

Our mission is to break down the barriers that prevent people from living the lives they want in our community.

CITY OF CHATTANOOGA CABR 2020

SAFER STREETS | GROWING ECONOMY | STRONGER NEIGHBORHOODS

COMPREHENSIVE ANNUAL BUDGET REPORT
FOR THE YEAR ENDING JUNE 30, 2020

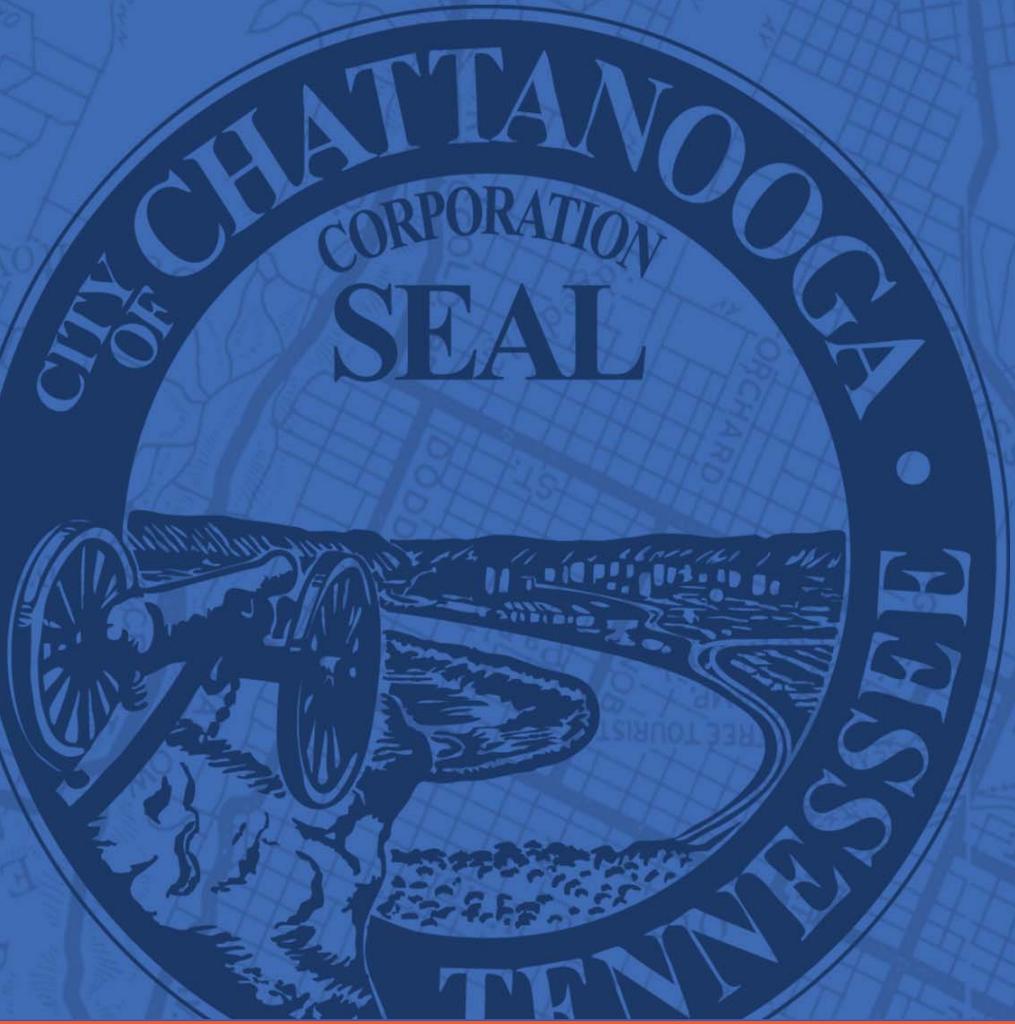
CHATTANOOGA, TENNESSEE

HIGH PERFORMING GOVERNMENT | SMARTER STUDENTS, STRONGER FAMILIES



About the Cover

Through Budgeting for Outcomes, Chattanooga Mayor Andy Berke has ensured the priorities of City Government are aligned with those established by the community – safer streets, smarter students and stronger families, a growing economy, stronger neighborhoods, and high performing government. Whether it's working alongside neighborhood volunteers to clean up graffiti, investing in technology training to prepare workers for the innovation economy, or providing great essential services like street-sweeping and collecting recyclables, the City of Chattanooga City is committed to providing the very best services as we build the best mid-size city in America.



2020

COMPREHENSIVE ANNUAL BUDGET REPORT

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Chattanooga

Tennessee

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

For over twenty years, the City of Chattanooga has received the Distinguished Budget Presentation Award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2020 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





Daisy W. Madison, CPA, CGFM
City Finance Officer



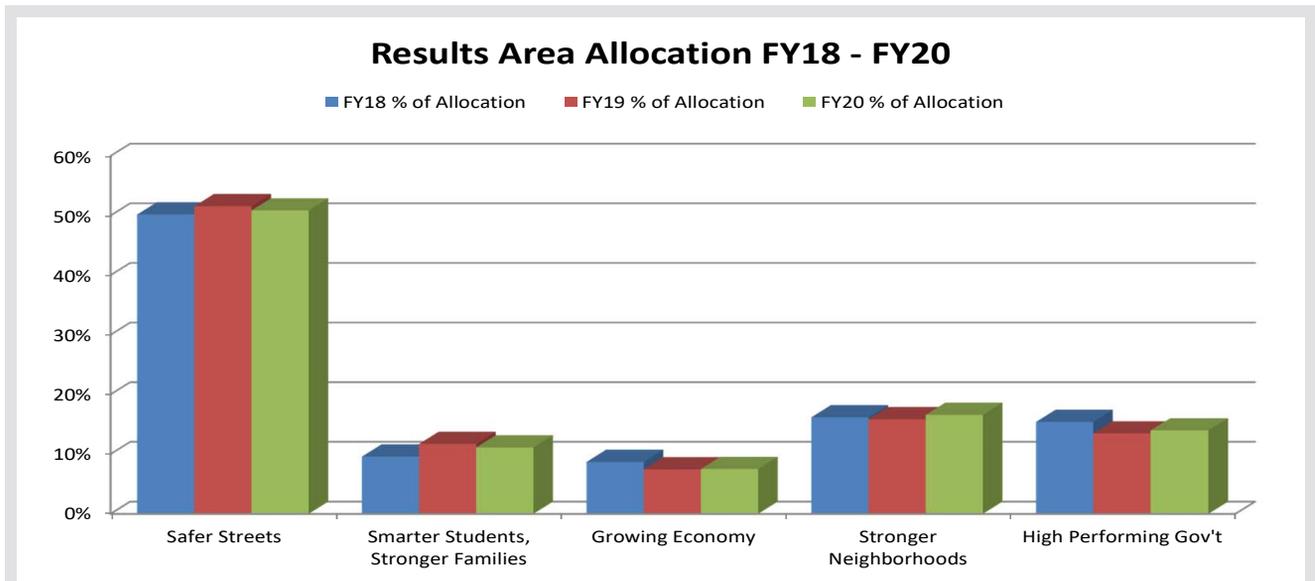
To the Honorable Mayor Andy Berke, Members of City Council, and the Citizens of Chattanooga , Tennessee

Our focus, using the Budgeting for Outcome process, continues to be a collaboration of ideas, plans, and programs best for the City in the areas of safer streets, stronger neighborhoods, a growing economy, smarter students & stronger families, and high performing government. Use of these methods provide our citizens with better accountability as well as increase department monitoring of performance.

Presented is the adopted Operating Budget and Capital Improvement Plan for the Fiscal Year Ending June 30, 2020. The budget is the single most important document presented by the Mayor and adopted by City Council. It establishes the strategic plan for the upcoming fiscal year. The budget is built on conservative financial principles that reflect citizen priorities while ensuring long term sustainability and fiscal stability. It captures the growth in our local and state economy while maintaining a tax rate of \$2.277.

Budgeting for Outcomes, which has been named a “recommended practice” by the Government Finance Officers Association (GFOA), starts with what the results citizens want from their City government and works to align those priorities with the budget decision-making process. Budgeted results area allocation each year is based on priorities & values, available funding, community engagement & input, and therefore will fluctuate.

Priorities (Results Areas) include Safer Streets, Growing Economy, Stronger Neighborhoods, Smarter Students Stronger Families, and High Performing Government.



FY2020 Available funding for General Fund Result Areas:

\$263.8 million
 1.15% increase over FY2019 Projected Revenues



2.3%
Local Options Sales Tax



1.5%
Property Taxes



-44.5%
State Income Tax



Budgeting for Outcomes

The process that better aligns spending with outcomes. Key elements include Emphasis on Citizens priorities; Primary focus on desired outcomes; Ranking funding proposals that best achieve results that matter to citizens using result teams; Alignment of resources

The Budgeting for Outcomes approach has been an invaluable tool used by the City for the budget process because it is based on collaboration, transparency, and delivering the services that matter most to citizens.

Budgeting For Outcomes (BFO) starts with a set of results and requires City administrators and agencies to work collaboratively to achieve the outcomes in a cost-effective and efficient manner. Rather than submitting department-wide proposals focused on total expenditures, departments and agencies submit “offers” to explain how they can achieve the best results that matter to citizens for the lowest cost and explain what performance measures they will use to demonstrate success. Budgeting for Outcomes, which has been named a “recommended practice” by the Government

Finance Officers Association (GFOA), starts with the results citizens want from their City government and works to align those priorities with the budget decision-making process. The BFO process focuses on services the public receives, how much it costs, and how outcomes will be measured. The results allocation is broken down by offers funded by general fund. This budget reflects a government relentlessly focused on the priorities of its residents: safer streets, stronger neighborhoods, a growing economy, smarter students & stronger families, and a high performing government. These priorities have been elevated with an eye toward effectiveness. Through this budgeting approach, each dollar must be justified based on how it delivers results to constituents. Major impacts to available funding which results in area funding allocation are increases in Local Options Sales taxes and State Sales tax offset by decreases in State Income Sales Tax.

Safer Streets

51%

RESULTS AREA SUMMARY

Safer Streets support neighborhoods, the wellbeing of our youth, and the health of all of our community's citizens. The Safer Streets results area funds important public safety initiatives and technology that keep guns out of the hands of violent criminals, increase investigation of crimes, and decrease family violence in Chattanooga. The security of our community is not only impacted by the crimes police officers investigate but also by the programs and organizations that are focused on prevention and awareness. Safer Streets funds services, programs, and policies that protect life, property, and community resources in the most effective manner to improve the outcomes of all Chattanoogaans.

Total funded: \$135,423,596

Total number of offers funded: 26

KEY STRATEGIES

Continued investment in street improvements and Infrastructures related to safety (sidewalks, crosswalks, bike lines, street lighting, safety cameras, reducing traffic speed).

Successful crime and gang prevention strategies, including support for our Gun Crime Teams and the state-of-the art Real Time Intelligence Center. Also fostering visible and positive police presence and building and maintaining strong relationships within neighborhoods.

Providing additional fire apparatus replacements for the Chattanooga Fire Department to preserve our ISO Class 1 rating. Also the design of a new station for the Chattanooga Fire Department

Prevention and deterrence of crime by Ongoing re-entry support for ex-offenders, domestic violence survivor services at the Family Justice Center, Chattanooga Police Department's Explorer program, as well as fire and police services.

Improve the safety and care of Chattanooga's youth with a new liaison program and the implementation of "Handle With Care".

Faster emergency response times for police and fire.

Growing Economy

7%

RESULTS AREA SUMMARY

Chattanooga's economy is improving, and now is the time to continue our progress. The Growing Economy results area is all about making the best use of our resources and breaking down the barriers that keep Chattanoogaans from reaching prosperity - at work, home, or as a small business owner. Through these offers, the City is developing and managing programs, projects, and policies that support infrastructure, produce housing and jobs, and deliver crucial social services to meet the needs of citizens in all of Chattanooga's neighborhoods.

Total funded: \$19,985,940

Total number of offers funded: 27

KEY STRATEGIES

Improving economic mobility in Chattanooga to increase the likelihood that our young people will be able to earn more than their parents.

Recruiting new businesses and increasing number of jobs including, supporting 1,000 new jobs at Volkswagen

Developing a stronger local workforce through numerous citywide partnerships. Enhancing opportunities with Future Ready Institutes to build career pathways, vocational training, employment opportunities soft skills, and on the job training.

Supporting the growth of locally-owned small businesses through programs like our Growing Small Business grants., Small Business Corridor grants, Innovation District grants, and Kiva loans.

Continued neighborhood development, including more sidewalks to enhance pedestrian safety and comfort.

Preparing for more new jobs at the Harriet Tubman homes site.

Catalyzing a new Health & Wellness District through work on Capital Street infrastructure projects.

Stronger Neighborhoods 17%

RESULTS AREA SUMMARY

When Chattanooga's neighborhoods are flourishing, our community wins. The Stronger Neighborhoods results area focuses on empowering citizens and community leaders to take ownership of the preservation, progress, and prosperity of where they live. Through increasing affordable housing, creating new units, and planning and developing parks and greenways, the City is supporting initiatives and policies that contribute to the health, safety, and welfare of Chattanooga. Whether its providing essential services like recycling and garbage collection, transportation options for all Chattanoogaans, or public art that reflects our culture and identity, the City is supporting the growth of strong communities. We are building a stronger Chattanooga together through investing in neighborhoods.

Total funded: \$44,125,642

Total number of offers funded: 27

KEY STRATEGIES

Street improvements and repairs totaling over \$28 million - the largest amount for this work in Chattanooga's history.

Implementing critical parts of our City plan to eliminate homelessness for both veterans and chronically homeless by securing permanent housing in the Chattanooga area

Providing additional financial support to Public Transportation to increase efficiency and provide accommodations for more neighborhoods.

Expand Curbside recycling and continue to provide curbside garbage, recycle, brush, and bulky trash collection as well as household hazardous waste, recycling, refuse, and wood collection at centers

Increased investment in Youth and Family Recreation Centers and Facilities

Protecting neighborhood stability through our Affordable Housing Fund and preserving diversity.

Completing key components of our citywide greenway system and expanding our Open Spaces division ensuring a long term view and community engagement

High Performing Government 14%

RESULTS AREA SUMMARY

A high performing government matches the priorities of citizens in delivering crucial services in the most efficient and effective manner, while increasing access to City of Chattanooga divisions and departments to help citizens live the best life possible. The High Performing Government results area ensures timely and accurate financial reporting, storage and retention of public records, and optimal use of limited resources. By promoting transparency and accountability in all operations, the City provides citizens with the best service possible while increasing quality of life in Chattanooga.

Total funded: \$37,180,478

Total number of offers funded: 23

KEY STRATEGIES

Continuing the high level of critical citywide services with no tax increase.

Creating a framework for a cooperative and comprehensive regional resiliency plan.

Recruiting and retaining a talented workforce through a fair and equitable pay raise, as well as a comprehensive study to ensure all city workers are paid at market rate.

Environmentally conscious purchasing and building management strategies that promote sustainability while saving taxpayer dollars.

Assessing our zoning and permitting processes.

Comprehensively reviewing our facilities infrastructure.

Updating the pavement condition index (PCI) of our streets to prioritize repairs when they are needed.

Supporting residents on fixed incomes through our senior tax freeze and water quality fee assistance.

Smarter Students and Stronger Families 11%

RESULTS AREA SUMMARY

Chattanooga thrives when families are supported in their daily lives and students are set up for success. The Smarter Students, Stronger Families results area funds the programs, policies, and initiatives that help remove obstacles to leading the best life possible. That means investing in early childhood education and services for children and adults with disabilities as well as improving the outcomes for citizens who experienced childhood violence or are facing abuse. When the City equips youth and families with the resources to succeed, we are ensuring productive citizens have access to opportunities to change their outcomes.

Total funded: \$29,478,884

Total number of offers funded: 47

KEY STRATEGIES

Stronger relationships, parenting skills and support, child care and early childhood education for families

Financial literacy and support

Access to health services including access to care, birth control & sex education, mental health awareness and resources.

Continuing "Seats For Success", our landmark initiative to make more high-quality early learning seats available to more kids.

Continuation of the highly successful "Baby University" program to help make vulnerable children and parents in our city healthier, safer, and more financially secure.

Partnerships with Hamilton County to support schools and teachers, increasing out of school tutoring, access to higher education and job skill initiatives like enhancing the curriculum used by all early learning providers, internships, and mentorships..

Repairing and securing our existing Head Start centers and planning for new facilities where they are needed the most.

BFO Starts with a set of priorities and requires City Administrators to work collaboratively to achieve outcomes.

New partnerships between our local schools and the Chattanooga Police Department.

Expanding our popular Public Works Summer Jobs initiative.

Strengthening our public library branches so they can continue to be leading learning partners throughout our city.

Additional funding for our Youth & Family Centers and Facilities.

Financial Highlights

Estimated revenues, excluding other financing sources for all appropriated funds, total \$536,593,942 an increase of \$33.5 million or 6.65% above the previous year. Intergovernmental revenue, Charges for Services, and Taxes are the major contributors to this average increase over FY19.

The current tax rate of \$2.277 per \$100 of assessed valuation is maintained. However, overall tax assessments increased and property tax collections are up 1.3% from last year.

Intergovernmental revenues increased 19.9%, impacted largely by Capital Funds. FY20 Capital Budget included extensive projects with significant impact from a recent storm event from February 19 - March 30, 2019. Due to the FEMA Disaster Declaration, additional funding from federal & state (FEMA/TEMA) and other disaster relief programs contributed to this increase. In addition, with positive retail consumer spending, state sales tax is up 2.6% and gross receipt taxes are estimated to grow 5.7% in the FY2020 budget.

Charges for Services increased by 2.48% due to Proprietary Funds increasing \$3.2 million (5.1%) mainly due to Sewer service charges having a 9.8% rate increase, which accounts for the majority of the increase. This increase was offset by a significant decrease in Internal Service Funds by -\$1.7 million (-7.2%) due to Fleet Program reduction in rates for the fleet replacement program. There was also a slight decrease for General Fund Types of a net decrease of -\$248,080 (-6.5%)

Other financing sources of \$190.4 million includes Transfers of \$89.7 million a change of \$9.4 million from FY 2019. The Financing sources that contributed to the increase includes transfers from governmental funds (\$62.8 million), proprietary (\$26.4 million), and internal service (\$500,000); \$31.8 million from fund balance of governmental funds (\$16.5 million) and proprietary (\$15.3 million); and \$68.9 million bond proceeds for governmental funds (\$9.9 million), and State Revolving Loans (\$59 million) for proprietary funds.

Revenues <i>Fiscal Year Budget</i>	Budget 2019	Budget 2020	inc(dec)	% change
Taxes	193,306,377	195,750,888	2,444,511	1.26%
Licenses & Permits	4,900,297	5,239,200	338,903	6.92%
Intergovernmental	116,789,478	140,039,292	23,249,814	19.91%
Charges for services	127,699,852	130,864,224	3,164,372	2.48%
Fines, forfeitures and penalties	1,260,700	1,303,400	42,700	3.39%
Interest Earnings	3,620,500	4,031,324	410,824	11.35%
Miscellaneous	55,537,620	59,365,614	3,827,994	6.89%
Total Revenues	\$ 503,114,824	\$ 536,593,942	33,479,118	6.65%
Other Financing Sources				
Transfers in	87,375,204	89,681,731	2,306,527	2.64%
Fund Balance	37,225,609	31,810,385	(5,415,224)	-14.55%
Bond Proceeds	56,365,647	68,900,490	12,534,843	22.24%
Total Other Financing Sources	\$ 180,966,460	\$ 190,392,606	9,426,146	5.21%
Total Revenues & Other Sources	\$ 684,081,284	\$ 726,986,548	42,905,264	6.27%

Appropriations	Budget	Budget		%
<i>Fiscal Year Budget</i>	2019	2020	inc(dec)	Change
General Fund (undesignated)	227,970,709	232,387,464	4,416,755	1.94%
Special Revenue Funds	63,105,437	58,499,258	(4,606,179)	-7.30%
Debt Service Fund	27,710,150	24,361,896	(3,348,254)	-12.08%
Capital Project Funds	60,971,157	86,242,576	25,271,419	41.45%
Enterprise Funds	99,338,070	104,075,255	4,737,185	4.77%
Internal Service	73,835,256	73,430,474	(404,782)	-0.55%
Total Expenditures	\$ 552,930,779	\$ 578,996,923	26,066,144	4.71%
Other Financing Uses				
Transfers Out	73,195,204	73,068,031	(127,173)	-0.17%
Total Other Financing Uses	\$ 73,195,204	\$ 73,068,031	(127,173)	-0.17%
Total Expenditures & Other Uses	\$ 626,125,983	\$ 652,064,954	25,938,971	4.14%

Appropriations, excluding other financing uses are \$578,996,923, a \$26 million or 4.7% increase over the FY19 budget. General Fund (undesignated), Enterprise Funds, and Capital Project Funds showed a marked increase of over \$34.4 million or 8.8%. These increases are due to growth in infrastructure projects being funded by paygo capital from General Fund and an expansion in the number of proprietary capital projects scheduled for Disaster Recovery (FEMA/TEMA) funding, and those related to concert decree requirements. The reduction in Internal Service is a net result of reductions in Fleet Services (\$1.7M), Liability insurance (\$300K) and a significant decrease in Health & Wellness (\$4.2M).

Other financing uses consists of Transfers Out of \$73 million, a minimal decrease of \$127,173. These transfers are from governmental funds (\$40.9 million) and proprietary funds(\$32.1 million).

General Fund - The City's Undesignated General Fund accounts for all resources related to the general operations of city government that are not accounted elsewhere. The total appropriation for FY20 budget is \$269,807,000 including transfers of \$37,419,536, a decrease of \$3.7 million or 1.4% below FY19 budget. Salaries and fringes increased by \$4.8 million or 3.24% which is due primarily to a civilian employee increase of \$1.4 million (salary and wages) which included Full-time and part-time employees with an average of 2.5-3%. Other factors included a \$1.43 million increase in pensions (fire & police \$667K and General pension \$767K); \$692,124 in employer share hospitalization.

Special Revenue Funds - The City's Special Revenue Funds are set by City resolution to account for funds that are restricted as to use. Special Revenue Funds itemized in the budget ordinance include State Street Aid, YFD-Social Services, Municipal Golf Courses, Narcotics, Economic Development, Community Development, Hotel/Motel Tax and Automated Traffic Enforcement. Funding for all other designated funds are authorized by ordinance and restricted as to use. The 2020 budget for the Special Revenue Funds totals \$58.5 million which is a decrease of -\$4.6 million from prior year. The decrease is due to a -\$10.3 million reduction in Debt Service offset mainly by an increase of \$3.4 million in Capital Project funding. The Economic Development Fund accounts for \$0.25 of the City's share of the local option sales tax. These funds are earmarked to pay long term lease rental payments to fund the debt service for revenue bonds issued by the Chattanooga Downtown Redevelopment Corporation and other economic development initiatives. The Community Development Fund is used to account for Community Development Block Grants and other projects funded by the Federal Housing and Urban Development Programs.

Debt Service Fund - The City is authorized to finance capital improvements through various financing instruments, including but not limited to, general obligation bonds, revenue bonds, loan agreements and capital leases. The City Council may authorize the issuance of tax-supported bonds by a simple majority vote, with notification of the action published in local newspapers. Unless 10 percent of the qualified voters protest

the issuance by petition within 20 days of notification, the bonds may be issued as proposed. Both principal and interest on general obligation bonds are payable from ad valorem taxes which may be levied by the City Council subject to a legal debt limit of 10 percent of assessed valuation of property. Revenue bonds may be issued for various enterprise operations. The Debt Service Fund for FY20 is \$24.4 million, a -\$3.4 million reduction in annual principle and interest requirement.

The City anticipates issuing debt not to exceed \$68.9 million to fund the FY18-FY20 Capital Budgets, including \$9.9 million of GO bonds and \$59 million state revolving loans which is self-supporting debt paid through Interceptor Sewer System revenues.

Capital Project Funds - These funds are used to account for the financial resources for the acquisition or construction of major capital projects. The approved Capital Budget City Wide for the 2020 fiscal year is \$194,884,785 of which \$86,242,576 will be applied to General Government projects. This allocation is a \$25.3 million increase from prior fiscal year mainly due to projects related to the FEMA Disaster Declaration from storm damage. The approved General Governmental projects include \$47.2 million for Transportation, \$26.2 million in Public Works projects and \$8.6 million in general government. Remaining approved capital is within the appropriate Enterprise/Internal Service Funds. The capital budget consists of \$100,916,014 to sewer infrastructure, \$753,195 to Solid Waste, \$4,973,000 to Water Quality infrastructure improvements, and \$2,000,000 for Internal Service Funds. The overall City wide Capital budget increased \$44,526,128 or 29.6% over last year's approved budget of \$150,358,657.

Enterprise Funds - The City maintains six enterprise operations as part of the primary government. These funds are used to account for entities that are financed and operated in a manner similar to a private business. User fees are charged to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. Combined Enterprise Funds' net position at June 30, 2019, excluding EPB, was \$511.2 million. A brief discussion of the major operations follows:

The Electric Power Board is not presented because it is a separate administrative agency of the government, having exclusive control and management of the Electric Distribution System. It is the sole distributor of electric power within the boundaries of the City and County (600 square miles). It accounts for 86% of total Enterprise Fund operating revenues and reported net position of \$453.2 million for fiscal year 2019, an increase of 0.6% from prior year.

The Interceptor Sewer Fund accounts for sanitary sewer services provided to the residents of the City and to portions of Northwest Georgia. The fund's revenues are derived primarily from user fees and investment earnings. The strong growth in the City and increased federal mandates have necessitated ongoing expansion of the Interceptor Sewer System. Their total assets account for almost 73% of total Enterprise Fund assets, excluding the Electric Power Board; the unaudited net position at June 30, 2019 was \$397 million. Total approved budget for FY2020 including Debt Service and Capital is \$106,985,500, of which \$49,363,542 is for operations .

The Solid Waste Fund was established in accordance with state mandate to account for the operations of the City's landfill. The FY 2020 budget including capital is \$4,378,841. Landfill fees are charged to commercial customers for use of the landfill, while the cost of the City landfill needs are funded by the General Fund. A new cell is in its 7th year of operation. At June 30, 2019, the fund had an unaudited net position of \$12.4 million.

The Water Quality Management Fund accounts for the operations of the City's water quality management program as mandated by the Environmental Protection Agency and the state. Since the inception of this program in 1994, the investment in property, plant, and equipment has grown to a net position of \$85.5 million at year ending June 30, 2019. The 2020 budget including capital is \$23,250,723.

The Chattanooga Downtown Redevelopment Corporation (CDRC), accounts for the operations of a facility funded by lease-rental revenue bonds in the Tourist Development Zone, comprising more than 631,210 square feet at a cost of over \$120 million. Facilities include (1) the Chattanooga conference center, (2) parking garage, (3) the Development Resource Center, and (4) an expansion of the Chattanooga-Hamilton County Convention and Trade Center. The lease provides for semi-annual payments in amounts sufficient to meet the annual debt service requirements on \$129 million in revenue bonds issued by the Industrial Development Board of the City of Chattanooga on behalf of the CDRC, a non-profit corporation. The IDB bonds are secured by payments to be made by the CDRC. The lease payments are funded by the City's share (.25%) of the 0.5% increase in the county-

wide sales tax passed by county-wide referendum, income from the Chattanooga, state incremental sales tax generated in the Tourist Development Zone and interest income from a debt service reserve fund in excess of \$9 million included as part of the bond issue. In the event these sources are insufficient, the City agreed to appropriate sufficient monies from other sources to make the lease payments. The net position June 30, 2019 is \$5.1 million. The outstanding debt at June 30, 2019 is \$60.4 million.

The Tennessee Valley Regional Communications System (TVRCS) accounts for the operations, management, and maintenance of the regional communications system. The TVRCS is a jointly funded Interoperable Public Safety communication system made up of partners from the City of Chattanooga, fourteen (14) counties in Tennessee & Georgia and the State of Tennessee. The FY 2020 budget is \$1,608,386.

Internal Service Funds - The City maintains three Internal Service Funds - Municipal Fleet Services Fund, Liability Insurance Fund, and the Health & Wellness Fund. Internal Service Funds provide goods or services for a fee to other governmental units, departments, and agencies. The Fleet Services Fund 2020 budget is \$22,439,616. The City of Chattanooga is self-insured for judgments and claims, including health care. The Liability Insurance Fund was established to fund and pay for all judgments and costs or liability claims against the City. The 2020 General Fund premium to the Liability Insurance Fund is \$500,000. The 2020 Health & Wellness Fund budget is \$50,490,857.

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

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

Trend Information.

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

General Pension Plan. The City provides a pension plan for permanent general city employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of total earnings. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan, at an actuarially computed contribution rate of 21.42% or 4.49% increase for FY2020.

Fire and Police Pension Fund. The City Finance Officer is authorized to fund based on the total salaries of all active employees participating in the Fire & Police Pension Fund with a contribution from the General Fund. The annual required contribution rate for FY2020 is 46.95% or 3.05% increase.

Electric Power Board Pension Plan. The Plan provides retirement benefits to plan members. Plan members are not required to contribute to the Plan. EPB's contributions are calculated based on an actuarially determined rate, which is currently 13.3% of annual covered payroll. Effective August 1, 1984, EPB implemented a 401(k) defined contribution plan, the EPB Retirement Savings Plan, which allows employees to invest up to 100% of their salary in the savings plan. EPB contributes 100% matching up to 4.0% of an employee's salary after one year of employment.

OPEB Trust. The City maintains a post-employment health care plan for retirees and their dependents. Substantially all of the City's employees may become eligible for benefits should they reach normal retirement age and certain services requirements. Retirees and beneficiaries are required to contribute specified amounts depending upon certain criteria and retirement date. Employees who retired prior to 2002 contribute an amount equal to the amount paid by active employees. If they retire after 2002 with 25 years of service or a job related disability, retiree contributes an amount equal to 1.5 times that of active employees; if less than 25 years of service or non-job related disability, retiree contributes an amount increased on a pro rata year's basis. The City pays the remainder of the costs.

As a cost reduction measure, effective July 1, 2010, the City Council discontinued retiree medical coverage past Medicare eligibility for all new employees and employees not already eligible for retirement. This provision does not apply to sworn personnel for which the City does not contribute to the Federal Medicare Insurance Trust Fund.

Personnel Highlights

The fiscal year budget provides for 2,650 positions within the City. This is an increase of sixteen (16) positions citywide. This increase is primarily for fourteen (14) positions within the Public Works Department's Enterprise Funds which includes four(4) for Water Quality and ten (10) for Interceptor Sewer Operations. Additional Increases are by Human Resources (6) for the Training Division, Economic Development (8) for additional homeless outreach staff and Transportation (4) for three Project Managers and an Administrative position. These increases are offset by a decrease in Youth and Family Development (-19) due to elimination of the Social Services Day Care Center (focusing resources to Head Start State Program). Other departments also impacted for a net of 4 positions. For more detailed information see the Personnel Administration tab in the Human Resource Administration section of this document.

Financial Assessment

Chattanooga continues to enjoy a position of fiscal strength and our outlook is improving. Through strong fiscal management, Chattanooga has created an environment that fosters economic growth which has lessened the impact of the recent economic downturn on its citizens as compared to other entities on a global scale.

General Fund Balance

One measure of a city's fiscal health is the level of its fund balance. At June 30, 2019 the City's unaudited total and unassigned fund balance of \$109.3 million and \$78.2 million respectfully are 37.4% and 26.8% of total revenues and transfers in. The City strives to maintain an undesignated general fund balance of 20% of operating revenues and transfers in. The City periodically uses fund balance to fund pay-go capital projects instead of adding new debt. The City's undesignated fund balance is \$82.2 million of which 78.2 million is unassigned, or 29.8%

Financial Reserves of Other Operating Funds

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

Bond Ratings

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

Per Capita Budget

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

Program	Acutal 2017	Acutal 2018	Budget 2019	Budget 2020	FY19 vs FY20 Budget	% Change
Population	176,588	177,571	179,139	180,557	1,418	0.79%
General Government	342.99	348.76	382.54	370.45	(12.09)	(0.03)
Human Resources	10.67	10.55	13.38	16.72	3.34	0.25
Economic & Community Dev	35.52	40.61	47.20	51.01	3.81	0.08
Economic Development	72.98	68.20	129.79	153.48	23.69	0.18
Executive Branch	10.32	10.80	10.65	11.57	0.92	0.09
Finance & Administration	30.11	32.06	37.47	38.92	1.45	0.04
Police	369.85	393.41	411.27	404.32	(6.95)	(0.02)
Fire	220.43	243.16	258.83	260.06	1.23	0.00
Public Works	853.37	1,019.77	966.86	965.81	(1.05)	(0.00)
Social Services	95.44	90.68	96.31	96.05	(0.26)	(0.00)
Youth & Family Development	56.41	60.04	63.86	61.65	(2.21)	(0.03)
Transportation	60.38	62.37	61.96	64.57	2.61	0.04
General Services	83.85	-	-	-	-	-
Debt Service	142.56	165.32	154.69	134.93	(19.76)	(0.13)
Total	2,384.88	2,545.73	2,634.81	2,629.54	(5.27)	0.47

*General Services combined with Fire and Public Works Departments

Conclusion

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





About Chattanooga

Chattanooga, a Cherokee word for “Rock coming to a point” was incorporated under State of Tennessee Private Acts of 1839. Today the City serves as the County seat of Hamilton County, is commercially and industrially developed and is the center of a six-county Metropolitan Statistical Area (the “MSA”), which includes Hamilton County and the counties of Marion and Sequatchie, Tennessee and the counties of Catoosa, Dade and Walker, Georgia.

Located near the southeastern corner of the state on the Tennessee-Georgia border, the City encompasses an area of 145 square miles and a population of 180,557. The City is centrally located in relation to other major population centers of the southeast, being within a 150-mile radius of Knoxville and Nashville, TN; Birmingham, AL; and Atlanta, GA. Over 11 million people live within a 2 to 2 ½ hour drive of Chattanooga.

Date of Organization: 1839

Form of Government: Mayor/Council

The Mayor, elected at-large, serves as the City’s Chief Executive Officer and oversees the operation of all City departments. The Mayor does not serve as a member of the Council. The City Council is composed of nine members, with each member being elected from one of the nine districts within the geographic boundaries of the City. The Mayor and Council are elected to four-year terms. The City provides a full range of municipal services including, but not limited to, fire and police protection; sanitation services; construction and maintenance of

highways, streets and infrastructure; recreation and cultural activities; youth and family development; public library; economic and community development; planning and zoning; social services; and general administrative services. It also operates a water quality program and a regional sewer and sewage facility system serving southeast Tennessee and northwest Georgia.

The City is empowered to levy a property tax on both real and personal property located within its boundaries. It also has the power to extend its corporate limits by annexation in accordance with procedures under an “Urban Growth Plan” agreed to between the City and Hamilton County. Annexation for selected areas included in the Urban Growth Plan occurred in 2009-2013 adding an additional 4 square miles and over \$313 million of appraised property value.

The City employs approximately 2,630 authorized positions. The City’s Electric Power Board has approximately 688 active time employees.

During 2000 thru 2010, the population for Chattanooga increased 10.2 percent. Between 2000 and 2018 the population has increased from 155,554 to an estimated 180,557 or 14.6%

Demographics

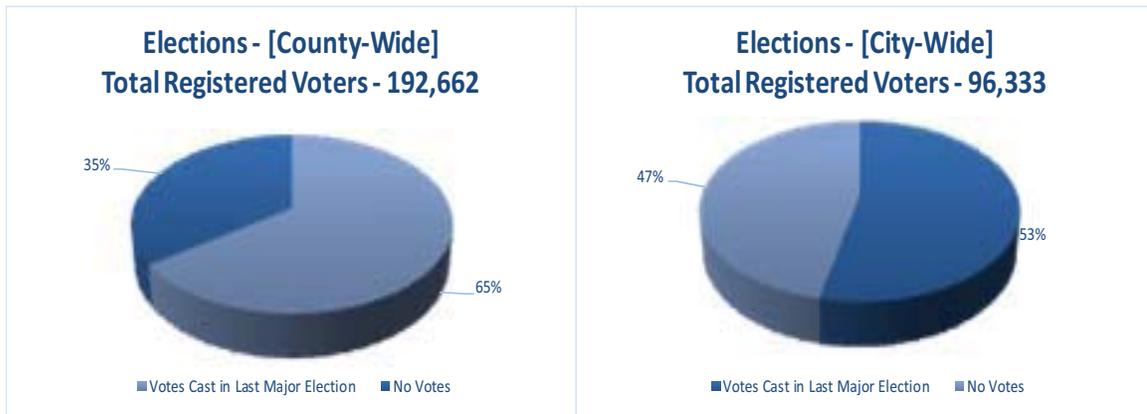
Population For City of Chattanooga, Hamilton County, Tennessee & United States

Census Year	City Area	City of Chattanooga	Hamilton County	State of TN	United States	Decennial % Change			
						City	County	State	US
1960	36.7	130,009	237,905	3,567,089	180,670,000	-0.8	14.2	8.4	18.5
1970	52.5	119,923	255,077	3,926,018	205,050,000	-7.8	7.2	10.1	13.5
1980	126.9	169,565	287,740	4,591,120	227,220,000	41.4	12.8	16.9	10.8
1990	126.9	152,466	285,536	4,877,855	249,620,000	-10.1	-0.8	6.2	9.9
2000	126.9	155,554	307,896	5,689,283	282,160,000	2.0	7.8	16.6	13.0
2010	144.0	171,349	336,463	6,346,105	309,340,000	10.2	9.3	11.5	9.6
2011	143.2	167,674	340,855	6,399,787	311,640,000				
2012	143.2	170,136	345,545	6,456,243	313,990,000				
2013	143.2	171,279	348,673	6,495,978	316,230,000				
2014	143.2	173,366	351,220	6,549,352	318,620,000				
2015	143.2	176,588	354,098	6,600,299	321,040,000				
2016	143.2	177,208	358,061	6,649,404	323,410,000				
2017	143.2	179,139	361,613	6,715,984	325,720,000				
2018	143.2	180,557	364,286	6,770,010	327,167,434				

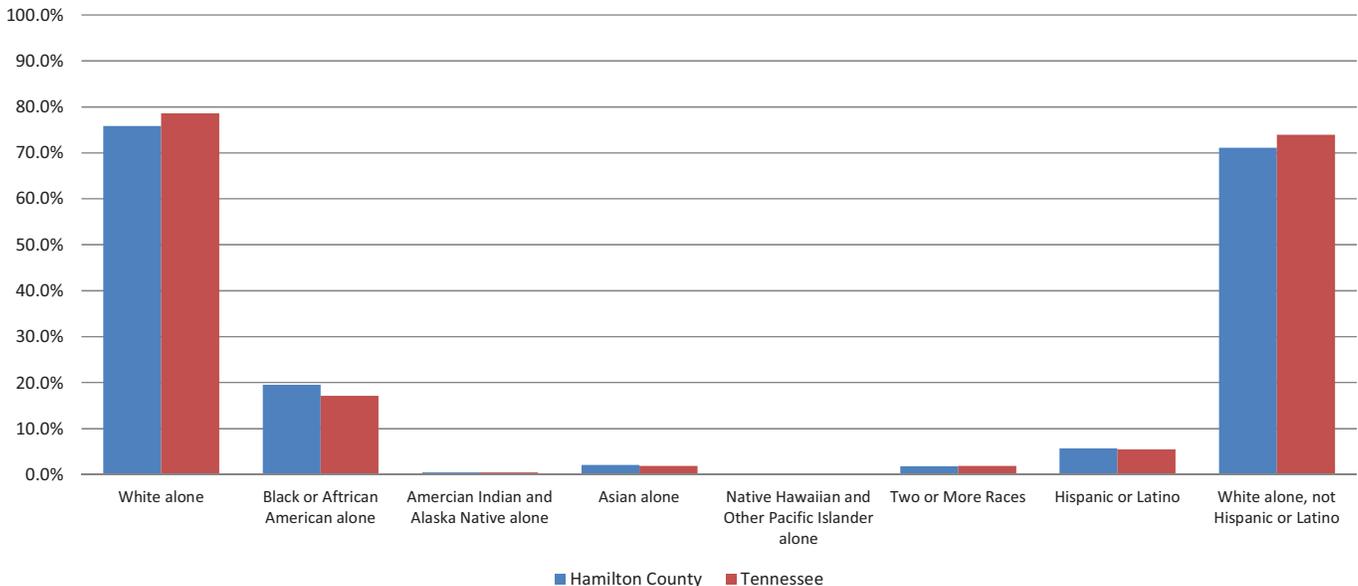
Building Permits Issued & Value

Year	Issued	Value
2009	1,848	\$ 466,268,463
2010	1,896	\$ 266,446,116
2011	2,105	\$ 392,043,677
2012	2,383	\$ 619,129,674
2013	1,938	\$ 428,388,807
2014	2,056	\$ 522,111,572
2015	2,196	\$ 650,213,959
2016	2,655	\$ 621,280,264
2017	2,780	\$ 674,712,821
2018	2,859	\$ 529,994,995

Source: Chattanooga Land Development Office
Calendar Year



Racial Comparison



Quality of Life

Cultural Activities & Facilities

Museums	13+
Performing Art	14+
Annual Events	13+
Area Attractions	40+

Attractions

Chattanooga Choo Choo
 Coolidge Park
 Lookout Mountain Incline Railway
 The Passage
 Point Park / National Military Park
 Raccoon Mountain Crystal Caverns
 Rock City Gardens
 Ruby Falls
 Southern Belle (Riverboat)
 Tennessee Aquarium
 IMAX 3D Theater
 Chattanooga Zoo at Warner Park
 Bluff View Art District

Community Recreation & Facilities

Parks (approx/4,000 total acres)	75+
Bike Lanes (Miles)	75
White Water Rafting (area rivers)	3
Golf Courses (9 Public / 8 Private)	17
Mountain Climbing (Mountains)	3
Country Clubs	8
Community Centers	16
Hotels and Motels (9,000+ total Room)	67
Bed & Breakfasts	14
Regional Malls	5
Public Library (Branches)	4

Housing Costs

Year	Median Sales
2008	\$ 131,870
2009	\$ 122,600
2010	\$ 121,400
2011	\$ 121,400
2012	\$ 129,100
2013	\$ 132,300
2014	\$ 139,700
2015	\$ 154,700
2016	\$ 140,300
2017	\$ 141,300
2018	\$ 150,300

2019-2020 / 2018-2019 10th DAY ENROLLMENT COMPARISON

	2019-20		2018-19	
	Locations	Enrollment	Locations	Enrollment
High Schools	11	8,800	12	8,996
Middle-High	7	5,985	7	5,185
Middles Schools	14	7,311	13	7,092
Elementary-High*	2	32	2	1,055
Elementary-Middle	3	1,330	3	1,867
Elementary Schools	39	20,395	39	19,609
School at Chattanooga State	1	176	1	169
Specialty Programs**	3	30	2	55
TOTAL	80	44,059	79	44,028

*Includes Hamilton County Virtual School

**Includes Washington & Dawn School

Source: Hamilton County Board of Education

Climate

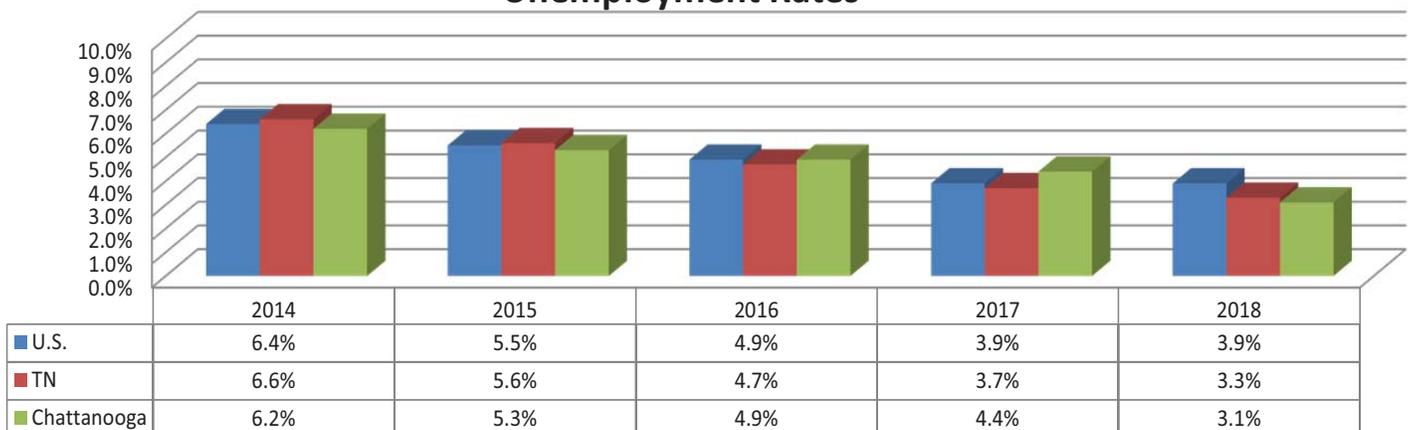
Annual High Temperature
 Annual Low Temperature
 Average Temperature
 Average Annual Rainfall
 Average Annual Snowfall

Source: US Climate Data

Bond Ratings

Fitch
 Standard & Poor's

Unemployment Rates



Service Statistics

<u>Electric Power Board</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Electric Customers	180,262	182,000	183,500	186,000
Residential Rate (cents per kwh)	10.58	10.93	10.86	10.94
Fiber Optics Residential Customers	77,000	84,000	89,300	95,000

Source: EPB Financial Highlights - Annual Report

<u>Public Works / Transportation</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Solid Waste Accepted as Landfill (tons)	69,677	24,605	3,745	27,239
Curbside Recycling Tonnage	5,208	5,400	5,261	4,918
Signalized Intersections	335	334	330	340

Source: Chattanooga Public Works & Transportation

<u>Fire Protection</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Sworn Officers	429	429	443	443
Fire Stations	19	20	20	20
Front Line Ladder Trucks	1	1	1	2
Front Line Fire Engines	11	11	11	11
Front Line Quints (Engine/Truck Combination)	14	14	14	13
Fire Reserves	9,267	11,097	10,103	11,197
EMS Responses	8,726	9,141	9,496	8,507
Average Response Time (minutes)	5:12	5:13	5:20	5:19

Source: Chattanooga Fire Department - Calendar Year Data

<u>Police Protection</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Sworn Officers	486	486	500	500
Crime Index	11,230	10,374	12,273	12,451
Crime Rate (per 1,000 pop)*	64	58	69	70
Average Response Time	0	0	0	0
Parking Violations (7 Zones plus Traffic & K-9)	1,202	1,525	1,471	1,469
Moving Violations (7 Zones plus Traffic & K-9)	38,124	23,648	22,776	24,618
Calls for Service	230,544	226,610	245,939	237,775

Source: Chattanooga Police Department - Calendar Year Data

Transportation Infrastructure

2,302 Lane miles	1 Protected Route miles
57,056 Traffic Signs	38 Bike Route miles
110 Bicycle Facility miles	26,618 Street Lights
30 Greenway miles	80 Bridges
490 Sidewalk miles	1 Tunnel
42 Bike Lane	

Source: Chattanooga Transportation Department

CHATTANOOGA TENNESSEE
Major Employers List - 2019

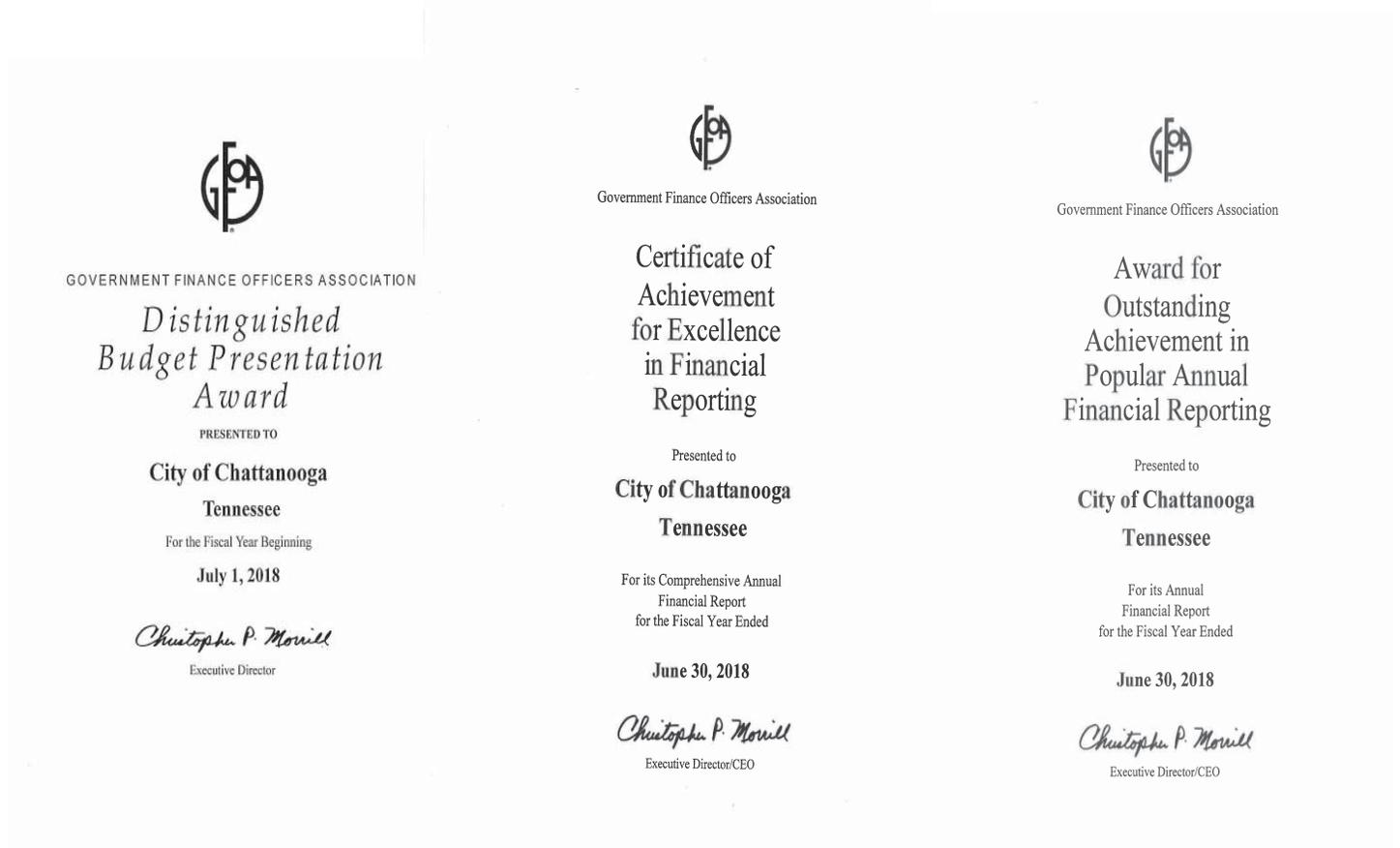
TOP NON-MANUFACTURERS

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Type of Product / Service</u>
Erlanger Health System	7,870	Health System
BlueCross BlueShield of Tennessee	5,193	Health Care Financing
Hamilton County Dept. of Education	4,674	Elementary & Secondary Schools
Tennessee Valley Authority	3,501	Utility - Electric Service
Unum	2,800	Insurance
CHI Memorial	2,407	Health Care
City of Chattanooga	2,308	Government
Hamilton County Government	1,835	Government
Amazon.com LLC	1,637	Distribution Center
Cigna Health Care	1,350	Health Services
Parkridge Medical Center, Inc.	1,332	Health Care - Hospital
The University of TN at Chattanooga	1,291	University

TOP MANUFACTURERS

<u>Employer</u>	<u>Number of Full-Time Employees</u>	<u>Industry</u>
McKee Foods Corporation	3,100	Cakes & Cookies
Volkswagen Chattanooga	2,498	Automobiles
Roper Corporation	1,900	Cooking Products
Astec Industries, Inc	1,637	Asphalt & Construction Equip.
Pilgrim's Pride Corporation	1,300	Poultry Slaughtering & Processing
Chatt. Coca-Cola Bottling Co.	1,002	Soft Drinks
U.S. Xpress Enterprises, Inc.	998	Transportation Services
Lawson Electric Company	926	Electrical Contractors & Engineers
Vision Hospitality Group, Inc.	855	Lodging
Gestamp Chattanooga, LLC	782	Auto metal stamping & welded assemblies
T-Mobile	756	Telecommunications
Sanofi Consumer Health Care	754	Health & Beauty Products

Source: Chattanooga Area Chamber of Commerce Major Employers List



ACHIEVEMENTS

We are honored to have received, for numerous years, the Distinguished Budget Award, the Certificate of Achievement for Excellence in Financial Reporting, and the Popular Annual Financial Report.

The Distinguished Budget Presentation Award has been awarded to the City for twenty-three (23) years. We are proud our document has met program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2020 budget continues to conform to program requirements.

The GFOA established the Certificate of Achievement for Excellence in Financial Reporting (CAFR Program) in 1945 to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that

goal. The City has received this award for twenty-seven (27) years.

The GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) was established by GFOA to encourage and assist state and local governments to extract information from their comprehensive annual financial report specifically designed to be readily accessible and easily understandable to the general public. We have received this for eight (8) consecutive years that it has been published.

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

Following are some of the recognitions the City of Chattanooga has received:

- **U.S. Green Building Council** recognized Chattanooga as America’s first City to be certified for a new environmental distinction for electric power systems due to the energy efficient smart grid technology. The city and EPB were awarded the first municipal PEER Certification in 2016.
- **WalletHub** rated Chattanooga number 4 of 150 as the best city to start a business in 2015. Chattanooga not only attracts manufacturing and logistics companies, the City places an emphasis on entrepreneurial opportunities.
- **USA Today** readers have ranked Chattanooga’s downtown riverfront as the seventh best in the country.
- **Money Magazine** recognized Chattanooga as one of 20 cities that were chosen as the “Best Places to Retire” in 2015. Chattanooga was also the only Tennessee city on the list.
- **Outside Magazine** named Chattanooga as “Best Outdoor Town in America” in 2015.
- **Matador Network** named Chattanooga as one of America’s 20 Coolest Outdoor Towns in 2016
- Chattanooga has the distinction of being the first city in the United States to have its very own typeface: “Chatype”.
- The **Wall Street Journal** calls Chattanooga home to “one of the nation’s strongest local economies” in 2012.
- **CNN Travel** calls Chattanooga a “regional gem”, and “Scenic City USA” with “literally dozens of attractions packed along the city’s downtown riverfront.”
- **Chattanooga Time Free Press** reported “Chattanooga’s population growth outpaces other [Tennessee] cities” in July 2012.
- **Utne Reader** magazine as one of the 10 “Most Enlightened Cities.”
- **Walking Magazine** as one of “America’s Best Walking Cities.”
- **U.S. News & World Report** as one of the “Cities that Work.
- **National Geographic** established the “Tennessee River Valley” Geotourism, which features the Tennessee River Valley region in one of only 15 such projects in the world, and the only river region in the world to be featured.
- **Forbes Magazine** says “technology makes Chattanooga a great place for business.”
- **MSN Money** calls Chattanooga a “New Hot Retirement Spot...where the amenities include hiking and biking trails, an aquarium and a thriving local arts scene.”
- **New York Times** named Chattanooga 1 of 45 cities worldwide to visit.
- **Travel + Leisure** named Chattanooga as one of the five “Next Great Escapes” and calls Chattanooga a “cultural find.”
- **Southern Living** calls Chattanooga a “Walkable Tennessee River town constantly provides new reasons to explore.”
- **MeetingNews magazine** awarded Chattanooga the winner of the Planner’s Choice Awards.
- **ConventionSouth magazine** named Chattanooga the winner of the Reader’s Choice Award and voted it South’s #1 Cool Spot For Summer Events.



Mayor Andy Berke

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



He was elected to serve as Mayor of Chattanooga on March 5, 2013, winning over 72% of the electoral vote. Immediately following his inauguration, Mayor Berke streamlined government with a top to bottom reorganization that eliminated three departments and saved taxpayer dollars in the process. Mayor Berke has relentlessly focused on making Chattanooga streets safer, families stronger, growing middle-class jobs, and using taxpayer dollars efficiently.

In 2015, Mayor Berke was named Municipal Leader of the Year by American City and County magazine for his "extraordinary leadership and dedication to innovation," in Chattanooga.

He and his wife Monique Prado Berke have two daughters: Hannah and Orly.

MISSION

To break down the barriers that prevent people from living the life they want in our community.

www.chattanooga.gov



VISION

We will be a city that empowers Chattanoogaans to build an equitable, authentic, and inclusive community through prosperity and a high quality of life.

City Council



Chip Henderson, Vice-Chairman

District 1

His favorite quotation is “Government should provide collectively what we cannot provide individually.” Councilman Henderson is currently the Chair of the Legislative Committee. Councilman Henderson currently serves as Vice-Chair of the Council for 2019-2020.

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



Jerry Mitchell

District 2

Jerry has committed himself full time to connecting with his fellow District 2 neighbors and voters, learning what is important to them, and helping people understand his own thoughts about the future of the district and the city. Under prior administrations, Jerry played an integral part in expanding the City’s parkland, directed the creation of the Public Art Plan and the development of the Outdoor initiative. Councilman Mitchell currently serves as Chair of the Council’s Public Works & Transportation Committee for 2019-2020.

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



Ken Smith

District 3

Ken believes there are short and long-term needs that need to be better addressed for Chattanooga to reach its potential. These include managing growth and development, creating strong and vibrant neighborhoods, bringing better transparency and more accountability to city government, and addressing our critical infrastructure needs. His focus is to bring inclusive and positive leadership to the City Council by being a voice of the citizens and getting back to the basics of providing essential services to the taxpayers of Chattanooga. Councilman Smith currently serves as Chair of the Public Safety Committee for 2019-2020

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

City Council



Darrin Ledford

District 4

Darrin Ledford was elected to the District 4 seat of the Chattanooga City Council on March 5, 2017. Ledford campaigned on using his faith, personal experiences and business background to bring a spirit of cooperation, friendship and courage to help solve the complex problems our City faces today. Councilman Ledford lives in East Brainerd with his wife, Kelly, and son, Zachary, where they are members of Christ United Methodist Church. Councilman Ledford currently serves as Chair of the Planning and Zoning Committee for 2019-2020.

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



Russell Gilbert

District 5

Councilman Gilbert has worked to revitalize the Washington Hills Recreation Center and football field. These areas provide a safe haven for community children to spend time and play. He also coordinates the McKenzie Football Camp for Kids and is the coordinator of the Highway 58 Neighborhood Association Coalition. Councilman Gilbert serves as Chair of the Human Resources Committee for 2019-2020.

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



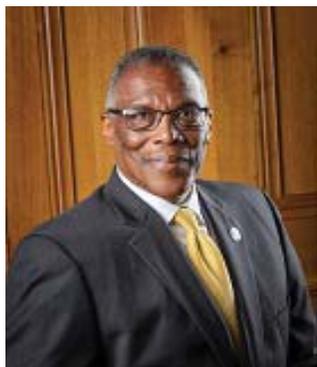
Carol B. Berz

District 6

Carol Berz is the Chief Executive Officer of Private Dispute Resolution Services, LLC. A civil and family mediator, Dr. Berz is listed by the Supreme Court of Tennessee as a Rule 31 Neutral and Trainer in General Civil and Family Mediation and as a Trainer in the special circumstance of Domestic Violence. In addition, Dr. Berz does extensive teaching in both the public and private sectors regarding mediation, law and ethics, and collaborative problem-solving in the areas of health care, labor/management issues and government relations. Councilwoman Berz serves as Chair of the Budget & Finance Committee for 2019-2020.

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

City Council



Erskine Oglesby, Jr., Chairman

District 7

Mr. Oglesby has worked as Associate Director of Corporate Engagement for the United Way of Greater Chattanooga responsible for cultivating relations with community and corporate partners to enhance annual giving and providing marketing and technical support to nonprofit agencies throughout the region. Councilman Oglesby currently serves as Chairman of the Council for 2019-2020.

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



Anthony Byrd

District 8

Anthony Byrd has served in his role at Hamilton County General Sessions Court for over 20 year, fighting for human rights and civil liberties for those without a public voice. Byrd is a property owner and developer that understands the people of his community. Councilman Bryd serves as Chair of the Economic & Community Development Committee for 2019-2020.

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



Demetrus Coonrod

District 9

Councilwoman Demetrus Coonrod is a 1993 graduate of Chattanooga High School. She has worked along with the community for improvement to Wilcox Tunnel, pushed leadership to support Ban the Box, and a voice for restoration of rights for convicted felons. Councilwoman Coonrod serves as Chair of the Youth and Family Development Committee for 2019-2020.

District 9 consists of the following precincts: East Chattanooga 1 & 2; Eastdale; Glenwood; Missionary Ridge; Ridgedale 1 & 2

Council Chair and Vice Chair are elected each year in April. Councilmembers are elected for a four-year term. Current term expires April 2021.

2019 - 2020 City Officials

Mayor:			Andy Berke	
Chief of Staff :			Stacy Richardson	
Deputy Chief of Staff:			Kerry Hayes	
Chief Operating Officer:			Maura Sullivan	
Deputy Chief Operating Officer:			Anthony O. Sammons	
City Council:				
	Chip Henderson**	District 1	Carol Berz	District 6
	Jerry Mitchell	District 2	Erskine Oglesby, Jr.*	District 7
	Ken Smith	District 3	Anthony Byrd	District 8
	Darrin Ledford	District 4	Demetrus Coonrod	District 9
	Russell Gilbert, Sr.	District 5	*Chairman	
			**Vice-Chairman	

Legislative Staff: Nicole Gwyn, Clerk to Council

Legal Staff: Phillip A. Noblett, City Attorney

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

Department Administrators and Directors:

Economic & Community Development
Donna C. Williams, Administrator
Richard Beeland, Deputy Administrator

Public Works:
Justin Holland, Administrator
Donald Stone, Deputy Administrator

Finance & Administration:
Daisy W. Madison, CPA, City Finance Officer
Tanikia S. Jackson, Deputy City Finance Officer

Police:
David Roddy, Chief
Eric Tucker, Assistant Police Chief

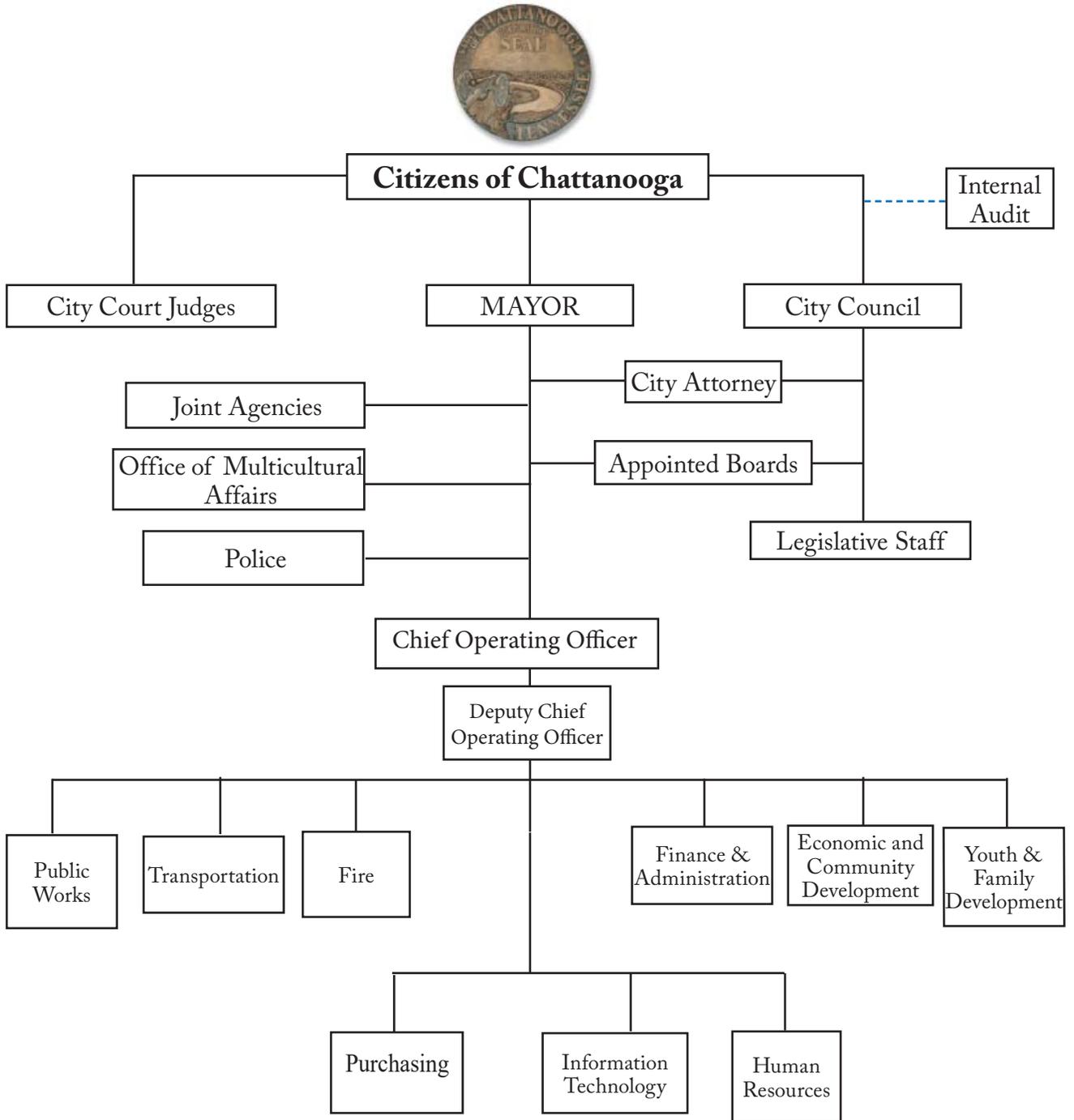
Fire:
Phil Hyman, Chief
Seth Miller, Deputy Fire Chief

Transportation:
Blyth Bailey, Administrator

Human Resources:
Beverly Moultrie, Director
Tyna Hector, Deputy Director

Youth & Family Development:
Lurone Jennings, Administrator
Jason McKinney, Deputy Administrator, Recreation

Organizational Chart



Finance Staff

Daisy W. Madison, CPA, CGFM

City Finance Officer

Daisy W. Madison was hired as Deputy Finance Officer in 1992 and appointed to the position of City Finance Officer by Mayor Ron Littlefield in 2005. She is a graduate of Alabama State University with a Bachelor of Science in Accounting and also attended University of Cincinnati. She is a Certified Public Accountant with over 38 years of experience in financial accounting and auditing which include 10 years as staff auditor for the U.S. General Accounting Office, Arthur Andersen & Company and audit manager for the internal audit division of Hamilton County government. Prior to coming to the City, she served as Director of Financial Management for Hamilton County government for over 10 years. Mrs. Madison initiated the first successful attempt by the City to obtain the GFOA certificate of achievement in financial reporting and the first GFOA Budget Award which was instrumental in the city's achieving a AAA bond rating. She is past president of the Tennessee Government Finance Officers Association, past treasurer of the Chattanooga Chapter of the TN Society of CPAs and served on the GFOA standing committee on Debt Management; also served on the Wastewater Financing Board for the State of TN. and is a member and past president of the local chapter Association of Government Accountants and Tennessee Society of Certified Public Accountants (TSCPA). She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her late husband of 37 years, Sam, are the proud parents of four children and eight grandchildren.

Tanikia S. Jackson

Deputy City Finance Officer

Tanikia Jackson was hired and appointed to the position of Deputy Finance Officer by Mayor Andy Berke in October 2018. She has a demonstrated history as a government finance professional for 15 years. Before arriving to Chattanooga, Tanikia held a position for three years at DeKalb County Government, Georgia serving as the Office of Management and Budget Deputy Director where she helped develop a \$1.2 billion operating budget. She also held a Finance Manager position for 11 years at Gwinnett County Government, Georgia where she was directly responsible for the financial oversight and program delivery of their HUD entitlement programs to include the grants management of all other federal and state funded programs.

Prior to assuming a position in local government she worked for Boys & Girls Clubs of America in Georgia where she disseminated federal funds and provided training to support local clubs mentoring efforts for the southeast region of the United States. She served active duty for six years in the Air Force where she was stationed at Tinker Air Force Base, Oklahoma supporting the 963 Airborne Warning and Control Squadron through deployments to Riyadh Saudi Arabia, Incirlik Turkey, and Panama City Panama. Later accepting a special duty assignment at Bolling Air Force Base, Washington DC for the Office of Special Investigations, a federal law enforcement agency with responsibility for conducting criminal and specialized investigative activities, protective services, and counterintelligence support.

Her educational achievements include a Master's Degree in Public Administration at Keller Graduate School of Management and a Bachelor's Degree in Computer Information Systems at DeVry University.

Finance Staff



From left to right: Chris Brown, Kendra Yates, Teresa DiDonato, Fredia Forshee, Jason Silvers

Fredia F. Forshee, CPA, CGFM

Director of Management & Budget Analysis

Fredia Forshee was promoted to Budget Officer in March, 2000. She holds a Bachelor of Science/Business Administration degree from Austin Peay State University located in Clarksville, TN. She has obtained certificates for Certified Public Accountancy and the Certified Government Financial Manager issued by the Association of Government Accountants. Prior to her promotion to the position of Budget Officer, her career with the City began in 1980 where she started in Payroll, moving to Budget in 1984 as a Budget Analyst, then gaining promotion to Senior Budget Analyst, and later to her current position of Director of Management & Budget Analysis. This position provides assistance to and reports directly to the Administrator City Finance Officer. She is responsible to direct, manage, supervise and coordinate the development, preparation, implementation and analysis of the city-wide municipal operating and capital budgetary process in a manner to implement city-wide objectives to maintain a sound fiscal spending plan.

Office Phone: 423-643-7380

Email: FForshee@chattanooga.gov

Teresa McDougal-DiDonato

Budget Manager

Teresa DiDonato was hired by the City in September 2012 as a Management & Budget Analyst. She has since been promoted to Budget Analyst 2 and then Budget Manager. She has over 23 years experience in Budget Administration and Healthcare Management which includes, supervision, governmental compliance, corporate & governmental budgeting, and extensive internal/external auditing background including LEAN and ISO Certification. She has obtained her certification as a Certified Municipal Finance Officer by the Tennessee Comptroller of the Treasury. Teresa holds a Bachelor of Science in Finance from The University of Tennessee at Chattanooga. She oversees budgets for City Council, City Attorney, City Judges, Internal Audit, Information Technology, Purchasing, 311 Operations, and other General Governmental divisions. She is extremely involved with preparing Budgets and forecasting the City's Health & Wellness Funds to assist in determining Health Rates and employer medical costs. Her other responsibilities include Capital Projects, Bond Investment Reconciliations & Arbitrage Compliance, the City's monthly revenue and general government expense projections. She also assists in the oversight of the budget department. Teresa is originally from St. Petersburg, FL and has two amazing children (Riley DiDonato and Bryce DiDonato).

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Finance Staff

Kendra Yates

Management & Budget Analyst 2

Kendra Yates was hired with the City of Chattanooga February 2017 as a Management & Budget Analyst. Prior to joining the city she was a Branch Manager for Enterprise, and did Financial Reconciliation for JPMorgan Chase. Her areas of responsibility for the City include Transportation, Economic and Community Development, Human Resources, and City-wide Expenditures. Kendra holds a Bachelor of Business Administration in Finance from the Stephen F. Austin State University in Nacogdoches, Texas. Kendra is originally from Dallas Texas, has a loving husband (Reginald), and 3 beautiful children (Kyra, Kaylee, and Reginald II).

Office Phone: (423) 643-7367

Email: KendraYates@chattanooga.gov

Christopher P. Brown

Management & Budget Analyst 1

Christopher (Chris) Brown started his career at the the City of Chattanooga in May 2008. Chris is an outgoing professional specializing in city government administration. For the past 10 years, he has worked closely with regional youth organizations emphasis in new age technology. He also provides services to local government agencies and programming entities for the greater Chattanooga area. In 2014, Mr. Brown was appointed as Executive Assistant to the Administrator for the City of Chattanooga Department of Youth and Family Development. He oversaw the day to day operations of the administrative office that provides strategic planning in youth and family sustainability. During his tenure, Mr. Brown developed an array of progressive approaches to enhance departmental personnel in the area of innovated technology. In September 2017, Mr. Brown was promoted to Management and Budget Analyst 1 with the City of Chattanooga Department of Finance and Administration. His areas of responsibility include Youth and Family Development, Social Services, Chattanooga Public Library, Air Pollution Control Bureau and Golf Courses.

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Jason Silvers

Management & Budget Analyst 1

Mr. Jason Silvers was hired in April 2008 by the City of Chattanooga and has spent the first nine years within City-Wide Services with wide ranging responsibilities from data analysis to grant management and began working in the Finance department in September 2017 as a Management and Budget Analyst. Mr. Silvers graduated with a Bachelor's Degree in Political Science from the University of Alabama in Huntsville. He has been married to Tiffany for eleven years and have two children, Isabella (9) and Isaac (6). His main areas of responsibility include Public Works General Fund, Fleet, State Street Aid, Solid Waste, Water Quality, Interceptor Sewer System, Tennessee Valley Regional Communications and Fire department General Fund totaling over \$245 million dollars.

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