE IN NET POSITION	9,543,558	9,864,627	(3,311,342)	-
NET POSITION, beginning of year	20,842,372	30,385,930	40,250,557	36,939,215
NET POSITION, ending of year	30,385,930	40,250,557	36,939,215	36,939,215

City of Chattanooga, Tennessee

Fiduciary Funds

Statement of Changes in Fiduciary Net Position
Years Ended June 30, 2012 - 2015

	2012	2013	Unaudited 2014	Budget 2015
ADDITIONS				
Contributions:				
Employer	35,199,927	32,589,188	33,786,404	30,029,023
Employee	4,312,966	6,725,678	6,671,774	6,800,000
Other	246,628	171,398	193,877	172,000
	<u>39,759,521</u>	<u>39,486,264</u>	<u>40,652,055</u>	<u>37,001,023</u>
Investment Income				
Net Apprec/ (Deprec) in Fair market value of	5,131,786	50,078,777	63,271,435	50,000,000
Interest	700,252	662,838	516,527	660,000
Dividends	6,091,962	6,582,897	5,862,058	6,500,000
	<u>11,924,000</u>	<u>57,324,512</u>	<u>69,650,020</u>	<u>57,160,000</u>
Less Investment expense	<u>(1,294,624)</u>	<u>(1,035,947)</u>	<u>(1,054,760)</u>	<u>(1,100,000)</u>
Net investment income (loss)	10,629,376	56,288,565	68,595,260	56,060,000
Total Additions	50,388,897	95,774,829	109,247,315	93,061,023
DEDUCTIONS				
Benefits paid to participants	48,581,510	53,022,246	59,409,820	50,000,000
Administrative expenses	958,380	663,431	1,306,164	670,000
Total Deductions	<u>49,539,890</u>	<u>53,685,677</u>	<u>60,715,984</u>	<u>50,670,000</u>
CHANGE IN NET POSITION	849,007	42,089,152	48,531,331	42,391,023
NET POSITION, beginning	<u>451,369,708</u>	<u>452,218,715</u>	<u>494,307,867</u>	<u>542,839,198</u>
NET POSITION, ending	<u><u>452,218,715</u></u>	<u><u>494,307,867</u></u>	<u><u>542,839,198</u></u>	<u><u>585,230,221</u></u>



Undesignated General Fund

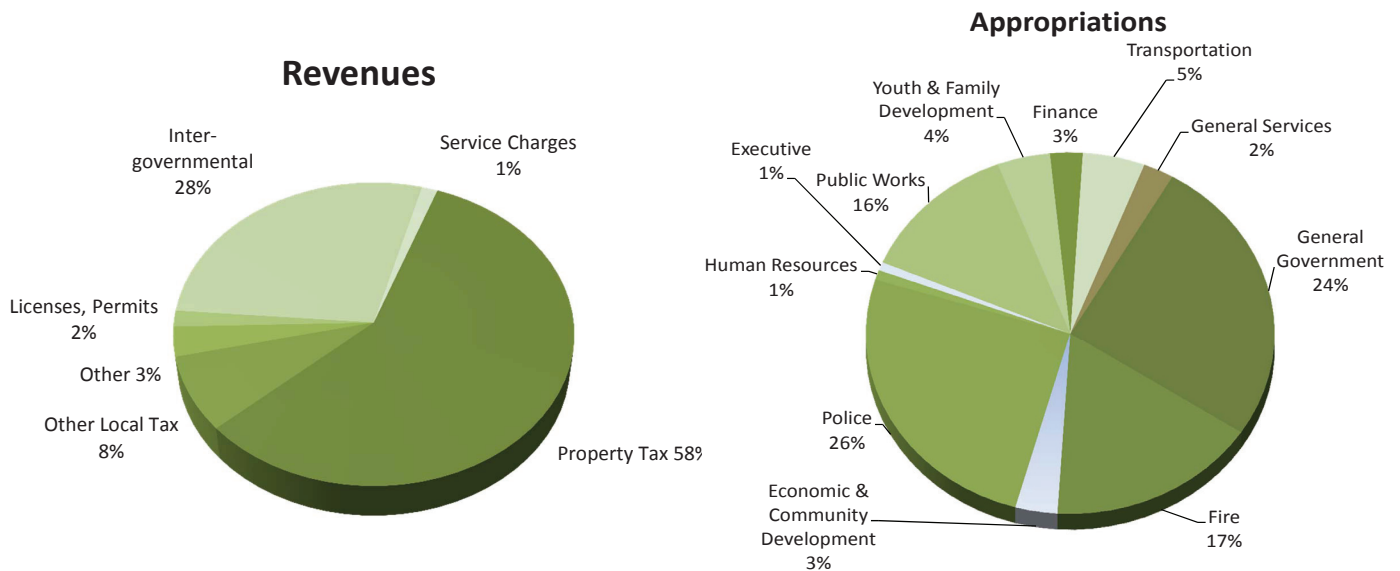
Fiscal Year Ending June 30, 2015

Fund Structure

The Undesignated General Fund accounts for all financial resources applicable to the general operations of city government which are not accounted for in another fund. This fund is the only unrestricted fund of a government unit. The basis of budgeting is modified accrual. Undesignated general fund operations budget is \$226,861,055. This includes a planned use of fund balance of \$10,011,055 for Capital. The charts on this page relate to the undesignated general fund operations. In FY 2015, the budgeted revenues and expenditures for all reported General Fund is \$263,127,314 including designated general government operations totaling \$36,266,259. The largest designated fund is the Economic Development Fund with a budget of \$13,641,603.

The major revenues of the general fund include: property taxes, other local taxes, licenses and permits, fines, forfeitures, and penalties, investment income, state and local sales taxes and other intergovernmental, and services charges. Departments of the General Fund include: General Government which includes Debt Service and Supported Agencies, Executive Branch, Finance & Administration, General Services, Human Resources, Economic & Community Development, Police, Fire, Public Works, Youth & Family Development,

Undesignated Revenues & Appropriations \$216,850,000

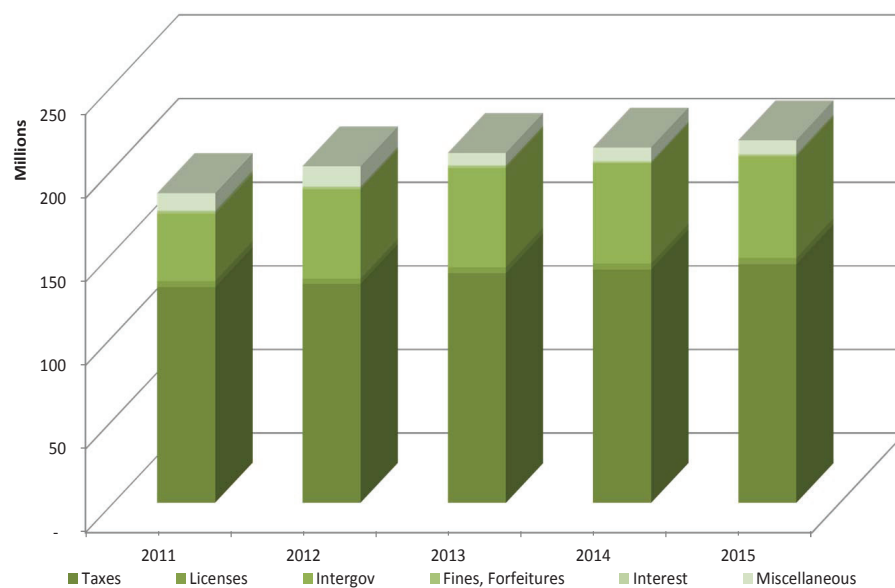


Undesignated General Fund Revenue Summary						
	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg
Undesignated General Fund:						
Property Tax	121,165,510	122,875,165	123,398,200	125,479,160	2,080,960	1.66%
Other Local Taxes	15,431,831	16,809,219	16,226,600	17,379,400	1,152,800	6.63%
Licenses & Permits	3,946,506	3,822,008	3,595,300	3,684,840	89,540	2.43%
Fines, Forfeitures, & Penalties	1,277,433	1,013,974	815,200	874,700	59,500	6.80%
Investment Income	858,309	1,076,916	624,500	676,000	51,500	7.62%
Revenue from other Agencies	9,617,745	9,504,657	7,747,200	8,365,000	617,800	7.39%
State Sales Tax	11,313,906	11,544,670	11,645,000	12,310,200	665,200	5.88%
Local Option Sales Tax	38,054,892	40,007,670	40,351,200	39,857,700	(493,500)	-1.30%
Service Charges	3,249,123	3,418,041	3,008,700	2,965,000	(43,700)	-1.47%
Miscellaneous Revenues	4,182,089	5,089,506	5,128,100	5,258,000	129,900	2.47%
Transfers In	62,158	46,117	-	-	-	N/C
Grand Totals	209,159,502	215,207,943	212,540,000	216,850,000	4,310,000	1.99%

Revenues

The proposed Budget for FY 2015 shows an increase of \$4,310,000 or 1.99%. The increase is primarily in the Property Taxes and Franchise Taxes for Chattanooga Gas specifically which showed a 65% increase over last year. The chart shows the General Fund Revenues by Source for the fiscal years 2011 thru 2015.

General Fund Revenues by Source



Property Taxes

FY 2015 Estimate: **\$125,479,160**
% of General Fund: **57.86%**
Growth From FY 14: **2,089,960**
Change: **1.69%**

Current Real Property Taxes remain the primary source of funds for the City of Chattanooga, with the FY 2015 estimate of \$108,800,000 representing 50.17% of the total undesignated General Fund Budget. All property tax estimates inclusive of delinquencies and in lieu of tax payments total \$125,479,160 or 57.86% of the total undesignated General Fund budget. The current tax rate is \$2.309 per \$100 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98, and is the lowest tax rate in nearly 50 years. Revenues generated in 1997 with a \$2.70 tax rate amounted to \$61,533,569, while the estimate for FY 2015 is \$125,479,160, an increase of \$63,945,591 or 103.92%. Assessments for 1997 were \$2,295,859,675. This figure has risen to \$4,955,263,249 in 2014, an increase of \$2,659,403,574 or 116% in the last 17 years. However in recent years, assessments have trended downward slightly based on lateral reappraisals. Therefore, Current Real Property Tax revenue is expected have minimal increases in the next few years.

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. 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. Taxes not paid by the due date 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.

Historical tax rates per \$100 of assessed valuation are as follows:

The 1995 increase in tax rates from \$2.62 to \$2.98 was

Fiscal Years		
Ending	Rate	Rate Change Explanation
1994	2.620	
1995-1996	2.980	City Tax Increase - 1995 Tax Year
1997	2.700	Property Reappraisal - 1997 Tax Year
1998-2001	2.310	City Tax Decrease - 1997 Tax Year
2002-2005	2.516	City Tax Increase - 2001 Tax Year
2006-2009	2.202	Property Reappraisal - 2005 Tax Year
2010	1.939	Property Reappraisal - 2009 Tax Year
2011-2015*	2.309	City Tax Increase - 2010 Tax Year

*Reappraisal rate in FY14 is \$2.3139.

the first tax increase imposed by the City since 1987 and was imposed primarily to provide funds for capital purposes. In FY02, a reappraisal year, the new certified tax rate was \$2.036. A property tax increase of \$0.48 was approved increasing the rate to \$2.516. After the reappraisal in FY06, the tax rate was decreased to \$2.202. FY10 was a reappraisal year resulting in a decrease to \$1.939. In FY11, the City Council approved a \$0.37 or 19% increase in the tax rate. The approved rate is \$2.309. A one penny increase produces additional income of \$534,423. Current City policy for budgeting is to estimate collections at 95% of the property tax levy. In 2014, the certified tax rate resulting from reappraisal is \$2.3139; Council elected not to increase the current City tax rate.

Payments In Lieu of Taxes. Through a series Property Tax Rates (per \$100 of Assessed Valuation)



of tax incentives and agreements the City receives sizeable in lieu of tax payments each year. Companies paying in lieu of taxes include Tennessee Valley Authority, Steel Warehouse of TN, Vision Chestnut Hotel Group, Blue Cross Blue Shield, Westinghouse, US Express, and United Packers of Chattanooga. The collection of in lieu of taxes accounts for \$3,579,260, or 1.65% of the operating budget in FY15. Several PILOTS, including Volkswagon, include a waiver of 100% of City taxes.

Pursuant to Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987, the minimum levy for the EPB is \$2,296,692, according to a new formula specified in the 1987 Law based on a revenue floor of \$5,635,434. This revenue floor was exceeded in fiscal year 1994, resulting in a calculation which generated less PILOT collection for the City. The estimate to be received from Electric Power Board for FY 2015 is \$6,535,800, which is 2.3% over FY14. The EPB Internet in lieu of tax due from the EPB is \$276,710, a 3.6% increase over FY14.

Other Local Taxes:

FY 2015 Estimate:	\$17,379,400
% of General Fund:	8.01%
Increase From FY 14:	1,152,800
Change:	6.63%

Gross Receipts Taxes

FY 2015 Estimate:	\$4,891,700
% of General Fund:	2.26%
Growth From FY 14:	0
Change:	0%

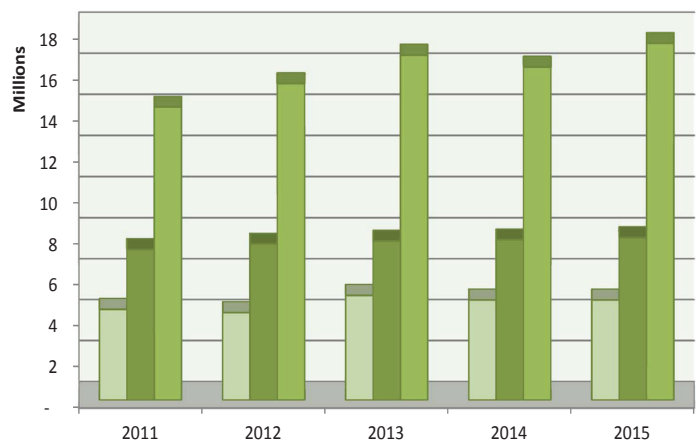
Even though Gross Receipts Taxes are a steady source in the General Fund, they represent only 2.3% of total collections this year. The trend over the past five years shows an upturn due to the recovering economic conditions and is expected to level for FY15.

Beer & Liquor Taxes

FY 2015 Estimate:	\$7,930,000
% of General Fund:	3.66%
Growth From FY 14:	114,000
Change:	1.46%

Beer & Liquor Taxes make up approximately a 46% of Other Local Taxes. The trend over the past five years shows a steady rise in collections, which is expected to continue into FY15.

Other Local Taxes



Licenses & Permits:

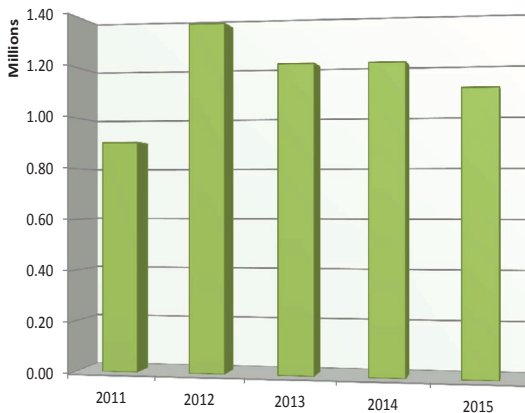
FY 2015 Estimate:	\$3,684,840
% of General Fund:	1.70%
Growth from FY 14:	89,540
% Change:	2.43%

Building Permits

FY 2015 Estimate:	\$1,100,000
% of General Fund:	.51%
Decrease from FY 14:	(100,000)
% Change:	-8.33%

Building Permits are the single greatest revenue generator in the category of Licenses & Permits. As shown in the chart below, revenue budgets for Building Permits have increased since 2010, reflecting the rebuilding of the housing market over that period of time. Permits spiked in 2012, mostly due to incoming industry in Chattanooga. Revenues have declined in 2013 - 2015, but still exceed 2010 & 2011. FY14 collections were 8% below budget.

Building Permits



Revenue from Other Agencies:

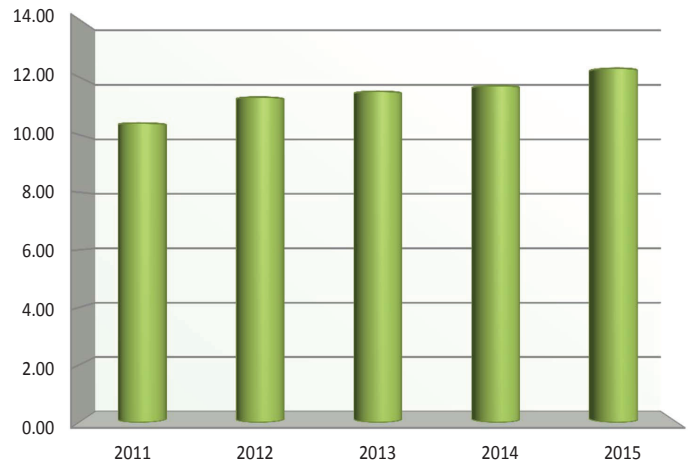
FY 2015 Estimate:	\$60,532,900
% of General Fund:	27.91%
Growth From FY 14:	789,500
% Change:	1.32%

City Allocation State Sales Tax

FY 2015 Estimate:	\$12,310,200
% of General Fund :	5.68%
Growth From FY 14:	665,200
% Change:	5.71%

The State of Tennessee imposes a 7% tax on sales. Under TCA 67-6-103(3)(A), 5.5% to 5.75% is returned to all municipalities. This distribution is based on population data from the latest certified census. The City of Chattanooga has a certified population of 171,279 and its per capita allocation from state sales tax for Fiscal Year 2014 was \$70. In 2015, the per capita allocation is \$72.50, or a 3.57% increase, with a population of 173,366. The State Sales Tax is expected to increase in FY 2015.

State Sales Tax



Local Option Sales Taxes

FY 2015 Estimate:	\$39,857,700
% of General Fund:	18.38%
Decline From FY 14:	(493,500)
% Change:	-1.22%

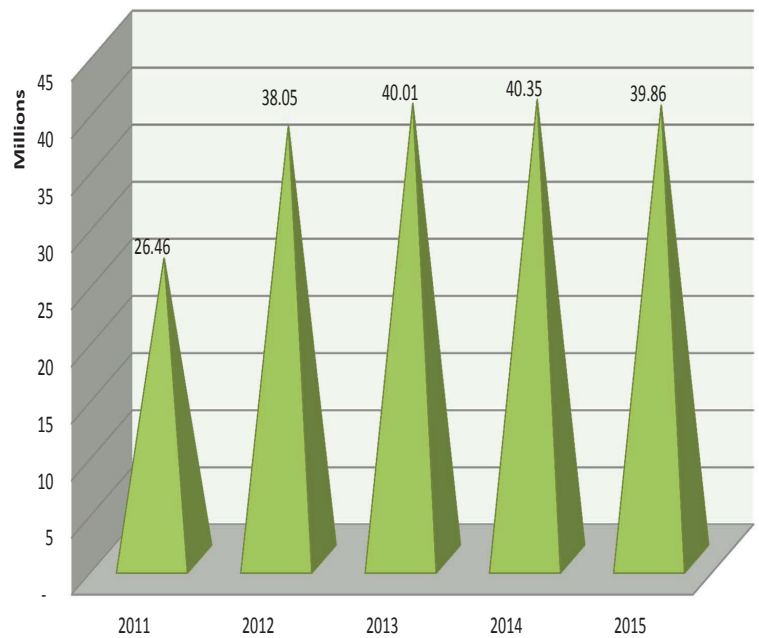
The Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended. The City of Chattanooga and the citizens of Hamilton County have adopted, by referendum, a county-wide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

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

There was a steady incline in Local Option sales tax revenues since 2010. This was a reflection of the economic climate during those years. In FY2012, the City regained control of approximately \$10 million of sales tax managed on its behalf by Hamilton County under a 1966 Sales Tax agreement. This accounts for the spike in revenues in FY2012 over FY2011. The Local Option Sales Tax is expected to reduce 1.22% in FY15.

The Local Option Sales Tax represents 18.38% of the total General Fund revenues for FY 2015.

Local Option Sales Tax



Undesignated General Fund Expenditure Summary	Actual 12	Actual 13	Budget 14	Budget 15		Inc(Dec)	% chg
General Fund							
General Government (1)	44,753,859	53,526,225	58,038,893	66,225,834		8,186,941	14.11%
Executive Branch	1,428,155	1,746,952	1,624,902	1,619,843		(5,059)	-0.31%
Finance & Administration	4,415,195	4,651,773	5,533,123	5,570,094		36,971	0.67%
General Services	2,480,117	2,599,080	5,038,667	5,261,093		222,426	4.41%
Human Resources	1,730,241	1,961,369	1,835,122	1,879,597		44,475	2.42%
Economic & Community Dev.	2,237,934	2,161,883	6,003,527	7,220,567		1,217,040	20.27%
Police	52,219,286	53,604,810	54,355,379	55,292,183		936,804	1.72%
Fire	35,925,429	36,370,389	37,848,964	36,317,474		(1,531,490)	-4.05%
Public Works	34,822,340	32,946,462	28,960,819	27,697,148		(1,263,671)	-4.36%
Parks & Recreation	15,065,679	13,916,066	-	-		-	N/C
Education, Arts, & Culture	2,431,972	2,554,985	-	-		-	N/C
Youth & Family Development	-	-	8,286,738	9,082,215		795,477	9.60%
Transportation	-	-	7,010,261	10,695,007		3,684,746	52.56%
Total General Fund	197,510,207	206,039,994	214,536,395	226,861,055		12,324,660	5.74%

(1) Amount includes capital appropriations from reserve fund balance of \$1,996,395 in FY14 and \$10,011,055 for FY15.

Expenditures

General Government

FY 2015 Appropriation: \$66,225,834
% of General Fund: 29.19%
Increase From FY 14: 8,186,941
% Change: 14.11%

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

Capital Improvements

FY 2015 Appropriation: \$12,011,055
% of General Fund: 5.29%
Increase From FY 14: 6,314,660
% Change: 110.85%

Funds are provided for appropriation to the pay-go capital.

CARTA Subsidy

FY 2015 Appropriation: \$5,217,440
% of General Fund: 2.3%
Increase From FY 15: 350,000
% Change: 7.19%

The City finances part of the Chattanooga Area Regional Transportation Authority's (CARTA) operating cost. The appropriation consists of \$4,917,440 to enable CARTA to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping and other activities. An additional amount of \$300,000 was awarded to assist with the Transit Service Expansion to Enterprise South.

Chattanooga Public Library

FY 2015 Appropriation: \$5,892,700
% of General Fund: 2.60%
Increase From FY 14: 120,750
% Change: 2.09%

The City assumed full funding of the cost of the public library system as a result of the expiration of Sales Tax Agreement with Hamilton County in FY 2011. The total appropriation consists of the operating fund of \$5,800,000 and a new initiative for \$92,700 for an Open Data and RFID (Radio Frequency Identification) Conversion.

Debt Service Fund

FY 2015 Appropriation: 17,485,009
% of General Fund: 7.71%
Decrease From FY 14: (183,863)
% Change: (1.04)%

Funds are provided for appropriation to the Debt Service Fund for payment of current interest and principal on the City's outstanding General Fund debt and to fund planned or anticipated new debt.

Information Technology

FY 2015 Appropriation: \$5,364,868
% of General Fund: 2.36%
Increase From FY 14: 846,440
% Change: 18.73%

Funds are provided here for telecommunications and information technology for all City departments and agencies. Information Services also supports the 311 Call Center for citizens providing a single point of contact for all City services. The increase is due to restructuring of the City's IT Department and associated workflows.

Regional Planning Agency

FY 2015 Appropriation	2,481,557
% of General Fund:	1.09%
Increase From FY14:	59,322
% Change:	2.45%

The City finances part of RPA operating costs. Funds are provided to ensure land resources support, enhance, and sustain our community and its quality of life. In FY15, RPA was also awarded \$200,000 for an initiative "Zoning Code Update" -Phase 1.

Executive Branch

FY 2015 Appropriation:	\$1,619,843
% of General Fund:	0.71%
Decrease From FY 14:	(5,059)
% Change:	-0.31%

The Executive Branch consists of functions under direct control of the Office of the Mayor. The Executive Branch remained stable, with a slight decrease related to a reduction in operations costs.

Department of Finance & Administration

FY 2015 Appropriation:	\$5,570,094
% of General Fund:	2.46%
Increase From FY 14:	36,971
% Change:	0.67%

This department oversees all aspects of the City's financial program. The major expenses for this department are personnel costs. The Finance department appropriation grew slightly due to the net result of the Electronic Content Management function transferred to Information Technology and the department added two additional functions of Capital Planning and Performance Management

Department of General Services

FY 2015 Appropriation:	\$5,261,093
% of General Fund:	2.32%
Increase From FY 14:	222,426
% Change:	4.41%

This department manages Building & Property Maintenance, and Real Estate. Utility expense was increased due to rising costs and demand from additional properties. In FY14 General Services took on the oversight of Building and Structures from Public Works. In FY15 the Office of Sustainability was transferred to this department.

Department of Human Resources

FY 2015 Appropriation:	\$1,879,597
% of General Fund :	.83%
Increase From FY 14:	44,475
% Change:	2.42%

The increase in appropriations in FY15 is primarily attributable to personnel and staffing changes.

Department of Economic & Community Development

FY 2015 Appropriation:	\$7,220,567
% of General Fund:	3.18%
Increase From FY 14:	1,217,040
% Change:	20.27%

The FY15 appropriation for the Department of Economic & Community Development increased as a result of the department expanding to include an Economic Development division as well as an increase in personnel and the addition of the Veterans Homeless to Housed initiative.

Department of Police

FY 2015 Appropriation:	\$55,292,183
% of General Fund:	24.37%
Increase From FY 14:	936,804
% Change:	1.72%

In FY15, increases are due to the restoration of (3) civilian positions for general operations purposes, 1.5% increase for general employees, a new sworn police pay plan, and a new Family Justice Center that will provide services for domestic violence victims in a one stop shop. This Family Justice Center appropriation includes personnel and expenses to launch initiative. To offset these increases were significant saving realized by the Fire & Police pension reform.

Department of Fire

FY 2015 Appropriation:	\$36,317,474
% of General Fund:	16.01%
Decrease From FY 14:	(1,531,490)
% Change:	-4.05%

The decrease in appropriations in FY15 is primarily attributable to the Fire & Police pension reform savings and some personnel changes. Although there is a decrease in departmental appropriations a new pay plan revision has been approved and is under review.

Department of Public Works

FY 2015 Appropriation:	\$28,697,148
% of General Fund:	12.21%
Decrease from FY 14:	(1,263,671)
% Change:	-4.36%

The Department of Public Works General Fund decrease in FY15 appropriations represents changes in department structure. Traffic Engineering moved to Transportation and Buildings and Structures moved to General Services.

Department of Youth & Family Development

FY2015 Appropriation:	\$9,082,215
% of General Fund:	4.00%
Increase from FY14:	795,477
% Change:	9.6%

The Department of Youth & Family Development was a newly created department in FY14 which resulted from the restructure of the former Parks & Recreation and Education, Arts, and Culture Departments. The 9.6% increase over FY14 was mostly due to increased staffing and new programs including FAFSA assistance, Senior Olympic funding, and Youth eVentures Camp. This Department consists of YFD Administration, Recreation, Arts & Culture, and Youth Development within General Fund.

Department of Transportation

FY2015 Appropriation:	\$10,695,007
% of General Fund:	4.71%
Increase from FY14:	3,684,746
Change:	52.56%

The Department of Transportation increase in appropriations represent changes in department structure. Transportation assumed the responsibility of Traffic Engineering and the function of Pavement Management (\$2,712,000). This department includes Traffic Engineering Administration, Street Lighting, Traffic Operations, & Transportation Administration.

Undesignated General Fund Revenue							
Source	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg	% of total
Property Taxes:							
Current Property Taxes	103,885,711	105,925,515	106,711,000	108,800,000	2,089,000	1.96%	50.17%
Interest & Penalty-Current Year	146,939	134,159	134,100	134,100	-	0.00%	0.06%
Interest & Penalty-Prior Year	1,338,599	1,283,658	1,128,460	1,150,000	21,540	1.91%	0.53%
Prior Year Property Taxes	5,796,191	5,256,731	4,917,000	5,000,000	83,000	1.69%	2.31%
City Fee-Collection of Delinquent taxes	266,715	279,003	280,000	280,000	-	0.00%	0.13%
Payments in Lieu of Taxes	9,731,355	9,996,099	10,227,640	10,115,060	(112,580)	-1.10%	4.66%
Total Property Tax	\$ 121,165,510	\$ 122,875,165	\$ 123,398,200	\$ 125,479,160	2,080,960	1.69%	57.86%
Other Local Taxes:							
Franchise Taxes-Chart Gas	1,122,466	1,503,189	1,200,000	1,985,500	785,500	65.46%	0.92%
Franchise Taxes-Century Tel	19,058	14,831	15,000	15,000	-	0.00%	0.01%
Franchise Taxes-CCTV	1,723,773	1,598,153	1,465,000	1,450,000	(15,000)	-1.02%	0.67%
Franchise Taxes-AT&T Mobility	49,734	62,759	63,000	57,000	(6,000)	-9.52%	0.03%
Franchise Taxes-EPB Fiber Optics	542,450	691,928	706,000	887,000			
Corporate Excise Tax-State	80,282	66,590	67,000	160,000	93,000	138.81%	0.07%
Liquor Taxes	2,062,772	2,156,332	2,160,000	2,200,000	40,000	1.85%	1.01%
Beer Taxes	5,552,065	5,597,518	5,656,000	5,730,000	74,000	1.31%	2.64%
Gross Receipts Tax	4,276,496	5,114,910	4,891,700	4,891,700	-	0.00%	2.26%
Local Litigation Taxes	2,735	3,009	2,900	3,200	300	10.34%	0.00%
Total Other Local Taxes	\$ 15,431,831	\$ 16,809,219	\$ 16,226,600	\$ 17,379,400	1,152,800	7.10%	8.01%
Licenses & Permits.:							
Motor Vehicle License	390,895	404,150	392,000	410,000	18,000	4.59%	0.19%
Liquor by the Drink	160,230	154,970	153,900	158,000	4,100	2.66%	0.07%
Building Permits	1,360,945	1,200,667	1,200,000	1,100,000	(100,000)	-8.33%	0.51%
Other Licenses,Permits, Fees	2,034,436	2,062,221	1,849,400	2,016,840	167,440	9.05%	0.93%
Total Licenses & Permits	\$ 3,946,506	\$ 3,822,008	\$ 3,595,300	\$ 3,684,840	89,540	2.49%	1.70%
Fines, Forfeitures, & Penalties:							
City Court Fines	698,418	769,656	674,700	740,700	66,000	9.78%	0.34%
Criminal Court Fines	137,080	110,500	105,000	100,000	(5,000)	-4.76%	0.05%
Parking Ticket Fines	426,595	132,582	35,500	34,000	(1,500)	-4.23%	0.02%
Other Fines Forfeitures, & Penalties	15,340	1,236	-	-	-	#DIV/0!	0.00%
Total Fines, Forfeitures, & Penalties	\$ 1,277,433	\$ 1,013,974	\$ 815,200	\$ 874,700	59,500	7.30%	0.40%
Investment Income							
Interest on Investments	680,733	538,942	450,000	572,000	122,000	27.11%	0.26%
Sale of Back Tax Lots	36,582	387,840	30,000	30,000	-	0.00%	0.01%
Sale of City Owned Property	139,713	145,615	140,000	60,000	(80,000)	-57.14%	0.03%
Other Sales	1,281	4,519	4,500	14,000	9,500	211.11%	0.01%
Total Investment Income	\$ 858,309	\$ 1,076,916	\$ 624,500	\$ 676,000	51,500	8.25%	0.31%

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Undesignated General Fund Revenue Source	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg	% of total
Revenue from Other Agencies							
Local Option Sales Taxes-GF	38,054,892	40,007,670	40,351,200	39,857,700	(493,500)	-1.22%	18.38%
State Beer Tax	82,308	82,899	83,000	79,300	(3,700)	-4.46%	0.04%
Hall Income Tax	2,651,353	4,199,313	2,600,000	3,200,000	600,000	23.08%	1.48%
State Sales Tax	11,313,906	11,544,670	11,645,000	12,310,200	665,200	5.71%	5.68%
State Mixed Drink Tax	2,095,770	2,229,008	2,200,000	2,400,000	200,000	9.09%	1.11%
State Gas Inspection Fees	344,195	343,587	340,000	343,000	3,000	0.88%	0.16%
State Maintenance of Streets	337,800	289,567	280,000	304,500	24,500	8.75%	0.14%
State Alcohol Beverage Tax	109,225	112,935	118,300	117,300	(1,000)	-0.85%	0.05%
State-Special Training Funds	486,600	502,921	493,400	535,000	41,600	8.43%	0.25%
State-Telecom Sales Tax	10,332	14,297	13,900	14,000	100	0.72%	0.01%
State-Misc Receipts	18,536	-	-	-	-	0.00%	0.00%
Ham.County-Ross Landing Plaza	1,199,191	1,207,902	1,197,600	1,000,000	(197,600)	-16.50%	0.46%
Miscellaneous	2,282,435	522,228	421,000	371,900	(49,100)	-11.66%	0.17%
Total Revenue from Other Agencies	\$ 58,986,543	\$ 61,056,997	\$ 59,743,400	\$ 60,532,900	789,500	1.32%	27.91%
Service Charges:							
City Court Cost	274,119	296,739	257,600	295,000	37,400	14.52%	0.14%
Clerk's Fee	1,005,399	964,400	926,300	953,200	26,900	2.90%	0.44%
State Court Cost	1,355	1,034	1,000	1,000	-	0.00%	0.00%
Other Charges for Services	80,345	111,219	91,200	88,800	(2,400)	-2.63%	0.04%
Service Charges	1,887,905	2,044,649	1,732,600	1,627,000	(105,600)	-6.09%	0.75%
Total Service Charges	\$ 3,249,123	\$ 3,418,041	\$ 3,008,700	\$ 2,965,000	(43,700)	-1.45%	1.37%
Miscellaneous Revenues:							
Indirect Cost	3,549,581	4,160,227	4,289,200	4,386,500	97,300	2.27%	2.02%
Other General Government Misc.	632,508	929,279	838,900	871,500	32,600	3.89%	0.40%
Total Miscellaneous Revenues	\$ 4,182,089	\$ 5,089,506	\$ 5,128,100	\$ 5,258,000	129,900	2.53%	2.42%
Transfers In	62,158	46,117	-	-	-	0.00%	0.00%
Grand Totals	\$ 209,159,502	\$ 215,207,943	\$ 212,540,000	\$ 216,850,000	\$ 4,310,000	2.03%	0.00%

Undesignated General Fund Expenditure Summary							
	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg	% of Total
General Government & Agencies:							
AIM Center, Inc.	-	60,000	60,000	60,000	-	0.00%	0.03%
Air Pollution	270,820	270,820	270,820	270,820	-	0.00%	0.12%
Alexian Brothers/Sr Neighbors	12,720	-	-	-	-	N/A	0.00%
Arts Build	176,472	226,472	275,000	275,000	-	0.00%	0.12%
Bessie Smith Cultural Center	54,000	54,000	54,000	60,000	6,000	11.11%	0.03%
Bethlehem Center	-	25,000	25,000	25,000	-	0.00%	0.01%
CARCOG & SETDD	38,535	38,535	38,544	-	(38,544)	-100.00%	0.00%
CARTA	4,675,000	4,772,000	4,867,440	5,217,440	350,000	7.19%	2.30%
Carter Street Corporation	200,000	200,000	200,000	200,000	-	0.00%	0.09%
Chattanooga Area Food Bank	-	-	-	-	-	N/A	0.00%
Chattanooga Urban League	50,000	40,000	40,000	100,000	60,000	150.00%	0.04%
Chattanooga History Center	15,200	15,200	15,200	-	(15,200)	-100.00%	0.00%
Chattanooga Neighborhood Enterprises	910,717	1,087,275	900,000	705,000	(195,000)	-21.67%	0.31%
Chattanooga Room in the Inn	-	-	-	25,000	25,000	N/A	0.01%
Children's Advocacy Center	19,000	30,000	30,000	60,000	30,000	100.00%	0.03%
Children's Home - Chambliss Shelter	275,000	347,500	347,500	350,000	2,500	0.72%	0.15%
Choose Chattanooga	16,900	16,900	16,900	-	(16,900)	-100.00%	0.00%
Community Foundation Scholarships	101,300	101,300	101,300	101,300	-	0.00%	0.04%
Community Impact Fund	75,000	-	-	-	-	N/A	0.00%
RiverCity	67,500	-	-	-	-	N/A	0.00%
East Chattanooga Improvement	20,000	-	-	-	-	N/A	0.00%
Engel Foundation	5,000	-	-	-	-	N/A	0.00%
Enterprise Center	160,500	160,500	160,500	160,500	-	0.00%	0.07%
Enterprise South Nature Park	615,695	587,977	705,973	771,878	65,905	9.34%	0.34%
ESIP Security	53,061	52,019	62,077	62,077	-	0.00%	0.03%
Finley Stadium	-	-	-	-	-	N/A	0.00%
Friends of Moccasin Bend	30,000	-	30,000	30,000	-	0.00%	0.01%
Friends of the Zoo	-	-	-	25,000	25,000	N/A	0.01%
Fortwood Center	105,000	55,000	55,000	57,000	2,000	3.64%	0.03%
Fortwood Center Capital Campaign	-	-	-	-	-	N/A	0.00%
Front Porch Alliance	-	-	-	-	-	N/A	0.00%
Go!Fest	-	-	-	-	-	N/A	0.00%
Girls, Inc	-	-	-	30,000	30,000	N/A	0.01%
Greater Chattanooga Sports Comm	-	-	-	100,000	100,000	N/A	0.04%
Heritage Hall Fund	62,653	82,707	70,300	66,477	(3,823)	-5.44%	0.03%
Homeless Coalition	15,000	75,000	50,000	50,000	-	0.00%	0.02%
Homeless Health Center	13,300	25,000	13,300	-	(13,300)	-100.00%	0.00%
Hope for the Inner City	-	-	-	75,000	75,000	N/A	0.03%
Interfaith Homeless Network	12,790	-	-	-	-	N/A	0.00%
Joe Johnson Mental Health	60,156	60,000	60,000	60,000	-	0.00%	0.03%
LaPaz Chattanooga	-	-	-	50,000	50,000	N/A	0.02%
Orange Grove	32,000	30,000	30,000	98,472	68,472	228.24%	0.04%
Partnership/Rape Crisis	56,522	56,522	56,522	65,000	8,478	15.00%	0.03%
Public Library	5,655,773	5,771,950	5,771,950	5,892,700	120,750	2.09%	2.60%
Railroad Authority	16,262	15,648	14,844	19,371	4,527	30.50%	0.01%
Regional Planning Agency	2,631,648	2,247,235	2,422,235	2,481,557	59,322	2.45%	1.09%
Scenic Cities	5,000	5,000	5,000	-	(5,000)	-100.00%	0.00%
Signal Center	30,006	30,000	30,000	80,000	50,000	166.67%	0.04%
Speech & Hearing Center	67,700	67,700	67,700	67,700	-	0.00%	0.03%
Tennessee Riverpark	963,372	1,072,871	1,102,654	1,129,610	26,956	2.44%	0.50%
The Team Centers/ Team Evaluation	50,000	-	-	-	-	N/A	0.00%
Water Quality Management Fee	408,758	403,988	446,400	450,000	3,600	0.81%	0.20%
WTCl -TV 45	80,000	85,000	85,000	85,000	-	0.00%	0.04%
Audits, Dues & Surveys	118,247	117,680	336,600	231,736	(104,864)	-31.15%	0.10%
Capital Improvements	4,350,000	1,122,500	5,696,395	12,011,055	6,314,660	110.85%	5.29%
City Attorney/Operations	1,341,821	1,373,344	1,435,068	1,527,149	92,081	6.42%	0.67%
City Attorney Liability Insurance Fund	1,000,000	730,000	800,000	1,000,000	200,000	25.00%	0.44%
City Council	798,614	829,433	719,215	708,917	(10,298)	-1.43%	0.31%
City Judges Division 1	409,194	423,137	432,111	459,177	27,066	6.26%	0.20%
City Judges Division 2	398,780	418,227	420,157	429,226	9,069	2.16%	0.19%
Purchasing	-	-	-	721,322	721,322	N/A	0.32%
Contingency Fund	178,600	3,018,285	2,535,357	2,556,284	20,927	0.83%	1.13%
Debt Service Fund	10,300,000	16,942,222	17,668,872	17,485,009	(183,863)	-1.04%	7.71%
Election Expense	-	264,525	-	30,000	30,000	N/A	0.01%
Human Services	733,477	1,033,477	-	-	-	N/A	0.00%
Baby College	-	-	-	250,000	250,000	N/A	0.11%

Undesignated General Fund Expenditure Summary	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg	% of Total
Internal Audit	512,060	548,264	567,370	587,152	19,782	3.49%	0.26%
Intergovernmental Relations	187,983	115,889	357,000	357,000	-	0.00%	0.16%
Pensions, FICA & UIC	57,219	-	-	-	-	N/A	0.00%
T.A.P (tuition & books)	19,084	16,091	20,000	20,000	-	0.00%	0.01%
Renewal & Replacement	1,224,328	1,716,308	1,196,394	142,054	(1,054,340)	-88.13%	0.06%
Information Services	4,368,598	4,801,828	4,518,428	5,364,868	846,440	18.73%	2.36%
Telecommunications	108,982	152,576	-	-	-	N/A	0.00%
Unemployment Insurance	-	39,453	85,000	90,000	5,000	5.88%	0.04%
Education Contribution	-	1,114,504	1,085,750	1,200,000	114,250	10.52%	0.53%
Youth and Family Dev/ Social Services	-	-	1,064,481	1,165,000	100,519	9.44%	0.51%
311 Call Center	538,512	579,363	619,536	532,983	(86,553)	-13.97%	0.23%
Total	\$ 44,753,859	\$ 53,526,225	\$ 58,038,893	\$ 66,225,834	8,186,941	14.11%	29.19%
Executive Branch:							
Mayor's Office	1,009,993	1,127,632	1,371,495	1,293,969	(77,526)	-5.65%	0.57%
Comprehensive Gang Initiative	145,857	359,695	-	-	-	N/A	0.00%
Great Ideas Competition	1,500	-	-	-	-	N/A	0.00%
Multicultural Affairs	270,805	259,625	253,407	325,874	72,467	28.60%	0.14%
Total	\$ 1,428,155	\$ 1,746,952	\$ 1,624,902	\$ 1,619,843	\$ (5,059)	-0.31%	0.71%
Department of Finance & Administration							
Finance Office	2,236,980	2,327,598	2,981,055	2,773,225	(207,830)	-6.97%	1.22%
City Treasurer	677,538	723,529	838,711	877,467	38,756	4.62%	0.39%
City Court Clerk's Office	1,140,588	1,098,198	1,229,857	1,193,639	(36,218)	-2.94%	0.53%
Delinquent Tax	60,816	69,870	89,000	91,000	2,000	2.25%	0.04%
Capital Planning	-	-	-	91,194	91,194	N/A	0.04%
Office of Performance Management	-	-	-	150,000	150,000	N/A	0.07%
City General Tax Revenue (Trustee Fee) ⁽¹⁾	299,273	432,578	394,500	393,569	(931)	-0.24%	0.17%
Total	\$ 4,415,195	\$ 4,651,773	\$ 5,533,123	\$ 5,570,094	\$ 36,971	0.67%	2.46%
⁽¹⁾ Was previously reported in Gen Gov & Agencies							
Department of General Services:							
General Services Administration	463,754	513,189	505,579	748,974	243,395	48.14%	0.33%
Purchasing	799,882	857,451	785,095	-	(785,095)	-100.00%	0.00%
Building Maintenance	1,094,843	1,080,755	1,237,088	2,178,076	940,988	76.06%	0.96%
Storage on Main Street	55,263	54,097	73,450	74,100	650	0.88%	0.03%
Real Estate	15,111	26,252	12,700	22,450	9,750	76.77%	0.01%
Property Maintenance	33,458	37,754	51,000	-	(51,000)	-100.00%	0.00%
Farmer's Market Operations	17,806	29,582	13,950	13,950	-	0.00%	0.01%
Mailroom	-	-	-	76,707	76,707	N/A	0.03%
Chattanooga Zoo	-	-	671,728	675,000	3,272	0.49%	0.30%
Memorial Auditorium	-	-	458,917	471,178	12,261	2.67%	0.21%
Tivoli Theatre	-	-	360,606	351,614	(8,992)	-2.49%	0.15%
Community Theatre	-	-	-	14,100	14,100	N/A	0.01%
Civic Facilities	-	-	868,554	634,944	(233,610)	-26.90%	0.28%
Total	\$ 2,480,117	\$ 2,599,080	\$ 5,038,667	\$ 5,261,093	\$ 222,426	4.41%	2.32%
Department of Human Resources:							
Administration	1,321,667	1,542,648	1,314,856	1,375,968	61,112	4.65%	0.61%
Physicals	10,130	7,830	8,800	25,000	16,200	184.09%	0.01%
Employee's Insurance Office	299,684	300,023	313,255	315,507	2,252	0.72%	0.14%
Safety Programs	-	9,361	76,861	87,122	10,261	13.35%	0.04%
Employee's Insurance Program	22,505	22,114	35,350	2,200	(33,150)	-93.78%	0.00%
Job Injury Administration	76,255	79,393	86,000	73,800	(12,200)	-14.19%	0.03%
Total	\$ 1,730,241	\$ 1,961,369	\$ 1,835,122	\$ 1,879,597	\$ 44,475	2.42%	0.83%
Dept of Economic & Community Dev:							
Administration	539,754	561,354	766,079	666,881	(99,198)	-12.95%	0.29%
Grants Administration	35,994	56,773	104,662	129,316	24,654	23.56%	0.06%
Neighborhood Grants	55,000	52,000	50,000	-	(50,000)	-100.00%	0.00%
Community Development Pilot	-	-	500,000	463,591	(36,409)	-7.28%	0.20%
Economic Development	-	-	-	623,904	623,904	N/A	0.28%
Codes & Community Services	1,607,186	1,491,756	1,333,587	303,146	(1,030,441)	-77.27%	0.13%
Outdoor Chattanooga	-	-	374,011	393,836	19,825	5.30%	0.17%
Trust for Public Land	-	-	100,000	100,000	-	0.00%	0.04%
Riverpark Art Maint & Mgmt	-	-	-	125,250	125,250	N/A	0.06%
Land Development Office	-	-	2,754,810	4,387,568	1,632,758	59.27%	1.93%
Board of Plumbing Examiners	-	-	1,782	1,975	193	10.83%	0.00%
Board of Electrical Examiners	-	-	8,200	13,600	5,400	65.85%	0.01%
Board of Mechanical Examiners	-	-	1,650	2,500	850	51.52%	0.00%
Board of Gas Fitters	-	-	1,950	1,500	(450)	-23.08%	0.00%
Board of Appeals & Variances	-	-	6,796	7,500	704	10.36%	0.00%
Total	\$ 2,237,934	\$ 2,161,883	\$ 6,003,527	\$ 7,220,567	\$ 1,217,040	20.27%	3.18%

Undesignated General Fund Expenditure Summary	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg	% of Total
Department of Police:	\$ 52,219,286	\$ 53,604,810	\$ 54,355,379	\$ 55,292,183	\$ 936,804	1.72%	24.37%
Department of Fire:	\$ 35,925,429	\$ 36,370,389	\$ 37,848,964	\$ 36,317,474	\$ (1,531,490)	-4.05%	16.01%
Department of Public Works:							
Administration	881,604	954,447	729,960	730,247	287	0.04%	0.32%
City Engineer	4,380,005	3,864,903	2,331,306	1,728,817	(602,489)	-25.84%	0.76%
City Wide Services	6,680,839	4,965,186	4,318,235	4,946,289	628,054	14.54%	2.18%
Land Development Office	2,681,881	2,741,904	-	-	-	N/A	0.00%
Utilities	167,052	187,284	205,361	193,661	(11,700)	-5.70%	0.09%
Pump Stations, Levee & Storm Stations	70,585	65,909	63,750	-	(63,750)	-100.00%	0.00%
Traffic Management	3,072,962	3,057,303	-	-	-	N/A	0.00%
Street Lighting	3,434,418	3,518,283	-	-	-	N/A	0.00%
Solid Waste Disposal	5,773,587	5,773,587	6,403,570	6,500,000	96,430	1.51%	2.87%
Municipal Forestry	778,048	802,670	788,522	893,477	104,955	13.31%	0.39%
Waste Pickup - Brush	1,195,722	1,264,612	1,213,962	1,100,278	(113,684)	-9.36%	0.49%
Waste Pickup -Garbage, Trash Flash & Recyc	5,705,637	5,750,374	4,813,697	6,598,741	1,785,044	37.08%	2.91%
Paving	-	-	2,283,633	-	(2,283,633)	-100.00%	0.00%
Parks Maintenance	-	-	5,808,823	5,005,638	(803,185)	-13.83%	2.21%
Total	\$ 34,822,340	\$ 32,946,462	\$ 28,960,819	\$ 27,697,148	\$ (1,263,671)	-4.36%	12.21%
Department of Parks & Recreation:							
Administration	786,460	708,103	-	-	-	N/A	0.00%
Recreation	7,615,400	7,646,166	-	-	-	N/A	0.00%
Parks	6,663,819	5,561,797	-	-	-	N/A	0.00%
Total	\$ 15,065,679	\$ 13,916,066	\$ -	\$ -	\$ -	N/A	0.00%
Department of Education, Arts, & Culture:							
Administration	380,490	403,708	-	-	-	N/A	0.00%
Civic Facilities	1,708,083	1,787,402	-	-	-	N/A	0.00%
Arts & Culture	343,399	363,875	-	-	-	N/A	0.00%
Total	\$ 2,431,972	\$ 2,554,985	\$ -	\$ -	\$ -	N/A	0.00%
Department of Youth & Family Dev:							
Administration	-	-	342,753	513,884	171,131	49.93%	0.23%
Recreation	-	-	6,719,738	7,021,822	302,084	4.50%	3.10%
Arts & Culture	-	-	352,108	526,851	174,743	49.63%	0.23%
Youth Development	-	-	872,139	1,019,658	147,519	16.91%	0.45%
Total	\$ -	\$ -	\$ 8,286,738	\$ 9,082,215	\$ 795,477	9.60%	4.00%

Special Revenue Funds

Fiscal Year Ending June 30, 2015

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, Youth & Family Development (YFD) - Social Services, Economic Development, Narcotics, Community Development, Hotel/Motel Occupancy Tax Fund, and Municipal Golf Course Fund. For fiscal year ended June 30, 2014 the budgeted revenue and expenses were as follows:

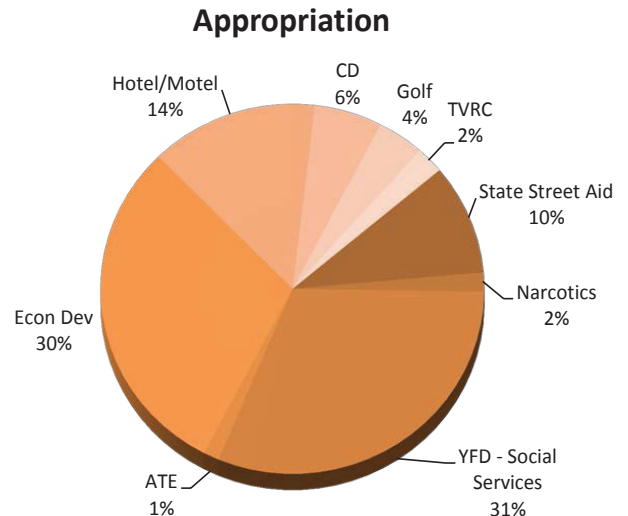
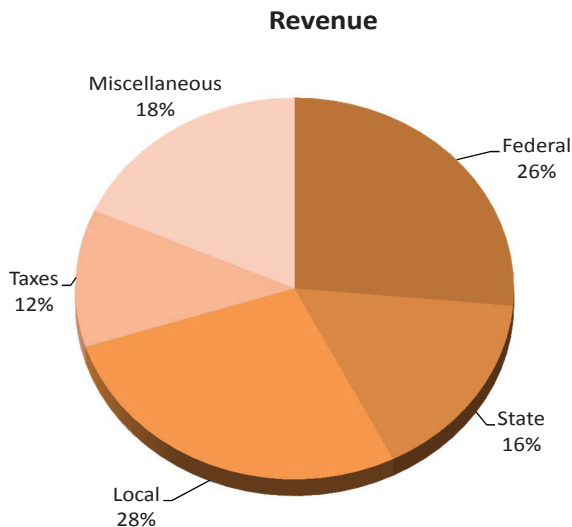
FY 14 Results	Budget Rev & Exp	FY 14 Actual Rev	FY 14 Actual Exp
State Street Aid	4,280,000	3,978,393	3,912,391
YFD - Social Services*	15,139,893	11,729,245	13,557,217
Economic Development Fund	11,788,334	10,413,829	10,692,800
Narcotics	607,000	259,043	825,655
Hotel/Motel Tax Fund	5,350,500	4,855,817	4,512,492
Community Development Fund	3,335,697	2,018,000	2,018,000
Municipal Golf Course	1,839,438	1,678,319	1,752,068
Automated Traffic Enforcement	940,600	1,146,454	1,409,130
Tenn Valley Region Communication	1,046,433	1,218,786	937,229
Total Special Revenue Fund	44,327,895	37,297,886	39,616,982

*Some Federal/State Grants are October - September and data above is the City of Chattanooga Fiscal Year July - June

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

Revenue & Appropriation by Fund

\$45,414,623



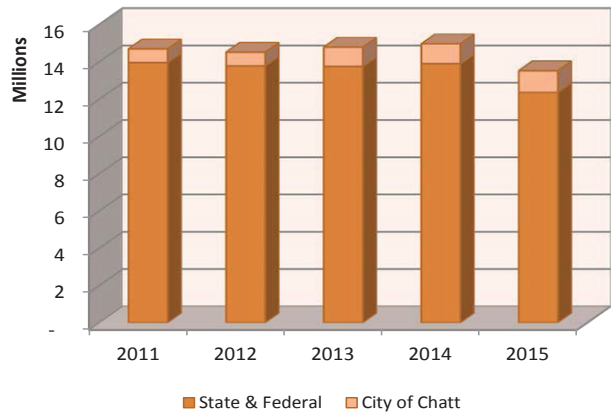
Special Revenue Fund Summary	Actual 12	Actual 13	Budget 14	Budget 15	Budget Inc(Dec)	% chg
REVENUES						
State Street Aid	4,335,115	4,314,245	4,280,000	4,400,000	120,000	2.80%
YFD - Social Services	14,362,036	14,484,708	15,139,893	14,102,388	(1,037,505)	-6.85%
Economic Development Fund	11,673,876	11,405,092	11,788,334	13,641,603	1,853,269	15.72%
Narcotics	300,568	1,049,833	607,000	762,000	155,000	25.54%
Hotel/Motel Tax Fund	5,270,478	5,278,543	5,350,500	6,428,340	1,077,840	20.14%
Community Development Fund	5,924,437	4,577,713	3,335,697	2,600,000	(735,697)	-22.06%
Municipal Golf Course	1,875,346	1,753,398	1,928,600	1,800,890	(127,710)	-6.62%
Automated Traffic Enforcement	856,998	385,813	940,600	612,000	(328,600)	-34.94%
Tenn Valley Region Communication	988,506	1,134,304	1,046,433	1,067,402	20,969	2.00%
Total Special Revenue Fund	45,587,360	44,383,649	44,417,057	45,414,623	997,566	2.25%

Revenues

State Street Aid

This fund was established to receive and account for the State's distribution of the gasoline fuel tax. Funds received in this fund are restricted to municipal street related projects. The allocation to cities is based on per capita and set annually by the Tennessee State Legislature.

Collections in this fund have remained fairly constant thru FY2009. In FY10 & FY11 we saw a significant drop in state gas collections due to low usage and collections from the state. In FY14, revenue remained stable and is expected to continue in FY15.

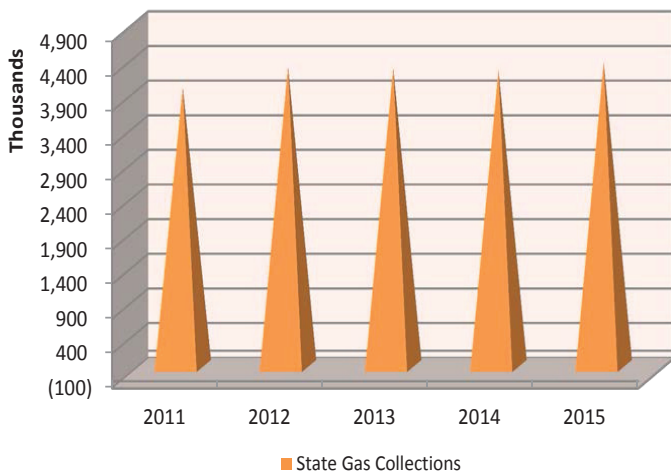


Economic Development Fund

In August 1997, the citizens of Chattanooga approved a half-percent tax on retail sales in the city. Revenues from this tax were shared on a 50/50 basis for education and economic development. In a county-wide election in February 2004, the residents of Hamilton County voted to increase the county-wide local option tax rate from 1.75% to 2.25% thereby repealing the city-only 1/2% tax. The additional taxes generated by the 1/2% increase in the county-wide tax will be distributed to the county, city and education in accordance with TCA 67-6-712 which requires that 50% is used for education and the remainder on a situs basis. The education component is distributed directly to the Hamilton County Department of Education. Between FY11 and FY14 there was an increase in revenues by 10.66% mostly due to the expiration of the Sales Tax Agreement between with Hamilton County. In FY13 there was growth of 2% over FY12. In FY 15, an increase of 15.72% or \$13,641,603 is projected above FY14 due to a planned use of fund balance of \$2.3 million.

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. A decline in collections since 2008, for Federal and State funds have reach 100% in the past two years. Total collections tripled in FY13 due to a significant increase in confiscated funds. This increase is not expected to be



YFD - Social Services Fund

YFD - Social Services receives Federal, State, and City appropriations. This fund for FY15 is estimated to decrease by 6.85% from FY14 due to anticipated reductions in Federal and State grants. The chart for revenues shows steady increases in funding from the City to offset the decline in other revenues.

sustainable longterm. However, FY15 budgeted total revenue totals \$762,000, which is 194% above FY14 actual collections of \$259,044.

Hotel-Motel Occupancy Privilege Tax Fund

The City of Chattanooga has the authority to levy a privilege tax on the occupancy of hotel/motel rooms by transients. Pursuant to T.C.A 67-4-1401, et seq. and City Ordinance No 11303, the City has levied such a tax. The tax is set at 4%.

The FY15 budgeted revenue totals \$6,428,340, which is 20.14% above FY14.

Community Development

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

The FY15 budgeted revenue totals \$2,600,000, which is 22.06% less than FY14. This reduction is due to the fund not anticipating any program income during FY15. Also note that the FY15 budget amount does not include the amounts for the Shelter Plus Care Grant of \$235,899 and the Emergency Solutions Grant of \$138,151 due to the final awards being determined after budget approval. Overall, this is a 10.84% decline in revenue.

Municipal Golf Course Fund

Revenues come mainly from green fees and golf cart rentals. Overall, estimated revenues are expected to decrease approximately 6.6% from FY14 budget due to an overall expected decrease in business based on historical trends.

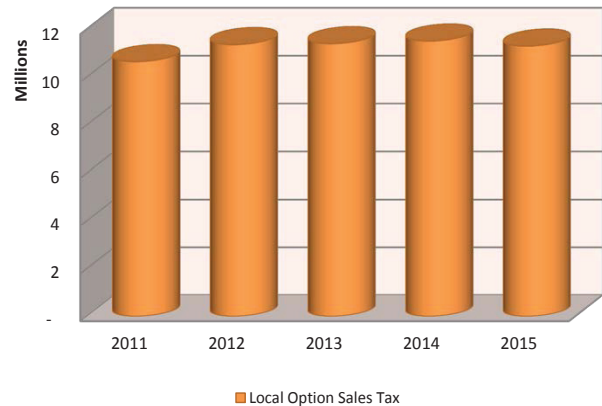
Automated Traffic Enforcement Fund

Revenues comes primarily from automated traffic and speeding fines. The FY15 revenues are estimated at \$612,000 or 34.94% below FY14 budget of \$940,600. Collections are being decreased based on actual collections in FY13 and FY14. The City suspended the contract with the initial vendor for poor performance. Services with a new vendor are being ramped up.

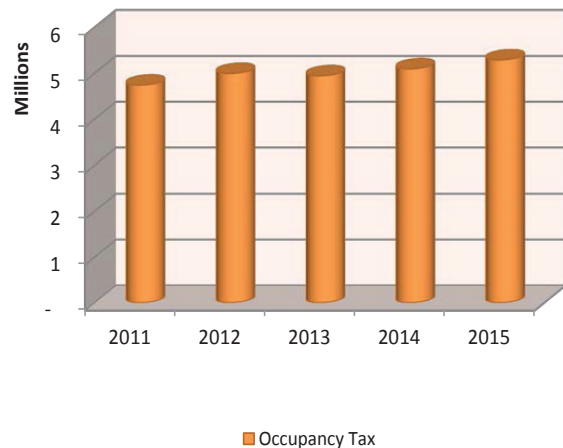
Tennessee Valley Regional Communication Fund

Revenues come mainly from maintenance fees on equipment and member fees for the communications system. Revenues are expected to increase by 2.0% in FY15. Reported as a special revenue fund, it is intended that total fees charged will be sufficient to cover all operations cost excluding depreciation.

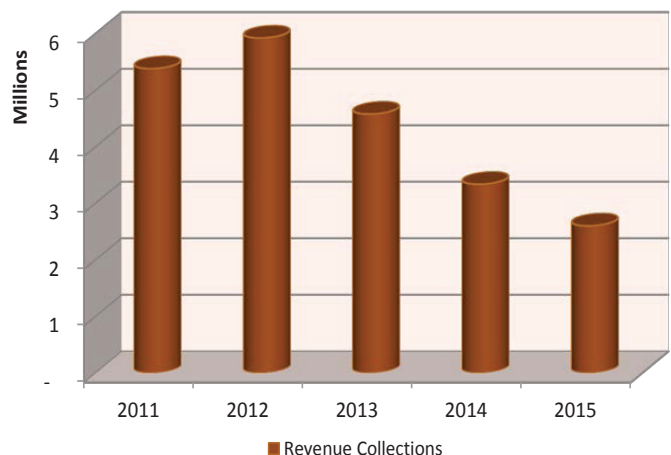
Economic Development Collections



Hotel-Motel Tax Collections



Community Development Collections



Special Revenue Fund Summary	Actual 12	Actual 13	Budget 14	Budget 15	Budget Inc(Dec)	% chg
EXPENDITURES						
State Street Aid	4,457,109	4,280,693	4,280,000	4,400,000	120,000	2.80%
YFD - Social Services	14,796,762	14,524,968	15,139,893	14,102,388	(1,037,505)	-6.85%
Economic Development Fund	11,279,370	11,077,647	11,788,334	13,641,603	1,853,269	15.72%
Narcotics	1,023,055	418,941	607,000	762,000	155,000	25.54%
Hotel/Motel Tax Fund	4,656,274	4,282,809	5,350,500	6,428,340	1,077,840	20.14%
Community Development Fund	5,823,391	4,577,713	3,335,697	2,600,000	(735,697)	-22.06%
Municipal Golf Course	1,878,390	2,161,038	1,928,600	1,800,890	(127,710)	-6.62%
Automated Traffic Enforcement	981,219	926,730	940,600	612,000	(328,600)	-34.94%
Tenn Valley Region Communication	1,113,383	922,999	1,046,433	1,067,402	20,969	2.00%
Total Special Revenue Fund	46,008,953	43,173,538	44,417,057	45,414,623	997,566	2.25%

Expenditures

State Street Aid

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

YFD - Social Services

YFD - Social Services' FY15 estimated expenditures have decreased by 6.85%. Fund accounts for Head Start, and other Federal programs administered by the City.

Economic Development Fund

During FY2015, \$8,953,569 will be allocated to lease rental payments for Lease Rental Revenue Bonds on behalf of the Chattanooga Downtown Redevelopment Corporation (CDRC). The remaining funds are dedicated to economic development projects in downtown Chattanooga and Enterprise South.

Narcotics Fund

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

Hotel-Motel Occupancy Privilege Tax Fund

This tax is used to fund improvements in the downtown and riverfront area to encourage tourism and enhance quality of life. This tax is dedicated to the 21st Century Waterfront Plan which involved redevelopment of the city waterfront. The Waterfront Plan, with an estimated cost of \$120 million of which the City funded \$55 million, was funded jointly by the public and the private sectors. Current funds will be used to pay debt service on the Hotel-Motel Tax Bonds and fund any additional waterfront related capital costs.

Community Development

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

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

Municipal Golf Course Fund

Funds are used to cover the operational cost of the City's two golf courses. The primary costs are personnel and purchase services. Expenses for FY15 are estimated to decline approximately 6.62% from FY14.

Automated Traffic Enforcement Fund

Funds used to account for automated traffic enforcement operations including student driver training. Expenses for FY15 are estimated to decrease 34.94% or \$328,600 due to declining revenues and change in traffic camera vendors.

Tennessee Valley Regional Communication Fund

The Fund is for the Operations, Management, & Maintenance of the a Regional Communications System. The TVRCS is a jointly funded Interoperable Public Safety communications system made up of Partners from the City of Chattanooga, 13 Counties in Tennessee & Georgia, & the State of Tennessee. The governance of the system is handled by an Advisory Committee composed of a member from each of the Partners and an Executive Commission composed of the Advisory Committee member from the City of Chattanooga, Hamilton County, Catoosa County and two at large members elected by the Advisory Committee. Expenses for FY15 are estimated to be \$1,067,402.

Special Revenue Revenue Summary	Actual 12	Actual 13	Budget 14	Budget 15	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
State of Tennessee	4,326,635	4,307,353	4,280,000	4,390,000	110,000	2.57%	9.67%
State Maintenance of Streets	1,282	6,892	-	7,476	7,476	N/A	0.02%
Other (EPA, FEMA, TEMA)	7,198	-	-	2,524	2,524	N/A	0.01%
Total State Street Aid	\$ 4,335,115	\$ 4,314,245	\$ 4,280,000	\$ 4,400,000	\$ 120,000	2.80%	9.69%
YFD - Social Services (Fund 2030)							
Federal - State Grants	13,273,555	13,370,099	13,904,150	12,362,268	(1,541,882)	-11.09%	27.22%
City of Chattanooga	733,477	1,033,477	1,064,481	1,165,000	100,519	9.44%	2.57%
Day Care Fees	65,825	47,762	27,816	60,000	32,184	115.70%	0.13%
Miscellaneous	281,849	29,856	136,246	515,120	378,874	278.08%	1.13%
Interest Income	7,330	3,514	7,200	-	(7,200)	-100.00%	0.00%
Total YFD - Social Services	\$ 14,362,036	\$ 14,484,708	\$ 15,139,893	\$ 14,102,388	\$ (1,037,505)	-6.85%	31.05%
Economic Development (Fund 1111)							
Local Option Sales Tax	11,365,043	11,405,092	11,514,000	11,303,400	(210,600)	-1.83%	24.89%
State Shared Tax	308,833	-	-	-	-	N/A	0.00%
Fund Balance	-	-	274,334	2,338,203	2,063,869	752%	5.15%
Total Economic Development	\$ 11,673,876	\$ 11,405,092	\$ 11,788,334	\$ 13,641,603	\$ 1,853,269	15.72%	30.04%
Narcotics (Fund 9250)							
Federal	1,450	-	50,000	-	(50,000)	-100.00%	0.00%
State	-	-	12,000	-	(12,000)	-100.00%	0.00%
Confiscated Narcotics Funds	188,922	977,856	200,000	702,000	502,000	251.00%	1.55%
Other	110,196	71,977	50,000	60,000	10,000	20.00%	0.13%
Fund Balance	-	-	295,000	-	(295,000)	-100.00%	0.00%
Total Narcotics	\$ 300,568	\$ 1,049,833	\$ 607,000	\$ 762,000	\$ 155,000	25.54%	1.68%
Hotel/Motel Tax (Fund 2070)							
Occupancy Tax	5,001,007	4,949,000	5,100,500	5,295,500	195,000	3.82%	11.66%
SRC Parking Garage Revenue	268,974	326,086	250,000	250,000	-	0.00%	0.55%
Fund Balance	-	-	-	882,840	882,840	N/A	1.94%
Interest Income	497	3,457	-	-	-	N/A	0.00%
Total Hotel/Motel Tax	\$ 5,270,478	\$ 5,278,543	\$ 5,350,500	\$ 6,428,340	\$ 1,077,840	20.14%	14.15%
Community Development (Fund 2060)							
<i>(includes HOME program)</i>							
Federal	4,988,611	4,501,482	3,335,697	2,585,000	(750,697)	-22.50%	5.69%
Miscellaneous/Program	935,826	76,231	-	15,000	15,000	N/A	0.03%
Total Community Development	\$ 5,924,437	\$ 4,577,713	\$ 3,335,697	\$ 2,600,000	\$ (735,697)	-22.06%	5.73%
Total Municipal Golf Course (1105)	\$ 1,875,346	\$ 1,753,398	\$ 1,928,600	\$ 1,800,890	\$ (127,710)	-6.62%	3.97%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic & Speeding Fines	828,189	364,745	383,400	592,000	208,600	54.41%	1.30%
Other	28,809	21,068	-	20,000	20,000	N/A	0.04%
Use of Fund Balance	-	-	557,200	-	(557,200)	-100.00%	0.00%
Total Automated Traffic Enforcement	\$ 856,998	\$ 385,813	\$ 940,600	\$ 612,000	\$ (328,600)	-34.94%	1.35%
Tenn Valley Regional Communications (Fund 2110)							
Operations	988,506	1,134,304	1,046,433	1,067,402	20,969	2.00%	2.35%
Total TVRC	\$ 988,506	\$ 1,134,304	\$ 1,046,433	\$ 1,067,402	\$ 20,969	2.00%	2.35%
Grand Total	\$ 45,587,360	\$ 44,383,649	\$ 44,417,057	\$ 45,414,623	\$ 997,566	2.25%	3.70%

Special Revenue Expenditure Summary	Actual 12	Actual 13	Budget 14	Budget 15	Budget Inc(Dec)	% chg	% of total Budget
State Street Aid (Fund 2050)							
Street Maintenance	4,457,109	4,280,693	4,280,000	4,400,000	120,000	2.80%	9.69%
Total State Street Aid	\$ 4,457,109	\$ 4,280,693	\$ 4,280,000	\$ 4,400,000	\$ 120,000	2.80%	9.69%
YFD - Social Services (Fund 2030)							
Administration	895,464	760,364	862,615	1,660,420	797,805	92.49%	3.66%
Headstart	8,619,629	8,780,584	9,184,186	8,805,681	(378,505)	-4.12%	19.39%
Daycare	766,069	671,647	687,187	570,000	(117,187)	-17.05%	1.26%
Foster Grandparents	510,462	507,540	509,761	499,481	(10,280)	-2.02%	1.10%
LIHEAP	2,924,862	3,011,503	3,037,458	1,919,035	(1,118,423)	-36.82%	4.23%
Community Service Block Grant	542,187	601,713	658,116	580,671	(77,445)	-11.77%	1.28%
YFD - Social Services Programs	123,039	141,772	120,362	41,500	(78,862)	-65.52%	0.09%
City General Relief	44,469	48,818	46,644	25,600	(21,044)	-45.12%	0.06%
ARRA	294,412	-	-	-	-	N/A	0.00%
Other	76,169	1,027	33,564	-	(33,564)	-100.00%	0.00%
Total YFD - Social Services	\$14,796,762	\$14,524,968	\$15,139,893	\$14,102,388	\$ (1,037,505)	-6.85%	31.05%
Economic Development (Fund 1111)							
Capital Projects_Economic Development	2,775,817	2,628,542	2,110,000	4,000,000	1,890,000	89.57%	8.81%
Minority Business Development	75,000	75,000	75,000	-	(75,000)	-100.00%	0.00%
Enterprise Center	-	-	-	50,000	50,000	N/A	0.11%
Chattanooga Chamber of Commerce	450,000	450,000	450,000	450,000	-	0.00%	0.99%
Chamber of Comm Marketing-Enterprise South	75,000	75,000	75,000	75,000	-	0.00%	0.17%
Commission to Hamilton County	85,329	123,310	115,140	113,034	(2,106)	-1.83%	0.25%
Lease Payments	8,770,135	8,947,849	9,563,194	9,553,569	(9,625)	-0.10%	21.04%
Less: Chattanooga Lease Payment offset	(1,260,744)	(1,232,447)	(600,000)	(600,000)	-	0.00%	-1.32%
Tourist Development Zone	308,833	10,393	-	-	-	N/A	0.00%
Total Economic Development	\$11,279,370	\$11,077,647	\$11,788,334	\$13,641,603	\$ 1,853,269	15.72%	30.04%
Narcotics (Fund 9250)							
Operations	1,023,055	418,941	607,000	762,000	155,000	25.54%	1.68%
Total Narcotics	\$ 1,023,055	\$ 418,941	\$ 607,000	\$ 762,000	\$ 155,000	25.54%	1.68%
Hotel/Motel Tax (Fund 2070)							
21st Century Waterfront	333,024	-	652,797	1,550,000	897,203	137.44%	3.41%
Capital Approp from Fund Balance	898,976	-	-	-	-	N/A	N/A
River Pier Garage Operations	106,095	145,497	250,000	250,000	-	0.00%	N/A
Public Works Capital Fund TN Riverpark Exp	-	-	503,450	-	(503,450)	-100.00%	N/A
Hamilton County	30,000	30,000	30,000	30,000	-	0.00%	N/A
Debt Service	3,193,219	4,001,668	3,812,243	4,492,430	680,187	17.84%	9.89%
Hotel/Motel Collection Fee	94,960	105,644	102,010	105,910	3,900	3.82%	0.23%
Total Hotel/Motel Tax	\$ 4,656,274	\$ 4,282,809	\$ 5,350,500	\$ 6,428,340	\$ 1,077,840	20.14%	14.15%
Community Development (Fund 2060)							
(includes HOME Program)							
Administration	452,203	480,000	488,000	440,000	(48,000)	-9.84%	0.97%
Chattanooga Neighborhood Enterprise	1,042,909	1,402,238	710,900	580,000	(130,900)	-18.41%	1.28%
Other Community Development Projects	3,043,297	1,681,775	1,824,422	1,355,000	(469,422)	-25.73%	2.98%
Transfers	1,284,982	1,013,700	312,375	225,000	(87,375)	-27.97%	0.50%
Total Community Development	\$ 5,823,391	\$ 4,577,713	\$ 3,335,697	\$ 2,600,000	\$ (735,697)	-22.06%	5.73%
Total Municipal Golf Course (1105)	\$ 1,878,390	\$ 2,161,038	\$ 1,928,600	\$ 1,800,890	\$ (127,710)	-6.62%	3.97%
Automated Traffic Enforcement (Fund 9091)							
Automated Traffic	981,219	926,730	940,600	612,000	(328,600)	-34.94%	1.35%
Total Automated Traffic Enforcement	\$ 981,219	\$ 926,730	\$ 940,600	\$ 612,000	\$ (328,600)	-34.94%	1.35%
Tenn Valley Regional Communications (Fund 2110)							
Operations	1,113,383	922,999	1,046,433	1,067,402	20,969	2.00%	2.35%
Total TVRC	\$ 1,113,383	\$ 922,999	\$ 1,046,433	\$ 1,067,402	\$ 20,969	2.00%	2.35%
Grand Totals	\$46,008,953	\$43,173,538	\$44,417,057	\$45,414,623	\$ 997,566	2.25%	100.00%

Enterprise Funds

Fiscal Year Ending June 30, 2015

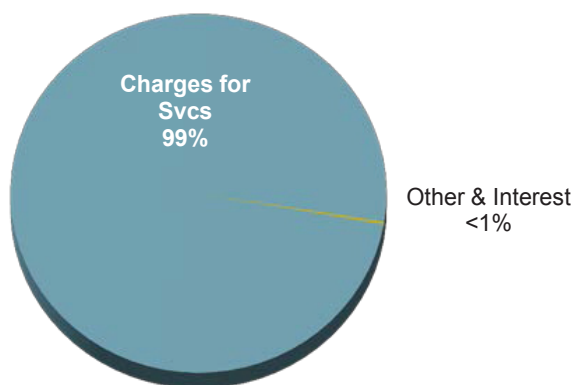
Fund Structure

Enterprise Funds are used to account for activities that the City operates as private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes it is necessary to account for income and capital maintenance. The budgetary basis of accounting for these funds is the full accrual method where measurement focus is their economic resources, much like that of a private-sector business. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows. The CAFR shows the status of the funds finances on the basis of Generally Accepted Accounting Principals. The City of Chattanooga has three (3) budgeted Enterprise Funds: Interceptor Sewer Fund, Water Quality Management Fund and Solid Waste. As of June 30, 2014 the budgeted revenue and expenses were as follows:

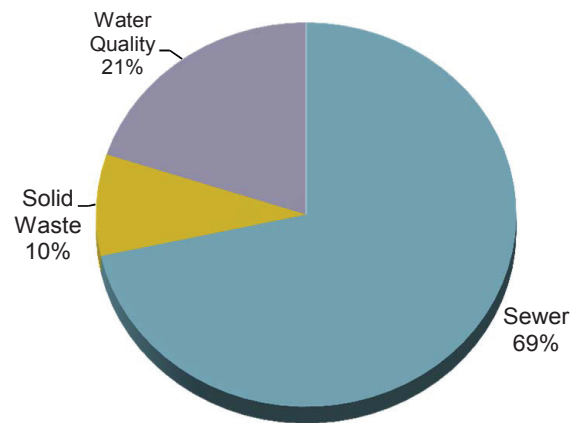
FY 14 Results	Budget Rev & Exp	(unaudited) FY14 Actual Rev	(unaudited) FY14 Actual Exp
Interceptor Sewer Fund	55,843,676	61,374,929	49,180,581
Solid Waste Fund	6,986,585	7,091,727	5,663,028
Water Quality Fund	16,858,055	18,087,090	16,105,586
Total Enterprise Funds	79,688,316	86,553,746	70,949,195

Revenue & Appropriation by Fund \$84,487,938

Revenues



Appropriation



Enterprise Funds						
Revenue Fund Summary	Actual 12	Budget 13	Budget 14	Budget 15	Inc(Dec)	% chg
Interceptor Sewer System	52,598,300	52,768,142	55,843,676	60,446,000	4,602,324	8.24%
Solid Waste	6,408,671	6,394,078	6,986,585	7,202,000	215,415	3.08%
Water Quality Fund	19,123,909	19,405,188	16,858,055	16,839,938	(18,117)	-0.11%
Total Enterprise Funds	78,130,880	78,567,408	79,688,316	84,487,938	4,799,622	6.02%

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 via contracted services of ENCO, Company, based on water meter data provided by the Tennessee-American Water Company, or they are collected through the Hixson Utility District. The sewer service charge rates are based upon the quantity of water used and are expressed as cents per thousand gallons.

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

The sewer service charges for the regional users (Windstone, Rossville, Northwest Georgia, Dade County, Ringgold, Collegedale, Lookout Mountain, TN, Lookout Mountain, GA, Hamilton County, East Ridge, Soddy Daisy, Red Bank and Walker County) are based on a regional service charge rate schedule (wheelage and treatment). The regional service charge rate schedule currently in effect provides rate schedules for billing the regional users on either a metered water consumption basis (billable flow method) or a total measured wastewater flow basis (total flow method). This allows the City to begin billing the regional users

on a total flow method immediately upon completion of successful contract negotiation for total flow method billing. Other System revenues come from an industrial user sewer surcharge, truck discharge operation permit fees, septic tank discharge fees, holding tank discharge fees, service line connection fees and garbage grinder usage fees.

The City operates the System on a self-supporting basis from sewer service charges and fees. The July 1, 2014 approved 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 (1,000) gallons for the following quantities of water:

User Class	FY 15 Total Charges (\$/1,000 gal)
First 100,000	\$ 7.77
Next 650,000	5.77
Next 1,250,000	4.69
Next 30,000,000	3.96
Over 32,000,000	3.85

Regional Service Charge Rate (Wheelage and Treatment)

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

Billable Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 2.0990	\$ 0.7855	\$ 2.8845

If regional customers are billed directly through the water company, the rate shall be two dollars and eighty-nine cents (\$2.89) 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	\$ 1.0369	\$ 0.3726	\$1.4095

Monthly Minimum Sewer Service Charges

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

Meter Size	FY 15 10/1/2014 Charge per Month
5/8"	\$ 15.98
3/4"	57.02
1"	99.63
1 1/2"	222.97
2"	394.80
3"	925.44
4"	1,710.24
6"	4,073.52
8"	7,205.34

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:

- \$0.1229 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of three hundred (300) milligrams per liter, and,
- \$0.0852 per pound of total suspended solids for concentrations in excess of four hundred (400) milligrams per liter.

The City has also established the following fees and charges:

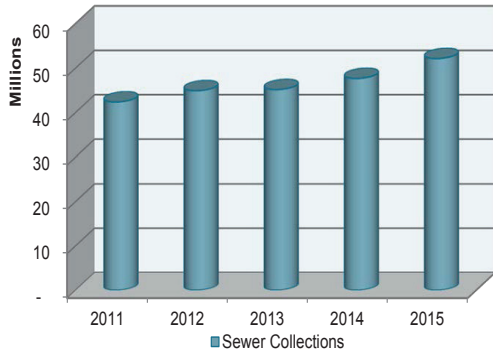
- A Sewer Service Line Connection Fee of \$800;
- A Truck Discharge Operation Permit Fee of \$100 per truck per year;
- A Septic Tank Discharge Fee of \$91.00 per 1,000 gallons of waste;
- Holding Tank Waste Fee of \$7.77 per 1,000 gallons of waste and
- Garbage Grinders Fee of \$238.00 per month per unit.

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

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

FYE 6/30	FYE 6/30	FYE 6/30	FYE 6/30	FYE 6/30	
FY 1988	6.14%	FY 1998	0.00%	FY 2008	6.00%
FY 1989	6.14%	FY 1999	0.00%	FY 2009	6.00%
FY 1990	6.14%	FY 2000	(10.00%)	FY 2010	3.00%
FY 1991	5.24%	FY 2001	0.00%	FY 2011	3.00%
FY 1992	3.32%	FY 2002	0.00%	FY 2012	5.00%
FY 1993	5.79%	FY 2003	7.29%	FY 2013	9.50%
FY 1994	3.00%	FY 2004	7.07%	FY 2014	9.80%
FY 1995	0.00%	FY 2005	2.54%	FY 2015	9.80%
FY 1996	0.00%	FY 2006	0.00%		
FY 1997	0.00%	FY 2007	15.48%		

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



Solid Waste Fund

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

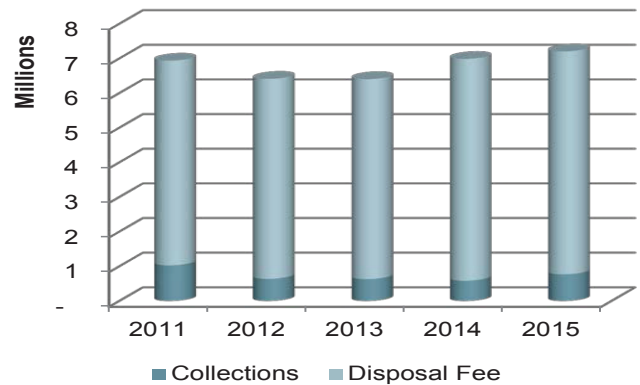
Landfill Tipping Fees. Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from tipping fees charged at the disposal sites. Municipalities may impose such a fee upon each ton of waste or its volume equivalent received at such a disposal facility. During FY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

Solid Waste Disposal Fee. Since the revenue from the

landfill tipping fees does not totally fund the expenditures of the fund and because the City garbage service is the primary customer General Fund supports the Solid Waste Fund through a General Fund Waste Disposal Fee. This FY14/15 fee of \$6,435,570 accounts for 89.4% of the total budget.

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

Solid Waste Revenue



Water Quality Management Fund

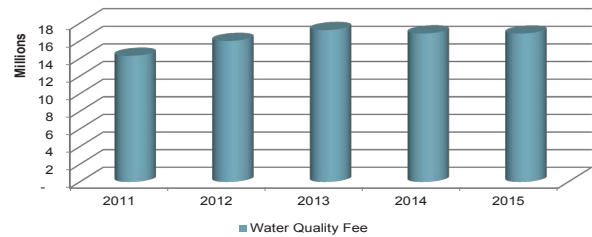
The Water Quality Management Fund was established in 1993 to comply with a Federal mandate for the City to control storm water runoff. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques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

For the purpose of operating the water quality program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, there is imposed a water quality user's fee upon the owner of property served directly or indirectly by the City's storm water system. The Water Quality fee remained constant from 2000 to 2010. Based on an analysis of service levels, rates, and cash flow, the Council determined that it was in the best interest of the City, its citizens, and the users of the City storm water system to revise the mechanism for the financing of storm water and water quality facilities, systems, and services provided by the City through a revised water quality fee. While the residential fee of \$115.20 per ERU was implemented immediately following the study in 2011 per Ordinance 12523, the commercial rate was phased in over a 5 year period that ends in fiscal year 2015.

The revenue for this fund is derived from water quality fees totaling \$16,839,938 for FY2015.

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

Water Quality Collections



Enterprise Funds						
Expend Fund Summary	Actual 12	Budget 13	Budget 14	Budget 15	Inc(Dec)	% chg
Interceptor Sewer System	64,990,442	70,268,527	55,843,676	60,446,000	4,602,324	8.24%
Solid Waste	6,008,518	4,253,116	6,986,585	7,202,000	215,415	3.08%
Water Quality Fund	13,241,028	13,076,612	16,858,055	16,839,938	(18,117)	-0.11%
Total Enterprise Funds	84,239,988	87,598,255	79,688,316	84,487,938	4,799,622	6.02%

Expenses

Interceptor Sewer Fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs, chemical costs for liquid and solid handling, maintenance costs, electricity costs, pump stations, combined sewer overflow facilities and depreciation. Major capital expenses needed for the Moccasin Bend Wastewater Treatment Plant (MBWWTP), such as vehicle replacement, pump replacement, and major system repairs occur here. In FY14/15, the operations and maintenance budget increased \$1,858,197, or 5.8%, due to increases required to meet operations, maintenance, and capital requirements based on current agreements with EPA and TDEC-DWPC. The largest single change in the ISS budget for FY14/15 is the \$1.9M increase in appropriation to capital projects and \$722K increase in the appropriation for solid handling operations at MBWWTP.

The debt service portion of the proposed budget for FY14/15 increased \$628,175 from FY13/14. 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 Fund

Expenses in the Solidwaste Fund include:

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

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

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

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

Major expenses of this fund are personnel costs and vehicle related costs. The FY12/13 major changes are due to salary and benefits increases. In FY13/14, a increase of 11.2% or \$703K was due to funding for post closure liability.

Water Quality Management Fund

As this is an Enterprise Fund, its major revenue is derived from the Water Quality Fee. Expenses in the Water Quality Management Fund include:

- Personnel
- Operations
- Debt Service
- Capital Projects

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

Enterprise Funds							
Revenue Fund Summary	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Sewer Service Charges	41,031,646	41,889,982	45,198,997	49,673,833	4,474,836	9.9%	58.79%
Industrial Surcharges	3,896,844	3,294,838	2,500,000	2,500,000	-	0.0%	2.96%
Septic Tank Charges	257,349	316,588	240,901	264,509	23,608	9.8%	0.31%
Wheelage & Treatment:							
Lookout Mountain, TN	199,942	164,100	245,869	233,087	(12,782)	-5.2%	0.28%
Dade County, GA	12,586	13,578	14,400	15,481	1,081	7.5%	0.02%
Walker County, GA	407,876	469,579	502,507	517,234	14,727	2.9%	0.61%
Collegedale, TN	355,234	375,487	400,622	425,754	25,132	6.3%	0.50%
Soddy-Daisy, TN	218,858	241,127	244,576	280,987	36,411	14.9%	0.33%
East Ridge, TN	1,669,096	1,722,560	1,875,377	2,012,285	136,908	7.3%	2.38%
Windstone	23,082	24,765	33,183	29,614	(3,569)	-10.8%	0.04%
Hamilton County, TN	833,606	939,928	957,669	1,030,581	72,912	7.6%	1.22%
Northwest Georgia	794,254	765,554	860,801	871,286	10,485	1.2%	1.03%
Lookout Mountain, GA	63,956	64,764	73,818	73,723	(95)	-0.1%	0.09%
Ringgold, GA	408,284	397,011	451,221	460,181	8,960	2.0%	0.54%
Rossville, GA	441,648	480,446	511,736	545,017	33,281	6.5%	0.65%
Red Bank, TN	725,871	752,263	789,214	864,099	74,885	9.5%	1.02%
Debt Service Northwest Georgia	777,167	410,074	447,353	447,353	-	0.0%	0.53%
Industrial User Permits	43,500	43,761	41,000	41,000	-	0.0%	0.05%
Industrial Violation Fines	2,021	4,900	-	-	-	N/A	0.00%
Garbage Grinder Fees	53,026	90,983	54,432	59,976	5,544	10.2%	0.07%
Miscellaneous Revenue	30,170	206,365	-	-	-	N/A	0.00%
Interest Earnings	352,284	99,489	400,000	100,000	(300,000)	-75.0%	0.12%
Total Interceptor Sewer	52,598,300	52,768,142	55,843,676	60,446,000	4,602,324	8.2%	71.5%
Solid Waste (Fund 6020):							
Landfill Tipping Fees	479,816	380,749	403,101	525,000	121,899	30.2%	0.62%
Landfill Permit Fees	1,512	840	165	-	(165)	-100.0%	0.00%
City of Chattanooga Tipping Fees	5,773,587	5,773,587	6,403,570	6,435,570	32,000	0.5%	7.62%
Sale of Mulch	14,320	84,104	80,000	81,000	1,000	1.3%	0.10%
State THHWG	73,443	83,675	85,000	85,000	-	0.0%	0.10%
Misc Revenues	65,993	71,123	14,749	75,430	60,681	411.4%	0.09%
Total Solid Waste	6,408,671	6,394,078	6,986,585	7,202,000	215,415	3.1%	8.5%
Water Quality (Fund 6030):							
Water Quality Fee	16,603,460	17,783,422	16,829,555	16,813,938	(15,617)	-0.1%	19.90%
Land Disturbing Fee	29,698	32,493	25,000	25,000	-	0.0%	0.03%
Fund Balance for Capital	2,466,951	1,546,151	-	-	-	N/A	0.00%
Misc Revenue	23,800	43,122	3,500	1,000	(2,500)	-71.4%	0.00%
Total Water Quality	19,123,909	19,405,188	16,858,055	16,839,938	(18,117)	-0.1%	19.9%
Grand Totals:	78,130,880	78,567,408	79,688,316	84,487,938	4,799,622	6.0%	100.0%

Enterprise Funds							
Expenditure Fund Summary	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg	% of total
Interceptor Sewer System (Fund 6010):							
Operations & Maintenance:							
Administration	2,752,773	4,048,605	3,745,271	3,465,925	(279,346)	-7.5%	4.10%
Laboratory	636,843	735,693	710,237	792,932	82,695	11.6%	0.94%
Engineering	607,316	482,208	657,231	720,401	63,170	9.6%	0.85%
Plant Maintenance	1,425,235	1,840,286	2,070,086	2,572,354	502,268	24.3%	3.04%
Sewer Maintenance	3,572,279	2,517,368	3,758,102	3,385,202	(372,900)	-9.9%	4.01%
Moccasin Bend - Liquid Handling	12,767,991	12,882,136	12,885,936	13,342,808	456,872	3.5%	15.79%
Inflow & Infiltration	1,846,327	1,943,007	1,638,593	2,188,467	549,874	33.6%	2.59%
Safety & Training	147,734	160,425	149,654	161,269	11,615	7.8%	0.19%
Pretreatment/Monitoring	585,818	611,863	661,343	660,750	(593)	-0.1%	0.78%
Moccasin Bend - Solid Handling	3,050,736	3,336,902	3,905,181	4,627,473	722,292	18.5%	5.48%
Landfill Handling	2,010,076	1,560,288	1,600,000	1,664,000	64,000	4.0%	1.97%
Combined Sewer Overflow	351,945	277,236	283,125	341,375	58,250	20.6%	0.40%
Subtotal O & M	29,755,073	30,396,017	32,064,759	33,922,956	1,858,197	5.8%	40.15%
Pumping Stations							
19th Street	66,551	81,464	68,925	68,925	-	0.0%	0.08%
23rd Street	144,342	189,518	138,520	200,180	61,660	44.5%	0.24%
Big Ridge 1 - 5	222,269	88,171	103,260	107,760	4,500	4.4%	0.13%
Brainerd	34,151	62,268	108,884	71,434	(37,450)	-34.4%	0.08%
Citico	406,538	381,740	380,255	502,355	122,100	32.1%	0.59%
Dupont Parkway	20,088	45,362	27,160	28,410	1,250	4.6%	0.03%
East Brainerd	47,749	46,646	54,125	56,325	2,200	4.1%	0.07%
Enterprise South	45,078	37,149	48,645	30,645	(18,000)	-37.0%	0.04%
Friar Branch	215,328	233,051	245,025	226,425	(18,600)	-7.6%	0.27%
Highland Park	31,089	33,307	33,725	33,725	-	0.0%	0.04%
Hixson 1,2,3,&4	183,611	372,582	243,383	289,883	46,500	19.1%	0.34%
Latta Street	34,055	11,230	38,205	23,715	(14,490)	-37.9%	0.03%
Mountain Creek	8,010	31,782	72,475	90,975	18,500	25.5%	0.11%
Murray Hills	17,874	33,682	33,170	40,520	7,350	22.2%	0.05%
North Chattanooga	48,230	51,156	36,825	46,675	9,850	26.7%	0.06%
Northwest Georgia	112,448	92,583	73,200	68,900	(4,300)	-5.9%	0.08%
Odor Control Pump Stations	1,025,074	951,254	800,000	900,000	100,000	12.5%	1.07%
Ooltewah-Collegedale	126,431	157,160	240,075	199,575	(40,500)	-16.9%	0.24%
Orchard Knob	53,141	71,236	80,855	80,925	70	0.1%	0.10%
Regional Metering Stations	206	376	-	-	-	N/A	0.00%
Residential Pump Stations	31,524	27,826	40,000	41,500	1,500	3.8%	0.05%
Ringgold Pump Station	57,473	61,809	128,370	109,870	(18,500)	-14.4%	0.13%
River Park	1,651	303	4,750	4,750	-	0.0%	0.01%
South Chattanooga	8,029	6,678	11,070	11,070	-	0.0%	0.01%
South Chickamauga Creek	350,038	451,832	493,890	417,390	(76,500)	-15.5%	0.49%
Tiftonia 1&2	223,708	264,004	129,880	146,380	16,500	12.7%	0.17%
West Chickamauga	8,229	6,011	9,000	13,000	4,000	44.4%	0.02%
Other (Warner Park #1)	5,890	-	-	-	-	N/A	0.00%
VAAP	3,462	4,854	9,065	9,065	-	0.0%	0.0%
Subtotal Pumping Stations	3,532,267	3,795,034	3,652,737	3,820,377	167,640	4.6%	4.5%
Bad Debt Expense	223,963	289,774			-	N/A	0.00%
Other	116,946	11,849			-	N/A	0.00%
Depreciation	14,634,118	14,568,654			-	N/A	0.00%
Capital Improvements Program	1,247,885	(919,171)	500,000	500,000	-	0.0%	0.59%
Debt Service & Reserve							
Principal	8,879,445	8,887,783	11,355,380	11,594,500	239,120	2.1%	13.72%
Interest	2,960,918	2,462,888	3,411,863	2,968,389	(443,474)	-13.0%	3.51%
Reserve Coverage	-		2,658,104	3,490,633	832,529	31.3%	4.13%
	11,840,363	11,350,671	17,425,347	18,053,522	628,175	3.6%	21.4%
Construction Trust Fund (6011)	3,639,827	10,775,699	2,200,833	4,149,145	1,948,312	88.5%	4.91%
Total Interceptor Sewer	64,990,442	70,268,527	55,843,676	60,446,000	2,654,012	4.8%	71.5%

Enterprise Funds Expenditure Fund Summary	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg	% of total
Solid Waste (Fund 6020):							
Recycle	776,184	723,032	946,018	967,972	21,954	2.3%	1.15%
Sanitary Landfill (Summitt)	20,000	-	-	-	-	N/A	0.00%
Waste Disposal - City Landfill	1,498,166	1,485,890	1,636,736	2,380,815	744,079	45.5%	2.82%
Compost Waste Recycle	711,400	718,382	866,893	882,200	15,307	1.8%	1.04%
Household Hazardous Waste	73,443	70,260	-	-	-	N/A	0.00%
Solid Waste Reserve	-	-	313,122	480,532	167,410	53.5%	0.57%
Montague Park Monitoring	5,595	-	-	-	-	N/A	0.00%
Other	-	-	852,923	140,919	(712,004)	-83.5%	0.17%
Depreciation	532,997	530,840	-	-	-	N/A	0.00%
Debt Service	2,390,733	724,712	2,370,893	2,349,562	(21,331)	-0.9%	2.78%
Total Solid Waste	6,008,518	4,253,116	6,986,585	7,202,000	215,415	3.1%	8.5%
Water Quality (Fund 6030):							
Water Quality Management	2,694,209	2,814,732	3,465,990	3,378,306	(87,684)	-2.5%	4.00%
Water Quality Operations	5,721,993	6,194,180	6,742,060	6,867,824	125,764	1.9%	8.13%
Water Quality Site Development	1,189,847	883,777	865,067	978,270	113,203	13.1%	1.16%
Water Quality Engineering	652,873	885,283	1,110,296	832,617	(277,679)	-25.0%	0.99%
Water Quality Public Education	72,252	77,400	78,731	91,026	12,295	15.6%	0.11%
Renewal & Replacement	77,516	103,557	112,553	438,335	325,782	289.4%	0.52%
Capital Improvement	1,450,000	-	2,450,000	2,403,541	(46,459)	-1.9%	2.84%
Depreciation and Bad Debt	1,382,338	1,820,774	-	-	-	N/A	0.00%
Debt Service & Reserve	-	296,909	2,033,358	1,850,019	(183,339)	-9.0%	2.19%
Total Water Quality	13,241,028	13,076,612	16,858,055	16,839,938	(18,117)	-0.1%	19.93%
Grand Totals:	84,239,988	87,598,255	79,688,316	84,487,938	2,851,310	3.6%	100.0%



Internal Service Funds

Fiscal Year Ending June 30, 2015

Fund Structure

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

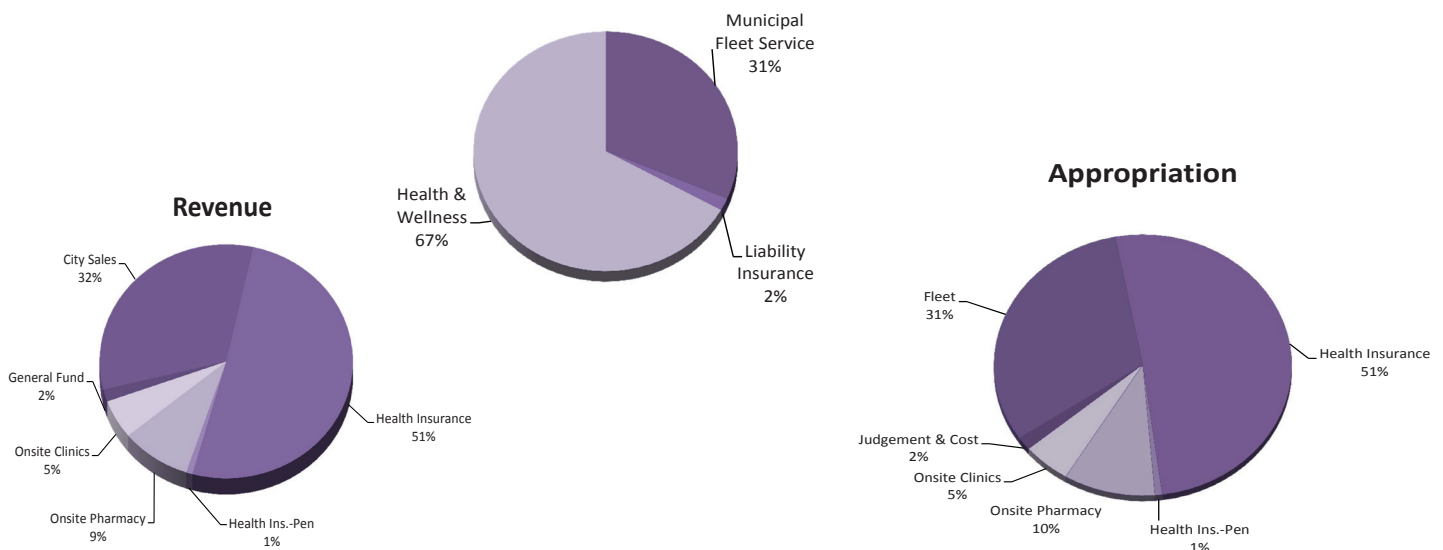
Municipal Fleet Services Fund accounts for revenues and expenditures associated with the operation of the City's garage, service station, and fleet leasing services. The cost for these services are paid by the departments and agencies of City government and charges to external agencies. Fleet budget for FY15 include a \$2.2 million use of Fund Balance accumulated for vehicle replacement under the lease program.

FY 14 Results	Budget Rev & Exp	Actual Rev	Unaudited Actual Exp
Municipal Service Station	\$ 4,451,582	\$ 4,282,049	\$ 4,176,389
Municipal Garage	\$ 7,242,178	\$ 7,299,215	\$ 7,832,860
Fleet Leasing Capital	\$ 3,580,000	\$ 6,763,809	\$ 6,421,578
Fleet Leasing Operations	\$ 2,873,274	\$ 2,912,781	\$ 2,291,138
Liability Insurance	\$ 800,000	\$ 800,000	\$ 2,511,662
Health & Wellness Fund	\$ 36,528,350	\$ 37,568,673	\$ 38,574,232
Total Internal Service Fund	55,475,384	59,626,527	61,807,859

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

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

Revenue & Appropriation \$59,972,482



Internal Services Funds					Budget	
Revenue Summary	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg
Municipal Service Station	4,313,032	4,281,625	4,451,582	4,299,000	(152,582)	-3.4%
Municipal Garage	7,908,958	6,028,367	7,242,178	7,181,094	(61,084)	-0.8%
Fleet Leasing Operations	2,477,201	2,912,781	2,873,274	3,227,550	354,276	12.3%
Fleet Leasing Capital	10,675,535	6,763,809	3,580,000	4,179,000	599,000	16.7%
Liability Insurance	1,000,000	730,000	800,000	1,000,000	200,000	25.0%
Health & Wellness Fund	36,881,533	38,162,911	36,528,350	40,085,838	3,557,488	9.7%
Total Internal Services	63,256,259	58,879,493	55,475,384	59,972,482	4,497,098	8.1%

Revenues

Municipal Fleet Services Fund

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

The estimated garage collections is decreased for FY15 by 0.8%. Users will continue to pay a \$65.00 per hour charge for garage services for vehicles that are not part of the lease program. For budgeting or planning purposes during FY15, a 25% premium is applied to parts billed to departments. Gasoline and diesel fuel will be billed to departments with an approximate 10% premium applied to cost.

Fleet Leasing Program. Continuing in FY15 is the Fleet Leasing Program, in which new vehicles will be purchased, owned and maintained by Fleet Services and leased to the various departments and agencies at a fixed rate. Started in FY07 and designed to replace the entire fleet over a period of six years, the program is expected to both provide the capital for vehicle replacement going forward and reduce maintenance costs with the progressive replacement of the oldest vehicles in the city fleet with new vehicles. In FY14, in order to relieve some expenses to the departments, the capital replacement component of the lease rate was suspended temporarily. The capital replacement component of the lease rate has been restored for FY15.

Liability Insurance Fund

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

Health & Wellness Fund

Revenues are generated from health insurance premiums charged to employees, retirees, departments, and agencies, and from charges to departments and agencies for the onsite medical clinics and wellness initiatives. The City currently operates a consolidated facility which houses a clinic, an employee fitness facility, and a pharmacy located at 612 East 11th Street.

Internal Services Funds Expenditure Summary	Actual 12	Actual 13	Budget 14	Budget 15	Budget Inc(Dec)	% chg
Municipal Service Station	3,786,174	4,166,581	4,297,471	4,272,584	(24,887)	-0.6%
Municipal Garage	6,855,850	7,827,167	7,772,867	7,881,364	108,497	1.4%
Fleet Leasing Operations	1,247,329	2,291,137	2,496,696	2,553,696	57,000	2.3%
Fleet Leasing Capital	4,881,405	6,421,579	3,580,000	4,179,000	599,000	16.7%
Liability Insurance	567,637	252,003	800,000	1,000,000	200,000	25.0%
Health & Wellness Fund	27,730,596	33,733,390	36,528,350	40,085,838	3,557,488	9.7%
Total Internal Services	45,068,991	54,691,857	55,475,384	59,972,482	4,497,098	8.1%

Expenses

Municipal Fleet Services Fund

Disbursements for these funds are primarily for personnel, inventory supplies, and vehicle purchases. Rising fuel costs have continued to impact the Municipal Service Station. The City continues to purchase more fuel efficient vehicles in an effort to minimize costs. FY15 projects a 1.4% rise in expenses over FY14 budget for the Garage. As more vehicles are added to the Fleet Leasing program, Leasing Operations cost will continue to rise. FY15 projects an increase of 2.3% over FY14 budget for Leasing Operations.

Liability Insurance Fund

Expenses fluctuate from year to year depending on advice of Counsel as a result of claims made against the City.

Health & Wellness Fund

Expenses are primarily for employee and retiree health insurance claims and the cost of operating the onsite clinic and wellness program. The City also invests in stop loss insurance so as to mitigate the financial impact of unusually large medical claims.

Internal Service Fund Revenue Summary	Actual 12	Actual 13	Budget 14	Budget 15	Budget Inc(Dec)	% chg	% of total Budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station:							
Fleet Fuel-City Sales	1,353,402	1,289,217	1,383,306	1,316,000	(67,306)	-4.87%	2.19%
Fleet Fuel-Outside Sales	3,433	33,100	38,920	27,000	(11,920)	-30.63%	0.05%
Total Amnicola Station	1,356,835	1,322,317	1,422,226	1,343,000	\$ (79,226)	-5.57%	2.24%
12th & Park Service Station:							
Fleet Fuel- City Sales	2,897,974	2,922,597	2,989,426	2,925,000	(64,426)	-2.16%	4.88%
Fleet Fuel- Outside Sales	58,223	36,711	39,930	31,000	(8,930)	-22.36%	0.05%
Total 12th & Park Station	2,956,197	2,959,308	3,029,356	2,956,000	(73,356)	-2.42%	4.93%
Total Municipal Service Station	\$ 4,313,032	\$ 4,281,625	\$ 4,451,582	\$ 4,299,000	\$ (152,582)	-3.43%	7.17%
Municipal Garage (Fund 6502):							
Amnicola Garage:							
Fleet - Sale of Parts	1,819,302	1,586,836	1,579,076	1,547,000	(32,076)	-2.03%	2.58%
Outside Sale of Parts	277,727	292,890	308,968	275,000	(33,968)	-10.99%	0.46%
Sales - Labor	1,607,684	141,788	1,380,908	1,343,000	(37,908)	-2.75%	2.24%
Outside Sales - Labor	221,683	191,061	192,544	173,866	(18,678)	-9.70%	0.29%
Miscellaneous Revenue	286	848	-	-	-	N/A	0.00%
Total Amnicola Garage	3,926,682	2,212,575	3,461,496	3,338,866	\$ (122,630)	-3.54%	5.57%
12th & Park Garage:							
Fleet - Sale of Parts	1,875,729	1,948,693	1,928,022	1,950,528	22,506	1.17%	3.25%
Outside Sale of Parts	19,037	8,543	6,000	7,700	1,700	28.33%	0.01%
Sales - Labor	2,068,930	1,852,753	1,840,660	1,878,000	37,340	2.03%	3.13%
Outside Sales - Labor	18,509	4,955	6,000	6,000	-	0.00%	0.01%
Miscellaneous Revenue	71	848	-	-	-	N/A	0.00%
Total 12th & Park Garage	3,982,276	3,815,792	3,780,682	3,842,228	61,546	1.63%	6.41%
Total Municipal Garage	\$ 7,908,958	\$ 6,028,367	\$ 7,242,178	\$ 7,181,094	\$ (61,084)	-0.84%	11.97%
Fleet Leasing Operations(Fund 6503)							
Fleet Leased Vehicles	2,071,507	2,597,781	2,534,274	2,813,000	278,726	11.00%	4.69%
Fleet Mileage Surcharge	405,694	315,000	339,000	414,550	75,550	22.29%	0.69%
Total Fleet Leasing Operations	\$ 2,477,201	\$ 2,912,781	\$ 2,873,274	\$ 3,227,550	\$ 354,276	12.33%	5.38%
Fleet Leasing Capital(Fund 6504-6505)							
Damage Settlements	82,498	80,683	115,000	113,000	(2,000)	-1.74%	0.19%
Sale of Surplus Equip/Scrap	196,590	461,542	310,000	186,000	(124,000)	-40.00%	0.31%
Vehicle Replacement Reserve	2,890,014	3,744,890	680,000	1,290,000	610,000	89.71%	2.15%
Fleet Mileage Surcharge	549,433	476,694	475,000	390,000	(85,000)	-17.89%	0.65%
Use of Fund Balance	-	2,000,000	2,000,000	2,200,000	200,000	10.00%	3.67%
Transfers In-General Fund	2,807,000	-	-	-	-	N/A	0.00%
Transfers In-Economic Development	950,000	-	-	-	-	N/A	0.00%
Transfers In-Fleet Services	3,200,000	-	-	-	-	N/A	0.00%
Transfers In-Gen.Govt. Cap.Fund 4103	-	-	-	-	-	N/A	0.00%
Total Fleet Leasing Capital	\$ 10,675,535	\$ 6,763,809	\$ 3,580,000	\$ 4,179,000	\$ 599,000	16.73%	6.97%
Total Fleet Services	\$ 25,374,726	\$ 19,986,582	\$ 18,147,034	\$ 18,886,644	\$ 739,610	4.08%	31.49%
Liability Insurance Fund (0651/6511)							
General Fund Transfer-1100	1,000,000	730,000	800,000	1,000,000	200,000	25.00%	1.67%
Total Liability Insurance	\$ 1,000,000	\$ 730,000	\$ 800,000	\$ 1,000,000	\$ 200,000	25.00%	1.67%
Health & Wellness Fund (0652)6521-6525							
Dept Prem Empl/Ret Healthcare	26,889,332	27,904,966	28,506,713	29,755,456	1,248,743	4.38%	49.62%
Dept Prem Pensioners	780,635	489,323	499,110	479,607	(19,503)	-3.91%	0.80%
Dept Prem On Site Clinic & Wellness	3,337,912	3,004,324	3,027,299	3,136,201	108,902	3.60%	5.23%
On Site Pharmacy Co Pay & OTC sales	4,311,926	4,406,883	4,495,228	5,241,624	746,396	16.60%	8.74%
Dept Prem Employee Health Center	1,561,728	2,357,415	-	-	-	N/A	0.00%
Use of Fund Balance	-	-	-	1,472,950	1,472,950	N/A	2.46%
Total Health & Wellness	\$ 36,881,533	\$ 38,162,911	\$ 36,528,350	\$ 40,085,838	\$ 3,557,488	9.74%	66.84%
Grand Total:	\$ 63,256,259	\$ 58,879,493	\$ 55,475,384	\$ 59,972,482	\$ 4,497,098	8.11%	100.00%

Internal Service Fund Expenditure Summary	Actual 12	Actual 13	Budget 14	Budget 15	Budget Inc(Dec)	% chg	% of total budget
Municipal Service Station (Fund 6501):							
Amnicola Service Station							
Salaries & Wages	25,131	25,174	24,077	24,354	277	1.15%	0.04%
Fringes	12,547	14,574	14,224	14,467	243	1.71%	0.02%
Purchased Services	10,865	25,549	20,030	10,030	(10,000)	-49.93%	0.02%
Materials & Supplies	1,204	5,829	-	5,100	5,100	N/A	0.01%
Vehicle Operating Expenses	8,070	861	1,500	1,000	(500)	-33.33%	0.00%
Inventory Supplies	1,000,796	1,239,186	1,300,000	1,294,880	(5,120)	-0.39%	2.16%
Gov'tl Charges, Taxes, Fees, Misc.	62,297	25,882	17,932	23,896	5,964	33.26%	0.04%
Total Amnicola Station	1,120,910	1,337,055	1,377,763	1,373,727	(4,036)	-0.29%	2.29%
12th & Park Service Station							
Salaries & Wages	43,117	43,138	69,888	42,427	(27,461)	-39.29%	0.07%
Fringes	19,721	23,008	45,232	22,880	(22,352)	-49.42%	0.04%
Purchased Services	6,617	8,612	10,600	8,600	(2,000)	-18.87%	0.01%
Materials & Supplies	2,149	3,505	2,000	3,500	1,500	75.00%	0.01%
Vehicle Operating Expenses	6,199	1,320	2,150	1,500	(650)	-30.23%	0.00%
Insurance, Claims, Damages	76	79	80	80	-	0.00%	0.00%
Inventory Supplies	2,458,335	2,715,186	2,750,000	2,775,000	25,000	0.91%	4.63%
Capital Outly	2,500	-	-	-	-	N/A	0.00%
Gov'tl Charges, Taxes, Fees Misc.	126,550	34,678	39,758	44,870	5,112	12.86%	0.07%
Total 12th & Park Station	2,665,264	2,829,526	2,919,708	2,898,857	(20,851)	-0.71%	4.83%
Total Municipal Service Station	\$ 3,786,174	\$ 4,166,581	\$ 4,297,471	\$ 4,272,584	\$ (24,887)	-0.58%	7.12%
Municipal Garage (Fund 6502):							
Amnicola Garage - Repair & Maint.							
Salaries & Wages	988,707	1,070,811	1,116,951	1,110,085	(6,866)	-0.61%	1.85%
Fringes	455,817	559,045	598,067	635,527	37,460	6.26%	1.06%
Purchased Services	330,501	393,110	364,788	389,047	24,259	6.65%	0.65%
Materials & Supplies	67,187	47,899	21,800	16,558	(5,242)	-24.05%	0.03%
Travel	-	1,287	1,550	1,550	-	0.00%	0.00%
Vehicle Operation Expenses	107,322	94,635	119,375	94,475	(24,900)	-20.86%	0.16%
Insurance, Claim, Damages	3,321	3,482	4,000	4,000	-	0.00%	0.01%
Inventory Supplies	1,392,506	1,543,173	1,490,000	1,452,000	(38,000)	-2.55%	2.42%
Capital Outlay	16,188	7,718	11,700	5,900	(5,800)	-49.57%	0.01%
Gov'tl Charges, Taxes, Fees, Misc.	198,798	232,167	280,430	303,187	22,757	8.12%	0.51%
Total Amnicola Garage	3,560,347	3,953,327	4,008,661	4,012,329	\$ 3,668	0.09%	6.69%
12th & Park Garage - Repair & Maint.							
Salaries & Wages	985,076	1,078,448	1,106,666	1,098,748	(7,918)	-0.72%	1.83%
Fringes	473,405	609,853	642,859	656,808	13,949	2.17%	1.10%
Purchased Services	133,903	165,085	121,705	128,937	7,232	5.94%	0.21%
Materials & Supplies	52,265	32,055	32,000	25,700	(6,300)	-19.69%	0.04%
Travel	-	-	1,500	1,500	-	0.00%	0.00%
Vehicle Operating Expenses	160,691	167,772	167,356	177,856	10,500	6.27%	0.30%
Insurance, Claims, Damages	1,197	1,255	1,200	1,200	-	0.00%	0.00%
Inventory Supplies	1,299,260	1,542,844	1,400,000	1,470,000	70,000	5.00%	2.45%
Capital Outlay	7,576	2,423	6,600	7,000	400	6.06%	0.01%
Gov'tl Charges, Taxes, Fees, Misc.	182,130	274,105	284,320	301,286	16,966	5.97%	0.50%
Total 12th & Park Garage	3,295,503	3,873,840	3,764,206	3,869,035	104,829	2.78%	6.45%
Total Municipal Garage	\$ 6,855,850	\$ 7,827,167	\$ 7,772,867	\$ 7,881,364	\$ 108,497	1.40%	13.14%
Fleet Leasing Operations(Fund 6503)							
Vehicle Operating Expenses	1,247,329	2,291,137	2,496,696	2,553,696	57,000	2.28%	4.26%
Total Fleet Leasing Operations Progr	\$ 1,247,329	\$ 2,291,137	\$ 2,496,696	\$ 2,553,696	57,000	2.28%	4.26%
Fleet Leasing Capital(Fund 6504-6505)							
Capital Outlay	2,881,405	4,421,579	1,580,000	1,979,000	399,000	25.25%	3.30%
Fund Balance Reserve	2,000,000	2,000,000	2,000,000	2,200,000	200,000	10.00%	3.67%
Total Fleet Leasing Capital Program	\$ 4,881,405	\$ 6,421,579	\$ 3,580,000	\$ 4,179,000	599,000	16.73%	6.97%
Total Fleet Services	\$ 16,770,758	\$ 20,706,464	\$ 18,147,034	\$ 18,886,644	739,610	4.08%	31.49%
Liability Insurance (Fund 6511)							
Special Council & Claims	567,637	252,003	800,000	1,000,000	200,000	25.00%	1.67%
Total Liability Insurance	\$ 567,637	\$ 252,003	\$ 800,000	\$ 1,000,000	200,000	25.00%	1.67%

Internal Service Fund Expenditure Summary	Actual 12	Actual 13	Budget 14	Budget 15	Inc(Dec)	% chg	% of total
Health & Wellness (Fund 6521-6525)							
Employee/Retiree Healthcare	20,604,335	24,698,311	26,879,960	30,504,540	3,624,580	13.48%	50.86%
Pensioners	465,913	495,623	504,652	479,607	(25,045)	-4.96%	0.80%
On Site Clinic & Wellness	2,094,854	3,343,293	3,602,020	3,127,390	(474,630)	-13.18%	5.21%
On Site Pharmacy	4,565,494	5,196,163	5,541,718	5,974,301	432,583	7.81%	9.96%
Total Health & Wellness	\$ 27,730,596	\$ 33,733,390	\$ 36,528,350	\$ 40,085,838	3,557,488	9.74%	66.84%
Grand Totals	\$ 45,068,991	\$ 54,691,857	\$ 55,475,384	\$ 59,972,482	4,497,098	8.11%	100.00%

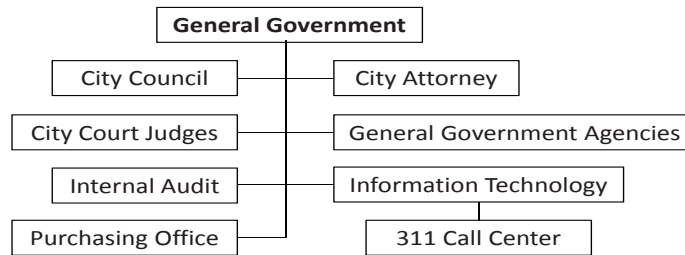


Mission:

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 Judges represent the elected officials of the City and their respective operations. The City Attorney's Office represents the City in all legal matters, litigating on behalf of the City, as well as providing legal advice to the governing body and other departments where appropriate. 311 Call Center simplifies citizen access to government by providing a single point of contact for all City services. The Department of Information Technology provides, maintains, and innovates, the information and telecommunications systems across the City. It is the policy of the Mayor to maintain a comprehensive program of internal auditing as an overall control measure and as a service to the City. Its purpose is to aid City management in achieving City goals without undue risk. Internal control functions by measuring and evaluating the effectiveness of other controls. It also serves as a deterrent to fraud, waste, and abuse. The Purchasing Department, which moved under General Government at the end of FY14, provides support to every department, division, and function of City government. Services include procuring all supplies, equipment, materials, and services required for City operations. Purchasing issues contract documents for the encumbrance of funds, and all amendments and changes to City contracts. Purchasing's other responsibilities includes the Purchasing Card and the disposal of all City surplus, impounded, and unclaimed assets.



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 or review and manage the City's Hotline.
- ❷ Plan and conduct audits, projects and investigations in an independent and objective manner.
- ❸ Ensure staff are sufficiently trained to perform duties at a professional level.
- ❹ Conduct an annual survey of Citizen's level of satisfaction with City government.

To Increase the Department of Information Technology's Operational Excellence.

- ❶ Increase overall partner satisfaction with IT services by more than 25%.
- ❷ Increase technology standardization and reuse by 30%.
- ❸ Increase the City's technological maturity and sustainability by 20%.

To Increase the customer experience of 311 callers

- ❶ Reduce the average hold time to two minutes or less.
- ❷ Maintain or increase the target service level of 135 calls per day per 311 call center representative.
- ❸ Maintain satisfaction ratings of "good" or "excellent" for 90% of 311 contacts.

Improve the efficiency and quality of the Purchasing Process

- ❶ Standardize, measure, evaluate, and innovate operations to improve bue-engineering the purchasing process and reducing paper processes.

General Government

www.chattanooga.gov

Performance Measures	Actual FY12	Actual FY13	Goal FY14	Goal FY15
311 service requests created	111,879	137,893	118,000	N/A
311 service requests closed	97%	96.4%	100%	100%
IT- Total Partner Satisfaction with IT	N/A	N/A	36.6%	50.0%
IT - System Uptime	N/A	N/A	70.0%	85.0%
IT - Help Desk Ticket Mean Time to Resolve	N/A	N/A	15 Days	3 Days
Days from Council Meeting to minutes	2	2	2	2
Cost to Produce Purchase Order	N/A	N/A	N/A	\$ 55.73
Purchasing Customer Internal Satisfaction	N/A	N/A	N/A	90%
Purchasing - Diverse Bus. Ent. Participation	N/A	N/A	N/A	14%

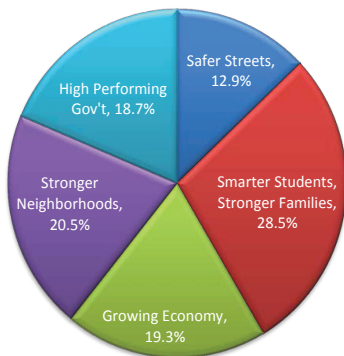
Department Summary

	Actual FY12	Actual FY13	Budget FY14	Budget FY15
City Council Office	\$ 787,700	\$ 829,432	\$ 719,827	\$ 708,917
Office of City Court Judges	807,974	841,363	852,433	888,403
Office of City Attorney	1,341,818	1,373,343	1,474,797	1,527,149
Supported Agencies	18,378,079	18,908,828	19,049,240	20,321,902
Debt Service	10,300,000	16,942,222	17,668,872	17,485,009
Liability Insurance Fund	1,000,000	730,000	800,000	1,000,000
311 Call Center	538,513	579,362	625,750	532,983
Internal Audit	512,058	548,265	570,701	587,152
Information Services	4,477,581	4,954,405	4,624,190	5,364,868
Purchasing	799,882	857,448	785,095	758,470
Other General Government Activities	7,169,221	7,929,217	10,637,887	7,039,926
Total Expenditures	\$45,312,944	\$54,493,885	\$57,023,697	\$56,214,779
Per Capita	\$270.24	\$314.33	\$328.92	\$324.25
Positions Authorized	90	90	91	107

Resources

	Actual FY12	Actual FY13	Budget FY14	Budget FY15
Personnel	\$ 6,812,458	\$ 7,849,914	\$ 6,134,159	\$ 8,328,561
Overtime	15,156	16,681	400	400
Operating	38,334,808	46,517,081	50,885,641	47,885,818
Revenue	-	-	-	-

FY15 BFO Results Area Allocation



	Allocation Amount	% of Allocation
Safer Streets	7,309,199	12.9%
Smarter Students, Stronger Families	16,135,361	28.5%
Growing Economy	10,926,900	19.3%
Stronger Neighborhoods	11,600,902	20.5%
High Performing Gov't	10,553,994	18.7%
	56,526,356	100.0%

Supported Agencies

Fiscal Year Ending June 30, 2015

Supported agencies are a portion of General Government and are primarily in two different categories. The first category is appropriations to special funds that were either jointly supported with Hamilton County and/or some other agency which are accounted for in another fund on the City's books. These included Public Library, Regional Planning Agency and the Air Pollution Control Bureau. The Sales Tax Agreement that jointly funded those agencies ended during FY2011. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose that are not accounted for on the City books. These include agencies such as Urban League, ARTS Build, and Chattanooga Neighborhood Enterprise (CNE). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. Amounts are provided for Fiscal Year 2014/2015 per Ordinance 12835.

AIM Center, Inc.

AIM Center offers critically-needed psychosocial, employment, and housing services in the Chattanooga public System of Care for mentally ill adults age 18 and older. According to average national statistics released January 2012 by the Substance Abuse and Mental Health Services Administration, the City of Chattanooga would be comprised of 20% or 33,535 individuals with a mental illness at any given time with 25% or 8,494 of those having a severe mental illness.

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

Air Pollution Control Bureau

The overall mission is to achieve and maintain levels of air quality which will protect human health and safety and prevent injury to plant and animal life and property. The Chattanooga Area has progressed from being listed as one of the nation's most polluted cities in the late 1960's to being held out as a model of improvement. The City currently meets all federal air quality standards. The bureau provides a program of air pollution prevention, abatement, and control to foster the health, comfort and convenience of all citizens of Hamilton County.

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

ArtsBuild

The overall mission is to build a stronger community through the arts by supporting leading arts and cultural organizations, providing access for underserved populations and promoting arts education in our public schools. In 2013, more than 800,000 citizens in the greater Chattanooga area benefited from ArtsBuild's programs and Cultural Partner organizations.

City's Contribution.....\$275,000

Baby College (Youth & Family Dev.)

The city will work with community partners to provide expectant mothers and fathers the tools and resources to keep their newborn babies healthy and happy. By providing necessary information and resources around prenatal care, early learning, and childhood development.

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

Bessie Smith Cultural Center

The mission of the Bessie Smith Cultural Center is to be the premier interdisciplinary cultural center that promotes education of African and African American heritage.

The Cultural Center also houses artifacts and documents to support educational programs, services and resources for the community. The programs promote ethnic pride, self-esteem, cultural enrichment, cross-cultural awareness, improved human relations within the community and sensitivity to the African-American experiences. The Cultural Center also provides a venue that allows the multi-cultural community to celebrate through education, art and entertainment.

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

Bethlehem Center

The Bethlehem center has been in the business of training leaders for the last 92 years. Leaders are important to our future; therefore The Bethlehem Center specializes in training leaders with the V-Team Leadership Curriculum, an international curriculum developed by the International Leadership Institute. The 8 core values of effective leadership include: 1) Intimacy with God, 2) Passion for People, 3) Visionary Leadership, 4) Culturally Relevant Communication, 5) Multiplication of Leaders, 6) Family as Priority, 7) Good Stewardship and 8) Integrity. Teaching these values reduces the chances of our youth being involved with gangs, drugs and other criminal activities.

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

Carter Street Corporation

Carter Street Corporation manages the Chattanooga/Hamilton County Convention & Trade Center. The convention and trade center provides rental space for conventions, trade shows, meetings, banquets, etc., which bring outside dollars into the community, as well as providing a place for local organizations to hold events. City's Contribution.....\$200,000

Chattanooga Area Regional Transportation Authority (ARTA)

ARTA is the sole provider in the Chattanooga-Hamilton County area of public transportation. 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. ARTA is pursuing a Congestion Mitigation and Air Quality (CMAQ) Grant for Federal/State funds for the expansion of service to the Enterprise South Industrial Park. City's Contribution.....\$5,217,440

Chattanooga Area Urban League

The overall mission is to help make Chattanooga a place where African Americans and other disadvantaged persons are able to secure economic self-reliance, parity, power, and civil rights. Impacting more than 9,000 individuals annually, the core empowerment areas consists of education, health and wellness, entrepreneurship, workforce development, and financial stability. The essence of this program is to create avenues for employment opportunities and also ensure that the county is in compliance with local, state, and federal regulations governing minority representation in specific industries and have an impact on affirmative action goals throughout the local governments. City's Contribution.....\$100,000

Chattanooga Neighborhood Enterprise

Established in 1986 to find effective ways to address the housing needs of the city with it's main goal to remediate blighted housing, create new affordable housing through homeownership and rentals, and build stronger neighborhoods by investment activities and community engagement. The mission of the organization is to build and sustain livable Chattanooga neighborhoods by providing homeownership education and counseling; providing affordable loans; encouraging neighborhood engagement; and working in partnership with like-missioned organizations. The City government joined in this effort in 1989. City's Contribution.....\$705,000

Chattanooga Public Library

The library serves the community by making materials and services available to all residents. To meet patrons' educational, professional, and personal needs, the library provides current information, promotes learning, and preserves the community's history. The library provides access to information through books, periodicals, newspapers, pamphlets, government documents, phonograph records, audiocassettes, videocassettes, films, internet, and brochures. Through state, regional, national and international networks, the library can provide access to resources. The library encourages the love of reading in children and adults and provides information for both leisure and professional use. City's Contribution.....\$5,892,700

Chattanooga Regional Homeless Coalition

The Coalition provides emergency cold weather shelter as a stopgap prevention service for chronically homeless individuals in the Chattanooga region when temperatures represent an immanent threat to at-risk populations. The Coalition will begin offering case management access for support services and mainstream benefits via a referral service to other agencies within the region. City's Contribution.....\$50,000

Chattanooga Room in the Inn

The overall purpose is to empower homeless women and children to become self-sufficient by providing temporary housing and offering support in accessing appropriate community services for homeless women, and women with children who desire to make a commitment to bringing stability to their lives. City's Contribution.....\$25,000

Chattanooga Zoo/Friends of the Zoo, Inc.

The mission is to engage and inspire the Chattanooga community to better understand and preserve wildlife by creating meaningful connections between people and animals. With its intimate, innovative exhibits, its wide-ranging education offerings, and its commitment to conservation, the Chattanooga Zoo is a top destination for all residents and visitors and the pride of the community. City's Contribution.....\$25,000

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.....\$60,000

Children's Home/Chambliss Shelter

The Children's Home has two programs, both of which care for the at-risk children in the City. The Extended Child Care Program focuses on early childhood education and school preparedness, while allowing parents to work or stay in school. Fees are based on income, so that low-income families can afford child care and continue to work or further their education. The residential side of the Home, called Chambliss Shelter, cares for children who have been removed from their homes either due to neglect, abuse, or delinquency. Children in this program are cared for in their group home or in their foster homes. Caring for the children in both of these programs allows for a better quality of life for the children, brings some of them out of the cycle of poverty, and helps families who struggle financially. The result is that more parents can hold down a job, more children begin school with the necessary skills, and hundred of children are kept safe every day.

City's Contribution.....\$347,500

Community Foundation of Greater Chattanooga

Provides a need-based renewable college scholarship which targets eligible graduating high school seniors from Hamilton County Public schools residing within the City Limits. This program is to provide our City's most financially challenged students a supplemental scholarship in addition to the primary funding from Federal and State Programs. The student's progress is monitored by the Foundation's Scholarship Director.

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

Enterprise Center

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

City's Contribution\$160,500

Enterprise South Nature Park

This is the passive park area of the Enterprise South

Industrial Park. It is jointly funded between Hamilton County and the City. The park is managed by the County with the City contributing half of the cost of operations.

City's Contribution.....\$771,878

Enterprise South Industrial Park Security

This activity is to provide security services specific to the Enterprise South Industrial Park and is equally funded between Hamilton County and the City. The park is managed by the County with the City contributing half of the cost of operations.

City's Contribution\$62,077

Fortwood Center

Fortwood provides mental health services for adults and children residing in the City that are uninsured or underinsured.

City's Contribution.....\$57,000

Friends of Moccasin Bend

The purpose of the Friends of Moccasin Bend (FOMB) is to partner with the National Park Service (NPS) to preserve, protect and interpret the culturall, historical and natural resources of the Moccasin Bend National Archeological District. In this partnership, the frinds will also design, construct and support visitor facilities and programming on Moccasin Bend.

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

Girls, Inc.

The mission of Girls Inc. is to inspire and equip all girls to be strong, smart, bold, healthy, educated and independent on their journey to self-discovery. Girls Inc. offers in-school, afterschool, and school break programming for girls ages 6-18 that is age-appropriate, research-based, and outcome-focused. Since the established in 1961, 25,000 girls throughout Hamilton County have been served with 100% of girls who complete the high school afterschool programs (in their senior year) go on to college.

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

Greater Chattanooga Sports & Events

The mission of the Chattanooga Sports Committee is to maximize sports tourism related events and business that have an economic and social impact on the Chattanooga region. The vision is to define the region as a premier sports destination by creating new sporting events, capturing new sports business and cultivating the growth of sustainable annual sports activities which will have a positive impact on the economy and its citizens' quality of life.

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

Heritage Hall

The City & Hamilton County are responsible for the overall management and maintenance of the Heritage Hall in which it houses the Bessie Smith Cultural Center and the African-American Museum.

City's Contribution.....\$66,477

Hope for the Inner City

A Christian based organization which partners with local churches and other like-minded organizations to bring hope and community development to targeted communities by offering Christ-centered programs and services to meet the physical, spiritual, and social development needs of individuals and families. One mission is to provide support and training to disadvantaged young men ages 18-25. This includes developing interpersonal and work-related skills to assist them in becoming positive and contributing members of their families, their community and society as a whole.

City's Contribution.....\$75,000

Joe Johnson Mental Health Center

Our community depends upon the mental wellness of its citizens. When citizens receive treatment for their mental illness and substance abuse problems, they increase their ability to live as contributing members of our community. When people are engaged in their treatment, they often use less community resources. For the mentally ill this often means less encounters with police officers and lower rates of jail incarceration, less visits to local emergency rooms, etc. Community mental health services are delivered in the least restrictive environment, which produces a savings to the City.

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

La Paz Chattanooga

The organization's mission is to empower and engage Chattanooga's Latino community through advocacy, education, and inclusion. La Paz offers a full suite of programs and services which revolve around the needs of the fast-growing Latino community. La Paz is well-versed in addressing the social, psychological, domestic, health, and educational deficiencies of this demographic. Staff provides the most high-quality, culturally specific care for members of the Latino population.

One of the most prevalent need encountered was a domestic violence initiative. La Paz promotes healthy families by supporting female heads of household through multiple tactics including counseling sessions, leadership-training workshops and provides healing

from past experiences including domestic violence and sex trafficking.

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

Orange Grove Center

The Center is a private, non-profit organization serving adults and children with developmental disabilities. The Adult Comprehensive Training Program provides individualized services and supports that enables enrollees to acquire, retain or improve self-help skills, participate in community activities, and work.

City's Contribution.....\$98,472

Partnership for Families, Children and Adults/ Rape Crisis

The Partnership's Crisis Resource Center provides safe and secure shelter to victims of domestic and family violence, sexual assault, chronically homeless women and in the case of an emergency. The trained staff offer counseling to victims, assistance with legal matters, court advocacy and shelter. It is a "one stop shop" for victims of violence.

City's Contribution.....\$65,000

Railroad Authority

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

City's Contribution.....\$19,371

Regional Planning Agency (RPA)

The mission of the RPA and its staff is to develop a comprehensive vision and guide for the region which ensures that our land resources support, enhance, and sustain our community and its quality of life. This vision should include both short and long-range goals and strategies which public and private community leaders can utilize to implement these objectives. The planning program facilitates government and various public and private decision-making by providing research, data, plans, studies and suggested strategies related to community land use, transportation, and social issues.

City's Contribution.....\$2,481,557

Signal Centers

Signal Centers' Adult Services is designed to benefit adults with a primary diagnosis of a physical disability or low-income individuals over the age of sixty. The overall goals for Signal Centers is to increase or maintain independence, reduce feelings of isolation and depression, and to provide learning opportunities. These learning opportunities are designed to develop, maintain, or increase skills in employment/work, socialization, and daily living skills. Through the development and/or maintenance of these skills, unnecessary nursing home placement may be avoided for both the younger and older adults. The welfare of the participants and their families is Signal Centers' contant focus by providing a safe and rich environment. City's Contribution.....\$80,000

Social Services (Youth & Family Dev.)

This City department provides for the administration and the operations of all public programs and projects of a human nature in the city such as the following:

- Foster Grandparents program enables eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood
- Offer emergency assistance including food vouchers, clothing, and rent or utility funds to prevent eviction or service interruption
- Increase the availability of decent and affordable shelter through the Low Income Home Energy Assistance Program (LIHEAP), Mortgage Assistance, Rental Assistance and Reverse Mortgage counseling
- Reduce foreclosures, evictions and utility cutoffs within the very low income population
- Offer numerous channels to reduce hunger and improve nutrition
- Provide early education for low income children through Head Start and Early Head Start
- Seek constant improvement in each child's skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness
- Increase the numbers of children in Early Head Start
- Increase childhood immunizations

City's Contribution.....\$1,033,477

Speech and Hearing Center

The Center is the only nonprofit of its kind in the Chattanooga area that provides audiological and speech pathology services to individuals at or below the poverty line who are unable to afford the full fees for services. They also are an early identification and intervention program for children under five years old who have communication disorders. The services they provide

the community ensure that children are prepared to enter school and perform at grade level, and that older individuals with communication disorders are able to find or maintain gainful employment, take part in educational opportunities, and remain connected to others socially. Each of these items creates a purposeful existence for our clients, and produces productive, stable citizens for Chattanooga.

City's Contribution.....\$67,700

Tennessee Riverpark

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

City's Contribution.....\$1,129,610

WTCI Tennessee Valley PBS

This is a locally owned and a PBS licenced affiliate serving the Tennessee Valley. The overall mission is to provide informational, educational, and quality cultural television programs to the people of the Greater Chattanooga and Hamilton County community on Channel 45. The station provides information on the City of Chattanooga and Hamilton County governments, getting the public involved by way of television.

City's Contribution.....\$85,000

Agencies	Actual FY11/12	Actual FY12/13	Budget FY13/14	Budget FY14/15
AIM Center, Inc ⁽²⁾	0	60,000	60,000	60,000
Air Pollution Control Bureau	270,820	270,820	270,820	270,820
Alexian Brothers Senior Neighbors ⁽¹⁾	12,720	12,720	0	0
ARTS Build	176,472	226,472	275,000	275,000
Baby College Fund - YFD	0	0	0	250,000
Bessie Smith Cultural Center	54,000	54,000	54,000	60,000
Bethlehem Center ⁽²⁾	0	25,000	25,000	25,000
Carter Street Corp	200,000	200,000	200,000	200,000
Chatt. Area Regional Council of Gov. (CARCOG) Southeast Tennessee Dev. District	38,535	38,535	38,544	0
Chattanooga Public Library	5,655,773	5,771,950	5,771,950	5,892,700
Chattanooga Area Regional Transportation Authority (CARTA)	4,675,000	4,772,000	4,867,440	5,217,440
Chattanooga Area Urban League	50,000	40,000	40,000	100,000
Chattanooga History Center	15,200	15,200	15,200	0
Chattanooga Zoo	0	0	0	25,000
Chattanooga Neighborhood Enterprises	910,717	1,087,275	900,000	705,000
Chattanooga Room in the Inn	0	0	0	25,000
Children's Advocacy Center	19,000	30,000	30,000	60,000
Children's Home - Chambliss Shelter ⁽²⁾	275,000	347,500	347,500	350,000
Choose Chattanooga	16,900	16,900	16,900	0
Community Foundation Scholarships	101,300	101,300	101,300	101,300
Community Impact of Chattanooga	75,000	0	0	0
East Chattanooga Improvement Inc. ⁽³⁾	20,000	0	0	0
Enterprise Center	160,500	160,500	160,500	160,500
Enterprise South Nature Park	615,695	587,977	705,973	771,878
ESIP Security	53,061	52,019	62,077	62,077
Fortwood Center ⁽²⁾	105,000	55,000	55,000	57,000
Friends of Moccasin Bend	30,000	30,000	30,000	30,000
Girls, Inc.	0	0	0	30,000
Greater Chattanooga Sports & Events	0	0	0	100,000
Heritage Hall	62,653	82,707	70,300	66,477
Homeless Healthcare Center	13,300	25,000	13,300	0
Homeless Coalition ⁽²⁾	15,000	75,000	0	50,000
Hope for the Inner City	0	0	0	75,000
Interfaith Family Promise ⁽³⁾	12,790	0	0	0
Joe Johnson Mental Health ⁽²⁾	60,156	60,000	60,000	60,000
LaPaz Chattanooga	0	0	0	50,000
Orange Grove ⁽²⁾	32,000	30,000	30,000	98,472
Partnership/Rape Crisis ⁽²⁾	56,522	56,522	56,522	65,000
Railroad Authority	16,262	15,648	14,844	19,371
Regional Planning Agency	2,631,648	2,247,235	2,422,235	2,481,557
RiverCity	67,500	67,500	0	0
Scenic Cities Beautiful	5,000	5,000	5,000	0
Signal Center ⁽²⁾	30,006	30,000	30,000	80,000
Speech & Hearing Center ⁽²⁾	67,700	67,700	67,700	67,700
Social Services - YFD	733,477	1,033,477	1,064,481	1,165,000
Tennessee Riverpark	963,372	1,072,871	1,102,654	1,129,610
WTCL TV 45	80,000	85,000	85,000	85,000
TOTAL	18,378,079	18,908,828	19,049,240	20,321,902

⁽¹⁾ Alexian Brothers was previously funded in Parks & Recreation Department

⁽²⁾ New requests as a result of Sales Tax Agreement with Hamilton County ending in FY 2011

⁽³⁾ Special Appropriation approved by Council



Economic Development

Andy Berke, Mayor

www.chattanooga.gov

Description:

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

Department Summary

	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
Capital Fund	2,775,817	2,628,542	2,110,000	4,000,000
Chamber for Economic Devel	450,000	450,000	450,000	450,000
Chamber Marketing-Enterprise South	75,000	75,000	75,000	75,000
Enterprise Center	0	0	0	50,000
Chamber of Commerce - Minority				
Business Development	25,000	25,000	25,000	0
Chattanooga Area Urban League -				
Minority Business Development	50,000	50,000	50,000	0
Commission to Hamilton County	85,329	123,310	115,140	113,034
Net Debt Service	7,509,391	7,715,402	8,963,194	8,953,569
Tourist Development Debt Service	308,833	0	0	0
Total Expenditures	\$ 11,279,370	\$ 11,067,254	\$ 11,788,334	\$ 13,641,603
City Only Sales Tax	\$ 11,365,043	\$ 11,405,092	\$ 11,514,000	\$ 11,303,400
Unassigned Fund Balance	308,833	0	0	2,338,203
Total Revenues	\$ 11,673,876	\$ 11,405,092	\$ 11,514,000	\$ 13,641,603
Per Capita	\$ 67.27	\$ 66.00	\$ 68.83	\$ 78.69

Note: Ordinance # 12533 for Fiscal Year 11/12 authorized the allocation of \$75,000 from the Economic Development Fund for the purpose of supporting an agency with the goal of assisting small businesses, multicultural, minority and women-owned businesses in the City of Chattanooga. Ordinance #12568 reallocated the \$75,000 - \$25,000 to the Chamber of Commerce and \$50,000 to the Chattanooga Urban League.





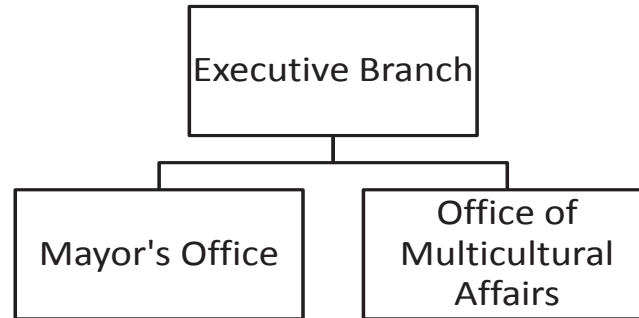
Executive Branch

Andy Berke, Mayor

www.chattanooga.gov

Mission:

To provide executive leadership for City government and enhance the City's capability to keep Chattanooga safe, build strong neighborhoods, grow our local economy, and retain the public trust with efficient use of taxpayer dollars.



Description:

The Executive Branch is comprised of the Mayor's Office and the Office of Multicultural Affairs. 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 cultural communities in Chattanooga.

Goals & Objectives:

Mayor's Office

The Mayor serves as the chief executive for City government. He is responsible for setting the overall goals and vision of Chattanooga's municipal government. The Berke Administration has defined four principal goals for the upcoming budget year.

- ❶ *Ensure that every Chattanooga feels safe in their neighborhood*
- ❷ *Grow stronger neighborhoods and a thriving, diverse economy*
- ❸ *Provide opportunities for students to grow smarter and families to grow stronger*
- ❹ *Use every taxpayer dollar responsibly to have a sound and innovative City government*

Office of Multicultural Affairs

Promote opportunities for diverse constituents to do business with the City.

- ❶ *Provide the resources and information diverse businesses need to compete for opportunities with the City of Chattanooga*
- ❷ *Partner with the small business services community to prepare diverse businesses for City procurement opportunities*
- ❸ *Track quarterly the City's record of diverse business engagement; report annually to Mayor and City Council*

Create a climate of dignity, respect and inclusion among City employees and citizens of Chattanooga

- ❶ *Create opportunities for meaningful civic and community engagement for City employees and citizens of Chattanooga*
- ❷ *Facilitate the City's Employee Diversity Council and Employee Resource Groups*
- ❸ *Track quarterly the City's record of diversity hiring and promotion; report annually to the Mayor and City Council*

Executive Branch

Andy Berke, Mayor

www.chattanooga.gov

Department Summary

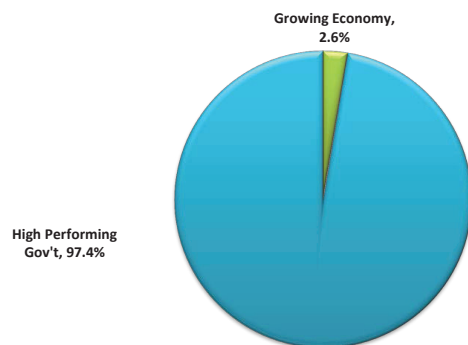
	Actual FY 11/12	Actual FY12/13	Budget FY13/14	Budget FY 14/15
Mayor's Office	\$ 1,009,995	\$ 1,127,629	\$ 1,371,495	\$ 1,293,969
Office of Multicultural Affairs	\$ 270,800	\$ 259,624	\$ 253,407	\$ 325,874
Prior Mayoral Initiatives	\$ 145,856	\$ 359,695	\$ -	\$ -
Total Expenditures	\$ 1,426,651	\$ 1,746,948	\$ 1,624,902	\$ 1,619,843
Per Capita	\$ 8.51	\$ 10.42	\$ 9.49	\$ 9.34
Positions Authorized	14	15	14	13

Resources

	Actual FY 11/12	Budget FY12/13	Budget FY13/14	Budget FY 14/15
Personnel	\$ 1,264,075	\$ 1,505,375	\$ 1,463,069	\$ 1,476,459
Overtime	0	0	0	0
Operating	164,076	241,573	161,833	143,384
Revenue	0	0	0	0

Office of Multicultural Affairs Performance Measures	Goal FY 14	Actual FY 14	Goal FY 15
Diverse Business Engagement	14.0%	7.2%	14.0%
Host Quarterly "Doing Business with the City" workshops	Yes	Yes	Yes
Expand the Reach of OMA (# of Community Members)	4,000	3,000	5,000
Host Quarterly City Diversity Council Meetings	Yes	Yes	Yes
Complete City Employee Survey	Yes	Yes	Yes

FY15 BFO Results Area Allocation



	Allocation Amount	% of Allocation
Growing Economy	42,672	2.6%
High Performing Gov't	1,577,171	97.4%
	1,619,843	100.0%



Department of Finance & Administration

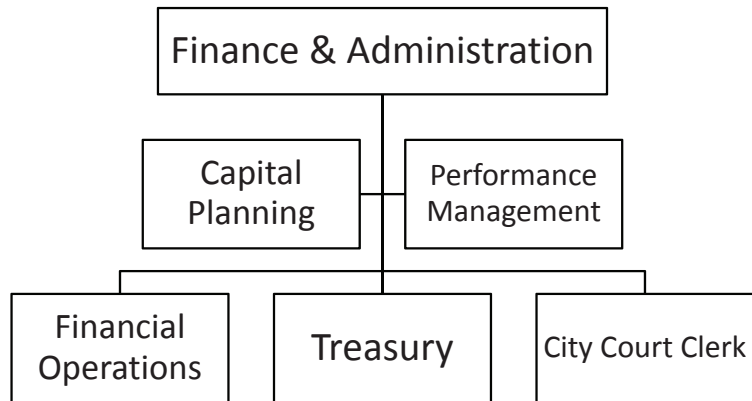
Daisy W. Madison, Administrator
 Vickie C. Haley, Deputy Finance Officer
www.chattanooga.gov/finance

Mission:

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

Description:

The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, Department Administrators and the City Council. The department is responsible for all budget and finance related functions of the City including accounting and treasury operations. The department also provides support to other departments and agencies in the areas of City Court Clerk operations, Accounts Payable and Payroll.



Goals & Objectives:

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

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

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

- ❶ Maximize revenue collection.
- ❷ Increase collection efficiency.
- ❸ Maintain best use and investment of assets.
- ❹ Ensure 100% GAAP compliance.
- ❺ Compliance with law.

Performance Measures	Actual FY13	Goal FY14	Actual FY14	Goal FY15
Cash Management Yield on investment portfolio	0.36%	0.5%	0.35%	0.5%
% of Current Levy Collected	94.0%	95.0%	94.5%	95.0%
Annual Debt Service Requirement as % of General Fund	8.0%	5.0%	10.6%	5.0%
Bond Rating by Standard & Poor's	AA+	AAA	AAA	AAA
Bond Rating by Fitch Ratings Ltd.	AA+	AAA	AA+	AAA

Department of Finance & Administration

Daisy W. Madison, Administrator

Vickie C. Haley, Deputy Finance Officer

www.chattanooga.gov/finance

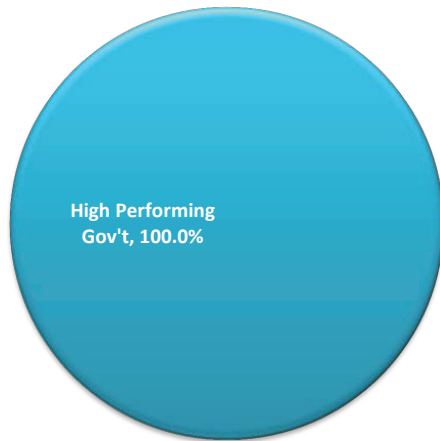
Department Summary

	Actual FY11/12	Actual FY12/13	Budget FY13/14	Budget FY14/15
Finance	\$2,536,253	\$2,760,173	\$3,391,305	\$3,166,794
Treasurer	738,354	793,398	911,961	968,467
City Court Clerk	1,140,588	1,098,196	1,229,857	1,193,639
Capital Planning	0	0	0	91,194
Performance Mgmt	0	0	0	150,000
Total Expenditures	\$ 4,415,195	\$ 4,651,767	\$ 5,533,123	\$ 5,570,094
Per Capita	\$ 28.53	\$ 27.74	\$ 33.00	\$ 32.13
Positions Authorized	68	68	66	67

Resources

	Actual FY11/12	Actual FY12/13	Budget FY13/14	Budget FY14/15
Personnel	\$ 3,456,986	\$ 3,550,586	\$ 4,233,821	\$ 4,110,496
Overtime	2,710	2,328	3,500	1,000
Operating	1,295,802	1,098,859	1,295,802	1,458,598
Revenue	199,137,417	207,135,989	205,437,600	209,846,460

FY15 BFO Results Area Allocation



	Allocation Amount	% of Allocation
High Performing Gov't	5,570,094	100.0%
	5,570,094	100.0%



Department of General Services

Cary Bohannon, Director

www.chattanooga.gov/Gen_Serv

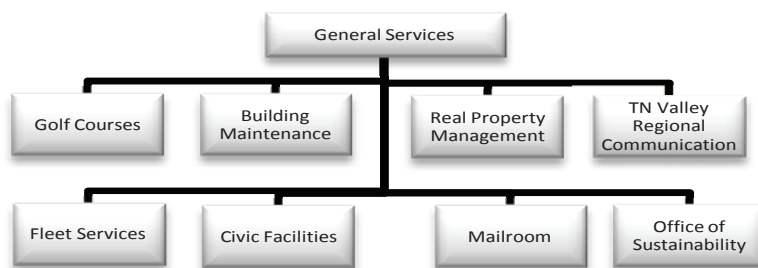
Mission:

To provide quality services and controls in the areas of fleet services, building maintenance, real property management, Civic Facilities, Golf Courses & mobile communications.

Description:

General Services provides support to other city departments & agencies in the areas of mailroom, building maintenance, real property management, mobile communications, & fleet services.

The Mailroom area is responsible for handling the incoming, outgoing and inter-departmental mails of the City. Building Maintenance is responsible for the repair & maintenance of all buildings within & near the City Hall Campus. Real Property Management area is responsible for acquiring property, selling of surplus property, leasing land or buildings, maintaining City owned back-tax properties & keeping all of the city real estate records. Civic Facilities is responsible for the operations & programming of events at the Memorial Auditorium & Tivoli Theater. The Golf Courses division operates & maintains Brainerd Golf Course & Brown Acres Golf Course. Mobile Communications Services provides management and maintenance of Tennessee Valley Regional Communications System (TVRCS) on a 24 hour basis. The TVRCS is an APCO P23 communications trunking system encompassing a region that includes ten counties in Tennessee and three counties in Georgia which includes over 26 radio sites, five 911 centers & 6 other dispatch centers. Fleet Services is comprised of two main areas the service station & garage. Fleet maintenance, which includes 2 automotive repair centers & 3 fueling stations, serves not only the City but several outside local government agencies & non-profit organizations for their EMS, Police & Fire. Fleet Management utilizes an internal leasing program to distribute the fully burdened cost allocation of vehicle and equipment assets to the departments who utilize them.



Goals & Objectives:

To Operate Mailroom in an efficient manner

- 1 Handle the incoming, outgoing and inter-departmental mails of the City
- 2 Collect mails, sort them and forward them to maintain quick, correct and efficient correspondence between the employees of the organization's.

To Operate building maintenance in an efficient manner

- 1 Provide clean, safe, and well maintained workplaces for all employees
- 2 Exercise the capability of appropriately allocating our resources
- 3 Meet and fulfill all customer service requests to the best of our ability

To maintain and operate City owned civic venues providing for entertainment and educational services to this community, adding to the overall atmosphere and economic development of the city and region.

- 1 Provide safe and secure venues with quality programs and productions for all Chattanoogaans to enjoy.
- 2 Identify and maintain opportunities for education, arts and cultural programs by actively seeking and sustaining sponsorships, partnerships and grants.
- 3 Cultivate new partnerships with public and private educational institutions and organizations.
- 4 Maintain the integrity and historic preservation of the City of Chattanooga civic facilities.

To provide quality repair services and technological guidance to our customers

- 1 Provide a reliable communication system with unplanned downtime not to exceed 0.001% over the course of the year.
- 2 Provide focus and direction in establishing objectives for the current and future wireless technology needs of the City of Chattanooga and other TVRCS partners.

Department of General Services

Cary Bohannon, Director

www.chattanooga.gov/Gen_Serv

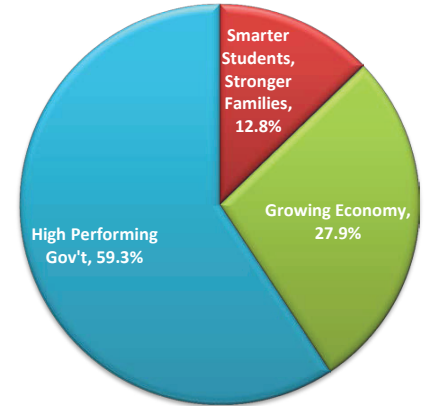
To manage the City's real property in a responsible and efficient manner

- ❶ Fine tune departmental strategies for disposition, development or redevelopment of vacant, surplus and back-tax properties.
- ❷ Maintain professional relationships with associations, realtors and developers.

To insure efficiency in both Fleet Management and Fleet Maintenance

- ❸ Reduce fleet operational costs (fuel and maintenance) by purchasing more fuel efficient vehicles and proper lifecycle timing of acquisitions and disposals.
- ❹ Reduce overall fleet size by fleet utilization analysis of departmental use.
- ❺ Create a revolving fleet replacement fund by internal fleet leasing program with lease costs lower than private sector leasing.
- ❻ To provide safe reliable vehicles and equipment to the user department at the lowest possible cost with the least possible interference with operations.
- ❼ Maintain equipment technician efficiency by training and ASE and/or EVT certified.

FY15 BFO Results Area Allocation



Performance Measures	Actual FY13	Goal FY14	Actual FY14	Goal FY15
Total City Fleet	1,158	1,268	1,158	1,268
Total City Fleet Repairs and Maintenance	\$ 7,105,600	\$ 7,250,000	\$ 4,934,038	\$ 7,250,000
% Bldg Maint. Service Request Resolved on-time	81.7%	90.0%	90.0%	90.0%
Civic Facilities-Attendance	191,933	250,000	224,906	275,000
Civic Facilities-# of Events	228	300	336	350
Concessions revenues	\$ 54,471	\$ 60,000	\$ 58,779	\$ 65,000

	Allocation Amount	% of Allocation
Smarter Students, Stronger Families	\$ 675,000	12.8%
Growing Economy	\$ 1,471,836	27.9%
High Performing Gov't	\$ 3,129,257	59.3%
	5,276,093	100.0%

Department Summary

	Actual FY11/12	Actual FY12/13	Budget FY13/14	Budget FY14/15
Gen Svc Admin	463,756	513,189	571,890	748,974
Purchasing / Mailroom *	799,881	-	785,095	76,707
Bldg. Maintenance	1,094,844	1,080,755	1,170,777	2,178,076
Real Est./Prop. Maint/Farmers Market	66,374	147,685	151,100	110,500
Zoo	-	670,791	671,728	675,000
Civic Facilities	-	2,191,108	1,958,067	1,471,836
Office of Sustainability **	-	-	-	175,000
Total General Fund	\$ 2,424,856	\$ 4,603,528	\$ 5,308,657	\$ 5,436,093
Fleet Services Operations	14,280,173	13,222,773	14,567,034	14,707,644
Heritage Ctr. Maint.	109,835	127,860	140,600	132,954
TN Valley Regional Communications	1,113,383	922,999	1,046,433	1,053,594
Development Resource Center	411,418	451,642	463,311	516,169
TOTAL GEN SVCS EXPENDITURE	\$ 18,339,665	\$ 19,328,802	\$ 21,526,035	\$ 21,846,454
Per Capita	\$ 109.38	\$ 115.28	\$ 125.68	\$ 126.01
Positions Authorized	107	107	123	123

Resources

	Actual FY11/12	Actual FY12/13	Budget FY13/14	Budget FY14/15
Personnel	\$ 5,699,904	\$ 6,258,859	\$ 8,012,010	\$ 7,920,783
Overtime	83,064	3,640	44,500	44,500
Operating	12,556,697	13,066,303	13,469,525	13,881,171
Revenue	19,546,003	21,248,746	17,334,067	20,066,031

* FY15 Ordinance #12835 Purchasing moved to General Government. Mailroom function retained in General Services

** FY15 Ordinance #12835 Office Sustainability moved to General Services



Department of Human Resources

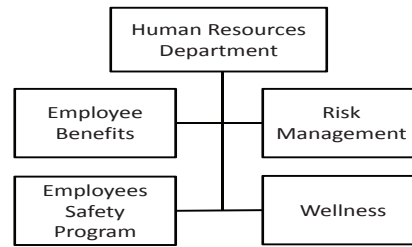
Todd Dockery, Director

Richard Beeland, Deputy Director

www.chattanooga.gov

Mission:

Our Mission is to provide leadership, collaboration, and support services to departments in the selection, training, development, compensation, and well being of all employees. We will deliver best in class service to all customer groups including citizens, employees, retirees, dependents, and applicants with a positive, nurturing, and proactive approach. We strive to operate efficiently with integrity and transparency in support of the Mayor's vision of Renewing Chattanooga.



Goals & Objectives:

Provide leadership, collaboration and support to all departments in the employment services of all applicants and employees

- ❶ Recruit and retain a well qualified, diverse workforce
- ❷ Monitor overall satisfaction with new hires after three, six and twelve months of employment from both the manager and new hire's perspective
- ❸ Ensure a proactive and consistent process for monitoring pay equity and consistency
- ❹ Ensure there is consistent and transparent compliance with all federal, state and city regulations, policies and procedures

Deliver best in class service to all customer groups

- ❶ Develop initiatives to help reduce overall turnover rate and work with each department to develop goals for departmental reduction of turnover rate
- ❷ Monitor overall employee satisfaction with all HR functions and service
- ❸ Continue to develop innovative approaches to employee well being, health and safety

Provide continuous employee training and development for all departments and city employees

- ❶ Determine percentage of employees who report they are satisfied with on-the-job learning and growth and development opportunities offered by the city
- ❷ Provide annual training needs assessments to determine development opportunities throughout the city
- ❸ Monitor feedback of all employee groups to ensure staff members, managers, peers and coworkers are displaying appropriate and professional employment behaviors that focus on a performance oriented work culture

Description:

Human Resources 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 relations initiatives, training and skill development. Additionally, the Human Resources Department maintains a competitive and quality health and wellness program including an onsite medical clinic and pharmacy dedicated to employee wellness. All safety issues and on-the-job injuries are addressed by Human Resources. The department also offers an Employee Assistance Program for confidential counseling service.

Performance Measures	Actual FY13	Goal FY14	Actual FY14	Goal FY15
Avg. eligible candidates per Requisition	6.00	6.00	6.67	6
Avg number of recruiting days from requisition to offer date **			23.90	<30
Turnover rate	<10%	<10%	8.23	<9%
Number of promotions	116	100	120	100
Management Team's overall satisfaction with the collaboration with Human Resources on all departmental employment functions *		>85%		>85%
Employee's overall satisfaction with the quality of training and development provided by or coordinated through Human Resources *		>85%		>85%

* New areas to be measured beginning FY14

** New areas to be measured FY15

Department of Human Resources

Todd Dockery, Director

Richard Beeland, Deputy Director

www.chattanooga.gov

Departmental Summary

	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
Administration	\$ 1,496,659	\$ 1,542,646	\$ 1,354,188	\$ 1,368,521
Employee Insurance Office	318,301	300,023	317,325	320,884
Employee Insurance Program	45,650	22,114	35,350	2,200
Employee Safety Program		9,361	77,852	89,192
Job Injury Administration	99,646	79,393	86,000	73,800
Physical Exams	23,090	7,830	8,800	25,000
Total Expenditures	\$ 1,983,346	\$ 1,961,367	\$ 1,879,515	\$ 1,879,597
Per Capita	\$ 11.57	\$ 11.70	\$ 10.97	\$ 10.84
Positions Authorized	21	21	21	21

Resources

	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
Personnel	\$ 1,399,362	\$ 1,611,431	\$ 1,544,855	\$ 1,576,292
Overtime	1,499			
Operating	329,383	349,937	334,660	303,305
Revenue	46,439	34,268	45,000	45,000
	1,776,683	1,995,635	1,924,515	1,924,597

FY15 BFO Results Area Allocation



	Allocation Amount	% of Allocation
High Performing Gov't	1,879,597	100.0%
	1,879,597	100.0%



Economic & Community Development

Donna Williams, Administrator

Anthony Sammons, Deputy Administrator

www.chattanooga.gov/economic-community-development

Mission:

To develop and invest in economic and community development strategies that assist and promote the success of businesses, revitalized communities and vibrant public spaces in Chattanooga.

Description:

The Department of Economic & Community Development is comprised of the following divisions:

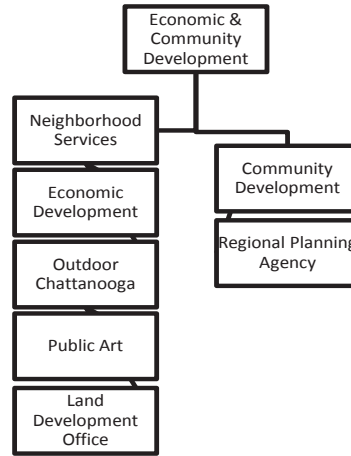
Neighborhood Services: develops strong neighborhoods through the Affordable Housing & Rehabilitation program, and provides leadership development and resolves community issues through the City's neighborhood associations.

Economic Development: responsible for workforce development, supporting small businesses, and facilitating the recruitment and expansion of businesses in Chattanooga.

Land Development Office: enforces all building, life safety codes, and zoning codes, advertizing ordinance, min housing, anti-litter, overgrowth, inoperable vehicle, proper brush/trash set out, spot blight aquisition code, and administration of the Board of Zoning Appeals, Board of Construction Appeals, Board of Sign Appeals, Board of Electrical Examiners, Board of Plumbing Examiners, Board of Gas Examiners, and Board of Mechanical Examiners.

Outdoor Chattanooga: responsible for City's "signature" outdoor lifestyle, with facilities dedicated to the recreational use, education, and stewardship of the regions natural areas.

Public Art: introduces a wide variety of high quality public art into the community, enhancing the civic environment and enriching the lives of visitors and residents.



Goals and Objectives:

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

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

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

Elimination of blight in Chattanooga

- ❶ Reduce abandoned vacant land
- ❷ Increase compliance by 5 - 10% annually

Performance Measures	Actual FY13	Goal FY14	Actual FY14	Goal FY15
Abandoned vehicle CSRs closed on time	95.9%	95.0%	98.0%	95.0%
Housing CSRs closed on time	96.2%	95.0%	100.0%	95.0%
Litter CSRs closed on time	95.9%	95.0%	99.2%	95.0%
Vacant lot overgrowth CSRs closed on time	96.9%	95.0%	100.0%	95.0%
Non-vac overgrowth CSRs closed on time	97.2%	95.0%	100.0%	95.0%
Total Number of Building Permits Issued	2,182	2,000	1,925	2,200
Total Number of Permits (all types) Issued	8,935	9,500	9,787	10,000
Percentage of CSR closed on time			94.3%	97.5%

Cases in Litigation Pending were excluded.

Department of Economic & Community Development

Donna Williams, Administrator

Anthony Sammons, Deputy Administrator

www.chattanooga.gov/economic-community-development

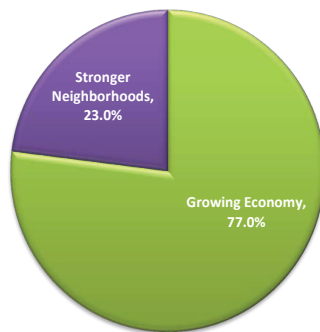
Department Summary

	Actual FY11/12	Actual FY12/13	Budget FY13/14	Budget FY 14/15
Administration	\$ 539,754	\$ 561,351	\$ 766,079	\$ 666,881
Grants Administration	35,994	56,774	104,662	129,316
Codes & Community Svc	1,607,183	1,491,757	1,333,587	303,146
Neighbor Partners Project	55,000	52,000	50,000	0
Economic Development	0	0	0	623,904
Community Development	5,823,391	4,577,713	3,335,697	2,600,000
Outdoor Chattanooga	-	-	374,011	393,836
Trust for Public Land	-	-	100,000	100,000
Riverpark Art Maint & Mgmt	-	-	-	125,250
Land Development Office	-	-	2,754,810	4,387,568
Board of Plumbing Examiners	-	-	1,782	1,975
Board of Electrical Examiners	-	-	8,200	13,600
Board of Mechanical Examiners	-	-	1,650	2,500
Board of Gas Fitters	-	-	1,950	1,500
Board of Appeals & Variances	-	-	6,796	7,500
Community Development Pilot	-	-	500,000	463,591
Total	\$ 8,061,322	\$ 6,739,595	\$ 9,339,224	\$ 9,820,567
Per Capita	\$ 48.08	\$ 40.19	\$ 54.53	\$ 56.65
Positions Authorized	35	35	80	86

Resources

	Actual FY11/12	Budget FY12/13	Budget FY13/14	Budget FY 14/15
Personnel	\$ 2,018,903	\$ 2,152,699	\$ 4,785,647	\$ 5,598,799
Overtime	1,000	-	3,300	-
Operating	6,041,419	4,586,896	4,550,277	4,221,768
Revenue	5,924,437	4,577,713	3,335,697	2,600,000

FY15 BFO Results Area Allocation



	Allocation Amount	% of Allocation
Growing Economy	5,557,633	77.0%
Stronger Neighborhoods	1,662,934	23.0%
	7,220,567	100.0%



Community Development

Donna Williams, Administrator

Anthony Sammons, Deputy Administrator

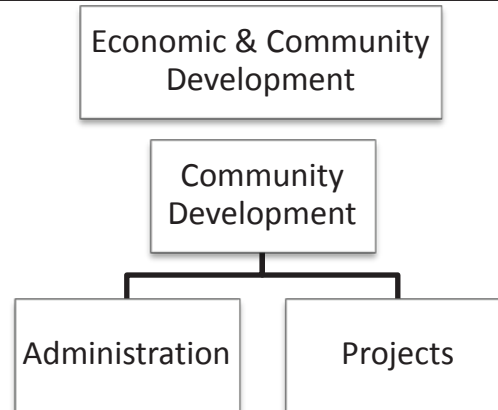
www.chattanooga.gov/communitydev

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 FY13	Goal FY14	Actual FY14	Goal FY15
Increase the stock of safe, affordable rental units	12	20	4	20
Rehabilitate substandard housing # of units	74	204	51	204
Assist first time LMI(low/moderate income) purchase with mortgages	53	50	26	50
# of Participants in Homebuyer Education Programs	755	160	557	160

Community Development

Donna Williams, Administrator

Anthony Sammons, Deputy Administrator

www.chattanooga.gov/communitydev

Department Summary

	Actual FY11/12	Actual FY12/13	Budget FY13/14	Budget FY 14/15
Administration	452,203	480,000	488,000	440,000
Community Dev Projects	5,371,188	4,097,713	2,847,697	2,160,000
Total Expenditures	\$ 5,823,391	\$ 4,577,713	\$ 3,335,697	\$ 2,600,000
Per Capita	\$ 34.73	\$ 27.30	\$ 19.48	\$ 15.00
Positions Authorized	7	7	7	6

Resources

	Actual FY11/12	Actual FY12/13	Budget FY13/14	Budget FY 14/15
Personnel	\$ 440,975	\$ 455,302	\$ 488,000	\$ 440,000
Operating	5,483,462	4,122,411	2,847,697	2,160,000
Revenue	5,924,437	4,577,713	3,335,697	2,600,000

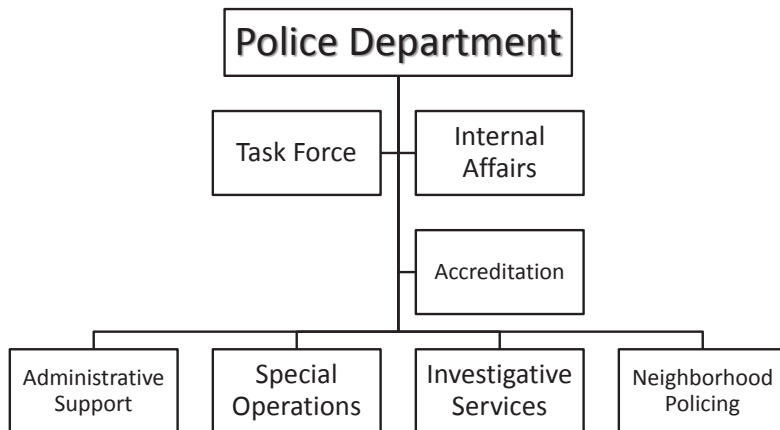


Mission:

To develop and maximize relationships of trust and respect while enacting policies and procedures that work effectively to keep you, your family and our community safe – and feeling safe embodying the best ideals of community policing.

Description:

The Chattanooga Police Department will support and maintain lasting relationships ensuring all members of our community are safe and feel safe in their homes, on their streets and in their neighborhoods by building and supporting community partnerships in conjunction with the best practices of community policing and problem solving.



Goals & Objectives:

Be Safe, Feel Safe

- ❶ Improve public safety and feelings of safety – particularly through implementation of the principles learned and applied in the Violence Reduction Initiative.
- ❷ Reduce violent crime
- ❸ Minimize arrests and incarceration
- ❹ Strengthen communities and relationships through increased positive contacts

Building Relationships, Creating Commitment

- ❶ Both law enforcement and the community must play a critical role in addressing safety. Utilize progressive concepts, organizational models, resource deployment and strategies to demonstrate we value community
- ❷ Develop and implement a customized version of community-oriented, problem-solving policing by focusing on the unique needs of our neighborhoods the department will create lasting relationships and build trust.
- ❸ Dramatically improve public safety through the combination of the best of law enforcement practices and implementation of community-driven approaches.
- ❹ Community-driven approaches will help law enforcement build lasting relations and create community wide commitment resulting in effective solutions.

Innovative Strategies

- ❶ Utilize intelligence, data and technology to support our crime fighting and problem-solving efforts.

Performance Measures	Actual 2012*	Goal 2013*	Actual 2013*	Actual % 2013*	Goal 2014*
Homicide	22	-15%	18	18.18%	-15%
Rape	39	-15%	55	41.03%	-15%
Robbery	485	-15%	387	-20.21%	-15%
Agg Assault	662	-10%	584	-11.78%	-10%
AggA - Shooting	82	-5%	99	20.73%	-5%
AggA -DV	258	-5%	363	40.70%	-5%
SimpleA-DV	1,022	-10%	877	-14.19%	-10%
Total DV	1,280	-5%	1,240	-3.13%	-5%
Total DV minus SA	2,570	-5%	2,383	-7.28%	-5%
	1,548	-5%	1,506	2.71%	-5%

*based on calendar year

Department of Police

Frederick Fletcher, Chief of Police

David Roddy, Police Chief of Staff

www.chattanooga.gov/police/

② By predicting where crimes occur through the use of technology and analytical data the CPD can now anticipate potential crime.

③ Through the identification of hotspots Executive Staff can disperse limited resources in an effective manner to proactively prevent crime.

④ Increased Presence an effective deterrence through the possibility of being detected. The possibility of being detected when considering committing the crime is a highly effective deterrent of an offender.

Internal Support

① Produce a diverse organization that attracts and retains officers through active leadership and implementation of progressive and equitable practice that values diversity in all its incarnations.

Department Summary

	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
Police Administration	\$ 2,463,058	\$ 2,181,535	\$ 2,583,746	\$ 3,504,128
Operations	31,460,502	31,862,298	34,591,737	30,708,380
Animal Services	1,564,373	1,564,373	1,564,373	1,611,299
Support Services	16,731,353	17,996,604	16,166,956	19,468,376
Total	\$ 52,219,286	\$ 53,604,810	\$ 54,906,812	\$ 55,292,183
Per Capita	\$ 337.42	\$ 319.70	\$ 320.57	\$ 318.93
Positions Authorized	597	597	584	* 595

*Automated Traffic Control (Special Revenue Fund) includes 4 authorized sworn positions. FY 15 total is 599.

Resources

	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
Personnel	\$ 38,276,264	\$ 39,394,297	\$ 43,399,062	\$ 40,465,204
Overtime	618,408	656,025	675,000	475,000
Operating	13,324,614	13,554,488	10,832,750	14,351,979
Revenue	661,761	684,248	367,400	454,800

FY15 BFO Results Area Allocation



	Allocation Amount	% of Allocation
Safer Streets	55,292,183	100.0%
	55,292,183	100.0%



Department of Fire

Lamar Flint, Fire Chief

Chris Adams, Executive Deputy Fire Chief

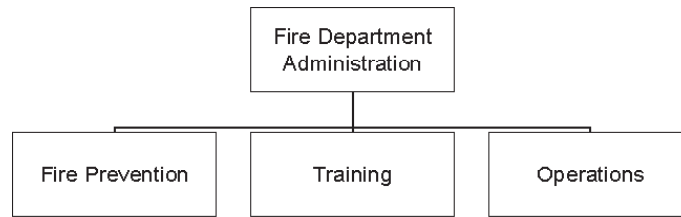
www.chattanooga.gov/fire

Mission:

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

Description:

The department has four core divisions: Fire Administration, Operations, Fire Prevention, and Training. Operations includes 19 fire stations and more than 400 firefighters who respond to fire, automobile accidents, first response medical emergencies, hazardous materials incidents and other emergencies. The Fire Prevention Bureau includes code enforcement, fire investigation, and fire safety education. The Training Division provides instruction to all fire fighters on the latest tactics and technology in the fire service, and 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 FY13	Goal FY14	Actual FY14	Goal FY15
Average response time (Department)	5:38	5:00	5:38	5:00
Inspections	3,551	6,500	3,263	6,500
Civilian Deaths	2	-	1	-
Civilian injuries	10	-	9	-
Firefighter Injuries	38	-	62	-
Property Damage (\$million)	\$6.31	\$ 5.45	\$6.19	\$ 5.45
Fire Calls	742	-	823	-
Non-Fire Calls	15,116	-	14,998	-

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

Department of Fire

Lamar Flint, Fire Chief

Chris Adams, Executive Deputy Fire Chief

www.chattanooga.gov/fire

Department Summary

	Actual FY11/12	Actual FY12/13	Budget FY13/14	Budget FY14/15
Fire Administration	\$ 2,123,561	\$ 2,155,840	\$ 2,619,421	\$ 1,978,257
Operations	\$ 31,182,513	\$ 31,479,960	\$ 34,177,090	\$ 32,283,458
Prevention	\$ 1,334,086	\$ 1,316,416	\$ 974,551	\$ 1,341,451
Training	\$ 1,284,720	\$ 1,408,998	\$ 670,280	\$ 714,308
Total Expenditures	\$ 35,924,880	\$ 36,361,214	\$ 38,441,342	\$ 36,317,474
Per Capita	\$214.25	\$ 216.86	\$ 224.44	\$ 209.48
Positions Authorized	431	446	446	446

Resources

	Actual FY11/12	Actual FY12/13	Budget FY13/14	Budget FY14/15
Personnel	\$ 32,775,283	\$ 33,287,428	\$ 35,054,236	\$ 32,774,241
Overtime	9,775	17,869	9,600	20,350
Operating	3,055,916	3,055,916	3,377,506	3,856,103
Revenue ¹⁾	28,409	39,540	11,000	50,300

1) During FY10 by Ord.# 12356 the City Council amended the fees for services rendered by the Fire Department.

FY15 BFO Results Area Allocation



	Allocation Amount	% of Allocation
Safer Streets	36,310,664	100.0%
Smarter Students, Stronger Families	6,810	0.0%
	36,317,474	100.0%



Department of Public Works

Lee Norris, Administrator

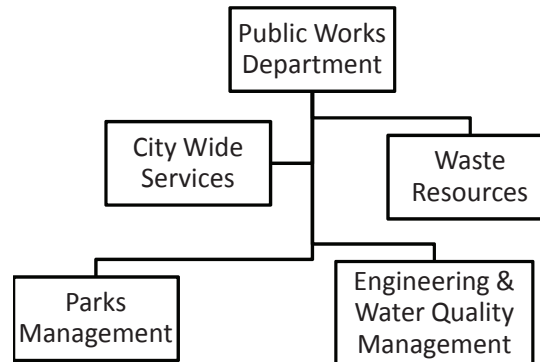
Justin Holland, Deputy Administrator

www.chattanooga.gov/public-works

Mission:

To preserve and enhance the quality of life and the physical environment through prompt, cost effective and courteous delivery of services that protects the health, safety and welfare of citizens, neighborhoods, businesses, the environment and visitors to meet the growing demands of the community.

Description: The Department of Public Works is responsible for maintaining the City's infrastructure, parks, and facilities: design, construction and maintenance; the interceptor sewer system; the City's storm water system; the responsible collection and disposal of garbage, yard waste, recycling, and household hazardous waste.



Goals & Objectives:

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

- 1 Achieve absolute compliance with applicable Federal and State clean water laws and regulations
- 2 Increase the number of clean communities by striving for complete maintenance of rights-of-way, and dependable scheduled curbside garbage, recycle, and yard waste collections.
- 3 Insure full compliance with environmental regulations to preserve and protect communities and their citizens.

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

- 1 Provide timely response to citizen service requests and inquiries.
- 2 Maintain and increase the percentage of residents satisfied with the City's services and response to service problems.
- 3 Reduce the number of citizen complaints.

To maintain and improve the City's infrastructure including sewers, wastewater treatment plant, and storm water facilities; the landfill, and wood recycling center, household hazardous waste facility, and convenience centers.

- 1 Maintain the disposal facilities and sewers in compliance with federal and state regulations.
- 2 Maintain and improve the condition and flow of storm water infrastructures.

To safely maximize the enjoyable use of City's parks, facilities and centers

- 1 Maintain & improve maintenance standards of parks, facilities and recreation centers.
- 2 Ensure that the park system and facilities are accessible to all City residents.
- 3 Encourage citizen involvement in conservation and preservation of parks and open spaces.

Department of Public Works

Lee Norris, Administrator

Justin Holland, Deputy Administrator

www.chattanooga.gov/public-works

Performance Measures	Actual FY13	Goal FY14	Actual FY14	Goal FY15
City Wide Service CSRs closed on time	95.3%	96.0%	92.8%	96.0%
Trash Flash CSRs closed on time	97.6%	96.0%	83.2%	96.0%
Missed Garbage CSRs closed on time	96.0%	96.0%	96.9%	96.0%
Waste Resources CSRs closed on time	95.9%	96.0%	94.9%	96.0%

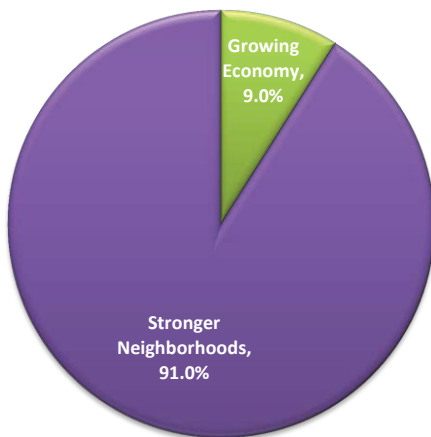
Department Summary

	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
General Fund	\$ 34,822,328	\$ 39,596,900	\$ 28,960,819	\$ 27,697,148
Interceptor Sewer Fund	50,015,415	56,927,273	55,843,676	60,446,000
Solid Waste Fund	5,475,521	5,373,961	6,986,585	7,202,000
Water Quality Fund (1)	13,241,028	12,245,118	16,858,055	16,839,938
State Street Aid Fund	4,457,109	4,280,693	4,280,000	4,400,000
Total Expenditures	\$ 107,437,931	\$ 118,423,945	\$ 112,929,135	\$ 116,585,086
Per Capita	\$ 627.01	\$ 691.13	\$ 659.33	\$ 672.48
Positions Authorized	633	637	615	604

Resources

	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
Personnel	\$ 29,226,424	\$ 36,089,023	\$ 33,304,792	\$ 31,991,823
Overtime	957,758	675,600	603,006	571,484
Operating	82,623,306	81,659,322	79,021,337	84,021,779
Revenue	84,575,431	76,994,872	112,929,135	116,585,086

FY15 BFO Results Area Allocation



	Allocation Amount	% of Allocation
Growing Economy	2,492,137	9.0%
Stronger Neighborhoods	25,278,023	91.0%
	27,770,160	100.0%



Youth & Family Development

Lurone Jennings Sr, Administrator

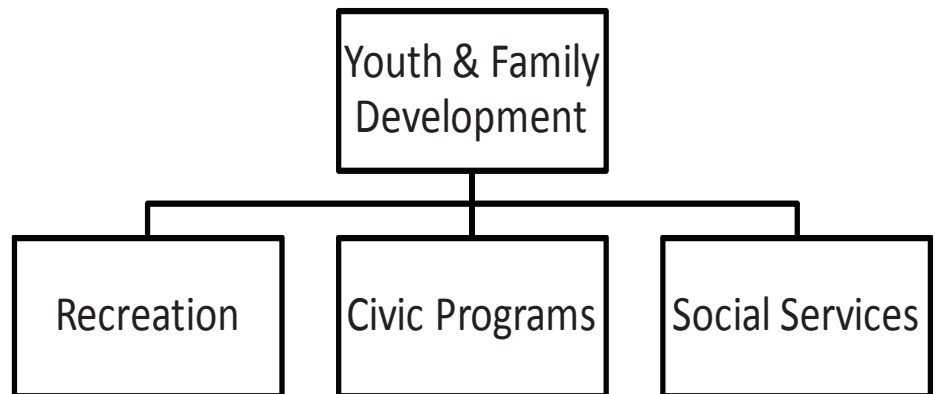
www.chattanooga.gov/youthandfamily

Mission:

To provide a strong emphasis on developing and educating youth and families in our community physically, socially, and morally. To provide safe, attractive and accessible facilities and programs that promote a healthy active lifestyle that will impact our community's economy and tourism. To expand, enhance and increase awareness and opportunities related to education, recreation and leadership development.

Description:

Youth and Family Development provides a wide variety of educational and recreational activities throughout a network of programs, parks and public facilities. The department includes Youth and Family Development Centers, Aquatics, Therapeutic Recreation activities, Sports, the Chattanooga Fitness Center, Champions Club tennis facility. The department is responsible for all athletic facilities maintenance including 65 athletic fields, a tournament quality tennis complex and 2 state of the art softball complexes. The Civic Centers promote the arts with programs that include art, craft, and music classes at Eastgate Senior Activity Center, Heritage House, and North River Civic Center. In addition to programs and information, publications are released to further enhance the awareness of the education and the arts.



Goals & Objectives:

To maximize usage and participation at the City's Youth and Family Development centers and recreational programs.

- 1 Increase the use/attendance of Youth and Family Development centers and programs, through an increased variety and number of quality program offerings in areas such as recreation, education, leadership and career development.
- 2 Enhance community participation through new approaches to marketing programs, facilities and services.

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

- 1 To ensure that all facilities are accessible to all city residents.
- 2 To ensure that a variety of programs are offered in diverse areas for youth and their families.
- 3 To reasonably anticipate the priorities or needs each community demands.
- 4 Provide safe and secure facilities with quality programs and training for all Chattanooga residents to enjoy and learn.
- 5 Identify and maintain opportunities for education, arts and recreation programs by actively seeking and sustaining sponsorships, partnerships and grants.
- 6 Cultivate new partnerships with public and private educational institutions and organizations.
- 7 Strengthen and develop effective community programming through collaboration with all City departments, as
- 8 well as public and educational organizations.

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

- 1 Increase and develop networking and programming opportunities between education, arts and recreational groups, schools, non-profits and area churches.
- 2 Expand programming that addresses career and leadership development, diversity issues, social issues and community concerns.
- 3 Continue to work with area social services, art, and educational agencies to expand access to education, arts and recreational programs within the community.

Youth & Family Development

Lurone Jennings, Administrator

www.chattanooga.gov/youthandfamily

Performance Measures	Actual FY13	Goal FY14	Actual FY14	Goal FY15
Community Centers - Attendance	N/A	850,000	N/A	860,000
Civic Centers - Attendance	N/A	219,500	64,628	225,500
Civic Centers - # of Events	N/A	245	2,664	230

*Note prior year data is recorded on the Department of Parks & Recreation and Department of Education, Arts, & Culture pages.

Department Summary

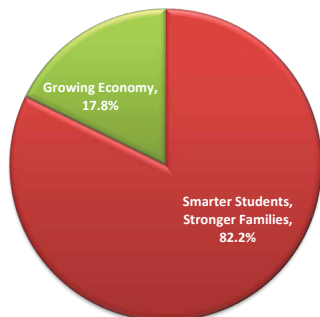
	Actual FY 11/12	Actual FY12/13	Budget FY13/14	Budget FY14/15
Administration	\$ -	\$ -	\$ 1,102,899	\$ 1,105,721
Public Information	0	0	104,901	100,884
Recreation Support Service:	0	0	537,100	788,664
Programs	0	0	2,173,508	2,599,818
Recreation Facilities	0	0	846,116	827,229
Recreation Centers	0	0	3,563,923	3,659,899
Total Expenditures	\$ -	\$ -	\$ 8,328,447	\$ 9,082,215
Per Capita	\$ -	\$ -	\$ 48.63	\$ 52.39
Positions Authorized	0	0	104	107

Resources

	Actual FY 11/12	Actual FY12/13	Budget FY13/14	Budget FY14/15
Personnel	\$ -	\$ -	\$ 6,187,462	\$ 7,085,753
Overtime	0	0	14,500	50,000
Operating	0	0	2,126,485	1,946,462
Revenue	0	0	0	0

*Note the Department of Youth & Family Development is a newly created department in FY14, which consists of recreation programs that were previously reported in the Department of Parks & Recreation, civic programs that were previously reported in the Department of Education, Arts & Culture, and social services, formerly known as the Department of Human Services.

FY15 BFO Results Area Allocation



	Allocation Amount	% of Allocation
Smarter Students, Stronger Families	7,478,733	82.2%
Growing Economy	1,615,893	17.8%
	9,094,626	100.0%



Department of Youth & Family Development

Social Services - Federal Grants

Lurone Jennings, Sr. Administrator

Donna H. Stone, Deputy Administrator

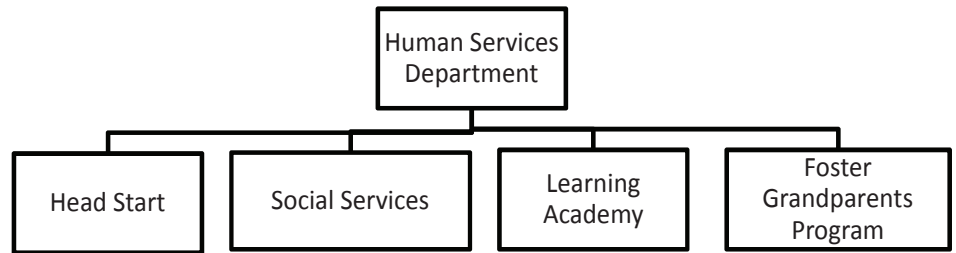
www.chattanooga.gov

Mission:

To improve an individual's quality of life by providing a safety net of services for low income or disadvantaged citizens in Hamilton County through exceptional programming.

Description:

The Department of Human Services as a division of Youth and Family Development seeks to improve the lives of citizens in Hamilton County with a focus on lower income or disadvantaged citizens through a number of programs funded by the federal, state or local governments. Collaborations with internal and external partners provide services and connections necessary to achieve self-sufficiency. Services are provided through programs as Social Services, Head Start, Foster Grandparents, and a Learning Academy. The combination of programs offered creates smarter students and stronger families in line with the vision of the present administration.



Goals & Objectives:

TTTo Provide emergency assistance and an array of support services to vulnerable residents of Chattanooga and Hamilton County, which strengthen family connections, improve quality of life issues, empower them to become community stakeholders, and help them achieve self-sufficiency and maintain independent living.

- ① *Maintain the Foster Grandparents program to enable eligible older adults to help special needs children within their community, while strengthening their bond to the neighborhood.*
- ② *Improve family outcomes through wrap around supports services and comprehensive community partnerships.*
- ③ *Assist families with supplemental services needed to sustain their quality of life through the Commodity Food Program, the Low Income Home Energy Assistance Program and Self Sufficiency and Employment Programs.*
- ④ *Provide emergency assistance to aid families during natural disasters, and those experiencing crisis situations to prevent forecloses, evictions, and utility cut offs.*
- ⑤ *Offer numerous channels to reduce hunger and improve nutrition among vulnerable populations.*

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

- ① *Seek constant improvement in each child's skill attainment level, tracked in a Child Portfolio, as a gauge of school readiness.*
- ② *Increase the number of children in Early Head Start.*
- ③ *Increase childhood immunizations.*
- ④ *Offer quality, affordable and available learning opportunities for children ages 1-12 in the Chattanooga area.*

Performance Measures	Actual FY13	Goal FY14	Actual FY14	Goal FY15
Number of foster grandparents	111	93	126	93
Social Services	1,114	1,450	991	1,200
Energy Assistance	7,184	6,000	5,792	7,000
Participants in food distribution program	8,847	2,300	2,726	2,300
Head Start funded enrollment	622	572	622	622
Early Head Start funded enrollment	226	212	226	226
Children immunized	1,223	1,150	784	850
Parents in adult ed/GED training	49	50	3	15

Department of Youth & Family Development

Social Services - Federal Grants

Lurone Jennings, Sr, Administrator

Donna H. Stone, Deputy Administrator

www.chattanooga.gov

Department Summary

	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
Administration	755,750	760,364	862,615	1,660,420
Head Start	8,619,628	8,780,584	9,184,186	8,805,681
Day Care	766,069	671,647	687,187	570,000
Foster Grandparents	510,462	507,540	509,761	499,481
LIHEAP	2,924,862	3,011,503	3,037,458	1,919,035
CSBG	542,187	601,713	658,116	580,671
Social Services Programs	123,039	141,772	120,362	41,500
City General Relief	44,469	48,818	46,644	25,600
Other	-	1,027	33,564	-
Total Expenditures	14,286,466	14,524,968	15,139,893	14,102,388
Per Capita	\$ 85.20	\$ 86.63	\$ 88.39	\$ 81.34
Authorized Positions	305	305	305	309

Resources

	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
Personnel	6,764,037	7,323,502	7,168,098	7,944,820
Overtime	26,123	38,574	-	15,855
Operating	7,496,306	7,639,521	7,971,795	6,141,713
Revenue	15,000,825	14,484,708	15,139,893	14,102,388



Department of Transportation

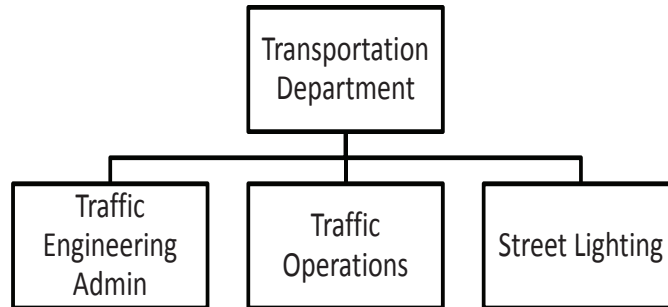
Blythe Bailey, Administrator
www.chattanooga.gov/transportation

Mission:

To make efficient transportation viable for all commuters – cyclists, pedestrians, transit users and motorists while enhancing multi-use public spaces for all people.

Description:

The Transportation Department's fundamental role is to steward a transportation network that supports our community's priorities as a whole, including public safety, stronger neighborhoods, economic and community development, and fiscal responsibility. A major component of the department is the planning, design, construction, and maintenance of our city's transportation infrastructure. We emphasize transparency and collaboration while providing our citizens with the most effective services at the best value. A major facet of our department strategy is to provide facilities that encourage more robust, multiple uses of our transportation network, including biking, walking, and public transit.



Goals & Objectives:

To lead the capital planning process for Transportation projects with a focus toward maximum return on investment, long-term durability, low maintenance costs, and efficient use of tax payer dollars:

- 1 Guide long range planning efforts, manage Local Area Project Agreements with TDOT, lead collaboration with other departments to prioritize projects

Lead transportation project development from capital plan to construction.

- 1 Manage and collaborate with other departments, stakeholder, manage citizen engagement and public process

Interact with public

- 1 Review of private development projects for Transportation Engineering impacts, including multi-modal accommodation, long-range planning and vision, and day to day traffic engineering impacts.
- 2 Review citizen requests for improvements and suggestions to traffic conditions, such as neighborhood traffic management, maintenance of our street and traffic network, such as for street light, traffic light, pavement marking, signage, paving, and other conditions of our streets and sidewalks.
- 3 Review and approve temporary use of our public Right Of Way.
- 4 Review and approve of Franchise agreements for public Right of Way as well as Abandonment of Right of Way

Analyze transportation system for traffic safety and efficiency

- 1 Design signal timing, pavement marking, signage, with adherence to code-referenced standards such as NACTO Urban Street Design Guide, Manual for Uniform Traffic Control Devices, and others.

Maintain and repair traffic control devices

- 1 Signs, Pavement Markings, Traffic Signal maintenance and construction, Traffic Signal Electronics, management of 311 requests and service requests.

Department of Transportation

Blythe Bailey, Administrator

www.chattanooga.gov/transportation

Performance Measures	Actual FY13	Goal FY14	Actual FY14	Goal FY15
Traffic Operations CSRs closed on time	92.3%	95.0%	92.4%	95.0%
Traffic Marking Orders closed on time	78.0%	80.0%	89.0%	95.0%
Traffic Signal Orders closed on time	n/a	n/a	n/a	95.0%
Traffic Sign Maintenance	34,525	35,000	38,766	35,000
Traffic Signal Maintenance	5,081	5,000	4,237	5,000
New Traffic Signal Installation	3	5	2	5
Street Marking Maint (Linear Ft)	2,257,154	4,000,000	3,039,877	4,100,000
*Regulatory Markings (Linear Ft)	31,218	35,000	30,570	35,000

*Pavement arrows, crosswalks, stop bars, RR crossing

NOTE: There was a summer long, industry wide paint shortage, which caused the numbers to be down in the street painting categories in FY13.

Department Summary

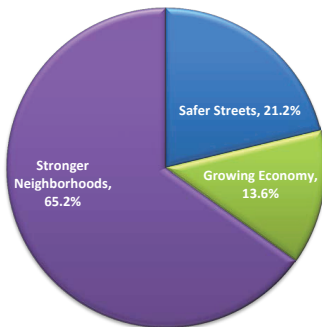
	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
Traffic Engineering Admin			\$ 1,008,099	\$ 2,120,635
Street Lighting			3,146,462	3,448,900
Traffic Operations			2,107,646	2,184,278
Transportation Admin			818,633	229,194
Paving			-	2,712,000
Total Expenditures			\$ 7,080,840	\$ 10,695,007
Per Capita			\$ 41.34	\$ 61.69
Positions Authorized			46	57

Resources

	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15
Personnel			\$ 3,079,551	\$ 3,897,541
Overtime			34,000	35,000
Operating			3,967,289	6,762,466
Revenue			7,080,840	10,695,007

*The Department of Transportation was created in FY14. These functions were previously under the Department of Public Works.

FY15 BFO Results Area Allocation



	Allocation Amount	% of Allocation
Safer Streets	2,184,278	21.2%
Growing Economy	1,396,949	13.6%
Stronger Neighborhoods	6,701,780	65.2%
	10,283,007	100.0%

Debt Service Fund

Fiscal Year Ending June 30, 2015

The Debt Service Fund was established to account for all principal and interest payments on the City's general long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of City of Chattanooga General Obligation Bonds, Notes Payable, and Capital Leases. A majority of the outstanding debt is general obligation bonds. The debt can be either Direct Indebtedness, in which case an operating transfer is made from the General Fund for the maturity payments, or it can be an Indirect Indebtedness, with the supporting fund transferring funds for the maturities. The following chart shows the history of the City's debt over the past seven years and the relationship between Direct and Indirect Indebtedness.

Gross outstanding indebtedness as of June 30, 2014 is \$422,909,531. This amount includes a 30-year Chattanooga Downtown Redevelopment Lease Rental Revenue Bonds of \$110,140,000 with final payment due on October 1, 2030. Total authorized unissued debt at June 30, 2013 related to the 2004 TMBF Loan is \$124,264.52. Total authorized unissued debt from the State Revolving Loan Fund for sewer infrastructure improvements is \$110,782,408.

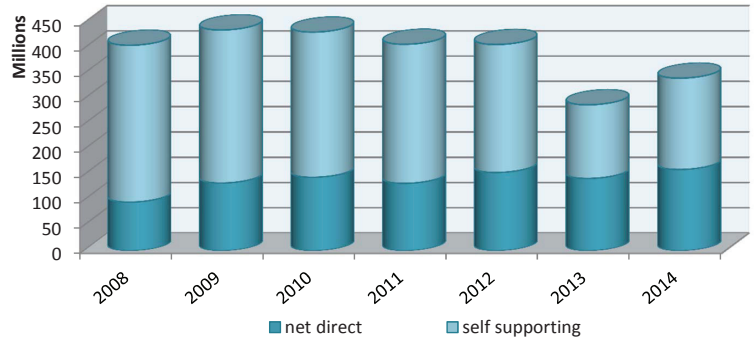
The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

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

The chart to your right shows the debt limit for the past seven years, based upon the assessed property valuation for the same period of time. After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, the next chart presented compares the Net Direct Indebtedness with the 10% Debt Limit.

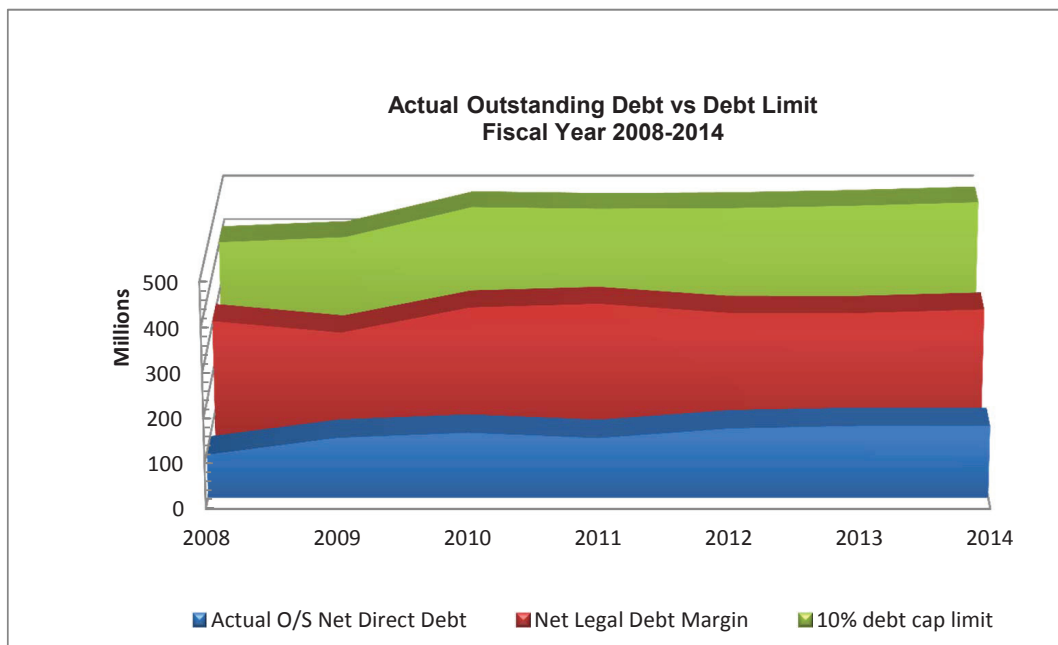
The Net Direct Indebtedness is the Gross Indebtedness less the Self-Supporting Indebtedness and the Debt Service Fund Balance for each year. As is evidenced by the following chart, the City's Net Legal Debt Margin is very favorable.

**Outstanding debt
Fiscal Year 2008-2014**



**General Obligation Debt Limit
Fiscal Year 2008-2014**





In October 2000, the City entered into a 30-year noncancelable capital lease agreement with the Chattanooga Downtown Redevelopment Corporation (CDRC), formerly the Southside Redevelopment Corporation, for the purpose of financing the cost of designing, acquiring, constructing and equipping four (4) facilities in the Tourist Development Zone comprising of more than 631,210 sq. ft. at a cost of over \$120M. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service requirements on \$129M in revenue bonds issued by the Industrial Development Board (IDB) of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. IDB bonds are secured by payments to be made by the CDRC. The lease payments are funded by the city's share from the 1/4% increase in the county-wide sales tax passed by the county-wide referendum (see overlapping debt schedule), income from The Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service fund in excess of \$9M included as part of the bond issue. The City's obligation under the Lease rental agreement is estimated at \$110,140,000 at June 30, 2014. The debt service reserve fund held by the fiscal agent at June 30, 2014 amounts to \$9,789,172. The fiscal agent is required by the agreement to apply any interest on the debt service reserve fund toward the lease payments. The debt service reserve fund will be used to retire debt near the end of the lease.

In 2004 the CDRC entered into a swaption contract to provide an upfront payment of \$3,088,000 based on a notional amount of \$59,655,000. As a synthetic refunding of its 2000 bonds, this payment represents the risk-adjusted, present-value savings of a refunding in October 2010 without issuing refunding bonds currently. The counterparty has the option to exercise the agreement on October 1, 2010. The fixed rate swap (5.45%) was set at a rate that, when added to an assumption for remarketing and liquidity costs, will approximate the coupons of the "refunded" bonds. The counterparty exercised the option and the underlying bonds were refunded resulting in a termination payment of \$15,619,000.

In FY05, the City issued \$51,375,000 General Obligation Refunding Bonds Series 2005A. These bonds refunded portions of outstanding issues of 2001 General Obligation, 2002 Hotel-Motel Tax, 1998 Sewer, Storm Water and Solid Waste General Obligation and 2001 Storm Water and Solid Waste General Obligation bonds. In December 2004, the City received approval to enter into an agreement with the Public Building Authority of Clarksville, Tennessee (PBACC) from the Tennessee Municipal Bond Fund Series 2004 for an amount not to exceed \$25,000,000 including originating cost of the loan used to fund the Fiscal Year 2004 and 2005 Capital Projects. As of June 30, 2012, \$24,585,990 had been issued out of the total \$24,838,671 estimated projects cost.

In FY07, the City issued \$26,400,000 General Obligation Bonds, Series 2006A. These bonds were issued to support the FY06 & FY07 capital improvement budgets of which \$5.7M for SolidWaste or landfill improvements and \$20.4M general government capital improvement including \$2M as a portion of the costs of a public building

housing an animal shelter to be owned by the City and operated by the Animal Care Trust, a Tennessee not-for profit institution operating under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended. The City also issued \$56,110,000 Lease Rental Revenue Refunding Bonds, Series 2007. The proceeds of the Series 2007 Bonds are to be used to (i) advance refund \$55,340,000 in aggregate principal amount outstanding of certain of the Prior Bonds (Series 2000), and (ii) pay the costs of issuing the Series 2007 Bonds. The proceeds of the Series 2007A Bonds (\$17,750,000) were issued to provide the funds to advance refund certain outstanding maturities of the General Obligation Bonds, Series 2001 totaling \$17,715,000.

In FY08, The City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$13,000,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. As of June 30, 2012 the City had drawn all of the loan. The loan has an interest rate of 2.79% with repayment over 20 years.

In FY09, the City issued \$45,415,000 General Obligation Bonds, Series 2009A. These bonds were issued to support the FY08 & FY09 capital improvement budgets including \$10,963,319 for Summit of Softball, \$5,713,000 for new fire hall at Enterprise South Industrial Park near the Volkswagen Plant, \$5,550,000 for Enterprise Resource Planning (integrated) software, \$3,312,000 for North Shore Garage, \$2,293,000, for Warner Park improvements and \$14,420,154 for Road Improvement projects.

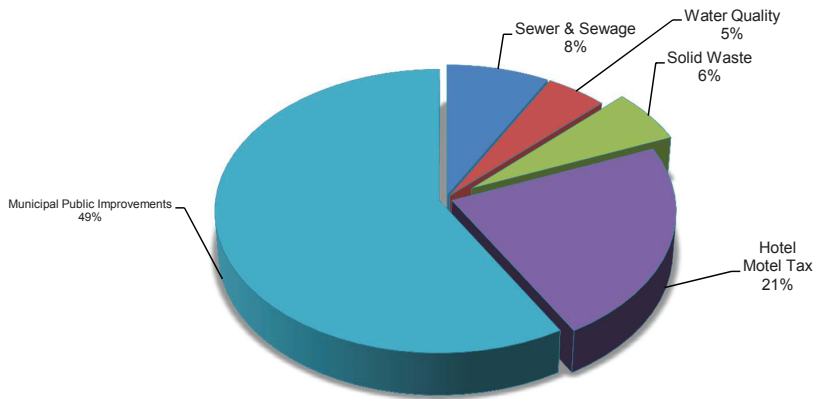
In FY10, the City issued \$6,725,000 General Obligation Bonds, Series 2010A for funding Mesh Network project at \$1,500,000, Fire capital projects at \$3,188,945, ESIP Railway Lines at \$1,308,677 and \$375,000 of other projects. City also issued \$34,265,000 General Obligation Refunding Bonds, Series 2010B which refunded \$27,900,000 of 2002 Hotel-Motel Tax pledge and \$4,440,000 of 2003 GO bonds. In addition to that, City issued 2010C series Recovery Zone Facility Bonds in the amount of \$6,840,000, used entirely for local commitment to Volkswagen.

In FY12, the City issued \$26,495,000 General Obligation Bonds, Series 2011A for funding Mesh Network project at \$2,000,000, Fire capital projects at \$1,735,000, Parks & Recreation projects at \$2,964,950, ESIP Railway Lines at \$3,450,000, ESIP Intersection at \$1,660,000, other Public Works infrastructure projects at \$8,713,553, \$4,000,000 for Fleet replacement, \$700,000 to renovate the Community Theatre and \$2,460,000 of other various projects. The City also issued \$17,545,000 General Obligation Refunding Bonds, Series 2011B Series which refunded \$16,320,000 of 2002 Hotel-Motel Tax pledge and \$2,040,000 of 2003A GO bonds. Also in FY12, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$20,000,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 2.0% with repayment over 20 years.

In FY13, The City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$33,100,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 1.23% with repayment over 20 years.

In FY14, the City entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$66,800,000 from the State Revolving Loan Fund. The loan is for sewer projects related to upgrades and expansion of the Moccasin Bend Waste Water Treatment Plant. The loan has an interest rate of 1.67% with repayment over 20 years. The city also issued \$32,020,000 General Obligation Bonds, Series 2013 for FY14 and FY14 capital projects approved by council. This included technology infrastructure upgrades and software at \$1,801,750; Firing Range for \$900,000; Road improvements and infrastructures for \$15,484,964, Hixson recreation center and other public facility improvements for \$10,684,000 and \$5,656,000 for Water Quality improvements.

**General Obligation Bond by Purpose
Fiscal Year 2014**



\$422,909,531 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2014 reflects the financing decisions being made by the City to meet its long-term goals.

As the pie chart shows, the City is concentrating on Municipal Public Improvements Bonds to satisfy the needs generated by these goals. All of the Sewer portion of the debt and 32% of the debt for Municipal Public Improvements is self supported debt.

The City is in an excellent position to issue additional debt if required for future projects. The operating transfer from the General Fund to pay the non-supported portion of the debt has remained fairly constant for the past eight years, as reflected in the chart below.

In FY 2008, the General Fund appropriated \$9,392,174. This decrease from FY07 is due to the effect of 2007A Refunding, debt retirements and the planned use of \$567,100 from the Debt Service fund balance.

In FY 2009, the General Fund appropriated \$12,166,456. This increase from FY08 is due to the principal retirement structure of existing debt.

In FY 2010, the General Fund appropriated \$10,906,307. This year portion of debt service fund balance was used to pay current year debt service

In FY 2011, the General Fund appropriated \$15,494,470. This increase over FY10 reflects the three new bond issues in FY10.

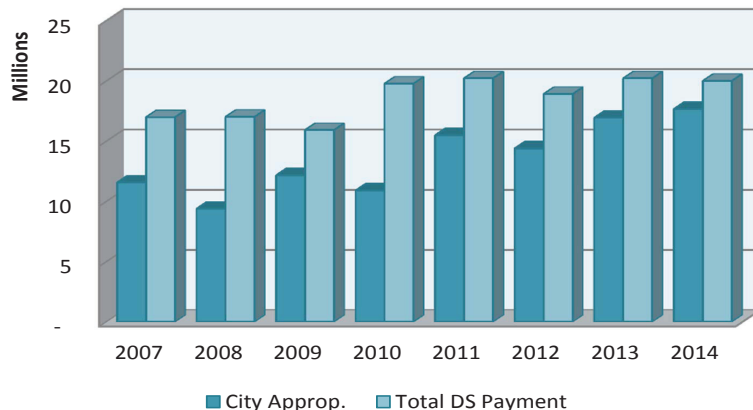
In FY 2012, the General Fund appropriated \$14,400,000, this includes estimated debt service for upcoming bond issue for FY2011 and FY2012 capital projects. Capital Budget reduced to \$10,300,000 for planned use of \$4,100,000 from Debt Service Fund Balance.

In FY 2013, the General Fund appropriated \$16,942,222, this includes estimated debt service for upcoming bond issue for FY2013 and FY2014 capital projects.

In FY 2014, the General Fund appropriated \$17,668,872, this includes estimated debt service for upcoming bond issue for FY2013 and FY2014 capital projects.

In FY 2015, the General Fund appropriated \$17,485,009 which includes funding for current outstanding debt. The FY 2015 capital budget included the use of bonds for projects totaling \$17,821,617. The city will go to the bond market in 2016 to issue for the FY 2015 and FY 2016 capital projects.

**General Fund Debt Service Appropriation
Fiscal Years 2008 thru 2014**



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, 2014, the County had gross outstanding general obligation bonded debt of \$238,300,000 and net indebtedness of \$237,390,565. The percentage of County net indebtedness applicable to the City is 59.9425% or \$146,010,740. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2014, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2014.

Outstanding General Obligation Debt

General Obligation Bonds by Purpose	
Municipal Public Improvement ⁽¹⁾	212,739,906
Sewer and Sewage Facilities	<u>18,490,095</u>
Total Bonded Indebtedness	231,230,001
Revenue Bonds by Purpose	
CDRC Revenue Bonds	<u>110,140,000</u>
Total Bonded Indebtedness	110,140,000
Other Long-Term Indebtedness	
HUD Sec 108 Notes	3,051,000
2013 Golf Course Capital Lease	232,290
General Obligation Capital Outlay Notes - Gov't	30,627,384
General Obligation Capital Outlay Notes - BUS	<u>47,628,856</u>
Total Long-Term Indebtedness	<u>81,539,531</u>
Gross Direct Indebtedness	422,909,531
Less: Self-Supporting Indebtedness	
Sewer and Sewage Facilities Bonds ⁽²⁾	18,490,095
State Revolving Loan-CSO (ISS portion) ⁽³⁾	44,941,826
State of GA Revolving Loan (ISS portion) ⁽⁴⁾	2,161,162
Cap Lease City of Collegedale (ISS)	5,562
Tennessee Municipal Bond Notes (SoWa) ⁽⁶⁾	520,306
Municipal Public Improvement Bonds (WaQu&SoWa) ⁽⁶⁾	25,108,166
Revenue Bonds	110,140,000
Hotel/Motel Tax Revenue Pledge	52,423,496
HUD Sec. 108 Notes	3,051,000
2013 Golf Course Capital Lease (Golf Cart)	<u>232,290</u>
Total Self Supporting Indebtedness	257,073,903
Debt Service Fund ⁽⁷⁾	<u>5,020,752</u>
Net Direct Indebtedness	160,814,875
Plus: Estimated Net Overlapping Indebtedness	<u>146,010,740</u>
Net Direct and Net Overlapping Indebtedness	<u><u>306,825,615</u></u>

- Note:*
- (1) Represents all outstanding bonded debt except Sewer and Sewage Facilities Bonds.
 - (2) Funding will be paid by revenues from incremental State sales tax, profits from the Chattanooga center, and the city's Share of the 1/2% increase in the county-wide sales tax passed by county-wide referendum held in February 2004. This increase replaced the 1/2% city-only sales tax effective July 1, 2004.
 - (3) 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.
 - (4) This amount represents 100 percent of the outstanding balance on a State revolving loan, which will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and from the operations of the Water Quality fund.
 - (5) 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.
 - (6) \$25,108,166 represents the outstanding balance of 1998 through 2007A and 2013 Municipal Public Improvement Bonds of which \$11,063,007 is related to Water Quality and \$14,045,159 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, 2014.

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2014.

	<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	\$ 422,909,531	\$ 2,439	8.53%	2.70%
Net Direct Indebtedness ⁴	160,814,876	928	3.25%	1.03%
Gross Direct and Net Overlapping Indebtedness ⁵	583,724,407	3,367	11.78%	3.72%
Net Direct and Net Overlapping Indebtedness ⁵	306,825,616	1,770	6.19%	1.96%
Per Capita Assessed Valuation ¹	\$28,583 *			
Per Capita Full Valuation ¹	\$90,444 *			

*Based on 2012 population estimate.

- Notes:
- (1) The City's population in 2013 was estimated at 173,366
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2014 was \$4,955,263,249
 - (3) The City's estimated full valuation of taxable property as of June 30, 2014 was \$15,679,940,525
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$243,584,669. The City's share is \$146,010,740. (59.9425%).

<u>Ratio</u>	<u>Requirement</u>	<u>Actual</u>
General Fund Balance Requirement	> 15%	27.01%
Average Life of Total Debt	≤ 10 Years	9.19 Years
Percentage of Principal Paid within 10 Years	≥ 50%	72.8%
Per Capita Debt/Per Capita Income	≤ 4%	2.49%
Per Capita Debt/Per Capita Assessed Value	≤ 4%	3.25%
Debt Service/General Fund Operation Expense	≤ 10%	7.57%

FY14 Bond Rating Comparison for Ten Largest Tennessee Cities

<u>Ranking</u>	<u>City</u>	<u>Standard &</u>		
		<u>Fitch</u>	<u>Poor's</u>	<u>Moody's</u>
1	Memphis		AA	AA2
2	Metro Nashville	AA+		AA1
3	Knoxville	AAA	AA+	AA1
4	Chattanooga	AA+	AAA	N/A
5	Clarksville	AA		AA2
6	Murfreesboro		AA	AA2
7	Jackson		AA-	
8	Franklin		AAA	AAA
9	Johnson City	AA		
10	Bartlett		AAA	AA2

Other Long-Term Indebtedness

As of June 30, 2014, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated Date	Maturity
State of Tennessee Revolving Loan 2003-168	24,212,151	02/03/2003	10/20/2024
State of Georgia Revolving Loan (1)	2,161,162	07/01/2000	10/01/2019
Fire Hall Land Note (2)	0	04/01/1999	04/01/2014
Capital Lease City of Collegedale (3)	5,562	10/01/2000	08/01/2014
Chatt. Downtown Redev. Corp Lease Rental Revenue (4)	110,140,000	07/01/2002	10/01/2030
Tennessee Municipal League Bond Pool (2003)	1,888,000	09/07/2003	05/25/2018
Tennessee Municipal League Bond Pool (2004)	14,579,736	05/20/2005	04/20/2025
Hennen Land Note (2008) (5)	166,477	01/15/2007	12/15/2013
HUD Section 108 Loan Program (2008) (6)	3,051,000	06/01/2008	06/01/2024
2009 IDB Foreign Trade Zone (7)	0	07/01/2009	06/30/2013
2013 Golf Course Capital Lease	232,290	04/15/2013	03/15/2018
2010 VAAP Land Note (8)	2,750,000	07/01/2005	06/30/2015
State of Tennessee Revolving Loan 2007-204	11,612,083	06/06/2007	05/28/2028
State of Tennessee Revolving Loan 2011-289	9,117,592	11/01/2011	11/01/1931
2014 Hamilton County Dept of Education (9)	11,763,477	08/01/2014	08/01/2019
Total	\$ 191,679,530		

Notes:

- (1) *Loan agreement with the State of Georgia.*
- (2) *Land purchased for \$45,000 to build a Fire Super Station. Term of Loan - 15 years at 9.5%.*
- (3) *To lease and purchase an interceptor gravity sewer line, force main, pump station, easements and fee for property associated with purchase*
- (4) *Construction and purchase of the Conference Center (Chattanooga), Trade Center expansion, Development Resource Center, Parking Garage and associated infrastructure improvements.*
- (5) *Land purchase to support 1 Parks greenway project*
- (6) *Loan agreement to pay off Fannie Mae note and establish a brownfield revolving loan fund. Community Development Block Grant program income will be used to retire the debt.*
- (7) *Note for Foreign Trade Zone related to Volkswagon*
- (8) *Purchase of former Volunteer Army Ammunition Plant 1,024 acre land for development of Enterprise South Industrial Park in 2005 with payment deferred 10 years, payable in 2015.*

Future Capital Financing

Each year the City develops and formally adopts a long range, five year capital improvement program (CIP). Annually, as part of the CIP process, the City departments are asked to review and prioritize their capital needs for the next five years. The capital projects for the first fiscal year of the five year CIP form the basis of the capital budget for that fiscal year. When the capital budget projects are finalized for the fiscal year, those projects are formally adopted by the City Council. The capital budget is funded each year from a variety of sources including debt proceeds, City appropriations, and Federal and State aid. Since departmental needs often change over time, the CIP is considered preliminary and subject to change until a capital budget is formally adopted by the City Council for a given fiscal year.

Department	2014	2015	2016	2017	2018
General Government	\$5,498,335	\$6,851,000	\$4,581,000	\$5,375,857	\$5,894,920
Public Works	66,801,000	69,107,800	23,351,500	19,822,625	21,960,506
Youth & Family Development	1,650,000	1,672,000	1,560,000	1,300,000	1,000,000
Economic & Community Development	7,850,000	6,300,000	50,000	50,000	50,000
Police	892,000	1,622,000	800,000	1,070,000	995,000
Fire	4,362,000	1,339,000	1,339,000	1,864,000	2,961,359
Transportation	9,922,135	15,031,978	32,904,200	22,408,000	60,938,000
Total	\$ 96,975,470	\$ 101,923,778	\$ 64,585,700	\$ 51,890,482	\$ 93,799,785

City of Chattanooga, Tennessee
General Obligation Self Supporting Bonded Debt Service Requirements
As of June 30, 2014
Sewer & Sewage Facilities Bonds
Municipal Public Improvement Bonds (Water Quality and Solid Waste)
and State Revolving Loan (CSO)
(Water Quality and Interceptor Sewer)

Fiscal Year	Principal	Interest	Total
2015	9,228,392	2,032,489	11,260,881
2016	7,502,360	1,706,701	9,209,061
2017	7,803,775	1,411,967	9,215,742
2018	8,113,384	1,104,189	9,217,573
2019	6,668,926	824,647	7,493,573
2020	4,037,805	653,047	4,690,852
2021	4,146,386	585,706	4,732,092
2022	4,080,208	474,121	4,554,329
2023	3,103,728	363,012	3,466,740
2024	3,196,200	270,540	3,466,740
2025	2,854,126	172,893	3,027,019
2026	722,376	126,492	848,868
2027	742,788	106,080	848,868
2028	763,776	85,092	848,868
2029	785,364	63,504	848,868
2030	807,552	41,316	848,868
2031	830,376	18,492	848,868
2032	211,123	1,001	212,124
Total	65,598,645	10,041,289	75,639,934

Does not include CDRC (Southside) Capital Lease of \$110,140,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2014 consists of 2004 TMBF Loan of \$124,265 and \$110,782,408 from State Revolving Loan Fund for Sewer infrastructure.

City of Chattanooga, Tennessee
General Obligation Debt Service Requirements
As of June 30, 2014

Fiscal Year	Principal	Interest	Total
2015	19,305,918	7,361,277	26,667,195
2016	17,160,627	6,890,494	24,051,121
2017	15,650,922	6,401,034	22,051,956
2018	16,989,901	5,944,414	22,934,315
2019	15,354,125	5,449,303	20,803,428
2020	15,492,338	4,979,173	20,471,511
2021	13,835,707	4,562,922	18,398,629
2022	14,145,741	4,025,458	18,171,199
2023	14,456,752	3,503,689	17,960,441
2024	14,682,054	2,923,381	17,605,435
2025	13,460,051	2,402,191	15,862,242
2026	13,671,639	1,863,929	15,535,568
2027	11,116,639	1,290,808	12,407,447
2028	8,520,000	900,494	9,420,494
2029	8,620,000	633,494	9,253,494
2030	4,760,000	363,200	5,123,200
2031	4,320,000	172,800	4,492,800
Total	221,542,414	59,668,061	281,210,475

Includes CDRC (Southside) Capital Lease of \$114,535,000 which is supported by local-option sales tax. Total authorized unissued debt at June 30, 2013 consists of 2004 TMBF Loan of \$124,265 and \$110,782,408 from State Revolving Loan Fund for Sewer infrastructure.

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2014

	Outstanding June 30, 2013	Interest Pd FY2014	Issued FY2014	Retired FY2014	Refunded FY2014	Outstanding June 30, 2014	Maturing FY 2015	Interest Payable FY 2015
GOVERNMENTAL ACTIVITIES								
Serial Bonds:								
1998 Public Improvement Refunding	1,711,400	81,853	-	304,600	-	1,406,800	321,900	65,407
2002 Municipal Public Refunding	2,585,000	98,456	-	840,000	-	1,745,000	855,000	58,753
2002 Series A Refunding	314,591	9,537	-	160,055	-	154,536	154,536	3,168
2005A Municipal Public Improvement Refunding	12,137,842	546,566	-	1,396,850	-	10,740,992	1,586,822	480,705
2005A Hotel-Motel Tax Pledge Refunding	4,133,495	188,126	-	400	-	4,133,095	393	188,108
2006A Municipal Public Improvement	14,512,957	576,631	-	1,036,640	-	13,476,317	1,036,640	535,165
2007A Municipal Public Refunding	14,520,000	690,783	-	-	-	14,520,000	-	690,805
2009 Series A General Obligation	36,320,000	1,353,488	-	2,270,000	-	34,050,000	2,270,000	1,285,387
2010 Series A GO Bond	5,705,000	195,338	-	340,000	-	5,365,000	340,000	188,538
2010 Series B Refunding Hotel Motel Tax Pledge	27,362,182	948,867	-	2,087,531	-	25,274,651	2,147,914	907,116
2010 SeriesB Refunding GO bonds	4,357,818	151,121	-	332,469	-	4,025,349	342,086	144,471
2010 Series C Recovery Zone Bonds	5,810,000	192,500	-	345,000	-	5,465,000	345,000	185,600
2011 Series A General Obligation	24,725,000	776,975	-	1,770,000	-	22,955,000	1,770,000	706,175
2011 Series B Refunding Hotel Motel Tax Pledge	15,595,750	587,318	-	-	-	15,595,750	-	587,318
2011 SeriesB Refunding GO bonds	1,949,250	73,407	-	-	-	1,949,250	-	73,406
2013 Series Hotel-Motel Tax Pledge	-	69,196	7,420,000	-	-	7,420,000	365,000	296,582
2013 Series General Improvement Bond	-	180,530	19,355,000	-	-	19,355,000	960,000	773,344
Total Serial Bonds	171,740,285	6,720,692	26,775,000	10,893,545	-	187,631,740	12,495,291	7,170,048
Notes Payable:								
1999 Fire Hall Land Note	4,526	173	-	4,526	-	-	-	-
2003 TML Bond Fund	2,110,019	5,092	-	395,854	-	1,714,165	408,565	4,728
2004 TML Bond Fund	15,471,391	37,828	-	1,238,126	-	14,233,265	1,271,322	39,260
2008 Hennen Land Note	242,564	-	-	76,087	-	166,477	56,968	-
2008 HUD Section 108 Loan Program	3,356,000	150,508	-	305,000	-	3,051,000	305,000	138,095
2009 IDB Foreign Trade Zone	15,871	-	-	15,871	-	-	-	-
2010 VAAP Land Note	2,750,000	-	-	-	-	2,750,000	2,750,000	-
2014 Hamilton County Dept of Education	11,763,477	-	-	-	-	11,763,477	1,960,580	-
Total Notes Payable	35,713,848	193,601	-	2,035,464	-	33,678,384	6,752,435	182,083
Capital leases payable:								
2013 Golf Course Capital Lease	287,958	-	-	55,668	-	232,290	58,192	9,146
Total Capital Leases Payable	287,958	-	-	55,668	-	232,290	58,192	9,146
Total governmental activities	207,742,091	6,914,293	26,775,000	12,974,677	-	221,542,414	19,305,918	7,361,277

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2014

	Outstanding June 30, 2013	Interest Pd FY2014	Issued FY2014	Retired FY2014	Refunded FY2014	Outstanding June 30, 2014	Maturing FY 2015	Interest Payable FY 2015
BUSINESS TYPE ACTIVITIES:								
Interceptor Sewer System:								
Serial Bonds:								
1998 Sewer & Sewage Facilities Refunding	6,688,600	319,904	-	1,190,400	-	5,498,200	1,258,100	255,630
2002 Municipal Public Refunding	4,251,577	125,571	-	3,076,577	-	1,175,000	1,175,000	26,437
2002 Series A Refunding	1,680,409	50,943	-	854,945	-	825,464	825,464	16,922
2005A Municipal Public Improvement Refunding	10,998,694	549,708	-	7,263	-	10,991,431	1,993,724	499,729
Total serial bonds	23,619,280	1,046,126	-	5,129,185	-	18,490,095	5,252,288	798,718
Notes payable:								
1998 State of Georgia Revolving Loan	2,577,670	96,911	-	416,508	-	2,161,162	433,419	79,999
2003-168 State Revolving Loan	26,077,788	752,235	-	1,865,637	-	24,212,151	1,922,463	695,412
2007-204 State Revolving Loan	12,129,127	331,824	-	517,044	-	11,612,083	531,660	317,208
2011-289 State Revolving Loan	5,306,601	120,705	3,810,991	-	-	9,117,592	1,083,000	141,106
Total notes payable	46,091,186	1,301,675	3,810,991	2,799,189	-	47,102,988	3,970,542	1,233,725
Capital leases payable:								
2001 Capital Lease City of Collegedale	37,701	1,515	-	32,139	-	5,562	5,562	46
Total capital leases payable	37,701	1,515	-	32,139	-	5,562	5,562	46
Total Interceptor Sewer System	69,748,167	2,349,316	3,810,991	7,960,513	-	65,598,645	9,228,392	2,032,489

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2014

	Outstanding June 30, 2013	Interest Pd FY2014	Issued FY2014	Retired FY2014	Refunded FY2014	Outstanding June 30, 2014	Maturing FY 2015	Interest Payable FY 2015
Solid Waste Fund:								
Serial Bonds:								
2002 Municipal Public Improvement-Refunding	1,075,043	26,876	-	1,075,043	-	-	-	-
2005A Municipal Public Improvement Refunding	8,123,370	395,811	-	241,894	-	7,881,476	1,368,050	357,033
2006A Municipal Public Improvement	3,967,043	157,619	-	283,360	-	3,683,683	283,360	146,285
2007A Municipal Public Improvement Refunding	2,480,000	117,990	-	-	-	2,480,000	-	117,990
Total serial bonds	15,645,456	698,296	-	1,600,297	-	14,045,159	1,651,410	621,308
Notes payable:								
2003 TML Bond Fund	213,982	475	-	40,147	-	173,835	41,435	479
2004 TML Bond Fund	376,344	913	-	29,873	-	346,471	30,678	956
Total Notes Payable	590,326	1,388	-	70,020	-	520,306	72,113	1,435
Total Solid Waste & Sanitation Fund	16,235,782	699,684	-	1,670,317	-	14,565,465	1,723,523	622,743
Water Quality Fund								
Serial Bonds:								
2002 Municipal Public Improvement-Refunding	803,380	20,085	-	803,380	-	-	-	-
2005A Municipal Public Improvement Refunding	5,141,598	253,937	-	73,591	-	5,068,007	901,010	230,033
2007A Municipal Public Improvement Refunding	750,000	35,683	-	-	-	750,000	-	35,682
2013 General Obligation	-	48,918	5,245,000	-	-	5,245,000	260,000	209,544
Total serial bonds	6,694,978	358,623	5,245,000	876,971	-	11,063,007	1,161,010	475,259
Total Water Quality Fund	6,694,978	358,623	5,245,000	876,971	-	11,063,007	1,161,010	475,259
Total Business-Type Activities	92,678,927	3,407,623	9,055,991	10,507,801	-	91,227,117	12,112,925	3,130,491
TOTAL GENERAL OBLIGATION DEBT	300,421,018	10,321,916	35,830,991	23,482,478	-	312,769,531	31,418,843	10,491,768

CITY OF CHATTANOOGA, TENNESSEE
ANALYSIS OF GENERAL OBLIGATION DEBT
June 30, 2014

	Outstanding June 30, 2013	Interest Pd FY2014	Issued FY2014	Retired FY2014	Refunded FY2014	Outstanding June 30, 2014	Maturing FY 2015	Interest Payable FY 2015
PRIMARY GOVERNMENT REVENUE BONDS AND OTHER DEBTS								
Electric Power Board								
Revenue Bonds:								
2006A Electric System Revenue Bonds	35,475,000	1,513,600	-	1,245,000	-	34,230,000	1,295,000	1,455,766
2006B Electric System Refunding Revenue Bonds	21,660,000	851,656	-	1,755,000	-	19,905,000	1,745,000	781,656
2008A Electric System Revenue Bonds	219,830,000	10,719,500	-	3,000,000	-	216,830,000	4,000,000	10,594,500
Total Revenue Bonds	276,965,000	13,084,756	-	6,000,000	-	270,965,000	7,040,000	12,831,922
Notes Payable								
2013 Secured Term Note	10,861,000	108,197	-	6,084,000	-	4,777,000	3,833,000	35,028
Total Notes Payable	10,861,000	108,197	-	6,084,000	-	4,777,000	3,833,000	35,028
Total Electric Power Board	287,826,000	13,192,953	-	12,084,000	-	275,742,000	10,873,000	12,866,950
Chatt Downtown Redevelopment Corporation:								
Revenue Bonds:								
2007 Chatt Lease Rental Rev Ref Bonds	48,930,000	2,341,900	-	90,000	-	48,840,000	90,000	2,338,300
2010 Chatt Lease Rental Rev Ref Bonds	65,605,000	2,826,294	-	4,305,000	-	61,300,000	4,430,000	2,695,269
Total Chatt. Downtown Redevel. Corp.	114,535,000	5,168,194	-	4,395,000	-	110,140,000	4,520,000	5,033,569
Total Primary Government	702,782,017	28,683,063	35,830,991	39,961,477	-	688,651,531	46,811,843	28,392,287
COMPONENT UNITS								
Metropolitan Airport Authority:								
Revenue Bonds:								
2009 Refunding	5,249,868	164,603	-	402,455	-	4,847,413	420,989	139,258
2014 Tax Exempt	-	84,645	5,086,077	70,090	-	5,015,987	171,594	199,771
2014 Taxable	-	102,335	4,913,923	60,648	-	4,853,275	149,026	242,133
Total Revenue Bonds	5,249,868	351,583	10,000,000	533,193	-	14,716,675	741,609	581,162
Capital leases payable:								
2012 Fuel Facility Capital Lease	150,990	7,066	-	44,930	-	106,060	47,421	4,575
Total Capital Leases Payable	150,990	7,066	-	44,930	-	106,060	47,421	4,575
Total Metropolitan Airport Authority	5,400,858	358,649	10,000,000	578,123	-	14,822,735	789,030	585,737
CARTA								
Note Payable:	690,372	34,172	-	246,590	-	443,782	261,800	18,851
Republic Parking System, Inc.								

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 2004/05 through 2013/14, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General Obligation Bonds by Purpose										
Public Buildings Improvement	\$ 83,022,016	\$ 74,361,102	\$ 65,515,699	\$ 56,618,625	\$ 47,820,059	\$ 41,146,682	\$ 35,469,890	\$ 29,633,265	\$ 23,619,280	\$ 18,490,095
Sewer and Sewage Facilities	167,682,984	159,728,898	177,464,301	170,276,376	205,134,941	207,398,317	192,940,110	207,386,735	194,080,719	212,739,906
Municipal Public Improvement	\$ 250,705,000	\$ 234,090,000	\$ 242,980,000	\$ 226,895,000	\$ 252,955,000	\$ 248,544,999	\$ 228,410,000	\$ 237,020,000	\$ 217,699,999	\$ 231,230,001
Total Bonded Indebtedness										
Revenue Bonds by Purpose										
CDRC Revenue Bonds										110,140,000
Total Revenue Bonded Indebtedness										110,140,000
Other Long-Term Indebtedness										
General Obligation Capital Outlay Notes	39,608,208	46,145,255	47,232,935	48,101,287	56,874,396	57,203,522	54,248,514	50,529,623	52,460,147	64,833,942
Tennessee Municipal Bond Fund	19,424,258	18,664,185	25,781,445	27,604,081	25,801,938	24,260,141	21,983,141	19,700,320	18,171,736	16,467,736
Capital Leases	119,077,117	118,490,272	115,707,438	112,775,074	109,969,749	106,654,524	103,774,735	100,692,931	325,659	237,852
Gross Direct Indebtedness	\$ 428,814,583	\$ 417,389,713	\$ 431,701,818	\$ 415,375,442	\$ 445,601,083	\$ 436,663,186	\$ 408,416,390	\$ 407,942,874	\$ 288,657,541	\$ 422,909,531
Less: Self-Supporting Indebtedness	346,612,744	333,128,264	325,198,221	310,153,520	302,638,530	287,059,370	270,029,615	252,435,979	143,414,312	257,073,903
Debt Service Fund	6,471,929	7,139,208	8,871,564	8,925,003	8,925,003	4,870,365	4,954,374	652,699	2,182,978	5,020,753
Net Direct Indebtedness	\$ 75,729,910	\$ 77,122,241	\$ 97,632,033	\$ 96,296,919	\$ 134,037,550	\$ 144,733,451	\$ 133,432,401	\$ 154,854,196	\$ 143,060,251	\$ 160,814,875
Plus: Estimated Net Overlapping Indebtedness	97,486,316	87,645,429	89,393,466	136,287,686	149,048,842	154,968,909	148,698,012	152,555,047	158,657,256	146,010,740
Net Direct and Overlapping Indebtedness	\$ 173,216,226	\$ 164,767,669	\$ 187,025,499	\$ 232,584,605	\$ 283,086,392	\$ 299,702,360	\$ 282,130,413	\$ 307,409,243	\$ 301,717,507	\$ 306,825,615

Notes:

- (1) As of June 30, 2014 Capital Outlay Notes consist of \$44,941,826 State of Tennessee Revolving Loan for combined sewer overflow facilities; \$2,161,162 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion; \$3,051,000 HUD Sec 108 Note; \$166,477 Notes to Individual for land purchase; \$2,750,000 for 2010 VAAP Land Note.
- (2) Capital leases as of June 30, 2014 includes the \$5,562 City of Collegedale for Sewer Easement and \$232,290 Golf Course Capital Lease (Golf Cartis).

CITY OF CHATTANOOGA
HISTORICAL DEBT RATIOS

For fiscal year ending June 30, 2014 (unaudited)

Year ended June 30	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Estimated population(1)	154,853	154,762	168,293	169,884	170,880	171,349	167,674	170,136	171,279	173,366
Appraised property valuation	\$ 10,323,946,674	\$ 11,955,447,979	\$ 12,310,849,619	\$ 12,906,102,564	\$ 13,294,163,310	\$ 15,307,270,881	\$ 15,187,143,683	\$ 15,239,117,325	\$ 15,498,290,496	\$ 15,679,940,525
Assessed property valuation	3,319,249,168	3,860,452,959	3,968,157,371	4,048,760,875	4,167,163,278	4,845,694,497	4,808,789,510	4,820,825,577	4,874,524,209	4,955,263,249
Gross indebtedness (2)	428,814,582	417,389,712	431,701,818	415,375,442	445,601,083	436,663,186	408,416,390	407,942,874	403,192,541	422,909,531
Less: Self-supporting indebtedness(3)	346,612,744	333,128,264	325,198,221	310,153,520	302,638,530	287,059,370	270,029,615	252,435,979	257,949,312	257,073,903
Debt Service Fund	6,471,929	7,139,208	8,871,564	8,925,003	8,925,003	4,870,365	4,954,374	652,699	2,182,978	5,020,753
Net direct indebtedness	75,729,909	77,122,240	97,632,033	96,296,919	134,037,550	144,733,451	133,432,402	154,854,196	143,060,251	160,814,875
Plus: Estimated net overlapping indebtedness	97,486,316	87,645,429	89,393,466	136,287,686	149,048,842	154,968,909	148,698,012	152,555,047	158,657,256	146,010,740
Net direct and overlapping indebtedness	\$ 173,216,225	\$ 164,767,668	\$ 187,025,499	\$ 232,584,605	\$ 283,086,392	\$ 299,702,360	\$ 282,130,414	\$ 307,409,243	\$ 301,717,507	\$ 306,825,615
Gross debt per capita	\$ 2,769.17	\$ 2,696.98	\$ 2,565.18	\$ 2,445.05	\$ 2,607.68	\$ 2,548.38	\$ 2,435.78	\$ 2,397.75	\$ 2,354.01	\$ 2,439.40
Net direct debt per capita	489.04	498.33	580.13	566.84	784.40	844.67	795.78	910.18	835.25	927.60
Net direct and overlapping debt per capita	1,118.58	1,064.65	1,111.31	1,369.08	1,656.64	1,749.08	1,682.61	1,806.84	1,761.56	1,769.81
Gross debt to appraised valuation	4.15%	3.49%	3.51%	3.22%	3.35%	2.85%	2.69%	2.68%	2.60%	2.70%
Net direct debt to appraised valuation	0.73%	0.65%	0.79%	0.75%	1.01%	0.95%	0.88%	1.02%	0.92%	1.03%
Net direct debt and overlapping debt to appraised valuation	1.68%	1.38%	1.52%	1.80%	2.13%	1.96%	1.86%	2.02%	1.95%	1.96%
Gross debt to assessed valuation	12.92%	10.81%	10.88%	10.26%	10.69%	9.01%	8.49%	8.46%	8.27%	8.53%
Net direct debt to assessed valuation	2.28%	2.00%	2.46%	2.38%	3.22%	2.99%	2.77%	3.21%	2.93%	3.25%
Net direct and overlapping debt to assessed valuation	5.22%	4.27%	4.71%	5.74%	6.79%	6.18%	5.87%	6.38%	6.19%	6.19%

(1) Population figures for all years are estimates.

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

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes, CDRC capital lease, HUD Sec. 108 Notes, 800 MHz Equipment Capital Lease.

Debt Service Fund Revenues

Fiscal Years 2012-2015

Revenue Source	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15	Budget '15 Inc/(Dec)	% Change FY 14/15	% of Total
Debt Service (Fund 3100):							
General Fund	10,300,000	16,942,222	17,668,872	17,485,009	(183,863)	(1.04)	70.41
Trfrs-Safety Cap Project Fd	1,156	686	4,723	-	(4,723)	(100.00)	0.00
Hamilton County	436,091	513,914	469,291	456,877	(12,414)	(2.65)	1.84
Miscellaneous Revenue	202,708	113,778	24,236	124,305	124,305	0.00	0.50
City Hotel/Motel Tax	3,193,219	4,001,667	3,812,243	4,492,430	680,187	17.84	18.09
CDBG (Fannie Mae Loan)	478,505	467,434	455,508	443,095	(12,413)	(2.73)	1.78
Use of Fund Balance	-	-	-	1,833,000	1,833,000	0.00	7.38
Total Debt Service Fund	\$14,611,679	\$22,039,701	\$22,434,873	\$24,834,716	2,399,843	10.70	100.00
Grand Total	\$14,611,679	\$22,039,701	\$22,434,873	\$24,834,716	2,399,843	10.70	100.00

Debt Service Fund Expenditures

Fiscal Years 2012-2015

Expenditures	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15	Budget '15 Inc/(Dec)	% Change FY 14/15	% of Total
Debt Service (Fund 3100):							
Principal	11,846,305	13,037,072	15,133,713	17,345,338	2,211,625	14.61	69.84
Interest	6,976,936	7,062,764	7,191,160	7,379,378	188,218	2.62	29.71
Service Charges	90,112	115,927	110,000	110,000	-	0.00	0.44
Total Debt Service Fund	\$18,913,353	\$20,215,763	\$22,434,873	\$24,834,716	\$2,399,843	10.70	100.00
Grand Total	\$18,913,353	\$20,215,763	\$22,434,873	\$24,834,716	\$2,399,843	10.70	100.00
Per Capita	112.80	118.82	130.98	143.25	12.27	9.36	

Capital Project Funds

Fiscal Year Ending June 30, 2015

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 Police, Fire, Public Works, Economic & Community Development, General Services, Transportation, General Government, Interceptor Sewer, and Water Quality.

FY 2014 Approved Capital Budget was as follows:

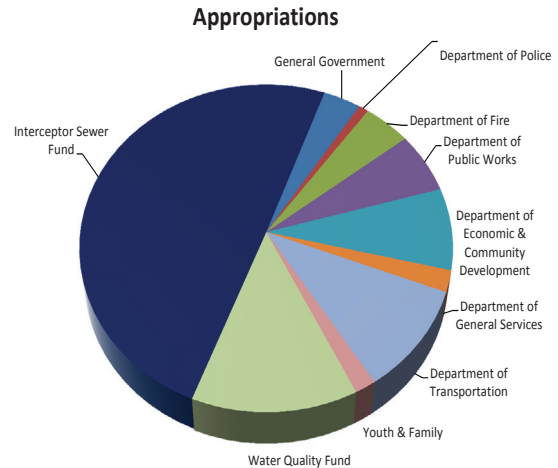
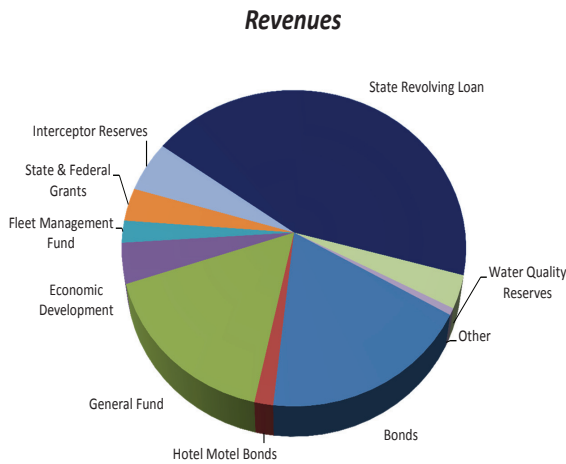
General Government	\$ 3,871,750
Police (Safety)	2,172,000
Fire (Safety)	465,000
Public Works	14,906,323
Economic & Community Development	3,420,142
General Services	2,400,000
Transportation	950,000
Interceptor Sewer Fund	28,379,000
Water Quality Fund	<u>2,450,000</u>
	\$ 59,014,215

The FY15 Capital budget is as follows:

Revenue	FY14/15	Amended FY14/15
Bonds	17,863,507	27,321,617
Hotel Motel Bonds	1,550,000	1,550,000
General Fund	5,978,000	5,978,000
General Fund Reserves	10,011,055	20,552,945
Economic Development	4,000,000	4,000,000
Fleet Management Fund	2,200,000	2,200,000
State & Federal Grants	3,293,908	3,293,908
Interceptor Reserves	5,150,000	5,150,000
State Revolving Loan	43,000,000	43,000,000
Water Quality Reserves	3,262,000	3,262,000
Other	667,000	667,000
Total	96,975,470	116,975,470

Appropriation	FY14/15	Amended FY14/15
General Government	3,460,290	3,460,290
Department of Police	892,000	892,000
Department of Fire	4,362,000	4,362,000
Department of Public Works	5,889,000	5,889,000
Department of Economic & Community Development	7,850,000	27,850,000
Department of General Services	2,038,045	2,038,045
Department of Transportation	9,922,135	9,922,135
Youth & Family	1,650,000	1,650,000
Water Quality Fund	12,762,000	12,762,000
Interceptor Sewer Fund	48,150,000	48,150,000
Total	96,975,470	116,975,470

Revenue & Appropriation Fund \$96,975,470



Capital Fund Revenues

Fiscal Years 2012 - 2015

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '14	%	%
	FY 11/12	FY 12/13	FY 13/14	FY 14/15	INC/(DEC)	FY 14/15	OF TOTAL
General Fund Fund Balance	4,350,000	1,122,500	9,265,170	15,989,055	6,723,885	72.6%	16.49%
State/Federal Grants	786,589	434,668	3,357,975	3,293,908	(64,067)	-1.9%	3.40%
Economic Development Fund	2,775,817	2,628,542	2,110,000	4,000,000	1,890,000	89.6%	4.12%
General Obligation Bonds	26,495,000	13,714,773	9,289,245	17,863,507	8,574,262	92.3%	18.42%
Fleet Lease Program	6,957,418	3,594,042	2,000,000	2,200,000	200,000	10.0%	2.27%
Hotel/Motel Tax Collections	333,024	18,000	503,450	1,550,000	1,046,550	207.9%	1.60%
Interceptor Sewer Reserves	3,969,827	5,350,000	4,654,000	5,150,000	496,000	10.7%	5.31%
State Revolving Loan	0	0	23,725,000	43,000,000	19,275,000	81.2%	44.34%
Solid Waste Fund	9,592,945	50,000	0	0	0	N/A	0.00%
Water Quality Fund	1,450,000	31,919	2,650,000	3,262,000	612,000	23.1%	3.36%
Other	1,632,351	200,423	1,459,375	667,000	(792,375)	-54.3%	0.69%
	\$58,342,971	\$27,144,867	\$59,014,215	\$96,975,470	37,961,255	64.3%	100.00%
Grand Total	\$58,342,971	\$27,144,867	\$59,014,215	\$96,975,470	37,961,255	64.3%	100.00%

Revenues

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

Funding for the FY 2011 Capital Budget is provided by the General Fund of \$1,000,000, General Obligation Bonds \$16,247,465 State of Tennessee and Federal grants of \$4,517,092, Economic Development Fund \$2,157,131, Fleet Lease Program \$2,000,000, State Revolving Loan \$15,100,000, Solid Waste Fund reserves \$765,000, Water Quality Reserves \$11,500,000, Hotel Motel Tax \$350,000 and funds from Foundations and other sources in the amount of \$1,158,015.

Funding for the FY 2012 Capital Budget is provided by the General Fund of \$6,920,000, General Obligation Bonds \$11,436,038 State of Tennessee and Federal grants of \$9,886,397, Economic Development Fund \$2,775,817, Fleet Lease Program \$3,200,000, Medical Megafund \$3,500,000 State Revolving Loan \$4,900,000, Interceptor Sewer Reserves \$2,500,000, Solid Waste Fund reserves \$6,591,000, Water Quality Reserves \$1,450,000, Hotel Motel Tax \$1,200,000 and funds from Foundations and other sources in the amount of \$1,311,352.

Funding for the FY 2013 Capital Budget is provided by the General Fund of \$2,622,500, General Obligation Bonds \$14,537,469, Hotel/Motel Tax bonds \$8,000,000, State of Tennessee and Federal grants of \$20,886,079, Economic Development Fund \$2,628,542, Fleet Lease Program \$2,000,000, Health

and Wellness Fund \$2,000,000, State Revolving Loan \$33,100,000, Interceptor Sewer Reserves \$5,350,000, Solid Waste Fund reserves \$50,000, other municipalities and funds from Foundations and other sources in the amount of \$5,467,500.

Funding for the FY 2014 Capital Budget is provided by a General Fund contribution of \$9,265,170. This year operations contributed \$7,268,775 and fund balance \$1,996,395 for that total. General Obligation Bonds \$9,289,245, Hotel/Motel Tax \$503,450, State of Tennessee and Federal grants of \$3,357,975, Economic Development Fund \$2,110,000, Fleet Lease Program \$2,000,000, State Revolving Loan \$23,725,000 Interceptor Sewer Reserves \$4,654,000, Water Quality Reserves \$2,650,000, along with other municipalities and funds from Foundations and other sources in the amount of \$1,459,357.

Funding for the FY 2015 Capital Budget is provided by a General Fund contribution of \$15,989,055. This year operations contributed \$5,978,000 and fund balance \$10,011,055 for that total. General Obligation Bonds \$17,863,507 which includes \$9.5M for Water Quality bonds, Hotel/Motel Tax \$1,550,000, State of Tennessee and Federal grants of \$3,293,908, Economic Development Fund \$4,000,000, Fleet Lease Program \$2,200,000, State Revolving Loan \$43,000,000 Interceptor Sewer funding total of \$5,150,000 which includes reserves of \$1,000,855 and operations of \$4,149,145. Water Quality funding total is \$3,262,000 which includes reserves of \$858,459, and operations of \$2,403,541. "Other" is funds from municipalities, foundations, and other sources in the amount of \$667,000.

Capital Fund Expenditures

Fiscal Years 2012 - 2015

Expenditures	Actual FY 11/12	Actual FY 12/13	Budget FY 13/14	Budget FY 14/15	%		% OF TOTAL
					BUDGET '14 INC/(DEC)	CHANGE FY 14/15	
Police	560,909	1,611,973	2,172,000	892,000	(1,280,000)	-59%	0.92%
Fire	1,794,428	3,291,788	465,000	4,362,000	3,897,000	838%	4.50%
Public Works	13,778,064	13,511,052	14,906,323	5,889,000	(9,017,323)	-60%	6.07%
Parks & Recreation	2,437,338	2,042,447	0	0	0	N/A	0.00%
Education, Arts & Culture	76,821	1,098,000	0	0	0	N/A	0.00%
General Government	1,091,249	2,379,314	3,871,750	3,460,290	(411,460)	-11%	3.57%
General Services	0	0	2,400,000	2,038,045	(361,955)	-15%	2.10%
Interceptor Sewer Fund	5,560,564	46,387,449	28,379,000	48,150,000	19,771,000	70%	49.65%
Solid Waste Fund	1,172,323	0	0	0	0	N/A	0.00%
Economic & Community Development	0	5,757	3,420,142	7,850,000	4,429,858	130%	8.09%
Transportation	0	0	950,000	9,922,135	8,972,135	944%	10.23%
Youth & Family	0	0	0	1,650,000	1,650,000	N/A	1.70%
Water Quality Fund	6,099,886	12,576,413	2,450,000	12,762,000	10,312,000	421%	13.16%
Total Capital Projects	\$32,571,582	\$82,904,193	\$59,014,215	\$96,975,470	\$37,961,255	64.3%	100.00%
Grand Total	\$32,571,582	\$82,904,193	\$59,014,215	\$96,975,470	\$37,961,255	64.3%	100.00%

Expenditures

The appropriations to the Capital Improvements Budget are analyzed on a year to year basis. As priorities shift, the Capital Improvements Budget will vary to reflect this. Presented here is a brief overview of each department's appropriation.

The FY 2015 appropriation for the Police Department includes Motorola portable digital radios, hand-held Brazos Technology E-Citation Devices, 911 roof replacement on the police service center, and continued development for a new firing range. The current site must be vacated for the development of the Moccasin Bend National Park.

GENERAL GOVERNMENT

FY 2015 Budget **\$ 3,460,290%**
of Total Capital Budget **3.57%**
Decline From FY 2014 **(411,460)**
% Change **-11.00%**

The FY 2015 General Government budget includes funding for Chattanooga Area Regional Transit Authority, various software and hardware upgrades along with a new Technology Fund to help better maintain the technology of the city, Property Tax Software, and another phase of the Electric Content Management System.

FIRE

FY 2015 Budget **\$4,362,000**
% of Total Capital Budget **4.50%**
Growth From FY 2014 **3,897,000**
% Change **838.00%**

The FY 2015 appropriation for the Fire includes self contained breathing apparatus and Highland Park and Hixson Fire Stations.

PUBLIC WORKS (All Funds)

FY 2015 Budget **\$66,801,000**
% of Total Capital Budget **68.88%**
Growth From FY 2014 **21,065,677**
% Change **46.06%**

The FY 2015 Public Works capital appropriation reflects the replacement of city-wide services equipment, Parks maintenance, and the upgrade of the Interceptor and Water Quality systems.

POLICE

FY 2015 Budget **\$ 892,000**
% of Total Capital Budget **0.92%**
Decline From FY 2014 **(1,280,000)**
% Change **-59.00%**

GENERAL SERVICES

Washington Hill Pavilion, Brainerd Mission Community Center, Tennis Court Repair, and recreation center equipment.

FY 2015 Budget	\$ 2,038,045
% of Total Capital Budget	2.10%
Decline From FY 2014	-361,955
% Change	-15.0%

The FY 2015 General Services Department appropriation includes appropriation for fund the fleet services program, parking lot improvement, zoo improvement and campus building improvements.

TRANSPORTATION

FY 2015 Budget	\$ 9,922,135
% of Total Capital Budget	10.23%
Growth From FY 2014	8,972,135
% Change	944.00%

This department, formed during the Burke Administration, is oversee for City's street rehab, and the program Traffic Divisions previously in Public Works. Projects include traffic signals upgrade, neighborhood transportation management, and pavement markings.

ECONOMIC & COMMUNITY DEVELOPMENT

FY 2015 Budget	\$ 7,850,000
% of Total Capital Budget	8.09%
Growth From FY 2014	4,429,858%
Change	130.0%

This appropriation is continued funding for the Harriet Tubman Development Site, Public Art, Miller Park & MLK Streetscape, and Bell School Park.

YOUTH & FAMILY DEVELOPMENT

FY 2015 Budget	\$ 1,650,000
% of Total Capital Budget	1.70%
Growth From FY 2014	1,650,000
% Change	100.0%

This appropriation is new to capital in FY15. Projects included in this are Youth & Family Building Renovations, Parking Lot repair,

Capital Project Detail

General Government

Recommended Projects	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	5 Year Plan Total
General Government	3,460,290	1,351,000	931,000	1,825,857	2,444,920	10,013,067
CARTA Match Funds	89,200	250,000	250,000	250,000	250,000	1,089,200
Electronic Content Management	568,390	400,000	350,000	331,610	-	1,650,000
311 Equipment Enhancements	84,700	-	-	-	-	84,700
Telecom/Network Upgrades	1,000,000	481,000	281,000	-	-	1,762,000
IT Reorganization and Retooling	-	100,000	50,000	-	-	150,000
Technology Replacement Fund	1,400,000	-	-	-	-	1,400,000
IT Security Compliance Tools	120,000	120,000	-	-	-	240,000
311 CSR System Upgrade	198,000	-	-	-	-	198,000
Oracle Projects & Grants	-	-	-	641,500	-	641,500
Oracle Public Sector Planning & Budgeting	-	-	-	-	1,631,280	1,631,280
Oracle iAssets	-	-	-	-	563,640	563,640
eBusiness-iProcurement,iSupplier & Sourcing	-	-	-	602,747	-	602,747

General Government

FY 2015 Appropriation: **\$3,460,290**

% of Capital Funds: **3.57%**

Decrease From FY 14: **(411,460)**

% Change: **-11.00%**

General Government is the area where all appropriations to other funds, joint-funded and outside agencies are accounted for. These appropriations can vary from year to year based requests or decisions. This year requests were \$6,557,200 with a 5 year plan of \$10.0 million. Approved FY15 appropriations in the General Government Capital area include:

CARTA

FY 2015 Appropriation: **\$89,200**

Funding source: **General Fund**

Prior Years Appropriations: **\$11,024,617**

Total Project Cost: **\$11,113,817**

This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs.

Impact on operating budget: None - these are one time funded projects for supported agencies

Electronic Content Management

FY 2015 Appropriation: **\$ 568,390**

Funding source(s): **General Fund**

Prior Year(s) Appropriations: **\$ 1,000,000**

Total Project Cost: **\$ 1,568,390**

This appropriation is the implementation for a city-wide Electronic Management (ECM) system to provide more efficient management of documents and othe data that enhances citizen transparency, inter-departmental collaboration and reduces storage cost for records.

Impact on operating budget: \$180,000 - \$200,000 for a full-time position and annual subscription for software

Capital Project Detail

Information Services

FY 2015 Appropriation:	\$ 3,371,090
Funding source(s):	\$ 3,371,090 General Fund
Prior Year(s) Appropriations:	\$19,346,136
Total Project Cost:	\$22,717,226

This appropriation funds 311 Equipment Enhancement, Telecom/Network Upgrades, IT Security Compliance, 311 CSR System upgrade, and Technology Replacement Fund. The Technology Replacement Fund will be a fund that will centralize and streamline the current inefficient process of acquiring and replacing technology within the City (Computers, Tablets, Servers, Printers, Scanners, Critical software, etc.). The proposed process plans for the replacement of the equipment based on the useful life of the technology equipment.

Impact on operating budget: Software Maintenance and upgrades estimated between \$250,000 - \$500,000

Capital Project Detail

General Services

Recommended Projects	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	5 Year Plan Total
General Services	2,038,045	5,500,000	3,650,000	3,550,000	3,450,000	18,188,045
HVAC/Boiler General Services	35,000	-	-	-	-	35,000
Fleet Leasing Program	1,000,000	3,000,000	3,000,000	3,000,000	3,000,000	13,000,000
CNG Fueling Station	-	1,400,000	-	-	-	1,400,000
Bessie Smith Hall Capital	30,000	-	-	-	-	30,000
Memorial Auditorium and Tivoli Theater Capital	473,045	500,000	300,000	200,000	100,000	1,573,045
Recreation & Community Centers - Roof Replacement		200,000	100,000	100,000	100,000	500,000
Fleet Fueling System Upgrade		150,000	-	-	-	150,000
Recreation & Community Centers - HVAC	250,000	-	-	-	-	250,000
Zoo Improvements	250,000	250,000	250,000	250,000	250,000	1,250,000

General Services

FY 2015 Appropriation:	\$2,038,045
% of Capital Funds:	2.10%
Decrease From FY 14:	(361,955)
% Change:	-15.00%

General Services is responsible for the City's buildings and vehicle lease program to buy vehicles for all the departments in the city except the fire department. This year requests were \$9,004,545, the approved 5 year plan is \$18.2 million. Approved FY15 appropriations in the General Services Capital area include:

Fleet Leasing Program

FY 2015 Appropriation:	\$ 1,000,000
Funding source(s):	Fleet Services Fund
Prior Year(s) Appropriations:	\$29,732,323
Total Project Cost:	\$30,732,323

The vehicle replacement program fund portion of all light/medium duty vehicles, in-car camera systems and mounts, and fund heavy equipment replacement.

Impact on operating budget: The vehicle replacement program results in lower operating, maintenance, and fuel costs along with a safer fleet operations. Cost savings expected to exceed \$50,000.

HVAC/Boiler General Services

FY 2015 Appropriation:	\$ 35,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ 0
Total Project Cost:	\$ 35,000

This appropriation is one time funding for an emergency replacement of the HVAC units at the City Council Building

Impact on operating budget: Cost Savings of maintenance and utility.

Capital Project Detail

Bessie Smith Hall Capital

FY 2015 Appropriation:	\$ 30,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 30,000

This appropriation is to fund improvements at the Bessie Smith Hall. Replacement of remaining EPDM internal gutter/roofing over central atrium and east wing.

Impact on operating budget: None - one time project cost

Memorial Auditorium & Tivoli Theater Capital

FY 2015 Appropriation:	\$ 473,045
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 473,045

Repairs and improvements of Soldiers and Sailors Memorial Auditorium and Tivoli Theatre coincide the resolution passed by Council April 10, 2007, approving a 10-year Capital Plan for the renaissance and preservation of these facilities. Replacement of the drives/motors and controls for the HVAC (air handlers) at the Tivoli and Memorial have an estimated annual payback of under 2-years and will greatly increase humidity control resulting in increased occupant comfort and protection of sensitive decorative plaster trimwork and finishes.

Impact on operating budget: Energy Efficiency of \$5,000 or more

Recreation & Community Centers - HVAC

FY 2015 Appropriation:	\$ 250,000
Funding source(s):	General Fund GO Bonds
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 250,000

This appropriation is to fund Replacement of deteriorated roof systems at the Heritage House, Glenwood Community Center, Shepherd Community Center, and North Chattanooga Community Center.

Impact on operating budget: Reduction in building repairs & maintenance \$0 - \$10,000

Zoo Improvements

FY 2015 Appropriation:	\$ 250,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ 250,000
Total Project Cost:	\$ 500,000

This appropriation is to fund a zoo improvements at the Chattanooga Zoo.

Impact on operating budget: None

Capital Project Detail

POLICE

Recommended Projects	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	5 Year Plan Total
Police Department	892,000	1,622,000	800,000	1,070,000	995,000	5,379,000
Portable Digital Radios	250,000	250,000	250,000	250,000	250,000	1,250,000
E-CitationTechnology Devices	202,000	202,000	-	-	-	404,000
In-car Laptop Computers	200,000	400,000	400,000	400,000	400,000	1,800,000
Automated License Plate Reader (ALPRs)	210,000	-	-	-	-	210,000
Advanced Authentication Project	-	-	-	-	-	-
Data Retrieval Project	30,000	-	30,000	-	-	-
GeoTabs Tracking Devices	-	120,000	120,000	120,000	120,000	-
Police Service Center Parking Lots	-	425,000	-	250,000	-	-
Annex Renovation & Expansion	-	225,000	-	-	225,000	450,000
Motorcycle Shop & Gas Station Awning	-	-	-	50,000	-	50,000

Police Department

FY 2015 Appropriation:	\$892,000
% of Capital Funds:	0.92%
Decrease From FY 14:	(1,280,000)
% Change:	-59.00%

Police is responsible for the City's police protection. This year requests were \$27,447,000 and the approved 5 year plan is \$5.4 million. Approved FY15 appropriations in the Police Capital area include:

Portable Digital Radios

FY 2015 Appropriation:	\$ 250,000
Funding source(s):	Narcotic Funds
Prior Year(s) Appropriations:	\$ 347,000
Total Project Cost:	\$ 597,000

Systematically replacing all of the old analog radios with new digital radios. All communication towers are being converted from the old analog system to the new digital system. The target date for finalizing the conversion is projected to be 2015.

Impact on operating budget: Annual Maintenance \$50,000

E-Citation Devices

FY 2015 Appropriation:	\$ 202,000
Funding source(s):	Narcotic Funds
Prior Year(s) Appropriations:	\$ 577,000
Total Project Cost:	\$ 779,000

This appropriation is to fund a zoo improvements at the Chattanooga Zoo.

Impact on operating budget: None

In-Car Laptop Computers

FY 2015 Appropriation:	\$ 200,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 200,000

Capital Project Detail

To replace existing and purchase additional laptop computers for the Officers. Officers use computers to prepare and submit reports for review while on duty in vehicles. Officers use laptops to request background information for various needs. Presently laptops are five to six years old and in need of replacement.

Impact on operating budget: None

Automated License Plate Reader (ALPRs)

FY 2015 Appropriation:	\$ 210,000
Funding source(s):	General Funds
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 210,000

This appropriation is to fund equip ten (10) police vehicles (Crime Suppression Units) with Automated License Plate Readers (ALPRs). Each vehicle will have four (4) cameras - two (2) in the front & two (2) in the rear - to capture or read license plates in front & back of traveling motorist. ALPRs will allow police officers to identify wanted vehicles or persons, as well as Amber Alerts on missing persons when there may be vehicles involved.

Impact on operating budget: Maintenance \$0 - \$5,000

Data Retrieval Project

FY 2015 Appropriation:	\$ 30,000
Funding source(s):	General Funds
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 30,000

This appropriation is to fund historical data that is stored on an old server. The server is being decommissioned and the data must be extracted and stored on a new server. Historical data is very important. This data gives the investigators and officers information on old cases which can be used to solve cold or new cases. By keeping this data we are able to look up old criminal history or old incident cases which may have a major part in solving crimes.

Capital Project Detail

Fire

Recommended Projects	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	5 Year Plan Total
Fire Department	4,362,000	1,339,000	1,339,000	1,864,000	2,961,359	11,865,359
Self-Contained Breathing Apparatus	1,500,000	-	-	-	-	1,500,000
Highland Park/Hixson Fire Stations	2,862,000	-	-	-	-	2,862,000
Apparatus Replacement Plan	-	1,075,000	1,225,000	1,750,000	1,570,000	5,620,000
Station Generators	-	114,000	114,000	114,000	114,000	456,000
Fire Training Drill Tower	-	-	-	-	1,277,359	1,277,359
Quick Response Vehicles	-	150,000	-	-	-	150,000

Fire Department

FY 2015 Appropriation:	\$4,362,000
% of Capital Funds:	4.50%
Increase From FY 14:	3,897,000
% Change:	838%

Fire is responsible for the City's fire protection. This year requests were \$7,073,358. Approved FY15 appropriations were \$4,362,000 with a 5 year plan of \$11.9 million. Approved FY15 appropriations in Fire Capital area include:

Self Contained Breathing Apparatus

FY 2015 Appropriation:	\$ 1,500,000
Funding source(s):	General Obligation Bonds
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 1,500,000

The Chattanooga Fire Department seeks to replace our present self-contained breathing apparatus before the end of 2015. Our present SCBA's are compliant but do not meet the new NFPA standard for breathing apparatus. The SCBA is the firefighter's life support device and we must make every effort to make certain they are protected. Manufactures are constantly making advances in their design to make the units safer and to improve comfort and ease of use.

Impact on operating budget: None

Highland Park and Hixson Fire Stations

FY 2015 Appropriation:	\$ 2,862,000
Funding source(s):	General Obligation Bonds
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 1,500,000

The Fire Department is asking for a new #5 Station to replace a 1962 building that cannot accommodate a Quint. Fire Station #5 now has two companies an engine and ladder company. By building a new station and purchasing a Quint, Station #5 will be able to operate with one less company. The company would need to a six person company instead of the normal five man company and we will be asking for three additional personnel in the 2016 FY. Included in the cost is a new Engine/Pumper for Station #11-Hixson.

Impact on operating budget: Savings of \$1,010,000 a year on salaries and benefits.

Capital Project Detail

Capital Project Detail

Public Works

Recommended Projects	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	5 Year Plan Total
Public Works	66,801,000	69,107,800	23,351,500	19,822,625	21,960,506	201,043,431
City Wide Services Equipment	3,819,000	1,705,000	1,260,000	1,745,000	360,000	8,889,000
Parks Management Projects	2,070,000	1,975,000	1,329,000	555,000	380,000	6,309,000
Water Quality	12,762,000	13,357,800	10,702,500	7,272,625	5,315,506	49,410,431
Solid Waste	-	1,120,000	660,000	1,250,000	1,355,000	4,385,000
Interceptor Sewer	48,150,000	50,950,000	9,400,000	9,000,000	14,550,000	132,050,000

Public Works

FY 2015 Appropriation:	\$66,801,000
% of Capital Funds:	6.07%
Decrease From FY 14:	(9,017,323)
% Change:	-60.00%

Public Works is responsible for the City's infrastructure which includes the interceptor sewer, water quality system, collection and disposal of garbage & brush, building inspections and Parks maintenance. Requests were \$10,156,000 with an approved 5 year total of \$201,043,431. Approved FY15 appropriations in the Public Works Capital area include major project is areas of :

City Wide Services Equipment Replacement

FY 2015 Appropriation:	\$ 3,819,000
Funding source(s):	\$ 2,619,000 General Fund
	\$ 1,200,000 Fleet Funds
Prior Year(s) Appropriations:	\$11,029,777
Total Project Cost:	\$14,848,777

This appropriation provides allow for the ongoing replacement of older Public Works equipment. The appropriation allow for security cameras, pothole patching truck, and a slope mower.

Impact on operating budget: This will result in lower operations and maintenance cost \$5,000 - \$10,000

Parks Maintenance

FY 2015 Appropriation:	\$ 2,070,000
Funding source(s):	\$ 520,000 General Fund
	\$ 1,550,000 Hotel/Motel
Prior Year(s) Appropriations:	\$ 52,974,668
Total Project Cost:	\$ 55,044,668

This appropriation will fund Parks project previously from the Parks & Recreation area. Projects include Renaissance Park Pedestrian Bridge repair, Walnut Street Bridge Repair, playground improvements, Greenway Farm improvements, ADA repairs in various parks, asphalt replacement, and restrooms.

Impact on operating budget: This program provides improvements in parks and recreation facilities. Lower of maintenance cost & repairs \$100,000 - \$500,000

Capital Project Detail

Water Quality Fund

FY 2015 Appropriation:	\$ 12,762,000
Funding source(s):	3,262,000 Operations
	9,500,000 GO Bonds
Prior Year(s) Appropriations:	\$ 21,106,423
Total Project Cost:	\$ 33,868,423

This appropriation provides for expansion projects such as heavy equipment replacement, levee certification & repairs, Sunbeam Ave, Valleybrook Subdivision, McCutcheon Road, Central Avenue Extension Separation Project, Drainage system improvement projects for Concord & Golf Streets, and 3500 Broad Street.

Impact on operating budget: None

Solid Waste Fund

FY 2015 Appropriation:	\$ 0
Funding source(s):	None
Prior Year(s) Appropriations:	\$ 7,696,000
Total Project Cost:	\$ 7,696,000

Impact on operating budget: None at this time.

Interceptor Sewer Fund

FY 2015 Appropriation:	\$ 48,150,000
Funding source(s):	\$ 43,000,000 SRF Loan
	\$ 5,150,000 Sewer Operations & Reserves
Prior Year(s) Appropriations:	\$ 97,633,000
Total Project Cost:	\$ 145,783,000

This appropriation provides for the continuing program of upgrading the City's interceptor sewer system. Projects include Consent Decree mandated projects along with general upkeep and maintenance project for the plant.

Impact on operating budget: None

Capital Project Detail

Capital Project Detail

Transportation

Recommended Projects	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	5 Year Plan Total
Transportation	9,922,135	15,031,978	32,904,200	22,408,000	60,938,000	141,204,313
Pavement Management (Street Paving)	3,000,000	2,588,000	2,588,000	2,588,000	2,588,000	13,352,000
Sustainable Infrastructure	616,000	600,000	600,000	600,000	600,000	3,016,000
Intelligent Transportation Systems Develop	-	300,000	2,000,000	2,000,000	2,000,000	6,300,000
Other Traffic Engineering Projects	520,000	250,000	100,000	50,000	50,000	970,000
Curbs, Gutters, and Sidewalks	400,000	1,208,800	1,731,200	1,300,000	1,200,000	5,840,000
Street Rehabilitation	3,598,600	9,250,000	21,765,000	11,800,000	3,000,000	49,413,600
Bridge Rehabilitation	300,000	300,000	300,000	250,000	250,000	1,400,000
Bike Lanes & Facilities	220,000	335,178	-	-	400,000	955,178
Wilcox Tunnel Rehabilitation	-	200,000	200,000	200,000	50,850,000	51,450,000
Central Ave Extension	1,267,535	-	3,620,000	3,620,000		8,507,535

Transportation

FY 2015 Appropriation: \$ 9,922,135

% of Capital Funds: 10.23%

Growth From FY 14: 8,972,135

% Change: 944%

Transportation is a new department during the new administration. They were formerly included in Public Works. Projects are focused on providing long term strategies for efficient and effective design, construction, and maintenance of our transportation infrastructure, including planning and design for new projects, repair and improvement projects, and collaboration with the Public Works Department on implementation of improvements to our transportation system. Previous management of several projects were included in Public Works during prior years. Requests were \$21,990,935 with an approved 5 year total of \$141,204,313. Approved FY15 appropriations include major projects in areas of :

Paving Program

FY 2015 Appropriation: \$ 3,000,000

Funding source(s): \$ 2,712,000 General Fund
288,000 External Sources

Prior Year(s) Appropriations: \$ 28,057,750

Total Project Cost: \$ 31,057,750

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.

Sustainable Infrastructure

FY 2015 Appropriation: \$ 616,000

Funding source(s): General Fund

Prior Year(s) Appropriations: \$ 1,628,920

Total Project Cost: \$ 2,244,920

Capital Project Detail

Replacement of existing light fixtures with new energy efficient LED fixtures.

Impact on operating budget: This will result in lower operations and maintenance cost.

Curbs, Gutters and Sidewalks

FY 2015 Appropriation:	\$ 400,000
Funding source(s):	\$ 100,000 General Fund
	\$ 300,000 External Funding Sources (CDBG)
Prior Year(s) Appropriations:	\$10,462,798
Total Project Cost:	\$10,862,798

This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.

Impact on operating budget: None.

Street Rehabilitation

FY 2015 Appropriation:	\$ 3,598,600
Funding source(s):	\$ 350,000 General Fund
	\$ 1,606,227 General Obligation Bonds
	\$ 1,642,373 External Funding Sources (Other)
Prior Year(s) Appropriations:	\$ 72,018,336
Total Project Cost:	\$ 75,616,936

This appropriation will fund a program of major street rehabilitation within the City.

Impact on operating budget: This program of major street Improvements results in lower street maintenance costs

Bridge Rehabilitation

FY 2015 Appropriation:	\$ 300,000
Funding source(s):	\$ 300,000 General Obligation Bonds
Prior Year(s) Appropriations:	\$ 72,318,336
Total Project Cost:	\$ 72,618,336

This appropriation will fund a program of major street rehabilitation within the City.

Impact on operating budget: This program of bridge Improvements results in safety of streets and bridges.

Bike Lanes & Facilities

FY 2015 Appropriation:	\$ 220,000
Funding source(s):	\$ 220,000 General Fund
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 220,000

The Broad Street protected bicycle lanes will be the first protected bike lanes built in the City of Chattanooga, stretching 0.6 miles from Aquarium Way to Martin Luther King Boulevard. The primary structural change in the road section involves "right-sizing" the street from six through lanes to four to provide space for dedicated bicycle facilities.

Impact on operating budget: Maintenance

Capital Project Detail

Central Avenue Extension

FY 2015 Appropriation:	\$ 1,267,535
Funding source(s):	\$ 213,507 General Obligation Bonds
	\$ 200,000 Water Quality
	\$ 854,028 External Sources
Prior Year(s) Appropriations:	\$ 911,135
Total Project Cost:	\$ 2,178,670

The project scope includes extending Central Avenue from 3rd St. to Riverfront Parkway. Project includes two through lanes for car traffic, planted median, streetscape, complete streets facilities, bridge, intersection improvements, as well as direct bike/ped connection to the Riverwalk. Improved connection to riverwalk and multi-modal facilities builds value for connected neighborhoods. Improved response times for hospital should lower costs of emergency services.

Impact on operating budget: None

Capital Project Detail

Economic & Community Development

Recommended Projects	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	5 Year Plan Total
Economic & Community Development	27,850,000	6,300,000	50,000	50,000	50,000	34,300,000
EC Development Site: Tubman	4,000,000	-	-	-	-	4,000,000
Appropriation to IDB for VW Incentive	20,000,000	6,250,000	-	-	-	26,250,000
Public Art	50,000	50,000	50,000	50,000	50,000	250,000
Miller Park & MLK Streetscape	2,800,000	-	-	-	-	2,800,000
Bell School Park	1,000,000	-	-	-	-	1,000,000

Economic & Community Development

FY 2015 Appropriation: \$ 7,850,000 original; \$27,850,000 amended
% of Capital Funds: 8.09% original; 23.81% amended
Growth From FY 14: 4,429,858 original; \$24,429,858 amended
% Change: 130% original; 714% amended

Economic & Community Development is a reorganized responsibility during the new administration. They were formerly Neighborhood Services & Community Development, now combine with Land Development division from Public Works. Requests were \$15,059,375 with an approved 5 year total of \$8.1 million. Included in the presentation above is an amendment to the Capital Budget that will include an additional \$26,250,000 commitment from the City to assist Volkswagen's plant expansion to make "CrossBlue" mid-sized SUVs in Chattanooga. This will amend the original total for FY15 to \$27,850,000 and the 5 year total of \$34.3 million. This will be a two year commitment. Approved FY15 appropriations include major projects in areas of :

EC Development Site: Tubman

FY 2015 Appropriation: \$ 4,000,000
Funding source(s): Economic Development
Prior Year(s) Appropriations: \$ 3,000,000
Total Project Cost: \$ 7,000,000

This appropriation provides for continued development of the 35 acres Harriet Tubman Housing site. Funds will be used to develop the property to make it suitable for marketing to potential employers and potential businesses.
Impact on operating budget: None.

Appropriation to IDB for VW Incentive

FY 2015 Appropriation: \$ 20,000,000
Funding source(s): General Fund
Prior Year(s) Appropriations: \$ -0-
Total Project Cost: \$ 20,000,000

Volkswagen plans to invest another \$600 million in its Chattanooga assembly plant and hire another 2,000 workers to start making a sports utility vehicle by the end of 2016. Local government assistance to VW for \$52.5 million will be split equally between the City of Chattanooga and Hamilton County for upfront expenses for the plant addition. VW will pay back \$2.5 million in an economic development fee each year for the next 10 years to repay about half of the loan and VW will transfer 300 acres at Enterprise South industrial park back to the City and County.

Impact on operating budget: None

Capital Project Detail

Public Art

FY 2015 Appropriation:	\$ 50,000
Funding source(s):	General Fund
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 50,000

This appropriation provides for funds for the commission and purchase of public artworks for the City of Chattanooga as set forth in Ordinance no. 11606, August 2004.

Impact on operating budget: None.

Miller Park & MLK Streetscape

FY 2015 Appropriation:	\$ 2,800,000
Funding source(s):	GO Bonds
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 2,800,000

Miller Park are is a largest public open space. It is visually and functionally separated by Martin Luther King Boulevard. Proposal to provide a planted central median in MLK and providing a place for pedestrians when crossing the busy streets.

Impact on operating budget: None.

Bell School Park

FY 2015 Appropriation:	\$ 1,000,000
Funding source(s):	GO Bonds
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 1,000,000

This appropriation provides for a public park at the former Bell School Site in Alton Park.

Impact on operating budget: None.

Capital Project Detail

Youth & Family Development

Recommended Projects	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	5 Year Plan Total
Youth & Family	1,650,000	1,672,000	1,560,000	1,300,000	1,000,000	7,182,000
YFD Building Renovations	210,000	-				210,000
John A Patten Parking Lot	150,000	50,000				200,000
Washington Hills YFD Center Pavilion	35,000	-				35,000
Brainerd Mission Community	1,000,000	-				1,000,000
Tennis Court Rehabilitation	180,000	-				180,000
YFD Recreation Centers	-	1,500,000	1,500,000	1,000,000	1,000,000	5,000,000
Warner Park Improvements	-	55,000	60,000	300,000	-	415,000
YFD Center Equipment	75,000	67,000				142,000

Youth & Family Development

FY 2015 Appropriation:	\$ 1,650,000
% of Capital Funds:	1.70%
Growth From FY 14:	N/A
% Change:	N/A

Youth & Family Development is a newly formed department from a portion of the the previous Parks & Recreation and Human Services departments. Requests were \$7,570,400 with an approved 5 year total of \$7,182,000. Approved FY15 appropriations in the area include :

YFD Projects

FY 2015 Appropriation:	\$ 1,650,000
Funding source(s):	GO Bonds
Prior Year(s) Appropriations:	\$ -0-
Total Project Cost:	\$ 1,650,000

The appropriation allocated will provide for needed building renovation, rehabilitation, and equipment for recreation centers and tennis courts throughout Chattanooga's facilities.

Impact on operating budget: Lower building maintenance cost between \$5,000 - \$10,000.

CAPITAL BUDGET ORDINANCE

First reading: July 8, 2014
Second reading: July 15, 2014

ORDINANCE NO. 12838

AN ORDINANCE APPROPRIATING, AUTHORIZING, OR ALLOCATING FUNDS TO THE CAPITAL IMPROVEMENTS BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2015 AND TO AMEND THE FISCAL YEAR 2015 OPERATIONS BUDGET ORDINANCE NO. 12835 AND AMEND FISCAL YEAR 2014 CAPITAL IMPROVEMENT ORDINANCE NO.12761.

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

SECTION 1. That there be and is hereby appropriated, authorized, or allocated the hereinafter set funds from the sources specified for the public purposes indicated of the Capital Improvements Plan for the Fiscal Year Ending June 30, 2015:

GOVERNMENTAL FUNDS

FROM	General Obligation Bonds	\$ 8,363,507	
	Hotel Motel Tax Fund	1,550,000	
	General Fund (1100)	15,989,055	
	Economic Development Fund (1111)	4,000,000	
	Fleet Management Fund (6504)	2,200,000	
	State of Tennessee (Tenn Dept Of Transportation)	2,512,908	
	State of Tennessee (Transportation Improvement Program)	556,000	
	Water Quality Funds (6030)	200,000	
	Narcotics Funds (9250)	452,000	
	Capital Contribution (Hamilton County)	15,000	
	Community Development Block Grant	225,000	
TO	General Government & Supported Agencies	\$ 3,460,290	
	Department of Police	892,000	
	Department of Fire	4,362,000	
	Department of Public Works	5,889,000	
	Department of Economic & Community Development	7,850,000	
	Department of General Services	2,038,045	
	Department of Transportation	9,922,135	
	Department of Youth & Family	1,650,000	
		\$ 36,063,470	\$ 36,063,470

CAPITAL BUDGET ORDINANCE

PROPRIETARY FUNDS CAPITAL

FROM:	State Revolving Loan Fund	43,000,000	
	Interceptor Sewer System Operations (Fund 6010)	4,149,145	
	Interceptor Sewer System Reserves	1,000,855	
	Water Quality GO Bonds	9,500,000	
	Water Quality Fund Reserves	858,459	
	Water Quality Operations (Fund 6030)	2,403,541	
TO:	Interceptor Sewer Fund		48,150,000
	Water Quality Fund		<u>12,762,000</u>
	TOTAL PROPRIETARY FUNDS	<u>\$ 60,912,000</u>	<u>\$ 60,912,000</u>
	TOTAL CAPITAL BUDGET	<u>\$ 96,975,470</u>	<u>\$ 96,975,470</u>

SECTION 2. That Ordinance No. 12835, the FY2015 OPERATIONS 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>
USE OF FUND BALANCE	\$ 0	\$ 10,011,055
AMENDED GENERAL FUND ESTIMATED SOURCES	<u>\$ 218,650,890</u>	<u>\$ 228,661,945</u>

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

	<u>Delete</u>	<u>Substitute in Lieu Thereof</u>
GENERAL FUND APPROPRIATIONS:		
GENERAL GOVERNMENT & SUPPORTED AGENCIES		
Other Transfers to Capital	\$ 30,900	\$ 30,900
Transfer to Capital (Zoo Improvements)	250,000	250,000
Capital Improvements	<u>2,000,000</u>	<u>12,011,055</u>
General Government & Agencies	<u>\$ 56,214,779</u>	<u>\$ 66,225,834</u>
EXECUTIVE DEPARTMENT		
Other Transfers to Capital	<u>\$ 3,000</u>	<u>\$ 3,000</u>
Total Executive Department	<u>\$ 1,619,843</u>	<u>\$ 1,619,843</u>
DEPARTMENT OF FINANCE & ADMINISTRATION		
Other Transfers to Capital	<u>\$ 125,144</u>	<u>\$ 125,144</u>

CAPITAL BUDGET ORDINANCE

Total Department of Finance & Administration	\$ <u>5,570,094</u>	\$ <u>5,570,094</u>
DEPARTMENT OF GENERAL SERVICES		
Other Transfers to Capital	\$ <u>17,850</u>	\$ <u>17,850</u>
Total Department of General Services	\$ <u>5,261,093</u>	\$ <u>5,261,093</u>
DEPARTMENT OF HUMAN RESOURCES		
Other Transfers to Capital	\$ <u>4,250</u>	\$ <u>4,250</u>
Total Department of Human Resources	\$ <u>1,879,597</u>	\$ <u>1,879,597</u>
DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT		
Other Transfers to Capital	\$ <u>0</u>	\$ <u>0</u>
Total Department of Economic & Community Development	\$ <u>7,220,567</u>	\$ <u>7,220,567</u>
DEPARTMENT OF POLICE		
Other Transfers to Capital	\$ <u>81,380</u>	\$ <u>81,380</u>
Total Department of Police	\$ <u>55,292,183</u>	\$ <u>55,292,183</u>
DEPARTMENT OF FIRE		
Other Transfers to Capital	\$ <u>62,763</u>	\$ <u>62,763</u>
Total Department of Fire	\$ <u>36,317,474</u>	\$ <u>36,317,474</u>
DEPARTMENT OF PUBLIC WORKS		
Other Transfers to Capital	\$ <u>30,399</u>	\$ <u>30,399</u>
Total Department of Public Works	\$ <u>27,697,148</u>	\$ <u>27,697,148</u>
DEPARTMENT OF YOUTH & FAMILY		
Other Transfers to Capital	\$ <u>19,750</u>	\$ <u>19,750</u>
Total Department of Youth & Family	\$ <u>9,082,215</u>	\$ <u>9,082,215</u>
DEPARTMENT OF TRANSPORTATION		
Other Transfers to Capital	\$ <u>24,564</u>	\$ <u>24,564</u>
Transportation – Sustainable Infrastructure (4022)	616,000	616,000
Transportation – Street Paving (4022)	<u>2,712,000</u>	<u>2,712,000</u>
Total Department of Transportation	\$ <u>10,695,007</u>	\$ <u>10,695,007</u>
AMENDED TOTAL GENERAL FUND APPROPRIATION	\$ <u>218,650,890</u>	\$ <u>228,661,945</u>

CAPITAL BUDGET ORDINANCE

SECTION 5. That Section 6 of said Ordinance be and is hereby amended as hereinafter set out:

1111 ECONOMIC DEVELOPMENT EDUCATION FUND:

ESTIMATED REVENUE

Economic Development Operations	\$ 1,661,797	\$ 1,661,797
Economic Development Fund Reserves	\$ 0	\$ 2,338,203
Amended Total Revenue	<u>\$ 11,303,400</u>	<u>\$ 13,641,603</u>

APPROPRIATIONS

Economic Development Capital Projects	\$ 1,661,797	\$ 4,000,000
Amended Total Appropriation	<u>\$ 11,303,400</u>	<u>\$ 13,641,603</u>

2070 HOTEL/MOTEL TAX FUND:

ESTIMATED REVENUE

Hotel/Motel Fund Reserves	\$ 0	\$ 882,840
Hotel/Motel Operations	\$ 667,160	\$ 667,160
Amended Total Revenue	<u>\$ 5,545,500</u>	<u>\$ 6,428,340</u>

APPROPRIATIONS

Public Works Capital (Renaissance Park Bridge 4016)	\$ 0	\$ 350,000
Public Works Capital (Walnut Street Bridge 4016)	\$ 667,160	\$ 1,200,000
Amended Total Appropriation	<u>\$ 5,545,500</u>	<u>\$ 6,428,340</u>

6010 INTERCEPTOR SEWER OPERATIONS:

ESTIMATED REVENUE

Interceptor Sewer Fund Reserves	\$ 0	\$ 1,000,855
Amended Total Revenue	<u>\$ 60,446,000</u>	<u>\$61,446,855</u>

APPROPRIATIONS

Appropriations to Capital (6011)		2,850,000
Appropriation to Capital (6012)	\$ 4,149,145	\$ 2,300,000
Amended Total Appropriation	<u>\$ 60,446,000</u>	<u>\$61,446,855</u>

Capital Project Detail

6030 WATER QUALITY FUND:

ESTIMATED REVENUE

Water Quality Reserves	\$ 0	\$ 858,459
Amended Total Revenue	<u>\$ 16,839,938</u>	<u>\$ 17,698,397</u>

APPROPRIATIONS

Appropriation to TRANS Capital (Central Ave Extension 4022)	200,000	200,000
Appropriation to Capital	<u>\$ 2,403,541</u>	<u>\$ 3,262,000</u>
Amended Total Appropriation	<u>\$ 16,839,938</u>	<u>\$ 17,698,397</u>

9250 NARCOTICS FUND:

ESTIMATED REVENUE

Confiscated Narcotic Funds	\$ 702,000	\$ 312,000
Narcotics Fund Reserves	\$ 0	\$ 390,000
Amended Total Revenue	<u>\$ 762,000</u>	<u>\$ 762,000</u>

APPROPRIATIONS

Police Capital Projects (4012)	\$ 452,000	\$ 452,000
Amended Total Appropriation	<u>\$ 762,000</u>	<u>\$ 762,000</u>

SECTION 6: That Section 1 of the FY2014 CAPITAL BUDGET ORDINANCE NO. 12761 be and is hereby amended so as to reallocate \$3,000,000 from bond proceeds to FY2015 capital projects and said bonds be replaced with \$3,000,000 in funding from General Fund (1100) allocated in the FY2015 CAPITAL BUDGET ORDINANCE from general fund reserves. The net effect of said reallocation being reflected in Section 1 of this ordinance.

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

PASSED July 15, 2014



 CHAIRPERSON

APPROVED DISAPPROVED



 MAYOR

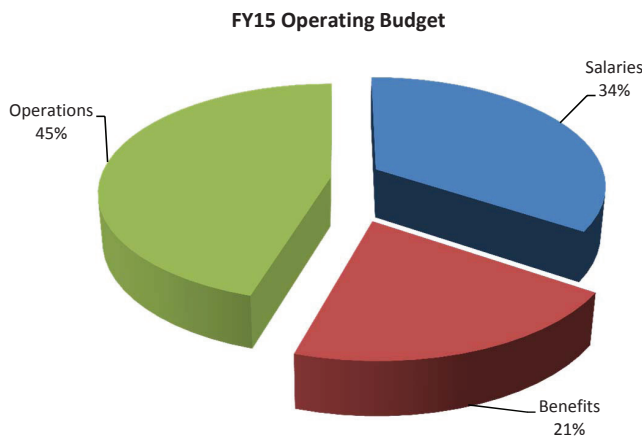
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Human Resource Administration

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

The City's compensation package includes: *salaries, major medical health insurance, life insurance, social security, retirement plans, deferred compensation plans, worker's compensation (on the job injuries), leave, unused leave pay, leave buyback and unemployment benefits.*

Salaries. Salaried and hourly employees are paid on a weekly or biweekly basis, dependent upon position. Employee salaries and fringe benefits represent 54.8% of the total FY 2015 operating budget.



On July 20, 2010, Ordinance 12414 was passed modifying overtime pay, compensatory leave and personal leave accrual. All non-exempt employees are required to work their standard workweek or work period before they are eligible for overtime pay or premium compensatory leave. Non-exempt employees shall be able to elect to receive premium compensatory leave in lieu of overtime pay. Overtime compensation and premium compensatory time shall be paid or granted by the City as required by the Fair Labor Standards Act and shall be paid or earned at one-half times the employee's regular rate for hours worked over the established workweek or work period. Any paid time off shall not be used to calculate the total hours worked in determining overtime pay or premium compensatory leave during the work week or work period.

In FY 2007, a pay-behind system was instituted where employees are paid one full pay period after the time is worked. This allows the city better use of computerized controls and brings the city into better compliance with the federal Fair Labor Standards Act.

Health Insurance. Chattanooga offers a group health insurance plan to all full-time employees. As of 7/1/2012, employees are eligible for coverage beginning the first day of the month following 31 days of active employment with the option to choose from 2 network plans, Network P or Network S. Currently, the City of Chattanooga contracts with BlueCross BlueShield of Tennessee (BCBST) for employee health coverage. The City offers a \$15 per month discount for being tobacco free. Rates shown are before the discount. As of 7/1/14, the monthly premium for Network P by City employees with an individual policy is \$101.24 per month, employee + child(ren) \$174.16 per month, employee + spouse \$195.96 per month and family \$278.12 per month. The monthly contribution by City employees for the High Deductible Health Plan with an individual policy is \$49.08 per month, employee + child(ren) \$92.00 per month, employee + spouse \$95.08 per month and family \$141.16 per month. The City also contributes a monthly amount into the employee's health savings account.

Network S is a regional BCBST network with hospitals and providers throughout the entire state of Tennessee and in surrounding areas. Premiums for Network S are discounted. As of 7/1/14, the monthly contribution for Network S by employees with an individual policy is \$92.68 per month, employee + child(ren) \$157.12 per month, employee + spouse \$178.00 per month and family \$250.44 per month. The average monthly contribution by City employees for the High Deductible Health Plan with an individual policy is \$42.32 per month, employee + child(ren) \$77.24 per month, employee + spouse \$80.36 per month and family \$127.00 per month. The City also contributes a monthly amount into the employee's health savings account.

As an elective, City employees have the option of selecting a vision plan. The monthly contribution for vision by City employees with an individual policy is \$4.96 per month, employee + child(ren) \$10.24 per month, employee + spouse \$9.76 per month and family \$14.52 per month.

City employees, retirees and their dependents who are covered under the City's health plan are eligible to utilize health providers and services at the City's

on-site WellAdvantage clinic. Primary health clinic visits are offered free with no co-pays and selected prescription drugs are available for clinic participants through the City's on-site WellAdvantage Pharmacy. Utilization of the City's on-site clinics and pharmacy (which opened in 2008) has resulted in a reduction of the costs that the City pays for its pharmacy claims. Job injury claims have reduced as well as services have been brought "in-house." All employees are encouraged to participate in the City's WellAdvantage Wellness Program which consists of the on-site clinic and pharmacy, a fitness center and an employee wellness incentive program. In February 2013, a new Wellness Center that combined our clinics, fitness center and pharmacy opened.

In FY 2015, employee's Major Medical Health and Hospitalization group plan is estimated to cost will amount to \$40,061,742, with another \$1,172,500 projected to be spent on job injuries.

Other Post Employment Benefits. On July 6, 2010, Ordinance 12411 was passed changing the eligibility for health insurance and other benefits at retirement. Employees eligible for lifetime post-retirement medical benefits as of July 1, 2010, and firefighters or police officers hired on or before March 21, 1986, shall continue to be eligible for those benefits. Employees not eligible for lifetime post-retirement medical benefits as of July 1, 2010, shall be eligible for post-retirement medical benefits until they reach eligibility for Medicare. The spouses of such retirees may continue to receive medical benefits until they become eligible for Medicare. Dependent children may remain covered as long as they remain eligible under the insurance plan then in effect.

Life and Accidental Death and Dismemberment Insurance. The City's group life and AD&D insurance policy, administered through ING provides a death benefit of 100% of the employee's annual salary up to a maximum of \$50,000. The cost of this life insurance benefit is \$0.178 per \$1,000 of salary. Employees eligible for this benefit are full time employees who have been employed with the City for six months.

Social Security (FICA). All City employees are enrolled under the Social Security Act, except for sworn Fire & Police personnel. The City contributes the employer's share of 7.65% (6.20% Social Security and 1.45% Medicare) of earnings up to a maximum salary of \$117,00. Additionally, the Federal Insurance Program requires that an additional 1.45% be paid on all earnings.

Deferred Compensation. The City offers a voluntary Deferred Compensation Plan for its employees to supplement the City-provided retirement plan. The City does not contribute to this plan. The four companies administering this benefit are Mass Mutual, ING, ICMA (International City/County Management Association) and Nationwide Retirement Solutions.

Long Term Disability Insurance (LTD). The City's LTD policy, administered through ING, is offered in conjunction with the City's General Pension Plan. The City pays one half of the monthly premium at a rate of \$.265 per \$100 of covered salary. This benefit is offered to employees who have worked full time for six months.

Personal Leave. Personal leave is a combination of annual, sick and holiday leave into one paid leave system. Employees cannot accrue personal leave while receiving payments under the injured on duty program.

The City observes nine (9) paid holidays throughout its fiscal year. Holidays included are as followed:

- New Year's Day
- Martin Luther King's Birthday
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day After Thanksgiving
- Christmas Day

The City Council may also designate other special holidays.

The accrual period is on a bi-weekly basis. The accrual rate was changed adding 5 additional personal leave days.

Employees shall earn Personal Leave at the following rates:

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	11.08	12.31	13.54
Hours accrued Annually	288	320	352
Days accrued Annually	36	40	44

The following accrual schedule applies to employees in the Fire Department who are engaged in fire

protection and emergency response activities (based on working a twenty-four hour shift):

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	14.77	17.54	19.85
Hours accrued Annually	384	456	516
Days accrued Annually	32	38	43

Personal leave shall be earned by sworn fire fighting personnel who are not regularly scheduled to work a twenty-four hour shift and by sworn police personnel at the following rate:

Years of Service:	0 - 10	11-17	18 +
Hours accrued bi-weekly	11.08	12.62	13.85
Hours accrued Annually	288	328	360
Days accrued Annually	36	41	45

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

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

Unused Leave Pay. Upon retirement, unused personal leave shall be paid in cash, at the daily rate of pay

of the employee, not to exceed the maximum allowed.

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

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

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

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

Personnel Changes

The Fiscal Year 2015 changes are as follows:

General Government

In fiscal year 2015, General Government Department has 107 positions. Overall, the department increased by 16 positions. This includes 6 Purchasing positions that

were transferred from General Services and an additional 6 Information Technology (IT) positions. The IT positions include (1) ECM Specialist transferred from Finance and 5 new positions: (1) Assistant Director IT Security, (1) Telecommunications Supervisor, (1) Fiscal Analyst, (1) Database Administrator, (1) Assistant Director IT Project Management, (1) Assistant Director IT Infrastructure & Operations. One (1) Network Engineer was eliminated. There are 2 frozen positions, Deputy Chief Information Officer (1), and IT Technician (1).

Department of General Services

In fiscal year 2015, General Services has 162 positions. The Director of Sustainability position was transferred to General Services. Purchasing Division was transferred to General Government. The Mailroom became a stand alone division. General Services has 3 frozen positions: (1) Crew Worker 1, (1) Asst. Director General Services, and (1) Special Project Coordinator. General Services eliminated (2) Phone Sales Clerks P/T positions.

Department of Finance & Administration

In fiscal year 2015, the Department of Finance & Administration overall increased positions by one (1). New position additions include the addition of 1 Performance Manager and 1 Capital Planner. Also included is a conversion of 1 Payroll Technician to a Payroll Technician 2. Reductions include the transfer of the Electronic Content Specialist to Information Technology. The department has seven (7) frozen positions, Management Budget Analyst 1, Accounting Technician 1, Tax Supervisor, 3 Court Operations Assistant, and Court Operations Technician 2.

Department of Police

In fiscal year 2015, overall there is an increase of ten(10) positions. Additions for the year included 9 civilian positions: eight (8) Administrative Support Assistant 2, six will be assigned to the newly created Family Justice Center; one (1) Public Information Specialist, and one (1) sworn Police Sergeant transferred from the Automated Traffic Fund. Also included is the conversion of 1 Administrative Support Assistant 2 to an Administrative Support Specialist. In addition to the transfer of cost for the Sergeant from Automated Traffic Fund, partial year funding for 23 Police Officers provided by a COPS grant was included in the FY15 budget. A total of 486 sworn positions are funded for the year which includes four (4) Master Police Officers that remain in the Automated Traffic Fund. An additional note, this year the Police received a new pay plan. The new plan eliminates the career track for Police Officers.

Department of Fire

In the fiscal year 2015, the Fire Department has 446 positions with 18 frozen, which consist of Lieutenant (3), Firefighter (6), Firefighter Senior (3), Fire Captain (3), Staff Lieutenant (2), and Staff Firefighter Senior (1). An additional note, this year the sworn Fire Department staff received a new pay plan, which includes a new level called Firefighter Engineer. The new plan eliminates the career track for sworn Fire Department personnel.

Department of Public Works

In fiscal year 2015, Public Works has 12 frozen positions (3) Crew Worker 1, (1) Crew Supervisor 2, (2) Equip Operator 3, (3) Equipment Operator 4, (1) Refuse Collection Inspector, (1) Enigneering Coop, and (1) Admin Support Assist 1. The department had a net decrease of twenty-one (21) positions. 9 Building & Structure positions were transferred to General Services. 9 Engineering positions were transferred to Transportation. 3 positions were for Blighted Property.

State Street Aid Fund

In fiscal year 2015, State Street Aid has 69 positions in which 18 are frozen and not funded. The frozen positions consist of (1) Engineering Project Coordinator,(1) Crew Supervisor 2, (4) Crew Worker 2, (5) Crew Worker 1, (1) Equipment Operator 4,(4) Equipment Operator 5, (2) Crew Supervisor 3 CDL. During the FY15 process, (4) Equipment Operator 2s where deleted and (4) Equipment Operator 4 were added.

Department of Human Resources

In fiscal year 2015, the Department of Human Resources General Fund positions increased by one (Employee Relations Coordinator) to 21 positions. Human Resources has 2 positions in the Health & Wellness Internal Service Fund.

Department of Economic & Community Development

In fiscal year 2015, Economic & Community Development had an increase of seven (7) positions. 1 Homeless Advisor was added related to the Veterans Homeless to Housed initiative. 1 Affordable Housing Specialist position was added related to the Affordable Housing initiative. 4 Refuse Collection Inspectors and 1 Refuse Collection Inspector Supervisor were transferred from Public Works to Land Development Office. The department has no frozen positions. There are a total of 80 General Fund positions within this department.

Executive Branch

In fiscal year 2015, The Executive Branch had a decrease of 1 position due to the Compliance Officer

being moved from the Office of Multicultural Affairs to the City Attorney's Office. The Community Outreach Specialist position in the Office of Multicultural Affairs, which has previously been frozen, has been funded for FY15. There are a total of 13 positions in this department.



City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected			
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017	
General Government & Agencies				2	90	91	91	107	16	17	107	107
City Attorney's Office												
0000150	City Attorney		34	1	1	1	1	0	0	1	1	
0002963	Receptionist (Part-time)		11.75	1	0	0	1	1	0	1	1	
0004037	Administrative Support Spec		10	4	6	6	0	-6	-4	1	1	
0004130	Claims Investigator		18	1	1	1	1	0	0	1	1	
0004131	Deputy City Attorney		30	1	1	1	1	0	0	1	1	
0004132	Administrative Support Spec PT		NR	1	0	0	0	0	-1	0	0	
0030020	Staff Attorney		25	5	5	5	5	0	-5	5	5	
0004213	Public Records E-Discovery Coord.		15	0	0	0	1	1	-5	1	1	
0002142	Compliance Officer		17	0	0	0	1	1	-5	1	1	
New	Legal Secretary		NR	0	0	0	1	1	-5	0	0	
0000026	Legal Assistant		13	0	0	0	3	3	-5	3	3	
		<u>0</u>		<u>14</u>	<u>14</u>	<u>14</u>	<u>15</u>	<u>1</u>	<u>-5</u>	<u>15</u>	<u>15</u>	
City Court Judicial I												
0000152	City Court Officer		NP	2	2	2	2	0	0	2	2	
0000153	Judicial Assistant		NP	1	1	1	1	0	0	1	1	
0020010	City Judge		NP	1	1	1	1	0	0	1	1	
		<u>0</u>		<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>4</u>	<u>4</u>	
City Court Judicial II												
0000152	City Court Officer		NP	2	2	2	2	0	0	2	2	
0000153	Judicial Assistant		NP	1	1	1	1	0	0	1	1	
0020010	City Judge		NP	1	1	1	1	0	0	1	1	
		<u>0</u>		<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>4</u>	<u>4</u>	
City Council												
0000159	Clerk to Council		NP	1	1	1	1	0	0	1	1	
0000160	Management Analyst		NP	1	1	1	1	0	0	1	1	
0000161	Deputy Clerk to Council		NP	1	1	1	1	0	0	1	1	
0000163	Council Secretary		NP	1	1	0	0	0	-1	1	1	
0020100	Council Chairperson		NP	1	1	1	1	0	0	1	1	
0020200	Council Vice Chairperson		NP	1	1	1	1	0	0	1	1	
0020300	Council Member		NP	7	7	7	7	0	0	7	7	
0004201	Council Support Spec		NP	0	0	1	1	0	1	1	1	
		<u>0</u>		<u>13</u>	<u>13</u>	<u>13</u>	<u>13</u>	<u>0</u>	<u>0</u>	<u>13</u>	<u>13</u>	
Internal Audit												
0000084	Internal Auditor 1		19	3	3	3	0	-3	-3	0	0	
0000084	Internal Auditor		19	0	0	0	3	3	3	3	3	
0002117	Internal Auditor 2		21	1	1	1	0	-1	-1	0	0	
0002117	Senior Auditor		21	0	0	0	1	1	1	1	1	
0002118	City Auditor		29	1	1	1	1	0	0	1	1	
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1	
		<u>0</u>		<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>6</u>	<u>6</u>	
311 Call Center												
0002106	Customer Service Rep 2		8	1	1	1	1	0	0	1	1	
0002107	Customer Service Rep 1		7	8	8	8	8	0	0	8	8	
0002108	Customer Service Supervisor		15	1	1	1	1	0	0	1	1	
0004008	Webmaster		20	1	1	1	0	-1	-1	0	0	
		<u>0</u>		<u>11</u>	<u>11</u>	<u>11</u>	<u>10</u>	<u>-1</u>	<u>-1</u>	<u>10</u>	<u>10</u>	
Information Technology												
0000107	Chief Information Officer		33	1	1	1	1	0	0	1	1	
0000108	Manager Application Services		28	1	1	1	1	0	0	1	1	
0000109	Dep Chief Information Officer	1	29	1	1	1	1	0	0	1	1	
0000110	Network Analyst		22	2	3	3	3	0	1	3	3	
0000111	Assistant Director IT Security		30	0	0	0	1	1	1	1	1	
0000113	Manager IT Support Services		28	1	1	1	1	0	0	1	1	
0000114	Network Engineer		20	1	1	2	1	-1	0	1	1	
0000115	Systems & Database Spec 2		23	2	2	2	2	0	0	2	2	
0000116	Systems & Database Spec 1		22	2	2	2	2	0	0	2	2	
0000117	Manager Network		27	1	1	1	1	0	0	1	1	
0000119	Programmer 2		20	4	4	4	4	0	0	4	4	
0000120	IT Support Services Supervisor		21	1	1	1	1	0	0	1	1	
0000127	Programmer 1		18	4	4	4	4	0	0	4	4	
0000146	Telecommunications Coordinator		17	1	1	1	1	0	0	1	1	
0000147	Telecommunications Supervisor		21	0	0	0	1	1	1	1	1	
0004004	IT Business Project Analyst		25	4	4	4	4	0	0	4	4	
0004008	Webmaster		20	1	1	1	1	0	0	1	1	
0004009	IT Specialist		19	3	3	3	3	0	0	3	3	
0004011	Fiscal Analyst		17	0	0	0	1	1	1	1	1	
0004015	IT Technician	1	15	4	5	5	5	0	1	5	5	
0004037	Administrative Supp Spec		10	1	1	1	1	0	0	1	1	
0004046	Database Administrator		25	0	0	0	1	1	1	1	1	
0004047	Adm Support Assistant 2		7	1	1	1	1	0	0	1	1	
0004177	ECM Specialist		22	0	0	0	1	1	1	1	1	
0000000	Security Analyst		NR	1	0	0	0	0	-1	0	0	
0004059	Emerging Technology Specialist		25	1	0	0	0	0	-1	0	0	
0004191	Director Citizen Services		27	0	1	0	0	0	0	0	0	
0000023	Assistant Director IT Project Management		30	0	0	0	1	1	1	1	1	
0000024	Assistant Director IT Infrastructure & Operations		30	0	0	0	1	1	1	1	1	
		<u>2</u>		<u>38</u>	<u>39</u>	<u>39</u>	<u>45</u>	<u>6</u>	<u>7</u>	<u>45</u>	<u>45</u>	
Purchasing												
0000250	Manager Purchasing		23	0	0	0	1	1	1	1	1	
0000252	Buyer		16	0	0	0	6	6	6	6	6	
0000269	Deputy Purchasing Agent		21	0	0	0	1	1	1	1	1	
0004037	Administrative Support Specialist		22	0	0	0	1	1	1	1	1	
0004167	Procurement Analyst		17	0	0	0	1	1	1	1	1	

City of Chattanooga

Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
		0		0	0	0	10	10	10	10	10
General Services (All Funds)		4		107	108	166	162	-4	55	162	162
General Services - General Fund		4		34	35	50	46	-4	12	46	46
Administration											
000020	Director General Services		30	1	1	1	1	0	0	1	1
000021	Asst. Director Gen Svcs	1	NR	1	1	1	1	0	0	1	1
000022	Special Project Coordinator	1	NR	1	1	1	1	0	0	1	1
0000187	General Svcs Technology Spec		22	1	1	1	1	0	0	1	1
0004011	Fiscal Analyst		17	1	1	2	2	0	1	2	2
0004047	Adm Support Assistant 2		7	1	1	1	1	0	0	1	1
0004057	Adm Support Assistant 1		4	0	0	0	1	1	1	1	1
0004163	Real Property Coordinator		14	0	1	1	1	0	1	1	1
0004164	Contract Project Manager		22	1	1	1	0	-1	-1	0	0
0004220	Manager Facilities Operations		22	0	0	0	1	1	1	1	1
NEW	Director of Sustainability		NR	0	0	0	1	1	1	1	1
		2		7	8	9	11	2	4	11	11
Purchasing											
0000250	Manager Purchasing		23	1	1	1	0	-1	-1	0	0
0000252	Buyer		16	7	7	6	0	-6	-7	0	0
0000269	Deputy Purchasing Manager		21	1	1	1	0	-1	-1	0	0
0000283	Manager Real Property		22	1	0	0	0	0	-1	0	0
0004047	Adm Support Assistant 2		7	1	1	1	0	-1	-1	0	0
0004057	Adm Support Assistant 1		4	1	1	1	0	-1	-1	0	0
0004167	Procurement Analyst		17	0	1	1	0	-1	0	0	0
		0		12	12	11	0	-11	-12	0	0
Building Maintenance											
0000198	Security Guard		4	2	2	1	1	0	-1	1	1
0004010	General Supervisor		18	1	1	1	2	1	1	2	2
0004029	Bldg Maintenance Mechanic 2		12	0	0	0	1	1	1	1	1
0004040	Bldg Maintenance Mechanic 1		9	4	4	3	10	7	6	10	10
0004045	Crew Supervisor 1		8	1	1	1	2	1	1	2	2
0004057	Administrative Support Assistant 1		4	0	0	0	1	1	1	1	1
0004059	Crew Worker 1	1	2	7	7	6	7	1	0	7	7
0004097	Pool Technician		12	0	0	0	1	1	1	1	1
		1		15	15	12	25	13	10	25	25
Memorial Auditorium*											
0000405	Technical Coordinator		12	0	0	1	1	0	1	1	1
0004059	Crew Worker 1	1	2	0	0	2	0	-2	0	0	0
	*Formerly a division of Education, Arts, & Culture	1		0	0	3	1	-2	1	1	1
Tivoli Theatre*											
0000405	Technical Coordinator		12	0	0	1	1	0	1	1	1
0004059	Crew Worker 1		2	0	0	1	0	-1	0	0	0
	*Formerly a division of Education, Arts, & Culture	0		0	0	2	1	-1	1	1	1
Civic Facilities Administration*											
0000400	Director Civic Facilities		22	0	0	1	1	0	1	1	1
0000401	Business Mgr Civic Facilities		20	0	0	1	1	0	1	1	1
0000402	Super, Civic Facilities Operation		18	0	0	1	0	-1	0	0	0
0000406	Facilities Marketing Coordinator		15	0	0	1	1	0	1	1	1
0000956	Box Office Cashiers P/T		N/A	0	0	2	2	0	2	2	2
0000958	Phone Sales Clerks P/T		N/A	0	0	4	2	-2	2	2	2
0004045	Crew Supervisor 1		8	0	0	1	0	-1	0	0	0
0004047	Adm Support Assistant 2		7	0	0	2	1	-1	1	1	1
	*Formerly a division of Education, Arts, & Culture	0		0	0	13	8	-5	8	8	8
Development Resource Center											
0004057	Adm Support Assistant 1		4	1	1	1	1	0	0	1	1
0004059	Crew Worker 1		2	2	2	2	4	2	2	4	4
		0		3	3	3	5	2	2	5	5
TN Valley Regional Communication											
0000199	Mgr Electronics Communications		25	1	1	1	1	0	0	1	1
0000213	Electronics Com Technician 2		16	4	4	4	2	-2	-2	2	2
0004019	Electronics Com Technician 1		14	2	2	2	3	1	1	3	3
0004057	Administrative Support Asst 1		4	1	1	1	1	0	0	1	1
0004116	Electronics Sohp Supv		18	1	1	1	1	0	0	1	1
		0		9	9	9	8	-1	-1	8	8
Municipal Garage - Amnicola											
0000204	Fleet Maintenance Shift Supv		16	1	1	1	1	0	0	1	1
0000205	Manager Fleet		23	1	1	1	1	0	0	1	1
0000206	Equipment Mechanic 3		13	4	4	4	4	0	0	4	4
0000208	Equipment Mechanic 1		10	3	3	3	3	0	0	3	3
0000209	Data Analyst		12	1	1	1	1	0	0	1	1
0000218	Fleet Maintenance Shop Supv		18	2	2	2	2	0	0	2	2
0000224	Equipment Mechanic 2		12	11	11	11	11	0	0	11	11
0001301	Inventory Clerk		5	1	1	1	1	0	0	1	1
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1
0004051	Inventory Technician		7	3	3	3	3	0	0	3	3
0004059	Crew Worker 1		2	2	2	2	2	0	0	2	2
		0		30	30	30	30	0	0	30	30
Municipal Garage - 12th Street											
0000204	Fleet Maintenance Shift Supv		16	2	2	2	2	0	0	2	2
0000206	Equipment Mechanic 3		13	7	7	7	7	0	0	7	7
0000208	Equipment Mechanic 1		10	5	5	5	5	0	0	5	5
0000218	Fleet Maintenance Shop Supv		18	1	1	1	1	0	0	1	1
0000224	Equipment Mechanic 2		12	6	6	6	6	0	0	6	6

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
0004028	Inventory Coordinator		13	1	1	1	1	0	0	1	1
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1
0004051	Inventory Technician		8	2	2	2	2	0	0	2	2
0004053	Vehicle Servicer		7	1	1	1	1	0	0	1	1
0004057	Adm Support Assistant 1		4	1	1	1	1	0	0	1	1
0004058	Crew Worker 2		4	1	1	1	1	0	0	1	1
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1
		0		30	30	30	30	0	0	30	30
Municipal Gas Station											
0004100	Equipment Operator 4		10	1	1	1	0	-1	-1	0	0
		0		1	1	1	0	-1	-1	0	0
Municipal Golf Course*											
0000224	Equipment Mechanic II		NP	0	0	2	2	0	2	2	2
0000317	Golf Course Superintendent		NP	0	0	2	2	0	2	2	2
0000319	Assistant Superintendent		NP	0	0	2	2	0	2	2	2
0000321	Concession Attendant		NP	0	0	4	4	0	4	4	4
0000326	Golf Course Ranger		NP	0	0	3	3	0	3	3	3
0000330	Proshop Clerk		NP	0	0	2	2	0	2	2	2
0000399	Golf Manager		NP	0	0	2	2	0	2	2	2
0000414	Golf Course Director		NP	0	0	1	1	0	1	1	1
0000415	Assistant Golf Manager		NP	0	0	2	2	0	2	2	2
0000925	Proshop Attendant (Part time)		NP	0	0	1	1	0	1	1	1
0000926	Laborer (Part time)		NP	0	0	8	8	0	8	8	8
0000927	Food Clerk (Part time)		NP	0	0	3	3	0	3	3	3
0001402	Accounting Technician		NP	0	0	1	1	0	1	1	1
0001512	Equipment Operator, Sr		NP	0	0	2	2	0	2	2	2
0001521	Crew Worker		NP	0	0	8	8	0	8	8	8
	*Previously reported under Parks & Recreat	0		0	0	43	43	0	43	43	43
Department of Finance & Administration			7	68	68	66	67	1	-1	67	67
Finance											
0000075	Administrator & City Finance Officer		35	1	1	1	1	0	0	1	1
0000076	Deputy Administrator Finance		29	1	1	1	1	0	0	1	1
0004210	Deputy Chief Operating Officer		NP	0	0	1	1	0	1	1	1
0000077	Budget Officer		27	1	1	1	1	0	0	1	1
0000079	Manager, Financial Operations		27	1	1	1	1	0	0	1	1
0000081	Accounts Payable Supervisor		17	1	1	1	1	0	0	1	1
0000082	Accounting Manager		24	1	1	1	1	0	0	1	1
0000083	Payroll Supervisor		19	1	1	1	1	0	0	1	1
0000085	Management & Budget Analyst 1	1	17	4	4	4	4	0	0	4	4
0000086	Management & Budget Analyst 2		21	2	2	1	1	0	-1	1	1
0000088	Management & Budget Analyst 3		23	0	0	1	1	0	1	1	1
0000087	Accountant 1		17	3	3	3	3	0	0	3	3
0000090	Accountant 2		21	2	2	1	1	0	-1	1	1
0000091	Accountant 3		23	0	0	1	1	0	1	1	1
0000099	Payroll Assistant		7	1	1	1	1	0	0	1	1
0000102	Payroll Technician		11	2	2	2	1	-1	-1	1	1
0000103	Payroll Technician 2		12	0	0	0	1	1	1	1	1
0000995	Grants Analyst		17	1	1	1	1	0	0	1	1
0001402	Accounting Technician 1	1	8	3	3	3	3	0	0	3	3
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004035	Accounting Technician 2		10	2	2	2	2	0	0	2	2
0004047	Adm Support Assistant 2		7	4	4	3	3	0	-1	3	3
0004143	Business Systems Analyst		24	1	1	1	1	0	0	1	1
0004177	Electronic Content Specialist		22	0	0	1	0	-1	0	0	0
0004161	Capital Project Analyst		21	1	1	0	0	0	-1	0	0
NEW	Performance Manager		NR	0	0	0	1	1	1	1	1
NEW	Strategic Capital Planner		23	0	0	0	1	1	1	1	1
		2		34	34	34	35	1	1	35	35
City Treasurer											
0000131	Assistant Treasurer		22	1	1	1	1	0	0	1	1
0000132	Tax Supervisor	1	16	2	2	2	2	0	0	2	2
0000133	City Treasurer		25	1	1	1	1	0	0	1	1
0000136	Tax Specialist 2		10	1	1	1	1	0	0	1	1
0000904	Property Tax Clerk I		\$9.35hr	1	1	0	0	0	-1	0	0
0000905	Property Tax Clerk II		\$9.63hr	1	1	1	1	0	0	1	1
0000906	Property Tax Clerk III		\$10.50hr	1	1	1	1	0	0	1	1
0001006	Tax Specialist		7	7	7	7	7	0	0	7	7
		1		15	15	14	14	0	-1	14	14

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected			
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017	
City Court Clerk's Office												
0000055	City Court Clerk		24	1	1	1	1	0	0	1	1	
0000059	Deputy City Court Clerk		17	1	1	1	1	0	0	1	1	
0001101	Court Operations Assistant	3	5	12	12	10	10	0	-2	10	10	
0004021	Administrative Support Spec		10	0	0	1	1	0	1	1	1	
0004044	Court Operations Technician 2	1	8	2	2	2	2	0	0	2	2	
0004054	Court Operations Technician 1		6	3	3	3	3	0	0	3	3	
		4		19	19	18	18	0	-1	18	18	
Department of Police (All Funds)		0		604	604	589	599	10	-5	599	599	
Police General Fund		0		597	597	584	595	11	-2	595	595	
SWORN												
0000796	Assistant Police Chief		P9	3	3	3	3	0	0	3	3	
0000805	Police Chief		34	1	1	1	1	0	0	1	1	
0000806	Deputy Police Chief		30	1	1	1	1	0	0	1	1	
0000809	Police Captain		P8	8	8	7	7	0	-1	7	7	
0000812	Police Lieutenant		P7	17	17	17	17	0	0	17	17	
0000813	Police Sergeant		P6	89	89	86	87	1	-2	87	87	
00004121	Police Officer I		P2	349	349	343	343	0	-6	343	343	
0004122	Police Officer II		P3	see above	see above	see above	see above					
0004123	Police Officer III		P4	see above	see above	see above	see above					
0004060	Master Police Officer		P5	see above	see above	see above	see above					
0004121	COPS Grant Police Officer 1		P2	0	0	23	23	0	23	23	23	
NON - SWORN												
0000168	Public Relations Coordinator 2		18	1	1	0	0	0	-1	0	0	
0000825	Police Service Technician 1		4	9	9	9	9	0	0	9	9	
0000828	Crime Scene Technician		9	1	1	0	0	0	-1	0	0	
0000829	Photographic Lab Technician		9	1	1	1	1	0	0	1	1	
0000834	School Patrol Officer Supv		9	1	1	1	1	0	0	1	1	
0000840	Police Property Technician		7	7	7	6	6	0	-1	6	6	
0000856	Police Records Operation Supv		13	1	1	1	1	0	0	1	1	
0000970	Police Service Technician 2		6	18	18	9	9	0	-9	9	9	
0000975	School Lieutenant Patrol		\$21.84hr	3	3	2	2	0	-1	2	2	
0000976	School Patrol Officer		\$15.08hr	30	30	30	30	0	0	30	30	
0001005	Manager Accreditation		17	1	1	0	0	0	-1	0	0	
0001010	Police Information Center Manager		17	1	1	1	1	0	0	1	1	
0001011	Police Records Analyst		10	5	5	4	4	0	-1	4	4	
0001402	Accounting Technician 1		8	1	1	1	1	0	0	1	1	
0002205	Terminal Agency Coordinator		10	1	1	1	1	0	0	1	1	
0003003	Crime Statistics Analyst		15	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1	
0004014	Occupational Safety Specialist		17	1	1	0	0	0	-1	0	0	
0004020	Electronics Surveillance Techn		14	1	1	1	1	0	0	1	1	
0004021	Executive Assistant		14	2	2	2	2	0	0	2	2	
0004037	Administrative Support Specialist		10	0	0	0	1	1	1	1	1	
0004040	Bldg Maintenance Mechanic 1		9	2	2	2	2	0	0	2	2	
0004042	Fiscal Technician		9	1	1	1	1	0	0	1	1	
0004047	Adm Support Assistant 2		7	14	14	11	10	-1	-4	10	10	
0004050	Fingerprint Technician		7	2	2	0	0	0	-2	0	0	
0004052	Personnel Assistant		8	2	2	2	2	0	0	2	2	
0004056	Police Records Technician		5	18	18	14	14	0	-4	14	14	
0004057	Adm Support Assistant 1		4	2	2	1	1	0	-1	1	1	
0004214	Special Assistant City Attorney		NP	0	0	0	1	1	1	1	1	
NEW	Public Information Specialist		NR	0	0	0	1	1	1	1	1	
NEW	Administrative Support Assistant 2		NR	0	0	0	8	8	8	8	8	
		0		597	597	584	595	11	-2	595	595	
Automated Traffic Control												
0000813	Police Sergeant		P6	1	1	1	0	-1	-1	0	0	
0000818	Police Officer I		P2	3	3	0	0	0	-3	0	0	
0004122	Police Officer II		P3	1	1	0	0	0	-1	0	0	
0004123	Police Officer III		P4	1	1	0	0	0	-1	0	0	
0004060	Master Police Officer		P5	1	1	4	4	0	3	4	4	
		0		7	7	5	4	-1	-3	4	4	

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
Department of Fire		18		431	446	446	446	0	15	446	446
SWORN											
0000865	Fire Chief		34	1	1	1	1	0	0	1	1
0000866	Deputy Fire Chief		F7C	1	1	1	1	0	0	1	1
0000867	Fire Marshal		F6C	1	1	1	1	0	0	1	1
0000869	Fire Battalion Chief		F5A	9	9	9	9	0	0	9	9
0000873	Lieutenant	3	F3A	81	84	84	84	0	3	84	84
0000874	Firefighter	6	F1A	46	49	49	49	0	3	49	49
0000892	Firefighter Senior	3	F2A	171	177	177	177	0	6	177	177
0004001	Assistant Fire Chief		F6C	3	3	3	3	0	0	3	3
0004003	Fire Captain	3	F4A	78	81	81	81	0	3	81	81
0004111	Staff Captain		F4C	10	10	9	9	0	-1	9	9
0004112	Staff Lieutenant	2	F3C	11	11	11	11	0	0	11	11
0004113	Staff Firefighter Senior	1	F2C	1	1	1	1	0	0	1	1
0004115	Executive Deputy Fire Chief		29	1	1	1	1	0	0	1	1
0004211	Deputy Fire Marshal		F5C	0	0	1	1	0	1	1	1
NON - SWORN											
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004057	Adm Support Assistant 1		4	1	1	1	1	0	0	1	1
0004168	Fir Systems & Database Spec		22	0	0	1	1	0	1	1	1
0000891	Fire Equipment Specialist		11	3	3	3	3	0	0	3	3
0001407	Budget Technician		12	1	1	1	0	-1	-1	0	0
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004011	Fiscal Analyst		17	0	0	0	1	1	1	1	1
0004029	Bldg Maintenance Mechanic 2		12	1	1	1	1	0	0	1	1
0004040	Bldgd Maintenance Mechanic 1		9	3	3	3	3	0	0	3	3
0004051	Inventry Technician		8	1	1	1	1	0	0	1	1
0004052	Personnel Assistant		8	1	1	1	1	0	0	1	1
0000168	Public Relations Coordinator 2		18	1	1	1	1	0	0	1	1
0000999	Manager IT Fire		18	1	1	0	0	0	-1	0	0
0004047	Adm Support Assistant 2		7	2	2	2	2	0	0	2	2
		18		431	446	446	446	0	15	446	446
Department of Public Works (All Funds)		30		631	635	615	604	-11	-27	604	604
Public Works General Fund		12		266	266	238	217	-21	-49	217	217
Administration											
0000450	Administrator		34	1	1	1	1	0	0	1	1
0000451	Deputy Administrator		31	1	1	1	1	0	0	1	1
0004028	Inventry Control Coordinator		13	1	1	1	1	0	0	1	1
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004047	Administrative Support Assistant 2		7	2	2	2	2	0	0	2	2
		0		7	7	7	7	0	0	7	7
Land Development Office											
0000334	Landscape Inspector		14	1	1	0	0	0	-1	0	0
0000513	Civil Engineer		19	0	0	0	0	0	0	0	0
0000521	Construction. Inspector 1		14	3	3	0	0	0	-3	0	0
0000541	Building Official		25	1	1	0	0	0	-1	0	0
0000544	Chief Building Inspector		19	1	1	0	0	0	-1	0	0
0000545	Chief Electrical Inspector		19	1	1	0	0	0	-1	0	0
0000546	Chief Plumbing Inspector		19	1	1	0	0	0	-1	0	0
0000548	Electrical Inspector		14	2	2	0	0	0	-2	0	0
0000550	Plumbing Inspector		14	2	2	0	0	0	-2	0	0
0000551	Plumbing Inspector, Sr		15	1	1	0	0	0	-1	0	0
0000552	Combination Inspector		15	8	8	0	0	0	-8	0	0
0000553	Building Inspector		14	1	1	0	0	0	-1	0	0
0000554	Electrical Inspector, Sr		15	1	1	0	0	0	-1	0	0
0000555	Building Inspector, Sr		15	1	1	0	0	0	-1	0	0
0000559	Gas/Mechanical Inspector, Sr		15	1	1	0	0	0	-1	0	0
0000567	Director of Codes & Inspection		27	1	1	0	0	0	-1	0	0
0000578	Zoning and Sign Official		21	1	1	0	0	0	-1	0	0
0001004	Permit Clerk		6	5	5	0	0	0	-5	0	0
0001955	Development Ombudsman		18	1	1	0	0	0	-1	0	0
0004032	Office Supervisor		12	1	1	0	0	0	-1	0	0
0004047	Administrative Support Assistant 2		7	1	1	0	0	0	-1	0	0
0004057	Administrative Support Assistant 1		4	1	1	0	0	0	-1	0	0
0004080	Plans Review Specialist 3		15	1	1	0	0	0	-1	0	0
0004085	Historic Preservation Planner		14	1	1	0	0	0	-1	0	0
0004096	Plans Review Specialist 2		12	1	1	0	0	0	-1	0	0
0004135	Construction. Inspector 2		15	1	1	0	0	0	-1	0	0
0004101	Plans Review Specialist 1		9	2	2	0	0	0	-2	0	0
0004165	Manager Land Use Development		19	0	0	0	0	0	0	0	0
0004171	Zoning Inspector 2		13	0	0	0	0	0	0	0	0
		0		42	42	0	0	0	-42	0	0
City Wide Services											
0000474	Director, City Wide Services		27	1	1	1	1	0	0	1	1
0000479	Accident Investigator		10	1	1	1	1	0	0	1	1
0001301	Inventry Clerk		5	1	1	1	1	0	0	1	1
0001530	Crew Scheduler		8	1	1	1	1	0	0	1	1
0004014	Occupation Safety Specialist		17	1	1	1	1	0	0	1	1
0004028	Inventry Coordinator		13	1	1	1	1	0	0	1	1
0004037	Administrative Support Specialist		10	2	2	2	2	0	0	2	2

City of Chattanooga

Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
0004047	Administrative Support Assistant 2		7	2	2	1	1	0	-1	1	1
0004051	Inventry Technician		8	1	1	1	1	0	0	1	1
0004057	Administrative Support Specialist 1		4	3	3	2	2	0	-1	2	2
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1
0004065	Asst Director Operations		25	0	0	1	1	0	1	1	1
0004068	Administrative Manager		22	1	1	1	1	0	0	1	1
		0		16	16	15	15	0	-1	15	15
Municipal Forestry											
0000311	Municipal Forester		23	1	1	1	1	0	0	1	1
0000312	Forestry Supervisor		18	1	1	1	1	0	0	1	1
0000333	Tree Trimmer		9	2	2	3	3	0	1	3	3
0004100	Equipment Operator 4		10	2	2	3	3	0	1	3	3
0004038	Crew Supervisor 2		12	2	2	3	3	0	1	3	3
0004148	Forestry Technician		12	1	1	0	0	0	-1	0	0
		0		9	9	11	11	0	2	11	11
Solid Waste Refuse Collection Center											
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1
		0		1	1	1	1	0	0	1	1
Emergency											
0004038	Crew Supervisor 2		12	0	0	1	1	0	1	1	1
0004059	Crew Worker 1	1	2	5	5	4	4	0	-1	4	4
0004100	Equipment Operator 4		10	7	7	7	7	0	0	7	7
0004102	Equipment Operator 3	1	8	2	2	1	1	0	-1	1	1
0004105	Equipment Operator 1		5	2	2	2	2	0	0	2	2
		2		16	16	15	15	0	-1	15	15
Street Cleaning											
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004038	Crew Supervisor 2	1	12	2	2	2	2	0	0	2	2
0004045	Crew Supervisor 1		8	3	3	4	4	0	1	4	4
0004058	Crew Worker 2		4	3	3	4	4	0	1	4	4
0004059	Crew Worker 1	1	2	11	11	9	9	0	-2	9	9
0004100	Equipment Operator 4	2	10	10	10	14	14	0	4	14	14
0004105	Equipment Operator 1		5	5	0	0	0	0	-5	0	0
		4		35	35	34	34	0	-1	34	34
Traffic Engineering											
0000768	City Traffic Engineer		27	1	1	0	0	0	-1	0	0
0000769	Assistant City Traffic Engineer		25	1	1	0	0	0	-1	0	0
0000770	Traffic Operations Analyst		16	1	1	0	0	0	-1	0	0
0000771	Traffic Engineering Coordinator		13	1	1	0	0	0	-1	0	0
0000774	Traffic Engineering Tech		10	4	4	0	0	0	-4	0	0
0000776	Traffic Signal Designer		14	1	1	0	0	0	-1	0	0
0004047	Administrative Support Assistant 2		7	1	1	0	0	0	-1	0	0
0004141	Traffic Signal Systems Engineer		25	1	1	0	0	0	-1	0	0
0004186	Traffic Signal Designer Spc		19	0	0	0	0	0	0	0	0
0004037	Administrative Support Specialist		10	0	0	0	0	0	0	0	0
0004057	Administrative Support Specialist 1		4	0	0	0	0	0	0	0	0
		0		11	11	0	0	0	-11	0	0
Engineering											
0000505	City Engineer		31	1	1	1	1	0	0	1	1
0000512	Assistant City Engineer		28	1	1	1	1	0	0	1	1
0000513	Civil Engineer		19	6	6	4	1	-3	-5	1	1
0000516	Engineering Project Coordinator		21	3	3	3	3	0	0	3	3
0000518	Survey Party Chief		14	4	4	3	2	-1	-2	2	2
0000521	Construction. Inspector		14	1	1	1	0	-1	-1	0	0
0000522	Survey Instrument Tech.		9	2	2	1	2	1	0	2	2
0000524	Technical Information Manager		24	1	1	1	1	0	0	1	1
0000582	Engineering Technician		13	1	1	1	0	-1	-1	0	0
0000733	Construction Program Supv		21	0	0	1	0	-1	0	0	0
0000965	Engineering Co-op	1	\$12.33hr	2	2	1	1	0	-1	1	1
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1
0004057	Administrative Support Specialist 1	1	4	1	1	1	1	0	0	1	1
0004064	Engineering Manager		27	2	2	1	0	-1	-2	0	0
0004075	GIS Analyst		18	0	0	1	1	0	1	1	1
0004090	GIS Technician		13	3	3	2	2	0	-1	2	2
0004117	Engineering Contracts Tech		11	1	1	1	0	-1	-1	0	0
0004135	Construction Inspector 2		15	1	1	1	1	0	0	1	1
0004150	Senior Engineer		25	0	0	3	2	-1	2	2	2
		2		31	31	29	20	-9	-11	20	20
Traffic Control											
0000206	Equipment Mechanic III		13	1	1	0	0	0	-1	0	0
0000743	Manager Traffic Control		24	1	1	0	0	0	-1	0	0
0000744	Traffic Control Electrical Supervisor		19	1	1	0	0	0	-1	0	0
0000753	Parking Meter Servicer		7	1	1	0	0	0	-1	0	0
0000756	Electronics Traffic Technician		14	2	2	0	0	0	-2	0	0
0000757	Traffic Electronic Supervisor		19	1	1	0	0	0	-1	0	0
0004010	General Supervisor		18	1	1	0	0	0	-1	0	0
0004018	Electrician 2		14	1	1	0	0	0	-1	0	0
0004027	Electrician 1		13	4	4	0	0	0	-4	0	0
0004037	Administrative Support Specialist		10	1	1	0	0	0	-1	0	0
0004038	Crew Supervisor 2		12	1	1	0	0	0	-1	0	0
0004049	Crew Worker 3		7	2	2	0	0	0	-2	0	0
0004057	Administrative Support Specialist 1		4	1	1	0	0	0	-1	0	0
0004058	Crew Worker 2		4	3	3	0	0	0	-3	0	0
0004059	Crew Worker 1		2	7	7	0	0	0	-7	0	0

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected			
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017	
0004100	Equipment Operator 4	0	10	6 34	6 34	0 0	0 0	0 0	-6 -34	0 0	0 0	
Brush & Trash												
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004100	Equipment Operator 4	1	10	11	11	11	11	0	0	11	11	
0004059	Crew Worker 1		2	2	2	1	1	0	-1	1	1	
		1		14	14	13	13	0	-1	13	13	
Refuse Inspection												
0000531	Refuse Inspector	1	10	6	6	6	1	-5	-5	1	1	
0004153	Refuse Collection Inspector Super.		12	1	1	1	0	-1	-1	0	0	
		1		7	7	7	1	-6	-6	1	1	
Trash Flash												
0004100	Equipment Operator 4		10	0	0	4	4	0	4	4	4	
0004102	Equipment Operator 3		8	5	5	0	0	0	-5	0	0	
		0		5	5	4	4	0	-1	4	4	
Sway Car												
0004100	Equipment Operator 4	0	10	1	1	0	1	1	0	1	1	
		0		1	1	0	1	1	0	1	1	
Blighted Property Abatement & Maintenance												
0004059	Crew Worker 1		2	0	0	0	1	1	1	1	1	
0004058	Crew Worker 2		4	0	0	0	1	1	1	1	1	
0004038	Crew Supervisor 2		12	0	0	0	1	1	1	1	1	
		0		0	0	0	3	3	3	3	3	
Curbside Recycle												
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004102	Equipment Operator 3		8	3	3	3	3	0	0	3	3	
0004059	Crew Worker 1	1	2	4	4	4	4	0	0	4	4	
0004104	Equipment Operator 2		6	1	1	0	0	0	-1	0	0	
		1		9	9	8	8	0	-1	8	8	
Garbage Collection												
0000532	Manager Sanitation		22	1	1	0	1	1	0	1	1	
0004100	Equipment Operator 4		10	14	14	14	14	0	0	14	14	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	1	1	1	1	0	0	1	1	
0004059	Crew Worker 1		2	6	6	3	3	0	-3	3	3	
0004102	Equipment Operator 3	1	8	4	4	4	4	0	0	4	4	
		1		28	28	24	25	1	-3	25	25	
Parks Maint - Parks & Athletic Fields*												
0004038	Crew Supervisor 2		12	0	0	1	0	-1	0	0	0	
0004097	Pool Technician		12	0	0	1	0	-1	0	0	0	
	*Formally a division of Parks & Recreation	0		0	0	2	0	-2	0	0	0	
Parks Maint - Buildings & Structures												
0004010	General Supervisor		18	0	0	1	0	-1	0	0	0	
0004029	Bldg Maintenance Mechanic 2		12	0	0	1	0	-1	0	0	0	
0004040	Bldg Maintenance Mechanic 1		9	0	0	8	0	-8	0	0	0	
	*Formally a division of Parks & Recreation	0		0	0	10	0	-10	0	0	0	
TN Riverpark - Downtown												
0004105	Equipment Operator 1		5	0	0	1	1	0	1	1	1	
0004010	General Supervisor		18	0	0	1	1	0	1	1	1	
0004038	Crew Supervisor 2		12	0	0	3	3	0	3	3	3	
0004045	Crew Supervisor 1		8	0	0	3	3	0	3	3	3	
0004058	Crew Worker 2		4	0	0	2	2	0	2	2	2	
0004029	Building Maintenance Mechanic 2		12	0	0	1	1	0	1	1	1	
0004040	Building Maintenance Mechanic 1		9	0	0	0	1	1	1	1	1	
0004059	Crew worker 1		2	0	0	13	13	0	13	13	13	
	*Formally a division of Parks & Recreation	0		0	0	24	25	1	25	25	25	
Carousel Operations												
0000968	Carousel Assistant P/T		\$7.78	0	0	2	2	0	2	2	2	
	*Formally a division of Parks & Recreation	0		0	0	2	2	0	2	2	2	
Parks Maintenance Admin*												
0001301	Inventory Clerk		5	0	0	1	1	0	1	1	1	
0002934	Director Parks		25	0	0	1	1	0	1	1	1	
0002943	Assistant Director Parks		0	0	0	1	1	0	1	1	1	
0004010	General Supervisor		18	0	0	1	0	-1	0	0	0	
0004014	Occupational Safety Specialist		17	0	0	1	1	0	1	1	1	
0004028	Inventory Coordinator		0	0	0	1	1	1	1	1	1	
0004037	Administrative Support Spec		10	0	0	1	1	0	1	1	1	
0004047	Administrative Support Assistant 2		7	0	0	1	1	0	1	1	1	
0004052	Personnel Assist		8	0	0	1	0	-1	0	0	0	
	*Formally a division of Parks & Recreation	0		0	0	7	7	0	7	7	7	
Parks Maint - Landscape*												
0000365	Gardener		7	0	0	1	1	0	1	1	1	
0004045	Crew Supervisor 1		8	0	0	1	0	-1	0	0	0	
0004105	Equipment Operator 1		5	0	0	2	2	0	2	2	2	
0000208	Equipment Mechanic I		10	0	0	1	1	0	1	1	1	
0004010	General Supervisor		18	0	0	1	1	0	1	1	1	
0004038	Crew Supervisor 2		12	0	0	1	2	1	2	2	2	
0004058	Crew Worker 2		4	0	0	4	4	0	4	4	4	
0004059	Crew worker 1		2	0	0	2	2	0	2	2	2	
	*Formally a division of Parks & Recreation	0		0	0	13	13	0	13	13	13	
Parks Maint - City-Wide Security*												
0000850	Ranger		4	0	0	5	2	-3	2	2	2	
0000953	Ranger P/T 20 hr		\$11.70	0	0	1	0	-1	0	0	0	
	*Formally a division of Parks & Recreation	0		0	0	6	2	-4	2	2	2	

City of Chattanooga

Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected			
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017	
Parks Maint - Heritage Park 0004045	Crew Supervisor 1	0	8	0	0	0	1	1	1	1	1	
Parks Maint - Greenway Farm 0004045	Crew Supervisor 1	0	8	0	0	0	1	1	1	1	1	
Parks Maint - Rivermont Park 0004045	Crew Supervisor 1	0	8	0	0	0	1	1	1	1	1	
Parks Maint - East Lake 0004045	Crew Supervisor 1	0	8	0	0	0	1	1	1	1	1	
TN River Park Security* 0000850	Ranger	0	4	0	0	4	4	0	4	4	4	
0004176	Park Ranger 2	0	6	0	0	1	1	0	1	1	1	
0000863	Ranger Supervisor	0	9	0	0	1	1	0	1	1	1	
	*Formally a division of Parks & Recreation	0		0	0	6	6	0	6	6	6	
Water Quality Management		0		137	137	141	151	10	14	151	151	
Administration												
0000512	Assistant City Engineering		28	0	0	1	1	0	1	1	1	
0000736	Water Quality Supervisor		19	2	2	2	2	0	0	2	2	
0000738	Water Quality Technician		12	2	2	1	1	0	-1	1	1	
0000740	Water Quality Specialist 1		14	7	7	8	8	0	1	8	8	
0000965	Engineering Co-op		12.33	4	4	4	4	0	0	4	4	
0001016	Water Quality Specialist 2		18	2	2	2	2	0	0	2	2	
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1	
0004069	GIS System Administrator		24	1	1	1	1	0	0	1	1	
0004075	GIS Analyst 1		18	2	2	3	3	0	1	3	3	
0004090	GIS Technician		13	2	2	1	1	0	-1	1	1	
0004140	Manager Water Quality Management		25	1	1	1	1	0	0	1	1	
NEW	Water Quality Specialist 2		18	0	0	0	2	2	2	2	2	
		0		24	24	25	27	2	3	27	27	
Water Quality Management Operations												
0000521	Construction Inspector 1		14	1	1	1	1	0	0	1	1	
0000683	Manager Sewer Construction		22	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	2	2	2	2	0	0	2	2	
0004030	Crew Supervisor 3		14	7	7	7	7	0	0	7	7	
0004038	Crew Supervisor 2		12	7	7	7	7	0	0	7	7	
0004045	Crew Supervisor 1		8	4	4	4	4	0	0	4	4	
0004047	Administrative Support Assistant 2		7	1	1	1	1	0	0	1	1	
0004049	Crew Worker 3		7	9	9	9	9	0	0	9	9	
0004058	Crew Worker 2		4	13	13	13	13	0	0	13	13	
0004059	Crew Worker 1		2	26	26	26	26	0	0	26	26	
0004100	Equipment Operator 4		10	4	4	11	11	0	7	11	11	
0004102	Equipment Operator 3		8	4	4	4	4	0	0	4	4	
0004104	Equipment Operator 2		6	8	8	0	0	0	-8	0	0	
0004124	Equipment Operator 5		12	10	10	10	10	0	0	10	10	
		0		97	97	96	96	0	-1	96	96	
Water Quality Site Development												
0000728	Manager Water Quality		25	1	1	0	0	0	-1	0	0	
0000742	Soil Engineering Specialist		19	3	3	3	3	0	0	3	3	
0001004	Permit Clerk		6	1	1	0	0	0	-1	0	0	
0004101	Plans Review Specialist 1		9	0	0	1	1	0	1	1	1	
0004182	Landscape Architect		18	0	0	1	1	0	1	1	1	
0004183	Manager Site Development		25	0	0	1	1	0	1	1	1	
NEW	Project Engineer		22	0	0	0	1	1	1	1	1	
NEW	Construction Program Supervisor		21	0	0	0	1	1	1	1	1	
NEW	Soil Engineering Specialist		19	0	0	0	1	1	1	1	1	
NEW	Landscape Architect		18	0	0	0	1	1	1	1	1	
NEW	Landscape Inspector		NR	0	0	0	1	1	1	1	1	
NEW	Administrative Support Asst 1		4	0	0	0	1	1	1	1	1	
		0		5	5	6	12	6	7	12	12	
Water Quality Engineering & Project Management												
0000000	Flood Plain Supervisor			1	1	0	0	0	-1	0	0	
0000513	Civil Engineer		19	5	5	6	5	-1	0	5	5	
0000516	Engineering Coordinator		21	0	0	0	1	1	1	1	1	
0000518	Survey Party Chief		NR	0	0	1	1	0	1	1	1	
0000522	Survey Instrument Tech		NR	0	0	1	1	0	1	1	1	
0000582	Engineering Technician		13	0	0	0	1	1	1	1	1	
0000733	Construction Program Supervisor		21	1	1	1	1	0	0	1	1	
0004064	Engineering Manager		27	1	1	1	1	0	0	1	1	
0004071	Project Engineer		22	2	2	2	1	-1	-1	1	1	
0004150	Senior Engineer		25	0	0	1	1	0	1	1	1	
NEW	Engineering Coordinator		21	0	0	0	2	2	2	2	2	
		0		10	10	13	15	2	5	15	15	
Water Quality Public Relations												
0000600	Public Information Specialist		15	1	1	1	1	0	0	1	1	
		0		1	1	1	1	0	0	1	1	
State Street Aid Fund		18		70	70	69	69	0	-1	0	69	

City of Chattanooga

Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected			
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017	
Street Maintenance												
0000516	Engineering Coordinator	1	21	1	1	1	1	0	0	1	1	
0001530	Crew Scheduler		8	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004038	Crew Supervisor 2	1	12	3	3	3	3	0	0	3	3	
0004045	Crew Supervisor 1		8	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2	4	4	11	11	11	11	0	0	11	11	
0004059	Crew Worker 1	5	2	20	20	20	20	0	0	20	20	
0004065	Assistant Director City Wide Services Ops		25	1	1	0	0	0	-1	0	0	
0004100	Equipment Operator 4	1	10	3	3	3	3	0	0	3	3	
0004102	Equipment Operator 3		8	7	7	7	7	0	0	7	7	
0004104	Equipment Operator 2		6	4	4	4	4	0	0	4	4	
0004124	Equipment Operator 5	4	12	10	10	10	10	0	0	10	10	
0004126	Crew Supervisor 3 CDL	2	14	4	4	4	4	0	0	4	4	
0004142	Manager Street Maintenance		22	1	1	1	1	0	0	1	1	
		18		68	68	67	67	0	-1	67	67	
SSA Transportation												
0004058	Crew Worker 2		4	1	1	1	1	0	0	1	1	
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1	
		0		2	2	2	2	0	0	2	2	
Solid Waste Fund												
		0		19	19	20	20	0	1	20	20	
Sanitary Fills												
0000663	Manager Landfill		22	1	1	1	1	0	0	1	1	
0004010	General Supervisor		18	1	1	1	1	0	0	1	1	
0004058	Crew Worker 2		4	2	2	2	0	-2	-2	0	0	
0004059	Crew Worker 1		2	0	0	0	1	1	1	1	1	
0004098	Landfill Technician		11	2	2	2	2	0	0	2	2	
0004100	Equipment Operator 4		10	5	5	0	0	0	-5	0	0	
0004105	Equipment Operator 1		5	1	1	1	1	0	0	1	1	
0004124	Equipment Operator 5		12	0	0	5	5	0	5	5	5	
0004126	Crew Supervisor 3 CDL		14	0	0	1	1	0	1	1	1	
000XXXX	Landfill Technician 2		11	1	1	0	0	0	-1	0	0	
NEW	Administrative Support Assistant 2		NR	0	0	0	1	1	1	1	1	
		0		13	13	13	13	0	0	13	13	
Wood Recycle												
0004058	Crew Worker 2		4	1	1	1	1	0	0	1	1	
0004059	Crew Worker 1		2	1	1	1	1	0	0	1	1	
0004124	Equipment Operator 5		12	0	0	3	3	0	3	3	3	
0004126	Crew Supervisor 3 CDL		14	0	0	1	1	0	1	1	1	
0004100	Equipment Operator 4		10	3	3	0	0	0	-3	0	0	
		0		5	5	6	6	0	1	6	6	
Recycle												
0004100	Equipment Operator 4		10	0	0	1	1	0	1	1	1	
0004102	Equipment Operator 3		8	1	1	0	0	0	-1	0	0	
		0		1	1	1	1	0	0	1	1	
Interceptor Sewer System												
		0		139	143	147	147	0	8	147	147	
Administration												
0000575	Director Waste Resources		29	1	1	1	1	0	0	1	1	
0000424	Deputy Director of Waste Water		28	0	0	1	1	0	1	1	1	
0004068	Administrative Manager		22	0	0	1	1	0	1	1	1	
0000590	Waste Resources Plant Engineer		22	1	1	1	0	-1	-1	0	0	
0001301	Inventory Clerk		5	3	3	3	0	-3	-3	0	0	
0004009	IT Specialist		19	1	1	1	1	0	0	1	1	
0004011	Fiscal Analyst		17	1	1	2	2	0	1	2	2	
0004028	Inventory Coordinator		13	1	1	1	0	-1	-1	0	0	
0004037	Administrative Support Spec		10	1	1	1	1	0	0	1	1	
0004047	Adm Support Assistant 2		7	2	2	1	1	0	-1	1	1	
0004051	Inventory Technician		8	1	1	1	0	-1	-1	0	0	
0004052	Personnel Assistant		8	1	1	1	1	0	0	1	1	
0004071	Project Engineer		22	1	1	0	0	0	-1	0	0	
		0		14	14	15	9	-6	-5	9	9	
Laboratory												
0000591	Manager Laboratory Services		23	1	1	1	1	0	0	1	1	
0000594	Chemist		17	1	1	1	1	0	0	1	1	
0004091	Laboratory Technician 2		13	2	2	2	2	0	0	2	2	
0004094	Laboratory Technician 1		12	4	4	4	4	0	0	4	4	
		0		8	8	8	8	0	0	8	8	
Engineering												
0000590	Waste Resources Plant Engineer		22	0	0	0	1	1	1	1	1	
0000596	Construction Inspector Supv		18	1	1	1	1	0	0	1	1	
0000597	Waste Resources Sys Engineer		25	1	1	1	1	0	0	1	1	
0000598	Sewer Project Coordinator		15	3	3	2	2	0	-1	2	2	
0001530	Crew Scheduler		8	1	1	1	1	0	0	1	1	
0004071	Project Engineer		22	0	1	2	2	0	2	2	2	
		0		6	7	7	8	1	2	8	8	
Plant Maintenance												
0000601	Waste Resource Maintenance Manger		24	1	1	1	1	0	0	1	1	
0000603	Chief Electrical Instmnt Techn		19	1	1	1	1	0	0	1	1	
0000605	Chief Maintenance Mechanic		19	2	2	2	2	0	0	2	2	
0000610	Plant Maintenance Mechanic		11	11	11	11	11	0	0	11	11	
0000618	Plant Maintenance Lubricator		5	3	3	3	2	-1	-1	2	2	
0001301	Inventory Clerk		5	0	0	0	3	3	3	3	3	

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
0004018	Electrician 2		14	7	7	7	9	2	2	9	9
0004028	Inventory Coordinator		13	0	0	0	1	1	1	1	1
0004038	Crew Supervisor 2		12	1	1	1	1	0	0	1	1
0004040	Bldg Maintenance Mechanic 1		9	1	1	1	1	0	0	1	1
0004051	Inventory Technician		8	0	0	0	1	1	1	1	1
0004058	Crew Worker 2		4	1	1	1	1	0	0	1	1
0004170	Plant maintenance Planner		13	0	0	1	1	0	1	1	1
0004047	Adm Support Assistant 2		7	0	0	1	2	1	2	2	2
0004155	Asset Management Systems Coordinator		13	1	1	1	1	0	0	1	1
		0		29	29	31	38	7	9	38	38
Sewer Maintenance											
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0000683	Manager Sewer Construction		22	0	0	1	1	0	1	1	1
0004030	Crew Supervisor 3		14	4	4	4	3	-1	-1	3	3
0004058	Crew Worker 2		4	2	2	2	2	0	0	2	2
0004100	Equipment Operator 4		10	5	5	5	5	0	0	5	5
0004102	Equipment Operator 3		8	4	4	0	0	0	-4	4	4
0004124	Equipment Operator 5		12	0	0	4	4	0	4		
0004126	Crew Supervisor 3 CDL		14	1	1	1	2	1	1	1	1
		0		17	17	18	18	0	1	18	18
Moc Bend Treatment Plant - Liquid Handling											
0000630	Plant Superintendent		27	1	1	0	0	0	-1	0	0
0004203	Plant Manager		25	0	0	1	1	0	1		
0000598	Sewer Project Coordinator		15	0	1	1	1	0	1	1	1
0000633	Chief Plant Operator		15	4	4	4	4	0	0	4	4
0000636	Plant Operator 3		13	5	5	5	6	1	1	6	6
0000638	Plant Operator 1		9	7	7	7	7	0	0	7	7
0004006	Plant Operations Supervisor		21	2	2	2	0	-2	-2	0	0
0004034	Plant Operator 2		11	9	9	9	9	0	0	9	9
0004057	Adm Support Assistant 1		4	1	1	1	1	0	0	1	1
0004058	Crew Worker 2		4	0	0	0	1	1	1	1	1
0004236	Pump Station Operations Supervisor		21	0	0	0	1	1	1	1	1
0004234	Plant Liquid Operations Supervisor		22	0	0	0	1	1	1	1	1
		0		29	30	30	32	2	3	32	32
Inflow & Infiltration											
0004010	General Supervisor		18	1	1	1	1	0	0	1	1
0004030	Crew Supervisor 3		14	3	3	3	2	-1	-1	2	2
0004058	Crew Worker 2		4	3	3	3	2	-1	-1	2	2
0004102	Equipment Operator 4		10	6	6	6	5	-1	-1	5	5
		0		13	13	13	10	-3	-3	10	10
Safety & Training											
0004014	Occupational Safety Specialist		17	1	1	1	1	0	0	1	1
0004058	Crew Worker 2		4	1	1	1	1	0	0	1	1
		0		2	2	2	2	0	0	2	2
Pretreatment/Monitoring											
0000652	Pretreatment Supervisor		19	1	1	1	1	0	0	1	1
0000653	Monitor Technician		12	4	5	5	4	-1	0	4	4
0000655	Pretreatment Inspector		14	1	2	2	2	0	1	2	2
0004047	Adm Support Assistant 2		7	1	1	1	1	0	0	1	1
		0		7	9	9	8	-1	1	8	8
Moc Bend Treatment Plant - Solid Handling											
0000636	Plant Operator 3		13	3	3	3	3	0	0	3	3
0000638	Plant Operator 1		9	3	3	4	4	0	1	4	4
0004006	Plant Operations Supervisor		21	1	1	1	1	0	0	1	1
0004034	Plant Operator 2		11	6	6	5	5	0	-1	5	5
0004100	Equipment Operator 4		10	1	1	1	1	0	0	1	1
		0		14	14	14	14	0	0	14	14

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
Department of Parks and Rec. (All Funds)			0	227	227	0	0	0	-227	0	0
Parks General Fund			0	184	184	0	0	0	-184	0	0
Administration											
0000300	Administrator		32	1	1	0	0	0	-1	0	0
0004037	Administrative Support Spec		10	1	1	0	0	0	-1	0	0
0004011	Fiscal Analyst		17	2	2	0	0	0	-2	0	0
0004021	Executive assistant		14	1	1	0	0	0	-1	0	0
0004052	Personnel Assistant		8	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>6</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-6</u>	<u>0</u>	<u>0</u>
Admin-Public Info											
0004017	Public Relations Coordinator 1		15	1	1	0	0	0	-1	0	0
Outdoor Chattanooga											
0002133	Events and Marketing Spec		15	1	1	0	0	0	-1	0	0
0004007	Recreation Division Manager		20	1	1	0	0	0	-1	0	0
0000382	Recreation Specialist		9	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-3</u>	<u>0</u>	<u>0</u>
Skatepark											
0002940	Skatepark Assistant P/T 36hr		\$10.30	2	2	0	0	0	-2	0	0
Recreation Facility Management											
0000378	Recreation Program Coordinator		16	4	4	0	0	0	-4	0	0
0000382	Recreation Specialist		9	28	28	0	0	0	-28	0	0
0002938	Director of Recreation		25	1	1	0	0	0	-1	0	0
0002943	Assisstant Director of Recreation		21	1	1	0	0	0	-1	0	0
0004007	Recreation Division Manager		20	2	2	0	0	0	-2	0	0
0004025	Recreation Facility Manager 1		14	14	14	0	0	0	-14	0	0
0004037	Administrative Support Spec		10	1	1	0	0	0	-1	0	0
0004059	Crew Worker 1		2	14	14	0	0	0	-14	0	0
0004082	Recreation Facility Manager 2		15	3	3	0	0	0	-3	0	0
0004083	Recreation Program Specialist		13	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>69</u>	<u>69</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-69</u>	<u>0</u>	<u>0</u>
Recreation - Summit of Softball											
0004038	Crew Supervisor 1		12	1	1	0	0	0	-1	0	0
0004058	Crew Worker 2		4	5	5	0	0	0	-5	0	0
		<u>0</u>		<u>6</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-6</u>	<u>0</u>	<u>0</u>
Recreation - Fitness Center											
0000954	Fitness Trainer (Part Time 30 hrs.)		\$10.61	1	1	0	0	0	-1	0	0
0000960	Front Desk Clerk (Part time 18 hrs.)		\$8.86	1	1	0	0	0	-1	0	0
0004007	Recreation Division Manager		20	1	1	0	0	0	-1	0	0
0004057	Adm Support Assistant 1		4	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-4</u>	<u>0</u>	<u>0</u>
Outventure											
0000378	Recreation Program Coordinator		16	1	1	0	0	0	-1	0	0
0000382	Recreation Specialist		9	1	1	0	0	0	-1	0	0
0000935	Recreation Specialist P/T		\$11.38	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-3</u>	<u>0</u>	<u>0</u>
Champion's Club											
0000394	Tennis Professional		16	1	1	0	0	0	-1	0	0
0000981	Tennis Assistant P/T		\$8.02	2	2	0	0	0	-2	0	0
0004059	Crew Worker 1		2	1	1	0	0	0	-1	0	0
0004083	Recreation Program Specialist		13	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>5</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-5</u>	<u>0</u>	<u>0</u>
Aquatics											
0000421	Aquatics Program Coordinator		16	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-1</u>	<u>0</u>	<u>0</u>
Therapeutic Recreation											
0000420	Therapeutic Program Coordinator		16	1	1	0	0	0	-1	0	0
0004083	Recreation Program Specialist		13	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-2</u>	<u>0</u>	<u>0</u>
Parks & Athletic Fields											
0004126	Crew Supervisor 3 CDL		14	1	1	0	0	0	-1	0	0
0004100	Equipment Operator 5		12	3	3	0	0	0	-3	0	0
0004100	Equipment Operator 4		10	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>5</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-5</u>	<u>0</u>	<u>0</u>
Buildings & Structures											
0004010	General Supervisor		18	1	1	0	0	0	-1	0	0
0004029	Bldg Maintenance Mechanic 2		12	1	1	0	0	0	-1	0	0
0004038	Crew Supervisor 2		12	1	1	0	0	0	-1	0	0
0004040	Bldg Maintenance Mechanic 1		9	8	8	0	0	0	-8	0	0
0004097	Pool Technician		12	1	1	0	0	0	-1	0	0
		<u>0</u>		<u>12</u>	<u>12</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-12</u>	<u>0</u>	<u>0</u>
TN Riverpark - Downtown											
0004105	Equipment Operator 1		5	1	1	0	0	0	-1	0	0
0004010	General Supervisor		18	1	1	0	0	0	-1	0	0
0004038	Crew Supervisor 2		12	3	3	0	0	0	-3	0	0
0004045	Crew Supervisor 1		8	3	3	0	0	0	-3	0	0
0004058	Crew Worker 2		4	2	2	0	0	0	-2	0	0
0004059	Crew worker 1		2	14	14	0	0	0	-14	0	0
		<u>0</u>		<u>24</u>	<u>24</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-24</u>	<u>0</u>	<u>0</u>
Carousel Operations											
0000968	Carousel Assistant P/T		\$7.78	2	2	0	0	0	-2	0	0
		<u>0</u>		<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-2</u>	<u>0</u>	<u>0</u>

City of Chattanooga

Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected			
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017	
Park & Facilities												
0001301	Inventory Technician		5	1	1	0	0	0	-1	0	0	
0004047	Administrative Support Assistant 2		7	1	1	0	0	0	-1	0	0	
0002934	Director Parks		25	1	1	0	0	0	-1	0	0	
0002943	Assistant Director Parks		21	1	1	0	0	0	-1	0	0	
0004037	Administrative Support Spec		10	1	1	0	0	0	-1	0	0	
		0		5	5	0	0	0	-5	0	0	
Landscape												
0000365	Gardener		7	1	1	0	0	0	-1	0	0	
0004045	Crew Supervisor 1		8	2	2	0	0	0	-2	0	0	
0004105	Equipment Operator 1		5	2	2	0	0	0	-2	0	0	
0000208	Equipment Mechanic I		10	1	1	0	0	0	-1	0	0	
0002932	Groundskeeper		7	1	1	0	0	0	-1	0	0	
0004010	General Supervisor		18	1	1	0	0	0	-1	0	0	
0004038	Crew Supervisor 2		12	2	2	0	0	0	-2	0	0	
0004058	Crew Worker 2		4	5	5	0	0	0	-5	0	0	
0004059	Crew worker 1		2	3	3	0	0	0	-3	0	0	
		0		18	18	0	0	0	-18	0	0	
TN River Park Security												
0000850	Ranger		4	5	5	0	0	0	-5	0	0	
0000863	Ranger Supervisor		9	1	1	0	0	0	-1	0	0	
		0		6	6	0	0	0	-6	0	0	
City-Wide Security												
0000850	Ranger		4	3	3	0	0	0	-3	0	0	
0000953	Ranger P/T 20 hr		\$11.70	1	1	0	0	0	-1	0	0	
		0		4	4	0	0	0	-4	0	0	
Athletic Facilities (Recreation Support Services)												
0000362	Stadium Manager		17	1	1	0	0	0	-1	0	0	
0004010	General Supervisor		18	1	1	0	0	0	-1	0	0	
0000942	Softball Coordinator		\$321.00	1	1	0	0	0	-1	0	0	
0004038	Crew Supervisor 2		12	1	1	0	0	0	-1	0	0	
0004058	Crew Worker 2		4	4	4	0	0	0	-4	0	0	
0004059	Crew worker 1		2	1	1	0	0	0	-1	0	0	
		0		9	9	0	0	0	-9	0	0	
Municipal Golf Course												
0000224	Equipment Mechanic II		NP	2	2	0	0	0	-2	0	0	
0000317	Golf Course Superintendent		NP	2	2	0	0	0	-2	0	0	
0000319	Assistant Superintendent		NP	2	2	0	0	0	-2	0	0	
0000321	Concession Attendant		NP	4	4	0	0	0	-4	0	0	
0000326	Golf Course Ranger		NP	3	3	0	0	0	-3	0	0	
0000330	Proshop Clerk		NP	2	2	0	0	0	-2	0	0	
0000399	Golf Manager		NP	2	2	0	0	0	-2	0	0	
0000414	Golf Course Director		NP	1	1	0	0	0	-1	0	0	
0000415	Assistant Golf Manager		NP	2	2	0	0	0	-2	0	0	
0000925	Proshop Attendant (Part time)		NP	1	1	0	0	0	-1	0	0	
0000926	Laborer (Part time)		NP	8	8	0	0	0	-8	0	0	
0000927	Food Clerk (Part time)		NP	3	3	0	0	0	-3	0	0	
0001402	Accounting Technician		NP	1	1	0	0	0	-1	0	0	
0001512	Equipment Operator, Sr		NP	2	2	0	0	0	-2	0	0	
0001521	Crew Worker		NP	8	8	0	0	0	-8	0	0	
		0		43	43	0	0	0	-43	0	0	
Department of Human Resources*												
		0		21	22	22	23	1	2	23	23	
Human Resources General Fund												
				19	20	20	21	1	2	21	21	
Human Resources Administration												
0000270	Director Human Resources		32	1	1	1	1	0	0	1	1	
0000272	Compensation Analyst		21	1	1	1	1	0	0	1	1	
0000273	Deputy Director Human Resources		29	1	1	1	1	0	0	1	1	
0000275	Human Resources Records Specialist		20	1	1	1	1	0	0	1	1	
0000284	Recruitment Supervisor		18	1	1	1	0	-1	-1	0	0	
0002142	Compliance Officer		17	1	1	1	1	0	0	1	1	
0004012	Human Resources Generalist		17	4	4	4	5	1	1	5	5	
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1	
0004033	Human Resources Technician		11	4	3	3	2	-1	-2	2	2	
0004057	Adm Support Assistant 1		4	0	1	1	1	0	1	1	1	
0004233	Workforce Planning Coordinator		18	0	0	0	1	1	1	1	1	
NEW	Employee Relations Coordinator		NR	0	0	0	1	1	1	1	1	
		0		15	15	15	16	1	1	16	16	
Employee Insurance Office												
0000182	Dir Risk Mgt and Insurance		27	1	1	1	1	0	0	1	1	
0000185	Benefits Technician		11	2	2	2	2	0	0	2	2	
0004169	Pension & Data Analyst		21	0	1	1	1	0	1	1	1	
		0		3	4	4	4	0	1	4	4	
Employees Safety Program												
0000266	Manager Safety		21	1	1	1	1	0	0	1	1	
	*Formerly named the Department of Personnel			1	1	1	1	0	0	1	1	
Wellness Initiative												
0000011	Manager Safety and Wellness		23	1	1	1	1	0	0	1	1	
0000012	Wellness Coordinator		16	1	1	1	1	0	0	1	1	
		0		2	2	2	2	0	0	2	2	

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
Dept. of Economic & Community Dev (All Funds)		0		35	35	80	86	6	50	86	86
Economic & Community Dev General Fund		0		28	28	73	80	7	51	80	80
Administration											
0000050	Administrator ECD		32	1	1	1	1	0	0	1	1
0001912	Deputy Administrator ECD		29	1	1	2	1	-1	0	1	1
0001949	Graphic & Tech Specialist		15	1	1	1	0	-1	-1	0	0
0001975	Clerical Assistant		\$7.92	1	1	1	1	0	0	1	1
0004016	Neighborhood Program Spec		15	2	2	1	1	0	-1	1	1
0004021	Executive Assistant		14	1	1	1	1	0	0	1	1
0004231	Civic Engagement Coordinator		NP	0	0	0	1	1	1	1	1
NEW	Homeless Advisor		NR	0	0	0	1	1	1	1	1
	* Formally Department of Neighborhood Sen										
		0		7	7	7	7	0	0	7	7
Affordable Housing											
NEW	Affordable Housing Specialist		NR	0	0	0	1	1	1	1	1
		0		0	0	0	1	1	1	1	1
Economic Development											
0001912	Deputy Administrator ECD		29	0	0	0	1	1	1	1	1
		0		0	0	0	1	1	1	1	1
Codes, Community Services & Neighborhood Relations											
0000155	Neighborhood Relation Coordinator/Spec.		14	3	3	3	3	0	0	3	3
0000542	Chief Neighborhood Code Enforcement Insp.		19	0	1	1	0	-1	0	0	0
0000548	Mgr Codes & Neighborhood Relations		NR	1	0	0	0	0	-1	0	0
0000565	Code Enforcement Inspector 1		12	9	9	8	0	-8	-9	0	0
0000574	Code Enforcement Insp Supv		16	3	3	3	0	-3	-3	0	0
0004047	Adm Support Assistant 2		7	3	3	2	0	-2	-3	0	0
0004133	Code Enforcement Inspector 2		14	1	1	1	0	-1	-1	0	0
		0		20	20	18	3	-15	-17	3	3
Grants Administration											
0004086	Project Specialist		14	1	1	2	2	0	1	2	2
		0		1	1	2	2	0	1	2	2
Land Development Office											
0000521	Construction Inspector 1		14	0	0	3	2	-1	2	2	2
0000531	Refuse Collection Inspector		10	0	0	0	4	4	4	4	4
0000541	Assistant Director Dev Svcs		25	0	0	1	1	0	1	1	1
0000542	Chief Neighborhood Code Enforcement Insp		19	0	0	0	1	1	1	1	1
0000544	Chief Building Inspector		19	0	0	1	1	0	1	1	1
0000545	Chief Electrical Inspector		19	0	0	1	1	0	1	1	1
0000546	Chief Plumbing Inspector		19	0	0	1	1	0	1	1	1
0000548	Electrical Inspector 1		14	0	0	2	2	0	2	2	2
0000550	Plumbing Inspector 1		14	0	0	2	1	-1	1	1	1
0000551	Plumbing Inspector 2		15	0	0	1	1	0	1	1	1
0000552	Combination Inspector		15	0	0	6	5	-1	5	5	5
0000553	Building Inspector 1		14	0	0	1	1	0	1	1	1
0000554	Electrical Inspector 2		15	0	0	1	1	0	1	1	1
0000555	Building Inspector 2		15	0	0	1	1	0	1	1	1
0000559	Gas/Mechanical Inspector 2		15	0	0	1	1	0	1	1	1
0000565	Code Enforcement Inspector 1		12	0	0	0	8	8	8	8	8
0000567	Director		27	0	0	1	1	0	1	1	1
0000574	Code Enforcement Inspector Supervisor		16	0	0	0	3	3	3	3	3
0000578	Assistant Director Land Use Dev		21	0	0	1	1	0	1	1	1
0001004	Permit Clerk		6	0	0	5	5	0	5	5	5
0001955	Development Ombudsman		18	0	0	1	1	0	1	1	1
0004032	Office Supervisor		12	0	0	1	1	0	1	1	1
0004047	Administrative Support Assistant 2		7	0	0	1	5	4	5	5	5
0004057	Administrative Support Assistant 1		4	0	0	1	0	-1	0	0	0
0004080	Plans Review Specialist 3		15	0	0	1	1	0	1	1	1
0004085	Historic Preservation Planner		14	0	0	1	1	0	1	1	1
0004096	Plans Review Specialist 2		12	0	0	1	1	0	1	1	1
0004101	Plans Review Specialist 1		9	0	0	2	2	0	2	2	2
0004133	Code Enforcement Inspector 2		14	0	0	0	1	1	1	1	1
0004153	Refuse Collection Inspector Supervisor		12	0	0	0	1	1	1	1	1
0004165	Manager Land Use Development		19	0	0	1	1	0	1	1	1
0004171	Zoning Inspector 2		13	0	0	1	2	1	2	2	2
NEW	Systems & Database Specialist 2		NR	0	0	0	1	1	1	1	1
	*Formally a division of Public Works			0	0	40	60	20	59	60	60
Outdoor Chattanooga*											
0002133	Events and Marketing Spec		15	0	0	1	1	0	1	1	1
0004007	Recreation Division Manager		20	0	0	1	1	0	1	1	1
0000378	Recreation Program Coordinator		16	0	0	1	1	0	1	1	1
0000935	Recreation Specialist (PT)		\$11.38	0	0	1	1	0	1	1	1
0004083	Recreation Program Specialist		13	0	0	1	1	0	1	1	1
0000382	Recreation Specialist		9	0	0	1	1	0	1	1	1
	*Formally a division of Parks & Recreation			0	0	6	6	0	6	6	6
Community Development											
0000188	Manager Community Development		23	1	1	1	1	0	0	1	1
0000189	Asst Manager Community Development		21	1	1	0	0	0	-1	0	0
0000192	Community Development Spec		16	3	3	4	4	0	1	4	4
0004011	Fiscal Analyst		17	1	1	1	1	0	0	1	1

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
0004047	Adm Support Assistant 2	0	7	1	1	1	0	-1	-1	0	0
				7	7	7	6	-1	-1	6	6
Executive Department of the Mayor		0		14	15	14	13	-1	-1	13	13
Office of the Mayor											
0000164	Director of Media Relations		NP	1	1	0	0	0	-1	0	0
0004194	Chief of Staff & Counselor to Mayor		NP	1	1	1	1	0	0	1	1
0000174	Special Project Assistant		NP	1	1	0	0	0	-1	0	0
0000175	Special Assistant		NP	1	1	0	0	0	-1	0	0
0001209	Deputy to the Mayor		NP	1	1	0	0	0	-1	0	0
0002135	Assistant to the Mayor		NP	1	1	0	0	0	-1	0	0
0002136	Special Project Coordinator		NP	1	1	0	0	0	-1	0	0
0004047	Administrative Support Assistant 2		7	1	1	0	0	0	-1	0	0
0004057	Administrative Support Assistant 1		4	0	0	1	1	0	1	1	1
0004196	Sr Advisor Chief Policy Officer		NP	0	0	1	1	0	1	1	1
0004197	Deputy COS Chief Innovation Officer		NP	0	0	1	1	0	1	1	1
0004037	Administrative Support Specialist		10	0	0	1	1	0	1	1	1
0004195	Chief Operating Officer		NP	0	0	1	1	0	1	1	1
0004198	Director of Communications		NP	0	0	1	1	0	1	1	1
0004199	Senior Administrative Coordinator		NP	0	0	1	1	0	1	1	1
0004200	Administrative Specialist		NP	0	0	1	1	0	1	1	1
0004209	Public Safety Coordinator		NP	0	0	1	1	0	1	1	1
0020001	Mayor		NP	1	1	1	1	0	0	1	1
		0		9	9	11	11	0	2	11	11
Office of Multicultural Affairs											
0001204	Administrative Support Specialist		10	1	1	0	0	0	-1	0	0
0002140	Director, Multicultural Affairs		NP	1	1	1	1	0	0	1	1
0002142	Compliance Officer		17	1	1	1	0	-1	-1	0	0
0001207	Executive Assistant		13	1	0	0	0	0	-1	0	0
0001403	Administrative Coordinator		NP	1	1	0	0	0	-1	0	0
0002146	Community Outreach Specialist		NR	0	0	1	1	0	1	1	1
		0		5	4	3	2	-1	-3	2	2
Comprehensive Gang Initiative											
0004172	Coordinator CGI		NA	0	1	0	0	0	0	0	0
0004173	Assoc Coordinator CGI		NA	0	1	0	0	0	0	0	0
		0		0	2	0	0	0	0	0	0
Education, Arts, & Culture		0		27	28	0	0	0	-27	0	0
Administration											
0002960	Administrator of Ed. Arts, & Culture		32	1	1	0	0	0	-1	0	0
0002961	Deputy Administrator		30	1	1	0	0	0	-1	0	0
0004017	Public Relations Coordinator 1		15	1	1	0	0	0	-1	0	0
0004021	Executive Assistant		14	1	1	0	0	0	-1	0	0
0004037	Administrative Support Spec		10	1	1	0	0	0	-1	0	0
		0		5	5	0	0	0	-5	0	0
Memorial Auditorium											
0004045	Technical Coordinator		12	1	1	0	0	0	-1	0	0
0004059	Crew Worker 1		2	2	2	0	0	0	-2	0	0
		0		3	3	0	0	0	-3	0	0
Tivoli Theatre											
0004045	Technical Coordinator		12	1	1	0	0	0	-1	0	0
0004059	Crew Worker 1		2	1	1	0	0	0	-1	0	0
		0		2	2	0	0	0	-2	0	0
Civic Facilities Administration											
0000400	Director Civic Facilities		22	1	1	0	0	0	-1	0	0
0000401	Business Mgr Civic Facilities		20	1	1	0	0	0	-1	0	0
0000402	Super, Civic Facilities Operation		18	1	1	0	0	0	-1	0	0
0000406	Facilities Marketing Coordinator		15	1	1	0	0	0	-1	0	0
0000410	Box Office Supervisor		11	1	1	0	0	0	-1	0	0
0000956	Box Office Cashiers P/T		N/A	2	2	0	0	0	-2	0	0
0000958	Phone Sales Clerks P/T		N/A	4	4	0	0	0	-4	0	0
0004045	Crew Supervisor 1		8	1	1	0	0	0	-1	0	0
0004047	Adm Support Assistant 2		7	2	2	0	0	0	-2	0	0
		0		14	14	0	0	0	-14	0	0
North River Civic Center											
0004026	Community Facilities Supv		13	1	1	0	0	0	-1	0	0
		0		1	1	0	0	0	-1	0	0

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
Eastgate Center 0004026	Community Facilities Supv	0	13	1 1	1 1	0 0	0 0	0 0	-1 -1	0 0	0 0
Heritage House 0004026	Community Facilities Supv	0	13	1 1	1 1	0 0	0 0	0 0	-1 -1	0 0	0 0
Culture Arts 0004162	Art Assistant P/T	0	\$10.00	0 0	1 1	0 0	0 0	0 0	0 0	0 0	0 0
Human Services		0		305	307	0	0	0	-305	0	0
Administration											
001A010	Administrator		32	1	1	0	0	0	-1	0	0
001A171	Dep Administrator		29	1	1	0	0	0	-1	0	0
0001207	Exective Assistant		14	1	1	0	0	0	-1	0	0
001A120	Senior Accounting Clerk		NP	1	0	0	0	0	-1	0	0
0001402	Accounting Technician 1		8	0	1	0	0	0	0	0	0
001A311	Supervisor of Fiscal Operations		NP	1	0	0	0	0	-1	0	0
0004011	Fiscal Analyst		17	0	1	0	0	0	0	0	0
0004052	Personnel Assistant		8	0	1	0	0	0	0	0	0
001A220	Clerk		NP	1	0	0	0	0	-1	0	0
001A312	Asst Admin for Admin, Plan, FO *Formerly the Department of Human Services	0	NP	1 7	0 6	0 0	0 0	0 0	-1 -7	0 0	0 0
Occupancy											
C1B050	Utility Worker	0	NP	1 1	1 1	0 0	0 0	0 0	-1 -1	0 0	0 0
Community Services Block Grant											
C1C040	Service Delivery Worker II		NP	2	3	0	0	0	-2	0	0
C1C150	Director of Social Services		NP	1	1	0	0	0	-1	0	0
C1C160	LIEAP Coordinator		NP	1	1	0	0	0	-1	0	0
C1C170	Energy Specialist		NP	1	1	0	0	0	-1	0	0
C1C200	Data Entry Clerk		NP	1	1	0	0	0	-1	0	0
C1C210	Intake Specialist	0	NP	1 7	0 7	0 0	0 0	0 0	-1 -7	0 0	0 0
Day Care											
C1D010	Center Supervisor		NP	1	1	0	0	0	-1	0	0
C1D060	Clerk II		NP	1	1	0	0	0	-1	0	0
C1D071	Teacher		NP	7	8	0	0	0	-7	0	0
C1D100	Teacher Assistant		NP	8	8	0	0	0	-8	0	0
C1D241	Family Service Supervisor		NP	1	0	0	0	0	-1	0	0
C1D270	Cook II		NP	2	2	0	0	0	-2	0	0
C1D320	Social Services Coordinator		NP	1	0	0	0	0	-1	0	0
C1D390	Director of CC Programs		NP	1	0	0	0	0	-1	0	0
C1D420	Janitor	0	NP	1 23	1 21	0 0	0 0	0 0	-1 -23	0 0	0 0
Foster Grandparents											
C1F020	Foster Grand Field Supervisor		NP	1	1	0	0	0	-1	0	0
C1F030	Director of FGP Program		NP	1	1	0	0	0	-1	0	0
C1F040	Program Assistant II	0	NP	1 3	1 3	0 0	0 0	0 0	-1 -3	0 0	0 0
Head Start Centers											
C1H060	Health/ Nutrition Coordinator		NP	1	1	0	0	0	-1	0	0
C1H062	Health Technician		NP	2	4	0	0	0	-2	0	0
C1H080	Teacher		NP	24	24	0	0	0	-24	0	0
C1H082	English lang Learner Supervisor		NP	1	1	0	0	0	-1	0	0
C1H089	Teacher Assistant		NP	25	25	0	0	0	-25	0	0
C1H140	Family Service Coordinator		NP	1	1	0	0	0	-1	0	0
C1H150	Family Service Supervisor		NP	5	5	0	0	0	-5	0	0
C1H170	Facility & Grounds Supervisor		NP	1	1	0	0	0	-1	0	0
C1H175	Parent Involvement Coordinator		NP	1	1	0	0	0	-1	0	0
C1H190	Family Service Assistant		NP	15	15	0	0	0	-15	0	0
C1H240	Head Start / PCC Manager		NP	1	1	0	0	0	-1	0	0
C1H250	Fiscal Officer		NP	0	1	0	0	0	0	0	0
C1H251	Data Technician		NP	0	1	0	0	0	0	0	0
C1H252	Fiscal/Data Systems Manager		NP	1	1	0	0	0	-1	0	0
C1H253	Senior Accountant		NP	1	1	0	0	0	-1	0	0
C1H270	Dietary Supervisor		NP	1	1	0	0	0	-1	0	0

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
C1H310	Nurse		NP	1	1	0	0	0	-1	0	0
C1H320	Lead Teacher/ Center Supervisor		NP	5	5	0	0	0	-5	0	0
C1H350	Center Clerk		NP	5	5	0	0	0	-5	0	0
C1H380	Dietary Assistant		NP	10	10	0	0	0	-10	0	0
C1H390	Clerk III		NP	5	5	0	0	0	-5	0	0
C1H400	Transportation/Janitorial Coordinator		NP	1	1	0	0	0	-1	0	0
C1H410	Clerk IV		NP	2	2	0	0	0	-2	0	0
C1H420	General Maintenance		NP	1	1	0	0	0	-1	0	0
C1H440	Special Project Coordinator		NP	1	1	0	0	0	-1	0	0
C1H601	Education Coordinator		NP	1	1	0	0	0	-1	0	0
C1H602	Resource Specialist		NP	3	3	0	0	0	-3	0	0
C1H603	Multi-Disciplinary Team Manager		NP	3	3	0	0	0	-3	0	0
C1H615	Community Part/Education Specialist		NP	1	1	0	0	0	-1	0	0
		0		119	123	0	0	0	-119	0	0
Head Start Mental Health											
C1M141	Resource Specialist		NP	2	2	0	0	0	-2	0	0
C1M145	Clerk IV		NP	0	1	0	0	0	0	0	0
		0		2	3	0	0	0	-2	0	0
Neighborhood Family Services											
C1N001	Case Manager Coordinator		NP	1	1	0	0	0	-1	0	0
C1N003	Case Manager		NP	1	1	0	0	0	-1	0	0
		0		2	2	0	0	0	-2	0	0
Parent/Child Center											
C1P200	Teacher		NP	22	22	0	0	0	-22	0	0
C1P250	Teacher Assistant		NP	5	5	0	0	0	-5	0	0
C1P280	Family Service Assistant		NP	5	5	0	0	0	-5	0	0
C1P312	Coordinator EHS		NP	1	1	0	0	0	-1	0	0
C1P320	Dietary Assistant		NP	1	1	0	0	0	-1	0	0
		0		34	34	0	0	0	-34	0	0
Temporary Head Start											
T50241	Maintenance		NP	1	1	0	0	0	-1	0	0
T80045	Part Time Program Assistant		NP	1	1	0	0	0	-1	0	0
T80047	Registered Dietian		NP	1	1	0	0	0	-1	0	0
T80048	Janitor		NP	1	1	0	0	0	-1	0	0
T80049	Mental Health Consultant		NP	1	1	0	0	0	-1	0	0
T80052	Custodian		NP	1	1	0	0	0	-1	0	0
T90010	Dietary Assistant I		NP	6	6	0	0	0	-6	0	0
		0		12	12	0	0	0	-12	0	0
Temporary /Classroom Substitute											
T10010	Classroom Substitutes		NP	70	70	0	0	0	-70	0	0
T10100	Bus Driver		NP	9	9	0	0	0	-9	0	0
		0		79	79	0	0	0	-79	0	0
Temporary Day Care											
T14010	Day Care Substitute		NP	14	14	0	0	0	-14	0	0
T14020	Dietary Aide		NP	2	2	0	0	0	-2	0	0
		0		16	16	0	0	0	-16	0	0
Youth and Family Development (All Funds)		0		0	0	405	426	21	426	426	426
YFD - General Fund		0		0	0	97	117	20	117	117	117
Youth & Family Administration											
0000300	Administrator		32	0	0	1	1	0	1	1	1
0004221	Deputy Administrator		29	0	0	1	1	0	1	1	1
0004011	Fiscal Analyst		17	0	0	1	1	0	1	1	1
0002938	Director Recreation		25	0	0	0	1	1	1	1	1
0004120	Assistant Director Recreation		21	0	0	0	1	1	1	1	1
0000378	Recreation Program Coordinator		16	0	0	0	1	1	1	1	1
0004037	Administrative Support Specialist		10	0	0	0	1	1	1	1	1
		0		0	0	3	7	4	7	7	7
Recreation Administration											
0000378	Recreation Program Coordinator		16	0	0	2	0	-2	0	0	0
0002938	Director Recreation		25	0	0	1	0	-1	0	0	0
0004007	Recreation Division Manager		20	0	0	1	1	0	1	1	1
0004037	Administrative Support Spec		10	0	0	1	1	0	1	1	1
0004120	Assistant Director Programs		21	0	0	1	0	-1	0	0	0
NEW	Cap Career Coach		NR	0	0	1	0	-1	0	0	0
		0		0	0	7	2	-5	2	2	2
Recreation Support Services											
0004010	General Supervisor		18	0	0	0	1	1	1	1	1
0004045	Crew Supervisor 1		8	0	0	0	1	1	1	1	1
0004058	Crew Worker 2		4	0	0	0	3	3	3	3	3
0004059	Crew Worker 1		2	0	0	0	4	4	4	4	4
0000208	Equipment Mechanic 1		10	0	0	0	1	1	1	1	1
		0		0	0	0	10	10	10	10	10
Admin-Public Info											
0004017	Public Relations Coordinator 1		15	0	0	1	1	0	1	1	1
Skatepark											
0002940	Skatepark Assistant P/T 36hr		0	\$10.30	0	0	2	0	-2	0	0
Recreation Facility Management											
0000382	Recreation Specialist		9	0	0	27	28	1	28	28	28
0004025	Recreation Facility Manager 1		14	0	0	14	15	-1	15	15	15
0004059	Crew Worker 1		2	0	0	13	10	-3	10	10	10
0004082	Recreation Facility Manager 2		15	0	0	3	3	0	3	3	3
		0		0	0	57	56	-1	56	56	56
Recreation - Summit of Softball											

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
0004045	Crew Supervisor 1		8	0	0	1	1	0	1	1	1
0004058	Crew Worker 2		4	0	0	5	5	0	5	5	5
		0		0	0	6	6	0	6	6	6
Recreation - Fitness Center											
0000954	Fitness Trainer (Part Time 30 hrs.)		\$10.61	0	0	1	1	0	1	1	1
0000960	Front Desk Clerk (Part time 18 hrs.)		\$8.86	0	0	1	1	0	1	1	1
0004007	Recreation Division Manager		20	0	0	1	1	0	1	1	1
0004057	Adm Support Assistant 1		4	0	0	1	1	0	1	1	1
		0		0	0	4	4	0	4	4	4
Champion's Club											
0000394	Tennis Professional		16	0	0	1	1	0	1	1	1
0000981	Tennis Assistant P/T		\$8.02	0	0	2	2	0	2	2	2
0004059	Crew Worker 1		2	0	0	1	1	0	1	1	1
0004083	Recreation Program Specialist		13	0	0	1	1	0	1	1	1
		0		0	0	5	5	0	5	5	5
Aquatics											
0000421	Aquatics Program Coordinator		16	0	0	1	1	0	1	1	1
		0		0	0	1	1	0	1	1	1
Therapeutic Recreation											
0000420	Therapeutic Program Coordinator		16	0	0	1	1	0	1	1	1
0004083	Recreation Program Specialist		13	0	0	1	1	0	1	1	1
		0		0	0	2	2	0	2	2	2
Youth Development											
0004083	Recreation Program Spec		13	0	0	1	2	1	2	2	2
0000378	Recreation Program Coord		16	0	0	0	2	2	2	2	2
		0		0	0	1	4	3	4	4	4
KIDZ KAMP											
0000378	Recreation Program Coord		16	0	0	1	1	0	1	1	1
		0		0	0	1	1	0	1	1	1
Sports Programs											
0000378	Recreation Program Coord		16	0	0	1	1	0	1	1	1
0004025	Recreation Facility Manager 1		14	0	0	0	1	1	1	1	1
0004083	Recreation Program Specialist		13	0	0	1	1	0	1	1	1
		0		0	0	2	3	1	3	3	3
North River Civic Center*											
0004026	Community Facilities Supv		13	0	0	1	1	0	1	1	1
	*Formerly a division of Education, Arts, & Ci	0		0	0	1	1	0	1	1	1
Eastgate Center*											
0004037	Administrative Support Spec		10	0	0	1	1	0	1	1	1
0004026	Community Facilities Supv		13	0	0	1	1	0	1	1	1
	*Formerly a division of Education, Arts, & Ci	0		0	0	2	2	0	2	2	2
Heritage House*											
0004026	Community Facilities Supv		13	0	0	1	1	0	1	1	1
	*Formerly a division of Education, Arts, & Ci	0		0	0	1	1	0	1	1	1
Culture Arts*											
0004162	Art Assistant P/T		\$10.00	0	0	1	1	0	1	1	1
	*Formerly a division of Education, Arts, & Ci	0		0	0	1	1	0	1	1	1
Baby College											
New	Coordinator		NR	0	0	0	1	1	1	1	1
New	Recruiter / Life Coach		NR	0	0	0	1	1	1	1	1
New	Teacher PT		NR	0	0	0	3	3	3	3	3
New	Administrative Assistant PT		NR	0	0	0	1	1	1	1	1
New	Child Care Workers PT		NR	0	0	0	4	4	4	4	4
		0		0	0	0	10	10	10	10	10
Social Services *											
		0		0	0	308	309	1	309	309	309
Administration											
001A010	Administrator		32	0	0	1	1	0	1	1	1
001A171	Dep Administrator		29	0	0	1	1	0	1	1	1
0001207	Executive Assistant		14	0	0	1	1	0	1	1	1
0001402	Accounting Technician 1		8	0	0	1	1	0	1	1	1
0004011	Fiscal Analyst		17	0	0	1	1	0	1	1	1
0004052	Personnel Assistant		8	0	0	1	1	0	1	1	1
0004059	Crew Worker 1		2	0	0	1	0	-1	0	0	0
		0		0	0	7	7	0	7	7	7
Occupancy											
C1B050	Utility Worker		NP	0	0	1	0	-1	0	0	0
0004059	Crew Worker 1		2	0	0	0	2	2	2	2	2
		0		0	0	1	2	1	2	2	2
Community Services Block Grant											
C1C040	Service Delivery Worker II		NP	0	0	3	3	0	3	3	3
C1C150	Director of Social Services		NP	0	0	1	1	0	1	1	1
C1C160	LIEAP Coordinator		NP	0	0	1	1	0	1	1	1
C1C170	Energy Specialist		NP	0	0	1	1	0	1	1	1
C1C200	Data Entry Clerk		NP	0	0	1	1	0	1	1	1
	Administrative Assistant		NP	0	0	0	1	1	1	1	1
		0		0	0	7	8	1	8	8	8
Day Care											
C1D010	Center Supervisor		NP	0	0	1	1	0	1	1	1
C1D060	Clerk II		NP	0	0	1	1	0	1	1	1
C1D071	Teacher		NP	0	0	8	8	0	8	8	8
C1D100	Teacher Assistant		NP	0	0	8	8	0	8	8	8

City of Chattanooga Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
C1D270	Cook II		NP	0	0	2	2	0	2	2	2
C1D420	Janitor		NP	0	0	1	0	-1	0	0	0
		0		0	0	21	20	-1	20	20	20
Foster Grandparents											
C1F020	Foster Grand Field Supervisor		NP	0	0	1	1	0	1	1	1
C1F030	Director of FGP Program		NP	0	0	1	1	0	1	1	1
C1F040	Program Assistant II		NP	0	0	1	1	0	1	1	1
		0		0	0	3	3	0	3	3	3
Head Start Centers											
C1H060	Health/ Nutrition Coordinator		NP	0	0	1	1	0	1	1	1
C1H062	Health Technician		NP	0	0	4	4	0	4	4	4
C1H080	Teacher		NP	0	0	24	24	0	24	24	24
C1H082	English lang Learner Supervisor		NP	0	0	1	1	0	1	1	1
C1H089	Teacher Assistant		NP	0	0	25	25	0	25	25	25
C1H140	Family Service Coordinator		NP	0	0	1	1	0	1	1	1
C1H150	Family Service Supervisor		NP	0	0	5	5	0	5	5	5
C1H170	Facility & Grounds Supervisor		NP	0	0	1	1	0	1	1	1
C1H175	Parent Involvement Coordinator		NP	0	0	1	1	0	1	1	1
C1H190	Family Service Assistant		NP	0	0	15	15	0	15	15	15
C1H240	Head Start / PCC Manager		NP	0	0	1	1	0	1	1	1
C1H250	Fiscal Officer		NP	0	0	1	1	0	1	1	1
C1H251	Data Technician		NP	0	0	1	1	0	1	1	1
C1H252	Fiscal/Data Systems Manager		NP	0	0	1	1	0	1	1	1
C1H253	Senior Accountant		NP	0	0	1	1	0	1	1	1
C1H270	Dietary Supervisor		NP	0	0	1	1	0	1	1	1
C1H310	Nurse		NP	0	0	1	1	0	1	1	1
C1H320	Lead Teacher/ Center Supervisor		NP	0	0	5	5	0	5	5	5
C1H350	Center Clerk		NP	0	0	5	5	0	5	5	5
C1H380	Dietary Assistant		NP	0	0	10	10	0	10	10	10
C1H390	Clerk III		NP	0	0	5	5	0	5	5	5
C1H400	Transportation/Janitorial Coordinator		NP	0	0	1	1	0	1	1	1
C1H410	Clerk IV		NP	0	0	2	2	0	2	2	2
C1H420	General Maintenance		NP	0	0	1	1	0	1	1	1
C1H440	Special Project Coordinator		NP	0	0	1	1	0	1	1	1
C1H601	Education Coordinator		NP	0	0	1	1	0	1	1	1
C1H602	Resource Specialist		NP	0	0	3	3	0	3	3	3
C1H603	Multi-Disciplinary Team Manager		NP	0	0	3	3	0	3	3	3
C1H615	Community Part/Education Specialist		NP	0	0	1	1	0	1	1	1
		0		0	0	123	123	0	123	123	123
Head Start Mental Health											
C1M141	Resource Specialist		NP	0	0	2	2	0	2	2	2
C1M145	Clerk IV		NP	0	0	1	1	0	1	1	1
		0		0	0	3	3	0	3	3	3
Neighborhood Family Services											
C1N001	Case Manager Coordinator		NP	0	0	1	1	0	1	1	1
C1N003	Case Manager		NP	0	0	1	1	0	1	1	1
		0		0	0	2	2	0	2	2	2
Parent/Child Center											
C1P200	Teacher		NP	0	0	22	22	0	22	22	22
C1P250	Teacher Assistant		NP	0	0	5	5	0	5	5	5
C1P280	Family Service Assistant		NP	0	0	5	5	0	5	5	5
Human Services Homeless Ser											
Temporary Head Start											
T50241	Maintenance		NP	0	0	1	1	0	1	1	1
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
T80049	Mental Health Consultant		NP	0	0	1	1	0	1	1	1
T80052	Custodian		NP	0	0	1	1	0	1	1	1
T90010	Dietary Assistant I		NP	0	0	6	6	0	6	6	6
		0		0	0	12	12	0	12	12	12
Temporary Family Service Counseling											
Temporary Day Care											
T14010	Day Care Substitute		NP	0	0	14	14	0	14	14	14
T14020	Dietary Aide		NP	0	0	2	2	0	2	2	2
		0		0	0	16	16	0	16	16	16
Transportation		2		0	0	47	58	11	58	58	58
TRAN - General Fund		2		0	0	46	57	11	57	57	57
Traffic Engineering											
0004047	Administrative Support Assistant 2		7	0	0	1	1	0	1	1	1
0000769	Assistant Transportation Engineer		25	0	0	1	1	0	1	1	1
0000768	City Traffic Engineer		27	0	0	1	1	0	1	1	1
0000513	Civil Engineer		19	0	0	0	3	3	3	3	3
0000521	Construction Inspector 1		14	0	0	0	1	1	1	1	1
0000733	Construction Program Supervisor		21	0	0	0	1	1	1	1	1
0004117	Engineering Contracts Tech		11	0	0	0	1	1	1	1	1
0004064	Engineering Manager		27	0	0	0	1	1	1	1	1
0000582	Engineering Technician		13	0	0	0	1	1	1	1	1
0004150	Senior Engineer		25	0	0	0	1	1	1	1	1
0000771	Traffic Engineering Coordinator		13	0	0	1	1	0	1	1	1
0000774	Traffic Engineering Tech		10	0	0	4	4	0	4	4	4
0000770	Traffic Operations Analyst		16	0	0	1	1	0	1	1	1
0004186	Traffic Signal Designer Spc		19	0	0	2	2	0	2	2	2
0004141	Transportation Engineer		25	0	0	0	1	1	1	1	1
0004037	Administrative Support Spec			0	0	0	1	1	1	1	1

City of Chattanooga
Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected			
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017	
0000000	Transportation Planning Analyst			0	0	0	1	1	1	1	1	1
0004141	Traffic Signal Systems Engineer		25	0	0	1	1	0	1	1	1	1
		0		0	0	12	24	12	24	24	24	24
Transportation Admin												
0004202	Administrator Transportation		32	0	0	1	1	0	1	1	1	1
0000000	Transportation Designer			0	0	1	1	0	1	1	1	1
0000000	Transportation Engineer		25	0	0	1	0	-1	0	0	0	0
		0		0	0	3	2	-1	2	2	2	2
Traffic Operations												
0004057	Administrative Support Asst 1		4	0	0	1	1	0	1	1	1	1
0004037	Administrative Support Specialist		10	0	0	1	1	0	1	1	1	1
0004038	Crew Supervisor 2		12	0	0	1	1	0	1	1	1	1
0004059	Crew Worker 1	1	2	0	0	7	7	0	7	7	7	7
0004058	Crew Worker 2		4	0	0	2	2	0	2	2	2	2
0004049	Crew Worker 3		7	0	0	2	2	0	2	2	2	2
0004027	Electrician 1		13	0	0	4	3	-1	3	3	3	3
0004018	Electrician 2		14	0	0	1	1	0	1	1	1	1
0000756	Electronics Traffic Technician		14	0	0	2	2	0	2	2	2	2
0000206	Equipment Mechanic 3	1	13	0	0	1	1	0	1	1	1	1
0004100	Equipment Operator 4		10	0	0	5	5	0	5	5	5	5
0004010	General Supervisor		18	0	0	1	1	0	1	1	1	1
0000743	Manager Traffic Control		24	0	0	1	1	0	1	1	1	1
	Signal Tech Apprentice					0	1	1	1	1	1	1
0000744	Traffic Electrician Supervisor		19	0	0	1	1	0	1	1	1	1
0000757	Traffic Electronic Supervisor		19	0	0	1	1	0	1	1	1	1
		2		0	0	31	31	0	31	31	31	31
Automated Traffic Control												
0004037	Adm Support Specialist	0	10	0	0	1	1	0	1	1	1	1

City of Chattanooga
Detail Position List for Fiscal Year 2012-2017

Position Number	Position Name	Frozen FY15	2014 Pay Grade	Change					Projected		
				FY 2012	FY 2013	FY 2014	FY 2015	PY to CY	FY 12 thru FY 2015	FY 2016	FY 2017
All Authorized Budget Positions		63		2,560	2,586	2,541	2,591	50	30	2,591	2,591
Total General Fund		45		1,760	1,780	1,727	1,768	41	7	1,768	1,768
Total Special Revenue Funds		18		398	400	399	397	-2	-1	397	397
Total Enterprise Funds		0		295	299	308	318	10	23	318	318
Total Internal Service Funds		0		61	61	61	60	-1	-1	61	61
Total Golf Course and DRC		0		46	46	46	48	2	2	48	48
Departmental Totals											
General Government & Agencies		2		90	91	91	107	16	17	107	107
Department of Finance & Administration		7		68	68	66	67	1	-1	67	67
Department of Police		0		604	604	589	599	10	-5	599	599
Department of Fire		18		431	446	446	446	0	15	446	446
Department of Public Works (All Funds)		30		631	635	615	604	-11	-27	604	604
Department of Parks and Recreation		0		227	227	0	0	0	-227	0	0
Department of Human Resources		0		21	22	22	23	1	2	23	23
Department of Economic & Community Development		0		35	35	80	86	6	50	86	86
Executive Department of the Mayor		0		14	15	14	13	-1	-1	13	13
Education, Arts, & Culture		0		27	28	0	0	0	-27	0	0
General Services		4		107	108	166	162	-4	55	162	162
Human Services		0		305	307	0	0	0	-305	0	0
Youth and Family Development		0		0	0	405	426	21	426	426	426
Transportation		2		0	0	47	58	11	58	58	58
Total All Departments		63		2,560	2,586	2,541	2,591	50	30	2,591	2,591

City of Chattanooga Pay Plan FY 2014 - 2015: General, Fire, Police

General			
Grade	Min Annual	Mid Annual	Max Annual
1	\$ 23,550	\$ 25,838	\$ 28,125
2	\$ 23,550	\$ 26,762	\$ 29,974
3	\$ 23,550	\$ 27,512	\$ 31,473
4	\$ 23,550	\$ 28,298	\$ 33,046
5	\$ 23,550	\$ 29,125	\$ 34,699
6	\$ 23,550	\$ 29,992	\$ 36,434
7	\$ 24,306	\$ 31,280	\$ 38,255
8	\$ 25,521	\$ 32,845	\$ 40,168
9	\$ 26,798	\$ 34,487	\$ 42,176
10	\$ 28,137	\$ 36,211	\$ 44,285
11	\$ 29,544	\$ 38,022	\$ 46,499
12	\$ 31,021	\$ 39,993	\$ 48,824
13	\$ 32,573	\$ 41,920	\$ 51,266
14	\$ 34,201	\$ 44,015	\$ 53,829
15	\$ 35,911	\$ 46,216	\$ 56,520
16	\$ 37,707	\$ 48,527	\$ 59,346
17	\$ 39,592	\$ 50,953	\$ 62,314
18	\$ 41,572	\$ 53,501	\$ 65,429
19	\$ 43,650	\$ 56,176	\$ 68,701
20	\$ 45,833	\$ 58,985	\$ 72,136
21	\$ 48,124	\$ 61,934	\$ 75,743
22	\$ 50,531	\$ 65,031	\$ 79,530
23	\$ 53,057	\$ 68,282	\$ 83,506
24	\$ 55,710	\$ 71,696	\$ 87,682
25	\$ 58,496	\$ 75,281	\$ 92,066
26	\$ 61,420	\$ 79,045	\$ 96,669
27	\$ 64,491	\$ 82,997	\$ 101,503
28	\$ 67,716	\$ 87,147	\$ 106,578
29	\$ 71,102	\$ 91,505	\$ 111,907
30	\$ 74,657	\$ 96,080	\$ 117,502
31	\$ 78,390	\$ 100,884	\$ 123,377
32	\$ 82,309	\$ 105,928	\$ 129,546
33	\$ 86,425	\$ 111,224	\$ 136,023
34	\$ 90,746	\$ 116,785	\$ 142,824
35	\$ 95,283	\$ 122,624	\$ 149,965
Fire			
F0C	\$ 31,577	\$ 31,577	\$ 31,577
F1A	\$ 32,077	\$ 39,313	\$ 47,755
F1C	\$ 35,077	\$ 42,313	\$ 50,800
F2A	\$ 36,004	\$ 44,000	\$ 51,161
F2C	\$ 39,004	\$ 47,000	\$ 54,206
F3A	\$ 43,358	\$ 54,007	\$ 65,626

Grade	Min Annual	Mid Annual	Max Annual
F3C	\$ 46,358	\$ 57,007	\$ 68,671
F4A	\$ 49,132	\$ 61,229	\$ 74,425
F4C	\$ 49,132	\$ 61,229	\$ 74,425
F5A	\$ 60,756	\$ 75,751	\$ 92,107
F5C	\$ 60,756	\$ 75,751	\$ 92,107
F6C	\$ 65,350	\$ 81,479	\$ 99,071
F7C	\$ 68,579	\$ 85,552	\$ 104,070
Police			
P1	\$ 34,118	\$ 34,118	\$ 34,118
P2	\$ 35,913	\$ 36,794	\$ 38,239
P3	\$ 39,436	\$ 40,318	\$ 41,817
P4	\$ 42,961	\$ 43,843	\$ 45,396
P5	\$ 46,483	\$ 47,364	\$ 55,825
P6	\$ 43,692	\$ 52,296	\$ 61,820
P7	\$ 49,913	\$ 59,764	\$ 70,659
P8	\$ 56,135	\$ 67,227	\$ 79,492
P9	\$ 73,246	\$ 87,757	\$ 103,802

Glossary

AA - An obligor rated 'AA' has very strong capacity to meet its financial commitments. It differs from the highest-rated obligors only to a small degree. The City of Chattanooga has an AA+ rating with Standard & Poor's and Fitch.

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity- Departmental efforts or organizational unit for performing a specific function which contribute to the achievement of a specific set of program objectives.

Ad Valorem Taxes - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

Allot- To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

Annualize - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

ARC - Annual Required Contribution; the amount an employer must contribute annually to a defined benefit pension fund, based on an actuarial formula, to fund current and future retirement benefits and liabilities.

ARRA - American Recovery and Reinvestment Act

Assessed Valuation - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes. Property Values for Chattanooga are established by Hamilton County.

Assessment Ratio - The ratio at which the tax rate is applied to the tax base.

Asset - Resources owned or held by a government which have monetary value.

ATE - Automated Traffic Enforcement

Attrition - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

Authorized Positions - Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Undesignated) Fund Balance - This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Base Budget - Cost of continuing the existing levels of service in the current budget year.

B.A.D.G.E - Building Attitudes During Group Experiences

Bond - A long-term I.O.U. of promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds.

B - C

Bond Refinancing - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget - A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period. The most common types of budgets are Line-Item Budget, Operating Budget, Performance Budget, Program Budget, and the Capital Improvements Program Budget (definitions of each are included in glossary).

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of the budget.

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.

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.

Budgeting for Outcomes: A system driven by goals and performance, to provide information that compares budgeting, planning and outputs/results.

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

Capital Improvements - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvements Program (CIP) - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

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

Capital Outlay - Fixed assets which have a value of more than \$5,000 and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Project Funds - Capital Project Funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust Funds).

Capital Reserve - An account used to segregate a portion of the government's equity to be used for

future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CAFR - Comprehensive Annual Financial Report

CCHDO - Chattanooga Community Housing Development Organization

CCRC - Chattanooga Community Resource Center

CDBG - Community Development Block Group

CDRC - Chattanooga Downtown Redevelopment Corporation

Child Abuse - Program offered by the Police Department. The Child Abuse Unit investigates child sexual abuse, child physical abuse and child neglect and any other cases that the supervision deems appropriate for the unit. They work very closely with the Child Advocacy Center, the Department of Children Services, other social agencies that promote children and the special child abuse prosecutor with the District Attorney's Office.

CNE - Chattanooga Neighborhood Enterprise

COBRA - Consolidated Omnibus Budget Reconciliation Act

Collective Bargaining Agreement - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Commodities - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, and asphalt.

Component Unit - A traditionally separate reporting entity for which the City may be financially accountable and, as such, should be included within the City's financial statements. The City (the primary government) is financially accountable if it appoints a voting majority of the organization's governing board and (1) it is able to impose its will on the organization or (2) there is a potential for the organization to provide specific financial benefit or to impose specific financial burden on the City.

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

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

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

Contractual Services - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-Living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

C - E

CSO- Combined Sewer Overflow

CSR- Customer service request associated with 311 call center

CSBG- Community Services Block Grant

Debt Ratio - Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time and against its own standards and policies. The five major debt ratios used by the City are Gross Debt per Capita, Debt per Personal Income, Debt to Full Value, Debt to Assessed Value, and Debt Services to Governmental Expenditures.

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. The major types of debt include Direct Obligation Debt; Self Supporting Debt; Outstanding Tax Supported Debt.

Debt Service Fund - Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on the City debt. They are used to account for the accumulation of resources, for, and the payment of, general obligation and special assessment debt principal, interest and relation cost, except the debt service accounted for in the Special Revenue Funds, and Enterprise Funds.

Dedicated Tax - A tax levied to support a specific government program or purpose.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Department - The basis organizational unit of government which is functionally unique in its delivery of services. The City of Chattanooga has ten departments: General Government; Executive Department; Finance & Administration; Police; Fire; Public Works; Economic & Community Development; Transportation; and Human Resources.

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 General Services 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 Fund, Water Quality Fund, and CDRC.

EPB - Electric Power Board

ERU - Equivalent Residential Units

Expenditure - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, services or settling a loss.

Expenses - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Fiscal Policy - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Chattanooga's fiscal year is July 1 to June 30.

Fixed Assets - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Full-time Equivalent (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Function - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. The City of Chattanooga's functions are public safety, public works, general government, culture & recreation, general services, finance & administration.

Fund - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity. Fund Structure consist of Governmental Funds (General, Special, Debt, and Capital); Proprietary Funds; Fiduciary Funds.

Fund Balance - The excess of the assets of a fund over its liabilities, reserves, and carryover.

Generally Accepted Accounting Principles (GAAP) - Uniform minimum standard for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

G - M

General Obligation Bonds (GO) - This type of bond is backed by the full faith, credit and taxing power of the government.

Goal - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grants - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Hourly - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing need. Hourly employees are paid on a per hour basis, and receive limited benefits.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interfund Transfers - The movement of monies between funds of the same governmental entity.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal 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

ISO - International Organization for Standardization Certification

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.

LEAN - Management techniques for managing your organization's processes in concepts of waste elimination and value-added processes to suppliers, partners, and customers

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.

OMA - Office of Multicultural Affairs

OPEB - Other Post-Employment Benefits that an employee will begin to receive at the start of retirement (i.e. life insurance premiums, healthcare premiums and deferred-compensation arrangements).

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.

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.

P - R

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - Data collected to determine how effective or efficient a program is in achieving its goals and objectives. There are four types of performance measures: input, output, outcome, and efficiency.

Input measures address the amount of resources used in providing a particular service (ex. dollars, employee-hours, etc.).

Output measures describe the activities undertaken in providing a service or carrying out a program (ex. # of emergency calls or the # of cases heard)

Outcome measures are used to evaluate the quality and effectiveness of public programs and services (ex. # of crimes committed per capita or \$ of property lost due to fire).

Efficiency measures relate inputs, or resources used, to units of output or outcome, and provide evidence of trends in productivity (employee hours per crime solved).

Personal Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

PILOT- Payment in lieu of taxes

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 - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Budget - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

Program Performance Budget - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

Program Revenue (Income) - Revenues earned by a program, including fees for services, licenses and permits, fees, and fines.

Purpose - A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue - Sources of income financing the operations of government.

Revenue Bond - This type of bond is backed only by the revenues from the specific enterprise or project, such as a hospital or toll road.

RFID - Radio-Frequency Identification. The RFID device serves the same purpose as a bar code or a magnetic strip on the back of a credit card or ATM card; it provides a unique identifier for that object. The RFID device must be scanned to retrieve the identifying information.

Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

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

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.

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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