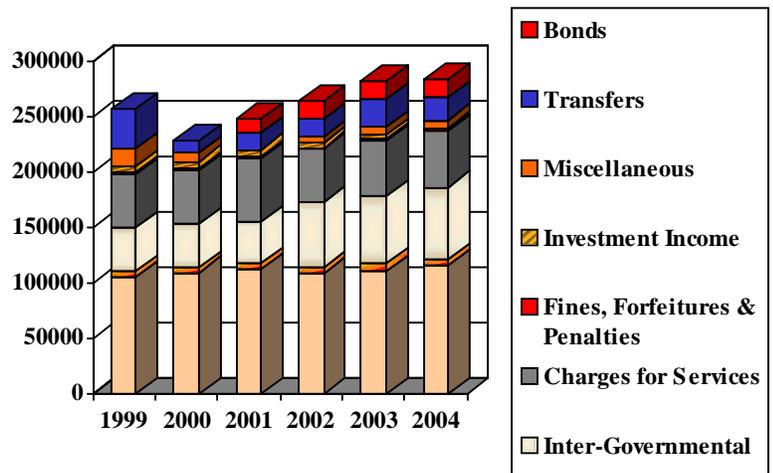


# Financial Overview

## Revenue and Expenditure History

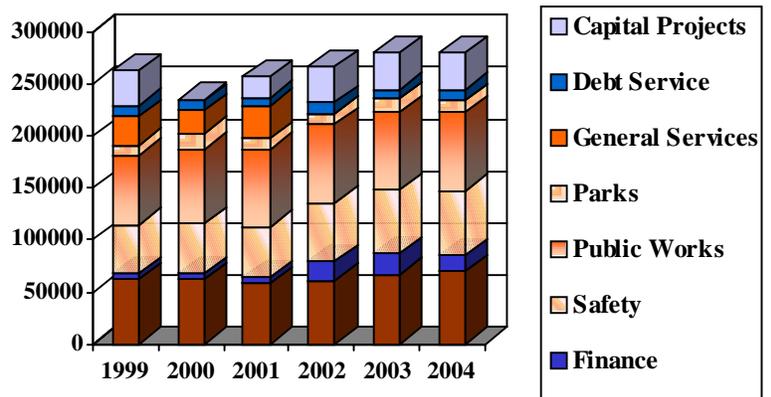
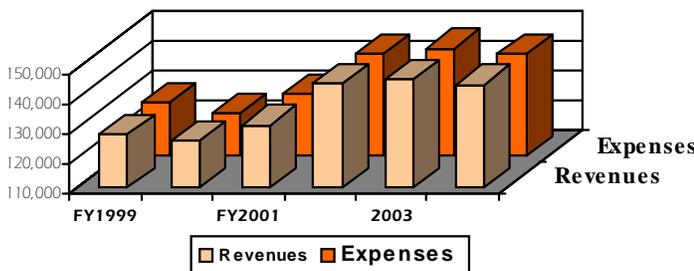
Total City revenues and operating transfers in for the fiscal year ended June 30, 1999 was \$257,366,775. Total projected City revenue for the fiscal year ended June 30, 2004 is \$277,512,810. This difference of \$20,146,035 represents a 7.83% increase over this six year period. The major reasons for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

Revenues  
(in 1,000)



Expenditures  
(in 1,000)

### Undesignated General Fund



**REVENUES & APPROPRIATIONS BY FUND TYPE  
FY2004**

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

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

## FundBalance/NetAsset Summary

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

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

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

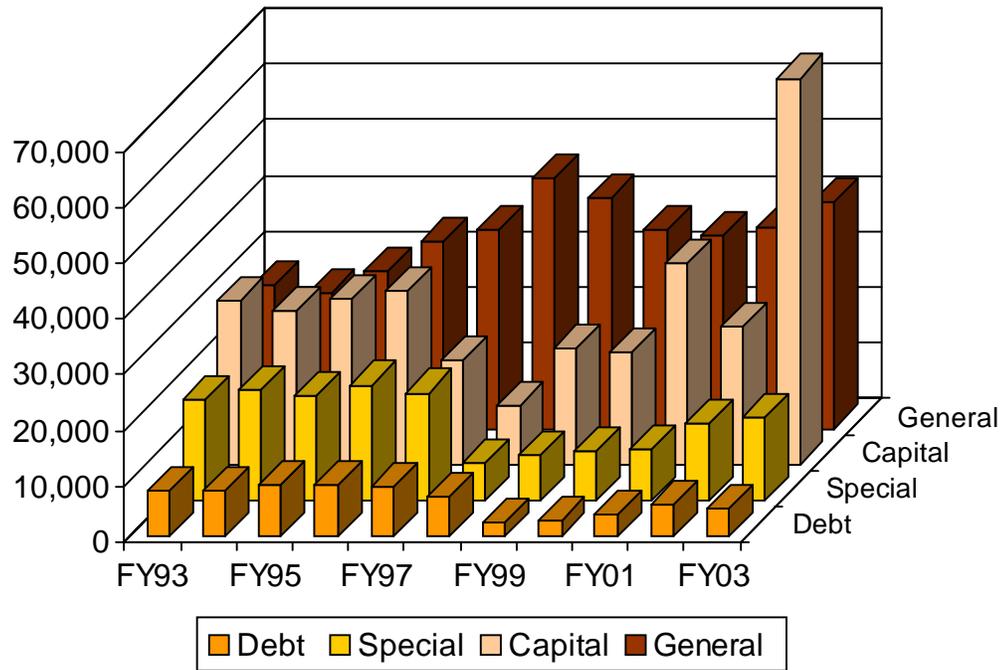
Debt Service has also had a drop in its fund balance during this period. This came about through the use of the Fund Balance to pay current year maturities and interest. Fund Balance had risen to a high of \$9,127,569 in FY96 when the decision was made to use the Fund Balance for payment of existing debt service requirements at that time. The FY03 fund balance is \$4,988,142.

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

The growth of the Net Assets within the Enterprise Funds has been most dramatic. Net Assets of \$167,123,858 in 1993 has increased to a 2003 balance of \$229,957,892. During this ten year period the City was subject to federal mandates relative to stormwater and landfill operations which necessitated the imposition of a stormwater fee and increased landfill rates to fund such mandates. During this time the Interceptor Sewer System has had a steady increase also.

The Internal Service Funds started the ten year period with a balance of \$1,542,482 in 1995. At the end of 2003 this balance has decreased to \$903,107. This change reflects the increased cost of maintaining the City's fleet of vehicles, which has grown considerably. This fund is not intended to generate profits.

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



# City of Chattanooga, Tennessee

## General Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance -  
Budget and Actual on Budgetary Basis  
Years Ended June 30, 2001 - 2004

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

# City of Chattanooga, Tennessee

## Special Revenue Funds

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

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

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

# City of Chattanooga, Tennessee

## Debt Service Fund

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

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

# City of Chattanooga, Tennessee

## Capital Funds

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

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

# City of Chattanooga, Tennessee

## Fiduciary Funds

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

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

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

# City of Chattanooga, Tennessee

## Enterprise Fund

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

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

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

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

# City of Chattanooga, Tennessee

## Internal Service Funds

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

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

# Undesignated General Fund

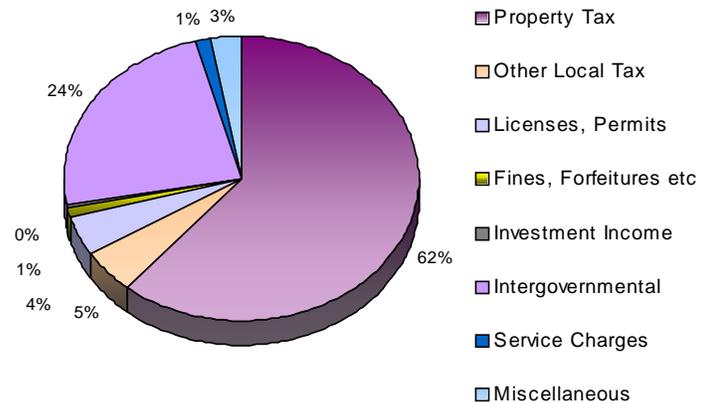
## Fund Structure

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

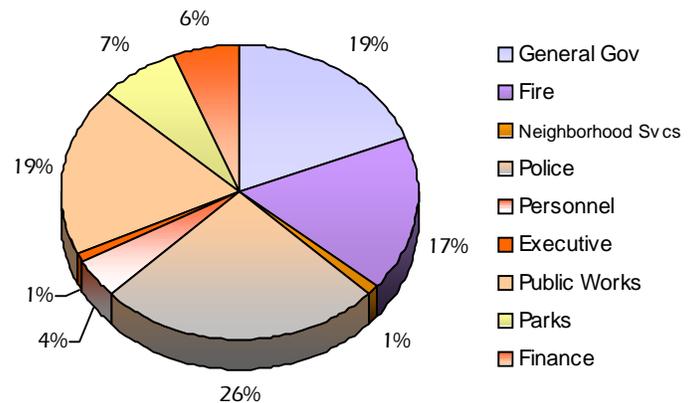
The major revenues of the general fund include: property taxes; other local taxes; licenses and permits; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

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

Revenues 2004  
 \$144,557,000



Appropriations 2004  
 \$144,557,000



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

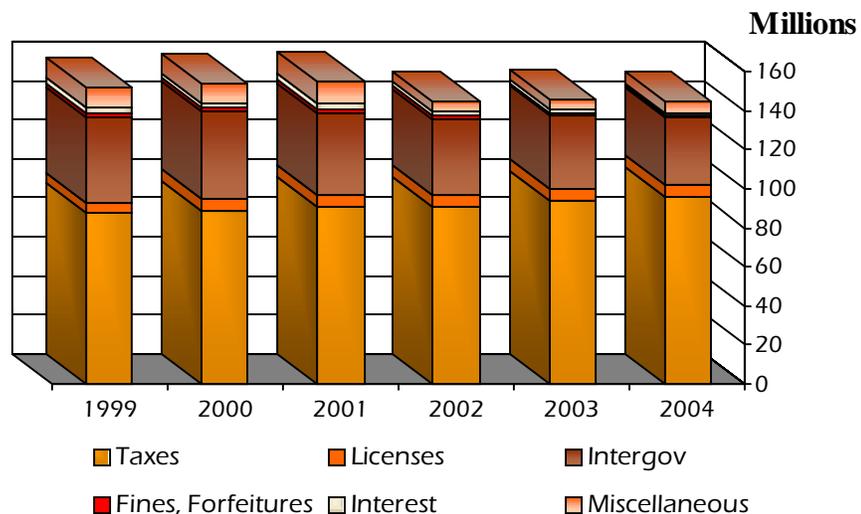
Fund Type:	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 INCREASE (DECREASE)	% CHANGE FY 03/04
<b>General Fund:</b>						
Property Taxes	66,868	83,311	85,940	88,229	2,289	2.7%
Other Local Taxes	7,197	7,411	7,364	7,390	26	0.4%
Licenses, Permits, Etc.	5,496	5,772	6,135	6,213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

## Revenues

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

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

**General Fund Revenues by Source**



## Property Taxes

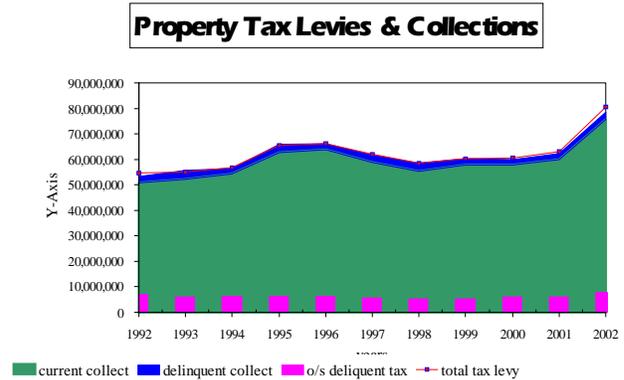
<b>FY 2004 Estimate :</b>	<b>\$88,229,048</b>
<b>% of General Fund:</b>	<b>61.03%</b>
<b>Growth From FY 03:</b>	<b>2,288,886</b>
<b>% Change:</b>	<b>2.7%</b>

Current Real Property Taxes remain the top source of funds for the City of Chattanooga, with the FY 2004 estimate of \$79,397,860 representing 54.9% of the total General Fund Budget. However, all property tax estimates inclusive of delinquencies and in lieu of tax payments total \$88,229,048 or 61.03% of the total General Fund budget. The current tax rate is \$2.516 per \$100.00 of the assessed valuation. This is considerably less than the 1995 rate of \$2.98. Revenues generated in 1996 with this \$2.98 tax rate amounted to \$65,915,783 while the estimate for FY 2004 is \$79,397,860, an increase of \$25,560,263, or 38.8%. Assessments for 1995 were \$2,198,869,948. This figure has risen to \$3,035,505,894, an increase of \$836,835,946 a 3.8% increase. This is indeed good news for Chattanooga. Based on the City's economic climate, this trend is expected to continue.

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

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

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



Persuant to Tennessee Code Annotated 5-52-301 to 5-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987. The minimum levy for the EPB is \$2,296,692 based on a new formula specified in the 1987 Law based on a revenue floor of \$5,635,434. This revenue floor was exceeded in fiscal year 1994 resulting in a calculation which generated less PILOT collection for the City. The estimate to be received from Electric Power Board for FY 2004 is \$2,928,731 or 3.9% over FY03. The Telecommunication in lieu of tax due from the EPB is \$199,508 or 26.74% over FY03.

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

1994	2.62	
1995	2.98	City Tax Increase
1996	2.98	
1997	2.70	Property Reappraisal
1998	2.31	City Tax Decrease
1999	2.31	
2000	2.31	
2001	2.31	
2002	2.516	City Tax Increase
2003	2.516	
2004	2.516	

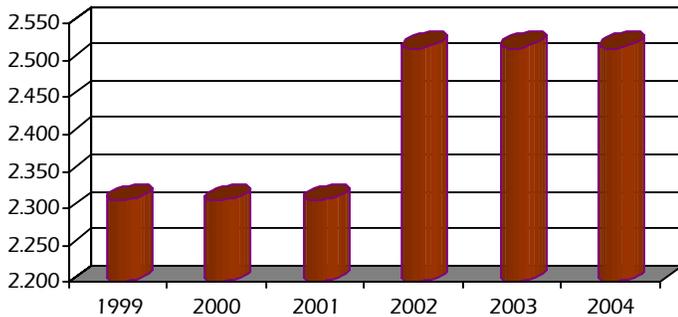
The 1995 increase in tax rates from \$2.62 to \$2.98 was the first tax increase imposed by the City since 1987 and was imposed primarily to provide funds for capital purposes. In FY02, a reappraisal year, the new certified

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

**Payments In Lieu of Taxes.** Through a series of tax incentives and agreements the City receives sizeable In Lieu of Tax payments each year. The largest is received from the Electric Power Board of Chattanooga, a separate administrative agency of city government. Other major In-Lieu of payments received include: Tennessee Valley Authority, Burner Systems, Metals, USA, Kenco Group, Chattanooga Neighborhood Enterprise, E.I. Dupont, Regis Corp., Pavestone Co., Messer Griesheim Industries and Signal Mountain Cement. The collection of In Lieu of Taxes accounts for approximately three percent (3%) of the operating budget each year.

### Property Tax Rates

(per \$100 of Assessed Valuation)



### Other Local Taxes:

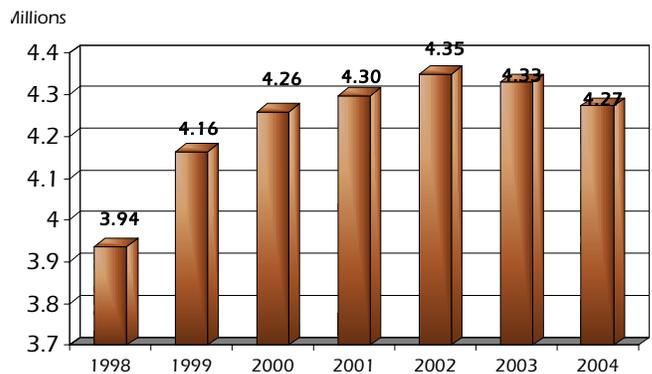
<b>FY 2004 Estimate :</b>	<b>\$7,390,024</b>
<b>% of General Fund:</b>	<b>5.11%</b>
<b>Growth From FY 03:</b>	<b>26,053</b>
<b>% Change:</b>	<b>.4%</b>

### Wholesale Beer Tax

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

The Wholesale Beer Tax is a steady source of revenue to the City. The 17% tax is authorized by the State of Tennessee and is based on wholesalers' sales to retailers in the city. The collection from this source represents an average of 3% of General Funds revenues thru the years. The average growth in these collection is about 2%, although this has appeared flat in growth from FY 96 thru FY 98. However, the trend picked up in FY 99 with an increase of over 5.8%. But FY04 indicates a decrease of 1.3% from FY03. Revenue estimates for these collections are based on these known growth factors.

### Wholesale Beer Tax



### Licenses, Permits, Etc.:

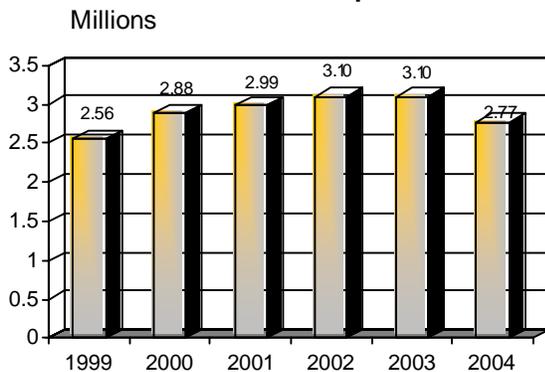
<b>FY 2004 Estimate :</b>	<b>\$6,213,139</b>
<b>% of General Fund:</b>	<b>4.3%</b>
<b>Growth From FY 03:</b>	<b>78,519</b>
<b>% Change:</b>	<b>1.3%</b>

### Gross Receipts Taxes

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

Even though Gross Receipts Taxes are a steady source in the General Fund, they represent only 2% of total collections each year. The trend over the past five years reveals the growth of this collection has varied between 4% and 8%, as shown in the chart. However, the economic impact on retail sales in FY03 required a downward adjustment in the FY04 estimate.

### Gross Receipt Taxes



### Revenue from Other Agencies:

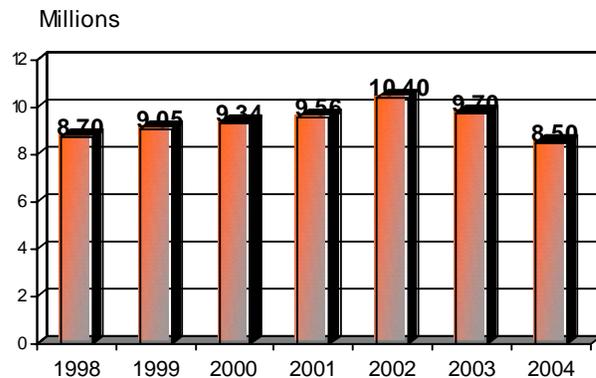
<b>FY 2004 Estimate :</b>	<b>\$34,341,318</b>
<b>% of General Fund:</b>	<b>23.8%</b>
<b>Decline From FY 03:</b>	<b>(3,519,213)</b>
<b>% Change:</b>	<b>(9.3)%</b>

### City Allocation State Sales Tax

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

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

### State Sales Tax



## County-Wide Sales Taxes

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

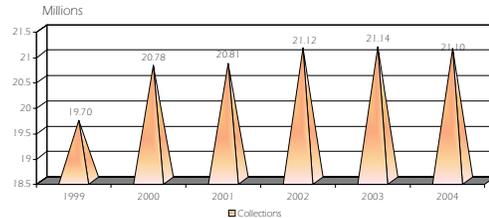
The County Wide Sales Tax, or Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended, the City and County have adopted a Local Option Sales Tax. The citizens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

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

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

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

## County-Wide Sales Tax



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

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

## Expenses

### General Government & Agencies

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### Department of Finance & Administration

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

This department oversees all aspects of the City's financial program, asset management and Information Services. These functions include the Finance Office, Information Services, City Treasurer, Telecommunication costs, and City Court Clerk. The major expenses for this department are personnel costs, information service's hardware and software maintenance costs, and basic telecommunication support not charged directly to the departments.

### Department of Police

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

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

### Department of Fire

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

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

### Department of Public Works

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

The Department of Public Works General Fund operations has remained fairly stable over the past several years. This is due primarily to the shifting of

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

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

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

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

### Department of Personnel

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

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

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

### Department of Neighborhood Services

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

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

### Executive Branch

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

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

## Undesignated General Fund Revenues

Fiscal Years 2001 - 2004

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

## Undesignated General Fund Revenues

Fiscal Years 2001 - 2004

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

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

Expenditure	Actual	Actual	Budget	Budget	BUDGET '04	%	%
	FY 00/01	FY 01/02	FY 02/03	FY 03/04	INC/DEC1	CHANGE FY 03/04	OF TOTAL
<b>General Government &amp; Agencies</b>							
<b>Agencies</b>							
Air Pollution	270,820	270,820	270,820	270,820	0	0.00%	0.19%
Allied Arts:							
Operations	250,000	250,000	250,000	250,000	0	0.00%	0.17%
African American Museum	70,000	70,000	70,000	70,000	0	0.00%	0.05%
Chattanooga Regional History	48,000	48,000	24,000	24,000	0	0.00%	0.02%
Assoc of Visual Artists	15,000	15,000	15,000	15,000	0	0.00%	0.01%
CARCOG & SETDD	30,493	30,493	30,493	30,493	0	0.00%	0.02%
CARTA	2,770,276	2,976,800	3,239,650	3,158,650	(81,000)	-2.50%	2.19%
Carter Street Corporation	81,955	0	352,324	176,324	(176,000)	-49.95%	0.12%
Carter Street Lease	1,427,783	1,426,092	1,420,765	1,420,529	(236)	-0.02%	0.98%
Chattanooga Urban League	50,000	50,000	50,000	50,000	0	0.00%	0.03%
C-HC Bicentennial Public Librar	2,230,262	2,405,725	2,405,725	2,405,725	0	0.00%	1.66%
Chattanooga Neighborhood Ente	2,000,000	2,000,000	2,000,000	2,000,000	0	0.00%	1.38%
Children's Advocacy Center	30,000	30,000	30,000	30,000	0	0.00%	0.02%
Community Foundation Scholars I	160,000	160,000	160,000	160,000	0	0.00%	0.11%
Community Impact Fund	166,000	0	0	0	0	N/A	0.00%
Downtown Partnership	140,000	140,000	140,000	140,000	0	0.00%	0.10%
Heritage Hall Board	35,000	35,000	35,000	35,000	0	0.00%	0.02%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.00%	0.01%
Inner-City Develop Corp	35,000	35,000	35,000	0	(35,000)	-100.00%	0.00%
M L King / CDC	19,132	0	0	0	0	N/A	0.00%
Community Research Council	10,000	10,000	10,000	10,000	0	0.00%	0.01%
Regional Planning Agency	840,463	876,277	974,817	974,817	0	0.00%	0.67%
Scenic Cities	30,294	30,294	30,294	30,294	0	0.00%	0.02%
Storm Water Fund	71,507	71,309	75,000	70,000	(5,000)	-6.67%	0.05%
Tennessee Riverpark	712,212	698,035	767,584	798,471	30,887	4.02%	0.55%
Tenn Valley Railroad Museum	73,600	0	0	0	0	N/A	0.00%
West Side Development Corp	0	0	75,000	75,000	0	0.00%	0.05%
WTCI - TV 45	60,000	60,000	60,000	60,000	0	0.00%	0.04%
<b>General Government</b>							
Audits, Dues & Surveys	125,320	111,660	166,754	206,757	40,003	23.99%	0.14%
Capital Improvements	3,593,200	5,302,101	4,500,000	0	(4,500,000)	-100.00%	0.00%
City Attorney/Operations	586,870	644,034	726,921	685,101	(41,820)	-5.75%	0.47%
City Attorney Liability Insurance F	2,050,000	850,000	500,000	1,100,000	600,000	120.00%	0.76%
City Council	501,239	576,765	665,658	676,775	11,117	1.67%	0.47%
City Court Judicial	579,367	581,372	690,029	622,277	(67,752)	-9.82%	0.43%
Contingency Fund	201,359	33,685	500,000	578,426	78,426	15.69%	0.40%
Debt Service Fund	6,424,417	8,964,342	6,193,086	7,636,840	1,443,754	23.31%	5.28%
Election Expense	159,587	0	0	0	0	N/A	0.00%
Executive Office of Mayor	419,581	0	0	0	0	N/A	0.00%
Human Services	1,424,655	1,481,641	1,481,641	1,333,477	(148,164)	-10.00%	0.92%
Intergovernmental Relations	145,856	217,531	228,850	228,850	0	0.00%	0.16%
Pensions, FICA & UIC	23,790	36,712	41,500	23,937	(17,563)	-42.32%	0.02%
T.A.P. (tuition & books)	17,700	22,710	20,000	20,000	0	0.00%	0.01%
Downtown Design Center	22,509	158,402	135,324	218,535	83,211	61.49%	0.15%
Real Estate Fund	100,000	0	0	0	0	N/A	0.00%
Renewal & Replacement	1,228,906	1,302,836	1,500,000	1,500,000	0	0.00%	1.04%
Citizen Relationships Mgmt	0	0	216,934	324,869	107,935	49.75%	0.22%
Taxi Board	0	0	300	0	(300)	-100.00%	0.00%
<b>total</b>	<b>\$29,249,653</b>	<b>\$31,990,136</b>	<b>\$30,105,969</b>	<b>\$27,428,467</b>	<b>(2,677,502)</b>	<b>-8.89%</b>	<b>18.97%</b>
<b>Department of Finance &amp; Administration:</b>							
Finance Office	1,387,867	1,398,732	1,715,550	1,798,128	82,578	4.81%	1.24%
Information Systems	2,244,977	2,407,286	2,517,994	2,558,064	40,070	1.59%	1.77%
City Treasurer	514,670	522,559	541,065	526,254	(14,811)	-2.74%	0.36%
Telecommunications	409,229	510,192	463,713	461,126	(2,587)	-0.56%	0.32%
City Court Clerk's Office	867,729	982,311	1,133,717	1,049,336	(84,381)	-7.44%	0.73%
Geographic Information System	0	0	115,475	0	(115,475)	-100.00%	0.00%
Purchasing	0	905,824	849,196	801,230	(47,966)	-5.65%	0.55%
Building Maintenance	0	726,126	704,330	746,866	42,536	6.04%	0.52%
Radio & Electronics	0	322,085	373,040	389,097	16,057	4.30%	0.27%
Property Maintenance	0	110,886	156,100	151,500	(4,600)	-2.95%	0.10%
Real Estate	0	182,900	232,611	163,739	(68,872)	-29.61%	0.11%
<b>total</b>	<b>\$5,424,472</b>	<b>\$8,068,901</b>	<b>\$8,802,791</b>	<b>\$8,645,340</b>	<b>(157,451)</b>	<b>-1.79%</b>	<b>5.98%</b>

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

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



# Special Revenue Funds

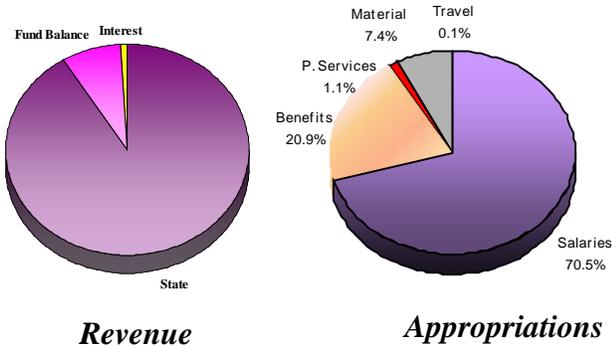
## Fund Structure

The Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose funds. The basis of budgeting for these funds is modified accrual. Included funds are State Street Aid, Human Services, Economic Development, Community Development, and Hotel/Motel Occupancy Tax Fund. As of June 30, 2003 the budgeted revenue and expenses were as follows:

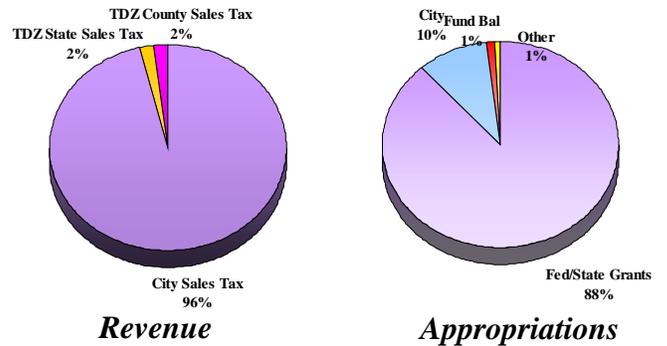
	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
State Street Aid Fund	\$4,350,000	\$4,696,715	\$4,410,487
Human Services Fund	\$12,429,918	\$10,658,139	\$11,504,088
Economic Development Fund	\$17,618,315	\$17,643,146	\$16,179,543
Community Development Fund	\$5,318,000	\$5,210,950	\$5,053,484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

## Fiscal Year 2003/2004

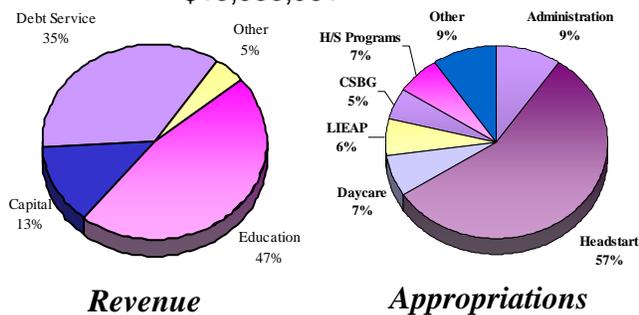
**State Street Aid**  
\$3,971,297



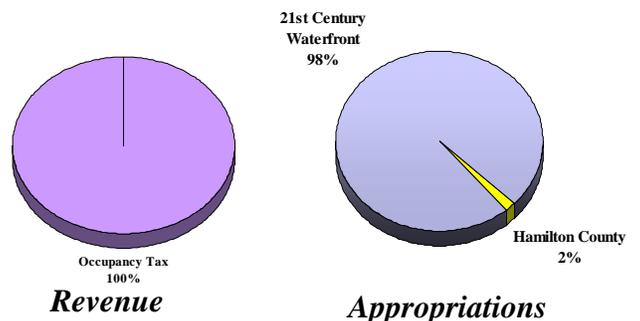
**Economic Development**  
\$17,975,000



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



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



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

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

## Revenues

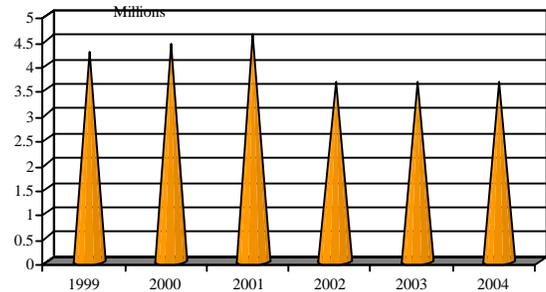
### Real Estate Fund

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

### State Street Aid

This fund was established to receive and account for the State's distribution of the state gasoline tax. Funds received in this fund are restricted to road-type use. To qualify for a portion of this distribution, the City must meet state guidelines which require that a municipality appropriate an amount equal to at least the average appropriations for road work for the previous five years. Collections in this fund have not increased much in the past several years due to the City's loss of population in the last census and the fluctuation in gasoline prices causing the state distribution to drop. As in FY2002, the City distribution is expected to decrease further due to 9% cut in state shared revenues but no reduction is shown for FY 04

### State Gas Tax Collections

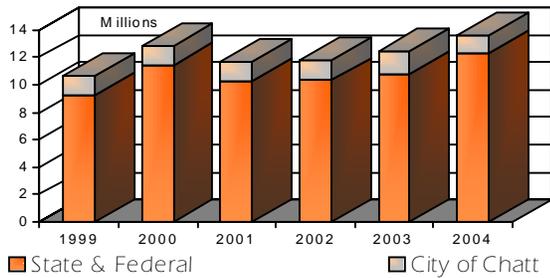


### Human Services Fund

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

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

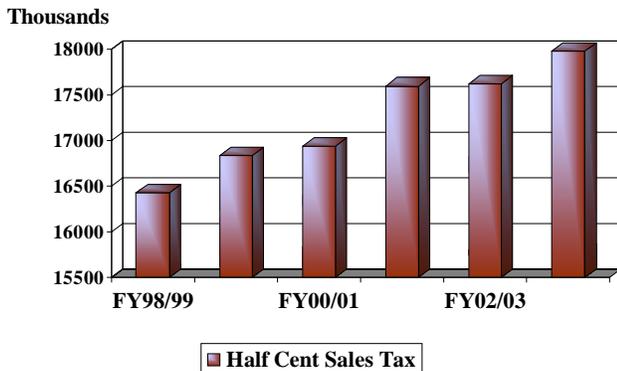
## Human Services Collections



## Economic Development Fund

In August 1997, the citizens of Chattanooga approved a half-a-cent tax on retail sales within the city. Revenues from this tax are dedicated to education and economic development. The retailers collect this tax and submit it to the State of Tennessee. The State in turn, sends these funds back to the City of Chattanooga. Half of all funds are appropriated to economic development and half to education.

### Economic Development Collections

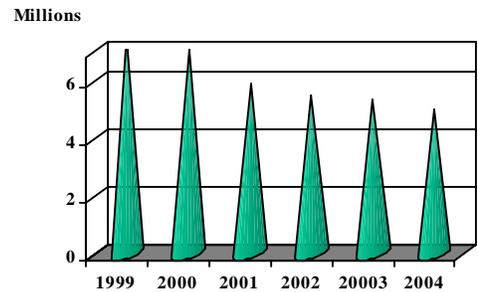


## Community Development

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

The total FY04 decrease for this fund is \$396,000 compared to FY03. This decrease in the fund is due to the changes in grant funding during the City's fiscal year. As with most federal funds these sources are allocated to the City based on the Federal Government's budget year which is different from the city's fiscal reporting year and may vary from year to year.

## Community Development Collections



## Hotel-Motel Occupancy Privilege Tax Fund

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

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

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



**Fund Expenditure Summary**

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

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

## Expenses

### Real Estate

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

### State Street Aid

State gasoline tax distribution is collected into this fund and used for major street work in the Chattanooga area, under State guidelines. Personnel, vehicle costs and construction costs used most of the funds deposited in this fund.

### Human Services

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

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

### Economic Development Fund

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

### Community Development

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

Federal guidelines are followed by the City in expending Economic & Community Development and Home Investment Funds. These are subject to federal audit at any time, and are also included in the City's annual audit. The expenditures are confined mostly to the blighted areas of Chattanooga.

### Hotel-Motel Occupancy Privilege Tax Fund

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

## Special Fund Revenues

Fiscal Years 2001 - 2004

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

## Special Fund Expenditures

Fiscal Years 2001 - 2004

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

## Special Revenue Funds Expenditures

Fiscal Years 2001 - 2004

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

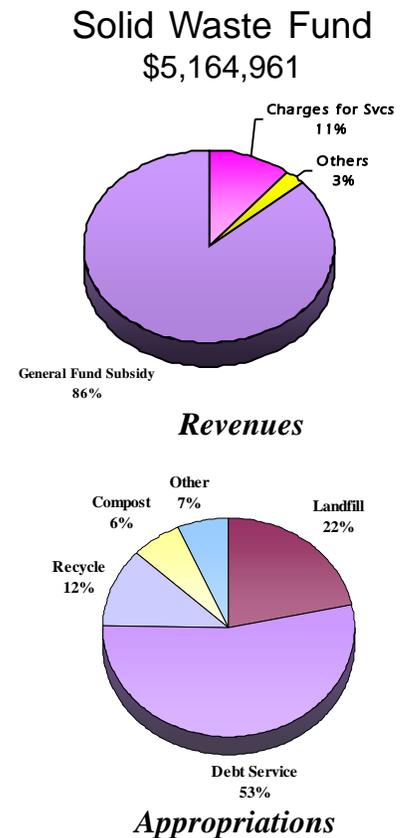
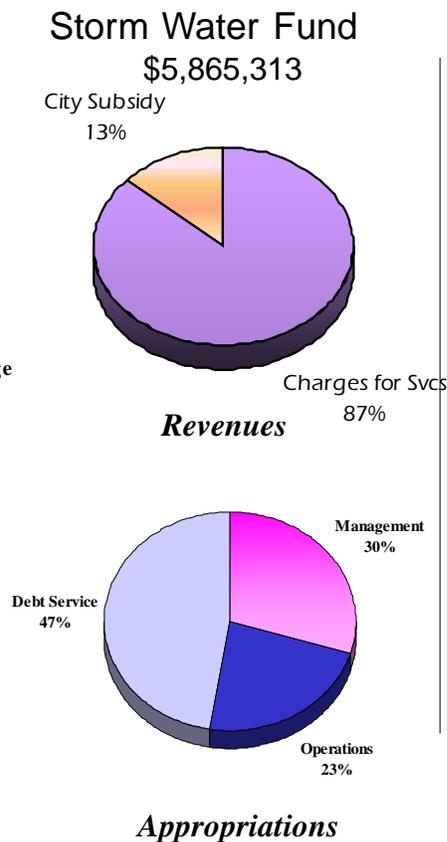
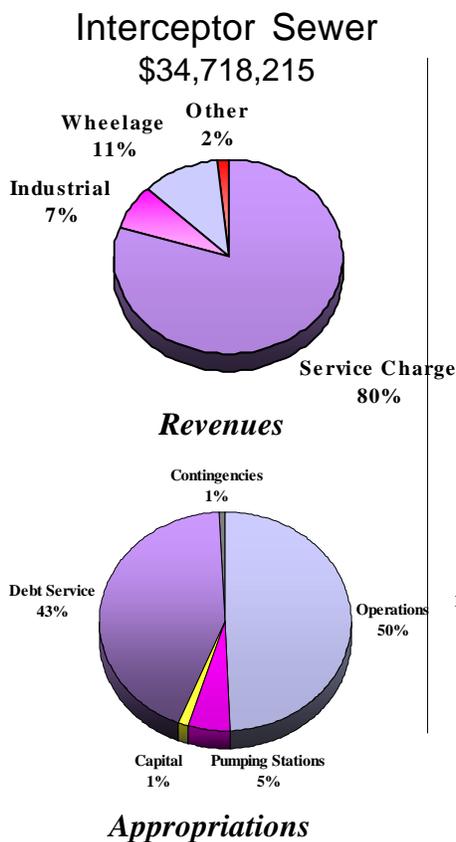


## Fund Structure

Enterprise Funds are established for operations that the City chooses to account for as though they were private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes it is necessary to account for income and capital maintenance. The basis of budgeting for these funds is full accrual. The City of Chattanooga has three (3) Enterprise Funds: Interceptor Sewer Fund, Storm Water Management Fund and Solid Waste and Sanitation Fund.

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

## Fiscal Year 2003/2004



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

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

## Revenues

### Interceptor Sewer Fund

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

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

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

on either a metered water consumption basis (billable flow method) or a total measured wastewater flow basis (total flow method). This allows the City to begin billing the regional users on a total flow method immediately upon cessation of successful contract negotiations for total flow method billing. Other System revenues come from an industrial user sewer surcharge, truck discharge operation permit fees, septic tank discharge fees, holding tank discharge fees, service line connection fees and garbage grinder usage fees.

The City operates the System on a self-supporting basis from sewer service charges and fees. The July 1, 2003 proposed rate schedule, is as follows:

### Enumeration Of Charges - Quantity of Water Used

Sewer service charges are based upon the quantity of water registered by water meters. The dollar amount is derived by applying the total charge in dollars per one thousand gallons for the following quantities of water:

User Class	Operations and Maintenance Charges (\$/1,000 gal)	Debt Charges (\$/1,000 gal)	Total Charges (\$/1,000 gal)
First 100,000	\$ 0.93	\$ 2.50	\$ 3.43
Next 650,000	0.93	1.59	2.52
Next 1,250,000	0.93	1.10	2.03
Next 30,000,000	0.93	0.52	1.45
Over 32,000,000	0.93	0.34	1.27

### Regional Service Charge Rate (Wheelage and Treatment)

The regional sewer service user charge (wheelage and treatment) shall be collected from regional users of the system including Collegedale, Tennessee; Lookout Mountain, Tennessee; Hamilton County, Tennessee; East

Ridge, Tennessee; Red Bank, Tennessee; Windstone and Walker County, Georgia and shall be determined either under the "billable flow" method based upon quantity of water used as shown by applicable water company meter readings or the "total flow" method based upon flow meter measured flow accordingly to the applicable contract with the regional user.

### Billable Flow

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

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 0.9310	\$ 0.4719	\$ 1.4029

If regional customers are billed directly through the water company, the rate shall be one and thirty-five cents (\$1.35) per one thousand (1,000) gallons.

### Total Flow

The amount due from the regional user shall be the dollar amount derived by applying the total charge shown in the table below applied to the quantity of wastewater measured by a flow meter installed and maintained at or near the point of connection between the system of the regional user and the Chattanooga System. In the event of any malfunction of said meters, flow shall be estimated, interpolated and/or projected in the most equitable manner possible. Such estimates along with available readings for periods where there was no malfunction shall be the basis for billing.

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 0.5223	\$ 0.2647	\$ 0.7870

### Monthly Minimum Sewer Service Charges

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

Meter Size	Monthly Minimum
5/8 inch meter	\$ 7.13
3/4 inch meter	25.43
1 inch meter	44.42
1 1/2 inch meter	99.41
2 inch meter	176.01
3 inch meter	412.57
4 inch meter	762.43
6 inch meter	1,815.98
8 inch meter	3,212.13

### Industrial User Sewer Surcharge

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

1. \$0.086 per pound of 5-day biochemical oxygen demand (BOD<sub>5</sub>) for concentrations in excess of 300 milligrams per liter, and,
2. \$0.061 per pound of total suspended solids for concentrations in excess of 400 milligrams per liter.

The City has also established the following fees and charges:

1. A Sewer Service Line Connection Fee of \$500;
2. A Truck Discharge Operation Permit Fee of \$40 per truck per year;
3. A Septic Tank Discharge Fee of \$24.47 per 1,000 gallons of waste;
4. Holding Tank Waste Fee of \$3.43 per 1,000 gallons of waste; and
5. Garbage Grinders Fee of \$91.45 per month per unit.

In 1985, the City, in conjunction with the consulting engineers and the financial advisors, developed a five year financial analysis which examined the System's capital improvement program at different yearly funding commitments of the City; other anticipated revenue requirements of the System during the five year period including the full-time operation of Moccasin Bend, and the associated sewer rate structures necessary to meet the financial requirements of the system under different financial alternatives. As a result of this analysis, the City established its annual funding commitment of the System at \$10,000,000 per year. Simultaneously, the City committed itself to enacting annual rate increases of at least 6.14% for each of the five consecutive years starting in July 1985 in order to support the \$10,000,000 per year funding program. The 6.14% rate increase schedule

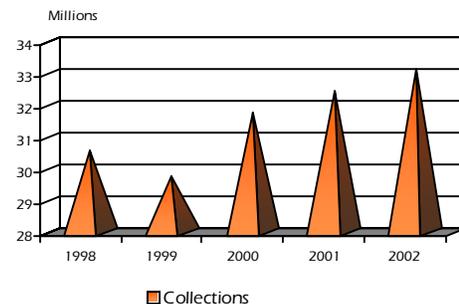
through fiscal year ending June 30, 1990 was formulated by the consulting engineers pursuant to the five year financial analysis. Enactment of the rate increases requires adoption of the city ordinance by the City Council each year. The five year program and the related future rate increases were announced publicly in the City proceedings in 1985 and they received widespread community support.

The City has followed through with its commitment to raise rates to support the program since 1985. As of April 1990, the City had adopted five consecutive annual sewer rate increases of 6.14%. The first 6.14% rate increase took place July 1985, followed by four more 6.14% rate increases in July 1986, July 1987, July 1988, and July 1989, respectively. Annually, the consulting engineers review the financial operations of the System and its revenue requirements for the upcoming fiscal year to determine the size of the rate increase needed for the next fiscal year.

Since the City successfully accomplished its goal of enacting 6.14% sewer rate increases for the five consecutive fiscal year, the City is planning to enact future annual rate increases at a lower level than 5%. The City has increased sewer rates for nine consecutive years in support of its program. However, in fiscal year 94/95 through 98/99 the rate increase was 0% due to improved efficiency of the system and implementation of management policies. In FY00, after close analysis of the financial state and operations of the system, the City was able to enact a 10% rate decrease. There was no rate increase for FY 00/01. As evidenced by its program since 1985, the City remains committed to keeping the System self-supporting from sewer revenues including adoption of any necessary sewer rate increases to ensure that it remains self supporting. Following is a history of rate increases since 1985:

FY 85/86 6.14%	FY 91/92 3.32%	FY 98/99 0.00%
FY 86/87 6.14%	FY 92/93 5.79%	FY 99/00 (0.10%)
FY 87/88 6.14%	FY 93/94 3.00%	FY 00/01 0.00%
FY 88/89 6.14%	FY 94/95 0.00%	FY 01/02 0.00%
FY 89/90 6.14%	FY 96/97 0.00%	FY 02/03 7.29%
FY 90/91 5.24%	FY 97/98 0.00%	FY 03/04 7.07%

## Sewer Collections 1998 - 2002



Below is the sewer systems historical trend of collections. Revenue increases beginning with 1998 can be attributed to the completion of several construction projects bringing more taps on line and an increase of \$365,000 in Industrial surcharges.

## Solid Waste and Sanitation Fund

This fund accounts for the costs associated with the disposal of solid waste and recyclable materials. Prior to FY2002 the fund accounted for both collection and disposal of these materials. Due to reorganization the collection portion of garbage and brush and trash were transferred to Public Works General Fund. Section 68-31-874 (a) of the Tennessee Code Annotated sets forth the accounting requirements for financial activities related to the management of solid waste. Effective July 1, 1992, each municipality which collected solid waste and/or operated a landfill was required to account for them separately in individual funds. Effective July 1, 1993, it became a requirement to account for the operation of a landfill as an enterprise fund.

**Landfill Tipping Fees.** Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from tipping fees charged at the disposal sites. Municipalities may impose such a fee upon each ton of waste or its volume equivalent received at such a disposal facility. During FY 98/99, the disposal operation was relocated to a new site in Birchwood as the available space at the old facility had been used up. The new location is farther away from the center of town, which has led some

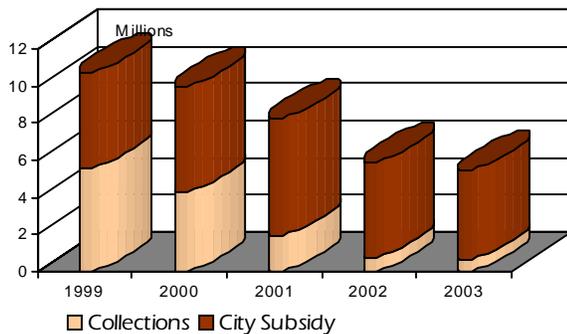
disposal companies to reroute their disposal traffic to other regional disposal facilities more conveniently located. The new sanitary landfill also stopped accepting construction waste. The construction debris site is operated by a private company. These changes have led to a reduction in the projected revenue for the fund. The fees collected still cover the operating cost of the disposal site as well as the capital expenditures and the debt service.

**Solid Waste Subsidy.** Since the revenue from the landfill dumping charges does not totally fund the expenditures of the fund it is necessary for the General Fund to subsidize the Solid Waste & Disposal Fund. This subsidy accounts for approximately eighty percent (80.9%) of the total budget. The FY 03/04 increase of \$47,629, 4.8% is due to reduction in operating needs due to reduced volume.

The chart below shows the historical trend of collections and subsidy. The primary sources of revenues for this fund are Landfill Dumping Charges and a City of Chattanooga subsidy. Revenues have declined because a major customer, BFI, developed its own landfill in 2000 and the city's subsidy reduced due to transfer of garbage collection cost to General Fund.

### Storm Water Management Fund

The Storm Water Management Fund was established  
Solid Waste Revenue

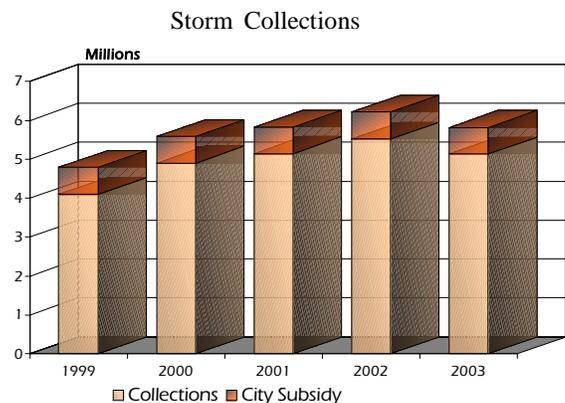


in 1993 to comply with a Federal mandate for the City to control storm water runoff. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques and system design and engineering methods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

For the purpose of operating the storm water program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, there is imposed a storm water user's fee upon the owner of property served directly or indirectly by the City's storm water system.

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

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



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

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

## Expenses

### Interceptor Sewer Fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs; chemical costs for liquid and solid handling; maintenance costs; electricity costs and depreciation. Major capital expenses needed for the Moccasin Bend Wastewater Treatment Plant, such as vehicle replacement, pump replacement and major system repairs occur here. In FY 03/04, the operations and maintenance increased \$500,196, or 1.5%. During FY99 city management implemented a new city wide employee pay plan. One of the biggest single changes in the ISS budget for FY03/04 is the reduction in the cost of sludge disposal due to a change in haulers. This cost is budgeted at \$413,560 for FY03/04 a decrease of \$1,192,772 from the FY02/03 budget of \$1,606,332. In the past, the sludge has been disposed at the landfill without charge or at a minimal charge to the Treatment Plant.

The capital improvement portion of the FY03/04 ISS budget is for \$506,858 This appropriation provides for the renewal and replacement of plant facilities, vehicles and equipment as necessary.

The debt service portion of the proposed budget for FY 03/04 decreased \$576,861 from FY 02/03. This change is due to the varying interest and principal payments on bonded debt and/or capital outlay notes required from one fiscal year to the next.

### Solid Waste and Sanitation Fund

Expenses in the Solidwaste & Sanitation Fund include:

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

Major expenditures of this fund are personnel costs and vehicle related costs. The Solid waste Fund budget for FY 03/04 decreased \$47,719. This is due to reduced operating needs due to reduced volume and a decrease in the Solid Waste Reserve which was set up to provide funding for post closure cost for the now closed Summit Landfill.

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

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

---

## **Storm Water Management Fund**

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

- Personnel
- Operations
- Capital Projects

In FY 03/04, Storm Water budgeted expenses increased \$376,961. This increase is to fund additional State requirements for the City. The City has maintained the same level of General Fund support for storm water maintenance and repairs as it was prior to the implementation of the storm water fee.

## Enterprise Fund Revenues

Fiscal Years 2001 - 2004

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

# Enterprise Fund Expenditures

Fiscal Years 2001 - 2004

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



# Internal Service Funds

## Fund Structure

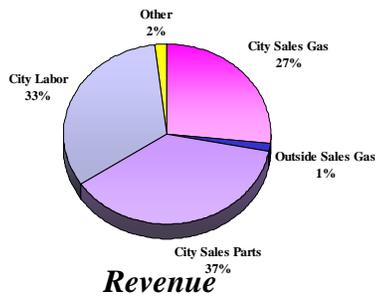
Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services are usually recovered from those governmental units that receive benefits. The basis of budgeting for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

**Municipal Fleet Services Fund** accounts for revenues and expenditures associated with the operation of the City's garage and gasoline services. The cost for these services are paid by the departments and agencies of City government.

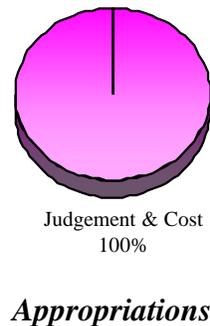
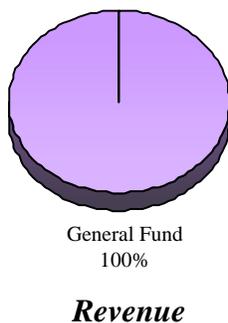
**Liability Insurance fund** accounts for the City self-insurance programs for claims and losses due to liabilities arising under the laws of State and Federal governments. The costs for these programs are funded through premiums paid by the departments and agencies of City government.

### Fiscal Year 2003/2004

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



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



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

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

## Revenues

### Municipal Fleet Services Fund

**Service Stations and Garages.** Revenues to operate, maintain, and finance the Fleet Service areas are derived primarily from sales of fuel, parts and labor to City Departments and other municipalities and agencies.

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

### Liability Insurance Fund

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

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

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

## Expenses

### Municipal Fleet Services Fund

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

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

### Liability Insurance Fund

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

## Internal Service Fund Revenues

Fiscal Years 2001 - 2004

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

## Internal Service Fund Expenditures

Fiscal Years 2001 - 2004

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



## Fund Structure

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

### Fund Revenue Summary

Fiscal Year Ending June 30, 2004

(expressed in \$1,000)

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

### Fund Expenditure Summary

Fiscal Year Ending June 30, 2004

(expressed in \$1,000)

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

## Fiduciary Fund Revenues

Fiscal Years 2001 - 2004

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

## Fiduciary Fund Expenditures

Fiscal Years 2001 - 2004

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

## Fiduciary Fund Expenditures

Fiscal Years 2001 - 2004

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



# cabor

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

2004





# General Government

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

## Purpose:

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

## Description:

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

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

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

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

## Purpose:

To act as the legislative branch of the City.

## Description:

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

## Critical Goals & Objectives:

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

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

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

### Resources

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

# General Government

City Court Judge I & II

Judge John Millican & Judge Russell Bean

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

## Purpose:

Decide all cases involving City ordinance violations.

## Description:

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

## Critical Goals & Objectives:

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

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

### Continued implementation of Neighborhood Community Court

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

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

## Resources

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

# General Government

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

## Purpose:

Function as legal counsel to the city.

## Description:

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

## Resources

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

# Supported Agencies & Other General Government Activities

Supported agencies are primarily in two different categories. The first category is appropriations to special funds that are either jointly supported with Hamilton County and / or some other agency which are accounted for in another fund on the City's books. These include the Library, Planning Commission, and the Air Pollution Control Bureau. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose that are not accounted for on the City books. These include agencies such as the Chattanooga Neighborhood Enterprise (CNE). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. In addition, the Liability Insurance Fund accounts for liability claims and losses. Amounts are provided for Fiscal Year 2003/2004.

## **Air Pollution Control Bureau**

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

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

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

## **Allied Arts of Greater Chattanooga**

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

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

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

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

## **Association of Visual Artists**

The Association for Visual Artists is a charitable nonprofit organization dedicated to the promotion and support of original visual art and the artists who create it. An advocacy association and a liaison between artists and the entire community, AVA fosters Chattanooga's artists, its original visual art and provides quality programming for the community. City's Contribution...\$15,000

## **Bessie Smith Hall, Inc.**

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

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

## **Chattanooga Area Regional Transportation Authority (CARTA)**

The overall mission is the provision of public transit services. The Authority operates the regional bus service, the Lookout Mountain Incline Railway, and the free Downtown Electric Shuttle. Specialized transportation services are offered for the disabled

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

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

**Carter Street Lease Agreement**

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

City's Contribution.....\$1,420,529

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

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

The programs promote ethnic pride, self-esteem, cultural enrichment, cross-cultural awareness, improved human relations within the community and sensitivity to the African-American experience. The museum helps one to understand the culture and heritage of African-Americans. In addition, the museum is responsible for the overall management and maintenance of the Heritage Center in which the Center houses the Bessie Smith Hall and the African-American Museum.

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

**Chattanooga Area Urban League**

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

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

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

**Chattanooga Downtown Partnership**

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

City's Contribution.....\$140,000

**Chattanooga - Hamilton County Bicentennial Library**

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

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

City's Contribution.....\$2,405,725

**Chattanooga Neighborhood Enterprise**

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

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

# Supported Agencies & Other General Government Activities

## **Chattanooga Regional History Museum**

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

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

City's Contribution.....\$24,000

## **Chattanooga Area Regional Council of Governments / Southeast Tennessee Development District**

The mission is to provide area-wide planning and coordination on a regional basis and to assist local governments in project and program development within the thirteen counties of Southeast Tennessee and the bi-state metropolitan Chattanooga region.

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

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

## **Children's Advocacy Center**

Mission is to provide a safe environment where a child's voice is heard and respected. This includes the coordination and facilities for the state-mandated

team responsible for the investigation, intervention and treatment for the child and family, and prosecution of the abuser. Extended assessments, crisis counseling, therapeutic groups and support groups for children and their families are also provided.

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

## **Community Foundation Scholarships**

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

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

## **Homeless Healthcare Center**

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

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

## **Community Research Council**

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

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

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

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

## **Chattanooga/Hamilton County Regional Planning Agency**

The mission of the CHCRPC and its staff is to develop a comprehensive vision and guide for the region which ensures that our land resources support, enhance, and sustain our community and

its quality of life. This vision should include both short and long-range goals and strategies which public and private community leaders can utilize to implement these objectives.

The planning program facilitates government and various public and private decision-making by providing research, data, plans, studies and suggested strategies related to community land use, transportation, and social issues.  
City's Contribution.....\$974,817

**Scenic Cities Beautiful**

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

Scenic Cities serves as the coordinating body for county-wide cleanups and beautification programs, and provides support, information and materials to those involved in promoting a cleaner community. It also provides speakers and environmental exhibits for community affairs, garden clubs, civic groups, neighborhood organizations.  
City's Contribution.....\$30,294

**Tennessee Riverpark**

This is a jointly funded activity in partnership with the Hamilton County Government. The local leaders have committed to a redevelopment of the riverfront area which includes a park connecting the downtown area with the Chickamauga Dam. This park is overseen by the County government, with the City contributing half of the cost of operations.  
City's Contribution.....\$798,471

**WTCI TV 45**

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

Hamilton County governments, getting the public involved by way of television.  
City's Contribution.....\$60,000

**Westside Development Corp**

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

**Liability Insurance Fund**

The Liability Insurance fund accounts for the City self insurance program for liability claims and losses due to liabilities arising under the laws of State and Federal governments. Cost incurred in this account may include judgement and cost, special counsel fees, and cost for any special legal cases of the City. The cost for these programs are funded through premiums paid by the departments and agencies of City government.  
City's Contribution.....\$1,100,000

## Supported Agencies & Other General Government Activities

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





# Department of Personnel

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

## Purpose:

Administers personnel programs and insurance benefits to all city employees.

## Description:

The City's Personnel Department has the responsibility for administering a comprehensive personnel program for all city employees in keeping with the provisions of the city charter and ordinances as they apply to personnel matters. Its primary function is to assist each department of city government in setting necessary standards and /or requirements for the recruitment and selection of qualified applicants for employment. The Personnel Department also assists departments in identifying qualified City employees for promotional opportunities.

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

## Critical Goals & Objectives:

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

- ① Recruit a skilled, diverse, and representative workforce for City managers.
- ② Promote excellence through the ongoing development of professional standards.

### To maintain and improve employee services

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

### Performance Measures

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

### Departmental Summary

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

### Resources

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

\*Employee Insurance Administration Moved to Personnel in FY02.





# Department of Neighborhood Services

Kenardo Curry, Administrator  
 Vacant, Deputy Administrator

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

## Purpose:

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

## Description:

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

The Codes and Community Services Division of the Department of Neighborhood Services is the agency which has the responsibility of enforcing the City's minimum housing, anti-litter, overgrowth and inoperable vehicle codes. They also share responsibility for overseeing proper brush and trash and garbage set out regulations along with the spot blight acquisition code. These tasks are accomplished through the combined efforts of the Code Enforcement Inspectors and support staff, the Environmental Court system, the Better Housing Commission and Neighborhood Services Administration.

Neighborhood Relations is the division of the Neighborhood Services Department that works hand in hand with Chattanooga's neighborhood associations in order to identify specific community problems and help citizens resolve those problems. This division's primary focus is to help neighborhood associations organize and structure themselves so that they can be efficient and effective in their community.

## Critical Goals & Objectives:

### Further assist Neighborhood Associations in their community development

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

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

## Department Summary

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

## Resources

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





# Office of the Mayor

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

## Purpose:

To provide executive leadership for City government.

## Description:

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

## Critical Goals & Objectives:

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

- ① Encourage economic development within the corporate limits
- ② Eliminate substandard housing through the cooperative efforts with Chattanooga Neighborhood Enterprise.
- ③ Increase level of employment through recruitment of business.

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

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

### Departmental Summary

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

### Resources

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

# Department of Executive Branch

Office of Performance Review

David Eichenenthal, Director

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

## Purpose:

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

## Description:

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

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

## Critical Goals & Objectives:

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

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

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

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

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

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

### Performance Measures

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

### Division Summary

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

### Resources

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



# Department of General Government

Economic Development Fund

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

## Purpose:

To foster community development in the City.

## Description:

Economic Development is responsible for the following activities: work with prospective businesses; coordinate regional and local entities in attracting quality companies; broaden the Chattanooga tax base; encourage educational, cultural and recreational opportunities that make for a well-balanced city and contribute to the quality of life; and foster the development of the City of Chattanooga. This fund also provides funding for the Hamilton County Department of Education thru an annual appropriation. This amount includes an appropriation to fund School Resource Officer for the School system.

## Critical Goals & Objectives:

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

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

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

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

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

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

① *To benefit principally schools within the City.*

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

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

## Department Summary

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



# cabor

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

2004





# Department of Finance & Administration

David R. Eichenenthal, Administrator

Daisy W. Madison, Deputy Administrator

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

## Purpose:

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

## Description:

The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, department Administrators and the City Council. Its mission is to provide professional support to City management for making fiscal and organizational decisions necessary to plan and implement the optimum use of City resources. The department's operational functions include all finance, budget, and accounting responsibilities; information operation, programming, and user services; revenue collections; court and parking transactions; purchasing; building maintenance; radio & electronic services; real estate management; and fleet services.

## Critical Goals & Objectives:

### Provide Effective and Efficient use of City Assets

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

### Department Summary

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

### Resources

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

# Department of Finance & Administration

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

## Purpose:

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

## Description:

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

## Critical Goals & Objectives:

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

- ❶ *Maintain compliance with State and Federal reporting requirements and the City's investment policy; maintain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting; and process account payable checks and payroll in a cost effective manner.*
- ❷ *Maintain a general fund balance of between 15% and 20% of annual general fund expenditures.*
- ❸ *Maximize investment yield by keeping a minimum cash on hand yet sufficient to meet daily expenditure needs.*

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

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

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

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

**To earn professional recognition from the Government Finance Officers Association**

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

### Performance Measures

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

\*Newly Established Performance Measure

### Resources

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

# Department of Finance & Administration

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

## Purpose:

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

## Description:

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

## Critical Goals & Objectives:

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

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

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

N/A not Applicable

\*Newly Established Performance Measure

## Resources

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

# Department of Finance & Administration

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

## Purpose:

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

## Description:

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

## Critical Goals & Objectives:

### To decrease outstanding delinquent accounts.

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

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

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

### Reduced backlog of microfilm items

*Record microfilm on a daily basis*

### Performance Measures

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

*\*Newly Established Performance Measure*

### Resources

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

# Department of Finance & Administration

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

## Purpose:

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

## Description:

Its divisions include Network, Programming, and Support Services. It oversees all Citywide Telecommunications and the newly formed Geographic Information Services (GIS) divisions of Finance & Administration. The Telephone System activity is used to accumulate all telephone related expenditures for the entire city system.

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

## Critical Goals & Objectives:

### To reduce cost and improve efficiency

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

### Support the gathering and dissemination of management-specified information;

Provide a secure environment for the storage and exchange of information;

Orchestrate the cooperative integration of computer hardware, software, and networks, for City, County, State, and Federal.

Accommodate the seamless flow of required information from source to recipient regardless of geographical or technological boundaries.

Provide consistent and reliable access to data and systems.

Support information technology users with the necessary tools and training to make their daily tasks more productive and cost effective.

Continually evaluate new directions in hardware, software, and information services methodology in order that the City of Chattanooga might be positioned to take advantage of the current and emerging technologies most suited to the specific needs of their user base.

### Performance Measures

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

\*Newly Established Performance Measure

### Resources

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

# Department of Finance & Administration

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

## Purpose:

To obtain maximum value at lowest possible cost.

## Description:

The division, a centralized purchasing function, provides a cohesive, organized operation geared to furnishing adequate and timely material support to all City departments. The division also obtains the greatest possible revenue for the disposal of by-products and surplus assets. The Purchasing Division manages mailroom operations.

## Critical Goals & Objectives:

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

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

### Improve the efficiency and quality of purchases

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

### Performance Measures

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

### Resources

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

# Department of Finance & Administration

Office of Asset Management  
 Vacant, Director of Asset Management  
*www.chattanooga.gov*

## Purpose:

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

## Description:

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

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

See page 149 for discussion on Real Estate.

## Critical Goals & Objectives:

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

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

① Provide each employee with at least five hours of in-service training per budget year.

**Maintain city facilities in an attractive, neat, clean, sanitary, and safe condition.**

① Measure goals and objectives through frequent daily building inspections.

### Performance Measures

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

*N/A not applicable*

*\*Newly Established Performance Measure*

### Resources

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

# Department of Finance & Administration

Office of Radio & Electronics  
Arnold Hooper, Electronics Supervisor

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

## Purpose:

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

## Description:

The Radio Shop provides 24hr. Emergency Service for the Police and Fire Department Radio Systems. It provides maintenance for all departments within the city and also several other agencies. It maintains approximately 500 police radios, 125 fire dept. radios, over 200 public works units, 70 Moc. Bend radios, 10 building inspection radios, 5 better housing radios, 40 public utility radios, and 5 general services radios. In addition to these city owned radios it also maintain 5 radios for Air Pollution Bureau, 80 radios for the Chattanooga School System, most of them on School Busses, 10 radios for the Humane Soc. and 20 radios for the Airport Auth. It also has a contract with the Hamilton County Emergency Services to maintain their Ambulance and Supv. Radios totaling about 20 units. It maintains full services on the above radios totaling over 1100 units. It also maintains all base stations and repeaters and 800 Trunking System which are associated with the above mobile units. The equipment on one site alone is worth in excess of 1 Million Dollars.

## Critical Goals & Objectives:

To provide quality repair services to our customers

① Continue efficient repair time for emergency calls

## Resources

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

# Department of Finance & Administration

Office of Real Estate

Harvey Webb, Acting Manager of Real Property

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

## Purpose:

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

## Description:

The Real Estate division is responsible for maintaining all real estate sales and acquisitions, real property leases, and the redevelopment and maintenance of vacant buildings and lots, including back-tax properties, for the City of Chattanooga. Additionally, the division orders all necessary reports and assessments used to determine project feasibility, construction or rehabilitation requirements and/or constraints, and serves as the keeper of all City real estate records.

## Critical Goals & Objectives:

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

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

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

- ① Continue and expand collaborations with non profit housing development agencies for the reuse of back-tax properties.
- ② Participate with citizens and neighborhood associations in their clean-up efforts.
- ③ Identify properties and locations for redevelopment potential.
- ④ Market suitable commercial development properties.
- ⑤ Acquire properties for infill housing development.

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

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

## Resources

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



# Department of Finance & Administration

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

## Purpose:

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

## Description:

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

Fleet Services Division is an internal service organization that operate very much like a private sector business. It is responsible for providing high-quality, efficient, reliable, economical and environmentally-sound transportation and related support services that are responsive to the need of its user departments. To accomplish these tasks, Fleet Maintenance operates two services stations and two garages. Services are provided for several agencies include such thing as ambulance repair, gas, body repair, and basic car maintenance.

Fleet Services-Amnicola is a comprehensive automotive repair facility with 42,400 square footage of work area, state of the art equipment, and 15 ASE and EVT certified technicians. We have the capability to perform all types of repairs, reconstruction and rechassing to our complex fleet which includes police vehicles, fire apparatus, ambulances, refuse trucks, pavers, sewer maintenance vehicles and off road equipment.

The purpose of the Service Station is to provide gas services to those using the municipal fleet facilities. Like municipal garage, there are two gas facilities: Amnicola and 12th Street.

## Critical Goals & Objectives:

To enhance the department's internal financial information systems management

- ① To assist in the standardization of the municipal fleet for overall fleet cost reduction.
- ② Improve equipment technician efficiency by 10% through training and certification.
- ③ Implement new fleet management software to improve fleet analysis and reporting capabilities. Reduce vehicle out of commission (VOC) rate by 3%.

### Performance Measures

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

*\*Newly Established Performance Measure*

### Division: fleet svcs

### Resources

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

# cabor

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

2004





# Department of Police

Jimmie Dotson, Chief of Police

Charles Cooke and Steven Parks, Deputy Chiefs

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

## Purpose:

To protect and serve the people of Chattanooga.

## Description:

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

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

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

## Critical Goals & Objectives:

### High visibility directed patrols

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

### Rapid response to calls for services

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

### Timely investigative response

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

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

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

### Enhance crime prevention and community-department communication

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

## Department Summary

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

## Resources

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

# Department of Police

Office of Police Administration

Jimmie Dotson, Chief of Police

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

## Purpose:

To provide responsible, professional leadership for the Department.

## Description:

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

## Critical Goals & Objectives:

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

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

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

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

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

## Resources

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

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

# Department of Police

Office of Uniform Services

Jimmie Dotson, Chief of Police

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

## Purpose:

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

## Description:

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

## Critical Goals & Objectives:

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

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

### Performance Measures

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

### Resources

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

**Purpose:**

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

**Description:**

Investigative & Support Services Command consists of four sections that are Technical Service, Operations Support Service, Training and Major Investigations. Property Crimes/Organized Crime Division and the Major Crimes Unit. Their mission is the follow-up investigation of cases initiated by the Uniformed Services Command the initiation of investigations requiring specialized knowledge and skills. The Support Services Command is made up of the Training Division, Information Services Division, Communication Services Division, Court Liaisons, Technical Services and Federal Task Forces. The mission of the command is to support all other elements of the department in the functional areas cited above.

**Critical Goals & Objectives:**

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

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

**Improve the training for department personnel.**

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

**Performance Measures**

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

**Resources**

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

**Purpose:**

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

**Description:**

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

**Critical Goals & Objectives:**

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

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

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

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

- *Volunteers*
- *Citizens Police Alumni Association*

**Resources**

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

\* Expenditure included in Office of Police Administration.





# Department of Fire

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

## Purpose:

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

## Description:

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

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

The Operations Division is the largest and most visible component of the Chattanooga Fire Department. Nearly 400 highly trained and dedicated firefighters respond to more than 12,000 emergency calls a year. When not responding to calls, firefighters stay busy checking hydrants, drawing up pre-fire plans for area businesses and training.

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

## Critical Goals & Objectives:

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

### Performance Measures

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

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

\*\* New performance measure

## Department Summary

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

## Resources

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



# cabor

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

2004

## Public Works



# Department of Public Works

Bill McDonald, Administrator

Beverly Johnson, Deputy Administrator

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

## Purpose:

To maintain the basic infrastructure of the City of Chattanooga.

## Description:

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

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

## Critical Goals & Objectives:

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

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

## Resources

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

### Purpose:

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

### Description:

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

### Critical Goals & Objectives:

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

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

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

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

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

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

### Performance Measures

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

\*miles

\*\*blocks

### Resources

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

### Purpose:

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

### Description:

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

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

### Critical Goals & Objectives:

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

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

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

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

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

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

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

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

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

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

#### Performance Measures

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

*\*New Performance Measure*

#### Resources

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

# Department of Public Works

Codes & Inspection Division

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

## Purpose:

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

## Description:

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

## Critical Goals & Objectives:

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

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

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

## Resources

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

### Purpose:

Responsible for the management of traffic functions for the City.

### Description:

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

### Critical Goals & Objectives:

Safe and efficient traffic flow and patterns for the City.

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

#### Performance Measures

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

#### Resources

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

# Department of Public Works

Interceptor Sewer Fund

Jerry Stewart, Waste Resources Director

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

## Purpose:

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

## Description:

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

Built in 1952, the City's interceptor sewer system serves the City and a surrounding metropolitan area which together have a population of approximately 400,000 encompassing about 200 miles. In addition to the City, the System serves the following seven (7) suburban areas: City of Collegedale, Tennessee; part of Hixson Utility District service area in Hamilton County, Tennessee; area of Red Bank, Tennessee; City of East Ridge, Tennessee; City of Soddy Daisy, Tennessee; City of Rossville, Georgia; Town of Lookout Mountain, Tennessee; Lookout Mountain Georgia and portions of Walker County, Georgia, Fort Oglethorpe, Georgia; as well as Catoosa County, Georgia.

## Resources

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

# Department of Public Works

Interceptor Sewer Fund-Quality Assurance

Jerry Stewart, Waste Resources Director

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

## Purpose:

Quality assurance thru monitoring/data - ensure regulatory compliance.

## Description:

The Quality Assurance division of the Interceptor Sewer is comprised of two divisions, Laboratory and Pretreatment/Monitoring.

The **Laboratory** function associated with wastewater facilities and systems primarily serves as support to provide data and other information to ensure proper performance of treatment facilities and compliance with applicable regulatory requirements. Data and information generated by the laboratory are provided for the purposes of pretreatment permitting and monitoring, treatment plant influent organic loadings and wastewater characteristics, in-plant process control, wastewater effluent quality and NPDES Permit compliance, effluent receiving water quality as it relates to combined sewer overflow (CSO) regulatory requirements.

The primary purpose of an **Industrial Pretreatment Program** is to protect the operational performance of a wastewater treatment facility and water quality of the receiving stream through control limits on industry discharges into the sewer collection system. These industries must meet specific wastewater constituent limits in their discharge before an IPP permit is issued by the City. Industrial monitoring issues permits needed for the operation of industrial wastewater discharges, samples permitted discharges and ensures that all laws and regulations are complied with; they are the enforcement section of the ISS. Data samples collected by the monitoring and pretreatment section are used in the calculation of surcharge fees.

## Critical Goals & Objectives:

**Utilization of Laboratory Information Management System (LIMS) in providing better services in meeting goals**

### High quality output using good laboratory practices

- ① Tests are completed in time for data to be useful should be done with a 99% on time factor.
- ② Tests are accurate and complete as required by NPDES permit.

### Cost-effective laboratory operations

- ① Complete assigned tests with minimal manpower required through effective scheduling of personnel and tests.
- ① Eliminate testing that is not required in permit or used for plant operation enhancement.

### Continued safe environment for employees and outstanding safety record

- ① Participation in DMR-QA studies with acceptable results of at least 90%
- ② Regulatory and compliance acceptance

### Protection of the treatment facility and its processes, the collection system, and receiving system

- ① Compliance with all applicable rules and regulations of regulatory agencies
- ② Effective and valid documentation and reporting
- ③ Enforcement of permit requirements
- ④ Fewer than 10 industrial non compliance incidents
- ⑤ Reduce the number of upsets to wastewater treatment plant

Performance Measures	Actual FY 01/02	Goal FY 02/03	Estimate FY 02/03	Goal FY 03/04
Have all permit required tests been performed?	yes	yes	yes	yes
Were DMR-QA results in the 90%+range	yes	yes	yes	yes
Were all tests performed in time for results to be useful	yes	yes	yes	yes
Number of significant industrial user permit violations	8	N/A	11	N/A
Number of industrial user fines issued	3	N/A	4	N/A
Value of fines issued	5,500	N/A	4,100	N/A

## Resources

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

**Purpose:**

Inspection and repair to reduce the number of overflow events.

**Description:**

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

**Engineering.** The emphasis of the engineering section is to provide engineering and logistical support to the I & I, CSO and Sewer Maintenance program. This activity is responsible for contract evaluation and administration of sewer performance, maintenance and rehabilitation contracts. The engineers also are responsible for sewer collection system policy enforcement.

**Sewer Maintenance.** The Sewer Maintenance is primarily responsible for the proper operation of the system's collector lines and interceptors excluding the operation of the pump stations. The crews clean, repair and replace smaller diameter sewer lines on a preventive as well as an emergency basis.

**Inflow & Filtration.** The Inflow and Infiltration section is responsible for the inspection, cleaning and sealing of sewer lines. The elimination of excessive inflow and infiltration into the sewer system allows the freed up line capacity to be used by additional revenue generating customers. A tight sewer system also reduces the need to construct additional interceptors, pump stations or plant capacity.

**Combined Sewer Overflow.** The City has six CSO facilities in operation. The completed CSOs are located at Ross's Landing, Carter Street, Central Avenue, Tremont Street, Williams Street and Citico Avenue. The last two facilities were completed end of FY02.

**Critical Goals & Objectives:**

**Improve the performance of the collection system**

- ❶ Inspection of sewer lines and the consequent grouting of holes or imperfect joints or leaking manholes.
- ❷ Cleaning of lines and the removal of obstructions as well as the construction of CSO facilities aid in the overflow reduction.

**Maintain and rehabilitate the collection system**

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

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

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

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

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

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

**Resources**

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

# Department of Public Works

Interceptor Sewer Fund - Waste Water

Jerry Stewart, Waste Resources Director

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

## Purpose:

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

## Description:

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

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

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

**Solid Handling.** The Moccasin Bend WWTP has the design capability to produce over 200 dry tons of solids per day. The solids handling portion of the plant includes the following unit processes: sludge blending, chemical conditioning, and sludge dewatering (filter press and centrifuges). The combination of these processes reduce the solid pollutants and by-products removed from the liquid processes to a suitable form for disposal. Dewatered sludge is trucked to the City's landfill for ultimate disposal.

## Critical Goals & Objectives:

Improve the operational integrity of the Waste water treatment plant

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

improve the efficiency of the Bio-Solids process.

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

### Performance Measures

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

### Resources

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

# Department of Public Works

Interceptor Sewer Fund-Safety Training

Jerry Stewart, Waste Resources Director

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

## Purpose:

Provide a safe work environment for all personnel.

## Description:

The Safety program establishes safe work practices, increases safety awareness and provides ongoing safety training opportunities for all employees. The existing training program includes a detailed schedule of activities for safety, general and job-specific training. It is the intent that all ISS employees receive the required training to meet current safety regulations. The safety program is under the supervision of an employee control safety committee chaired by the Director of Waste Resources.

## Critical Goals & Objectives:

### Provide a safe work environment for all personnel

- ① *Enhance employee skills and capabilities*
- ② *Reduce workman's compensation cases & rates*
- ③ *Maintain compliance with applicable rules & regulations*
- ④ *Reduce lost time accidents through improved education and awareness programs*

#### Performance Measures

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

#### Resources

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

# Department of Public Works

Interceptor Sewer Fund-Landfill Handling

Jerry Stewart, Waste Resources Director

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

## Purpose:

To manage bio-solid program

## Description:

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

## Resources

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

# Department of Public Works

Solid Waste & Sanitation Fund

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

## Purpose:

To provide a location for the disposal of solid waste

## Description:

The Solid Waste and Sanitation fund is a division of the Department of Public Works. This division is responsible for the collection and disposal of most solid waste within the City. Landfill operation, recycling, compost waste and household hazardous waste are the main functions of this division.

At the present time this division, specifically the landfill, is undergoing major changes to conform with new guidelines for operation and preparation for closure of aging landfill sites. These guidelines are promulgated by the Tennessee Department of Environment and Conservation to prevent contamination of underground water supplies and to provide for funding to cover the cost of care and maintenance of landfills after they are taken out of service.

## Critical Goals & Objectives:

### Maintain an efficient and environmentally safe City landfill.

- ① Continue the landfill seeding program.
- ② Minimize Leachate production.
- ③ Prevent ground water contamination.
- ④ Conduct the filling operation according to all State of Tennessee rules and guidelines.
- ⑤ Operate landfill gas recovery system so that off site migration is prevented.
- ⑥ Evaluate the beneficial use of landfill gas produced.
- ⑦ Increase the compaction ratio to prolong the life of the current developed area.
- ⑧ Minimize the disposal of commingled C&D deposited into the sanitary landfill through better separation and education of the public.

### Performance Measures

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

### Resources

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

### Purpose:

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

### Description:

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

### Critical Goals & Objectives:

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

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

**To work toward NPDES permit compliance**

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

### Performance Measures

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

### Resources

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

# Department of Public Works

State Street Aid Fund

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

## Purpose:

Provide for the adequate repair and maintenance of City streets

## Description:

State Street Aid is a division of the Department of Public Works. This fund accounts for all revenue and expenditures from the City's share of State gasoline Taxes. The State distributes the taxes to municipalities based on population. Tennessee State Law requires that these funds be used for the construction and maintenance of city streets.

## Critical Goals & Objectives:

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

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

### Performance Measures

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

### Resources

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

# cabor

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

2004





## Purpose:

Leisure opportunities through attractive/well-maintained parks and facilities

## Description:

The Parks, Recreation, Arts, and Culture Department strives to provide an excellent variety of leisure opportunities to enhance the quality of life in attractive and well maintained parks and facilities. This mission is accomplished through its many parks and recreation facilities, as well as organized community activities. Community recreation centers are provided within easy driving or walking distance for all of our citizens. There are numerous parks throughout the community, civic, and educational organizations to provide the best possible use of all available facilities.

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

## Critical Goals & Objectives:

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

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

### Department Summary

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

### Resources

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

# Parks, Recreation, Arts, & Culture

Program Services

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

## Purpose:

To provide a variety of recreational opportunities

## Description:

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

## Critical Goals & Objectives:

### Increase participation in recreation programs

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

### Performance Measures

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

### Resources

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

# Parks, Recreation, Arts, & Culture

Parks and Facilities

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

## Purpose:

Provide first-class parks, facilities and landscaping for recreation and leisure

## Description:

The responsibility and mission for the division is to provide first-class parks, facilities and landscaping for recreational and leisure use by the citizens of Chattanooga. In this division are Coolidge Park which includes a 52 animal Denzel carousel and Downtown Riverpark with its park/plaza surrounding the Tennessee Aquarium. Maintenance of all the parks are handled by the Parks maintenance division.

## Critical Goals & Objectives:

### Increase park and carousel reservations

- ❶ Use innovative packaging to increase ridership by 10%.
- ❷ Use the carousel as a part of rental package for Walker Pavilion to increase "off-hour" rentals by 10%.
- ❸ Change rental options potentially increasing revenues by 10%.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Carousel Ridership	\$138,637	\$135,000	\$107,133	\$109,206
Walker Pavilion Rent	22,625	24,000	19,000	19,028
Walker Pavilion Table Rentals	7,000	7,200	6,175	5,393

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 2,900,653	\$ 2,974,626	\$ 2,853,643	\$ 2,744,072
Overtime	111,034	117,037	96,423	78,082
Operating	1,630,186	1,546,386	1,478,144	1,364,913
Revenue	825,605	812,743	875,953	740,102

# Parks, Recreation, Arts, & Culture

Chattanooga Zoo at Warner Park

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

## Purpose:

Enhance educational/  
recreational opportunities  
and promote conservation

## Description:

The Chattanooga Zoo at Warner Park is accredited by the American Zoo and Aquarium Association. In 2001, the zoo opened the Gombe Forest, a \$1.9 million dollar exhibit that features chimpanzees and other wildlife from the Gombe Forest in Tanzania. In 2002, the zoo opened the African Aviary and Misunderstood Marvels, an indoor exhibit featuring tarantulas, snakes and lizards. Friends of the Zoo, an organization that has supported the zoo since 1985, has raised over \$5 million dollars to complete the new master plan. In 2002, the zoo reached an all time record attendance of 101,985 and another 40,000 participants were served through the zoo's educational programs. Each year the zoo performs over 250 programs offsite, taking the message of conservation to locations from preschools to nursing homes.

## Critical Goals & Objectives:

### Increase attendance (by 10%)

- ❶ Complete the Red Panda Exhibit.
- ❷ Complete new petting zoo.
- ❸ Apply for and achieve accreditation.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Admissions - Chatt Zoo at Warner Park	96,221	100,000	101,985	112,184

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 204,752	\$ 239,189	\$ 278,514	\$ 307,017
Overtime	13,171	7,299	6,000	0
Operating	90,012	93,715	96,520	71,524
Revenue	41,566	24,533	25,000	0

# Parks, Recreation, Arts, & Culture

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

## Purpose:

Offer the best public facilities available

## Description:

Manage, maintain and promote the use of the Soldier's and Sailor's Memorial Auditorium, Tivoli Theatre and their respective concessions areas. These facilities offer a gathering place for all citizens to enjoy the arts, travel via video all over the world, celebrate their love of country and generally enrich their lives by participating in or observing a public event. These facilities offer many special events as well as regular programming for the public.

## Critical Goals & Objectives:

### Increase attendance

- ❶ Pursue more family oriented shows, working directly with producers.
- ❷ Continue to expand concert market by attracting new promoters, even though entertainment market is very soft.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Attendance	374,892	515,000	280,000	300,000
Number of events	332	299	287	295
Number of days in use	441	466	418	420

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 474,423	\$ 606,674	\$ 708,207	\$ 754,994
Overtime	68,136	72,826	11,135	11,135
Operating	526,088	536,931	503,947	425,349
Revenue	656,650	652,400	568,200	578,678

# Parks, Recreation, Arts, & Culture

Municipal Golf Courses

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

## Purpose:

To create a new standard in public golf

## Description:

The golf division of Chattanooga Parks, Recreation, Arts & Culture is committed to creating a new standard in public golf for the Chattanooga community and its visitors. In our quest to accomplish this, we will raise the customers' expectations to a new level by offering outstanding service and affordable recreation on well-maintained courses.

The City has two municipal golf courses. Brainerd Golf Course is one of the city's oldest. It features lots of rolling acreage and mature trees. The course has a full-service pro shop and snack bar. Leagues and lessons are readily available for all ages and abilities. Brown Acres Golf Course is located off of I-75, minutes from Hamilton Place Mall, this course is popular with locals and tourists alike. It features a challenging 18-hole course and a new driving range. A newly constructed clubhouse provides a full-service snack bar and pro shop.

## Critical Goals & Objectives:

### Increase revenues and number of rounds played

- ① Increase scheduling of tournaments and outings.
- ② Discount non-prime times.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Green fee revenue from both courses	836,300	936,656	765,635	808,826
Number of rounds played on both courses	63,458	70,000	55,820	70,000

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 822,415	\$ 905,225	\$ 995,346	\$ 937,023
Overtime	30,647	25,237	26,498	16,092
Operating	816,070	951,894	915,189	845,673
Revenue	1,771,217	1,762,338	1,937,037	1,798,788

# cabor

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

2004

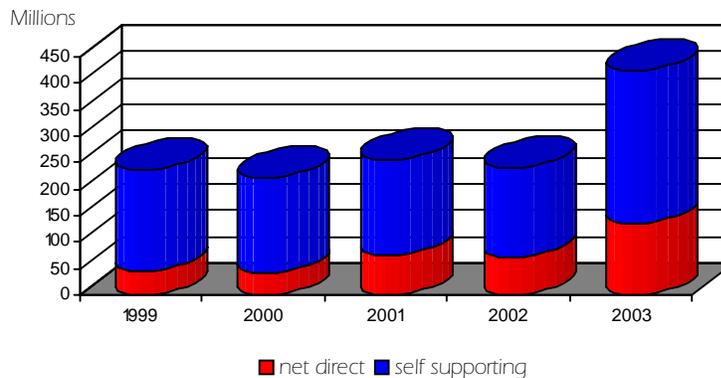
Debt Services

## Debt Services

# Debt Service Fund

The Debt Service Fund was established to account for all principal and interest payments on the City's long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of City of Chattanooga General Obligation Bonds, Notes Payable, and Capital Leases. A majority of the outstanding debt is general obligation bonds. The debt can be either Direct Indebtedness, in which case an operating transfer is made from the General Fund for the maturity payments, or it can be an Indirect Indebtedness, with the supporting fund transferring funds for the maturities. The following chart shows the history of the City's debt over the past five years and the relationship between Direct and Indirect Indebtedness.

Gross outstanding indebtedness as of June 30, 2003 is \$ 427,890,087. This amount includes a 30-year capital lease of \$115,925,472.



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

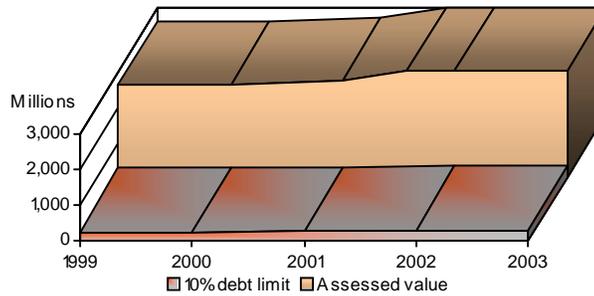
**Sec. 6.107. General Debt Limit.** Hereafter no bonds shall be issued by the City of Chattanooga in such an aggregate amount as will create or increase the total bonded indebtedness of said City more than ten per cent (10%) of the assessed valuation for the preceding year of all taxable property in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

The chart on the next page shows the debt limit for the past five years, based upon the assessed property valuation for the same period of time. After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, the next chart presented compares the Net Direct Indebtedness with the 10% Debt Limit.

The Net Direct Indebtedness is the Gross Indebtedness less the Self-Supporting Indebtedness and the Debt Service Fund Balance for each year. As is evidenced by this chart, the City's Net Legal Debt Margin is very favorable.

In October 2000, the City entered into a 30-year capital lease agreement with the Chattanooga Downtown Redevelopment Corporation. The City committed to make lease rental payments equal to the debt service on \$129,000,000 Industrial Development Bonds issued for the purpose of constructing \$117.7 million of projects in the Southside, consisting of the Chattanooga, which is a 208,210 sq. ft. residential meeting facility (\$43 M), a 226,000 sq. ft. expansion of the Chattanooga-Hamilton County Convention and Trade Center (\$45M), the design and construction of the Development Resource Center, which is an 85,000 sq. ft. facility that serves as a model for better ways to develop a sustainable community (\$12M), and a new 1,029 space Parking Facility (\$17.7M). Fifty-percent of the City-only sales tax is dedicated for the lease payments. Beginning in FY2003, this long-term lease agreement is reported as an obligation for the City resulting in a high increase in the gross outstanding debt.

## General Obligation Debt Capital Fiscal Year 1999 thru 2003

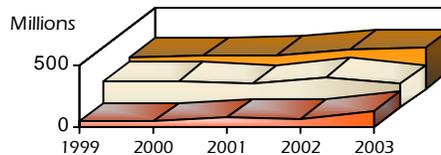


In 2001 the City issued 48,310,000 General Obligation Bonds for the purpose of providing funds to construct, improve, replace, and equip various projects of the City and to pay the legal, fiscal, and administrative costs incident to the issuance and sale of the bonds.

In order to take advantage of declining interest rates in 2002, the City issued \$58,130,000 General Obligation Refunding Bonds and \$38,290,000 Series A Refunding Bonds. These bonds refunded certain outstanding issues in FY02. That same year, the City also issued \$54,990,000 Hotel-Motel Tax Revenue Pledge Bonds for the 21st Century Waterfront Plan which is for the improvement in the downtown and riverfront area to encourage tourism and enhance the quality of life in Chattanooga.

In FY03, the City issued \$12,190,000 General Obligation Bonds and \$13,175,000 Sewer Refunding Bonds. The City also entered into a loan agreement with the State of TN Department of Environment and Conservation for an amount up to \$37,321,000 from the State Revolving Loan Fund. This loan is for sewer projects related to upgrades & expansion of the Moccasin Bend Waste Water Treatment Plant. Loan funds are drawn as needed.

## Actual Outstanding Debt vs Debt Capital Limit Fiscal Year 1999 thru 2003



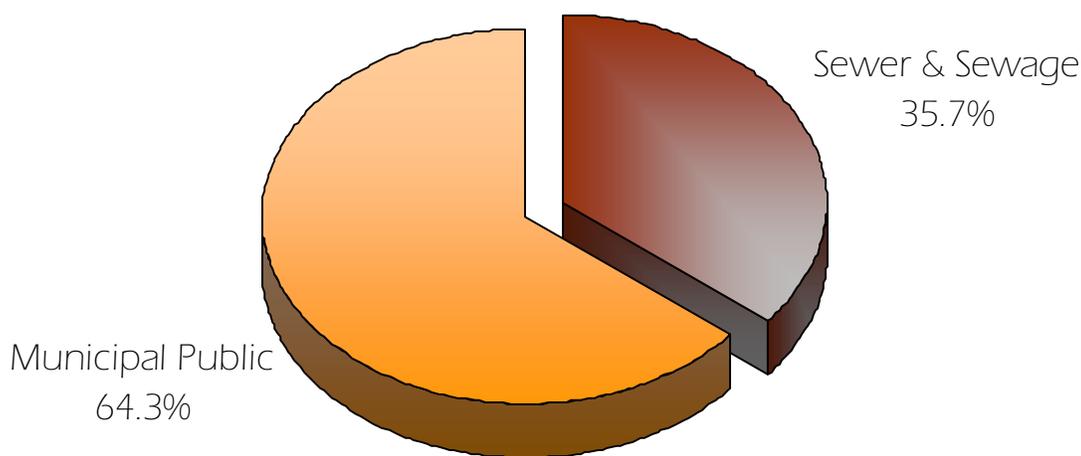
■ Actual O/S Net Direct Debt 
 ■ Net Legal Debt Margin 
 ■ 10% debt cap limit

The \$427,890,087 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2003 reflects the financing decisions being made by the City to meet its long-term goals.

As this chart points out, the City is concentrating on Sewers and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. The Sewer portion of the debt and a portion of the debt for Municipal Public Improvements is self supported debt. The City is in an excellent position to issue additional debt if required to for future projects. The operating transfer from the General Fund to pay the non-supported portion of the debt has remained fairly constant for the past five years, as reflected in the following chart.

## General Obligation Bonds by Purpose

Fiscal Year 2004



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

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

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

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

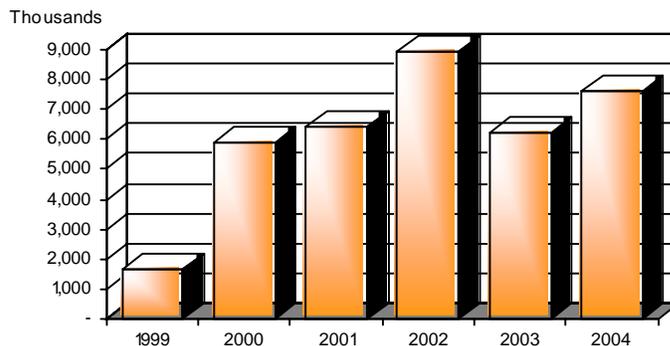
In FY 2002, the General Fund appropriated \$8,964,342. This includes additional funds required to pay Debt Service on a potential \$15,000,000 new issue planned in FY 02.

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

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

## General Fund Appropriation

Fiscal Years 1999 thru 2004



# Overlapping Debt

In addition to the City, the County has the power to issue debt and to levy taxes or cause taxes to be levied on taxable property in the City. As of June 30, 2003, the County had gross outstanding general obligation debt of \$139,070,000 and net indebtedness of \$138,283,455. The percentage of County net indebtedness applicable to the City is 59.8426% or \$96,147,876. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2003, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2003.

## Outstanding General Obligation Debt

The following table sets forth all outstanding general obligation bond and note indebtedness of the City less applicable exclusions as of June 30, 2003; amounts are not adjusted for the City's share of County debt.

### General Obligation Bonds by Purpose

Municipal Public Improvement	\$181,276,354	
Sewer and Sewage Facilities	100,678,646	
Total Bonded Indebtedness		\$ 281,955,000

### Other Long-Term Indebtedness

Southside Capital Lease	115,925,472	
General Obligation		
Capital Outlay Notes	<u>30,009,615</u>	
Total Other Long-Term Indebtedness		\$ <u>145,935,087</u>

### Gross Direct Indebtedness

		427,890,087
Less: Self-Supporting Indebtedness		
Sewer and Sewage Facilities Bonds <sup>1</sup>	100,678,646	
State of Tenn. Revolving Loan-CSO (ISS portion) <sup>3</sup>	16,598,037	
State of Georgia Revolving Loan (ISS) <sup>4</sup>	5,943,759	
Capital Lease City of Collegedale	271,195	
Southside Capital Lease <sup>6</sup>	115,925,472	
State Revolving Loan-CSO (Storm Water portion) <sup>3</sup>	1,576,339	
Municipal Public Improvement Bonds <sup>2</sup>	<u>48,515,904</u>	
Total Self-Supporting Indebtedness		289,509,352
Debt Service Fund <sup>5</sup>		<u>4,988,142</u>

### Net Direct Indebtedness

Plus: Estimated Net Overlapping Indebtedness		<u>133,392,593</u>
		<u>96,147,876</u>

Net Direct and Net Overlapping Indebtedness **\$ 229,540,469**

- Note:*
- (1) Sewer and Sewage Facilities Bonds have the pledge of unlimited ad valorem taxes on all taxable property in the City for their repayment. However, such bonds have been paid by the City from revenues derived from the operation of the City's Interceptor Sewer System.
  - (2) \$850,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose, \$48,515,904 represents the outstanding balance of 1998 through 2003 Municipal Public Improvement Bonds of which \$18,818,729 is related to Storm Water and \$29,697,175 is related to Solid Waste, which will be paid by the city from the revenue derived from the operations of these funds.
  - (3) This amount represents 100 percent of the outstanding balance on a State revolving loan, which will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and from the operations of the Storm Water fund.
  - (4) The City of Chattanooga is the lead agent on the State of Georgia Revolving Loan however, the debt to be repaid by participating north Georgia municipalities.
  - (5) This represents unaudited Fund Balance at June 30, 2003.
  - (6) Funding will be paid by revenues from incremental State sales tax, profits from the downtown conference center, and the city-only sales tax.

# Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2003.

Percentage	<u>Amount of Indebtedness</u>	<u>Per Capita</u>	<u>of Assessed Valuation<sup>2</sup></u>	<u>of Appraised Valuation<sup>3</sup></u>
Gross Direct Indebtedness <sup>4</sup>	\$ 427,890,087	\$2,750	13.13	4.30%
Net Direct Indebtedness <sup>4</sup>	133,392,593	857	4.09	1.34
Gross Direct and Net Overlapping Indebtedness <sup>5</sup>	524,037,963	3,368	16.07	5.26
Net Direct and Net Overlapping Indebtedness <sup>5</sup>	229,540,469	1,475	7.04	2.31
<i>Per Capita Assessed Valuation</i>	<i>\$20,954*</i>			
<i>Per Capita Full Valuation</i>	<i>\$63,919*</i>			

*\*Based on 2002 population estimate.*

*Notes:*

- (1) *The City's population in 2003 was estimated at 155,582.*
- (2) *The City's preliminary assessed valuation of taxable property as of June 30, 2003 was \$3,260,023,356.*
- (3) *The City's estimated full valuation of taxable property as of June 30, 2003 was \$9,944,568,067.*
- (4) *See "Historical Debt Ratios" under this section.*
- (5) *The County's net overlapping indebtedness is \$160,667,945. The City's share is \$96,147,876. (59.8426%).*

# Other Long-Term Indebtedness

As of June 30, 2003, the City had the following other outstanding long-term indebtedness.

	<b>Outstanding Amount</b>	<b>Issue Dated Date</b>	<b>Maturity</b>
State of Tennessee Revolving Loan	\$3,152,678	03/01/93	02/28/2013
Capital Outlay Notes <sup>1</sup>	243,124	09/01/92	09/01/2006
State of Tennessee Revolving Loan 2003	15,021,698	02/03/03	10/20/2024
Tennessee Municipal League Bond Pool (1997)	5,339,098	02/01/97	05/25/2012
State of Georgia Revolving Loan (2)	5,943,761	07/01/00	10/01/2019
Fire Hall Land Note (3)	38,062	04/01/99	04/01/2014
Capital Lease City of Collegedale (4)	271,195	10/01/00	08/01/2014
Southside Capital Lease (5)	<u>115,925,472</u>	07/01/02	10/01/2030
Total	\$145,935,088		

- Notes:
- (1) City's share of Parking Garage at the Joint Courts Building.
  - (2) Loan agreement with the State of Georgia
  - (3) Land purchased for \$45,000 to build a Fire Super Station. Term of Loan - 15 years at 9.5%.
  - (4) To lease and purchase an interceptor gravity sewer line, force main, pump station, easements and fee property associated with purchase.
  - (5) Construction and purchase of the Conference Center (Chattanooga), Trade Center expansion, Development Resource Center, and associated infrastructure improvements.

## Future Capital Financing

Each year the City develops and formally adopts a long range, five year capital improvement program (CIP). Annually, as part of the CIP process, the City departments are asked to review and prioritize their capital needs for the next five years. The capital projects for the first fiscal year of the five year CIP form the basis of the capital budget for that fiscal year. When the capital budget projects are finalized for the fiscal year, those projects are formally adopted by the City Council. The capital budget is funded each year from a variety of sources including debt proceeds, City appropriations, and Federal and State aid. Since departmental needs often change over time, the CIP is considered preliminary and subject to change until a capital budget is formally adopted by the City Council for a given fiscal year.

City of Chattanooga, Tennessee  
 General Obligation Self Supporting Bonded Debt Service Requirements  
 As of June 30, 2003

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I Requirements</u>
2004	11,988,737.05	7,312,925.44	19,301,662.49
2005	12,214,885.75	6,831,467.89	19,046,353.64
2006	12,283,242.85	6,341,726.35	18,624,969.20
2007	12,734,286.14	5,795,604.34	18,529,890.48
2008	11,072,146.09	5,296,493.63	16,368,639.72
2009	13,030,367.15	4,822,074.86	17,852,442.01
2010	11,118,838.30	4,262,864.58	15,381,702.88
2011	10,372,441.95	3,749,003.20	14,121,445.15
2012	8,458,291.05	3,284,524.26	11,742,815.31
2013	8,627,469.10	2,862,681.03	11,490,150.13
2014	7,609,183.65	2,474,390.66	10,083,574.31
2015	7,918,340.80	2,100,835.89	10,019,176.69
2016	6,216,746.01	1,754,168.63	7,970,914.64
2017	6,540,614.00	1,435,114.25	7,975,728.25
2018	6,877,735.99	1,099,524.25	7,977,260.24
2019	5,652,529.00	788,020.00	6,440,549.00
2020	2,643,527.00	632,241.00	3,275,768.00
2021	464,600.00	607,787.00	1,072,387.00
2022	490,800.00	584,557.00	1,075,357.00
2023	15,538,798.00	560,017.00	16,098,815.00
2024	545,100.00	86,515.00	631,615.00
2025	576,800.00	59,260.00	636,060.00
2026	608,400.00	30,420.00	638,820.00
Total	\$ 173,583,879.88	\$ 62,772,216.26	\$ 236,356,096.14

Does not include Southside Capital Lease of \$115,925,472 which is supported by local-option sales tax.

City of Chattanooga, Tennessee  
 General Obligation Debt Service Requirements  
 As of June 30, 2003

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2004	4,413,517.95	13,501,134.71	17,914,652.66
2005	4,566,551.25	13,283,461.90	17,850,013.15
2006	5,017,183.15	13,091,392.94	18,108,576.09
2007	8,102,732.85	13,178,763.69	21,281,496.54
2008	7,147,921.90	12,820,992.89	19,968,914.79
2009	8,682,953.85	12,450,782.43	21,133,736.28
2010	9,058,417.70	12,021,211.46	21,079,629.16
2011	9,331,805.05	11,565,932.34	20,897,737.39
2012	8,318,173.95	11,122,289.03	19,440,462.98
2013	8,129,274.90	10,678,304.99	18,807,579.89
2014	8,366,475.35	10,247,088.10	18,613,563.45
2015	8,782,414.20	9,806,279.25	18,588,693.45
2016	9,105,317.00	9,342,490.13	18,447,807.13
2017	8,745,030.00	8,875,970.00	17,621,000.00
2018	9,352,666.00	8,400,226.50	17,752,892.50
2019	8,397,804.00	7,892,027.00	16,289,831.00
2020	8,960,544.00	7,400,480.00	16,361,024.00
2021	9,543,294.00	6,876,147.00	16,419,441.00
2022	10,162,207.00	6,317,752.00	16,479,959.00
2023	10,818,323.00	5,723,607.00	16,541,930.00
2024	11,505,442.00	5,098,496.00	16,603,938.00
2025	12,231,683.00	4,441,219.50	16,672,902.50
2026	13,005,386.00	3,742,506.50	16,747,892.50
2027	10,907,627.00	2,999,804.00	13,907,431.00
2028	11,606,391.00	2,356,134.00	13,962,525.00
2029	12,360,579.00	1,661,389.00	14,021,968.00
2030	13,171,492.00	911,572.00	14,083,064.00
2031	4,515,000.00	112,875.00	4,627,875.00
<b>Total</b>	<b>\$ 254,306,207.10</b>	<b>\$ 225,920,329.36</b>	<b>\$ 480,226,536.46</b>

Includes Southside Capital Lease of \$115,925,472 which is supported by local-option sales tax.

City of Chattanooga, TN  
 Analysis of General Obligation Debt  
 June 30, 2003  
 Filename:Debtreq Sheet: AnalGODOebt

GENERAL LONG-TERM DEBT

Serial Bonds:

	Outstanding July 1, 2002	Interest Pd FY 2003	Issued FY 2003	Retired FY 2003	Outstanding 06/30/03	Maturing FY 2004	Interest Payable FY 2004
1992 Municipal Public Improvement	155,000	5,813	0	155,000	0	0	0
1992 Series A Refunding	6,665,555	19,331	0	6,665,555	0	0	0
1996 Municipal Improvement	525,000	25,725	0	525,000	0	0	0
1998 Public Improvement Refunding	7,260,000	390,559	0	12,200	7,247,800	12,200	390,063
2001 Municipal Public Improvement	38,797,500	1,921,033	0	880,700	37,916,800	921,500	1,881,402
2002 Municipal Public Refunding	15,390,900	619,627	0	1,013,000	14,377,900	1,788,800	631,551
2002 Series A Refunding	0	156,118	6,037,950	0	6,037,950	734,047	220,275
2002 Hotel-Motel Tax Pledge	0	1,080,482	54,990,000	0	54,990,000	0	2,477,538
2003 Series A General Obligation	0	0	12,190,000	0	12,190,000	405,000	465,049
<b>Subtotal- Serial Bonds</b>	<b>68,793,955</b>	<b>4,218,688</b>	<b>73,217,950</b>	<b>9,251,455</b>	<b>132,760,450</b>	<b>3,862,647</b>	<b>6,065,678</b>

Notes payable:

1993 TML bond Fund	900,000	47,250	0	900,000	0	0	0
Hamilton Court Parking Garage	303,905	17,475	0	60,781	243,124	60,781	13,676
1997 TML Bond Fund	5,650,098	107,747	150,000	461,000	5,339,098	487,977	219,081
1999 Fire Hall Land Note	39,985	3,716	0	1,923	38,062	2,113	3,525
<b>Total notes payable</b>	<b>6,893,988</b>	<b>176,188</b>	<b>150,000</b>	<b>1,423,704</b>	<b>5,620,284</b>	<b>550,871</b>	<b>236,282</b>

Capital leases payable:

Southside Capital Lease	0	7,198,975	115,925,472	0	115,925,472	0	7,198,975
<b>Total capital leases payable</b>	<b>0</b>	<b>7,198,975</b>	<b>115,925,472</b>	<b>0</b>	<b>115,925,472</b>	<b>0</b>	<b>7,198,975</b>

PROPRIETARY FUNDS									
Interceptor Sewer System:									
1992 Sewer & Sewage Facilities	600,000	22,500	0	500,000	0	0	0	0	0
1992 Sewer & Sewage Facilities Refunding	35,604,445	103,259	0	35,604,445	0	0	0	0	0
1995 Sewer & Sewage Facilities Refunding	14,505,000	394,828	0	14,505,000	0	0	0	0	0
1998 Sewer & Sewage Facilities	19,105,674	929,806	0	1,131,207	17,974,467	1,187,258	870,360		
1998 Sewer & Sewage Facilities Refunding	13,485,300	707,515	0	47,800	13,437,500	47,800	705,574		
2002 Municipal Public Refunding	24,642,272	950,885	0	802,643	23,839,629	1,457,643	1,011,117		
2002 Series A Refunding	0	833,913	32,252,050	0	32,252,050	3,920,953	1,176,612		
2003 B Sewer & Sewage Facilities Refunding	0	0	13,175,000	0	13,175,000	2,035,000	434,065		
Total serial bonds	107,942,691	3,942,704	45,427,050	52,691,095	100,678,646	8,648,654	4,197,728		
Notes payable:									
CSO State Revolving Loan	1,707,469	65,580	0	131,130	1,576,339	136,446	60,264		
State of Georgia Revolving Loan	6,107,703	160,158	0	163,942	5,943,761	170,600	153,502		
2003 State Revolving Loan	0	56,739	15,021,698	0	15,021,698	0	447,647		
Total notes payable	7,815,172	282,477	15,021,698	295,072	22,541,798	307,046	661,413		
Capital leases payable:									
2001 Capital Lease City of Collegedale	268,204	16,644	0	17,009	271,195	17,892	15,761		
Total capital leases payable	268,204	16,644	0	17,009	271,195	17,892	15,761		
Total Interceptor Sewer System	116,046,067	4,241,825	60,448,748	53,003,176	123,491,639	8,973,592	4,874,902		
Solid Waste & Sanitation Fund:									
1998 Municipal Public Improvement	10,524,551	512,193	0	623,136	9,901,415	654,013	479,447		
1998 Municipal Public Improvement Refunding	3,686,100	202,736	0	0	3,686,100	0	202,736		
2001 Municipal Public Improvement	6,601,700	326,879	0	149,800	6,451,900	156,800	320,138		
2002 Municipal Public Improvement-Refunding	10,526,302	441,542	0	868,540	9,657,762	908,998	453,958		
Total Solid Waste & Sanitation Fund	31,338,653	1,483,350	0	1,641,476	29,697,177	1,719,811	1,456,278		



# History of General Obligation Debt

The following table sets forth all outstanding general obligation bond and note indebtedness of the city at the end of the fiscal years 1997/98 through 2002/03, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

<b>General Obligation Bonds by Purpose</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Bridge Improvement	0	0	0	0	0	0
Street Improvement	120,000	0	0	0	0	0
Urban Renewal	515,000	200,000	0	0	0	0
Public Buildings Improvement	1,060,000	795,000	530,000	265,000	0	0
Municipal Parks & Playground Improvement	40,000	20,000	0	0	0	0
Urban Transit	90,000	0	0	0	0	0
Storm Water Sewer Facilities	50,000	0	0	0	0	0
Sewer and Sewage Facilities	139,144,318	131,981,463	124,002,403	115,758,219	107,942,691	100,678,646
Municipal Public Improvement	<u>90,170,682</u>	<u>86,563,537</u>	<u>81,887,597</u>	<u>125,716,782</u>	<u>120,057,309</u>	<u>181,276,354</u>
<b>Total Bonded Indebtedness</b>	<b>\$231,140,000</b>	<b>\$219,620,000</b>	<b>\$206,420,000</b>	<b>\$241,740,001</b>	<b>228,000,000</b>	<b>281,955,000</b>
<b>Other Long-Term Indebtedness</b>						
General Obligation Capital Outlay Notes	4,912,739 <sup>1</sup>	8,874,321 <sup>2</sup>	8,804,733 <sup>3</sup>	8,434,926 <sup>4</sup>	9,866,532 <sup>5</sup>	24,670,517 <sup>6</sup>
Tennessee Municipal Bond Fund and Capital Leases	<u>9,678,425</u>	<u>9,011,640</u>	<u>8,296,833</u>	<u>8,267,922</u>	<u>6,838,302</u>	<u>121,264,570</u>
<b>Gross Direct Indebtedness</b>	<b>\$245,731,164</b>	<b>237,505,961</b>	<b>223,521,568</b>	<b>258,442,849</b>	<b>244,704,834</b>	<b>427,890,087</b>
Less: Self-Supporting Indebtedness	194,393,763	190,087,671	179,866,955	218,059,226	169,016,890	289,509,352
Debt Service Fund	<u>8,802,830</u>	<u>2,158,445</u>	<u>2,671,606</u>	<u>3,971,606</u>	<u>5,497,083</u>	<u>4,988,142</u>
<b>Net Direct Indebtedness</b>	<b>\$42,534,571</b>	<b>\$45,259,845</b>	<b>\$40,983,007</b>	<b>\$76,412,017</b>	<b>70,190,861</b>	<b>133,392,593</b>
Plus: Estimated Net Overlapping Indebtedness	89,480,985	98,505,368	88,150,799	103,117,962	109,591,857	96,147,876
<b>Net Direct and Overlapping Indebtedness</b>	<b>\$132,015,556</b>	<b>\$143,765,213</b>	<b>\$129,133,806</b>	<b>\$179,529,979</b>	<b>\$179,782,718</b>	<b>\$229,540,469</b>

**Notes:**

- (1) Includes \$547,029 payable to Hamilton County for City's share of City/County Parking Garage, \$4,365,710 State Revolving Loan for combined sewer overflow facilities.
- (2) Includes \$486,248 payable to Hamilton County for City's share of City/County Parking Garage, \$4,141,994 State of Tennessee Revolving Loan for combined sewer overflow facilities and \$4,246,079 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion.
- (3) Includes \$42,546 payable to Hamilton County for City's share of City/County Parking Garage; 3,909,206 State of Tennessee Revolving Loan for combined sewer overflow facilities, \$4,426,736 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion and \$43,324 Fire Hall Loan
- (4) Includes \$364,686 payable to Hamilton County for City's share of City/County Parking Garage; 3,666,986 State of Tennessee Revolving Loan for combined sewer overflow facilities; 4,361,519 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion, 41,735 Fire Hall Loan
- (5) Includes \$303,905 payable to Hamilton County for City's share of City/County Parking Garage; 3,414,938 State of Tennessee Revolving Loan for combined sewer overflow facilities; 6,107,703 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion, 39,987 Fire Hall Loan
- (6) Includes \$243,124 payable to Hamilton County for City's share of City/County Parking Garage; 18,174,376 State of Tennessee Revolving Loan for combined sewer overflow facilities; 5,943,761 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion, 38,062 Fire Hall Loan, 115,925,472 Southside Capital Lease

CITY OF CHATTAHOOGA  
HISTORICAL DEBT RATIOS  
June 30, 2003 (unaudited)

Year ended June 30	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Estimated population(1)	154,700	154,200	151,600	150,300	148,600	147,600	145,700	155,654	155,962	155,962
Appraised property valuation	\$ 6,505,100,035	\$ 6,637,392,235	\$ 6,724,514,167	\$ 6,952,175,326	\$ 7,710,984,825	\$ 7,944,025,472	\$ 7,964,923,874	\$ 8,251,644,305	\$ 9,789,654,070	\$ 9,944,668,057
Assessed property valuation	2,171,396,746	2,198,869,948	2,224,070,883	2,295,859,675	2,520,949,692	2,604,110,025	2,817,635,875	2,729,169,067	3,201,743,737	3,260,023,256
Gross indebtedness (2)	159,289,470	162,837,792	204,479,251	191,263,521	245,731,959	237,503,962	223,521,509	256,442,849	244,704,834	427,690,087
Less: Self-supporting indebtedness(2)	121,509,982	140,420,612	147,739,894	138,622,708	194,383,764	190,087,672	179,696,956	176,050,220	189,036,886	269,639,352
Debt Service Fund	8,269,937	9,128,676	9,127,565	8,652,830	7,126,274	2,566,697	3,671,606	4,163,307	5,497,063	4,668,142
Net direct indebtedness	29,420,561	36,282,504	47,611,809	43,557,963	44,211,127	44,851,603	40,363,027	76,220,310	70,170,865	133,392,593
Plus: Estimated net overlapping indebtedness	64,698,036	75,913,865	79,694,261	100,669,117	99,266,181	98,605,268	98,160,702	103,117,662	109,591,857	96,147,876
Net direct and overlapping indebtedness	\$ 114,318,617	\$ 112,196,369	\$ 127,306,070	\$ 144,227,100	\$ 143,477,308	\$ 143,356,871	\$ 128,523,729	\$ 179,337,970	\$ 179,762,722	\$ 229,540,469
Gross debt per capita	\$ 1,029.66	\$ 1,205.17	\$ 1,348.81	\$ 1,272.66	\$ 1,651.42	\$ 1,610.21	\$ 1,534.12	\$ 1,661.43	\$ 1,568.70	\$ 2,750.25
Net direct debt per capita	190.18	235.30	314.06	269.81	297.12	304.08	281.28	489.99	449.84	857.39
Net direct and overlapping debt per capita	738.97	727.60	941.00	959.59	953.84	971.91	889.30	1,152.90	1,152.39	1,479.37
Gross debt to appraised valuation	2.45%	2.60%	3.04%	2.75%	3.19%	2.90%	2.60%	3.12%	2.50%	4.30%
Net direct debt to appraised valuation	0.45%	0.55%	0.71%	0.63%	0.57%	0.56%	0.51%	0.62%	0.72%	1.34%
Net direct debt and overlapping debt to appraised valuation	1.74%	1.69%	1.80%	2.07%	1.96%	1.80%	1.62%	2.17%	1.84%	2.31%
Gross debt to assessed valuation	7.34%	8.46%	9.19%	8.33%	9.71%	9.12%	8.54%	9.47%	7.64%	15.13%
Net direct debt to assessed valuation	1.30%	1.65%	2.14%	1.92%	1.73%	1.72%	1.57%	2.19%	2.19%	4.59%
Net direct and overlapping debt to assessed valuation	5.26%	6.10%	6.73%	6.29%	6.67%	6.51%	6.03%	6.57%	5.61%	7.64%

(1) Population figures for all years are estimates.

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

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes

## Debt Service Fund Revenues

Fiscal Years 2001-2004

Revenue Source	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04
Debt Service (Fund 3100):						
General Fund	6,424,417	8,964,342	6,193,086	7,636,840	1,443,754	23.3%
Trfrs-Cap Imp Bond Fd	0	16,377,266	0	0	0	N/A
Trfrs-Safety Cap Project Fd	4,048	3,890	3,716	3,525	(191)	-5.1%
Hamilton County	809,898	665,790	805,984	794,983	(11,001)	-1.4%
Miscellaneous Revenue	775,507	200,000	0	0	0	N/A
911 Communication	0	0	200,000	200,000	0	0.0%
City Hotel/Motel Tax	0	0	0	2,477,538	2,477,538	N/A
Fund Balance	0	0	1,446,284	0	(1,446,284)	-100.0%
<b>Total Debt Service Fund</b>	<b>\$8,013,870</b>	<b>\$26,211,288</b>	<b>\$8,649,070</b>	<b>\$11,112,886</b>	<b>2,463,816</b>	<b>28.5%</b>
Grand Total	<b>\$8,013,870</b>	<b>\$26,211,288</b>	<b>\$8,649,070</b>	<b>\$11,112,886</b>	<b>2,463,816</b>	<b>28.5%</b>

## Debt Service Fund Expenditures

Fiscal Years 2001-2004

Expenditures	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04
Debt Service (Fund 3100):						
Principal	4,226,180	4,658,954	4,753,112	4,556,613	(196,499)	-4.1%
Interest	2,287,383	3,578,398	3,685,958	6,546,273	2,860,315	77.6%
Service Charges	8,606	8,228	10,000	10,000	0	0.0%
Bond Sale Expenses	0	147,653	0	0	0	N/A
Payment to Refunding Bond Agent	0	16,235,491	0	0	0	N/A
Future Debt Payments	0	0	200,000	0	(200,000)	-100.0%
Trfrs-Cap Imp Bond Fd	0	173,527	0	0	0	N/A
Trfrs-Enterprise Fd	0	75,261	0	0	0	N/A
<b>Total Debt Service Fund</b>	<b>\$6,522,169</b>	<b>\$24,877,512</b>	<b>\$8,649,070</b>	<b>\$11,112,886</b>	<b>2,463,816</b>	<b>28.5%</b>
Grand Total	<b>\$6,522,169</b>	<b>\$24,877,512</b>	<b>\$8,649,070</b>	<b>\$11,112,886</b>	<b>2,463,816</b>	<b>28.5%</b>



# cabor

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

2004

Capital Outlay

## Capital Outlay

# Capital Project Funds

## Fund Structure

The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of budgeting is modified accrual. Included funds are Safety, Public Works, Parks & Recreation, General Government, and Finance & Administration. As of June 30, 2003, the General Fund appropriation for Capital Expenditures is \$7,296,317. Departmental capital request are as follows:

### Appropriation

Finance & Administration	\$	566,250
General Government		1,082,500
Parks, Recreation, Arts & Culture		2,669,045
Public Works		18,483,321
Police		180,000
Fire		<u>2,045,000</u>
	\$	<u>25,026,116</u>

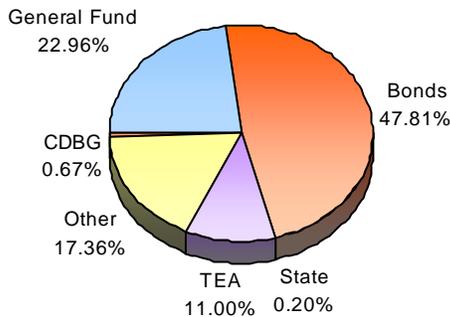
### Revenue FY04

	<u>Budget FY2004</u>	
Bonds	\$	11,128,161
Economic Development		2,385,146
State of Tennessee		2,682,849
Fannie Mae		5,000,000
Federal		1,626,200
Other		<u>2,203,760</u>
	\$	<u>25,026,116</u>

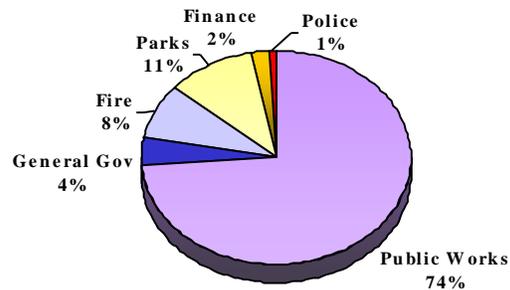
FY 2003 Capital Budget figures were as follows:

Finance & Administration	\$	540,825
General Government		11,649,000
Parks, Recreation, Arts & Culture		2,699,375
Public Works		11,789,703
Police		1,345,000
Fire		1,462,000
21st Century Waterfront		<u>56,000,000</u>
	\$	<u>85,485,903</u>

## Fiscal Year 2003/2004 \$25,026,116



*Revenues*



*Appropriations*

## Capital Fund Revenues

Fiscal Years 2001 - 2004

Revenue Source	Actual	Actual	Budget	Budget	BUDGET '04 INC/(DEC)	%	% OF TOTAL
	FY 00/01	FY 01/02	FY 02/03	FY 03/04		CHANGE FY 03/04	
General Fund	3,593,200	2,178,683	7,296,317	0	(7,296,317)	-100.0%	0.00%
Fannie Mae Loan	0	0	0	5,000,000	5,000,000	N/A	8.81%
State/Federal Grants	0	0	0	4,309,049	4,309,049	N/A	100.00%
Economic Development Fund	0	0	0	2,385,146	2,385,146	N/A	0.00%
General Obligation Bonds	9,697,700	12,526,819	12,070,087	11,128,161	(941,926)	-7.8%	0.00%
GO Bonds for 21st Waterfront	0	0	48,137,341	0	(48,137,341)	-100.0%	100.00%
Hotel/Motel Tax Collections	0	0	7,000,000	0	(7,000,000)	-100.0%	0.00%
Interest Income	0	0	862,659	0	(862,659)	-100.0%	0.00%
Other	2,242,615	3,904,375	10,119,499	2,203,760	(7,915,739)	-78.2%	100.00%
	<b>\$15,533,515</b>	<b>\$18,609,877</b>	<b>\$85,485,903</b>	<b>\$25,026,116</b>	<b>(60,459,787)</b>	<b>-70.7%</b>	<b>100.00%</b>
Grand Total	<b>\$15,533,515</b>	<b>\$18,609,877</b>	<b>\$85,485,903</b>	<b>\$25,026,116</b>	<b>(60,459,787)</b>	<b>-70.7%</b>	<b>100.00%</b>

## Revenues

The City of Chattanooga routinely seeks funding for its capital budget from as many various resources as possible.

In FY95 and FY97, the City of Chattanooga used the State of Tennessee Municipal Bond Pool to fund a portion of the capital budget. This was more advantageous at the time because the rates were reasonable, funds were available and the bond market was unfavorable for the amount of funding needed.

It has always been management philosophy to provide as much as possible on a "pay as you go" basis. Therefore, every year the General Fund contributes funding for projects that are not bond or debt eligible. Each year this appropriation is approved after a thorough evaluation of all capital requests versus other available funding sources and General Fund affordability.

Funding for the FY 2001 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$3,593,200, Economic Development Fund \$4,962,781, funds from Foundations and other sources in the amount of \$5,213,196, State of Tennessee and Federal grants of 7,245,200, and bond issuance of \$9,697,700.

Funding for the FY 2002 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$2,178,683, Tennessee Municipal League Loan \$4,825,000, funds from Foundations and other sources in the amount of \$655,004, and State of Tennessee and Federal grants of \$3,041,000.

Funding for the FY 2003 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$7,296,317, General Obligation Bonds \$12,070,087, GO Bonds for 21st Century Waterfront \$48,137,341, Hotel/Motel Tax Collections \$7,000,000, Interest Income \$862,659 and misc. other \$10,119,499.

Funding for the FY 2004 Capital Budget was provided by funds from Foundations and other sources in the amount of \$2,203,760, State of Tennessee and Federal grants of \$4,309,049, Fannie Mae Loan \$5,000,000, Economic Development Fund \$2,385,146 and bond issuance of \$11,128,161.

## Capital Fund Expenditures

Fiscal Years 2001 - 2004

Expenditures	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget Request FY 03/04	BUDGET '04 INC/(DEC)	% CHANGE FY 03/04	% OF TOTAL
Capital Projects:							
Police (Fund P411)	2,255,018	1,904,711	1,345,000	180,000	(1,165,000)	-86.6%	0.72%
Fire (Fund P411)	5,579,540	387,355	1,462,000	2,045,000	583,000	39.9%	8.17%
Public Works (Fund P416)	16,707,231	9,322,952	11,789,703	18,483,321	6,693,618	56.8%	73.86%
Parks & Recreation (Fund P415)	19,565,315	8,546,469	2,699,375	2,669,045	(30,330)	-1.1%	10.67%
General Government (Fund P413)	2,876,617	4,444,380	11,649,000	1,082,500	(10,566,500)	-90.7%	4.33%
Finance & Admin (Fund P413)	175,522	169,176	540,825	566,250	25,425	4.7%	2.26%
General Services (Fund P414)	486,725	325,229	0	0	0	N/A	0.00%
21st Century Waterfront (Fund P421)	0	0	56,000,000	0	(56,000,000)	-100.0%	0.00%
<b>Total Capital Projects</b>	<b>\$47,645,968</b>	<b>\$25,100,272</b>	<b>\$85,485,903</b>	<b>\$25,026,116</b>	<b>(\$60,459,787)</b>	<b>-70.7%</b>	<b>100.00%</b>
 Grand Total	 <b>\$47,645,968</b>	 <b>\$25,100,272</b>	 <b>\$85,485,903</b>	 <b>\$25,026,116</b>	 <b>(60,459,787)</b>	 <b>-70.7%</b>	 <b>100.00%</b>

## Expenses

The appropriations to the Capital Improvements Budget are analyzed on a year to year basis. As priorities shift, the Capital Improvements Budget will vary to reflect this. Presented here is a brief of each department's appropriation.

### POLICE

FY 2004 Budget Request	\$ 180,000
% of Total Capital Budget	>1.0%
Decrease From FY 03	(1,165,000)
% Decrease	(86.6%)

The Police Department capital appropriation reflects the continuation of expansion of the Eastgate precincts.

### FIRE

FY 2004 Budget Request	\$2,045,000
% of Total Capital Budget	8.17%
Growth From FY 03	583,000
% of Growth	39.9%

The FY 2004 request for the Fire Department includes purchase of new fire apparatus, construction new fire stations and replacement of existing fire station, radio replacement and Station repairs and maintenance.

### PUBLIC WORKS

FY 2004 Budget Request	\$18,483,321
% of Total Capital Budget	73.85%
Growth From FY 03	6,693,618
% Increase	56.8%

The FY 2004 Public Works capital requests reflects the City's continuous street paving/street rehab program, streetscape work, various traffic signal projects and replacement of city-wide services equipment accounts, city-wide bridge rehab and infrastructure inventory of the new Guidance Information system.

### PARKS, RECREATION, ARTS & CULTURE

FY 2004 Budget	\$2,669,045
% of Total Capital Budget	10.6%
Decrease From FY 03	-330
% Decrease	1.1%

The FY 2004 Parks, Recreation, Arts, & Culture Department request includes City wide parks rehabilitation, vehicle replacement, golf course improvements and Recreation Center upgrades.

## GENERAL GOVERNMENT

FY 2004 Budget	\$ 1,082,500
% of Total Capital Budget	4.3%
Decrease From FY 03	(10,566,500)
% Decrease	(90.7%)

The FY 2004 General Government budget includes funding for City Hall Renovation, and matching funds for Chattanooga Area Regional Transit Authority.

## FINANCE & ADMINISTRATION

FY 2004 Budget	\$566,250
% of Total Capital Budget	2.2%
Increase From FY 03	25,425
% Decrease	4.7%

FY 2004 Capital budget includes various Information Systems hardware/equipment, and furniture and new human resources/payroll management software.

# Capital Project Detail

## General Government

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08
CARTA	586,500	832,500	478,000	552,000	557,000	600,000
EPB/Butcher Block	1,400,000	-				
Property Acquisition (Chattanooga State)	162,500	-				
Enterprise South Industrial Park	9,500,000	-				
City Hall Renovation		250,000		4,000,000	4,500,000	
800 MHz Radio System			1,500,000			
Radio Shop Vehicle				35,000		
City Hall Annex Roof Replacement					110,000	
Quint (Lift)				80,000		
<b>Total General Government</b>	<b>11,649,000</b>	<b>1,082,500</b>	<b>1,978,000</b>	<b>4,667,000</b>	<b>5,167,000</b>	<b>600,000</b>

	2002/2003 Budget	2003/2004 Budget
<b>1. CARTA</b>		
<b>Funding source: General Obligation Bonds</b>	<b>\$ 586,500</b>	<b>\$ 832,500</b>
This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs for this Fiscal Year. This appropriation includes new buses, bus shelters, office, radio and fare collection equipment, support vehicles and Incline repair		
Prior Years Appropriation	\$ 1,891,500	
Total	\$ 2,478,000	\$ 832,500
<b>Impact on operating budget:</b> None because these are one time funded projects for supported agencies.		
<b>2. EPB/Butcher Block</b>		
<b>Funding Source: General Obligation Bonds State of Tennessee</b>	<b>\$ 600,000 800,000</b>	<b>\$ 0</b>
This appropriation funds the difference between the appraisal values of the Electric Power Board Property and the "Butcher Block" property in a property swap between the City and the Electric Power Board.		
Prior Years Appropriation	\$ 3,200,000	
Total	\$ 4,600,000	\$ 0
<b>Impact on operating budget:</b> None because these are one time funded projects.		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>3. Property Acquisition</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 162,500</b>	<b>\$ 0</b>
This appropriation funds the City's matching contribution of Hamilton County for purchase of land for Chattanooga State Technical Community College		
Prior Years Appropriation	\$ 0	
Total	\$ 162,500	\$ 0
<b>Impact on operating budget:</b> None because these are one time funded projects.		
<b>4. Enterprise South Industrial Park</b>		
<b>Funding Source: General Fund</b>	<b>\$ 7,296,317</b>	<b>\$ 0</b>
<b>Federal Grant</b>	<b>750,000</b>	
<b>Economic Development Fund</b>	<b>1,453,683</b>	
This appropriation funds infrastructure improvements for the new Enterprise South Industrial Park formerly the Volunteer Army Ammunition Plant.		
Prior Years Appropriation	\$ 725,000	
Total	\$ 10,225,000	\$ 0
<b>Impact on operating budget:</b> None because these are one time funded projects.		
<b>5. City Hall Renovation</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 250,000</b>
This appropriation funds the beginning of total renovation of electrical, heating/cooling and distribution sources, fire detection and suppression systems, and all other areas required to bring City Hall up to the current code requirements for building occupancy.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 250,000
<b>Impact on operating budget:</b> The renovation should result in savings in electrical usage, heating/cooling cost, building insurance and potential health cost for employees insurance.		

# Capital Project Detail

## Finance & Administration

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Infrastructure Growth Processor	26,000		24,000		16,000	
EDM (Purchasing/Treasurer/Finance)	82,000		75,000		75,000	
Network Security	55,000					
Fleet Maintenance Software	110,325					
City Hall Campus	150,000					
HVAC Upgrade Heritage Hall	87,500					
Radio System Enhancement	30,000	35,000				
Business Licenses Records		58,750				
Website Redesign		175,000				
Core Network Upgrade		57,000				
Backup Devices/Storage Equipment		30,500		13,000		13,000
System Management Software		25,000				
PBX Option 81 Module		35,000				
Human Resources/Payroll Management		150,000				
NT Print Management Software			25,000			
Fleet Service Vehicle Replacement			97,000			
Fleet Control-Automated Tracking			48,131	25,000	25,000	25,000
<b>Total Finance &amp; Administration</b>	<b>\$540,825</b>	<b>\$566,250</b>	<b>\$269,131</b>	<b>\$38,000</b>	<b>\$116,000</b>	<b>\$38,000</b>

	2002/2003 Budget	2003/2004 Budget
<b>1. Infrastructure Growth Processor</b>		
<b>Funding Source:</b> Economic Development Fund	<b>\$ 26,000</b>	
<b>General Obligation Bonds</b>		<b>\$ 0</b>
Purchase of a new processors to maintain computer service level and testing capacity as new applications are added as a part of the system balance for performance maintenance.		
Prior Years Appropriation	\$ 0	
Total	\$ 26,000	\$ 0
<b>Impact on operating budget:</b> Annual maintenance cost \$2,400.00		
<b>2. Electronic Document Management Software</b>		
<b>Funding Source:</b> Economic Development Fund	<b>\$ 82,000</b>	<b>\$ 0</b>
This appropriation is to fund the purchase of Electronic Document Management software for the Purchasing and Treasurer's office.		
Prior Years Appropriation	\$ 0	
Total	\$ 82,000	\$ 0
<b>Impact on operating budget:</b> None		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>3. Network Security</b>		
<b>Funding Source:</b> Economic Development Fund	<b>\$ 55,000</b>	<b>\$ 0</b>
This appropriation is to fund software for network security.		
Prior years Appropriation	\$ 0	
Total	\$ 55,000	\$ 0
<b>Impact on operating budget:</b> Annual maintenance cost \$2,000.00		
<b>4. Fleet Maintenance Software</b>		
<b>Funding Source:</b> General Obligation Bonds	<b>\$ 110,325</b>	<b>\$ 0</b>
This appropriation is to fund purchase of software for tracking maintenance needs of the city fleet.		
Prior Years Appropriation	\$ 0	
Total	\$ 110,325	\$ 0
<b>Impact on operating budget:</b> The upgrade will result in more efficient fleet maintenance.		
<b>5. City Hall Campus</b>		
<b>Funding Source:</b> General Obligation Bonds	<b>\$ 150,000</b>	<b>\$ 0</b>
This appropriation is to upgrade City Hall campus buildings to City Code.		
Prior Years Appropriation	\$ 775,000	
Total	\$ 925,000	\$ 0
<b>Impact on operating budget:</b> The upgrade will result in lower utility and maintenance costs and will eliminate office lease payments for one department.		
<b>6. Heritage Hall HVAC upgrade</b>		
<b>Funding Source:</b> General Obligation Bonds)	<b>\$ 87,500</b>	<b>\$ 0</b>
This appropriation is to fund the final phase of upgrade and boiler replacement for the Heritage Hall.		
Prior Years Appropriation	\$ 0	
Total	\$ 87,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>7. Radio System Enhancement</b>		
<b>Funding Source:</b> Economic Development Fund	<b>\$ 30,000</b>	<b>\$ 0</b>
This appropriation is to upgrade the radio system to increase capacity and measure signal strength.		
Prior Years Appropriation	\$ 0	
Total	\$ 30,000	\$ 0
<b>Impact on operating budget:</b> None		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>8. Business Licenses Records</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 58,750</b>
This appropriation is to fund replacement of (BUSL, in house) computer hardware and operating system platform		
Prior years Appropriation	\$ 0	
Total	\$ 0	\$ 58,750
<b>Impact on operating budget: Annual maintenance cost \$8,000.00</b>		
<b>9. Web Site Redesign</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 175,000</b>
This appropriation is to fund redesign/redevelopment of The City of Chattanooga official web site (www.chattanooga.gov)		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 175,000
<b>Impact on operating budget: None</b>		
<b>10. Core Network Upgrade</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 57,000</b>
This appropriation is to purchase Routers, switches, etc for 100Mb/1Gb upgrade to core network infrastructure.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 57,000
<b>Impact on operating budget: None</b>		
<b>11. Backup Devices/Storage Equipment</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 30,500</b>
This appropriation is to fund purchase of backup devices and storage equipment		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 30,500
<b>Impact on operating budget: None</b>		
<b>12. System Management Software</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 25,000</b>
This appropriation is to fund purchase of system/server management software		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 25,000
<b>Impact on operating budget: Annual maintenance cost \$3,750.00</b>		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>13. PBX Option 81 Module</b>		
<b>Funding Source: General Obligation Bonds</b>	\$ 0	\$ 35,000
This appropriation is to fund the purchase of telecommunications software.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 35,000

**Impact on operating budget:** None

<b>14. Human Resources/Payroll Management Software</b>		
<b>Funding Source: General Obligation Bonds</b>	\$ 0	\$ 150,000
This appropriation is to fund replacement of existing Human Resource/Payroll Management computer hardware and operating system platform.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000

**Impact on operating budget:** Annual maintenance cost \$22,500.00

# Capital Project Detail

## Police

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Police Fleet Replacement	1,250,000		1,250,000	1,250,000	1,250,000	1,250,000
Fleet Canopy for Specialized Vehicles	95,000		95,000			
Relocation/Renovation Eastgate Precinct		180,000	180,000			
<b>Total Police</b>	<b>1,345,000</b>	<b>180,000</b>	<b>1,525,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>

### 1. Police vehicle fleet replacement

**Funding source: General Fund**

**Economic Development Fund**

2002/2003  
Budget

2003/2004  
Budget

**\$ 750,000**

**\$ 1,250,000**

**\$ 0**

This appropriation provides for an annual fleet replacement program to insure the safety margin for police vehicles by planned replacement.

Prior Years Appropriation

**\$ 7,125,980**

Total

**\$ 8,375,980**

**\$ 0**

**Impact on operating budget:** The vehicle replacement program results in lower operating, maintenance, and fuel costs along with a safer fleet operations. Cost savings expected to exceed \$10,000 annually.

### 2. Fleet Canopy for Specialized Vehicles

**Funding Source: General Obligation Bonds**

**\$ 95,000**

**\$ 0**

This appropriation will fund Fleet Facilities a Canopy to protect several of recently acquired expensive vehicles, the Homicide Truck, Identification Van, and our Crime Prevention Van.

Land area is not available to build a garage for these vehicles.

Estimated life 10 years

Prior Years Appropriation

**\$ 0**

Total

**\$ 95,000**

**\$ 0**

**Impact on operating budget:** None

### 3. Eastgate Precinct Relocation

**Funding Source: General Obligation Bonds**

**\$ 0**

**\$ 180,000**

This appropriation fund the renovation of the Eastgate Precinct to expand the facility, improve operating efficiency and create a safe environment for citizens.

Prior Years Appropriation

**\$ 0**

Total

**\$ 0**

**\$ 180,000**

**Impact on operating budget:** None

# Capital Project Detail

## Fire

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Fire Apparatus	1,000,000	1,000,000		1,000,000	1,000,000	1,000,000
Building Maintenance	237,000	235,000	87,200	144,485		
Fire Station Replacement		750,000			750,000	
Fire Station Roof Replacement		60,000	55,000	70,000	25,000	
Driveway #17 Signal Mtn Blvd	150,000					
Computer/Software	45,000					
Radios	30,000					
<b>Total Fire</b>	<b>1,462,000</b>	<b>2,045,000</b>	<b>142,200</b>	<b>1,214,485</b>	<b>1,775,000</b>	<b>1,000,000</b>

	2002/2003 Budget	2003/2004 Budget
<b>1. Fire Apparatus</b>		
<b>Funding Source: TML Bonds</b>	<b>\$ 1,000,000</b>	
<b>General Obligation Bonds</b>		<b>\$ 1,000,000</b>
This appropriation will fund the purchase of new fire apparatus to upgrade the front line fire service fleet to maintain current level of service. These vehicles include Line Fire Apparatus, Elevating Platform, Hazardous Materials Vehicle, Technical Rescue Vehicle, Tankers and Brush Trucks.		
Prior Years Appropriation	\$ 3,055,000	
Total	\$ 4,055,000	\$ 1,000,000
<b>Impact on operating budget:</b> The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.		
<b>2. Building Maintenance</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 237,000</b>	<b>\$ 235,000</b>
This appropriation will fund update of Fire Department Training Facility for handicap accessibility and female locker room and adequate bathrooms and replacement of heat and air system.		
Prior Years Appropriation	\$ 0	
Total	\$ 237,000	\$ 235,000
<b>Impact on operating budget:</b> None		
<b>3. Driveway #17 Signal Mtn Blvd</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 150,000</b>	<b>\$ 0</b>
The appropriation will fund the construction of a rear egress to Station #17 built before the Tennessee Department of Transportation (TDOT)-Signal Mtn. Blvd Widening project begins. This is to ensure that the Engine Company and Tanker located on this site will have clear access to and from the station during all phases of the project.		
Prior Years Appropriation	\$ 0	
Total	\$ 150,000	\$ 0
<b>Impact on operating budget:</b> None		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>4. Computers &amp; Software</b>		
<b>Funding Source: ` Economic Development Fund</b>	<b>\$ 45,000</b>	<b>\$ 0</b>
This appropriation will fund the purchase of additional computer equipment to facilitate departmental information sharing and data collection.		
Prior Years Appropriation	\$ 514,000	
Total	\$ 559,000	\$ 0
<b>Impact on operating budget:</b> None		
<b>5. Radios</b>		
<b>Funding Source: Economic Development Fund State of Tennessee</b>	<b>\$ 30,000</b>	<b>\$ 62,500</b>
Firefighters are required at times to work in and around potentially explosive environments. Something as small as a spark or static discharge from a portable radio could trigger an ignition. "Intrinsically Safe" (IS) radios, those certified by the Factory Mutual insurance organization to be safe in these environments, are available. This project will upgrade all remaining radios to intrinsically safe certification.		
Prior Years Appropriation	\$ 140,755	
Total	\$ 170,755	\$ 62,500
<b>Impact on operating budget:</b> None		
<b>6. Fire Station Roof Replacement</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 60,000</b>
This appropriation allows for the ongoing replacement of Fire Station roofs.		
Prior Years Appropriation	\$ 240,500	
Total	\$ 240,500	\$ 60,000
<b>Impact on operating budget:</b> None		
<b>7. Fire Station Expansion</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 0</b>	<b>\$ 750,000</b>
This appropriation allows for the ongoing replacement of outdated, high maintenance Fire Station which are unable to accomodate modern fire apparatus.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 750,000
<b>Impact on operating budget:</b> Lower utility and maintenance cost		

# Capital Project Detail

## Public Works

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Paving of Streets	1,500,000	2,214,450	2,000,000	2,000,000	2,000,000	2,000,000
City Wide Services Equipment	450,000	1,314,124	1,019,248	1,024,000	1,024,000	1,232,763
Bridge Rehab	200,000	450,000	450,000	250,000	250,000	250,000
Downtown Streetscape Program	1,577,400	175,000	850,000	750,000	302,500	2,016,000
Traffic Engineering Projects	1,702,000	863,000	557,000	581,000	686,000	557,000
Curbs, Gutters, and Sidewalks	600,000	648,947	600,000	600,000	600,000	600,000
Street Rehabilitation	300,000	2,100,000	250,000	1,200,000	1,000,000	470,000
MPO - Major Construction	2,060,303	2,452,525	3,593,168	3,500,000	3,375,300	2,962,500
MPO - Bicycle Plan	305,000			30,000	30,000	30,000
MPO - Streetscape	1,325,000	1,341,215				
Software/Equipment	250,000	278,000	50,000		50,000	
HOPE VI Road Improvements	900,000	5,050,000	4,456,744			
Neighborhood Improvement Projects	570,000	350,000	250,000	250,000	250,000	250,000
Neighborhood Traffic Management	50,000		50,000	50,000	50,000	50,000
Tunnel Repair	0	150,000				
Environmental Remediation	0	646,060	200,000			
Intersection Improvements	0	450,000	750,000			150,000
<b>Total Public Works</b>	<b>\$11,789,703</b>	<b>\$18,483,321</b>	<b>\$15,076,160</b>	<b>\$10,235,000</b>	<b>\$9,617,800</b>	<b>\$10,568,263</b>

	2002/2003 Budget	2003/2004 Budget
<b>1. Paving of streets</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 1,000,000</b>	<b>\$ 2,214,450</b>
<b>Federal Grant</b>	<b>500,000</b>	
This appropriation funds the resurfacing of streets City wide. It also provides for replacement of pavement markings and traffic signal loop detector wiring damaged due to pavement milling and resurfacing.		
Prior Years Appropriation	\$ 9,500,000	
Total	\$ 11,000,000	\$ 2,214,450
<b>Impact on operating budget:</b> This program will reduce the cost of annual street maintenance.		
<b>2. City Wide Services Equipment Replacement</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 450,000</b>	<b>\$ 1,314,124</b>
This appropriation allows for the ongoing replacement of older Public Works equipment.		
Prior Years Appropriation	\$ 4,363,405	
Total	\$ 4,813,405	\$ 1,314,124
<b>Impact on operating budget:</b> The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>3. Bridge Rehabilitation</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 200,000</b>	<b>\$ 450,000</b>
This appropriation funds the City's portion of state and federal funding for rehabilitating bridges with structural and utilization deficiencies.		
Prior Years Appropriation	\$ 1,142,167	
Total	\$ 1,342,167	\$ 450,000
<b>Impact on operating budget: None</b>		
<b>4. Streetscape</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 1,577,400</b>	<b>\$ 175,000</b>
This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.		
Prior Years Appropriation	\$ 4,562,621	
Total	\$ 6,140,021	\$ 175,000
<b>Impact on operating budget: None</b>		
<b>5. Traffic Engineering Projects</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 1,584,184</b>	<b>\$ 863,000</b>
<b>State of Tennessee</b>	<b>102,816</b>	
<b>Economic Development Fund</b>	<b>15,000</b>	
This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.		
Prior Years Appropriation	\$ 2,641,749	
Total	\$ 4,343,749	\$ 863,000
<b>Impact on operating budget: The replacement program results in lower maintenance costs.</b>		
<b>6. Curbs, Gutters and Sidewalks</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 600,000</b>	<b>\$ 648,947</b>
This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.		
Prior Years Appropriation	\$ 1,558,400	
Total	\$ 2,158,400	\$ 648,947
<b>Impact on operating budget: None</b>		
<b>7. Street Improvements</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 300,000</b>	<b>\$ 2,100,000</b>
This appropriation will fund a program of major street rehabilitation within the City.		
Prior Year Appropriation	\$22,286,839	
Total	\$22,586,839	\$ 2,100,000
<b>Impact on operating budget: This program of major street improvements results in lower street maintenance costs.</b>		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>8. MPO Match</b>		
<b>Funding sources: General Obligation Bond</b>	<b>\$ 2,325,303</b>	<b>\$ 3,793,740</b>
<b>State of Tennessee</b>	<b>1,360,000</b>	
<b>Economic Development Fund</b>	<b>5,000</b>	
This appropriation funds the City's portion of State of Tennessee projects within the City limits.		
Prior Years Appropriation	\$ 305,000	
Total	\$ 3,990,303	\$ 3,793,740
<b>Impact on operating budget: None</b>		
<b>9. Software/Equipment</b>		
<b>Funding sources: General Obligation Bond</b>	<b>\$ 250,000</b>	<b>\$ 278,000</b>
This appropriation funds the purchase of new Electronic Document Management and plans review software and equipment.		
Prior Years Appropriation	\$ 0	
Total	\$ 250,000	\$ 278,000
<b>Impact on operating budget: None</b>		
<b>10. HOPE VI Road Improvements</b>		
<b>Funding sources: Federal Grant</b>	<b>\$ 900,000</b>	<b>\$ 5,050,000</b>
This appropriation is for street improvements and streetscape in the Saint Elmo area.		
Prior Years Appropriation	\$ 0	
Total	\$ 900,000	\$ 5,050,000
<b>Impact on operating budget: None</b>		
<b>11. Neighborhood Improvements Projects</b>		
<b>Funding sources: General Obligation Bonds</b>	<b>\$ 250,000</b>	<b>\$ 350,000</b>
<b>Federal Grant</b>	<b>320,000</b>	
<b>Economic Development Fund</b>	<b>50,000</b>	
This appropriation is for matching funds for Community Development Block Grants.		
Prior Years Appropriation	\$ 0	
Total	\$ 620,000	\$ 350,000
<b>Impact on operating budget: None</b>		

# Capital Project Detail

	2002/2003 Budget	2003/2004 Budget
<b>12. Tunnel Repair</b>		
<b>Funding sources: General Obligation Bonds</b>	\$ 0	\$ 150,000
This appropriation funds the study and repair of Wilcox tunnel.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
<b>Impact on operating budget: None</b>		
<b>13. Environmental Remediation</b>		
<b>Funding sources: General Obligation Bonds</b>	\$ 0	\$ 646,060
This appropriation funds the ongoing environmental clean-up of City owned property for use in the future.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 646,060
<b>Impact on operating budget: None</b>		
<b>14. Intersection Improvements</b>		
<b>Funding sources: General Obligation Bonds</b>	\$ 0	\$ 450,000
This appropriation funds an ongoing program to repair deteriorated intersections and rework intersections to create a better, more efficient traffic flow.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 450,000
<b>Impact on operating budget: None</b>		

# Capital Project Detail

## Parks, Recreation, Arts & Culture

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2002/03	FY2003/04	FY2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Golf Course Improvements	95,000			250,000	65,000	65,000
Parks Rehab	220,000	255,295	500,000			1,000,000
Alton Park Safewalk	64,375					
Hixson/Northgate Community Center	1,400,000					
Greenways	50,000	50,000	50,000	50,000	50,000	50,000
Civic Facilities	200,000	200,000	200,000	200,000	200,000	200,000
Shepherd Hills Rec Center	350,000					
Washington Hills Rec Center	65,000					
N. Chattanooga Recreation Complex	30,000					
Zoo Improvements	125,000	250,000	250,000	250,000	250,000	125,000
ADA Repairs	100,000	100,000				
Parks Maintenance Facility		200,000				
Recreation Center Rehab		970,000	100,000	160,000		
Hope VI Road Improvements		643,750				
Parks Equipment Replacement				70,000		
Public Arts Initiative				100,000	100,000	100,000
<b>Total Parks &amp; Recreation</b>	<b>\$2,699,375</b>	<b>\$2,669,045</b>	<b>\$1,100,000</b>	<b>\$1,080,000</b>	<b>\$665,000</b>	<b>\$1,540,000</b>

	2002/2003 Budget	2003/2004 Budget
<b>1. City Golf Courses</b>		
<b>Funding Source: Golf Course Fund Balance</b>	<b>\$ 95,000</b>	<b>\$ 0</b>
These appropriations fund equipment replacement, annual upgrade and maintenance, landscape improvements and purchase of a computerized point-of-sale system for the City's two municipal golf courses.		
Prior Years Appropriation	\$ 645,753	
Total	\$ 735,753	\$ 0
<b>Impact on operating budget: None</b>		
<b>2. City Parks Rehabilitation</b>		
<b>Funding Source: General Obligation Bonds</b>	<b>\$ 220,000</b>	<b>\$ 255,295</b>
This appropriation will fund rehabilitation and upgrading of City Parks: equipment replacement; fencing; park planning and expansion.		
Prior Year Appropriation	\$ 5,367,000	
Total	\$ 5,587,000	\$ 255,295
<b>Impact on operating budget: None</b>		

# Capital Project Detail

## 3. Alton Park Safewalk

### Funding Source: General Obligation Bonds

\$ 64,375 \$ 0

This appropriation will fund the creation of a safewalk area in the Alton Park area.

Prior Years Appropriation

\$ 0

Total

\$ 64,375 \$ 0

Impact on operating budget: None

## 4. Hixson/ Northgate Community Center

### Funding Source: Sale of Property

\$ 1,400,000 \$ 0

This appropriation will be used to create a new community in the Hixson area of Chattanooga.

Prior Years Appropriation

\$ 0

Total

\$ 1,400,000 \$ 0

Impact on operating budget: Salaries, materials, supplies and maintenance of community center

## 5. Greenways

### Funding Source: General Obligation Bonds

\$ 50,000 \$ 50,000

The purpose of this project is to upgrade and expand the Greenway system in Chattanooga.

Prior Years Appropriation

\$ 287,367

Total

\$ 337,367 \$ 50,000

Impact on operating budget: None

## 6. Civic Facilities

### Funding Source: General Obligation Bonds

\$ 200,000 \$ 200,000

This appropriation will fund upgrade and renovation of City of Chattanooga Civic Facilities.

Prior Years Appropriation

\$ 0

Total

\$ 200,000 \$ 200,000

Impact on operating budget: None

## 7. Shepherd Hills Recreation Center

### Funding Source: General Obligation Bonds

\$ 350,000 \$ 0

This appropriation will fund upgrade and renovation of the Shepherd Hills Recreation Center

Prior Years Appropriation

\$ 0

Total

\$ 350,000 \$ 0

Impact on operating budget: None

## 8. Washington Hills Recreation Center

### Funding Source: General Obligation Bonds

\$ 65,000 \$ 0

This appropriation will fund upgrade and renovation of the Washington Hills Recreation Center.

# Capital Project Detail

Prior Years Appropriation	\$	0	
Total	\$	65,000	\$ 0

**Impact on operating budget:** None

## 9. N. Chattanooga Recreation Complex

### Funding Source: General Obligation Bonds

\$	30,000	\$	0
----	--------	----	---

This appropriation will fund upgrade and renovation of the North Chattanooga Recreation Complex.

Prior Years Appropriation	\$	0	
Total	\$	30,000	\$ 0

**Impact on operating budget:** None

## 10. Zoo Improvements

### Funding Source: General Obligation Bonds

\$	125,000	\$	250,000
----	---------	----	---------

This appropriation will fund upgrade and renovation of the City of Zoo.

Prior Years Appropriation	\$	0	
Total	\$	125,000	\$ 250,000

**Impact on operating budget:** None

## 11. ADA Repairs

### Funding Source: General Obligation Bonds

\$	100,000	\$	100,000
----	---------	----	---------

This appropriation will fund upgrade and renovation of City of Chattanooga parks and recreation centers to comply with the Americans With Disabilities requirements.

Prior Years Appropriation	\$	0	
Total	\$	100,000	\$ 100,000

**Impact on operating budget:** None

## 12. Parks Maintenance Facility

### Funding Source: General Obligation Bonds

\$	0	\$	200,000
----	---	----	---------

This appropriation will fund building of a new maintenance building to improve operating efficiency

Prior Years Appropriation	\$	0	
Total	\$	0	\$ 200,000

**Impact on operating budget:** None

## 13. Recreation Centers Rehab

### Funding Source: General Obligation Bonds

\$	0	\$	970,000
----	---	----	---------

This appropriation will fund upgrade and renovation of City of Chattanooga parks and recreation centers

Prior Years Appropriation	\$	0	
Total	\$	0	\$ 970,000

**Impact on operating budget:** None

# Capital Project Detail

## 14. HOPE VI Road Improvements

**Funding sources: Federal Grant** \$ 900,000 \$ 5,050,000

This appropriation is for street improvements and streetscape in the Saint Elmo area.

Prior Years Appropriation \$ 0  
 Total \$ 900,000 \$ 5,050,000

**Impact on operating budget:** None

## 21st Century Waterfront

<b>Capital Budget</b>						
<i>Five Year Plan</i>						
<b>Estimated Project Cost by Fiscal Year</b>						
Project Name	FY2002/03	FY2003/04	FY2004/05	FY2005/06	FY 2006/07	FY 2007/08
Waterfront Development - Design	3,801,404					
Waterfront Development - Field Work	787,000					
Waterfront Development - Intersections	1,200,000					
Waterfront Development - Land Purchase	2,245,000					
Waterfront Development - Misc	100,000					
Waterfront Development - Construction	47,866,596					
<b>Total General Government</b>	<b>56,000,000</b>	\$0	\$0	\$0	\$0	\$0

# Capital Project Detail



# cabor

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

2004





# Department of Human Services

Bernadine Turner, Administrator  
 Tommie Pruitt, Deputy Administrator  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To improve quality of life in Hamilton County.

## Description:

The mission of this department is to improve the quality of life for poor and disadvantaged citizens in Hamilton County through a variety of programs funded totally or in part by federal, state and local funds. These programs include Social Services (Community Services Block Grant, Low Income Home Energy Assistance, Weatherization Assistance, Emergency Food Assistance, and Summer Feeding Programs), Head Start, Child Care, and Foster Grandparent Programs. Individuals are enrolled in program activities or assisted with emergency needs in order to restore their lives to normalcy and/or self-sufficiency.

## Critical Goals & Objectives:

### Departmental Goals

- ① Provide Head Start Services to eligible three and four year old preschool children.
- ② Provide Early Headstart Services to eligible pregnant women and infants to age three.
- ③ Provide comprehensive Child Care Services to enable parents to obtain and/or maintain employment or training opportunities.
- ④ Provide intergenerational services between eligible older adults and special needs children.
- ⑤ Provide comprehensive case management services to families to help them gain a level of self-sufficiency.
- ⑥ Provide emergency support to families to help them maintain their residents and/or utility connections.
- ⑦ Provide weatherization assistance to families to help them conserve energy and low utility bills.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Number of 3-4 year olds enrolled by Center	674	674	674	887
Number of infant- 3 year olds enrolled by Center	72	72	72	173
Children receiving up-to-date immunizations	674	674	674	887
Parents receiving adult education/GED training	450	450	450	573

### Department Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Head Start	-	-	-	-
Day Care	1,443,632	868,679	741,730	930,935
Weatherization	235,639	160,830	247,138	322,736
Foster Grandparents	391,589	453,156	462,135	488,178
LIEAP	967,473	732,209	691,800	1,203,798
CSBG	684,189	633,038	684,794	737,930
Occupancy Grant	236,835	200,250	226,221	226,221
Human Services Programs	1,912,827	1,883,107	2,074,884	2,331,841
City General Relief	64,887	68,750	72,868	72,868
<b>Total</b>	<b>5,937,071</b>	<b>5,000,019</b>	<b>5,201,570</b>	<b>6,314,507</b>
Per Capita	\$ 154.49	\$ 156.83	\$ 156.13	\$ 173.47

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	5,683,611	5,948,545	6,527,938	7,522,811
Overtime	-	111,135	-	53,500
Operating	7,329,122	7,677,726	5,904,502	7,243,171
Revenue	9,496,782	10,658,064	11,922,439	12,240,698

# Department of Human Services

Headstart

Bernadine Turner, Administrator

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

## Purpose:

To development programs for children of low-income families.

## Description:

The Headstart program is a federally funded, comprehensive, family focused child development program for children of low-income families. The program, which is funded by the United States Department of Health and Human Services, serves preschool children in eight locations throughout the City and rural Hamilton County. The Head Start Program serves three and four years old and the Early Head Start serves pregnant women and infants to age three. The program provides evaluation, diagnosis, and special services to children with disabilities.

## Critical Goals & Objectives:

### Bring about a greater degree of social competence in young children.

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

### Improve the child's health and physical abilities.

❷ *Encourage self-confidence, spontaneity, curiosity, and self-discipline which will assist in the development of the child's social and emotional health.*

❸ *Enhance the child's mental processes and skills with particular attention to conceptual and communications skills.*

❹ *Establish patterns and expectations of success for the child, which will create a climate of confidence for present and future learning efforts and overall development.*

❺ *Increase the ability of the child and the family to relate to each other and to others.*

❻ *Enhance the sense of dignity and self-worth within the child and his family.*

❼ *Provide support services to parents and involve them in program planning and implementation, decision making, parent education and adult literacy; and improve the family's attitude toward future education, health care and physical abilities.*

### Performance Measures

	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
Preschool children served	674	674	674	887
Diagnostic Evaluations	115	115	115	101
Children received special services	101	101	101	101
Parents received Parent Education/Training	450	450	450	573

### Resources

	Actual	Actual	Budget	Budget
	FY 00/01	FY 01/02	FY 02/03	FY 03/04
Personnel	3,818,743	4,405,280	4,842,560	5,739,595
Overtime	-	104,202	-	45,500
Operating	3,256,919	4,227,905	2,388,310	2,719,880
Revenue	9,496,782	10,658,064	11,922,439	12,240,698

# Department of Human Services

Day Care

Bernadine Turner, Administrator

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

## Purpose:

To provide quality child care services to enable parents to maintain jobs.

## Description:

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

## Critical Goals & Objectives:

**To provide comprehensive health and nutrition information to the parent so that families can provide proper care for their children on a continuous basis.**

- ❶ To act in accordance with all applicable local and state licensing requirements annually as mandated by TDHS.
- ❷ To keep all required information and records on families, children, and staff accurate and current on a daily basis.

**To provide a warm nurturing family environment for infants and toddlers.**

**To ensure health, nutrition and ethical practices and procedures are met.**

- ❶ To comply with all applicable state, local, and federal requirements.
- ❷ To keep family and group day care home records current and complete on a daily basis.
- ❸ To provide quarterly training for all home providers.

Performance Measures	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
Children Enrolled age 2-5	140	140	140	168
Children who received speech and hearing screening	140	140	140	168
Meals Served	102,000	102,000	102,000	84,870
<u>DayCare (HOMES)</u>				
Children Enrolled	42	42	42	25
Meals Served	20,000	20,000	20,000	18,450

## Resources

	Actual	Actual	Budget	Budget
	FY 00/01	FY 01/02	FY 02/03	FY 03/04
Personnel	749,887	419,945	450,000	526,725
Overtime	-	1,519	-	1,500
Operating	693,745	447,215	291,730	402,710
Revenue	-	-	-	-

# Department of Human Services

Weatherization

Bernadine Turner, Administrator

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

## Purpose:

To weatherize dwelling units that are energy inefficient.

## Description:

The Weatherization Program is a Federally funded project conducted in a single geographical area. The weatherization project includes areas of Administration, Program Support, Training, Department of Energy (DOE), and Low-Income Energy (LIHEAP) funds for weatherization and material and labor.

## Critical Goals & Objectives:

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

❶ *To improve energy efficiency in selected dwellings. Weatherization measures installed will reduce energy cost and conserve heat loss. Weatherization measures are selected from energy surveys completed by certified WAP Staff. All measures are prioritized and expenditures limited according to the State Plan.*

❷ *To contract all weatherization work with private contractors in accordance with minimum requirements of the Tennessee Department of Human Services.*

❸ *To assure quality workmanship and materials by: (1) obtaining certified post inspections on all units completed, (2) by reinspecting all units failed by the initial inspection.*

❹ *To provide on-site client educational materials on energy conservation measures to all clients served.*

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Units of weatherized dwellings	70	70	70	146
Number of Applicants	175	175	175	230

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	56,610	34,688	45,692	70,050
Overtime	-	-	-	-
Operating	179,029	126,142	201,446	252,686
Revenue	-	-	-	-

## Purpose:

To mutually benefit senior citizens and children with specific needs.

## Description:

The Foster Grandparents program is a developmental program for children with special and exceptional needs for Hamilton, McMinn, and Bradley counties. Areas include Foster Grandparent Volunteer support and Foster Grandparent Volunteer Expense.

## Critical Goals & Objectives:

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

- ❶ Conduct site visits.
- ❷ Training suggestions from site coordinators.
- ❸ Assign ninety-five (95) volunteers to a minimum of 500 special children.

### Recruit and placement of volunteers

- ❶ Recruit sites that serve special needs children.
- ❷ Interview potential volunteers.
- ❸ Provide volunteers with (1) forty hours of training for new volunteers, (2) four (4) hours of additional training monthly, (3) evaluations, (4) Increase number of volunteer service years, (5) Needs assessment, (6) Annual physicals.

### Develop advisory council

- ❶ Educate and train council on FGP affairs.
- ❷ Meet four times a year.
- ❸ Provide annual program evaluation.

### Increase Private Sector Participation

- ❶ Address three or more organizations annually, and annually submit proposal to businesses for funding non-federal volunteers and program activities.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Volunteers Interviewed and Hired	25	25	25	22
Annual Physical for Volunteers	95	95	95	99
Advisory Council Meetings per Year	4	4	4	4

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	81,107	104,593	107,570	111,930
Overtime	-	-	-	-
Operating	310,482	348,563	354,565	376,248
Revenue	-	-	-	-

# Department of Human Services

Low Income Home Energy Assistance Program

Bernadine Turner, Administrator

*www.chattanooga.gov*

## Purpose:

To assist eligible households with home energy costs.

## Description:

Program provides payments to energy suppliers, with emphasis given to lowest income households. LIHEAP includes area of Program Support, Emergency Heating, and Regular Heating.

## Critical Goals & Objectives:

To ensure that eligible low income households receive assistance to offset the high cost of energy. Assistance will be provided in the following program areas:

*Regular Heating Assistance*  
*Emergency Heating Assistance*  
*Summer Cooling*

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Total number of Households Assisted	1,590	1,590	1,590	2,877
Regular Heating Assistance	1,114	1,114	1,114	1,823
Emergency Heating	277	277	277	436
Summer Cooling	199	199	199	618

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	84,374	97,828	88,644	132,693
Overtime	-	-	-	-
Operating	883,099	634,381	603,156	1,071,105
Revenue	-	-	-	-

# Department of Human Services

Community Services Block Grant

Bernadine Turner, Administrator

*www.chattanooga.gov*

## Purpose:

To improve the quality of living by providing assistance or referrals.

## Description:

Provides for long and short range service activities and referrals. CSBG includes areas of Emergency Assistance, Title II commodity, Special Home, State Appropriation, Homeless Assistance, Family Support, Home Prevention, and Emergency Homeless.

## Critical Goals & Objectives:

**Comprehensive Emergency Assistance - To provide emergency financial assistance with rent, utilities, food, and medicines to low income residents of Hamilton County. To provide services to reduce the immediate threat of eviction, services being disconnected, and hunger.**

**Family Support Services - Provide counseling, referrals, and assistance in developing long range goals with the family and networking with other agencies to provide services to the family.**

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

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Total Units Served	3,915	3,915	3,915	4,858
Family Support Services	75	75	75	75

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	251,120	244,726	258,776	270,321
Overtime	-	-	-	-
Operating	433,069	388,312	426,018	467,609
Revenue	-	-	-	-

# Department of Human Services

Occupancy

Bernadine Turner, Administrator

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

## Purpose:

To provide a safe, clean, and comfortable facility for conducting business.

## Description:

Provides service to 501 West 12th Street and other leased facilities. Services include such things as picking up litter on the properties to maintaining and upgrading the physical structure.

## Critical Goals & Objectives:

### Abatement of problems that represent threats to life, health and safety, or the property itself.

- ① Fire inspection annually.
- ② Daily cleaning and janitorial services.
- ③ Keep sanitary supplies stocked as needed.
- ④ Keep all plumbing items working properly.
- ⑤ Cleaning and/or replacing air filters as needed, but not less than quarterly.

### Maintenance needs related to curb appeal and facility appearance.

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

### Maintenance required to update or modernize older sections of the building.

- ① Repair or replace air condition units as needed.
- ② Replace window units to conserve energy.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Fire Inspection	1	1	1	1
Cleaning/replacing air filters	36	36	36	48
Replaced Awnings	6	6	6	3
Touch up paint areas as needed	3	3	3	3

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 27,381	\$ 27,321	\$ 36,439	\$ 33,570
Overtime	0	4,761	0	5,000
Operating	209,454	168,168	189,782	187,651
Revenue	0	0	0	0

# Department of Human Services

Human Services Program  
Bernadine Turner, Administrator  
[www.chattanooga.gov](http://www.chattanooga.gov)

## Purpose:

To provide assistance to low income families.

## Description:

Human Services programs include areas of Title II commodity, Emergency Food & Shelter, Project Warm Neighbors, MC McKeldin, Summer Lunch, Administration, Water Help, and HUD Counsel.

## Critical Goals & Objectives:

### Title II commodity - Improve the nutritional needs of low income individuals in Chattanooga and Hamilton County.

- ① Provide a minimum of two distribution sites, one site in Chattanooga and one site in northern Hamilton County.
- ② Distribute commodities at least quarterly to designated sites.

### Summer Food Service Program - Provide free nutritious meals to eligible children, ages 1-18 during summer vacation.

- ① To reach 50% or more of those children who received free and/or reduced lunches during the school year.

### Emergency Food & Shelter - Assist families/individuals with past due mortgage/rent or first month's rent payment. Payment of one month's past due electric and/or gas bills; issue one month food orders during the program year.

### Warm Neighbors - Maintain electric /gas services or purchases of home heating oil/fuel for low income households and/or households who are experiencing financial difficulties and are not able to pay their bills due to illness, loss of employment, death, etc.

- ① To involve the community in helping households to maintain services with the electric and gas companies, also the purchase of coal and kerosene. To raise community awareness about needs within the community and encourage contributions to be made to the program to aid the agency in providing services.

### Harry McKeldin Fund - To meet needs in the community that are not addressed in the catalog of services or those who are not eligible for assistance based on Community Services Block Grant guidelines.

### HUD Counsel - Provide information to prospective home buyers and first time renters, and to assist homeowners to prevent foreclosures and provide information and implementation of the reverse mortgage program.

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 564,933	\$ 564,064	\$ 647,903	\$ 603,976
Overtime	0	653	0	1,500
Operating	1,279,602	1,255,148	1,345,670	1,628,545
Revenue	0	0	0	0

# Department of Human Services

Family Neighborhood Centers  
Bernadine Turner, Administrator

*www.chattanooga.gov*

## Purpose:

To help families living in Public Housing Toward self sufficiency.

## Description:

This division operates centers in public housing developments which provide social services, family counseling, referral services, intervention, and after-school activities. Case managers intervene with intensive, unconditional support to provide services needed to help families. These cases are referred by Hamilton County Managed Care for Children.

## Critical Goals & Objectives:

### To move public housing families toward educational opportunities.

- ❶ Perform monthly reports on all activities held in Neighborhood Centers and refer families to other appropriate resources.

### To move family unit toward self sufficient living.

- ❶ Complete a Family Needs Assessment coming through Neighborhood Centers located in Public Housing Developments.
- ❷ Plan, schedule, and carry out organized adult activities that are both creative and educational, in Centers, on an ongoing basis during the year.
- ❸ Keep an ongoing list of all planned and carried-out youth activities.

### In the Managed Care program, attempt to normalize and stabilize the family situation without the case going back to State custody.

- ❶ Through Managed Care for Children, evaluate and update at least 25 families for individual help. Write a Family Plan of Action, agreed to by the family, and approved by case manager, in order to move family toward stated goals and individualized needs.

### Performance Measures

	Actual FY02	Goal FY03	Actual FY03	Goal FY04
Family Needs Assessments Performed	75	75	75	50
Adult and Youth Activities	24	24	24	48

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 49,456	\$ 50,100	\$ 50,354	\$ 78,000
Overtime	0	0	0	0
Operating	18,836	13,142	30,957	19,820
Revenue	0	0	0	0

# Department of Human Services

City General Relief  
Bernadine Turner, Administrator  
*www.chattanooga.gov*

## Purpose:

To provide emergency financial assistance.

## Description:

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

## Critical Goals & Objectives:

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

**To acknowledge that crisis situations can arise in everyone's life and assistance is required to alleviate or reduce the impact of circumstances.**

**To meet the needs of all citizens within our community. Assistance is planned for approximately 1,000 households.**

## Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ -	\$ -	\$ -	\$ -
Overtime	0	0	0	0
Operating	64,887	68,750	72,868	72,868
Revenue	0	0	0	0





# Community Development

Bob Corker, Mayor  
Rayburn Traugher, Administrator  
[www.chattanooga.gov/communitydev](http://www.chattanooga.gov/communitydev)

## Purpose:

Positive impact by supporting neighborhood revitalization projects.

## Description:

It is the mission of the Office of Community Development to have a significant and positive impact on our City by identifying and supporting neighborhood revitalization projects. In keeping with this mission, the following activities are designed to benefit low and moderate income people and neighborhoods. The department funds affordable housing activities, employment opportunities, economic development, social services activities, public facility improvements and infrastructure improvements.

The Office of Community Development is responsible for the administration and use of the Community Development Block Grant, the HOME Investment Partnership act, and Emergency Shelter Grant funds received from the U.S. Department of Housing and Urban Development. Since 1974, the City of Chattanooga has been the recipient of the entitlement funds from HUD for a variety of housing and community development activities. The Office of Community Development operates under a HUD mandated five year strategic plan.

## Critical Goals & Objectives:

### Housing Activities

- ① Increase the availability of safe, affordable, decent rental units; particularly in low and moderate income areas by 500 units.
- ② The City's Better Housing Commission will pursue its efforts to enforce code compliance in residential structures, particularly in target neighborhoods.

### Homeowner Rehabilitation Activities

- ① Rehabilitate 800 substandard low income owner occupied homes with low to no interest loans..
- ② Weatherize and render more energy efficient 500 units serving low income families.

### Affordable Home Ownership Activities

- ① Assist 1,100 first time LMI purchasers with affordable mortgage financing and assistance with closing and down payment costs.
- ② Expand homeowner education programs to reach 3,500 people over the next five years.

### Public and Assisted Housing

- ① Improve housing mix and building configuration of public housing developments by reconfiguring selected developments.
- ② Expand opportunities for residents to become more self-sufficient and assure that at least 100 residents are given opportunities for training and employment with CHA and its contractors.

### Public Facility Activities

- ① Within 5 years, minimum of 2 sites will have been improved or created as multipurpose neighborhood based community centers in low-income neighborhoods..
- ② Develop the potential for Greenways in low and moderate income neighborhoods.

### Department Summary

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Planning and Admin	\$ 298,920	\$ 377,229	\$ 732,949	\$ 280,075
CDBG Supported Prog	3,674,337	2,998,712	2,729,051	3,041,925
Home Program	1,834,714	1,141,387	1,856,000	1,600,000
<b>Total</b>	<b>\$ 5,807,971</b>	<b>\$ 4,517,328</b>	<b>\$ 5,318,000</b>	<b>\$ 4,922,000</b>
Per Capita	\$ 39.03	\$ 30.81	\$ 36.73	\$ 32.14
<b>Positions Authorized</b>	<b>8</b>	<b>5</b>	<b>6</b>	<b>7</b>

### Resources

	Actual FY 00/01	Actual FY 01/02	Budget FY 02/03	Budget FY 03/04
Personnel	\$ 261,494	\$ 283,733	\$ 325,000	\$ 206,776
Overtime	0	0	0	0
Operating	5,546,477	4,233,595	4,993,000	4,715,224
Revenue	6,025,148	4,329,871	5,318,000	4,922,000

# Community Development

Bob Corker, Mayor

Rayburn Traugher, Administrator

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

## Infrastructure Improvement Activities

① *Improve neighborhood infrastructure such as sidewalks, street lighting, street improvements and landscaping as part of comprehensive neighborhood revitalization.*

## Public or Social Services

① *Increase social and recreational opportunities for young people; promote the formation of neighborhood coalitions for growth within communities.*

② *Improve and impact quality of life issues for elderly and special needs populations.*

## Economic Development

① *Improve quality of the local workforce and access to capital for creation/expansion of small business, particularly for minority and women owned businesses.*

② *Increase opportunities for retention and expansion of the existing business base.*

## Fair Housing

① *Increase community knowledge of fair housing standards and issues.*

Performance Measures	Actual	Goal	Actual	Goal
	FY02	FY03	FY03	FY04
Stock of safe, affordable rental units up to 500	66	100	48	100
Rehabilitate substandard housing	240	160	122	160
Assist first time LMI purchasers with affordable mortgage	157	220	30	220
Homebuyer Education	350	700	250	700
Improved multipurpose neighborhood based community centers	1	2	2	2
Participate in streetscape improvements	Yes	Yes	Yes	Yes
Increase opportunities for youth to use time constructively	Yes	Yes	Yes	Yes